



CEO PERFORMANCE REVIEW PANEL

NOTICE OF MEETING

To: **Members**

Cr Lucy Huxter
Cr Nathan Daniell
Cr Kirsty Parkin
Cr Adrian Cheater
Ms Hannah Wandel

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 15 October 2025
6.00pm
63 Mt Barker Road 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.

Greg Georgopoulos
Chief Executive Officer



CEO PERFORMANCE REVIEW PANEL

AGENDA FOR MEETING
Wednesday 15 October 2025
6.00pm
63 Mt Barker Road 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 – 27 August 2025

That the minutes of the CEO Performance Review Panel meeting held on Wednesday 27 August 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 Key Performance Indicators Progress Update – Quarter 1

1. *That the report be received and noted.*
2. *To recommend to Council to note:*
 - a. *That the CEO provided a verbal and written update against his Key Performance Indicators to the CEO Performance Review Panel*
 - b. *The CEO's Key Performance Indicators Update – Quarter 1 report (in Appendix 1).*

8. MOTIONS WITHOUT NOTICE

9. QUESTIONS WITHOUT NOTICE

10. CONFIDENTIAL ITEMS

11. NEXT MEETING

The next CEO Performance Review Panel meeting will be held on Wednesday 28 January 2026, from 6pm at 63 Mt Barker Road, Stirling

12. CLOSE MEETING

Administration Reports Decision Items

ADELAIDE HILLS COUNCIL
CEO PERFORMANCE REVIEW PANEL MEETING
Wednesday 15 October 2025
AGENDA BUSINESS ITEM

Item: 7.1

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

Subject: CEO Key Performance Indicators Update – Quarter 1

For: Decision

SUMMARY

The purpose of the Quarter 1 report is to provide to the CEO Performance Review Panel (the Panel) an update of progress against the CEO's Key Performance Indicators, provided in **Appendix 1**.

The CEO will present this report to the Panel.

RECOMMENDATION

The CEO Performance Review Panel resolves:

1. That the report be received and noted.
 2. To recommend to Council to note:
 - a. That the CEO provided a verbal and written update against his Key Performance Indicators to the CEO Performance Review Panel
 - b. The CEO's Key Performance Indicators Update – Quarter 1 report (in Appendix 1).
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1. BACKGROUND

Panel Functions

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

3. SPECIFIC FUNCTIONS

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

2025-26 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).

At its meeting on 9 July 2025, the CEO Performance Review Panel received a new suite of CEO Key Performance Indicators for the 2025-26 financial year and recommended them to Council for adoption:

7.1 CEO Proposed Key Performance Indicators

Moved Cr Adrian Cheater
S/- Cr Nathan Daniell

PRP 22/25

- 1. That the report be received and noted.
- 2. To recommend to Council that the proposed CEO Key Performance Indicators be adopted for the 2025-26 financial year, with minor amendments to the wording.

Carried Unanimously

At the same meeting, the Panel resolved to realign the CEO PRP review timing, recommending the following to Council:

7.2 Realigning the CEO PRP Review Timing

Moved Adrian Cheater
S/- Nathan Daniell

PRP 24/25

The CEO Performance Review Panel resolves:

1. To revoke resolution PRP17/25 from the CEO PRP Meeting of 18 June 2025
2. To receive and note the Agenda Report from Item 7.4 of the 18 June 2025 Panel Meeting
3. To note a full Performance Review was undertaken in March 2025.
4. To note that clause 17.1 of the Chief Executive Officer's Employment Agreement requires that the Chief Executive Officer participate in annual and/or periodic performance reviews.
5. To note that clause 17.3 of the Chief Executive Officer's Employment Agreement requires that performance is assessed within 3 months of the end of each financial year of the Term.
6. To note that section 102A of the Local Government Act 1999 requires Council to review the performance of its Chief Executive Officer at least once in each year that the Chief Executive Officer holds office.
7. To recommend to Council that the CEO provide the CEO PRP an update against the CEO Key Performance Indicators in October 2025 and April 2026 and a progress report against the KPIs in January 2026.
8. To recommend to Council to conduct a full KPI and KRA Performance Review in July 2026.

Carried Unanimously

Council adopted the CEO Key Performance Indicators and resolved to realign the CEO performance review timing at its Ordinary Meeting on 22 July 2025:

12.3 Proposed CEO Key Performance Indicators

Moved Cr Lucy Huxter
S/- Cr Kirsty Parkin

251/25

Council resolves:

1. That the report be received and noted.
2. To adopt the proposed CEO Key Performance Indicators in Appendix 1 for the 2025-26 financial year.

