

## 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 Civic Centre, 128 Prospect Road, Prospect on **Wednesday 18 October 2017 at 6.00pm**

### AGENDA

1. On Leave
2. Apologies – Cr M Lee
3. Confirmation of Minutes of the Chief Executive Officer's Performance Development Review Committee Meeting held on Wednesday 19 April 2017
4. Items for Discussion

#### 4.1 Chief Executive Officer's Performance Report 2016/2017

##### **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 "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

12 October 2017

**AGENDA ITEM NO.:** 4.1

**TO:** CEO's Performance Development Review Committee  
on 18 October 2017

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

**SUBJECT:** Chief Executive Officer's Performance Report 2016/2017

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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 report of the outcomes and achievements against the agreed Key Performance Indicators (KPIs) is provided at **Attachments 1-15**.
- 1.3 The review process also provides an opportunity for Council on an annual basis to review the remuneration provided to the CEO.
- 1.4 Cate Hart will provide a verbal overview of the key issues for 2016/2017 and general discussion regarding the CEO performance observations with committee members.
- 1.5 Allison Ashby from Ashby Magro Consulting will provide a verbal summary of the CEO Performance Review 2017 Survey.

## 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 "Confidential Report: Chief Executive Officer's 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.**

- (2) **The Chief Executive Officer's Development Review Committee having considered Item 4.1 Chief Executive Officer's Performance Report 2016/2017 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 2016/2017 financial year (insert comment regarding CEO performance).**
- (4) **The Chief Executive Officer be awarded .....(insert remuneration adjustment).... effective on the anniversary of her employment agreement with Council.**

**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**

<ol style="list-style-type: none"> <li>1. Broadband</li> <li>2. Knowledge Workforce</li> <li>3. Innovation</li> <li>4. Digital Equality</li> <li>5. Sustainability</li> <li>6. Advocacy</li> </ol>	<p>Infrastructure is the foundation of economic competitiveness</p> <p>A labour force that creates economic value through its knowledge, skills and ability to use information effectively</p> <p>Intelligent Communities pursue innovation through a relationship between business, government and institutions (ie. universities).</p> <p>Allowing everyone access to broadband technologies and skills to use them</p> <p>Economic growth while reducing the environmental impact of that growth</p> <p>Engaging leaders and citizens, businesses and institutions, in identifying opportunities to champion positive change.</p>	<p>The CEO's performance review addresses these issues through the performance measures.</p>
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#### **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 2016-2017 at its meeting of 18 October 2016.
- 6.3 Outcomes and comments regarding outcomes of agreed KPIs are provided at **Attachments 1-15**.
- 6.4 The Committee is to provide its findings to the October 2017 Council Meeting.
- 6.5 Allison Ashby from Ashby Magro will be in attendance to assist with the Review and provide a verbal report on the CEO Performance Review 2017 Survey.
- 6.6 The review process also provides an opportunity for Council on an annual basis to review the remuneration provided to the CEO.

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

Subject to the consideration of the remuneration review, a budget allocation has been made for 2017/2018.

#### **7. CONCLUDING STATEMENTS**

The performance review process, survey and discussion provides an opportunity for direct feedback to the CEO on opportunities and constraints throughout 2016/2017 regarding meeting the initiatives in the Strategic Management Plan and Performance Indicators.

