



# CEO Performance Review Panel

## AGENDA & REPORTS

for the meeting

Monday, 3 June 2024  
at 3.00 pm

in the Colonel Light Room, Adelaide Town Hall

© 2024 CITY OF ADELAIDE. ALL RIGHTS RESERVED.



Membership	The Lord Mayor The Deputy Lord Mayor 1 Council Members 2 External Independent Member
Quorum	3
Presiding Member	The Right Honourable the Lord Mayor, Dr Jane Lomax-Smith
Council Members	Deputy Lord Mayor, Councillor Snape Councillor Abrahamzadeh
Independent Member	G Fraser J Tate

### 1. Acknowledgement of Country

At the opening of the CEO Performance Review Panel meeting, the Chair will state:

‘Council acknowledges that we are meeting on traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today.

And we also extend that respect to other Aboriginal Language Groups and other First Nations who are present today.’

### 2. Apologies and Leave of Absence

Nil

### 3. Confirmation of Minutes

That the Minutes of the meeting of the CEO Performance Review Panel held on 4 March 2024, be taken as read and be confirmed as an accurate record of proceedings.

View public 4 March 2024 Minutes [here](#).

### 4. Items for Consideration and Determination

4.1	2023/24 Q3 KPI Progress Report	3 - 11
4.2	INTERIM 2024/25 CEO Performance KPIs	12 - 15

### 5. Closure

## 2023/24 Q3 KPI Progress Report

Strategic Alignment - Our Corporation

**Monday, 3 June 2024**  
**CEO Performance Review**  
**Panel**

**Program Contact:**  
Chief Executive Officer

Public

**Approving Officer:**  
Michael Sedgman, Acting Chief  
Executive Officer

---

## EXECUTIVE SUMMARY

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

---

## RECOMMENDATION

THAT THE CEO PERFORMANCE REVIEW PANEL RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Receives and notes the KPI progress report, Attachment A to Item 4.1 on the agenda for the meeting of the CEO Performance Review Panel held on 3 June 2024, outlining progress against the Chief Executive Officer's endorsed 2023/24 Key Performance Indicators.
-

# IMPLICATIONS AND FINANCIALS

CEO Contract	Strategic Alignment – Our Corporation Effective Leadership and Governance
CEO contract	The Key Result Areas (KRAs) outlined are contained in the Chief Executive Officer (CEO) Position Description and as an attachment to the former CEO’s employment agreement. Key Performance Indicators (KPIs) will be reviewed annually and periodically. Council may alter the KPIs at its discretion following reasonable consultation with the CEO.
Consultation	Not as a result of this report
23/24 Budget Allocation	Not as a result of this report

## DISCUSSION

1. At its meeting on 27 June 2023, Council endorsed the recommendations of the CEO Performance Review Panel of 14 June 2023 and resolved that Council:
  - “1. Approves that the Chief Executive Officers performance for 1 July 23 – 30 June 24 will be:
    - 1.1 Assessed against the achievement of KPIs aligned to the Key Result Areas outlined in the CEO Position Description and contained in Attachment A as amended and attached to the minutes to Item 3.1 of the CEO Performance Review Panel held on 14 June 2023.
    - 1.2. Informed by a 360-degree survey to be conducted by Hender Consulting.”
2. At its meeting on 12 March 2024, Council endorsed the recommendation of the CEO Performance Review Panel of 4 March 2024 and resolved (in part) that Council:
  - “3. Endorses that Council does not progress a 360-degree review of the Acting Chief Executive Officer at that time.”
3. The approved Chief Executive Officer (CEO) Key Performance Indicators (KPIs) for 2023/24 ([Link 1](#)) are aligned to the Key Result Areas (KRAs) in the CEO’s Position Description:
  - 3.1. Leadership and Strategic Plan Delivery
  - 3.2. Financial and Risk Management
  - 3.3. Operational and Project Delivery
  - 3.4. Organisational Health (including Innovation and Service Improvement)
  - 3.5. Stakeholder Management
  - 3.6. Lord Mayor and Councillors.
4. The CEO has cascaded the KPIs with supporting measures to the Portfolio Directors as the basis for a consistent organisational approach to performance review at the Executive level. The Acting CEO will assess the performance of the Executive group for the 2023/24 review period in accordance with the approved KPIs and where appropriate commence delivery against the adopted City of Adelaide 2024-2028 Strategic Plan.
5. In accordance with the approved process for the 2023/24 CEO Performance Review, the Acting CEO has prepared an update of progress as at 31 March 2024 provided as **Attachment A**.
6. The progress report provides detail on the status of delivery against the approved CEO KPIs and significantly records the completion of the following KPIs:
  - 6.1. Develop the City of Adelaide 2024 – 2028 Strategic Plan – adopted by Council on 12 December 2023 ([Link 2](#)).

