



Final Report November 2020

1. Introduction

In October 2017 the Minister for Local Government appointed two Municipal Monitors for the City of Greater Geelong, Jude Munro AO as Principal Monitor and Peter Dorling as Monitor. The appointment was for a 3-year period until the first meeting of the new council following the October 2020 elections. The newly elected council had its first meeting on 12 November 2020. Due to work commitments, the Principal Monitor Jude Munro AO resigned her position in December 2019. I continued in the role.

It is important that I acknowledge the contribution and professionalism of Jude Munro AO in her time as Principal Monitor.

The Terms of Reference for the Monitors were as follows:

- To monitor the Greater Geelong City Council's (Council) governance processes and practices, with particular regard to the Council's progress in implementing and complying with the following matters:
 - the findings and recommendations of the Commission of Inquiry into the Council
 - the findings of the Workplace Culture Review at the Council
 - the good governance framework and governance measures, and evaluative framework identified by the Commission of Inquiry into the Council
 - the Council's "Transformation" Program and "Our Future" 30-year vision
 - the Council's strategic and financial plans, planning framework and community grants programs
- To advise the Council on its governance processes and practices and support the Council in taking steps or actions to improve them, with specific regard to the implementation of and compliance with the matters in clause (1).
- To report to the Minister for Local Government on any steps or actions taken by the Council to improve its governance processes and practices and the effectiveness of those steps or actions, with specific regard to the matters in clause (1).
- To report to the Minister for Local Government on any related recommendations for the exercise of the Minister's powers under the *Local Government Act 1989*.



2. Overview of the monitoring process

Over the period the Monitors have worked with Mayors, Deputy Mayors, Councillors, CEO & Senior Staff to guide and support the implementation and changes necessary to achieve the direction and intent of the Terms of Reference. On that point, I would like to acknowledge the excellent cooperation of the Council and Administration afforded to the monitors in pursuit of tangible outcomes.

For the past 3 years the Monitors have prepared and submitted regular updates to the Minister on Council's progress. The progression of the Transformation Program has been well documented and reported in open Council.

3. Council's implementation of Minister's recommendations

In July 2019 the Monitors noted that the majority of recommendation of the Commission of Inquiry had been implemented. This included solid progress in the development of Strategic and Financial Plans, pursuit of the Cleaver and Creative Vision and a much improved framework for the distribution of Community Grants. The focus of the monitoring task then centred around a revised and more succinct Transformation Program 2.0, Governance & Workplace Culture.

3.1 Transformation Program 2.0

The revised Transformation Program focused on six sectors:

- Civic Accommodation
Track the progress of the tender, design, construction, fit out and occupancy. This will also include change management updates.
- Digital Modernisation
All stages of the Digital Transformation program and how it will lead to efficient ways of working.
- Asset Management
Review and development of the asset management framework and supporting systems including the integration of the Social Infrastructure Plan.
- Advocacy and Stakeholder Management
Vision Partner program, advocacy and the delivery of the Council Plan will be reinforced with a stakeholder engagement plan. A growth advocacy plan to be considered to better position Council amongst key stakeholders and with the Geelong Authority and State and Federal Governments.
- People and Culture

MUNICIPAL MONITOR

FOR THE CITY OF GREATER GEELONG



Workforce planning for the future, continued leadership development and a sustainable culture program for all Council staff.

- Service Planning and Review
Using the findings of service planning and further analytics to assist with reviewing our services and continued business improvements efforts throughout the organisation.

The most recent report on the Transformation Program was presented at the August 2020 Council Meeting. A full copy of the report, including comments by the Monitor and CEO, is attached in Appendix 1.

An extract of the Monitors comments is as follows:

“The Transformation Program is progressing across all Sectors. The CEO and Executive team have shown a commitment to the entire program and its intent. The pursuit of measurable and tangible outcomes is now part of their standard work and reporting mechanisms.”

3.2 Governance

Vastly improved governance support structures have ensured a high level of compliance with good governance practices by this Council. The Councillor support team have provided individual Councillors with research, information and timely responses to ratepayer concerns and queries. As well the Governance & Strategy Team have provided accurate and timely advice to the Mayor and Councillors on correct procedures and legal processes in the discharge of their duties.

