

His Worship the Mayor  
Councillors  
**CITY OF MARION**



**NOTICE OF  
PEOPLE & CULTURE COMMITTEE MEETING**

Notice is hereby given pursuant to the provisions under Section 83 of the Local Government Act 1999 that a General Council meeting will be held

**Tuesday 1 November 2016**

**Commencing at 7.30pm**

**In Committee Room 1 & 2**

**Council Administration Centre**

**245 Sturt Road, Sturt**

A copy of the Agenda for this meeting is attached in accordance with Section 83 of the Act.

Meetings of the Council are open to the public and interested members of this community are welcome to attend. Access to Committee Room 1 & 2 is via the main entrance to the Administration building on Sturt Road, Sturt.

A handwritten signature in purple ink, appearing to read "Adrian Skull", is written over a faint, light-colored rectangular stamp.

Adrian Skull  
**CHIEF EXECUTIVE OFFICER**

28 October 2016

**CITY OF MARION  
PEOPLE AND CULTURE COMMITTEE AGENDA  
FOR THE MEETING TO BE HELD ON  
TUESDAY 1 NOVEMBER 2016  
COMMENCING AT 7.30 PM  
COMMITTEE ROOM 1 & 2  
245 STURT ROAD, STURT**



---

**1. OPEN MEETING**

**2. KAURNA ACKNOWLEDGEMENT**

*We acknowledge the Kurna people, the traditional custodians of this land and pay our respects to their elders past and present.*

**3. MEMBER'S DECLARATION OF INTEREST (if any)**

**4. CONFIRMATION OF MINUTES**

- 4.1 Confirmation of the Minutes for the People and Culture Committee meeting held 6 September 2016 ..... 4

**5. BUSINESS ARISING**

- 5.1 Review of the Business Arising Statement from previous meetings of the People and Culture Committee ..... 12

**6. CONFIDENTIAL ITEMS**

- 6.1 CEO Annual Performance Rating 2015/16  
Confidential item distributed separately
  - KPI results for 2015/16
  - Outcomes of 360 review
  - Local GovernmentPCC011116F6.1
- 6.2 CEO Key Performance Indicators for Quarter 1 2016/17  
Confidential item distributed separately  
PCC011116F6.2

**7. PRESENTATION**

Nil

## **8. REPORTS**

- 8.1 Finance & Audit Committee - Independent Member  
PCC011116R8.1..... FĪ
- 8.2 Organisational Culture and Values  
PCC011116R8.2.....ĀĪ
- 8.3 People and Culture Monitoring Report  
PCC011116R8.3.....ĀĴ
- 8.4 Enterprise Agreement (EA) Negotiations Administrative Staff  
PCC011116R8.4.....ĀĤ
- 8.5 Committee Review and Feedback – Verbal Discussion (no report)

## **9. ANY OTHER BUSINESS**

## **10. MEETING CLOSURE**

The People and Culture Committee meeting shall conclude on or before 9.30pm unless there is a specific motion adopted at the meeting to continue beyond that time.

## **11. NEXT MEETING**

The next meeting of the People and Culture Committee is scheduled to be held on:

**Time: TBA**  
**Date: TBA**  
**Venue: TBA**

**MINUTES OF THE PEOPLE & CULTURE COMMITTEE MEETING  
HELD AT ADMINISTRATION CENTRE  
245 STURT ROAD, STURT  
ON TUESDAY 6 SEPTEMBER 2016**



---

**PRESENT**

**Elected Members**

Councillor Raelene Telfer (Presiding Member), Councillor Hull, Councillor Hutchinson  
His Worship the Mayor Kris Hanna (from 7.10 pm)

**Independent Member**

Nil

**In Attendance**

Adrian Skull	Chief Executive Officer (from 7.22 pm)
Kate McKenzie	Manager Corporate Governance
Steph Roberts	Manager Human Resources
Vincent Mifsud	General Manager Corporate Services
Liz Byrne	Manager Community and Cultural Services (for item 7.1)
Tony Lines	General Manager Operations

**1. OPEN MEETING**

The meeting commenced at 6.34 pm.

**2. KAURNA ACKNOWLEDGEMENT**

*We acknowledge the Kurna people, the traditional custodians of this land and pay our respects to their elders past and present.*

**3. MEMBERS DECLARATION OF INTEREST**

The Presiding Member asked if any Member wished to disclose an interest in relation to any item being considered at the meeting. No interests were disclosed.

**4. CONFIRMATION OF MINUTES**

**Moved Councillor Hutchinson, Seconded Hull** that the minutes of the People and Culture Committee meeting held on 5 July 2016 are confirmed as a true and correct record of proceedings, noting that Councillor Hutchinson's name was spelt incorrectly and should be amended.

