



## **AGENDA**

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

**12 JULY 2021 AT 6:30 PM**

**IN WITTBER & DR RUBY DAVY ROOMS, SALISBURY COMMUNITY HUB,  
34 CHURCH STREET, SALISBURY**

### **MEMBERS**

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

### **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 April 2021.

### **REPORTS**

#### *Administration*

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

#### *Reports*

9.1.1 Annual Review of CEO Total Remuneration 2020/2021 ..... 9

9.1.2 CEO Personal Evaluation System FY2020/2021 ..... 19

### **OTHER BUSINESS**

### **CLOSE**





**MINUTES OF CEO REVIEW COMMITTEE MEETING HELD IN LITTLE PARA  
ROOM, SALISBURY COMMUNITY HUB, 34 CHURCH STREET, SALISBURY ON**

**12 APRIL 2021**

**MEMBERS PRESENT**

Mayor G Aldridge (Chairman)  
Deputy Mayor, Cr C Buchanan (Deputy Chairman)  
Cr D Proleta  
Cr S Reardon (*from 5.10 pm*)  
Cr J Woodman

**OBSERVERS**

Cr L Braun

**STAFF**

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

The meeting commenced at 5.04 pm.

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

**APOLOGIES**

No Apologies were received.

**LEAVE OF ABSENCE**

Nil

**PRESENTATION OF MINUTES**

Moved Cr D Proleta  
Seconded Cr J Woodman

The Minutes of the CEO Review Committee Meeting held on  
10 March 2021, be taken as read and confirmed.

**CARRIED**

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## REPORTS

### *Administration*

#### **9.0.1 Future Reports for the CEO Review Committee**

Moved Cr J Woodman

Seconded Cr D Proleta

1. The information be received.

**CARRIED**

### *Reports*

#### **9.1.1 CEO Annual Performance Review Process FY2020/2021**

Moved Cr C Buchanan

Seconded Cr D Proleta

1. The Performance Appraisal Survey be distributed electronically to Elected Members on 17 May 2021, to be completed by 7 June 2021.
2. Hender Consulting will offer interviews with each Elected Member during the period 17 May 2021 to 7 June 2021.
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 2021, at which time the Committee determine the overall rating for the CEO Personal Evaluation System for 2020/2021.
4. The Hender Consulting Remuneration Advice Report be provided to the CEO Review Committee in July 2021, 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**

#### **9.1.2 CEO Key Performance Indicator Status Update**

Moved Cr C Buchanan

Seconded Cr J Woodman

1. Information be received.
2. Progress towards achievement of the 2020/2021 Key Performance Indicators be noted and endorsed.

**CARRIED**

## General Discussion on CEO Key Performance Indicators Status Update

Moved Cr C Buchanan  
Seconded Cr J Woodman

1. *Pursuant to Section 90(2) and (3)(a) of the Local Government Act 1999, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:*
  - *it relates to information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).*
2. *In weighing up the factors related to disclosure,*
  - *disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations*
  - *Non-disclosure would protect information related to the employment terms of the Chief Executive Officer*

*On that basis the public's interest is best served by not disclosing the **CEO Key Performance Indicator Status Update** item and discussion at this point in time.*
3. *Pursuant to Section 90(2) of the Local Government Act 1999 it is recommended the Council orders that all members of the public, except staff of the City of Salisbury on duty in attendance, be excluded from attendance at the meeting for this Agenda Item.*

**CARRIED**

The meeting moved into confidence at 5.07 pm.

*All present remained for the duration of the confidential discussions.*

*There were no Motions moved or decisions made for recording in the Minutes. Accordingly, there are no separate confidential Minutes*

The meeting moved out of confidence at 5.21 pm.

## OTHER BUSINESS

Nil

The meeting closed at 5.23 pm.

CHAIRMAN.....

DATE.....



<b>ITEM</b>	9.0.1
	<b>CEO REVIEW COMMITTEE</b>
<b>DATE</b>	12 July 2021
<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. CONSULTATION / COMMUNICATION**

- 2.1 Internal
  - 2.1.1 Report authors and General Managers.
- 2.2 External
  - 2.2.1 Nil.

