



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

22 OCTOBER 2024

MEMBERS PRESENT

Mayor G Aldridge (Chair)
Cr C Buchanan (Deputy Chair) (*Via Video Conference Teams from
5:55pm*)
Cr D Hood
Cr P Jensen (*Via Video Conference Teams*)
Cr S Reardon

STAFF

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

The meeting commenced at 5:53pm.

The Chairman welcomed the Elected Members, members of the public and staff 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 5 August 2024, be taken as read and confirmed.

CARRIED

Cr Buchanan joined the meeting via Video Conference Teams at 5:55pm.

REPORTS

Reports

9.1.1 Proposed CEO Key Performance Indicators 2024/2025

Moved Cr C Buchanan
Seconded Cr D Hood

That Council:

1. Approves the proposed 2024/25 CEO Key Performance Indicators as tabled for discussion at the CEO Review Committee meeting 22 October 2024.
2. Notes the overview provided by the Chief Executive Officer.
3. Notes the Chief Executive Officer will update the timelines of projects at the next CEO Review Committee meeting.

CARRIED

CEO Key Performance Indicators included as Attachment 1.

OTHER BUSINESS

Nil.

QUESTIONS WITHOUT NOTICE

Nil.

OTHER BUSINESS / MOTIONS WITHOUT NOTICE

Nil.

The meeting closed at 6:09pm.

CHAIRMAN.....

DATE.....

TO BE TABLED AT CEO REVIEW COMMITTEE 22 OCTOBER 2024

CEO KPI OCTOBER 2024/2025 PROJECT LIST

City Development	
Project 1: Walkley's Road redevelopment opportunity	
Description	Proposed residential development in Ingle Fam
Budget	\$42 million revenue \$23 million expenses (including new playground)
Status Update/Timeframe	Detailed design has commenced together with the planning report. It is anticipated that the development application will be approved by March 2025 and onsite works commencing by June 2025.
City Plan Link	Our urban growth is well planned and our centres are active We deliver quality outcomes that meet the needs of our community We engage meaningfully and our community is aware of Council initiatives

City Development	
Project 2: Construction commences on Lake Windemere residential development	
Description	35 allotment residential development in Salisbury North
Budget	\$4.096M revenue \$2.42 expenditure
Status Update/Timeframe	Construction of housing expected by March 2025. All allotments sold by December 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

City Development	
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	\$19.383M revenue \$20M multideck car park expenditure \$5M Church Street extension expenditure
Status Update/Timeframe	In April 2024 Council approved entering in to a Land Facilitation Agreement with the preferred proponent on four sites within the City Centre including Len Beadell, Wiltshire car park, Sexton car park and the former Civic Centre site. Planning approval is due to be lodged before December 2024 with construction expected to commence before May 2025.
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.

City Development	
Project 4: Council endorsement final Sustainability Strategy	
Description	Sustainability Strategy 2035 – Climate Change Adaption Action Plan
Budget	
Status Update/Timeframe	<p>The Sustainability Strategy 2035 was adopted by Council in June 2023 and implementation is ongoing. A report on 6 months of progress of implementation of the Sustainability Strategy was provided to Council in March 2024.</p> <p>The report advised that 30 actions are on track, 17 actions are progressing, but scope or funding needs to be resolved and one action is very dependent on State Government partnership and funding.</p> <p>Completion of a climate change risk assessment was a key action of the Sustainability Strategy and was completed in January 2024. The climate change risk assessment findings were reported to Council in March 2024 and Council approved development of a Climate Change Adaptation Action Plan. The scope and process for developing a Climate Change Adaptation Action Plan is under discussion.</p> <p>To be presented to Council by June 2025</p>
City Plan Link	<p>Salisbury has a balance of green spaces and natural environments that support biodiversity</p> <p>We make the most of our resources including water, waste and energy</p> <p>Our community, environment and infrastructure are adaptive to a changing climate</p>

City Development	
Project 5: Review of Growth Action Plan and Economic Growth Strategy	
Description	Growth Action Plan and Economic Development Strategy
Budget	
Status Update/Timeframe	Draft Growth Action Plan and Economic Strategy is expected to come to Council for approval by February 2025.
City Plan Link	<p>Salisbury's businesses are successful and part of our community</p> <p>Salisbury is a place of choice for businesses to start, invest and grow</p> <p>Our infrastructure supports investment and business activity</p> <p>Our urban growth is well planned and our centres are active</p>

