



CEO PERFORMANCE REVIEW PANEL

Agenda and Reports

for the meeting on

Monday, 2 June 2025

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 June 2025, 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 Martin
Council Member	Councillor Siebentritt
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	
Nil	
3. Confirmation of Minutes	
That the Minutes of the meeting of the CEO Performance Review Panel held on 3 March 2025, be taken as read and be confirmed as an accurate record of proceedings. View public 3 March 2025 Minutes here .	
4. Items for Consideration and Determination	
4.1 2024/25 Q3 KPI Progress Report	3 - 13
4.2 Interim 2025/26 CEO Performance KPIs	14 - 21
5. Closure	

2024/25 Q3 KPI Progress Report

Strategic Alignment - Our Corporation

Public

Monday, 2 June 2025
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 March 2025.

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 June 2025, 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

- 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:
 - 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."*
- 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:
 - Leadership and Strategic Plan Delivery
 - Financial and Risk Management
 - Operational and Project Delivery
 - Organisational Health (including Innovation and Service Improvement)
 - Stakeholder Management
 - Lord Mayor and Councillors.
- 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.
- In accordance with the approved process for the 2024/25 CEO Performance Review, the CEO has prepared an update of progress as at 31 March 2025 provided as **Attachment A**.
- This report is the third KPI progress report against the CEO's endorsed 2024/25 KPIs.
- The progress report provides details of the status of delivery against the approved CEO KPIs, at the end of the 31 March 2025 quarter.

7. As at 31 March 2025 the following KPIs have been completed:
 - 7.1. KPI 5 - Update the Council's Long-Term Financial Plan including the assumptions and parameters – adopted by Council on 22 October 2024. ([Link 2](#))
 - 7.2. KPI 8b – 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.
8. As at 31 March 2025 the following KPIs have been significantly progressed:
 - 8.1. KPI 1 – Implement Year 1 actions of adopted City of Adelaide Strategies [Link 3](#), [Link 4](#), [Link 5](#) and [Link 6](#).
 - 8.2. KPI 2 – Delivery of Council's 2024/25 Business Plan and Budget:
 - 8.2.1. Quarter 1 Progress Report ([Link 7](#))
 - 8.2.2. Quarter 2 Progress Report ([Link 8](#))
 - 8.2.3. Quarter 3 Progress Report ([Link 9](#))
 - 8.3. KPI 6 - Deliver Council's Capital Works Program ([Link 10](#))
 - 8.4. KPI 8a – Progress Organisational Culture Survey to establish an Employee Engagement baseline and develop Organisational Culture Action Plan:
 - 8.4.1. Culture Survey August 2024 Overall Organisation Results ([Link 11](#))
 - 8.4.2. Culture Survey Organisation Action Plan 2024-2026 ([Link 12](#))
 - 8.4.3. Culture Survey March 2025 Pulse Check Overall Results ([Link 13](#))
9. All other KPIs are In Progress.
10. As at 31 March 2025, two KPI's have been completed, four KPIs have been significantly progressed and six KPIs are in progress.

DATA AND SUPPORTING INFORMATION

- Link 1 – [Approved Chief Executive Officer Key Performance Indicators for 2024/25](#)
- Link 2 – [Adopted Long-Term Financial Plan](#)
- Link 3 – [Economic Development Strategy progress update to 31 March 2025](#)
- Link 4 – [Integrated Climate Strategy progress update to 31 March 2025](#)
- Link 5 – [Housing Strategy progress update to 31 March 2025](#)
- Link 6 – [Homelessness Strategy progress update to 31 March 2025](#)
- Link 7 – [Business Plan and Budget Quarter 1 Update](#)
- Link 8 – [Business Plan and Budget Quarter 2 Update](#)
- Link 9 – [Business Plan and Budget Quarter 3 Update](#)
- Link 10 – [Deliver Council's Capital Works Program March 2025 Update](#)
- Link 11 – [Culture Survey August 2024 Overall Organisation Results](#)
- Link 12 – [Culture Survey Organisation Action Plan 2024-2026](#)
- Link 13 – [Culture Survey - March 2025 Pulse Check Overall Results](#)
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ATTACHMENTS

