



## **AGENDA**

**FOR CEO REVIEW COMMITTEE MEETING TO BE HELD ON**

**15 APRIL 2020 AT 6.00 PM**

**IN LITTLE PARA CONFERENCE ROOMS, SALISBURY COMMUNITY HUB, 34  
CHURCH STREET, SALISBURY**

### **MEMBERS**

Mayor G Aldridge (Chairman)  
Cr J Woodman (Deputy Chairman)  
Cr C Buchanan  
Cr D Proleta  
Cr S Reardon

### **REQUIRED STAFF**

Chief Executive Officer, Mr J Harry  
Manager People and Culture, Ms G Page

### **APOLOGIES**

### **LEAVE OF ABSENCE**

### **PRESENTATION OF MINUTES**

Presentation of the Minutes of the CEO Review Committee Meeting held on 12 November 2019.

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**REPORTS**

*Reports*

8.1.1 Future Reports for the CEO Review Committee..... 7  
8.1.2 CEO Key Performance Indicator Status Update ..... 9

**CLOSE**



**MINUTES OF CEO REVIEW COMMITTEE MEETING HELD IN COMMITTEE  
ROOMS, 12 JAMES STREET, SALISBURY ON**

**12 NOVEMBER 2019**

**MEMBERS PRESENT**

Mayor G Aldridge (Chairman)  
Cr J Woodman (Deputy Chairman)  
Cr D Proleta  
Cr S Reardon

**OBSERVERS**

Cr M Blackmore  
Cr K Grenfell  
Cr P Jensen

**STAFF**

Chief Executive Officer, Mr J Harry  
Manager People and Culture, Ms G Page

The meeting commenced at 6.34 pm

The Chairman welcomed the members, staff and the gallery to the meeting.

**APOLOGIES**

An apology was received from Cr C Buchanan.

**LEAVE OF ABSENCE**

Nil

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**PRESENTATION OF MINUTES**

Moved Cr J Woodman  
Seconded Cr D Proleta

The Minutes of the CEO Review Committee Meeting held on 9 July 2019, be taken and read as confirmed.

**CARRIED**

Moved Cr J Woodman  
Seconded Cr D Proleta

The Minutes of the Confidential CEO Review Committee Meeting held on 9 July 2019, be taken and read as confirmed.

**CARRIED**

**REPORTS**

*Reports*

**8.1.1 Future Reports for the CEO Review Committee**

Moved Cr S Reardon  
Seconded Cr J Woodman

1. The information be received.

**CARRIED**

**8.1.2 CEO Performance Evaluation - Proposed Personal Evaluation System for FY2019/2020**

Moved Cr D Proleta  
Seconded Cr S Reardon

1. Information be received.
2. The Personal Evaluation System to apply to the CEO for the FY2019/2020 review period, comprising a Performance Appraisal Survey and Key Performance Indicators (both documents attached) be endorsed, noting the following amendments to the CEO Performance Indicators:

Sustainable City: include percentage of reserves irrigated

Liveable City: expand reference to improvements to East-West transport routes to make specific reference to:

- Waterloo Corner Road
- Kings Road
- Bolivar Road

**CARRIED**

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**OTHER BUSINESS**

Nil

The meeting closed at 7.03 pm.

CHAIRMAN.....

DATE.....



<b>ITEM</b>	8.1.1
	<b>CEO REVIEW COMMITTEE</b>
<b>DATE</b>	15 April 2020
<b>HEADING</b>	Future Reports for the CEO Review Committee
<b>AUTHOR</b>	Michelle Woods, Projects Officer Governance, CEO and Governance
<b>CITY PLAN LINKS</b>	4.3 Have robust processes that support consistent service delivery and informed decision making.
<b>SUMMARY</b>	This item details reports to be presented to the CEO Review Committee as a result of a previous Council resolution. If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

**RECOMMENDATION**

1. The information be received.

**ATTACHMENTS**

There are no attachments to this report.

**1. BACKGROUND**

- 1.1 Historically, a list of resolutions requiring a future report to Council has been presented to each committee for noting.

**2. REPORT**

- 2.1 At the time of preparing this report, there are currently no resolutions of Council requiring a further report to be presented to the CEO Review Committee.

**3. CONCLUSION / PROPOSAL**

- 3.1 Future reports for the CEO Review Committee have been reviewed and there are none that require a report to be presented at this point in time.

