



AGENDA

FOR CEO REVIEW COMMITTEE MEETING TO BE HELD ON

15 JANUARY 2019 AT 6:30 PM

IN COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY

MEMBERS

Mayor G Aldridge (Chairman)
Cr J Woodman (Deputy Chairman)
Cr C Buchanan
Cr D Proleta
Cr S Reardon

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 14 August 2018.

REPORTS

Reports

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OTHER BUSINESS

CLOSE



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

14 AUGUST 2018

MEMBERS PRESENT

Mayor G Aldridge (Chairman)
Cr S Bedford
Cr L Caruso (Deputy Chairman)
Cr D Pilkington (*via remote access*)
Cr G Reynolds
Cr R Zahra

STAFF

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

The meeting commenced at 6:35 pm.

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

APOLOGIES

An apology was received from Cr J Woodman.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr R Zahra
Seconded Cr L Caruso

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

CARRIED

REPORTS

Reports

8.1.1 Future Reports for the CEO Review Committee

Moved Cr R Zahra
Seconded Cr S Bedford

1. The information be received.

CARRIED

8.1.2 CEO Performance Evaluation - Proposed Personal Evaluation System for 2018/2019

Moved Cr S Bedford
Seconded Mayor G Aldridge

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 (attached) be endorsed, noting that the construction of the Bridgestone Athletics Facility under the Living City Goal is completed by June 2020.
3. A further report is provided in January 2019 outlining details of the Performance Appraisal Survey to address feedback from Elected Members, Staff and External Industry Peers.

CARRIED

The meeting closed at 7:26 pm.

CHAIRMAN.....

DATE.....

ITEM	8.1.1
	CEO REVIEW COMMITTEE
DATE	15 January 2019
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 committee for noting.

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:

Date:

ITEM	8.1.2
	CEO REVIEW COMMITTEE
DATE	15 January 2019
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 2018/2019 performance review period. It also seeks approval for Professional Development activities for 2018/2019 performance review period.

RECOMMENDATION

1. Information be received.
2. Progress towards achievement of the endorsed 2018/2019 Key Performance Indicators be noted and endorsed.
3. Professional Development activity for the CEO be noted.

ATTACHMENTS

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

1. CEO KPI Status Update - Dec 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 2018, the CEO Review Committee agreed the Personal Evaluation System to apply to the CEO for the 2018/2019 review period, comprising Key Performance Indicators (as per attachments to item 8.1.2., CEO Review Committee Meeting, 14/08/2018, noting that the construction of the Bridgestone Athletics Facility is completed by June 2020).
- 1.3 Clause 11 of the CEO Employment Agreement relates to Professional Development, and indicates:

“11.1 The Council expects that the CEO will maintain a reasonable level of professional standards and contemporary skills and, therefore, that the CEO engages in reasonable and appropriate professional development. There is a mutual responsibility in the Council and the CEO to support such development.

11.2 The Council will meet the following expenses to ensure that the CEO's professional development is supported:

11.2.1 Membership fees and subscriptions payable by the CEO to professional associations or bodies nominated, the membership of which is reasonably necessary or desirable in assisting the CEO to perform the Duties, to a maximum value of \$1,000;

11.2.2 Reasonable cost of the CEO attending conferences, seminars, in-service training, appropriate networking with industry and with the community stakeholders;

11.2.3 Appropriate study and other professional development, will be negotiated by the Council through the annual performance review process.

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 2018/2019 Key Performance Indicators.

4. REPORT

- 4.1 This report provides the status update for 2018/2019, for the period ending 31 December 2018. It should be noted this is the first status update report due to the Council Elections. Refer Attachment 1 for Status Update Report.
- 4.2 As part of the CEO review process following the 17/18 financial year there was an enquiry as to the nature of professional development that was being undertaken by the CEO.

The CEO cited a number of strategies being pursued, ranging from attending forum discussions on specific topics relevant to Local Government, through to business and specific conference sessions. In addition the CEO engages with and utilises specific third party advisers to ensure the organisation benefits from external experience in areas such as strategic alignment with Government and economic development agendas and key business activities such as Water Business Unit and Strategic Property Development.

The CEO also identified his membership with the Local Government Professional Officer Group and the Local Government Chief Executive Officers Group, which operates across Australia and New Zealand.

