



City of Perth

EVOLUTION TO *Excellence*

June 2021





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EVOLUTION TO EXCELLENCE

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“The new City leadership team is committed to delivering a strategic plan that is people focussed.”



introduction

The City of Perth's role is to recognise, promote and enhance the social, environmental, economic and cultural setting of the city for the community, both now and into the future.

By representing the broader Perth area and the state of Western Australia, the City of Perth builds on the progress made to date and ensures Perth city will continue to flourish for future generations.

Liveable, sustainable and prosperous - this is our aspiration for Perth.

A city of 14,000 businesses, almost 30,000 residents, 134,000 workers and 230,000 visitors - it is the heart of our capital and the City of Perth is committed to working towards providing excellence in leadership to support this growing and evolving population.

The new City leadership is committed to delivering a strategic plan that is people focussed. We aim to genuinely partner with our stakeholders to build a sense of vibrancy, celebrate and develop our diverse cultural experiences as well as supporting economic growth to enable Perth to continue to compete on the world stage as one of the great liveable cities.



message from the CEO

1 July 2021 will signal an exciting day for the City of Perth in its evolution to excellence. This is the day the new budget and strategy developed by the current administration and elected members comes into effect. This is the day we draw a line in the sand, having learned from lessons of the past and start delivering a revitalised and energised vision operating to the principles reflective of the new City leadership. This is the day we reset and redirect our focus towards excellence.

With this opportunity comes a renewed sense of responsibility and full accountability to deliver on our commitments to visitors, residents and ratepayers. We have committed to be an organisation that genuinely engages with the community and one that operates to the highest standards of transparency and accountability. This is what our community deserves.

It will take some time to fully evolve to the organisation we all aspire to, but we now have a clear plan to follow.

We have spent time building the right governance foundations and developing a transformation plan that integrates the recommendations of the Inquiry into the City of Perth, and the areas for improvement identified by the Australian Business Excellence Framework Review 2021. This plan spans four financial years, aligning with the Report of the Inquiry into the City of Perth which was provided to the Minister for Local Government on 11 August 2020.

Implementation of nearly half of the Inquiry's recommendations are complete.

Aligning all of the elements to ensure transformation is achieved requires more than a simple roadmap; it requires an integrated approach linking operations, strategy and vision to achieve true results and value for our community. It also requires our City of Perth team to adopt a 'can do' attitude and be resilient and open to more change. Hard work and persistence is needed by all to realise this plan.

Our new Minister for Local Government, Hon John Carey MLA, recently announced a review of the Government's reform program around five key themes;

- Reducing red tape and ensuring stronger consistency.
- Greater transparency and accountability.
- Stronger financial management and reporting.
- Clarifying roles and relationships between the Mayor, Councillors and CEO.
- Early intervention, more effective regulation and stronger penalties.

The City of Perth leadership team fully supports these themes and is committed to ensuring they are reflected in the way we do business at the City of Perth going forward. Like all change, there will be moments of organisational discomfort, but the end result is one that is not only wanted, but needed for our City.



Michelle Reynolds
Chief Executive Officer
City of Perth



where we have come from

The recent period of change, growth and disruption at the City of Perth has been a time like no other in memory.

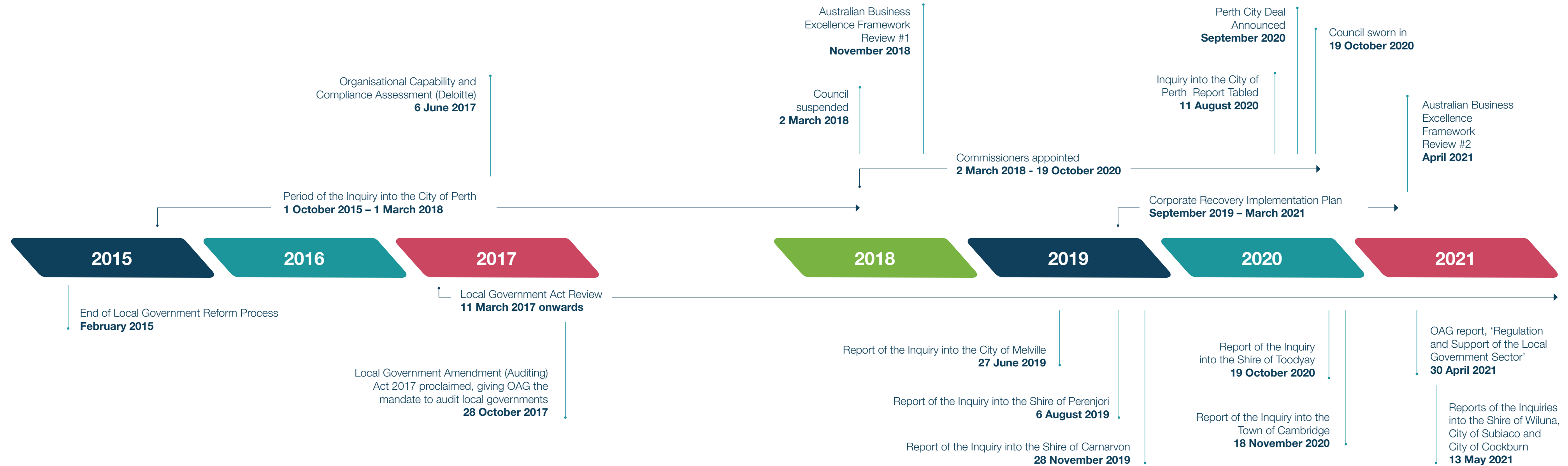
Between 2015 and late 2020, the City of Perth had four Chief Executive Officers, two Lord Mayors, 16 Councillors, two Chair Commissioners and a high-profile inquiry resulting in 341 recommendations.

The disruption was public in its nature and drew widespread commentary and criticism from many. As a result, the past five years have inevitably taken their toll on the organisation with a loss in employee optimism, damage to its reputation and a loss in stakeholder confidence.

This period was set against a backdrop of simultaneous widespread change and reform in the Local Government sector as well as numerous inquiries into local councils. It is a time we have all learned much from and now need to remediate.

Late 2020 delivered a new era of stable, elected leadership for the City with the appointment of CEO Michelle Reynolds in August 2020, and the election of Lord Mayor Basil Zempilas and eight new Councillors in October 2021.

It is acknowledged that there is still a long journey ahead for the City of Perth to transform into a high-performing local government authority befitting of the State's capital and to restore the confidence of staff, the community, residents and local businesses. However, the lessons of the past have not been lost and there is now a clear plan to move forward, creating an exemplar local government with the highest standards of transparency and accountability to all stakeholders.





our vision

The City of Perth will be renowned for its excellence and professionalism with a workforce committed to accountability, integrity and respect.

our principles

- We have our community at the forefront of all we do.
- We look for opportunities to work together with our stakeholders.
- We support each other in achieving success.
- We hold ourselves accountable – when we deliver we celebrate, when we fail, we learn.
- We aim to be our best and bring that to all we do.
- We are proud to work for our City.



where we are now

Through continuous improvement, culture change and change management, the transformation program within City of Perth is well underway.

The first critical steps to understanding how we can transform our organisation into a high-performing local government is to know:

- Our current state – where are we in our journey?
- Our current path – how did we get here? Where are we headed?
- Our desired state – where do we want to be heading? What does success look like?

The City's operations have been reviewed extensively over the past five years through the numerous organisational assessments and reviews undertaken by the City and the work of the Inquiry into the City of Perth, which considered the City's delivery of 'good government' from October 2015 to March 2018 and into the future.

Each of these processes produced reports containing valuable insights, benchmarks, and lessons that our transformation journey will be built on. These insights all concluded the same four foundations that are needed to support a capital city that is liveable, sustainable and prosperous.

our foundations

- Strategy, Performance and Advocacy
- Leadership and Organisational Capacity
- Governance, Risk and Assurance
- Project and Service Delivery



our objectives





where we are going

Our goal is to make the City of Perth a destination of choice to visit, work, study, shop and live – to evolve to excellence.

We want to rebuild this City to be recognised as the exemplar of local government management. We have a responsibility as the capital city to not only deliver to our ratepayers and residents, but the greater Perth community. We need to operate efficiently and effectively, with transparency and accountability to all stakeholders.

Four Step Transformation Plan to Operational Excellence

	REVIEW · 2020/2021	RESET · 2021/2022	REBUILD · 2022/2023	REIMAGINE · 2023/2024
Objectives	Review our current state guided by recommendations from our past and a focus on future improvement.	Reset how we operate to focus on timely, efficient and effective service and project delivery.	Rebuild our reputation as a ‘can do’ organisation that is professional, accountable, transparent and an enabler of great City outcomes.	Reimagine a bold, contemporary and revitalised organisation that is actively working towards building a great City.
Initiatives	<p>Develop a compelling City vision which clearly articulates the organisation’s purpose and role as the capital of WA. Effectively support Council through timely and accurate information provision, offering suitable development opportunities and meaningful engagement with Elected Members.</p> <p>Lead with a capable and accountable Executive Leadership Team that delivers on meaningful KPIs and is committed to continuous professional development.</p> <p>Ensure the commercial services provided are run competitively and are underpinned by sound business management principles.</p>	<p>Build the foundation to support the City’s future vision through an effective planning framework based on community needs and Council priorities.</p> <p>Initiate regular and transparent reporting on the organisation’s performance to the Executive and Council.</p> <p>Increase organisational capability by fostering a positive and innovative culture and workplace.</p> <p>Continually improve and assess internal controls through a strategic internal audit program, effective risk management and a proactive approach to preventing misconduct, fraud and corruption.</p> <p>Ensure decision making and policy positions are current, align with legislative requirements and address community needs and expectations.</p> <p>Improving the delivery of corporate services to ensure the City’s operations are supported by effective, capable and customer focussed internal services and systems.</p> <p>Ensure the City’s operations are aligned with Council and community priorities, run efficiently and provide value for money.</p>		<p>Improve the successful delivery of City operating and capital projects through an agile and contemporary project management framework that is aimed at delivering results.</p> <p>Deliver services that are in line with community needs and enable community groups to take a leadership role in creating an activated, vibrant, safe and family friendly city.</p>
Measurement of success	<p>Implement 40%+ of Inquiry recommendations.</p> <p>Implement 20% of Australian Business Excellence Framework recommendations.</p> <p>Clarified roles and relationships between the Lord Mayor, Councillors and CEO.</p>	<p>Implement 70%+ of Inquiry recommendations.</p> <p>Implement 50% of Australian Business Excellence Framework recommendations.</p> <p>Deliver projects in the Corporate Business Plan on time and on budget.</p> <p>Improve culture survey results from previous year.</p> <p>Greater transparency and accountability demonstrated by audit results.</p>	<p>Implement 85%+ of Inquiry recommendations.</p> <p>Implement 75% of Australian Business Excellence Framework recommendations.</p> <p>Audit results show organisational compliance and adoption of best practices.</p> <p>Strong working relationship with Minister’s office.</p>	<p>Implement 100% of Inquiry recommendations.</p> <p>Implementat 100% of Australian Business Excellence Framework recommendations.</p> <p>Improve culture survey results from previous year.</p> <p>Achieve delivery on the City's long term vision.</p>



“One of the main functions of this Inquiry is... making recommendations aimed at restoring and ensuring the future good government of the City.”