- 6.2. Update the Council's Long Term Financial Plan – adopted by Council on 26 September 2023 ([Link 3](#)).
- 6.3. Develop a Housing Policy that supports the provision of affordable and social housing – adopted by Council on 13 February ([Link 4](#)).
7. As at 31 March 2024 the following KPIs have been significantly progressed:
  - 7.1. Delivery of Council's 2023/24 Business Plan and Budget:
    - 6.1.1 Quarter One Progress Report ([Link 5](#)).
    - 6.1.2 Quarter Two Progress Report ([Link 6](#)).
    - 6.1.3 Quarter Three Progress Report ([Link 7](#)).
  - 7.2. Delivery of Council's 2023/24 Capital Works Program ([Link 8](#)):
    - 7.2.1. Total expenditure of \$60.147m with a further \$23.910m contracted, totalling a committed spend of \$84.057m of the total budget of \$110.336m.
    - 7.2.2. The spend profile of \$60.147m compares to \$34.737m at 31 March 2023, reflecting an increase of 73%.
  - 7.3. Develop a City Plan that provides guidance on sustainable City growth for presentation to Council by June 2024. Draft City Plan – Adelaide 2036 noted by Council on 14 May 2024 ([Link 9](#)).
  - 7.4. Conduct four public realm condition audits ([Link 10](#)).
8. Of note, as at 31 March 2024, three KPIs have been completed, four KPIs have been significantly progressed and three KPIs are in progress.