- 4.3 The Local Government Chief Officers Group (LGCOG) is a Professional Development Network of Australian and New Zealand Local Government Chief Executives. The Group meets 3 times a year over 2 days in different locations (normally in different states and may also be in New Zealand). Members offer their councils as conference hosts and keynote speakers and conference programs are the responsibility of that Council. All other costs are born by the participants via a registration fee or account for actual costs incurred such as travel/accommodation. In reference to Clause 11 of the CEO Employment Agreement (Professional Development), the CEO has, to date, in accordance with clause 11.2.2, attended 1 meeting per annum, however is intending to attend 2 meetings per year which will better enable the CEO to strengthen partnerships within the CEO network and maintain understanding of important emerging trends in the Local Government sector, both in Australia and New Zealand.
- 4.4 The development value to the CEO, and in particular the City of Salisbury, lies in the opportunity it affords to be alert to emerging political agenda at both Federal and State level, emerging business, organisational and development trends/innovations which are being pursued in other Local Government environments, and specific learning experiences from other CEO's in driving their agendas.

5. CONCLUSION / PROPOSAL

- 5.1 The next consideration of Key Performance Indicators achievement status will occur following the end of Quarter 3 (April 2019).

CO-ORDINATION

Officer:

Date:



CEO PERFORMANCE APPRAISAL 2018/19

CEO – Key Organisational Performance Indicators

Financial and Asset Management Sustainability

	Measure	Current
Operating Surplus Ratio: 0 - 0-5%	Financial Sustainability	On target
Net Financial Liabilities Ratio: < 40%	Financial Sustainability	On target
Asset Sustainability Ratio: 90-110%	Asset Renewal	On target
Delivery of Civil/Infrastructure Capital Works >85%	Productivity	On target – current year to date 35% (actual and commitments)
People	Measure	Current
Retention Rate: > 85%	Organisational attraction	85.25%
Lost Time Injury Frequency Rate: <5	Safe Work Environment	4.9
Organisational Development	<ul style="list-style-type: none"> - Values/Behaviour - Skill Development - Wellbeing 	Values workshops – 5 in December and presentation to EM Workshop Ongoing Program due to roll out in February

Stakeholder & Customer Relations

	Measure	Current
Strategic Interfaces & Partnerships		
Elected Members		
<ul style="list-style-type: none"> • Outstanding reports 	Delays > 3 mths	18
<ul style="list-style-type: none"> • Quality Decisions 	< 6 requests for Section. 270 Reviews	1 in progress
<ul style="list-style-type: none"> • Briefings & One-on-one interfaces – 	As measured by Elected Member Survey responses	

Customer/Community

Overall Customer Service Satisfaction		Presentation at EM Workshop in February
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City Plan – Key Actions/Initiatives	
Key Direction 1 – Prosperous City	
Council's City Strategic Plan	March 2019
Community Hub Project	August 2019
Salisbury Oval Precinct	Ongoing EOI March 2019
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	Ongoing
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
Future Directions Community Centres and Libraries	February 2019

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Key Direction 4 – Business Excellence	
Leadership Development Program	June 2019
Asset Management Reform and Mobile Communication	Rollout Dec 2018/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





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 Process for review of City Plan endorsed by Executive group at its meeting on 20 November 2018. Desktop review of delivery of critical action, progress towards achievement of objective and KPIs underway and supported by strategic overview of economic activity by Deloitte’s. Will be completed by the Elected Member weekend in February. Primarily this phase of the review will focus on refining and identifying a reduced number of critical actions that will then feed into the 2019-20 Annual Business Plan and Budget. A more comprehensive review as per Council’s obligations under section 122 of the Local Government Act will be undertaken in 2019-20. 	March 2019
<ul style="list-style-type: none"> • Community Hub Project: Practical Completion/Occupation <ul style="list-style-type: none"> ○ Occupation Ensure the operational readiness of the Community Hub following practical completion by delivering on the following projects: <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) • KPMG engaged to assist in delivering the Operational Readiness initiatives. All four projects progressing to support transitioning to hub following Practical Completion date 	August – September 2019 Commence Sept 2018 – Completion August 2019 across all projects On Target



