

#### 14.3 CHIEF EXECUTIVE OFFICER'S KEY PERFORMANCE INDICATORS

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**REPORT AUTHOR:** General Manager, Governance & Civic Affairs  
**GENERAL MANAGER:** Not Applicable  
**CONTACT NUMBER:** 8366 4549  
**FILE REFERENCE:**  
**ATTACHMENTS:** Nil

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#### PURPOSE OF REPORT

The purpose of this report is to provide an update on the Chief Executive Officer's Key Performance Indicators (KPI's) as part of the Performance Review which is in the process of being undertaken.

#### BACKGROUND

As part of the Chief Executive Officer's Contract of Employment, the Council and the Chief Executive Officer, agree on a set of Key Performance Indicators (KPI's). The current KPI's for this period of the Contract are set out below:

1. Implement the new Organisational Structure.
2. Implement the Organisation's Service Excellence Framework.
3. Establish the Council's Community Development function, including arts, cultural heritage, place making and community connections.
4. Advise and implement the State Government's Local Government Reforms.
5. Deliver all of the key objectives in the Annual Business Plan.
6. Implement a quarterly project and corporate reporting system.
7. Implement a review of the Council's assets (land and property holdings), including a review of no-performing assets.
8. Continue to drive organisational cultural improvement, focussing on leadership, delivery and behaviours.
9. Implement a Service Review.

As part of the current Performance Review process, a report on the abovementioned KPI's is provided for information.

#### DISCUSSION

As part of the Performance Review, both the KPI's and the Key Result Areas (KPA's) are used as part of the Review process.

The Key Result Areas are ostensibly operational objectives that are derived directly from the Chief Executive Officer's Position Description whereas, the KPI's are specific/strategic objectives that are over and above the standard expectations for the position of Chief Executive Officer.

Set out below is a summary of the status of the KPI's that have been set for the Chief Executive Officer:

#### Key Performance Indicators

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**1. Implementation of the new organisational structure by August 2022** **COMPLETED**

On any measure, the implementation of a new organisation structure in a timely and seamless manner, whilst still ensuring the day-to-day operations are delivered, is a significant undertaking.

A new organisational structure was presented to the Council in April 2022, at an Elected Member Information Session held on 14 February 2022.

This presentation was undertaken for the purposes of meeting the requirements of Section 99(2) of the *Local Government Act 1999*, regarding consultation with the Council in respect to the Organisational Structure.

A formal report was also subsequently presented to the Council at a Special Meeting held on 11 April 2022.

The new organisational structure was subsequently consulted with staff and commenced implementation and was progressively implemented in stages and completed in August 2022. Due to staff workload in Finance, the final stages of the Structure were completed in September/October 2022.

The new organisational unit structure has now been in operation for some 18 months and appears to be settling in well – noting, that such change can take several years to stabilise.

In addition to the new Organisational Structure, whilst these particular changes were not part of the new Organisational Structure, following the resignation of the General Manager, Corporate Services and Manager, Finance, a review of the Corporate Services Department was undertaken and as Elected Members will recall, a new Finance Unit was established (which included a Chief Financial Officer and two Finance Business Partners). This change was communicated to the Council at its meeting held on 5 December 2022.

This change was completed in May/June 2023, with the appointment of the Chief Financial Officer.

As Elected Members may recall, as part of the new organisational structure, the new Arts, Culture & Community Connections Unit was created. This Unit was established to provide greater/better focus on the Council's Community Development / Services functions.

This Unit was established in October 2022, following the appointment of the Manager, Arts, Culture & Community Connections.

The strategy associated with the establishment of this Unit, was based on bringing the various functions together, then allowing a period of time (say 12 to 18 months) to stabilise the aggregation of the functions and then establish the new Community Development Department.

Whilst establishment of the new Department was initially scheduled to occur in the 2024-2025 Financial Year, given the progress that was being made, the establishment of the Community Development Department was brought forward to the 2023-2024 financial year.

