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## **CONFIDENTIAL ORDINARY COUNCIL MEETING**

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**CONFIDENTIAL MATTERS****Staff Reports**

- 18.1 Stretton Management of Co-Working Fluid Solar House .....5

**Chief Executive Officer Performance Review Committee**

- 18.2 Outcomes of the Chief Executive Officer Performance Review for 2016-  
17 year (Attachment) .....12
- 18.3 Chief Executive Officer Performance Agreement 2017/18 (Attachment).....37

Released 24 August 2021

## STAFF REPORTS

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***Confidential Matters***

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**18.1 STRETTON MANAGEMENT OF CO-WORKING FLUID SOLAR HOUSE**

Contact Person: Mr Sam Green

**Why is this matter confidential?**

Subject to an order pursuant to Section 90 (3) (b) of the Local Government Act 1999, this matter is confidential because the disclosure of this information could reasonably be expected to prejudice the commercial position of the Council.

On the basis of this information, the principle that meetings should be conducted in a place open to the public has been outweighed in this instance; Council consider it necessary to consider this matter in confidence.

**A. COUNCIL/COMMITTEE TO MOVE MOTION TO GO INTO CONFIDENCE**

No action – this motion passed in the open section.

**B. THE BUSINESS MATTER****18.1 STRETTON MANAGEMENT OF CO-WORKING FLUID SOLAR HOUSE**

**Responsible Executive Manager :** Mr Sam Green

**Report Author :** Mr Dermot Cussen

**Delegated Authority :** Matters which cannot be delegated to a Committee or Staff.

**PURPOSE**

To gain approval from Council for the Stretton Centre to take on the management of co-working at Fluid Solar House.

**STAFF RECOMMENDATION**

That Council approves the Stretton Centre taking on the management of co-working at Fluid Solar House.

**EXECUTIVE SUMMARY**

- Fluid Solar Thermal Pty Ltd has requested that the Stretton Centre, through the City of Playford, enter into a 2 year contract to manage the activation and operations of its *Innovation Grid* co-working venue from level 1, Fluid Solar House, which comprises an area of 1,600m<sup>2</sup>.
- The activation of a co-working venue from Fluid Solar House aligns with Stretton's core objective of exploring and enabling local job creation.
- Stretton is successfully operating a co-working venue from the Stretton Centre. Most of the Stretton Centre's co-workers are from suburbs neighbouring Munno Para.

- The successful activation of a co-working facility from Fluid Solar House is anticipated to attract co-workers from suburbs neighbouring Elizabeth Vale i.e. it will have a different catchment area to the Stretton Centre.
- A second co-working venue within the City of Playford will also support the development of a local entrepreneurial ecosystem. Co-working research indicates that additional co-working venues in close proximity tend to grow the pie rather than cannibalise each other. This is what has occurred in Adelaide's CBD, where there are currently eighteen co-working venues.
- In addition, Fluid Solar House, which is operating off grid and given its proximity to Lyell McEwen Hospital, provides an opportunity to develop a co-working narrative in the areas of energy/cleantech and health.
- Fluid Solar Thermal does not have the capacity or knowledge to operate a co-working venue from Fluid Solar House.
- If Stretton doesn't explore this opportunity, it is anticipated that Fluid Solar Thermal will seek out another operator, for example the City of Salisbury through the Polaris Centre.
- Stretton has consulted and will continue to consult with Norman Waterhouse and the Finance team in relation to the project's legal and finance arrangements.

## 1. BACKGROUND

- In February 2017, the Mayor officially opened Fluid Solar House, which is located on Haydown Road, directly opposite the Lyell McEwen Hospital (LMH).
- Activation of the building includes a co-working venue. Fluid Solar Thermal advertises that it operates the *Innovation Grid* co-working venue on its website, however the company does not have the resources and knowledge to successfully activate and operate a co-working facility.
- In June 2016, Fluid Solar Thermal requested and accepted an in principle proposal from Stretton to activate and operate its *Innovation Grid* on the basis that:
  - Fluid Solar Thermal pays for consumables, outgoings, fitout costs and a trainee;
  - Stretton captures 30% of gross co-working revenue;
  - Stretton and Fluid Solar Thermal share the costs of a co-working / venue coordinator at the GO4 level; and
  - Stretton provides in kind support in terms of: strategy / direction; operations / activation; business support; events and marketing; investment/ initiatives/ co-working opportunities re: health, aging, disability and social enterprises; and advocacy.
- Thirty organisations are currently co-working from the Stretton Centre. Co-workers comprise of small businesses, national businesses seeking a local presence, community associations and Housing SA.
- In 2016-17, three co-workers hired eleven new staff, one of which, BT Group, outgrew Stretton and relocated to Anderson Walk, Smithfield Plains.

