



AGENDA

FOR CEO REVIEW COMMITTEE MEETING TO BE HELD ON

8 MAY 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 Julie Woodman (Full member, and proxy in the absence of Cr D Pilkington)
Cr R Zahra
Cr Robyn Cook (Proxy in the absence of Cr S Bedford)
Cr Shiralee Reardon (Proxy in the absence of Cr G Reynolds)
Cr Donna Proleta (Proxy in the absence of Cr J Woodman)
Cr Betty Gill (Proxy in the absence of Cr R Zahra)

REQUIRED STAFF

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

APOLOGIES

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the CEO Review Committee Meeting held on 16 January 2018.

REPORTS

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CLOSE



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

16 JANUARY 2018

MEMBERS PRESENT

Cr L Caruso (Acting Chairman)
Cr S Bedford
Cr E Gill (*proxy for Cr R Zahra*)
Cr D Pilkington
Cr D Proleta (*proxy for Cr J Woodman*)
Cr G Reynolds

OBSERVERS

Cr S White (*from 6:40 pm*)

STAFF

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

The meeting commenced at 6:31 pm.

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

APOLOGIES

Apologies were received from Mayor G Aldridge, Cr J Woodman and Cr R Zahra.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr D Proleta (*as proxy for Cr J Woodman*)
Seconded Cr D Pilkington

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

CARRIED

REPORTS

Reports

8.1.1 CEO Key Performance Indicators Update

Moved Cr G Reynolds
Seconded Cr D Pilkington

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

CARRIED

The meeting closed at 6:47 pm.

CHAIRMAN.....

DATE.....

ITEM	8.1.1
	CEO REVIEW COMMITTEE
DATE	08 May 2018
HEADING	Future Reports for the CEO Review Committee
AUTHOR	Michelle Woods, Projects Officer Governance, CEO and Governance
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	This item details reports to be presented to the CEO Review Committee as a result of a previous Council resolution. If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

RECOMMENDATION

1. The information be received.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 Historically, a list of resolutions requiring a future report to Council has been presented to each standing committee for noting.
- 1.2 The administration will now also present a report indicating items that, as a result of a Council resolution, will be presented to the CEO Review Committee at a later date.

2. REPORT

- 2.1 At the time of preparing this report, there are currently no resolutions of Council requiring a further report to be presented to the CEO Review Committee.

3. CONCLUSION / PROPOSAL

- 3.1 Future reports for the CEO Review Committee have been reviewed and there are none that require a report to be presented at this point in time.

CO-ORDINATION

Officer: Exec Group GMBE
Date: 23/04/2018

ITEM	8.1.2
	CEO REVIEW COMMITTEE
DATE	08 May 2018
HEADING	CEO Annual Performance Review Process FY2018
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 details and timing of the CEO Annual Performance Review Process for 2017/2018

RECOMMENDATION

1. The Performance Appraisal Survey be distributed to Elected Members, direct reports to the CEO and three external industry peers on 14 May 2018, to be completed by 28 May 2018.
2. The industry peers agreed are [*include names after discussion*]
3. Hender Consulting will conduct interviews with each Elected Member during the period 29 May 2018 to 15 June 2018.
4. The results of the CEO Performance Appraisal Survey and the final CEO Key Performance Indicators Report be presented to the CEO Review Committee in July 2018, at which time the Committee determine the overall rating for the CEO Personal Evaluation System for 2017/2018.
5. The Hender Consulting Remuneration Advice Report be provided to the CEO Review Committee in July 2018, at which time the CEO Review Committee may determine, in accordance with the delegated authority it holds, any amendments to the CEO's employment arrangements and incentive payments as provided for within the contract of employment.

