

Future Ways of Working at the City of Greater Geelong

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Acknowledgement



I acknowledge the Traditional Custodians of the land we're gathering on today, the Wadawurrung People of the Kulin Nation, and pay my respects to their Elders past and present, Elders in our community and our emerging leaders.

About the City of Greater Geelong

- **1,247 km²** of suburban, coastal and country areas
- **Population over 252,217** (expected to grow to 393,216 by 2041)
- **18,000 businesses** employing over 160,000
- Strengths in health, education and research, advanced manufacturing, defence, ICT, tourism and food agriculture
- **\$7b of trade** annually through Geelong Port



Our strategy and vision

Council's strategic priorities



Healthy, caring and inclusive community



Sustainable growth and environment



Strong local economy



High performing Council and Organisation

Organisation Strategy



Customer first



Process second



Our people are our greatest asset



We manage the City's money wisely

Our Vision

By 2047, Greater Geelong will be internationally recognised as a clever and creative city-region that is forward looking, enterprising and adaptive and cares for its people and environment.

In 2019 our employees gave us feedback on what needs to improve...



Operating in silos



Organisational barriers to getting things done



Fear of addressing issues



Overlooking poor performance and behaviour



Unclear expectations, lack of permission



Lack of fairness, support and respect



Customers are adapting to new technologies, and expect us to as well



Dealing with the City can be long and painful



Instructions and processes are often unclear or inconsistent



Interactions stretch across multiple channels and people, over days, weeks and even months

...as did our customers.

Challenges and opportunities - external



Community expectations around decision-making and service



Social equity and our at-risk communities



Political reforms significantly impacting our work



Increasing global focus on sustainability and climate change

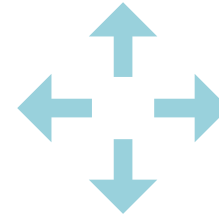


One of the nation's fastest growing regional municipalities (2.64% annually)

Challenges and opportunities - internal



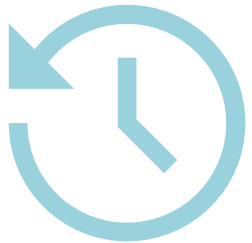
Gap in technology requirements created by lack of investment



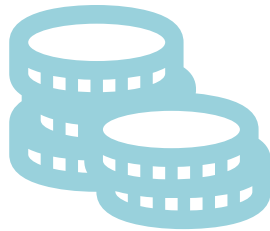
Facing a period of significant change



Lack of information and data in decision-making



History, culture and organisational trust



Increasing cost pressures



Balancing maintenance and renewal while delivering needed new assets

Feedback driving everything we do



2019

Over 900
employees shared
their feedback

Our Customer
Experience
research begins



“We need to create
a more supportive
culture.”



Our cultural aspirations



“We need better tools,
technology and customer
experience processes.”



The tools and resources to
help us succeed



“We need to remove the
everyday barriers to deliver
outcomes for our
community.”



Redesigning how we work
together to achieve our goals



How do you align your organisation to
truly achieve your organisation strategy?



I PLAN TO ADD
SEVEN MORE LAYERS OF
MANAGEMENT BETWEEN
YOU AND ME.

Dilbert.com DilbertCartoonist@gmail.com

MY GOAL IS TO LEAD
THE COMPANY WITHOUT
KNOWING ANYTHING
ABOUT IT.

© 1990-2011 Scott Adams, Inc./Dist. by Universal Uclick

THAT
SOUNDS
LIKE A
BAD IDEA.

THIS SORT
OF INPUT
IS EXACTLY
WHAT I'M
TRYING TO
AVOID.

Organisation Design is “the process of shaping and aligning all the components of an enterprise toward the achievement of an agreed mission.”

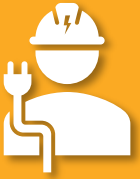
Stanford, N., Guide to Organisation Design: Creating high performing and adaptable enterprises (2007). Profile Books, London

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of working



Introduction to Organisation Design

100 Years of organisational design



1920 – 1940 Mechanistic



1940 – 1960 Human Relations



1960 – 1975 Open Systems



1975 – 1988 Matrix / Shared Service



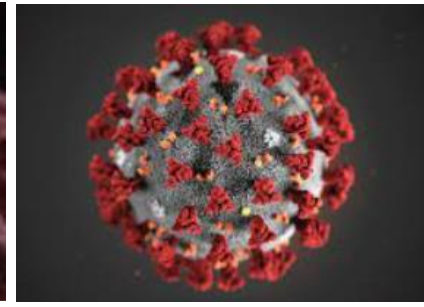
1985 – 2000 Entrepreneurial



2000+ Adaptive Open Systems




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Challenging Trends



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Generational expectations are changing

