

**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 **Monday 16 April 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 Wednesday 18 October 2017
4. Items for Discussion

**4.1 Chief Executive Officer's Performance Progress 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 and Allison Ashby from Ashby Magro Consulting, be excluded from attendance at the meeting of the Chief Executive Officer's Performance Review Committee on 16 April 2018 in order to consider in confidence Agenda Item 4.1 titled "Confidential Report: Chief Executive Officer Performance Progress 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.

5. CLOSURE



**Cate Hart**  
Chief Executive Officer

13 April 2018

**AGENDA ITEM NO.:** 4.1

**TO:** CEO's Performance Development Review Committee  
on 16 April 2018

**FROM:** Cate Hart, Chief Executive Officer

**SUBJECT:** Chief Executive Officer's Performance Progress Report  
2017/2018

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## 1. EXECUTIVE SUMMARY

- 1.1 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.
- 1.2 A progress report of the outcomes and achievements against the agreed Key Performance Indicators (KPIs) is provided at **Attachments 1-13**

## 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 and Allison Ashby from Ashby Magro Consulting, 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 "Chief Executive Officer's Performance Progress 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 Progress Report 2017/2018 be receive and note the report.**

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## 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 CEO's 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.	

#### **4. REGIONAL IMPACT**

Nil.

#### **5. COMMUNITY INVOLVEMENT**

A customer satisfaction survey was undertaken in July 2017 and is reported on separately.

#### **6. DISCUSSION**

- 6.1 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.

- 6.2 Council endorsed the CEO Performance Key Performance Indicators for 2017/2018 at its meeting of 23 May 2017.
- 6.3 Progress and comments regarding outcomes of agreed KPIs are provided at **Attachments 1-13**.
- 6.4 The Committee is to provide its findings to the April 2018 Council Meeting.
- 6.5 Allison Ashby from Ashby Magro will be in attendance to assist with the Review.

#### **Financial and Resource Implications**

Nil.

### **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.

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### **ATTACHMENTS**

**Attachments 1-13**: CEO Key Performance Indicators Progress 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 during March of 2018 (as forecast/ scheduled) with demolition commencing in line with Project Plan in early April. On 9 April 2018 (1 week after site handover), the major demolition equipment commenced activity at the rear of the existing building. Demolition is proposed to be completed in 1 month.</p> <p>The adopted Project Plan anticipates; demolition, completion and adoption of all design works, piling, excavation, service relocation and tendering of steel fabrication and precast panels all to occur prior to 30 June 2018.</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 in June 2016. Reconciliation Australia were extremely positive about the level of work undertaken in the reconciliation space and recommended some further work be undertaken to achieve higher level of an INNOVATE RAP.</p> <p>Changes have been made to RAP document and internal consultation has been occurring before consideration by Council, anticipated to be at the April 2018 Council meeting. The new endorsed INNOVATE RAP can then be resubmitted to Reconciliation Australia.</p> <p>In the meantime, the RAP working group has continued to meet and the original REFLECT RAP has been revised to incorporate key changes for the INNOVATE RAP:</p> <ul style="list-style-type: none"> <li>- changing from a three (3) year to a two (2) year RAP, now 2018-2020 for better alignment with Councils Strategic Plan to 2020</li> <li>- some deliverables rewritten to be clearer and measurable</li> <li>- some deliverables moved to new classifications for a better fit</li> <li>- adding some new opportunities that have developed over the past year, ie the library participating in</li> </ul>

