

24250007 / F2024364

REVIEW OF PLANNING, BUILDING AND ENVIRONMENTAL HEALTH DIRECTORATE

Prepared for the City of Melville by GFG Consulting
November 2022

VERSION | Final



ABOUT THIS REPORT

BACKGROUND

GFG Consulting were engaged to conduct a best practice review of the Planning, Building and Environmental Health Directorate (PBEHD) with a focus on the City's compliance approach. At the initial start-up briefing session, the scope was further clarified to focus on recommendations that would improve the City's approach to development control in the context of the challenges presented by increased density development in Activity Centres.

Specific issues around complaints and decisions relating to particular developments are well documented in other reports. This report does not seek to delve further into those matters. Instead, it is forward looking with recommendations to improve service delivery, compliance and accountability into the future.

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EXECUTIVE SUMMARY | CONTEXT

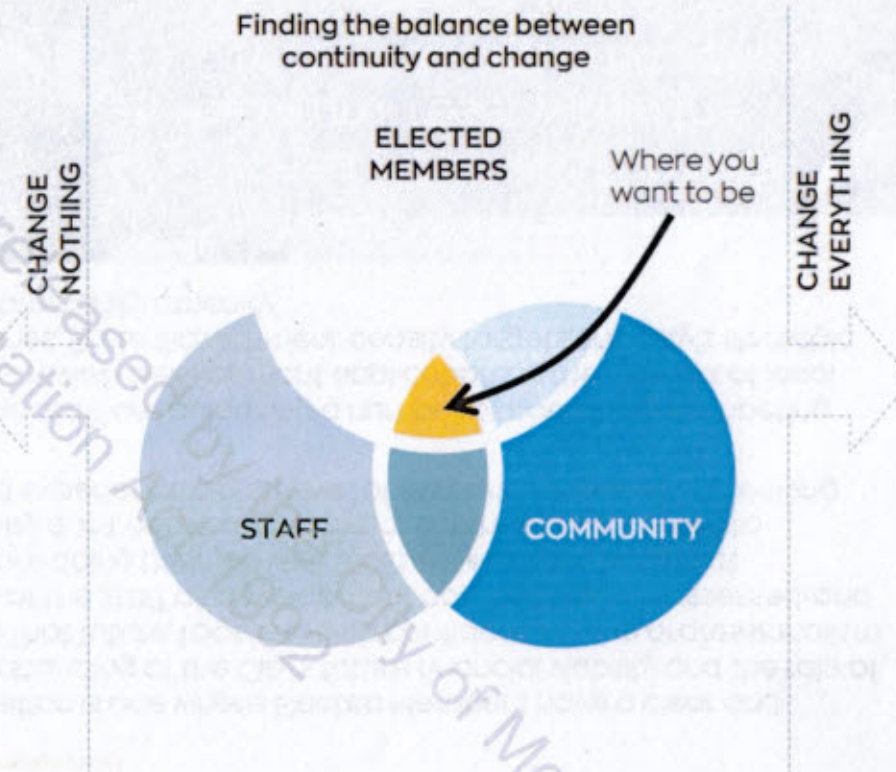
The key question GFG considered is: 'In the context of the challenges presented by increased density development, what does this Directorate need to be doing right to be successful?'

“ Good development is about finding the balance.

The principles behind sound development control are the same regardless of the level of density. Higher density is generally more controversial and therefore attracts greater attention and scrutiny.

The foundation of development control is the planning scheme, strategy and policy settings. Some people believe these foundations should be driven solely by community aspirations and desires. In reality, that cannot be the case, as other factors also influence development control.

Factors such as State Government density mandates and individual personal preferences are inevitably going to be at odds in some circumstances. Good development is about finding the balance.



EXECUTIVE SUMMARY | CONTEXT

GFG believe there is significant opportunity to improve work practices that will lead to more efficient and effective development control and in turn provide a more rewarding and enjoyable place to work.

Our recommendations include structural changes, but these need to be supplemented with changes in attitudes, trust and respect. This applies equally to the Administration and the Elected Members.

Each has an important role to play, but currently there appears to be a significant gap in understanding and appreciation of the different roles of Elected Members and Staff.

The desired position is one where Elected Members have a clear and balanced understanding of the City's future financial viability and the role of development in that future, together with confidence in the professionalism and judgement of the staff as development applications are assessed, and trust that staff are doing their job well. Elected Members build that confidence if they don't hear complaints, and if they have access to information and experience a high level of responsiveness when seeking clarification.

At the same time, staff are balancing a number of potentially competing interests as they review development applications in the context of local planning guidelines, State Government density targets, the City's strategic priorities, and community amenity.

“ Aligned with this is the need for a cultural reset within the Directorate – an articulation of vision, purpose, and how teams within the Directorate should be working together to achieve success.



EXECUTIVE SUMMARY | THE BIG ISSUES

Leadership:

- Vision and communication within the Directorate. A shared belief and understanding of purpose and relationship to what the Elected Members and Community want.
- Clear identification needed of priorities and articulation of "how we do things here".
- A plan of actions to shift from where they are now, to where they need to be, with clear actionable next steps, spread over a realistic time frame.

Governance & compliance:

- The use of clear and relevant policies, procedures and processes as the primary driver of actions.

THE BIG ISSUES

Role Clarity:

- Managers need to manage and Co-ordinators need to co-ordinate.

Connectedness:

- Business units within the Directorate need to work closer together, support each other more and the same philosophy needs to permeate across other directorates as a "one organisation" approach. This requires getting rid of silos (current physical set-up doesn't help).
- Understanding of the roles and responsibilities between the Elected Members and the Administration and how they must be symbiotic and not at odds with each other. Elected Members need to understand and accept the levers they can pull to drive development control in the direction they believe it should go (given State Government mandates and community expectations) and have respect and confidence for the technical skills and experience of the administration. This requires an ongoing education process.

Consequences of doing nothing:

- There are many other more specific issues that need to be addressed (as outlined further in this report) and these improve efficiency and effectiveness, however the failure to adequately address the above will diminish any probable improvements that can be made. The above matters a foundational requirements upon which to rebuild the Directorate.
- A re-set is needed on patterns of learned behaviour to turn this around.

Community centricity:

- Make it easier for the community to 'do business with' the City. Facilitate a positive outcome.
- Clear and reasonable expectations created
- Consistent processes, consistently applied
- Open and transparent communication

