

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 January 2025
CONFIDENTIAL AGENDA BUSINESS ITEM**

Item: 19.6

Responsible Officer: Zoë Gill
Executive Governance Officer
Office of the CEO

Subject: CEO PRP Recommendations to Council – CEO Key Performance Indicators

For: Decision

1. CEO PRP Recommendations to Council – CEO Key Performance Indicators – 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
- Director Environment & Infrastructure, David Waters
- Director Corporate Services, Gary Lewis
- Director Community & Development, Jess Charlton
- Executive Governance Officer, Zoe Gill
- Minute Secretary, Skye Ludzay
- IT Support, Tom Portas

be excluded from attendance at the meeting for Agenda Item 19.6: (CEO PRP Recommendations to Council – CEO Key Performance Indicators) 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 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 PRP Recommendations to Council – CEO Key Performance Indicators – Confidential Item

SUMMARY

This report provides recommendations to Council from the CEO Performance Review Panel in relation to the CEO's December 2024 Key Performance Indicators and self-assessment presentation.

RECOMMENDATION

Council resolves:

- 1. That the report be received and noted.**
- 2. To receive and note the CEO KPI Progress Review – December 2024**
- 3. That the CEO :**
 - a. is unlikely to achieve KPI#1 due to identified financial anomalies.**
 - b. is on track to meet KPI's #2, #3, #4, #5 and #6.**

1. BACKGROUND

2024-25 CEO Key Performance Indicators

The Employment Agreement (the "Agreement") between Council and the CEO was executed on 18 May 2023, with a commencement date of 17 July 2024. 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

Council adopted the performance review process and performance criteria at the 24 September 2024 meeting, as follows:

19.1.1 CEO Performance Review Panel Recommendations to Council – CEO Review Process
Confidential Item

Moved Cr Chris Grant
S/- Cr Kirsty Parkin

356/24

Council resolves:

1. That the report be received and noted.
2. To approve the proposed CEO Performance Review Process in *Appendix 1*.
3. To approve the proposed CEO Performance Review Performance Criteria in *Appendix 2*.
4. To note that the CEO PRP will continue to engage with the CEO on his progress against Key Performance Indicators on a quarterly basis.
5. To note that the Administration will develop a remuneration review process report for consideration at the next CEO PRP Meeting and that the current delay is due to this remuneration review being connected to the performance review process.

Carried Unanimously

The approved review process incorporates a KPI Progress Review to take place at the December 2024 CEO PRP meeting (**Appendix 3**).

CEO Performance Review Panel

The CEO PRP undertook the KPI Progress Review at the 18 December 2024 meeting (which was supported by a CEO PRP report – (**Appendix 2**).

At the meeting, the CEO provided a self-assessment presentation to the Panel to provide evidentiary based insights into progress towards achievements against each of the KPIs.

At the end of the presentation, the CEO left the meeting, and the Panel had a robust discussion to collectively evaluate the CEO's progress towards performance against each of the KPIs.

The CEO was invited to return to the meeting and Deputy Mayor Selwood and the HR consultant led the Panel in providing a summary of the feedback from the Panel.

The Panel resolved to provide the KPI Progress Review report to Council.

Moved Cr Lucy Huxter
S/- Cr Adrian Cheater

PRP 45/24

The Committee resolves:

1. That the report be received and noted.
2. That the KPI Progress Review – December 2024 report be provided to Council.

Carried Unanimously

KPI Progress Review report – December 2024

The HR consultant circulated the draft report to the CEO PRP in early January 2025 and members of the Panel provided their feedback which was incorporated into the final report (**Appendix 1**)

2. ANALYSIS

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

Strategic Plan 2024 – Your Place, Your Space

Goal 4 Organisation

Objective O2 Operate with integrity using best practice governance processes.

Priority O2.1 Demonstrate accountable and transparent decision making.

Objective O3 Support and develop a skilled organisation that is aligned to Council's priorities

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.

Panel Functions

The CEO Performance Review Panel (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.

➤ **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>	CEO PRP
<i>Council Workshops:</i>	Not Applicable
<i>Advisory Groups:</i>	Not Applicable
<i>External Agencies:</i>	Not Applicable
<i>Community:</i>	Not Applicable

➤ **Additional Analysis**
Nil

3. OPTIONS

Council has the following options:

- I. That Council receives and adopts the Panel's recommendations. (Recommended)
- II. That Council does not receive and adopt the Panel's recommendations. (Not Recommended)

4. APPENDICES

- (1) KPI Progress Review report – December 2024
- (2) CEO PRP Report 18 December 2024 – Key Performance Indicators
- (3) Process for Adelaide Hills Council CEO Performance Review and Performance Criteria

Appendix 1

KPI Progress Review report – December 2024



CONFIDENTIAL

CEO Performance Review Report

Mid-Point Review - December 2024

Facilitated by Collette Ordish, Principal Consultant

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1. Introduction

Perks People Solutions has been engaged to assist the Adelaide Hills Council to facilitate the performance review for their CEO, Greg Georgopoulos for the 2024/2025 Review Period.

This comprehensive review will involve an assessment of performance by the Elected Members, selected staff and stakeholders, as well as the Chief Executive Officer's own self-assessment through:

- Interviews with key staff and stakeholders by an Independent HR Consultant from Perks People Solutions;
- A presentation by the CEO to the Elected Member Body as well as key staff stakeholders;
- Facilitation of a live review and assessment of the CEO's performance against the agreed performance criteria by the Elected Members of the Adelaide Hills Council.

Adelaide Hills Council have also opted to undertake a mid-point review of progress against KPIs, involving assessment from the Performance Review Panel.

This report discusses the process and outcomes of the mid-point review, undertaken on 18 December 2024.

1.1 Methodology

To undertake an assessment of the CEO's progress in meeting his Key Performance Indicators (KPIs), the Adelaide Hills CEO Performance Review Panel (the Panel) met on 18 December 2024 within Council Chambers. The following attended this meeting:

- Deputy Mayor Melanie Selwood
- Councillor Kirsty Parkin
- Councillor Lucy Huxter
- Councillor Adrian Cheater
- Ms Vanessa Godden (Independent Member)
- Dr Zoë Gill – Executive Governance Officer
- Mr Michael Kelledy of Kelledy Jones Lawyers (Qualified Independent Person)
- Ms Collette Ordish of Perks People Solutions (HR Consultant)

The CEO provided a presentation to the Panel, addressing progress and key achievements for the review period against the KPIs. A copy of this presentation is provided at **Appendix One**.

Members of the Panel were provided with a Performance Review Assessment Matrix for the purpose of documenting their relevant notes and feedback, as well as providing a progress-assessment of the CEO's performance against the agreed criteria.

Panel members were afforded an opportunity ask relevant questions to the CEO, both throughout and at the cessation of the CEO's presentation.

At the conclusion of the presentation, the CEO left the meeting, to allow the Panel to engage in a confidential discussion pertaining to the assessed performance of the CEO against the relevant performance criteria. Within this facilitated discussion, a consensus was formed regarding the overall performance progress rating for each of the KPIs.

The CEO later returned to the meeting to be provided with live, overall feedback from the Panel.

2. Performance Criteria – Mid-Point Review

The performance criteria assessed by the Panel during the Mid-Point Review align with the specific measures outlined in the CEO's Key Performance Indicators (KPIs). These measures are detailed in the table below:

Pillar	Performance Criteria	Measure(s)
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 (September 2024).
Council Vision & Strategy	KPI #2 – Develop, implement and deliver against a new strategic plan for Adelaide Hills Council.	<p>Update on consultation undertaken with key members of the workforce and Council regarding a new Strategic Plan for AHC (June 2024).</p> <p>Update on community engagement process (June 2024).</p> <p>A 4-year Strategic Plan for AHC is drafted incorporating: Urbanisation versus environment report; Decarbonisation strategy; and 'Green Communities' initiative (September 2024).</p> <p>Update on community engagement process (December 2024).</p> <p>Council endorses strategic plan (December 2024).</p>
Strategic Projects	KPI #3 – Develop and implement a business case for space utilisation for Fabrik (Art Hub).	<p>Update on the consultation undertaken with key experts to understand options for space utilisation of Fabrik (June 2024).</p> <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) (September 2024).</p> <p>Update on delivery of relevant actions included within the Fabrik business case (December 2024).</p>

Strategic Projects	KPI #4 – Complete the Essential Build of the CRM System Upgrade, ensuring there are effective processes for communicating updates and outcomes/resolutions to customers.	<p>Update on the progress of the CRM system upgrade undertaken (June 2024).</p> <p>A process exists to ensure follow-up of all enquiries/complaints (Sept 2024).</p> <p>Update on the progress of training and development of AHC workforce to create a customer centric culture (Sept 2024).</p>
Organisational Culture	KPI #5 – Develop, implement and deliver upon an internal communications strategy.	<p>Update on the consultation undertaken with key members of the workforce regarding the development of an internal communication strategy (June 2024).</p> <p>Implement an internal adaptive communication strategy (Sept 2024).</p> <p>Seek feedback from staff on impact of internal communication strategy (December 2024).</p>
Organisational Culture	KPI #6 – Develop and implement a revised set of organisational values.	<p>Update on the Consultation undertaken with the workforce regarding the development of organisational values and supporting/non-supporting behaviours (June 2024).</p> <p>Staff survey undertaken to establish baseline for “Cultural Pulse”. Establish ongoing survey schedule (June 2024).</p> <p>Quarterly Update on staff surveys providing feedback on values and culture (September & December 2024).</p> <p>Update on organisational values implementation (December 2024).</p>

