



City of Kalamunda

# Draft Performance Criteria

Chief Executive Officer | July 2022 to June 2023

**KRA1: Integrated Planning and Reporting**

Key Performance Indicator	Target	Stretch Target	Timeframe
<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>
1.1 Deliver the Corporate Business Plan (2022-2026) for the year ending 2022.	90% of Corporate Business Plan actions are completed each year. Quarterly reports to Council are provided. Excludes items delays for reasons outside the City's control	95% of Corporate Business Plan actions are completed each year. Corporate Business Plan meets the "intermediate" standard against the DLG IPR framework.	June 2023
1.2 Undertake the annual review the Corporate Business Plan (2022-2026)	Review completed by May 2023 and Corporate Plan is adopted by Council by June 2023.	Quarterly progress reports are presented and accepted by Council.	June 2023
1.3 Monitor and prepare for LG Act legislative changes relating to Council Plans once changes are gazetted.	All changes are implemented by prescribed dates.	All changes are implemented one month before prescribed dates.	June 2023

**FOOTNOTES**

This key result area references the [Department of Local Government, Sport and Cultural Industries' Integrated Planning and Reporting Framework](https://www.dlgsc.wa.gov.au/localgovernment/strengthening/Pages/Integrated-Planning-and-Reporting.aspx). More information on the framework can be found at: <https://www.dlgsc.wa.gov.au/localgovernment/strengthening/Pages/Integrated-Planning-and-Reporting.aspx>

**KRA2: Financial Sustainability**

<b>Key Performance Indicator</b>	<b>Target</b>	<b>Stretch Target</b>	<b>Timeframe</b>
<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>
2.1 Review and update the Long-Term Financial Plan for the sustainability of the City	LTFP is reviewed and approved by Council.	LTFP meets the advisory standard of the DLG IPR.	30-Jun-23
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-23
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	30 June 23
2.4 Financial ratios are maintained in line with the Budget projections. Subject to endorsement of review of ratios by the Department and proposed legislation.	50% of ratios meet required achieving standards	75% of all ratios meet achieving standards	Based on 2022 Audited -year end results
2.5 Operating Surplus Ratio Action Plan (OSRAP)	Revised OSRAP presented to Strategic retreat 2023	OSRAP adopted into the budget 2023-24	June 2023

Review and reset the OSRAP for Council approval. Subject to endorsement of review of ratios by the Department and proposed legislation.			
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Note If council approve budgets that determine that standard FHI or ratios cannot be achieved then the CEO KPI 2.4 is required to be adjusted in line with Council decision.

Advisory Standard – Long Term Financial Plan		
Operating surplus ratio	Achieving Standard	Achieving Standard is met if the operating surplus ratio is between 0% and 15%
	Advanced Standard	Advanced Standard is met if the operating surplus ratio is greater than 15%
Current ratio or working capital ratio	Achieving Standard	Achieving Standard is met if the ratio is 1:1 or greater (e.g. 100% or 1.0)
Debt service cover ratio	Achieving Standard	Achieving Standard is met if this ratio is greater than or equal to 2
	Advanced Standard	Advanced Standard is met at a higher level if this ratio is greater than 5
Own Source Revenue Coverage Ratio	Achieving Standard	Achieving Standard is met if the ratio is between 0.4 and 0.9
	Advanced Standard	Advanced Standard is met if the ratio is greater than 0.9

**KRA3: Risk Management & Good Governance**

Key Performance Indicator	Target	Stretch Target	Timeframe
<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>
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 2023
3.2 Risk Appetite	Complete an annual review of the City's Risk Appetite Statement	Council adopts revised appetite statement	June 2023
3.3 Strategic Risk Workshop	Undertake an annual review of the City's strategic risk through council and senior officer workshop	Council adopts the annual review.	June 2023
3.4 Governance related compliance activities are completed in line with DLG requirements.	Annual review of delegations Compliance Audit return Annual report Online registers Related Party Transactions	No compliance issues are recorded.	June 2023
3.5 Agendas and minutes are produced in accordance with LG Act required timeframes.	90% of Timeframes are met monitored and reported annually	100% of Timeframes are met monitored and reported annually	June 2023