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#### **ATTACHMENTS**

**Attachments 1-15:** CEO Key Performance Indicators Report 2016-2017

## Attachment 1

# City of Prospect – Chief Executive Officer Key Performance Indicators for 2016-2017

KPI	Measured by	Outcomes
<b>Strategic Plan Delivery</b>	<p><b>People</b></p> <ul style="list-style-type: none"> <li><b>Community Hub, Library and Innovation Centre</b> is progressed in accordance with the Council approved timeframe and budget</li> </ul>	<p>The CLIC project has progressed (albeit somewhat slowly). Actions undertaken include:</p> <ul style="list-style-type: none"> <li>Adoption of the SGS Economics and Planning – Economic and Social Analysis report</li> <li>Site selection</li> <li>Establishment of the Community Reference Group with 8 meetings undertaken leading to an engaged community.</li> <li>Monthly information reports to Council outlining progress</li> <li>Establishment of the Project Executive Group, internal Transition Team and Internal Project Team and appointment of Council’s Project Lead (internal)</li> <li>Appointment of Brown Falconer in collaboration with Hudson Howells and Snohetta to consider the internal spatial options and the investigation into the emotional brief of the brief</li> <li>Appointment of CBRE to market and sell 132-134 Prospect Road (with agreement to sell the site undertaken in April 2017) and preparation of material for the sale of 218 Main North Road and 82 Johns Road</li> <li>Issuing of project brief for the Prudential Report</li> <li>Issuing of project brief for a Project Manager</li> <li>Investigation into service continuation during construction by the Transition Team</li> </ul>
	<ul style="list-style-type: none"> <li><b>Open Space Strategy</b> investigations and community engagement phases completed</li> </ul>	<p>The Open Space Strategy was not completed despite significant work being undertaken by the project team which included:</p> <ul style="list-style-type: none"> <li>Development of a draft vision</li> <li>Research in respect to the open space hierarchy and definition of open space</li> <li>Investigation into areas lacking open space</li> <li>Identification of investment required to establish the preferred network of open space within the suggested hierarchy</li> <li>Engagement with the community on their views regarding the existing open space</li> <li>Review of demographic data to assist in future planning</li> </ul> <p>Following consideration of the draft Strategy presented to Council in August 2017, following the October 2017 workshop will see this completed by the end of December 2017.</p>

## Attachment 2

# City of Prospect – Chief Executive Officer Key Performance Indicators for 2016-2017

KPI	Measured by	Outcomes
		In addition to the Open Space Strategy Council and City of Adelaide are continuing the partnership agreement to further develop the North Park Lands. The objective of the partnership is to create better connection and community uses across Council boundaries.
	<ul style="list-style-type: none"> <li><b>Tourrific Prospect</b> has a high alignment with meeting Council's adopted objectives</li> </ul>	<p>A successful event was held in January 2017, the event theme was 'our Colourful Community' reflecting the 2020 Strategic Plan strategies for Council events to be inclusive and reflect our diverse community. The event continues to deliver strong crowd and trader numbers within Adelaide's peak event period and the event attendance was estimated at 15,000 people.</p> <p>The event attracted participation by:</p> <ul style="list-style-type: none"> <li>• 21 volunteers</li> <li>• 51 traders (with several increasing their site area) and more than 10 Prospect Road traders also opened.</li> <li>• 13 sponsors</li> </ul> <p>Based on 2016 Tourrific Prospect Greenhill Research data, the per person spend was on average \$26.10. Given 15,000 people are estimated to have attended the event in 2017, this brings \$391,500 to our event in Prospect Road with approximately 51% or \$199,665 spent by people coming from outside the Prospect area.</p>
	<p><b>Place</b></p> <ul style="list-style-type: none"> <li><b>Urban Corridor Zone DPA</b> is adopted by Council and submitted for gazettal</li> </ul>	<p>The DPA was not finalised due to additional consultation with key stakeholders and policy testing which extended the process beyond its original anticipated timeframe. However this will lead to an improved policy outcome once adopted.</p> <p>Work undertaken includes:</p> <ul style="list-style-type: none"> <li>• Development and testing of policy positions</li> <li>• The following public consultation was undertaken and from this 41 responses were received: <ul style="list-style-type: none"> <li>- A direct letter approach to 1255 properties</li> <li>- Pre-consultation workshop with 6 stakeholder groups</li> <li>- 2 public information sessions</li> <li>- A meeting with Prospect North Primary School students</li> <li>- Correspondence with 7 government agencies, 8 nearby Councils and 6 stakeholder groups</li> </ul> </li> <li>• Collaborative approach with DPTI staff</li> </ul>

