



# CEO Performance Review Panel

## AGENDA & REPORTS

for the meeting

Monday, 16 September 2024  
at 3.00 pm

in the Colonel Light Room, Adelaide Town Hall

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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 Abrahamzadeh
Independent Members	Gael Fraser Jeff Tate

### 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 June 2024, be taken as read and be confirmed as an accurate record of proceedings.

View public 3 June 2024 Minutes [here](#).

### 4. Items for Consideration and Determination

4.1	2023/24 Q4 KPI Progress Report	3 - 12
4.2	2024/25 CEO Performance KPIs	13 - 18
4.3	Remuneration Tribunal - update	19 - 45

### 5. Closure

## 2023/24 Q4 KPI Progress Report

Strategic Alignment - Our Corporation

Monday, 16 September 2024  
CEO Performance Review  
Panel

**Program Contact:**  
Chief Executive Officer

Public

**Approving Officer:**  
Anthony Spartalis,  
Chief Operating Officer

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## EXECUTIVE SUMMARY

This report provides an update of progress against the endorsed 2023/24 Key Performance Indicators for the Chief Executive Officer as at the end of June 2024.

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## 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 16 September 2024, outlining progress against the Chief Executive Officer's endorsed 2023/24 Key Performance Indicators.
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# IMPLICATIONS AND FINANCIALS

CEO Contract	<i>Strategic Alignment – Our Corporation</i> 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 former 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 27 June 2023, Council endorsed the recommendations of the CEO Performance Review Panel of 14 June 2023 and resolved that Council:
  - “1. Approves that the Chief Executive Officers performance for 1 July 23 – 30 June 24 will be:
    - 1.1 Assessed against the achievement of KPIs aligned to the Key Result Areas outlined in the CEO Position Description and contained in Attachment A as amended and attached to the minutes to Item 3.1 of the CEO Performance Review Panel held on 14 June 2023.
    - 1.2. Informed by a 360-degree survey to be conducted by Hender Consulting.”
2. At its meeting on 12 March 2024, Council endorsed the recommendation of the CEO Performance Review Panel of 4 March 2024 and resolved (in part) that Council:
  - “3. Endorses that Council does not progress a 360-degree review of the Acting Chief Executive Officer at that time.”
3. The approved Chief Executive Officer (CEO) Key Performance Indicators (KPIs) for 2023/24 ([Link 1](#)) are aligned to the Key Result Areas (KRAs) in the CEO’s Position Description:
  - 3.1. Leadership and Strategic Plan Delivery
  - 3.2. Financial and Risk Management
  - 3.3. Operational and Project Delivery
  - 3.4. Organisational Health (including Innovation and Service Improvement)
  - 3.5. Stakeholder Management
  - 3.6. Lord Mayor and Councillors.
4. 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 2023/24 review period in accordance with the approved KPIs and where appropriate commence delivery against the adopted City of Adelaide 2024-2028 Strategic Plan.
5. In accordance with the approved process for the 2023/24 CEO Performance Review, the CEO has prepared an update of progress as at 30 June 2024 provided as **Attachment A**.
6. This report is the third and final KPI progress report against the Chief Executive Officer endorsed 2023/24 Key Performance Indicators.

7. The progress report provides detail on the status of delivery against the approved CEO KPIs and significantly records the completion of the following KPIs:
  - 7.1 Develop the City of Adelaide 2024–2028 Strategic Plan – adopted by Council on 12 December 2023 ([Link 2](#)).
  - 7.2 Deliver all key objectives in Council's 2023/24 Business Plan and Budget. - Quarter Four Progress Report ([Link 3](#)).
    - 7.2.1 Delivery of all six Business Plan priorities complete or on track.
    - 7.2.2 Operating surplus of \$8.984m, \$2.169m favourable to budget.
  - 7.3 Develop a Housing Policy that supports the provision of affordable and social housing – adopted by Council on 13 February 2024 ([Link 4](#)).
  - 7.4 Update the Council's Long Term Financial Plan – adopted by Council on 26 September 2023 ([Link 5](#)).
  - 7.5 Delivery of Council's 2023/24 Capital Works Program ([Link 3](#)):
    - 7.5.1 Total expenditure of \$90.766m compared to a revised budget of \$99.556m.
    - 7.5.2 Asset Renewal expenditure of \$54.085m reflecting an Asset Renewal Funding Ratio of 94%.
    - 7.5.3 Major Projects expenditure of \$27.338m representing 96% of the revised budget of \$28.551m.
    - 7.5.4 New and Upgrade Works expenditure of \$9.343m representing 55% of the revised budget of \$16.852m.
  - 7.6 Conduct four public realm condition audits:
    - 7.6.1 East End / Hindley Street condition audits ([Link 6](#)).
    - 7.6.2 Gouger Street / O'Connell Street condition audits ([Link 7](#)).
    - 7.6.3 Service Improvement Opportunities complete or on track.
8. As at 30 June 2024 the following KPIs have been significantly progressed:
  - 8.1 Develop a City Plan that provides guidance on sustainable City growth for presentation to Council by June 2024. Draft City Plan – Adelaide 2036 endorsed for public consultation by Council on 11 June 2024 ([Link 8](#)).
  - 8.2 Finalise the Two external reviews of the Adelaide Economic Development Agency.
    - 8.2.1 25 of 36 recommendations completed
    - 8.2.2 All 11 outstanding recommendations due for completion by December 2024.
9. Of note, as at 30 June 2024, six KPIs have been completed, two KPIs have been significantly progressed and two KPIs are in progress.

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## DATA AND SUPPORTING INFORMATION

Link 1 – Approved Chief Executive Officer Key Performance Indicators for 2023/24

Link 2 – City of Adelaide Strategic Plan 2024-2028

Link 3 – 2023/24 Business Plan and Budget Quarter Four Progress Report

Link 4 – Housing Strategy – Investing in Our Housing Future

Link 5 – 2023/24 – 2032/33 Long Term Financial Plan

Link 6 – Condition Audits – East End / Hindley Street

Link 7 – Condition Audits – Gouger Street / O'Connell Street

Link 8 – Draft City Plan – Adelaide 2036

# ATTACHMENTS

**Attachment A** – 2023/24 KPI Progress Report for the period to 30 June 2024

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- END OF REPORT -

# 2023/24 – 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"> <li>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.</li> <li>Managing the strategic planning process and assessing performance against the Strategic Plan.</li> </ul>	<ul style="list-style-type: none"> <li><b>Develop the Council's 2024-2028 Strategic Plan.</b> <ul style="list-style-type: none"> <li>Presented to Council by end December 2023.</li> </ul> </li> </ul>	31 December 2023	✓	<b>Completed</b> <ul style="list-style-type: none"> <li>Vision and Themes Workshop 25/7/23.</li> <li>Council Member Workshop 23/9/23.</li> <li>Draft endorsed for public consultation 24/10/23.</li> <li>Public consultation 27/10/23-20/11/23.</li> <li>Adopted by Council 12/12/23.</li> </ul>	Corporate Services
<ul style="list-style-type: none"> <li>Ensuring the development of annual business plans and budgets that support the delivery of the Strategic Plan.</li> </ul>	<ul style="list-style-type: none"> <li><b>Deliver all key objectives in Council's 2023/24 Business Plan and Budget.</b> <ul style="list-style-type: none"> <li>All key Objectives delivered by end June 2024.</li> <li>Delivery of all six Business Plan Priorities complete or on track.</li> <li>Budgeted operating result delivered.</li> <li>Operating surplus of \$8.984m, \$2.169m favourable to budget.</li> </ul> </li> </ul>	30 June 2024	✓	<b>Completed</b> <ul style="list-style-type: none"> <li>Q1 Progress Report approved by Council 28/11/23.</li> <li>Q2 Progress Report approved by Council 27/2/24.</li> <li>Q3 Progress Report approved by Council 28/5/24.</li> <li>Q4 Progress Report approved by Council 27/8/24.</li> </ul>	Corporate Services
<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li><b>Develop a City Plan that provides guidance on sustainable City growth.</b> <ul style="list-style-type: none"> <li>Presented to Council by end June 2024.</li> </ul> </li> </ul>	30 June 2024	●	<b>Significantly progressed</b> <ul style="list-style-type: none"> <li>Workshop for Draft City Plan Vision and City Shaping Principles at City Planning, Development and Business Affairs Committee 6/6/23.</li> <li>City Plan Studio for stakeholder engagement held 1-15 September 2023.</li> <li>Draft City Plan reflecting community and stakeholder engagement activities 1 March to 3 April 2024, noted by Council 14/5/24.</li> <li>Draft City Plan – Adelaide 2036 endorsed for public consultation by Council 11/6/24.</li> </ul>	City Shaping
	<ul style="list-style-type: none"> <li><b>Develop a Housing Policy that supports the provision of affordable and social housing.</b> <ul style="list-style-type: none"> <li>Presented to Council by end December 2023.</li> </ul> </li> </ul>	31 December 2023	✓	<b>Completed</b> <ul style="list-style-type: none"> <li>Workshop at City Community Services and Culture Committee (CCSCC) 2/5/23.</li> <li>Draft endorsed for public consultation by Council 14/11/23.</li> <li>Public consultation 23/11/23-19/1/24.</li> <li>Adopted by Council 13/2/24.</li> </ul>	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"> <li>Ensuring annual and long-term financial plans are developed, monitored, and controlled.</li> <li>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.</li> <li>Organising and managing funding requirements and account for the proper receipt of all monies.</li> <li>Ensuring the appropriate governance and compliance frameworks are in place, particularly in terms of the <i>Independent Commissioner Against Corruption Act 2012</i>.</li> <li>Managing, maintaining, and maximising Council assets and resources.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li><b>Update the Council’s Long-Term Financial Plan including the assumptions and parameters.</b> <ul style="list-style-type: none"> <li>Presented to Council by end October 2023.</li> </ul> </li> </ul>	31 October 2023	✓	<b>Completed</b> <ul style="list-style-type: none"> <li>Assumptions and parameters received and noted by Audit and Risk Committee Workshop 4/8/23.</li> <li>Assumptions and parameters received and noted by City Finance and Governance Committee Workshop 15/8/23.</li> <li>Recommended for adoption including the CEO Financial Sustainability Report by City Finance and Governance Committee 9/9/23.</li> <li>Adopted by Council 26/9/23.</li> </ul>	Corporate Services



