



AGENDA

FOR CEO REVIEW COMMITTEE MEETING TO BE HELD ON

14 AUGUST 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 17 July 2018.

REPORTS

Reports

8.1.1	Future Reports for the CEO Review Committee.....	7
8.1.2	CEO Performance Evaluation - Proposed Personal Evaluation System for 2018/2019	9

CLOSE



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

17 JULY 2018

MEMBERS PRESENT

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

OBSERVERS

Cr D Proleta
Andrew Reed, Hender Consulting

STAFF

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

The meeting commenced at 6:38 pm.

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

APOLOGIES

There were no apologies.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr D Proleta
Seconded Cr L Caruso

The Minutes of the CEO Review Committee Meeting held on 08 May 2018, be taken and read as confirmed.

Note: Minutes of the meeting held on 8 May 2018 will need to be reconfirmed at the next meeting on account of Cr Proleta's observer status at the meeting held on 17 July 2018.

REPORTS

Reports

8.1.1 Future Reports for the CEO Review Committee

Moved Cr R Zahra
Seconded Cr G Reynolds

1. The information be received.

CARRIED

8.1.2 CEO Personal Evaluation System 2017/2018

Moved Cr R Zahra
Seconded Cr L Caruso

1. It be acknowledged that the CEO has, to the satisfaction of CEO Review Committee:
 - delivered the requirements of his position;
 - successfully achieved 2017/18 Key Performance Indicators;
 - for the seventh 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 Rating 4 as a result of the assessment of CEO Performance according to the Personal Evaluation System.
2. The CEO Position Description as set out in Attachment 2 to this Report, remains unchanged.
3. A Report is provided on possible new Key Result Areas incorporating key observations and feedback from the CEO Performance Appraisal Report 2018.

CARRIED

The Chief Executive Officer left the meeting at 07:32 pm and did not return.

8.1.3 Annual Review of CEO Total Remuneration 2017/2018

Moved Cr G Reynolds
Seconded Cr L Caruso

1. In accordance with Clause 13 of the Employment Agreement and the delegation of authority granted by Council to the CEO Review Committee, an amendment to the CEO Total Remuneration be made, with that amendment being 2.2% to apply from the 2018 anniversary of the CEO Commencement Date (effective 9 May 2018).

CARRIED

The meeting closed at 7:40 pm.

CHAIRMAN.....

DATE.....

ITEM	8.1.1
	CEO REVIEW COMMITTEE
DATE	14 August 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 The following table outlines the reports to be presented to the CEO Review Committee as a result of a Council resolution:

Meeting Item	Heading and Resolution	Officer
23/07/2018 8.1.2	CEO Personal Evaluation System 2017/2018 3. A Report is provided on possible new Key Result Areas incorporating key observations and feedback from the CEO Performance Appraisal Report 2018.	Gail Page
Due:	October 2018	

3. CONCLUSION / PROPOSAL

- 3.1 Future reports for the CEO Review Committee have been reviewed and are presented for noting.

CO-ORDINATION

Officer: Exec Group MP&C
Date: 09/08/2018

ITEM	8.1.2
	CEO REVIEW COMMITTEE
DATE	14 August 2018
HEADING	CEO Performance Evaluation - Proposed Personal Evaluation System for 2018/2019
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. 4.4 Embed long term thinking, planning and innovation across the organisation.
SUMMARY	In accordance with the CEO Employment Agreement, this report provides details of the proposed Personal Evaluation System for 2018/2019.

RECOMMENDATION

1. Information be received.
2. The Personal Evaluation System to apply to the CEO for the 2018/2019 review period, comprising CEO Key Organisational Performance Indicators and the Performance Appraisal Survey (both documents attached) be endorsed.

ATTACHMENTS

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

1. CEO Performance Review Appraisal Survey 2019
2. CEO Performance Review - Key Performance Indicators 2019 - Draft

1. BACKGROUND

- 1.1 The CEO Employment Agreement provides that "*a performance review in accordance with the Personal Evaluation System will occur in May of each year*". The Agreement further provides that the Personal Evaluation System must be reviewed and, if necessary, amended by agreement within two months after each performance review.
- 1.2 Clause 12.2 of the CEO Employment Agreement indicates "*The CEO performance review shall be conducted by a Committee appointed by the Council (the Committee)*"
- 1.3 The Agreement also indicates the Committee may appoint at least one person who is qualified to assist in the performance review and who is acceptable to the CEO. The person appointed is Andrew Reed from Hender Consulting.