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02

THE FINDINGS

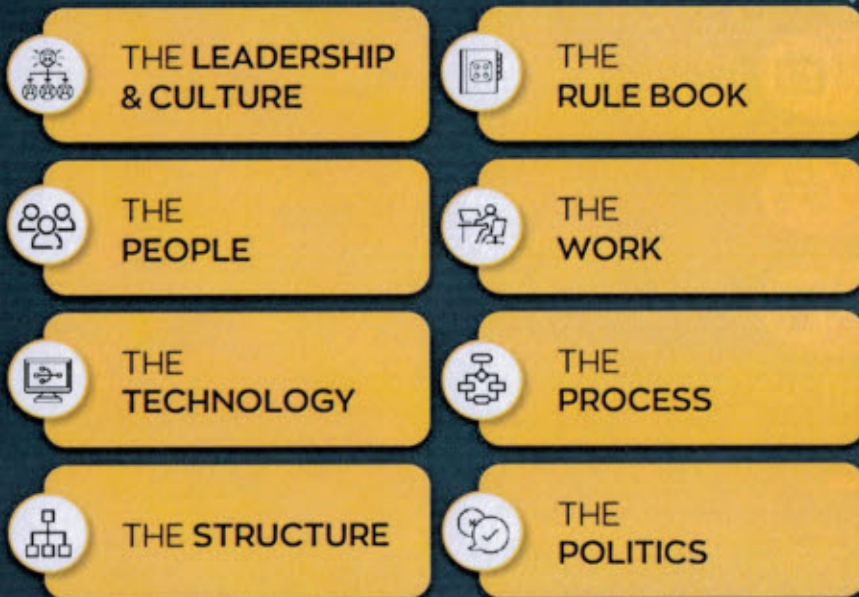


THE FINDINGS | DIAGNOSTIC TOOL

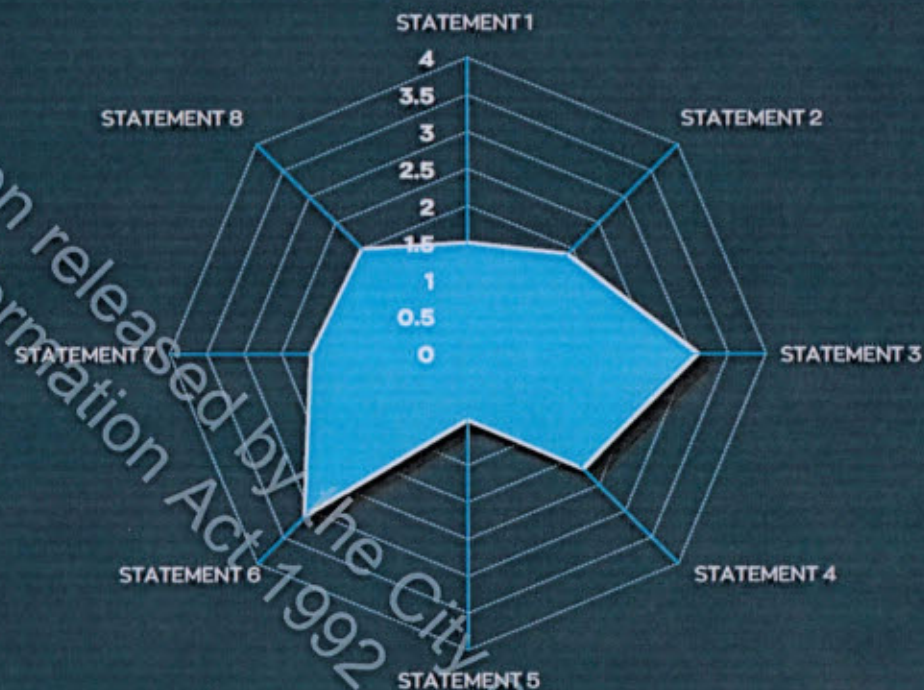
In order to provide recommendations about improvement in the operations of development control, GFG considered eight 'categories of success' to measure performance against.

CATEGORIES OF SUCCESS

The eight categories below were chosen as the most relevant aspects of the business units. Each category is built from a series of success statements, which GFG believe are representative of a high performing business unit. Anything less than "strongly agree" presents an opportunity for improvement.



THE 'RADAR' CATEGORY



The "spokes" of the radar charts represent the "success statements". A score of 4 indicates "strongly agree" and a score of 1 represents "strongly disagree". These are value judgements and perceptions of the GFG team after interviews and workshops with the agreed stakeholders [see page 33 stakeholder list].

THE FINDINGS | DIAGNOSTIC OUTPUT

In order to provide recommendations about improvement in the operations of development control, GFG considered eight 'categories of success' to measure performance against.

“ This process has highlighted that there is no one single issue that needs to be “fixed”.

The performance analysis shows the maximum possible score for each category based on the number of success statements x 4 and the GFG assessed score.

This process has highlighted that there is no one single issue that needs to be “fixed”. As is often the case, improvement is required across all aspects of the business, however it is important to note that there is some cause and effect relationship between some elements. For example, strong leadership will permeate throughout other elements.

	MAX SCORE	ASSESSED SCORE	%
 THE LEADERSHIP & CULTURE	32	14	44%
 THE PEOPLE	16	11	69%
 THE TECHNOLOGY	20	9	45%
 THE STRUCTURE	16	8	50%
 THE RULE BOOK	20	11	55%
 THE WORK	16	9	56%
 THE PROCESS	16	8	50%
 THE POLITICS	12	5	42%

THE FINDINGS THE LEADERSHIP & CULTURE

Leadership is one of the key enablers to success, and lack of good leadership was one of the big issues identified.



THE LEADERSHIP & CULTURE

44%

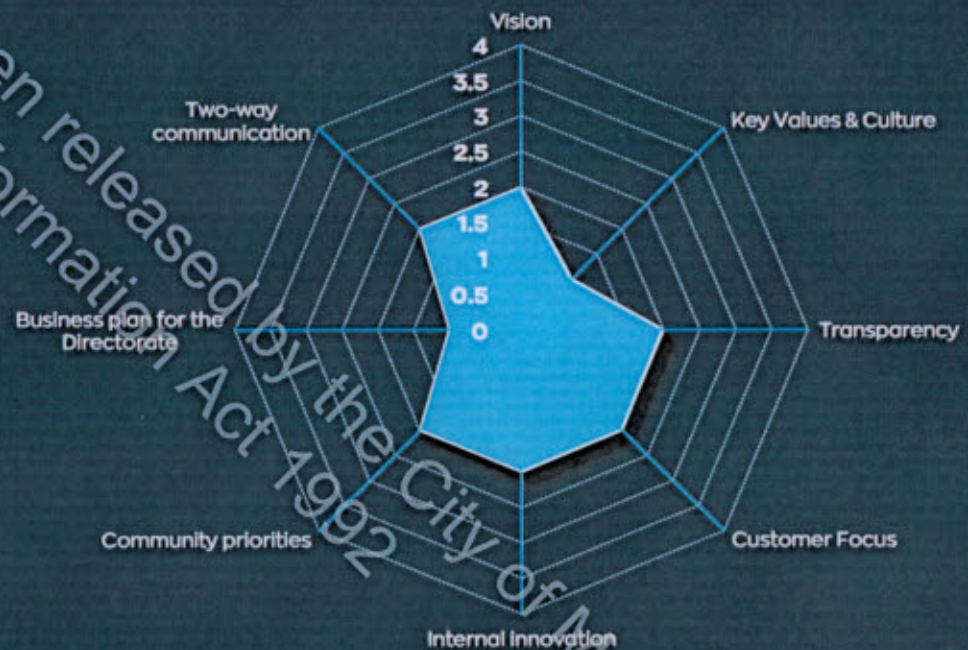
Strong leadership is required to articulate the vision and purpose of the community, the organisation and the directorate. The culture and values must be communicated and constantly reinforced by the Director and managers.

The Director must be an active and effective contributor to the City's Executive Team and the conduit between Elected Members and staff.

The need to be balanced in decision making should be crystal clear to all staff. Everyone should feel comfortable to challenge and encouraged to innovate.

The team must know what the improvement roadmap looks like and how their role can contribute to that.

THE LEADERSHIP & CULTURE



As this radar chart shows, strong leadership is lacking, with community priorities as raised by Elected Members being more of a driver than any self-determination by the Directorate itself. There is no improvement plan.

24250007 / F2024364 THE FINDINGS | THE PEOPLE

The quality and effectiveness of the work undertaken relies on the skills, attributes, application and attitude of staff.



