



CEO PERFORMANCE REVIEW COMMITTEE MINUTES

for the Special meeting

Thursday, 16 June 2022

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
Present:	
Presiding Member	The Right Honourable the Lord Mayor, Sandy Verschoor
Independent Members	William Spurr and Jeff Tate
In Attendance:	Chief Operating Officer Chief Executive Officer Council Governance Officer

1 Acknowledgement of Country

At the opening of the Chief Executive Officer Performance Review Committee Meeting, the Chair stated:

‘Council acknowledges that we are meeting on traditional Country of the Kaurna 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 Kaurna 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

Apologies -

Deputy Presiding Member	Deputy Lord Mayor, Councillor Abrahamzadeh
Council Member	Councillor Couros

3 Item 3 - Confirmation of Minutes

Item 3 – Confirmation of Minutes – 3/3/2022

That the Minutes of the Special meeting of the CEO Performance Review Committee held on 3 March 2022, be taken as read and be confirmed as an accurate record of proceedings.

4 Items for Consideration and Determination

5 Item 4.1 - CEO Strategic Priorities & Scorecard Interim Update

Item 4.1 – CEO Strategic Priorities & Scorecard Interim Update

The Chair indicated that the interim update for the September to September period as at end of May progress report was before the meeting.

The Chief Operating Officer gave a precis of data compilation for the item, distributed separately and before the meeting:

- Indicating data in the attached scorecard was correct, however the cover report contained two errors in part 4.1 namely 74% referenced needed to read 50% and also part 4.2 namely 59% needed to read 43%.
- Clarified further considerations associated with the measures for Effective Organisation *>90% of internal audit recommendations are closed on time* and Customer Centric *90% of TRIM correspondence*

actioned on time including system reporting with a customer focus.

The Chief Executive Officer, at the request of the Chair, commented to:

- Affirm that the scorecard and components show where the organisation is at.
- Indicate in terms of CEO priorities, a quiet pleasure with progress made on the priorities endorsed in February, with work underway since her September appointment to ensure the organisation and the executive and the leads were really clear on where the effort was needed, and as result quietly confident come September will achieve those.
- Outline an update from David Ramano on the 360 degree review, a component that is not a reflection of performance but a reflection of a commitment to leadership, which has had 15 out of 17 responses to the survey and will be the subject of a full debrief prior to working through feedback with the Lord Mayor.

Discussion ensued in relation to the survey base & composition of stakeholder mix for the 360 degree review and a quality assessment & analysis of the value of the number of external stakeholders at the end of the process.

Discussion ensued in relation to:

- A balanced and on time performance process to date.
- Are the due dates appropriate within the context of the organisation and presentation in public and the optics and focus points created by the presentation style of the targets and measures.
- Whether a number of the targets and measures within the organisation scorecard were reasonable and whether the associated reporting was truly reflective of performance.
- Effective Organisation – Internal Audit Recommendations - 75% with a stretch target of 90% in first year or incremental 70%, 80%, 90% for the completion of internal audit recommendations measure. Timeframes and the organisational behaviour being addressed and the need to differentiate between innovation and risk. SRIA framework and overseeing function.
- Financially Sustainable – Capitalisation of works – rationale for 70% baseline figure and the 10 week timeframe within the Committed Capital Works Projects. The reporting style of the content of the current update which does not clarify why projects were not capitalised within 10 weeks. Reviewing language around 30 June and retention of message to address key issues. Major project contractual considerations – Differentiate between renewal and enhancement. Two level target - requirement of a 100% prime target at end of financial year and the risk management target is the 10 weeks and 70%.
- Customer Centric - The 90% TRIM correspondence measure, the current update of 43% and the efficacy of the measure and a need to differentiate between external and internal. Target set prior to knowledge of how data would be extracted and is the reporting is the subject of review.
- Engaged Workforce - The capacity to meet the 100% measure in for Participation in and completion of Mandatory Training with the current update at 76%. With status a priority for further action, commentary required on expectation of end of year completion.
- The risk associated with one annual target regardless of the commentary.