	<p>state-wide Indigenous Literacy Programs</p> <p>A key project being progressed is for dual naming of Parks and Reserves. Currently background research is being undertaken into the known history of these places before providing this information to a Kurna Committee who can provide advice/ options on appropriate indigenous names. Recently, a request has been made to incorporate dual naming of the Council Wards and this will be done as part of the current project with options to be brought to Council in coming months.</p>
<p>Successful implementation of the City of Prospect Spring Fair and Come &amp; 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 PG Professionals SA Annual Awards program under Community Collaboration and Partnerships.</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 (refer to Attachment).</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 will be 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 design work is being undertaken in order to deliver the upgrade of this Reserve in 2018/2019.</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 of this Reserve is anticipated to be 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 design work is being undertaken for the area between Willcox Ave and Kintore Ave and will be completed by 30 June 2018.</p> <p><u>Draft Open Space Strategy</u></p> <p>Council endorsed the draft Open Space Strategy for community consultation on 27 February 2018. Consultation concludes on this draft Plan on 8 May 2018. To address future planning and priorities, an indicative timeline and indicative future budgets have been developed to establish the overall level of investment subject to financial capacity.</p> <p>The future planning, priorities and budget associated with specific projects identified within the Open Space Strategy will be incorporated into Council’s Long Term Financial Plan.</p>
<p>Broadview Sports and Recreation Precinct three budgeted projects have been completed (100%).</p>	<p>There are 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 has been awarded for this project. Construction commenced on 16 April 2018 and will be completed 30 June 2018.</p> <p><u>Broadview Oval – Public Tennis Courts Upgrade (\$40,000)</u> A Contract has been awarded for this project. Construction commenced on 6 April 2018 and was completed 13 April 2018.</p> <p><u>Broadview Oval – Beautification &amp; Oval Fitness Track (\$250,000)</u> A Contract has been awarded for this project. Construction commenced on 10 April 2018 and will be completed 8 June 2018.</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.

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.

#### Resilient East Project

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:

*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.*

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%.

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.

#### Regional Heating Mapping

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.

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.

#### Urban Street Tree Guide (Draft)

Council staff has developed a draft 'Urban Street Tree Guide' (90% complete). This Guide will replace Council's '21<sup>st</sup> 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.

	<p><u>Elected Member Workshop</u> A Workshop detailing work undertaken to date and priorities for the future will be presented at an Elected Member Workshop scheduled for the 5 June 2018.</p>
<p>Residential DPA investigations, draft amendments, community consultation phases are all completed and the final draft has been adopted by Council.</p>	<p>The Department of Planning, Transport &amp; Infrastructure has recently confirmed that new Development Plan Amendments (DPAs) will not be progressed. This was reported to Council in March 2018 where staff outlined an internal 'study' process which could assist the Council in being able to input into and influence the State-wide Planning &amp; Design Code with an appropriate level of local modifications, informed by the Housing Diversity and Better Neighbourhoods Study which will be undertaken throughout 2018.</p>



**PROSPERITY**

MORE JOBS, MORE INVESTMENT, MORE ACTIVITY, MORE VIBRANCY

<b>Measure</b>	<b>Outcomes</b>
<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>GigCity Prospect</u> City of Prospect will become part of the State Government's GigCity network. Specifically, we are seeking to develop the connection of the Prospect Road Innovation Precinct. Currently developing implementation plan for the project to link up four buildings with 1Gb – 10 Gb of data to attract high value tenants.</p> <p><u>NBN Event Bernard Salt</u> On 11 October 2017, City of Prospect and nbn host renowned demographer Bernard Salt in the Town Hall, as he unveiled his report on the South Australian 'Lifestylepreneur' movement.</p> <p><u>Smart City and Suburbs Program</u> City of Prospect has led a consortium of five Councils in South Australia to access funding for using new digital technology which will benefit local communities.</p>

	<p>'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 of Council assets, including parks and main streets.</p> <p>Connected City will create a free, open, accessible low-powered network covering an area of approximately 160k square kilometres, servicing a quarter of its metropolitan residents. This network will support entrepreneurs, scientists, STEM students and future local government Smart City projects. Progress to date includes development of project briefs for all five councils. Development of legal agreements for collaboration between Councils and the University of Adelaide. Development of tender list to execute the project. Tender to be let in late April 2018.</p>												
<p>100% increase in footfall in the Village Heart</p>	<p>Benchmarked against 2017, the Prospect Fast W-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> <p><b>WiFi Increase Feb 2017 and Feb 2018</b></p> <table border="1" data-bbox="817 928 1435 1031"> <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 provide a formula so that WiFi views and or logins can give us an approximate number of pedestrian on Prospect Road as well as trends by month, day and time of day.</p>		Feb 2017	Feb 2018	% inc.	WiFi Views	1,685	3,623	115%	WiFi Logins	816	2,508	207%
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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).

