



# CEO PERFORMANCE REVIEW PANEL

## Agenda and Reports

for the meeting on

Monday, 1 June 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, 1 June 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
<b>1. Acknowledgement of Country</b> At the opening of the CEO Performance Review Panel meeting, the Chair will state: 'The City of Adelaide acknowledges the Kaurna People of the Adelaide Plains as the Traditional Custodians of the land on which we meet today. We acknowledge and honour their spiritual and cultural stewardship of this Country and recognise their deep and enduring relationship with its lands, waters, the sky, and all living things. We pay our respects to Kaurna Elders past and present and recognise the important role of emerging leaders in sustaining and strengthening culture.'	
<b>2. Apologies and Leave of Absence</b> Nil	
<b>3. Confirmation of Minutes</b> That the Minutes of the meeting of the CEO Performance Review Panel held on 2 March 2026, be taken as read and be confirmed as an accurate record of proceedings. View public 2 March 2026 Minutes <a href="#">here</a> .	
<b>4. Declaration of Conflict of Interest</b>	
<b>5. Items for Consideration and Determination</b>	
<b>5.1</b> 2025/26 Q3 CEO KPI Progress Report	3 - 15
<b>5.2</b> Draft 2026/27 CEO Performance KPIs	16 - 20
<b>6. Closure</b>	

## 2025/26 Q3 CEO KPI Progress Report

Strategic Alignment - Our Corporation

Public

**Monday, 1 June 2026**  
**CEO Performance Review Panel**

**Program Contact:**  
Michael Sedgman  
Chief Executive Officer

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

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## 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 March 2026.

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## 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 June 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 March 2026 provided as **Attachment A**.
5. This report is the third 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 March 2026 quarter.
7. As at 31 March 2026 the following KPI has been completed:
  - 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. ([Link 2](#))

8. As at 31 March 2026 the following KPIs have been significantly progressed:
  - 8.1. KPI 2 – Delivery of Council’s 2025/26 Business Plan and Budget
    - 8.1.1. – Business Plan and Budget Q1 Update ([Link 3](#))
    - 8.1.2. – Business Plan and Budget Q2 Update ([Link 4](#))
    - 8.1.3. – Business Plan and Budget Q3 Update ([Link 5](#))
  - 8.2. KPI 9 – Monitor and improve employee measures using Q3 2024/25 results as baseline
  - 8.3. KPI 10a – Improve the customer experience for residents, business and city users
  - 8.4. KPI 10b – Improve the service experience for the Lord Mayor and Councillors
9. All other KPI’s are In Progress with notable progress against the following KPI’s:
  - 9.1. KPI 1 – Implement Year 2 Strategic Plan Actions
    - 9.1.1. Economic Development Strategy ([Link 6](#))
    - 9.1.2. Integrated Climate Strategy ([Link 7](#))
    - 9.1.3. Heritage Strategy ([Link 8](#))
    - 9.1.4. Housing Strategy ([Link 9](#))
    - 9.1.5. Homelessness Strategy ([Link 10](#))
  - 9.2. KPI 8 – Progress Organisational Culture Survey Action Plan ([Link 11](#))
10. As at 31 March 2026, one KPI has been completed, four KPIs have been significantly progressed and six are in progress.

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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 – [Business Plan and Budget Q1 Update](#)

Link 4 – [Business Plan and Budget Q2 Update](#)

Link 5 – [Business Plan and Budget Q3 Update](#)

Link 6 – [Economic Development Strategy progress update to 31 March 2026](#)

Link 7 – [Integrated Climate Strategy progress update to 31 March 2026](#)

Link 8 – [Heritage Strategy progress update to 31 March 2026](#)

Link 9 – [Housing Strategy progress update to 31 March 2026](#)

Link 10 – [Homelessness Strategy progress update to 31 March 2026](#)

Link 11 – [Organisational Culture Survey Action Plan](#)