# 2023/24 – 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"> <li>Ensuring Capital Works projects and Asset Renewal programs and projects are on track and within committed budgets.</li> </ul>	<ul style="list-style-type: none"> <li><b>Deliver Council's Asset Renewal Works Program.</b> <ul style="list-style-type: none"> <li>Adopted by Council as part of the 2023/24 Business Plan and Budget.</li> </ul> </li> </ul>			<ul style="list-style-type: none"> <li>Adopted by Council 27/6/23 \$50.416m</li> <li>Revised by Council 28/11/23 \$54.153m</li> </ul>	City Services
	<ul style="list-style-type: none"> <li>Asset Renewal Funding Ratio of 90%. <i>The Asset Renewal Funding Ratio indicates whether Council is renewing or replacing existing assets at a rate of consumption.</i></li> <li>90% delivery of Council's Asset Renewal works program representing a minimum 25% improvement over the historical 5 year average of 65%.</li> </ul>	30 June 2024	✓	<p><b>Completed</b></p> <p>The total spend for renewal projects to the end of June 2024 was \$54.085m.</p> <p>Actual spend to the end of June 2024 reflects an Asset Renewal Funding Ratio of 94%.</p>	City Services
	<ul style="list-style-type: none"> <li><b>Deliver Council's Major / New and Upgrade Works Program.</b> <ul style="list-style-type: none"> <li>Adopted by Council as part of the 2023/24 Business Plan and Budget.</li> </ul> </li> </ul>			<ul style="list-style-type: none"> <li>Adopted by Council 27/6/23 \$50.318m</li> <li>Revised by Council 28/11/23 \$56.127m</li> <li>Revised by Council 27/2/24 \$56.183m</li> <li>Revised by Council 28/5/24 \$45.403m</li> </ul>	City Services
	<ul style="list-style-type: none"> <li>Reduce the level of Capital Works Carry Forward in the range of 10%-25% from the historical 5 year average of \$26.1M or 66%.</li> </ul>	30 June 2024	✓	<p><b>Completed</b></p> <p><b>Major Projects - \$28.551m</b> Major Projects as at 30 June 2024 reflected a total spend of \$27.338m, representing 96% of the approved budget.</p> <p><b>New &amp; Upgrade Works - \$16.852m</b> New and Upgrade Projects as of 30 June 2024 reflected a total spend of \$9.343m, representing 55% of the approved budget.</p>	City Services
<ul style="list-style-type: none"> <li>Managing the Council's resources and day-to-day operations in an efficient and effective manner.</li> <li>Ensuring all processes are administered within appropriate governance and compliance frameworks.</li> </ul>	<ul style="list-style-type: none"> <li><b>Conduct four (4) public realm condition audits.</b> <ul style="list-style-type: none"> <li>Quarterly reports on public realm condition audits presented to Council.</li> </ul> </li> </ul>	30 June 2024	✓	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>Report on previous public realm condition audits for King William Street, North Terrace, Hutt Street and Melbourne Street noted by Council 27/2/24.</li> <li>Public realm condition audits for East End (14/2/24) and Hindley Street (14/3/24) noted by Council 23/4/24.</li> <li>Public realm condition audits for Gouger Street (10/4/24) and O'Connell Street (19/4/24) noted by Council 25/6/24.</li> </ul>	City Services
	<ul style="list-style-type: none"> <li>Develop a program to implement the findings by end June 2024.</li> </ul>	30 June 2024	✓	<p><b>Completed</b></p> <p>Service Improvement Opportunities identified through the Public Realm Condition Audits have been completed or are on track through referral to general maintenance or captured within the revised Asset Management Plans.</p>	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"> <li>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.</li> <li>Measuring staff and customer engagement and experience along with financial and governance indicators.</li> <li>Ensuring best practice human resource management strategies are implemented.</li> <li>Ensuring the organisational structure and human resources remain relevant to the strategic goals of the organisation through effective recruitment, retention, and performance management strategies.</li> <li>Ensuring an effective industrial relations system for all Council employees is in place and maintained, which is compliant with relevant legislation.</li> <li>Ensuring processes and procedures are in place that maintain a workplace free from discrimination, bullying and harassment.</li> <li>Driving a high level of innovation and continuous improvement initiatives are implemented and the benefit realised and measured.</li> </ul>	<ul style="list-style-type: none"> <li><b>Lead organisational culture improvement with a focus on values, leadership, expectations and behaviours to ensure the City of Adelaide is recognised as an employer of choice.</b> <ul style="list-style-type: none"> <li>All key priorities delivered by end June 2024.</li> </ul> </li> <li>Proposed Priorities:                             <ul style="list-style-type: none"> <li>Develop and communicate the City of Adelaide Employer Brand.</li> <li>Develop and implement the City of Adelaide Workforce Plan, with a focus on:                                     <ul style="list-style-type: none"> <li>Attraction of new talent</li> <li>Succession planning</li> </ul> </li> <li>Improving Aboriginal and Torres Strait Islander employment participation rates in accordance with Council's Reconciliation Action Plan.</li> <li>Develop a more contemporary tool for Council to assess and monitor organisational culture.</li> </ul> </li> <li>Proposed Measures:                             <ul style="list-style-type: none"> <li>Attraction and Retention of Employees:                                     <ul style="list-style-type: none"> <li>Monitor early turnover rate as an indicator that employer brand matches the employee experience</li> <li>Benchmark workforce turnover rate against Australian Capital Cities and Territories.</li> </ul> </li> <li>Recognition for leadership in the sector (Awards).</li> <li>Employee participation in Performance and Development Conversations (PDC) process &gt;80%.</li> <li>Employee participation in and completion of Mandatory Training 100%.</li> </ul> </li> </ul>	30 June 2024		<p><b>In progress</b></p> <ul style="list-style-type: none"> <li>Refreshed Employee Value Proposition content has been developed, aligned to aspirational employer brand. People and Marketing teams are working together to develop materials to enable roll out. Communication plan developed.</li> <li>Workforce Strategy drafted aligned to the four 'People Experience' action areas contained within the City of Adelaide's Strategic Plan 2024-2028 (attraction and retention, culture, high performance, ways of working).</li> <li>Workforce Planning framework developed. Framework to be piloted in selected programs June to August 2024.</li> <li>Aboriginal and Torres Strait Islander Employment and Diversity Coordinator recruited and commenced March 2024.</li> <li>'CultreAmp' platform procured and implemented to assess and monitor organisational culture. Currently in use for onboarding and exit surveys, and to be used for additional purposes including 2024 Culture Survey.</li> <li>Turnover of 13.9% as at 30/6/24, compared to 16.3% as at 30/6/23 (excluding casuals).</li> <li>No change in number of leavers with less than two years' service with 38 at both June 2023 and June 2024.</li> <li>Seven nominations submitted for LGP SA Excellence Awards February 2024. Nominations not shortlisted.</li> <li>79% participation in PDC process for 2024.</li> <li>94% of mandatory training has been completed as at 30/6/24 (up from previous quarter).</li> </ul>	Corporate 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"> <li>Finalise the two (2) external reviews of the Adelaide Economic Development Agency.                             <ul style="list-style-type: none"> <li>Report on findings of two external reviews noted by Council by end August 2023.</li> <li>Implement findings by end February 2024.</li> </ul> </li> </ul>	<p>31 August 2023</p> <p>29 February 2024</p>		<p><b>Significantly Progressed</b></p> <ul style="list-style-type: none"> <li>KPMG/Deloitte reviews noted by Council 22/8/23.</li> <li>Council/AEDA Board Workshop 26/9/23.</li> <li>Council endorsed an Action Implementation Plan 24/10/23, including updates to City Finance and Governance Committee and the Audit and Risk Committee in March and July 2024.</li> <li>CEO Briefing – Council/AEDA Workshop held 30/1/24.</li> <li>Progress report on implementation of Review Recommendations noted by Council 26/3/24 with 18 of 36 recommendations completed.</li> <li>Draft Economic Development Strategy endorsed for the purpose of public consultation by Council 26/3/24.</li> <li>Adelaide Visitor Experience Centre operating model endorsed by Council 23/4/24 – Acting CEO authorised to progress to Stage Two of the procurement process.</li> <li>Q3 AEDA report received by Council 28/5/24 noted 23 of 36 recommendations completed.</li> <li>Progress report on implementation of Review Recommendations noted by Council 23/7/2024 with 25 of 36 recommendations completed.</li> <li>All 11 outstanding recommendations due for completion by December 2024.</li> </ul>	Corporate Services

