

Shire of Kalamunda ***Executive Report***

Jul 09 - Nov 09

Report Filters:

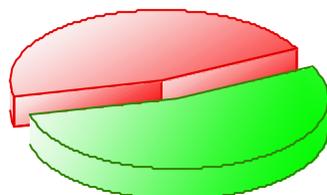
Directorate: Corporate Services

Executive Report: EMT Report for November

Corporate Services

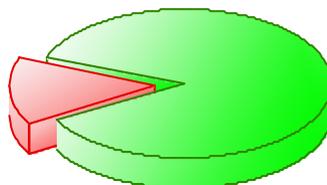
KPI Status

Off Track	46.15%
Monitor	0.00%
On Track	53.85%
Total:	100.00%



Action Status

Off Track	14.29%
Monitor	0.00%
On Track	85.71%
No Target Set	0.00%
Total:	100.00%



Financial Summary



Summary Scorecard

Corporate Services Directorate KPIs

KPI	Period	Comments	Unit	Target	Actual	Indicator
Absenteeism - number of days per employee	Monthly	Target is less than 2 days per employee each month. All but 1 business unit achieved this for the month.	Days	2.00	0.35	GREEN
Actual capital expenditure vs budgeted capital expenditure at end of month	Monthly	Target is less than 5%. All but 4 business units have achieved this target. Note that most business units do not have any capital expenditure budgeted.	%	5.00	(3.73)	GREEN
Actual operating expenditure vs budgeted operating expenditure at end of month	Monthly	Target is less than 5%. 26 business units have achieved this, with a further 2 business units having a variance of less than 10%. Note that in some cases a zero actual is showing with no comment - this may be a zero variance, or the KPI may not have been updated. All business unit managers have been requested to enter a comment when the actual is zero, so that it is clear that the KPI has been updated.	%	5.00	(0.99)	GREEN
Agendas - number of copying errors	Monthly		#	0.00	1.00	RED

Corporate Services Directorate KPIs

KPI	Period	Comments	Unit	Target	Actual	Indicator
Agendas NOT delivered within specified timeframe	Monthly		#	0.00	0.00	 GREEN
All tenders compliant with regulations	Monthly		%	100.00	100.00	 GREEN
Annual DLGRD Compliance Audit Return	Annually		%	N/A	N/A	
Availability of network infrastructure during business hours	Monthly		%	95.00	100.00	 GREEN
Average number of days to collect debt	Monthly		Days	45.00	32.67	 GREEN
Budget achievement - expenditure	Monthly		%	90.00	92.00	 GREEN
Budget achievement - revenue	Monthly		%	90.00	104.00	 GREEN
Council resolutions completed	Monthly		%	100.00	100.00	 GREEN
Councillor enquiries responded to within 5 days	Monthly	Target is 98%. All business units achieved this target.	%	98.00	100.00	 GREEN
Customer fire management enquires responded to within set time	Monthly		%	100.00	100.00	 GREEN
Customer requests outstanding at the end of the month	Monthly	Note that this is measuring number *outstanding* at the end of the month, not the number *overdue*. Target is 2%. All but 7 business units have achieved this.	%	2.00	2.52	 RED
Customer requests received	Monthly		#	1,800.00	2,367.00	 RED
Customer requests responded to within 5 working days	Monthly	Target is 98%. 29 business units have achieved this, with a further 3 business units greater than 90%.	%	98.00	98.84	 GREEN
Customer satisfaction with customer service	Annually		%	N/A	N/A	

