



AGENDA

**FOR CEO REVIEW COMMITTEE MEETING TO BE HELD ON
9 APRIL 2019 AT CONCLUSION OF AUDIT COMMITTEE OF COUNCIL
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 15 January 2019.

REPORTS

Reports

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8.1.2 CEO Key Performance Indicators Status Update..... 7

8.1.3 CEO Annual Performance Review Process FY2019 31

CLOSE



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

15 JANUARY 2019

MEMBERS PRESENT

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

STAFF

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

The meeting commenced at 6:30 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 C Buchanan
Seconded Cr S Reardon

The Minutes of the CEO Review Committee Meeting held on 14 August
2018, be taken and read as confirmed.

CARRIED

REPORTS

Reports

8.1.1 Future Reports for the CEO Review Committee

Moved Cr D Proleta
Seconded Cr S Reardon

1. The information be received.

CARRIED

8.1.2 CEO Key Performance Indicators Status Update

Moved Cr C Buchanan
Seconded Cr D Proleta

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 endorsed.

CARRIED

8.1.3 CEO Performance Appraisal Survey 2018/2019

Moved Cr C Buchanan
Seconded Mayor G Aldridge

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

CARRIED

OTHER BUSINESS

Nil

The meeting closed at 7:10 pm.

CHAIRMAN.....

DATE.....

ITEM	8.1.1
	CEO REVIEW COMMITTEE
DATE	09 April 2019
HEADING	Future Reports for the CEO Review Committee
AUTHOR	Joy Rowett, Governance Coordinator, 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: Exec Group MP&C
Date:

ITEM	8.1.2
	CEO REVIEW COMMITTEE
DATE	09 April 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.

RECOMMENDATION

1. Information be received.
2. Progress towards achievement of the 2018/2019 Key Performance Indicators be noted and endorsed.

ATTACHMENTS

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

1. Key Performance indicators

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 attachment to item 8.1.2., CEO Review Committee Meeting, 14/08/2018).

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 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 2018/2019, 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 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 61% (actual and commitments)
People	Measure	Current
Retention Rate: > 85%	Organisational attraction	86.48%
Lost Time Injury Frequency Rate: <5	Safe Work Environment	3
Organisational Development	<ul style="list-style-type: none"> - Values/Behaviour - Skill Development - Wellbeing 	Values workshops scheduled and to be completed end of April. Wellbeing Program for Admin Staff – March 2019

Stakeholder & Customer Relations

	Measure	Current
Strategic Interfaces & Partnerships		
Elected Members		
• Outstanding reports	Delays > 3 months	1.6
• Quality Decisions	< 6 requests for Section. 270 Reviews	2 in progress
• Briefings & One-on-one interfaces	As measured by Elected Member Survey responses	
Customer/Community		
Overall Customer Service Satisfaction		6.8 (target for 7.0)

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City Plan – Key Actions/Initiatives	
Key Direction 1 – Prosperous City	
Council's City Strategic Plan	March 2019
Community Hub Project	September 2019
Salisbury Oval Precinct	Ongoing EOI June 2019
City Centre Revitalisation Strategy	Ongoing
Transport Plan	Ongoing
Investment and funding attraction	Initial scope for SCC – June 2019
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 is now renamed as Place Activation	May 2019
Salisbury Water Business Unit – Business Development	June 2019
NAWMA Business Development Initiative	Ongoing
Energy Management Business Development Strategy	To be incorporated within Sustainability Strategy. June 2019
Key Direction 3 – Living City	
City of Salisbury NDIS Alignment	March 2019 – Updated Council - CW changes not announced – Future report in December 2019

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Para Hills Community Centre	Completed
Place Curation and Events Management – Key Events	February 2019 – Report delivered
Place Activation Strategy	May 2019
Public Art Strategy	May 2019
Indoor Facilities Review	February 2019 - Completed
Bridgestone Athletics Facility	June 2019 – Completed now for budget consideration 2020
Future Directions Community Centres and Libraries	February 2019 - Completed

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	Draft structure of the Digital Strategy completed to progress to consultation
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 Actions, progress towards achievement of objectives and KPIs underway and supported by strategic overview of economic activity by Deloitte. Initial findings from Deloitte and overview of City Plan Critical Actions was presented at the Elected Member weekend. Deloitte report to Council in May 	May 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) – Facilities Management and organisation structure is being finalised. Governance structure and operational policies, procedures and protocols are being developed. Decant and disposal strategy is being finalised to ensure orderly transition from existing offices to new Hub. ○ 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) 	September 2019 Commence Sept 2018 – Completion in line with Community Hub practical completion date On Target






