



## **AGENDA**

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

**15 AUGUST 2023 AT 6.30 PM**

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

### **MEMBERS**

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

### **REQUIRED STAFF**

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

### **APOLOGIES**

### **LEAVE OF ABSENCE**

### **PRESENTATION OF MINUTES**

Presentation of the Minutes of the CEO Review Committee Meeting held on 14 February 2023.

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## **REPORTS**

9.1.1	CEO Personal Evaluation System FY2022/2023 .....	9
9.1.2	Proposed CEO Key Performance Indicators 2023/2024 .....	33

## **MOTIONS ON NOTICE**

*There are no Motions on Notice*

## **QUESTIONS ON NOTICE**

*There are no Questions on Notice*

## **OTHER BUSINESS**

*(Motions without Notice, Questions Without Notice, CEO Updates – if required)*

## **CLOSE**

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## ORDERS TO EXCLUDE THE PUBLIC

### 9.2.1 Annual Review of CEO Total Remuneration 2022/2023

#### Recommendation

Pursuant to section 83(5) of the *Local Government Act 1999* the Chief Executive Officer has indicated that, if the CEO Review Committee so determines, this matter may be considered in confidence under Part 3 of the *Local Government Act 1999* on grounds that:

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

*On that basis the public's interest is best served by not disclosing the **Annual Review of CEO Total Remuneration 2022/2023** item and discussion at this point in time.*

3. *Pursuant to Section 90(2) of the Local Government Act 1999 it is recommended the Council orders that all members of the public, except Charles Mansueto, General Manager Business Excellence of the City of Salisbury and Andrew Reed, Hender Consulting, be excluded from attendance at the meeting for this Agenda Item.*

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## OTHER BUSINESS

*(Motions without Notice, Questions Without Notice, CEO Updates – if required)*

### OBI      **CEO Update – Organisational Matters**

Pursuant to section 83(5) of the *Local Government Act 1999* the Chief Executive Officer has indicated that, if the CEO Review Committee so determines, this matter may be considered in confidence under Part 3 of the *Local Government Act 1999* on grounds that:

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

*On that basis the public's interest is best served by not disclosing the **CEO Update – Organisational Matters** item and discussion at this point in time.*
3. *Pursuant to Section 90(2) of the Local Government Act 1999 it is recommended the Council orders that all members of the public, except the Chief Executive Officer and General Manager Business Excellence of the City of Salisbury, be excluded from attendance at the meeting for this Agenda Item.*

**CLOSE**

Confidential Item 9.2.1



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

**14 FEBRUARY 2023**

**MEMBERS PRESENT**

Mayor G Aldridge (Chair)  
Cr C Buchanan (Deputy Chair)  
Cr P Jensen

**OBSERVERS**

Mr Andrew Reed, Hender Consulting

**STAFF**

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

The meeting commenced at 6:30pm.

The Chairman welcomed the members, staff and the members of the public to the meeting.

**APOLOGIES**

An apology was received from Cr D Hood.

**LEAVE OF ABSENCE**

Nil.

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## PRESENTATION OF MINUTES

Moved Cr P Jensen  
Seconded Cr C Buchanan

The Minutes of the CEO Review Committee Meeting held on 12 July 2022, be taken as read and confirmed.

**CARRIED**

## REPORTS

### 9.1.1 CEO Performance Evaluation - Personal Evaluation System for FY2022/2023

Moved Cr C Buchanan  
Seconded Cr P Jensen

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.

**CARRIED**

### 9.1.2 CEO Key Performance Indicator Status Update

Moved Cr C Buchanan  
Seconded Cr P Jensen

That Council:

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

**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)*

Nil.

## ORDERS TO EXCLUDE THE PUBLIC

### 9.1.3 Contract Matter

Moved Cr P Jensen

Seconded Cr C Buchanan

That Council:

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:

- 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 mater 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 know 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.

**CARRIED**

*The Chief Executive Officer, John Harry left the meeting at 6:38pm.*

The meeting moved into confidence at 6:38pm.

The meeting moved out of confidence and closed at 6:47pm.

CHAIRMAN.....

DATE.....





