

City of Melville Organisational Review

Phase 1 Report

November 2021



GARRY HUNT
CONSULTING
GROUP

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www.ghcg.com.au

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Glossary

ELT	Executive Leadership Team: Comprising the Chief Executive Officer, and the Directors of Corporate Services, Urban Planning, Community Development and Technical Services.
Elected Members (up to 18 October 2021)	Mayor Hon George Gear JP Cr Nicholas Pazolli Cr June Barton OAM JP Cr Karen Wheatland Cr Nicole Robins Cr Katy Mair Cr Steve Kepert Cr Clive Robartson AM Cr Tomas Fitzgerald Cr Glynis Barber Cr Duncan Macphail Cr Matthew Woodall Cr Margaret Sandford
Elected Members (from 19 October 2021)	Mayor Hon George Gear JP Cr Clive Ross Cr Nicholas Pazolli Cr Nicole Robins Cr Duncan Macphail Cr Jane Edinger Cr Glynis Barber Cr Jennifer Spanbroek Cr Matthew Woodall Cr Katy Mair Cr Margaret Sandford Cr Karen Wheatland Cr Tomas Fitzgerald
Management Team	The Chief Executive Officer, the Directors of Corporate Services, Urban Planning, Community Development and Technical Services, Executive Manager Governance and Legal Services, Manager Marketing and Communications.

Executive Summary

The City of Melville (the City) engaged Garry Hunt Consulting Group (GHCG) to undertake Phase 1 of an Organisational Review, as per the agreed Project Scope (Attachment 1 refers).

Activities undertaken by GHCG included but were not limited to:

- Initial meetings.
- Review of relevant City documents.
- Interviews with Elected Members and the City's Executive Leadership Team (ELT).
- Workshop attended by Elected Members and ELT.
- Identification of key issues.
- Review of the Transformational Initiatives and Culture Action Program.
- Attendance at a meeting of the Melville Council (the Council) and Agenda Briefing Session.
- Review of findings.
- Identification of options and opportunities, and recommendations.

The interviews conducted with Elected Members and key executives provided clarity on a number of aspects of the expectations of organisational performance.

The Transformational Initiatives and the Culture Action Program, already endorsed by Council for action, provide a solid foundation for consultants to progress with Phase 2 of the Organisational Review.

In the interim, the Opportunities and Options (Attachment 10 refers) as well as the Recommendations outlined Section 5 below provide significant opportunities to progress change of significant magnitude which would bring substantial benefits to organisational performance. Achievement of the benefits is conditional upon appropriate resources being allocated to expedite activity

The initial matters raised by Elected Members during interviews with GHCG for action in terms of liaison with the elected body have been actioned in part or full. Commitment has been made to monitor this in an ongoing way and Elected Members are encouraged to raise any additional matters as soon as they occur.

Of the 15 recommendations listed in Section 5 below almost all are capable of being commenced and largely implemented within a twelve-month period.

From the Elected Members perspective, there is an opportunity for the Management Team to demonstrate the performance of the organisation on a regular basis to enable a better understanding of operations aligning with Elected Member roles.

Recommendations 4 – 9 (Section 5 below) outline several actions specifically identified to address planning and development approvals and compliance decision making and procedures.

Based on the review and assessment conducted by GHCG, it is considered the City has appropriate key documentation to progress to Phase 2 of the original Expression of Interest (EOI) Organisational Review proposal.

1. Introduction

1.1 Project Scope and Approach

The basis for this project resulted from the fact the original Expression of Interest (EOI) issued by the City for an Organisational Review did not result in the engagement of suitable consultants to the satisfaction of the Council (Attachment 2 refers).

Discussions were held with the Chief Executive Officer and Director of Corporate Services to determine the project outline. A subsequent meeting with designated Elected Members resulted in agreement of the Project Scope for Phase 1 of the Organisational Review to be undertaken by GHCG (Attachment 1 refers).

The agreed scope and approach included:

- Review documentation for the Organisational Review EOI and supporting corporate reports.
- Individual interviews with the Mayor and Elected Members to identify Issues and Options to clarify and confirm the intent of the review.
- Individual interviews the Chief Executive Officer and ELT to identify the Issues and Options to clarify and confirm the intent of the review.
- Preparation of a summary of Issues and Options raised by all parties as basis for Workshops to confirm the intent of the Organisational Review to ensure the potential outcomes would be more likely to be acceptable and capable of implementation.
- Facilitate workshop/s to:
 - Based on the summary of Issues and Options identified during the interviews with Elected Members and the ELT, refine and prioritize the approach for engagement of consultants for Phase 2 of the project as defined in the project scope and confirm the Project Scope for that phase.
 - Discuss expectations, options and actions required for the Organisational Review from the perspective of Elected Members and the ELT.
 - Summarise and document the outcomes of the workshop/s.
 - Dependent on the outcome of Workshop 1, either move forward to the preparation of the final GHCG draft report or conduct an additional one-hour Review Workshop to finalise approach.
 - Preparation of a draft report, including recommendations, for consultation with the Client.

- Based on the above, refine and submit final report to the Client for further discussion and review of documentation and recommendations.
- Presentation of final report to Elected Members and ELT for discussion and confirmation.
- Submission of final report for formal consideration by the Council.

1.2 Outcome

The ultimate outcome of Phase 1 of the Organisational Review is to determine whether:

- The options and opportunities identified as a result of the Phase 1 activities can be actioned.
- There is sufficient information to validate moving to Phase 2 of the Organisational Review.
- The issues raised following Workshop 1 have been validated as appropriate and necessary for action.
- Elected Members and the ELT agree the issues to be addressed and accepted.

2. Methodology

2.1 Initial Meetings

Individual meetings were held with the Mayor, Deputy Mayor, Presiding Member of the Governance Committee and CEO and the Directors preparatory to initiating formal action on the project. This was to ensure the proposed program of activities align with the prevailing environment and expectations of the key parties.

2.2 Review of City Documentation

A desktop review was undertaken of the key corporate documentation that form part of the Integrated Planning and Reporting Framework. Documents included, but were not limited to:

- Strategic Community Plan
- Corporate Business Plan
- Workforce Plan
- Asset Management Plans
- Long Term Financial Plan,
- 2020/2021 Annual Budget
- 2021/2022 Fees and Charges Schedule
- Business Excellence Framework.

The Council meeting agenda and the precursor sessions were also reviewed and assessed against industry trends and benchmarks to gain an appreciation of how the informing and decision-making supporting information is compiled. The method and format of transferring this information to the Elected Members was also reviewed and assessed.

In addition to these plans, review and validation of the additional documentation which has been formally adopted by the Council was also undertaken

(i) Transformational Initiatives:

The Transformational Initiatives (Attachment 11 refers) are a series of identified and endorsed initiatives that would result in considerable benefit to the operations of the City and in turn the Council and community. As with all initiatives of such magnitude, identification is merely the first step. Resourcing and progressing activities to completion and ultimate success, requires commitment and substantial resourcing.

Phase 2 of the Organisational Review project will provide confirmation, substantiation of the timing and resourcing requirements.

(ii) Culture Action Program

As with the Transformational Initiatives, the Culture Action Program (Attachment 12 refers) is a foundation component of the Organisational Review. The Council's endorsement of its expectations is necessary. Unless clarity on expectations is documented, there is a risk of ongoing conjecture of the Culture Plan, what has changed and whether the changes meet identified needs. Resources will need to be assigned to achieve the plan.

2.3 Interviews

Interviews were scheduled and made available to all Elected Members and the ELT. A period of one hour was set aside for each interview and all but one Elected Member participated.

A set of 13 questions, provided prior to each meeting, were raised with each participant (Attachment 3 refers). The information obtained from the interviews was used as the basis for the matters to be discussed and further explored at Workshop 1 involving Elected Members and the ELT.

2.4 Workshop 1

Held on 3 August 2021, Workshop 1 was an interactive 2.5-hour session where participants discussed and agreed the items of key concern arising from the conversations and findings from the individual interviews held with Elected members and the ELT.

All Elected Members and the ELT were invited to participate in Workshop 1 and a list of attendees is provided in Attachment 7. The following attachments provide considerable detail relevant to Workshop 1.

- Attachment 5 : Background to Workshop Session
- Attachment 6 : Pre-reading and Workshop Format
- Attachment 7 : Workshop Attendees
- Attachment 8: Workshop 1 – PowerPoint Presentation
- Attachment 9 Workshop Findings and Outcomes
- Attachment 10 Options and Opportunities

- Attachment 13 Strategic Position Statements and Project Philosophy and Parameters Outline.

Extensive documentation was provided after the workshop to clarify the prevailing situation and efforts made to introduce data and information of two significant programs of work, known as Transformational Initiative's and the Cultural Action Program.

2.5 Workshop 2

Held on 2 November 2021, the purpose of Workshop 2 was to present the draft Phase 1 Organisation Review Report and recommendations to Council and the ELT (Attachment 18 refers).

2.6 Attendance at Council Meeting / Agenda Briefing Session

To assess the interaction between Elected Members and the Management Team, GHCG attended both a Council Meeting and an Agenda Briefing Session. The intent of this activity was to assess the level and tone of interaction within a formal Council Meeting setting amongst the Elected Members, Management Team and community members attending these forums.

2.7 Validation of Findings from Activities

After the interviews with Elected Members and ELT and Workshop 1, issues raised were discussed in detail with the Chief Executive Officer and ELT. The primary purpose was to validate the current situation relative to the matters raised and determine the level of activity within operations and action plans that were being undertaken. It was evident that Transformational Initiatives and the Culture Action Program had encountered delays that are as a result of additional resourcing being required.

In addition, validation of matters raised during interviews, from other discussions or the review of City documents occurred via a review of other City held documentation as well as external resources such as My Council (Department of Local Government Sport and Cultural Industries).

3. Findings and outcomes

3.1 Individual Interviews

The key issues raised during the Elected Member and the ELT interview sessions included the following:

- (i) The organisation is NOT BROKEN, role clarification and review of the of committees could be beneficial (Attachment 4 refers).
- (ii) Most Elected Members supported the review process to ensure that there was confirmation of the City is an organisation of sound performance.

- (iii) The Chief Executive Officer is recognised as endeavouring to initiate changes and address communication with Elected Members.
- (iv) Urban Planning Directorate is perceived as unresponsive to expectations of Elected Members and various sectors of the community.
- (v) The State Planning legislative requirements and impacts are not readily understood by some Elected Members and the community.
- (vi) Canning Bridge developments are consuming significant resources.
- (vii) High profile community members have significant sway with some Elected Members.
- (viii) The Elected Member Request tracking system has improved but responses to planning and development approval and compliance issues are considered tardy.
- (ix) Planning statutory regime is not understood by Elected Members and the community.
- (x) City Services need to be:
 - clearly documented
 - relevant, efficient and effective
 - understood by the Elected Members and the community

Various themes emerged from the interviews and it was clear that there was significant variation in the understanding of the roles and responsibilities of the positions of Mayor, Councillor and the Chief Executive Officer. The issue of the decision-making process for planning and development approvals and compliance was of priority concern.

