

**10.9 Chief Executive Officer's 6 Month Highlights Report (Peta Mabbs, Chief Executive Officer)**

APPLICATION

This is an update of progress following the appointment of a new Chief Executive Officer on 22 October 2019.

The purpose of this report is to highlight key progress made to improve organisational performance and deliver greater value for the community. This report is provided in the interests of transparency for Council and the community.

COMMENT

To meet contemporary community expectations, local governments need to ensure they have the right strategy, leadership, culture, structure and operating capabilities (i.e. policies, processes and systems) to ensure they are delivering value for their community. The Town of Bassendean (ToB) is no different.

With this in mind, the CEO has commenced a process of organisational transformation. The following components represent some of the key foundational elements. This report is not intended to provide an update on all the key projects being undertaken by the Town – these are captured in the Quarterly Reports to Council.

Identifying and Focussing on What's Important

Shortly after commencing, an environmental scan of the internal and external environment was undertaken in addition to consultation with staff, community members, councillors and other stakeholders (other local governments, state government, WALGA, LGIS, LGPro etc) to better understand the key drivers influencing the ToB. A "stock-take" of all the ToB's projects was undertaken in order to gain visibility of the work and the resources attributed to these and their strategic alignment to the goals and outcomes of the ToB. All projects were then prioritised by staff and then Councillors. The priority projects were subsequently translated into project management plans and are now subject to regular project status reporting and a new quarterly dashboard report in order to monitor progress. The priority projects will provide a substantial contribution towards a revised Corporate Business Plan for 2019/2020 and onwards. The development of a revised Corporate Business Plan is currently in progress in conjunction with the development of a proposed budget for 2019/2020.

These efforts have enabled greater visibility and alignment of effort and resources for the short to medium term.

### The Importance of Communication and Engagement in Shaping Vision

Understanding the expectations of residents, the business community, the broader community and stakeholders is a critical input in shaping the future vision for the ToB. *BassenDream Our Future* is a new community engagement project launched in March 2019 at a community event with the Hon Simone McGurk MLA; Minister for Child Protection; Women's Interests; Prevention of Family and Domestic Violence; Community Services.

*BassenDream Our Future* will culminate in the ToB preparing a new Local Planning Strategy, Scheme and related planning policies. A new "Ideas Hub" in Old Perth Road has been established and is designed as a key component of the project, enabling the community to provide their thoughts, ideas and expectations. In September/October 2019, there will be a very clear and focused vision and a strong narrative for the future of Ashfield, Bassendean and Eden Hill.

At a tactical level, a review of internal and external communications has been undertaken which has revealed a number of opportunities for the ToB to improve the way in which it engages with, and communicates with the community.

As a start, "communication champions" have been identified within the organisation to invest in and build capability in community engagement. A new role of Corporate Communications Coordinator has been developed (utilising a recently vacated role) and following an extensive advertising and selection process, the successful candidate has now commenced.

The importance of communication and engagement cannot be under-estimated and research indicates a strong correlation with:

- making better decisions by testing assumptions, proposed solutions and minimising risks;
- developing community ownership of decisions by sharing information, having open dialogue and building trust; and
- driving cultural change by improving organisational transparency and responsiveness.

The foundations for a different and more authentic relationship with our community are being established and this work must continue if we are to be attuned to the needs of our community and delivering value.

### Right Organisational Structure and Leadership

Good **leadership** is an important factor for making the ToB successful. Leadership transforms the potential into reality. The organisational structure provides clarity as to how the business is organised to achieve specific outcomes. Following a decision by Council in April 2019, an organisational restructure has commenced.

Based upon extensive consultation over the past six months, the CEO is confident that staff, Council and the community will benefit from the changes of a new organisational structure and other associated reforms. Such benefits will include:

- Making the top team more effective;
- Creating a more unified organisation;
- Transforming service quality and efficiency;
- Promoting a more citizen-centric focus;
- Driving performance;
- Developing staff;
- Creating effective channels of communication; and

These changes will effectively translate to greater value for the community.

### Promoting a Performance Driven Culture

In May 2019, all staff were invited to participate in an organisational culture survey. Understanding the culture of the organisation is a key driver to understanding the capacity of the organisation to change and to deliver against the requirements of its authorising environment (i.e. Council, the community and other stakeholders). Importantly the culture survey provides a valuable baseline upon which to identify areas for further attention and improvement. Successive surveys (ideally every 2 years) will capture “shifts” in organisational culture.

