



AGENDA

FOR CEO REVIEW COMMITTEE MEETING TO BE HELD ON

14 FEBRUARY 2023 AT 6.30 PM

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

MEMBERS

Mayor G Aldridge (Chair)
Cr C Buchanan (Deputy Chair)
Cr D Hood
Cr P Jensen
Cr S Reardon

REQUIRED STAFF

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

APOLOGIES

An apology has been received from Cr D Hood.

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the CEO Review Committee Meeting held on 12 July 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 Performance Evaluation - Personal Evaluation System for FY2022/2023	9
9.1.2	CEO Key Performance Indicator Status Update	49

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)

ORDER TO EXCLUDE THE PUBLIC

9.1.3 Contract Matter

Recommendation

Pursuant to section 90(2) and 90(3)(a) of the *Local Government Act 1999* the CEO Review Committee orders that the public be excluded from attendance at the part of the meeting relating to Agenda Item 9.1.3 (Contract Matter), except the following persons:

CEO

General Manager, Business Excellence

Mr Andrew Reed, Hender Consulting

to enable the Committee to consider Item 9.1.3 in confidence on the basis the Committee considers it necessary and appropriate to act in a meeting closed to the public (excepting those persons listed above) in order to receive, discuss or consider in confidence the following information or matter relation to item 9.1.3:

- Information concerning the personal affairs of any person (living or dead), the disclosure of which would be unreasonable.

being information relating to the performance review of the Chief Executive Officer, which is sensitive and are details which are only known to those who have participated in the review process.

Accordingly, on this basis the principle that meetings of the Committee should be conducted in a place open to the public has been outweighed by the need to keep the information or matter confidential.

CLOSE



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

12 JULY 2022

MEMBERS PRESENT

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

OBSERVERS

Mr Andrew Reed, Hender Consulting

STAFF

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

The meeting commenced at 6.00 pm.

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

APOLOGIES

An apology was received from 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 10 May 2022, be taken as read and confirmed.

CARRIED

REPORTS

Reports

9.1.1 CEO Personal Evaluation System FY2021/2022

Moved Cr C Buchanan
Seconded Mayor G Aldridge

That Council:

1. Acknowledge 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 5] 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.

CARRIED

The CEO left the meeting to allow the Committee to discuss Item 9.1.2 – Annual Review of CEO Total Remuneration 2021/2022.

9.1.2 Annual Review of CEO Total Remuneration 2021/2022

Moved Mayor G Aldridge
Seconded Cr J Woodman

1. In accordance with Clause 13 of the Employment Agreement and the delegation of authority granted by Council to the CEO Review Committee, an amendment to the CEO Total Remuneration be made, with that amendment being a 2.5% 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).

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

There were no Other Business items.

CLOSE

The meeting closed at 6.20 pm.

CHAIRMAN.....

DATE.....

ITEM	9.1.1
	CEO REVIEW COMMITTEE
DATE	14 February 2023
HEADING	CEO Performance Evaluation - Personal Evaluation System for FY2022/2023
AUTHOR	John Harry, Chief Executive Officer, CEO and Governance
CITY PLAN LINKS	4.1 Members of our community receive an exceptional experience when interacting with Council 4.3 The City of Salisbury is recognised as a great place to work 4.4 We plan effectively to address community needs and identify new opportunities
SUMMARY	In accordance with the CEO Employment Agreement, this report provides details of the proposed Personal Evaluation System for FY2022/23.

RECOMMENDATION

That Council:

1. Receives the information.
2. Approves that the Personal Evaluation System applies to the CEO for the FY2022/2023 review period, comprising of a Key Project Deliverables/Performance Indications and a performance appraisal survey.
3. Approves that Andrew Reed General Manager of Hender Consulting is further engaged as a qualified Independent Person/Advisor to the CEO Review Committee for the remainder of the term of the CEOs contract.

ATTACHMENTS

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

1. CEO Key Project List
2. CEO Performance Appraisal Survey
3. CEO Position Description

1. BACKGROUND

- 1.1 As a consequence of the timing of the recent Local Government Elections, and the ancillary caretaker period commencing in August 2022, and the appointment of the Committees in December 2022, there has been no meeting of the previous and current CEO Performance Review Committee until this February 2023 meeting.
- 1.2 The CEO Employment Agreement provides that “*a performance review in accordance with the Personal Evaluation System will occur in May of each year*”. The Agreement further provides that the Personal Evaluation System must be reviewed and, if necessary, amended by agreement within two months after each performance review.