- 1.4 Clause 12.4 indicates the Committee will assess the CEO's performance by reference to the Personal Evaluation System measured against the CEO's Duties as outlined in the Agreement, Position Description and any other factors considered relevant by the Committee. The Committee will evaluate the extent to which the CEO has discharged the CEO's goals, objectives, responsibilities and Duties outlined in Schedule 1 of the Agreement (The Job and Person Specification provided in the report to the CEO Review Committee on 17 July 2018, Item 8.1.2).
- 1.5 The Personal Evaluation System for the previous six review periods has comprised a set of agreed Key Performance Indicators and a Performance Appraisal Survey. In the last review period the Performance Appraisal Survey was extended from Elected Members to include three external industry peers agreed by the Chief Executive Officer and the CEO Review Committee, and six staff direct reports to the Chief Executive Officer.
- 1.6 The CEO Review Committee on 17 July 2018 provided an opportunity for Committee members to provide feedback in relation to the CEO Review process. Feedback was provided in relation to future Key Performance Indicators. These have been incorporated into the revised Key Performance Indicators for 2018/2019.

1. CITY PLAN CRITICAL ACTION

- 1.1 Continue to develop the capability of our people to deliver transformative projects, innovate and engage with the community.

2. CONSULTATION / COMMUNICATION

2.1 Internal

- 2.1.1 The Executive group has been consulted in relation to Key Performance Indicators for FY2018/2019.

2.2 External

- 2.2.1 Hender Consulting have been consulted in relation to the construct of the Personal Evaluation System, in particular the Performance Appraisal Survey.

3. REPORT

3.1 Key Organisational Performance Indicators

- 3.1.1 The proposed CEO Key Organisational Performance Indicators for the 2018/19 period are attached to this report. The format of the Key Performance Indicators has been revised to include Personal Key Performance Indicators, in line with feedback from the CEO Review Committee.
- 3.1.2 Critical actions/projects have been identified based on an assessment of the City Plan and from guidance provided by the CEO Review Committee in previous discussions.
- 3.1.3 The CEO Review Committee is asked to consider the proposed Key Performance Indicators with a view to confirming them.

3.2 Performance Appraisal Survey

- 3.2.1 Hender Consulting have supported the CEO Review Committee with the CEO Review process over the past seven years.
- 3.2.2 Specifically, Hender Consulting confidentially administer the Performance Appraisal Survey, undertake remuneration benchmarking and have provided recommendations to the CEO Review Committee in relation to any changes to the CEO employment package.
- 3.2.3 The Performance Appraisal Survey was revised in 2017/2018 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. The Executive Behaviours were also revised and aligned to Key Result Areas, and the Values were included.
- 3.2.4 It should be noted that participation in the survey had been variable over the last few years, with 12 of 17 participants completing the survey in 2015/2016, only 8 of 16 Elected Members completed the survey in 2016/2017 and an increase to 11 out of 17 Elected Members completed the survey in 2017/2018, in addition to 6 out of 6 staff direct reports and 3 out of 3 industry peers. Elected Members were invited to complete the survey via the online process, however were advised should they prefer a hard copy, it was still available. Several reminders to complete the survey were provided by Hender Consulting.
- 3.2.5 In order to increase Elected Member engagement in the CEO Performance Review Process, the Independent Advisor offered to meet with each Elected Member and seek direct feedback in relation to the CEO's performance, to supplement the Performance Appraisal ratings.

4. CONCLUSION / PROPOSAL

- 4.1 A review of the Personal Evaluation System is required following each performance review process. To support the completion of this review, proposed draft Key Organisational Performance Indicators have been developed for consideration by the CEO Review Committee.
- 4.2 It is proposed that the CEO Performance Appraisal Survey remain unchanged from last year and that three industry peers and direct reports to the CEO are again invited to participate.
- 4.3 It is proposed this survey is supplemented once again by the Independent Advisor meeting with each individual Elected Member to gain further specific feedback.

CO-ORDINATION

Officer:

Date:



CEO PERFORMANCE APPRAISAL 2019

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:

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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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City of Salisbury
CEO Performance Appraisal 2019

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	
Please provide comments to support your observations of the CEO's demonstration of the above values:	

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

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

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

*City of Salisbury
CEO Performance Appraisal 2019*



CEO PERFORMANCE APPRAISAL 2018/19

CEO – Key Organisational Performance Indicators

Financial and Asset Management Sustainability

	Measure	Current
Operating Surplus Ratio: 0-5%	Financial Sustainability	
Net Financial Liabilities Ratio: < 40%	Financial Sustainability	
Asset Sustainability Ratio: 90-110%	Asset Renewal	
Delivery of Civil/Infrastructure Capital Works >85%	Productivity	