### 3. REPORT

- 3.1 The following table outlines the reports to be presented to the CEO Review Committee as a result of a Council resolution:

Meeting Item	- Heading and Resolution	Officer
27/04/2021	<b>CEO Annual Performance Review Process FY2020/2021</b>	Gail Page
6.4.2-SPDSC3	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 2021, at which time the Committee determine the overall rating for the CEO Personal Evaluation System for 2020/2021.	
<b>Due:</b>	July 2021	

### 4. CONCLUSION / PROPOSAL

- 4.1 Future reports for the CEO Review Committee have been reviewed and are presented to Council for noting.

### CO-ORDINATION

Officer: Executive Group GMCOD  
 Date: 01/07/2021



<b>ITEM</b>	9.1.1
	<b>CEO REVIEW COMMITTEE</b>
<b>DATE</b>	12 July 2021
<b>HEADING</b>	Annual Review of CEO Total Remuneration 2020/2021
<b>AUTHOR</b>	Gail Page, General Manager Community and Org. Development, Community & Org. Development
<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.
<b>SUMMARY</b>	This report provides details of the 2020/2021 CEO Remuneration Review.

## **RECOMMENDATION**

1. *[In accordance with Clause 13 of the Employment Agreement and the delegation of authority granted by Council to the CEO Review Committee, an amendment to the CEO Total Remuneration be made, with that amendment being [insert details]to apply from the 2021 anniversary of the CEO Commencement Date (effective 9 May 2021)].*

## **ATTACHMENTS**

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

1. CEO Remuneration Advice - Hender Consulting

### **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 No internal consultation has occurred.

### **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 If the Committee determines an amendment is warranted, 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, an amendment to the CEO Total Remuneration be made, with that amendment being [insert details] to apply from the 2021 anniversary of the CEO Commencement Date (effective 9 May 2021).*

**CO-ORDINATION**

Officer:

Date:





**CITY OF SALISBURY**

**CHIEF EXECUTIVE OFFICER  
REMUNERATION ADVICE**

**JUNE 2021**



## 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;
- continued executive remuneration conservatism due to the economic effects of COPVID 19.

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*.



### 3. CPI and Real Wage Movements

#### Extract CPI and Real Wage Movements

For additional context, the following information with regard to the CPI is supplied.

Inflation rates for the last few years have remained stable and within or even below the Reserve Bank of Australia (RBA) target band of 2-3% p.a. Senior executive salaries historically rise at a higher rate than for lower positions and thus annual incremental changes of above CPI were very common until recent years. The well documented economic slowdowns and recent COVID-19 crisis suggest continued low inflation dynamics.

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

Year Ended		CPI Australia	CPI Adelaide
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%
June	20	-0.3%	0.8%
September	20	0.7%	1.0%
December	20	0.9%	1.0%
March	21	1.1%	1.2%

A low inflation/low wage growth environment is expected to continue particularly due to the influence of the COVID-19 pandemic.

Most EBAs are falling in the band below 2%, but conversely, the minimum wage decision of 2.5% last week has possible future ramifications regarding a return of 2-3% increments in the medium term.

It should be noted that any increases above the listed figures are technically real increases. However, strong performance by incumbents and difficulty to replace factors do provide support for higher increments.





#### 4. Findings & Recommendations

We understand the current composition of John's package is \$342,385 and he took no increase in 2020. This includes the following components:

Salary cash component      \$312,680.00

**Total Remuneration      \$312,680.00**

Actual Superannuation Cost      \$29,704.60

Total Employment Package      \$342,384.60

John's performance has again been assessed to be consistently strong over multiple years and this year's excellent 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. 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%)
2020	No increase due to COVID

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

With all of the above context, remuneration increments for senior executives in publicly funded and accountable entities are very conservative at present, and rarely exceed 2%. We therefore recommend no more than 2% and urge Council to consider aligning any increment with the current general staff EBA



