

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 9 April 2024
CONFIDENTIAL AGENDA BUSINESS ITEM**

Item: 19.2

Responsible Officer: Zoë Gill
Governance and Risk Coordinator
Office of Chief Executive

Subject: CEO Performance Review Panel Report - CEO – Setting of KPIs

For: Decision

1. CEO Performance Review Panel Report - CEO – Setting of KPIs – Exclusion of the Public

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except:

- Chief Executive Officer, Greg Georgopoulos
- Governance and Risk Coordinator, Zoë Gill
- Governance Support, Kelledy Jones Lawyers
- Minute Secretary, Rebekah Lyons

be excluded from attendance at the meeting for Agenda Item 19.2: 1.CEO Performance Review Panel Report - CEO – Setting of KPIs – Exclusion of the Public in confidence.

The Council is satisfied that it is necessary that the public, with the exception of Council staff in attendance as specified above, be excluded to enable the Panel to consider the report at the meeting on the following grounds:

Section 90(3) (a) of the *Local Government Act 1999*, the information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

Accordingly, on this basis the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential.

2. CEO Performance Review Panel Report - CEO – Setting of KPIs – Confidential Item

SUMMARY

At the 28 March 2024 Special CEO Performance Review Panel Meeting, the Panel considered draft KPIs proposed by the CEO and prepared with the assistance and expert advice from Ms Collette Ordish, Perks People Solutions. The report supporting this discussion is attached at **Appendix 1**.

The panel resolved that the draft KPIs in Appendix 1 be proposed for recommendation to Council for adoption after a workshop with elected members, with one minor change to pillar 4. The minor change was made to pillar 4 and a workshop was held with elected members on 2 April 2024.

RECOMMENDATION

Council resolves:

- 1. That the report be received and noted.**
- 2. To endorse and adopt the CEOs KPIs in appendix 1 of the report (Appendix 1)**

1. BACKGROUND

See report in **Appendix 1**.

2. ANALYSIS

See report in **Appendix 1**.

➤ **Legal Implications**

See report in **Appendix 1**.

➤ **Risk Management Implications**

See report in **Appendix 1**.

➤ **Financial and Resource Implications**

See report in **Appendix 1**.

➤ **Customer Service and Community/Cultural Implications**

See report in **Appendix 1**.

➤ **Sustainability Implications**

See report in **Appendix 1**.

➤ **Engagement/Consultation conducted in the development of the report**

See report in **Appendix 1**.

➤ **Additional Analysis**

See report in **Appendix 1**.

3. OPTIONS

Council has the following options:

- I. Endorse and adopt the CEO KPIs (Recommended)
- II. Request further changes to the CEO KPIs, which could cause delay and disruption to achieving the goals of Council (Not Recommended)

4. APPENDICES

- (1) CEO Performance Review Panel Report - CEO – Setting of KPIs

Appendix 1

CEO Performance Review Panel Report –
CEO – Setting of KPIs

**ADELAIDE HILLS COUNCIL
SPECIAL CEO PERFORMANCE REVIEW PANEL MEETING
Thursday 28 March 2024
CONFIDENTIAL AGENDA BUSINESS ITEM**

Item: 10.1

Responsible Officer: Jody Atkins
Senior Governance and Risk Officer
Office of the Chief Executive

Subject: CEO – Setting of KPIs

For: Decision

1. CEO – Setting of KPIs – Exclusion of the Public

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except:

- CEO, Greg Georgopoulos
- Zoë Gill, Governance and Risk Coordinator

be excluded from attendance at the meeting for Agenda Item 10.1: (CEO – Setting of KPIs).

The Council is satisfied that it is necessary that the public, with the exception of Council staff in attendance as specified above, be excluded to enable Council to consider the report at the meeting on the following grounds:

Section 90(3) (a) of the *Local Government Act 1999*, the information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

Accordingly, on this basis the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential.

2. CEO – Setting of KPIs – Confidential Item

SUMMARY

At the CEO Performance Review Panel Meeting of 21 March 2024, the CEO presented his refined draft KPIs.

The purpose of this report is to consider further refined draft KPIs (**Appendix 1**) proposed by the CEO and prepared with the assistance and expert advice from Ms Collette Ordish, Perks People Solutions.