## KRA – STAKEHOLDER MANAGEMENT – LORD MAYOR AND COUNCILLORS

Responsibilities as per CEO Position Description	KPIs	Timeline	Progress	Status	Portfolio Responsible																												
<ul style="list-style-type: none"> <li>Engaging with a wide range of internal and external stakeholders within a complex political environment and across a broad organisational framework.</li> <li>Promoting Council and its activities to the community.</li> <li>Negotiating and achieving the resolution of major issues which affect the management, planning and development of the City.</li> <li>Upholding a customer service culture and ensure that Council services meet customer needs.</li> <li>Monitoring customer satisfaction levels on a regular basis and ensure public accountability.</li> <li>Promoting relationships and liaising with external agencies including government at local, state and commonwealth level, the business community and resident groups.</li> <li>Representing the City in an official capacity as required.</li> <li>Ensuring that the City's image and profile is prominent through effective promotion and representation to the public, media and other groups and agencies.</li> <li>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.</li> <li>Ensuring prompt and appropriate responses are given to specific requests for information made to Council.</li> <li>Facilitating and fostering productive internal and external relationships and partnerships necessary for Council to achieve its business and community goals.</li> <li>Ensuring consultation is used effectively to enhance decision making by Council.</li> </ul> <p>Lord Mayor and Councillors</p> <ul style="list-style-type: none"> <li>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.</li> <li>Working effectively with the Lord Mayor in their capacity as leader of, and official spokesperson for, the Council.</li> <li>Providing timely information, advice and support to the Lord Mayor, Deputy Lord Mayor and Councillors.</li> </ul>	<ul style="list-style-type: none"> <li><b>Improve the customer experience for residents, businesses, city users, the Lord Mayor and Councillors.</b> <ul style="list-style-type: none"> <li>All key priorities delivered by end June 2024.</li> </ul> </li> <li>Proposed Priorities:                             <ul style="list-style-type: none"> <li>Effective management of response to Council members and related constituent enquiries.                                     <ul style="list-style-type: none"> <li>Respond in a timely manner to CEO Undertakings.</li> <li>Streamline requests via the Fresh Desk system and improve monitoring and reporting.</li> </ul> </li> <li>Improve transparency to enable sound decision making ie aim for majority of reports to be discussed in public.                                     <ul style="list-style-type: none"> <li>Develop a pro disclosure policy that is adopted by Council and communicated to stakeholders.</li> </ul> </li> </ul> </li> <li>Proposed Measures:                             <ul style="list-style-type: none"> <li>80% of decisions and CEO Undertakings closed out within 12 months.</li> <li>Voice of Customer surveys achieves a rating of 3.5 or higher.                                     <p><b>A recent benchmarking exercise of Capital city Councils has revealed that our current survey methodology is inconsistent with those councils who either exclude or weight customer interactions that relate to legislative services such as infringements and permits.</b></p> </li> <li>Overall satisfaction with delivery of Council services &gt;70%.                                     <p>Overall satisfaction with delivery of Council services &gt;70% sources Baseline City User Profile (CUP Survey), resident and Business surveys.</p> </li> </ul> </li> </ul>	<p>30 June 2024</p>	<p>●</p>	<p><b>In progress</b></p> <ul style="list-style-type: none"> <li>91% of CEO undertakings closed within 12 months as at 30/6/24.</li> <li>Systematic Freshdesk updates provided monthly for Executive Review, highlighting current status, month on month comparison and any outstanding issues.</li> <li>Review of Confidentiality Orders Internal Audit Review presented to Audit and Risk Committee 10/11/23 – All 12 Recommendations completed.</li> <li>Policy adopted by Council 28/11/23.</li> <li>95% of (Council) decisions closed within 12 months as at 30/6/24.</li> <li>Customer Satisfaction                             <ul style="list-style-type: none"> <li>Twelve-month average to 30/6/24 53%</li> </ul> </li> <li>Customer Ease/Effort                             <ul style="list-style-type: none"> <li>Twelve-month average to 30/6/24 60%</li> </ul> </li> <li>As per the 2023 City User Profile Survey, 12 of 13 services' satisfaction scores exceeded 70%.                             <table border="1" data-bbox="2071 1528 2448 1829"> <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> </li> </ul>	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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## 2024/25 CEO Final Performance KPIs

Strategic Alignment - Our Corporation

**Monday, 16 September 2024**  
**CEO Performance Review**  
**Panel**

**Program Contact:**  
Chief Executive Officer

Public

**Approving Officer:**  
Anthony Spartalis,  
Chief Operating Officer

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## EXECUTIVE SUMMARY

This report provides advice to the CEO Performance Review Panel on the Final 2024/25 Key Performance Indicators (KPIs) against which the performance of the Chief Executive Officer will be measured. The KPIs are aligned to the relevant Key Result Areas in the CEO Position Description.

At its meeting on 3 June 2024 the CEO Performance Review Panel requested that Administration conduct benchmarking research around appropriate measures for KPI's 9 and 10 contained in Attachment A, with a report due back to the CEO Performance Review Panel at its next meeting.

Administration sought advice from all Australian Capital City Councils and desktop research was undertaken of major Adelaide Metro Councils regarding appropriate measures for KPI's 9 and 10.

As a result of this benchmarking exercise, no change is proposed to the KPIs presented on 3 June 2024.

This report also provides a brief progress update for each of the 2024/25 CEO KPIs.

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## RECOMMENDATION

### THAT THE CEO PERFORMANCE REVIEW PANEL RECOMMENDS TO COUNCIL

#### THAT COUNCIL

1. Notes benchmarking data was sought from all Australian Capital City Councils and desktop research undertaken for major Adelaide Metropolitan Councils regarding Appropriate Measures for KPI's 9 and 10.
  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 and contained in Attachment A to Item 4.2 on the Agenda for the meeting of the CEO Performance Review Panel held on 16 September 2024.
-



# IMPLICATIONS AND FINANCIALS

CEO Contract	<p>Key Performance Indicators will be reviewed annually and periodically.</p> <p>Council may alter the Key Performance Indicators at its discretion following reasonable consultation with the CEO.</p> <p>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.</p> <p>The CEO will be consulted in the development of key performance indicators which will be set by the Council by mutual agreement.</p>
Consultation	Not as a result of this report.
24/25 Budget Allocation	Not as a result of this report.

## DISCUSSION

### Key Performance Indicators (KPIs)

- Council at its meeting on 11 June 2024 endorsed the recommendations of the CEO Performance Review Panel of 3 June 2024 and resolved:

*“That Council:*

- Approves that the Chief Executive Officer’s performance for the 2024/25 financial year will be assessed against the achievement of Interim Key Performance Indicators aligned to the relevant Key Result Areas in the CEO Position Description and contained in Attachment A to Item 4.2 on the Agenda for the meeting of the CEO Performance Review Panel held on 3 June 2024.*
  - Requests that the Administration conducts benchmarking research around appropriate measures for KPIs 9 and 10 contained in Attachment A to Item 4.2 on the Agenda for the meeting of the CEO Performance Review Panel held on 3 June 2024, with a report due back to the CEO Performance Review Panel at its next meeting.*
- Administration sought advice from all Australian Capital City Councils and undertook desktop research for major Adelaide Metropolitan Councils regarding appropriate measures for KPIs 9 and 10.
    - In relation to Employee Metrics (KPI 9), the significant advice (from the City of Melbourne) was that the Chief Executive Officer’s (CEO) KPI is focused on Employee Engagement. This is a metric that will be captured through the 2024 Organisational Culture Survey conducted in August 2024. The City of Brisbane records comparable metrics in relation to Employee Turnover, participation in performance / development processes and mandatory training. Based on a comparison of these metrics, no change is proposed for the Employee measures KPI.
    - In relation to Governance metrics (KPI 10), the City of Melbourne records comparable metrics in relation to implementation of Council resolutions and also sets a KPI related to resolving internal audit actions. The implementation status of internal audit actions at the City of Adelaide is monitored by the Strategic Risk and Internal Audit group and formally reported through to the Audit and Risk Committee. Based on a comparison of these metrics, no change is proposed for the Governance KPI.
    - In relation to Customer metrics (KPI 10), the significant result of the benchmarking exercise was the conclusion that our current survey methodology is inconsistent with those Capital City Councils who either exclude or weight customer interactions that relate to legislative services such as infringements and permits. While Administration will progress a review of the methodology for the calculation of Customer Satisfaction / Ease / Effort metrics over the coming months, no change is proposed for the Customer measure KPI targets.
  - In recommending the finalisation of 2024/25 CEO KPIs, the following advice is provided to the CEO Performance Review Panel (the Panel).