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## ATTACHMENTS

**Attachment A** – Q3 Progress against the Chief Executive Officer’s endorsed 2025/26 Key Performance Indicators

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- 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"> <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>Implement Year 2 Strategic Plan actions from adopted City of Adelaide Strategies</b> <ul style="list-style-type: none"> <li>Economic Development (EDS)</li> <li>Integrated Climate (ICS)</li> <li>Housing</li> <li>Homelessness</li> </ul> </li> </ul>	30 June 2026		<p><b>In Progress</b></p> <p><u>Economic Development Strategy</u></p> <ul style="list-style-type: none"> <li>The Events and Festivals Sponsorship Program supported five events and festivals:                             <ul style="list-style-type: none"> <li>Illuminate Adelaide (4-20 July 25)</li> <li>SALA Festival (1-31 August 25)</li> <li>Bridgestone World Solar Challenge (24-31 August 25)</li> <li>Adelaide Guitar Festival (10 Sept – 12 Oct 25)</li> <li>Nature Festival of South Australia (26 Sept – 12 Oct 25).</li> </ul> </li> <li>ACMA delivered a Bastille Day event 14/7/25 with record visitation numbers of 89,160, just under 10,000 more than 2024.</li> <li>Market Square and Central Market Expansion:                             <ul style="list-style-type: none"> <li>Southern Office Tower Topping Out ceremony held 20/10/25.</li> <li>Northern residential/hotel tower reached level 30 for the suspended concrete floor works.</li> <li>Key utility infrastructure such as electricity, water and gas have been laid externally.</li> </ul> </li> <li>Majority of 88 O’Connell commercial and retail tenancies operating by 31 October 2025.</li> <li>Rundle Mall Live Music program has delivered nine music events with 51 live performances.</li> <li>‘Park Up Summer Series’ delivered three Friday night events for young professionals 23/1/26, 6/2/26 and 20/3/26.</li> <li>Music in the Square’ event held 13/2/26.</li> <li>Adelaide Fringe Festival held 20/2/26-22/3/26 with more than one million tickets sold.</li> <li>Supported the SA Men’s Cricket Community Sheffield Shield Win Celebration in Rundle Mall 31/3/26.</li> </ul> <p><u>Integrated Climate Strategy</u></p> <ul style="list-style-type: none"> <li>Sustainability Incentives Scheme:                             <ul style="list-style-type: none"> <li>95 rebates approved totalling \$136,470 with out-of-pocket community expenses totalling \$698,340.</li> </ul> </li> <li>Cultural Burn with Traditional Owner representatives held 2/10/25 in Victoria Park/Pakapakanthi (Park 16) Conservation Area.</li> <li>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.</li> <li>Tree Martin on-ground operational response has been in place and operational since December 2025 with the peak of the bird colony experienced in February 2026.</li> <li>104 street trees planted as at 31/3/26.</li> <li>Contract for electrification improvements at London Road Depot was executed on 8 April 2026.</li> </ul>	City Shaping

# 2025/26 – Chief Executive Officer KPIs

## KRA – LEADERSHIP AND STRATEGIC PLAN DELIVERY

				<p><u>Heritage Strategy</u></p> <ul style="list-style-type: none"> <li>• Heritage Incentives Scheme fully allocated:                             <ul style="list-style-type: none"> <li>- \$1.163m, 44 Projects and \$870,448 reimbursed.</li> </ul> </li> <li>• 20<sup>th</sup> Century Local Heritage Places Code Amendment – Proposal to Initiate endorsed by Council 10/2/26.</li> <li>• Historic Area Statement Update Code Amendment approved by the Minister for Planning on 19/2/26.</li> <li>• Five blue heritage plaques installed to end of March 2026.</li> </ul> <p><u>Housing Strategy</u></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Historic Area Statement Update Code Amendment Endorsed by Council 9/9/25.</li> <li>• ARCHI Incentive Scheme for 2025/26 (cumulative):                             <ul style="list-style-type: none"> <li>- Funding Agreements = 5</li> <li>- Potential through Funding Agreements = 3 dwellings / 9 beds</li> <li>- Granting funding allocated = \$71,374.</li> </ul> </li> <li>• 88 O'Connell project has delivered 158 one, two and three bedroom apartments.</li> <li>• City East Housing Project Draft Guiding Principles and Conditions Precedent approved by Council 11/11/25.</li> <li>• Submission to the State Government's Accommodation Diversity Code Amendment (Part 2) endorsed by Council 9/12/25.</li> <li>• 1,190 multi-unit dwellings (incl. 708 student apartments) under construction and 6,200 (incl. 3,585 student apartments) approved but not yet commenced as at 27/2/26.</li> </ul> <p><u>Homelessness Strategy</u></p> <ul style="list-style-type: none"> <li>• Technical Code Amendment (Performance Assessed Pathway) endorsed by Council 12/8/25.</li> <li>• The Lord Mayor's Roundtable "Partnering to prevent Homelessness" held 14/8/25.</li> <li>• Workshop delivered for Toward Home Alliance senior managers on 24/3/26.</li> <li>• Provisional data for March 2026 provided by the Adelaide Zero Project indicates that 240 people were actively homeless with 161 'sleeping rough' (67%) and 59 'sleeping rough but temporarily sheltered'.</li> </ul>
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# 2025/26 – Chief Executive Officer KPIs

