

FREEDOM OF INFORMATION REQUEST SCHEDULE

Please be aware that under the *Freedom of Information Act 2016*, some of the information provided to you will be released to the public through the ACT Government’s Open Access Scheme. The Open Access release status column of the table below indicates what documents are intended for release online through open access.

Personal information or business affairs information will not be made available under this policy. If you think the content of your request would contain such information, please inform the contact officer immediately.

Information about what is published on open access is available online at: <https://www.act.gov.au/infrastructurecanberra/about/freedom-of-information>

NAME	WHAT ARE THE PARAMETERS OF THE REQUEST
iCBRFOI2526/71	<p><i>“1. The full report prepared by Kyla Kerkow regarding bullying/workplace culture and related matters at Infrastructure Canberra.</i></p> <p><i>2. All identified risks, findings and conclusions contained within that report.</i></p> <p><i>3. All recommendations arising from the report, including both immediate and long-term (future) recommendations.</i></p> <p><i>4. Any associated documents, including but not limited to:</i></p> <ul style="list-style-type: none"> <i>○ Notes, briefings, or minutes relating to the report</i> <i>○ Internal communications or summaries referencing the findings or recommendations</i> <i>○ Any recommendations, notes, minutes or advice provided to or by the CCG group in relation to this matter.</i> <p><i>For the avoidance of doubt, this request includes any draft versions where they contain substantial differences as well as any appendices, attachments or supporting material.”</i></p>

Section Ref No	Pages	Description	Date	Status	Reason for non-release or deferral	Open Access release status
1.	0.	Release Schedule	DD/MM/2026	-	-	Yes
2.	00.	Decision Letter	DD/MM/2026	-	-	Yes
3.	1-4	Email Correspondence	12/11/2026	Partial	Schedule 2.2(a)(xii)	Yes
4.	5-7	Email Correspondence	13/11/2026	Partial	Schedule 2.2(a)(xii)	Yes
5.	8-9	Email Correspondence	21/11/2026	Full		Yes
6.	10-16	Email Attachments	21/11/2026	Full		Yes
7.	17	Email Correspondence (attachment included as Document 9)	1/12/2026	Full		Yes
8.	18-19	People Engagement and Operations Group Restructure Feedback and Check-In What we heard report	12/2026	Full		Yes
9.	20-23	People, Engagement and Operations (PEO) 2025 Feedback	1/12/2026	Full		Yes
10.	24-25	Feedback Session 1 notes	Undated	Partial	Schedule 2.2(a)(xii)	Yes
11.	26	Feedback Session 2 notes	Undated	Partial	Schedule 2.2(a)(xii)	Yes
12.	27-28	Feedback Session 3 notes	Undated	Partial	Schedule 2.2(a)(xii)	Yes
13.	29	Email Feedback 1	5/12/2026	Partial	Schedule 2.2(a)(xii)	Yes
14.	30	Email Correspondence	11/12/2026	Partial	Schedule 2.2(a)(xii)	Yes
15.	31-32	Email Correspondence	16/12/2026	Partial	Schedule 2.2(a)(xii)	Yes



Section Ref No	Pages	Description	Date	Status	Reason for non-release or deferral	Open Access release status
16.	33-35	Draft Senior Leadership Group Committee Paper PEO Group Staff Feedback	24/12/2026	Full		Yes
17.	36-51	Attachment A - Feedback on the People Engagement Operations Group Restructure Report for SLG	24/12/2026	Full		Yes
18.	52-69	People Engagement and Operations Group Restructure Feedback and Check-In What We Heard Report Duplicate of Document 9				
19.	70-73	Email Correspondence	9-19/01/2026	Full		Yes
20.	-	Attachments to email Correspondence – Duplicates of Documents 9, 16 17				
21.	74-76	Infrastructure Canberra Strategic Leadership Group Committee: PEO Group Staff Feedback	23/01/2026	Full		Yes
22.	77-79	Email Correspondence	9-19/01/2026	Full		Yes
23.	80-82	Attachment to email - Project Plan	Undated	Full		Yes
24.	83-85	Email Correspondence	20/01/2026	Full		Yes
25.	-	Duplicate pages from Document 19				
26.	86-91	Email Correspondence	5/02/2026	Full		Yes
27.	-	Attachments to email Correspondence – Duplicates of Documents 9, 16 17				
28.	92-117	Extract from 2026 – Q1 PEO Whole Group Session	02/2026	Full		Yes

Section Ref No	Pages	Description	Date	Status	Reason for non-release or deferral	Open Access release status
29.	118	Email Correspondence	11/02/2026	Full		Yes
30.	119-122	Email Correspondence	10-11/02/2026	Full		Yes
31.	123-126	Email Correspondence	4-12/02/2026	Full		Yes
32.	127-129	Email Correspondence	4-12/02/2026	Full		Yes
33.	130-131	People, Engagement and Operations Group Restructure Feedback and Check-In What we heard report	02/2026	Full		Yes
34.	132-133	Email Correspondence	16/02/2026	Full		Yes
35.	-	Email attachment duplicate of document 31				
36.	134-135	Email Correspondence	25/02/2026	Full		Yes
37.	136-137	Email Correspondence	30-31/03/2026	Full		Yes
38.	138-140	Draft Infrastructure Canberra Strategic Leadership Group Committee: Culture Coordination Group Update #1 and Priority Recommendations	26/03/2026	Full		Yes
39.	141-143	Email Correspondence	2/04/2026	Full		Yes
40.	144-147	Email attachment: Draft Infrastructure Canberra Strategic Leadership Group Committee: Culture Coordination Group Update #1 and Priority Recommendations	1/04/2026	Full		Yes
41.	148-149	Email Correspondence	8/04/2026	Full		Yes



Section Ref No	Pages	Description	Date	Status	Reason for non-release or deferral	Open Access release status
42.	150-153	Email attachment: Infrastructure Canberra Strategic Leadership Group Committee: Culture Coordination Group Update #1 and Priority Recommendations	8/04/2026	Full		Yes
43.	154-157	Strategic Leadership Group Committee: Culture Coordination Group Update #1 and Priority Recommendations	15/04/2026	Full		Yes
44.	158-161	Minutes Strategic Leadership Group Committee No. 07	15/04/2026	Partial	Schedule 2.2(a)(ii) Out of Scope Information	Yes
45.	162-169	CCG Planning	03/2026	Full		Yes
46.	170-171	Cover Note: PEO Group Staff Feedback	15/04/2026	Full		Yes
47.	172-187	Feedback on the People Engagement Operations Group Restructure Report for SLG	01/2026	Full		Yes
48.	188-189	People, Engagement and Operations Group Restructure Feedback and Check-In What we heard report	02/2026	Full		Yes
49.	190-199	ACTPS Staff Survey Results	Undated	Full		Yes
50.	200-223	PEO Feedback Summary	Undated	Partial	Schedule 2.2(a)(xii)	Yes
Total						
50						



schedule 2.2(a)(ii)

FREEDOM OF INFORMATION REQUEST

I refer to your application under section 30 of the *Freedom of Information Act 2016* (the Act). The scope was clarified and accepted by yourself and Infrastructure Canberra (iCBR) on 20 April 2026.

In your clarified information access request, you sought access to:

“1. The full report prepared by Kyla Kerkow regarding bullying/workplace culture and related matters at Infrastructure Canberra.

2. All identified risks, findings and conclusions contained within that report.

3. All recommendations arising from the report, including both immediate and long-term (future) recommendations.

4. Any associated documents, including but not limited to:

- Notes, briefings, or minutes relating to the report*
- Internal communications or summaries referencing the findings or recommendations*
- Any recommendations, notes, minutes or advice provided to or by the CCG group in relation to this matter.*

For the avoidance of doubt, this request includes any draft versions where they contain substantial differences as well as any appendices, attachments or supporting material.”

Authority

I am an Information Officer appointed by the Director General under section 18 of the Act to deal with access applications made under Part 5 of the Act.

Decision on access

Searches for relevant information was completed and the records identified as relevant to your application are listed in the schedule enclosed. This provides a description of each document that falls within the scope of your request and the access decision for each of those documents.

My decision in relation to the documents relevant to your request summarised as follows:

- Partial access, to 10 items, and
- Full release, to 40 items, and

My decision is detailed further in the following Statement of Reasons.



Statement of Reasons

In making my decision on disclosing government information, I must identify all relevant factors in Schedule 2 of the Act and determine, on balance, where the public interest lies.

In reaching my access decision, I have taken the following into account:

Factors favouring disclosure in the public interest (Schedule 2, Section 2.1)

- *Section 2.1(a)(i) – promote open discussion of public affairs and enhance the governments accountability;*
- *Section 2.1(a)(iii) – inform the community of government operations*

I consider it in the public interest that iCBR actively addresses staff concerns and issues and this is demonstrated in the information identified. I am satisfied that these are relevant considerations favouring disclosure in this case, and in the interests of enhancing open discussion, I afford them significant weight.

Factors favouring non-disclosure in the public interest (Schedule 2, Section 2.2)

- *Section 2.2(a)(ii) – prejudice the protection of an individual’s right to privacy or any other right under the *Human Rights Act 2004*;*

Ten documents contain some personal information. I have considered this information and in my opinion the protection of individuals' personal details outweighs the benefit which may be derived from releasing this information.

- *Section 2.2(a)(xii) prejudice an agency’s ability to obtain confidential information;*

The preparation of the report you seek access to necessitated staff consultation. This consultation was undertaken on the basis that any presentation of any views expressed would be confidential. I have considered Ombudsman guidelines that ACT Public Service Officers should generally be identified in Freedom of Information releases “where the information is wholly related to the individual’s routine day-to-day work activities”. However, noting the information provided in the staff consultation was provided outside of routine day-to-day activities, I consider iCBR’s ability to obtain confidential information outweighs the Public Interest in identifying individual staff who provided feedback with the understanding that their information would not be identifiable.

- Information that is out of scope of your application.

Charges

I have decided to waive any charges in relation to this Freedom of Information application.

Online Publishing – Disclosure Log

Under section 28 of the Act, iCBR maintains an official online record of access applications called a Disclosure Log. Your original access application, my decision, and documents released to you in response to your access application will be published on the iCBR Disclosure Log within three to ten working days after the date of the decision.

Your personal details will not be published.



You may view the iCBR Disclosure Log at: [iCBR Disclosure Log](#)

Ombudsman Review

My decision on your access request is a reviewable decision as identified in Schedule 3 of the Act. You have the right to seek Ombudsman review of this outcome under section 73 of the Act within 20 working days from the day that my decision is published on the iCBR Disclosure Log, or a longer period allowed by the Ombudsman.

If you wish to request a review of my decision you may write to the Ombudsman at:

The ACT Ombudsman
GPO Box 442
CANBERRA ACT 2601
Via email: actfoi@ombudsman.gov.au

ACT Civil and Administrative Tribunal (ACAT) Review

Under section 84 of the Act, if a decision is made under Section 82(2) on an Ombudsman review, you may apply to ACAT for review of the Ombudsman decision.

Further information may be obtained from the ACAT at:

ACT Civil and Administrative Tribunal
Level 4, 1 Moore Street
GPO Box 370
CANBERRA CITY ACT 2601
Telephone: (02) 6207 1740
<http://www.acat.act.gov.au>

Should you have any queries in relation to your request, please contact me via email iCBR.FOI@act.gov.au.

Please ensure you quote your reference number: **iCBRFOI2526/71**

Yours sincerely

schedule 2.2(a)(ii)

Josephine Smith
Information Officer
Infrastructure Canberra
3 June 2026

From: Schedule 2.2(a)(xii)
To: Kerkow, Kyla
Subject: RE: All-Staff Message | November Update
Date: Wednesday, 12 November 2025 10:51:45 AM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)
[image007.png](#)
[image008.png](#)
[image009.png](#)

OFFICIAL

Great, not too soon, give yourself some air.

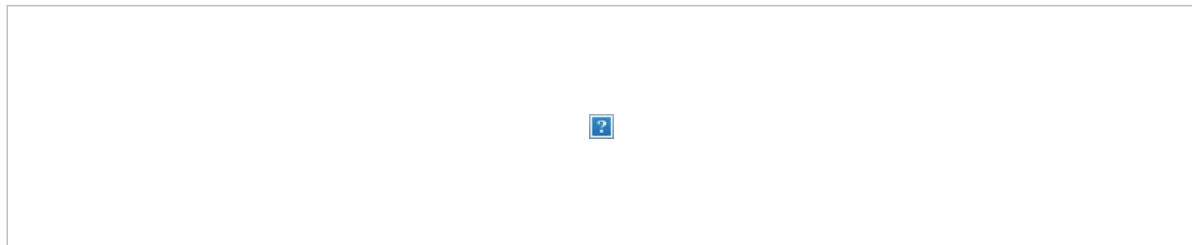
From: Kerkow, Kyla <Kyla.Kerkow@act.gov.au>
Sent: Wednesday, 12 November 2025 10:24 AM
To: Schedule 2.2(a)(xii)
Subject: RE: All-Staff Message | November Update

OFFICIAL

I'll get Krachelle to book us in a coffee at some point in that window

Kind regards,

Kyla Kerkow (she/her)
Executive Group Manager | Pipeline, Capability and Estate
P 0421 672 243 | E kyla.kerkow@act.gov.au
Infrastructure Canberra | ACT Government
GPO Box 158 Canberra ACT 2601



From: Schedule 2.2(a)(xii)
Sent: Wednesday, 12 November 2025 10:22 AM
To: Kerkow, Kyla <Kyla.Kerkow@act.gov.au>
Subject: RE: All-Staff Message | November Update

OFFICIAL

The consultation process is 4 weeks, so maybe if we grab a coffee at some point during that.



From: Kerkow, Kyla <Kyla.Kerkow@act.gov.au>
Sent: Wednesday, 12 November 2025 10:18 AM
To: Schedule 2.2(a)(xii)
Subject: RE: All-Staff Message | November Update

OFFICIAL

Did you want to meet or are you happy to send it in email?

Kind regards,

Kyla Kerkow (she/her)
Executive Group Manager | Pipeline, Capability and Estate
P 0421 672 243 | E kyla.kerkow@act.gov.au
Infrastructure Canberra | ACT Government
GPO Box 158 Canberra ACT 2601



From: Schedule 2.2(a)(xii)
Sent: Wednesday, 12 November 2025 10:04 AM
To: Kerkow, Kyla <Kyla.Kerkow@act.gov.au>
Subject: RE: All-Staff Message | November Update

OFFICIAL

Thanks. I'd like to give you feedback.

From: Kerkow, Kyla <Kyla.Kerkow@act.gov.au>
Sent: Wednesday, 12 November 2025 10:02 AM
To: Schedule 2.2(a)(xii)
Subject: Re: All-Staff Message | November Update

OFFICIAL

Yes that's my understanding

Get [Outlook for iOS](#)

From: Schedule 2.2(a)(xii)
Sent: Wednesday, November 12, 2025 10:00:18 AM
To: Kerkow, Kyla <Kyla.Kerkow@act.gov.au>
Subject: FW: All-Staff Message | November Update

OFFICIAL

Hi there,

I Gillian asking about the PEO Group as a concept in the message below? Sorry for the stupid question.

From: Chicco, Dee <Dee.Chicco@act.gov.au> **On Behalf Of** iCBR Director General
Sent: Wednesday, 12 November 2025 8:35 AM
To: ##All Staff, iCBR <##AllStaffiCBR@act.gov.au>
Subject: All-Staff Message | November Update

OFFICIAL





November Update

Good morning all

I hope you are having a great week. I would like to thank Ash Cahif and Fiona Wright who looked after the Director-General and Deputy Director-General roles during my recent annual leave. I spent my leave spending some time with family in Sydney, Newcastle and the Hunter and enjoyed some sunshine over that time.

On returning from leave I have received different feedback regarding the recent organisational structure that combined the Chief Operating Office (COO) with Work Health and Safety, Culture and Industry and Communications and Engagement teams. You'll recall in that structure we had a shared purpose of working together to support our people, engage with our communities and stakeholders, and deliver strong operational outcomes.

I am keen to ensure we are achieving that objective for Infrastructure Canberra (iCBR) and for our people. As such, there will be a four-week consultation to provide feedback on the current structure and how it is working for you and your teams, specifically on efficiencies. This consultation will start from Monday, 17 November and close Friday, 12 December.

To provide independence to this review, all feedback will be sent to Executive Group Manager, Pipeline Capability and Estate, Kyla Kerkow, who will review and consider and provide the Strategic Leadership Group (SLG) with recommendations on next steps in parallel with providing general themes to the People, Engagement and Operations group. Thank you in advance for your honest and frank input.

I would also like to thank everyone who has been involved in the Program of Work prioritisation. A list of initiatives to be paused has now been finalised for government consideration. I know this has been an extensive amount of work for all teams. The effort to take this strategic approach is greatly appreciated and encourage you to continue discussions on workload and efficiencies.

As always, your safety and wellbeing remain my top priority.

As we draw to the end of a big year, I am looking forward to celebrating with you at iCBR Connections event on Thursday, 27 November and with less than six weeks to go, our end of year break. I hope you already have plans to relax and refresh with family and friends.

Also, please ensure you have the iCBR connections forum, next Wednesday, 19 November at 9.30 AM in your calendar.

Keep safe and connected

Gillian Geraghty
Director-General



From: Schedule 2.2(a)(xii)
To: [Kerkow, Kyla](#)
Subject: RE: PEO and COO
Date: Thursday, 13 November 2025 4:55:39 PM
Attachments: [image001.png](#)

OFFICIAL

Thank Kyla,
As long as its factual (and I don't look like I am whining) I am happy for it to indicate it came from me.

Schedule 2.2(b)(xii)

[Redacted]

From: Kerkow, Kyla <Kyla.Kerkow@act.gov.au>
Sent: Thursday, 13 November 2025 4:42 PM
To: Schedule 2.2(a)(xii)
Subject: RE: PEO and COO

OFFICIAL

Hi Schedule 2.2(b)

I really appreciate you taking the time to share your feedback so openly — it means a lot and this gives us a clearer picture of where things can be improved.

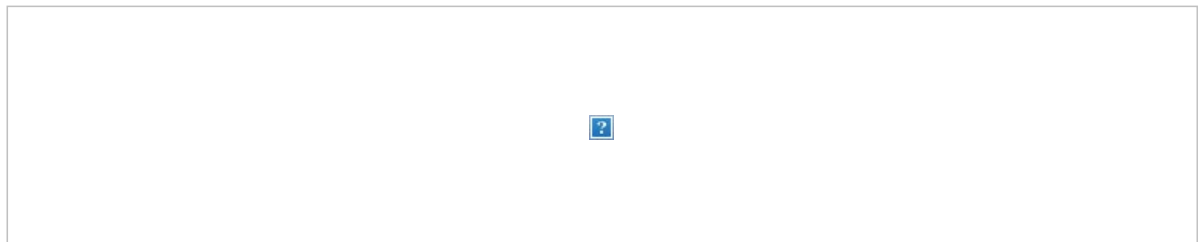
I'll make sure your feedback is captured in the report to SLG, and I'll do my best to keep it anonymous despite the specific subject matter. I'll also circle back with you on how it's represented so you can see the way it's framed and feel comfortable with what's included.

If you'd like, we can also have a further chat to unpack any points in more detail or talk through anything you'd like clarified. Just reach out to Krachelle and ask for a time to catch up.

If there's anything I can do to help or advocate for you outside of the consultation process please let me know.

Kind regards,

Kyla Kerkow (she/her)
Executive Group Manager | Pipeline, Capability and Estate
P 0421 672 243 | E kyla.kerkow@act.gov.au
Infrastructure Canberra | ACT Government
GPO Box 158 Canberra ACT 2601



From: Schedule 2.2(a)(xii)
Sent: Thursday, 13 November 2025 12:00 PM
To: Kerkow, Kyla <Kyla.Kerkow@act.gov.au>
Subject: PEO and COO

OFFICIAL

Hi Kyla,

I hope you're doing well. I wanted to take a moment to follow up on Gillian's recent email and share some of my own thoughts and concerns. As you know, **schedule 2.2(a)(xii)** **Schedule 2.2(a)(xii)**. While the issues my team and I are currently facing may not be directly related to the COO reporting to PEO, I do feel that this change, **schedule 2.2(a)(xii)** and an acting COO, has exacerbated the situation.

schedule 2.2(a)(xii) I am growing increasingly frustrated with the lack of visibility on executive decisions and the limited consultation with Subject Matter Experts (SMEs). This lack of engagement introduces significant risks, including governance gaps, compliance failures, and missed opportunities to leverage SME expertise and **Schedule 2.2(a)(xii)**

Decisions being made by the SLG regarding **Schedule 2.2(a)(xii)** are disempowering us and signaling to iCBB staff that they can disregard our compliance requirements. This situation, combined with the COO lead changes **Schedule 2.2(a)(xii)** staff movements, and the introduction of our team **Schedule 2.2(a)(xii)** has created a level of complexity that necessitates structured engagement.

Here are some critical risks I would like to highlight:

- Governance gaps and compliance failures in **Schedule 2.2(a)(xii)**
- Inefficient approval processes leading to delays and confusion.
- **Schedule 2.2(a)(xii)** decisions **Schedule 2.2(a)(xii)** made without SME input, risking integration issues and higher costs.
- Erosion of authority and compliance culture within iCBB, as staff perceive **Schedule 2.2(a)(xii)** requirements as optional.
- Fragmentation caused by structural changes and lack of coordinated communication.

I would have greatly appreciated early engagement from the SLG, **schedule 2.2(a)(xii)** **schedule 2.2(a)(xii)** papers to the SLG, but they are being held up by the COO and/or EGM, leading to significant delays.

schedule 2.2(a)(xii) **Schedule 2.2(a)(xii)** Additionally, my team feels disheartened and diminished by not being part of these conversations. I firmly believe that early involvement would improve outcomes and restore confidence.

Thank you for taking the time to read through my concerns. I look forward to discussing this further and finding ways to enhance our engagement and consultation processes.

Schedule 2.2(a)(xii)

[Redacted]

2 Constitution Ave, CIVIC ACT 2600
✉ GPO Box 158, Canberra City ACT 2601
www.act.gov.au/iCBB

To enrich and connect our communities through sustainable and transformative infrastructure, places and spaces.

November Update

Good morning all

I hope you are having a great week. I would like to thank Ash Cahif and Fiona Wright who looked after the Director-

General and Deputy Director-General roles during my recent annual leave. I spent my leave spending some time with family in Sydney, Newcastle and the Hunter and enjoyed some sunshine over that time.

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I am keen to ensure we are achieving that objective for Infrastructure Canberra (iCBR) and for our people. As such, there will be a four-week consultation to provide feedback on the current structure and how it is working for you and your teams, specifically on efficiencies. This consultation will start from Monday, 17 November and close Friday, 12 December.

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I would also like to thank everyone who has been involved in the Program of Work prioritisation. A list of initiatives to be paused has now been finalised for government consideration. I know this has been an extensive amount of work for all teams. The effort to take this strategic approach is greatly appreciated and encourage you to continue discussions on workload and efficiencies.

As always, your safety and wellbeing remain my top priority.

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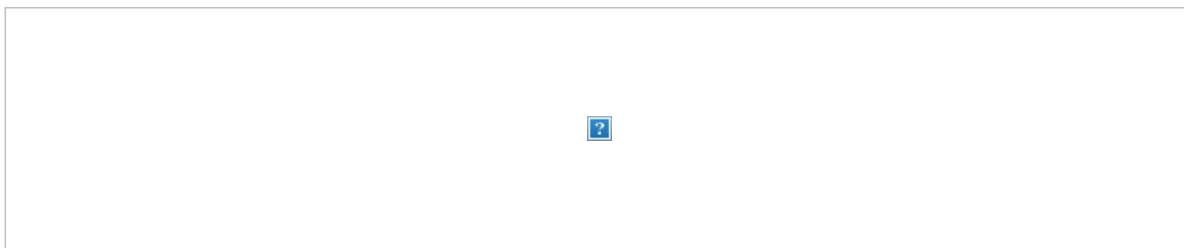
Gillian Geraghty
Director-General

From: [Kerkow, Kyla](#)
To: [Barrett, April](#)
Subject: RE: iCBR Operating Model and Organisational Structure files
Date: Friday, 21 November 2025 2:23:00 PM
Attachments: [image003.png](#)
[image004.png](#)
[image005.png](#)

Thanks April!

Kind regards,

Kyla Kerkow (she/her)
Executive Group Manager | Pipeline, Capability and Estate
P 0421 672 243 | E kyla.kerkow@act.gov.au
Infrastructure Canberra | ACT Government
GPO Box 158 Canberra ACT 2601



From: Barrett, April <April.Barrett@act.gov.au>
Sent: Friday, 21 November 2025 2:10 PM
To: Kerkow, Kyla <Kyla.Kerkow@act.gov.au>
Subject: iCBR Operating Model and Organisational Structure files

OFFICIAL

Hi Kyla

I hope this email finds you well! I thought it timely I share a few of the files that I have on hand from the work I have previously led on the iCBR Operating Model and organisational structure. I just thought they might be helpful in supporting the PEO consultation process currently underway.

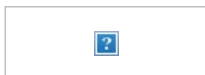
- Attached is a copy of the Operating Model, functional map and executive structure.
- Linked below are the copies of our current organisational charts.

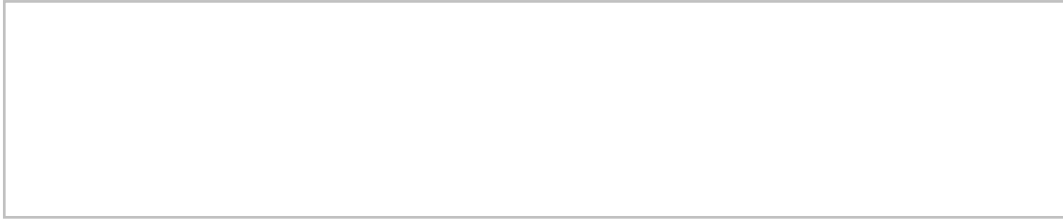
[October 2025 - Objective ECM](#)

If you need anything further please reach out.

Kind regards

April
April Barrett | she/her
Senior Director, Strategy and Planning
Infrastructure Canberra | ACT Government
M 0457 777 262 | E april.barrett@act.gov.au
Ngunnawal Country
GPO Box 158 Canberra ACT 2601





I value your right to disconnect and I do not expect you to respond to this email outside of your working hours. Please respond in your standard working hours.

Strategy, Transformation and Culture

First Nations outcomes

Centralised advice and expertise in relation to embedding outcomes for First Nations culture, community and business across iCBR's projects, programs and initiatives.

Organisational uplift

Drive and incubate innovation and opportunities to challenge the status quo, embed continuous improvement and learning practices across the organisation, foster collaboration, pockets of excellence and communities of practice.

Strategy and Business Planning

Lead, develop and implement organisational strategy and business planning across the directorate to set iCBR's priorities and drive direction, alignment and commitment across the organisation and a clear understanding across partner directorates, elected bodies, industry and community.

Transformation and Change management

Lead, develop and implement in collaboration with senior executives and subject matter experts across the directorate to bring outside thinking, human centred design and change management practices and approaches to address challenges and leverage opportunities for iCBR. Including designing and embedding MOG and organisational changes and ways of working.

Industry Engagement and Industrial Relations

Industry Engagement

iCBR and the Territory's lead and primary relationship with the infrastructure industry. Lead and develop an industry engagement program of initiatives to develop and embed industry partnerships, including Culture in Construction, pipeline and engagement events (working closely with Office of Chief Engineer, Communications and Stakeholder Engagement, to be coordinated and joined up in industry interfaces and messaging)

Sponsorships and memberships

Develop and coordinate a strategic program of sponsorships and memberships with industry and professional organisations that support iCBR to deliver on its strategic priorities and initiatives.

Industrial Relations

iCBR hub for industrial relations expertise, education, consultation and awareness to shape the culture and workforce practices of iCBR (including machinery of government changes and enterprise bargaining agreements).

Learning and Development

Organisational and People Development

Leading, designing and implementing targeted and directorate-wide capability development and organisational uplift initiatives, including skills matrix and integrated project teams resourcing support

Core Learning and Training

Provision of core learning and development training modules for directorate staff (ACT Government wide plus iCBR specific).

Organisational Hygiene

Provide advice, guidance, templates and frameworks for professional development plans, people onboarding and return to work.

Diversity and Inclusion

Hub for D&I initiatives including advice and guidance on best practice, managing and coordinating D&I Action Plans and reporting.

Communications and Stakeholder Engagement

Project/Programs communications, community and stakeholder engagement

Embedded across iCBR's portfolio and programs, providing advice, expertise, templates and frameworks to lead and manage communications, community and stakeholder consultation and engagement across the project and asset management lifecycles. Lead and coordinate cross-directorate and community reference groups, consultation management and interfaces with community in collaboration with development and delivery partners.

Foundational and strategic communications

Provision of communications strategies, materials and channels to support whole of directorate information sharing and two-way communications including supporting roll out and implementation of whole of directorate and whole of government initiatives and priorities including strategies, D&I and improvement initiatives

Digital channels and systems

Maintain high quality and accessible digital channels for internal and external audiences

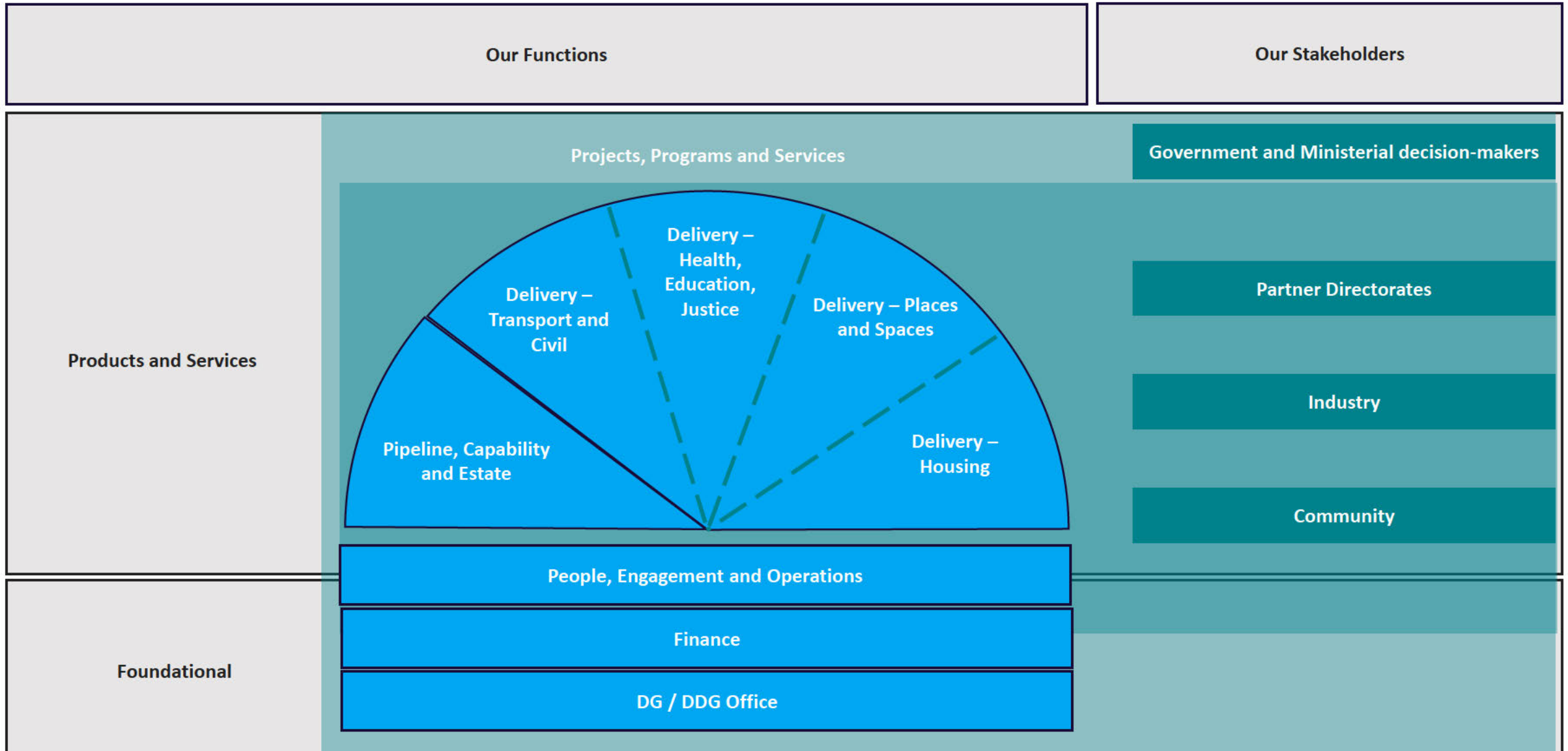
Proactive content development and communications

Leading a proactive directorate communications program supporting cross-directorate pollination, information sharing and recognition of our achievements, major milestones, and good news stories.

