



CEO PERFORMANCE REVIEW PANEL

Agenda and Reports

for the meeting on

Monday, 2 March 2026

at 3.00 pm

in the Colonel Light Room, Adelaide Town Hall

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Our Adelaide.
Bold.
Aspirational.
Innovative.

CEO PERFORMANCE REVIEW PANEL
Meeting Agenda, Monday, 2 March 2026, 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 Noon
Council Member	Councillor Dr Siebentritt
Independent Members	Gael Fraser Jeff Tate
Independent Advisor	Andrew Reed, Hender Consulting

Agenda

Item	Pages
1. Acknowledgement of Country At the opening of the CEO Performance Review Panel meeting, the Chair will state: 'Council acknowledges that we are meeting on traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today. And we also extend that respect to other Aboriginal Language Groups and other First Nations who are present today.'	
2. Apologies and Leave of Absence Nil	
3. Confirmation of Minutes That the Minutes of the meeting of the CEO Performance Review Panel held on 1 December 2025, be taken as read and be confirmed as an accurate record of proceedings. View public 1 December 2025 Minutes here .	
4. Declaration of Conflict of Interest	
5. Items for Consideration and Determination 5.1 2025/26 Q2 CEO KPI Progress Report	3 - 13
6. Closure	

2025/26 Q2 CEO KPI Progress Report

Strategic Alignment - Our Corporation

Public

Monday, 2 March 2026
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 December 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 2 March 2026, outlining progress against the Chief Executive Officer's endorsed 2025/26 Key Performance Indicators.
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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 ([Link 1](#)) 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 31 December 2025 provided as **Attachment A**.
5. This report is the second 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 31 December 2025 quarter.
7. As at 31 December 2025 the following KPI has been completed:
 - 7.1. 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. ([Link 2](#))

8. All other KPI's are In Progress with notable progress against the following KPI's:
 - 8.1. KPI 1 – Implement Year 2 Strategic Plan Actions
 - 8.1.1. Economic Development Strategy ([Link 3](#))
 - 8.1.2. Integrated Climate Strategy ([Link 4](#))
 - 8.1.3. Heritage Strategy ([Link 5](#))
 - 8.1.4. Housing Strategy ([Link 6](#))
 - 8.1.5. Homelessness Strategy ([Link 7](#))
 - 8.2. KPI 2 – Deliver 2025/26 Business Plan and Budget ([Link 8](#))
 - 8.3. KPI 8 – Progress Organisational Culture Survey Action Plan ([Link 9](#))
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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 – [Economic Development Strategy progress update to 31 December 2025](#)

Link 4 – [Integrated Climate Strategy progress update to 31 December 2025](#)

Link 5 – [Heritage Strategy progress update to 30 December 2025](#)

Link 6 – [Housing Strategy progress update to 31 December 2025](#)

Link 7 – [Homelessness Strategy progress update to 31 December 2025](#)

Link 8 – [2025-26 Business Plan and Budget Q2 Update](#)

Link 9 – [Organisational Culture Survey Action Plan 2024-2026](#)

Link 10 – [Culture Survey - September 2025 Pulse Check Overall Results](#)

ATTACHMENTS

Attachment A – Q2 Progress against the Chief Executive Officer's endorsed 2025/26 Key Performance Indicators

- END OF REPORT -

2025/26 – Chief Executive Officer KPIs

KRA – LEADERSHIP AND STRATEGIC PLAN DELIVERY					
Responsibilities as per CEO Position Description	KPIs	Timeline	Progress	Status	Portfolio Responsible
<ul style="list-style-type: none"> Working collaboratively with Council in the development, communication, and implementation of the Strategic Plan, and providing regular reporting to Council on progress against the Plan. Managing the strategic planning process and assessing performance against the Strategic Plan. 	<ul style="list-style-type: none"> Implement Year 2 Strategic Plan actions from adopted City of Adelaide Strategies <ul style="list-style-type: none"> Economic Development (EDS) Integrated Climate (ICS) Housing Homelessness 	30 June 2026	●	<p>In Progress</p> <p><u>Economic Development Strategy</u></p> <ul style="list-style-type: none"> The Events and Festivals Sponsorship Program supported five events and festivals: <ul style="list-style-type: none"> 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. Market Square and Central Market Expansion: <ul style="list-style-type: none"> Southern Office Tower Topping Out ceremony held 20/10/25. Northern residential/hotel tower reached level 30 for the suspended concrete floor works. Key utility infrastructure such as electricity, water and gas have been laid externally. Majority of 88 O’Connell commercial and retail tenancies operating by 31 October 2025. Rundle Mall Live Music program has delivered nine music events with 51 live performances. <p><u>Integrated Climate Strategy</u></p> <ul style="list-style-type: none"> Sustainability Incentives Scheme: <ul style="list-style-type: none"> 65 rebates were approved totalling \$103,260 with out-of-pocket community expenses totalling \$526,670. 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 actions for the upcoming 2025/26 Tree Martin Management at City Planning, Development and Business Affairs Committee 4/11/25. Tree Martin Management – 2026 Migratory Season Noted by Council 11/11/25. 101 street trees planted as at 31/12/25. <p><u>Heritage Strategy</u></p> <ul style="list-style-type: none"> Heritage Incentives Scheme fully allocated: <ul style="list-style-type: none"> \$1.163m, 44 Projects and \$814,616 reimbursed. Three blue heritage plaques installed. 	City Shaping