<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 2025/26 Business Plan and Budget</b> <ul style="list-style-type: none"> <li>All key Objectives delivered by end June 2026.</li> <li>Budgeted operating result delivered.</li> </ul> </li> </ul>	30 June 2026	●	<b>Significantly Progressed</b> <ul style="list-style-type: none"> <li>Q1 Progress Report approved by Council 25/11/25.</li> <li>Q2 Progress Report approved by Council 24/2/26.</li> <li>Q3 Progress Report approved by Council 26/5/26.               <ul style="list-style-type: none"> <li>Operating Surplus \$20.684m</li> <li>Capital Expenditure \$54.839m</li> <li>Net Cash Surplus \$10.091m</li> <li>Strategic Projects Completed – 7</li> <li>Capital Projects Completed – 107</li> </ul> </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>Deliver Community Sports Building Redevelopment Projects</b> <ul style="list-style-type: none"> <li>Golden Wattle Park/Mirnu Wirra (Park 21W).</li> <li>Mary Lee Park/Tulya Wardi (Park 27B).</li> </ul> </li> </ul>	30 June 2026	●	<b>In Progress</b> <p><u>Golden Wattle Park / Mirnu Wirra (Park 21W)</u></p> <ul style="list-style-type: none"> <li>Lease Consultation Findings Noted and Detailed Design Approved by Council 8/7/25.</li> <li>Park Lands Community Building redevelopment priorities Workshop with City Community Services and Culture Committee 2/9/25.</li> <li>Park Lands Community Buildings priority needs analysis Confidential Workshop with City Community Services and Culture Committee 3/2/26.</li> <li>Construction contract executed 31 March 2026 with construction commencing in April 2026.</li> <li>Pavilion 1 is planned to finish late October to early November 2026.</li> </ul> <p><u>Mary Lee Park / Tulya Wardi (Park 27B)</u></p> <ul style="list-style-type: none"> <li>Draft Lease Agreement and Draft Community Building Concept Design presented to Kadaltilla 27/11/25.</li> <li>Draft Lease Agreement Authorised and Draft Community Building Concept Design Approved by Council 9/12/25.</li> <li>Concept design has reached 100% and aiming to present 70% detailed design to stakeholders May/June 2026.</li> </ul>	City Infrastructure
	<ul style="list-style-type: none"> <li><b>Deliver a Community Wellbeing Plan</b> <ul style="list-style-type: none"> <li>Presented to Council by end of June 2026.</li> </ul> </li> </ul>	30 June 2026	●	<b>In Progress</b> <ul style="list-style-type: none"> <li>Wellbeing Strategy Workshop with City Community Services and Culture Committee Community 7/10/25.</li> <li>Community Wellbeing Strategy – Draft for Public Consideration Adopted by Council 10/2/26.</li> <li>Public Consultation was undertaken from 18/3/26-13/4/26.</li> <li>Community Wellbeing Strategy to be considered for Adoption at City Community Services and Culture Committee on 2/6/2026.</li> </ul>	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"> <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 to reframe the development of the 2026/27 Business Plan and Budget to allow meaningful input from Council Members</b> <ul style="list-style-type: none"> <li>Presented to Council by end October 2025.</li> </ul> </li> </ul>	31 October 2025	✓	<b>Completed</b> <ul style="list-style-type: none"> <li>2025/26 Long Term Financial Plan Roadmap Workshop with Audit and Risk Committee Workshop 15/8/25.</li> <li>City Finance and Governance Committee Workshop to update the 2025/26 Long Term Financial Plan (AEDA Funding) 26/8/25.</li> <li>City Finance and Governance Committee Workshop to update the 2025/26 Long Term Financial Plan (Operating Budget) 9/9/25.</li> <li>City Finance and Governance Committee Workshop to update the 2025/26 Long Term Financial Plan (Capital Program) 16/9/25.</li> <li>2025/26 Long Term Financial Plan 2025/26-2034/35 – Draft for Public Consultation Approved by Council 14/10/25.</li> <li>Draft 2025/26 Long Term Financial Plan update – Draft for Public Consultation Noted by Audit and Risk Committee 17/10/25.</li> <li>Public Consultation 15/10/25 - 4/11/25.</li> <li>2025/26 – 2034/35 Long Term Financial Plan Consultation feedback report Noted by Council 11/11/25.</li> <li>2025/26 – 2034/35 Long Term Financial Plan Adopted by Council 25/11/25.</li> </ul>	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"> <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 2025/26 Asset Renewal Works Program</b> <ul style="list-style-type: none"> <li>Adopted by Council as part of the 2025/26 Business Plan and Budget.</li> <li>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></li> </ul> </li> </ul>	30 June 2026		<p><b>In Progress</b></p> <ul style="list-style-type: none"> <li>Adopted by Council 24/6/25 \$67.937m.</li> <li>Adopted by Council 24/2/26 \$68.780m.</li> <li>The total spend for renewal projects to the end of March 2026 was \$38.218m with a further \$13.827m in contracted works.</li> <li>65 renewal projects achieved practical completion as at 31 March 2026.</li> <li>Forecast Asset Renewal Funding Ratio of 96.2% as at 30 June 2026.</li> </ul>	City Infrastructure
	<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 2025/26 Business Plan and Budget including delivery of the Public Realm Greening Initiative program and Tree Planting Strategy.</li> </ul> </li> </ul>	30 June 2026		<p><b>In Progress</b></p> <ul style="list-style-type: none"> <li>Adopted by Council 24/6/25 \$46.361m.</li> <li>Adopted by Council 25/11/25 \$54.356m.</li> <li>Adopted by Council 24/2/26 \$51.883m.</li> <li>The total spend for New and Significant Upgrade projects to the end of March 2026 was \$16.171m with a further \$1.879m in contracted works.</li> <li>42 New and Significant Upgrade projects achieved practical completion as at 31 December 2025.</li> </ul>	City Infrastructure
	<ul style="list-style-type: none"> <li><b>Mainstreet Revitalisation projects</b> <ul style="list-style-type: none"> <li>Commence construction of the Hindley Street revitalisation project.</li> <li>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.</li> </ul> </li> </ul>	30 June 2026		<p><b>In Progress</b></p> <p><u>Hindley Street</u></p> <ul style="list-style-type: none"> <li>Detailed Design for funded project progressed to 70% on both a two-way and one-way option. Planning with utility providers to support design finalisation.</li> <li>Engagement with key partners regarding further funding has currently paused.</li> <li>Targeted project completion in Q4 2029/30.</li> </ul> <p><u>Gouger Street</u></p> <ul style="list-style-type: none"> <li>70% Design Noted by Council 28/10/25.</li> <li>Design Development Briefing Workshop with Infrastructure and Public Works Committee 18/11/25.</li> <li>Detailed design completed 17/12/25.</li> <li>Tender submissions closed 25/2/26. Finalising contract discussions.</li> <li>Construction likely to commence in early 2026/27.</li> <li>Targeted project completion in Q1 2028/29.</li> </ul> <p><u>O'Connell Street</u></p> <ul style="list-style-type: none"> <li>Revised Concept Design for O'Connell Street endorsed by Council 26/8/25.</li> <li>Construction of the eastern footpath outside 88 O'Connell Street completed.</li> <li>Western section of the footpath layout plan under review with works to commence in June 2026 for three months.</li> <li>70% design due to be presented to Council in August/September 2026.</li> <li>Targeted project completion in Q3 2028/29.</li> </ul>	City Infrastructure