Agreed Chief Operating Officer actions

The Chief Operating Officer gave an undertaking to assess / review in general the measures within the scorecard and appropriateness for status reporting and to revise the Organisation Scorecard as follows:

1. Measure – Effective Organisation
Internal Audit Recommendations – Incremental measure of 70%, 80%, 90% over 3 years; Update commentary to differentiate between innovation / improvement opportunity & risk (with a clear focus on risk). Commentary to also identify internal audit reports resulting from the Internal Audit Plan (linked back to business and organisational risk) and those commissioned for an opportunity to improve.
2. Measure – Financially Sustainable
Committed Capital Works Projects – Current Update - Further commentary required clarifying why projects not capitalised within ten weeks and to account for 30 June position. Commentary to differentiate between renewal and enhancement.
3. Measure – Customer Centric
TRIM Correspondence – Differentiate between external and internal; further review and clarity required on baseline and commentary.

4. Measure - Engaged Workforce
Participation in and completion of Mandatory Training 100% - Expand commentary in update.

Unanimous Decision

That the CEO Performance Review Committee:

1. Notes the progress against measures in the scorecard as provided in Attachment A to Item 4.1 on the Agenda for the meeting of the CEO Performance Review Committee held on 16 June 2022.
2. Notes the progress against measures for the strategic priorities as provided in Attachment B to Item 4.1 on the Agenda for the meeting of the CEO Performance Review Committee held on 16 June 2022.

The Chair indicated that the October meeting would receive the full year scorecard and 360 degree review outcomes with any training & development identified.

Item 4.1 distributed separately to the Agenda is attached for reference at the conclusion of the Minutes of this Special meeting.

6 Closure

The meeting closed at 11.46 am.

The Lord Mayor, Sandy Verschoor

Chair

Chief Executive Officer Performance Review Committee

Documents Attached for Reference:

Item 4.1 - CEO Strategic Priorities & Scorecard Interim Update

CEO Strategic Priorities & Scorecard Interim Update

Thursday, 16 June 2022
CEO Performance Review
Committee

Strategic Alignment - Enabling Priorities

Program Contact:
Chief Operating Officer

Public

Approving Officer:
Amanda McIlroy - Chief
Operating Officer

EXECUTIVE SUMMARY

At its meeting on 30 November 2021, the CEO Performance Review Committee adopted the scorecard and a suite of strategic priorities as performance measures for the Chief Executive Officer (CEO) to achieve within twelve months, from September 2021 to September 2022.

The strategic priorities were subsequently revised slightly at the meeting on 3 March 2022 to improve clarity of outcomes and measures. As of end of May 2022, all strategic priorities are on track to be achieved by September 2022, while the scorecard measures require further focus over the next quarter.

This report provides an interim progress update on both the scorecard and the strategic priorities.

RECOMMENDATION

That the CEO Performance Review Committee:

1. Notes the progress against measures in the scorecard as provided in Attachment A to Item 4.1 on the Agenda for the meeting of the CEO Performance Review Committee held on 16 June 2022.
 2. Notes the progress against measures for the strategic priorities as provided in Attachment B to Item 4.1 on the Agenda for the meeting of the CEO Performance Review Committee held on 16 June 2022.
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IMPLICATIONS AND FINANCIALS

CEO Contract	Achievement of agreed performance measures is required as part of the CEO contract.
Consultation	Key staff with responsibility for organisation scorecard and strategic priorities measures, including Executive and the CEO, have been consulted in the preparation of this report.
21/22 Budget Allocation	Not as a result of this report

