

NOTICE TO THE CHIEF EXECUTIVE OFFICER'S PERFORMANCE DEVELOPMENT REVIEW COMMITTEE

A meeting of the Chief Executive Officer's Performance Development Review Committee of the City of Prospect will be held in the Prospect Town Hall, 126 Prospect Road, Prospect on **Tuesday 21 August 2018 at 6.30pm**

AGENDA

1. On Leave
2. Apologies
3. Confirmation of Minutes of the Chief Executive Officer's Performance Development Review Committee Meeting held on Monday 16 April 2018
4. Items for Discussion

4.1 Chief Executive Officer's Performance Report 2017-2018

Order pursuant to section 90(3)(a)

That under the provisions of Section 90(2) of the *Local Government Act 1999*, an order be made that the public with the exception of the Cate Hart, Chief Executive Officer, Allison Ashby from Ashby Magro Consulting and Adrienne Best from Mercer, be excluded from attendance at the meeting of the Chief Executive Officer's Performance Review Committee in order to consider in confidence Agenda Item 4.1 titled "Confidential Report: Chief Executive Officer Performance Report".

The Chief Executive Officer's Performance Development Review Committee is satisfied that it is necessary that the public be excluded to enable the Chief Executive Officer's Performance Development Review Committee to consider the report at the meeting:

- on the grounds provided by Section 90(3)(a) of the *Local Government Act 1999*, being information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs, being the performance of the Chief Executive Officer.

5. CLOSURE



Cate Hart
Chief Executive Officer

16 August 2018

AGENDA ITEM NO.: 4.1

TO: CEO's Performance Development Review Committee on 21 August 2018

FROM: Cate Hart, Chief Executive Officer

SUBJECT: Chief Executive Officer's Performance Report 2017-2018

1. EXECUTIVE SUMMARY

It is necessary for the Chief Executive Officer's Performance Development Review Committee (the Committee) to undertake an Annual Performance Review in accordance with the Chief Executive Officer's (CEO) Contract requirements.

A report of the outcomes and achievements against the agreed Key Performance Indicators (KPIs) is provided at **Attachments 1-17**.

The review process also provides an opportunity for Council on an annual basis to review the remuneration provided to the CEO.

Cate Hart will provide a verbal overview of the key issues for 2017-2018 and general discussion regarding the CEO performance observations with committee members.

Allison Ashby from Ashby Magro Consulting will provide a verbal summary of the CEO Performance Review 2018 Survey. Adrienne Best from Mercer will also be in attendance to provide a overview of the remuneration review undertaken for the position.

2. RECOMMENDATION

(1) Order pursuant to section 90(3)(a)

That under the provisions of Section 90(2) of the *Local Government Act 1999*, an order be made that the public with the exception of the Cate Hart, Chief Executive Officer, Allison Ashby from Ashby Magro Consulting and Adrienne Best from Mercer, be excluded from attendance at the meeting of the Chief Executive Officer's Performance Review Committee in order to consider in confidence Agenda Item 4.1 titled "Confidential Report: Chief Executive Officer's Performance Report 2017-2018".

The Chief Executive Officer's Performance Development Review Committee is satisfied that it is necessary that the public be excluded to enable the Chief Executive Officer's Performance Development Review Committee to consider the report at the meeting:

- on the grounds provided by Section 90(3)(a) of the *Local Government Act 1999*, being information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs, being the performance of the Chief Executive Officer.**

- (2) **The Chief Executive Officer's Development Review Committee having considered Item 4.1 Chief Executive Officer's Performance Report 2017-2018 receive and note the report.**
- (3) **The Chief Executive Officer's Performance Development Review Committee is of the view that the Chief Executive Officer.....
..... throughout the 2017-2018 financial year (insert comment regarding CEO performance).**
- (4) **The Chief Executive Officer be awarded(insert remuneration adjustment)....
effective on the 1 July 2018 in accordance with her contract conditions.**

3. RELEVANCE TO CORE STRATEGIES / POLICY

- *Local Government Act 1999*
- Chief Executive Officer's Performance Development Review Committee Terms of Reference.
- The CEO is responsible for the delivery of Council's Strategic and Corporate Plans. In order to monitor the CEOs performance in carrying such responsibility, it is important to assess the key performance measures which have been set by Council.

Intelligent Community Indicators

1. Broadband	Infrastructure is the foundation of economic competitiveness	The CEO's performance review addresses these issues through the performance measures.
2. Knowledge Workforce	A labour force that creates economic value through its knowledge, skills and ability to use information effectively	
3. Innovation	Intelligent Communities pursue innovation through a relationship between business, government and institutions (ie. universities).	
4. Digital Equality	Allowing everyone access to broadband technologies and skills to use them	
5. Sustainability	Economic growth while reducing the environmental impact of that growth	
6. Advocacy	Engaging leaders and citizens, businesses and institutions, in identifying opportunities to	

champion positive change.	
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4. REGIONAL IMPACT

Nil.

5. COMMUNITY INVOLVEMENT

A customer satisfaction survey was undertaken in July 2017 and has been reported on separately at Council through a workshop held on 3 October 2017 and endorsed on 24 October 2017.