---

## DATA AND SUPPORTING INFORMATION

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

Link 2 – City of Adelaide Strategic Plan 2024–2028

Link 3 – 2023/2024 Long Term Financial Plan

Link 4 – Housing Strategy – Investing in Our Housing Future

Link 5 – 2023/24 Business Plan and Budget Quarter One Progress Report

Link 6 – 2023/24 Business Plan and Budget Quarter Two Progress Report

Link 7 – 2023/24 Business Plan and Budget Quarter Three Progress Report

Link 8 – Capital Projects Update - March 2024

Link 9 – Draft City Plan – Adelaide 2036

Link 10 – Public Realm Condition Audits

---

## ATTACHMENTS

Attachment A – 2023/24 KPI Progress Report for the period to 31 March 2024

---





- END OF REPORT -

# 2023/24 – Chief Executive Officer KPIs


KRA – LEADERSHIP AND STRATEGIC PLAN DELIVERY					
Responsibilities as per CEO Position Description	KPIs	Timeline	Progress	Status	Portfolio Responsible
<ul style="list-style-type: none"> <li>Working collaboratively with Council in the development, communication, and implementation of the Strategic Plan, and providing regular reporting to Council on progress against the Plan.</li> <li>Managing the strategic planning process and assessing performance against the Strategic Plan.</li> </ul>	<ul style="list-style-type: none"> <li><b>Develop the Council's 2024-2028 Strategic Plan.</b> <ul style="list-style-type: none"> <li>Presented to Council by end December 2023.</li> </ul> </li> </ul>	31 December 2023	✓	<b>Completed</b> <ul style="list-style-type: none"> <li>Vision and Themes Workshop 25/7/23.</li> <li>Council Member Workshop 23/9/23.</li> <li>Draft endorsed for public consultation 24/10/23.</li> <li>Public consultation 27/10/23-20/11/23.</li> <li>Adopted by Council 12/12/23.</li> </ul>	Corporate Services
<ul style="list-style-type: none"> <li>Ensuring the development of annual business plans and budgets that support the delivery of the Strategic Plan.</li> </ul>	<ul style="list-style-type: none"> <li><b>Deliver all key objectives in Council's 2023/24 Business Plan and Budget.</b> <ul style="list-style-type: none"> <li>All key Objectives delivered by end June 2024.</li> <li>Budgeted operating result delivered.</li> </ul> </li> </ul>	30 June 2024	●	<b>Significantly progressed</b> <ul style="list-style-type: none"> <li>Q1 Progress Report approved by Council 28/11/23.</li> <li>Q2 Progress Report approved by Council 27/2/24.</li> <li>Q3 Progress Report approved by Council 28/5/24.</li> </ul>	Corporate Services
<ul style="list-style-type: none"> <li>Providing timely strategic advice and recommendations to Council on policy matters, issues and proposals affecting the future development and position of the City of Adelaide.</li> </ul>	<ul style="list-style-type: none"> <li><b>Develop a City Plan that provides guidance on sustainable City growth.</b> <ul style="list-style-type: none"> <li>Presented to Council by end June 2024.</li> </ul> </li> </ul>	30 June 2024	●	<b>Significantly progressed</b> <ul style="list-style-type: none"> <li>Workshop for Draft City Plan Vision and City Shaping Principles at City Planning, Development and Business Affairs Committee 6/6/23.</li> <li>City Plan Studio for stakeholder engagement held 1-15 September 2023.</li> <li>Draft City Plan reflecting community and stakeholder engagement activities 1 March to 3 April 2024, noted by Council 14/5/24.</li> </ul>	City Shaping
	<ul style="list-style-type: none"> <li><b>Develop a Housing Policy that supports the provision of affordable and social housing.</b> <ul style="list-style-type: none"> <li>Presented to Council by end December 2023.</li> </ul> </li> </ul>	31 December 2023	✓	<b>Completed</b> <ul style="list-style-type: none"> <li>Workshop at City Community Services and Culture Committee (CCSCC) 2/5/23.</li> <li>Draft Endorsed for public consultation by Council 14/11/23.</li> <li>Public consultation 23/11/23-19/1/24.</li> <li>Adopted by Council 13/2/24.</li> </ul>	City Shaping

KRA – FINANCIAL AND RISK MANAGEMENT					
Responsibilities as per CEO Position Description	KPIs	Timeline	Progress	Status	Portfolio Responsible
<ul style="list-style-type: none"> <li>Ensuring annual and long-term financial plans are developed, monitored, and controlled.</li> <li>Developing and maintaining financial capability to enable the organisation to discharge its statutory functions and to realise human and capital resources for maximum benefit to the community.</li> <li>Organising and managing funding requirements and account for the proper receipt of all monies.</li> <li>Ensuring the appropriate governance and compliance frameworks are in place, particularly in terms of the <i>Independent Commissioner Against Corruption Act 2012</i>.</li> <li>Managing, maintaining, and maximising Council assets and resources.</li> <li>Ensuring all commercial activities of Council are in line with community service obligations and have clearly defined financial goals (including rate of return on assets) whilst meeting Council’s sustainability objectives.</li> </ul>	<ul style="list-style-type: none"> <li><b>Update the Council’s Long-Term Financial Plan including the assumptions and parameters.</b> <ul style="list-style-type: none"> <li>Presented to Council by end October 2023.</li> </ul> </li> </ul>	31 October 2023	✓	<b>Completed</b> <ul style="list-style-type: none"> <li>Assumptions and parameters received and noted by Audit and Risk Committee Workshop 4/8/23.</li> <li>Assumptions and parameters received and noted by City Finance and Governance Committee Workshop 15/8/23.</li> <li>Recommended for adoption including the CEO Financial Sustainability Report by City Finance and Governance Committee 9/9/23.</li> <li>Adopted by Council 26/9/23.</li> </ul>	Corporate Services