DISCUSSION

1. The scorecard provides measures to determine performance against key organisational priorities and commitments relating to organisational, service and employee performance. The scorecard is structured around the four pillars of Effective Organisation, Customer Centricity, Engaged Workforce and Financial Sustainability.
2. Progress against the scorecard and strategic priorities is measured from September 2021 to September 2022. Where progress is measured over a different timeframe, this will be made clear.
3. As of May 2022, there are four measures that are off track or requiring action/attention, and nine that are on track to be achieved by September 2022.
4. The measures that require additional action/attention are summarised below.
 - 4.1. **Effective Organisation:** *>90% of internal audit recommendations are closed on time. 74% of internal audit actions closed on time. This measure has improved from a baseline of 50%. There has been focused effort on closing out agreed actions arising from internal audits undertaken. Any extension to the timeline for completion of an action item requires CEO approval. All action items, and their completion, are monitored by the Strategic Risk and Internal Audit committee and Audit and Risk Committee.*
 - 4.2. **Customer Centric:** *90% of TRIM correspondence actioned on time. Currently at 59%. Further investigation has found that current reporting on this measure includes reporting on all TRIM workflows, including internal approvals and acknowledgements. Given that the intent of this measure is to assess customer centricity, separate reporting is in development that focuses specifically on external, customer correspondence, which will improve the measure.*
 - 4.3. **Engaged Workforce:** *Participation in and completion of Mandatory Training 100%. Data to the end of May shows this at 76%. Completion of mandatory training is being regularly reported to and monitored by Executive to ensure each portfolio remains on track. It is anticipated that this escalation, combined with regular reminders and encouragement for staff to complete modules will support the achievement of this measure.*
 - 4.4. **Financially Sustainable:** *Committed Capital Works Projects & Asset Renewal programs delivered on time and on budget. Current baseline data for this measure may not be the most appropriate given the intended focus on financial sustainability. Further investigations are underway to develop a more relevant baseline and current trend for this measure that specifically addresses the issue of on time delivery, rather than capitalisation.*
5. The strategic priorities were established to support the Chief Executive Officer (CEO) in driving the vision of the organisation, complementary to Council's Strategic Plan and Annual Business Plan objectives.
6. As of end of May 2022, all strategic priorities are on track to be achieved by September 2022.
7. The 360-degree review of the CEO commenced in June 2022. Results from the 360-degree process will be shared at the next meeting of the CEO Performance Review Committee to be scheduled for September

2022. The 360-degree process is intended to inform the review of CEO's development and is not tied to any performance indicators.

8. As per the terms of her contract, in September the CEO will prepare and submit to the Performance Review Panel an assessment of her performance for the year.



ATTACHMENTS

Attachment A – Organisation Scorecard Progress May 2022



Attachment B – Strategic Priorities Progress May 2022

- END OF REPORT -




Organisation Scorecard

Measure	Responsibility	Reporting Frequency	Baseline (as provided in Sep 2021)	Previous update (as provided March 2022)	Current update	Status
Effective Organisation						
80% of strategic annual objectives via the Business Plan & Budget are achieved	Insights and Performance	Annually	<ul style="list-style-type: none"> There are 15 Key Activities in the 2020-21 BP&B aligned to the Strategic Plan. 	14 of 15 were completed or on track at the end of the financial year.	14 of 15 were completed or on track at the end of the 2020-21 financial year. The Key Activity which has not commenced and is delayed is: <ul style="list-style-type: none"> Delivery of feasibility assessments and design work for a River Torrens Wetlands and Urban Nature Space. Strategic Plan achievements for 2021/22 will be reported to Council in August 2022.	In Progress 
>90% of internal audit recommendations are closed on time	Corporate Governance	Quarterly	<ul style="list-style-type: none"> Continue to improve transparency with SRIA and the organisation to ensure relevant timeframes are met, with the CEO able to approve requested extensions. The baseline as of September 2021 was 50% 	Currently 50% of recommendations are closed according to their due date	There has been focused effort on closing out agreed actions arising from internal audits undertaken. Any extension to the timeline for completion of an action item requires CEO approval. All action items, and their completion, are monitored by SRIA (Strategic Risk and Internal Audit Committee) and Audit and Risk Committee. There have been a total of 98 actions from 1 September 2021 – 31 May 2022. 44 are open. Of the 54 actions that were closed between 1 September 2021 to 31	Priority for further action 



