



CEO PERFORMANCE REVIEW PANEL

Agenda and Reports

for the meeting on

Monday, 2 December 2024

at 3.00 pm

in the Colonel Light Room, Adelaide Town Hall

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Our Adelaide.
Bold.
Aspirational.
Innovative.

CEO PERFORMANCE REVIEW PANEL
Meeting Agenda, Monday, 2 December 2024, at 3.00 pm

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 Snape
Council Member	Councillor Arman Abrahamzadeh
Independent Members	Gael Fraser Jeff Tate
Independent Advisor	Andrew Reed, Hender Consulting

Agenda

Item	Pages
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 Kaurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna 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 On Leave - Councillor Abrahamzadeh	
3. Confirmation of Minutes That the Minutes of the meeting of the CEO Performance Review Panel held on 16 September 2024, be taken as read and be confirmed as an accurate record of proceedings. View public 16 September 2024 Minutes here .	
4. Items for Consideration and Determination	
4.1 2024/25 Q1 KPI Progress Report	3 - 10
4.2 CEO Performance Review Panel Meeting Dates	11 - 12
5. Closure	

2024/25 Q1 KPI Progress Report

Strategic Alignment - Our Corporation

Public

Monday, 2 December 2024
CEO Performance Review
Panel

Program Contact:
Michael Sedgman
Chief Executive Officer

Approving Officer:
Anthony Spartalis, Chief
Operating Officer

EXECUTIVE SUMMARY

This report provides an update of progress against the endorsed 2024/25 Key Performance Indicators (KPIs) for the Chief Executive Officer as at the end of September 2024.

RECOMMENDATION

THAT THE CEO PERFORMANCE REVIEW PANEL RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Receives and notes the KPI progress report, Attachment A to Item 4.1 on the Agenda for the meeting of the CEO Performance Review Panel held on 2 December 2024, outlining progress against the Chief Executive Officer's endorsed 2024/25 Key Performance Indicators.
-

IMPLICATIONS AND FINANCIALS

CEO Contract	Strategic Alignment – Our Corporation Effective Leadership and Governance
CEO Contract	The Key Result Areas (KRAs) outlined are contained in the Chief Executive Officer (CEO) Position Description and as an attachment to the CEO's employment agreement. Key Performance Indicators (KPIs) will be reviewed annually and periodically. Council may alter the KPIs at its discretion following reasonable consultation with the CEO.
Consultation	Not as a result of this report
24/25 Budget Allocation	Not as a result of this report

DISCUSSION

1. At its meeting on 24 September 2024, Council endorsed the recommendations of the CEO Performance Review Panel of 16 September 2024 and resolved in part that Council:
 - “2. Approves that the Chief Executive Officer’s performance for the 2024/25 financial year will be assessed against:
 - the achievement of Key Performance Indicators aligned to the relevant Key Result Areas in the CEO Position Description as attached in the minutes of the CEO Performance Review Panel held on 16 September 2024, as Attachment A.
 - the outcomes of an appropriate 360-degree survey instrument, including Council Members, Senior Staff and external stakeholders.”
2. The approved Chief Executive Officer (CEO) Key Performance Indicators (KPIs) for 2024/25 ([Link 1](#)) are aligned to 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
3. The CEO has cascaded 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 2024/25 review period in accordance with the approved KPIs and where appropriate delivery against the adopted City of Adelaide Strategic Plan 2024-2028.
4. In accordance with the approved process for the 2024/25 CEO Performance Review, the CEO has prepared an update of progress as at 30 September 2024 provided as **Attachment A**.
5. This report is the first KPI progress report against the CEO’s endorsed 2024/25 KPIs.
6. The progress report provides details on the status of delivery against the approved CEO KPIs, at the end of the 30 September 2024 quarter.

7. As at 30 September 2024 the following KPI has been significantly progressed:
 - 7.1. Update the Council's Long-Term Financial Plan including the assumptions and parameters – approved for public consultation by Council on 24 September 2024 ([Link 2](#)) and noted by the Audit and Risk Committee on 27 September 2024.
8. All other KPIs are In Progress with notable progress against the following KPIs:
 - 8.1. KPI 1 – City Plan - Adelaide 2036 endorsed by Council ([Link 3](#))
 - Economic Development Strategy endorsed by Council ([Link 4](#))
 - 8.2. KPI 2 – 2024/25 Business Plan and Budget Quarter 1 Update ([Link 5](#))
 - 8.3. KPI 6 – Delivery of Council's 2024/25 Capital Works Program ([Link 6](#))
 - 8.4. KPI 8 – Progress Organisational Culture Survey ([Link 7](#))

