



# CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE MINUTES

for the meeting

Tuesday, 27 September 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

**Deputy Presiding Member** Deputy Lord Mayor, Councillor Abrahamzadeh

**Independent Member** Jeff Tate

**In Attendance:** Chief Operating Officer  
Chief Executive Officer  
Team Leader, Council Governance  
Council Governance Officer

.....  
**1 Item 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 Item 2 - Apologies and Leave of Absence**

Apologies -

**Council Member** Councillor Couros

**3 Item 3 - Confirmation of Minutes – 16/6/2022**

That the Minutes of the Special meeting of the CEO Performance Review Committee held on 16 June 2022, be taken as read and be confirmed as an accurate record of proceedings.

**4 Item 4 - Items for Consideration and Determination**

**Item 4.1** – CEO Strategic Priorities and Organisational Scorecard update

Team Leader, Council Governance at the request of the Chair addressed the Committee, to outline Caretaker Provisions to be observed in the conduct of the meeting, as follows:

‘Good afternoon Committee Members, it is important for you all to be aware that all local government councils are currently within the caretaker period due to the upcoming election. The Local Government Elections Act and the City of Adelaide Caretaker Policy provide legislated provisions in which we must comply with during this time. This impacts decisions made by the Council, Council subsidiaries, staff and committee’s such as this one.

A ‘designated decision’ is broadly defined in Section 91A(8) of the Local Government Elections Act to include a decision ‘relating to the employment or remuneration of a chief executive officer, other than a decision to appoint an acting chief executive officer’. A decision as to whether or not the CEO has achieved her KPI’s is a designated decision for the purposes of the Local Government Elections Act. Therefore, such a decision cannot be made during the caretaker period, including during this

meeting.

In order to ensure we are compliant with this provision, we have sought external legal advice to provide assurance that the report and discussions you will be presented with today are appropriate to be heard during the caretaker period. The legal advice also provides assurance to the Lord Mayor and CEO that the CEO's contract conditions regarding performance reviews have been met during caretaker.

You will notice that the Report asks you to 'receive' the information and does not seek your assessment or a decision on the CEO's performance. This information is also reiterated throughout the Report. No assessment in relation to the CEO's performance can be made today.

Today's meeting is to provide you an overview of the work completed over the last twelve months and an opportunity for you to hear about the processes undertaken to report on the CEO scorecard and priorities. Clare will also provide a presentation on her achievements over the past 12 months.

Early in the new term Council will establish a new CEO PRC and at their first meeting the Committee will review the CEO Scorecard and hear from the CEO about her performance self-assessment during the first full year of her employment as CEO. The Committee will be asked to assess the CEO's performance and provide a written evaluation report, which will be provided to Council.

I ask that you consider the caretaker requirements when asking any questions during today's meeting. Questions can be raised about process and data, however questions that evaluate the CEO's performance are not appropriate during this time.'

The Chief Operating Officer advised that the agreed organisational scorecard, 19 strategic priorities and current CEO appointment in September 2021 came at a time when there was a call for increased transparency and accountability and gave a precis of the report:

- Indicating the evidence for the progress against the scorecard and priorities was gained independently by Strategy & Insights.
- Indicating the outcomes of the scorecard reflect the achievements of the organisation under the leadership of the CEO Clare Mockler with a close line of sight from the Executive Team.
- Outlining that at the end of August 2022 all 19 strategic priorities were achieved.
- Clarified with regard to the first item of the Organisation Scorecard (strategic annual objectives via the Business Plan & Budget), to provide clarity at the time the scorecard was endorsed, the timeframe of 20/21 was included as it was the most recent data available and has been reported upon throughout the year. Whilst 20/21 was prior to the CEO's appointment in September 2021, to ensure completeness in the approved Scorecard both 20/21 and 21/22 financial years were included.

Discussion ensued in relation to:

- The achievements in the Organisation Scorecard.
- Clarity/Context of descriptions / status in the Organisation Scorecard.
- Clarity/Context of descriptions / status in the Strategic Priorities.
- Optics and focus points created by the presentation style.
- Language and reporting style for complex issues and/or nuance.

## **5 Item 4.1 - Agreed COO Actions - CEO Strategic Priorities and Organisational Scorecard update**

### Agreed Chief Operating Officer actions

The Chief Operating Officer gave an undertaking to:

- In the Organisation Scorecard (strategic annual objectives via the Business Plan & Budget) provide additional wording and context to better describe different objectives in the financial years and qualify what is meant by ongoing projects.
- In the Strategic Priorities provide additional wording and context for 2.3 to identify what has been resolved and what is still in progress to be resolved with the status revised to reflect achieved and ongoing.

Discussion continued in relation to:

- In the status description consider for complex issues or nuanced matters indicate partly achieved rather than a response to a yes/no parameter.
- Awareness of focus at time of establishing parameters in the Organisation Scorecard and Strategic Priorities for clarity of measurement and achievement.
- Improvement around transparency.

- Stronger Voice initiatives.
- Key points raised at the June meeting having been addressed.
- Refinement of language of KPI's.

## 6 Item 4.1 - CEO Strategic Priorities and Organisational Scorecard update

The CEO addressed the meeting, as required by the terms of her contract to present a self-assessment of performance against CEO duties as outlined in her position description. The CEO identified that the position description (PD) was structured differently to the KPI's in the scorecard so her self-assessment was structured using the headings in the PD with summary/context and scorecard elements brought in that align with the headings of the PD as well as the strategic priorities that align, namely:

- Operating environment.
- First 100 days.
- Highlight – Reignite Adelaide.
- Leadership and Strategic Plan Delivery.
- Stakeholder Management.
- Organisational Health (including Innovation and Service Improvement).
- Financial and Risk Management.
- Operational and Project Delivery.
- Lord Mayor and Councillors.

The CEO self-assessment is attached for reference at the conclusion of the Minutes of this Special meeting.

### Decision

That the CEO Performance Review Committee:

1. Receives the 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 27 September 2022.
2. Receives the measures in 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 27 September 2022.

## 7 Item 4.1 - Order to Exclude the Public - CEO Strategic Priorities and Organisational Scorecard update

The meeting identified the need to exclude the public to receive a debrief from David Romano and the CEO regarding Leading Circle Reflections information (360 degree review observations), a component that is not a reflection of performance but a reflection of a commitment to leadership.

### Order to Exclude the Public

That the CEO Performance Review Committee

1. Having taken into account the relevant consideration contained in section 90(3) (a) and section 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the CEO Performance Review Committee dated 27 September 2022 resolves that it is necessary and appropriate to act in a meeting closed to the public to receive Leadership Circle Reflections information associated with Item 4.1 [CEO Strategic Priorities and Organisational Scorecard update] listed on the Agenda.