### Attachment 3

## City of Prospect – Chief Executive Officer Key Performance Indicators for 2016-2017

KPI	Measured by	Outcomes
	<ul style="list-style-type: none"> <li><b>Main North Road Concept Plan</b> has been developed and endorsed by Council with initiation of projects</li> </ul>	<p>The Concept Plan has progressed but was not endorsed by Council. Work undertaken included:</p> <ul style="list-style-type: none"> <li>Workshop with elected members to gain insights into preferred improvements</li> <li>Discussion with DPTI regarding signalised junctions to facilitate right hand movements from east to north</li> <li>Design considerations for improved public realm</li> <li>Community engagement with all businesses on Main North Road within the study area</li> </ul> <p>The Art Advisory Roundtable have contributed to the drafting of the Main North Road Art Strategy over the course of three workshops. The Art Strategy will include references to sophisticated outcomes, forming large to intimate and depth and laying and distinct branding of the road.</p> <p>A pilot location was identified with Council in July 2017 and preliminary design work has commenced for the area between Kintore Ave and Balfour Street.</p>
	<ul style="list-style-type: none"> <li><b>Broadview Sports and Recreation Precinct</b></li> <li><b>Parks and Playspace upgrades</b> are completed (100%) including but not limited to St Helens Park and Ern Sconce Rotary Park according to allocated resource/budget for 2016/2017</li> </ul>	<p>Topographic surveys for the Broadview Oval precinct were completed. The development of design documentation was delayed pending the establishment of a working committee.</p> <p>Works has been completed for both parks including playground installation and landscape works. This has included:</p> <ul style="list-style-type: none"> <li>Ern Sconce Rotary Park has had a basketball court installed with returfing of the lawn areas around. Play equipment has been installed including a play structure with a slide, climber, swing set, rocker, kitchen play area, raised garden bed and re-edging the playground.</li> <li>A new BBQ has also been installed next to the existing picnic table setting. St Helens Park has had the playground equipment installed including a cubby, play structure with slide, trampoline, spinner and swing set. Landscaping, irrigation, and construction of a dry creek bed with a timber bridge within the playspace have been completed. Artworks by local artist groups and kindergarten/schools have been installed including a panel on the BBQ, a totem pole and stepping stones.</li> </ul> <p>All of these works are aligned to the draft open space strategy direction for neighborhood and local parks.</p>

## Attachment 4

# City of Prospect – Chief Executive Officer Key Performance Indicators for 2016-2017

KPI	Measured by	Outcomes																					
	<p><b>Prosperity</b></p> <ul style="list-style-type: none"> <li>Yearly increases in number of businesses as members of <b>Network Prospect</b></li> </ul>	<p>There has been an increase of 15% on businesses as members :</p> <p><b>Network Prospect businesses listed</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;">July – December 2016</th> <th style="text-align: center;">March 2017</th> </tr> </thead> <tbody> <tr> <td>Churchill Road</td> <td style="text-align: center;">15</td> <td style="text-align: center;">19</td> </tr> <tr> <td>Main North Road</td> <td style="text-align: center;">45</td> <td style="text-align: center;">53</td> </tr> <tr> <td>Other Zones</td> <td style="text-align: center;">20</td> <td style="text-align: center;">24</td> </tr> <tr> <td>Prospect Road</td> <td style="text-align: center;">83</td> <td style="text-align: center;">89</td> </tr> <tr> <td>Prospect Professionals</td> <td style="text-align: center;">55</td> <td style="text-align: center;">66</td> </tr> <tr> <td><b>Total</b></td> <td style="text-align: center;"><b>218</b></td> <td style="text-align: center;"><b>251</b></td> </tr> </tbody> </table> <p>A Business Survey was undertaken in October 2017 to coincide with the customer satisfaction survey and establish qualitative and quantitative data from our business network. Responses include:</p> <ul style="list-style-type: none"> <li>56% of businesses are members</li> <li>25% considered the workshops and networking events beneficial</li> <li>21% considered the business listing was of value</li> <li>21% supported the local newsletter</li> </ul>		July – December 2016	March 2017	Churchill Road	15	19	Main North Road	45	53	Other Zones	20	24	Prospect Road	83	89	Prospect Professionals	55	66	<b>Total</b>	<b>218</b>	<b>251</b>
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	<ul style="list-style-type: none"> <li><b>Footfall in the Village Heart</b> is increased by 100% including after 5.00pm</li> <li>City of Prospect is the highest ranked <b>Intelligent Communities Forum (ICF) City</b> in South Australia</li> </ul>	<p>City of Prospect has established "Prospect Superfast Wi-Fi" - a free public Wi-Fi service in the Village Heart. This service currently counts every Bluetooth device that enters the Village Heart zone (regardless of whether the device connects to the service or not). As 9 out of 10 South Australians own a smartphone (Sensis, 2017), this will provide accurate footfall trend data. While the network is active and collecting data, City of Prospect are working with the vendor to cleanse and analyse this data, establishing a preliminary benchmark which footfall can be measured against.</p> <p>City of Prospect was recognised as one of the top Smart21 Communities and is currently the highest ranked Intelligent Community (ICF) in South Australia for 2017.</p>																					