Organisation Scorecard

Measure	Responsibility	Reporting Frequency	Baseline (as provided in Sep 2021)	Previous update (as provided March 2022)	Current update	Status
					May 2022, 31 of 54 were closed on time (57%).	
Overall satisfaction with delivery of Council services >70%	Insights and Performance	Annually	<ul style="list-style-type: none"> Resident and Business surveys from 2021 hold the baseline data. Baseline City User Profile (CUP) data showed the following in relation to satisfaction with the delivery of Council services <ul style="list-style-type: none"> 66% indicated they were somewhat satisfied or extremely satisfied 28% of respondents were neither satisfied nor dissatisfied. 	As this is an annual update, the baseline remains until the next survey is conducted, commencing April 2022.	The data collection for the City User Profile (CUP) 2022 is currently underway. Updated data on satisfaction with Council services will be available in July.	In Progress 
Customer Centric						
Customer Commitment statements in the Culture Survey achieve a rating of 4 or higher	People Experience	Annually	<p>According to the Culture Survey results, our overall customer commitment score was 4.1. Specifically, this score was determined from the following statements and scores received in the survey:</p> <ul style="list-style-type: none"> My team know who our customers are and what they need - 4.2 My peers work in line with our Values - 4.0 My team is encouraged to make changes that will 	As this is an annual update, the baseline reflects the data as the current status.	The 2022 Culture Survey is open from 24 May to 10 June. The results of the survey will be shared with Executive and workshopped with the Wider Leadership Team and employees by the end of June.	In Progress 

Organisation Scorecard


Measure	Responsibility	Reporting Frequency	Baseline (as provided in Sep 2021)	Previous update (as provided March 2022)	Current update	Status
			contribute to our financial sustainability - 3.8 <ul style="list-style-type: none"> • My team looks for better ways to do things that will improve the experience of our customers - 4.0 • I work in line with our Values - 4.4 			
80% of Decisions and CEO Undertakings closed out within 12 months	Governance	Monthly	<ul style="list-style-type: none"> • Work underway to develop a definition and baseline for this measure. 		From September 2021 to the end of May 2022, 100% of Decisions and CEO Undertakings have been closed within the timeframe. We will continue to monitor progress of these through Exec.	In Progress 
90% of TRIM correspondence actioned on time	Corporate Records	Monthly	<ul style="list-style-type: none"> • New measure provided by performance committee, baseline to be developed and status to be sought from the business. • The latest information can be found in Reporting Services 		From September 2021 to end of May 2022, 43% of TRIM correspondence across the organisation has been closed on time.	Off track 
Customer experience through Voice of Customer Surveys achieves a rating of 3.5 or higher	Customer & Marketing	Monthly	<ul style="list-style-type: none"> • External survey - the Voice of Customer surveys are based on Customer Centre interactions, Events, City Permit or Development Assessment. 	The Voice of Customer Survey achieved a rating of 3.5	The most recent available data for Voice of Customer Survey shows a rating of 4.3 as at end of April 2022. This improvement reflects the continued roll out of the customer experience strategy and new ways of supporting our customers.	In Progress 

Organisation Scorecard



Measure	Responsibility	Reporting Frequency	Baseline (as provided in Sep 2021)	Previous update (as provided March 2022)	Current update	Status
					Work is underway to further improve the scope of the Voice of Customer, which will enable all community services to have access to the program and improve the number and diversity of responses.	
Engaged Workforce						
Participation in Performance and Development conversations process > 80%	People Experience	3 times per year	<ul style="list-style-type: none"> PDC dashboard updated weekly (more frequently during key times). 	<u>CoA</u> <ul style="list-style-type: none"> 32% currently complete. 35% currently in progress. 33% not started at 28 Feb. 	At 20 May 2022, overall participation in the Performance and Development conversation process (PDC) is 82%.	In Progress 
Participation in and completion of Mandatory Training 100%	People Safety and Wellbeing	Annually	<ul style="list-style-type: none"> Information derived from the Training system. Figures based on completion of the following mandatory training modules: <ul style="list-style-type: none"> Be Security Smart Disability, Access & Inclusion Awareness Good Governance Records Management Training Safety & Wellbeing at CoA WH&S Fundamentals PCI Awareness & Credit Card Fraud 	Current statistics are In Progress for annual target	Participation in mandatory training modules is at 76%.	Priority for further action 
Culture Survey achieves a rating of 4 or higher for	People Experience	Annually	<ul style="list-style-type: none"> For the Wellbeing and Safety statements in the culture survey, the score was 4.1 	As this is an annual update, the baseline reflects the current status	The 2022 Culture Survey will be open from 24 May to 10 June. The results of the survey will be	In Progress




