



AGENDA

**FOR CEO REVIEW COMMITTEE MEETING TO BE HELD ON
14 NOVEMBER 2017 AT THE CONCLUSION OF THE AUDIT COMMITTEE OF
COUNCIL MEETING**

IN COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY

MEMBERS

Mayor G Aldridge (Chairman)
Cr S Bedford
Cr L Caruso
Cr D Pilkington
Cr D Proleta (Deputy Chairman)
Cr G Reynolds
Cr R Zahra

REQUIRED STAFF

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

APOLOGIES

An apology has been received from Cr G Reynolds.

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the CEO Review Committee Meeting held on 15 August 2017.

REPORTS

Reports

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CLOSE



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

15 AUGUST 2017

MEMBERS PRESENT

Mayor G Aldridge (Chairman)
Cr L Caruso
Cr D Pilkington (*via videoconference*)
Cr G Reynolds
Cr R Zahra

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

Apologies were received from Cr S Bedford and Cr D Proleta (Deputy Chairman).

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr R Zahra

Seconded Cr L Caruso

The Minutes of the CEO Review Committee Meeting held on 11 July 2017, be taken and read as confirmed.

CARRIED

Moved Cr L Caruso

Seconded Cr G Reynolds

The Minutes of the Confidential CEO Review Committee Meeting held on 11 July 2017, be taken and read as confirmed.

CARRIED

REPORTS

Reports

8.1.1 CEO Performance Evaluation - Proposed Personal Evaluation System for 2017/2018

Moved Cr R Zahra
Seconded Cr L Caruso

1. Information be received.
2. The Personal Evaluation System to apply to the CEO for the 2017/2018 review period, comprising CEO Key Organisational Performance Indicators (attached) be endorsed.
3. The Performance Appraisal Survey be resubmitted at the next meeting incorporating comments provided and the realignment of Executive Behaviours linked to the Key Result Areas.

CARRIED

OTHER BUSINESS

Nil.

The meeting closed at 7:54 pm.

CHAIRMAN.....

DATE.....

ITEM	8.1.1
	CEO REVIEW COMMITTEE
DATE	14 November 2017
HEADING	Composition of the CEO Review Committee
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 recommendation to expand the membership of the CEO Review Committee and provides consideration of the Committee’s Delegated Authority.

RECOMMENDATION

1. Information be received.
2. The membership of the CEO Review Committee be expanded to include the Deputy Chairman of each of the Committees detailed in Section 4 (Membership) of the CEO Review Committee Terms of Reference, on a trial basis for the term of the current Council.
3. The Terms of Reference is updated to reflect the changes above.
4. The Delegated Authority relating to “*any amendments to the CEO’s employment arrangements and incentive payments to the CEO as provided in the contract of employment*” remains unchanged.
5. The Recommendation relating to the CEO Personal Evaluation System Rating (which informs the remuneration review) is not confidential. The Performance Appraisal Report remains confidential.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 A Notice of Motion (NOM8) was raised at the Council meeting on 24 July 2017 with the following resolution:

“That staff provide a report to council outlining potential options to expand the membership of the CEO Review Committee and consider removing the Committee’s Delegated Authority with the view to increasing Elected Member

engagement in the CEO Review process, and ensuring that decision making within the Committee is open, transparent and meets community expectations.”

- 1.2 Participation in the CEO Performance Appraisal Survey had been increasing over the last few years, with 12 of 17 Elected Members completing the Performance Appraisal Survey in 2015/2016, however only 8 of 16 Elected Members participated in 2016/2017.
- 1.3 Item 8.1.1 of the CEO Review Committee held on 15 August 2017 included a report relating to the Personal Evaluation System to apply to the CEO for the 2017/2018 review period. The CEO Review Committee endorsed that the Performance Appraisal Survey is simplified to include only one rating for each Key Result Area, based on the fact that the CEO provides a quarterly status report on Key Performance Indicators during the financial year. This resulted in a simplified rating process, with the aim to increase Elected Member engagement.
- 1.4 It was also endorsed that the Independent Advisor meet with each Elected Member and seek direct feedback in relation to the CEO’s performance, to supplement the Performance Appraisal ratings. The aim of this is to further increase participation and engagement of Elected Members in the CEO Review process.
- 1.5 The Resolution from the CEO Review Meeting of the 15 August 2017 included item 3: *The Performance Appraisal Survey be re-submitted at the next meeting incorporating comments provided and the realignment of Executive Behaviours linked to Key Result Areas.* That report is provided as part of this CEO Review Committee Meeting.
- 1.6 The Terms of Reference for the CEO Review Committee (updated February 2017) indicate Section 1 (Purpose):
 - 1.1 *The Chief Executive Officer (CEO) Review Committee has been established to manage the performance review process for the CEO.*
 - 1.2 *The CEO’s performance will be reviewed (at least) annually by the CEO Review Committee.*
 - 1.3 *The Review Committee will:*
 - *By agreement with the CEO appoint an independent advisor to assist in the CEO performance appraisal process as provided for within the CEO Contract of Employment;*
 - *Develop a Performance Plan for the CEO;*
 - *Monitor the performance of the CEO against his/her contract of employment, responsibilities and performance plan and provide regular feedback;*
 - *Facilitate the conduct of the CEO’s annual performance and remuneration reviews;*
 - *Receive reports from the CEO regarding the performance of the organisation;*
 - *Determine, under delegated authority from Council, any amendments to the CEOs employment arrangements and incentive payments to the CEO as provided in the contract of employment.*