Generation	Silent Gen	Baby Boomer	Gen X	Gen Y Millennials	Gen Z alphas
Age	70+	50 – 70	35 – 50	20 – 35	6 – 20
% with a non-school qualification		59.2% 2008 / 66.7% 2018 (20 – 64 years)*			
% with a Degree or above	10	20	25	31.4*	75* (if employed)
Job tenure & impact on employment	Job for life				3.3 years* gig economy
Traits	Respect, rules, authority	Education and hard work	Self reliance & autonomy	Optimistic & confident	Entitled

*ABS Education and Work, Australia May 2018

Organisation Design is a holistic process to transform the City ...

Starting with developing the
Operating Model

From here in 2020

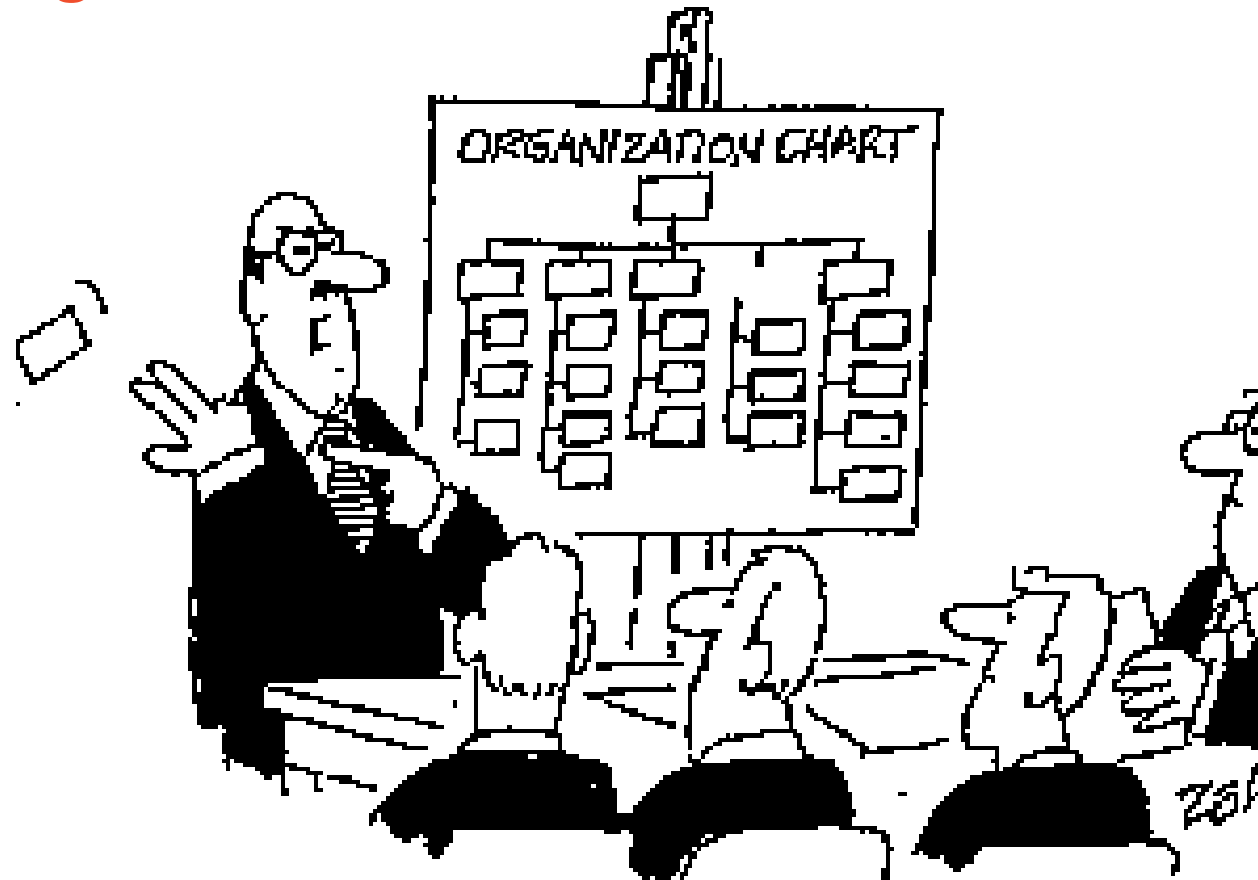


To there in 2024



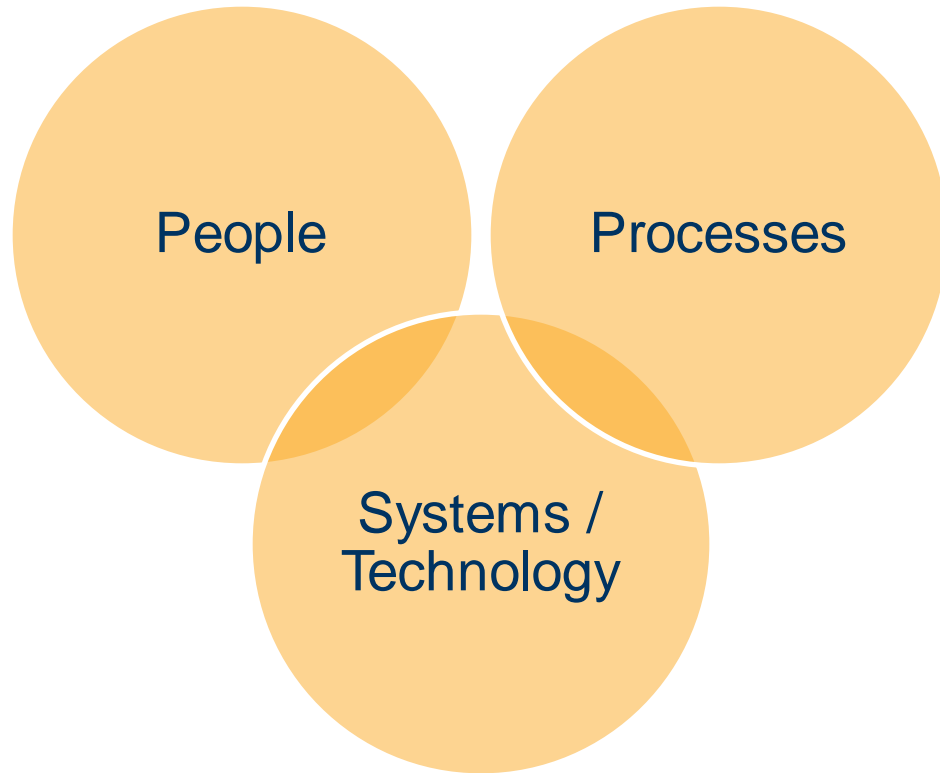
a blueprint to support the strategy

Organisation Design is NOT Boxology

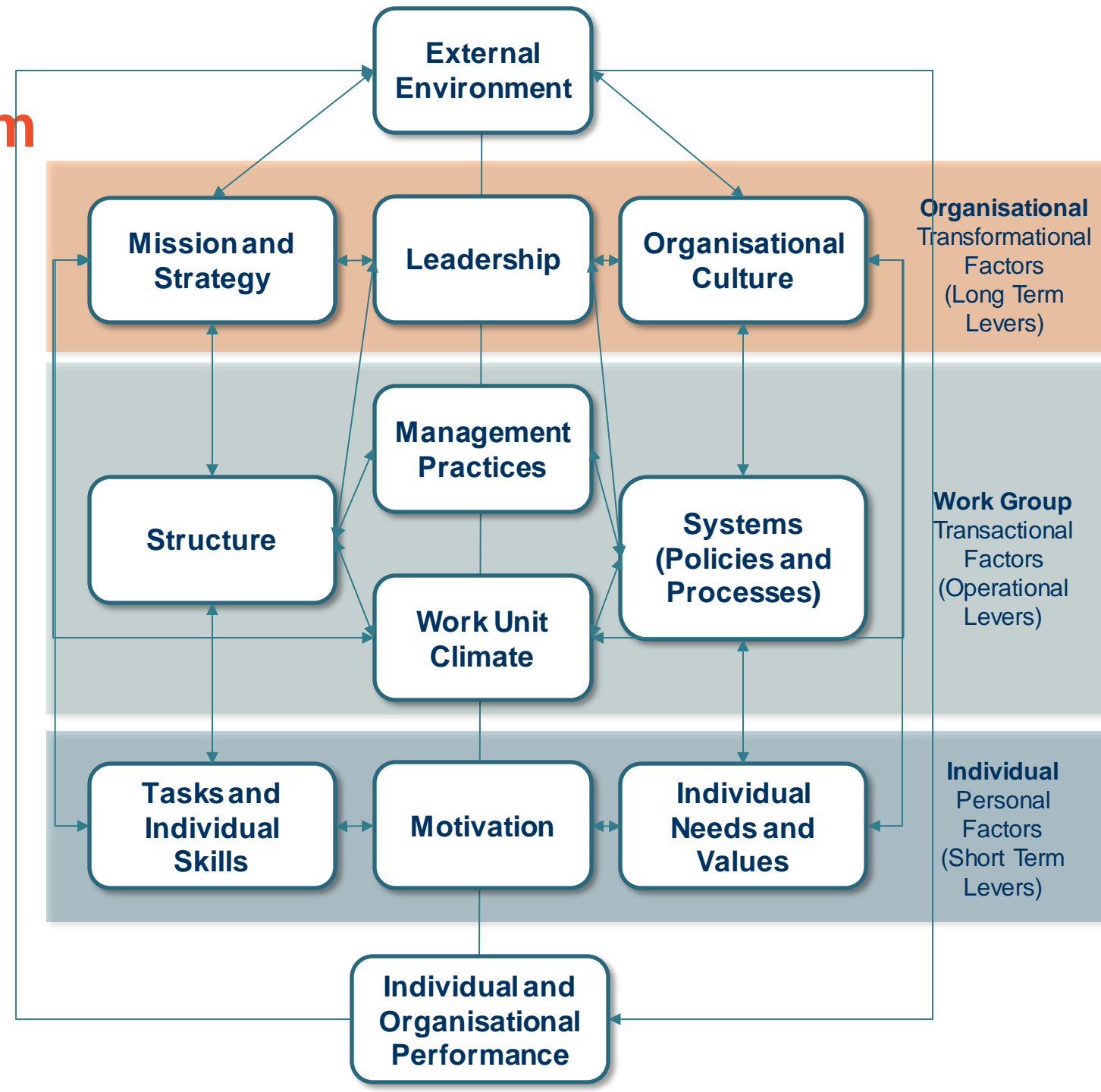


"...and that, Ferguson, was you."

