



AGENDA

FOR CEO REVIEW COMMITTEE MEETING TO BE HELD ON

14 JULY 2020 AT 6.30 PM

**IN WITTBER & DR RUBY DAVY 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
General Manager Community and Org. Development, Ms G Page

APOLOGIES

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the CEO Review Committee Meeting held on 12 May 2020.

REPORTS

Reports

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8.1.3 Annual Review of CEO Total Remuneration 2019/2020 25

CLOSE



**MINUTES OF CEO REVIEW COMMITTEE MEETING HELD IN WITTBER &
DR RUBY DAVY ROOMS, SALISBURY COMMUNITY HUB, 34 CHURCH STREET,
SALISBURY ON**

12 MAY 2020

MEMBERS PRESENT

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

OBSERVERS

Nil

STAFF

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

The meeting commenced at 6.00 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

PRESENTATION OF MINUTES

Moved Cr J Woodman
Seconded Cr D Proleta

The Minutes of the CEO Review Committee Meeting held on
15 April 2020, be taken and read as confirmed.

CARRIED

REPORTS

Reports

8.1.1 Future Reports for the CEO Review Committee

Moved Cr D Proleta
Seconded Cr S Reardon

1. The information be received.

CARRIED

8.1.2 CEO Annual Performance Review Process FY2019/2020

Moved Cr D Proleta
Seconded Cr S Reardon

1. The Performance Appraisal Survey be distributed electronically to Elected Members on 29 May 2020, to be completed by 12 June 2020.
2. Hender Consulting will offer telephone interviews with each Elected Member during the period 29 May 2020 to 12 June 2020.
3. The results of the CEO Performance Appraisal Survey and the final CEO Key Performance Indicators Report be presented to the CEO Review Committee in July 2020, at which time the Committee determine the overall rating for the CEO Personal Evaluation System for 2019/2020.
4. The Hender Consulting Remuneration Advice Report be provided to the CEO Review Committee in July 2020, at which time the CEO Review Committee may determine, in accordance with the delegated authority it holds, any amendments to the CEO's employment arrangements as provided for within the contract of employment.

CARRIED

OTHER BUSINESS

The meeting closed at 6.03 pm.

CHAIRMAN.....

DATE.....

| | |
|------------------------|--|
| ITEM | 8.1.1 |
| | CEO REVIEW COMMITTEE |
| DATE | 14 July 2020 |
| HEADING | Future Reports for the CEO Review Committee |
| AUTHOR | Michelle Woods, Projects Officer Governance, CEO and Governance |
| CITY PLAN LINKS | 4.3 Have robust processes that support consistent service delivery and informed decision making. |
| SUMMARY | 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:

| | |
|------------------------|--|
| ITEM | 8.1.2 |
| | CEO REVIEW COMMITTEE |
| DATE | 14 July 2020 |
| HEADING | CEO Personal Evaluation System FY2019/2020 |
| AUTHOR | Gail Page, General Manager Community and Organisational Development, Community Development |
| CITY PLAN LINKS | 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. |
| SUMMARY | This report provides details of the CEO Personal Evaluation System for 2019/2020 |

RECOMMENDATION

1. It be acknowledged that the CEO has, to the satisfaction of CEO Review Committee:
 - delivered the requirements of his position;
 - successfully achieved 2019/20 Key Performance Indicators;
 - for the ninth year achieved consistently positive results (this year noting that the CEO continues to perform "extremely well" against the performance responsibilities, criteria and behaviours assessed), in relation to the Performance Appraisal Survey; and as a result
 - achieved [Rating X] as a result of the assessment of CEO Performance according to the Personal Evaluation System.
2. The CEO Position Description as set out in Attachment 2 to this Report, remains unchanged.

ATTACHMENTS

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

1. CEO Key Performance Indicators 2019/2020
2. CEO Position Description

1. BACKGROUND

- 1.1. Council has delegated to the CEO Review Committee the power to:
 - By agreement with the CEO, appoint an independent advisor to assist with the CEO performance appraisal process; and
 - Determine any amendments to the CEO's employment arrangements and incentive payments as provided for within the contract of employment.