Attachment A – Q3 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
- 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.	Implement Year 1 Strategic Plan actions from adopted City of Adelaide Strategies - Economic Development (EDS) - Integrated Climate (ICS) - Housing - Homelessness	30 June 2025		Significantly progressed - City Plan – Adelaide 2036 endorsed by Council 10/9/2024. - Submission to the Greater Adelaide Regional Plan endorsed by Council 12/11/24. - Business Accessibility Support Program pilot project launched February 2025. The \$80,000 support fund was noted by Council 11/2/25. - Draft Cultural Policy 2025-2036 endorsed for Public Consultation by Council 8/4/25. <u>Economic Development Strategy</u> - Economic Development Strategy endorsed by Council 10/9/2024. - Rundle Mall Live Music program commenced 11/10/24. As at 31/3/25 there have been 60 performances. - Adelaide:Your Guide to Our City of Music launched 4/11/24 with 7,500 copies distributed across the CBD and inner metro area. - Rundle Mall achieved record breaking foot traffic (681,000 people) over the 21-23 March 2025 weekend coinciding with the last weekend of the Fringe, the Inaugural Colours of Asia festival and an AFL game at Adelaide Oval. - Nine of the 22 events awarded funding through the Commercial Events Fund were held in Q3: - Estimated attendee expenditure = \$127.57m - Total expected attendance = 1.69m. - The Events and Festivals Sponsorship Program supported five events/festivals in Q3: - Estimated gross impact in excess of \$353m. - Estimated city-based attendance of approx. \$4.67m. <u>Integrated Climate Strategy</u> - Integrated Climate Strategy Reporting Framework to support the delivery and monitoring of the ICS noted by Council 8/10/2024. - Outcomes of Phase 2 consultation on the Draft Light Square/Wauwi Master Plan noted by Council 11/2/25. - The north-south bikeways project was completed on 14/2/25. 24/25 Sustainability Incentive Scheme fully allocated as at 31/3/25 with 104 incentives approved. - Planning and Design for City Street Greening continues with 230 high priority tree locations identified to be planted in autumn/winter. As at 31/3/25, 25 streets have been designed with the remaining to be completed by end April 2025.	City Shaping

KRA – LEADERSHIP AND STRATEGIC PLAN DELIVERY					
				<u>Housing Strategy</u> • Site investigations and master planning options underway for former Bus Station site - 35% affordable housing. • Master Plan concept design commenced for 218-232 Flinders Street – 40% affordable housing. • Principles for Collaboration with the State Government on a review of Catalyst Site Policy endorsed by Council 11/3/25. • Confidential CEO briefing of Council Members on progress of Flinders Street Project 8/4/25. <u>Homelessness Strategy</u> • Major partner of Adelaide Zero Project since inception in 2018. Partnership with State Government and Australian Alliance commenced in 2021. • Submission to the State Planning Commission on the Accommodation Diversity Code Amendment approved by Council 11/2/25. • Continued support of temporary hub in Edwards Park (Park 23). Permit in place until 1/3/25. (New license for further six months approved by Council 13/2/25).	
• Ensuring the development of annual business plans and budgets that support the delivery of the Strategic Plan.	• Deliver all key objectives in Council's 2024/25 Business Plan and Budget ➢ All key Objectives delivered by end June 2025. ➢ Budgeted operating result delivered.	30 June 2025	●	Significantly progressed • Q1 Progress Report approved by Council 26/11/24. • Q2 Progress Report approved by Council 25/2/25. • Q3 Progress Report approved by Council 27/5/25: - Operating Surplus \$14.408m - Capital Expenditure \$68.152m - Net Cash Surplus \$21.287m - Strategic Projects Completed – 5 - Capital Projects Completed – 92.	Corporate Services
• 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.	• Develop an Integrated Transport Strategy ➢ Presented to Council by end April 2025.	30 April 2025	●	In progress • 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. • Outcome of Public Engagement (Stage 1) and Draft Strategy for Public Engagement (Stage 2) to be presented to Infrastructure and Public Works Committee 18/3/25. • Outcome of Public Engagement (Stage 1) Noted by Council 25/3/25. • Draft Strategy for Public Engagement (Stage 2) endorsed for Public Consultation by Council 22/4/25.	City Infrastructure