6. DISCUSSION

It is necessary that the Committee undertake a Performance Review in accordance with the CEO Contract requirements and provides an opportunity for both Council and the CEO to assess the outcomes of the agreed KPI's.

Council endorsed the CEO Performance Key Performance Indicators for 2017-2018 at its meeting of 23 May 2017.

Outcomes and comments regarding outcomes of agreed KPIs are provided at **Attachments 1-15**.

The Committee is to provide its findings to the August 2018 Council Meeting.

Allison Ashby from Ashby Magro Consulting will be in attendance to assist with the Review and provide a verbal report on the CEO Performance Review 2018 Survey.

The review process also provides an opportunity for Council on an annual basis to review the remuneration provided to the CEO.

Adrienne Best from Mercer will be attendance to provide a verbal report on the remuneration review undertaken in July 2018.

Financial and Resource Implications

Subject to the consideration of the remuneration review, a budget allocation has been made for 2018-2019.

7. CONCLUDING STATEMENTS

The performance review process, survey and discussion provides an opportunity for direct feedback to the CEO on opportunities and constraints throughout 2017-2018 regarding meeting the initiatives in the Strategic Plan to 2020 and Key Performance Indicators.

ATTACHMENTS

Attachments 1-17: CEO Key Performance Indicators Report 2017-2018

Key Performance Indicator 1: Strategic Plan Delivery



PEOPLE

KNOW, EMPOWER, CELEBRATE, EDUCATE AND ACTIVATE OUR COMMUNITY

Measure	Outcomes
<p>Community Hub, Library and Innovation Centre is progressed to the point of demolition of 128 Prospect Road and substantial commencement of construction.</p>	<p>Staff transitioned from the Civic Centre to the multiple sites of operations during March of 2018 in line with the scheduled plan as well as in line with the overall objective of 'minimal customer impact'. Demolition was then able to commence in line with the Project Plan in early April.</p> <p>Demolition tracked in line with contracted expectations. The discovery of contaminated soil was unexpected and required a Council endorsed onsite treatment and then disposal strategy (which has been managed financially through project contingency in lieu of a project variation). Demolition was achieved with minimal impact on the adjoining residential and business area and substantial commencement has occurred through the substantive earthworks occurring (prior to 30 June 2018), with completion of all planned design works, piling, excavation, service relocation and tendering of steel fabrication and precast panels all achieved since 30 June 2018. Importantly, the project remains on track for ultimate completion in August 2019 as confirmed by Council's Project Management Team, and verified by independent Superintendent.</p>
<p>Reconciliation Action Plan is approved by Reconciliation Australia and has been implemented as per the endorsed schedule.</p>	<p>The City of Prospect REFLECT Reconciliation Action Plan (RAP) was approved by Council and submitted to Reconciliation Australia which suggested Council could achieve a higher level INNOVATE RAP.</p> <p>The RAP document was then re-worked and updated before the INNOVATE RAP was endorsed by Council at the April 2018 Council meeting; following which, it was resubmitted to Reconciliation Australia who have now conditionally endorsed Council's RAP.</p> <p>In the meantime, the RAP working group has added an Elected Member representative and the 'dual naming of parks, places and reserves' project has sought input from the Karna naming committee (including the dual naming of Council wards). Responses from the committee are to be presented to the August Council Meeting together with a summary of achievements of the RAP to-date.</p> <p>In order to finalise the document with artwork as requested by Reconciliation Australia, staff have needed to pursue copyright approval to use artwork in this way. Council's Communications team has also engaged</p>

Chief Executive Officer Key Performance Indicators 2017-2018

	<p>Ochre Dawn to complete graphic design work for the final version of the RAP. It is expected that the required design work will be completed and incorporated into the RAP document in September.</p> <p>Council's RAP has an official start date of July 2018 and already a number of actions have been completed, details as follows:</p> <ul style="list-style-type: none"> • In support of NAIDOC Week (8-15 July) a number of activities were provided at the Thomas Street Centre with students from five local Schools enjoying indigenous storytelling, songs and art & craft activities in celebration of Aboriginal and Torres Strait Islander culture. The activities were arranged in consultation with each of the attending Schools and local Aboriginal support service, Community Connect. • The new housing development located on the corner of Regency Road and Churchill Road provided an unprecedented opportunity for Council to introduce one or more indigenous names in Council's road network. An application was submitted to Kurna Warra Pintyanthi (KWP) to obtain recommendations for Kurna naming of roads and a small park within the new development and for Prospect and Broadview Ovals. • The KWP committee met on 11 June 2018 to consider Council's request and has provided their cultural consent to use the below detailed names: <ul style="list-style-type: none"> ○ Yarnta Tutu (Broadview) ○ Payinthe (Prospect) [payinthe OR payirrinthe 'to seek, look for, examine; be thinking'] ○ Wirra (park) [wirra 'forest, wood, bush'] ○ Kumartapi yarta (reserve) [kumartapinthe 'to keep, reserve, retain for oneself, for own use' + yarta 'ground, land, soil'] ○ Putpayarta (garden) [putpa 'fertile' + yarta 'ground, land, soil'] ○ Parnta 'lime; limestone; brick' • Together with a list of local animal names, the KWP committee suggested these names because they are more easily spoken and read by English speakers, though more importantly because the Prospect region prior to white settlement was largely sparsely wooded or open plain, home to a wide variety of animals.
<p>Successful implementation of the City of Prospect Spring Fair and Come & Try day at Broadview Oval.</p>	<p>Prospect Spring Fair @ Broadview Oval was successfully implemented in October 2017. With a great number of learnings that came out of the day, the overwhelming sense of success was apparent from most attendees and participants. The success of the team implementation was highlighted by the project being shortlisted as a finalist across the State for the LG Professionals SA Annual Awards program under Community Collaboration and Partnerships. Preparations are well under way for the 2018 Fair.</p>