Further, it was agreed it would be important that the Council review and clarify its position on the following issues:

- Cultural Change role for Elected Members as well as City Officers.
- The implementation of an Elected Members Induction Program after the 2021 Election.
- The role of the Council in business activities.
- Access to information.
- Resetting the narrative to focus on the future.

3.2 Workshop 1

The primary areas of concern for Elected Members concentrated on the planning and development approval and compliance decision making regime. It was apparent that there is a gap in understanding of roles and responsibilities of the various parties within this sphere. The level of understanding of the statutory planning processes was varied, resulting in tensions between some of the Elected Members and City Officers.

Recent changes to the State Planning process have exacerbated the situation as the local community has expectations of the local Council representatives which are not easily achieved with so many significant planning decisions now falling outside of the decision-making influence of the Council.

At the end of the workshop, the participants identified strategies and actions to address the key issues raised during the interview process (listed in section 3.1 above) and these are presented in Attachment 9.

The workshop attendees also endorsed the key components identified in Attachment 10. These became the basis of a more detailed analysis by GHCG. Further discussions with the Chief Executive Officer and the ELT were also held to determine what actions and/or arrangements could be readily implemented and what additional resources were required for those actions/arrangements outside the normal budgetary approval process.

This approach was supported with considerable positive input from the ELT which is considered a very encouraging sign.

3.3 Workshop 2

The draft Organisational Review Phase 1 Report was presented to Council and the ELT for discussion on 2 November 2021 (Attachment 18 refers).

Feedback received from attendees was generally positive and following the workshop, the draft report was finalised for presentation to Council for consideration.

3.4 Council Meeting and Agenda Briefing Session

GHCG's attendance at the Council meeting held on 15 June 2021 and the Agenda Briefing Session held on 10 August 2021 highlighted that there is a general lack of understanding of meeting procedures and meeting protocols. Further, the meetings give an impression of adversarial relationships which is not beneficial to professional engagement between the Council, City Officers and the community.

It is noteworthy that these have considerable intensity about them and the interaction from members of the public particularly in relation to behaviour is a matter of some concern

3.5 Review Meetings – Chief Executive Officer and the Executive Leadership Team

As indicated above, the outcomes Workshop 1 were outlined and discussed in detail with the Chief Executive Officer and the ELT to ensure clarity of issues raised and to ensure the City has the ability to be agile in addressing those matters.

The predominant area of concern identified related to the planning and development decision making regime. There is a distinct gap in the legislative requirements, current procedures and activities and expectations of some Elected Members. A series of recommendations (Section 5 below) highlights this issue and provides a suggested course of action that needs to be pursued with timeliness and vigour.

3.6 Key Learnings

Taking into consideration the outcome of the interview process, Workshop 1 and an assessment of the relevant City documents, the following key learnings were identified:

- The fundamentals of the City services and operations are solid.
- There is a need to progress with some haste the Digital Strategy and other Transformational Initiatives to ensure the City's activities are able to meet contemporary standards and future needs of the community in terms of service provision, activities and facilities.

It is considered that the Carbon Neutral by 2030 and Digital Strategy are the most significant of the Transformational Initiatives identified by the City (Attachment 11 and Attachment 16 refer).

- There are considerable challenges with the planning and development approvals and compliance decision making regime that require detailed assessment and review as part of Phase 2 of the Organisational Review.
- At the present time there is considerable organisational churn dealing with a limited number, but resource intensive, causes. This situation coupled with relationship and trust challenges has resulted in inefficiencies with the City and Elected Member interface.

Opportunities and options identified within the workforce, if implemented, would enable speedy rectification.

4. Review of Phase 2 – Organisational Review Expression of Interest Documentation

Based on the outcomes from Phase 1 of the Organisational Review, a detailed evaluation of City's operational service delivery models, levels of service, operational opportunities for improvements and associated change management will be conducted in Phase 2. This will be done in close consultation with City Officers to enable access to information as required. A draft report would be discussed with the ELT and presented to Elected Members for consideration

Phase 2 will include an assessment and recommendation on each of the following areas at organisation's strategic and operational levels:

Leadership

- Leadership and governance throughout the organisation, including Mayor, Council, Chief Executive Officer and the City's administration and will include identification of clear roles and responsibilities.
- Leadership of culture-Leadership of vision, inspiration and values.
- Society, community, economic and environmental responsibility.

Strategy and Planning

- Clear strategic direction (understood and followed by all key parties).
- The Planning Process (specifically the Local Government Integrated Planning and Reporting Framework, including Strategic Community Plans, Service Plans, Long Term Financial Plans, Workforce Planning, Asset Management etc).
- Risk appetite and management.

Information and Knowledge

- Generating, collecting and analysing the right data to inform decision making at strategic levels including Council Reports, Council and Executive Policies as well as operational levels across all services, projects and roles that City plays.
- Creating value through applying knowledge.
- Integrity and transparency of information and decision-making process.
- Creating value through data sharing across stakeholders with due consideration of associated security aspects and risks.

People

- The attraction and retention of highly capable and motivated people.
- Behaviours, processes and practices that support a contemporary, innovative and successful corporate culture.
- Attaining the right balance between in-house, outsourcing and partnerships for service delivery.

Customer and Market Focus

- Gaining and using knowledge of customers, stakeholders, culture, systems and processes that support a positive customer focus.
- Effective management of customer and stakeholder relationships, experiences and communication.
- Understanding customer and stakeholder needs and their perception of priorities and value
- Utilisation of the strengths of customers and stakeholders to maximise value creation through, co-design, co-delivery and participatory decision making.

Process Management, Improvement and Innovation

- Identification and management of efficient and effective, cross-functional processes.
- Approach to process improvement and innovation.
- Review procurement procedures and partnership opportunities.
- Approach to a robust process mapping, monitoring and automation.

Results and Sustainable Performance

- Measuring and communicating organisation results; clear Key Performance Indicators and benchmarks.
- Achieving sustainable performance (economic, social and environmental); value for money services.
- Financial health check including long term financial sustainability, rating effort and effective use of debt and reserves.

Following the identification of Opportunities of Improvement, the review shall also include:

- A national level benchmarking of the improvements identified as well as local community needs assessment on the improvements identified to advise an action plan for the rollout of the improvements identified and associated changes considering the current state and capacity of the organization.
- An analysis on resources required to implement the action plan advised and a cost benefit analysis demonstrating financial sustainability.
- An overview of the upcoming trends in community needs and recommend processes for regular review to keep the organization up-to date with changing trends

Reference to the relevant international standards and guidelines that the City refers to for its business management may also be included.

The methodology and outputs for this phase will be decided as a recommendation following completion of Phase 1.

It is considered that during Phase 2 of the Organisational Review, significant focus and attention should be given to the Urban Planning Directorate to analyse in considerable detail activities, resources and outcomes. The intention should be to clarify and communicate the facts in relation to planning and development approvals and compliance activities and to dispel any fallacies and folklore the current exists in this area.

5. Recommendations

Arising from the outcome of the activities undertaken during Phase 1 of the Organisational Review the subject of this project and report, the following recommendations are put forward for consideration.

1. The action taken to date on the Transformational Initiatives and the Culture Action Program to be noted. Organisational capacity together with funding needs to be addressed to enable these programs to be implemented and expedited, with particular reference to the implications of the decision taken by the Council in relation to being Carbon Neutral by 2030.
2. The City's organisational structure requires modification to give capacity and capability to implement the recommendations of both of GHCG report and the proposed Transformational Initiatives and Culture Action Program.

This will place emphasis on a more sophisticated Organisational Reporting Framework, improve Elected Members liaison and enable a focus on strategic issues within the planning and development approvals and compliance regime (Attachment 14 refers).

It should be noted that additional support and resources will be required to update organisational reporting capacity and capability for Elected Member liaison, including addressing key strategic issues within the planning and development approvals and compliance regime.

3. Additional resources including personnel will be required for a period of years aligned to the duration of projects outlined in recommendation 1 above.

Following the implementation of recommendation 1 staffing resources can be reduced below current levels, providing no new major initiatives are required to be undertaken.

4. The preparation of the City of Melville Review of Complaints, Planning and Building Report undertaken by Weir Legal and Consulting should be noted.

A policy should be developed that outlines Council's endorsed position in relation to levels of compliance, particularly for the planning and development approvals and compliance decision-making regime.

5. Based on the Weir Legal and Consulting report and Canning Bridge Activity Centre Plan review, a detailed assessment of the Urban Planning Directorate should be initiated as part of Phase 2 of the Organisational Review. The aim of this assessment is to address identified inefficiencies and to improve/restore confidence in the planning and development approvals and compliance decision-making processes. It is considered that the City has a capability in addressing most of these issues but lacks the required capacity.

6. A Lessons Learned Report to be prepared on the Canning Bridge Activity Centre Plan Review.

7. Council should consider the establishment of a Policy and Services Review Committee. The Committee's Terms of Reference should include oversight of a review of the services and service levels for all activities provided by the City. Service outlines defining the individual service, the net cost of provision of the service and the utilisation level of the service should be key components of the review.

8. Working sessions should be held with Elected Members on the scoping of planning and compliance policies for ultimate referral to the proposed Planning and Development Committee.

9. The establishment of a Planning and Development Committee with Terms of Reference to include a review of the Community Planning Scheme, activity centre plans, other strategic urban planning issues and Local Planning Policies should also be considered.

The Terms of Reference should also include consideration of a developer contribution plan for the activity centre plan precincts.

10. It should be noted that the development of key activity centre plans within the City requires a different level of capability, capacity and sophistication due to the intensity of the development and the impact on community infrastructure and quality of life within these precincts.

11. The City should re-join the Local Government Professionals Australia (Performance Excellence Program) to enable benchmarking of key City services and activities to provide both the Chief Executive Office and the ELT with data and information. This also enables an independent assessment to be provided to Elected Members on the City's efficiency and effectiveness in comparison to other local governments (Attachment 17 refers).
12. A sophisticated, detailed Elected Member Induction Program should be undertaken by all Elected Members following the October 2021 and each subsequent election.
13. Council should consider a review of the committee structure with the following being considered:
 - CEO Performance Review Committee
 - Audit and Risk Committee
 - Policy and Services Review Committee
 - Planning and Development Committee
14. Elected Members and the ELT engage in a leadership and development program to enhance matters of trust and relationships (Attachment 15 refers).
15. The development and implementation of a Change Management Framework/Strategy should be undertaken to identify the current status, future status desired and the method to achieve the gap.

There should be three distinct components to the scope of the framework:

- Prepare for change
- Manage and implementing the change
- Reinforce the change

Preparing for change:

Urgency and agility
Establishing and guiding teams
Developing the vision
Review the plan

Managing and Implementing Change:

Communicate to ensure engagement and commitment
Empower to enable action
Create short term wins
Modify the plan
Create Stakeholder Management Plan
Create Communication Plan

Reinforcing Change:

Consolidate and build on success
Ensure change is sustained
Modify the plan
Review targets

6. Conclusions

The City is in a sound financial position albeit the My Council rating has declined in the last two years.