Carried Unanimously

12.4 Realigning the CEO Performance Review Timing

Moved Cr Kirsty Parkin
S/- Cr Lucy Huxter

252/25

Council resolves:

1. That the Realigning the CEO PRP Review report be received and noted.
2. To note a full Performance Review was undertaken in March 2025.
3. To note that clause 17.1 of the Chief Executive Officer's Employment Agreement requires that the Chief Executive Officer participate in annual and/or periodic performance reviews.
4. To note that clause 17.3 of the Chief Executive Officer's Employment Agreement requires that performance is assessed within 3 months of the end of each financial year of the Term.
5. To note that section 102A of the Local Government Act 1999 requires Council to review the performance of its Chief Executive Officer at least once in each year that the Chief Executive Officer holds office.
6. That the CEO provide the CEO PRP an update against the CEO Key Performance Indicators in October 2025 and April 2026 and a progress report against the KPIs in January 2026.
7. To conduct a full KPI and KRA Performance Review in July 2026.

Carried Unanimously

In summary, as is usual practice, the CEO provides updates to the Panel on progress against the agreed KPIs in October 2025 and April 2026. A progress report will be provided in January 2026, serving as a mid-point check-in between the two updates, which outlines both completed work and planned activities for each performance target. There will be a full KPI and KRA Performance Review in July 2026.

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 “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 or resource implications in reporting on the 2025-26 CEO Key Performance Indicators.

➤ **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**

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

3. OPTIONS

The Panel has the following options:

- I. To receive and note the report, CEO Key Performance Indicator Update – Quarter 1 report for recommendation to Council.
- II. To make alternative/additional recommendations to Council relating to the status of the 2025-26 CEO Key Performance Indicators.

4. APPENDICES

- (1) CEO Key Performance Indicator Update – Quarter 1

Appendix 1

CEO Key Performance Indicators Update Quarter 1

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

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 endorsement 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:
1. Net Easy Score / Customer Effort Score
2. First Contact Resolution %

Report 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:
1. Net Easy Score / Customer Effort Score
2. First Contact Resolution %

Update on planned 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

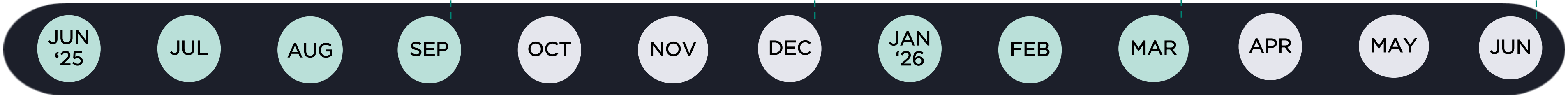
Gather feedback on certification process and identify additional accreditation paths; share progress and integrate insights into continuous improvement plans.

Legend

✓ = complete

✗ = attention needed

— = in progress



Pillar 1 | Organisational Performance

Prioritise a financially sustainable, accountable & representative organisation

	Key Performance Indicator	Milestone	Status	Q1 Update
#1	Develop a financially sustainable culture	Develop a Financial Literacy Program for Council budget holders	Complete	A financial literacy program has been developed. The program has 3 main elements: 1. Delivery of training A training program has been developed which will be delivered across the organisation during Q2 and Q3. The goal of the program is to improve the knowledge and understanding of finance and Finance's process, to improve budget holders understanding of the budget process and financial reporting, and to improve the understanding of financial sustainability in a Council context. 2. Improvement in tools Improvements are being considered and made in reporting and budgeting tools. With better tools and information, the Council will be better informed when making decisions, particularly around the financial impacts of the decisions. 3. Improvement in comms To further embed a culture of financial awareness, Comms around finances will be improved, including in updates from the Chief Executive Officer, and when publishing the quarterly performance reporting.
#2	Implement the Asset Management System Improvement Plan	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.	Attention needed	Administration is reviewing and realigning the structure and resourcing of Strategic Assets, Property, Environment and Emergency Management business units within the Environment and Infrastructure Directorate. This foundation is essential to then initiate the Asset Management Committee, develop a Terms of Reference and provide it with the necessary administration framework, capacity and capability to deliver on organisation performance.
#3	Working Together Initiative	Procure service provider to work with elected members and scope initiative including evaluation of initiative for commencement once new councillors are elected.	In progress	Tender process near completion, with tenderers providing presentations to the evaluation panel commencing the week of 7 October 2025.