## Attachment 5

# City of Prospect – Chief Executive Officer Key Performance Indicators for 2016-2017

KPI	Measured by	Outcomes
	<p><b>Supporting Services</b></p> <ul style="list-style-type: none"> <li><b>Regional service delivery</b> has been advanced</li> </ul>	<p>Discussions through Eastern Region Alliance have identified a number of opportunities and ongoing focus on relationships with the CEO's through the CEO Forum is seeking to advance regional service delivery.</p> <p>This has focussed on securing Human Resources, Procurement services with City of Unley and City of Mitcham.</p> <p>Negotiations with Local Government Association Procurement (LGAP) occurred to provide the governance of procurement service to City of Prospect. City of Prospect has positioned itself to be a pilot Council where LGAP can create a new stream of governance/auditing service to councils that are small in size and does not have the resources for a centralised procurement system.</p>
	<ul style="list-style-type: none"> <li><b>Innovation review</b> has been initiated and 10 services are reviewed annually to improve the customer service experience</li> </ul>	<p>This review was initiated with BeeSquared Consulting which worked with the Management Team and Executive Leadership Team on Council's service innovation journey. A key focus was identified for this work - Customer Services across the organisation.</p> <p>Managers met collectively and identified 42 tasks with Infrastructure Services and Assets being a key focus. A total of 14 actions were identified to improve the Customer Experience, or remove internal obstacles to provide a better Customer Service.</p> <p>The approach staff have taken encourages the whole Management Team to work together towards the solutions, and we have experienced improved collaboration and communication between the Management Team. This has been further strengthened by the recent leadership coaching undertaken.</p> <p>An average task completion of 85% was achieved. We set an ambitious target which was discussed at a workshop and there have been a number of causes for this response:</p> <ul style="list-style-type: none"> <li>The Action Plan timelines were intentionally ambitious to promote rapid delivery of changes,</li> <li>"Urgent and Important" tasks or issues have taken priority over the Action Plan changes,</li> <li>Solutions have been re-scoped or changed, meaning timelines have had to be re-planned.</li> </ul>