Transformation Progress to Date

Organisational transformation has been underway at the City of Perth for several years. We recognise the work undertaken by the Commissioners in recent years to implement strategic reform through the Corporate Recovery Implementation Plan. That organisational reform has taken on a new intensity and focus since the later half of 2020 with the appointment of a new CEO and public election of a new Lord Mayor and Council. This new leadership team has used the findings of the Inquiry into the City of Perth (August 2020) and Australian Business Excellence Framework Review (February 2021) to guide and inform a significant shift in the way the City is managed and performs. A clear plan has been developed and is actively being implemented.

In the first year of a four year transformation that commenced in October 2020, **82%** of our recommendations have already been implemented or are in progress.

Key Transformation Achievements since October 2020:

Strategy, Performance and Advocacy

- Australian Business Excellence Framework Assessment #2
- Corporate Business Plan quarterly reporting
- Council Performance Dashboard
- Review Integrated Planning and Reporting Framework
- Review long term financial planning process
- Annual strategic planning process between Council and Executive

Leadership and Organisational Capacity

- New Lord Mayor and Council elected in October 2020 (first elected Council since October 2017)

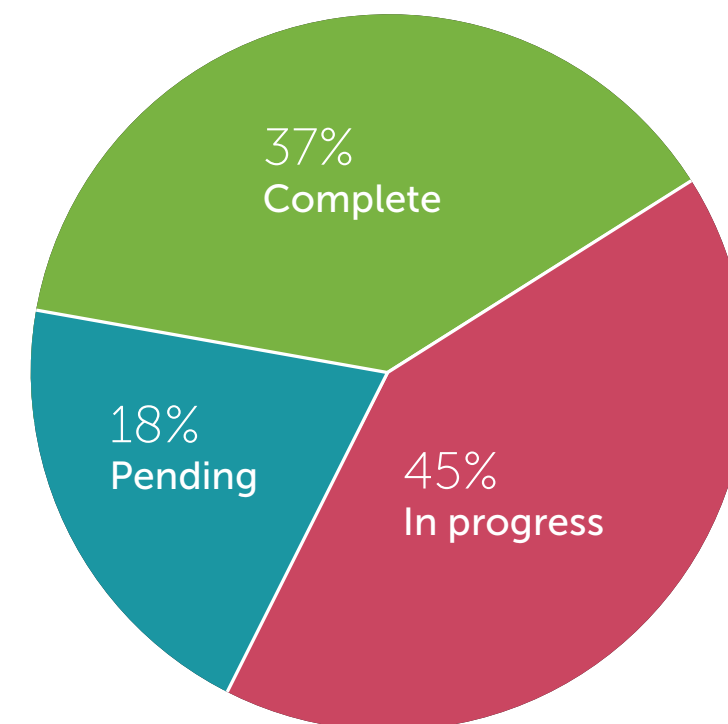
- New CEO appointed in August 2020
- Training and induction for newly new Lord Mayor, Elected Members and CEO
- Review of organisational structure

Governance, Risk and Assurance

- Code of Conduct for Council Members, Committee Members and Candidates
- Appointment of Internal Audit and Risk Manager
- Fraud and Corruption Plan
- Internal Audit Plan
- Improvement of internal election processes

Project and Service Delivery

- Comprehensive review of current and proposed projects
- Requirement for project plans, which identify key project milestones, for approved projects



- On 11 August 2020, the Report of Inquiry into the City of Perth was tabled containing 341 recommendations -
 - > City of Perth – 251 (63%)
 - > Minister for Local Government and State Government – 126 (37%)
- The City is making meaningful progress in implementing the recommendations, with 79 completed to date
- The Inquiry Panel's Preface to the Report, Volume 1 (p7) *“One of the main functions of this Inquiry is... making recommendations aimed at restoring and ensuring the future good government of the City.”*
- These aims will not be achieved by implementing the recommendations alone – the City must go beyond this to embed lasting change.

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action plan

Strategy, performance and advocacy

Implement and embed strategies that deliver on the City’s vision, Council decisions and advocacy priorities which are supported by accountable performance reporting.

Initiative	1.1	Develop a compelling vision which clearly articulates the organisation’s purpose and role as the capital city of Western Australia.	Source	20/21	21/22	22/23	23/24
Actions	1.1.1	Develop an organisational vision and define the values and behaviours to achieve the vision.	ABEF (Various ¹)				
Initiative	1.2	Build the foundation to support the City’s future vision through an effective planning framework based on community needs and Council priorities. <u>Integrated planning and reporting framework</u>	Source	20/21	21/22	22/23	23/24
Actions	1.2.1	The City of Perth Council and the CEO review the City’s approach to the integrated planning and reporting framework to shift the focus to a planning for the future approach, rather than a compliance and financially driven internal process.	Inquiry Rec 213	✓ ²	⊙		
	1.2.2	The City engage, for the next planning cycle, a suitably qualified service provider to assist in the development of best practice plans, including the Corporate Business Plan, the Workforce Plan, the Asset Management Plan and the Long Term-Financial Plan.	Inquiry Rec 214	✓ ³	⊙	⊙	
	1.2.3	Include sustainability as a key consideration of the Strategic Community Plan and Corporate Business Plan.	ABEF 1.3.2	○	●		
	1.2.4	Develop neighbourhood plans for each neighbourhood that align with the City’s integrated planning and reporting framework.	ABEF (Various ⁴)		●		
	1.2.5	Review the Long-term Financial Planning process ensuring the inclusion of asset costs and project priorities.	ABEF (Various ⁵)	✓	⊙		
	1.2.6	Develop a new aligned Asset Management Plan.	ABEF (Various ⁶)		●		

¹ ABEF 1.1.1, 1.2.1, 1.3.1, 2.1.1, & 2.1.2 ² Completed prior to 2020/21 ³ Completed prior to 2020/21

⁴ ABEF 2.2.2 & 2.2.10 ⁵ ABEF 2.1.3 & 2.2.6 ⁶ ABEF 2.2.2 & 2.2.6

○ = In-progress ● = Due ✓ = Completed/Implemented ⊙ = Recurring

		Annual planning	Source	20/21	21/22	22/23	23/24
Actions	1.2.7	Hold an annual strategic planning process between Council and the executive to identify future priorities.	ABEF (Various ⁷)	✓	⊙	⊙	⊙
	1.2.8	The City take steps to engage appropriate employees in the annual planning and budgeting process.	Inquiry Rec 215	✓	⊙	⊙	⊙
	1.2.9	The City to integrate risk management practices into all annual planning activities.	Inquiry Rec 251	●	⊙	⊙	⊙
Initiative	1.3	Initiate regular and transparent reporting on the organisation’s performance to the Executive and Council.	Source	20/21	21/22	22/23	23/24
Actions	1.3.1	The City of Perth Council develop, in consultation with key stakeholders, effectiveness and efficiency key performance indicators which are specific and measurable for key programmes, services, functions and outcomes.	Inquiry Rec 216	●	⊙	⊙	⊙
	1.3.2	The City of Perth Council set reporting targets for key performance indicators on an annual and recurrent basis.	Inquiry Rec 217	●	⊙	⊙	⊙
	1.3.3	Key performance indicators and their targets or benchmarks form part of the City Corporate Business Plan and/or Annual Budget and the performance against the targets be reported in the City’s Annual Report.	Inquiry Rec 218	○	●	⊙	⊙
	1.3.4	A report to Council be provided by the CEO on the City’s performance against the reporting targets for key performance indicators on a quarterly basis, including any actions taken to correct performance that is not on target.	Inquiry Rec 219	●	⊙	⊙	⊙
	1.3.5	The City take steps to accurately measure and report to Council on the growth or contraction in labour numbers and costs.	Inquiry Rec 158	✓	●	⊙	⊙
	1.3.6	The City take steps to develop key people management metrics and associated performance targets during the development of the City’s Corporate Business Plan and Workforce Plan, based on human resource best practice.	Inquiry Rec 159	○	●	⊙	⊙
	1.3.7	A report to Council be provided by the CEO on the City’s performance against the reporting targets for key people management metrics on a quarterly basis, including any actions taken to correct performance which is not on target.	Inquiry Rec 160	○	●	⊙	⊙

⁷ ABEF 2.2.4 & 2.2.5

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	1.3.8	The City's Annual Report contain performance assessment in the key people management metrics.	Inquiry Rec 161	○	●	◎	◎
	1.3.9	Develop a corporate reporting framework that includes regular and recurrent reporting on the Corporate Business Plan, CEO KPI's, Council decisions, projects, finances and other relevant performance measures.	ABEF (Various ⁸)		●	◎	◎
Initiative	1.4	Progress the City's plans and priorities for the future by facilitating strategic discussions with Council, meaningful stakeholder engagement and establishing the City's brand as Western Australia's capital city.	Source	20/21	21/22	22/23	23/24
Actions	1.4.1	Review the customer service function giving consideration to the centralisation of community and stakeholder engagement.	ABEF (Various ⁹)		●		
	1.4.2	Implement the use of the stakeholder database across the organisation.	ABEF (Various ¹⁰)			●	◎
	1.4.3	Regularly report customer and stakeholder data to the executive, managers and service teams to drive improvements and responsiveness.	ABEF (Various ¹¹)		●	◎	◎

⁸ ABEF 2.2.9, 3.1.2 & 7.1.1
⁹ ABEF 5.1.1, 5.2.1, 5.2.2, 5.2.3, 5.3.2, 5.2.4 & 6.2.1
¹⁰ ABEF 5.1.2, 5.1.3, 5.2.2, 5.2.3 & 5.3.2
¹¹ ABEF 5.2.2, 5.3.1, 5.3.2, 5.3.3 & 6.2.1

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Leadership and organisational capability

Develop a culture of performance, agility and accountability with a focus on instilling a can-do attitude and openness in the delivery of services to our community and stakeholders.