The key documents required under the integrated planning and reporting framework are to a local government sector benchmark standard

The organisational structure of the City requires review and modification to address future challenges in actioning items identified in the:

- Transformational Initiatives
- Culture Action Program

The lack of a formal Elected Member Induction Program in 2019 after the elections in that year has impacted the knowledge and understanding of roles and responsibilities amongst the newer Elected Members. Post the 2021 October election a formal, sophisticated Elected Member Induction Program is considered essential.

The Council needs to provide clarity to the Management Team on its expectations for the following areas

- Planning and development approvals and compliance decision making regime.
- Corporate regime for compliance regime for planning and building approvals.

The Chief Executive Officer and ELT acknowledge the benefits that could arising from undertaking Phase 2 of the Organisational Review. It is felt by these stakeholders that Phase 1 highlighted many areas reflect positively on the organisation and have demonstrated a willingness to continue to implement activities and changes that will continue to see the City improve in many areas. It is also felt by the Chief Executive Office and ELT that Phase 2 will further demonstrate the City's willingness for continual improvement.



ATTACHMENT 1 : AGREED SCOPE OF WORKS (GARRY HUNT CONSULTING GROUP)

Proposal Submission

Date	31 May 2021
Client	City of Melville
Contact	Alan Ferris / Martin Tieleman
Project	Organisational Review Project

Background

The approach is based on the situation that the original EOI for an Organisational Review did not result in an ability to engage consultants satisfactory to the Council

The following is a draft project outline and cost estimate to progress the project based on discussions with the Chief Executive Officer and Director of Corporate Services.

- Review documentation of EOI and supporting corporate reports -
- Interview Mayor and Councillors individually to ascertain their Issues and Options to clarify and confirm intent of the review -
- Interview CEO and all executives ascertain the Issues and Options to clarify and confirm the intent of the review -
- Prepare a summary of Issues and Options raised by all parties as basis for Workshops to confirm the Intent of the Organisational Review so that potential outcomes are more likely to be acceptable and capable of implementation
- Workshops
 - o Facilitate workshop(s) to undertake the following
 - o Based on the summary of Issues and Options identified in the interviews of Elected Members and Executive Staff, refine as well as prioritize the approach for engagement of consultants for Phase 2 of the project that is specified in the project scope and confirm the Project Scope for that phase
 - o Discuss expectations, options and actions required of the organisational review from the perspective of Elected Members and the Executive Team
 - o Summarise outcomes of the Workshop and document
 - o Dependent upon workshop session 1 outcome, either move forward to final GHCG report or conduct an additional 1 hour Review Workshop to finalise approach
 - o Workshop 1 Preparation and conduct session -
 - o Workshop 2 if required
- Final Report to be drafted and consultation with Client on recommendations –
- Submit final report to client and meet to review documentation and recommendations
- Meet with Elected Members and Executive Team to present report -
- Submit final Report for Council formal consideration

Advisory Services

██████████ of the Garry Hunt Consulting Group offers advisory services specifically developed for the somewhat unique Local Government sector.

With more than █████ years of experience within the sector and █████ plus years as a █████ he is well placed to provide advice and coaching to individuals and groups on opportunities and potential pitfalls in working or interacting with the local government sphere.

Let █████ assist you to understand and navigate the myriad aspects of legislation, procedures and processes that form part of the local government scene.

Having worked within local government organisations during major reform periods, at the City of Perth during its restructuring in the mid 1990's and post the Inquiry into the City of Joondalup in 2005, █████ is well placed to provide advice on the How and When impacts that are necessary post major organisational upheaval or a period when change is required.

For those who are keen to professionally develop their skills for senior roles in Local Government, █████ can guide you on how to prepare for and execute change to meet the needs of contemporary leadership and its numerous challenges.

New technology and social media platforms have fundamentally changed the environment that local government operates in. Having relevant data and information readily at hand and being able to converse about complex issues is paramount.

██████████ can assist you to know how to respond quickly as well as appropriately in situations that you may not have previously encountered.

After more than █████ years within executive ranks of large and regional local government organisations █████ has encountered and overcome a myriad of challenges and issues that fall within the remit of a █████.

He can assist you to research, identify, assess and scope projects processes and topics that are challenging your organisation. Knowledge and understanding of the sector are of immense benefit in addressing the prevailing situation and determining relevant appropriate and sustainable solutions.

Experience is a wonderful platform to enable matters to be dissected in components that enable you and your team to find solutions to whatever is causing disruption or impact on the performance of your organisation in service delivery and project or program implementation.

Having worked in city and country local governments █████ has a solid understanding of the issues that cause angst for local government in servicing communities and encouraging sustainable development that value adds to a local economy.

ATTACHMENT 2 : ORIGINAL SCOPE OF ASSIGNMENT

CITY OF MELVILLE – ORGANISATIONAL REVIEW 2021

Phase 1 – Strategic Review

In Phase 1 the consultants are expected to conduct a Strategic Review of the current state analysis which includes:

- Meeting with Elected Members, Executive Management Team members and designated internal subject matter experts to understand current:
 - Services and their provision levels
 - Management Systems
 - Tools and processes
 - Current KPI's and benchmarks for the City's strategic level performance
 - Trends in community needs and future stakeholder expectations.
- Conducting workshop/s with Elected Members to:
 - Report on current state and discuss organizational review approach
 - Identify any key strategic findings for focus
 - What does the future look like?
 - Discussion on opportunities and evaluate needs, benefits and interest for uptake
 - Understand any current services gaps with Chief Executive Officer and ELT input.
 - Identify and prioritise services that should be the focus of the organisational review.
- Preparation of a report which provides a review of the collected information from the previous step, analysis and identification of issues and opportunities for the City at a strategic level including the effectiveness of recent service reviews undertaken by the City and any benchmarking from strategic reviews undertaken by other Councils.

ATTACHMENT 3: ORIGINAL DOCUMENTATION FOR INTERVIEW SESSIONS

Date: 10 June 2021

Client: City of Melville

Background:

GHCG has been engaged to assist the City of Melville with Phase 1 of an Organisational Review Project. The first action involves meeting with all Elected Members and Executive Staff.

The following are questions proposed to be posed to Elected Members and Executives of the City of Melville preparatory to facilitated Workshops that have been scheduled to review of the Organisational Review Scoping Document previously adopted by the City of Melville.

The questions are posed to try to elicit feedback from you on your personal viewpoint of the City and how it operates.

The City of Melville commitment in the Vision and Mission of the City was identified in the EOI request as involving:

1. Integrity
2. Excellence
3. Caring
4. Participation

Once the question sessions have been completed the answers received of issues and options will be utilised for workshops, where it is proposed to review key and recurring themes identified from the interviews. The intent of the workshops is to assess the information and determine an agreed level of importance. The results from the workshops will inform Phase 2 of the Organisational Review Project on the Operational Review.

Interview Questions

The Council has resolved to undertake an Organisational Review

1. What are your expectations of the review?
2. What are your objectives of the review?
3. How do you feel about the organisation's performance at the present time?
4. On what do you base that view?
5. How do you rate the organisations performance on a scale of 1 to10, 1 being very low to 10 being very high?

(1 2 3 4 5 6 7 8 9 10)

6. Are you able to input and contribute satisfactorily to your role as an Elected Member /Executive?
7. Rate your ability to input and contribute to your Elected Member role or as an Executive on a scale of 1 to 10, 1 being very low to 10 being very high?
(1 2 3 4 5 6 7 8 9 10)
8. How well acquainted are you with the corporate documents, Strategic Community Plan, Corporate Business Plan, Workforce Plan, Asset Management Plan, Long Term Financial Plan and Business Excellence Business Framework?
9. Were you an Elected Member or Executive when the above plans were last adopted by the Council?
10. Does the current Organisational Structure and the way it operates support you in your role as Elected Member / Executive.?
Yes / No
Elaborate
11. Based on your knowledge and interaction with the Melville community what is the general feedback you receive from the community in relation to services and activities?
12. Are there any specific services or activities that you would highlight for focus?
13. Are there any other matters you would like to raise concerning:
 - a. Professional staff interactions?
 - b. Elected member interactions?

ATTACHMENT 4: RESULTS FROM INTERVIEW QUESTIONS 5 AND 7

5. How do you rate the organisations performance on a scale of 1 to 10, 1 being very low to 10 being very high?

Rating:	1	2	3	4	5	6	7	8	9	10
Number:	0	0	0	0	2	1	3	9	2	0

Total: 17

7. Rate your ability to input and contribute to your Elected Member role or as an Executive on a scale of 1 to 10, 1 being very low to 10 being very high?

Rating:	1	2	3	4	5	6	7	8	9	10
Number:	0	0	0	0	1	1	5	9	1	0

Total: 17

ATTACHMENT 5 : BACKGROUND TO WORKSHOP 1

The following information was provided to participants prior to Workshop 1 which was held on 3 August 2021.

1. Organisational Review

The Garry Hunt Consulting Group (GHCG) was engaged by the City of Melville to undertake a review of Phase 1 (Strategic Review) of an Expression of Interest (EOI) document that had been issued by the City during 2020.

The City was concerned with the approach of the proposals of the submissions received in response to the EOI.

A review of the EOI documentation content that was advertised, identified that the approach was sound, and it was disappointing that submissions received did not meet the expected standard.

A key element of the EOI Phase 1 Review by GHCG was to engage with Elected Members and Executive Staff to understand the:

- Services and their provision levels
- Management Systems
- Tools and processes
- Current KPIs and benchmarks for the City's strategic level performance
- Trends in community needs and future stakeholder expectations

The agreed program was that all Elected Members, the Chief Executive Officer and Directors would be interviewed and that would be followed by a workshop to clarify the information garnered in the interview process.

2. Program of Activities

The following outlines activities to date:

- Corporate documents including but not limited to the Strategic Community Plan, Corporate Business Plan, recent Annual Reports, Community Survey.
- Draft Long Term Financial Plan, Asset Management Plan, Workforce Plan as well as recent Council Minutes and Agendas were reviewed.
- The interviews of 12 Elected Members and CEO plus 4 Directors has now been completed, being a total of 17 interviews.
- The interviews were conducted on 10, 15, 16, 17 June and 14 July 2021.
- One Elected Member chose not to participate.
- The majority of the interviews were of a duration of approximately one hour.

- One interview was conducted by ZOOM, the rest were in person
- A standard set of 13 questions were the primary part of the interview session (Attachment 3 refers).
- Each participant was provided with the opportunity to ask the Consultant from GHCG any questions that they might have had about the Consultant Garry Hunt in relation to his background (no issues of concern were raised)
- The intent of the interviews was to assist to review the Organisational Review Scoping document that had been developed and advertised as part of an EOI process.
- Most of the issues raised in the sessions were relatively tactical, albeit there was evidence of a lack of clarity on
 - Roles of Mayor, Councillor, Chief Executive Officer.
 - Planning and development approvals legislative regime.
 - Role of the City in planning and development approvals and compliance.
 - Response to Elected Member requests and in particular matters relating to planning and development approvals and compliance matters.

It was evident that there was a variation in levels of trust between Elected Members and the Management Team.

Arising from the feedback of the interview sessions the items below were identified as initial challenges that for the most part could be resolved relatively quickly.

