



AGENDA

**FOR CEO REVIEW COMMITTEE MEETING TO BE HELD ON
11 OCTOBER 2016 AT 6:00PM IN THE COMMITTEE ROOMS, 12 JAMES
STREET, SALISBURY**

MEMBERS

Mayor G Aldridge (Chairman)
Cr D Balaza (Deputy Chairman)
Cr L Caruso
Cr D Pilkington
Cr D Proleta
Cr J Woodman
Cr B Vermeer

REQUIRED STAFF

Chief Executive Officer, Mr J Harry
Manager People and Culture, Ms G Page

APOLOGIES

Apologies have been received from Crs J Woodman, D Balaza and D Pilkington.

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the CEO Review Committee Meeting held on 13 September 2016.

REPORTS

Reports

8.1.1	CEO Key Performance Indicators Update	5
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OTHER BUSINESS

CLOSE



**MINUTES OF CEO REVIEW COMMITTEE MEETING HELD IN COMMITTEE
ROOMS, 12 JAMES STREET, SALISBURY ON**

13 SEPTEMBER 2016

MEMBERS PRESENT

Mayor G Aldridge (Chairman)
Cr L Caruso
Cr D Balaza
Cr D Pilkington (*via remote access*)
Cr D Proleta
Cr B Vermeer
Cr G Caruso (*proxy for Cr J Woodman*)

STAFF

Chief Executive Officer, Mr J Harry
Manager People and Culture, Ms G Page

The meeting commenced at 6.33 pm.

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

APOLOGIES

An apology was received from Cr J Woodman.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr B Vermeer
Seconded Cr L Caruso

The Minutes of the CEO Review Committee Meeting held on 12 July 2016, be taken and read as confirmed.

CARRIED

Moved Cr L Caruso
Seconded Cr B Vermeer

The Minutes of the Confidential CEO Review Committee Meeting held on 12 July 2016, be taken and read as confirmed.

CARRIED

REPORTS

Administration

8.0.1 CEO Performance Evaluation - proposed Personal Evaluation System for 2016/2017

Moved Cr B Vermeer
Seconded Cr D Proleta

1. Information be received.
2. The Personal Evaluation System to apply to the CEO for the 2016/2017 review period, comprising Key Performance Indicators and the Performance Appraisal Survey (both documents attached) be endorsed.

CARRIED

OTHER BUSINESS

Nil

The meeting closed at 6.46 pm.

CHAIRMAN.....

DATE.....

ITEM	8.1.1
	CEO REVIEW COMMITTEE
DATE	11 October 2016
HEADING	CEO Key Performance Indicators Update
AUTHOR	Gail Page, Manager People and Culture, Business Excellence
CITY PLAN LINKS	4.2 Develop strong capability and commitment to continually improve Council's performance. 4.3 Have robust processes that support consistent service delivery and informed decision making. 4.4 Embed long term thinking, planning and innovation across the organisation.
SUMMARY	This report provides a status update on progress towards achievement of endorsed Key Performance Indicators for the Chief Executive Officer for the 2016/2017 performance review period.

RECOMMENDATION

1. Information be received.
2. Progress towards achievement of the endorsed 2016/2017 Key Performance Indicators be noted and endorsed.

ATTACHMENTS

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

1. CEO Key Performance Indicators - 2016/17 - October 2016

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 2016, the CEO Review Committee agreed the Personal Evaluation System to apply to the CEO for the 2016/2017 review period, comprising Key Performance Indicators and the Performance Appraisal Survey (as per attachments to item 8.0.1., CEO Review Committee Meeting, 13/09/2016).

2. CITY PLAN CRITICAL ACTION

- 2.1 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 in relation to the Key Performance Indicators for 2016/2017.

4. REPORT

- 4.1 In accordance with past practice, a status update on Key Performance Indicators is provided on a quarterly basis. This report provides the first status update for 2016/2017. Refer Attachment 1.

5. CONCLUSION / PROPOSAL

- 5.1 The next consideration of Key Performance Indicators achievement will occur following the end of Financial Year Quarter 2 (December 2016).

