

THE CITY OF GREATER GEELONG

ORGANISATION STRATEGY

2024-29



We Acknowledge the Wadawurrung People as the Traditional Owners of the Land, Waterways and Skies. We pay our respects to their Elders, past, present and emerging. We Acknowledge all Aboriginal and Torres Strait Islander people who are part of our Greater Geelong community today.

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A MESSAGE FROM OUR CEO

Local governments play a pivotal role in shaping the future of the communities they serve.

As we walk beside our community, supporting their success along the way, we are also always looking ahead, to ensure the path forward is clear and ready – often literally!

Our Council Plan (currently *Our Community Plan 2021-25*) helps determine what we do to achieve our strategic directions. With limited resources, how we do that must be carefully considered. That's where our *Organisation Strategy 2024–29* comes in.

The roadmap in this document builds on our past and sets out how we will become the highest performing and best local government to work for.

As we progress on this journey, I am honoured to lead a team of dedicated professionals committed to advancing the wellbeing and quality of life of our community.

This strategy is not just a document; it is a commitment to inclusivity, innovation, sustainability, partnership, delivery, and excellence. It's about supporting our great people, to deliver greater performance, ultimately achieving the greatest impact.

It reflects our community's vision for a clever and creative future and sets out what we will focus on as an organisation to play our role in its delivery.

I invite you to join us on this exciting journey, as together, we work towards a future that is defined by our values and our commitment to our customers and community. Your input, support, and engagement are essential as we implement this strategy to meet the ever-changing needs of our community.

ALI WASTIE
Chief Executive Officer



INTRODUCTION

Like all local government organisations, the City of Greater Geelong is made up of two interdependent parts – the Council and the organisation.

Collectively, our purpose is working together for a thriving community. It's our reason for existence and guides everything we do. Our purpose informs the work we do for our community and how we do it.

The Council Plan sets out the work we do. Guided by the strategic directions set by the Council, it includes the delivery of services, programs, projects and other activity (including partnering and advocacy), that contribute to the realisation of the community's long-term aspirations

Our new *Organisation Strategy 2024–29* outlines how we will do our work. It identifies where we must focus as an organisation to ensure the delivery of the Council Plan in the most effective and efficient way, paving the path to achieve our aspiration of becoming the highest performing and best local government to work for.

Building on our past achievements, our new *Organisation Strategy* is based on three core commitments.

That is, we will have great people, who will deliver greater performance, which will result in the greatest impact.

It's an exciting and ambitious strategy and there's lots to accomplish.

As your new Executive Leadership team, we are humbled and excited to play our role in leading this important community organisation into the next chapter of its long and rich history.



TENNILLE BRADLEY
Executive Director,
Placemaking



TROY EDWARDS
Executive Director,
Corporate Services



ANTHONY BASFORD
Executive Director,
City Life



JAMES STIRTON
Executive Director
City Infrastructure

OUR ORGANISATION

~3,000 employees
Four directorates



City Life
~2,000 employees



City Infrastructure
~500 employees



Placemaking
~200 employees



Corporate Services
~300 employees

Employees are based at one of the City's varied and diverse locations, which include:



The City's head office, Wurriki Nyal



City Hall



12 family services centres



10 leisure and recreation services centres



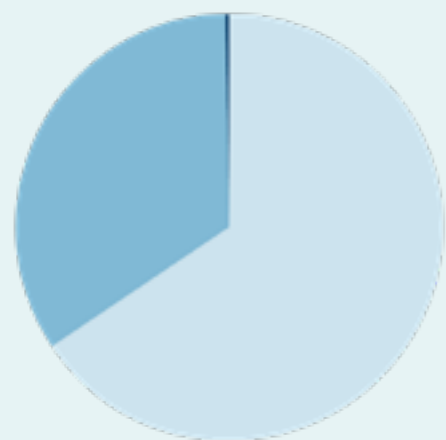
Five community programs and venues centres



Four parks and natural assets locations

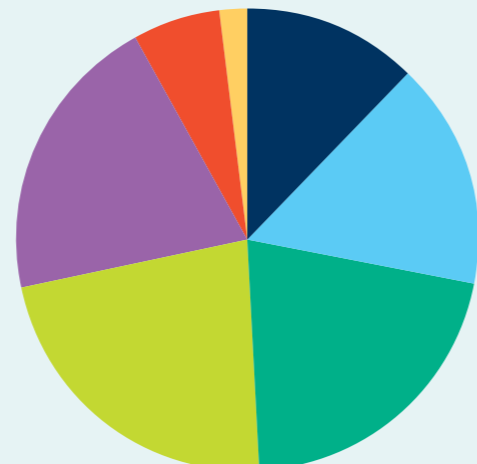


Three City Works depots



The workforce gender profile is 65.8 per cent female, 34 per cent male, and 0.1 per cent self-described.