Initiative	2.1	Effectively support Council through timely and accurate information provision, offering suitable development opportunities and meaningful engagement with council members.					
		<u>Council induction program</u>	Source	20/21	21/22	22/23	23/24
Actions	2.1.1	The City provide the newly elected Lord Mayor and councillors with an independent course of education (City Council Induction Programme), with an assessment component, on the special role, functions, duties and responsibilities of their respective offices within six months of each City of Perth ordinary or special local government election.	Inquiry Rec 1	✓	◎		◎
	2.1.2	The City Council Induction Programme include instruction as to obligations under relevant legislation, including but not limited to the: <ul style="list-style-type: none">• City of Perth Act 2016;• Local Government Act 1995 and regulations;• Corruption, Crime and Misconduct Act 2003;• State Records Act 2000;• Equal Opportunity Act 1984; and• Occupational Safety and Health Act 1988.	Inquiry Rec 2	✓	◎		◎
	2.1.3	The City Council Induction Programme also include education on the integrated planning and reporting framework, its components and undertaking community consultation and engagement. This would include the vision and strategic direction that it sets for the City, its resourcing implications, and the alignment of the framework with both the aspirations of the community, medium and long term, and the City's objectives under the City of Perth Act 2016.	Inquiry Rec 3	✓	◎		◎
	2.1.4	An independent training provider be engaged, by the City, to assist the City's CEO to develop the City Council Induction Programme; independently deliver the programme, including all training and assessment components; and report on the outcomes of compliance with the programme to Council.	Inquiry Rec 4	✓	◎		◎

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	2.1.5	The independent training provider be selected and engaged by the City in a fair and transparent manner and, in so far as is practicable, the provider is not to have any professional or personal affiliations with the CEO, the Lord Mayor or councillors, historic or otherwise.	Inquiry Rec 5	✓	⊙		⊙
<u>Council members' professional development and training</u>			Source	20/21	21/22	22/23	23/24
Actions	2.1.6	In the absence of a Mayoral Leadership Coaching Programme established by the Department, the City establish the equivalent of the Mayoral Leadership Coaching Programme described at Recommendation 38, within three months of the Lord Mayor commencing in the role.	Inquiry Rec 40	✓ ¹²			⊙
	2.1.7	An independent accredited executive coach, with formal experience in leadership coaching, be appointed by the City to support any newly elected Lord Mayor in his or her transition into the role and for continuing professional development, particularly the development of skills necessary to provide effective community leadership and manage relationships within and between the City of Perth Council and the CEO. The coach to be selected by the Lord Mayor from a panel of suppliers provided by the City.	Inquiry Rec 41	✓			⊙
	2.1.8	Council members of the City are to be trained in those areas described in Recommendation 47.	Inquiry Rec 48	✓	⊙		⊙
	2.1.9	If Recommendation 49 is not adopted, the City prepare and adopt a policy on continuing professional development: <ul style="list-style-type: none"> to extend that policy to committee members and senior employees; to consider the individual training and professional development needs of council members, committee members and senior employees; and to require training and professional development courses be delivered by independent and qualified training providers who are members of a panel of training providers established by the Department, with assessment undertaken as part of the course. 	Inquiry Rec 54	✓	⊙		⊙
	2.1.10	If Recommendation 50 is not adopted, the City arrange for all committee members, as part of their continuing professional development, to receive training in respect of the specialised skills and knowledge required to competently carry out that committee function.	Inquiry Rec 55	✓	⊙		⊙
	2.1.11	The training described in Recommendation 55 be received before the committee member serves on the relevant committee or, if that is not practicable, as soon as practicable after appointment to the committee.	Inquiry Rec 56	✓	⊙		⊙

¹² The option of leadership coaching was considered by the Administration and the Lord Mayor, however was not ultimately pursued

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Initiative 2.2 Lead with a capable and accountable executive leadership that delivers on meaningful key performance indicators and is committed to continuous professional development.

<u>CEO Induction</u>			Source	20/21	21/22	22/23	23/24
Actions	2.2.1	In the absence of a CEO Induction Programme established by the Department, the City engage an independent training provider to develop and deliver the programme described in Recommendations 6-7 for each newly appointed CEO of the City.	Inquiry Rec 9	✓			
	2.2.2	The City's CEO is to undertake and complete the CEO Induction Programme within six months of commencement and the outcomes be included in the CEO's probationary performance agreement and reported to the City of Perth Council as part of the performance review.	Inquiry Rec 10	✓			
<u>CEO Leadership Coaching</u>			Source	20/21	21/22	22/23	23/24
Actions	2.2.3	In the absence of a CEO Professional Leadership Coaching Programme established by the Department in Recommendation 42, the City engage an independent accredited coaching provider to support the City's CEO to build non-technical and leadership skills both in his or her transition into the role and for continuing professional development.	Inquiry Rec 44	✓			
	2.2.4	An independent accredited executive coach, with formal experience in leadership coaching, be appointed, to support and mentor a newly appointed City CEO in his or her role and for continuing professional development, particularly the development of skills necessary to provide effective community leadership and manage relationships within and between the Council and the CEO. The coach to be selected by the CEO from a panel of suppliers provided by the City.	Inquiry Rec 45	✓			
	2.2.5	The Council is to facilitate the appointment of the independent accredited executive coach described in Recommendation 45, within three months of the new CEO commencing at the City.	Inquiry Rec 46	✓			
<u>CEO Recruitment, Performance and Termination</u>			Source	20/21	21/22	22/23	23/24
Actions	2.2.6	The City develop within six months of this Report, a Council Policy articulating the Council's principles, procedures and decision-making processes for the recruitment, selection, performance management and termination of employment of the City's CEO.	Inquiry Rec 112	●			
	2.2.7	In the absence of the establishment of sector-wide leadership competencies for CEOs, the City of Perth Council develop, in consultation with independent expert advice, professional leadership competencies for the City's CEO in line with the City's classification as a "Band 1" local government.	Inquiry Rec 113	✓			

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2.2.8	In the absence of the adoption of Recommendation 121 by the Department, the City of Perth Council develop and use a standard format for the CEO Performance and Development Agreement and Assessment.	Inquiry Rec 114	●			
2.2.9	The City of Perth Council engage a professional, with expertise in performance management to assist it, as a newly formed council, to establish the performance criteria (Recommendation 131) for the City's CEO and to provide the required knowledge and skills to council members on undertaking better practice performance management and assessment.	Inquiry Rec 115	●			
2.2.10	The City of Perth Council develop CEO performance criteria to be included in the City's CEO Performance and Development Agreement and Assessment, which include but are not limited to: <ul style="list-style-type: none"> • at a minimum, the professional leadership competencies described in Recommendation 113; • specific and measurable key performance indicators across areas of responsibility, including the CEO's legal responsibilities, service delivery outcomes and deliverables, financial management, people management, culture, and implementation of council plans and decisions; • behavioural ('soft' skills) and developmental indicators; and • developmental requirements informed by training and coaching programmes (including the CEO Induction Programme at Recommendation 6 and the CEO Professional Leadership Coaching Programme at Recommendation 42). 	Inquiry Rec 131	●			
2.2.11	The Council Policy described in Recommendation 131 provide that performance review criteria be set in a timely manner, to allow the CEO the 12-month period to meet the performance objectives.	Inquiry Rec 132	●			
2.2.12	If Recommendation 133 is not adopted, and if the City terminates a CEO's employment, it must record in writing, and provide to the CEO, the reasons for the termination, including: <ul style="list-style-type: none"> • the date on which the decision was made; • if the termination was by consent, the reasons given by the Council and the CEO for consenting to the termination; • if the termination was for serious misconduct or other conduct justifying summary dismissal, the precise conduct said to give rise to the termination; and • if the termination was for poor performance or non-performance of the CEO's duties or functions: <ul style="list-style-type: none"> • the precise way in which the CEO's performance was poor, expressed by reference to the criteria for performance described in Recommendation 134; • the impact that performance had on the good government of the local government; • the steps which were taken by the council to remedy that poor performance; and • any comment or response provided by the CEO in respect of his or her performance, which comment or response the council must seek. 	Inquiry Rec 138	●			

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	2.2.13	The written statement of reasons described in Recommendation 138: <ul style="list-style-type: none"> • termination of the CEO's employment other than with the CEO's consent, be prepared with the professional assistance of an independent third-party described in Recommendation 111; and • be kept as a record of the local government in accordance with the State Records Act 2000. 	Inquiry Rec 139	●			
Initiative	2.3	Increase organisational capability by fostering a positive and innovative culture and workplace.					
		<u>Organisational culture</u>	Source	20/21	21/22	22/23	23/24
Actions	2.3.1	The City engage an accredited provider to undertake a review, guided by the 'Organisational Cultural Inventory' or some other appropriate system, of the culture of the City, including the City of Perth Council and the Administration (Cultural Assessment).	Inquiry Rec 11	✓			
	2.3.2	The accredited provider be engaged for a minimum of three years to provide a baseline, progress and closing assessment, in the form of an assessment report for each assessment to the CEO, of the cultural change performance within the City.	Inquiry Rec 12		●		
	2.3.3	The City is to conduct the baseline Cultural Assessment survey within three months of the commencement of the new Council, and it is to be undertaken by council members, the CEO, and the Administration.	Inquiry Rec 13	●			
	2.3.4	The accredited provider should also provide the City with organisational development advice to guide actions in response by the City of Perth Council and the CEO to the Cultural Assessment findings.	Inquiry Rec 14		●		
	2.3.5	The reports containing the results of the Cultural Assessment and proposed actions to address findings in each report is to be provided to the City of Perth Council by the CEO for consideration, endorsement and action no later than three months after the results are received by the CEO.	Inquiry Rec 15		●		
	2.3.6	The report, and the City of Perth Council's response to it, is to be communicated appropriately to staff and made available to the public.	Inquiry Rec 16		●		
	2.3.7	In the years subsequent to the baseline report, the accredited provider is to provide in the report a view on the effectiveness of the strategies implemented by the City and any barriers to their implementation, as well as ongoing organisational development strategies to address areas in need of improvement.	Inquiry Rec 17		●		
	2.3.8	The Cultural Assessment is to be supported by and integrated with an accredited Executive 360-degree cultural and leadership assessment for the City's council members, the CEO and the executive of the Administration.	Inquiry Rec 18		●		
	2.3.9	Key performance indicators from the Cultural Assessment and Executive 360-degree programme are to form part of the City's CEO and each executive's performance and development agreement	Inquiry Rec 19		●		

