

AGENDA

FOR CEO REVIEW COMMITTEE MEETING TO BE HELD ON

4 DECEMBER 2023 AT THE CONCLUSION OF THE INTERCULTURAL STRATEGY AND PARTNERSHIPS SUB COMMITTEE

IN THE LITTLE PARA CONFERENCE 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

APOLOGIES

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the CEO Review Committee Meeting held on 15 August 2023.

REPORTS

Reports	
9.1.1	CEO Key Performance Indicator Status Update

QUESTIONS ON NOTICE

There are no Questions on Notice.

MOTIONS ON NOTICE

There are no Motions on Notice.

OTHER BUSINESS

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

CLOSE



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

15 AUGUST 2023

MEMBERS PRESENT

Mayor G Aldridge (Chair) Deputy Mayor, Cr C Buchanan (Deputy Chair) Cr D Hood 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 Elected Members, members of the public and staff to the meeting.

APOLOGIES

Apologies were received from Cr S Reardon.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr C Buchanan Seconded Cr P Jensen

The Minutes of the CEO Review Committee Meeting held on 14 February 2023, be taken as read and confirmed.

CARRIED

REPORTS

9.1.1 CEO Personal Evaluation System FY2022/2023

Moved Cr C Buchanan Seconded Cr P Jensen

- 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 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 (CEO Review Committee, 15 August 2023, item 9.1.1), remains unchanged.

CARRIED

9.1.2 Proposed CEO Key Performance Indicators 2023/2024

Moved Cr C Buchanan Seconded Cr P Jensen

That Council:

- 1. Adopts the proposed 2023/24 CEO Key Performance Indicators with changes as requested to:
 - (a) Amend the Non-Rate Revenue to include the CEO to identify production and efficiency improvement.
 - (b) Remove the action related to Digital Strategy
 - (c) Amend Improvement Plan for Strategic Asset Management plan to reflect the 2023 Audit outcomes as considered by Council
- 2. Notes that the CEO Review Committee will give further consideration to the action related to the Thrive Strategy.

CARRIED

MOTIONS ON NOTICE

There were no Motions on Notice.

QUESTIONS ON NOTICE

There were no Questions on Notice.

OTHER BUSINESS

(Questions Without Notice, Motions without Notice, CEO Updates)

There were no Other Business items.

ORDERS TO EXCLUDE THE PUBLIC

9.2.1 Annual Review of CEO Total Remuneration 2022/2023

Moved Cr C Buchanan Seconded Mayor G Aldridge

Pursuant to section 91(7) of the *Local Government Act 1999* the CEO Review Committee orders this matter to 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 staff of the City of Salisbury on duty in attendance – Mr C Mansueto, General Manager Business Excellence and Mr A Reed, Hender Consulting - be excluded from attendance at the meeting for this Agenda Item.

The Chief Executive Officer left the meeting at 7:19pm.

CARRIED

OBI CEO Update – Organisational Matters

Moved Cr D Hood Seconded Cr P Jensen

Pursuant to section 91(7) of the *Local Government Act 1999* the CEO Review Committee orders this matter 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 of the City of Salisbury, be excluded from attendance at the meeting for this Agenda Item.

CARRIED

The meeting moved into confidence at 7:55pm.

The meeting moved out of confidence and closed at 8:16pm.

CHAIRMAN.....

DATE.....

ITEM	9.1.1
	CEO REVIEW COMMITTEE
DATE	05 December 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 2023/2024 performance review period.

RECOMMENDATION

That Council:

1. Notes the progress towards achievement of the 2023/2024 Key Performance Projects and Initiatives, as included in Item 9.1.1, CEO Review Committee, 5 December 2023.

ATTACHMENTS

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

1. CEO KPI Project List Update - December 2023

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 August 2023 the 2023/24 Council adopted the following:
 - 1. Adopts the proposed 2023/24 CEO Key Performance Indicators with changes as requested to:
 - (a) Amend the Non-Rate Revenue to include the CEO to identify production and efficiency improvement.
 - (b) Remove the action related to Digital Strategy.
 - (c) Amend Improvement Plan for Strategic Asset Management plan to reflect the 2023 Audit outcomes as considered by Council.
 - 2. Notes that the CEO Review Committee will give further consideration to the action related to the Thrive Strategy.