City Development	
Project 6: Council response to GARP Report with specific regard to Strategic Land Development West of Port Wakefield Road	
Description	Initiation of Code Amendment for establishment of Eco/Industrial Precinct.
Budget	
Status Update/Timeframe	Ongoing submissions and specific development of a Code Amendment for the establishment of a Eco/Industrial Precinct by June 2025
City Plan Link	Our urban growth is well planned and our centres are active We deliver quality outcomes that meet the needs of our community We engage meaningfully and our community is aware of Council initiatives

City Development	
Project 7: Dry Creek Redevelopment - State Government / Private Sector Project	
Description	Redevelopment of Dry Creek site west of Port Wakefield Road (As per GARP report 2024).
Budget	
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 was drafted. Work on the initiation of State led Code Amendment expected by mid-2025.
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

Community Development	
Project 1:	
Description	Deliver THRiVE Strategy Action Plans
Budget	TBC
Status Update/Timeframe	On track. Salisbury After Dark continues to be popular with the community and has now been expanded to three nights per week. BiblioTrek has been launched and delivered over the last 2 school holidays. Salisbury Fit Club is progressing well and will launch in Q2. Quarterly reporting to Council.
City Plan Link	A Welcoming and Liveable City 2.1 – Our community’s wellbeing is prioritised.

Community Development	
Project 2:	
Description	Foster ongoing engagement and strengthen relationships with First Nations people
Budget	N/A
Status Update/Timeframe	Ongoing. First meeting with new Chair has occurred. Delivery of the Reformed Governance arrangements by March 2025.
City Plan Link	A Welcoming and Liveable City 3.3 – Our city is committed reconciliation and actively engages with First Nations people.

Community Development	
Project 3:	
Description	Investigate and seek Council endorsement for provision of Housing to Vulnerable Groups
Budget	N/A
Status Update/Timeframe	Ongoing – Through the Housing and Homelessness Working Group identify suitable parcels of land that can be developed for housing vulnerable people. Action Plan Report considered by Council by December 2024.
City Plan Link	A Welcoming and Liveable City 1.1 Our community’s most vulnerable are protected.

Community Development	
Project 4:	
Description	Investigate/Implement strategies to support those most vulnerable in our community and to help relieve the cost of living pressures for our community
Budget	Cost of Living pressures \$175K
Status Update/Timeframe	Ongoing. The Cost of Living response and action plan is presented to Council in October. Implementation of ‘Hive’ Project by February 2025.
City Plan Link	A Welcoming and Liveable City 1.1 – Our community’s most vulnerable are protected.

Community Development	
Project 5:	
Description	Promote and facilitate use of the Salisbury Aquatic Centre, Tree Climb, recreation centres and golf course
Budget	N/A
Status Update/Timeframe	Ongoing. The Salisbury Aquatic Centre is exceeding membership and swim school enrolment KPIs. The Little Para Golf Course successfully opened the new Par 3 golf offering Shanx, which a formal opening event on 18 th October 2024. Tree Climb is operational by June 2025. Quarterly reporting to Council.
City Plan Link	A Welcoming and Liveable City 2.1 – Our community’s wellbeing is prioritised. 2.2 – Our open spaces and recreation centres support community wellbeing. 2.3 – Our community has access to health and community services.

Community Development	
Project 6:	
Description	Provide opportunities for all life stages and abilities by engaging with our Youth and implementing the Ability Inclusion Strategic Plan (AISP)
Budget	TBC
Status Update/Timeframe	Ongoing / On Track. The Youth Action Plan is being presented to Council in October following extensive consultation with young people. The AISP review has been undertaken and specific consultation has occurred with DAIN, people with lived experience and people who are neurodiverse, to inform the update.
City Plan Link	A Welcoming and Liveable City 3.1 – Our city provides opportunities for all life stages and abilities.

Community Development	
Project 7:	
Description	Delivery of Updated (i) Social Infrastructure Plan and Future Strategy (ii) Open Space and Recreation Plan
Budget	TBC
Status Update/Timeframe	Due Date by May 2025
City Plan Link	A Welcoming and Liveable City 3.1 – Our city provides opportunities for all life stages and abilities.