○ = In-progress ● = Due ✓ = Completed/Implemented ◎ = Recurring

Workplace			Source	20/21	21/22	22/23	23/24
Actions	2.3.10	The role, duties, functions, discretions and other terms of employment be clearly and consistently defined for each City employee.	Inquiry Rec 169	●	◎	◎	◎
	2.3.11	Every employee has specified key performance indicators, based on the position description, established within one month of commencing at the City.	Inquiry Rec 175	✓	◎	◎	◎
	2.3.12	Prepare and implement an organisational training and development program.	ABEF 4.2.5		●	◎	◎
	2.3.13	Complete negotiations of new Enterprise Bargaining Agreements.	ABEF 4.2.6	○	●		
	2.3.14	Implement a communications framework that consistently cascades information to the organisation.	ABEF (Various ¹³)		●	◎	◎
	2.3.15	Implement Occupational Health and Safety training.	ABEF 4.1.4		●	◎	◎
	2.3.16	Provide reporting on Occupational Health and Safety risks to the executive, managers and supervisors.	ABEF 4.1.4		●	◎	◎
Initiative	2.4 Ensure the City's operations are aligned with Council and community priorities, run efficiently and provide value for money.						
	Operational model		Source	20/21	21/22	22/23	23/24
Actions	2.4.1	Review organisational structure to ensure the City's operations are aligned with organisational priorities and are sustainable, efficient, and provide value for money.	ABEF (Various ¹⁴)	○	●		
	2.4.2	Develop service plans and project plans which align with organisational priorities, define service levels and incorporate meaningful KPI's that support the City's ability to measure and report on its performance and service delivery at all levels.	ABEF (Various ¹⁵)	○	●		
	2.4.3	The CEO undertake a functional review of the finance function to identify: <ul style="list-style-type: none">the current capability and maturity of the finance unit and other financial areas within the City;the services provided and resources required by the finance unit, compared against similar local governments and industry benchmarks;the adequacy or otherwise of current compliance measures in relation to relevant local government financial regulations, including tax obligations;the potential impact of industry and technological changes on the finance unit;the impact of the City 's projected growth on the unit;key performance indicators which are used to monitor ongoing performance; andany gaps and prepare a gap analysis and recommendations.	Inquiry Rec 220	✓			
¹³ ABEF 1.1.2 & 4.1.1 ¹⁴ ABEF 1.1.3 & 4.2.1 ¹⁵ ABEF 2.2.1 & 6.2.2				○ = In-progress ● = Due ✓ = Completed/Implemented ◎ = Recurring			

2.4.4	The City consider employing an appropriately qualified ¹⁶ chief finance officer.	Inquiry Rec 198	✓ ¹⁷			
2.4.5	The City's CEO undertake a functional review of the procurement and contracting function to identify: <ul style="list-style-type: none"> improvements since the Deloitte Organisational Capability and Compliance Assessment (June 2017); the current capability and maturity of the City for procurement and contracting; the adequacy or otherwise of current compliance measures in relation to relevant local government procurement and contracting; key performance indicators, which are used to monitor ongoing performance; and any gaps and prepare a gap analysis and recommendations. 	Inquiry Rec 263	○	●		
2.4.6	The City continue to advance its adoption of a centralised procurement model and establish a centralised procurement team.	Inquiry Rec 264	✓ ¹⁸			
2.4.7	The CEO undertake a functional review of the governance function to identify: <ul style="list-style-type: none"> the current capability and maturity of the governance function within the City; the services provided and resources required by the governance unit, compared against similar local governments and industry benchmarks; the adequacy or otherwise of current compliance measures in relation to relevant local government governance obligations; key performance indicators which are used to monitor ongoing performance; and any gaps and prepare a gap analysis and recommendations. 	Inquiry Rec 212	●			
2.4.8	The internal audit function be reviewed and, if necessary, expanded to consider opportunities for the adoption of better practices, continuous improvement and compliance with professional standards.	Inquiry Rec 254	●			
2.4.9	The City consider adopting a co-sourcing internal audit model to use the experience of external professional providers to complement the current internal audit team.	Inquiry Rec 253	●			
2.4.10	The City consider establishing an independent chief audit officer role to oversee the City's audit activities, whose role is similar to and guided by Treasurer's Instruction 1201(4) for State Government agencies.	Inquiry Rec 259	✓			
¹⁶ "Appropriately qualified requires that a person holds a relevant tertiary qualification in finance, commerce, business or equivalent and membership of a professional accounting body. Such bodies include CPA Australia as a CPA, Chartered Accountants Australia and New Zealand as a Chartered Accountant or the Institute of Public Accountants as a MIPA." (Footnote "z" to Recommendation 198, Vol. 3 of the Report of the Inquiry into the City of Perth (p84)) ¹⁷ Completed prior to 2020/21 ¹⁸ Completed prior to 2020/21						
○ = In-progress ● = Due ✓ = Completed/Implemented ◎ = Recurring						

2.4.11	Undertake a functional review of the records management function, including all record-keeping systems, to assess: <ul style="list-style-type: none"> the current capability and maturity of the City's records management systems and practices; the services provided and resources required by the information management unit and broader records management function, compared against similar local governments and industry benchmarks; the efficiency and effectiveness of the broader records management function and services provided by the information management unit, giving consideration to the experiences and requirements of end-users; the adequacy or otherwise of current record-keeping services, systems and practices in relation to relevant local government record-keeping obligations and organisational needs; key performance indicators which are used to monitor ongoing performance of the information management unit and record-keeping systems; any gaps and prepare a gap analysis and recommendations. 	ABEF 3.2.3				●	
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○ = In-progress ● = Due ✓ = Completed/Implemented ◎ = Recurring

Governance, risk and assurance

Reform the City's governance systems and processes through effective risk management, quality assurance and effective internal controls.

Initiative 3.1 Continually improve and assess internal controls through a strategic internal audit program, effective risk management and a proactive approach to preventing misconduct, fraud and corruption.

			Source	20/21	21/22	22/23	23/24
Actions	3.1.1	The Audit Committee develop, with appropriately qualified external assistance, a Strategic Internal Audit Plan that relates to the focus areas of internal audit over the medium term.	Inquiry Rec 252	●			
	3.1.2	As part of the Strategic Internal Audit Plan and Annual Internal Audit Plan, and to supplement compliance audit, the Audit Committee introduce performance audits or reviews to assess the efficiency and effectiveness of activities, services and programmes undertaken or delivered by the City.	Inquiry Rec 258	●			
	3.1.3	The decisions of the City of Perth Council, a committee and the CEO, including related correspondence, be audited for compliance with statutory and policy requirements and obligations, no less than once every 24 months by an independent, qualified auditor.	Inquiry Rec 64		●		◎
	3.1.4	The results of the audit be reported to the City of Perth Council's Audit Committee (Audit Committee) and the Council.	Inquiry Rec 65		●		◎
	3.1.5	The first audit described at Recommendation 64 be conducted for the financial year ending 30 June 2021.	Inquiry Rec 66		●		
	3.1.6	If an audit conducted under Recommendation 64 identifies serious deficiencies in the City's compliance with statutory and policy obligations, sanctions should be imposed immediately, a report to Council on an improvement programme ¹⁹ be developed, that programme be adopted by the City of Perth Council within two months of the audit report being presented and the audit be repeated at 12 months.	Inquiry Rec 67		●	◎	◎

¹⁹ "The improvement programme should include specific actions to address findings made in the audit, allocation of responsibility and timeframes for the completion of each action. This improvement programme is to be monitored by the Audit Committee." (Footnote "m" to Recommendation 67, Vol. 3 of the Report of the Inquiry into the City of Perth (p55))

○ = In-progress ● = Due ✓ = Completed/Implemented ◎ = Recurring

3.1.7	A copy of the independent audit report for the financial year ended 30 June 2021 and the City of Perth Council's response to that report (Recommendation 67) be provided to the Minister for Local Government by no later than 31 December 2021.	Inquiry Rec 68		●		
3.1.8	The City engage an independent qualified auditor to conduct an audit of the Expenditure, Interests and Gifts Register, supporting evidence and governance processes for incurring the expenditure, as part of the annual internal audit programme. ²⁰	Inquiry Rec 98		●	⊙	⊙
3.1.9	The results of the audit are to be reported to the Audit Committee and the Council.	Inquiry Rec 99		●	⊙	⊙
3.1.10	The City of Perth engage an independent qualified auditor to conduct an audit of the owners and occupiers roll as a matter of urgency prior to the October 2020 election to mitigate the risks of misconduct in the election process.	Inquiry Rec 148		●		
3.1.11	The results of the audit described in Recommendation 148 be reported to the Audit Committee and the Council (City of Perth Commissioners).	Inquiry Rec 149		●		
3.1.12	The City conduct an audit of its systems and processes regarding the owners and occupiers roll, including processes related to applying to be on the roll, acceptance of nominations, inclusion on the roll and release of information on that roll to parties including council members.	Inquiry Rec 154		●		
3.1.13	The results of the audit are to be reported to the Audit Committee and the Council (City of Perth Commissioners).	Inquiry Rec 155		●		
3.1.14	The City conduct an audit of the human resources function's record-keeping compliance, specifically related to recruitment, termination of employment, performance management and grievance and complaint handling.	Inquiry Rec 157		●		
3.1.15	Auditing of the City's compliance with Council Policy 12.4 "Payments under section 5.50 of the Local Government Act 1995" be undertaken as part of the City's annual internal audit programme to ensure compliance, proper documentation and record-keeping.	Inquiry Rec 181		●	⊙	⊙
3.1.16	The City engage an independent, external and qualified auditor to conduct an audit of the recruitment, performance management and termination of employment processes, as part of the annual internal audit programme.	Inquiry Rec 185		●	⊙	⊙
3.1.17	The results of the audit are to be reported to the Audit Committee and the Council.	Inquiry Rec 186		●	⊙	⊙

²⁰ "If this recommendation is not adopted, this recommendation shall apply to the City's equivalent registers of expenditure, interests and gifts." (Footnote "q" to Recommendation 98, Vol. 3 of the Report of the Inquiry into the City of Perth (p64))

