



# CEO Performance Review Panel

## AGENDA & REPORTS

for the meeting

Monday, 5 June 2023  
at 3.00 pm

in the Colonel Light Room, Adelaide Town Hall

© 2023 CITY OF ADELAIDE. ALL RIGHTS RESERVED.



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 [Dr Jane Lomax-Smith ]
Deputy Presiding Member	Deputy Lord Mayor, Councillor Martin
Council Member	Councillor Abrahamzadeh
Independent Members	G Fraser J Tate

## 1. Acknowledgement of Country

At the opening of the CEO Performance Review Panel 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 recognize 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 - 24 April 2023

That the Minutes of the meeting of the CEO Performance Review Panel held on 24 April 2023, be taken as read and be confirmed as an accurate record of proceedings.

View public 24 April 2023 Minutes [here](#).

## 4. Items for Consideration and Determination

4.1 CEO Performance Review Panel Meeting Dates 3 - 4

## 5. Exclusion of the Public 5 - 7

In accordance with sections 90(2),(3) and (7) of the *Local Government Act 1999 (SA)* the CEO Performance Review Panel will consider whether to discuss in confidence the reports contained within section 6 of this Agenda.

## 6. Items for Consideration and Determination in Confidence

6.1 2021/2022 CEO Performance Review Evaluation 8 - 72

## 7. Items for Consideration and Determination

7.1 2022/23 CEO Performance Self Assessment 73 - 76

7.2 2023/24 CEO Performance KPI 77 - 79

## 8. Closure

## CEO Performance Review Panel Meeting Dates

Strategic Alignment - Enabling Priorities

Public

**Monday, 5 June 2023**  
**CEO Performance Review Panel**

**Program Contact:**  
Alana Martin, Manager  
Governance

**Approving Officer:**  
Michael Sedgman - Chief  
Operating Officer

---

## EXECUTIVE SUMMARY

This report seeks approval for the following meeting schedule for CEO Performance Review Panel for the 2023/24 Financial Year.

---

## RECOMMENDATION

### THAT THE CEO PERFORMANCE REVIEW PANEL:

1. Approves the following meeting times for 2023/24:
  - 1.1. Monday 4 September 2023, 3.00-5.00 pm
  - 1.2. Monday 4 December 2023 3.00-5.00 pm
  - 1.3. Monday 4 March 2024 3.00- 5.00 pm
  - 1.4. Monday 3 June 2024 3.00 – 5.00 pm.

## IMPLICATIONS AND FINANCIALS

CEO Contract	The CEO Performance Review Panel must meet at least once a year.
Consultation	Not as a result of this report
22/23 Budget Allocation	Not as a result of this report

---

## DISCUSSION

1. The CEO Performance Review Panel must meet at least once a year. It is proposed that the CEO Performance Review Panel meet four times a year.
2. The dates and times proposed are provided below
  - 2.1. Monday 4 September 2023, 3.00-5.00 pm
  - 2.2. Monday 4 December 2023 3.00-5.00 pm
  - 2.3. Monday 4 March 2024 3.00- 5.00 pm
  - 2.4. Monday 3 June 2024 3.00 – 5.00 pm

---

## ATTACHMENTS

Nil

---

- END OF REPORT -

## Exclusion of the Public

Monday, 5 June 2023  
**CEO Performance Review  
Panel**

**Program Contact:**  
Alana Martin, Manager  
Governance 8203 7092

2018/04291  
Public

**Approving Officer:**  
Michael Sedgman, Chief  
Operating Officer

## EXECUTIVE SUMMARY

Section 90(2) of the *Local Government Act 1999 (SA)* (the Act), states that a Council may order that the public be excluded from attendance at a meeting if the Council considers it to be necessary and appropriate to act in a meeting closed to the public to receive, discuss or consider in confidence any information or matter listed in section 90(3) of the Act.

It is the recommendation of the Chief Operating Officer that the public be excluded from this CEO Performance Review Panel meeting for the consideration of information and matters contained in the Agenda.

For the following Report seeking consideration in confidence

**6.1** 2021/2022 CEO Performance Review Evaluation [section 90(3) (a) of the Act]

The Order to Exclude for Item 6.1:

1. Identifies the information and matters (grounds) from section 90(3) of the Act utilised to request consideration in confidence.
2. Identifies the basis – how the information falls within the grounds identified and why it is necessary and appropriate to act in a meeting closed to the public.
3. In addition, identifies for the following grounds – section 90(3) (b), (d) or (j) of the Act - how information open to the public would be contrary to the public interest.