1.4 The Committee will adopt a risk management focus in its considerations, delivery and recommendations to Council. The advice to Council will reflect both the risk and opportunities of the issue to enable Council to act as an informed and responsible decision maker representing the interests of the community.

1.1 Section 4 of the CEO Review Committee Terms of Reference relates to Membership and indicates the membership of the CEO Review Committee comprises Elected Members holding the following positions:

- Mayor (Chairman)
- Deputy Mayor (Deputy Chairman)
- Chairman, Policy and Planning Committee
- Chairman, Budget and Finance Committee
- Chairman, Works and Services Committee
- Chairman, Resources and Governance Committee
- Chairman, Sport, Recreation and Grants Committee

Elected Members holding the position of Deputy Chairman of the above Committees are appointed as proxy members to the CEO Review Committee and in the absence of the appointed member will act as a full member of the Committee.

1.2 Section 9 (Delegations) also indicate Council has formally delegated to the CEO Review Committee the power to:

- By agreement with the CEO, appoint an independent advisor to assist with the CEO Performance Appraisal Process; and
- Determine any amendments to the CEO's employment arrangements and incentive payments as provided for within the contract of employment.

2. CONSULTATION / COMMUNICATION

2.1 Internal

2.1.1 The Executive Group was consulted as part of the research for this report.

2.2 External

2.2.1 The practices of other Local Government organisations in South Australia were reviewed as part of the research for this report.

3. REPORT

3.1 The Chief Executive Officer Review Committee Terms of Reference were reviewed in February 2017 and amended to reflect the membership of the Committee in terms of position titles rather than names of the Elected Members, allocation of the roles of Chairman and Deputy Chairman and clarification of timing of Committee meetings and updates to legislative references.

3.2 The remainder of the Terms of Reference remained unchanged.

3.3 Research of other Councils indicated that a majority of Councils contacted have separate smaller CEO Performance Committees.

- 3.4 The following discussion relates to the matters encompassed in the Council's NOM of 24 July 2017.
- 3.5 The first part of the NOM is "*That staff provide a report to council outlining potential options to expand the membership of the CEO Review Committee...*"
- 3.5.1 The current Terms of Reference specify membership and purpose of the Committee as documented above.
- 3.5.2 Since the inception of the Committee, the role of the individual members of the Committee has been to represent the whole of Council in providing regular and timely (quarterly) feedback to the CEO in relation to his performance in the delivery of Key Performance Objectives (in particular delivery of key projects), and more generally on the performance of the organisation as a whole.
- 3.5.3 The CEO Review Committee enables effective, pertinent and representative feedback on the Key Organisational Performance Indicators, which have been endorsed by full Council resolution.
- 3.5.4 This feedback process is supplemented with an annual Performance Appraisal Survey which all Elected Members are invited to participate and one-to-one interviews will be conducted with all Elected Members as per paragraph 1.4 of this report.
- 3.5.5 It is incumbent on the CEO Review Committee members to support and encourage colleagues to participate in the Performance Appraisal Survey.
- 3.5.6 The CEO Review Committee is open to all Elected Members and community to attend and observe at any time, which provides an open and transparent process.
- 3.5.7 It is noted that further expansion of the Committee as proposed will further increase direct participation and engagement in feedback on performance from the Elected Members Group in fulfilling the purpose of the Committee.
- 3.6 In relation to the second part of the NOM "*...consider removing the Committee's Delegated Authority with the view to increasing Elected Member engagement in the CEO Review process, and ensuring that decision making within the Committee is open, transparent and meets community expectations*", the following comments are pertinent:
- 3.6.1 As a matter of course, the CEO Review Committee has operated in an open and transparent way to ensure the overall capability and performance of the organization is monitored and corrective actions are taken both by the Elected Member Group in terms of their role and responsibilities and by the Chief Executive Officer in leadership of the organisation.
- 3.6.2 The CEO Personal Evaluation System comprises both the CEO Key Organisational Performance Indicators and the Performance Appraisal Survey.
- 3.6.3 The performance of the CEO in relation the Key Organisational Performance Indicators is reviewed in open and transparent way during the quarterly Status Update Reports and subsequent discussions.

