

# CEO Strategic Priorities and Organisational Scorecard update

Tuesday, 27 September 2022  
CEO Performance Review  
Committee

Strategic Alignment - Enabling Priorities

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Public

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## EXECUTIVE SUMMARY

At its meeting on 30 November 2021, the CEO Performance Review Committee (CEOPRC) 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.

At the request of the CEOPRC the strategic priorities were subsequently revised slightly at the meeting on 3 March 2022 to improve clarity of outcomes and measures.

At its meeting on 16 June 2022, the CEOPRC received and considered a progress report on the delivery of the CEO Scorecard and Strategic Priorities. The committee provided positive feedback on the progress of these items.

As at the end of August 2022, the performance against and achievement of the Strategic Priorities and CEO Scorecard items were measured. In accordance with the Local Government Elections Act and Council's Caretaker Policy, 'designated decisions' cannot be made during the caretaker period, which began on 6 September 2022.

Therefore this report cannot seek a decision in relation to the CEO's employment or remuneration. The information contained within this report is provided to the CEOPRC to receive only, and provides a record of the CEO's achievements as at 31 August 2022.

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## RECOMMENDATION

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.
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# IMPLICATIONS AND FINANCIALS

CEO Contract	Achievement of agreed performance measures is required as part of the CEO employment agreement contract.
Consultation	Key staff with responsibility for organisation scorecard and strategic priorities measures, including Executive, the Senior Leadership Team and the CEO, have been consulted in the preparation of this report.
22/23 Budget Allocation	Not as a result of this report

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## DISCUSSION

1. In accordance with the Local Government Elections Act and Councils Caretaker Policy ‘designated decisions’ cannot be made during the caretaker period, which began on 6 September 2022. Therefore this Report cannot seek a decision in relation to the CEO’s employment or remuneration. The information contained within this information is provided to the CEOPRC to receive as information and provide a record of achievement as at 31 August 2022.
  - 1.1. To confirm the approach undertaken during the caretaker period is appropriate and complies with the relevant legislation, external legal advice has been provided to the Presiding Member.
2. At the commencement of the CEO’s tenure in the position in September 2021, the CEO and the CEOPRC agreed on the implementation of a scorecard and 19 strategic priorities to support the delivery of outcomes for the organisation and community. In delivering the CEO 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 scorecard provides measures and a baseline to determine performance against key organisational priorities and commitments relating to organisational, service and employee performance culture. The scorecard is structured around the organisations four pillars of Effective Organisation, Customer Centricity, Engaged Workforce and Financial Sustainability.
4. The strategic priorities were established to support the CEO in driving the vision of the organisation, complementary to Council’s Strategic Plan and Annual Business Plan objectives.
5. Progress against the scorecard and strategic priorities is measured from September 2021 to September 2022. Where progress is measured over a different timeframe, this is made clear.
6. As of 31 August 2022, the key highlights as a result of delivering of the scorecard include (but are not limited to):
  - 6.1. Significant improvement in the completion of Internal Audit Recommendations from the original baseline of 50%
  - 6.2. A sustained high rating from the employee culture survey above 4 out of 5
  - 6.3. A high participation rate from staff in Performance Development Conversations (at 89.7%, which is almost 10% above expected rates of participation)

- 6.4. Financial indicators achieved in line with targets, resulting in the first actual surplus in 5 years.
- 6.5. A higher than anticipated completion of the Work In Progress (WIP) within 10 weeks of completion (83% as of 31 August 2022)
- 6.6. A sustained high rating from the Voice of Customer feedback (an average of 3.7 out of 5)
- 6.7. Improvement to the management of customer correspondence in TRIM, with opportunity to further improve this item, with ongoing monitoring by the senior management team.
7. As of 31 August 2022, the key highlights as a result of delivering the strategic priorities include (but are not limited to):
  - 7.1. More service reviews undertaken than set as a target, resulting in additional service efficiencies for our community.
  - 7.2. Achievement of \$82.4M contribution from State Government towards the future of the Aquatic Centre through effective partnership and advocacy.
  - 7.3. Operational efficiencies achieved through the endorsement of a Business Case Framework, City of Adelaide Brand, the Employer Brand and endorsement of the business case for the Customer Relationship Management System.
  - 7.4. Improvements to the management of relationships and perception of the City of Adelaide through the development of a CEO Stakeholder Management Plan.
  - 7.5. Improved financial sustainability through the identification of new revenue streams and sale of underperforming assets and attainment of a surplus.
  - 7.6. City Deal deliverables include the launch of a new high speed Wi-Fi service ADLFree in partnership by TPG Telecom, City Safe CCTV upgrades are underway and on track, and a site has been proposed for the Experience Adelaide Visitor Information Centre.
8. At its June 2022 meeting, the CEOPRC provided positive feedback on the achievements of the scorecard and strategic priorities thus far and commended the CEO on the implementation of such a transparent and accountable method of demonstrating and sharing achievements, particularly given the reports and meetings are conducted in public.
9. The CEOPRC also noted that some of the target measures seemed ambitious for a first year of contract and suggested that some are modified (such as the Internal Audit and TRIM measures) to 70% with increases of 10% for each year of the contract. The CEO confirmed her decision to include significantly higher targets reflected her desire and expectation to drive change in performance and excellence in outcomes.
10. **Attachment A** contains the Scorecard details and **Attachment B** provides the Strategic Priorities.

#### **Committee Governance and Next Actions**

11. The CEOPRC will receive a self-assessment review and verbal update from the CEO during the meeting.
12. A response to the assessment of the CEO's performance and determination/recommendation on any impacts to remuneration or future scorecards, priorities or performance and development targets for the CEO, will be done in 2023 with a CEOPRC established by the new Council.
13. The 360-degree review of the CEO commenced in June 2022 and was facilitated through specialist consultant, David Romano. Outcomes of the 360-degree process will be shared by the CEO at the meeting on 27 September 2022. The 360-degree process is intended to inform the CEO's leadership and development opportunities as well as remuneration and is not tied to any performance measures.

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## DATA AND SUPPORTING INFORMATION

Nil

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## ATTACHMENTS

**Attachment A** – Organisation Scorecard as at 31 August 2022

**Attachment B** – Strategic Priorities as at 31 August 2022

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