PLACE

LOVED HERITAGE, LEAFY STREETS, FABULOUS PLACES

Measure	Outcomes
<p>A Project Plan for the delivery of Council's open space projects (masterplans) and other major capital projects is in place to inform Council's long term financial plan, annual budgets and grant application opportunities.</p>	<p>A detailed Project Plan has been developed and continually updated, identifying all Civil Infrastructure and Open Space Capital Works and Operating Projects, commencement and completion dates.</p> <p>In summary, all Civil Infrastructure and Open Space Capital Works and Operating Projects identified in the 2017/2018 Annual Business Plan and Budget have been completed by 30 June 2018.</p> <p><u>George Whittle Reserve Master Plan</u></p> <p>Council endorsed the George Whittle Reserve Master Plan on 28 November 2017. Final documentation drawings completed, ready for tendering in August 2018.</p> <p><u>Charles Cane / Parndo Yerta Reserve Master Plan</u></p> <p>Council endorsed the Charles Cane / Parndo Yerta Reserve Master Plan on 28 November 2017. The design work to upgrade this Reserve is being undertaken in 2018/2019 with delivery of the upgrade subject to Council's Long Term Financial Plan.</p> <p><u>Main North Road Concept Plan</u></p> <p>Council endorsed the Main North Road Concept Plan on 23 January 2018. The delivery of a staged approach to this Plan will be subject to Council's Long Term Financial Plan. Stage 1 Pilot Project design work was completed by 30 June 2018 for the area between Willcox Ave and Kintore Ave.</p> <p><u>Open Space Strategy</u></p> <p>Council endorsed the Open Space Strategy on 22 May 2018. The endorsed Strategy includes an indicative timeline and indicative future budgets to address future planning and priorities and to establish the overall level of investment which has been included in the Long Term Financial Plan. Further details for each Short-Term priority will be developed, including design strategy and consultation approach to inform each budget bid.</p>

Chief Executive Officer Key Performance Indicators 2017-2018

<p>Broadview Sports and Recreation Precinct three budgeted projects have been completed (100%).</p>	<p>There were three specific projects identified in the 2017/2018 Annual Business Plan and Budget relating to the Broadview Sports and Recreation Precinct.</p> <p><u>Broadview Oval – Tennis Court Rejuvenation (\$15,000)</u> A Contract was awarded for this project. Construction commenced on 16 April 2018 and was completed by 30 April 2018.</p> <p><u>Broadview Oval – Public Tennis Courts Upgrade (\$40,000)</u> A Contract was awarded for this project. Construction commenced on 6 April 2018 and was completed by 30 June 2018.</p> <p><u>Broadview Oval – Beautification & Oval Fitness Track (\$250,000)</u> A Contract was awarded for this project. Construction commenced on 10 April 2018 and was completed by 30 June 2018.</p>
<p>Identify all streets that will not achieve "green tunnel" street canopy coverage by the third quarter of 2017 and develop draft changes to Council's 21st Century Street Tree Manual. Complete all associated community engagement processes and Council endorsement and develop an investment program to inform the 2017/2018 budget.</p>	<p>Administration has undertaken a survey of all streets within the City of Prospect. This survey identified the "green tunnel" (i.e. 70% and more canopy coverage) street tree coverage in all streets is currently at 68%. This information is currently being analysed and provided to the Resilient East Project as well as assisting in the development of Council's draft Urban Street Tree Guide.</p> <p><u>Resilient East Project</u> City of Prospect, being a member of Resilient East Project has identified actions and milestones in accordance with the Resilient East Baseline Report 2017, specifically addressing: Heat Mapping; Canopy Cover; Street Tree Species Review; and Water Sensitive Urban Design. A draft mission statement has been developed as part of the Project:</p> <p><i>Resilient East Councils will increase canopy and green cover by a minimum 20% by 2045 to create cooler more liveable places for comfort, amenity and urban biodiversity.</i></p> <p>A regional approach for canopy and green cover assessment, canopy mapping and review cycle is being investigated with key stakeholders such as: SA Health; DPTI; EPA; and SA Water. This approach has the potential to significantly reduce the costs of future five yearly updates for councils by up to 60%.</p> <p>This project is a key step towards the implementation of the Resilient East Climate Change Adaptation plans prepared by councils as part of South Australia's Climate Adaptation Framework. Other councils involved in the study include: City of Adelaide; City of Burnside; Campbelltown City Council; City of Norwood, Payneham & St Peters; City of Salisbury; City of Unley; Town of Walkerville; and City of Prospect.</p>