- 1.3 Clause 12.2 of the CEO Employment Agreement indicates “*The CEO performance review shall be conducted by a Committee appointed by the Council (the Committee)*”. The Committee has previously appointed Mr Andrew Reed, General Manager of Hender Consulting, who under the recently enacted Local Government legislative framework (Sect 102A of the *Local Government Act 1999* – CEO Performance Review) is regarded as a qualified independent person.
- 1.4 Clause 12.4 indicates the Committee will assess the CEO’s performance by reference to the Personal Evaluation System measured against the CEO’s Duties as outlined in the Agreement, Position Description and any other factors considered relevant by the Committee. The Committee will evaluate the extent to which the CEO has discharged the CEO’s goals, objectives, responsibilities and Duties outlined in Schedule 1 of the Agreement (The Job and Person Specification provided in the report to the CEO Review Committee on 14 July 2020, Item 8.1.2.)
- 1.5 The Personal Evaluation System has been in place for the previous 11 review periods and has proven to be a robust and acceptable mechanism by Council of assessing the performance of the CEOs performance.
 - 1.5.1 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.
 - 1.5.2 The Personal Evaluation System was to comprise of a set of agreed Key Performance Indicators and a Performance Appraisal Survey.
 - 1.5.3 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.
- 1.6 In light of this meeting being the first for 2022/23 evaluation period, the attached Key Performance Project/Indicators to be used for this evaluation period are provided in the context of the projects identified in the City Plan 2035 and the Annual Business Plan of Council 2022/23. If additional matters are required by the Review Committee these should only be of a strategic context and can readily be incorporated within the current set of key projects for which adoption is being sought.
- 1.7 The projects identified clearly do not cover all initiatives identified within the various Council documents (City Plan, Annual Business Plan, Capital Works Program individual strategies eg environmental, city safety and partnership projects) as these projects are taken as part of the overall responsibility for delivery by the organisation for which the CEO is responsible. These projects are reported via existing business as usual reports through Committees to Council and at quarterly budget review processes.

2. CITY PLAN CRITICAL ACTION

- 2.1 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 in relation to Key Performance Indicators for FY2022/2023 and in part form the basis of the Executive Performance Plans

4. REPORT

4.1 Key Performance Indicators

- 4.1.1 The proposed CEO Key Performance Indicators for the FY2022/2023 period are attached to this report. The Key Performance Indicators have been identified in line with feedback from the CEO Review Committee discussions and review of the City Plan 2035.
- 4.1.2 The CEO Review Committee is asked to consider the proposed Key Performance Indicators with a view to adopting them as a basis for 2022/23 forming part of the overall performance evaluation process.

4.2 Performance Appraisal Survey

- 4.2.1 The CEO Performance Appraisal Survey has been conducted since 2012, with variation to the content along the way as requested by the CEO Review Committee.
- 4.2.2 The Survey provides for longitudinal survey results for the Chief Executive Officer in relation to:
- Key Result Areas (based on CEO Position Description)
 - Corporate and Community Values
 - Stop, Start, Continue commentary
- 4.2.3 Elected Members are requested to complete the Performance Appraisal Survey for each annual review.
- 4.2.4 This is a confidential survey which allows Elected Members to rate the performance of the CEO in relation to the key elements identified in 4.2.2.

4.3 Independent Advisor

- 4.3.1 The CEO Employment Agreement indicates “The Committee may appoint at least one person who is qualified to assist it in the performance review and who is acceptable to the CEO, but such person shall not be a member of the Council, Committee or an employee of the Council.”
- 4.3.2 The CEO was appointed in May 2011 and Hender Consulting was appointed on a year-by-year basis as the Independent Advisor for 2011/2012 and 2012/2013. Andrew Reed was the Consultant who conducted this work.
- 4.3.3 In April 2013, the Manager Governance received an exemption from the procurement process for the consulting support to the CEO Review Committee for the remainder of the term of the CEO Employment Agreement. Hender Consulting was appointed in 2013 for the balance of

the term of the CEO Employment Agreement, which was due to expire on May 2016.

- 4.3.4 The CEO Review Committee on 19 April 2016 resolved “*Hender Consulting is appointed as the Independent Advisor to the CEO Review Committee for the remainder of the term of the CEO Employment Agreement.*”
- 4.3.5 Andrew Reed from Hender Consulting has supported the CEO Review Committee with the CEO Review process over the past nine years, and were engaged to do so until September 2020.
- 4.3.6 Specifically, Hender Consulting confidentially administer the Performance Appraisal Survey, undertake remuneration benchmarking and have provided recommendations to the CEO Review Committee in relation to any changes to the CEO employment package.
- 4.3.7 Following consideration by the CEO Review Committee, Mr Andrew Reed from Hender Consulting needs to be engaged to further provide this service for the remainder of the current contract of employment. The service includes:
- Develop / modify and distribute a confidential Performance Appraisal survey to the nominated Council members and other stakeholders if relevant;
 - Monitor response rate and once surveys have been returned, offer meetings or telephone interviews for further clarity with the participants as required;
 - Analyse results and provide a report to the CEO Review Committee;
 - Research relevant CEO salaries from a range of sectors to establish remuneration benchmarking;
 - Prepare a report including remuneration advice; and
 - Attend the CEO Review Committee as required to discuss Performance Appraisal Survey Report & Remuneration Review Report.

