



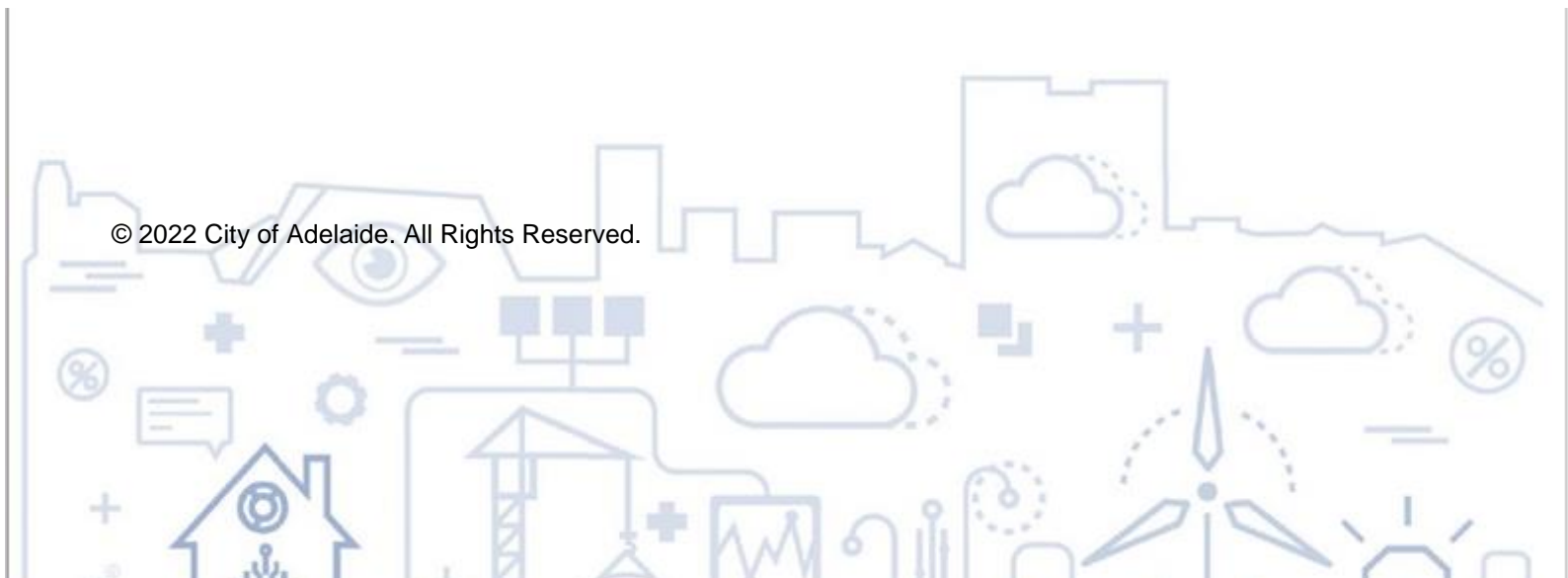
CEO Performance Review Committee

AGENDA & REPORTS

for the meeting

Thursday, 3rd March, 2022
at 11.00 am

in the Colonel Light Room, Adelaide Town Hall



| | |
|-------------------------|---|
| Membership | The Lord Mayor The Deputy Lord Mayor 1 Council Member 2 External Independent Members |
| Quorum | 3 |
| Presiding Member | The Right Honourable the Lord Mayor [Sandy Verschoor] |
| Deputy Presiding Member | Deputy Lord Mayor, Councillor Abrahamzadeh |
| Council Member | Councillor Couros |
| Independent Members | William Spurr Jeff Tate |

1. Acknowledgement of Country

At the opening of the CEO Performance Review Committee Meeting, the Chair will state:

‘Council acknowledges that we are meeting on traditional Country of the Kurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today.

And we also extend that respect to other Aboriginal Language Groups and other First Nations who are present today.’

2. Apologies and Leave of Absence

Nil

3. Confirmation of Minutes

That the Minutes of the Special meeting of the CEO Performance Review Committee held on 30 November 2021, be taken as read and be confirmed as an accurate record of proceedings.

