

CONFIDENTIAL ITEMS 2003 – 1 SEPTEMBER 2014

#	Date	Item Title	Confidential Order Details	Item being kept confidential - Agenda/ Attachment/ Minutes	Reason regarding retention or recommend-action to release	Resolution Regarding Action	Last Review Date	Next Review Date	Date Released
93	1 Sept 2014	Chief Executive Officer's Annual Performance Review	<p>Section 90 (3) (a) Order</p> <p>1.Pursuant to Section 90(3)(a) Pursuant to Section 90(2) of the Local Government Act 1999 the Council orders that all members of the public be excluded from attendance at the meeting for Agenda Item 17.2.</p> <p>The Council is satisfied that pursuant to Section 90(3)(a) of the Act, the information to be received, discussed or considered in relation to this Agenda item is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of the Chief Executive Officer in that details of his performance review will be discussed.</p> <p>The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of details of the Chief Executive Officer's performance may prematurely be disclosed before the details of the review have been discussed with the Chief Executive Officer.</p>	Information to be received, discussed or considered		Agenda item and minute released.	1 Sept 14		All information released after the meeting

Moved Councillor Heath

Section 91(7) Order

5. Pursuant to Section 90 (3) (b) & (d)
That having considered Agenda 17.1 (Proposed Road Closure and Sale of Land), in confidence under 90(2) and (3)(b) of the Local Government Act 1999, the Council pursuant to Section 91(7) of the Act orders that the council report, related documents and recommendation 3 in the minutes be retained in confidence until settlement of the proposed land sale or such lesser period as may be determined by the Chief Executive Officer.

Seconded Councillor Stokes

CARRIED
OM20140901.17

17.2 **REPORT TITLE:** **CONFIDENTIAL ITEM: CHIEF EXECUTIVE
OFFICER'S ANNUAL PERFORMANCE
REVIEW**
 DATE OF MEETING: **1 SEPTEMBER 2014**
 FILE NUMBER: **38/010/047**

Moved Councillor Irvine that Council:

Section 90 (3) (a) Order

1. Pursuant to Section 90(3)(a)
Pursuant to Section 90(2) of the Local Government Act 1999 the Council orders that all members of the public be excluded from attendance at the meeting for Agenda Item 17.2.

The Council is satisfied that pursuant to Section 90(3)(a) of the Act, the information to be received, discussed or considered in relation to this Agenda item is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of the Chief Executive Officer in that details of his performance review will be discussed.

The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of details of the Chief Executive Officer's performance may prematurely be disclosed before the details of the review have been discussed with the Chief Executive Officer.

Seconded Councillor Heath

CARRIED
OM20140901.18

- 9.30pm Moved Councillor Hamilton that pursuant to Regulation 20 of the Local Government Procedures at Meetings Regulations, a short term suspension of normal meeting proceedings to enable a period of informal discussion.

Seconded Councillor Heath

CARRIED
OM20140901.19

- 9.40pm Moved Councillor Heath that the Committee now end the short term suspension of normal meeting proceedings.

Seconded Councillor Bailey

CARRIED
OM20140901.20

Moved Councillor Bettcher that Council:

2. note the process and outcomes (attachment 1) of the Chief Executive Officer's Performance Review for 2014 facilitated by Ms Christine Locher, Principal, Solutions@ Locher;
3. note the revised draft set of key objectives (attachment 1) to guide the Council in its assessment of the Chief Executive Officer's performance for 2014/15;
4. authorise the Mayor to vary the Chief Executive Officer's current contract of employment to increase the Chief Executive Officer's total salary package by 2.5 % effective 1 July 2014;
5. authorise the Mayor to sign and extend by one year the Chief Executive Officer's current contract of employment;
6. authorise the Mayor to vary the Chief Executive Officer's contract to replace the existing relocation incentive with a single relocation expense payment of \$7,500 (net of tax) and an annual additional contribution of 2.5% of cash salary; and
7. authorise the Mayor to access legal advice in consultation with the Chief Executive Officer to alter the contract to ensure legislative and legal compliance.