DATA AND SUPPORTING INFORMATION

Link 1 – Approved Chief Executive Officer Key Performance Indicators for 2024/25

Link 2 – Long-Term Financial Plan

Link 3 – City Plan - Adelaide 2036

Link 4 – Economic Development Strategy

Link 5 – 2024/25 Business Plan and Budget Quarter 1 Update

Link 6 – 2024/25 Capital Works Program





Link 7 – Progress Organisational Culture Survey – The Next Edition 23 October 2024


ATTACHMENTS

Attachment A – Q1 Progress against the Chief Executive Officer's endorsed 2024/25 Key Performance Indicators



- END OF REPORT -

2024/25 – Chief Executive Officer KPIs

KRA – LEADERSHIP AND STRATEGIC PLAN DELIVERY					
Responsibilities as per CEO Position Description	KPIs	Timeline	Progress	Status	Portfolio Responsible
<ul style="list-style-type: none"> Working collaboratively with Council in the development, communication, and implementation of the Strategic Plan, and providing regular reporting to Council on progress against the Plan. Managing the strategic planning process and assessing performance against the Strategic Plan. 	<ul style="list-style-type: none"> Implement Year 1 Strategic Plan actions from adopted City of Adelaide Strategies <ul style="list-style-type: none"> Housing Homelessness Integrated Climate (ICS) Economic Development (EDS) 	30 June 2025		In progress <ul style="list-style-type: none"> City Plan – Adelaide 2036 endorsed by Council 10/9/2024. Economic Development Strategy endorsed by Council 10/9/2024. Integrated Climate Strategy Reporting Framework to support the delivery and monitoring of the ICS noted by Council 8/10/2024. 	City Shaping
<ul style="list-style-type: none"> Ensuring the development of annual business plans and budgets that support the delivery of the Strategic Plan. 	<ul style="list-style-type: none"> Deliver all key objectives in Council's 2024/25 Business Plan and Budget <ul style="list-style-type: none"> All key Objectives delivered by end June 2025. Budgeted operating result delivered. 	30 June 2025		In progress <ul style="list-style-type: none"> Q1 Progress Report approved by Council 26/11/24. <ul style="list-style-type: none"> Operating Surplus \$4.907m. Capital Expenditure \$17.063m. Net Cash Surplus \$27.782m. Strategic Projects Completed - 2. Capital Projects Completed - 27. 	Corporate Services
<ul style="list-style-type: none"> Providing timely strategic advice and recommendations to Council on policy matters, issues and proposals affecting the future development and position of the City of Adelaide. 	<ul style="list-style-type: none"> Develop an Integrated Transport Strategy <ul style="list-style-type: none"> Presented to Council by end April 2025. 	30 April 2025		In progress <ul style="list-style-type: none"> Workshop to provide overview of development of proposed Strategy at Infrastructure and Public Works Committee 17/9/24. Discussion paper documents for Stage 1 community and stakeholder engagement endorsed by Council 22/10/24. 	City Services
	<ul style="list-style-type: none"> Deliver the Adaptive Re-use City Housing Initiative <ul style="list-style-type: none"> Identification of building stock suitable for adaptive reuse by March 2025. 	31 March 2025		In progress <ul style="list-style-type: none"> Official Launch of ARCHI scheme 29/7/24. 2024/25 ARCHI Incentive Grant funding \$250,000. ARCHI Incentive Scheme: <ul style="list-style-type: none"> Enquiries = 9 Applications sent = 3 Applications received = nil. 	City Shaping