# 2023/24 – Chief Executive Officer KPIs

KRA – OPERATIONAL AND PROJECT DELIVERY					
Responsibilities as per CEO Position Description	KPIs	Timeline	Progress	Status	Portfolio Responsible
<ul style="list-style-type: none"> <li>Ensuring Capital Works projects and Asset Renewal programs and projects are on track and within committed budgets.</li> </ul>	<ul style="list-style-type: none"> <li><b>Deliver Council's Asset Renewal Works Program.</b> <ul style="list-style-type: none"> <li>Adopted by Council as part of the 2023/24 Business Plan and Budget.</li> </ul> </li> </ul>			<ul style="list-style-type: none"> <li>Adopted by Council 27/6/23 \$50.416m</li> <li>Revised by Council 28/11/23 \$54.153m</li> </ul>	City Services
	<ul style="list-style-type: none"> <li>Asset Renewal Funding Ratio of 90%. <i>The Asset Renewal Funding Ratio indicates whether Council is renewing or replacing existing assets at a rate of consumption.</i></li> <li>90% delivery of Council's Asset Renewal works program representing a minimum 25% improvement over the historical 5 year average of 65%.</li> </ul>	30 June 2024		<p><b>Significantly progressed</b></p> <p>The total spend for renewal projects to the end of March 2024 is \$36.696m with a further \$14.694m contracted, totalling committed expenditure of \$51.390m.</p> <p>Actual spend to the end of March 2024 reflects an Asset Renewal Funding Ratio of 90% with a forecast year end ratio of 97% at the end of Q3 2024.</p>	City Services
	<ul style="list-style-type: none"> <li><b>Deliver Council's Major / New and Upgrade Works Program.</b> <ul style="list-style-type: none"> <li>Adopted by Council as part of the 2023/24 Business Plan and Budget.</li> </ul> </li> </ul>			<ul style="list-style-type: none"> <li>Adopted by Council 27/6/23 \$50.318m</li> <li>Revised by Council 28/11/23 \$56.127m</li> <li>Revised by Council 27/2/24 \$56.183m</li> </ul>	City Services
	<ul style="list-style-type: none"> <li>Reduce the level of Capital Works Carry Forward in the range of 10%-25% from the historical 5 year average of \$26.1M or 66%.</li> </ul>	30 June 2024		<p><b>Significantly progressed</b></p> <p><b>Major Projects - \$42.068m</b> Major Projects as of 31 March 2024 reflects \$18.454m spent and \$6.465m contracted, totalling committed expenditure of \$24.919m.</p> <p><b>New &amp; Upgrade Works - \$14.115m</b> New and Upgrade Projects as of 31 March 2024 reflects \$4.998m spent and \$2.750m contracted, totalling committed expenditure of \$7.748m.</p>	City Services
<ul style="list-style-type: none"> <li>Managing the Council's resources and day-to-day operations in an efficient and effective manner.</li> <li>Ensuring all processes are administered within appropriate governance and compliance frameworks.</li> </ul>	<ul style="list-style-type: none"> <li><b>Conduct four (4) public realm condition audits.</b> <ul style="list-style-type: none"> <li>Quarterly reports on public realm condition audits presented to Council.</li> </ul> </li> </ul>	30 June 2024		<p><b>Significantly progressed</b></p> <ul style="list-style-type: none"> <li>Report on previous public realm condition audits for King William Street, North Terrace, Hutt Street and Melbourne Street noted by Council 27/2/24.</li> <li>Report on public realm condition audits for East End (14/2/24) and Hindley Street (14/3/24) noted by Council 23/4/24.</li> <li>Public realm condition audits for Gouger Street (10/4/24) and O'Connell Street (19/4/24) to be presented to Committee/Council in June 2024.</li> </ul>	City Services
	<ul style="list-style-type: none"> <li>Develop a program to implement the findings by end June 2024.</li> </ul>	30 June 2024		<p><b>In progress</b></p> <p>A program will be developed and presented to Committee/Council in June 2024.</p>	City Services