Chief Executive Officer Key Performance Indicators 2017-2018

	<p><u>Regional Heating Mapping</u> An aerial flyover for day & night heat mapping for the City of Prospect and other ERA Councils has been completed and the task of data processing is being undertaken to produce the thermal maps and provide the information for case studies and the final Report.</p> <p>The data collected by the flyover will provide Council with facts and data to identify on-ground projects to reduce the effects of urban heat islands. It will also be used to work with private landholders, businesses and developers, and encourage them to put in more trees and green infrastructure on private land.</p> <p><u>Urban Street Tree Guide (Draft)</u> Council staff developed a draft 'Urban Street Tree Guide' (90% complete at 30 June 2018). This Guide will replace Council's '21st Century Street Tree Manual'. The Guide aims to significantly improve and increase the number and health street trees through a coordinated approach to their provision and management. This Guide will dictate future budget allocations in terms of a proactive Street Tree Planting Programs and will be the subject of a Council workshop in the coming months.</p>
Residential DPA investigations, draft amendments, community consultation phases are all completed and the final draft has been adopted by Council.	The Department of Planning, Transport & Infrastructure confirmed that new Development Plan Amendments (DPAs) will not be progressed and as reported to Council in March 2018, staff initiated the Housing Diversity and Desirable Neighbourhoods Study which could assist the Council in being able to input to and influence the State-wide Planning & Design Code with an appropriate level of local modifications, informed by the study. The project scope and Stage 1 findings were reported to Council through the SPDPC at its meeting in July 2018. The scope of the study as endorsed by SPDPC demonstrates this is a significant body of work extending into 2019.



PROSPERITY

MORE JOBS, MORE INVESTMENT, MORE ACTIVITY, MORE VIBRANCY

Measure	Outcomes
<p>Recognised as a Smart 21 Council or higher by the Intelligent Communities Forum (ICF).</p>	<p>City of Prospect was unsuccessful in its application to be considered a Smart 21 Community in 2017. Council officers are working with ICF to gain insight into the community's current position through an ICF Report Card report. Additionally, staff are working on a number of innovative projects which allow for a strong application in 2018:</p> <p><u>NBN Event Bernard Salt</u> On 11 October 2017, City of Prospect and nbn hosted renowned demographer Bernard Salt in the Town Hall, as he unveiled his report on the South Australian 'Lifestylepreneur' movement.</p> <p><u>MoU with University of Adelaide</u> In July 2017, the University of Adelaide launched a Smart City Consortium with City of Prospect as a founding member. City of Prospect has signed a Memorandum of Understanding with the University of Adelaide to develop smart city initiatives. This has resulted in two joint funding applications under the Commonwealth Smart Cities and Suburbs Program:</p> <ul style="list-style-type: none"> • <i>Connected Cities</i> (successful) • <i>Library of the Future</i> (under consideration). <p><u>Connected Cities</u> 'Connected Cities' is a collaborative project between the Cities of Prospect, Burnside, Port Adelaide-Enfield, Playford, Campbelltown and the University of Adelaide to install remote sensors connected to a Low Power Wide Area Network, in order to provide ongoing data about the usage and maintenance of Council assets, including parks and main streets. The total project is valued at nearly \$300,000, with \$144,000 coming from the Commonwealth Smart Cities and Suburbs Program. City of Prospect has committed \$35,000 to this Smart Cities and Suburbs Program project. Delivery of the project in 2017/2018 was impacted by staff changes in the partnering Councils and delays by those Councils in signing funding agreements. Prospect is the lead agency and is about to engage a provider for a system that will create a network from the Adelaide Hills to Roseworthy.</p>