3. Results

KPI #1: Develop, Implement, and Deliver against Council's 2024/2025 Operational Plans

- **Status:** In progress, but unlikely to be achieved due to identified financial anomalies.
- **Key Points Discussed:**
 - Discovery of outdated accounting practices has revealed a \$4.8M Operating deficit, contrary to prior surplus reports.
 - CEO's transparency in addressing this has positioned the Council as a case study for financial management best practice, recognised by the Local Government Association (LGA) and other Local Councils.
 - Acknowledgement that this matter has been portrayed negatively in the media/community.
 - Continuing the focus on a "green lens" in operational expenditure and Asset Management.
 - Elected Members now feel more informed regarding the organisational health of the Council due to the CEO's transparency, diligence and tenacity at dealing with this matter and uncovering the incorrect accounting practices.
 - The Panel commended how the CEO approached this matter and how it has been handled in pursuit of achieving this KPI (which is now unlikely to be achieved).

As this KPI is now unlikely to be achieved – the Panel recommend adding a different KPI in the next performance review period which focuses on achieving financial sustainability, including a potential stretch target to return to surplus

KPI #2: Develop, Implement, and Deliver a New Strategic Plan for Adelaide Hills Council

- **Status:** On Track
- **Key Points Discussed:**
 - Acknowledgement that the Strategic Plan has been endorsed by Elected Members and is achievable (despite the accounting remediation mentioned above), yet ambitious.
 - Strategic plan priorities may need some adjustment following the accounting remediation.

- High participation in the consultation process around the development of the Strategic Plan was acknowledged.
- Progress noted in improving gender balance among senior leaders; suggestion to introduce a Gender Equity, Inclusion, and Belonging scorecard as a potential KPI for the next performance period.

KPI #3: Develop and Implement a Business Case for Fabrik (Art Hub)

- **Status:** On Track
- **Key Points Discussed:**
 - Acknowledgement of successful progress so far regarding this KPI including the large number of Volunteer registrations of interest and challenges associated with managing this high volunteer engagement.
 - Recommendations for the next review period include evolving the project through place-making initiatives and tracking visitor demographics.
 - CEO to develop a reporting mechanism for tracking and reporting business plan milestones.

KPI #4: Complete the Essential Build of the CRM System Upgrade

- **Status:** On Track
- **Key Points Discussed:**
 - Noted that there is yet to be further progress on managing notifications sent to residents regarding their registered issues/complaints.
 - Discussion querying resident uptake of the system versus traditional customer service channels and a suggestion that this be a focus for the next performance period.

KPI #5: Develop, Implement, and Deliver an Internal Communications Strategy

- **Status:** On Track
- **Key Points Discussed:**
 - Successful implementation of an intranet with the necessary functionality to address a critical gap in internal communications for the Council workforce.

- The Panel noted the CEO's workforce engagement efforts towards building further trust and rapport with the Council workforce.
- Noted that staff feedback on the communications strategy is yet to be sought, with system enhancements anticipated in early 2025 which may assist in this process.
- Suggestion to look at multiple options for obtaining meaningful staff feedback to ensure optimal participation by a large representation of the workforce.

KPI #6: Develop and Implement Revised Organisational Values

- **Status:** On Track
- **Key Points Discussed:**
 - Noted that new organisational Values are in the final stages of being drafted and work is being undertaken to finalise the supporting behaviours that underpin each of the values.
 - Next steps include launching and embedding the values across the organisation to ensure the values are meaningfully operationalised.
 - Noted that Crucial Conversations training is being rolled out to support these efforts and help to enhance relationships and improve communication amongst team members.

4. Other Discussion

The Panel asked the CEO two further questions (summarised below) to further understand how the Adelaide Hills Council Elected Member body can support the CEO for the next six months of the review period:

Question: What can Council do to support you?

CEO Response: The CEO requested continued faith and support from the Council.

Question: What do you think the highlights and challenges for the next six months will be?

CEO Response: Division and departmental planning and an organisational service review were identified as critical, though potentially challenging, initiatives.

5. Overall Feedback from the Panel

The following feedback and observations were noted by the Panel in a robust discussion that occurred between Panel members once the CEO had finalised his presentation and left the room:

Positive Observations:

- Pleased that the CEO is providing a comprehensive and transparent review presentation with evidence-based examples to support the presentation of the KPIs being achieved.
- Pleased with progress made towards all KPIs (noting that KPI #1 is now unlikely to be achieved due to identified financial anomalies)
- Impressed with the attitude of the CEO in terms of leaning into the challenges that he has faced (for example the visit from SafeWork SA relating to psychosocial hazards) and takes challenges and turns these into opportunities for continuous improvement (e.g. setting some practices in place to become best practice in psychosocial hazard management and prevention).
- Observed that the CEO has maintained steadiness, resilience and composure in the face of some adversity.
- Impressed that Council has successfully attracted exceptional talent, complemented by the advancement of outstanding internal candidates through well-deserved promotions.
- Noted that the CEO has established some good, foundational practices for long-term organisational success.
- Noted the capability of the CEO in navigating sector-wide 'head winds' to achieve good outcomes.
- Noted that the CEO has been able to adapt and flex in relation to the achievement of the KPIs where issues have emerged that have required a slightly different approach or pathway.
- Pleased to see the CEO strongly driving the Green Agenda that is important to Council.

Areas for Continued Focus or Development:

- Remain focussed on initiatives that drive good culture, engagement and retention of talent, such as the values project and the internal communications strategy.
- Strengthening internal and external communications and ensuring successes are celebrated, particularly with internal communications to the workforce.
- Enhancing workforce feedback mechanisms and ensuring outcomes and opportunities are communicated effectively.

- Empowering and developing leadership team members to reduce CEO's operational involvement, enabling the CEO to maintain more of a strategic focus.

6. Recommendations

1. Potential new KPIs for 2025 and beyond:

- Financial sustainability with a stretch target to return to surplus.
- Gender Equity, Inclusion, and Belonging scorecard.
- Evolution of Fabrik project through place-making initiatives.
- Talent retention and engagement.

2. Workshops and Engagements:

- Asset Management workshop with Elected Members.
- Robust consultation processes for division/departmental plans.

3. Areas of Focus:

- Maintain momentum in embedding organisational values and internal communication strategies.

7. Conclusion

The Panel expressed strong overall satisfaction with the CEO's performance during the mid-point review period, noting that the CEO has demonstrated resilience, adaptability, and strategic leadership, particularly in addressing the financial anomalies uncovered during this period. While this challenge rendered KPI #1 unlikely to be achieved, the CEO's transparency and proactive approach have positioned Adelaide Hills Council as a case study for financial management excellence, earning sector-wide recognition.

Key achievements include progress on strategic planning, internal communication enhancements, and the Fabrik Art Hub project. The CEO's commitment to fostering a "green agenda" aligns well with Council's long-term priorities, and initiatives such as the development of organisational values and staff engagement efforts are laying a strong foundation for sustained cultural and operational excellence.

The Panel commended the CEO for maintaining a steady, resilient and composed leadership style amidst challenges, driving continuous improvement and demonstrating a solutions-oriented approach. The CEO's ability to attract high-calibre talent, promote from within, and adapt to sector-wide challenges reflects a focus on building a resilient and future-ready organisation.

Looking ahead, the panel identified areas for continued focus, including enhancing internal communications, improving on celebrating success, empowering the leadership team to assume more operational responsibilities, and strengthening workforce feedback mechanisms. Proposed KPIs for the next performance period, such as financial sustainability, a focus on gender equity and inclusion, and the evolution of Fabrik, will provide opportunities to build on current successes.

In conclusion, the CEO has made commendable progress against key performance objectives, established robust practices for long-term success, and fostered a collaborative and transparent relationship with the Elected Members of the Adelaide Hills Council. Continued focus on strategic leadership, workforce engagement, and cultural initiatives will ensure sustained progress and the achievement of Council's broader goals in the coming review period.

A full and comprehensive performance review is scheduled to be undertaken in March 2025. This review, incorporating a broad range of stakeholders (including Elected Members, staff and external stakeholders where appropriate), will evaluate the CEO's performance against both the Key Performance Indicators (KPIs) and broader achievements against the general responsibilities of the role, including Key Result Areas (KRAs) within the CEO's position description. This in-depth assessment will provide further insights into leadership effectiveness, organisational impact, and alignment with Council's strategic objectives.