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<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. ○ Update report to Council by January 2019. Indicative timing of Residential EOI outcomes and negotiation (Feb 2019). Residential Project delivery Model and EOI outcomes presented to SPDSC (March 2019) and Residential Business Case (June 2019) all subject to outcomes of EOI Stage 1 decision. ○ Construction of Salisbury Oval Change Rooms – work has almost been completed on the construction of new change rooms. Update reports to Council will be provided as required. 	<p>Ongoing 2018/19 Sep/Oct 2018 - Complete</p> <p>Jan 2019 (Previously Dec 2018)</p>
<ul style="list-style-type: none"> • Salisbury City Centre Revitalisation Strategy <ul style="list-style-type: none"> ○ 12 James Street Demolition. ○ Principles of the Church Street upgrade in relation to the City centre have been agreed on and concepts are being developed. ○ Development of a long term parking strategy for the City Centre <ul style="list-style-type: none"> - A draft car parking scenarios report with options for car parking management in the Salisbury City Centre has been prepared by GTA consulting (in collaboration with council staff). This will be considered by Executive Group in January 2019 with a report then going to Council by April 2019. ○ Preparation of a land development/disposal strategy for City Centre Sites <ul style="list-style-type: none"> - A draft SCC investment attraction strategy has been prepared for discussion with Strategic Executive in January 2019. This links directly to considerations relating to land disposal and development options. ○ 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). <ul style="list-style-type: none"> ○ Establishment of governance structure to oversee delivery of projects associated with the Salisbury City Centre Revitalisation Strategy. Monthly report to Executive. 	<p>October 2019 April 2019</p> <p>April 2019</p> <p>March 2019/June 2019</p> <p>Commence July 2018 – end date based on various projects timeframes</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 – Discussion to occur with DPTI ○ Edinburgh Road ○ Car Parking – Mawson Lakes facilities (Development options) <ul style="list-style-type: none"> - Discussions held with Renewal SA and DPTI regarding development options for the interchange carpark (including carpark management considerations. Renewal SA is internally preparing high level feasibility options to inform way forward A draft carparking scenarios report with options for carparking at the Mawson Lakes interchange has been prepared by GTA consulting (in collaboration with Council staff). 	<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 <ul style="list-style-type: none"> - Currently working with 16 potential investors and 5 companies looking to expand in Salisbury. Approx. \$500 million of private sector projects currently underway or announced. Active engagement with State Government (including briefing of the Minister for Trade, Tourism and Investment) to provide joined up approach with State Government to secure investment activity. ○ Sponsorship Policy to be determined 	<p>Unsuccessful bid for Federal Government Smart City Initiative Funding. Will finalise revised position to utilise Council approved Smart City budget to deliver some initiatives</p> <p>Dec 2018 Funding received \$1.5mill</p> <p>Ongoing</p> <p>April 2019</p>





<ul style="list-style-type: none"> • Implementation of Tranche 2 Strategic Property Development Projects and 2 yearly update of the Strategic Land Review and 5 Year Development Program <ul style="list-style-type: none"> ○ Hoyle Green ○ Lake Windemere ○ Fairbanks Reserve Master Plan 	<p>April 2019</p> <p>Business case to Council June 2019 (Previously Jan 2019)</p> <p>EOI by March 2019 (Previously Dec 2018) June 2019</p>
<ul style="list-style-type: none"> • Implementation of Economic Business Growth and Investment Strategy <ul style="list-style-type: none"> ○ Continuing to implement current approach based on investment attraction/facilitation and delivery of services direct to the business community through the Polaris Business and Innovation Centre. Deloitte Access Economics has been engaged to provide advice on long term direction of Salisbury’s economy and what Council could consider to ensure the area remains as one of the larger and faster growing economies in the state. Consideration of opportunities relating to the land corridor between the Northern Connector and Port Wakefield Road with discussions held with DPTI on progressing land use planning/rezoning. • Investment Attraction and Export Development Initiatives <ul style="list-style-type: none"> ○ Web design/content <ul style="list-style-type: none"> - Content is continually sourced and uploaded to Invest Salisbury, Salisbury Business and City of Salisbury websites, along with Facebook (Polaris Centre and CoS). Recent announcements are also tracked and included in quarterly economic development performance reports ○ Promotion of City of Salisbury <ul style="list-style-type: none"> - City of Salisbury sponsored Brand SA’s I Choose SA for Industry campaign in September focussing on Advanced Manufacturing month. Key outcomes of this sponsorship: 174 people attended the three key events, campaign reach was 1.2 million, social media impressions 144,584, media value for 	<p>June 2019</p>