**CO-ORDINATION**

Officer:

Date:





<b>ITEM</b>	8.1.2
	<b>CEO REVIEW COMMITTEE</b>
<b>DATE</b>	15 April 2020
<b>HEADING</b>	CEO Key Performance Indicator Status Update
<b>AUTHOR</b>	Gail Page, Manager People and Culture, Business Excellence
<b>CITY PLAN LINKS</b>	4.2 Develop strong capability and commitment to continually improve Council's performance. 4.3 Have robust processes that support consistent service delivery and informed decision making. 4.4 Embed long term thinking, planning and innovation across the organisation.
<b>SUMMARY</b>	This report provides a status update on progress towards achievement of endorsed Key Performance Indicators for the Chief Executive Officer for the 2019/2020 performance review period.

**RECOMMENDATION**

1. Information be received.
2. Progress towards achievement of the 2019/2020 Key Performance Indicators be noted and endorsed.

**ATTACHMENTS**

This document should be read in conjunction with the following attachments:

1. CEO KPI's 2019-2020

**1. BACKGROUND**

- 1.1 The Chief Executive Officer (CEO) Employment Agreement provides that the CEO will undergo a performance review in accordance with the Personal Evaluation System in May each year for the Term of the Agreement.
- 1.2 In November 2019, the CEO Review Committee agreed the Personal Evaluation System to apply to the CEO for the 2019/2020 review period, comprising Key Performance Indicators (as per attachment to item 8.1.2., CEO Review Committee Meeting, 12/11/2019).

**2. CITY PLAN CRITICAL ACTION**

- 2.1 Improve communication within the organisation and with our community to ensure integrated programs, projects and processes that meet community expectations, and delivers good customer service.
- 2.2 Continue to develop the capability of our people to deliver transformative projects, innovate and engage with the community.

**3. CONSULTATION / COMMUNICATION**

3.1 Internal

3.1.1 The Executive Group has been consulted regarding progress towards the achievement of the 2019/2020 Key Performance Indicators.

**4. REPORT**

4.1 This report provides the status update for Quarter 3, ending 31 March 2020. Refer Attachment 1.

**5. CONCLUSION / PROPOSAL**

5.1 The next consideration of Key Performance Indicators achievement will occur following the end of Quarter 4 (ending 30 June 2020).

**CO-ORDINATION**

Officer:

Date:

## STATUS UPDATE ATTACHMENT 1

<b>PROSPEROUS CITY</b>	
	Q3 Update (April 2020)
<b>Indicators</b>	
<b>Business Friendly Council :</b>	
Sample Survey completed with targetted businesses	Survey results are: Overall Satisfaction with Polaris services YTD – 97% Net Promoter Score YTD – 78.3
Value of Development Applications Approved	\$163,700,135 of development applications have been approved to the end of March 2020. This compares to \$145,482,948 for the same period in the previous financial year. Development application activity will continue to be tracked to ascertain the impact of COVID 19, but activity levels in Development Services at this stage have remained consistent.
New Business Start-ups registered / operating in Salisbury	The ABS releases data on actively trading businesses on an annual basis. The latest data is for the 2018-19 financial year in which there were 7,445 actively trading businesses in Salisbury, up from 7,219 in the previous period.
<b>Projects &amp; Initiatives</b>	
City Plan & City Wide Report Card endorsed by Council by 30 June 2020	Draft City Plan endorsed for consultation at the Council meeting in March 2020. On track for final endorsement in June 2020.
Salisbury Community Hub completed by Dec 2019	Practical completion 12/11/19. Work on unfinished works and defects continuing. Financial close out anticipated by end May 2020. Community response and visitation has been very positive since opening, and progammng continues to evolve as familiarity with the potential of the Hub evolves, noting the interruption caused by COVID 19. A call for tenders for demolition of 12 James Street and construction of new parking will be issued in April 2020.
SCC Revitalisation - John Street & Church Street – consultation & design - 30 June 2020	Community Consultation has been completed, with a total of 108 formal responses received through a variety of engagement activities. Specific engagement was undertaken with Key Landholders, the SBA, and DAIN. A report is scheduled be presented to Works and Services Committee in May 2020, with regard to the detailed findings that are in line with the concept designs and general positive public support. A brief is being finalised to ensure the upgrade to both streets includes "smart city" elements.
Property & Buildings Disposal/Development 30/6/2020	A Commercial Real Estate Agent has been engaged for the marketing and sale of the Len Beadell site. Marketing program has been prepared but the campaign hasn't commenced due to the current market conditions. This is being reviewed on a weekly basis.
<b>SUSTAINABLE CITY</b>	
	Q3 Update (April 2020)
<b>Indicators</b>	
<b>Waste:</b>	
% Waste diverted to landfill	Working with NAWMA to continue to reduce. Percentage total waste collected that goes to landfill is on average 54.43%. An upgrade to the Research Road Transfer Station has been endorsed to assist with the diversion of waste
<b>Adaptive to Climate Change:</b>	
% of Council area under tree canopy	Maintaining existing canopy cover at 18%. A full audit of the City's street trees has been completed and analysis of the findings is well underway. About to present to Council in May on the Street Tree Policy, after the completion of the Street Tree Audit.
<b>Open Space:</b>	
Community perceptions of key service functions:	
• Open space	We have received favourable responses from the community on recently completed open space works such as Settlers Reserve and Bayview Parade around the lake. Consultation is underway in relation to dog parks, with over 1500 people already responding.
• Verges	Verge maintenance trial with revised service levels successfully negotiated with providers and commenced February 2020.