8. Appendices

- Appendix One – CEO Performance Review Presentation – December 2024





CEO KPI Presentation

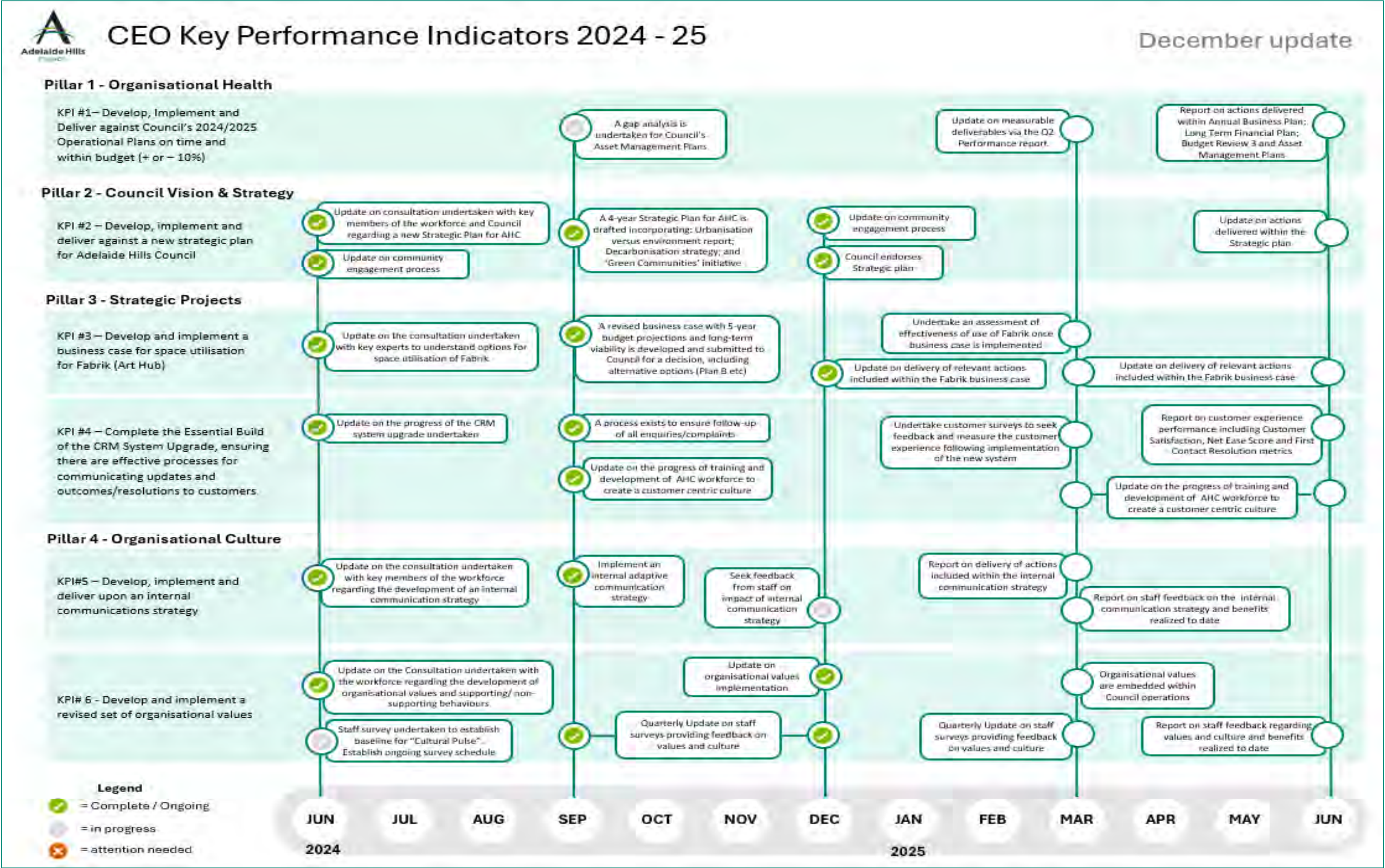
18th December 2024



Introduction

Presentation will cover:

- Update on all 6 KPI's & milestones for Dec



- End of year snapshot



Organisational Health - KPI #1

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

Please note; Corrected historical incorrect accounting treatments

Highlights


- Consultant engaged – Tonkin
- AMP Assessment - commence December

Challenges

- Implementing the changes from AMP
- Impacts to LTFP – budget vs sustainability

What's next

- AMP Workshops:
 - Feb 2025 = Member input
 - Apr 2025 = Assessment Results

Milestone	Status
A gap analysis is undertaken for Council's Asset Management Plans (September 2024).	In Progress 



Council Vision & Strategy – KPI #2

Develop, implement and deliver against a new strategic plan for Adelaide Hills Council.

Highlights

- Community Consultation = 70 participants
- Adoption – 12 November 2024
- Launch December 2024

Challenges

- Prioritisation of initiatives
- Organisational Structure
- Managing expectations of delivery
- Impact to budget & sustainability

What’s next

- Integration into organisation plans – connecting to ABP

Milestone	Status
Update on consultation undertaken with key members of the workforce and Council regarding a new Strategic Plan for AHC (June 2024).	Complete ✔
Update on community engagement process (June 2024).	Complete ✔
A 4-year Strategic Plan for AHC is drafted incorporating: Urbanisation versus environment report; Decarbonisation strategy; and ‘Green Communities’ initiative (September 2024).	Complete ✔
Update on community engagement process (December 2024).	Complete ✔
Council endorses strategic plan (December 2024).	Complete ✔



Strategic Projects – KPI #3

Develop and implement a business case for space utilisation for Fabrik (Art Hub).

Highlights

- Fabrik opening – 20 September 2024
- Recruitment completed – 4x Retail & 38x volunteers
- Exhibitions scheduled until 2026
- Partnerships with Country Arts, JamFactory and Fibre Arts Australia
- Pilot Artist in Residence – Thai artist for 6 weeks

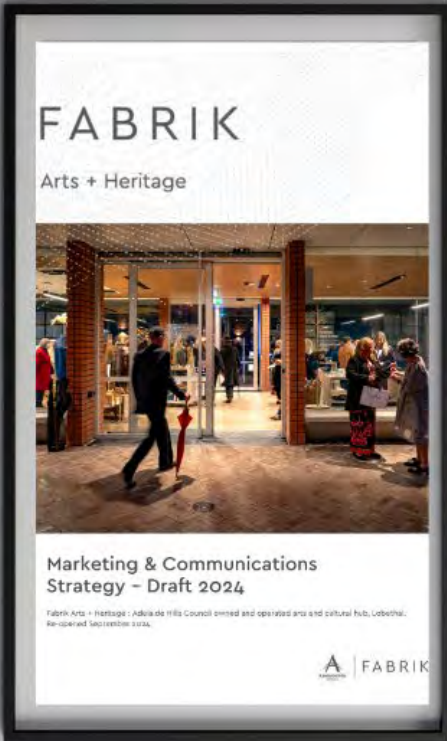
Challenges

- Ongoing recruitment of volunteers

What's next

- Launch Venue Hire Package – January 2025
- Develop Mill Shed display
- Dashboard reporting

Milestone	Status
Update on the consultation undertaken with key experts to understand options for space utilisation of Fabrik (June 2024).	Complete 
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) (September 2024).	Complete 
Update on delivery of relevant actions included within the Fabrik business case (December 2024).	Complete 



Strategic Projects – KPI #4

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

Highlights


- Improved customer notifications – automatic updates when a case is closed
- Closed cases – 45% resolved in 1 day, 74% within 5 days

Challenges

- Data migration
- Multiple technology projects delivery

What’s next

- Advanced Build including:
 - Online application and permit forms
 - Customer experience surveys

Milestone	Status
Update on the progress of the CRM system upgrade undertaken (June 2024).	Complete 
A process exists to ensure follow-up of all enquiries/complaints (Sept 2024).	Complete 
Update on the progress of training and development of AHC workforce to create a customer centric culture (Sept 2024).	Complete 



Organisational Culture – KPI #5

Develop, implement and deliver upon an internal communications strategy.