<b>ITEM</b>	9.1.1
	<b>CEO REVIEW COMMITTEE</b>
<b>DATE</b>	15 August 2023
<b>HEADING</b>	CEO Personal Evaluation System FY2022/2023
<b>AUTHOR</b>	Charles Mansueto, General Manager Business Excellence, Business Excellence
<b>CITY PLAN LINKS</b>	4.2 Develop strong capability and commitment to continually improve Council's performance. 4.3 Have robust processes that support consistent service delivery and informed decision making. 4.4 Embed long term thinking, planning and innovation across the organisation.
<b>SUMMARY</b>	This report provides details of the CEO Personal Evaluation System for 2022/2023

**RECOMMENDATION**

1. It be acknowledged that the CEO has, to the satisfaction of CEO Review Committee:
  - delivered the requirements of his position;
  - successfully achieved 2022/23 Key Performance Indicators;
  - for the twelfth 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 5.68 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 2022/23 Financial Year Final Status 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 February 2023, the CEO Review Committee agreed the Personal Evaluation System to apply to the CEO for the 2022/23 review period, comprising CEO Performance Appraisal Survey, which remained unchanged; and Key Organisational Performance Indicators (as per Attachment to Item 9.1.1 CEO Review Committee Meeting on 14 February 2023).
- 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 Survey 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 2022/2023.
- 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 27 July 2023. At the close off of submissions 8 of the 13 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 5.68 out of 6 in 2022/2023 Personal Appraisal System assessment, compared with 5.53 in the previous 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). In consideration of the Elected Member Survey and attainment of Delivery of KPIs, 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. Please note that the Confidential Survey Report has been distributed under separate cover to all Elected Members.
- 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.

**Item 9.1.1**



**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)

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### 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.
- 

City of Salisbury  
Chief Executive Officer

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## 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;



## CEO 2022/23 FINANCIAL YEAR KEY PROJECTS FINAL STATUS UPDATE

### 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	Road Reseal - \$10M+; Verge Contract - \$2.5M
Status Update/Timeframe	<ul style="list-style-type: none"> <li>• Road Reseal Contract <ul style="list-style-type: none"> <li>– Contract signed in February 2023. The 22/23 Reseal Program has been completed with the development of the 23/24 program currently underway.</li> <li>– Four-year contract is under development and expected completion September 2023.</li> </ul> </li> <li>• Verge Contract <ul style="list-style-type: none"> <li>– The Verge Contract has been signed and the program commenced on 1 January 2023.</li> <li>– Currently, the program is in Cut 4 of 8 cuts scheduled and is progressing as planned.</li> <li>– Following the engagement of the Field Service Quality Control Officer position there has been a steady and noticeable decline in customer requests relating verge maintenance.</li> <li>– The broad leaf program commenced in June and to date 27 of the 88 areas identified have been serviced with the remaining areas expected to be complete in early August 2023. This program has seen a reduction in waste requiring collection from sweepers and improved the quality of the cutting program.</li> </ul> </li> </ul>
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	Council Endorsed Revised Budget June 2023 of \$1.16m
Status Update/Timeframe	100% Design has been signed off. Works are well underway with the anticipated completion April 2024. Works delivered to date include: <ul style="list-style-type: none"> <li>• Erection of structure steel and precast wall panels</li> <li>• Installation of roof</li> <li>• Completion of shells for Program Pool and 25m pool</li> </ul> Current works include:



## CEO 2022/23 FINANCIAL YEAR KEY PROJECTS FINAL STATUS UPDATE

City Infrastructure	
Project : Salisbury Aquatic Precinct	
	<ul style="list-style-type: none"> <li>50m pool concrete shell works</li> <li>Commencement of Civil works for tennis club rooms</li> </ul>
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 :	
Description	Deliver THRIVE Strategy (Pride) to prioritise PA & SI
Budget	Subject to Council decision
Status Update/Timeframe	<ul style="list-style-type: none"> <li>A draft strategy was considered by Council in June 2023</li> <li>CEO Briefing to be held in September 2023</li> </ul>
City Plan Link	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 :	
Description	<b>Deliver Two new events Citywide</b>
Budget	\$50,000
Status Update/Timeframe	Held first Starlight Cinema event which was successful. A second event will be held in November 2023. Fringe, Australia Day, Hexadeca delivered. Bites on the Boulevard was cancelled due to a lack of community support, however Lights @ Mawson was delivered in July 2023 and was a highly engaging and well received event.
City Plan Link	A welcoming and liveable City - celebrate our communities diversity

Community Development	
Project :	
Description	<b>Create opportunities for people to engage in the City Centre or in their Neighbourhoods</b>
Budget	\$20,000
Status Update/Timeframe	Completed Emerging Artist Program. Completed Laneway activation and associated public art works. This year, the focus will be on re-launching Writer's Week and a six-monthly program to attract people to the Salisbury Community Hub. Deliver Neighbour Day and the Library 'Out and About' Program. Trial the Late-Night Opening Hours of the Salisbury Community Hub.
City Plan Link	A welcoming and liveable City – provide experiences that make our places lively and interesting.