KRA – LEADERSHIP AND STRATEGIC PLAN DELIVERY					
	• Deliver the Adaptive Re-use City Housing Initiative ➢ Identification of building stock suitable for adaptive reuse by March 2025. ➢ Strategic Plan target for adaptive reuse: “50 dwellings are delivered annually through adaptive reuse of underutilised buildings”	31 March 2025		In progress • Official Launch of ARCHI scheme 29/7/24. • 2024/25 ARCHI Incentive Grant funding \$250,000. • ARCHI Incentive Scheme: - Enquiries = 30 - Applications received = 3 - Granting funding allocated = \$60,720 - Dwellings delivered – 4 dwellings / 5 beds.	City Shaping

KRA – FINANCIAL AND RISK MANAGEMENT					
Responsibilities as per CEO Position Description	KPIs	Timeline	Progress	Status	Portfolio Responsible
- 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.	Update the Council's Long-Term Financial Plan including the assumptions and parameters - Presented to Council by end October 2024.	31 October 2024	✓	Completed - 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
Ensuring Capital Works projects and Asset Renewal programs and projects are on track and within committed budgets.	Deliver Council's Asset Renewal Works Program - 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		Significantly Progressed - Adopted by Council 25/6/24 \$56.022m. - Adopted by Council 25/2/25 \$56.296m. - The total spend for renewal projects to the end of March 2025 was \$31.257m with contracted expenditure of \$14.144m. 64 renewal projects achieved practical completion as at 31 March 2025. - Forecast Asset Renewal Funding Ratio of 93.0% as at Q3.	City Infrastructure
	Deliver Council's Major / New and Upgrade Works Program - Adopted by Council as part of the 2024/25 Business Plan and Budget.			Significantly Progressed - Adopted by Council 25/6/24 \$56.809m. - Adopted by Council 26/11/24 \$66.890m. - Adopted by Council 25/2/25 \$64.747m. - Adopted by Council 27/5/25 \$56.613m. - The total spend for New and Significant Upgrade projects to the end of March 2025 was \$36.895m with contracted expenditure of \$6.937m. 28 New and Significant Upgrade projects achieved practical completion as at 31 March 2025.	City Infrastructure

KRA – ORGANISATIONAL HEALTH (Including Innovation and Service Improvement)					
Responsibilities as per CEO Position Description	KPIs	Timeline	Progress	Status	Portfolio Responsible
- 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.	Progress Organisational Culture Survey to establish an Employee Engagement baseline and develop an Organisational Culture Action Plan - 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: - Attraction and Retention of Employees - 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%.		● ✓ ●	Significantly progressed - 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. - Organisational Culture Survey Action Plan 2024-2026 endorsed by the Chief Executive Officer 24/2/25. - Pulse Check Survey launched 27/3/25 and closed 11/4/25 with a participation rate of 65%. - Overall Employee Engagement Score of 61%. Completed - 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. - Revised Organisational Structure implemented 6/1/25. - Appointments for Director City Community and Associate Director Governance and Strategy finalised and announced. - Nine nominations submitted for Local Government Professionals SA Excellence Awards February 2025. - Two nominations submitted for 2024/25 Local Government Association Mutual Scheme Awards. - Two nominations shortlisted as finalists for Local Government Professionals SA Excellence Awards. In progress - Turnover of 12.3% as at 31/3/25, a decrease from 12.8% at end of Q2 31/12/24 (excluding casuals). 30 leavers (4.0%) with less than two years' experience as at 31/3/25, compared to 34 as at 31/12/24 (excluding casuals). - PDC participation rate 78.8% as at 31/3/25 compared to 74.4% as at 31/3/25 noting the new PDC cycle commenced in January 2025. - Employee completion of Mandatory Training 93% as at 31/3/25.	Corporate Services