The value of the development in the Prospect Corridors has nearly doubled from \$17.8 million (2016/17) to \$35.5 million in 2017/18. This equates to a 99% increase in the value of completed development on Prospect and Churchill Roads.

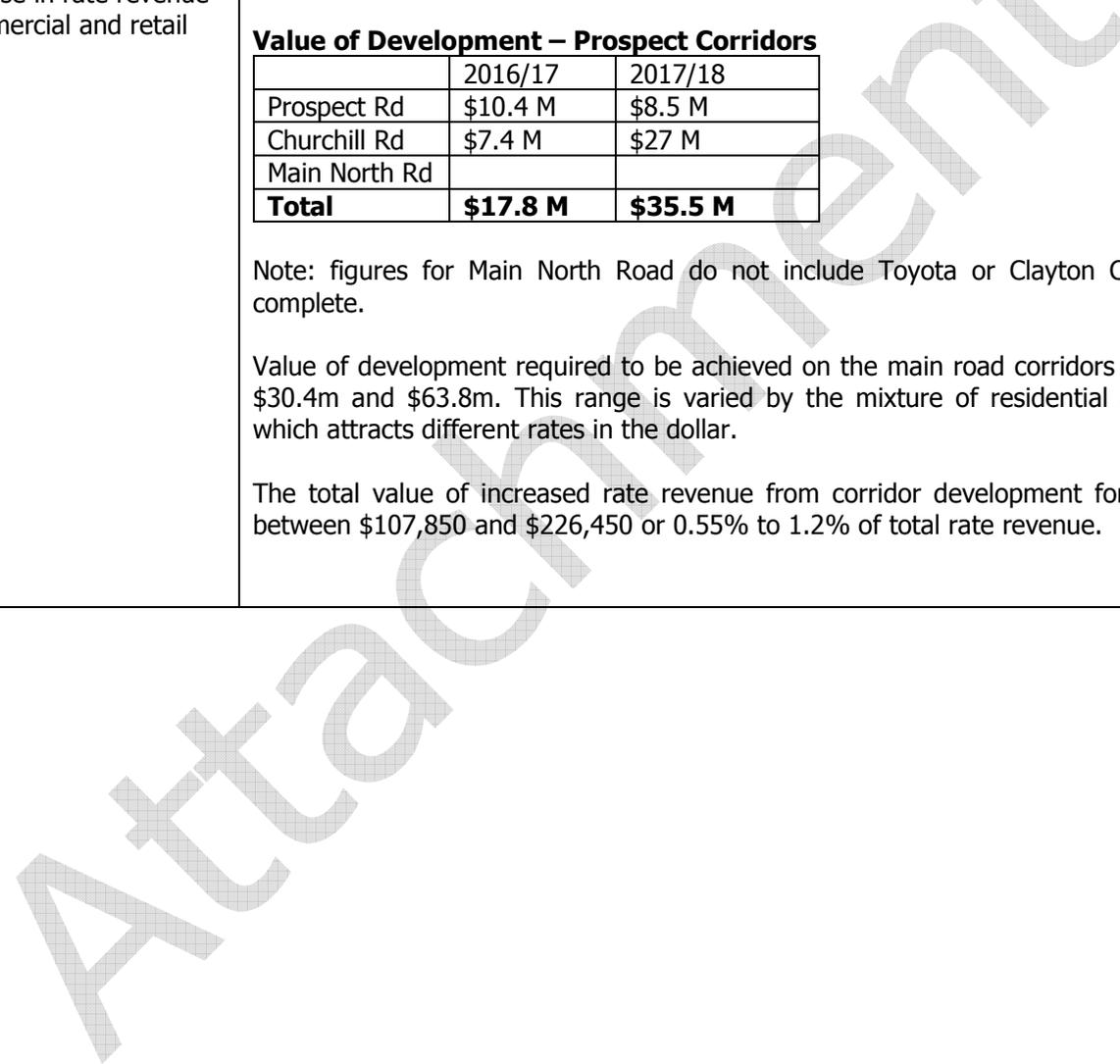
**Value of Development – Prospect Corridors**

	2016/17	2017/18
Prospect Rd	\$10.4 M	\$8.5 M
Churchill Rd	\$7.4 M	\$27 M
Main North Rd		
<b>Total</b>	<b>\$17.8 M</b>	<b>\$35.5 M</b>

Note: figures for Main North Road do not include Toyota or Clayton Church Homes as works are not complete.