### Grounds and Basis

Receipt and discussion of Leadership Circle Reflections information associated with this Item is required in confidence to protect the personal affairs of the Chief Executive Officer.

The disclosure of an appraisal of the Chief Executive Officer's performance could reasonably be expected to prejudice the personal affairs of providers of feedback and the Chief Executive Officer in the community.

The CEO Performance Review Committee 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 this information would involve an unreasonable disclosure of information concerning the personal affairs of any person.

- 2 Pursuant to section 90(2) of the *Local Government Act 1999 (SA)* (the Act), this meeting of the CEO Performance Review Committee dated 27 September 2022 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Leadership Circle Reflections information associated with Item 4.1 [CEO Strategic Priorities and Organisational Scorecard update] listed in the Agenda, on the grounds that such item of business, contains information and matters of a



kind referred to in section 90(3) (a) of the Act.

Members of the public and Corporation staff present not directly involved with the Leadership Circle Reflections (360 degree review observations) left the Colonel Light Room at 3.06pm.

Leadership Circle Reflections (360 degree review and observations) discussion ensued in confidence.

**8 Item 4.1 - Decision to retain discussion in Confidence - CEO Strategic Priorities and Organisational Scorecard update**

Decision to retain discussion in Confidence

That the CEO Performance Review Committee

In accordance with Section 91 (7) & (9) of the *Local Government Act 1999 (SA)* and on the grounds that Leadership Circle Reflections associated with Item 4.1 [CEO Strategic Priorities and Organisational Scorecard update] listed on the Agenda for the meeting of the CEO Performance Review Committee held on 27 September 2022 was received, discussed and considered in confidence pursuant to Section 90 (3) (a) of the *Local Government Act 1999 (SA)*, this meeting of the CEO Performance Review Committee, do order that:

1. The discussion held in confidence in relation to the matter remain confidential and not available for public inspection until 31 December 2028.
2. The confidentiality of the matter be reviewed in December 2023.
3. The Chief Executive Officer (or delegate - Chief Operating Officer) be delegated the authority to review and revoke all or part of the order herein and directed to present a report containing the Item for which the confidentiality order has been received.

The Colonel Light Room re-opened to the public at 3.27pm

**Closure**

The meeting closed at 3.27 pm

The Lord Mayor, Sandy Verschoor  
**Chair**  
**Chief Executive Officer Performance Review Committee**

**Documents Attached:**

Item 4.1 – CEO Performance Review September 2021 – September 2022 – Clare Mockler Self Assessment

# CLARE MOCKLER

CEO PERFORMANCE REVIEW  
SEPTEMBER 2021 - SEPTEMBER 2022

SELF ASSESSMENT





# Contents

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- Lord Mayor and Councillors



Front page – Speaking at the largest Citizenship Ceremony the City of Adelaide has hosted to date  
This page - Installing the giant Christmas Tree in Victoria Square with team members from our London Road Depot

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# Introduction



**Since starting as CEO on 1 September 2021, I am immensely proud of the breadth and depth of the achievements delivered by my organisation over the past year.**

Over the past 12 months, I have bedded down a reshaping process that has delivered on a \$20 million organisational efficiency target set by Council and turned a nine year operating deficit into a surplus.

This is an extraordinary outcome in a COVID-19 environment where Council has invested more than \$20 million in City recovery initiatives. I have delivered this outcome through a purposeful focus that sees the Corporation of the City of Adelaide as fit-for-purpose; driving a financially sustainable approach to asset renewals; growing depressed revenues, ensuring maximum return on our investments, and prioritising our projects and efforts. Community interfacing services and service levels have been maintained, and a commitment to community safety, growth and prosperity sees the City emerging stronger from the pandemic.

Hallmarks of my leadership over this period have been transparency, accountability, delivering value for money for our ratepayers, effective decision making, and fostering strategic partnerships with both commercial and State Government stakeholders, to underpin City growth and to enable our community to thrive.

A handwritten signature in black ink, appearing to read 'C. M. ...'. The signature is written in a cursive, flowing style.

# Operating Environment

## **In the final year of the 2018-2022 Council term, my focus has been on ensuring I deliver on the Council's Strategic Plan priorities.**

It has been a challenging couple of years for our city as we have dealt with the impact of the global pandemic. Immediately prior to my appointment as CEO, South Australia experienced a state-wide lock-down (July 2021) which was followed by mandated restrictions in the wake of the Omicron variant (Boxing Day 2021 - January 2022).

Ensuring the health, safety and wellbeing of our people and our City community was paramount. I inspired our leaders to put our customer at the centre of all our efforts, to be creative, collaborative and adaptive, and to deliver support and services where they were needed most.

I am proud to have led the City's recovery from the impacts of COVID-19 by guiding Council's investment of \$20+ million to support struggling businesses and attract people back to the CBD and North Adelaide.

Major milestones were achieved for city shaping projects with construction commencing in April on our landmark \$250 million development at Eighty-Eight O'Connell, delivered by Commercial and General, after 30 years of the site sitting vacant. This development will boost residential growth and bring economic benefits for the O'Connell Street precinct and North Adelaide.

In June construction commenced on our \$400 million once-in-a-generation transformation of the Adelaide Central Market Arcade in partnership with ICD. 'Market Square' will create a world-class fresh food destination and bring hundreds of new residents and jobs into the CBD.

As a world-renowned city of artists, makers and festivals, arts and culture are key to Adelaide's success as a liveable city. We supported our creative industries to flourish by removing fees for events, investing in event infrastructure, commissioning public art and sponsoring festivals throughout the City and North Adelaide.

I delivered on Council's strategic priorities while the rate in the dollar was frozen for the ninth consecutive year and fees and charges were frozen to benefit our ratepayers and City users.