Corporate Services Directorate KPIs

<i>KPI</i>	<i>Period</i>	<i>Comments</i>	<i>Unit</i>	<i>Target</i>	<i>Actual</i>	<i>Indicator</i>
Customer Service Benchmarking - Communication Skills - Front Counter by Phone	Annually		%	N/A	N/A	
Customer Service Benchmarking - Communication Skills - Front Counter in Person	Annually		%	N/A	N/A	
Customer Service Benchmarking - Communication Skills - Rangers	Annually		%	N/A	N/A	
Customer Service Benchmarking - Communication Skills - Rates	Annually		%	N/A	N/A	
Customer Service Benchmarking - Enquiry Resolution Skills - Front Counter by Phone	Annually		%	N/A	N/A	
Customer Service Benchmarking - Enquiry Resolution Skills - Front Counter in Person	Annually		%	N/A	N/A	
Customer Service Benchmarking - Enquiry Resolution Skills - Rangers	Annually		%	N/A	N/A	
Customer Service Benchmarking - Enquiry Resolution Skills - Rates	Annually		%	N/A	N/A	
Customer Service Benchmarking - Environment - Front Counter in Person	Annually		%	N/A	N/A	
Customer Service Benchmarking - Greeting Skills - Front Counter by Phone	Annually		%	N/A	N/A	
Customer Service Benchmarking - Greeting Skills - Front Counter in Person	Annually		%	N/A	N/A	
Customer Service Benchmarking - Greeting Skills - Rangers	Annually		%	N/A	N/A	
Customer Service Benchmarking - Greeting Skills - Rates	Annually		%	N/A	N/A	
Customer Service Benchmarking - Manner - Front Counter by Phone	Annually		%	N/A	N/A	
Customer Service Benchmarking - Manner - Front Counter in Person	Annually		%	N/A	N/A	
Customer Service Benchmarking - Manner - Rangers	Annually		%	N/A	N/A	

Corporate Services Directorate KPIs

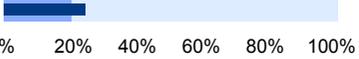
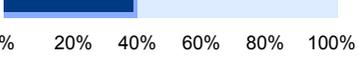
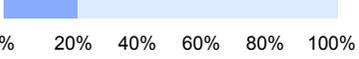
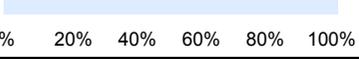
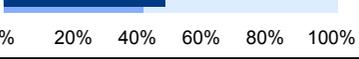
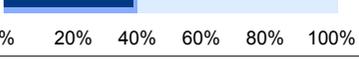
KPI	Period	Comments	Unit	Target	Actual	Indicator
Customer Service Benchmarking - Manner - Rates	Annually		%	N/A	N/A	
Customer Service Benchmarking - Staffing - Front Counter in Person	Annually		%	N/A	N/A	
Documents registered within 1 working day	Monthly		%	100.00	100.00	 GREEN
Employee performance reviews completed on time	Annually		%	N/A	N/A	
Enquiries received at front counter	Monthly		#	6,000.00	6,475.00	 RED
Firebreak inspections conducted	Monthly		#	0.00	150.00	 GREEN
Help Desk enquiries actioned within 24 hours	Monthly		%	90.00	100.00	 GREEN
Incoming correspondence outstanding at the end of the month	Monthly	Note that this is measuring number *outstanding* at the end of the month, not the number *overdue*. Target is 2%. 18 business units have achieved this, 16 business units have more than 5% outstanding (but not necessarily overdue).	%	2.00	10.48	 RED
Incoming correspondence received	Monthly		#	3,000.00	4,261.00	 RED
Incoming correspondence responded to within 5 working days	Monthly	Target is 98%. 10 business units are showing a result less than 90%.	%	98.00	91.57	 RED
Incoming telephone call response rate	Monthly	Current PABX system is unable to measure this.	%	100.00	100.00	 GREEN
Inspected properties complying with Firebreak Order	Monthly		%	0.00	24.44	 GREEN
Lease agreements current, signed and attached to property database	Monthly		#	6.00	18.00	 GREEN
Outstanding leave liability	Monthly		\$	601,277.00	764,511.00	 RED

Corporate Services Directorate KPIs

<i>KPI</i>	<i>Period</i>	<i>Comments</i>	<i>Unit</i>	<i>Target</i>	<i>Actual</i>	<i>Indicator</i>
Outstanding Rates Ratio at End Of Year	Annually		%	N/A	N/A	
Purchase orders completed within 48 hours of request	Monthly		%	100.00	100.00	 GREEN
Service review performance	Annually		%	N/A	N/A	
Website updated and maintained	Monthly		%	100.00	100.00	 GREEN
Workers compensation insurance costs	Annually		%	N/A	N/A	

Action Progress Section

-  At least 90% of action target achieved
 -  Between 70 and 90% of action target achieved
 -  Less than 70% of action target achieved
 -  No Target Set
-  Target
 -  % Complete

