



CEO PERFORMANCE REVIEW PANEL

NOTICE OF MEETING

To: **Members**

Cr Chris Grant
Cr Lucy Huxter
Cr Richard Gladigau
Cr Nathan Daniell

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 28 January 2026
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 28 January 2026
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 Country of the Peramangk and Kaurna people. We pay our respects to Ancestors and Elders past and present as the Custodians of this ancient and beautiful land.

Together we will care for this place for the generations to come and in this context the decisions we make should be guided by the principle that nothing we do should decrease our children's ability to live on this land.

2. APOLOGIES/LEAVE OF ABSENCE

2.1. Apology
Apologies were received from

2.2. Leave of Absence

2.3. Absent

3. MINUTES OF PREVIOUS MEETINGS

CEO Performance Review Panel – 15 October 2025

That the minutes of the CEO Performance Review Panel meeting held on Wednesday 15 October 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 Report

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

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 22 April 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 28 January 2026
AGENDA BUSINESS ITEM**

Item: 7.1

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

Subject: CEO Key Performance Indicators Report

For: Decision

SUMMARY

The purpose of the Quarter 2 report is to provide to the CEO Performance Review Panel (the Panel) a report 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 progress report against his Key Performance Indicators to the CEO Performance Review Panel
 - b. The CEO's Key Performance Indicators Report – Quarter 2 (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

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

As is usual practice, the CEO provides updates to the Panel on progress against the agreed KPIs in October 2025 and April 2026. The progress report included at *Appendix 1* serves as a mid-point check-in between the two updates. 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 2020-24 – A brighter future

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 Report – Quarter 2 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 Indicators Report – Quarter 2

Appendix 1

CEO Key Performance Indicators Report – Quarter 2

CEO Key Performance Indicators 2025 - 26

Pillar 1 – Organisational Performance

Prioritise a financially sustainable, accountable & representative organisation <i>Strategic Plan 2024</i>	KPI #1 Develop a financially sustainable culture	Develop a Financial Literacy Program for Council budget holders <div>✓</div>	Report on development of Financial Literacy Program rollout for budget holders <div>✓</div>	Implement the Financial Literacy Program <div>○</div>	Report against the outcomes of the Financial Literacy Program <div>○</div>
	KPI #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. <div>✗</div>	Asset Management Improvement Plan endorsed Establish reporting framework <div>—</div>	Report against Asset Management Framework <div>○</div>	Report against Asset Management Framework <div>○</div>
	KPI #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 <div>✓</div>	Update on implementation of initiative including workshops with councillors <div>✓</div>	Update on implementation of initiative including endorsement of the <i>Working Together</i> policies <div>○</div>	Report on evaluation of initiative <div>○</div>

Pillar 2 – Delivery of Strategic Plan




An organisation that delivers on its commitments <i>Strategic Plan 2024</i>	KPI #4 Implement & deliver against the <i>Your Place, Your Space</i> Strategic Plan 2024	Update on actions delivered within the Strategic Plan <div>✓</div>	Update on actions delivered within the Strategic Plan <div>✓</div>	Update on actions delivered within the Strategic Plan <div>○</div>	Update on actions delivered within the Strategic Plan <div>○</div>
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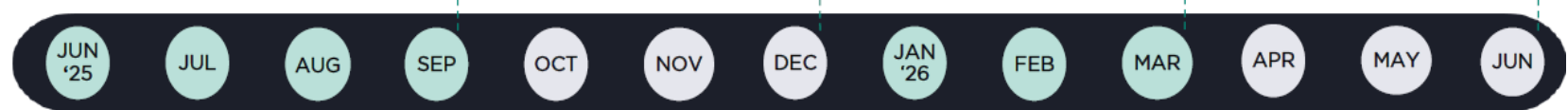
Pillar 3 – Strategic Projects

Responsible custodians of our natural environment and considering the customer experience and continuous improvement in all that we do <i>Strategic Plan 2024</i>	KPI #5 Food Organics Green Organics (FOGO) extended trial	Township properties in the Tuesday collection notified of upcoming service change <div>✓</div>	Transition township properties on the Tuesday collection service to weekly FOGO and fortnightly waste collections <div>✓</div>	Monitor landfill diversion rates and trial costs <div>○</div>	Progress update including recommendation to Council regarding broader rollout <div>○</div>
	KPI #6 Cox Creek Bridgewater Restoration Project	Develop the DCCEEW – Department of Climate Change, Energy, Environment and Water (DCCEEW) reporting framework <div>✓</div>	Project milestones update in line with (DCCEEW) reporting framework <div>✓</div>		Project milestones update in line with (DCCEEW) reporting framework <div>○</div>
	KPI #7 CRM System – Delivery of advanced build	Go-live of Advanced Build, including digital application and permit forms <div>✓</div>	Report on metrics: 1. Net Easy Score / Customer Effort Score 2. First Contact Resolution % <div>✓</div>		Report on metrics: 1. Net Easy Score / Customer Effort Score 2. First Contact Resolution % <div>○</div>
	KPI #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. <div>✓</div>	Report on the expansion of community connection and placemaking initiatives <div>✓</div>	Implement retail / sales metrics and reporting for the Fabrik Shop <div>○</div>	Update on planned launch of <i>Mill Stories</i> Museum display <div>○</div>

Pillar 4 – Organisational Culture

Enhance the culture of the organisation and maintain a safe workplace <i>Strategic Plan 2024</i>	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 <div>✓</div>	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) <div>✓</div>	Submit application for certification; promote internal awareness and participation <div>○</div>	Gather feedback on certification process and identify additional accreditation paths; share progress and integrate insights into continuous improvement plans. <div>○</div>
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Legend
 = complete
 = attention needed
 = in progress



Pillar 1 Organisational Performance			
KEY PERFORMANCE INDICATOR	MILESTONE	STATUS	Q2 PROGRESS REPORT
#1 Develop a financially sustainable culture	Report on development of Financial Literacy Program rollout for budget holders	Complete	<p>During the second quarter, significant progress was made in strengthening financial literacy across the organisation. Two tailored financial literacy programs were successfully delivered to applicable staff and budget holders from across the organisation.</p> <p>The first program, <i>Understanding Council Finances</i>, provided foundational knowledge in accounting and finance, including core concepts, processes, and insights into organisational financial operations. Engagement was positive, with 42 participants attending across four sessions.</p> <p>The second program delivered targeted guidance on budget development, with a particular focus on supporting the creation of a financially sustainable budget for the 2026–27 Financial Year. This session was well attended, with 13 budget holders participating.</p> <p>Planning is underway for additional workshops on both topics in Q3 to further embed financial capability. In addition, development has commenced on a third workshop that will build on key concepts introduced in the <i>Understanding Council Finances</i> program, supporting continued uplift of financial acumen across the organisation.</p>
#2 Implement the Asset Management System Improvement Plan	<ol style="list-style-type: none"> Asset Management Improvement Plan endorsed Establish reporting framework 	In progress	<p>Elements of the Asset Management System Improvement Plan are being implemented (see <i>Asset Management System Improvement Plan Action List at Appendix 1</i>).</p> <p>Administration has worked with the Elected Member body to agree on the following asset management and related community land management planning workplan:</p> <ul style="list-style-type: none"> Administration to develop a project plan to take a strategic approach to Council's assets by June 2026. The plan should include how Council will develop and/or improve: <ol style="list-style-type: none"> asset management plans (AMPs) community land management plans (CLMPs) a policy framework for the use of Council assets and community land The plan should identify, short term, medium term and long-term outcomes. In developing the Plan administration will conduct a number of workshops with Elected Members to ensure they are familiar with the process. Administration is to report to Council before April 2026 on any high priority projects that may be considered in the planning for the 26/27 budget. <p>The full body of work to finalise all five-year asset management and community land management plans is anticipated to take 3-4 years to complete depending upon the results of condition assessments, community engagement and commercial rationalisation if undertaken.</p>

Pillar 1 Organisational Performance		
KEY PERFORMANCE INDICATOR	MILESTONE	Q2 PROGRESS REPORT
#2 Implement the Asset Management System Improvement Plan <i>continued</i>		<p>Work has subsequently commenced to recategorise asset management and community land management categories to the following areas, in priority of delivery order:</p> <p>Asset management plans (AMPs):</p> <ul style="list-style-type: none"> • buildings • water infrastructure (stormwater, wastewater, groundwater) • open space • transport <p>Community land management plans (CLMPs):</p> <ul style="list-style-type: none"> • community facilities • operational and other community land • parks and gardens • sport and recreation <p>The preparation of AMPs will also occur alongside a review and development of new policies for leases, licenses, permits, fees and charges, asset management including accounting, condition assessment, and rationalisation. The asset management planning will be developed in conjunction with development of new community land management plans and supporting policy frameworks (revocation/ disposal/ closure/ leases/ licenses/ fees and charges).</p> <p>In December 2025, a condition assessment methodology for buildings was revised and contractor hired to re-conducted condition assessments to collate defects, remaining useful life on components and potential referral for structural assessment. A condition assessment methodology for stormwater infrastructure was also developed with condition assessments to occur in January/February 2026.</p> <p>Section 122 of the <i>Local Government Act 1999</i> requires the council to develop and adopt AMPs to guide the management and development of its infrastructure and major assets over a ten-year planning horizon. This ensures that strategic asset management aligns with the council's overarching strategic management plan and the Long-term Financial Plan (LTFP), particularly in respect to asset renewal.</p> <p>Adelaide Hills Council currently has:</p> <ul style="list-style-type: none"> • Asset Management Plan 2021 — Road, Footpath and Kerb • Bridge Asset Management Plan 2022 — Span and Culvert Bridges • Asset Management Plan 2023 - Community Wastewater Management System • DRAFT Building Asset Management Plan <p>Underpinning this work, Adelaide Hills Council is expanding and refining the resourcing of the asset management team within the Environment and Infrastructure Directorate with recent recruitments commencing in 2026 for Coordinator Asset Planning, Asset Support Officer and a Water Management Technical Officer.</p>

