

**ADELAIDE HILLS COUNCIL  
CEO PERFORMANCE REVIEW PANEL MEETING  
Monday 12 August 2024  
CONFIDENTIAL AGENDA BUSINESS ITEM**

**Item:** 10.2

**Responsible Officer:** Greg Georgopoulos  
Chief Executive Officer

**Subject:** Key Performance Indicators Report

**For:** Decision

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**1. Recommended Process for Chief Executive Officer Performance Review – Exclusion of the Public**

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

- Chief Executive Officer, Greg Georgopoulos
- Governance and Risk Coordinator, Zoë Gill
- Collette Ordish, Perks People Solutions, HR Consultant
- Michael Kelledy, Kelledy Jones Lawyers, Qualified Independent Person

be excluded from attendance at the meeting for Agenda Item 10.2: Key Performance Indicators Report in confidence.

The Panel 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 Panel should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential.

## 2. Key Performance Indicators Report – Confidential Item

### SUMMARY

At its 9 April 2024 meeting, Council adopted the suite of CEO Key Performance Indicators for the 2024-25 financial year.

The role of the CEO Performance Review Panel (the Panel) includes reviewing the performance of the CEO against the agreed Performance Targets. This activity is defined in the Panel's Terms of Reference contained in the Specific Functions clauses and specifically Clause 3.1.2.

In assessing the performance against these targets, the Panel should also consider that the targets remain relevant, achievable and aligned to Council's strategic objectives across the year.

The purpose of this report is to provide a status update to the Panel on the work achieved and still intended against each of the CEO's Key Performance Indicators, provided in **Appendix 1**.

### RECOMMENDATION

The CEO Performance Review Panel resolves:

1. That the report be received and noted.
2. To advise Council that the CEO has substantially met the June 2024 Key Performance Indicators.

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## 1. BACKGROUND

### Panel Functions

The Panel has specific functions in relation to the CEO's Performance Targets as set out in clauses 3.1.2 and 3.3.3, as follows:

### 3. SPECIFIC FUNCTIONS

- 3.1 The function of the Panel is to provide advice to Council on the CEO's performance and development, including the following matters:
  - 3.1.1 Determining the Performance Targets for the forthcoming 12 month performance period;
  - 3.1.2 Monitoring the progress on the CEO's agreed Performance Targets for the current 12 month performance period;
  - 3.1.3 Reviewing the CEO's performance over the preceding 12 month performance period, in particular the performance against the agreed Performance Targets and position description requirements;
  - 3.1.4 Identifying development opportunities for the CEO; and
  - 3.1.5 Reviewing the remuneration and conditions of employment of the CEO.

### 2024-25 CEO Key Performance Indicators

The Employment Agreement (the “Agreement”) between Council and the CEO was executed on 18 May 2023. The Agreement provides for a performance review process. The Agreement requires the review of the CEO’s performance against the position description and any performance indicator(s).

Council adopted a new suite of CEO Key Performance Indicators on 9 April 2024 covering the 2024-2025 financial year.

#### 19.2.1 CEO Setting of KPIs – Confidential Item

Moved Cr Chris Grant  
S/- Cr Kirsty Parkin

115/24

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).

Carried Unanimously
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## 2. ANALYSIS

### ➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

*Strategic Plan 2020-24 – A brighter future*

Goal Organisation

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.

The requirement for the Panel to undertake regular review of performance against the agreed CEO Key Performance Indicators enables accountability to be demonstrated and any decisions on changes to performance targets to be actively managed.

### ➤ Legal Implications

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

The Key Performance Indicators are part of the CEO Performance Review process. Amendments to the *Local Government Act 1999*, via the inclusion of s102A on 10 November 2021, have formalised the requirement for an annual review.

➤ **Risk Management Implications**

The process of annually updating the CEO Performance Targets through Council decision and then reporting and monitoring them throughout the year via the Panel are some of the controls that will assist in mitigating the risk of:

*Deficient CEO performance review practices resulting in a lack of accountability and loss of stakeholder confidence.*

Inherent Risk	Residual Risk	Target Risk
Medium (3C)	Low (2D)	Low (2D)

*Non-achievement of CEO Performance Targets resulting in loss of community benefit and/or opportunities and/or stakeholder confidence.*

Inherent Risk	Residual Risk	Target Risk
High (3B)	Medium (3C)	Medium (3C)

➤ **Financial and Resource Implications**

There are no financial or resource implications in reporting on projects against the 2024-25 CEO Key Performance Indicators.

Any specific financial or resource implications have been addressed in the *2024-25 Annual Business Plan* or will be dealt with in budget reviews, as required.

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

There is a community expectation that the CEO will manage the organisation's human, financial and physical resources to ensure they are utilised for the best outcomes for the community.

There is a community expectation that the CEO is accountable for, and performs against, the agreed Performance Targets.

➤ **Sustainability Implications**

Not applicable.

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

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
<i>Community:</i>	Not Applicable

➤ **Discussion**

This item provides the opportunity for the CEO to update the Panel on the progress against the 2024-25 CEO Key Performance Indicators to date and identify any issues for consideration.