# 2025/26 – Chief Executive Officer KPIs

KRA – OPERATIONAL AND PROJECT DELIVERY				
				<p><u>Hutt Street</u></p> <ul style="list-style-type: none"> <li>• Workshop for Concept Development Options – Engagement Outcomes with Infrastructure and Public Works Committee 19/8/25.</li> <li>• CEO Briefing held 21/10/25.</li> <li>• Workshop for consideration of design elements with Infrastructure and Public Works Committee 2/12/25.</li> <li>• Concept (Option B revised) Endorsed by Council 9/12/25.</li> <li>• Variation request to Thriving Suburbs Grant submitted 20/4/26 via Department for Infrastructure and Transport.</li> <li>• Subject to funding the following will progress:                             <ul style="list-style-type: none"> <li>- Finalise detailed design work</li> <li>- Contractor procurement</li> <li>- Commencement of capital works.</li> </ul> </li> <li>• Targeted project completion in Q1 2028/29.</li> </ul> <p><u>Melbourne Street</u></p> <ul style="list-style-type: none"> <li>• Workshop for Concept Endorsement with Infrastructure and Public Works Committee 18/11/25.</li> <li>• Concept Plan Approved by Council 9/12/25.</li> <li>• Wombat crossings construction to commence in 2026 with completion anticipated by 30/6/26.</li> <li>• Community Consultation feedback presented to Infrastructure and Public Works Committee on 19/5/26.</li> <li>• Commence detailed design work in 2026/2027.</li> <li>• Targeted project completion in Q3 2029/30.</li> </ul>