Pillar 1 Organisational Performance			
KEY PERFORMANCE INDICATOR	MILESTONE	STATUS	Q2 PROGRESS REPORT
#3 Working Together Initiative		Complete	<p>PeopleQ have been engaged to provide the Working Together Initiative. They have written to Elected Members and Executive seeking one-on-one meetings, which have been conducted through January.</p> <p>Preliminary dates for the Working Together Initiative workshops are:</p> <ul style="list-style-type: none"> 17 February 2026 – Commencing 6:30pm Trust Agreement and Co-creation (following the Mayor’s Oath); 17 March 2026 – Commencing 4:00pm Values Workshop; 19 May 2026 – Commencing 6:30pm; 16 June 2026 – Commencing 6:30pm; 21 July 2026 – Commencing 6:30pm.

Pillar 2 Delivery of Strategic Plan			
KEY PERFORMANCE INDICATOR	MILESTONE	STATUS	Q2 PROGRESS REPORT
#4 Implement and deliver against the <i>Your Place, Your Space Strategic Plan 2024</i>	Update on actions delivered within the Strategic Plan	Complete	<p>At its meeting on 11 November 2025, Council received the Quarter 1 Performance Report.</p> <p>The revised report provides a consolidated overview of Council’s progress in delivering on its strategic objectives, business plan initiatives, and key performance indicators. It highlights notable achievements, outlines ongoing service delivery, and tracks the advancement of major projects and capital works (<i>Appendix 2- Council Quarterly Performance Report Q1 2025-26</i>).</p> <p>The CEO Performance Review Panel will receive the Quarter 2 report at its next meeting.</p>

Pillar 3 Strategic Projects			
KEY PERFORMANCE INDICATOR	MILESTONE	STATUS	Q2 PROGRESS REPORT
#5 Food Organics Green Organics (FOGO) extended trial	Tuesday township properties transitioned to weekly FOGO and fortnightly waste collections.	Complete	<p>Welcome packs were distributed to all participating Tuesday-township properties, inviting residents and businesses to attend one of four community information sessions. Roadside signs and event flyers directed the community to the Adelaide Hills Council Engagement Hub for further details about the extended Food Organics, Green Organics (FOGO) trial.</p> <p>Council staff undertook direct engagement with local businesses, holding conversations where possible and leaving tailored information for follow-up where required. In response to the household and business letters, information booklet, and online materials, a significant number of residents and business operators contacted Council for further advice.</p> <p>This engagement prompted service adjustments for 228 properties (47 businesses and 181 households). Adjustments included the provision of additional or upsized bins to accommodate larger family needs, medical requirements, or to align with paid entitlements. The number of service adjustments continued to steadily increase over the quarter, although it remained below initial projections.</p> <p>Following the service transition on 4 November, early landfill-diversion results were strong. The trial achieved an initial diversion rate of 73%, which is 15% above the 2024 average for Adelaide Hills Council. This rate slightly dropped back to 68% by year-end.</p>
#6 Cox Creek Bridgewater Restoration Project	Project milestones update in line with the Department of Climate Change, Energy, Environment and Water (DCCEE) reporting framework	Complete	<p>Council successfully met the most recent DCCEE project milestones per the Federal Government's reporting framework.</p> <p>Overview highlights for the restoration project include:</p> <ul style="list-style-type: none"> • Baseline monitoring of habitat condition undertaken • 9.5 hectares of initial weed control completed • 6 hectares of initial willow and ash control completed • 93 metres of creekbank stabilised <p><i>This project is funded by the Australian Government's Natural Heritage Trust under the Urban Rivers and Catchments Program, with the support of Adelaide Hills Council. Comprehensive reporting to DCCEE is completed via an online portal in-line with the department's reporting framework. Timing and restrictions from DCCEE per contractual arrangements can influence the information Council can make available in its regular reporting.</i></p>

Pillar 3 Strategic Projects			
KEY PERFORMANCE INDICATOR	MILESTONE	STATUS	Q2 PROGRESS REPORT
#7 CRM System – Delivery of advanced build	Report on metrics: 1. Net Ease Score/Customer Effort Score 2. First Contact Resolution %	Complete	<p>The Advanced Build of the Salesforce CRM Solution was successfully deployed in October 2025, delivering a number of high-value enhancements including:</p> <ul style="list-style-type: none"> Improved Customer Portal providing customers with a more intuitive experience and easier tracking of requests via an Inbox to see updates on requests and enquiries 25 New Online Forms – transforming service delivery through digitisation of a high volume of applications and permits Enhanced Automated Communications – enhanced capability to automate communications to customers so that they receive timely updates at key points Strengthened Integration with Asset Management to provide more accurate job details for field teams, aimed at improving efficiency and scheduling <p>The Customer Experience report is provided at <i>Appendix 3</i>, detailing key metrics obtained through customer experience surveys from 1st July through to 31st December 2025. Of 788 surveys received, key metrics include:</p> <ul style="list-style-type: none"> Net Easy Score is 22+ (with possible score ranging from -110 to +100) First Contact Resolution is 59% <p>The Report also details other CX metrics including customer satisfaction (68%) and Resolution Time Satisfaction (70%).</p>
#8 Further FABRIK Arts + Heritage as an arts culture destination & contribute to placemaking	Report on the expansion of community connection and placemaking initiatives	Complete	<p>The attached document at <i>Appendix 4</i> provides an update on the various initiatives, both underway and planned, that contribute to community connection and placemaking. A brief summary is included below:</p> <p>FABRIK's core activities rely on strong community connections, with volunteers providing essential customer service roles and local artists providing works for exhibitions and retail as well as being involved in artist studios and the annual artist market.</p> <p>FABRIK's public programs have also attracted a wide range of community participants in workshops and events. Visitation records show that 45% of FABRIK's visitors from July – December 2025 were from the Adelaide Hills.</p> <p>The Christmas Artist Market is a key placemaking initiative, supporting the community-run <i>Lights of Lobethal</i> festival and attracting 3,000 visitors in 2025.</p> <p>Other placemaking initiatives have been developed, using Mill objects and Onkaparinga blanket patterns as visual reminders of the site's significant history. See <i>Appendix 5</i> for more details.</p>

Pillar 4 Organisational Culture			
KEY PERFORMANCE INDICATOR	MILESTONE	STATUS	Q2 PROGRESS REPORT
#9 Achieve Great Place to Work® Recognition	<ol style="list-style-type: none"> 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) 	Complete	<p>The baseline Great Place to Work® survey was launched on 24 September 2025, with staff invited to participate over a two week period. This initial survey was designed to establish a robust benchmark as Adelaide Hills Council progresses toward achieving Great Place to Work Certification®.</p> <p>The Chief Executive Officer presented the results of the survey at the All Staff Meeting held on 4 December 2025 (full presentation provided at <i>Appendix 5</i>):</p> <ul style="list-style-type: none"> 143 employees responded resulting in a 66% response rate Overall, Adelaide Hills Council scored an average of 55% positive across all 60 core statements on the survey Adelaide Hills Council's year 1 result was only 10-points shy of earning Great Place to Work Certification® <p>The results of this first survey establish Council's benchmark and provide valuable insights to guide future improvement efforts. Opportunity areas identified include:</p> <ul style="list-style-type: none"> <i>Communication</i>: equipping staff with the tools to communicate effectively and confidently <i>Collaboration</i>: employees seek more opportunities to share ideas and participate in decisions affecting their work <i>Support</i>: employees are seeking <ul style="list-style-type: none"> greater recognition and celebration of innovation improved access to training and professional development more appreciation for good work and efforts <p>Building on the insights gained from the baseline survey, Council has commenced a structured program of work to respond to the opportunity areas identified. The Leadership Team and managers will review the results in detail, which will help inform the first level of action – the development of Organisation Action Plans, Divisional/Department Action Plans and Team Action Plans. Once these plans are established, a Pulse Check will be undertaken to assess progress, monitor shifts in staff sentiment, and identify whether any adjustments are required.</p> <p>In response to survey feedback, several culture enhancing initiatives are already underway. These include an updated Internal Communications Plan that embeds Council's Values, as well as a review of People and Culture templates and forms to strengthen consistency and alignment with organisational procedures.</p>

Pillar 4 Organisational Culture		
KEY PERFORMANCE INDICATOR	MILESTONE	Q2 PROGRESS REPORT
#9 Achieve Great Place to Work® Recognition <i>continued</i>		<p>In addition, a broader Employee Experience Strategy (EES) is planned, incorporating Rewards and Recognition, Talent Attraction and Recruitment, Performance and Development, Learning and Capability Development, Employee Benefits and Wellbeing, and the Early Careers Pathway. Elements of the EES have commenced; however, full implementation will occur once the future People and Culture arrangements are finalised and resourced. Implementation for the EES project is planned over a 12-18 month period, establishing the foundation and frameworks required to support sustainable employee initiatives and long-term organisational success. The Rewards and Recognition Program will be the first component delivered, with launch planned for March 2026.</p> <p>To support and enable these initiatives, a new People and Culture Team structure has been developed. This structure is a key enabler of the Organisation Action Plans and will underpin Council's longer term cultural development work.</p>

APPENDIX 1

Asset Management System Improvement Plan Action List






Adelaide Hills Council

Asset Management System Improvement Plan Action List

In April 2025, Tonkin handed down its *Strategic Asset Management Review* for Adelaide Hills Council. As a result of the review, an *Asset Management System Improvement Plan* was generated, culminating in an action plan that can drive both internal and external resources to continuously develop the asset management system at Council.