RECOMMENDATION

The CEO Performance Review Panel resolves that:

1. The report be received and noted.
2. The CEOs draft KPIs in Appendix 1 be proposed for recommendation to Council for adoption after a workshop with elected members.

1. BACKGROUND

The Chief Executive Officer, Greg Georgopoulos, was engaged under the Agreement with the Council, commencing in the role on 17 July 2023.

The Agreement between the CEO and the Council contains the following clause regarding KPIs;

- 17.4 The CEO Review Panel will, within three (3) months of the Commencement Date, develop Key Performance Indicators in consultation with the CEO, and following that consultation, the Key Performance Indicators will be as advised by the CEO Review Panel to the CEO and as mutually agreed.
- 17.5 Key Performance Indicators will be reviewed annually and/or periodically. The CEO Review Panel may alter the Key Performance Indicators at its discretion following reasonable consultation with the CEO.

At the 21 March 2024 CEO PRP meeting, upon review of the refined CEO KPIs the CEO PRP determined a further review of the KPIs to occur and take into account the following:

- The CEO Development is not a KPI, but rather a ‘stand-alone’ body of work to assist the CEO achieve the KPI’s.
- To include ‘success measures’ of KPI’s, not just ‘activity progress’ in the further refined KPIs
- Amend delivery of the KPI’s to cover 12 months.

2. ANALYSIS

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future

Goal	Organisation
Objective O1	We have the right people with the right knowledge and skills in the right jobs and they are supported and developed.
Priority O1.4	Continue to support all staff through training, mentoring, coaching and development to enable the achievement of organisational and community goals.
Objective O5	We are accountable, informed, and make decisions in the best interests of the whole community.
Priority O5.3	Demonstrate accountability through robust corporate planning and reporting that enhances performance, is relevant and easily accessible by the community.

➤ Legal Implications

The CEO Performance Review Panel is a Section 41 Committee of Council under the *Local Government Act 1999* (the “Act”).

Legal advice received by the Council confirms the adoption of the CEO Performance Review Process and the development of KPI’s, in accordance with resolution 344/23 can, and should, occur in consultation with the CEO.

➤ Risk Management Implications

Establishing clear Key Performance Indicators for the CEO ensures Administration is aligned with the goals of the Council.

➤ Financial and Resource Implications

All CEO PRP financial and resource requirements have been taken into account when determining annual financial requirements.

➤ Customer Service and Community/Cultural Implications

There is community and stakeholder expectation that the CEO will meet expectations to achieve the required outcomes for the organisation.

➤ Sustainability Implications

Not directly applicable

➤ Engagement/Consultation conducted in the development of the report

Engagement and/or consultation on the development of this report was as follows:

<i>Council Committees:</i>	Not applicable
<i>Council Workshops:</i>	Not applicable
<i>Advisory Groups:</i>	Not applicable
<i>External Agencies:</i>	Not applicable

Community: Not applicable

3. OPTIONS

The Panel has the following options:

1. To receive and note the report and resolve as per the recommendation for the Council's consideration (recommended).
2. To receive and note the report and determine an alternative recommendation for the Council's consideration (not recommended).

4. APPENDICES

- (1) Further refined draft CEO KPIs

Appendix 1

Further refined draft CEO KPIs

Pillar 1 - Organisational Health

KPI #1- Develop, Implement and Deliver against Council's 2024/2025 Operational Plans on time and within budget (+ or - 10%)

A gap analysis is undertaken for Council's Asset Management Plans

Update on measurable deliverables via the Q2 Performance report

Report on actions delivered within Annual Business Plan; Long Term Financial Plan; Budget Review 3 and Asset Management Plans

Pillar 2 - Council Vision & Strategy

KPI #2 – Develop, implement and deliver against a new strategic plan for Adelaide Hills Council

Update on consultation undertaken with key members of the workforce and Council regarding a new Strategic Plan for AHC

Update on community engagement process

A 4-year Strategic Plan for AHC is drafted incorporating: Urbanisation versus environment report; Decarbonisation strategy; and 'Green Communities' initiative