A summary of the targets and updates are provided in **Appendix 1**.

**3. OPTIONS**

The Panel has the following options:

- I. That the report be received and noted (*Recommended*).
- II. That the Panel makes alternative/additional recommendations to Council relating to the status of the 2024-25 CEO Key Performance Indicators. (*Not Recommended*)

**4. APPENDICES**

- (1) CEO Key Performance Indicators 2024-25 – July 2024 Update

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# **Appendix 1**

*CEO Key Performance Indicators 2024-25 –  
July 2024 Update*

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## Pillar 1 - Organisational Health

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

## Pillar 2 - Council Vision & Strategy

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

## Pillar 3 - Strategic Projects

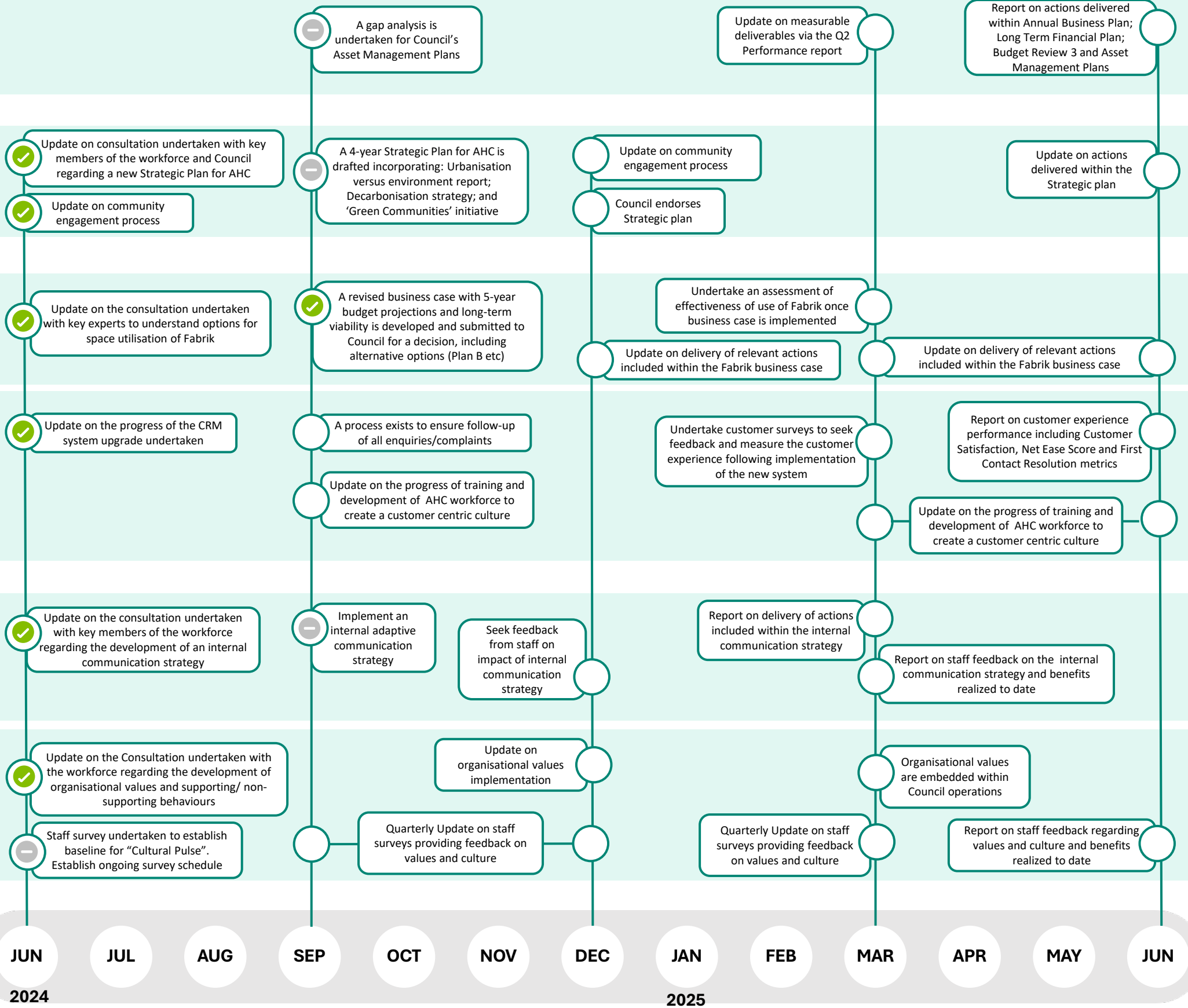
KPI #3 - Develop and implement a business case for space utilisation for Fabrik (Art Hub)