- 3.6.4 The CEO Performance Appraisal Report is considered in confidence due to the nature of the report, in that it is direct personal feedback on the performance of an employee of the City of Salisbury.
- 3.6.5 However, it is recognised that the Personal Evaluation System Rating is taken into consideration as part of the remuneration review.
- 3.6.6 It is proposed to ensure transparency going forward that the CEO Performance Appraisal Survey Report, attachments, presentation, discussion and minutes remain confidential however, the Recommendation associated with the Personal Evaluation System Rating is not confidential. As an example, the recommendation would read something like:

It is acknowledged that the CEO has, to the satisfaction of the CEO Review Committee:

- *Delivered on the requirements of his position;*
- *Successfully achieved 2017/2018 Key Organisational Performance Indicators;*
- *For the [XXX] year achieved consistently positive results (in broad terms, performing in the “very good or above” category) in relation to the Performance Appraisal Survey and as a result*
- *Achieved a Rating [X] as a result of the assessment of CEO Performance according to the Personal Evaluation System.*

4. CONCLUSION / PROPOSAL

- 4.1 In summary of the discussion above, it is proposed that the CEO Review Committee is expanded to include the Deputy Chairman of each of the Committees detailed in Section 4 (Membership) of the CEO Review Committee Terms of Reference, on a trial basis for the term of the current Council.
- 4.2 This means that 12 of 17 Elected Members have membership of the CEO Review Committee.
- 4.3 This will also address the issue which has arisen in the past of having a quorum.
- 4.4 This should be reviewed with the new Council and may include a review of the Standing Committee structure. This will enable Council to review the membership of the Committee in the context of the Representation Review currently before the State Government.
- 4.5 It is also proposed that the Delegated Authority relating to “*any amendments to the CEO’s employment arrangements and incentive payments to the CEO as provided in the contract of employment*” remains unchanged, based on the rationale provided in the discussion above.
- 4.6 However it is proposed that the Recommendation relating to the CEO Personal Evaluation System Rating (as defined in the Employment Agreement) is not confidential to ensure the decision-making within the Committee is open, transparent and meets community expectations; and there is a line of sight between the Personal Evaluation System Rating and the subsequent remuneration review.

- 4.7 It should be noted that the CEO Review Committee meets quarterly on the basis that both Elected Members and the Chief Executive Officer recognise that this approach facilitates regular opportunity for discussion and for Elected Members to raise matters and similarly for the Chief Executive Officer to discuss matters which impact on the performance of the organisation as a whole; for which the Elected Members/ Council have a significant and contributory role in influencing expected outcomes.

CO-ORDINATION

Officer: CEO
Date: 09/11/2017

ITEM	8.1.2
	CEO REVIEW COMMITTEE
DATE	14 November 2017
HEADING	CEO Performance Appraisal Survey
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 recommendation for the revised format of the CEO Performance Appraisal Survey.

RECOMMENDATION

1. Information be received.
2. The CEO Performance Appraisal Survey process is revised as follows:
 - a. Executive Behaviours are aligned to Key Result Areas;
 - b. 360 degree feedback is incorporated into the survey, which includes direct reports to the Chief Executive Officer and three external industry peers who are to be agreed by the Chief Executive Officer and the CEO Review Committee;
 - c. Revised Corporate Values are included in the Survey.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 Item 8.1.1 of the CEO Review Committee held on 15 August 2017 included a report relating to the Personal Evaluation System to apply to the CEO for the 2017/2018 review period. The CEO Review Committee endorsed that the Performance Appraisal Survey is simplified to include only one rating for each Key Result Area, based on the fact that the CEO provides a quarterly status report on Key Performance Indicators during the financial year. This resulted in a simplified rating process, with the aim to increase Elected Member engagement.
- 1.2 It was also endorsed that the Independent Advisor meet with each Elected Member and seek direct feedback in relation to the CEO's performance, to supplement the Performance Appraisal ratings. The aim of this is to further increase participation and engagement of Elected Members in the CEO Review process.

- 1.3 The Resolution from the CEO Review Meeting of the 15 August 2017 included Item 3:

The Performance Appraisal Survey be re-submitted at the next meeting incorporating comments provided and the realignment of Executive Behaviours linked to Key Result Areas.

