



City Of Port Phillip Key Performance Indicator Summary

For the Quarter of:

January - March 2009

KRA	KPI Name	Count Method	Target	January	February	March
Customer	Level Of Community Satisfaction with Council's Overall Performance Rating Good or Excellent	Monthly	70%	50%	44%	47%
	Liveability: Community rating of the quality of life in the City of Port Phillip as Good or Excellent	Monthly	80%	Not reported	77%	82%
	Delivery of our Service Promises (refer to Service Promises Report for individual results)	Quarterly	70%			45%
Finance	Operating Profit & Loss Year to Date Variance	Year to Date	+/- 0.75%	4.97%	3.36%	4.82%
	Council's Carbon Emissions (Tonnes of GHG)	Year to Date	6314	5758	6535	7354
	Capital Works Expenditure - Comparison to Forecast	Year to Date	90%	94%	94%	85%
Internal Process	Council Plan Initiative Milestones Completed Year to Date	Year to Date	90%	88%	84%	75%
	Completed Risk Management Plan Actions	Year to Date	100%	100%	91%	92%
People	Rating of Engagement (Avg overall rating of Energy, Engagement, Alignment, Commitment and Communication)	Monthly	80%	58%	71%	52%



Notes

Delivery of our Service promises :

22 of the Service Promises have been reported for this quarter. It is anticipated that all Service Promises will be reported for the June quarter.

Operating Profit and Loss :

The result represents a favourable variance (i.e.. actual year to date surplus is more than the forecast surplus).

Council's Carbon Emissions :

Due to a lag in data availability, this KPI is always reports one month behind.

Capital Works Expenditure :

is 15% below year-to-date forecast expenditure due to expenditure on a number of projects running behind schedule and also savings on some completed projects, including :

- St Kilda Family & Children's Centre
- Elwood Sports Pavilion
- St Kilda Promenade
- Cleve Plaza
- Betty Day Community Centre

Areas of concern

Delivery of our Service Promises:

The result for this quarter has shown a significant decrease from the December quarter result.

Contributing to the overall result is 9 new promises coming on line for the March quarter, of which only 2 achieved target. Of the services assessed by Community Satisfaction surveying, 6 (75%) did not achieve target.

Council's carbon emissions :

The reduction in carbon emissions from Council's buildings, fleet and street lighting is proceeding slower than anticipated, although there has been a substantial decrease in the percentage difference to target over the course of the year. On current trends, it is not anticipated the year end cumulative result will be achieved.

Council Plan Initiatives:

There has been a slowing in the completion rate due to a range of reasons including:

- Delays in the appointment of suitable consultants
- Council decisions and feedback impacting on the progress of certain projects
- Dependent on State Government actions

Rating of Engagement :

Figures for this quarter are slightly lower than those for the same period last year.

From the comments within the survey the following themes emerged as possible reasons:

Pressure on staff for information and the usage of new processes in tight timelines;

Anxiety/uncertainty around budget and DAP processes and possible outcomes;

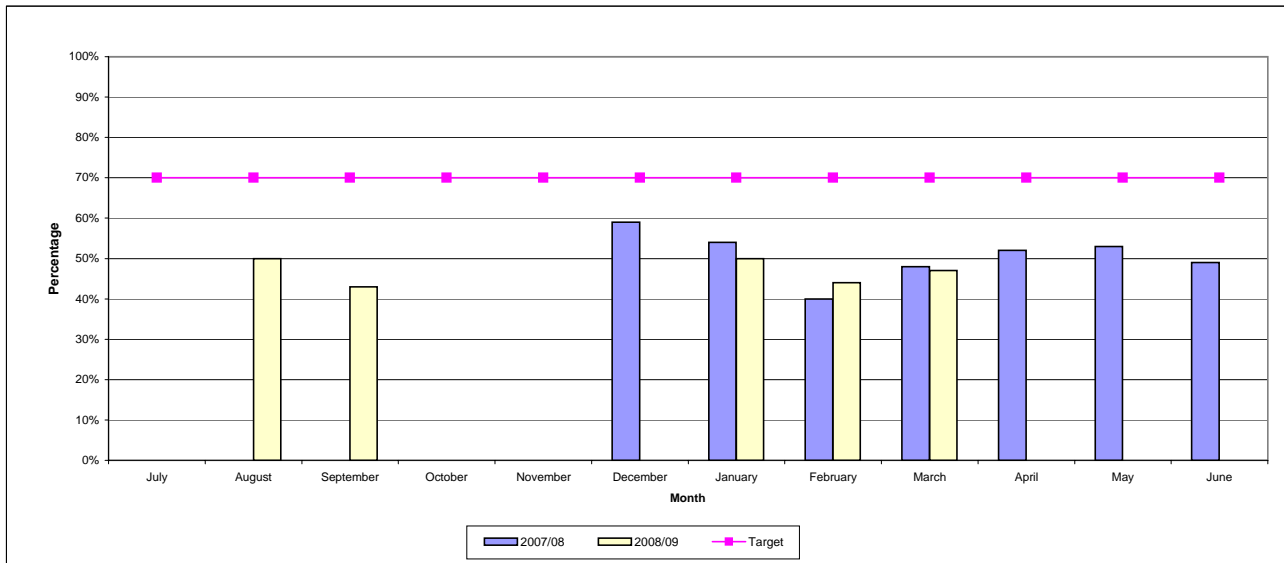
Want more recognition/reward and more frequent usage of thank you by supervisors