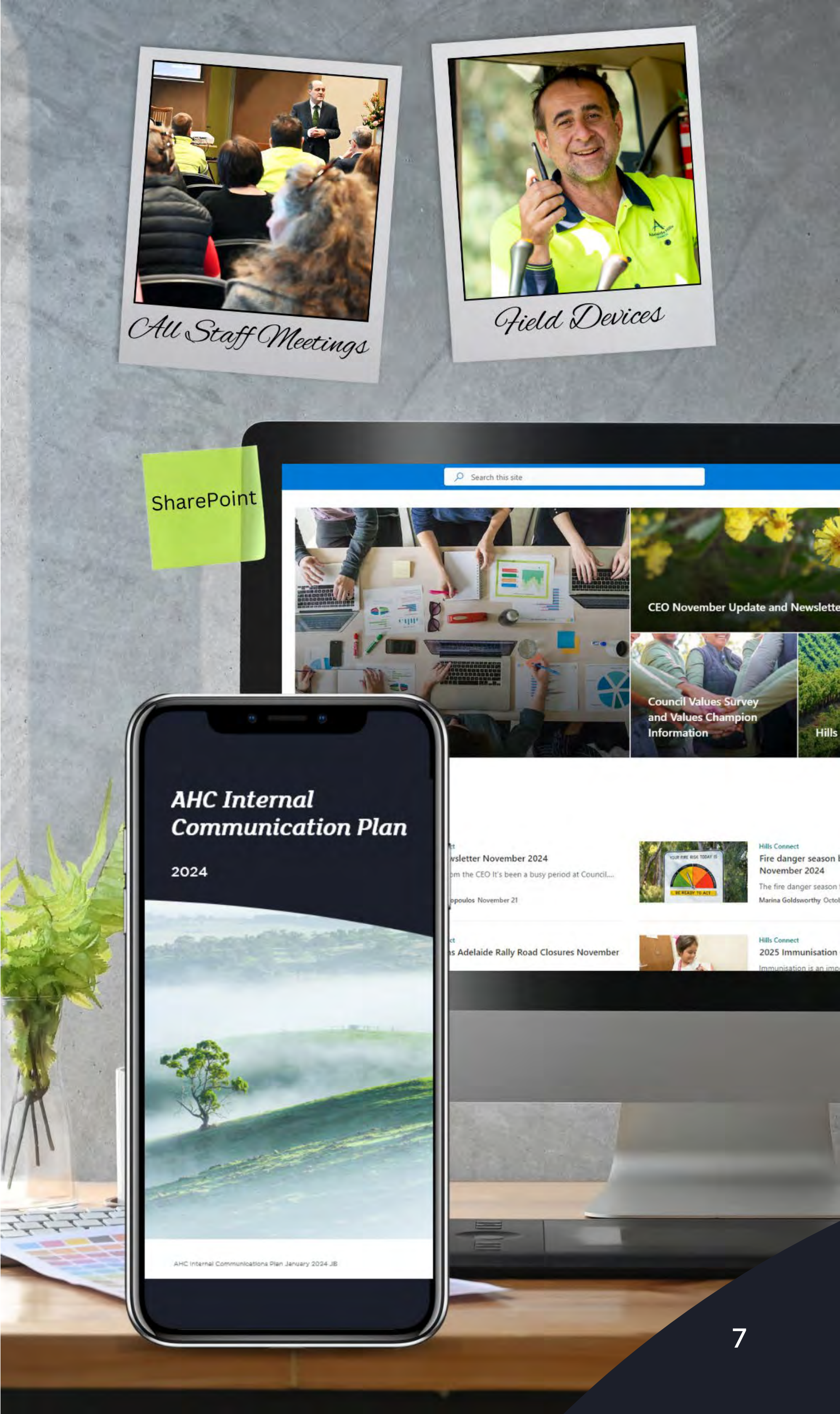
Highlights

- Ongoing implementation of strategy
- Expanding communication channels:
 - CEO home page
 - \$45,000 Grant – Field devices
 - Intranet homepage
 - Sharepoint Online
 - Microsoft Teams

What's next

- Expanding scope to incorporate values
- Implement interactive engagement system

Milestone	Status
Update on the consultation undertaken with key members of the workforce regarding the development of an internal communication strategy (June 2024).	Complete ✔
Implement an internal adaptive communication strategy (Sept 2024).	Ongoing ✔
Seek feedback from staff on impact of internal communication strategy (December 2024).	In Progress ✔



Organisational Culture – KPI #6

Develop and implement a revised set of organisational values.

Highlights

- Values Staff Champion workshops (26 Sept & 24 Oct)
- Draft Values - 4 Statements

Challenges

- Ongoing survey schedule – post Values project

What's next

- Dec 2024 - Crucial Conversation training
- 12 Dec 2024 – All staff presentation
- Refining values statements – consulting with staff
- Implementation

Milestone	Status
Update on the Consultation undertaken with the workforce regarding the development of organisational values and supporting/ non-supporting behaviours (June 2024).	Complete ✔
Staff survey undertaken to establish baseline for “Cultural Pulse”. Establish ongoing survey schedule (June 2024).	In Progress ✔
Quarterly Update on staff surveys providing feedback on values and culture (September & December 2024).	Complete ✔
Update on organisational values implementation (December 2024).	Complete ✔



End of Year Snapshot

- Refreshed community forums
- Green Agenda
- Amy Gillett Bikeway - Stage 4
- Your Place, Your Space Campaign - Woodforde
- Fabrik
- Honourable mention at the 2024 National Awards for Local Government - Our Watch Toolkit
- Won the Local Government (State & National) Professionals Excellence in Emergency Management Award
- Major environmental grants - 'Fox Creek'
- Governance - renewed approach risk management & audit
- Enforcement review completed
- Psychosocial initiatives
- Innovate stage - Reconciliation action plan
- Financial transparency
- Safework SA
- Support for approx 80 Council and committee meetings, workshops, and community forums.
- A.I. early fire detection Initiative



Stirling Main Street



Tree Strategy



Amy Gillett - Sod Turning Ceremony



Norton Summit Community Forum



Resilience Awards



Environmental Grants
(Pictured Tonia Brown - Biodiversity)

Thank you

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mail@ahc.sa.gov.au
ahc.sa.gov.au



Appendix 2

*CEO PRP Report 18 December 2024 – Key Performance
Indicators*

**ADELAIDE HILLS COUNCIL
CEO PERFORMANCE REVIEW PANEL MEETING
Wednesday 18 December 2024
CONFIDENTIAL AGENDA BUSINESS ITEM**

Item: 10.1

Responsible Officer: Greg Georgopoulos
Chief Executive Officer

Subject: Key Performance Indicators Report

For: Decision

1. Key Performance Indicators Report – 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
- Executive Governance officer, Zoë Gill
- Collette Ordish, HR Consultant, Perks People Solutions

be excluded from attendance at the meeting for Agenda Item 10.1: 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.

At its 24 September 2024 meeting, Council adopted the CEO Performance Review Process and Performance Criteria developed by Perks People Solutions.

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**.

The CEO will present this report to the Panel. The Panel will assess the CEO's performance against the matrix provided at **Appendix 5**. Perks People Solutions will write a report summarising the outcomes and recommendations from the process for submission to Council (the "KPI Progress Review – December 2024 report").

RECOMMENDATION

The CEO Performance Review Panel resolves:

1. That the report be received and noted.
2. That the KPI Progress Review – December 2024 report be provided to Council.

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

Council adopted the performance review process and performance criteria at the 24 September 2024 meeting, as follows:

**19.1.1 CEO Performance Review Panel Recommendations to Council – CEO Review Process
Confidential Item**

Moved Cr Chris Grant
S/- Cr Kirsty Parkin

356/24

Council resolves:

1. That the report be received and noted.
2. To approve the proposed CEO Performance Review Process in *Appendix 1*.
3. To approve the proposed CEO Performance Review Performance Criteria in *Appendix 2*.
4. To note that the CEO PRP will continue to engage with the CEO on his progress against Key Performance Indicators on a quarterly basis.
5. To note that the Administration will develop a remuneration review process report for consideration at the next CEO PRP Meeting and that the current delay is due to this remuneration review being connected to the performance review process.

Carried Unanimously

The approved review process incorporates a KPI Progress Review to take place at the December 2024 CEO PRP meeting.

The process for this review involves the utilisation of an assessment matrix (***Appendix 4***)

2. ANALYSIS

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2024 – Your Place, Your Space

Goal 4 Organisation

Objective O2 Operate with integrity using best practice governance processes.

Priority O2.1 Demonstrate accountable and transparent decision making.

Objective O3 Support and develop a skilled organisation that is aligned to Council's priorities

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:

Council Committees: Not Applicable
Council Workshops: Not Applicable
Advisory Groups: Not Applicable
External Agencies: Not Applicable
Community: 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**.

The process for the KPI review involves the utilisation of an assessment matrix designed by the HR Consultant, to guide the Performance Review panel (the panel) in assessing the CEO's progress towards achievement of the pre-determined KPIs endorsed by Council.

The process will involve the following steps:

1. the CEO provides a self-assessment presentation to the panel to provide evidentiary based insights into progress towards achievements against each of the KPIs, ideally, this presentation should flow in the same order as the performance criteria set out within the pre-designed Assessment Matrix utilised by the panel;
2. During the CEO's presentation, panel members utilise the Assessment Matrix document to objectively rate the CEO against each of the performance criteria and to document any relevant notes/feedback (which can later be used to guide verbal feedback provided to the CEO);
3. Once the self-assessment presentation concludes, the CEO departs the meeting, allowing the HR Consultant to facilitate a robust discussion by the panel to collectively evaluate the CEO's progress towards performance against each of the KPIs;
4. At the conclusion of the meeting, the Chair of the panel and the HR Consultant provide immediate, balanced feedback to the CEO, including recognition of any outstanding achievements, as well as constructive feedback regarding any areas requiring improvement or further development (this can either be undertaken privately, or with the panel present).
5. The HR Consultant summarises the outcomes and recommendations from the process in a report that is submitted to Council.