CO-ORDINATION

Officer:

Date:

CEO Key Performance Indicators – 2016/17 – October 2016		
Agreed Indicator	Agreed Timeframe	Status Update
Key Direction 1 – The Prosperous City		
<p><i>Salisbury City Centre Revitalisation program:</i></p> <ul style="list-style-type: none"> Commencement concept and initial design development of City Centre Community Hub and administration building(s) Finalise an architectural concept for the Salisbury City Centre Regional Community Hub and civic administration facilities, and develop a funding and procurement model. Commencement of principal contracts for procurement and novation of design team. <p>Progress Revitalisation of the Salisbury City Centre including:</p> <ul style="list-style-type: none"> Investment attraction for development on Council land and on private and government land holdings in the centre Improving place management and activation (upgrade public space) 	<p>November 2016</p> <p>Feb 2017</p> <p>Feb 2017</p> <p>Ongoing</p>	<ul style="list-style-type: none"> <i>Draft Procurement Plan developed and currently being reviewed.</i> <i>Turner and Townsend Thinc have been engaged as Project Client Representative (PCR) to project manage the Community Hub project on behalf of Council</i> <i>A procurement plan for the project prepared by the PCR has been approved by the Executive Group, with finalisation of engagement of an architectural design team scheduled prior to Christmas 2016</i> <i>A detailed project program prepared by the PCR will be presented to the Strategic Property Development Sub-Committee</i> <i>The Hub Project will also incorporate further upgrades to the Civic Square Existing Council-owned sites that will be freed up by the Hub project will be investigated during the project delivery time frame for opportunities for private investment attraction through development.</i>

CEO Key Performance Indicators – 2016/17 – October 2016

Agreed Indicator	Agreed Timeframe	Status Update
Key Direction 1 – The Prosperous City		
Growth Action Plan <ul style="list-style-type: none"> Finalisation of Growth Action Plan and Strategic Land Review Framework to address Urban infill/regenerations. Maximise Development opportunities at Dry Creek Salt plans through involvement in Master Plan Development with Renewal SA and EPIC. Completion of Tranche 2 Business Case Development of Strategic Property Development (in accordance with Council Program) 	March 2017 Ongoing Dec 2017	<ul style="list-style-type: none"> The Growth Action Plan was endorsed by Council in August 2016 An update and presentation on the Strategic Land Review was presented to the Strategic Property Development Sub-Committee in September 2016, and a further report will be presented in relation to priority projects identified from the Strategic Land Review Jensen Planning and Design have recently been announced by Renewal SA and EPIC as the lead consultants in the review of the Dry Creek Salt Fields Master Plan. Council representatives are included on the project group, providing input to the consultants The Boardwalk on Greentree project at Paralowie has completed civil construction and sales have commenced with strong market response. A number of allotments have settled and housing construction is expected to commence by November. The balance of the Tranche 2 projects Feasibility Studies are programmed for progressive presentation to the Strategic Property Development Sub-Committee by February 2017.

CEO Key Performance Indicators – 2016/17 – October 2016		
Agreed Indicator	Agreed Timeframe	Status Update
Key Direction 1 – The Prosperous City		
<i>Transport Plan</i> <ul style="list-style-type: none"> Complete and get Council endorsement Unlock opportunities arising from the construction of the Northern connector including: <ul style="list-style-type: none"> - maximising local employment and procurement during the project - Identifying and promoting economic development opportunities along the corridor Ensuring the Northern Connector facilitates integrated east-west transport access across the City and upgrade – specifically extension of Elder Smith and Kings Road. 	<p>March 2017 Ongoing</p> <p>Ongoing</p>	<ul style="list-style-type: none"> <i>A draft Transport Plan has been prepared aligned to the City Plan 2030 and in the format consistent with our strategic framework and is due for consideration by Council by December</i> <i>The Manager Strategic Relations – Infrastructure is actively engaged with DPTI and LendLease as the lead contractor in relation to the Northern Connector Project, and is coordinating Council inputs to the project</i> <i>The Economic Development and Urban Policy Division is in regular contact with DPTI staff regarding planning and land use outcomes for the corridor between the Northern Connector and Port Wakefield Road, but timing is somewhat dependent upon DPTI</i> <i>We continue to lobby at every opportunity for the extension and duplication of Elder Smith Road, to connect with Port Wakefield Road, as a priority transport project for the State Government.</i> <i>Continued consideration of opportunities for stormwater capture and re-use as part of Northern Connector. Also pursuing sale of recycled water to Lendlease for use during construction of Northern Connector</i>