1.2 Personal Evaluation System

- 1.2.1 In accordance with Clause 12 of the Employment Agreement, the Chief Executive Officer (CEO) is required to participate in a performance review in May each year, in accordance with the Personal Evaluation System.
- 1.2.2 The Personal Evaluation System was to comprise of a set of agreed Key Performance Indicators and a Performance Appraisal Survey.
- 1.2.3 In November 2019, the CEO Review Committee agreed the Personal Evaluation System to apply to the CEO for the 2019/2020 review period, comprising CEO Performance Appraisal Survey, which remains unchanged; and Key Organisational Performance Indicators, 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
- 1.2.4 As part of the Personal Evaluation System, Key Performance Indicators are to be formally rated by the CEO Review Committee at the end of the review period, with an overall performance rating applied, based on the results of the Performance Appraisal Survey and the achievement of Key Performance Indicators.
- 1.2.5 The CEO Review Committee endorsed on 14 November 2017 the recommendation relating to the CEO Personal Evaluation System Rating (which informs the remuneration review) is not confidential. The Performance Appraisal Report remains confidential (Resolution 2201/2017).
- 1.2.6 The Agreement also provides for the appointment of at least one person who is qualified to assist in the performance review. Hender Consulting were appointed to support the CEO Review Committee with the Performance Review process for 2019/2020.
- 1.2.7 The Agreement requires a written report is compiled with respect to the performance review and a copy provided to the CEO.
- 1.2.8 Hender Consulting distributed a copy of the endorsed Performance Appraisal Survey to all Elected Members for completion by 12 June 2020. At the close off of submissions 14 of the 15 surveys distributed to Elected Members were received. These responses form the basis of the survey results.
- 1.2.9 The Employment Agreement provides a rating scale for the Personal Evaluation System which includes:
- Rating 1 – CEO’s performance did not meet expectation
 - Rating 2 – CEO’s performance was below expectation

- Rating 3 – CEO’s performance met expectation
- Rating 4 – CEO’s performance was above expectation
- Rating 5 – CEO’s performance exceeded expectation

1.2.10 The Employment Agreement defines “Competent Performance” as the achievement by the CEO of a performance equal or better than Rating 3 (CEO’s performance met expectation).

1.2.11 The CEO received a Rating 5 in 2018/2019 Personal Evaluation System assessment.

1.3 Position Description

1.3.1 The Employment Agreement indicates that “the performance review will review the CEO’s Position Description and key performance indicators through the Personal Evaluation System”.

1.3.2 The Position Description forms Schedule One of the Employment Agreement.

2. CONSULTATION / COMMUNICATION

2.1 Internal

2.1.1 No internal communication or consultation has occurred.

2.2 External

2.2.1 Hender Consulting conducted the survey of Elected members and collated the results of the Performance Appraisal survey.

3. REPORT

3.1 The final Key Performance Indicators Report forms Attachment 1.

3.2 It should be noted that the business transformation response to COVID-19 was not captured as part of the Key Performance Indicators and has been delivered along with the Key Performance Indicators noted in Section 1.2.3 of this report.

3.3 Hender Consulting have collated the Performance Review Survey results and Andrew Reed from Hender Consulting will be in attendance at the CEO Review Committee to discuss the results.

3.4 The role of the Chief Executive Officer has remained unchanged therefore no change is proposed for the Position Description which forms Attachment 2.

3.5 A report will be provided to the CEO Review Committee in August 2020 to detail draft Key Performance Indicators for 2020/2021, for discussion and agreement. This will include Key Performance Indicators documented at the CEO Review Committee on 15 April 2020.

4. CONCLUSION / PROPOSAL

4.1 Having considered the report setting out the results of the CEO Review Survey, the status report of Key Performance Indicators provided, the CEO Review Committee needs to make a decision as to the overall performance rating for the CEO.

- 4.2 The overall performance rating should be aligned to the rating definitions set out in the Employment Agreement. Refer Paragraph 1.2.11.

CO-ORDINATION

Officer:

Date:

STATUS UPDATE ATTACHMENT 1

| PROSPEROUS CITY | Q3 Update (April 2020) | Q4 Update (July 2020) |
|---|---|---|
| Indicators | | |
| Business Friendly Council : | | |
| Sample Survey completed with targetted businesses | Survey results are: Overall Satisfaction with Polaris services YTD – 97% Net Promoter Score YTD – 78.3 | Survey results are: Overall Satisfaction with Polaris services YTD – 98% Net Promoter Score YTD – 78.3 |
| Value of Development Applications Appproved | \$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. | \$208,197,658 of development applications have been approved in the 2019-20 financial year. This compares to \$178,981,607 for 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. | Polaris Centre provided information and advice to 174 intenders and early stage businesses during the 2019-20 financial year. |
| Projects & Initiatives | | |
| 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. | Final City Plan endorsed by Council at the June 2020 meeting, incorporating City-wide dashboard and Corporate Indicators. |
| 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 progamming 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. | Financial close out now anticipated by end of Defects Liability Period in November 2020 due to on-going discussions with the principal contractor. Community response and visitation has been very positive since opening, and progamming continues to evolve as familiarity with the potential of the Hub evolves, noting the significant interruption caused by COVID-19. Tenders for demolition of 12 James Street and construction of new parking have closed and are under assessment, with work expected to commence in mid-late August 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. | A report was presented to Works and Services Committee in April 2020, with regard to the detailed findings that are in line with the concept designs and general positive public support. Detailed design is underway, incorporating the elements from the Community Consultation. Further details and options surrounding the integration of a public toilet are to be brought back to Council in September. |
| 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. | Marketing program has been finalised and approved by Executive. The Expression of Interest period commenced on the 6/7/20 and closes on Monday 17/8/20. Further reports to Council following EOI assessment post August 2020. |
| | | |
| SUSTAINABLE CITY | Q3 Update (April 2020) | Q4 Update (July 2020) |
| Indicators | | |
| Waste: | | |
| % 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 | Council continues to work with various Major Contractors to utilise recyclables such as concrete, glass and non-recyclable plastics, in the Capital Works program, with a focus on inputs into roads and kerbing. In response to a recent resolution, a Council report is being prepared on the roll out of green bins to those properties which don't currently have them. |
| Adaptive to Climate Change: | | |