---

## ORDER TO EXCLUDE FOR ITEM 6.1

### THAT THE CEO PERFORMANCE REVIEW PANEL:

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 Panel dated 5 June 2023 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 6.1 [2021/2022 CEO Performance Review Evaluation] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

#### Grounds and Basis

Having taken into account the relevant consideration contained in section 90(3) (a) and sections 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the CEO Performance Review Panel dated 5 June 2023 is satisfied that it is necessary and appropriate to act in a meeting closed to the public to receive and discuss information associated with Item [2021/2022 CEO Performance Review Evaluation] listed on the Agenda.

Receipt and discussion of this report and attachments associated with this Item is required in confidence to protect the personal affairs of the Chief Executive Officer.

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 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 Panel dated 5 June 2023 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 Item 6.1 [2021/2022 CEO Performance Review Evaluation] 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.
-

## DISCUSSION

1. Section 90(1) of the *Local Government Act 1999 (SA)* (the Act) directs that a meeting of Council must be conducted in a place open to the public.
2. Section 90(2) of the Act, states that a Council may order that the public be excluded from attendance at a meeting if Council considers it to be necessary and appropriate to act in a meeting closed to the public to receive, discuss or consider in confidence any information or matter listed in section 90(3) of the Act.
3. Section 90(3) of the Act prescribes the information and matters that a Council may order that the public be excluded from.
4. Section 90(4) of the Act, advises that in considering whether an order should be made to exclude the public under section 90(2) of the Act, it is irrelevant that discussion of a matter in public may -
  - (a) *cause embarrassment to the council or council committee concerned, or to members or employees of the council; or*
  - (b) *cause a loss of confidence in the council or council committee; or*
  - (c) *involve discussion of a matter that is controversial within the council area; or*
  - (d) *make the council susceptible to adverse criticism.*
5. Section 90(7) of the Act requires that an order to exclude the public:
  - 5.1 Identify the information and matters (grounds) from section 90(3) of the Act utilised to request consideration in confidence.
  - 5.2 Identify the basis – how the information falls within the grounds identified and why it is necessary and appropriate to act in a meeting closed to the public.
  - 5.3 In addition identify for the following grounds – section 90(3) (b), (d) or (j) of the Act - how information open to the public would be contrary to the public interest.
6. Section 83(5) of the Act has been utilised to identify in the Agenda and on the Report for the meeting, that the following reports are submitted seeking consideration in confidence.
  - 6.1 Information contained in Item 6.1 – 2021/2022 CEO Performance Review Evaluation:
    - 6.1.1 Is not subject to an Existing Confidentiality Order.
    - 6.1.2 The grounds utilised to request consideration in confidence is section 90(3) (a) of the Act
      - (a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);

---

## ATTACHMENTS

Nil

---

- END OF REPORT -

Document is Restricted



Document is Restricted

Document is Restricted

Document is Restricted

Document is Restricted

## 2022/23 CEO Performance Self Assessment

Monday, 5 June 2023  
CEO Performance Review Panel

Strategic Alignment - Enabling Priorities

**Program Contact:**  
Alana Martin,  
Manager Governance

Public

**Approving Officer:**  
Michael Sedgman - Chief  
Operating Officer

---

## EXECUTIVE SUMMARY

This report recommends that the CEO Performance Review Panel (CPRP) approve the adjustment of the CEO's performance review period for 2022/23 to reflect the nine-month period from 1 October 2022-30 June 2023. It is also recommended that CPRP approve the adoption of Key Result Areas (KRAs) as the CEO Key Performance Indicators for this period.

---

## RECOMMENDATION

### THAT THE CEO PERFORMANCE REVIEW PANEL:

1. Approves the adjustment of the CEO's performance review period to reflect the nine months from 1 October 2022 - 30 June 2023 based on an assessment of the Key Result Areas (KRAs) outlined in the CEO position description as follows:
    - 1.1. Leadership and Strategic Plan Delivery
    - 1.2. Financial and Risk Management
    - 1.3. Operational and Project Delivery
    - 1.4. Organisational Health (including Innovation and Service Improvement)
    - 1.5. Stakeholder Management
    - 1.6. Lord Mayor and Councillors
  2. Notes that the CEO will present a self-assessment report to the next meeting of the CEO Performance Review Panel, scheduled for 4 September 2023.
-

