



AGENDA

FOR CEO REVIEW COMMITTEE MEETING TO BE HELD ON

13 SEPTEMBER 2021 AT 6.30 PM

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

MEMBERS

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

REQUIRED STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto

APOLOGIES

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the CEO Review Committee Meeting held on 12 July 2021.

REPORTS

Administration

9.0.1 Future Reports for the CEO Review Sub Committee
*(please note there are no forward reports as a result of a Council resolution
to be listed at this time)*

9.0.2 Local Government Reform CEO Remuneration Update 7

Reports

9.1.1 CEO Performance Evaluation - Proposed Personal Evaluation System for
FY2021/2022 15

OTHER BUSINESS

CLOSE



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

12 JULY 2021

MEMBERS PRESENT

Mayor G Aldridge (Chairman)
Deputy Mayor, Cr C Buchanan (Deputy Chairman) *(from 6.31 pm)*
Cr D Proleta
Cr S Reardon
Cr J Woodman

OBSERVERS

Cr S Ouk
Cr P Jensen
Mr Andrew Reed, Hender Consulting

STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto

The meeting commenced at 6:30 pm

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

APOLOGIES

Nil.

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
12 April 2021, be taken as read and confirmed.

CARRIED

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

The Chief Executive Officer, Mr J Harry left the meeting at 6.31 pm

Reports

9.1.1 Annual Review of CEO Total Remuneration 2020/2021

Moved Cr C Buchanan

Seconded Cr J Woodman

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 1.8% to apply from the 2021 anniversary of the CEO Commencement Date (effective 9 May 2021).

CARRIED

The Chief Executive Officer, Mr J Harry returned to the meeting 6:41 pm

9.1.2 CEO Personal Evaluation System FY2020/2021

Moved Cr C Buchanan

Seconded Cr D Proleta

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 of this matter will protect information concerning the personal affairs of the officer who is the subject of this report.*

*On that basis the public's interest is best served by not disclosing the **CEO Personal Evaluation System FY2020/2021** 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 6:42 pm.

9.1.2 CEO Personal Evaluation System FY2020/2021

Moved Cr C Buchanan
Seconded Cr S Reardon

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 5 as a result of the assessment of CEO Performance according to the Personal Evaluation Rating System.
2. The CEO Position Description as set out in Attachment 1 to this Report, remains unchanged.
3. Pursuant to Section 91(7) of the Local Government Act 1999, it is recommended that the discussion, the CEO Performance Appraisal Survey and the Performance Appraisal Report as referenced in this item (CEO Review 12/07/2021, Item No 9.1.2) will remain confidential and not available for public inspection until the conclusion of the Chief Executive Officer’s employment.
4. Pursuant to Section 91(9)(c) of the Local Government Act 1999, the power to revoke the order under Section 91(7)(a)&(b) prior to any review or as a result of any review is delegated to the Chief Executive Officer.

CARRIED

The meeting moved out of confidence at 6:51 pm

OTHER BUSINESS

Nil

The meeting closed at 6:52 pm.

CHAIRMAN.....

DATE.....

**INFORMATION
ONLY
ITEM**

9.0.2

CEO REVIEW COMMITTEE**DATE**

13 September 2021

HEADING

Local Government Reform CEO Remuneration Update

AUTHOR

John Harry, Chief Executive Officer, CEO and Governance

CITY PLAN LINKS

4.3 The City of Salisbury is recognised as a great place to work

SUMMARY

New arrangements for the CEO remuneration to be Gazetted on 16 September 2021 however existing CEO salaries are unaffected during their term of appointment.

RECOMMENDATIONThat Council:

1. Receives the information.

ATTACHMENTS

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

1. Information Sheet CEO Appointment Performance Review and Termination

1. BACKGROUND

- 1.1 The *Statutes Amendment (Local Government Reform) Bill 2020* (the Bill) represents the State Government's reform agenda for the Local Government sector.
- 1.2 According to the LGA, the Bill has a particular focus on leadership, governance and administration, and enhancing the value that councils provide to their communities.
- 1.3 This report deals with those matters relating to the CEO appointment, performance review and termination.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Manager Governance

3. REPORT

- 3.1 The new arrangements for the CEO Remuneration, specifically the insertion of the new Section 99A into the Local Government Act is expected to be Proclaimed by Gazette on 16 September 2021.
- 3.2 Section 99A requires Councils to remunerate their CEO within the salary bands determined by the Remuneration Tribunal of South Australia.