THE PEOPLE

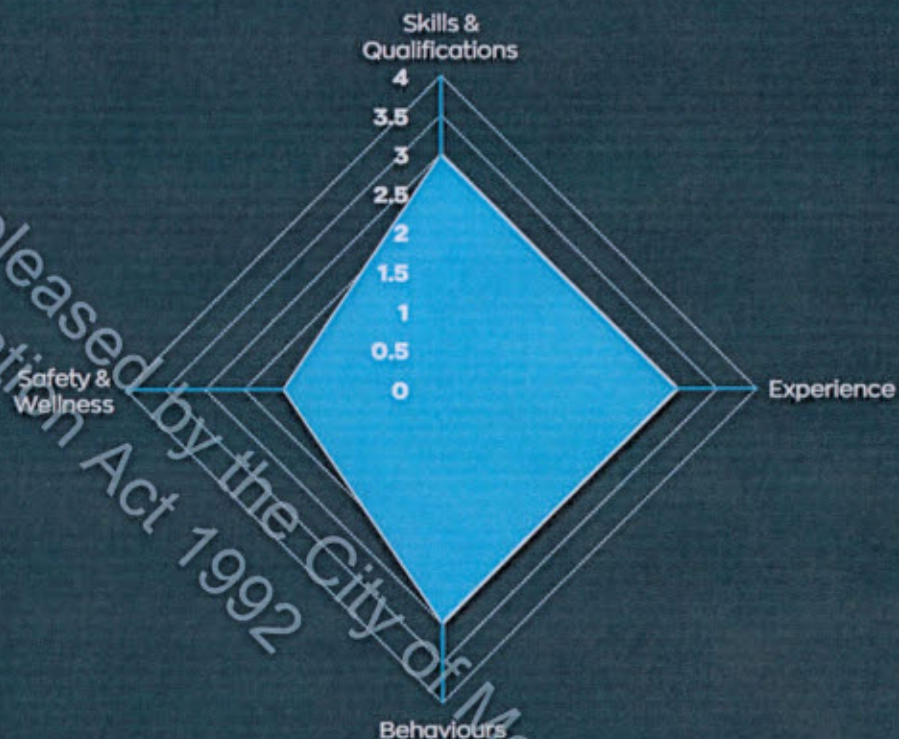
69%

In many of the teams GFG acknowledge a high level of professionalism, pride and a sense of accomplishment.

There are some pockets of disgruntlement and hurt, [redacted] and also as a result of no decisions being made on key positions where staff have been acting for some time.

GFG also noticed the flow-on impact of this indecision to other members of the teams. With the introduction of the Workplace Health and Safety Act, safety and wellness are areas of potential liability if not addressed effectively.

THE PEOPLE



As this radar chart shows, generally the staff have solid experience, the right skills and qualifications, and the will to do a good job. This is being undermined by a perceived lack of support, guidance, communication, and case management of issues.

THE FINDINGS | THE TECHNOLOGY

Technology is an important enabler, and there is significant room to utilise better tools for each project the Directorate is working on.



THE TECHNOLOGY

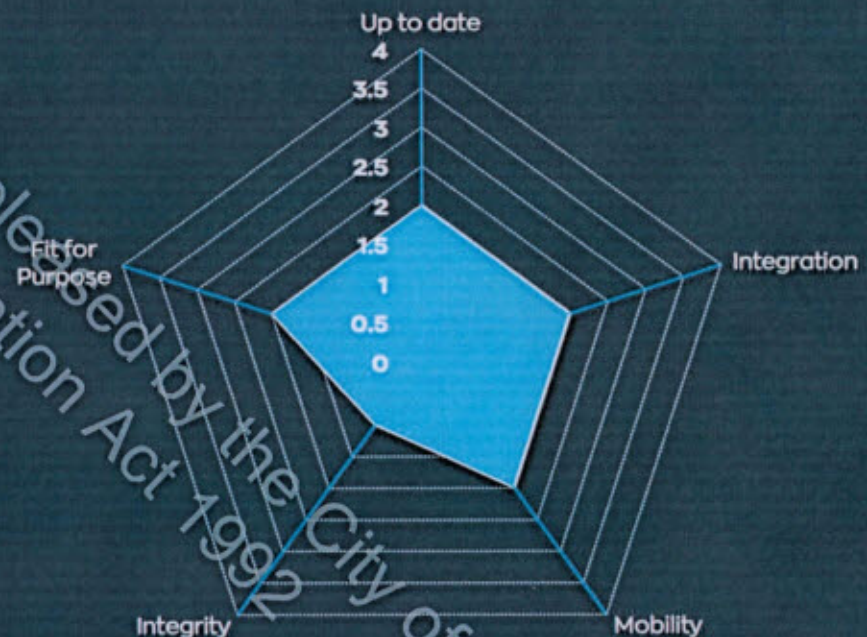
45%

Technology is another important enabler, and there is significant room to utilise better tools to speed up the work, eliminate double handling/double entry of data, support mobility, and streamline the information on each project the Directorate is working on.

Digital transformation will be required. This was one area that GFG interrogated other Councils about in the benchmark interviews, and it is a highly topical issue. All Councils are highly aware of the need to enhance technological tools to enable better and quicker delivery of services, and all are at a different stage of the journey to find the most appropriate solutions.

Two Councils are at the point of introducing bespoke web-based services to improve the development and building application processes.

THE TECHNOLOGY



As this radar chart shows, the staff are frustrated with the inconsistent indexing of information, the volume of duplication and the lack of integration between different systems. The detail and the benefits of any improvement strategy is not well known.

24250007 / F2024364 THE FINDINGS | THE STRUCTURE

The silo structure in the Directorate is allowing teams to operate independently and not realising potential benefits from increased cooperation.



THE STRUCTURE

50%

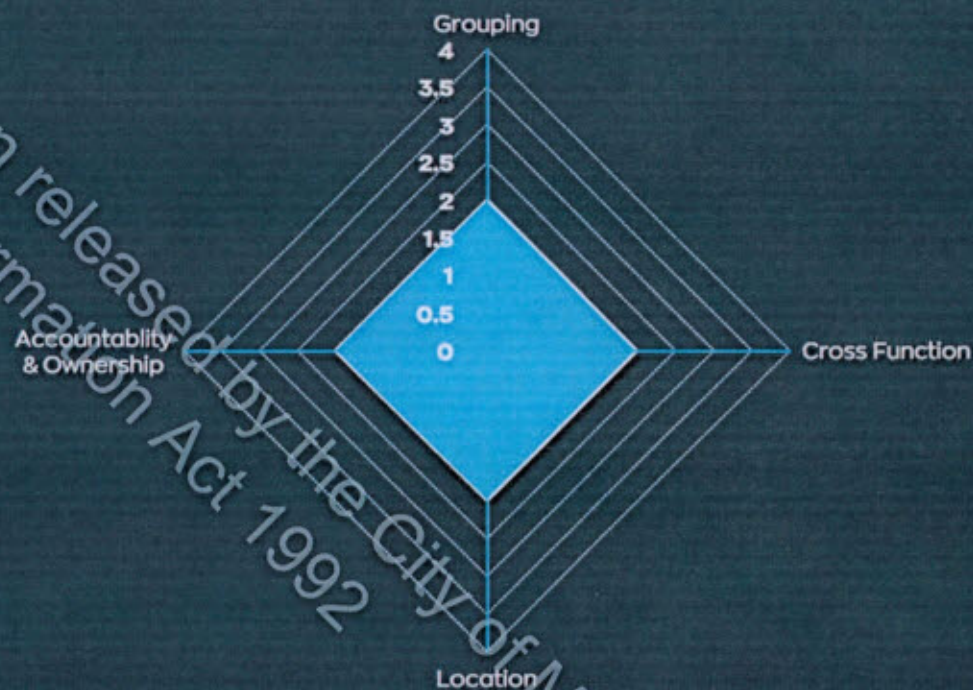
The City is keen to develop a more customer-centric mindset across the organisation requiring a shared recognition of the importance of the customer experience. This means understanding how the processes are experienced by developers, neighbours, and community members, and whether the experience could be improved.