Issues such as the use of Notices of Motion have now been addressed with the advent of the new Governance and Transparency Policies resolved by Council at its September 2020 meeting. Future Notices of Motion that involve significant Council resources and/or budget allocations will now trigger the need for an accompanying CEOs report prior to a Council decision.

Pleasingly it is noted that the Councillor Code of Conduct is understood by all Councillors. When disputes have arisen between councillors, the Councillor Code of Conduct has been used to resolve the disputes. Issues have been dealt with swiftly and mostly resolved by mediation under the direction of the Mayor. The Councillor Code of Conduct is an important document and one all new Councillors should study and understand.

3.3 Workplace Culture

Whilst it is acknowledged that significant progress has been made in this area it should be understood that culture change is a long-term commitment. Given the past issues the City of Greater Geelong has experienced in this area it is important that progress is monitored and audited regularly. Workplace procedures and policies should be transparent and subject to ongoing review.



Employee Opinion Survey results need to be closely scrutinised by the CEO and Council and in my view subject to external peer review.

The Complaints Review Panel which has been operating for the life of this Council should continue for the life of the next Council. That Panel provides another option for staff over and above the existing internal resolution pathways. Its role may be very limited but an important comfort and safety net for staff.

4. Summary and issues that require Ministerial action

On balance this Council has operated successfully for their period of Office. From time to time Council has had issues that are not uncommon at other councils of its size. It is noted that a significant body of work has been achieved for the Geelong Community by this Council with the support and backing of a solid Administration lead by the CEO Martin Cutter.

My specific recommendations to the Minister are as follows:

- 4.1 That formal monitoring of the City of Great Geelong cease from the date of the first meeting of the new Council on 12 November 2020.
- 4.2 That the Minister requests the CEO to report annually to him on progress of improved workplace culture including:
 - Reporting on the result of both internal and external audits of Workplace policies and procedures.
 - Reporting on the results of employee opinion surveys noting the requirement for external peer review.
- 4.3 That Complaints Review Panel be retained for the life of the new Council.
- 4.4 That the Council continues to implement the Transformation Program 2.0 until its completion and continues to regularly report publicly on its progress.

Peter Dorling
Municipal Monitor

9. TRANSFORMATION PROGRAM 2.0 PROGRESS REPORT – JUNE 2020

Source: Governance, Strategy & Performance
Director: Rebecca Leonard
Portfolio: Leadership and Governance

Purpose

1. To provide an update on the progress of the Transformation Program 2.0 as at the end of June 2020.

Background

2. Transformation Program 2.0 continues the work undertaken during the first phase of the transformation program and now focuses on six critical areas of change with 10 active projects being monitored under these.
3. The six focus areas are Civic Accommodation, Digital Modernisation, Asset Management, Advocacy and Stakeholder Management, People and Culture, and Service Planning and Review.

Key Matters

4. Key achievements for the last quarter include:
 - 4.1 Planning permit for the Civic Precinct was issued on 25 June 2020;
 - 4.2 Business Systems Refresh Request pre-qualifications report completed and request for tender short list completed with support from KPMG;
 - 4.3 Asset Management Policy and Non-Current Asset Accounting Policy presented to and endorsed by Council in May 2020;
 - 4.4 Asset handover for 2019/20 completed, gifted assets captured, aged work-in-progress 90 per cent cleared;
 - 4.5 Endorsement of the Draft Social Infrastructure Plan for release for community consultation with final adoption taking place on 28 July 2020. Engagement on the draft reached 44,573 people with 3,612 engagements resulting in 79 formal submissions. 95 per cent of submissions indicated support for the new policy and plan and 31 per cent provided suggestions for improvement;
 - 4.6 Corporate Affairs Manager and Government Relations and Advocacy Lead commenced in April 2020;
 - 4.7 Key functions of Communications and Engagement have been realigned within the new Corporate Affairs team and a dedicated government relations and advocacy function established to strengthen the City's capacity to protect and enhance its reputation with governments, stakeholders and the community; and
 - 4.8 Since the Working Better Together program was launched in September 2019, three sessions have been held for the Executive, Senior Leadership Team and Joint Coordinators Group leadership cohorts to support leadership commitment, set clear expectations and accountability, and increase leadership capability.
5. A detailed progress update on the Transformation Program 2.0 is provided in **Attachment 2 – Transformation Program 2.0 – June 2020 Update.**

Cr Asher moved, Cr Grzybek seconded -

6. That Council note the Transformation Program 2.0 – June 2020 Update report.

Carried.