### CEO 2022/23 FINANCIAL YEAR KEY PROJECTS FINAL STATUS UPDATE

Community Development	
Project :	
Description	<b>Deliver new major recreational contracts (Tree Climb/Recreation Centres/Little Para Golf Links)</b>
Budget	Little Para Golf Links \$300K Recreation Centres \$380K Little Para Golf Links \$457K
Status Update/Timeframe	Contracts are in place for Tree Climb, Little Para Golf Course and the two Recreation Centres. Transition 1 July 2023.
City Plan Link	The health and wellbeing of our community is a priority.

Community Development	
Project :	
Description	<b>Youth Action Plan</b>
Budget	20,000
Status Update/Timeframe	Council endorsed 3 Priority Areas for the Youth Action Plan. A Youth Summit will be held in Salisbury this year. This will inform the final draft of the Youth Action Plan and Youth Leadership Opportunities in the future.
City Plan Link	A Welcoming and Liveable City <ul style="list-style-type: none"> <li>• People are valued, feel safe, included and connected</li> </ul> Innovation and Business Development <ul style="list-style-type: none"> <li>• We plan effectively to address community needs and identify new opportunities</li> </ul>

Community Development	
Project :	
Description	<b>Revision of the Ability Inclusion Strategic Plan (AISP)</b>
Budget	NIB \$38,000
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 December 2024 staff will provide Council revised AISP website link to CEO of DHS.
City Plan Link	A Welcoming and Liveable City <ul style="list-style-type: none"> <li>• People are valued, feel safe, included and connected</li> </ul> Innovation and Business Development <ul style="list-style-type: none"> <li>• We plan effectively to address community needs and identify new opportunities</li> </ul>





### CEO 2022/23 FINANCIAL YEAR KEY PROJECTS FINAL STATUS UPDATE

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	<p>A Welcoming and Liveable City</p> <ul style="list-style-type: none"> <li>People are valued, feel safe, included and connected</li> </ul> <p>Innovation and Business Development</p> <p>We plan effectively to address community needs and identify new opportunities</p>

Community Development	
Project :	
Description	Community Centres Governance Review
Budget	\$20k
Status Update/Timeframe	Governance Review endorsed by Council in June 2023. Transition Agreements and Performance Plans will be in place by 31 <sup>st</sup> August 2023.
City Plan Link	<p>A Welcoming and Liveable City</p> <ul style="list-style-type: none"> <li>Assess future social infrastructure needs</li> </ul>

Business Excellence	
Project : Community Perception Survey	
Description	Delivery the Biannual Community Perception Survey
Budget	Within existing operational budgets
Status	On track September 2023
Update/Timeframe	<p>An approach for the delivery of the Community Perception Survey has been developed.</p> <p>The next stage will involve a briefing o Council on the revised approach, followed by the delivery of the survey in two (2) parts with part one to commence in Quarter 3, followed by part two commencing in Quarter 4 of 2023</p>
City Plan Link	Meaningfully engage with our community so we better anticipate and respond to needs and opportunities.





## CEO 2022/23 FINANCIAL YEAR KEY PROJECTS FINAL STATUS UPDATE



A Sustainable City

City Development	
Project	Council endorsement final Sustainability Strategy
Description	Sustainability Strategy 2035
Budget	
Status Update/Timeframe	Final Sustainability Strategy, incorporating engagement feedback and implementation plan and budget, was approved by Council in June 2023. Climate change risk assessment project commences in August 2023. Council to consider project findings in November 2023.

DRAFT



## CEO 2022/23 FINANCIAL YEAR KEY PROJECTS FINAL STATUS UPDATE



A Growing City that Creates New Opportunities

City Development	
Project : Walkley's Road redevelopment opportunity	
Description	Proposed residential development in Ingle Farm
Budget	Subject to final design
Status Update/Timeframe	Community revocation and road closure processes commence in July 2023.
City Plan Link	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
Budget	
Status Update/Timeframe	Development Approval has been lodged. Construction to commence in October 2023.
City Plan Link	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	
Description	Contractual arrangements entered into for the sale/development of the Len Beadell site in the Salisbury City Centre
Budget	
Status Update/Timeframe	EOI closes on the 23 February 2023. RFDP stage released and closes on 27 July 2023. RFDP outcomes presented to Council in September 2023.
City Plan Link	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.