5. CONCLUSION / PROPOSAL

- 5.1 A review of the Personal Evaluation System is required following each performance review process. To support the completion of this review, proposed draft Key Performance Indicators have been developed for consideration by the CEO Review Committee. (Attachment 1)
- 5.2 It is proposed that the CEO Performance Appraisal Survey (Attachment 2) remain unchanged.
- 5.3 Note that Andrew Reed from Hender Consulting needs to be engaged to the expiry of the employment contract as the qualified Independent Advisor, pending any outcome in relation to CEO Performance Review and Remuneration Review that may arise from the *Statutes Amendment (Local Government Review) Bill 2020*.

- 5.4 A Key Performance Indicator Status report will be provided early in the new financial year following the status report being completed for projects as at 30 June 2023 along with the outcome of the Performance Appraisal survey.



CEO KPI FEBRUARY 2023 KEY PROJECT LIST



CITY PLAN 2035 - A WELCOMING AND LIVEABLE CITY

City Infrastructure	
Project : Road Reseal and Verge Contracts	
Description	Major new contracts in place for road reseal and verges
City Plan Link	2.3 Our community, environment and infrastructure are adaptive to a changing climate 3.3 Our infrastructure supports investment and business activity 4.2 We deliver quality outcomes that meet the needs of our community

City Infrastructure	
Project : Salisbury Aquatic Precinct	
Description	Design of new aquatic precinct completed and under construction
City Plan Link	1.2 The health and wellbeing of our community is a priority 4.2 We deliver quality outcomes that meet the needs of our community

Community Development	
Project : THRiVE Strategy (Pride)	
Description	Deliver THRiVE Strategy (Pride) to prioritise PA & SI
City Plan Link	<ul style="list-style-type: none"> • A Welcoming and Liveable City • The health and wellbeing of our community is a priority • Future Planning – Update the 'City Pride' Strategy

Community Development	
Project : Community Events	
Description	Deliver Council's new three year Event Calendar, including 2 new events citywide
City Plan Link	<ul style="list-style-type: none"> • A welcoming and liveable City - celebrate our communities diversity

Community Development	
Project : Curation of Salisbury City Centre	
Description	Create opportunities for people to engage in the City Centre
City Plan Link	<ul style="list-style-type: none"> • Provide experiences that make our places lively and interesting.



CEO KPI FEBRUARY 2023 KEY PROJECT LIST

Community Development	
Project : Community Assets	
Description	Deliver new major recreational contracts (Tree Climb/Recreation Centres/Little Para Golf Links)
City Plan Link	<ul style="list-style-type: none"> The health and wellbeing of our community is a priority.

Community Development	
Project : Youth Action Plan	
Description	Youth Action Plan Actions
City Plan Link	<ul style="list-style-type: none"> People are valued, feel safe, included and connected We plan effectively to address community needs and identify new opportunities

Community Development	
Project : Ability Inclusion Strategic Plan	
Description	Revision of the Ability Inclusion Strategic Plan (AISP)
City Plan Link	<ul style="list-style-type: none"> People are valued, feel safe, included and connected Innovation and Business Development We plan effectively to address community needs and identify new opportunities

Community Development	
Project : City of Salisbury Community Bus Trial	
Description	Community Bus Trial
City Plan Link	<ul style="list-style-type: none"> People are valued, feel safe, included and connected Innovation and Business Development We plan effectively to address community needs and identify new opportunities

Community Development	
Project : Community Centres Governance Review	
Description	Community Centres Governance Review to be undertaken
City Plan Link	<ul style="list-style-type: none"> Assess future social infrastructure needs



CEO KPI FEBRUARY 2023 KEY PROJECT LIST

Business Excellence	
Project : Biannual Community Perception Survey	
Description	Deliver the Biannual Community Perception Survey
City Plan Link	<ul style="list-style-type: none"> • Meaningfully engage with our community so we better anticipate and respond to needs and opportunities