Pillar 2 Delivery of Strategic Plan				
An organisation that delivers on its commitments	KEY PERFORMANCE INDICATOR		MILESTONE	STATUS
	Q1 UPDATE			
#4	Implement and deliver against the <i>Your Place, Your Space Strategic Plan 2024</i>	Update on actions delivered within the Strategic Plan	In progress	A revised Council Performance Report has been developed, aligned with the <i>Your Place, Your Space Strategic Plan 2024</i>. Actions delivered within the Strategic Plan will be monitored through this report and will be presented to Council on a quarterly basis. Quarter 1 closed on 30 September, and data collation from across the organisation is currently underway for inclusion in the report. The CEO Performance Review Panel will receive the document at its next meeting. The Council Quarterly Performance Report will be included in the Ordinary Meeting Agenda of 11 November 2025.

Pillar 3 | Strategic Projects

Responsible custodians of our natural environment & considering the customer experience & continuous improvement in all that we do	KEY PERFORMANCE INDICATOR		MILESTONE	STATUS	Q1 UPDATE
	#5	Food Organics Green Organics (FOGO) extended trial	Township properties in the Tuesday collection notified of upcoming service change.	Complete	Properties within the townships of Lobethal, Balhannah, Charleston, Oakbank and Woodside have been notified of their move to weekly green bin FOGO collections. Ratepayers have received notification letters and delivery of FOGO welcome packs, kitchen caddy and compostable bags. The AHC engagement platform is live with links to upcoming community information sessions. The Courier newspaper reported on the change in the October 1, 2025, edition.
	#6	Cox Creek Bridgewater Restoration Project	Develop the Department of Climate Change, Energy, Environment & Water (DCCEEW) reporting framework	Complete	A Monitoring, Evaluation, Reporting and Improvement reporting framework has been developed via the online grant portal and approved by DCCEEW.
	#7	CRM System – Delivery of advanced build	Go-live of Advanced Build, including digital application and permit forms	In progress	The Advanced Build of the CRM Upgrade Project remains on track for go-live on the weekend of October 25th, with key milestones successfully achieved including configuration of the in scope digital application and permit forms as well as completion of the first round of User Acceptance Testing (UAT). Change management preparation is also well progressed, with updated test plans and improvements to automated communications with customers as their applications and permits progress on track for completion. Additional readiness activities are underway, including final validation of automated notifications, testing of the new Customer Portal and refinement of form navigation design to ensure an optimal user experience for the community. The project team continues to engage closely with business stakeholders to confirm scope and resolve outstanding feedback on form functionality. Confidence in a successful go-live outcome remains high with ongoing successful management and mitigation of projects risks and issues that include unplanned absences and resource constraints as well as balancing both BAU and project workloads within the Information Services Team.
	#8	Further FABRIK Arts + Heritage as an arts culture destination & contribute to placemaking	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	Complete	FABRIK's exhibition program is fully booked until early 2027. Recent exhibition highlights include "FABRIK X ACSA", presented by Adelaide Central School of Art and "Crafting Memories" presented with the History Trust of South Australia. The audience for FABRIK's workshop program has been steadily growing, with the Heritage series of workshops, presented by culturally diverse artists being a highlight. FABRIK's venue hire offerings are now available on the online platform SpacetoCo, and FABRIK is currently hosting artist in residence Dai Trang Nguyen, in partnership with Guildhouse, which will result in an exhibition during the 2026 Fringe Festival. Preparations are underway for two upcoming Tarnanthi Festival exhibitions opening in late November, which are the outcomes of collaborations with the Art Gallery of South Australia and Country Arts SA.

Enhance the culture of the organisation and maintain a safe workplace

Pillar 4 Organisational Culture				
	KEY PERFORMANCE INDICATOR	MILESTONE	STATUS	Q1 UPDATE
#9	Achieve Great Place to Work® Recognition	Conduct a baseline Great Place to Work® Trust Index™ survey with staff and communicate intent to pursue certification	Complete	The baseline Great Place to Work® Trust Index™ survey was launched on 24 September 2025, endorsed by the CEO at the All-Staff Meeting. Invitations reached 100% of staff with no delivery issues and full demographics loaded. Engagement has been strong, with 20% completion in the first two days. The survey remains open until 15 October and will provide a robust benchmark as we progress toward Great Place to Work® certification.