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CEO PERFORMANCE REVIEW PANEL

Agenda and Reports

for the meeting on

Monday, 1 December 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, 1 December 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 Snape

Council Member Councillor Noon

Independent Members Gael Fraser

Jeff Tate

Independent Advisor Andew 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 1 September 2025, be taken as read and be confirmed as an accurate record of proceedings.

View public 1 September 2025 Minutes here.

4. Declaration of Conflict of Interest

5. Items for Consideration and Determination

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6. Closure

2025/26 Q1 CEO KPI Progress Report

Strategic Alignment - Our Corporation

Public

Agenda Item 5.1

Monday, 1 December 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 2025/26 Key Performance Indicators (KPIs) for the Chief Executive Officer as at the end of September 2025.

RECOMMENDATION

THAT THE CEO PERFORMANCE REVIEW PANEL RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Receives and notes the KPI progress report as contained in Attachment A to Item 5.1 on the agenda for the meeting of the CEO Performance Review Panel held on 1 December 2025, outlining progress against the Chief Executive Officer's endorsed 2025/26 Key Performance Indicators.

IMPLICATIONS AND FINANCIALS

Strategic Alignment	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
25/26 Budget Allocation	Not as a result of this report

DISCUSSION

- 1. At its meeting on 10 June 2025, Council endorsed the recommendations of the CEO Performance Review Panel of 2 June 2025 and resolved (in part) that Council:
 - "2. Approves that the Chief Executive Officer's performance for the 2025/26 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 2 June 2025, as Attachment B.
 - the outcomes of an appropriate 360-degree survey instrument, including Council Members, senior staff and external stakeholders."
- 2. The approved Chief Executive Officer (CEO) Key Performance Indicators (KPIs) for 2025/26 (<u>Link 1</u>) are aligned to the Key Results Areas (KRAs) in the CEO's Position Description:
 - 2.1. Leadership and Strategic Plan Delivery
 - 2.2. Financial and Risk Management
 - 2.3. Operational and Project Delivery
 - 2.4. Organisational Health (including Innovation and Service Improvement)
 - 2.5. Stakeholder Management Lord Mayor and Councillors.
- 3. The CEO has cascaded the KPIs with supporting measures to the Portfolio Directors as the basis for a consistent organisational approach for 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 approved KPIs and where appropriate, delivery against the adopted City of Adelaide Strategic Plan 2024-2028.
- 4. In accordance with the approved process for the 2025/26 CEO Performance Review, the CEO has prepared an update of progress as at 30 September 2025 provided as **Attachment A**.
- 5. This report is the first KPI progress report against the CEO's endorsed 2025/26 KPIs.
- 6. This progress report provides details of the status of delivery against the approved CEO KPIs at the end of the 30 September 2025 quarter.
- 7. As at 30 September 2025 the following KPI has been significantly progressed:
 - 7.1.1 KPI 5 Update the Council's Long Term Financial Plan including the assumptions and parameters to reframe the development of the 2026/27 Business Plan and Budget to allow meaningful input from Council Members. (<u>Link 2</u>)
- 8. All other KPIs are In Progress with notable progress against the following KPI:
 - 8.1. KPI 8 Progress Organisational Culture Survey Action Plan (Link 3).

DATA AND SUPPORTING INFORMATION

- Link 1 Approved Chief Executive Officer Key Performance Indicators for 2025/26
- Link 2 Long Term Financial Plan 2025-2026 to 2034-35
- Link 3 Organisational Culture Survey Action Plan 2024-2026
- Link 4 Culture Survey September 2025 Pulse Check Overall Results
- Link 5 Economic Development Strategy progress update to 30 September 2025
- Link 6 <u>Integrated Climate Strategy progress update to 30 September 2025</u>
- Link 7 Housing Strategy progress update to 30 September 2025
- Link 8 Homelessness Strategy progress update to 30 September 2025

ATTACHMENTS

Attachment A - Q1 Progress against the Chief Executive Officer's endorsed 2025/26 Key Performance Indicators