Value of development required to be achieved on the main road corridors to achieve this target is between \$30.4m and \$63.8m. This range is varied by the mixture of residential and non-residential development which attracts different rates in the dollar.

The total value of increased rate revenue from corridor development for 2017/2018 is anticipated to be between \$107,850 and \$226,450 or 0.55% to 1.2% of total rate revenue.





## 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>To date we have recorded 27 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.</p> <p>Work has continued on the CRM system in order to ensure timely response to requests for service and response to customer complaints. This has included continuing 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. Additionally, live chat has been installed through customer service in order to provide an alternative contact approach and for customers to receive real time response to their queries and complaints.</p> <p>To date 32 live chat sessions have been undertaken since commencing on 1 February 2018.</p>

## Key Performance Indicator 2: Satisfaction of the Community

Measure	Outcomes
<ul style="list-style-type: none"> <li>Achievement of a range of <b>rate payer satisfaction</b> targets as outlined the Strategic Plan identified through appropriate survey results for 2017 including but not limited to:               <ul style="list-style-type: none"> <li>On-line Community Panel; or</li> <li>Independent external Community survey</li> </ul> </li> </ul>	<p>Overall satisfaction of <b>68%</b> was recorded, being almost 7 in 10 residents satisfied with the City of Prospect with a rating of <b>3.7 out of 5</b> in performance.</p> <ul style="list-style-type: none"> <li>Community engagement and consultation demonstrated an increase of 6% from 2015, with a result of <b>49%</b> in 2017.</li> <li>Current initiatives include more direct correspondence on project work, meeting with residents with concerns, continued engagement with community groups as exemplified by CLIC, Environmental Management Plan and Main North Road Strategy.</li> </ul>

## Key Performance Indicator 3: Financial success of the Organisation

Measure	Outcomes															
<ul style="list-style-type: none"> <li>Evaluation of the number and value of <b>budget adjustments</b> for the year resulting from:               <ul style="list-style-type: none"> <li>Policy change;</li> <li>Revised budget estimates approved by Council;</li> <li>Budget overruns; and</li> <li>Internal adjustments excluding budget overruns (grants, reallocations).</li> </ul> </li> </ul>	<p>Budget Review Adjustments for 2017-2018 are provided below:</p> <table border="1"> <tbody> <tr> <td colspan="2">Adopted Original Budget (Adopted 27/06/2017) <i>Surplus</i></td> <td>\$106,607</td> </tr> <tr> <td>Budget Review 1</td> <td>Carry Forward from 2016-2017</td> <td>(\$387,933)</td> </tr> <tr> <td></td> <td>Net Favourable Budget Adj</td> <td>\$507,220</td> </tr> <tr> <td>Budget Review 2</td> <td>Net Favourable Budget Adj</td> <td>\$110,861</td> </tr> <tr> <td></td> <td><i>Surplus</i></td> <td>\$336,755</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>	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	Budget Review 2	Net Favourable Budget Adj	\$110,861		<i>Surplus</i>	\$336,755
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	<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> <table border="1" data-bbox="824 384 1675 603"> <thead> <tr> <th></th> <th>BR1</th> <th>BR2</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>A</td> <td>\$0</td> <td>\$20,000</td> <td>\$20,000</td> </tr> <tr> <td>B</td> <td>(\$2,078,842)</td> <td>\$0</td> <td>(\$2,078,842)</td> </tr> <tr> <td>C</td> <td>\$327,994</td> <td>\$1,367,561</td> <td>1,695,555</td> </tr> <tr> <td>D</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> </tr> <tr> <td>E</td> <td>\$0</td> <td>\$18,000</td> <td>\$18,000</td> </tr> <tr> <td></td> <td>(\$1,750,848)</td> <td>\$1,405,561</td> <td>(\$345,287)</td> </tr> </tbody> </table> <p>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.</p> <p>Excluding these items, Council has favourably adjusted its cash budget during 2017-2018 by a net \$433,555.</p>		BR1	BR2	Total	A	\$0	\$20,000	\$20,000	B	(\$2,078,842)	\$0	(\$2,078,842)	C	\$327,994	\$1,367,561	1,695,555	D	\$0	\$0	\$0	E	\$0	\$18,000	\$18,000		(\$1,750,848)	\$1,405,561	(\$345,287)
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<ul style="list-style-type: none"> <li>90% of all <b>budgeted projects</b> to be completed within agreed timeframes</li> </ul>	<p>The third budget review is currently being prepared for the April 2018 Council meeting. Contained within this report, will be detail analysis of the Council's ability to complete its projects by 30 June 2018. As at the second budget review (31/12/2017), no projects at risk, had been identified.</p> <p>Project management of the carry over projects and those budgeted for 2017/2018 has been undertaken and it is anticipated that this target will be met.</p>																												
<ul style="list-style-type: none"> <li><b>Achieve budget</b> (revised budget approved by Council) within the range +/- 1% of total revenue base (operating revenue plus capital grants):                     <ul style="list-style-type: none"> <li>Cash budget;</li> <li>Better than budgeted operating result</li> </ul> </li> </ul>	<p>Actual results cannot be determined until year-end audit however <b>it is anticipated the measures of +/- 1% will be met.</b></p>																												