More than \$20 million has been invested in initiatives to support City recovery post COVID-19

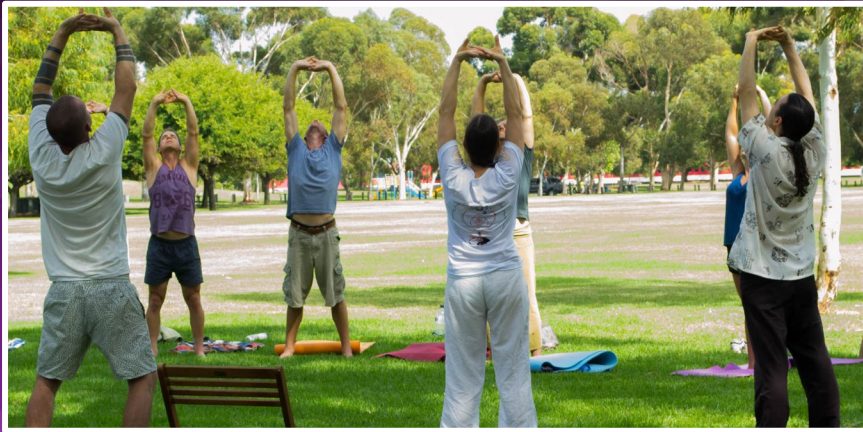
# First 100 Days

Following my appointment, I engaged all City of Adelaide employees in a conversation about my vision and strategic priorities for the organisation. I met with each portfolio and subsidiary, in the City and at the London Road Depot, a total of six sessions. Having been with the organisation over 20 years, sharing my personal and leadership journey enabled me to connect with our people, and set the tone and expectations early.

I also delivered my interview presentation to Council members, to demonstrate how I saw my role as CEO supporting all members of the Chamber. I facilitated a wellbeing session with Dr Tom Nehmy, Director of Healthy Minds Enterprises, to provide Members with wellness and resilience tools to better manage the impact of poor Council Member behaviour both in and out of the Chamber.

An important deliverable I led during the first 100 days included developing an organisational scorecard and setting strategic priorities. This was critical to ensuring our organisation delivers on what matters, is transparent in how we do it, and there is accountability at all levels.





Event Fee Free Permits



Staying apart for a healthy city

## HIGHLIGHT

# REIGNITE ADELAIDE



Streetside Activation Grants

Mainstreet and Laneways Revitalisation & Improvement Grants



## REIGNITE ADELAIDE

**In response to the restrictions introduced in the wake of the COVID-19 Omicron variant, I focused the organisation on what we could do to draw people into the city and double down on our support for city businesses, removing barriers, reducing costs, eliminating red tape, and getting creative.**

**At its meeting on 21 January 2022, Council unanimously adopted a targeted \$7.5 million Reignite Adelaide 2.0 program.**

The 24 initiatives range from activation and shopfront improvement grants, promotions, dining vouchers, and market research by McGregor Tan to better understand what drivers would entice employers, employees, and city visitors to return to the city.

In total, Council has invested more than \$20m since the start of the global pandemic to support businesses across the City and North Adelaide.

Reignite Adelaide was designed to deliver cost savings and lasting policy reform and generate income for local businesses by creating compelling reasons for people to safely return and enjoy all that the City of Adelaide has to offer.

The Business Saver Grant received a total of 646 applications. In total 1,108 payments were made and our investment of \$674,511 saw an average payment of \$608.76 per business. Feedback from businesses was extremely positive who appreciated face to face contact from our community engagement team and our streamlined application process – achieved by partnering with the Department of Finance.

# Leadership and Strategic Plan Delivery

I developed and delivered a business plan and budget that prioritises resources and funding to deliver on Council's Strategic Plan.

Our work has been widely recognised through a range of awards including;

- Adelaide is Australia's 1st National Park City and the 2nd globally
- Leadership in Customer Experience for the Permit Transformation project by the LG Professionals SA
- The Minister's Award from Planning Institute Australia for the Kurna Kardla Parranthi Cultural Burn
- Moonta Street Revitalisation project by the Australian Institute of Landscape Architecture

These awards demonstrate the breadth of the City of Adelaide's achievements and the depth of recognition from a range of industries.

Other highlights include the commencement of construction for Market Square and Eighty Eight O'Connell, both of which will drive economic development for the north and west of the City and provide uplift to rates revenue. Both projects have required my leadership in relation to communication and collaboration with Council, Central Market traders and residents.

## PRIORITIES



*Launching Learning Month with our Employee Expo*

I have overseen the revitalisation of our City through major strategic projects, smart initiatives and strong partnerships. Other highlights include the commencement of the **City Plan** and agreeing a **residential growth target** for the City - both in partnership with the Capital City Committee and the establishment of the Adelaide **Park Lands Foundation**.

These required a high level of advocacy and will produce positive outcomes for the City.



# SCORECARD

80% of strategic annual objectives via the Business Plan and Budget (BP&B) are achieved

All 14 objectives for the 2021-22 financial year are either ongoing or have commenced.

To achieve these objectives, I identified new and improved ways of working including:

- a more strategic and purposeful approach to grants and funding opportunities and
- improving the management of expected financial costs associated with multi-year projects.



*At the launch of our new high speed Wi-Fi service ADLFree in partnership by TPG Telecom*



*New Experience Adelaide Visitor Information Centre proposed in partnership with State Library*



# Major Highlights

## CITY DEAL

Strong progress has been made in relation to delivery of the City of Adelaide's projects as part of this ten-year \$699 million Adelaide City Deal partnership between three levels of government.

**ADL Free Wi-Fi** powered by TPG (\$4.8 million) will be completed in 2023.

The **City Safe CCTV Network** upgrade (\$3 million) is on track and is currently under contract for delivery in 2023.

A preferred site is currently being negotiated for the **Experience Adelaide Visitor Centre** (\$4 million) and proposals for the centre design closed mid-August 2022.

## AEDA

The establishment of AEDA couldn't have been more timely, with the immediate, urgent need to support City recovery and to drive a longer-term agenda for economic and residential growth.

The inaugural **AEDA Business Summit** was held on 25 May 2022 at Adelaide Oval with over 350 people in attendance. Keynote speakers included The Hon Peter Malinauskas MP, Premier of South Australia, Bernard Salt AM head of The Demographic Group, and Adrian Tembel, Chair of the South Australian Productivity Commission.

**ADL Unleashed \$30 Eats** attracted 97,700 entries in the draw for the 25,000 available \$30 Eats vouchers. 274 business across the CBD and North Adelaide participated. The campaign had a great outcome for business involved as 86% of responding businesses strongly agreed or agreed the promotion delivered a positive impact on their business and 78% said the promotion delivered new customers. The \$442,369 value of redeemed vouchers + \$759,702 additional consumer spend equated to \$1,202,071 of expenditure directly into the pockets of city and North Adelaide businesses that were heavily impacted by restrictions related to COVID-19. Effective advocacy secured \$250,000 in State Government funding for this initiative.





Construction on the \$400 million Central Market Arcade development commenced in June 2022. Market Square will provide a significant residential uplift for the City; it is the fastest selling project of its size in Adelaide. It will create a \$135m boost to the South Australian economy.