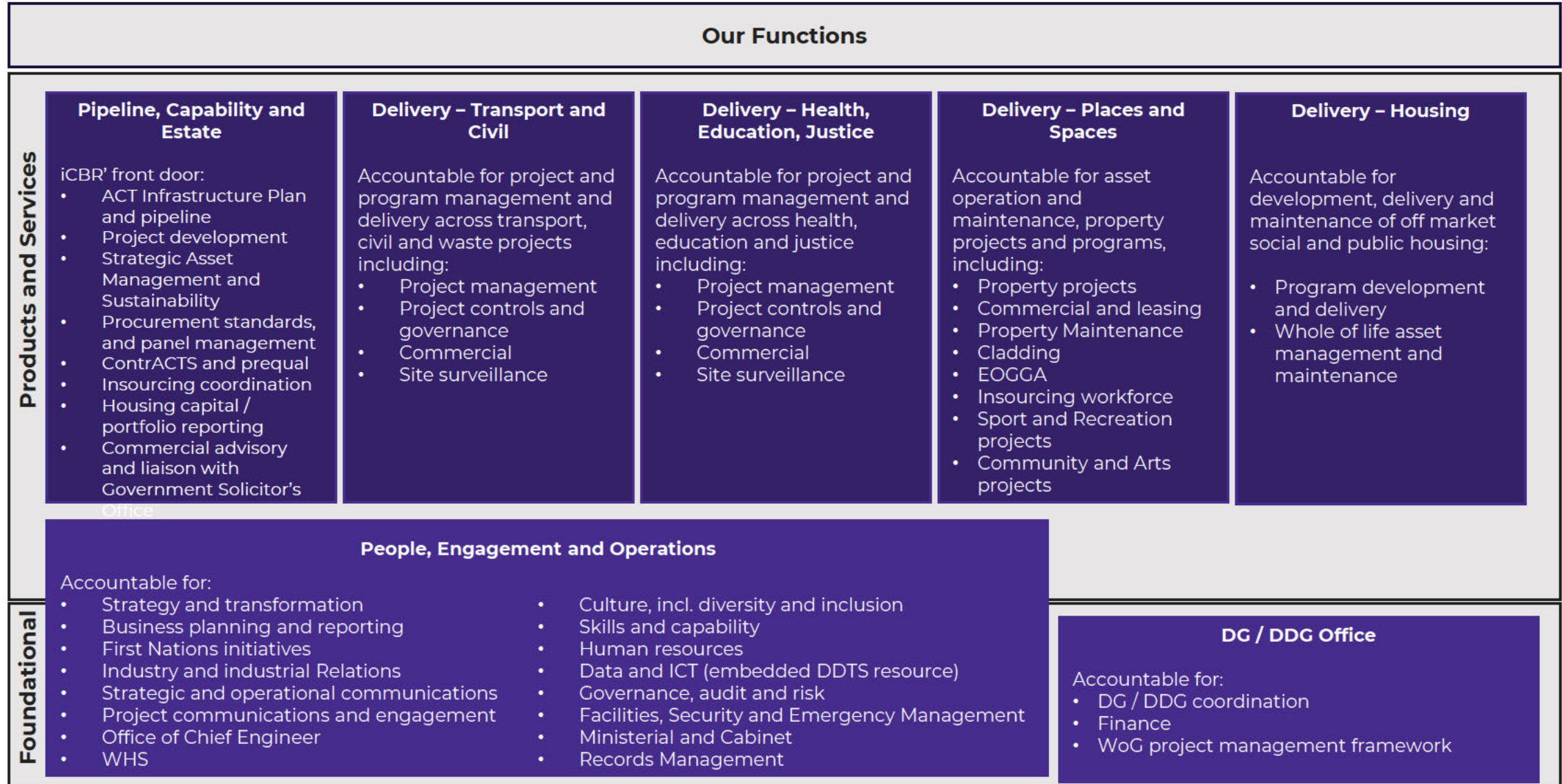
Media management

The primary lead and coordination across the directorate (linking in with partner directorates, CMTEDD and Ministerial offices) on all media requests, releases and appearances.

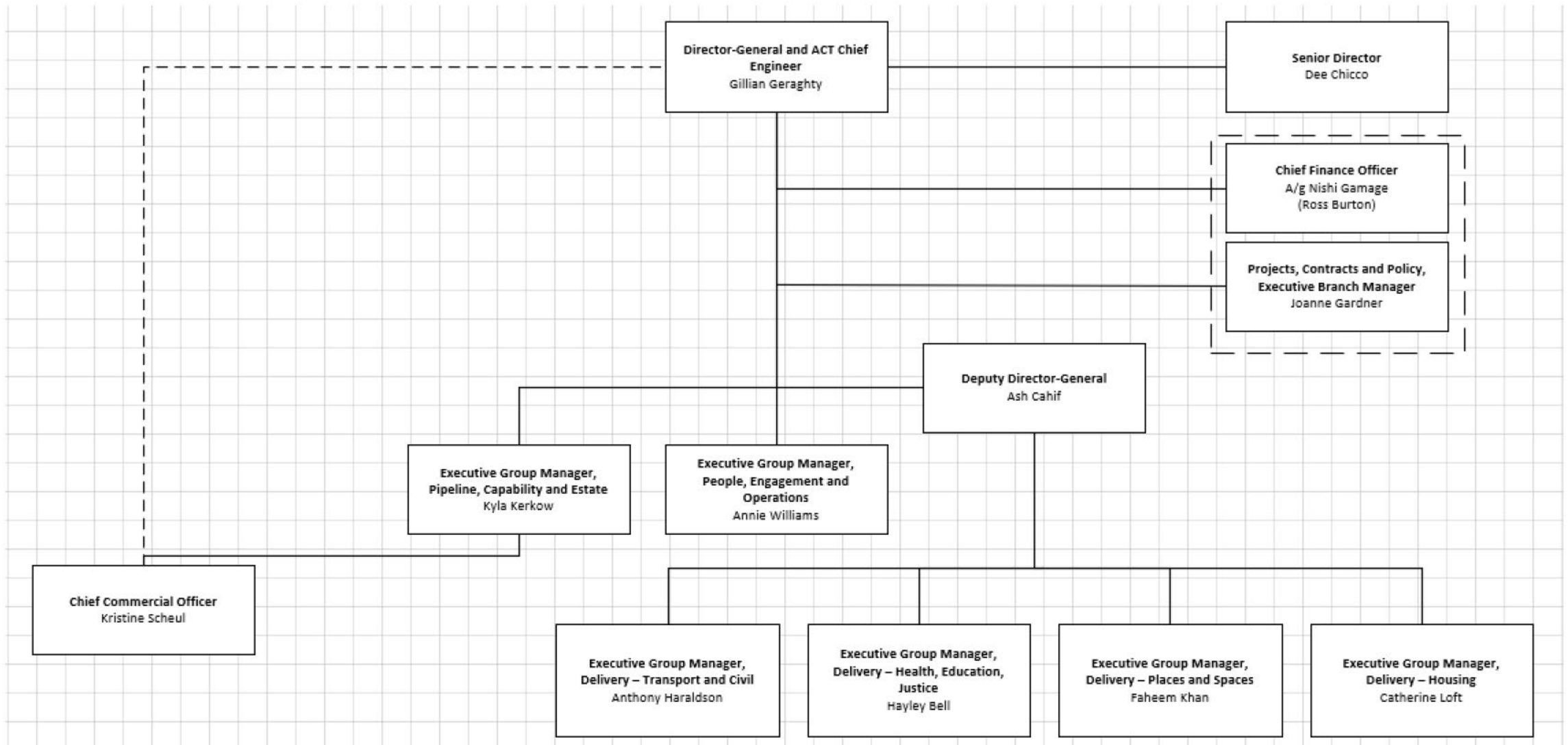
iCBR Operating Model



Functional Map



iCBR Executive Structure (top line)



From: [Wang, Yuan](#)
To: [Kerkow, Kyla](#)
Subject: Wang, Yuan shared "People, Engagement and Operations (PEO) 2025 Feedback" with you
Date: Monday, 1 December 2025 12:43:00 PM
Attachments: [607daa27-c16a-4fca-876e-c835fc24dedb](#)
[8b7e16ce-20c6-4d65-955b-9a377b7f8907](#)
[dc615a89-ac11-43c9-beae-f2a5794ae319](#)
[4349e758-691d-44cd-8731-6b0bae2553fb](#)

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Wang, Yuan invited you to edit a file

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Here's the document that Wang, Yuan shared with you.



People, Engagement and Operations (PEO) 2025 Feedback



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People Engagement and Operations Group Restructure Feedback and Check-In

What we heard report

December 2025

Between 15 November and 12 December 2025, feedback was gathered on the efficiency and effectiveness of the restructure that formed the People, Engagement and Operations (PEO) Group. This restructure combined the Chief Operating Office, Work Health and Safety, and Culture, Communications and Industry functions into one group.

Thank you for your feedback

Thank you to everyone who shared feedback on the PEO Group structure and operations. Your insights help us improve and create a better workplace for all.



19 responses
to the online survey



3 face-to-face feedback
sessions conducted



2 email response
to the EGM PCE inbox

Key insights

- **Overall sentiment was mixed.** While many staff welcomed the logic of grouping enabling functions and saw benefits in collaboration and visibility, there were strong themes around areas for improvement.
- **Positives:**
 - Stronger collaboration and integration of enabling services.
 - Opportunities for streamlined processes and consistency.
 - Leadership accessibility and proactive teams driving improvements.
- **Challenges:**
 - Structure complexity and unclear roles leading to duplication and confusion.
 - Workload imbalances and resourcing gaps
 - Slow approvals and cumbersome workflows reducing agility.
 - Communication and consultation perceived as inadequate.
 - Change fatigue due to frequent restructures and lack of stability

The feedback request prompted our people to reflect on:

- what are the current efficiencies of the PEO structure? How might these efficiencies be realised?
- what are the potential strengths and benefits of the workflows and synergies between teams within PEO? How might these workflows and synergies be realised?
- insights and/or feedback on the consultation undertaken regarding the PEO structure.
- suggestions for improvements for possible future implementation in Infrastructure Canberra?
- Is there anything else you'd like to share?

What is working well

- **Logic of grouping enabling functions together in one Group.** Many people noted the clear logic of combining the similar functions in one Group.
- **Improved collaboration and integration:** Teams value closer alignment of enabling services, fostering consistency and streamlined processes.
- **Positive environment and culture:** Staff described the workplace as welcoming and supportive, especially for new starters.
- **Synergies between functions:** HR, IR, L&D, and Office of the Chief Engineer working together was seen as a strength.
- **Greater visibility of others work.** Structure creates more opportunities to identify duplication and drive greater consistency.
- **Better peer networking.** Having a bigger Group has supported more peer-to-peer mentoring, engagement and knowledge sharing.

What we could do better

- **Structure complexity:** Current grouping of functions feels too large and unclear, with suggestions to realign branches for better efficiency.
- **Role clarity:** Staff reported uncertainty about responsibilities and duplication of work across HR, IR, L&D, WHS, and Industry Engagement.
- **Workload imbalances:** COO portfolio considered too large for one Branch; some teams under-resourced while others have lighter workloads.
- **Slow approvals and cumbersome workflows:** Multiple layers of clearance cause delays, reducing agility and responsiveness.
- **Communication and consultation gaps:** Feedback indicated consultation often felt performative, and staff want clearer updates on changes and priorities.
- **Change fatigue:** Frequent restructures have led to burnout; staff want stability and time to bed down changes.

What's next

The feedback gathered is being used by the iCBR Senior Leadership Group to inform any new actions that may be needed and ensure prioritisation of activities already underway that help address the issues raised.

We will share updates and consult on any new actions through our usual communication channels, including All Staff Forums, iCBR Insights and the [intranet](#).

If you have any questions about the information in this pack, please contact Gillian Gerehty, DG iCBR (Gillian.Geraghty@act.gov.au)

Id	Start time	Completion time	Email	Name	From your perspective, what are the current efficiencies of the PEO structure?	From your perspective, what are potential efficiencies of the PEO structure? How might these efficiencies be realised?
1	18/11/2025 15:00	18/11/2025 15:10	anonymous		Having these enabling services working more closely together and being better aligned and consistent.	Better clarity and accountability; with less pointing fingers on who is responsible. Shared standardised / consistent approaches to support and business enabling services. There are a lot of people in this unit. Why? Probably from plugging gaps from growing too quickly. The only team that should have more qualified and experienced staff is HR, maybe then our culture and prioritisation of people would improve. All the other areas could/should be reviewed and possibly scaled back or reprioritised. All of these corporate services are delivered more efficiently in other directorates, so why are we different? I'm not suggesting staff in these areas are not busy, quite the opposite, but as a directorate, we need to get better at prioritisation and not trying to do everything all at once. Other directorates have learnt this over time. The comms team as an example does a good job, but it's really big, so I'd question how efficient they are at the moment and whether all the work they are doing is 1. important 2. adding value 3. taking on tasks outside their remit.
2	18/11/2025 16:24	18/11/2025 17:27	anonymous		I'm not close enough to the team to know.	
3	19/11/2025 9:59	19/11/2025 10:13	anonymous		The shared model for support services into projects (e.g. comms and engagement support) is a sustainable model that brings efficiency in resourcing.	Potential efficiencies in leadership vs do'ers. Executive position have been added without clear communication as to their function, role or responsibilities.
4	20/11/2025 10:53	20/11/2025 11:46	anonymous		It makes sense that we are all together in one big team	The potential to collaborate well together, networking events and meetings
5	20/11/2025 9:08	20/11/2025 13:15	anonymous		Whole of iCBR level support and consistency of output	More consistency in the overall approach, with the T&C area having different requirements as other areas of iCBR. There are duplicated functions such as record management across other area's. Where is the area with technical specialist that can be utilised to provide input on Tier 1 projects?
6	23/11/2025 18:48	23/11/2025 19:03	anonymous			I think there are better opportunities to combine the industry engagement and comms and engagement functions. Comms and engagement seems to be currently doing quite a bit of this work. For example, the development of the industry engagement plan, managing industry briefings, all content for DG speaking engagements, managing iCBR sponsorship of events and managing attendance of iCBR team members at events.
7	26/11/2025 11:44	26/11/2025 11:50	anonymous		The PEO structure enables strong collaboration across interconnected teams, creating streamlined processes and delivering cohesive, efficient support to iCBR projects and delivery areas.	Future efficiencies could include shared resources and expertise across branches, reducing duplication and enabling agile responses. These can be realised through clear communication channels and alignment of priorities across teams
8	26/11/2025 14:53	26/11/2025 15:04	anonymous			
9	26/11/2025 14:47	26/11/2025 15:07	anonymous		Unfortunately, there have been very few efficiencies from the process. On the contrary, the change has introduced additional layers of bureaucracy particularly in relation to clearances.	Unless we radically relook at simpler ways to do things it will be very difficult to yield efficiencies. The structure of the group has less of an impact on efficiencies it's our approach to day-to-day business activities where efficiency gains could be made.
10	26/11/2025 15:48	26/11/2025 16:18	anonymous		Bringing together the corporate service delivery and engagement functions under the one structure	Opportunities for job sharing / swapping at level to better understand different BU in PEO. Perhaps cross collaboration in terms of team meetings - having a standing agenda item for someone from another team come and talk about what their team / section is doing
11	27/11/2025 9:04	27/11/2025 9:10	anonymous		Nil	Nil
12	27/11/2025 11:25	27/11/2025 11:45	anonymous		An EGM to bounce ideas off. Access to SOGA SME cohort (teams chat and monthly meetings)	coordination of strategic transformation - especially in the digital space - streaming process and reporting through automation
13	27/11/2025 12:41	27/11/2025 12:51	anonymous		Combining enabling functions in the one Group	Our small size and relatively flat structure means we can progress work wfficiently. Strengthening the relationship between the IR function and the HR function - it is currently fragmented. Improving this could support both teams in delivering high quality IR and HR services to iCBR. One potential solution is to create a People & Culture or People & Capability function which includes HR, IR, and potentially the L&D team.
15	02/12/2025 10:29	02/12/2025 10:31	anonymous		Ease of linking in with foundational comms team	
16	02/12/2025 20:36	02/12/2025 21:20	anonymous		Each section makes sense to be included in the PEO space.	I would think that FOI team would be more of a governance function than corporate service? A few sections seem better placed between two sections - Security and Emergency management would also work closely with ICT and Data i would think? Unless ICT and Data are looking into the security as well?
17	09/12/2025 13:04	09/12/2025 13:37	anonymous			
18	10/12/2025 15:42	10/12/2025 15:45	anonymous			
19	15/12/2025 13:42	15/12/2025 13:46	anonymous			

From your perspective, what are the current strengths and benefits of the workflows and synergies between teams within PEO?	From your perspective, what are the potential strengths and benefits of the workflows and synergies between teams within PEO? How might these workflows and synergies be realised?
I think emerging risks or issues have been quickly identified and responded too because of the closer operational relationship. Also, duplicate initiatives or services have also been identified. But more needs to be done in this area.	It hasn't been long since this change; so I believe there needs to be more time to see the benefits of this change, including more efficient and consistent services / supports / operations.
Right now not much makes sense. Band-aids all over the place. Bringing together comms across all aspects (internal, cross-government and with external/industry) should provide synergies and benefits once fully resourced and operationalised.	There's a difference between collaboration (which should happen across the directorate all the time) and actual synergies where it makes sense to put teams together in the same branch or unit. Why would there be synergies between a corporate governance area and comms for example? Or learning and development with the ministerial liaison unit? But they should collaborate when needed and the organisation needs to nurture collaboration.
everyone seems willing to work together, I think they just need to be given the opportunity through events and collaborative spaces	I think collaborative events and spaces to work together but also neighbourhoods in the office so we know where to find each team
This is not clear or demonstrated to staff outside of this team	Consistent approach, more flexibility with existing resources, better understanding by industry of the drivers of ICBR.
Comms and engagement and the ministerial team continue to work well together. I'm not sure this can be attributed to the branches being in the same group though.	I'm don't see any evidence that bringing together the branches in PEO under one EGM is proving beneficial. I think the span of control and executive oversight needed for each the branches differ too much from each other for it to be manageable for one EGM or for any efficiencies to be leveraged.
Current workflows foster collaboration and knowledge sharing, allowing teams to leverage each other's strengths and provide consistent, high-quality support across the organisation.	Potential benefits include greater flexibility and responsiveness to branch needs, especially for those without dedicated executive support. This can be achieved through integrated planning and regular cross-team engagement.
Communications and Engagement needs to be more engaged with other divisions as comms/info on iCBR website are published without proper consultation with other divisions. Some of the information are not upto update.	Better coordination and communication and more consultation needs to happen.
I cannot identify any	Developing smarter ways of doing our day to day activities
A bit hard to comment given the new structure and workflows havent been in place for long however consideration of layers of approvals within workflows - many steps of approvals before getting to the EGM...	
Nil	Move the training team under the COO.
At this point i have not seen any changes - other than our process now involve an EGM like functions are grouped together in PEO or can be called up for joined up approach e.g. HR & L&D. Because of our small size, this can be done on a personal basis without unnecessary hierarchies.	I would like to see if the group could be restructured. HR functions seem to be scattered - with training in one place, WHS in another and HR central within COO. I would be keen to see a branch for "Strategic insights" - coupling records and data governance with transformation and automation with reporting and data analytics. Potential to stand up teams containing different functions to work on particular projects, with an understanding and connection between the teams already existing.
As above i think alignment could be better managed or at least shown. The first few pages are clear, Technical, Strategic, People. Aligning the other spaces like that would be easier for me in a project team to understand the support provided. EG, Corporate would be under People, Governance under technical	Im unsure on the benefits of the workflows but actually looking over this organisational chart makes me realise how much support is in the PEO space. i think clearer guidance on what each team provides would be helpful. some of it is standard, HR for example. What can I go to ICT about? not my ICT issues at my computer that would be SSICT i would assume its strategic ICT but what are they working on? it would be interesting to know so we can look forward to new implementations or concerns addressed in previous reports are being worked on... a "We've heard you..." and this is what we are doing? And only using ICT team as an example it would be beneficial overall in teams that are not project related - PCE as well.

Please provide your insights and/or feedback on the consultation undertaken regarding the PEO structure.	Do you have any suggestions for improvements for possible future implementation in Infrastructure Canberra?
<p>Consultation was fine. I was asked for feedback, which I provided.</p>	<p>Clarity of PEO services, responsibilities and accountabilities. Consistent service / operational support approach to support groups/projects etc. engage PEO. Identification of common operations to better align and find efficient solutions for requests for services, advice etc. data management and reporting, consultation and committees, education and promotion.</p>
<p>Minimal, which is normal for iCBR. SLG decide what they want well in advance of any consultation. There doesn't seem to be a real purpose or strategy to this team. It's just been thrown together. And it's now way too big for one Group. And the leadership needs to be tested. While the current EGM may well be best suited, the candidate market has not been tested for this much larger and more complex role, which is very different to where the role started as culture and transformation project lead. Why is this? Rules for some and then different rules for others. It would be good to understand if these changes were implemented based on feedback or if the decision was one made by SLG (and if it was fully supported). There was little broad consultation or communication in advance of the changes.</p>	<p>Put the right leadership in the right areas. For example why do we have an EBM for industry and culture, but don't have one for HR? It just doesn't make sense. In the real world engaging with industry should be led by SLG and project directors, and by our DG and DDG. Yet the role of strategy for our people and workforce doesn't have an EBM leading it. Culture should also sit with HR.</p> <p>The 'what we heard' from staff feedback and a clear exploitation and link to the management changes/structures/roles could be greatly improved.</p> <p>more transparency, updating org structures frequently, an email of the changes is good but I need to see it visually and get as much information as possible like reporting lines and teams, so I know who to reach out to, also maybe a descriptor of what each group do, because I have no clue with some of the groups and a quick reference would be nice More utilisation of technical specialists within iCBR, particularly when engaging with industry. Current advice is that our discussions with industry are often disjointed and we don't use industry level language, have relevant knowledge of current projects, noting the civil industry is much different to the commercial sector</p>
<p>Not aware of any consultation. I have provided feedback on some functions, with no response provided.</p>	
<p>The consultation process has been clear and inclusive, ensuring staff are well-informed and engaged with the purpose and benefits of the changes.</p>	<p>Consider further alignment between WHS, HR, IR, and L&D functions to enhance consistency and reduce overlap in people and safety-related processes.</p>
<p>At the beginning there was no consultation on the new structure, it was more or less presented as a done deal.</p>	<p>Revert to the original structure. Move FOI and Annual reporting back to Governance and Risk. Merge HR and ministerial with the original comms team. Effectively having Corporate Services and Governance and Risk and ICT and Records as one group and Comms, HR and Ministerial as the other</p>
<p>It was thorough. Observation regarding consultation with executive level positions affected by the restructure was that it had an impact however I have no oversight on the detail, just some behaviours I picked up on during the process</p>	<p>Nil - all staff consultation platforms work well</p>
<p>I don't recall being consulted. I was just told it was happening.</p>	<p>Revert to previous arrangements, with COO separate.</p>
<p>it was a lift and shift - I dont know if there was any discussion of change - but I was both new and went on holidays in Aug.</p>	<p>From a digital, data records perspective - I see real synergy with PCE - keen to see how we can make a more solid link between the two</p>
<p>N/A</p>	<p>N/A</p>
<p>I personally think it was nice to be consulted.</p>	<p>I think the HR space should be moved out of COO and directly report to EGM. If we are doing that with WHS, it makes sense to also move HR up to be directly reporting to the EGM.</p>
<p></p>	<p>To be honest I think that the structure does not work. It doesn't make sense to me that as a project comms staff member I don't sit within my project's area, and instead sit within a centralised comms area, and in a group that includes specialisms that have nothing to do with what I do. It creates confusion for me, especially for example having specified office days for PEO/comms where I am sitting in the office with other comms people who I do not work with and have no understanding of their role, rather than being with the project team that I work closely with. I don't feel the structure works for me and does not provide the support and leadership, whereas I am often looking to my project for this.</p>

Please provide any other feedback, suggestions and ideas.

Do better iCBR. If not don't be surprised when the next round of MOGs impacts iCBR because we are just not efficient enough to be a standalone directorate. I also suggest we step up our collaboration with other directorates, or that will also impact us in the future.

It is evident there are still silos and boundaries between the business groups. A continued focus on staff mobility within iCBR (to get the right people, in the right places, at the right time) - and not just across project deliver, but the directorate more broadly - should remain a focus.

Higher duties opportunities or ride along opportunities to see what other parts of the team or organisation do

When new staff are engaged, provide advice not only about who they are but what they do. We have so many new staff that many of the delivery staff are often not even aware of - likely the same with new delivery staff. Who are they, what are they working on - if we don't know "who's who in the zoo" it is hard to advocate for the organisation

As someone relatively new to iCBR, I've found the environment positive and welcoming. The merge offers a great opportunity to build stronger connections and deliver more agile, flexible support across branches.

Consult better with those impacted prior to introducing a proposed structural change

Finance and budget oversight for managers - suggest a monthly finance forum where previous month performance is presented and walked through. Not having a way of seeing actuals against line items in budgets is difficult when managers with purchasing delegations cannot see real time data or have the opp to hear monthly progress.

Increased resourcing for corporate governance to mirror increase in whole of directorate staffing levels (260 up to 600+ in last 12 months). These are foundational positions and essential to maintaining iCBR's governance, compliance and service delivery / support to project teams. Increased numbers of staff results in increased demand for service delivery and compliance activities which is being undertaken in most cases with staffing levels that have not increased over the last 12 months.

This arrangement seems to prioritise the "feel good" aspect while not giving adequate, or even any, priority to the required functional aspects of the COO.

Comms area is way too large compared to other directorates for what they do.

COO is running on a low FTE, which is causing very noticeable stress and irritability. This is exacerbated by the lengthy recruitment process, especially with all recruitment needing approval from SLG.

I also think TIGER team needs to be more transparent

N/A

I love aligning things where possible....

Our People and Culture at our Heart -
HR, Culture (internal), Comms (internal), WHS (internal), Corporate Services

Excellence in Service - Governance, Audit and Risk, WHS (external/projects)

Partnering for Success - Comms (Projects), Culture and Industry (external), Ministerial, PCE?

Better Tools for Outstanding Outcomes - ICT, HR (L&D), PCE?

I dont know if this would work although I think it would great - or something to think about with our next round of strategic planning.

1. Shout-outs and Positive Observations

Strategy and Planning Team (led by April Barrett): I'd like to acknowledge their strong approach to consultation and continuous improvement. The team has shown great initiative in refining processes and driving efficiency, which sets a positive tone for the directorate.

Annie Williams (EGM): Annie brings energy, expertise, and genuine care for the team. Her leadership style fosters engagement and confidence across the branch.

Cross-team Collaboration: There are good synergies between HR/IR/L&D and the Office of the Chief Engineer. I've observed these teams working well together, and I believe the Cultural Coordination Group will further strengthen this collaboration.

2. Areas for Clarity

From time to time, there's a need for clearer role delineation. For example, the Industry Engagement Plan initially sat between teams, which created some uncertainty. While the outcome was excellent, clearer upfront ownership would help streamline delivery.

3. Opportunities for Improvement

Stability: The branch has experienced significant change over the past 12 months, with people and teams moving frequently. This has led to some change fatigue. If we can bed down our team structure and maintain stability, it will help reduce burnout and allow teams to focus on delivering outcomes.

"To ensure we have an appropriate consideration and action plan of the results we have established a Culture Coordination Group, bringing together experts from HR, Industrial Relations, Learning and Development, Strategy, and Work Health and Safety."

I think this is a clear indication that the current structure or ways of working are not fit for purpose. PEO includes HR, Industrial Relations, L&D, Strategy and WHS. There should not be a need for a separate working group to consider an issue.

Feedback Session 1

- Culture and Industry and Industrial Relations combined doesn't make sense - currently works because **Schedule** in the role
- COO space is too large – makes it hard to find an executive that has capabilities across all domains
- The current disconnect between IR and HR – problematic
- In addition, there are multiple layers between IR and HR and DG – issues and information not filtering down to the right people, or information being 'filtered' on the way up.
- iCBR/ SLG is not using the resources that are there i.e. IR for staffing matters and this consultation. Concern raised about reputation if things are not done way aligned with IR best practice
- Suggested creating a people and culture function – including HR, IR focus with specialist senior executive leader.
- Examples of lack of collaboration across functions - WHS – PAW survey – outcomes IR/HR related but done in a silo – wasn't looped back
- Response to negative issues is often a knee jerk reaction and not reflective of work underway
- More clarity between roles and responsibilities of different areas – Culture in Construction for example should have never sat with PEO. Pathways Hub was owned by Transformation and Culture Team then a new resource was bought on. The Industry Engagement Forum was delivered by the Comms Team not the industry engagement team.
- There was no communication that accountability was moving between teams or that priority was shifting
- The PEO portfolio and current structure does not make sense from the outside looking in. Still uncertainty and lack of clarity of roles and purpose – cross over, duplication and stepping on toes.
- Industry engagement team effectively operating as a secretariat as the industry engagement is being done by others (Comms/PCE)
- The industry engagement vs comms split is a particular tension.
- There is a need to personality proof the structure as team functions and allocation of work seems to be based on individuals experience or other motivators.
- There is not enough trust from executives in SOGA and below to do their jobs – reinforced by delegations. ICBR needs to better leverage our experts.
- Exec PD's not aligned to the full scope of their role – e.g. industry engagement role didn't have any IR – only engagement. Senior executive roles should be required to have more technical expertise in the area they are managing.
- There is an uneven exec structure – COO role too big other EBMs (WHS, Industry engagement) have very small teams
- Suggested Structure:
 - **People and Culture Branch needed**
 - HR
 - IR
 - L&D
 - Strategic Workforce Planning

- **Governance and Risk Branch**
 - Governance & Risk
 - Audit
 - WHS
- **Government Services**
 - Ministerial
 - IT
 - Building Services/ Corporate
- **Comms and Engagement**
 - Industry Engagement
 - Comms
- Industry engagement in absence of Schedule B not working. Most of the actions are sitting in PCE. Team needs additional resourcing to support admin for meetings or a centralised secretariat function for organisation forums (other than Boards).
- The Group would benefit from further structural changes. This needs proactive discussion and decisions on roles and responsibilities – that make sense not personality
- Membership and sponsorship don't sit anywhere neatly
- Industry Engagement Team not being used effectively (have capacity)

Feedback Session 2

- COO and CCI amalgamation doesn't make sense. Acknowledge that we can't go back to status quo of COO group but current structure not working either
- There has been significant instability - **Schedule 2.2(a)(xii)** and no certainty if staff are returning
- Unclear on clearance process between EBM/EGM/DG and approval process now take months
- Corporate services (fleet, building services, governance, risk and audit, ICT - Gov business should be a standalone branch not under a Group Structure. HR, Ministerial - could go under the PEO structure.
- Strategy vs operational functions should be how the Group is structured
- EGM not perceived as a subject matter expert in the Corporate space and so things are being questioned or changes. Would prefer a direct line to Gillian for audit purposes
- Clear personality issues in team visible to staff that will need to be resolved in order to move forward. **Schedule 2.2(a)(xii)** Clear management style and personality clash
Tension between **Schedule 2.2(a)(xii)** also obvious to the team.
- The benefits and why of the restructure wasn't communicated effectively to staff.
- Performance management issues in team but clear perception of managing staff out instead of uplifting capability.
- Governance is not being followed – e.g. subcommittees and SLG then DG
- **Schedule 2.2(a)** discouraged bringing bad news to SLG or audit committee. COO engagement with SLG - previously very negative and SLG rejected things
- Annual report process and quality evidence of failures across system
- Not enough effort to communicate and drive engagement between CCI and COO - haven't merged as one entity - two distinct business units, ways of working and culture
- Prior to the PEO merge **Schedule 2.2(a)** undertook an internal change which saw Freedom of Information and Annual Report move from Governance and Risk to Corporate Services. At the time I advised against this for two reasons.
 - there was no collateral knowledge of either function in the team and
 - CS would be overwhelmed as they were about to take over the Fleet Management function for all of iCBR and the move from 255 for renovations.
- As it transpired Governance and Risk ended up taking and running with both FOI and AR. I would strongly recommend that both functions are repatriated to Governance and Risk as both items require significant subject matter expertise.