achieved; and - Final audited Operating result.	
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## Key Performance Indicator 4: Wellbeing of the Organisation

Measure	Outcomes
Achievement of a minimum 90% compliance with the <b>WHS</b> KPI Audit Action Plan	<p>A focus on WHS continues across the organization. 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 action resulting from the previous year’s audit (2017 audit). In consultation with the LGAWCS, these actions have been programmed for completion by 30 September 2018.</p>
<p><b>Relationships</b></p> <ul style="list-style-type: none"> <li>• Achieve an 85% <b>satisfaction rating</b> in relationship surveys which include but are not limited to:                             <ul style="list-style-type: none"> <li>- Annual 360 degree feedback process; and</li> <li>- Cultural survey</li> </ul> </li> </ul> <p>Note: Surveys will be required to focus on engagement and strategic directions and quality of internal communications</p>	<p>The 2017 Engagement and Culture Survey, undertaken in July 2017, provided benchmarking against other similar organisations. The survey was anonymous and voluntary.</p> <p>An 83% response rate was achieved, which is an increase from 67% in 2015.</p> <p><u>In summary:</u></p> <ul style="list-style-type: none"> <li>• 90% of staff consider their job is important, 93% are clear about their impact and 87% are passionate about the work they perform;</li> <li>• 85% have a strong sense of belonging to their team and feel respect</li> <li>• 83% are clear on what their direct leader expects of them;</li> <li>• 61% feel well informed about changes affecting them with 25% having a mixed opinion</li> <li>• 83% consider the organisation has a focus on quality customer service.</li> </ul>

<p><b>Development</b></p> <p>A <b>minimum</b> of 90% of employees have had an <b>Annual Performance Review</b> 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><b>79% of employees to date have completed the PDP process with a current 2018 development plan.</b> A number of plans are partially complete with further meetings scheduled prior to the end of April. The timeframe to complete this target is end June 2018.</p>
<p><b>Training and development program</b> for the organisation is 80% achieved for the given year and 100% achieved for the Executive</p>	<p><b>2017/2018 expenditure:</b></p> <ul style="list-style-type: none"> <li>• 35% of the budget across the organisation; and</li> <li>• 27% expenditure of the budget for the Executive Team.</li> </ul> <p>Progress continues in the development of an organisational Training Needs Analysis (TNA), forming part of the Management Team’s business as usual. These percentages do not include the training and development program currently being undertaken for the Management Team and Executive Team in respect to leadership.</p> <p>Professional and personal development training occurred across all Directorates, based on training needs identified in the PDP process.</p> <p>During this period various role specific training and development occurred in WHS, Manual Handling, Executive and Management Team Building and Emerging &amp; Professional Leaders development course.</p>

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## Notes Relating to the Above KPIs

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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.

Attachment 13