Business Excellence	
Project 1:	
Description	Business Transformation
Budget	As approved through the Business Transformation Future Fund by Council
Status	<ul style="list-style-type: none"> • Implement Project Connect phase 2 and commence Phase 3 modules for FY 24/25 <ul style="list-style-type: none"> - CRM implementation phase 2 – June 2025 - Employee Lifecycle – Onboarding and Performance Development Modules – June 2025 - Continue developing Bi modules and associated dashboards - Ongoing - Implement new Document Management system – November 2024 - Enhance the Procurement module – November 2024 Project Management – June 2025 <ul style="list-style-type: none"> - Finance module – June 2025 - Assist with the Pathway UX upgrade and optimise the Licensing and Compliance, Receipting and Property and Rates modules as part of Phase 3 work into 2025/26 -
Update/Timeframe	
City Plan Link	Use technology so people can better access Council services Improve how we use data to better inform decision making

Business Excellence	
Project 2:	
Description	Technology & Digital Solutions
Budget	
Status	<ul style="list-style-type: none"> - Continue to deliver Cyber Enhancements – June 2025 - IT Disaster Recovery Plan update and the creation of Cybersecurity Playbooks – March 2025 - Complete the installation and configuration of the data Back Up Solution – December 2024 - Rollout of MS Telephony and Genesys Call Centre – February 2025 - Rollout of Office 365 to all users – December 2024 - Procurement and implementation of new solutions including volunteer management solution and Lab results solution March 2025 - Complete upgrading Wi-Fi at all Community Centres – June 2025 - Supporting Business Transformation to deliver the outcomes for Project Connect, including document migration for Objective, Pathway UX upgrade, Finance 1 upgrade and configuration of CoS Data Lake Ongoing
Update/Timeframe	
City Plan Link	Better use of technology.

Business Excellence	
Project 3:	
Description	Finance & Procurement
Budget	
Status	<ul style="list-style-type: none"> - Development of Efficiency Framework to monitor progress – June 2025 - Support transition to new Finance, Procurement and Rates modules as part of Project Connect - Pre-ESCOSA Review Assessment – June 2025 - Support for Strategic projects, City Centre & Walkleys Property Development – timing aligned to project delivery
Update/Timeframe	
City Plan Link	

Business Excellence	
Project 4:	
Description	Community Experience
Budget	
Status	<ul style="list-style-type: none"> - Enhancements of Salesforce as part of Project Connect to deliver further features and Community Portal – June 2025 - Develop and deliver a Community Experience Strategy that encompasses our approach to Community engagement – March 2025 - Develop and deliver a Communications & Marketing Strategy – June 2025
Update/Timeframe	
City Plan Link	

Business Excellence	
Project 5:	
Description	People & Performance
Budget	
Status	<ul style="list-style-type: none"> - Develop and commence implementation of a People Strategy – February 2025 - Support the implementation of the new employee lifecycle system to ensure it aligns to the People Strategy – aligned to Project Connect delivery
Update/Timeframe	
City Plan Link	

Business Excellence	
Project 6:	
Description	Strategic Projects - CEO /Deputy CEO – Alternate Land Fill and Water Business Unit Development
Budget	
Status	<ul style="list-style-type: none"> - Support the progression of the Alternate Landfill Project with NAWMA and constituent Councils – Ongoing/Outcome by June 2025 - Consider and deliver a strategic approach to delivering a business model for a regional water and other sustainability priorities – March 2025
Update/Timeframe	
City Plan Link	

Business Excellence	
Project 7:	
Description	Financial Targets
Budget	Financial Indicators Operating Surplus Target Range 0.5% - 5% Budget 2.4% Asset Renewal Funding Target Range 90% - 110% Budget 100% Net Financial Liabilities Target Range <70% Budget 59.4%
Status	<ul style="list-style-type: none"> - Review progress at each quarterly budget review
Update/Timeframe	
City Plan Link	

City Infrastructure	
Project 1: Little Para River Masterplan – Carisbrooke and Harry Bowey Reserve	
Description	Development of a Little Para Masterplan and agreed priorities for Stage 1 of the Masterplan
Budget	
Status Update	Preliminary works on scoping the landscape structure plan for Little Para has commenced with the report due to Council by the end of 2024.
Timeframe	Landscape and Infrastructure Structure Plan prepared by June 2025
City Plan Link	<p>A Welcoming and Liveable City</p> <p>2. Our community is physically and mentally healthy and connected.</p> <p>2.1 Our community's wellbeing is priorities.</p> <p>2.1.1 Deliver the Thrive Strategy and associated Action Plans.</p> <ul style="list-style-type: none"> • These programs include community-led small-scale projects, skills sharing, a Salisbury Fit Club, activating the Little Para River, digitalising our trails and recreation facilities, introducing modified sports, celebrating Salisbury's history, partnerships with non-Council organisations for volunteering opportunities, Libraries After Dark, Bibliotrek and a Cost of Living Strategy.

