



SPECIAL CEO PERFORMANCE REVIEW PANEL

NOTICE OF MEETING

To: **Members**

Ms Vanessa Godden, Independent Member

Cr Lucy Huxter

Cr Nathan Daniell

Cr Kirsty Parkin

Cr Adrian Cheater

Notice is given pursuant to the provisions under Section 87 of the *Local Government Act 1999* that the next meeting of the CEO Performance Review Panel will be held on:

Wednesday 9 July 2025
6.00pm
63 Mount Barker Rd, Stirling

A copy of the Agenda for this meeting is supplied under Section 87 of the Act.

Committee meetings are open to the public and members of the community are welcome to attend. Public notice of the Agenda for this meeting is supplied under Section 88 of the Act.

A handwritten signature in black ink, appearing to read 'GG', is positioned above the printed name of the Chief Executive Officer.

Greg Georgopoulos
Chief Executive Officer



SPECIAL CEO PERFORMANCE REVIEW PANEL

AGENDA FOR MEETING
Wednesday 9 July 2025
6.00pm
63 Mount Barker Rd, Stirling

ORDER OF BUSINESS

1. COMMENCEMENT

1.1. Acknowledgement of Country

Council acknowledges that we meet on the traditional lands and waters of the Peramangk and Kurna people. We pay our respects to Elders past, present and emerging as the Custodians of this ancient and beautiful land. Together we will care for this country for the generations to come.

2. APOLOGIES/LEAVE OF ABSENCE

2.1. Apology

2.2. Leave of Absence

2.3. Absent

3. MINUTES OF PREVIOUS MEETINGS

CEO Performance Review Panel – 18 June 2025

That the minutes of the CEO Performance Review Panel meeting held on Wednesday 18 June 2025 as supplied, be confirmed as an accurate record of the proceedings of that meeting.

4. PRESIDING MEMBER'S OPENING REMARKS

5. DELEGATION OF AUTHORITY

The CEO Performance Review panel operates in accordance with the relevant sections of the *Local Government Act 1999*, and its Terms of Reference.

6. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF THE PANEL

7. OFFICER REPORTS – DECISION ITEMS

- 7.1. CEO Proposed Key Performance Indicators
1. *That the report be received and noted.*
 2. *For Panel decision.*

8. MOTIONS WITHOUT NOTICE

9. QUESTIONS WITHOUT NOTICE

10. CONFIDENTIAL ITEMS

Nil

11. NEXT MEETING

The next CEO Performance Review Panel meeting will be held on Wednesday 30 July from 6pm at 63 Mt Barker Road, Stirling

12. CLOSE MEETING

Administration Reports Decision Items

**ADELAIDE HILLS COUNCIL
SPECIAL CEO PERFORMANCE REVIEW PANEL MEETING
9 JULY 2025
AGENDA BUSINESS ITEM**

Item: 7.1

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

Subject: CEO Proposed Key Performance Indicators

For: Decision

SUMMARY

At the 18 June 2025 CEO Performance Review Panel meeting, draft CEO Key Performance Indicators were proposed.

The Panel requested the CEO review the proposed indicators incorporating feedback provided by the Panel and bring these back to a special Panel meeting for consideration.

This report provides the Panel with the revised proposed indicators.

RECOMMENDATION

The CEO Performance Review Panel resolves:

- 1. That the report be received and noted.**
 - 2. For Panel decision.**
-

1. BACKGROUND

At the 18 June 2025 CEO Performance Review Panel meeting the proposed key performance indicators were considered by the Panel.

During the meeting the Panel discussed the KPIs and agreed to the structure of the KPI document and the proposed pillars. They provided feedback on the specific KPIs, including requesting the CEO to clarify goals and measures of success. The Panel resolved:

Moved Cr Adrian Cheater

S/- Cr Kirsty Parkin

PRP16/25

The CEO Performance Review Panel resolves:

- 1. That the report be received and noted.**
- 2. That the CEO presents a second draft of the KPIs to a special meeting of the Panel on the 9 July 2025, incorporating the feedback from the Panel.**

Carried Unanimously

This report provides the new draft KPIs as developed following the 18 June 2025 meeting.

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 development of Key Performance Indicators for the CEO supports the Performance Review Process and the achievement of Council’s Strategic Plan.

➤ **Legal Implications**

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

➤ **Risk Management Implications**

Undertaking a regular review of the CEO’s performance is not only a statutory obligation for the Council, but ensures there are not:

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)

Note: there are many other controls that also assist in managing these risks.

➤ **Financial and Resource Implications**

There are no direct financial and resource implications in developing the KPIs.

There may be financial and resource implications related to specific KPIs. However, given the proposed KPIs have been developed to align to the 'Your Place Your Space' Strategic Plan 2024, these costs will be accounted for within the Annual Business Plan and Budget.

Should KPI's be developed which require new or additional reporting to measure success, this may require additional resourcing and budget.