Steps towards achieving the actions for each strategy area from the *Asset Management System Improvement Plan* are outlined in the tables below:

Legend:  In progress  Attention needed  Not applicable

Strategy 1: Governance of the Asset Management Function		Status	Comment
1.1	Define terms of reference for a cross functional staff Asset Management Committee including regular reporting through to CEO and Elected Members		DRAFT Terms of Reference prepared, awaiting commencement of Coordinator Asset Planning and Asset Support Officer.
1.2	Implement an asset management committee to perform oversight and guidance for the asset management function and take ownership of the Asset Management Improvement action plan.		<p>Council Administration has work with the Elected Member body to agree on the following asset management and related community land management planning framework:</p> <ul style="list-style-type: none">• Administration to develop a project plan to take a strategic approach to Council's assets by June 2026.• The plan should include how Council will develop and/or improve:<ul style="list-style-type: none">a) asset management plans (AMPs)b) community land management plans (CLMPs)c) a policy framework for the use of Council assets and community land• The plan should identify, short term, medium term and long-term outcomes.• In developing the Plan administration will conduct a number of workshops with Elected Members to ensure they are familiar with the process.• Administration is to report to council before April 2026 on any high priority projects that may be considered in the planning for the 26/27 budget.
1.3	Arrange for a live demonstration of Confirm and SSA for Elected Members		Elected Member Workshop planned for February 2026.
1.4	Review of reporting structures to ensure visibility of Asset Management function at executive level.		Completed. Strategic Risk Register, Skytrust and Procurement Tracker updated to reflect Asset Management Improvement Plan. Reporting on these is standing Executive Leadership Agenda Items.
1.5	Update Asset Management Policy and ensure utilisation.		<p>Introducing a new policy framework which will include:</p> <ul style="list-style-type: none">• Asset Management Policy (Review)• Asset Rationalisation Policy (Revised Asset Disposal Policy)• Asset Accounting Policy (New)• Asset Fund Policy (New)

			Policies are in DRAFT form awaiting the commencement of Coordinator Asset Planning and Asset Support Officer.
1.6	Develop asset management objectives fully aligned to the Corporate strategy. Ensure update trigger in place for strategy changes.	●	Completed.
1.7	Define agreed customer and technical service levels for all asset types - Service levels when adopted, will be utilised as part of the development of AMPs. Commence with Stormwater then ongoing development.	●	Service levels will follow the finalisation of condition assessment and ground truthing works; Open Space service levels are further advanced than those for Buildings and Water Infrastructure. Human resource rebuilding is underway to execute the development of proposed service levels.
1.8	Continue to formalise the process of review of the LTFP and Annual Budgets in line with adopted AMPs - funding gap clarity and impacts to be part of committee reporting.	●	Elected Member Workshop planned for February 2026.
1.9	Rolling Asset Management calendar of activities and associated budget requirements defined and part of committee reporting. Include inspections, condition assessments, valuations, AMPs.	●	December 2025 and February 2026 rolled out condition assessments for Buildings and Stormwater infrastructure. Preliminary results will be overviewed with Elected Member Workshop in February 2026.

Strategy 2: People		Status	Comment
2.1	Define roles and responsibilities for asset management across Council teams.	●	AHC is expanding and refining the resourcing of the asset management team within the Environment and Infrastructure Directorate with recent recruitments commencing in January and February 2026 for Coordinator Asset Planning, Asset Support Officer and a Water Management Technical Officer. A Manager of City Strategy is under definition for recruitment in the first quarter of 2026.
2.2	Analysis of skills and capabilities to facilitate the development of an optimum insourcing/outsourcing model.	●	As Above.
2.3	Develop succession plan for key AM roles.	●	As Above.

Strategy 3: Process		Status	Comment
3.1	Develop an operational manual and procedures to support operational management across the organisation linked to the use of the asset software system.	●	DRAFT operations manual and procedures have been prepared, awaiting commencement of Asset Support Officer to further refine.

3.2	Fully document the operational processes previously rolled out Trees/ Biodiversity/ Roads.	●	Native Vegetation and Conservation Encroachment Policy (Endorsed), DRAFT Tree Strategy, Native Vegetation Roadside Management Plan (Awaiting NVC Endorsement). Development of operational processes for water infrastructure and buildings are taking precedence over Transport but these will follow.
3.3	Develop standard process for renewal and capital works treatments and timing – linking the service levels and the financial and operational functions.	●	Community Land Management Plans and rationalisation of assets will proceed the finalisation of renewal and capital works standard processes. A new framework and revised CLMPs are under development.
3.4	Document procedures for the actions and processes required to operate and maintain the Confirm and SSA systems within the Asset Team.	●	DRAFT operations manual and procedures have been prepared, awaiting commencement of Asset Support Officer to further refine.

Strategy 4: Asset Registers		Status	Comment
4.1	Continue to define asset register requirements for all asset types - including adopted hierarchy and component structure.	●	To be finalised after each AMP is adopted.
4.2	Bring remaining registers into Confirm and remove spreadsheets - single source of asset data.	●	Completed.
4.3	Review and implement schedule for key actions - including condition assessments, regular inspections and re-valuations.	●	Audit schedule set and up to date. Recent condition assessments have been completed for Buildings and Stormwater Infrastructure is in process.

Strategy 5: Asset Management Plans		Status	Comment
5.1	Define structure and refresh intervals for full suite of AMPs.	●	Project Plan to be endorsed by Council.
5.2	Define and allocate the resources and budget to complete and adopt the outstanding AMPs.	●	Administration is expanding and refining the resourcing of the asset management team within the Environment and Infrastructure Directorate with recent recruitments commencing in 2026 for Coordinator Asset Planning, Asset Support Officer and a Water Management Technical Officer.
5.3	Review the outstanding Buildings and Stormwater AMPs to ensure content is "fit for purpose" noting comprehensive improvement plans for next generation of AMP.	●	Consultant briefs are in DRAFT.
5.4	Ensure adopted service levels are part of future AMP development (refer to action 1.5).	●	Under development.
5.5	Consolidate improvement actions from all AMP's, develop resource and timing plan to complete all actions.	●	DRAFT AMP Plans in preparation, service level establishment to follow.

Strategy 6: Operational Management		Status	Comment
6.1	Develop operational solution via Confirm for remaining asset classes – Buildings, CWMS, Stormwater using Trees/ Biodiversity/ Roads process as a template.	●	Complete.
6.2	Refine and optimise intervention levels and timings inline with approved service levels	●	Under review through development of new AMPs for: <ul style="list-style-type: none"> • Buildings • Water (Stormwater, Wastewater, Groundwater) Infrastructure • Open Space • Transport

APPENDIX 2

Council Quarterly Performance Report Q1 2025-26

Council Performance Report

Delivering our Annual Business Plan 2025-26
Quarter One | 1 July - 30 September



Adelaide Hills
COUNCIL

Overview

The Performance Report provides a summary of Council's progress in delivering on its strategic objectives, business plan initiatives, and performance indicators. It highlights significant achievements, outlines service delivery, and tracks the advancement of major projects and capital works.

Highlights | Quarter 1



Cox Creek Bridgewater Restoration Project Commenced

- Weed control and revegetation works have commenced along Cox Creek to improve habitat and waterway health (pg 3).



Reconciliation Action Plan Implementation

- Council is embedding the Plan across its operations through cultural programs, staff initiatives, and partnerships with First Nations organisations (pg 8).



Digital Transformation Progressing

- Customer Relationship Management (CRM) system upgrades, cybersecurity improvements, and Enterprise Resource Planning are streamlining services and enhancing the customer experience (pg 19).

Risks/Challenges



Capital Delivery

- The delivery of the Capital Program is impacted by internal resourcing. This may result in a deferral/reconfiguration of certain capital works into future years.