## Attachment 6

### City of Prospect – Chief Executive Officer Key Performance Indicators for 2016-2017

KPI	Measured by	Outcomes
		<p>The consultant assisting us with the Action Plan has reported that although current progress is behind plan real progress is being made – without the Action Plan approach, it is nearly certain that none of the solutions would have progressed during the same time period.</p> <p>Significant work is required to address issues associated with our CRM system and this will be ongoing in 2017/2018. A detail report on this project and outcome will be presented to the Audit Committee Meeting on 16 October 2017.</p>
	<ul style="list-style-type: none"> <li>There is a 1% shift in <b>rate income</b> per annum to the commercial, corridor development and retail sectors</li> </ul>	<p>Development within the corridor zones has generated \$35,852 rate income for 2016/2017. This represents 0.19%. This will increase in 2017/2018 as more developments are completed. When this does, it is anticipated that a rate review will identify an opportunity to consider the rate increases in the long term financial plan.</p>
<p><b>Satisfaction of the Community</b></p>	<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>The Resident Satisfaction Survey was not undertaken in 2016/2017. The on-line community panel was not pursued following Council endorsement to transfer these funds to the development of the Engagement Hub website, training of staff for community engagement activities and to set up a detailed email data base of interested residents through Mailchimp.</p> <p>The Resident Satisfaction Survey took place between 10 – 21 August 2017, securing random responses from 300 residents conducted online and by landline.</p> <p>A concurrent Youth Qualitative Research exercise was undertaken including group forums of under 18's and over 18's. This was further supported with a Facebook Poll using measures related to the quantitative overarching resident survey.</p> <p>The Community Satisfaction and Strategic Plan measures are included in <b><u>Appendix 1</u></b>.</p>

## Attachment 7

# City of Prospect – Chief Executive Officer Key Performance Indicators for 2016-2017

KPI	Measured by	Outcomes																																										
<b>Financial success of the Organisation</b>	<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 2016-2017 are provided below:</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <thead> <tr> <th style="width: 60%;"></th> <th style="width: 40%;"></th> </tr> </thead> <tbody> <tr> <td>Adopted Original Budget (Adopted 19/07/2016) <i>Deficit</i></td> <td style="text-align: right;">(\$283,624)</td> </tr> <tr> <td>Budget Review 1</td> <td style="text-align: right;">Carry Forward from 2015-2016 (\$39,200)</td> </tr> <tr> <td></td> <td style="text-align: right;">Net Unfavourable Budget Adj (\$16,903)</td> </tr> <tr> <td>Budget Review 2</td> <td style="text-align: right;">Net Favourable Budget Adj (\$235,266)</td> </tr> <tr> <td>Budget Review 3</td> <td style="text-align: right;">Net Favourable Budget Adj \$208,695</td> </tr> <tr> <td>Budget Review 4</td> <td style="text-align: right;">Net Favourable Budget Adj \$182,130</td> </tr> <tr> <td></td> <td style="text-align: right;">Carry Forward to 2016-2017 \$387,933</td> </tr> <tr> <td></td> <td style="text-align: right;"><i>Surplus</i> \$203,765</td> </tr> </tbody> </table> <p>The following provides classifications of cash items included in the Third, and Fourth Budget Reviews of 2016-2017 (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)</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <thead> <tr> <th style="width: 10%;"></th> <th style="width: 30%; text-align: center;">BR3</th> <th style="width: 30%; text-align: center;">BR4</th> <th style="width: 30%; text-align: center;">Total</th> </tr> </thead> <tbody> <tr> <td>A</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> </tr> <tr> <td>B</td> <td style="text-align: center;">(84,183)</td> <td style="text-align: center;">785,000</td> <td style="text-align: center;"><b>700,817</b></td> </tr> <tr> <td>C</td> <td style="text-align: center;">314,478</td> <td style="text-align: center;">1,316,757</td> <td style="text-align: center;"><b>1,631,235</b></td> </tr> <tr> <td>D</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> </tr> <tr> <td></td> <td style="text-align: center;"><b>230,295</b></td> <td style="text-align: center;"><b>2,101,757</b></td> <td style="text-align: center;"><b>2,332,052</b></td> </tr> </tbody> </table> <p>The main reason for the adjustment is the carry forwards to 2017-2018. This totalled \$2,078,842 (Capital \$1,690,909 and Operating \$387,933).</p> <p>In addition, Council received 50% (\$322,194) of its 2017-2018 Financial Assistance Grants (FAGS) in June 2017. As with past years, this is required to be shown in the year received and skews the financial results for both years.</p> <p><b>Excluding the carry forwards, Council has favourably adjusted its operating budget during 2016-2017 by a net \$138,656.</b></p>			Adopted Original Budget (Adopted 19/07/2016) <i>Deficit</i>	(\$283,624)	Budget Review 1	Carry Forward from 2015-2016 (\$39,200)		Net Unfavourable Budget Adj (\$16,903)	Budget Review 2	Net Favourable Budget Adj (\$235,266)	Budget Review 3	Net Favourable Budget Adj \$208,695	Budget Review 4	Net Favourable Budget Adj \$182,130		Carry Forward to 2016-2017 \$387,933		<i>Surplus</i> \$203,765		BR3	BR4	Total	A	0	0	0	B	(84,183)	785,000	<b>700,817</b>	C	314,478	1,316,757	<b>1,631,235</b>	D	0	0	0		<b>230,295</b>	<b>2,101,757</b>	<b>2,332,052</b>
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**Attachment 8**