The HR consultant will circulate the draft report to the CEO PRP panel out of session to ensure that it reflects the outcomes of the meeting prior to it being provided to Council. The Executive Governance Officer will assist in this process.

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 – December 2024 Update
- (2) Fabrik business plan reporting – December
- (3) Process for Adelaide Hills Council CEO Performance Review
- (4) Assessment Matrix

Appendix 1

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

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)

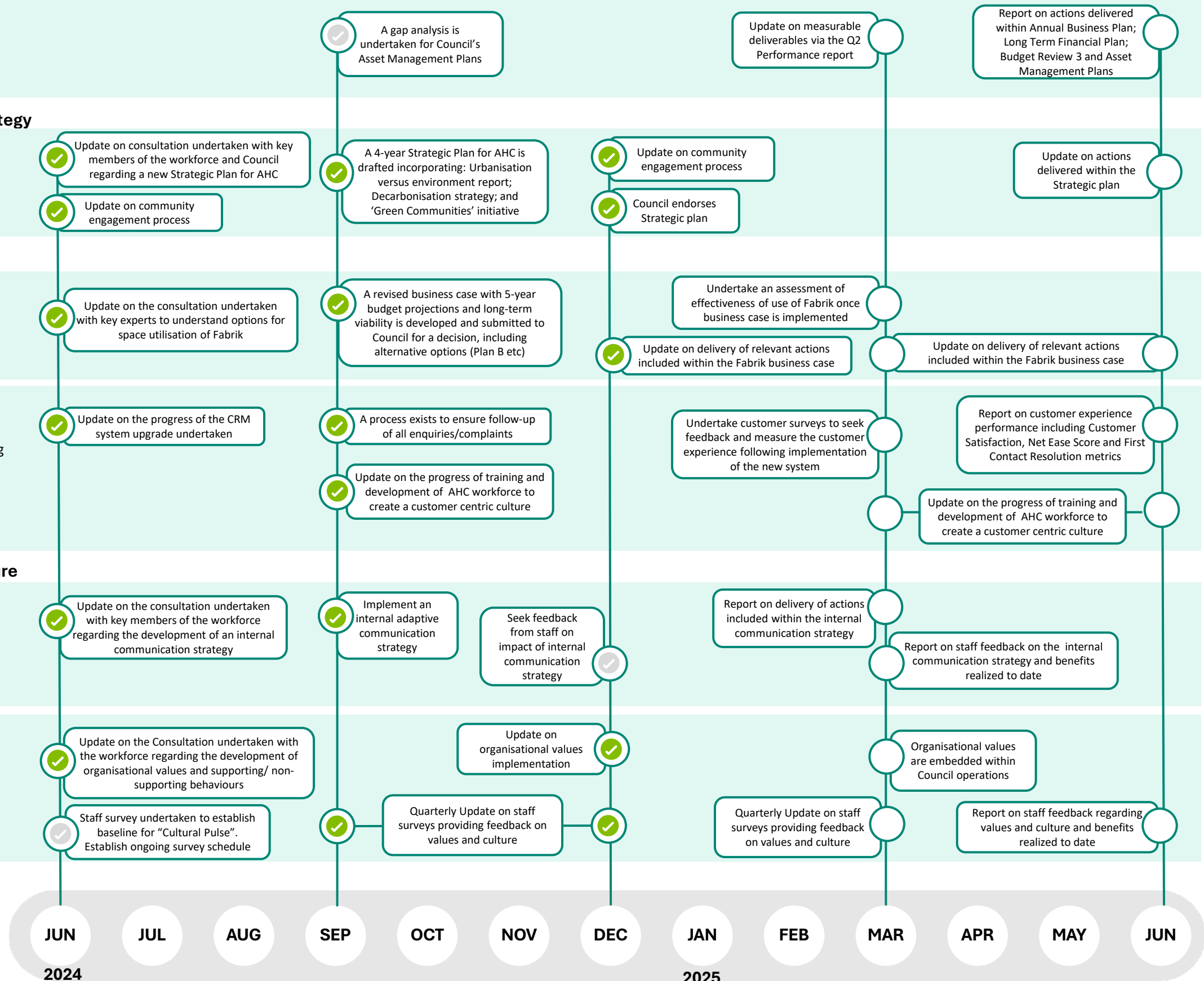
KPI #4 – Complete the Essential Build of the CRM System Upgrade, ensuring there are effective processes for communicating updates and outcomes/resolutions to customers

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

- Legend**
- ✓ = Complete / Ongoing
 - ⏸ = in progress
 - ✗ = attention needed



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	In progress	<p>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).</p> <p>Previously identified priority gaps in asset management plans include:</p> <ul style="list-style-type: none">• Buildings assets (existing plan out of date)• Stormwater assets (existing plan out of date)• Public toilets and playgrounds (needs more comprehensive plan).• ‘Green’ credentials and imperatives• Reference to climate change adaptation• Tactical plans for interventional maintenance <p>An external consultant (Tonkin) has been engaged to review this work and undertake an external assessment. The assessment will include an analysis to assess alignment of the AMPs with Council’s strategic priorities, followed by the development of an Improvement Plan which documents steps and resources required to improve asset management planning to achieve the alignment.</p> <p>Elected Members will be engaged in two workshops – the first to gain an appreciation of Elected Member perceptions and the second to be on the findings of the assessment. Due to consultant availability, the first workshop will be in February 2025 and the second is expected in April 2025.</p> <p>The consultant will engage with the administration initially during December.</p>
	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		

Key Performance Indicator	Milestone	Due Date	Status	Update
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. Consultation on the draft is underway over September 2024 including 3 community information events to seek feedback.
	A 4-year Strategic Plan for AHC is drafted incorporating: Urbanisation versus environment report; Decarbonisation strategy; and ‘Green Communities’ initiative	Sep 2024	Complete	<p>A draft was presented to, and adopted by, Council for consideration at the 27 August 2024 Council Meeting. The draft includes priorities encompassing the initiatives listed in this milestone.</p> <p>Will be provided as part of adoption of the final plan in November 2024.</p>
	Update on community engagement process	Dec 2024	Complete	<p>The final stage of community consultation was undertaken over the period 30 August 2024 to 24 September 2024 (25 calendar days). The key engagement activities included:</p> <ul style="list-style-type: none"> • Online survey on the Council’s community engagement web portal • Public forum at Norton Summit on Monday 16 September (6:30 – 7:30pm) • Webinar on Tuesday 17 September (5-6pm) which was recorded and posted online • Public forum at Gumeracha on Wednesday 18 September (6:30 – 7:30pm) <p>A total of 70 Participants provided feedback on Council’s Draft Plan. 36 Respondents provided online submissions, 5 provided their feedback via hardcopy submission form, 13 participants provided a response by email and 16 attended an information night/online webinar where verbal feedback was collated.</p> <p>The outcomes were discussed with Council at the 1 October 2024 workshop and the final results presented officially in the consultation report adopted on 12 November 2024.</p>
	Council endorses Strategic plan	Dec 2024	Complete	Council adopted the final Strategic plan at its meeting on 12 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	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.
	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)	Sep 2024	Complete	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. The Fabrik Arts + Heritage Hub will open to the public on 20 September 2024
	Update on delivery of relevant actions included within the Fabrik business case	Dec 2024	Complete	A considerable number of actions have been completed in the last quarter. Separate attachment provides a detailed summary of status and comments against each action in the business plan.
	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			

Key Performance Indicator	Milestone	Due Date	Status	Update
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	
	A process exists to ensure follow-up of all enquiries/complaints	Sep 2024	Complete	<p>New Salesforce CRM successfully deployed 29th July 2024. Includes new system for staff and <i>My Adelaide Hills</i> online platform for customers to report issues or request services.</p> <p>The new system includes automated workflows that inform staff when a new case has been created and when a case needs further action.</p>
	Update on the progress of training and development of AHC workforce to create a customer centric culture	Sep 2024	Complete	<p>Training in the new system was delivered to over 150 staff prior to deployment in July. Further training is being provided to users and teams to leverage customer features in the system.</p> <p>Investigations underway into further initiatives to create a customer centric culture. This work is related to the development of organisational values and service reviews.</p>
	Undertake customer surveys to seek feedback and measure the customer experience following implementation of the new system	Mar 2025	In progress	Configuration activities have commenced to support the capture and reporting of customer satisfaction through surveys. The outcome will provide reporting in alignment with industry standards including Net Ease Score.
	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	Consultation undertaken by survey in early 2024 and a resulting strategy developed.
	Implement an internal adaptive communication strategy	Sept 2024	Ongoing	<p>Initial activities implemented include a staff e-newsletter and a changed format for the All-Staff Meetings based on consultation feedback.</p> <p>A further review of the communication strategy identified accessibility gaps which are now being addressed through the implementation and investigation into technology solutions to improve and expand communication channels. Some of the new activities implemented include:</p> <ul style="list-style-type: none"> A successful grant of \$45,000 funded the purchase of 45 Apple iPhone SE smartphone devices that will be deployed to all Civil and Open Space team members who currently don't have a mobile device by 20 December 2024. This will mean all field staff will have the ability to access the main communication channels of Microsoft Outlook, Microsoft Teams and Hills Hub Intranet. They will also be able to access business systems when working in the field including Confirm Asset Management solution, Salesforce Customer Request Management, and support apps like BOM weather and Alert SA. The launch on 13 December 2024 of a new SharePoint Online Intranet homepage featuring enhanced tools to share communication and collaborate that can be accessed from any device with an internet connection. The progressive transition from SharePoint 2016 On-premise to SharePoint Online will enable superior integration with Councils other business systems including Salesforce CRM and facilitates easier remote working as well as supporting future enhancements including integration with generative AI. Microsoft Teams will augment SharePoint by increasing the ability to share content with staff. It will also allow communications to be tailored for every staff member, eg: by topic, areas of interest, locations, or work <p>The initial comms plan is being expanded to include more strategy around culture, communication channels, and organisational development.</p>
	Seek feedback from staff on impact of internal communication strategy	Dec 2024	In Progress	The December milestone has been deferred to allow time for the redevelopment and implementation of the communication strategy. This will be actioned after completion of the ICT elements as well as allowing some time for staff to experience the full strategy in action.
	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		