People

	Measure	Current
Retention Rate: > 85%	Organisational attraction	
Lost Time Injury Frequency Rate: <5	Safe Work Environment	
Organisational Development	<ul style="list-style-type: none"> - Values/Behaviour - Skill Development - Wellbeing 	

Stakeholder & Customer Relations

Strategic Interfaces & Partnerships	Measure	Current
Elected Members		
• Outstanding reports	delays > 3 mths	
• Quality Decisions	< 6 requests for Section. 270 Reviews	
• Briefings & One-on-one interfaces –	As measured by Elected Member Survey responses	

Customer/Community

Overall Customer Service Satisfaction		
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City Plan – Key Actions/Initiatives (More detailed scope follows these pages)	
Key Direction 1 – Prosperous City	
Council's City Strategic Plan	March 2019
Community Hub Project	Sept 2018/Aug 2019
Salisbury Oval Precinct	Ongoing
City Centre Revitalisation Strategy	Ongoing
Transport Plan	Ongoing
Investment and funding attraction	
Strategic Property Development – Tranche 2 Strategic Property Development Projects	Ongoing
Implementation of Economic Growth and Investment Strategy	Ongoing
Continued Interface/Implementation of key Northern Projects	Ongoing
Key Direction 2 – Sustainable City	
Integration of Salisbury Game Plan and Green Infrastructure Plan	February 2019
Salisbury Water Business Unit – Business Development	June 2019
NAWMA Business Development Initiative	July 2018
Energy Management Business Development Strategy	April 2019
Key Direction 3 – Living City	
City of Salisbury NDIS Alignment	March 2019
Para Hills Community Centre	September 2018
Place Curation and Events Management – Key Events	February 2019
Place Curation	February 2019
Public Art Strategy	
Indoor Facilities Review	February 2019
Bridgestone Athletics Facility	June 2019
Community Centres Strategic Review	January 2019

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Key Direction 4 – Business Excellence	
Leadership Development Program	June 2019
Asset Management Reform and Mobile Communication	June 2019
Effective Organisation and Council Governance	June 2019
Maintain Financial Sustainability	June 2019
Deliver Enhanced Customer Service	June 2019
NAWMA Operations	June 2019
Continue delivery of enhanced Strategic Procurement Outcomes	June 2019
Digital Strategy	December 2018
Effective Governance	June 2019
Redevelopment of Field Operation Centre	June 2019
Personal Key Performance Indicators	Ongoing



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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"> Council's City Strategic Plan 	March 2019
<ul style="list-style-type: none"> Community Hub Project: <ul style="list-style-type: none"> Practical Completion/Occupation <ul style="list-style-type: none"> Occupation <p>Ensure the operational readiness of the Community Hub following practical completion by delivering on the following projects:</p> <ul style="list-style-type: none"> Implementation of the concierge model and various technology solutions to deliver an enhanced customer experience Develop the model to manage the Community Hub facility to ensure the objectives (eg multiuse, flexible) are achieved (Property & Buildings) Deliver the required active network technology to enable the agreed use of the facility, eg enhanced wifi, secure network. Transition the library services to the new operating model of information learning (Community Development) 	<p>July – September 2019</p> <p>Commence Sept 2018 – Completion August 2019 across all projects</p>
<ul style="list-style-type: none"> Salisbury Oval Precinct: <ul style="list-style-type: none"> Delivery of Master Plan implementation Progressing residential development business case and design – Public EOI Report to Council by December 2019. Indicative timing of Residential EOI Stage 2 Select negotiation completion (Jan 2019). Residential Project delivery Model Adopted (Mark 2019) and Residential Business Case (June 2019) all subject to outcomes of EOI Stage 1 decision. Construction of Salisbury Oval Change Rooms 	<p>Ongoing 2018/19 Sep/Oct 2018</p> <p>Dec 2018</p>



<ul style="list-style-type: none"> Salisbury City Centre Revitalisation Strategy <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 Develop and implement the appropriate governance and support model to ensure the relevant projects within the Salisbury City Centre Revitalisation Strategy is implemented successfully (achieving agreed outcomes) 	<p>April 2019 April 2019 June 2019 March 2019</p> <p>Commence July 2018 – end date based on various projects timeframes (estimated dates expected Sept 2018)</p>
<ul style="list-style-type: none"> Transport Plan <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 Car Parking – Mawson Lakes facilities (Development options) 	<p>ongoing Advocacy with State and Federal Governments - Localised Traffic Management and Corridor Assessment</p> <p>Ongoing June 2019</p> <p>Feb 2019</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 – <ul style="list-style-type: none"> Smart City Bridgestone Recreation Fund Pursuit of Private Sector investment in key areas – SCC, employment lands Sponsorship Policy to be determined 	<p>Jan 2019 Dec 2018</p> <p>April 2019</p>