**CARRIED**

## 5. BUSINESS ARISING

The statement identifying business arising from the previous meetings of the Committee was reviewed and progress achieved against identified actions noted. The Committee requested that all actions from the meeting be included on the action list, including the proposed themes and actions from the Workforce Plan that relate to the Committees operations.

The Committee noted that the Actions Arising also has the old logo which needs to be replaced.

The Committee also noted that the Work Program included a report for Executive Performance and Remuneration Review. The Committee agreed that this was beyond the role of the Committee as the Council's only employee is the CEO.

The Committee noted that the meeting for 1 November was also a full agenda.

## 6. PRESENTATION

Nil

## 7. REPORTS

### 6.38 pm Volunteer Management – Performance and Improvement Report Reference: PC060916R7.1.

The Committee noted the report and discussed the following points:

- No claims have been received from a volunteer for personal injury and if any were to occur, they would be included within the monthly WHS report.
- The organisational values should be incorporated as part of the volunteer induction.
- The volunteer program is currently at its capacity and hence no recruitment is currently occurring.
- Any performance issues of volunteers are managed in the first instance to seek resolution of the matter. If performance issues continue, there is a Code of Conduct for Volunteers and a procedure to manage this process. If the matter cannot be resolved, they will be existed from the organisation. This has occurred on very few occasions. A copy of the Code and the procedure will be provided to the Committee Members out of session.
- The Volunteer Induction Handbook is being revised to include the organisational values.
- The Heritage Centre volunteers are located under the Libraries hence they are not listed separately.
- Sports and community group volunteers are not included as part of the City of Marion registered program. The support and recognition that is provided to City of Marion volunteers maybe different to other groups. It is noted that the City of Marion did recognise all volunteers who undertake work within our community via an advertisement in the Messenger. The City of Marion will also nominate various community volunteers for awards where possible. It was noted that the state government provide a free volunteer concert in June each year.
- The Annual Volunteer Report includes further breakdown and analysis of the Volunteer Program and this report could be presented to the Committee in February 2017.

The Committee sought clarification on a previous resolution of Council (GC130514R01) and how this had been carried out? It was agreed that this item would be followed up and further information provided to the Committee through the business arising statement.

**ACTION:**

**Provide Committee members with a copy of the Code of Conduct for Volunteers and the Performance Management Procedure.**

**Follow up on a previous resolution of Council (GC130514R01) and how this had been carried out. Can the outcome be included within the Business Arising Statement?**

**In February 2017, report to the Committee the Annual Volunteers Report.**

**Moved Councillor Hull, Seconded Hutchinson** that the People and Culture Committee:

1. Notes the report regarding Volunteer Management.
2. Request the information on retention of volunteers and performance management of volunteers be included in the next report to the committee in February 2017.

**CARRIED**

**6.58 pm Review of the How We Work Together Policy  
Report Reference: PCC060916R7.2**

The Committee noted the report and suggested that the new policy and procedure was a better approach.

The Committee discussed the opportunity to include a section on defining behaviours within the Policy. The Committee had mixed views and suggested that this be included as an option within the report to Council. If it was the desire of the Council, this could then be included at the time the Policy and Procedure is adopted. The Committee requested that the feedback provided by independent member, Dr Panter be taken on board when drafting this.

7.10pm Mayor Hanna entered the meeting.

**Moved Councillor Hull, Seconded Councillor Hutchinson** that the People and Culture Committee:

1. Recommends that the 'How We Work Together Policy and Procedure' be presented to Council for adoption with the option of defining behaviours to be included within the body of the report to Council.

**CARRIED**

7.22 pm Mr Adrian Skull (Chief Executive Officer) entered the meeting

**7.22 pm Review of Elected Member Records Management Policy  
Report Reference: PCC060916R7.3**

The Committee reviewed the Policy and requested clarity on the following:

- If a document is captured on the server (i.e. an email), does this satisfy the requirements of the State Records Act?

- Can the Policy can refer to words such as 'encourage' instead of must? Would this met the obligations of the State Records Act? The Committee suggested that legal advice be sought to clarify.
- Can the Policy include mechanisms regarding what an Elected Member should do with confidential records?

The Committee suggested that the definition of medium and public servant be removed. It was also suggested that the word 'especially' could be removed from the definition of document.

**ACTION: Obtain legal advice to clarify the wording within the Policy.**

**Moved Mayor Hanna, Seconded Councillor Hutchinson that the People and Culture Committee:**

1. Notes the report and discussion on the 'Elected Member Records Management' Policy.
2. Notes the report and discussion on the 'Elected Member Records Management' Procedure diagram.
3. Recommends that the 'Elected Member Records Management' Policy be presented to Council for adoption with the legal advice requested by the Committee.