CITY PLAN 2035 – A SUSTAINABLE CITY



City Development	
Project : Council endorsement final Sustainability Strategy	
Description	Sustainability Strategy 2035
City Plan Link	<ul style="list-style-type: none"> • Salisbury has a balance of green spaces and natural environments that support biodiversity • We make the most of our resources including water, waste and energy • Our community, environment and infrastructure are adaptive to a changing climate

CITY PLAN 2035 – A GROWING CITY THAT CREATES NEW OPPORTUNITIES



City Development	
Project : Walkleys Road redevelopment opportunity	
Description	Proposed residential development in Ingle Farm
City Plan Link	<ul style="list-style-type: none"> • Our urban growth is well planned and our centres are active • We deliver quality outcomes that meet the needs of our community • We engage meaningfully and our community is aware of Council initiatives

City Development	
Project : Construction commences on Lake Windemere residential development	
Description	35 allotment residential development in Salisbury North
City Plan Link	<ul style="list-style-type: none"> • Our urban growth is well planned and our centres are active • We deliver quality outcomes that meet the needs of our community • We engage meaningfully and our community is aware of Council initiatives



CEO KPI FEBRUARY 2023 KEY PROJECT LIST

City Development	
Project : Contractual arrangements entered into for the sale/development of the Len Beadell site in the Salisbury City Centre and across the City Centre Renewal	
Description	Contractual arrangements entered into for the sale/development of the Len Beadell site in the Salisbury City Centre/other development opportunity sites during 2023
City Plan Link	<ul style="list-style-type: none"> Enhance the Salisbury City Centre by upgrading Church and John Streets and attracting investment by the private sector into surplus Council sites. Attract firms to Salisbury, providing job opportunities for residents.

City Development	
Project : Review of Growth Action Plan and Economic Growth Strategy	
Description	Development of a new City Shaping Strategy
City Plan Link	<ul style="list-style-type: none"> Salisbury's businesses are successful and part of our community Salisbury is a place of choice for businesses to start, invest and grow Our infrastructure supports investment and business activity Our urban growth is well planned and our centres are active

City Development	
Project : Council endorsement of Strategic Land Review Interim report	
Description	Update of Strategic Land Review undertaken in 2017
City Plan Link	<ul style="list-style-type: none"> Our urban growth is well planned and our centres are active We deliver quality outcomes that meet the needs of our community We engage meaningfully and our community is aware of Council initiatives

City Development	
Project : Salt Pans redevelopment - State Government / Private Sector Project	
Description	Redevelopment of old salt production facility west of Port Wakefield Road
City Plan Link	<ul style="list-style-type: none"> Provide services and infrastructure that support entrepreneurs and emerging industry sectors



CEO KPI FEBRUARY 2023 KEY PROJECT LIST

City Infrastructure	
Project : Completion of key Capital Works Projects	
Description	Completion of construction for Church/John Street; Shared clubrooms at The Paddocks; New clubrooms Yalumba Reserve; 4 major streetscapes; Fairbanks Reserve upgrade
City Plan Link	<ul style="list-style-type: none"> • Our City is attractive and well maintained • Our urban growth is well planned and our centres are active • We deliver quality outcomes that meet the needs of our community

City Infrastructure	
Project : Road Network/Connectivity	
Description	Collaborative with DIT to improve the east/west traffic movement corridors
City Plan Link	<ul style="list-style-type: none"> • Provide a safe transport network that enables efficient freight and commuter movement

CITY PLAN – INNOVATION AND BUSINESS DEVELOPMENT



City Infrastructure	
Project : Improvement Plan of Strategic Asset Management Plan	
Description	Second set of priority asset classes to be modelled with Levels of Service and Financial Forecasts to be endorsed by Council
City Plan Link	<ul style="list-style-type: none"> • Our community is resilient and adaptive to change • Our community, environment and infrastructure are adaptive to a changing climate • Our infrastructure supports investment and business activity • We deliver quality outcomes that meet the needs of our community • We plan effectively to address community needs and identify new opportunities



