

**17.2 ADOPTION OF KEY PERFORMANCE INDICATORS (KPIS) 2020/21 FORMAL ANNUAL PERFORMANCE CYCLE**

Contact Person: Mr Sam Green

**Why is this matter confidential?**

Subject to an order pursuant to Section 90 (3) (a) of the Local Government Act 1999, this matter is confidential because the discussion relates to the personal affairs of the CEO.

**A. COUNCIL/COMMITTEE TO MOVE MOTION TO GO INTO CONFIDENCE**

No action – this motion passed in the open section.

**B. THE BUSINESS MATTER****17.2 ADOPTION OF KEY PERFORMANCE INDICATORS (KPIS) 2020/21 FORMAL ANNUAL PERFORMANCE CYCLE**

**Responsible Executive Manager :** Mr Sam Green

**Report Author :** Ms Susie Reichstein

**Delegated Authority :** Matters which cannot be delegated to a Committee or Staff.

**Attachments :** 1 [↓](#). Proposed Chief Executive Officer (CEO) Key Performance Indicators (KPIs)

**PURPOSE**

Council endorsement is sought for the proposed Key Performance Indicators (KPIs) for Chief Executive Officer (CEO) for the CEOs formal annual performance 2020/21 review cycle, following further work being undertaken to the draft proposal following the CEO Review Committee Meeting on 17 August 2020.

**STAFF RECOMMENDATION**

That Council adopt the proposed updated Chief Executive Officer (CEO) Key Performance Indicators for the formal annual performance 2020/21 review cycle (Attachment 1).

**COMMITTEE RESOLUTION****4208**

**That Council adopt the proposed updated Chief Executive Officer (CEO) Key Performance Indicators for the formal annual performance 2020/21 review cycle (Attachment 1).**

## EXECUTIVE SUMMARY

To ensure the CEO is performing duties in accordance with Section 99 of the *Local Government Act 1999* and in accordance with the CEO Employment Agreement; Key Performance Indicators are proposed in Attachment 1 for Council endorsement which will be used as part of the formal annual performance 2020/21 review cycle for the CEO.

As per the *CEO Review Committee Charter*, section 4.1.3 "Delegations" the CEO Performance Review Committee are delegated to *determine activities associated with reviewing the Chief Executive Officers performance review process, performance measures and targets, and the development plan and position description.*

### 1. BACKGROUND

The CEO Review Committee met on 17 August 2020 and on 13 July 2020 to review the draft proposed KPIs for the formal annual performance 2020/21 review cycle.

The Committee resolved the following at the meeting on the 17 August 2020:

- 1. The Committee reviewed the KPI document (Attachment 1) and made below suggestions to be incorporated:***

#### ***Destination 1***

*No changes recommended by Committee*

#### ***Destination 2***

- 1) Resident Satisfaction Survey*** will be measured by calculating a rolling average over 5 years and maintaining it for resident satisfaction, with an aim that the score should be equal or be higher to the rolling average ;and
- 2) Assessment as to how the City of Playford results compare to the Group 1 Metropolitan Councils.***
- 1) Common Measurement Tool*** (Qualtrics Experience Management) will be measured by calculating a rolling average over 5 years, with an aim that the score should be equal or be higher to the rolling average; and
- 2) Assessment as to how the City of Playford results compare to relevant comparable Metropolitan Councils.***

#### ***Destination 3***

*No changes recommended by Committee*

#### ***Destination 4***

##### ***Effective Debt Management:***

*Further development of this destination requires further work by the CEO incorporating measures. CEO will work on providing information on the amount of land on the market as at 30 June, the total identified surplus land amount, and the Strategic approach being taken for the realisation of these assets.*

##### ***Responsible Financial Management***

*No changes recommended by Committee*

##### ***Long Term Financial Sustainability***

*No changes recommended by Committee*

***New Destination (5)***

*Implement recommendations of the ICAC report within the Program Delivery Timeframe.*

**2. *That Attachment 1 include the following notation:***

***“Unpredictable events and or influences which are outside of the CEOs control may impact or affect the outcomes detailed in Attachment 1 and such occurrence(s) will be conveyed in order to ensure a fair evaluation of the CEO’s performance occurs”***