**CARRIED**

**7.39pm Enterprise Agreement (EA) Negotiations Administrative Staff**  
**Report Reference: PCC060916R7.4**

The Committee noted the report and further verbal update provided by the Manager Human Resources. It was noted that further discussions were occurring with the Union and Staff Representatives. It is hopeful that another position will be put to the vote imminently.

The Committee thanked Management and looks forward to the matter progressing.

**Moved Mayor Hanna, Seconded Councillor Hull that the People and Culture Committee:**

1. Notes the update provided regarding the Enterprise Agreement negotiations with Administrative Staff.

**CARRIED**

**7.44 pm Leadership Development**  
**Report Reference: PCC060916R7.5**

The Committee noted the report and provided positive feedback to staff regarding the approach. It was noted that it was a great step forward.

**Moved Councillor Hutchinson, Seconded Mayor Hanna that the People and Culture Committee:**

1. Notes the report and discussion regarding Leadership Development.

**CARRIED**

**7.47pm Workforce Plan Progress**  
**Report Reference: PCC060916R7.6**

The Committee noted the report on the Workforce Plan and discussed the following:

- Customer Service should be a key focus of the workforce plan and should address planning now and into the future.
- Customer Service should be applied to all service staff, particularly those with a strong public interface including operational staff. The Committee commented that staff could be supported more in this area, given the level and quality of service provided by operational staff is inconsistent.
- Customer Service should be beyond the community and also include internal customers, other levels of government, contractors, etc.
- Investing in further technologies to improve efficiencies and customer service is supported by the Committee but is a decision for Council once the cost benefit and tangible outcomes are clearly defined. It was noted that the City of Charles Sturt are using some great initiatives and further information should be sourced from them.
- The aging workforce can be a challenge to manage. Management is interested investigating different options to bring younger people into the organisation. The idea of a gap year for year 12 graduates was discussed and supported. This would require a Council decision. The intention would be for Council to liaise with local schools to offer a gap year to two year 12 graduates. The program would require additional budget and would be an addition to the head count of staff. This was acknowledged by the Committee.
- The diversity of the community will be difficult to reflect in the workforce. It was noted that some high level principles may work but would be difficult to measure.

**Moved Mayor Hanna, Seconded Councillor Hull** that the People and Culture Committee:

1. Notes the report and discussion regarding Workforce Planning.
2. Discussed the key Future Issues/Topics posed, for consideration of inclusion into the Workforce Plan.
3. Recommend to Council the introduction of a gap year program and a report be bought to the next Council meeting (27 September 2016).

**CARRIED**

**8.12 pm Independent Member – Finance and Audit Committee**  
**Report Reference: PCC060916R7.7**

The Committee noted the report and that the expiry date for Elected Members on the Finance and Audit Committee should read 2016 not 2015.

The Committee agreed some discussion on the report would be useful in a confidential setting with only the CEO present.



**Moved Mayor Hanna, Seconded Councillor Hutchinson**, that pursuant to section 90(2) and 3 (a) of the *Local Government Act 1999*, the People and Culture Committee orders that all persons present, with the exception of Adrian Skull, Chief Executive Officer be excluded from the meeting as the Committee considers that the requirement for the meeting to be conducted in a place open to the public has been outweighed in circumstances where the Committee will consider the performance of the Finance and Audit Committee and the personal affairs of an independent member.

**CARRIED**

8.14 pm the Committee went into confidence and all staff (with the exception of the CEO) left the meeting

8.40 pm the Committee came out of confidence and all staff returned

**Moved Councillor Hull, Seconded Mayor Hanna** that the People and Culture Committee:

1. Recommend to Council that Mr Greg Connor be re-appointed for a period of 3 years until November 2019, encouraging his continued constructive interrogation of Councils' strategies and processes.

**CARRIED**

#### **8.41pm People and Culture Monitoring Report Report Reference: PCC060916R7.8**

The Committee noted the report and clarity was sought on the following:

- The figures relating to the total people spend in 14/15 and 15/16 are similar even after the organisational restructure. It was advised that senior managers who were made redundant received separation packages and the existing EBA has an increase of 3.4%. It is expected that savings will be demonstrated in the 2016/17 financial year.
- It was noted that there is further opportunity for reviewing the organisational structure to ensure that the organisation is not top heavy.
- The opportunity to outsource carryover work noting that a portion of work is already outsourced. It was noted that the ratio of work to be outsourced is not quantified at this point but carryover can be outsourced if the organisation has the capacity of manage accordingly.
- The figures relating to negative sick leave and that management is dealing with this issue.

**Moved Councillor Hutchinson, Seconded Mayor Hanna** that the People and Culture Committee notes the metrics outlined in this report.