# 2025/26 – Chief Executive Officer KPIs

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>Progress Organisational Culture Survey Action Plan</b> <ul style="list-style-type: none"> <li>Regular reports back to staff on quarterly basis.</li> </ul> </li> </ul>	30 June 2026	●	<p><b>In Progress</b></p> <ul style="list-style-type: none"> <li>September Pulse Check Survey launched 25/9/25 and closed 10/10/25 with a participation rate of 64%.</li> <li>Overall Engagement Score of 63%.</li> <li>Portfolio/Program results cascaded to leaders/teams in Q2.</li> <li>April Pulse Check Survey launched 7/4/26 and closed 30/4/26 with a participation rate of 68%.</li> <li>Overall Engagement Score of 56%.</li> <li>Organisational Culture Survey Action plan key metrics:               <ul style="list-style-type: none"> <li>Connection 72%</li> <li>Learning and Development 58%</li> <li>Senior Leadership 51%.</li> </ul> </li> <li>Portfolio/Program results to be cascaded to leaders/teams in Q4.</li> </ul> <ul style="list-style-type: none"> <li>Australian Parking Industry Association Awards 15/10/25:               <ul style="list-style-type: none"> <li>Won Parking Organisation of the Year</li> <li>Won Outstanding Customer Experience</li> </ul> </li> <li>Self Insurer SA Awards 7/11/25:               <ul style="list-style-type: none"> <li>Won Outstanding Innovation or Pioneer (Heat Project with Adelaide University)</li> </ul> </li> <li>Planning Australia SA 2025 Awards for Planning Excellence 14/11/25:               <ul style="list-style-type: none"> <li>Won the Minister's Award for Adaptive Reuse City Housing Initiative (ARCHI).</li> <li>Won the Planning Research Category for Adaptive Reuse City Housing Initiative (ARCHI).</li> <li>Received four commendations:                   <ul style="list-style-type: none"> <li>City Plan Digital Explorer in Technology and Digital Innovation Category</li> <li>Performance on Waste and Resource Recovery Tool in Climate Change and Resilience Category</li> <li>Adelaide Park Lands Management Strategy-Towards 2036 in Strategic Planning Category</li> <li>Ellen Liebelt, Project Manager City Housing in Planning Champion Category</li> </ul> </li> </ul> </li> <li>Thirteen nominations submitted for Local Government Professionals SA Excellence Awards February 2026 - shortlisted finalists in two categories</li> <li>Two nominations submitted for Local Government Australia SA Mutual Liability Scheme February 2026.</li> <li>2026 Australian Urban Design Awards 24/3/26 - Research and Advocacy shortlisted finalist (ARCHI)</li> <li>2026 National Planning Institute of Australia Awards for Planning Excellence 20/5/26 – Planning and Research Commendation (ARCHI)</li> </ul>	Corporate Services


# 2025/26 – Chief Executive Officer KPIs

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>• Monitor and improve employee measures using Q3 2024/25 results as baseline 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;4% of headcount</li> </ul> </li> <li>○ Employee participation in Performance and Development Conversations (PDC) process &gt;88%</li> <li>○ Employee participation in and completion of Mandatory Training 100%.</li> </ul> </li> </ul>	30 June 2026	●	<b>Significantly Progressed</b> <ul style="list-style-type: none"> <li>• Turnover of 11.1% as at 31/3/26 (excluding casuals) compared to 12.3% as at 31/12/25.</li> <li>• 30 leavers (3.5%) with less than two years' experience as at 31/3/26, compared to 30 leavers (3.9%) as at 31/12/25.</li> <li>• PDC participation rate 99.6% as at 31/3/26 compared to 98% as at 31/12/25.</li> <li>• Employee completion of Mandatory Training 95.7% as at 31/3/26.</li> </ul>	Corporate Services