Level Of Community Satisfaction with Council's Overall Performance Rating Good or Excellent

For the Quarter of: January - March 2009

Key Performance Indicator Feasibility Table

Name of Key Performance Indicator (KPI)	Level Of Community Satisfaction with Council's Overall Performance
What is the Purpose of the KPI?	To monitor how the community rates the Council's overall performance
What does the KPI Measure?	The percentage of respondents in the monthly satisfaction survey that rate the Council's overall performance as "good" or "excellent"



Comments on Results

Overall satisfaction increased to 47% excellent and good. This was a more polarised result than usual with 33% expressing dissatisfaction and a lower than usual 20% rating the overall service as adequate. The main influencing factors were parking management, waste management and street cleaning.

Actions to Improve

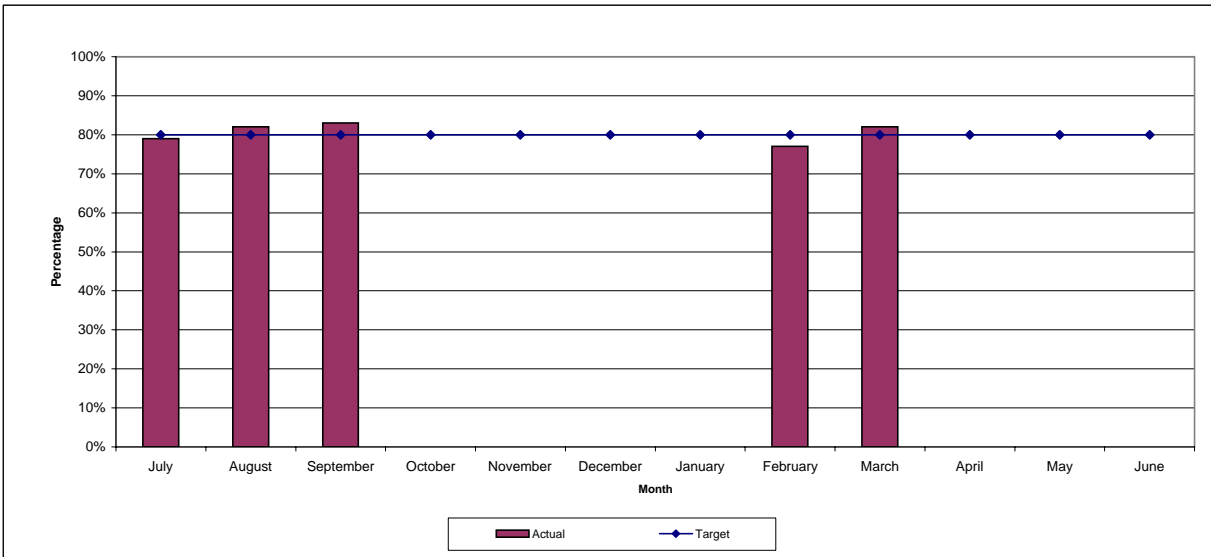
Local management will investigate areas of lower than expected results with a view to identifying opportunities for service improvement.

