



## **AGENDA**

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

**15 FEBRUARY 2022 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 Proleta  
Cr S Reardon  
Cr J Woodman

### **REQUIRED STAFF**

Chief Executive Officer, Mr J Harry

### **APOLOGIES**

### **LEAVE OF ABSENCE**

### **PRESENTATION OF MINUTES**

Presentation of the Minutes of the CEO Review Committee Meeting held on 13 September 2021.

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**REPORTS**

*Administration*

- 9.0.1 Future Reports for the CEO Review Committee  
*(please note there are no forward reports as a result of a Council resolution to be listed at this time)*

*Reports*

- 9.1.1 CEO Key Performance Indicator Status Update ..... 5

**OTHER BUSINESS**

**QUESTIONS WITHOUT NOTICE**

**MOTIONS WITHOUT NOTICE**

**CLOSE**



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

**13 SEPTEMBER 2021**

**MEMBERS PRESENT**

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

**OBSERVERS**

Cr P Jensen

**STAFF**

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

The meeting commenced at 6.30pm.

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

**APOLOGIES**

Nil.

**LEAVE OF ABSENCE**

Nil

**PRESENTATION OF MINUTES**

Moved Cr J Woodman  
Seconded Cr D Proleta

The Minutes of the CEO Review Committee Meeting held on  
12 July 2021, be taken as read and confirmed.

**CARRIED**

**REPORTS**

*Administration*

**9.0.1 Future Reports for the CEO Review Sub Committee**

*Please note there were no forward reports as a result of a Council resolution to be listed at this time.*

**9.0.2 Local Government Reform CEO Remuneration Update**

Moved Cr C Buchanan  
Seconded Cr S Reardon

That Council:

- 1. Receives the information.

**CARRIED**

*Reports*

**9.1.1 CEO Performance Evaluation - Proposed Personal Evaluation System for FY2021/2022**

Moved Cr C Buchanan  
Seconded Cr D Proleta

That Council:

- 1. Receives the information.
- 2. Approves that the Personal Evaluation System apply to the CEO for the FY2021/2022 review period, comprising a Performance Appraisal Survey and Key Performance Indicators (both documents attached), with the inclusion of -  
Indicators
  - % of staff traineeships awarded to people living in the City of Salisbury.Projects & Initiatives
  - Review the employee recruitment process to ensure that subject to meeting any legislative requirements and the skills and experience required for a role an emphasis is given to people living in the North Region/City of Salisbury.
- 3. Notes that Andrew Reed from Hender Consulting is further engaged as Independent Advisor to the CEO Review Committee.

**CARRIED**

**OTHER BUSINESS**

Nil

The meeting closed at 6.43pm.

CHAIR.....

DATE.....

<b>ITEM</b>	9.1.1
	<b>CEO REVIEW COMMITTEE</b>
<b>DATE</b>	15 February 2022
<b>HEADING</b>	CEO Key Performance Indicator Status Update
<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 endorsed Key Performance Indicators for the Chief Executive Officer for the 2020/2021 performance review period.

**RECOMMENDATION**

1. Information be received.
2. Progress towards achievement of the 2021/2022 Key Performance Projects and Initiatives be noted and endorsed.

**ATTACHMENTS**

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

1. CEO KPI February 2022

**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 September 2021, the CEO Review Committee agreed the Personal Evaluation System to apply to the CEO for the 2021/2022 review period, comprising Key Performance Indicators.

**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 2021/2022 Key Performance Indicators.

**4. REPORT**

4.1 This report provides a status update for Quarter 2, ending 31 January 2022. Refer Attachment 1.

**5. CONCLUSION / PROPOSAL**

5.1 The next consideration of Key Performance Indicators achievement will occur following the end of Quarter 3 (ending 31 March 2022).

**CO-ORDINATION**

Officer:

Date:

## CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS – 2021/2022 AS AT 31 JANUARY 2022

### A WELCOMING AND LIVEABLE CITY



#### INDICATORS:

- Proportion of households within 500 metres of open space
- Community satisfaction with recreational areas
- Community perception of safety
- Proportion of affordable dwellings provided through Council's strategic property development program

