



## **AGENDA**

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

**10 MAY 2022 AT 6.00 PM**

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

#### **MEMBERS**

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

#### **REQUIRED STAFF**

Chief Executive Officer, Mr J Harry

#### **APOLOGIES**

#### **LEAVE OF ABSENCE**

#### **PRESENTATION OF MINUTES**

Presentation of the Minutes of the CEO Review Committee Meeting held on 15 February 2022.

#### **REPORTS**

##### *Administration*

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

##### *Reports*

- 9.1.1 CEO Annual Performance Review Process FY2021/2022 ..... 5  
9.1.2 CEO Key Performance Indicator Status Update ..... 27

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**QUESTIONS ON NOTICE**

*There are no Questions on Notice*

**MOTIONS ON NOTICE**

*There are no Motions on Notice*

**OTHER BUSINESS**

*(Questions Without Notice, Motions Without Notice, CEO Update)*

**CLOSE**



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

**15 FEBRUARY 2022**

**MEMBERS PRESENT**

Mayor G Aldridge (Chair)  
Deputy Mayor, Cr C Buchanan (Deputy Chair)  
Cr J Woodman

**OBSERVERS**

Nil

**STAFF**

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

The meeting commenced at 5:32pm

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

**APOLOGIES**

Apologies were received from Cr D Proleta and Cr S Reardon

**LEAVE OF ABSENCE**

Nil

## PRESENTATION OF MINUTES

Moved Cr J Woodman  
Seconded Cr C Buchanan

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

**CARRIED**

## REPORTS

### *Administration*

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

### *Reports*

**9.1.1 CEO Key Performance Indicator Status Update**

Moved Cr C Buchanan  
Seconded Cr J Woodman

1. Information be received.
2. Progress towards achievement of the 2021/2022 Key Performance  
Projects and Initiatives be noted and endorsed.

**CARRIED**

## OTHER BUSINESS

Nil.

The meeting closed at 5:42pm.

CHAIRMAN.....

DATE.....

<b>ITEM</b>	9.1.1
	<b>CEO REVIEW COMMITTEE</b>
<b>DATE</b>	10 May 2022
<b>HEADING</b>	CEO Annual Performance Review Process FY2021/2022
<b>AUTHOR</b>	John Harry, Chief Executive Officer, CEO and Governance
<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 and timing of the CEO Annual Performance Review Process for FY2021/2022

**RECOMMENDATION**

1. The Performance Appraisal Survey be distributed electronically to Elected Members on Monday 16 May 2022, to be completed by 7 June 2022.
2. Hender Consulting will offer interviews with each Elected Member during the period 16 May 2022 to 7 June 2022.
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 2022, at which time the Committee determine the overall rating for the CEO Personal Evaluation System for 2021/2022.
4. The Hender Consulting Remuneration Advice Report be provided to the CEO Review Committee in July 2022, 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.

**ATTACHMENTS**

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

1. 2022 CEO Performance Appraisal Survey

**1. BACKGROUND**

- 1.1 The Chief Executive Officer (CEO) Employment Agreement provides that the CEO will undergo a performance review in accordance with the Personal Evaluation System in May each year for the Term of the Agreement.

- 1.2 The CEO Employment Agreement provides a rating scale for the Personal Evaluation System:
- 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
- 1.3 The Employment Agreement also provides for the appointment of at least one person who is qualified to assist in the performance review. The person appointed is Andrew Reed from Hender Consulting.
- 1.4 The Agreement requires a written report is compiled with respect to the performance review and a copy provided to the CEO.
- 1.5 The CEO Employment Agreement also states that the CEO’s Total Remuneration will be reviewed annually and within one month of the performance review.
- 1.6 The review of the Remuneration Package will be conducted by an appropriate external agent, and will take into account an assessment of performance based on the following:
- 1.6.1 The agreed criteria upon which the CEO’s performance is assessed in accordance with the Personal Evaluation System; and
  - 1.6.2 Movements in the Consumer Price Index as issued by the Australian Bureau of Statistics.
- 1.7 Hender Consulting provide a Remuneration Advice Report to the CEO Review Committee and Andrew Reed attends the CEO Review Committee to provide advice.
- 1.8 The Terms of Reference for the Chief Executive Officer Review Committee indicate the Review Committee will *“determine, under delegated authority from Council, any amendments to the CEO’s employment arrangements and incentive payments to the CEO as provided in the contract of employment.”*
- 1.9 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.
- 1.10 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.”*

- 1.11 In September 2021, the Key Performance Indicators were again updated to include:

*“% of staff traineeships awarded to people living in the City of Salisbury and; Review the employee recruitment process to ensure that subject to meeting any legislative requirements and the skills and experience required for a role an emphasis is give to people living in the North Region/City of Salisbury”.*

## **2. CITY PLAN CRITICAL ACTION**

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

## **3. CONSULTATION / COMMUNICATION**

- 3.1 Internal
- 3.1.1 The Chief Executive Officer has been consulted in relation to the timeframes proposed.
- 3.2 External
- 3.2.1 Hender Consulting have been consulted in relation to the timeframes proposed.