- 1.4 Comments provided at the CEO Review Committee included:

- 1.4.1 Review of the Executive Behaviours to better align to the Key Result Areas. This would result in a rating against Key Result Areas in relation to “what” had been achieved and also in relation to “how” it had been achieved.
- 1.4.2 Consideration of a 360 degree performance appraisal for the Chief Executive Officer, in keeping with contemporary management practices.
- 1.4.3 CEO Performance to include reference to the culture of the organisation.

2. CONSULTATION / COMMUNICATION

2.1 Internal

- 2.1.1 The Executive Group was consulted in relation to the CEO Performance Appraisal.

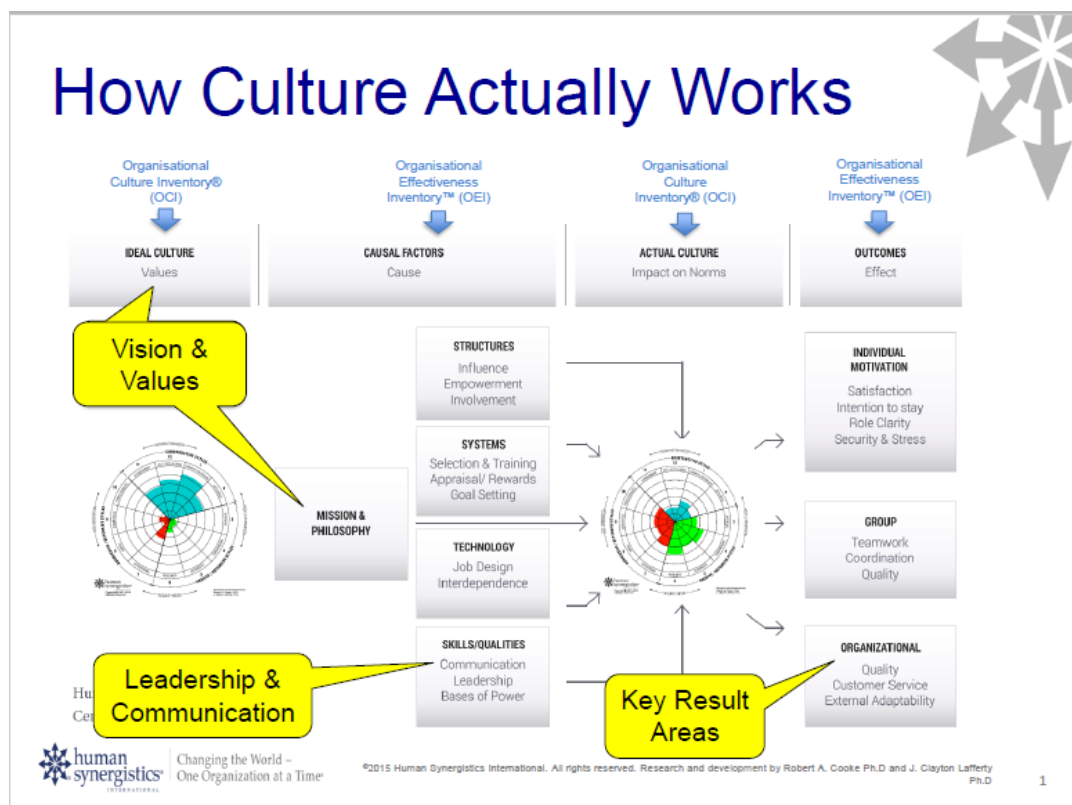
2.2 External

- 2.2.1 Hender Consulting (Independent Advisor to the CEO Review Committee) were consulted in relation to changes to the CEO Performance Appraisal Survey.
- 2.2.2 Research was conducted with other Councils in relation to the methodology for review of CEO Performance.