### CEO 2022/23 FINANCIAL YEAR KEY PROJECTS FINAL STATUS UPDATE

City Development	
Project : Review of Growth Action Plan and Economic Growth Strategy	
Description	Development of a new City Shaping Strategy
Budget	
Status Update/Timeframe	New Growth Action Plan will be presented to Executive in August 2023. Draft Economic Growth Strategy will be presented to Executive in second half of 2023.
City Plan Link	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
Budget	Nil
Status Update/Timeframe	To be presented to Council in August 2023.
City Plan Link	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 (Subject to Government requirements likely June 2024).
City Plan Link	

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	Building Renewal - \$3.7M; Church/John - \$14M;
Status Update/Timeframe	<ul style="list-style-type: none"> <li>Fairbanks Reserve - Completed April 2023</li> <li>Church/John - Completed May 2023</li> <li>The Paddocks - Completion Expected Sept 2023</li> </ul>



### CEO 2022/23 FINANCIAL YEAR KEY PROJECTS FINAL STATUS UPDATE

City Infrastructure	
Project : Completion of key Capital Works Projects	
	<ul style="list-style-type: none"> <li>--- The Shared Clubroom construction is well underway with partial handover scheduled for late July 2023. Completion is expected to be September 2023.</li> <li>• Yalumba Reserve - Completion Expected August 2023</li> <li>--- The building is nearing completion. In addition to the building works, the play space and reserve works have commenced.</li> </ul>
City Plan Link	1.1 Our City is attractive and well maintained 3.4 Our urban growth is well planned and our centres are active 4.2 We deliver quality outcomes that meet the needs of our community

City Infrastructure	
Project : Road Network/Connectivity	
Description	Collaborative – DIT
Budget	
Status Update/Timeframe	Continue to work with DIT on tactical road network modelling. Staff are meeting bimonthly with DIT.
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 delivery quality outcomes that meet the needs of our community



## CEO 2022/23 FINANCIAL YEAR KEY PROJECTS FINAL STATUS UPDATE



### Innovation and Business Development

City Infrastructure	
Project : Improvement Plan for 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	<p>The next set of asset class priorities have been identified and details are as follows:</p> <ul style="list-style-type: none"> <li>• Pathways <ul style="list-style-type: none"> <li>– Council consideration of asset hierarchy ~ July 2023</li> <li>– Council consideration of service level modelling ~ October 2023</li> </ul> </li> <li>• Lighting <ul style="list-style-type: none"> <li>– Council consideration of asset hierarchy ~ July 2023</li> <li>– Council consideration of service level modelling ~ October 2023</li> </ul> </li> </ul>
City Plan Link	<p>1.5 Our community is resilient and adaptive to change</p> <p>2.3 Our community, environment and infrastructure are adaptive to a changing climate</p> <p>3.3 Our infrastructure supports investment and business activity</p> <p>4.2 We deliver quality outcomes that meet the needs of our community</p> <p>4.4 We plan effectively to address community needs and identify new opportunities</p>

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	<p>The Draft Strategic Asset Management Plan (SAMP) 2023/2024 was approved for public consultation in April 2023. During the consultation period only one submission was received, and this was reported back to Council in June 2023 along with an Asset Management Improvement Plan which was adopted for inclusion in the SAMP. Adoption in June 2023.</p>
City Plan Link	<p>1.5 Our community is resilient and adaptive to change</p> <p>2.3 Our community, environment and infrastructure are adaptive to a changing climate</p> <p>3.3 Our infrastructure supports investment and business activity</p> <p>4.2 We deliver quality outcomes that meet the needs of our community</p> <p>4.4 We plan effectively to address community needs and identify new opportunities</p>





## CEO 2022/23 FINANCIAL YEAR KEY PROJECTS FINAL STATUS UPDATE

City Infrastructure	
Project : Field Operations Centre	
Description	Redevelopment of the Operations Centre
Budget	
Status	This project is complete. The next stages are completion of the Store Upgrade and Fleet Management project in line with the new operating model
Update/Timeframe	
City Plan Link	3.4 Our urban growth is planned and our centres are active 4.2 We deliver quality outcomes that meet the needs of our community 4.3 The City of Salisbury is recognised as a great place to work

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	On track.
Update/Timeframe	ERP (Project Connect) adopted by Council in January 2023. CRM – on track to go live by September 2023 (CRM Community portal 8 September and EM Portal and mobile app 22 September 2023), with multiple enhancements to occur until December 2023. Feedback from EM's at the CEO workshop on 3 July 2023 is being considered for phase 1.  HR Modules – on track to go live by 2 October 2023 with follow up modules and enhancements for the employee lifecycle (including online performance development reviews, onboarding and off boarding and succession planning).
City Plan Link	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
Budget	Within existing operational budgets
Status	On track – September 2023.
Update/Timeframe	Draft communications plan was approved by Council in March 2023, with the first public awareness of Digital Salisbury 2027 to be released to the public in August 2023 through Salisbury Aware.