ATTACHMENTS

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

1. CEO Performance Appraisal Survey - Revised April 2018

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 The CEO Employment Agreement provides a rating scale for the Personal Evaluation System:
 - Rating 1 – CEO’s performance did not meet expectation
 - Rating 2 – CEO’s performance was below expectation
 - Rating 3 – CEO’s performance met expectation
 - Rating 4 – CEO’s performance was above expectation
 - Rating 5 – CEO’s performance exceeded expectation
- 1.3 The Employment Agreement also provides for the appointment of at least one person who is qualified to assist in the performance review. The person appointed is Andrew Reed from Hender Consulting.
- 1.4 The Agreement requires a written report is compiled with respect to the performance review and a copy provided to the CEO.
- 1.5 The CEO Employment Agreement also states that the CEO’s Total Remuneration will be reviewed annually and within one month of the performance review.
- 1.6 The review of the Remuneration Package will be conducted by an appropriate external agent, and will take into account an assessment of performance based on the following:
 - 1.6.1 The agreed criteria upon which the CEO’s performance is assessed in accordance with the Personal Evaluation System; and
 - 1.6.2 Movements in the Consumer Price Index as issued by the Australian Bureau of Statistics.
- 1.7 Hender Consulting provide a Remuneration Advice Report to the CEO Review Committee and Andrew Reed attends the CEO Review Committee to provide advice.
- 1.8 The Terms of Reference for the Chief Executive Officer Review Committee indicate the Review Committee will “*determine, under delegated authority from Council, any amendments to the CEO’s employment arrangements and incentive payments to the CEO as provided in the contract of employment.*”
- 1.9 In August 2017, the CEO Review Committee agreed the Personal Evaluation System to apply to the CEO for the 2017/2018 review period, comprising CEO Key Organisational Performance Indicators (as per attachment to item 8.1.1., CEO Review Committee Meeting, 15 August 2017).
- 1.10 The report also indicated that the Independent Advisor (Andrew Reed, Hender Consulting) would meet with each individual Elected Member to gain further specific feedback. This was in response to a request by the CEO Review Committee to increase Elected Member engagement in the CEO Performance Review Process.

- 1.11 It was requested that 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.
- 1.12 The Performance Appraisal Survey was submitted as an attachment to item 8.1.2., CEO Review Committee 14 November 2017. Council Resolution 2202/2017 indicated 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.
- 1.13 The revised Performance Appraisal Survey for Elected Members forms Attachment 1. It is noted that the Corporate Values are the current Corporate Values rather than the revised Corporate Values as the consultation has not been completed in relation to the revised Values.
- 1.14 The Performance Appraisal Survey for direct reports and three external industry peers will be similar, with the reference to one-to-one feedback meetings removed.

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 Chief Executive Officer has been consulted in relation to the timeframes proposed.
- 3.2 External
 - 3.2.1 Hender Consulting have been consulted in relation to the timeframes proposed.

4. REPORT

- 4.1 The CEO Personal Evaluation System includes:
 - 4.1.1 Performance Appraisal Survey
 - 4.1.2 Key Performance Indicators

- 4.2 The timeframe below is proposed for the Performance Appraisal Survey:
 - 4.2.1 The Performance Appraisal Survey is distributed to Elected Members, direct reports to the CEO and three external industry peers on Tuesday 14 May 2018.
 - 4.2.2 The survey to be completed by 28 May 2018.
- 4.3 The Survey will be accessible on-line, with hard copy provided by exception.
- 4.4 Hender Consulting will distribute the survey, provide reminders to complete the survey and collate the results into a final report to be provided to Elected Members in July 2018.
- 4.5 Hender will also interview each individual Elected Members during the period 29 May to 15 June 2018.
- 4.6 The final report for the CEO Key Performance Indicators will be provided in July 2018.
- 4.7 The CEO Review Committee will consider the results of the Performance Appraisal Survey and the achievement of the Key Performance Indicators and determine an overall rating for the Personal Evaluation System as noted in 1.2 above.
- 4.8 The CEO Review Committee will consider the Performance Evaluation System rating and the Remuneration Advice Report and determine any amendment to the CEO Total Remuneration.
- 4.9 Discussion to be held at the CEO Review Committee in relation to three external industry peers who are to be agreed by the Chief Executive Officer and the CEO Review Committee.

5. CONCLUSION / PROPOSAL

- 5.1 It is proposed that the process described above is conducted for the 2017/2018 CEO Annual Performance Review Process.

CO-ORDINATION

Officer:

Date:



CEO PERFORMANCE APPRAISAL 2018

Confidential Survey - For completion by Elected Members

Please refer to the CEO Key Organisational Performance Indicators to inform your ratings

Name:

Note: all responses will be anonymous and your identity will not be linked to any comments or feedback in reports.

In preparation for your 1:1 feedback meeting with Hender Consulting, please take the time to read the survey questions below and consider your feedback relating to the CEO's performance and effectiveness against each of the key performance themes and executive behaviours indicated.

You may wish to record your own notes and ratings in the feedback response sections for each section and bring this along to the feedback meeting.

Should you have any questions regarding the process please do not hesitate to contact:

Andrew Reed
 General Manager, Hender Consulting
 (08) 8100 8836
andrew.reed@hender.com.au

Bernie Dyer
 Executive Consultant, Hender Consulting
 (08) 8100 8867
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Rating Scale	
U	Unable to assess
1	Serious Concerns (Unsatisfactory)
2	Minor Concerns
3	Satisfactory
4	Good
5	Very Good
6	Excellent

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KEY RESULT AREAS (KRAs)	RATING
Please rate the CEO overall for each KRA <i>and also</i> in regard to the extent to which he demonstrates the executive behaviours below each KRA	
KRA 1 - LEADERSHIP AND STRATEGIC PLANNING – Effectively performs the pivotal leadership role for the Council administration, and works closely with Council to ensure strategic plans are prepared and implemented.	
1.1 Demonstrates leadership and vision	
1.2 Makes the tough decisions where necessary rather than choosing the popular option	
1.3 Thinks and acts strategically	
1.4 Demonstrates versatility, proactivity and flexibility in finding innovative solutions to problems, including strategic business opportunities within risk framework	
KRA 2 - PEOPLE – Leads, develops, motivates and manages the human resources of the organisation, ensuring a positive and constructive culture.	
2.1 Adopts a collaborative management style	
2.2 Treats all colleagues professionally and with dignity and respect (eg. common courtesies such as please and thankyou)	
2.3 Seeks and is receptive to other points of view	
2.4 Can deliver difficult messages and/or bad news effectively	
2.5 Remains calm and resilient at all times despite pressures	
2.6 Is approachable and available. That is, to my knowledge, spends sufficient time with relevant team members	
2.7 Delegates appropriate tasks to subordinates and empowers them to succeed	
2.8 Acknowledges and recognises others' skills, abilities and achievements	
2.9 Demonstrates effective performance management skills	

1	2	3	4	5	6	U
Serious concerns	Minor concerns	Satisfactory	Good	Very Good	Excellent	Unable to assess

KEY RESULT AREAS (KRAs)	RATING
Please rate the CEO overall for each KRA <i>and also</i> in regard to the extent to which he demonstrates the executive behaviours below each KRA	
2.10 Maintains a healthy work/leisure balance	
2.11 Motivates and encourages others	
2.12 Is reflective of own performance and takes corrective action	
2.13 Utilises warmth, compassion and good humour to achieve positive workplace outcomes	
KRA 3 - FINANCIAL & ASSET MANAGEMENT SUSTAINABILITY – Ensures annual and long term financial plans are prepared, monitored and controlled, and long term asset management plans are in place and closely monitored. Ensures appropriate commercial decision making via valid business cases.	
3.1 Exercises sound judgement and makes decisions that are based on reasoned and well researched information	
3.2 Demonstrates well developed commercial acumen in line with non financial corporate objectives	
KRA 4 - OPERATIONS MANAGEMENT AND MAJOR PROJECTS – Ensures improved productivity and quality of operations, and major projects are completed in line with time and budgetary constraints, with project status regularly monitored and communicated.	
4.1 Sets clear and reasonable tasks and deadlines and supports staff in the achievement thereof	
4.2 Demonstrates a capacity to address multi-faceted business decisions and service delivery	
4.3 Focuses on outcomes rather than overly dwelling on processes and procedures	