3. **Challenges**

- Lack of an integrated and detailed Elected Member Induction Program in 2019 caused confusion or lack of clarity in relation to information about services and service levels, cost, relevance, utilisation.
- Complaints processes need to focus on the future for the benefit of Elected Members and the Management Team and community.
- Issues of distrust that seem to have their genesis with the Wave Park project but a lack of addressing some issues for new Elected Members in a timely manner has exacerbated situation.
- Trust in relationships between some Elected Members and the Management Team.
- Failure of poor behaviour of one Elected Member to be dealt with appropriately.
- Lack of Elected Member adherence to Meeting Procedures.
- The strategic documents are benchmark but this in not being translated to a narrative that is understood by the new Elected Members.
- The Management Team needs to reset its approach to deal with current Council requirements and expectations.
- Protocols for interaction between Elected Members and key City Officers needs to be documented and applied.

4. **Workshop Approach**

List of issues reviewed to develop and assign priorities:

- How – to deal with them
- What – agree resources to address the topics
- When – the assignments will be completed
- Where – assignment with Elected Members determined

The session is to be conducted to review engagement with Elected Members of key the issues initiatives and projects.

The lack of clarity in certain areas is impacting performance and engagement

Full and frank discussion on direction of the Council for the future to October 2021 and then a reset after the 2021 election.

Options

The following are items that might be useful as a mechanism or the Council and Executive Team to move forward quickly.

An explanation of the terms identified will be highlighted in the workshop:

- Strategic Position Statements
- Project Philosophy and Parameters
- Project Briefing Papers to improve understanding of all parties
- Use of Info Graphics to update Elected Members outside the formal meeting and reporting program
- Executive Team needs to demonstrate “Agility and Willingness” to clarify direction of the Council
- Develop a series of background papers on organisational capacity
- Clarify Role of Stakeholder Working Groups
- Compliance Regime – Light or Heavy touch
- Service Planning Model
- Benefits Management Program
- Data and Analytics Strategy

5. **Feedback**

General Feedback from Elected Members and the ELT in the interview sessions included:

1. Organisation is NOT BROKEN.
2. Most Elected Members supported the review process to ensure that there was confirmation of the City Melville as an organisation of sound performance.

3. CEO is recognised as endeavouring to initiate changes and address communication with Elected Members.
4. The Urban Planning Directorate is perceived as unresponsive to expectations of elected members and various sectors of the community.
5. The planning legislative requirements and impacts are not readily by some elected members and the community.
6. Canning Bridge developments are consuming significant resources.
7. High profile community members have significant sway with some Elected Members.
8. The Elected Member Request tracking system has improved but responses to planning and development approvals and compliance issues are considered tardy.
9. Planning statutory regime is not understood by Elected Members and the community.
10. City Services need to be:
 - clearly documented
 - relevant, efficient and effective
 - understood by the Elected Members and the community.

6. **Next Steps**

- Workshop 1 to highlight findings and gain feedback.
- Create a quick hit list for:
 - Elected Members
 - CEO and the Management Team.
- Workshop 2 to agree EOI refinement
- Commence conversation on protocols for interaction between Elected Members and the Chief Executive Officer / Management Team.

7. **Original Documentation for Interview Sessions**

GHCG has been engaged to assist the City of Melville with Phase 1 of an Organisational Review Project. The first action involved meeting with all Elected Members and Executive Staff.

The following are questions proposed to be posed to Elected Members and Executive of the City of Melville preparatory to facilitated workshops that have been scheduled to review the Organisational Review Scoping Document previously adopted by the City of Melville.

The questions are posed to try to elicit feedback from you on your personal viewpoint of the City and how it operates.

The City of Melville commitment in the Vision and Mission of the City as identified in the EOI request as involving:

1. Integrity
2. Excellence
3. Caring
4. Participation

Once the question sessions have been completed the answers received of issues and options will be utilised for workshops, where it is proposed to review key and recurring themes identified from the interviews. The intent of the workshops is to assess the information and determine an agreed level of importance. The results from the workshops will inform Phase 2 of the Organisational Review Project on the Operational Review.

The Council has resolved to undertake an Organisational Review:

1. What are your expectations of the review?
2. What are your objectives of the review?
3. How do you feel about the organisation's performance at the present time?
4. On what do you base that view?
5. How do you rate the organisations performance on a scale of 1 to 10, 1 being very low to 10 being very high?
(1 2 3 4 5 6 7 8 9 10)
6. Are you able to input and contribute satisfactorily to your role as an Elected Member /Executive?
7. Rate your ability to input and contribute to your Elected Member role or as an Executive on a scale of 1 to 10, 1 being very low to 10 being very high?
(1 2 3 4 5 6 7 8 9 10)
8. How well acquainted are you with the corporate documents, Strategic Community Plan, Corporate Business Plan, Workforce Plan, Asset Management Plan, Long Term Financial Plan and Business Excellence Business Framework?
9. Were you an Elected Member or Executive when the above plans were last adopted by the Council?
10. Does the current Organisational Structure and the way it operates support you in your role as Elected Member / Executive.?
Yes / No
Elaborate
11. Based on your knowledge and interaction with the Melville community what is the general feedback you receive from the community in relation to services and activities?

12. Are there any specific services or activities that you would highlight for focus?
13. Are there any other matters you would like to raise concerning:
 - a. Professional staff interactions?
 - b. Elected member interactions?

ATTACHMENT 6 : WORKSHOP FORMAT

Introduction

Purpose of the session

Review of Terms of Appointment of GHCG Background to original EOI process

Review of Interview Information

Review of Ratings by Elected Members and CEO / Directors (See page10)

Feedback from Interviews

List of issues reviewed to develop and assign priorities:

- How – to deal with them
- What – agree resources to address the topics
- When - the assignments will be completed
- Where – engagement with elected members determined

The session is to be conducted to review engagement with Elected Members of key the issues initiatives and projects.

The lack of clarity in certain areas is impacting performance and engagement

Options for EOI process:

- Up to October 2021 Election
- Post October 2021 Election

ATTACHMENT 7 : ORGANISATIONAL REVIEW WORKSHOP ATTENDEES

Workshop 1: 3 August 2021

Attendees

Mayor HON George Gear JP
Cr Nicholas Pazolli
Cr June Barton OAM JP
Cr Karen Wheatland
Cr Nicole Robins
Cr Katy Mair
Cr Steve Kepert
Cr Clive Robartson AM
Cr Tomas Fitzgerald
Cr Glynis Barber

Marten Tieleman	Chief Executive Officer
Mick Mc Carthy	Director of Technical services
Steve Cope	Director of Urban Planning
Christine Young	Director of Community Development

NOTE

Three Councillors and one member of the ELT were unable to attend the workshop.

ATTACHMENT 8: WORKSHOP 1 – POWERPOINT PRESENTATION



1



2



Workshop

- Introduction
 - Background and approach to GHCG assignment
 - Refer page 1 of the circulated document
 - Review of Corporate documents

3



Workshop

- Workshop Approach
 - Purpose
 - Clarify and verify interview outcomes
 - Determine key aspects of findings to be progressed
 - Determine timing and priorities
 - Agree next steps
 - How - to deal with them
 - What - agree resources to address the topics
 - When - the assignments will be completed
 - Where - engagement with elected members determined

4

Items Raised in interviews

- Challenges
- Ratings on questions 5 and 7
- Levels of Trust
- Induction program
- Potential quick hit improvements

5

Session Feedback

- Comments from participants on information presented
- Explore options and opportunities identified
- Agree options to be progressed
- Establish priorities and timing for agreed options

6



Options and Opportunities

The following are items that might be useful as a mechanism or the Council and Executive Team to move forward quickly.

- Strategic Position Statements
- Philosophy and Parameters
- Project Briefing Papers to improve understanding of all parties
- Use of Info Graphics to update Elected Members outside the formal meeting and reporting program
- Executive Team needs to demonstrate "Agility and Willingness" to clarify direction of the Council
- Develop a series of background papers on organisational capacity
- Clarify Role of Stakeholder Working Groups
- Compliance Regime – Light or Heavy touch
- Benefits Management Program

7



Next Steps

- Confirm next steps for action
- Endorse matters for early implementation
- Assign quick hits to be progressed now
- Agree timetable for actions up to 2021 Election and post 2021 Election
- Establish a detailed Elected Member Induction Program post 2021 election
- Engage on matters of TRUST and Relationships
- Agree timetable for progression of Phase 2 of Organisational Review Program

8

ATTACHMENT 9: WORKSHOP FINDINGS AND OUTCOMES

General Feedback from Elected Members and the ELT in the interview sessions was compiled and listed below with the comments arising from Workshop 1 provided in *italics*.

(i) Organisation is NOT BROKEN.

Issues arising from Workshop 1:

- *Clarification of roles*
- *Committees*
- *Cultural issues (define “culture” and have a session to unpack what is the understanding of requirement) – culture and actions are linked*

(ii) Most Elected Members supported the review process to ensure that there was a confirmation that the City of Melville as an organisation of sound performance.

(iii) The Chief Executive Officer is recognised as endeavouring to initiate changes and addressed improved communication with Elected Members.

(iv) The Urban Planning Directorate is seen as unresponsive and planning legislative impacts are not readily understood by some Elected Members.

Issues arising from Workshop 1:

- *This relates primarily to matters within Council reports.*
- *GHCG and the Chief Executive Officer, and then the ELT, to engage with Elected Members in person.*

(v) Planning and development approvals and compliance legislation and impacts are not readily understood by Elected Members and the community.

Issues arising from Workshop 1:

- *During the interview process, it was clear that the roles of State and local governments in planning and development approvals and compliance are not understood.*
- *A facilitated session should be held with Elected Members in an endeavour to clarify and explain legislative requirements and to capture Elected Member expectations in this area. The WHY, HOW, WHEN and WHERE need to be identified.*
- *Input from Elected Members needs to be obtained early in the decision-making process to ensure Council’s desired intent for proposals is articulated.*

(vi) Canning Bridge developments are consuming significant resources.

Issues arising from Workshop 1:

- *A Background Paper to update Elected Members on the status of planning and development approvals and compliance activities in the locality would ensure a better appreciation of the statutory limitations of the planning regime.*

(vii) High-profile community members have significant sway with some Elected Members.

Issues arising from Workshop 1:

- *The view of high-profile community members is impacting the Council decision making process.*
- *One Elected Member disputed this finding. However, this view was not verbally supported by others.*

(viii) The Elected Member Request tracking system has improved but responses to planning and development approvals and compliance issues are considered tardy.

Issues arising from Workshop 1:

- *This issue relates to day-to-day planning and development approvals and compliance activities and is separate to item 4 (above) which relates to Council reports.*
- *It is suggested that contact be made with each Elected Member to determine the issues followed by in-person meetings to resolve outstanding issues and agree an action plan.*

(ix) Planning statutory regime is not understood by Elected Members and the community.

(x) City Services need to be:

- **clearly documented**
- **relevant, efficient and effective**
- **understood by Elected Members and the community.**

Issues arising from Workshop 1:

- *It would be invaluable for a document outlining all services with a brief outline of the service and relevant cost (Gross and Net).*
- *A comparison of costs for local governments and/or private providers would be beneficial to address concerns raised by Elected Members.*

KEY ISSUES TO BE FURTHER EXPLORED

Elected Member Induction Program

- Induction Program and Induction Manual for Elected Members to be prepared and released post-election 2021.