Female Male Self-described



Ages of people employed at the City:

<25: 12.3%	45-54: 22.6%	75-85: 1.9%
25-34: 15.9%	55-64: 20.1%	
35-44: 20.9%	65-74: 6.1%	

OUR STRATEGIC AND LEGISLATIVE LANDSCAPE

We operate in a complex but important strategic and legislative landscape. It is vital that we focus our efforts on the right things, ensuring adherence to the *Local Government Act 2020*.

This is achieved through ensuring that the City's resources (including people resources and budget) are allocated to initiatives that deliver on the strategic directions as set out in the Council Plan (for external outcomes) and Organisation Strategy (for internal outcomes). Our Values support the delivery of the strategic cascade.



OUR ORGANISATION STRATEGY 2024-29

Working Together for
a Thriving Community

OUR PURPOSE

OUR COMMITMENTS

GREAT PEOPLE

GREATER PERFORMANCE

GREATEST IMPACT

OUR PRIORITIES

We will be an extraordinary employer

With innovation at our core

Delivering a sustainable future

Side-by-side with our partners

Committed to delivering for our customers and community

And for our sector

A proud, diverse and talented workforce

Bold, innovative, and always striving for better

Investing in tomorrow with a commitment to social, environmental, and financial prosperity

Connected through shared purpose and a passion for driving outcomes through transformative change

Outcomes focused with those we serve at the heart of everything we do

Positively contributing to the development and growth of the local government sector and beyond

MEASURES OF SUCCESS

Employee engagement score

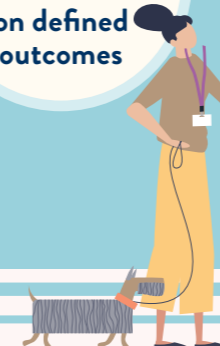
Cross department collaboration

Delivery of environmental, financial and social sustainability targets

Partnerships that deliver on defined outcomes

Customer satisfaction score

Time spent building sector capacity



OUR ENABLERS

Culture, Risk and Governance

Connecting through our purpose, committing to our success.

Brand and Customer Experience

Using our unique identity to unite and inspire, informed by a deep understanding of our customers.

Digital and Data

Optimising our performance and decision-making through technology and data.



OUR COMMITMENTS

Our organisation is making three commitments that will guide our focus to ensure we do our work in the most effective and efficient way.

Our three commitments are:



The commitments embody what is required to deliver our aspiration of becoming the highest performing, and best local government to work for.

Our commitments each have two strategic priorities, and each priority is supported by three outcomes. The outcomes describe what we will see when we have delivered on each strategy priority.

Every step of the way, we will carefully measure our progress through tracking and reporting against defined measures of success so we can clearly know and celebrate our achievements.



COMMITMENT ONE

GREAT PEOPLE

WE WILL BE AN EXTRAORDINARY EMPLOYER, WITH INNOVATION AT OUR CORE

‘Great People’ recognises our most important assets and their role pushing our organisation forward. If we create the environment for great people and empower them to deliver great innovation, we’ll have a powerful platform for achieving our purpose.

STRATEGIC PRIORITY 1 WE WILL BE AN EXTRAORDINARY EMPLOYER

Outcome 1.1 – We uphold the safety and wellbeing of our people as our top priority.

We will protect our people’s physical and mental health and wellbeing, reflecting a powerful safety culture. Safety, in all aspects, will always be front of mind at all levels, and we will all contribute to continually making our workplace safer.

In 2029, we will be known for...

- A workforce that feels protected and safe every day, due to collaborative responsibility for safety and a strong and trusted speak up culture.
- Strong leaders who help their teams navigate change.
- A culture of wellbeing and cultural safety which enables our people to always be their best.
- Sector-leading safety standards that are visible and understood by all.