1	2	3	4	5	6	U
Serious concerns	Minor concerns	Satisfactory	Good	Very Good	Excellent	Unable to assess

KEY RESULT AREAS (KRAs)	RATING
Please rate the CEO overall for each KRA <i>and also</i> in regard to the extent to which he demonstrates the executive behaviours below each KRA	
KRA 5 - STAKEHOLDER MANAGEMENT, CUSTOMER SERVICE AND COMMUNICATION – Effectively liaises and communicates with customers,ratepayers, community organisations, business groups and other relevant stakeholders as necessary for the achievement of Council's objectives.	
5.1 Demonstrates effective communication skills	
5.2 Is able to establish immediate credibility and rapport with internal and external stakeholders to facilitate outcomes. That is, possesses genuine presence, confidence and assuredness	
5.3 Has the capacity to effectively negotiate beneficial outcomes for the organisation without compromising stakeholder relationships	
ADVICE TO AND RELATIONSHIP WITH COUNCIL – Develops and maintains a positive working relationship with Council, and ensures that Council is provided with relevant information that indicates the status, success and effectiveness of all operations of the organisation.	
6.1 Maintains confidentiality at all times	
6.2 Demonstrates well developed political acumen whilst maintaining probity and transparency	
6.3 Demonstrates integrity and high ethical standards	
Additional comments	

1	2	3	4	5	6	U
Serious concerns	Minor concerns	Satisfactory	Good	Very Good	Excellent	Unable to assess

CITY OF SALISBURY VALUES	Do you see these values displayed by the CEO? Yes / No
Sustainability: We will balance economic, social, cultural and environmental factors with a longer term perspective to ensure the sustainability of the organisation and our community	
Community & Customer Service: We will seek to understand our community and customer expectations. We will listen to their needs and respond to their changing requirements	
Professional Performance: We will strive to be a leader in Local Government emphasising best practice and innovation	
Probity, Ethics and Accountability: We will act with honesty and integrity and be open and transparent in our decision making	
Access, Equity and Inclusion: We will celebrate our diverse community in which people, regardless of their race, culture, religion, age, gender or level of ability can participate and have access to the services and process of the Council	
<p>Please provide comments to support your observations of the CEO's demonstration of the above values:</p>	

1	2	3	4	5	6	U
Serious concerns	Minor concerns	Satisfactory	Good	Very Good	Excellent	Unable to assess

STOP, START, CONTINUE <i>Please use this section of the survey to identify things you would like the CEO to Stop, Start or Continue.</i>
STOP
START
CONTINUE

END OF SURVEY – THANK YOU FOR PARTICIPATING IN THIS IMPORTANT PROCESS

*City of Salisbury
CEO Performance Appraisal 2018*

ITEM	8.1.3
	CEO REVIEW COMMITTEE
DATE	08 May 2018
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 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 - KPI May 2018

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 attachment 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 third status update for 2017/2018, for Quarter 3, ending 31 March 2018. Refer Attachment 1.

5. CONCLUSION / PROPOSAL

5.1 The next consideration of Key Performance Indicators achievement will occur following the end of Quarter 4 (ending 30 June 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 surplus</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%	87.17%
Lost Time Injury Frequency Rate: <5	2.0
Customer Service Focus	June 2018
Organisational Level Quality	June 2018
External Adaptability	June 2018
- Re-survey as part of overall change program	
Stakeholder & Customer Relations	
Strategic Interfaces & Partnerships	
Advice to Elected Members	
• Response rate to outstanding reports	June 2018
• Quality of Reports - reports rejected	0%
• Quality of Responses (feedback)	Discuss
• Value & Frequency of Strategic Briefings & one-on-one interfaces	Discuss