Financial Performance

September 2025 YTD	YTD Actual \$'000	YTD Budget \$'000	Variance fav/ (unfav) \$'000	Annual Budget fav/ (unfav) \$'000
Total Income	15,678	15,499	179	64,297
Total Expenses	14,889	15,136	247	67,402
Operating Surplus/ (Deficit)	790	363	427	(3,105)

Our Goals

Council's 'Your Place, Your Space' Strategic Plan 2024 sets a bold and community-driven vision for our region, built on the priorities and aspirations of our residents. This progress report reflects Council's commitment to its strategic priorities, demonstrating how the initiatives, projects, and decisions align with the long-term objectives of the Strategic Plan.



1

Natural Environment

NE 1: Pursue our adopted pathway to achieve net zero carbon emissions.

NE 2: Support the community and businesses to decarbonise and transition to sustainable lifestyle practices (green communities).

NE 3: Protect, improve, expand and connect habitat.

NE 4: Build resilience in the natural environment to adapt to climate and other environmental changes.

NE 5: Improve landscape character and amenity value on Council managed land.



2

Community Wellbeing

CW 1: Promote and support reconciliation.

CW 2: Enrich, empower and support connected communities.

CW 3: Embrace diversity in our community and build on community strengths.

CW 4: Build community resilience for the future.

CW 5: Foster cultural identity and connection to place.

CW 6: Promote physical, mental and social wellbeing.



3

Built Form and Economy

BFE 1: Guide development that fosters vibrant and resilient communities, promotes appropriate design and enhances livability.

BFE 2: Nurture a distinctive sense of place, support activation activities and recognise and celebrate our rich heritage.

BFE 3: Develop and maintain infrastructure to support livability and sustainable economic activity.

BFE 4: Improve the utilisation of Council and community facilities.

BFE 5: Promote sustainable prosperity by supporting tourism, creative industries, primary production and vibrant townships.



4

Organisation

O1: Embrace technology solutions and digital transformation to enhance our organisation and the community experience.

O2: Operate with integrity using best practice governance processes.

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

O4: Engage and advocate for our communities.

O5: Evolve Council's functions and services to meet the current and future needs and aspirations of our community.



Natural Environment

Responsible custodians of our natural environment

Major Projects 2025-26

Cox Creek Bridgewater Restoration Project



Earlier this year, Adelaide Hills Council secured funding through the Australian Government's Urban Rivers and Catchments Program to deliver restoration works along 6km of Cox Creek, from Mount George Conservation Park to Engelbrook Reserve.

The project focuses on targeted weed removal, including Willow, Ash, Gorse, Broom, Blackberry and Watsonia, and revegetation with native riparian species to improve habitat and waterway health.

Supported by a range of community and government stakeholders, the grant enables Council to engage contractors for weed management, revegetation, and creek bank stabilisation.

In Quarter 1, initial weed control commenced, along with contractor engagement, and stakeholder coordination to support on-ground delivery. The project is supported by a broad network of partners and is guided by the Australian Government's Monitoring, Evaluation, Reporting and Improvement (MERI) Framework, with progress reports due bi-annually, covering July to December and January to June periods.

Initial weed control has commenced along Cox Creek



BEFORE



AFTER



BEFORE



AFTER



Natural Environment

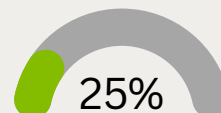
Responsible custodians of our natural environment

Major Projects 2025-26

Food Organics Green Organics (FOGO) Extended Trial

 Progress

 On track



The expanded Food Organics and Garden Organics (FOGO) trial will be underway from 4 November 2025 across the townships of Balhannah, Charleston, Lobethal, Oakbank, and Woodside.

Approximately 2,270 households will receive weekly green-lidded organics collections, while landfill and recycling bins remain on a fortnightly schedule. This initiative is designed to reduce waste to landfill, cut greenhouse gas emissions, and support South Australia's circular economy by turning food and garden organics into nutrient-rich compost.

Council undertook extensive preparation to ensure a smooth transition. All participants were notified and provided with welcome packs containing kitchen caddies, compostable bags, and updated collection calendars. Four community information sessions were delivered across the participating townships to answer questions and encourage residents to embrace the change.

Messaging highlighted benefits such as reduced odour, increased recycling capacity, and environmental gains.

Operational arrangements have been coordinated with East Waste, including upsized and additional bins for properties with higher waste volumes. Adjustments were made to collection cycles for properties west of Onkaparinga Valley Road to align with the new service. Weekly FOGO collection provides 13% more bin capacity per fortnight and supports local job creation through organics processing.

The trial will be evaluated from February 2026 to assess performance and financial implications, with a view to expanding the service further.




















Natural Environment

Responsible custodians of our natural environment
















Strategic Initiatives 2025-26

 Key Project	Grants & incentives to support the community in reducing emissions	Community and Recreation Facilities grants are currently in progress with applications received and assessment being undertaken.
 Project Type	Operating initiative	
 % Complete	20%	
 Status	 On Track	
 Key Project	Develop & implement a community energy reduction program incl. energy & transport	Not yet commenced. Progress update to be provided in future performance reports.
 Project Type	Operating initiative	
 % Complete	0%	
 Status	 Not Started	
 Key Project	Local climate adaptations for landscape conservation	Not yet commenced. Progress update to be provided in future performance reports.
 Project Type	Operating initiative	
 % Complete	0%	
 Status	 Not Started	



Natural Environment

Responsible custodians of our natural environment

 Key Project	Bore infrastructure investigations and compliance works	Design and scoping work is currently in progress.
 Project Type	Operating initiative	
 % Complete	5%	
 Status	 On track	
 Key Project	Council facilities energy efficiency improvement program	Progressed lighting upgrades for the West Wing Council Chamber and Coventry Library canopy to improve energy efficiency. Awaiting outcome of BR1 to initiate the purchase of a solar system for fuel distribution at Heathfield Depot.
 Project Type	Capital initiative	
 % Complete	25%	
 Status	 On track	
 Key Project	Installation of water efficient infrastructure - Houghton, Lobethal & Kersbrook	Council has prepared the project scope to renew irrigation infrastructure and install centralised monitoring and control systems. The irrigation design has been completed, and the project team is preparing to engage contractors to deliver the renewal works.
 Project Type	Capital initiative	
 % Complete	25%	
 Status	 On track	
 Key Project	Safety Improvements for access to Woorabinda Bushland Reserve	Design and scoping work is currently in progress.
 Project Type	Capital initiative	
 % Complete	20%	
 Status	 On track	



Natural Environment

Responsible custodians of our natural environment

Performance Metrics

Indicator	Target	Progress	Status	Comment
Reduction in carbon usage (metric tonnes) by transitioning existing internal combustion powered light fleet to electric vehicles	> 20 tonnes carbon dioxide reduction	25%	On target Annual target	Council has taken delivery of 2 electric vehicles this quarter, replacing petrol-powered models. On track to replace 8 internal combustion vehicles with EVs in 2025/26.
Community decarbonisation & sustainable lifestyle awareness & education sessions including customer satisfaction measurement	5 sessions	40%	On target Annual target	This quarter included a 'Which Bin' presentation in Gumeracha, and a Plastic Free July library display.
Reduced community derived waste to landfill from kerbside collections by undertaking an extended trial to measure the diversion rate of waste to landfill	70% diversion rate for trial		Target not yet assessable Annual target	The trial expansion will commence on 4 November 2025, with waste audit results anticipated by Q3.
Establish baseline of overall vegetation profile within Adelaide Hills Council region	100% completion of region mapping	25%	On target Annual target	Council has scoped a LIDAR aerial imaging project and sought provider quotes. Funding request submitted to Budget Review 1 to enable engagement and expected November start.
Number of fire tracks requiring essential maintenance actions	37 fire tracks	25%	On target Annual target	Maintenance is being scheduled for sites identified as requiring remediation. Works are being integrated into Confirm to manage workflows/track outcomes.

Service Metrics



186 tonnes

green organics collected from 1892 vehicles on free organic drop off days



45,250 kWhs

of solar energy consumed at Council facilities



801 tonnes

recycling waste collected



241 permits

issued for burning on private property



240 actions

completed in relation to tree works



1297 native flora

planted across the Adelaide Hills Council region



Community Wellbeing

A thriving, safe and welcoming community

Major Projects 2025-26

Reconciliation Action Plan Implementation



On 31 May 2025, Council celebrated a significant milestone in its Reconciliation journey with the launch of the Innovate Reconciliation Action Plan (RAP).

Developed with input from the Adelaide Hills Reconciliation Working Group and internal staff, the Plan outlines Council's enduring commitment to Reconciliation, and sets out clear, measurable actions aligned with Council's Your Place Your Space Strategic Plan 2024.

Implementation is progressing well, with many actions already in place or under development, reflecting Council's commitment to embedding Reconciliation across all areas of business.

Since the RAP launch, Council has actively pursued partnerships that build community capacity and foster collaboration, including NAIDOC Week initiatives and joint efforts with Mount Barker District Council, The Circle First Nations Business Hub, and Many Rivers. Support has also been extended to Friends of Reconciliation Adelaide Hills.

Libraries and community centres have played a key role in delivering cultural programs, hosting Yarning Circles, screening films such as Nunga Screen, and promoting Reconciliation through visual signage and public events during National Reconciliation Week.



Reconciliation Action Plan Launch on 31 May 2024 at FABRIK Arts + Heritage





Community Wellbeing

A thriving, safe and welcoming community

Major Projects 2025-26

Uraidla Play Space



Following extensive community engagement, collaborative co-design processes, and close consultation with the appointed Landscape Architect, the design and associated plans for the new play space at Uraidla have now been finalised.

