









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. <p><i>*Figures are based on data supplied by events and festivals through each program's acquittal process. At the time of reporting, not all acquittals had been received, and final figures may vary.</i></p>	<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. Rundle Mall Live Music program held 5/9/25 and delivered seven live performances from 11am-6pm. All 88 O'Connell commercial and retail tenancies operating by 31 October 2025. <p><u>Integrated Climate Strategy</u></p> <ul style="list-style-type: none"> 51 Street trees planted. 31 Sustainability Incentives Scheme applications approved providing rebates totalling \$54,381 with out-of-pocket community expenses totalling \$200,661. Cultural Burn with Traditional Owner representatives held 2/10/25 in Victoria Park/Pakapakanthi (Park 16) Conservation Area. Workshop to provide an overview of the proposed management 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. <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. ARCHI Incentive Scheme for 2025/26: <ul style="list-style-type: none"> Funding Agreements = 2 Potential through Funding Agreements = 2 dwellings / 7 beds Granting funding allocated = \$20,000 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. 	City Shaping

KRA – LEADERSHIP AND STRATEGIC PLAN DELIVERY					
				<u>Homelessness Strategy</u> <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. • Historic Area Statements Update Code Amendment endorsed by Council 9/9/25. 	
<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		In Progress <ul style="list-style-type: none"> • Q1 Progress Report approved by Council 25/11/25. <ul style="list-style-type: none"> - Operating Surplus \$9.678m - Capital Expenditure \$17.321m - Net Cash Surplus \$5.185m - Strategic Projects Completed – 1 - Capital Projects Completed – 46 	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). ○ Mary Lee Park/Tulya Wardi (Park 27B). 	30 June 2026		In Progress <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. <p>Park Lands Community Building redevelopment priorities Workshop with City Community Services and Culture Committee 2/9/25.</p> <p><u>Mary Lee Park/Tulya Wardi (Park 27B)</u></p> <ul style="list-style-type: none"> • Draft Lease Agreement and Draft Community Building Concept Design presented to Kadaltilla 27/11/25. 	City Infrastructure
	<ul style="list-style-type: none"> • Deliver a Community Wellbeing Plan <ul style="list-style-type: none"> ○ 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. 	City Community

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		Significantly Progressed <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 September 2025 was \$11.848m with a further \$17.254m in contracted works. 27 renewal projects achieved practical completion as at 30 September 2025. Forecast Asset Renewal Funding Ratio of 93.5% as at 30 June 2026. 	City Infrastructure
	<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. The total spend for New and Significant Upgrade projects to the end of September 2025 was \$5.473m with a further \$5.341m in contracted works. 19 New and Significant Upgrade projects achieved practical completion as at 30 September 2025. 	City Infrastructure
	<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 to commence in Q4 2025/26. <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. <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 21/10/25. Workshop for consideration of design elements with Infrastructure and Public Works Committee 2/12/25. <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. Wombat crossings construction to commence in 2026 with completion anticipated by 30/6/26. Concept Endorsement to be presented to Council for Endorsement 9/12/25. <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 nearing full completion. 70% design to be presented to Council in February 2026. 	City Infrastructure

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"> Embracing and driving a culture that encourages employee engagement and promotes accountability, initiative, creativity, diversity, transparency, and the organisation's values through coaching, mentoring and empowering direct reports, having performance conversations and ensuring an effective balance of people leadership and management competencies. Measuring staff and customer engagement and experience along with financial and governance indicators. Ensuring best practice human resource management strategies are implemented. Ensuring the organisational structure and human resources remain relevant to the strategic goals of the organisation through effective recruitment, retention, and performance management strategies. Ensuring an effective industrial relations system for all Council employees is in place and maintained, which is compliant with relevant legislation. Ensuring processes and procedures are in place that maintain a workplace free from discrimination, bullying and harassment. Driving a high level of innovation and continuous improvement initiatives are implemented and the benefit realised and measured. 	<ul style="list-style-type: none"> Progress Organisational Culture Survey Action Plan <ul style="list-style-type: none"> Regular reports back to staff on quarterly basis. 	30 June 2026		In progress <ul style="list-style-type: none"> Pulse Check Survey launched 25/9/25 and closed 10/10/25 with a participation rate of 64%. Overall Engagement Score of 63%. Organisational Culture Survey Action plan key metrics: <ul style="list-style-type: none"> Connection 73% Learning and Development 61% Senior Leadership 56% Portfolio/Program results cascaded to leaders/teams in Q2. Australian Parking Industry Association Awards 15/10/25: <ul style="list-style-type: none"> Won Parking Organisation of the Year Won Outstanding Customer Experience Self Insurer SA Awards 7/11/25: <ul style="list-style-type: none"> Won Outstanding Innovation or Pioneer (Heat Project with Adelaide University) Planning Australia SA 2025 Awards for Planning Excellence 14/11/25: <ul style="list-style-type: none"> Won the Minister's Award for Adaptive Reuse City Housing Initiative (ARCHI). Won the Planning Research Category for Adaptive Reuse City Housing Initiative (ARCHI). Received four commendations: <ul style="list-style-type: none"> City Plan Digital Explorer in Technology and Digital Innovation Category Performance on Waste and Resource Recovery Tool in Climate Change and Resilience Category Adelaide Park Lands Management Strategy-Towards 2036 in Strategic Planning Category Ellen Liebelt, Project Manager City Housing in Planning Champion Category. 	Corporate Services
	<ul style="list-style-type: none"> Monitor and improve employee measures using Q3 2024/25 results as baseline Measures: <ul style="list-style-type: none"> Attraction and Retention of Employees <ul style="list-style-type: none"> Employee turnover (excluding casuals) to be <13% Turnover of Employees with less than two years' service to be <4% of headcount Employee participation in Performance and Development Conversations (PDC) process >88% Employee participation in and completion of Mandatory Training 100%. 			In progress <ul style="list-style-type: none"> Turnover of 11.2% as at 30/9/25, a decrease from 12.2% at end of Q4 30/6/25 (excluding casuals). 25 leavers (3.2%) with less than two years' experience as at 30/9/25, compared to 33 (4.2%) as at 30/6/25 (excluding casuals). PDC participation rate 87.3% as at 30/9/25 compared to 83.1% as at 30/6/25. Employee completion of Mandatory Training 95% as at 30/9/25. 	

2025/26 – Chief Executive Officer KPIs

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"> 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 	30 June 2026	●	In progress <ul style="list-style-type: none"> Customer Satisfaction <ul style="list-style-type: none"> Q1 as at 30/9/25 69.3% Customer Ease/Effort <ul style="list-style-type: none"> Q1 as at 30/9/25 64.4% Below target metrics for the quarter due to: <ul style="list-style-type: none"> Increased enquiry volumes Resourcing issues SMS system outage 	Corporate Services
	<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 		●	In progress <ul style="list-style-type: none"> 90.1% of Council Member queries submitted through FreshDesk resolved within agreed timeframes for Q1 (July-September 2025). 98.9% of Council decisions closed within 12 months as at 30/9/25. 97.9% of CEO undertakings closed within 12 months as at 30/9/25. 	