Outcome 1.2 – We are an inclusive workplace that embraces diversity and creates equal opportunities for all.

We will reflect the make up our community with an employee base that is rich and diverse, united by a shared vision.

In 2029, we will be known for...

- Being an employer of choice for diverse genders, sexes, sexualities, abilities, experiences and backgrounds, that understands and adapts to the diverse needs of our workforce.
- Valuing and attracting people of diverse backgrounds and identities who can bring their authentic selves to work.
- Incredible outcomes that are enhanced by diverse perspectives.

Outcome 1.3 – We attract, retain and develop talented people through our compelling Employee Value Proposition.

We will attract the best and brightest talent, those who share our passion for driving equity and enhancing liveability across our city region, while sharing our success with our people.

In 2029, we will be known for...

- Offering extraordinary careers that grow and development our people.
- Mentoring and leadership that nurtures growth, confidence, innovation and leadership throughout our employee community.
- Highly engaged employees, whose experience at the City is highly valued and sought after by other organisations.

STRATEGIC PRIORITY 2 WITH INNOVATION AT OUR CORE

Outcome 2.1 – We invest in new and innovative approaches to solve the key challenges faced by our organisation, customers and community.

The City will leverage its inherent advantages to enable a culture of innovation. We will look beyond the status quo and strive to continue to be better.

In 2029, we will be known for...

- People who develop and implement new ideas that improve how we deliver services.
- Pioneering trial and adoption of new technologies and approaches.
- Expertise in innovative and effective processes.

Outcome 2.2 – We encourage innovation from across all levels of our organisation, empowering our people to be bold and always strive for better.

We will work connectedly and collaboratively, collecting diverse perspectives that provide the right outcomes for the organisation and the community. Silos won’t exist.

In 2029, we will be known for...

- Interconnectedness throughout all levels, with a culture of leadership that’s about relationships and influence, not hierarchy.
- Collective and accessible wisdom, driven by open and cross-organisational communication.
- Recognising and celebrating employee growth, and those who implement positive and lasting impact.
- Employees who strive to innovate, always seeking ways to improve ways of working.

Outcome 2.3 – We use data to inform our responses to new and evolving challenges faced by our organisation.

We will be adaptive and flexible, embracing change and laying the path for others. Our data-driven processes will provide us with the insights to do so with agility and timeliness.

In 2029, we will be known for...

- Seeming ahead of the curve, skilfully predicting trends through sophisticated data processing and insights, and adaptively pivoting to address emerging challenges
- The right data being available at the right time.
- Decision-making that is agile and evidence-based.



COMMITMENT TWO

GREATER PERFORMANCE

DELIVERING A SUSTAINABLE FUTURE, SIDE BY SIDE WITH OUR PARTNERS

‘Greater’ is in our name, and it’s what we are when we work together. Being smart with our resources and working in collaboration, we’ll ensure our outputs are always more than our inputs.

STRATEGIC PRIORITY 3 DELIVERING A SUSTAINABLE FUTURE

Outcome 3.1 – We identify and manage the impacts of our business practices on our people, customers and community.

We will be deeply engaged with our community and supply chains, ensuring no-one is left behind.

In 2029, we will be known for...

- Actively contributing to the wellbeing of our communities through delivering the right community services, economic development initiatives, and partnerships with local organisations.
- Being an ethical procurer, using our influence to promote and protect human rights and fair labor practices within our organisation, operations, and where we do business.

Outcome 3.2 – We develop and maintain environmentally sustainable practices across our operations.

We will play our part in the future of our diverse natural environment by transitioning to appropriate sustainable operations and services.

In 2029, we will be known for...

- A reduced carbon footprint and sustainable use of resources.
- Practical actions across our operations which inspire and motivate others to make a positive impact on the environment.

Outcome 3.3 – We optimise our resources to ensure we are financially responsible and sustainable.

We will ensure our community’s investment in us delivers valuable outcomes for the region.

In 2029, we will be known for...

- Delivering what we promise, due to having the right resources and capabilities.
- Transparent and responsible governance and financial management.
- Proactive management and maintenance practices that provide maximum value for money across all assets and projects.

STRATEGIC PRIORITY 4 SIDE-BY-SIDE WITH OUR PARTNERS

Outcome 4.1 – We partner with those who share our dreams and aspirations for the region.