Organisation Scorecard

Measure	Responsibility	Reporting Frequency	Baseline (as provided in Sep 2021)	Previous update (as provided March 2022)	Current update	Status
Wellbeing and Safety statements.			<p>overall. Specifically, the following ratings were achieved for each of the statements surveyed:</p> <ul style="list-style-type: none"> ○ The flexibility I have access to is helpful - 4.0 ○ I am supported to prioritise safety and wellbeing - 4.1 ○ I am proud to work for City of Adelaide - 3.8 ○ I feel comfortable to speak up in my team - 4.2 ○ I have regular conversations with my leader - 4.1 ○ I can effectively manage my thoughts, feelings and behaviours at work - 4.1 		shared with Executive then with the Wider Leadership Team and employees by the end of June.	
People Commitment Statements achieve a rating of 4 or higher in the Culture Survey	People Experience	Annually	<ul style="list-style-type: none"> • An environment where our people thrive - 4.0 • Leadership helping us to reach our potential - 4.0 • Learning and Growing with our city and community - 3.9 	As this is an annual update, the baseline reflects the current status	The 2022 Culture Survey will be open from 24 May to 10 June. The results of the survey will be shared with Executive in the first instance then with the Wider Leadership Team and employees by the end of June.	In Progress 
Financially Sustainable						




Organisation Scorecard

Measure	Responsibility	Reporting Frequency	Baseline (as provided in Sep 2021)	Previous update (as provided March 2022)	Current update	Status
Year to Date Financial Indicators are in line with annual targets	Financial Planning and Reporting	Quarterly	<ul style="list-style-type: none"> Actuals are in the LTFP. Previously reported quarterly, however was adjusted to only be included when there were material changes. Reconsideration of inclusion of actuals against projections may be provided. 		<p><u>30 June projected ratios:</u></p> <ul style="list-style-type: none"> Operating surplus is projected at 2% and falls outside of the ratio targets due to a material adjustment to depreciation expense reported in Q3. Net Financial Liabilities are within the target at 23%. Asset Sustainability Ratio is projected to be 81%, an increase from 77% in Q2. Borrowings are within prudential limits at \$24.2m (14% of prudential limit). Cash flow from operations is above the 100% target at 108% 	In Progress 
Committed Capital Works Projects & Asset Renewal programs delivered on time and on budget	Project Management Office	Quarterly	<ul style="list-style-type: none"> Capital report to provide to council quarterly Capitalise projects within 10 weeks practical completion – 70% 	54 projects were processed from July 2021 to March 2022 with 42 meeting the KPI (78%).	<p>Quarterly Capital Status report has been provided to Council outlining how projects are being delivered against budget, and any budget amendments.</p> <p>88 projects reached practical completion. 61 projects achieved practical completion and were capitalised within 10 weeks.</p> <p>The remaining 27 projects were not capitalised within 10 weeks</p>	In progress 



Organisation Scorecard

Measure	Responsibility	Reporting Frequency	Baseline (as provided in Sep 2021)	Previous update (as provided March 2022)	Current update	Status
					<p>from time of practical completion.</p> <p>69% of projects that have reached practical completion were capitalised within 10. This is only 1% below the target.</p>	
Deliver \$4.7m efficiency gain	Exec and Associate Directors	Quarterly	<ul style="list-style-type: none"> Projected and actuals are provided in the quarterly finance reports. 		As reported in the 2021/22 Quarterly Business Update Q3 Report, the budget review includes the full realisation of this \$4.75m target.	Achieved 