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 - Draft Masterplan endorsed by Council in April 2018 for consultation during May 2018. Report to Council for endorsement of a final draft post-consultation in July 2018.
Completion of St Kilda master Plan (Commercial and Mangrove Precincts)	June 2018 - On hold pending resolution of commercial lease arrangements for existing facilities in the commercial precinct. Meeting was held with DEWNR to seek funding to undertake the planning for



	future projects including the Mangrove Trail renewal. A NIB has been included in 18/19 for \$50k as a contribution with DEWNR and DPTI to commence the planning work for future budgets and project consideration in 18/19 and beyond.
Completion of Intercultural Plan	<i>December 2017 Endorsed</i>
Game Plan Reviewed and Updated	August 2018 – The strategic context for the plan requires further consideration in light of emerging policy settings around wellbeing and landscaping policy
Council Business Model interfacing with NDIS and Aged Housing Programs	Reported to Council November 2017. Business model exploration is due December 2018.
Delivery and Operational Management of Para Hills Community Centre	June 2018 - Paper scheduled for May Policy and Planning covering operational model, opening hours, programming
Business Development Model for Community Centres Endorsed	June 2018 Paper for Council Endorsement December 2018 Budget 19/20
Place Curation and Events Delivery	June 2018 - On track - Events for 2018/2019 have been considered and funded by council as a part of the Budget deliberations for 2018/2019. Further consideration early 2019 will be given to rotation of events as per the Council feedback.





	<p>A place curation strategy will be presented in June, which aligns the events and make recommendations for further activities in major activity nodes across the City. This will consider the longer term events strategy for things such as the Santos Down Under in 2021, and other activities associated with new or emerging infrastructure such as the Bridgestone Athletics track.</p>
<p>Wellbeing Strategy and Business opportunities identified for Salisbury Community</p>	<p>June 2018 - On track</p>





Key Direction 4 – Business Excellence	
Rollout of Change Management Program for organisation	Ongoing July 2018/July 2019
Strategic Business Development Opportunities	July 2018
Implementation of Asset Management System and continued rollout of Digital/Mobile Communications	July 2018 – Report presented to Council in February 2018 and Endorsed Scheduled rollout 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	Council endorsed Charter and Framework in December 2017
Communications Review in Train	July 2018



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>Completed October 2017 May 2018</p> <p>Completed December 2017 May 2018</p> <p>Ongoing Design and Construct contractor contract expected to be finalised early May.</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 completed in November. Procurement underway with tender closing end of May. Award is expected before 30 June with construction commencing shortly afterwards and completion by end 2018. (December 2018) ▪ 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. Negotiations are continuing with the Bowling Club. Engagement of a Development Engineering consultant via tender has closed and is currently being evaluated. This work is to develop the P30 design and detailed civil design works for both recreational and residential areas by end October 2018 ▪ Building Renewal Program: Clubrooms, Grandstand and DDA Toilet renewals procured November, awarded December, construction commenced January with completion end May 2018. 	<p>Ongoing 2017/18</p> <p>No further Action occurring on Design. Provision for future facility included in Master Plan</p>





<ul style="list-style-type: none"> ▪ Community Land Revocation Process – Completed Feb 2018. ▪ 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. No Further Action required at this stage. ○ 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>March 2018 EOI- July 18, Report to Sub Committee (Business Case)</p> <p>Update: Business Case to be presented to next meeting of Strategic Property Development Sub Committee in August 2018</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>Initial strategic transport, pedestrian, stormwater concept plans to be completed September 2018 to inform 2019/20 NIB. Project Brief being finalised May 2018.</p> <p>May 2018 To be considered as part of the land disposal/development strategy. Report in early July.</p> <p>June 2018 June 2018 Wax Consulting</p>



	to work with Salisbury Community Hub to ensure consistent Signage and Streetscape Urban Design Framework and Street Furniture Pallet for Gateways and Town Centre
<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 	<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 <i>Informal Strategy discussion Nov 2017</i></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</p>





<ul style="list-style-type: none"> ○ Edinburgh Road/West Avenue 	<p>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. Initial application <i>Not Successful. Developing revised proposal for next round of funding (est June/July2018)</i> <p>Working with proponents on Waste to Energy Funding. Refer update below on WtE Preparation and distribution of State election advocacy documents for City Plan projects, used in CEO and Mayor meetings with key MPS and candidates</p>
<ul style="list-style-type: none"> ● Implementation of Strategic Property Development Projects (timing and sequencing subject to Business Case): 	<p>December 2017 – Business Case. As per decisions of SPDSC in January 2018</p>