We will deliver in partnership with people and organisations who add unique and valuable expertise and skill.

In 2029, we will be known for...

- Partners that deliver high quality and equitable services and environments.

Outcome 4.2 – We unlock, empower and accelerate the success of others in our community.

We will use our influence and expertise to enable others in our region to reach their potential, accelerating their ability to deliver quality outcomes for our community.

In 2029, we will be known for...

- Being an accelerator of success to those in our community.
- The interconnectedness and collaboration of our diverse stakeholder groups, facilitated by powerful networking and knowledge sharing.
- Resources that develop skills and capabilities in priority areas within our community.

Outcome 4.3 – We harness the collective power of the region to drive outcomes that meet the needs of our customers and community.

With our partners, we will provide a voice for our community at a local, regional, national and international level.

In 2029, we will be known for...

- Leading, engaging with and taking advantage of opportunities created through partnerships.
- Working with our neighbouring and regional partners collaboratively to reduce duplication and provide high quality and better value for money outcomes for our communities.



COMMITMENT THREE

GREATEST IMPACT

COMMITTED TO DELIVERING FOR OUR CUSTOMERS, AND FOR OUR SECTOR.

To be 'greater', we strive for "greatest". Our drive is to not only improve the lives of the people we serve, but inspire and uplift practice across our sector, so that our work can deliver impact across Australia.

STRATEGIC PRIORITY 5 COMMITTED TO DELIVERING FOR OUR CUSTOMERS AND COMMUNITY

Outcome 5.1 – We are deeply trusted by our community.

Our community will believe in us. We will be transparent and accountable and deliver outcomes that instil trust across our community and region.

In 2029, we will be known for...

- Transparent planning processes that reliably and visibly link measurable actions to objectives in our strategies and plans.
- Clear, value-for-money service standards that we consistently meet within budget.

Outcome 5.2 – We engage genuinely with our community, ensuring their voice in at the centre of our decision making.

We will proactively listen to and connect with our community on the issues that matter to them, particularly our most vulnerable and marginalised.

In 2029, we will be known for...

- Deep understanding of community wants and needs, which clearly drives evidence-based decision-making and service design.
- Collaborative community planning activity that ensures all voices, especially vulnerable and marginalised, are heard.
- Delivering what the community needs, wants and loves, resulting in high use of services and assets.

Outcome 5.3 – We are equipped to deliver for our growing and increasingly diverse community and region.

We will be advocates for our community, ensuring no one is left behind while placing equity and community health and wellbeing at the centre of our decision making.

In 2029, we will be known for...

- Long term plans which prepare for evolving demographic changes and trends within our community.

STRATEGIC PRIORITY 6 AND FOR OUR SECTOR

Outcome 6.1 – We are actively engaged with our peers, sharing best practices, resources and expertise to enhance our collective capability and effectiveness.

We will enhance the capability and effectiveness of our local government sector peers utilising our inherent strengths.

In 2029, we will be known for...

- Sharing knowledge and facilitating the exchange of best practices with other local governments.
- Providing advice on organisational practices and creating industry-leading solutions.
- Knowledge that is sought out for reform reviews.

Outcome 6.2 – We have partnerships and networks across the local government sector, leveraging our size and scale to solve challenges and realise shared opportunities.

We will collaborate with our sector partners to address the shared challenges we face.

In 2029, we will be known for...

- Innovative solutions to increase the effectiveness of local government organisations.
- Collecting and sharing data that enables continuous improvement activities.

Outcome 6.3 – We design and advocate for policies and initiatives that drive positive change and outcomes for our sector.

We will be a voice for positive change in the local government sector.

In 2029, we will be known for...