- 3.1 Implement actions from adopted City of Adelaide Strategies (KPI 1) – the 2024/25 Business Plan and Budget commits resources and budget to delivering Year 1 actions of Council's 2024–2028 Strategic Plan ([Link 1](#)).
- 3.2 Deliver all key objectives in Council's 2024/25 Business Plan and Budget (KPI 2) – Strategic Plan Key Actions identified, including supporting Strategic Projects and Program budgets to deliver an operating surplus of \$9.367m ([Link 2](#)).
- 3.3 Develop an Integrated Transport Strategy (KPI 3) – Roadmap for development of a draft strategy prepared with inception workshop at the Infrastructure and Public Works Committee scheduled for 17 September 2024.
- 3.4 Deliver the Adaptive Re-use City Housing Initiative (KPI 4) – Formal launch of ARCHI program held on 29 July 2024. Annual target of 50 dwellings delivered through adaptive reuse of underutilised buildings.
- 3.5 Update the Council's Long-Term Financial Plan (KPI 5) – Roadmap for revision of the LTFP developed. Three workshops were held with the City Finance and Governance Committee through July and August 2024. Assumptions for development of the draft LTFP approved by Council on 27 August 2024. Draft LTFP to be presented to Council on 17 September 2024.
- 3.6 Deliver Council's 2024/25 Capital Works program (KPI 6) – the 2024/25 Business Plan and Budget allocates funding for a total Capital Works Program of \$112.831m including an Asset Renewal Works Program of \$56.022m and New and Upgrade Works Projects of \$56.809m.
- 3.7 Mainstreet Revitalisation Projects (KPI 7) – the 2024/25 Business Plan and Budget includes allocations for Hindley Street construction and detailed designs for the Gouger Street, O'Connell Street and Hutt Street revitalisation projects.
- 3.8 Organisational Culture Survey / Action Plan (KPI 8) – Project Plan and Survey design completed. Survey launched on Monday 5 August 2024 and closed on Friday 30 August 2024, with a participation rate of 70%.
- 3.9 Monitor and improve employee measures by 10% (KPI 9) – Employee metrics are monitored on a quarterly basis and will be provided to the Panel through scheduled updates against progress on the endorsed 2024/25 CEO KPIs.
- 3.10 Improve the customer experience for residents, businesses, city users, the Lord Mayor and Councillors (KPI 10) – Governance and customer metrics are monitored on a quarterly basis and will be provided to the Panel through scheduled updates against progress on the endorsed 2024/25 CEO KPIs.

#### Next Steps

4. Following approval of the Final 2024/25 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 2024/25 review period in accordance with the proposed KPIs.

## DATA AND SUPPORTING INFORMATION

**Link 1** – City of Adelaide 2024-2028 Strategic Plan

**Link 2** – 2024/25 Business Plan and Budget

## ATTACHMENTS

**Attachment A** – Final 2024/25 CEO Performance KPI's

- END OF REPORT -

**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

**FINAL 2024/25 CEO KPIs**

#	KPI	KRA
1	<p><b>Implement actions from adopted City of Adelaide Strategies:</b></p> <ul style="list-style-type: none"> <li>○ Housing</li> <li>○ Homelessness</li> <li>○ Integrated Climate</li> <li>○ Economic Development</li> </ul>	Leadership and Strategic Plan Delivery
2	<p><b>Deliver all key objectives in Council’s 2024/25 Business Plan and Budget</b></p> <p>All key objectives delivered by end June 2025 Budgeted operating result delivered</p>	<p>Leadership and Strategic Plan Delivery</p> <p>Financial and Risk Management</p>
3	<p><b>Develop an Integrated Transport Strategy</b></p> <p>Presented to Council by end of April 2025</p>	Leadership and Strategic Plan Delivery
4	<p><b>Deliver the Adaptive Re-use City Housing Initiative</b></p> <p>Identification of building stock suitable for adaptive reuse by March 2025</p>	Leadership and Strategic Plan Delivery
5	<p><b>Update the Council’s Long-Term Financial Plan including the assumptions and parameters</b></p> <p>Presented to Council by end of October 2024</p>	Financial and Risk Management
6	<p><b>Deliver Council’s 2024/25 Asset Renewal Works Program</b></p> <p>Adopted by Council as part of the 2024/25 Business Plan and Budget</p> <p>Asset Renewal Funding Ratio of 92.5%</p> <p><i>The Asset Renewal Funding Ratio indicates whether Council is renewing or replacing existing assets at a rate of consumption.</i></p> <p><b>Deliver Council’s Major / New and Upgrade Works Program</b></p> <p>Adopted by Council as part of the 2024/25 Business Plan and Budget</p>	Operational and Project Delivery
7	<p><b>Mainstreet Revitalisation projects</b></p> <ul style="list-style-type: none"> <li>○ Commence construction of the Hindley Street revitalisation project</li> <li>○ Progress designs for Gouger Street, O’Connell Street and Hutt Street revitalisation projects by the end of June 2025</li> </ul>	Operational and Project Delivery



8	<b>Progress Organisational Culture Survey to establish an Employee Engagement baseline and develop an Organisational Culture Action Plan</b> Survey Conducted July 2024 Action planning commenced by October 2024 Regular reports back to staff on a quarterly basis	Organisational Health (including Innovation and Service Improvement)
9	<b>Monitor and improve employee measures by 10% using Q3 2023/24 results as base</b>	Organisational Health (including Innovation and Service Improvement)
Measures: <ul style="list-style-type: none"> <li>○ Attraction and Retention of Employees             <ul style="list-style-type: none"> <li>▪ Employee turnover (excluding casuals) to be &lt;13%</li> <li>▪ Turnover of Employees with less than two years' service to be &lt;40</li> </ul> </li> <li>○ Employee participation in Performance and Development Conversations process &gt;88%</li> <li>○ Employee participation in and completion of Mandatory Training 100%</li> </ul>		
10	<b>Improve the customer experience for residents, businesses, city users, the Lord Mayor and Councillors</b> All key priorities delivered by end June 2025 Using Q3 2023/24 results as baseline, seek 10% improvement	Stakeholder Management Lord Mayor and Councillors
Priorities: <ul style="list-style-type: none"> <li>○ Effective management of responses to Council Members and related constituent enquiries</li> <li>○ Respond in a timely manner to CEO undertakings following Council and Committee meetings</li> <li>○ Ensure responses to requests submitted by Council Members and logged in the FreshDesk system, are provided in accordance with agreed timeframes</li> </ul> Proposed Measures: <ul style="list-style-type: none"> <li>○ 80% of decisions and CEO undertakings closed out within 12 months</li> <li>○ Voice of Customer Surveys achieve a rating of 3.5 or higher             <ul style="list-style-type: none"> <li>▪ Customer Satisfaction six month average to be &gt;52%</li> <li>▪ Customer Ease/Effort six month average to be &gt;61%</li> </ul> </li> <li>○ Overall satisfaction with delivery of Council services &gt;70%</li> <li>○ Overall satisfaction with delivery of Council services &gt;70% sources Baseline City User Profile (CUP Survey), Resident and Business surveys</li> </ul>		

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



## Remuneration Tribunal - update

Strategic Alignment - Our Corporation

Public

**Monday, 16 September 2024**  
**CEO Performance Review**  
**Panel**

**Program Contact:**  
Kathryn Goldy, Acting Manager  
Governance

**Approving Officer:**  
Anthony Spartalis, Chief  
Operating Officer

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## EXECUTIVE SUMMARY

Recently the Remuneration Tribunal of South Australia (the Tribunal) requested information regarding the salary of the City of Adelaide (CoA) Chief Executive Officer. The Tribunal requested this information as it was undertaking a consultation on the “Minimum and Maximum Remuneration for Local Government Chief Executive Officers”.

Specifically, the Tribunal requested the CoA provide further information regarding the role of the CEO of the City of Adelaide, identifying relative differences with other local government CEOs and therefore the current CEO remuneration bands.

This process was driven and initiated by the Tribunal, and coincidentally occurred during the time that the City of Adelaide was recruiting for a new Chief Executive Officer. The two processes were independent of one another.