| | | |
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| % 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. | The results and the direction forward are being presented to Council shortly with a focus on the Street Tree Policy. Key findings are that the current Street Tree Renewal Program is reducing the reliance on a single family of trees and increasing diversity of species with a 10% change over the last 15 years, to more sustainable and appropriate species. Open space trees make up the vast majority of the City's canopy cover. Recently we were successful in securing State government funding to plant an additional 10,000 trees in the Little Para Corridor. |
| Open Space: | | |
| 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. | A report is being prepared for presentation to Council in August. With the introduction of the COVID-19 capital response there is a significant increase in the reconstruction and upgrade of Playspaces with the Playspace Policy now endorsed. We are working with the school at Andrew Smith Drive on improvements to the fencing around the school and council ovals. |
| • Verges | Verge maintenance trial with revised service levels successfully negotiated with providers and commenced February 2020. | Implemented changes and capturing data and end of each cut for review analysis Nov 2020 |
| • Illegal Dumping | Continuing to remove illegal dumping in a timely manner; Commencing CCTV trial for hot spot illegal dumping sites | Continuing to remove illegal dumping in a timely manner - 2,150 jobs for the period Jan-Jun with noticeable uplift during COVID-19 period; Commenced CCTV trial for hot spot illegal dumping sites with findings to be brought back to Council in December 2020. |
| Water: | | |
| Volume and quality of stormwater captured/reused | Captured 1,291ML (100ML greater than last year YTD) Used 1,970ML (39ML above budget) | Captured 2,392ML (150ML less than last financial year) Reused 2,340ML (125ML below budget predictions) |
| Energy: | | |
| 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 | New electricity contracts being introduced with a continued focus on the reduction of the cost of electricity and consumption to Council owned 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. A new electricity contract, independent of other Councils and LGA commenced during the year realising accrued savings in the order of \$200k for the full year. |
| 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. | Council continues to reirrigate existing sites, and irrigate new reserves. The 10 identified sites have now been completed with the next tranche of reserve irrigation upgrades to be implemented once winter is completed. |
| Projects & Initiatives | | |
| 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. | A draft framework for the update of the Sustainability Strategy has been developed and included in the City Plan. 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. |

| | | |
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| <p>• Climate Adaption</p> | <p>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.</p> <p>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.</p> | <p>There are 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 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 with a focus on industrial areas.</p> <p>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. It is noted that increasing the diversity of tree species also reduces the possibility of major failure of the urban forest should Climate Change increase pest influence on particular species. Council's approval of the 10,000 tree forest will also assist in the cooling of the City as a whole.</p> <p>Council continues to implement its major flood mitigation program, and a range of works to reduce creek bank scouring and erosion in key areas. Council has also been working on the revised Stormwater Management Plan for Dry Creek and the escarpment dams, which are taking into account the revised Australian Rainfall and Runoff, based on the new assessment of climate conditions, particularly the increase in storm intensities, to confirm that our existing stormwater network is capable of meeting future needs for the community. As part of the Watercourse Management Plan, Council has been installing more resilient erosion control, moving away from Gabion structures and moving towards more natural creek design with a focus on appropriate planting, both in line creeks and within detention systems.</p> |
| <p>• Energy Strategy</p> | <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> | <p>The business case for the replacement of the current street lights to LEDs has been approved with major environmental benefits to the City with a large reduction in the associated carbon footprint. The initiative is expected to reduce costs of this service by about \$800k pa. Negotiations with SAPN are currently underway with respect to the tariffs and project implementation.</p> |
| <p>• Waste Strategy</p> | <p>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.</p> <p>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.</p> <p>Education of schools and the general public on different waste streams and use of bins continues.</p> | <p>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.</p> <p>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.</p> <p>Education of schools and the general public on different waste streams and use of bins continues. A report is being prepared regarding the business cases with respect to bin sizing and the introduction of Green waste bins across all residences.</p> |
| <p>Contribute to the identification of new waste management models for Salisbury, through NAWMA</p> | <p>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)</p> | <p>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)</p> |