Funding was made available in the *2023-2024 Budget* to appoint the new General Manager, Community Development and to this end, the new General Manager, Community Services was appointed on 26 February 2024.

As previously advised, the new Community Development Department comprises the Library Services Unit, the Community Services Unit and the Arts, Culture and Community Connections Unit.

Whilst the new Department has only been in operation for 2 months, progress is being made and the benefits of bringing together these various functions is clearly evident.

**2. Implement the Organisation's Service Excellence Framework**

At its meeting held on 5 June 2023, the Council considered a report of the *Service Excellence Framework*.

This Framework is being progressively rolled-out across the organisation.

**FRAMEWORK  
COMPLETED AND  
ONGOING  
IMPLEMENTATION**

**3. Establish the Council's Community Development function**

**COMPLETED**

As set out in Part 1 above, the new Community Development Department has been established and is now operational.

**4. Advise and Implement the State Government's Local Government Reforms**

**COMPLETED AND  
ONGOING**

As Elected Members will recall, a number of reforms for Local Government were introduced by the State Government in 2021.

A substantial number of these reforms have been introduced through amendments to the *Local Government Act 1999* and the reforms are being progressively introduced in a staged approach.

To this end, the *Statutes Amendment (Local Government Review) Act 2021*, passed State Parliament and received the Governor's assent on 17 June 2021.

The Act amends a range of laws related to Local Government, including:

- the *Local Government Act 1999*
- the *Local Government (Elections Act) 1999*; and
- the *City of Adelaide Act 1998*

Some of these key reforms included:

- a new Conduct Management framework for Elected Members;
- an expansion of expert independent advice to Councils on a range of critical financial and governance matters;
- changes to community consultation requirements; and
- improvements aimed at reducing costs to Local Government

The various new requirements have necessitated changes to our standard operating procedures, processes and policies.

All of the various changes that are required of this Council have been implemented and required by the Legislation.

**5. Delivery of all the Key Objectives in the Annual Business Plan (2022-2023)**

For the purposes of this KPI, each of the Key Projects and Initiatives contained in the 2022-2023 Annual Business Plan have been reviewed and the status of each has been designated and continue to drive organisational cultural improvement, focussing on leadership, delivery and behaviours.

The majority of the last 12 months has been dedicated to 'settling in' the new Organisational Structure, appointing two (2) new General Managers and new staff, as well as ensuring that the day-to-day operations align with the new Organisational Structure.

In addition, as part of the new Organisational Structure, changes have been made to the Human Resources and Organisational Development functions. This has involved the recruitment of new staff, with the Organisational Development Specialist commencing in the new position a few weeks ago.

• Civil Infrastructure Works Program	COMPLETED
• Stormwater Drainage Program	COMPLETED
• Plant Replacement	COMPLETED
• The Parade Master Plan (preparation of detailed design)	PARTIALLY COMPLETED DUE TO DELAYS WITH GEORGE STREET
• River Torrens Linear Park Shared Path Upgrade	COMPLETED
• St Peters Street Streetscape Upgrade (scheduled over 2 financial years)	COMPLETED
• 40 kph speed limit implemented in Norwood & Kent Town	COMPLETED
• Signalised Pedestrian Crossing	INSTALLATION DELAYED DUE TO DEPARTMENT OF INFRASTRUCTURE & TRANSPORT
• Employment of an additional Traffic Engineer	COMPLETED
• Evaluation of 40 kph in Stepney and Maylands	COMPLETED
• Dunstan Adventure Playground	COMPLETED LATE 2023
• Burchell Reserve Re-development	COMMENCED AND DUE FOR COMPLETION IN 2024
• Payneham Memorial Swimming Centre	IN PROGRESS
• Cruickshank Reserve Facility Upgrade	COMPLETED