KRA – FINANCIAL AND RISK MANAGEMENT					
Responsibilities as per CEO Position Description	KPIs	Timeline	Progress	Status	Portfolio Responsible
<ul style="list-style-type: none"> Ensuring annual and long-term financial plans are developed, monitored, and controlled. Developing and maintaining financial capability to enable the organisation to discharge its statutory functions and to realise human and capital resources for maximum benefit to the community. Organising and managing funding requirements and account for the proper receipt of all monies. Ensuring the appropriate governance and compliance frameworks are in place, particularly in terms of the <i>Independent Commissioner Against Corruption Act 2012</i>. Managing, maintaining, and maximising Council assets and resources. Ensuring all commercial activities of Council are in line with community service obligations and have clearly defined financial goals (including rate of return on assets) whilst meeting Council’s sustainability objectives. 	<ul style="list-style-type: none"> Update the Council’s Long-Term Financial Plan including the assumptions and parameters <ul style="list-style-type: none"> Presented to Council by end October 2024. 	31 October 2024		Significantly Progressed <ul style="list-style-type: none"> Assumptions and parameters received and noted by Audit and Risk Committee Workshop 9/8/24. Assumptions and parameters to develop 2024/25 Long Term Financial Plan approved by Council 27/8/24. Draft 2024/25-2033/34 Long Term Financial Plan approved for public consultation by Council 24/9/24. Draft 2024/2025 – 2033/34 Long Term Financial Plan and Draft 2024/25 CEO Financial Sustainability Report noted by Audit and Risk Committee 27/9/24. 2024/2025 – 2033/34 Long Term Financial Plan Adopted by Council 22/10/24. 	Corporate Services

2024/25 – Chief Executive Officer KPIs

KRA – OPERATIONAL AND PROJECT DELIVERY					
Responsibilities as per CEO Position Description	KPIs	Timeline	Progress	Status	Portfolio Responsible
<ul style="list-style-type: none"> Ensuring Capital Works projects and Asset Renewal programs and projects are on track and within committed budgets. 	<ul style="list-style-type: none"> Deliver Council's Asset Renewal Works Program <ul style="list-style-type: none"> Adopted by Council as part of the 2024/25 Business Plan and Budget. Asset Renewal Funding Ratio of 92.5%. <i>The Asset Renewal Funding Ratio indicates whether Council is renewing or replacing existing assets at a rate of consumption.</i> 	30 June 2024		In Progress <ul style="list-style-type: none"> Adopted by Council 25/6/24 \$56.022m. The total spend for renewal projects to the end of September 2024 \$7.529m with contracted expenditure of \$14.395m. 19 Renewal projects achieved practical completion during Q1. Forecast Asset Renewal Funding Ratio of 92.5% as at Q1. 	City Services
	<ul style="list-style-type: none"> Deliver Council's Major / New and Upgrade Works Program <ul style="list-style-type: none"> Adopted by Council as part of the 2024/25 Business Plan and Budget. 			In Progress <ul style="list-style-type: none"> Adopted by Council 25/6/24 \$56.809m. The total spend for New and Significant Upgrade projects to the end of September 2024 was \$9.534m with contracted expenditure of \$7.075m. 8 New and Significant Upgrade projects achieved practical completion during Q1. 	City Services

KRA – ORGANISATIONAL HEALTH (Including Innovation and Service Improvement)					
Responsibilities as per CEO Position Description	KPIs	Timeline	Progress	Status	Portfolio Responsible
<ul style="list-style-type: none"> 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. Measuring staff and customer engagement and experience along with financial and governance indicators. Ensuring best practice human resource management strategies are implemented. Ensuring the organisational structure and human resources remain relevant to the strategic goals of the organisation through effective recruitment, retention, and performance management strategies. Ensuring an effective industrial relations system for all Council employees is in place and maintained, which is compliant with relevant legislation. Ensuring processes and procedures are in place that maintain a workplace free from discrimination, bullying and harassment. Driving a high level of innovation and continuous improvement initiatives are implemented and the benefit realised and measured. 	<ul style="list-style-type: none"> Progress Organisational Culture Survey to establish an Employee Engagement baseline and develop an Organisational Culture Action Plan <ul style="list-style-type: none"> Survey Conducted July 2024 Action planning commenced by October 2024 Regular reports back to staff on quarterly basis. Progress and implement an organisational structure review by December 2024 to enable the organisation to deliver on the Strategic Plan 2024-2028 outcomes and priorities based on a shared understanding of accountability and improved capacity across the organisation, including establishing measures of success. Monitor and improve employee measures by 10% using Q3 2023/24 results as a base Measures: <ul style="list-style-type: none"> Attraction and Retention of Employees <ul style="list-style-type: none"> Employee turnover (excluding casuals) to be <13% Turnover of Employees with less than two years' service to be <40 Employee participation in Performance and Development Conversations (PDC) process >88% Employee participation in and completion of Mandatory Training 100% 		<ul style="list-style-type: none"> ● ● ● 	<p>In progress</p> <ul style="list-style-type: none"> Organisational Culture Survey launched 5/8/24 and closed 30/8/24 with a participation rate of 70%. Overall Employee Engagement Score of 63% on par with benchmark. Portfolio/Program debriefs in progress to support Action Planning. <p>In progress</p> <ul style="list-style-type: none"> Proposed structure advice to staff 21/10/24. Three week Staff Consultation period from 9am Mon 21/10/24 - 9am Mon 11/11/24. Consultation response finalised 20/11/24. Recruitment for new roles commenced 21/11/24. <p>In progress</p> <ul style="list-style-type: none"> Turnover of 12.8% as at 30/9/24, compared to 13.9% as at 30/6/24 (excluding casuals). 35 leavers with less than two years' experience as at 30/9/24. PDC participation rate 83.3% as at 30/9/24. Employee completion of Mandatory Training 91% as at 30/9/24. 	Corporate Services