CEO Key Performance Indicators – 2016/17 – October 2016

Agreed Indicator	Agreed Timeframe	Status Update
Key Direction 1 – The Prosperous City		
<i>Economic Development</i>		
<ul style="list-style-type: none"> Engage with the Northern Economic Plan and shape how it is implemented in the region Roll out the 'Business Friendly Council' Program across the organisation Implement China Action Plan, and further progress Council's relationship with Linyi City and manage incoming business delegations Enhance and commence delivery of key initiatives of Tourism Strategy Reposition and further development Technology Park Mawson Lakes to be the centre for innovation-led economic growth in northern Adelaide, in conjunction with Uni SA Campus Enhance the Polaris Centre's ability to support industry development (including food processing and green industries), international trade, entrepreneurship and engage meaningfully with business Complete Program Review of Economic Development function 	<p>Ongoing</p> <p>June 2017</p> <p>June 2017</p> <p>March 2017</p> <p>Ongoing</p> <p>Ongoing</p> <p>March 2017</p>	<ul style="list-style-type: none"> The Mayor, CEO and Council staff are actively engaged at different levels in relation to the implementation of the NEP A project brief for the 'Business Friendly Council' program will be prepared for consideration in the New Year. However as opportunities for improvement in the way we engage with businesses are identified, operational changes are implemented as part of a continuous improvement program We continue to be actively engaged with China and Linyi in particular through hosting of delegations and exploration of opportunities for local businesses. We have engaged Norman Waterhouse Lawyers to deliver a program of initiatives including forums for business on engagement with China and the development of strategies to position Council and the Polaris Centre. The Economic Development and Urban Policy Division Program Review is underway with an initial report to the sub-committee in October and a final draft report scheduled for December. This will assist to confirm the role and services provided by the Division Working with AAL and their consultants on identifying opportunities to access recycled water as part of the Food Park Council endorsed the Northern Economic Assessment framework that considers local employment and businesses in procurement decisions Continued participation in Meet the Buyers initiative that links local business with Council.

CEO Key Performance Indicators – 2016/17 – October 2016		
Agreed Indicator	Agreed Timeframe	Status Update
Key Direction 1 – The Prosperous City		
<i>Partnering</i> <ul style="list-style-type: none"> Develop and review new or existing opportunities and processes that achieve effective partnering and optimisation of resources with adjoining councils, private sector entities and State and Federal Government, specifically: <ul style="list-style-type: none"> Northern Economic Leaders – Participation Economic development opportunities with the City of Playford and City of Port Adelaide Enfield University of South Australia State and Federal Government Manufacturing and Automotive industry transformation Northern Adelaide Economic Plan (State Government, Private Sector & Local Government) Council Solutions Regional Subsidiary (Procurement) Advisory Board Member for : <ul style="list-style-type: none"> Food Park Development Northern Adelaide Irrigation System (NAIS scheme) Member of Salt Fields Development Planning Team 	Ongoing	<ul style="list-style-type: none"> We are actively supporting and assisting Northern Economic Leaders in their transition to a sustainable and self-sufficient regional business representative group, aligned with NEP region of Salisbury, Playford and Port Adelaide Enfield Partnering opportunities with Playford and Port Adelaide Enfield are being pursued under the auspices of the NEP, and are continuing in relation to regional service delivery with Playford through the Polaris Centre. However Playford's are currently reviewing their financial commitment to on-going regional services We are actively engaged with the Automotive Industry task force at a staff level and also through the CEO's membership on the task force. Continue discussions with the City of Playford and SA Water in regard to opportunities to capitalise on NAIS across the region. Continue to pursue enhanced procurement outcomes through Council Solutions and embarking on opportunities to explore unified communications platform across the constituent Councils that is likely to deliver cost savings and improved capacity.
<i>City Plan</i> <ul style="list-style-type: none"> Develop and adopt new City Plan Ongoing rollout and delivery of Councils City Plan and implementation of identified critical actions 	Oct 2016 and ongoing	<ul style="list-style-type: none"> The City Plan is being formally 'launched' within the organisation in October as part of a program to raise awareness across the organisation of the City Plan and the importance of aligning services to the City Plan.

