Australasian LG **Performance Excellence** Program

Building Regional Planning and Council Performance

Local Government **Professionals**
AUSTRALIA SA

pwc

Table of Contents

Chief Executive Officer's Foreword

On behalf of Local Government Professionals Australia, SA, it gives me great pleasure to invite you to join the Australasian LG Performance Excellence Program.

The program, now in its sixth year, was developed through the collaborative spirit, skill and leadership of participating councils and regional partners, with over 160 councils now participating across New South Wales (NSW), South Australia (SA), Western Australia (WA) and New Zealand (NZ).

Participating councils have found being involved has enabled them to:

• make better management and operational decisions

• prioritise and optimise their resources

• drive change internally

• enhance their strategic capacity and operational planning

• and support specific service delivery enhancements.

The program is managed through our sister office, Local Government Professionals Australia, NSW in collaboration with PwC and allows councils to determine and drive their own improvement and therefore collectively drive improvement in local government.

This prospectus provides you with an understanding of the power and scope of this unique program and the benefits it will produce for your council.

Not every council can afford the costs of implementing specialist consultant reviews, tracking individual business processes or enlisting comparative industry trends. However, by working together as a sector and by getting as many SA councils participating as possible, this practical and effective management performance approach is available to all councils at a fraction of the cost.

Thank you for considering the Australasian LG Performance Excellence Program and I look forward to welcoming you to the growing network of councils that are making local government the leading level of government.

Yours sincerely,

Taryn Sexton
Chief Executive Officer
Local Government Professionals Australia, SA

"Participating councils see where they are performing well or where there is room for self-directed improvement and in their own words, this is empowering."

The Largest Comprehensive Council Performance Excellence Program

LG Professionals, SA in collaboration with LG Professionals, NSW is proud to present the Australasian LG Performance Excellence Program which includes:

• a semi-customised individual Performance Excellence Report

• a Comparative Analysis Tool

• participation in our network of connected professionals.

Developed in collaboration with PwC, this contemporary industry-led system of council performance measurement has been delivering results for participating councils for five years.

The program measures and provides councils strategic and operational insights into; corporate leadership, workforce management, finance management, operations management, risk management, asset management and service delivery. Using this information, each council receives an annual Performance Excellence Report along with direct access to the additional Comparative Analysis Tool enabling them to drill into the program's data themselves.

Uniquely, through the Comparative Analysis Tool, participating councils can compare and benchmark their performance against the overall sample, pre identified sub-segments of the sample, new bespoke segments (as created by the council themselves), as well as all other individual de-identified participating councils in the sample.

Corporate Leadership	Workforce Management	Finance Management

Operations Management	Risk Management	Asset Management	Service Delivery

Control and direct the conversation about your council's performance with this leading management performance tool

Key Benefits

• Know your council's performance with a proven benchmarking approach.

• Access to world-leading research methodology and comparative analysis:

  - Three-year programme provides annual reports to track your council's performance improvement.

  - Council Comparative Tool brings your data to life.

• Security and knowledge about how your council's performance is trending.

• Facilitates staff communications and engagement to share trends, performance and help create a business case for change.

• Enhances management, planning, decision-making and stakeholder engagement with unique best practice insights, and constructive comparisons.

• Controls and contextualises all discussions on your council's performance.

• Designed specifically to enable you to be fully informed with the best quality information about your council as possible.

• Facilitates council to council partnering and service delivery discussions within a practical 'apples' to 'apples' framework.

• Access additional comprehensive commentary outlining best practice insights and related expert opinion from PwC without the big consulting expense.

"The program is not just about measurement; it is about striving for excellence."

"Port Adelaide Enfield has used the Australasian LG Performance Excellence Program for a couple of years now. We are starting to see improvement in services and efficiency from using the comparative data. Service review decisions are also influenced by the program and help us get information that is useful and relevant to measuring community outcomes. We have many examples, from large services offering such as Park and Gardens management through to assisting with better administration of our leave balances for staff. These are tangible results which drive efficiency and improve our response to community need."

- Mark Withers, Chief Executive Officer, The City of Port Adelaide Enfield

"We've been quite cynically pessimistic about benchmarking to date but when we looked at this program we liked what we saw.... not extraordinarily cumbersome, no halt to work for a month to get it started and results are likely to lead to change."

- Mike Nield, Director of Community Services, Taranaki Regional Council

"There is increasing pressure for councils to improve performance especially in the midst of local government reform. For my council, we already have a strong understanding as to how well we perform, but we were delighted to participate in the design of this new tool that will allow us to benchmark ourselves not only against other councils, but also Australian businesses and other levels of government through the expertise of PwC analytics. We will not only understand how we sit on the range of results, but it will provide unique insights to allow us to make informed decisions and better strategic planning. It is providing us with meaningful data which we can use to engage with our staff and community."

- Brian Bell, Director of LG Professionals, NSW and General Manager, Lake Macquarie City Council, NSW

Origins

The Australasian LG Performance Excellence Program was developed following LG Professionals, NSW's leadership in the development of the Destination 2036 Action Plan for the NSW local government sector. As part of this process, the association led six reform working parties and through this extensive process, it became apparent that a deeper understanding of strategic capacity, workforce management, efficient operations, strong leadership and good governance was essential for an effective local government system. It was evident that strengthening these elements was a priority and there was a commitment to creating better solutions to help the sector improve.

Development of the Program

In 2013, LG Professionals, NSW worked in collaboration with PwC Australia to create the Australasian LG Performance Excellence Program. Impressed with PwC's extensive local government experience, analytics expertise, and willingness to expand on traditional benchmarking approaches, they initiated a unique collaborative relationship.

Development began with stakeholder discussions with their members which identified key areas for council performance benchmarking. This process led to a highly successful pilot with 15 NSW councils across metropolitan, regional and rural areas. After further content reviews by PwC and the technical working group, the final program was released in 2014. It rapidly expanded in NSW and became available through partnerships with other associations, firstly in NZ then WA and now in SA.

