



AGENDA

FOR CEO REVIEW COMMITTEE MEETING TO BE HELD ON

12 JULY 2022 AT 6.00 PM

**IN LITTLE PARA CONFERENCE 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 10 May 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 Personal Evaluation System FY2021/2022 7
9.1.2 Annual Review of CEO Total Remuneration 2021/2022 31

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**

10 MAY 2022

MEMBERS PRESENT

Mayor G Aldridge (Chair)
Cr S Reardon
Cr J Woodman

OBSERVERS

Nil

STAFF

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

The meeting commenced at 6:00pm

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

APOLOGIES

Apologies were received from Deputy Mayor, Cr C Buchanan (Deputy Chair) and Cr D Proleta

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr J Woodman
Seconded Cr S Reardon

The Minutes of the CEO Review Committee Meeting held on 15 February 2022, 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 Annual Performance Review Process FY2021/2022

Moved Cr J Woodman
Seconded Cr S Reardon

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.

CARRIED

9.1.2 CEO Key Performance Indicator Status Update

Moved Cr S Reardon
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

QUESTIONS ON NOTICE

There were no Questions On Notice.

MOTIONS ON NOTICE

There were no Motions On Notice.

OTHER BUSINESS

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

CEO responded to a question regarding:

- Kings Road and
- Encouraging Local Community in recruitment process.

CLOSE

The meeting closed at 6:05pm

CHAIRMAN.....

DATE.....

ITEM	9.1.1
	CEO REVIEW COMMITTEE
DATE	12 July 2022
HEADING	CEO Personal Evaluation System FY2021/2022
AUTHOR	Charles Mansueto, General Manager Business Excellence, Business Excellence
CITY PLAN LINKS	4.2 Develop strong capability and commitment to continually improve Council’s performance. 4.3 Have robust processes that support consistent service delivery and informed decision making. 4.4 Embed long term thinking, planning and innovation across the organisation.
SUMMARY	This report provides details of the CEO Personal Evaluation System for 2021/2022

RECOMMENDATION

1. It be acknowledged that the CEO has, to the satisfaction of CEO Review Committee:
 - delivered the requirements of his position;
 - successfully achieved 2021/22 Key Performance Indicators;
 - for the eleventh 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 5.53 out of 6 rating as a result of the assessment of CEO Performance according to the Personal Evaluation System.
 - achieved [Rating X] as a result of the assessment of CEO Performance according to the Personal Evaluation System (refer Paragraph 1.2.9).
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 Update

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 2021, the CEO Review Committee agreed the Personal Evaluation System to apply to the CEO for the 2021/22 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).
 - 1.2.4 As part of the Personal Evaluation System, Key Performance Indicators are to be formally rated by the CEO Review Committee at the end of the review period, with an overall performance rating applied, based on the results of the Performance Appraisal Survey and the achievement of Key Performance Indicators.
 - 1.2.5 The CEO Review Committee endorsed on 14 November 2017 the recommendation relating to the CEO Personal Evaluation System Rating (which informs the remuneration review) is not confidential. The Performance Appraisal Report remains confidential (Resolution 2201/2017).
 - 1.2.6 The Agreement also provides for the appointment of at least one person who is qualified to assist in the performance review. Hender Consulting were appointed to support the CEO Review Committee with the Performance Review process for 2021/2022.
 - 1.2.7 The Agreement requires a written report is compiled with respect to the performance review and a copy provided to the CEO.
 - 1.2.8 Hender Consulting distributed a copy of the endorsed Performance Appraisal Survey to all Elected Members for completion by 6 June 2021. At the close off of submissions 10 of the 15 surveys distributed to Elected Members were received. These responses form the basis of the survey results. The outcome of this survey has been circulated separately to Elected Members.

1.2.9 The Employment Agreement provides a rating scale for the Personal Evaluation System which includes:

- Rating 1 – CEO’s performance did not meet expectation
- Rating 2 – CEO’s performance was below expectation
- Rating 3 – CEO’s performance met expectation
- Rating 4 – CEO’s performance was above expectation
- Rating 5 – CEO’s performance exceeded expectation

1.2.10 The CEO received a Rating 5.53 out of 6 in 2021/2022 Personal Appraisal System assessment, compared with 5.43 last year.

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). Last years rating as determined by the CEO Performance Committee was 5.

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 1.2.9



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



JOB SPECIFICATION

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

Broad scope

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

Prime responsibilities

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

Key result areas

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



JOB SPECIFICATION

Leadership & strategic planning

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

Human resource management

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



JOB SPECIFICATION

Financial & asset management

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

Operations management & major projects

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



JOB SPECIFICATION

Operations management & major projects (cont.)