## **4. REPORT**

- 4.1 The CEO Personal Evaluation System includes:
- 4.1.1 Performance Appraisal Survey
- 4.1.2 Key Performance Indicators
- 4.2 The timeframe below is proposed for the Performance Appraisal Survey:
- 4.2.1 The Performance Appraisal Survey is distributed electronically to Elected Members on Monday 16 May 2022.
- 4.2.2 The survey to be completed by close of business 7 June 2022.
- 4.3 The Survey will be accessible on-line, with hard copy provided only by exception.
- 4.4 Hender Consulting will distribute the survey, provide reminders to complete the survey and collate the results into a final report to be provided to Elected Members in July 2022.
- 4.5 Hender Consulting will also offer to interview each individual Elected Members during the period 16 May to 7 June 2022.
- 4.6 The final report for the CEO Key Performance Indicators will be provided in July 2022.
- 4.7 The CEO Review Committee will consider the results of the Performance Appraisal Survey and the achievement of the Key Performance Indicators and determine an overall rating for the Personal Evaluation System as noted in 1.2 above.

- 4.8 The CEO Review Committee will consider the Performance Evaluation System rating and the Remuneration Advice Report and determine any amendment to the CEO Total Remuneration.

**5. CONCLUSION / PROPOSAL**

- 5.1 It is proposed that the process described above is conducted for the 2021/2022 CEO Annual Performance Review Process.



**City of Salisbury | CEO Performance Appraisal 2021/2022**

**Introduction**

Thank you for participating in this important performance appraisal process.

The survey should not take any longer than 30 minutes to complete.

When providing feedback and to inform your ratings:

- Please assess the CEO by selecting a performance rating from the ratings scale provided for each question within.
- Please provide comments and qualitative feedback where requested for other questions.
- If you genuinely feel unable to make an accurate assessment due to insufficient knowledge of a particular objective or behaviour, please select the 'Unable to Assess' option.


If you are unable to complete the survey in one sitting, you can save your response at the end of each page by clicking the **NEXT** button, before exiting and returning later via the link in your original email.

Please ensure you submit your feedback at the end by clicking the **SUBMIT** button.

If you have any questions or wish to discuss any aspect of the appraisal process, please feel free to contact Andrew Reed at Hender Consulting on (08) 8100 8849.

**\* Name (confidential):**

Item 9.1.1 - Attachment 1 - 2022 CEO Performance Appraisal Survey



City of Salisbury | CEO Performance Appraisal 2021/2022

SECTION ONE: KEY RESULT AREAS (KRAs)

Please rate the CEO overall for each KRA and also in regard to the extent to which he demonstrates the executive behaviours below each KRA. Please provide any additional comments for each KRA in the field provided.

**\* KRA 1) LEADERSHIP AND STRATEGIC PLANNING: Effectively performs the pivotal leadership role for the Council administration, and works closely with Council to ensure strategic plans are prepared and implemented.**

<input type="radio"/> 1 - Serious Concerns <input type="radio"/> 2 - Minor Concerns <input type="radio"/> 3 - Satisfactory <input type="radio"/> 4 - Good	<input type="radio"/> 5 - Very Good <input type="radio"/> 6 - Excellent <input type="radio"/> U - Unable to Assess
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**\* 1.1) Demonstrates leadership and vision**

<input type="radio"/> 1 - Serious Concerns <input type="radio"/> 2 - Minor Concerns <input type="radio"/> 3 - Satisfactory <input type="radio"/> 4 - Good	<input type="radio"/> 5 - Very Good <input type="radio"/> 6 - Excellent <input type="radio"/> U - Unable to Assess
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**\* 1.2) Makes the tough decisions where necessary rather than choosing the popular option**

<input type="radio"/> 1 - Serious Concerns <input type="radio"/> 2 - Minor Concerns <input type="radio"/> 3 - Satisfactory <input type="radio"/> 4 - Good	<input type="radio"/> 5 - Very Good <input type="radio"/> 6 - Excellent <input type="radio"/> U - Unable to Assess
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**\* 1.3) Thinks and acts strategically**

<input type="radio"/> 1 - Serious Concerns <input type="radio"/> 2 - Minor Concerns <input type="radio"/> 3 - Satisfactory <input type="radio"/> 4 - Good	<input type="radio"/> 5 - Very Good <input type="radio"/> 6 - Excellent <input type="radio"/> U - Unable to Assess
--	--

**\* 1.4) Demonstrates versatility, proactivity and flexibility in finding innovative solutions to problems, including strategic business opportunities within risk framework**

☐ 1 - Serious Concerns

☐ 5 - Very Good

☐ 2 - Minor Concerns


☐ 6 - Excellent

☐ 3 - Satisfactory

☐ U - Unable to Assess

☐ 4 - Good

**Additional Comments on KRA1**



**City of Salisbury | CEO Performance Appraisal 2021/2022**

**SECTION ONE: KEY RESULT AREAS (KRAs)**

Please rate the CEO overall for each KRA and also in regard to the extent to which he demonstrates the executive behaviours below each KRA. Please provide any additional comments for each KRA in the field provided.