- END OF REPORT -



Responsibilities as per CEO Position Description	KPIs	Timeline	Progress	Status	Portfolio
Responsibilities as per CEO Position Description 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.	 KPIs Implement Year 2 Strategic Plan actions from adopted City of Adelaide Strategies Economic Development (EDS) Integrated Climate (ICS) Housing Homelessness 	Timeline 30 June 2026	Progress	In Progress Economic Development Strategy The Events and Festivals Sponsorship Program supported five events and festivals: Illuminate Adelaide (4-20 July 25) SALA Festival (1-31 August 25) Bridgestone World Solar Challenge (24-31 August 25) Adelaide Guitar Festival (10 Sept – 12 Oct 25) Nature Festival of South Australia (26 Sept – 12 Oct 25). ACMA delivered a Bastille Day event 14/7/25 with record visitation numbers of 89,160, just under 10,000 more than 2024. Rundle Mall Live Music program held 5/9/25 and delivered seven live performances from 11am-6pm. All 88 O'Connell commercial and retail tenancies operating by 31 October 2025. Integrated Climate Strategy S1 Street trees planted. 31 Sustainability Incentives Scheme applications approved providing rebates totalling \$54,381 with out-of-pocket community expenses totalling \$200,661. Cultural Burn with Traditional Owner representatives held 2/10/25 in Victoria Park/Pakapakanthi (Park 16) Conservation Area. Workshop to provide an overview of the proposed management at City Planning, Development and Business Affairs Committee 4/11/25. Tree Martin Management – 2026 Migratory Season Noted by Council 11/11/25. Housing Strategy ARCHI Property Industry Event with 70 attendees from industry, government and academia promoting adaptive reuse and CoA's incentives, including the ARCHI Incentives Scheme, hosted by the Lord Mayor 13/8/25. ARCHI Incentive Scheme for 2025/26: Funding Agreements = 2 Potential through Funding Agreements = 2 dwellings / 7	Portfolio Responsible City Shaping
*Figures are based on data supplied by events and festivals through each program's acquittal process. At the time of				 2/10/25 in Victoria Park/Pakapakanthi (Park 16) Consel Area. Workshop to provide an overview of the proposed manactions for the upcoming 2025/26 Tree Martin Manager City Planning, Development and Business Affairs Community 4/11/25. Tree Martin Management – 2026 Migratory Season Not Council 11/11/25. Housing Strategy ARCHI Property Industry Event with 70 attendees from government and academia promoting adaptive reuse as incentives, including the ARCHI Incentives Scheme, how the Lord Mayor 13/8/25. ARCHI Incentive Scheme for 2025/26: - Funding Agreements = 2 	ervation ragement ment at mittee sted by rindustry, and CoA's bested by



	KRA – LEADERSHIP AND STRATEGIC PLAN DELIVERY						
				 Homelessness Strategy Technical Code Amendment (Performance Assessed Pathway) endorsed by Council 12/8/25. The Lord Mayor's Roundtable "Partnering to prevent Homelessness" held 14/8/25. Historic Area Statements Update Code Amendment endorsed by Council 9/9/25. 			
Ensuring the development of annual business plans and budgets that support the delivery of the Strategic Plan.	Deliver all key objectives in Council's 2025/26 Business Plan and Budget All key Objectives delivered by end June 2026. Budgeted operating result delivered.	30 June 2026		In Progress • Q1 Progress Report approved by Council 25/11/25. - Operating Surplus \$9.678m - Capital Expenditure \$17.321m - Net Cash Surplus \$5.185m - Strategic Projects Completed – 1 - Capital Projects Completed – 46	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.	Deliver Community Sports Building Redevelopment Projects Golden Wattle Park/Mirnu Wirra (Park 21W).	30 June 2026		In Progress Golden Wattle Park/Mirnu Wirra (Park 21W) Lease Consultation Findings Noted and Detailed Design Approved by Council 8/7/25. Park Lands Community Building redevelopment priorities Workshop with City Community Services and Culture Committee 2/9/25.	City Infrastructure		
	Mary Lee Park/Tulya Wardi (Park 27B).			 Mary Lee Park/Tulya Wardi (Park 27B) Draft Lease Agreement and Draft Community Building Concept Design presented to Kadaltilla 27/11/25. 			
	Deliver a Community Wellbeing Plan Presented to Council by end of June 2026.	30 June 2026		In Progress • Wellbeing Strategy Workshop with City Community Services and Culture Committee Community 7/10/25.	City Community		



