

His Worship the Mayor
Councillors
City of Marion

Notice of Review and Selection Committee

Mitchell Park Sports and Community Centre
Activity Room C
139 Bradley Grove, Mitchell Park SA 5043

Tuesday, 4 February 2025 at 5.00 pm

The CEO hereby gives Notice pursuant to the provisions under Section 83 of the *Local Government Act 1999* that a Review and Selection Committee will be held.

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 the Committee Rooms is via the main entrance to the Administration Centre on Sturt Road, Sturt.



Tony Harrison
Chief Executive Officer

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1 Open Meeting

2 Kurna Acknowledgement

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

3 Elected Member Declaration of Interest (if any)

4 Confirmation of Minutes

4.1 Confirmation of Minutes of the Review and Selection Committee Meeting held on 5 November 2024

Report Reference	RSC250204R4.1
Originating Officer	Manager People and Culture – Sarah Vinall
Corporate Manager	N/A
General Manager	Chief Executive Officer – Tony Harrison

RECOMMENDATION

That the minutes of the Review and Selection Committee Meeting held on 5 November 2024 be taken as read and confirmed.

ATTACHMENTS

1. RS C 241105 - Final Public Minutes [4.1.1 - 8 pages]



**Minutes of the Review and Selection Committee
held on Tuesday, 5 November 2024 at 5.30 pm
Chamber - Admin, Council Administration Centre
245 Sturt Road, Sturt**

**PRESENT**

His Worship the Mayor Kris Hanna
Councillor Matt Taylor

In Attendance

Chief Executive Officer - Tony Harrison
General Manager City Development - Ben Keen
Chief Financial Officer - Ray Barnwell
Manager Office of the CEO - Sarah Vinall
Manager People and Culture- Kate McKenzie

1 Open Meeting

The Mayor opened the meeting at 5.30pm.

2 Kurna Acknowledgement

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

3 Elected Member Declaration of Interest (if any)

The Chair asked if any member wished to disclose an interest in relation to any item being considered at the meeting.

- Nil interest disclosed

The Mayor sought and was granted leave to vary the order of the agenda to consider the items in the following order:

- 4.1 Confirmation of Minutes of the Review and Selection Committee Meeting held on 6 August 2024
- 4.2 Confirmation of Minutes of the Special Review and Selection Committee Meeting held on 12 August 2024
- 6.2 Review and Selection Committee Work Program and Meeting Schedule for 2025
- 7.2 Council and CEO KPI Report Final Audited Results 23-24 and Q1 24-2
- 7.3 Staff Movement and Exits Summary Report – Q1
- 5.1 Confidential - CEO Annual Performance Review
- 5.2 Confidential - FRAC Independent Member recommendation to Council
- 6.1 Appointment of Independent CAP Members to the Marion Council



Moved Councillor Taylor

Seconded Mayor Hanna

That the following items be moved en bloc:

- 4.1 Confirmation of Minutes of the Review and Selection Committee Meeting held on 6 August 2024
- 4.2 Confirmation of Minutes of the Special Review and Selection Committee Meeting held on 12 August 2024
- 6.2 Review and Selection Committee Work Program and Meeting Schedule for 2025
- 7.2 Council and CEO KPI Report Final Audited Results 23-24 and Q1 24-2
- 7.3 Staff Movement and Exits Summary Report – Q1

Carried Unanimously

4 Confirmation of Minutes

4.1 Confirmation of Minutes of the Review and Selection Committee Meeting held on 6 August 2024

Report Reference RSC241105R4.1

Moved Councillor Taylor

Seconded Mayor Hanna

That the minutes of the Review and Selection Committee Meeting held on 6 August 2024 be taken as read and confirmed.

Carried Unanimously

4.2 Confirmation of Minutes of the Special Review and Selection Committee Meeting held on 12 August 2024

Report Reference RSC241105R4.2

Moved Councillor Taylor

Seconded Mayor Hanna

That the minutes of the Special Review and Selection Committee Meeting held on 12 August 2024 be taken as read and confirmed.

Carried Unanimously

6.2 Review and Selection Committee Work Program and Meeting Schedule for 2025

Report Reference RSC241105R6.2

Moved Councillor Taylor

Seconded Mayor Hanna

1. That the Review and Selection Committee endorses the proposed meeting dates for 2025:
 - Tuesday 4 February 2025 5.30pm – 6.30pm
 - Tuesday 6 May 2025 5.30pm – 6.30pm
 - Tuesday 5 August 2025 5.30pm – 6.30pm
 - Tuesday 4 November 2025 5.30pm – 6.30pm
2. Notes the proposed work program for 2025 identified in Attachment 1 to the report.

Carried Unanimously

RSC241105 - Review and Selection Committee - 5 November 2024

**7.2 Council and CEO KPI Report Final Audited Results 23-24 and Q1 24-25****Report Reference** RSC241105R7.2

The Committee discussed the results, particularly in relation to the end of year financial position, customer satisfaction results, and total employee costs.

Moved Councillor Taylor**Seconded Mayor Hanna**

That the Review and Selection Committee:

1. Notes the Annual Accumulative and Audited Results for 2023-24 contained within the attachments; and
2. Notes the Q1 results for 2024-25 contained within the attachments.

Carried Unanimously**7.3 Staff Movement and Exits Summary Report - Q1****Report Reference** RSC241105R7.3**Moved Councillor Taylor****Seconded Mayor Hanna**

That the Review and Selection Committee:

1. Notes the report

Carried Unanimously**5 Confidential Items****Moved Councillor Taylor****Seconded Mayor Hanna**

That the following cover reports to move into confidence be moved en bloc:

- CEO Annual Performance Review
- FRAC Independent Member recommendation to Council

Carried Unanimously



5.1 Cover Report - CEO Annual Performance Review

Report Reference

RSC241105F5.1

Moved Councillor Taylor

Seconded Mayor Hanna

Pursuant to Section 90(2) and (3)(a) of the *Local Government Act 1999*, the Committee orders that all persons be excluded from attendance at that part of this meeting relating to Agenda Item 5.1: *CEO Annual Performance Review*, to enable the Committee to consider the Item in confidence on the basis the Council considers it necessary and appropriate to act in a meeting closed to the public (excepting those persons listed above) in order to receive, discuss or consider in confidence the following information or matter relating to the Item:- information concerning the personal affairs of any person (living or dead), the disclosure of which would be unreasonable being information relating to the performance review of the Chief Executive Officer, which is sensitive and are details which are only know to those who have participated in the review.

Determines, on this basis, the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep consideration of the information or matter confidential.

Carried Unanimously

5.48pm the meeting went into confidence

Moved Councillor Taylor

Seconded Mayor Hanna

That Council:

1. Pursuant to section 91(7) of the *Local Government Act 1999*, orders that the following document(s) relating to Agenda Item 5.1: *CEO Annual Performance Review* shall be kept confidential, except when required to effect or comply with Council's resolution(s) regarding this matter, being document(s) relating to a matter dealt with by the Committee on a confidential basis under sections 90(2) and 90(3)(a) of the Act,:

- Report
- Attachment 1
- Attachment 2
- Attachment 3
- Attachment 4
- Minutes

on the grounds that the document(s) relates to information concerning the personal affairs of any person (living or dead), the disclosure of which could reasonably be expected to be unreasonable, being information relating to the performance review of the Chief Executive Officer, which is sensitive and are details of which are only know to those who have participated in the review process.