### CEO 2022/23 FINANCIAL YEAR KEY PROJECTS FINAL STATUS UPDATE

	Implementation of the communications plan tracking for September 2023.
City Plan Link	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 : NAWMA Partnership	
Description	Influence and deliver NAWMA outcomes aligned to Council requirements including the Landfill Alternative Project
Budget	Subject to finalisation of the LFA project
Status	In progress.
Update/Timeframe	Various workshops held with NAWMA board project progressing through the various due diligence stages. At a future point in time a briefing with Council will occur to update on the project. NAWMA endorsed Development Framework Evaluation in June 2023
City Plan Link	

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	On track.
Update/Timeframe	Highlights from 2022/23 include: <ul style="list-style-type: none"> <li>Supplied <b>2,068 million litres</b> (2,501 million litres last year) of fit for purpose water to 1,285 customers (up from 1,255 customers).</li> <li>Delivered customer and community savings in the order of <b>\$1.1 million dollars</b> (\$1.3M last year) when compared with mains water pricing.</li> <li>Offset Council use of <b>1,064 million litres</b> (1,253 million litres last year) of drinking water by using Salisbury Water to irrigate community spaces.</li> <li>Reduced stormwater runoff and pollutant loads to the Barker Inlet by harvesting, cleansing and storing <b>3,793 million litres</b> of stormwater in the Tertiary 1 and Tertiary 2 aquifers as a result of 565mm rainfall received across the year, <b>53mm above average</b>. (3,158 ML harvested last year from 444mm of rainfall)</li> <li>Supplied directly to 1190 (up from 1165) residential homes within the City of Salisbury</li> <li>Supplied irrigation water to 32 schools</li> </ul>



### CEO 2022/23 FINANCIAL YEAR KEY PROJECTS FINAL STATUS UPDATE

	<ul style="list-style-type: none"> <li>Supplied irrigation water to 158 (up from 149) community sporting/recreational facilities across the City.</li> <li>Operated 9 independent urban stormwater harvest, MAR and distribution pump 'hubs' with 32 licenced MAR wells.</li> <li>Operated 22 stand-alone community groundwater wells.</li> <li>Operated 4 booster distribution pump stations.</li> <li>Maintained over 170km of dedicated 'purple' distribution pipework.</li> </ul> <p>Steady customer growth was maintained</p>
City Plan Link	Identify opportunities to increase non-rates revenue

Business Excellence	
Project : Long Term Financial Plan indicators	
Description	Agreed financial targets
Budget	
Status	<p>Forecast Year End 22/23</p> <p>Operating Surplus : 0.86%</p> <p>Net financial liability: 17.1%</p> <p>Asset Renewal Funding ratio : 111%</p>
Update/Timeframe	All within agreed target ranges.
City Plan Link	<p>Use technology so people can better access Council services</p> <p>Improve how we use data to better inform decision making</p>



<b>ITEM</b>	9.1.2
	<b>CEO REVIEW COMMITTEE</b>
<b>DATE</b>	15 August 2023
<b>HEADING</b>	Proposed CEO Key Performance Indicators 2023/2024
<b>AUTHOR</b>	John Harry, Chief Executive Officer, CEO and Governance
<b>CITY PLAN LINKS</b>	4.2 Develop strong capability and commitment to continually improve Council's performance. 4.3 Have robust processes that support consistent service delivery and informed decision making. 4.4 Embed long term thinking, planning and innovation across the organisation.
<b>SUMMARY</b>	This report provides a status update on progress towards achievement of adopted Key Performance Indicators for the Chief Executive Officer for the 2022/2023 performance review period.

**RECOMMENDATION**That Council:

1. Endorses the proposed 2023/24 CEO Key Performance Indicators.

**ATTACHMENTS**

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

1. CEO 2023/24 Financial Year KPI Reportable Projects for endorsement

**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 2023/2024 Key Performance Indicators and Projects

**4. REPORT**

- 4.1 This report provides a listing of the proposed 2023/24 CEO Key Performance Indicator Projects for review and endorsement by Council.
- 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 for inclusion into the KPI schedule.

**5. CONCLUSION / PROPOSAL**

- 5.1 The Key Performance Indicators will be reported on on a quarterly basis in 2023/24.