Feedback Session 3

Cultural Advisory

- Cultural Advisory has 3 exec sponsors in Aboriginal and Torres strait islander
 - Simon
 - David
 - Annie
- No clear role description and accountability for exec sponsors vs accountable areas (Third Action plan etc,)
- Capability and experience of Cultural Advisory team not aligned to the needs of the organisation – embed cultural values in projects – strengths and well covered. Reporting and administration, brief writing – capability uplift required. [Senior Manager] having to carrying significant workload as a result. Suggest hub and spoke model for function (similar to comms) – would also help with the ACTPS First Nations workforce target that we are under – embed cultural advisor within delivery streams and have a central administrative role. Capacity currently only 5-6 projects at a time. No structure or process to engagement. Not open to feedback from others (particularly non-indigenous staff). Limited line of site to engagement with industry bodies (possible probity issues).

Industry Engagement

- Lack of clear roles and responsibilities Industry engagement plan for example was with **Schedule 2.2(a)(xii)** then comms
- Where is our front door and how does industry engage with that, how does industry engage beyond the front door. Is it a Concierge, Or more active role? Who is the face of industry engagement (Gillian, Annie, Comms, IR or other?)
- What is the enduring function of engagement (outside of formal roundtables, events and newsletter)

Structure

- Combine following functions: IR, HR, L&D, 'People' part WHS (psychosocial, office based WHS)
- Strategy development should be split from reporting functions. Move reporting against strategic plan and others to governance audit and risk – use review underway of all dashboards and reporting in PEO to refresh where things go.

Workload/ prioritisation

- Responsiveness – really difficult to get instruction or response with additional layers of approvals (now under EBM instead of EGM). Challenging when nothing progresses or work sits for many months

Feedback 3's follow-up email of own notes:

Cultural Advisory function:

>Roles and responsibilities in current structure are not clear, particularly for the three different executive sponsors.

Possible solutions include:

- Consolidate executive sponsor roles;
- Prepare duty statements for each executive sponsor, clearly articulating purpose of role, list of responsibilities, reporting relationship/s, approval authority etc;
- Amend position descriptions for each executive sponsor to reflect duty statement.

>Capabilities and experience of the team is not fully aligned with the needs of the organisation; the team is largely focused on providing advice to project teams on cultural integrity matters (and engaging with industry), leaving substantial gaps in the planning and reporting space.

Possible solutions include:

- Adopt hub and spoke model, with a central internally focused resource sitting in DG Office (or PEO if EGM agreed as primary executive sponsor) and project advisory resources embedded within each Delivery stream (this also provides an opportunity to increase our Aboriginal and Torres Strait Islander workforce towards the 3% that we're on the hook for).

Industry Engagement and Industrial Relations:

>Makes sense to bring Industrial Relations, Human Resources, Learning and Development, Strategy and Planning, and the people component of WHS together.

>There are strong synergies between the work undertaken by Strategy and Planning and Learning and Development.

>Wherever Industry Engagement lands, I think we need to be very clear where our front door is and how industry can access it. In the same way, we need to be very clear around how and with who industry navigate beyond the front door.

Reporting:

>Suggest separating the reporting function **schedule 2.2(a)(xii)** to create separation between the people who hold the pen on the strategy **out of scope** and the people who report on progress on the strategy **schedule 2.2(a)(xii)**

From: [redacted]
To: [Kerkow, Kyla](#)
Subject: Structure - PEO
Date: Friday, 5 December 2025 11:31:34 AM
Attachments: [image001.png](#)

OFFICIAL

Hi there,

Prior to the PEO merge [redacted] undertook an internal change which saw Freedom of Information and Annual report move from Governance and Risk to Corporate Services. [redacted]. 1, there was no collateral knowledge of either function in the team and 2. That CS would be overwhelmed as they were about to take over the Fleet Management function for all of iCBR and the move from 255 for renovations. As it transpired [redacted] team ended up taking and running with both FOI and AR. I would strongly recommend that both functions are repatriated to Governance and Risk as both items require significant subject matter expertise.

schedule 2.2(a)(xii) [redacted]
[redacted]

Let me know if you need anything further.

[redacted]

Schedule 2.2(a)(xii)
[redacted]
[redacted]
[redacted]
[redacted]
[redacted]

GPO Box 158 Canberra City ACT 2601 | www.act.gov.au/iCBR



From: [redacted]
To: [Kerkow, Kyla](#)
Subject: RE: iCBR Operating Model and Organisational Structure files
Date: Thursday, 11 December 2025 9:09:04 AM
Attachments: [image001.png](#)
[image002.png](#)
[Culture and Engagement function descriptors \(A49998839\).pptx](#)

OFFICIAL

Hi Kyla

Thanks very much for making time to hear my ideas on opportunities to drive efficiency across PEO earlier this week. I have dropped a rough copy of my notes below for your information, and have attached a document summarising a few of the functions delivered through PEO. This document was prepared prior to the COO and WHS being shifted under the EGM, PEO so it isn't a complete reflection of PEO's current functions but I thought it might still be useful.

Cultural Advisory function:

>Roles and responsibilities in current structure are not clear, particularly for the three different executive sponsors.

Possible solutions include:

- Consolidate executive sponsor roles;
- Prepare duty statements for each executive sponsor, clearly articulating purpose of role, list of responsibilities, reporting relationship/s, approval authority etc;
- Amend position descriptions for each executive sponsor to reflect duty statement.

>Capabilities and experience of the team is not fully aligned with the needs of the organisation; the team is largely focused on providing advice to project teams on cultural integrity matters (and engaging with industry), leaving substantial gaps in the planning and reporting space.

Possible solutions include:

- Adopt hub and spoke model, with a central internally focused resource sitting in DG Office (or PEO if EGM agreed as primary executive sponsor) and project advisory resources embedded within each Delivery stream (this also provides an opportunity to increase our Aboriginal and Torres Strait Islander workforce towards the 3% that we're on the hook for).

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>Makes sense to bring Industrial Relations, Human Resources, Learning and Development, Strategy and Planning, and the people component of WHS together.

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>Wherever Industry Engagement lands, I think we need to be very clear where our front door is and how industry can access it. In the same way, we need to be very clear around how and with who industry navigate beyond the front door.

Reporting:

>Suggest separating the reporting function [schedule 2.2\(a\)\(xii\)](#) to create separation between the people who hold the pen on the strategy [schedule 2.2](#) and the people who report on progress on the strategy [schedule 2.2](#)

If you would like clarification on any of the matters I raised please don't hesitate to contact me!

Kind regards

[Schedule 2](#)

From: [Kerkow, Kyla](#)
To: [Kerkow, Kyla](#)
Subject: PEO feedback
Date: Tuesday, 16 December 2025 9:05:41 AM

OFFICIAL: Sensitive

PEO feedback

Schedule 2.2(a)(xii)

Can't go back to status quo of COO group

Instability - **Schedule 2.2(a)(xii)** and no certainty if staff are returning

Unclear on clearance process between EBM.EGM/DG

Approval process now take months

COO and CCI amalgamation doesn't make sense

Corporate services (fleet, building services, governance, risk and audit,
ICT - Gov business (standalone branch)
HR, Ministerial - could go to PEO

Strategy vs operational

EGM not perceived as a subject matter expert and so things are questioned

Direct line to Gillian for audit purposes

Personality issues in team that will need to resolved

Schedule 2.2(a)(xii)

The benefits and why of the restructure wasn't communicated effectively to staff.

Performance management issues - perception of managing out instead of uplifting capability

Governance - subcommittees and SLG then DG

Schedule 2.2(a)(iii) discouraged bringing bad news to SLG or audit committee

COO engagement with SLG - previous very negative and rejected things

Annual report evidence of failures across system

Not enough effort to communicate and engagement between CCI and COO - haven't merged as one entity - two distinct business units, ways of working and culture

Kind regards,

Kyla Kerkow (she/her) | Executive Group Manager, Pipeline Capability and Estate

Mobile: [0421 672 243](tel:0421672243) | Email: kyla.kerkow@act.gov.au

Infrastructure Canberra | ACT Government

GPO [Box 158 Canberra City ACT 2601](mailto:Box158@act.gov.au) | www.act.gov.au/majorprojectscanberra

I acknowledge the Ngunnawal people as traditional custodians of the ACT and recognise any other people or families with connection to the lands of the ACT and region. I acknowledge and respect their continuing culture and the contribution they make to the life of this city and this region.



Infrastructure Canberra Strategic Leadership Group Committee: PEO Group Staff Feedback

Date	Monday, 23 January 2023
Sponsor	Kyla Kerkow, Executive Group Manager, Pipeline Capability and Estate
Action Officer	Kyla Kerkow, Executive Group Manager, Pipeline Capability and Estate
Related Papers	N/A

Recommendation	
1.	Note the PEO Feedback Report at Attachment A .
2.	Discuss potential next steps and additional improvement actions.

Purpose

Background

1. Infrastructure Canberra (iCBR) restructured on 3 February 2025. This restructure created the new Communications Culture and Industry (CCI) Group as one of two new enabling Groups supporting iCBR to deliver and had the existing Chief Operating Office and Work Health and Safety reporting Directly to the Director General.
2. iCBR undertook an Operating Model Check-in in June 2025. The Check-in included Look, Listen, Learn sessions, an anonymous online survey and email submissions. Following this Check-in a proposal was made in July 2025 to combine the Chief Operating Office (COO) and the Work, Health and Safety (WHS) teams together with CCI. These structural improvements were intended to strengthen collaboration and integration across iCBR's people and foundational functions. The change was limited to reporting line changes and the internal structures within COO and WHS teams remain unchanged following the merger of the Groups.
3. Feedback on the proposed reporting line changes was sought from all staff between 2 and 11 July 2025. Staff were invited to provide feedback via an anonymous online survey, email or engaging directly with Executive Group Manager (EGM), People Engagement and Operations (PEO) or the Director General.
4. iCBR was also subject to further structural changes on 1 July 2025 following the 2025 Administrative Arrangements growing the total FTE and remit of the Directorate.
5. Following further feedback on how the new PEO structure was operating, Director General, iCBR emailed all staff on 12 November 2025 seeking further feedback on the PEO Group current structure and how it is working our people and teams, specifically opportunities for efficiencies. This consultation commenced 17 November and closed 12 December 2025. Feedback was able to be provided through an anonymous online survey, email or meeting directly with the EGM, Pipeline Capability and Estate (PCE).
6. During the feedback period 19 Survey responses, two emails and three face-to-face listening sessions were provided.

Issues

7. The views provided during the feedback period on the current PEO structure are mixed. Several positive observations were made regarding the new structure with many welcoming the logic of grouping enabling functions and the enhanced visibility and collaboration enabled by combining these functions under one Group.

8. The key themes for improvement identified in the feedback broadly align with the themes of the ACTPS Staff Survey and many of the recommended actions from staff align with work underway through the Business Improvement Tiger Teams (BITTs), Strategic Plan Actions and the Culture Coordination Group.
9. Key themes from the feedback included:
 - i. **Inefficient structure**
 - ii. **Workload imbalances across Group**
 - iii. **Lack of role clarity**
 - iv. **Slow approvals and responsiveness**
 - v. **Lack of communications and consultation on change**
10. Four of these five themes are closely interrelated. Current structural inefficiencies are driving a cascade of operational challenges with functions currently grouped in ways that do not optimise workflows or strategic adjacencies. This misalignment creates ambiguity in roles and responsibilities, as staff struggle to understand ownership, decision rights, and service boundaries. The lack of clarity has led to duplication of effort and overlapping accountabilities, which in turn drives workload imbalances across the Group with some teams are overburdened while others operate below capacity.
11. These structural and overlap in responsibilities also introduce multiple layers of approvals and unclear clearance pathways, slowing responsiveness and is a key cause of frustration for our people. Work was perceived to have often stalled for long periods because decisions must escalate through complex chains of command, compounding inefficiencies and eroding confidence in the operating model.
12. In short: **An inefficient structure → unclear roles → duplication and overlap → uneven workloads → excessive approval layers → slow responsiveness → staff dissatisfaction.**
13. This cycle not only impacts day-to-day delivery but also undermines strategic priorities, as our people's energy is consumed by navigating process friction rather than delivering outcomes.
14. A full summary of insights from the feedback received is at [Attachment A](#).
15. Feedback and suggestions were also provided through the survey and other channels on other areas of the Directorate including SLG and the other two enabling areas - PCE and Chief Finance Officer (CFO) Groups.

Suggestions

16. Our people provided several direct suggestions for improvement through the feedback channels. These suggestions are included under their relevant theme in [Attachment A](#).
17. A consolidated view of suggestions on next steps is as follows:
 - i. Further refinement of PEO structure and reporting lines,
 - ii. Up to date Position Description's, Service Catalogue, onboarding material and enhanced intranet content for information and wayfinding for all enabling areas (including PCE and CFO),
 - iii. Updated delegations and streamlined approval processes (PEO and iCBR), and
 - iv. Updated SLG processes to support/ensure SME engagement and improved consultation and change approach.
18. The timing and process for any further changes to the structure or process should be carefully planned, consulted on and the timing should be considered noting the undercurrent of the feedback indicating change fatigue and the need for stability, despite a narrative of also wanting change.

Next Steps

19. Implement existing improvement actions underway by the BITTs and the Culture Coordination Group.
20. Identify further solutions from staff suggestions that could be implemented from the report.

21. Communicate to staff on outcomes and next steps.

Attachments

- A. PEO Feedback Report
- B. "What we heard" Summary Report

● Feedback on the
People
Engagement
Operations Group
Restructure

Report for SLG



Acknowledgement of Country

The Infrastructure Canberra Directorate acknowledges the Ngunnawal people as traditional custodians of the ACT and recognise any other people or families with connection to the lands of the ACT and region.

We respect the Aboriginal and Torres Strait Islander people, particularly our Aboriginal and Torres Strait Islander staff, and their continuing culture and contribution they make to the Canberra region and the life of our city.

Contents

Exutive Summary	4
Feedback findings	5
What worked.....	5
Areas for improvement	6
1. Structure	6
2. Workload and span of control	9
3. Role Clarity	10
4. Workflows and Approvals.....	12
5. Communication, Consultation and Change Management	13
Non-PEO feedback	15

Executive Summary

Feedback on the efficiency and effectiveness of the restructure that combined the Chief Operating Office (COO), Work Health and Safety (WHS) and the Culture Communications and Industry Groups into the People, Engagement and Operations (PEO) Group was undertaken between 15 November and 12 December 2025.

During the feedback period, 19 people provided responses through the anonymous online survey and two engagements via emails, and three face-to-face listening sessions were provided.

The views provided during the feedback period on the current PEO Group structure were mixed. Several positive observations were made regarding the new structure with many welcoming the logic of grouping enabling functions and the enhanced visibility and collaboration enabled by combining these functions under one Group.

However, there were strong themes of areas for improvement needed. They were:

- 1. Inefficient Group structure**
- 2. Workload imbalances across the Group**
- 3. Lack of role clarity**
- 4. Slow approvals and responsiveness, and**
- 5. Poor communication and consultation on change**

Several areas of feedback included specific suggestions of improvement initiatives or changes. These have been included under each of the respective themes.

Feedback indicates that organisational changes have been too rapid, and current consultation approaches are not working for everyone. There was a clear sentiment that consultation has regularly felt performative, as decisions had already been made by Strategic Leadership Group (SLG) or executives, rather than genuinely seeking ideas and feedback from our staff on the 'what' and 'how' of organisational change. Any further change to address the issues and opportunities raised during this feedback should allow more time for idea generation, feedback and consultation and wider and more frequently communication to all our people, not just those directly impacted by changes.

The pace of change and decision to maintain 'business as usual' to a large extent in both the February 2025 and July 2025 restructures meant that maximum efficiency and effectiveness were not achieved for PEO Group as Teams, and Branches have unclear or duplicate functions and not enough priority and time was given to establishing new service offerings, position descriptions, standard operating procedures and processes to maximise the benefit of the new structures and create role clarity for staff due to the need to continue to deliver on existing work and previous strategic priorities.

Many of these findings and solutions are useful insight for both the other enabling Groups and Delivery Groups in iCBR. There was also some specific feedback that related to other areas of Infrastructure Canberra (iCBR) – SLG, Chief Finance Officer (CFO) Group and Pipeline Capability and Estate (PCE) Group - that has been included at the end of the report.

Feedback findings

What worked

Our People's Feedback

There were several positive observations made by our people regarding the efficiency and effectiveness of the new PEO Group. Several people observed improvements and clear logic of the alignment or the functions into one group and the enhanced ability to collaborate.

Respondents value the closer integration of enabling services, which fosters consistency and streamlined processes. The structure was also seen to support collaboration across teams as seen as a major strength, enabling agile and efficient support to iCBR with optimism about further opportunities for collaboration as the Group settles into the new structure.

“Having these enabling services working more closely together and being better aligned and consistent.”

“The PEO structure enables strong collaboration across interconnected teams, creating streamlined processes and delivering cohesive, efficient support to ICBR projects and delivery areas.”

“There are good synergies between HR/IR/L&D and the Office of the Chief Engineer. I believe the Cultural Coordination Group will further strengthen this collaboration.”

“Enables strong collaboration across interconnected teams.”

“The merge offers a great opportunity to build stronger connections and deliver more agile, flexible support across branches.”

The new Group structure was also praised for enabling enhanced senior guidance and access to subject matter expertise than the previous structure.

“An EGM to bounce ideas off [and] access to SOGA SME cohort.”

The environment was described as welcoming and positive, especially for new staff

“As someone relatively new to ICBR, I’ve found the environment positive and welcoming.”

Individual contributions stood out, particularly the Executive Group Managers leadership as well as Teams such as Strategy and Planning were commended for their proactive approach to consultation and continuous improvement:

“Annie brings energy, expertise, and genuine care for the team. Her leadership style fosters engagement and confidence across the branch.”

“April and the [Strategy and Planning] team has shown great initiative in refining processes and driving efficiency, which sets a positive tone for the directorate.”

Areas for improvement

1. Structure

Our People’s Feedback

Almost all feedback indicated that opportunities for further efficiency and enhancements to the PEO Group’s operations may require a further internal restructure to better align like-functions and reduce duplication and unclear roles across the Group. Some feedback suggested people felt that the Group was now too large and complex with a minority of feedback suggesting separating the COO group functions again.

“I would like to see if the group could be restructured.”

“There doesn't seem to be a real purpose or strategy to this team. It's just been thrown together. And it's now way too big for one Group.”

“This arrangement seems to prioritise the "feel good" aspect while not giving adequate, or even any, priority to the required functional aspects of the COO.”

“Personality-proof the structure and design roles and accountabilities that don't depend on specific individuals.”

There was criticism for the current grouping of functions in the existing team and Branch structures, in particular Culture with Industry Engagement and Office of the Chief Engineer.

“There's a difference between collaboration (which should happen across the directorate all the time) and actual synergies where it makes sense to put teams together in the same branch or unit.”

“I think this is a clear indication that the current structure or ways of working are not fit for purpose. PEO includes HR, Industrial Relations, L&D, Strategy and WHS. There should not be a need for a separate working group to consider an issue.” [regarding the announcement of the Culture Coordination Group which occurred during the feedback period].

There were several variations of what this could look like suggested by respondents – however the most consistent theme was that the Human Relations (HR) and Industrial Relations (IR) functions should be brought together. The need to group strategic functions together in one Branch and operational functions in another Branch was also a strong theme in the suggested groupings of functions and teams.

“I think the HR space should be moved out of COO and directly report to EGM. If we are doing that with WHS, it makes sense to also move HR up to be directly reporting to the EGM.”

“From a digital, data records perspective - I see real synergy with PCE - keen to see how we can make a more solid link between the two”

“The role of strategy for our people and workforce doesn't have an EBM leading it. Culture should also sit with HR.”

The current Communications operating model was contested. Feedback was split between support for the centralised communications team (efficiency, consistency) and project embedded communications teams (project proximity, clarity of leadership/support). There were also concerns about scale and prioritisation of communications workload and the current processes for the governance of content (e.g., website accuracy).

“To be honest I think that the structure does not work. It doesn't make sense to me that as a project comms staff member I don't sit within my project's area, and instead sit within a centralised comms area, and in a group that includes specialisms that have nothing to do with what I do. It creates confusion for me, especially for example having specified office days for PEO/comms where I am sitting in the office with other comms people who I do not work with and have no understanding of their role, rather than being with the project team that I work closely with. I don't feel the structure works for me and does not provide the support and leadership, whereas I am often looking to my project for this.”

Our People's Solutions

Suggested solutions and changes to the Group's structure received during the feedback include:

- **Technical, Strategic, People.** Aligning the other spaces like that would be easier for me in a project team to understand the support provided. E.g., Corporate would be under People, Governance under technical
- **Separating the strategy development from the strategy reporting function** to create separation between those who hold the pen on strategy and those who report on progress.
- **Create a People & Culture Branch** by bringing together HR, IR, L&D, Strategic Workforce Planning, and the people component of WHS.
- **Move HR to report directly to the EGM** (consistent with WHS reporting line).
- **Combine HR and IR** capabilities into one team.
- **Align Industry Engagement with Comms** where duplication exists; clarify split of responsibilities and sponsorship management.
- **Merge HR and Ministerial with the original Comms team.**
- Place **Training (L&D)** under the **COO**.
- Consider further **alignment between WHS, HR, IR, and L&D functions** to enhance consistency and reduce overlap in people and safety-related processes.
- **Align structure to the strategic priorities:**
 - **Our People and Culture at our Heart** - HR, Culture (internal), Comms (internal), WHS (internal), Corporate Services
 - **Excellence in Service** - Governance, Audit and Risk, WHS (external/projects)
 - **Partnering for Success** - Comms (Projects), Culture and Industry (external), Ministerial, PCE
 - **Better Tools for Outstanding Outcomes** - ICT, HR (L&D), PCE
- Move to the following **four branches:**
 - **People and Culture Branch** (HR, IR, L&D, Strategic Workforce Planning)
 - **Governance and Risk Branch** (Governance & Risk, Audit, WHS)
 - **Government Services** (Ministerial, ICT, Building Services/ Corporate, FOI)
 - **Comms and Engagement** (Industry Engagement, Comms, Chief Engineer)
- **Move FOI and Annual reporting back to Governance and Risk.** Merge HR and ministerial with the original comms team. Effectively having **Corporate Services and Governance and Risk and ICT and Records as one group and Comms, HR and Ministerial as the other.**
- **Revert to original arrangement** separating COO from PEO.
- Establish a Team for '**Strategic insights**' – coupling records and data governance with transformation and automation with reporting and data analytics.
- **Consider aligning Transformation & Culture (PEO) with Project Quality (PCE)** (capability uplift synergies). Synergies between the Transformation and Culture and the work of the **Project Quality team in PCE**; realign SD T&C to sit with Project Quality in **PCE**.

2. Workload and span of control

Our People's Feedback

Feedback identified the span of control at the Branch level was perhaps not right with the COO Branch being identified as too large and disparate and other Branches being small in the Group. The span of control and roles of Executive Branch Managers in the Group was also raised.

“COO portfolio considered too large; uneven distribution of responsibilities across EBMs.”

“Why do we have an EBM for industry and culture, but don't have one for HR? It just doesn't make sense.”

“There is an uneven exec structure – COO role too big other EBMs (WHS, Industry engagement) have very small teams”

Resource pressure was raised in particularly in corporate governance and the COO space. It was noted by people that as the directorate scaled, foundational support capacity hasn't kept pace. Discrepancy in the size of some teams within PEO relative to their workload was also noted by some people.

“The only team that should have more qualified and experienced staff is HR, maybe then our culture and prioritisation of people would improve. All the other areas could/should be reviewed and possibly scaled back or reprioritised.”

“Increased resourcing for corporate governance to mirror increase in whole of directorate staffing levels (260 up to 600+ in last 12 months). These are foundational positions and essential to maintaining iCBR's governance, compliance and service delivery / support to project teams. Increased numbers of staff results in increased demand for service delivery and compliance activities which is being undertaken in most cases with staffing levels that have not increased over the last 12 months.”

“COO is running on a low FTE, which is causing very noticeable stress and irritability. This is exacerbated by the lengthy recruitment process, especially with all recruitment needing approval from SLG.”

“All of these corporate services are delivered more efficiently in other directorates, so why are we different? I'm not suggesting staff in these areas are not busy, quite the opposite, but as a directorate, we need to get better at prioritisation and not trying to do everything all at once.”

“Comms area is way too large compared to other directorates for what they do.”

Our People’s Solutions

Suggested solutions and changes to address workload and span of control matters received during the feedback include:

- **Reassess COO span of control and rebalance EBM portfolios** to avoid one oversized role (COO) alongside very small teams.
- **Review placement/size of the Comms Team**
- **Provide secretariat/admin resourcing** for industry forums and centralise secretariat support for organisational (non-Board) forums.
- **Increase resourcing in Corporate Governance** to match directorate growth (260 → 600+ staff).
- Future efficiencies could include **shared resources and expertise across branches**, reducing duplication and enabling agile responses. These can be realised through clear communication channels and alignment of priorities across teams
- **Set up cross-team job sharing/secondments** and “ride-along” opportunities to build understanding across PEO.
- **Enable mobility and flexible resourcing** across iCBR to place the right people in the right roles at the right time.

3. Role Clarity

Our People’s Feedback

Both people within PEO as well as others across iCBR appear unclear on the roles and responsibilities of individuals and teams within PEO. Lack of role clarity was expressed at the individual, team, branch and cross-group level (i.e. between PEO and PCE or Project Teams). The CIO, Industry engagement, cultural advisory and comms were common areas identified of having unclear roles and responsibilities.

“This is not clear or demonstrated to staff outside of this team.” [in response to the efficiency of the establishment of PEO]

“Looking over this organisational chart makes me realise how much support is in the PEO space. I think clearer guidance on what each team provides would be helpful...What can I go to ICT about? not my ICT issues at my computer that would be SSICT I would assume its strategic ICT but what are they working on? And only using ICT team as an example it would be beneficial overall in all teams that are not project related - PCE as well.”

“Clarity of PEO services, responsibilities and accountabilities.” [in response to what could change]

It was identified in a lot of the feedback of a perceived overlap and duplication between HR, IR, L&D, WHS, and Industry Engagement roles and functions currently. The role and scope of Executive Sponsor roles for key initiatives was also raised.

“Duplicate initiatives or services have also been identified. But more needs to be done in this area.”

“there’s a need for clearer role delineation. For example, the Industry Engagement Plan initially sat between teams, which created some uncertainty. While the outcome was excellent, clearer upfront ownership would help streamline delivery.”

“More clarity between different areas- i.e. why was the Industry Engagement Forum being delivered by Comms Not Industry Engagement”

“Still uncertainty and lack of clarity of roles and purpose – cross over, duplication and stepping on toes.”

“Roles and responsibilities in current structure are not clear, particularly for the three different executive sponsors [in the Cultural Advisory space].”

“Membership and sponsorship don’t sit anywhere neatly”

A lack of role clarity was exacerbated by Position Descriptions and processes not aligned to actual scope of work.

“Executive positions have been added without clear communication as to their function, role or responsibilities.”

Our People’s Solutions

Suggested solutions and changes to address role clarity received during the feedback include:

- **Amend executive PDs** so they reflect the actual duty statements and scope
- **Clearly delineate ownership** of cross-cutting plans and strategies (e.g., Industry Engagement Plan) up front to streamline delivery.
- **Shift accountability for Culture in Construction** out of PEO (not a fit with current portfolio).
- **Clarify the “front door” for industry engagement** (define who it is, how industry accesses it, and what happens beyond entry).
- **Publish and keep current org charts** with reporting lines, team descriptors, and who to contact for what.
- **Provide “who’s who in the zoo” on the intranet and in onboarding communications** for all new staff (who they are, what they do, current priorities). This should be supported by clear visuals and quick reference guides.

- **Clarify ICT/Records Team scope** (strategic vs. SSICT helpdesk) and provide updates on digital/data initiatives underway.
- **Create collaborative events and shared workspaces** including neighbourhood seating by team to aid discoverability.
- Prepare **duty statements for each executive sponsor**, clearly articulating purpose of role, list of responsibilities, reporting relationship/s, approval authority
- **Consolidate executive sponsor roles** in particular in the Cultural Advisory space to reduce overlap and confusion.

4. Workflows and Approvals

Our People's Feedback

The new structure was noted to have created additional layers of clearance and review for approvals causing delays to work.

“Layers of approvals within workflows - many steps of approvals before getting to the EGM.”

“At this point I have not seen any changes - other than our process now involve an EGM.”

“In addition, there are multiple layers between IR and HR and DG – issues and information not filtering down to the right people, or information being ‘filtered’ on the way up.”

“Change has introduced additional layers of bureaucracy, particularly in relation to clearances.”

“A bit hard to comment given the new structure and workflows haven’t been in place for long; however consideration of layers of approvals within workflows—many steps of approvals before getting to the EGM...”

“Responsiveness – really difficult to get instruction or response with additional layers of approvals (now under EBM instead of EGM). Challenging when nothing progresses or work sits for many months.”

“Approvals take months.”

“Unclear clearance process between EBM/EGM/DG.”

“I have been diligently writing papers to the SLG, but they are being held up by the [EBM] and/or EGM, leading to significant delays.”

Ongoing fragmentation and siloed working despite intent to create synergies and cumbersome governance that slows teams' ability to be agile and fully resourced.

“Unless we radically relook at simpler ways to do things it will be very difficult to yield efficiencies. The structure of the group has less of an impact on efficiencies it's our approach to day-to-day business activities where efficiency gains could be made.”

“More consistency in the overall approach, with the T&C area having different requirements as other areas of iCBR. There are duplicated functions such as record management across other areas. Where is the area with technical specialist that can be utilised to provide input on Tier 1 projects?”

“[Resourcing pressures] is exacerbated by the lengthy recruitment process, especially with all recruitment needing approval from SLG.”

