Our people

Moreland City Council is led by the chief executive officer and managed by a highly skilled and experienced executive team.

Our executive team

Our staff translate the Council's strategic direction and goals into organisational plans. Our executive team monitors and coordinates our progress against these plans.

Underpinning this work are our values of:

- customer and community first
- respect
- personal accountability
- integrity
- one team.

We strive to live our values – both in the workplace and in our community. High standards of behaviour and ethics are critical to ensuring the community continues to trust our leadership and management.

Chief Executive Officer

Cathy Henderson

Cathy Henderson started as our Chief Executive Officer in December 2019. Cathy brings a distinguished leadership record in local government. She has held senior executive positions in New South Wales and Victoria. She has a Bachelor of Arts and a Master in Public Policy and Management, both from Monash University.

Director City Infrastructure

Grant Thorne

Grant Thorne started as Director City Infrastructure in February 2014. Grant has approximately 26 years of local government experience, in rural, growth and metropolitan councils.

He holds a Bachelor of Engineering and a Graduate Diploma of Management. Grant is also a graduate of the Australian Institute of Company Directors.

Director Community Development

Arden Joseph

Arden Joseph started as Director Community Development in July 2015 (then titled Director Social Development). Arden holds a Bachelor of Business (Public Administration) and has completed the Australian Institute of Company Directors course.

He has held previous directorships in local and state government, and has served on several government boards and committees and on community sector boards in a voluntary capacity.

Executive Manager Finance

Liz Rowland

Liz Rowland started in 2016 as Chief Financial Officer. Liz held the role of Executive Manager Finance in 2019-20.

She holds a Bachelor of Commerce (Professional Accounting) and a Bachelor of Arts (Psychology) and is a Certified Practicing Accountant. Before joining Moreland, Liz worked for a state government agency and in the telecommunications industry.

Liz left Moreland to take up an external career opportunity just after the end of 2019-20.

Director Business Transformation

Sue Vujcevic

Sue Vujcevic started as Director Business Transformation in December 2018. Sue has more than 20 years of local government leadership experience.

Sue holds a Bachelor of Applied Science in Planning and a Graduate Diploma in Geospatial Information.

Director City Futures

Kirsten Coster

Kirsten Coster joined Moreland in August 2009 as Director Economic Development.

She holds a Bachelor of Applied Science (Planning) and a Master of Business (Marketing) and has worked in urban development and renewal, land use strategies and major projects in the private and public sectors for almost 30 years. Kirsten has spent more than 20 years in local government across 3 councils.

Director Engagement and Partnerships

Joseph Tabacco

Joseph Tabacco started as Director Engagement and Partnerships in December 2018. Joseph has more than 20 years of diverse local government leadership experience in metropolitan, peri-urban and rural settings.

He has also held several executive and non-executive director roles on boards throughout Victoria. He holds a Diploma of Local Government (Governance and Administration) and a Bachelor of Business (Marketing).

Organisational structure					
Chief Executive Officer Cathy Henderson					
Director City Infrastructure Grant Thorne	**Director Community Development** Arden Joseph	**Director Business Transformation** Sue Vujcevic	**Director City Futures** Kirsten Coster	**Director Engagement and Partnerships** Joseph Tabacco	**Executive Manager Finance and Business Systems** Liz Rowland
Areas of responsibility: • capital works planning and delivery • open space and street cleansing • roads, fleet and waste services • amenity and compliance • project management office.	Areas of responsibility: • aged and community support • cultural development • early years and youth • community wellbeing.	Areas of responsibility: • human resources operations, including occupational health and safety • organisational performance • information technology • corporate governance, including risk management, corporate planning, internal audit and facilities management.	Areas of responsibility: • city development, including urban planning, building compliance and environmental health • city strategy and design, including strategic planning, urban design, affordable housing and research • city change, including strategic transport, waste behaviour change, development advice and environmentally sustainable design.	Areas of responsibility: • places and major partnerships projects • community engagement incorporating customer service, complaints resolution, community engagement and participation, communication and marketing • economic development.	Areas of responsibility: • finance management • procurement • rates collection and valuation • property.
Manager Capital Works Planning and Delivery Greg Gale	**Manager Aged and Community Support** Ros Pruden	**Manager Human Resources Operations** Vanessa O'Toole	**Group Manager City Development** Phillip Priest	**Manager Places and Major Partnerships** Giovanna Savini	

Manager Open Space and Street Cleansing Andrew Dodd	Manager Cultural Development Genimaree Panozzo (Georgina Earl, acting from March 2020)	Manager Organisational Performance Trisha Love	Manager City Strategy and Design Narelle Jennings (acting)	Manager Community Engagement Jessamy Nicholas	
Manager Roads, Fleet and Waste Karen Davies	Manager Early Years and Youth Barry Hahn	Manager Information Technology Robert Raiskums	Manager City Change Olivia Wright	Manager Economic Development Maria-Luisa Nardella	
Manager Amenity and Compliance Sandra Troise	Manager Community Wellbeing Bernadette Hetherington	Manager Corporate Governance Jodie Watson			

Our staff

A summary of the number of FTE (full-time equivalent) staff categorised by employment classification and gender.