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## RECOMMENDATION

The following recommendation will be presented to Council on 24 September 2024 for consideration

THAT THE CEO PERFORMANCE REVIEW PANEL RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Notes the recent engagement and information exchanged between the Remuneration Tribunal and the City of Adelaide, outlined in the report and Attachment A and Attachment B, to Item 4.3 on the Agenda for the meeting of the CEO Performance Review Panel held on 16 September 2024.
  2. Notes the Tribunal report regarding an Interim Review of Minimum and Maximum Remuneration for Local Government Chief Executive Officers, and the Interim Minimum And Maximum Chief Executive Officer Remuneration determination itself (respectively Attachments C and D to Item 4.3 on the Agenda for the meeting of the CEO Performance Review Panel held on 16 September 2024).
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## IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	<b>Strategic Alignment – Our Corporation</b> A competitive salary is crucial as it assists with the attraction and retention of people with skills and behaviours which align with our organisational objectives and values.
Policy	Not as a result of this report
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	Not as a result of this report
24/25 Budget Allocation	Not as a result of this report
Proposed 25/26 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
24/25 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

## DISCUSSION

1. On 26 March 2024 Council resolved to provide feedback sought in the Remuneration Tribunal (Tribunal) “Minimum and Maximum Remuneration For Local Government Chief Executive Officers” consultation discussion paper – January 2024. The City of Adelaide (CoA) feedback endorsed the discussion paper option to engage a professional external remuneration specialist to undertake a detailed evaluation of the remuneration framework.
2. In response to the consultation request from the Tribunal, CoA outlined how it develops and reviews Chief Executive Officer (CEO) remuneration arrangements, noting it “currently remunerates the Acting CEO at the minimum rate set by the [Tribunal’s] allocated remuneration band” and provided no additional information.
3. Subsequently the Tribunal sought further information from CoA in support of a review of remuneration for the CoA CEO role as part of their broader review of salaries. This was provided to the Tribunal by the Office of the Lord Mayor. The information was provided following a meeting with the Lord Mayor, (then) Acting Chief Operating Officer, and President of the Tribunal, Matt Callaghan.
4. While recruitment of the role of CoA CEO coincidentally occurred at around the same time as this Tribunal consultation and remuneration review, any information gathered in the course of the recruitment of a CEO and which was also relevant to the Tribunal’s queries was provided. A copy of the information supplied at the request of the Tribunal is provided at **Attachment A** and includes:
  - 4.1. A general summary of the total employment cost incorporated in common law contracts for senior roles at CoA, and the practice of publicly declaring salaries in the CoA salary register (including non-cash benefits).
  - 4.2. Benchmarking comparisons conducted by Davidson (the independent human resource specialist) who were engaged by CoA in the recent CoA CEO recruitment process.
  - 4.3. Current CEO salaries, the salary package paid to the immediate most recent CEO, and to CEOs employed prior to the Tribunal minimum and maximum remuneration bands being applied were also provided.
  - 4.4. Noting that in the context of the organisational review of common law contracts, CoA intention was to engage Mercer to review the CEO remuneration arrangements.
5. The response also indicated CoA endorsed the Tribunal’s suggestion of an interim remuneration determination pending the outcome of its continuing review, to mitigate the potential remuneration disadvantage consequent on a longer than expected final determination.
6. Mercer information on CoA CEO remuneration has now been received, reviewed and provided to the Tribunal (**Attachment B**).
7. The information provided to the Tribunal is expected to be considered in its continuing review of minimum and maximum remuneration, with a final determination expected in December 2024.
8. The Tribunal subsequently provided a report outlining the remuneration review process, and interim determination rationale (**Attachment C**). The interim remuneration minima and maxima determination itself (essentially a 2% CPI indexation to apply from 1 July 2024) is in **Attachment D**.
9. The Tribunal notes that “this increase to the maximum amounts payable does not reflect an automatic increase to CEO remuneration as increases within the specified bands are at the prerogative of each Council”, and that it would be wrong to characterise it as “a 2% increase in remuneration for Council CEOs.”
10. The engagement with the Tribunal review process and consultation was unrelated to the recent process to recruit CoA’s CEO which concluded on 12 July 2024 with the announcement of an appointment.

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## ATTACHMENTS

**Attachment A** – Lord Mayor letter to the Remuneration Tribunal

**Attachment B** – Mercer information on CoA CEO remuneration

**Attachment C** – 2024 Interim Review of Minimum and Maximum Remuneration for Local Government Chief Executive Officers

**Attachment D** – 2024 Interim Minimum And Maximum Chief Executive Officer Remuneration

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- END OF REPORT -

**OFFICE OF THE LORD MAYOR**

Matthew O'Callaghan  
President  
Remuneration Tribunal of South Australia  
Via email: [ocpseremunerationtribunal@sa.gov.au](mailto:ocpseremunerationtribunal@sa.gov.au)

Dear President O'Callaghan,

**Response to Remuneration Tribunal Requests**

Thank you and other Tribunal members for meeting with me recently to discuss the Tribunal's review of the remuneration framework for council Chief Executive Officers.

In response to your request for further information, I provide the following comments in support of a review of remuneration for the City of Adelaide's (CoA) role of Chief Executive Officer (CEO). Supporting information is also provided in attachments to this letter.

The content of this letter is consistent with the Council's support for Option 2 from your recent consultation paper, Minimum and Maximum Remuneration for Local Government Chief Executive Officers - January 2024, whereby the Tribunal indicated that it will engage a professional external remuneration expert to evaluate the current remuneration framework, with a view to objectively determining appropriate remuneration and associated bands for Local Government CEOs based on a set of criteria. Given that the then remuneration band for the City of Adelaide (\$414,000 to \$431,600) was based on information previously provided by individual councils, we believe that the remuneration amount is inadequate and does not sufficiently recognise the greater and full complexity of the role at the CoA.

**Current Approach to Salary Structuring**

CoA's practice to date bases common law contracts on a Total Employment Cost (TEC) which reflects cash components only (that is, salary and super). Non-cash benefits (such as car parks, professional membership fees, development allowances, etc), whilst included in contracts, do not have a dollar value assigned within the TEC (depicted in schedules to a contract). All components are however publicly declared in our salary register and published regularly on our website. Accordingly, the contract for the incoming CEO will also be structured on the same basis.

CoA intends to review this approach at some point in the future. As part of the Tribunal's future advice, as part of the recent review, we suggest the Tribunal also provides guidance in terms of how all components of remuneration (cash and non-cash) are to be treated in terms of disclosure for salary registers, to allow an apple for apples comparison from council to council.

## **Benchmarking**

Our most recent CEO recruitment process was designed to have national and international reach. As part of this process, Davidson (the independent human resource specialist engaged to assist the CEO Selection Panel), undertook benchmarking for CEO and second-level senior executives in councils across Australia (attached).

Our experience was that while the campaign did attract some interest from interstate candidates, it became clear that the salary on offer at CoA (based on the band referred to above) was prohibitive in attracting senior candidates from interstate. For example, many regional council CEOs and metropolitan Directors (or equivalent) receive salaries significantly higher than we could offer. Even adding in the non-cash benefits CoA provides, which total about \$9,000, the comparative band is \$423,000 to \$440,000. This is still significantly below regional interstate local government remuneration packages.

To assist us with understanding an appropriate salary for the CoA CEO, following on from discussion with you, we have engaged Mercer to review the CEO role to determine an appropriate remuneration. This is the same approach we take to other common law contracted staff. It is unclear why this has not previously occurred regarding the CEO role. The Mercer approach is intended to provide an objective remuneration review and provide relativity to other senior roles at CoA. Once we have the results, we will forward these to you for information.

By way of comparison, we analysed the salary of former CEO, Mr Peter Smith. Mr Smith was employed at CoA from 2009 to 2015. His salary at the end of his employment with the CoA was \$398,000. When simply applying CPI to his finishing salary (using the Reserve Bank of Australia's calculator), the equivalent salary in 2023 dollars is \$490,000. The current band is significantly below this, noting the escalated salary paid to Mr Smith is more in line with the regional eastern seaboard councils.

## **Interim Determination**

Following our conversation, we would like to take up your offer for you to provide an interim determination, to indicate a more contemporary level of remuneration for the CoA CEO role. Subject to timing, this will be relevant in the context of our regular performance reviews and may necessitate providing further formal advice to the Council. The information we are providing you, and any advice we receive from you, will be presented to the Council by way of a formal report in relation to the remuneration of our new CEO.

If you require any additional information or wish to discuss this matter further, the most appropriate contact is Mr Anthony Spartalis, Acting Chief Operating Officer by email at [a.spartalis@cityofadelaide.com.au](mailto:a.spartalis@cityofadelaide.com.au).

Yours sincerely,



Dr Jane Lomax-Smith  
**Lord Mayor**

20<sup>th</sup> July 2024

Attachment A

Remuneration Tribunal Request	CoA Response
CEO benchmarking document from Davidson	Attached
Position description for current CEO	Attached
Current remuneration figure for the CEO, and the various components of that remuneration	<p>Clare Mockler (previous CEO):</p> <p>Base (cash): \$374,545</p> <p>Super (11%): \$41,200</p> <p>Total TEC: \$415,745</p> <p>The CEO also receives parking, reimbursement of up to two professional memberships up to \$5,000 per annum, and a professional development allowance of \$5,000 per annum (which accumulates).</p> <p>Note: these are not reflected in the Contract as part of the Total Employment Cost (TEC).</p> <p>Michael Sedgman (recently appointed CEO):</p> <p>Base (cash): \$381,166</p> <p>Super (11%): \$43,834</p> <p>Total TEC: \$425,000</p> <p>The CEO also receives parking, reimbursement of up to two relevant professional memberships per annum, and a professional development allowance of \$2,500 per annum (which accumulates).</p>
A list of changes/ adjustments to CEO remuneration since approximately 1 January 2022	<p>Clare Mockler commenced as CEO on 21 September 2021.</p> <p>CEO remuneration (salary + super) since that date is as follows:</p> <p>21 September 2021: \$400,000</p> <p>1 July 2022: \$401,818 (superannuation increase automatically applied as per contract)</p> <p>1 October 2022: \$413,873 (+3% - outcome of performance review)</p> <p>1 July 2023: \$415,745 (superannuation increase automatically applied as per contract)</p>
External expert for the process of reviewing CEO remuneration	Andrew Reed (Hender) is the independent HR advisor/expert who assists the CEO Performance Review Panel.
Confirmation of any link between CEO's remuneration and senior staff, and if there is, how this is established	<p>Senior Staff roles are "Mercered", yet it appears that the CEO is not.</p> <p>The current People Manager, at CoA since December 2022, is not aware of any direct link between the CEO remuneration and that of Senior Staff, with Senior Staff remuneration being determined by the CEO, and CEO remuneration being determined by Council.</p>



# Chief Executive Officer Remuneration Benchmarking Review

City of Adelaide

6 September 2024



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## Section 1

# Introduction

Mercer Consulting (Australia) has undertaken an independent evaluation and remuneration benchmarking analysis for the Chief Executive Officer (CEO) position with the City of Adelaide. The outcome and advice from the analysis is provided herein.