**3. *That a further report be brought back to the CEO Review Committee in September with the updated amendments to Attachment 1 as per above.***

The Committee also requested the CEO to undertake further work on destination 4 at the meeting held on 13 July 2020 as follows:

- *Establishing appropriate base lines for a number of the measures, particularly in procurement with respect to costs and local business involvement.*

In addition to the Committee’s suggestions and requests to the CEO to undertake further work, Council Members were given an opportunity to attend a Special Interest Group Meeting on 11 August 2020 which provided an overview of procurement processes to assist members in understanding procurement processes at City of Playford in more detail, to enable informed decision making when agreeing to any KPIs.

The CEO Review Committee met prior to these two meetings on 1 June 2020 to discuss the development of the CEO KPIs for the formal annual performance 2020/21 review cycle for the CEO. The Committee provided guidance on what areas of focus they wanted the KPIs to address. The following areas of focus were put forward as noted in the CEO Review Committee Minutes dated 1 June 2020:

*“The Committee provided feedback on the drafting of achievable Key Performance Indicators for the Chief Executive Officer. These include:*

- *Community satisfaction and engagement*
- *Financial performance*
- *Leadership*
- *Organisation well being*
- *Organisation focus*
  - *Delivery of strategic plans*
  - *Procurement processes*
  - *Debt management*
  - *Support of local businesses*
  - *Asset renewal*
  - *Unfinished CBD projects”*

The draft KPI’s have been developed based on the feedback from the Committee and following the Committee meeting on 7 September 2020 are presented to the Council for endorsement and/or amendment.

## 2. RELEVANCE TO STRATEGIC PLAN

### 1: Smart Service Delivery Program

#### Outcome 1.2 Improved service delivery

The efficient and effective process of ensuring established KPIs as part of the CEO's formal annual performance review cycle for 2020/21 ensures that the Strategic Plan is reviewed and monitored ongoing for delivery of objectives, as well as allows other focus areas to be monitored at Council discretion.

## 3. PUBLIC CONSULTATION

There is no legal or policy requirement to consult the community on this issue.

## 4. DISCUSSION

- 4.1 Draft KPIs have been developed (refer Attachment 1) and take into account feedback provided by the CEO Review Committee on 17 August, 13 July and 1 June 2020 as per "Section 1. Background" within this report.
- 4.2 Attachment 1 provides the Committee with baseline information and data to inform and assist in determining KPIs. The Committee can elect to monitor the information contained within Attachment 1 to identify any future trends or can elect to develop targets, which are currently not included in Attachment 1.
- 4.3 Ashby Magro Consulting have recommended KPIs be developed and adopted no later than August 2020. The Committee requested further work be undertaken on the draft proposed KPIs, therefore this report is presented to Council at the September meeting for endorsement.
- 4.4 Once the CEO KPIs for 2020/21 have been adopted by Council, ongoing monitoring and review of the progress of the KPIs will occur quarterly at the CEO Review Committee in accordance with the Committee delegation as per section 4.1.2 of the *CEO Review Committee Charter* to "Review the CEO's Performance in accordance with the agreed KPI's" at the following scheduled meetings:
  - October 2020:* Review progress of CEO KPIs to date and review previous year financial results
  - January 2021:* Review progress of CEO KPIs to date and review half year financial position
  - April 2021:* Review progress of CEO KPIs to date and discuss KPIs for 2021/22 review cycle
  - July 2021:* Review KPIs for the current year and confirm KPIs for the 2021/22 review cycle as well as review results of the formal review process of the CEOs performance for 2020/21.

## 5. OPTIONS

### Recommendation

That Council adopt the proposed updated Chief Executive Officer (CEO) Key Performance Indicators for the formal annual performance 2020/21 review cycle (Attachment 1).

