

Late Item - Ordinary Meeting of Council - 22 July 2024 Attachments

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Key Performance Indicator Focus – Employee satisfaction		
Key Performance Indicator	Assessment criteria	Reporting Timeframe
Employee satisfaction rates how happy employees are with areas of the business, including culture, internal processes, communication, and leadership.	<ul style="list-style-type: none"> • Staff surveys • Culture Assessment • Staff turnover • Cultural Change Program 	Six monthly
Key Performance Indicator Focus – Legislative compliance		
Key Performance Indicator	Assessment criteria	Reporting Timeframe
Legislative compliance reports on the statutory requirements that applies to all local governments and the additional components identified by Council for increased focus on an annual basis.	<ul style="list-style-type: none"> • Annual CAR • Annual Review of Delegations • Review of Local Laws • Implementation of Local Government Act reforms • Governance Framework Review • Internal Audit Plan 	Quarterly
Key Performance Indicator Focus – Financial Performance		
Key Performance Indicator	Assessment criteria	Reporting Timeframe
Financial performance ensures that the current operations and projects along with the forward planning for the organisation are aligned with Council expectations. This includes the timely development of the budget and long-term financial plan and regular reporting of variances to Council.	<ul style="list-style-type: none"> • Financial Health Indicators • Budget and Long-Term Financial Plan • Monthly Finance Reports • Annual Audit and implementation of any approved recommendations 	Quarterly

Key Performance Indicator Focus – Service Delivery		
Key Performance Indicator	Assessment criteria	Reporting Timeframe
Service delivery is focused on overall performance of the organisation in delivering against the projects and objectives contained in the Council’s Corporate Business Plan and Council resolutions.	<ul style="list-style-type: none"> • Implementation of Council resolutions • Actioning of Elected Member Requests • Performance against the Corporate Business Plan • Community Perceptions Survey • Business Perceptions Survey • Key Project performance • Service Standards • Reporting on outcomes of external associations that the City is involved in. 	Quarterly



City of Kalgoorlie Boulder

Cultural Review Update

May 2024

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Introduction

The City of Kalgoorlie Boulder is committed to improving the culture and engagement of employees.

We are currently establishing clear and factual statistical data that can be used to measure the effective changes in the organisation.

Background

A motion by Council on 27/04/2021 resulted in a review of the organisational culture and in August 2021 a Cultural Review was conducted by Inspired Development Solutions. The review identified that in the preceding five years employees described the organisation as “toxic”, identifying aggressive and bad behaviour, open discrimination, favouritism, non-existent and poor-leadership as major areas of concern.

In 2022 a follow up review process was conducted that showed there was an overall improvement in the workplace culture however it identified the organisation still has a great deal of improvement to make.

In March 2023 the City committed a resource to actively creating and working implementing the actions identified as areas of improvement.

Key Achievements

The City has been working to achieve outcomes to improve the workplace culture to encourage more people to work and stay at the organisation.

Recently the Department of Local Government, Sport and Cultural Industries acknowledged the commitment and work done in this area resulting in the City no longer being under the watchful eye of the Department.

With the development of an action plan the City can track and monitor the progress towards change. Key achievements to date include.

Enterprise Agreement

- Agreement approved and information sessions conducted by People & Culture.
- Negotiations on the next agreement to commence in early 2025.

Leadership

- Additional training has been provided specifically on Psychosocial Leadership. Leadership program to be delivered by LGIS in September & October to all ELT & Management team.
- Team Leader Skill Set Training developed for City staff by Central Regional Tafe. Consistently delivering this program to focus on consistent leadership across the organisation.
- Time Management and Communication skills training delivered.

Values

- Values program embedded and handed over to the People & Culture team with consistent and regular nominations being received monthly.

Reward and Recognition

- Service award ceremonies and monthly values award ceremonies implemented for the past six months and receiving positive feedback and input from the employees.

Resilience Training

- Training provider identified and training completed by 100 staff members.

Emotional Intelligence Training

- Program identified through Central Regional Tafe with courses open to all staff and run quarterly.

Psychosocial Wellbeing

- Review of EAP services conducted and new provider, Lifeskills Australia, appointed as the new provider.
- Wellness garden created for mental wellness breaks with the vegetables harvested provided for free to the community.
- Ongoing Mental Health First Aid Training continually being conducted.
- Completion of the People at Work Survey with results communicated to staff and action plan developed.
- Psychosocial Leadership training conducted as part of a pilot program run by LGIS. Program a positive success with more training to be rolled out in the next 12 months. Training provided was part of a pilot program with positive feedback received. Training to be added to the Manager requirements for the organisation

Action Plan

Enterprise Bargaining Agreement

Enterprise Agreement in place with negotiations to begin on the next agreement in 2025.