**KRA4: Identify Future Opportunities & Challenges**

Key Performance Indicator	Target	Stretch Target	Timeframe
<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 within the City's remit to maintain amenity and community safety. b) Deliver approval services that meet statutory timeframes and obligations. c) Deliver on the annual Fire Hazard Inspection Plan and Community Engagement Program. d) Continue to progress with the implementation of the City's Cambridge Reserve Community Enhancement Project. e) Continue to progress the Pickering Brook Townsite expansion and Fire Station Feasibility Investigations. f) Finalise the City's Local Planning Policy 33: Significant Trees. g) Continue to progress the High Wycombe South Development Contribution Plan preparation process. h) Continue to progress the preparation of the City's new Local Planning Strategy / Local Planning Scheme No.4 and on-going implementation of the various sub-strategies. i) Undertake investigations to optimise the use of the City's freehold land assets.	Completion of or more than 90% progress, as scheduled for the financial year, is made on each initiative.	June 2023

<p>4.2 To undertake further detailed service reviews of all areas identified in the 2022 Service Review.</p>	<p>All reviews are completed by June 2023.</p> <ul style="list-style-type: none"> <li>• Visitors centre</li> <li>• Libraries</li> <li>• History Village</li> <li>• Asset Delivery and Asset planning</li> <li>• Parks</li> <li>• Environment services</li> <li>• Asset Maintenance</li> <li>• Fleet and plant</li> </ul>	<p>Reviews are presented to Strategic Retreat 2023.</p>	<p>June 2023</p>
<p>4.3 Funding the Future</p>	<p>Draft a funding the future Policy outlining how the Council will identify and raise alternative funding sources and how it will apply those funds and present Policy to Strategic retreat March 2023</p>	<p>Funding the future Policy adopted by Council.</p>	<p>June 2023</p>
<p>4.4 Waste Management</p>	<p>Provide Council with report on the future for waste management including FOGO implementation and EMRC by December 2023</p>	<p>Preparation for FOGO implementation is completed.</p>	<p>June 2023</p>

**KRA 5: Delivery of Key Major Projects and Initiatives**

<b>Key Performance Indicator</b>	<b>Target</b>	<b>Stretch Target</b>	<b>Timeframe</b>
<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 2022/23 are commenced, except where unforeseen circumstances prevent this.	90% of the Capital Works Program achieves forecast cashflow for 2022/2023	All projects commenced before 30 June 2023.
5.2 Complete the analysis of all Community Halls and present a Rationalisation Plan to Council.	Plan drafted by June 2023.	Plan presented to Strategic Retreat 2023.	June 2023
5.3 Review and update the Scott Reserve Master Plan considering the funding attained for the High Wycombe Community Hub project which incorporates a Community Centre and develop a revised funding plan.	Revised plan and consultation agreed with clubs completed. Council endorsement of updated Plan by June 2023.	Council endorsement of updated Plan by March 2023	June 2023
5.4 Complete financial agreements and an implementation plan for the Hartfield Park Master Plan Stage 2 considering government funding received.	Federal funding agreement, inclusive of key project milestones is developed by June 2023.	Federal funding agreement, inclusive of key project milestones is developed by April 2023.	June 2023



5.5 Develop a Community Facilities Plan that incorporates the Big Picture projects.	Plan drafted and presented to Council by June 2023.	Plan presented to Strategic Retreat 2023.	June 2023
5.6 Commence Development of designs for the High Wycombe Aquatic and Recreation centre	Funding agreement between City, State and Federal government is in place by end June 2023.	Funding agreement between City, State and Federal government is in place by March 2023 allowing design team to be appointed by end June 2023.	June 2023
5.8 Synthesise a 15-year Big Picture works program detailing milestone delivery dates of key initiatives, interdependencies, building and land sale rationalisations	Draft program completed and presented to Council.	Program presented to Strategic Retreat 2023.	June 2023

**KRA: 6. City Leadership**

Key Performance Indicator	Target	Stretch Target	Timeframe
<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 Economic & Cultural initiatives <ul style="list-style-type: none"> <li>• Economic Development Strategy</li> <li>• Tourism Strategy</li> <li>• Arts Strategy</li> </ul>	<b>Economic Development (reduced funding)</b> <ul style="list-style-type: none"> <li>• Link WA Investment Prospectus collated, designed, and printed.</li> <li>• Hold two education sessions to engage businesses on Grant Guru opportunities.</li> <li>• Kalacash website live.</li> </ul>	Completion of or more that 90% progress is made on each initiative.	June 2023
	<b>Tourism Development Strategy</b> <ul style="list-style-type: none"> <li>• Identify future signage opportunities &amp; produce a road map for future investment with budgetary requirements identified.</li> <li>• Deliver two above the line Tourism Marketing campaigns in collaboration with Perth Hill Tourism Alliance.</li> <li>• Investigate opportunities for Geopark in City of Kalamunda and arrange tour of suitable sites.</li> </ul>	Completion of or more that 90% progress is made on each initiative.	June 2023