Attachment 1

Financial Implications

1. Several projects such as civic accommodation, digital modernisation, asset management, social infrastructure plan, workforce planning and leadership development are subject to current and future budget funding and are allocated in the strategic resource plan.

Community Engagement

2. Progress on the Transformation Program 2.0 is reported to the Executive Leadership Team, Council, Municipal Monitor and to the Local Government Minister on a quarterly basis and is available publicly after it has been to Council.

Social Equity Considerations

3. The Social Infrastructure Plan review is one of the current 10 projects in the Transformation Program 2.0. The diversity and inclusion and gender equity plans were delivered during phase one of the Transformation Program.

Policy/Legal/Statutory Implications

4. The Transformation Program was originally developed in response to the 2016 Commission of Inquiry report. In that report there were 12 key recommendations and 25 secondary recommendations to be addressed. The Municipal Monitor continues to review the progress of Transformation Program 2.0 and reports this to the Minister for Local Government. This will occur up to the Council election to be held in October 2020.

Alignment to Council Plan

5. This report aligns to the Council Plan strategic priority Organisational Leadership, Strategy and Governance.

Conflict of Interest

6. No officer involved in the preparation of this report has a direct or indirect interest.

Risk Assessment

7. The Transformation Program is managed by the Coordinator Transformation, Program Integration and Development (this ceases 28 August 2020) and progress is monitored by the Chief Executive Officer, Municipal Monitor and Council.
8. The program is also monitored via the organisations enterprise risk update and reported to the Audit and Risk Committee.

Environmental Implications

9. There are no environmental implications arising from this report.

CITY OF
GREATER GEELONG

TRANSFORMATION PROGRAM 2.0

JUNE 2020 UPDATE

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Executive summary

The Transformation Program was primarily developed to ensure that the 12 key recommendations and 25 secondary recommendations of the Commission of Inquiry report are carried out.

It was organised into four inter-related streams of Leadership, Governance, Management and Relationships.

In November 2017 the program was reviewed with eight focus areas created, with a total of 28 projects under these. The focus areas were:

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

TRANSFORMATION PROGRAM 2.0

The Transformation Program has progressed to the point where 18 of the 28 projects are complete or substantially complete. These projects are now operating under business as usual. This is a great achievement considering this was developed as four-year program in response to the Commission of Inquiry Report.

At the Council Meeting held on 30 July 2019 the achievements of the Transformation Program were noted and the next phase of transformation was adopted, and also supported by the Principal Municipal Monitor.

Phase two, to be known as "Transformation Program 2.0", will address the critical projects that are still progressing, supporting our continued transformation to a high performing organisation, and be fully owned by the current Council. It will also allow for projects that reflect key areas of change to be added at the discretion of the Executive Leadership Team.

Transformation projects will continue to be included in the CEO's key performance indicators (KPIs) and cascaded down into each Directors' KPIs to be monitored regularly by the CEO.

Transformation Program 2.0 will focus on the following areas of change:

- 1. Civic Accommodation**
Track the progress of the tender, design, construction, fit out and occupancy. This will also include change management updates.
- 2. Digital Modernisation**
All stages of the Digital Transformation program and how it will lead to efficient ways of working.
- 3. Asset Management**
Review and development of the asset management framework and supporting systems including the integration of the Social Infrastructure Plan.
- 4. Advocacy and stakeholder management**
Vision Partner program, advocacy and the delivery of the Council Plan will be reinforced with a stakeholder engagement plan. A growth advocacy plan to be considered to better position Council amongst key stakeholders and with the Geelong Authority and State and Federal Governments.
- 5. People and Culture**
Workforce planning for the future, continued leadership development and a sustainable culture program for all council staff.
- 6. Service planning and review**
Using the findings of service planning and further analytics to assist with reviewing our services and continued business improvements efforts throughout the organisation.

Implementation of the program will continue to occur progressively; with some initiatives able to be implemented relatively quickly, whereas others taking longer and in some instances over a number of years.

This will continue our transformation to the most efficient and effective organisation possible and fulfil our purpose of **working together for a thriving community**.