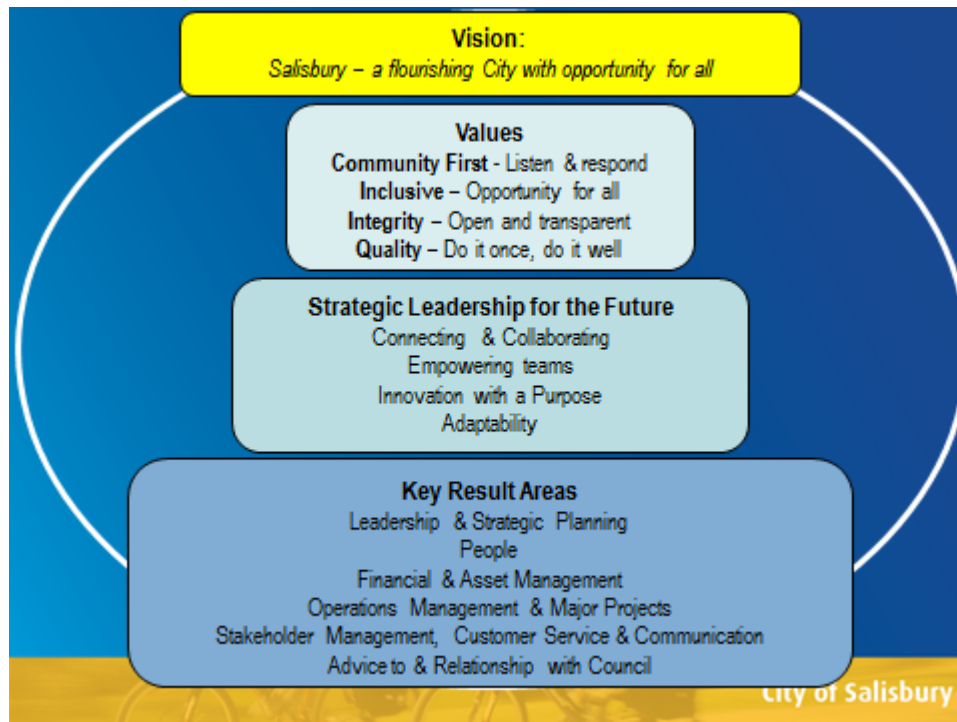
3. REPORT

- 3.1 Research undertaken in relation to other Councils indicate that the majority of Councils spoken to conduct a survey of CEO Performance. The participants in the survey vary but primarily include all Elected Members and may include other parties, including direct reports and industry peers.
- 3.2 It is intended to introduce a 360 degree feedback process for the General Managers as part of the Senior Leadership Program due to commence during 2017/2018 financial year.
- 3.3 An organisational Culture and Effectiveness Survey was conducted in March 2017, following on from the same survey in 2006, 2009 and 2012. The result of the survey are currently being debriefed within the organisation and targeted programs in place in relation to:
- 3.3.1 Leadership Development (both at the field operations level and Senior Management level in this financial year);
- 3.3.2 Updated communication structures to include regular “Town Hall” updates on the City Plan by the Chief Executive Officer;
- 3.3.3 Review of Corporate Values;
- 3.3.4 Implementation of the Customer Service project;

- 3.3.5 Review of Human Resources systems including recruitment, reward and recognition programs and training and development programs; and
- 3.3.6 Increased employee empowerment by providing opportunities for decisions to be delegated.
- 3.4 The CEO Key Organisational Performance Indicators includes three outcome measures relating to the Culture and Effectiveness Survey:
- 3.4.1 Customer Service Focus
- 3.4.2 Organisational Level Quality
- 3.4.3 External Adaptability
- 3.5 It is proposed to re-survey these outcomes at twelve month mark and then annually until the next full survey in approximately three years.
- 3.6 The following diagram shows how the Key Result Areas fit with the Human Synergistics Culture Model:



- 3.7 The following diagram indicates how the Vision, Values, Leadership Program and Key Result Areas are aligned:



4. CONCLUSION / PROPOSAL

- 4.1 In conclusion, it is noted the organisation is introducing a new senior leadership program across the organisation, and the CEO has a leading role across the organisation in the implementation of the Leadership Development Program.
- 4.2 It is proposed that the CEO Performance Appraisal Survey be extended to include feedback from the direct reports to the Chief Executive Officer. This includes:
- 4.2.1 Four General Managers
- 4.2.2 Manager Governance
- 4.2.3 Personal Assistant to the Chief Executive Officer.
- 4.3 It is proposed the CEO Performance Appraisal Survey is extended to three industry peers, to be agreed by the Chief Executive Officer and the CEO Review Committee. These industry peers would be contacted by Hender Consulting as part of the Survey process. It is acknowledged that industry peers may have a limited view of CEO Performance however Hender Consulting will provide support in relation to this.
- 4.4 It is proposed that the Corporate Values, once endorsed through staff focus groups, are included in CEO Performance Appraisal Survey.
- 4.5 It is noted this proposal is in no way related to any performance concerns, as evidenced by the last six years of performance feedback for the CEO.

- 4.6 For the Performance Appraisal Survey process to be successful, it is imperative that all participants complete the Survey so that full 360 degree feedback is received.
- 4.7 It is incumbent on the CEO Review Committee to play a part to ensure that all Elected Members meet the requirement to provide feedback through the Performance Appraisal Survey. This will ensure the process of evaluation of performance is open, transparent and meets community expectations, whilst maintaining the integrity and intent of contractual and employee requirements.