# Stakeholder Management

Since commencing as CEO, I have undertaken 20+ speaking engagements ranging from a keynote at the inaugural AEDA Business Summit to Local Government CEO and General Managers Network Forums. I have held 240 meetings with external representatives with 47% of the meetings held outside of the Town Hall. These engagements have raised the profile of the organisation, showcased the good work we do and fostered productive external relationships.

I contributed to formal State and national forums such as the Capital City Committee and the Council of Capital City Lord Mayors and supported the Lord Mayor in her advocacy role. This resulted in a \$1 million package from the former State Government to support the City's recovery, \$1.3 million in Capital City Committee funding for Reignite Adelaide initiatives and the City Plan, a \$80 million election commitment from the current State Government to build a new Adelaide Aquatic Centre, and a shared commitment to residential growth. Nearly a quarter (22%) of my meetings are with State Government agencies highlighting the level of negotiation undertaken within a complex political environment.

To help my Executive better connect to what's happening across the City, we met offsite with 12 groups including the JamFactory, the Sofitel Adelaide, Light Adelaide and Guildhouse. This has developed a shared understanding of some of the challenges facing the City and generated partnership opportunities.

I collaborated with two prominent City business owners to develop and deliver a thought-provoking session for our wider leadership team, which prompted not just conversation but action in terms of direct and helpful engagement with our City businesses during a challenging period. This helped ensure that our services meet customer needs and supports a culture of accountability.

# PRIORITIES

I foster productive and positive working relationships with a diverse number of stakeholders and partners across many sectors.

I understand that Council's big plans for the city won't be delivered without the energy and efforts of others and so I focus on strengthening our relationships with existing partners and establishing relationships with new partners.

Connecting our leaders to key city stakeholders and grass roots community groups is an example of this leadership in action.

Hosting Civic functions also enables Council to connect with our community. Highlights included a CEO dinner for the Deputy Mayor of the City of Vinnytsia to gain insights about the city and their current situation, as part of a broader program of support for the Ukraine community.

We celebrated our global **sister city relationships**, hosting dignitaries and key stakeholders to honour milestone anniversaries for Himeji, Japan (40 years) and Christchurch, New Zealand (50 years).

# SCORECARD

- **90% of TRIM correspondence actioned on time**
- 80% achieved in August 2022. Ensuring we resolve and respond to enquiries in a timely manner is a measure to demonstrate our customer service.

This measurement needs to be reframed for future scorecards to focus on service critical correspondence rather than routine filing.

- **Customer experience through Voice of Customer Surveys achieves a rating of 3.5 or higher**
- 3.7 rating for overall satisfaction. As a service-based organisation, it's important we continue to measure feedback from our customers and adjust our service levels as needed.



Council of Capital City Lord Mayors AGM in Perth



Sister City celebrations with Christchurch



\$13 million, 3.2 hectare wetland in the southern part of Victoria Park / Pakapakanthi (Park 16). The largest earthmoving exercise and redevelopment in our Park Lands in the past 60 years was a collaborative project with the Brownhill and Keswick Creeks Stormwater Board

# Stakeholder Management Major Highlights

## PUTI ON KAURNA YERTA

In response to the number of Aboriginal people from remote areas that were homeless in Adelaide, we partnered with the Department of Human Services to deliver a culturally appropriate hub in the southern Park Lands. The hub was created after consultation with both APY and Kurna elders. This pilot program demonstrated a bold new approach to helping remote visitors and Aboriginal rough sleepers stay safe from COVID-19, successfully returned remote visitors home or helped get them into longer-term accommodation in Adelaide.

This required challenging the status quo, listening with an open mind and allowing other voices to be part of the solution.

By actively engaging with others and combining expertise and resources across a range of sectors, a positive, culturally-led outcome was achieved.

## CEO STAKEHOLDER MANAGEMENT PLAN (pictured)

I developed a CEO Stakeholder Management Plan to provide a framework for building connections that grow our City.

I have analysed all activities over my first year as CEO to assess the extent and impact of my external engagement and will lead the organisation on a similar exercise to strengthen our relationships and to maximise our opportunities.

**CEO STAKEHOLDER MANAGEMENT PLAN**

**OUR APPROACH**

Managing key relationships builds trust, integrity and capacity. The CEO stakeholder approach builds connections that grow our City. By facilitating and fostering productive partnerships, we can be strategic, collaborative and deliver for our community.

Strategic | Advocate | Build Capacity | Needs | Right Person | Lead

**WHO**

GOVERNMENT	PRIVATE	COMMUNITY
<p>International stakeholders, Federal Government, State Government, Local Government, and Capital City peers</p> <p><b>This looks like:</b> Advocacy, meetings with State Government counterparts and peers, working groups and task forces and service delivery with/for neighbouring councils and civic events</p> <p><b>Key Connections:</b> Capital City Committee, Council of Capital City Lord Mayors, LGA, Inner-Rim Councils, Greater Adelaide Region of Councils, Lot 14, Riverbank and Safety and Wellbeing task forces / advisory groups, SAHRMI, Renewal SA, State Government Agencies (i.e Department of Premier and Cabinet, SAPOL)</p>	<p>Creative Industries, Defence and Tech, Education, Entrepreneurs, Key industry bodies, Major employers, Precinct Groups, Property, Retail and Hospitality, and SME's</p> <p><b>This looks like:</b> Infrastructure delivery, networks and forums, business meetings, events, launches, AGM's and key note speeches</p> <p><b>Key Connections:</b> AEDA, Market District Advisory Group, Business SA, Property Council, Aus. Hotels Association SA, KPMG, Deloitte, McGregor Tan Research, legal providers, SA Universities, TAFE SA, UNESCO City of Music, Carlewe, Festivals Adelaide, Adelaide Festival, Fringe, Media</p>	<p>Community Groups, Residents, Social Housing groups, Indigenous representatives, Non-Government Organisations, and Environmental groups</p> <p><b>This looks like:</b> Community meetings, AGMs, community engagement activities, civic events, networks and forums, individual meetings.</p> <p><b>Key Connections:</b> Strategic Partnerships, Adelaide Zero Project, Reconciliation Committee, Council of the Ageing SA, South Australian Council of Social Services, History Trust, Australia Day Council SA, Resident Groups, Sporting Clubs</p>



*Addressing the 350+ strong audience at the Adelaide Economic Development Agency's inaugural AEDA Business Summit*



BUSINESS SUMMIT

Adelaide Economic Development Agency

AEDA BUSINESS SUMMIT

AEDA BUSINESS SUMMIT

Adelaide Economic Development Agency

Adelaide Economic Development Agency

AEDA BUSINESS SUMMIT

# Organisational Health including Innovation and Service Improvement

Our people are our greatest asset and I am committed to ensuring an environment where people thrive. Our annual Culture Survey is an opportunity for our employees, trainees and volunteers to share their perspective about our workplace culture, and what can be done to build on it. The overall organisation averages and individual statement scores have remained very consistent and very positive, with only slight movements over the year. My Executive participated in 'Culture Convo' sessions where people from across the organisation shared their observations about the results and identified opportunities and the mechanisms by which to improve our culture.