Our People's Solutions

Suggested solutions and changes to address approvals and workflows received during the feedback include:

- **Streamline and simplify approval workflows** (reduce layers; clarify EBM/EGM/DG clearance steps).
- **Reset delegations** and trust SOGA and below.
- **Structured SME and stakeholder engagement** before decisions to reduce rework and delays.

5. Communication, Consultation and Change Management

Our People's Feedback

There were mixed results on the effectiveness of consultation with some responses suggesting consultation actions were adequate while others heavily criticised the approach.

“[Consultation was] Minimal, which is normal for iCBR. SLG decide what they want well in advance of any consultation.”

“It would be good to understand if these changes were implemented based on feedback or if the decision was one made by SLG (and if it was fully supported). There was little broad consultation or communication in advance of the changes.”

“Not aware of any consultation. I have provided feedback on some functions, with no response provided.”

"I don't recall being consulted. I was just told it was happening."

"The consultation process has been clear and inclusive, ensuring staff are well-informed and engaged with the purpose and benefits of the changes."

"Consultation was fine. I was asked for feedback, which I provided."

"The 'what we heard' from staff feedback and a clear explanation and link to the management changes/structures/roles could be greatly improved."

Ongoing change management was also noted as ineffective with staff noting limited visibility of organisational charts, reporting lines, and team functions from both within and outside of PEO Group.

"There has been no communication when accountabilities were moving [between people/teams] or that a priority was shifting."

"More transparency, updating org structures frequently, an email of the changes is good but I need to see it visually and get as much information as possible like reporting lines and teams, so I know who to reach out to, also maybe a descriptor of what each group do, because I have no clue with some of the groups do and a quick reference would be nice."

"The benefits and why of the restructure wasn't communicated effectively to staff"

"Not enough effort to communicate and drive engagement between CCI and COO - haven't merged as one entity - two distinct business units, ways of working and culture"

A level of change fatigue is present from the responses. Multiple comments note the need to "bed down" the structure and stabilise people moves to reduce burnout.

"The branch has experienced significant change over the past 12 months, with people and teams moving frequently. This has led to some change fatigue. If we can bed down our team structure and maintain stability, it will help reduce burnout and allow teams to focus on delivering outcomes."

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- **Stabilise structures and teams.**

Non-PEO feedback

Feedback provided also included suggestions and observations that related to areas other than PEO Group. These include possible action areas for the Chief Finance Officer Group, Pipeline Capability and Estate Group and the Strategic Leadership Group.

SLG

Reflections on SLG operations and attitude – non-infrastructure projects and corporate reporting not following established corporate governance (i.e. not going through subcommittees and SLG/DG) or decisions being made unilaterally or without unanimous agreement of SLG.

“It would be good to understand if these changes were implemented based on feedback or if the decision was one made by SLG (and if it was fully supported [by all of SLG]).”

“Governance isn’t followed – things should go through subcommittees and SLG then DG”

Feedback indicated staff were discouraged by senior executives from bringing and ‘bad news’ to SLG, and a strong perception from some staff that papers and requests relating to enabling functions are regularly not supported by SLG.

“[EBM] discouraged bringing bad news to SLG”

[Workload] is exacerbated by the lengthy recruitment process, especially with all recruitment needing approval from SLG.”

SLG was criticised for not seeking or listening to our people on matters that are in their area of expertise. In particular matters relating to HR, IR, ICT & Records were raised. Engagement and

consultation by SLG is perceived as frequently occurring after a decision has already been made.

"I would have greatly appreciated early engagement from the SLG."

"Decisions being made by the SLG regarding records, data, and digital initiatives, without consulting the ICT, Data and Records team, are disempowering us and signalling to iCBR staff that they can disregard our compliance requirements."

"[Consultation on the change was] Minimal, which is normal for iCBR. SLG decide what they want well in advance of any consultation."

PCE Group

Increased role clarity and communication on services and functions was also highlighted for PCE Group as the other enabling service Group as well as several identified opportunities for greater collaboration and partnership between PCE and PEO Groups.

From a digital, data records perspective – I see real synergy with PCE – keen to see how we can make a more solid link between the two."

"I think clearer guidance on what each team provides would be helpful [...] it would be beneficial overall in all teams that are not project related - PCE as well."

"Synergies between the Senior Director, Transformation and Culture and the work of the Project Quality team in PCE"

[For Industry Engagement] Most of the actions are sitting in PCE [Procurement, Contracts and Panels].

CFO Group

In response to suggestions for improvements feedback included a desire for greater visibility of budget and finance data for delegates and decisions makers across the business through a monthly finance forum for staff.

"Finance and budget oversight for managers - suggest a monthly finance forum where previous month performance is presented and walked through. Not having a way of seeing actuals against line items in budgets is difficult when managers with purchasing delegations cannot see real time data or have the opp[ortunity] to hear monthly progress."

People Engagement and Operations Group Restructure Feedback and Check-In

What we heard report

December 2025

Between 15 November and 12 December 2025, feedback was gathered on the efficiency and effectiveness of the restructure that formed the People, Engagement and Operations (PEO) Group. This restructure combined the Chief Operating Office, Work Health and Safety, and Culture, Communications and Industry functions into one group.

Thank you for your feedback

Thank you to everyone who shared feedback on the PEO Group structure and operations. Your insights help us improve and create a better workplace for all.



19 responses
to the online survey



3 face-to-face feedback
sessions conducted



2 email response
to the EGM PCE inbox

Key insights

- **Overall sentiment was mixed.** While many staff welcomed the logic of grouping enabling functions and saw benefits in collaboration and visibility, there were strong themes around areas for improvement.
- **Positives:**
 - Stronger collaboration and integration of enabling services.
 - Opportunities for streamlined processes and consistency.
 - Leadership accessibility and proactive teams driving improvements.
- **Challenges:**
 - Structure complexity and unclear roles leading to duplication and confusion.
 - Workload imbalances and resourcing gaps
 - Slow approvals and cumbersome workflows reducing agility.
 - Communication and consultation perceived as inadequate.
 - Change fatigue due to frequent restructures and lack of stability

The feedback request prompted our people to reflect on:

- what are the current efficiencies of the PEO structure? How might these efficiencies be realised?
- what are the potential strengths and benefits of the workflows and synergies between teams within PEO? How might these workflows and synergies be realised?
- insights and/or feedback on the consultation undertaken regarding the PEO structure.
- suggestions for improvements for possible future implementation in Infrastructure Canberra?
- Is there anything else you'd like to share?

What is working well

- **Logic of grouping enabling functions together in one Group.** Many people noted the clear logic of combining the similar functions in one Group.
- **Improved collaboration and integration:** Teams value closer alignment of enabling services, fostering consistency and streamlined processes.
- **Positive environment and culture:** Staff described the workplace as welcoming and supportive, especially for new starters.
- **Synergies between functions:** HR, IR, L&D, and Office of the Chief Engineer working together was seen as a strength.
- **Greater visibility of others work.** Structure creates more opportunities to identify duplication and drive greater consistency.
- **Better peer networking.** Having a bigger Group has supported more peer-to-peer mentoring, engagement and knowledge sharing.

What we could do better

- **Structure complexity:** Current grouping of functions feels too large and unclear, with suggestions to realign branches for better efficiency.
- **Role clarity:** Staff reported uncertainty about responsibilities and duplication of work across HR, IR, L&D, WHS, and Industry Engagement.
- **Workload imbalances:** COO portfolio considered too large for one Branch; some teams under-resourced while others have lighter workloads.
- **Slow approvals and cumbersome workflows:** Multiple layers of clearance cause delays, reducing agility and responsiveness.
- **Communication and consultation gaps:** Feedback indicated consultation often felt performative, and staff want clearer updates on changes and priorities.
- **Change fatigue:** Frequent restructures have led to burnout; staff want stability and time to bed down changes.

What's next

The feedback gathered is being used by the iCBR Senior Leadership Group to inform any new actions that may be needed and ensure prioritisation of activities already underway that help address the issues raised.

We will share updates and consult on any new actions through our usual communication channels, including All Staff Forums, iCBR Insights and the [intranet](#).

If you have any questions about the information in this pack, please contact Gillian Gerehty, DG iCBR (Gillian.Geraghty@act.gov.au)

● Feedback on the
People
Engagement
Operations Group
Restructure

Report for SLG



Acknowledgement of Country

The Infrastructure Canberra Directorate acknowledges the Ngunnawal people as traditional custodians of the ACT and recognise any other people or families with connection to the lands of the ACT and region.

We respect the Aboriginal and Torres Strait Islander people, particularly our Aboriginal and Torres Strait Islander staff, and their continuing culture and contribution they make to the Canberra region and the life of our city.

Contents

Exutive Summary	4
Feedback findings	5
What worked.....	5
Areas for improvement	6
1. Structure	6
2. Workload and span of control	9
3. Role Clarity	10
4. Workflows and Approvals.....	12
5. Communication, Consultation and Change Management	13
Non-PEO feedback	15

Executive Summary

Feedback on the efficiency and effectiveness of the restructure that combined the Chief Operating Office (COO), Work Health and Safety (WHS) and the Culture Communications and Industry Groups into the People, Engagement and Operations (PEO) Group was undertaken between 15 November and 12 December 2025.

During the feedback period, 19 people provided responses through the anonymous online survey and two engagements via emails, and three face-to-face listening sessions were provided.

The views provided during the feedback period on the current PEO Group structure were mixed. Several positive observations were made regarding the new structure with many welcoming the logic of grouping enabling functions and the enhanced visibility and collaboration enabled by combining these functions under one Group.

However, there were strong themes of areas for improvement needed. They were:

- 1. Inefficient Group structure**
- 2. Workload imbalances across the Group**
- 3. Lack of role clarity**
- 4. Slow approvals and responsiveness, and**
- 5. Poor communication and consultation on change**

Several areas of feedback included specific suggestions of improvement initiatives or changes. These have been included under each of the respective themes.

Feedback indicates that organisational changes have been too rapid, and current consultation approaches are not working for everyone. There was a clear sentiment that consultation has regularly felt performative, as decisions had already been made by Strategic Leadership Group (SLG) or executives, rather than genuinely seeking ideas and feedback from our staff on the 'what' and 'how' of organisational change. Any further change to address the issues and opportunities raised during this feedback should allow more time for idea generation, feedback and consultation and wider and more frequently communication to all our people, not just those directly impacted by changes.

The pace of change and decision to maintain 'business as usual' to a large extent in both the February 2025 and July 2025 restructures meant that maximum efficiency and effectiveness were not achieved for PEO Group as Teams, and Branches have unclear or duplicate functions and not enough priority and time was given to establishing new service offerings, position descriptions, standard operating procedures and processes to maximise the benefit of the new structures and create role clarity for staff due to the need to continue to deliver on existing work and previous strategic priorities.

Many of these findings and solutions are useful insight for both the other enabling Groups and Delivery Groups in iCBR. There was also some specific feedback that related to other areas of Infrastructure Canberra (iCBR) – SLG, Chief Finance Officer (CFO) Group and Pipeline Capability and Estate (PCE) Group - that has been included at the end of the report.

Feedback findings

What worked

Our People's Feedback

There were several positive observations made by our people regarding the efficiency and effectiveness of the new PEO Group. Several people observed improvements and clear logic of the alignment or the functions into one group and the enhanced ability to collaborate.

Respondents value the closer integration of enabling services, which fosters consistency and streamlined processes. The structure was also seen to support collaboration across teams as seen as a major strength, enabling agile and efficient support to iCBR with optimism about further opportunities for collaboration as the Group settles into the new structure.

“Having these enabling services working more closely together and being better aligned and consistent.”

“The PEO structure enables strong collaboration across interconnected teams, creating streamlined processes and delivering cohesive, efficient support to ICBR projects and delivery areas.”

“There are good synergies between HR/IR/L&D and the Office of the Chief Engineer. I believe the Cultural Coordination Group will further strengthen this collaboration.”

“Enables strong collaboration across interconnected teams.”

“The merge offers a great opportunity to build stronger connections and deliver more agile, flexible support across branches.”

The new Group structure was also praised for enabling enhanced senior guidance and access to subject matter expertise than the previous structure.

“An EGM to bounce ideas off [and] access to SOGA SME cohort.”

The environment was described as welcoming and positive, especially for new staff

“As someone relatively new to ICBR, I’ve found the environment positive and welcoming.”

Individual contributions stood out, particularly the Executive Group Managers leadership as well as Teams such as Strategy and Planning were commended for their proactive approach to consultation and continuous improvement:

“Annie brings energy, expertise, and genuine care for the team. Her leadership style fosters engagement and confidence across the branch.”

“April and the [Strategy and Planning] team has shown great initiative in refining processes and driving efficiency, which sets a positive tone for the directorate.”

Areas for improvement

1. Structure

Our People’s Feedback

Almost all feedback indicated that opportunities for further efficiency and enhancements to the PEO Group’s operations may require a further internal restructure to better align like-functions and reduce duplication and unclear roles across the Group. Some feedback suggested people felt that the Group was now too large and complex with a minority of feedback suggesting separating the COO group functions again.

“I would like to see if the group could be restructured.”

“There doesn't seem to be a real purpose or strategy to this team. It's just been thrown together. And it's now way too big for one Group.”

“This arrangement seems to prioritise the "feel good" aspect while not giving adequate, or even any, priority to the required functional aspects of the COO.”

“Personality-proof the structure and design roles and accountabilities that don't depend on specific individuals.”

There was criticism for the current grouping of functions in the existing team and Branch structures, in particular Culture with Industry Engagement and Office of the Chief Engineer.

“There's a difference between collaboration (which should happen across the directorate all the time) and actual synergies where it makes sense to put teams together in the same branch or unit.”

“I think this is a clear indication that the current structure or ways of working are not fit for purpose. PEO includes HR, Industrial Relations, L&D, Strategy and WHS. There should not be a need for a separate working group to consider an issue.” [regarding the announcement of the Culture Coordination Group which occurred during the feedback period].

There were several variations of what this could look like suggested by respondents – however the most consistent theme was that the Human Relations (HR) and Industrial Relations (IR) functions should be brought together. The need to group strategic functions together in one Branch and operational functions in another Branch was also a strong theme in the suggested groupings of functions and teams.

“I think the HR space should be moved out of COO and directly report to EGM. If we are doing that with WHS, it makes sense to also move HR up to be directly reporting to the EGM.”

“From a digital, data records perspective - I see real synergy with PCE - keen to see how we can make a more solid link between the two”

“The role of strategy for our people and workforce doesn't have an EBM leading it. Culture should also sit with HR.”

The current Communications operating model was contested. Feedback was split between support for the centralised communications team (efficiency, consistency) and project embedded communications teams (project proximity, clarity of leadership/support). There were also concerns about scale and prioritisation of communications workload and the current processes for the governance of content (e.g., website accuracy).

“To be honest I think that the structure does not work. It doesn't make sense to me that as a project comms staff member I don't sit within my project's area, and instead sit within a centralised comms area, and in a group that includes specialisms that have nothing to do with what I do. It creates confusion for me, especially for example having specified office days for PEO/comms where I am sitting in the office with other comms people who I do not work with and have no understanding of their role, rather than being with the project team that I work closely with. I don't feel the structure works for me and does not provide the support and leadership, whereas I am often looking to my project for this.”

Our People's Solutions

Suggested solutions and changes to the Group's structure received during the feedback include:

- **Technical, Strategic, People.** Aligning the other spaces like that would be easier for me in a project team to understand the support provided. E.g., Corporate would be under People, Governance under technical
- **Separating the strategy development from the strategy reporting function** to create separation between those who hold the pen on strategy and those who report on progress.
- **Create a People & Culture Branch** by bringing together HR, IR, L&D, Strategic Workforce Planning, and the people component of WHS.
- **Move HR to report directly to the EGM** (consistent with WHS reporting line).
- **Combine HR and IR** capabilities into one team.
- **Align Industry Engagement with Comms** where duplication exists; clarify split of responsibilities and sponsorship management.
- **Merge HR and Ministerial with the original Comms team.**
- Place **Training (L&D)** under the **COO**.
- Consider further **alignment between WHS, HR, IR, and L&D functions** to enhance consistency and reduce overlap in people and safety-related processes.
- **Align structure to the strategic priorities:**
 - **Our People and Culture at our Heart** - HR, Culture (internal), Comms (internal), WHS (internal), Corporate Services
 - **Excellence in Service** - Governance, Audit and Risk, WHS (external/projects)
 - **Partnering for Success** - Comms (Projects), Culture and Industry (external), Ministerial, PCE
 - **Better Tools for Outstanding Outcomes** - ICT, HR (L&D), PCE
- Move to the following **four branches:**
 - **People and Culture Branch** (HR, IR, L&D, Strategic Workforce Planning)
 - **Governance and Risk Branch** (Governance & Risk, Audit, WHS)
 - **Government Services** (Ministerial, ICT, Building Services/ Corporate, FOI)
 - **Comms and Engagement** (Industry Engagement, Comms, Chief Engineer)
- **Move FOI and Annual reporting back to Governance and Risk.** Merge HR and ministerial with the original comms team. Effectively having **Corporate Services and Governance and Risk and ICT and Records as one group and Comms, HR and Ministerial as the other.**
- **Revert to original arrangement** separating COO from PEO.
- Establish a Team for '**Strategic insights**' – coupling records and data governance with transformation and automation with reporting and data analytics.
- **Consider aligning Transformation & Culture (PEO) with Project Quality (PCE)** (capability uplift synergies). Synergies between the Transformation and Culture and the work of the **Project Quality team in PCE**; realign SD T&C to sit with Project Quality in **PCE**.

2. Workload and span of control

Our People's Feedback

Feedback identified the span of control at the Branch level was perhaps not right with the COO Branch being identified as too large and disparate and other Branches being small in the Group. The span of control and roles of Executive Branch Managers in the Group was also raised.

“COO portfolio considered too large; uneven distribution of responsibilities across EBMs.”

“Why do we have an EBM for industry and culture, but don't have one for HR? It just doesn't make sense.”

“There is an uneven exec structure – COO role too big other EBMs (WHS, Industry engagement) have very small teams”

Resource pressure was raised in particularly in corporate governance and the COO space. It was noted by people that as the directorate scaled, foundational support capacity hasn't kept pace. Discrepancy in the size of some teams within PEO relative to their workload was also noted by some people.

“The only team that should have more qualified and experienced staff is HR, maybe then our culture and prioritisation of people would improve. All the other areas could/should be reviewed and possibly scaled back or reprioritised.”

“Increased resourcing for corporate governance to mirror increase in whole of directorate staffing levels (260 up to 600+ in last 12 months). These are foundational positions and essential to maintaining iCBR's governance, compliance and service delivery / support to project teams. Increased numbers of staff results in increased demand for service delivery and compliance activities which is being undertaken in most cases with staffing levels that have not increased over the last 12 months.”

“COO is running on a low FTE, which is causing very noticeable stress and irritability. This is exacerbated by the lengthy recruitment process, especially with all recruitment needing approval from SLG.”

“All of these corporate services are delivered more efficiently in other directorates, so why are we different? I'm not suggesting staff in these areas are not busy, quite the opposite, but as a directorate, we need to get better at prioritisation and not trying to do everything all at once.”

“Comms area is way too large compared to other directorates for what they do.”

Our People’s Solutions

Suggested solutions and changes to address workload and span of control matters received during the feedback include:

- **Reassess COO span of control and rebalance EBM portfolios** to avoid one oversized role (COO) alongside very small teams.
- **Review placement/size of the Comms Team**
- **Provide secretariat/admin resourcing** for industry forums and centralise secretariat support for organisational (non-Board) forums.
- **Increase resourcing in Corporate Governance** to match directorate growth (260 → 600+ staff).
- Future efficiencies could include **shared resources and expertise across branches**, reducing duplication and enabling agile responses. These can be realised through clear communication channels and alignment of priorities across teams
- **Set up cross-team job sharing/secondments** and “ride-along” opportunities to build understanding across PEO.
- **Enable mobility and flexible resourcing** across iCBR to place the right people in the right roles at the right time.

3. Role Clarity

Our People’s Feedback

Both people within PEO as well as others across iCBR appear unclear on the roles and responsibilities of individuals and teams within PEO. Lack of role clarity was expressed at the individual, team, branch and cross-group level (i.e. between PEO and PCE or Project Teams). The CIO, Industry engagement, cultural advisory and comms were common areas identified of having unclear roles and responsibilities.

“This is not clear or demonstrated to staff outside of this team.” [in response to the efficiency of the establishment of PEO]

“Looking over this organisational chart makes me realise how much support is in the PEO space. I think clearer guidance on what each team provides would be helpful...What can I go to ICT about? not my ICT issues at my computer that would be SSICT I would assume its strategic ICT but what are they working on? And only using ICT team as an example it would be beneficial overall in all teams that are not project related - PCE as well.”

“Clarity of PEO services, responsibilities and accountabilities.” [in response to what could change]

It was identified in a lot of the feedback of a perceived overlap and duplication between HR, IR, L&D, WHS, and Industry Engagement roles and functions currently. The role and scope of Executive Sponsor roles for key initiatives was also raised.

“Duplicate initiatives or services have also been identified. But more needs to be done in this area.”

“there’s a need for clearer role delineation. For example, the Industry Engagement Plan initially sat between teams, which created some uncertainty. While the outcome was excellent, clearer upfront ownership would help streamline delivery.”

“More clarity between different areas- i.e. why was the Industry Engagement Forum being delivered by Comms Not Industry Engagement”

“Still uncertainty and lack of clarity of roles and purpose – cross over, duplication and stepping on toes.”

“Roles and responsibilities in current structure are not clear, particularly for the three different executive sponsors [in the Cultural Advisory space].”

“Membership and sponsorship don’t sit anywhere neatly”

A lack of role clarity was exacerbated by Position Descriptions and processes not aligned to actual scope of work.

“Executive positions have been added without clear communication as to their function, role or responsibilities.”

Our People’s Solutions

Suggested solutions and changes to address role clarity received during the feedback include:

- **Amend executive PDs** so they reflect the actual duty statements and scope
- **Clearly delineate ownership** of cross-cutting plans and strategies (e.g., Industry Engagement Plan) up front to streamline delivery.
- **Shift accountability for Culture in Construction** out of PEO (not a fit with current portfolio).
- **Clarify the “front door” for industry engagement** (define who it is, how industry accesses it, and what happens beyond entry).
- **Publish and keep current org charts** with reporting lines, team descriptors, and who to contact for what.
- **Provide “who’s who in the zoo” on the intranet and in onboarding communications** for all new staff (who they are, what they do, current priorities). This should be supported by clear visuals and quick reference guides.

- **Clarify ICT/Records Team scope** (strategic vs. SSICT helpdesk) and provide updates on digital/data initiatives underway.
- **Create collaborative events and shared workspaces** including neighbourhood seating by team to aid discoverability.
- Prepare **duty statements for each executive sponsor**, clearly articulating purpose of role, list of responsibilities, reporting relationship/s, approval authority
- **Consolidate executive sponsor roles** in particular in the Cultural Advisory space to reduce overlap and confusion.

4. Workflows and Approvals

Our People's Feedback

The new structure was noted to have created additional layers of clearance and review for approvals causing delays to work.

“Layers of approvals within workflows - many steps of approvals before getting to the EGM.”

“At this point I have not seen any changes - other than our process now involve an EGM.”

“In addition, there are multiple layers between IR and HR and DG – issues and information not filtering down to the right people, or information being ‘filtered’ on the way up.”

“Change has introduced additional layers of bureaucracy, particularly in relation to clearances.”

“A bit hard to comment given the new structure and workflows haven’t been in place for long; however consideration of layers of approvals within workflows—many steps of approvals before getting to the EGM...”

“Responsiveness – really difficult to get instruction or response with additional layers of approvals (now under EBM instead of EGM). Challenging when nothing progresses or work sits for many months.”

“Approvals take months.”

“Unclear clearance process between EBM/EGM/DG.”

“I have been diligently writing papers to the SLG, but they are being held up by the [EBM] and/or EGM, leading to significant delays.”

Ongoing fragmentation and siloed working despite intent to create synergies and cumbersome governance that slows teams' ability to be agile and fully resourced.

“Unless we radically relook at simpler ways to do things it will be very difficult to yield efficiencies. The structure of the group has less of an impact on efficiencies it's our approach to day-to-day business activities where efficiency gains could be made.”

“More consistency in the overall approach, with the T&C area having different requirements as other areas of iCBR. There are duplicated functions such as record management across other areas. Where is the area with technical specialist that can be utilised to provide input on Tier 1 projects?”

“[Resourcing pressures] is exacerbated by the lengthy recruitment process, especially with all recruitment needing approval from SLG.”

Our People's Solutions

Suggested solutions and changes to address approvals and workflows received during the feedback include:

- **Streamline and simplify approval workflows** (reduce layers; clarify EBM/EGM/DG clearance steps).
- **Reset delegations** and trust SOGA and below.
- **Structured SME and stakeholder engagement** before decisions to reduce rework and delays.

5. Communication, Consultation and Change Management

Our People's Feedback

There were mixed results on the effectiveness of consultation with some responses suggesting consultation actions were adequate while others heavily criticised the approach.

“[Consultation was] Minimal, which is normal for iCBR. SLG decide what they want well in advance of any consultation.”

“It would be good to understand if these changes were implemented based on feedback or if the decision was one made by SLG (and if it was fully supported). There was little broad consultation or communication in advance of the changes.”

“Not aware of any consultation. I have provided feedback on some functions, with no response provided.”

"I don't recall being consulted. I was just told it was happening."

"The consultation process has been clear and inclusive, ensuring staff are well-informed and engaged with the purpose and benefits of the changes."

"Consultation was fine. I was asked for feedback, which I provided."

"The 'what we heard' from staff feedback and a clear explanation and link to the management changes/structures/roles could be greatly improved."

Ongoing change management was also noted as ineffective with staff noting limited visibility of organisational charts, reporting lines, and team functions from both within and outside of PEO Group.

"There has been no communication when accountabilities were moving [between people/teams] or that a priority was shifting."

"More transparency, updating org structures frequently, an email of the changes is good but I need to see it visually and get as much information as possible like reporting lines and teams, so I know who to reach out to, also maybe a descriptor of what each group do, because I have no clue with some of the groups do and a quick reference would be nice."

"The benefits and why of the restructure wasn't communicated effectively to staff"

"Not enough effort to communicate and drive engagement between CCI and COO - haven't merged as one entity - two distinct business units, ways of working and culture"

A level of change fatigue is present from the responses. Multiple comments note the need to "bed down" the structure and stabilise people moves to reduce burnout.

"The branch has experienced significant change over the past 12 months, with people and teams moving frequently. This has led to some change fatigue. If we can bed down our team structure and maintain stability, it will help reduce burnout and allow teams to focus on delivering outcomes."

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[Workload] is exacerbated by the lengthy recruitment process, especially with all recruitment needing approval from SLG.”

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"I think clearer guidance on what each team provides would be helpful [...] it would be beneficial overall in all teams that are not project related - PCE as well."

"Synergies between the Senior Director, Transformation and Culture and the work of the Project Quality team in PCE"

[For Industry Engagement] Most of the actions are sitting in PCE [Procurement, Contracts and Panels].

CFO Group

In response to suggestions for improvements feedback included a desire for greater visibility of budget and finance data for delegates and decisions makers across the business through a monthly finance forum for staff.

"Finance and budget oversight for managers - suggest a monthly finance forum where previous month performance is presented and walked through. Not having a way of seeing actuals against line items in budgets is difficult when managers with purchasing delegations cannot see real time data or have the opp[ortunity] to hear monthly progress."

From: [Geraghty, Gillian](#)
To: [Lind, Lena](#)
Cc: [Kerkow, Kyla](#); [iCBR Director General](#); [Grev, Brooke](#)
Subject: FW: FOR REVIEW: SLG Paper - PEO Feedback Report
Date: Monday, 19 January 2026 1:34:00 PM
Attachments: [image001.png](#)
[image002.png](#)

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Executive Group Manager | Pipeline, Capability and Estate

P 0421 672 243 | E kyla.kerkow@act.gov.au

Infrastructure Canberra | ACT Government

GPO Box 158 Canberra ACT 2601



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Please see the below for your review on your return.

REQUEST: SLG Paper – PEO Group feedback report

LINK: [PEO Feedback December 2025](#)

CLEARED BY: N/A

CONSULTATION (if required): Verbally briefed Annie on findings before her leave in December.

CRITICAL DATE: 29 January 2026

CRITICAL REASON: To enable presentation at the first February SLG

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Subject: RE: FOR REVIEW: SLG Paper - PEO Feedback Report
Date: Monday, 19 January 2026 12:31:00 PM
Attachments: [image001.png](#)
[image002.png](#)

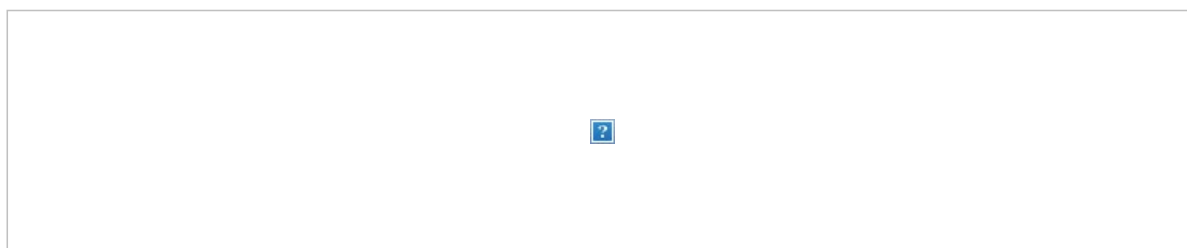
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Infrastructure Canberra Strategic Leadership Group Committee: PEO Group Staff Feedback

Date	Monday, 23 January 2023
Sponsor	Kyla Kerkow, Executive Group Manager, Pipeline Capability and Estate
Action Officer	Kyla Kerkow, Executive Group Manager, Pipeline Capability and Estate
Related Papers	N/A

Recommendation	
1.	Note the PEO Feedback Report at Attachment A .
2.	Discuss potential next steps and additional improvement actions.

Purpose

Background

1. Infrastructure Canberra (iCBR) restructured on 3 February 2025. This restructure created the new Communications Culture and Industry (CCI) Group as one of two new enabling Groups supporting iCBR to deliver and had the existing Chief Operating Office and Work Health and Safety reporting Directly to the Director General.
2. iCBR undertook an Operating Model Check-in in June 2025. The Check-in included Look, Listen, Learn sessions, an anonymous online survey and email submissions. Following this Check-in a proposal was made in July 2025 to combine the Chief Operating Office (COO) and the Work, Health and Safety (WHS) teams together with CCI. These structural improvements were intended to strengthen collaboration and integration across iCBR's people and foundational functions. The change was limited to reporting line changes and the internal structures within COO and WHS teams remain unchanged following the merger of the Groups.
3. Feedback on the proposed reporting line changes was sought from all staff between 2 and 11 July 2025. Staff were invited to provide feedback via an anonymous online survey, email or engaging directly with Executive Group Manager (EGM), People Engagement and Operations (PEO) or the Director General.
4. iCBR was also subject to further structural changes on 1 July 2025 following the 2025 Administrative Arrangements growing the total FTE and remit of the Directorate.
5. Following further feedback on how the new PEO structure was operating, Director General, iCBR emailed all staff on 12 November 2025 seeking further feedback on the PEO Group current structure and how it is working our people and teams, specifically opportunities for efficiencies. This consultation commenced 17 November and closed 12 December 2025. Feedback was able to be provided through an anonymous online survey, email or meeting directly with the EGM, Pipeline Capability and Estate (PCE).
6. During the feedback period 19 Survey responses, two emails and three face-to-face listening sessions were provided.

Issues

7. The views provided during the feedback period on the current PEO structure are mixed. Several positive observations were made regarding the new structure with many welcoming the logic of grouping enabling functions and the enhanced visibility and collaboration enabled by combining these functions under one Group.