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

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

➤ **Sustainability Implications**

Not directly applicable

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

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

<i>Council Committees:</i>	Feedback from 18 June 2025 CEO Performance Review Panel meeting.
<i>Council Workshops:</i>	Not applicable
<i>Advisory Groups:</i>	Not applicable
<i>External Agencies:</i>	Not applicable
<i>Community:</i>	Not applicable

3. OPTIONS

The Panel has the following options:

- I. To receive and note the report and approve the proposed KPIs for recommendation to Council.
- II. To receive and note the report and determine alternative KPIs for recommendation to Council.

4. APPENDICES

- (1) Appendix 1 – Revised Draft CEO Key Performance Indicators 2025-26
- (2) 18 June 2025 CEO PRP Report 'CEO PRP Proposed Key Performance Indicators'

Appendix 1

Revised Draft CEO Key Performance Indicators 2025-26

Pillar 1 - Organisational Performance

Prioritise a financially sustainable, accountable & representative organisation
Strategic Plan 2024

KPI #1
Develop a financially sustainable culture

KPI #2
Implement the Asset Management System Improvement Plan

KPI #3
Working Together Initiative

- Develop a Financial Literacy Program for Council budget holders
- An Asset Management Committee to enhance oversight, align asset management with strategic goals, improve integration of the asset management function across Council, and support engagement with community priorities.
- Procure service provider to work with elected members and scope initiative including evaluation of initiative for commencement once new councillors are elected

- Report on development of Financial Literacy Program rollout for budget holders
- Asset Management Improvement Plan endorsed
Establish reporting framework
- Update on implementation of initiative including workshops with councillors

- Implement the Financial Literacy Program
- Report against Asset Management Framework
- Update on implementation of initiative including development of the *Working Together* policies

- Report against the outcomes of the Financial Literacy Program
- Report against Asset Management Framework
- Report on evaluation of initiative

Pillar 2 - Delivery of Strategic Plan

An organisation that delivers on its commitments
Strategic Plan 2024

KPI #4
Implement & deliver against the *Your Place, Your Space* Strategic Plan 2024

- Update on actions delivered within the Strategic Plan

- Update on actions delivered within the Strategic Plan

- Update on actions delivered within the Strategic Plan

- Update on actions delivered within the Strategic Plan

Pillar 3 - Strategic Projects

Responsible custodians of our natural environment and considering the customer experience and continuous improvement in all that we do
Strategic Plan 2024

KPI #5
Food Organics Green Organics (FOGO) extended trial

KPI #6
Cox Creek Bridgewater Restoration Project

KPI #7
CRM System - Delivery of advanced build

KPI #8
Further Fabrik Arts + Heritage as an arts culture destination & contribute to placemaking

- Township properties in the Tuesday collection notified of upcoming service change
- Develop the DCCEEW - Department of Climate Change, Energy, Environment and Water (DCCEEW) reporting framework
- Go-live of Advanced Build, including digital application and permit forms
- Provide an update on programs and projects for the second year of operation, including high calibre exhibitions, workshops, venue hire, artists in residence and development of major arts collaboration.

- Transition township properties on the Tuesday collection service to weekly FOGO and fortnightly waste collections
- Project milestones update in line with (DCCEEW) reporting framework
- Report on metrics:
 - Net Easy Score / Customer Effort Score
 - First Contact Resolution %
- Update on the expansion of community connection and placemaking initiatives

- Monitor landfill diversion rates and trial costs
- Implement retail / sales metrics and reporting for the Fabrik Shop

- Progress update including recommendation to Council regarding broader rollout
- Project milestones update in line with (DCCEEW) reporting framework
- Report on metrics:
 - Net Easy Score / Customer Effort Score
 - First Contact Resolution %
- Update on launch of *Mill Stories* Museum display

Pillar 4 - Organisational Culture

Enhance the culture of the organisation and maintain a safe workplace
Strategic Plan 2024

KPI #9
Achieve 'Great Place to Work' Recognition

- Conduct baseline Great Place to Work® Trust Index™ survey with staff and communicate intent to pursue certification

- Analyse survey results, address key feedback themes, implement at least two culture enhancing initiatives
- Refine professional development opportunities aligned to staff needs (particular emphasis on field staff)

- Submit application for certification; promote internal awareness and participation

- Gather feedback on certification process and identify additional accreditation paths; share progress and integrate insights into continuous improvement plans.

Legend

- = complete
- = attention needed
- = in progress



Appendix 2

18 June 2025 CEO PRP Report ‘CEO PRP Proposed Key Performance Indicators’

**ADELAIDE HILLS COUNCIL
CEO PERFORMANCE REVIEW PANEL MEETING
WEDNESDAY 18 JUNE 2025
AGENDA BUSINESS ITEM**

Item: 7.3

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

Subject: CEO Performance Review Proposed Key Performance Indicators

For: Decision

SUMMARY

The CEO will present his final report on the delivery of the 2024-25 Key Performance Indicators (KPIs) at the 18 June 2025 meeting (see Item 7.2).