#### 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

Direct line: (08) 8100 8836

Email: [andrew.reed@hender.com.au](mailto:andrew.reed@hender.com.au)

<b>ITEM</b>	9.1.2
	<b>CEO REVIEW COMMITTEE</b>
<b>DATE</b>	12 July 2021
<b>HEADING</b>	CEO Personal Evaluation System FY2020/2021
<b>AUTHOR</b>	Gail Page, General Manager Community and Org. Development, Community & Org. Development
<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 details of the CEO Personal Evaluation System for 2020/2021

**RECOMMENDATION**

1. It be acknowledged that the CEO has, to the satisfaction of CEO Review Committee:
  - delivered the requirements of his position;
  - successfully achieved 2020/21 Key Performance Indicators;
  - for the tenth 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 1 to this Report, remains unchanged.

**ATTACHMENTS**

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

1. CEO Position Description
2. CEO KPI Document
3. Indicator Report

**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 September 2020, the CEO Review Committee agreed the Personal Evaluation System to apply to the CEO for the 2020/2021 review period, comprising CEO Performance Appraisal Survey, which remained unchanged; and Key Organisational Performance Indicators (as per Attachment to Item 8.1.1 CEO Review Committee Meeting on 15 September 2020), with the inclusion of Community Housing within the Welcoming and Liveable City, and localised upgrading of Waterloo Corner and Kings Road within the Growing City Direction.
- 1.2.4 In March 2021, the Key Performance Indicators were again updated to include:  
*“Work undertaken in relation to Kings Road and Waterloo Corner Road, as directed by Council, to incorporate concept design for public safety improvements at the intersection of Waterloo Corner Road with Kensington Way, Barton Crescent and Springbank Boulevard.”*
- 1.2.5 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.
- 1.2.6 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).
- 1.2.7 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 2020/2021.
- 1.2.8 The Agreement requires a written report is compiled with respect to the performance review and a copy provided to the CEO.
- 1.2.9 Hender Consulting distributed a copy of the endorsed Performance Appraisal Survey to all Elected Members for completion by 7 June 2021. At the close off of submissions 12 of the 15 surveys distributed to Elected Members were received. These responses form the basis of the survey results.

- 1.2.10 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
- 1.2.11 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).
- 1.2.12 The CEO received a Rating 5 in 2019/2020 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 2.
- 3.2 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.
- 3.3 The role of the Chief Executive Officer has remained unchanged therefore no change is proposed for the Position Description which forms Attachment 1.

## **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 1.2.10.

## **CO-ORDINATION**

Officer:

Date:





**CITY OF SALISBURY**  
**CHIEF EXECUTIVE OFFICER**  
**JOB & PERSON SPECIFICATION**  
**JULY 2021**



## 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;

## A WELCOMING AND LIVEABLE CITY



### PROJECTS & INITIATIVES

- **Upgrade Community Hub at Burton**
  - Consultation with Burton Community Centre Management Committee in relation to concept design completed in March 2021.
  - On 29 June 2021 the Burton Community Hub PCG signed off on 60% design in line with the existing budget.
  - Design development phase due to be completed by end of July 2021.
  - Construction due to be completed by 30 June 2022 and commissioning in July 2022.
- **Provide at least 15% affordable housing through Council's development projects, incorporating community housing.**
  - 4 properties settled in the 2020/21 financial year that were below the State Government's affordability price points.
  - Concept plan developed for Walkleys Road Phase 2 community engagement and presented to March Strategic Property Committee, incorporating housing affordability target for Walkley's Road Corridor. Phase 2 engagement undertaken, refined concept based upon consultation outcomes to be considered at July 2021 SPDSC meeting, seeking direction on next steps (concept endorsement, business case preparation, road closure/community land revocation, next phase community engagement)
  - Discussions have commenced with community housing and builder partners regarding the incorporation of affordable and community housing within the Lake Windemere development – status report to July 2021 SPDSC meeting.
- **Implement the regional public health plan and wellbeing agenda.**
  - Council continues to implement actions in its current Regional Public Health Plan and is commencing the process of developing its second regional public health plan.
- **Develop a place activation strategy.**
  - Place activation for both economic development and recreational services completed (PAS) – as considered/endorsed by Council.
  - Community Facilities (Formal Recreation) Plan (Place Activation Plan) presented at the Elected Member Workshop in February 2021, and PAS Policy adopted by Council in May 2021.
  - Informal recreation criteria signed off and budget to accelerate updated playground and play spaces are in place.
  - Formal Linkages Report will be submitted to Council in coming months.