CEO Key Performance Indicators – 2016/17 – October 2016

Agreed Indicator	Agreed Timeframe	Status Update
Key Direction 1 – The Prosperous City		
<i>Capital Works Program</i> <ul style="list-style-type: none"> Delivery of Capital Works Program (exclusive of IT, Strategic Property and WBU) within 85% of budget 	June 2017	<ul style="list-style-type: none"> Work continues to reduce carry forward, in particular reviewing procurement processes to consolidate similar procurements and enhance planning Monthly Capital Works reports are reported to Works and Services Committee, and a full Capital Works report included in each Quarterly Report. A report identifying major carry forwards was presented to Council in September 2016. Key project update: Underdown Park <ul style="list-style-type: none"> Buildings – Construction underway with completion in November 2016. Open space – Tender underway. Salisbury Bowling Club land acquisition – Report presented to Council September 2016 and endorsed. City Streetscape (tree) renewal program – Consultation underway. Bridgestone Development – Construction underway with completion in November 2016.

CEO Key Performance Indicators – 2016/17

Indicator	Agreed Timeframe	Status Update
Key Direction 2 – The Sustainable City		
<i>Asset Management:</i> <ul style="list-style-type: none"> Delivery of Asset Management Improvement Project across all key categories as per 2016/17 NIB. Completion and ongoing 	June 2017	<ul style="list-style-type: none"> First stage of AMIP to be considered by Executive in November to test business case assumptions prior to full roll-out Executive had endorsed Stage One of the project that will deliver

CEO Key Performance Indicators – 2016/17		
Indicator	Agreed Timeframe	Status Update
Key Direction 2 – The Sustainable City		
implementation of project will roll into 2017/18		<p><i>enhanced systems and processes to ensure information is accurate and timely for decision making and improving customer response.</i></p> <ul style="list-style-type: none"> <i>A NIB has been approved by Council to undertake the Asset Management Improvement Project in 2016/17 which will deliver enhanced and efficient asset management processes and improved customer service. Information is being collated to support the project and is subject to a detailed business case prior to proceeding.</i>
<p><i>Northern Adelaide Region Adaptation Plan</i></p> <ul style="list-style-type: none"> Rollout implementation of the endorsed Northern Adelaide Region Adaptation Plan as per 2016/17 NIB 	June 2017	<ul style="list-style-type: none"> <i>Funding has been secured from Salisbury and Playford for a 12 month resource to implement the Adaptation Plan, particularly to progress the Green Industries components of the Plan.</i> <i>Periodic reporting will be given to Council.</i>
<ul style="list-style-type: none"> Review and Update – ‘Game Plan’ Action Plan 	June 2017	<ul style="list-style-type: none"> <i>Review not yet commenced.</i>

CEO Key Performance Indicators – 2016/17		
Indicator	Agreed Timeframe	Status Update
Key Direction 3 – The Living City		
<i>Redevelopment of Salisbury Oval Precinct</i> <ul style="list-style-type: none"> • Council consideration of Master Plan for Public Consultation • Public Consultation of Master Plan – Complete • Commence site works at St Jays • Land Revocation Process (12 months) 	Sept 2016 Dec 2016 March 2017 Start Feb 2017	<ul style="list-style-type: none"> • Masterplan went to Council in September and was endorsed for Consultation
<i>Delivery of new Community Hub at Para Hills library facility</i> <ul style="list-style-type: none"> • Complete design • Tender and commence Works 	Feb 2017 June 2017	<ul style="list-style-type: none"> • Para Hills Library – Report presented to Council September 2016. • Concept Design approved by Council in September. Detailed Design phase has been procured. Value engineering workshop held with project team. Project Brief for detailed design has been drafted. Tender for construction market approach planned for Mid December to Mid Feb.
Master Plan for Paddocks Stage 3 Redevelopment	June 2017	<ul style="list-style-type: none"> • Master Planning for the Paddocks has transitioned to the Economic Development and Urban Planning Division and is scheduled to commence in the New Year. A project plan and engagement strategy will be presented to Council for consideration
<i>St Kilda Development Stage 2</i> <ul style="list-style-type: none"> • Stage 2 considered by Council • Public Consultation complete • Consideration of Key Priorities - Commercial Precinct • Eco Tourism Initiatives <ul style="list-style-type: none"> - Bird Sanctuary - Mangrove trail 	Sept 2016 Dec 2016 March 2017 Feb 2017	<ul style="list-style-type: none"> • Stage 2 report presented to Council in September 2016. Report was deferred until November 2016 to allow further refinement of parking. • Further consideration of Commercial precinct/activities and establishment of centre of excellence hub for sustainability incorporating mangrove trail and bird sanctuary will be undertaken over next 6 months.