**CARRIED**

8.52 pm leave of the meeting was sought and granted for a short adjournment

8.52 pm meeting adjourned

8.54 pm meeting resumed

**8.54pm Aggregating the CEO Performance Rating 2015/16**  
**Report Reference: PCC060916R7.10**

The Committee discussed the report and stated that Council has spent considerable time of the 2015/16 Key Performance Indicators (KPI) and these would be used as the only source document for the assessment of the CEO Performance in 2015/16.

The Committee noted that although Council had agreed to undertake the 360 review, it was not a formal part of the CEO Performance Review and should be used for feedback and constructive conversation with the CEO. It was suggested that the 10% Elected Member Assessment could be completed by extracting the data that the Elected Members have provided within the 360 survey.

The Committee noted that Dr Panter had provided feedback that the 360 and KPI's could be considered on a 50/50 basis. It was suggested that this was not appropriate for this performance assessment as it was not considered at the time when the KPI's were set.

The Manager Human Resources advised the Committee that the CEO contract does allow for 'any other factors' to be considered as part of the Performance Review.

It was noted that the raw data for the assessment of the KPI's would be presented to the Committee in November.

The Committee noted that the process should be reviewed at the conclusion of this assessment to ensure that any learnings are include in the 16/17 assessment.

**Moved Mayor Hanna, Seconded Councillor Hull** that the People and Culture Committee:

1. Recommends to Council that the 360 review outcomes be used for conversation (with the CEO) about his performance in conjunction with the KPI results.
2. Confirms that the KPI's results are to be used to assess the CEO Performance for 2015/16.
3. Confirms that the Elected Member feedback be extracted from the 360 review to be used for assessing KPI 12 – Elected Member Feedback.

**CARRIED**

**9.28 pm Committee Review and Feedback – Verbal Discussion**

The Committee discussed the following matters:

- The People and Culture Committee meeting schedule in connection with other Committee needs
- Budget implications
- The opportunity to strengthen recommendations

**8. CONFIDENTIAL ITEMS**

Nil

**9. ANY OTHER BUSINESS**

Nil

**10. MEETING CLOSURE**

The meeting was declared closed at 9.37 pm

**11. NEXT MEETING**

The next meeting of the People and Culture Committee is scheduled to be held on:

**Time: 6:30 pm**

**Date: 1 November 2016**

**Venue: Committee Room 1 & 2**

**CONFIRMED**

.....

**CHAIRPERSON**

/ /

## CITY OF MARION

## BUSINESS ARISING FROM PEOPLE AND CULTURE COMMITTEE MEETINGS

AS AT 27 OCTOBER 2016



	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date
1.	3 May 2016	<b>Presentations</b> That administration arranges for Ms Rayner to present to Council at a General Council Meeting.	Kate McKenzie	5 July 2016	Ms Rayner presented at the 11 October 2016 General Council meeting.	Completed
2.	5 July 2016	<b>Elected Member Professional Development Policy and Plan</b> Provide the Committee Members with the approval process for training and development (and how \$ amounts are set)	Kate McKenzie	September 2016	The approval process is outlined within the Elected Member Profession Development Procedure and section 2 states the Mayor will consider all applications for attendance at a professional development activity and recommend approval or otherwise. Where the total cost of the activity is less than \$3,000, the CEO will make the final determination. Where the total costs of the activity is greater than \$3,000, the application will be forwarded to Council for consideration at a General Council Meeting	Completed
3.	September 2016	<b>Volunteer Management</b> Provide Committee members with a copy of the Code of Conduct for Volunteers and the Performance Management Procedure.  Follow up on a previous resolution of Council (GC130514R01) and how this had been carried out. Can the outcome be included within the Business Arising Statement?  In February 2017, report to the Committee the Annual Volunteers Report.	Liz Byrne	October 2016	Code of Conduct and Performance Management Procedure for Volunteers circulated to Committee members on 27 October 2016.  The previous resolution of Council requested that 'future reports capture and acknowledge the contribution of both City of Marion Registered Volunteers and other volunteers working within the City of Marion utilising ABS statistics.' Since this date, the City of Marion Volunteer Program Annual report has been completed using the ABS statistics but it had not been tabled at a Council or Committee meeting. A process has now been identified to report this to either council or committee and is due in February 2107.	Completed

4.	September 2016	<b>Elected Member Records Management Policy</b> Obtain legal advice to clarify the wording within the Policy.	Jaimie Thwaites	October 2016	Legal advice has been obtained and was presented to Council (with the Policy) at its meeting of 25 October 2016. The Policy was not considered and will be re-presented at the General Council Meeting of 22 November 2016	Completed
----	----------------	--	-----------------	--------------	--	-----------

