

Certification of Performance Indicators

for the year ended 30 June 2008

We hereby certify that the performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the South West Development Commission's performance, and fairly represent the performance of the South West Development Commission for the financial year ended 30 June 2008.



Mr Stan Liaros
Chairman of Accountable Authority
6 August 2008



Mr Don Punch
Member of Accountable Authority
6 August 2008

Performance Indicators

Outcome

The South West Development Commission's outcome is to coordinate and promote an environment which is conducive to the balanced economic development of the South West Region.

Key output:

Regional Development

Relationship with Government policy

The South West Development Commission delivers its services through three strategic themes: Investing in People, Investing in Infrastructure and Place, and Investing in Knowledge, Enterprise and Innovation.

These three strategic themes integrate together to provide a balanced approach to regional development. They are also aligned with the State Government's strategic planning framework, 'Better Planning: Better Futures', Goal 4: Regional Development, "ensuring that regional Western Australia is strong and vibrant".

The activities of the Commission aim to ensure that the South West is a strong and vibrant region.

Effectiveness indicators

As in previous years, the Commission's effectiveness indicators are based on an evaluation survey conducted by an independent consultant.

Client Survey 2008

As a requirement of its strategic plan, the Commission undertook an evaluation of its operations in April 2008. Clients were surveyed to determine their views and understanding of the Commission's role, activities and performance. Similar surveys have been undertaken on an annual basis over the past eight years.

Key performance results from the 2008 survey, including results from previous surveys, are detailed below. It should be noted that the questionnaire response scales to questions were changed from a five point scale to a seven point scale in 2006 (five point scale used in previous questionnaires) for greater score refinement.

An independent consultant, Patterson Market Research, undertook the survey. The Commission provided Patterson Market Research with a database of 253 key clients and 20 representatives from South West local governments. The key clients were made up of Commonwealth and State government agencies and private organisations having regular contact with the Commission over the past 12 months.

The survey questionnaire was distributed to all of the key clients (253) and all local government representatives (20). The total of 160 completed surveys were received by Patterson Market Research, comprising 11 completed surveys from local government representatives (from a useable population of 17) and 149 from key clients (from a useable population of 237). This represents a 65 per cent response rate from the local governments and a key client response rate of 63 per cent. A total of 160 clients were interviewed, out of a possible 254 (useable sample).

The overall response rate was 63 per cent. The response rate is sufficient to ensure that the overall results are representative of the opinions of the population of clients (i.e. local government representatives and key clients) within a possible sampling error of +/- 5 per cent at 95 per cent level of confidence. The sampling error range for this survey period is +/- 5 per cent.

DISCLOSURES AND LEGAL REQUIREMENTS

Effectiveness of the South West Development Commission

Due to the use of a new rating scale, care should be taken in comparing results across survey periods.

1 = very ineffective to 7 = very effective

Key output	Total output target			Total average			Local governments avg.			Key clients average		
	2008	2007	2006	2008	2007	2006	2008	2007	2006	2008	2007	2006
Regional Development	5.32	5.32	5.25	5.41	5.05	4.47	4.82	4.93	4.4	5.46	5.06	4.54
	76%	76%	75%	83%	72%	64%						

1 = very ineffective to 5 = very effective

Key output	Total output target	Total average				Local governments average				Key clients average			
	2005	2005	2004	2003	2002	2005	2004	2003	2002	2005	2004	2003	2002
Regional Development	3.75	3.53	3.51	3.48	3.83	3.21	3.00	2.88	4.00	3.55	3.56	3.55	3.84
	75%	71%											

The results for key clients showed a marginally increased level of use for many of the services provided by the Commission. The key areas of service use were (in order of frequency):

- Source of funds;
- Coordination between other organisations and groups;
- Information about the region and the Commission;
- Provision of advice; and
- Project development.

DISCLOSURES AND LEGAL REQUIREMENTS

Efficiency indicators

The operating costs of the South West Development Commission are based on the Income Statement total cost of services (excluding grants) for the relevant period. Hourly cost is determined by dividing the expenditure for the period by the total hours worked for the period.