**\* KRA 2) PEOPLE: Leads, develops, motivates and manages the human resources of the organisation, ensuring a positive and constructive culture.**

<input type="radio"/> 1 - Serious Concerns <input type="radio"/> 2 - Minor Concerns <input type="radio"/> 3 - Satisfactory <input type="radio"/> 4 - Good	<input type="radio"/> 5 - Very Good <input type="radio"/> 6 - Excellent <input type="radio"/> U - Unable to Assess
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**\* 2.1) Adopts a collaborative management style**

<input type="radio"/> 1 - Serious Concerns <input type="radio"/> 2 - Minor Concerns <input type="radio"/> 3 - Satisfactory <input type="radio"/> 4 - Good	<input type="radio"/> 5 - Very Good <input type="radio"/> 6 - Excellent <input type="radio"/> U - Unable to Assess
--	--

**\* 2.2) Treats all colleagues professionally and with dignity and respect (eg. common courtesies such as please and thankyou)**

<input type="radio"/> 1 - Serious Concerns <input type="radio"/> 2 - Minor Concerns <input type="radio"/> 3 - Satisfactory <input type="radio"/> 4 - Good	<input type="radio"/> 5 - Very Good <input type="radio"/> 6 - Excellent <input type="radio"/> U - Unable to Assess
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**\* 2.3) Seeks and is receptive to other points of view**

<input type="radio"/> 1 - Serious Concerns <input type="radio"/> 2 - Minor Concerns <input type="radio"/> 3 - Satisfactory <input type="radio"/> 4 - Good	<input type="radio"/> 5 - Very Good <input type="radio"/> 6 - Excellent <input type="radio"/> U - Unable to Assess
--	--

**\* 2.4) Can deliver difficult messages and/or bad news effectively**

- |  |  |
|--|--|
| <input type="radio"/> 1 - Serious Concerns | <input type="radio"/> 5 - Very Good        |
| <input type="radio"/> 2 - Minor Concerns   | <input type="radio"/> 6 - Excellent        |
| <input type="radio"/> 3 - Satisfactory     | <input type="radio"/> U - Unable to Assess |
| <input type="radio"/> 4 - Good             |  |

**\* 2.5) Remains calm and resilient at all times despite pressures**

- |  |  |
|--|--|
| <input type="radio"/> 1 - Serious Concerns | <input type="radio"/> 5 - Very Good        |
| <input type="radio"/> 2 - Minor Concerns   | <input type="radio"/> 6 - Excellent        |
| <input type="radio"/> 3 - Satisfactory     | <input type="radio"/> U - Unable to Assess |
| <input type="radio"/> 4 - Good             |  |

**\* 2.6) Is approachable and available. That is, to my knowledge, spends sufficient time with relevant team members**

- |  |  |
|--|--|
| <input type="radio"/> 1 - Serious Concerns | <input type="radio"/> 5 - Very Good        |
| <input type="radio"/> 2 - Minor Concerns   | <input type="radio"/> 6 - Excellent        |
| <input type="radio"/> 3 - Satisfactory     | <input type="radio"/> U - Unable to Assess |
| <input type="radio"/> 4 - Good             |  |

**\* 2.7) Delegates appropriate tasks to subordinates and empowers them to succeed**

- |  |  |
|--|--|
| <input type="radio"/> 1 - Serious Concerns | <input type="radio"/> 5 - Very Good        |
| <input type="radio"/> 2 - Minor Concerns   | <input type="radio"/> 6 - Excellent        |
| <input type="radio"/> 3 - Satisfactory     | <input type="radio"/> U - Unable to Assess |
| <input type="radio"/> 4 - Good             |  |

**\* 2.8) Acknowledges and recognises others' skills, abilities and achievements**

- |  |  |
|--|--|
| <input type="radio"/> 1 - Serious Concerns | <input type="radio"/> 5 - Very Good        |
| <input type="radio"/> 2 - Minor Concerns   | <input type="radio"/> 6 - Excellent        |
| <input type="radio"/> 3 - Satisfactory     | <input type="radio"/> U - Unable to Assess |
| <input type="radio"/> 4 - Good             |  |

**\* 2.9) Demonstrates effective performance management skills**

- |  |  |
|--|--|
| <input type="radio"/> 1 - Serious Concerns | <input type="radio"/> 5 - Very Good        |
| <input type="radio"/> 2 - Minor Concerns   | <input type="radio"/> 6 - Excellent        |
| <input type="radio"/> 3 - Satisfactory     | <input type="radio"/> U - Unable to Assess |
| <input type="radio"/> 4 - Good             |  |

**\* 2.10) Maintains a healthy work/leisure balance**

- |  |  |
|--|--|
| <input type="radio"/> 1 - Serious Concerns | <input type="radio"/> 5 - Very Good        |
| <input type="radio"/> 2 - Minor Concerns   | <input type="radio"/> 6 - Excellent        |
| <input type="radio"/> 3 - Satisfactory     | <input type="radio"/> U - Unable to Assess |
| <input type="radio"/> 4 - Good             |  |

**\* 2.11) Motivates and encourages others**

- |  |  |
|--|--|
| <input type="radio"/> 1 - Serious Concerns | <input type="radio"/> 5 - Very Good        |
| <input type="radio"/> 2 - Minor Concerns   | <input type="radio"/> 6 - Excellent        |
| <input type="radio"/> 3 - Satisfactory     | <input type="radio"/> U - Unable to Assess |
| <input type="radio"/> 4 - Good             |  |

**\* 2.12) Is reflective of own performance and takes corrective action**


- |  |  |
|--|--|
| <input type="radio"/> 1 - Serious Concerns | <input type="radio"/> 5 - Very Good        |
| <input type="radio"/> 2 - Minor Concerns   | <input type="radio"/> 6 - Excellent        |
| <input type="radio"/> 3 - Satisfactory     | <input type="radio"/> U - Unable to Assess |
| <input type="radio"/> 4 - Good             |  |