**CITY OF MARION****People and Culture Committee**

<b>SCHEDULE OF MEETINGS 2016</b>			
<b>Day</b>	<b>Date</b>	<b>Time</b>	<b>Venue</b>
Tuesday	1 March 2016	6.30 – 9.30 pm	Administration Building
Tuesday	3 May 2016	6.30 – 9.30 pm	Administration Building
Tuesday	5 July 2016	6.30 – 9.30 pm	Administration Building
Tuesday	6 September 2016	6.30 – 9.30 pm	Administration Building
Tuesday	1 November 2016	6.30 – 9.30 pm	Administration Building

**INDICATIVE PEOPLE AND CULTURE WORK PROGRAM - 2016****TUESDAY, 1 March 2016**

<b>Topic</b>	<b>Action</b>
Committees Terms of Reference and overview of skills	Noting and Feedback
Work Plan 2016	Noting and Feedback
Development Assessment Panel Expert Member recruitment	Noting and Feedback
Update of EA Negotiations	Noting and Feedback
Organisational Culture and Values (development, implementation and monitoring)	Noting and Feedback
People and Culture Monitoring Report (key strategies, policies, budget)	Noting and Feedback
Committee Review and Feedback	

**TUESDAY, 3 May 2016**

<b>Topic</b>	<b>Action</b>
Update of EA Negotiations (including issues, market salary gaps, expectations, etc)	Noting and Feedback
DAP Independent Member Recruitment	Recommendation to Council
Workforce Planning	Noting and Feedback
Organisation Values Update	Noting and Feedback
Organisation Wellbeing and Internal Communication Strategies	Noting and Feedback
CEO Key Performance Indicators	Noting and Feedback
Setting of timeline and process for CEO Annual Performance and Remuneration Review	Recommendation to Council
People and Culture Monitoring Report (key strategies, policies, budget)	Noting and Feedback
Committee Review and Feedback	

**TUESDAY, 5 July 2016**

<b>Topic</b>	<b>Action</b>
Succession planning for key Staff	Noting and Feedback
Elected Member Professional Development Policy, Plans	Recommendation to Council
Council effectiveness and performance Review	Recommendation to Council
Staff working with the Community (i.e. sporting clubs) to achieve community outcomes.	Noting and Feedback
People and Culture Monitoring Report (key strategies, policies, budget)	Noting and Feedback
Committee Review and Feedback	

**TUESDAY, 6 September 2016**

<b>Topic</b>	<b>Action</b>
Leadership Development Program	Noting and Feedback
Volunteer Management – performance and improvement	Noting and Feedback
Review appointment of expert member to Audit Committee	Recommendation to Council
People and Culture Monitoring Report (key strategies, policies, budget)	Noting and Feedback
Committee Review and Feedback	
Executive Performance and Remuneration Review	Noting and Feedback
Workforce Plan	Noting and Feedback

**Tuesday, 1 November 2016**

<b>Topic</b>	<b>Action</b>
Annual CEO Performance and Remuneration Review	Recommendation to Council
Review appointment of expert members to section 41 Committees.	Recommendation to Council
Indicative Work Program for People and Culture Committee for 2017	Noting and feedback
Annual Report to Council on Outcomes from People and Culture Committee	Report to Council
People and Culture Monitoring Report (key strategies, policies, budget)	Noting and Feedback
Committee Review and Feedback	

**CITY OF MARION  
PEOPLE AND CULTURE COMMITTEE  
1 NOVEMBER 2016**

**Originating Officer:** Steph Roberts, Manager Human Resources  
Kate McKenzie, Manager Corporate Governance

**Chief Executive:** Adrian Skull

**Subject:** Finance and Audit Committee – Independent Member

**Report Reference:** PCC011116R8.1

---

**REPORT OBJECTIVES:**

To provide the Committee with the names of potential candidates to replace the resigning Independent Member of the Finance and Audit Committee.

**EXECUTIVE SUMMARY:**

Independent Member Lew Owens has resigned from the Finance and Audit Committee, with his last meeting being December 2016. This was reported in Council's agenda for the 25 October 2016 meeting (GC251016R08) and the special meeting of Council (SGC011116R03). Pursuant to the People and Culture Committee's Term of Reference, the Committee will source and recommend to Council the appointment of the expert members on Committees.

A list of potential candidates will be tabled in confidence at the Committee meeting to enable discussions regarding suitable candidates for interviews. It is anticipated that interviews will occur in late November/early December and a recommendation to Council to appoint an independent member to the Finance and Audit Committee in January 2017.

**RECOMMENDATION (1)**

**DUE DATES**

1. That Pursuant to Section 90(2) and (3)(a) of the Local Government Act, 1999 the Committee orders that all persons present, with the exception of Kate McKenzie, Manager Corporate Governance, Steph Roberts, Manager Human Resources, Vincent Mifsud General Manager Corporate Services and Adrian Skull Chief Executive Officer be excluded from the meeting as the Committee considers that the requirement for the meeting to be conducted in a place open to the public has been outweighed in circumstances where the Committee will receive and consider a report dealing with potential candidate for the people and culture committee.