City Infrastructure	
Project 2: Strategic Asset Management Plan Review of Public Lighting Category	
Description	Complete a review of public lighting throughout the Salisbury City Centre, at public transport interchanges and popular trails and identify opportunities for improvement where required
Budget	
Status Update	Yet to commence.
Timeframe	June 2025
City Plan Link	<p>A Welcoming and Liveable City</p> <p>4. Our city is attractive and safe.</p> <p>4.1 Our public spaces, residential areas and environs are safe and inviting.</p> <p>4.1.1 Work with stakeholders to improve community safety.</p> <ul style="list-style-type: none"> • Includes strategies to improve community safety in activity centres such as the Salisbury City Centre, public transport interchanges and popular trails. • Includes a review of lighting provisions in these areas as a way to make them feel more welcoming.

City Infrastructure	
Project 3: School Transport Framework	
Description	Update the School Transport Framework in line with the transport safety strategy
Budget	
Status Update	The Transport Safety Strategy is being completed. A review of the existing School Transport Framework to highlight key achievements and opportunities for improvement has commenced.
Timeframe	June 2025
City Plan Link	A Welcoming and Liveable City 4. Our city is attractive and safe. 4.1 Our public spaces, residential areas and environs are safe and inviting. 4.1.3 Improve safety of roads through the city around schools. <ul style="list-style-type: none"> Partner with State and/or Federal Government to implement the School Transport Framework and general Road Safety Action Plan to improve safety on roads around or adjacent schools.

City Infrastructure	
Project 4: Transport Safety Strategy	
Description	Develop a Transport Safety Strategy and have it endorsed by Council
Budget	
Status Update	Stage 1 of the strategy has been completed and will be reported to Council before the end of 2024. Early opportunities to improve transport safety have been investigated with some initiative implementations underway.
Timeframe	Strategy endorsed by Council by June 2025
City Plan Link	A Welcoming and Liveable City 4. Our city is attractive and safe. 4.1 Our public spaces, residential areas and environs are safe and inviting. 4.1.3 Improve safety of roads through the city around schools. <ul style="list-style-type: none"> Partner with State and/or Federal Government to implement the School Transport Framework and general Road Safety Action Plan to improve safety on roads around or adjacent schools.

City Infrastructure	
Project 5: Urban Greening and Cooling Strategy	
Description	Prepare an Urban Greening and Cooling Strategy
Budget	
Status Update	Yet to commence.
Timeframe	June 2025
City Plan Link	<p>A sustainable city</p> <p>1. Our city's green spaces and natural environments are valued and biodiverse.</p> <p>1.1 Our City is cooler and greener.</p> <p>1.1.1 Strategically address cooling and greening across our city.</p> <ul style="list-style-type: none"> • Informed by Green Adelaide's Urban Greening Strategy and tree canopy data 2024, prepare an Urban Greening and Cooling Strategy that identifies approaches to response to urban heat that is specific to the City of Salisbury context. • Ensure that the planting palette chosen is appropriate to the urban landscape and acceptable to residents. • Continue to improve the amenity of streetscapes through the programmed renewal of street trees with more appropriate tree species for the space available within our city's streets.

City Infrastructure	
Project 6: Biodiversity Management Plan	
Description	Update the Biodiversity Management Plan and progressive establishment of biodiversity management plans for key sites
Budget	
Status Update	Yet to commence.
Timeframe	Management Plan updated June 2025
City Plan Link	<p>A sustainable city</p> <p>1. Our city's green spaces and natural environments are valued and biodiverse.</p> <p>1.2 Our city's biodiversity is protected.</p> <p>1.2.2 Improve biodiversity management across key corridors.</p> <ul style="list-style-type: none"> • Review the Biodiversity Corridors Action Plan 2010 (an action of the Sustainability Strategy). • Establish biodiversity management plans for key sites across the Council area.