| | Q3 Update (April 2020) | Q4 Update (July 2020) |
|--|--|--|
| LIVABLE CITY | | |
| Indicators | | |
| City Pride | | |
| 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"> - Quality public space, recreational and cultural – facilities - Participation in sporting, cultural and leisure activities - Building opportunities of employment opportunities and resources - Providing opportunities to assist building capacity of people to participate - Supporting, promoting and developing opportunities for residents to access volunteering and employment opportunities - Promote sustainable living, environmental awareness and participation - Events that connect communities - Implement Intercultural Strategic Plan | The next Survey will be conducted in October 2020. |
| City Safety | | |
| 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"> - General reduction in crime rates and anti-social behaviours - Active participation in community safety initiatives - Provide quality safety information through various mediums - Safety is supported through COS programs/initiatives and inclusive of all | The next Survey will be conducted in October 2020. A trial of portable CCTV cameras is underway and community Safety Strategy endorsed. |
| Housing Affordability | | |
| % of Affordable Housing via Strategic Property Development | Developments to date have delivered above target 15% | Council endorsed the 'Affordable and Community Housing Policy – Development of Surplus Council Owned Land' at its May 2020 meeting. |
| Projects & Initiatives | | |
| 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. | Construction will be scheduled for October. |
| 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. | The building has been completed and handed over, 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, with current spike in COVID-19 cases in Victoria this is still to be determined, with the resources coming from here. |
| 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 | Community consultation plan to inform design delayed due to COVID-19 restrictions but is now underway. Revised plan and strategy has been developed by staff with the formation of the PCG (Project Control Group). Design work is progressing with architect appointed and project team established; Negotiated release of lease with FFSA has been completed and working with Salisbury United on improving the quality of the pitches. Design Concept - completed by end of August. Still under consideration in light of new City Plan adopted in June 2020. |
| 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 | The Formal Recreation category principles and structure has also been endorsed by Council with a further report on more detail on functionality to be provided later this year. Community Facilities, and Economic destination categories and Links Areas of the Place Activation Strategy to come later in the year. |
| 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. | Council has appointed WPS to prepare a Brief for the Transport Study focused on the East West Links, expect to meet with DPTI Transport Planning Director in July regarding the Brief. |
| • 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. | Survey is completed and concept planning through an external consultant for integrated design footpaths and stormwater. Project upgrade scheduled for January 2021 - March 2021. |
| • Kings Road | In discussions with DPTI. | A report is being prepared for Council regarding the extension of the footpath through Louisa along sections of Kings Road, through the service roads, to Whites Road. |
| • Bolivar Road | In discussions with DPTI around the future use of the Bolivar road/Northern Connector interchange. | In discussions with DPTI around the future use of the Bolivar road/Northern Connector interchange, with negotiations to commence regarding future use of land west of Port Wakefield Road and stormwater management. |
| 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. | Draft implementation plan developed and due to be considered by Council in July 2020. |
| ENABLING EXCELLENCE | Q3 Update (April 2020) | Q4 Update (July 2020) |
| Indicators | | |
| Living our Values | | |
| Staff perception survey | N/A | Values to be formally rolled out by September 2020 followed by Quarterly Pulse survey. |
| Staff Safety | | |
| Lost Time Injury Frequency Rate (LTIFR) | 8.4 | 6.3 |
| Financial Sustainability | | |
| • Operating Surplus Ratio | Under review due to COVID-19 | Budget 2.8% / Fcst 1.32% |
| • Net Financial Liabilities Ratio | Under review due to COVID-19 | Budget 35.20% / Fcst 37.01% |
| • Asset Sustainability Ratio | Under review due to COVID-19 | Budget 100% / Fcst 100% |
| Community Experience | | |
| CRM 10 Day Response | 77.7% have been completed and closed within 10 days | 75.1% have been completed and closed within 10 days. |
| • All responses | 94.4% closed/responded within 10 day target | 95% closed/responded within 10 day target. |
| • Elected Member CRMs | Awaiting advice | Since the implementation of the correspondence process for responding to EMs' emails and other correspondence, complaints about lack of response or unduly delayed responses have significantly diminished. The Manager Governance is actively monitoring response times. |
| Projects & Initiatives | | |
| 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 | The approach to managing the Covid-19 implications by identifying operating expenditure savings has been a priority. The focus beyond COVID-19 is on working with NAWMA on alternate waste strategies and the circular economy to maximise opportunities. Further consideration of expansion of Salisbury Water opportunities will also continue to be explored. |
| Digital Strategy endorsed by 30 June 2020 | On track | Due to COVID-19 work required to ensure the technology can support the organisation in continuing to deliver the required services this project is behind schedule with a revised date of December 2020. |
| Identify & implement legislative changes resulting from State Local Government Reform and Productivity Commission enquiry | Awaiting redrafting on Local Government Bill by State Government | Revised Local Government Bill introduced into Parliament in June 2020. Elected Member workshop scheduled for July 2020. |
| COVID-19 Business Transformation | | Ongoing: - March 2020-December 2020 - Budget reform at 0% rates - Business Reform - Operations and Services |



CITY OF SALISBURY
CHIEF EXECUTIVE OFFICER
JOB & PERSON SPECIFICATION
JULY 2019



JOB SPECIFICATION

POSITION: CHIEF EXECUTIVE OFFICER
REPORTS TO: MAYOR AND ELECTED COUNCIL
EMPLOYMENT STATUS: FIXED TERM CONTRACT (5 YEARS)

Broad scope

The Chief Executive Officer (CEO) is responsible to the Council for providing leadership in implementing Council strategies, policies and decisions, managing the various functions and activities of the City, overseeing finances, assets, human resources, communications and major projects.