Looking at the whole system

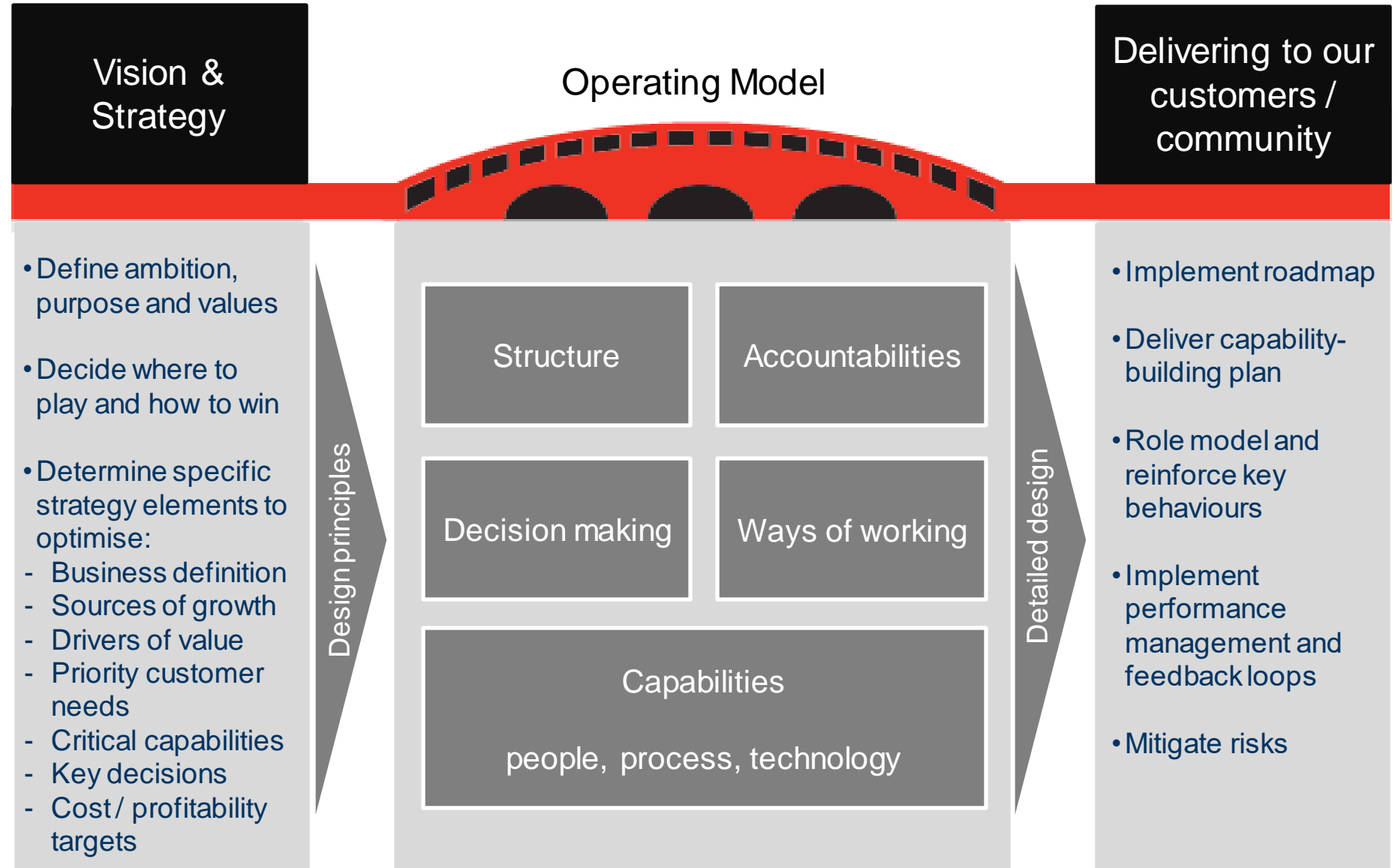


The Burke Litwin Organisational Performance and Change Model is the model we used to assess the City (adapted from Burke, W. W., and Litwin, G. H., (1992 p 528))



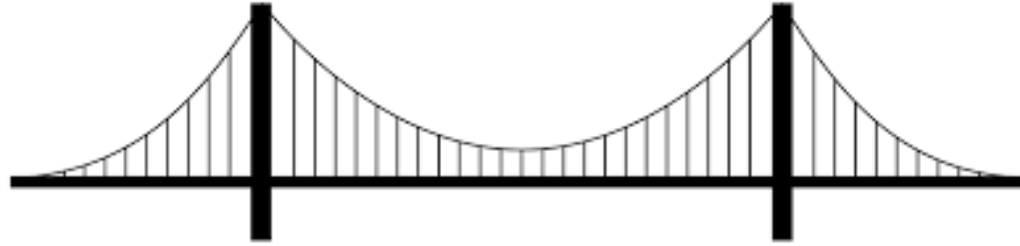
Target Operating Models: Bain & Company

The bridge
connecting our
vision and
strategy to what
we do



What is a Target Operating Model?

Model 1
Vision and Strategy



Delivering to our
customers /
community

Model 2
Vision and Strategy



Delivering to our
customers /
community

Example: The two bridges **look different**; however, they both **achieve** the **same goal**

What is Future Ways of Working?