Seconded Councillor Irvine

CARRIED
OM20140901.21

MEETING DECLARED CLOSED AT 9.47PM

MAYOR

DATE

17.2 REPORT TITLE: CONFIDENTIAL ITEM: CHIEF EXECUTIVE OFFICER'S ANNUAL PERFORMANCE REVIEW**DATE OF MEETING: 1 SEPTEMBER 2014****FILE NUMBER: 38/010/047****Purpose:**

For Council to consider a report that details outcomes of the Chief Executive Officer's Annual Performance Review 2014 including recommendations for a variation to the Chief Executive Officer's Contract of Employment, and details of key objectives for the Chief Executive Officer for the coming 12 months.

Recommendation:

That Council:

Section 90 (3) (a) Order**1. Pursuant to Section 90(3)(a)**

Pursuant to Section 90(2) of the Local Government Act 1999 the Council orders that all members of the public be excluded from attendance at the meeting for Agenda Item 17.2.

The Council is satisfied that pursuant to Section 90(3)(a) of the Act, the information to be received, discussed or considered in relation to this Agenda item is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of the Chief Executive Officer in that details of his performance review will be discussed.

The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of details of the Chief Executive Officer's performance may prematurely be disclosed before the details of the review have been discussed with the Chief Executive Officer.

Recommendation:

That Council:

2. note the process and outcomes (attachment 1) of the Chief Executive Officer's Performance Review for 2014 facilitated by Ms Christine Locher, Principal, Solutions@ Locher;
3. note the revised draft set of key objectives (attachment 1) to guide the Council in its assessment of the Chief Executive Officer's performance for 2014/15;

4. authorise the Mayor to vary the Chief Executive Officer's current contract of employment to increase the Chief Executive Officer's total salary package by 2.5 % effective 1 July 2014;
 5. authorise the Mayor to sign and extend by one year the Chief Executive Officer's current contract of employment;
 6. authorise the Mayor to vary the Chief Executive Officer's contract to replace the existing relocation incentive with a single relocation expense payment of \$7,500 (net of tax) and an annual additional contribution of 2.5% of cash salary; and
 7. authorise the Mayor to access legal advice in consultation with the Chief Executive Officer to alter the contract to ensure legislative and legal compliance.
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Background

1. The Chief Executive Officer's annual performance review process is scheduled to conclude no later than September each year.
2. A decision relating to the employment or remuneration of the Chief Executive Officer is a Designated Decision under the Local Government (Elections) Act 1999 and therefore prohibited during the caretaker period. Given the Local Government elections are to be held in November 2014, Council will need to have formally considered the Chief Executive Officer's review by no later than 15 September 2014 as the caretaker period will take effect from Tuesday 16 September and concludes on 14 November 2014.
3. The review evaluates the Chief Executive Officer's performance against Key Performance Indicators and against Strategic Performance Indicators.
4. The Chief Executive Officer's performance is reviewed utilising the services of a mutually agreed external consultant to facilitate an objective process involving the Mayor and two (2) other Councillors, one chosen by the Chief Executive Officer.
5. The Chief Executive Officer's Position Description, Key Performance Indicators and Strategic Performance Objectives may be amended by agreement after each performance review, or earlier if required.
6. A written report is provided to council and the Chief Executive Officer at the end of each review.

7. Elected Members were advise in a memo dated 5 August 2013 a new consultant would be appointed to undertake the 2014 review, and annually thereafter until 2017.
8. At the council meeting 17 March 2014 council noted the process for the Chief Executive Officer's Performance Review 2014-2017 and appointed Mayor Ferguson, Deputy Mayor Councillor Simon Westwood and Councillor Jeffrey Bettcher to the Chief Executive Officer's Performance Review Advisory Panel.

Discussion:

Review Process

9. The review methodology included feedback from Elected Members, general managers and external stakeholders.
10. The review process commenced in July 2014, and was completed by the end of August 2014.

Reporting

11. The consultant provided a written report to the Advisory Panel on a confidential basis, respecting the integrity of the process.
12. The Advisory Panel reviewed the consultant's report and has provided a written report to council making recommendations for council to consider (attachment 1).

Outcomes

13. The panel noted the detailed findings of Ms Locher's report.
14. The panel were unanimous in recommending to Council that it is in the interest of Council to secure Mr Stuart for a longer period and that he be offered an additional one year to his current contract.
15. Salary Benchmarking Report is provided as attachment 2, for information.
16. It was noted the Chief Executive Officer current remuneration package is comparable to regional centres such as Whyalla and Port Augusta and peri-urban councils such as Alexandrina, but less than almost all metropolitan councils.
17. Further, it was noted that there was evidence that an increase in remuneration of 3-5% could be supported however following debriefing the Chief Executive Officer has suggested that the recommendation presented of 2.5% is reasonable under current economic conditions.

