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The organisation undertook an Employee Opinion Survey in 2016, as well as contracting three reviews by external parties for Finance, ICT and civic accommodation.

Each of the reviews completed has recommendations or actions which the organisation has committed to addressing. These have also provided core inputs to the Transformation Program and many of the actions or recommendations are inter-related or linked in some way.

**TRANSFORMATION PROGRAM**

The Transformation Program was originally organised into four inter-related streams of Leadership, Governance, Management and Relationships.

It is now organised under eight focus areas, with a total of 28 projects and close to 100 sub-projects under these.

The focus areas are:

1. Governance
2. Strategy, Planning and Monitoring (incl. Leadership)
3. Culture and People Management (incl. Leadership)
4. Financial Management
5. Asset Management
6. Information management
7. Risk Management
8. Relationship & Reputational Management

The objective is to enable transformation to the most efficient and effective organisation possible to fulfil its purpose of **working together for a thriving community**.

Implementation of the program will occur progressively; with some initiatives able to be implemented relatively quickly, whereas others will take longer and in some instances more than two years.

**ERNST & YOUNG REVIEW**

Ernst & Young (EY) was engaged by the CEO at the request of the Administrators in October 2017 to provide an independent status update on the City of Greater Geelong’s progress against recommendations set out in the:

- Commission of Inquiry report
- Supplementary reports commissioned by CoGG (EY review of Financial Position and Strategies and Deloitte ICT review)
- Halliday Stage 2 Culture Review.

Key observations by EY were:

- Transformation Program requires a high level of sustained focus, putting it back into business as usual poses a major risk in that it will become less of a priority.
- Inadequate staff resourcing allocated to various transformation initiatives.
- Many of the initiatives require a longer period of time, a sustained and continued effort required to see through transformation.
- A lot of good work completed but it needs to continue, transformation is ongoing.

The next section provides a summarised update for each focus area.

**THE WAY FORWARD**

The Transformation Program will continue to be managed and reported by the Coordinator Transformation, Program Integration and Development.

Transformation projects have also been included in the Chief Executive Officer’s KPIs and cascaded down into each Directors’ KPIs to be monitored regularly by the CEO.

As per the EY findings, Transformation is ongoing and it is anticipated that projects may continue to be added in consultation with the Executive Leadership Team in the future as others are completed.
MARCH 2018 QUARTER HIGHLIGHTS

The last quarter saw a number of achievements with the following a selection of the key highlights:

Councillor Code of Conduct adopted

Policy framework adopted and Policy Review Committee endorsed

Draft Council Plan cross references the aspirations in Clever and Creative Future vision

Progress report on Part A of Social Infrastructure Plan review presented to Council

Council agreed in principle to the consolidation of its administrative functions to one location within the Greater Geelong area and that a project advisory group be created

Changes to budget process implemented for 2018/19

Budget development

Asset Management Steering Committee has been established and Governance Framework approved. Project plan has been set with 19 tasks allocated to project leads.

Digital and ICT Governance reference group set up and terms of reference developed. Sourcing of external representation has commenced

Organisation strategic risks identified

Customer Focus Strategy including customer service charter (17 actions to be completed over three years) being delivered. Service improvement team has been established, communications plan to promote the charter has been completed and the review of the Pathway RFS system has also been completed.

PROJECT UPDATES

The following section contains updates on all projects within the Transformation Program.

The format is based on the Ernst & Young report.

Project leads provided updates on all projects and forms the basis of this report.
Project updates
## 1. GOVERNANCE

<table>
<thead>
<tr>
<th>Project</th>
<th>Status</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Return to elected council</td>
<td>Completed – ongoing training &amp; PD</td>
<td></td>
</tr>
<tr>
<td>Decision making framework</td>
<td></td>
<td>Jun 2018</td>
</tr>
<tr>
<td>Policy framework</td>
<td></td>
<td>Oct 2018 - ongoing</td>
</tr>
<tr>
<td>Establish Governance &amp; Legal</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>Unit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Protected disclosure</td>
<td></td>
<td>Jun 2018 - training</td>
</tr>
<tr>
<td>Council business processes</td>
<td></td>
<td>Jun 2018</td>
</tr>
</tbody>
</table>

### Monitor’s comments / issues (key ones bolded)
- Policy framework to be adopted
- Decision making framework completed in line with delegations
- Operating framework for Legal Services
- Continue building relationships between Councillors and the Executive Leadership Team with more purposeful time spent on one-on-one basis, not just in group settings
- Executive Leadership Team ownership of quality and policy content of reports going to Council.