Update on community engagement process

Council endorses Strategic plan

Update on actions delivered within the Strategic plan

Pillar 3 - Strategic Projects

KPI #3 – Develop and implement a business case for space utilisation for Fabrik (Art Hub)

Update on the consultation undertaken with key experts to understand options for space utilisation of Fabrik

A revised business case with 5-year budget projections and long-term viability is developed and submitted to Council for a decision, including alternative options (Plan B etc)

Undertake an assessment of effectiveness of use of Fabrik once business case is implemented

Update on delivery of relevant actions included within the Fabrik business case

Update on delivery of relevant actions included within the Fabrik business case

KPI #4 – Complete the Essential Build of the CRM System Upgrade, ensuring there are effective processes for communicating updates and outcomes/resolutions to customers

Update on the progress of the CRM system upgrade undertaken

A process exists to ensure follow-up of all enquiries/complaints

Update on the progress of training and development of AHC workforce to create a customer centric culture

Undertake customer surveys to seek feedback and measure the customer experience following implementation of the new system

Report on customer experience performance including Customer Satisfaction, Net Ease Score and First Contact Resolution metrics

Update on the progress of training and development of AHC workforce to create a customer centric culture

Pillar 4 - Organisational Culture

KPI#5 – Develop, implement and deliver upon an internal communications strategy

Update on the consultation undertaken with key members of the workforce regarding the development of an internal communication strategy

Implement an internal adaptive communication strategy

Seek feedback from staff on impact of internal communication strategy

Report on delivery of actions included within the internal communication strategy

Report on staff feedback on the internal communication strategy and benefits realized to date

KPI# –6 Develop and implement a revised set of organisational values

Update on the Consultation undertaken with the workforce regarding the development of organisational values and supporting/ non-supporting behaviours

Update on organisational values implementation

Quarterly Update on staff surveys providing feedback on values and culture

Organisational values are embedded within Council operations

Staff survey undertaken to establish baseline for "Cultural Pulse". Establish ongoing survey schedule

Quarterly Update on staff surveys providing feedback on values and culture

Quarterly Update on staff surveys providing feedback on values and culture

Report on staff feedback regarding values and culture and benefits realized to date

Legend

- ✔ = complete
- = in progress
- ✘ = attention needed



3. CEO – Setting of KPIs – Duration of Confidentiality

Subject to the CEO, or his delegate, disclosing information or any document (in whole or in part) for the purpose of implementing Council’s decision(s) in this matter in the performance of the duties and responsibilities of office, Council, having considered Agenda Item 10.1 in confidence under sections 90(2) and 90(3)(a) of the *Local Government Act 1999*, resolves that an order be made under the provisions of sections 91(7) and (9) of the *Local Government Act 1999* to retain the Items in confidence as detailed in the Duration of Confidentiality Table below:

Item	Duration of Confidentiality NB: Item to be reviewed every 12 months if not released
Report	12 months or until the KPIs have been endorsed by Council, whichever is earlier
Related Attachments	12 months or until the KPIs have been endorsed by Council, whichever is earlier
Minutes	12 months or until the KPIs have been endorsed by Council, whichever is earlier
Other (presentation, documents, or similar)	12 months or until the KPIs have been endorsed by Council, whichever is earlier

3. CEO Performance Review Panel Report - CEO – Setting of KPIs – Duration of Confidentiality

Subject to the CEO, or his delegate, disclosing information or any document (in whole or in part) for the purpose of implementing Council’s decision(s) in this matter in the performance of the duties and responsibilities of office, Council, having considered Agenda Item 19.2 in confidence under sections 90(2) and 90(3)(a) of the *Local Government Act 1999*, resolves that an order be made under the provisions of sections 91(7) and (9) of the *Local Government Act 1999* to retain the Items in confidence as detailed in the Duration of Confidentiality Table below:

Item	Duration of Confidentiality NB: Item to be reviewed every 12 months if not released
Report	Until the KPIs have been endorsed by Council
Related Attachments	Until the KPIs have been endorsed by Council
Minutes	Until the KPIs have been endorsed by Council
Other (presentation, documents, or similar)	Until the KPIs have been endorsed by Council

Pursuant to section 91(9)(c) of the *Local Government Act 1999*, the Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.