**1 Nov 2016**



**CITY OF MARION  
PEOPLE AND CULTURE COMMITTEE MEETING  
1 NOVEMBER 2016**

**Originating Officer:** Steph Roberts, Manager Human Resources

**Chief Executive:** Adrian Skull

**Subject:** Organisational Culture and Values

**Report Reference:** PCC011116R8.2

---

**REPORT OBJECTIVES:**

To provide an update on progress towards 'embedding' our organisational values and approach to measuring the impact on the prevailing culture.

**EXECUTIVE SUMMARY:**

Organisational values were launched at the end of June 2016. Following the launch, the values have been progressively embedded into key processes, to ensure they become part of everything we do. This report outlines the progress of embedding the values and the approach to measuring the impact they are having on our culture.

**RECOMMENDATIONS (1)**

**DUE DATES**

**That the Committee:**

- |  |                   |
|--|-------------------|
| <b>1. Notes the report and discussion regarding organisational culture and values.</b> | <b>1 Nov 2016</b> |
|--|-------------------|

**BACKGROUND:**

A key people and culture initiative for 2016 is the determination of and embedding of organisational values, and to use them as drivers of behaviours required to effectively and efficiently achieve the strategic direction of the Council.

- Strategic goals specify WHAT we will accomplish.
- Values specify HOW we will accomplish our goal through how we act and behave.

At its meeting of 24 May 2016 General Council endorsed the organisation values of Respect, Integrity, Achievement and Innovation and associated behavioural statements (GC240516R13). The values were subsequently launched to all staff 30 June 2016. The past three months have been focused on embedding the values into all of our key people processes, to ensure they are not simply words on a page, rather than are lived every day.

## DISCUSSION:

### Embedding the values

The values have been embedded into our ways of working through:

Visual Reminders	Values posters are displayed across all of our work sites
	All staff have (and can wear) a lanyard displaying our values
	A leadership pack has been provided to all leaders, to assist with implementing the values and making it relevant for their work groups
Performance Development Planning (PDP) / Leadership Development Planning (LDP)	All staff now have a PDP or LDP in place, which sets out the values as clear behavioural expectations (along with performance objectives)
	It has provided a guide for leaders to be able to manage the behavioural performance of staff
Recognition	We have revamped the STAR reward and recognition program, which is now based on the values. We are now recognising every month our staff who 'live' the values, which includes sharing the stories to increase understanding of what leading by example looks like.
Recruitment	We are currently working through a service review on our recruitment process, which will incorporate the values as a key cultural assessment for potential recruits, through targeted behavioural interview questions and reference checking.
	Position Descriptions now include the values expected behaviours are communicated with prospective employees prior to application
Induction	The values are embedded into our induction program, clearly setting out the expectations of how we behave at Marion.
Policies	Policies are being updated to incorporate the values.
Leadership	Values based leadership capabilities required for our future needs are being established on which all future leadership development will be based.

### Measuring the impact on culture

3 months into the embedding of our values, we have begun with our leadership team to assess how we are tracking with the values and what else we need to focus on.

A leadership team forum was held 18 October 2016 during which we asked our leaders (65 in attendance) how they feel we are tracking with embedding our values. Key questions asked to assess the impact:

- What are we seeing in the organisation with values in action?
  - Are the values more visible now than 12 months ago?
  - Whether we expect to see the values to be more evident in one year than they are today?
- What is your own experience and story, how well have you delivered on your commitment and what is your contribution to the overall survey result (personal mirror)?
- What more is needed from you/us to live this in the future?

We will be working with the Senior Leadership Team to ensure follow up with the commitments made by all leaders as a result of this forum, including accountability within the Performance Development Planning process.

We are now looking at ways to engage with all staff to assess their views on how the values are being integrated into our ways of working.

## CONCLUSION:

In order to continue to assess the success of the values rollout and its impact on the organisational culture, further assessments of the culture will be conducted over the coming months and a plan put in place for regular 'pulse checks'.

**CITY OF MARION  
PEOPLE AND CULTURE COMMITTEE  
1 NOVEMBER 2016**

**Originating Officer:** Steph Roberts, Manager Human Resources  
**Chief Executive:** Adrian Skull  
**Subject:** People and Culture Monitoring Report  
**Report Reference:** PCC011116R8.3

---

**REPORT OBJECTIVES:**

To report on progress towards realising strategies regarding the organisation's culture and performance associated with the conduct of Elected Members, employees and volunteers, in accordance with the People and culture terms of reference.

**EXECUTIVE SUMMARY**

Human Resource Management in a key imperative at Marion. This report considers key cultural and people metrics. The current critical areas requiring a focus and strategies for improvement are Council's excessive leave liability and lost time injury frequency rate (LTIFR), within Injury Management.