Prime responsibilities

- ensuring that all Council policies and decisions are implemented and reasonable action is taken in a timely and effective manner to meet the statutory requirements of relevant legislation and agreed policies of Council;
- ensuring that the Council's human, physical and financial resources are effectively managed and services are provided efficiently and in a manner which meets customer needs and Council requirements;
- assisting and advising the Mayor/Councillors in developing initiatives for the community benefit;
- working effectively with the Mayor/Councillors to promote Council and its activities to the broader community in a positive manner;
- working closely with the Council and Senior Management Team to craft, communicate and implement the overall strategic and business plans for the organisation;
- providing long term strategic advice in relation to development of the Northern Region and specifically, City of Salisbury in both the development of the community and the organisation.

Key result areas

- leadership & strategic planning;
 - human resource management;
 - financial & asset management;
 - operations management & major projects;
 - stakeholder management, customer service & communication;
 - advice to & relationship with Council.
-



JOB SPECIFICATION

Leadership & strategic planning

- performing the pivotal leadership role for the Council administration;
- working closely with Council to ensure strategic plans are prepared and implemented;
- effectively communicating the Council vision and strategy to all key stakeholders;
- ensuring Annual Business Plans are completed and communicated on time;
- preparing long term asset management and financial management plan to ensure Council sustainability;
- effectively consulting ratepayers and other key private and public stakeholders in the development of strategic and business plans;
- maintaining a continuous review of the Council's progress in attaining the Objectives and Strategies of the Corporate Plan.

Human resource management

- leading, developing, motivating and managing the human resources of the organisation;
- regularly reviewing the organisational structure to ensure it is flexible and appropriate;
- ensuring recruitment is undertaken in line with contemporary and equal opportunity principles and practices;
- ensuring retention and attraction strategies are activated to position Council as an "employer of choice";
- ensuring professional development and training opportunities, programs, records and policies are in place;
- as the responsible Officer, taking reasonable steps to ensure Council complies with all its obligations under the Occupational Health, Safety and Welfare Regulations 1995 and associated legislation to ensure a safe and positive working environment;
- ensuring contemporary performance management procedures are in place and adhered to;
- regularly reviewing remuneration and conditions for senior management and ensuring they conduct similar reviews for their teams to increase retention rates;
- monitoring and proactively managing staff turnover;
- creating and maintaining a positive, constructive and productive staff culture in line with the Human Synergistics or comparable framework;
- working closely with the People & Culture Department and other stakeholders to ensure a positive and productive industrial relations environment.



JOB SPECIFICATION

Financial & asset management

- ensuring annual and long term financial plans are prepared, monitored and controlled;
- completing the annual budgeting process in close consultation with the Finance Department and Senior Management Team;
- ensuring close monitoring and controlling of budgets following variance analysis to ensure sound fiscal management;
- ensuring Council is provided with timely and accurate financial reports to aid key decision making;
- ensuring the financial systems architecture, systems and processes are sound and that technology is effectively utilised;
- ensuring long term asset management plans are in place and closely monitored;
- ensuring strong and well researched business cases are prepared to support major projects;
- ensuring cash flow is monitored and controlled;
- ensuring the collection and security of revenues and efficient utilisation of Council funds and assets;
- ensuring all commercial activities of the Council have clearly defined financial goals (including rate of return on assets) are in line with stated community service obligations;
- ensuring the efficient and effective management and monitoring of the Council's operating revenue and expenditure.

Operations management & major projects

- ensuring improved productivity and quality by regular reviewing existing policies, authorities, controls, workplace agreements, delegations and systems;
- proactively championing and developing a strong customer service focus for the organisation;
- ensuring all of the residents of Salisbury are treated as its customers and that their best interests are reasonably served at all times;
- providing an overview of the various operational areas of Council and reporting to Council and its committees on a regular and formal basis regarding the progress of the Council's operations;
- monitoring and responding to customer satisfaction resulting from regular surveys of the community to determine their perceptions on a range of activities in which the Council is providing service;
- maintaining the quality of overall project management eg. waste management projects and other inter Council co-operation and resource sharing initiatives;



JOB SPECIFICATION

Operations management & major projects (cont.)

- ensuring major projects are completed in line with time and budgetary constraints and project status regularly monitored and communicated;
- improving performance of the Council by proactively embracing best practice and continuous improvement initiatives;
- managing the Council's resources and operations in an efficient and effective manner including the development and maintenance of a "contestability" philosophy in regard to both internal and external service provision;
- enhancing the Council's systems and technology consistent with the agreed strategic direction of the Council.

