



## **AGENDA**

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

**15 SEPTEMBER 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 14 July 2020.

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**REPORTS**

*Administration*

8.0.1 Future Reports for the CEO Review Committee..... 7

*Reports*

8.1.1 CEO Performance Evaluation - Proposed Personal Evaluation System for  
FY2020/2021 ..... 9

**CLOSE**



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

**14 JULY 2020**

**MEMBERS PRESENT**

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

**OBSERVERS**

Cr L Braun  
Cr M Blackmore  
Mr Andrew Reed, Hender Consulting

**STAFF**

Chief Executive Officer, Mr J Harry  
General Manager Community and Org. Development, Ms G Page

The meeting commenced at 6.30 pm

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

**APOLOGIES**

Nil

**PRESENTATION OF MINUTES**

Moved Cr J Woodman  
Seconded Cr D Proleta

The Minutes of the CEO Review Committee Meeting held on 12 May  
2020, be taken and read as confirmed.

**CARRIED**

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**REPORTS**

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

Moved Cr C Buchanan  
Seconded Cr J Woodman

1. The information be received.

**CARRIED**

**8.1.2 CEO Personal Evaluation System FY2019/2020**

Moved Cr C Buchanan  
Seconded Cr S Reardon

That, in accordance with Section 90(3)(a) of the Local Government Act 1999, the meeting move into confidence to enable members to receive, from the external consultant, advice and information the disclosure of which would involve unreasonable disclosure concerning the personal affairs of the CEO, and that any members of the public present be requested to leave the room.

**CARRIED**

There were no members of the public present.

The meeting moved into confidence at 6.33 pm.

Discussion ensued and verbal advice was provided to members.

The meeting moved out of confidence at 6.40 pm.

Discussion continued on the matter before the Chair.

Moved Cr C Buchanan  
Seconded Cr J Woodman

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 5” 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.

**CARRIED**

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**8.1.3 Annual Review of CEO Total Remuneration 2019/2020**

Moved Cr C Buchanan  
Seconded Cr D Proleta

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.

**CARRIED**

The meeting closed at 6.44 pm.

CHAIRMAN.....

DATE.....



<b>ITEM</b>	8.0.1
	<b>CEO REVIEW COMMITTEE</b>
<b>DATE</b>	15 September 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>	4.2 We deliver quality outcomes that meet the needs of our community
<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>	8.1.1
	<b>CEO REVIEW COMMITTEE</b>
<b>DATE</b>	15 September 2020
<b>HEADING</b>	CEO Performance Evaluation - Proposed Personal Evaluation System for FY2020/2021
<b>AUTHOR</b>	Gail Page, General Manager Community and Org. Development, Community & Org. Development
<b>CITY PLAN LINKS</b>	4.1 Members of our community receive an exceptional experience when interacting with Council 4.3 The City of Salisbury is recognised as a great place to work 4.4 We plan effectively to address community needs and identify new opportunities
<b>SUMMARY</b>	In accordance with the CEO Employment Agreement, this report provides details of the proposed Personal Evaluation System for FY2020/2021.

#### **RECOMMENDATION**

1. Information be received.
2. The Personal Evaluation System to apply to the CEO for the FY2020/2021 review period, comprising a Performance Appraisal Survey and Key Performance Indicators (both documents attached) be endorsed.
3. Andrew Reed from Hender Consulting is further engaged as Independent Advisor to the CEO Review Committee.

#### **ATTACHMENTS**

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

1. CEO Performance Appraisal Survey - Draft
2. CEO Key Performance Indicators - Draft

#### **1. BACKGROUND**

- 1.1 The CEO Employment Agreement provides that *“a performance review in accordance with the Personal Evaluation System will occur in May of each year”*. The Agreement further provides that the Personal Evaluation System must be reviewed and, if necessary, amended by agreement within two months after each performance review.
- 1.2 Clause 12.2 of the CEO Employment Agreement indicates *“The CEO performance review shall be conducted by a Committee appointed by the Council (the Committee)”*
- 1.3 The Agreement also indicates the Committee may appoint at least one person who is qualified to assist in the performance review and who is acceptable to the CEO.