Council staff are currently working with a cost consultant to ensure the project delivers value for money and to inform the most appropriate procurement strategy. It is anticipated that procurement activities will commence shortly.

Council is looking forward to progressing to the next phase of the project, where the final designs will be made available for community viewing.

We sincerely thank the community for their valuable contributions throughout this process and for their continued patience as we complete these final preparatory steps ahead of construction.


















Image of the current Uraidla Play Space to be redeveloped



Community Wellbeing

A thriving, safe and welcoming community

Strategic Initiatives 2025-26

 Key Project	Amenity lighting - Woodside Recreation Ground	Staff are working with community representatives to finalise the project scope.
 Project Type	Capital initiative	
 % Complete	15%	
 Status	 On track	
 Key Project	Sports court upgrades	Project management has been allocated, and initial planning is underway. Progress has been limited due to recent weather conditions.
 Project Type	Capital initiative	
 % Complete	15%	
 Status	 Attention needed	
 Key Project	Disability Discrimination Act access upgrades - regionwide	Options for increased disability access at Stirling Town Hall is currently being reviewed.
 Project Type	Capital initiative	
 % Complete	0%	
 Status	 Not started	



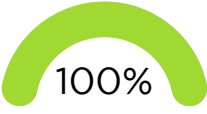




Community Wellbeing

A thriving, safe and welcoming community

Performance Metrics

 Indicator	 Target	 Progress	 Status	 Comment
Positive ageing wellbeing score	7 Average	 100%	Target exceeded <i>Quarterly target</i>	The Q1 overall wellbeing score was 7.2.
Customer satisfaction with library services	90% Customer satisfaction	 100%	Target exceeded <i>Annual target</i>	Council achieved a 91% customer satisfaction rating through the Library Customer Satisfaction Survey. The results for 2024/25 are received in August 25.
Number of volunteer hours contributed to Adelaide Hills Council programs	3000 Hours	 100%	Target exceeded <i>Quarterly target</i>	Council volunteers contributed 3,516 hours in Q1, demonstrating the commitment of our community to supporting local programs and services.
Number of events and programs celebrating cultural diversity	8 Events/programs	 100%	Target exceeded <i>Annual target</i>	10 events/programs were delivered in Q1, including multicultural arts & cooking programs, heritage workshops, & African Soul cultural sessions.

Service Metrics



154,450 library borrowings

115,534 physical books & resources
38,916 digital books & resources



8,360 hours of support

provided to eligible community members via Hills Home Support or the Positive Ageing Program



419 immunisations

administered across the Adelaide Hills Council region



85 inspections

conducted relating to food hygiene and public health



42 community events

supported by Council



95% pets

lost or wandering animals reunited with owners



Community Wellbeing

A thriving, safe and welcoming community

FABRIK Arts + Heritage

Fabrik Arts + Heritage continues to grow as a vibrant cultural hub, offering dynamic spaces and programs that celebrate creativity, heritage, and community connection. Having completed its first year of operation, Fabrik is establishing itself as a regional arts destination, supporting Council's strategic goals to foster cultural development, increase visitation, and deliver lasting social and economic benefits to the Adelaide Hills.



Programs Update






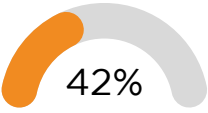

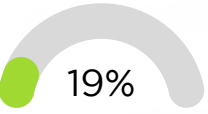


FABRIK's exhibition schedule is fully booked until early 2027, with recent highlights including FABRIK X ACSA and Crafting Memories. Workshop attendance continues to grow, with the Heritage Series, led by culturally diverse artists, being well attended. Fabrik hosted artist in residence Dai Trang Nguyen, with an exhibition planned for the 2026 Fringe Festival.



Initiatives and Partnerships

This Quarter saw a significant partnership progress with the Art Gallery of South Australia and Country Arts SA, which will culminate in two Tarnanthi Festival exhibitions during Quarter 2.

Performance Metrics

 Indicator	 Target	 Progress	 Status	 Comment
Develop income streams to ensure budget is met via venue hire income and retail sales profits	Target against business plan and budgets	 42%	Behind target <i>Quarterly target</i>	Income from venue hire, retail, and workshops increased in Q1, with retail rising from \$3,700 in July to \$11,990 in September.
Increase visitation and spend in the region: number of intra/interstate and international visitors	30% of total visitation from outside the region	 100%	Target exceeded <i>Quarterly target</i>	In Q1, 54% of visitors came from outside the Adelaide Hills, mainly from greater Adelaide & regional SA. Interstate visitors made up 10%, and 2% were international.
Increase participation in the arts: number of visitors	13,200 visitors (Yr 1)	 19%	On target <i>Annual target</i>	FABRIK welcomed 2,467 visitors in Q1, with August peaking during the South Australian Living Artists Festival.
Number of participants in business development opportunities	30 participants (Yr 1)	 50%	On target <i>Annual target</i>	Q1 provided business development opportunities through studio hires, an artist residency, and workshops, involving 15 artists.
Increased wellbeing through creative initiatives	85% positive participant responses		Target not yet assessable <i>Quarterly target</i>	Tools to capture this information are currently being developed.



Built Form and Economy

Building foundations for the future

Major Projects 2025-26

Stormwater Infrastructure Junction Road, Balhannah

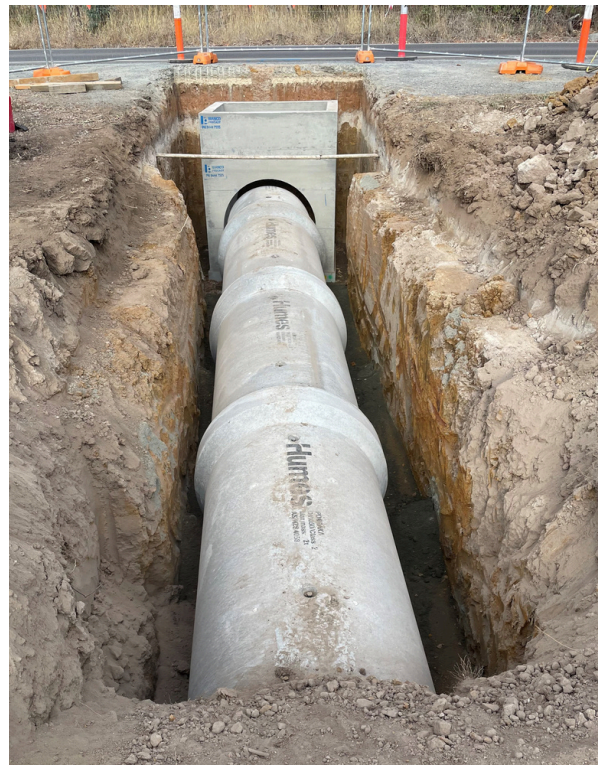
Council is taking significant steps to improve stormwater management in Balhannah, addressing long-standing flooding concerns and enhancing community safety.

Two major projects are underway. The first focuses on Junction Road, where residents have faced repeated flooding during heavy rain. After years of advocacy and planning, Council has secured a joint funding arrangement with the State Government and the Federal Local Roads and Community Infrastructure Program.

This partnership will deliver upgraded drainage infrastructure to prevent water overtopping the road and protect properties between Kurla Road and the railway crossing. The works will resolve a critical issue that has impacted the community for more than a decade.

The second project targets West Terrace, Nairne Road and Bridge Street, where funding has been allocated to improve road drainage and reduce flood risk to surrounding properties. Detailed design is underway, with construction expected to commence in Quarter 2 (once the new Balhannah/Junction Road round-about has been completed).

Together, these projects demonstrate Council's commitment to building resilient infrastructure and safeguarding residents from flood impacts, in line with our Strategic Plan priorities.



Stormwater and flood mitigation works at Junction Road, Balhannah

Housing Strategy

Project scoping will commence in January 2026 following commencement of the new Manager Region and Place in November 2025 and subsequent appointment of Region and Place Team.



Guidance materials are expected from the Department for Housing and Urban Development and the Local Government Association in January 2026.

Updates against this major project will commence from Quarter 3.