**City of Prospect – Chief Executive Officer Key Performance Indicators for 2016-2017**

KPI	Measured by	Outcomes			
		Preliminary results, as presented in the fourth budget review, indicate an operational saving of \$130,000 from the original budget. This is reconciled by the following;			
		<b>Original Budget (\$,000)</b>		<b>Actual Result (\$,000)</b>	
		Adopted Budget	(284)	Draft Result	(107)
		Add-Back Carry Forwards	+388	Deduct Early Payment of Financial Assistant Grants	-332
		Deduct Infringement Write-Down	-190	Add-Back Roads to Recovery not Received	+483
		<b>Adjusted Deficit</b>	<b>-86</b>	<b>Adjusted Result</b>	<b>44</b>
		The comparison of the Original Budget with the Actual result demonstrates an Operating Variance/Turn around \$130,000 Favourable.			
		As noted in the procedure outlined in the paragraph above, a final set of financial statements will be tabled to Council following completion of the External Audit process.			

## Attachment 9

# City of Prospect – Chief Executive Officer Key Performance Indicators for 2016-2017

KPI	Measured by	Outcomes
	<ul style="list-style-type: none"> <li>90% of all <b>budgeted projects</b> to be completed within agreed timeframes</li> </ul>	<p>Council staff achieved approximately 82% completion of all budgeted projects for 2016/2017. This equates to 84 of the 103 projects endorsed by Council.</p> <p>Whilst every effort was made to complete the projects of the 19 not completed:</p> <p>7 Projects were completed in July 2017</p> <ul style="list-style-type: none"> <li>Village Heart and Surrounds Tree Project</li> <li>Memorial Gardens Playspace 3/3 (Project)</li> <li>Council Buildings and Structures (maintenance)</li> <li>Upgrade of Play Space in identified parks</li> <li>Connecting Prospect Oval to Main North Road</li> <li>Green Neighbourhoods Connections and Attractions</li> <li>Beautification Project of Identified Parks</li> </ul> <p>6 have now been completed:</p> <ul style="list-style-type: none"> <li>Elizabeth Street Drainage and Road Construction -2 projects (August)</li> <li>Fleet Management – Capital Acquisitions (Street Sweeper delivery September)</li> <li>Prospect Oval Seating Repairs (September)</li> <li>Brussels Street Drainage and Road Construction - 2 projects (October)</li> </ul> <p>5 Projects are still to be completed</p> <ul style="list-style-type: none"> <li>Heritage Grant Program (funds allocated, waiting on applicant)</li> <li>Prospect Road Footpath Upgrade &amp; Upgrades following PLEC (2 projects)– Majority of upgrades completed and Percy Street locality about to commence</li> <li>Broadview Oval Master Plan (refer previous comments)</li> <li>Main North Road Central Precinct Concept Plan (refer previous comments)</li> </ul> <p>1 Project was deferred</p> <ul style="list-style-type: none"> <li>Scope Design and Delivery of an Extranet (to be addressed in website project)</li> </ul> <p>This is a disappointing result but it has been pleasing to see the turnaround on this issue. I have been focused on this to establish a more comprehensive planned approach to delivering not only these projects but those budgeted for in 2017/2018.</p>