Key Performance Indicator	Milestone	Due Date	Status	Update
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	
	Staff survey undertaken to establish baseline for “Cultural Pulse”. Establish ongoing survey schedule	Jun 2024	In Progress	Initial staff survey conducted as part of Values project. Ongoing survey schedule has not yet been established. On review of the survey intent, it is suggested that the ongoing survey schedule be deferred until the values are rolled out to staff (post March 2025)
	Quarterly Update on staff surveys providing feedback on values and culture	Sep 2024	Complete	We have been working with Consultants in developing the values, and a staff survey on this was presented to staff at the 1 August all staff meeting. The initial survey has been completed, with results currently being analysed. The future survey schedule has yet to be finalised. 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.
		Dec 2024	Complete	A staff survey schedule is not currently in use and as such, staff feedback is being represented via the work that the staff champions provide on the value project.
		Mar 2025		
	Update on organisational values implementation	Dec 2024	Complete	Staff champion workshops held 26 Sept 2024 & 24 October 2024. This formation stage of the project has culminated in 4 value statements. The next phase will involve these being condensed to become clear simple values. The team of 20 values champions will be tasked with doing this in December or early in the new year. The values champions will present on progress at the 12 December All Staff meeting. The Values Champions and SLT are being invited to a specific Crucial Conversations training session in December just for them – this is to help promote the program across the organisation, give them skills to have better conversations around things like the values and involve them more in championing the future of the organisation
	Organisational values are embedded within Council operations	Mar 2025		
	Report on staff feedback regarding values and culture and benefits realized to date	Jun 2025		

Appendix 2

Fabrik business plan reporting – December

Implementation and Opening Action Plan				December 2024 Update	
	Action	Timing	Milestone	Status	Comments
1	Employ Public Program Officer	August 2024 (6 weeks prior to opening)	Suitable candidate engaged	Completed	Public Programs Officer commenced September 2024. Recruitment occurred slightly behind schedule but has not impacted operations.
2	Employ Business Development Officer	August 2024 (6 weeks prior to opening)	Suitable candidate engaged	Completed	Business Development Officer commenced September 2024. Recruitment occurred slightly behind schedule but has not impacted operations.
3	Employ Marketing Officer	August 2024 (6 weeks prior to opening)	Suitable candidate engaged	Completed	Communications Officer commenced October 2024. Appointment occurred slightly behind schedule with marketing activities resourced with temporary contractor in the interim.
4	Employ Retail Casuals	September 2024 (3 weeks prior to opening)	Casual pool established to work weekends	Completed	Four Retail Customer Service Officers commenced and inducted in September 2024.
5	Develop volunteer program Volunteers will support retail operations during weekdays, customer support in the Blanket Building and gallery, and assistance for public programs, events and exhibitions	September 2024 (3 weeks prior to opening) – Opening team recruited and inducted	Pool of volunteers available to work weekdays and weekends	Completed	Commenced with an opening pool of 32 volunteers.
		December 2024 – Second stage recruitment commenced two months after opening		Completed	Second stage completed – additional 6 volunteers recruited and inducted. This will be an ongoing activity to ensure appropriate resourcing.

6	Develop and commence marketing strategy	August 2024 (6 weeks prior to opening)	As per Marketing Strategy roadmap	Completed	Opening marketing plan developed and implemented in the lead up to the opening in late September 2024. Marketing and Communications Strategy developed to guide the next five years in November 2024.
7	Develop public program Build on existing high-quality activities, including exhibitions, workshops and events Include participation in annual Fringe, SALA and History festivals Exhibitions	 September 2024 – First 12 months of exhibitions scheduled prior to opening	Visitation targets achieved as per Evaluation Criteria for Tourism, Community and Arts Support	 Completed	 Exhibitions scheduled until 2026, including partnerships with Country Arts SA, JamFactory and Fibre Arts Australia.
	Workshops	March 2025 – First 6 months of workshops scheduled prior to opening		Completed	2-3 workshops are being offered each month, with planning into March 2025. Additionally, two community crafting groups meet at Fabrik monthly.
8	Develop Retail Space Development of a retail space within the Pavilion to showcase high quality, artisan-made goods	September 2024	Sales and gross profit targets achieved	Completed	Retail space opened in September 2024.
9	Develop venue hire package	September 2024 (Established in time for opening)	Income targets are reached	In Progress	Draft venue hire package completed, to be finalised December 2024 and launched January 2025. Information available in the

	Research, develop and promote a venue hire schedule.				meantime on the Fabrik website, with hire available in the interim.
	Develop tourism products and partnerships.	September 2024 (Established when Business Development Officer commences)	Income targets are reached	In Progress	Initial discussions with tour operators underway.
10	Launch Mill Stories Museum Display Simple display in Blanket Building The rollout of the display will be staged, with each stage dependent upon funding received through the History Trust of SA's Museum and Collections program.	September 2024		Completed	Display completed in the Blanket Building consisting of items donated to Fabrik or loaned by community members.
	Launch of stage 1 display in Mill Shed	January 2026		In Progress	Work is underway with Pinata Studio (funded by the History Trust of SA) to develop the display in the Mill Shed. Memorandum of Understanding (MOU) in development with OWMMI regarding the display of items from the collection.
11	Develop First Nations Reference Group Build upon existing relationships to develop a reference group with First Nations custodians, artists and community members, to inform and develop a program that is inclusive and sensitive to First Nations cultures.	August 2025 August 2026	Terms of Reference and member selection completed Review outcomes and Terms of Reference	Not commenced (On track)	

	Ensure the Fabrik site and its programs provide a safe place for First Nations artists and visitors.	Ongoing		Ongoing	
	Ensure Fabrik's programs celebrate and share First Nation's cultures, histories and heritage.	Ongoing		Ongoing	<p>In consultation with Ngarrindjeri weaver, Aunty Ellen Trevorrow, Fabrik's opening exhibition was strongly informed by First Nations cultural understandings. The exhibition also included First Nations artists.</p> <p>Fabrik opening commenced with a smoking ceremony by Uncle Mickey Kumatpi O'Brien.</p> <p>First Nations artists are represented in Fabrik's retail.</p> <p>Two exhibitions programmed in 2025 and 2026 are showcasing First Nations artists (in collaboration with Country Arts SA).</p>
12	Develop Artist in Residence Program A live-in residency, with a focus on artists working with textiles and/or community engaged practice Developed and promoted to attract national and international interest and engagement	September 2025 Scoped and advertised within first 12 months of operation	3 external residencies confirmed	In progress	<p>The broader residency program is still in development.</p> <p>A pilot program was held, in partnership with 16abermarle arts space (Sydney) with a Thai artist in residence for 6 weeks</p>

Appendix 3

Process for Adelaide Hills Council CEO Performance Review

Process for Adelaide Hills Council CEO Performance Review

After full consultation with the Adelaide Hills Council CEO Performance Review Committee, this paper provides recommendation for the method of conducting the CEO performance review for the Adelaide Hills Council for the 2024 review period.

This process has been designed as a two-part series and meets the requirements of the *Local Government Act (1999)* and the CEO's employment contract and is subject to the review and oversight of the Qualified, Independent Person (QIP), being Mr Michael Kelledy, Director of Kelledy Jones Lawyers.

KPI Progress Review – December 2024

The process for the KPI review involves the utilisation of an assessment matrix designed by the HR Consultant, to guide the Performance Review panel (the panel) in assessing the CEO's progress towards achievement of the pre-determined KPIs endorsed by Council.