- **Update the 'City Pride' strategy**
  - Consultant has been engaged to complete the first stage of the review – August 2021.
- **Salisbury Oval Development – St Jays site EOI**
  - EOI placed in the market in February and closed at end of March 2021.
  - Preferred respondent selected by Council at April 2021 meeting – negotiations progressing, as reported to July SPDSC meeting.
  - The inclusive playground alongside Brown Terrace is under construction and will be completed by July 2021.
- **School Traffic Management Framework**
  - Endorsed by Council.
  - Completed projects are listed below:
    - Tyndale School, Salisbury East
    - Paralowie R12, Paralowie
    - Parafield Gardens Schools, Parafield Gardens
  - Projects currently under construction are listed below:
    - Salisbury High School, Salisbury North
  - Projects scheduled to be undertaken in the July School holidays are listed below:
    - Mawson Lakes Primary School, Mawson Lakes
  - Projects scheduled to be undertaken in the October School Holidays are listed below:
    - The Pines Primary School, Parafield Gardens
    - Ingle Farm Primary School, Ingle Farm
  - A second set of priority schools have been approved by Council to be delivered in 2021/2022 with most of the works to be delivered over the Christmas School Holidays.
  - Part of the COVID-19 budget used to accelerate this work.



## SUSTAINABLE CITY



### PROJECTS & INITIATIVES

- **Replace all Council owned street lights with energy-efficient lighting**
  - Procurement contract endorsed February 2021.
  - Contracts have been signed for the purchase and installation of 10,000 LEDs. It is expected that the installations will occur from August to December 2021.
  - Negotiations have been completed with SAPN on Tariff Charges and reported to Council in June 2021. Further report requested by Council.
- **Use recycled or re-used materials where possible in construction and maintenance programs.**
  - Glass recycled stock pile being used as part of the pilot program and rollout and inclusion in council footpaths of the order of 23k tonnes.
  - All civil projects, where possible, reuse/recycle onsite materials including the reuse of asphalt (rap).
  - New specifications for the Reseal Program are being finalised and will be used for future procurement, commencing mid 2021.
  - Major renewal projects that have been completed using recycled materials include Fairbanks Drive, Diment Road and Wright Road.
  - Council, as part of the Northern Connector Project has secured surplus land for the sorting and processing of waste material from the Capital Works Program, which would have otherwise been sent to landfill.
- **Review Council's sustainability strategy to include waste and energy management, cooler suburbs, biodiversity and water.**
  - Climate Risk Governance Audit undertaken with the purpose of identifying appropriate governance frameworks to drive environmental sustainability from the perspective of managing the impacts of climate change through adaption and mitigation strategies.
  - To be incorporated within the Council Risk Register for higher profile.
  - The Energy Plan framework was presented to Informal Strategy in April with the formal documentation being finalised by September 2021 with 2 primary foci – Carbon reduction & energy cost reduction
  - Sustainability framework and directions agenda discussed at April Informal Strategy prior to coming formally to Council to seek endorsement to consult publicly – Report to August Council of draft Strategy.
- **Investment in programs that reduce waste to landfill such as incentives to increase recycling and 'circular economy' initiatives.**

- Special purpose review team established to assess concept viability of alternative waste management facilities – Council Report June 2021.
- Council initiative to expand green bin collection in 2021/22 budget – Endorsed by Council June 2021.
- Rollout of kitchen caddies to residents to commence 1 July 2021.
- Council has resolved to rollout green bins across the City over the next 5 years for residents who request one.