8. The key themes for improvement identified in the feedback broadly align with the themes of the ACTPS Staff Survey and many of the recommended actions from staff align with work underway through the Business Improvement Tiger Teams (BITTs), Strategic Plan Actions and the Culture Coordination Group.
9. Key themes from the feedback included:
 - i. **Inefficient structure**
 - ii. **Workload imbalances across Group**
 - iii. **Lack of role clarity**
 - iv. **Slow approvals and responsiveness**
 - v. **Lack of communications and consultation on change**
10. Four of these five themes are closely interrelated. Current structural inefficiencies are driving a cascade of operational challenges with functions currently grouped in ways that do not optimise workflows or strategic adjacencies. This misalignment creates ambiguity in roles and responsibilities, as staff struggle to understand ownership, decision rights, and service boundaries. The lack of clarity has led to duplication of effort and overlapping accountabilities, which in turn drives workload imbalances across the Group with some teams are overburdened while others operate below capacity.
11. These structural and overlap in responsibilities also introduce multiple layers of approvals and unclear clearance pathways, slowing responsiveness and is a key cause of frustration for our people. Work was perceived to have often stalled for long periods because decisions must escalate through complex chains of command, compounding inefficiencies and eroding confidence in the operating model.
12. In short: **An inefficient structure → unclear roles → duplication and overlap → uneven workloads → excessive approval layers → slow responsiveness → staff dissatisfaction.**
13. This cycle not only impacts day-to-day delivery but also undermines strategic priorities, as our people's energy is consumed by navigating process friction rather than delivering outcomes.
14. A full summary of insights from the feedback received is at [Attachment A](#).
15. Feedback and suggestions were also provided through the survey and other channels on other areas of the Directorate including SLG and the other two enabling areas - PCE and Chief Finance Officer (CFO) Groups.

Suggestions

16. Our people provided several direct suggestions for improvement through the feedback channels. These suggestions are included under their relevant theme in [Attachment A](#).
17. A consolidated view of suggestions on next steps is as follows:
 - i. Further refinement of PEO structure and reporting lines,
 - ii. Up to date Position Description's, Service Catalogue, onboarding material and enhanced intranet content for information and wayfinding for all enabling areas (including PCE and CFO),
 - iii. Updated delegations and streamlined approval processes (PEO and iCBR), and
 - iv. Updated SLG processes to support/ensure SME engagement and improved consultation and change approach.
18. The timing and process for any further changes to the structure or process should be carefully planned, consulted on and the timing should be considered noting the undercurrent of the feedback indicating change fatigue and the need for stability, despite a narrative of also wanting change.

Next Steps

19. Implement existing improvement actions underway by the BITTs and the Culture Coordination Group.
20. Identify further solutions from staff suggestions that could be implemented from the report.

21. Communicate to staff on outcomes and next steps.

Attachments

- A. PEO Feedback Report
- B. "What we heard" Summary Report

From: [Lind, Lena](#)
To: [Geraghty, Gillian](#)
Cc: [Kerkow, Kyla](#); [iCBR Director General](#); [Grey, Brooke](#)
Subject: RE: FOR REVIEW: SLG Paper - PEO Feedback Report
Date: Monday, 19 January 2026 5:08:00 PM
Attachments: [image001.png](#)
[image002.png](#)
[Project Plan Draft.pptx](#)

Hi Gillian.

Thanks for sending through the PEO results. (And thanks Kyla for all your work)

I will forward to CCG and we'll include it in the analysis of the broader ORIMA results as well. CCG is meeting several times over the next couple of weeks to draw out major themes etc.

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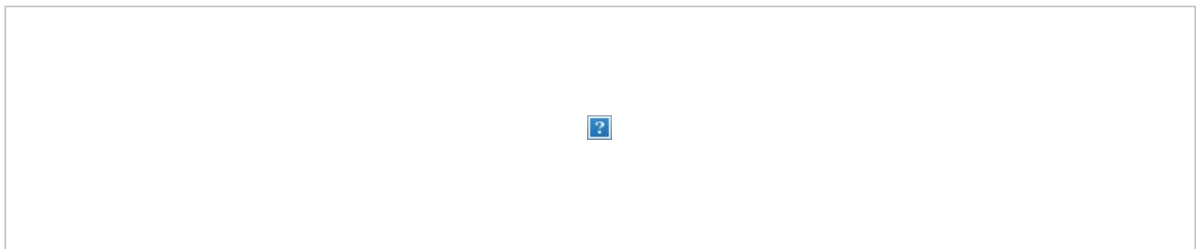
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LINK: [PEO Feedback December 2025](#)

CLEARED BY: N/A

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GPO Box 158 Canberra ACT 2601



CCG Plan on a Page

PURPOSE



The Culture Coordination Group will bring together subject matter experts to:

- Review feedback from surveys, unions, and other sources
- Assess current and planned initiatives, identify gaps, and propose solutions
- Develop a high-level project plan for an iCBR cultural improvement program

OBJECTIVES



The Culture Coordination Group will deliver a coordinated approach to cultural improvement across iCBR. Expected outcomes include:

- Enhanced visibility and alignment of all cultural initiatives
- Improved engagement and collaboration with unions and stakeholders
- Clear communication to staff on actions taken to strengthen culture and working environment
- Increased trust, transparency, and consistency in organisational practices

SCOPE



The project will include:

A review of various areas, including:

- Recruitment processes
- Values and behaviours
- Transparency and trust
- Feedback and consultation gaps

The project will not include:

- XXXX
- XXXXX
- XXXXXXXXX
- XXXXXXXXX

RISKS



- Risk: Insufficient return on investment
- Risk: Limited engagement with end-user stakeholders

● = Low ● = Moderate ● = High ● = Extreme

RESOURCING



- Sarah Tarrant – HR (Co-Chair)
- Sharna Groot – HR
- David Gault – L&D
- Michaellee Thornton – WHS
- Lena Lind – IR (Co-Chair)
- Molly McKay – IR
- April Barrett – Strategy & Transformation

KPIs

- A high-level cultural improvement plan with measurable objectives and timelines
- Regular engagement with unions

From: [Geraghty, Gillian](#)
To: [Lind, Lena](#)
Cc: [Kerkow, Kyla](#); [iCBR Director General](#); [Grey, Brooke](#)
Subject: RE: FOR REVIEW: SLG Paper - PEO Feedback Report
Date: Tuesday, 20 January 2026 2:34:44 PM
Attachments: [image001.png](#)
[image002.png](#)

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From: [Kerkow, Kyla](#)
To: [Williams, AnnieW](#)
Subject: Kerkow, Kyla shared "01. 20251224 - SLG Committee Paper - PEO Feedback Report" with you
Date: Thursday, 5 February 2026 9:51:17 AM
Attachments: [992ee864-66fe-4669-b68d-43a7acac69de](#)
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[cfa26b35-039e-4985-a0a5-d8a06d5c0dd8](#)
[183d4e11-4fd9-4801-802a-f84e05da3c03](#)

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01. 20251224 - SLG Committee Paper - PEO Feedback Report



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To: [Williams, AnnieW](#)
Subject: Kerkow, Kyla shared "02. Attachment A - PEO Feedback Report" with you
Date: Thursday, 5 February 2026 9:51:25 AM
Attachments: [e67e770e-d6ad-4268-a22c-e292aa976059](#)
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[9e305991-03e0-4d84-9ea2-c4f0d186d655](#)
[3b808f16-ce8b-440b-938f-10eedce36bef](#)

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To: [Williams, AnnieW](#)
Subject: Kerkow, Kyla shared "03. Attachment B - What We Heard Report - PEO Structure Feedback December 2025" with you
Date: Thursday, 5 February 2026 9:51:39 AM
Attachments: [9a5eb877-ac54-4580-af87-a936f4b079fa-cc922cc4-9af8-4275-9fd8-bd7fe0a50618-3f5b2380-4de3-4b90-843b-4c2aae975acc-f862b709-5c6d-411a-81e8-032884d41eae](#)

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Here's the document that Kerkow, Kyla shared with you.



03. Attachment B - What We Heard Report - PEO Structure Feedback December 2025



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2026 – Q1 PEO Whole Group Session

February 2026



Acknowledgement of Country



We wish to acknowledge the Ngunnawal people as traditional custodians of the land we are meeting on and recognise any other people or families with connection to the lands of the ACT and region.

We wish to acknowledge and respect their continuing culture and the contribution they make to the life of this city and this region.

We would also like to acknowledge and welcome other Aboriginal and Torres Strait Islander people who may be attending today's event.

We are here to.

- **Set the scene** for 2026 and outline our strategic direction.
- **Hear** from key speakers on priorities for the year
- **Capture** key reflections and takeaways
- **Work together** on 2026 planning
- **Confirm** next steps and how outcomes will be consolidated.



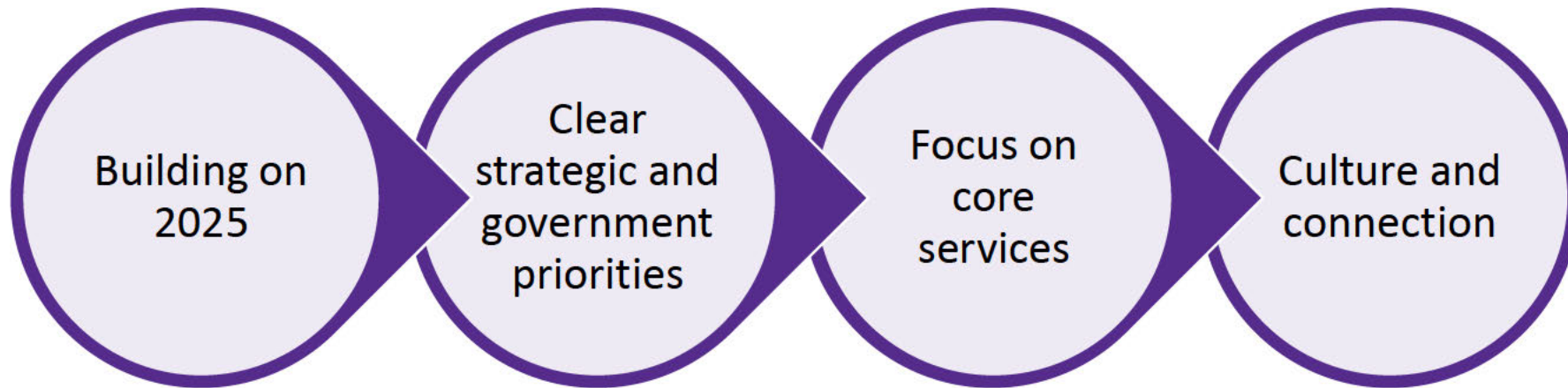
Agenda.

Time	Topic
9:40 – 9:55	Setting the Scene for 2026 – Executive Group Manager People, Engagement & Operations
9:55 – 10:15	Guest speakers Robert Wright - A/g DDG OIRWS Mark Paviour - Deputy Chief of Staff – Chief Ministers Office
10:15– 10:45 (30 minutes)	Morning tea break
10:45 – 12:00	Workshop Session
12:00 – 12:20	Close and reflections

Executive Group Manager Annie Williams

Setting the scene for 2026

Strategic Plan 25-27



Strategic Plan 25-27

Our vision

To enrich and connect our communities through sustainable and transformative infrastructure, places and spaces.

Our purpose

We efficiently develop, deliver and maintain infrastructure, places and spaces. With Our Partners. For Our Community.

Our strategic priorities



OUR PEOPLE AND CULTURE AT OUR HEART

Our people and environments are diverse and we are committed to providing a safe, inclusive, healthy workplace based on trust, where performance and kindness thrive in unison.



EXCELLENCE IN SERVICE

We exceed expectations. We are the leading experts for whole of Government decision making, investment and implementation in property management, leasing and maintenance, infrastructure and built-form, development, procurement and delivery.



PARTNERING FOR SUCCESS

To deliver improved outcomes for our community, we prioritise genuine collaboration and robust governance with directorate and industry partners. We are the ACT Government industry lead and trusted advisors to our partners and decision-makers.



BETTER TOOLS FOR OUTSTANDING OUTCOMES

We are growing the capability of our people, services and industry, supported by data-driven insights, systems and processes that drive high quality outcomes, continuous improvement and challenge the status quo.

Safety

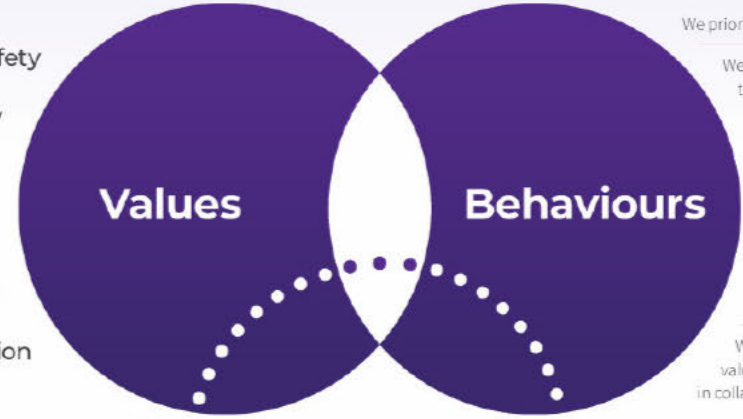
Integrity

Respect

Excellence

Innovation

Collaboration



We prioritise a safety-first culture

We take accountability and are transparent and trustworthy

We value others and ourselves



We deliver for our community, upholding cultural and wellbeing needs

We care about the future, championing sustainable and innovative outcomes

We are partners delivering value for money outcomes in collaborative ways

Yindyamarra

To Respect • To Honour • To Be Kind • To Be Gentle • To Be Careful

Infrastructure Canberra Strategic Plan 2025-2027 3

Guest Speakers

**Robert Wright – A/g DDG
OIRWS**

**Mark Paviour – Deputy Chief of
Staff Chief Ministers Office**

PEO Survey Results

Lena Lind – Senior Director,
Industry, Culture and Industrial
Relations

Key Improvement Themes from PEO Feedback

Inefficient and complex structure

Workload imbalances

Lack of role clarity

Slow approvals

Unclear governance pathways

Poor communication and consultation

Change fatigue

PEO Survey Feedback: Strengths & Efficiencies



Break time!



Workshop sessions

**Session 1: iCBR Strategic and
Business Planning Framework**

Session 2: PEO Charter

Session 1: iCBR Strategic and Business Planning Framework

April Barrett –Senior Director,
Strategy and Planning

Our strategic and business planning framework.

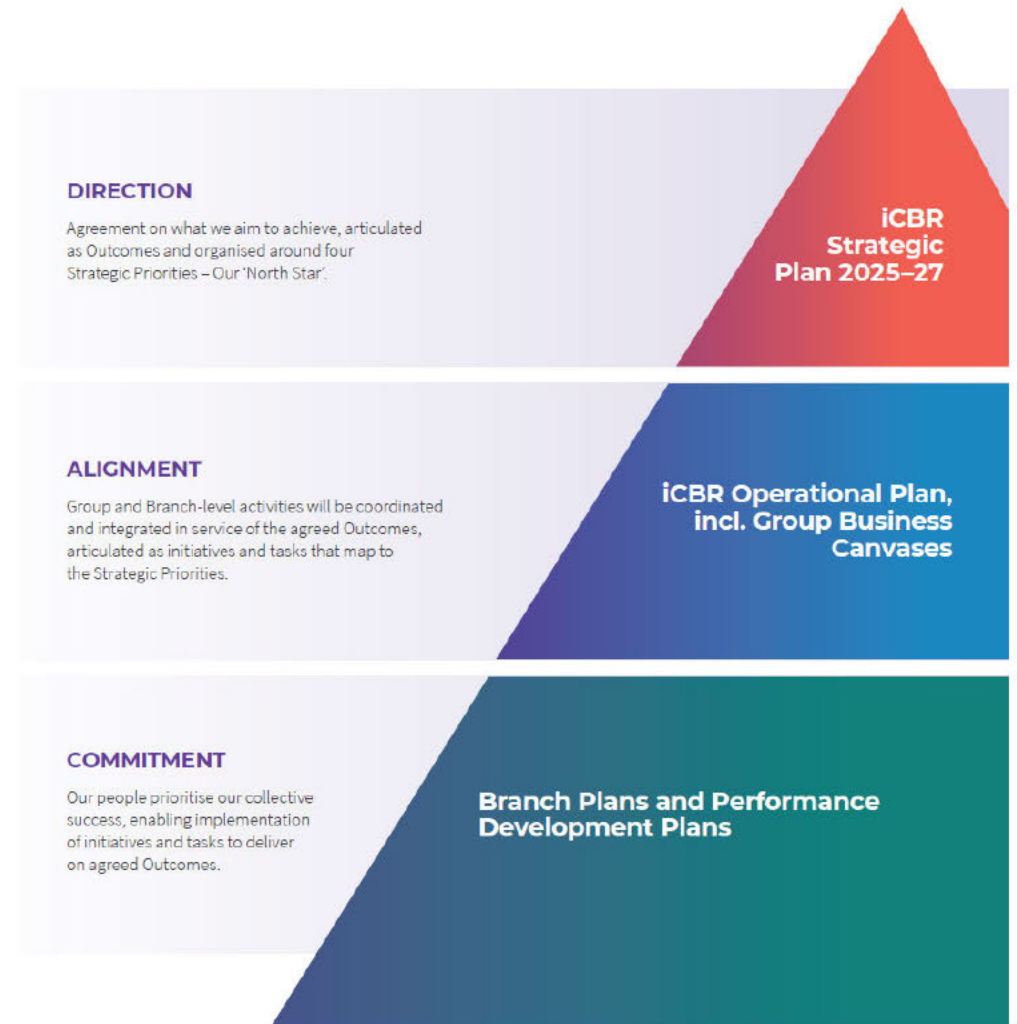
iCBR Strategic Plan: Sets our direction, our 'north star'.

iCBR Operational Plan: Drives alignment between strategy and operations, translating strategic objectives into operational actions, resources and timelines.

Business Canvases: Articulate a Group purpose and core functions and confirm the activities to be delivered.

Branch Plans: Set out the detailed actions required to support delivery of business canvas activities at the Branch level.

Performance Development Plans (PDPs): Provide a structured format to set performance goals and identify professional development opportunities.



Session 2: PEO Charter

Kristine Reyes – Executive
Branch Manager, Government
Insourcing Taskforce

Our purpose.

People-centric strategic enabler: We are the central hub of Infrastructure Canberra—providing people-first expertise and services to deliver a culture of safety, engagement, collaboration, growth, innovation and integrity embedded across all iCBR projects, programs and offerings.

Zooming out.

Working in groups of ten, consider whether our Group purpose has changed. The following questions can be used as a guide.

- 1 **What does success look like for PEO?**
- 2 **If our success was realised, what would this mean for our Group, our Directorate and our community?**
- 3 **If our success was realised, what will we feel, say and do as a Group? What is the emotion?**
What would our colleagues feel, say and do?



Use your Post-It Notes to capture your answers, then place them on the wall / flip chart.



Shareback

Zooming in.

Working in different groups of ten, help define our strategic identity.

What is it?

Strategic identity answers questions like:


- ✓ Why do we exist?
- ✓ What unique value do we create?
- ✓ What role do we play in iCBR?
- ✓ How do we approach our work?
- ✓ What do others rely on us for?

What is it not?

Strategic identity is not:

- ✗ A task list
- ✗ An organisation chart position
- ✗ A single project, output or deliverable
- ✗ A set of values on their own.

Zooming in.

 10 mins

22

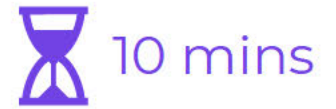
Working in different groups of ten, help define our strategic identity. The following questions can be used as a guide.

- 1 What do we deliver on behalf of the Directorate?
- 2 What do others rely on us for?
- 3 What do we currently do? What should we aspire to do?



Use your Post-It Notes to capture your answers, then place them on the wall / flip chart.

Zooming in.



Rotate around the room!

Barring one person from each group, move to another group's workstation to hear about how they framed our strategic identity.

Consider:

1

Does this version of our strategic identity connect with me?

2

What are the similarities and differences with the strategic identity my original group created?

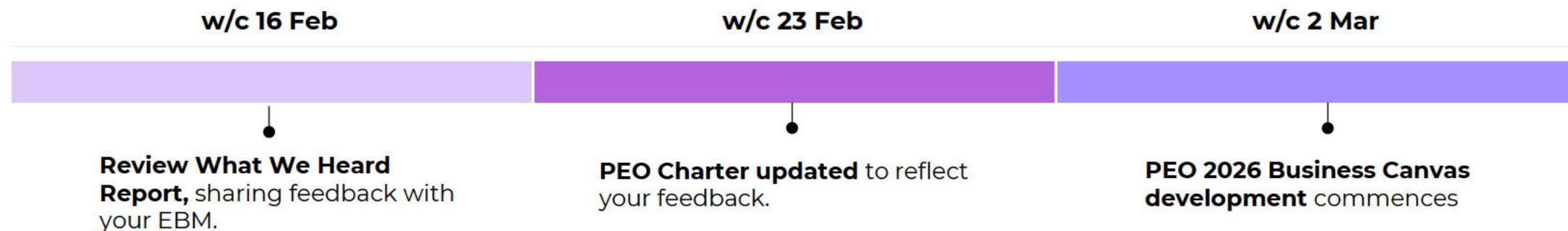


Shareback

Next steps

We will summarise the key themes from this workshop in a **What We Heard Report**, which will be shared with you via email next week.

Please share your thoughts on the Report with your EBM – your feedback will be used to inform revisions to the PEO Charter and to inform development of PEO's 2026 Business Canvas.



Thank you.

Any questions?

Email iCBR-PEO-EGMOffice@act.gov.au

From: [Lind, Lena](#)
To: [McKay, Molly](#)
Subject: Fw: 2026 Q1 PEO presentation.pptx
Date: Wednesday, 11 February 2026 8:56:11 AM
Attachments: [2026 Q1 PEO presentation.pptx](#)

From: Williams, AnnieW <AnnieW.Williams@act.gov.au>
Sent: Tuesday, February 10, 2026 3:25:17 PM
To: Foudoulis, Helen <Helen.Foudoulis@act.gov.au>
Cc: Lind, Lena <Lena.Lind@act.gov.au>; iCBR, PEO EGM Office <iCBR-PEO-EGMOffice@act.gov.au>
Subject: 2026 Q1 PEO presentation.pptx

OFFICIAL

Hi Helen!

Thanks so much for your great work on these slides! I have taken the liberty to include 2 slides for my section, and Lena and I have also made some changes to the PEO feedback section.

Could you please update your master copy of the slides with this attached version?

Sorry for the last minute changes! Let me know if you have any questions at all

Many thanks
Annie

From: [Barrett, April](#)
To: [McKay, Molly](#); [Thornton, Michaellee](#); [Lind, Lena](#); [Groot, Sharna](#); [Gault, David](#); [Brennan, Bernadette](#)
Subject: RE: For CCG review - PEO What we Heard report
Date: Wednesday, 11 February 2026 5:00:24 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)

OFFICIAL: Sensitive

Thanks Molly!

All good from me, though I think it would be worthwhile having Kyla Kerkow review and sense check the document given it is an adaptation of the Report she prepared.

Cheers

April

From: McKay, Molly <Molly.McKay@act.gov.au>
Sent: Wednesday, 11 February 2026 2:56 PM
To: Thornton, Michaellee <Michaellee.Thornton@act.gov.au>; Barrett, April <April.Barrett@act.gov.au>; Lind, Lena <Lena.Lind@act.gov.au>; Groot, Sharna <Sharna.Groot@act.gov.au>; Gault, David <David.Gault@act.gov.au>; Brennan, Bernadette <Bernadette.Brennan@act.gov.au>
Subject: RE: For CCG review - PEO What we Heard report

OFFICIAL: Sensitive

Hi all,

Thank you for all of your feedback on the document. We've incorporated the feedback into the final draft document: [03. Attachment B - What We Heard Report - PEO Structure Feedback December 2025.docx](#)

If you could please provide any final feedback by **12pm tomorrow 12 February** to myself and Lena. After this point we will move to progress this up to Gillian for distribution.

Many thanks,

Molly McKay (she/her)

A/g Director, Industrial Relations and Industry Engagement | Culture & Industry

E: molly.mckay@act.gov.au

Infrastructure Canberra | ACT Government

GPO Box 158 CANBERRA CITY ACT 2601



I value your right to disconnect and I do not expect you to respond to this email outside of your working hours. Please respond in your standard working hours.

From: Thornton, Michaellee <Michaellee.Thornton@act.gov.au>
Sent: Tuesday, 10 February 2026 11:33 AM
To: Barrett, April <April.Barrett@act.gov.au>; Lind, Lena <Lena.Lind@act.gov.au>; Groot, Sharna <Sharna.Groot@act.gov.au>; Gault, David <David.Gault@act.gov.au>; Brennan, Bernadette <Bernadette.Brennan@act.gov.au>; McKay, Molly <Molly.McKay@act.gov.au>
Subject: RE: For CCG review - PEO What we Heard report

OFFICIAL: Sensitive

Me too

MT

Michaellee Thornton
Senior Director WHS | People, Engagement and Operations | Work Health and Safety
P 0409 847 029 | E Michaellee.Thornton@act.gov.au
Infrastructure Canberra | ACT Government
GPO Box 158 Canberra ACT 2601



From: Barrett, April <April.Barrett@act.gov.au>
Sent: Tuesday, 10 February 2026 11:26 AM
To: Lind, Lena <Lena.Lind@act.gov.au>; Groot, Sharna <Sharna.Groot@act.gov.au>; Gault, David <David.Gault@act.gov.au>; Thornton, Michaellee <Michaellee.Thornton@act.gov.au>; Brennan, Bernadette <Bernadette.Brennan@act.gov.au>; McKay, Molly <Molly.McKay@act.gov.au>
Subject: RE: For CCG review - PEO What we Heard report

OFFICIAL: Sensitive

Thanks Lena, I have dropped a few comments into the document for your consideration.
Happy to talk them through if you have a moment today.

AB

From: Lind, Lena <Lena.Lind@act.gov.au>

Sent: Tuesday, 10 February 2026 9:55 AM

To: Barrett, April <April.Barrett@act.gov.au>; Groot, Sharna <Sharna.Groot@act.gov.au>; Gault, David <David.Gault@act.gov.au>; Thornton, Michaellee <Michaellee.Thornton@act.gov.au>; Brennan, Bernadette <Bernadette.Brennan@act.gov.au>; McKay, Molly <Molly.McKay@act.gov.au>

Subject: For CCG review - PEO What we Heard report

Importance: High

OFFICIAL: Sensitive

Hi all,

As discussed in the last meeting we are working towards an all staff message from Gillian later this week ([@Brennan, Bernadette](#) – we'll be sending you a draft soon).

We discussed releasing the summary report [03. Attachment B - What We Heard Report - PEO Structure Feedback December 2025.docx](#) – but some of you suggested you'd like some changes before it's released?

Can you please have a look at the report and let me know before COB tomorrow (sorry about the tight turnaround) if you're happy with the attached as is – or what changes you think need to be made.

Thanks in advance!

Lena Lind

Senior Director, Industrial Relations and Industry Engagement

People, Engagement and Operations Group

Infrastructure Canberra | ACT Government

M 0426 922 095 | **E** lena.lind@act.gov.au

Ngunnawal Country

GPO Box 158 Canberra ACT 2601



From: [Lind, Lena](#)
To: [Kerkow, Kyla](#)
Cc: [McKay, Molly](#); [Brennan, Bernadette](#)
Subject: FW: Draft GG message: PEO Survey/CCG
Date: Thursday, 12 February 2026 12:31:00 PM
Attachments: [iCBR Connections Message update on PEO Group Review.obr image001.png](#)
[03. Attachment B - What We Heard Report - PEO Structure Feedback December 2025.docx](#)

Hi Kyla,

Thanks again for all your work on the PEO review.

We've prepared the attached DG message, and amended report, and wanted your input before progressing further.

The report has been pared back a bit on CCG's recommendation, by removing some of the qualifying detail on page 2. Let us know what you think. We would suggest sending the full report to SLG, which I can facilitate if you'd like.

We are hoping to have this sent out this week, or Monday at the latest.

Kind regards,

Lena

From: Brennan, Bernadette <Bernadette.Brennan@act.gov.au>
Sent: Tuesday, 10 February 2026 10:58 AM
To: Lind, Lena <Lena.Lind@act.gov.au>
Cc: McKay, Molly <Molly.McKay@act.gov.au>
Subject: RE: Draft GG message: PEO Survey/CCG

OFFICIAL

Hi Lina,

Thanks for sharing the draft. I have made a few smallish adjustments in the version attached in Gillian's template.

See what you think – nothing major.

Thanks
Bernie

Bernadette Brennan | Acting Executive Branch Manager, Communications and Engagement

Ph: 6207 6901 Mob: 0423 500 563 Email: Bernadette.Brennan@act.gov.au
Infrastructure Canberra | ACT Government

From: Lind, Lena <Lena.Lind@act.gov.au>
Sent: Tuesday, 10 February 2026 9:57 AM
To: Brennan, Bernadette <Bernadette.Brennan@act.gov.au>
Cc: McKay, Molly <Molly.McKay@act.gov.au>
Subject: FW: Draft GG message: PEO Survey/CCG

OFFICIAL

Hi Bernie –

Hope all is well with you.

Would you be able to help us with the draft below that Molly has put together?

Hoping to get something out later this week, or at least before the iCBR Connections forum?

We'd look to include a link to the summary report Kyla put together (see my previous email).

Let us know what you think

Lena

From: McKay, Molly <Molly.McKay@act.gov.au>
Sent: Wednesday, 4 February 2026 11:02 AM
To: Lind, Lena <Lena.Lind@act.gov.au>
Subject: Draft GG message: PEO Survey/CCG

OFFICIAL

Hi Lena,

Please see below drafted GG email regarding the PEO survey. Please feel free to tweak as much as you need

I think Michaellee mentioned she would be looking at fixing up the What We Heard Report but let me know if I can support here as well.

////

Thank you to those who took the time to participate in the PEO Group survey. Valuable feedback was received that provided insight into strengths and opportunities for the PEO Group from 19 survey responses, 3 face-to-face feedback sessions, and 2 emails. While this represents a small portion of PEO, similar themes to the ACTPS Staff Survey emerged alongside specific recommendations for improvement. A summary of the PEO Group feedback can be found in the attached “What We Heard Report”.

One of the themes that came up in the feedback was change fatigue. iCBR went through a lot of change in 2025 and in some areas the dust is still settling and newly combined or created groups and teams are still finding their feet and learning the best ways to work in their new environments. In the interest of letting these changes settle in, we won't be making any sudden changes as a result of the feedback.

This doesn't mean the feedback isn't important – it means that we want to make sure any solutions are thought through and will positively impact iCBR. The Culture Coordinate Group (CCG) will be exploring the feedback and themes identified through the PEO Group and other workplace surveys to identify opportunities for improvement. This work will be ongoing throughout the year, exploring problem statements and potential solutions through consultation with SMEs, unions, and iCBR.

Some of the feedback we've received is being addressed in actions already underway, and the CCG will make sure that you are all kept in the loop on the various actions we are taking in response to your feedback.

Thank you again for engaging in and contributing to the various feedback mechanisms throughout 2025 and for providing such valuable feedback. I look forward to working with the CCG and everyone here at Infrastructure Canberra throughout 2026 to continue to build a safe, respectful, and rewarding workplace for everyone.

///

Thanks,

Molly McKay (she/her)

Assistant Director, Industrial Relations and Industry Engagement | Culture & Industry

E: molly.mckay@act.gov.au

Infrastructure Canberra | ACT Government
GPO Box 158 CANBERRA CITY ACT 2601



I value your right to disconnect and I do not expect you to respond to this email outside of your working hours. Please respond in your standard working hours.

