



AGENDA

FOR CEO REVIEW COMMITTEE MEETING TO BE HELD ON

18 MARCH 2024 AT 5.30 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

APOLOGIES

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the CEO Review Committee Meeting held on 05 December 2023.

REPORTS

Administration

9.0.1 Remuneration Tribunal Consultation Survey 5

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 THE LITTLE PARA
CONFERENCE ROOMS, SALISBURY COMMUNITY HUB, 34 CHURCH STREET,
SALISBURY ON**

4 DECEMBER 2023

MEMBERS PRESENT

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

STAFF

Chief Executive Officer, Mr J Harry
Deputy Chief Executive Officer, Mr C Mansueto

The meeting commenced at 7:10pm.

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

APOLOGIES

Nil.

LEAVE OF ABSENCE

Nil.

PRESENTATION OF MINUTES

Moved Cr P Jensen
Seconded Cr D Hood

The Minutes of the CEO Review Committee Meeting held on 15 August 2023, be taken as read and confirmed.

CARRIED

REPORTS

Reports

9.1.1 CEO Key Performance Indicator Status Update

Moved Cr C Buchanan
Seconded Cr P Jensen

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, 4 December 2023.
2. Endorses that after giving further consideration of the Thrive Strategy, that this Strategy is removed from the CEO’s 2023/24 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)

There were no Other Business Items.

The meeting closed at 7:17pm.

CHAIRMAN.....

DATE.....

ITEM	9.0.1
	CEO REVIEW COMMITTEE
DATE	18 March 2024
HEADING	Remuneration Tribunal Consultation Survey
AUTHOR	Rudi Deco, Manager Governance, CEO and Governance
CITY PLAN LINKS	4.2 We deliver quality outcomes that meet the needs of our community
SUMMARY	<p>The South Australian Remuneration Tribunal (the Tribunal) Consultation Paper relating to minimum and maximum remuneration for Local Government Chief Executive Officers is presented for Council’s consideration.</p> <p>Irrespective of any submissions about options, specific information must be provided to the Tribunal by no later than 15 April 2024. Written submissions about options can be provided by this timeframe as well.</p>

RECOMMENDATION

That Council:

1. Notes the South Australian Remuneration Tribunal Consultation Paper relating to minimum and maximum remuneration for Local Government Chief Executive Officers (Attachment 1, CEO Review Committee, 18 March 2024, item no 9.0.1).
2. Notes that the detailed position description of the Chief Executive Officer (Attachment 2, CEO Review Committee, 18 March 2024, item no 9.0.1) will be submitted by the Mayor to the South Australian Remuneration Tribunal no later than 15 April 2024, following its request.
3. Notes that a description of the current process for CEO remuneration determination, its development and its review will be submitted by the Mayor to the South Australian Remuneration Tribunal no later than 15 April 2024, following its request.
4. Approves for the Mayor to make a submission on behalf of Council, which supports a revised scope within Option 2 as included in this report (CEO Review Committee, 18 March 2024, item no 9.0.1), whereby consideration is to be given to categorising CEO remuneration similar to those council groups as is currently the case for Elected Members, with City of Salisbury being in Group 1A, having regard to the role, the size, population and revenue of the council, and any relevant economic, social, demographic and regional factors in the council area, and redistributing the current outcomes from the Remuneration Tribunal Determination 4 of 2023 accordingly.