## **2. RELEVANCE TO STRATEGIC PLAN**

### **3: Smart Jobs & Education Program**

Outcome 3.1 Growth and diversification of local jobs matched with relevant education and training

- This decision will impact on the Smart Jobs & Education Program as the activation of a co-working venue from Fluid Solar House aligns with Stretton's core objective of exploring and enabling local job creation.

## **3. PUBLIC CONSULTATION**

There is no requirement to consult with the public on this matter.

## **4. DISCUSSION**

**4.1** Stretton's management of co-working from Fluid Solar House is anticipated to:

- 4.1.1 Attract co-workers from suburbs neighbouring Elizabeth Vale i.e. it will have a different catchment area to the Stretton Centre;
- 4.1.2 Support the development of a local entrepreneurial ecosystem. Co-working research indicates that additional co-working venues in close proximity tend to grow the pie rather than cannibalise each other. This is what has occurred in Adelaide's CBD, where there are currently eighteen co-working venues;
- 4.1.3 Provide an opportunity to develop a co-working narrative in the areas of energy/cleantech and health given Fluid Solar House's energy and environmental credentials; and its proximity to LMH;
- 4.1.4 Deliver a management fee surplus from 2018-19 onwards. Stretton will seek to administer and manage an anticipated 2017-18 shortfall of \$12,000, which will not have a material impact on the Stretton Centre's budget. Should Stretton not be able to manage the shortfall, it will be addressed through the Budget Review process; and
- 4.1.5 Provide opportunities where Fluid Solar Thermal may be eligible to apply for funding support where Stretton as a Council business unit may not.

**4.2** The successful activation and operation of co-working from Fluid Solar House is anticipated to have a positive social outcome in the Elizabeth Vale area due to increased economic and job creation activities and programs. In addition, it is anticipated the facility will be attractive for service providers with links and synergies with the LMH and the general wellbeing landscape. There may also be opportunities for social enterprises to set up and operate from Fluid Solar House

**4.3** Fluid Solar House is operating off (the electricity) grid and operates a thermal capture and storage system that cools the building during summer and heats it during winter via cooled or heated water that circulates through the building's infrastructure. Fluid Solar House has gained national media coverage. It's anticipated that working from the building may be attractive to companies with products and or services that have a beneficial environmental impact.

## 5. OPTIONS

### Recommendation

That Council approves the Stretton Centre taking on the management of co-working at Fluid Solar House.

### Option 2

Council does not support the Stretton Centre taking on the management of of co-working at Fluid Solar House.

## 6. ANALYSIS OF OPTIONS

### 6.1 Recommendation Analysis

#### 6.1.1 Analysis & Implications of the Recommendation

- The activation of a co-working from Fluid Solar House aligns with Stretton's core objective of exploring and enabling local job creation.
- Stretton is successfully operating a co-working venue from the Stretton Centre. Most of the Stretton Centre's co-workers are from suburbs neighbouring Munno Para.
- The successful activation of a co-working facility from Fluid Solar House is anticipated to attract co-workers from suburbs neighbouring Elizabeth Vale i.e. it will have a different catchment area to the Stretton Centre.
- A second co-working venue within the City of Playford will also support the development of a local entrepreneurial ecosystem. Co-working research indicates that additional co-working venues in close proximity tend to grow the pie rather than cannibalise each other. This is what has occurred in Adelaide's CBD, where there are currently eighteen co-working venues.
- In addition, Fluid Solar House, which is operating off grid and given its proximity to Lyell McEwen Hospital, provides an opportunity to develop a co-working narrative in the areas of energy/cleantech and health.
- Fluid Solar Thermal does not have the capacity or knowledge to operate a co-working venue from Fluid Solar House.

#### 6.1.2 Financial Implications

Short-term = impacts on the current year budget.