CO-ORDINATION

Officer: CEO
Date: 09/11/2017

ITEM	8.1.3
	CEO REVIEW COMMITTEE
DATE	14 November 2017
HEADING	CEO Key Performance Indicators Status 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 2017/2018 performance review period.

RECOMMENDATION

1. Information be received.
2. Progress towards achievement of the endorsed 2017/2018 Key Performance Indicators be noted and endorsed.

ATTACHMENTS

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

1. CEO Performance Appraisal 2017/18

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 August 2017, the CEO Review Committee agreed the Personal Evaluation System to apply to the CEO for the 2017/2018 review period, comprising Key Performance Indicators (as per attachments to item 8.1.1., CEO Review Committee Meeting, 15/08/2017).
- 1.3 The Committee requested the Performance Appraisal Survey be re-submitted at the next meeting incorporating comments provided and the realignment of Executive Behaviours linked to the Key Result Areas. The revised Performance Appraisal Survey will be provided in separate report.

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 2017/2018 Key Performance Indicators.

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 2017/2018, for the Quarter to 30 September 2017. Refer Attachment 1.

5. CONCLUSION / PROPOSAL

- 5.1 The next consideration of Key Performance Indicators achievement will occur following the end of Quarter 2 (December 2017).

CO-ORDINATION

Officer: CEO
Date: 09/11/2017



CEO PERFORMANCE APPRAISAL 2017/18

CEO – Key Organisational Performance

Financial and Asset Management Sustainability

	Current
Operating Surplus Ratio: 0.5%	On target
Net Financial Liabilities Ratio: < 40%	On target
Asset Sustainability Ratio: 90-110%	On target
Delivery of Capital Works >85%	Target for EOFY in place – risk being managed

People

	Current
Retention Rate: > 85%	85.23
Lost Time Injury Frequency Rate: <5	4.3
Customer Service Focus	March 2018
Organisational Level Quality	March 2018
External Adaptability	March 2018

Stakeholder & Customer Relations

Strategic Interfaces & Partnerships	
Advice to Elected Members	
• Response rate to outstanding reports	95 %*
• Quality of Reports - reports rejected	2%*
• Quality of Responses (feedback)	Discuss
• Value & Frequency of Strategic Briefings & one-on-one interfaces	Discuss
*To be revised following 2 nd Quarter	



City Plan – Key Actions/Initiatives (More detailed scope follows these pages)	
Key Direction 1 – Prosperous City	
Community Hub Development	Ongoing – As per Council Decision
Salisbury Oval – Master Plan Delivery	Ongoing – As per Council Decision
City Centre Revitalisation	Ongoing – As per Council Decision
Transport Plan	Ongoing – As per Council Decision
Strategic Property Development – Tranche 2/3	Ongoing – As per Council Decision
Implementation of Growth and Investment Strategy	Ongoing – As per Council Decision
Continued Implementation of Northern Economic Plan	Ongoing – As per Council Decision
Key Direction 2 – Sustainable City	
Rollout of Northern Region Adoption Plan	July 2018
Salisbury Water Business Unit Initiatives	July 2018
NAWMA and Council Business Partnering	July 18
Key Direction 3 – Living City	
Completion of Paddocks Master Plan	May 2018
Completion of St Kilda master Plan (Commercial and Mangrove Precincts)	June 2018
Completion of Intercultural Plan	October 2017
Game Plan Reviewed and Updated	March 2018
Council Business Model interfacing with NDIS and Aged Housing Programs	February 2018
Delivery and Operational Management of Para Hills Community Centre	June 2018
Business Development Model for Community Centres Endorsed	June 2018
Place Curation and Events Delivery	June 2018
Wellbeing Strategy and Business opportunities identified for Salisbury Community	June 2018

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Key Direction 4 – Business Excellence	
Rollout of Change Management Program for organisation	Ongoing July 2018
Strategic Business Development Opportunities	July 2018
Implementation of Asset Management System and continued rollout of Digital/Mobile Communications	July 2018
Management and Effective Delivery of outcomes from Program Review Agenda	July 2018
Rollout and Application of Continuous Improvement Business Model	July 2018
Financial Sustainability – Elected Member	July 2018
Effective Organisational and Council Governance	July 2018
Ongoing Implementation of Corporate and Community Wide Customer Service and Communication Reform	July 2018