4. Items for Consideration and Determination

for topics addressing the Performance Review, Performance Development and Support, Total Employment Cost Package Review & Conduct of Meetings function within delegation and Terms of Reference determined 9 November 2021

4.1 Revised Strategic Priorities 3 - 5

4.2 360 Degree Leadership Review Tools 6 - 8

5. Items for Advice/Recommendation to Council

for topics addressing the Total Employment Cost Package Review & Conduct of Meetings function within delegation and Terms of Reference determined 9 November 2021

Nil

6. Closure

Revised Strategic Priorities

Strategic Alignment - Enabling Priorities

Public

Thursday, 3 March 2022
CEO Performance Review
Committee

Program Contact:
Manager Strategy & Insights,
Bree Goodchild

Approving Officer:
Amanda McIlroy - Chief
Operating Officer

EXECUTIVE SUMMARY

At its meeting on 30 November 2021, the CEO Performance Review Committee (the CEOPRC) approved that the Chief Executive Officer's (CEO) performance would be measured in part against the achievement of identified strategic priorities. While the strategic priorities were approved by the CEOPRC, feedback was provided that language should be refined to improve clarity of outcomes and measures. The priorities have now been revised to take account of this feedback and are presented for approval.

RECOMMENDATION

That the CEO Performance Review Committee:

1. Approves the revised wording for the strategic priorities, as provided below.
 2. Notes that the revised strategic priorities will be used as a component to measure the CEO's performance as agreed at the meeting of the CEO Performance Review Committee held on 30 November 2021.
-

IMPLICATIONS AND FINANCIALS

| | |
|-------------------------|---|
| CEO Contract | This report contributes to the Performance Review requirements set out in Section 16 of the CEO's contract. |
| Consultation | Consultation has been undertaken with the CEO. |
| 21/22 Budget Allocation | Not as a result of this report. |

DISCUSSION

- At its meeting on 30 November 2021, the CEOPRC approved that the CEO's performance would be measured in part against the achievement of identified strategic priorities. While the strategic priorities were approved by the CEOPRC, feedback was provided that language should be refined to improve clarity of outcomes and measures.
- Following consultation with the CEO, the Lord Mayor and the Strategy, Insights and Performance team, the strategic priorities have been revised and refined to ensure they are targeted, measurable, and achievable within the 12 month time frame. Neither the commitment to nor the intent of the priorities have changed, rather language has been clarified to ensure a clear and consistent understanding of outcomes to be achieved and how success will be measured.
- The revised wording for the strategic priorities is provided below:

Demonstrate value for money in what we deliver across our services

- Undertake service reviews in 2 areas and identify opportunities for efficiency and improved service
- Ensure Asset Management Plans deliver value for money, now and in the long term
- Undertake a review of the Procurement function to identify opportunities to improve commercial outcomes

Build partnerships to enable new opportunities

- Progress the City Deal initiatives in line with established plans (Visitor Centre, Wi-Fi and CCTV) and define the City Deal 2.0
- Advance residential growth - in the CBD and North Adelaide through delivery of the Strategic Property Review and AEDA's residential growth Action Plan
- Work with Council to resolve the future for the Aquatic Centre
- Progress to establish the Adelaide Park Lands Foundation

Ensure there is a consistent culture across the organisation

- Deliver the business case for an organisational wide CRM system
- Establish and communicate the City of Adelaide employer brand
- Develop and implement a workforce strategy

Robust financial management

- Improve the process for developing business cases to ensure all options are canvassed, and a thorough analysis of benefits and costs undertaken
- A minimum of 2 new revenue streams identified
- Bring to market 2 underperforming city shaping sites
- Develop and implement Future Fund Investment policy

Support the elected body in effective governance for the City of Adelaide

- Continue to streamline the responses to Council Member enquiries i.e. responding in a timely manner to CEO undertakings and requests via the SRS system
- Improve transparency to enable sound decision making i.e. aim for majority of reports to be discussed in public
- Review the *City of Adelaide Act 1998* to identify opportunities for legislative change
- Investigate the opportunity for Kaurna representation on Council

ATTACHMENTS

Nil

- END OF REPORT -

Agenda Item 4.2

360 Degree Leadership Review Tools

Strategic Alignment - Enabling Priorities

Public

Thursday, 3 March 2022
CEO Performance Review
Committee

Program Contact:
Manager Strategy & Insights,
Bree Goodchild

Approving Officer:
Amanda McIlroy - Chief
Operating Officer

EXECUTIVE SUMMARY

At its meeting on 30 November 2021, the CEO Performance Review Committee (CEOPRC) approved the use of a 360 degree leadership review tool for the Chief Executive Officer (CEO).

A 360 degree leadership review comprises both a self-assessment and an overview of how peers, colleagues and Elected Members perceive the CEO's leadership. The purpose of 360 degree feedback is to provide the CEO with information on their leadership strengths and opportunities for improvement, which will inform any professional development or mentoring required.

After consideration of three 360 degree leadership review tools, the first tool and provider in Attachment A is recommended as the preferred option, given the contemporary and holistic approach and the close alignment with City of Adelaide's values.