Fostering a supportive and safe working environment and acknowledging the importance of wellbeing in our personal and professional lives and the value of balance has never been more important in the context of COVID-19. My focus has been ensuring our wellbeing programs are accessible and promoted to all, with our wellbeing survey results remaining positive.

Strong progress has been made in relation to our 2020 - 2025 WHS Strategy with all actions on track.

## PRIORITIES

A great culture now and into the future, offering opportunities and work that matters through investment in our people and great leadership is essential to ensuring we are a well functioning Administration.

The **Workforce Strategy** along with an **Employer Brand Strategy** are key pieces of work that have been substantially progressed in my first year.



# SCORECARD

## Overall satisfaction with delivery of Council services >70%

We have continued to focus on delivering essential services and brilliant experiences as a Capital City and as a result our City User satisfaction with Council Services has increased in 2022 by 7% to 73%.

## Customer Commitment statements in the Culture Survey achieve a rating of 4 or higher

Understanding the needs of our customers and the customer experience has been supported by the rollout of our CXT Strategy, continually reminding the organisation of our role to deliver high quality customer service every step of the way.

## Participation in Performance and Development Conversations process >80%

Overall participation of 89.7%. Regular and ongoing conversations about performance and development during the year provides formal opportunities to reflect, acknowledge achievements and invest in our people.

## Culture Survey achieves a rating of 4 or higher for Wellbeing and Safety statements

Overall average score of 4.1 attained. Wellbeing and Safety has never been more important and an extensive range of programs have been developed to support leaders and staff ensuring the workplace is welcoming, inclusive and safe.

## People Commitment Statements achieve a rating of 4 or higher in the Culture Survey

Overall average score of 4.0 attained. Continuing to grow our capability, finding new ways to work better and ensuring an environment that supports a strong learning culture and growth mindset will enable our people to use their talents and ideas fully.



Experiencing our Customer Centre service



Our Annual Awards celebrate our people, our achievements and our values

# Major Highlights

## LEARNING MONTH

I launched our inaugural Learning Month program in May this year. By engaging our employees in a variety of discovery and development activities, they learnt more about our organisation, our impact and how we work together to deliver great outcomes.

Designed and facilitated by our People Experience Team, Learning Month aligns with our People Experience Commitment: to learn and grow with our city and community.

Over 100 employees participated in the Employee Expo where I shared my leadership journey across two decades with the City of Adelaide.

## CUSTOMER EXPERIENCE STRATEGY

We have always had a strong commitment to our customers and we've recently built on this success by reviewing our Customer Experience strategy.

This is important to the City of Adelaide because it impacts the reputation of the City and the trust in our organisation.

When our customers trust us, they are more likely to engage with us, allowing us to continue to deliver our services in response to their needs.

## PERMIT REFORM

To support our business customers we reviewed our permits and transformed the fee structure to an equitable, principle-based, approach for all activities within the public space, resulting in a reduction from a complex 42 tier fee structure to eight simple permit fees.



Sharing the results of the Culture Survey and celebrating service milestones with over 50 employees at a Horticulture team workshop in the Park Lands





# Financial and Risk Management

My focus has been on building a financially sustainable Council and this financial year, the City of Adelaide will have delivered its first operating surplus in **9** years.

The COVID Recovery Principles I introduced have enabled the ongoing delivery of valued services and projects for our community and supported our long term financial sustainability. These principles have supported Council to make sound decisions related to: the setting of rates; fees and charges; the utilisation of borrowings; proceeds from the sale of assets; future investment and infrastructure; government partnerships; and the review of Council's services.

Following Council's endorsement of a comprehensive strategic property review and action plan, this year two further sites have been brought to market: 211 Pirie Street, purchased by NEXTDC to construct South Australia's first defence standard data centre, and the former Bus Station site on Franklin Street, now in the second EOI stage to unlock the potential of this site for an innovative mixed-use development.

Since I established the 'Future Fund' in 2021, there is now over \$20m available for Council to invest in revenue-generating assets, further maximising Council's financial capability to ensure maximum benefit to the community.

I have brought greater transparency and clarity to our financial performance by ensuring the Long Term Financial Plan has the detail and content to enable sound financial decisions to be made. Following Council endorsement of the Strategic Asset Management Plan, two 10 year Asset Management Plans have been developed enabling Council to better manage its infrastructure portfolio responsibly and effectively.

## PRIORITIES

Our strong financial position has been achieved through astute management of Council-owned property assets that now ensures that disposal and acquisition aligns to strategic outcomes for the City.

As CEO I have worked effectively with our independent Audit and Risk Committee to ensure Council receives timely and accurate reports to support the best decision making to **achieve financial sustainability** and manage its risk.

Diversification of income and identification of new revenue streams is vital in the context of a volatile external environment and static rates and fees growth. **New financial revenue opportunities** that are being explored include Digital Advertising, new Nursery and Bio-Organics services, and Mini Golf.

A new **Business Case Framework** has been developed and comprehensive training will be provided to our people to support its early and effective adoption across the organisation.



# SCORECARD

**>90% of internal audit recommendations are closed on time**

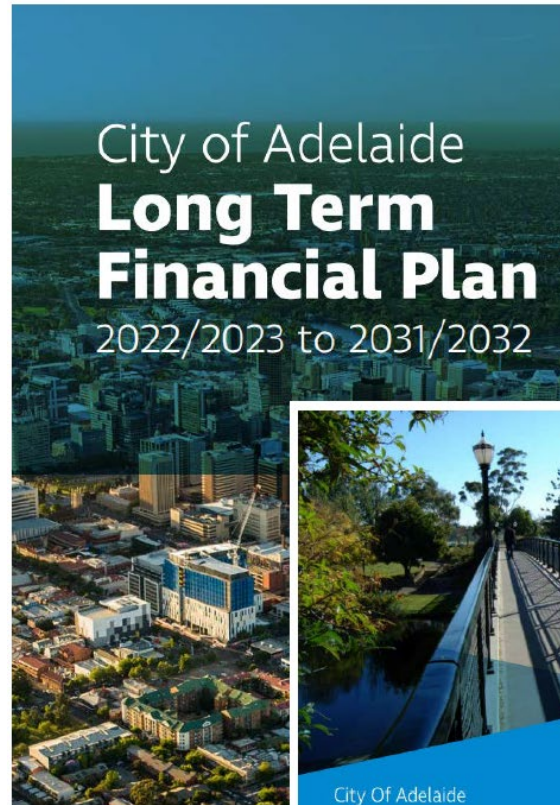
This indicator provides accountability and transparency to improve a range of activities.