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

Stakeholder management & communication

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



JOB SPECIFICATION

Advice to & relationship with Council

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



PERSON SPECIFICATION

Qualifications

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

Experience & knowledge

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

Personal qualities

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



PERSON SPECIFICATION

Personal qualities (cont.)

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

CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS – 2021/2022 AS AT 30 JUNE 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
 - The soft opening of the Burton Community Hub will occur on 25 July 2022 with the official opening event scheduled for 31 July 2022.
- 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. This objective is being achieved in the Lake Windemere proposed development.
- Develop a place activation plan for City Centre

The place activation plan for the City Centre, incorporating the upgrade of John & Church Street, Salisbury Recreation Precinct and business opportunities etc has been developed and will be considered by Council as part of the update report on the John/Church St Revitalisation.

The John and Church Street Revitalisation Project is progressing well with the completion of Stage 1 expected in October 2022 and Stage 2 February 2023.
- 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 engagement process has commenced and a report to Council will be tabled in August. The community consultation focuses on physical inactivity and social isolation.
- 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

CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS – 2021/2022 AS AT 30 JUNE 2022

- The terms and conditions of the contract with the external partner has been finalised and contracts have now been executed to enable delivery of outcomes required by Council.
- 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. A new three year plan for 2023 onwards is due to be presented to Committee in July 2022.
 - The Event team has been moved to within the Community Development Department to further support the integration of community events and activities.
- Implement 6 month Community Bus Trial commencing October 2021
 - The community bus trial has been extended for a further 6 months to December 2022. The Community bus has been included in Council's Partnership Projects document 2022 to seek State Government support for its continued funding. Council has endorsed in June the direct approach to State Government.
- Implement Community Precinct Development Governance Models – Burton/Para Hills June 2022
 - The precinct sub-committees have been formed and are working towards providing community feedback.
- 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.
 - Administration have engaged a consultant to provide advice on portable and fixed CCTV solutions. Their report is expected mid-August 2022.
- Commencement of Salisbury Recreation Precinct – Aquatic Centre Development – June 2022
- A head contractor will be appointed before the end of July 2022 and we are currently working through the design phase with demolition of the old infrastructure already complete. . Develop Universal Design Guidelines for Council and the community – June 2022
 - 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 30 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
 - 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. 27,000 Kitchen Caddies have been distributed through the community with an additional 5,000 Food Organics Green Organics bins being allocated.
- 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 August 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 6,500 replacements completed. It is expected that the remaining luminaires will be installed by the end of October 2022.
 - Council has also ordered 1,700 additional luminaires to replace side entry lights on Council infrastructure with installation to be completed mid 2023.

CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS – 2021/2022 AS AT 30 JUNE 2022

- Reduce CO2 emissions from Council buildings
 - An environmental consultant has been engaged to assess key Council buildings and a report on the findings has been received. Administration are currently reviewing the results and preparing a report that will be submitted to the July/August 2022 Urban Services Committee. 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 by City Infrastructure and Salisbury Water

2021/2022 – Water	Delivered	Budget
Recycled Water Supplied to Internal & External Customers	2,501 ML	2,534 ML
Stormwater Harvested	3,160 ML	3,200 ML

2021/22 – Customers	New	Total
Connections during 2021/22	33	1,428
Salisbury Water Customers at 30 June 2022	-	1,256

- Progressive scoping plans for Development/Conservation of environmentally important biodiversity corridors eg: Mangroves, Cobbler Creek Reserve, Dry Creek, Little Para River with implementation underway, particularly with respect to the additional terrestrial planting (10,000 trees project). Additional funding has been received by the State Government to continue and increase the plantings for this project.
- 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. CEO and GM City Infrastructure attend inter-government management meeting to address.
- Council is continuing to work with the State Government Departments to secure funding and deliver works that identify, buffer and enhance known sensitive areas within this corridor.
- The Mayor and CEO continue to meet with State and Federal Members of Parliament to identify and discuss these projects.

CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS – 2021/2022 AS AT 30 JUNE 2022

- 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 are continuing 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 completed. Final long term flood mapping due in August 2022.

CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS – 2021/2022 AS AT 30 JUNE 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 John and Church Street Revitalisation Project is progressing well with the completion of Stage 1 expected in October 2022.
 -
 - 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 has been procured, featuring indigenous artworks that complement the works in the Civic Square and a memorial sculpture to commemorate the Park terrace rail tragedy. These will be installed by October 2022.
- Attracting investment by the private sector into surplus Council sites
 - A Request for Proposal is currently being developed to engage a consultant to provide guidance on a disposal/investment strategy for surplus Council land within the Salisbury City Centre to ensure the best possible outcome is achieved for the City.
 - The Ryans Road, Greenfields site was released to the market via an Expression of Interest seeking offers for the whole or portion of the site. The sales contract with the successful proponent to develop the entire site was executed on the 9th June 2022. The proponent is currently undertaking due diligence and has 60 days from contract execution to settle.
 - 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

CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS – 2021/2022 AS AT 30 JUNE 2022

- A high-level Structure Plan for land west of Port Wakefield Road was endorsed by Council in September 2021. Consultants are currently undertaking detailed investigations, community and key stakeholders engagement is coming to an end and a draft plan that provides the framework for future rezoning and infrastructure needs will be presented to Council for final endorsement in July 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.
 - Administration have also met with the new Minister and Chief Executive Officer for Infrastructure and Transport to discuss Council's priorities for transport and infrastructure projects.
- 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. A draft strategy will be presented to Council in February 2023.

CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS – 2021/2022 AS AT 30 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.
 - Discussions continuing with SA Government’s Renewal SA. A consultant is conducting a study on the current state and propose an action plan to shape the future of the precinct.
 - The Partnerships Projects 2022 document has been prepared and endorsed by Council to assist with advocacy to the State Government.
 - The Technology Drive road augmentation has been completed.

CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS – 2021/2022 AS AT 30 JUNE 2022

INNOVATION AND BUSINESS DEVELOPMENT



INDICATORS

- Community request response rate (>95%)
 - **June 2022 12 mth rate is 95.8%**
- 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 14%**
- Financial ratios

	Target	Budget 21/22	Forecast BR3
Operating Surplus Ratio	0.5%-5%	1.30%	2.06%
Net Financial Liability Ratio	<70%	78.23%	50.96%
Asset Sustainability Ratio	90-110%	108%	126%

- **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 sitting at 9.7 as at 30 June 2022.**
- 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, labour and inflation and these are currently being worked through.

CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS – 2021/2022 AS AT 30 JUNE 2022

- Develop a digital strategy and framework to implement technology-based initiatives to improve the management of the City
 - A digital strategy has been written by the Enabling Technologies Manager, presented and approved by the Executive. This document will be presented to the Innovation and Business Development Committee in July 2022.
 -
- 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.
 - 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.
 - Mayor/CEO briefings with State Government Ministers is progressing centred around Partnership Projects 2022.
- 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. We are currently procuring an ERP digital solution for implementation to ensure the community can access Council services with easy, anytime and anywhere. Introduction to Agile methodology commenced in March 2022 and transparency and visibility of all projects have increased by using this method. 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 and SharePoint site). Dashboards have been developed through PowerBi (4 completed, 6 in progress) for both Community, EMs and internal Divisions to increase informed decision making within CoS (more training and awareness to follow). A partnering approach has been implemented within the Business Transformation Division. Business process mapping for improvements have already been made or in progress for Governance, Community Experience, People and Culture, Procurement, BS&S and Community Health and Wellbeing.
- % 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
 - 4 out of 7 field trainees.
 - There are currently 2 field trainee vacancy – one trainee withdrew from traineeship in April 2022, and one trainee was appointed to a position with Council in May 2022.
 - There are currently only 4 business trainees – one trainee being returned to Maxima in April 2022 due to attendance issues.

CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS – 2021/2022 AS AT 30 JUNE 2022

- 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.
 - This review has not yet commenced due to changes in staffing. The new Manager People & Culture has recently been appointed and will review the processes to ensure where possible new staff are recruited from the northern region
 - As an interim measure all jobs are promoted on our social media feeds allowing local residents to be aware of vacancies and apply rather than through normal job advertising mediums.
 - The delivery of events across the organisation has been reviewed and the proposed changes viz delivery via a single functional area within Community Development and Wellbeing Department has been implement.

ITEM	9.1.2
	CEO REVIEW COMMITTEE
DATE	12 July 2022
HEADING	Annual Review of CEO Total Remuneration 2021/2022
AUTHOR	Charles Mansueto, General Manager Business Excellence, Business Excellence
CITY PLAN LINKS	4.2 Develop strong capability and commitment to continually improve Council’s performance. 4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	This report provides details of the 2021/2022 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 a X% increase, having regard to the staff Enterprise Bargaining Agreement increase of 2.5%, and to apply from the 2022 anniversary of the CEO Commencement Date (effective 9 May 2022)].*

ATTACHMENTS

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

1. CEO Remuneration Report 2022 - 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 a X% increase, having regard to the staff Enterprise Bargaining Agreement increase of 2.5%, and to apply from the 2022 anniversary of the CEO Commencement Date (effective 9 May 2022)].