# 2025/26 – Chief Executive Officer KPIs

KRA – STAKEHOLDER MANAGEMENT																																																													
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>	<ul style="list-style-type: none"> <li><b>Improve the customer experience for residents, businesses and city users</b> <ul style="list-style-type: none"> <li>All key priorities delivered by end June 2026.</li> <li>Using Q3 2024/25 results as baseline</li> </ul> </li> <li>Measures:                             <ul style="list-style-type: none"> <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;63%</li> <li>Customer Ease/Effort six month average to be &gt;69%</li> </ul> </li> <li>Overall satisfaction with delivery of Council services &gt;70% sources Baseline City User Profile (CUP Survey), Resident and Business surveys</li> </ul> </li> </ul>	30 June 2026	●	<p><b>Significantly Progressed</b></p> <ul style="list-style-type: none"> <li>Customer Satisfaction                             <ul style="list-style-type: none"> <li>Q3 as at 31/3/26 70.83%</li> </ul> </li> <li>Customer Ease/Effort                             <ul style="list-style-type: none"> <li>Q3 as at 31/3/26 69.16%</li> </ul> </li> <li>As per the City User Profile Survey, 12 of 13 services' satisfaction scores exceeded 70%:</li> </ul> <table border="1"> <thead> <tr> <th></th> <th>23/24</th> <th>24/25</th> <th>25/26</th> </tr> </thead> <tbody> <tr> <td>Arts, Culture and Events</td> <td>88%</td> <td>94%</td> <td>95%</td> </tr> <tr> <td>Community Planning &amp; Development</td> <td>79%</td> <td>88%</td> <td>88%</td> </tr> <tr> <td>Community Safety</td> <td>72%</td> <td>86%</td> <td>82%</td> </tr> <tr> <td>Economic Planning &amp; Growth</td> <td>75%</td> <td>84%</td> <td>87%</td> </tr> <tr> <td>Environmental Sustainability</td> <td>76%</td> <td>86%</td> <td>84%</td> </tr> <tr> <td>Library Services</td> <td>92%</td> <td>95%</td> <td>95%</td> </tr> <tr> <td>Park Lands &amp; Open Space</td> <td>91%</td> <td>89%</td> <td>85%</td> </tr> <tr> <td><i>Parking</i></td> <td>53%</td> <td>50%</td> <td>56%</td> </tr> <tr> <td>Planning, Building &amp; Heritage</td> <td>81%</td> <td>85%</td> <td>83%</td> </tr> <tr> <td>Property Management &amp; Development</td> <td>82%</td> <td>88%</td> <td>89%</td> </tr> <tr> <td>Resource Recovery &amp; Waste Management</td> <td>82%</td> <td>86%</td> <td>85%</td> </tr> <tr> <td>Sports &amp; Recreation</td> <td>92%</td> <td>92%</td> <td>92%</td> </tr> <tr> <td>Streets &amp; Transportation</td> <td>75%</td> <td>79%</td> <td>80%</td> </tr> </tbody> </table>		23/24	24/25	25/26	Arts, Culture and Events	88%	94%	95%	Community Planning & Development	79%	88%	88%	Community Safety	72%	86%	82%	Economic Planning & Growth	75%	84%	87%	Environmental Sustainability	76%	86%	84%	Library Services	92%	95%	95%	Park Lands & Open Space	91%	89%	85%	<i>Parking</i>	53%	50%	56%	Planning, Building & Heritage	81%	85%	83%	Property Management & Development	82%	88%	89%	Resource Recovery & Waste Management	82%	86%	85%	Sports & Recreation	92%	92%	92%	Streets & Transportation	75%	79%	80%	Corporate Services
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# 2025/26 – Chief Executive Officer KPIs

KRA – LORD MAYOR AND COUNCILLORS					
Responsibilities as per CEO Position Description	KPIs	Timeline	Progress	Status	Portfolio Responsible
Lord Mayor and Councillors <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 service experience for the Lord Mayor and Councillors</b> <ul style="list-style-type: none"> <li>➤ All key priorities delivered by end June 2026.</li> </ul> </li> </ul> <p>Priorities:</p> <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> <p>Proposed Measures:</p> <ul style="list-style-type: none"> <li>○ 85% of decisions and CEO undertakings closed out within 12 months</li> </ul> <p>85% of requests submitted through Fresh Desk system are resolved within agreed timeframes</p>	30 June 2026		<b>Significantly Progressed</b> <ul style="list-style-type: none"> <li>• 98% of Council decisions closed within 12 months as at 31/3/26.</li> <li>• 98.9% of CEO undertakings closed within 12 months as at 31/3/26.</li> <li>• 85.5% of Council Member requests submitted through FreshDesk resolved within agreed timeframes for Q3 (January-March 2026).</li> </ul>	Corporate Services

## Draft 2026/27 CEO Performance KPIs

Strategic Alignment - Our Corporation

Public

**Monday, 1 June 2026**  
**CEO Performance Review Panel**

**Program Contact:**  
Carole Johns, Executive  
Manager, Office of the CEO

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

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## EXECUTIVE SUMMARY

This report proposes to the CEO Performance Review Panel that the performance of the Chief Executive Officer (CEO) for the 2026/27 financial year be assessed on:

- Achievement of the Draft 2026/27 Key Performance Indicators (KPIs) that are aligned to the Key Result Areas relevant to the CEO Position Description and included as Attachment A to this report, and
- The outcomes of an appropriate 360-degree survey instrument, including Council Members, senior staff and external stakeholders.