KRA – STAKEHOLDER MANAGEMENT – LORD MAYOR AND COUNCILLORS

Responsibilities as per CEO Position Description	KPIs	Timeline	Progress	Status	Portfolio Responsible																												
<p>• Engaging with a wide range of internal and external stakeholders within a complex political environment and across a broad organisational framework.</p> <p>• Promoting Council and its activities to the community.</p> <p>• Negotiating and achieving the resolution of major issues which affect the management, planning and development of the City.</p> <p>• Upholding a customer service culture and ensure that Council services meet customer needs.</p> <p>• Monitoring customer satisfaction levels on a regular basis and ensure public accountability.</p> <p>• Promoting relationships and liaising with external agencies including government at local, state and commonwealth level, the business community and resident groups.</p> <p>• Representing the City in an official capacity as required.</p> <p>• Ensuring that the City's image and profile is prominent through effective promotion and representation to the public, media and other groups and agencies.</p> <p>• Ensuring 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.</p> <p>• Ensuring prompt and appropriate responses are given to specific requests for information made to Council.</p> <p>• Facilitating and fostering productive internal and external relationships and partnerships necessary for Council to achieve its business and community goals.</p> <p>• Ensuring consultation is used effectively to enhance decision making by Council.</p> <p>Lord Mayor and Councillors</p> <p>• Providing 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.</p> <p>• Working effectively with the Lord Mayor in their capacity as leader of, and official spokesperson for, the Council.</p> <p>• Providing timely information, advice and support to the Lord Mayor, Deputy Lord Mayor and Councillors.</p>	<p>• Improve the customer experience for residents, businesses and city users</p> <ul style="list-style-type: none"> ➤ All key priorities delivered by end June 2025. ➤ Using Q3 2023/24 results as baseline, seek 10% improvement <p>Measures:</p> <ul style="list-style-type: none"> ○ Voice of Customer Surveys achieve a rating of 3.5 or higher <ul style="list-style-type: none"> ▪ Customer Satisfaction six month average to be >52% ▪ Customer Ease/Effort six month average to be >61% ○ Overall satisfaction with delivery of Council services >70% ○ Overall satisfaction with delivery of Council services >70% sources Baseline City User Profile (CUP Survey), Resident and Business surveys <p>• Improve the service experience for the Lord Mayor and Councillors</p> <ul style="list-style-type: none"> ➤ All key priorities delivered by end June 2025. <p>Priorities:</p> <ul style="list-style-type: none"> ○ Effective management of responses to Council Members and related constituent enquiries ○ Respond in a timely manner to CEO undertakings following Council and Committee meetings ○ Ensure responses to requests submitted by Council Members and logged in the FreshDesk system, are provided in accordance with agreed timeframes <p>Proposed Measures:</p> <ul style="list-style-type: none"> ○ 80% of decisions and CEO undertakings closed out within 12 months 	<p>30 June 2025</p>	<p>●</p>	<p>In progress</p> <ul style="list-style-type: none"> • Customer Satisfaction <ul style="list-style-type: none"> ○ Three month average to 30/9/24 61%. • Customer Ease/Effort <ul style="list-style-type: none"> ○ Three month average to 30/9/24 68%. • As per the 2023 City User Profile Survey, 12 of 13 services' satisfaction scores exceeded 70%. <table border="1" data-bbox="2071 877 2421 1155"> <thead> <tr> <th>Service</th> <th>Score</th> </tr> </thead> <tbody> <tr><td>Arts, Culture and Events</td><td>88%</td></tr> <tr><td>Community Planning and Development</td><td>79%</td></tr> <tr><td>Community Safety</td><td>72%</td></tr> <tr><td>Economic Planning and Growth</td><td>75%</td></tr> <tr><td>Environmental Sustainability</td><td>76%</td></tr> <tr><td>Library Services</td><td>92%</td></tr> <tr><td>Park Lands and Open Space</td><td>91%</td></tr> <tr><td>Parking</td><td>53%</td></tr> <tr><td>Planning, Building and Heritage</td><td>81%</td></tr> <tr><td>Property Management and Development</td><td>82%</td></tr> <tr><td>Resource Recovery and Waste Management</td><td>82%</td></tr> <tr><td>Sports and Recreation</td><td>92%</td></tr> <tr><td>Streets and Transportation</td><td>75%</td></tr> </tbody> </table> <ul style="list-style-type: none"> • 96% of decisions and CEO undertakings closed within 12 months as at 30/9/24. • 92 of CEO undertakings closed within 12 months as at 30/9/24. 	Service	Score	Arts, Culture and Events	88%	Community Planning and Development	79%	Community Safety	72%	Economic Planning and Growth	75%	Environmental Sustainability	76%	Library Services	92%	Park Lands and Open Space	91%	Parking	53%	Planning, Building and Heritage	81%	Property Management and Development	82%	Resource Recovery and Waste Management	82%	Sports and Recreation	92%	Streets and Transportation	75%	<p>Corporate Services</p>
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CEO Performance Review Panel Meeting Dates