**\* 2.13) Utilises warmth, compassion and good humour to achieve positive workplace outcomes**

- |  |  |
|--|--|
| <input type="radio"/> 1 - Serious Concerns | <input type="radio"/> 5 - Very Good        |
| <input type="radio"/> 2 - Minor Concerns   | <input type="radio"/> 6 - Excellent        |
| <input type="radio"/> 3 - Satisfactory     | <input type="radio"/> U - Unable to Assess |
| <input type="radio"/> 4 - Good             |  |

**Additional Comments on KRA2**

Item 9.1.1 - Attachment 1 - 2022 CEO Performance Appraisal Survey



City of Salisbury | CEO Performance Appraisal 2021/2022

SECTION ONE: KEY RESULT AREAS (KRAs)

Please rate the CEO overall for each KRA and also in regard to the extent to which he demonstrates the executive behaviours below each KRA. Please provide any additional comments for each KRA in the field provided.

**\* KRA 3) FINANCIAL & ASSET MANAGEMENT SUSTAINABILITY: 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.**

<input type="radio"/> 1 - Serious Concerns <input type="radio"/> 2 - Minor Concerns <input type="radio"/> 3 - Satisfactory <input type="radio"/> 4 - Good	<input type="radio"/> 5 - Very Good <input type="radio"/> 6 - Excellent <input type="radio"/> U - Unable to Assess
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**\* 3.1) Exercises sound judgement and makes decisions that are based on reasoned and well researched information**

<input type="radio"/> 1 - Serious Concerns <input type="radio"/> 2 - Minor Concerns <input type="radio"/> 3 - Satisfactory <input type="radio"/> 4 - Good	<input type="radio"/> 5 - Very Good <input type="radio"/> 6 - Excellent <input type="radio"/> U - Unable to Assess
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**\* 3.2) Demonstrates well developed commercial acumen in line with non financial corporate objectives**

<input type="radio"/> 1 - Serious Concerns <input type="radio"/> 2 - Minor Concerns <input type="radio"/> 3 - Satisfactory <input type="radio"/> 4 - Good	<input type="radio"/> 5 - Very Good <input type="radio"/> 6 - Excellent <input type="radio"/> U - Unable to Assess
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**Additional Comments on KRA3**



**City of Salisbury | CEO Performance Appraisal 2021/2022**

**SECTION ONE: KEY RESULT AREAS (KRAs)**

Please rate the CEO overall for each KRA and also in regard to the extent to which he demonstrates the executive behaviours below each KRA. Please provide any additional comments for each KRA in the field provided.

**\* KRA 4) OPERATIONS MANAGEMENT AND MAJOR PROJECTS: 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.**

<input type="radio"/> 1 - Serious Concerns	<input type="radio"/> 5 - Very Good
<input type="radio"/> 2 - Minor Concerns	<input type="radio"/> 6 - Excellent
<input type="radio"/> 3 - Satisfactory	<input type="radio"/> U - Unable to Assess
<input type="radio"/> 4 - Good	

**\* 4.1) Sets clear and reasonable tasks and deadlines and supports staff in the achievement thereof**

<input type="radio"/> 1 - Serious Concerns	<input type="radio"/> 5 - Very Good
<input type="radio"/> 2 - Minor Concerns	<input type="radio"/> 6 - Excellent
<input type="radio"/> 3 - Satisfactory	<input type="radio"/> U - Unable to Assess
<input type="radio"/> 4 - Good	


**\* 4.2) Demonstrates a capacity to address multi-faceted business decisions and service delivery**

<input type="radio"/> 1 - Serious Concerns	<input type="radio"/> 5 - Very Good
<input type="radio"/> 2 - Minor Concerns	<input type="radio"/> 6 - Excellent
<input type="radio"/> 3 - Satisfactory	<input type="radio"/> U - Unable to Assess
<input type="radio"/> 4 - Good	

**\* 4.3) Focuses on outcomes rather than overly dwelling on processes and procedures**

<input type="radio"/> 1 - Serious Concerns	<input type="radio"/> 5 - Very Good
<input type="radio"/> 2 - Minor Concerns	<input type="radio"/> 6 - Excellent
<input type="radio"/> 3 - Satisfactory	<input type="radio"/> U - Unable to Assess
<input type="radio"/> 4 - Good	

Additional Comments on KRA4



**City of Salisbury | CEO Performance Appraisal 2021/2022**

**SECTION ONE: KEY RESULT AREAS (KRAs)**

Please rate the CEO overall for each KRA and also in regard to the extent to which he demonstrates the executive behaviours below each KRA. Please provide any additional comments for each KRA in the field provided.