Chief Executive Officer Key Performance Indicators 2017-2018

	<p><u>Library of the Future</u> As part of the Community Library and Innovation Centre (CLIC) project Council, in conjunction with the University of Adelaide, lodged a Library of the Future application under the Smart Cities and Suburbs Program, Stage 2. The submission seeks \$250,000 to enhance the library user experience for residents and establish a digital learning program. The program will seek to enhance the digital literacy and lifelong learning programs for residents as well as ensure the ongoing success of start-ups and businesses by developing digitally focused business orientated programs. It is anticipated that Council will be made aware of a funding decision in October or November 2018.</p> <p><u>GigCity Project</u> City of Prospect and particularly the Prospect Road Innovation Precinct is now part of the State Government's GigCity network. The GigCity project will deliver ultra-high speed internet to businesses, with speeds between 1- 10 gigabits per second. This program is broadly equivalent to the Adelaide City 10 Gigabit network. Prospect also has a TPG connection, which has speeds of up to 10 gigabits per second. These two high speed networks combined with NBN makes Prospect Road a hyper connected precinct.</p> <p>The long term impact of the GigCity connection will be the attraction of higher order businesses to office space on the two anchor buildings of the Precinct: Cinema Complex and Council's CLIC building. It will also assist in attracting more occupants to our two coworking/ serviced office spaces. The addition of high speed/low cost data will be an essential ingredient to attracting defence, security, ICT and other commercial businesses to the precinct.</p> <p>On 26 June 2018, Council committed \$50,000 to the GigCity Project to extend the current pit and pipe network to 96 Prospect Road (Cinema complex) and the Minister for Industry and Skills has committed a further \$38,000 to the project. This network for GigCity will be developed in the coming 3-4 months.</p>
100% increase in footfall in the Village Heart	<p>Benchmarked against 2017, the Prospect Fast Wi-Fi system in the Prospect Village Heart has seen over a 100% increase in the number of devices travelling through the Village Heart Year to date. This data is currently being verified by an external firm against independent counts, but early indications show City of Prospect is well positioned to exceed this goal, provided the CLIC project doesn't adversely affect Village Heart visitation in the short term. This increased footfall could be attributed to wide range of Council initiatives on Prospect Road including installation of the WiFi. The opening of the Cinema Complex on Prospect Road is likely to have had the largest impact. WiFi views from February 2017 to 2018 have increased from 1,685 to 3,632 or 115%. While logins have increased over the same period from 816 to 2,508 or 207%.</p>

Chief Executive Officer Key Performance Indicators 2017-2018

	<p>WiFi Increase Feb 2017 and Feb 2018</p> <table border="1"> <thead> <tr> <th></th> <th>Feb 2017</th> <th>Feb 2018</th> <th>% inc.</th> </tr> </thead> <tbody> <tr> <td>WiFi Views</td> <td>1,685</td> <td>3,623</td> <td>115%</td> </tr> <tr> <td>WiFi Logins</td> <td>816</td> <td>2,508</td> <td>207%</td> </tr> </tbody> </table> <p>A more detailed report is being prepared on the relationship between pedestrian counts and WiFi. The report will seek to prove a correlation between WiFi views and or logins and pedestrian numbers on Prospect Road.</p>		Feb 2017	Feb 2018	% inc.	WiFi Views	1,685	3,623	115%	WiFi Logins	816	2,508	207%
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<p>A 100% increase in value of completed development on Churchill, Prospect and Main North Rd corridors (to achieve the annual 1% increase in rate revenue from corridor development, commercial and retail sectors).</p>	<p>The combined upgrade of Prospect and Churchill Roads and the Urban Corridor Development Plan Amendment has resulted in nearly 850 new apartments constructed or approved since 2013. The total level of development is approximately \$210 million. The value of completed development in the Prospect Corridors has increased \$17.8 million (2016/2017) to \$36 million in 2017/2018. This equates to a 102% increase in the value of completed development on Prospect main roads.</p> <p>Value of development – Prospect corridors – Table</p> <table border="1"> <thead> <tr> <th></th> <th>2016/17</th> <th>2017/18</th> </tr> </thead> <tbody> <tr> <td>Total</td> <td>\$17.8 M</td> <td>\$36 million</td> </tr> </tbody> </table>		2016/17	2017/18	Total	\$17.8 M	\$36 million						
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SERVICES

LEADERS OF THE SECTOR PROVIDING EFFICIENT, RESPONSIVE, ACCESSIBLE SERVICES

Measure	Outcomes
<p>Increase in unsolicited compliments, and all customer complaints lead to identified system improvements.</p>	<p>Over the past year we have recorded 39 compliments on the Customer Feedback Register, which includes the subject matter, department and/or team involved and detailed comments. There is also the option to include a name and contact details should the customer agree. Staff across the organisation are advised of such compliments to highlight recognition and to reinforce the approach taken in addressing community concerns worked well.</p> <p>The CRM system has continued to be updated in order to ensure timely response to requests for service and response to customer complaints. This has included work required to establish the community portal for customers to raise, track and enquire on requests for service as well as the production of a crystal report to provide an overview of all outstanding tasks by officer to assist with managing outstanding tasks.</p> <p>Complaints are considered by managers to identify process improvement strategies and are a key tool in raising opportunities to improve overall responses. This has included introducing an audit of works undertaken to identify where 'response has not hit the mark' in order to reprogram work and engage with staff on work practices.</p> <p>The introduction of live chat on 1 February 2018 has provided an alternative contact point between our service personnel and the public, improving access to key advice on how to navigate Council's website to satisfy the user information needs. 60 live chat sessions have been held since commencement.</p>