KRA – STAKEHOLDER MANAGEMENT – LORD MAYOR AND COUNCILLORS																															
Responsibilities as per CEO Position Description	KPIs	Timeline	Progress	Status	Portfolio Responsible																										
- Engaging with a wide range of internal and external stakeholders within a complex political environment and across a broad organisational framework. - Promoting Council and its activities to the community. - Negotiating and achieving the resolution of major issues which affect the management, planning and development of the City. - Upholding a customer service culture and ensure that Council services meet customer needs. - Monitoring customer satisfaction levels on a regular basis and ensure public accountability. - Promoting relationships and liaising with external agencies including government at local, state and commonwealth level, the business community and resident groups. - Representing the City in an official capacity as required. - Ensuring that the City's image and profile is prominent through effective promotion and representation to the public, media and other groups and agencies. - 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. - Ensuring prompt and appropriate responses are given to specific requests for information made to Council. - Facilitating and fostering productive internal and external relationships and partnerships necessary for Council to achieve its business and community goals. - Ensuring consultation is used effectively to enhance decision making by Council. Lord Mayor and Councillors - 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. - Working effectively with the Lord Mayor in their capacity as leader of, and official spokesperson for, the Council. - Providing timely information, advice and support to the Lord Mayor, Deputy Lord Mayor and Councillors.	Improve the customer experience for residents, businesses and city users - All key priorities delivered by end June 2025. - Using Q3 2023/24 results as baseline, seek 10% improvement - Measures: - Voice of Customer Surveys achieve a rating of 3.5 or higher - Customer Satisfaction six month average to be>52% - Revised target 58% - Customer Ease/Effort six month average to be >61% - Revised target 66% - Overall satisfaction with delivery of Council services >70% sources Baseline City User Profile (CUP Survey), Resident and Business surveys Improve the service experience for the Lord Mayor and Councillors - All key priorities delivered by end June 2025. - Priorities: - 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 - Proposed Measures: 80% of decisions and CEO undertakings closed out within 12 months	30 June 2025		In progress - Customer Satisfaction - Nine month average to 31/3/25 63%. - Customer Ease/Effort - Nine month average to 31/3/25 69%. - As per the 2025 City User Profile Survey, 12 of 13 services' satisfaction scores exceeded 70%:<table><tr><td>- Arts, Culture and Events</td><td>94%</td></tr><tr><td>- Community Planning and Development</td><td>88%</td></tr><tr><td>- Community Safety</td><td>86%</td></tr><tr><td>- Economic Planning and Growth</td><td>84%</td></tr><tr><td>- Environmental Sustainability</td><td>86%</td></tr><tr><td>- Library Services</td><td>95%</td></tr><tr><td>- Park Lands and Open Space</td><td>89%</td></tr><tr><td>- Parking</td><td>50%</td></tr><tr><td>- Planning, Building and Heritage</td><td>85%</td></tr><tr><td>- Property Management and Development</td><td>88%</td></tr><tr><td>- Resource Recovery and Waste Management</td><td>86%</td></tr><tr><td>- Sports and Recreations</td><td>92%</td></tr><tr><td>- Streets and Transportation</td><td>79%</td></tr></table> In progress 82.9% of Council Member queries submitted through FreshDesk resolved within agreed timeframes for Q3 (Jan-March 2025). 97% of Council decisions closed within 12 months as at 31/3/25. 90% of CEO undertakings closed within 12 months as at 31/3/25.	- Arts, Culture and Events	94%	- Community Planning and Development	88%	- Community Safety	86%	- Economic Planning and Growth	84%	- Environmental Sustainability	86%	- Library Services	95%	- Park Lands and Open Space	89%	- Parking	50%	- Planning, Building and Heritage	85%	- Property Management and Development	88%	- Resource Recovery and Waste Management	86%	- Sports and Recreations	92%	- Streets and Transportation	79%	Corporate Services
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Draft 2025/26 CEO Performance KPIs

Strategic Alignment - Our Corporation

Public

Monday, 2 June 2025
CEO Performance Review
Panel

Program Contact:
Rebecca Hayes, Associate
Director Governance & Strategy

Approving Officer:
Anthony Spartalis,
Chief Operating Officer

EXECUTIVE SUMMARY

This report responds to an undertaking given by the Chief Operating Officer at the CEO Performance Review Panel meeting on 2 December 2024 to undertake appropriate benchmarking with other capital cities for the Customer Satisfaction Survey and provide an update to the CEO Performance Review Panel. Details of the benchmarking outcomes are contained in Attachment A.

This report also proposes to the CEO Performance Review Panel that the performance of the Chief Executive Officer (CEO) for the 2025/26 financial year be assessed on:

- Achievement of the Draft 2025/26 Key Performance Indicators (KPIs) that are aligned to the Key Result Areas relevant to the CEO Position Description and included as Attachment A to this report, and
- The outcomes of an appropriate 360-degree survey instrument, including Council Members, senior staff and external stakeholders.