Action	Start Date	End Date		Budget Expenditure	Actual Expenditure	% variance
2.1.1.10 Review Council's long-term ownership of individual building assets, taking into consideration the required functional level of service, the community's expectations and asset rationalisation.	01/07/09	30/06/11	 0% 20% 40% 60% 80% 100% 	\$0.00	\$0.00	0%
2.1.2.8 Review calculation of asset renewal gap identified in Access Economics Report May 2009	01/07/09	30/06/10	 0% 20% 40% 60% 80% 100% 	\$0.00	\$0.00	0%
5.1.4.19 Review Public Works overhead	01/10/09	30/06/10	 0% 20% 40% 60% 80% 100% 	\$0.00	\$0.00	0%
5.1.4.3 Undertake a comprehensive review of the meeting support function (agendas; report settlement, copying, distribution, etc; and minutes including responsibility for Local Government Act compliance).	01/07/09	30/06/10	 0% 20% 40% 60% 80% 100% 	\$0.00	\$0.00	0%
5.2.6.5 Develop a Customer Service Charter.	01/01/10	30/06/10	 0% 20% 40% 60% 80% 100% 	\$0.00	\$0.00	0%
5.3.3.2 Upgrade of the telephone system and procedures regarding incoming calls to the Shire.	01/07/09	30/06/10	 0% 20% 40% 60% 80% 100% 	\$250,000.00	\$0.00	-100%
5.4.2.5 Oversee the development of a revenue strategy	01/07/09	30/06/10	 0% 20% 40% 60% 80% 100% 	\$0.00	\$0.00	0%

Budget

YTD Budget Variance Report - November 09

Business Unit		Variance %	Variance \$	Actual (YTD)	Budget (YTD)	Forecast	Annual Budget
CAPITAL EXPENDITURE							
Information Technology	✓	-69.45%	(\$106,908.00)	\$47,008.00	\$153,915.00	\$0.00	\$369,400.00
Sub-Total Capital Expenditure	✓	-69.45%	(\$106,908.00)	\$47,008.00	\$153,915.00	\$0.00	\$369,400.00
NET CAPITAL	✓	-69.45%	(\$106,908.00)	\$47,008.00	\$153,915.00	\$0.00	\$369,400.00
OPERATING EXPENDITURE							
Corporate Services Directorate	✓	-6.11%	(\$11,088.00)	\$170,286.00	\$181,374.00	\$0.00	\$436,185.00
Customer Services	✓	-8.23%	(\$12,717.00)	\$141,620.00	\$154,338.00	\$0.00	\$362,764.00
Financial Services	✓	2.75%	(\$518,922.00)	(\$19,342,767.00)	(\$18,823,846.00)	\$0.00	(\$19,547,511.00)
Governance	✓	-6.75%	(\$2,287.00)	\$31,552.00	\$33,839.00	\$0.00	\$78,467.00
Information Technology	✓	-7.92%	(\$27,782.00)	\$322,729.00	\$350,511.00	\$0.00	\$661,769.00
Property and Procurement	✓	-307.25%	(\$175,232.00)	(\$118,199.00)	\$57,032.00	\$0.00	\$132,988.00
Rangers	✓	-1.46%	(\$3,160.00)	\$212,044.00	\$215,203.00	\$0.00	\$603,029.00
Records	✓	-15.65%	(\$13,433.00)	\$72,347.00	\$85,780.00	\$0.00	\$198,387.00
Sub-Total Operating Expenditure	✓	4.30%	(\$764,620.00)	(\$18,510,388.00)	(\$17,745,768.00)	\$0.00	(\$17,073,922.00)
NET OPERATING	✓	4.30%	(\$764,620.00)	(\$18,510,388.00)	(\$17,745,768.00)	\$0.00	(\$17,073,922.00)
OVERALL NET	✓	4.95%	(\$871,527.00)	(\$18,463,380.00)	(\$17,591,853.00)	\$0.00	(\$16,704,522.00)

Business Highlights

Upgrade of the telephone system and procedures regarding incoming calls to the Shire.

IT staff and DCS have had meetings with Telstra to produce a solution to the removal of outstation line services. Work has also been done on future telephone solutions for the Administration centre. To fix existing traffic problems a card doubling the number of lines to the Administration centre has been purchased.

Review calculation of asset renewal gap identified in Access Economics Report May 2009

Meetings held with Technical Service staff with an aim of establishing a joint strategy for addressing the gap and to ensure budget date input and output is in a mutually agreed form.