## Attachment 10

### City of Prospect – Chief Executive Officer Key Performance Indicators for 2016-2017

KPI	Measured by	Outcomes
	<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 achieved; and</li> <li>○ Final audited Operating result.</li> </ul> </li> </ul>	<p>Although not completely finalised, preliminary Actual results for 2016-2017 indicate an Operating Deficit of \$174k. These results, include a write down in unlikely to be collected infringement debts totalling \$190k.</p> <p>Excluding the write down of debt, Council would have achieved a minor Surplus of \$16k. This minor surplus is \$188k unfavourable to the fourth budget review, or 0.8% unfavourable to the total income (incl. capital grants).</p> <p><b>At 0.8%, the measures of +/- 1% has been met.</b></p>
<b>Wellbeing of Organisation</b>	Achievement of a minimum 90% compliance with the <b>WHS</b> KPI Audit Action Plan	A focus on WHS continues across the organisation and we have successfully closed off the Audit Action Plan in line with the KPI requirements for 2017, achieving 100%.compliance.
	<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> <li>• Note: Surveys will be required to focus on engagement and strategic directions and quality of internal communications</li> </ul>	<p>The Cultural Survey is budgeted for every 2 years and was not undertaken in 2016/2017.</p> <p>However the 2017 Engagement and Culture Survey was undertaken in July 2017 and provides benchmarking against other 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>In summary:</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 leaders expects of them and 87% are clear on how the direct leader views their performance; 84% see the ire direct leader as assisting 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 and 73% consider Prospect punches above its weight despite being relatively small</li> </ul>

**Attachment 11**

**City of Prospect – Chief Executive Officer Key Performance Indicators for 2016-2017**

KPI	Measured by	Outcomes
	<p><b>Development</b></p> <ul style="list-style-type: none"> <li>A <b>minimum</b> of 90% of employees have had an <b>Annual Performance Review</b> and have a current development plan.</li> </ul>	<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>PDP is an annual plan with six-monthly activity. During 2016/2017 90% of employees participated in the PDP process.</p>
	<ul style="list-style-type: none"> <li><b>Training and development program</b> for the organisation is 80% achieved for the given year and 100% achieved for the Executive</li> </ul>	<p>The importance of training and development was heavily promoted amongst the Management Team throughout 2016/2017 resulting in expenditure of 73% of the budget across the organisation and 83% expenditure of the budget for the Executive Team.</p> <p>Further work is programmed and a Training Needs Analysis (TNA) will be undertaken as part of the Management Team's business as usual. The formulation of an organisational TNA is to occur in the first half of 2017/2018 financial year, building on from the discussions with staff in their annual performance review and setting key goals and objectives.</p> <p>Corporate 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, Bullying &amp; Harassment, Conflict Resolution, Manual Handling, Leadership competencies and Change Management.</p>

## Attachment 12

# City of Prospect – Chief Executive Officer Key Performance Indicators for 2016-2017

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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