Alongside the culture survey will be an organisational risk assessment. More specifically, one of the drivers for an organisational risk assessment is to further extend the organisations understanding of risk management beyond traditional areas of public liability and workplace health and safety, into areas such as internal governance, fraud risk and broader regulatory risk.

The organisational risk assessment will be undertaken by the ToB's Internal Auditors but importantly involve the staff in workshops so that risk management capability within the organisation further matures.

This work will be undertaken before the end of the financial year and will identify areas of risk in addition to the adequacy of the organisation's controls to manage and mitigate risk. This process will provide a "risk-driven" approach to addressing many of the ToB's policies, processes and systems in an order of priority. It will also provide a useful baseline as to the health of the organisation which can be used as a reference point for future measurement. Finally, the risk assessment will inform and drive the ToB's audit program, to enable a more targeted focus on areas of significance. (The combination of the employee culture survey and the organisational risk assessment will provide an evidence-based approach to improving organisational performance.)

### Independent Oversight and Assurance

In February 2019, the Audit and Governance Committee considered a report from the CEO which addressed:

- the inclusion of Internal Audit (currently performed by Moore Stephens) on the Audit and Governance Committee; and
- the realignment of Internal Audit's reporting relationship to the Committee (previously to the Director Corporate Services) and the proposal for an extensive organisational risk assessment.

These initiatives are designed to further strengthen the oversight and independent assurance of the ToB and assist in further promoting a culture of continuous improvement.

### New Council – New Direction

The formation of a new Council in 2017, has brought about a significant change and shift in focus and direction. By way of example, this is particularly evident in a drive to empower the community, working with them rather than for them; and a greater focus on sustainability in terms of preserving and regenerating the natural environment.

The recent work to identify Council's top priorities has aided in identifying and agreeing on the strategic priorities for the organisation in the next 12 months and beyond. This should assist in a "mini-review" of the Corporate Business Plan ahead of the next budget to be developed for 2019/20.

At a strategic level, the ToB has embarked upon a community engagement process to shape the future planning, land use,

development, access and amenity for Ashfield, Eden Hill and Bassendean. The output from this exercise will be a community-driven vision. The timing of this will coincide with the appointment of a new Council in October 2019 and will enable the consideration of a new Strategic Community Plan (SCP). This provides an opportunity to:

- improve the focus, alignment and performance of the ToB by translating the vision into a new SCP;
- develop a new set of Key Performance Indicators that genuinely reflect the outcomes and change the community is seeking; and
- ensure the essence of the SCP is cascaded through the ToB via the Corporate Business Plan (CBP), individual performance plans and budgets.

As an aside, consistent with internal culture of the ToB, the community should also be surveyed on a regular basis – at least once every 2 years. This will provide a realistic assessment of satisfaction with services and leadership. This is proposed to occur in 2019.

### Conclusion

This report is not intended to be comprehensive i.e. a report on all matters addressed over the past 6 months but rather highlights indicative of the more fundamental “building blocks” or foundations upon which the ToB can re-orientate itself in line with Council and community expectations for the future.

### STATUTORY REQUIREMENTS

<b>Objectives</b> <i>What we need to achieve</i>	<b>Strategies</b> <i>How we're going to do it</i>	<b>Measures of Success</b> <i>How we will be judged</i>
5.1 Enhance organisational accountability	5.1.1 Enhance the capability of our people	Community / Stakeholder Satisfaction Survey (Governance)  Compliance Audit  Risk Management Profile  Financial Ratio Benchmarked.  Asset Ratio Benchmarked
	5.1.2 Ensure financial sustainability	
	5.1.3 Strengthen governance, risk management and compliance	
	5.1.4 Improve efficiency and effectiveness of planning and services	
	5.1.5 Ensure optimal management of assets	
5.2 Proactively partner with the community and our stakeholders	5.2.1 Improve customer interfaces and service	Community / Stakeholder Satisfaction Survey (Community engagement and participation)
	5.2.2 Engage and communicate with the community	
	5.2.3 Advocate and develop strong partnerships to benefit community	

5.3 Strive for Improvement and Innovation	5.3.1 Adopt and measure against best practices ensuring a focus on continuous improvement	Local Government Service Review Benchmarks  Percentage uptake of the community of Ecommerce applications
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**FINANCIAL CONSIDERATIONS**

Nil.

**OFFICER RECOMMENDATION – ITEM 10.9**

That Council notes the CEO's 6 month progress report.

**Voting requirement: Simple majority**