## A GROWING CITY THAT CREATES NEW OPPORTUNITIES



### PROJECTS & INITIATIVES

- **Enhance the Salisbury City Centre by upgrading Church and John Streets and attracting investment by the private sector into surplus Council sites**
  - Community engagement on final design to occur August 2021.
  - Conversations with Salisbury Business Association have commenced.
  - Construction to commence October/November 2021.
  - Informal Strategy 5 July 2021 Council decision approving consultation July 2021.
- **Deliver a residential development program by using surplus Council land**
  - Completed sale of land at Hoyle Green consisting of 13 sites (Average price point \$200k). Update report to July SPDSC meeting.
  - Negotiation on Boardwalk outstanding allotments being finalised with developer/builder outcomes being sought. Update report to July SPDSC meeting.
  - Due diligence and concept feasibility studies are progressing on priority sites identified in the Strategic Land Review Short Term Action Plan. Community engagement plan for the priority sites being finalised for consideration at SPDSC in August 2021.
  - Site investigations at Lake Windemere are progressing including undertaking an Expression of Interest seeking housing product and partnership opportunities identified in the Affordable Housing Implementation Plan. Update report to July SPDSC meeting.
  - Phases 1 and 2 of the community engagement strategy on the Walkleys Road corridor have been completed. The Walkley's Road Concept Plan prepared for the Phase 2 consultation was presented to Council in March 2021. Refined concept based upon Phase 2 engagement outcomes to be considered at July 2021 SPDSC meeting, seeking direction on next steps (concept endorsement, business case preparation, road closure/community land revocation, next phase community engagement)
- **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**
  - Draft Structure Plan prepared and discussed at Elected Member Workshop in February 2021.
  - This Structure Plan has been discussed with Government and Opposition Parties as part of a Council's advocacy program to brief local State Members and Dept of Mines and Energy in relation to St Kilda Mangroves.

- Liaison with various State Government Departments such as DEW, DEM and EPA regarding the area are continuing.
- A project team has been created and discussions have commenced with State Government.
- Concept Development Opportunity for Mangroves/St Kilda endorsed by Council March 2021 titled "North Western Sustainable Precincts Plan".
- **Develop guidelines and policies to improve the quality of infill development, starting with Ingle Farm.**
  - The need for improved infill development policy was included in Council's response to the Planning and Design Code.
  - Advice provided to State Government on its proposed Design Review Process/Service.
  - Free internal design review process established for developers, including those seeking to undertake infill development.
  - Infill guidelines for narrow frontage homes and verge reinstatement developed and have been made available to the public.
  - Initial work being shaped by Walkley's Rd strategic property development – SPSC July 2021.
  - Ingle Farm Neighbourhood Improvement Plan was presented to Council Informal Strategy in October 2020.
- **Improvements to east-west roads including duplication, increasing the capacity and safety of Kings Road and Waterloo Corner Rd west of Burton, duplication and extension of Elder Smith Road and road/rail grade separation of Park Terrace and Kings Road.**
- **Work undertaken in relation to Kings Road and Waterloo Corner Road, as directed by Council, to incorporate concept design for public safety improvements at the intersection of Waterloo Corner Road with Kensington Way, Barton Crescent and Springbank Boulevard.**
  - Implementation of Council decision to do concept design and cost estimates of Kings and Waterloo Corner Roads from Salisbury Highway to Burton Road to Port Wakefield Road respectively by end of June 2021.
  - Concept design and cost estimates to be presented to Council in July 2021.
  - Planning brief prepared for transport requirements including East/West connectivity and presented to DIT in a formal meeting.
- **Appropriate and well planned development of the Dry Creek Salt Fields (Progress towards).**
  - Discussions held with the land owners of the Dry Creek Salt Fields. Owners have indicated that it is unlikely they will progress with urban development in the

immediate future. On hold pending further contact from/discussions with the land owner and Renewal SA

- **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.**
  - Continue potential expansion of recycled water and alternate energy to support ongoing development, particularly food processing industries.
  - Initial agreement with DTI officers to partner in North West Sector road network analysis in June 2021.