- 1.4 Clause 12.4 indicates the Committee will assess the CEO's performance by reference to the Personal Evaluation System measured against the CEO's Duties as outlined in the Agreement, Position Description and any other factors considered relevant by the Committee. The Committee will evaluate the extent to which the CEO has discharged the CEO's goals, objectives, responsibilities and Duties outlined in Schedule 1 of the Agreement (The Job and Person Specification provided in the report to the CEO Review Committee on 14 July 2020, Item 8.1.2.)
- 1.5 The Personal Evaluation System for the previous nine review periods has comprised a set of agreed Key Performance Indicators and a Performance Appraisal Survey.
- 1.6 It should be noted the Key Performance Indicators for FY2020/2021 are provided in the context of the new City Plan 2035.
- 1.7 They have also been developed based on the feedback from the CEO Review Committee to incorporate only initiatives of major intent by Council.
- 1.8 The development of the Key Performance Indicators has included the consideration of items noted by the CEO Review Committee meeting on 15 April 2020 to be included for FY202/21, noted below:  
*“(a) Revised financial sustainability indicators, factoring in the impact of Council decisions in response to COVID-19  
(b) COVID-19 Recovery Plan – progressive implementation over the next two years.  
(c) Expression of Interest process for Salisbury Oval (subject to Council resolution in April 2020)  
(d) Review of Property, Buildings and land developments as per Item IBDSC-OB1 at Innovation & Business Development Sub Committee (10 March 2020) – completion September 2020.”*
- 1.9 All other matters are reported as part of the quarterly reports relating to budget and other matters.

## **1. CITY PLAN CRITICAL ACTION**

- 1.1 Continue to develop the capability of our people to deliver transformative projects, innovate and engage with the community.

## **2. CONSULTATION / COMMUNICATION**

### **2.1 Internal**

- 2.1.1 The Executive group has been consulted in relation to Key Performance Indicators for FY2020/2021.

## **3. REPORT**

### **3.1 Key Performance Indicators**

- 3.1.1 The proposed CEO Key Performance Indicators for the FY2020/2021 period are attached to this report. The Key Performance Indicators have been revised in line with feedback from the CEO Review Committee and review of the City Plan 2035.

- 3.1.2 The CEO Review Committee is asked to consider the proposed Key Performance Indicators with a view to confirming them.
- 3.2 Performance Appraisal Survey
- 3.2.1 The CEO Performance Appraisal Survey has been conducted since 2012, with variation to the content along the way as requested by the CEO Review Committee.
- 3.2.2 The Survey provides for longitudinal survey results for the Chief Executive Officer in relation to:
- Key Result Areas (based on CEO Position Description)
  - Corporate and Community Values
  - Stop, Start, Continue commentary
- 3.2.3 14 of 15 Elected Members participated in the Performance Appraisal Survey in 2019/2020.
- 3.2.4 This is a confidential survey which allows Elected Members to rate the performance of the CEO in relation to the key elements identified in 3.2.2.
- 3.3 Independent Advisor
- 3.3.1 The CEO Employment Agreement indicates “The Committee may appoint at least one person who is qualified to assist it in the performance review and who is acceptable to the CEO, but such person shall not be a member of the Council, Committee or an employee of the Council.”
- 3.3.2 The CEO was appointed in May 2011 and Hender Consulting was appointed on a year-by-year basis as the Independent Advisor for 2011/2012 and 2012/2013. Andrew Reed was the Consultant who conducted this work.
- 3.3.3 In April 2013, the Manager Governance received an exemption from the procurement process for the consulting support to the CEO Review Committee for the remainder of the term of the CEO Employment Agreement. Hender Consulting was appointed in 2013 for the balance of the term of the CEO Employment Agreement, which was due to expire on May 2016.
- 3.3.4 The CEO Review Committee on 19 April 2016 endorsed “*Hender Consulting is appointed as the Independent Advisor to the CEO Review Committee for the remainder of the term of the CEO Employment Agreement.*”
- 3.3.5 Andrew Reed from Hender Consulting has supported the CEO Review Committee with the CEO Review process over the past nine years, and were engaged to do so until September 2020.
- 3.3.6 Specifically, Hender Consulting confidentially administer the Performance Appraisal Survey, undertake remuneration benchmarking and have provided recommendations to the CEO Review Committee in relation to any changes to the CEO employment package.