<ul style="list-style-type: none"> • Salisbury City Centre Revitalisation Strategy <ul style="list-style-type: none"> ○ 12 James Street Demolition. ○ Church Street upgrade concept design; streetscape upgrade planning - progressing. Key design principles have been reviewed to ensure that the upgraded Church Street will meet both its role in the transport network and city centre. Detailed design underway for either end of Church street for completion July 2019 ○ 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 and project brief has been endorsed by CEO with Stage 1 due June 2019. Subsequent stages dependent upon 2019/20 Budget approval. This links directly to considerations relating to land disposal and development options which will be developed in July/August 2019. ○ Signage and Streetscape Initiative developed and agreed. (Will be part of Place Activation Strategy and John Street Project) • 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>Commence October 2019 August 2019</p> <p>April 2019</p> <p>March 2019/June 2019</p> <p>Wayfinding signage being delivered and upgraded in conjunction with the Hub-August 2019.</p> <p>Commenced July 2018 – governance model in place and overseeing the various projects impacting on the SCC with end date based on various projects timeframes</p>
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<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 ongoing DPTI ○ Edinburgh Road ○ Car Parking – Mawson Lakes facilities (Development options) <ul style="list-style-type: none"> - Discussion continues with relevant staff in DPTI, with remodelling of City post opening of Northern Connector. ○ 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. 	<p>Ongoing June 2020 (These projects are all included in the endorsed Advocacy Documentation) July 2019 - Ongoing</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 	<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 within Council funding.</p> <p>Dec 2018 Funding received \$1.5mill</p>





<ul style="list-style-type: none"> ○ Pursuit of Private Sector investment in key areas – SCC, employment lands <ul style="list-style-type: none"> - Currently working with 20 potential investors and 6 companies looking to expand in Salisbury. Approx. \$1 billion 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>Ongoing</p> <p>June 2019 – Draft under internal consideration.</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 Note: Program/project delivery on both projects at risk due to impact of Community Hub and staff departures in April 2019. ○ Fairbanks Reserve Master Plan ● Overall report for consideration on Property Development for next 5 years to be prepared. This will address property development opportunities and a model of delivery and resourcing as a result of staff departures in April 2019. 	<p>June 2019</p> <p>Business case to Council June 2019 (Previously Jan 2019)</p> <p>EOI by June 2019 (Previously March 2019)</p> <p>Removed from development program by Council</p> <p>April 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. 	<p>June 2019</p>

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<ul style="list-style-type: none"> • 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 September was \$216,000, 7 requests received for more information about doing business in Salisbury or Advanced Manufacturing in the region - 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 sponsored a sold out public event (70 bookings) 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. It was also streamed live and viewed by 100 people. - Partnership with InDaily to position and lift the profile of the City of Salisbury, and key industry sectors in the region that are growing and creating jobs. Sponsored articles have been run on Salisbury, advanced manufacturing, space/defence and good sectors with good levels of views. • 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 	
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<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 630 individual businesses had been provided with advice and information with 31 clients signed up to one on one mentoring programs. Since 1 July, 50 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 committing to the park – DAs expected to be lodged soon. ○ Redevelopment of Holdens – Liongate in progress and being rolled out by Liongate and Pelligra Corporation. ○ 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 Raytheon made announcement regarding their proposed development in a new build adjacent Technology Drive. ○ Drainage Greater Edinburgh Parks <ul style="list-style-type: none"> - Ongoing negotiations with Playford and Federal Government for funding. Construction of appropriate culvert systems underway, west of Port Wakefield Rd, in accord with previous Council decision. 	<p>June 2019</p> <p>Ongoing</p> <p>Ongoing</p> <p>June 2019</p>
<ul style="list-style-type: none"> • 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.</p>	<p>June 2019</p>