Key Performance Indicator 2: Satisfaction of the Community

Measure	Outcomes
<ul style="list-style-type: none"> • Achievement of a range of rate payer satisfaction targets as outlined the Strategic Plan identified through appropriate survey results for 2017 including but not limited to: <ul style="list-style-type: none"> - On-line Community Panel; or - Independent external Community survey 	<p>Overall satisfaction of 68% was recorded, being almost 7 in 10 residents satisfied with the City of Prospect with a rating of 3.7 out of 5 in performance.</p> <ul style="list-style-type: none"> - Community engagement and consultation demonstrated an increase of 6% in satisfaction from 2015 (when 43% satisfaction rating was recorded), with a result of 49% in 2017. - <u>Current initiatives include</u> <ul style="list-style-type: none"> • the development of Council's Annual Business plan for 2018/2019 being informed by four focus groups, public meeting and on-line/hard copy survey; • CLIC Community Reference Group (CRG) and delivery of activities from the endorsed Engagement Plan incl. Drop-in sessions, 'meet the design team' activity, localised stakeholder (& neighbour) engagement; • establishment of Devonport Terrace CRG; • Onsite skate park design at George Whittle Reserve; • Comment for the Environmental Action Plan, Open Space Strategy and Poltawa Terrace Pine Trees removal; • Traffic management review engagement with community; • Development Plan Amendment stakeholder engagement and design testing; • RAP Working Group with local indigenous representative; incl, discussions with local elders and Kaurua committee regarding dual naming opportunities • Stallholder meetings for the 2018 Prospect Fair

Key Performance Indicator 3: Financial success of the Organisation

Measure	Outcomes																				
<ul style="list-style-type: none"> • Evaluation of the number and value of budget adjustments for the year resulting from: <ul style="list-style-type: none"> - Policy change; - Revised budget estimates approved by Council; - Budget overruns; and - Internal adjustments excluding budget overruns (grants, reallocations). 	<p>Budget Review Adjustments for 2017-2018 are provided below:</p> <table border="1" data-bbox="831 387 1675 895"> <tbody> <tr> <td colspan="2" data-bbox="831 387 1509 453">Adopted Original Budget (Adopted 27/06/2017) <i>Surplus</i></td> <td data-bbox="1509 387 1675 453">\$106,607</td> </tr> <tr> <td data-bbox="831 453 1070 639" rowspan="3">Budget Review 1</td> <td data-bbox="1070 453 1509 502">Carry Forward from 2016-2017</td> <td data-bbox="1509 453 1675 502">(\$387,933)</td> </tr> <tr> <td data-bbox="1070 502 1509 568">Net Favourable Budget Adj</td> <td data-bbox="1509 502 1675 568">\$507,220</td> </tr> <tr> <td data-bbox="1070 568 1509 639"><i>Surplus after BR1</i></td> <td data-bbox="1509 568 1675 639">\$225,894</td> </tr> <tr> <td data-bbox="831 639 1070 767" rowspan="2">Budget Review 2</td> <td data-bbox="1070 639 1509 705">Net Favourable Budget Adj</td> <td data-bbox="1509 639 1675 705">\$110,861</td> </tr> <tr> <td data-bbox="1070 705 1509 767"><i>Surplus after BR2</i></td> <td data-bbox="1509 705 1675 767">\$336,755</td> </tr> <tr> <td data-bbox="831 767 1070 895" rowspan="2">Budget Review 3</td> <td data-bbox="1070 767 1509 833">Net Favourable Budget Adj</td> <td data-bbox="1509 767 1675 833">\$10,035</td> </tr> <tr> <td data-bbox="1070 833 1509 895"><i>Surplus after BR3</i></td> <td data-bbox="1509 833 1675 895">\$346,790</td> </tr> </tbody> </table> <p>The following provides classifications of cash items included in the First, and Second Budget Reviews of 2017-2018 (including carry overs).</p> <p>Note: brackets = unfavourable</p> <p>A = Policy Change B = Revised Budget Estimates Approved by Council C = Budget Overruns/Savings D = Internal Adjustments excluding Budget Overruns (grants, reallocations) E = Operational Efficiency or Productivity Gains</p>	Adopted Original Budget (Adopted 27/06/2017) <i>Surplus</i>		\$106,607	Budget Review 1	Carry Forward from 2016-2017	(\$387,933)	Net Favourable Budget Adj	\$507,220	<i>Surplus after BR1</i>	\$225,894	Budget Review 2	Net Favourable Budget Adj	\$110,861	<i>Surplus after BR2</i>	\$336,755	Budget Review 3	Net Favourable Budget Adj	\$10,035	<i>Surplus after BR3</i>	\$346,790
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Chief Executive Officer Key Performance Indicators 2017-2018

	BR1	BR2	BR3	Total
A	\$0	\$20,000	(\$6,250)	\$13,750
B	(\$2,078,842)	\$0	(\$65,000)	(\$2,143,842)
C	\$327,994	\$1,367,561	\$362,580	2,058,135
D	\$0	\$0	(\$86,484)	(\$86,484)
E	\$0	\$18,000	\$146,000	\$164,000
	(\$1,750,848)	\$1,405,561	\$350,846	\$5,559

The main reason for the adjustment is the carry forwards from 2016-2017. This totalled \$2,078,842 (Capital \$1,690,909 and Operating \$387,933). The second budget review was focused on a retiming (reduction in 2017-2018 and increase in 2018-2019) of the CLIC project of \$1.3m. Borrowing and other construction related costs were also retimed providing additional savings within 2017-2018.

The third budget review included the recognition of the Roads to Recovery Funding and additional works that either did not make it to next year's draft budget or works that require attention.