Strategic Priorities September 2021-September 2022 - Status Update

Priority	Responsibility	Previous update	Current update	Progress
1. Demonstrate value for money in what we deliver across our services				
1.1 Undertake service reviews in 2 areas and identify opportunities for efficiency and improved service	SRIA internal audit Director, City Services	<ul style="list-style-type: none"> Procurement internal audit underway. Review element being incorporated into service delivery planning. Second Service Review area to be determined. 	<p>We have undertaken 2 service reviews, in the areas of procurement and security:</p> <ul style="list-style-type: none"> The Procurement internal audit was completed and presented to Executive on 5 May. Security review undertaken and implementation underway. Opportunities for efficiencies identified through this process include removal of the duplication of services, localising external services, improving security for after-hour workers and a more coordinated response to emergency activities. 	In Progress 
1.2 Ensure Asset Management Plans deliver value for money, now and in the long term	Director, City Services Asset Managers	<ul style="list-style-type: none"> The six Asset Management Plans are out of date and will be revised as a priority. Further investigation of the accuracy of the Asset Register, Valuation and Depreciation is planned. 	<ul style="list-style-type: none"> All six asset management plans will be reviewed and updated over the next two years. Transport and Urban Element Asset Management Plans will be delivered in October 2022, Buildings and Park Lands and Open Space by June 2023, and Electrical and Lighting and Stormwater by March 2024. Review of asset data and financial revaluation underway for several asset classes. This will be reflected in the revised Asset Management Plans and annual review of proposed works program. 	In Progress 
1.3 Undertake a review of the Procurement function to identify opportunities to improve commercial outcomes	Manager Finance & Procurement	<ul style="list-style-type: none"> Rowe Advisory engaged to undertake audit of procurement. Findings of review will be implemented. Procurement Team Leader appointed with strong commercial background. 	<ul style="list-style-type: none"> Procurement Audit completed and presented to Executive on 5 May. Implementation of recommendations will be addressed in high value order and will include the potential to outsource complex procurements to support value for money and social procurement outcomes. Work plan to be presented to Executive in June. Review of roles and responsibilities to encourage appropriate resource allocation to drive achievement of strategic procurement outcomes. 	In Progress 




Strategic Priorities September 2021-September 2022 - Status Update

Priority	Responsibility	Previous update	Current update	Progress
2. Build partnerships to enable new opportunities				
2.1 Progress the City Deal initiatives in line with established plans (Visitor Centre, Wi-Fi and CCTV) and define the City Deal 2.0	Executive Manager, Business & Investment Manager, Information Management	<ul style="list-style-type: none"> Adelaide Free Wi-Fi: on track with plan. CCTV upgrades: on track, however there may be some delays with supply of equipment due to market supply. Visitor Centre/Experience Adelaide: Investigations continuing for location for new centre, expressions of interest open for delivery of smart technology applications. Need to define City Deal 2.0. 	<ul style="list-style-type: none"> Adelaide Free Wi-Fi implementation underway and on track with plan. City Safe CCTV upgrades underway: on track, hardware order has been placed to minimise supply market delays. Visitor Centre/Experience Adelaide: Investigations continuing for locations. Developed presentation of what the centre could look like to be used as part of the request for proposal that is currently being developed. Ongoing discussions with Executive on the next City Deal 2.0. 	In Progress 
2.2 Advance residential growth - in the CBD and North Adelaide through delivery of the Strategic Property Review and AEDA's residential growth Action Plan	Executive Manager, Business & Investment Manager, City Planning & Heritage	<ul style="list-style-type: none"> Meeting was held this week to prepare report for Council's consideration in May 2022. Continuing discussions with State Government regarding development charges to build evidence base for reconsideration of how fees and charges are levied. 	<ul style="list-style-type: none"> The Strategic Property review has been completed, and regular updates are provided to Council on completed and planned actions for that period. The current focus has been on: <ul style="list-style-type: none"> EOI for the Bus Station site Acquisition and disposal of Land and Asset Policy Tynte Street Car Park Consultation Report on the residential growth action plan to was discussed at The Committee on 3 May 2022 and approved with some amendments by Council on 10 May. The action plan consists of 25 actions under 6 focus areas. One of the actions is to develop a City Plan, which has commenced. A cross-organisation Residential Housing and Growth Co-ordinating Group has been established to progress all residential and housing growth projects. 	In Progress 