Stakeholder management & communication

- liaising with community organisations, business groups and regional interests as necessary for the achievement of Council's objectives;
- responding and initiating as required in regard to local and metropolitan media;
- ensuring positive relationships are established with local media including The Messenger, The Advertiser and various electronic media;
- providing input to any Commonwealth, State or Local Government initiatives affecting the City;
- effectively liaising with local government authorities, the Local Government Association and other government authorities and agencies;
- ensuring community consultation programs are conducted, analysed and incorporated in the strategic planning process;
- represent the Council at appropriate events to maintain and if necessary enhance the Council's public profile within the community and amongst stakeholders;
- ensuring Council activities and initiatives are appropriately promoted and communicated;
- addressing public meetings in a positive and effective manner;
- establishing and maintaining quality relationships with local business leaders, educational institutions, community service providers, governmental agencies, individual residents and other customers;
- promptly and diligently responding to requests for service and advice from employees and community;



JOB SPECIFICATION

Advice to & relationship with Council

- developing and maintaining a positive and collaborative working relationship with the Mayor/Councillors;
- ensuring a high degree of satisfaction with Council members in relation to support, guidance, service quality and accuracy of information, recommendations and related matters provided by the CEO and SMT;
- ensuring Council are provided with a suite of reports that indicate the status, success and effectiveness of all operations and major projects;
- ensure that the Council's statutory and governance obligations are met in a timely and effective manner;
- ensuring Elected Members are provided with appropriate professional development opportunities and services;
- ensuring that effective communication and working relationships exist between the Councillors and the Administration, including attending meetings and regular and effective communication processes.



PERSON SPECIFICATION

Qualifications

- tertiary and post graduate qualifications in an appropriate discipline are highly desirable;
- there is an expectation of ongoing external training, while on-the-job, to ensure an up-to-date knowledge of all relevant legislation and professional fields of responsibility, and to maintain and develop relevant professional administrative management skills will be provided.

Experience & knowledge

- it is anticipated that the successful candidate will have gained extensive experience in the management of multi-functioned service organisation, together with extensive experience in the supervision and management of strategy staff, assets and finances
- the appointee should ideally have a sound knowledge in the following areas :-
 - Local Government Act;
 - Local Government operations;
 - data based, spreadsheet and project management applications;
 - inter-Governmental techniques;
 - policy development techniques;
 - meeting procedures;
 - industrial relations and dealing with unions;
 - Occupational Health Welfare and Safety legislation.

Personal qualities

- excellent written and verbal communication skills;
- high levels of strategic, political and commercial acumen;
- excellent negotiation skills;
- good analytical skills;
- proficiency at public speaking;
- ability to chair and control meetings;
- excellent interpersonal skills;
- self starting and highly motivated;
- strong legislative and documentation interpretation skills;
- excellent skills in problem solving;



PERSON SPECIFICATION

Personal qualities (cont.)

- excellent team building and leadership skills;
- warmth, empathy and good humour;
- chameleon skills to effectively communicate with a wide range of stakeholders from diverse backgrounds;
- strong ethics and professionalism in all matters;
- initiative and innovative approach;
- truth telling skills ie. ability to deliver difficult messages;
- ability to manage conflict;
- capacity to mentor and develop strong performers;
- capacity to manage performance;
- vision combined with strategic thinking and planning skills;
- diplomatic but with a strong personality;
- demonstrated energy and passion for service to a community;
- ability to earn respect of others;
- ability to establish trust and empower staff;
- demonstrated capacity for delegation;
- preparedness to be hands on if required;
- ability to demonstrate a professional outlook and presentation style;
- ability to be a positive influence on the organisation;

| | |
|------------------------|--|
| ITEM | 8.1.3 |
| | CEO REVIEW COMMITTEE |
| DATE | 14 July 2020 |
| HEADING | Annual Review of CEO Total Remuneration 2019/2020 |
| AUTHOR | Gail Page, General Manager Community and Organisational Development, Community Development |
| CITY PLAN LINKS | 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. |
| SUMMARY | This report provides details of the 2019/2020 CEO Remuneration Review. |

RECOMMENDATION

1. The CEO Review Committee accept the Chief Executive Officer's request to forgo a remuneration increase in 2020, in recognition of the impact of COVID-19 on the Salisbury community.
2. *[In accordance with Clause 13 of the Employment Agreement and the delegation of authority granted by Council to the CEO Review Committee, that no amendment to the CEO Total Remuneration be made, in accordance with Recommendation 1 of this report]*

ATTACHMENTS

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

1. Hender Consulting Chief Executive Officer Remuneration Advice

1. BACKGROUND

1.1. Council has delegated to the CEO Review Committee the power to:

- By agreement with the CEO, appoint an independent advisor to assist with the CEO performance appraisal process; and
- Determine any amendments to the CEO's employment arrangements and incentive payments as provided for within the contract of employment.