1. Design a Target Operating Model



2. Detailed planning and design

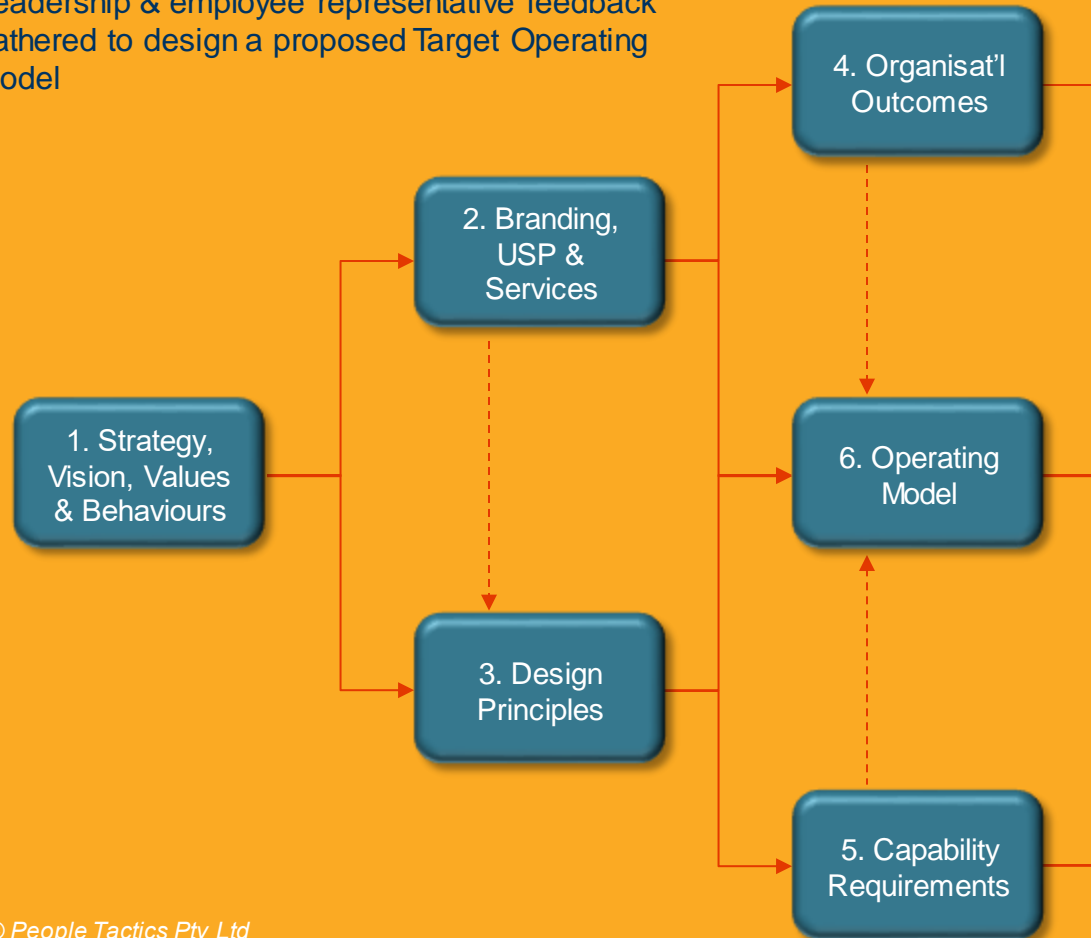


3. Implementation

Phase 1 and 2 key steps

PHASE 1: TARGET OPERATING MODEL

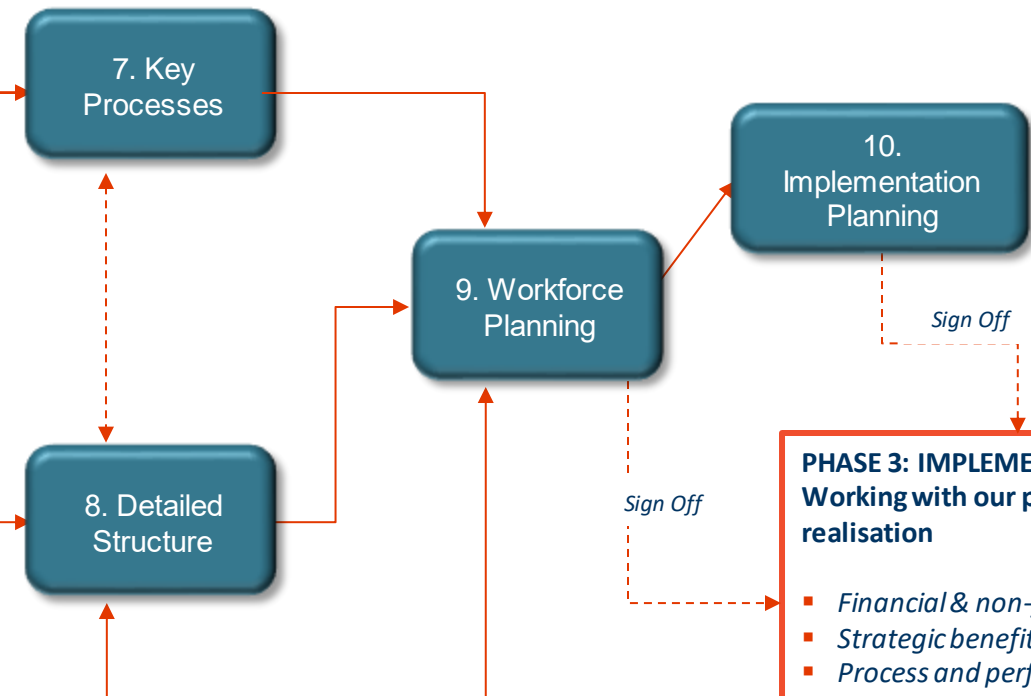
Leadership & employee representative feedback gathered to design a proposed Target Operating Model