Built Form and Economy

Building foundations for the future

Strategic Initiatives 2025-26

Key Project	Adelaide Hills Subzone Code amendment	Progress on the Code Amendment has been temporarily paused to allow for preliminary consultation with Council regarding the Housing Strategy project. The new Manager Region and Place will commence in November 2025, and will lead this work from January 2026.
Project Type	Operating initiative	
% Complete	0%	
Status	● On hold	
Key Project	Bike track maintenance	Council is scoping an audit of all bike track facilities to inform site-specific annual maintenance programs. A quotation process is underway to engage an external consultant, with audit findings due March 2026. Identified defects and maintenance actions will be scheduled following receipt of the report.
Project Type	Operating initiative	
% Complete	25%	
Status	● On track	
Key Project	Sustainable site planning - Johnston Memorial Park, Balhannah	Project scope to be developed. Council will obtain additional information to define project deliverables and inform next steps.
Project Type	Operating initiative	
% Complete	0%	
Status	● Attention needed	
Key Project	Tour Down Under	Council has agreed to host and budgeted for: Sunday 18 Jan Women's stage 2 finish Paracombe, Thursday 22 Jan Men's stage 2 finish Uraidla, Sunday 25 Jan final stage of the Tour start and finish in Stirling. Planning is underway with major aspects including traffic management, waste management and key activation sites confirmed.
Project Type	Operating initiative	
% Complete	40%	
Status	● On Track	



Built Form and Economy

Building foundations for the future

 Key Project	Town & Precinct Planning Strategic Framework	<p>Project scoping will commence in January 2026 following the appointment of the Region and Place Team.</p> <p>Engagement with Council will be incorporated as part of the scoping process.</p>
 Project Type	Operating initiative	
 % Complete	0%	
 Status	● Not started	
 Key Project	Public toilet septic system upgrade, Norton Summit	<p>The system design is currently under review.</p>
 Project Type	Capital initiative	
 % Complete	25%	
 Status	● On track	
 Key Project	Replacement of non-compliant external cladding - Stirling Coventry Library	<p>The project is in the planning phase, with preliminary work underway to define scope and approach.</p>
 Project Type	Capital initiative	
 % Complete	10%	
 Status	● On track	
 Key Project	Road Safety Program (including co-contribution to road Black Spots Program)	<p>Council is currently reviewing its road safety program, including Black Spot.</p> <p>Further updates will be provided upon completion of the review.</p>
 Project Type	Capital initiative	
 % Complete	0%	
 Status	● Not started	





Built Form and Economy

Building foundations for the future

 Key Project	Barbeque and shelter - Hamilton Hill, Woodforde	<p>Community engagement was undertaken to inform the proposed relocation of a BBQ and shelter.</p> <p>As no clear community preference emerged, the project has been placed on hold pending further consultation.</p>
 Project Type	Capital initiative	
 % Complete	0%	
 Status	● On hold	
 Key Project	Work, Health and Safety security upgrades at Council Depot, Heathfield	<p>Signage and walkways have been identified, and design work is progressing.</p> <p>Final decisions regarding a fuel tank solution are pending the outcome of the Budget Review.</p>
 Project Type	Capital initiative	
 % Complete	25%	
 Status	● On track	
 Key Project	Lighting improvements, Lewis Walk Hamilton Hill, Woodforde	<p>The project has been completed with low wattage solar lighting installed to enhance safety.</p>
 Project Type	Capital initiative	
 % Complete	100%	
 Status	● Complete	
 Key Project	Road safety: traffic control & calming, and Emu crossing, Lobethal	<p>The design phase has been completed in collaboration with Lobethal Primary School.</p>
 Project Type	Capital initiative	
 % Complete	20%	
 Status	● On track	





Built Form and Economy

Building foundations for the future

Performance Metrics

Indicator	Target	Progress	Status	Comment
Number of dwellings built per year to 2031 per Greater Adelaide Regional Plan target	165 dwellings	19%	Behind target <i>Annual target</i>	In Quarter 1 there were 19 applications for 24 new dwellings and 7 applications for ancillary accommodation lodged.
Percentage of Building Consents completed within statutory timeframes	85% completed	80%	Behind target <i>Quarterly target</i>	The Q1 target of granting building consent within statutory time for 85% of applications was missed by 5%.
Percentage of Planning Consents completed within statutory timeframes	85% completed	100%	Target exceeded <i>Quarterly target</i>	The target was well exceeded in Q1, with 95% of planning decisions issued within statutory timeframes.
Visitor numbers (visitor domestic day trips)	1.2m visitors		Target not yet assessable <i>Annual target</i>	Data will be reported once available.
Complete resilience to existing CWMS by implementing SCADA Remote Management Monitoring Systems	100% complete	50%	On target <i>Annual target</i>	A contractor has been engaged to deliver the SCADA Remote Management Monitoring System.

Service Metrics



229 lodgements
of development applications received by Council



12 community markets
supported by Council across the Adelaide Hills Council region



1394 hours allocated
to upgrading and maintaining community facilities



2941 sq meters
of road ways reconstructed across the Council region



91 inspections
related to new and existing wastewater applications

















894 maintenance tasks
completed region-wide by Adelaide Hills Council Civil Services



Built Form and Economy

Building foundations for the future

2025-26 Capital Works Program

Asset category	Revised Annual Budget	% spent to budget
 Bridges	\$349k	<div><div></div></div> 0%
 Buildings	\$1,716k	<div><div></div></div> 13%
 Cemeteries	\$40k	<div><div></div></div> 18%
 CWMS	\$913k	<div><div></div></div> 0%
 Footpaths	\$528k	<div><div></div></div> 17%
 Kerbing & Road Shoulders	\$315k	<div><div></div></div> 5%
 Sport & Recreation	\$571k	<div><div></div></div> 2%
 Stormwater	\$2,534k	<div><div></div></div> 13%
 Road Seal & Pavement	\$4,547	<div><div></div></div> 4%
 Roads Unsealed	\$800k	<div><div></div></div> 2%
 Plant & Fleet	\$3,691k	<div><div></div></div> 33%
 ICT Equipment	\$1,175k	<div><div></div></div> 17%
 Other	\$2,433k	<div><div></div></div> 0%
 Project Management	\$1,385k	<div><div></div></div> 9%





4

Organisation

An accessible, accountable and representative organisation

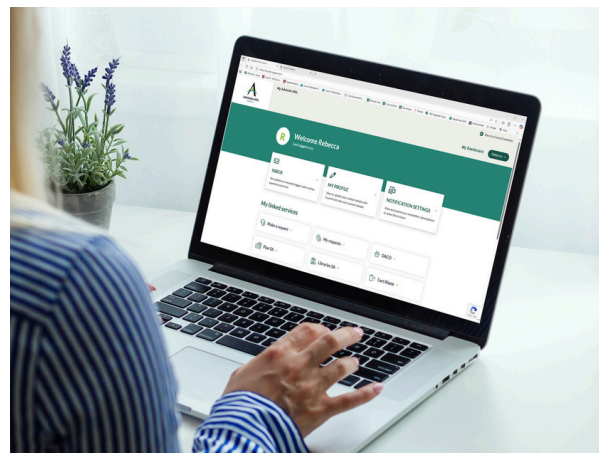
Major Project 2025-26

Customer Relationship Management (CRM) System Delivery of Advanced Build

The 'Advanced Build' is Stage 2 of the CRM project aims to implement technology upgrades and digital solutions to improve and streamline the customer experience. Go-live is scheduled in Quarter 2.

Planned upgrades to the Customer Portal will improve request tracking through a new Inbox feature and enhance automated communications for more timely updates. The introduction of 25 new online forms will streamline applications and permits, while better integration with asset management systems will support more accurate job information for field teams and greater operational efficiency.

Final user testing, staff training, and data validation occurred during Q1. Once live, it is anticipated that the changes will reduce manual processes, improve transparency, and deliver a more intuitive experience for both staff and customers.



Digital Transformation Project



Progress continues across several sub-projects within the broader program. The cybersecurity stream remains on track, with Purview approximately 45% complete, SharePoint Online at 65%, and digital literacy initiatives at 15%.

Requirements workshops facilitated by Fragile to Agile commenced in Q1, with the draft Enterprise Resource Planning (ERP) requirements document expected to be finalised by mid-December 2025.



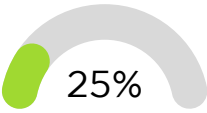
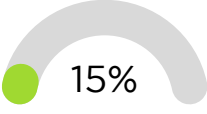
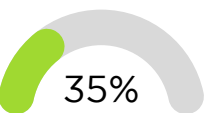

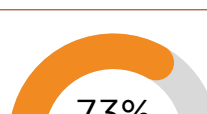







4

Organisation

An accessible, accountable and representative organisation

Performance Metrics

Indicator	Target	Progress	Status	Comment
Increase in No. of customers interactions from digital channels	30% of interactions	 25%	On target <i>Bi-annual target</i>	Improvements will be deployed in Q2, adding 25 new online forms. It is expected this will increase customer interaction numbers.
Train 100% of staff in Digital Literacy by Q3 2025/26	100%	 15%	On target <i>Quarterly target</i>	The Digital Literacy Framework has been developed, & supporting communications are in progress.
Deploy cloud-delivered IT services (SaaS), mobile devices, and wireless networks to 80% of staff by Q3 2025/26	100%	 35%	On target <i>Quarterly target</i>	In Q1 the network tender was finalised, and the Bill of Materials developed in coordination with the successful vendor.
Decisions (Council resolutions) considered in open Ordinary and Special Council meetings	90%	 80%	Behind target <i>Quarterly target</i>	80% of Council decisions (Council resolutions) were considered in open Ordinary and Special meetings in Q1.
Council member attendance at Ordinary and Special Meetings	90%	 73%	Behind target <i>Quarterly target</i>	Elected Members recorded 11 leave of absences and 6 apologies at Council meetings in Q1.
Freedom of Information requests received, in progress, and completed within legislated timeframe	100%	 100%	Target met <i>Quarterly target</i>	In Q1, Council received 4 FOI applications, 2 were withdrawn, and 2 are still in progress. No applications were lodged with the Ombudsman or Tribunal.
Number of lost time injuries	0	 100%	Target met <i>Quarterly target</i>	Source: The Local Government Association Workers Compensation Scheme Member Claims Portal.
Deliver Community Engagement Framework	100%	 20%	On target <i>Annual target</i>	Staff engagement workshops were held in Aug & Sep, with community consultation on the draft framework occurring from 15 Sep to 26 Oct 2025.
Number of Community Forums at different locations in district	4	 25%	On target <i>Annual target</i>	Community forums were held in Mount Torrens (1 Jul) and Upper Sturt (30 Sep), with Aldgate scheduled for 27 Nov 2025.
Percentage increase of Adelaide Hills Engagement Hub membership	5%	 50%	On target <i>Annual target</i>	In Q1, 76 new community subscriptions were added, bringing total active members to 2,656. Increase includes staff accounts added during engagement platform transition.