- 3.3 If Proclaimed these new arrangements will commence on 16 September 2021. In accordance with the transitional provision in Section 147 of the Review Act, existing CEO salaries are unaffected during their term of appointment.
- 3.4 In relation to the other matters of performance reviews, our current practices are in accord with the proposal. Noting that our existing practice of quarterly meetings to discuss/review performance and give guidance, provides for the opportunity of continuous review rather than at a minimum of once a year as per the provisions of the Act.

4. CONCLUSION / PROPOSAL

- 4.1 Following Proclamation, these new arrangements will be advised to the CEO Review Committee for consideration and subsequent implantation by the Administration.

CO-ORDINATION

Officer:

Date:



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CEO Appointment, Performance Review and Termination

This information sheet relates to the commencement of section 57, 58, 60 and 61 of the Statutes Amendment (Local Government Review) Act 2021 (the Review Act), amending/inserting sections 97, 98, 99A and 102A of the Local Government Act 1999. Based on information currently available, and consistent with previous advice from the Minister for Local Government, the new section 99A will commence on proclamation which is anticipated to be in September 2021. Remaining sections are expected to commence on 10 November 2021.

A number of changes have been made to sections of the *Local Government Act 1999* (the Local Government Act) relating to the appointment, performance review and termination of the Chief Executive Officer (CEO). These changes are summarised below and include the insertion of two new sections.

1. Section 97—Vacancy in office

Section 97 now provides that before terminating the appointment of a CEO (other than on grounds that he or she has been convicted of an indictable offence punishable by imprisonment, has become bankrupt, or has applied to take the benefit of a law for insolvent debtors) council must have regard to advice from a qualified independent person.

2. Section 98—Appointment procedures

Section 98 now provides that a council must ensure that *either or both* of the following apply to the process of appointing a CEO:

- (a) council appoints at least 1 person who is not a member or employee of council to the selection panel;
- (b) before making the appointment, council obtains and considers the advice of a qualified independent person on the assessment of applications and recommendations on the appointment.

Section 98 of the Act does not apply in circumstances involving the reappointment of a CEO following the completion of a term of office (s 98(6)).

3. Section 99A—Remuneration of chief executive officer

The new Section 99A, provides that the remuneration of a CEO will be determined by the council, subject to the minimum and maximum remuneration determination made by the Remuneration Tribunal SA (RTSA). Whilst this section is anticipated to commence in September 2021, councils will not need to comply with this requirement for new CEOs or CEOs who have completed a term of office and are being reappointed until the first determination has been made. In accordance with the transitional provision in Section 147 of the Review Act, existing CEO salaries are unaffected during their term of office.

At this stage there is limited information available regarding the process to be used by the RTSA. Preliminary discussions have suggested that the RTSA is likely to divide councils into salary bands, which would mirror the process currently used for determining council member allowances. The LGA will provide further information on CEO remuneration as it becomes available.

For further information contact the Governance Team

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4. Section 102A—Chief executive officer—performance review

New section 102A provides that a council must review the performance of its CEO at least once in each year and, if relevant, before reappointment. The council must obtain and consider the advice of a qualified independent person for the purposes of any review.

Importantly, whilst the conduct of a performance review process for the CEO is not new, it is now a legal obligation that it occur at least once per year.

5. Definition of qualified independent person

For each of the circumstances outlined above, the definition of a **qualified independent person** is a person who is:

- (a) not a member or employee of the council; and
- (b) determined by the council to have the appropriate qualifications or experience in human resource management.

6. Qualified independent person FAQ

1. Who is a qualified independent person?

The Local Government Act defines a qualified independent person as a person who is:

- (a) not a member or employee of the council, and
- (b) determined by the council to have appropriate qualifications or experience in human resource management.

In appointing a qualified independent person a member or employee of *another* council is not precluded from that role, subject to them having the appropriate qualifications or experience in human resource management.

2. What are 'appropriate qualifications or experience in human resources management'?

- Examples of appropriate tertiary and/or other qualifications include:
 - Diploma in Human Resource Management or a related field
 - Certificate in Human Resource Management or a related field
 - Bachelors Undergraduate Degree in Human Resource Management or a related field
 - Master's Degree in Human Resource Management or a related field
 - PhD in Human Resource Management or a related field
 - Related fields may include business, industrial relations, psychology or law
- A person might have "appropriate experience" if they have worked for several years in a human resources or people and culture role, ideally:
 - in more than one organisation;
 - with an understanding of the strategic needs of organisations; and
 - with particular experience dealing with senior managers of an organisation

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- Examples of roles that council might determine constitutes 'appropriate experience' include:
 - Human Resources Practitioner (eg HR Manager, HR Consultant, HR Director, Deputy HR Director, Chief People Officer, HR Advisor, and other similar HR related roles)
 - Employment lawyer
 - Operations manager (those with significant experience in people management practices)
 - Recruitment Consultant (for CEO appointments only)
 - Organisational psychologist

In relation to professionals with no formal qualifications, the length of experience deemed 'appropriate' is at the discretion of the council, but it can be reasonable to expect at least 36 months given the seniority of the role under consideration.