<b>PROSPEROUS CITY</b>	
	Q3 Update (April 2020)
• Illegal Dumping	Continuing to remove illegal dumping in a timely manner; Commencing CCTV trial for hot spot illegal dumping sites
<b>Water:</b>	
Volume and quality of stormwater captured/reused	Captured 1,291ML (100ML greater than last year YTD) Used 1,970ML (39ML above budget)
<b>Energy:</b>	New electricity contract in place continuing to reduce the cost of electricity consumption to Council owned buildings; continuing to roll out solar panels and batteries on appropriate council buildings. Council is currently monitoring all electrical billing and making decisions regarding ongoing savings, including advice to clubs on how they can reduce electricity costs.
Energy consumption of Council Buildings/Properties	New electricity contract in place continuing to reduce the cost of electricity consumption to Council owned buildings; Continuing to roll out solar panels and batteries on appropriate council buildings
Percentage of reserves irrigated	Of the 10 sites programmed for reactivation in the current financial year, 6 have been completed and 4 are currently outstanding.
<b>Projects &amp; Initiatives</b>	
Sustainability Strategy – endorsed by 30/6/2020	A draft framework for the update of the Sustainability Strategy has been developed. Key elements of the framework include Waste, Energy, Water, Greening the City and Climate Adaptation. The strategy builds on previous initiatives and programs undertaken by the City of Salisbury with a focus on the contributions by Council and the contributions by the community. A range of objectives to give clear direction and priority setting is being prepared for the consideration of Council.
• Climate Adaption	This is being actioned under a range of programs within the Sustainability Strategy. There has been a particular focus on understanding more about heat islands across Salisbury and also Salisbury's City Centre. Initiatives such as the reactivation and extension of irrigation across a number of Council reserves are contributing in a positive way to reducing heat islands. Other initiatives such as the use of Cool Seal on selective roads are also contributing to reducing localised heat impacts. Completing the street tree audit has provided more information on the canopy cover across our residential streets and we are now analysing the data to determine improved ways of managing the street trees for Council consideration.
• Energy Strategy	<p>Within the framework of the Sustainability Strategy a number of programs are being developed related to Energy for Council consideration. These programs include a continuation of a roll out of renewable energy sources such as solar panels and batteries; exploring micro grids and the role Council might play; reducing usage of the power from SAPN grid through more efficient and effective energy use; working with clubs and community to reduce their energy costs.</p> <p>The move to an independent electricity contract is demonstrating benefits in this area with an expected reduction in Council's electricity costs in the order of \$200k pa.</p> <p>A business case is also well developed for the replacement of the current street lights to LEDs. This is a major environmental benefit to the City with a large reduction in the associated carbon footprint. The initiative is also expected to reduce costs of this service by about \$800k pa.</p>
• Waste Strategy	Council continues to work closely with NAWMA on a range of waste related initiatives. Progress is being made on exploring the waste to energy opportunity with a project team having been established. Circular economy opportunities are being implemented and explored. A number of road initiatives are underway using a range of different recycling materials, including rubber from discarded tyres and reusing base course materials. Council is also working with a local manufacturer purchasing a range of furniture, fencing and other products for use in our parks and reserves. The products are being made primarily from recycled plastics and particularly sourced from NAWMA. Education of schools and the general public on different waste streams and use of bins continues.
Contribute to the identification of new waste management models for Salisbury, through NAWMA	Working with NAWMA on Waste to Energy and broader Sustainability Agenda including compostable bags for kitchen caddies; also investigating the use of smart bins; exploring options to progress the Circular economy. It is noted that Council is currently working with a Project team, through NAWMA and the associated Councils with respect to specifications for use of Recycled materials, (crumbed rubber, glass & some plastics)
<b>LIVABLE CITY</b>	
	Q3 Update (April 2020)
<b>Indicators</b>	
<b>City Pride</b>	