Strategic Priorities September 2021-September 2022 - Status Update




Priority	Responsibility	Previous update	Current update	Progress
2.3 Work with Council to resolve the future for the Aquatic Centre	Associate Director, Strategic Property & Commercial Director, City Shaping	<ul style="list-style-type: none"> Discussions held with Premier, State and Federal Ministers and relevant departments. LM held discussions about possible funding contributions with neighbouring Councils. Understanding of State Government commitments to site will be clearer following state election. 	<ul style="list-style-type: none"> \$82.4m included in State Government budget to construct and operate a New Aquatic Centre in Park 2 with the specific location to be guided by consultation and site technical investigations. Initial discussions have occurred with State Government with further detailed discussions to take place to understand initial project roles, responsibilities and governance. 	In Progress 
2.4 Progress to establish the Adelaide Park Lands Foundation	Manager, Governance Associate Director Park Lands, Policy & Sustainability	<ul style="list-style-type: none"> Mark Booth engaged to undertake a business case and high-level test of the “market” to gauge the level of likely support of donors to contribute to the foundation if and when it is established. The business case for the Park Lands foundation is scheduled for the May 2022 Council meeting 	<ul style="list-style-type: none"> Report to be presented to Council in July requesting that Council establishes a Park Lands Foundation that meets the requirements of the Deductible Gift Recipient. 	In Progress 
2.5 Build and maintain relationships with city stakeholders with a stakeholder management plan	Manager, Strategy, Insights & Performance Executive Manager, Office of the CEO	<ul style="list-style-type: none"> Grants Coordinator position with responsibility for developing stakeholder management plan, has been developed and expected to be advertised in March 2022. 	<ul style="list-style-type: none"> The CEO continues to build and foster relationships and partnerships. These are established across government, corporate and not-for-profit sectors and are managed through both formal and informal opportunities. Relationships have also been fostered with the incoming State Government AEDA held an inaugural business summit with 355 attendees from business community. Development of a Stakeholder Management Framework/ Plan has commenced. It will address the findings and recommendations of the Stakeholder Management Framework Internal Audit Report completed in 2018 and build on work undertaken previously. 	In Progress 

Strategic Priorities September 2021-September 2022 - Status Update

Priority	Responsibility	Previous update	Current update	Progress
3. Ensure there is a consistent culture across the organisation				
3.1 Deliver the business case for an organisational wide CRM system	Manager, Information Management	<ul style="list-style-type: none"> Chamonix engaged and currently in Discovery Phase, with engagement with a wide cross section of CoA stakeholders to determine the CRM problem/opportunity as the fundamental building block before implementation planning. 	<ul style="list-style-type: none"> Chamonix engaged and currently in Discovery Phase. Engagement with a wide cross section of CoA stakeholders currently underway with a CRM implementation roadmap scheduled for the delivery by the end of June. The roadmap will identify projects and work packages which will then be costed and scheduled. 	In Progress 
3.2 Establish and communicate the City of Adelaide employer brand	Manager, People Manager, Customer & Marketing	<ul style="list-style-type: none"> CoA organisational branding work will inform this. Greg Kavanagh from Branded Culture engaged, Exec workshop. 	<ul style="list-style-type: none"> Branded Culture engaged to develop the CoA brand The initial findings were presented to Executive on May 22 and were very well received with a follow-up session to be held in June. This work will be incorporated into the CoA employer brand, to ensure we attract, recruit and retain the best people. 	In Progress 
3.3 Develop and implement a workforce strategy	Manager, People	<ul style="list-style-type: none"> People & Culture team currently drafting. 	<ul style="list-style-type: none"> People & Culture team currently developing strategy and will link to the CoA brand and values work referred to in Strategic Priority 3.2. 	In Progress 
4. Robust financial management				
4.1 Improve the process for developing business cases to ensure all options are canvassed, and a thorough analysis of benefits and costs undertaken	Manager, Strategy, Insights & Performance	<ul style="list-style-type: none"> Opportunities to incorporate the development of Business Cases into other corporate processes and practices continues to be explored, including an assessment of capability within the organisation. 	<ul style="list-style-type: none"> Discussions have commenced with plans to: <ul style="list-style-type: none"> Develop principles, expectations and standards around the need for business cases. Identify gaps in capability and ensure staff have the required skills to develop business cases. Integrate the process into the Project Management System to ensure consistency with a framework to be presented to Executive in July. Pilot business case developed to support Mini Golf feasibility study. 	In Progress 