ATTACHMENTS

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

1. Remuneration Tribunal Consultation Paper [↗](#)
2. CEO Job and Person Description [↗](#)

1. BACKGROUND

- 1.1 On 16 June 2023, the Remuneration Tribunal of South Australia (Tribunal) issued [Determination 4 of 2023](#) (Current Determination) and accompanying [Report 4 of 2023](#). The Current Determination covers 67 councils who are grouped into eight bands. Each band contains a minimum and maximum remuneration amount that may be paid to a Council’s Chief Executive Officer (CEO). The amount payable to a CEO is at the discretion of each Council, so long as it falls within the applicable band.
- 1.2 The eight bands are based on the current adjusted total remuneration packages of CEOs. The Tribunal does not consider this approach to be a long-term sustainable position and is therefore considering various options to improve the evaluation method of minimum and maximum remuneration amounts for CEOs ahead of the next review, scheduled for July 2024.
- 1.3 The Tribunal has some reservation about the extent of participation in the process. As the Tribunal has noted, it incorporates the substantial and unexplained diversity of remuneration arrangements between councils which have at least some inherently similar characteristics. These are characteristics of current arrangements. Councils apply significantly different approaches to calculating and reporting on current remuneration arrangements. The Tribunal comments that those current arrangements create the potential for flow-on effects to senior staff reporting to CEOs and hence may exacerbate instability within the Local Government sector. The Tribunal is acutely aware that the effect of the current determination is to limit movements in current remuneration and that current remuneration levels require further review. That further review will require the provision of substantially more information from Local Government than that which has been provided to date.
- 1.4 At its meeting on 26 June 2023, Council resolved following a Motion on Notice that it:
 1. *Notes that the independent Remuneration Tribunal of SA has issued a determination outlining remuneration bands for council Chief Executive Officers, grouping councils into eight bands in consideration of the differences of each council*
[Determination-4-of-2023-Local-Government-CEOs.pdf \(remtribunal.sa.gov.au\)](#)
 2. *Notes that this determination grouped City of Salisbury in “Band Three” together with Campbelltown City Council, City of Mitcham, City of Onkaparinga, City of Unley, Mount Barker District Council, and grouped City of Port Adelaide Enfield, City of Charles Sturt and City of West Torrens in “Band Two”.*
 3. *Does not support the increase of remuneration for CEO’s and believes the increase to be excessive and not in keeping with community expectations.*
 4. *Does not support the basis and criteria the Remuneration Tribunal used to determine the eight bands of councils by basing it on current levels of salary, and not factoring in size or complexity of services etc of councils.*

5. *Requests the Mayor to write to the Local Government Association (LGA) to:*
- a) *express Council's sentiment of surprise on the determination and its perceptible absence of objective criteria being communicated and/or applied in the process*
 - b) *disapproval of the Remuneration Tribunal's excessive increase in salaries of Local Government CEO's as per its Determination 4*
 - c) *seek further clarification on the criteria applied in informing this determination and ask the LGA to make representation to the Tribunal to reflect appropriate remuneration bands and to set grouping of councils based on size and complexity of services; not current CEO remuneration.*

- 1.5 The purpose of the Tribunal's consultation paper is to outline the likely approach to be adopted by the Tribunal over the coming months and offer the Local Government sector an opportunity to engage with the Tribunal to provide input and suggestions for the next review. The Tribunal emphasises that this review will be progressed in 2024. Comments and suggestions are invited but a protracted period for debate over how the review should be undertaken is not proposed.

2. EXTERNAL CONSULTATION / COMMUNICATION

- 2.1 Local Government Professionals CEO Network Group
- 2.2 LGA CEO Advisory Group

3. DISCUSSION

- 3.1 The Tribunal is seeking to move toward a remuneration structure for Council CEOs which considers the following criteria:
- CEO position descriptions and responsibilities
 - The skills and experience required
 - The complexity of CEO roles
 - The population size, density, and characteristics of a Council district
 - The geographic size and characteristics of a Council district
 - Industry issues specific to a Council district
 - Social or cultural issues specific to a Council district
 - Isolation and distance factors
 - Accommodation issues
 - Consideration of tenure and contract duration
 - Specifically nominated performance criteria
 - Consideration of objectively established remuneration for comparable positions
 - Recognition of attraction and retention approaches.