CEO KPI FEBRUARY 2023 KEY PROJECT LIST

City Infrastructure	
Project : Adoption of Revised Strategic Asset Management Plan	
Description	Revised SAMP endorsed by Council to replace the interim SAMP
City Plan Link	<ul style="list-style-type: none"> • Our community is resilient and adaptive to change • Our community, environment and infrastructure are adaptive to a changing climate • Our infrastructure supports investment and business activity • We deliver quality outcomes that meet the needs of our community • We plan effectively to address community needs and identify new opportunities
Business Excellence	
Project : Enterprise Resource Project	
Description	Delivery of Phase 1 of the CRM and HR modules as part of the ERP (Project Connect)
City Plan Link	<ul style="list-style-type: none"> • Use technology so people can better access Council services • Improve how we use data to better inform decision making
Business Excellence	
Project : Digital Strategy	
Description	Develop a communication plan to engage and inform the community about the endorsed Digital Strategy
City Plan Link	<ul style="list-style-type: none"> • Develop a digital strategy and framework to implement technology based initiatives to improve the management of the city • Meaningfully engage with our community so we better anticipate and respond to needs and opportunities
Business Excellence	
Project : Partnership with NAWMA	
Description	Influence and deliver NAWMA outcomes aligned to Council requirements including the Landfill Alternative Project
City Plan Link	<ul style="list-style-type: none"> • Meaningfully engage with our community and stakeholders as we plan and make decisions



CEO KPI FEBRUARY 2023 KEY PROJECT LIST

Business Excellence	
Project : Salisbury Water Services	
Description	Enhance delivery of Salisbury Water services while also developing a long term strategy to reduce risks to Council and grow Salisbury Water
City Plan Link	<ul style="list-style-type: none"> Identify opportunities to increase non-rates revenue

City Infrastructure	
Project : Field Operation Centre	
Description	Redevelopment of the Operations Centre
City Plan Link	<ul style="list-style-type: none"> Consider the long term when we plan and innovate

Governance	
Project : Key Governance Deliverables	
Description	Key Governance Deliverables 2022/23
City Plan Link	<ul style="list-style-type: none"> We deliver quality outcomes that meet the needs of our community



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):**



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"/> 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	

*** 1.1) Demonstrates leadership and vision**

<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	

*** 1.2) Makes the tough decisions where necessary rather than choosing the popular option**

<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	


*** 1.3) Thinks and acts strategically**

<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	

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

- 1 - Serious Concerns
- 2 - Minor Concerns
- 3 - Satisfactory
- 4 - Good
- 5 - Very Good
- 6 - Excellent
- U - Unable to Assess

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"/> 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	

*** 2.1) Adopts a collaborative management style**

<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	

*** 2.2) 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"/> 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	

*** 2.3) Seeks and is receptive to other points of view**

<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	

*** 2.4) 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



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"/> 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 | |


*** 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"/> 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 | |

*** 3.2) Demonstrates well developed commercial acumen in line with non financial corporate 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 | |

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"/> 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	

*** 5.1) Demonstrates effective communication 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	


*** 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"/> 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	

*** 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"/> 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 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
<input type="text"/>



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.



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;

ITEM	9.1.2
	CEO REVIEW COMMITTEE
DATE	14 February 2023
HEADING	CEO Key Performance Indicator Status Update
AUTHOR	John Harry, Chief Executive Officer, CEO and Governance
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 a status update on progress towards achievement of adopted Key Performance Indicators for the Chief Executive Officer for the 2022/2023 performance review period.

RECOMMENDATIONThat Council:

1. Notes the progress towards achievement of the 2022/2023 Key Performance Projects and Initiatives.

ATTACHMENTS

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

1. CEO Key Project Status Update

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 February 2023, the CEO Review Committee agreed the Personal Evaluation System to apply to the CEO for the 2022/2023 review period, comprising Key Performance Indicators. This approval was endorsed by the CEO Review Committee in the previous report on this agenda on the basis of the Election being held last year and the ancillary caretaker period did not enable the consideration and adoption of the key projects to form the basis for the 2022/23 evaluation until this meeting.

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 2022/2023 Key Performance Indicators and Projects

4. REPORT

4.1 This report provides a status update for Quarter 2, ending 31 January 2023. Refer Attachment 1.

4.2 Feedback is sought from this Committee on any matters in relation to the key projects and any other feedback regarding CEO performance as part of this progressive review of status.

5. CONCLUSION / PROPOSAL

5.1 The next consideration of Key Performance Indicators achievement will occur following the end of Quarter 3 (ending June 2023).



CEO KPI FEBRUARY 2023 STATUS UPDATE KEY PROJECTS



CITY PLAN 2035 - A WELCOMING AND LIVEABLE CITY

City Infrastructure	
Project : Road Reseal and Verge Contracts	
Description	Major new contracts in place for road reseal and verges
Budget	
Status Update/Timeframe	Contract signed in February 2023 for year 1
City Plan Link	2.3 Our community, environment and infrastructure are adaptive to a changing climate 3.3 Our infrastructure supports investment and business activity 4.2 We deliver quality outcomes that meet the needs of our community

City Infrastructure	
Project : Salisbury Aquatic Precinct	
Description	Design of new aquatic precinct completed and under construction
Budget	
Status Update/Timeframe	Design 90% completed by February 2023 Anticipated completion April 2024
City Plan Link	1.2 The health and wellbeing of our community is a priority 4.2 We deliver quality outcomes that meet the needs of our community