Regional development	Note	2007-08	2006-07	2005-06	2004-05	2003-04
Operating cost	1	\$3,736,373	\$4,634,601	\$4,317,996	\$3,830,124	\$3,466,982
Project / service hours	2	20,793	25,328	27,856	25,827	26,255
Cost per hour	3	\$180	\$182	\$155	\$148	\$132
Target	4	\$160	\$175	\$142	\$241	

Notes on variance between reporting period

Note 1

Operating cost information is sourced from the Income Statement excluding grants and project costs paid direct to other agencies. A net movement of \$898,228 is shown. The variation is due to the variable nature of project costs associated with projects managed by the Commission.

Note 2

Prior to the 2003-04 period total hours worked by all employees were used to calculate and report the cost per hour. The current reporting period reports and uses only hours directly attributable to projects or services.

Note 3

Hours are taken from employees' individual time sheets. Hours directly attributable to projects or services are used to calculate cost per hour.

Note 4

The target cost per hour is an estimated figure based on expected staffing levels and positions.

Other Financial Disclosures

As at the end of June 2008 the Commission had 25 full-time equivalent employees.

Seventy two per cent of employees were aged over 45 with one employee aged less than 25 years. Sixty per cent of employees were female and both Aboriginal and non-English speaking background employees made up four per cent each. On a regular basis the Commission hosts school-based work experience students and TAFE structured workplace learning students.

The Commission recognises the benefits of workplace diversity and has a continued commitment to furthering these principles.

Staff profile	2007-08	2006-07	2005-06
Full-time permanent	20	17	19
Full-time contract	3	3	2
Part-time measured on a FTE basis	2	4	4
On secondment	0	0	0
Total	25	24	25

Staffing policies

The South West Development Commission has a number of staffing policies that have been developed to guide the Commission in its work. The Commission also incorporates whole-of-government policy, agreements and legislative initiatives in its human resource management practices.

Industrial relations

The Commission's employees are employed under the *Public Service General Agreement 2006*.

Occupational safety and health

Occupational safety and health issues can be reported at any time and are addressed as they are identified. An incident book is located centrally for staff to identify and report any possible hazardous situations.

Flexible working arrangements

The Commission is committed to providing a working environment that takes into consideration the needs of employees and their families. The approach taken by the Commission is to provide flexible working arrangements that include the opportunity for employees to adjust their working hours through the use of flexi-time and to work from home.

Training development and achievements

Organisational and employee development is supported through the provision of training and staff development days. Development of employees' skills is a high priority and the Commission attempts to make training not only relevant to the needs of the organisation but of personal benefit to the employee.

Training is identified annually during staff performance reviews. Due to the dynamic environment and variety of activities undertaken by the Commission, training is also considered on an ongoing basis throughout the year.

During 2007-08, employees were involved in a range of skill renewal, development and knowledge-based activities that included: Effective email; Critical Horizons futures series; Creating Effective Networks; Museums Australia (WA) Conference; Workforce 2020; Southern Regions Community Leadership Forum; Getting Connected in Our Region; Giving up on Reconciliation Seminar; WALIS International Forum; CFO Essentials; Governance & Risk Seminar for directors; LGCDA Bi-Annual Conference 2008; Advanced Report Writing; Creating Presentations and Slide Shows; Writing Ministerial Briefings; Adobe InDesign and Rapid Fire Project Management.

A professional development system is in place that fosters personal growth across the streams of Leadership and Management, Community and Project Development, and Corporate and Administration.

The Commission spent a total of \$37,850 on development and training activities during the reporting period.

Employee volunteering policy

The South West Development Commission is committed to providing services for the community and as a part of that service we encourage and support our employees to participate in community volunteering on a personal level as well as on behalf of the Commission.