The table below lists the focus areas and current projects that continue to be critical to the ongoing transformation of the organisation:

Project	Role
CIVIC ACCOMMODATION	
Civic Accommodation	Project Director – Civic Accommodation
DIGITAL MODERNISATION	
Digital Transformation	Manager Digital Information & Technology
ASSET MANAGEMENT	
Asset Management	Manager Property, Procurement & Asset
Social Infrastructure Plan	Manager Social Planning & Investment
ADVOCACY AND STAKEHOLDER MANAGEMENT	
Stakeholder matrix	Manager Corporate Affairs
Corporate affairs review	Manager Corporate Affairs
PEOPLE AND CULTURE	
Working Better Together	Director People & Culture
Workforce Plan	Director People & Culture
SERVICE PLANNING AND REVIEW	
Service planning / review	Manager Strategy & Performance
Business analytics & reporting	Manager Strategy & Performance

ACHIEVEMENTS FOR THE LAST QUARTER

This report is a look back at the last quarter's achievements as we continue to make inroads into the Transformation Program 2.0.

The City, like every other organisation, is dealing with and responding to the coronavirus (COVID-19) pandemic. The City has quickly adapted to ensure delivery of critical community services which has diverted some resources away from the Transformation Program. The safety and wellbeing of the community and employees remains the City's primary focus during this critical period.

Major achievements for the last quarter include:

- ✓ Planning permit for the Civic Precinct was issued on 25 June 2020
- ✓ Temporary online bookings solution went live for the leisure centres after reopening from COVID restrictions
- ✓ Business Systems Refresh Request pre-qualifications report completed and request for tender short list completed with support from KPMG
- ✓ Asset Management Policy and Non-Current Asset Accounting Policy presented to and endorsed by Council in May 2020
- ✓ Asset handover for 2019/20 completed, gifted assets captured, aged work-in-progress 90 per cent cleared
- ✓ On 28 April 2020, Council endorsed the Draft Social Infrastructure Plan for release for community consultation with final endorsement to take place on 28 July 2020 following consideration of community feedback
- ✓ Recent engagement on the draft Social Infrastructure Plan reached 44,573 people with 3,612 engagements resulting in 79 formal submissions. 95 per cent of submissions indicated support for the new policy and plan and 31 per cent provided further feedback and suggestions for improvement
- ✓ Corporate Affairs Manager and Government Relations and Advocacy Lead commenced in April 2020
- ✓ Key functions of Communications and Engagement have been realigned within the new Corporate Affairs team and a dedicated government relations and advocacy function established to strengthen the City's capacity to protect and enhance its reputation with governments, stakeholders and the community
- ✓ Since the Working Better Together program was launched in September 2019, three sessions have been held for the Executive and Senior Leadership Teams and Joint Coordinators Group leadership cohorts to support the program ambition to inspire leadership commitment, set clear expectations and accountability, and increase leadership capability
- ✓ In 2019/20, 21 different programs were offered to strengthen leadership capabilities, with 809 attendees
- ✓ Data Management business case is progressing.






Project updates

This section contains updates on all projects within the Transformation Program 2.0.





Project leads have provided updates on all projects and this forms the basis of this report.

Transformation Program 2.0 is reported to the Executive Leadership Team, Council and the Minister for Local Government.

Key to symbols in this section:

	Not commenced
	On track
	Watch
	Needs attention
	Complete / Substantially Complete

1. CIVIC ACCOMMODATION

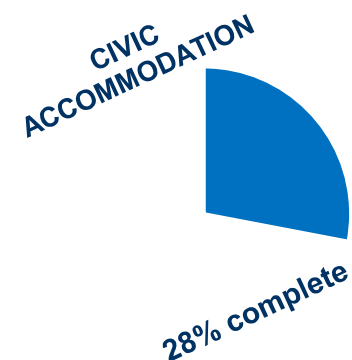
Project	Status	Update
Civic accommodation construction		<i>April 2022 completion</i>
Developer announced / construction project planning	22% 	Commenced
Employee experience		<i>June 2021 completion</i>
Workplace strategy and engagement planning	45% 	Commenced
Civic digital fit-out		<i>March 2022 completion</i>
Digital solutions for the new Civic building	10% 	Commenced
Mercer Ready		<i>December 2022 completion</i>
Project currently being scoped	35% 	Commenced

Achievements





- ✓ Planning permit issued for the Civic Precinct on 25th June 2020 with 48 per cent of the precinct expected to consist of open space
- ✓ Civic Precinct Construction licence granted
- ✓ Integration of Mercer Ready project into the Employee Experience program
- ✓ Baseline data completed for Mercer Ready benefits management.