Long-term = impacts extending beyond one year, primarily implications on achievement of the LTFP and associated financial sustainability ratios.

	Current Year 2017/18 \$'000	Future Years 2018/19 \$'000	Ongoing 2019/20 \$'000
Operating Revenue	11.7	55.8	69.3
Operating Expenditure	24	49.4	50.9
<b>Net Operating Impact</b>	<b>-12.3</b>	<b>6.4</b>	<b>18.4</b>
Capital – Investing Revenue	0	0	0
Capital Expenditure	0	0	0

<b>Total Borrowings (Capital Investment)</b>			
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The financial assumptions are made based on the following co-worker target's, associated management fee to Stretton and Stretton's staff input costs.

	<b>Co-Worker targets</b>		
	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
Full time Co-Working	10	30	45
Studio Offices	5	10	10
Stretton (management fee)	\$ 11,700	\$ 55,800	\$ 69,300
Stretton inputs staff costs*	\$ 23,984	\$ 49,408	\$ 50,890
Stretton cost/surplus	-\$ 12,284	\$ 6,392	\$ 18,410

*\*Staff costs for the first year are less due to the expected start date.*

Stretton will administer and manage the anticipated 2017-18 shortfall of \$12,000, within the existing Council budget. Budget review 1 will include the detail of budget allocations for this initiative.

For avoidance of doubt, the cost impact is anticipated to be one off for 2017-18. The ongoing financial implications for Council are planned to be favourable, increasing over time.

## **6.2 Option 2 Analysis**

### 6.2.1 Analysis & Implications of Option 2

Should Council not support Stretton's management of co-working from Fluid Solar House, it is anticipated that Fluid Solar Thermal will seek out another operator. For example it may seek assistance for support from the City of Salisbury through the Polaris Centre or Port Adelaide Enfield's Adelaide Business Hub.

Unless subsidised, it's unlikely to attract a commercial operator due to likely low operating profit margins.

### 6.2.2 Financial Implications

Over a three year period, Stretton will forgo anticipated revenue of \$12,500.

**C. COUNCIL/COMMITTEE TO DECIDE HOW LONG ITEM 18.1 IS TO BE KEPT IN CONFIDENCE**

**Purpose**

To resolve how long agenda item 18.1 is to be kept confidential.

**STAFF RECOMMENDATION**

Pursuant to Section 90(2) and Section 91(7) of the Local Government Act 1999, the Council orders that the following aspects of Item 18.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90 (3) (b) of the Local Government Act 1999:

- Report for Item 18.1
- Decision for Item 18.1

This order shall operate until the conclusion of the negotiations, or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the Local Government Act 1999, whichever comes first.

## **COMMITTEE REPORTS**

### **CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE**

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***Confidential Matters***

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## **18.2 OUTCOMES OF THE CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW FOR 2016-17 YEAR**

Contact Person: Ms Rosemary Munslow

### **Why is this matter confidential?**

Subject to an order pursuant to Section 90 (3) (a) of the Local Government Act 1999, this matter is confidential because the present matter relates to information pertaining to the personal affairs of persons and the disclosure of this information would be unreasonable because the information is sensitive to those persons and is not a matter of public knowledge.

### **A. COUNCIL/COMMITTEE TO MOVE MOTION TO GO INTO CONFIDENCE**

No action – this motion passed in the open section.

### **B. THE BUSINESS MATTER**

## **18.2 OUTCOMES OF THE CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW FOR 2016-17 YEAR**

**Responsible Executive Manager :** Mr Mal Hemmerling

**Report Author :** Ms Rosemary Munslow

**Delegated Authority :** Matters which cannot be delegated to a Committee or Staff.

**Attachments :** 1. CEO Performance Review 2016/17

### **PURPOSE**

For the Committee to consider the Outcomes from the Chief Executive Officer Performance Review 2016-17 and provide advice to Council on the performance, in the lead up to the remuneration and conditions of employment review for the Chief Executive Officer.

### **STAFF RECOMMENDATION**

That Council endorse the CEO Performance Review 2016/17 Report from Jane Jeffreys Consulting.

### **COMMITTEE RESOLUTION**

2961

That Council endorse the CEO Performance Review 2016/17 Report from Jane Jeffreys Consulting.

## **EXECUTIVE SUMMARY**

The Chief Executive Officer performance has undergone a performance review in accordance with the CEO Contract of Employment.