18. The Advisory Panel noted the following selection from the performance review report (as per attachment 1) of key outcomes, comments, and Chief Executive Officer's objectives for the next 12 month period:
- a. *"... overall all stakeholder groups feel that the CEO is performing at or above the level expected of the role of CEO;*
 - b. *Ratings and comments highlighted several key strengths that stakeholders feel he is currently demonstrating as the Chief Executive Officer, namely his capacity to think strategically; his long-term vision and ability to consider the bigger picture; his excellent networking skills including being accessible and approachable; his action and outcome orientation; his focus on financial viability; his experience and political savvy; his preparedness to make decisions; and his professional and ethical approach to all dealings;*
 - c. *Start the process and schedule timeline of Town Centre precinct around Civic Centre;*
 - d. *Plan for Car Park;*
 - e. *Delivery of more multi-use sporting fields;*
 - f. *Attend the 100 Club identifying future benefits to Council and to mentor young CEOs in the system;*
 - g. *Attend to overseas travel every 2 years to investigate how other councils are functioning and bring back place making ideas;*
 - h. *On-board new Elected Members and provide induction, including strategic intent;*
 - i. *Develop Economic Development Strategy;*
 - j. *Facilitate in all District population centres' adequate facilities to enable local community activity engagement."*
19. Furthermore, the Chief Executive Officer has proposed an existing contractual entitlement to provide a relocation incentive be paid by way of a single sum of \$7,500 (net of tax) to the Chief Executive Officer and for the remaining term of his contract an annual contribution of an additional 2.5% of cash salary to super thus effectively providing a tax effective outcome that effectively halves the amount that otherwise would have been due.

Conclusion

The Advisory Panel has noted the process, outcomes and objectives for the Chief Executive Officer and endorsed the objectives as recommended by Solutions @ Locher.

Key Contact

Mayor Ann Ferguson

Attachments

1. CEO Review Report Solutions @ Locher -14/078959
2. Salary Benchmarking

Confidential

Attachment 1 to Item 17.2

SOLUTIONS@LOCHER PTY LTD

Level 2, 60 Hindmarsh Square
Adelaide 5000

18th August 2014

Mayor Ann Ferguson
The District Council of Mount Barker
PO Box 54,
Mount Barker 5251

Dear Mayor,

The Chief Executive Officer, Andrew Stuart completed a 360 degree review feedback process as part of a comprehensive annual performance appraisal. This process sought feedback from the three key stakeholder groups to the CEO position, consisting of the Council's General Managers, Elected Members and representatives from the Community.

The 360 degree review followed a structured process, using a set of behavioural indicators based around 5 key competencies:- Shapes Strategic Thinking and Change; Achieves Results; Drives Business Excellence; Forges Relationships and Engages Others; and Exemplifies Personal Drive and Professionalism. This process was also supported by one on one discussions with the majority of Elected Members, to further expand on their feedback in relation to the CEO's performance.

The feedback from the 360 degree review and interviews highlighted that, overall, all stakeholder groups feel that the CEO is performing at or above the level expected of the role of CEO. Ratings and comments highlighted several key strengths that stakeholders feel he is currently demonstrating as the CEO, namely his capacity to think strategically; his long-term vision and ability to consider the bigger picture; his excellent networking skills including being accessible and approachable; his action and outcome orientation; his focus on financial viability; his experience and political savvy; his preparedness to make decisions; and his professional and ethical approach to all dealings.

Stakeholders were also asked how the CEO could improve his performance and the themes emerging within the ratings and comments included:

- > providing greater clarity of expectations to direct reports;
- > performance management and performance development of direct reports; and consultation with and inclusivity of Elected Members.

A development plan has been constructed in consultation with the CEO to focus on these three areas.

Through the consultation process, the CEO's objectives for the next 12 month period were identified and these include:

- > Start the process and schedule timeline of Town Centre precinct around Civic Centre
- > Plan for Car Park
- > Deliver of more multi-use sporting fields
- > Attend the 100 Club identifying future benefits to Council and to mentor young CEOs in the system
- > Attend to overseas trip every 2 years to investigate how other councils are functioning and bring back place making ideas
- > On-board new elected members and provide induction including strategic intent
- > Develop Economic Development Strategy
 - o Clean and Green
 - o Incentives for new business
- > Facilitate in all District population centres adequate facilities to enable local community activity engagement

Should you require further information please feel free to contact the undersigned.