The program benefits from the knowledge shared amongst participating regions and from our national relationships with the Federal Government. Through our relationships with our international partners along with having access to the international resources of PwC, we can ensure we always remain leading edge globally, providing unique and relevant performance insights.

"We are proud to support local government as a leading level of government by collaborating with LG Professionals, NSW on this program. We have been working in close collaboration for nearly six years to get to this point, and we are proud of this program's development. It is so exciting for us to be delivering a program that provides benefits from the largest to the smallest sized councils. PwC will continue to invest in this program with support from the sector, and will continue to innovate to meet the needs of councils and help them to direct their own improvement priorities."

- Stuart Shinfield, Partner, PwC

SA FOUNDATION COUNCILS

Adelaide Hills Council

Alexandrina Council

City of Adelaide

City of Charles Sturt

City of Onkaparinga

City of Port Adelaide Enfield

City of Prospect

City of Salisbury

City of Victor Harbor

Copper Coast Council

District Council of Mount Remarkable

Flinders Ranges Council

Mount Barker District Council

Naracoorte Lucindale Council

Port Pirie Regional Council

Wakefield Regional Council

Yorke Peninsula Council

World Class Analytics that Complement Other Frameworks

Leaders of all participating councils benefit from the practical insights and actions for on the ground decision making within a broader strategic industry context. The program complements and does not compete with other state government or industry initiatives. World class PwC analytics provide insights and the necessary confidence for local government professionals to drive increased performance, regardless of their own jurisdiction or other reporting requirements.

The program actively monitors a variety of existing benchmarking frameworks including Victoria's Know Your Council initiative; Queensland's Comparative Information Report; Western Australia's Integrated Planning and Reporting Framework, Tasmania's Sustainability Objectives and Indicators Framework; and New Zealand's Better Local Government Programme. The program also complements the performance metrics promoted by the NSW Government.

"The Australasian LG Performance Excellence Program is producing real results for participating councils across Australia in what is truly a world first. Council management's ability to act on insights into operational decisions, resource allocations, change management and strategic capacity, is revolutionary for the sector. We have worked tirelessly to ensure this program produces meaningful insights into the areas councils themselves have identified as critical. As a General Manager of a council in the midst of reform in New South Wales, I have seen firsthand the benefit from these metrics in providing a clear picture of our opportunities and risks."

- Barry Smith, President of LG Professionals, NSW and General Manager, Hunter's Hill Council, NSW

"Councils continue to review operational performance independently without the ability to gain real contextual insight on their performance - well now they can. This tool is invaluable for providing real context to a council's performance so that it can be both recognised and improved. Thank you to all SOLGM members who have worked with us to review this so that it is relevant for NZ councils, enabling them to benefit cost effectively from what exists internationally."

- Barbara McKerrow, Chief Operating Officer, Wellington City Council, NZ

An Example of Current Trend Analysis

Days of internal audit effort per A $10 million in council revenue

	FY16	FY17	FY18	
Your Council	14.2	7.2	0.6	▼ - 6.6
Survey Population	3.9	3.8	5.0	▲ 1.2

Rates and annual charges collected by end of quarter 2

	FY16	FY17	FY18	
Your Council	57%	57%	57%	■ -
Survey Population	59%	57%	56%	▲ - 1

Staff turnover rate

	FY16	FY17	FY18	
Your Council	6.3%	5.4%	10.2%	▲ + 4.8%
Survey Population	11.4%	10.7%	11.3%	▲ + 0.6%

Female promotion into supervisor and above levels

	FY16	FY17	FY18	
Your Council	2.8%	0.9%	0.7%	▼ - 0.2%
Survey Population	0.8%	0.7%	1.1%	▲ + 0.4%

"Local Government is a very unique sector with a wide range of occupations and services that cannot be fairly compared to any other industry. The Australasian Performance Excellence Program is a one of a kind program that allows each local government to benchmark against other local governments, like-for-like, and use the data to make informed strategic decisions to enhance performance and community outcomes."

- Candy Choo, Chief Executive Officer, LG Professionals, WA

The Program Has Almost Doubled Since Inception

The Australasian LG Performance Excellence Program is powered by more than 160 councils from across Australia and New Zealand – doubling in size over the last six years.

The dataset is the most comprehensive empirical dataset on the nature of local government performance. It is invaluable in allowing all participants to benefit from having access to analytical power of such significance. Participating councils are from a broad array of socio-economic and demographic areas that make up local government - including small, medium and large metropolitan, regional and rural councils.

In more recent times, we also now have nine newly amalgamated NSW councils continuously tracking, allowing them to have access to a unique resource that will track pre and post-amalgamation performance.

The scale, range and strength of the data allows for authoritative council comparative analysis in the Performance Excellence Report and with extra support provided in the Comparative Analysis Tool. The scope of reach means councils from any jurisdiction in Australia and NZ can confidently participate and gain a unique performance advantage through genuine and flexible comparisons.

"We owe our deepest gratitude to the CEOs and general managers of all participating councils whether they joined from the beginning or in later years. Without their vision and desire to trust us and walk together down a new road towards a more intelligent and insightful future, the development of this new international asset just would not have been possible."