2. Determines this order shall operate until it is revoked and will be reviewed every 12 months.
3. Pursuant to section 91(9)(c) of the *Local Government Act 1999*, delegates to the Manager People and Culture the power to revoke this order in whole or part.

Carried Unanimously

6.02pm the meeting came out of confidence



5.2 Cover Report - FRAC Independent Member recommendation to Council

Report Reference RSC241105F5.2

Moved Councillor Taylor

Seconded Mayor Hanna

Pursuant to Section 90(2) and (3)(a) of the Local Government Act 1999, the Committee orders that the all persons be excluded from attendance at that part of this meeting relating to Agenda Item 5.2: *FRAC Independent Member Recommendation to Council*, to enable the Committee to consider the Item in confidence on the basis the Council considers it necessary and appropriate to act in a meeting closed to the public (excepting those persons listed above) in order to receive, discuss or consider in confidence the following information or matter relating to the Item: Information concerning the personal affairs of any person (living or dead), the disclosure of which would be unreasonable being information relating to the recommendation of appointment of an independent member to the Finance, Risk and Audit Committee containing sensitive information and details which are only know to those who have participated in the selection process.

Determines, on this basis, the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep consideration of the information or matter confidential.

Carried Unanimously

6.02pm the meeting went into confidence

Moved Councillor Taylor

Seconded Mayor Hanna

1. Pursuant to section 91(7) of the Local Government Act 1999, orders that the following document(s) relating to Agenda Item 5.2: *FRAC Independent Member recommendation to Council* shall be kept confidential, except when required to effect or comply with Council's resolution(s) regarding this matter, being document(s) relating to a matter dealt with by the Council on a confidential basis under sections 90(2) and 90(3)(a) of the Act:

- Report - *FRAC Independent Member Recommendation to Council*
- Minutes

on the grounds that the document(s) relates to information the disclosure of which could reasonably be expected to release personal information of the candidates for the Finance Risk and Audit Committee.

2. Determines this order shall operate:
 - until the appointment process has been finalised by Council and the successful candidates notified.
 - and will be reviewed every 12 months if not released prior.
3. Pursuant to section 91(9)(c) of the Local Government Act 1999, delegates to the Chief Executive Officer the power to revoke this order in whole or part.

Carried Unanimously

6.07pm the meeting came out of confidence



6 Reports for Discussion

6.1 Appointment of Independent CAP Members to the Marion Council

Report Reference RSC241105R6.1

The Committee briefly discussed the tenure of the current members before moving into confidence.

Moved Councillor Taylor

Seconded Councillor Mayor Hanna

Pursuant to Section 90(2) and (3)(a) of the Local Government Act 1999, the Committee orders that all persons be excluded from attendance at that part of this meeting relating to Agenda Item 6.1: *Appointment of Independent CAP Members to the Marion Council*, to enable the Committee to consider the Item in confidence on the basis the Council considers it necessary and appropriate to act in a meeting closed to the public (excepting those persons listed above) in order to receive, discuss or consider in confidence the following information or matter relating to the Item: Information concerning the personal affairs of any person (living or dead), the disclosure of which would be unreasonable being information relating to the recommendation of appointment of an independent member to the Finance, Risk and Audit Committee containing sensitive information and details which are only known to those who have participated in the selection process.

Determines, on this basis, the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep consideration of the information or matter confidential.

Carried Unanimously

6.07pm the meeting went into confidence

6.11pm Chief Executive Officer, Manager People & Culture and Manager OCEO re-entered the meeting

6.14pm the meeting came out of confidence

Moved Councillor Taylor

Seconded Mayor Hanna

That the Review and Selection Committee:

1. Requests that while keeping open the option of reappointment of current CAP member, Administration seek expressions of interest from appropriately qualified/experienced members of the public for up to two independent member positions of the CAP, for either a one-year or two-year term, to be determined by Council.

Carried Unanimously



7 Reports for Noting

7.1 Volunteer Program Report

Report Reference RSC241105R7.1

Moved Councillor Taylor

Seconded Mayor Hanna

That the item be deferred to the Review and Selection Committee meeting to be held on 4 February 2025.

Carried Unanimously

8 Workshop / Presentation Items - Nil

9 Other Business

10 Meeting Closure

The meeting was declared closed at 6.16pm.

CONFIRMED THIS 4 DAY OF FEBRUARY 2025

CHAIRPERSON

5 Confidential Items

5.1 Cover Report - Appointment of Independent Members to the Marion Council Assessment Panel

Report Reference	RSC250204F5.1
Originating Officer	Business Support Officer - Governance and Council Support – Cassidy Mitchell
Corporate Manager	Manager People and Culture - Kate McKenzie
General Manager	Chief Executive Officer - Tony Harrison

REASON FOR CONFIDENTIALITY

Local Government Act (SA) 1999 S 90 (2) 3

(a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead)

RECOMMENDATION

Pursuant to Section 90(2) and (3)(a) of the *Local Government Act 1999*, the Committee orders that the public be excluded from attendance at that part of this meeting relating to Agenda Item *RSC250204F5.1 Appointment of Independent Members to the Marion Council Assessment Panel*, except the following persons: Chief Executive Officer, Manager People and Culture, Manager Office of the Chief Executive and Chief Financial Officer, to enable the Council to consider Item [insert item number] in confidence on the basis the Committee considers it necessary and appropriate to act in a meeting closed to the public (excepting those persons listed above) in order to receive, discuss or consider in confidence the following information or matter relating to Item *RSC250204F5.1*, information concerning the personal affairs of any person (living or dead), the disclosure of which would be unreasonable, being information relating to the names and personal details of the applicants.

Determines, on this basis, the principle that meetings of the Committee should be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to the personal affairs of the candidates.

6 Reports for Discussion

6.1 Diversity in the Workplace

Report Reference	RSC250204R6.1
Originating Officer	Manager People and Culture – Kate McKenzie
Corporate Manager	Manager People and Culture - Kate McKenzie
General Manager	Chief Executive Officer - Tony Harrison

REPORT HISTORY

Report Reference	Report Title
RSC20240507R6.1	Increasing Diversity across the Marion Workforce

REPORT OBJECTIVE

The objective of this report is to provide the Committee with a status update on the current state of diversity within the City of Marion workforce.

EXECUTIVE SUMMARY

The City of Marion operates in a diverse community and strives to have a workforce that reflects this diversity. Management has been progressing with various initiatives to increase diversity but without a current Human Resource Information System (HRIS), accurate data is lacking making reporting and analytics somewhat challenging. Despite this, work is progressing to make the CoM a more diverse, equal, inclusive workforce where people feel they belong.

RECOMMENDATION

That the Review and Selection Committee:

- 1. Notes the report and progress on Diversity, Equity, Inclusion and Belonging initiatives across the organisation.**

DISCUSSION

Diversity, Equity, Inclusion and Belonging (DEIB) are essential pillars for fostering a thriving workplace environment. Diversity ensures a variety of perspectives and experiences are represented, enriching the workplace with different ideas and solutions. Equity focuses on fair treatment, access, and opportunities for all employees and volunteers, addressing systemic inequalities and ensuring everyone has the resources they need to succeed. Inclusion is about creating an environment where all individuals feel valued and respected, actively involving everyone in the workplace culture. Finally, Belonging goes a step further by ensuring that employees and volunteers feel an authentic sense of connection and acceptance within the organisation. Together, these elements create a supportive and dynamic workplace where all employees and volunteers can contribute their best, driving high performance, high engagement, innovation and success for our community.