RECOMMENDATION

That the CEO Performance Review Committee:

1. Authorises the use of Tool and Provider 1 as the mechanism to provide confidential 360 degree feedback to the CEO on leadership strengths and opportunities for improvement.
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IMPLICATIONS AND FINANCIALS

| | |
|-------------------------|---|
| CEO Contract | This report contributes to the Performance Review requirements set out in Section 16 of the CEO's contract. |
| Consultation | Consultation has been undertaken with the CEO. |
| 21/22 Budget Allocation | Not as a result of this report. |

DISCUSSION

1. At its meeting on 30 November 2021, the CEOPRC approved the use of a 360 degree leadership review tool for the Chief Executive Officer (CEO).
2. A 360 degree leadership review comprises both a self-assessment and an overview of how peers, colleagues and Elected Members perceive the CEO's leadership. The purpose of 360 degree feedback is to provide the CEO with information on their leadership strengths and weaknesses, which will inform any professional development and/or mentoring required.
3. There are several different tools available to facilitate the 360 degree process. Given that the value of procuring a 360 degree leadership review tool is less than \$10,000, a full procurement process was not required however three tools were assessed by City of Adelaide's People Experience (PX) team to determine value for money, areas of focus and alignment with the organisation's values and expectations of leaders.
4. The three tools assessed were selected based on their alignment to our values and ability to measure aspects of performance linked to our expectations of leaders. They are also three of the most contemporary tools and have some similarities in what they measure, noting that it is difficult to compare 360 degree tools as they all measure different things. A summary of the assessment of each tool is provided at Attachment A.
5. The first tool and provider is recommended as the preferred option.
 - 5.1. This tool is contemporary, holistic and aligns to the City of Adelaide's values and the expectations of leaders as outlined in the [PX Commitment](#) statement.
 - 5.2. It is currently used by many leadership and culture professionals who deliver leadership programs that City of Adelaide participates in.
 - 5.3. This provider has a long-standing relationship with City of Adelaide which will provide important context about the strategic and operating environment and enable more meaningful and considered coaching sessions.
 - 5.4. This tool also connects with the Collective Leadership Assessment, a group leadership assessment that could be valuable for use by the whole City of Adelaide Executive team in the future. This would support alignment, consistency and integration of leadership development across the organisation.

ATTACHMENTS

Attachment A – Assessment of 360 degree leadership review tools

- END OF REPORT -

Attachment A

| Tool | Areas of Focus | Cost | Outcome | Risks | Considerations |
|---------------------|--|--|---|--|--|
| Tool and Provider 1 | <p>Creative</p> <ol style="list-style-type: none"> 1. Relating 2. Self-Awareness 3. Authenticity 4. Systems Awareness 5. Achieving <p>Reactive</p> <ol style="list-style-type: none"> 6. Controlling 7. Protecting 8. Complying | \$540 per hour inclusive of 1.5 hour debrief and option for further coaching | <ul style="list-style-type: none"> • Understand how a leader is showing up and how others are experiencing them • Highlight opportunities for growth and development • Provides holistic view of leadership strengths in both the creative and reactive spaces | <ul style="list-style-type: none"> • Used as development tool only • No other risks identified | <ul style="list-style-type: none"> • Contemporary, holistic • Individual leadership 360 tool • Integrates with the Collective Leadership Assessment group tool • Strong relationships with CoA leadership • Good understanding of environment • Aligns to our values and PX Commitment |
| Tool and Provider 2 | <ol style="list-style-type: none"> 1. Active Listening 2. Communication 3. Team Relationships 4. Problem Solving and Counselling 5. Participative Decision Making 6. Interface Management | \$550 per hour inclusive of 1.5 hour debrief | <ul style="list-style-type: none"> • Provides a foundation for discussions focused on effective leadership | <ul style="list-style-type: none"> • No existing relationship with CoA • Not as detailed/only focuses on ideal capabilities | <ul style="list-style-type: none"> • Individual and team tools available • Aligns to some of our values |
| Tool and Provider 3 | <ol style="list-style-type: none"> 1. Creates a learning environment 2. Supportive 3. Fosters teamwork 4. Encourages autonomous decision making 5. Effective management of underperformance 6. Effective management of counterproductive behaviour 7. Celebrating success 8. Creates clarity about performance standards 9. Creates clarity about appropriate behaviours 10. Optimism and positivity | \$2705 inclusive of project planning meetings, administration of survey and development plan | <ul style="list-style-type: none"> • In this normative instrument, participants are asked to rate the leader on 40 items each of which falls into one of ten categories that were found to be those elements most predictive of leadership success | <ul style="list-style-type: none"> • No existing relationship with CoA • Victorian based company • Greater investment for similar outcome | <ul style="list-style-type: none"> • Aligns to PX Commitment |