**Year to Date Financial indicators are in line with annual targets**

Strong leadership and sensible financial management have seen us steadily improve our financial position, while continuing to deliver value for money for our ratepayers by not increasing rates for nine consecutive years and freezing most fees and charges.

**Deliver \$4.7m efficiency gain**

I continue to prioritise the allocation of Council's resources through the business plan and budget to ensure better value for money while delivering quality services.



## Financial and Risk Management

# Major Highlights

### STRATEGIC PROPERTY REVIEW

We finalised the sale of the 211 Pirie Street land to NEXTDC to construct South Australia's first defence standard data centre.

NEXTDC, Australia's leading data centre provider, will invest more than \$100 million in this state-of-the-art data centre. The centre will incorporate an Entrepreneur and Innovation Centre providing opportunities for universities and businesses to collaborate cultivating local technology expertise. This will provide a key piece of digital infrastructure to support the state's key industries and technology providers including the likes of Amazon Web Services, Google Cloud and Microsoft Azure who have recently established in Adelaide.

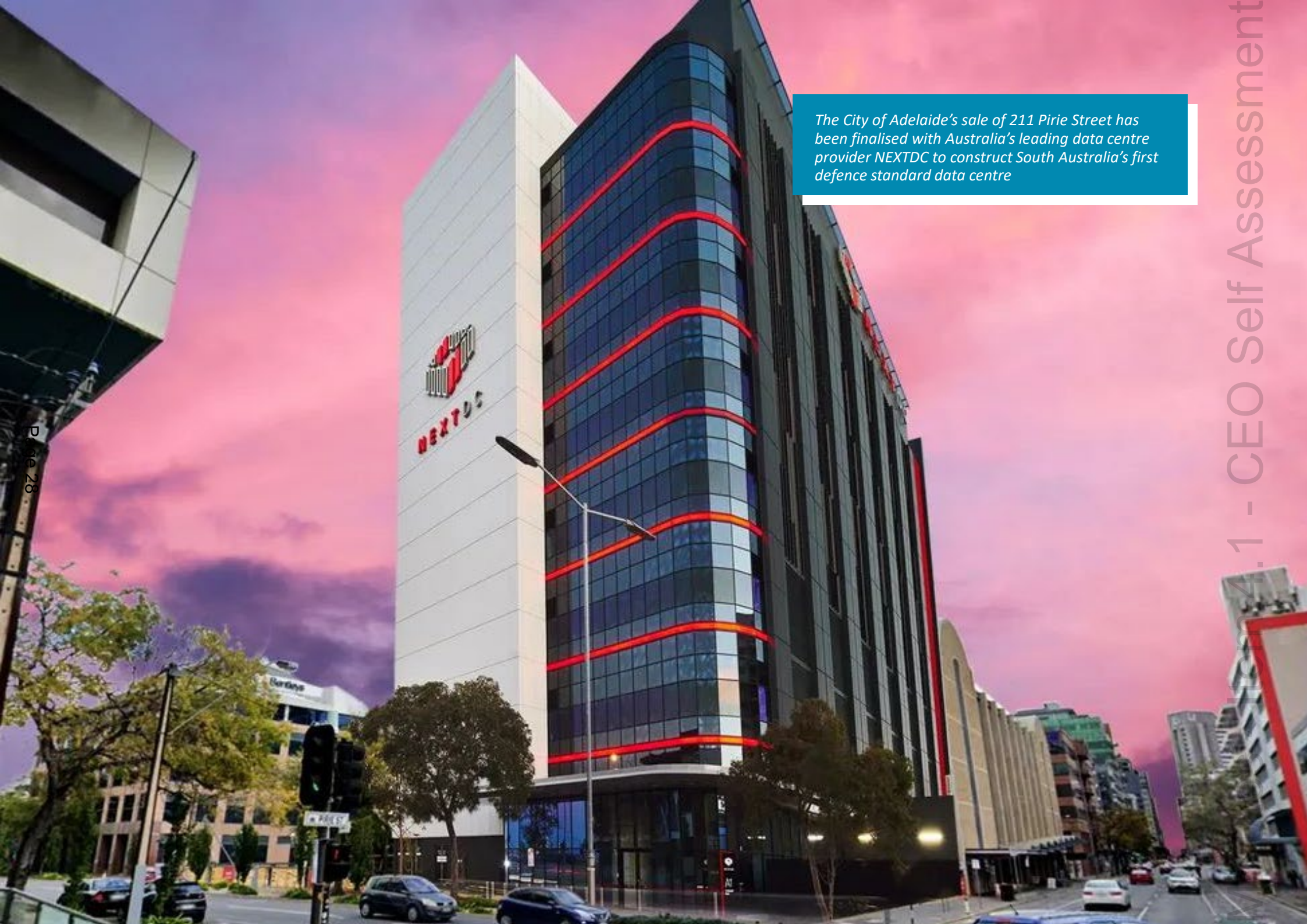
NEXTDC projects that 150 jobs will be created during construction with more than 200 indirect jobs to be created going forward. Construction commencement is expected in early 2023.

### FINANCIAL IMPROVEMENTS

I have been very open about our financial position and will continue to provide transparency for our Council Members, ratepayers, and city businesses, for example public reporting on our commercial businesses including commercial fees and charges.

I have revised how quarterly financial and performance reports are presented for greater clarity and ease of understanding and developed a Long Term Financial Plan that enables Council to model and test the impact of various scenarios. I have also revised the Treasury Policy and prudential limit ratios to better reflect Council's ability to fund and service existing and future debt.





*The City of Adelaide's sale of 211 Pirie Street has been finalised with Australia's leading data centre provider NEXTDC to construct South Australia's first defence standard data centre*

# Operational and Project Delivery

An area of focus has been ensuring capital works projects and asset renewal programs and programs are on track and within committed budgets.