## Option 2

That Council adopt the proposed updated Chief Executive Officer (CEO) Key Performance Indicators for the formal annual performance 2020/21 review cycle (Attachment 1), with the following amendments:

- <<Committee to insert amendments if required>>

## **6. ANALYSIS OF OPTIONS**

### **6.1 Recommendation Analysis**

#### 6.1.1 Analysis & Implications of the Recommendation

Ensuring KPIs are in place for the CEO ensures accountability for performance outcomes which is a key principle of good corporate governance. The benefits of evaluating the CEO can include:

- advancement of good CEO and Council relations;
- clarification of the strategic direction and to ensure that the Council and CEO are moving in the same direction;
- Provision of early warnings of potential problems, should they arise;
- to focus the CEO's attention on the CEO's accountability for performance; and
- encouragement of the development of the CEO's skills and attributes.

Adoption of the proposed KPIs as per Attachment 1, allows the CEO and Council to continue to deliver on focus areas of the Council, including the Strategic Direction.

The KPIs have been developed by the CEO in conjunction with the CEO Review Committee Members and the Executive Group.

#### 6.1.2 Financial Implications

There are no financial or resource implications to endorse the CEO KPIs for the 2020/21 formal annual performance review cycle.

### **6.2 Option 2 Analysis**

#### 6.2.1 Analysis & Implications of Option 2

As per the analysis in the recommendation, ensuring KPIs are in place for the CEO ensures accountability for performance outcomes which is a key principle of good corporate governance. The benefits of evaluating the CEO can include:

- advancement of good CEO and Council relations;
- clarification of the strategic direction and to ensure that the Council and CEO are moving in the same direction;
- Provision of early warnings of potential problems, should they arise;
- to focus the CEO's attention on the CEO's accountability for performance; and
- encouragement of the development of the CEO's skills and attributes.

The KPIs have been developed by the CEO in conjunction with the CEO Review Committee Members and the Executive Group.

Adoption of the proposed KPIs as per Attachment 1, allows the CEO and Council to continue to deliver on focus areas of the Council, including the Strategic Direction. The Council may wish to amend Attachment 1 to remove and/or include items as it sees fit, noting that the KPIs are to be developed no later than August 2020.

#### 6.2.2 Financial Implications

There are no financial or resource implications to endorse the CEO KPIs for the 2020/21 formal annual performance review cycle.

Released 25 September 2020

## Chief Executive Officer Key Performance Indicators

### Destination 1:

Ensure that our decisions and actions take a staged, planned and consistent approach taking into account the communities expectations of happiness, liveability and prosperity as guided by Playford 2043.

Outcome	Measure
New Strategic Plan 2020-2024 adopted	Strategic Plan is endorsed by Council by the legislated due date 28.02.2021
<u>Supporting Data for Outcome:</u> Resolution of Council adopting the Strategic Plan (not yet available). 12.08.20 - Development of the Strategic Plan is underway and currently in the Community and Staff engagement phase.	

Outcome	Measure
Strategic Plan is used to guide decisions and actions	Council receives regular reporting demonstrating the linkage between decisions made against the Strategic Plan and associated achievements.
<u>Supporting Data for Outcome:</u> Reporting to Council commenced on 14 <sup>th</sup> July 2020 with a report to the Strategic Plan Committee on the delivery of Council's Strategic Plan (2020-24). Copy of report attached.	



## Chief Executive Officer Key Performance Indicators

Outcome	Measure
Preparation of a budget aligned to Council's Finance Strategy	Demonstrated ability to deliver the intent of the budget whilst navigating the external financial environment
<p><u>Supporting Data for Outcome:</u></p> <p><i>Council's Finance Strategy has two key elements. Firstly that sustainable operating surpluses are maintained and secondly that debt is appropriately managed. There is a relationship between operating surpluses and debt management in that surplus budgets will negate the creation of bad debt derived from operating deficits.</i></p>	