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 to reframe the development of the 2026/27 Business Plan and Budget to allow meaningful input from Council Members Presented to Council by end October 2025.	31 October 2025		 Significantly Progressed 2025/26 Long Term Financial Plan Roadmap Workshop with Audit and Risk Committee Workshop 15/8/25. City Finance and Governance Committee Workshop to update the 2025/26 Long Term Financial Plan (AEDA Funding) 26/8/25. City Finance and Governance Committee Workshop to update the 2025/26 Long Term Financial Plan (Operating Budget) 9/9/25. City Finance and Governance Committee Workshop to update the 2025/26 Long Term Financial Plan (Capital Program) 16/9/25. 2025/26 Long Term Financial Plan 2025/26-2034/35 – Draft for Public Consultation Approved by Council 14/10/25. Draft 2025/26 Long Term Financial Plan update – Draft for Public Consultation Noted by Audit and Risk Committee 17/10/25. Public Consultation 15/10/25 - 4/11/25. 2025/26 – 2034/35 Long Term Financial Plan Consultation feedback report Noted by Council 11/11/25. 2025/26 – 2034/35 Long Term Financial Plan adopted by Council 25/11/25. 2025/26 – 2034/35 Long Term Financial Plan adopted by Council 25/11/25. 	Corporate Services		



		KR	A – OPER	ATIONAL 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 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% in accordance with the adopted LTFP target for 2025/26. The Asset Renewal Funding Ratio indicates whether Council is renewing or replacing existing assets at a rate of consumption.	30 June 2026		 In Progress Adopted by Council 24/6/25 \$67.937m. The total spend for renewal projects to the end of September 2025 was \$11.848m with a further \$17.254m in contracted works. 27 renewal projects achieved practical completion as at 30 September 2025. Forecast Asset Renewal Funding Ratio of 93.5% as at 30 June 2026. 	City Infrastructure
	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.	30 June 2026		 In Progress Adopted by Council 24/6/25 \$46.361m. The total spend for New and Significant Upgrade projects to the end of September 2025 was \$5.473m with a further \$5.341m in contracted works. 19 New and Significant Upgrade projects achieved practical completion as at 30 September 2025. 	City Infrastructure
	Mainstreet Revitalisation projects Commence construction of the Hindley Street revitalisation project.	30 June 2026		 In Progress Hindley Street Detailed Design for funded project progressed to 70%. Planning with utility providers to support design finalisation. Engagement with key partners regarding further funding. Construction to commence in Q4 2025/26. 	City Infrastructure
	o Progress detailed designs and commence construction of Gouger Street, O'Connell Street, Hutt Street and Melbourne Street revitalisation projects by the end of June 2026.			Gouger Street On track to complete the design works to support construction commencement by June 2026. 70% Design Noted by Council 28/10/25. Design Development Briefing Workshop with Infrastructure and Public Works Committee 18/11/25. Hutt Street Workshop for Concept Development Options – Engagement Outcomes with Infrastructure and Public Works Committee 19/8/25. CEO Briefing held 21/10/025. Workshop for consideration of design elements with Infrastructure and Public Works Committee 2/12/25. Melbourne Street Workshop for Concept Endorsement with Infrastructure and Public Works Committee 18/11/25. Wombat crossings construction to commence in 2026 with completion anticipated by 30/6/26. Concept Endorsement to be presented to Council for Endorsement 9/12/25.	
				O'Connell Street Revised Concept Design for O'Connell Street endorsed by Council 26/8/25. Construction of the eastern footpath outside 88 O'Connell Street nearing full completion. 70% design to be presented to Council in February 2026.	



Responsibilities as per CEO Position Description	KPIs	Timeline	Progress	Status	Portfolio
 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 complaint 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 Action Plan Regular reports back to staff on quarterly basis. Monitor and improve employee measures using Q3	30 June 2026		 In progress Pulse Check Survey launched 25/9/25 and closed 10/10/25 with a participation rate of 64%. Overall Engagement Score of 63%. Organisational Culture Survey Action plan key metrics: - Connection 73% - Learning and Development 61% - Senior Leadership 56% Portfolio/Program results cascaded to leaders/teams in Q2. Australian Parking Industry Association Awards 15/10/25: - Won Parking Organisation of the Year - Won Outstanding Customer Experience Self Insurer SA Awards 7/11/25: - Won Outstanding Innovation or Pioneer (Heat Project with Adelaide University) Planning Australia SA 2025 Awards for Planning Excellence 14/11/25: - Won the Minister's Award for Adaptive Reuse City Housing Initiative (ARCHI). Won the Planning Research Category for Adaptive Reuse City Housing Initiative (ARCHI). Received four commendations: - City Plan Digital Explorer in Technology and Digital Innovation Category Performance on Waste and Resource Recovery Tool in Climate Change and Resilience Category Adelaide Park Lands Management Strategy-Towards 2036 in Strategic Planning Category Ellen Liebelt, Project Manager City Housing in Planning Champion Category. 	Responsible Corporate Services
	 Monitor and improve employee measures using Q3 2024/25 results as baseline 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 (PDC) process >88% Employee participation in and completion of Mandatory Training 100%. 			 In progress Turnover of 11.2% as at 30/9/25, a decrease from 12.2% at end of Q4 30/6/25 (excluding casuals). 25 leavers (3.2%) with less than two years' experience as at 30/9/25, compared to 33 (4.2%) as at 30/6/25 (excluding casuals). PDC participation rate 87.3% as at 30/9/25 compared to 83.1% as at 30/6/25. Employee completion of Mandatory Training 95% as at 30/9/25. 	



