



**City of
Kalgoorlie
Boulder**

LATE ITEMS

AGENDA

Ordinary Council Meeting
22 JULY 2024

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15 REPORTS OF OFFICERS

15.1 Chief Executive Officer

15.1.1 CEO Performance Review against KPIs: March - June 2024

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| Responsible Officer: | Frances Liston Executive Manager Governance and Risk Services |
| Responsible Business Unit: | Office of the CEO Governance |
| Disclosure of Interest: | The CEO declared financial interest. |
| Voting Requirements: | Simple |
| Nature of Council's Role in Decision-Making: | Executive Strategic Legislative |
| Attachments: | 1. CEO KPIs 2023 2024 [6.1.1.1 - 2 pages] 2. Cultural Update Report May 2024 [6.1.1.3 - 15 pages] |

SUMMARY STATEMENT

In accordance with the Chief Executive Officer's (CEO) contract of employment and the provisions of the *Local Government Act 1995*, regular reviews of the CEO performance are undertaken throughout the year and are required to be presented to the CEO Review Committee.

REPORT

The following report has been prepared as a progress update in relation to each of the Key Performance Indicators (KPIs) adopted by Council on 30 October 2023 (attachment 1). A comprehensive report on KPIs was presented to the CEO Review Committee in April 2024, which included progress updates for the period April 2023 – March 2024.

This report provides comments only on areas for which there has been change in the period March 2024 – June 2024.

This is the last report in relation to the 2023/2024 CEO KPIs, and a further report in this agenda details the proposed 2024/2025 CEO KPIs for consideration of the Committee.

KPI: Employee satisfaction

The employee satisfaction KPI is assessed against the following four criteria, with comments noted below under each:

1. Staff surveys

The last voluntarily staff survey was conducted during the period 13 March 2024 to 24 March 2024 and results were released to the organisation on 28 March 2024. Following the release to the organisation, Directors and Executive Managers have facilitated discussions with their teams to understand the alignment of the survey outcomes with their respective units.

The next survey will be a mini survey in relation to psychosocial safety in the workplace, which will be opened over September – October 2024.

Staff surveys and organisation-wide release of survey outcomes for discussion and reflection has become a “business as usual” component of People and Culture and Executive Leadership Team work. Moving forward, two significant surveys will be conducted over a 12 month period, with mini “pulse” surveys intermittently running in relation to target areas as required.

2. Culture Assessment

As above, this has become a “business as usual” organisational function that aligns and supports ongoing staff surveys.

3. Staff turnover

Staff turnover continues to be a challenge for the organisation, however based on discussions with other regional centres the turnover rates are comparable.

Work continues to be ongoing in relation to identifying initiatives to assist with attraction and retention of staff and this has also become a “business as usual” task with significant priority.

4. Culture Change Program

The Project Manager, Organisational Change continues to progress the City’s organisational action plan for culture change. The May 2024 cultural action report is attached (see Attachment 2). The major project currently being completed is the development of the Pulse software platform which will manage recruitment across the organisation.

Much of the action plan has now been completed or become “business as usual” tasks that are managed across the organisation. The final significant outstanding tasks are corporate projects that will be driven by the Executive Leadership Team rather than the Project Manager, Cultural Change.

KPI: Legislative Compliance

The legislative compliance KPI is assessed against the following six criteria, with comments noted below under each:

1. Annual CAR

The Compliance Annual Return was endorsed by the Audit and Risk Committee and Council in March 2024, and submitted to the Department of Local Government and Industries prior to the 31 March 2024 deadline.

The internal requirements around reporting timeframes and content reported are now “business as usual”.

2. Annual Review of Delegations

The Council to CEO, and CEO to staff delegated authority registers will be reviewed again during the period October – December 2024, being approximately twelve

months since the last review and in accordance with requirements to review annually.

3. Review of Local Laws

The CEO's discussion with GVROC local governments with a view to jointly engaging a law firm to prepare a suite of standardised local laws has not transpired into any agreement or direction. It will be necessary for the City to proceed with the review of its own local laws separately to other local governments and this is currently timetabled for commencement in September 2024.

4. Implementation of Local Government Reforms

The City is implementing local government reforms as they become effective. The CEO is maintaining communications with the external stakeholders to ensure that he remains up to date with the status of reforms.

5. Governance Framework Review

The Governance Framework was updated and adopted by Council on 20 November 2023. The CEO and Executive Manager Governance and Risk Services are working through the development of a supporting operational framework which links the City's governance systems including Integrated Planning Documents and strategic plans, Risk Management Framework and Compliance Systems to support officers at all levels.

Risk Management Framework, Corporate Performance Framework and Integrity Framework documents are now complete, which will inform this project.

6. Internal Audit Plan

In March 2024 the Audit and Risk Committee endorsed a proposal to:

1. Postpone the two 23/24 internal audits projects due to work currently underway in both areas;
2. Develop a smaller, regularised internal audit program with reviews of WHS systems, pool compliance and asset management framework; and
3. Commence procurement processes in respect of a contract management review being completed with an external consultant.