# IMPLICATIONS AND FINANCIALS

CEO Employment Agreement	<p>The KRAs outlined are contained in the CEO Position Description and an attachment to the CEO's employment agreement.</p> <p>In accordance with the CEO's contract, the CEO's KPIs must be reviewed annually.</p> <p>The CEO will be consulted in the development of key performance indicators, which will be set by the Council by mutual agreement.</p> <p>The CEO Performance Review Panel will determine the appropriate process against which the CEO's performance will be assessed, and the review will be completed within three (3) months of the end of each financial year of the Term.</p>
Consultation	The CEO has been consulted as part of the preparation of this paper.
22/23 Budget Allocation	Not as a result of this report

---

## DISCUSSION

### **Background**

1. Upon commencement in September 2021, the CEO and the CEO Performance Review Committee agreed on implementing an Organisational Scorecard and Strategic Priorities.
2. In delivering the scorecard, consideration was given to the following:
  - 2.1. The priorities contained within the Council's Strategic Plan 2020-2024.
  - 2.2. The Business Plan and Budget for 2021-2022.
  - 2.3. Responsibilities outlined in the CEO's position description.
  - 2.4. Areas that Council or community has raised or identified in addition to the strategies and plans.
  - 2.5. Areas of risk or opportunity.
3. The Organisational Scorecard provided measures and a baseline to determine performance against key organisational priorities and commitments relating to organisational, service and employee performance culture. The Organisational Scorecard was structured around the organisation's four pillars of Effective Organisation, Customer Centricity, Engaged Workforce and Financial Sustainability.
4. The CEO Performance Review Committee term ended at the conclusion of the Local Government Elections in November 2021. The lag between this and the new CEO Performance Review Committee being formed in March 2023 has meant that an agreed approach has yet to be reached.

### **Key Result Areas**

5. With a new CEO Performance Review Panel established in March 2023, consideration needs to be given to the period October 2022- June 2023.
6. It is recommended that the CEO's performance be reviewed against the Key Result Areas (KRAs) outlined in the CEO position description, with the CEO providing an assessment against these at the next Panel meeting.
7. The KRAs listed in the CEO's Position Description are:
  - 7.1 Leadership and Strategic Plan Delivery**
    - 7.1.1. working collaboratively with the Council in the development, communication, and implementation of the Strategic Plan, and providing regular reporting to Council on progress against the plan
    - 7.1.2. ensuring the development of annual business plans and budgets that supports the delivery of the Strategic Plan
    - 7.1.3. leading, developing, motivating, and managing the organisation's people

- 7.1.4. providing timely and strategic advice and recommendations to the Council on policy matters, issues and proposals affecting the future development and position of Adelaide
- 7.1.5. providing effective advice to Council on its statutory obligations, powers, and limitations
- 7.1.6. managing the strategic planning process and assess performance against the Strategic Plan
- 7.1.7. identifying and driving change management initiatives and strategies for the organisation, initiating reviews of services and functions, and fostering an environment that encourages best value, business improvement and high-level service delivery
- 7.1.8. leading the Executive Team to achieve business outcomes and employees
- 7.1.9. embodying the vision and values of the organisation.

## **7.2. Financial and Risk Management**

- 7.2.1. ensuring annual and long-term financial plans are developed, monitored, and controlled
- 7.2.2. developing and maintain financial capability to enable the organisation to discharge its statutory functions and to realise human and capital resources for maximum benefit to the community.
- 7.2.3. organising and managing funding requirements and account for the proper receipt of all monies.
- 7.2.4. ensuring the appropriate governance and compliance frameworks are in place, particularly in terms of Independent Commissioner Against Corruption Act 2012 are in place
- 7.2.5. managing, maintaining, and maximising Council assets and resources; and
- 7.2.6. ensuring all commercial activities of the Council are in line with community service obligations and have clearly defined financial goals (including rate of return on assets) whilst meeting the Council's sustainability objectives.

## **7.3. Operational and Project Delivery**

- 7.3.1 managing the Council's resources and day-to-day operations in an efficient and effective manner. Ensure all processes are administered within appropriate governance and compliance frameworks
- 7.3.2. ensuring Capital Works project and Asset Renewal programs and projects are on track and within committed budgets
- 7.3.3. viewing information systems to ensure they are designed to provide prompt and accurate information for planning, operational and reporting purposes to meet the current and future needs of Council
- 7.3.4. maintain effective records in accordance with relevant legislation
- 7.3.5. implement Council policy and programs aligned with Council's budget and plans.