Liveability: Community rating of the quality of life in the City of Port Phillip as Good or Excellent

For the Quarter of: January - March 2009

Key Performance Indicator Feasibility Table

Name of Key Performance Indicator (KPI)	Liveability: Community rating of the quality of life in the City of Port Phillip as Good or Excellent
What is the Purpose of the KPI?	To monitor the community's current assessment of the quality of life experienced in living in the City of Port Phillip
What does the KPI Measure?	The percentage of respondents in the monthly community satisfaction survey who rate the quality of life presently experienced from living in the City of Port Phillip as "good" or "excellent"



Comments on Results

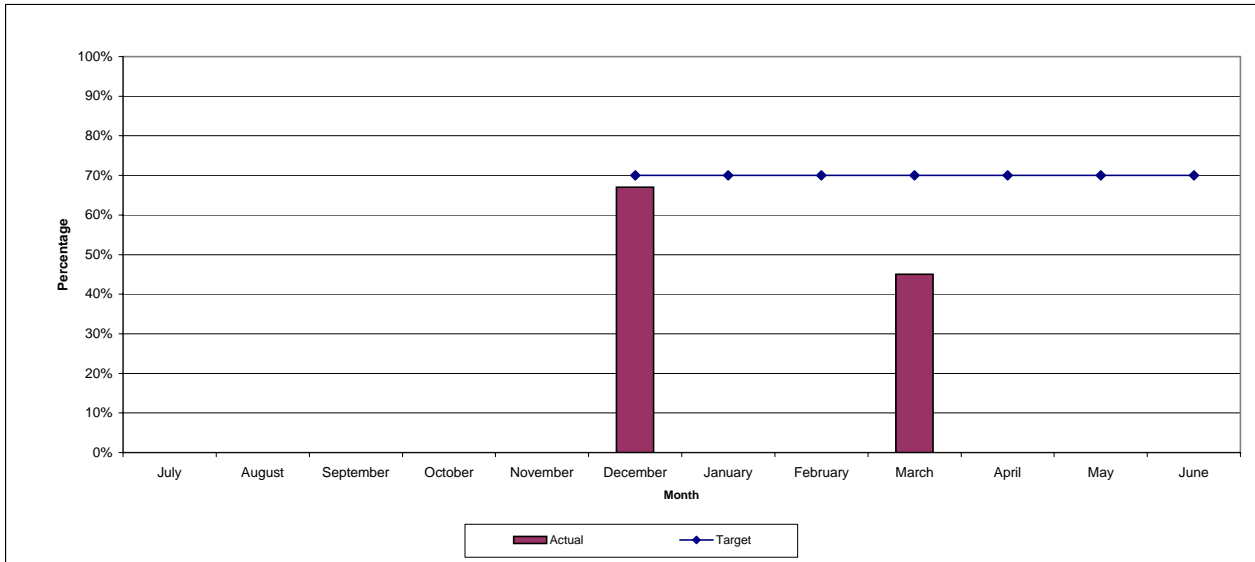
Ongoing feedback that the community is generally feeling very positive about the quality of life they presently experience. The global economic environment does not appear to have had much impact yet.

Actions to Improve

This KPI will be reviewed as to its continuation in the next financial year. It is a community wellbeing measure rather than a performance indicator.

Key Performance Indicator Feasibility Table

Name of Key Performance Indicator (KPI)	Delivery of our Service Promises
What is the Purpose of the KPI?	Monitor councils overall performance on delivery of its service promises
What does the KPI Measure?	Of the 29 published "Service Promises" plus the Organisation Systems & Support Internal Service Promise, the percentage of these that are performing on or above target.



Comments on Results

22 service promises were measured during the quarter, with 10 at or above target (45%). It is expected that for the final quarter, the results of all service promises will be reported. The lower than anticipated results were driven by the poor monthly satisfaction results in the January to March quarter. Overall customer satisfaction was down, as was satisfaction with most individual services.

Actions to Improve

A review of the entire service promises methodology is planned shortly, involving both Council and senior management. This will include the nature of the promises, our ability to report reliable results and the appropriateness of targets.