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. 	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	30 June 2026		In progress Customer Satisfaction Q1 as at 30/9/25 69.3% Customer Ease/Effort Q1 as at 30/9/25 64.4% Below target metrics for the quarter due to: Increased enquiry volumes Resourcing issues SMS system outage	Corporate Services	
 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 	 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 Improve the service experience for the Lord Mayor and Councillors All key priorities delivered by end June 2026. 			As per the 2025 City User Profile Survey, 12 of 13 services' satisfaction scores exceeded 70%: Arts, Culture and Events Community Planning and Development Community Safety Economic Planning and Growth Environmental Sustainability Library Services Park Lands and Open Space Parking Planning, Building and Heritage Property Management and Development Resource Recovery and Waste Management Sports and Recreations Streets and Transportation		
 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. 	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			 In progress 90.1% of Council Member queries submitted through FreshDesk resolved within agreed timeframes for Q1 (July-September 2025). 98.9% of Council decisions closed within 12 months as at 30/9/25. 97.9% of CEO undertakings closed within 12 months as at 30/9/25. 		

CEO Performance Review Panel Meeting Dates

Strategic Alignment - Our Corporation

Public

Agenda Item 5.2

Monday, 1 December 2025 CEO Performance Review Panel

Program Contact:

Rebecca Hayes, Associate Director Governance & Strategy

Approving Officer:

Anthony Spartalis, Chief Operating Officer

EXECUTIVE SUMMARY

The purpose of this report is to seek approval of the proposed meeting schedule for the CEO Performance Review Panel (the Panel) until the conclusion of the Council term in November 2026.

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

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

RECOMMENDATION

THAT THE CEO PERFORMANCE REVIEW PANEL

- 1. Approves the following meeting dates and times for the CEO Performance Review Panel to be held in the Colonel Light Room, Town Hall, Adelaide:
 - 1.1. Monday 2 March 2026, 3.00pm to 5.00pm
 - 1.2. Monday 1 June 2026, 3.00pm to 5.00pm
 - 1.3. Monday 17 August 2026, 3.00pm to 5.00pm

IMPLICATIONS AND FINANCIALS

CEO Contract	In accordance with section 102A of the <i>Local Government Act 1999</i> (SA), a Council must review the performance of its CEO at least once a year.
Consultation	Not as a result of this report
25/26 Budget Allocation	Independent Members of the Panel are paid a sitting fee of \$500.00 per meeting attended, which is within the allocated budget.

DISCUSSION

- 1. The CEO Performance Review Panel (the Panel) was established by Council pursuant to section 41 of the *Local Government Act* 1999 (SA) (the Act) on 14 March 2023, until the end of the 2022-26 Council Term.
- 2. The Panel has been established by Council to determine and assess the Chief Executive Officer's (CEO) performance against identified measures.
- 3. In accordance with section 102A of the Act and the Panel's adopted Terms of Reference (<u>Link 1</u>), the Panel is required to meet with the CEO (at least annually).
- 4. The Panel meets to discuss progress on Key Performance Indicators (KPIs), to understand the context in which the CEO's performance is being achieved, which includes organisational issues or external factors that are impacting the CEO performance and how the performance of Council is impacting on organisational performance.
- 5. While the Panel must meet at least once per year, it is proposed that the Panel meets three times in 2026.
- 6. It is requested that the Panel consider the following meeting dates:
 - 6.1. Monday 2 March 2026, 3.00pm to 5.00pm
 - 6.2. Monday 1 June 2026, 3.00pm to 5.00pm
 - 6.3. Monday 17 August 2026, 3.00pm to 5.00pm
- 7. Under the Panel's Terms of Reference, the Chief Operating Officer is authorised to vary the meeting schedule (including the commencement time, meeting place, date or cancellation of a meeting) after liaising with the Presiding Member and CEO.
- 8. Forward Panel dates will be resolved once the Panel is reestablished following the 2026 Local Government Elections.

DATA AND SUPPORTING INFORMATION

Link 1 - CEO Performance Review Panel Terms of Reference

ATTACHMENTS

Nil