Yours sincerely,



Christine Locher
Principal
Solutions@Locher Pty. Ltd.



Attachment 2 to Item 17.2

Salary Benchmarking Report



**Local
Government
Association
of South
Australia**

CEO Salary Survey

**AME Recruitment
January 2014**



Executive Summary

AME Recruitment was retained by LGA SA to collect and collate CEO Salary Data for South Australian Local Government entities with comparisons to be made with the Not for Profit Sector, Interstate Local Government entities and Selected Public Sector Organisations. The intention is for this report to be updated and reissued every 6 months (late July and January each year) in order to capture changes in the salary packages and conditions under which LG CEOs are employed.

This report updates the report released in July 2013.

Data Collection

AME undertook extensive data collection and verification in order to produce an accurate set of results against which informed comment and analysis could take place. Specifically we sought information from:

- South Australia's 68 Local Government Councils;
- Equivalent Local Government Councils from Western Australia, Victoria and Broken Hill;
- Equivalent roles within the South Australian Public Service;
- Relevant South Australian not-for-profit organisations.

Information was asked for from all 68 Councils. Where a response was not received data used is from the July 2013 report. 6 councils did not respond.

The data requested was:

- Salary package, including all additional benefits both cash and non cash;
- Information relating to the terms and conditions of the CEOs contract including the length of the contract length, scheduled performance review dates.
- Number of Elected Members;
- Total staff FTE's;
- Council budget, operational and capital;
- Key financial sustainability ratios.

The appendices include information for every SA Council.

Data Analysis

The CEO Salary Survey data was collated and reviewed for validity. The data was then segmented to enable comparison within segmented groups, between segmented groups, and between South Australian Local Government entities and Interstate Local Government entities.

Due to a reluctance by several respondents to disclose additional benefits (such as additional leave) and a general consensus amongst CEOs that additional annual leave (taken in the year it is awarded) has no commercial value, the salary data reported in this report does not assign a dollar value to additional leave or other non cash benefits. For consistency of comparison the July 2013 data has been restated omitting values for items such as additional leave, Council supplied housing etc. This report now simply identifies the presence of these benefits (where disclosed by CEOs).



Data Segmentation

Grouping of Councils have been made using the following measures:

- Council size, scale and location, using classifications such as G6 + ACC, Other Metro, Outer Metro and Regional and Small Regional.
- Revenue, being annual budget including Operating and / or Capital Budget, or simply Total Budget.
- Number of employees.
- Asset Base.
- Key Financial Sustainability Ratios.
- Elected Member Groupings as determined by the Remuneration Tribunal

Key Data

Contained within the attached tables are the results and averages for all South Australian Local Government Councils split and presented in various ways. Key numbers are highlighted below:

1. The average Total Salary Package in January 2014 (comprised of base salary, super and motor vehicle) for the CEO of all 68 Councils is \$202,256 (vs. \$196,041 in July 2013), an increase of 3.17% in the past 6 months.

Measure	January 2014 Total Base Salary, Super and Vehicle	July 2013 Total Base Salary, Super and Vehicle
Average CEO Salary	\$202,256	\$196,041

\$202,256 is made up of base salary, super and motor vehicle. (See Table 1 for details)

2. The average annual salary package (comprised of base salary, super and motor vehicle) for the CEO of all 68 Councils split into common groupings (based on size, locations and Council scale) is:

Average CEO Salary	January 2014 Total Base Salary, Super and Vehicle	July 2013 Total Base Salary, Super and Vehicle
G6 + ACC	\$302,742	\$295,169
Other Metro	\$247,129	\$239,698
Outer Metro	\$217,867	\$217,549
Regional	\$194,007	\$188,008
Small Regional	\$149,397	\$143,022

(See Table 2 for details)



3. The average annual salary (comprised of base salary, super and motor vehicle) for the CEOs of all 68 Councils split into groups as per Elected Members Remuneration Tribunal Classification (i.e. Group 1, etc)

Average CEO Salary	January 2014 Total Base Salary, Super and Vehicle	July 2013 Total Base Salary, Super and Vehicle
Group 1	\$293,550	\$286,982
Group 2	\$232,090	\$225,135
Group 3	\$207,115	\$201,474
Group 4	\$175,524	\$169,976
Group 5	\$149,397	\$143,022

(See table 3 for details)

Notes on Other Benefits

The salary package numbers reported throughout this report are the summation of Base Salary, Superannuation and contractual value of Motor Vehicle supplied to the CEO. These numbers will be consistent with the Salaries Register maintained by Councils and available for public review.