Community Development	
Project : THRiVE Strategy (Pride)	
Description	Deliver THRiVE Strategy (Pride) to prioritise PA & SI
Budget	
Status Update/Timeframe	<ul style="list-style-type: none"> • Strategy currently being drafted • Internal workshop planned • Strategy to be considered at April 2023 Council meeting
City Plan Link	<ul style="list-style-type: none"> • A Welcoming and Liveable City • The health and wellbeing of our community is a priority • Future Planning – Update the ‘City Pride’ Strategy



CEO KPI FEBRUARY 2023 STATUS UPDATE KEY PROJECTS

Community Development	
Project : Community Events	
Description	Deliver Council's new three year Event Calendar, including 2 new events citywide
Budget	
Status Update/Timeframe	Introducing Salisbury Starlight Cinemas and Bites on the Boulevard. Using different parts of our region for the community to engage and enjoy. Australia Day January 2023 and Fringe Program February 2023 Hexadeca January 2023
City Plan Link	<ul style="list-style-type: none"> A welcoming and liveable City - celebrate our communities diversity

Community Development	
Project : Curation of Salisbury City Centre	
Description	Create opportunities for people to engage in the City Centre
Budget	
Status Update/Timeframe	Emerging Artist program – running between December and May 2023 to showcase our revitalised City Centre and unveiling our new major art works Laneways upgrades and opening events to be completed by May 2023
City Plan Link	<ul style="list-style-type: none"> Provide experiences that make our places lively and interesting.

Community Development	
Project : Community Assets	
Description	Deliver new major recreational contracts (Tree Climb/Recreation Centres/Little Para Golf Links)
Budget	
Status Update/Timeframe	In progress. Contracts are in development for each asset and will be attached to council reports through February and March 2023. Recreation centres and Little Para Golf Course will transition on 1 July 2023 Tree Climb is intended for a pre-Christmas 2023 opening.
City Plan Link	<ul style="list-style-type: none"> The health and wellbeing of our community is a priority.



CEO KPI FEBRUARY 2023 STATUS UPDATE KEY PROJECTS

Community Development	
Project : Youth Action Plan	
Description	Youth Action Plan Actions
Budget	
Status Update/Timeframe	In progress – consultation with Salisbury’s young people has been completed in 2022 and draft actions are currently being developed for further consultation with relevant Divisions and external stakeholders with final report to be presented to Council by June 2023.
City Plan Link	<ul style="list-style-type: none"> • People are valued, feel safe, included and connected • We plan effectively to address community needs and identify new opportunities

Community Development	
Project : Ability Inclusion Strategic Plan	
Description	Revision of the Ability Inclusion Strategic Plan (AISP)
Budget	
Status Update/Timeframe	The Ability Inclusion Strategic Plan 2020 – 24 (AISP) is Council’s third Disability Access and Inclusion Plan (DAIP) since 1999. But it is the first under the Disability Inclusion Act 2018 (SA) and so the first revision of this plan under that Act. By Dec 2024 staff will Provide council revised AISP website link to CEO of DHS
City Plan Link	<ul style="list-style-type: none"> • People are valued, feel safe, included and connected • Innovation and Business Development • We plan effectively to address community needs and identify new opportunities

Community Development	
Project : City of Salisbury Community Bus Trial	
Description	Community Bus Trial
Budget	
Status Update/Timeframe	Community Bus Service has been extended until end of financial year and at the request of Council staff are investigating the provision of a permanent bus service.
City Plan Link	<ul style="list-style-type: none"> • People are valued, feel safe, included and connected • Innovation and Business Development • We plan effectively to address community needs and identify new opportunities



CEO KPI FEBRUARY 2023 STATUS UPDATE KEY PROJECTS

Community Development	
Project : Community Centres Governance Review	
Description	Community Centres Governance Review to be undertaken
Budget	
Status Update/Timeframe	In Progress – Report To Be Delivered By 30 June 2023 with recommendations to Council for potential transition and implementation in 23/24
City Plan Link	<ul style="list-style-type: none"> Assess future social infrastructure needs

Business Excellence	
Project : Biannual Community Perception Survey	
Description	Deliver the Biannual Community Perception Survey
Budget	Within existing operational budgets
Status Update/Timeframe	April 2023
City Plan Link	<ul style="list-style-type: none"> Meaningfully engage with our community so we better anticipate and respond to needs and opportunities