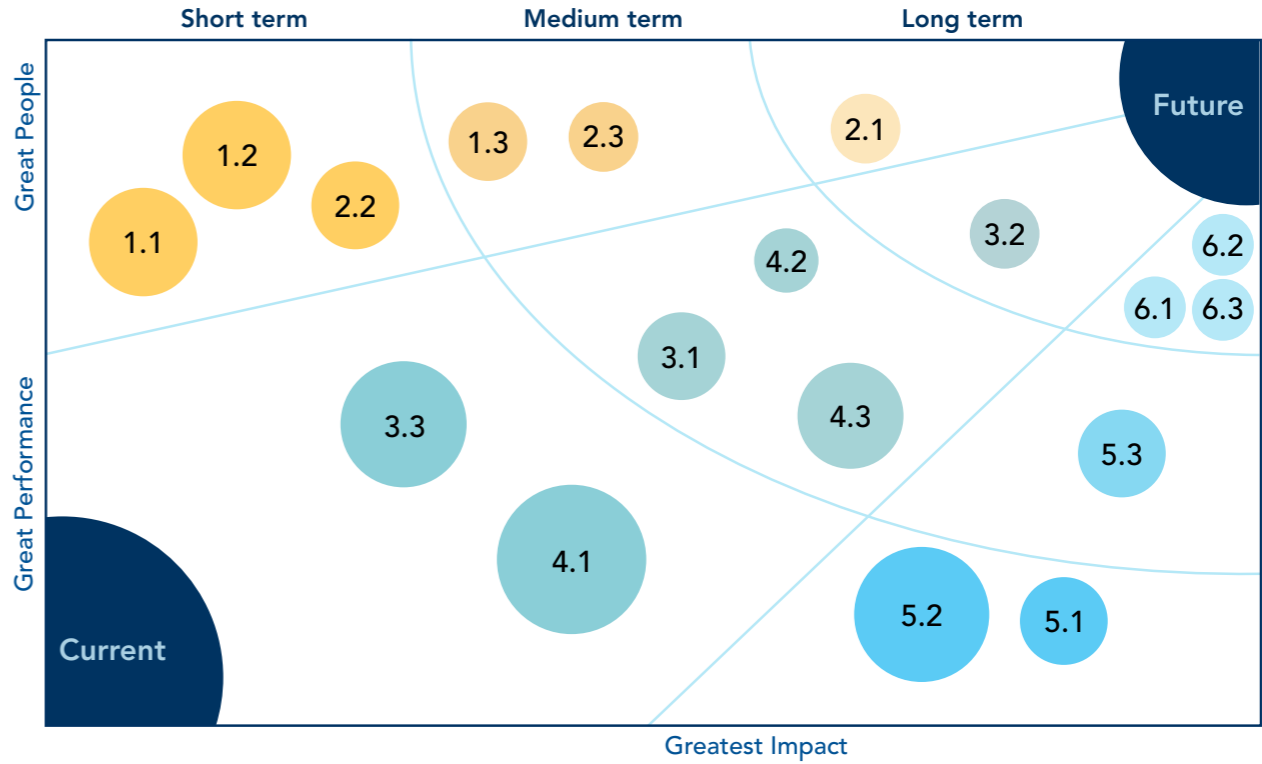
- Championing initiatives that drive progress and enhance the quality of local government practices.
- Leading by example, inspiring others in the sector to evolve their own processes and practices to follow ours.



OUTCOME DELIVERY ROADMAP

Our Organisation Strategy is aspirational by design.

There are outcomes that will require us to build and establish capabilities over the period of the strategy in order to reap the benefits of their successful delivery. The below diagram gives an indication of the timelines of our ability to begin to deliver on outcomes within the strategy.



BEGIN IN THE SHORT TERM

- 1.1 We uphold the safety and wellbeing of our people as our top priority.
- 1.2 We are an inclusive workplace that embraces diversity and creates equal opportunities for all.
- 2.2 We innovate across all levels of our organisation, empowering our people to be bold and always strive for better.
- 3.3 We optimise our resources to ensure we are financially responsible and sustainable.
- 4.1 We partner with those who share our dreams and aspirations for the region.
- 5.1 We are deeply trusted by our customers and community.
- 5.2 We engage genuinely with our customers and community, ensuring their voice is at the centre of our decision making.

BEGIN IN THE MEDIUM TERM

- 1.3 We attract, retain and develop top talent through our compelling Employee Value Proposition (grow).
- 2.3 We use data to inform our responses to new and evolving challenges faced by our organisation (grow).
- 3.1 We identify, manage and measure the impacts of our business practices on our people, customers and community (grow).
- 4.2 We unlock, empower and accelerate the success of others in our community (grow).
- 4.3 We harness the collective power of the region to drive outcomes that meet the needs of our customers and community.
- 5.3 We are equipped to deliver for our growing and increasingly diverse community and region.