The status of diversity within the workforce was reported to the Committee in July 2024, noting that the following programs were underway:

- Mandatory online cultural awareness training required to be completed by all new starters
- Development of and implement of a Reconciliation Action Plan
- Disability Access and Inclusion Planning.

Since this report, work has progressed on key initiatives to support a diverse workforce:

1. DEIB Action Plan and Working Group

The Workplace DEIB Working Group work as an advisory group to inform and support the DEIB Action Plan deliverables. The DEIB Action Plan was adopted by the Executive Leadership team in October 2024 with this edition focusing on three key areas:

1. Multiculturalism and Aboriginal and Torres Strait Islander Peoples
2. Disabilities, Impairments, and Neurodiversity
3. Age

The DEIB Action Plan was launched internally to the workforce during the Diversity Council of Australia's (DCA) Inclusion at Work Week, in November 2024. Work is progressing on the implementation of actions due in 2025. A copy of the Action Plan is included in **Attachment 1** for further information.

2. Workplace Diversity, Equity, Inclusion and Belonging (DEIB) Policy

The Policy was endorsed in May 2024 following all staff consultation and outlines the commitment to developing and retaining a diverse workforce that reflects the diverse community we serve and a workplace culture which is fair, equitable and free of discrimination.

After the Policy was adopted, it was communicated to all staff through internal communication channels and uploaded to Policy & Procedure library. The adoption of this policy formed the foundation to developing the DEIB Action Plan. Extensive internal collaboration with social planning was undertaken to clarify the alignment between the internal workforce policy with the community facing Diversity, Access and Inclusion Policy, and Diversity Access and Inclusion Plan (DAIP). This resulted in a strategic alignment of valuing and respecting diversity in the City of Marion for our workforce and the community.

3. Reconciliation Action Plan (RAP)

The RAP was adopted by Council in August 2024 with the vision for Reconciliation being a strong two-way relationship built on trust, respect, integrity, inclusion, equality and equity, working together to grow awareness, understanding and positive outcomes for all.

There are various strategies and actions relating to the workforce within the RAP to support diversity in the workforce such as 'Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.'

These actions are being monitored by the RAP working group and will be reported to Council and Reconciliation Australia through an annual report.

4. Development of a Multicultural Plan

The Council has recently completed community consultation on the development of a Multicultural Plan. The feedback from the community is being digested to create a draft plan which will be brought to Council for consideration.

5. Implementation of Human Resources Information System (HRIS)

Council has recently undertaken an expression of interest for the implementation of a HRIS. The purpose of a HRIS is to increase efficiency through automation, reduce manual data entry, enhance decision making with better data and analytics and streamlined processes. Due to the size and complexity of this enterprise project, it is expected that it may take 12 – 18 months to implement depending on the vendor selected and the project methodology to implement. Once implemented,

Council will be able to collect accurate data to assist with the reporting, HR analytics and predictive trends.

6. Disability and Aboriginal and Torrens Strait Islander Traineeships

Council offers one Disability Traineeship and one Aboriginal and Torrens Strait Islander Traineeship. These traineeships have been successfully filled and the previous disability trainee (neurodivergent) gained permanent employment with the City of Marion within our Records Team when a vacancy became available.

7. Review of Recruitment

A review of recruitment has commenced to streamline process, and clearly articulate roles and responsibilities between HR and the People Leader. This review will identify improved opportunities including equal opportunity and diversity in our recruitment process and practices, as outlined in the Local Government Act 1999, Chapter 7, Part 3, Human Resource management principles and other relevant legislation. This process has just commenced with process mapping to determine the current state.

ATTACHMENTS

1. Workforce DEIB Action Plan final - ELT endorsed [6.1.1 - 28 pages]

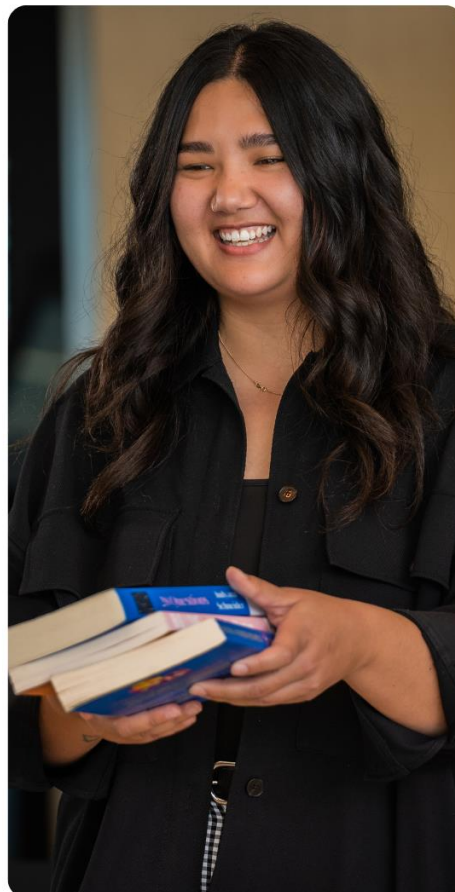
Workforce Diversity, Equity, Inclusion and Belonging (DEIB)

Action Plan 2024 – 2026

A great place to work



Together, we make the City of Marion a great place to *work*



Workforce Diversity, Equity, Inclusion and Belonging (DEIB) Action Plan

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Acknowledgement of Country

Ngadlu tampendi Kurna meyunna yaitya mattanya yaintya yerta

The City of Marion acknowledges we are on the traditional lands of the Kurna people and recognise the Kurna people as the traditional custodians of the land.

Workforce DEIB statement

At the City of Marion, our commitment to a diverse, equitable and inclusive workforce (employees and volunteers) where a sense of belonging is found, extends beyond words on a page.

As an organisation whose purpose is to make the City of Marion a great place to live, work and play for our diverse community, it's who we are and what we believe in.

It's where everyone belongs, everyone is valued, everyone is safe, and everyone's voice is heard.



Workforce Diversity, Equity, Inclusion and Belonging (DEIB) Action Plan

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Message from the CEO

The City of Marion recognises that having a diverse workforce that feels included and engaged is important for both our organisational performance, culture and the wellbeing of all employees and volunteers. It is with great pride that I introduce the City of Marion Workforce Diversity, Equity, Inclusion, and Belonging (DEIB) Action Plan. This plan embodies our commitment to fostering a workforce where everyone belongs, and their uniqueness is celebrated.

As our diverse community continues to grow, it becomes increasingly important to ensure our workforce reflects this diversity and is provided with an equitable and inclusive environment to thrive.

This plan is not just about meeting targets or ticking boxes; it is about cultivating a culture of respect, understanding, and equal opportunity for all. I encourage all employees and volunteers to actively participate in creating meaningful change.

Together, we can make the City of Marion a great place to work, where diversity is celebrated, and where equity, inclusion, and belonging are at the heart of everything we do.

A handwritten signature in blue ink, appearing to read "Tony Harrison".

Tony Harrison
Chief Executive Officer



Workforce Diversity, Equity, Inclusion and Belonging (DEIB) Action Plan

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Workforce Diversity, Equity, Inclusion and Belonging (DEIB) Action Plan

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Our Workforce DEIB vision

Our vision is to foster an inclusive and equitable workforce who feel a sense of belonging and can best serve our diverse community.