### Chief Executive’s comments
- Significant work has been undertaken to improve governance across the organisation with improvements to the quality and timeliness of reports a high priority during this quarter.
- Relationships with Councillors and the Executive Leadership Team are building with open and honest conversations being held at briefings and during meetings.

### Highlights
- Councillor Code of Conduct adopted
- Councillor portal survey of councillors completed and changes implemented
- New council report template designed
- Portfolios, protocols, safeguards and rotation cycle adopted at Council
- Australian Institute of Company Directors (AICD) course arranged for councillors
- Policy framework adopted and Policy Review Committee endorsed
- Section 88 appointments completed.

### Focus areas
- Policy Review Committee to set policy review plan
- Ongoing periodic review of Governance initiatives
- Decision making processes given the creation of new Council committees and portfolios.
## 2. STRATEGY, PLANNING & MONITORING

<table>
<thead>
<tr>
<th>Project</th>
<th>Status</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 year vision</td>
<td>Ongoing</td>
<td>implementation</td>
</tr>
<tr>
<td>Alignment of long term strategies with vision</td>
<td></td>
<td>Jun 2018</td>
</tr>
<tr>
<td>Business Improvement Framework</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>Service Planning / Review</td>
<td></td>
<td>Ongoing</td>
</tr>
<tr>
<td>Business analytics / reporting</td>
<td></td>
<td>Jun 2018</td>
</tr>
<tr>
<td>Social Infrastructure Plan review</td>
<td></td>
<td>Dec 2018</td>
</tr>
</tbody>
</table>

### Focus areas
- Social Infrastructure Plan review (Part B) engagement
- Vision implementation action plan to be presented at next Vision Partner meeting
- Alignment of long term strategies and aspirations
- Business planning / alignment with strategies
- Business improvement deployment and capability strategy delivery
- Service Planning - current state and framework/process moving forward/pilots
- Quarterly CEO Headline Report improvements through introduction of business intelligence application (Birst).

### Monitor's comments / issues (key ones bolded)
- Review of Financial Sustainability Review recommendations completed
- Service Planning project clearly articulated

**Facilitate Geelong's major stakeholders in championing aspects of the Clever and Creative Future vision**

Overall coordination of the Council Plan and that it and the Clever and Creative Future is championed within the organisation.

### Chief Executive's comments
- Work on the Council Plan and Budget has allowed for the weaving of the 'Clever and Creative' narrative into the outcomes. A focus on engagement with key partners remains a high priority to deliver on the plan.

Service planning remains a high priority to ensure the ongoing sustainability of the services.

### Highlights
- Draft Council Plan cross references the aspirations in Clever and Creative Future vision
- Progress report on Part A of Social Infrastructure Plan review presented to Council
- Service Planning macro services agreed
- LEAN basics training delivered to 150 staff and nine business improvement projects being supported.
3. CULTURE & PEOPLE MANAGEMENT

<table>
<thead>
<tr>
<th>Project</th>
<th>Status</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal leadership development</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>Positive Duty / Culture program</td>
<td>Ongoing (requires key milestones)</td>
<td></td>
</tr>
<tr>
<td>Workforce resource plan</td>
<td>TBD – (1) Council Plan (2) Long term plan</td>
<td></td>
</tr>
<tr>
<td>Mentoring, coaching and leadership (L&amp;D)</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>Civic accommodation</td>
<td>TBD - Council</td>
<td></td>
</tr>
<tr>
<td>Complaints Review Framework</td>
<td>Jun 2018</td>
<td></td>
</tr>
</tbody>
</table>

Monitor's comments / issues (key ones bolded)

Employee Opinion Survey (2017) Corporate Action Plan completed and signed off by Executive Leadership Team. The plan must link desired actions that will be undertaken corporately to respond to specific corporate-wide concerns arising from the 2017 survey.

That the introduction of Myplan and Leadership Capability Framework and its links to performance management are clearly articulated.

Interim workforce resource plan to be developed

Complaints Review Panel transition to be commenced

Review People and Organisation Development resourcing in regard to delivery of Diversity and Inclusion and Gender Equity action plans.

Chief Executive's comments

Monitor's comments are noted. Ensuring actions as identified are commenced will be the focus for this quarter.

Highlights

Council agreed in principle to the consolidation of its administrative functions to one location within the Greater Geelong area and that a project advisory group be created.

Individual departments have developed improvement plans in response to the Employee Opinion Survey (2017) results.

360° Emotional Intelligence Leadership tool being rolled out.