3.3.7 A proposal has been requested from Hender Consulting to further provide this service. A fee of \$9,000 per annum is proposed. The service includes:

- Develop / modify and distribute a confidential Performance Appraisal survey to the nominated Council members and other stakeholders if relevant;
- Monitor response rate and once surveys have been returned, offer meetings or telephone interviews for further clarity with the participants as required;
- Analyse results and provide a report to the CEO Review Committee;
- Research relevant CEO salaries from a range of sectors to establish remuneration benchmarking;
- Prepare a report including remuneration advice; and
- Attend the CEO Review Committee as required to discuss Performance Appraisal Survey Report & Remuneration Review Report.

#### **4. CONCLUSION / PROPOSAL**

- 4.1 A review of the Personal Evaluation System is required following each performance review process. To support the completion of this review, proposed draft Key Performance Indicators have been developed for consideration by the CEO Review Committee.
- 4.2 It is proposed that the CEO Performance Appraisal Survey remain unchanged.
- 4.3 It is proposed that Andrew Reed from Hender Consulting is engaged for a further 12 month period as Independent Advisor, pending any outcome in relation to CEO Performance Review and Remuneration Review that may arise from the *Statutes Amendment (Local Government Review) Bill 2020*.
- 4.4 A Key Performance Indicator Status report will be provided at the end of the December quarter.

#### **CO-ORDINATION**

Officer:

Date:



**CEO PERFORMANCE APPRAISAL 2021**

**Confidential Survey – For completion by Elected Members**

*Please refer to the CEO Key Organisational Performance Indicators to inform your ratings*

HENDER  
CONSULTING  
HUMAN  
RESOURCE  
SERVICES  
LEVEL 5  
81 FLINDERS ST  
ADELAIDE SA 500  
www.hender.com.  
TELEPHONE  
08 8100 8888  
FACSIMILE  
08 8100 8800

Name: \_\_\_\_\_

*Note: all responses will be anonymous and your identity will not be linked to any comments or feedback in reports.*

In preparation for your 1:1 feedback meeting with Hender Consulting, please take the time to read the survey questions below and consider your feedback relating to the CEO’s performance and effectiveness against each of the key performance themes and executive behaviours indicated.

You may wish to record your own notes and ratings in the feedback response sections for each section and bring this along to the feedback meeting.

Should you have any questions regarding the process please do not hesitate to contact:

Andrew Reed  
General Manager, Hender Consulting  
(08) 8100 8836  
andrew.reed@hender.com.au



**Rating Scale:**

U	1	2	3	4	5	6
Unable to assess	Serious concerns (Unsatisfactory)	Minor concerns	Satisfactory	Good	Very Good	Excellent

KEY RESULT AREAS (KRAs)	RATING
Please rate the CEO overall for each KRA <i>and also</i> in regard to the extent to which he demonstrates the executive behaviours below each KRA	
<b>KRA 1 - LEADERSHIP AND STRATEGIC PLANNING</b> – Effectively performs the pivotal leadership role for the Council administration, and works closely with Council to ensure strategic plans are prepared and implemented.	
1.1 Demonstrates leadership and vision	
1.2 Makes the tough decisions where necessary rather than choosing the popular option	
1.3 Thinks and acts strategically	
1.4 Demonstrates versatility, proactivity and flexibility in finding innovative solutions to problems, including strategic business opportunities within risk framework	
<b>KRA 2 - PEOPLE</b> – Leads, develops, motivates and manages the human resources of the organisation, ensuring a positive and constructive culture.	
2.1 Adopts a collaborative management style	
2.2 Treats all colleagues professionally and with dignity and respect (e.g. common courtesies such as please and thankyou)	
2.3 Seeks and is receptive to other points of view	
2.4 Can deliver difficult messages and/or bad news effectively	
2.5 Remains calm and resilient at all times despite pressures	
2.6 Is approachable and available. That is, to my knowledge, spends sufficient time with relevant team members	
2.7 Delegates appropriate tasks to subordinates and empowers them to succeed	
2.8 Acknowledges and recognises others’ skills, abilities and achievements	