Outcome	Measure	
Community is adequately engaged in the development of the Strategic Plan and Annual Business Plan	Demonstrated community engagement and response data	
<u>Supporting Data for Outcome:</u> <i>Strategic Plan community engagement data. Development of the Strategic Plan is underway and currently in the Community and Staff engagement phase. A summary of the consultation phase will be available December 2020.</i> <i>2019/20 FY Annual Business Plan Public Consultation summary.</i> <i>2020/21 FY Annual Business Plan Public Consultation summary.</i>		
Consultation Activity	FY 2019/20 (consultation period 6 <sup>th</sup> -28 <sup>th</sup> May)	FY 2020/21 (consultation period 19 <sup>th</sup> May-16 <sup>th</sup> June)
Engagement Hub	<ul style="list-style-type: none"><li>81 registered users</li><li>1,004 project visits</li><li>516 document downloads</li><li>21 feedback forms submitted through Hub</li></ul>	<ul style="list-style-type: none"><li>98 registered users</li><li>1357 project visits</li><li>453 document downloads</li><li>12 feedback forms submitted through Hub</li></ul>
Feedback Forms	<ul style="list-style-type: none"><li>35 feedback forms received in total</li></ul>	<ul style="list-style-type: none"><li>13 feedback forms received in total</li></ul>
Correspondence	<ul style="list-style-type: none"><li>11 items of correspondence were received</li></ul>	<ul style="list-style-type: none"><li>One item of correspondence was received</li></ul>



## Chief Executive Officer Key Performance Indicators

<b>Social Media</b>	<ul style="list-style-type: none"> <li>26,457 people saw the posts</li> <li>2,117 people interacted with the posts</li> <li>8% engagement rate (industry average across all industries 0.9%)</li> </ul>	<ul style="list-style-type: none"> <li>31,517 people saw the post</li> <li>1,857 people interacted with the post</li> <li>5.89% engagement rate (industry average across all industries 0.9%)</li> </ul>
<b>eNewsletter</b>	<ul style="list-style-type: none"> <li>3,400 eNewsletters opened</li> </ul>	<ul style="list-style-type: none"> <li>5,198 circulated</li> </ul>
<b>Print Media</b>	<ul style="list-style-type: none"> <li>45,000 Playford News delivered to households</li> <li>Messenger Press double-page spread – 46,000 readership</li> <li>Bunyip Press 1 insertion – 23,000 readership</li> <li>One Tree Hill Grapevine 1 insertion – 1,000 copies approx.</li> </ul>	<ul style="list-style-type: none"> <li>43,000 Playford News delivered to households</li> <li>The Advertiser statutory public notice readership 219,000 M-F</li> <li>Bunyip Press statutory public notice readership 8,750</li> </ul>
<b>Public Hearing</b>	<ul style="list-style-type: none"> <li>Twelve representors (28th May 2019)</li> </ul>	<ul style="list-style-type: none"> <li>1 representor (3 registered resulted in late apology and 2 no shows)</li> <li>1 deputation 23rd June 2020 Council Meeting</li> </ul>
<b>Petitions</b>	<ul style="list-style-type: none"> <li>Two petitions – 94 signatures and 369 signatures</li> </ul>	<ul style="list-style-type: none"> <li>Nil</li> </ul>

## Chief Executive Officer Key Performance Indicators

### Destination 2:

Council's service delivery profile is aligned to the community's needs and wants.

Outcomes	Measures																
Analyse and review service standards to ensure alignment to deliver the greatest customer value	<p>To maintain a rolling 5 year average, with an aim that the score should be equal to, or higher than, rolling average.</p> <p>To maintain an overall satisfaction with Council, rating above the benchmark average (survey company) of Council's surveyed.</p>																
<p><u>Supporting Data for Outcome:</u></p> <p>2019 Resident Satisfaction Survey result –</p> <table><tr><td></td><td>2016</td><td>2017</td><td>2018</td><td>2019</td><td>2020</td><td>Avg.</td><td>Bchmk</td></tr><tr><td>Overall satisfaction with Council</td><td>3.76</td><td>3.68</td><td>3.81</td><td>3.72</td><td>3.64</td><td>3.72</td><td>3.55</td></tr></table>			2016	2017	2018	2019	2020	Avg.	Bchmk	Overall satisfaction with Council	3.76	3.68	3.81	3.72	3.64	3.72	3.55
	2016	2017	2018	2019	2020	Avg.	Bchmk										
Overall satisfaction with Council	3.76	3.68	3.81	3.72	3.64	3.72	3.55										