- 3.2 In considering these issues the Tribunal will have regard to current remuneration arrangements but does not consider these to be determinative of future remuneration minima and maxima.
- 3.3 The Tribunal recognises two important considerations for Local Government relative to this review.
- 3.3.1 It is desirable that both CEOs and Elected Members have the capacity to have input into this review.
- 3.3.2 The *Local Government Act 1999 (SA)* provides that, following consultation with the Local Government Association, the costs of the proposed review are to be met by Councils. The Tribunal is committed to minimising these costs, provided the integrity of the review is not compromised.
- 3.4 The consultation paper canvasses options for consideration and comment. The Tribunal recognises there are various ways to analyse the minimum and maximum remuneration amounts to be set for Local Government CEOs and that there may be other options not covered in this consultation paper. Submissions are welcomed, noting the boundaries within section 99A of the *Local Government Act 1999*:
- 3.4.1 **99A—Remuneration of chief executive officer**
- (1) Subject to this section, the remuneration of the chief executive officer of a council will be determined by the council.*
- (2) The Remuneration Tribunal will determine (from time to time) the minimum and maximum remuneration that may be paid or provided to chief executive officers of councils.*
- (3) In making a determination under subsection (2), the Remuneration Tribunal must have regard to any matter prescribed by the regulations.*
- (4) A determination under subsection (2)— (a) may differ based on any factor including, for example, the geographical location of a council or group of councils (such that different minimum and maximum remuneration may be paid or provided to chief executive officers from different councils); and (b) may provide for minimum and maximum remuneration that may be paid or provided to chief executive officers to be indexed in accordance with the determination.*
- (5) The regulations— (a) may make further provision in relation to a determination of the Remuneration Tribunal for the purposes of this section; and (b) may modify the application of section 10 of the Remuneration Act 1990 in relation to a determination under this section.*
- (6) Sections 17 and 19 of the Remuneration Act 1990 do not apply in relation to a determination under this section.*
- (7) A reference in the Remuneration Act 1990 to determining remuneration payable in respect of an office will, for the purposes of this section, be taken to include a reference to determining the minimum and maximum remuneration payable in respect of the office.*
- (8) Despite any other Act or law, the reasonable costs of the Remuneration Tribunal in making a determination under this section are*

to be paid by the LGA under an arrangement determined by the Minister from time to time after consultation with the LGA and the President of the Tribunal.

(9) The LGA may recover the reasonable costs incurred by the Remuneration Tribunal in making a determination under this section as a debt from the councils to which the determination relates.

(10) A council must ensure that the remuneration of its chief executive officer is within the relevant minimum and maximum remuneration determined by the Remuneration Tribunal for the purposes of this section.

- 3.5 In accordance with the transitional provision in section 147 (5) of the *Statutes Amendment (Local Government Review) Act 2021*, existing CEO Salaries are unaffected during their term of office:

147(5) The remuneration of a chief executive officer holding office on the commencement of section 99A of the principal Act (as inserted by this Act) is not affected during the term of that office by a determination under section 99A.

- 3.6 It appears to the Tribunal that, irrespective of the approach to be taken in the future, Councils will ultimately need to provide the Tribunal with detailed position descriptions for CEOs. Further, that it is also appropriate that Councils provide a description of how current CEO remuneration arrangements have been developed and reviewed. Council must provide this information accordingly (Attachments 2 and 3).

- 3.7 Submission Options Suggested by the Tribunal:

3.7.1 Option 1: *PROGRESSIVELY REVIEW REMUNERATION ARRANGEMENTS AT THE REQUEST OF INDIVIDUAL COUNCILS*

“This option would allow individual Councils to make an application requesting an increase or decrease to the minimum and maximum remuneration levels applicable to its CEO. Over time, the Tribunal expects that this will result in a minimum and maximum remuneration structure that reflects objective consideration of the relevant criteria.

The Tribunal would require each application to address in sufficient detail the reasons why a Council submits an increase or decrease is warranted. Those details would need to extend beyond a simple comparison with one or more other Councils, to address the criteria already identified.

Given there are 67 Councils covered by the Current Determination, this option could be time consuming, costly for the Local Government sector who bear the reasonable costs of the Tribunal and could result in up to 67 bands applying.

More significantly, consideration of individual Councils is likely to expose the significant differences between remuneration arrangements as inconsistencies that require broader review.

The Tribunal expects to evaluate individual submissions by considering each of the criteria referenced above.

The outcome of such an individual review may differ substantially from current arrangements.

This option also raises potential costing issues. These go to whether the Local Government Association will determine whether individual reviews will be funded by Councils concerned or whether these costs should be shared amongst other

Councils. If individual reviews highlight inconsistencies that require consideration, then the Local Government Association will need to consider how that is funded. The Tribunal would need to receive strong support from a majority of Councils to consider this option and therefore those making submissions are encouraged to indicate their level of support and preparedness to be bound by this option. Those who do not believe this is a viable option should also indicate that in any submission.”

3.7.2 Option 2: *ENGAGE A PROFESSIONAL EXTERNAL REMUNERATION SPECIALIST*

“The Tribunal is considering engaging an external remuneration specialist to undertake a detailed evaluation of the remuneration framework. The Tribunal notes that external expertise assisted in the development of the West Australian approach to developing remuneration minimums and maximums.