Employees are able to undertake volunteering duties by utilising the Commission's flexible working arrangements, donating during fundraising activities and community organised events, and taking advantage of donation schemes through payroll deductions.

Governance Disclosures

Contracts with senior officers

At the date of reporting, other than normal contracts of employment of service, no senior officers, or firms of which senior officers are members, or entities in which senior officers have substantial interests had any interest in existing or proposed contracts with the Commission and senior officers.

Directors liability insurance

The Commission maintained Directors Liability Insurance for 2007-08 with the total premium being \$5,782.00.

Ministerial Directives

No Ministerial Directives were received during the financial year.

Other Legal Requirements

Disability access and inclusion plan outcomes

The South West Development Commission has a Disability Access and Inclusion Plan designed to ensure all people are considered in all its activities and services. The plan ensures access to Commission activities and events, buildings and facilities and information. It also ensures all people receive the same quality of service and opportunities to participate at the Commission as everyone else. The plan can be accessed from the Commission's website or by phoning (08) 9792 2000.

1. All people have the same opportunities to access services of, and any events organised by the Commission. Ensuring there is flexibility and adaptability in responding to any barriers experienced by people accessing services or events is considered a key initiative to achieve this outcome. Policies and procedures are adapted where required.
2. All people have the same opportunities to access the buildings and other facilities of the Commission. The Commission works in conjunction with the landlords to ensure that all buildings present no barriers to access and is developing a culture of awareness within the Commission to ensure no barriers to access occur.
3. All people receive information from the Commission in a format that will enable them to access information readily. All information on services and public functions are produced using clear and concise language with an option of accessing this information in alternative formats if required upon request.
4. All people receive the same level and quality of service from the staff of the Commission. Customer service officers are fully trained to provide a professional and courteous customer service to all people.
5. All people have the same opportunity to make complaints to the Commission. Access to the Commission's complaints system is offered in a variety of formats.
6. All people have the same opportunity to participate in any public consultation by the Commission. The Commission ensures that all people are encouraged to take an active role in their community and works to overcome any barriers.

Compliance with public sector standards and ethical codes

The Commission has developed policy, guidelines and processes to support compliance with Public Sector standards and ensures that all associated activities are undertaken in a professional and unbiased manner.

All recruitment panel members are advised of the requirements under the standards prior to any recruitment process. New staff members are appointed after a merit-based assessment and unsuccessful applicants are made aware of their ability to lodge a breach claim if the standards have been breached. Information on the standards is readily available on the Commission's information network.

Procedures designed to ensure compliance have also been put in place and regular internal assessments are undertaken as part of the Commission's internal audit program.

No claims of breach of standards were made during the year in review.

WA Code of Ethics

The Commission incorporates the WA Code of Ethics into both the SWDC Board members and staff codes of conduct. All employees are advised on induction and annually of the key principles of Justice, Respect for Persons and Responsible Care embodied within the code.

Code of conduct

The Commission's staff members are guided by a code of conduct, which is a statement of the ethical principles, values and behaviours expected of South West Development Commission employees. A review of the code of conduct is undertaken when any new information is received from either the Office of the Public Sector Standards Commissioner or through Premier's Circulars.

The Commission's code of conduct articulates the way Commission staff should interact with each other and their clients. Staff members are given the Commission's code of conduct on appointment and it is readily available on the Commission's information network.

The Commission has had no reports of misconduct under the SWDC Code of Conduct.

Reporting on record keeping plans

The South West Development Commission's Record Keeping Plan was approved for a period of five years by the State Records Commission on 12 May 2005. Employee induction in record keeping, ongoing training and annual reviews of the efficiency and effectiveness of the plan are maintained. Currently the plan is being reviewed to align the naming conventions of the plan to the approved Retention and Disposal Schedule. This review is expected to be completed by 30 June 2009.