Why Workforce DEIB matters

Inclusive workforce cultures, where our people feel as though they belong, create better outcomes for our community. Benefits include improved workforce engagement, improved performance, innovation, retention of talent, improved wellbeing and elimination of unlawful behaviour such as harassment, discrimination, and bullying amongst our workforce.

Workforce DEIB Action Plan Scope

The scope of this action plan encompasses all employees and volunteers within the City of Marion and focusses on the way we work together internally to ensure that every individual is included and can bring their best self to work, regardless of their diverse characteristics.

This plan aims to foster a workforce culture where voices that are often marginalised, are heard, valued and respected. This will be achieved by shifting the mindset and behaviours of our workforce and removing barriers that prevent full participation.

By implementing targeted initiatives, policies, and training programs, we aim to create a workforce that not only recognises but celebrates the unique contributions of all, thereby enhancing overall organisational performance and workforce satisfaction.

The City of Marion Strategic Plan prioritises utilising best practice frameworks that enhance the employee experience while balancing efficient and effective service delivery. This focusses on attraction and retention, leadership capability, conditions of employment, resource planning, and a safe, inclusive, and engaged culture.

This action plan does not focus on making any physical changes to City of Marion land and property, which is covered in the Disability Access and Inclusion Plan 2020 – 2024.

Workforce Diversity, Equity, Inclusion and Belonging (DEIB) Action Plan

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Definitions

Diversity is about recognising, respecting and valuing our differences. It ensures that City of Marion employees and volunteers are representative of the diverse community we serve and brings a range of perspectives, experiences and opportunities to our work. Diversity also involves not allowing differences to obstruct the safety of our workforce and our ability to foster shared goals.

Equity recognises each person has different circumstances and acknowledges different approaches are necessary. Equity requires the City of Marion to address structural barriers and inequalities that may exist for employees and volunteers and takes a proactive approach to promoting fairness and justice.

Inclusion is about creating a workforce culture where people feel and are respected, valued, trusted and safe to contribute the diversity of their lived experiences. Inclusion ensures the City of Marion is a welcoming and supportive environment for all employees and volunteers, regardless of their background or identity.

Belonging refers to the feeling of being valued and having a sense of connection and community while at work. Belonging ensures that City of Marion employees and volunteers can bring their full selves to work and cultivates a culture that not only embraces differences but is positively shaped by our diversity.



Workforce Diversity, Equity, Inclusion and Belonging (DEIB) Action Plan

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Strategic overview

This action plan has been shaped by the following inputs:

City of Marion

- Disability Access and Inclusion Plan 2020 - 2024
- Multicultural Action Plan – in development
- Organisational Values
- Reconciliation Action Plan 2024 – 2026
- Strategic Plan 2024 – 2034
- Workplace DEIB Policy
- Diversity, Access and Inclusion Policy

Other

- *Age Discrimination Act 2004 (Cth)*
- *Australian Human Rights Commission Act 1986 (Cth)*
- *Disability Inclusion Act 2018 (SA)*
- *Equal Opportunity Act 1984 (SA)*
- *Equal Employment Opportunity (Commonwealth Authorities) Act 1987 (Cth)*
- *Multicultural Act 2021 (SA)*
- *Multicultural Charter (SA)*
- *Local Government Act 1999 (SA)*
- *Racial Discrimination Act 1975 (Cth)*
- *Sex Discrimination Act 1984 (Cth)*
- *Workplace Gender Equality Act 2012 (Cth)*

Workforce Diversity, Equity, Inclusion and Belonging (DEIB) Action Plan

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Workforce DEIB Action Plan focus areas

This first edition of the Workforce DEIB Action Plan focuses on three areas, all with the broad aim of raising awareness, deepening understanding and providing equal opportunities and accommodations:

1. Multiculturalism and Aboriginal and Torres Strait Islander Peoples

Multiculturalism and Aboriginal and Torres Strait Islander Peoples acknowledges and values the diversity of cultural backgrounds within our workforce, promoting inclusion and reducing discrimination.

This focus area was chosen in alignment to the development of the external Multicultural Action Plan (MAP) and Reconciliation Action Plan (RAP).

2. Disability, Impairments and Neurodiversity

This focus recognises the diverse ways people experience the world and work, ensuring that individuals with disability, impairments, or neurodiversity receive the support they need to fully participate and thrive.

This focus area was chosen considering anecdotal evidence of the City of Marion workforce, along with the State Government's implementation of the Office for Autism, with an aim to raise awareness amongst our workforce and to ensure that individuals with disability, impairments, or neurodiversity receive the support they need to fully participate and thrive.

3. Age

Age diversity addresses the unique contributions and challenges across different age groups, from younger employees needing development opportunities to older workers who offer experience and mentorship. An age-inclusive workforce values intergenerational collaboration and counters ageism, supporting employees at every stage of their careers.

This focus area was chosen to support the City of Marion's identified ageing workforce, and to also support younger workers entering the workforce.

While this edition of the Workforce DEIB Action Plan addresses the above focus areas, the City of Marion recognises that all dimensions of diversity are critical, and that DEIB is a journey of continuous improvement. Subsequent editions of this action plan will focus on other critical aspects of DEIB ensuring that we evolve and address the diverse needs of our employees and volunteers comprehensively.

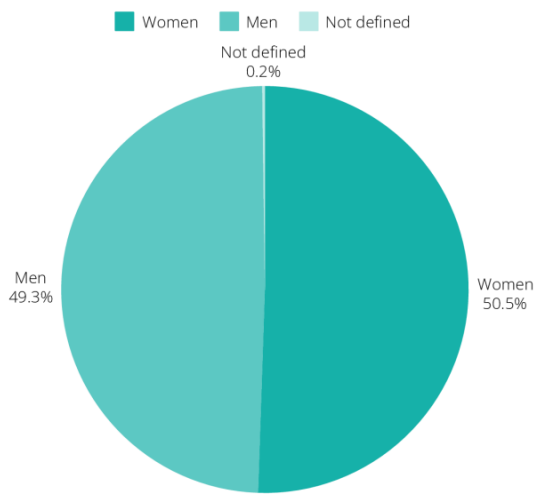
Workforce Diversity, Equity, Inclusion and Belonging
(DEIB) Action Plan
A great place to work



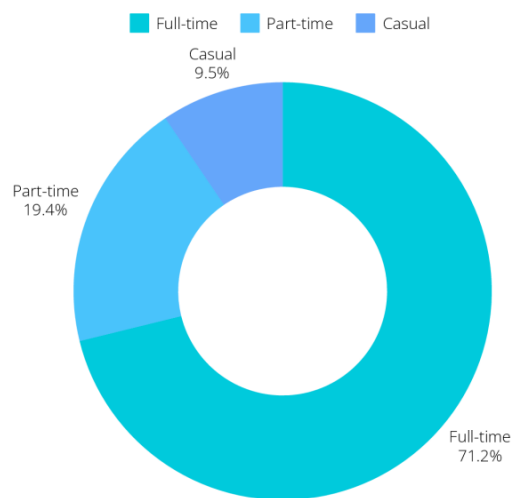
Our workforce
Employee data (as at September 2024)