## INNOVATION AND BUSINESS DEVELOPMENT



### PROJECTS & INITIATIVES

- **Implement a change plan so Council provides an exceptional community experience, delivers quality outcomes and is a great place to work**
  - The Senior Leadership Development program was completed June 2021, with a number of projects to be implemented over the coming months.
  - Planning is underway for the leadership program for next level leaders.
  - Culture & Effectiveness Survey workshops completed in May 2021 and Divisional Managers working on action plans for their area.
  - Exceptional Community Experience Phase 1 scoping was completed May 2021, with a further report to go back to Council in August 2021.
  - EM workshop on Exceptional Community Experience May 2021
- **Upgrade Council's Operations Centre at Cross Keys Road to support business transformation**
  - Contractor appointed May/June 2021.
  - Construction commence July 2021 – Complete before June 2022.
- **Deliver Council's COVID-19 response package**
  - Response package delivered successfully to community/business/sporting groups while maintaining business services and within zero budget rate increase during Covid-19.
  - As at the third quarter (March 2021) Council has spent \$25.5M (48%) in the northern region.
  - Key initiatives considered and delivered on – Operating Savings \$2.4m plus.
  - Incorporated increased levels of service - \$ verge, street landscape, and street cleaning services.
  - Review of Library Service levels and adoption of new hours.
  - Review of Golf Course ongoing operation and function.
  - Increased delivery program for capital works.
- **Develop a digital strategy and framework to implement technology-based initiatives to improve the management of the City**
  - Rollout of Smart Salisbury Digital Strategy as endorsed by Council and supported by capital bids for IT infrastructure in 2021/22.
  - Preparation for consulting with the community on the Smart Salisbury initiative has progressed and will ensure a close alignment of outcomes with the community's needs.

- Roll out of Smart Salisbury Governance framework progressing to ensure the outcomes of Smart Salisbury meet organisational needs and also enhance the integrity of our systems.
- **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.**
  - Collaboration with Technology Park companies and Renewal SA with the intent to construct better connectivity with Lot 14 and within the precinct itself. Roundtable of stakeholders held in February. Actions identified for follow-up with Renewal SA.
  - Development of cross Government, Local Government and Heads of Departments planning team for West of Pt Wakefield Rd, consequence of Buckland Dry Creek development and environmental management of mangrove sites. Planning on hold pending progression of Buckland/Dry Creek landowners decisions. A cross-agency working group has been established to address environmental management impacts on the mangroves (Dept Energy and Mining, Dept Environment and Water, EPA).
  - Ongoing discussions with northern economic leaders group, currently chaired by Franz Knoll, to enhance application of circular economy strategies for take up by local business. NEL progressing grant discussions with Green Industries SA to fund major circular economy event.
  - Advocacy Briefing Sessions with State Government and Opposition Members regarding strategic direction and priorities for City of Salisbury. 2 briefing sessions were held during the 2<sup>nd</sup> quarter.
  - Briefing meeting with MP Vickie Chapman.
- **Review of Property and Buildings and Strategic Property**
  - Completion of implementation of actions by 30 June 2021 – status report provided to Innovation and Business Development Sub-Committee and endorsed by Council in June 2021.





## A WELCOMING AND LIVEABLE CITY



### INDICATORS:

- Proportion of households within 500 metres of open space – with the exception of rural properties, all households are within 500 metres of open space.
- Community satisfaction with recreational areas - 3.6 out of 5 for Parks and Reserve Maintenance in 2020 Perception Survey.
- Community perception of safety – 3.6 out of 5 felt safe in the Council area.
- Proportion of affordable dwellings provided through Council's strategic property development program – 39% of dwellings over 6 projects.