A new position, Coordinator Internal Audits has been developed to report to the Executive Manager Governance and Risk Services and recruitment will commence in the new financial year. The Executive Manager Governance and Risk Services is currently overseeing reporting to the Audit and Risk Committee in relation to three identified projects areas and will commence the Contract Management audit in coming weeks with support from an external consultant.

KPI: Financial Performance

The financial performance KPI is assessed against the following four criteria, with comments noted below under each:

1. Financial Health Indicators

The status is unchanged from the last report provided in April 2024.

2. Budget and Long Term Financial Plan

The status is unchanged from the last report provided in April 2024.

3. Monthly Financial Reports

The status is unchanged from the last report provided in April 2024.

4. Annual Audit and implementation of any approved recommendations

The status is unchanged from the last report provided in April 2024.

KPI: Service Delivery

The Service Delivery KPI is assessed against the following eight criteria, with comments noted below under each:

1. Implementation of Council Resolutions

The status of this is unchanged from the last report provided in April 2024. Through the use of the resolution register and action register in Doc Assembler, this is now “business as usual”.

2. Actioning of Elected Member Requests

The Executive Manager Governance and Risk Services introduced a new system for internal management and response to Elected Member Requests in May 2024. In addition, the CEO endorsed an internal management guideline for administration of Elected Member requests and provided some information to Elected Members to inform of intended use and purpose of this system.

The new system has created improved centralised management of communications through the Office of the CEO and is now “business as usual” following successful implementation since 10 May 2024.

3. Performance against the Corporate Business Plan

The status is unchanged from the last report provided in April 2024 – quarterly reporting to the Strategic and General Purposes Committee is now “business as usual” and areas for reporting will continue to expand in accordance with the City’s Corporate Performance Framework.

4. Community Perceptions Survey

The status is unchanged from the last report provided in April 2024.

5. Business Perceptions Survey

The status is unchanged from the last report provided in April 2024.

6. Key Project performance

Council now receives quarterly project status updates which set out the details of which key projects on are on track and which are off track. This provides Council insight into the delivery of these projects, and early notice where projects are off track.

The City’s Corporate Performance Framework has recently been endorsed by the CEO and its implementation will result in continuous improvement to the reporting being provided to Council in relation to key projects.

7. Service Standards

The Executive Leadership Team have almost completed a further revision of a service level catalogue which is aligned against the City’s budget sub-programs, and will update this to reflect the 24/25 budget figures once adopted.

Once finalised, this document will be shared with Council for its strategic planning purposes. It gives insight into the services currently provided by the City, and the

costs associated with these (including comparisons of cost per rateable land and per population).

The City's Corporate Performance Framework has recently been endorsed by the CEO and its implementation will result in continuous improvement to the reporting being provided to Council in relation to service standards. Organisational Performance Indicators are also under development which will provide a means to measure service delivery in addition to quarterly budget reviews.

8. Reporting on outcomes of external associations that the City is involved in

This reporting will form part of the Information Bulletin provided to Councillors on a monthly basis.

COMMUNITY ENGAGEMENT CONSULTATION

No community consultation was considered necessary in relation to the recommendations of the report.

BUDGET IMPLICATIONS

There are no financial implications resulting from the recommendations of this report.

STATUTORY IMPLICATIONS

There are no statutory implications resulting from the recommendations of this report.

POLICY IMPLICATIONS

There are no policy implications resulting from the recommendations of this report.

COMMUNITY STRATEGIC PLAN LINKS

This report links to the Strategic Community Plan through the following Guiding Theme/s:

EMPOWERED: We ensure considered decision making based on collaborative, transparent and accountable leadership.

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| <h3>COMMITTEE RECOMMENDATION</h3> |
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| <p>That Council receive the updates in relation to the CEO's annual KPIs.</p> |
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15.1.2 Draft Key Performance Indicators 2024/2025

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| Responsible Officer: | Andrew Brien Chief Executive Officer Frances Liston Executive Manager Governance and Risk Services |
| Responsible Business Unit: | Office of the CEO Governance |
| Disclosure of Interest: | The CEO declared financial interest. |
| Voting Requirements: | Simple |
| Nature of Council's Role in Decision-Making: | Executive Strategic |
| Attachments: | 1. CEO KPIs 24-25 [6.1.2.1 - 1 page] |

SUMMARY STATEMENT

The Committee is asked to review and adopt the proposed Key Performance Indicators (KPIs) for the Chief Executive Officer (CEO) to apply for the 2024/2025 financial year.

REPORT

In accordance with the provisions of the Local Government Act 1995 and the Model Standards, the Chief Executive Officer's performance is required to be assessed at least annually in accordance with the adopted performance criteria.