The purpose of this report is to propose draft KPIs that the CEO is expected to meet during 2025-26.

RECOMMENDATION

The CEO Performance Review Panel resolves that:

1. The report be received and noted.
 2. For Panel decision
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1. BACKGROUND

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

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

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

Under the Terms of Reference, the CEO PRP has the following function:

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.

The proposed KPIs (**Appendix 1**) have been developed by the CEO in collaboration with the Executive Leadership Team to ensure alignment with key priority areas and with the 'Your Place Your Space' Strategic Plan 2024 to provide effective outcomes and a joint purpose across the organisation.

In developing the draft KPIs, consideration was also given to the recommendations presented in the CEO Performance Review Report compiled by Collette Ordish, Principal Consultant Perks People Solutions following the CEO's Full Performance Review in March 2025.

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 development of Key Performance Indicators for the CEO supports the Performance Review Process and the achievement of Council's Strategic Plan.

➤ Legal Implications

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

➤ Risk Management Implications

Undertaking a regular review of the CEO's performance is not only a statutory obligation for the Council, but ensures there are not:

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)
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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)

Note: there are many other controls that also assist in managing these risks.

➤ **Financial and Resource Implications**

There are no direct financial and resource implications in developing the KPIs.

There may be financial and resource implications related to specific KPIs. However, given the proposed KPIs have been developed to align to the 'Your Place Your Space' Strategic Plan 2024, these costs will be accounted for within the Annual Business Plan and Budget.

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

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

➤ **Sustainability Implications**

Not directly applicable

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

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

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

3. OPTIONS

The Panel has the following options:

1. To receive and note the report and approve the proposed KPIs for recommendation to Council.
2. To receive and note the report and determine alternative KPIs for recommendation to Council.

4. APPENDICES

- (1) Appendix 1 – Draft CEO Key Performance Indicators 2025-26

Appendix 1

Draft CEO Key Performance Indicators 2025-26

Draft CEO Key Performance Indicators 2025-26

Pillar	Key Performance Indicators (KPI)	Milestones <i>(add dot points as necessary to each KPI in respective reporting periods)</i>			
		Jun to Sep	Oct to Dec	Jan to Mar	Apr to Jun
P1 – Organisational Performance	KPI #1 Develop, implement and deliver against Council’s 2025-26 Operational Plans on time and within budget (+ or – 10%)	Budget Review 3 Report	Update on measurable deliverables via the Quarterly Council Performance Report (Q1)	Update on measurable deliverables via the Quarterly Council Performance Report (Q2)	Update on measurable deliverables via the Quarterly Council Performance Report (Q3)
	KPI #2 Delivery of the capital works program	Finalise capital works program 2025-26	Number of capital projects delivered	Number of capital projects delivered	Number of capital projects delivered
	KPI #3 Working Together Initiative (Replacing <i>One Team Communication Protocols</i>)	Procure service provider to work with elected members and scope initiative for commencement once new councillors are elected	Update on implementation of initiative including workshops with councillors	Update on implementation of initiative including development of the <i>Working Together Policies</i>	Report on outcomes of initiative
P2 – Delivery of Strategic Plan	KPI #4 Implement and deliver against the Strategic Plan 2024 – <i>Your Place, Your Space</i>	Update on actions delivered within the Strategic Plan	Update on actions delivered within the Strategic Plan	Update on actions delivered within the Strategic Plan	Update on actions delivered within the Strategic Plan
P3 – Strategic Projects	KPI #5 Food Organics Green Organics (FOGO) extended trial	Township properties in the Tuesday collection notified of upcoming service change	Transition township properties on the Tuesday collection service to weekly FOGO and fortnightly waste collections	Monitor landfill diversion rates and trial costs	Progress update including recommendations to Council regarding broader rollout
	KPI #6 Cox Creek Bridgewater Restoration Project	Project milestones update as consistent with biannual reporting to the Federal Government (DCCEEW)		Project milestones update as consistent with biannual reporting to Federal Government (DCCEEW)	
	KPI #7 Customer Relationship Management (CRM) System – delivery of advanced build	Go-live of Advanced Build, including digital application and permit forms	Delivery of further enhancements including online ‘Section 7’ Property Searches	Report on Advanced Build implementation outcomes	Report on Advanced Build implementation outcomes
P4 – Organisational Culture	KPI #8 Develop, implement and deliver upon an internal communications strategy	Update internal comms plan and launch at All Staff Meeting	Progress update on internal comms initiative	Progress update on internal comms initiative	Report on feedback to inform future staff engagement
	KPI #9 Implement the Adelaide Hills Council organisational values and embed values in Council processes	Communicate values to organisation. Champion engagement with staff	Implement and embed values in council documentation and processes	Implement and embed values in council documentation and processes	Report on staff feedback regarding values and culture