RECOMMENDATION

THAT THE CEO PERFORMANCE REVIEW PANEL RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Notes the results of the benchmarking undertaken regarding the methodology for the calculation of Customer Satisfaction / Ease / Effort metrics as contained in Attachment A to Item 4.2 on the Agenda for the meeting of the CEO Performance Review Panel held on 2 June 2025.
2. Approves that the Chief Executive Officer's performance for the 2025/26 financial year will be assessed against:
 - 2.1 The achievement of the Draft Key Performance Indicators aligned to the relevant Key Result Areas in the CEO Position Description and contained in Attachment B to Item 4.2 on the Agenda for the meeting of the CEO Performance Review Panel held on 2 June 2025.
 - 2.2 The outcomes of an appropriate 360-degree survey instrument, including Council Members, senior staff and external stakeholders.

IMPLICATIONS AND FINANCIALS

CEO Contract	• Key Performance Indicators will be reviewed annually and periodically. • Council may alter the Key Performance Indicators at its discretion following reasonable consultation with the CEO. • The Performance Review Panel will determine the appropriate CEO performance review process against which the CEO's performance will be assessed, and the review will be completed within three months of the end of each financial year of the Term. • The CEO will be consulted in the development of key performance indicators which will be set by the Council by mutual agreement.
Consultation	Not as a result of this report.
24/25 Budget Allocation	Not as a result of this report.

DISCUSSION

Customer Satisfaction Measures – Capital City Benchmarking

1. At the meeting of the CEO Performance Review Panel (the Panel) on 2 December 2024, an undertaking was given for the Chief Operating Officer to undertake appropriate benchmarking with other capital cities for the Customer Satisfaction Survey and provide an update to the CEO Performance Review Panel.
2. This undertaking arose from discussion by the Panel at its meeting on 16 September 2024 ([Link 1](#)) when considering the 2024/25 CEO Final Performance KPIs and advice the survey methodology being used for customer satisfaction / ease / effort were inconsistent with other Australian capital cities.
3. Benchmarking has been undertaken regarding customer sentiment measurement used by other Australian capital cities and South Australian councils. The advice is contained in Attachment A and provided for the Panel to note.

Key Performance Indicators (KPIs)

4. Consideration is sought by the Panel of the Draft CEO Key Performance Indicators (KPIs) for the 2025/26 financial year.
5. It is recommended that the CEO's Performance be assessed against the Key Result Areas (KRAs) in the CEO's Position Description:
 - 5.1. Leadership and Strategic Plan Delivery
 - 5.2. Financial and Risk Management
 - 5.3. Operational and Project Delivery
 - 5.4. Organisational Health including Innovation and Service Improvement
 - 5.5. Stakeholder Management
 - 5.6. Lord Mayor and Councillors and
 - 5.7. Reflect the key actions for implementation of the City of Adelaide Strategic Plan 2024-2028 and the adopted 2025/26 Business Plan and Budget.
6. As contained in Attachment B, the KPIs include:
 - 6.1. Implementation of Year 2 actions outlined in the Strategic Plan and adopted City of Adelaide Strategies
 - 6.2. Delivery of actions in the 2025/26 Business Plan and Budget when adopted by Council
 - 6.3. Delivery of specific initiatives being the Community Sports Building Redevelopment Projects and development of a Community Wellbeing Plan

- 6.4. Update of Council's Long-Term Financial Plan and development of the 2026/27 Business Plan and Budget
- 6.5. Delivery of Council's 2025/26 Asset Renewal and Major / New and Upgrade Works Programs
- 6.6. Progress the adopted Mainstreet Revitalisation projects
- 6.7. Progress the Organisation Culture Survey Action Plan
- 6.8. Monitor and improve employee measures
- 6.9. Improve the customer experience for residents, businesses and city users
- 6.10. Improve the service experience for the Lord Mayor and Councillors.
7. In addition to the achievement of measures as contained in Attachment B, it is proposed that the performance of the Chief Executive Officer (CEO) for the 2025/26 financial year be assessed on the outcomes of an appropriate 360-degree survey instrument, including Council Members, senior staff and external stakeholders.

Next Steps

8. Following approval of the Draft 2025/26 CEO KPIs by Council, the CEO will cascade 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 2025/26 review period in accordance with the KPIs.
9. A 360-degree survey of Council Members, senior staff and external stakeholders will be undertaken at the end of the 2025/26 financial year.