<ol style="list-style-type: none"> 1. Hoyle Green 2. Lake Windemere 3. Shoalhaven 4. Fairbanks Reserve 	<ol style="list-style-type: none"> 1. <i>March 2018 (Business Case) To next SPDSC meeting in July 2018</i> 2. <i>March 2018 EOI -</i> 3. <i>and June 2018 Business Case 2 and 3 - To next SPDSC meeting in July 2018</i> 4. <i>December 2019 Business Case</i> <p>All of site residential /open space integrated masterplan and revised feasibility June 2018</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 	<p>Ongoing across 2017/18 Timeframes for each. <i>To be completed by June 2018</i></p> <p>Following presentation to Council, staff are finalising draft Digital Strategy for consideration and endorsement by Council (July 2018). Funding is being considered within NIB for 2018/19 for</p>



<ul style="list-style-type: none"> • Vegetation management (e.g. verge maintenance, tree thinning to improve business visibility, landscape standards in commercial precincts) 	<p>delivery of strategy outcomes.</p> <p>Street Tree Screen renewal program has advanced significantly on Main North Road with removals completed. Future projects identified along Main North Road with standard Landscape and adjoining Streetscape Tree Screen Renewals to be finalised with DPTI late 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</p> <p><i>Invest Salisbury website completed</i></p> <p><i>Polaris centre website upgraded.</i></p> <p><i>Currently working with 23 firms (attraction and expansion) potentially employing approx. 1,100 people.</i></p> <p><i>Space industry proposal progressed.</i></p> <p><i>Membership of Brand SA taken to increase profile, and sponsoring February</i></p>



	<i>Defence month.</i>
<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 – Awaiting/Pending Government consideration ○ 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 – Currently awaiting consideration by Government ○ 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>NAIS on hold at this stage pending SA Water direction. July 17 Onwards <i>NEL operational. Liaison ongoing with PIRSA regarding Food Park tenancies and infrastructure requirements.</i></p> <p>Discussion and agreement reached with Renewal SA to undertake review by Renewal SA/Private Sector//Government/Uni SA/Council on Master Plan for Tech Park/Mawson Precinct.</p>





City Plan Key Direction 2 – Sustainable City	
	ESTIMATED COMPLETION TIMELINE (Subject to Council consideration of matters)
<p>Northern Region Adaptation Plan</p> <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 	<p>Initial Business Cases for initiatives March 2018, with Policy Development and AMP for Energy Related Assets by July 2018 June 2018 AMP for existing Lighting infrastructure has been completed and, Council has committed to the development of an Energy Management Strategy, including the business cases for the replacement of streetlights to LED's to inform the NIB's for 2019/20. <i>Stormwater management at the Paddocks has been considered as part of the Masterplan. The consultant team have a storm water expert to work on any requirements with Tech Services.</i></p>
<p>Salisbury Water Business Unit</p> <ul style="list-style-type: none"> • Waste to Energy Initiative – First stage of EOI completed. Currently working with proponents to program the next stage 	<p>July 2018 <i>Continue working with Michell Wool to support reduction in trade waste costs and identify opportunities for broader WtE within the recently announced Delorean project at Edinburgh Park.</i></p>





<ul style="list-style-type: none"> • 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> • Long Term Business Development Agenda Identified – Strategic Review being implemented 	<p>Continue to liaise with DoD to manage contamination of Kaurna and Edinburgh South systems. Meeting with Council scheduled for May 2018 to provide further update.</p> <p>Approach to EOI to seek potential third party interest in developing recycled water network further, in particular harvest expansion of Dry Creek catchment west of Pt Wakefield Rd. This is in line with the outcomes from the Strategic Review and more recent Yield Study to identify opportunities.</p>
<p>NAWMA Business Development Initiative</p> <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 	<p>Ongoing 2017/18</p> <p>Ongoing</p> <p>Workshop and presentation of the Annual Business Plan and Budget completed.</p> <p>Education/communication/engagement strategy being developed to minimise waste costs and have a well-informed community. Hard waste service increased and multiple recycling and green waste initiatives underway</p> <p>CEO meetings with the constituent</p>