1.2 Annual Review of the Total Remuneration

1.2.1 Clause 13 of the CEO Employment Agreement indicates:

"13.1 The Remuneration Package shall be reviewed annually and within one month of the performance review set out in Clause 12. Any change to the Remuneration Package will take effect from the anniversary of the Commencement Date.

13.2 The review of the Remuneration Package, which will be conducted by an appropriate external agent, will take into account an assessment of

performance based upon the following:

13.2.1 *The agreed criteria upon which the CEO's performance is assessed in accordance with the Personal Evaluation System; and*

13.2.2 *Movements in the Consumer Price Index as issued by the Australian Bureau of Statistics.*

13.3 *Notwithstanding Clause 13.2, the parties acknowledge that, in undertaking any review of the Remuneration Package, the CEO shall not be entitled as a right to an annual increase of the Remuneration Package."*

1.2.2 The Remuneration Package is currently comprised of Total Remuneration (base salary only) and Employer Superannuation contributions.

1.2.3 Sub-Clause 9.6 of the CEO Employment Agreement provides for the review of the CEO's Total Remuneration:

"The CEO's Total Remuneration will be reviewed annually. The CEO is not, as a right, entitled to an increase to the annual base salary each year."

1.2.4 Any change to the Remuneration Package should be presented as an amendment to Total Remuneration (base salary excluding Superannuation).

1.2.5 A report regarding the Personal Evaluation System has been provided to the CEO Review Committee under a separate Item.

2. CONSULTATION / COMMUNICATION

2.1 Internal

2.1.1 The Chief Executive Officer has been consulted and has requested to Hender Consulting that he forgo a remuneration increase in 2020, in recognition of the impact of COVID-19 on the Salisbury Community.

2.2 External

2.2.1 Andrew Reed from Hender Consulting has been appointed as the appropriate external agent to conduct a review of the Remuneration Package.

3. REPORT

3.1 Andrew Reed from Hender Consulting will be in attendance at the CEO Review Committee to provide advice in relation to CEO Remuneration and market conditions.

4. CONCLUSION / PROPOSAL

4.1 Council has delegated authority to the CEO Review Committee to determine any amendments to the CEO's employment arrangements and incentive payments as provided for within the contract of employment.

4.2 In consideration of the CEO Performance Review and the Remuneration Advice, the CEO Review Committee needs to determine whether any amendment to Total

Remuneration is warranted. This decision would be reported to Council for information.

- 4.3 The Committee can accept the Chief Executive Officer's request to forgo a remuneration increase in 2020, in recognition of the impact of COVID-19 on the Salisbury community. The proposed wording for that recommendation is as follows:

In accordance with Clause 13 of the Employment Agreement and the delegation of authority granted by Council to the CEO Review Committee, that no amendment to the CEO Total Remuneration be made, in accordance with Recommendation 1 of this report.

CO-ORDINATION

Officer:

Date:



CITY OF SALISBURY

**CHIEF EXECUTIVE OFFICER
REMUNERATION ADVICE**

JUNE 2020



1. Process Methodology

To obtain the information necessary to establish appropriate remuneration benchmarks for this position, we researched several comparable entities to determine salary packages for comparable positions. We also reviewed recent positions filled by our organisation (and recent individuals interviewed) as a further indication of current market rates. All participants were assured of their anonymity (where the information is not public knowledge) and the confidentiality of the process. In return for their contribution to the process, we may contact the participating organisations and individuals after the completion of this assignment to provide them with *limited verbal* feedback of the results. No specific remuneration data for your incumbent or others in the survey will be released to any party outside Hender Consulting under any circumstance.

The City of Salisbury is unique in terms of the members, structure, turnover and staff. The organisations researched are therefore different in at least one of these factors. We have, however, endeavoured to allow for these differences and have adjusted our recommendations accordingly.

Nonetheless, care must be taken when using these figures as universal benchmarks as recent packages negotiated have, at times, reflected a variety of circumstances such as the successful candidature by internal candidates, appointment of candidates with no local government experience to the sector and the necessity to pay premiums to attract interstate or overseas candidates.

Roles such as this also have a unique “stakeholder management” responsibility which commands a certain remuneration premium.

2. Factors Influencing Remuneration Levels

Salary packages across comparable roles are determined by factors (in no particular order) such as:

- relevant qualifications;
- senior management experience;
- relevant industry experience;
- length of time in the role;
- management and budgetary responsibilities;
- financial performance and asset base of the organisation;
- demonstrated leadership capabilities;
- scope and complexity of responsibilities;
- head hunter activity in and outside the sector;
- contribution to strategic direction;
- difficulty and cost to replace;
- current market rates;
- succession planning;
- achievement of individual performance criteria set by the Board/Council;
- amount of organisation specific intellectual property controlled by the individual;
- the risk factor in the projects under management;
- internal pay relativities;
- degree of public accountability;
- personal profile of the individual;
- technical skill shortages and other demographics in the Adelaide market;
- remuneration relativities with the eastern states and WA;



- the existence of retention and attraction bonuses on offer for comparable positions;
- the timing of the salary review in the contract or tenure cycle of the incumbent;
- any bonus or at risk component;
- socio-economic outcomes demonstrated;
- increasing public scrutiny of executive remuneration in the currently economic climate.