**\* KRA 5) STAKEHOLDER MANAGEMENT, CUSTOMER SERVICE AND COMMUNICATION: Effectively liaises and communicates with customers, ratepayers, community organisations, business groups and other relevant stakeholders as necessary for the achievement of Council's objectives.**

<input type="radio"/> 1 - Serious Concerns <input type="radio"/> 2 - Minor Concerns <input type="radio"/> 3 - Satisfactory <input type="radio"/> 4 - Good	<input type="radio"/> 5 - Very Good <input type="radio"/> 6 - Excellent <input type="radio"/> U - Unable to Assess
--	--

**\* 5.1) Demonstrates effective communication skills**

<input type="radio"/> 1 - Serious Concerns <input type="radio"/> 2 - Minor Concerns <input type="radio"/> 3 - Satisfactory <input type="radio"/> 4 - Good	<input type="radio"/> 5 - Very Good <input type="radio"/> 6 - Excellent <input type="radio"/> U - Unable to Assess
--	--

**\* 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**

<input type="radio"/> 1 - Serious Concerns <input type="radio"/> 2 - Minor Concerns <input type="radio"/> 3 - Satisfactory <input type="radio"/> 4 - Good	<input type="radio"/> 5 - Very Good <input type="radio"/> 6 - Excellent <input type="radio"/> U - Unable to Assess
--	--

**\* 5.3) Has the capacity to effectively negotiate beneficial outcomes for the organisation without compromising stakeholder relationships**

<input type="radio"/> 1 - Serious Concerns <input type="radio"/> 2 - Minor Concerns <input type="radio"/> 3 - Satisfactory <input type="radio"/> 4 - Good	<input type="radio"/> 5 - Very Good <input type="radio"/> 6 - Excellent <input type="radio"/> U - Unable to Assess
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Additional Comments on KRA5



## City of Salisbury | CEO Performance Appraisal 2021/2022

### SECTION ONE: KEY RESULT AREAS (KRAs)

Please rate the CEO overall for each KRA and also in regard to the extent to which he demonstrates the executive behaviours below each KRA. Please provide any additional comments for each KRA in the field provided.

**\* KRA 6) ADVICE TO AND RELATIONSHIP WITH COUNCIL: 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. Council's objectives.**

- |  |  |
|--|--|
| <input type="radio"/> 1 - Serious Concerns | <input type="radio"/> 5 - Very Good        |
| <input type="radio"/> 2 - Minor Concerns   | <input type="radio"/> 6 - Excellent        |
| <input type="radio"/> 3 - Satisfactory     | <input type="radio"/> U - Unable to Assess |
| <input type="radio"/> 4 - Good             |  |

**\* 6.1) Maintains confidentiality at all times**

- |  |  |
|--|--|
| <input type="radio"/> 1 - Serious Concerns | <input type="radio"/> 5 - Very Good        |
| <input type="radio"/> 2 - Minor Concerns   | <input type="radio"/> 6 - Excellent        |
| <input type="radio"/> 3 - Satisfactory     | <input type="radio"/> U - Unable to Assess |
| <input type="radio"/> 4 - Good             |  |

**\* 6.2) Demonstrates well developed political acumen whilst maintaining probity and transparency**

- |  |  |
|--|--|
| <input type="radio"/> 1 - Serious Concerns | <input type="radio"/> 5 - Very Good        |
| <input type="radio"/> 2 - Minor Concerns   | <input type="radio"/> 6 - Excellent        |
| <input type="radio"/> 3 - Satisfactory     | <input type="radio"/> U - Unable to Assess |
| <input type="radio"/> 4 - Good             |  |

**\* 6.3) Demonstrates integrity and high ethical standards**

- |  |  |
|--|--|
| <input type="radio"/> 1 - Serious Concerns | <input type="radio"/> 5 - Very Good        |
| <input type="radio"/> 2 - Minor Concerns   | <input type="radio"/> 6 - Excellent        |
| <input type="radio"/> 3 - Satisfactory     | <input type="radio"/> U - Unable to Assess |
| <input type="radio"/> 4 - Good             |  |

Additional Comments on KRA6

HENDER  
CONSULTING

**City of Salisbury | CEO Performance Appraisal 2021/2022**

**SECTION TWO: CITY OF SALISBURY VALUES**

Do you see the following values displayed by the CEO?

**\* Respectful:**

- 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

☐ Yes
 ☐ Unable to Assess
 ☐ No

**\* Accountable:**

- 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

☐ Yes
 ☐ Unable to Assess
 ☐ No

**\* Collaborative:**

- Work together, committed to a common purpose
- Openly share information
- Find ways to connect people for better outcomes


☐ Yes
 ☐ Unable to Assess
 ☐ No

**\* Helpful:**

- Listen and focus on what we can do
- Create new futures and look for opportunities
- Make a positive difference

☐ Yes
 ☐ Unable to Assess
 ☐ No

**Please provide comments to support your observations of the CEO's demonstration of the above values**




**City of Salisbury | CEO Performance Appraisal 2021/2022**

**SECTION THREE: START / STOP / CONTINUE**

To further enhance his performance, what behaviours or actions do you believe the CEO could **STOP**?

What behaviours or actions do you believe the CEO could **START**?

What behaviours or actions do you believe the CEO should **CONTINUE**?



**City of Salisbury | CEO Performance Appraisal 2021/2022**

Thank you for taking time to complete this survey.

Please be assured of absolute confidentiality in regard to your input, and our objective and independent analysis and feedback.