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<ul style="list-style-type: none"> • Coordination of Salisbury City Centre projects: <ul style="list-style-type: none"> ○ Church Street upgrade concept design; streetscape upgrade planning; ○ Development of a long term parking strategy for the City Centre ○ Preparation of a land development/disposal strategy for City Centre Sites ○ Signage and Streetscape Initiative Developed and Agreed 	<p>March 2018 May 2018 June 2018 March 2018</p>
<ul style="list-style-type: none"> • Transport Plan – Determined by Council <ul style="list-style-type: none"> ○ Integration of Northern Connector into Local Road Network ○ Elder Smith Rd development opportunity confirmed ○ Kings Road Concept Development Options/Identified ○ Edinburgh Road/West Avenue 	<p>Integrated Transport Plan approved by Council July 2017</p> <p>Ongoing June 2019, Review required of Future of Robinson Road and local networks</p> <p>Being progressed in 18/19 NIB</p> <p>On Hold - Liaison with DPTI expect to progress concepts late 2018</p> <p>Discussions with DPTI and Renewal SA has commenced regarding B3 Access into Food Park Area including discussions regarding the construction of Edinburgh/Heaslip road intersection upgrade Concept development late 2018. Sale of GMH site to be considered.</p>





<ul style="list-style-type: none"> • Investment and funding attraction <ul style="list-style-type: none"> ○ Pursuit of Government Grants, and Investment by Government in major projects and precincts ○ Pursuit of Private Sector investment in key areas – SCC, employment lands ○ Sponsorship Policy determined 	<ul style="list-style-type: none"> • Ongoing • Application Submitted to Smart Cities Program • Working with proponents on Waste to Energy Funding
<ul style="list-style-type: none"> • Implementation of Tranche 2 Strategic Property Development Projects (timing and sequencing subject to Business Case): <ul style="list-style-type: none"> ○ Hoyle Green ○ Lake Windemere ○ Shoalhaven ○ Fairbanks Reserve 	December 2017 – Business Case
Implementation of Business Growth and Investment Strategy: <ul style="list-style-type: none"> • Review of footpath trading policy (Property and Buildings Division); • Development of a policy to guide charges for use of council land (Property and Buildings Division) • Business signage (Property and Buildings, and Environmental Health and Safety Divisions) • Information technology interfaces with business as an element of the Digital Strategy; and • Vegetation management (e.g. verge maintenance, tree thinning to improve business visibility, landscape standards in commercial precincts) 	Ongoing across 2017/18 Timeframes for each priority TBC
<ul style="list-style-type: none"> • Investment Attraction and Export Development Initiatives <ul style="list-style-type: none"> ○ Web design/content ○ Promotion of City of Salisbury ○ Case Management Approach Rollout 	Ongoing July 2017 – 2018
<ul style="list-style-type: none"> • Continued Implementation of Northern Economic Plan <ul style="list-style-type: none"> ○ Industry Transition regarding Holdens ○ SME Business Development Strategy – Initiated and Consultant Report completed by Implementation Group 	Post October 2017 Consultant Report October 2017





<ul style="list-style-type: none">○ Northern Economic Leaders – Operational○ Governance Structure Operationalised (Community Leaders Group and Strategic Implementation Group)○ Food Park Development and Investment Attraction○ NAIS – Development - Continue to work with SA Water to maximise opportunity for CoS○ Strategic Advisory for Innovation Hub in North – Being reviewed as part of State Government Agenda for Business Development in the North	July/August 2017 August 2017 – Ongoing July 17 Onwards
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City Plan Key Direction 2 – Sustainable City	
	ESTIMATED COMPLETION TIMELINE (Subject to Council consideration of matters)
Northern Region Adaptation Plan <ul style="list-style-type: none"> • Development of Energy Management Strategy for Organisation and Public Realm • Embedment of Climate Change into land use and Urban Development Initiatives, specifically : <ul style="list-style-type: none"> ○ Water Plan for Paddocks ○ Development of Game Plan ○ Strategic Property Development 	Initial Business Cases for initiatives March 2018, with Policy Development and AMP for Energy Related Assets by July 2018 June 2018
Salisbury Water Business Unit <ul style="list-style-type: none"> • Waste to Energy Initiative – First stage of EOI completed. Currently working with proponents to program the next stage • Ongoing Management of ASR and Distribution of Recycled Water - Ongoing • Water Quality – Continuous testing of water and discussion with DoD re PFAS investigation • Long Term Business Development Agenda Identified – Strategic Review being implemented 	July 2018 July 2018 July 2018 July 2018
NAWMA Business Development Initiative <ul style="list-style-type: none"> • Development Agenda for Waste Transfer Station – Agreed – On track for Management Agreement June 2018 • Partnering between NAWMA and Council for improved waste management outcomes identified and pursued 	Ongoing 2017/18 February 2018