Action	Progress
Enterprise Agreement to be completed and signed by the commission	Agreement has been signed by the Commission, effective 23 January 2024.
Trust to be rebuilt post this process	Staff have been honoured with parts of the agreement before being signed. Items already honoured prior to agreement being signed. <ul style="list-style-type: none"> - Incremental Increase - 4% Annual Increase - Superannuation Co-matching - Early Access to Long Service Leave entitlements. People & Culture to roll out all other entitlements now agreement has been signed. Communication with staff on implementation to follow.
Communication with employees on agreement status	Communication has begun with staff that the agreement has been signed. Further communications and information sessions being arranged for staff.
Update Employee Benefits Brochure	Brochure completed and distributed to all staff – hard copy booklets created.
Classification Structure – ASU & CKB to form working group to recreate classification descriptors	Agreement has been approved and works to begin on meeting the terms and conditions of the Agreement.



Leadership

The aim of the organisation is to create consistent leadership across all department to address procedural fairness.

Provide all levels of management training	<p>Levels of training have been set up for all roles that have a supervisory requirement. ELT have completed specialised training program through Consultant Modal, the Management team have been provided a level of training specified for their level and a lower level of supervisory training is continuously being rolled out to the rest of the organisation. All levels of training are providing consistent tools for supervisors to use across the organisation.</p> <p>ELT have been working with a consultant on their development.</p> <p>AIMWA Manager Training – 26 Managers/Coordinators and Supervisors have completed this training.</p> <p>Team Leader Skill Set Training – 30 Senior Officers/Supervisors and Coordinators have to date completed this training.</p> <p>LG Professionals – Lift off Mentoring Program – 2 employees completed</p> <p>AIMWA – Executive Leadership Program – 3 Employees completed.</p> <p>17 staff completed the Psychosocial Leadership Program, and this is to be added to mandatory training for Managers.</p> <p>Training plan for 2024 in development.</p>
Working groups for all levels of Management for consistency	<p>Working groups have been set up to discuss important information and provide the same information to all levels.</p> <ul style="list-style-type: none"> - ELT meet weekly - Management Team meet monthly - Coordinators meet monthly <p>Minutes are taken at the meeting and distributed.</p> <p>Meetings are consistent and providing consistent communications to all levels of the organisation.</p>
Communication throughout the Organisation	<p>Consultant engaged to complete survey and conduct workshops to establish how to communicate effectively throughout all the different areas of the organisation. Action plan and results to be communicated to staff when established. Action plan communicated to ELT only with a few recommendations implemented but no follow up received.</p> <p>Communication remains an ongoing issue – All departments have been asked about communication methods, limited response received.</p>
Communication training	<p>Unit being trialled under the team Leader Skill set training developed for lower-level management. Feedback received is the unit is effective and relevant to CKB. Further training to be conducted through TAFE in this unit.</p> <p>Training has been conducted for Dealing with Difficult Behaviours and will be conducted regularly.</p> <p>Additional training provided by David Julien Price.</p>
Emotional Intelligence Training	<p>30 Staff have competed unit through Tafe Kalgoorlie. Further session booked for June 2024.</p>
Develop Change Toolkit for implementing change within the organisation	<p>Draft toolkit being developed for organisational change framework. Estimated completion by September 2024.</p>

Depot Leadership

New structure and management at the Depot implemented in early 2024. Review and assessment of staff will be evaluated at the full cultural review survey in late 2024.

Restructure of Depot responsibilities	Evaluation of the depot structure completed, and Manager of Operations moved to the Depot to provide higher level of consistent support.
Consistent leadership	Introduction of monthly catch ups with all staff to provide clear and consistent information to all staff and increase the collaboration across the teams.



Attraction, Retention & Workload

In a time of staff shortages in every industry it can be difficult to attract staff to a regional area. Local Government cannot offer the salaries of the mining industry so needs to focus on what benefits and incentives can be provided to attract and retain staff in the organisation, outside of increased salaries.

Review and develop a City wide reward and recognition program	New guidelines have been developed and approved that outlines recognition to employees in all areas. The guidelines include monthly values and health & safety awards (there have been 178 nominations in six months for these awards), recognition of staff who have reached a 5, 10, 15 etc. years of service and gratuity payments for staff leaving the organisation.
Develop Attraction and retention strategy	Works on draft commenced. Estimated first draft by end of May 2024.
Develop succession planning strategy	Inclusion in Abovementioned strategy with stand alone policy to be drafted.
Develop recruitment strategy	Works allocated to Assistant Manager of P&C to progress with completion expected in July 2024
Identify and implement proactive recruitment channels	Recruitment agencies identified as short-term hire replacements or for specialised recruitment. Engagement of Interns during the winter release breaks. Intern program worked well and looking at potentially using this program more in the future. City Staff have been attending regular career fairs and have held an information night for those interested in City Traineeships and apprenticeships. 2024 has 6 trainees and 1 apprentice joining the City. Currently engaging with the Eastern Goldfields Regional Prison to have prisoners take part in the Prisoner Employment Program or utilise those under the Section 95 release program. City has registered as a DAMA employer. New initiatives identified in the attraction & retention strategy.
Investigate and implement new staff appraisal system	Appraisal module implemented through PULSE. Appraisal period completed and feedback overall positive on the process and the system.
Identify career goals through staff appraisals	Career development questions asked in appraisal period. Training to be identified.
Review and update Higher Duties Procedure	Procedure has been reviewed and under assessment with ELT. Higher duties/acting opportunities to be provided more widely through the organisation to promote career development and progression.