476
Total Employees

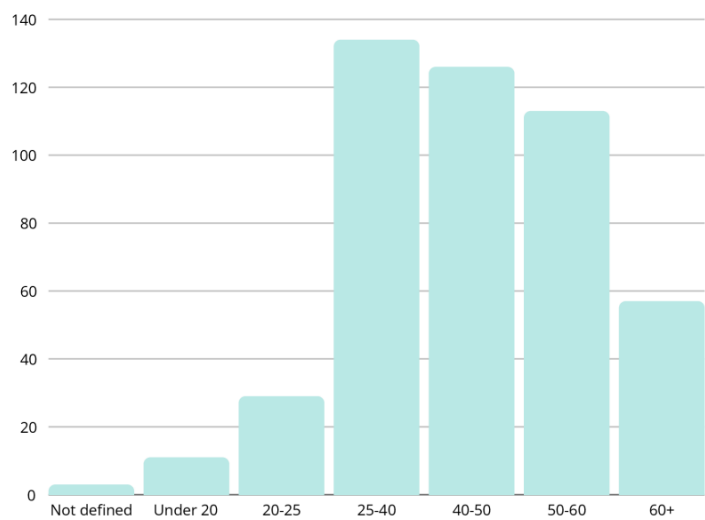
Gender



Employment status



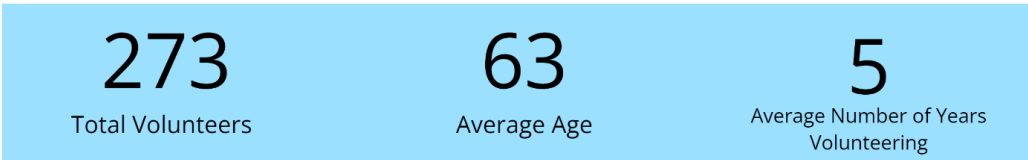
Age breakdown



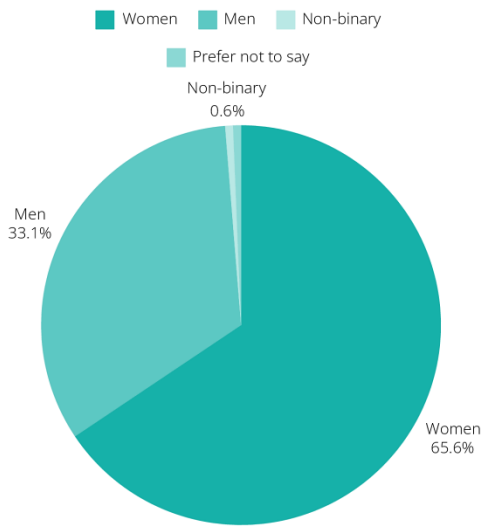
Workforce Diversity, Equity, Inclusion and Belonging
(DEIB) Action Plan
A great place to work



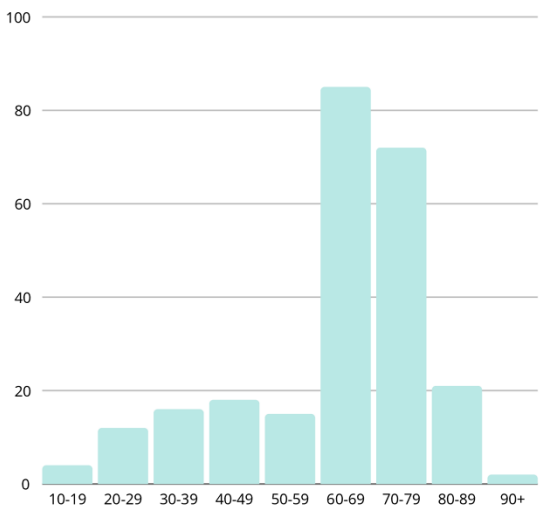
Volunteer data (as at September 2024)



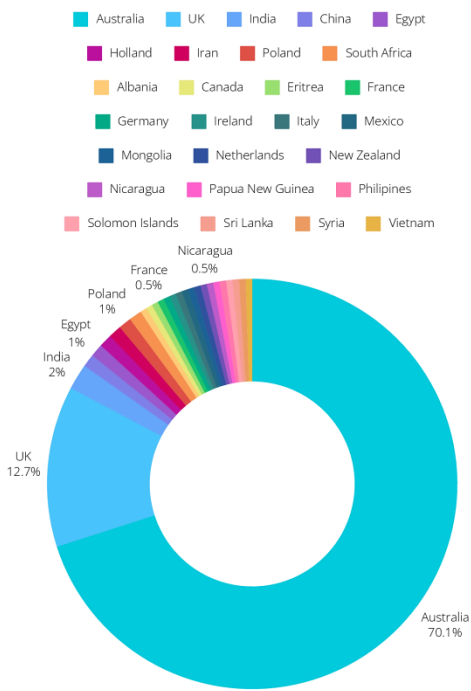
Gender



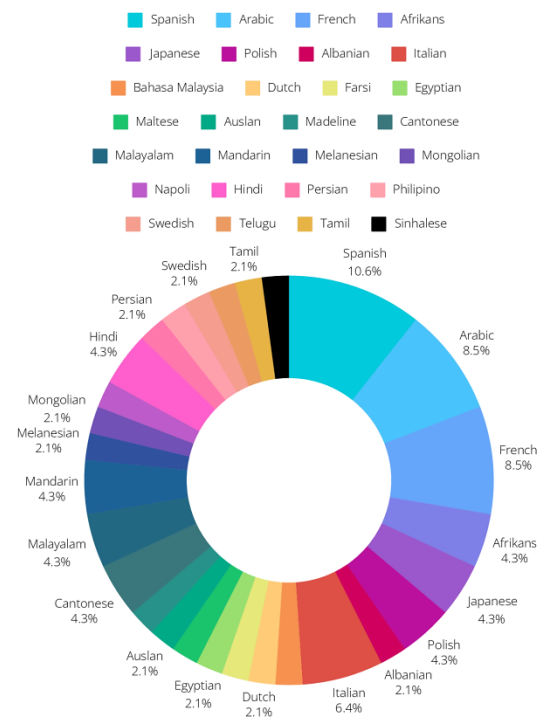
Age breakdown



Country of Origin



Languages spoken (other than English)



Workforce Diversity, Equity, Inclusion and Belonging (DEIB) Action Plan

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Where are we now?

The City of Marion is perceived to be at a lower level of maturity in terms of workforce DEIB (see page 13). To determine an exact level of maturity, an initial action of this plan is to conduct a workforce-wide survey to measure the current maturity level. Additionally, the City of Marion's DEIB data maturity is also low, therefore this survey will also collect workforce demographic data. This data will be used by People and Culture to provide a baseline, inform reporting and assess the effectiveness of DEIB initiatives.

What else are we doing?

In addition to this action plan, the City of Marion has other key initiatives that support DEIB. These include:

- **Workforce DEIB Working Group**

The Workforce DEIB Working Group is a dedicated group of passionate individuals from various departments who act as an advisory group to provide ideas and recommendations to the Executive Leadership Team.

- **Peer Wellbeing Officers (PWOs)**

PWOs are voluntary employees who are trained in both Diversity and Inclusion Contact Officer Training and Mental Health First Aid Training. They provide all employees an avenue to raise concerns about mental health issues or discrimination, harassment, or bullying, confidentially, with a peer.

- **The City of Marion Values**

Our Values guide our behaviour, influence our culture, and inform the way we work.

Together we...