○ = In-progress ● = Due ✓ = Completed/Implemented ⊙ = Recurring

3.1.18	Discretionary Grant Funding Arrangements entered into by the City ²¹ be independently audited at least every 12 months for compliance and better practice grant funding management.	Inquiry Rec 231		●	⊙	⊙
3.1.19	The results of the audit be reported to the Audit Committee and the Council.	Inquiry Rec 232		●	⊙	⊙
3.1.20	Procurement and contracting activities of the City be independently audited at least every 12 months, as part of the City's internal audit programme with representative and random sampling across all levels of expenditure, procurement types and all business units, giving consideration to risk, for compliance, misconduct and better practice grants management.	Inquiry Rec 290		●	⊙	⊙
3.1.21	The results of the audit are to be reported to the Audit Committee and the Council.	Inquiry Rec 291		●	⊙	⊙
3.1.22	An external audit be conducted every two years on the City's approach to misconduct and fraud.	Inquiry Rec 301	●		⊙	
3.1.23	The results of the review be reported to the Audit Committee and the Council.	Inquiry Rec 302	●		⊙	
3.1.24	An audit of the City's complaints and grievance handling framework, including the management of individual employee-related matters, the system data and compliance with the policies and procedures be undertaken annually by an independent qualified auditor as part of the internal audit programme. This is to review the City's compliance with policies and procedures, the effectiveness of the training programme and areas for improvement.	Inquiry Rec 320	●	⊙	⊙	⊙
3.1.25	The results of the audit are to be reported to the Audit Committee and the Council.	Inquiry Rec 321	●	⊙	⊙	⊙
3.1.26	The City publish in its Annual Report the findings of the audit described in Recommendation 321, along with the City's trend and outcome reporting on complaints and grievances.	Inquiry Rec 322		●	⊙	⊙

²¹ "Arrangements entered into by the council, a committee of council, the CEO or an employee under delegated authority." (Footnote "ac" to Recommendation 231, Vol. 3 of the Report of the Inquiry into the City of Perth (p91))

○ = In-progress ● = Due ✓ = Completed/Implemented ⊙ = Recurring

Risk, audit and assurance management		Source	20/21	21/22	22/23	23/24
Actions	3.1.27	The City's risk, audit and assurance management frameworks be comprehensively reviewed and a report to Council prepared by an independent consultant with expertise in current industry best practice, working collaboratively with a senior employee designated responsibility by the CEO, providing a schedule of actions to improve the City's maturity in risk, audit and assurance.	Inquiry Rec 245	✓		
	3.1.28	The report described in Recommendation 245 be submitted by the CEO to Council within 12 months of this Report.	Inquiry Rec 246	✓		
	3.1.29	The City review its Crisis Management Plan, Crisis and Business Continuity Management Framework and Business Continuity Plan for consistency of process, roles and responsibilities, which review be undertaken along with Recommendations 245-246.	Inquiry Rec 247	●		
	3.1.30	The City's CEO, supported by the Audit Committee, implement the 'lines of defence' model ²² to manage risk and improve governance practices within the City.	Inquiry Rec 249	●		
	3.1.31	The City consider adopting a professional development programme for its internal audit team, as part of the co-sourced model, to improve the team's capability and capacity.	Inquiry Rec 255	●		
	3.1.32	The Audit Committee establish appropriate industry benchmarks against which to monitor and measure audit performance of the internal audit function.	Inquiry Rec 260	●		
	3.1.33	The City take steps to improve the capability of the Council, committees and employees in risk, audit and assurance, so that the City's business planning, project management, capital planning and service delivery policies and practices are consistent with leading international standards for risk and audit management.	Inquiry Rec 248	○	●	◎
	3.1.34	City employees receive risk management training, appropriate to their roles and responsibilities, together with guidance on the 'lines of defence' model.	Inquiry Rec 250	○	●	◎
	3.1.35	The City review its Internal Audit Charter to ensure it is based on internationally accepted standards and best practice.	Inquiry Rec 256	●		
	3.1.36	The Audit Committee develop, with appropriately qualified external assistance, an Assurance Map to understand the nature, scope and extent of assurance activities across the City.	Inquiry Rec 257	●		

²² 'Three lines of defence': Factsheet, Institute of Internal Auditors Australia, '3 Lines of Defence' Combined Assurance Model, 2020 and 'Four lines of defence': Report, Western Australian Auditors General, Audit Results Report – Annal 2018-19 Financial Audits of Local Government Entities, Report 16: 2019-20, 11 March 2020, p 27."(Footnote "ag" to Recommendation 249, Vol. 3 of the Report of the Inquiry into the City of Perth (p95))

○ = In-progress ● = Due ✓ = Completed/Implemented ◎ = Recurring

Financial risks and controls		Source	20/21	21/22	22/23	23/24
Actions	3.1.37	The City should establish a guide which clearly describes and distinguishes the roles of probity auditor and probity advisor, used during procurement processes, including: <ul style="list-style-type: none"> • where the procurement is complex and/or sensitive, a probity advisor should be engaged to establish the probity management framework; and • a probity auditor should then be engaged to provide an independent scrutiny of the procurement process and express an objective opinion on whether the prescribed probity requirements have been followed. 	Inquiry Rec 261	●		
	3.1.38	The engagement and use of probity auditors be overseen by the chief audit officer.	Inquiry Rec 262	●	◎	◎
	3.1.39	The City adopt a consistent approach in relation to whether and in what circumstances, a bill of quantities is to be supplied as part of a request for tender.	Inquiry Rec 265	✓ ²³		
	3.1.40	City of Perth Council Policy "CP9.7 – Purchasing" and the Sole Supplier Justification Procedure be amended to provide a clear process to follow in circumstances where the CEO wishes to engage on behalf of the City a person or an organisation with whom the CEO has an interest or conflict of interest (actual or perceived) as a result of a personal or business relationship.	Inquiry Rec 267	✓		
	3.1.41	City of Perth Council Policy "CP9.7 – Purchasing" be amended to expressly require all engagements, even those resulting from a verbal quotation process, to be fully documented.	Inquiry Rec 268	✓		
	3.1.42	City of Perth Council Policy "CP9.7 – Purchasing" be amended to make price and value for money a specific criterion of assessment.	Inquiry Rec 269	✓		
	3.1.43	Employees of the centralised procurement team should not be a member of an evaluation panel for requests for tenders or quotations.	Inquiry Rec 270	✓	◎	◎
	3.1.44	The City separate its "Declaration of Confidentiality and Interest" form into two separate documents, one dealing with obligations of confidence and the other dealing with the issue of conflicts of interests.	Inquiry Rec 271	✓ ²⁴		
	3.1.45	The City require each panel member, technical advisor and decision-maker in a procurement process to complete a Declaration of Interest Form, declaring any conflict of interest, before undertaking any role or taking any step in the procurement process.	Inquiry Rec 272	✓	◎	◎
	3.1.46	All City procurement activities above \$150,000.00 be supported with a risk assessment and, for those identified as high risk, the City consider the specific risks associated with that procurement and develop treatment plans to mitigate those risks, including probity of the procurement process.	Inquiry Rec 245	✓		

²³ Completed prior to 2020/21 ²⁴ Completed prior to 2020/21

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3.1.47	City of Perth Council Policy “CP9.7 – Purchasing” be amended to prescribe the circumstances in which a procurement process requires an independent probity advisor or auditor to be involved in the process.	Inquiry Rec 274	✓			
3.1.48	The City make clearer to the members of evaluation panels which requirements of a tender are “compliance criteria”, the mandatory criteria which tender submissions must meet to be considered as part of the tender process, and which requirements are “selection criteria”, the criteria against which tender submissions are assessed.	Inquiry Rec 275	✓	⊙	⊙	⊙
3.1.49	If a comparative price analysis is to be retained by the City, as part of request for tender or quotation assessment, then: <ul style="list-style-type: none"> • a policy or procedure should be adopted setting out the methodology to be applied; and • the comparative price analysis is to be independently verified by a senior member of the procurement team. 	Inquiry Rec 276	●	⊙	⊙	⊙
3.1.50	Where possible, evaluation panels should include more than one person with specialised technical knowledge relevant to the evaluation to be undertaken.	Inquiry Rec 277	✓	⊙	⊙	⊙
3.1.51	The City adopt a clear process by which an evaluation panel can obtain guidance or input from a non-panel member about issues that arise during the tender evaluation process. For example, about aspects of tender submissions which may be outside their areas of expertise.	Inquiry Rec 278	●			
3.1.52	Evaluation panel members to score tenders by consensus, rather than by averaging the scores of each panel member.	Inquiry Rec 279	✓	⊙	⊙	⊙
3.1.53	Procurement and contracting risks to be reviewed annually and included in a report to the Audit Committee.	Inquiry Rec 289		●	⊙	⊙
3.1.54	The City implement a financial control which prevents an officer approving contracts, agreements and purchase orders outside of his or her delegated authority.	Inquiry Rec 206	✓ ²⁵			
3.1.55	The City to publish monthly on its website the contracts register for all contracts awarded ²⁶ above \$50,000.00 (in value), including: <ul style="list-style-type: none"> • the contract details; • the mechanism of procurement;²⁷ • the party to whom the contract was awarded; • the value of the contract; • the date the contract was awarded; • the period or duration of the contract; • any variations to the contract; and • the funds the City actually spent under the contract.²⁸ 	Inquiry Rec 288		●	⊙	⊙

²⁵ Completed prior to 2020/21 ²⁶ “Contracts related to services or good procured, including through requests for quotations, sole suppliers, tenders, use of the State Government’s Common Use Agreement and WALGA Preferred Supplier Programme.” (Footnote “ah” to Recommendation 288, Vol. 3 of the Report of the Inquiry into the City of Perth (p102)) ²⁷ “That is, whether the City undertook a tender process, requested quotations, engaged the provider using its sole supplier procedure, used the State Government Common Use Agreement or WALGA’s Preferred Supplier Programme.” (Footnote “ai” to Recommendation 288, Vol. 3 of the Report of the Inquiry into the City of Perth (p102)) ²⁸ “Note that for contracts across financial years, a report would only need to occur in the financial year the contract ended.” (Footnote “aj” to Recommendation 288, Vol. 3 of the Report of the Inquiry into the City of Perth (p102))