KRA – ORGANISATIONAL HEALTH (Including Innovation and Service Improvement)					
Responsibilities as per CEO Position Description	KPIs	Timeline	Progress	Status	Portfolio Responsible
<ul style="list-style-type: none"> <li>Embracing and driving a culture that encourages employee engagement and promotes accountability, initiative, creativity, diversity, transparency, and the organisation's values through coaching, mentoring and empowering direct reports, having performance conversations and ensuring an effective balance of people leadership and management competencies.</li> <li>Measuring staff and customer engagement and experience along with financial and governance indicators.</li> <li>Ensuring best practice human resource management strategies are implemented.</li> <li>Ensuring the organisational structure and human resources remain relevant to the strategic goals of the organisation through effective recruitment, retention, and performance management strategies.</li> <li>Ensuring an effective industrial relations system for all Council employees is in place and maintained, which is compliant with relevant legislation.</li> <li>Ensuring processes and procedures are in place that maintain a workplace free from discrimination, bullying and harassment.</li> <li>Driving a high level of innovation and continuous improvement initiatives are implemented and the benefit realised and measured.</li> </ul>	<ul style="list-style-type: none"> <li><b>Lead organisational culture improvement with a focus on values, leadership, expectations and behaviours to ensure the City of Adelaide is recognised as an employer of choice.</b> <ul style="list-style-type: none"> <li>All key priorities delivered by end June 2024.</li> </ul> </li> <li>Proposed Priorities:                             <ul style="list-style-type: none"> <li>Develop and communicate the City of Adelaide Employer Brand.</li> <li>Develop and implement the City of Adelaide Workforce Plan, with a focus on:                                     <ul style="list-style-type: none"> <li>Attraction of new talent</li> <li>Succession planning</li> </ul> </li> <li>Improving Aboriginal and Torres Strait Islander employment participation rates in accordance with Council's Reconciliation Action Plan.</li> <li>Develop a more contemporary tool for Council to assess and monitor organisational culture.</li> </ul> </li> <li>Proposed Measures:                             <ul style="list-style-type: none"> <li>Attraction and Retention of Employees:                                     <ul style="list-style-type: none"> <li>Monitor early turnover rate as an indicator that employer brand matches the employee experience</li> <li>Benchmark workforce turnover rate against Australian Capital Cities and Territories.</li> </ul> </li> <li>Recognition for leadership in the sector (Awards).</li> <li>Employee participation in Performance and Development Conversations (PDC) process &gt;80%.</li> <li>Employee participation in and completion of Mandatory Training 100%.</li> </ul> </li> </ul>	30 June 2024		In progress	Corporate Services

KRA – ORGANISATIONAL HEALTH (Including Innovation and Service Improvement)					
Responsibilities as per CEO Position Description	KPIs	Timeline	Progress	Status	Portfolio Responsible
	<ul style="list-style-type: none"> <li>Finalise the two (2) external reviews of the Adelaide Economic Development Agency.                             <ul style="list-style-type: none"> <li>Report on findings of two external reviews noted by Council by end August 2023.</li> <li>Implement findings by end February 2024.</li> </ul> </li> </ul>	<p>31 August 2023</p> <p>29 February 2024</p>		<p><b>In progress</b></p> <ul style="list-style-type: none"> <li>KPMG/Deloitte reviews noted by Council 22/8/23.</li> <li>Council/AEDA Board Workshop 26/9/23.</li> <li>Council endorsed an Action Implementation Plan 24/10/23, including updates to City Finance and Governance Committee and the Audit and Risk Committee in March and July 2024.</li> <li>CEO Briefing – Council/AEDA Workshop held 30/1/24.</li> <li>Progress report on implementation of Review Recommendations noted by Council 26/3/24 with 18 of 36 recommendations completed.</li> <li>Draft Economic Development Strategy endorsed for the purpose of public consultation by Council 26/3/24.</li> <li>Adelaide Visitor Experience Centre operating model endorsed by Council 23/4/24 – Acting CEO authorised to progress to Stage Two of the procurement process.</li> <li>Q3 AEDA report received by Council 28/5/24 noted 23 of 36 recommendations completed.</li> </ul>	Corporate Services