Key priorities for the future

- Office fit out plans to incorporate considerations post COVID-19 including number of desks in the building versus number of staff working from home
- Naming of civic building, precinct and Quintessential Equity building process in place
- Aboriginal consultation continues, including Turning of Soil Ceremony and Scar Tree removal. Naming of site/buildings process underway
- Neighbourhood layout prototype to be decided to progress detailed design
- Sales program to partly fund the build (\$41 million) expected to take two to three years to be achieved.



2. DIGITAL MODERNISATION

Project	Status	Update
Business Systems Refresh		
Professional services vendor contract negotiations underway	75% 	Commenced
Online Bookings		
Discovery and requirements gathering	65% 	Commenced
Customer Experience		
Customer engagement and input into building design	25% 	Commenced
* Workplace Mobility		
Follow me printing, Surface Pro rollout and Citrix decommissioning	50% 	Commenced

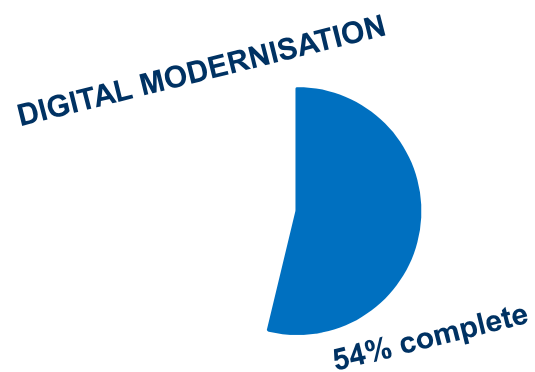
* **Workplace Mobility** currently includes individual ICT projects that enable the Clever Together project. The progress update for this stream will change the ICT Project Management Pipeline and will report on those individual projects once that program is established.

Achievements








- ✓ KPMG are 30 weeks into a 39-week program having been involved in deliverables such as the data management strategy, business case validation, vendor presentations and currently involved with the tender evaluation
- ✓ Business Systems Refresh Request pre-qualifications report completed
- ✓ Request for Tender shortlisting completed
- ✓ Identity and access management software tender out to market
- ✓ Property and rating software tender out to market
- ✓ Customer Experience Specialist roles approved and ready for recruitment
- ✓ Executive Leadership Team feedback provided on Customer Access Plan
- ✓ Temporary online bookings solution went live for the leisure centres after reopening from COVID restrictions
- ✓ Taskforce-365 established to commence rollout of Microsoft 365 applications across the organisation.

Key priorities for the future

- Evaluation plans created for Identity and Access Management (IdAM) and Property and Rates tenders
- Pre-implementation work has commenced in anticipation of core tenders being decided
- Preparations for councillor briefing on Clever Together for 12 August 2020 underway
- The Local Laws team to be engaged and committed to second project through Service Redesign program
- Evaluation underway for online bookings request for proposal
- Project initiation document and pilot plan created for delivery of email to care workers. Outdoor workers planning in progress
- Business as usual state to be established
- Implementation of core systems to commence January 2021.



3. ASSET MANAGEMENT

Project	Status	Update
Asset Management		
<i>Governance and Culture</i>		
Framework <ul style="list-style-type: none"> Asset Management Policy Asset Management Framework Asset Management Strategy Asset Management Plans 	60% 	In progress
Asset Accounting <ul style="list-style-type: none"> Organisational Renewal Gap Report Asset Valuation Review Asset Inputs – Long-term financial plan 	60% 	In progress
Capabilities, Culture and Communication <ul style="list-style-type: none"> Communication Strategy Asset Management Steering Committee Councillor Communications Capability gap assessment / training 	20% 	In progress
<i>Lifecycle and Long-term Planning</i>		
Maintenance management	30% 	In progress
Strategic Asset Management Models	60% 	In progress
<i>Asset Information</i>		
Asset Register restructure	30% 	In progress
Asset handover	50% 	In progress