CEO Key Performance Indicators – 2016/17		
Indicator	Agreed Timeframe	Status Update
Key Direction 3 – The Living City		
<i>Community Hub – Development initiatives</i> <ul style="list-style-type: none"> Commence strategy formulation and timeframe for development/upgrade of Community Hubs across the City 	June 2017	<ul style="list-style-type: none"> Refer to previous comments in relation to Salisbury City Centre and Para Hills Community Hubs projects Project is still in scoping phase/Baseline Social Data presented to Informal Strategy in October 2016.
<i>Promotion of City</i> <ul style="list-style-type: none"> Rollout the initiatives as contained in adopted communications strategy. Particularly: <ul style="list-style-type: none"> Promotion of events, initiatives of Council Economic outcomes (Makes Good Business Sense/DAs/etc Proactive media initiatives to promote Salisbury as the “Flourishing City”. 		<ul style="list-style-type: none"> Continuing to build upon the daily & weekly promotion of Council services, programs and events through digital communications, publications and external communications. Delivered the July Salisbury Aware editions to all households on time and within budget. Provided communications planning and delivery for Council major events. Continuing to build relationships with local media promoting the City and increasing the positive perception of the City and positioning the City of Salisbury as the “Flourishing City”.
<i>Customer Service Improvement Program</i> <ul style="list-style-type: none"> Implementation of Program for Elected Members and Staff <ul style="list-style-type: none"> Agreed Customer Charter in place Specific Customer Service initiatives developed and in place for key stakeholders eg EMs Review/Development of Customer Service delivery and process for incorporation into Community Hub 	Dec 2016 June 2017 June 2017	<ul style="list-style-type: none"> Draft Customer Service Framework and Charter has been completed and presented to Executive for comment and feedback. Divisional Manager consultation at a Department level has begun to consult on the draft Customer Service Framework and Charter and to discuss the service level standards that are being proposed.

CEO Key Performance Indicators – 2016/17		
Indicator	Agreed Timeframe	Status Update
Key Direction 3 – The Living City		
<i>Service/Policy Review</i> <ul style="list-style-type: none"> Development and Agreement by Council of: <ul style="list-style-type: none"> - Wellbeing Strategy for Community - Multicultural Strategy Development of Salisbury Home and Community Service Business Model Development of Salisbury NDIS Service Model 	June 2017 April 2017 June 2017 Jan 2017	<ul style="list-style-type: none"> Project Brief currently being developed Draft Project brief developed to be taken to Executive for endorsement in October 2016; project team currently being formed Draft Project brief developed to be taken to Executive for endorsement in October 2016 Investigating best strategic position for the Salisbury NDIS Service Model and the Home and Community Service business framework.
<i>Vitality of the City Centre</i> <ul style="list-style-type: none"> Enhance the vitality of the City Centre in partnership with the City Centre Association through the implementation of a schedule of activities Delivery Salisbury Secret Garden and other City of Salisbury sponsored events 	Ongoing and June 2017 March 2017	<ul style="list-style-type: none"> There has been ongoing collaboration between Council and the City Centre Association on the Salisbury Secret Garden and other event such as the Multicultural Festival and the Christmas Parade. Preparations for Salisbury Secret Garden 2017 are well underway. A sponsorship proposal has been prepared to attract additional funding for the event.