Electoral Act compliance

In compliance with section 175ZE of the *Electoral Act 1907*, the Commission is required to report on expenditure incurred during the financial year in relation to advertising agencies, market research organisations, polling organisations, direct mail organisations and media advertising organisations. Details are as follows:

Expenditure with advertising agencies	\$ 0
Expenditure with market research agencies	\$ 8,987
▫ Patterson Market Research	
Expenditure with polling agencies	\$ 0
Expenditure with direct mail agencies	\$ 0
Expenditure with media advertising agencies	\$67,543
▫ Bunbury Key	
▫ Media Decisions	
▫ Rural Press Regional Media (WA) P/L	
▫ South West Printing & Publishing Co Ltd	
▫ Marketforce express	
Total expenditure	\$ 75,161

Freedom of information

The Commission maintains a range of documents relating to its business activities in both hard copy and electronic form. These documents include inward and outward correspondence, contracts, agreements, reports, administrative files, personnel records, project files, financial records, internal manuals, statistical information, meeting minutes, promotional material, pamphlets and brochures, human resource information and asset records.

The Commission does not charge for brochures and publications. No charge is levied on requests for information or access to files although the Commission does reserve the right to recoup costs.

The South West Development Commission has a policy of providing personal information on request. Requests can also be made under the provisions of the Freedom of Information Act 1992 for which a \$30.00 charge applies.

The contact details of the Freedom of Information Officer are as follows:

Chief Finance Officer
South West Development Commission
9th Floor Bunbury Tower
61 Victoria Street
Bunbury WA 6230

The Commission received one Freedom of Information request during the year.

Agency publications available to the public

Title	Date
South West Projects Update	2008 (June)
Regionwide	Various
South West Academy of Sport	September 2007
Eco Walks – Nature Trails of Bunbury and Surrounds	2007
A Brighter Future – Delivering on the Brunswick – Pinjarra Sustainability Strategy	2006 (December)
South West Economic Perspective	2006 (July)
Our Services	2006 (May)
SWDC Strategic Vision 2005-2020	2005
Working Life (reprint)	2005 (March)
Australia's South West – Better than a Holiday, Lifestyle and Business Guide	2005 (February)
Kemerton Industrial Park – Doing Business in the Kemerton Industrial Park (flyer)	2006 (June)
Kemerton Industrial Park – Tenants in the Kemerton Industrial Park (flyer)	2005 (April)
Kemerton Industrial Park – Bunbury Port servicing Kemerton Industrial Park (flyer)	2005 (January)
Kemerton Industrial Park – General information brochure	2004 (November)
Flavours of the South West	2004 (August)
South West Directions – an action plan for a sustainable future	2004 (July)
South West Profile	2004 (June)
South West Telecommunications Infrastructure and Opportunities Study	2003
Noongar Country Aboriginal Art Catalogue	2003
SWDC Strategic Plan 2000-2005	2000
SWDC New Service Delivery Structure	2000
CDrom	Date
The South West of Western Australia – “a perfect choice” - “where vision becomes reality”	2003
Publications available on SWDC website www.swdc.wa.gov.au	Date
Stats News	June 2008
South West Suppliers Database	2008
Annual Report 2006-2007	2007
Annual Report 2005-2006	2006
Annual Report 2004-2005	2005
Annual Report 2003-2004	2004
Annual Report 2002-2003	2003
Annual Report 2001-2002	2002
Annual Report 2000-2001	2001

Selected publications from the above list are also available on the SWDC website.

Websites where the Commission publishes information:

www.swdc.wa.gov.au | www.kemerton.com.au | www.noongarart.com.au | www.criticalhorizons.com.au

Government Policy Requirements

Corruption prevention

The South West Development Commission includes in its code of conduct a focus on the prevention of corruption and sets out how confidential matters are to be managed.

Training has been undertaken in conflicts of interest and a register is kept of all potential activities that could incur a conflict of interest both for the Commission's Board of Management and its employees.

Additionally, a gift register has been established to record gifts and benefits offered above \$30.00. The Chief Executive Officer is responsible for determining how the gifts and benefits are dealt with.