Stop the churn

- No more Wave Park commentary.

- Priority for Elected Members and the Management Team is “Focussing on The Future”.
- Act on Workshop Feedback issues raised, resolve them and move on.
- Elected Members to take issues of concern to Council for resolution otherwise status quo will continue.
- Chief Executive Officer and Directors to identify hot topics for resolution and compile a ‘Quick Hits’ list.
- Review the Elected Members outstanding items – document and finalise actions.

ATTACHMENT 10 : OPTIONS AND OPPORTUNITIES

The following items may be useful for the Council and ELT to move forward quickly:

- Strategic Position Statements for key issues.
- Philosophy and Parameters for priority projects.
- Project Briefing Papers to improve understanding of all parties.
- Use of Info Graphics to regularly update Elected Members outside the formal meeting and reporting program.
- The Management Team needs to demonstrate “agility and willingness” to clarify direction of the Council.
- Develop a series of background papers on organisational capacity.
- Clarify Role of Stakeholder Working Groups.
- Compliance regime: light or heavy touch – the Council to determine.
- Develop:
 - Service Planning Model
 - Benefits Management Program
 - Data and Analytics Strategy

The above proposals were discussed with the ELT to ascertain which matters are relevant to be acted upon, and further review was made of City key documents to identify gaps in knowledge about the current status of City activities.

NOTE:

During the course of the review program there were a number of issues relative to the overview of the planning and development approvals and compliance activities. This necessitated more detailed analysis of the activities at both a strategic and day to day level of planning and development approvals and compliance regime used by the City.

ATTACHMENT 11 : TRANSFORMATIONAL INITIATIVES

The Transformational Initiatives provide a substantial body of work that can move the City forward in an exponential manner.

The initiatives are relevant, timely, appropriate for the time and will address the issues that have been identified as holding the City operations back from achieving best practice operational performance.

The scoping of the initiatives has been developed to a stage to enable detailed work and resource allocation to proceed.

The Governance Framework to oversee the initiatives allows for:

- Approval of scope and allocation of resources
- Reporting within the teams as well as to the Council and ELT.
- A rigorous review regime to ensure monitoring of progress is tracked and action taken where necessary to ensure timelines are met or if modified have been through assessment.

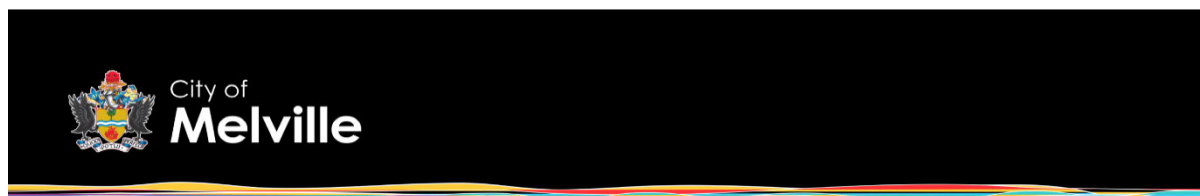
Also provided is information linking the transformational initiatives and operational priorities to the Corporate Business Plan.



DRAFT - LINKING OF TRANSFORMATIONAL INITIATIVES AND OPERATIONAL PRIORITIES TO THE CORPORATE BUSINESS PLAN

Key Strategic Priority From Corporate Business Plan	Key Strategies From Corporate Business Plan	Strategic Priorities	Priority Category	Projects under Priority	Associated Outcomes
Priority 1 Ensure the improvement and sustainability of our environment. 	1. Protect and improve our natural assets to enhance our environment. 2. Utilise technological opportunities to efficiently enhance the sustainability of the environment through monitoring and reporting. 3. Advocate and utilise the National and State level policies to protect and enhance the biodiversity of our environment and natural assets.	Carbon Neutral by 2030	Transformational	1. Development of a Climate Action Plan 2. Smart and Sustainable Communities 3. Partnership with Murdoch University 4. LED Street Light Replacement Project	Clean and Green Growth and Prosperity Sustainable Transport
		Attadale/Alfred Cove Foreshore Master Plan	Operational	To be Developed	Clean and Green Sense of Community Healthy Lifestyles
Priority 2 Improve the approach for diverse and sustainable urban development and infrastructure. 	1. Implement innovative, efficient and appropriate initiatives that support community centred infrastructure with integrated transport solutions. 2. Enhance amenity and vibrancy through placemaking and creating well designed and attractive public spaces. 3. Optimise the capability and liveability of activity centres with consideration to the expectations of our community. 4. Enhance regulatory and approval frameworks to ensure sustainable building infrastructure.	EDS Place Making and Activation	Transformational	1. EDS Implementation Plan 2. Activity Centre Implementation Plans: - Canning Bridge Activity Centre (CBAC) - Riseley Street - Murdoch Activity Centre - Melville City, including Library/Cultural Centre Project - Other Activity Centre Plans based on Priority	Sense of Community Clean and Green Sustainable and Connected Transport Growth and Prosperity Safe and Secure
		Library and Cultural Centre - Civic Centre	Operational	1. Review scenarios and options for L&CC Redevelopment 2. Design and Construct solution for Melville Theatre Company	Sense of Community
Priority 3 Empower the voices of our diverse community by strengthening engagement. 	1. Increase co-design approaches that engage stakeholders in upfront designs and support issue resolution activities. 2. Improve the mechanisms to make information flow easier to access and share, including optimising digital communications. 3. Improve engagement with the business community. 4. Enhance opportunities for civic engagement and building community capacity. 5. Strengthen online service delivery and respond to the digital divide by supporting improvements in digital literacy.	Strategic Stakeholder Management Strategy	Operational	To be Developed	Sense of Community Growth and Prosperity
		Customer First Strategy	Transformational	Under Development	Business Excellence
		Digital Strategy	Transformational	Implementation Plan endorsed based on key projects including: - Customer Relationship Management Solution (Pathway) - Records/Information Management Solution (ECM)	Sense of Community Safe and Secure Business Excellence
Priority 4 Support healthy lifestyles and wellbeing. 	1. Invest strategically in local infrastructure and built environments that support physical activity and healthy lifestyles. 2. Increase advocacy and partnerships for identified needs relating to community health, safety and security. 3. Empower inclusive participation and support for sports and community groups. 4. Support National, State and community efforts to assist people in need.	EDS Place Making and Activation	Transformational	1. EDS Implementation Plan 2. Activity Centre Implementation Plans: - Canning Bridge Activity Centre (CBAC) - Riseley Street - Murdoch Activity Centre - Melville City, including Library/Cultural Centre Project - Other Activity Centre Plans based on Priority	Sense of Community Clean and Green Sustainable and Connected Transport Growth and Prosperity
		Major Projects	Operational	1. LeisureFit Booragoon Aquatic Master Plan 2. Development of Cultural Infrastructure Strategy 3. Bob Gordon Premier Playspace Development 4. ARIS, Change Room Program, DAIP 5. Goolgutip/Heathcote Lower Lands Project	Healthy Lifestyles Sense of Community Safe and Secure
Priority 5 Ensure long term financial sustainability 	1. Undertake efficiency improvements to maximise cost effectiveness. 2. Advocate at National and State levels to maximise funding. 3. Identify opportunities for appropriate alternate revenue streams	Organisational Efficiency and Financial Planning	Operational	1. Review of Long Term Financial Model and Plan 2. Organisational Review	Business Excellence
		Carbon Neutral by 2030	Transformational	1. Development of a Climate Action Plan 2. Smart and Sustainable Communities 3. Partnership with Murdoch University 4. LED Street Light Replacement Project	Clean and Green Growth and Prosperity Sense of Community Business Excellence
Priority 6 Encourage local economic development. 	1. Encourage opportunities for increased private sector commercial and residential development in strategic locations. 2. Support opportunities for not-for-profit and social enterprise.	EDS Place Making and Activation	Transformational	1. EDS Implementation Plan 2. Activity Centre Implementation Plans: - Canning Bridge Activity Centre (CBAC) - Riseley Street - Murdoch Activity Centre - Melville City, including Library/Cultural Centre Project - Other Activity Centre Plans based on Priority	Sense of Community Clean and Green Sustainable and Connected Transport Growth and Prosperity
				1. Small Business Development Approvals 2. General Planning Approvals	Growth and Prosperity

ATTACHMENT 12: CITY OF MELVILLE CULTURE ACTION PROGRAM



CULTURE ACTION PROGRAM

Elected Member Project Summary September 2021

1. Council & ELT Training Session

Achievements: The training program looks like shaping around mandatory training (WALGA/DLGSCI), discretionary training (Identified by Todd Hutchinson based on Peopleistic and AICD surveys) and induction program.

Next steps: Manager People Services and Governance Coordinator to develop training program further, taking into account content from proposed Charter (Action 6) and Council templates (Action 4) which will need to be included once finalised.

2. Elected Members Portal

Achievements:

- Introduction of a "Document Request," "Create a Discussion Board" and "Request a Presentation" functions
- Streamline of forms to allow a simpler, online experience for the user and to automate workflows
- Clean up of documents library, dashboard and agenda and minutes searches for a more intuitive customer journey
- Upcoming Items to Council register with ability to ask questions
- Dedicated Elected Members Support Inbox with improved systems for faster response times

Next steps: Governance Coordinator to work with Manager ITC and Manager Neighbourhood Development to scope out tasks and timelines to update project tasks and timelines. Key tasks equiring to be completed include:

- Finalising an ownership document that will provide accountability for consistent project updates and information in real time on the portal
- One on One training sessions to be incorporated with Elections and Inductions
- Streamlining all Adobe Form functions to integrate with different hardware (i.e. Apple or PC)
- Working on a more collaborative portal that would sit on a Microsoft Platform

3. Elected Member Email

Achievements: Elected Members records email address and calendar established.

Next steps: Monitoring and strengthening of email protocols to continue on an ongoing basis,

with further training and instruction for new Elected Members as part of Induction and ongoing support.

4. Automation of Agendas and Minutes

Achievements: Draft templates prepared by Peopleistic for internal review by staff. Templates adjusted to take into account other relevant Council documents (Code of Conduct, Meeting Procedures Local Law, Local Government Act requirements).

The following templates have been completed and being implemented, with Elected Members feedback invited by communicating the Governance Team at governance@Melville.wa.gov.au

- Proposed Motion or Amendment
- Disclosure of Interest

Proposed Alternative Motion template completed, but awaiting finalisation and Council Agenda template under major review to structure and amendments to incorporate amendments to reflect Long Term Financial Plan, sustainability and carbon neutral aspects.

Next steps: Work with IT Business Analyst appointed to project (August 2021) to consider management of confidential items, integration with existing systems and software, collaboration of options and ease of use by organisation.

5. Council Meeting Management

Achievements: Issues regarding improved performance identified and solutions scoped, procured and put in place. New PA technology installed and operational, with ongoing testing undertaken as required.