<p>September was \$216,000, 7 requests received for more information about doing business in Salisbury or Advanced Manufacturing in the region</p> <ul style="list-style-type: none"> - City of Salisbury to continue engagement with Brand SA through sponsorship of the I Choose SA for Industry campaign for the whole of 2019 as a program partner - City of Salisbury to sponsor a public event as a part of UniSA’s Southern Hemisphere Space School Program 2019, to reinforce the region’s space industry capability and CoS’s profile as a location of choice for space related companies - Partnership with InDaily agreed for sponsored articles to position and lift the profile of the City of Salisbury, and key industry sectors in the region that are growing and creating jobs. Proposed timing of this partnership is for February/March 2019 <ul style="list-style-type: none"> • Case Management Approach Rollout <ul style="list-style-type: none"> ○ Case management framework for businesses looking to invest/expand in the CoS has been rolled out and implemented across departments as a part of the business friendly agenda. Primarily utilised through Economic Development and Development Services divisions, to facilitate engagement with Council. • Review of Salisbury’s infrastructure and marketing plan for enhancing economic opportunities 	
<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 <ul style="list-style-type: none"> - Polaris Centre continues to deliver programs and support to SMEs in the region. In the first half of this financial year approximately 600 individual businesses had been provided with advice and information with 31 clients signed up to one on one mentoring programs. Since 1 July, 28 workshops and networking events have been held. Continued reorientation of services to businesses with growth potential. ○ Food Park Development <ul style="list-style-type: none"> - Continued partnership with State Government. Joint information session (with PIRSA and Renewal SA) held at Mawson Lakes Hotel on 1 November 2018. City of Salisbury continues to work with businesses interested in the food park, with La Casa Del Formaggio and AusCold, along with DeLorean Energy committing to the park ○ Redevelopment of Holdens – Liongate 	<p>June 2019</p>



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<ul style="list-style-type: none"> ○ Technology Park – Innovation/Defence/Space Hub <ul style="list-style-type: none"> - Continued advocacy and work occurs with Renewal SA and the State Government to ensure that the remaining sites in Technology Park are focussed at defence/high technology/space investment. There are eight companies currently interested in the remaining sites in Technology Park and Renewal SA continues to engage with these companies. - Electrification of railway line. Funding has been committed to the electrification of the railway line, and Council continues to advocate for an upgrade to the Salisbury Interchange and grade separation at Park Terrace. ○ Drainage Greater Edinburgh Parks <ul style="list-style-type: none"> - Ongoing negotiations with Playford and Federal Government for funding. ● Design Development <p>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. In discussion with DPTI as Corridor Master Plan put on hold by DPTI</p> 	<p>Ongoing</p> <p>June 2019</p>
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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 A draft Green Infrastructure Plan has been prepared consolidating these 2 plans. This will be finalised over the next month.	Feb 2019
Salisbury Water Business Unit <ul style="list-style-type: none"> Staff continue to work with industry on solutions to address energy costs. This has also aligned to work being done by NAWMA and broader opportunities at Edinburgh, eg Delorean Project. The focus is supporting and facilitating other major players in the WtE sector rather than CoS specific initiatives. Salisbury Water Operations Achievement of Salisbury Water Business Plan objectives to increase supply and operating result. <ul style="list-style-type: none"> Salisbury Water continues to operate effectively and managing the PFAS contamination. Note presentation to Elected Members in January re operations and impact of PFAS. Work continues on progressing remediation and outcomes suitable to Council. 	June 2019 Ongoing management and continued resolution expected to be beyond June 2019
Catchment Improvement Program – Dry Creek – Identification of Works.	March 2019
Salisbury Water EOI Finalise the EOI process outcomes <ul style="list-style-type: none"> Board endorsed EOI process which required amended process for approach to market. EM briefing occurred Jan 2019. Initial phase involves soft testing market to understand interest prior to formal EOI to market. Timeframes may need to be extended due to this approach which is expected to deliver better outcomes. 	Ongoing July 2019 (Previously Feb 2019)
NAWMA Business Development Initiative <ul style="list-style-type: none"> Partnering between NAWMA and Council for improved waste management outcomes identified and pursued. Continue to work with NAWMA to identify strategic opportunities. Strategic session scheduled for late January for board members. 	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. ○ Awaiting Commonwealth decisions in relation to Aged Care. 	Update provided December 2018 and further update June 2019
<ul style="list-style-type: none"> • Para Hills Community Centre <ul style="list-style-type: none"> ○ Commissioned in August 2018 and operating. Updated report provided in December 2018 and another report will be presented in February 2019. 	February 2019
<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 ○ There are approximately 38 events delivered across the city, 25 of these are delivered by City of Salisbury, others are partnered community events. The budget across the events is approaching \$350,000 (excluding 1.5FTE for delivery), including the allocation for sponsored events as a part of the Sport, Recreation and Grants Committee. • 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 November 2018 October 2018 September 2018 August 2019 Feb 2019