Improvement is likely to require collaboration, cross-functional discussion, shared accountability for the outcome, and a mindset that effective delivery of the development controls is everyone's responsibility.

The 'decentralised' teams make communication more difficult, and this needs to be overcome through the introduction of a way of working that brings the teams together as needed.

Clear lines of accountability for outcomes should be cascaded to the relevant teams so that everyone knows who is doing what.

THE STRUCTURE



As this radar chart shows, there is an opportunity to improve the grouping of functions. Together with better cross function communication there will be greater ownership and accountability.

24250007 / F2024364 THE FINDINGS | THE RULE BOOK

The Directorate's work should be supported by a set of guidance documents that are crucial to effective and consistent performance.



THE RULE BOOK

55%

Staff undertake their role to assess development applications and manage large-scale development projects with constant reference to well-constructed policies, procedures, planning schemes, local laws, and planning frameworks.

If these are incomplete, outdated, irrelevant, or ambiguous, they will lead to inconsistent decision-making, exposing the City to challenges, complaints, and resulting in a development process fraught with problems. GFG's assessment is that improvement is needed across the board in this area.

The assessment of this factor is based on the current situation. We acknowledge that the Scheme and the Canning Bridge Activity Centre Plan are in the process of being reviewed.

THE RULE BOOK



As this radar chart shows, the documents that should be the major drivers of decision making are deficient. These are foundation components which should be under constant review.

24250007 / F2024364 THE FINDINGS | THE WORK

The department needs to be agile and able to pivot as needed when the workload changes.



THE WORK

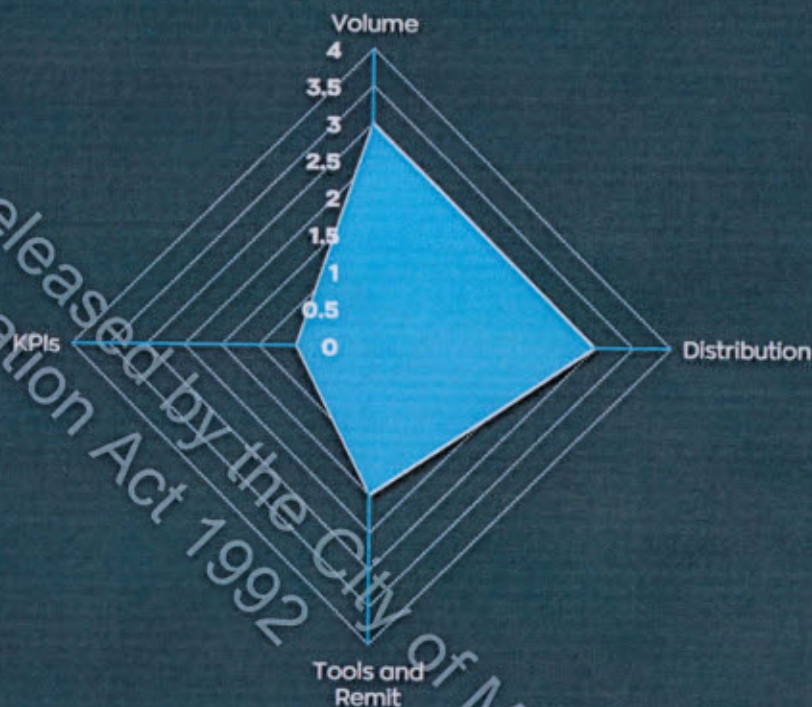
56%

The Directorate assesses workload and how the work is allocated, whether the resourcing matches the workload, efficiency of the teams, and how the work is defined.

It is also important to look at what level of flexibility and agility exists to pivot as needed when the workload changes, and what arrangements are in place to pull in additional resources if needed to meet targets.

There was a lot of discussion about the reactive nature of the work, and a desire to be able to get ahead of the game and be more proactive. The list of KPIs provided to GFG was lengthy but focused on work activity outputs rather than on outcomes or measures of delivering against purpose. There was little discussion about KPIs or accountability in staff workshops.

THE WORK



As this radar chart shows, the volume of work and distribution is acceptable, but the way it is allocated, the ownership and accountability and the measurement of success, is not.

24250007 / F2024364 THE FINDINGS | THE PROCESS

Processes should be systematically designed and managed to deliver consistent outcomes and to eliminate risk for the organisation.



THE PROCESS

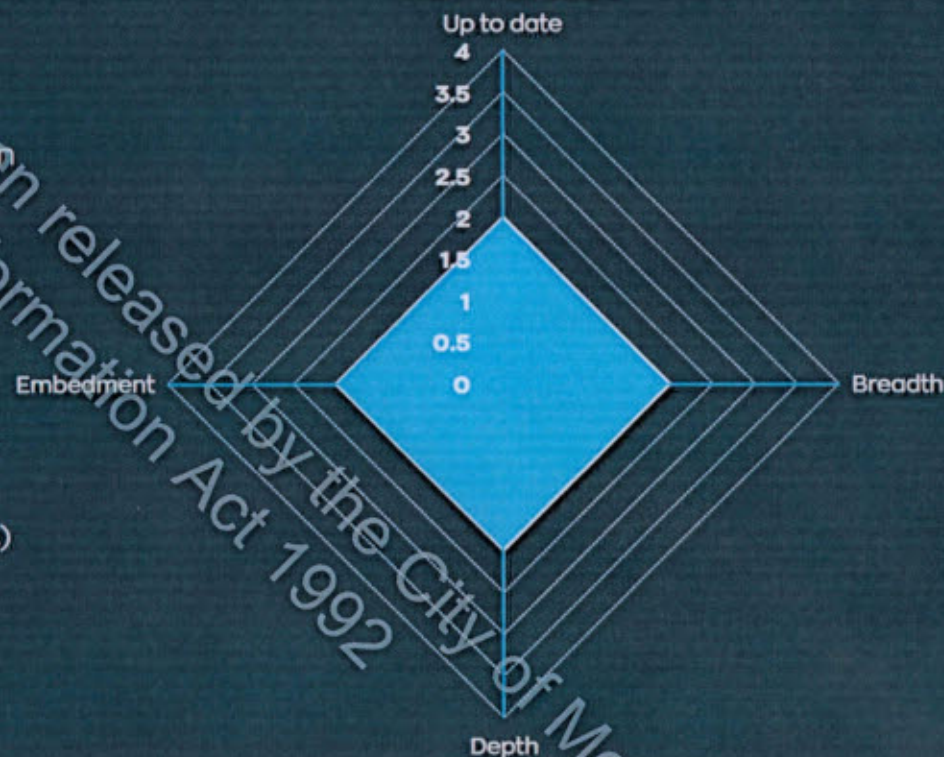
50%

Processes are systematically designed and managed to deliver the outcomes consistently, with all steps covered in order, with all the relevant information considered, and to eliminate risk for the organisation.

Processes undergo constant review to continually adjust, improve and streamline the way the work is done to achieve the desired outcomes. If the review doesn't occur regularly, or without the benefit of new information or innovations, there are likely to be missed opportunities to improve the services provided.

Work instructions or procedures (as distinct from policies) are ad hoc, not widely referred to and GFG saw no evidence of a program of review.

THE PROCESS



As this radar chart shows, staff are operating based on historical ways of working, prior knowledge and experience or how they think things should be done. A systems approach is lacking.

24250007 / F2024364 THE FINDINGS | THE POLITICS

A functional political context in local government is one of collaboration with mutual understanding of the role performed by Elected Members vs the Administration.