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## RECOMMENDATION

THAT THE CEO PERFORMANCE REVIEW PANEL RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Approves that the Chief Executive Officer's performance for the 2026/27 financial year will be assessed against:
  - 1.1. The achievement of the Draft Key Performance Indicators aligned to the relevant Key Result Areas in the CEO Position Description and contained in Attachment A to Item 5.2 on the Agenda for the meeting of the CEO Performance Review Panel held on 1 June 2026.
  - 1.2. The outcomes of an appropriate 360-degree survey instrument, including Council Members, senior staff and external stakeholders.

# IMPLICATIONS AND FINANCIALS

CEO Contract	<ul style="list-style-type: none"> <li>• Key Performance Indicators will be reviewed annually and periodically.</li> <li>• Council may alter the Key Performance Indicators at its discretion following reasonable consultation with the CEO.</li> <li>• 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.</li> <li>• The CEO will be consulted in the development of key performance indicators which will be set by the Council by mutual agreement.</li> </ul>
Consultation	Not as a result of this report
25/26 Budget Allocation	Not as a result of this report

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## DISCUSSION

1. Consideration is sought by the Panel of the Draft CEO Key Performance Indicators (KPIs) for the 2026/27 financial year.
2. It is recommended that the CEO's Performance be assessed against the Key Result Areas (KRAs) in the CEO's Position Description:
  - 2.1. Leadership and Strategic Plan Delivery
  - 2.2. Financial and Risk Management
  - 2.3. Operational and Project Delivery
  - 2.4. Organisational Health including Innovation and Service Improvement
  - 2.5. Stakeholder Management
  - 2.6. Lord Mayor and Councillors, and
  - 2.7. Reflect the key actions for implementation of the City of Adelaide Strategic plan 2024-2028 and the adopted 2026/27 Business Plan and Budget.
3. As contained in Attachment A, the draft KPIs include:
  - 3.1. Development of a City Vision and Strategic Plan Alignment.
  - 3.2. Implementation of Year 3 actions outlined in the Strategic Plan and adopted City of Adelaide Strategies
  - 3.3. Delivery of actions in the 2026/27 Business Plan and Budget when adopted by Council
  - 3.4. Update of Council's Long Term Financial Plan and development of the 2027/28 Business Plan and Budget
  - 3.5. Delivery of Council's 2026/27 Asset Renewal and Major / New and Upgrade Works Programs
  - 3.6. Progress the adopted Mainstreet Revitalisation projects
  - 3.7. Undertake the Organisational Culture Survey
  - 3.8. Monitor and improve employee measures using Q3 2025/26 as the baseline
  - 3.9. Improve the customer experience for residents, businesses and city users
  - 3.10. Improve the service experience for the Lord Mayor and Councillors.

4. At the meeting of the CEO Performance Review Panel (the Panel) on 1 December 2025, the following undertaking was given to the Panel:

*Undertaking – CEO KPIs for the 2026/27 Financial Year*

*To examine the qualitative aspects within the cultural survey to be considered as part of the CEO KPIs for the 2026/27 Financial Year and separating the designation ‘stakeholder’ from the governing body of Council.*

5. Noting this undertaking, advice will be provided to the Panel on the percentage of Organisational Culture survey participants who provide qualitative feedback. This is not proposed as a formal measure as it is optional for survey participants to provide additional comments.
6. In addition, references to stakeholders will be clarified as city users in general, and not specifically elected members of Council.
7. In addition to the achievement of measures as contained in Attachment A, it is proposed that the performance of the Chief Executive Officer (CEO) for the 2026/27 financial year be assessed on the outcomes of an appropriate 360-degree survey instrument, including Council Members, senior staff and external stakeholders.

**Next Steps**

8. Following approval of the Draft 2026/27 CEO KPIs by Council, the CEO will cascade the KPIs with supporting measures to the Portfolio Directors as the basis for a consistent organisational approach to performance review at the Executive level. The CEO will assess the performance of the Executive group for the 2026/27 review period in accordance with the KPIs.
9. A 360-degree survey of Council Members, senior staff and external stakeholders will be undertaken at the end of the 2026/27 financial year.