Organisation

An accessible, accountable and representative organisation

Performance Metrics

Indicator	Target	Progress	Status	Comment
Overall customer satisfaction	75%		Non-reporting period <i>Bi-annual target</i>	Reporting against this target will occur in Quarters 2 and 4.
Operating Deficit Ratio	3.8%		Target not yet Assessable <i>Annual target</i>	Reporting against this target will occur in Quarter 4 when the result is known.
Net Financial Liabilities Ratio	63%		Target not yet Assessable <i>Annual target</i>	Reporting against this target will occur in Quarter 4 when the result is known.
Asset Sustainability Ratio	116%		Target not yet Assessable <i>Annual target</i>	Reporting against this target will occur in Quarter 4 when the result is known.

Service Metrics



63,000 web users

interacted with the Adelaide Hills Council website



3 Section 41 meetings

including Audit Committee, CEO Performance Review Panel, and Boundary Change Committee



4 Freedom of Information

applications received and processed



4600 cases

Created in the Customer Relationship Management System
4288 cases completed



15 council meetings & information/briefing sessions

6 ordinary meetings; 1 special meeting; 8 information or briefing sessions



8 community engagements

Conducted on the Adelaide Hills Engagement Hub platform



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APPENDIX 3

CRM Customer Experience Report

CRM METRICS

Q1 AND Q2, 2026 FY



Customer Satisfaction

Customer satisfaction with the service they received.

Net Ease Score

How easy it was for customers to have their queries or requests resolved.

First Contact Resolution

Customer perceptions regarding the resolution of their queries or requests.

Net Promoter Score

Measures how likely someone is to speak highly of Council to a friend or colleague, providing an overall 'sentiment' assessment.

Resolution Time Satisfaction

Customer satisfaction with response time to queries or requests.

Case Completed Survey

Total surveys completed during the previous two quarters of the financial year.

APPENDIX 4

*FABRIK: Report on the Expansion of Community Connection
and Placemaking Initiatives*

CEO KPIs Quarter Two 2025-26

KPI #8: Further Fabrik Arts + Heritage as an arts culture destination

Report on the expansion of community connection and placemaking initiatives

Initiative	Focus	Description	Status
FABRIK Volunteers	Community Connection	FABRIK has registered 53 volunteers since reopening in September 2024. Around 85% of these volunteers are from the Adelaide Hills community. Their involvement predominantly involves welcoming and customer service roles	Ongoing
Community special interest groups: Yarning Circle, Stitch Sessions, Spin Cycle, Former Mill Workers	Community Connection	Four groups initiated by community members meet monthly. Groups range in size, from four attendees (Spin Cycle spinning and weaving) to over 20 (Yarning Circle and Stitch Sessions crafting)	Ongoing
Handmade Christmas Artist Market	Placemaking and Community Connection	3,000 attendees were welcomed to the 2025 market held on the Saturday before Christmas. This annual event is scheduled to support the last weekend of the popular community-run Lights of Lobethal festival. The market is popular with local community members and is also a significant placemaking initiative during Lobethal's peak season. 22 of the 39 stallholders at the market were based in the Adelaide Hills.	Annual event
Exhibition: <i>TIES – The art and process of knotting</i>	Community Connection	Exhibition of artworks submitted by community members. This is a registered Fringe Festival exhibition.	In planning for February/March 2026

Initiative	Focus	Description	Status
Exhibition: <i>Hills Hollow: Where the Trees Dance and Rivers Flow</i>	Community Connection	Exhibition of works by students from Lenswood, Lobethal, Macclesfield and Littlehampton primary schools	In planning for May 2026
Workshop program	Community Connection	An ongoing workshop program offering skills development in textile and art techniques. Also includes the HERITAGE program celebrating the cultural diversity of textile and related craft practices in our community.	Ongoing
Retail	Community Connection	40% of the suppliers in FABRIK's retail are Adelaide Hills artists (and the majority of the total artists are South Australian).	Ongoing
Artist Studios	Community Connection	12 local artists have hired artist studios between July and December 2025.	Ongoing
Visitation from local groups	Community Connection	Growing number of visits from local groups including local government Positive Ageing participants and service clubs.	Ongoing
Brand development	Placemaking	Development of visual branding using Onkaparinga blanket patterns and mill objects to establish connection with the Mill. This can be seen with the blanket wrap on the retail pavilion windows, and the historical objects placed throughout the buildings. Products repurposing vintage blankets and items using images of Onkaparinga blanket patterns are a growing (and popular) product line in the retail.	Ongoing

APPENDIX 5

PowerPoint Presentation from All Staff Meeting 4 December 2025



*All Staff Meeting
4 December 2025*



Welcome

Contents

Great Place to Work

Reward and Recognition

Service Awards

Wrap up of 2025

All Staff Meeting



01

Great Place to Work
Greg Georgopoulos, CEO

Background Information

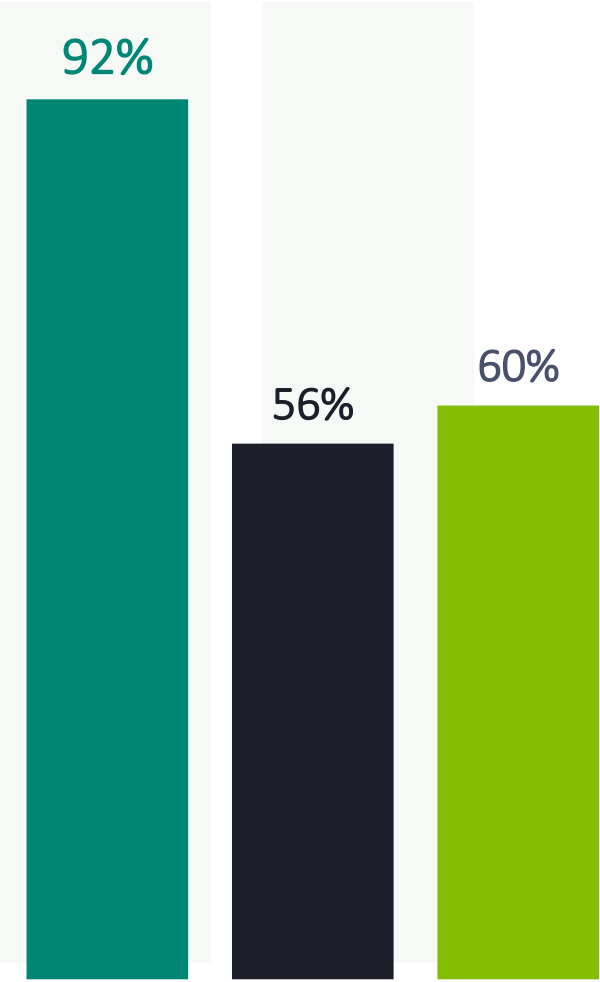
Distribution and Results

- **143** employees took the time to respond to the survey, resulting in 66% response rate
- **56%** of respondents said that **Adelaide Hills Council** is a great place to work however, **29%** say sometimes it is but not always
- Overall, **Adelaide Hills Council** scored an average of **55%** positive across all 60 core statements on the survey.
- **Adelaide Hills Council** is 10-points shy of earning a Great Place to Work Certification™ **in Australia.**

The Great Place To Work survey platform is backed by a data-driven model based on the feedback from over 100 million employees around the world.

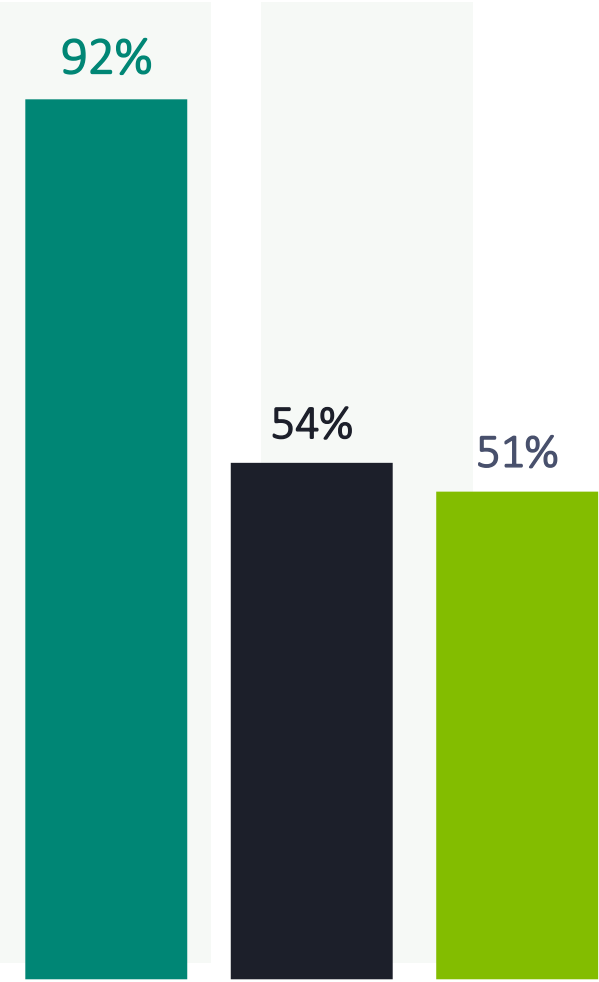
Backed by 30+ years of research into employee satisfaction and trusted by the Fortune 100 Best Companies to Work For®, the Trust Index™ Survey consists of 60 statements to measure employee feedback.