2025/26 – Chief Executive Officer KPIs

KRA – LEADERSHIP AND STRATEGIC PLAN DELIVERY					
				<p><u>Housing Strategy</u></p> <ul style="list-style-type: none"> • 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. • Historic Area Statement Update Code Amendment Endorsed by Council 9/9/25. • ARCHI Incentive Scheme for 2025/26: <ul style="list-style-type: none"> - Funding Agreements = 3 - Potential through Funding Agreements = 2 dwellings / 7 beds - Granting funding allocated = \$45,000. • 88 O'Connell project has delivered 158 one, two and three bedroom apartments. • City East Housing Project Draft Guiding Principles and Conditions Precedent approved by Council 11/11/25. • 1,130 multi-unit dwellings (incl. 708 student apartments) under construction and 5,823 (incl. 3,216 student apartments) approved but not yet commenced as at 31/12/25. <p><u>Homelessness Strategy</u></p> <ul style="list-style-type: none"> • 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. 	
<ul style="list-style-type: none"> • Ensuring the development of annual business plans and budgets that support the delivery of the Strategic Plan. 	<ul style="list-style-type: none"> • Deliver all key objectives in Council's 2025/26 Business Plan and Budget <ul style="list-style-type: none"> ○ All key Objectives delivered by end June 2026. ○ Budgeted operating result delivered. 	30 June 2026		<p>In Progress</p> <ul style="list-style-type: none"> • Q1 Progress Report approved by Council 25/11/25. • Q2 Progress Report approved by Council 24/2/26. <ul style="list-style-type: none"> - Operating Surplus \$12.515m - Capital Expenditure \$33.516m - Net Cash Surplus \$9.803m - Strategic Projects Completed – 4 - Capital Projects Completed – 84 	Corporate Services
<ul style="list-style-type: none"> • Providing timely strategic advice and recommendations to Council on policy matters, issues and proposals affecting the future development and position of the City of Adelaide. 	<ul style="list-style-type: none"> • Deliver Community Sports Building Redevelopment Projects <ul style="list-style-type: none"> ○ Golden Wattle Park/Mirnu Wirra (Park 21W). 	30 June 2026		<p>In Progress</p> <p><u>Golden Wattle Park / Mirnu Wirra (Park 21W)</u></p> <ul style="list-style-type: none"> • 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. • Park Lands Community Buildings priority needs analysis Confidential Workshop with City Community Services and Culture Committee 3/2/26. • Contract execution targeted to occur by 28/2/26. 	City Infrastructure

2025/26 – Chief Executive Officer KPIs

KRA – LEADERSHIP AND STRATEGIC PLAN DELIVERY					
	<ul style="list-style-type: none"> o Mary Lee Park/Tulya Wardi (Park 27B). 			<u>Mary Lee Park / Tulya Wardi (Park 27B)</u> <ul style="list-style-type: none"> • Draft Lease Agreement and Draft Community Building Concept Design presented to Kadaltilla 27/11/25. • Draft Lease Agreement Authorised and Draft Community Building Concept Design Approved by Council 9/12/25. 	
	<ul style="list-style-type: none"> • Deliver a Community Wellbeing Plan <ul style="list-style-type: none"> o Presented to Council by end of June 2026. 	30 June 2026		In Progress <ul style="list-style-type: none"> • Wellbeing Strategy Workshop with City Community Services and Culture Committee Community 7/10/25. • Community Wellbeing Strategy – Draft for Public Consideration Adopted by Council 10/2/26. 	City Community