LONGER TERM (ASPIRATIONAL)

- 2.1 We invest in new and innovative solutions to solve the key challenges faced by our organisation, customers and community.
- 3.2 We develop and maintain environmentally sustainable practices across our operations.
- 6.1 We are actively engaged with our peers, sharing best practices, resources and expertise to enhance our collective capability and effectiveness.
- 6.2 We have partnerships and networks across the local government sector, leveraging our size and scale to solve challenges and realise shared opportunities.
- 6.3 We design and advocate for policies and initiatives that drive positive change and outcomes for our sector.



OUR ENABLERS – STRATEGIC ENABLEMENT PROGRAMS

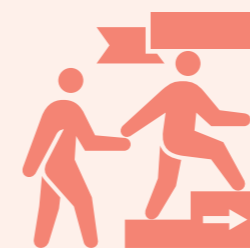
We have identified key three enablers as the foundations for successfully delivering our Organisation Strategy.

These foundations will be built through three programs of work, referred to as 'strategic enablement programs' within our Organisation Strategy.

The three corporate-led programs are made up of different types of activities. For example; strategies, plans, initiatives and / or projects.

For now, the activities highlighted within each program will focus on the short-medium term. As the Strategic Enablement Programs are further developed and refined, we will update this section to include the long term planned activities of these key programs.

We will track progress against the defined outcomes of each program as well as the delivery of the specific components against agreed timelines, milestones and budgets.



Culture, Risk and Governance

Connecting through our purpose, committing to our success.



Brand and Customer Experience

Using our unique identity to unite and inspire, informed by a deep understanding of our customers.



Digital and Data

Optimising our performance and decision-making through technology and data.

STRATEGIC ENABLEMENT PROGRAMS

CULTURE, RISK AND GOVERNANCE

OUTCOMES

- Our people are protected and supported by robust guardrails that instil a culture of trust, respect, and safety.
- Our leaders are set up to succeed through our best practice leadership development programs.
- Our organisation has established and effective governance and risk management systems and procedures.

HOW WE WILL MEASURE THE IMPLEMENTATION OF THIS PROGRAM:

- Deliver the Organisational Values Refresh.
- Implement the Enterprise Risk Management Framework.

KEY ACTIVITIES

We have prioritised these key programs and activities that will support our Culture, Risk and Governance strategic enablement program over the short-medium term (0-18 months):

Deliver an Organisational Values Refresh program, that includes:

- A readiness and engagement campaign on our values refresh, building strong leadership commitment.
- Endorsement of our values and build energy with our people for new ways of working.
- Embed our values into our ways of working that sets the new standard and holds us to account.

Align the City's cultural ambition with the City's new Strategic Priorities, including:

- Revisiting and redefining our Culture priorities to support targeted capability and capacity building.
- Deliver leadership capability uplift across all leadership tiers supported by our Leadership Capability framework.
- Establish a new centralised model for the implementation, monitoring and governance of our Inclusion and Diversity programs.
- Implementation of a new Psychological Health and Wellbeing framework, that guides our efforts on our legislative requirements for Positive Duty and a safe workplace.

Design an Enterprise Risk Management Framework that:

- Enables the City to proactively manage its operational, financial and strategic risks.
- Identifies the required capability to effectively manage the City's diverse and complex risk profile.
- Informs the design and operationalisation of an integrated Enterprise Risk Management Program that enables how we plan and govern ourselves.
- Creation of a Business Continuity Framework that enables the establishment of a Business Continuity function and capability.
- Development of a Risk Appetite Framework to support decision-making that enables the achievement of the City's strategic priorities.

Enhance the organisation's governance processes and practices, including:

- Refinement and implementation of the City's Decision-Making Framework.

As the Culture, Risk and Governance program matures, this list of programs and activities will be revisited to include the planned long-term programs and projects.

STRATEGIC ENABLEMENT PROGRAMS

BRAND AND CUSTOMER EXPERIENCE

OUTCOMES

- Renowned for our unique and recognisable identity
- A trusted and engaging brand.
- Leverage the power of our brand to drive collective success.
- Be recognised for a consistently positive and seamless customer and employee experience.

HOW WE WILL MEASURE THE IMPLEMENTATION OF THIS PROGRAM:

- Deliver the Brand Strategy.
- Implement the Customer Experience Strategy.