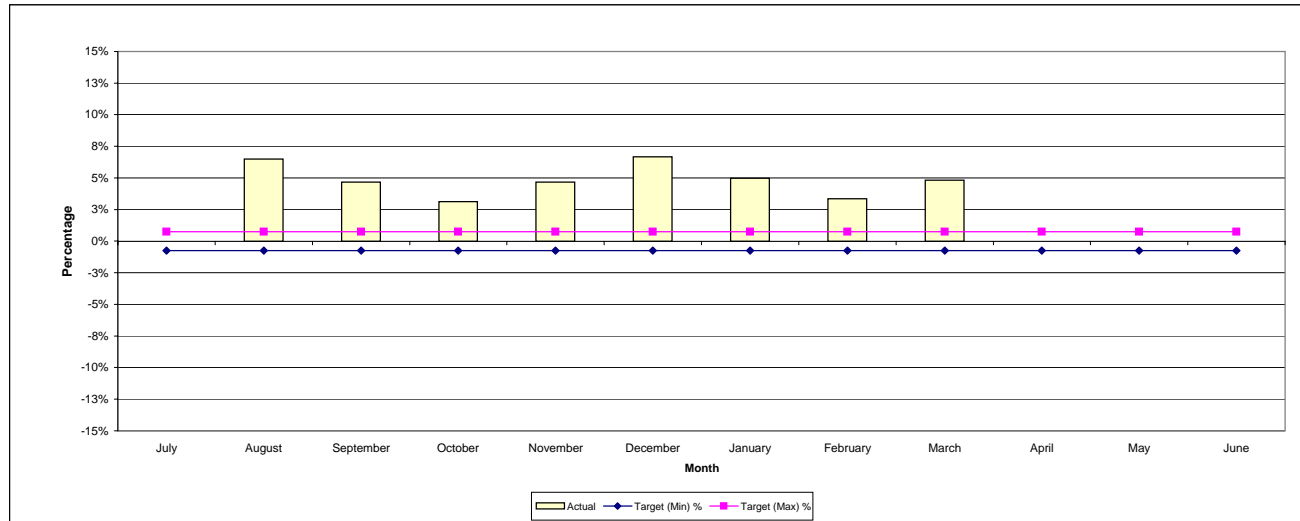
Operating Profit & Loss Year to Date Variance

For the Quarter of:

January - March 2009

Key Performance Indicator Feasibility Table

Name of Key Performance Indicator (KPI)	Operating Profit & Loss Year to Date Variance
What is the Purpose of the KPI?	To develop a financial mindset within the organisation and provide an early warning system for income and expenditure
What does the KPI Measure?	The variance to target for the YTD operating result variance as a % of YTD forecast expenditure



Comments on Results

Council's net operating surplus of \$21.902M for the 9 months ending 31 March 2009 is \$3.792M favourable against the year to date forecast of \$18.110M.

Income (excluding profit on asset sales) has a favourable variance of \$1.551M and is primarily due to the following offsetting factors:

- * Rate revenue \$657K favourable largely due to the impact of supplementary rates
- * Government grants \$547K favourable predominately due to greater than anticipated grant income within Culture & Recreation, Community Development and Infrastructure Services
- * Parking revenue \$354K favourable due to increased enforcement activity and the impact of the mid year budget adjustments
- * Interest income \$344K favourable due to additional funds available for investment
- * Other income \$368K unfavourable due largely due to reduced utilisation of child care centres

Expenditure (excluding depreciation) has a favourable variance of \$2.240M and is primarily due to the following offsetting factors:

- * Employee Costs \$659K favourable due to delays in filling vacant positions across the organisation (partially offset by unfavourable agency costs) and lower than budgeted redundancy costs (\$205K)
- * Contract payments \$925K favourable due to favourable variances across the whole organisation, predominately within Finance (a \$314K reversal of a year end accrual - temporary variance) and Building Services (\$237K favourable due to delays in expending phased budget)
- * Professional Services \$456K unfavourable due to favourable variances across the whole organisation, predominately within Building Services (unbudgeted consulting, architectural services), South Melbourne Market (higher legal fees, surveying and feasibility costs) and Environment & Renewal (St Kilda's edge consultancy)
- * Insurance \$203K favourable due to lower than budgeted insurance claims
- * Materials \$209K favourable due to favourable variances across the whole organisation, predominately within Information Management Group, Environment & Renewal and Community Services
- * Training \$149K favourable due to favourable variances across the whole organisation.