## CEO 2023/24 FINANCIAL YEAR KPI REPORTABLE PROJECTS FOR DISCUSSION

### 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 and being actively managed
Budget	Road Reseal - \$10M+; Verge Contract - \$2.5M
Status Update/Timeframe	<ul style="list-style-type: none"> <li>• Road Reseal Contract               <ul style="list-style-type: none"> <li>– Four-year contract is under development and expected completion September 2023.</li> </ul> </li> <li>• Verge Contract               <ul style="list-style-type: none"> <li>– The Verge Contract has been signed and the program commenced on 1 January 2023.</li> <li>– Currently, the program is in Cut 4 of 8 cuts scheduled and is progressing as planned.</li> <li>– Following the engagement of the Field Service Quality Control Officer position there has been a steady and noticeable decline in customer requests relating verge maintenance.</li> <li>– The broad leaf program commenced in June and to date 27 of the 88 areas identified have been serviced with the remaining areas expected to be complete in early August 2023. This program has seen a reduction in waste requiring collection from sweepers and improved the quality of the cutting program.</li> </ul> </li> </ul>
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	Delivery of new Aquatic Precinct
Budget	Council Endorsed Revised Budget June 2023 of an increase of \$1.16m
Status Update/Timeframe	100% Design has been signed off. Works are well underway with the anticipated completion in 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



## CEO 2023/24 FINANCIAL YEAR KPI REPORTABLE PROJECTS FOR DISCUSSION

Community Development	
Project : THRiVE Strategy	
Description	Deliver THRiVE Strategy (Pride) – Role-out commences by December 2023
Budget	Subject to Council decision
Status	A draft strategy was considered by Council in June 2023
Update/Timeframe	CEO Briefing to be held in September 2023
City Plan Link	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 : New Recreational Projects	
Description	Effective implementation and management of major recreational contracts (Tree Climb/Recreation Centres/Little Para Golf Links)
Budget	Little Para Golf Links \$300K Recreation Centres \$380K Little Para Golf Links \$457K
Status	Contracts are in place for Tree Climb, Little Para Golf Course and the two Recreation Centres. Transition 1 July 2023.
Update/Timeframe	
City Plan Link	The health and wellbeing of our community is a priority.

Community Development	
Project : Ability Inclusion Strategy Plan	
Description	Revision of the Ability Inclusion Strategic Plan (AISP)
Budget	
Status	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 December 2024 staff will provide Council revised AISP website link to CEO of DHS.
Update/Timeframe	
City Plan Link	A Welcoming and Liveable City <ul style="list-style-type: none"> <li>• People are valued, feel safe, included and connected</li> </ul> Innovation and Business Development <ul style="list-style-type: none"> <li>• We plan effectively to address community needs and identify new opportunities</li> </ul>



## CEO 2023/24 FINANCIAL YEAR KPI REPORTABLE PROJECTS FOR DISCUSSION

Community Development	
Project: City of Salisbury Community Bus and Cemetery Services	
Description	Service delivery contracts for Community Bus and Cemetery Services
Budget	
Status Update/Timeframe	Delivery of ongoing services for Community Bus and Cemetery Services including Mausoleum
City Plan Link	A Welcoming and Liveable City <ul style="list-style-type: none"> <li>• People are valued, feel safe, included and connected</li> </ul> Innovation and Business Development <ul style="list-style-type: none"> <li>• We plan effectively to address community needs and identify new opportunities</li> </ul>

Community Development	
Project : Strategic Assessment of Communities Social Infrastructure Needs	
Description	
Budget	
Status Update/Timeframe	Reports to be provided
City Plan Link	A Welcoming and Liveable City <ul style="list-style-type: none"> <li>• People are valued, feel safe, included and connected</li> </ul> Innovation and Business Development <ul style="list-style-type: none"> <li>• We plan effectively to address community needs and identify new opportunities</li> </ul>

Community Development	
Project : Community Safety Program	
Description	Effective roll-out of Council's Community Safety Program including CCTV capabilities as per Council decision June 2023
Budget	
Status Update/Timeframe	Reports to be provided.
City Plan Link	A Welcoming and Liveable City <ul style="list-style-type: none"> <li>• People are valued, feel safe, included and connected</li> </ul> Innovation and Business Development <ul style="list-style-type: none"> <li>• We plan effectively to address community needs and identify new opportunities</li> </ul>



### CEO 2023/24 FINANCIAL YEAR KPI REPORTABLE PROJECTS FOR DISCUSSION

Business Excellence	
Project : Community Perception Survey	
Description	Delivery the Bi-Annual Community Perception Survey
Budget	Within existing operational budgets
Status	On track September 2023
Update/Timeframe	An approach for the delivery of the Community Perception Survey has been developed. The next stage will involve a briefing o Council on the revised approach, followed by the delivery of the survey in two (2) parts with part one to commence in Quarter 3, followed by part two commencing in Quarter 4 of 2023
City Plan Link	Meaningfully engage with our community so we better anticipate and respond to needs and opportunities.