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<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>
	<ul style="list-style-type: none"> <li>Participate in regional Geopark meetings, conferences, or short courses.</li> </ul>		
	<p><b>Art Strategy</b></p> <ul style="list-style-type: none"> <li>Implement Culture Counts Strategic alignment and platform.</li> <li>Create a hero exhibition for Zig Zag Gallery</li> <li>Install public art signage.</li> </ul>	Completion of or more that 90% progress is made on each initiative.	June 2023
6.2 Zig Zag Cultural centre - review staffing requirements and develop a plan to increase volunteer support.	Review is completed and presented to council.	Reviews presented to Strategic Retreat 2023.	June 2023
6.3 Undertake a review of the City's Leasing Policy and review all community leases.	Review is completed and presented to Council.	Review findings presented to Strategic Retreat 2023.	June 2023

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6.4 Review and deliver the ICT Strategy	<ul style="list-style-type: none"> <li>• Endorse ICT Strategy 2022 -2027</li> <li>• Complete Business Requirements to inform ERP implementation.</li> <li>• Monitor, review and enhance the City's cybersecurity posture.</li> </ul>	All actions completed by March 2023 and presented to Council strategy session by March 2023.	June 2023
6.5 Review the City's advocacy strategy and major projects in readiness for future election cycles.	Review completed and presented to council.	Present the review to the council strategic retreat.	June 2023
6.6 Undertake an organisational structure review of the City to ensure it can deliver the City's goals.	Review completed and presented to council for adoption.	Review completed by December 2022 and presented to council for adoption.	June 2023
6.7 Leadership Development Expand the capacity of individuals to perform in leadership roles within organisation.	<ul style="list-style-type: none"> <li>• Create and deliver an in-house leadership development program.</li> <li>• Undertake annual performance evaluations and provide mentoring, coaching and training opportunities.</li> </ul>	Level of Satisfaction within house Program is > than 75%  At least 95% of staff performance evaluations are completed.	June 2022
6.8 Community Engagement Implementation of the Community Engagement Strategy.	Annual report on Community Engagement produced.	10% increase in the number of submissions received year on year.	Meet delivery milestones and budget through to June 2022

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6.9 Ensure the City has a Diversity Policy and procedures to assist with attraction and retention of staff in the following diversity categories: <ul style="list-style-type: none"> <li>• Gender</li> <li>• Age</li> <li>• Cultural ethnicity</li> <li>• Disability</li> </ul>	Gender Target > 40%  Age groups Under 24 yrs    Target 10% 25-44 yrs      Target 50% Over 45 yrs     Target > 40%  Cultural Ethnicity Target > 30%  Disability Target > 2%	Gender Stretch > 60%  Age groups Under 24 yrs    Stretch > 20% 25-44 yrs      Stretch > 35% Over 45 yrs     Stretch > 45%  Cultural Ethnicity Stretch > 40%  Disability Stretch >5%	Ongoing June 2023

**KRA7: Organisational Culture**

Key Performance Indicator	Target	Stretch Target	Timeframe
<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 culture that fosters training and development and embraces the City's values of 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.	75% Level of staff satisfaction with the programs delivered	Deliver and survey each program by 30 June 2023.
7.2 Continue to deliver a 'can do' approach through the implementation of the Customer Service Strategy	(a) Undertake a comprehensive service level review of all customer service officers to inform OSRAP 2023.  (b) 90% of customer requests responded to Customer Service Charter time frame.	Findings to be presented to the strategic retreat 2023.  95% of customer requests responded to Customer Service Charter time frame.	March 2023  June 2023
7.3 Continue to develop the culture through the implementation of a Culture of Care Action Plan and assess improvement to baseline through staff assessment.	The Culture of Care scores are equal to baseline of 3 out 5.	The Culture of Care average score is higher than baseline.	June 2023