Actions to Improve

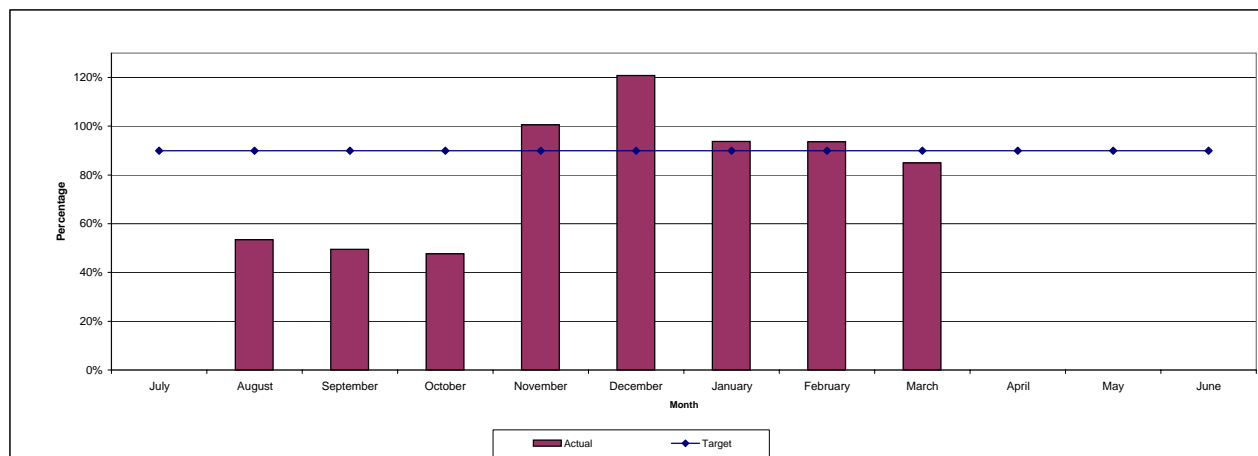
No action required

Capital Works Expenditure - Comparison to Forecast

For the Quarter of: January - March 2009

Key Performance Indicator Feasibility Table

Name of Key Performance Indicator (KPI)	Capital Works Expenditure
What is the Purpose of the KPI?	To monitor the expenditure of the annual Capital Works Program.
What does the KPI Measure?	The actual year-to-date expenditure of the capital works program as a percentage of the forecast budget.



Comments on Results

Actual YTD expenditure of \$15.030 m compared to Forecast YTD Expenditure of \$17.689m, a difference of \$2.66m, under expenditure is primarily due to:

St Kilda Skate Park \$176,964, Betty Day Centre \$168,522, Elwood Sports Pavilion \$207,227, St Kilda FCC \$266,270, St Kilda Promenade \$323,776, Cleve Plaza \$933,206, Parks Signs & Furniture \$100,000, Beacon Cove Landscaping \$155,014, Southport Lifesaving Club \$80,989, St Kilda Edge Bike lanes \$90,063 and Pocket Parks (\$97,595)

St. Kilda Skate Park is behind schedule due to no decision yet made on a site for the park

Betty Day Centre has reached practical completion. Minor works are required before final handover and payments.

Elwood Park Sports Pavilion is behind due to soil contamination issues, delays with weather and the steel having been delivered late.

St. Kilda F&CC is on target to have full design completed this year. Total expenditure needs to exceed \$300k to avoid rollover.

St. Kilda Promenade is essentially complete with only minor works remaining. A saving will be returned to Council.

Cleve Plaza and bike lanes is still scheduled for completion on June 26 2009.

Some works are behind schedule but the majority of the project is on track. Parks, Signs and Furniture is a renewal program and will be complete by June 30 2009. Beacon Cove Landscaping was waiting until the cooler weather until planting was undertaken.

A consultant has been engaged and will begin work immediately. Pocket Parks is ahead of schedule but will not be overspent by June 30 2009.

Actions to Improve

Project managers have been reminded that consultants should be asked to complete all projects by June 30 and to process invoices as soon as they come in.

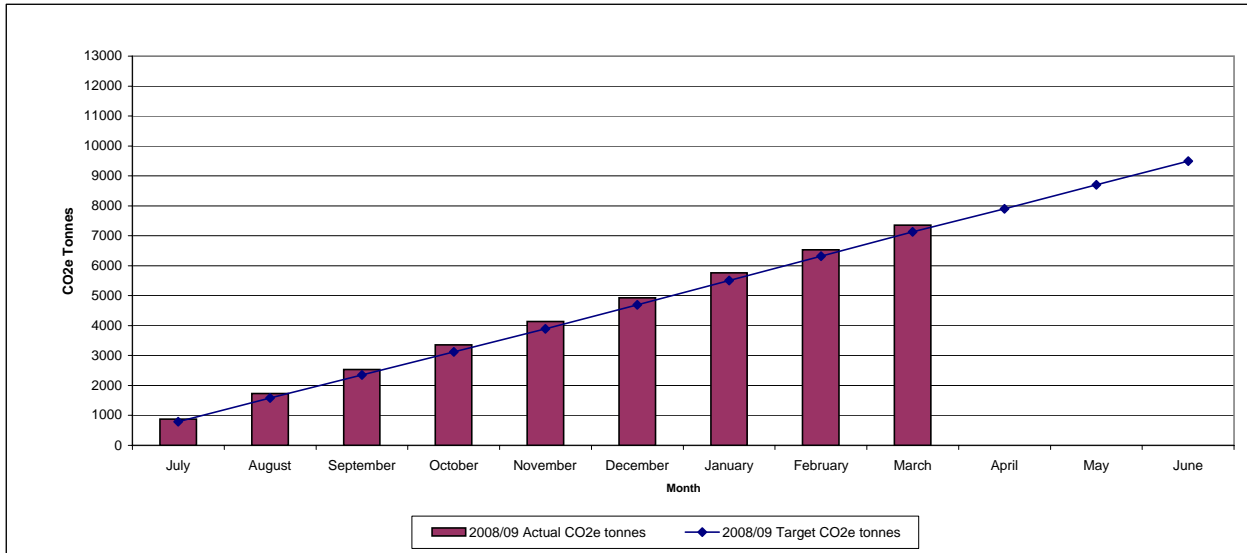
No project is guaranteed to rollover at year's end so extra effort is required at this time to push projects along