## CEO 2023/24 FINANCIAL YEAR KPI REPORTABLE PROJECTS FOR DISCUSSION



### A Sustainable City

City Development	
Project	Council endorsement final Sustainability Strategy
Description	Sustainability Strategy 2035
Budget	
Status Update/Timeframe	Sustainability Strategy, incorporating engagement feedback and implementation plan and budget, was approved by Council in June 2023. Climate change risk assessment project commences in August 2023. Council to consider project findings in November 2023. Develop strategic approaches to impacts of climate change and decarbonisation in regards to: <ul style="list-style-type: none"> <li>• Biodiversity</li> <li>• Waste</li> <li>• Urban Development</li> <li>• Energy</li> <li>• Water</li> </ul>
City Plan Links	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

City Infrastructure	
Project	Complete the Dry Creek Stormwater Management Plan
Description	Complete the Dry Creek Stormwater Management Plan by June 2024
Budget	
Status Update/Timeframe	Reports to be provided
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

City Infrastructure	
Project	Integrate Urban Water Planning and Northern Catchment Programs
Description	Integrate Urban Water Planning and Northern Catchment Programs and determine cost of works required
Budget	
Status Update/Timeframe	Reports to be provided
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



## CEO 2023/24 FINANCIAL YEAR KPI REPORTABLE PROJECTS FOR DISCUSSION



A Growing City that Creates New Opportunities

City Development	
Project : Walkley's Road redevelopment opportunity	
Description	Proposed residential development in Ingle Fam
Budget	Subject to final design
Status Update/Timeframe	Community revocation and road closure processes commence in July 2023 – Once approvals received project delivery commences.
City Plan Link	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
Budget	
Status Update/Timeframe	Development Approval has been lodged. Construction to commence in October 2023.
City Plan Link	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	
Description	Contractual arrangements entered into for the sale/development of the Len Beadell and other key sites in the Salisbury City Centre
Budget	
Status Update/Timeframe	RFDP stage released and closes on 27 July 2023. RFDP outcomes presented to Council in September 2023.
City Plan Link	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.





### CEO 2023/24 FINANCIAL YEAR KPI REPORTABLE PROJECTS FOR DISCUSSION

City Development	
Project : Review of Growth Action Plan and Economic Growth Strategy	
Description	Development of a new City Shaping Strategy
Budget	
Status	New Growth Action Plan will be prepared and Draft Economic Growth Strategy will be presented to Council before June 2024.
Update/Timeframe	
City Plan Link	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
Budget	Nil
Status	To be presented to Council by December 2023
Update/Timeframe	
City Plan Link	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 closed salt production facility west of Port Wakefield Road
Budget	
Status	Cross Government and Private Sector Steering Group and Working Group established in September 2022.
Update/Timeframe	Code Amendment (Subject to Government requirements likely June 2024). Memorandum of Understanding being developed by December 2023
City Plan Link	

City Development	
Project : City Plan and Strategic Management	
Description	Review and develop Council's City Plan and Strategic Management documentation for next 5 year period by June 2024
Budget	
Status	Council briefed at CEO Briefing August 2023
Update/Timeframe	
City Plan Link	



### CEO 2023/24 FINANCIAL YEAR KPI REPORTABLE PROJECTS FOR DISCUSSION

City Development	
Project : State Government's Review of Urban Growth Boundaries Plan for next 30 Years	
Description	Consideration and input into the State Government's Review of Urban Growth Boundaries Plan for next 30 Years
Budget	
Status	Reports to be provided by June 2024
Update/Timeframe	
City Plan Link	

City Infrastructure	
Project : Completion of key Capital Works Projects	
Description	Completion of construction works as per Works Program 2023/24
Budget	
Status	To be completed
Update/Timeframe	
City Plan Link	1.1 Our City is attractive and well maintained 3.4 Our urban growth is well planned and our centres are active 4.2 We deliver quality outcomes that meet the needs of our community