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PHASE 2: DETAILED DESIGN & IMPLEMENTATION PLANNING

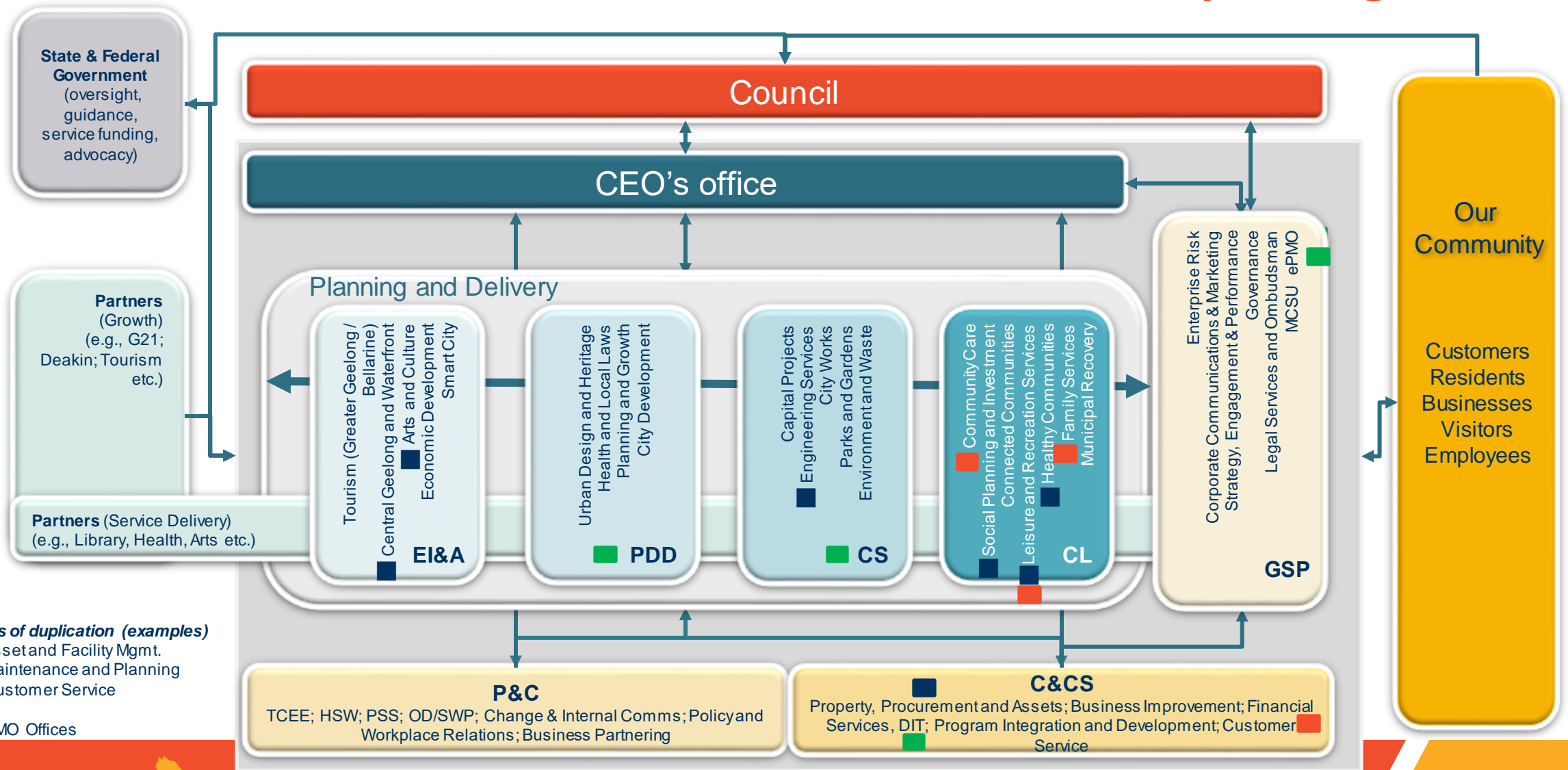
Broader employee engagement to shape detailed design & implementation planning



PHASE 3: IMPLEMENTATION Working with our people to drive realisation

- Financial & non-financial benefits
- Strategic benefits
- Process and performance improvements
- Brand & reputation

March 2021 Operating Model



future ways of working

MODEL 1:

INTEGRATED PORTFOLIOS

KEY OUTCOMES:



Embed Our
Community Plan



Create Customer
Experience focus



United planning
approach



Initiate continuous
improvement cycle



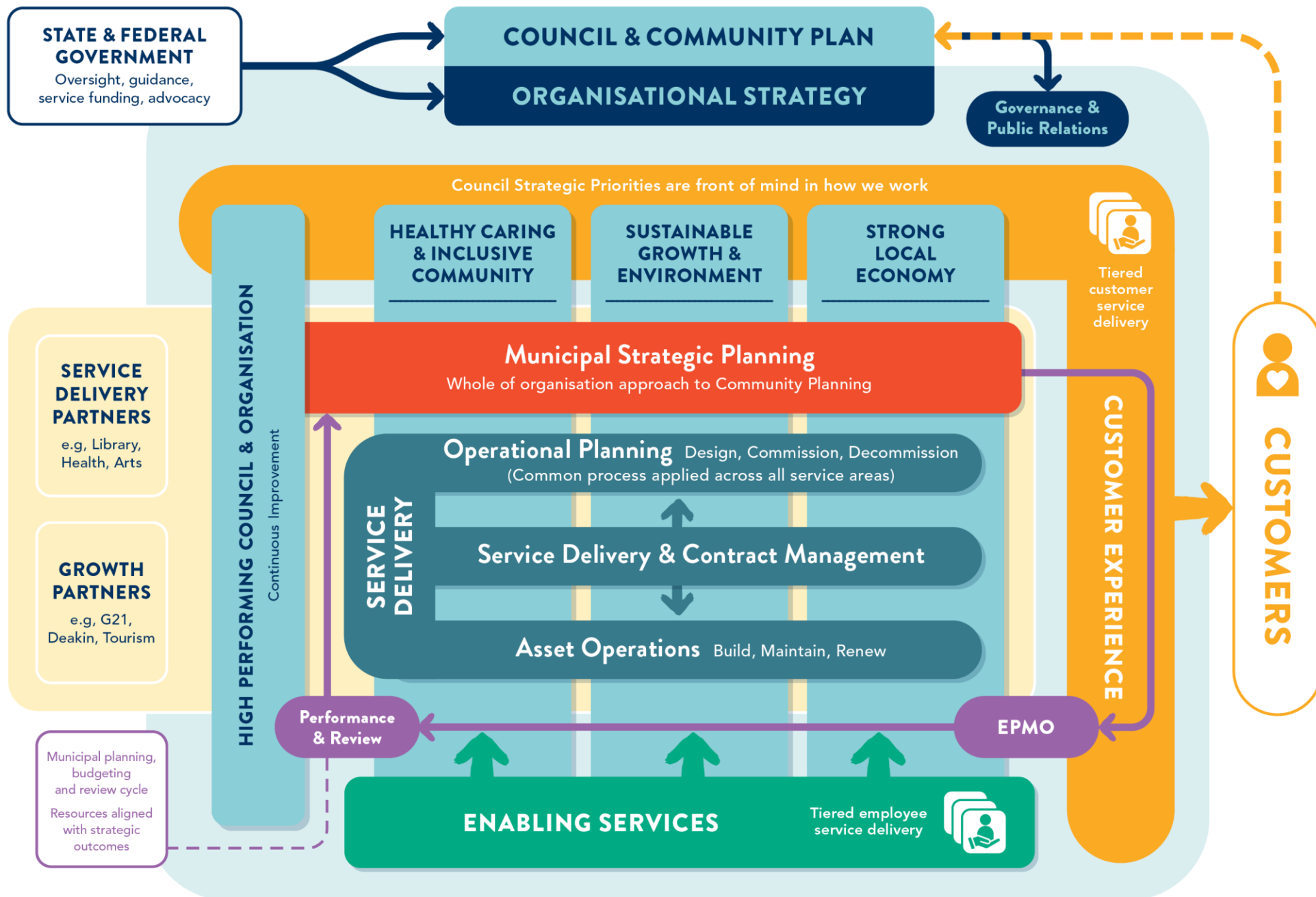
Consistent service
delivery models



Enabling services
support operations



Tiered service
delivery models



Where we are seeking to deliver improvement



DECISION-MAKING



STRUCTURE



CAPABILITIES



ACCOUNTABILITY



WAYS OF WORKING

Our three horizons

2021 - 2022

Horizon 1 Transforming for the Future



2023 - 2024

Horizon 2 Adapting to Agility



2028+

Horizon 3 Future Proofing



TOM 2 achieved

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Why will it work?

- Our entire leadership is united in delivering this program
- We're delivering this work internally, not through external consultants
- Now we're working to engage our whole organisation behind it

Our organisation design story



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future ways of working



Questions