Complaints management system

The South West Development Commission is committed to providing customers with high quality services to meet their needs, and if customers are dissatisfied with the services provided, or the way in which they are provided, the Commission is keen to investigate and if necessary rectify any problems.

As such, the Commission has a complaints management policy and procedures. Access to the policy is available by phone, in person or via our website. A customer feedback service has been established to ensure that customer complaints are heard and dealt with fairly and quickly without prejudice or bias. A variety of formats such as telephone, email, written and in person are available for the lodgement of complaints to the Commission.

Confidentiality is maintained at all times.

The Commission's Executive Officer has been appointed the complaints officer.

There was one complaint received during the reporting period.

Occupational safety and health

The South West Development Commission is committed to achieving a high standard of occupational safety and health performance through effective safety management in accordance with the *Occupational Safety and Health Act 1984* and the Government of Western Australia's Code of Practice 'Occupational Safety and Health in the Western Australian Public Sector'.

The objective of the policy is to have workplaces that are free of work-related injuries and diseases. This objective will be achieved by developing and implementing safe systems of work and by continuing to identify hazards and control risks as far as practicable.

The Commission will do this by operating in accordance with occupational safety and health legislation, regulations, approved codes of practice and WorkSafe Plan; by making all employees and contractors aware of their OSH responsibilities through access to OSH information and training; and by encouraging senior management to take leadership in OSH matters with a common view to improve OSH outcomes.

The South West Development Commission is committed to providing quality and prompt injury management support to all employees who sustain a work related injury or illness, with a focus on safe and early return to meaningful work and in accordance with the *Workers' Compensation and Injury Management Act 1981*.

Annual performance for 2007-08

Indicator	Target 2007-08	Actual 2007-08
Number of fatalities	0	0
Lost time injury / diseases (LTI/D) incidence rate	0	0
Lost time injury severity rate	0	0

Sustainability

In fulfilling its mandate to coordinate and promote the economic development of the South West Region, the South West Development Commission works on the basis that development needs to be sustainable and aims to ensure that the region is resilient and adaptive to ongoing change.

The SWDC Strategic Plan, which provides direction through to 2020, allows the Commission to identify longer term outcomes and then adjust its strategies for achieving these outcomes as circumstances change.

The Commission's focus on supporting job creation (through value adding and knowledge-based industries) and creative communities, and consolidating its lifelong learning and futures programs, is set to continue. Well-established programs for industrial land development, urban renewal and community infrastructure will also continue.



Busselton Jetty

The following are examples of the Commission's commitment to sustainability in this reporting period:

- The Busselton Jetty Refurbishment and Foreshore Redevelopment project has generated a sustainable solution to ensure the long-term maintenance of the jetty, a significant tourism icon for the region and the State.
- The Critical Horizons Innovation Roundtable continues to foster futures thinking in the region. The series of events, flowing from the inaugural conference in February 2007, acts as a focal point for innovation and knowledge-based ideas development. During the reporting period two events were held, "Renewable Energy" and China "Breath of the Dragon".
- Development of the South West Academy of Sport is an important initiative for the region which is soon to come to fruition. The project will increase the capacity of regional coaches and administrators, lift overall professionalism and create a more sustainable framework for athlete participation and development. At the same time it will assist in retaining young people in the region and reduce travel for those involved in elite sports activity.

The Commission's South West Directions – an action plan for a sustainable future (2004) continues to provide a framework for State government agencies in the delivery of their services in the region.

The SWDC Sustainability Action Plan 2005-2007 has drawn to a close and has been revitalised during the year with the development of the SWDC Sustainability Action Plan 2008-2010. Sustainability in service delivery has always been, and will continue to be, a core strategy for the Commission. Steady achievements in other agency operations supporting sustainability – for example, downsizing the vehicle fleet to 4-cylinder vehicles, adoption of mechanisms for recycling paper and other materials (for example, a drink can recycling facility was introduced during the year) and power reduction initiatives – have occurred over the duration of the plan and now form part of ongoing procedures.