City of Salisbury  
CEO Performance Appraisal 2020

1	2	3	4	5	6	U
Serious concerns	Minor concerns	Satisfactory	Good	Very Good	Excellent	Unable to assess

KEY RESULT AREAS (KRAs)	RATING
Please rate the CEO overall for each KRA <i>and also</i> in regard to the extent to which he demonstrates the executive behaviours below each KRA	
2.9 Demonstrates effective performance management skills	
2.10 Maintains a healthy work/leisure balance	
2.11 Motivates and encourages others	
2.12 Is reflective of own performance and takes corrective action	
2.13 Utilises warmth, compassion and good humour to achieve positive workplace outcomes	
<b>KRA 3 - FINANCIAL &amp; ASSET MANAGEMENT SUSTAINABILITY</b> – Ensures annual and long term financial plans are prepared, monitored and controlled, and long term asset management plans are in place and closely monitored. Ensures appropriate commercial decision making via valid business cases.	
3.1 Exercises sound judgement and makes decisions that are based on reasoned and well researched information	
3.2 Demonstrates well developed commercial acumen in line with non financial corporate objectives	
<b>KRA 4 - OPERATIONS MANAGEMENT AND MAJOR PROJECTS</b> – Ensures improved productivity and quality of operations, and major projects are completed in line with time and budgetary constraints, with project status regularly monitored and communicated.	
4.1 Sets clear and reasonable tasks and deadlines and supports staff in the achievement thereof	
4.2 Demonstrates a capacity to address multi-faceted business decisions and service delivery	
4.3 Focuses on outcomes rather than overly dwelling on processes and procedures	

City of Salisbury  
CEO Performance Appraisal 2020

1	2	3	4	5	6	U
Serious concerns	Minor concerns	Satisfactory	Good	Very Good	Excellent	Unable to assess

KEY RESULT AREAS (KRAs)	RATING
Please rate the CEO overall for each KRA <i>and also</i> in regard to the extent to which he demonstrates the executive behaviours below each KRA	
<b>KRA 5 - STAKEHOLDER MANAGEMENT, CUSTOMER SERVICE AND COMMUNICATION</b> – Effectively liaises and communicates with customers, ratepayers, community organisations, business groups and other relevant stakeholders as necessary for the achievement of Council’s objectives.	
5.1 Demonstrates effective communication skills	
5.2 Is able to establish immediate credibility and rapport with internal and external stakeholders to facilitate outcomes. That is, possesses genuine presence, confidence and assuredness	
5.3 Has the capacity to effectively negotiate beneficial outcomes for the organisation without compromising stakeholder relationships	
<b>ADVICE TO AND RELATIONSHIP WITH COUNCIL</b> – Develops and maintains a positive working relationship with Council, and ensures that Council is provided with relevant information that indicates the status, success and effectiveness of all operations of the organisation.	
6.1 Maintains confidentiality at all times	
6.2 Demonstrates well developed political acumen whilst maintaining probity and transparency	
6.3 Demonstrates integrity and high ethical standards	
<b>Additional comments</b>	

City of Salisbury  
CEO Performance Appraisal 2020

1	2	3	4	5	6	U
Serious concerns	Minor concerns	Satisfactory	Good	Very Good	Excellent	Unable to assess



CITY OF SALISBURY VALUES	Do you see these values displayed by the CEO? Yes / No
<p><b>RESPECTFUL</b>                      Create a sense of belonging and pride in the Salisbury community                      Respect Individual differences                      Speak up when you don't feel respected, or are not being treated respectfully                      Look after the wellbeing of our community, ourselves and those around us</p>	
<p><b>ACCOUNTABLE</b>                      Take personal ownership and follow through                      Deliver on what we say we will do                      Believe that the Community comes first                      Speak up when it is important</p>	
<p><b>COLLABORATIVE</b>                      Work together, committed to a common purpose                      Openly share information                      Find ways to connect people for better outcomes</p>	
<p><b>HELPFUL</b>                      Listen and we focus on what we <u>can</u> do                      Create new futures and look for opportunities                      Make a positive difference</p>	
<p><b>Please provide comments to support your observations of the CEO's demonstration of the above values:</b></p>	