	<p>Councils and the CEO and Chair of NAWMA being held. GMCI on the Technical Working Group of NAWMA.</p>
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<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 – <i>Completed Event Planning/ Delivery</i></p> <p>September 2017- <i>Completed Event</i></p> <p><i>Event Evaluation and Future Event Planning May 2018</i></p> <p>August 2018 - is in train and on track.</p>
<ul style="list-style-type: none"> • Completion of Paddocks Masterplan 	<p><i>Scheduled for completion in May 2018. First round engagement completed. Draft masterplan prepared for discussion at Elected Members’ weekend. Council endorsed draft master plan for public consultation at its April 2018 meeting – consultation to occur over May/June.</i></p>



City Plan Key Direction 4 – Business Excellence	
	ESTIMATED COMPLETION TIMELINE (Subject to Council consideration of matters) – July 2018
<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 – <i>May 2018</i></p> <p>Pilot site progressing with planned start June 2018.</p> <p>March 2018</p> <p>July 2017 onwards <i>Ongoing - New Innovation & Business Development Sub Committee now includes Continuous Improvement within ToR</i></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>All program reviews identified within initial schedule completed</p> <p>Innovation and Business Development Sub-Committee sought further reviews on Marketing & Communications and Library Services (June 2018)</p>





	Report on overall outcomes of Program Review to be presented to the May Innovation & Business Development Sub Committee <i>Ongoing – Feb 2018</i>
<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 – Completed Resources engaged. Project has finalised the data base upgrade and asset verification, with the tender for Tablets to the field closed and currently being assessed. Tablets to be introduced into the field by August 2018. Process review is well advanced and communication and Change Management plan is being implemented over the project life. 	Project to completion November 2018 – <i>March 2019</i> Commencing March 2018 Ongoing
<ul style="list-style-type: none"> Effective Organisational and Council Governance 	<i>Ongoing – Implementation of Program Review outcomes - June 2018</i>
<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>Ongoing</p> <p>Ongoing – Change from Parafield to Edinburgh Parks</p> <p>Ongoing – timing determined by RSA and</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>Briefing Members of Parliament / Support Staff re Council Priorities</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>Chaired Business Forum on Space Industry opportunities in Salisbury Government launch of Building Upgrade Finance Program – Salisbury Agenda – Minister Hunter Attendance at Citizenship Ceremony</p>	<p>land owner</p> <p>Ongoing</p> <p><i>Ongoing Ongoing – option for alternative site to Whites Road being negotiated with DPTI</i></p> <p><i>Ongoing until March 2018</i></p> <p><i>Ongoing with New Government; Meetings/Opportunities being pursued.</i></p>
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<p>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> <p>Membership of Brand SA including City of Salisbury sponsorship of February Brand SA events with a defence and space sector focus. Meeting with SAAB Economic Briefing Meeting with KPMG Economic Briefing Meeting with Norman Water House Economic Briefing Meeting with Deloitte Economic Briefing Meeting with Ernst and Young Economic Briefing Meeting with PWC Meeting with George Loh, Director, Singapore's National Research Foundation Salisbury Secret Garden Welcome Reception Meeting with Disability SA Meeting With Salisbury Bowling Club Brand SA I choose SA Industry Briefing Brand SA Industry Defence and Shipbuilding Showcase Harmony Day Celebration</p>	
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<p>CEO Boardroom Industry – Manufacturing Meeting with Kaufland</p> <p>Strategic Initiatives: Local Government Professionals Leadership Excellence Award 2018 – Excellence in Local Economic Development – Boardwalk at Greentree Shortlisted Cemeteries and Crematoria Association of SA – Darren Leuders Award Winners – Theresa Gates and Monica Kearns Grant funding received for Bridgestone Park Athletics Development</p>	
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