## Chief Executive Officer Key Performance Indicators

Outcomes	Measures						
Community members are satisfied with the way we interact with them	To maintain a rolling 5 year average, with an aim that the score should be equal or higher to the rolling average.  To maintain an overall satisfaction with Council rating above the benchmark average (survey company) of Council's surveyed.						
<u>Supporting Data for Outcome:</u> 2019 Common Measurement Tool survey result							
	2016	2017	2018	2019	2020	Avg.	Bchmk
Common Measurement Tool survey result – “Overall satisfaction with Council”	58%	69%	65%	74%	-	**66.5%	67%
*phone interactions only							
<i>*From July 2020 Council will be replacing the Common Measurement Tool with Qualtrics Experience Management. Qualtrics allows for the measurement of customer satisfaction in dealing with Council across a number of platforms not just telephone interactions. Existing measure of overall satisfaction will remain the same.</i>							
<i>**Does not take in 2020 results as not available at this point in time.</i>							

## Chief Executive Officer Key Performance Indicators

### Destination 3:

All employees feel engaged and connected to the work of the organisation, to each other and the community.

Outcomes	Measures
We provide an environment and tools that makes it easy to do a good job	Quarterly Pulse Survey (2 year rolling trend)
<p><u>Supporting Data for Outcome:</u></p> <p>Regular Pulse Surveys are being introduced and will be undertaken twice in the remainder of 2020. From 2021 they will be conducted on 1<sup>st</sup> February, 1<sup>st</sup> June and 1<sup>st</sup> October. An organisational pulse survey is currently being undertaken 5<sup>th</sup>-13<sup>th</sup> August 2020.</p>	

Outcomes	Measures
Foundation Principles	Pulse Survey Data
<p><u>Supporting Data for Outcome:</u></p> <p>Regular Pulse Surveys will gauge the employees' commitment to the Foundation Principles of "Full Disclosure" and "Do No Harm". Regular Pulse Surveys are being introduced and will be undertaken twice in the remainder of 2020. An organisational pulse survey is currently being undertaken 5<sup>th</sup>-13<sup>th</sup> August 2020. From 2021 they will be conducted on 1st February, 1st June and 1st October.</p>	

## Chief Executive Officer Key Performance Indicators

Outcomes	Measures
We provide a safe working environment for all	Overdue actions, near miss reporting, TRIFR, sick leave trend, EAP report data Trend data, moving up or down
<p><u>Supporting Data for Outcome:</u></p> <p>Overdue Actions – 5 overdue actions out of 81 as at 18.06.2020, currently not tracking trends.</p> <p>Near Miss Reporting – a focus on Near Miss Reporting was introduced in 2017. Whilst the data is showing a downward trend over the past 3 financial years, the data has not been interrogated to understand why this trend is occurring. Moving forward a greater focus will be put on understanding the data trend. The current data will assist in establishing a baseline measurement.</p> <ul style="list-style-type: none"> <li>• 2017/18 – 73</li> <li>• 2018/19 – 59</li> <li>• 2019/20 – 68</li> </ul> <p>TRIFR – currently not tracking (Total Recordable Injury Frequency Rate)</p> <p>Sick leave – current data sets not tracking</p> <p>EAP Utilisation 2019/20 FY</p> <ul style="list-style-type: none"> <li>• 74 clients booked sessions (10 no shows, 10 family members only)</li> <li>• Sessions related to: <ul style="list-style-type: none"> <li>○ Work issues – 8</li> <li>○ Personal issues – 19</li> <li>○ Both – 15</li> </ul> </li> </ul>	

## Chief Executive Officer Key Performance Indicators

### Destination 4:

The business is managed in a financially responsible way that delivers value for community investment.