This process would provide an opportunity for consideration of all of the relevant criteria as they relate to each Council. It would also enable elected members from each Council to have input into a consistently applied approach.

If the external consultant reviews each Council individually, the indicative cost of such an approach is likely to be between \$300,000 - \$350,000. The Tribunal is aware that, consistent with the other options below, there may be scope to substantially reduce this cost, and will endeavour to incorporate cost reduction capacity into any arrangement reached with the selected remuneration consultant – noting that a competitive tender process will take place. The Tribunal proposes to begin conferring with the Minister about these cost estimates shortly.

The Tribunal has looked at what this approach would involve. On the information available to it, it appears the process could take up to 22 weeks, would involve cooperation from CEOs and Mayors who would need to work with the external consultant. Such a review may involve consideration of other Local Government staff functions and benchmarking with an appropriate comparator market.”

3.7.3 Other Options put forward by the Tribunal:

“There are other options that might be suggested by the Local Government sector. Without limiting these in any way, they include the potential for Councils who use established remuneration setting methodologies, to propose a broader application of these approaches to include the CEO.

In terms of the second option (engaging an external remuneration specialist) Councils which believe they have similar relevant characteristics and CEO remuneration arrangements, may wish to propose that they be collectively reviewed.

If Councils are prepared to provide all available information covering the criteria identified in this paper, the Tribunal is open to engaging with elected members and/or CEOs to consider how remuneration has been set, how Councils can be compared and the appropriate criteria for remuneration levels. Because of the number of Councils and CEOs involved, it would seem appropriate that a smaller group or groups be established with the capacity to convey information about the criteria used to establish remuneration. An important consideration in this respect will be the extent to which such an approach has unanimous support and can be expeditiously undertaken. The Tribunal estimates that such an approach would involve substantially reduced costs.

The Tribunal acknowledges that, if the Local Government sector can provide adequate information addressing each of the criteria identified in this paper, it may be possible for the Tribunal to undertake the remuneration assessment with

limited additional resources and costs. However, the Tribunal's experience to date indicates this could not be achieved in a timely manner that takes into account the positions of both CEOs and elected members.

The Tribunal is open to considering other approaches that might be proposed by Councils but stresses that a consistent approach across the sector will be required."

3.7.4 Remuneration Tribunal determination for Elected Members:

The Elected Member Allowance is set by categorising councils in Council Groups. Excluding the City of Adelaide, the City of Salisbury is listed under the leading category Group 1A, together with City of Charles Sturt, City of Onkaparinga and City of Port Adelaide Enfield.

Section 76 of the *Local Government Act 1999* requires the Remuneration Tribunal in making this determination, to have regard to the role, the size, population and revenue of the council, and any relevant economic, social, demographic and regional factors in the council area.

Consideration could be given to a similar methodology for CEOs.

4. CONCLUSION

- 4.1 The South Australian Remuneration Tribunal (the Tribunal) Consultation Paper relating to minimum and maximum remuneration for Local Government Chief Executive Officers is presented for Council's consideration.
- 4.2 Irrespective of any submissions about options, specific information must be provided to the Tribunal by no later than 15 April 2024. Written submissions about options can be provided by this timeframe as well.
- 4.3 It's recommended for which supports Option 2 as included in this report, with consideration to be given to categorising councils in similar groups as is currently the case for Elected Members. In this grouping, City of Salisbury is categorised in Group 1A, having regard to the role, the size, population and revenue of the council, and any relevant economic, social, demographic and regional factors in the council area. The current Remuneration Tribunal Determination 4 could be reviewed in the context of the current Council Classification group and redistributed accordingly.



Remuneration Tribunal of South Australia

CONSULTATION PAPER

Minimum and Maximum Remuneration for Local Government Chief Executive Officers

January 2024

About this consultation paper

On 16 June 2023, the Remuneration Tribunal of South Australia (**Tribunal**) issued [Determination 4 of 2023 \(Current Determination\)](#) and accompanying [Report 4 of 2023](#). The Current Determination covers 67 Councils who are grouped into eight bands. Each band contains a minimum and maximum remuneration amount that may be paid to a Council's Chief Executive Officer (**CEO**). The amount payable to a CEO is at the discretion of each Council, so long as it falls within the applicable band.