<ul style="list-style-type: none"> • Place Curation <ul style="list-style-type: none"> ○ 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. As this is predominantly about open space activation it will be considered as part of the Green/Landscape/open space activation plan. 	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) 	March 2019 (Previously Jan 2019)
<ul style="list-style-type: none"> • Future Directions Indoor Facilities (Ingle Farm, Salisbury Recreation Precinct encompassing Happy Home Reserve, Gardens Recreation Centre) 	Feb 2019
<ul style="list-style-type: none"> • Bridgestone Athletics Facility <ul style="list-style-type: none"> ○ Procurement strategy design and construct out to market February 2019. ○ To commence construction in June 2019. ○ Project completion date including agreed management model will be delivered June 2020. ○ Concept Plans have been developed and the site surveyed. An Acquisition Plan has been prepared and approved to go to the market for 2 Design & Construct contracts, one for the new amenity and administration building, the other for the remaining works, including civil works, a new athletics track, lighting, irrigation, etc. 	June 2020





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 ○ Workshop with staff on values delivered Dec 2018. • Successful delivery of change management framework that supports the organisation deliver enhanced outcomes <ul style="list-style-type: none"> ○ Continued effort in supporting organisation through a structured change management model. Recent successful outcomes have been the AMIP project. Work progresses on supporting the required change to deliver the Community Hub. • 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 management issues 	<p>March 2019 Major effort associated with the Operational Readiness project to ensure successful transition to new model of operations.</p> <p>Aug 2019 Jan 2019 Sept 2019 Mar 2019 Ongoing</p>
<ul style="list-style-type: none"> • Asset Management Reform and Mobile Communications The Asset Management Improvement Project (AMIP) has delivered a solution which enables workforce mobility and provides the ability to record work activity against Council assets. Field staff went live in November with mobile devices and a mobile application. Benefits to date have included: <ul style="list-style-type: none"> • Removal of paper job sheets in the field • Removal of duplicate data entry and administrative overhead • Increased data accuracy 	<p>March 2019 (Delivered Nov 2018)</p>





<ul style="list-style-type: none"> • Significantly reduced the delay in job administration and monitoring • Jobs can be sent directly to staff in the field • Job schedules can be changed for field staff through the system automatically and send out the change information to their mobile devices • Work is progressing on further improvements which will be implemented by June. 	
<ul style="list-style-type: none"> • Effective Organisational and Council 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 	<p>Jan 2019 Oct/Nov 2018 - Completed March 2019 June 2019</p>
<p>Strategic Business Development Opportunities Identify and progress business development opportunities through the Innovation & Business Development Sub Committee</p> <ul style="list-style-type: none"> • Salisbury Water EOI • Continuous Improvement Framework <ul style="list-style-type: none"> - Adoption of CI framework continues with progress being delivered across organisation through CI Champions. Refer update report to IBD sub-committee in January • Performance Excellence Framework <ul style="list-style-type: none"> - Completed response to 2018 data collection process. Pending report to assess potential initiatives to continue delivering enhanced performance 	<p>Jul 2019 (Refer above) Feb 2019 Jan 2019</p>
<p>Maintain Financial Sustainability Continue to assess and influence outcomes linked to rate capping legislation to ensure impacts are minimised</p> <ul style="list-style-type: none"> • Proposed legislation on rate capping has not progressed. Extensive input into submissions to ESCOSA and LGA that identified issues with legislation. Current approach is more focussed on governance related measures rather than “rate capping”. Further consideration required as to potential impacts from current legislation being considered 	<p>Aug 2018 – Jun 2019</p>