Next steps: Review of existing set up as requested by Mayor to look at changes to voting, inclusion of time, etc. For implementation post 2021 Local Government Elections.

6. Council Charter

Achievements: Draft charter prepared by Peopleistic and reviewed internally to simplify and shorten with content to be finalised for review by CEO and Elected Members. This is a major body of work that needs to be complementary with current frameworks and not duplicate existing corporate and governance policies, procedures and documents.

Next steps: Charter and Guidelines have been re-drafted with view to finalise prior to Elected Member's induction in October 2021.

7. Correspondence Response Times (Pathway)

Achievements: Improvements put in place have resulted in more timely responses and better recording of actions. Current tasks for this project are mainly operational but need to be developed further based on the outcomes of the Digital Strategy, Customer First Strategy and planned Customer Relationship Management (CRM) software upgrades under investigation.

Next steps: Continue to reinforce across the organisation the importance of timely and informative responses to customer queries, with senior leadership setting the tone for expected level and quality of service. The city will be progressing investigations on the best approach to jointly implement Customer First Strategy, positive customer experience outcomes and CRM technology solutions to streamline response process and reduce response times.

8. Community/ Stakeholder External Engagement Register

Withdrawn: This action has been discontinued following discussions with the Mayor.

9. Urban Planning Review Process

Project

Achievements: Planning procedures and processes reviewed and improvements implemented to streamline applications and make more user-friendly for customers (Stage 1). Small Business Process Improvement Project completed, with funding provided by Small Business Development Commission funding, with detailed action plan requiring resourcing and funding.

Next steps: Determine resources and funding requirements to implement Small Business Process Improvement Project and integrate findings from Bronwyn Weir Planning and Building review with work completed to date as well as future work associated with Stages 2 to 5.

10. Signature Behaviours Statements

Achievements: Imbedding of Values identified in the Corporate Business Plan being progressed through EPIC initiative (Excellence, Participation, Integrity, Caring). A team of EPIC Influencers has been established, in line with the Customer First Strategy and organisational values, to champion values across the organisation. Structure established to ensure values and customer first approach will be successfully deployed involving Executive Leadership Team, the EPIC Elevators (comprising specialists in the customer first approach) and staff identified as EPIC Influencers.

At the Ordinary Council Meeting on 21 September 2021, the Mayor provided an introductory briefing to Elected Members on the importance of behaving in a manner consistent with the EPIC values through interactions at the meeting and to treat each other with respect in their role as Councillors and representatives of the community.

Extract from Ordinary Meeting of Council: 21 September 2021) Statement by the Mayor as Presiding Member

Before we start this evening's council meeting I would like to make a short statement.

Recently along with the Chairs of the Governance and Financial Management Committees along with the Deputy Mayor met to discuss recent disruption at Council meetings.

You will remember the workshop we held on a Saturday last year when developing the Corporate Business Plan, and we all agreed that we, as Elected Members, in conjunction with senior staff developed our City's values as Excellence, Integrity Participation and Caring.

At recent meetings of council we have not lived up to these standards.

Orderly meetings which are efficient and constructive can only happen if we all play our part. The cornerstone of all meetings is the authority of the chair. It is my job as Mayor to ensure that we all play our part.

It is your job as Councillors to assist me by following the rules of meeting procedure.

Conducting an orderly meeting is a team effort. I can only chair the meeting to a high standard if all Councillors play their part.

This involves treating all fellow Councillors and senior staff present with respect. We are all striving for the same goal and that is to make considered decisions for the benefit of our community. We don't do this by making accusations of incompetence or purpose.

Do not speak or ask questions until you have the call from me. When another councillor is speaking listen to what they have to say. Don't interject.

Moving forward I intend to call out any statement made against Councillors and staff and call for a withdrawal. I intend that the councillor who has been asked will comply.

I look forward to a productive and respectful meeting, reflecting the values we set for ourselves.

Next steps: Implement the values and signature behaviours through the EPIC structure and through role models provided by the Executive Leadership Team, EPIC Elevators and EPIC Influencers. Continue to reinforce the importance of living the values and demonstrating the signature behaviours to Elected Members at all times, particularly during public forums, and to work collaboratively with the City's Administration to ensure the implementation of Council's EPIC values.

11. Customer Relations Documents

Achievements: Actions from Customer Service Institute of Australia (CSIA) report being actioned and incorporated into Customer First Strategy. The Customer First Strategy was launched and structure established to facilitate implementation of priority actions, with structure established to embed values through the EPIC initiative.

Next steps: Strategy document will be progressed and presented to ELT for approval. EPIC Influencers will be actively engaged in the deployment of Customer First Strategy to further enhance implementation. Priorities and resources to implement Customer First Strategy being determined taking into account behaviour change and additional actions required for successful implementation.

12. Customer Relations Training

Achievements: Currently recruiting the Customer First Coordinator, who will play the lead role in delivering the customer experience training.

Next steps: A draft training program is under development and will be presented to ELT following input from governance structure and other priority actions associated with the implementation of Customer First Strategy.

ATTACHMENT 13: STRATEGIC POSITION STATEMENTS AND PROJECT PHILOSOPHY AND PARAMETERS

DEFINITIONS

Strategic Position Statement

Strategic Position Statements outline the strategic intent of an organisation relative to a particular project, issue or matters of interest identified for action by an organisation's governing body or other parties.

Articulating the strategic intent of a particular project/issue/matter of interest, supports an organisation's responsibility and accountability to its stakeholders. Strategic Position Statements allow an organisation to demonstrate an agreed position and to identify the strategic direction of progressing key matters.

Project Philosophy and Parameters

It is of paramount importance that objectives, outcomes and intent are clearly articulated and agreed by Council prior to the commencement of projects.

The purpose of Council's endorsement of Project Philosophy and Parameters to address and agree, for historical purposes, the objectives of the project and why it is proposed.

Philosophy

The project philosophy, which may include a project vision, records the background as to why a particular project or issue is being proposed, how the project aligns with the City's strategic direction or position, and what outcome the project strives to achieve.

Parameters

The key parameters are recorded to ensure there is a general understanding from all stakeholders as to how the project will achieve the stated outcome. Clear and concise definition and explanation of the following key parameters should be addressed:

- Governance
- Land use and built form (if applicable)
- Fiscal responsibility and economic sustainability
- Environmental strategy and sustainability
- Liaison and communication.

ATTACHMENT 14: CITY OF MELVILLE ORGANISATIONAL STRATEGIC PRIORITIES

The City of Melville has a clearly articulated and endorsed Vision, Mission and Values statement (endorsed by the Council)

Our vision:

Engaging with our diverse community to achieve an inclusive, vibrant and sustainable future.

Our mission:

To provide good governance and quality services for the City of Melville community

Our epic values:

- **Excellence**
Striving for the best possible outcomes
- **Participation**
Involving collaborating and partnering
- **Integrity**
Acting with honesty, openness and with good intent
- **Caring**
Demonstrating empathy, kindness, and genuine concern the end

The Vision has been informed by the six Community Aspirations identified during consultation with Melville Community for the Strategic Community Plan 2020-2023.

These are:

Clean and Green
Growth and Prosperity
Healthy Lifestyles
Safe and Secure
Sense of Community
Sustainable and Connected Transport

Business Capability Program

The City uses the Australian Business Excellence Framework as the basis of its organisational approach to achieve the Community Aspirations.

The City identifies with the following Management Frameworks:

Customer Service



Information and Knowledge Management
Leadership
People
Continuous Improvement and Innovation
Corporate Planning and Strategy
Success and Sustainability

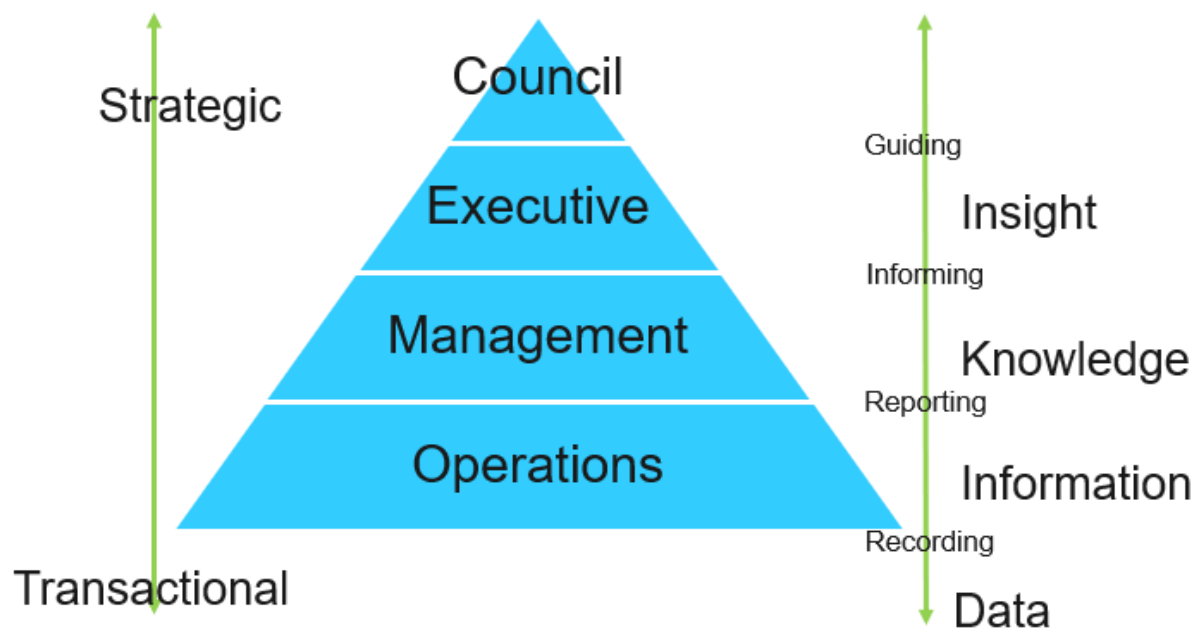
Integrated Planning and Reporting Framework

Recent decisions by the Council in taking formal positions on major initiatives such as Carbon Neutral, a Digital Strategy and Transformational Initiatives (refer Attachment 11) and the Cultural Action Program need to be factored into several key strategic City documents as they have significant potential impacts on financial and labour resources (whether that be in house or external).

Endeavouring to do more with the same resource allocation, without detailed analysis of what can change to a designated service or activity and over agreed time-period, is a recipe for disaster. Withdrawal of services without careful community engagement is fraught with risk and negative backlash can derail transformational change if not carefully managed. While all change has some push back, bringing the community along the journey with high level engagement will most often lead to a faster timeline of accomplishment.