• Tree Management Policy & Strategy	COMPLETED
• Adopt a Tree Program	COMPLETED
• Open Space & Playground Strategy	SCHEDULED TO BE COMPLETED 30 JUNE 2024
• Greening of Verges Program	COMPLETED
• Raising the Bar	COMPLETED
• Sustainable Gardens Award	COMPLETED
• Urban Greening Program	COMPLETED
• Marryatville Precinct Master Plan	IN PROGRESS (THIS PROJECT IS MANAGED BY THE CITY OF BURNSIDE)
• Quadrennial Art Project	COMPLETED (IN SEPTEMBER 2022)
• Tour Down Under	COMPLETED
• Concert in the Park Series	COMPLETED
• Heritage Protection Opportunities	COMPLETED AND ONGOING
• Access & Inclusion Plan	SCHEDULED FOR COMPLETION IN 2024
• Youth Strategy Implementation 2022-2023	COMPLETED
• Local Government Elections (2022)	COMPLETED

- Service Reviews

**ONGOING  
(2 SERVICE  
REVIEWS WILL BE  
REPORTED TO THE  
AUDIT & RISK  
COMMITTEE WITHIN  
THE NEXT COUPLE  
OF MONTHS.**

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**6. Implementation of a project and corporate reporting system**

**COMPLETED AND  
ONGOING**

A new corporate reporting system was presented to the Council at an Information Briefing held on 25 September 2023.

The new reporting system has been adopted and is currently being progress and will be available shortly.

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**7. Implement a review of the Council's assets (land and property holdings), including a review of non-performing assets IN PROGRESS**

The first stage of this project which involves a report on the status of all of the Council's buildings has been completed.

The next stage which involves a strategic review of all the assets will be undertaken in the 2024-2025 financial year.

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**8. Continue to drive cultural improvement, focussing on leadership, delivery and behaviours ONGOING**

Following implementation of the new organisation structure during 2023, work commenced on the preparation of a framework to continuously enhance organisation culture, including leadership development and service delivery. Unfortunately, due to staff turnover, achievement of this KPI has stalled, however it is now being progressed following the appointment of a new Organisational Development Specialist.

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**9. Implement a Service Review Program ONGOING**

A Service Review Program has been implemented. A review of the Council's Corporate Document Management System has been completed and presented to the Audit & Risk Committee.

The Review of the Tree Planting Program and the Depot Operations has also been completed and will be presented to the Committee by 30 June 2024.

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**OPTIONS**

This report has been provided for information only.

**CONCLUSION**

Nil

**COMMENTS**

Nil

### **RECOMMENDATION 1**

That pursuant to Section 90(2) and (3) of the *Local Government Act 1999*, the Council orders that the public, with the exception of the Council staff present, be excluded from the meeting on the basis that the Council will receive, discuss and consider;

(a) Information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

and the Council is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.

### **RECOMMENDATION 2**

That the status of the Chief Executive Officer's Key Performance Indicators be received and noted.

### **RECOMMENDATION 3**

Under Section 91(7) and (9) of the *Local Government Act 1999*, the Council orders that the report, discussion and minutes be kept confidential for a period not exceeding 12 months, after which time the order will be reviewed.

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Cr Callisto moved:

*That pursuant to Section 90(2) and (3) of the Local Government Act 1999, the Council orders that the public, with the exception of the Council staff present [General Manager, Governance & Civic Affairs and Administration Assistant, Governance & Civic Affairs], be excluded from the meeting on the basis that the Council will receive, discuss and consider;*

(a) *Information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).*

*and the Council is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.*

Seconded by Cr Granozio and carried unanimously.

Cr Robinson moved:

*That the status of the Chief Executive Officer's Key Performance Indicators be received and noted.*

Seconded by Cr Duke and carried unanimously.

Cr Clutterham moved:

*Under Section 91(7) and (9) of the Local Government Act 1999, the Council orders that the report, discussion and minutes be kept confidential for a period not exceeding 12 months, after which time the order will be reviewed.*

Seconded by Cr McFarlane and carried unanimously.