CEO KPI FEBRUARY 2023 STATUS UPDATE KEY PROJECTS

CITY PLAN 2035 – A SUSTAINABLE CITY



City Development	
Project : Council endorsement final Sustainability Strategy	
Description	Sustainability Strategy 2035
Budget	
Status Update/Timeframe	Draft Sustainability Strategy was approved by Council in August 2022 for community engagement. Draft implementation plan and community engagement plan will be presented to Council for approval in Feb 2023. A revised and final version of the Sustainability Strategy, incorporating engagement feedback and an implementation plan and budget will be presented to Council in April 2023 for final approval.
City Plan Link	<ul style="list-style-type: none"> • Salisbury has a balance of green spaces and natural environments that support biodiversity • We make the most of our resources including water, waste and energy • Our community, environment and infrastructure are adaptive to a changing climate

CITY PLAN 2035 – A GROWING CITY THAT CREATES NEW OPPORTUNITIES



City Development	
Project : Walkleys Road redevelopment opportunity	
Description	Proposed residential development in Ingle Farm
Budget	
Status Update/Timeframe	Further report to be presented to Council in March 2023
City Plan Link	<ul style="list-style-type: none"> • Our urban growth is well planned and our centres are active • We deliver quality outcomes that meet the needs of our community • We engage meaningfully and our community is aware of Council initiatives



CEO KPI FEBRUARY 2023 STATUS UPDATE KEY PROJECTS

City Development	
Project : Construction commences on Lake Windemere residential development	
Description	35 allotment residential development in Salisbury North
Budget	
Status Update/Timeframe	Development Approval to be approved Construction commencement in April
City Plan Link	<ul style="list-style-type: none"> • Our urban growth is well planned and our centres are active • We deliver quality outcomes that meet the needs of our community • We engage meaningfully and our community is aware of Council initiatives

City Development	
Project : Contractual arrangements entered into for the sale/development of the Len Beadell site in the Salisbury City Centre and across the City Centre Renewal	
Description	Contractual arrangements entered into for the sale/development of the Len Beadell site in the Salisbury City Centre/other development opportunity sites during 2023
Budget	
Status Update/Timeframe	EOI closes on the 23 February 2023.
City Plan Link	<ul style="list-style-type: none"> • Enhance the Salisbury City Centre by upgrading Church and John Streets and attracting investment by the private sector into surplus Council sites. • Attract firms to Salisbury, providing job opportunities for residents.

City Development	
Project : Review of Growth Action Plan and Economic Growth Strategy	
Description	Development of a new City Shaping Strategy
Budget	
Status Update/Timeframe	Scope will be presented to Executive in March 2023 Informal engagement to be conducted over April/May 2023 A draft City Shaping Strategy will be presented to Council in June 2023
City Plan Link	<ul style="list-style-type: none"> • Salisbury's businesses are successful and part of our community • Salisbury is a place of choice for businesses to start, invest and grow • Our infrastructure supports investment and business activity • Our urban growth is well planned and our centres are active



CEO KPI FEBRUARY 2023 STATUS UPDATE KEY PROJECTS

City Development	
Project : Council endorsement of Strategic Land Review Interim report	
Description	Update of Strategic Land Review undertaken in 2017
Budget	Nil
Status Update/Timeframe	To be presented to Council in April 2023
City Plan Link	<ul style="list-style-type: none"> • Our urban growth is well planned and our centres are active • We deliver quality outcomes that meet the needs of our community • We engage meaningfully and our community is aware of Council initiatives

City Development	
Project : Salt Pans redevelopment - State Government / Private Sector Project	
Description	Redevelopment of old salt production facility west of Port Wakefield Road
Budget	
Status Update/Timeframe	Cross Government and Private Sector Steering Group and Working Group established in September 2022 Code Amendment adopted by December 2023
City Plan Link	<ul style="list-style-type: none"> • Provide services and infrastructure that support entrepreneurs and emerging industry sectors

City Infrastructure	
Project : Completion of key Capital Works Projects	
Description	Completion of construction for Church/John Street; Shared clubrooms at The Paddocks; New clubrooms Yalumba Reserve; 4 major streetscapes; Fairbanks Reserve upgrade
Budget	
Status Update/Timeframe	Church/John Completion - May 23 Paddocks Completion - Sept 23 Yalumba Reserve Completion - August 23 Fairbanks Drive Reserve Completion – Mid April 23
City Plan Link	<ul style="list-style-type: none"> • Our City is attractive and well maintained • Our urban growth is well planned and our centres are active • We deliver quality outcomes that meet the needs of our community