Strategic Priorities September 2021-September 2022 - Status Update

Priority	Responsibility	Previous update	Current update	Progress
4.2 Identify a minimum of 2 new revenue streams	Associate Director, Strategic Property & Commercial	<ul style="list-style-type: none"> Mini golf currently being scoped and business case to be developed. Digital advertising progressing. Consolidation of work to date in this area to be presented to Exec in late March along with draft Revenue Principles. 	<ul style="list-style-type: none"> Digital advertising tender submission is progressing through evaluation subject to Council decision, estimated implementation of a new contract and associated revenue is Q1 FY2022/23. Mini Golf Feasibility Study complete with a business case presented to Executive in May 2022. Kadaltilla report scheduled for May 2022 and Council report scheduled for July 2022 to progress the project. Business case in development for expansion of nursery and bio-organics services and currently in market for a feasibility assessment. 	In Progress 
4.3 Identify 2 underperforming city shaping sites to bring to market	Manager, Property Development	<ul style="list-style-type: none"> 211 Pirie St sale completed Continuing to work through the Strategic Property Review to identify opportunities for other sites to bring to market 	<ul style="list-style-type: none"> 211 Pirie St sale completed with planning for development works underway. Council has approved the progression of an expression of interest for the sale and redevelopment of the former Bus Station site. Planning for market release underway. Council is progressing sale of the Whitmore Square apartments with four apartments to be sold in 2021/22. The remainder of the apartments will be sold in the 2022/23. 	In Progress 
4.4 Develop and implement Future Fund Investment policy	Manager, Finance & Procurement	<ul style="list-style-type: none"> Policy adopted by Council on 27 January 2022, implementation underway and ongoing 	<ul style="list-style-type: none"> Implementation of the Future Fund Investment policy continues, following adoption by Council. The CEO continues to refine the application of the fund. 	Achieved 

5. Support the elected body in effective governance for the City of Adelaide				
5.1 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	Manager Governance	<ul style="list-style-type: none"> A list of Elected Members requests and enquiries is maintained and updated regularly, circulated via SRS weekly. Currently scoping opportunities for improvement and identifying any issues with current approach. 	<ul style="list-style-type: none"> Pursuing opportunities to better use data reports, align Council Member requests to services and functions and develop an interactive dashboard. An updated service management system is currently being tested with plans to transition the current system to the new platform in preparation for the new term of council. Reports on all outstanding undertakings are provided to Executive on a monthly basis. 	In Progress 
5.2 Improve transparency to enable sound decision making i.e. aim for majority of reports to be discussed in public	Manager, Governance	<ul style="list-style-type: none"> New approach to determining confidentiality presented to and endorsed by Executive on 3 March 2022. Communications to be shared with staff advising of new approach. 	<ul style="list-style-type: none"> Award of Contract and Board Appointment reports are all transitioning from confidential to public. In 2020/21 there were 3 Board appointments and 11 Award of Contracts that would transition to public through this process. The quarterly commercial report is now a public report. 	In Progress 
5.3 Review the City of Adelaide Act 1998 to identify opportunities for legislative change	Manager, Governance	<ul style="list-style-type: none"> Scoping options to present to state government to allow CoA to undertake pilots in a range of areas including online voting, investment outside council boundaries 	<ul style="list-style-type: none"> A review of the City of Adelaide legislation has occurred and opportunities for legislative change have been identified and documented. Staff will continue to support the LM in these discussions but this action is now complete. 	Achieved 
5.4 Investigate the opportunity for Kurna representation on Council	Manager, Governance	<ul style="list-style-type: none"> Presentation given to Reconciliation Committee on 23 February 2022. Reconciliation Officer and Manager Governance to identify and contact Kurna entities to discuss CoA voting entitlements. Legislative proposal being prepared to go to the State Government after upcoming State Election to request a change in legislation to allow for a reserved seat for Aboriginal representation at the City of Adelaide. 	<ul style="list-style-type: none"> Meeting held with the Reconciliation Officer, Governance and a Kurna representative in April to identify indigenous organisations within the city. We are actively engaging these businesses to ensure they are on the City of Adelaide voters roll. This is an important link with the legislative reform of the <i>City of Adelaide Act 1998</i> (as provided in 5.3 of this document) and further supports Kurna representation on Council. Governance is proactively contacting identified organisations to ensure they are enrolled so they can participate in the upcoming election. 	In Progress 