The following additional benefits have been excluded due to the subjective nature of their valuation:

Additional Annual Leave
Special Leave
Performance Bonuses
Council supplied housing
Other Allowances
Private phone calls (mobile and land line)
Subscriptions
Professional Memberships

A vast majority of "Other Benefits" is made up of additional annual leave (at least 15 instances have been reported) which ranges from 1 to 2 weeks.

The existence of these benefits, where disclosed, has been outlined in Table 4.



Notes on Calculations

The following notes should be read in conjunction with the tables produced.

Superannuation is 9.25% unless the CEO is in the Defined Benefit scheme where it is currently 9.55%. Few CEOs have negotiated additional superannuation contributions in lieu of salary – all these factors are reflected in the Total Salary Package calculation.

The value of motor vehicles is as advised by individual Councils and is between \$7,000 and \$15,000 with one outlier at \$36,000.

Additional benefits such as additional salary benefits, additional annual leave and rent assistance have not been assigned a commercial value. A number of CEO respondents have presented an argument that additional leave (taken in the year of allocation) does not have a commercial value nor a financial cost to the Council. With this argument in mind, several CEOs have elected not to disclose additional annual leave. To ensure equity and accuracy, base salary, superannuation and motor vehicle components of the CEOs salary package have only been included.

Average Increase in Salaries

South Australian Local Government Councils

As reported in the July 2013, the average increase for CEOs in the Local Government Sector has been 3.15% per annum for the period from July 2009 to July 2013.

In the period July 2013 to January 2014, the average increase across all Local Government CEO Salaries was 3.17%.

South Australian Public Service

The average increase for CEOs in the Public Sector has been 3.0% per annum. Salary increases for Public Sector CEOs have been constrained in line with general salary constraints placed upon the Public Sector by Government.

State Government Business Entities

A cross section of CEOs from State Government Business Entities sector (i.e. directly owned or substantially funded by State Government) shows an increase of 11.01% per annum between 2012 and 2013. This increase is being driven largely by the appointment of a new CEO in SGBE# 4 at a salary package significantly higher than the previous incumbent.

Setting this entity aside, the average per annum salary increase for this sample would be 6.84% between 2012 and 2013.

**Not for Profit Sector**

A cross section of salaries of CEOs from the Not for Profit Sector are outlined below.

Generally salary increases in this sector mirror that of the Private Sector as major Not For Profits seek to attract and retain skilled corporate leaders. This is further reinforced by the presence of Corporate Leaders occupying key decision making Board positions. It is for this reason that the average salary increase across this sector has been around 4% per annum for the past 3 – 4 years.

National Average Private Sector

The average increase for CEOs on a national basis has been between 4% and 5% per annum with general constraint being common place in many companies for the past 3 to 4 years driven primarily by subdued economic climate.

South Australian Average Private Sector

The average increase for CEOs in the private sector in South Australia has been 3.5% and 4% per annum with general constraint being common place in many companies for the past 3 to 4 years driven primarily by subdued economic climate.

The Role of CEO

The CEO is the highest ranking officer within an organisation and is responsible for the total management of an organisation. Whilst the business they are leading may vary their broad responsibilities cover:

- Leadership
- Financial Management
- Strategic Planning
- Governance
- Stakeholder Management

Hence the salaries of CEOs within different sectors are able to be compared.

It should be noted, however, that in comparison to CEOs in other sectors, those in Local Government are employed by Council and so report to the whole Council.

Councils business requires these Executives and their Senior Management Team to attend Council meetings and Workshops which are usually held after hours. The number of nights per month is dependent the number of meetings held. These meetings have no time limit.

Chief Executives within Local Government are also expected to attend community functions which again are often after hours and on weekends. There is generally no time in lieu for this time commitment and is an expectation of the role of the Chief Executive.