ATTACHMENT 15: TRUST AND RELATIONSHIPS

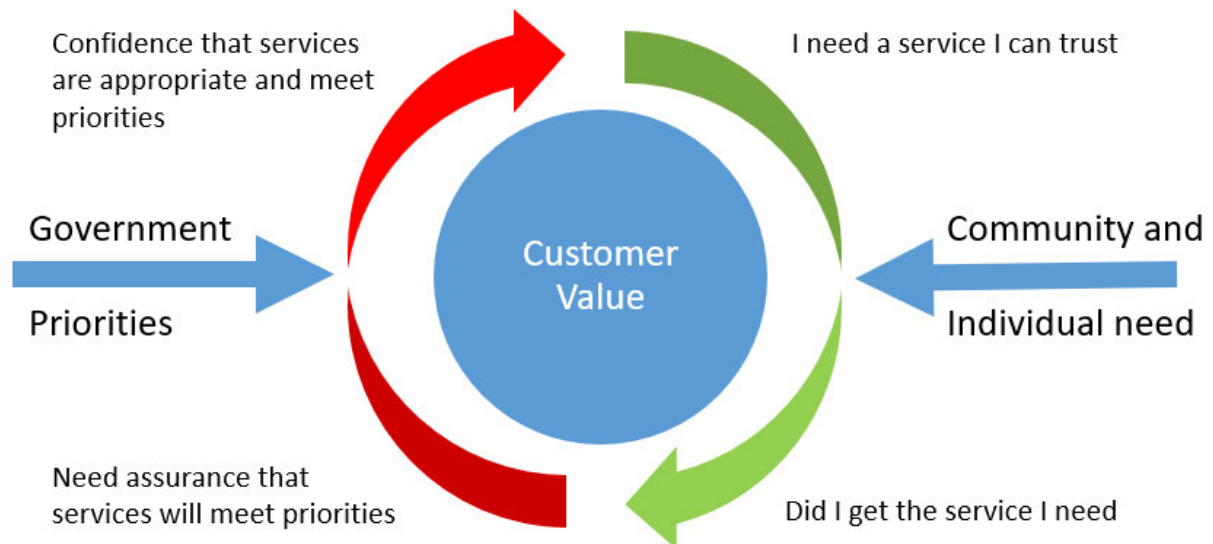
City of Melville ICT Value Chain



Source: *City of Melville Digital Strategy*

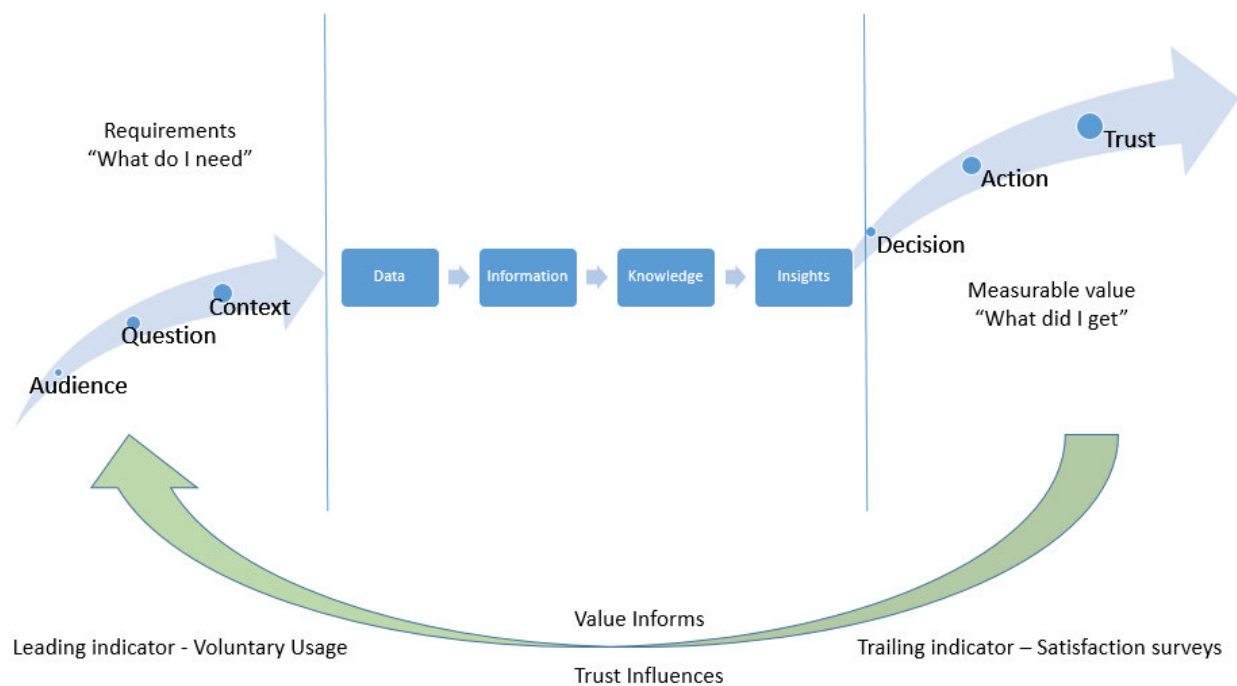
City of Melville Trust Model (Proposed for consideration)

- Using the Value questions, the City can interact with its stakeholders to build value in the following manner:



- For the Council, the primary value is to have assurance that policies and priorities are appropriate to guide service designs and achieve Council goals. For individuals and the community, it is having confidence to engage with the City and building trust that the service will meet their needs. Value can then be described to a trust equation: Assurance, Confidence, Trust.
 - Assurance:** Having proof to ensure that what is reported is accurate, any findings are supported by facts and recommendations are in accordance with accepted standards. In addition, the City has some explicit obligations under its Acts and must be able to show that its work is performed in a compliant manner.
 - Confidence:** The ability to make decisions effectively. This is having the appropriate processes and the availability of quality information sources. As a result of those decisions, it can produce results that are useful in addressing issues of public interest in a cost-effective manner. Confidence is built on past experiences.
 - Trust:** At this point, there is belief amongst parties that actions are performed in good faith. It leads to sharing, collaborating and the building of relationships. The City staff will share their experiences and information with each other, leading to higher productivity. External parties will look to the City and listen to the advice and guidance that the City provides.

The Model for this is:

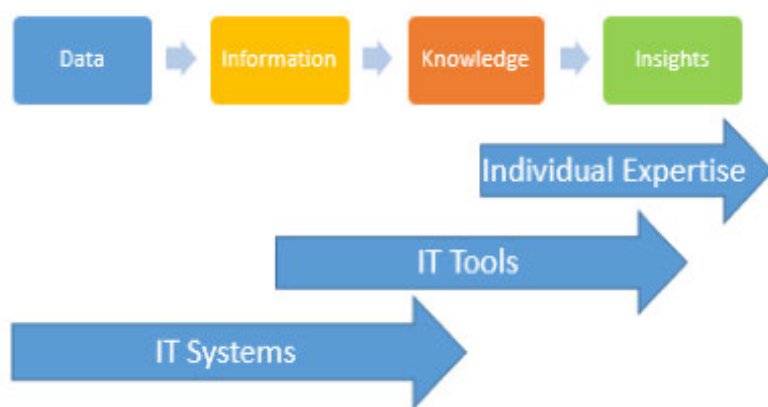


ATTACHMENT 16: DIGITAL TECHNOLOGY

DIGITAL TECHNOLOGY

Source: City of Melville Digital Strategy

The goal of technology is to support the business's ability to enhance its digital transformation capabilities. For the City to make this happen, the transactional, mechanical work currently performed by staff must be reduced by enhancing IT systems and tools capabilities.



Principles Overview

This strategy has identified seven core Principles to guide ICT future actions and outcomes. They are structured to explain What ICT is doing, Why ICT is doing it, How ICT will perform its actions and Influences that will be considered:

- **What – Information is an Asset:** Information is considered holistically and is managed as a City asset by all those that rely on it;
- **Why – Informed Decision Making:** Effective use of facts, data and knowledge leads to improved decisions and service outcomes;
- **How – Stakeholder Focused:** Information is accessible by customers and staff relevant to their service area needs. Knowing the customer perspective of process and information leads to better customer outcomes; Stakeholders should also be provided with the capability to self service;
- **How – Digital First:** Making digital processes the preferred manner of performing business processes;
- **How – Ability to meet the Future:** Focussing on Information Value by continually assessing processes and technologies to identify shortfalls and improving as required;

- **Influence – Platforms:** Consolidating data sources to improve efficiency and availability; and
- **Influence – Resilience and Security:** Ensuring that security is an intrinsic component of the City's information approach.

Transformation Overview

This strategy splits the identified actions into four transformation components that allow identification of practical initiatives that will move the City along the transformation path. These components are:

- **Oversight.** Using a standard governance model to ask insightful questions will allow the City to build confidence that it is getting value from its ICT investments.
- **People.** People are the key component of a transformation program.
- **Process.** Processes underpin the conversations between ICT and the business by providing clarity, consistency and context.
- **Technology.** While a strategy will result in the use of technology, the focus is on capabilities, not specific solutions.

Linking the transformation components to actions, the framework that ICT operates within is more easily identifiable.