City Plan Key Direction 3 – Living City	
	ESTIMATED COMPLETION TIMELINE (Subject to Council consideration of matters)
<ul style="list-style-type: none"> • City of Salisbury NDIS Alignment <ul style="list-style-type: none"> ○ Completion of Consultation Report and Presentation to Council ○ Proposed Business Model and Adoption by Council 	November 2017 March 2018
<ul style="list-style-type: none"> • Para Hills Community Centre <ul style="list-style-type: none"> ○ Acceptance of Tender and Construction <ul style="list-style-type: none"> ▪ Contract executed 28-Sep-17. ▪ Construction commenced. Site preparation currently underway Nov-17. Risk: Carpark overlies footprint of former Para Hills Swimming Pool. Builder working under CoS Structural Engineer’s guidance to prove bearing capacity, and nature of fill including assessment for possible contaminants, of in-situ uncontrolled fill in void before commencing carpark construction. Two pieces of asbestos uncovered during site clearing. More may be uncovered during ground preparation for compaction. Time and cost impacts to be quantified in November 2017. ○ Business Transition and Occupation ○ Decommissioning of Paddocks facility 	September 2017 June 2018 June 2018/Ongoing
<ul style="list-style-type: none"> • Place curation and Events Management – Key Events <ul style="list-style-type: none"> ○ Australia Day – Report to Council ○ Salisbury Secret Garden – Report to Council ○ St Kilda Celebration ○ Partnering with Salisbury Business Centre Multi-Cultural Event ○ Bridgestone Family Fun Day ○ Salisbury Writer’s Week 	August 2017 September 2017 November 2017 October/November 2017 September 2017 August 2017





City Plan Key Direction 4 – Business Excellence	
	ESTIMATED COMPLETION TIMELINE (Subject to Council consideration of matters)
<ul style="list-style-type: none"> • Change Management Program <ul style="list-style-type: none"> ○ Vision and Values – Corporate Development Program – In progress ○ Flexible Working Spaces and Adoptive Business Systems Trial and Pilot Space – Final layout pending approval by Executive • Leadership Development Program <ul style="list-style-type: none"> ○ Senior Management ○ Leading Workers – Contractor engaged to deliver • Rollout and Application of Continuous Improvement Program <ul style="list-style-type: none"> ○ Field Services – Parks and Landscapes/Civil Maintenance – on track 	December 2017 February 2018 March 2018 July 2017 onwards
<ul style="list-style-type: none"> • Delivery and Completion of Program Review <ul style="list-style-type: none"> ○ Property Services - Completed ○ Strategic Property - Completed ○ Inspectorate Function - Completed ○ Governance Office/CEO Office – November 2017 ○ Workshops/Fleet – December 2017 ○ Monitoring and Implementation of Initiatives – Report in development on overall program of Program Review 	August 2017 Completed Completed October 2017 October 2017 Ongoing
<ul style="list-style-type: none"> • Asset Management Reform and Mobile Communications Business Case Consideration – Executive consideration 15/11 • Mobile Communication Rollout Systems Improvement • Review of Current Pilots (WBU/Playgrounds) – In final stages 	To Executive November 2017. Project to completion November 2018 Commencing March 2018 Ongoing
<ul style="list-style-type: none"> • Effective Organisational and Council Governance 	Ongoing





Strategic Interfaces and Partnerships	
<p>Government Northern Economic Plan – Department of State Development and Local Government Department of State Development and Department of Communities and Social Inclusion re NDIS Renewal SA Food Park Discussion</p> <p>Renewal SA Dry Creek Master Planning SA Water – Regarding access/development of drainage for greater Edinburgh Parks via St Kilda</p> <p>Renewal SA Technology Park DPTI meeting regarding land acquisition along Northern Connector</p> <p>Local Government Metropolitan Local Government Group Council Solutions Board CEO Forum - LGA Northern Economic Planning – CEOs of Playford and Port Adelaide Enfield</p> <p>Community/Business Interface Adelaide and Parafield Airport Future Development Food Park Advisory Meetings – PIRSA Food Park meeting with Renewal SA Council Solutions Inaugural Polaris Business Lunch Meeting with Kyam Maher Meeting with Adelaide Airport Limited Meeting with Michael Brown and Blair Boyer Meeting with Jon Gee and Mayor</p>	<p>Ongoing</p> <p>Ongoing – Change from Parafield to Edinburgh Parks</p> <p>Ongoing – timing determined by RSA and land owner</p> <p>Ongoing</p>





<p>Attendance at Citizenship Ceremony Salisbury Writers' Festival Bridgestone Plays event Pooraka Farm Community Centre AGM 2017 Salisbury Business Awards Northern Business Breakfast Legends Awards NAWMA Official Commissioning Northern Economic Leaders Breakfast</p> <p>Elected Member Involvement/Advocacy Community Hub Advocacy Interface with Community Committee Representation Committee Attendance Response to requests for advice/information</p>	
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