Focus areas

Establishment of a workforce resource plan

Customer experience framework funding

Development (IT) and implementation of the new Complaints Review Framework and training

Diversity and Inclusion Action Plan implementation

Civic accommodation – project advisory group created and terms of reference adopted.

Scope, preferred site and funding options to be presented to Council July 2018.
4. FINANCIAL MANAGEMENT

<table>
<thead>
<tr>
<th>Project</th>
<th>Status</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic financial review</td>
<td></td>
<td>Jun 2019</td>
</tr>
<tr>
<td>Financial Management Framework &amp; Policy</td>
<td></td>
<td>Jun 2018</td>
</tr>
<tr>
<td>Fees &amp; Charges Framework</td>
<td></td>
<td>Jun 2019</td>
</tr>
<tr>
<td>Borrowing Policy</td>
<td></td>
<td>Completed</td>
</tr>
<tr>
<td>Long term financial plan</td>
<td></td>
<td>TBD</td>
</tr>
</tbody>
</table>

Monitor's comments / issues (key ones bolded)

Long Term Financial Plan to be reviewed urgently (can't wait for software).
Policy work required in regard to funding options for capital projects and debt management.

Chief Executive's comments

Four year 'Strategic Resource Plan' completed and to be adopted as part of the budget.
10-year plan in place to be reviewed as part of the budget.

Highlights

- Fees and Charges Framework implemented into 2018/19 budget process
- Changes to budget process implemented for 2018/19 Budget development
- Financial management report improvements being implemented and reports being fast tracked through to Council to provide informative and timely data.

Focus areas

- Long term financial plan software investigation and recommendation
- Continued improvements to Financial Management Report
- Fees and Charges framework implementation throughout organisation
- Adoption of 2018/19 Budget and Strategic Resource Plan.
5. ASSET MANAGEMENT

<table>
<thead>
<tr>
<th>Project</th>
<th>Status</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset Management Review</td>
<td>Jun 2018 - ongoing</td>
<td></td>
</tr>
<tr>
<td>Review program into asset</td>
<td></td>
<td></td>
</tr>
<tr>
<td>management</td>
<td>Jun 2018</td>
<td></td>
</tr>
<tr>
<td>Asset Management Working Group</td>
<td>Set up, meeting regularly</td>
<td></td>
</tr>
<tr>
<td>Steering Committee</td>
<td>Dec 2017</td>
<td></td>
</tr>
<tr>
<td>Strategic plan</td>
<td></td>
<td>Mar 2018</td>
</tr>
<tr>
<td>recommendations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implementation plan</td>
<td>To commence - ongoing</td>
<td></td>
</tr>
<tr>
<td>recommendations</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Focus areas:
- Move to a fully inclusive asset management operating model
- Re-categorisation of property and assets into category / sub-category / type
- Improved leasing processes that clearly outline maintenance obligations for the tenant/licensee and council
- Review levels of service for assets
- Introduction of the use of property management plans
- Asset sale opportunities.

Monitor's comments / issues (key ones bolded)
- Renewal gap for key asset categories to be determined
- Re-define roles (asset owner, maintainer, service manager, data manager) as part of Asset Management Strategy review
- Integration of condition audits across all classes of assets (e.g. parks, open space and recreation assets, buildings, road infrastructure).

Chief Executive's comments
There has been a stronger focus on asset management and better utilisation of assets across the organisation with improved resourcing and a review of the Social Infrastructure Plan which will help ensure we have assets that meet community and Council needs.

Highlights
- Asset Management Steering Committee has been established and Governance Framework approved
- Asset Management Working Group now met on two occasions to discuss program of tasks and task leads
- Project plan has been set with 19 tasks allocated to project leads with four completed
- Data cleansing and asset attribute rules projects are underway.
### 6. INFORMATION MANAGEMENT

<table>
<thead>
<tr>
<th>Project / Implementation</th>
<th>Status</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT strategic review / implementation</td>
<td></td>
<td>Jun 2022</td>
</tr>
<tr>
<td>ICT IT audit of systems and processes</td>
<td>Complete</td>
<td>(ICT Strategy timeline)</td>
</tr>
<tr>
<td>ICT Strategic development</td>
<td>Complete</td>
<td></td>
</tr>
<tr>
<td>Implementation of recommendations from ICT Strategy &amp; review</td>
<td></td>
<td>Jun 2022</td>
</tr>
</tbody>
</table>

### Highlights

- ICT service management software was installed and rolled out to staff in February 2018.
- Business intelligence application (Birst) has been purchased and implementation will commence in April 2018.
- Digital and ICT Governance reference group set up and terms of reference developed.
- Sourcing of external representation for the ICT Steering Group has commenced.