## **7.4. Organisational Health including Innovation and Service Improvement**

- 7.4.1. embracing and driving a culture that encourages employee engagement and promotes accountability, initiative, creativity, diversity, transparency, and the organisation's values through coaching, mentoring and empowering direct reports, having performance conversations and ensuring an effective balance of people leadership and management competencies.
- 7.4.2. measures staff and customer engagement and experience along with financial and governance indicators.
- 7.4.3. ensuring budget and efficiency targets are met.
- 7.4.4. measures performance against the long-term financial plan.
- 7.4.5. ensuring best practice human resource management strategies are implemented.
- 7.4.6. ensuring the organisation structure and human resources remain relevant to the strategic goals of the organisation through effective recruitment, retention, and performance management strategies.
- 7.4.7. ensuring an effective industrial relations system for all Council employees is in place and maintained, which is compliant with relevant legislation
- 7.4.8. ensuring that processes and procedures are in place that maintain a workplace free from discrimination, bullying and harassment.

- 7.4.9. ensuring administration responses are in line with good governance practices.
- 7.4.10. drives a high level of innovation and continuous improvement initiatives are implemented and the benefit realised and measured.

#### **7.5. Stakeholder Management**

- 7.5.1. engage with a wide range of internal and external stakeholders within a complex political environment and across a broad organisational framework.
- 7.5.2. promote Council and its activities to the community.
- 7.5.3. negotiate and achieve the resolution of major issues which affect the management, planning and development of the City.
- 7.5.4. uphold a customer service culture and ensure that Council services meet customer needs  
Monitor customer satisfaction levels on a regular basis and ensure public accountability.
- 7.5.5. promote relationships and liaise with external agencies including government at local, state and commonwealth level, the business community, and resident groups.
- 7.5.6. appropriately represent the City in an official capacity as required.
- 7.5.7. ensure that the City's image and profile is prominent through effective promotion and representation to the public, media and other groups and agencies.
- 7.5.8. ensure that timely and accurate information about Council policies and programs is regularly provided to the community and that appropriate mechanisms are created for community feedback to Council.
- 7.5.9. ensure that prompt and appropriate responses are given to specific requests for information made to Council.
- 7.5.10. facilitate and foster productive internal and external relationships and partnerships necessary for Council to achieve its business and community goals;
- 7.5.11. ensure that consultation is used effectively to enhance decision making by Council.

#### **7.6. Lord Mayor and Councillors**

- 7.6.1 provide Council and the Lord Mayor with the best contemporary strategic advice, based on but not limited to a sound assessment of risks and opportunities and limitations imposed by the law
- 7.6.2 work effectively with the Lord Mayor in their capacity as leader of and official spokesperson for the Council
- 7.6.3 provide timely information, advice and support to the Lord Mayor, Deputy Lord Mayor and Councillors.

#### **Next Steps**

- 8. If the Panel approves the recommendation, the CEO will undertake a self-assessment and report against the KRAs at the next meeting of the Panel, scheduled for 4 September 2023.
- 9. Independent advice from Andrew Reed of Hender Consulting is that the proposed process to complete the CEO's performance review for 2022/23 is appropriate.

---

## **ATTACHMENTS**

Nil

---

- END OF REPORT -



## 2023/24 CEO Performance KPI

Strategic Alignment - Enabling Priorities

**Monday, 5 June 2023**  
**CEO Performance Review**  
**Panel**

**Program Contact:**  
Alana Martin, Manager  
Governance

**Approving Officer:**  
Michael Sedgman - Chief  
Operating Officer

Public

---

## EXECUTIVE SUMMARY

This report provides advice to the CEO Performance Review Panel on the process for the CEO performance review for the period 1 July 2023 - 30 June 2024. New Key Performance Indicators need to be established as part of the CEO performance review.