Whilst the Committee's Charter allows the Committee to determine all activities associated with reviewing the Chief Executive Officer's performance, the Committee is required to review and provide advice to Council on the remuneration and conditions of employment for the Chief Executive Officer.

The review has been undertaken and the outcomes are provided.

### **1. BACKGROUND**

The CEO Employment Agreement requires that the Performance Review will be conducted in accordance with the Personal Evaluation System each year, typically in July, for the term of the agreement.

The CEO Performance Review Committee endorsed the process for the 2016/17 at its meeting on 10 July 2017.

### **2. RELEVANCE TO STRATEGIC PLAN**

#### 1: Smart Service Delivery Program

Outcome 1.2 Improved service delivery

### **3. PUBLIC CONSULTATION**

Council are not required to consult with the Public on this matter.

### **4. DISCUSSION**

- 4.1** The Employment Agreement outlines that the review will assess the CEO's performance by reference to the review process that currently exists at the Council measured against the CEO's duties as outlined in the Agreement.
- 4.2** The performance review will review the CEO's Position Description and key performance indicators through the review process that currently exists.
- 4.3** Jane Jeffreys Consulting has facilitated the review as per the Committee endorsed review process 10 July 2017.
- 4.4** The review process included a survey of Council Members and General Managers, opportunity for further discussion and a CEO self-assessment.
- 4.5** The CEO's Position Description must be reviewed and, if necessary, amended by agreement within two months after each performance review.

## 5. OPTIONS

### Recommendation

That Council endorse the CEO Performance Review 2016/17 Report from Jane Jeffreys Consulting.

### Option 2

That Council endorse the CEO Performance Review 2016/17 Report from Jane Jeffreys Consulting with the following outcomes:

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_

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**C. COUNCIL/COMMITTEE TO DECIDE HOW LONG ITEM 18.2 IS TO BE KEPT IN CONFIDENCE**

**Purpose**

To resolve how long agenda item 18.2 is to be kept confidential.

**STAFF RECOMMENDATION**

Pursuant to Section 90(2) and Section 91(7) of the Local Government Act 1999, the Council/Committee orders that the following aspects of Item 18.2 be kept confidential in accordance with Council's/Committee's reasons to deal with this item in confidence pursuant to Section 90 (3) (a) of the Local Government Act 1999:

- Report for Item 18.2
- Attachment(s) for Item 18.2
- Discussion for Item 18.2
- Decision for Item 18.2

This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the Local Government Act 1999.

**18.3 CHIEF EXECUTIVE OFFICER PERFORMANCE AGREEMENT 2017/18**

Contact Person: Ms Rosemary Munslow

**Why is this matter confidential?**

Subject to an order pursuant to Section 90 (3) (a) of the Local Government Act 1999, this matter is confidential because the discussion may relate to information pertaining to the personal affairs of the Chief Executive Officers performance.

**A. COUNCIL/COMMITTEE TO MOVE MOTION TO GO INTO CONFIDENCE**

No action – this motion passed in the open section.

**B. THE BUSINESS MATTER****18.3 CHIEF EXECUTIVE OFFICER PERFORMANCE AGREEMENT 2017/18**

**Responsible Executive Manager :** Mr Mal Hemmerling

**Report Author :** Ms Rosemary Munslow

**Delegated Authority :** Matters which cannot be delegated to a Committee or Staff.

**Attachments :** 1. Draft Chief Executive Officer Performance Agreement 2017/18

**PURPOSE**

For the Council to review and endorse the Chief Executive Officer Performance Agreement 2017/18.

**STAFF RECOMMENDATION**

That the Council endorse the Chief Executive Officer Performance Agreement 2017/18 (Attachment 1).

**EXECUTIVE SUMMARY**

The Chief Executive Officer is accountable to the Council at the highest strategic level. To fairly monitor his performance, Council has established an annual Chief Executive Performance Agreement that sets out key result areas and KPI which should reflect the strategic role of the CEO. This plan is aligned to the financial year and consequently the Annual Business Plan and Budget. The Chief Executive Officer Performance Review Committee has reviewed the agreement for 2017/18 and will play a key role in monitoring and assessing performance against the plan.