Review Council's long-term ownership of individual building assets, taking into consideration the required functional level of service, the community's expectations and asset rationalisation.

Property staff have created a data base of Shire leases and identified shortcomings. Legal advice has been sought in respect to the Police Station whilst all funds owing from TAFE have been recovered.

Executive Comments

Review Public Works overhead

Assigned start date October.
Time since blocked out in November to commence this project.
Preparation of new cost reports in November have taken this time.

Develop a Customer Service Charter.

Development of Charter will commence in January 2010 following the completion of the Customer Service Strategy, and Customer Service Plan (see the explanation below).

The CAMMS Service Review and outcomes of the Asset Management Review will assist in providing information to the Charter. The Shire's Customer Service Strategy is currently being developed as a Leadership Programme Project. This will be completed by December 2009. Customer Services Plan 09/10 has been drafted and consultation with Directors is proceeding prior to final presentation to EMT.

Oversee the development of a revenue strategy

This strategy will form part of the 2010-2011 budget process and will build upon ideas developed and shown in the adopted 5 year forward financial plan.
This is a linear process.

Upgrade of the telephone system and procedures regarding incoming calls to the Shire.

Some WAN upgrades completed and waiting on contractor to advise plan for remaining outstation upgrades.

Neil, Shaun and Kathy met with Telstra to further discuss VoIP solution and waiting on Telstra to provide a proposal.

Further meetings have identified a solution to the outstation problems which will be instigated prior to the removal of lines at the end of December.

The report from the KPL team is expected in early December which will provide a full detailed recommendation.

The KLP team report in December contains a recommendation for a telephone solution associated with external hosting and high speed connection of outstations to the WAN which will address all known telephone issues.

Review calculation of asset renewal gap identified in Access Economics Report May 2009

Reviewed . Next step to work with Technical Services and present a full report for Asset Management and a further engagement of Access Economics. The amended figures should form input into a revised 5 year forward plan.

Undertake a comprehensive review of the meeting support function (agendas; report settlement, copying, distribution, etc; and minutes including responsibility for Local Government Act compliance).

This project has commenced with initial thoughts being developed as to the copy/print function. The final report is expected to be reported through the CEO to EMT in the new year.

There have been a number of meetings involving the Manager of Corporate Support, the PA's and Ian Kinner addressing the Agenda and Minute Functions.

The first round of meetings using the synergy system has taken place and issues are being ironed out on an ongoing basis.

The expected report from the KLP team dealing with the reduction of paper will have an effect on the future delivery of the product but not effect the product itself.

Review Council's long-term ownership of individual building assets, taking into consideration the required functional level of service, the community's expectations and asset rationalisation.

New lease document and policy with director & CEO for approval

Action Detail

Corporate Services

Corporate Services Directorate

STRATEGY: 2.1.2 Design and implement effective decision making frameworks for asset management investment

Action	Responsibility	Action Status	Start Date	End Date	% Comp.	Target	% On Target
2.1.2.8 Review calculation of asset renewal gap identified in Access Economics Report May 2009	Neil Wilson - Director Corporate Services	In Progress	1/07/2009	30/06/2010	40%	40%	 GREEN

Service Profile	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Corporate Services - Directorate Office	New Operating Initiative – One Off				

Action Progress Comments

Reviewed . Next step to work with Technical Services and present a full report for Asset Management and a further engagement of Access Economics. The amended figures should form input into a revised 5 year forward plan.

Linked Action Filters: Executive Leadership Group

Last Updated - 08/12/2009

STRATEGY: 5.4.2 Explore all avenues of funding including borrowings and sale of assets

Action	Responsibility	Action Status	Start Date	End Date	% Comp.	Target	% On Target
5.4.2.5 Oversee the development of a revenue strategy	Neil Wilson - Director Corporate Services	In Progress	1/07/2009	30/06/2010	40%	40%	 GREEN

Service Profile	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Corporate Services - Directorate Office	New Operating Initiative – Ongoing				

Action Progress Comments

This strategy will form part of the 2010-2011 budget process and will build upon ideas developed and shown in the adopted 5 year forward financial plan.

This is a linear process.

Last Updated - 08/12/2009

Customer Services

STRATEGY: 5.2.6 Maintain high levels of satisfaction with customer service internally and externally to the organisation through the development and implementation of a customer service charter and plan.