○ = In-progress ● = Due ✓ = Completed/Implemented ⊙ = Recurring

Fraud, corruption and misconduct		Source	20/21	21/22	22/23	23/24
Actions	3.1.56	The City adopt a policy which clearly states it has a zero-tolerance of fraud and corruption and develop a holistic fraud and corruption control framework.	Inquiry Rec 295	●		
	3.1.57	The City adopt a process, in accordance with industry best practice and standards, to identify and document the City’s misconduct and fraud risks and implement treatment plans.	Inquiry Rec 296	●		
	3.1.58	The City undertake within three months of this report ²⁹ a corruption and misconduct risk assessment, including, for example, areas such as contracting and procurement, financial management, human resources, information management and service delivery areas.	Inquiry Rec 297	●		
	3.1.59	The first City corruption and misconduct risk assessment be conducted by an independent and suitably qualified provider and the outcome be reported to the Audit Committee and the Council.	Inquiry Rec 298	●		
	3.1.60	Corruption and misconduct risk assessment be reviewed annually and included in a report to the Audit Committee and the Council.	Inquiry Rec 299		●	⊙
	3.1.61	The City’s CEO develop comprehensive, organisation-wide strategies (education and awareness, policy and compliance), based on the risk assessment (as described at Recommendation 2465[sic] ³⁰) to combat fraud and corruption.	Inquiry Rec 300	○	●	
	3.1.62	The City ensure any employee dealing with complaints, grievances, referrals or internal investigations is independent of the subject matter of the investigation, is appropriately trained and is, where necessary, supervised or assisted by a similarly independent person with specialist governance experience.	Inquiry Rec 311	✓	⊙	⊙
	3.1.63	The City ensure the engagement of a third-party consultant to advise or assist with any complaint, grievance or probity matter (Consultant Engagement) be clearly documented, including as to scope and budget.	Inquiry Rec 312	✓	⊙	⊙
	3.1.64	All Consultant Engagements be reviewed for potential or actual conflicts of interest by a suitably qualified person with appropriate governance experience.	Inquiry Rec 313	✓	⊙	⊙
	3.1.65	All Consultant Engagements be on terms specifying, by name or office, those within the City who have authority to give instructions to the consultant.	Inquiry Rec 314	✓	⊙	⊙

²⁹ “If not undertaken in the 12 months prior to this Report.” (Footnote “ak” to Recommendation 297, Vol. 3 of the Report of the Inquiry into the City of Perth (p104)) ³⁰ Likely error – presumed to instead refer to Recommendation 297.

○ = In-progress ● = Due ✓ = Completed/Implemented ⊙ = Recurring

	3.1.66	City employees managing the Consultant Engagements should not involve themselves in the subject of the engagement, so as to substantially influence or appear to influence the results of that investigation or the advice given to the City.	Inquiry Rec 315	✓	⊙	⊙	⊙
	3.1.67	The City adopt and encourage the practice of critically reviewing the accuracy and cogency of outcomes, conclusions and findings produced under Consultant Engagements.	Inquiry Rec 316	●	⊙	⊙	⊙
	3.1.68	Any systemic, endemic or high-risk issues identified by Consultant Engagements be captured in the complaints and grievances handling system by the designated officer responsible for complaints and grievances handling and reported as part of the quarterly reporting requirement described in Recommendation 319.	Inquiry Rec 317	●	⊙	⊙	⊙
	3.1.69	The City to cease the practice of splitting investigations into employee matters and other matters for separate investigation.	Inquiry Rec 318	✓			
	3.1.70	Trend and outcome reporting on complaints and grievances be reported in writing and at least quarterly to the City's executive and the Council.	Inquiry Rec 319	●	⊙	⊙	⊙
	3.1.71	The City consider establishing a complaints and grievances procedure for recruitment and selection processes, with a qualified external professional engaged where appropriate.	Inquiry Rec 173	●			
	3.1.72	The City review its human resources policy, procedure and forms to prescribe a process for assessing and managing any declared conflicts of interest and confidentiality and require employees to: <ul style="list-style-type: none"> • complete a declaration of conflicts of interest form; and • acknowledge, in a separate document, an understanding of the confidentiality provisions and confirm agreement to them. 	Inquiry Rec 174	●			
<u>Integrity of elections</u>				Source	20/21	21/22	22/23 23/24
Actions	3.1.73	The City and the WAEC establish a clear division of responsibilities in the conduct of Council elections, including the handling of complaints.	Inquiry Rec 150	●	⊙		⊙
	3.1.74	The City's returning officer scrutinise each candidate for the City of Perth local government elections to confirm that he or she is eligible to enrol as an elector for the City and where a candidate who is enrolled on the owners and occupiers roll does not appear to be entitled to be so enrolled, to refer the matter to the City's CEO.	Inquiry Rec 151	✓	⊙		⊙

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	3.1.75	Applications for enrolment to vote by occupiers of rateable property within the City: <ul style="list-style-type: none"> • be accompanied by adequate proof of that occupation, for example, copies of the lease of the property and proof of payment of rent; and • be carefully scrutinised by properly trained scrutineers at the City, to ensure the right of occupation is genuine and applicants meet the criteria in the Local Government Act 1995 for enrolment.	Inquiry Rec 152	✓	⊙	⊙	⊙
	3.1.76	The City engage the WAEC to provide adequate training to persons assisting with the City's 2020 local government elections commensurate with their roles and responsibilities (including returning officer and scrutineers).	Inquiry Rec 153	✓			
Initiative	3.2	Ensure decision-making and policy positions are current, align with legislative requirements and address community needs and expectations.					
		<u>Decision-making</u>	Source	20/21	21/22	22/23	23/24
Actions	3.2.1	The City progress the implementation of the Corporate Governance Framework (as tendered to the Inquiry) with it to be monitored and continually reviewed (and where necessary, updated) by employees and council members.	Inquiry Rec 211	✓			
	3.2.2	The City of Perth Council and the City's CEO review the delegation framework to ensure it provides sufficiently clear direction to council members, committee members, the CEO and employees on delegated limits and documents they are permitted to sign and the financial arrangements they can enter into on behalf of the City. ³¹	Inquiry Rec 204		●		
	3.2.3	The City institute a mechanism to ensure employees understand and confirm their understanding of their delegated authority, documents they are permitted to sign and the limit of any financial management authorities, including when employees are acting in other roles.	Inquiry Rec 205	●			
	3.2.4	Develop and communicate a policy and procedure framework to outline the scope and role of policies and procedures in the organisation.	ABEF (Various ³²)		●		
	3.2.5	Develop and implement an internal governance framework that establishes internal decision-making structures and processes.	ABEF 1.1.4		●		

³¹ The rationale (and accompanying footnote) for this recommendation provides that this includes the areas of financial management, people management, and grants management (Footnote "aa" to Recommendation 204, Vol. 3 of the Report of the Inquiry into the City of Perth (p85)). ³² ABEF 1.1.5, 1.1.7, 3.2.1, 6.1.1 & 6.1.2

○ = In-progress ● = Due ✓ = Completed/Implemented ⊙ = Recurring

Council transparency			Source	20/21	21/22	22/23	23/24
Actions	3.2.6	Recommendation 58 be adopted as better practice transparency by the City of Perth Council, in the absence of broader local government legislative reforms.	Inquiry Rec 63	○	●	◎	◎
	3.2.7	If Recommendation 84 is not adopted, the City should provide guidance to all Relevant Persons in relation to the disclosure requirements of Relevant Persons' income sources in primary and annual returns, consistent with Recommendation 79.	Inquiry Rec 86	○	●	◎	◎
	3.2.8	The amendments to City of Perth Council Policy - " <i>CP10.6: Elected Members - Reimbursement of Expenses</i> " on 25 September 2018, which restricts the amount and categories of permissible reimbursement for expenses incurred by council members, be retained.	Inquiry Rec 94	○	●	◎	◎
	3.2.9	The City's CEO only authorise council members to be reimbursed, at the City's cost, where the sole purpose of the expenditure is for the proper discharge of the council member's role as a representative of the City.	Inquiry Rec 95	✓	◎	◎	◎
	3.2.10	City of Perth Council Policy - " <i>CP10.6: Elected Members - Reimbursement of Expenses</i> " be further reviewed and amended by the end of September 2020 to: <ul style="list-style-type: none"> clearly articulate the process and financial controls in place for reimbursement of expenses, including actions required by council members; articulate that council members cannot commit City funds or incur expenses on behalf of the City; provide a requirement for evidence of the expenditure, namely, a receipt paid by the council member; provide that council members must complete the required declaration regarding the expenditure and that where the declaration is not made and complete, the reimbursement will not occur; articulate the CEO and/or delegated employee responsibilities for the acquittal of claims for expenses by council members; articulate that the allowance of one council member cannot be used by another if that council member's allowance has been exceeded; and state that making a false or fraudulent claim may be a criminal offence and reported to the Western Australian Police Force and/or the Corruption and Crime Commission. 	Inquiry Rec 96	●			
	3.2.11	All expenditure claims, including the council member's name, claim category, parties or connection to the City ³³ , amount and date approved will be recorded in a register maintained by the City's CEO or his or her delegate immediately after the claim has been incurred by an authorised officer and be contained in the Expenditure, Interests and Gifts Register.	Inquiry Rec 97	●	◎	◎	◎
	3.2.12	The City is to publish in its Annual Report each year, the total reimbursement provided to each council member under " <i>CP10.6: Elected Members – Reimbursement of Expenses</i> ".	Inquiry Rec 100	●	◎	◎	◎

³³ Refer to recommendations 101-103 for additional information required for the dining room.
(Footnote "p" to Recommendation 97, Vol. 3 of the Report of the Inquiry into the City of Perth (p63))

○ = In-progress ● = Due ✓ = Completed/Implemented ◎ = Recurring

3.2.13	The City's dining and function facilities be used only by the City to discharge its unique civic responsibilities. ³⁴	Inquiry Rec 101	✓			
3.2.14	The use of these civic and function facilities must be authorised by the City's CEO, who must record in writing that he or she is satisfied that its use meets the unique responsibilities that the City has, as the State's capital city local government, and that the costs of the use will be incurred in the City's best interests.	Inquiry Rec 102	✓			
3.2.15	A quarterly report to the Council be submitted containing the costs associated with the dining room facility including events and meetings held, those parties that attended, the council members who attended, the number that attended each event or dining service and the cost per person to host, as public information.	Inquiry Rec 103	✓			
Conduct		Source	20/21	21/22	22/23	23/24
Actions	3.2.16	If Recommendations 20-22 are not adopted, the City of Perth Council review and amend the City's Code of Conduct (Council Policy "CP10.1") to give effect to those recommendations.	Inquiry Rec 27	●		
	3.2.17	If Recommendation 28 is not adopted, the City is to provide all newly elected council members, newly appointed committee members and newly recruited employees with training on the Code, including an assessment component, as part of their induction process.	Inquiry Rec 35	●	◎	◎
	3.2.18	If Recommendation 29 is not adopted, all council members and employees undergo training on the Code when it is introduced and refresher training on the Code, including an assessment component, at no less than 12-month intervals.	Inquiry Rec 36	●	◎	◎
	3.2.19	If Recommendation 34 is not adopted, the City is to publish in its Annual Report its percentage of compliance for the financial year with the Code training requirement, according to the specified categories (as described in Recommendation 33).	Inquiry Rec 37	●	◎	◎
	3.2.20	A centralised complaint handling policy, based on industry best practice, and an appropriately confidential system be developed for the management and recording of complaints and grievances by or against any council member, committee member or employees of or contractors to the City, including the outcome of any investigations.	Inquiry Rec 303	●		
	3.2.21	The City keep a record of these complaints and grievances in a centralised system (Recommendation 303), detailing the persons involved, the nature and extent of the complaint or grievance, actions taken and the outcome, which records are to be retained in accordance with the State Records Act 2000.	Inquiry Rec 304	●	◎	◎