The following list of projects were added to the 2017-18 programme following the Third Budget Review and approved by Council at the meeting on the 24th April 2018

- Broadview Oval Tennis Court Fence Replacement \$30k (Cap Proj)
- Corridor Roads Landscape Maintenance \$30k (Op Proj)
- Irrigation Audit \$20k (Op Proj)
- Prospect Park Shade Structure \$10k (Cap Proj)
- Christmas Decorations \$10k (Op Proj)
- DDA Compliance Ramp for RSL Clubrooms \$10k (Cap Proj)
- RSL Air Conditioner \$3k (Cap Proj)
- Native Pines (\$10k) (Op Proj)
- Additional Trees (\$30k) (Op Proj)

BR3 maintained a projected operating surplus of approximately \$347k. This was primarily made possible due to additional Roads to Recovery Income recognised in this budget review. A portion of the operating surplus was required to fund the additional proposed capital works included in this review.

The Operating Surplus is very similar to the Second Budget review (BR2). This is because Council's LTFP was framed based on the BR2 results, with an assumption of the based level of funding of an operating surplus of approximately \$300k.

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	<p><i>Note - BR4 is yet to be approved by the August Council. Preliminary results for BR4 are provided below under "Achieve budget".</i></p>
<ul style="list-style-type: none"> 90% of all budgeted projects to be completed within agreed timeframes 	<p>Council staff have achieved approximately 88% of all budgeted projects for 2017/2018. It is noted that 6 projects were endorsed by Council (28 November 2017) for completion in 2018/2019.</p> <p>The staff have worked diligently to complete the projects endorsed in the 2017/2018 Annual Business Plan in addition to those carry forward from 2016/2017 which included;</p> <ul style="list-style-type: none"> Broadview Oval Beautification and Running Track Road Design/Reconstruction, Kerb & Gutter Tourrific Prospect PLEC and associated rehabilitation works Rose Street Entrance from Prospect Road <p>Included above, are 9 projects that staff have completed with funding from savings in the Third Budget Review. These projects have been delivered in an accelerated timeframe to improve the amenity and access for our community, including:</p> <ul style="list-style-type: none"> Broadview Oval Tennis Court Fence Replacement \$30k (Cap Proj) Corridor Roads Landscape Maintenance \$30k (Op Proj) Irrigation Audit \$20k (Op Proj) Prospect Park Shade Structure \$10k (Cap Proj) Christmas Decorations \$10k (Op Proj) DDA Compliance Ramp for RSL Clubrooms \$10k (Cap Proj) RSL Air Conditioner \$3k (Cap Proj) Native Pines (\$10k) (Op Proj) Additional Trees (\$30k) (Op Proj) <p>Whilst every effort was made to complete the projects, the following were not fully completed by 30 June. Most of the projects were subsequently endorsed by Council to carry forward to 2018/2019:</p> <ul style="list-style-type: none"> Road Design/Reconstruction (Alexandra Street) – completed in July 2018 Reconciliation Action Plan – work completed in July awaiting Council endorsement in August 2018 Fleet Management – Community bus vehicles received awaiting specific modification for Prospect and due mid-late August. Depot Relocation – On going investigation to be finalised by October 2018 Digital Transformation – Facilities Booking System – Delayed by participating Councils

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	<ul style="list-style-type: none"> • Flood Mitigation projects include: <ul style="list-style-type: none"> - Flood Mitigation – Prospect North West - Flood Impacted Properties Stormwater Assessment - Stan Watson Park Project & Flood Mitigation Work • Car Parking Development Fund Review – introduced by Council Resolution in April 2018, completion is anticipated before the end of August 2018. • Public Art – The Art piece selected and purchased. Consultation with the RSL on the final installation location is underway. <p>Please note that due to the multi-year nature of the Community Hub Library and Innovation Centre (CLIC) project, it has been excluded from the above calculations.</p> <p>Excluding Council's endorsed carry forward projects, the budgeted projects completion within agreed timeframes would have been 91%.</p>
<ul style="list-style-type: none"> • Achieve budget (revised budget approved by Council) within the range +/- 1% of total revenue base (operating revenue plus capital grants): <ul style="list-style-type: none"> - Cash budget; - Better than budgeted operating result achieved; and - Final audited Operating result. 	<p>Actual results cannot be determined until completion of the year-end audit, to be conducted in mid-September 2018.</p> <p>The fourth budget review is Council's best estimate of the forecast result for 2017-2018 and is to be presented to the August 2018 Council Meeting.</p> <p>In draft, the fourth budget review anticipates an Operating Surplus of \$1,239,416. This result will be a favourable adjustment of \$892,416 to third budget review forecast of \$346,790 (Surplus).</p> <p>Excluding Carry Forward projects (identified above \$138k), the remaining favourable adjustment (\$754k) is primarily attributable to:</p> <ul style="list-style-type: none"> • Developer Contributions to the Car Park Reserve (\$162k) • Reduction in Loan Borrowing Interest following delay of new Loan Drawdown (\$118k) • Reduction in Staff Training Costs (\$120k) • Reduction in IT Consultancy Costs (\$86k) • Savings in Street Lighting Costs (\$56k) • Increase in Parking Expiation Income (\$44k) • Reduction in Cleaning Contractor Costs following Civic Centre Demolition (\$39k) • Additional Financial Assistance Grants Received (\$35k) • Savings in Fringe Benefits Taxation (\$26k) • Reduction in Elected Member Training (\$12k) • Additional Animal Expiation Income (\$10k) • Additional Fines and Interest received from late Rate Payments (\$10k) • Miscellaneous (36k)