The eight bands are based on the current adjusted total remuneration packages of CEOs. The Tribunal does not consider this approach to be a long-term sustainable position and is therefore considering various options to improve the evaluation method of minimum and maximum remuneration amounts for CEOs ahead of the next review, scheduled for July 2024.

The Tribunal has some reservation about the extent of participation in the process. As the Tribunal has noted, it incorporates the substantial and unexplained diversity of remuneration arrangements between Councils which have at least some inherently similar characteristics. These are characteristics of current arrangements. Councils apply significantly different approaches to calculating and reporting on current remuneration arrangements. Those current arrangements create the potential for flow-on effects to senior staff reporting to CEOs and hence may exacerbate instability within the Local Government sector. The Tribunal is acutely aware that the effect of the current determination is to limit movements in current remuneration and that current remuneration levels require further review. That further review will require the provision of substantially more information from Local Government than that which has been provided to date.

The purpose of this consultation paper is to outline the likely approach to be adopted by the Tribunal over the coming months and offer the Local Government sector an opportunity to engage with the Tribunal to provide input and suggestions for the next review. The Tribunal emphasises that this review will be progressed in 2024. Comments and suggestions are invited but a protracted period for debate over how the review should be undertaken is not proposed.

The Tribunal is seeking to move toward a remuneration structure for Council CEOs which considers the following criteria:

- CEO position descriptions and responsibilities
- The skills and experience required
- The complexity of CEO roles
- The population size, density, and characteristics of a Council district
- The geographic size and characteristics of a Council district

- Industry issues specific to a Council district
- Social or cultural issues specific to a Council district
- Isolation and distance factors
- Accommodation issues
- Consideration of tenure and contract duration
- Specifically nominated performance criteria
- Consideration of objectively established remuneration for comparable positions
- Recognition of attraction and retention approaches.

In considering these issues the Tribunal will have regard to current remuneration arrangements but does not consider these to be determinative of future remuneration minima and maxima.

The Tribunal recognises two important considerations for Local Government relative to this review. Firstly, it is desirable that both CEOs and elected members have the capacity to have input into this review. The Tribunal recognises that this represents a complication in that arrangements and opportunities for elected members comment will need to be arranged. Secondly, the *Local Government Act 1999* (SA) provides that, following consultation with the Local Government Association, the costs of the proposed review are to be met by Councils. The Tribunal is committed to minimising these costs, provided the integrity of the review is not compromised.

This consultation paper canvasses options for consideration and comment. The Tribunal recognises there are various ways to analyse the minimum and maximum remuneration amounts to be set for Local Government CEOs and that there may be other options not covered in this consultation paper. Submissions are welcomed, however, please take into account the Tribunal's jurisdiction which is primarily contained in section 99A of the [Local Government Act 1999 \(SA\)](#).

Information required

It appears to the Tribunal that, irrespective of the approach to be taken in the future, Councils will ultimately need to provide the Tribunal with detailed position descriptions for CEOs. Further, that it is also appropriate that Councils provide a description of how current CEO remuneration arrangements have been developed and reviewed. **Consequently, the Tribunal requests that, irrespective of any submissions about the options outlined below, this information be provided to the Tribunal by no later than 15 April 2024.**

How to make a submission

Written submissions, position descriptions and/or procedures or practices in relation to the current remuneration arrangements can be sent via email to RemunerationTribunal@sa.gov.au by no later than **15 April 2024**.

Disclaimer

The views expressed in this discussion paper are of a preliminary nature only. The Tribunal's views may change as a result of the submissions it receives or as other circumstances change.

OPTION 1
PROGRESSIVELY REVIEW REMUNERATION ARRANGEMENTS
AT THE REQUEST OF INDIVIDUAL COUNCILS

This option would allow individual Councils to make an application requesting an increase or decrease to the minimum and maximum remuneration levels applicable to its CEO. Over time, the Tribunal expects that this will result in a minimum and maximum remuneration structure that reflects objective consideration of the relevant criteria.

The Tribunal would require each application to address in sufficient detail the reasons why a Council submits an increase or decrease is warranted. Those details would need to extend beyond a simple comparison with one or more other Councils, to address the criteria already identified.