We believe greater weight should be given to a number of the above factors than any “national industry data” which will not have been adjusted for differentials in cost of living etc. That is, we recommend caution with using raw industry association data because it is indeed raw data and lacks the contextual adjustments. The above factors have been considered in relation to our recommendations and are built around true context rather than being based on data alone.

Of the organisations and individuals researched, all have salary packages that include a cash component and the compulsory superannuation contribution. A motor vehicle with full private use and maximum salary sacrifice benefits is also often provided.

Additional benefits vary from organisation to organisation and include the payment of business expense accounts, club and association memberships, overseas travel and seminar attendance, study assistance and sabbaticals. Tools of trade such as mobile telephones and laptop computers along with remote access and internet cost reimbursement are also commonly provided. These benefits are often standard as part of genuine executive packages and have therefore been excluded from the calculations as a *given*. It is important to note that senior executives are increasingly viewing remote access and reimbursement of broadband expenses as a *normal* condition and central to their work/life balance objectives. It is also important to consider which party is paying the FBT attached to such non-financial benefits.



3. CPI and Real Wage Movements

To illustrate the Headline CPI movements (year ended) over the last few years and to illustrate the importance of careful consideration of inflationary factors, we have included the recent results below:

| <i>Year Ended</i> | | <i>Australia</i> | <i>Adelaide</i> |
|-------------------|----|------------------|-----------------|
| March | 16 | 1.3% | 0.7% |
| June | 16 | 1.0% | 0.7% |
| September | 16 | 1.3% | 1.2% |
| December | 16 | 1.5% | 1.3% |
| March | 17 | 2.1% | 2.0% |
| June | 17 | 1.9% | 1.6% |
| September | 17 | 1.8% | 1.8% |
| December | 17 | 1.9% | 2.3% |
| March | 18 | 1.9% | 2.3% |
| June | 18 | 2.1% | 2.7% |
| September | 18 | 1.9% | 1.8% |
| December | 18 | 1.8% | 1.6% |
| March | 19 | 1.3% | 1.3% |
| June | 19 | 1.6% | 1.4% |
| September | 19 | 1.7% | 1.9% |
| December | 19 | 1.8% | 2.1% |
| March | 20 | 2.2% | 2.4% |

Economic softness associated with general national and global conditions and the COVID crisis has created one of the most conservative remuneration environments in recent history.

4. Findings & Recommendations

We understand the current composition of John's package is:

| | |
|--------------------------------------|----------------------------|
| Salary cash component | \$312,680.18 |
| <i>Total Remuneration</i> | <u>\$312,680.18</u> |
| Actual Superannuation Cost (9.5%) | \$29,704.61 |
| Total Employment package | <u>\$342,384.79</u> |

In 2013 John negotiated an additional 5 days leave in lieu of a remuneration increase. This naturally reduced the ongoing base on which future percentage rises are based. John currently receives an annual leave entitlement of 25 days per year and a minor benefit toward professional fees of up to \$1,000.

John's performance has again been assessed to be consistently strong over multiple years and this year's results suggesting that he continues to perform extremely well against performance accountabilities reaffirms this perspective. Current benchmarking indicates his current package remains below that for a number of comparable roles in the sector. However, John has advised



Hender Consulting that he has elected to forgo a remuneration increase in 2020, in recognition of the impact of COVID-19 on the Salisbury Community.

It is important to note that John has received very minimal remuneration increases in recent years. This has ranged from 0% to 4% on or around relatively low inflation rates.

| Year | Remuneration Review |
|------|--|
| 2012 | 4% increase (Total Employment Cost) |
| 2013 | No increase, additional one week annual leave |
| 2014 | 2% increase (Total Employment Cost) |
| 2015 | Total Employment Package increase to \$320,000 (increase 3.185%) |
| 2016 | 1.5% increase to Total Remuneration |
| 2017 | 2.1% increase to Total Remuneration |
| 2018 | 2.2% increase to Total Remuneration |
| 2019 | 1.3% increase (and alteration to superannuation from 9.8% to 9.5%) |

There is no evidence of excessive increments in John's tenure considering he is now one of the most established and proven performers in the sector.



5. Genuine Flexibility and Other Movements

We continue to see evidence of senior candidates rating genuine flexibility as a more important factor than remuneration. We advise that the organisation offers every flexible condition possible to ensure that, where remuneration is comparable, this creates a competitive edge. Do not hesitate to contact us if you wish to discuss this advice further or if you would like some input (at no additional consulting fee) regarding remuneration decisions.

Should you have any queries relating to any aspects of this report, please do not hesitate to contact me.

Assuring you of our objective, independent and considered advice.

With kind regards and thanks for the opportunity to facilitate this important process.

Andrew Reed
General Manager

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