PROSPEROUS CITY	Q3 Update (April 2020)
Perceptions of the quality of life and perceptions of Salisbury	<p>Social capital and social cohesion that contribute to a sense of trust and inclusion.</p> <p>An overall satisfaction with specific council programs/services that enables residents to be engaged in social and economic life in Salisbury, such as work or volunteering opportunities, social engagements, leisure activities and health.</p> <p>Good accessibility - access to the resources and opportunities that support wellbeing, social inclusion broader social and economic prosperity, transport systems that connect people within a reasonable time and at a reasonable cost.</p> <ul style="list-style-type: none"> <li>- Quality public space, recreational and cultural – facilities</li> <li>- Participation in sporting, cultural and leisure activities</li> <li>- Building opportunities of employment opportunities and resources</li> <li>- Providing opportunities to assist building capacity of people to participate</li> <li>- Supporting, promoting and developing opportunities for residents to access volunteering and employment opportunities</li> <li>- Promote sustainable living, environmental awareness and participation</li> <li>- Events that connect communities</li> <li>- Implement Intercultural Strategic Plan</li> </ul>
<b>City Safety</b>	
Perceptions of community safety	<p>An individual's sense of safety for themselves, their communities their families and their property is important</p> <ul style="list-style-type: none"> <li>- General reduction in crime rates and anti-social behaviours</li> <li>- Active participation in community safety initiatives</li> <li>- Provide quality safety information through various mediums</li> <li>- Safety is supported through COS programs/initiatives and inclusive of all</li> </ul>
<b>Housing Affordability</b>	
% of Affordable Housing via Strategic Property Development	Developments to date have delivered above target 15%
<b>Projects &amp; Initiatives</b>	
Salisbury Oval – Consultation & Development Agenda determined by 30/6/2020	The consultation program for Brown Tce has been completed, and reported back to Council. The detailed design is being finalised for the Playspace and Reserve upgrade including Neales Green; and southern portion of Brown Tce. Further work is being conducted on the potential provision of a covered training facility. Future stakeholder meetings are to be scheduled with the relevant clubs and associations.
Bridgestone Athletics Track & Building by 30/6/2020	The building is on track to be completed by 30 June 2020, however the track surface component has been delayed due to COVID-19 restrictions and labour and materials required to come from interstate and timing restrictions around the application of the surface which needs to be installed in warmer weather. Revised completion date to be advised when restrictions eased.
Burton Community Centre – Design and development by 30/6/2020	Community consultation plan to inform design delayed due to COVID-19 restrictions. Revised plan and strategy being developed by staff. Revised dates to be advised when restrictions are eased. Progressed with architect appointed and project team established; Negotiated release of lease with FFSA
City Pride Policy – Endorsed by 30/6/2020	
Place Activation Policy – Endorsed by 30/6/2020	Principles and structure established and discussed with Council; Examples of Informal recreation (including local reserves and playgrounds) objectives and costings discussed with Council
Improvements to East-West Transport routes to the Northern Connector	Council has appointed WPS to prepare a Brief for the Traffic Study focused on the East West Links, expect to meet with DPTI Transport Planning Director in May.
• Waterloo Corner Road	Discussions have been held with DPTI; Exploring options to improve pedestrian connectivity at the western end. Survey is currently being undertaken and concept planning through an external consultant for integrated design footpaths and stormwater.
• Kings Road	In discussions with DPTI.
• Bolivar Road	In discussions with DPTI around the future use of the Bolivar road/Northern Connector interchange.
Community Safety Strategy endorsed by Dec 2019 & Implementation Plan by April 2020	The Strategy was endorsed in October 2019. The implementation plan is being developed in April (now) to be reported to Council in May 2020.

<b>PROSPEROUS CITY</b>	Q3 Update (April 2020)
<b>ENABLING EXCELLENCE</b>	Q3 Update (April 2020)
<b>Indicators</b>	
<b>Living our Values</b>	
Staff perception survey	N/A
<b>Staff Safety</b>	
Lost Time Injury Frequency Rate (LTIFR)	8.4
<b>Financial Sustainability</b>	
• Operating Surplus Ratio	Under review due to COVID-19
• Net Financial Liabilities Ratio	Under review due to COVID-19
• Asset Sustainability Ratio	Under review due to COVID-19
<b>Community Experience</b>	
CRM 10 Day Response	77.7% have been completed and closed within 10 days
• All responses	94.4% closed/responded within 10 day target
• Elected Member CRMs	Awaiting advice
<b>Projects &amp; Initiatives</b>	
Non-Rate Revenue Service Provision Initiatives – Report to Council 30/03/2020	Future reports to Council as part of Council's response to COVID-19 April and June
Digital Strategy endorsed by 30 June 2020	On track
Identify & implement legislative changes resulting from State Local Government Reform and Productivity Commission enquiry	Awaiting redrafting on Local Government Bill by State Government