CEO Key Performance Indicators – 2016/17		
Indicator	Agreed Timeframe	Status Update
Key Direction 4 – Achieving Excellence		
<p><i>Organisational and Service Review</i></p> <ul style="list-style-type: none"> Continue the Program Review across the organisational functions as agreed with Council. Completion of planned reviews and delivery of agreed outcomes and reporting via the Program Review Sub-Committee 	Complete by 30 June 2017	<p><i>Various reviews are in progress including:</i></p> <ul style="list-style-type: none"> <i>Technical Services (draft outcomes being reviewed)</i> <i>Capital Works (draft outcomes being reviewed)</i> <i>Waste Transfer Station (presentation to Council in October)</i> <i>Property & Buildings (finalising consultancy)</i> <i>Fleet (finalising consultancy)</i> <i>Economic Development (commenced review)</i> <i>Financial Services (consultancy tender stage)</i> <p><i>With the remaining reviews expected to be completed by June 2017</i></p> <ul style="list-style-type: none"> <i>Strategic Property Development</i> <i>Inspectorate</i> <i>Community Health & Wellbeing</i> <i>Community Planning & Vitality</i> <p><i>Governance/CEO</i></p>

CEO Key Performance Indicators – 2016/17		
Indicator	Agreed Timeframe	Status Update
Key Direction 4 – Achieving Excellence		
<i>Business Planning & Accountability Framework</i>		
<ul style="list-style-type: none"> Implement the Business Planning and Accountability Framework for the organisation to support delivery of City Plan Enhanced corporate reporting against the City Plan strategic indicators and Business/Community needs Develop a Corporate Wide Digital Strategy to better engage with the community Enhanced commercial and negotiation support provided to organisation including system development and reporting eg procurement, contract negotiations Delivery of Change Management Strategy necessary for incorporation of Activity Based work agenda into Community/Administration Hub. 	<p>Ongoing</p> <p>March 2017</p> <p>Ongoing June 2017</p> <p>March 2017</p>	<ul style="list-style-type: none"> Accountability Framework modified to align with new City Plan and enhancing regular reporting through Business Plans. Recruitment of Manager Strategic Procurement being finalised. Business Excellence engaging across the organisation in key negotiations and business modelling, eg Belgravia Rec Centre contracts, NDIS Business Modelling, Salisbury Bowling Club Commencement of development of Change Management Strategy in October with completion of strategy by end of November
<i>Safety</i>		
<ul style="list-style-type: none"> KPI Audit – 0 non-conformances Lost Time Injury Frequency Rate (LTIFR) of 5 or less 	At time of audit June 2017	<ul style="list-style-type: none"> Successfully closed out all actions from previous audit
<i>Organisational Capability</i>		
<ul style="list-style-type: none"> 3 year Workforce planning is in place, aligned with City Plan and Program Reviews Succession plan for critical business positions in place 	<p>March 2017</p> <p>Dec 2017</p>	<ul style="list-style-type: none"> In progress Completed initial assessment of critical positions prior to final Executive approval

CEO Key Performance Indicators – 2016/17		
Indicator	Timeframe	Status Update
Advice to and Relationship with Council		
<i>Elected Member/Administration Relationships</i> <ul style="list-style-type: none"> Provide opportunities to enhance the ongoing working relationship between elected members and administration to ensure effective governance of the City of Salisbury 		<ul style="list-style-type: none"> Ensure effective and open communication channels. Specifically use of the Elected Members Portal. EM representation on key project teams as appropriate eg City Centre Community Hub.
<i>Elected Members Strategic Planning</i> <ul style="list-style-type: none"> Facilitate a process that provides Elected Members with appropriate information for strategic decision-making 		<ul style="list-style-type: none"> Ongoing Informal Strategy briefings. Elected Member Workshop in February 2017 to consider strategic issues and 17/18 Budget.
<i>Civic Governance</i> <ul style="list-style-type: none"> Facilitate ongoing self-assessment and development of elected member governance capability, including implementation of self-assessment processes for Council Review of decision making framework for Council through assessment of committee structure Representation Review 	Ongoing Nov 2016 Dec 2016	<ul style="list-style-type: none"> Current Development Program concludes November 2016. Ongoing Actions dependent upon outcomes of the program.