³⁴ "City of Perth Act 2016." (Footnote "r" to Recommendation 101, Vol. 3 of the Report of the Inquiry into the City of Perth (p64))

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	3.2.22	The City adopt, maintain and publish on its website clear complaints and grievances handling policies and procedures, dealing with how the City will: <ul style="list-style-type: none"> • as a matter of process, deal with misconduct complaints against or grievances about council members, committee members or employees of or contractors to the City; • as a matter of process, deal with referrals to and from the Corruption and Crime Commission, the Public Sector Commission and any other relevant authority; and • conduct internal investigations. 	Inquiry Rec 305	●	⦿	⦿	⦿
	3.2.23	Publication of the policies and procedures described in Recommendation 305 on the City's website be accompanied by a frequently asked questions (FAQ) section.	Inquiry Rec 306	●	⦿	⦿	⦿
	3.2.24	The policies, procedures, records and FAQ section described in Recommendations 303-306 be prepared by an industry accredited expert in accordance with industry best practice standards.	Inquiry Rec 307	●	⦿	⦿	⦿
	3.2.25	The City require a person with appropriate governance experience be designated to be involved, in a substantive way, in maintaining the complaints and grievances handling framework, dealing with complaints, grievances, referrals and internal investigations and reporting.	Inquiry Rec 308	●	⦿	⦿	⦿
	3.2.26	The City's CEO or his or her designated officer be responsible for ensuring that all complaints and grievances ³⁵ are processed in accordance with the policies and procedures described in Recommendations 303-306.	Inquiry Rec 309	●	⦿	⦿	⦿
	3.2.27	Council members and employees of the City be trained and assessed on the complaints and grievances handling policies and procedures by an industry-accredited provider on the commencement of the policies and procedures.	Inquiry Rec 310	●	⦿	⦿	⦿
Initiative	3.3	Manage the City's finance operationally and strategically to maintain and improve the City's financial sustainability					
		<u>Financial management</u>	Source	20/21	21/22	22/23	23/24
Actions	3.3.1	The City of Perth Council take steps to improve transparency when setting rates and clearly document its reasons for differential rate increases and articulate the extent of any cross-subsidisation.	Inquiry Rec 221		●	⦿	⦿
	3.3.2	If Recommendation 197 is not adopted, professional capabilities for finance employees be developed and adopted as better practice by the City in the absence of broader local government reforms.	Inquiry Rec 199	✓	⦿	⦿	⦿

³⁵ "Unless there is a conflict of interest." (Footnote "al" to Recommendation 308, Vol. 3 of the Report of the Inquiry into the City of Perth (p106))

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	3.3.3	All City employees who are, or who are likely to be, involved in any aspect of its financial management, including those with a delegated financial authority and incurring limits and authorities, receive training provided by an industry accredited provider on those aspects of financial management necessary for the performance of that employee's role and the discharge of his or her duties and functions, and be assessed by that provider on understanding and competency in those matters on which the training has been received.	Inquiry Rec 200	●	◎	◎	◎
	3.3.4	The training and assessment be repeated, as part of a continuing professional development programme, according to industry best practice at no less than 12-month intervals.	Inquiry Rec 201		◎	◎	◎
	3.3.5	The City's CEO maintain an accurate and up-to-date register of all training and assessment in financial management, recording in writing the details of who has undergone what training and assessment, when it occurred in each case and the extent to which that employee was compliant with the necessary assessment standard.	Inquiry Rec 202	✓	◎	◎	◎
	3.3.6	Any City employee who is not fully qualified in the financial management described in Recommendations 200-201 be restricted from engaging in those aspects of financial management for which he or she is not qualified.	Inquiry Rec 203	●	◎	◎	◎
<u>Procurement and contracting management capability</u>			Source	20/21	21/22	22/23	23/24
Actions	3.3.7	The City create and implement a procurement and contract management training and development programme (P&CM Programme) for employees, including but not limited to finance staff, employees who have a delegated authority to incur liabilities on behalf of the City, employees who procure goods and services or have the potential to be a member of or a technical advisor to an evaluation panel and any other employee who has a role in procurement and contract management processes.	Inquiry Rec 281	●	◎	◎	◎
	3.3.8	<p>The P&CM Programme should be customised to the needs of the relevant groups of employees, based on their roles and responsibilities, including, at a minimum, training on:</p> <ul style="list-style-type: none">• Integrity in procurement and contract management: declaring and managing conflicts of interest, confidentiality, record-keeping and decision-making (including delegations, financial limits and incurring and certifying processes).• Planning to procure: how to define requirements, analyse the supply market, understanding the procurement framework and developing and obtaining approval for a request for quotation or tender.• Forming a contract: advertising the request, the evaluation and negotiation processes, the role of panel members and technical advisors, the role of approvers and contract award.• Managing a contract: ensuring suppliers fully meet their obligations as efficiently and effectively as possible to achieve the contract outcomes, as well as arranging payment for services.	Inquiry Rec 282	●	◎	◎	◎

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3.3.9	The City consider, as part of the P&CM Programme, exploring case studies of where previous issues have arisen in the procurement area, for example: <ul style="list-style-type: none"> • where City officers have engaged in corrupt conduct and the consequences for those officers of engaging in that conduct; or • where an issue was identified early and corrected before it could corrupt the process. 	Inquiry Rec 283	●	◎	◎	◎
3.3.10	The City require employees involved in procurement and contracting activity to undertake refresher training, at least annually, as part of the P&CM Programme.	Inquiry Rec 284		●	◎	◎
3.3.11	An employee is not permitted to sit on an evaluation panel or make a procurement decision, unless the employee has successfully completed all training required by the P&CM Programme, and the relevant refresher training.	Inquiry Rec 285	●	◎	◎	◎
3.3.12	The City compile and maintain a contracting and procurement handbook, comprising: <ul style="list-style-type: none"> • all relevant City processes, policies and procedures; • reference materials for the P&CM Programme; • contact information for places or people to whom staff can turn when faced with procurement or contracting management issues; and • a frequently asked questions section. 	Inquiry Rec 286	●	◎	◎	◎

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Project and service delivery

Improve the City's project and service delivery through forward planning and prudent financial management.

Initiative	4.1	Improve the successful delivery of City operating and capital projects through an agile and contemporary project management framework that is aimed at delivering results	Source	20/21	21/22	22/23	23/24
Actions	4.1.1	The City consider establishing a centralised project management office to provide organisation-wide leadership, resources and integration of better practice project management within functions and activities.	Inquiry Rec 266	○			
	4.1.2	Develop a centralised and better-practice project management framework to ensure projects are delivered against meaningful performance criteria and align with organisational priorities, giving consideration to the development of cross-functional project teams.	ABEF (Various ³⁶)	○			
	4.1.3	The City improve the skills and knowledge of project manager, project officers and other staff responsible for or involved in construction, maintenance or other works, including internal works, in the requirements for development approval, heritage advice and building permits, including in respect of buildings or other assets owned or managed by the City.	Inquiry Rec 287	●	◎	◎	◎
	4.1.4	The CEO review the activity-based costing model for the allocation of direct service costs and other overhead costs.	Inquiry Rec 208	✓			
	4.1.5	The CEO conduct a root-cause analysis, to be presented to City of Perth Council as a report for action, of its consistent underspend in capital works projects, to identify improvements to the City's capital works planning, budget setting, asset management, capabilities, project execution and financial management practices.	Inquiry Rec 209	○	●		
	4.1.6	A copy of the report for Recommendation 209 and the City of Perth Council's response to the report be provided to the Minister for Local Government no later than 30 June 2021.	Inquiry Rec 210		●		
	4.1.7	The City develop, adopt and communicate to staff a plain-English procedure about the application of carry forwards to capital works projects.	Inquiry Rec 280	●	◎	◎	◎

³⁶ ABEF 2.2.3, 2.2.7, 3.1.1, 3.2.4 & 4.1.3

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Initiative	4.2	Deliver services that are in line with community needs and enable community groups to take a leadership role in creating an activated, vibrant, safe and family-friendly City					
		<u>Sponsorships, grants and donations</u>	Source	20/21	21/22	22/23	23/24
Actions	4.2.1	The City of Perth Council review its policies and procedures on partnerships, grants, sponsorships and donations to ensure better practice and that its policies and procedures: <ul style="list-style-type: none">• cover all types of discretionary funding provided in these categories, regardless of where the spend is approved;• clearly articulate who has authority and to what level to approve funding arrangements; and• describe the process for acquittal of funding arrangements.	Inquiry Rec 227	●			
	4.2.2	The City to develop a partnership policy for arrangements with external organisations which, like its historic arrangement with the Perth Public Art Foundation, are not captured by Council Policy “CP18.8 – Provision of Sponsorship and Donations”.	Inquiry Rec 228	✓ ³⁷			
	4.2.3	The City establish appropriate systems and processes to accurately record, monitor and report on all partnership, grant, sponsorship and donation funding arrangements, be it a single instance of funding or multi-year funding. These should be reported in the Annual Report and include the type, the activity, the entity funded, the funding approved, who approved the funding and the amount acquitted as spent.	Inquiry Rec 229	●	⊙	⊙	⊙
	4.2.4	The City allocate a specified, pre-determined part of its Annual Budget to discretionary spending on partnership, grant, sponsorship and donation funding arrangements ³⁸ (Discretionary Grant Funding Arrangements), having appropriate regard to the relative expenditure of other capital city local governments on these categories of funding and the City’s Strategic Community Plan.	Inquiry Rec 230	●	⊙	⊙	⊙
	4.2.5	The City of Perth amend its policy dealing with the attendance of council members and CEO ³⁹ to require that a council member, committee member or employee only be permitted to accept a ticket and attend an event under a Discretionary Grant Funding Arrangement when that person is performing an official role at the event or discharging the functions and duties of their office or employment, unless the person pays the cost of the ticket.	Inquiry Rec 233	✓			
	4.2.6	The City continue to facilitate the transition of the employment of the Executive Director, Perth Public Art Foundation from the City to the Foundation and do likewise with any similar arrangements.	Inquiry Rec 234	✓			