Strategic Alignment - Our Corporation

Public

Monday, 2 December 2024
CEO Performance Review Panel

Program Contact:
Kathryn Goldy, Acting Manager
Governance

Approving Officer:
Anthony Spartalis,
Chief Operating Officer

EXECUTIVE SUMMARY

At the CEO Performance Review Panel (the Panel) meeting on 24 January 2024, the Panel resolved meeting dates through to June 2025.

This report seeks approval for the meeting schedule for the remainder of 2025.

In accordance with section 102A of the *Local Government Act 1999* (SA) and the Panel's adopted Terms of Reference, the Panel is required to meet with the Chief Executive Officer (CEO) (at least annually).

The Panel meets to discuss progress on Key Performance Indicators (KPIs), to understand the context in which the CEO's performance is being achieved, which includes organisational issues or external factors that are impacting the CEO's performance and how the performance of Council is impacting on organisational performance.

RECOMMENDATION

THAT THE CEO PERFORMANCE REVIEW PANEL

1. Notes that for 2025 the following meeting dates of Monday 3 March 2025 and Monday 2 June 2025 were approved on 24 January 2024.
 2. Approves the following meeting dates and times for 2025:
 - 2.1. Monday 1 September 2025, 3.00pm to 5.00pm; and
 - 2.2. Monday 1 December 2025, 3.00pm to 5.00pm.
-

IMPLICATIONS AND FINANCIALS

CEO Contract	In accordance with section 102A of the <i>Local Government Act 1999</i> (SA), a Council must review the performance of its CEO at least once a year.
Consultation	Not as a result of this report.
24/25 Budget Allocation	Independent Members of the Panel are paid a sitting fee of \$500.00 per meeting attended, which is within the allocated budget.

DISCUSSION

1. The CEO Performance Review Panel (the Panel) was established by Council pursuant to section 41 of the *Local Government Act (1999) SA* (the Act) on 14 March 2023.
2. The Panel has been established by Council to determine and assess the Chief Executive Officer's (CEO) performance against identified measures.
3. In accordance with section 102A of the Act and the Panel's adopted Terms of Reference, the Panel is required to meet with the CEO (at least annually).
4. The Panel meets to discuss progress on Key Performance Indicators (KPIs), to understand the context in which the CEO's performance is being achieved, which includes organisational issues or external factors that are impacting the CEO performance and how the performance of Council is impacting on organisational performance.
5. While the Panel must meet at least once per year, it is proposed that the Panel meets four times a year.
6. At the Panel meeting on 24 January 2024, the Panel resolved to meet on Monday 3 March 2025 and Monday 2 June 2025.
7. It is requested that the Panel consider the following meeting dates for the remainder of 2025 calendar year being:
 - 7.1 Monday 1 September 2025, 3.00pm to 5.00pm; and
 - 7.2 Monday 1 December 2025, 3.00pm to 5.00pm.
8. Under the Panel's Terms of Reference, the Chief Operating Officer is authorised to vary the meeting schedule (including the commencement time, meeting place, date or cancellation of a meeting) after liaising with the Presiding Member and CEO.

DATA AND SUPPORTING INFORMATION

Nil

ATTACHMENTS

Nil

- END OF REPORT -