#### PROJECTS & INITIATIVES

- New community hub at Burton completed by June 2022
  - Construction is well underway, with all concrete pours completed and structural steel and wall frames erected, on track for June 2022 completion.
- Provide at least 15% affordable housing through Council's development projects, incorporating community housing.
  - Through our Strategic Property Development Projects, Council is active in delivering affordable housing, including partnering with not-for-profit housing providers and investigating future opportunities to facilitate innovative affordable housing outcomes. Over six projects delivered to date 39% of housing delivered was at or below the State Government's affordability price points. Next Project Delivery is Lake Windemere.
- Develop a place activation plan for City Centre
  - Place activation plan for the City Centre, as part of the delivery of the upgrade of John & Church Street, Salisbury Recreation Precinct and business opportunities etc is being prepared.
- Plan and trial community led activities in local streets and communities
  - Council received 12 expressions of interest from residents to host localised Neighbour Day activities in their streets, yards and reserves. These 12 get togethers will be hosted in late March, with at least one Neighbour Day event planned for each Ward.
- Review and report on the 'City Pride' strategy- Completed by June 2022
  - A Social Planning Expert has been appointed to support Council to undertake a three phase approach to its future community planning processes. The first phase is to establish a framework outlining a series of indicators of wellbeing and quality of life across the City will be presented to Council at its February weekend workshop. This will inform the development of the Pride Strategy.
- Salisbury Oval Development:
  - Completion of Nature Playspace December 2021
    - The Playspace has been completed and is open to the public.
  - Development Contract with External Partner June 2022
    - Terms and conditions of the contract with the external partner are being finalised, and will be considered by the Property Development Sub-Committee in February 2022.

## CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS – 2021/2022 AS AT 31 JANUARY 2022

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- Rollout of an integrated community event and activity agenda across Council facilities and public spaces – March 2022
  - A 3 year activity plan that was endorsed by Council is being implemented.
  - The plan is changing to deliver events and activity in COVID safe environments.
  - Executive are considering an integration plan for the community events and activities for 2022 to improve community outcomes. A calendar of corporate and strategic events for 2022 is currently being drafted to assess the number, strategic relevance and impact of events supported and managed by Council – to be considered by Council as part of the 22/23 Budget.
- Implement 6 month Community Bus Trial commencing October 2021
  - Bus trial is underway and feedback to date suggests the Community Bus is positively regarded. Two additional stops and a Sunday service have been included in the trial and passenger numbers are steadily increasing with an average of 37 passengers per week (December 2021 data). Recently, the Messenger did an article on the Community Bus Trial to further promote the service.
- Implement Community Precinct Development Governance Models – Burton/Para Hills June 2022
  - The Governance structure for Burton & Para Hills has been approved by Council and appointments to the Precinct Sub-Committees have been made. The Sub-Committees will receive Governance training prior to their first scheduled meetings in March.
- Development and implementation rollout of Community Safety Portable CCTV Agenda – April 2022
  - The CCTV Working Group have amended the relevant procedures to provide guidance on the delivery of the Community & Special Circumstances CCTV programs this year. This Report will go to the February meeting of Council.
- Commencement of Salisbury Recreation Precinct – Aquatic Centre Development – June 2022
  - Demolition is currently in progress, and the tender for the Head Contractor to construct the new Facility is currently out to the market. A specification to inform the design has been completed.
- Develop Universal Design Guidelines for Council and the community – June 2022
  - The Intercultural Alliances continue to meet regularly and the universal design guidelines are on track for delivery this year – June 2022.



## CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS – 2021/2022 AS AT 31 JANUARY 2022

### SUSTAINABLE CITY



#### INDICATORS:

- Reduction in CO2 emissions from Council owned street lights
- Percentage of total spend on recycled materials used in Council's capital projects
- Proportion of waste diverted from landfill
- Energy consumption by Council facilities
- Volume of stormwater collected

#### PROJECTS & INITIATIVES

- Use recycled or re-used materials where possible in construction and maintenance programs
  - Completion of a shared path incorporating recycled glass was undertaken late last year in Carisbrooke Park, a review of future potential sites is underway.
  - Recently (Oct 2021), a revised Procurement Policy was adopted by Council that now has a greater emphasis on local businesses, employment and the circular economy. The following was included within the policy in regard to the circular economy: Supporting the circular economy through working collaboratively with NAWMA and other relevant organisations to identify opportunities for the use of recycled materials.
- Council's sustainability strategy to incorporate policy outcomes and strategies for waste and energy management, biodiversity and water, governance processes and Data Modelling endorsed by April 2022.
- A draft sustainability strategy is being developed for Council's consideration with the themes of
  - Biodiversity, Carbon Neutrality, Climate Resilience, Resource Recovery and Water – to be discussed at EM Workshop in February 2022.
- Investment in programs that:
- Reduce waste to landfill such as incentives to increase recycling and 'circular economy' initiatives.
  - Stage 1 of the Food Organics and Garden Organics bins have been rolled out and the remaining stages will be progressively delivered throughout the year. The provision of Greens Bins will continue on request. We will now monitor the recovery rate.
- Reduce CO2 emissions from Council buildings.
  - We've included environmental performance as part of the design of the Salisbury Recreation Precinct, through the Principals Project Requirements.
  - We continue to monitor Council owned buildings electricity demand and usage to identify any improvements in efficiency that can occur.
  - We are well advanced in the rollout of solar panels to Clubs leasing Council owned buildings. We are also installing performance monitoring equipment to track our energy consumption from the grid and monitor the performance of the solar panels. This information is used to assess where batteries would be of benefit. We are continuing to implement this monitoring equipment at key sites. We are currently investigating on how we can improve the CO2 performance of Ingle Farm and Parafield Garden Recreation Centres.

## CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS – 2021/2022 AS AT 31 JANUARY 2022

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- We are closely working with Salisbury Water (a major emitter of carbon) and our Field Services Crews on ways to reduce their carbon emissions from energy usage.
- Ongoing water Management via Salisbury Water.
- Progressive scoping plans for Development/Conservation of environmentally important biodiversity corridors eg: Mangroves, Cobbler Creek Reserve, Dry Creek, Little Para River
  - Working with the State Government in relation to the recovery of the Mangroves. Groundwater quality is now being tested within the Township – Sustainability Plan endorsed by Council in July/August 2022.
  - The Stormwater Management Plan is progressing for Dry Creek with engineering modelling well progressed and the development of potential solutions are underway – expected to be completed by June 2022.
  - Delivered the Little Para River Native Forrest and have secured funding to extend the scope and increase planting in the corridor.

## CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS – 2021/2022 AS AT 31 JANUARY 2022

### A GROWING CITY THAT CREATES NEW OPPORTUNITIES



#### INDICATORS

- Number of individual businesses receiving advice and information through the Polaris Centre
- Business satisfaction of interactions with Council
- Development assessment timeframes
- Value of development on surplus land parcels released by Council

#### PROJECTS & INITIATIVES

- Enhance the Salisbury City Centre by upgrading Church and John Streets commencing February 2022
  - On target to undertake works from February, with the ECI contractor engaged. Key owners have been engaged and we are in the process of engagement with the traders
- Attracting investment by the private sector into surplus Council sites
  - The Ryans Road, Greenfields site is about to be released to the market via an Expression of Interest seeking offers for the whole or portion of the site. The site is covered by three zones that will allow several different uses – Report to Property Development Sub-Committee February 2022.
  - Deliver a residential development program by using surplus Council land
  - Council has delivered a number of residential development projects under the Salisbury Living Brand, including at Salisbury North (The Reserve), Paralowie (Greentree Walk and Boardwalk at Greentree), Parafield Gardens (Emerald Green). Current projects in the delivery or investigation phase include Irving Place, Para Hills; Lake Windemere, Salisbury North; and Walkleys Road Corridor, Ingle Farm. These projects deliver multiple outcomes including affordable housing outcomes, upgrades to the amenity of areas and traffic management improvements.
- Develop a structure plan including code amendment for the land west of Port Wakefield Road to open up new development opportunities – February 2022
  - A high level Structure Plan for land west of Port Wakefield Road was endorsed by Council in September 2021. Consultants have recently been engaged to undertake more detailed investigations and prepare a plan that provides the framework for future rezoning and infrastructure needs in planning areas 1, 2, 6 and portion of 7.
  - CEO is representing Council on State Government Strategic Planning Group.
- Develop guidelines and policies to improve the quality of infill development, starting with Ingle Farm
  - Narrow frontage housing guidelines have been prepared
  - Verge Reinstatement guidelines have been prepared
  - Other guidelines that will assist in improving development outcomes are being drafted
  - The Ingle Farm Neighbourhood Improvement Plan is being prepared and expected in May 2022.
- Advocacy for delivery of improvements to east-west roads including duplication, increasing the capacity and safety of Kings Road and Waterloo Corner Rd west of Burton Road, duplication and extension of Elder Smith Road and road/rail grade separation of Park Terrace and Kings Road – June 2022

## CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS – 2021/2022 AS AT 31 JANUARY 2022

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- Staff have prepared a high level design of Kings Road and Waterloo Corner Road which has been presented to Council and these reports have been supplied to DIT for inclusion in their transport studies – August 2021.
- Met with the Chief Executive from DIT to discuss Transport Planning Studies Relating to Northern and Western Suburbs and will be a key stakeholder in their studies which will include investigations into the improvements for Kings and Waterloo Corner Roads.
- Briefings have been held on the status of a range of these transport related studies.
- The Partnerships Projects 2022 document has been prepared and endorsed by Council in December 2021 to assist with advocacy to the State Government/Federal Government over the coming period.
- Appropriate and well planned development of the Dry Creek Salt Fields (Progress towards) - Ongoing
  - A collaborative cross government master planning approach has been established, led by SA Government with Council representation and engagement with the developer.
  - Planning for the future of the Dry Creek stormwater catchment is underway, together with other key areas of analysis for input into the proposed development.
- Advocacy for Edinburgh Parks to be business ready as a modern industrial area with efficient freight routes to the Northern Connector, fast digital connectivity and access to alternative energy sources and recycled water.
- Develop Economic Development Strategy for June 2022
  - Work commenced to review previous Plan and consider Deloitte Economic Vision report
- Mawson Lakes/Technology Park continues to be positioned/recognised as an Innovation Employment and Educational Hub with appropriate services and governance framework, physical and social infrastructure.
  - Discussions continuing with SA Government’s Renewal SA
  - The Partnerships Projects 2022 document has been prepared and endorsed by Council to assist with advocacy to the State Government.
  - Incorporation of Northern Futures into Economic Development agenda complete.

## CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS – 2021/2022 AS AT 31 JANUARY 2022

### INNOVATION AND BUSINESS DEVELOPMENT



#### INDICATORS

- Community request response rate (>95%)
- Customer satisfaction with services delivered by Council measured via regular surveys/focus groups and bi-annual community survey and Net Promoter Score
- Staff turnover %<15%
  - Average turnover for the FY 20-21 (Jul 20 to Jun 21) was 10.16%
- Financial ratios
  - Operational surplus rates - .05% to <5.0%
  - Net Financial Liability Rate </70%
  - Asset Sustainability Ration 90-110%
    - These targets are relevant for this financial year, with anticipated actual results in line with target expectations.
- Living our values – Pulse Staff Perception Surveys
- Safety (lost time injury frequency rate <5)
  - Currently LTIFR still at 0. Noting the scheme is yet to update December's figures which may result in a change to our figure.
- Community Perception of Quality of Life living in Salisbury

#### PROJECTS & INITIATIVES

- Upgrade Council's Operations Centre at Cross Keys Road to support business transformation
  - Operations Centre upgrade is well underway, with expected completion to be in May 2022.
- Deliver Council's COVID-19 response package
  - The City of Salisbury current response to COVID-19 has been established by holding weekly COVID working group meetings, sending weekly all staff communications and have made changes / updates to the vaccination policy as well as the COVID leave policy. We continue to provide services to the community.
  - Delivery of the Capital Works Program, put together to help stimulate the local economy is well underway, challenges have been faced regarding supply chain, and furthermore reported to council with a revised strategy and set of priorities for the delivery of the package. A further report will be presented to Council in February 2022 with strategies to support residents to respond and recover to COVID19 since borders opened and infection rates have risen.
- Develop a digital strategy and framework to implement technology-based initiatives to improve the management of the City
  - A draft digital strategy has been written by the Enabling Technologies Manager and is due to be circulated in February 2022 for review and comment.
- Develop deeper and more effective relationships with government agencies and other organisations to progress the priorities identified in the City Plan and its supporting strategies.
  - Council has negotiated a partnership with KIK Innovations and 42 Adelaide to create employment opportunities for youth in the northern suburbs and to assist local businesses attract and retain local talent.

## CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS – 2021/2022 AS AT 31 JANUARY 2022

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- CEO together with Deputy Mayor represent Council on Northern Adelaide Health and Wellbeing Network Partnership Steering Group.
- CEO/Council represented on cross Government St Kilda Mangroves Management and Recovery Group.
- The Partnerships Projects 2022 document has been prepared and endorsed by Council to assist with advocacy to the State Government.
- Roll out of Business Transformation Agenda achieving integration across It/Data analytics/Customer Service/key business processes.
  - The Business Transformation Roadmap has been created to cover all streams. Priority projects have been set to ensure focus is kept for data, people, technologies and exceptional customer experience. Agile Scrum Master methodology will commence in March 2022. Internal Communication mechanism has been put in place to keep all staff and key stakeholders informed on progress and BT agenda (in the form of a newsletter). The next steps will be the creation of a Business Transformation Steering Committee to govern the initiatives.
  - Council endorsed Action programme in December 2021.
- % of staff traineeships awarded to people living in the City of Salisbury.
  - For 20/21 FY trainees that lived in the City of Salisbury zone were:
    - All 5 business trainees
    - 3 out of 7 field trainees.
  - There are currently 2 field trainee vacancies
- Review the employee recruitment process to ensure that subject to meeting any legislative requirements and the skills and experience required for a role an emphasis is given to people living in the North Region/City of Salisbury.
  - City of Salisbury supports the economic development of the city and the broader Northern Adelaide Region through its recruitment processes and to provide employment opportunities to people within the City of Salisbury and Northern Region. To this end, applications from people from the local region will be favourably considered but final recruitment decisions will be made on the bases of ‘merit’. A review of the process will occur in the coming months.