**Council's Carbon Emissions
(Tonnes of GHG)**

For the Quarter of: January - March 2009

Key Performance Indicator Feasibility Table

Name of Key Performance Indicator (KPI)	Council's Carbon Emissions
What is the Purpose of the KPI?	To monitor with councils commitment to Zero net greenhouse gas emissions from council operations by 2020 as per the Sustainable Environmental Strategy
What does the KPI Measure?	The tonnes of Greenhouse Gas emissions in Carbon dioxide Equivalent (CO ₂ e) from electricity use from Council's nine largest electricity usage buildings, public lighting and fleet.



	July	August	September	October	November	December	January	February	March	April	May	June
% Variance to Target	9.9%	9.5%	8.2%	7.3%	6.5%	5.1%	4.6%	3.5%	3.1%	0.0%	0.0%	0.0%

Comments on Results

As of February, CoPP's cumulative emissions were 3.5% above the year to date target emission reduction (27.4%). This can substantially be attributed to poorer results in the early part of the year, as emissions have been falling steadily on a month-to-month basis. Note that the emissions target values have been recalculated to remove double counting of GreenPower and efficiency reductions, which has previously resulted in a lower target than intended. Even so, on current trajectory, the annual cumulative emissions target is unlikely to be met by June 30.

Monthly efficiency targets for building emissions were met over the quarter, averaging 5.4% under target. Fleet emissions, whilst proportionately the smallest contributor, have continued to rise, averaging 10.4% above target for the quarter. Emissions from public lighting remain steady.

Actions to Improve

Buildings: Decreases in emissions are the result of energy efficiency actions commenced in the previous quarter and completed in this quarter. The key actions have been a lighting upgrade at the South Melbourne Market; and the implementation of air conditioning "dead banding" at key sites to reduce A/C loads. No further actions have been instigated in this quarter, although potential actions have been identified through energy audits of five sites. Key action is to implement further building energy efficiency actions in the final quarter.

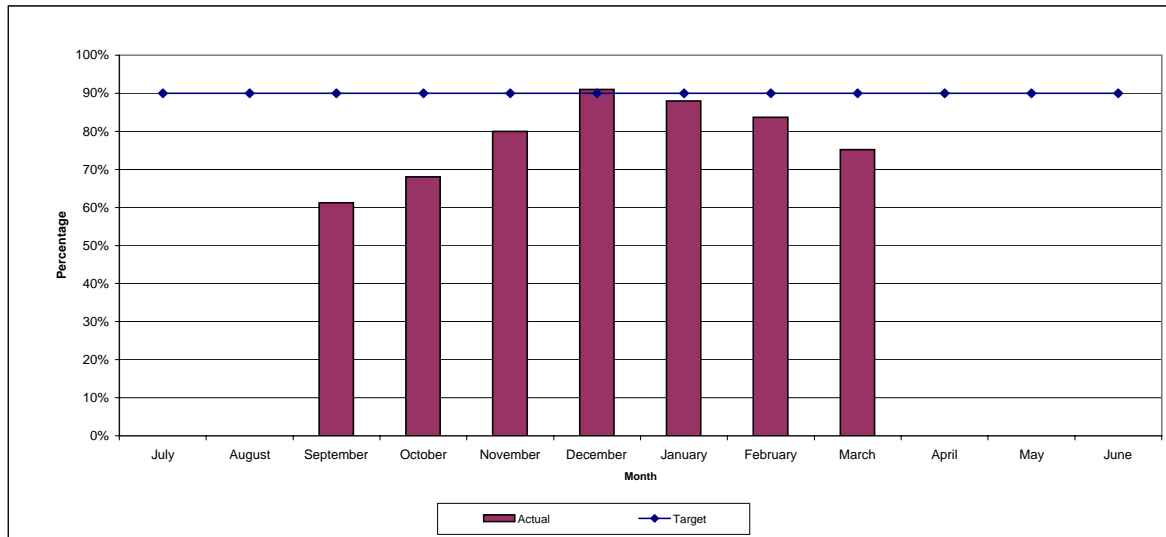
Fleet: Executive Team agreed that there should be a decrease of six (6) unallocated pool vehicles by 30 June 2009 and a continuation in efficiency by moving toward smaller vehicles.