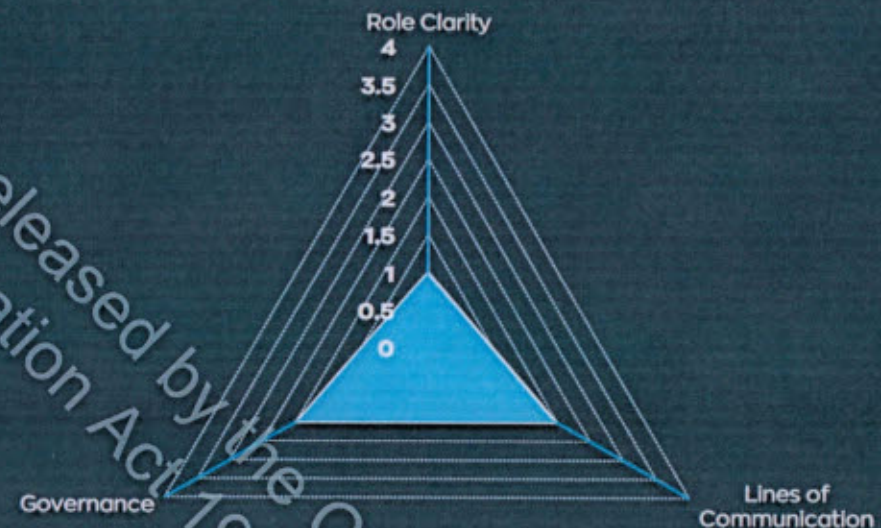
THE POLITICS

42%

The CEO should ensure the roles of Elected Members vs the Administration are understood. That is, Elected Members understand their role in the decision-making process and are presented with the right information in the right format to enable those decisions to be made; and where the staff are employed for the expertise and knowledge to deliver and manage the services provided by the City. Ideally there is trust, respect and agreed communication lines between Elected Members and staff, and any crossing of the lines or inappropriate contact is managed promptly by the CEO.

In addition, the Administration (Planning in particular) need to understand that planning is not black and white, and that interactions with the Elected Members and decisions need to consider the wishes of the community as presented by the Elected Members.

THE POLITICS



As this radar chart shows, there is an unhealthy political context impacting the work being done. Operating improvements need to be implemented based on a sound governance framework. Education (including mandatory induction for Elected Members) should be an ongoing process as well as feedback to staff on Council's wishes.

03

THE RECOMMENDATIONS



RECOMMENDATIONS | SETTING A NEW COURSE

GFG's recommendations are summarised for each category in the Diagnostic Tool. These recommendations need to be adopted to move forward and set the Directorate up for future success.



THE LEADERSHIP & CULTURE

RECOMMENDED ACTION

- 1** Appoint an interim Director, who will not be a candidate for the permanent placement, to steady the ship and prepare it for change. This person would:
 - Determine whether the right people are in the right positions; making appointments.
 - Take action to uniformly make people feel valued, and to create a safe working environment.
 - Provide visible support and commitment to the Transformation journey the City is embarking on, with clear commitment to the Small Business project which this Directorate has carriage of.
 - Identify foundational elements that need correcting, and deal with these as a prelude to future improvement.
 - Establish clear priorities for the Directorate.
- 2** Ensure clear and frequent communication within the Directorate to create and reinforce expectations and to support the rebuild of culture.
This could include:
 - Regular Department-wide meetings and activities, and cross-team discussions to re-set the current culture of working in silos.
- 3** Temporarily limit the ability of staff to work from home. WFH should be the exception rather than the rule and justified with reasons.

WHY

Important to build and manage staff expectations and culture for the new world, and provide direction.

Also important to deal with those members of staff who are currently feeling disenfranchised and unhappy.

Note: At the time of writing an appointment of an interim Director had been made.

Everyone needs to feel part of the organisation, and needs to know what is happening.

The Directorate needs to rebuild its culture. This is difficult to do with significant numbers of staff working from home.

RECOMMENDATIONS | SETTING A NEW COURSE

GFG's recommendations are summarised for each category in the Diagnostic Tool. These recommendations need to be adopted to move forward and set the Directorate up for future success.



THE PEOPLE

RECOMMENDED ACTION

- 4** Develop role definitions that clearly articulate the expectations of the roles of director, manager, coordinator, supervisor (or senior) and team leader.

WHY

Remove the inconsistency in responsibility and accountability between the same roles in different teams.

- 5** Confirm key appointments

Unnecessary angst and uncertainty has been created by having people in acting positions for long periods of time.



THE TECHNOLOGY

RECOMMENDED ACTION

6 Online Services:

- Develop a staged approach to digital transformation starting with converting all online PDF's (editable and non-editable) into database linked web forms.
- Plan the implementation of online application lodgements with smart algorithms (see City of Stirling as an example).
- Develop and document a plan for the roll out of mobile tools with full straight through integration to back at base databases.

WHY

Improve the quality and completeness of applications submitted which in turns leads to quicker and easier assessment which leads to greater customer satisfaction with the process. Remove the need to re-key information from field assessments.

RECOMMENDATIONS | SETTING A NEW COURSE

GFG's recommendations are summarised for each category in the Diagnostic Tool. These recommendations need to be adopted to move forward and set the Directorate up for future success.



THE STRUCTURE

RECOMMENDED ACTION

7

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

WHY

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

8

- [REDACTED]
- [REDACTED]

- [REDACTED]
- [REDACTED]

9

- [REDACTED]
- [REDACTED]

- [REDACTED]
- [REDACTED]

RECOMMENDATIONS | SETTING A NEW COURSE

GFG's recommendations are summarised for each category in the Diagnostic Tool. These recommendations need to be adopted to move forward and set the Directorate up for future success.



THE RULE BOOK

RECOMMENDED ACTION

10 Produce a review schedule of all policy and procedures:

- Circulate widely and frequently among team members.
- Scheduled review dates
- Allocated to individuals
- Include a mechanism to capture issues as they arise so that they can be considered in the reviews.
- Include monthly performance review to check adherence to the schedule.
- Involve Elected Members in the review process (via workshops) so that concerns and suggestions can be accommodated.

Note: if there are any other guidance documents that would be useful, produce them, circulate them and make them a living document. (e.g., City of Vincent's 'Built Form Policy').

11 Responsible Authority Report (RAR)

- As stated in the publication 'Making Good Planning Decisions' at clause 5.3.2: "It is improper for Councillors of a local government to influence the planning officer's professional opinion on the assessment of the application in any way. If the local government also wishes to make a statement regarding an application before a DAP, it may do so by making a submission."
- Elected Members need to respect and trust planning officer's work and not intervene in RARs. If there is misalignment, it should be managed through policy change.
- Develop the policy position that RARs are not circulated to Council (may take time as trust needs to be restored).

WHY

Create a focus on the importance of policy and how that should guide decision making and ensure consistency. Creates clarity for staff and emphasises Elected Members' role in policy setting.

Better separation between the role of Elected Members and the administration. Allow due process to be followed.

Note: This may take time as the current process involves significant opportunities for discretion. It is likely Council will be uncomfortable until the constraints or guidance of discretion is tightened.

RECOMMENDATIONS | SETTING A NEW COURSE

GFG's recommendations are summarised for each category in the Diagnostic Tool. These recommendations need to be adopted to move forward and set the Directorate up for future success.



THE RULE BOOK cont.

RECOMMENDED ACTION

12 Local laws:

- Engage a legal firm to review local laws with the intention of providing a mechanism for swift enforcement actions based on infringement notices (using the LG Act).

WHY

Although education is the preferred mechanism, on the spot infringement capability may assist with compliance.