### Focus areas

- Business intelligence application (Birst) implementation

  - Continued implementation of 12 recommendations (and 58 related activities) focusing on the following during the next quarter:
    - Customer authentication project
    - Pets online (part of the online service transformation)
- Adequate resourcing – budget and human resources.

### Monitor comments / issues (key ones bolded)

The same concern from the previous quarter is expressed again. Adequate funding has not been included in the 2018/19 Budget for ICT and must be included in Council's Strategic Resource Plan by the time the Council Plan 2018-22 is adopted by Council.

Draft four-year action plan to be drafted.

### Chief Executive's comments

Council’s spend on ICT is planned to be 3.19% of total turnover in the 2018/19 budget. It is acknowledged that identification of additional funding in the subsequent years is yet to be determined.
### 7. RISK MANAGEMENT

<table>
<thead>
<tr>
<th>Project</th>
<th>Status</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enterprise Risk Review</td>
<td></td>
<td>Dec 2018</td>
</tr>
<tr>
<td>Update Senior Executive Risk Review</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>Risk audit; establish strategic risks</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>Establish Enterprise Risk Office</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>Develop Enterprise Risk Framework and implem.</td>
<td>Dec 2018</td>
<td></td>
</tr>
<tr>
<td>Re-evaluating and clarifying</td>
<td>Jul 2018</td>
<td></td>
</tr>
</tbody>
</table>

**Monitor comments / issues (key ones bolded)**

- Conduct health check based on the number of staff resourcing available
- Not supported in the 2018/19 Budget (additional FTE) however currently two FTE dedicated. Need to prioritise forward work plan based on number of resourcing available.

**Chief Executive’s comments**

- Comments noted and new EFT to be considered alongside other priority areas as new financial year commences.
- Significant progress has been made in relation to the strategic risks and the framework.

**Highlights**

- Organisation strategic risks identified
- Facilitated strategic risk workshops held
- Risk Management Framework endorsed by Audit and Risk Committee and Executive Leadership Team
- Enterprise risk matrix endorsed.

**Focus areas**

- Finalise and document causes, controls, risk rating and treatment plans for identified key organisation risks
- Plan the implementation of the Risk Management Framework within available resourcing.
### 8. RELATIONSHIP & REPUTATIONAL MANAGEMENT

<table>
<thead>
<tr>
<th>Project</th>
<th>Status</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Media and Communications</td>
<td></td>
<td>Ongoing</td>
</tr>
<tr>
<td>Corporate Affairs review</td>
<td></td>
<td>Jun 2018</td>
</tr>
<tr>
<td>Stakeholder matrix</td>
<td></td>
<td>Mar 2018</td>
</tr>
<tr>
<td>Community Engagement Strategy</td>
<td></td>
<td>Ongoing</td>
</tr>
<tr>
<td>Customer Service Strategy</td>
<td></td>
<td>Oct 2020</td>
</tr>
<tr>
<td>Issues Management</td>
<td></td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

#### Focus areas
- Implementation of the internal communications plan
- Mayor and Councillor Media and Engagement Policy to be adopted to include portfolio and committee appointments
- Continue to embed the Issues Management process and build capability
- Implementation of recommendations from Request for Service review and further Customer Focus Strategy actions being commenced
- Development of community engagement tools.

#### Monitor comments / issues (key ones bolded)
Reputational management (corporate affairs) is best managed through the CEO’s office in conjunction with Mayor, Communications unit and the engagement of a public affairs firm on a retainer basis. To be investigated next quarter.

A system of regular liaison to be developed between the Executive Leadership Team and key stakeholders on an individual basis to build and support Council's relationship with them. CEO to liaise with the Mayor throughout.

#### Chief Executive’s comments
Monitor’s comments are noted. Key focus will be on the review of the Corporate Affairs action plan to seek to implement the actions identified in that document.

### Highlights
- Issues management process continues to be used for a number of recent issues including the recycling and road improvement.
- Digital monitoring of issues management has commenced and further facilitator training has been held.
- Customer Focus Strategy including customer service charter (17 actions to be completed over three years) being delivered. Service improvement team has been established, communications plan to promote the charter has been completed and the review of the Pathway RFS system has also been completed.
Mr Brett Luxford  
Acting Chief Executive Officer  
City of Greater Geelong  
Date: 8/5/2018

Ms Jude Munro AO  
Primary Municipal Monitor  
City of Greater Geelong  
Date: 8 May 2018