



AGENDA

FOR CEO REVIEW COMMITTEE MEETING TO BE HELD ON

16 JANUARY 2018 AT 6:30 PM

IN COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY

MEMBERS

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

REQUIRED STAFF

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

APOLOGIES

Apologies have been received from Mayor G Aldridge and Cr J Woodman.

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the CEO Review Committee Meeting held on 14 November 2017.

REPORTS

Reports

8.1.1 CEO Key Performance Indicators Update 7

CLOSE



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

14 NOVEMBER 2017

MEMBERS PRESENT

Mayor G Aldridge (Chairman)
Cr L Caruso
Cr D Pilkington
Cr R Zahra

OBSERVERS

Nil

STAFF

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

The meeting commenced at 08:15 pm

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

APOLOGIES

Apologies have been received from Cr S Bedford, Cr D Proleta and Cr G Reynolds.

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 15 August
2017, be taken and read as confirmed.

CARRIED

REPORTS

Reports

8.1.1 Composition of the CEO Review Committee

Moved Cr L Caruso
Seconded Cr R Zahra

1. Information be received.
2. The Recommendation relating to the CEO Personal Evaluation System Rating (which informs the remuneration review) is not confidential. The Performance Appraisal Report remains confidential.

CARRIED

8.1.2 CEO Performance Appraisal Survey

Moved Cr D Pilkington
Seconded Cr L Caruso

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.

CARRIED

8.1.3 CEO Key Performance Indicators Status Update

Moved Cr L Caruso
Seconded Cr R Zahra

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

CARRIED

OTHER BUSINESS

The CEO advised that he has accepted an invitation from Renewal SA to join the Food Park Steering Committee. Information to be noted.

The meeting closed at 8:35 pm.

CHAIRMAN.....

DATE.....

ITEM	8.1.1
	CEO REVIEW COMMITTEE
DATE	16 January 2018
HEADING	CEO Key Performance Indicators Update
AUTHOR	Gail Page, Manager People and Culture, Business Excellence
CITY PLAN LINKS	4.4 Embed long term thinking, planning and innovation across the organisation. 4.3 Have robust processes that support consistent service delivery and informed decision making. 4.2 Develop strong capability and commitment to continually improve Council's performance.
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

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).

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 second status update for 2017/2018, for the Quarter to 31 December 2017. Refer Attachment 1. Please note those comments in italics represent the current status.

5. CONCLUSION / PROPOSAL

5.1 The next consideration of Key Performance Indicators achievement status will occur following the end of Quarter 3 (April 2018).

CO-ORDINATION

Officer:

Date:



CEO PERFORMANCE APPRAISAL 2017/18

CEO – Key Organisational Performance

Financial and Asset Management Sustainability	
	Current
Operating Surplus Ratio: 0.5%	On target <i>Forecast small deficit of \$0.1m due to pre-payment of grant funding</i>
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%	87.79%
Lost Time Injury Frequency Rate: <5	3.0
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 Adaption Plan	July 2018
Salisbury Water Business Unit Initiatives	July 2018
NAWMA and Council Business Partnering	July 2018
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 <i>December 2017 Endorsed</i>
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



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 March 2019
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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City Plan – Key Direction 1 – Prosperous City	
	ESTIMATED COMPLETION TIMELINE (Subject to Council consideration of matters)
<ul style="list-style-type: none"> • Community Hub Project: <ul style="list-style-type: none"> ○ Finalisation of Design Development ○ Tender for construction ○ Completion of detailed design to 50% for tender – Council decision to proceed to Tender ○ Commencement of construction ○ Lobbying and applying for external funding 	<p><i>Completed</i> October 2017 May 2018</p> <p><i>Completed</i> December 2017 May 2018</p> <p>Ongoing</p>
<ul style="list-style-type: none"> • Salisbury Oval Precinct: <ul style="list-style-type: none"> ○ Delivery of Master Plan implementation, and ensuring coordination of actions <ul style="list-style-type: none"> ▪ New Change Rooms Building: Concept plan and design brief is complete for procurement of external design consultant in November. Risk: Procurement timeframes for separate design and build contracts pose a risk for construction start in FY17/18. Mitigation action being implemented. Significant review undertaken. Construction to commence in June 18 ▪ Master Plan Level Risks: Carpark project (adjacent Memorial Ave) requires land acquisition, Open Rail Fence project (Bowls and Croquet) requires design of Indoor Training Facility Building to define movement corridor (east-west) through northern end of oval. ITF Building subject to grant funding. ▪ Building Renewal Program: Clubrooms, Grandstand and DDA Toilet renewals to be procured November, awarded December, to be constructed January –February. Risk: None once procurement process completed. Contracts for relevant building renewal awarded in December ▪ Community Land Revocation Process – Lodged with Minister 	<p>Ongoing 2017/18</p> <p>June 2018</p>





<ul style="list-style-type: none"> ▪ <i>Feasibility study regarding the indoor facility has been completed and it suggests that at this time an indoor facility would leave clubs with a \$40,000 annual deficit. Discussions with the Clubs regarding this outcome are underway and an update report has been prepared for January Council regarding this outcome.</i> ○ Progressing residential development business case and design (through Strategic Development Projects) – subject to land revocation process outcomes – concurrent process being investigated for timely delivery commencing in 2018/19 	<p><i>March 2018 EOI (subject to timing on community land revocation)</i> <i>June 2018 (Business Case)</i></p>
<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><i>Initial high level concept by March 2018 to inform 2018/19 NIB for detailed design</i> 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 	<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>