From: [Kerkow, Kyla](#)
To: [Lind, Lena](#)
Cc: [McKay, Molly](#); [Brennan, Bernadette](#)
Subject: RE: Draft GG message: PEO Survey/CCG
Date: Thursday, 12 February 2026 2:25:00 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)

Thank Lena – no further comments from me – looks good.

Would be great if the CCG can release the full report to SLG

Kind regards,

Kyla Kerkow (she/her)
Executive Group Manager | Pipeline, Capability and Estate
P 0421 672 243 | E kyla.kerkow@act.gov.au
Infrastructure Canberra | ACT Government
GPO Box 158 Canberra ACT 2601



From: Lind, Lena <Lena.Lind@act.gov.au>
Sent: Thursday, 12 February 2026 12:34 PM
To: Kerkow, Kyla <Kyla.Kerkow@act.gov.au>
Cc: McKay, Molly <Molly.McKay@act.gov.au>; Brennan, Bernadette <Bernadette.Brennan@act.gov.au>
Subject: RE: Draft GG message: PEO Survey/CCG

OFFICIAL

Further to my previous email – here is the actual link to the report in case you wanted to make some changes:

[03. Attachment B - What We Heard Report - PEO Structure Feedback December 2025.docx](#)

From: Lind, Lena
Sent: Thursday, 12 February 2026 12:32 PM
To: Kerkow, Kyla <Kyla.Kerkow@act.gov.au>
Cc: McKay, Molly <Molly.McKay@act.gov.au>; Brennan, Bernadette <Bernadette.Brennan@act.gov.au>
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Thanks
Bernie

Bernadette Brennan | Acting Executive Branch Manager, Communications and Engagement
Ph: 6207 6901 **Mob:** 0423 500 563 **Email:** Bernadette.Brennan@act.gov.au
Infrastructure Canberra | ACT Government

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Cc: McKay, Molly <Molly.McKay@act.gov.au>
Subject: FW: Draft GG message: PEO Survey/CCG

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Let us know what you think

Lena

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Sent: Wednesday, 4 February 2026 11:02 AM
To: Lind, Lena <Lena.Lind@act.gov.au>
Subject: Draft GG message: PEO Survey/CCG

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One of the themes that came up in the feedback was change fatigue. iCBR went through a lot of change in 2025 and in some areas the dust is still settling and newly combined or created groups and teams are still finding their feet and learning the best ways to work in their new environments. In the interest of letting these changes settle in, we won't be making any sudden changes as a result of the feedback.

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Thank you again for engaging in and contributing to the various feedback mechanisms throughout 2025 and for providing such valuable feedback. I look forward to working with the CCG and everyone here at Infrastructure Canberra throughout 2026 to continue to build a safe, respectful, and rewarding workplace for everyone.

///

Thanks,

Molly McKay (she/her)

Assistant Director, Industrial Relations and Industry Engagement | Culture & Industry

E: molly.mckay@act.gov.au

Infrastructure Canberra | ACT Government

GPO Box 158 CANBERRA CITY ACT 2601



I value your right to disconnect and I do not expect you to respond to this email outside of your working hours. Please respond in your standard working hours.

People, Engagement and Operations Group Restructure Feedback and Check-In

What we heard report

February 2026

Between 15 November and 12 December 2025, feedback was gathered on the efficiency and effectiveness of the restructure that formed the **People, Engagement and Operations (PEO) Group**. This restructure combined the Chief Operating Office, Work Health and Safety, and Culture, Communications and Industry functions into one Group. Feedback was gathered through various channels, including a survey and feedback sessions.

Thank you for your feedback

Thank you to everyone who shared feedback on the PEO Group structure and operations. Your insights help us improve and create a better workplace for all.



19 survey responses



**3 face-to-face feedback
sessions conducted**



**2 email responses
to the EGM PCE inbox**

Key insights

- **Overall sentiment was mixed.**
While many staff welcomed the logic of grouping enabling functions and saw benefits in collaboration and visibility, there were strong themes around areas for improvement.
- **Positives:**
 - Stronger collaboration and integration of enabling services.
 - Opportunities for streamlined processes and consistency.
 - Leadership accessibility and proactive teams driving improvements.
- **Challenges:**
 - Structure complexity and unclear roles leading to duplication and confusion.
 - Workload imbalances and resourcing gaps.
 - Slow approvals and cumbersome workflows reducing agility.
 - Communication and consultation perceived as inadequate.
 - Change fatigue due to frequent restructures and lack of stability.

What is working well

3. Logic of grouping enabling functions together in one Group
4. Improved collaboration and integration
5. Positive environment and culture
6. Synergies between functions
7. Greater visibility of others work
8. Better peer networking

What we could do better

9. Structure complexity
10. Role clarity
11. Workload imbalances
12. Slow approvals and cumbersome workflows
13. Communication and consultation gaps
14. Change fatigue

What's next

Several initiatives are already underway that aim to improve our workflows, workloads and culture. The PEO review feedback confirms many of the barriers that have been identified through other feedback mechanisms.

The Culture Coordination Group (CCG) will be considering the PEO review feedback alongside other feedback received through the ACTPS Staff Survey and other mechanisms to identify:

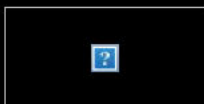
- The current efficiencies of the PEO structure and how they might be realised.
- The potential strengths and benefits of the workflows and synergies between teams within PEO.
- How these workflows and synergies best be realised.
- Insights and/or feedback on the consultation undertaken regarding the PEO structure.
- Suggestions for improvements for possible future implementation in Infrastructure Canberra.

We will share updates and consult on any new actions through our usual communication channels, including All Staff Forums, iCBR Insights and the [intranet](#).

For any questions or queries, please contact the Culture Coordination Group at iCBRCultureandIndustry@act.gov.au.

From: [Tulk, Courtney](#) on behalf of [iCBR Director General](#)
To: [##All Staff, iCBR](#)
Subject: Director-General Connections Message | Updating you on People, Engagement and Operations Group Review
Date: Monday, 16 February 2026 4:29:29 PM
Attachments: [image001.png](#)
[image009.png](#)
[image010.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)
[image007.png](#)
[image002.png](#)
[image002.png](#)
[image003.png](#)

OFFICIAL



16 February 2026



Updating you on People, Engagement and Operations Group Review

Good afternoon all

Thank you to those who took the time to participate in the PEO (People, Engagement and Operations) Group survey last year.

Valuable feedback was received that provided insight into strengths and opportunities for the group.

While we received some feedback from across iCBR there were similar themes to the ACTPS Staff Survey results emerged alongside specific recommendations for improvement. A summary of the PEO Group feedback can be found in the [listening report](#).

One of the themes that came up in the feedback was change fatigue. We know iCBR went through significant changes in 2025, and in some areas the dust is still settling as newly combined or created groups navigate the best ways to work in their new environments.

In the interest of letting these changes settle in, we won't be making any immediate changes as a result of the feedback. This doesn't mean the feedback isn't important, or that it won't be considered. It means that we want to make sure any future changes are thought through, are well consulted and we collectively agree that they will positively support you, your teams and iCBR.

The Culture Coordination Group (CCG) is now exploring the feedback and themes identified through the PEO Group and other workplace surveys to identify opportunities for improvement. This work will be ongoing throughout the year, exploring problem statements and potential solutions through consultation with Subject Matter Experts, Unions, and iCBR.

Some of the feedback we've received is being addressed in actions already underway, and the CCG will make sure that you are all kept in the loop on the various steps we're taking in response to your feedback.

Thank you again for engaging in and contributing to the various feedback mechanisms throughout

2025.

I look forward to working with you, your teams, the CCG and the rest of iCBR throughout 2026 to continue to build a safe, respectful, and rewarding workplace for everyone.

Many thanks

Gillian Geraghty
Director-General



From: [Geraghty, Gillian](#)
To: [iCBR Director General](#)
Cc: [Chicco, Dee](#); [iCBR, PEO EGM Office](#)
Subject: RE: FOR APPROVAL | EGM all-people email | Operating Model Check-In final update
Date: Wednesday, 25 February 2026 4:38:26 PM
Attachments: [image002.png](#)
[image003.png](#)

OFFICIAL

approved

From: Tulk, Courtney **On Behalf Of** iCBR Director General
Sent: Wednesday, 25 February 2026 4:15 PM
To: Geraghty, Gillian
Cc: iCBR Director General ; Chicco, Dee ; iCBR, PEO EGM Office
Subject: FOR APPROVAL | EGM all-people email | Operating Model Check-In final update

OFFICIAL

Hi Gillian, please see below approval request.

Subject: Final Update on Our Operating Model Check In

Audience: All iCBR Staff

Clearance: Annie Williams, Bernadette Brennan, Faheem Khan, Michaelee Thornton and Lena Lind

Purpose: Provide all iCBR staff with an update on the operating model check in, to close out the actions, recognise the achievements and confirm what is still underway.

Kind regards,

Courtney Tulk | Executive Assistant
Office of the Director General and ACT Chief Engineer
[Infrastructure Canberra](#) | ACT Government
P 02 6205 0762 E Courtney.Tulk@act.gov.au
GPO Box 158 Canberra ACT 2601



From: iCBR, PEO EGM Office <iCBR-PEO-EGMOffice@act.gov.au>
Sent: Wednesday, 25 February 2026 3:28 PM
To: iCBR Director General <iCBR.DG@act.gov.au>
Cc: iCBR, PEO EGM Office <iCBR-PEO-EGMOffice@act.gov.au>
Subject: DG Approval - EGM all-people email | Operating Model Check-In final update

OFFICIAL

Hi team,

Seeking Gillian's approval on the Operating Model Check-In final update email for Annie to send out.

Subject: Final Update on Our Operating Model Check In

Audience: All iCBR Staff

Clearance: Annie Williams, Bernadette Brennan, Faheem Khan, Michaelee Thornton and Lena Lind

Purpose: Provide all iCBR staff with an update on the operating model check in, to close out the actions, recognise the achievements and confirm what is still underway.

Thank you.

Regards,

Corey Uncles

Director, People, Engagement and Operations

P (02) 6205 9592 **P** (+61) 0481 451 137 **E** coreyj.uncles@act.gov.au

Infrastructure Canberra | ACT Government

GPO Box 158 Canberra ACT 2601



From: [Kerkow, Kyla](#)
To: [Lind, Lena](#); [Szandurski, Kim](#)
Subject: RE: 01. 20251224 - SLG Committee Paper CCG Brief
Date: Tuesday, 31 March 2026 12:27:00 PM
Attachments: [01. 20251224 - SLG Committee Paper - PEO Feedback Report.docx](#)
[image001.png](#)

Hi Lena – just some comments to consider.

Kind regards,

Kyla Kerkow (she/her)
Executive Group Manager | Pipeline, Capability and Estate
P 0421 672 243 | E kyla.kerkow@act.gov.au
Infrastructure Canberra | ACT Government
GPO Box 158 Canberra ACT 2601



From: Lind, Lena <Lena.Lind@act.gov.au>
Sent: Tuesday, 31 March 2026 10:02 AM
To: Szandurski, Kim <Kim.Szandurski@act.gov.au>; Kerkow, Kyla <Kyla.Kerkow@act.gov.au>
Subject: RE: 01. 20251224 - SLG Committee Paper CCG Brief

UNOFFICIAL

Thank you so much.

That's great!

Lena

From: Szandurski, Kim <Kim.Szandurski@act.gov.au>
Sent: Tuesday, 31 March 2026 9:57 AM
To: Lind, Lena <Lena.Lind@act.gov.au>; Kerkow, Kyla <Kyla.Kerkow@act.gov.au>
Subject: RE: 01. 20251224 - SLG Committee Paper CCG Brief

UNOFFICIAL

Hi Lena

Some small suggestions marked up in the attached.

Kind regards

Kim

From: Lind, Lena <Lena.Lind@act.gov.au>
Sent: Monday, 30 March 2026 3:43 PM
To: Szandurski, Kim <Kim.Szandurski@act.gov.au>; Kerkow, Kyla <Kyla.Kerkow@act.gov.au>
Subject: 01. 20251224 - SLG Committee Paper CCG Brief

UNOFFICIAL

Hi Kyla and Kim

Reaching out to you for an early sense check of the attached.

I haven't yet socialised it with the broader CCG. I wanted to make sure I get it sort of right first.

Would really appreciate thoughts, comments etc

Kind regards,

Lena

Infrastructure Canberra Strategic Leadership Group Committee: Culture Coordination Group Update #1 and Priority Recommendations

Date	Thursday, 26 March 2026
Sponsor	Brooke Grey, Kim Szandurski
Action Officer	Lena Lind, Senior Director Culture and Industrial Relations
Related Papers	N/A

Recommendation	
1.	Note the draft CCG workplan at Attachment A .
2.	Note the complete PEO Review Report at Attachments B, C and D
3.	Consider the recommendations in this brief

Purpose

To provide the Senior Leadership Group with an update on the Culture Coordination Group's foundational review work, outline the emerging organisational priority areas, and seek endorsement for immediate recommendations arising from CCG's survey review and the People Engagement and Operation review feedback.

Background

- The culture coordination Group (CCG) was established in December 2025 bring together subject matter experts to:
 - review feedback from surveys, unions, and other sources
 - assess current and planned initiatives, identify gaps, and propose solutions
 - develop a high-level project plan for an iCBR cultural improvement program.
- Over recent months the CCG has completed a foundational review to consolidate insights from across the workforce data landscape. This has focussed on People at Work surveys, Operational Model check-ins, the ACTPS staff survey 2025, and the People, Operations and Engagement Review.
- From this work the CCG has identified the following 5 focus areas:
 - Respectful and Safe Behaviours
 - Workload Management
 - Role Clarity
 - Recruitment
 - Capability Development and Career Progression
- The CCG has reviewed the work undertaken by the Strategy and Planning team, which has brought together the initiatives across various iCBR plans, such as the People Plan, the Psychosocial Safety Action Plan, Health and Safety Management Plan and Learning and Development Plan. The CCG is considering consolidating these plans and work has commenced on establishing a comprehensive Culture Transformation Framework. It is intended that this framework be consulted and finalised by 30 June 2026.
- The CCG has also developed a high-level workplan to progress initiatives immediately and in the short to medium term. An initial draft of the workplan has been consulted with our unions and is a dynamic

document. Changes and updates will be made as consultation progresses. Implementation of some initiatives has already commenced. The draft plan is attached at **Attachment A**.

6. The IR team has met individually with most of the Executive Group Managers to provide further, group specific information from the ACTPS staff survey. In the case of the PEO group, this also included a further discussion about the PEO structure.
7. Notably the workload issues that have been identified across iCBR is particularly serious in our Executive positions.

Issues

8. Immediate priority areas have emerged through the review initial work, particularly as it relates to the ACTPS staff survey and the PEO review.

ACTPS survey results – executive workload

9. While the ACTPS staff survey results were overall positive, workload management has emerged as one of the focus areas. Responses from the senior executive group highlight serious workload management issues well beyond that seen among iCBR staff on average.

Metric	iCBR	Executive level
Work-life balance	71%	53%
Workload management	54%	45%
Work-related stress	18%	26%
Ability to 'disconnect' after work hours	62%	47%
Enough work hours to do the job effectively	49%	26%

Commented [LL1]: Compare to ACTPS average results.

Commented [KK2]: Is this percentage those that agree? And is that agree that work-life balance is an issue or that they have good work life balance?

10. Notably, 95% of all iCBR executives reported working above their workload capacity.
11. The current size of the Delivery – Places and Spaces Group has been noted. Given the recent experience with the transition of Housing into iCBR, and the need to ensure a sustainable and future proof structure, proactive decisions about structure would be desirable.
12. It is unlikely in the current environment that a new group can be stood up and resources. As such, a capacity assessment of current groups may assist in determining where insourcing and implementation best sit.

PEO Review

13. The complete PEO review report, and cover brief from Executive Group Manager, Kyla Kerkow is attached to this brief at **Attachments B, C and D**.
14. Key themes for improvement identified in the report broadly align with the themes of the ACTPS Staff Survey and many of the recommended actions from staff align with work underway through the Business Improvement Tiger Teams (BITTs), Strategic Plan Actions and the CCG.
15. A summary of findings has previously been communicated, along with the approach to align the PEO findings with the broader CCG approach. This remains the recommended approach for the majority of issues. However, two issues are emerging as priority areas.
16. Workload management issues have been identified particularly at the Executive Branch Manger level, with significant discrepancies in branch sizes, span of control, and remit.
17. The IR and HR functions should be brought closer together, to ensure that iCBR has a 'one stop-shop' for workplace relations advice, consultation and HR/IR advice.
 - HR currently sits within an oversized Chief Operating Office portfolio.
 - HR and IR fragmentation is causing inefficiencies, inconsistent advice, high reliance on costly GSO services, and governance gaps.

- PEO feedback supports the need for structural alignment of people functions.

In the medium term, it may be practical and efficient to further consolidate the People and Culture function by aligning it with other related functions, such as internal WHS and Learning and Development. But is recommended not to delay the capability enhancement that would flow from and integrated HR/IR team.

Recommendations

Executive Group Manager workload and portfolio workshop

18. Undertake an Executive Group Manager workload and portfolio workshop, including prioritisation mechanisms, and structural options to ensure a sustainable, equitable structure. This should consider current allocation, as well as future work, such as the insourcing of the Public Housing Facilities Management Delivery Model.
19. This workshop could be facilitated by the executive coach that has been working with SLG. CCG and HR can assist with broader consultation and implementation plans.

Integrate HR and IR

20. Integrate HR and IR within a unified People & Culture portfolio to strengthen strategy, accountability and the success of the consolidated People & Culture Framework. There are 3 options for where the combined HR/IR function could sit:
 - a) **The People & Culture team to report to the Chief Operating Officer**, with the IR team moving into the HR Branch.

This is **not** recommended as the Chief Operating Officer portfolio is too large and too diverse. It is unrealistic to have an Executive Branch Manager who has the necessary skills and experience to cover the entire remit of the branch, noting the highly specialised areas in the Branch. Adding IR would further exacerbate issues.
 - b) **The People & Culture team to be a stand-alone function** reporting directly to either the EGM PEO or DG.

This is **not** recommended. There is limited ability to secure additional EBM positions, and it is critical that HR and IR functions are overseen at the executive level by someone suitably qualified, with a comprehensive understanding of both HR and IR.
 - c) **Recommended Option: The People & Culture team to report to the Executive Branch Manager, Culture and Industry**, with the HR team moving from the COO branch to the C&I branch. This is the recommended option. The EBM Culture and Industry already has responsibility for IR and Learning & development in the Branch.

Commented [KK3]: Suggest there may be a a) ii) option that HR& IR could go into the COO but then other functions may need to be moved out to other branches in PEO to ensure workload balance.

Attachments

- A. Draft CCG Workplan
- B. PEO Review Cover Note
- C. PEO Feedback Report
- D. Summary

From: [Lind, Lena](#)
To: [Barrett, April](#)
Subject: 010.04.26 SLG Committee Paper - CCG Update and PEO Feedback Report
Date: Thursday, 2 April 2026 10:42:00 AM
Attachments: [010.04.26 SLG Committee Paper - CCG Update and PEO Feedback Report.docx](#)

Hi April –

Given you're away on Tuesday, I just wanted to give you a preview of the SLG paper that I will be asking CCG to review.

Let me know if you have any concerns.

Lena

From: [Barrett, April](#)
To: [Lind, Lena](#)
Cc: [Szandurski, Kim](#)
Subject: RE: 010.04.26 SLG Committee Paper - CCG Update and PEO Feedback Report
Date: Thursday, 2 April 2026 2:07:15 PM

OFFICIAL: Sensitive

Hi Lena

Thanks for sharing the paper, I really appreciate being looped in on this work. A few quick thoughts from me:

1. Recommendations:

- a. Suggest spelling out the recommendation within the recommendation box on page (ie 3. That you **agree** to the People and Culture team reporting to the Executive Branch Manager, Culture and Industry or something like that);
- b. An updated organisation structure for COO and C&I could also be a useful visual to support getting this recommendation across the line (would also be helpful from an implementation perspective, we know exactly what position number SLG have agreed to move and to where).
- c. Suggest adding next steps that outline what actions will be taken and by who if SLG agree to the recommendation (eg when and who will take responsibility for consultation, reporting line changes etc).
- d. On page 3 / 4, I would also move the preferred recommendation to the top (ie 6a).

2. PAW results:

- a. The table is a bit difficult to interpret and could benefit from a bit more information in the metrics column. The way it is written at the moment, I am not sure if 54% workload management means that 54% of our people think their workload is manageable or 54% think it is not manageable.
- b. Paragraph 15, my title is Senior Director, Strategy and Industry Engagement not Senior Director, Strategy, Planning and Industrial Relations.
- c. Paragraph 15, could you kindly also amend to reflect prior discussions confirming Strategy and Industry Engagement will work with HR / IR / CCG to *implement* the workshop outcomes?

3. PEO Review:

- a. The paragraph numbers revert back to 1, they should 16, 17 and so on.

Kim – I am cognisant you have approved this paper so am looping you in for awareness.

Cheers

April

From: Lind, Lena <Lena.Lind@act.gov.au>

Sent: Thursday, 2 April 2026 10:42 AM

To: Barrett, April <April.Barrett@act.gov.au>

Subject: 010.04.26 SLG Committee Paper - CCG Update and PEO Feedback Report

OFFICIAL: Sensitive

Hi April –

Given you're away on Tuesday, I just wanted to give you a preview of the SLG paper that I will be asking CCG to review.

Let me know if you have any concerns.

Lena



Infrastructure Canberra Strategic Leadership Group Committee: Culture Coordination Group Update #1 and Priority Recommendations

Date	Wednesday, 1 April 2026
Sponsor	Brooke Grey, Kim Szandurski
Action Officer	Lena Lind, Senior Director Culture and Industrial Relations
Related Papers	N/A

Recommendation	
1.	Note the draft CCG workplan at Attachment A .
2.	Note the complete PEO Review Report at Attachments B, C and D
3.	Consider the recommendations in this brief

Purpose

To provide the Senior Leadership Group with an update on the Culture Coordination Group's foundational review work, outline the emerging organisational priority areas, and seek endorsement for immediate recommendations arising from CCG's survey review and the People Engagement and Operation review feedback.

Background

1. The Culture Coordination Group (CCG) was established in December 2025 bringing together subject matter experts to:
 - review cultural feedback from surveys, unions, and other sources
 - assess current and planned initiatives, identify gaps, and propose solutions
 - develop a high-level project plan for an iCBR cultural improvement program.
2. Over recent months the CCG has completed a foundational review to consolidate insights from across the workforce data landscape. This has focussed on People at Work surveys, Operational Model check-ins, the ACTPS staff survey 2025, and the People, Operations and Engagement Review.
3. From this work the CCG has identified the following 5 focus areas:
 - Respectful and Safe Behaviours
 - Workload Management
 - Role Clarity
 - Recruitment
 - Capability Development and Career Progression
4. The CCG has reviewed the work undertaken by the Strategy and Planning team, which has brought together the initiatives across various iCBR plans, such as the People Plan, the Psychosocial Safety Action Plan, Health and Safety Management Plan and Learning and Development Plan. The CCG is working on consolidating these plans and work has commenced on establishing a comprehensive Culture Transformation Framework. It is intended that this framework be consulted and finalised by 30 June 2026.
5. The CCG has also developed a high-level workplan to progress important initiatives immediately and in the short to medium term. An initial draft of the workplan has been consulted with the unions and

is a dynamic document. Changes and updates will be made as consultation progresses. Implementation of some initiatives has already commenced. The draft plan is attached at **Attachment A**.

6. The Industrial Relations (IR) team has met individually with most of the Executive Group Managers to provide further, group specific information from the ACTPS staff survey. In the case of the PEO group, this also included a further discussion about the PEO structure.
7. Notably the workload issues that have been identified across iCBR are particularly serious in our Executive positions.

Issues

8. Immediate priority areas have emerged through the review initial work, particularly as it relates to the ACTPS staff survey and the PEO review.

ACTPS survey results – executive workload

9. While the ACTPS staff survey results were overall positive, workload management has emerged as one of the focus areas. Responses from the senior executive group in particular highlight serious workload management issues well beyond that seen among iCBR staff on average.
10. This table shows the percentage response agreeing with a sentiment. Notably 26% of iCBR Executives state that they experience work related stress and only 26% of iCBR Executives agree they have enough work hours to do the job effectively.

Metric	iCBR	Executive level	ACTPS	ACTPS Exec
Work-life balance	71%	53%	69%	61%
Workload management	54%	45%	59%	51%
Work-related stress (high)	18%	26%	17%	26%
Ability to 'disconnect' after work hours	62%	47%	66%	45%*
Enough work hours to do the job effectively	49%	26%	56%	35%*

*Some inconsistencies may be present in these numbers.

11. Notably, 95% of all iCBR executives reported working above their workload capacity.
12. The current size of the Delivery – Places and Spaces Group has been noted. Given the recent experience with the transition of Housing into iCBR, and the need to ensure a sustainable and future proof structure, proactive decisions about structure would be desirable. This is particularly important given the work program underway by the Government Insourcing Taskforce, to insource Public Housing Facilities Management. It should not be assumed that Delivery Places and Space is the default home for these services.
13. It is unlikely in the current environment that a new group can be stood up and resourced. As such, a capacity assessment of current groups may assist in determining where insourcing and implementation portfolios best sit.
14. An Executive Group Manager workload and portfolio workshop will be undertaken with the intent of considering prioritisation, and structural options to ensure a sustainable, equitable structure

across iCBR. This will consider current allocation, as well as future work, such as the insourcing of the Public Housing Facilities Management Delivery Model.

15. This workshop will be facilitated by the Senior Director, Strategy, Planning and Industrial Relations and Senior Director Industrial Relations. CCG and HR/IR will assist with broader consultation and implementation plans arising from any recommendations that come from the workshop.

PEO Review

1. The complete PEO review report, and cover brief from Executive Group Manager, Kyla Kerkow is attached to this brief at **Attachments B, C and D**.
2. Key themes for improvement identified in the report broadly align with the themes of the ACTPS Staff Survey and many of the recommended actions from staff align with work underway through the Business Improvement Tiger Teams (BITTs), Strategic Plan Actions and the CCG.
3. A summary of findings has previously been communicated to staff and SLG, along with the approach to align the PEO findings with the broader CCG approach. This remains the recommended approach for the majority of issues. However, two issues are emerging as priority areas.
4. Workload management issues have been identified particularly at the Executive Branch Manger level, with significant discrepancies in branch sizes, span of control, and remit.
5. The IR and HR functions should be brought closer together, to ensure that iCBR has a 'one stop-shop' for workplace relations advice, consultation and HR/IR advice.
 - HR currently sits within an oversized Chief Operating Office portfolio.
 - HR and IR fragmentation is causing inefficiencies, inconsistent advice, high reliance on costly GSO services, and governance gaps.
 - PEO feedback supports the need for structural alignment of people functions.

In the medium term, it may be practical and efficient to further consolidate the People and Culture function by aligning it with other related functions, such as internal WHS and Learning and Development. However, it is recommended not to delay the immediate capability enhancement that would flow from an integrated HR/IR team.

Recommendations

Integrate HR and IR

6. Integrate HR and IR within a unified People & Culture portfolio to strengthen strategy, accountability and the success of the consolidated People & Culture Framework. There are 3 options for where the combined HR/IR function could sit:

- a) **The People & Culture team to report to the Chief Operating Officer (COO)**, with the IR team moving into the HR Branch.

It is common across the ACTPS that People and Culture functions sit in the COO portfolio. However, the COO is generally at a SES Band 2 level, with a dedicated People and Culture EBM overseeing HR and IR. While other functions could be moved out of the COO portfolio to address the current span of control issues it is unrealistic to have an EBM who has the necessary skills and experience to cover the entire remit of the branch, noting the highly specialised areas in the Branch. Adding IR would further exacerbate issues. Conversely – moving HR out of the COO branch, would remove significant workload, and reset the COO portfolio to functions that are alike and that are better aligned under Governance and Corporate Services.

- b) **The People & Culture team to be a stand-alone function** reporting directly to either the EGM PEO or DG.

While there is merit in having a closer alignment between HR/IR and the DG, this option **not** recommended given our current structure and fiscal environment. There is limited ability to

secure additional EBM positions, and it is critical that HR and IR functions are overseen at the executive level by someone suitably qualified, with a comprehensive understanding of both HR and IR. This option would leave the People and Culture function led by two Senior Directors, which is not considered an effective solution.

- c) **Recommended Option: The People & Culture team to report to the Executive Branch Manager, Culture and Industry**, with the HR team moving from the COO branch to the C&I branch. This is the recommended option. The EBM Culture and Industry already has responsibility for IR and Learning & Development in the Branch. As such, the EBM Culture and Industry has required IR and HR skills. While there are some other functions in the branch that are not directly aligned to a People and Culture function, they require less subject matter expertise and more generalist executive leadership. There may need to be some consequential decisions about other functions to ensure there is enough capacity in the branch to take on the HR portfolio.
7. It should be noted that both the HR and IR teams have been part of these conversations and are in agreement that the two teams should be brought together. This would allow the change to be implemented quickly, subject to SLG deciding on a recommendation.

Attachments

- A. Draft CCG Workplan
- B. PEO Review Cover Note
- C. PEO Feedback Report
- D. Summary

From: [Thornton, Michaellee](#)
To: [Lind, Lena](#)
Subject: RE: 010.04.26 SLG Committee Paper - CCG Update and PEO Feedback Report
Date: Wednesday, 8 April 2026 1:56:45 PM
Attachments: [image001.png](#)

OFFICIAL: Sensitive

Afternoon

I have read through the paper and have no comments or feedback

Thanks for letting me review.

Michaellee

Michaellee Thornton

Acting Executive Branch Manager WHS | People, Engagement and Operations | Work Health and Safety

P 0409 847 029 | E Michaellee.Thornton@act.gov.au

Infrastructure Canberra | ACT Government

GPO Box 158 Canberra ACT 2601



From: Lind, Lena <Lena.Lind@act.gov.au>
Sent: Wednesday, 8 April 2026 12:38 PM
To: McKay, Molly <Molly.McKay@act.gov.au>; Tarrant, Sarah <Sarah.Tarrant@act.gov.au>; Thornton, Michaellee <Michaellee.Thornton@act.gov.au>; Gault, David <David.Gault@act.gov.au>
Subject: 010.04.26 SLG Committee Paper - CCG Update and PEO Feedback Report
Importance: High

OFFICIAL: Sensitive

Hi all,

As discussed in CCG yesterday – attached is the draft brief for SLG.

Can you please have a look and let me know if there is anything you would like changed?

I'm hoping to get this in by tomorrow so that it can go to SLG on the 16th. Sorry about the

short turn around.

Given Josephine is new – I'll ask Kim and Brooke to co-approve it, so will intend to send it to them this afternoon

Thanks again!

Lena



Infrastructure Canberra Strategic Leadership Group Committee: Culture Coordination Group Update #1 and Priority Recommendations

Date	Wednesday, 8 April 2026
Sponsor	Brooke Grey, Kim Szandurski
Action Officer	Lena Lind, Senior Director Culture and Industrial Relations
Related Papers	N/A

Recommendation	
1.	Note the draft CCG workplan at Attachment A .
2.	Note the complete PEO Review Report at Attachments B, C and D
3.	Agree to the recommendation in this brief that the HR and IR teams be brought together, reporting to the Executive Branch Manager, Culture and Industry.

Purpose

To provide the Senior Leadership Group with an update on the Culture Coordination Group's foundational review work, outline the emerging organisational priority areas, and seek endorsement for immediate recommendations arising from CCG's survey review and the People Engagement and Operation review feedback.