Public Lighting: no efficiency actions have been implemented. Actions expected in 09/10 financial year.

**Council Plan Initiative Milestones Completed
Year to Date**

For the Quarter of: January - March 2009

Key Performance Indicator Feasibility Table	
Name of Key Performance Indicator (KPI)	Council Plan Initiative Milestones Completed
What is the Purpose of the KPI?	To monitor the completion of milestones against the Council Plan initiatives.
What does the KPI Measure?	Year-to-date initiative milestones completed by the schedule date as identified in the Action Manager



	July	August	September	October	November	December	January	February	March	April	May	June
Projected Milestones YTD				165	200	219	250	282	419			
Completed Milestones YTD				120	151	201	219	236	315			

Comments on Results

Tallied according to data snapshot at the end of March 2009 (year to date), taking into account Manager approved changes to action milestones:
 CAS = 61 due, 51 completed
 CDP = 328 due, 241 completed
 Finance = 0 due, 0 completed
 OSS = 30 due, 23 completed

Organisational completion rate (YTD) = 75% (419 actions due, 315 completed, year-to-date)
 There has been a slowing in the completion rate due to a range of reasons including:
 - Delays in the appointment of suitable consultants
 - Council decisions and feedback impacting on the progress of certain projects
 - Dependent on State Government actions

Actions to Improve

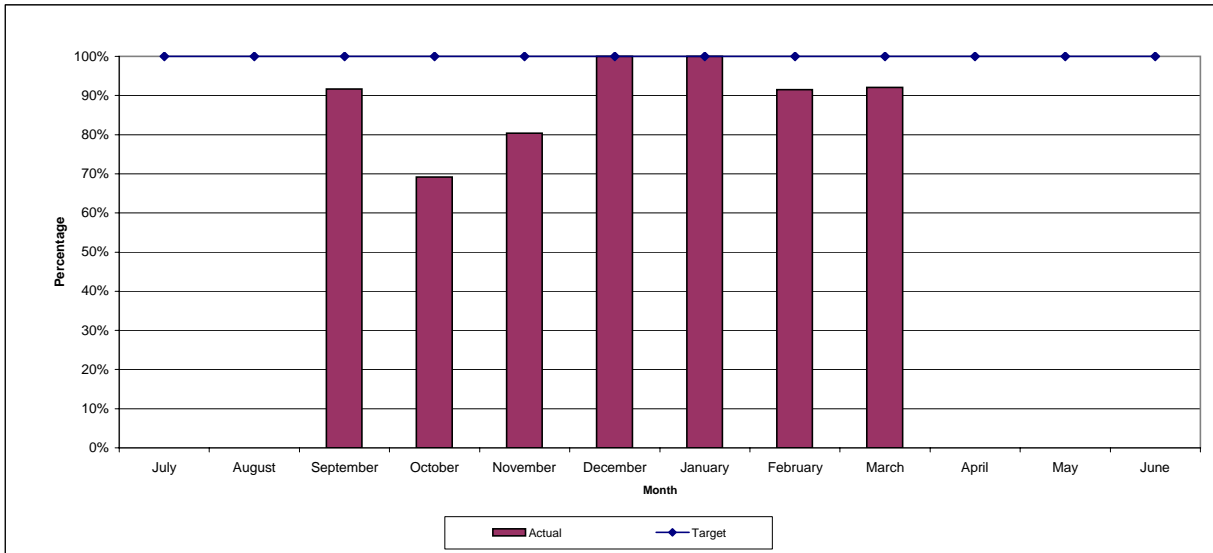
Prompt all Managers to review Action Manager data and ensure updates are performed to reflect the true departmental achievements against the scheduled work program.
 Directors and Managers to pursue project completion on 08/09 or make arrangements to carryover into 09/10

Completed Risk Management Plan Actions

For the Quarter of: January - March 2009

Key Performance Indicator Feasibility Table

Name of Key Performance Indicator (KPI)	Completed Risk Management Plan Actions
What is the Purpose of the KPI?	To monitor high risks at department level.
What does the KPI Measure?	Year-to-date red and amber residual risks actions completed by the schedule date as identified in Department Risk Plans.