**Please click the SUBMIT button below to save your feedback before exiting the survey.**



<b>ITEM</b>	9.1.2
	<b>CEO REVIEW COMMITTEE</b>
<b>DATE</b>	10 May 2022
<b>HEADING</b>	CEO Key Performance Indicator Status Update
<b>AUTHOR</b>	John Harry, Chief Executive Officer, CEO and Governance
<b>CITY PLAN LINKS</b>	4.2 Develop strong capability and commitment to continually improve Council's performance. 4.3 Have robust processes that support consistent service delivery and informed decision making. 4.4 Embed long term thinking, planning and innovation across the organisation.
<b>SUMMARY</b>	This report provides a status update on progress towards achievement of endorsed Key Performance Indicators for the Chief Executive Officer for the 2021/2022 performance review period.

**RECOMMENDATION**

1. Information be received.
2. Progress towards achievement of the 2021/2022 Key Performance Projects and Initiatives be noted and endorsed.

**ATTACHMENTS**

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

1. CEO Key Performance Indicators April 2022

**1. BACKGROUND**

- 1.1 The Chief Executive Officer (CEO) Employment Agreement provides that the CEO will undergo a performance review in accordance with the Personal Evaluation System in May each year for the Term of the Agreement.
- 1.2 In September 2021, the CEO Review Committee agreed the Personal Evaluation System to apply to the CEO for the 2021/2022 review period, comprising Key Performance Indicators.

**2. CITY PLAN CRITICAL ACTION**

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

**3. CONSULTATION / COMMUNICATION**

3.1 Internal

- 3.1.1 The Executive Group has been consulted regarding progress towards the achievement of the 2021/2022 Key Performance Indicators.

**4. REPORT**

- 4.1 This report provides a status update for Quarter, ending 31 April 2022. Refer Attachment 1.

**5. CONCLUSION / PROPOSAL**

- 5.1 The next consideration of Key Performance Indicators achievement will occur following the end of Quarter 4 (ending 30 June 2022).

## CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS – 2021/2022 AS AT 31 APRIL 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
  - Construction is on track for completion in June this year. Salisbury West Library will close on June 4<sup>th</sup> and the Burton Community Hub will open on Monday July 4<sup>th</sup>. An opening event is being planned for later in July.
- Provide at least 15% affordable housing through Council's development projects, incorporating community housing
  - Through our Strategic Property Development Projects, Council is active in delivering affordable housing, including partnering with not-for-profit housing providers and investigating future opportunities to facilitate innovative affordable housing outcomes. Over six projects delivered to date 39% of housing delivered was at or below the State Government's affordability price points.
- Develop a place activation plan for City Centre
 

Executive are currently reviewing the place activation plan for the City Centre, incorporating the upgrade of John & Church Street, Salisbury Recreation Precinct and business opportunities etc.
- Plan and trial community led activities in local streets and communities
  - Council hosted its first Neighbour Day with residents hosting a series of local activities held in front yards, reserves and streets that connected community and built resilience. The next iteration of this approach to community development will occur in October with Play Streets.
- Review and report on the 'City Pride' strategy- Completed by June 2022
  - A community indicators report was presented to Elected Members at a weekend workshop for feedback, to the senior leadership group of the Community Development Department and to Council, to inform the future direction. Council endorsed two key directions for the plan; physical inactivity and social isolation. Council endorsed a community engagement process that will be completed during May. The plan will be drafted in June.
- Salisbury Oval Development:
  - Completion of Nature Playspace December 2021
    - The Playspace has been completed and is open to the public.
  - Development Contract with External Partner June 2022
    - Terms and conditions of the contract with the external partner are being finalised following endorsement by Council in February 2022.

## CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS – 2021/2022 AS AT 31 APRIL 2022

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- Rollout of an integrated community event and activity agenda across Council facilities and public spaces – March 2022
  - A 3 year activity plan that was endorsed by Council is being implemented. The plan is moving and changing with the ever-present changes to COVID restrictions to deliver events and activity in COVID safe environments.
  - Executive are considering an integration plan for the community events and activities for 2022 to improve community outcomes. A calendar of corporate and strategic events for 2022 is currently being drafted to assess the number, strategic relevance and impact of events supported and managed by Council. Directly relates to integration of functions within the Community Development Department.
- Implement 6 month Community Bus Trial commencing October 2021
  - The community bus trial has been extended to cover the period to 30 June and the trial will be evaluated to ensure a continuity of service whilst Council determines its future. The utilisation of the bus has continued to grow week on week and approximately 90 passengers are using the bus. The Community bus has been included in Council's Partnership Projects document 2022 to seek State Government support for its continued funding. A report to Council in June will seek direction on its future.
- Implement Community Precinct Development Governance Models – Burton/Para Hills June 2022
  - The first meeting of the new Sub-Committees were postponed as absences meant that Governance training could not occur effectively. The first meetings will be held in May, as will training for non-Council Members.
- Development and implementation rollout of Community Safety Portable CCTV Agenda – April 2022
  - The CCTV Working Group have amended the relevant procedures to provide guidance on the delivery of the Community & Special Circumstances CCTV programs this year and these were endorsed by Council in February. Further investigation into the capital and operating requirements to successfully deliver this program needs to occur with support from a subject matter expert.
- Commencement of Salisbury Recreation Precinct – Aquatic Centre Development – June 2022
  - Demolition has commenced and is on track. A head contractor will be announced shortly with a design phase to occur immediately thereafter. An expression of interest process has commenced for the management of Council's recreation facilities including the Aquatic Centre with strong interest.
- Develop Universal Design Guidelines for Council and the community – June 2022
  - Key meeting was held with stakeholders in April and the project is tracking well. City of Salisbury is on track to be the first Council in SA to have a Universal Design guideline. Four key projects will be chosen in 22/23 to trial the use of the guidelines whilst also embedding the recommendations in business as usual.

## CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS – 2021/2022 AS AT 31 APRIL 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
  - Commencing work on new Paving Maintenance contract - incorporating recycled materials into specification as appropriate.
  - 
  - Our existing civil projects use recycled materials where possible, with some projects able to incorporate 90% of recycled materials.
  - Recycled Glass has been utilised in the most recent Green Trail project from Jenkins Reserve to Carisbrooke Reserve.
  - Council secured funding for the rollout of Kitchen Caddy's and increased promotion of the Food Organics Green Organics to ensure that waste is dealt within its appropriate stream.
- 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 May 2022
  - A draft sustainability strategy is being developed for Council's consideration with the themes of Biodiversity, Carbon Neutrality, Climate Resilience, Resource Recovery and Water. Council to consider in June 2022.
- Investment in programs that:
  - Reduce waste to landfill such as incentives to increase recycling and 'circular economy' initiatives
    - Council in partnership with Green Industries SA rolled out the Kitchen Caddy and Green Waste Bin education materials following the securing of grant funding. In partnership with Northern Adelaide Waste Management Authority, Council has raised awareness of the 3 waste streams and that correct use will significantly reduce waste to landfill within the City. The provision of Green Bins will continue on request and we continue to monitor the recovery rate.
  - Reduction in CO2 emissions from Council owned street lights
    - The first stage of the LED rollout to replace 8,000 luminaires on SA Power Network infrastructure is progressing well with 3,500 replacements completed. It is expected that the remaining luminaires will be installed by the end of June 2022.
    - Council has also ordered 1,700 additional luminaires to replace side entry lights on Council infrastructure.
  - Reduce CO2 emissions from Council buildings

## CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS – 2021/2022 AS AT 31 APRIL 2022

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- An environmental consultant is currently being engaged to assess key Council buildings and prepare a report on what we currently do and what we could be doing. It is expected that this will be completed in June 2022.
- Council monitors the consumption and solar generation of the systems installed at club rooms and uses this data to validate and calculate cost sharing across sites and provides insights into the energy performance and peak consumption times across the City.

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

- Council has an ongoing program focused on the many watercourses across the City to enhance the biodiversity value and environment benefit of these environmentally sensitive areas.
- Council is working closely with State Government Departments in relation to the management of the St Kilda mangroves and the coastal areas of the City.
- Council will continue to work with the State Government Departments to secure funding and deliver works that identify, buffer and enhance known sensitive areas within this corridor.
- In the last 12 months we have completed works in open swale corridors which lead to the Dry Creek and Little Para River corridors, to ensure that there is reduced likelihood of flooding in urban areas.
- Council has identified works to occur within Cobbler Creek to strengthen the biodiversity and environmental value of this drainage corridor. Works will continue along the Little Para River corridor in priority areas to buffer and enhance the high biodiversity and environmental of this corridor.
- Dry Creek Stormwater Management Plan to protect the City from flooding - Stage 1 modelling completed with verification of assets on site underway.
- Little Para River Native Forrest has been delivered and additional funding secured to extend the scope and increase planting in the corridor.

## CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS – 2021/2022 AS AT 31 APRIL 2022

### 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
  - The contract for delivery of the works has been awarded. Key owners have been engaged and we are in the process of engagement with the traders regarding the delivery of works.
  - Design work is well advanced for both streets with palettes for plantings and furniture selected
  - Improving community experience and safety in the streets are core aspects of the design process, which will include new CCTV, lighting and wi-fi.
  - As part of the project, artwork is being procured, featuring indigenous artworks that complement the works in the Civic Square and a memorial sculpture to commemorate the Park terrace rail tragedy.
  - Elected Member Workshop held May and further report to Council in May 2022 regarding public conveniences.
- Attracting investment by the private sector into surplus Council sites
  - The Ryans Road, Greenfields site has been released to the market via an Expression of Interest seeking offers for the whole or portion of the site. The site is covered by three zones that will allow several different uses. To be considered by Council in May 2022.
  - Deliver a residential development program by using surplus Council land
  - Council has delivered a number of award-winning residential development projects under the Salisbury Living Brand, including at Salisbury North (The Reserve), Paralowie (Greentree Walk and Boardwalk at Greentree), Parafield Gardens (Emerald Green). Current projects in the delivery or investigation phase include Irving Place, Para Hills; Lake Windemere, Salisbury North; and Walkleys Road Corridor, Ingle Farm. These projects will deliver multiple outcomes including but not limited to financial returns to fund community projects, local jobs outcomes, affordable housing outcomes and upgrades to the amenity of areas through upgraded and new reserves and traffic management improvements. Each project is subject to extensive community engagement to identify community needs and community views on the project before a decision is made by Council whether to proceed or not proceed with the project.
- Develop a structure plan including code amendment for the land west of Port Wakefield Road to open up new development opportunities – February 2022
  - A high level Structure Plan for land west of Port Wakefield Road was endorsed by Council in September 2021. Consultants are currently undertaking more detailed investigations, including community and key stakeholders engagement, to prepare a

## CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS – 2021/2022 AS AT 31 APRIL 2022

plan that provides the framework for future rezoning and infrastructure needs in planning areas 1, 2, 6 and portion of 7. Council endorsed framework for public consultation in April 2022.