Adelaide Hills Council compared to Best Workplace in Australia 2025 and typical Australian companies on these key performance statements



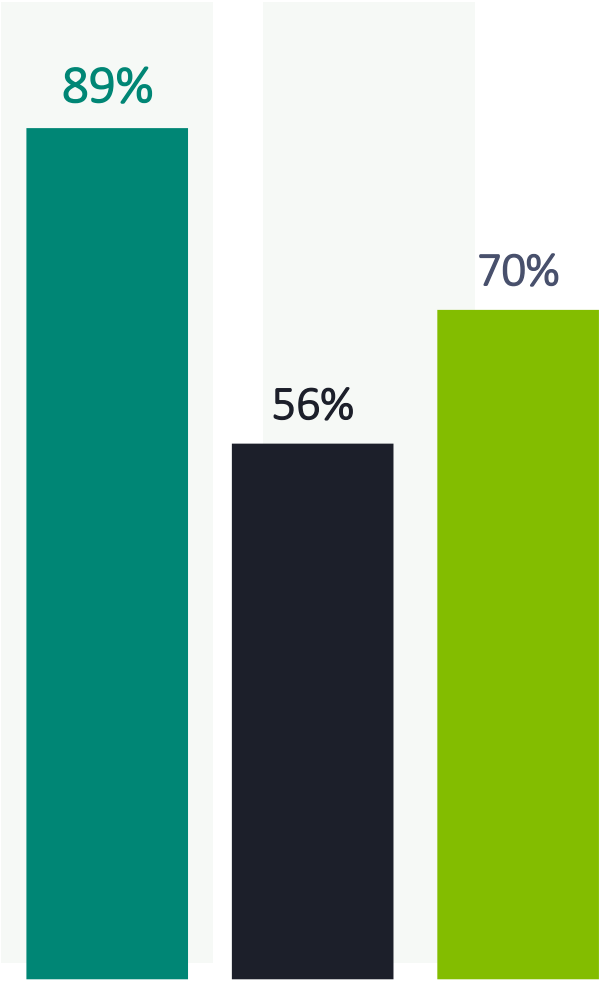
Productivity

People here are willing to give extra to get the job done.



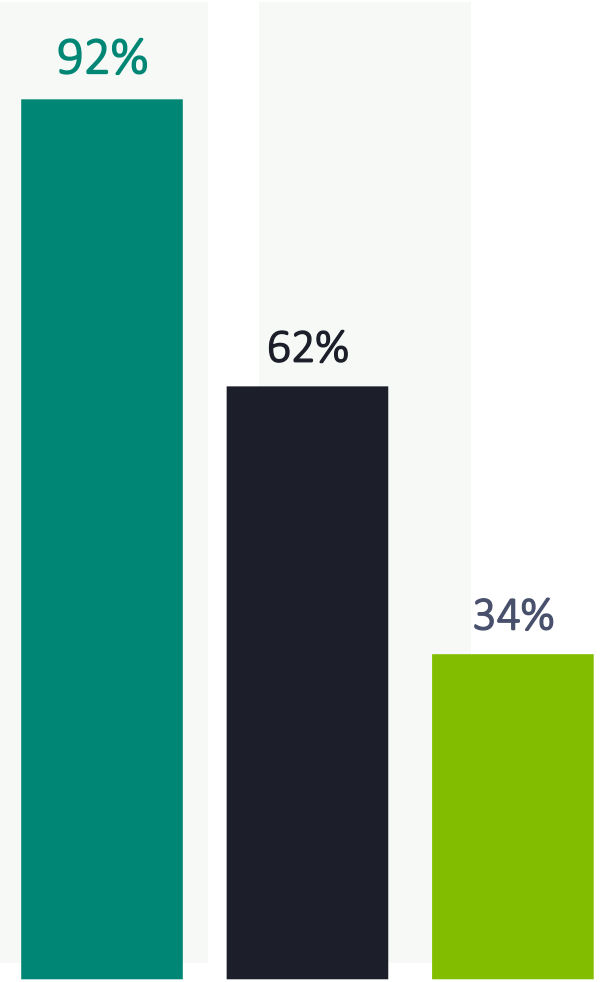
Recruitment

I would strongly endorse my company to friends and family as a great place to work.



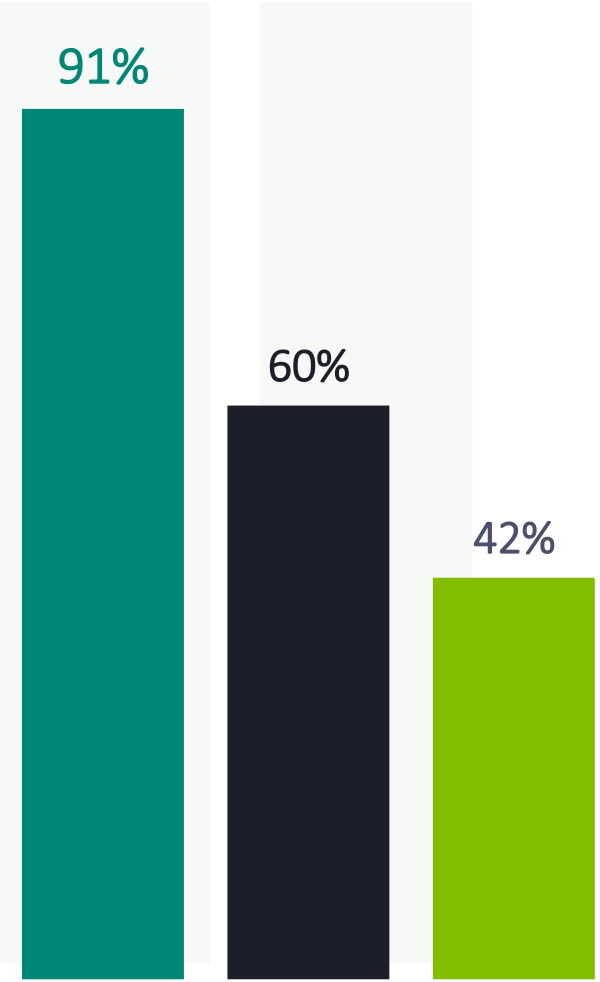
Retention

I want to work here for a long time.



Customer Service

Our customers would rate the service we deliver as “excellent.”



Agility

People here quickly adapt to changes needed for our organization's success.

Adelaide Hills Council - Key Strengths

Justice

- Employees perceive that management promotes **inclusive behaviour**, avoids discrimination.
- The Council has strong foundational processes and policies, especially around **fairness and justice**.

Hospitality

- Employees feel the work environment **is friendly and welcoming**.
- One of the highest scoring statements:
When you join the company, you are made to feel welcome.

Personal Job

- Employees have a favourable view of their individual **contributions** to the organisation.
- This leads to overall pride in the Council, which is a key driver of engagement and is notably **stronger departments**, helping to foster commitment and motivation.

Adelaide Hills Council - Opportunity Areas

Communication = Equipping our staff with the tools to communicate effectively and confidently

Collaboration = employees want more opportunities to contribute ideas and be involved in decisions affecting their work

Support = Employees desire:

- Better recognition and celebration of innovation (new/different ways of doing things)
- Training & prof. development
- Appreciation for good work and efforts



In summary

Great workplaces are great for business & culture

When leaders create a great employee experience, it has a transformative effect on their organisation. Great workplaces attract and develop great talent, build thriving and agile cultures, and in turn, fuel growth and performance.

Next Steps – It's a journey

Step 1: **Manager and Director Debrief**
- Unpack results

Step 2: **Action Planning**
Level 1 : Organisation Action Plan
Level 2 : Department & Divisional
Action Plan
Level 3 : Team Action Plan

Step 3: **Pulse Check**
How are we going?
Do we need to adjust Action plans?



02

Reward and Recognition
Donna Boal, Manager P&C

Reward and Recognition

🌟 Launch Date: March 2026! 🌟

New Reward and Recognition Program - designed to celebrate the people who make the Adelaide Hills Council a great place to work.

What's Coming...

- Quarterly Awards
- Annual Awards

Aligned to our values...

- Inclusive of our Values Team
- Recognise staff living our company values