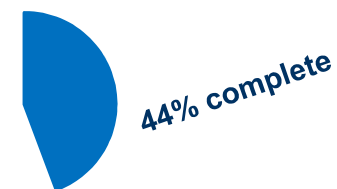
Achievements







- ✓ Asset Management Policy and Non-Current Asset Accounting Policy endorsed by Council in May
- ✓ Generation 1 Strategic Models developed for the Waterfront, bridges, water-sensitive urban design (WSUD) and drainage assets
- ✓ Draft Asset Management Plans for Waterfront, drainage, WSUD and bridges. General Asset Management Plan prepared which will coordinate and guide all asset class plans
- ✓ Asset handover for 2019/20 completed. Gifted assets captured. Aged work-in-progress 90% cleared
- ✓ Maintenance Management System development - City works 90 per cent complete
- ✓ Building revaluation completed. Further data collection exercise undertaken in June/July to support findings
- ✓ A successful application to the Working Victoria Fund has seen 18 roles funded to inspect and collect data on assets with the initial focus on open space and recreation assets.

Key priorities for the future

- Complete Generation 1 models for buildings, roads and footpaths. Prepare an optimised model across all key asset classes
- Complete Draft Asset Management Strategy
- Asset management presentation to the Executive Leadership Team with asset strategy supported by results of strategic modelling
- Maintenance Management System development - Parks and Gardens planning underway
- Data collection exercise to be carried out drawing on resource from Working for Victoria. Focus is on open space and recreation assets, coastal assets and road assets. Collaborative project planned for Borough of Queenscliff.

ASSET MANAGEMENT



Project	Status	Update
Social Infrastructure Plan (SIP)		
Release SIP and complete Part A review	100% 	Completed
SIP strategy review and revision	100% 	Completed
Data collection and analysis	100% 	Completed
Community engagement – Part B and Part C	100% 	Completed
Complete SIP digital platforms	100% 	Completed
Release revised SIP	95% 	Council meeting to adopt 28 July 2020

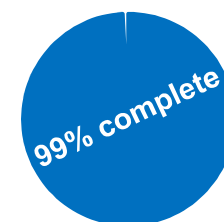
Achievements

- ✓ On 28 April 2020, Council endorsed the Draft Social Infrastructure Plan for release for community consultation
- ✓ The recent engagement on the draft plan reached 44,573 people with 3,612 engagements resulting in 79 formal submissions. 95 per cent of submissions indicated support for the new policy and plan and 31 per cent provided further feedback and suggestions for improvement
- ✓ Released Draft Social Infrastructure Plan for public exhibition for a period of six weeks, inclusive of the plan, interactive online mapping tool and individual network reports
- ✓ Produced report of feedback from community consultation, with the draft plan receiving strong support from residents and community groups
- ✓ Delivered the final Social Infrastructure Plan Generation One 2020-2023 and the final Social Infrastructure Planning and Investment Policy
- ✓ Commenced final endorsement process for the Social Infrastructure Policy and Plan, being considered by Council on 28 July 2020
- ✓ Continued work on key integration links between Social Infrastructure transformation and Strategic Asset Management transformation.



Key priorities for the future

- Formal endorsement of the Final Social Infrastructure Policy and Plan is set for 28 July 2020 Council Meeting
- Continue to develop and trigger internal governance framework to embed and operationalise the implementation plan (with a focus on linking Asset Management Planning, Social Infrastructure Planning and Service Planning)
- Continue to progress the new holistic, corporate-wide and representative community engagement solution; to inform what our community care about and understand their current needs and experiences in the places they live, work, study and visit
- Continue to work on developing multi-mode travel accessibility mapping tool (pilot to full build out)
- Pending the endorsement of the final Social Infrastructure Policy and Plan at the 28 July 2020 Council Meeting, it will mean the conclusion and successful completion of this project within the transformation program.

SOCIAL INFRASTRUCTURE PLAN



4. ADVOCACY AND STAKEHOLDER MANAGEMENT

Project	Status	Update
Corporate Affairs review	80% 	Corporate Affairs functional plan to be set
Stakeholder matrix	60% 	Key resources appointed to develop a Stakeholder Management Framework