City Infrastructure	
Project : Road Network/Connectivity	
Description	Collaborative – DIT and City of Salisbury initiatives
Budget	
Status	Continue to work with DIT on tactical road network modelling. Staff are meeting bimonthly with DIT.
Update/Timeframe	Specifically for East/West Road Network <ul style="list-style-type: none"> <li>• Kings Road</li> <li>• Waterloo Corner Road</li> <li>• Park Tce overpass status</li> </ul>
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 delivery quality outcomes that meet the needs of our community



## CEO 2023/24 FINANCIAL YEAR KPI REPORTABLE PROJECTS FOR DISCUSSION



### Innovation and Business Development

City Infrastructure	
Project : Improvement Plan for 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	<p>The next set of asset class priorities have been identified and details are as follows:</p> <ul style="list-style-type: none"> <li>• Pathways <ul style="list-style-type: none"> <li>– Council consideration of asset hierarchy ~ July 2023</li> <li>– Council consideration of service level modelling ~ October 2023</li> </ul> </li> <li>• Lighting <ul style="list-style-type: none"> <li>– Council consideration of asset hierarchy ~ July 2023</li> <li>– Council consideration of service level modelling ~ October 2023</li> </ul> </li> </ul>
City Plan Link	<p>1.5 Our community is resilient and adaptive to change</p> <p>2.3 Our community, environment and infrastructure are adaptive to a changing climate</p> <p>3.3 Our infrastructure supports investment and business activity</p> <p>4.2 We deliver quality outcomes that meet the needs of our community</p> <p>4.4 We plan effectively to address community needs and identify new opportunities</p>

Business Excellence	
Project : Enterprise Resource Project	
Description	Delivery of Phase 1 of the CRM and HR modules as part of the ERP (Project Connect) and commencement of Phase 2
Budget	As approved through the Business Transformation Future Fund by Council
Status Update/Timeframe	<p>On track.</p> <p>ERP (Project Connect) adopted by Council in January 2023.</p> <p>CRM – on track to go live by September 2023 (CRM Community portal 8 September and EM Portal and mobile app 22 September 2023), with multiple enhancements to occur until December 2023. Feedback from EM's at the CEO workshop on 3 July 2023 is being considered for phase 1.</p> <p>HR Modules – on track to go live by 2 October 2023 with follow up modules and enhancements for the employee lifecycle (including online performance development reviews, onboarding and off boarding and succession planning).</p>
City Plan Link	<p>Use technology so people can better access Council services</p> <p>Improve how we use data to better inform decision making</p>



### CEO 2023/24 FINANCIAL YEAR KPI REPORTABLE PROJECTS FOR DISCUSSION

Business Excellence	
Project : Digital Strategy	
Description	Develop a communication plan to engage and inform the community about the endorsed Digital Strategy and rollout implementation of the Digital Strategy
Budget	Within existing operational budgets
Status	On track – September 2023.
Update/Timeframe	Ongoing rollout of Cyber Security Program as a priority Draft communications plan was approved by Council in March 2023, with the first public awareness of Digital Salisbury 2027 to be released to the public in August 2023 through Salisbury Aware. Implementation of the communications plan tracking for September 2023.
City Plan Link	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 : NAWMA Partnership	
Description	Influence and deliver NAWMA outcomes aligned to Council requirements including the Landfill Alternative Project
Budget	Subject to finalisation of the LFA project
Status	In progress.
Update/Timeframe	Various workshops held with NAWMA board project progressing through the various due diligence stages. At a future point in time a briefing with Council will occur to update on the project. NAWMA endorsed Development Framework Evaluation in June 2023 Stage 2 evaluation of proposals by December 2023.
City Plan Link	

Business Excellence	
Project : Salisbury Water Services	
Description	Enhance delivery of Salisbury Water services and develop a long term strategy to reduce risks to Council and grow Salisbury Water
Budget	Within existing operational budgets
Status	Long term strategy by March 2024.
Update/Timeframe	
City Plan Link	Identify opportunities to increase non-rates revenue





### CEO 2023/24 FINANCIAL YEAR KPI REPORTABLE PROJECTS FOR DISCUSSION

Business Excellence	
Project : Change Plan Community Experience	
Description	Implement a Change Plan so that Council provides an exceptional community experience, delivers quality outcomes and is a great place to work. Meaningfully engage with our community so we better anticipate and respond to needs and opportunities
Budget	
Status	Reports to be provided
Update/Timeframe	
City Plan Link	

Business Excellence	
Project : Non-Rate Revenue	
Description	Identify opportunities to increase non-rates revenue and productivity improvements across our business.
Budget	
Status	Reports to be provided
Update/Timeframe	
City Plan Link	