Focus on the customer

We are:

- Engaged with our diverse community
- Responsive and proactive
- Dedicated to delivering great customer experiences

Engage with respect

We are:

- Committed to a safe and inclusive workplace
- Connected, caring and professional
- Honest, transparent and act with integrity

Embrace excellence

We are:

- Adaptable, driven and continuously improve
- Accountable for our decisions and actions
- Proactive in sustainability and support the environment



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- **City of Marion Social Plans including:**
 - Disability Access and Inclusion Plan 2020 – 2024
 - Reconciliation Action Plan 2024 – 2026
 - Multicultural Action Plan – in development
 - Strategic Plan 2024 - 2034

- **SBS Core Inclusion Course**

The SBS Core Inclusion course has been developed to build foundation skills and knowledge which will help to make organisations more inclusive of a range of diverse communities.

The Core Inclusion course has been created in collaboration with Diversity Council Australia (DCA) and is a mandatory module for all new City of Marion employees.

What will we do?

The City of Marion is embarking on its workforce DEIB journey with a clear focus on 'inclusion first', with the aim to enhance the City of Marion's commitment to creating an environment where our workforce feels valued, respected, and empowered to contribute their unique perspectives.

By prioritising inclusion, a foundation for further workplace DEIB initiatives and a workplace culture that genuinely reflects and celebrates the diverse community we serve can be built.

What will success look like?

DEIB success at the City of Marion would be characterised by a transformative shift in the organisational culture, where our workforce feels included, respected, and empowered to contribute their unique perspectives. Key indicators of success would include:

- **Inclusive Culture:** A noticeable shift in workforce culture where all voices, particularly those that have been marginalised, are heard, valued, and respected. Our workforce should feel safe and encouraged to express their diverse viewpoints without fear of discrimination or bias.
- **Increased Awareness and Understanding:** The workforce would exhibit a deepened understanding and awareness of DEIB principles, demonstrated through respectful interactions and a commitment to continuous learning and self-improvement.
- **Enhanced Policies and Practices:** The implementation of comprehensive and adaptable policies and practices that remove barriers to full participation, ensuring equitable opportunities, resources, and support are provided for our workforce.

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- **Positive Workforce Feedback:** Surveys and feedback mechanisms would show increased satisfaction and engagement among our workforce, with a particular emphasis on those from underrepresented or marginalised groups. This feedback would highlight a sense of belonging and recognition of the organisation's efforts to celebrate diverse contributions.
- **Demonstrated Leadership Commitment:** Strong and visible leadership commitment to DEIB, with leaders actively participating in and championing DEIB initiatives, setting a positive example for the rest of the organisation.
- **Adaptability and Responsiveness:** The plan would remain dynamic and responsive, evolving based on ongoing feedback, emerging best practices, and changing workforce needs. This adaptability will ensure that the City of Marion remains proactive in addressing new challenges and opportunities related to DEIB.

Overall, success would mean creating a truly inclusive and equitable workforce where diversity is not only recognised but celebrated, leading to a more vibrant, innovative, and high-performing organisation.



Workforce Diversity, Equity, Inclusion and Belonging (DEIB) Action Plan

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DEIB Maturity Model

We strive to reach an authentic level of DEIB maturity in our people, culture, systems and environment. The DEIB maturity model provides a framework for individuals and teams to assess their DEIB competency journey.

	1	2	3	4	5
	Compliant and risk focussed	Aware	Committed and reflective	Aspirational and strategic	Authentic
Individual	Defensive and tolerant of difference.	Understanding and passive.	Accepting and appreciating.	Valuing and reflective.	Active and truly inclusive.
Organisational culture	Workforce is largely homogenous and 'we treat everyone the same'.	Awareness that DEIB genuinely benefits the organisation.	Difference is accepted and people see the benefits of DEIB to them and the organisation.	Cultural systemic barriers are addressed and the 'playing field' is levelled.	Shared sense of purpose and belonging and the workforce is demographically and cognitively diverse.
Organisational systems and environment	<ul style="list-style-type: none"> Focus is on compliance. DEIB is seen as a legal issue and minimising risk. DEIB is seen as 'special treatment for the few'. DEIB initiatives are ad-hoc and any serious evaluation is seen as a threat. 	<ul style="list-style-type: none"> DEIB is largely seen in terms of demographic data. Action plans are mainly run by the People and Culture team with some standalone initiatives. Action plans lack traction. Some attitudinal data available. 	<ul style="list-style-type: none"> DEIB is communicated as a key value for the organisation. DEIB competency is seen as a key management attribute. Strategy for culture change created. Inclusion of DEIB in strategic planning. Coordinated management and measurement of DEIB activities. 	<ul style="list-style-type: none"> More sophisticated understanding of DEIB links to business strategy. DEIB shortcomings are acknowledged and addressed. Continuous DEIB improvement initiated by business units and individual staff. High-level champions actively involved. 	<ul style="list-style-type: none"> DEIB is considered in all decisions. Difference is actively embraced and used in decision making. Focus is on high performing, diverse thinking teams to create business value.

Workforce Diversity, Equity, Inclusion and Belonging (DEIB) Action Plan

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DEIB Guiding Principles

RECRUIT	INCLUDE	DEVELOP	RETAIN
<p>We aim to attract and recruit a workforce that represents the diversity of the community we serve.</p> <ul style="list-style-type: none"> • We have fair, inclusive, and accessible recruitment processes that allow us to attract the widest pool of employees and volunteers from diverse backgrounds. • We promote the City of Marion as a diverse, inclusive and equitable workplace where all can find a sense of belonging. 	<p>We undertake practices that embed cultural and psychological safety and inclusion in all that we do so that every employee and volunteer can feel safe and can bring their best self to work.</p> <ul style="list-style-type: none"> • We care and treat each other with dignity and respect and embrace each other's uniqueness. • We understand our role and responsibility to drive a culture of safety and wellbeing and removed any barriers to inclusion. • We understand the importance of education and raising awareness. • Our policies and practices are accessible, flexible, equitable and inclusive of all employees and volunteers. 	<p>We ensure every employee and volunteer is provided opportunity for continuous development so that they can thrive at work.</p> <ul style="list-style-type: none"> • We offer training and learning opportunities in a range of alternative formats to suit diverse learning styles. • We deliver a broad range of training and development opportunities for all our employees. • We support all of our people with their career aspirations and professional development. 	<p>We focus on creating an environment that encourages our employees and volunteers to stay and grow with us by embedding DEIB principles into our retention strategies.</p> <ul style="list-style-type: none"> • We implement flexible work arrangements and provide resources that support the diverse needs of our workforce, contributing to greater job satisfaction and retention. • We prioritise employee feedback and adapt our retention strategies to continuously meet the evolving needs of our diverse workforce, ensuring they feel supported to stay and succeed.