## Approach

In providing this advice, Mercer has undertaken the following activities:

- Reviewed the role and organisation documentation provided by the Council to understand the nature, scope, influence, complexity and accountabilities of the role
- Held a discussion with the following key stakeholders to gain a better understanding of the context and complexity:
  - The Right Honourable The Lord Mayor of Adelaide, Dr Jane Lomax-Smith AM
  - Mr Anthony Spartalis, Acting Chief Operating Officer
  - Mr Mick Petrovski, Acting Senior Advisor to the Lord Mayor, Office of the CEO
- Evaluated the role using the MCED job evaluation system to review and assess the relative work value of the position
- Provided a work value based remuneration range at the Total Fixed Remuneration (TFR) from the Mercer National General Market at the 25<sup>th</sup> percentile, referencing the work value points from the evaluation
- Recommended a market based remuneration range for the position under review
- Prepared this report.

The results of our position evaluation and remuneration advice are provided in this report. Further information on any aspect of this report can be obtained from Saras Bansal on 0498 608 204 or [saras.bansal@mercer.com](mailto:saras.bansal@mercer.com).

## Section 2

# Work Value Assessment

## Work Value

The position has been evaluated using the MCED Job Evaluation System. This system is designed to measure the relative size of positions. It measures the major components of job worth and enables the referencing of current pay data for similar sized roles.

In conducting the evaluation, the position was measured in terms of the actual requirements of the role, rather than the experience or skills possessed by any particular incumbent of the position, or their performance in the role. The position was sized based on three main factors:

- (a) **Expertise** – the depth and breadth of knowledge, skills and experience required to be fully effective in the role, as well as the interpersonal/negotiation skills required
- (b) **Judgement** – the thinking challenges of the role, the job environment, risk, operational problem solving and strategic planning/leadership required of the role
- (c) **Accountability** – the impact of the role and the measured outcomes expected from the position.

An assessment is made across eight sub-factors. A summary of the factors that are considered when assessing positions using the MCED methodology is included in **Appendix A**.

Figure 1: MCED Methodology



Mercer previously evaluated the role in July 2021; however, the scope and operating scale of the role has evolved since that time; for comparison purposes both assessments are included in Table 1 with the changes highlighted in red.

Table 1: MCED Job Evaluation Profile

Position	Impact	Expertise	Judgement	Accountability	Total Work Value Points
<b>Chief Executive Officer</b>	Direct Expenditure \$280M	G5-e- (541)	<b>E+5</b> (373)	F5-d (715)	1629
<b>Chief Executive Officer (July 2021)</b>	Direct Expenditure \$254M	G5-e- (541)	<i>E5</i> (356)	<i>F5-d</i> (715)	1612

## Role Rationale

The CEO is responsible for delivery of the overall vision, mission, and goals of the Council, and ensuring that they align with the needs and expectations of its stakeholders. The CEO is also responsible for developing and implementing strategies to achieve these goals, and for overseeing the day-to-day operations of the Council. The role works closely with the Council and the Lord Mayor to develop policies that address community needs and align with legislative requirements and ensures that these policies are effectively implemented and monitored.

Additionally, the CEO engages with various stakeholders, including community members, government agencies, businesses, and other organisations to build and maintain positive relationships, seek input and feedback, and collaborate with stakeholders to address community needs and achieve the Council's goals. Another key aspect of the role is to manage risk to the Council's operations and reputation, while ensuring compliance with relevant legislation, regulations, and policies. The CEO also provides regular reports to the Council, keeping them informed about the progress of initiatives, financial performance, and other significant matters.

The role has direct budget responsibility of circa ~\$280million and around ~900 FTE.

The CEO role entails responsibility for overseeing a substantial portfolio of intricate and high-risk projects that have a significant impact on the state. This involves managing a diverse group of influential stakeholders who hold considerable sway at the government level. Accordingly, the Job Environment sub factor has been increased from E to E+.

The other subfactors remains unchanged as they reflect the requirement of modelling leadership, cultivating a culture of excellence and success, promoting a commitment to sustainable, commercially viable, and high-quality outcomes, within the Council and throughout the community.

## Section 3

# Benchmark Remuneration Data

## Market Positioning

Consistent with our previous advice, Mercer has sourced market remuneration information, referencing the Mercer National General Market 25<sup>th</sup> percentile, at the corresponding work value.

Table 2 provides market remuneration data midpoints for Total Fixed Remuneration (TFR) which consists of base salary plus the value of all cash (e.g. superannuation, allowances) and non-cash benefits (e.g. motor vehicles, car parking) plus the cost of Fringe Benefits Tax (FBT) as applied in a typical corporate environment with no exemptions or rebates applicable. It does not include any bonus/incentive payment.

The data rounded to the nearest \$100 and is effective July 2024, which is the most current data available. Refer to **Appendix B** for a glossary of standard remuneration definitions.

Table 2: General Market Remuneration Data, July 2024

Position	Total Work Value Points	Employment Cost 25 <sup>th</sup> Percentile
Chief Executive Officer	1629	\$543,300

## Remuneration Ranges

As per previous recommendation, Mercer has developed a remuneration range for the role which reflects the 25<sup>th</sup> percentile midpoint data as the *maximum* of the range with 20% range created below this reference rate to reflect broader market remuneration at this work value level. The adjusted midpoint also aligns with the City of Adelaide's approach to positioning the roles covered under Common Law Contracts at the 90<sup>th</sup> percentile of the range, indicated by a compa-ratio of 0.9.

The rationale is in line with the public service jurisdictions practices across Australia, which tend to consider the 25<sup>th</sup> percentile of the MNGM as the aspirational market reference point when setting remuneration for leadership roles. This is based on a range of factors including capacity to pay, community expectations in relation to public sector pay, and positioning relative to other public sector jurisdictions.

Many organisations manage remuneration for their employees within a market-based range. This provides the flexibility to respond to individual factors related to the position incumbent and/or to particular market pressures that may prevail.

A remuneration range provides the opportunity to:

- Recognise differences in individual competence and general performance in the job.
- Take account of specific market pressures either in terms of attraction, or retention
- Recognise the value of particular scarce individual skills that are not reflected in the work value assessment.

Table 3: Market Remuneration Ranges, July 2024

Position	Range Spread	Minimum	Midpoint (25 <sup>th</sup> Percentile)	Maximum
Chief Executive Officer	20%	\$444,500	\$493,900	\$543,300

Mercer acknowledges that in accordance with section 99A of the Local Government Act 1999 (SA) (LG Act) the Remuneration Tribunal of South Australia determines the minimum and maximum remuneration for Chief Executive Officers of Local Government Councils in South Australia. In accordance with determination No.1 of 2024 (current at the date of this report) the City of Adelaide falls within Band 1, with a total remuneration package ranging from \$414,000 to \$440,232.

**Observation:** The current *maximum* of the Remuneration Tribunal remuneration range for the City of Adelaide Chief Executive Officer is below the *minimum* of the Mercer recommended range as at July 2024.

## Section 4

# Remuneration Considerations

In determining positioning within the remuneration range for an individual, consideration should be given to a number of factors, which are outlined below. Please refer to **Appendix C** for more information on determining and managing remuneration within a range.

In making individual remuneration decisions, City of Adelaide should consider the following:

- An incumbent's competence and depth of experience.
- An incumbent's level of performance and contribution to the organisation.
- Overall organisation performance and the criticality of the position and incumbent to the organisation.
- The extent to which non-remuneration factors exist e.g. career progression, non-monetary benefits, etc. and
- The organisation's capacity to pay.