³⁷ The development of a partnership policy is not required as the City has ceased entering into partnership arrangements. ³⁸ “This amount is to include cash and in-kind (for example, waiving the cost of venue hire, fees and charges, parking, etc.) allocation funding from the City.” (Footnote “ab” to Recommendation 230, Vol. 3 of the Report of the Inquiry into the City of Perth (p91)) ³⁹ “Pursuant to section 5.90A of the Local Government Act 1995.” (Footnote “ad” to Recommendation 233, Vol. 3 of the Report of the Inquiry into the City of Perth (p92))

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4.2.7	The City conduct and retain complete and fully executed copies of all funding arrangements to which it is a party.	Inquiry Rec 235	✓	⊙	⊙	⊙
4.2.8	All Discretionary Grant Funding Arrangements, including the entity funded, category of funding (partnership, grant, sponsorship and donation), amount approved (in-kind and cash reported separately), date approved, approval authority, date of agreement, date acquitted, final expenditure and linkage to any other operational funding to the same activity, will be recorded in a single register maintained by the CEO or his or her delegate.	Inquiry Rec 237	✓	⊙	⊙	⊙
4.2.9	A report to Council be provided by the CEO on the City’s Discretionary Grant Funding Arrangements on a quarterly basis.	Inquiry Rec 238	✓	⊙	⊙	⊙
4.2.10	The City review its funding agreements and arrangements before execution or renewal and consider whether it should take legal advice, having regard to the value of the agreement and its terms.	Inquiry Rec 239	●	⊙	⊙	⊙
4.2.11	The City to review its policies and practices regarding the provision of funding in accordance with agreement or arrangement terms and acquittal ⁴⁰ of funds provided to external parties under partnership or other similar agreements or arrangements.	Inquiry Rec 240	●			
4.2.12	The City amend its policies and practices to require an entity funded on a multi-year Discretionary Grant Funding Arrangement to provide an annual financial report, containing a Statement of Income and Expenditure, relating to activity funded which must be signed by the Chairperson or Chief Executive Officer or equivalent and the Treasurer or Chief Finance Officer or equivalent of the funded entity, and be certified by a qualified auditor who is: <ul style="list-style-type: none"> not an officer or employee of the organisation; not an employee of the City; registered as a company auditor or equivalent under a law in force in Western Australia; or a Member or Fellow of the Institute of Chartered Accountants, the Australian Society or Certified Practising Accountants or the National Institute of Accountants. 	Inquiry Rec 241	●			
4.2.13	In the case of a partnership arrangement, such as the one with the Perth Public Art Foundation, a review of all the City’s expenditure and acquittal processes for that entity should be conducted before the arrangement ends and a new one is approved by the City of Perth Council, to ensure the funds have been properly applied.	Inquiry Rec 242	✓			
4.2.14	Partnership arrangements to be acquitted by an appropriately qualified or experienced officer, having regard to any segregation of duties between an advisory/facilitation role and a grants management role, with the results of the acquittal to be provided to the Audit Committee.	Inquiry Rec 243	✓			

⁴⁰ “Acquittal’ occurs when the City has advised the recipient of Discretionary Grant Funding that the reports and financial information provided by the recipient are satisfactory.” (Footnote “ae” to Recommendation 240, Vol. 3 of the Report of the Inquiry into the City of Perth (p93))

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Initiative	4.3	Ensure the commercial services provided by the City are run competitively and are underpinned by sound business management principles	Source	20/21	21/22	22/23	23/24
Actions	4.3.1	The City of Perth Council develop and publish its business plan for the City of Perth Parking (CPP), as a matter of urgency.	Inquiry Rec 222	✓			
	4.3.2	The CPP business plan and the City's Annual Budget account for and document competitive neutrality in the pricing of services provided by the CPP.	Inquiry Rec 223	✓			
	4.3.3	The City set and adopt key performance indicators with targets or benchmarks for the CPP business, with them to be included in the City's Corporate Business Plan and the CPP business plan and reported on in the City's Annual Report.	Inquiry Rec 224	●	◎	◎	◎
	4.3.4	Following its establishment, the business plan be reviewed annually as part of the process to develop the Annual Budget, Corporate Business Plan and Long-Term Financial Plan.	Inquiry Rec 225		●	◎	◎
	4.3.5	The City of Perth Council's first business plan for CPP is to be provided to the Minister for Local Government by no later than 31 December 2020.	Inquiry Rec 226	✓			
Initiative	4.4	Improving the delivery of corporate services to ensure the City's operations are supported by efficient, capable, and customer focused internal services and systems.	Source	20/21	21/22	22/23	23/24
		<u>Human resources</u>					
Actions	4.3.1	The City of Perth Council develop and publish its business plan for the City of Perth Parking (CPP), as a matter of urgency.	Inquiry Rec 156	●			
	4.4.2	All recruitment decisions, relating to permanent appointments and/or contracts greater than 12 months, at the City should be made by a panel of at least two persons, comprising the direct line manager for the advertised position and: <ul style="list-style-type: none"> for senior employees and management positions, a person independent of the local government with the necessary skills and knowledge to assess the suitability of the candidate for the advertised role; and for all other positions, a person who is independent of the business area for the position being recruited. 	Inquiry Rec 165	✓	◎	◎	◎
	4.4.3	A City employee is not to participate on a recruitment panel until he or she have undertaken suitable selection and recruitment training provided by an independent industry accredited provider to industry best practice standards.	Inquiry Rec 166	✓	◎	◎	◎

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4.4.4	The training to be provided in a direct format, with assessments conducted at the end of the training to ensure comprehension.	Inquiry Rec 167	●	◎	◎	◎
4.4.5	Refresher training is to occur at least every three years.	Inquiry Rec 168				◎
4.4.6	The City selection process for employment be based on a measurable and objective assessment of suitability, competence and ability to satisfy the requirements of the position description, and on no other basis.	Inquiry Rec 170	●	◎	◎	◎
4.4.7	Each selection and recruitment process be recorded in writing, with sufficient detail, to ensure the recruitment decision can be audited if required and retained as a record of the City in accordance with the <i>State Records Act 2000</i> .	Inquiry Rec 171	●	◎	◎	◎
4.4.8	The City establish in policy that late applications will not be considered.	Inquiry Rec 172	●			
4.4.9	An employee's probationary performance be assessed against the requirements of his or her key performance indicators, prior to the expiry of the probationary period.	Inquiry Rec 176	●	◎	◎	◎
4.4.10	The performance assessment of the employee be recorded in writing and kept by the City as a written record of that employee's performance assessment in accordance with the State Records Act 2000.	Inquiry Rec 177	✓	◎	◎	◎
4.4.11	If any employee, whether on probation or not, is assessed as not satisfying the requirements of his or her position description and/or key performance indicators, the employee be: <ul style="list-style-type: none"> advised of the nature and extent of the deficiency: invited to respond to the deficiency within a reasonable time: and after consideration of the employee's response, advised of the manner in which the employee is required to improve on the deficiency, if that is the case, in order to satisfy his or her key performance indicators. 	Inquiry Rec 178	✓	◎	◎	◎
4.4.12	The nature of the deficiency described in Recommendation 178 be recorded in writing, provided to the employee, and kept as a record of the City in accordance with the <i>State Records Act 2000</i> .	Inquiry Rec 179	✓	◎	◎	◎
4.4.13	The employment of an employee shall only be terminated in accordance with that employee's contract or prescribed conditions of employment.	Inquiry Rec 182	●	◎	◎	◎

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4.4.14	Where an employee's employment is terminated, he or she will be afforded procedural fairness, where required by law, and the reasons for the termination of employment will be recorded in writing and kept by the City in accordance with the <i>State Records Act 2000</i> .	Inquiry Rec 183	●	◎	◎	◎
4.4.15	The City develop a framework for the termination of employment, including the terms of separation, and resolving actual or potential legal claims from current or former employees arising out of their employment, including: <ul style="list-style-type: none">the circumstances in which it is appropriate for the City to enter into Deeds of Settlement; andthe appropriateness of the terms of such Deeds, such as;<ul style="list-style-type: none">whether it is appropriate for the City to make payments in excess of an employee's statutory and contractual entitlements and the amount of any such payments; andwhether it is appropriate for the City to agree to any obligations of confidentiality or non-disparagement	Inquiry Rec 184	●			

Records management		Source	20/21	21/22	22/23	23/24
Actions	4.4.16	The City to examine all recruitment records held in the City's human resource systems, including the 'BigRedSky' platform and ensure they are recorded, retained and disposed of, in accordance with the State Records Act 2000, the City's Record-Keeping Plan and the State Records Office's "General Disposal Authority for Local Government Records".	Inquiry Rec 164	●		
	4.4.17	The City to examine all current and historical complaint and grievance records held in unregistered ⁴¹ hard copy files or the City's local drives to ensure that they are recorded, retained and disposed of, in accordance with the State Records Act 2000, the City's Record-Keeping Plan and the State Records Office's " <i>General Disposal Authority for Local Government Records</i> ".	Inquiry Rec 180	✓		
	4.4.18	The City examine all current and historical termination of employment records held in unregistered hard copy files or the City's local drives to ensure that they are recorded, retained and disposed of in accordance with the State Records Act 2000, the City's Record-Keeping Plan and the State Records Office's " <i>General Disposal Authority for Local Government Records</i> ".	Inquiry Rec 187	●		
	4.4.19	The City examine all current Discretionary Grant Funding Arrangements to ensure that fully executed copies, signed by an appropriately delegated officer, of all funding arrangements are recorded and retained in accordance with the <i>State Records Act 2000</i> and the City's Record-Keeping Plan.	Inquiry Rec 236	○	●	

⁴¹ "A registered file is one which has an allocated HPE content manager file reference." (Footnote "y" to Recommendation 180, Vol. 3 of the Report of the Inquiry into the City of Perth (p81))

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Finance		Source	20/21	21/22	22/23	23/24
Actions	4.4.20	Key financial processes and systems be process mapped and documented to support consistent decision making and ensure accountability.	Inquiry Rec 207	○	●	
Business systems		Source	20/21	21/22	22/23	23/24
Actions	4.4.21	Complete the core systems consolidation.	ABEF (Various ⁴²)		●	
	4.4.22	Improve centralisation, efficiency and integration of records management systems to ensure consistency and ease of record-keeping practices.	ABEF 3.2.3		●	

⁴² ABEF 3.1.3, 3.1.4 & 3.2.2

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City of Perth