Workforce Diversity, Equity, Inclusion and Belonging (DEIB) Action Plan

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Individual Responsibilities and Self-Directed Actions

As an employee, I will...	Guiding principle	
• Be welcoming of all employees, volunteers and members of our community	Include	
• Strive to use inclusive and gender-neutral language in all my communications	Include	
• Consider sharing my pronouns when meeting new people	Include	
• Actively participate in DEIB-related training to improve my awareness and broaden my understanding of the unique challenges experiences by various individuals and know what I can do to be more inclusive	Include	Develop
• Be responsible for my career and actively seek what I need (e.g. training, development, networking opportunities)	Develop	
• Actively participate in performance partnering and Performance Development Plan (PDP) discussions with my People Leader	Develop	
• Familiarise myself with the Reconciliation Action Plan and Disability Access and Inclusion Plan to understand their purpose and my responsibilities	Develop	

As a People Leader, I will...	Guiding principle	
• Role-model inclusive leadership	Include	
• Schedule meeting times and types to ensure no one is excluded e.g. avoid school drop off/pick up, hybrid meetings	Include	
• Implement reasonable workplace adjustments when needed to support employees and volunteers to work to their full potential	Include	
• Explore ways to make small accommodations/adjustments for employees and volunteers to maximise their participation in the workplace and create a sense of belonging	Include	

Workforce Diversity, Equity, Inclusion and Belonging (DEIB) Action Plan

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• Monitor employee engagement responses/volunteer feedback and action any identified inequity and cultural concerns in my work area	Include
• Use PDP discussions to better understand my employees' diverse learning needs and aspirations	Develop
• Encourage and support my employees to participate in DEIB trainings and learning opportunities	Develop
• Encourage all employees and volunteers to access training, development, and networking opportunities	Develop
• Continuously seek opportunities to further my knowledge and inclusive leadership skills	Develop
• Equitably reward and recognise employees	Retain
• Provide flexible work arrangements and resources that support the diverse needs of employees	Retain

As a selection panel member, I will...	Guiding principle
• Ensure gender balance of panel	Recruit
• Ensure all recruitment practices are accessible and inclusive for all candidates	Recruit
• Actively work on avoiding unconscious bias throughout the recruitment process	Recruit

Workforce Diversity, Equity, Inclusion and Belonging (DEIB) Action Plan

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DEIB Action Plan

1. Multiculturalism and Aboriginal and Torres Strait Islander Peoples

We are an inclusive workplace that recognises, respects and values the cultural, linguistic, racial and religious diversity of our workforce, and the contribution it makes to the diverse community we serve.

Deliverable	Key success measure	Responsible area	Timeframe	Guiding principle	Alignment to other plans
Promote and celebrate days of cultural significance with our workforce.	<p>A range of internal communications are published each year to promote and celebrate various days of cultural significance.</p> <p>A series of internal events and activities for employees and volunteers are delivered to celebrate days of cultural significance.</p> <p>All employees and volunteers are engaged and given input into what days are significant to them.</p>	<p>Customer Experience and Engagement</p> <p>People and Culture</p>	June 2026	Include	<p>Internal Communications Plan 2024-26</p> <p>Reconciliation Action Plan 2024-26</p> <p>Strategic Plan 2024 – 2034 (Priority O3: Our people)</p>
Develop internal Employee and Volunteer Language Register.	An internal register of different languages spoken by City of Marion employees and volunteers is available to assist other employees, volunteers and community members who may speak a different language.	People and Culture	June 2026	Include	Strategic Plan 2024 – 2034 (Priority C4: Valuing contribution and O3: Our people)

Workforce Diversity, Equity, Inclusion and Belonging (DEIB) Action Plan

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Develop an internal communication campaign focused on showcasing employees and volunteers from different cultural backgrounds and social identities.	Employees and volunteers from different cultural backgrounds and social identities are given the opportunity to share their cultural heritage and experiences with employees and volunteers to raise awareness of the diverse workforce we have and the lived experience of their peers.	Customer Experience and Engagement	June 2026	Include	Internal Communications Plan 2024-26 Reconciliation Action Plan 2024-26 Strategic Plan 2024 – 2034 (Priority O3: Our people)
Expand internal Corporate Training Plan to include cultural awareness training.	Successful integration of cultural awareness training into the Corporate Training Plan, resulting in enhanced understanding and appreciation of diverse cultures, as evidenced by feedback surveys and increased participation in the training programs.	People and Culture	February 2025	Include, Develop	Reconciliation Action Plan 2024-26 Strategic Plan 2024 – 2034 (Priority O3: Our people)
Review and update diversity statements in job vacancies and recruitment advertisements.	The diversity statement is reviewed and updated to encourage all applicants of diverse cultural backgrounds to apply. Diversity messaging is consistent across the City of Marion external and internal Employment page, Volunteer Vacancies page and within online recruitment advertisements.	People and Culture	July 2025	Include, Recruit	Strategic Plan 2024 – 2034 (Priority O2: Continuous Improvement and O3: Our people)
Upskill Hiring Managers and Talent Acquisition Partner on	A positive recruitment experience for all candidates measured through post-recruitment surveys.	People and Culture	July 2025	Include, Develop, Recruit	Strategic Plan 2024 – 2034 (Priority O3: Our people)

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managing unconscious bias in the recruitment process and ensure recruitment experience is culturally appropriate and accessible for all candidates.	Demonstrable increase in Hiring Managers' and Talent Acquisition Partners' awareness and application of strategies to manage unconscious bias, resulting in a more culturally appropriate and accessible recruitment experience for all candidates.				
Monitor our progress on achieving a culturally diverse workforce.	Employee and volunteer data is captured, analysed and reported, to better understand our workforce and where improvements can be made.	People and Culture	June 2026	Recruit	Reconciliation Action Plan 2024-26 Strategic Plan 2024 – 2034 (Priority O3: Our people)
Support employees and volunteers who seek to enhance their fluency with the English language.	Information is provided to employees and volunteers detailing a list of services available to enhance English language communication skills.	People and Culture	June 2026	Develop, Retain	Strategic Plan 2024 – 2034 (Priority O3: Our people)
Make available and promote workplace wellbeing rooms for employees and volunteers to use for cultural and wellbeing purposes.	Workplace wellbeing rooms are promoted, and their locations are listed and promoted on intranet.	People and Culture	January 2025	Include, Retain	Strategic Plan 2024 – 2034 (Priority O3: Our people)

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2. Disability, Impairments and Neurodiversity

We are committed to raising awareness and deepening the understanding of people with disability, impairments or neurodiversity among our workforce and providing an inclusive environment for all.

Deliverable	Key success measure	Responsible officer	Timeframe	Guiding principle	Alignment to other plans
Develop awareness campaigns using various channels such as internal newsletters, social media, and workshops to educate employees and volunteers.	Increased awareness, empathy, and support for people with disability, impairments or neurodiversity among employees and volunteers.	Customer Experience and Engagement	June 2026	Develop, Include	Internal Communications Plan 2024-26 Strategic Plan 2024 – 2034 (Priority O3: Our people)
Explore the expansion of experiential awareness training, including neurodiversity awareness.	Increased understanding, acceptance, and accommodation of diverse abilities within the workplace.	People and Culture	June 2026	Develop	Strategic Plan 2024 – 2034 (Priority O3: Our people)
Implement the Autism SA ‘Autism Friendly Charter’ training for employees and volunteers.	75% of employees complete the training. Training is offered to volunteers. Demonstrated increase in workforce awareness, understanding, and effective support of individuals with autism, evidenced by positive feedback from participants and improved inclusivity in service delivery.	People and Culture	June 2026	Develop	Strategic Plan 2024 – 2034 (Priority O3: Our people)