A quarterly report has been developed and provided to Council which enables better oversight of delivery, risks and challenges. As a result, a total of \$45.2m of capital works was delivered, up from \$32.3m the previous financial year.

We have received overwhelmingly positive feedback from the community on projects such as the:

- \$3.8 million Olympic standard Skate Park in Gladys Elphick Park/Narnungga (Park 25) delivered in partnership with the South Australian Government and the Federal Government
- \$13 million, 3.2 hectare wetlands in the southern part of Victoria Park / Pakapakanthi (Park 16), delivered in partnership with the Brownhill and Keswick Creeks Stormwater Board.

Our Infrastructure team has worked closely with our Finance team to ensure capitalisation is completed within 10 weeks of practical completion, a KPI that was set to ensure a disciplined approach to project management and mitigate financial uncertainty.

## PRIORITIES

I am leading a systematic approach to reviewing and updating our **Asset Management Plans** which has resulted in the principles for the Transport Asset Management Plan endorsed by Council in June 2022 and the Urban Element Asset Management Plan endorsed by Council in August 2022.

All six asset management plans will have gone through this rigorous process over the next two years.



# SCORECARD

- **Committed Capital Works Projects and Asset Renewal programs delivered on time and on budget**

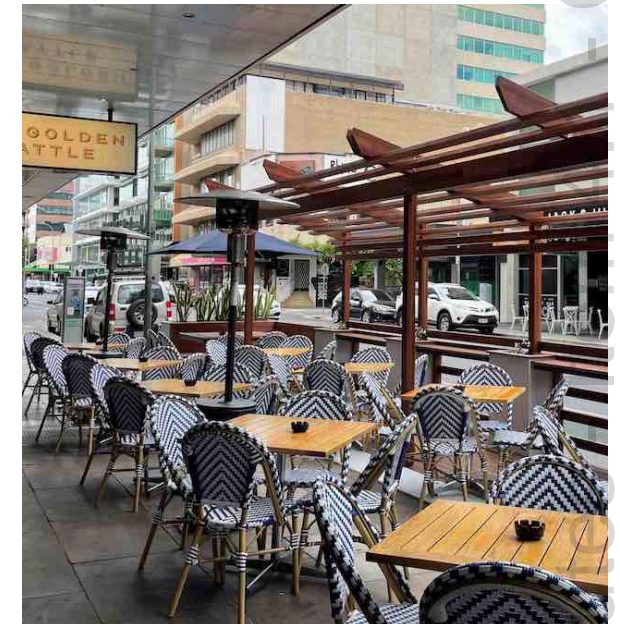
Better planning and system improvements has ensured more capital works delivery than the previous financial year despite supply chain disruptions and market volatility.

- **Participation in and completion of Mandatory Training 100%**

Further effort is required to ensure all our people across all fields (employees, trainees and volunteers) can access the required training in a timely way.



Launch of the new Olympic standard City Skate Park



Mainstreet and Laneway Revitalisation and Improvement Grants and Parklets supporting business recovery

# Operational and Project Delivery

## Major Highlights

### MAINSTREETS

Our 'place coordination' approach to the Mainstreets Revitalisation Program included marketing, branding and activation initiatives and significant community and precinct engagement and consultation.

This approach has informed master plans for Hutt, O'Connell, Melbourne and Hindley Streets and effective advocacy resulted in Council securing \$4m in State Government funding for Hutt Street (\$3m) and Melbourne Street (\$1m).

### ADELAIDE CENTRAL MARKET

A range of initiatives have been delivered at the Central Market including an online home delivery service that generated \$550k in sales for Market traders and over 4,000 orders.

In addition, the Market achieved and maintained 98% stall / trader occupancy during COVID.

'Business as usual/As Always' advertising and the roll out of wayfinding in the Market precinct is ensuring the Market remains accessible during the Market Square development.







*Celebrating breaking ground at the Eighty Eight O'Connell development site with our partner, Commercial & General, and Council Members*



# Lord Mayor and Councillors

I am appointed by and accountable to the Council to fulfil the functions defined in the *City of Adelaide Act 1998*. During my first 100 days as CEO, I shared with the organisation the importance of having an effective relationship between the elected body and administration as critical to the city's success. I continually reinforce that Council Members are the elected representatives of their communities and that Council is our first customer; that by serving our Council well, we also serve our community well.

My focus has been on ensuring an unimpeded accountability chain between me as the Chief Executive Officer (as the Council's single employee with associated delegated responsibilities) and the Council, and between me and my executive team. This requires me to implement the lawful decisions and policies of the Council in a timely and efficient manner.

One area of priority since being appointed has been to look at ways in which we structure our reports to enable more transparency in decision-making.

I am proud that in the last year, only 124 items were considered in confidence, compared to 216 in the first year of this Council term.

## PRIORITIES

All Council agenda items are now assessed with the objective of ensuring transparency to ratepayers, while adhering to strict legislative provisions, such as those outlined in Section 90(3) of the *Local Government Act 1999 SA*, and honouring all contractual requirements.

In addition to **increased transparency** in financial reporting, procurement contracts and Board appointments have recently been included on the public agenda.



# SCORECARD

80% of decisions and CEO undertakings closed out within 12 months

100% attained and we consistently provide great advice to the Council and ensure Council priorities are delivered in a timely manner.