THE WORK

RECOMMENDED ACTION

13 Delegations:

- Change the delegations to permit Building Surveyors who are registered practitioners, to sign their own assessments with a system of peer review so that two professionals are signing off (eg. Rockingham and Cockburn systems).

WHY

Fairer distribution of work, holding qualified professionals accountable for their own work. Reduce risk.

14 Verges:

- Shift responsibility for verges in front of private property to the Building Services unit from Tech Services.
- Conduct a cost benefit analysis of the verge bond system (Cockburn have scrapped it). For major developments apply conditions at DA.

Verge issues are more often than not related to a building or planning or environmental health issue. Eliminate the directorate bounce around.

Remove a process that has limited value.

RECOMMENDATIONS | SETTING A NEW COURSE

GFG's recommendations are summarised for each category in the Diagnostic Tool. These recommendations need to be adopted to move forward and set the Directorate up for future success.



THE WORK cont.

RECOMMENDED ACTION

15 Triage of Applications and Allocation of work

- Review work instructions and checklists to provide greater clarity and certainty of requirements for applications.
- Set up specialisations within the Business Support team to handle specific types of allocations.
- All applications to be distributed directly to officers for assessment. Co-ordinators intervene by exception for re-allocation if required.
- Receiving Business Support officer to remain the point of contact with applicant and associated stakeholders for the duration of the development (liaise with other technical specialist as required). Single point liaison
- Re-open the front counter. Provider better interactions with initial enquiries. Utilize dead space.
- Fast-track system – move simple DAs out of the pack and deal with them quickly

16 Indemnity for Building Surveyors

- Provide written assurance for Building Surveyors who are registered practitioners, stating that the City's insurances and indemnity will protect them in the event of action taken by third parties, provided that they have been working within the City's guidelines.

WHY

Reduction in non-value add steps in the application process. Improved customer experience. Controlled communication through a single source.

Provide certainty for staff and demonstrate the City's commitment to stand by and protect and support its workforce.

RECOMMENDATIONS | SETTING A NEW COURSE

GFG's recommendations are summarised for each category in the Diagnostic Tool. These recommendations need to be adopted to move forward and set the Directorate up for future success.



THE WORK cont.

RECOMMENDED ACTION

17 Proactive EHO work planning

- Develop an annual/monthly/weekly schedule of planned inspections and track performance against the plan.

WHY

Improve accountability and transparency of workloads and provide visibility of performance against target.

18 Resourcing

- [REDACTED]
- Identify where additional resourcing might be sourced when workloads escalate in specific areas and make sure teams are aware of the additional resourcing and how to access it.
- Ensure rapid access to a structural engineer, either on staff (could be in Tech Services) or by establishing a pre-qualified panel of providers.

If City/Council wants to improve the quality of developments and/or cut down the time taken to get developments happening and/or create a perception of being responsive, more resourcing needs to be provided.

19 KPIs

- Review the suite of KPIs to include fewer activity/workload indicators and introduce "outcome measures" that show performance against purpose.

Shared understanding of what success looks like. Focus on the outcome/purpose.

RECOMMENDATIONS | SETTING A NEW COURSE

GFG's recommendations are summarised for each category in the Diagnostic Tool. These recommendations need to be adopted to move forward and set the Directorate up for future success.



THE PROCESS

RECOMMENDED ACTION

- 20** Ensure that the Development Application process is clear, comprehensive and easy to navigate. As [REDACTED] (City of Stirling) said: "We want people to enjoy their experience of dealing with us. It's about the process and how you deliver it".

WHY

Consistent application of a clear process reduces the risk of non-compliance.

- 21** Proactively explain the planning frameworks (e.g. Mayor at City of South Perth very involved in doing this) and explain about why the processes are necessary.

To build community understanding of the frameworks, and the City's aim to do this well to keep planning control at the local level.



THE POLITICS

RECOMMENDED ACTION

- 22** Elected Member interactions.

- Communication between Elected Members and the administration should be via the CEO and Executive only with direct contact with Managers on an as required basis with the permission of relevant Executive (the CEO should intervene in instances of inappropriate communication).
- Plan and develop a series of workshops for attendance by Elected Members and Senior Planning and Building staff to educate all on their roles and responsibilities in the development control ecosystem.

WHY

Build trust and respect between the Elected Members and staff. The aim is to get to a position where the Elected Members have a high level of confidence in the professional expertise of staff and staff understand the will and desire of the Elected Members in the decision-making process.

RECOMMENDATIONS | SETTING A NEW COURSE

GFG's recommendations are summarised for each category in the Diagnostic Tool. These recommendations need to be adopted to move forward and set the Directorate up for future success.



THE POLITICS cont.

RECOMMENDED ACTION

23 Appoint a City Architect or panel of preferred suppliers to act as City Architect.

WHY

An appointed Architect can provide services that take into account a City preferred position in areas that are not black and white. A panel will provide flexibility and a mechanism to avoid conflicts of interest.

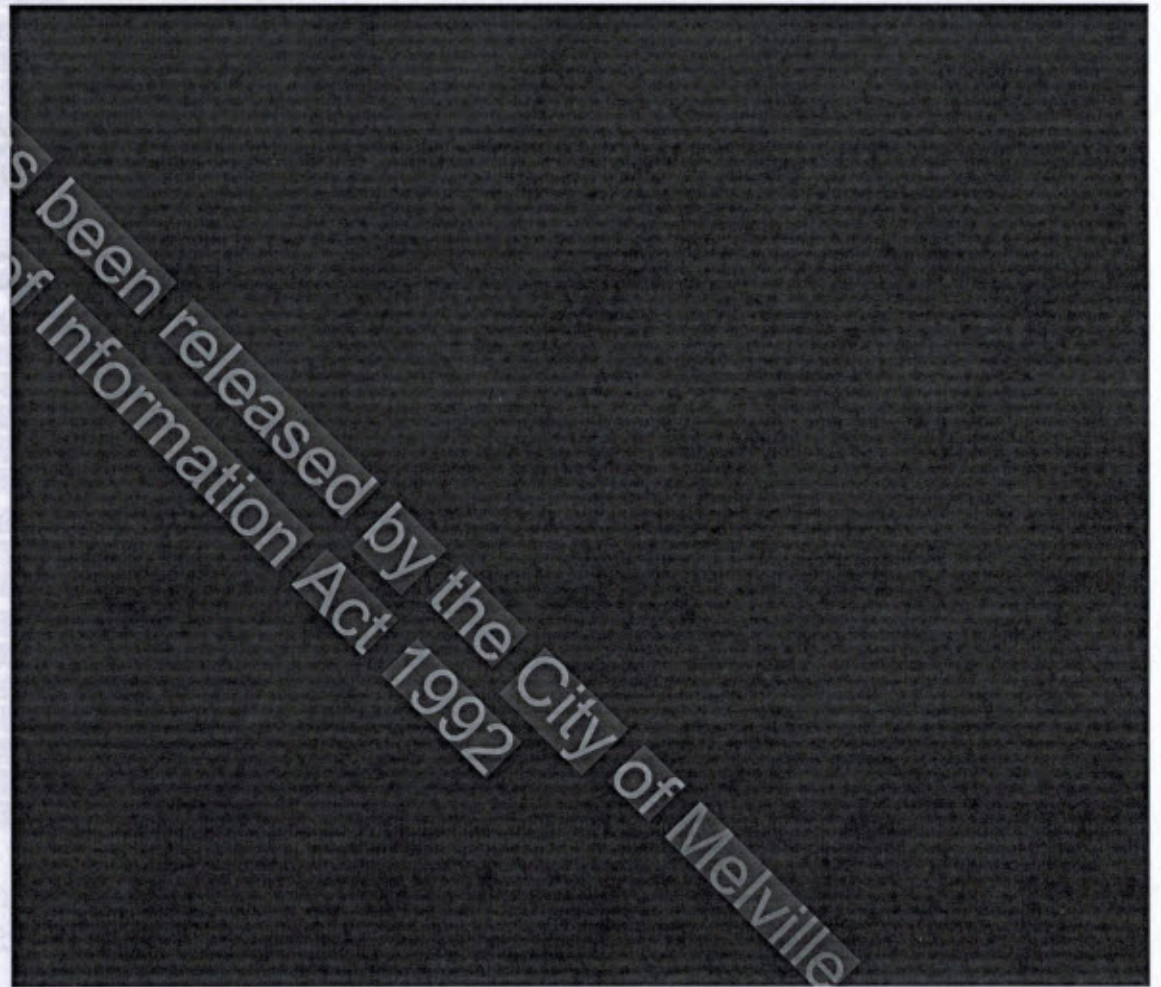
24 Implement a central Elected Member question and answer system whereby all questions come through a single point and the response, along with the original question is distributed to all Elected Members and the Executive.