The process will involve the following steps:

1. A date to review the CEO's progress towards achievement of KPIs is scheduled for December 2024 (date TBA);
2. During this December meeting, the CEO provides a self-assessment presentation to the panel to provide evidentiary based insights into progress towards achievements against each of the KPIs, ideally, this presentation should flow in the same order as the performance criteria set out within the pre-designed Assessment Matrix utilised by the panel;
3. During the CEO's presentation, panel members utilise the Assessment Matrix document to objectively rate the CEO against each of the performance criteria and to document any relevant notes/feedback (which can later be used to guide verbal feedback provided to the CEO);
4. Once the self-assessment presentation concludes, the CEO departs the meeting, allowing the HR Consultant to facilitate a robust discussion by the panel to collectively evaluate the CEO's progress towards performance against each of the KPIs;
5. At the conclusion of the meeting, the Chair of the panel and the HR Consultant provide immediate, balanced feedback to the CEO, including recognition of any outstanding achievements, as well as constructive feedback regarding any areas requiring improvement or further development (this can either be undertaken privately, or with the panel present).
6. The HR Consultant summarises the outcomes and recommendations from the process in a report that is submitted to Council.

It is also highly recommended that quarterly review 'check-in' meetings are held with the panel to ensure the elimination of any recency bias. This strategy will help the panel develop a full picture of the CEO's performance and development over time.

Full Performance Review – March 2025

Further to the KPI Progress Review held in December 2024, a full review against the CEO's achievement against all performance criteria will be undertaken in March 2025.

This process will also involve the utilisation of an assessment matrix designed by the HR Consultant, to guide the key internal stakeholders (as defined below) in assessing the performance of the CEO.

This process will involve the following steps:

1. A date to review the CEO's performance is scheduled for March 2025 (date TBA);
2. The Chair of the panel to provide 25 working days' notice in writing that the CEO is required to undertake a performance review, including a self-assessment presentation to be provided on the scheduled date in March 2025 (as required by the CEO contract of employment);
3. CEO provides a self-assessment presentation to all Elected Members and Direct Reports to the CEO (key internal stakeholders) to provide insight into performance and achievements against each of the performance criteria. Ideally, this presentation should flow in the same order as the performance criteria set out within the pre-designed Assessment Matrix;
4. During the CEO's presentation, key internal stakeholders will utilise the Assessment Matrix document to objectively assess the CEO against each of the performance criteria and to document any relevant notes/feedback (which may later be used to guide verbal feedback provided to the CEO);
5. Once the self-assessment presentation concludes, the Consultant will collect all completed Assessment Matrix documents and key stakeholders will be invited to participate in interviews with the Consultant, to provide further context to the assessments provided. It may take a period of approximately one month to complete the process of undertaking stakeholder interviews.
6. Some key external stakeholders may also be included in the interview process to assess relevant criteria (for example, to test that the performance criteria for the Stakeholder Management and Communications Key Result Area has been met).
7. Once all stakeholder interviews are completed, the HR Consultant summarises the outcomes and recommendations from the process in a report to be submitted to the Panel and then to Council.
8. At the conclusion of the entire process, the Chair of the panel and the HR Consultant provide timely, balanced feedback to the CEO, including recognition of any outstanding achievements, as well as constructive feedback regarding any areas requiring improvement or further development. The Chair of the panel and the HR Consultant can provide immediate feedback after the report is discussed by the Panel if required.

Performance Criteria:

The following performance criteria is utilised to undertake the CEO's performance review:

- KPIs - The CEO's pre-determined Key Performance Indicators
- KRAs – Defined questions that represent the Key Result Areas from the CEO Position Description

Performance Criteria Rating Scale:

To ensure consistent and objective ratings against the performance criteria, it is recommended that the panel adopt the following performance rating scale in assessing the CEO's performance. Assessors will be provided with an opportunity to provide further context to their rating by way of free text comments and/or feedback to be provided during the interview with the HR consultant:

Rating	Definition
5	Exceptional Performance <ul style="list-style-type: none"> • A standard of competency / performance / achievement that far exceeds overall requirements • Ability, initiative and creativity far beyond the normal requirements for the job • Achievement and influence goes beyond the immediate job • Behaviour always exemplifies commitment to constructive culture • Role models the organisational values
4	Exceeds Expectations <ul style="list-style-type: none"> • A standard of competency / performance / achievement that clearly exceeds the overall requirements • Achievement goes beyond the immediate job • Looks for opportunities and shows initiative and creativity • Behaviour consistently demonstrates commitment to constructive cultures and sets an example for others • Actively demonstrates and role-models the organisational values
3	Meets Expectations <ul style="list-style-type: none"> • A standard of competency / performance / achievement that meets the requirements • Developing within the position • Behaviour demonstrates commitment to constructive culture • Consistently demonstrates the organisational values
2	Needs Improvement <ul style="list-style-type: none"> • A standard of competency / performance / achievement that meets the minimum requirements • Performance improvement is required in some areas (could be new to role) • Behaviour often falls below the expected standards of a constructive approach • Organisational values are not consistently demonstrated or role-modelled

1	Serious Concerns <ul style="list-style-type: none"> • A standard of competency / performance / achievement that requires significant improvement • Behaviour rarely demonstrates constructive approach • Performance is below acceptable levels and improvement is essential • Has demonstrated some behaviour that is not aligned with organisational values
U	Unable to Assess <ul style="list-style-type: none"> • Where you don't feel you are in a position to provide a rating

Advantages of the Recommended Process:

1. **Objectivity and Alignment:** The use of specific, predefined criteria as well as an objective rating scale, ensures that the process is objective and directly linked to the set performance criteria and organisational priorities.
2. **Clarity and Focus:** The CEO's self-assessment presentation removes risk of ambiguity and subjective biases which can often appear in Performance 360 processes where participants may not have the full picture of the CEO's performance against each of the criteria.
3. **Feedback for Development:** Specific and meaningful feedback derived from the facilitated discussion can guide professional development and leadership growth of the CEO.
4. **Thorough and Robust:** This comprehensive and multi-faceted approach, ensures a well-rounded evaluation including setting clear and measurable objectives at the outset, gathering diverse feedback from key stakeholders and encouraging open and honest dialogue about achievements, challenges, and areas for development.

Conclusion:

In conclusion, the recommended process is compliant and aligns with best practice performance review processes and stands out as the preferred method for the CEO performance review process for Adelaide Hills Council.

Collette Ordish
Principal Consultant
Perks People Solutions

Appendix 4

Assessment Matrix



CEO PERFORMANCE REVIEW

Perks People Solutions acts as a qualified and independent person to ensure the CEO performance review is being undertaken in accordance with Section 102A of the Local Government Act 1999

Particulars	
Name of CEO	Greg Georgopoulos
Name of Council	Adelaide Hills Council
Date of Review	Progress Review – 18 December 2024
Review Period	June to December 2024
Relevant Notes	
Name of Assessor (Panel Member)	



ASSESSMENT MATRIX

The CEO will provide a presentation addressing achievement against agreed performance criteria. Each Panel Member is to provide details of their assessment against this criterion in the assessment matrix below.

Pillar	Performance Criteria	Measures	Comments/Feedback (to be provided to the CEO)
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 (September 2024).	
Assessor Rating Performance Criteria Progress Achieved (Y/N)			



ASSESSMENT MATRIX

The CEO will provide a presentation addressing achievement against agreed performance criteria. Each Panel Member is to provide details of their assessment against this criterion in the assessment matrix below.

Pillar	Performance Criteria	Measure(s)	Comments/Feedback (to be provided to the CEO)
Council Vision & Strategy	KPI #2 – Develop, implement and deliver against a new strategic plan for Adelaide Hills Council.	<p>Update on consultation undertaken with key members of the workforce and Council regarding a new Strategic Plan for AHC (June 2024).</p> <p>Update on community engagement process (June 2024).</p> <p>A 4-year Strategic Plan for AHC is drafted incorporating: Urbanisation versus environment report; Decarbonisation strategy; and 'Green Communities' initiative (September 2024).</p> <p>Update on community engagement process (December 2024).</p> <p>Council endorses strategic plan (December 2024).</p>	
Assessor Rating Performance Criteria Progress Achieved (Y/N)			



ASSESSMENT MATRIX

The CEO will provide a presentation addressing achievement against agreed performance criteria. Each Panel Member is to provide details of their assessment against this criterion in the assessment matrix below.

Pillar	Performance Criteria	Measure(s)	Comments/Feedback (to be provided to the CEO)
Strategic Projects	KPI #3 – Develop and implement a business case for space utilisation for Fabrik (Art Hub).	<p>Update on the consultation undertaken with key experts to understand options for space utilisation of Fabrik (June 2024).</p> <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) (September 2024).</p> <p>Update on delivery of relevant actions included within the Fabrik business case (December 2024).</p>	
Assessor Rating Performance Criteria Progress Achieved (Y/N)			



ASSESSMENT MATRIX

The CEO will provide a presentation addressing achievement against agreed performance criteria. Each Panel Member is to provide details of their assessment against this criterion in the assessment matrix below.

Pillar	Performance Criteria	Measure(s)	Comments/Feedback (to be provided to the CEO)
Strategic Projects	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 (June 2024). A process exists to ensure follow-up of all enquiries/complaints (Sept 2024). Update on the progress of training and development of AHC workforce to create a customer centric culture (Sept 2024).	
Assessor Rating Performance Criteria Progress Achieved (Y/N)			



ASSESSMENT MATRIX

The CEO will provide a presentation addressing achievement against agreed performance criteria. Each Panel Member is to provide details of their assessment against this criterion in the assessment matrix below.