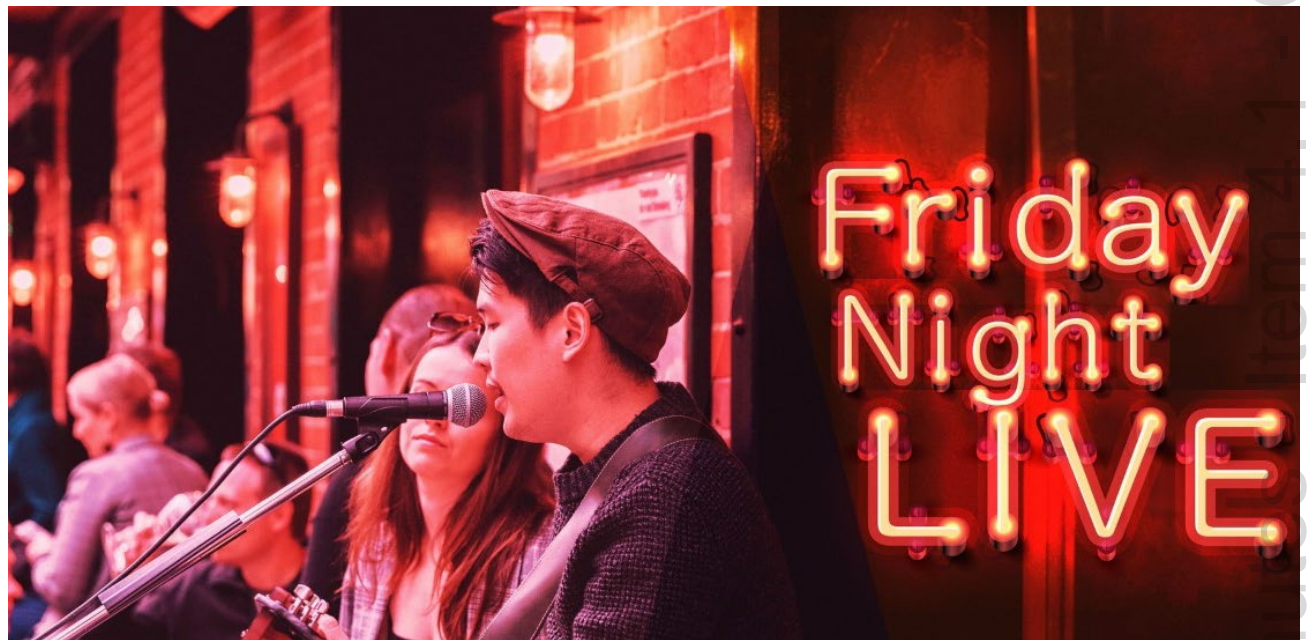
I have focused my team on providing clear and comprehensive reports and responses to guide and strengthen Council decision making.

As part of my commitment to continuous improvement, I have commissioned an update to our service management system.

Improved workflows, dynamic dashboards and more detailed reporting will ensure we provide great service to Council and to our community.



*Celebrating the launch of sales for the Eighty Eight O'Connell development*



*Effective advocacy resulted in State Government investment in Reignite Adelaide initiatives*

Lord Mayor and Councillors

# Major Highlights

## CULTURE OF COUNCIL

I see my role as CEO as the glue that holds the Council, the organisation, and community together, but that acts as a catalyst for change across all three.

As CEO I am committed to:

- Delivering on Council's strategic plan and business plan
- Continuing to focus on responses to enquiries from members
- Ensuring advice to Council is succinct, accurate, clearly communicated and jargon free
- Providing effective governance and accountability to implement decisions.

This year I have focused on:

- Listening and responding to all Members
- Providing open, honest and frank advice
- Ensuring effective communication
- Reporting back to Council with timely, considered advice.

A key principle of the Code of Conduct for Council Members is that "Council members will work together constructively as a Council and will uphold the values of honesty, integrity, accountability and transparency, and in turn, foster community confidence and trust in Local Government." Over this period I have had to take action to ensure a supportive and safe working environment following findings that unreasonable, serious and systemic behaviours of a minority of Council Members was having an impact on the health, safety and wellbeing of some employees.

## LEGISLATIVE REFORM

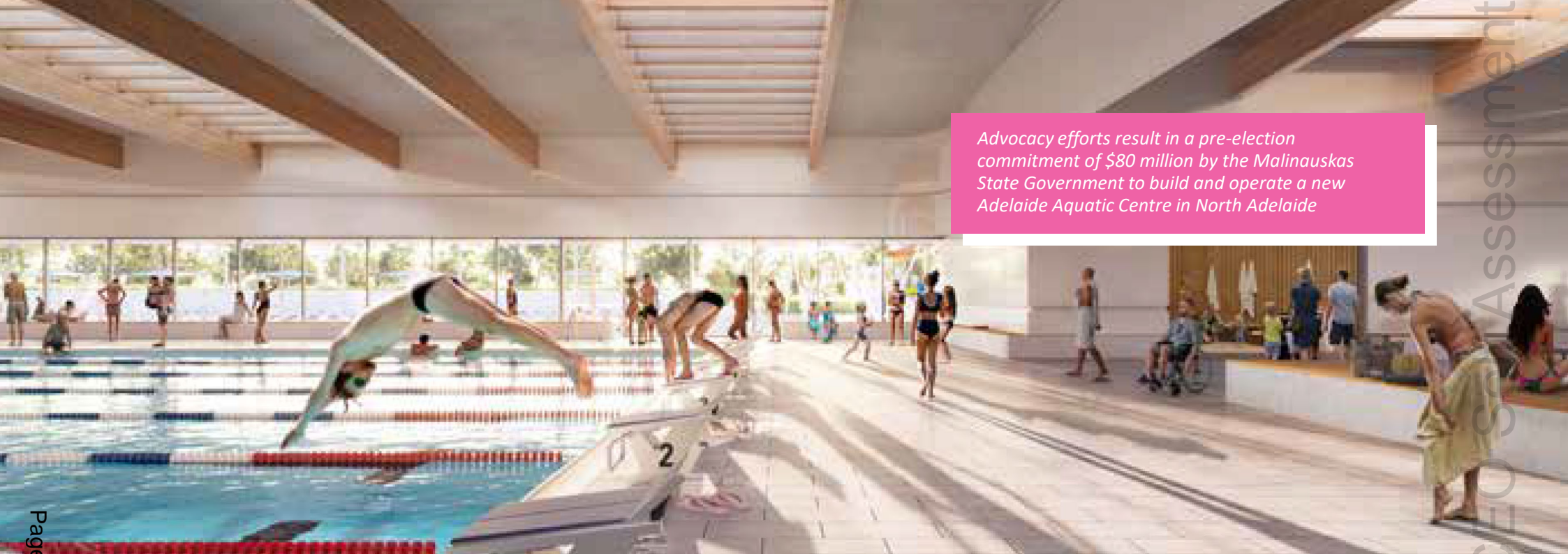
A comprehensive review of the *City of Adelaide Act 1998* (CoA Act) has been completed.

Enshrining the role of CoA in significant economic partnerships in the objects of the CoA Act would assist Council to maximise high value outcomes for South Australia in its long-term planning.

There are opportunities for legislative reforms that would strengthen the strategic development of the City by removing some barriers to their efficient and effective operations and enable South Australia's Capital City Council to better partner with the State and contribute to the growth and prosperity of the whole State more meaningfully.

As part of significant local government reforms, feedback was provided on proposed Behavioural Standards for Council Members in South Australia.





*Advocacy efforts result in a pre-election commitment of \$80 million by the Malinauskas State Government to build and operate a new Adelaide Aquatic Centre in North Adelaide*







TURES  
EWING  
TISAN RESERVE

Coopers  
Australian Made. Australian Owned.

MOTHERVI