Interstate data

Below are a sample of Councils from Western Australia and Victoria (selected as these States border SA). Salary Packages are similar in size and composition to those available in South Australia.

Western Australia

Council	CEO Salary Package					
	Staff Numbers	Budget	Salary	Super	Vehicle	Total Cash, Super and Car
Albany	379	\$43,322,000	\$195,229	\$17,571	N/A	\$212,800
Broome	175	\$29,958,000	\$174,476	\$15,703	\$15,000	\$205,179
Kalgoorlie-Boulder	410	\$67,715,000	\$249,000	\$22,410	\$15,000	\$286,410
Perth	610	\$166,000,000	\$300,032	\$27,003	\$15,000	\$342,035
South Perth	268	\$46,375,000	\$217,799	\$32,670	\$10,000	\$260,469
Victoria Park	185	\$47,914,000	\$206,002	\$35,020	\$10,000	\$251,022
Average			\$223,756	\$25,063	\$13,000	\$259,653

Victoria

Council	CEO Salary Package					
	Staff Numbers	Budget	Salary	Super	Vehicle	Total Cash Super and Car
Glenelg Shire Vic	236	\$59,000,000	\$218,780	\$20,482	\$8,800	\$248,063
Broken Hill Council	240	\$13,975,000	\$193,097	\$17,379	\$10,000	\$220,476
Warrnambool City Council	384	\$76,915,000	\$224,770	\$20,230	\$10,000	\$255,000
Southern Grampians Shire Council	377	\$39,198,000	\$187,203	\$16,848	\$10,000	\$214,051
Average			\$205,963	\$18,735	\$9,700	\$234,398



State Government Business Entities

Below is a cross section of CEOs from State Government Business Entities sector (i.e. directly owned or substantially funded by State Government). Salary packages range in size in a similar way as salaries do in the Local Government Sector.

Salaries have increased for the 4 SGBE's listed below by 11.01% between 2012 and 2013, driven primarily by the appointment of a new CEO for SGBE 4 at a significantly higher rate than the previous incumbent. If SGBE # 4 is excluded from the calculation, the average increase between 2012 and 2013 is 6.84%.

SGB Entities	2013 Salaries / Wages						2012	
	Budget	Head Count	Salary	Super	Vehicle	Total Package	Salary Package	Growth
SGBE # 1	\$48,500,000	200	\$253,000.00	\$24,200.00	\$19,000.00	\$296,200.00	\$290,700.00	1.89%
SGBE # 2	\$18,844,000	110	\$211,009.00	\$18,991.00		\$230,000.00	\$210,000.00	9.52%
SGBE # 3	\$8,258,000	50	\$172,700.00	\$15,543.00		\$188,243.00	\$168,000.00	12.05%
SGBE # 4	\$4,600,000	15	\$136,500.00	\$13,500.00		\$150,000.00	\$110,000.00	36.36%
Average						\$216,110.75	\$194,675.00	
Average Increase						11.01%	Large Increase driven by change in CEO @ SGBE #4	



Not For Profit Sector

A cross section of CEOs from the Not for Profit sector is shown below.

Generally salary increases in this sector mirror that of the Private Sector as major Not For Profits seek to attract and retain skilled corporate leaders. This is further reinforced by the presence of Corporate Leaders occupying key decision making board positions. It is for this reason that the average salary increase across this sector has been around 4% per annum for the past 3 – 4 years.

2013 Salaries / Wages						
NFP Entities	Budget/Income	Head Counts	Salary	Superannuation	Motor Vehicle Notional Value	Total Package
NFP # 1	\$3,300,000	13	\$128,054.92	\$11,845.08		\$139,900.00
NFP # 2	\$17,800,000	573	\$256,820.00	\$25,000.00	\$25,000.00	\$306,820.00
NFP # 3	\$18,950,000	145	\$256,292.91	\$23,707.09		\$280,000.00
NFP # 4	\$48,300,000	200	\$277,200.00	\$25,641.00	\$19,000.00	\$321,841.00
NFP # 5	\$53,000,000	1100	\$251,716.25	\$23,283.75	\$12,000.00	\$287,000.00
NFP # 6	\$105,000,000	1500	\$251,716.25	\$23,283.75		\$275,000.00
Average			\$236,966.72	\$22,126.78	\$18,666.67	\$268,426.83

Yours sincerely,
AME Recruitment Pty Ltd

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