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## DATA AND SUPPORTING INFORMATION

Nil

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## ATTACHMENTS

**Attachment A** – Draft 2026/27 CEO Performance KPIs

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- 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

## DRAFT 2026/27 CEO KPIs

#	KPI	KRA
1	<b>Development of City Vision and Strategic Plan Alignment</b> Lead the development, engagement and Council endorsement of a contemporary City Vision by June 2027, reflecting community aspirations and capital city priorities, and ensure it clearly underpins and informs the organisation's new Strategic Plan, with demonstrated alignment to measurable priorities, outcomes and implementation pathways within agreed timeframes.	Leadership and Strategic Plan Delivery
2	<b>Implement Year 3 Strategic Plan actions from adopted City of Adelaide Strategies:</b> <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
3	<b>Deliver all key objectives in Council's 2026/27 Business Plan and Budget</b> All key objectives delivered by end June 2027 Budgeted operating result delivered	Leadership and Strategic Plan Delivery Financial and Risk Management
4	<b>Update the Council's Long-Term Financial Plan including assumptions and parameters to reframe the development of the 2027/28 Business Plan and Budget to allow meaningful input from Council Members</b> Presented to Council by the end of October 2026	Financial and Risk Management
5	<b>Deliver Council's 2026/27 Asset Renewal Works Program</b> Adopted by Council as part of the 2026/27 Business Plan and Budget Asset Renewal Funding Ratio of 94.5% in accordance with the adopted LTFP target for 2026/27 <i>The Asset Renewal Funding Ratio indicates whether Council is renewing or replacing existing assets at a rate of consumption.</i>  <b>Deliver Council's Major / New and Upgrade Works Program</b> Adopted by Council as part of the 2026/27 Business Plan and Budget including delivery of the Public Realm Greening Initiative program and Tree Planting Strategy.	Operational and Project Delivery
6	<b>Mainstreet Revitalisation projects</b> Commence delivery of the prioritised delivery program for the five Main Streets <ul style="list-style-type: none"> <li>○ O'Connell Street               <ul style="list-style-type: none"> <li>- Complete detailed design work and contractor procurement</li> <li>- Commence capital works</li> </ul> </li> <li>○ Gouger Street               <ul style="list-style-type: none"> <li>- Finalise detailed design work and contractor procurement</li> <li>- Commence capital works</li> </ul> </li> </ul>	Operational and Project Delivery

	<ul style="list-style-type: none"> <li>○ Melbourne Street <ul style="list-style-type: none"> <li>- Install wombat crossing</li> <li>- Commence detailed design work</li> </ul> </li> <li>○ Hutt Street <ul style="list-style-type: none"> <li>- Finalise detailed design work and contractor procurement</li> <li>- Commence capital works</li> </ul> </li> <li>○ Hindley Street <ul style="list-style-type: none"> <li>- Pursue grant funding opportunities</li> <li>- Commence detailed design work</li> </ul> </li> </ul>	
7	<p><b>Undertake the Organisational Culture Survey 2026</b></p> <p>Measures:</p> <ul style="list-style-type: none"> <li>○ Achieve a participation rate of 70%</li> <li>○ Achieve an Employee Engagement score of 64%</li> <li>○ Regular reports back to staff on a quarterly basis</li> </ul>	Organisational Health (including Innovation and Service Improvement)
8	<p><b>Monitor and improve employee measures using Q3 2025/26 results as baseline</b></p> <p>Measures:</p> <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;4% of headcount</li> </ul> </li> <li>○ Employee participation in the Performance and Development Conversations process &gt;90%</li> <li>○ Employee participation in and completion of Mandatory Training 100%</li> </ul>	Organisational Health (including Innovation and Service Improvement)
9	<p><b>Improve the customer experience for residents, businesses, and city users</b></p> <p>All key priorities delivered by end June 2027</p> <p>Using Q3 2025/26 results as baseline</p> <p>Measures:</p> <ul style="list-style-type: none"> <li>○ Voice of Customer Surveys <ul style="list-style-type: none"> <li>- Customer Satisfaction six month average to be &gt;70%</li> <li>- Customer Ease/Effort six month average to be &gt;70%</li> </ul> </li> <li>○ Overall satisfaction with delivery of Council services &gt;70% sources Baseline City User profile (CUP Survey), Resident and Business surveys</li> </ul>	Stakeholder Management
10	<p><b>Improve the service experience for the Lord Mayor and Councillors</b></p> <p>All key priorities delivered by end June 2027</p> <p>Priorities:</p> <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> <p>Measures:</p> <ul style="list-style-type: none"> <li>○ 90% of decisions and CEO undertakings closed out within 12 months</li> <li>○ 85% of requests submitted through Fresh Desk system are resolved within agreed timeframes</li> </ul>	Lord Mayor and Councillors

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