**RECOMMENDATIONS (2)**

**DUE DATES**

**That the People and Culture Committee:**

- |  |                   |
|--|-------------------|
| <b>1. Notes the metrics outlined in this report.</b>                     | <b>1 Nov 2016</b> |
| <b>2. Discuss and suggests the following metrics _____, _____, _____</b> | <b>1 Nov 2016</b> |

**BACKGROUND:**

At its meeting of 3 May 2016, the Committee noted the monitoring report, and requested some further profiling data be explored, including trends in indigenous employment, diversity, gender splits, trainees, council employment profile mapped to the community profile and formal disciplinary measures undertaken.

The workforce plan as it is developed will take into account the above profiling data analysis and will be further reported to the Committee (the approach to developing the workforce plan was presented at the 3 May meeting).

**DISCUSSION:**

Key people metrics included below can be used to monitor the health and wellbeing of staff and the effectiveness of staff resource management.

### Full Time Equivalent (FTE)

Table 1 provides a summary of the actual FTE figures within the 2016/17 financial year, as compared to the budgeted FTE of 350.3, as at end September 2016.

The variance is caused by the number of vacancies and seasonal staff varying from month to month. An overview of how the current 24 staff vacancies, are currently filled is included in Table 2.

*Table 1: Actual Employee FTE*

<b>2016/2017 Budgeted FTE 350.3</b> (as per adopted budget) <i>Including casual staff, excluding temporary labour hire</i>		
September 2016		
Actual FTE	Excluding Temporary Labour hire	Including Temporary Labour hire
	321.89 Excluding LWOP <sup>1</sup>	345.59 Excluding LWOP

*Table 2: Staff vacancies as at end September 2016*

<b>Vacancy filled by</b>	<b>Number</b>
Contract CoM Employee	8
Backfilled by CoM employee	5
Temporary Labour Hire	3
Vacant	8

### Key Staff Retention

#### **Target Key Staff Retention 95%**

The Executive Leadership Team have assessed key roles and key staff. We are now working on retention plans for all identified key staff. Note that key roles does not necessarily translate to key staff. Key roles may not have taken into account the likely presence of key employees in 'non key' roles and we also need to be cognisant that there may be poor performers in key roles.

### Leave Liability

A focus area is to reduce the leave liability, in line with the Excessive Leave Policy. People Leaders receive monthly reports outlining leave balances, to assist them in managing excess leave entitlements that exceed accepted limits. The objective is to assist employees achieve a healthy work-life balance through the management of leave and to reduce the financial liability that currently exists. It is pleasing to note that since increasing the focus on leave management plans in 2016, the excessive leave is trending downwards in some areas, as shown in Table 2 below and the Excessive Leave Graph 1.

<sup>1</sup> LWOP: Leave without pay, including maternity leave etc.)

Table 2: Excessive leave liability as at September 2016:

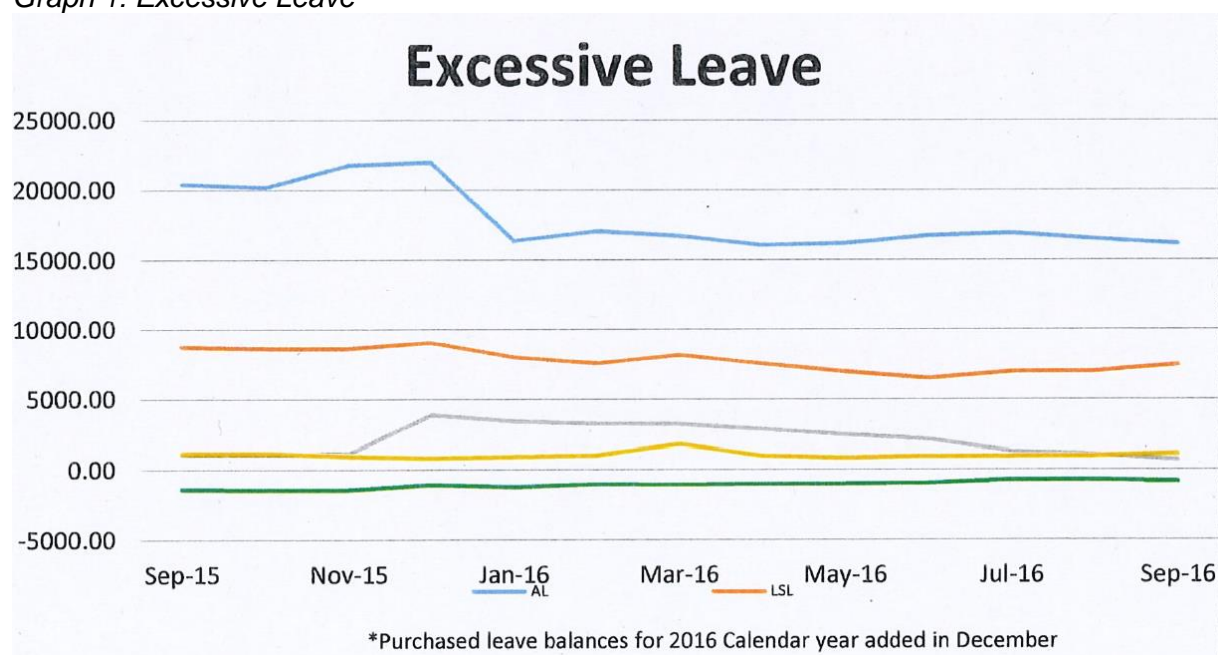
	Excessive Leave May 2016 (hours)	Financial Liability May -16	Excessive Leave July 2016 (hours)	Financial Liability July 16	Excessive Leave Sep 2016 (hours)	Financial Liability Sep -16
<b>Annual Leave &gt;228 Hours</b>						
Indoor Staff	11,703	\$462,087	11,992	\$498,926	10,359	\$433,001
Outdoor Staff	4,369	\$135,111	4,502	\$145,872	5,332	\$169,477
ELT / SLT	440	\$24,199	459	\$30,951	483	\$32,560
<b>Total</b>	<b>16,512</b>	<b>\$621,397</b>	<b>16,952</b>	<b>\$675,749</b>	<b>16,174</b>	<b>\$635,038</b>
<b>Long Service Leave &gt;494 Hours</b>						
Indoor Staff	5,924	\$293,138	5,428	\$236,796	5,943	\$278,593
Outdoor Staff	1,077	\$60,306	1,587	\$61,068	1,560	\$60,187
ELT / SLT	-	\$0	-	\$0	-	\$0
<b>Total</b>	<b>7,001</b>	<b>\$301,497</b>	<b>7,015</b>	<b>\$297,864</b>	<b>7,503</b>	<b>\$338,780</b>

Of the total 16,174 excessive annual leave hours in September 2016, 4,147 (25.6%) hours are associated with the top 10 employees with excessive leave.

The acceptable hours an employee can accrue up to are:

- Annual Leave 228 hours
- Long Service Leave 494 hours

Graph 1: Excessive Leave



### Formal Disciplinary Measures

The disciplinary matters included in this report are those which have required support from Human Resources. It does not cover the informal performance matters dealt with directly by managers.

As shown in Chart 1 there have been 6 cases of formal disciplinary action since July 2016. Chart 2 summarises the disciplinary outcomes, 1 was lodged as a dispute with Fair Work Australia, resulting in our disciplinary decision being upheld. We have 1 current matter, with the outcome awaiting determination.

Chart 1: Disciplinary Types July 2015 – Current



Chart 2: Disciplinary Outcomes July 2015 – Current



### Injury Management

The WHS performance results as at 30 September 2016 are:

LTI's year to date 2016/17	3
No. of days since last LTI	0 <i>Note 1 LTI in October</i>
Rolling LTIFR <sup>2</sup> last 12 months **Note, Council's target LTIFR is 20.4 which is 25% less than last year's result of 27.3	22.8

*The support from Finance, WHS and Human Resources is acknowledged in assisting with providing data for this monitoring report.*

<sup>2</sup> LTIFR: Lost Time Injury Frequency Rate

**CITY OF MARION  
PEOPLE AND CULTURE COMMITTEE MEETING  
1 NOVEMBER 2016**

**Originating Officer:** Steph Roberts, Manager Human Resources

**Chief Executive:** Adrian Skull

**Subject:** Enterprise Agreement (EA) Negotiations  
Administrative Staff

**Report Reference:** PCC011116R8.4

---

**REPORT OBJECTIVES:**

To provide the Committee with a verbal update on the Enterprise Agreement (EA) Negotiations for Administration (ASU) staff.

**EXECUTIVE SUMMARY:**

Since the Committee last met on 6 September 2016, the revised proposed enterprise agreement has been distributed to staff for voting. The ballot closes Monday 31 October 2016. The committee will therefore be provided with a verbal update at the People and Culture Committee meeting 1 November 2016.

**RECOMMENDATION (1)**

**DUE DATES**

**That the People and Culture Committee notes:**

- |   |                   |
|---|-------------------|
| <b>1. The verbal update provided regarding the Enterprise Agreement Negotiations with Administrative Staff.</b> | <b>1 Nov 2016</b> |
|---|-------------------|

**CONCLUSION:**

The Committee will be provided with a verbal update at the 1 November 2016 meeting, advising the outcome of the enterprise agreement ballot.