- Annalisa Haskell, CEO, LG Professionals, NSW

77	80	106	135	146	163
FY13	FY14	FY15	FY16	FY17	FY18
NSW	NSW	NSW & NZ	NSW, NZ & WA	NSW, NZ, WA, SA	NSW, NZ, WA, SA, QLD, ACT
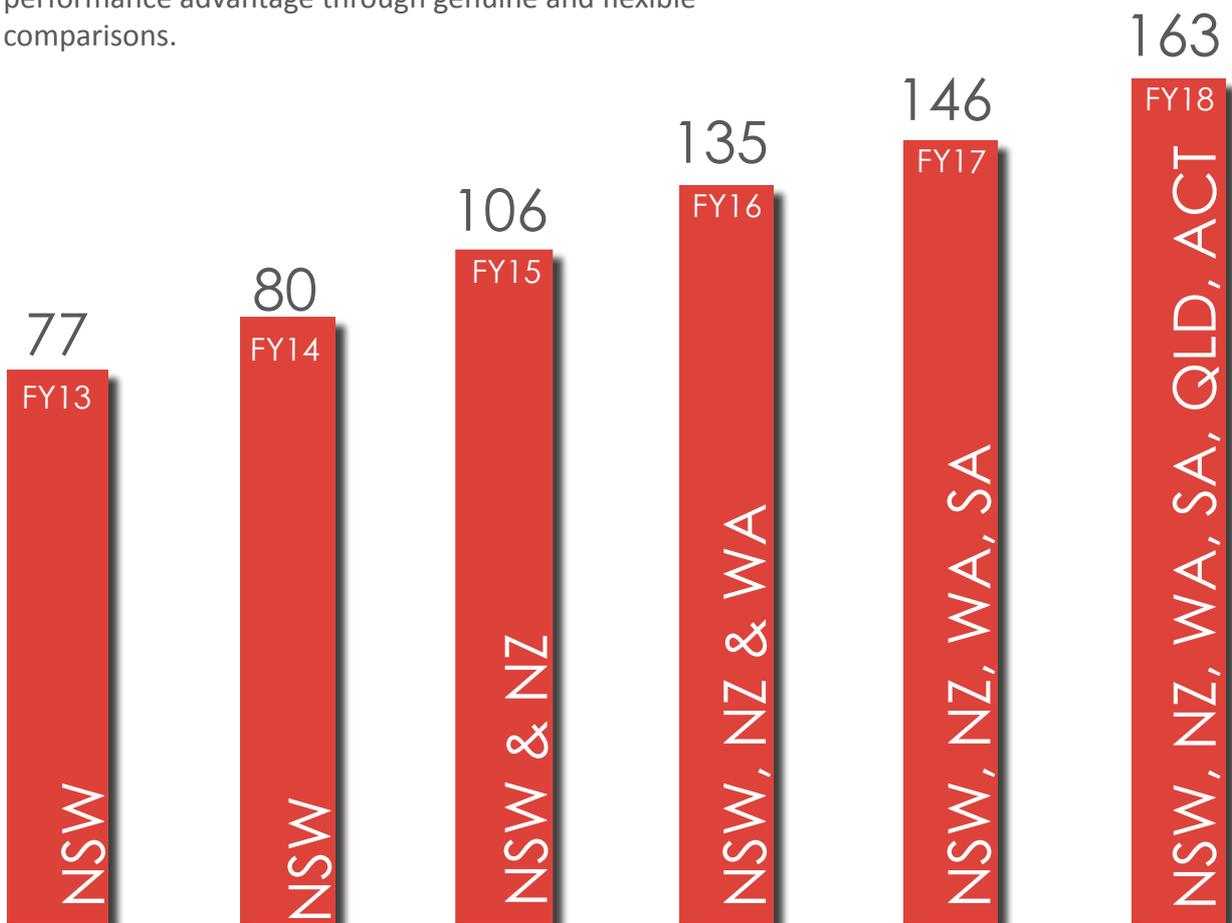
163 PARTICIPATING **COUNCILS** AND GROWING...

NSW

Albury City Council
Armidale Regional Council
Ballina Shire Council
Bathurst Regional Council
Bayside Council
Bega Valley Shire Council
Bellingen Shire Council
Bland Shire Council
Blayney Shire Council
Broken Hill City Council
Burwood Council
Byron Shire Council
Cabonne Shire Council
Campbelltown City Council
Central Coast Council
Cessnock City Council
City of Canada Bay Council
City of Newcastle
Clarence Valley Council
Cobar Shire Council
Coffs Harbour City Council
Coolamon Shire Council
Cumberland Council
Dubbo Regional Council
Eurobodalla Shire Council
Forbes Shire Council
Georges River Council
Goulburn Mulwaree Council
Greater Hume Shire Council
Griffith City Council
Gwydir Shire Council
Hilltops Council
Hornsby Shire Council
Hunters Hill Council
Kempsey Shire Council
Kiama Municipal Council
Kyogle Council
Lachlan Shire Council
Lake Macquarie City Council
Lane Cove Council
Leeton Shire Council
Lismore City Council
Lithgow City Council
Liverpool City Council
Maitland City Council
MidCoast Council
Murrumbidgee Council
Muswellbrook Shire Council
Nambucca Shire Council
Narrabri Shire Council
Narrandera Shire Council
Narromine Shire Council
Northern Beaches Council
Oberon Council
Parkes Shire Council
Port Macquarie-Hastings Council
Port Stephens Council
Queanbeyan-Palerang Regional Council
Richmond Valley Council
Shellharbour City Council
Shoalhaven City Council
Singleton Council
Snowy Monaro Regional Council
Snowy Valleys Council

Tamworth Regional Council
Temora Shire Council
Tweed Shire Council
Upper Hunter Shire Council
Upper Lachlan Shire Council
Uralla Shire Council
Willoughby City Council
Wingecarribee Shire Council
Wollongong City Council
Yass Valley Council

WA

City of Albany
City of Armadale
City of Bayswater
City of Bunbury
City of Canning
City of Cockburn
City of Gosnells
City of Joondalup
City of Kalamunda
City of Kalgoorlie-Boulder
City of Melville
City of Perth
City of Rockingham
City of South Perth
City of Subiaco
City of Swan
City of Wanneroo
Shire of Augusta-Margaret River
Shire of Broome
Shire of Capel
Shire of Cuballing
Shire of Dardenup
Shire of Esperance
Shire of Harvey
Shire of Irwin
Shire of Katanning
Shire of Merredin
Shire of Mundaring
Shire of Murray
Shire of Northam
Shire of Serpentine Jarrahdale
Town of Cambridge
Town of Mosman Park
Town of Victoria Park

SA

Adelaide Hills Council
Alexandrina Council
City of Adelaide
City of Charles Sturt
City of Holdfast Bay
City of Onkaparinga
City of Playford
City of Port Adelaide Enfield
City of Prospect
City of Salisbury
City of Tea Tree Gully
City of Victor Harbor
Clare and Gilbert Valleys Council
Copper Coast Council
District Council of Mount Remarkable
District Council of Peterborough
District Council of Yankalilla
Flinders Ranges Council
Mount Barker District Council
Naracoorte Lucindale Council
Port Pirie Regional Council
Rural City of Murray Bridge Council
Town of Gawler
Wakefield Regional Council
Yorke Peninsula Council

NZ

Ashburton District Council
Auckland Council
Clutha District Council
Dunedin City Council
Environment Canterbury Regional Council
Far North District Council
Gisborne District Council
Hauraki District Council
Hurunui District Council
Masterton District Council
Napier City Council
Nelson City Council
New Plymouth District Council
Northland Regional Council
Otago Regional Council
Palmerston North City Council
Porirua City Council
Rangitikei District Council
Ruapehu District Council
South Waikato District Council
Southland District Council
Taranaki Regional Council
Wairoa District Council
Waitaki District Council
Wellington City Council
Western Bay of Plenty District Council
Whakatane District Council
Whangarei District Council

QLD

Whitsundays Council

ACT

Transport Canberra and
City Services -
ACT Government

Areas of Focus

The program focuses on the critical areas that council leaders control to ensure they deliver for the community. We understand that sometimes elements affect local government's performance that are not necessarily controllable by management. Therefore, we are focused on the areas that are. The program is a way to reliably compare the performance of a council overall and at a relevant service area level while incorporating contextually relevant elements for each council.

Workforce Management

The effective use and development of people is a fundamental measure and requirement of local government performance. The program gathers data on not only the workforce profile but also on its capacity, performance and productivity. This data provides deep insights into the performance of the council's workforce and identifies efficiencies and concerns for future workforce planning. Additionally, this creates the opportunity to engage staff in your organisation's planning and can assist in internal change management.

Finance Management

The program measures how well your council's finance function operates as well as the finance systems and processes that support the organisation. Specifically, the program collects information on the council's financial strategy, rates collection, CAPEX and budget management. This provides unique insights into efficiency, effectiveness and resilience of the strategic finance capability essential in the protection of future business needs.

Operations Management

To measure whether council operations are cohesive, planned and well managed, the program analyses operations planning, customer service commitment, outsourcing, sharing services and internal systems management. Corporate services workforce profile, capacity and costs are profiled, along with a review of performance strategies and service reviews. It explores the effectiveness of council operations and services illustrates how councils are strategically positioned in relation to key business enablers like technology and, how customer focused they are.

Risk Management

Data provided on the council's risk framework, key risk indicators and internal auditing practices enables analysis on the current level, type and depth of risk management practices in operation. It provides guidance to deepen an understanding of the culture of risk in council operations and how it is being effectively managed.

Corporate Leadership

Effective corporate leadership is determined through analysis of corporate development and strategic planning practices, decision-making practices, and policy quality measures. Analysis of senior leadership effectiveness and cohesion, communications and accountability provides further insight. This guides the level of commitment a council has to the principles of responsible oversight and strategic planning.

Asset Management

Managing assets strategically is critical for long-term sustainability and ensuring robust processes are underpinning it is essential. Insights into the level of strategic capability in resourcing and asset management will enable councils to drive efficiencies, optimise asset utility and provide increased customer service. The program explores how well councils are addressing this important area specifically in asset management systems, condition ratings, strategic asset management plans, long-term financial plans and long-term self-sustaining asset renewal.

Service Delivery - Covers 32 Services

The nature, type and service mix profile of a council is critical to understanding overall service delivery performance. We analyse the capacity within the main service areas against outputs and associated costs and cost profiles to identify efficiencies in the provision of services so that over or under investment can be identified and compared. Specifically, we also identify the most important factors, where identified, in these main services - roads, waste and parks and gardens, and provide perspectives around comparative investment on these important services.

Your council will be able to access insights such as your relative service structure, range, profile, costs answering questions such as:

• How does your service profile compare?

• What are your proportions of costs that are direct workforce only vs other costs?

• What is your comparative workforce profile by service area?

• What 'shape' are your services comparatively, in terms of being insourced vs outsourced?

Governance and Admin.   Roads and Bridges   Sewerage Services   Solid Waste Management   Other Environment   Water Supplies

"In my former role I worked at a significant inner city Sydney metropolitan council which was previously made up of three separate councils. Thankfully all three of the councils had previously been involved in this program and this made it easier to start to understand, plan and organise our approach to many critical aspects of our organisational transition – both individually and in working together across councils. As a leader in the transition team, I found the foundational information was an excellent baseline for us to quickly be informed on the nature, shape and unique aspects of each organisation, so that in planning the transition, we were able to prioritise areas needing our attention. It assisted us in organising ourselves and the multitude of projects to ensure that we met our key tasks and time critical actions in the merger project management."

*- Simone Schwarz, Director of LG Professionals, NSW*

The Performance Excellence Report

Each Report begins with an outline of the methodology, the demographics of the participating councils and a guide to understanding the findings. The report itself details a council's performance in the areas of corporate leadership, workforce, finance, operations, risk management, asset management and service delivery. This information allows councils to evaluate and better understand current operational and management performance; identify areas of focus when striving to optimise performance excellence; and compare their benchmarks against other councils.

Each council's report is entirely confidential to the individual council. PwC analytics project team members only see individual reports during the report's development stage. Industry aggregated results only are visible to LG Professionals, SA and our other association partners involved. Each participating council is permitted to share their report with third parties, at a council meeting, on a council website, or with other participating councils, provided the report is shared in its entirety.
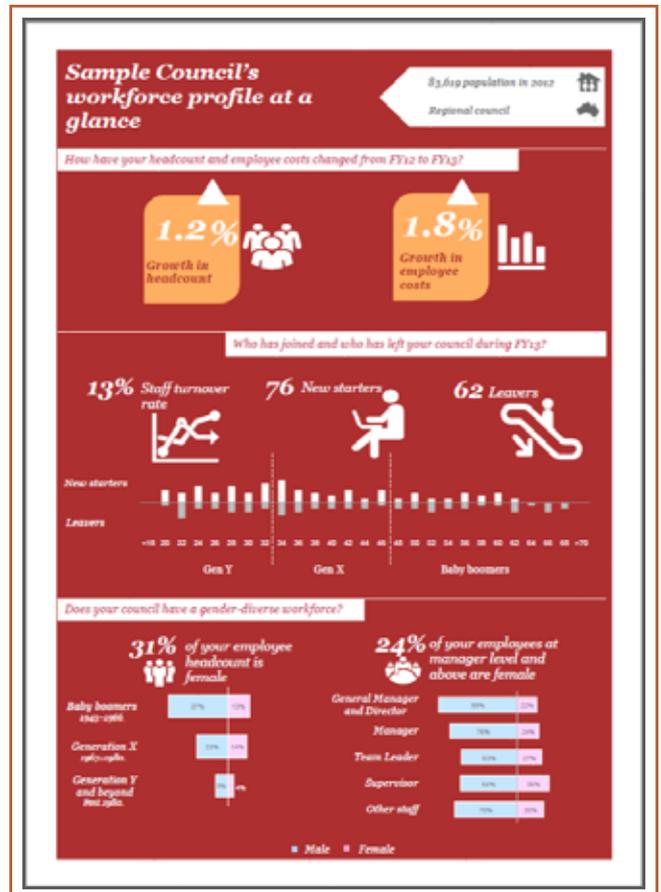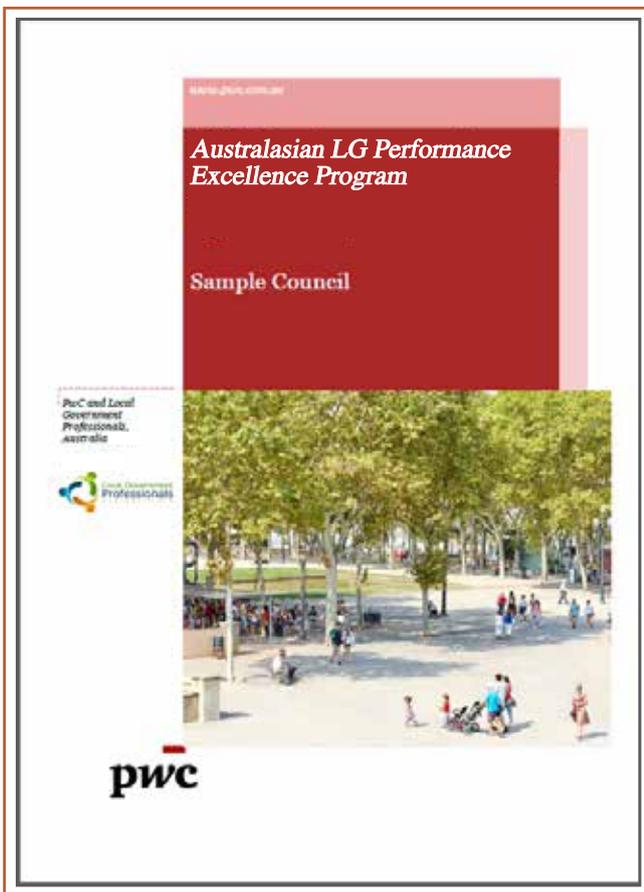
"ICMA and Local Government Professionals Australia have been long term partners internationally furthering the drive for professional excellence in local government across the USA, Australia, New Zealand and worldwide. In meeting with the LG Professionals, we are both keen to jointly explore new opportunities to share to enhance our members experience in the critically important area of performance measurement and excellence. It appears there are some exciting options for us to explore together and with our many affiliates. ICMA is committed to continuous improvement and we are open to see how we can jointly progress work on an international basis and learn from each other. After all, regardless of country, we are all striving to better support the sector reach its full potential and believe strongly that collaboration is the key to building intelligent insights. I look forward to working together in creative ways."

- Randall Reid, Director of Performance Initiatives, ICMA

The Comparative Analysis Tool

To complement the Performance Excellence Report, councils are provided access to the Comparative Analysis Tool. Additional regional profile data enriches the data set and allows for the creation of bespoke comparative analysis. Councils can actively filter, compare and analyse their own performance against the de-identified results of other councils. Data submitted by councils is complemented by demographic, socioeconomic and council services data, along with macroeconomic spatial data. This enables participating councils to sub-segment and compare to councils that exhibit characteristics like them so they can see how their results compare at a more in-depth level. Such comparisons enrich the understanding of industry performance and assists councils to contextualise their own unique performance results.

Our research shows traditional government measures mainly focus on set metrics without contextual performance including operational and environmental variables. They tend to focus on what has occurred, whereas this program provides deeper, holistic insights to future performance improvement. This is made possible by an unpacking of performance at a more granular level. The Comparative Analysis Tool ensures all results are explained and understood to a much greater degree allowing for better decision making.

The Council Comparison Window: Strengthen your Regional Partnering & Profile

What is the Council Comparison Window?

The Council Comparison Window is an optional addition you can add as a participant in the Australasian LG Performance Excellence Program.

The Council Comparison Window has a dedicated online portal that will outline the work of each council in your region. The portal displays sophisticated visualisations of your regions performance, focusing on key collaborative elements in **workforce, corporate and finance, and service delivery.**

It allows councils to work together more easily via enhanced collaborative regional planning and data driven decision making. This powerful picture opens up a new view of the composition of groups of councils for the profile of your region.

Additionally, the Council Comparison Window allows statistical comparison within your region regarding macro elements such as socio-economic and demographic modelling and links this to council's actual performance – giving a unique regional perspective of this connection.

For example:

What is the significance of your regional footprint and what components stand out?	What impact does your regional council operations have on the area's economy and workforce?	Where are there regional hotspots you need to watch in your capacity and delivery in order to be well positioned in the future?	How important are various services to your region and why?

These insights allow you more information about the nature, scale and scope of your core resources and operations such as your services, and assist you to have insight to determine the current effectiveness of your councils' service delivery and management both comparatively within a region and collaboratively as an entire region. This allows more thorough regional strategic planning, informed by having a greater understanding of your region's capacity and efficiencies as well as helping identify opportunities for working together.

"Now you can see the nature, size, shape and scope of local governments in your entire region as never before, allowing you to drive dynamic regional collaboration to visibly enable a better local government for everyone."
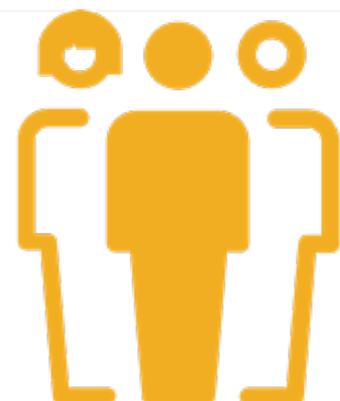
Benefits for Your Council and Region

This Council Comparison Window will inform you of your council's value and contribution to your region, as well as strengthen your understanding of your region as a whole.

It will provide:

- a deeper understanding of each council's uniqueness, role and contribution to your region an improved understanding of the value and impact of your council's operations and practices on your region's workforce, economy and community
- more strategic insights into each council and therefore the region's operational capacity and capability
- allow statistical comparison within your region to bring to life your council's comparative data
- more dynamic profiling of your council workforce, services and management depth both comparatively and collaboratively as a region
- your region's workforce and service profiles, costs and outputs
- quantifiable understanding of asset, risk and financial management capacity across your region
- assurance that your strategic planning at a council and at a regional level links together and more accurately reflects your current and future operational needs and capacity.

Who is it available to?

It is available to regions where all or most participating councils are participating in the Australasian LG Performance Excellence Program.

A region can be defined by geography or by a groups of 'like' councils who are currently planning together or wish to compare each other. You can be part of up to three regions with the Council Comparison Window feature.

The Professional User Group

Each year the program's design and emphasis of each area will be refined in consultation with the ever-growing network of professionals involved. We will take this opportunity to reaffirm the areas we are tracking while incorporating feedback into fine tuning the questions. This is part of our commitment to ensuring the program suits all councils whatever their jurisdiction.

Additionally, we will present the results and explain the findings each year to councils through appropriate communications such as webinars, regional roadshows and dedicated events. The collaborative leadership of our participating practitioners supports the program, their ongoing professional development and drives a deeper understanding of the role of analytics in local government performance.

We will provide a directory of contact details of all professionals implementing the program, allowing those involved to connect with each other to share results, findings and insights.

"Increasingly council, including our elected representatives, are looking to understand how we perform relative to others in the local government sector. We have found that a key benefit of the program is the provision of a broad suite of benchmarking indicators and data, measuring value for money, efficiency and effectiveness of operations. This analytical understanding is allowing us to identify opportunities for business process improvement, and to inform strategic work in workforce planning, developing people strategies and preparing annual reports."

- Clare Phelan, Executive Strategy Manager, Wollongong City Council, NSW

Implementation Steps

PwC manages the implementation of the data collection, validation and analysis end to end, with each nominated council Project Manager. The data submission process is comprehensive and detailed, and each council is supported by PwC via webinars and a dedicated email inbox and phone line.

1 Preparation Phase

Project Managers are invited to a PwC hosted webinar to learn more about the data submission process and data requirements. Project Managers are also provided with a comprehensive participant guide and key PwC support contact details. Project Managers must liaise with key council staff to ensure the delivery of the data requirements.

2 Submission Phase

The online collection platform is open for two weeks. Multiple council users e.g. Finance, HR and IT resources have the ability to enter data concurrently. As council users upload certain data extracts in the online platform, they are able to see instant results via a variety of metrics to assist with validation and accuracy. In addition, PwC reviews the uploaded data extracts and advises the Project Manager of any initial discrepancies. After this initial review, councils have one week to amend their submission.

3 Review Phase

PwC then provides the Project Manager with a detailed data submission feedback pack to assist with validation and accuracy of the data. The Project Manager has a week to perform a rigorous review of the submitted data, taking into account PwC's feedback. Each council is eligible to receive up to three adjusted data submission feedback packs once they have amended their data via the online collection platform. Once councils have made final amendments, the nominated Superuser submits their final data via the online data collection platform and the data is locked for analysis.

What then?

Following this process, PwC commences analysing the data for compelling themes and topics. Following this analysis, the customised council Performance Excellence Reports are prepared. This report showcases a council's performance trends and provides clear visualisation on how each council's metrics compare to the survey population, as well as contextual commentary about the overall results. In 2018, we are aiming for each council to receive their Performance Excellence Report by the end of December – councils will need to be accountable for meeting strict deadlines for this to be achieved. In addition, councils will be provided with access to the Council Comparative Analysis website, when it is released following the report.

WORKFORCE DATA	+	SERVICE DATA	+	PUBLIC LGA DATA

Program Focus and Timeline

The program focuses on the critical internal business operations where council leaders have control. The program is a way for councils to reliably compare the performance of their council overall and at a relevant service area level, while incorporating contextually relevant elements.

February - May	Councils register for the Performance Excellence Program
July - September	Online collection platform is open
August - September	Data submission feedback pack and data amendments
September	Survey closes
October - November	PwC analysis and reporting

DECEMBER REPORTS & TOOL ACCESS TO COUNCILS

NOTE: All dates are dependant on councils meeting project deadlines.

> It has been very fulfilling to share my management experience, and to provide access to new information, so that council senior managers can evaluate their business performance against other councils, as well as monitor business improvement over time. Council managers have told me that they learn a lot from the way we approach our data analysis, especially in the area of workforce analytics. It has been exciting to see council senior managers use data-driven thinking to profile their council's success stories as well as focus on areas requiring improvement.
>
> *- Sarah Gibson, Senior Manager, PwC*
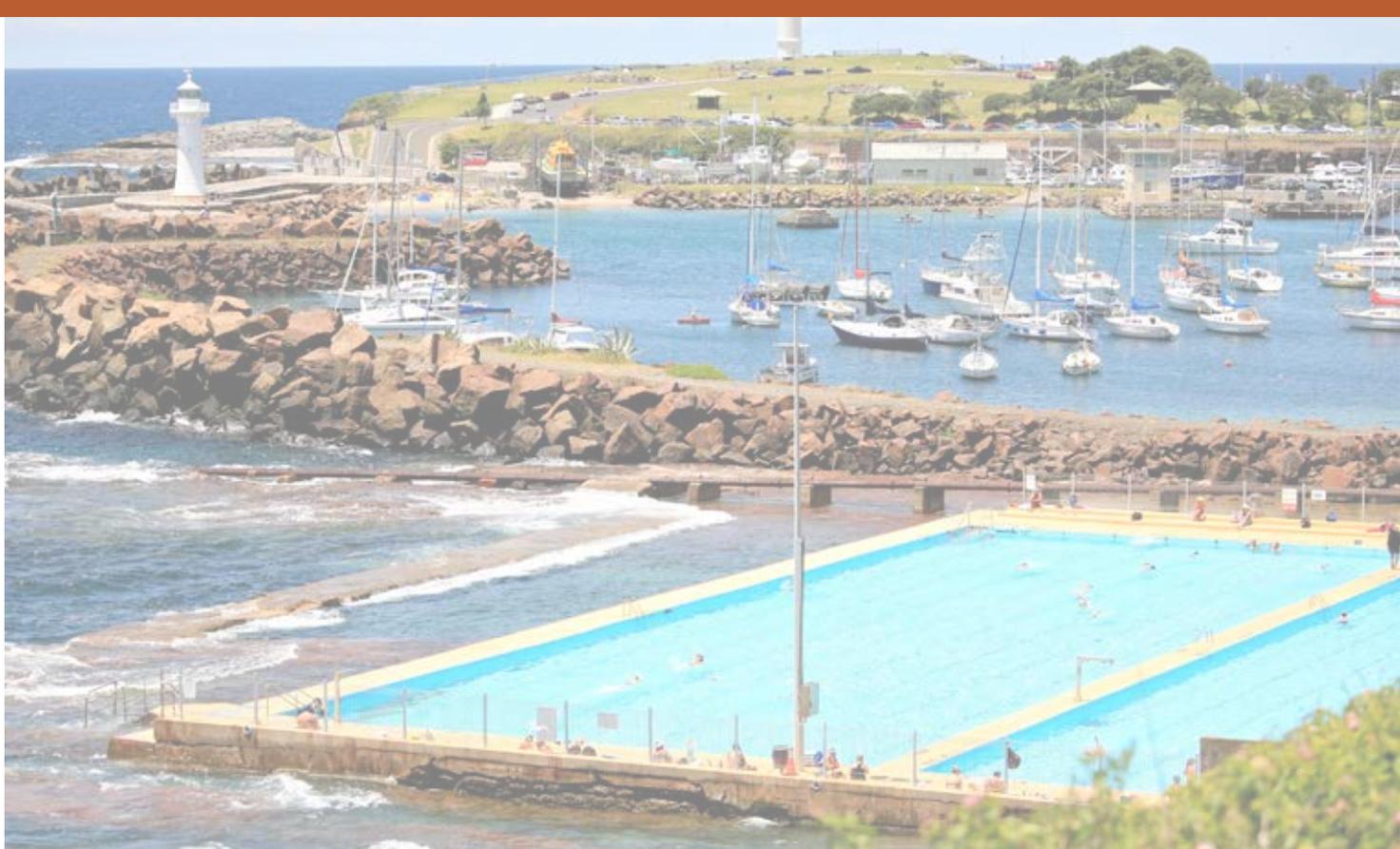
Activating the Program for Your Council

Councils can become part of the program by completing the Contract Request Form.

The program's pricing is based on the size of the council area by population. For specific pricing details, please refer to the separate Pricing Sheet and Contract Request Form.

We are committed to offering value to councils by offering two opportunities to save with an Early Bird Discount and a Pay Up Front Discount.

Please contact Taryn Sexton on the below, regarding any aspect of this prospectus and for further information.

Taryn Sexton

Chief Executive Officer, LG Professionals, SA

E   executive@lgprofessionalssa.org.au

P   0400 429 003 *or* (08) 8291 7991

Australasian LG **Performance Excellence** Program
2019 RETAIL PRICING- New Customers

Council Size (resident LGA population)	2019 Base Price** Annual Fee (excl. GST)	Early Bird Discount p.a. (excl. GST)	Best Price p.a. (incl. Early Bird Discount)(excl. GST)
Super Council (> 500,000)	$56,600	-$9,000	$47,600
Extra Large Council (>250,000)	$37,600	-$3,000	$34,600
Very Large Council (>150,000)	$27,200	-$2,000	$25,200
Large Council (>100,000)	$24,400	-$2,000	$22,400
High Medium Council (>50,000)	$18,100	-$2,000	$16,100
Medium Council (>20,000)	$12,300	-$2,000	$10,300
Low Medium Council (>10,000)	$10,000	-$2,000	$8,000
Small Council (>5,000)	$8,100	-$2,000	$6,100
Very Small Council (<5,000)	$5,500	-$2,000	$3,500

Council Comparison Window Feature Add On

Additional $500 p.a. Councils (<10,000 pop.)	Additional $1,000 p.a. Councils (10,000 pop.)

Noting CCW pricing is per council not per region and valid FY19-21.

Terms and Conditions:
1. The Program operates on a cycle which is three years of consecutive participation, with the base pricing determined every three years in the Program Cycle.
   The current Program Cycle's commencement year is 2019 and the base pricing will be revised every three (3) years.
2. Pricing is either Foundation, non-Foundation or Cyclical as defined overleaf (see Pricing Definitions section) and each has different base pricing.
   CPI increases will be applied each year to Non-Foundation and Cyclical pricing. No annual CPI increases apply to Foundation council pricing within a Program Cycle.
3. In 2019 an Early Bird Discount is available for new customers who join by 30 April 2019 (sign and return this form).
   This discount is available at the beginning of a new contract period and applies throughout the contract term.
4. Pricing is determined by the population size of a council's Local Government Area based upon Australian and New Zealand government statistics data.
   These will be reviewed each year and be based upon a council's most recent resident population figure. If necessary, pricing will be automatically adjusted (increased or decreased accordingly).
5. In the instance councils amalgamate within a contract cycle then the newly formed (amalgamated) council will be automatically charged the appropriate pricing for their combined population figure.
6. Councils who withdraw within a contractual commitment will be charged a termination fee of 75% of the fees due in respect of the current survey they withdraw from.
   For example, if a council contracts for FY19-21 (3 years) and exits in the second year, they will have to pay 75% of their FY20 fees due.
7. The Program Cycle operates annually over three years and this is to stabilise the sample. In the event that a council makes a change and requests to have either a one (1) or two (2) year gap between surveys (i.e. not do it annually), a premium will be charged as follows: 20% premium for a one (1) year gap and 30% premium for a two (2) year gap. A new contract will be required. (For example: a council signs and completes either FY19,21,23 or FY19,22,25. The reverse is also true.)
8. Councils who wish to contract for less than the minimum number of 3 surveys in one contract commitment, will be charged a 20% premium on the 2019 base Retail (non-Foundation) Price. This is Cyclical pricing.
9. To take account of extraordinary circumstances Councils may defer their data collection only once in a Program cycle and only for one year with no consequence.
   Councils must extend their contract term by one year i.e. they will not be charged for this deferred year e.g. if a council signs up for FY19-21, and completes FY19 only and then chooses to defer for the FY20 year, the council will recontract as FY19,21,22 adding FY22 to their contract obligations at a minimum.
10. Councils deferring a second consecutive year and choosing no other option, will be automatically deemed as a termination and charged 75% of the fees due.
11. The Program has the option for councils to also add a Council Comparison Window which allows groups of councils to see some of their existing data together.
    The FY19-21 pricing for this extra cost of this service is a) $1,000 + GST p.a. or b) $500 + GST p.a. for the council's LGA resident population of a) over or b) under 10,000 respectively.
12. Pricing changes can be determined at any time by LG Professionals, NSW and PwC if mutually agreed and councils will be notified prior.
13. In the event you terminate your contract commitment, access to your Council Comparison Analysis tool and if relevant the Council Comparison Window will terminate.
14. LG Professionals, NSW refers to Local Government Professionals Australia, NSW. PWC refers to Pricewaterhouse Coopers

EARLY BIRD CLOSES 30 APRIL 2019
FINAL DEADLINE 30 JUNE 2019

Australasian LG **Performance Excellence** Program
PARTICIPATION REQUEST FORM

Local Government Professionals
AUSTRALIA SA

EARLY BIRD CLOSES 30 APRIL 2019
FINAL DEADLINE 30 JUNE 2019

Title:	First Name:	Surname:
Position:		Council Name:
Country:		State:
Email:		Phone: ( )

Please provide the current total resident population of your council's Local Government Area below:
This along with the recent government statistics, will be used to determine your pricing category.

Do you wish to add the Council Comparative Window Feature, noting the additional annual cost?

☐ Yes   ☐ No

Please confirm the following by ticking all boxes:

☐ Yes I understand that requesting the contract will be considered an Expression of Interest from your council to participate in the Program. This contract is standard for all participating councils and is non-negotiable.

☐ Yes I understand that this program requires my council to provide appropriate resourcing to meet the obligations for data submission and review deadlines, as advised by PwC.

☐ Yes I have read and accept the pricing terms and conditions as attached.

☐ Yes I consent to having my council acknowledged in program promotion and to be the primary contact, unless I advise.

Signature _____   Date _____

Position _____

Pricing Definitions:

Foundation Councils are those councils who first joined the program in SA in 2017.
There is no annual CPI increase charged for these councils in a pricing cycle.

Non-Foundation Councils include councils that have agreed to participate in a Survey after it was first launched in a particular State/Territory or jurisdiction but are not Foundation nor Cyclical councils as updated from time to time by agreement between PwC and LG Professionals NSW in writing. CPI will be applied for these councils for each year of participation.

Cyclical Councils are those councils that have agreed to participate in less than three surveys in one contract commitment - either intermittently or sequentially, and include councils who complete only one or two Surveys. The Cyclical councils are as updated from time to time by agreement between PwC and LG Professionals NSW in writing. Annual CPI increases and an additional 20% premium on Non-Foundation prices will be applied for Cyclical councils.

Australasian LG
Performance Excellence Program

Please return your completed form to
executive@lgprofessionalssa.org.au
or call 0400 429 003

Australasian LG **Performance Excellence** Program