**CITY OF SALISBURY
CHIEF EXECUTIVE OFFICER
REMUNERATION ADVICE**

JUNE 2022

Draft



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;
- impacts of sector reform;
- 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;
- size and turnover (budget) of the organisation;
- financial performance and asset base of the entity;
- contribution to strategic direction;
- difficulty and cost to replace;
- current market rates;
- succession planning;
- retention objectives;
- 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 South Australian 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;
- stakeholder management capabilities of the incumbent;
- capabilities required to perform effectively in the role;
- any bonus or at risk component;
- socio-economic outcomes demonstrated;
- increasing public scrutiny of executive remuneration in the current economic climate;
- unprecedented remuneration dynamics created by the economic impacts of COVID-19 and recent inflationary and wage growth pressures.

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 decade or more had remained stable and within or around the Reserve Bank of Australia (RBA) target band of 2-3% p.a. or even lower. Recent yearly figures have been highly volatile and at times this has either increased or decreased pressure on wages. Nominal wages growth had often been above inflation in the range between 3% and 5% (and above) in the years preceding the COVID pandemic. Senior executive salaries were generally rising at a higher rate than for lower positions and thus annual incremental changes of above 5% were very common until recent years. The well documented economic slowdowns have naturally brought inflation back within and even below the RBA target range and thus recent year CPI adjustments have not been as great. In some industry and professional discipline pockets there has even been downward pressure on remuneration.

The March 2022 figures completely change this perspective and will continue to do so if above RBA target range inflations persists.

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

<i>Year Ended</i>	<i>CPI Australia</i>	<i>CPI Adelaide</i>
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%	0.7%
March 21	1.1%	1.2%
June 21	3.8%	2.8%
September 21	3.0%	2.5%
December 21	3.5%	3.3%
March 22	5.1%	4.7%

The June, September and December 2021 CPI announcements indicated a return to inflation, driven across a number of recovery sectors. Further, the recent March 2022 CPI announcement demonstrates the largest CPI quarterly and annual rise since the introduction of the GST. Prevailing geo-political events in the Ukraine are also impacting the level of inflation. In what has been a dynamic economic environment over the past couple of years, it remains difficult to evaluate the



effect this might have on wages however it will be prudent for organisations to be mindful of these numbers as wage growth returns.

It should be noted that any increases above the listed figures are technically real increases. However, consideration of other factors, for example strong performance by incumbents and difficulty to replace dynamics, may determine that higher increments are warranted.

Importantly, there had also been a general cooling of executive remuneration in widespread sectors and we had noted strong evidence of wage freezes, wage cuts, reduced hours, stand downs, redundancies and a range of other measures since the advent of the COVID-19 crisis which informs our considered opinion. Again, this dynamic appears to now be entering a new and unprecedented phase, with the return of higher pay rises in many segments of the labour market.

Most EBAs were falling in the band below 2%, but conversely, the minimum wage decision of over 5% in recent months and likely further increase post the latest CPI has possible future ramifications re a return of increments well above 2% in the medium term.

Draft



4. Findings & Recommendations

We understand John's current total employment package is \$350,139.26 following a 1.8% increase in 2021. This includes the following components:

Salary cash component	\$318,308.42
Total Remuneration	\$318,308.42
Actual Superannuation Cost	\$31,830.84
Total Employment Package	\$350,139.26

John's performance has again been appraised at an exceptionally high level, consistent with levels achieved over the past eleven years. This year's results clearly demonstrate the continuation of his very strong performance against key responsibilities, performance objectives, behaviours and values. 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 minimal remuneration increases in recent years, ranging 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
2021	1.8% increase (and alteration to superannuation from 9.5% to 10.0%)

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.

Whilst John's performance and the sector benchmarks certainly support a more substantial increment, we are maintaining a position of prudence with regard to remuneration increments for senior executives in publicly funded and accountable entities. We understand the EB for all staff at Council this year is 2.5% and consider this might be the opportunity to align the increment for the Chief Executive Officer with the EB. A minimum 2.5% increase to salary cash component plus 10.5% superannuation is recommended for Council's consideration.



5. Genuine Flexibility and Other Movements

Senior professionals are increasingly rating genuine flexibility as a more important factor than exact remuneration. A flexible workplace supporting a work/life balance is seen as important as and where possible. We advise that the City of Salisbury 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 such determinants further or if you would like some input (at no additional consulting fee) regarding remuneration decisions.

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

Assuring you of our objective, independent and considered advice.

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

Andrew Reed
General Manager

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