- Develop guidelines and policies to improve the quality of infill development, starting with Ingle Farm
  - Narrow frontage housing guidelines have been prepared
  - Verge Reinstatement guidelines have been prepared
  - Other guidelines that will assist in improving development outcomes are being drafted
  - The Ingle Farm Neighbourhood Improvement Plan is being prepared
- 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
  - Staff have prepared a high level design of Kings Road and Waterloo Corner Road which has been presented to Council and these reports have been supplied to DIT for inclusion in their transport studies.
  - We have met with the Chief Executive from DIT to discuss Transport Planning Studies Relating to Northern and Western Suburbs and will be a key stakeholder in their studies which will include investigations into the improvements for Kings and Waterloo Corner Roads.
  - Briefings have been held on the status of a range of these transport related studies.
  - The Partnerships Projects 2022 document has been prepared and endorsed by Council to assist with advocacy to the State Government.
- Appropriate and well planned development of the Dry Creek Salt Fields (Progress towards) - Ongoing
  - A collaborative cross government planning approach is being sought, led by SA Government.
  - The Partnerships Projects 2022 document has been prepared and endorsed by Council to assist with advocacy to the State Government.
  - Planning for the future of the Dry Creek stormwater catchment is underway.
- 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
  - Work commenced to review previous Plan and consider Deloitte Economic Vision report.
- 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.
  - Discussions continuing with SA Government's Renewal SA. A consultant is engaged to conduct a study on the current state and propose an action plan to shape the future of the precinct and proposal for creating an Innovation Precinct.
  - The Partnerships Projects 2022 document has been prepared and endorsed by Council to assist with advocacy to the State Government.

## CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS – 2021/2022 AS AT 31 APRIL 2022

### 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%
  - **Average turnover for the FY 20-21 (Jul 20 to Jun 21) was 10.16%**
- Financial ratios
  - Operational surplus rates - .05% to <5.0%
  - Net Financial Liability Rate </70%
  - Asset Sustainability Ratio 90-110%
    - **These targets are relevant for this financial year, with anticipated actual results in line with target expectations.**
- Living our values – Pulse Staff Perception Surveys
- Safety (lost time injury frequency rate <5)
  - **Currently LTIFR still at 0. Noting the scheme is yet to update December's figures which may result in a change to our figure.**
- Community Perception of Quality of Life living in Salisbury

#### PROJECTS & INITIATIVES

- Upgrade Council's Operations Centre at Cross Keys Road to support business transformation
  - Operations Centre upgrade is well underway, with expected completion to be in August 2022.
- Deliver Council's COVID-19 response package
  - The City of Salisbury current response to COVID-19 has been established by holding weekly COVID working group meetings, sending weekly all staff communications and have made changes / updates to the vaccination policy as well as the COVID leave policy. We continue to provide services to the community.
  - Delivery of the Capital Works Program, put together to help stimulate the local economy is well underway, challenges have been faced regarding supply chain, and furthermore reported to council with a revised strategy and set of priorities for the delivery of the package. A further report will be presented to Council with strategies to support residents to respond and recover to COVID19 since borders opened and infection rates have risen.
- Develop a digital strategy and framework to implement technology-based initiatives to improve the management of the City
  - A draft digital strategy has been written by the Enabling Technologies Manager and is due to be socialised in February 2022 for review and comment.
- 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.
  - Council has negotiated a partnership with KIK Innovations and 42 Adelaide to create employment opportunities for youth in the northern suburbs and to assist local businesses attract and retain local talent.

## CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS – 2021/2022 AS AT 31 APRIL 2022

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- The Partnerships Projects 2022 document has been prepared and endorsed by Council to assist with advocacy to the State Government.
  - Deputy Mayor and CEO are members of the NAHLN Lyell McEwin Precinct Steering group.
- Roll out of Business Transformation Agenda achieving integration across It/Data analytics/Customer Service/key business processes.
  - The Business Transformation Roadmap has been created to cover all streams. Priority projects have been set to ensure focus is kept for data, people, technologies and exceptional customer experience. Agile Scrum Master methodology will commence in March 2022. Internal Communication mechanism has been put in place to keep all staff and key stakeholders informed on progress and BT agenda (in the form of a newsletter).
- % of staff traineeships awarded to people living in the City of Salisbury:
  - For 21/22 FY trainees that lived in the City of Salisbury zone were:
    - All 5 business trainees
    - 3 out of 7 field trainees.
  - There is currently 1 field trainee vacancy – one trainee withdrew from traineeship in April 22.
  - There are currently only 4 business trainees – one trainee being returned to Maxima in April 22.
- Review the employee recruitment process to ensure that subject to meeting any legislative requirements and the skills and experience required for a role an emphasis is given to people living in the North Region/City of Salisbury.
- City of Salisbury supports the economic development of the city and the broader Northern Adelaide Region through its recruitment processes and to provide employment opportunities to people within the City of Salisbury and Northern Region. To this end, applications from people from the local region will be favourably considered but final recruitment decisions will be made on the bases of “merit”. A review of the process will occur in the coming months.
- Recruitment and other Employment practices and conditions remain under ongoing assessment.