---

## RECOMMENDATION

### THAT THE CEO PERFORMANCE REVIEW PANEL

1. Approves that the Chief Executive Officers performance for 1 July 2023-30 June 2024 will be:
    - 1.1 Assessed against the achievement of KPIs aligned to the Key Result Areas relevant in the CEO Position Description and contained in Attachment A to Item 7.2 on the Agenda for the meeting of the CEO Performance Review Panel held on 5 June 2023.
    - 1.2 Informed by a 360-degree review survey to be conducted by Hender Consulting.
-

# IMPLICATIONS AND FINANCIALS

CEO Employment Agreement	<ul style="list-style-type: none"> <li>• Key Performance Indicators will be reviewed annually and periodically.</li> <li>• Council may alter the Key Performance Indicators at its discretion following reasonable consultation with the CEO.</li> <li>• The Performance Review Panel will determine the appropriate CEO performance review process against which the CEO's performance will be assessed, and the review will be completed within three (3) months of the end of each financial year of the Term.</li> <li>• The CEO will be consulted in the development of key performance indicators which will be set by the Council by mutual agreement.</li> </ul>
Consultation	The CEO has been consulted in the preparation of the report.
22/23 Budget Allocation	Not as a result of this report

## DISCUSSION

### Key Performance Indicators (KPIs)

1. The CEO Performance Review Panel needs to consider Key Performance Indicators (KPIs) for the 2023/24 Financial Year.
2. It is recommended that the CEO's performance be assessed against the Key Result Areas (KRAs) in the CEO's Position Description:
  - 2.1. Leadership and Strategic Plan Delivery
  - 2.2. Financial and Risk Management
  - 2.3. Operational and Project Delivery
  - 2.4. Organisational Health including Innovation and Service Improvement
  - 2.5. Stakeholder Management
  - 2.6. Lord Mayor and Councillors

### Process

3. Following approval of the process for the 2023/24 CEO Performance Review the CEO will prepare a self-assessment against the KPIs for consideration by the Performance Review Panel through reports to the Panel at its scheduled meetings.
4. Andrew Reed of Hender Consulting has been appointed as an independent advisor to the CEO Performance Review Panel to provide advice on process and remuneration review, as well as conduct of a 360-degree review survey.

### Next Steps

5. Following approval of the KPIs by the Panel the CEO will cascade the KPIs with supporting measures to the Portfolio Directors as the basis for a consistent Organisational approach to performance review at the Executive level. The CEO will assess the performance of the Executive group for the 2023/24 review period in accordance with the proposed KPIs.

---

## ATTACHMENTS

**Attachment A** – CEO Key Result Areas

- END OF REPORT -

**CEO KRAs**

- Leadership and Strategic Plan Delivery
- Financial and Risk Management
- Operational and Project Delivery
- Organisational Health (including Innovation and Service Improvement)
- Stakeholder Management
- Lord Mayor and Councillors

**PROPOSED CEO KPIS 2023/24**

#	KPI	KRA
1	<b>Develop the Council's 2024-2028 Strategic Plan</b> ➤ Adopted by Council by end December 2023	✓ Leadership and Strategic Plan Delivery
2	<b>Deliver all key objectives in Council's annual 2023/24 Business Plan and Budget</b> ➤ All key objectives delivered by end June 2024	✓ Leadership and Strategic Plan Delivery
3	<b>Develop a City Plan that provides guidance on City growth</b> ➤ Endorsed by Council by end June 2024	✓ Leadership and Strategic Plan Delivery
4	<b>Develop a Housing Policy that supports the provision of affordable housing</b> ➤ Endorsed by Council by end December 2023	✓ Leadership and Strategic Plan Delivery
5	<b>Review the Council's Long-Term Financial Plan including the assumptions and parameters</b> ➤ Endorsed by Council by end October 2023	✓ Financial and Risk Management
6	<b>Deliver the Council's Asset Renewal Program</b> ➤ Adopted by Council as part of the 2023/24 Business Plan and Budget ➤ Renewal/Replacement of Assets funding proposed to represent a 90% Asset Renewal Funding Ratio and has been prioritised based on the condition and lifecycle of assets	✓ Operational and Project Delivery
7	<b>Conduct and implement the findings of four (4) public realm condition audits</b> ➤ Quarterly reports on public realm condition audits to Council ➤ Implement findings by end June 2024	✓ Operational and Project Delivery
8	<b>Lead organisational culture improvement with a focus on values, leadership, expectations and behaviours</b> ➤ All key priorities delivered by end June 2024	✓ Organisational Health (including Innovation and Service Improvement)
9	<b>Implement findings from two (2) external reviews of the Adelaide Economic Development Agency</b> ➤ Report on findings of two external reviews noted by Council by end July 2023 ➤ Implement findings by end February 2024	✓ Organisational Health (including Innovation and Service Improvement)
10	<b>Continue to improve the customer experience for residents, businesses, city users, the Lord Mayor and Councillors</b> ➤ All key priorities delivered by end June 2024	✓ Stakeholder Management ✓ Lord Mayor and Councillors