Structure	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	SO/SEO/Other	Total FTE
Classification	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	
Permanent full time – female			8.0	43.0	43.9	43.0	23.0	10.0	26.3	197.3
Permanent full time – male			37.0	81.0	75.9	40.0	38.7	10.0	21.0	303.7
Permanent part time – female	20.0	63.7	13.3	23.9	20.0	16.9	8.3	28.6		194.5
Permanent part time – male	5.6	12.4	1.9	2.9	0.8	1.4	2.9			27.8
Temporary female		0.6	1.6	7.9	12.3	11.5	6.0	4.6	7.8	52.3
Temporary male			3.1	1.7	3.6	11.4	7.0	1.0	11.8	39.5
Casual	0.1	0.3	0.2	0.2	0.1	0.1		0.1		1.0
Total FTE	25.6	77.0	65.1	160.6	156.6	124.2	85.9	54.3	67.0	816.1

A summary of the number of FTE staff categorised by organisational structure, employment type and gender.

Structure	Business Transformation	CEO Office	City Futures	City Infrastructure	Community Development	Engagement and Partnerships	Finance and Property	
Classification	FTE	FTE	FTE	FTE	FTE	FTE	FTE	Total FTE
Permanent full time – female	23.8	1.0	40.0	31.9	63.0	21.5	16.0	197.3
Permanent full time – male	22.0	0.0	39.0	199.9	29.7	6.0	7.0	303.7
Permanent part time – female	11.7	0.7	9.0	13.3	143.3	14.2	2.4	194.5
Permanent part time – male	1.3	0.0	1.6	5.7	17.7	1.5	0.0	27.8
Temporary – female	8.1	1.0	15.3	3.0	21.2	2.8	1.0	52.3
Temporary – male	11.0	0.0	9.1	8.5	6.0	4.0	1.0	39.5
Casual	0.1	0.0	0.0	0.1	0.8	0.0	0.0	1.0
Total	78.0	2.7	113.9	262.5	281.8	49.9	27.4	816.1

Inclusive employment

We are proud to support our employees. We facilitate flexible working arrangements to help them fulfil their professional, personal and caring responsibilities.

Support for parents returning to work following parental leave is high. Part-time and job-share arrangements are accommodated in different areas of the organisation.

Work experience for secondary and tertiary students continued across a broad range of services in the first half of 2019-20. This was suspended with most staff working from home due to COVID-19 and unable to offer onsite support to students.

We are planning for a 2020-21 traineeship program for people with disabilities, as well as future targeted employment programs to promote inclusion and diversity.

Service awards

We acknowledged the contribution of our employees through the presentation of service awards. In 2019-20, we presented service awards to 62 employees whose employment with us ranged from 5 to 35 years.

Building our organisational capability

The 2019-20 year has seen us continue our strong focus on our culture. We have also emphasised the important role of leadership in driving cultural change. We need an engaged and diverse workforce, with effective leaders. Without this we cannot deliver results for our community.

During the COVID-19 pandemic, we supported leadership development by:

- creating a system to allow under-utilised staff to be redeployed to parts of the organisation needing extra support. This allowed staff to access new opportunities. It also made good use of resources and supported our response and recovery efforts
- running staff support sessions and specifically tailored team workshops. These helped build change capability and resilience, while addressing the practical needs of staff
- regular cross organisational meetings and communications with opportunities for practical learning and professional development for staff
- distributing a survey to test what Moreland was doing well for staff and what could be improved. Around 600 staff responded. The survey captured information that will be of ongoing benefit.

We continue to provide innovative and evolving leadership development programs for our staff. We will continue building an organisational culture that is committed to customer service and continuous improvement.

Corporate training

We are committed to investing in our employees through development and training. By building our internal capacity, we contribute to improving the performance of the organisation.

Category	Courses run	Attendees (instances)
Occupational health and safety	14	148
Leadership and management	20	364
Business and workplace effectiveness	22	231
Compliance (face to face)	16	457
Compliance (online)	8	1,102
Self-care programs	8	121
Recruitment – in house program	4	43
Total	159	2,466

Occupational health, safety and risk

We are committed to providing a healthy and safe environment for all employees, contractors, visitors and members of the public.

Occupational health and safety

We have developed and implemented a safety management system and programs. These actively promote and improve the health, safety and wellbeing of all employees. And, so far as is reasonably practicable, prevent workplace injuries and illnesses.

We share health and safety information and consult with employees and other stakeholders about how to ensure we have a safe workplace.

This approach ensures all our employees, contractors and visitors understand their duties and cooperate with us in our actions around workplace and community safety.

We are committed to continually improving our safety management system, programs and initiatives. This contributes to a positive safety culture. It also puts us in a good position to expand and develop our most valuable resource: our employees.

Key safety initiatives undertaken during this year include:

- SafetyMAP surveillance audits in Social Support Services, Aquatic and Leisure Services, Youth Services, Amenity and Compliance, and Property Services
- safety, health and wellbeing coaching for managers, supervisors and coordinators
- endorsement of our occupational health and safety (OHS) road map. This will guide our strategic approach to health and safety over the next 3 years.