## SUSTAINABLE CITY



### INDICATORS:

- Reduction in CO2 emissions from Council owned street lights – the replacement of our street lights to LEDs is currently underway which will result in a major reduction of CO2 emissions.
- Percentage of total spend on recycled materials used in Council's capital projects – approximately 25% recycling are used on road reseal projects. As at May 2021 14000kgs of recycled materials were used as part of pavement preservation. Recycling approximately 30 car tyres as part of the crack sealing program. 112m3 of recycling glass was used in approximately 2.5km of shared use paths and other paths are using similar treatments. The equivalent of 250,000 plastic bottles have been recycled and used in the reseal of some local streets.
- Proportion of waste diverted from landfill – 40% of our total waste has been diverted from landfill.
- Energy consumption by Council facilities – we are progressively reducing our reliance on grid energy through actions such as replacing electricity meters, more efficient flood lighting, installation of solar panels and installation of batteries.
- Volume of stormwater collected – 2000 million litres (2GL) selling 2.5G

## A GROWING CITY THAT CREATES NEW OPPORTUNITIES



## INDICATORS

- Number of individual businesses receiving advice and information through the Polaris Centre – For the 2020/21 financial year 716 unique businesses were provided with advice.
- Business satisfaction of interactions with Council – The average Polaris Centre client satisfaction for the financial year 2020/21 is 96%, and the Net Promoter Score is 84.1.
- Development assessment timeframes

## Average number of days

ApplicationStatusName Development Category	Development Approval Granted		Total	
	Number of DA	Average days	Number of DA	Average days
Accepted	101	7.28	101	7.28
Deemed to Satisfy	37	8.27	37	8.27
Other	6	6.50	6	6.50
Performance Assessed	173	9.20	173	9.20
<b>Total</b>	<b>317</b>	<b>8.43</b>	<b>317</b>	<b>8.43</b>

- Pre-planning reforms, first quarter of 2021, assessment timeframes under the former Development Act were as follows:
  - Schedule 1A – 2 days
  - Schedule 4 – Complying – 5 days
  - Merit (Category 1 – no public notification) – 4 days;
  - Merit (Category 2 – restricted public notification) – 37 days;
  - Merit (Category 3 – public notification) – 30 days.

**Note: with the change in legislation on 19 March 2021, the Development Act data pre 19/3/21 and the Planning Development and Infrastructure Act data post 19/3/21 are not directly comparable.**

- Value of development on surplus land parcels released by Council – Development applications lodged during 2020/21 for 11 dwellings was \$2,449,626 over two projects.

## INNOVATION AND BUSINESS DEVELOPMENT



### INDICATORS

- CRMs responded to within 10 days - 93% - rolling 12 months as at 31 May 2021.
- Customer satisfaction with services delivered by Council measured via regular surveys/focus groups and bi-annual community survey – 3.7 out of 5 Overall Satisfaction with services from the 2020 Community Perception Survey.
- Proportion of procurement made locally – 48% or \$25.5M out of \$52.7M.
- Financial ratios in City Scorecard
  - Operational surplus rates - .05% to <5.0% - 3rd Quarter Revised Budget of 0.99% compared to 1.14% original Budget.
  - Net Financial Liability Rate </70% - 3<sup>rd</sup> Quarter Revised Budget of 52.03% compared to 54.35% Original Budget
  - Asset Sustainability Ratio 90-110% - 3<sup>rd</sup> Quarter Revised Budget of 126% compared to 122%
- Progressive Council consideration and delivery of COVID-19 budget initiatives within 2 years
- Living our values – Pulse Staff Perception Surveys
- Culture & Effectiveness survey feedback sessions completed by end of May, follow-up pulse survey including Values under development.
- Safety (lost time injury frequency rate <5 was 1.4 at 30 June 2021)
- OCI Organisational Effectiveness Survey outcomes
- Culture and Effectiveness survey outcomes have been captured in the Organisational Development plan and include programs for greater employee involvement in improvement ideas, Diversity & Inclusion Plan, promotion of success stories, Living the Values Program and New Intranet.
- Quality of work – Capital Works Program/major initiatives are assessed post implementation/delivery – Post implementation reviews are undertaken on selected key projects following their completion and this is currently part of an internal audit. During the year, a new capital delivery framework was implemented to improve our capital delivery process.