Improve transparency, accountability, and efficiency with responding to Elected Members.

RECOMMENDATIONS | PROPOSED STRUCTURE

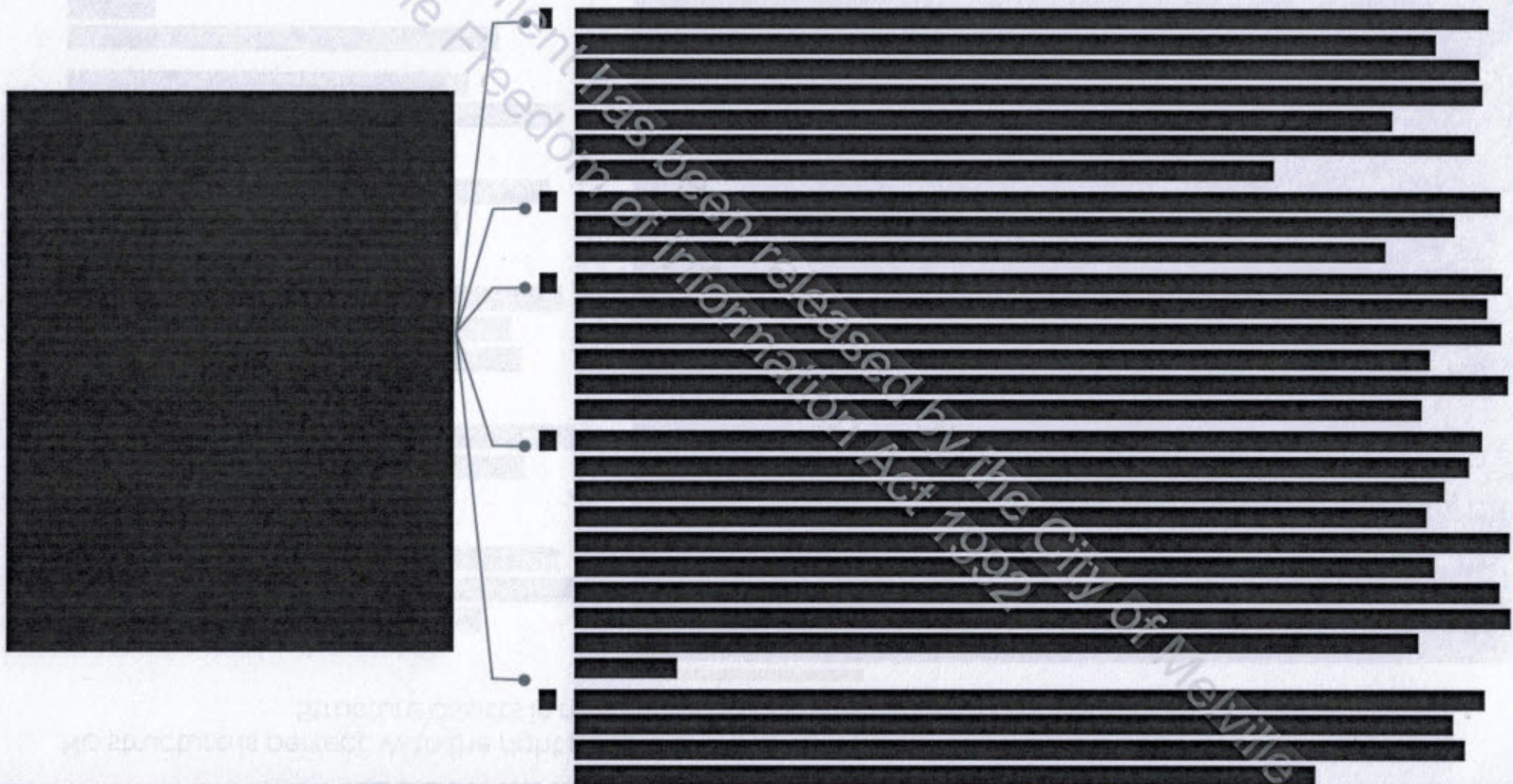
No structure is perfect. With the right people and the right attitudes, structure becomes less important. Structure assists in reporting and administration and accountability.

-
1. [Redacted]
 2. [Redacted]
 3. [Redacted]
 4. [Redacted]
 5. [Redacted]



RECOMMENDATIONS | STRUCTURAL CHANGES RATIONALE

No structure is perfect. With the right people and the right attitudes, structure becomes less important.
Structure assists in reporting and administration and accountability.



RECOMMENDATIONS | IMPLEMENTATION APPROACH (cont.)

A key success factor for the new structure will be the approach to implementation and communication. It will not be possible to implement all changes immediately, and it will be a step-by-step process.



A Clear Plan:

- Staff will be more accepting of change if the plan is well documented and communicated.
- The cultural change process needs to happen at the same time.
- People need to be willing to change and need to have confidence that there is a big picture.
- The main focus for the Acting Director should be to document the change plan and timeline based on the City's response to this report.



Communication:

- The Acting Director should start a process of open discussion and consultation with staff about the agreed structural changes. Key messages include:
- What needs to be considered to best support this approach and why.
 - The best location for the Business Support and Compliance team, and proposed timeline.
 - A new way of working is needed, and that the steps being taken now will be laying the foundations.



Tools:

To assist improved future cross-Directorate functioning, you may consider:

- The use of prominent visual aids such as Kanban boards.
- Regular "stand up" meetings and whole Directorate "town hall" meetings to update and inform of progress.
- The improvement plan could be drafted and accessible through MS Teams using the Planner/task/to do functions.



Behaviours:

- A positive culture will be reinforced by celebrating success as each improvement action is implemented.
- Agility will be important. Circumstances change and it is important for leaders to not become anchored to decisions if the circumstances change. The ability to pivot and be agile will reinforce that management is responsive and aware of the operating environment and prepared to shift when required.

RECOMMENDATIONS | IMPLEMENTATION APPROACH (cont.)

A key success factor for the new structure will be the approach to implementation and communication. It will not be possible to implement all changes immediately, and it will be a step-by-step process.