<ul style="list-style-type: none"> ○ Elder Smith Rd development opportunity confirmed ○ Kings Road Concept Development Options/Identified ○ Edinburgh Road/West Avenue 	<p>Being progressed in 18/19 NIB</p> <p>Informal Strategy discussion Nov 2017</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 Roads 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. Not Successful <p>Working with proponents on Waste to Energy Funding Preparation and distribution of State election advocacy documents for City Plan</p>



	<i>projects, used in CEO and Mayor meetings with key MPS and candidates</i>
<ul style="list-style-type: none"> • Implementation of Strategic Property Development Projects (timing and sequencing subject to Business Case): <ul style="list-style-type: none"> ○ 1. Hoyle Green ○ 2. Lake Windemere ○ 3. Shoalhaven ○ 4. Fairbanks Reserve 	<p>December 2017 – Business Case</p> <ol style="list-style-type: none"> 1. March 2018 (Business Case) 2. March 2018 EOI and June 2018 Business Case 4. December 2019 Business Case <p><i>All of site residential /open space integrated masterplan and revised feasibility June 2018</i></p>
<p>Implementation of Business Growth and Investment Strategy:</p> <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. Presentation of draft Digital Strategy to Council in February 2018; and • Vegetation management (e.g. verge maintenance, tree thinning to improve business visibility, landscape standards in commercial precincts) 	<p>Ongoing across 2017/18 Timeframes for each. To be completed by June 2018</p>
<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 	<p>Ongoing July 2017 – 2018 Invest Salisbury website completed Polaris centre website</p>





	<p><i>upgraded. Currently working with 23 firms (attraction and expansion) potentially employing approx. 1,100 people. Space industry proposal progressed. Membership of Brand SA taken to increase profile, and sponsoring February Defence month.</i></p>
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<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 ○ Northern Economic Leaders – Operational ○ Governance Structure Operationalised (Community Leaders Group and Strategic Implementation Group) ○ Food Park Development and Investment Attraction – Initial Meeting of Implementation Group/Committee held November 2017 ○ 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 ○ Technology Park <ul style="list-style-type: none"> ▪ Redevelopment/ Innovation opportunity ▪ CEO working with NEP Implementation Group and focussing on Innovation opportunities in key industry sectors including defence and space. 	<p>Post October 2017 Consultant Report October 2017 July/August 2017</p> <p>August 2017 – Ongoing</p> <p>July 17 Onwards NEL operational. Liaison ongoing with PIRSA regarding Food Park tenancies and infrastructure requirements.</p>
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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 <i>Stormwater management at the Paddocks will be considered as part of the Masterplan. The consultant team have a storm water expert to work on any requirements with Tech Services.</i>
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 – <i>In Discussions with Dept of Defence regarding remediation strategies</i> 	July 2018 <i>Presentation to EM Workshop February 2018</i> July 2018 July 2018



<ul style="list-style-type: none"> • Long Term Business Development Agenda Identified – Strategic Review being implemented 	July 2018 <i>Discussion to be held at EM Workshop</i>
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 May 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 	<p>November 2017 March 2018</p>
<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 baring 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. <p style="padding-left: 40px;">Time and cost impacts to be quantified in November 2017.</p> <ul style="list-style-type: none"> ▪ <i>Issues addressed – contract works being delivered</i> ▪ <i>Civil construction work is on track, and the change program has delivered a preferred model of management where Council take lead tenancy role. There are not expected to be any operating cost impacts and staff are working with Finance to ensure that the new model is reflected in 2018/2019 budget construction</i> ○ Business Transition and Occupation ○ Decommissioning of Paddocks facility 	<p>September 2017</p> <p>June2018 June 2018/Ongoing</p>





<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 	<p>August 2017 – Completed Event Planning/ Delivery</p> <p>September 2017- Completed Event Planning/ Delivery</p> <p>November 2017 - Completed</p> <p>October/November 2017 - Completed</p> <p>September 2017</p> <p>August 2017</p>
<ul style="list-style-type: none"> • Completion of Paddocks Masterplan 	<p>Scheduled for completion in May 2018. First round engagement completed. Draft masterplan prepared for discussion at Elected Members’ weekend.</p>



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 – • 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 	<p>December 2017 – May 2018 February 2018</p> <p>March 2018</p> <p>July 2017 onwards Ongoing - Report to February 2018 Program Review Sub-Committee</p>
<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 – To be presented at February 2018 Meeting ○ Monitoring and Implementation of Initiatives – Report in development on overall program of Program Review 	<p>August 2017 Completed Completed October 2017 - Completed October 2017 – Feb 2018 Ongoing – Feb 2018</p>
<ul style="list-style-type: none"> • Asset Management Reform and Mobile Communications Business Case Consideration – Executive consideration complete Mobile Communication Rollout Systems Improvement Review of Current Pilots (WBU/Playgrounds) – In final stages Report to Council in February 2018 for Budget Provision 	<p>Project to completion November 2018 – March 2019 Commencing March 2018 Ongoing</p>



<ul style="list-style-type: none"> • Effective Organisational and Council Governance 	Ongoing – Implementation of Program Review outcomes - June 2018
<p>Strategic Interfaces and Partnerships</p> <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</p> <p>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><i>Briefing Members of Parliament / Support Staff re Council Priorities</i></p> <p>Local Government Metropolitan Local Government Group Council Solutions Board</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>Ongoing <i>Ongoing – option for alternative site to Whites Road being negotiated with DPTI</i></p> <p>Ongoing until March 2018</p>



<p>CEO Forum - LGA Northern Economic Planning – CEOs of Playford and Port Adelaide Enfield 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 Chaired Business Forum on Space Industry opportunities in Salisbury Government launch of Building Upgrade Finance Program – Salisbury Agenda – Minister Hunter 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/ <i>Briefings</i> Launch of Intercultural Strategy 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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