3. How can the council source an appropriately qualified independent person?

- Applying a standard procurement process (eg advertise, select, and appoint).
- Sharing resources with other councils (eg an agreement between councils to provide access to appropriately qualified and independent people if available).
- Requesting support through the LGA's HR Service.
- Using human resource management professionals the council has existing arrangements with.

4. How will the council know if the person is appropriately qualified and/or independent?

Examples of ways this can be determined include:

- Checking credentials/qualifications.
- Checking employment history (resumes).
- Requesting professional references.
- Requesting samples of similar work undertaken.
- Requesting that the person signs a conflict-of-interest declaration.

5. How much will a qualified independent person cost the council?

The cost will vary depending on who is appointed and the role they will undertake. An externally sourced HR practitioner, for example, could cost in the region of \$125 - \$200¹ per hour plus GST.

6. What are the roles and responsibilities of the qualified independent person?

The roles and responsibilities of those involved in the process should be clarified before any work is undertaken, by way of a written agreement.

If the council elects to appoint the qualified independent person to the selection panel for the appointment of the CEO, the qualified independent person must be as involved in the decision making process as the other members of the panel. For example, this may include reviewing written applications, participating in interviews, conducting reference checks.

If the qualified independent person is not appointed to the selection panel, their role is to provide advice on the assessment of applications and recommendations on the appointment.

¹ Indicative hourly rate amounts derived from market survey conducted mid 2021

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7. What documentation should the council provide the qualified independent person?

The qualified independent person should receive all documentation necessary to enable them to undertake their statutory role.

By way of example, if the person is appointed as a member of the selection panel, they should receive the same documentation as the other members of the panel (e.g. resumes and selection records, a proposed contract of employment and remuneration package, and relevant KPI's).

If the person is providing advice in relation to a possible termination, they should receive a management pack containing relevant investigation details and the CEO's current contract of employment.

If they are providing advice in respect of a performance review, they should receive the CEO's current contract of employment, relevant KPI's, the outcomes of previous performance reviews (if applicable) and the Terms of Reference of the CEO Performance Review Committee.

8. What should the council consider in relation to confidentiality?

The council should arrange for a confidentiality agreement to be signed by the independent person, which may form part of the overall terms of engagement.

The council's agreement with the independent person should clearly set out who the person should communicate with (eg the Mayor, a selection panel).

Council should determine who will have access to the advice of the independent person. This decision should be incorporated into the agreement with the independent person.

9. For CEO appointments, the Act requires that either or both of the following apply:

- (i) a council appoints at least one person who is not a member or employee of the council to the selection panel, or**
- (ii) (ii) before making the appointment, the council should obtain and consider the advice of a qualified independent person on the assessment of applications and recommendations.**

Does this mean that the council can have an unqualified person on the selection panel provided they are independent?

Yes. However, when determining the composition of the selection panel inclusion of one or more members with suitable experience in recruitment and selection is encouraged. Alternatively, the provision of training to selection panel members, as part of the establishment of the panel, to ensure their meaningful participation could be provided.

The operation of the new section 98(4a) means that if the council does not appoint an independent panel member to the selection panel, it must obtain and consider the advice of a qualified independent person before appointing a CEO. Accordingly, a panel may comprise entirely of council members, provided this advice is obtained.

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10. What support is there for councils to implement these changes in practice?

If required, the LGA HR Service and HR-IR Library (delivered in partnership with Norman Waterhouse Lawyers) can support councils by:

- assisting with sourcing qualified independent people.
- Providing councils with pre-selected profiles of qualified independent people for approval.
- Providing updated and lawful policies, procedures, and training in relation to all CEO appointment, performance review and termination processes.
- Providing updated and lawful policies and procedures in relation to CEO inductions.
- Providing a helpline and dedicated email address to answer any human resources related questions and/or concerns.

This resource has been prepared by the Local Government Association of SA (LGA) to assist councils with implementation of legislative changes arising from Local Government Reforms, incorporating advice from Norman Waterhouse, for the guidance of and use by member councils.