DATA AND SUPPORTING INFORMATION

Link 1– Agenda for meeting of the CEO Performance Review Panel 16 September 2024

ATTACHMENTS

Attachment A – Customer Sentiment Measurement - Benchmarking

Attachment B – Draft 2025/26 CEO Performance KPIs

- END OF REPORT -

CUSTOMER SENTIMENT MEASUREMENT - BENCHMARKING

City of Adelaide CEO Performance KPI measures:

- Voice of Customer Surveys achieve a rating of 3.5 or higher
 - Customer satisfaction six month average to be 60%
 - Customer Ease / Effort six month average to be >66%
- Overall satisfaction with delivery of Council services >70% (sources Baseline City User Profile (CUP Survey), Resident and Business surveys)

1. WHAT WE CURRENTLY MEASURE (AND WHY)

CoA has continued to evolve the way that it surveys residents and customers. In 2022, City of Adelaide changed the survey structure to the current Qualtrics Survey structure:

- How satisfied were you with the City of Adelaide? (1-5)
- How easy was it to interact with the City of Adelaide? (1-5)
- Please let us know any other feedback or suggestions for improvement? (verbatim)

In September 2022, City of Adelaide launched a measurement of Customer Satisfaction, and has been reporting on this since. This measurement was reviewed in line with other council metrics, and a recorded decision made to have a 70% scoring for CEO KPI. *(More information can be found on this process via #1 References)

We currently use CSAT (Customer Satisfaction) and CES (Ease) for our VoC (Voice of Customer) Program. CSAT is a commonly used metric that indicates how satisfied customers are with a company's products and services and is expressed as a percentage.

Currently, the satisfaction survey is sent to customers who interact with council services through the **Customer Centre, integrated/non integrated forms, PlanSA and Ungerbeock**.

This survey methodology was chosen to reduce customer confusion (previous survey was found to be too long) and meet industry standards. It also was chosen to address the pain points experienced in the initial survey.

2. WHAT OTHERS DO

Other councils across Australia show an annual survey metric on their website, and include this metric in annual reports. These results average around 70%, and the result is reflective of an overall sentiment metric.

Minimal reporting on CSAT specific to council interactions with the Customer Centre are included (Victor Harbor City Council, City of Marion) and are often only documented in a public report, or a council meeting report.

When CSAT scores (specific to a customer interaction) have been displayed, these average between 50-60% scores.

City of Marion (SA) provided the most robust metrics with an Annual Survey, CSAT Score, CES Score, and Stretch targets.

Australian Capital Cities

Council	Annual Survey	CSAT/CES	Things to note
City of Melbourne	70%	CSAT 68%	CoM adjusts their CSAT each year, based on previous year results + 5% CoM also 'weight' results based on legislation and customer relevance.



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City of Sydney	NA	NA	SLA Target: 95% 'Customer requests actioned within agreed service standards'
City of Hobart	62%	NPS 88	
City of Perth	75%	85%	CoP remove CSO, Parking, and Expiations from their CSAT measurements as these are not reflective of the customer centre – and measure these separately. CoP have a diverse range of measurements to report to CEO. CoP also focus on 'branding' sentiment to ensure they can remain relevant and have even been able to broaden feedback collection for teams on street, CSO's interacting with customers.
City of Darwin	No Answer	No Answer	

Councils of interest

Council	Annual or Customer Survey Result?	Score	Reference
City of Port Adelaide Enfield	Interaction	CES: 80% NPS: 40 (+40 is considered on the higher end of 'neutral')	Direct Contact (email)
Victor Harbor Council	Annual (2023 results) Satisfaction with Customer Centre	Annual 29% CSAT 57%	PowerPoint Presentation (victor.sa.gov.au)
Renmark Paringa Council	Annual	Annual 71%	Renmark Paringa Council 2023 Community Satisfaction Survey Report
City of South Perth	Annual	Annual 75%	customer-satisfaction-survey-snapshot.pdf (southperth.wa.gov.au)
City of Marion	Per Request	CES 75% "Time taken to address and action request" 65% CSAT 55%	GC240625 - General Council Meeting - 25 June 2024 (marion.sa.gov.au)
City of Marion	Annual	Annual 75%	
City of Onkaparinga	Per Request	'Ease of submitting feedback' 75%	Annual-Report-2022-23.pdf
Melton City Council	Annual	CSAT 6.9/10	Community Satisfaction Survey Melton City Council
City of TeaTree Gully	Annual	72% Annual Survey *Report also lists benchmarks	TeaTree Gully CSAT Report 2021