2025/26 – Chief Executive Officer KPIs

KRA – FINANCIAL AND RISK MANAGEMENT					
Responsibilities as per CEO Position Description	KPIs	Timeline	Progress	Status	Portfolio Responsible
<ul style="list-style-type: none"> Ensuring annual and long-term financial plans are developed, monitored, and controlled. Developing and maintaining financial capability to enable the organisation to discharge its statutory functions and to realise human and capital resources for maximum benefit to the community. Organising and managing funding requirements and account for the proper receipt of all monies. Ensuring the appropriate governance and compliance frameworks are in place, particularly in terms of the <i>Independent Commissioner Against Corruption Act 2012</i>. Managing, maintaining, and maximising Council assets and resources. Ensuring all commercial activities of Council are in line with community service obligations and have clearly defined financial goals (including rate of return on assets) whilst meeting Council's sustainability objectives. 	<ul style="list-style-type: none"> Update the Council's Long-Term Financial Plan including the assumptions and parameters to reframe the development of the 2026/27 Business Plan and Budget to allow meaningful input from Council Members <ul style="list-style-type: none"> Presented to Council by end October 2025. 	31 October 2025	✓	Completed <ul style="list-style-type: none"> 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. 	Corporate Services

2025/26 – Chief Executive Officer KPIs

KRA – OPERATIONAL AND PROJECT DELIVERY					
Responsibilities as per CEO Position Description	KPIs	Timeline	Progress	Status	Portfolio Responsible
<ul style="list-style-type: none"> Ensuring Capital Works projects and Asset Renewal programs and projects are on track and within committed budgets. 	<ul style="list-style-type: none"> Deliver Council's 2025/26 Asset Renewal Works Program <ul style="list-style-type: none"> 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. <i>The Asset Renewal Funding Ratio indicates whether Council is renewing or replacing existing assets at a rate of consumption.</i> 	30 June 2026		In Progress <ul style="list-style-type: none"> Adopted by Council 24/6/25 \$67.937m. The total spend for renewal projects to the end of December 2025 was \$25.007m with a further \$19.061m in contracted works. 46 renewal projects achieved practical completion as at 31 December 2025. Forecast Asset Renewal Funding Ratio of 94.7% as at 30 June 2026. 	City Infrastructure
	<ul style="list-style-type: none"> Deliver Council's Major/New and Upgrade Works Program <ul style="list-style-type: none"> Adopted by Council as part of the 2025/26 Business Plan and Budget including delivery of the Public Realm Greening Initiative program and Tree Planting Strategy. 	30 June 2026		In Progress <ul style="list-style-type: none"> Adopted by Council 24/6/25 \$46.361m. Adopted by Council 25/11/25 \$54.356m. The total spend for New and Significant Upgrade projects to the end of December 2025 was \$8.509m with a further \$4.767m in contracted works. 38 New and Significant Upgrade projects achieved practical completion as at 31 December 2025. 	City Infrastructure
	<ul style="list-style-type: none"> Mainstreet Revitalisation projects <ul style="list-style-type: none"> Commence construction of the Hindley Street revitalisation project. 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. 	30 June 2026		In Progress <p><u>Hindley Street</u></p> <ul style="list-style-type: none"> Detailed Design for funded project progressed to 70%. Planning with utility providers to support design finalisation. Engagement with key partners regarding further funding. Construction likely to commence in 2026/27. <p><u>Gouger Street</u></p> <ul style="list-style-type: none"> 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. Detailed design completed 17/12/25. Currently out to market with submissions due 25/2/26. <p><u>O'Connell Street</u></p> <ul style="list-style-type: none"> Revised Concept Design for O'Connell Street endorsed by Council 26/8/25. Construction of the eastern footpath outside 88 O'Connell Street completed. Western section of the footpath layout plan under review with tender expected to go to market March 2026. 70% design due March 2026 and presented to Council in April 2026. <p><u>Hutt Street</u></p> <ul style="list-style-type: none"> 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. Concept (Option B revised) Endorsed by Council 9/12/25. 	City Infrastructure

2025/26 – Chief Executive Officer KPIs

KRA – OPERATIONAL AND PROJECT DELIVERY				
				<p><u>Melbourne Street</u></p> <ul style="list-style-type: none"> • Workshop for Concept Endorsement with Infrastructure and Public Works Committee 18/11/25. • Concept Plan Approved by Council 9/12/25. • Wombat crossings construction to commence in 2026 with completion anticipated by 30/6/26.