CEO KPI FEBRUARY 2023 STATUS UPDATE KEY PROJECTS

City Infrastructure	
Project : Road Network/Connectivity	
Description	Collaborative with DIT to improve the east/west traffic movement corridors
Budget	
Status Update/Timeframe	Completion February 2023
City Plan Link	<ul style="list-style-type: none"> • Provide a safe transport network that enables efficient freight and commuter movement



CEO KPI FEBRUARY 2023 STATUS UPDATE KEY PROJECTS

CITY PLAN – INNOVATION AND BUSINESS DEVELOPMENT



City Infrastructure	
Project : Improvement Plan of Strategic Asset Management Plan	
Description	Second set of priority asset classes to be modelled with Levels of Service and Financial Forecasts to be endorsed by Council
Budget	
Status	
Update/Timeframe	September 2023
City Plan Link	<ul style="list-style-type: none"> • Our community is resilient and adaptive to change • Our community, environment and infrastructure are adaptive to a changing climate • Our infrastructure supports investment and business activity • We deliver quality outcomes that meet the needs of our community • We plan effectively to address community needs and identify new opportunities

City Infrastructure	
Project : Adoption of Revised Strategic Asset Management Plan	
Description	Revised SAMP endorsed by Council to replace the interim SAMP
Budget	
Status	
Update/Timeframe	Adoption in June 2023
City Plan Link	<ul style="list-style-type: none"> • Our community is resilient and adaptive to change • Our community, environment and infrastructure are adaptive to a changing climate • Our infrastructure supports investment and business activity • We deliver quality outcomes that meet the needs of our community • We plan effectively to address community needs and identify new opportunities

Business Excellence	
Project : Enterprise Resource Project	
Description	Delivery of Phase 1 of the CRM and HR modules as part of the ERP (Project Connect)
Budget	As approved through the Business Transformation Future Fund by Council
Status	Council, has approved the funding for the delivery of the ERP (Project Connect) which has a priority in Phase 1 to deliver the CRM and HR module by July 2023 - Adopted by Council in January 2023
Update/Timeframe	
City Plan Link	<ul style="list-style-type: none"> • Use technology so people can better access Council services



CEO KPI FEBRUARY 2023 STATUS UPDATE KEY PROJECTS

	<ul style="list-style-type: none"> Improve how we use data to better inform decision making
Business Excellence	
Project : Digital Strategy	
Description	Develop a communication plan to engage and inform the community about the endorsed Digital Strategy
Budget	Within existing operational budgets
Status Update/Timeframe	Initial report to Council (February 2023) on the draft communication plan) Complete delivery of comms plan by June 2023
City Plan Link	<ul style="list-style-type: none"> Develop a digital strategy and framework to implement technology based initiatives to improve the management of the city Meaningfully engage with our community so we better anticipate and respond to needs and opportunities
Business Excellence	
Project : Partnership with NAWMA	
Description	Influence and deliver NAWMA outcomes aligned to Council requirements including the Landfill Alternative Project
Budget	Subject to finalisation of the LFA project
Status Update/Timeframe	Board workshop to occur in February 2023 Next steps, including community engagement subject to Board approval
City Plan Link	<ul style="list-style-type: none"> Meaningfully engage with our community and stakeholders as we plan and make decisions
Business Excellence	
Project : Salisbury Water Services	
Description	Enhance delivery of Salisbury Water services while also developing a long term strategy to reduce risks to Council and grow Salisbury Water
Budget	Within existing operational budgets
Status Update/Timeframe	Strategic Direction due December 2023
City Plan Link	<ul style="list-style-type: none"> Identify opportunities to increase non-rates revenue
City Infrastructure	
Project : Field Operation Centre	
Description	Redevelopment of the Operations Centre
Budget	
Status Update/Timeframe	Completion February 2023
City Plan Link	<ul style="list-style-type: none"> Consider the long term when we plan and innovate



CEO KPI FEBRUARY 2023 STATUS UPDATE KEY PROJECTS

Governance	
Project : Key Governance Deliverables	
Description	Key Governance Deliverables 2022/23
Budget	Within existing operational budgets
Status Update/Timeframe	<ul style="list-style-type: none"> - Successful management of the elections project, with compliments received from Margaret Yates, Deputy Returning Officer ECSA - Successful delivery of the Swearing in Ceremony for Elected Members - Coordination and expeditious delivery of a comprehensive training and induction program for the Elected Members following the Elections, with compliments received from various Elected Members - Implementation of the various stages of Local Government Reform, supporting organisational transition and compliance - Elected Member support with drafting of questions and motions and meeting procedural advice and support - Inhouse legal services implementation, supporting the organisation, in particular in relation to some key strategic projects and initiatives
City Plan Link	<ul style="list-style-type: none"> • We deliver quality outcomes that meet the needs of our community