Background

1. The Culture Coordination Group (CCG) was established in December 2025 bringing together subject matter experts to:
 - review cultural feedback from surveys, unions, and other sources
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2. Over recent months the CCG has completed a foundational review to consolidate insights from across the workforce data landscape. This has focussed on People at Work surveys, Operational Model check-ins, the ACTPS staff survey 2025, and the People, Operations and Engagement Review.
3. From this work the CCG has identified the following 5 focus areas:
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 - Recruitment
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4. The CCG has reviewed the work undertaken by the Strategy and Planning team, which has brought together the initiatives across various iCBR plans, such as the People Plan, the Psychosocial Safety Action Plan, Health and Safety Management Plan and Learning and Development Plan. The CCG is working on consolidating these plans and work has commenced on establishing a comprehensive Culture Transformation Framework. It is intended that this framework be consulted and finalised by 30 June 2026.

5. The CCG has also developed a high-level workplan to progress important initiatives immediately and in the short to medium term. An initial draft of the workplan has been consulted with the unions and is a dynamic document. Changes and updates will be made as consultation progresses. Implementation of some initiatives has already commenced. The draft plan is attached at **Attachment A**.
6. The Industrial Relations (IR) team has met individually with most of the Executive Group Managers to provide further, group specific information from the ACTPS staff survey. In the case of the PEO group, this also included a further discussion about the PEO structure.
7. Notably the workload issues that have been identified across iCBR are particularly serious in our Executive positions.

Issues

8. Immediate priority areas have emerged through the review initial work, particularly as it relates to the ACTPS staff survey and the PEO review.

ACTPS survey results – executive workload

9. While the ACTPS staff survey results were overall positive, workload management has emerged as one of the focus areas. Responses from the senior executive group in particular highlight serious workload management issues well beyond that seen among iCBR staff on average.
10. This table shows the percentage response agreeing with a sentiment. Notably 26% of iCBR Executives state that they experience work related stress and only 26% of iCBR Executives agree they have enough work hours to do the job effectively.

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Work-life balance	71%	53%	69%	61%
Workload management	54%	45%	59%	51%
Work-related stress (high)	18%	26%	17%	26%
Ability to 'disconnect' after work hours	62%	47%	66%	45%
Enough work hours to do the job effectively	49%	26%	56%	35%

*Note that the percentages denote answers in the affirmative. I.e – when asked if someone experienced high work related stress, 18% of iCBR staff said yes, while 26% of iCBR and ACTPS executives said yes. When asked if they had the ability to 'disconnect' after work hours, 62% of iCBR staff said yes, meaning 38% do not agree they have the ability to disconnect.

11. Notably, 95% of all iCBR executives reported working above their workload capacity.
12. The current size of the Delivery – Places and Spaces Group has been noted. This is particularly important given the work program underway by the Government Insourcing Taskforce, to insource Public Housing Facilities Management. It should not be assumed that Delivery Places and Space is the default home for these services.
13. Given the recent experience with the transition of Housing into iCBR, and the need to ensure a sustainable and future proof structure, proactive decisions about structure would be desirable

14. It is unlikely in the current environment that a new group can be stood up and resourced. As such, a capacity assessment of current groups may assist in determining where insourcing and implementation portfolios best sit.
15. An Executive Group Manager workload and portfolio workshop will be undertaken with the intent of considering prioritisation, and structural options to ensure a sustainable, equitable structure across iCBR. This will consider current allocation, as well as future work, such as the insourcing of the Public Housing Facilities Management Delivery Model.
16. This workshop will be facilitated by the Senior Director, Strategy and Industry Engagement and Senior Director Industrial Relations. Both the Senior Directors, CCG and HR will assist with broader consultation and implementation plans arising from any recommendations that come from the workshop.

PEO Review

17. The complete PEO review report, and cover brief from Executive Group Manager, Kyla Kerkow is attached to this brief at **Attachments B, C and D**.
18. Key themes for improvement identified in the report broadly align with the themes of the ACTPS Staff Survey and many of the recommended actions from staff align with work underway through the Business Improvement Tiger Teams (BITTs), Strategic Plan Actions and the CCG.
19. A summary of findings has previously been communicated to staff and SLG, along with the approach to align the PEO findings with the broader CCG approach. This remains the recommended approach for the majority of issues. However, two issues are emerging as priority areas.
20. Workload management issues have been identified particularly at the Executive Branch Manger level, with significant discrepancies in branch sizes, span of control, and remit.
21. The IR and HR functions should be brought closer together, to ensure that iCBR has a 'one stop-shop' for workplace relations advice, consultation and HR/IR advice.
 - HR currently sits within an oversized Chief Operating Office portfolio.
 - HR and IR fragmentation is causing inefficiencies, inconsistent advice, high reliance on costly GSO services, and governance gaps.
 - PEO feedback supports the need for structural alignment of people functions.In the medium term, it may be practical and efficient to further consolidate the people and culture functions by aligning them with other related functions, such as internal WHS. However, it is recommended not to delay the immediate capability enhancement that would flow from an integrated HR/IR team.
22. While HR and IR are closely connected, they require different skill sets. It is critical that the IR and HR functions are supported by someone at the executive level with the required skill sets.

Recommendations

Integrate HR and IR

23. Integrate HR and IR to strengthen strategy, accountability and the success of the consolidated People & Culture Framework. There are 3 options for where the combined HR/IR function could sit:
 - a) **Recommended Option: The integrated HR/IR team to report to the Executive Branch Manager, Culture and Industry**, with the HR team moving from the COO branch to the C&I branch.

The EBM Culture and Industry already has responsibility for IR and Learning & Development in the Branch. Further, the EBM Culture and Industry has the required level of IR and HR skills to effectively support both functions. While there are some other functions in the branch that are not directly aligned to people and culture functions, they require less subject matter expertise and more generalist executive leadership. There may need to be some consequential decisions

about other functions to ensure there is enough capacity in the branch to take on the HR portfolio.

- b) **The integrated HR/IR team to report to the Chief Operating Officer (COO)**, with the IR team moving into the COO Branch.

It is common across the ACTPS that people and culture functions sit in the COO portfolio. However, the COO is generally at a SES Band 2 level, with a dedicated People and Culture EBM overseeing HR and IR. While other functions could be moved out of the COO portfolio to address the current span of control issues it is unrealistic to have an EBM who has the necessary skills and experience to cover the entire remit of the branch, noting the highly specialised areas in the Branch. Adding IR would further exacerbate issues. Conversely – moving HR out of the COO branch, would remove significant workload, and reset the COO portfolio to functions that are alike and that are better aligned under Governance and Corporate Services.

- c) **The integrated HR/IR team to merge with Work Health and Safety**, with both the HR and IR teams moving to the WHS Branch.

While this option has some merit, given the links between psychosocial safety and HR in particular, this option is not recommended. For this option to be effective, the profile of the branch would change significantly. This would require a new recruitment process to ensure the EBM position can be filled by someone with the requisite skill set. The WHS branch in iCBR also has a broader remit that internal people matters. The Branch leads the WHS initiatives across our infrastructure portfolios, ensuring compliance and safety on projects, as well as driving safety standards internally.

- d) **The integrated HR/IR team to be a stand-alone function** reporting directly to either the EGM PEO or DG.

While there is merit in having a closer alignment between HR/IR and the DG, this option is not recommended given our current structure and fiscal environment. There is limited ability to secure additional EBM positions, and it is critical that HR and IR functions are overseen at the executive level by someone suitably qualified, with a comprehensive understanding of both HR and IR. This option would leave the integrated HR/IR team led by two Senior Directors, which is not considered an effective solution.

24. It should be noted that both the HR and IR teams have been part of these conversations and are in agreement that the two teams should be brought together. This would allow the change to be implemented quickly, subject to SLG deciding on a recommendation.
25. If a permanent decision is not considered a viable option given the current nominal occupant of the COO position is on long term leave – the HR and IR teams could be integrated and temporarily located in the Culture and Industry portfolio, with a review to occur once the nominal occupant returns.

Next Steps

26. If SLG agrees to the recommendation, consultation with affected staff will commence without delay.
27. New organisational charts would be developed to clearly illustrate the proposed changes.
28. Subject to any amendments following consultation, the proposal could be implemented in 4-6 weeks.
29. Should consultation suggest significant amendments, these will be brought to SLG ahead of any implementation.

Attachments

- A. Draft CCG Workplan
- B. PEO Review Cover Note
- C. PEO Feedback Report
- D. Summary



Strategic Leadership Group Committee: Culture Coordination Group Update #1 and Priority Recommendations

Date	Wednesday, 15 April 2026
Sponsor	Brooke Grey, Chief Operating Officer and Kim Szandurski, Executive Branch Manager, Culture and Industry
Action Officer	Lena Lind, Senior Director Culture and Industrial Relations
Related Papers	Not applicable

Recommendation	
1.	Note the draft CCG workplan at Attachment A .
2.	Note the complete PEO Review Report at Attachments B, C and D
3.	Endorse the recommendation in this brief that the HR and IR teams be brought together, reporting to the Executive Branch Manager, Culture and Industry.

Purpose

To provide the Senior Leadership Group with an update on the Culture Coordination Group's foundational review work, outline the emerging organisational priority areas, and seek endorsement for immediate recommendations arising from CCG's survey review and the People Engagement and Operation review feedback.

Background

1. The Culture Coordination Group (CCG) was established in December 2025 bringing together subject matter experts to:
 - review cultural feedback from surveys, unions, and other sources
 - assess current and planned initiatives, identify gaps, and propose solutions
 - develop a high-level project plan for an iCBR cultural improvement program.
2. Over recent months the CCG has completed a foundational review to consolidate insights from across the workforce data landscape. This has focussed on People at Work surveys, Operational Model check-ins, the ACTPS staff survey 2025, and the People, Operations and Engagement Review.
3. From this work the CCG has identified the following 5 focus areas:
 - Respectful and Safe Behaviours
 - Workload Management
 - Role Clarity
 - Recruitment
 - Capability Development and Career Progression
4. The CCG has reviewed the work undertaken by the Strategy and Planning team, which has brought together the initiatives across various iCBR plans, such as the People Plan, the Psychosocial Safety Action Plan, Health and Safety Management Plan and Learning and Development Plan. The CCG is working on consolidating these plans and work has commenced on establishing a comprehensive Culture Transformation Framework. It is intended that this framework be consulted and finalised by 30 June 2026.
5. The CCG has also developed a high-level workplan to progress important initiatives immediately and in the short to medium term. An initial draft of the workplan has been consulted with the unions and is a dynamic document. Changes and updates will be made as consultation progresses.

Implementation of some initiatives has already commenced. The draft plan is attached at Attachment A.

6. The Industrial Relations (IR) team has met individually with most of the Executive Group Managers to provide further, group specific information from the ACTPS staff survey. In the case of the PEO group, this also included a further discussion about the PEO structure.
7. Notably the workload issues that have been identified across iCBR are particularly serious in our Executive positions.

Issues

8. Immediate priority areas have emerged through the review initial work, particularly as it relates to the ACTPS staff survey and the PEO review.

ACTPS survey results – executive workload

9. While the ACTPS staff survey results were overall positive, workload management has emerged as one of the focus areas. Responses from the senior executive group in particular highlight serious workload management issues well beyond that seen among iCBR staff on average.
10. This table shows the percentage response agreeing with a sentiment. Notably 26% of iCBR Executives state that they experience work related stress and only 26% of iCBR Executives agree they have enough work hours to do the job effectively.

Metric	iCBR	Executive level	ACTPS	ACTPS Exec
Work-life balance	71%	53%	69%	61%
Workload management	54%	45%	59%	51%
Work-related stress (high)	18%	26%	17%	26%
Ability to 'disconnect' after work hours	62%	47%	66%	45%
Enough work hours to do the job effectively	49%	26%	56%	35%

*Note that the percentages denote answers in the affirmative. I.e – when asked if someone experienced high work related stress, 18% of iCBR staff said yes, while 26% of iCBR and ACTPS executives said yes. When asked if they had the ability to 'disconnect' after work hours, 62% of iCBR staff said yes, meaning 38% do not agree they have the ability to disconnect.

11. Notably, 95% of all iCBR executives reported working above their workload capacity.
12. The current size of the Delivery – Places and Spaces Group has been noted. This is particularly important given the work program underway by the Government Insourcing Taskforce, to insource Public Housing Facilities Management. It should not be assumed that Delivery Places and Space is the default home for these services.
13. Given the recent experience with the transition of Housing into iCBR, and the need to ensure a sustainable and future proof structure, proactive decisions about structure would be desirable
14. It is unlikely in the current environment that a new group can be stood up and resourced. As such, a capacity assessment of current groups may assist in determining where insourcing and implementation portfolios best sit.

15. An Executive Group Manager workload and portfolio workshop will be undertaken with the intent of considering prioritisation, and structural options to ensure a sustainable, equitable structure across iCBR. This will consider current allocation, as well as future work, such as the insourcing of the Public Housing Facilities Management Delivery Model.
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While this option has some merit, given the links between psychosocial safety and HR in particular, this option is not recommended. For this option to be effective, the profile of the branch would change significantly. This would require a new recruitment process to ensure the EBM position can be filled by someone with the requisite skill set, potentially impacting the specialist WHS skills currently required. The WHS branch in iCBR has a broader remit than internal people matters and it was set up as a branch in recognition of the risks, responsibilities and workload that the team has. The branch leads the WHS initiatives across our infrastructure portfolios, ensuring compliance and safety on projects, as well as driving safety standards internally.

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Minutes

Strategic Leadership Group Committee No. 07

Date	Wednesday, 15 April 2026
Time	10.00 AM – 11.00 AM
Venue	Webex 2CA L3 Majura Board Room
Chair	Faheem Khan

Members

Name		Position
Gillian Geraghty	GG	Director-General
Faheem Khan	FK	A/g Deputy Director-General
Hayley Bell	HB	Executive Group Manager, Delivery - Health, Education, Justice
David Doctor	FK	A/g Executive Group Manager, Delivery – Places and Spaces
Catherine Loft	CL	Executive Group Manager, Delivery – Housing
Kyla Kerkow	KK	Executive Group Manager, Pipeline, Capability and Estate
Mynul Chowdhury <i>Proxy for Ed Owens</i>	MC	A/g Executive Branch Manager Delivery – Transport and Civil
Brooke Grey	BG	A/g Chief Operating Officer
Jacob Keed	JK	Cultural and Pathways Adviser

Attendees

Kristine Scheul	KS	Chief Commercial Officer
Dee Chicco	DC	Senior Director, Office of the Director-General
Courtney Tulk	CT	Executive Assistant, Office of the Director-General Secretariat
Laila Kazak <i>Attended for item 03</i>	LK	Executive Branch Manager, Security and Emergency Management Division, Justice, and Community Safety Directorate

Apologies

Josephine Smith	JS	A/g Executive Group Manager, People, Engagement and Operations
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Item No.	Agenda Item
01	out of scope [redacted]
02	out of scope [redacted]
03	out of scope [redacted]
FOR ENDORSEMENT	
04	out of scope [redacted]

Item No.	Agenda Item
05	<p>Culture Coordination Group Update</p> <p>The Committee discussed the Culture Coordination Group paper and discussed the recommendations. The Committee noted supportive feedback aligned with earlier observations regarding the importance of retaining HR and IR functions together under a single structure, recognising the potential benefits for cohesion and sustainability.</p> <p>In principle, the Committee endorsed a combined HR/IR team; however, further work was requested to clarify the future operating model, particularly in the context of ongoing financial sustainability considerations. The Committee also sought advice on the proposed communications approach for the completed report and requested further advice on any additional resourcing that may be required to address immediate HR priorities.</p> <p>The Committee remained comfortable with the in-principal agreement regarding the recommendation to combine HR and IR functions. Members acknowledging that consultation is constrained due to current leave arrangements of the Chief Operating Officer.</p>
FOR DISCUSSION BY EXCEPTION ONLY	
06	<p>out of scope [REDACTED]</p> <p>[REDACTED]</p>
07	<p>out of scope [REDACTED]</p> <p>[REDACTED]</p>
08	<p>out of scope [REDACTED]</p> <p>[REDACTED]</p>

Item No.	Agenda Item
	out of scope
09	out of scope ■ [REDACTED] ■ [REDACTED]



CCG Planning

March 2026



Five Focus Areas



1) Respectful and Safe Behaviours (Yindyamarra + ACTPS values)



2) Role Clarity



3) Workload Management



4) Recruitment (attract, select, onboard for values and culture)



(5) Capability Development and Career Progression

Focus Area 1 - Respectful and Safe Behaviours

- Further promotion and strengthening of the **Respect Equity and Diversity (RED) network** (Launch of new network on 18 March, increasing from 5 to 14 RED officers)
- Develop a series of **Artefacts** for people and mgrs. (See next slide)
- Toolbox Talks
- Restorative Approaches
- Create a **reporting** cadence for highlevel data
- Additional seminars/workshops
- Executive level values workshop*
- Improve Preliminary Assessment process/PSU
- Yindyamarra
- Consolidated Cultural Transformation Framework

Educational Artefacts

Speaking Up & Reporting Concerns

- What to do if you have a concern/complaint
- What happens if I make a complaint?
- Understanding the Different Types of Behavioural Issues (Inappropriate, Unreasonable, bullying etc)

Manager Responsibilities & Early Intervention

- What managers must do when they receive a concern of complaint, incl psychosocial risk assessments
- How managers can resolve low-level issues early
- How to have difficult conversations
- Managing Behavioural Expectations in your team

Understanding the Process

- Early Resolution – How it works
- Bullying and Misconduct Pathways – PA, Investigations etc
- Confidentiality in Behavioural Matters: What it is and what it isn't
- What happens after an investigation

Professional Conduct and Safe Behaviours

- What Respectful Behaviour Looks Like (ACTPS values in actions, Yindyamarra etc)
- Unacceptable Behaviours
- Managing Conflict Well
- Bystander Actions: How to intervene safely

IR/HR Skill Building

- What Good Consultation Looks Like
- Union Encouragement – What it is and what it isn't
- Performance Conversations made simple
- Supporting Staff Wellbeing in Behavioural matters

Focus Area 2 – Role Clarity

- Business Plans/Branch Plans etc
- PD refresh
- PDP framework
- Longer term – review of positions against WLS

Focus Area 3 – Workload Management

- Review Exec Workload following survey results
- Develop guidance for Mgrs for managing workload
- Mobility guidelines implementation
- Education around hours/flex/OT/OnCall/Right to Disconnect/CICS

Focus Area 4 – Recruitment

- Make recruitment training mandatory
- Make Unconscious Bias in Decision making training mandatory
- Reminder that Conflict Of Interest form is required
- Guiding principles for use of JSC/SAC
- Policy position around feedback for internal candidates
- Factsheets around use of classifications
- Factsheets around recruitment generally

Focus Area 5 – Capability Development and Career Progression

- Induction for Executives (both new and HDA)
- Induction for non SES-staff
- LinkedIn Learning being made available for all staff
- Leadership and Management programs under development
- Self paced e-learning modules available
- Essential cultural training under development
- Multiple toolbox type sessions available each month

Cover Note: PEO Group Staff Feedback

Author: Kyla Kerkow, Executive Group Manager, Pipeline Capability and Estate

Background

1. Infrastructure Canberra (iCBR) restructured on 3 February 2025. This restructure created the new Communications Culture and Industry (CCI) Group as one of two new enabling Groups supporting iCBR to deliver and had the existing Chief Operating Office and Work Health and Safety reporting Directly to the Director General.
2. iCBR undertook an Operating Model Check-in in June 2025. The Check-in included Look, Listen, Learn sessions, an anonymous online survey and email submissions. Following this Check-in a proposal was made in July 2025 to combine the Chief Operating Office (COO) and the Work, Health and Safety (WHS) teams together with CCI. These structural improvements were intended to strengthen collaboration and integration across iCBR's people and foundational functions. The change was limited to reporting line changes and the internal structures within COO and WHS teams remain unchanged following the merger of the Groups.
3. Feedback on the proposed reporting line changes was sought from all staff between 2 and 11 July 2025. Staff were invited to provide feedback via an anonymous online survey, email or engaging directly with Executive Group Manager (EGM), People Engagement and Operations (PEO) or the Director General.
4. iCBR was also subject to further structural changes on 1 July 2025 following the 2025 Administrative Arrangements growing the total FTE and remit of the Directorate.
5. Following further feedback on how the new PEO structure was operating, Director General, iCBR emailed all staff on 12 November 2025 seeking further feedback on the PEO Group current structure and how it is working our people and teams, specifically opportunities for efficiencies. This consultation commenced 17 November and closed 12 December 2025. Feedback was able to be provided through an anonymous online survey, email or meeting directly with the EGM, Pipeline Capability and Estate (PCE).
6. During the feedback period 19 Survey responses, two emails and three face-to-face listening sessions were provided.

Issues

7. The views provided during the feedback period on the current PEO structure are mixed. Several positive observations were made regarding the new structure with many welcoming the logic of grouping enabling functions and the enhanced visibility and collaboration enabled by combining these functions under one Group.
8. The key themes for improvement identified in the feedback broadly align with the themes of the ACTPS Staff Survey and many of the recommended actions from staff align with work underway through the Business Improvement Tiger Teams (BITTs), Strategic Plan Actions and the Culture Coordination Group.
9. Key themes from the feedback included:
 - i. **Inefficient structure**
 - ii. **Workload imbalances across Group**
 - iii. **Lack of role clarity**
 - iv. **Slow approvals and responsiveness**
 - v. **Lack of communications and consultation on change**

10. Four of these five themes are closely interrelated. Current structural inefficiencies are driving a cascade of operational challenges with functions currently grouped in ways that do not optimise workflows or strategic adjacencies. This misalignment creates ambiguity in roles and responsibilities, as staff struggle to understand ownership, decision rights, and service boundaries. The lack of clarity has led to duplication of effort and overlapping accountabilities, which in turn drives workload imbalances across the Group with some teams are overburdened while others operate below capacity.
11. These structural and overlap in responsibilities also introduce multiple layers of approvals and unclear clearance pathways, slowing responsiveness and is a key cause of frustration for our people. Work was perceived to have often stalled for long periods because decisions must escalate through complex chains of command, compounding inefficiencies and eroding confidence in the operating model.
12. In short: **An inefficient structure → unclear roles → duplication and overlap → uneven workloads → excessive approval layers → slow responsiveness → staff dissatisfaction.**
13. This cycle not only impacts day-to-day delivery but also undermines strategic priorities, as our people's energy is consumed by navigating process friction rather than delivering outcomes.
14. A full summary of insights from the feedback received is at [Attachment A](#).
15. Feedback and suggestions were also provided through the survey and other channels on other areas of the Directorate including SLG and the other two enabling areas - PCE and Chief Finance Officer (CFO) Groups.

Suggestions

16. Our people provided several direct suggestions for improvement through the feedback channels. These suggestions are included under their relevant theme in [Attachment A](#).
17. A consolidated view of suggestions on next steps is as follows:
 - i. Further refinement of PEO structure and reporting lines,
 - ii. Up to date Position Description's, Service Catalogue, onboarding material and enhanced intranet content for information and wayfinding for all enabling areas (including PCE and CFO),
 - iii. Updated delegations and streamlined approval processes (PEO and iCBR), and
 - iv. Updated SLG processes to support/ensure SME engagement and improved consultation and change approach.
18. The timing and process for any further changes to the structure or process should be carefully planned, consulted on and the timing should be considered noting the undercurrent of the feedback indicating change fatigue and the need for stability, despite a narrative of also wanting change.

Next Steps

19. Implement existing improvement actions underway by the BITTs and the Culture Coordination Group.
20. Identify further solutions from staff suggestions that could be implemented from the report.
21. Communicate to staff on outcomes and next steps.

Attachments

- A. PEO Feedback Report
- B. "What we heard" Summary Report

● Feedback on the
People
Engagement
Operations Group
Restructure

Report for SLG



Acknowledgement of Country

The Infrastructure Canberra Directorate acknowledges the Ngunnawal people as traditional custodians of the ACT and recognise any other people or families with connection to the lands of the ACT and region.

We respect the Aboriginal and Torres Strait Islander people, particularly our Aboriginal and Torres Strait Islander staff, and their continuing culture and contribution they make to the Canberra region and the life of our city.

Contents

Exutive Summary	4
Feedback findings	5
What worked.....	5
Areas for improvement	6
1. Structure	6
2. Workload and span of control	9
3. Role Clarity	10
4. Workflows and Approvals.....	12
5. Communication, Consultation and Change Management	13
Non-PEO feedback	15

Executive Summary

Feedback on the efficiency and effectiveness of the restructure that combined the Chief Operating Office (COO), Work Health and Safety (WHS) and the Culture Communications and Industry Groups into the People, Engagement and Operations (PEO) Group was undertaken between 15 November and 12 December 2025.

During the feedback period, 19 people provided responses through the anonymous online survey and two engagements via emails, and three face-to-face listening sessions were provided.

The views provided during the feedback period on the current PEO Group structure were mixed. Several positive observations were made regarding the new structure with many welcoming the logic of grouping enabling functions and the enhanced visibility and collaboration enabled by combining these functions under one Group.

However, there were strong themes of areas for improvement needed. They were:

- 1. Inefficient Group structure**
- 2. Workload imbalances across the Group**
- 3. Lack of role clarity**
- 4. Slow approvals and responsiveness, and**
- 5. Poor communication and consultation on change**

Several areas of feedback included specific suggestions of improvement initiatives or changes. These have been included under each of the respective themes.

Feedback indicates that organisational changes have been too rapid, and current consultation approaches are not working for everyone. There was a clear sentiment that consultation has regularly felt performative, as decisions had already been made by Strategic Leadership Group (SLG) or executives, rather than genuinely seeking ideas and feedback from our staff on the 'what' and 'how' of organisational change. Any further change to address the issues and opportunities raised during this feedback should allow more time for idea generation, feedback and consultation and wider and more frequently communication to all our people, not just those directly impacted by changes.

The pace of change and decision to maintain 'business as usual' to a large extent in both the February 2025 and July 2025 restructures meant that maximum efficiency and effectiveness were not achieved for PEO Group as Teams, and Branches have unclear or duplicate functions and not enough priority and time was given to establishing new service offerings, position descriptions, standard operating procedures and processes to maximise the benefit of the new structures and create role clarity for staff due to the need to continue to deliver on existing work and previous strategic priorities.

Many of these findings and solutions are useful insight for both the other enabling Groups and Delivery Groups in iCBR. There was also some specific feedback that related to other areas of Infrastructure Canberra (iCBR) – SLG, Chief Finance Officer (CFO) Group and Pipeline Capability and Estate (PCE) Group - that has been included at the end of the report.

Feedback findings

What worked

Our People's Feedback

There were several positive observations made by our people regarding the efficiency and effectiveness of the new PEO Group. Several people observed improvements and clear logic of the alignment or the functions into one group and the enhanced ability to collaborate.

Respondents value the closer integration of enabling services, which fosters consistency and streamlined processes. The structure was also seen to support collaboration across teams as seen as a major strength, enabling agile and efficient support to iCBR with optimism about further opportunities for collaboration as the Group settles into the new structure.

“Having these enabling services working more closely together and being better aligned and consistent.”

“The PEO structure enables strong collaboration across interconnected teams, creating streamlined processes and delivering cohesive, efficient support to ICBR projects and delivery areas.”

“There are good synergies between HR/IR/L&D and the Office of the Chief Engineer. I believe the Cultural Coordination Group will further strengthen this collaboration.”

“Enables strong collaboration across interconnected teams.”

“The merge offers a great opportunity to build stronger connections and deliver more agile, flexible support across branches.”

The new Group structure was also praised for enabling enhanced senior guidance and access to subject matter expertise than the previous structure.

“An EGM to bounce ideas off [and] access to SOGA SME cohort.”

The environment was described as welcoming and positive, especially for new staff

“As someone relatively new to ICBR, I’ve found the environment positive and welcoming.”

Individual contributions stood out, particularly the Executive Group Managers leadership as well as Teams such as Strategy and Planning were commended for their proactive approach to consultation and continuous improvement:

“Annie brings energy, expertise, and genuine care for the team. Her leadership style fosters engagement and confidence across the branch.”

“April and the [Strategy and Planning] team has shown great initiative in refining processes and driving efficiency, which sets a positive tone for the directorate.”

Areas for improvement

1. Structure

Our People’s Feedback

Almost all feedback indicated that opportunities for further efficiency and enhancements to the PEO Group’s operations may require a further internal restructure to better align like-functions and reduce duplication and unclear roles across the Group. Some feedback suggested people felt that the Group was now too large and complex with a minority of feedback suggesting separating the COO group functions again.

“I would like to see if the group could be restructured.”

“There doesn't seem to be a real purpose or strategy to this team. It's just been thrown together. And it's now way too big for one Group.”

“This arrangement seems to prioritise the "feel good" aspect while not giving adequate, or even any, priority to the required functional aspects of the COO.”

“Personality-proof the structure and design roles and accountabilities that don't depend on specific individuals.”

There was criticism for the current grouping of functions in the existing team and Branch structures, in particular Culture with Industry Engagement and Office of the Chief Engineer.

“There's a difference between collaboration (which should happen across the directorate all the time) and actual synergies where it makes sense to put teams together in the same branch or unit.”

“I think this is a clear indication that the current structure or ways of working are not fit for purpose. PEO includes HR, Industrial Relations, L&D, Strategy and WHS. There should not be a need for a separate working group to consider an issue.” [regarding the announcement of the Culture Coordination Group which occurred during the feedback period].

There were several variations of what this could look like suggested by respondents – however the most consistent theme was that the Human Relations (HR) and Industrial Relations (IR) functions should be brought together. The need to group strategic functions together in one Branch and operational functions in another Branch was also a strong theme in the suggested groupings of functions and teams.

“I think the HR space should be moved out of COO and directly report to EGM. If we are doing that with WHS, it makes sense to also move HR up to be directly reporting to the EGM.”

“From a digital, data records perspective - I see real synergy with PCE - keen to see how we can make a more solid link between the two”

“The role of strategy for our people and workforce doesn't have an EBM leading it. Culture should also sit with HR.”

The current Communications operating model was contested. Feedback was split between support for the centralised communications team (efficiency, consistency) and project embedded communications teams (project proximity, clarity of leadership/support). There were also concerns about scale and prioritisation of communications workload and the current processes for the governance of content (e.g., website accuracy).

“To be honest I think that the structure does not work. It doesn't make sense to me that as a project comms staff member I don't sit within my project's area, and instead sit within a centralised comms area, and in a group that includes specialisms that have nothing to do with what I do. It creates confusion for me, especially for example having specified office days for PEO/comms where I am sitting in the office with other comms people who I do not work with and have no understanding of their role, rather than being with the project team that I work closely with. I don't feel the structure works for me and does not provide the support and leadership, whereas I am often looking to my project for this.”