KEY ACTIVITIES

We have prioritised these key activities that will support our Brand and Customer Experience strategic enablement program over the short-medium term (0-18 months):

Development of a Brand Strategy, that includes:

- Establishing a baseline of brand sentiment across core customer and employee segments.
- Development of a brand narrative, including core purpose and values that will define the City's brand.
- Design of an organisational brand architecture, including a master brand architecture with supporting governance frameworks.
- Establishing a brand measurement and monitoring framework.

Development of a Customer Experience Strategy, that includes:

- Baseline of current customer experience, based on core customer segmentation.
- Development of a CX narrative. Including core purpose and values that will define the City's customer experience.
- Development of current state journey maps.
- Design of future state experiences, including metrics to track sentiment.
- Development of a listen, learn and act framework, focus on CX insights across all service interactions.

As the Brand and Customer Experience program matures, this list of programs and activities will be revisited to include the planned long-term programs and projects.

STRATEGIC ENABLEMENT PROGRAMS

DIGITAL AND DATA

OUTCOME

- Our organisation has fit-for-purpose digital and data services that enable the delivery of the City's strategic priorities.

HOW WE WILL MEASURE THE IMPLEMENTATION OF THIS PROGRAM:

- Delivery of IT Strategy.

KEY ACTIVITIES

The following activities have been prioritised to establish the Digital and Data strategic enablement program over the short-medium term (0-18 months):

Develop an IT Strategy that outlines organisation capability enhancement, including:

- Optimising the experience of our customers and community interacting with Council services.
- Ensuring the efficient and effective end-to-end management of the Council's financial and physical asset resources.
- Streamlining and automation of repetitive tasks performed by City staff.
- Harnessing data, analytics, and artificial intelligence to allow data-driven decision making and improve organisational performance.
- Establishing technology frameworks that empower our leaders to make the right decisions, at the right time.
- Building technology foundations that enable the delivery of high value products and services to our customers and community.

As the Digital and Data program matures, this list of programs and activities will be revisited to include the planned long-term programs and projects



HOW WE DEVELOPED THIS STRATEGY



MEASURING AND REPORTING ON OUR IMPACT

A great strategy needs even greater monitoring.

Through creating sophisticated practices around measuring success, and monitoring our progress on specially selected measures of success, we will create a culture of reporting that helps us demonstrate our impact.

Essentially – we do what we'll say we'll do and we can easily prove it. These measures are designed around what we can tangibly evaluate right now. As we continue to mature our measuring and reporting capabilities, the way we measure our success will continue to become more sophisticated with our organisation.

ORGANISATIONAL STRATEGIC PRIORITIES

ORGANISATIONAL MEASURES OF SUCCESS

GREAT PEOPLE

- We will be an extraordinary employer.
- With innovation at our core.

- Employee engagement score.
- Cross department collaboration.

GREATER PERFORMANCE

- Delivering a sustainable future.
- Side-by-side with our partners.

- Delivery of environmental, financial and social sustainability targets.
- Partnerships that deliver on defined outcomes.

GREATEST IMPACT

- Committed to delivering for our customers and community.
- And for our sector.

- Community Satisfaction Score.
- Time spent building sector capacity.

DELIVERING IMPACT

Delivering the greatest impact depends on all of us.

Our strategy is aspirational but achievable and must remain a living document throughout its lifetime.

With our 'north star' set, we'll continue to review and evolve our strategy with our people, reflecting our shifting strategic environment through our annual planning cycles.

We will embed our strategy in our organisation, becoming the strategy-led organisation we sought to become in 2021 when we started our major organisation transformation journey.

Our strategy will guide our decision-making at every level. It will cascade through Directorate Strategies, Department and Business Unit Plans and Personal Development Plans, taking into account commitments through the Community Vision and Council Plan.

We will be flexible and agile. We will seek robust data and evidence. We will actively respond to and plan for changing priorities and events. We will listen to and engage with our people about our strategy. We will continually test, validate, embed and evolve strategic thinking across the City.

This is not a document for a drawer. This is not a guide just for leaders. It is a way forward for all of us.

How will you deliver the greatest impact?



CITY OF GREATER GEELONG

Wadawurrung Country

PO Box 104

Geelong VIC 3220

P: 5272 5272


E: contactus@geelongcity.vic.gov.au

www.geelongaustralia.com.au

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