Deliver on the Council financial targets	June 2019 – on target
Consider rating strategy review with new Council <ul style="list-style-type: none"> To be discussed with EMs in February residential workshop, followed by a consideration during budget process as will require NIB to deliver review. 	Apr 2019
Deliver enhanced customer service Ensure the new Customer Service Charter and Framework are embedded within the organisation. <ul style="list-style-type: none"> Customer Service training successfully piloted with staff. Rolling out training to all staff. Review of current Charter and Framework scheduled for March 2019 with Council. 	Mar 2019 –
Supporting the Community Hub delivery <ul style="list-style-type: none"> Focus on Operational Readiness project to ensure successful operation of new facility. This is supported by extensive change management framework. 	Aug 2019 –On target
Review of Project Management Initiate and deliver new project management framework across the organisation <ul style="list-style-type: none"> Project Charter endorsed December 2018. Progressing tasks to enhance existing project framework. 	Aug 2018 – Aug 2019 On target
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 <ul style="list-style-type: none"> Sept 2018 – draft report considered by executive. Further work required before finalising draft. Improved media relationship and management <ul style="list-style-type: none"> Mar 2019 – continued effort in ensuring relationship with media is effective. Recent good stories on Council activities and projects (Salisbury and Para Hills Community Hubs, Investment activities are examples of this relationship). 	Jun 2019 – not yet actioned





<ul style="list-style-type: none"> Enhanced reporting to Council on marketing & communications outcomes Enhanced digital content associated with increased resource <ul style="list-style-type: none"> increased activities on social media (provide statistics to support comment) Stronger delivery of strategic outcomes assessed through external perception study 	<p>Ongoing</p> <p>Feb 2019 – in progress</p>
<p>NAWMA Operations Influence strategic outcomes to ensure continued successful outcomes and capitalise on growth opportunities</p> <ul style="list-style-type: none"> Explore growth opportunities across LG Explore opportunities from WtE NAWMA is assessing opportunities with focus in leveraging on core expertise in industry. As noted earlier NAWMA is considering WtE opportunities with CoS supporting and inputting into opportunities rather than being responsible for delivery. 	<p>Jun 2019</p>
<p>Continue delivery of enhanced Strategic Procurement Outcomes Continue strategy to enhance procurement outcomes</p> <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 <ul style="list-style-type: none"> Only Q1 data available at time of report. Equal to same time as last year (approx. \$5.7m) Support and lead change in procurement across the organisation Milestones to date are: <ul style="list-style-type: none"> Centralised all procurement activities greater than \$150k to Strategic Procurement Developed a process for measuring, capturing, monitoring and reporting tangible benefits (Cost Avoidance & Cost Reduction) Developed a Strategic Procurement dashboard Continued development of the Strategic Procurement team 	<p>Currently at \$0.71m</p> <p>Planned for June 2019</p>





<p>Digital Strategy (Smart City) Finalisation and commence delivery of Digital Strategy</p> <ul style="list-style-type: none"> • Finalise community consultation • Council endorses Digital Strategy • Develop IT Action Plan • Successful outcome from Smart Cities Funding 	<p>Sep 2018 – revised date of March 2019 Dec 2018 – following consultation report to Council in May 2019 Dec 2018 – June 2019 Nov 2018 – bid unsuccessful. Will consider utilisation of approved Council budget to deliver some initiatives</p>
<p>Redevelopment of Field Operation Centre – Design Development</p> <ul style="list-style-type: none"> • Consultation with the work force has begun. A project steering group established. Design principles endorsed. A design consultant is currently being engaged to work with the Steering Group to prepare a functional design. Currently the project is on track. 	<p>June 2019</p>