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<ul style="list-style-type: none"> • Implementation of Tranche 2 Strategic Property Development Projects (as per Council Report – July 2018) <ul style="list-style-type: none"> ○ Hoyle Green ○ Lake Windemere ○ Fairbanks Reserve Master Plan 	<p>Business case to Council Dec 2018/Jan 2019</p> <p>EOI by Dec 2018 June 2019</p>
<ul style="list-style-type: none"> • Implementation of Economic Business Growth and Investment Strategy • Investment Attraction and Export Development Initiatives <ul style="list-style-type: none"> ○ Web design/content ○ Promotion of City of Salisbury • Case Management Approach Rollout • Review of Salisbury's infrastructure and marketing plan for enhancing economic opportunities 	June 2019
<ul style="list-style-type: none"> • Continued Interface/Implementation of key northern projects – Advocacy/Investment <ul style="list-style-type: none"> ○ SME Business Development Strategy – Ongoing ○ Food Park Development ○ Redevelopment of Holdens ○ Technology Park – Innovation/Defence/Space Hub ○ Electrification of railway line ○ Drainage Greater Edinburgh Parks 	June 2019



City Plan Key Direction 2 – Sustainable City	ESTIMATED COMPLETION TIMELINE (Subject to Council consideration of matters)
Integration of Salisbury Game Plan and Green Infrastructure Plan	Feb 2019
Salisbury Water Business Unit <ul style="list-style-type: none"> Waste to Energy Initiative (Food Park opportunity with Private Sector) Ongoing Management of ASR and Distribution of Recycled Water Salisbury Water EOI Finalise the EOI process outcomes <ul style="list-style-type: none"> Successful EOI process Successful negotiation with preferred organisation/consortium <ul style="list-style-type: none"> Approval by Council Delivery of agreed model 	June 2019 Sep - Nov 2018 Nov 2018 – Feb 2018 Mar 2019 Jul 2019
Salisbury Water Operations Achievement of Salisbury Water Business Plan objectives to increase supply and operating result <ul style="list-style-type: none"> Manage the PFAS contamination effectively and progress resolution with Dept of Defence 	Jun 2019 Ongoing management and continued resolution expected to be beyond Jun 2019
Catchment Improvement Program – Dry Creek – Identification of Works	March 2019
NAWMA Business Development Initiative <ul style="list-style-type: none"> Partnering between NAWMA and Council for improved waste management outcomes identified and pursued 	July 2018 – ongoing
Energy management Business Development Strategy	April 2019

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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"> Proposed Business Model and Adoption by Council 	March 2019
<ul style="list-style-type: none"> Para Hills Community Centre <ul style="list-style-type: none"> Business Transition and Occupation Decommissioning of Paddocks facility 	11 August 2018 Sept 2018
<ul style="list-style-type: none"> Place Curation and Events Management – Key Events <ul style="list-style-type: none"> Australia Day Salisbury Secret Garden St Kilda Celebration Partnering with Salisbury Business Centre Multi-Cultural Event Bridgestone Family Fun Day Salisbury Writer's Week Events Management <ul style="list-style-type: none"> Events Calendar and budget endorsed by Council in March 2018. Further report to determine locations across the City 	Jan 2019 Feb 2019 TBD TBD TBD August 2017 Feb 2019
<ul style="list-style-type: none"> Place Curation 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. Align requests regarding events across the city and most recently the Community Art Program and Salisbury Plays. 	Feb 2019
<ul style="list-style-type: none"> Business Development Model for Community Centres Endorsed (also referred to as hub and spoke) (This work relates to Social Infrastructure Review which sets the strategic context for the location and mix of services. The Model will consider past council decisions regarding the establishment of Hubs and an investigation into an Indigenous Cultural Centre) 	Dec 2018/Jan 2019



<ul style="list-style-type: none"> • Social Infrastructure Review/for setting (The strategic context for the location and mix of services.) 	Dec 2018
<ul style="list-style-type: none"> • Indoor Facilities Review (Ingle Farm, Salisbury recreation Precinct encompassing Happy Home Reserve, Gardens Recreation Centre) 	Feb 2019
<ul style="list-style-type: none"> • Bridgestone Athletics Facility • Design Development • Partnering with State Government and City of Playford in relation to the Port Wakefield Road/Northern Connector Corridor Master Plan and DPA (incorporating Dry Creek Salt Fields): - ongoing, target for master plan to be completed by June 2019 dependent upon partner agreements. • Construction of new IAAf regional level athletics facility and community facility and new management model 	June 2019