Cultural Change:

- Recognising the need for cultural change, the City has launched a program of transformation with four areas of focus, led by the CEO and Executive Team. This Directorate will contribute to the change program by successfully implementing the specific focus area it has been allocated (small business), and more importantly by ensuring the Directorate staff are fully engaged, happy, committed and come to work prepared to do their best.
- Developing a cultural change program can be undertaken with support from cultural change experts, or can be managed internally with support from the City's HR team. It starts with a clear vision for the Directorate in terms of its purpose and the values it believes are important to enable the purpose to be achieved. This vision must align with the City's overall vision.
- The structural elements of the Directorate's work have been discussed above, and supporting this the cultural change will be about the behavioural elements of leadership, communication, attitudes, responsiveness, collaboration, and taking responsibility that are to become the behavioural norms. The Director and Managers will need to model the new behaviours, and be persistent in ensuring everyone is working as part of this approach.

Business Improvement:

A commitment to continuous improvement will be one of the building blocks.

- In addition to the recommended structural and cultural changes there is significant opportunity to improve the efficiency of the business through more streamlined processes and the use of technology. This must not be done in isolation and should fit within a broader organisational business improvement strategy.
- For the PBEHD, business improvement can be distilled down to the development of detailed process maps and development of IT requirements for the automation of tasks where possible.



RECOMMENDATIONS | PROPOSED IMPLEMENTATION PHASES

We have proposed a phased 'step-by-step' approach for implementation over four horizons:
Immediate (1 mth), Short-term (1-6 mths), Medium-term (6-12 mths) and Long-term (+12mths)

PHASED IMPLEMENTATION

IMMEDIATE (1 month)

- 1 Appoint an interim Director
- 2 Ensure clear and frequent communication within the Directorate
- 10 Produce a review schedule of all policy and procedures
- 13 Change the delegations for Building Surveyors
- 16 Provide indemnity for Building Surveyors
- 22 Improve Elected Member interactions
- 24 Implement a central Elected Member question and answer system

SHORT-TERM (1-6 months)

- 3 Temporarily limit the ability of staff to work from home
- 4 Develop clear role definitions for director, manager, coordinator, supervisor and team leader.
- 5 Confirm key appointments
- 7 Transfer compliance role, and develop education and prevention strategies
- 8 [REDACTED]
- 9 [REDACTED]
- 15 Triage of Applications and Allocation of work
- 18 Additional resourcing
- 20 Improve Development Application process
- 21 Proactively explain the planning frameworks

MEDIUM-TERM (6-12 month)

- 6 Enhance Online Services, including database linked web forms, online application lodgements and mobile tools.
- 12 Engage a legal firm to review local laws with the intention of providing a mechanism for swift enforcement actions based on infringement notices
- 14 Shift responsibility for private property verges to the Building Services unit and review the verge bond system
- 17 Proactive EHO work planning
- 19 Review KPIs to include fewer activity/workload indicators and introduce "outcome measures
- 23 Appoint a City Architect or panel of preferred suppliers to act as City Architect

LONG-TERM (+12 month)

- 11 Develop the policy position that Responsible Authority Report (RARs) are not circulated to Council (may take time as trust needs to be restored).

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04

METHODOLOGY & BODY OF EVIDENCE



METHODOLOGY & BODY OF EVIDENCE | CONSULTATIONS

To complete our diagnostic tool, meetings, workshops and one-to-one interviews were held with a range of stakeholders relevant to the Directorate.



One on one interviews with CoM staff & Elected Members

1. Director Infrastructure
2. Manager Strategic Urban Planning
3. A/Manager Building & Environmental Health (x2 interviews)
4. Business Support Coordinator (x2 interviews)
5. Building Services Coordinator
6. A/Coordinator Environmental Health Services
7. Manager Statutory Planning
8. Coordinator Statutory Planning
9. Director Corporate Services
10. Building Surveyor (absent for Workshop session)
11. Director Community Development
12. Senior Building Surveyor
13. Senior Building Surveyor
14. Building Services Coordinator
15. Director Environment & Infrastructure
16. Business Support Officer (absent for Workshop session)
17. Mayor and Deputy Mayor



Group workshops with CoM staff

1. Building Services Workshop (13 people)
2. Environmental Health Workshop (5 people)
3. Statutory Planning Workshop (9 people)
4. Business Support Workshop (8 people)
5. Strategic Urban Planning Workshop (3 people)
6. Property Workshop (2 people)
7. Building Compliance Officers Workshop (2 people)

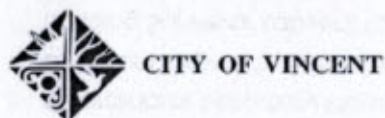
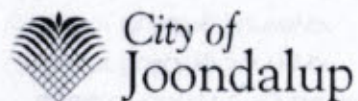
Meetings with other local authorities

1. City of Vincent (CEO session & Director/Manager session)
2. City of Joondalup (CEO session & Director/Manager session)
3. City of Stirling (Director/Manager session only)
4. City of South Perth (CEO session & Director/Manager session)
5. City of Cockburn (Director/Manager session only)



METHODOLOGY & BODY OF EVIDENCE | WHAT WE LEARNED FROM OTHERS

The benchmarking interviews were insightful, with useful information gathered from each of the five Councils.



The impact of strong leadership at the CEO and Director level was apparent, and all five Councils evidenced a commitment to:

- Reflecting continuously on the business to find better ways of doing business, and make things easier for residents
- Focussing on clear and exemplary processes
- Undertaking an organisational 're-set' where needed
- Collaborative practice
- Transparency, easy access to rules, clear and understandable language, and absolute clarity about what is/isn't acceptable in development terms
- Being responsive
- Being pragmatic
- Owning past mistakes and learning from them
- Embedding trust between Elected Members and staff

METHODOLOGY & BODY OF EVIDENCE | WHAT WE LEARNED FROM OTHERS

The benchmarking interviews were insightful, with useful information gathered from each of the five Councils.



CITY OF COCKBURN

- Focus on constant improvement, with the aim of achieving the vision of "Making Cockburn the best place to be". This includes creating a workplace that allows people to bring their best selves to work.
- Purpose-based organisation
- An efficiency drive across the organisation has put the focus on what can be done better to improve service. This has been done by a business analyst working with each team to digitally map processes to reduce the steps and look to automate.
- DAs and BAs are largely submitted electronically, allowing for instant verification of land ownership, and pre-population of data etc.
- Planning DAs are tracked as deadlines loom so that resources can be brought in as needed to complete the process.
- Coordinators have a key role in keeping applications moving through the approvals process.



CITY OF STIRLING

- Dedicated Business Improvement Officer
- Online application system
- Council and Admin aligned on planning and development. Councillors don't want the State Planning Commission to come in because planning isn't perceived to be done properly.
- The Directorate assumes a facilitator not a regulator role. Trying to get in front of things and prevent issues by working collaboratively, being transparent and proactively engaging with residents
- Officers are accessible and willing to meet and discuss projects to lead to best possible DAs.

METHODOLOGY & BODY OF EVIDENCE | WHAT WE LEARNED FROM OTHERS

The benchmarking interviews were insightful, with useful information gathered from each of the five Councils,



CITY OF VINCENT

CITY OF VINCENT

- Joint Planning and Building Strategy House and shortform business plan
- Importance of Built Form Policy
- Learning culture – what can we learn from JDAP decisions? Do we need to adjust policies to improve the approach?



City of
Joondalup

CITY OF JOONDALUP

- Focus throughout organisation is on making things easier for residents, leading to better ways of doing business.
- Fast-tracking of simple planning approvals
- Embrace continuous improvements and challenge the status quo



CITY OF SOUTH PERTH

- Community engagement as part of every development project. Involves weekly meetings with builders to do forward planning to identify and address potential issues.
- Clear guidelines given in terms of Construction Management Plan so it's very clear what developers need to do.
- A key driver to doing this properly is that the City doesn't want to cede planning controls to the State.

OUR DETAILS & CONTACT INFORMATION

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