## 1. BACKGROUND

In order for the Committee and Council to fairly monitor the performance of the Chief Executive Officer, one of the mechanisms available is the establishment of a qualitative and quantitative Chief Executive Officer (CEO) Performance Agreement.

The CEO Performance Agreement articulates the key result areas and performance indicators by which the CEO's annual performance will be assessed. This review and assessment is directly linked to decisions regarding remuneration, conditions of employment and any development plans.

The CEO Performance Review Committee considered the draft agreement for 2017/18 at its meeting 11 September 2017 and moved the following motion:

*That the Committee after considering the draft agreement recommend to Council the attached CEO Performance Agreement 2017/18 be endorsed for the proceeding year. With the following amendment to item 5.1 to include that Council will be equal to or higher than the average for Metropolitan Councils .*

## 2. RELEVANCE TO STRATEGIC PLAN

### 1: Smart Service Delivery Program

Outcome 1.1 High quality services and amenities

The CEO Performance Agreement relates to the delivery of the Strategic Plan at the highest level.

## 3. PUBLIC CONSULTATION

The Council is not required to undertake public consultation on the Chief Executive Officer Performance Agreement. However, Ms Jane Jeffreys of Jane Jeffreys Consulting and the CEO Performance Review Committee were consulted during its development.

## 4. DISCUSSION

- 4.1 The CEO Performance Agreement sets out key result areas that are critical to the success and health of an organisation. These include: Strategic delivery, smart program delivery, service delivery, financial performance, customer service, relationships and work, health and safety. The CEO's accountability is at the highest strategic level.
- 4.2 The CEO's Key Performance Indicators set out in the Agreement reflect the strategic role of the CEO. They are a combination of quantitative and qualitative KPIs with only the most significant project milestones in the Smart Program included.
- 4.3 The agreement aligns with the budget year and prioritised activities for the 2017/18 financial year.
- 4.4 At each CEO Performance Review Committee meeting, a quarterly performance update based on this agreement will be provided by the CEO and discussed with the Committee.
- 4.5 Broader organisational and operational performance will continue to be reported and discussed with Council through the Quarterly Organisational Performance Reports and Budget Updated Reports.

## 5. OPTIONS

### Recommendation

That the Council endorse the Chief Executive Officer Performance Agreement 2017/18 (Attachment 1).

### Option 2

That the Committee endorse the Chief Executive Officer Performance Agreement 2017/18 (Attachment 1) with the following amendments:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

## 6. ANALYSIS OF OPTIONS

### 6.1 Recommendation Analysis

#### 6.1.1 Analysis & Implications of the Recommendation

The CEO Performance Agreement 2017/18 sets out key result areas that are critical to the success and health of an organisation and includes KPIs that reflect the strategic role of the CEO. Aligning it to the financial year means that the KPIs directly relate to what has been prioritised and budgeted by Council.

#### 6.1.2 Financial Implications

There are no financial or resource implications.

### 6.2 Option 2 Analysis

#### 6.2.1 Analysis & Implications of Option 2

The Committee may believe that the Agreement may benefit from some amendments to the key result areas or KPIs. These would need to be considered in light of what Council has agreed, prioritised and set out in its Annual Business Plan and budget. Any changes would need to reflect the strategic role of the CEO.

#### 6.2.2 Financial Implications

Any amendments would need to align to what has been set out and prioritised in the Annual Business Plan and Annual budget. If it is beyond that, then there may be some financial implications that will need to be quantified and better understood.

**CHIEF EXECUTIVE PERFORMANCE AGREEMENT 2017/18**

SEPTEMBER 2017 TO September 2018



Revised Key Result Area	Measurement Source/Tool	Key Performance Indicator
<b>FOCUS AREA: STRATEGY</b>		
<b>1. Strategic Delivery</b>	Annual Business Plan	Maintain and or improve Targets <i>NB: Organisational Performance Measures, Page 34, 2017/18 Annual Business Plan</i>
<b>2. Smart Program Delivery</b>  <b>2.1 Delivery of projects</b> <ul style="list-style-type: none"> <li>Smart CBD</li> <li>Smart Sport</li> <li>Smart Health</li> </ul>	Project Plans	<ol style="list-style-type: none"> <li>Smart CBD               <ol style="list-style-type: none"> <li>Strategic influence and negotiation with third parties to invest, develop, partner</li> <li>Drive new directions including the application of smart technology</li> </ol> </li> <li>Smart Sport               <ol style="list-style-type: none"> <li>Successful engagement with partners to occupy and activate the precinct</li> <li>Lawn Bowls Centre construction completed</li> </ol> </li> <li>Smart Health               <ol style="list-style-type: none"> <li>Continue to work closely with ACH to provide successful model of service delivery to the community</li> </ol> </li> </ol> <ul style="list-style-type: none"> <li>Variance and exception reporting for each project</li> </ul>
<b>FOCUS AREA: ORGANISATIONAL PERFORMANCE</b>		