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Strategic Interfaces and Partnerships	
<p>Government</p> <p>Northern Economic Development (State/Federal) Agenda – City Deal</p> <ul style="list-style-type: none"> - Adelaide City Deal Stakeholder Roundtable - Hosting of Minister Ridgway - Meeting with Michael Hynda, Dept Trade, Tourism and Investment - Meeting with Jim Hellion, State Coordinator-General <p>Ministerial meeting – Minister Pisoni, Minister Knoll, Local Members, Messrs Blair, Brown, Bettison</p> <p>Meetings with Renewal SA regarding Food Park</p> <p>Inquiry into Investment Attraction Public Hearing</p> <p>Professional Events:</p> <ul style="list-style-type: none"> - Brand SA State Budget Launch with Rob Lucas - Brand SA Advanced Manufacturing - Brand SA Behind the Scenes Site Visits – Key Companies in the North, ie Bickfords <p>Local Government</p> <p>Metropolitan Local Government Group</p> <p>Council Solutions Board</p> <p>CEO Forum – LGA</p> <p>CEO Roundtable on Reform Bill</p> <p>Community/Business Interface</p> <p>Salisbury Business Association Awards</p> <p>Food Park Advisory Meetings</p> <p>Business Forums and Brand SA</p> <p>Meetings with Hickinbotham Homes, Think Strategically, Michell’s, Salisbury High School, InComPro, Adelaide Airport, Broadtree Investments regarding Technology Park and Deloitte.</p>	



	
Elected Member Involvement/Advocacy	
Personal Key Performance Indicators (with two performance measures) <ul style="list-style-type: none"> • Professional Development <ul style="list-style-type: none"> ○ Australian Local Government Chief Officers Group ○ Local Government Professionals CEO Group (SA) ○ CEO Business Interface Roundtable (Hosted by CEO) • Worklife Balance <ul style="list-style-type: none"> ○ Annual Leave taken during Caretaker and Christmas Period 	



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ITEM	8.1.3
	CEO REVIEW COMMITTEE
DATE	15 January 2019
HEADING	CEO Performance Appraisal Survey 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. 4.3 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 outlines details of the CEO Performance Appraisal Survey as part of the CEO Personal Evaluation System for the 2018/2019 performance review period.

RECOMMENDATION

1. Information be received.
2. The CEO Performance Appraisal Survey 2019 is provided to Elected Members and direct reports to the Chief Executive Officer.
3. The CEO Performance Appraisal Survey 2019 (attached) be endorsed, noting new organisational Values will be substituted prior to issue.

ATTACHMENTS

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

1. CEO Performance Appraisal Survey 2019

1. BACKGROUND

- 1.1 A report was provided to the CEO Review Committee in August 2018, seeking endorsement of 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 to item 8.1.2 of the CEO Review Committee Meeting, 14 August 2018).
- 1.2 The CEO Key Organisational Performance Indicators were endorsed, noting that the construction of the Bridgestone Athletics Facility under the Living City goal is completed by June 2020.
- 1.3 A further report was requested to be provided in January 2019 outlining the details of the Performance Appraisal Survey to address feedback from Elected Members, Staff and External Industry Peers.

- 1.4 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 current Values were included.
- 1.5 The survey process was also revised to include feedback from Elected Members, six direct reports to the Chief Executive Officer and three external industry peers.
- 1.6 It was noted in the report to the CEO Review Committee Meeting on 14 August 2018 that participation in the survey had been variable over the last few years, so a number of initiatives were put in place to better facilitate the review process.

2. CITY PLAN CRITICAL ACTION

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

3. CONSULTATION / COMMUNICATION

3.1 External

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

4. REPORT

- 4.1 As part of the feedback provided in June 2018, Hender Consulting commented that in relation to the validity and robustness of indicators, the external industry peers survey response included a much higher number of “unable to assess” selection at around 23%. It was considered by Hender Consulting that this is fully understandable as it reflects their limited line of sight of the CEO’s day-to-day presence within Council.
- 4.2 The CEO Performance Appraisal Survey for 2019 is provided again as Attachment 1.

5. CONCLUSION / PROPOSAL

- 5.1 In light of the feedback arising from the previous appraisal, it is therefore proposed that the CEO Performance Appraisal is provided only to Elected Members and six direct staff reports for the 2018/2019 performance review period, and external stakeholders are not included.
- 5.2 It is proposed that the format of the Performance Appraisal Survey remain unchanged, except to substitute the new organisational Values that are under development, prior to issuing the survey in May 2019.

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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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 2019*