

2022/23 CEO Performance Self Assessment

Monday, 5 June 2023
CEO Performance Review Panel

Strategic Alignment - Enabling Priorities

Program Contact:
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Public

Approving Officer:
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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.
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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 -