Pillar	Performance Criteria	Measure(s)	Comments/Feedback (to be provided to the CEO)
Organisational Culture	KPI #5 – Develop, implement and deliver upon an internal communications strategy.	<p>Update on the consultation undertaken with key members of the workforce regarding the development of an internal communication strategy (June 2024).</p> <p>Implement an internal adaptive communication strategy (Sept 2024).</p> <p>Seek feedback from staff on impact of internal communication strategy (December 2024).</p>	
Assessor Rating Performance Criteria Progress Achieved (Y/N)			



ASSESSMENT MATRIX

The CEO will provide a presentation addressing achievement against agreed performance criteria. Each Panel Member is to provide details of their assessment against this criterion in the assessment matrix below.

Pillar	Performance Criteria	Measure(s)	Comments/Feedback (to be provided to the CEO)
Organisational Culture	KPI #6 – Develop and implement a revised set of organisational values.	<p>Update on the Consultation undertaken with the workforce regarding the development of organisational values and supporting/non-supporting behaviours (June 2024).</p> <p>Staff survey undertaken to establish baseline for “Cultural Pulse”. Establish ongoing survey schedule (June 2024).</p> <p>Quarterly Update on staff surveys providing feedback on values and culture (September & December 2024).</p> <p>Update on organisational values implementation (December 2024).</p>	
Assessor Rating Performance Criteria Progress Achieved (Y/N)			

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 10.1 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	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.

Appendix 3

Process for Adelaide Hills Council CEO Performance Review and Performance Criteria

Process for Adelaide Hills Council CEO Performance Review

After full consultation with the Adelaide Hills Council CEO Performance Review Committee, this paper provides recommendation for the method of conducting the CEO performance review for the Adelaide Hills Council for the 2024 review period.

This process has been designed as a two-part series and meets the requirements of the *Local Government Act (1999)* and the CEO's employment contract and is subject to the review and oversight of the Qualified, Independent Person (QIP), being Mr Michael Kelledy, Director of Kelledy Jones Lawyers.

KPI Progress Review – December 2024

The process for the KPI review involves the utilisation of an assessment matrix designed by the HR Consultant, to guide the Performance Review panel (the panel) in assessing the CEO's progress towards achievement of the pre-determined KPIs endorsed by Council.

The process will involve the following steps:

1. A date to review the CEO's progress towards achievement of KPIs is scheduled for December 2024 (date TBA);
2. During this December meeting, the CEO provides a self-assessment presentation to the panel to provide evidentiary based insights into progress towards achievements against each of the KPIs, ideally, this presentation should flow in the same order as the performance criteria set out within the pre-designed Assessment Matrix utilised by the panel;
3. During the CEO's presentation, panel members utilise the Assessment Matrix document to objectively rate the CEO against each of the performance criteria and to document any relevant notes/feedback (which can later be used to guide verbal feedback provided to the CEO);
4. Once the self-assessment presentation concludes, the CEO departs the meeting, allowing the HR Consultant to facilitate a robust discussion by the panel to collectively evaluate the CEO's progress towards performance against each of the KPIs;
5. At the conclusion of the meeting, the Chair of the panel and the HR Consultant provide immediate, balanced feedback to the CEO, including recognition of any outstanding achievements, as well as constructive feedback regarding any areas requiring improvement or further development (this can either be undertaken privately, or with the panel present).
6. The HR Consultant summarises the outcomes and recommendations from the process in a report that is submitted to Council.

It is also highly recommended that quarterly review 'check-in' meetings are held with the panel to ensure the elimination of any recency bias. This strategy will help the panel develop a full picture of the CEO's performance and development over time.

Full Performance Review – March 2025

Further to the KPI Progress Review held in December 2024, a full review against the CEO's achievement against all performance criteria will be undertaken in March 2025.

This process will also involve the utilisation of an assessment matrix designed by the HR Consultant, to guide the key internal stakeholders (as defined below) in assessing the performance of the CEO.

This process will involve the following steps:

1. A date to review the CEO's performance is scheduled for March 2025 (date TBA);
2. The Chair of the panel to provide 25 working days' notice in writing that the CEO is required to undertake a performance review, including a self-assessment presentation to be provided on the scheduled date in March 2025 (as required by the CEO contract of employment);
3. CEO provides a self-assessment presentation to all Elected Members and Direct Reports to the CEO (key internal stakeholders) to provide insight into performance and achievements against each of the performance criteria. Ideally, this presentation should flow in the same order as the performance criteria set out within the pre-designed Assessment Matrix;
4. During the CEO's presentation, key internal stakeholders will utilise the Assessment Matrix document to objectively assess the CEO against each of the performance criteria and to document any relevant notes/feedback (which may later be used to guide verbal feedback provided to the CEO);
5. Once the self-assessment presentation concludes, the Consultant will collect all completed Assessment Matrix documents and key stakeholders will be invited to participate in interviews with the Consultant, to provide further context to the assessments provided. It may take a period of approximately one month to complete the process of undertaking stakeholder interviews.
6. Some key external stakeholders may also be included in the interview process to assess relevant criteria (for example, to test that the performance criteria for the Stakeholder Management and Communications Key Result Area has been met).
7. Once all stakeholder interviews are completed, the HR Consultant summarises the outcomes and recommendations from the process in a report to be submitted to the Panel and then to Council.
8. At the conclusion of the entire process, the Chair of the panel and the HR Consultant provide timely, balanced feedback to the CEO, including recognition of any outstanding achievements, as well as constructive feedback regarding any areas requiring improvement or further development. The Chair of the panel and the HR Consultant can provide immediate feedback after the report is discussed by the Panel if required.

Performance Criteria:

The following performance criteria is utilised to undertake the CEO's performance review:

- KPIs - The CEO's pre-determined Key Performance Indicators
- KRAs – Defined questions that represent the Key Result Areas from the CEO Position Description

Performance Criteria Rating Scale:

To ensure consistent and objective ratings against the performance criteria, it is recommended that the panel adopt the following performance rating scale in assessing the CEO's performance. Assessors will be provided with an opportunity to provide further context to their rating by way of free text comments and/or feedback to be provided during the interview with the HR consultant:

Rating	Definition
5	Exceptional Performance <ul style="list-style-type: none"> • A standard of competency / performance / achievement that far exceeds overall requirements • Ability, initiative and creativity far beyond the normal requirements for the job • Achievement and influence goes beyond the immediate job • Behaviour always exemplifies commitment to constructive culture • Role models the organisational values
4	Exceeds Expectations <ul style="list-style-type: none"> • A standard of competency / performance / achievement that clearly exceeds the overall requirements • Achievement goes beyond the immediate job • Looks for opportunities and shows initiative and creativity • Behaviour consistently demonstrates commitment to constructive cultures and sets an example for others • Actively demonstrates and role-models the organisational values
3	Meets Expectations <ul style="list-style-type: none"> • A standard of competency / performance / achievement that meets the requirements • Developing within the position • Behaviour demonstrates commitment to constructive culture • Consistently demonstrates the organisational values
2	Needs Improvement <ul style="list-style-type: none"> • A standard of competency / performance / achievement that meets the minimum requirements • Performance improvement is required in some areas (could be new to role) • Behaviour often falls below the expected standards of a constructive approach • Organisational values are not consistently demonstrated or role-modelled

1	Serious Concerns <ul style="list-style-type: none"> • A standard of competency / performance / achievement that requires significant improvement • Behaviour rarely demonstrates constructive approach • Performance is below acceptable levels and improvement is essential • Has demonstrated some behaviour that is not aligned with organisational values
U	Unable to Assess <ul style="list-style-type: none"> • Where you don't feel you are in a position to provide a rating

Advantages of the Recommended Process:

1. **Objectivity and Alignment:** The use of specific, predefined criteria as well as an objective rating scale, ensures that the process is objective and directly linked to the set performance criteria and organisational priorities.
2. **Clarity and Focus:** The CEO's self-assessment presentation removes risk of ambiguity and subjective biases which can often appear in Performance 360 processes where participants may not have the full picture of the CEO's performance against each of the criteria.
3. **Feedback for Development:** Specific and meaningful feedback derived from the facilitated discussion can guide professional development and leadership growth of the CEO.
4. **Thorough and Robust:** This comprehensive and multi-faceted approach, ensures a well-rounded evaluation including setting clear and measurable objectives at the outset, gathering diverse feedback from key stakeholders and encouraging open and honest dialogue about achievements, challenges, and areas for development.

Conclusion:

In conclusion, the recommended process is compliant and aligns with best practice performance review processes and stands out as the preferred method for the CEO performance review process for Adelaide Hills Council.

Collette Ordish
Principal Consultant
Perks People Solutions

3. CEO PRP Recommendations to Council – CEO Key Performance Indicators – 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 19.6 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:

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