Our People's Solutions

Suggested solutions and changes to the Group's structure received during the feedback include:

- **Technical, Strategic, People.** Aligning the other spaces like that would be easier for me in a project team to understand the support provided. E.g., Corporate would be under People, Governance under technical
- **Separating the strategy development from the strategy reporting function** to create separation between those who hold the pen on strategy and those who report on progress.
- **Create a People & Culture Branch** by bringing together HR, IR, L&D, Strategic Workforce Planning, and the people component of WHS.
- **Move HR to report directly to the EGM** (consistent with WHS reporting line).
- **Combine HR and IR** capabilities into one team.
- **Align Industry Engagement with Comms** where duplication exists; clarify split of responsibilities and sponsorship management.
- **Merge HR and Ministerial with the original Comms team.**
- Place **Training (L&D)** under the **COO**.
- Consider further **alignment between WHS, HR, IR, and L&D functions** to enhance consistency and reduce overlap in people and safety-related processes.
- **Align structure to the strategic priorities:**
 - **Our People and Culture at our Heart** - HR, Culture (internal), Comms (internal), WHS (internal), Corporate Services
 - **Excellence in Service** - Governance, Audit and Risk, WHS (external/projects)
 - **Partnering for Success** - Comms (Projects), Culture and Industry (external), Ministerial, PCE
 - **Better Tools for Outstanding Outcomes** - ICT, HR (L&D), PCE
- Move to the following **four branches:**
 - **People and Culture Branch** (HR, IR, L&D, Strategic Workforce Planning)
 - **Governance and Risk Branch** (Governance & Risk, Audit, WHS)
 - **Government Services** (Ministerial, ICT, Building Services/ Corporate, FOI)
 - **Comms and Engagement** (Industry Engagement, Comms, Chief Engineer)
- **Move FOI and Annual reporting back to Governance and Risk.** Merge HR and ministerial with the original comms team. Effectively having **Corporate Services and Governance and Risk and ICT and Records as one group and Comms, HR and Ministerial as the other.**
- **Revert to original arrangement** separating COO from PEO.
- Establish a Team for '**Strategic insights**' – coupling records and data governance with transformation and automation with reporting and data analytics.
- **Consider aligning Transformation & Culture (PEO) with Project Quality (PCE)** (capability uplift synergies). Synergies between the Transformation and Culture and the work of the **Project Quality team in PCE**; realign SD T&C to sit with Project Quality in **PCE**.

2. Workload and span of control

Our People's Feedback

Feedback identified the span of control at the Branch level was perhaps not right with the COO Branch being identified as too large and disparate and other Branches being small in the Group. The span of control and roles of Executive Branch Managers in the Group was also raised.

“COO portfolio considered too large; uneven distribution of responsibilities across EBMs.”

“Why do we have an EBM for industry and culture, but don't have one for HR? It just doesn't make sense.”

“There is an uneven exec structure – COO role too big other EBMs (WHS, Industry engagement) have very small teams”

Resource pressure was raised in particularly in corporate governance and the COO space. It was noted by people that as the directorate scaled, foundational support capacity hasn't kept pace. Discrepancy in the size of some teams within PEO relative to their workload was also noted by some people.

“The only team that should have more qualified and experienced staff is HR, maybe then our culture and prioritisation of people would improve. All the other areas could/should be reviewed and possibly scaled back or reprioritised.”

“Increased resourcing for corporate governance to mirror increase in whole of directorate staffing levels (260 up to 600+ in last 12 months). These are foundational positions and essential to maintaining iCBR's governance, compliance and service delivery / support to project teams. Increased numbers of staff results in increased demand for service delivery and compliance activities which is being undertaken in most cases with staffing levels that have not increased over the last 12 months.”

“COO is running on a low FTE, which is causing very noticeable stress and irritability. This is exacerbated by the lengthy recruitment process, especially with all recruitment needing approval from SLG.”

“All of these corporate services are delivered more efficiently in other directorates, so why are we different? I'm not suggesting staff in these areas are not busy, quite the opposite, but as a directorate, we need to get better at prioritisation and not trying to do everything all at once.”

“Comms area is way too large compared to other directorates for what they do.”

Our People’s Solutions

Suggested solutions and changes to address workload and span of control matters received during the feedback include:

- **Reassess COO span of control and rebalance EBM portfolios** to avoid one oversized role (COO) alongside very small teams.
- **Review placement/size of the Comms Team**
- **Provide secretariat/admin resourcing** for industry forums and centralise secretariat support for organisational (non-Board) forums.
- **Increase resourcing in Corporate Governance** to match directorate growth (260 → 600+ staff).
- Future efficiencies could include **shared resources and expertise across branches**, reducing duplication and enabling agile responses. These can be realised through clear communication channels and alignment of priorities across teams
- **Set up cross-team job sharing/secondments** and “ride-along” opportunities to build understanding across PEO.
- **Enable mobility and flexible resourcing** across iCBR to place the right people in the right roles at the right time.

3. Role Clarity

Our People’s Feedback

Both people within PEO as well as others across iCBR appear unclear on the roles and responsibilities of individuals and teams within PEO. Lack of role clarity was expressed at the individual, team, branch and cross-group level (i.e. between PEO and PCE or Project Teams). The CIO, Industry engagement, cultural advisory and comms were common areas identified of having unclear roles and responsibilities.

“This is not clear or demonstrated to staff outside of this team.” [in response to the efficiency of the establishment of PEO]

“Looking over this organisational chart makes me realise how much support is in the PEO space. I think clearer guidance on what each team provides would be helpful...What can I go to ICT about? not my ICT issues at my computer that would be SSICT I would assume its strategic ICT but what are they working on? And only using ICT team as an example it would be beneficial overall in all teams that are not project related - PCE as well.”

“Clarity of PEO services, responsibilities and accountabilities.” [in response to what could change]

It was identified in a lot of the feedback of a perceived overlap and duplication between HR, IR, L&D, WHS, and Industry Engagement roles and functions currently. The role and scope of Executive Sponsor roles for key initiatives was also raised.

“Duplicate initiatives or services have also been identified. But more needs to be done in this area.”

“there’s a need for clearer role delineation. For example, the Industry Engagement Plan initially sat between teams, which created some uncertainty. While the outcome was excellent, clearer upfront ownership would help streamline delivery.”

“More clarity between different areas- i.e. why was the Industry Engagement Forum being delivered by Comms Not Industry Engagement”

“Still uncertainty and lack of clarity of roles and purpose – cross over, duplication and stepping on toes.”

“Roles and responsibilities in current structure are not clear, particularly for the three different executive sponsors [in the Cultural Advisory space].”

“Membership and sponsorship don’t sit anywhere neatly”

A lack of role clarity was exacerbated by Position Descriptions and processes not aligned to actual scope of work.

“Executive positions have been added without clear communication as to their function, role or responsibilities.”

Our People’s Solutions

Suggested solutions and changes to address role clarity received during the feedback include:

- **Amend executive PDs** so they reflect the actual duty statements and scope
- **Clearly delineate ownership** of cross-cutting plans and strategies (e.g., Industry Engagement Plan) up front to streamline delivery.
- **Shift accountability for Culture in Construction** out of PEO (not a fit with current portfolio).
- **Clarify the “front door” for industry engagement** (define who it is, how industry accesses it, and what happens beyond entry).
- **Publish and keep current org charts** with reporting lines, team descriptors, and who to contact for what.
- **Provide “who’s who in the zoo” on the intranet and in onboarding communications** for all new staff (who they are, what they do, current priorities). This should be supported by clear visuals and quick reference guides.

- **Clarify ICT/Records Team scope** (strategic vs. SSICT helpdesk) and provide updates on digital/data initiatives underway.
- **Create collaborative events and shared workspaces** including neighbourhood seating by team to aid discoverability.
- Prepare **duty statements for each executive sponsor**, clearly articulating purpose of role, list of responsibilities, reporting relationship/s, approval authority
- **Consolidate executive sponsor roles** in particular in the Cultural Advisory space to reduce overlap and confusion.

4. Workflows and Approvals

Our People's Feedback

The new structure was noted to have created additional layers of clearance and review for approvals causing delays to work.

“Layers of approvals within workflows - many steps of approvals before getting to the EGM.”

“At this point I have not seen any changes - other than our process now involve an EGM.”

“In addition, there are multiple layers between IR and HR and DG – issues and information not filtering down to the right people, or information being ‘filtered’ on the way up.”

“Change has introduced additional layers of bureaucracy, particularly in relation to clearances.”

“A bit hard to comment given the new structure and workflows haven’t been in place for long; however consideration of layers of approvals within workflows—many steps of approvals before getting to the EGM...”

“Responsiveness – really difficult to get instruction or response with additional layers of approvals (now under EBM instead of EGM). Challenging when nothing progresses or work sits for many months.”

“Approvals take months.”

“Unclear clearance process between EBM/EGM/DG.”

“I have been diligently writing papers to the SLG, but they are being held up by the [EBM] and/or EGM, leading to significant delays.”

Ongoing fragmentation and siloed working despite intent to create synergies and cumbersome governance that slows teams' ability to be agile and fully resourced.

“Unless we radically relook at simpler ways to do things it will be very difficult to yield efficiencies. The structure of the group has less of an impact on efficiencies it's our approach to day-to-day business activities where efficiency gains could be made.”

“More consistency in the overall approach, with the T&C area having different requirements as other areas of iCBR. There are duplicated functions such as record management across other areas. Where is the area with technical specialist that can be utilised to provide input on Tier 1 projects?”

“[Resourcing pressures] is exacerbated by the lengthy recruitment process, especially with all recruitment needing approval from SLG.”

Our People's Solutions

Suggested solutions and changes to address approvals and workflows received during the feedback include:

- **Streamline and simplify approval workflows** (reduce layers; clarify EBM/EGM/DG clearance steps).
- **Reset delegations** and trust SOGA and below.
- **Structured SME and stakeholder engagement** before decisions to reduce rework and delays.

5. Communication, Consultation and Change Management

Our People's Feedback

There were mixed results on the effectiveness of consultation with some responses suggesting consultation actions were adequate while others heavily criticised the approach.

“[Consultation was] Minimal, which is normal for iCBR. SLG decide what they want well in advance of any consultation.”

“It would be good to understand if these changes were implemented based on feedback or if the decision was one made by SLG (and if it was fully supported). There was little broad consultation or communication in advance of the changes.”

“Not aware of any consultation. I have provided feedback on some functions, with no response provided.”

"I don't recall being consulted. I was just told it was happening."

"The consultation process has been clear and inclusive, ensuring staff are well-informed and engaged with the purpose and benefits of the changes."

"Consultation was fine. I was asked for feedback, which I provided."

"The 'what we heard' from staff feedback and a clear explanation and link to the management changes/structures/roles could be greatly improved."

Ongoing change management was also noted as ineffective with staff noting limited visibility of organisational charts, reporting lines, and team functions from both within and outside of PEO Group.

"There has been no communication when accountabilities were moving [between people/teams] or that a priority was shifting."

"More transparency, updating org structures frequently, an email of the changes is good but I need to see it visually and get as much information as possible like reporting lines and teams, so I know who to reach out to, also maybe a descriptor of what each group do, because I have no clue with some of the groups do and a quick reference would be nice."

"The benefits and why of the restructure wasn't communicated effectively to staff"

"Not enough effort to communicate and drive engagement between CCI and COO - haven't merged as one entity - two distinct business units, ways of working and culture"

A level of change fatigue is present from the responses. Multiple comments note the need to "bed down" the structure and stabilise people moves to reduce burnout.

"The branch has experienced significant change over the past 12 months, with people and teams moving frequently. This has led to some change fatigue. If we can bed down our team structure and maintain stability, it will help reduce burnout and allow teams to focus on delivering outcomes."

Our People's Solutions

Suggested solutions and changes to address approvals and workflows received during the feedback include:

- **Issue “what we heard” summaries** linking staff feedback to structural and process changes.
- **Consult earlier and more broadly** before structural changes; SLG engage with SMEs at the outset of identifying problems.
- **Improve cross-division consultation for web content** to ensure accuracy before publishing on iCBR channels.
- **Increase transparency of BITT team** activities and decisions.
- **Stabilise structures and teams.**

Non-PEO feedback

Feedback provided also included suggestions and observations that related to areas other than PEO Group. These include possible action areas for the Chief Finance Officer Group, Pipeline Capability and Estate Group and the Strategic Leadership Group.

SLG

Reflections on SLG operations and attitude – non-infrastructure projects and corporate reporting not following established corporate governance (i.e. not going through subcommittees and SLG/DG) or decisions being made unilaterally or without unanimous agreement of SLG.

“It would be good to understand if these changes were implemented based on feedback or if the decision was one made by SLG (and if it was fully supported [by all of SLG]).”

“Governance isn’t followed – things should go through subcommittees and SLG then DG”

Feedback indicated staff were discouraged by senior executives from bringing and ‘bad news’ to SLG, and a strong perception from some staff that papers and requests relating to enabling functions are regularly not supported by SLG.

“[EBM] discouraged bringing bad news to SLG”

[Workload] is exacerbated by the lengthy recruitment process, especially with all recruitment needing approval from SLG.”

SLG was criticised for not seeking or listening to our people on matters that are in their area of expertise. In particular matters relating to HR, IR, ICT & Records were raised. Engagement and

consultation by SLG is perceived as frequently occurring after a decision has already been made.

"I would have greatly appreciated early engagement from the SLG."

"Decisions being made by the SLG regarding records, data, and digital initiatives, without consulting the ICT, Data and Records team, are disempowering us and signalling to iCBR staff that they can disregard our compliance requirements."

"[Consultation on the change was] Minimal, which is normal for iCBR. SLG decide what they want well in advance of any consultation."

PCE Group

Increased role clarity and communication on services and functions was also highlighted for PCE Group as the other enabling service Group as well as several identified opportunities for greater collaboration and partnership between PCE and PEO Groups.

From a digital, data records perspective – I see real synergy with PCE – keen to see how we can make a more solid link between the two."

"I think clearer guidance on what each team provides would be helpful [...] it would be beneficial overall in all teams that are not project related - PCE as well."

"Synergies between the Senior Director, Transformation and Culture and the work of the Project Quality team in PCE"

[For Industry Engagement] Most of the actions are sitting in PCE [Procurement, Contracts and Panels].

CFO Group

In response to suggestions for improvements feedback included a desire for greater visibility of budget and finance data for delegates and decisions makers across the business through a monthly finance forum for staff.

"Finance and budget oversight for managers - suggest a monthly finance forum where previous month performance is presented and walked through. Not having a way of seeing actuals against line items in budgets is difficult when managers with purchasing delegations cannot see real time data or have the opp[ortunity] to hear monthly progress."

People, Engagement and Operations Group Restructure Feedback and Check-In

What we heard report

February 2026

Between 15 November and 12 December 2025, feedback was gathered on the efficiency and effectiveness of the restructure that formed the **People, Engagement and Operations (PEO) Group**. This restructure combined the Chief Operating Office, Work Health and Safety, and Culture, Communications and Industry functions into one Group. Feedback was gathered through various channels, including a survey and feedback sessions.

Thank you for your feedback

Thank you to everyone who shared feedback on the PEO Group structure and operations. Your insights help us improve and create a better workplace for all.



19 survey responses



**3 face-to-face feedback
sessions conducted**



**2 email responses
to the EGM PCE inbox**

Key insights

- **Overall sentiment was mixed.**
While many staff welcomed the logic of grouping enabling functions and saw benefits in collaboration and visibility, there were strong themes around areas for improvement.
- **Positives:**
 - Stronger collaboration and integration of enabling services.
 - Opportunities for streamlined processes and consistency.
 - Leadership accessibility and proactive teams driving improvements.
- **Challenges:**
 - Structure complexity and unclear roles leading to duplication and confusion.
 - Workload imbalances and resourcing gaps.
 - Slow approvals and cumbersome workflows reducing agility.
 - Communication and consultation perceived as inadequate.
 - Change fatigue due to frequent restructures and lack of stability.

What is working well

3. Logic of grouping enabling functions together in one Group
4. Improved collaboration and integration
5. Positive environment and culture
6. Synergies between functions
7. Greater visibility of others work
8. Better peer networking

What we could do better

9. Structure complexity
10. Role clarity
11. Workload imbalances
12. Slow approvals and cumbersome workflows
13. Communication and consultation gaps
14. Change fatigue

What's next

Several initiatives are already underway that aim to improve our workflows, workloads and culture. The PEO review feedback confirms many of the barriers that have been identified through other feedback mechanisms.

The Culture Coordination Group (CCG) will be considering the PEO review feedback alongside other feedback received through the ACTPS Staff Survey and other mechanisms to identify:

- The current efficiencies of the PEO structure and how they might be realised.
- The potential strengths and benefits of the workflows and synergies between teams within PEO.
- How these workflows and synergies best be realised.
- Insights and/or feedback on the consultation undertaken regarding the PEO structure.
- Suggestions for improvements for possible future implementation in Infrastructure Canberra.

We will share updates and consult on any new actions through our usual communication channels, including All Staff Forums, iCBR Insights and the [intranet](#).

For any questions or queries, please contact the Culture Coordination Group at iCBRCultureandIndustry@act.gov.au.



ACTPS Staff Survey Results



Acknowledgement of Country



We wish to acknowledge the Ngunnawal people as traditional custodians of the land we are meeting on and recognise any other people or families with connection to the lands of the ACT and region.

We wish to acknowledge and respect their continuing culture and the contribution they make to the life of this city and this region.

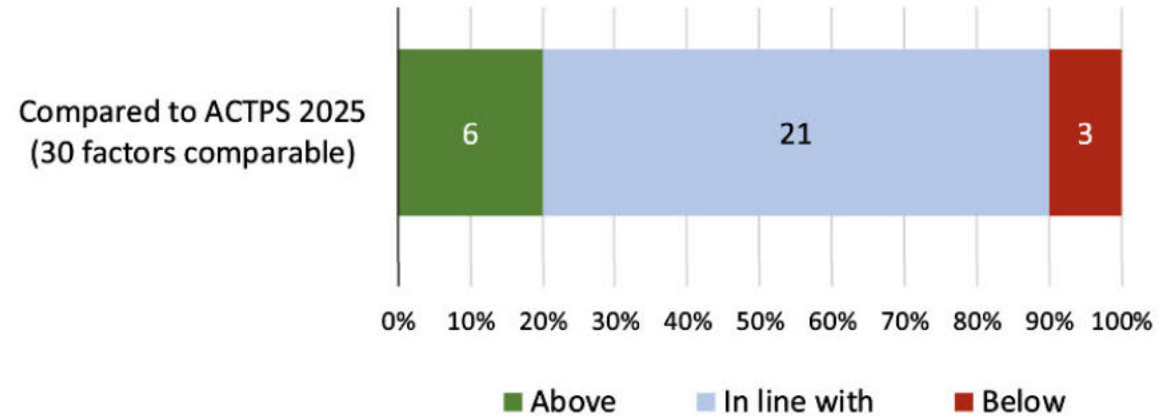
We would also like to acknowledge and welcome other Aboriginal and Torres Strait Islander people who may be attending today's event.

Overview

- **iCBR results in ACTPS Staff Survey**
- **PEO Group survey**
- **Next steps**

Overall Results

- iCBR response rate = 73% (much higher than ACTPS rate)
- Key outcome measures:
 - Commitment and loyalty = 59%
 - Engagement = 61%
 - Satisfaction = 76%
- This is our first ACTPS survey as iCBR so we can't compare to previous surveys, but we can compare to the ACTPS averages



iCBR Results against ACTPS results

Where iCBR performed best

Factor	ACTPS	iCBR
Organisational executive	59%	66%
Executive Group Manager	60%	69%
Executive Branch Manager	64%	69%
Barriers to productivity	85%	91%
Innovation	55%	60%
Safe and inclusive workplace culture	69%	74%
Mobility	48%	57%
Recognition	65%	70%
Remuneration and conditions	70%	79%

iCBR Results against ACTPS results

Where iCBR needs the most improvement

Factor	ACTPS	iCBR
Intrinsic rewards	71%	66%
Learning and career development	60%	52%
Role clarity	83%	72%
Support for customer service	81%	69%
Workload management	59%	54%

Common Themes > Improvement Opportunities

- Lack of role clarity
- High workloads
 - 30% of people said they don't have enough time during their work hours to do their job effectively
 - 63% said their workload is above their capacity (compared to 57% across ACTPS)
- Lack of learning and development opportunities
- Merit based recruitment
- Bullying
 - 15% reported experiencing bullying at work
 - This is equal with the ACTPS, but is still too high
 - 18% of people who experienced or witnessed bullying chose to not take any action

Common Themes > Improvement Opportunities

Top productivity barriers

1. Administrative processes
2. Too many competing priorities
3. Workload or time pressures
4. Multiple layers of decision making
5. Understaffing or high staff turnover

Many of these productivity barriers tie back to improvement areas – high workloads and role clarity.

PEO Group Survey

Major themes:

- Inefficient structure
- Workload imbalances
- Lack of role clarity
- Slow approvals and responsiveness
- Lack of communications and consultation on change

Next Steps

- EGMs will be given more detailed data about their groups
- Some percentage results were drawn down or up by different areas, so some groups may have different focus areas
- Waiting on outcomes of CPSU/CFMEU survey conducted in 2025
- Culture Coordination Group will bring all survey results together to investigate and implement strategies to improve identified areas

Survey

- 15 Nov – 12 December
- 16 Survey responses
- 5 email/f2f feedback provided

Executive Summary

- Views on the current PEO structure are mixed and often polarised. Many welcome the logic of grouping enabling functions; others say the span of control is too large, creating extra layers of approvals and bureaucracy, with unclear decision rights.

Positives

- Having these enabling services working more closely together and being better aligned and consistent.
- enables strong collaboration across interconnected teams
- An EGM to bounce ideas off. Access to SOGA SME cohort
- As someone relatively new to ICBR, I've found the environment positive and welcoming. The merge offers a great opportunity to build stronger connections and deliver more agile, flexible support across branches.
- The PEO structure enables strong collaboration across interconnected teams, creating streamlined processes and delivering cohesive, efficient support to ICBR projects and delivery areas.
- Strategy and Planning Team (led by April Barrett): I'd like to acknowledge their strong approach to consultation and continuous improvement. The team has shown great initiative in refining processes and driving efficiency, which sets a positive tone for the directorate.
- Annie Williams (EGM): Annie brings energy, expertise, and genuine care for the team. Her leadership style fosters engagement and confidence across the branch.
- Cross-team Collaboration: There are good synergies between HR/IR/L&D and the Office of the Chief Engineer. I've observed these teams working well together, and I believe the Cultural Coordination Group will further strengthen this collaboration.

Key Themes

1. Role clarity
2. Structure
3. Approvals and responsiveness
4. Valuing experience
5. Communications and consultation
6. Strategic priorities

Role Clarity

- Both PEO staff and staff across iCBR unclear on the roles and responsibilities of individuals and teams within PEO
- Lack of role clarity was expressed at the individual, team, branch and cross-group level (i.e. between PEO and PCE or Project Teams)
 - The CIO, Industry engagement, cultural advisory and comms were common areas identified of having unclear roles and responsibilities

Role Clarity

- duplicate initiatives or services have also been identified. But more needs to be done in this area.
- This is not clear or demonstrated to staff outside of this team
- looking over this organisational chart makes me realise how much support is in the PEO space. i think clearer guidance on what each team provides would be helpful. some of it is standard, HR for example. What can I go to ICT about? not my ICT issues at my computer that would be SSICT i would assume its strategic ICT but what are they working on? it would be interesting to know so we can look forward to new implementations or concerns addressed in previous reports are being worked on... a "We've heard you..." and this is what we are doing? And only using ICT team as an example it would be beneficial overall in teams that are not project related - PCE as well.
- Clarity of PEO services, responsibilities and accountabilities. (what could change q)
- more transparency, updating org structures frequently, an email of the changes is good but I need to see it visually and get as much information as possible like reporting lines and teams, so I know who to reach out to, also maybe a descriptor of what each group do, because I have no clue with some of the groups and a quick reference would be nice
- there's a need for clearer role delineation. For example, the Industry Engagement Plan initially sat between teams, which created some uncertainty. While the outcome was excellent, clearer upfront ownership would help streamline delivery.
- Still uncertainty and lack of clarity of roles and purpose – cross over, duplication and stepping on toes.

Structure

- Almost all feedback indicated a need to restructure internally to better align like-functions and harness efficiencies and alignment across PEO.
 - There were several variations of what this could look like – however the most consistent theme was HR and IR being brought together
- The need to group strategic functions together and operational functions was also a strong theme
- It was identified that the span of control at the Branch level was perhaps not right with the COO Branch being identified as too large and desperate and other Branches being small in the Group.
- Comms operating model was contested. Feedback is split between support for the centralised comms (efficiency, consistency) and project embedded comms (project proximity, clarity of leadership/support). There are concerns about comms scale/prioritisation and governance of content (e.g., website accuracy).

Structure

- I would like to see if the group could be restructured.
- Executive position have been added without clear communication as to their function, role or responsibilities.
- Future efficiencies could include shared resources and expertise across branches, reducing duplication and enabling agile responses. These can be realised through clear communication channels and alignment of priorities across teams
- Varying combinations suggested – however consistently was that IR and HR should be in same team
- Technical, Strategic, People. Aligning the other spaces like that would be easier for me in a project team to understand the support provided. EG, Corporate would be under People, Governance under technical
- There's a difference between collaboration (which should happen across the directorate all the time) and actual synergies where it makes sense to put teams together in the same branch or unit.
- Consider further alignment between WHS, HR, IR, and L&D functions to enhance consistency and reduce overlap in people and safety-related processes.
- Move FOI and Annual reporting back to Governance and Risk. Merge HR and ministerial with the original comms team. Effectively having Corporate Services and Governance and Risk and ICT and Records as one group and Comms, HR and Ministerial as the other
- Revert to previous arrangements, with COO separate.
- From a digital, data records perspective - I see real synergy with PCE - keen to see how we can make a more solid link between the two
- I think the HR space should be moved out of COO and directly report to EGM. If we are doing that with WHS, it makes sense to also move HR up to be directly reporting to the EGM.
- To be honest I think that the structure does not work. It doesn't make sense to me that as a project comms staff member I don't sit within my project's area, and instead sit within a centralised comms area, and in a group that includes specialisms that have nothing to do with what I do. It creates confusion for me, especially for example having specified office days for PEO/comms where I am sitting in the office with other comms people who I do not work with and have no understanding of their role, rather than being with the project team that I work closely with. I don't feel the structure works for me and does not provide the support and leadership, whereas I am often looking to my project for this.

Struture Cont.d

- I love aligning things where possible....
- Our People and Culture at our Heart - HR, Culture (internal), Comms (internal), WHS (internal), Corporate Services
- Excellence in Service - Governance, Audit and Risk, WHS (external/projects)
- Partnering for Success - Comms (Projects), Culture and Industry (external), Ministerial, PCE?
- Better Tools for Outstanding Outcomes - ICT, HR (L&D), PCE?
- I dont know if this would work although I think it would great - or something to think about with our next round of strategic planning.
- Change with care – “Stability: The branch has experienced significant change over the past 12 months, with people and teams moving frequently. This has led to some change fatigue. If we can bed down our team structure and maintain stability, it will help reduce burnout and allow teams to focus on delivering outcomes.”

- Re:"To ensure we have an appropriate consideration and action plan of the results we have established a Culture Coordination Group, bringing together experts from HR, Industrial Relations, Learning and Development, Strategy, and Work Health and Safety."
- I think this is a clear indication that the current structure or ways of working are not fit for purpose. PEO includes HR, Industrial Relations, L&D, Strategy and WHS. There should not be a need for a separate working group to consider an issue.

Prioritisation

- The only team that should have more qualified and experienced staff is HR, maybe then our culture and prioritisation of people would improve.
- All the other areas could/should be reviewed and possibly scaled back or reprioritised.
- All of these corporate services are delivered more efficiently in other directorates, so why are we different? I'm not suggesting staff in these areas are not busy, quite the opposite, but as a directorate, we need to get better at prioritisation and not trying to do everything all at once.

Workflows and approvals

- layers of approvals within workflows - many steps of approvals before getting to the EGM
- At this point I have not seen any changes - other than our process now involves an EGM
- Unless we radically relook at simpler ways to do things it will be very difficult to yield efficiencies. The structure of the group has less of an impact on efficiencies it's our approach to day-to-day business activities where efficiency gains could be made.
- In addition there are multiple layers between IR and HR and DG – issues and information not filtering down to the right people, or information being ‘filtered’ on the way up.

Consultation on change

- Minimal, which is normal for iCBR. SLG decide what they want well in advance of any consultation.
- It would be good to understand if these changes were implemented based on feedback or if the decision was one made by SLG (and if it was fully supported). There was little broad consultation or communication in advance of the changes.
- Not aware of any consultation. I have provided feedback on some functions, with no response provided.
- I don't recall being consulted. I was just told it was happening.

Consultation cont.

- Mixed results
- The consultation process has been clear and inclusive, ensuring staff are well-informed and engaged with the purpose and benefits of the changes.
- Consultation was fine. I was asked for feedback, which I provided.
- The 'what we heard' from staff feedback and a clear explanation and link to the management changes/structures/roles could be greatly improved.
- There has been no communication that accountability was moving or that priority was shifting

Workload


- Increased resourcing for corporate governance to mirror increase in whole of directorate staffing levels (260 up to 600+ in last 12 months). These are foundational positions and essential to maintaining iCBR's governance, compliance and service delivery / support to project teams. Increased numbers of staff results in increased demand for service delivery and compliance activities which is being undertaken in most cases with staffing levels that have not increased over the last 12 months.
- This arrangement seems to prioritise the "feel good" aspect while not giving adequate, or even any, priority to the required functional aspects of the COO.
- Comms area is way too large compared to other directorates for what they do.
- COO is running on a low FTE, which is causing very noticeable stress and irritability. This is exacerbated by the lengthy recruitment process, especially with all recruitment needing approval from SLG.

- More consistency in the overall approach, with the T&C area having different requirements as other areas of iCBR. There are duplicated functions such as record management across other area's. Where is the area with technical specialist that can be utilised to provide input on Tier 1 projects?

Operational suggestions

- Opportunities for job sharing / swapping at level to better understand different BU in PEO.
- Potential to stand up teams containing different functions to work on particular projects, with an understanding and connection between the teams already existing.
- Perhaps cross collaboration in terms of team meetings - having a standing agenda item for someone from another team come and talk about what their team / section is doing

Industry Engagement

- Strong feelings on industry engagement role
- why do we have an EBM for industry and culture, but don't have one for HR? It just doesn't make sense. In the real world engaging with industry should be led by SLG and project directors, and by our DG and DDG. Yet the role of strategy for our people and workforce doesn't have an EBM leading it. Culture should also sit with HR.
- More utilisation of technical specialists within iCBR, particularly when engaging with industry. Current advice is that our discussions with industry are often disjointed and we don't use industry level language, have relevant knowledge of current projects, noting the civil industry is much different to the commercial sector
- Culture and Industry and Industrial Relations combined doesn't make sense- currently works because  in the role
- there's a need for clearer role delineation. For example, the Industry Engagement Plan initially sat between teams, which created some uncertainty. While the outcome was excellent, clearer upfront ownership would help streamline delivery.
- More clarity between different areas- i.e. why was the Industry Engagement Forum being delivered by Comms Not Industry Engagement

Suggestions form Staff

Non peo actions

- Finance and budget oversight for managers - suggest a monthly finance forum where previous month performance is presented and walked through. Not having a way of seeing actuals against line items in budgets is difficult when managers with purchasing delegations cannot see real time data or have the opp to hear monthly progress.

SLG

- We have a brand problem
- “[EBM] discouraged bringing bad news to SLG or audit committee”
- “Decisions being made by the SLG regarding records, data, and digital initiatives, without consulting the ICT, Data and Records team, are disempowering us and signalling to iCBR staff that they can disregard our compliance requirements.”
- “I would have greatly appreciated early engagement from the SLG”
- “Minimal, which is normal for iCBR. SLG decide what they want well in advance of any consultation.”
- “It would be good to understand if these changes were implemented based on feedback or if the decision was one made by SLG (and if it was fully supported).”
- [Workload] is exacerbated by the lengthy recruitment process, especially with all recruitment needing approval from SLG.”

For Gillian

- Minimal, which is normal for iCBR. SLG decide what they want well in advance of any consultation.
- There doesn't seem to be a real purpose or strategy to this team. It's just been thrown together. And it's now way too big for one Group. And the leadership needs to be tested. While the current EGM may well be best suited, the candidate market has not been tested for this much larger and more complex role, which is very different to where the role started as culture and transformation project lead. Why is this? Rules for some and then different rules for others.