Action	Responsibility	Action Status	Start Date	End Date	% Comp.	Target	% On Target
5.2.6.5 Develop a Customer Service Charter.	Hazel Smallwood - Manager Corporate Support	Not Started	1/01/2010	30/06/2010	0%	Not Set	

Service Profile	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Customer Service Management	Operating				

Action Progress Comments

Development of Charter will commence in January 2010 following the completion of the Customer Service Strategy, and Customer Service Plan (see the explanation below).

The CAMMS Service Review and outcomes of the Asset Management Review will assist in providing information to the Charter. The Shire's Customer Service Strategy is currently being developed as a Leadership Programme Project. This will be completed by December 2009. Customer Services Plan 09/10 has been drafted and consultation with Directors is proceeding prior to final presentation to EMT.

Last Updated - 21/09/2009

Financial Services

STRATEGY: 5.1.4 Ensure appropriate systems and procedures are in place to comply with statutory compliance and enhance effective business management

Action	Responsibility	Action Status	Start Date	End Date	% Comp.	Target	% On Target
5.1.4.19 Review Public Works overhead	Steve Leeson - Manager Financial Service	Not Started	1/10/2009	30/06/2010	0%	22%	 RED
Service Profile	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Financial Reporting	Operating						

Action Progress Comments
 Assigned start date October.
 Time since blocked out in November to commence this project.
 Preparation of new cost reports in November have taken this time.
 Last Updated - 01/12/2009



Governance

STRATEGY: 5.1.4 Ensure appropriate systems and procedures are in place to comply with statutory compliance and enhance effective business management

Action	Responsibility	Action Status	Start Date	End Date	% Comp.	Target	% On Target
5.1.4.3 Undertake a comprehensive review of the meeting support function (agendas; report settlement, copying, distribution, etc; and minutes including responsibility for Local Government Act compliance).	Neil Wilson - Director Corporate Services	In Progress	1/07/2009	30/06/2010	50%	42%	 GREEN

Service Profile	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Compliance and Public Disclosure	Operating				

Action Progress Comments

This project has commenced with initial thoughts being developed as to the copy/print function. The final report is expected to be reported through the CEO to EMT in the new year. There have been a number of meetings involving the Manager of Corporate Support, the PA's and Ian Kinner addressing the Agenda and Minute Functions. The first round of meetings using the synergy system has taken place and issues are being ironed out on an ongoing basis.

Linked Action Filters: Major Projects, Executive Leadership Group

Last Updated - 08/12/2009

Information Technology

STRATEGY: 5.3.3 Provide modern and welcoming facilities for the use of organisational and community needs

Action	Responsibility	Action Status	Start Date	End Date	% Comp.	Target	% On Target
5.3.3.2 Upgrade of the telephone system and procedures regarding incoming calls to the Shire.	Neil Wilson - Director Corporate Services	In Progress	1/07/2009	30/06/2010	50%	42%	 GREEN
Service Profile	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Information Technology Services	Capital	\$250,000	\$124,998	\$0	-\$124,998		

Action Progress Comments

Some WAN upgrades completed and waiting on contractor to advise plan for remaining outstation upgrades.

Neil, Shaun and Kathy met with Telstra to further discuss VoIP solution and waiting on Telstra to provide a proposal.

Further meetings have identified a solution to the outstation problems which will be instigated prior to the removal of lines at the end of December.

The report from the KPL team is expected in early December which will provide a full detailed recommendation.

Linked Action Filters: Executive Leadership Group

Last Updated - 08/12/2009

Property and Procurement

STRATEGY: 2.1.1 Develop and implement a policy and structure to ensure the effective management of Shire owned and managed land and buildings

Action	Responsibility	Action Status	Start Date	End Date	% Comp.	Target	% On Target
2.1.1.10 Review Council's long-term ownership of individual building assets, taking into consideration the required functional level of service, the community's expectations and asset rationalisation.	Steve McKay - Manager of Property and Procurement	In Progress	1/07/2009	30/06/2011	25%	20%	 GREEN
Service Profile	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Land Management	Operating	\$0	\$0	\$0	\$0		

Action Progress Comments

Data base of property being developed in excel. some property already identified for development is progressing towards a review to Council on 15/01/2010

Linked Action Filters: Major Projects, Executive Leadership Group

Last Updated - 14/12/2009