City Plan Key Direction 2 – Sustainable City	
	ESTIMATED COMPLETION TIMELINE (Subject to Council consideration of matters)
<p>Integration of Salisbury Game Plan and Green Infrastructure Plan</p> <ul style="list-style-type: none"> Work is progressing on the Place Activation Strategy. A high level presentation was given to Council in February. A briefing at Council’s Informal Strategy session in May is planned followed by a Council report in May 2019. It is expected that the PAS will be a continuously developed document with Action Plans and Strategies developed by Site (Destination) and Link (Streets) as priorities dictate. 	June 2019 - Ongoing
<p>Salisbury Water Business Unit</p> <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. <p>Salisbury Water Operations Achievement of Salisbury Water Business Plan objectives to increase supply and operating result.</p> <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. <p>Catchment Improvement Program – Dry Creek – Identification of Works.</p> <ul style="list-style-type: none"> Council Staff are currently presenting a procurement proposal to Executive to use the best specialised Consultants across different aspects of the Stormwater Management Plan for Dry Creek. 	<p>June 2019</p> <p>Ongoing management and continued resolution expected to be beyond June 2019</p> <p>Revised date of December 2019 due to other works.</p>





<p>Salisbury Water EOI Finalise the EOI process outcomes</p> <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. 	<p>Ongoing July 2019 (Previously Feb 2019) to Feb 2020 (Contract execution). The EOI process has been delayed as the administration and board work through the various complexities of approaching the market to ensure a successful outcome</p>
<p>NAWMA Business Development Initiative</p> <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 did not progress as planned in January Rescheduled for later in the year 	<p>Ongoing</p>
<p>Energy management Business Development Strategy</p> <ul style="list-style-type: none"> Work is progressing on an updated Sustainability Strategy which will include the Energy Plan 	<p>June 2019</p>





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 February 2019 completed and next update December 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 - Completed
<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 - Completed Feb 2019 - Completed November 2018 - Completed October 2018 - Completed September 2018 - Completed August 2019 - Completed Report to Council in January considered rotation of Salisbury Plays.





<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. 	<p>Feb 2019 – superseded by Place Activation Strategy May 2019.</p>
<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) 	<p>March 2019 (Previously Jan 2019) – Completed February 2019</p>
<ul style="list-style-type: none"> • Future Directions Indoor Facilities (Ingle Farm, Salisbury Recreation Precinct encompassing Happy Home Reserve, Gardens Recreation Centre) 	<p>Feb 2019 - Completed</p>
<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. 	<p>June 2020 – on track for delivery. Civil works will commence 1 July 2019. February Council provided updates \$4.8 million and now forms part of the Budget consideration. Tender for construction out to market April.</p>





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 – Operational readiness projects including facilities management, customer centric model of delivery of services and digital application. ○ AMIP ○ Project Management ○ Strategic Procurement • Project outcomes delivered with minimal change management issues 	<p>March 2019 – Revised to June 2019.</p> <p>Major effort associated with the Operational Readiness project to ensure successful transition to new model of operations.</p> <p>Aug 2019</p> <p>Jan 2019 Mar 2019 Ongoing</p>
<ul style="list-style-type: none"> • Asset Management Reform and Mobile Communications <ul style="list-style-type: none"> ○ Stages 1 and 2 of this project were successfully delivered with Field Staff going live with mobile tablets at the end of November. 	<p>March 2019 (Delivered Nov 2018)</p>
<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 ○ Business Continuity and Risk Management Frameworks ○ Elected Member Induction Training and Development 	<p>Sept 2019 Oct/Nov 2018 - Completed Ongoing Ongoing – Mandatory Training completed.</p>





<p>Strategic Business Development Opportunities</p> <p>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 - CI Specialist working across organisation to identify opportunities 		<p>Feb 2020 (Refer above)</p> <p>Completed</p> <p>Completed</p>
<p>Maintain Financial Sustainability</p> <p>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
<p>Consider rating strategy review with new Council</p> <ul style="list-style-type: none"> Discussed with EMs in February residential workshop. Have noted potential to undertake rate review with Council through budget discussions but doesn't appear to be strong support to progress 	Apr 2019 – Revised date to be confirmed.
<p>Deliver enhanced customer service</p> <p>Ensure the new Customer Service Charter and Framework are embedded within the organisation.</p> <ul style="list-style-type: none"> Customer Service training successfully piloted with staff. Rolling out training to all staff and Elected Members. Completed workshop with Elected Members in March. Collating feedback to present back to Council new model. 	<p>Mar 2019</p> <p>June 2019</p>
<p>Supporting the Community Hub delivery</p> <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
<p>Review of Project Management</p> <ul style="list-style-type: none"> Initiate and deliver new project management framework across the organisation – a new model to project management is being developed with improvements to core documentation such as Project Briefs well progressed. This includes linking project documents into the finance system to improve financial reporting. 	On hold pending further review.