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 status update for Quarter 1, ending 29 November 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 2 (ending March 2024).

CEO KPI PROJECT LIST - DECEMBER 2023 UPDATE

City Development Project 1: Walkley's Road redevelopment opportunity	
Budget	Funding via Strategic Property Reserve See Separate Reports to City Living Sub-Committee
Status Update/Timeframe	The Minister for Local Government has approved the community land revocation which will now be reported to Council for final approval in December 2023. The final plan to enable road closure will be lodged with the Registrar General early in 2024.
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 initiative

Project 2: Constructio	n commences on Lake Windemere residential development
Description	35 allotment residential development in Salisbury North
Budget	
Status	Development Approval has been granted. Construction commenced in
Update/Timeframe	November 2023 with installation of temporary fencing and site clearing works.
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 initiative

Project 3: 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	Preliminary Budget of \$150k being drawn down Project Budget ongoing subject to Council Agreement of Development Framework and concept Master Plan in April/May 2024.	
Status Update/Timeframe	As a result of the EOI a preferred proponent has been identified to develop a detailed masterplan for the four sites in the City Centre. The master plan and legal documentation will be presented to Council in early 2024 for approval.	
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.	

Project 4: Council endorsement final Sustainability Strategy	
Description	Sustainability Strategy 2035
Budget	Budget provision endorsed in 2023/24 budget. Further provisions as per 24/25 Budget Adoption.
Status Update/Timeframe	Final Sustainability Strategy, incorporating engagement feedback and implementation plan and budget, was approved by Council in June 2023. Implementation has started with Climate Change Risk Assessment project commenced in August 2023 and findings presented to Council in November 2023. A final report will be presented to Council in the first quarter of 2024.
City Plan Link	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 Development Project 5: Review of Growth Action Plan and Economic Growth Strategy	
Budget	Internal Resources undertaking the Review with limited Consultant support.
Status Update/Timeframe	Growth Action Plan currently in draft form will be presented to Executive in early 2024. Draft Economic Development Discussion Paper will be presented to Executive in the first quarter of 2024. Report to Council in April 2024.
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 6: 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 February 2024.	
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	

Project 7: Salt Pans redevelopment - State Government / Private Sector Project	
Description	Redevelopment of old salt production facility west of Port Wakefield Road
Budget	Internal resourcing
Status Update/Timeframe	Cross Government and Private Sector Steering Group and Working Group established in September 2022. Initial meetings were held in first half of 2023 and a set of principles are being drafted. CEO on Working Group. Work on the Code Amendment expected to start in 2024.
City Plan Link	Urban Growth link.

UPDATES FROM COMMUNITY DEVELOPMENT

Community Development Project 1:	
Budget	Budget Provisions of \$160k endorsed at November 2023 meeting.
Status Update/Timeframe	The THRiVE Strategy was endorsed by Council in November 2023, along with an action plan with various deliverables for 2023/24 and 2024/25.
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 2:	
Budget	\$20k
Status Update/Timeframe	Governance Review endorsed by Council in June 2023. All Collaboration and Transition Agreements are in place with respective Committees and further implementation of the operational recommendations from the review continue to be delivered via resource allocation December 2023.
City Plan Link	 A Welcoming and Liveable City Assess future social infrastructure needs

Community Development Project 3:	
Budget	\$50,000
Status Update/Timeframe	A second event was held in November 2023. 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. Held the second Starlight Cinema event in November however was less attended due to weather constraints. Consideration will be given to moving both cinemas to the beginning of year in the summer months. Inaugural Council Community Carols happening at Carisbrooke on the 9th December with local community groups performing and a visit from Santa. CEO Briefing being held in December 2023 regarding Status and Directions
City Plan Link	Forum for remainder of 2023/24. A welcoming and liveable City - celebrate our communities diversity

Community Development Project 4:	
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. Street works were completed as part of the Create a Place project with directional movie reel images between Sexton car park and Hoyts. Completion of all major art works in John Street with all being unveiled early in 2024.
City Plan Link	A welcoming and liveable City – provide experiences that make our place lively and interesting.

Community Development Project 5:	
Budget	A contract for the management of the CoS indoor recreation centres and Little Para Golf Course has been executed. TreeClimb is pending development approval – anticipated to be considered by CAP in December/January. Salisbury Aquatic Centre term sheet agreed and contract is being drafted for Council consideration in February/March 2024.
Status Update/Timeframe	Contracts are in place for Tree Climb, Little Para Golf Course and the two Recreation Centres.
City Plan Link	The health and wellbeing of our community is a priority.

Community Development Project 6:	
Budget	20,000
Status Update/Timeframe	Council endorsed 3 Priority Areas for the Youth Action Plan. The inaugural Youth Summit was held in November 2023 and feedback from the summit will inform the final draft of the Youth Action Plan and Youth Leadership Opportunities into the future – Plan completed by June 2024.
City Plan Link	 A Welcoming and Liveable City 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 7:

Description	Revision of the Ability Inclusion Strategic Plan (AISP)
Budget	NIB \$38,000
Status Update/Timeframe	The Ability Inclusion Strategic Plan 2020 – 24 (AISP) marks the Council's third Disability Access and Inclusion Plan (DAIP) since 1999. This plan is the first developed under the umbrella of the Disability Inclusion Act 2018 (SA) and so the first revision under the Act. Consultations with the community and staff for the upcoming AISP are scheduled to commence in March 2024. The AISP will be finalised by December 2024 and will be submitted to Minister for review.
City Plan Link	A Welcoming and Liveable City People are valued, feel safe, included and connected Innovation and Business Development We plan effectively to address community needs and identify new opportunities

Business Excellence Project 1:	
Budget	As approved through the Business Transformation Future Fund by Council
Status	Phase 1 delivered and progressing to Phase 2 & 3 to meet scheduled timeframes
Update/Timeframe	Phase 1 has been delivered that has included a new CRM platform for community to raise requests and also a new Elected Member portal. Phase 1 has also included an upgrade to the Procurement system, new payroll and HR system. A review of Phase 1 has occurred to identify any learnings and opportunities before progressing with Phases 2&3. This has required a review of resource requirements to meet the scheduled dates of existing systems and also manage impacts on the business to ensure minimum impact on service delivery. The resourcing requirements and timeframes from Phase 2&3 endorsed at November 23 Council meeting
City Plan Link	Use technology so people can better access Council services Improve how we use data to better inform decision making

UPDATES FROM BUSINESS EXCELLENCE

Project 3:	
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	In progress. Council endorsed at its October meeting to continue support for NAWMA to enter into the next phase of the project that will see the development of the agreement that will allow the NAWMA board to consider the commercials and viability of the project with a select partner. This next stage will also include a further report to Council, as to whether the project proceeds or not – expected early in 2024/25 financial year.
City Plan Link	

Business Excellence	
Project 4:	
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	On track. Progress is still occurring with the negotiations with Dept of Defence to address the PFAS contamination of the Kaurna Wetlands and Edinburgh South Wetlands. This engagement is prolonged and could subject to the outcomes of the negotiations progress to legal action. This will be subject to a Council report before proceeding. Work continues on delivering recycled water to customers to ensure the supply is maintained and any risks reduced. This has been challenging for
	the Salisbury Water team given the impact of the two schemes being shut down due to the PFAS contamination. Work also progresses in identifying new growth and business opportunitie where we can still reliably supply. Examples include a new housing development in the PAE area and growth of industrial customers in the Vicinity Industrial precinct. Report regarding strategic opportunities to be prepared before June 2024.
City Plan Link	Identify opportunities to increase non-rates revenue

Project 5:	
Description	Deliver the Biannual Community Perception Survey
Budget	Within existing operational budgets
Status	On track
Update/Timeframe	Council endorsed a 2 stage approach to delivering this year's Community Perception Survey. These two stages have now been completed with information being collated and assessed to complete the survey analysis. Once a draft has been received from the third-party vendor a briefing will be provide to Council on the draft results. This is anticipated to be in February.
City Plan Link	Meaningfully engage with our community so we better anticipate and respond to needs and opportunities

Business Excellence Project 6:	
Budget	Within Existing budget unless approved by Council
Status	In progress.
Update/Timeframe	Council is currently in the process of reviewing business processes as part of the Business Transformation project and more specifically Project Connect. Along with the change in technology platforms. Project Connect will see a transformation of processes to deliver exceptional community experience. This process will also identify opportunities to deliver increased productivity and efficiency improvements through removing non-value add processes and identifying better service deliver – See earlier comments regarding Project Connect.
	Any identified productivity or efficiency improvement will be reported through the Innovation & Business Development committee.
	Further to Project Connect, various areas will be reviewed to identify opportunities to enhance productivity and efficiency improvements. This will be done through the development of a framework to provide a structure to the approach to identify opportunities
City Plan Link	

UPDATES FROM CITY INFRASTRUCTURE

ity Infrastructure		
Project 1: Second Leve	Project 1: Second Level Priority Asset Classes	
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	 The next set of asset class priorities have been identified and details are as follows: Pathways Council endorsed the asset hierarchy in July 2023. Council consideration of service level modelling ~ Early 2024 Lighting Council endorsed the asset hierarchy in July 2023 Council consideration of service level modelling ~ Early 2024nas part of the 2024/25 Budget Preparation. 	
City Plan Link	 S 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 	

Project 2: Adoption of Revised Strategic Asset Management Plan	
Description	Revised SAMP endorsed by Council to replace the interim SAMP
Budget	
Status Update/Timeframe	The Strategic Asset Management Plan 2023/2024 was adopted by Council on the 28 August 2023 – Completed.
City Plan Link	 S 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 3: 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	 Fairbanks Reserve - Completed Church/John - Completed The Paddocks The Shared Clubroom construction is complete. The adjacent carpark works are scheduled to be completed by January 2024. Yalumba Reserve The Clubroom is completed The play space and reserve works have commenced, with expecte completion January 2024.
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 4: Road Reseal and Verge Contracts		
Budget	Road Reseal - \$10M+; Verge Contract - \$2.5M	
Status Update/Timeframe	 Road Reseal Contract Contract signed with Fulton Hogan for 2023/24 The 23/24 program has been developed and is expected to start in January 2024. Four-year contract has been developed and is currently in draft format for final comments with expected completion December 2023. Verge Contract The Verge Contract has been signed and the program commenced on 1 January 2023. Currently, the program is in Cut 4 of 8 cuts scheduled and is progressing as planned. 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. The broad leaf program commenced in June and to date 27 of the 88 areas identified have been serviced with the remaining areas completed in August 2023. This program has seen a reduction in waste requiring collection from sweepers and improved the quality of the cutting program. 	
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 5: Salisbury Aquatic Precinct		
Description	Design of new aquatic precinct completed and under construction	
Budget		
Status Update/Timeframe	 Construction works on site are progressing well and are on track for completion in early/mid 2024. Works delivered to date include: The building superstructure has been complete and internal fit out works have commenced. Construction of the Program, 25m and 50m pool shells have all been completed, including the rigorous structural and water tightness testing and quality auditing. Works currently in progress: Internal fit out works Water proofing and tiling of the pool shells Construction of concrete pad for new waterplay Erection of the 10m tower and waterslides External landscaping External cladding to tennis club rooms – Progress Report to Council 	
	in December 2023.	
City Plan Link	1.2 The health and wellbeing of our community is a priority4.2 We deliver quality outcomes that meet the needs of our community	

City Infrastructure Project 6: Field Operation Centre		
Budget		
Status Update/Timeframe	This project is complete. The next stages are completion of the Store Upgrade and Fleet Management project in line with the new operating model.	
City Plan Link	 3.4 Our urban growth is planned and our centres are active 4.2 We delivery quality outcomes that meet the needs of our community 4.3 The City of Salisbury is recognised as a great place to work 	

City Infrastructure		
Project 7: Road Network/Connectivity		
Description	Collaborative – DIT	
Budget		
Status Update/Timeframe	Staff continue to work with DIT on road networks and connectivity including; Traffic Planning Studies Mawson Lakes Traffic Study Shared Use Path Agreements Road Modelling Senior Management meet with the CEO of DIT quarterly. Traffic 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 	