Outcome	Measures		
Effective and efficient procurement activity	<p>Procurement – Demonstrated rigor around procurement activity (internal audit)</p> <p>Demonstrated example of positive financial outcomes as a result of procurement activities</p> <p>LGA Procurement Report</p>		
<p><u>Supporting Data for Outcome:</u></p> <p>An internal audit of procurement practices has been identified in the Internal Audit Plan and scheduled for completion between 3<sup>rd</sup> August – end September 2020. The Internal Audit Plan was endorsed by the Corporate Governance Committee on 7<sup>th</sup> July 2020.</p> <p>The following examples demonstrate an on-going commitment to striving for the best possible procurement outcomes for the City of Playford</p>			
Project	Saving to Council	Budget vs Contract \$	Industry Participation Policy
<b>Fremont Park Stage 2 Landscape Construction</b>	30% saving on average tendered pricing (\$1.52M-\$2.09M range from 5 tenderers).	Budget \$2M Contracted \$1.52M	<ul style="list-style-type: none"><li>○ 100% of labour reside in South Australia</li><li>○ 51% of labour reside in Northern Region</li><li>○ 450 hours of work experience</li><li>○ 1 ongoing traineeship</li></ul>
<b>Grenville Centre Construction</b>	26% saving on average tendered pricing (\$4.9M-\$7.6M range from 6 tenderers).	Budget \$7.15M construction only	<ul style="list-style-type: none"><li>○ 100% of labour reside in South Australia</li><li>○ 17% of labour reside in Northern Region</li><li>○ 260 hours of work experience</li></ul>

## Chief Executive Officer Key Performance Indicators

<b>Coventry Road/Anderson Walk Roundabout</b>	<b>20% saving</b> on average tendered pricing (\$518K-\$1.39M range from 6 tenderers)	Budget \$500K Contracted \$476K	<ul style="list-style-type: none"> <li>100% of labour reside in South Australia</li> <li>42% of labour reside in Northern Region</li> </ul>
<b>Rehabilitation of Road, Footpath and Concrete Infrastructure</b>	<b>6.1% saving</b> on previous cost to Council \$8.57M spend across new, AMP and maintenance activities	N/A	<ul style="list-style-type: none"> <li>456 hrs work experience – bituminous surfacing per year</li> <li>2 traineeships – bituminous surfacing per contract</li> <li>5 positions ongoing – bituminous surfacing (mix of full &amp; part time roles) per contract</li> </ul>
<b>Printer Fleet Replacement</b>	<b>50% saving</b> on previous cost to Council	\$53,000 Annual Lease Fee This does not include actual printing costs.	N/A
<b>Cleaning Services</b>	<b>32% saving</b> on previous cost to Council	\$356,000 per annum This cost does not include the new Grenville Hub.	<ul style="list-style-type: none"> <li>5 new jobs created to service contract</li> </ul>
<b>Purchasing/Contracting via LG Procurement</b>	<b>\$708,000</b>	N/A	N/A



## Chief Executive Officer Key Performance Indicators

Outcomes	Measures				
Effective debt management	Debt profile (good vs bad) Target for bad – \$0, demonstrated reduction each year from October 2018.				
Supporting Data for Outcome:					
Structural Debt Impact					
Financial Year	Bad Debt	Good Debt	Total Debt	Structural Surplus/(Deficit)	% Bad Debt
2017/18	57,622	65,334	122,956	(79)	47%
2018/19	56,757	81,236	137,993	865	41%
2019/20	52,995	113,299	166,294	3,762	32%
2020/21	52,989	122,594	175,583	6	30%
In 2019, Council agreed to support a key direction in the finance strategy aimed at eliminating bad debt through the repurposing of Playford assets. This strategy aims to identify Council owned properties which are potentially surplus to community requirements. Once identified these assets will be disposed of, with a view to using the proceeds to reduce debt and increase rate revenue. The increased rate revenue will in turn also reduce bad debt through increased operating surpluses.					
The key outcome of this strategy is to improve Council's debt profile by removing older, bad debts created by years of deficits. Council will instead focus on utilising good debt for community or investment based decisions in a financially sustainable manner. This strategy is more about debt management rather than debt reduction.					
Land on market as at August 2020		\$11,531,818			
Additional land on market by 30 June 2021		\$4,310,195			
Total property on market by 30 June 2021		\$15,842,013			
Total identified surplus land		\$40,490,588			