A further report is included in this CEO Review Committee agenda updating the Committee on the CEO progress of KPIs for the 2023/2024 period. That report includes an update and identifies a number of those KPIs as being "business as usual" across the organisation. For this reason, it is proposed that these KPIs are not repeated for the 2024/2025 financial year and that instead, the proposed KPIs set out in attachment 1 instead be adopted.

The key focus areas moving forward into 2024/25 are based around the following areas:

| Key Focus Areas | Rationale |
|---|--|
| Achievement of the functions of the CEO in s5.41 of the Local Government Act. | The role of the CEO is defined in the Local Government Act 1995 (the Act) and the CEO alone is responsible for the delivery against the criteria outlined in section 5.41 of the Act. It is therefore considered appropriate that this be included as a key performance indicator. |
| High quality and timely advice to Council through Council reports and workshops. | To assist Council in their decision making the quality and the timeliness of the information is essential. Increasing the |

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| | focus in this area is to ensure that the Council has appropriate information to assist in their decision making. |
| Advice to Council on long-term financial sustainability including proposals for operational service efficiencies and revenue diversification. | A review of the long term finance plan and the ongoing revenue streams for the City is seen as the next stage in developing strategies to reduce reliance on general rates. This will include additional commercial revenue streams and identification of operational efficiencies. |
| Improvement in City's Financial and Asset Management Maturity levels | The City has not had sufficient asset management practices in place for many years and this has been reflected in the requirements of significant increases in capital expenditure budgets in recent years to catch up on under funding for several years. The integration of asset management and financial planning is seen as an essential component of building capacity for major projects moving forward. |
| Delivery of strategic projects contained in the Corporate Business Plan | This is a continuation of major project reporting which has already been incorporated in Council over the last 12 months and is considered appropriate to continue moving forward. |
| Improve customer and business experience and community engagement | The customer and business perception surveys have identified priority areas of focus for the organisation and by embedding them through more regular reporting will help to ensure that progress is reported to Council. |
| Delivery of Capital Works Program | The delivery of the capital program is seen as a key area for reporting to Council, both in terms of community expectations and budget planning. This is linked to the asset management and financial planning focus area. |
| Advocacy on strategic initiatives and unfunded major projects | The Council has focused on advocating to other levels of government to assist in driving change within the community and government. By incorporating this as a key reporting area it will assist the community in understanding the priority areas for the City and in particular the advocacy role that CEO and leadership take on issues affecting the community and Council. |
| Executive leadership attributes | This focus area continues to ensure that the culture change and reporting requirements continue in 2024/25. The CEO is responsible for the leadership of the organisation and continues to drive cultural change. This is considered to be an appropriate approach to ensure |

continued reporting and accountability by Council.

The shift in focus from monitoring progress against cultural change and compliance matters is reflective of the change that has been achieved over the past two years.

COMMUNITY ENGAGEMENT CONSULTATION

No community consultation was considered necessary in relation to the recommendations of the report.

BUDGET IMPLICATIONS

There are no financial implications resulting from the recommendations of this report.

STATUTORY IMPLICATIONS

There are no statutory implications resulting from the recommendations of this report.

The Local Government Act 1995 and the Model Standards require the Chief Executive Officer's performance to be assessed at least annually in accordance with the adopted performance criteria.

POLICY IMPLICATIONS

There are no policy implications resulting from the recommendations of this report.

COMMUNITY STRATEGIC PLAN LINKS

This report links to the Strategic Community Plan through the following Guiding Theme/s:

EMPOWERED: We ensure considered decision making based on collaborative, transparent and accountable leadership.

EMPOWERED: We are utilising diverse points of view to inform decision making and actions taken for the City.

OFFICER RECOMMENDATION

That the Committee recommend Council adopt the draft Key Performance Indicators for 2024/2025 as attached.

AMENDED COMMITTEE RECOMMENDATION

That Council adopt the draft Key Performance Indicators for 2024/2025 and changing:

1. The “Customer and Business perception Surveys” from annually to quarterly requirements for reporting in relation to the KPI; and
2. The key focus regarding the “Executive Leadership Attributes” from annually to six monthly reporting requirements for reporting in relation to the KPI.

17 CONFIDENTIAL ITEM

17.1 Solar energy land sub-lease EOI

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| Responsible Officer: | Paul Lees Acting Director Development and Growth/ Manager Development and Growth |
| Responsible Business Unit: | Development and Growth |
| Disclosure of Interest: | Nil |

Officer Recommendation

That in accordance with Section 5.23 (2) of the *Local Government Act 1995* the meeting is closed to members of the public with the following aspect(s) of the Act being applicable to this matter:

- (c) a contract entered into, or which may be entered into, by the local government and which relates to a matter to be discussed at the meeting.
- (e) a matter that if disclosed, would reveal —
 - (ii) information that has a commercial value to a person;

Executive Summary

It is the recommendation of the Responsible Officer that this item be considered behind closed doors due to the private and confidential nature of its contents.