

Kangaroo Island Council

Vision, Mission, Values & Behaviours

ATTACHMENT
ITEM 21.4
13 March 2013

Kangaroo Island Council
CONFIDENTIAL

Our Vision

A confident, growing and cohesive community:

- Benefiting from a thriving economy based on strong tourism and primary production sectors;
- Preserving our unique heritage;
- Sustainably managing our natural environment.

Our Mission

To provide leadership, direction and responsible stewardship of resources and delivery of efficient cost effective key services to our community

Our Values & Behaviours

- Creativity and Innovation
- Equality
- Accountability and Transparency
- Sustainability
- Service Orientated
- Participatory



Kangaroo Island Council

CEO KPI's 2012-13

1. Following a meeting with Elected Members, Senior Management and work groups establish the organisational priorities for the next twelve months.

- a. The CEO provide the Panel, on behalf of the Elected body, priorities, milestones and project implementation dates for agreement which will be recorded, delivered and monitored by 31/1/13;
- b. Project status reporting to the Elected Body using an Excel / Microsoft Project based software (similar to that utilised by other SA Councils) to be implemented and updated monthly.

Progress Report: 4 February 2013

a. Organisational priorities are drawn from the Strategic Plan and are then possibly modified by operational requirements. The CEO & SMT presented 2012-13 Priorities at the end of 1Q to Council in a Workshop. This will be updated and repeated at a Workshop scheduled for 15 March 2013. This workshop will then roll on into a review of the Strategic Plan.

b. Projects and work plans are managed through the work plan prioritisation tool which is excel-based. There are no plans (or budget / resource) available at this time for the use of any other sort of tool. We may consider this for 2013-14 budget as a business improvement project.

As the Annual Business Plan (incorporating Capital Works) presents Administration with the resourced goals for the year and is already reported against quarterly (see above) it is suggested that Projects are defined as those that are funded in some way from External Sources – examples of these would be Airport Solar, Penneshaw CWMS etc and that these also be reported against quarterly.



Kangaroo Island Council

CEO KPI's 2012-13

2. Achieve the outcomes as contained within the Annual Business Plan and ensure financial adherence to the adopted budget.

a. Budget / Forecast outcome to be within +/- 1% of approved 3rd quarter budget review (approved by the KI Council).

Progress Report: 4 February 2013

a. 2Q review has been completed internally and we are on target for this (or marginally better) performance at this stage.



Kangaroo Island Council

CEO KPI's 2012-13

3. Review the organisational structure with particular attention to ensuring we have the staffing resources and skills to achieve our Strategic, Annual and Financial Plans.
- All key management positions to be filled by 31/3/13;
 - Effective succession planning to be in place by 30/6/13;
 - Recruitment of all Council approved positions within 3 months of approval.

Progress Report: 4 February 2013

- There are currently 2 key management positions unfilled –
 - HR / Risk Manager – CEO is 2nd Interviewing on site on 7 & 11 March 2013 for this role. Hopeful that one or other of candidates will be able to take up this role.
 - Operations Manager – Peter Davis chose to leave Council at the end of January – this has left ASGM with the ability to review his Organisational Structure and we are in discussion about what this may look like moving forward. Recruitment is expected to commence within March to replace this headcount.
- Succession planning is being reviewed at this time by all Dept General Managers – we have a clear issue with one / two roles where we have insufficient expertise / capacity in the business to cover legislative / practical demands (EHO, GI's, CWMS Operators). In addition there is a need to backfill existing staff absenteeism due to normal leave etc (84% attendance at work = 52 staff at work (from 62.3FTE). A submission will be put to Council looking to manage this through a combination of a small number of additional staff + use of casuals and the development of a Graduate Placement Program & School-Based Traineeships which we will look to as a Community development exercise as much as we look to it as a staffing issue.
- This is an aspiration but not always an achievable KPI given the recruitment history that we have for Kangaroo Island.



Kangaroo Island Council

CEO KPI's 2012-13

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 - b. Effective succession planning to be in place by 30/6/13;
 - c. Recruitment of all Council approved positions within 3 months of approval.

Progress Report: 4 February 2013 - continued

Recommendation 4. from the CEO Final Report as accepted and adopted 12 December 2012 states:

..”The CEO and the Review Panel, take steps to increase governance capacity within Council.”

This has been discussed at length with the Panel and the CEO is to return to the Panel with some options for consideration given an aim of increasing overall support for the CEO and Senior Management team in order to decrease some of their workload to more realistic levels.



Kangaroo Island Council

CEO KPI's 2012-13

4. Work towards enhancing an organisational culture which reflects the values of respect, trust, honesty and openness thereby being recognised as an employer of choice.
 - a. Exit interviews to be summarised and reported to Council on an annual basis;
 - b. At least 90% of staff have undertaken a formal annual performance review and have a documented staff development plan;

Progress Report: 4 February 2013

- a. Exit Interviews will be summarised and reported to Council annually in July.
- b. All staff should have a formal annual performance review anyway and a documented staff development plan is an outcome of this. The PPRADS process has been somewhat devalued over the last 2 years by a combination of circumstances - limited to no HR resource to drive training and development coordination and training of Managers in managing the performance conversation. The PPRADS process is good but cumbersome and does not lend itself to our particular circumstances – a priority of the HR / Risk Manager when they commence is to review this with the CEO and restart with a more appropriate solution. Identified training needs exist from previous years and are being reassessed now to check for veracity – the HR Coordinator now has responsibility for the delivery of the training programs that are required from these needs.



Kangaroo Island Council

CEO KPI's 2012-13

5. Understand specific local government training to expand your knowledge and skills along with developing and strengthening your networks both on and off the Island.

a. CEO training plan to be developed and signed off by CEO Performance Review Committee by 31/1/13 – to include major LGA and LGMA and events.

Progress Report: 4 February 2013

a. No progress on this item to date. Suggest that a calendar of known events is pulled together by PA to CEO in conjunction with LGA and then appraised at a future meeting of panel. Time and availability is a major issue to attending any of the events – simply making this a priority affects other works and direct ability to support the over-stretched management team – it is more relevant for them to get away on training days than the CEO currently and until we can inject additional resource into the business at the right levels to reduce the daily workload then it is simply not feasible to attend training and development sessions without impacting on the delivery of significant initiatives for the Community (principally revolving around KIFA output and business development initiatives).



Kangaroo Island Council

CEO KPI's 2012-13

6. Review and improve where necessary Council's communication and community engagement processes to ensure effective and relevant information dialogue.

a. Upgrading of the Website by 30/6/13 and evidence of continual and updating.

b. Evident reduction in the number of letters and calls of criticism of Council's operation (the logic being additional communication and community engagement will result in a reduction in the level and amount of criticism). The CEO needs to deepen the divide between Council's political decisions and operation and the day to day operation of the Council (what the CEO is responsible for).

Progress Report: 4 February 2013

a. Website development in progress – physical restructuring and redevelopment scheduled for completion 30 June 2013. There will be another significant piece of work that Depts. are currently under-resourced to address in terms of reviewing and updating all of the current data that is available. This is being discussed at SMT with a view to agreeing what is feasible to achieve when the new site is ready for rollover.

b. No work has been done at this stage to categorise the type of communication received by Council into Complaint / Compliment – the CEO will discuss with Records Management Officers what is the best way of doing this. Compliments are captured currently informally and form part of our All Staff Presentations monthly where we acknowledge the public's comments on our Staff's delivery of service. Discussion around categories highlighted the possible need to recognise different types of comment – both constructive and non-constructive. The CEO will revert to the Panel with the way that this may be achieved within the records management system.