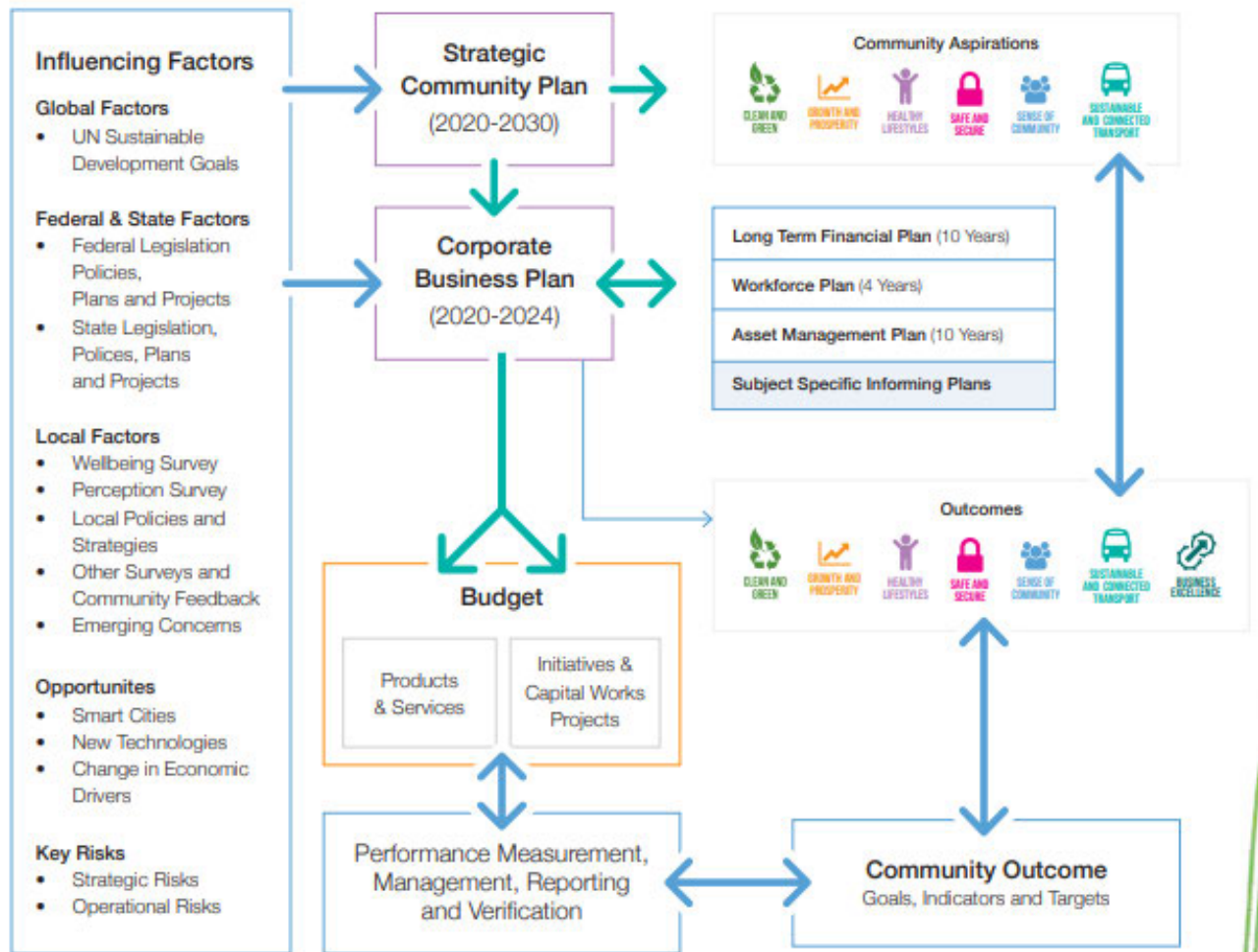
ATTACHMENT 17: AUSTRALIAN BUSINESS EXCELLENCE PRINCIPLES

CITY OF MELVILLE: AUSTRALIAN BUSINESS EXCELLENCE PRINCIPLES

1. Clear direction and mutually agreed plans enable organisational alignment and a focus on the achievement of goals
2. Understanding what customers and other stakeholders value, now and in the future, enables organisational direction, strategy and action
3. All people work in the system. Outcomes are improved when people work on the system and it's a social
4. Engaging people's enthusiasm, resourcefulness and participation improves organisational performance
5. Innovation and learning influence the agility and responsiveness of the organisation
6. Effective use of facts data and knowledge leads to improved decisions
7. Variation impacts practicality profitability and performance
8. Sustainable performance is determined by an organisations ability to create and deliver for all stakeholders in an ethical and environmentally responsible manner
9. Leaders determine the culture and value system of the organisation through their decisions and behaviours

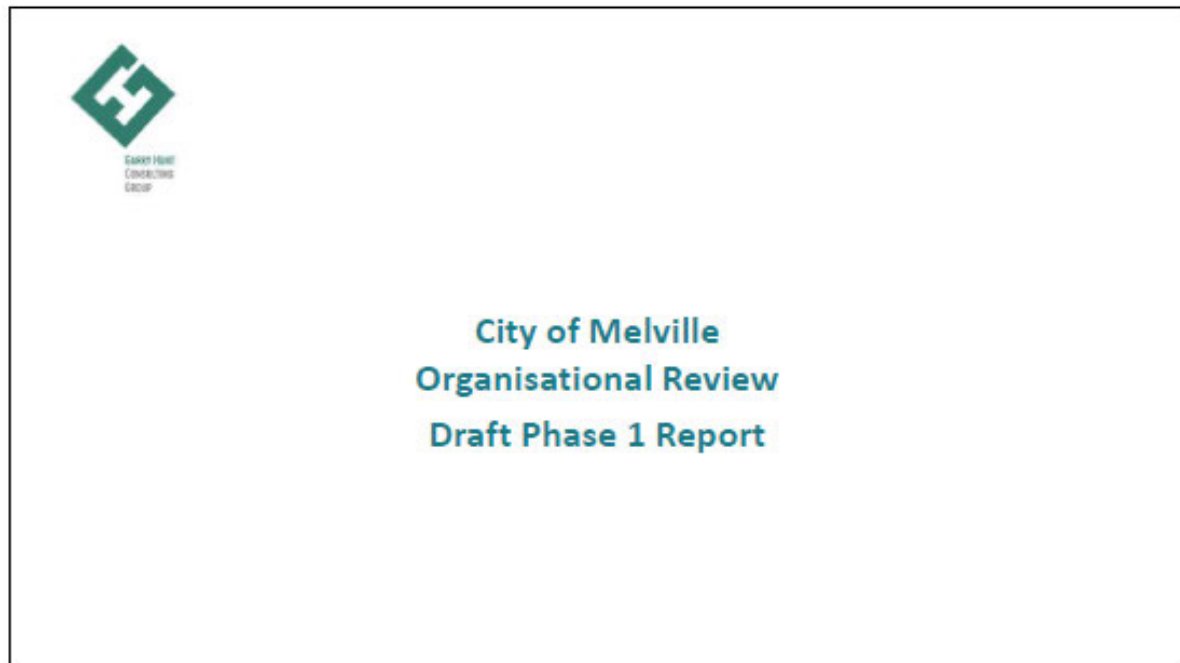
Source: City of Melville Community Annual Report 2019-2020

Framework illustrating the process used to develop Plans at the City:



Source: City of Melville Corporate Business Plan 2020-2024

ATTACHMENT 18: POWERPOINT PRESENTATION – CITY OF MELVILLE ORGANISATIONAL REVIEW – DRAFT PHASE 1 REPORT, 2 NOVEMBER 2021



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City of Melville - Organisational Review Draft Phase 1 Report

Scope of Assignment

- Garry Hunt Consulting Group (GHCG) was engaged by the City to undertake a review of Phase 1 (Strategic Review) of an EOI document issued in 2020.
- Scope and approach included:
 - Review documentation
 - Individual interviews with Mayor and Elected Members
 - Individual interviews with Chief Executive Officer and the ELT
 - Preparation of a summary of Issues and Options
 - Facilitate workshop/s
 - Summarise and document outcomes of the workshop/s
 - Preparation of draft Organisational Review Phase 1
 - Presentation of draft report to Elected Members and the ELT for discussion and confirmation
 - Submission of final report for formal consideration by Council.
 - Management systems

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City of Melville - Organisational Review Draft Phase 1 Report

Outcome of Assignment

The ultimate outcome is to determine whether:

- Options and opportunities identified from activities can be actioned
- Sufficient information to validate moving to Phase 2 of the Organisational Review
- Issues raised following Workshop 1 have been validated as appropriate and necessary for action
- Elected Members and the ELT agree the issues to be addressed and accepted.

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City of Melville - Organisational Review Draft Phase 1 Report

Organisational Review – Phase 2: Scope and Approach

- Assessment and recommendation on the following areas of strategic and operational levels:
 - Leadership
 - Strategy and Planning
 - Information and Knowledge
 - People
 - Customer and Market Focus
 - Process Management, Improvement and Innovation
 - Results and Sustainable Performance
- Significant focus and attention to be given to the Urban Planning Directorate – analysis of activities, resources and outcomes.
- Clarify and communicate the facts in relation to planning and development approvals and compliance activities, dispel any fallacies and folklore that currently exists.

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Strategic Review – City of Melville Organisation

- Key corporate documentation – Integrated Planning and Reporting Framework
- Council meeting agenda
- Compilation of decision-making information and method of transfer to Elected Members
- Transformational Initiatives (Includes Carbon Neutral 2030)
- Culture Action Plan

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Review of Weir Legal Report

- City of Melville Review of Complaints, Planning and Building Report.
- Finalised by Weir Legal in September 2021.
- The review on planning and building approvals impacted the Phase 1 review program.

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Review of proposed Phase 2 parameters

- Significant focus and attention to be given to the Urban Planning Directorate – analysis of activities, resources and outcomes.
- Clarify and communicate the facts in relation to planning and development approvals and compliance activities, dispel any fallacies and folklore that currently exists.
- Chief Executive Officer and the ELT acknowledge the benefits of undertaking Phase 1 of the Organisational Review.
- Phase 2 will demonstrate the City's willingness for continued improvement.

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City of Melville - Organisational Review Draft Phase 1 Report

Phase 1 - Methodology

- Initial meetings – Mayor, Deputy Mayor, Presiding Member of Governance Committee, Chief Executive Officer and Directors.
- Review of City and local government sector documents.
- Individual meetings with Elected Members and the ELT.
- Workshop 1 – test findings of interviews and determine priorities for the future.
- Meetings with key staff.
- Validations of findings from meeting and review of corporate documents.
- Attendance at Council Meeting and Council Briefing Session.
- Review of City of Melville Review of Complaints Planning and Building Report (Weir Legal).
- Establish findings from Phase 1 and compile and submit recommendations for consideration.
- Review of Phase 2 scope and approach.
- Phase 1 report amendments post presentation to Elected Members and the ELT.

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Phase 1 - Recommendations

Recommendation 1: Transformational Initiatives and Culture Action Program

- Assign resources to enable programs to be implemented.

Recommendation 2: Organisational Structure

- Modify to provide capacity and capability to Transformational Initiatives and Culture Action Plan.
 - Carbon Neutral 2030, Digital Strategy
- Improve Organisational Reporting Framework.
- Improve interaction with Elected Members.
- Implement new Committee Structure.

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Recommendation 3: Additional Resources

- Assign additional resources to progress Recommendation 2 in a timely manner.

Recommendation 4: Urban Planning Directorate

- Develop a policy position on compliance (refer City of Melville Review of Complaints, Planning and Building Report, Weir Legal and Consulting).

Recommendation 5: Canning Bridge Activity Centre Plan

- Detailed assessment of the Urban Planning Directorate to be undertaken as part of Phase 2.
- Include the planning and development approvals process and compliance regime.

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Recommendation 6: Policy Position

Lessons Learned Report to be prepared on Canning Bridge Activity Centre Plan Review.

Recommendation 7: Policy and Services Review Committee

- Establish a Policy and Services Review Committee.
- Oversight of a review of the services and service levels for all activities provided by the City.

Recommendation 8: Compliance Policies

- Elected Members involvement in the scoping of planning and compliance policies for referral to the Planning and Development Committee.

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Recommendation 9: Planning and Development Committee

- Establish a Planning and Development Committee.
- Terms of Reference to include:
 - Community Planning Scheme
 - Local Planning Policies
 - Activity Centre plans
 - Strategic urban planning issues
 - Developer contribution plans

Recommendation 10: Activity Centre Plans

- More sophisticated capacity and capability assessment required.

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Recommendation 11: Benchmarking Programs

- City to join relevant benchmarking programs to monitor performance within the local government sector.

Recommendation 12: Elected Member Induction Program

- All Elected Members to complete a sophisticated Induction Program in 2021 and after each local government election.

Recommendation 13: New Committee Structure

- CEO Performance Review Committee
- Audit and Risk Committee
- Policy and Services Review Committee
- Planning and Development Committee

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Recommendation 14: Trust and Relationship Program

- Elected Members and the ELT to undertake a Trust and Relationship Development Program.

Recommendation 15: Change Management Framework/Strategy

- City to adopt a Change Management Framework/Strategy and regularly report to Council on progress against agreed program.

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City of Melville - Organisational Review Draft Phase 1 Report

Phase 1 – Conclusions

- Sound financial position.
- Key corporate documents are of a high standard.
- Organisational structure requires modification to focus on Transformational Initiatives and Culture Action Program.
- Induction Program for Elected Members after each Local Government election
- Defining Council expectations is paramount.

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