Staff Development and well-being

Staff have identified there has been limited opportunities in the past for training and development within the organisation. Previous training and development opportunities were awarded to those that received high scores in their annual appraisals and others missed out.

Staff want consistent, fair, and essential training to those in the organisation.

Identify essential job training for positions	Implementation of eLearning through the Pulse system expected to happen by September. This module has the ability to create and store job specific training and provide reminders of essential development needed.
Guest Speakers	Influential guest speakers to provide guidance and development opportunities to staff on an ongoing basis. Speaker this quarter was; - Damien Martin (November 2023) International Women's Day – guest speakers were internal staff who provided their stories – this format was more inspirational for employees.
Resilience training	Training has been identified through LGIS as a scheme funded program. Training completed with 100 people attending. Further training to be assessed after review of this training has been conducted.
Review and Update Training and Development Procedure	Completed and distributed to staff which new guidelines.
Development Training	New system in process of implementation that will track requested training for staff. Estimated implementation by October 2024.
LGIS funding to support wellness programs for staff	Funding continued for 23/24 financial year – funding amount of \$13,500 has been allocated to the City for programs such as flu shots and skin cancer screening. Funding will usually include a wellness program for staff.
Mental Health First Aid Training	High interest identified in further mental health first aid training. Training booked in 2023 and further training to be conducted in first half of 2024. This training has been identified as a required training to be rolled out to staff on a continuous basis.
Wellness areas	Garden area has been set up in the Administration building where staff can go outside and work in the area for a wellness break. Vegetables are then harvested for the grow cart at the library. Depot outdoor area renewed as a break area along with new BBQ's to offer an area for gatherings. Further wellness areas to be identified.
Psychosocial Wellbeing training	Training session for Management has been provided by Minter Ellison. People at work survey conducted which identified low risks currently. Organisational requirements to be monitored. Review and implementation of EAP services completed. Identified Lifeskills Australia as new EAP provider who have proactive strategies for worker wellness. Launch of new EAP conducted over R U OK time. Psychosocial Leadership training run and found to be very beneficial to staff. Training booked for Managers and ELT for September 2024.
People at Work Survey	Survey completed May 2023. Things completed since the survey include: <ul style="list-style-type: none"> o Role overload/Clarity – Implementation of appraisal process to open communication

	<p>between employee and supervisor and provide clear goals for the year ahead.</p> <ul style="list-style-type: none"> ○ Job Description Reviews – part of the EA – Rose managing this task. ○ Communication – newsletter reimplemented. ○ Resilience Training – completed with 100 staff participating. ○ Emotional Intelligence Training – Offered to all staff, being rolled out in groups through Central Regional Tafe, participation is through voluntary nomination. ○ Wellness areas – staff garden, more areas to be developed. ○ Leadership training – various training initiatives rolled out for different levels over the year. ○ Bullying & Harassment – implementation of the Respectful workplace handbook, further training scheduled to be rolled out by P&C. ○ Various Workshops/trainings held and planned for psychosocial safety in the workplace, including LGIS Leadership program. <p>Next survey scheduled to be conducted in July 2024 for direct comparison.</p>
<p>Develop set of Psychosocial wellbeing principles</p>	<p>Draft principles have been developed and waiting on approval through the WHS committee in conjunction with the People at Work Action plan.</p>
<p>Workforce Development Plan</p>	<p>Drafted and send for final CEO review.</p>



Build a positive values-based culture.

Staff have identified the previous values are inconsistent with the organisational culture and they want to be involved in developing a set of values the organisation can live by.

Develop values for the organisation	Workshops have been conducted and staff values were selected by staff. Values: Support, Respect, Fun, Recognise, Connect
Staff Values Visuals	Creation on staff Values posters has been completed. Posters were professionally printed, framed, and distributed to all work locations to provide a constant reminder to staff as to what the values are and what they mean.
Build on current values plan in the reward and recognition program	Program embedded and handed to People & Culture. Program still going strong and getting consistent nominations each month



Rebuild the reputation of the City as an employer of choice.

The reputation of the City has been tarnished over the years and needs to be rebuilt to the community that things have changed and we value the people who work there.