City of Salisbury  
 CEO Performance Appraisal 2020

1	2	3	4	5	6	U
Serious concerns	Minor concerns	Satisfactory	Good	Very Good	Excellent	Unable to assess

<b>STOP, START, CONTINUE</b>	
<i>Please use this section of the survey to identify things you would like the CEO to Stop, Start or Continue.</i>	
<b>STOP</b>	
<b>START</b>	
<b>CONTINUE</b>	

**END OF SURVEY – THANK YOU FOR PARTICIPATING IN THIS IMPORTANT PROCESS**

## CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS - DRAFT

**A WELCOMING AND LIVEABLE CITY****INDICATORS:**

- Proportion of households within 500 metres of open space
- Community satisfaction with recreational areas
- Community perception of safety
- Proportion of affordable dwellings provided through Council's strategic property development program

**PROJECTS & INITIATIVES**

- Upgrade community hub at Burton
- Provide at least 15% affordable housing through Council's development projects
- Implement the regional public health plan and wellbeing agenda
- Develop a place activation strategy
- Update the 'City Pride' strategy
- Salisbury Oval Development – St Jays site EOI

**SUSTAINABLE CITY****INDICATORS:**

- Reduction in CO2 emissions from Council owned street lights
- Percentage of total spend on recycled materials used in Council's capital projects
- Proportion of waste diverted from landfill
- Energy consumption by Council facilities
- Volume of stormwater collected

**PROJECTS & INITIATIVES**

- Replace all Council owned street lights with energy-efficient lighting
- Use recycled or re-used materials where possible in construction and maintenance programs
- Review Council's sustainability strategy to include waste and energy management, cooler suburbs, biodiversity and water
- Investment in programs that reduce waste to landfill such as incentives to increase recycling and 'circular economy' initiatives

**A GROWING CITY THAT CREATES NEW OPPORTUNITIES****INDICATORS**

- Number of individual businesses receiving advice and information through the Polaris Centre
- Business satisfaction of interactions with Council
- Development assessment timeframes
- Value of development on surplus land parcels released by Council

**PROJECTS & INITIATIVES**

- Enhance the Salisbury City Centre by upgrading Church and John Streets and attracting investment by the private sector into surplus Council sites
- Deliver a residential development program by using surplus Council land
- Develop a structure plan for the land west of Port Wakefield Road to open up new development opportunities while preserving the existing character of Globe Derby and St Kilda
- Develop guidelines and policies to improve the quality of infill development, starting with Ingle Farm
- Improvements to east-west roads including increasing the capacity and safety of Kings Road and Waterloo Corner Rd, duplication and extension of Elder Smith Road and road/rail grade separation of Park Terrace and Kings Road
- Appropriate and well planned development of the Dry Creek Salt Fields (Progress towards)
- Edinburgh Parks to be business ready as a modern industrial area with efficient freight routes to the Northern Connector, fast digital connectivity and access to alternative energy sources and recycled water.

**INNOVATION AND BUSINESS DEVELOPMENT****INDICATORS**

- CRMs responded to within 10 days
- Customer satisfaction with services delivered by Council measured via regular surveys/focus groups and bi-annual community survey
- Proportion of procurement made locally
- Financial ratios in City Scorecard
  - Operational surplus rates - .05% to <5.0%
  - Net Financial Liability Rate </70%
  - Asset Sustainability Ration 90-110%
- Progressive Council consideration and delivery of COVID-19 budget initiatives within 2 years
- Living our values – Pulse Staff Perception Surveys
- Safety (lost time injury frequency rate <5)
- OCI Organisational Effectiveness Survey outcomes
- Quality of work – Capital Works Program/major initiatives are assessed post implementation/delivery

**PROJECTS & INITIATIVES**

- Implement a change plan so Council provides an exceptional community experience, delivers quality outcomes and is a great place to work
- Upgrade Council's Operations Centre at Cross Keys Road to support business transformation
- Deliver Council's COVID-19 response package
- Develop a digital strategy and framework to implement technology-based initiatives to improve the management of the City
- Develop deeper and more effective relationships with government agencies and other organisations to progress the priorities identified in the City Plan and its supporting strategies.
- Review of Property and Buildings and Strategic Property