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Findings:

- Most councils display results from an annual survey on their website, along with key learnings and outcomes presented (often) by a third party that has been engaged (such as McGregor Tan).
- Minimal councils displayed an individual CSAT Customer Service metric per experience (with the exception of Victor Harbor Council and City of Marion) – all metrics were shown as a rating on overall experience in an annual survey. This shows that any previous Benchmarking was potentially done relating to overall annual surveys.



CEO KRAs

Leadership and Strategic Plan Delivery
 Financial and Risk Management
 Operational and Project Delivery
 Organisational Health (including Innovation and Service Improvement)
 Stakeholder Management
 Lord Mayor and Councillors

DRAFT 2025/26 CEO KPIs

#	KPI	KRA
1	Implement Year 2 Strategic Plan actions from adopted City of Adelaide Strategies: ○ Housing ○ Homelessness ○ Integrated Climate ○ Economic Development	Leadership and Strategic Plan Delivery
2	Deliver all key objectives in Council's 2025/26 Business Plan and Budget All key objectives delivered by end June 2026 Budgeted operating result delivered	Leadership and Strategic Plan Delivery Financial and Risk Management
3	Deliver Community Sports Building Redevelopment Projects ○ Golden Wattle Park / Mirnu Wirra (Park 21W) ○ Mary Lee Park / Tulya Wardi (Park 27B) by the end of June 2026	Leadership and Strategic Plan Delivery
4	Develop a Community Wellbeing Plan Presented to Council by the end of June 2026	Leadership and Strategic Plan Delivery
5	Update the Council's Long-Term Financial Plan including assumptions and parameters to reframe the development of the 2026/27 Business Plan and Budget to allow meaningful input from Council Members Presented to Council by the end of October 2025	Financial and Risk Management
6	Deliver Council's 2025/26 Asset Renewal Works Program Adopted by Council as part of the 2025/26 Business Plan and Budget Asset Renewal Funding Ratio of 93.5% <i>The Asset Renewal Funding Ratio indicates whether Council is renewing or replacing existing assets at a rate of consumption.</i> Deliver Council's Major / New and Upgrade Works Program Adopted by Council as part of the 2025/26 Business Plan and Budget including delivery of the Public Realm Greening Initiative program and Tree Planting Strategy.	Operational and Project Delivery
7	Mainstreet Revitalisation projects ○ Commence construction of the Hindley Street revitalisation project ○ Progress detailed design and construction of Gouger Street, O'Connell Street, Hutt Street and Melbourne Street revitalisation projects by the end of June 2026	Operational and Project Delivery

8	Progress Organisational Culture Survey Action Plan Measure Regular reports back to staff on a quarterly basis	
9	Monitor and improve employee measures using Q3 2024/25 results as baseline	Organisational Health (including Innovation and Service Improvement)
Measures: - Attraction and Retention of Employees - Employee turnover (excluding casuals) to be <13% - Turnover of Employees with less than two years' service to be <4% of headcount - Employee participation in Performance and Development Conversations process >88% - Employee participation in and completion of Mandatory Training 100%		
10a	Improve the customer experience for residents, businesses, and city users All key priorities delivered by end June 2026 Using Q3 2024/25 results as baseline	
Measures: - Voice of Customer Surveys achieve a rating of 3.5 or higher - Customer Satisfaction six month average to be >63% - Customer Ease/Effort six month average to be >69% - Overall satisfaction with delivery of Council services >70% sources Baseline City User Profile (CUP Survey), Resident and Business surveys		
10b	Improve the service experience for the Lord Mayor and Councillors All key priorities delivered by end June 2026	Stakeholder Management Lord Mayor and Councillors
Priorities: - 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 Proposed Measures: 85% of decisions and CEO undertakings closed out within 12 months 85% of requests submitted through Fresh Desk system are resolved within agreed timeframes		

Extraordinary items, subsequent Council decisions and/or directions may impact attainment of these KPIs