Promotion of City "feel good" stories	Creation and promotion of media releases highlighting the good work members of the organisation are doing for the community. Promotion of awards and ceremonies recognising staff achievements have commenced with staff starting to feel recognition for their commitment to the organisation. More internal recognition happening rather than external
Building of Relationships with External Organisations	Collaboration with external agencies to attend career fair and promote the City as an employer of choice.

Break down the silos

It has been identified that staff work well in their individual groups but do not work well across departments. This can be from a lack of knowledge and understanding of what people do or from not knowing other staff.

Monthly Mingles and all staff events	Discontinued
Development of staff initiatives to increase knowledge of each other and their work	<p>Initiatives that have been identified</p> <ul style="list-style-type: none"> - Come & Try Days – Guidelines being developed to support staff who would like to spend part of the day in another department getting to understand what they do and how it affects other parts of the organisation - Hot Desks – guidelines being created to set up desks in areas where people can go perform their normal duties just at another location – this will create relationships with other parts of the organisation. - Rotating fitness classes – Yoga session has been conducted as a tester and was well attended rotating sessions to be scheduled in to include all areas of the organisation.



Clarity of strategy responsibilities and accountability

Staff need to know and understand who has responsibility over what tasks in the organisation and how they contribute to the CKB team.

Align KPI's for job role clarity	New KPI's set for next financial year that have been cascaded from Directors to give clear goals to achieve.
Director/Executive Manger KPI Review	Completed, set for 2024 and cascaded at appraisals just completed.
Council Services Plans	Due to commence early 2024
Service Standards	Due to commence early 2024

Measurement

The organisation needs to establish a way to measure if improvement is being made. There are several ways this can be done. At this stage we have a baseline, however in the next 12-18 months it is anticipated we will have some solid statistics to show change is happening.

Pulse Surveys	Proposed Pulse Survey – February – completed People at Work – July Cultural Re-review - October
Cultural Re-review Process	Previous Cultural Reviews have been sent to Ask Your Team to upload results. New Cultural Survey has been developed in Ask Your team. Survey to be conducted in October 2024.
People at Work Survey	People at work survey completed with low-medium risk results identified. Action plan in progress. Recommended follow up survey be conducted in July 2024 to compare results.
Monthly Statistics – Staff turnover	Monthly report provided by People and culture. The 2021 Culture Report indicated the following turnover rates were as follows; 01/07/2020 – 30/06/2021 – 29.7% 01/07/2021 – 30/06/2022 – 35% Current calculation indicates the following turnover rates 30/06/2022 – 30/06/2023 – 28% Current Data 01/07/2023 – 31/03/2024 – current rate 21%

Conclusion

The City is making significant progress on the plan to implement change in the organisation to make the City a workplace of choice.

The implementation of a clear action plan and the allocation of resources to progress these changes has seen improvements in the workplace with evaluations to be conducted in the next quarter.

The removal of the City from the Department “watch List” is a credit to the changes and work being actioned in the plans.

Further update to be provided in August 2024



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Key Focus Areas	Performance Criteria	Review Frequency	Weighting
Achievement of the functions of the CEO in s5.41 of the Local Government Act.	<ul style="list-style-type: none"> Present a report on achievement of the functions of the CEO by 30 June 2025 	Annual	20
High quality and timely advice to Council through Council reports and workshops.	<ul style="list-style-type: none"> CEO ensures strategic alignment of IPRF and annual budget process in line with Council endorsed project plan 	Quarterly	10
Advice to Council on long-term financial sustainability including proposals for operational service efficiencies and revenue diversification.	<ul style="list-style-type: none"> Quality and timeliness of advice and management of the annual budget process and update of LTFP 	Annual	5
Improvement in City's Financial and Asset Management Maturity levels	<ul style="list-style-type: none"> Improvements in financial and IT management maturity as per OAG annual audit findings. 	Annual	5
Delivery of strategic projects contained in the Corporate Business Plan	<ul style="list-style-type: none"> Strategic projects delivered in line with Council endorsed project plans. CEO stewardship of major projects. Note the list of strategic projects will be as approved by Council on adoption of the Corporate Business Plan. 	Quarterly	15
Improve customer and business experience and community engagement	<ul style="list-style-type: none"> Establish customer feedback and community engagement measures to drive improvement. Implementation of regular community and business perception surveys 	Annual	10
Delivery of Capital Works Program	<ul style="list-style-type: none"> Delivery of approved Capital Works Program within time, budget and scope. 	Quarterly	10
Advocacy on strategic initiatives and unfunded major projects	<ul style="list-style-type: none"> Progress in pursuing advocacy agenda with State and Federal Governments. 	Quarterly	15
Executive leadership attributes	<ul style="list-style-type: none"> 360 survey on executive leadership capabilities 	Annual	10