Given there are 67 Councils covered by the Current Determination, this option could be time consuming, costly for the Local Government sector who bear the reasonable costs of the Tribunal and could result in up to 67 bands applying.

More significantly, consideration of individual Councils is likely to expose the significant differences between remuneration arrangements as inconsistencies that require broader review.

The Tribunal expects to evaluate individual submissions by considering each of the criteria referenced above.

The outcome of such an individual review may differ substantially from current arrangements.

This option also raises potential costing issues. These go to whether the Local Government Association will determine whether individual reviews will be funded by Councils concerned or whether these costs should be shared amongst other Councils. If individual reviews highlight inconsistencies that require consideration, then the Local Government Association will need to consider how that is funded.

The Tribunal would need to receive strong support from a majority of Councils to consider this option and therefore those making submissions are encouraged to indicate their level of support and preparedness to be bound by this option. Those who do not believe this is a viable option should also indicate that in any submission.

OPTION 2

ENGAGE A PROFESSIONAL EXTERNAL REMUNERATION SPECIALIST

The Tribunal is considering engaging an external remuneration specialist to undertake a detailed evaluation of the remuneration framework. The Tribunal notes that external expertise assisted in the development of the West Australian approach to developing remuneration minimums and maximums.

This process would provide an opportunity for consideration of all of the relevant criteria as they relate to each Council. It would also enable elected members from each Council to have input into a consistently applied approach.

If the external consultant reviews each Council individually, the indicative cost of such an approach is likely to be between \$300,000 - \$350,000. The Tribunal is aware that, consistent with the other options below, there may be scope to substantially reduce this cost, and will endeavour to incorporate cost reduction capacity into any arrangement reached with the selected remuneration consultant – noting that a competitive tender process will take place. The Tribunal proposes to begin conferring with the Minister about these cost estimates shortly.

The Tribunal has looked at what this approach would involve. On the information available to it, it appears the process could take up to 22 weeks, would involve cooperation from CEOs and Mayors who would need to work with the external consultant. Such a review may involve consideration of other Local Government staff functions and benchmarking with an appropriate comparator market.

OTHER OPTIONS

There are other options that might be suggested by the Local Government sector.

Without limiting these in any way, they include the potential for Councils who use established remuneration setting methodologies, to propose a broader application of these approaches to include the CEO.

In terms of the second option (engaging and external remuneration specialist) Councils which believe they have similar relevant characteristics and CEO remuneration arrangements, may wish to propose that they be collectively reviewed.

If Councils are prepared to provide all available information covering the criteria identified in this paper, the Tribunal is open to engaging with elected members and/or CEOs to consider how remuneration has been set, how Councils can be compared and the appropriate criteria for remuneration levels. Because of the number of Councils and CEOs involved, it would seem appropriate that a smaller group or groups be established with the capacity to convey information about the criteria used to establish remuneration. An important consideration in this respect will be the extent to which such an approach has unanimous support and can be expeditiously undertaken. The Tribunal estimates that such an approach would involve substantially reduced costs.

The Tribunal acknowledges that, if the Local Government sector can provide adequate information addressing each of the criteria identified in this paper, it may be possible for the Tribunal to undertake the remuneration assessment with limited additional resources and costs. However, the Tribunal's experience to date indicates this could not be achieved in a timely manner that takes into account the positions of both CEOs and elected members.

The Tribunal is open to considering other approaches that might be proposed by Councils but stresses that a consistent approach across the sector will be required.



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



JOB SPECIFICATION

POSITION: CHIEF EXECUTIVE OFFICER

REPORTS TO: MAYOR AND ELECTED COUNCIL

EMPLOYMENT STATUS: FIXED TERM CONTRACT (5 YEARS)

Broad scope

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

Prime responsibilities

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

Key result areas

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



JOB SPECIFICATION

Leadership & strategic planning

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

Human resource management

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



JOB SPECIFICATION

Financial & asset management

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

Operations management & major projects

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



JOB SPECIFICATION

Operations management & major projects (cont.)

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

Stakeholder management & communication

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



JOB SPECIFICATION

Advice to & relationship with Council

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



PERSON SPECIFICATION

Qualifications

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

Experience & knowledge

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

Personal qualities

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



PERSON SPECIFICATION

Personal qualities (cont.)

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