<p>Enhanced Marketing & Communications Deliver the agreed outcomes of the Marketing & Communications Review</p> <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). - A media and PR strategy has been developed to maintain an “always on” presence for the strategic messages of Council, media coverage year to date has been 259 media articles (print, tv, radio and online) with 87% having been neutral, positive or very positive. Digital content is continuing to be developed in an engaging style for the audience • 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 • Stronger delivery of strategic outcomes assessed through external perception study 	<p>Jun 2019</p> <p>Ongoing</p> <p>To be progressed</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>June 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 	<p>Currently at \$0.71m</p>






<ul style="list-style-type: none"> • • 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>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>Draft Smart City Structure to be presented to the Innovation Business Development Sub-Committee meeting in May. Draft Digital Framework developed for consultation with staff and community pending Council approval. June 2019.</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>



<p>Strategic Interfaces and Partnerships (January to current)</p> <p>Government Northern Economic Development (State/Federal) Agenda – City Deal – Opportunities in Australia’s Space Industry Event Meetings with Minister Knoll, Local Members, Messrs Blair, Brown, Champion and Ms Bettison Waterloo Cnr Northern Expressway Opening Event Meeting with Tony Braxton-Smith, CEO DPTI as part of IPWEA briefing Meeting with Renewal SA regarding Salt Pans</p> <p>Local Government Presenter at LG Professional Annual State Conference Council Solutions Board LG Professionals, SA CEO Network Forum Local Government CEO Group</p> <p>Community/Business Interface Meeting with St Kilda Residents Meeting with residents at Burton Meeting with Chair of Salisbury Business Association Meeting regarding SA Harness Racing and SA Harness Racing Club Salisbury Secret Garden VIP event Meeting with Messenger North Newspaper Meeting with Salisbury Oval Sporting Associations and Boards x 4 Meeting with Derby Rubber Project Control Meetings Community Hub Australia Day Awards Citizenship Ceremonies Harmony Day</p>	
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<p>Topping Out Ceremony CEO Business Forum Transport and Logistics. Meeting with NBN Co regarding NBN rollout through Salisbury Thai Cultural festival Regular meetings with Hansen Yuncken State Executive Elected Member Involvement/Advocacy Informal Strategy Induction/Development Workshop with Elected Members Specific discussions regarding topics of strategic importance to the organisation eg Salisbury Oval.</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 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 January 	

ITEM	8.1.3
	CEO REVIEW COMMITTEE
DATE	09 April 2019
HEADING	CEO Annual Performance Review Process FY2019
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 2018/2019

RECOMMENDATION

1. The Performance Appraisal Survey be distributed to Elected Members on 13 May 2019, to be completed by 27 May 2019.
2. Hender Consulting will conduct interviews with each Elected Member during the period 27 May 2019 to 7 June 2019.
3. 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 2019, at which time the Committee determine the overall rating for the CEO Personal Evaluation System for 2018/2019.
4. The Hender Consulting Remuneration Advice Report be provided to the CEO Review Committee in July 2019, 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

There are no attachments to this report.

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 2018, the CEO Review Committee agreed the Personal Evaluation System to apply to the CEO for the 2018/2019 review period, comprising CEO Key Organisational Performance Indicators, noting that the construction of the Bridgestone Athletics Facility under the Living City Goal is to be completed by June 2020 (as per attachment to item 8.1.2., CEO Review Committee Meeting, 14 August 2018).
- 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 A further report was to be provided in January 2019 outlining details of the Performance Appraisal Survey to address feedback from Elected Members, Staff and External Industry Peers.
- 1.12 In January 2019, the CEO Review Committee agreed the CEO Performance Appraisal 2019 be provided to Elected Members only and the Performance Appraisal Survey (as per attachment to item 8.1.3., CEO Review Committee Meeting, 15 January 2019) was endorsed, noting new organizational values will be substituted prior to issue.

1.13 It is noted that the Values are reaching the final stages of consultation process and will be included in the Performance Appraisal when issued in May 2019.

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 on Monday 13 May 2019.

4.2.2 The survey to be completed by close of business Monday 27 May 2019.

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 2019.

4.5 Hender will also interview each individual Elected Members during the period 27 May to 7 June 2019.

4.6 The final report for the CEO Key Performance Indicators will be provided in July 2019.

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 2018/2019 CEO Annual Performance Review Process.

CO-ORDINATION

Officer:

Date: