

City of Kalamunda

Performance Report against Performance Criteria

Chief Executive Officer Report | July 2021 to June 2022

CEO MESSAGE

The 2021/22 year has been one of many achievements, successes, and BIG challenges. Reflecting on the past 12 months it will be viewed as the year that became “Now or Never. After several years of tight fiscal constraints, the Council and the City recognised that it was at a crossroad in terms of its financial sustainability. With an ailing operating surplus ratio, the council needed to agree to set a new direction for many of the City services and assets. This became a key focus area for the past year.

The 2020/21 audit results published in December 2021, identified an emerging declining trend in the Operating Surplus Ratio (ORS). This highlighted the fact the City is now spending more than it is earning. The City immediately responded and embarked on providing Council with a through detailed analysis of every service being provided by the City and what that service does. This Service Review report was created in January and February of 2022 and presented to Council’s Strategic retreat in March 2022. The Service Review report and the presentations gave Councillors the information they needed to recognise the problem and agree a way forward.

This required a reset of the organisation and was achieved through excellent teamwork between the administration and the Council during March to May 2021. The Council agreed to developing an Operating Surplus Ratio Action Plan. (OSRAP). Once adopted will be presented to the Office of the Auditor General between July and September 2022.

Dealing with OSR and the process in which the Administration and Council worked together to review the information and create an action plan was an achievement and something we can all be proud of. This was an emergent issue that was dealt with expeditiously by all involved. This was a highlight of the past 12 months. It is very pleasing to gain support of Council for the BIG PICTURE and recognise the organisation needs to be restructured financially to be able to deliver on the BIG PICTURE.

Many courageous decisions were made in the past 12 months: courage being one the city’s values, and both the administration and the Council have demonstrated courage. All decisions were supported with detailed information, with staff considering all factors before developing solutions and ensuring Council have as much access to all information, they need to understand the matters and make their best decision. This approach has ensured the City was well governed.

I am very pleased to report the outstanding efforts City staff demonstrated throughout 2021/22. Working under tight fiscal constraint staff, through their values and high morale delivered more with less. The City staff worked collaboratively to create a “BIG PICTURE vision for the City aimed to build a future that can be sustainable and provide key essential facilities and services to the community.

The administration has lived by and demonstrated the values of the City.

| | |
|--|---|
| <ul style="list-style-type: none"> • Service • Professionalism • Quality | <ul style="list-style-type: none"> • Innovation • Courage • Diversity |
|--|---|

All the KPIS set by Council for the CEO 2021/2022 Performance Plan have been satisfactorily met. This includes new objectives being required due to the urgent emerging issue of the OSR. The new focus that is being placed on the OSR will require new strategies, plans and actions to be designed, developed, and actioned with great urgency to respond and prepare the City to deliver the BIG PICTURE.

The success of the City’s advocacy in attracting \$65million dollars from the recent Federal election was also highlight for the year.

Other Key highlights were:

- Designing the BIG Picture
- Targeting the BIG Picture for advocacy.
- Upgrading four parks Lincoln FF, Meloway MV, Pickering Brook, Gladys Newton HW.
- Securing funding for Stirk park.
- Delivering Central mall
- Designing and delivery the Keep Growing In-house training program and
- Designing and presenting a detailed service review of all City services at the Strategic retreat.

The following scorecard results clearly shows that what I was asked to do has been achieved.

Rhonda Hardy
Chief Executive Officer

PERFORMANCE REVIEW REQUIREMENTS

In May 2021 Council adopted Policy Governance 12: Recruitment & Selection, Performance Review, Salary Review and Termination of the Chief Executive Officer

The purpose of this policy is to set out the principles and criteria under which the Council will recruit, select, review the performance and salary, and terminate the position of Chief Executive Officer, in compliance with the Local Government Act 1995, Salaries and Allowances Act 1975 requirements and relevant employment laws.

The Policy Statement states the City of Kalamunda (City) recognises that Council holds statutory and contractual obligations for Recruitment and Selection, Performance and Salary Review and Termination of the Chief Executive Officer (CEO). To ensure best practice and greater consistency in these processes between local governments the Local Government Legislation Amendment Act 2019 includes a requirement for standards covering the Recruitment and Selection, Performance Review, and termination of employment of local government Chief Executive Officers.

The minimum standard for performance review will be met if:

- a) performance criteria are specific, relevant, measurable, achievable and time based;
- b) the performance criteria and the performance process are recorded in a written document, negotiated with and agreed upon by the CEO and Council.
- c) the CEO is informed about how their performance will be assessed and managed and the results of their performance assessment.
- d) the collection of evidence regarding performance outcomes is thorough and comprehensive.
- e) assessment is made free from bias and based on the CEO's achievements against documented performance criteria, and decisions and actions are impartial and transparent; and
- f) the Council has endorsed the performance review assessment by absolute majority.

- g) Setting the performance criteria can include:
- h) service delivery targets from the City's Strategic Community Plan.

- i) budget compliance.
- j) organisational capability.
- k) operational and project management.
- l) financial performance and asset management.
- m) timeliness and accuracy of information and advice to Councillors.
- n) implementation of Council resolutions.
- o) management of organisational risks.
- p) leadership, including conduct and behaviour, and human resource management; and
- q) stakeholder management and satisfaction.

The Council in its Policy appointed a CEO Performance Review Committee (CEOPRC) comprising:

- The Mayor as chairperson
- All Councillors
- An Independent Observer.

Council also adopted in its Policy to appoint an Independent facilitator experienced in performance reviews in a local government setting to assist the Performance Review Committee with the overall review process, including:

- Reviewing and facilitating agreement on the CEO performance process.
- Supporting the preparing the performance agreement.
- Collecting and collating performance evidence.
- Writing the performance appraisal report.
- Facilitating meetings between the performance review panel.
- Assisting with the provision of feedback to the CEO.
- Formulating plans to support improvement (if necessary); and
- Providing an objective view regarding any performance management related matters between the concerned parties.

It is a requirement of the regulations that the process by which the CEO's performance review is undertaken is documented and agreed by both parties. Council and the CEO must agree on any performance criteria that is in addition to what is specified in the CEO's contract of employment.

The CEO performance is measured in an objective manner against the performance criteria set for that year.

The Council adopted Performance criteria for the 2021-2022 year is outlined in the next section under 7 key result areas (KRA).

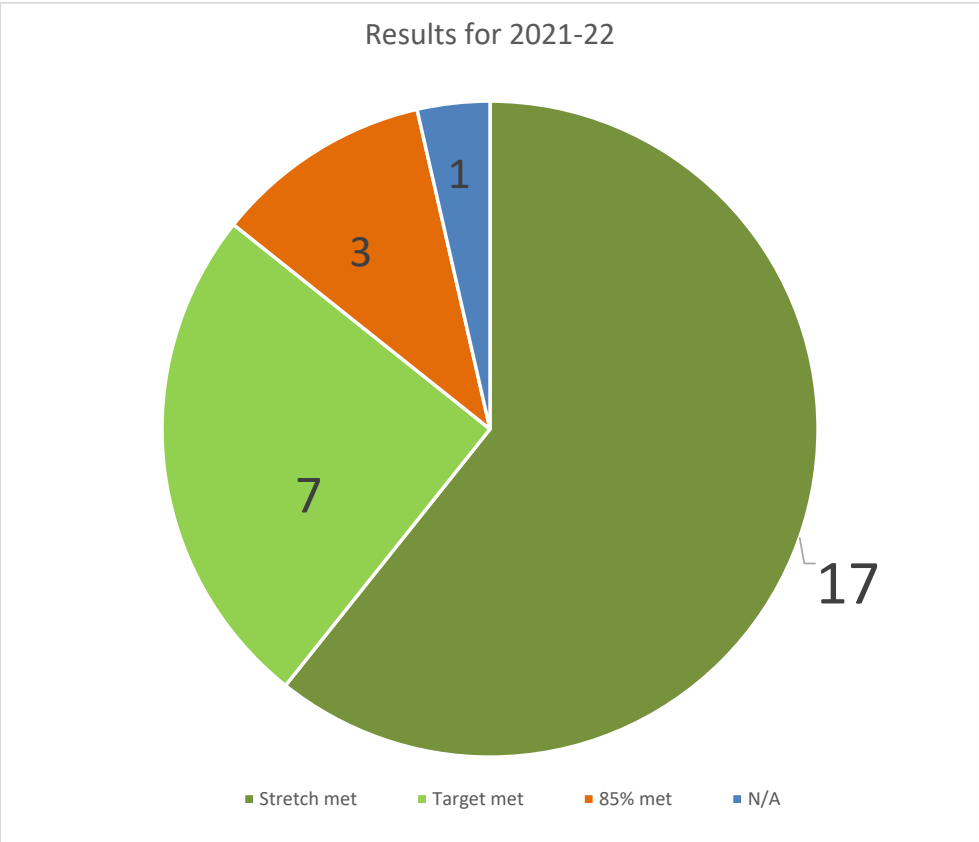
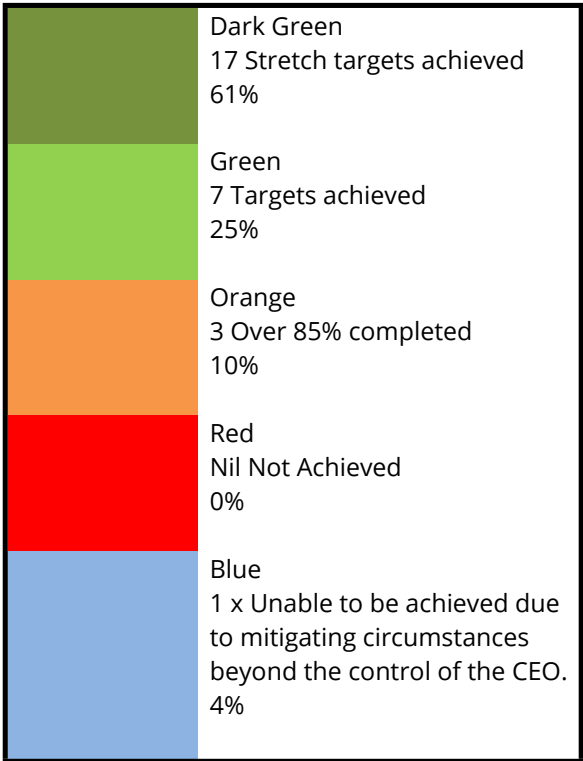
Each KRA has been assessed by the CEO to formulate the Performance Report against the Performance criteria adopted by Council.

READING THE SCORECARD

1. Each KRA area and its associated criteria have been self-assessed against the evidence.
2. Each Scorecard's KRA is followed with a commentary and evidence section.
3. Further evidence is also provided in the associated appendices at the end of the scorecard sections.

In making an assessment councillors should read the commentary section for each KPI as well as any appendices associated with that particular KPI.

SCORECARD RESULTS 2021-22



KRA1: Integrated Planning and Reporting

| Key Performance Indicator | Target | Stretch Target | Timeframe | result |
|---|---|---|----------------------------------|---------------------------|
| <i>Detail of what is to be achieved</i> | <i>How will success be measured?</i> | <i>How will extraordinary success be measured?</i> | <i>When it will be achieved?</i> | <i>What was achieved?</i> |
| 1.1 Deliver the Corporate Business Plan (2021-2025) for the year ending 2022. | (a) 90% of Corporate Business Plan actions are completed each year. (b) Quarterly reports to Council are provided. (c) Excludes items delays for reasons outside the City's control | (a) 95% of Corporate Business Plan actions are completed each year. (b) Corporate Business Plan meets the "intermediate" standard against the DLG IPR framework. | June 2022 All directors | Stretch target |
| 1.2 Undertake the annual review the Corporate Business Plan (2022-2026) | Review completed by May 2022 | Corporate Plan is adopted by Council by June 2022. | June 2022 All directors | Stretch Target |

KRA1: Integrated Planning and Reporting – Commentary and Evidence**1.1 Deliver the Corporate Business Plan (2021-2025) for the year ending 2022.**

The result for the delivery of the Corporate Business Plan were 99.4% of actions were delivered.

The one action that is at less than 50% complete in the one relating to implementing the Customer Relationship Module (CRM). This project was presented to Council in April 2022, and it was agreed the CRM would go on hold until the city has upgraded its Enterprise resource Platform to effectively house a CRM system.

All quarterly reports completed

This result achieved a stretch target.

Refer Appendix 1 – KRA 1.1 for details.

1.2 Undertake the annual review the Corporate Business Plan (2021-2026)

The Corporate Plan was reviewed in May 2021 and adopted by Council in June 2021 at its SCM Budget Adoption meeting.

Quarterly progress reports against the Corporate Business plan were presented and accepted by Council in August 2021 October 2021, February 22, May 2022.

This result achieved a stretch target.

KRA2: Financial Sustainability

| Key Performance Indicator | Target | Stretch Target | Timeframe | Result |
|---|--|---|--|----------------------------------|
| <i>Detail of what is to be achieved</i> | <i>How will success be measured?</i> | <i>How will extraordinary success be measured?</i> | <i>When it will be achieved?</i> | <i>What target was achieved?</i> |
| 2.1 Review and update the Long-Term Financial Plan for the sustainability of the City | LTFP is reviewed and approved by Council and LTFP meets the "achieving" standard of the DLG IPR. | LTFP meets the "advanced" standard of the DLG IPR. | 30-Jun-22 Gary | Stretch Target |
| 2.2 Budget Operating Expenditure | Budget variation is within 20% of allocation. | Budget variation is within 10% of allocation. [Remove adverse budget decisions made by Council and out of CEO control]. | 30-Jun-22 Gary | Stretch Target |
| 2.3 Annual Audit Opinion | The City is issued with an unqualified audit opinion from the Office of the Auditor General | The City is issued with a less than 5 management issues from the Office of the Auditor General | December 2021 Gary | Stretch Target |
| 2.4 Financial health Indicator and Financial ratios are maintained in line with the Budget projections. | Meet minimum required FHI of 70 and 50% of ratios meet required achieving standards | FHI greater than 70 and 50% of all ratios meet required advanced standards | Based on 2021-year end results Gary | Target |

KRA2: Financial Sustainability – Commentary and evidence

2.1 Review and update the Long-Term Financial Plan for the sustainability of the City

The LTFP was reviewed and adopted in June 2022.

The LTFP meets the advanced standards set by the DLGCI.

This resulted in a Stretch target.

2.2 Budget Operating Expenditure

The budget operating variation for the 2021/22 budget was 6.3% after adjustment for depreciation and for the reinstatement of items that were removed from opening budget due to COVID.

This resulted in a Stretch Target.

2.3 Annual Audit Opinion

The City received an unqualified audit opinion for the 2020/21 financial year.

The City received one management letter item. These documents were tabled at Council Audit and Risk Committee in Nov. 2021.

This resulted in a Stretch target.

2.4 Financial health Indicator and Financial ratios are maintained in line with the Budget projections.

The Financial Health Indicator for 2020/21 was 68 and 5 of the 7 ratios met the achieving standard.

| Ratio | Result | Benchmark |
|-----------------------------------|--------|----------------------------|
| Current ratio | 1.36 | 1 or greater than 1 |
| Asset consumption ratio | 0.94 | Greater than 0.56 |
| Asset renewal funding ratio | 1.42 | Between 0.75 and 0.95 |
| Asset sustainability ratio | 0.39 | Greater than 0.90 |
| Debt service cover ratio | 8.67 | Greater than or equal to 2 |
| Operating surplus ratio | (0.04) | Between 0.10 and 0.15 |
| Own source revenue coverage ratio | 0.91 | Between 0.4 - 0.6 |
| FHI | 68 | |

This resulted in meeting target.

KRA3: Risk Management & Good Governance

| Key Performance Indicator | Target | Stretch Target | Timeframe | Result |
|--|--|---|-------------------------------------|------------------------------|
| <i>1. Detail of what is to be achieved</i> | <i>2. How will success be measured?</i> | <i>3. How will extraordinary success be measured?</i> | <i>4. When it will be achieved?</i> | <i>5. What Was Achieved?</i> |
| 3.1 Manage the strategic risk register and risk indicators | Demonstrates that the (aggregated) Strategic Risk Profile is maintained from the previous financial year (Note - adjusted for changes made to the Risk matrix) | Demonstrates that the (aggregated) Strategic Risk Profile is improved (decreased risk profile) from the previous financial year (Note adjusted for change in rating scale within the Risk matrix) | June 2022 Gary | Stretch Target |
| 3.2 Risk Appetite | Complete an annual review of the City's Risk Appetite Statement | Council adopts revised appetite statement. | June 2022 Gary | Stretch Target |
| 3.3 Strategic Risk Workshop | Undertake an annual review of the City's strategic risk through council and senior officer workshop | Undertake biannual reviews with Council. | June 2022 Gary | Target |
| 3.4 Governance related compliance activities are met | Annual review of delegations and Compliance Audit return are completed in line with DLG requirements. | No compliance issues are recorded. | June 2022 Darrell | Stretch Target |
| 3.5 All requirements for election 2021 are undertaken. | Election processes and timelines are met. Prospective candidates' session delivered. Councillor induction process is delivered. | Councillors' satisfaction level with induction program is greater than 80%. | December 2021 Darrell | Stretch Target |

KRA3: Risk Management & Good Governance – Commentary and Evidence

3.1 Manage the strategic risk register and risk indicators

The Strategic Risk register was workshopped with Councillors in 2020. The 2020 Risk Register contained 1 risk rated as extreme being significant expansion in the number and value of community facilities without underlying strategies in place.

This risk rating reduced to high in the 2021 review with the council when formulating the 2021/22 Risk Register.

The 2021/22 Risk Register contains several new risks that were identified through the Workshop with Councillors in November 2021.

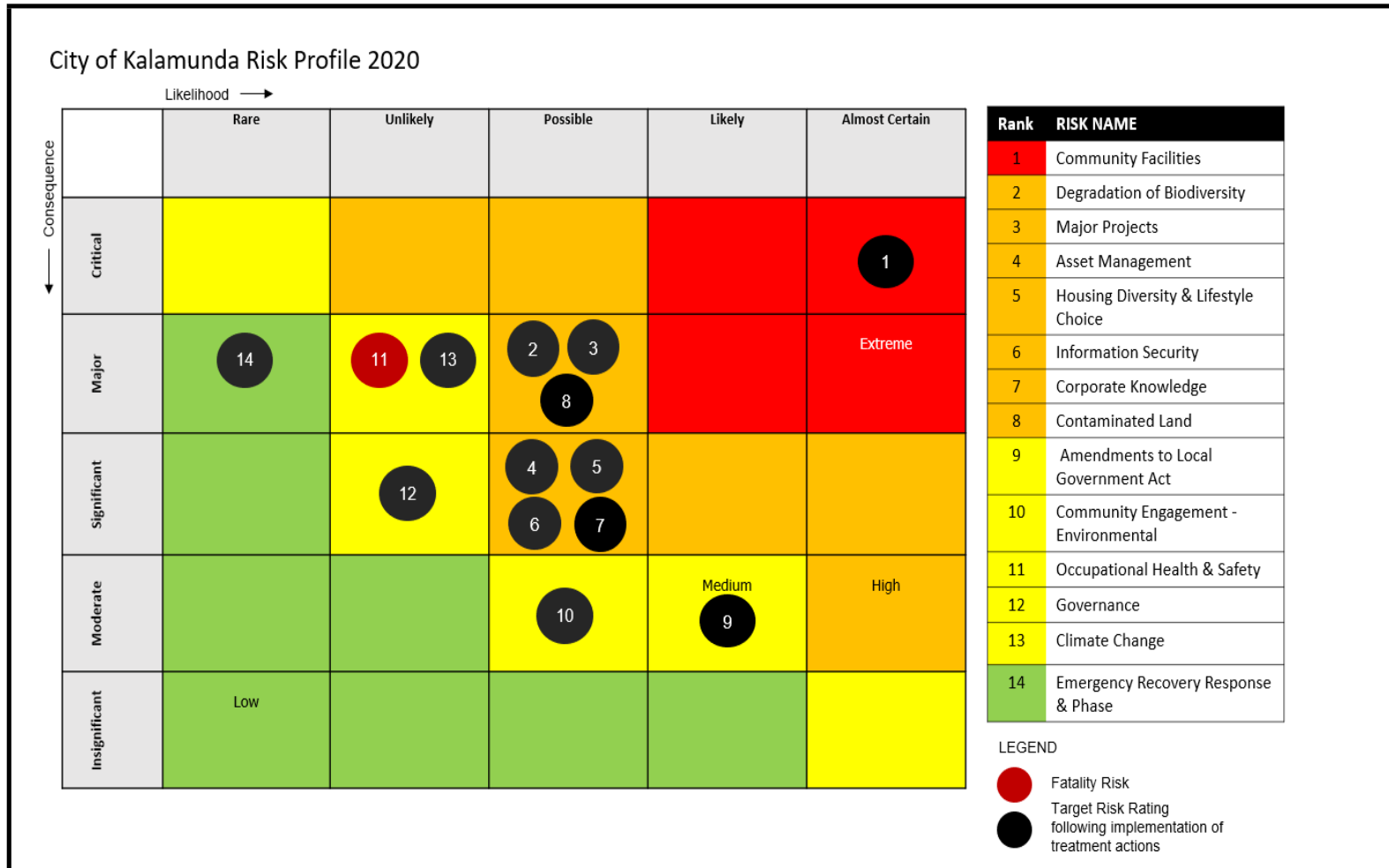
Risk Register Shown in Appendix 2 - KRA 3.1 of this report.

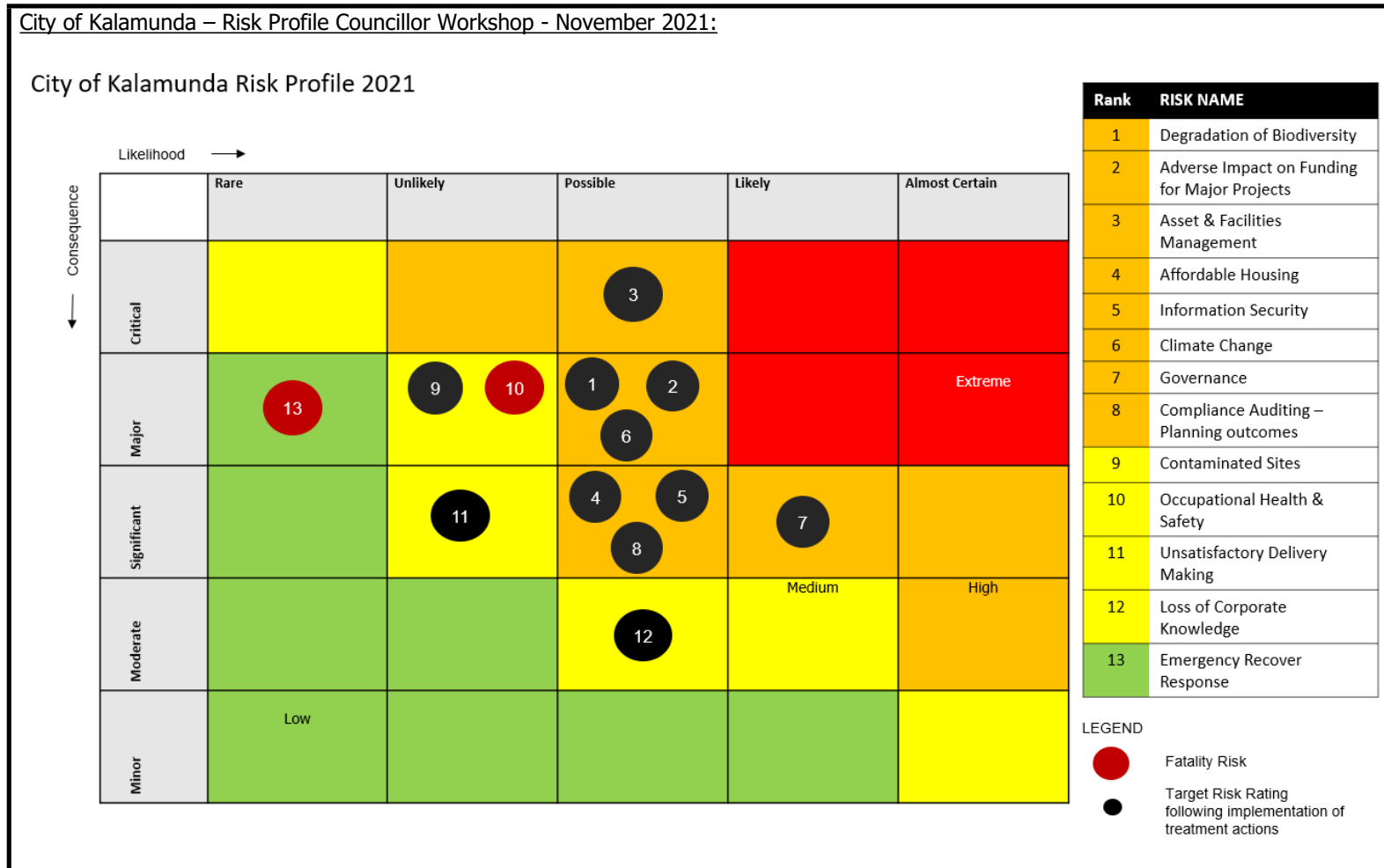
Risk Profiles are shown on the next two pages for comparative purposes show that the Risk Profiles have reduced with no extreme risk identified.

This result demonstrates that the (aggregated) Strategic Risk Profile is improved (decreased risk profile) from the previous financial year (Note adjusted for change in rating scale within the Risk matrix).

The key risk was around the state of maintaining aging community facilities and the increasing depreciation being accrued. Council has placed a focus upon community facilities and are looking closely at the effectiveness of the city's assets. These mitigating actions have reduced the risk.

This is a stretch target achieved.





3.2 Risk Appetite

The Risk appetite Statement was adopted by Council in September 2021.

Council Report - [Audit & Risk Committee Meeting - 21 September 2021 \(kalamunda.wa.gov.au\)](#)

Attachment - [Risk Appetite Statement \(kalamunda.wa.gov.au\)](#)

Stretch target met.

3.3 Strategic Risk Workshop

The City undertook an annual review of the City's strategic risks which was considered as part of the Council Meeting in November 2021.

This resulted in meeting target.

3.4 Governance related compliance activities are met

- All agenda and minutes distributed in accordance with LG Act.
- Delegations Reviewed annually adopted by Council in June 2022.
- The Compliance Audit Return was lodged by March 2022.
- Councillors' induction was provided between November and March 2022.

Stretch target met.

3.5 All requirements for election 2021 are undertaken.

The election was run without issue with all preparations, lodgements and payment being administered effectively between August and October 2021.

Stretch target met.

KRA4: Identify Future Opportunities & Challenges

| Key Performance Indicator | Target | Stretch Target | Timeframe | Result |
|--|---|---|----------------------------------|----------------|
| <i>Detail of what is to be achieved</i> | <i>How will success be measured?</i> | <i>How will extraordinary success be measured?</i> | <i>When it will be achieved?</i> | |
| 4.1 Develop plans, strategies and models for strategic projects and service delivery that will assist with ensuring the city is well positioned to sustainably cater for growth as forecast in Perth and Peel @ 3.5M | Progress and/or implementation of the following key initiatives: a) Deliver regulatory services to maintain amenity and public safety. b) Deliver approval services that meet statutory timeframes. c) Annual Fire Hazard Inspection Plan and Community Engagement Program. d) Cambridge Reserve Community Enhancement Project. e) Pickering Brook Townsite expansion and Fire Station Feasibility Investigations. f) Local Planning Policy: Significant Trees on Development Sites. g) High Wycombe South Structure Planning and Development Contribution Plan preparation. h) New Local Planning Strategy / Local Planning Scheme No.4 and on-going implementation of the various sub-strategies. | Completion of or more than 90% progress, as scheduled for the financial year, is made on each initiative. | June 2021 | Stretch Target |

| Key Performance Indicator | Target | Stretch Target | Timeframe | Result |
|---|---|--|----------------------------------|--------|
| <i>Detail of what is to be achieved</i> | <i>How will success be measured?</i> | <i>How will extraordinary success be measured?</i> | <i>When it will be achieved?</i> | |
| 4.2 Climate Change Mitigation & Climate Emergency | Develop a climate change action plan to help manage the impacts of climate change and undertake community consultation on these actions including analysis of risks | Council endorses the climate change action plan forming the Climate Emergency Declaration using the WALGA Template | June 2022 | Target |
| 4.3 Undertake the biennial Community Perception Survey. | Results are maintained from previous survey. | Results are improved from previous survey. | June 2022 Nicole | Target |

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| <p>KRA4: Identify Future Opportunities & Challenges – Commentary and Evidence</p> <p>4.1 Develop plans, strategies and models for strategic projects and service delivery that will assist with ensuring the city is well positioned to sustainably cater for growth as forecast in Perth and Peel @ 3.5M</p> | |
| <p>Progress and/or implementation of the following key initiatives:</p> | |
| <p>a) Deliver regulatory services to maintain amenity and public safety.</p> | <p>Ongoing provision of various regulatory services including but not limited to:</p> <ul style="list-style-type: none"> (a) Environmental health services (b) Ranger services (c) Fire prevention services (d) Statutory planning (e) Development compliance (f) Building services (g) Development Contribution Plan administration <p>Service level reviews complete for the following:</p> <ul style="list-style-type: none"> - Environmental health service – Community safety / wellbeing delivery review and light industrial inspection program underway. - Fire prevention services – Revised inspection program for the 2022/23 fire season. - Ranger services – revised risk matrix for the consideration of fines and cautions. |
| <p>b) Deliver approval services that meet statutory timeframes.</p> | <p><i>Statutory Planning</i></p> <p>Basic Applications (20 days) – 92.2% on time, 7.8% completed after 20 days Standard Applications (60 days) – 96.7% on time, 3.3% completed after 60 days Complex Applications (90 days) – 96.9% on time, 3.1% completed after 90 days</p> <p><i>Building</i></p> <p>Certified Building approvals (10 days maximum approval time) – 584 of which 583 were approved on time - 99.83% Uncertified Building approvals (Maximum 25days approval time) – 361 of which 360 were approved on time - 99.73%</p> |

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| | <p>Total approvals 01/07/2021 to 24/05/2022 = 1015. Of the 1015 total, 99.8% were approved within statutory timeframes.</p> <p>The City was also the winner of the Master Builders Association 2022 Bankwest Housing Excellence Awards for the Local Government Award Category.</p> |
| c) Annual Fire Hazard Inspection Plan and Community Engagement Program. | <p>Fire Hazard Assessment Plan adopted (OCM294/2021) and implemented throughout the fire season between November 2021 – March 2022.</p> <p>Summary of 2021/22 Season Statistics:</p> <ul style="list-style-type: none"> - Number of inspections: 3779 - Number of workorders: 893 - Number of fines: 81 |
| d) Cambridge Reserve Community Enhancement Project. | <p>Scheme Amendment to rezone the land approved by the Minister for Planning in May 2022 (TPS/2648). The Minister for Lands has also now approved the land purchase. Expressions of Interest document is to be released to the market once the land purchase is finalised.</p> |
| e) Pickering Brook Townsite expansion and Fire Station Feasibility Investigations. | <p>Metropolitan Region Scheme (MRS) Amendment request for the townsite expansion adopted by Council (OCM37/2021).</p> <p>Townsite expansion technical studies being reviewed and investigations into water and wastewater management currently underway for provision to the Department of Planning, Lands and Heritage to enable progression of the MRS Amendment request.</p> <p>Pickering Brook Fire Station feasibility investigation complete and guiding the progression of analysis into the establishment of the new brigade. The development idea is progressing with the City and Department of Fire and Emergency Services - Community Emergency Services Manager. Further reporting to the City's Bushfire Advisory Committee and Council scheduled for 2022/23.</p> |
| f) Local Planning Policy: Significant Trees on Development Sites. | <p>Draft Local Planning Policy: Significant Trees (LPP) was adopted by Council at the September 2021 meeting for public advertising (OCM278/2021). The LPP has now been advertised and is being considered by the Western Australian Planning Commission for variations to the Residential Design Code tree planting and retention requirements.</p> |

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| <p>g) Forrestfield North (High Wycombe South) Structure Planning and Development Contribution Plan preparation.</p> | <p>Transit Oriented Development (TOD) Structure Plan prepared and adopted by Council for forwarding to Development WA in October 2021 (OCM303/2021).</p> <p>Residential Precinct Structure Plan amendment prepared and adopted by Council for public advertising in October 2021 (OCM304/2021). Submissions considered by Council and further amendment made in response to submission (May 2022). The Structure Plan amendment was forwarded to the Western Australian Planning Commission in June 2022.</p> <p>Development Contribution Plan status update of the preparation process reported to Council April 2022 (OCM37/2022). DCP preparation process is on-going including further analysis into infrastructure cost estimates.</p> |
| <p>h) New Local Planning Strategy / Local Planning Scheme No.4 and on-going implementation of the various sub-strategies.</p> | <p>Local Planning Scheme No.4 preparation process is well progressed with the initial draft under internal review prior to preliminary referral to the Department of Planning, Lands and Heritage.</p> <p>Local Planning Strategy is being prepared as a summary of the City's various issue specific sub-strategies.</p> <p>The City's various sub-strategies are at differing phases of implementation.</p> |

4.2 Climate Change Mitigation & Climate Emergency.

June 2022 Ordinary Council Meeting – Council endorsed the draft Climate Change Action Plan for purposes of community consultation prior to adoption as final Plan.

4.3 Undertake the biennial Community Perception Survey.

Survey undertaken in April and May 2022.
 Results presented to Council 4 July Strategy Session. The overall result was on par with the previous survey in 2020.

KRA 5: Delivery of Key Major Projects and Initiatives

| Key Performance Indicator | Target | Stretch Target | Timeframe | Results |
|--|---|---|--|---|
| <i>Detail of what is to be achieved</i> | <i>How will success be measured?</i> | <i>How will extraordinary success be measured?</i> | <i>When it will be achieved?</i> | |
| 5.1 Implement the Capital Works Program | All projects within the Capital Works Program for 2021/22 are commenced, except where unforeseen circumstances prevent this. | 90% of the Capital Works Program achieves forecast cashflow for 2020/21 | All projects commenced before 30 June 2022 | Stretch target met. |
| 5.2 Improve the effectiveness of the 22/23 Capital Works budget workshops | Redesigned processes for how the draft Capital Work Budgets are developed and presented to Councillors based on feedback sought from Councillors. | Positive Councillor feedback after conclusion of 22/23 Budget Workshops | By end June 2022 | Stretch Target met. |
| 5.3 Council endorses a staged Master Plan for Hartfield Park Master Plan 2 | Council received for adoption by end 2021 | Council receives for adoption August 2021 | December 2021 | Stretch target met. Council adopted Master Plan in August 2021. |
| 5.4 Council receives for adoption key environmental strategies: <ul style="list-style-type: none"> • Biodiversity Strategy • Urban Forest Strategy | Council receives for adoption by June 2022 | Council receives for adoption by December 2021 | December 2021 to June 2022. | Over 85% achieved |
| 5.5 Finalise the consultation outcomes on the Aquatic study and present report to council | Council receives report by June 2021. | Council receives report by December 2021. | December 2021 to June 2022. | Target achieved. Council adopted Aquatic Study April 2022. |

KRA 5: Delivery of Key Major Projects and Initiatives – Commentary and Evidence**5.1 Implement the Capital Works Program.**

June results will not be available until late July

Based on May 2022 month end results:

- YTD Budget Capex spend - \$19.403m
- YTD Actual Capex Spend - \$20.731m

Cashflow achieved 106% of target

Program is well on target to achieve year end cashflow forecast

5.2 Improve the effectiveness of the 22/23 Capital Works budget workshops

Councillor feedback on the 21/22 Budget Process sought in September 2021 was favourable with no problems raised.

Councillor feedback sought in June 2022 on the improvements made in the 22/23 Budget Workshop process was also positive with only one minor improvement suggested.

5.3 Council endorses a staged Master Plan for Hartfield Park Master Plan 2

Stretch target met.

Council adopted Master Plan in August 2021.

5.4 Council receives for adoption key environmental strategies:

- **Biodiversity strategy**
- **Urban Forest Strategy**

This action was completed to above 85% due to the City undertaking a peer review of the draft strategies which highlighted some inconsistencies between the documents in terms of the context being inferred in terms of clearing since 2017.

Independent technical review of draft UFS and LBS underway through Strategic Planning. This was necessary as the draft documents contain many context issues which do not properly reflect the situation.

The reviewed strategies will be presented in Quarter 3 of the 2022 calendar year for adoption.

Feedback and presentation of findings in regard to the review of the strategies is scheduled for the August 2022 Kalamunda Environment and Sustainability Advisory Committee meeting.

5.5 Finalise the consultation outcomes on the Aquatic study and present report to council

Target achieved. Council adopted Aquatic Study April 2022.

Note: Stretch target unable to be met due to the extensive analysis of the community consultation and this was deferred to March 2022.

KRA: 6. City Leadership

| Key Performance Indicator | Target | Stretch Target | Timeframe | Results |
|---|---|---|----------------------------------|----------------|
| <i>Detail of what is to be achieved</i> | <i>How will success be measured?</i> | <i>How will extraordinary success be measured?</i> | <i>When it will be achieved?</i> | |
| 6.1 Progress key strategic corporate initiatives <ul style="list-style-type: none"> Economic Development Strategy Tourism Strategy Arts Strategy ICT Strategy | Economic Development <ul style="list-style-type: none"> Investment and Attraction Strategy Adopted. Develop Industry Specific Marketing Sheets. Develop KalaCash Programme. Management of Stakeholders for Central Mall upgrade. | Completion of or more that 90% progress is made on each initiative. | June 2022 | Stretch Target |
| | Tourism <ul style="list-style-type: none"> Develop and install new tourism locality signage. Progress regional branding and introduction of regional website. Review accommodation audit and gap analysis. Develop strategic partnership opportunities with key stakeholders ie: Destination Perth, Tourism Western Australia, TCWA, Destination WA. | | | Stretch Target |
| | Arts <ul style="list-style-type: none"> The review of the Arts Strategy Adopted. Public Art Masterplan Adopted. Brief developed and art procured for Central Mall upgrade. Initiate Artist in Residence programme. | | | Stretch Target |

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| | <p>ICT Strategy</p> <ul style="list-style-type: none">• Update ICT Strategy (Current Actions)<ul style="list-style-type: none">○ External penetration testing and social engineering exercise conducted.○ City firewalls replaced with new firewalls.○ Financial specifications to be utilised for ERP system documented and used for a Request for Proposal for a new Enterprise Planning system.○ Continued process mapping○ Documentation of Customer Relationship Management business requirements and processes. • Implement Telecommunications Review<ul style="list-style-type: none">○ Undertook and completed tender to test market pricing.○ Council endorsed new tender. • Implement Data Centre Review<ul style="list-style-type: none">○ Undertook and completed tender to test market pricing.○ Council endorsed new tender. | | | <p>Stretch target</p> |
|--|---|--|--|-----------------------|

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| <p>6.2 Leadership Development</p> <p>Expand the capacity of individuals to perform in leadership roles within organisation.</p> | <ul style="list-style-type: none"> • Create and deliver an in-house leadership development program. • Undertake annual performance evaluations and provide coaching and training opportunities. | <p>Level of Satisfaction within house Program is > than 75%</p> <p>98% of staff performance evaluations are completed.</p> | <p>June 2022</p> | <p>Stretch target</p> |
| <p>6.3 Provide effective service delivery and communication to Elected Members</p> | <p>Delivery of the following mechanisms</p> <ul style="list-style-type: none"> • monthly ward meetings • Weekly portal and e-communications • 95% 5-day Responses times to councillor requests • One on one meetings as required. • Bi-monthly briefing and Strategy sessions. • Annual Strategic retreat | <p>95% of Councillor responses are provided within 3 working days</p> | <p>Regularly scheduled communication through to 30 June 2022</p> | <p>Target</p> |
| <p>6.4 Community Engagement - Implementation of the Community Engagement Strategy</p> | <p>Annual report on Community Engagement produced.</p> | <p>10% increase in the number of submissions received year on year.</p> | <p>Meet delivery milestones and budget through to June 2022</p> | <p>Target Met.</p> |
| <p>6.5 Ensure the City has a Diversity Plan to assist with attraction and retention of staff in the following diversity categories:</p> <ul style="list-style-type: none"> • Gender • Age • Cultural ethnicity • Disability | <p>Gender Target > 40%</p> <p>Age groups 18-30 yo Target 10% 31-50yo Target 50% Over 50 Target > 40%</p> <p>Cultural Ethnicity Target > 30%</p> <p>Disability Target > 2%</p> | <p>Gender Stretch > 60%</p> <p>Age groups 18-30 yo Stretch > 20% 31-50 yo Stretch > 35% Over 50 Stretch > 45%</p> <p>Cultural Ethnicity Stretch > 40%</p> <p>Disability Stretch >5%</p> | <p>June 2022</p> | <p>Over 85% of Target met</p> |

KRA: 6. City Leadership – Commentary and Evidence**6.1 Progress key strategic corporate initiatives**

- Economic Development Strategy
The Investment and Attraction Strategy has been developed and will be considered by the Economic Development Advisory Committee on 29 June 2022.
Developed Industry Specific marketing sheets for economic and workforce analysis, industry profiles for transport, postal and warehousing, tourism, freight and logistics and manufacturing.
Continued roll out of the Kalacash program.
- Tourism Strategy
Developed new tourism locality signage
Progressed regional branding and introduced regional website
Worked on strategic partnership opportunities with Destination Perth, Tourism WA enabling promotional campaign "Perth Hills – its closer than you think"
- Arts Strategy
Public Art Master Plan adopted for the purpose of public advertising.
Review of the Arts Strategy completed report to Council proposed for July 2022.
An Artist in Residence Program was conducted and ran for four weeks.
- ICT Strategy
IT Survey undertaken to identify key issues to inform a new ICT Strategy. Survey results tested with organisational staff with updated Strategy to go to Council in the first quarter of the 2022/23 financial year.
 - External penetration testing and social engineering exercise conducted.
 - City firewalls replaced with new firewalls.

- Financial specifications to be utilised for ERP system documented and used for a Request for Proposal for a new Enterprise Planning system.
 - Continued process mapping
 - Documentation of Customer Relationship Management business requirements and processes.
- Update ICT Strategy (Current Actions)
 - External penetration testing and social engineering exercise conducted.
 - City firewalls replaced with new firewalls.
 - Financial specifications to be utilised for ERP system documented and used for a Request for Proposal for a new Enterprise Planning system.
 - Continued process mapping
 - Documentation of Customer Relationship Management business requirements and processes.
- Implement Telecommunications Review
 - Undertook and completed tender to test market pricing.
 - Council endorsed new tender.
- Implement Data Centre Review
 - Undertook and completed tender to test market pricing.
 - Council endorsed new tender.
- Telecommunications Review
 - Telecommunications Review tender awarded May 2022. New contract will deliver expected savings of \$100K per annum.
- Datacentre Review
 - Datacentre Review tender was awarded May 2022. The new contract will deliver expected savings of \$80k per annum.

6.2 Leadership Development - Expand the capacity of individuals to perform in leadership roles within organisation.

The Leadership Program was delivered by Norman Venus satisfaction rating was 88%. This represents a stretch target.

Refer Appendix 3 – KRA 6.2 for details of the Leadership program.

Performance Review for 98.2% of all staff were undertaken during July – October 2021 for the 2020-2021 performance year.

Achievement Review Status by Year

Status ● Not Started ● Setup ● Awaiting Manager Endorsement ● Self-Assessment ● Supervisor Assessment ● Completed ● Signed Off

| Year | Not Started | Setup | Awaiting Manager Endorsement | Self-Assessment | Supervisor Assessment | Completed | Signed Off |
|-------|-------------|-------|------------------------------|-----------------|-----------------------|-----------|------------|
| 20/21 | 0.2% | 0.2% | 0% | 0% | 0% | 25.4% | 72.8% |

| 6.3 Provide effective service delivery and communication to Elected Members | |
|--|--|
| Results | |
| Monthly ward meetings | <p>Ward meetings commenced in May following completion of councillor induction process.</p> <p>July 2021 - All Ward had Ward Meeting</p> <p>August 2021 - All Ward except North had ward meetings</p> <p>September 2021 - No Ward meetings were held</p> <p>October 2021- The Southeast Ward meeting was held; the rest were cancelled due to elections.</p> <p>November 2021 - There were no ward meetings held due to Councillor Inductions.</p> <p>December 2021 - There were no ward meetings held due to Councillor Inductions.</p> <p>January 2022 - There were no ward meetings due to Councillors recess from meetings</p> <p>February 2022 - There were no ward meetings due to Councillor Inductions</p> <p>April 2022 - There were no ward meetings held.</p> <p>May 2022 - Ward meetings were scheduled in all wards for the month of May. No ward meetings were held.</p> <p>June 2022 - Ward meetings were scheduled in all wards for the month of June. Two ward meetings were held.</p> |
| Weekly portal and e-communications | The CIB and weekly strategy sessions presentation were all placed on the Councillor portal. |
| 95% 5-day Reponses times to councillor requests | <p>July 2021 - There were 101 Councillor Enquiries. 94 were responded to on time which is 93%</p> <p>August 2021 - There were 89 Councillor Enquiries. 84 were responded to on time which is 94%</p> <p>September 2021 - There were 105 Councillor Enquiries. 103 were responded to on time which is 98%</p> <p>October 2021 - There were 82 Councillor enquiries. 76 responded to within 5 working days which is 94%</p> <p>November 2021 - There were 112 Councillor Enquiries. 107 responded to within 5 working days which is 96%</p> <p>December 2021 - There were 57 Councillor Enquiries. 50 were responded to within 5 working days which is 88%</p> <p>January 2022 - There were 47 Councillor Enquiries. 46 were responded to within 5 working days which is 98%</p> <p>February 2022 - There were 63 Councillor Enquiries. 60 were responded to within 5 working days which is 95%.</p> <p>March 2022 - There were 60 Councillor enquiries. 54 were responded to within 5 working days which is 90%.</p> <p>April 2022 - There were 45 Councillor enquiries. 45 were responded to within 5 working days which is 100%.</p> <p>May 2022 - There were 47 Councillor enquiries. 46 were responded to within 5 working days which is 98%.</p> <p>June 2022 - There were 26 Councillor enquiries. 26 were responded to within 5 workings days which is 100%.</p> |

| | |
|---|--|
| <p>One on one meetings as required.</p> | <p>Occurred as requested however phone call were the most preferred communications channel with councillors over the past 12 months.</p> <p>Weekly meetings with mayor occurred every Tuesday at 3.30pm.</p> |
| <p>Bi-monthly briefing and Strategy sessions.</p> | <p>Briefing session and strategy session were held regularly.</p> |
| <p>Annual Strategic retreat</p> | <p>The Annual retreat was held in match and feedback was very positive.</p> |

6.4 Community Engagement -Implementation of the Community Engagement Strategy

Community engagement strategy implemented. Report on Community engagement outcomes were presented to Council throughout the year presented. The final summary for the year was presented to Council in July 2022.

Refer Appendix 4 – KRA 6.4 to view link to the Community Engagement Report.

6.5 Ensure the City has a Diversity Plan to assist with attraction and retention of staff in the following diversity categories:

- **Gender**
- **Age**
- **Cultural ethnicity**
- **Disability**

An Equity, Diversity and Inclusion CEO Direction and Plan was developed. **Refer Appendix 5- KRA 6.5.**

Results Against Targets set:

| | Targets | Stretch targets | Result% | Target or ST met? | Score 2 for Stretch target 3 1 for target 4 0 not met |
|--------------------|---|--|---------------------------------------|--|--|
| Gender Female | Target > 40% | Stretch > 60% | 59% | Target met | 1 |
| Age groups | 18-30 yo Target 10% 31-50yo Target 50% Over 50 Target > 40% | 18-30 yo Stretch > 20% 31-50yo Stretch > 35% Over 50 Stretch > 45% | 18-30 12% 31-50 46% Over 50 42% | Target met Stretch target Target met | 1 2 1 |
| Cultural Ethnicity | Target > 30% | Stretch > 40% | 32.2% | Target met | 1 |
| Disability | Target > 2% | Stretch >5% | 1.2% | Target not met | 0 |

Overall result: 5 of 6 target met - 1 stretch target met = 85.7%

KRA7: Organisational Culture

| Key Performance Indicator | Target | Stretch Target | Timeframe | Results |
|---|---|--|--|---|
| <i>Detail of what is to be achieved</i> | <i>How will success be measured?</i> | <i>How will extraordinary success be measured?</i> | <i>When it will be achieved?</i> | |
| 7.1 Develop a "CAN DO" Culture that fosters service, professionalism, and quality | Develop an inhouse GROW training program recognising that minimal training funding have been allocated. Identify and utilise in house resources with skills to provide training in: <ol style="list-style-type: none"> 1. Corporate systems 2. Risk Management 3. Health & Safety 4. Financial management 5. Procurement 6. Records management 7. Customer service 8. Community Engagement 9. Innovation 10. Ticketed training (funded) | 75% Level of staff satisfaction with the programs delivered | Deliver and survey each program by 30 June 2022. | Stretch target met 88.8% satisfaction rate |
| 7.2 Customer Service Strategy | (a) Review the 2019-2021 Customer Service Strategy. (b) 90% of customer requests responded to Customer Service Charter time frame. | 95% of customer requests responded to Customer Service Charter time frame. | June 2021 | Stretch target |

| | | | | |
|---|---|--|-----------|--|
| 7.3 Customer Relationship Management System | Implement a Customer Relations Management System. | Implement a Customer Relations Management System to completion and go live 1 July 2022. (Noting external factors may impact the ability to achieve this deadline and such impacts will need to be taken into consideration by Council.) | June 2022 | This project was placed on hold due to the need to develop a new ERP (Enterprise resource planning) system as an ICT priority. |
| 7.4 Staff GROW Cultural Program | Undertake a staff perception Survey. | Level of overall staff Satisfaction working at the City is greater > than 75% | June 2022 | 97% of Employees positively rate the City as a place to work |

KRA7: Organisational Culture – Commentary and Evidence

7.1 Develop a "CAN DO" Culture that fosters service, professionalism, and quality.

During the past twelve months the City redesigned its culture to be a Culture of care.

Refer Appendix 6 - KRA 7.1 for detailed evidence.

7.2 Customer Service Strategy

Review if Customer Services Strategy was completed and adopted by Council June 2022.

The City has continued to implement the current customer service strategy, along with undertaking a review and developing the 2022 – 2026 Customer Service Strategy to continue to guide the City in regard to Customer Service best practice. **See Appendix 7 - KRA 7.2.**

7.3 Customer Relationship Management System

The City undertook an extensive review of its existing Synergy Soft applications as a result of deterioration in system performance. The results of this review determined that there is a current lack of integration capacity within Synergy Soft which would limit the effectiveness of a new CRM application. As a result, the decision was made to prepare a tender for the engagement of a suitable Enterprise Resource Planning system (ERP) which will contain provision for CRM

7.4 Staff GROW Cultural Program

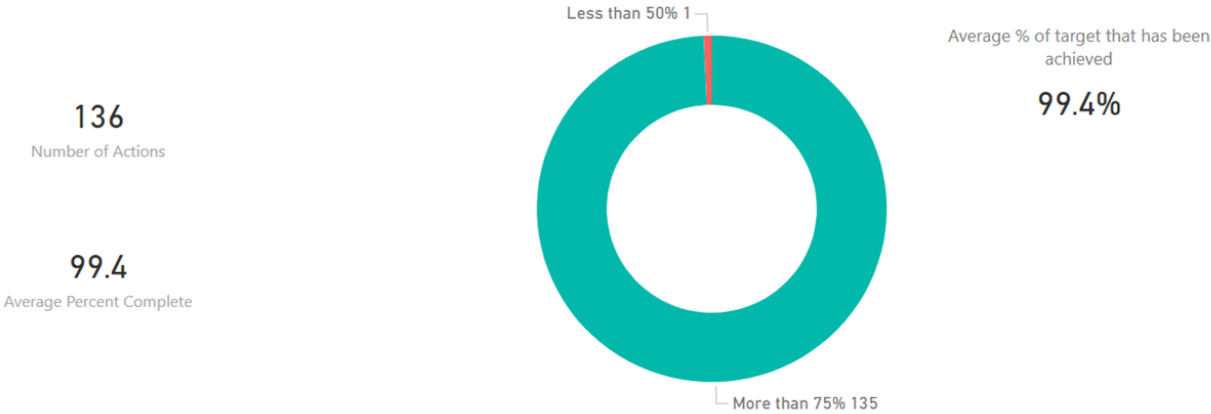
The GROW Program Results are shown at **Appendix 8 – KRA 7.4**

APPENDICES

Appendix 1 KRA 1.1 Corporate Business Plan results

Corporate Business Plan Progress Report - April - June 2022

How "on-track" are the actions? (for example, if the target % complete at the end of March is 75%, and the action is 50% complete, 67% of the target has been achieved)



Appendix 2
KRA 3.1 Risk Registers and Risk Profiles 2020 and 2021

| City of Kalamunda 2021 Strategic Risk Register | | | | | | |
|---|---|-------------------------------|---|---------------------|------------|--------------------|
| ID No. | Risk Description (revised) | Risk Owner | Treatment Actions in past 12 months | Current Risk Rating | | |
| | | | | Consequence | Likelihood | Current Risk Level |
| 1. | Environmental degradation occurs as a result of inadequate policy measures to manage the impact of population growth and development. | Director Development Services | Policy development resulting in improved development controls and resource allocation. | Major | Possible | High |
| 2. | Adverse impact on funding for major projects through ineffective engagement with policy makers at State and Federal levels | CEO | This risk is supported by ongoing advocacy activity at all levels of management. Specific focus in past 12 months includes Council endorsement of the advocacy strategy, regular meetings with politicians, ensuring shovel-ready projects are prepared, proactively identifying and seeking funding opportunities, plus building partnerships with community and stakeholders. | Major | Possible | High |

| City of Kalamunda 2021 Strategic Risk Register | | | | | | |
|---|--|-------------------------------|--|---------------------|------------|--------------------|
| ID No. | Risk Description (revised) | Risk Owner | Treatment Actions in past 12 months | Current Risk Rating | | |
| | | | | Consequence | Likelihood | Current Risk Level |
| 3. | Significant expansion in the number and value of community facilities without underlying strategies in place to be able to fund operating costs and future renewal costs leading to significant reduction in financial ratios and sustainability of Council as an operating entity | Director Asset Services | Assessment of the “Big Picture” projects (predominantly the Aquatic Centre(s)) included operating cost assessments and have identified options to address these issues. Updated Asset Management Plans are due in the next few years which will reflect the changes in the Asset base and targeted Renewal spend. | Critical | Possible | High |
| 4. | Community opposition to new urban development places constraints on housing supply and diversity, significantly impacting housing affordability. | Director Development Services | Review and establish strategic planning frameworks in consultation with the State Government and community to ensure adequate housing supply & diversity to meet projected population increases and changes in demographics. | Significant | Possible | High |
| 5. | The City suffers a material breach of Information Security through ineffective protocols and processes | Director Corporate Services | Testing of Disaster Recovery Plan, Testing Business Continuity Plan, increased insurance, cloud migration, increased 3rd party penetration testing, backup environment, 2nd firewall, plus increased resourcing and capability of team. | Significant | Possible | High |
| 6. | Ineffective processes to deal with the forecast impacts of a changing climate. | Director Asset Services | The City has determined to develop a climate change action plan with recommended actions. Adoption and | Major | Possible | High |

| City of Kalamunda 2021 Strategic Risk Register | | | | | | |
|---|---|-------------------------------|---|---------------------|------------|--------------------|
| ID No. | Risk Description (revised) | Risk Owner | Treatment Actions in past 12 months | Current Risk Rating | | |
| | | | | Consequence | Likelihood | Current Risk Level |
| | | | implementation of the Plan would see the risk being largely mitigated. | | | |
| 7. | Proposed amendments to the Local Government Act create uncertainty and community angst in how we govern | CEO | Engagement with Council Provision of induction training Advocacy with the LG Sector | Significant | Likely | High |
| 8. | A significant breach of planning regulations occurs through ineffective compliance actions on conditions of development approval | Director Development Services | Focus on compliance auditing of conditions of high risk development approvals. | Significant | Possible | High |
| 9. | A significant breach of environmental regulations occurs on contaminated land under the City's control through ineffective management | Director Development Services | Strong focus on management interventions such as register of contaminated sites, investigation and monitoring of priority sites, community education and increased insurance. | Major | Unlikely | Medium |
| 10. | Increase in lost time injuries and near misses by not properly identifying and managing workforce issues (aging workforce, mental health, drug & alcohol abuse) | CEO | Risk treatment includes regular audits, safety management plan, training, drug & alcohol testing and hazard management. Launched a culture and safety initiative. | Major | Unlikely | Medium |

| City of Kalamunda 2021 Strategic Risk Register | | | | | | |
|---|---|-------------------------------|---|---------------------|------------|--------------------|
| ID No. | Risk Description (revised) | Risk Owner | Treatment Actions in past 12 months | Current Risk Rating | | |
| | | | | Consequence | Likelihood | Current Risk Level |
| 11. | Unsatisfactory decision making occurs as a result of ineffective governance. | CEO | LG Act Review Policy Review Professional governance staff Engage legal staff when required Comprehensive councillor induction program | Significant | Unlikely | Medium |
| 12. | Age demographic of Kalamunda Leadership Team results in potential loss of corporate knowledge. | CEO | Succession Planning Process mapping Leadership Development training | Moderate | Possible | Medium |
| 13. | The City fails to meet its requirements within the Emergency Recovery phase of a natural disaster due to inadequate emergency management processes. | Director Development Services | Emergency recovery testing, monitoring and review of disaster recovery plan and bushfire risk management plan Additional staff, additional training and on-going meetings and liaison through the Local Emergency Management Committee. | Major | Rare | Low |

Appendix 3

KRA 6.2 Leadership Program

The City's senior leaders designed a leadership program which was facilitated by Norman Venus. The focus was on improving for the year was upon negotiations, developing feedback skills and developing transformational leadership skills. Details of the program are outlined below.

Giving Feedback and Negotiations Skills

Learning Objectives

1. What, How and when of negotiation.
2. What does success look like for great negotiated outcomes?
3. What, How and when of giving feedback.
4. What does success look like for great feedback to happen?

Learning Outcomes

Improved ability to give you staff constructive and meaningful feedback whilst also establishing performance requirements.
Improved ability to negotiate.

Understanding leadership in a Complex world

Learning Objectives

Kouzes and Posner Leadership styles

- Model the way
- Inspired Shared Vision
- Challenge the process
- Enable others to act
- Encourage the heart

Learning Outcomes

To grow your leadership abilities, confidence, skills, and knowledge to be the best leader you can be.

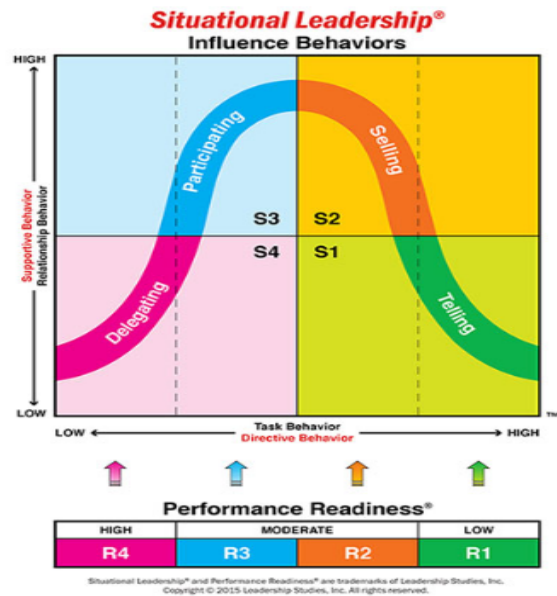
The Situational leadership model

Situational Leadership Theory, or the Situational Leadership Model, is a model created by Paul Hersey and Ken Blanchard, developed while working on Management of Organizational Behaviour

The Situational Leadership® methodology is based on the relationship between leaders and followers and provides a framework to analyse each situation based on the Performance Readiness® Level that a follower exhibits in performing a specific task, function or objective. Then, based on the leader's diagnosis, the necessary amounts of relationship behaviour and task behaviour are applied and communicated to the follower in order to support their needs and advance development.

Benefits of Situational Leadership®

- Creates a common language of performance
- Accounts for multi-directional influence
- Utilizes task specificity as a measure of performance versus typecasting employees
- Allows leaders to effectively drive behaviour change
- Accelerates the pace and quality of employee development
- Teaches leaders to accurately interpret and effectively respond to their environment



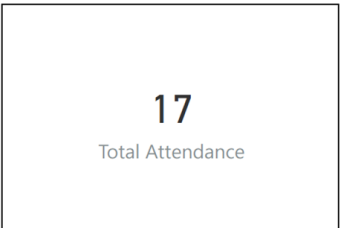
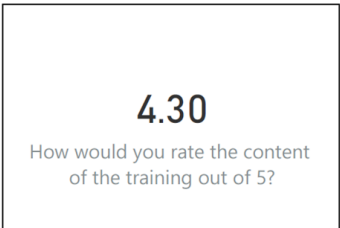
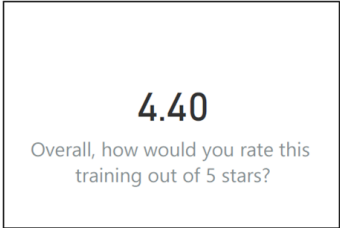
All senior staff have been assessed against the model and are working on action plans to support their leadership development styles.

The Leadership development Program was undertaken across six 2-hour sessions:

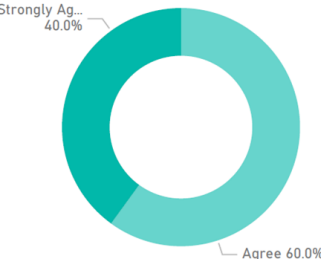
1. Wednesday 24th November 2021
2. Wednesday February 23rd, 2022
3. Wednesday April 27th, 2022
4. Wednesday June 29th, 2022

Feedback collected from participants was 4.4 out of 5 which is 88%. See summary below,

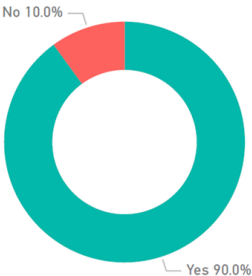
Giving Feedback Norman Venus



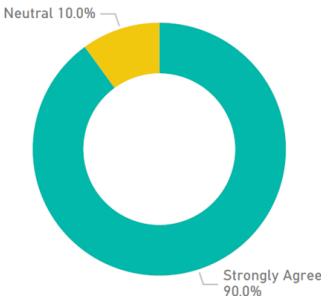
The content of the course was organised and easy to follow



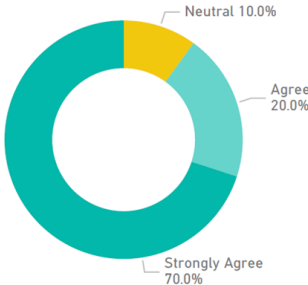
Did the training meet your learning objectives?



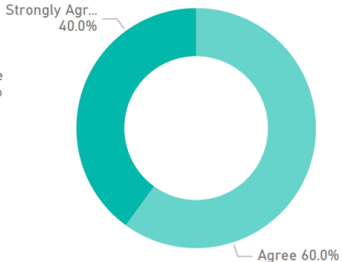
The presenter was engaging



The presenter was well prepared and able to answer any questions



The size of the training group was appropriate

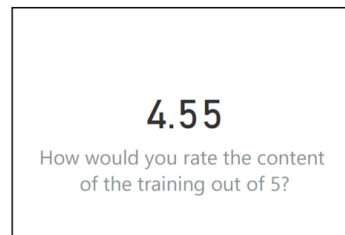
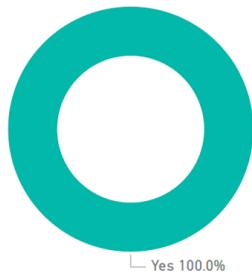


Understanding Leadership and Surviving in a Complex World

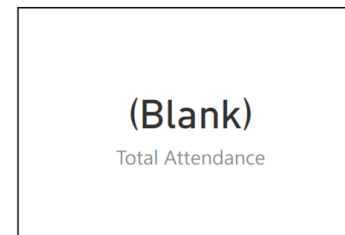
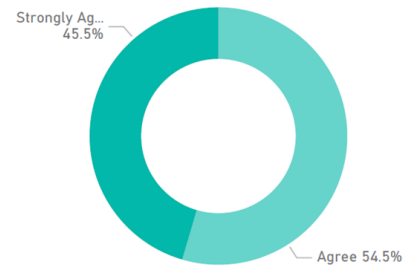
Norman Venus



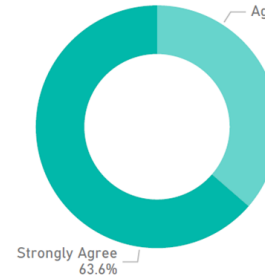
Did the training meet your learning objectives?



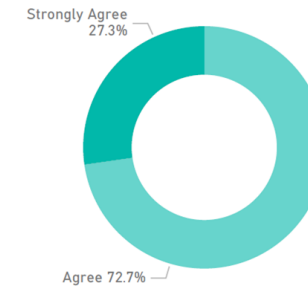
The presenter was engaging



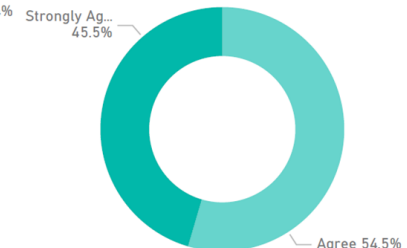
The presenter was well prepared and able to answer any questions



The content of the course was organised and easy to follow



The size of the training group was appropriate



Appendix 4 KRA 6.4 - Community Engagement Report

View the Community Engagement Report 2021:

<https://portal2.docassembler.com.au/FileDownload/ViewAttachment/?attachmentId=ed8ba548-cee6-ec11-b656-2818780d251f>

Appendix 5 KRA 6.5 – Equity, Diversity, and Inclusion Policy and Procedures

The EDI Policy and Procedures were developed as follows.

CEO Directive Workplace Equity Diversity and Inclusion

1. Purpose

The Policy seeks to embed the principles and practices of equity, diversity and inclusion (EDI) as an integral part of the City's culture, vision and adopting a shared approach and values as outlined in the Corporate Business Plan.

2. Planning

This policy is actioned through the City's Workforce Plan and the Corporate Business Plan.

3. Policy Statement

The City of Kalamunda is committed to and values the advantages and benefits that equity, diversity, and inclusion brings to all its staff. The city seeks to integrate the principles of EDI throughout the organisation, in order to enrich our perspective, improve performance, increase community value, and enhance the probability of achievement of our goals and objectives.

4. Detail

Workplace EDI principles should be incorporated into all aspects of human resource management, including workforce planning, recruitment and selection, performance management, learning and development, leadership development, workplace health and safety and workplace relations.

The principles of Workplace EDI are:

- To treat all employees, prospective employees, contractors, consultants, and suppliers, fairly and equally regardless of their gender, age, sexuality, culture/ethnicity, language, and religious beliefs, and regardless of any disability or flexible workplace practices
- To value diversity by maintaining a safe work environment and taking action against inappropriate workplace behaviour including discrimination, harassment, bullying and victimisation
- To promote an organisational culture that values EDI and tolerates differences by developing and offering work arrangements that help to meet the needs of a diverse work force
- To promote the recruitment of employees impartially from a diverse field of suitably qualified candidates.
- To provide learning and development strategies and opportunities to develop the knowledge, skills, and experience of all employees.

We will achieve these principles by:

- Being aware of diverse strategies and organisational and market opportunities and utilising a range of tactics to achieve our goals and objectives.
- Nurturing and developing the skills and experience of employees.
- Developing our culture, management systems, processes, and procedures to be aligned with our guiding principles and promote the attainment of EDI.

- Developing, implementing, and measuring ongoing strategies, initiatives, and programs to promote EDI across the organisation.
- Making decisions regarding recruitment, selection, training and development and promotion are based on merit, performance, and capabilities.
- Ensuring Equal Employment Opportunity, Diversity and Inclusion initiatives are based on sound business objectives.
- Making Equity, Diversity, and Inclusion everyone's business, it's how the organisations works.
- Valuing diverse ideas and innovation to achieve its business objectives.
- Ensuring our recruitment processes highlight and encourage diversity outcomes.
- Ensuring our induction and ongoing training incorporates ongoing education in diversity planning and management and action.

We will develop, implement, and measure ongoing strategies, initiatives, and programs to promote diversity across the organisation.

5. Community Consultation

There is no requirement for community consultation on operational directive.

6. Governance

The CEO has overall accountability for the implementation of this policy.

People Services has responsibility for the administration, monitoring and ongoing review of this policy.

Management, employees, contractors, and consultants have responsibility for understanding and adhering to the terms of this policy.

7. Measures of Success

People Services will monitor, review and report (at least annually) to the CEO and the Executive on the organisation’s progress with respect to this policy, including its progress against all measurable objectives introduced.

The CEO will, in turn, report annually to the Council on the organization’s progress.

We will disclose in our annual report details of:

- The proportion of women employees in our organisation, women in senior executive positions and women on our board.
- The proportion of employees in different ages groups.
- The proportion of people from culturally diverse backgrounds and
- The proportion of staff with a disability.

Measurable Objectives

The Council has established measurable objectives for achieving diversity in our organisation.

| Objective | Targets | Stretch Targets |
|--|--|---|
| Ensure the City has a Diversity Policy to assist with attraction and retention of staff in the following diversity categories: <ul style="list-style-type: none"> • Gender • Age • Cultural ethnicity • Disability | Gender Target > 40% Age groups 18-30 yo Target 10% 31-50yo Target 50% Over 50 Target > 40% Cultural Ethnicity Target > 30% Disability Target > 2% | Gender Stretch > 50% Age groups 18-30 yo Stretch > 20% 31-50yo Stretch > 35% Over 50 Stretch > 45% Cultural Ethnicity Stretch > 40% Disability Stretch >5% |

8. Definitions

Culture - The aggregation of observed behaviours across all employees in the organisation arising from the tone from the top, reflected in our shared values and beliefs and shaped by symbols, systems and structures adopted by the organisation.

Diversity - The variety of difference between people in our organisation. It includes characteristics such as:

- age.
- gender.
- family responsibilities.
- relationship status.
- indigenous background.
- race.
- religious belief.
- cultural identity and background.
- ethnicity.
- sexual orientation.
- gender identity.
- intersex status.
- socio-economic background.
- physical and intellectual ability.

It also extends to differences in backgrounds, perspectives, life experiences, communication styles, education, personality, and other belief systems.

Inclusion - Describes an environment where everyone is able to be themselves and feel valued, involved and respected for their perspectives and contributions. Inclusive has a corresponding meaning.

Measurable Objectives - Ways in which Diversity is measured, such as achieving a specific target percentage for the proportion of women, younger and older people, culturally diverse backgrounds, and people with a disability.

Workplace -A place where work is carried out for the City and includes any place where an Employee or other workers go, or is likely to be, while at work.

| | |
|---------------|--|
| Status | CEO Requirement |
| Related Local | |
| Related | Service 3 |
| Relevant | CEO |
| Related | Disability Access and Inclusion Plan (2017-2022) |
| Related | N/A |

| | | | |
|--|--------------------|---|--|
| | <p>Legislation</p> | <p>These are useful links about Workplace Diversity:</p> <p>Australian Public Service Commission. This site contains extensive information on Workplace Diversity in the APS.</p> <p>Human Rights Commission This site contains information on Human Rights, Disability Rights, Racial Discrimination, Sex Discrimination and Aboriginal and Torres Strait Islander Social Justice.</p> <p>Equal Opportunity for Women in the Workplace Agency Multicultural Australia - Department of Immigration and Border Protection.</p> <p>Racial Discrimination Act 1975 – It is unlawful to discriminate in employment on the grounds of race, colour, national or ethnic origin.</p> <p>Sex Discrimination Act 1984 - It is unlawful to discriminate in employment on the grounds of gender, marital status, pregnancy or potential pregnancy, or to sexually harass another person.</p> <p>Disability Discrimination and Other Human Rights Legislation Amendment Act 2009 - It is unlawful to discriminate on the grounds of disability. Age Discrimination Act 2004 - It is unlawful to discriminate on the grounds of age.</p> <p>Disability Services Act 1993 and Regulations 2004</p> <p>Human Rights and Equal Opportunity Commission Act 1986 - Sets up a mechanism to deal with complaints of discrimination in employment through the Australian Human Rights Commission.</p> <p>Work Health and Safety Act 2011 - Requires employer / Person Conducting a Business or Undertaking (PCBU) and employees to maintain a secure, healthy and safe working environment. It also requires the employer / PCBU to take practical precautions to prevent harassment.</p> <p>Fair Work Act 2009 - Prohibits discrimination against a person who is an employee, or prospective employee, because of the person's race, colour, sex, sexual preference, age, physical or mental disability, marital status, family or carer's responsibilities, pregnancy, religion, political opinion, national extraction or social origin in awards and agreements and in the termination of employment.</p> | |
|--|--------------------|---|--|

| | | | |
|----------------------|------|------------------|------|
| Notes and Conditions | N/A | | |
| Authority | CEO | | |
| Adopted | 2022 | Next Review Date | 2024 |

PROCEDURES

IMPLEMENTATION

All employees have an important role in creating an environment where diversity is valued. All employees need to contribute to the implementation of Workplace Diversity principles to ensure DVA has a desirable work environment and culture which is inclusive of all Australians.

ROLES AND RESPONSIBILITIES

Chief Executive Officer

- Approval of this CEO Direction.
- Responsible for the promotion and reporting on this Policy.

Executives:

- Demonstrate ongoing commitment to workplace diversity through its actions and decision making, supporting the aims and implementation of the Action Plan.

- Demonstrate and embrace the principles of workplace diversity having a culture where the diversity of the workforce is recognised and valued and foster a culture of inclusiveness.
- Ensure staff have access to training and awareness is raised.

Managers, Coordinators and Team leaders Responsibilities:

- To consistently model the principles of EDI and lead by example while fostering a culture where the diversity of the workforce is recognised and valued.
- To support and encourage employees to participate in workplace diversity education activities consistently and actively.
- To ensure that all performance agreements recognise, value, and utilise the individual skills and strengths of employees.
- To promptly deal with any complaints or observations of harassment or bullying in the workplace.
- To uphold merit principles when recruiting and selecting employees.
- To be supportive and assist employees to access flexible working arrangements or conditions where appropriate.

Employee Responsibilities:

- To treat everyone with courtesy and respect.
- To behave in ways to actively contribute to the enhancement of a culture in which diversity is valued.
- To proactively address harassing or bullying behaviour in the workplace.
- To behave in a manner consistent with the City's Values and Employment Principles, and the Code of Conduct.

People Services Branch Responsibilities:

- Incorporate the principles of workplace diversity in the development and implementation of all human resources policies and activities.

- Provide links to relevant programs and projects, including recruitment and selection, learning and development, leadership development programs, and workforce planning.
- Provide practical ongoing support and advice to management and employees on implementation of diversity principles.
- Maintaining this direction and ensuring that required updates are effectively communicated to the City's workforce.
- Liaising with Business Unit Managers to provide guidance and support for the management of this CEO Direction.
- Facilitating the case management processes.
- Providing advice to management on all queries in relation to this CEO Direction.
- Managing and maintaining records of EEO or Anti-Discrimination cases.
- Providing Business Unit Managers with support and prompting reviews of the agreements.
- Incorporate the principles of EDI in the development and implementation of all Human Resources policies and activities.
- Develop an implementation plan and education processes to assist management and teams to implement EDI principles themselves.

Appendix 6

KRA 7.1 Culture

The city has worked on developing can do culture for the past 5 years. The customer service results indicate significant improvements in meeting customer service standards as well as getting work tasks and projects completed. Resolving problems has become a norm for city staff have trained themselves to find ways to achieve outcomes.

Considering the results to date, the ongoing development of culture shifted its focus from can do culture to look at inclusivity through growing a Culture of Care.

With a workforce persistently under pressure to deliver with diminishing resources, and competition from other industries who are paying higher wages, the key to retention now relies on building employee loyalty through ensuring employees feel cared for and belong to the organisation in a way that empowers them. These emerging issues have resulted in a redesign on the city's cultural program toward developing a Culture of Care that overtly supportive of our staff.

In creating a cultural development program, it was necessary to design a process.

The first step was to create a Culture of Care Process.

1. Establish through research what a culture of care means
2. Establish the benefits to organisational culture.
3. Design a model that can establish baseline data on what people working at the city think about a culture of care.
4. Run focus groups and sessions with staff from all areas and levels across the organisation to gather baselines date.
5. Establish the baseline average score of how well staff consider they feel there is a Culture of Care in the organisation.
6. Gather ideas from all staff attending the workshop on what actions they think need to be implemented to improve the average score determining how caring the organisation is.
7. Develop a Culture of Care action plan.
8. Implement.

The Culture of Care Assessment Model was designed as shown below around asking six key questions.

Culture of Care Assessment Model



Throughout the year of 2021 60 staff gave their assessment of how they felt they about a culture of care. Th scores were quite interesting and provided a good baseline to for an improvement plan. Each staff members scored themselves against a score of 1 being low and 5 being the highest. The results show:

| | Senior Management | Coordinators | Staff | Library Staff | Aggregated |
|-----------------------|-------------------|--------------|-------|---------------|------------|
| Fit | 4.25 | 4.3 | 3.9 | 3.7 | 4.04 |
| Trust | 4.5 | 3.9 | 3.4 | 3.0 | 3.70 |
| Care | 4.08 | 3.9 | 3.8 | 3.0 | 3.70 |
| Communications | 3.83 | 3.6 | 3.3 | 2.8 | 3.38 |
| Achievement | 4 | 4.0 | 3.3 | 3.5 | 3.70 |
| Ownership | 4.42 | 4.0 | 3.7 | 3.8 | 3.98 |

- Senior staff feel more aligned to culture of care averaging score of over 80%
- All staff felt they fitted well into the organisation posting score between 3.7 to 4.25
- Level of trust was higher amongst senior staff and co-ordinators than almost staff.
- Feeling they were cared for was similar to trust.
- Communications was lower amongst staff.
- Achievement scores we high in senior groups h that they were in staff groups.
- Ownership was quite high across the board.

During the data collection phase all staff were asked to provide ideas on what actions could be taken to embed a Culture of care into the organisation.

Over 200 ideas were generated by all staff and 19 themes emerged where commonality was identified.

Themes

| | | | |
|---|--|----|--------------------------|
| 1 | Activities | 10 | Resources |
| 2 | Social Opportunities Organisation Wide | 11 | Feedback |
| 3 | Staff Wellbeing and Care | 12 | Attitude |
| 4 | Cross Functional Team Interaction | 13 | Social club |
| 5 | Communications | 14 | Leaving the Organisation |
| 6 | Teams | 15 | Induction & New Staff |
| 7 | Training & Professional Development | 16 | CEO role |
| 8 | Meetings | 17 | Inclusion of Outstations |
| 9 | Recognition & Reward | 18 | Senior Management role |
| | | 19 | Other ideas |

Thirsty coordinators then began harvesting the ideas to design the idea into action that could be used to drive a culture of care.

The next step will be to finalise the action plan and launch a Culture of Care program in July 2022.

Staff Feedback - Some of unsolicited feedback received was compelling.

Hi Rhonda,

With regards to your presentation on the “culture of care” at the Coordinators’ monthly meeting, I strongly believe the topic carries a significant importance in the current global environment.

Increased awareness among our team members will contribute create a positive and pleasant work environment Greatly appreciate your efforts in creating awareness and selecting this timely topic

Thank you, Waruni,

Morning Rhonda,

Key items for a Culture of Care as follows:

1. Respect – I concur with Desiree’s comments at the last meeting that current world is less respectful across many areas in life. This is also including the workplace. Due to the size of the City we tend to work in our areas and not give each other the respect and opportunity to succeed by ensuring we do our part well before passing onto another team, ie: taking full responsibility for our own work.
2. Communication – We need to engage in more face-to-face communication to build strong connections. I strongly believe we overuse emails which in my experience leads to misunderstanding of context of information etc...Regards, Craig Fitzgerald

Hi Rhonda,

Thank you very much for your time to present to us.

It is not very common to see your CEO as often as we do here at Kalamunda; at least that wasn’t the case at the last Local Government I worked for and to me that by itself is a positive culture and care factor. I think life is full of challenges and it’s generally a combination of work and things outside workplace. These challenges will have an effect on everyone’s physical and mental health; the level of impact may vary between individuals.

However, when you realise that others care for you and there is help available, that gives you energy to overcome those challenges and most importantly makes your work more enjoyable and something to look forward to. When there is positive energies around you’ll see, motivations, teamwork, etc. which not only result in a positive environment but also results in a better performance and high quality of work produced. Thank you. **Nemat Ghulami**

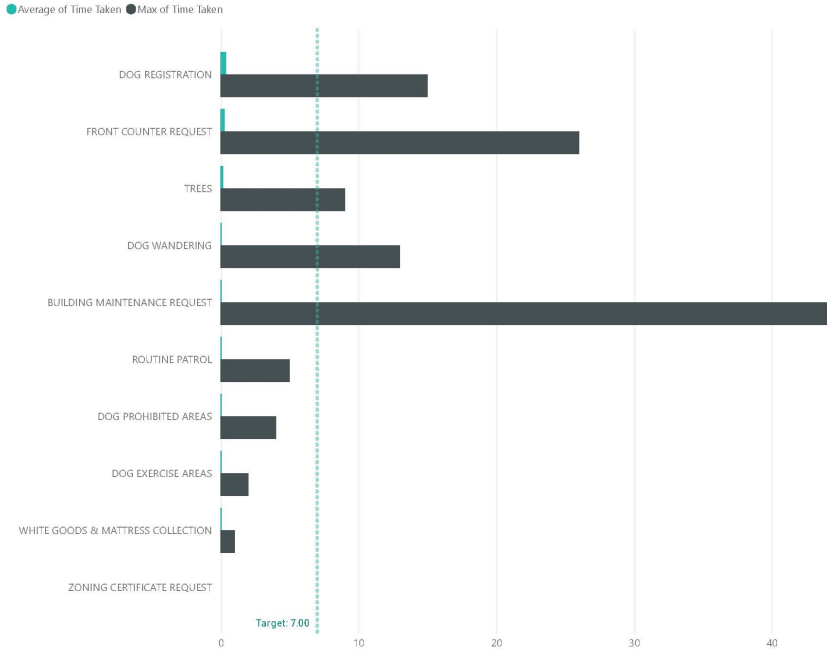
Appendix 7

KRA 7.2 - Customer Service Strategy

2022 – 2026 Customer Service Strategy was adopted at the June ordinary Council meeting 2022. Link to view the Strategy:
<https://www.kalamunda.wa.gov.au/docs/default-source/strategies-plans/customer-service-strategy.pdf>

In terms of Results for the 2021/2022 Financial year the following showcases the City's achievement of the Customer Service Charter and Promise.

Average and Maximum Response Times for the Top 10 Categories



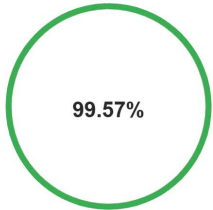
Date_Sent_Recd ▼

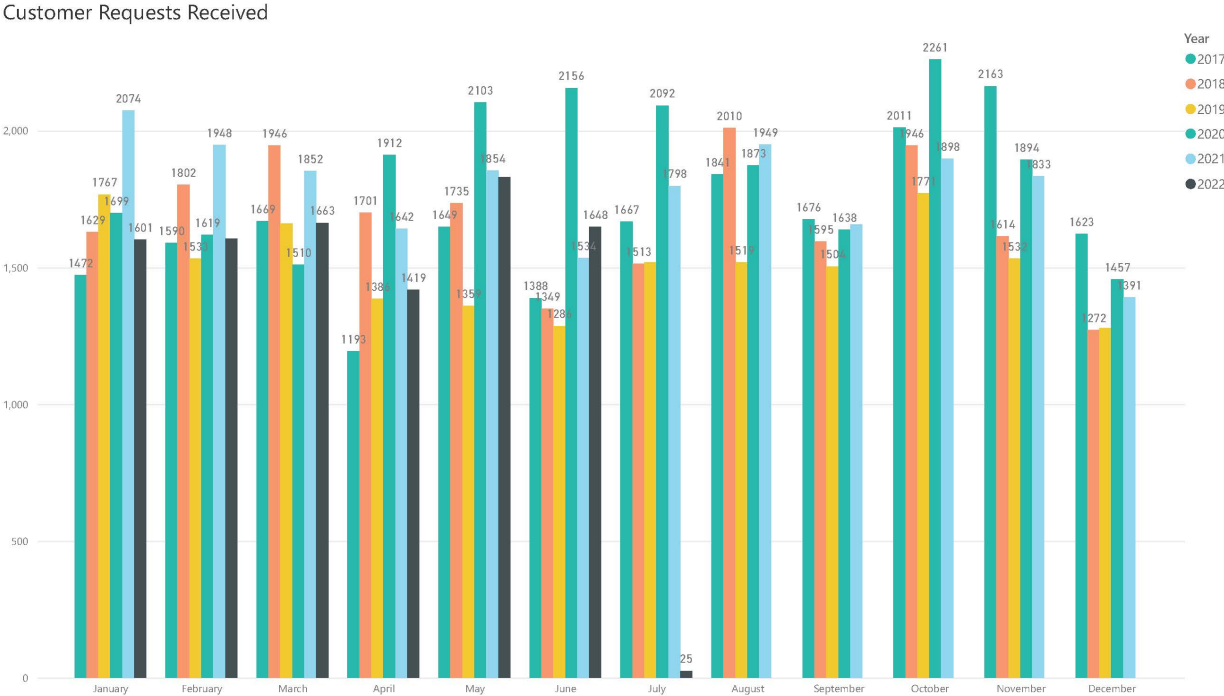
1/07/2021 30/06/2022

Average Response Time across all Requests



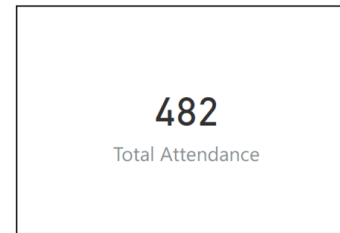
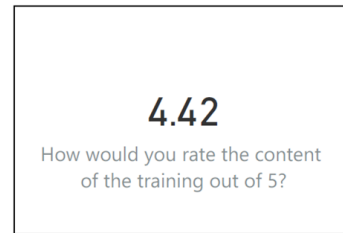
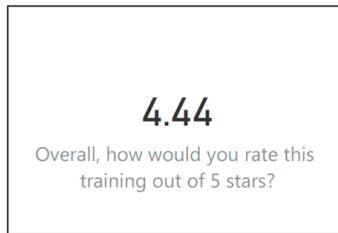
Requests Completed in 7 Days or Less



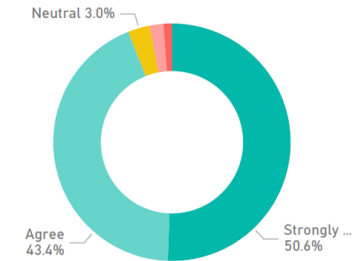


Appendix 8
KRA 7.4 - GROW Inhouse Staff Training Program results was 89%.

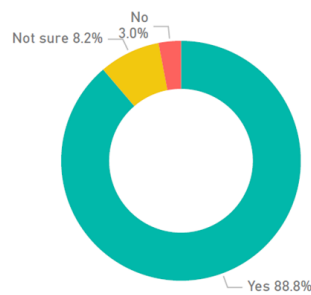
Keep Growing 2021-2022 - Summary for all programs



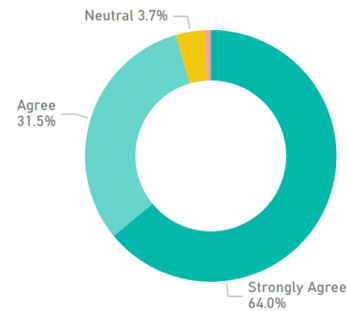
The content of the course was organised and easy to follow



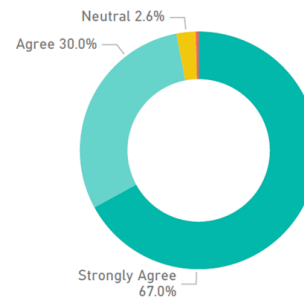
Did the training meet your learning objectives?



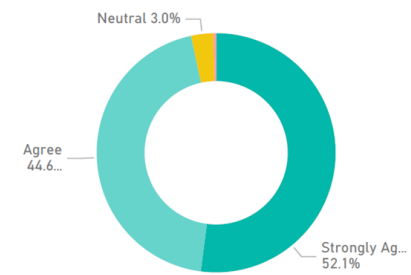
The presenter was engaging



The presenter was well prepared and able to answer any questions



The size of the training group was appropriate



During the year 46 Training programs were delivered by Staff to other staff. Staff designed their own program and presented them to staff who has enrolled through the online registration system.

All staff this year were given a KPI in their performance review to either attend 2 training program or deliver two programs. This incentivised staff to ensure attendances were maximised hence the strong participation rate of 482 attendees.

The purpose and design of the program was four-fold:

1. To target key corporate functions across the organisations that all staff are required to proficient in as they are the tools of the organisation.
2. Secondly there were programs targeting specific functions such as the planning function in order for other staff in the organisation to learn and understand how and what other areas do to broaden the cross functional knowledge and collaboration.
3. Thirdly there were programs that were lifestyle focussed to add variety and share skills with those within the organisation who have special talents.
4. Finally, there were programs to develop general cognitive skills and leadership skills.

The Program:

- | | |
|---|------------------|
| • Basics of Rates | 6 April 2022 |
| • Building a Respectful Workplace | 18 May 2022 |
| • Building a Respectful Workplace | 22 February 2022 |
| • Building a Respectful Workplace | 25 November 2021 |
| • Building a Respectful Workplace | 28 October 2021 |
| • Building a Respectful Workplace | 3 November 2021 |
| • Building a Respectful Workplace | 7 December 2021 |
| • Building a Respectful Workplace | 8 June 2022 |
| • Building Successful Partnerships and Community Interactions | 8 February 2022 |
| • Building Surveying 102 | 19 May 2022 |
| • City Pool Vehicle Training | 18 November 2021 |
| • Communication & Presentation Skills Training | 2 December |
| • Community Safety 101 | 9 June 2022 |
| • Cooking for Vegan & Vegetarians | 21 January 2022 |
| • Creating a Culture of Care | 13 October 2021 |
| • Creating High Performing Teams | 15 June 2022 |
| • Dealing with Difficult Customers | 1 June 2022 |
| • Excel with Excel | 21 November 2021 |
| • Excel with Excel | 24 March 2022 |

| | |
|---|------------------|
| • Excel with Excel | 25 November 2021 |
| • Financial Management & Budgeting | 25 January 2022 |
| • Finding Your Way Around the LG Act | 1 December 2021 |
| • GIS IntraMaps - Become a Power User | 29 June 2022 |
| • Giving Feedback | 3 November 2021 |
| • Health 101 | 22 June 2022 |
| • How to Bring Your Best PowerPoint | 8 December 2021 |
| • How We Buy Stuff Around Here - Procurement 101 | 2 March 2022 |
| • Lateral Thinking -Fastrack to Creativity | 30 June 2022 |
| • Managing Advisory Committees | 16 November 2021 |
| • Managing Conflict in the Workplace | 5 May 2022 |
| • Managing the Poor Performer | 3 February 2022 |
| • Managing Your Records Using Synergy & ECM | 1 November 2021 |
| • Office 365, Teams & Kalanet (1 Dec 21) | 1 December 2021 |
| • Office 365, Teams & Kalanet (18 May 22) | 18 May 2022 |
| • Office 365, Teams & Kalanet (2 Jun 22) | 2 June 2022 |
| • Office 365, Teams & Kalanet (20 Jan 22) | 20 January 2022 |
| • Office 365, Teams & Kalanet (22 Jun 22) | 22 June 2022 |
| • Office 365, Teams & Kalanet (4 May 22) | 4 May 2022 |
| • Power of Perception | 6 April 2022 |
| • Promapp Business Process Mapping | 16 March 2022 |
| • Six Thinking Hats | 21 October 2021 |
| • Social Media 101 | 23 June 2022 |
| • Statutory & Strategic Planning 101 | 12 May 2022 |
| • Understanding Leadership and Surviving in a Complex World | 27 April 2022 |
| • Using Sitefinity (9 Feb 22) | 9 February 2022 |
| • Writing Reports & Letters Using Doc Assembler | 3 March 2022 |

In total over 30 staff stepped forward to be trainers to delivery this program. It is my view what has occurred at the city is unique to Kalamunda and saving the city over \$200,000 a year in external training costs and staff satisfaction is higher than the traditional training program as shown in the following chart.

How would you rate the program?

● How would you rate the content of the training out of 5? ● Overall, how would you rate this training?