## City of Prospect – Chief Executive Officer Key Performance Indicators for 2016-2017

### Appendix 1. Satisfaction of the Community

Strategic Plan to 2020	Resident Satisfaction Survey Outcome
<b>STRATEGY 1.1 Know our community</b>	
<b>1.1.1</b> A community connected with others - Year on year increase in proportion of residents that regularly engage with <b>5 or more</b> neighbouring households	Respondents regularly talked or interacted with <b>4.1</b> neighbours (35% indicated five or more interactions) (2015 no data)
<b>1.1.2</b> A community which is understood by Council who is able to respond to their needs - Year on year increase on the benchmark of 75% Resident Satisfaction Survey result relating to the range of programs, activities and initiatives offered by Council.  - 60% satisfaction rating in consultation methods from the Resident Satisfaction Survey (up from 43% in 2015).	Overall Satisfaction has fallen 6 percentage points to <b>68% satisfied</b> (2015 74%)  Satisfaction has risen 6 percentage points to <b>49%</b> (2015 43%)
<b>STRATEGY 1.3 Active living for every age, every stage</b> <b>1.3.4</b> A community who are involved and participate in decision making and community leadership: - 60% satisfaction rating with Council engagement strategies	Satisfaction has risen 6 percentage points to <b>49%</b> (2015 43%)
<b>STRATEGY 1.4 Celebrate our diverse and creative community</b> <b>1.4.2</b> A respected and celebrated culturally diverse community: - Year on Year increase in the satisfaction rating (number of respondents) who feel that Prospect is an inclusive and welcoming community.	<b>71% satisfied</b> (2015 no data)
<b>STRATEGY 2.1 Respect the past, create our future</b>	
<b>2.1.1</b> In partnership with the community, a City recognised for its diversity, its range of local attractions, its local history, character, heritage and stories: - Year on Year increase in community satisfaction rating of a city recognised for its range of local attractions, its local history, character, heritage and	<b>57% satisfied</b> (2015 no data)

## City of Prospect – Chief Executive Officer Key Performance Indicators for 2016-2017

### Appendix 1. Satisfaction of the Community

Strategic Plan to 2020	Resident Satisfaction Survey Outcome
<p>stories.</p> <p><b>2.1.2</b> A city recognised for high quality and interesting design and built form:</p> <ul style="list-style-type: none"> <li>- Year on Year increase in community satisfaction relating to building design.</li> <li>- Year on year increase in community satisfaction rating in respect to development across our city.</li> </ul>	<p><b>37% satisfied</b> (2015 no data)</p> <p>Satisfaction has fallen 7 percentage points to <b>38% satisfied</b> (2015 45%)</p>
<p><b>STRATEGY 2.2 Loved parks and places</b></p> <p><b>2.2.1</b> Look after what we love; the character, native fauna, stories, neighbourhoods, people, parks and colour</p> <ul style="list-style-type: none"> <li>- Year on year increase on the baseline of 80% satisfaction rating from the Resident Satisfaction Survey (relating to Parks).</li> </ul>	<p>Satisfaction has remained steady at <b>78% satisfied</b> (2015 78%)</p>
<p><b>STRATEGY 3.2 A more vibrant night-time</b></p> <p><b>3.2.2</b> A City with after-hours family friendly activities in our buildings, parks and open spaces</p> <ul style="list-style-type: none"> <li>- Annual increase in the use of our buildings, parks and open spaces as measured through the Resident Satisfaction Survey.</li> </ul>	<p><b>49% satisfied</b> (2015 no data)</p>
<p><b>STRATEGY 4.1 Excellence in Infrastructure</b></p> <p><b>4.1.1</b> Taking great care of all of Council's Assets</p> <ul style="list-style-type: none"> <li>- Consistently 75% or higher rating in Resident Satisfaction Survey.</li> </ul>	<p><b>53% satisfied</b> (2015 no data)</p>

## City of Prospect – Chief Executive Officer Key Performance Indicators for 2016-2017

### Appendix 1. Satisfaction of the Community

Strategic Plan to 2020	Resident Satisfaction Survey Outcome
<p><b>STRATEGY 4.3 Responsible Waste Management</b>  <b>4.3.1</b> Waste collection and recycling services meeting community need and enhancing the amenity of the City            - Year on year increase in customer satisfaction of waste collection and recycling services as measured through the Resident Satisfaction Survey.</p>	<p><b>80% satisfied</b>            (2015 no data)</p>
<p><b>STRATEGY 4.4 Accountable and people-focused services</b>  <b>4.4.1</b> Open and accountable practices and decision making processes throughout Council's operations            - Year on year increase in support of Council's decision making processes from Resident Satisfaction Survey.</p>	<p><b>34% satisfied</b>            (2015 no data)</p>