## KRA – STAKEHOLDER MANAGEMENT – LORD MAYOR AND COUNCILLORS

Responsibilities as per CEO Position Description	KPIs	Timeline	Progress	Status	Portfolio Responsible																												
<ul style="list-style-type: none"> <li>Engaging with a wide range of internal and external stakeholders within a complex political environment and across a broad organisational framework.</li> <li>Promoting Council and its activities to the community.</li> <li>Negotiating and achieving the resolution of major issues which affect the management, planning and development of the City.</li> <li>Upholding a customer service culture and ensure that Council services meet customer needs.</li> <li>Monitoring customer satisfaction levels on a regular basis and ensure public accountability.</li> <li>Promoting relationships and liaising with external agencies including government at local, state and commonwealth level, the business community and resident groups.</li> <li>Representing the City in an official capacity as required.</li> <li>Ensuring that the City's image and profile is prominent through effective promotion and representation to the public, media and other groups and agencies.</li> <li>Ensuring timely and accurate information about Council policies and programs is regularly provided to the community and that appropriate mechanisms are created for community feedback to Council.</li> <li>Ensuring prompt and appropriate responses are given to specific requests for information made to Council.</li> <li>Facilitating and fostering productive internal and external relationships and partnerships necessary for Council to achieve its business and community goals.</li> <li>Ensuring consultation is used effectively to enhance decision making by Council.</li> </ul> <p>Lord Mayor and Councillors</p> <ul style="list-style-type: none"> <li>Providing Council and the Lord Mayor with the best contemporary strategic advice, based on but not limited to a sound assessment of risks and opportunities and limitations imposed by the law.</li> <li>Working effectively with the Lord Mayor in their capacity as leader of, and official spokesperson for, the Council.</li> <li>Providing timely information, advice and support to the Lord Mayor, Deputy Lord Mayor and Councillors.</li> </ul>	<ul style="list-style-type: none"> <li><b>Improve the customer experience for residents, businesses, city users, the Lord Mayor and Councillors.</b> <ul style="list-style-type: none"> <li>All key priorities delivered by end June 2024.</li> </ul> </li> <li>Proposed Priorities:                             <ul style="list-style-type: none"> <li>Effective management of response to Council members and related constituent enquiries.                                     <ul style="list-style-type: none"> <li>Respond in a timely manner to CEO Undertakings.</li> <li>Streamline requests via the Fresh Desk system and improve monitoring and reporting.</li> </ul> </li> <li>Improve transparency to enable sound decision making ie aim for majority of reports to be discussed in public.                                     <ul style="list-style-type: none"> <li>Develop a pro disclosure policy that is adopted by Council and communicated to stakeholders.</li> </ul> </li> </ul> </li> <li>Proposed Measures:                             <ul style="list-style-type: none"> <li>80% of decisions and CEO Undertakings closed out within 12 months.</li> <li>Voice of Customer surveys achieves a rating of 3.5 or higher.                                     <p><b>An Action Plan has been developed with a focus to improve response times through engagement workshops with key business units responsible for illegally parked vehicles, trees and bins. Introduction of new monitoring metrics/KPIs from April 2024.</b></p> </li> <li>Overall satisfaction with delivery of Council services &gt;70%.                                     <p>Overall satisfaction with delivery of Council services &gt;70% sources Baseline City User Profile (CUP Survey), resident and Business surveys.</p> </li> </ul> </li> </ul>	30 June 2024		<p><b>In progress</b></p> <ul style="list-style-type: none"> <li>88% of CEO undertakings closed within 12 months as at 31/3/24.</li> <li>Systematic Freshdesk updates provided monthly for Executive Review, highlighting current status, month on month comparison and any outstanding issues.</li> <li>Review of Confidentiality Orders Internal Audit Review presented to Audit and Risk Committee 10/11/23 – 10/12 Recommendations completed.</li> <li>Policy adopted by Council 28/11/23.</li> <li>94% of (Council) decisions closed within 12 months as at 31/3/24.</li> <li>Customer Satisfaction                             <ul style="list-style-type: none"> <li>Nine-month average to 31/3/24 53% ↑</li> </ul> </li> <li>Customer Ease/Effort                             <ul style="list-style-type: none"> <li>Nine-month average to 31/3/24 60% ↓</li> </ul> </li> <li>As per the 2023 City User Profile Survey, 12 of 13 services' satisfaction scores exceeded 70%.                             <table border="1"> <thead> <tr> <th>Service</th> <th>Score</th> </tr> </thead> <tbody> <tr><td>Arts, Culture and Events</td><td>88%</td></tr> <tr><td>Community Planning and Development</td><td>79%</td></tr> <tr><td>Community Safety</td><td>72%</td></tr> <tr><td>Economic Planning and Growth</td><td>75%</td></tr> <tr><td>Environmental Sustainability</td><td>76%</td></tr> <tr><td>Library Services</td><td>92%</td></tr> <tr><td>Park Lands and Open Space</td><td>91%</td></tr> <tr><td>Parking</td><td>53%</td></tr> <tr><td>Planning, Building and Heritage</td><td>81%</td></tr> <tr><td>Property Management and Development</td><td>82%</td></tr> <tr><td>Resource Recovery and Waste Management</td><td>82%</td></tr> <tr><td>Sports and Recreation</td><td>92%</td></tr> <tr><td>Streets and Transportation</td><td>75%</td></tr> </tbody> </table> </li> </ul>	Service	Score	Arts, Culture and Events	88%	Community Planning and Development	79%	Community Safety	72%	Economic Planning and Growth	75%	Environmental Sustainability	76%	Library Services	92%	Park Lands and Open Space	91%	Parking	53%	Planning, Building and Heritage	81%	Property Management and Development	82%	Resource Recovery and Waste Management	82%	Sports and Recreation	92%	Streets and Transportation	75%	Corporate Services
Service	Score																																
Arts, Culture and Events	88%																																
Community Planning and Development	79%																																
Community Safety	72%																																
Economic Planning and Growth	75%																																
Environmental Sustainability	76%																																
Library Services	92%																																
Park Lands and Open Space	91%																																
Parking	53%																																
Planning, Building and Heritage	81%																																
Property Management and Development	82%																																
Resource Recovery and Waste Management	82%																																
Sports and Recreation	92%																																
Streets and Transportation	75%																																