Achievements

Corporate Affairs review

- ✓ A new Corporate Affairs Manager commenced on 20 April 2020
- ✓ Key functions of Communications and Engagement have been realigned within the new Corporate Affairs team and a dedicated government relations and advocacy function established, to strengthen the City's capacity to protect and enhance its reputation with governments, stakeholders and the community
- ✓ A project to establish a baseline for the City's brand health is underway
- ✓ Brand Geelong Project virtual stakeholder workshops were held in June, with approximately 50 attending across three webinars
- ✓ The City launched a new Have Your Say community engagement platform in May, enabling the organisation to deliver enhanced engagement and insights. Internally, improved engagement templates and guidelines are supporting cross-organisational engagement practices
- ✓ The Christmas Program 2020 has commenced, with consideration of COVID-safe options being explored to ensure that in the event the pandemic continues to restrict public gatherings, the City's Christmas program can deliver on its ambition to encourage retail and tourist activity in central Geelong and provide inclusive opportunities for Christmas celebrations
- ✓ Continued to deliver all COVID-19 marketing and communications strategies and collateral to support communication of the City's support measures and to deliver ongoing health and safety messages to Greater Geelong communities
- ✓ A review is underway of the current media monitoring provider to improve data and insights derived from earned media coverage.

Stakeholder matrix

- ✓ A new Government Relations and Advocacy Lead commenced in April and has established a centralised database for live grant applications
- ✓ Stakeholder databases for advocacy are being defined and completed

- ✓ Advocated with key stakeholders as a collective for priority projects for the region's recovery from COVID-19
- ✓ Relationships are being established by Corporate Affairs Manager and Government Relations and Advocacy lead with regional state and federal Members of Parliament, their office staff and other key stakeholders.

Key priorities for the future

Corporate Affairs review

- Finalisation and endorsement of the updated Corporate Affairs Strategy, including internal alignment of resources to support directorates and strategic plan priorities
- Begin development of the new engagement policy to support requirements of the new Local Government Act 2020. Advance organisation-wide use of the Have Your Say engagement platform to support ongoing best-practice engagement endeavours and reporting methods
- Engagement training for directors is planned to commence in September 2020 pending the Engagement Policy review and the impact of COVID-19 on return-to-work plans
- Establish a forward media plan and organisation talking points to support Councillors and City Executives to protect and enhance the Council and City's reputation. Further refine internal communication and media management policies and protocols
- Review and update the City's social media policy
- Implement findings from the City brand health check review to identify improvement areas and establish baseline for future brand health assessment.




Stakeholder matrix

- Develop a holistic advocacy framework which is supported by internal alignment and centralisation of government relations and advocacy within Corporate Affairs
- Implement fortnightly advocacy catch-ups with the Mayor
- Develop a Stakeholder Management Framework to improve alignment between directorates and Council in liaising with state and federal government representatives and their departments.

ADVOCACY & STAKEHOLDER MANAGEMENT



5. PEOPLE AND CULTURE

Project	Status	Update
Working Better Together		<i>Culture Vision and Plan 2019-2024 to be completed during the second quarter of 2020</i>
Internal leadership development	50% 	Progress on track
Working Better Together focus groups and feedback sessions	70% 	Progress on track
Workforce resource plan		<i>First workforce planning cycle to be completed December 2020</i>
Actions under development, including integrating this into the organisational strategic planning framework	20% 	Commenced

Achievements

Working Better Together

- ✓ Since the Working Better Together program was launched in September 2019, three sessions have been held for the Executive and Senior Leadership Teams and Joint Coordinators Group leadership cohorts to support the program ambition to inspire leadership commitment, set clear expectations and accountability, and increase leadership capability to foster a positive and adaptive working culture. The most recent session held on 4 June 2020 was held virtually and focused on leadership during change and energy/fatigue management in a COVID-19 environment
- ✓ In June 440 of the City's workforce were consulted to provide insights into the organisational response during COVID including what is working well and what needs improvement
- ✓ In 2019/20, 21 different programs were offered to strengthen leadership capabilities, with 809 attendees
- ✓ Completion of 10th successful internal Emerging Leadership Program – ACCELER8
- ✓ Leadership capability review currently being conducted, informing the future Leadership Capability Framework at the City, launching by December 2020.

Workforce resource plan

- ✓ Recruitment has been completed for management positions within People and Culture in the areas of People Shared Services, Policy and Workplace Relations and Talent, Capability and Employee Experience. Recruitment is currently underway on the role of Manager Organisation Design and Strategic Workforce Planning. This role will take up responsibilities including enabling organisational efficiency, performance and support of our cultural aspirations by reducing hierarchy, bureaucracy and siloed behaviours and establishing a workforce planning cycle anchored to the services/budgeting/council planning cycles at the City.