## Chief Executive Officer Key Performance Indicators

Outcomes	Measures			
Responsible financial management	Budget – Achieve or exceed approved budget within the control of the administration.  Maintain service levels in the delivery of the budget.  Final budget analysis check post external audit.			
<u>Supporting Data for Outcome:</u>  2018/19 Financial Year Actuals to Original Budget comparison (attached)  2019/20 FY Draft Operating Position				
Operating Position	Full Year Budget	Draft Full Year Result	Draft Full Year Variance Fav/(Unfav)	Variance Explanation
Income	106,926	108,767	1,841	Developer contributions, recoveries, rebates, SAPN refund, partially offset by COVID revenue reduction
Expenses	106,224	103,362	2,862	Salary savings, lower interest costs, partially offset by higher depreciation
Reporting Surplus/(Deficit)	702	5,405	4,703	

## Chief Executive Officer Key Performance Indicators

Outcomes	Measures									
Long term financial sustainability	LTFP demonstrates maintenance of structural surplus over the long term									
Supporting Data for Outcome:										
Adopted 2019/20 – 2028/29 Long Term Financial Plan										
Adopted 2020/21 – 2029/30 Long Term Financial Plan										
2020/21 – 2029/30 Long Term Financial Plan 10 year projection (including structural surplus)										
LTFP Forecast Operating Result 2020/21	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Operating Surplus/(Deficit) \$'000	3,870	1,745	2,189	2,982	2,994	3,797	4,354	4,460	4,758	5,558
Structural Items \$'000	-3,864	-1,817	-1,825	-1,831	-536	-601	-604	-576	-601	-422
Structural Operating Surplus/(Deficit) \$'000	6	-72	364	1,152	2,458	3,197	3,750	3,884	4,157	5,136
Continuous Improvement Savings										
CI Savings \$'000	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
Annual Savings Delivered	-	800	1,800	2,100	3,500	813	1,487	2,583	1,151	
Cumulative Total	-	800	2,600	4,700	8,200	9,013	10,500	13,083	14,234	

## Chief Executive Officer Key Performance Indicators

### Destination 5:

#### A work place environment supported by robust corporate governance

Outcome	Measure
Appropriate response to the ICAC Evaluation recommendations	Implementation of the ICAC evaluation response program
<u>Supporting Data for Outcome:</u> <i>Regular reporting to Council &amp; ICAC. The attached report was presented to the Services Committee Meeting held 18<sup>th</sup> August 2020.</i>	

Chief Executive Officer Review Committee Meeting held Monday, 17<sup>th</sup> August 2020 resolution 4164:

2. That attachment 1 include the following notation:

*"Unpredictable events and or influences which are outside of the CEO's control may impact or affect the outcomes detailed in the attachment and such occurrence(s) will be conveyed in order to ensure a fair evaluation of the CEO's performance occurs".*

**C. COUNCIL/COMMITTEE TO DECIDE HOW LONG ITEM 17.2 IS TO BE KEPT IN CONFIDENCE****Purpose**

To resolve how long agenda item 17.2 is to be kept confidential.

**STAFF RECOMMENDATION**

Pursuant to Section 91(7) of the Local Government Act 1999, the Council/Committee orders that the following aspects of Item 17.2 be kept confidential in accordance with Council's/Committee's reasons to deal with this item in confidence pursuant to Section 90 (3) (a) of the Local Government Act 1999:

- <Committee to determine>

This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the Local Government Act 1999.

**COMMITTEE RESOLUTION****4209**

Pursuant to Section 91(7) of the Local Government Act 1999, the Council/Committee orders that the following aspects of Item 8.1 be kept confidential in accordance with Council's/Committee's reasons to deal with this item in confidence pursuant to Section 90 (3) (a) of the Local Government Act 1999:

- Report for Item 8.1
- Attachment for Item 8.1
- Minutes for Item 8.1

This order shall operate until the Council determine the status of the item or the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the Local Government Act 1999.