**CHIEF EXECUTIVE PERFORMANCE AGREEMENT 2017/18**

SEPTEMBER 2017 TO September 2018



Revised Key Result Area	Measurement Source/Tool	Key Performance Indicator
<b>3. Service Delivery</b>  <b>3.1</b> Monitor performance against agreed standards. <b>3.2</b> Embed a continuous improvement culture and practice into the organisation	Service Standards	<ul style="list-style-type: none"> <li>Service Standards results</li> </ul>
<b>4. Financial Performance</b>  <b>4.1</b> Achieve budget and operational targets as approved by Council 17/18 <b>4.2</b> Establish budget and plans for 18/19 as approved by Council	Budget Financial reporting against budget	<ul style="list-style-type: none"> <li>The audited EOY result is within the budget set by Council (budgets achieved)</li> <li>Successful implementation of specific business improvement initiatives</li> <li>Legislative reporting requirements are met</li> </ul>
<b>5. Customer Service</b>  <b>5.1</b> Embed a customer focused culture and practice of quality and consistent service delivery to our community	Resident Satisfaction Survey (Annual Measure) Customer Measurement Tool	<ul style="list-style-type: none"> <li>Overall resident satisfaction score to be above the metropolitan council average.</li> <li>CMT Overall Satisfaction with Council score of 60% or greater.</li> </ul>
<b>FOCUS AREA: ORGANISATIONAL CULTURE</b>		
<b>6. Relations</b>  <b>6.1</b> Continue to foster and leverage relationships at a Federal, State and		

## CHIEF EXECUTIVE PERFORMANCE AGREEMENT 2017/18

SEPTEMBER 2017 TO September 2018



Revised Key Result Area	Measurement Source/Tool	Key Performance Indicator
<p>Local level for the benefit of the Playford community.</p> <p><b>6.2</b> Explore opportunities to drive the City of Playford forward through its relationships with Government, NFP's, Commerce and Industry</p> <p><b>6.3</b> Participate and develop Playford's role in the Northern Economic Plan and other Government Programs</p> <p><b>6.4</b> Lead and drive China program to align with other key priority initiatives</p> <p><b>6.5</b> Maintain and improve relationships with the Elected Members</p> <p><b>6.6</b> Improve relationships between the Council and Community</p> <p><b>6.7</b> Staff satisfaction</p> <p><b>6.8</b> Delivery of marketing and communication strategies to better inform the community of Council's achievements, activity and direction</p>	<p>External</p>      <p>Council</p> <p>Employee Survey 2017/18*</p> <p>Communications</p>	<p>Quarterly updates provided to Council</p> <ul style="list-style-type: none"> <li>• Report activity and opportunities</li> <li>• Progress Playford projects in Northern Economic Plan</li> <li>• Resident Survey Results (maintain and or improve)</li> <li>• Staff Satisfaction Survey (maintain and or improve)</li> </ul>
<p><b>7. Work Health Safety</b></p>	<p>Legislation</p>	<ul style="list-style-type: none"> <li>• Legislative requirements are met</li> <li>• WHS culture is maintained and or improved</li> </ul>

*NB: Unpredictable events and or influences which are outside of the Chief Executive Officer's control may impact or affect the outcomes detailed in this Performance Agreement. Such occurrence(s) will be conveyed in order to ensure fair evaluation of the Chief Executive Officer's performance occurs.*

*\*Staff satisfaction is measured once every two years in line with the Employee Survey which is conducted every two years.*

**C. COUNCIL/COMMITTEE TO DECIDE HOW LONG ITEM 18.3 IS TO BE KEPT IN  
CONFIDENCE**

**Purpose**

There is no need for the Report and Attachments to be retained in confidence as they are public documents.

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