## Appendix A

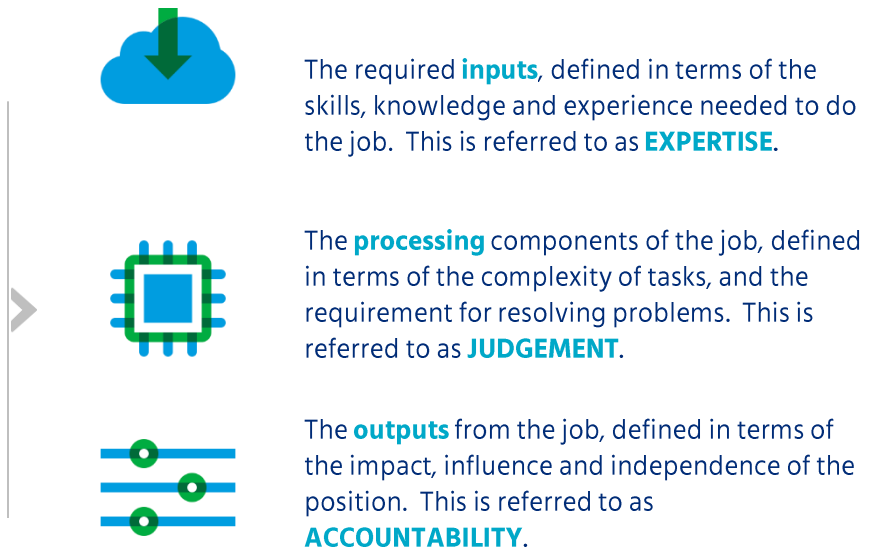
# MCED Evaluation System

Job Evaluation is a method for assessing the work value (or size) of jobs. It provides a systematic and defensible approach for the development of classification frameworks and the assessment of individual roles. Therefore, it provides a sound basis for salary management.

The Mercer CED Job Evaluation System is designed to measure the relative size of positions. It measures the major components of job worth to achieve this. This well-established method examines the complexity of job demands of individual positions in a way that allows a systematic and analytical comparison of positions.

Information used in the job evaluation process may come from interviews and from position descriptions. In conducting evaluations, a position is measured in terms of the actual requirements of the job, rather than the experience or skills possessed by the particular incumbent of the position.

The Mercer CED Job Evaluation System expresses the worth of a position in work value points. These points are determined by assessing eight subfactors which are based on a systems approach to understanding jobs. The eight Mercer CED subfactors form three primary factors.



In the evaluation process for each job, assessments are made for each of the eight subfactors:

- Each subfactor typically has from three to eight levels. Definitions for each level determine how the position is rated on each subfactor. Each position's requirements are compared with detailed, standard definitions to find the level of each subfactor which most accurately describes the characteristics of the job.
- A standardised points chart is then referenced to assign numerical points to each factor.

The total of the points assigned for all factors is the work value score for the position which indicates the relative size of the job in terms of intrinsic work value.



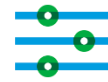
### **EXPERTISE**

The expertise factor measures the requirements of the position for education, training and work experience, the diversity of individual tasks as well as interpersonal skills.



### **JUDGEMENT**

The judgement factor evaluates reasoning components of a job, focusing on the task definition and complexity, the constraining within which employees need to resolve problems and other thinking challenges of the position.



### **ACCOUNTABILITY**

This factor evaluates the nature of the position's authority and involvement in managing the organisation's resources. It includes the influence of the position's advice and accountability for results of decisions.



### **KNOWLEDGE & EXPERIENCE**

This subfactor measures the education, training and work experience requirements of the position. As knowledge is the result of education and training and experience, both the nature and extent of knowledge are considered. When evaluating a position, we consider the training and experience required to do the job. This does not necessarily reflect the training and experience of the current job holder.

#### **BREADTH**

This aspect of expertise measures the diversity of functions performed by the position. It considers not only the breadth of knowledge requirements for the position, but also the impact of various environmental influences on the position. Such influences may include geographic considerations or the variety and nature of product/ services and suppliers/ clients. The breadth sub factor also considers the need to integrate diverse or related activities.

#### **INTERPERSONAL SKILLS**

This subfactor measures the position's requirement for skill in managing people and in negotiations. It is NOT meant to be a measure of the amount of interpersonal skills possessed by any incumbent, but rather is concerned with the people management, persuasive and negotiating skills required to achieve the position objectives.

### **JOB ENVIRONMENT**

Job environment identifies the clarity, objectives, guidelines and policies as well as the nature and variety of tasks, steps, processes, methods or activities in the work performed. It measures the degree to which a position holder must vary the work and develop new techniques.

#### **REASONING**

This facet of judgement focuses on the requirements in the position for reasoning, analysis and creativity. Its emphasis is on the need for analysing and solving problems.

### **IMPACT**

This subfactor is measured in terms of the resources for which the position is primarily held accountable or the impact made by the policy advice or service given. It may be measured in monetary terms or on a policy/advice significance scale.

#### **INDEPENDENCE & INFLUENCE**

This subfactor focuses on the position's level of accountability and independence in the commitment of resources, provision of advice or delivery of services. The requirement for acting as a spokesperson for the organisation is also considered. The extent of accountability is considered in conjunction with the position impact measure chosen.

#### **INVOLVEMENT**

The involvement subfactor is concerned with the nature of the position's accountability for the management of, or influence over, organisation resources. For example, one consideration might be whether the position has accountability for a particular resource fully delegated to it or shared with other positions.

## Appendix B

# Glossary of Remuneration Definitions

- **Base Salary (BS)** consists of annual salary excluding allowances or additional payments (sometimes referred to as cash salary).
- **Total Fixed Remuneration (TFR)** consists of Base Salary plus the value of all cash (e.g. superannuation, allowances) and non-cash benefits (e.g. motor vehicles, car parking) plus the cost of Fringe Benefits Tax as applied in a typical corporate environment with no exemptions or rebates applicable.

\*Base Salary and Employment Cost do not include any bonus/incentive payment.

- The **25<sup>th</sup> percentile** is the position where 25% of organisations pay less and 75% of organisations pay more for a similarly sized role.
- The **General Market** represents all the data in our database (that is all industries, sectors and job families) and provides an overall representation of the market. This market is often used by organisations where skills are relatively transferable across industries/sectors, and where an industry, sector or job family does not have specific factors strongly influencing remuneration movements.

## Appendix C

# Application of Remuneration Ranges

To implement the remuneration ranges, Mercer recommends City of Adelaide assess the current pay position of the incumbent, considering the individual whole-of-job performance and competence. Please note that fixed pay rewards whole-of-job performance, whereas bonus/incentive payments typically reward the achievement of a small number of stretch targets. Mercer also notes that it is becoming increasingly important to consider market factors in setting remuneration for key position.

When managing pay within a range, the competitive market rate or midpoint typically represents competent and complete performance of all aspects of the position.

Positioning in the bottom half of a range would typically be reserved for:

- New appointees
- Poor or marginal performers who are not competently fulfilling all aspects of the role; or
- Those positions where the business would be able to compete satisfactorily in the market for the salary on offer.

Remuneration in the upper half of the range would typically be assigned to reward for:

- Consistently good performers of high competence
- Very experienced and valued staff where the organisation is somewhat dependent on their retention
- Staff with specialised skills that are both scarce and critical to business success; or
- Job holders in isolated/specialist jobs where short term market forces have pushed remuneration up relative to other positions.

	<b>Qualifications &amp; Competency</b>	<b>Performance Considerations</b>	<b>Remuneration Market Considerations</b>	<b>Culture Considerations</b>	<b>Business Criticality</b>	<b>Impact of Loss</b>
<b>MAXIMUM</b>	Highly competent. Leadership skills possessed. Advanced knowledge in the field.	Consistently outstanding performance. Incumbent working beyond position requirements.	Highly specialised skills, scarce and critical to the business. High paying market.	Plays leadership roles in enhancing and building commitment to the organisation's values and culture externally and internally.	Role or person is critical to achievement of business outcomes. Has major influence in business critical area. Participates in development of business critical initiatives.	Loss of this executive would significantly disadvantage the organisation in the medium to longer term.
	Competent in all respects. Additional training and qualifications completed.	Consistently superior performance. Meets unusual challenges/demands.		Assertive contribution to the organisation's values and culture externally and internally and its development.	Has influence in business critical area. Is significant point of contact on certain business critical issues.	Loss of this individual would disadvantage the organisation in the medium term.
<b>MIDPOINT</b>	Required competencies possessed and demonstrated. Fully qualified. Experienced.	Effective job performance meeting job requirements.	Need to make a pay offer sufficiently attractive to recruit required skills.	Consistent supporter of the organisation's values and culture internally and externally.		
<b>COMPETITIVE MARKET POSITIONING</b>	Key competencies developed and demonstrated. Some competencies still developing.	Adequate performance but capable of improvement. Some performance limitations.		Capacity for improvement to support the organisation's values and culture.	Has expertise regarding certain business critical issues. Increasing contribution and responsibility in business critical area.	Loss of this individual would disadvantage the organisation in the short to medium term.
	Meets qualifications requirements only. Inexperienced. Unproven.	Recent appointee. Unproven performance in the position elsewhere.	Able to compete satisfactorily in the market place.	Personal style behaviour and communication at odds with the organisation's values and culture.	Important role or person but not yet critical to business success.	Loss of this individual would disadvantage the organisation, however the loss could be covered in the short term.
<b>MINIMUM</b>						



