

Advice Note

Responsible Officer:	<u>Chief Executive Officer</u>
Date of Meeting:	<u>16 March 2021</u>
Meeting of the:	<u>Council</u>
Item:	<u>Motion from Cr Kepert – Organisational Culture Change</u>

DETAIL

The City has been working on cultural change program for over 12 months, which included the engagement of Todd Hutchinson from Peoplestc in July 2020 to work with Elected Members and the City's administration to develop and implement a program. The initial phases utilised detailed surveys involving Elected Members and senior staff to identify core issues and focus areas, as well as an AICD consultancy which also included a survey and presentation to Elected Members in the latter part of 2020.

The results of this work were consolidated into a Culture Action Program as agreed by Elected Members based on the following key initiatives:

1. Roles and Responsibilities Training – being progressed taking into account mandatory training and induction requirements
2. Elected Member Portal – largely completed with work on EMB format being progressed
3. Elected Member Email – completed
4. Council Documents Templates Review – being progressed through external consultancy
5. Council Meeting Management – communications and recording equipment upgrade completed and being utilised, with ongoing monitoring on performance
6. Council Charter and Governance Guidelines - being progressed through external consultancy with draft charter provided for internal review
7. Customer Requests and Complaints Response Times – being monitored closely by ELT and Managers, with data indicating continual improvement
8. Stakeholder Management Register – scope of work and staging plan under development for EM/ELT consideration
9. Urban Planning Review Process – Phase 1 work completed with resources for Phase 2 re-assessed based on work priorities and other projects (e.g. SBDC process improvement for businesses)



10. Value Based Signature Behaviours Statements – initial engagement with staff undertaken and focus for new Culture Club
11. Customer Relations Policy , Charter and Handbook – Operational documents updated and EM workshop for Customer Feedback Policy planned for early 2021
12. Customer Relations Training – customer centric presentation provided to ELT and Customer First Strategy includes actions for training of staff on customer experience

The progress of the above initiative is reported to Elected Members on regular mostly fortnightly basis. It is therefore considered that there is clear direction on what is being progressed to address the core organisational culture change matters identified by Elected Members.

Prior to consideration of securing further external assistance related to additional cultural change work, it is recommended that the progress reports and outputs from the current initiatives being considered by Elected Members is reviewed and an assessment is made as to their effectiveness. Following this process, if misalignment and key gaps in priority areas is evident, then a scope of work to address these issues can be developed for consideration to determine the need and extent of further external assistance.

Further the Organisational Review that was supported by the Council at the February 2021 Council Meeting will provide opportunities and identify gaps that need to be considered in relation to the cultural aspects mentioned in the proposed motion.