Chief Executive Officer Key Performance Indicators 2017-2018

	<p>Whilst year-end results are not yet finalised, most year-end accrual and adjustment entries have now been completed. As a result, the preliminary indication is that the final results will present within 1% variance of the draft fourth budget review, satisfying this KPI target.</p>
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Key Performance Indicator 4: Wellbeing of the Organisation

Measure	Outcomes
<p>Achievement of a minimum 90% compliance with the WHS KPI Audit Action Plan</p>	<p>A focus on WHS continues across the organisation.</p> <p>LGAWCS audits are now scheduled every second year across the industry. There is no audit scheduled for City of Prospect in 2018.</p> <p>The 2018 Audit Action Plan consists of 27 actions resulting from the previous year's audit (2017 Audit). In consultation with the LGAWCS, these actions are programed for completion by September 2018.</p> <p>To date, 24 of these actions were completed by the end of 2017-2018 and the remaining 3 actions are scheduled for completion by 30 September 2018 (reflecting 88% for the financial year).</p>
<p>Relationships</p> <ul style="list-style-type: none"> • Achieve an 85% satisfaction rating in relationship surveys which include but are not limited to: <ul style="list-style-type: none"> - Annual 360 degree feedback process; and - Cultural survey <p>Note: Surveys will be required to focus on engagement and strategic directions and quality of internal communications</p>	<p>The Engagement and Culture Survey was undertaken in July 2017, at the beginning of the performance period and provided benchmarking against other similar organisations.</p> <p>The survey was anonymous and voluntary.</p> <p>An 83% response rate was achieved, an increase from 67% on the previous survey.</p> <p><u>In summary:</u></p> <ul style="list-style-type: none"> • 90% of staff consider their job is important, 93% are clear about their impact and 87% are passionate about the work they perform; • 85% have a strong sense of belonging to their team and feel respect • 83% are clear on what their direct leader expects of them; • 61% feel well informed about changes affecting them with 25% having a mixed opinion • 83% consider the organisation has a focus on quality customer service.

Chief Executive Officer Key Performance Indicators 2017-2018

	<p>Employee feedback regarding leadership of the Council continues to encourage a focus on team dynamics, to model, reward and challenge. Executive and Management Teams are working within a facilitated program to provide effective leadership and improve our values-based culture.</p> <p>A survey for the new performance period is in the development stages for distribution at the end of August 2018.</p>
<p>Development</p> <p>A minimum of 90% of employees have had an Annual Performance Review and have a current development plan.</p>	<p>The Performance Development Program (PDP) process is monitored to ensure all employees undertake a six-monthly review of their performance and have a relevant annual development plan in place.</p> <p>The PDP process identifies future training and development needs which feed into the coming year's budget process and development of a Training Needs Analysis and Corporate Training Plan.</p> <p>100% of employees have a PDP with 95% of these reviewed and current.</p>
<p>Training and development program for the organisation is 80% achieved for the given year and 100% achieved for the Executive</p>	<p>2017/2018 expenditure:</p> <ul style="list-style-type: none"> • 43% of the budget across the organisation; and • 35% expenditure of the budget for the Executive Team. <p>Professional and personal development training occurred across all Directorates, based on training needs identified in the PDP process.</p> <p>The organisation has focused on addressing excessive leave balances during this financial year.</p> <p>The capacity for all staff to pursue training and development has been impacted by the focus on transition to new sites during the new civic centre construction period which has taken a significant amount of time and commitment from staff to ensure minimal impact on the community.</p> <p>During this period various role specific training and development occurred in WHS, Manual Handling, Executive group and Management group Team Leadership exercises and Emerging & Professional Leaders Development course. A number of opportunities to speak at national conferences has also been embraced resulting in exposure to training and development for the Executive Team.</p>

Notes Relating to the Above KPIs

There will be some objectives set within these KPIs.

Financial – there will be a link to the Long Term Financial Management plan and an objective would be to improve on the revenue mix (the proportion of rates versus grant income, and the proportion of rates derived from the commercial sector rather than the residential sector) however the prime KPI is the achievement of budget within the range + / - 1 % of the agreed council budget and the reason for any variations to the budget during the year.

Governance – included in this area is audit compliance (with legislation), Community surveys, LGA surveys. Not all these surveys will necessarily be undertaken each year nor will community surveys necessarily be satisfaction based – they may be information based.

Strategic/Annual Business Plan – with specific reference to the projects in the annual business plan each year. Key strategic projects to be delivered in coming year will be identified and agreed during the annual business plan process.