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City Plan Key Direction 4 – Business Excellence	
	ESTIMATED COMPLETION TIMELINE (Subject to Council consideration of matters)
<ul style="list-style-type: none"> Leadership Development Program <ul style="list-style-type: none"> Executive/Senior Management Vision and Values – Corporate Development Program Successful delivery of change management framework that supports the organisation deliver enhanced outcomes ADKAR model applied to key change projects <ul style="list-style-type: none"> Community Hub AMIP Project Mngt Strategic Procurement Project outcomes delivered with minimal change mngt issues 	March 2019 Aug 2019 Jan 2019 Sept 2019 Mar 2019 Ongoing
<ul style="list-style-type: none"> Asset Management Reform and Mobile Communications 	March 2019
<ul style="list-style-type: none"> Effective Organisational and Council Governance 	Ongoing
Strategic Business Development Opportunities Identify and progress business development opportunities through the Innovation & Business Development Sub Committee <ul style="list-style-type: none"> Salisbury Water EOI Continuous Improvement Framework Performance Excellence Framework 	Jul 2019 Feb 2019 Jan 2019



Maintain Financial Sustainability Continue to assess and influence outcomes linked to rate capping legislation to ensure impacts are minimised	Aug 2018 – Jun 2019
Deliver on the Council financial targets	Jun 2019
Consider rating strategy review with new Council	Apr 2019
Deliver enhanced customer service Ensure the new Customer Service Charter and Framework are embedded within the organisation	Mar 2019
Supporting the Community Hub delivery	Aug 2019
Review of Project Management Initiate and deliver new project management framework across the organisation	Aug 2018 – Aug 2019
Enhanced Marketing & Communications Deliver the agreed outcomes of the Marketing & Communications Review <ul style="list-style-type: none"> • Development of agreed targets & regular reporting against targets • Improved media relationship and management • Enhanced reporting to Council on marketing & communications outcomes • Enhanced digital content associated with increased resource • Stronger delivery of strategic outcomes assessed through external perception study 	Sept 2018 Mar 2019 Feb 2019 Oct 2018 Jun 2019
NAWMA Operations Influence strategic outcomes to ensure continued successful outcomes and capitalise on growth opportunities <ul style="list-style-type: none"> • Explore growth opportunities across LG • Explore opportunities from WtE 	Jun 2019

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Continue delivery of enhanced Strategic Procurement Outcomes Continue strategy to enhance procurement outcomes <ul style="list-style-type: none"> • Achieve >\$0.6m in value • Conduct industry briefing on new approach to procurement • Increase local content from 2017/18 • Support and lead change in procurement across the organisation 	Jun 2019 Oct 2018 Jun 2019 Across year
Digital Strategy (Smart City) Finalisation and commence delivery of Digital Strategy <ul style="list-style-type: none"> • Finalise community consultation • Council endorses Digital Strategy • Develop IT Action Plan • Successful outcome from Smart Cities Funding 	Sep 2018 Dec 2018 Dec 2018 Nov 2018
Effective Governance <ul style="list-style-type: none"> • Enhanced Council processes/Reports through Digital Applications • Conduct/Management and Election • Review of Business Continuity and Risk Management Frameworks • Elected Member Induction Training and Development 	Jan 2019 Oct/Nov 2018 March 2019 June 2019
Redevelopment of Field Operation Centre – Design Development	June 2019



<p>Strategic Interfaces and Partnerships</p> <p>Government Northern Economic Development (State/Federal) Ministerial meeting – Minister Pisoni, Minister Knoll, Local Members, Messrs Blair, Brown, Bettison</p> <p>Local Government Metropolitan Local Government Group Council Solutions Board CEO Forum - LGA</p> <p>Community/Business Interface Salisbury Business Association Food Park Advisory Meetings Business Forums and Brand SA</p> <p>Elected Member Involvement/Advocacy</p>	
<p>Personal Key Performance Indicators (with two performance measures)</p> <ul style="list-style-type: none"> • Professional Development <ul style="list-style-type: none"> ○ Australian Local Government CEO Group ○ Local Government Professionals CEO Group (SA) ○ CEO Business Interface Roundtable (Hosted by CEO) • Worklife Balance <ul style="list-style-type: none"> ○ Leave taken 	