2025/26 – Chief Executive Officer KPIs

Responsibilities as per CEO Position Description	KPIs	Timeline	Progress	Status	Portfolio Responsible																										
<ul style="list-style-type: none"> Engaging with a wide range of internal and external stakeholders within a complex political environment and across a broad organisational framework. Promoting Council and its activities to the community. Negotiating and achieving the resolution of major issues which affect the management, planning and development of the City. Upholding a customer service culture and ensure that Council services meet customer needs. Monitoring customer satisfaction levels on a regular basis and ensure public accountability. Promoting relationships and liaising with external agencies including government at local, state and commonwealth level, the business community and resident groups. Representing the City in an official capacity as required. Ensuring that the City's image and profile is prominent through effective promotion and representation to the public, media and other groups and agencies. Ensuring timely and accurate information about Council policies and programs is regularly provided to the community and that appropriate mechanisms are created for community feedback to Council. Ensuring prompt and appropriate responses are given to specific requests for information made to Council. Facilitating and fostering productive internal and external relationships and partnerships necessary for Council to achieve its business and community goals. Ensuring consultation is used effectively to enhance decision making by Council. <p>Lord Mayor and Councillors</p> <ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Improve the customer experience for residents, businesses and city users <ul style="list-style-type: none"> All key priorities delivered by end June 2026. Using Q3 2024/25 results as baseline <p>Measures:</p> <ul style="list-style-type: none"> Voice of Customer Surveys achieve a rating of 3.5 or higher <ul style="list-style-type: none"> Customer Satisfaction six month average to be >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 <ul style="list-style-type: none"> Improve the service experience for the Lord Mayor and Councillors <ul style="list-style-type: none"> All key priorities delivered by end June 2026. <p>Priorities:</p> <ul style="list-style-type: none"> Effective management of responses to Council Members and related constituent enquiries Respond in a timely manner to CEO undertakings following Council and Committee meetings Ensure responses to requests submitted by Council Members and logged in the FreshDesk system, are provided in accordance with agreed timeframes <p>Proposed Measures:</p> <ul style="list-style-type: none"> 85% of decisions and CEO undertakings closed out within 12 months 85% of requests submitted through Fresh Desk system are resolved within agreed timeframes 	<p>30 June 2026</p>	<p>●</p> <p>●</p>	<p>In progress</p> <ul style="list-style-type: none"> Customer Satisfaction <ul style="list-style-type: none"> Q2 as at 31/12/25 69.3% Customer Ease/Effort <ul style="list-style-type: none"> Q2 as at 31/12/25 66.9% Below target metrics for the 6 months to date due to: <ul style="list-style-type: none"> Increased enquiry volumes Resourcing issues SMS system outage <ul style="list-style-type: none"> As per the 2025 City User Profile Survey, 12 of 13 services' satisfaction scores exceeded 70%: <table border="0" style="width: 100%;"> <tr><td>- Arts, Culture and Events</td><td style="text-align: right;">94%</td></tr> <tr><td>- Community Planning and Development</td><td style="text-align: right;">88%</td></tr> <tr><td>- Community Safety</td><td style="text-align: right;">86%</td></tr> <tr><td>- Economic Planning and Growth</td><td style="text-align: right;">84%</td></tr> <tr><td>- Environmental Sustainability</td><td style="text-align: right;">86%</td></tr> <tr><td>- Library Services</td><td style="text-align: right;">95%</td></tr> <tr><td>- Park Lands and Open Space</td><td style="text-align: right;">89%</td></tr> <tr><td>- Parking</td><td style="text-align: right;">50%</td></tr> <tr><td>- Planning, Building and Heritage</td><td style="text-align: right;">85%</td></tr> <tr><td>- Property Management and Development</td><td style="text-align: right;">88%</td></tr> <tr><td>- Resource Recovery and Waste Management</td><td style="text-align: right;">86%</td></tr> <tr><td>- Sports and Recreations</td><td style="text-align: right;">92%</td></tr> <tr><td>- Streets and Transportation</td><td style="text-align: right;">79%</td></tr> </table> <p>In progress</p> <ul style="list-style-type: none"> 97.9% of Council decisions closed within 12 months as at 31/12/25. 97.6% of CEO undertakings closed within 12 months as at 31/12/25. 85% of Council Member requests submitted through FreshDesk resolved within agreed timeframes for Q2 (October-December 2025). 	- Arts, Culture and Events	94%	- Community Planning and Development	88%	- Community Safety	86%	- Economic Planning and Growth	84%	- Environmental Sustainability	86%	- Library Services	95%	- Park Lands and Open Space	89%	- Parking	50%	- Planning, Building and Heritage	85%	- Property Management and Development	88%	- Resource Recovery and Waste Management	86%	- Sports and Recreations	92%	- Streets and Transportation	79%	<p>Corporate Services</p>
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