Key priorities for the future

Working Better Together

- Over the coming months, employees will participate in leader led workshops, supported by People and Culture, when we debrief the combined insights from the Employee Opinion Survey (EOS) directorate results (pre COVID-19) and the employee experiences reported from the recent COVID-19 pulse survey
- A new Working Better Together culture forum will be offered to all leadership tiers in the coming quarter, with focus on key themes from the feedback from the Employee Opinion Survey debriefs (this will follow EOS workshops)
- Finalisation and launch of the new Leadership Capability Framework to deliver on the City's future ambitions. Included in this work is a Training Needs Analysis that will inform the new organisational curriculum for leadership development at the City
- Culture Vision and Plan 2019-2024 to be completed during the second quarter of 2020 (finalisation delayed due to the internal response to the COVID-19 pandemic)
- Retain the services of Susan Halliday.



Workforce resource plan

- Onboarding of the Manager Organisation Design and Strategic Workforce Planning and establishment of the program of work
- Work towards the integration of workforce planning into the City's strategic planning framework and service planning / review calendar
- Continue work on the operating model program which aims to establish the City's design principles which will be utilised as decision-making criteria when determining the City's organisation design.

PEOPLE & CULTURE



6. SERVICE PLANNING AND REVIEW

Project	Status	Update
Service Planning / Review	SP - 90% 	Service Review presentation to Council January 2020 Service Planning Program – framework and ongoing roll out confirmed for five-year period
Business analytics / reporting	40% 	June 2020 estimated completion date – delayed due to Business Systems Refresh project

Achievements

Service Planning / Review

- ✓ Service Review Principles being refined, and ongoing process being developed.

Business analytics and reporting

- ✓ Data Strategy complete
- ✓ Integration Platform as a Service (iPAAS) as a part of Core Business Systems Refresh progressing
- ✓ Governance Framework has been agreed
- ✓ Data Management Business Case in progress.

Key priorities for the future

Service Planning / Review

- Detailed design and development of 2020 Service Planning process was due to commence in July 2020
- Focus will be on one service at a time.

Business analytics and reporting

- The Data Management Program business case will be reviewed, prioritised and considered for funding at the same time our Business Systems Refresh core systems replacement is prioritised, to ensure alignment and spread of adequate funds.
- Continue work on the development of an organisational results (outcomes) map.

SERVICE PLANNING
& REVIEW /
ANALYTICS




Report sign-off

Chief Executive Officer's Comments

This report highlights the strong progress that the organisation is making over the 2019/20 year on the Transformation Program.

This is excellent, especially considering the significant focus the organisation has devoted to addressing COVID-19 impacts.

The key pillars of change being Civic Accommodation, Digital Modernisation and Culture are progressing well. Work on Advocacy and Stakeholder Management is now bearing fruit following the appointment of key resources. Asset Management and Service Planning, whilst progressing, have been impacted by the COVID-19 focus. We expect this to continue in part but are ensuring we address our focus on these areas.



Mr Martin Cutter

Chief Executive Officer
City of Greater Geelong

Date: 13/8/2020

Municipal Monitor's Comments

The Chief Executive and the Executive team have shown a commitment to the entire program and its intent. The pursuit of measurable and tangible outcomes is now part of their standard work and reporting mechanisms.

Big order issues such as Civic Accommodation, Digital Modernisation and Asset Management now have a hard edge — i.e. what needs to be done and by when.

People and Culture is a long-term commitment requiring constant attention and monitoring. The working together program supplemented by regular staff surveys and focus groups is now embedded in the organisation. It is noted workforce planning, recruitment and leadership programs have been initiated.

Advocacy and Stakeholder management is another long-term commitment. I am encouraged by the attention this sector has gained through some quality staff appointments and the realisation of the importance of relationships and alliances.

Service planning and reviews will require some attention in the future. The advent of COVID-19 and the reality of “keeping things going for the community” is the current focus — as it should be. Service reviews are always difficult and require significant data analysis and community consultation. It is a task for the new Council and hopefully tackled in clearer times post COVID-19.



Mr Peter Dorling

Municipal Monitor
City of Greater Geelong

Date: 13/8/2020

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CITY OF GREATER GEELONG

PO Box 104
Geelong VIC 3220
P: 03 5272 5272
E: contactus@geelongcity.vic.gov.au
www.geelongaustralia.com.au

CUSTOMER SERVICE CENTRE

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