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No. 1 of 2024

## REPORT OF THE REMUNERATION TRIBUNAL

### 2024 Interim Review of Minimum and Maximum Remuneration for Local Government Chief Executive Officers

#### INTRODUCTION

1. From 2021 to 2023, the Remuneration Tribunal (**Tribunal**) undertook the inaugural review of setting minimum and maximum remuneration for Local Government Chief Executive Officers (**CEOs**). In 2023, the Tribunal issued Determination 4 of 2023 and noted in its report that it proposed to review the determination in July 2024 to take into account any feedback from Councils and CEOs as well as annual wage and cost of living movements.
2. Despite some indications of concerns from Councils, formal applications containing sufficient grounds to vary the 2023 determination have not been lodged with the Tribunal.
3. On 31 January 2024, the Tribunal issued a consultation paper to each Council. The consultation paper identified options for comment and consideration by Local Government CEOs, Mayors and elected members with responses due by 15 April 2024.
4. The Minister for Local Government and the Local Government Association (**LGA**) were also invited to make submissions and a notice was placed on the Tribunal's website, together with a copy of the consultation paper, inviting submissions by 15 April 2024.
5. As part of that process the Tribunal received 35 responses, with 32 responses containing a submission to the Tribunal. These responses proposed a variety of differing approaches. The responses included a submission put on behalf of a significant number of Council CEOs.
6. The CEOs of Port Adelaide Enfield, Marion and Barunga West sought to meet with the Tribunal on behalf of a cohort of CEOs. The Whyalla City Council also sought to make oral submissions. The Tribunal therefore conducted a hearing on 14 May 2024.
7. The Tribunal is also engaging in discussions with a cross-section of Mayors.
8. Given the Tribunal is in the process of reviewing the basis for the inaugural Determination and this process will surpass the anniversary date of the inaugural Determination (1 July 2024), it has determined to issue this interim Report, and accompanying Determination, which provides a 2% increase to the current maximum of each band. This increase is an interim adjustment

pending the more detailed assessment of minimum and maximum amounts applicable to Council CEOs.

## LEGISLATIVE PROVISIONS

9. Section 14 of the *Remuneration Act 1990* (SA) (**Act**) provides that the Tribunal has jurisdiction to determine the remuneration, or a specified part of the remuneration, payable in respect of certain offices, if such jurisdiction is conferred upon the Tribunal by any other Act or by the Governor by proclamation.
10. Section 99A of the *Local Government Act 1999* (SA) (**LG Act**) confers jurisdiction upon the Tribunal to determine the minimum and maximum remuneration that may be paid or provided to CEOs of Councils constituted under the LG Act.

## CONSIDERATION AND CONCLUSION

11. The Tribunal's jurisdiction in relation to Local Government CEOs is confined to making determinations, from time to time, in relation to the minimum and maximum levels of remuneration only.
12. The Tribunal notes that individual Councils can determine, within those minimum and maximum remuneration levels, the specific amount of remuneration to be paid to their CEO, as well as the various components of the remuneration package, such as superannuation, motor vehicles, allowances or other non-monetary benefits, provided that these total remuneration arrangements fall within the minimum and maximum amounts set by the Tribunal.
13. As was explained in its 2023 Report, the Tribunal set the minimum and maximum amounts on the basis of its assessment of current remuneration levels. The additional materials now provided by Councils is of assistance to the Tribunal's more extensive review of Council characteristics. The Tribunal considers that this interim Report and Determination is appropriate to ensure that CEOs and Councils are not disadvantaged by a delay while this more extensive review occurs.
14. The Tribunal's further analysis of CEO remuneration arrangements is occurring in the context of Council characteristics and it proposes to provide additional information to Councils as its review progresses.
15. The Tribunal anticipates that this further analysis will occur over the next few months but is concerned that, unless such an interim adjustment was applied, some CEO's, whose remuneration may be at, or near to the current maximums could be disadvantaged, with a consequent impact on those Councils. In reaching this interim conclusion the Tribunal has noted that its inaugural Determination was substantially informed by the then current CEO remuneration levels. The substantial assessment of Council characteristics now being undertaken means that if a full year adjustment to the maximum remuneration is applied before this assessment is completed this could exacerbate potential inconsistencies in remuneration arrangements applicable to inherently similar Councils.
16. In considering an interim increase, the Tribunal has had regard to the Consumer Price Index for the All Groups Adelaide category, the Reserve Bank forecasts and the June 2024 Federal Remuneration Tribunal statement.
17. No conclusions about the quantum of a full year adjustment to the applicable minimum and maximum amounts should be made on the basis of this interim adjustment.



18. Having considered the economic data, the Tribunal has determined to apply a 2% increase to the maximum amount in each remuneration band.
19. The Tribunal reiterates that this increase to the maximum amounts payable does not reflect an automatic increase to CEO remuneration as increases within the specified bands are at the prerogative of each Council. Indeed, it would be a gross mischaracterisation of this Determination if it was described as a 2% increase in remuneration for Council CEOs.
20. The Tribunal anticipates that its more comprehensive review will be completed this year. That review will take account of the full year adjustment to remuneration minimums and maximums and incorporate recognition of this interim adjustment. In the event of unforeseen delays, the Tribunal will review the current amounts in December 2024.

#### **OPERATIVE DATE**

21. The accompanying Determination will come into operation on and from 1 July 2024.



Matthew O'Callaghan  
**PRESIDENT**



Donny Walford  
**MEMBER**



Mark Young  
**MEMBER**

Dated: 28 June 2024



No. 1 of 2024

**DETERMINATION OF THE REMUNERATION TRIBUNAL  
Minimum And Maximum Chief Executive Officer Remuneration**

**SCOPE OF DETERMINATION**

1. This Determination applies to Chief Executive Officers of Local Government Councils to whom section 99A of the *Local Government Act 1999* (SA) applies.
2. The Municipal Council of Roxby Downs is not covered by this Determination.

**MINIMUM AND MAXIMUM REMUNERATION**

3. In accordance with section 99A of the *Local Government Act 1999* (SA) the Remuneration Tribunal hereby determines the following rates of minimum and maximum remuneration for Chief Executive Officers of Local Government Councils in South Australia:

<b>Band</b>	<b>Total Remuneration Package</b>
1	\$414,000 - \$440,232
2	\$396,240 - \$410,530
3	\$357,760 - \$388,253
4	\$319,280 - \$358,550
5	\$299,520 - \$323,544
6	\$272,480 - \$298,085
7	\$235,040 - \$270,504
8	\$197,600 - \$234,437

4. Remuneration figures are expressed on a total remuneration package basis.
5. A list of council groupings is included at attachment 1.
6. Any decision in relation to an annual increase for CEO remuneration within the bands set by the Tribunal remains a matter for each Council in accordance with section 99A(1) of the LG Act.

**DATE OF OPERATION**

7. This Determination shall have operative effect on and from 1 July 2024.



Matthew O'Callaghan  
**PRESIDENT**



Donny Walford  
**MEMBER**



Mark Young  
**MEMBER**

Dated: 28 June 2024

**ATTACHMENT 1**

<b>Council</b>	<b>Band</b>
Adelaide Hills Council	5
Adelaide Plains Council	6
Alexandrina Council	5
Barunga West Council	7
Berri Barmera Council	7
Campbelltown City Council	3
City of Adelaide	1
City of Burnside	4
City of Charles Sturt	2
City of Holdfast Bay	4
City of Marion	4
City of Mitcham	3
City of Mount Gambier	5
City of Norwood Payneham & St Peters	4
City of Onkaparinga	3
City of Playford	4
City of Port Adelaide Enfield	2
City of Port Lincoln	7
City of Prospect	5
City of Salisbury	3
City of Tea Tree Gully	4
City of Unley	3
City of Victor Harbor	6
City of West Torrens	2
City of Whyalla	4
Clare & Gilbert Valleys Council	7
Coorong District Council	7
Copper Coast Council	6
Corporation of the Town of Walkerville	5
District Council of Ceduna	6
District Council of Cleve	7
District Council of Coober Pedy	8
District Council of Elliston	8
District Council of Franklin Harbour	7
District Council of Grant	7
District Council of Karoonda East Murray	8

District Council of Kimba	8
District Council of Lower Eyre Peninsula	7
District Council of Loxton Waikerie	7
District Council of Mount Remarkable	7
District Council of Orroroo Carrieton	8
District Council of Peterborough	8
District Council of Robe	8
District Council of Streaky Bay	8
District Council of Tumby Bay	7
District Council of Yankalilla	7
Kangaroo Island Council	7
Kingston District Council	8
Light Regional Council	5
Mid Murray Council	6
Mount Barker District Council	3
Naracoorte Lucindale Council	7
Northern Areas Council	7
Port Augusta City Council	6
Port Pirie Regional Council	6
Regional Council of Goyder	6
Renmark Paringa Council	6
Southern Mallee District Council	7
Tatiara District Council	7
The Barossa Council	4
The Flinders Ranges Council	8
The Rural City of Murray Bridge	5
Town of Gawler	4
Wakefield Regional Council	7
Wattle Range Council	7
Wudinna District Council	8
Yorke Peninsula Council	4