Last Updated: 31/08/2021

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ITEM	9.1.1
	CEO REVIEW COMMITTEE
DATE	13 September 2021
HEADING	CEO Performance Evaluation - Proposed Personal Evaluation System for FY2021/2022
AUTHOR	John Harry, Chief Executive Officer, CEO and Governance
CITY PLAN LINKS	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
SUMMARY	In accordance with the CEO Employment Agreement, this report provides details of the proposed Personal Evaluation System for FY2020/2021.

RECOMMENDATIONThat Council:

1. Receives the information.
2. Approves that the Personal Evaluation System apply to the CEO for the FY2021/2022 review period, comprising a Performance Appraisal Survey and Key Performance Indicators (both documents attached).
3. Notes that 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 KPI Document - 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 FY2021/2022 are provided in the context of the City Plan 2035. Additional matters raised by the Review Committee, which should be only initiatives of major intent by Council, can be incorporated within the draft KPIs

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 FY2021/2022.

3. REPORT

3.1 Key Performance Indicators

- 3.1.1 The proposed CEO Key Performance Indicators for the FY2021/2022 period are attached to this report. The Key Performance Indicators have been revised in line with feedback from the CEO Review Committee discussion 20/21 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 Elected Members participated in the Performance Appraisal Survey in 2020/2021.
- 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 for the remainder of the current contract of employment. 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 to the expiry of the current employment contract 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:

CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS – 2021/2022

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

- New community hub at Burton completed by June 2022
- Provide at least 15% affordable housing through Council's development projects, incorporating community housing
- Develop a place activation plan for City Centre
- Plan and trial community led activities in local streets and communities
- Review and report on the 'City Pride' strategy- Completed by June 2022
- Salisbury Oval Development:
 - Completion of Nature Playspace December 2021
 - Development Contract with External Partner June 2022
- Rollout of an integrated community event and activity agenda across Council facilities and public spaces – March 2022
- Implement 6 month Community Bus Trial commencing October 2021
- Implement Community Precinct Development Governance Models – Burton/Para Hills June 2022
- Development and implementation rollout of Community Safety Portable CCTV Agenda – April 2022
- Commencement of Salisbury Recreation Precinct – Aquatic Centre Development – June 2022
- Develop Universal Design Guidelines for Council and the community – June 2022

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

- Use recycled or re-used materials where possible in construction and maintenance programs
- Council's sustainability strategy to incorporate policy outcomes and strategies for waste and energy management, biodiversity and water, governance processes and Data Modelling endorsed by April 2022
- Investment in programs that:
 - Reduce waste to landfill such as incentives to increase recycling and 'circular economy' initiatives
 - Reduce CO2 emissions from Council buildings
 - Ongoing water Management via Salisbury Water
 - Progressive scoping plans for Development/Conservation of environmentally important biodiversity corridors eg: Mangroves, Cobbler Creek Reserve, Dry Creek, Little Para River

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 commencing February 2022
- Attracting investment by the private sector into surplus Council sites
- Deliver a residential development program by using surplus Council land
- Develop a structure plan including code amendment for the land west of Port Wakefield Road to open up new development opportunities – February 2022
- Develop guidelines and policies to improve the quality of infill development, starting with Ingle Farm
- Advocacy for delivery of improvements to east-west roads including duplication, increasing the capacity and safety of Kings Road and Waterloo Corner Rd west of Burton Road, duplication and extension of Elder Smith Road and road/rail grade separation of Park Terrace and Kings Road – June 2022
- Appropriate and well planned development of the Dry Creek Salt Fields (Progress towards) - Ongoing
- Advocacy for 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.
- Develop Economic Development Strategy for June 2022
- Mawson Lakes/Technology Park continues to be positioned/recognised as an Innovation Employment and Educational Hub with appropriate services and governance framework, physical and social infrastructure.

INNOVATION AND BUSINESS DEVELOPMENT**INDICATORS**

- Community request response rate (>95%)
- Customer satisfaction with services delivered by Council measured via regular surveys/focus groups and bi-annual community survey and Net Promoter Score
- Staff turnover %<15%
- Financial ratios
 - Operational surplus rates - .05% to <5.0%
 - Net Financial Liability Rate </70%
 - Asset Sustainability Ratio 90-110%
- Living our values – Pulse Staff Perception Surveys
- Safety (lost time injury frequency rate <5)
- Community Perception of Quality of Life living in Salisbury

PROJECTS & INITIATIVES

- 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.
- Roll out of Business Transformation Agenda achieving integration across It/Data analytics/Customer Service/key business processes.