	July	August	September	October	November	December	January	February	March	April	May	June
Projected Actions				26	40	48	48	55	63			
Completed Actions				18	23	48	48	50	58			

Comments on Results

The month of March has seen a slow down in the completion rates for the completion of Risk Management actions. The breakdown amongst Divisions is as follows:
 CAS = 89% (37 actions due, 33 complete, 4 overdue)
 OSS = 100% (7 actions due, 7 actions complete, 0 overdue)
 CEO = 100% (1 due, 1 action complete, 0 overdue)
 CDP = 94 % (18 actions due, 17 actions complete, 1 action overdue)

Actions to Improve

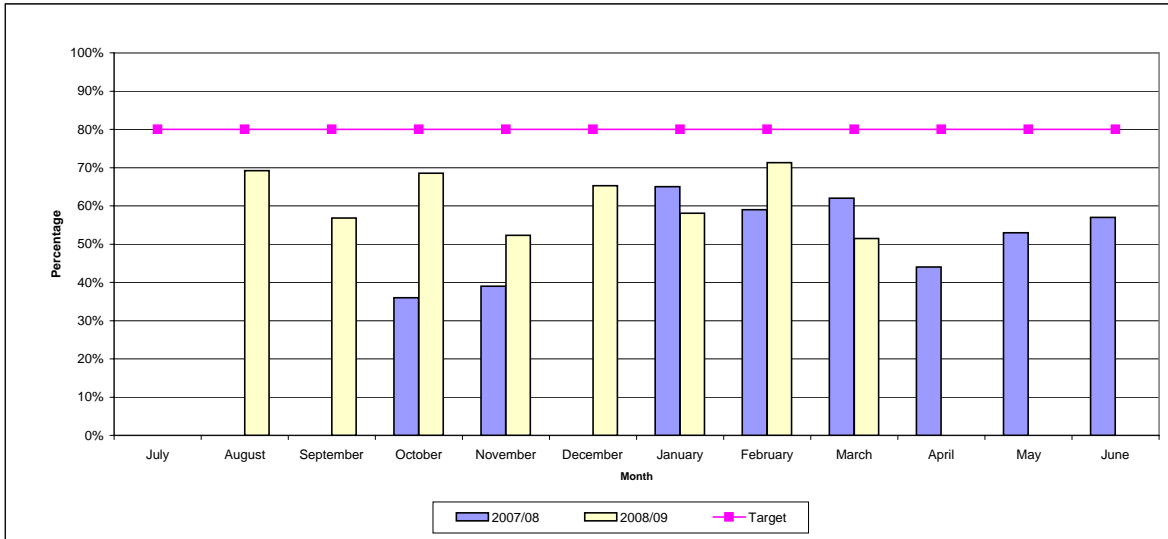
Directors to raise this topic for discussion with Managers in addition to Governance & Risk Management continuing to work closely with Managers to monitor progress and developments.

Rating of Engagement

For the Quarter of: January - March 2009

Key Performance Indicator Feasibility Table

Name of Key Performance Indicator (KPI)	Rating of Engagement (Avg overall rating of Energy, Engagement, Alignment, Commitment and Communication)
What is the Purpose of the KPI?	To monitor staff wellbeing. assess the level of energy, engagement, alignment, commitment and communication of staff within the CoPP
What does the KPI Measure?	A survey of staff in each Division with the results collated into an average across the 5 result areas above. It assesses the level of energy, engagement, alignment, commitment and communication of staff.



	July	August	September	October	November	December	January	February	March	April	May	June
Sample Size		27	23	20	26	20	20	24	22	0	0	0

Comments on Results

22 staff participated in the survey this month (OSS 5, CDP 7 and CAS 10). Energy 56%, Engagement 44%, Alignment 48%, Commitment 59% and Communication 50%. Would you feel comfortable referring a friend to work at CoPP? - of the 22 staff who participated 95% responded yes, 5% no (No responses represent one person). This month's overall result is a big drop from last month's which was one of the highest. From the comments within the survey the following themes emerged as possible reasons:
 Pressure on staff for information and the usage of new processes in tight timelines;
 Anxiety/uncertainty around budget and DAP processes and possible outcomes;
 Want more recognition/reward and more frequent usage of thank you by supervisors

Actions to Improve

The People Pulse survey will be relaunched which we hope will increase the diminishing response rate. 46 staff members were invited to attend this month but only 22 completed the survey.