Occupational health and safety training 2019-20

Course	Courses run	Attendees (instances)
Chemical safety awareness training	2	23
Compliance training	online	1,190
Mental health awareness training	9	104
Emergency management training	10	64
Traffic and roads awareness training	3	25
OHS and injury management training	5	102
Manual handling training	12	168
Total	41	1,676

Injury management

We take the safety, health and wellbeing of our employees seriously.

Where an employee is injured at work, we offer them access to an early intervention program. This is to ensure treatment to their injury starts as soon as reasonably practicable. When an employee submits a WorkCover claim, the claim is actively managed to ensure, as far as is practicable, an early, safe and sustainable return to work.

There were 403 incidents reported during this year. These incidents represented:

- 100 near misses
- 74 motor vehicle incidents
- 27 plant and equipment incidents
- 43 hazards.

There were 159 injuries represented across the 403 incidents.

We provide a range of programs and targeted interventions to prevent injuries from occurring. Ongoing initiatives include the:

- early intervention program
- manual handling task-specific training
- ergonomic assessments
- a targeted health and wellbeing program
- injury management results.

Injury management results

Incidents reported (including injuries)	403
Injuries reported	159
Claims	26
Average claim cost	$69,763
Employees returned to work*	22
Staff who did not return to work	3

*For return to work information, only time lost claims have been included.

Employee health and wellbeing

We support our employees to manage their health and wellbeing through ongoing education programs and initiatives.

Mental health was the focus of our health and wellbeing program over the past 12 months. In 2019 we invited Hakeem al-Araibi as a guest speaker. Hakeem is a local soccer player of Bahraini descent who fled to Australia in 2014. He became known to the broader community in 2018 when he was arrested and imprisoned in Thailand and threatened with deportation. Hakeem reflected on the impact these events had on his mental wellbeing.

Employees participated in a range of physical activity sessions at Coburg Leisure Centre during the year. We also delivered short seminars covering topics including nutrition, mindfulness and breast health.

Risk management

There has been ongoing development and strengthening of our risk management practices throughout the year.

Risk management continues to be embedded into our business practices and culture. This is through a range of risk initiatives across the organisation.

We initiated an audit of our Risk Management Framework through the annual internal audit program. This audit provided a series of opportunities to strengthen our:

• risk management framework

• practices

• culture.

Recommendations formed the foundation of a Risk Management Improvement Plan. The Audit and Risk Committee endorsed this plan.

We established risk appetite statements through workshops with executive and councillors. We then incorporated these into a review of the Enterprise Risk Management Framework in November 2019.

In April 2020 we appointed the position of Chief Risk Officer. It is held by the Unit Manager Integrity, Risk and Resilience.

The Local Government Act 2020 (the 'Act') was passed into legislation on 24 March 2020. It commenced, in part, on 6 April 2020. The Act necessitated changes to the Audit and Risk Management Committee and committee charter.

The Audit and Risk Management Committee met 4 times throughout the year. This was before the formation of the new Audit and Risk Committee and adoption of the committee charter in May, in accordance with the *Local Government Act 2020*. The first meeting of the new committee was on 23 June 2020. It is our key management governance committee for risk management and operates as a sub-committee of the executive group.

The committee met at regular intervals throughout the year to fulfil its responsibilities. These are to provide senior management with detailed and timely insight into the organisation's key risks and controls. The committee was redesigned in May 2020 in accordance with the Risk Improvement Plan. Membership of the committee was elevated to managers representing all departments across the organisation. A member of the executive team is the chair.

Operational and strategic risks continue to be routinely reviewed. This ensures risk controls remain effective and treatment plans progress. This is so that our risks sit within established risk appetite and tolerance levels.

Our internal audit program undertook audits across the business. These were aimed at providing assurance with legislative and statutory compliance, including business policies and procedures.

We undertook fraud risk training workshops across all departments, including level 2 to 4 management. We also:

- established a fraud risk library
- updated the fraud risks
- established a fraud risk profile for the organisation.

Our Business Continuity Plan is meeting organisational needs through its current activation during the COVID-19 pandemic. We established a Business Continuity Coordination Group. This was to facilitate the practical needs of the organisation and to provide support during the pandemic. The Business Continuity Plan and sub plans were updated.

Our Risk Management Policy was reviewed as part of the Risk Improvement Plan, incorporating the Risk Appetite Statements and with a planned transition to a policy adopted by Council. This review incorporated 12 recommendations arising from the Risk Management Framework Audit Report. This policy was scheduled to be presented to Council for consideration of adoption on 12 August 2020.

The Enterprise Risk Management Framework was reviewed as part of the Risk Improvement Plan. This was as part of continuous improvement. This review incorporated 12 recommendations arising from Risk Management Framework Audit Report. Our enterprise risk management program is now further aligned to the principles and requirements of the International Standard ISO 31000 2018 – Risk Management guidelines. The framework was scheduled to be presented to executive for chief executive officer endorsement on 14 July 2020.

We have made many improvements and changes across risk management. These have strengthened our risk culture and ensured that our risk management continues to be:

- integrated
- structured
- customised, based on best and current information
- inclusive
- dynamic.