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

## Pillar 4 - Organisational Culture

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

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



Key Performance Indicator	Milestone	Due Date	Status	Update
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	Sept 2024	On track	Staff have completed an interim ‘maturity assessment’ of Council’s asset management approach using the Institute of Public Works Engineering Australasia’s asset management maturity assessment tool (sector standard).  Previously identified priority gaps in asset management plans include those for buildings assets and stormwater assets.  A report is intended to be produced on the outcomes of the maturity assessment and gap analysis for the second September Council Meeting.
	Update on measurable deliverables via the Q2 Performance report	Mar 2025		
	Report on actions delivered within Annual Business Plan; Long Term Financial Plan; Budget Review 3 and Asset Management Plans	Jun 2025		
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	Jun 2024	Complete	Senior staff were engaged in the further development of Strategic Plan goal areas immediately after the November 2023 Council Member visioning workshop. In the new year, managers and subject matter experts within the workforce were engaged in further developing content against objectives within each goal area. Broader staff engagement commenced in early August 2024. Council Members have been engaged in a series of workshops during the first half of 2024.
	Update on community engagement process	Jun 2024	Complete	The broader community was initially engaged through the community survey process in 2023 which was widely promoted. Targeted stakeholder engagement has occurred where applicable during the development of content. Further community engagement is planned for September 2024 once a draft is adopted by the Council.
	A 4-year Strategic Plan for AHC is drafted incorporating: Urbanisation versus environment report; Decarbonisation strategy; and ‘Green Communities’ initiative	Sep 2024	On track	A draft is to be presented to Council for consideration at the second August 2024 Council Meeting. The draft will include priorities encompassing the initiatives listed in this milestone.
	Update on community engagement process	Dec 2024	On track	Will be provided as part of adoption of the final plan in November 2024.
	Council endorses Strategic plan	Dec 2024	On track	Intended for November 2024.
	Update on actions delivered within the Strategic plan	Jun 2025		



Key Performance Indicator	Milestone	Due Date	Status	Update
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	Jun 2024	Complete	<p>Consultation included researching and benchmarking of artist studios to understand market rates and amenities within the arts industry. Additionally, we investigated venue hire costs and facilities in Adelaide and the Adelaide Hills to ensure Fabrik’s venue hire offerings are competitively priced and attractive to potential hirers.</p> <p>Council received the Fabrik Business and Implementation Plan at its meeting on 28 May 2024. The Plan includes 5-year budget projections as well as plans relating to governance, staffing, marketing and arts programming.</p>
	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)	Sep 2024	Complete	
	Update on delivery of relevant actions included within the Fabrik business case	Dec 2024		
	Undertake an assessment of effectiveness of use of Fabrik once business case is implemented	Mar 2025		
	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	Jun 2024	Complete	<p>New Salesforce CRM successfully deployed 29<sup>th</sup> August 2024. Includes new system for staff and <i>My Adelaide Hills</i> online platform for customers to report issues or request services.</p> <p>Training in the new system was delivered to over 150 staff prior to deployment.</p>
	A process exists to ensure follow-up of all enquiries/complaints	Sep 2024		
	Update on the progress of training and development of AHC workforce to create a customer centric culture	Sep 2024		
	Undertake customer surveys to seek feedback and measure the customer experience following implementation of the new system	Mar 2025		
	Update on the progress of training and development of AHC workforce to create a customer centric culture	Mar 2025		
		Jun 2025		
Report on customer experience performance including Customer Satisfaction, Net Ease Score and First Contact Resolution metrics	Jun 2025			

Key Performance Indicator	Milestone	Due Date	Status	Update
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	Jun 2024	Complete	<p>Consultation undertaken by survey in early 2024 and a resulting strategy has been developed.</p> <p>Activities implemented include a staff e-newsletter and a changed format for the All Staff Meetings based on consultation feedback. Further rollout of the plan to continue.</p>
	Implement an internal adaptive communication strategy	Sept 2024	In progress	
	Seek feedback from staff on impact of internal communication strategy	Dec 2024		
	Report on delivery of actions included within the internal communication strategy	Mar 2025		
	Report on staff feedback on the internal communication strategy and benefits realized to date	Mar 2025		
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	Jun 2023	Complete	<p>We have been working with Perks People Services in developing the values, and a staff survey on this was presented to staff at the 1 August all staff meeting. Then survey is currently being completed.</p> <p>As part of the process, we are forming a group of staff champions to represent their peers/areas and to assist in refining the information that comes out of the survey. Staff Champion Workshops are planned for September and October.</p>
	Staff survey undertaken to establish baseline for “Cultural Pulse”. Establish ongoing survey schedule	Jun 2024	In Progress	
	Quarterly Update on staff surveys providing feedback on values and culture	Sep 2024		
		Dec 2024		
		Mar 2025		
	Update on organisational values implementation	Dec 2024		
	Organisational values are embedded within Council operations	Mar 2025		
Report on staff feedback regarding values and culture and benefits realized to date	Jun 2025			

**3. Key Performance Indicators Report – 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 10.2 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:

<b>Item</b>	<b>Duration of Confidentiality NB: Item to be reviewed every 12 months if not released</b>
Report	Until further Order
Related Attachments	Until further Order
Minutes	Until further Order
Other (presentation, documents, or similar)	Until further Order

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.