## INTERIM 2024/25 CEO Performance KPIs

Strategic Alignment - Our Corporation

Public

**Monday, 3 June 2024**  
**CEO Performance Review Panel**

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

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

---

## EXECUTIVE SUMMARY

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

---

## RECOMMENDATION

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

#### THAT COUNCIL

1. Approves that the Chief Executive Officer's performance for the 2024/25 financial year will be assessed against the achievement of Interim Key Performance Indicators aligned to the relevant Key Result Areas in the CEO Position Description and contained in Attachment A to Item 4.2 on the Agenda for the meeting of the CEO Performance Review Panel held on 3 June 2024.
-

# 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.
23/24 Budget Allocation	Not as a result of this report

---

## DISCUSSION

### Key Performance Indicators (KPIs)

1. The CEO Performance Review Panel (the Panel) needs to consider interim Key Performance Indicators (KPIs) for the 2024/25 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 2024/25 Business Plan and Budget.

### Next Steps

3. Following approval of the Interim 2024/25 KPIs by Council, the CEO will cascade the KPIs with supporting measures to the Portfolio Directors as the basis for a consistent organisational approach to performance review at the Executive level. The CEO will assess the performance of the Executive group for the 2024/25 review period in accordance with the proposed KPIs.

---

## ATTACHMENTS

**Attachment A** – Draft 2024/25 CEO Performance KPIs

- 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

**INTERIM CEO KPIs 2024/25**

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

	Regular reports back to staff on quarterly basis	
9	<b>Monitor and improve employee measures by 10% using Q3 2023/24 results as base</b>	Organisational Health (including Innovation and Service Improvement)
<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;40</li> </ul> </li> <li>○ Employee participation in Performance and Development Conversations process &gt;88%</li> <li>○ Employee participation in and completion of Mandatory Training 100%</li> </ul>		
10	<b>Improve the customer experience for residents, businesses, city users, the Lord Mayor and Councillors</b> All key priorities delivered by end June 2025 Using Q3 2023/24 results as baseline, seek 10% improvement	Stakeholder Management Lord Mayor and Councillors
<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>○ 80% of decisions and CEO undertakings closed out within 12 months</li> <li>○ Voice of Customer Surveys achieve a rating of 3.5 or higher <ul style="list-style-type: none"> <li>▪ Customer Satisfaction six month average to be &gt;52%</li> <li>▪ Customer Ease/Effort six month average to be &gt;61%</li> </ul> </li> <li>○ Overall satisfaction with delivery of Council services &gt;70%</li> <li>○ Overall satisfaction with delivery of Council services &gt;70% sources Baseline City User Profile (CUP Survey), Resident and Business surveys</li> </ul>		

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