City Infrastructure	
Project 7: Create an Organisational Energy Plan	
Description	Prepare an organisational energy plan for Council owned assets to address Scope 1 to Scope 3 emissions.
Budget	
Status Update	<p>September 2024 Update</p> <p>We continue to analyse Council's energy usage in preparation for the commencement of the Energy Plan development.</p> <p>Procurement of Council's major energy contracts is underway.</p>
Timeframe	June 2025
City Plan Link	<p>A sustainable city</p> <p>2. Our city and community are carbon responsible.</p> <p>2.1 Our city's emissions are reduced.</p> <p>2.1.1 Prepare and implement an emissions reduction plan for our operations.</p> <ul style="list-style-type: none"> Includes an Organisational Energy Plan that addresses energy efficiency, renewal energy, electric vehicle charges and fleet management.

City Infrastructure	
Project 8: Infrastructure Planning for Growth Areas of Salisbury	
Description	Prepare network plans for Council infrastructure (Roads and Stormwater) in growth areas of our City aligned with the release of the final GARP in February 2025 and supported by State Government Infrastructure Plans.
Budget	
Status Update	<p>September 2024 Update</p> <p>Two major stormwater management plans have been released for public consultation, namely Greater Edinburgh Parks and Adams Creek Catchments.</p> <p>Dry Creek Stormwater Management Plan is currently being finalised for consultation later in 2024.</p> <p>Negotiations continue with Department for Infrastructure and Transport and the City of Playford on road network requirements to accommodate expected growth.</p>
Timeframe	June 2025
City Plan Link	<p>A growing city that creates new opportunities</p> <p>2. Our city's growth is well planned and supported by the integrated delivery of infrastructure.</p> <p>2.1 Our city's infrastructure (including Council-owned) is delivered with a long-term focus in an equitable and orderly way.</p> <p>2.1.1 Coordinate the delivery of stormwater solutions and road network upgrades for growth areas.</p>

	<ul style="list-style-type: none"> • Finalise the Dry Creek, Little Para River, Greater Edinburgh Parks and Adams Creek Stormwater Management Plans and plan for other stormwater solutions. • To be development ready, prepare stormwater solutions for large parcels of vacant land to ensure efficient delivery of Council resources and facilitate quality development outcomes. • To be development ready, review and road systems, people and vehicle movement, hierarchy, current and project loads in preparation for residential and industrial growth areas across the Council area.
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City Infrastructure	
Project 9:	Review Council Integrated Transport Plan
Description	Update Council Integrated Transport Plan
Budget	
Status Update	Yet to commence.
Timeframe	Progressive Draft Strategy by June 2025
City Plan Link	<p>A growing city that creates new opportunities</p> <p>2. Our city's growth is well planned and supported by the integrated delivery of infrastructure.</p> <p>2.2 Our city's transport networks are well planned for future growth.</p> <p>2.2.1 Review and public our transport plan to improve movement across the city, including our road network, paths and trails and modes of transport.</p> <ul style="list-style-type: none"> • Strengthen east-west connections with a focus on the role of Kings Road. • Ensure the transport network supports the growth of the north-west sector of the city. <p>2.2.2 Update the integrated transport plan for the city.</p> <ul style="list-style-type: none"> • Review and publish our transport plan to improve movement across the city, including our road network, paths and trails, and modes of transport. • This includes reviewing opportunities to provide or upgrade existing cycling network and infrastructure, improving walkable neighbourhoods, planning for electric vehicles, and investigating alternative modes of transport such as micro-mobility initiatives and the Council's community bus service. • Continue to collaborate with the State Government on providing well-connected public transport across the city, and improving the road network in alignment with the Northern Adelaide Transport Study and Greater Adelaide Regional Plan.

City Infrastructure	
Project 10:	Update Council's Strategic Asset Management Plan
Description	Update Council's Strategic Asset Management Plan
Budget	
Status Update	Work is continuing on Sports Lighting, Bridges and Roads in preparation for the next revision of the Strategic Asset Management Plan.
Timeframe	March 2025
City Plan Link	<p>Innovation and Business Development</p> <p>1. Our Council's services are delivered in an effective and efficient manner.</p> <p>1.2 Our financial and procurement frameworks and operations enable delivery of strategic priorities, financial sustainability, intergenerational equity, and value for money.</p> <p>1.2.1 Prepare Strategic Asset Management Plans which ensure the sustainability of our infrastructure services.</p> <ul style="list-style-type: none"> • Through the Strategic Asset Management Plan and Long-Term Financial Plan, ensure that the development and enhancement of the city's infrastructure, assets and places are financially responsible, based on strategic priorities, equitable considerations, and in consultation with the community and relevant stakeholders. • Update the plans to ensure relevant alignment to other Council plans and strategic initiatives.