Workforce Diversity, Equity, Inclusion and Belonging (DEIB) Action Plan

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Guest speaker sessions or panel discussions at internal events featuring individuals with disability, impairments or neurodiverse individuals, providing firsthand insights and lived experiences to foster empathy and understanding among employees and volunteers.	Increased empathy and understanding among employees and volunteers, as evidenced by positive feedback and demonstrated behavioural changes towards individuals with disability, impairments, or neurodiversity.	People and Culture	June 2026	Develop	Strategic Plan 2024 – 2034 (Priority O3: Our people)
Expand the range of employment pathways into the City of Marion to support people with disabilities, impairments or neurodiversity.	Increased access to diverse employment opportunities, leading to greater inclusion, representation, and empowerment.	People and Culture	June 2026	Include, Recruit	Disability Access and Inclusion Plan 2020-2024 Strategic Plan 2024 – 2034 (Priority O2: Continuous Improvement and O3: Our people)
Upskill Hiring Managers and Talent Acquisition Partner on managing unconscious bias to disability, impairment and neurodiversity in the recruitment process and ensure recruitment experience and process is accessible for all candidates.	A positive recruitment experience for all candidates measured through post-recruitment surveys. Demonstrable increase in Hiring Managers' and Talent Acquisition Partners' awareness and application of strategies to manage unconscious bias, resulting in a more appropriate	People and Culture	July 2025	Include, Develop, Recruit,	Strategic Plan 2024 – 2034 (Priority O3: Our people)

Workforce Diversity, Equity, Inclusion and Belonging (DEIB) Action Plan

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	and accessible recruitment experience for all candidates.				
Review existing internal policies, procedures, training materials and other relevant documents/materials ensure they are inclusive and supportive of individuals with disability, impairments or neurodiversity and implement necessary changes to accommodate diverse needs effectively.	All City of Marion documents/materials reviewed and updated by timeframe date.	People and Culture	June 2026	Include, Retain	Strategic Plan 2024 – 2034 (Priority O2: Continuous Improvement and O3: Our people)
Provide support to employees and volunteers with disability, impairments or neurodiversity to access to appropriate training and/or support networks to assist them in meeting their work commitments or progressing their career within the City of Marion.	Employees and volunteers with disability impairments, or neurodiversity report improved access to training and support networks that effectively help them meet work commitments and progress their careers within the City of Marion.	People and Culture	June 2026	Develop, Include, Retain	Strategic Plan 2024 – 2034 (Priority O3: Our people)

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3. Age

We are fostering an inclusive and collaborative environment for our multigenerational workforce, including our ageing and younger workers.

Deliverable	Key success measure	Responsible officer	Timeframe	Guiding principle	Alignment to other plans
Ensure internal workplace health initiatives are relevant and appropriate to a wide range of ages.	General workplace health, wellbeing and lifestyle initiatives are taken up by employees and volunteers of all ages. Age-specific workplace health initiatives are evaluated as relevant by participating employees and volunteers.	People and Culture	June 2026	Include, Retain	Strategic Plan 2024 – 2034 (Priority O3: Our people)
Increase awareness of menopause and how it impacts women in the workplace, with a specific focus on educating People Leaders.	Improvement in employee engagement and understanding on menopause, as evidenced by pre- and post-campaign surveys, participation rates in educational initiatives, and utilisation of provided resources.	People and Culture	June 2026	Include, Develop	Strategic Plan 2024 – 2034 (Priority O3: Our people)
Develop a Menopause in the Workplace and support package.	Employees and volunteers who experience menopause are given the support they need to thrive at work.	People and Culture	June 2026	Include, Retain	Strategic Plan 2024 – 2034 (Priority O3: Our people)
Provide tools and assessments to support employees from all age groups with career planning and to identify	Employees access career-planning tools, assessments to guide their development planning.	People and Culture	June 2026	Develop, Retain	Strategic Plan 2024 – 2034 (Priority O2: Continuous Improvement and O3: Our people)

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development opportunities.					
Showcase the achievements of employees and volunteers from all age groups to help breakdown stereotypes and eliminate age bias.	At least two showcase items are delivered per year.	Customer Experience and Engagement	June 2026	Include, Develop	Internal Communications Plan 2024-26 Strategic Plan 2024 – 2034 (Priority O3: Our people)
Promote City of Marion as a 'great place to work' for people of all ages at relevant events and expos, as well as throughout Employee Value Proposition (EVP), and employee and volunteer recruitment advertisements.	City of Marion representation is coordinated at relevant career events and expos to broaden and strengthen our networks with secondary and post-secondary education institutions to attract younger employees. Employee and Volunteer recruitment advertisements are inclusive and promote all ages to volunteer at the City of Marion.	People and Culture	June 2026	Recruit	Strategic Plan 2024 – 2034 (Priority O2: Continuous Improvement and O3: Our people)
Promote options for employees and volunteers to transition to retirement.	The transition to retirement intranet page is reviewed and updated, to ensure up to-date information is provided to employees and managers. The Flexible Working Arrangements Policy is promoted	People and Culture	June 2026	Include, Retain	Strategic Plan 2024 – 2034 (Priority O2: Continuous Improvement and O3: Our people)

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	and made accessible for all employees. The Volunteering from 90 Policy is promoted and made aware to volunteers.				
Make available internal training programs for employees and volunteers to raise awareness about ageism and its impact.	Increased awareness and understanding among employees and volunteers regarding ageism and its societal impact, leading to more inclusive attitudes and behaviours.	People and Culture	June 2026	Develop, Include	Strategic Plan 2024 – 2034 (Priority O3: Our people)
Provide workshops on intergenerational communication and collaboration to foster understanding and respect across age groups.	Increased understanding, respect, and effective interaction among employees and volunteers spanning different age groups.	People and Culture	June 2026	Develop, Include	Strategic Plan 2024 – 2034 (Priority O3: Our people)

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Governance, monitoring and reporting

The Workforce DEIB Working Group and Organisational Development Team will monitor this action plan and provide progress reports to the Executive Leadership Team (ELT).

Responsible officers will be required to provide progress updates on each deliverable.

References

The City of Marion's DEIB action plan has been informed, and contributed by:

City of Marion

- Disability Access and Inclusion Plan 2020 - 2024
- Multicultural Action Plan – in development
- Organisational Values
- People & Culture Team
- Reconciliation Action Plan 2024 – 2026
- Risk and Strategy Team
- Strategic Plan 2024 – 2034
- Workforce DEIB Working Group

Other

- Engagement with other SA Councils
- The Department of the Premier and Cabinet Diversity and Inclusion Framework 2023-25
- Office of the Commissioner for Public Sector Employees Diversity, Equity, and Inclusion Strategy 2023-2026

- *Age Discrimination Act 2004 (Cth)*
- *Australian Human Rights Commission Act 1986 (Cth)*
- *Disability Inclusion Act 2018 (SA)*
- *Equal Opportunity Act 1984 (SA)*
- *Equal Employment Opportunity (Commonwealth Authorities) Act 1987 (Cth)*
- *Multicultural Act 2021 (SA)*
- *Multicultural Charter (SA)*
- *Local Government Act 1999 (SA)*
- *Racial Discrimination Act 1975 (Cth)*
- *Sex Discrimination Act 1984 (Cth)*
- *Workplace Gender Equality Act 2012 (Cth)*

Plan endorsed by ELT 3/10/2024

7 Reports for Noting

7.1 Council and CEO KPI Report Quarter Two 2024-25

Report Reference	RSC250204R7.1
Originating Officer	Unit Manager Governance and Council Support – Victoria Moritz
Corporate Manager	Manager Office of the Chief Executive – Sarah Vinall
General Manager	Chief Executive Officer - Tony Harrison

REPORT HISTORY

To advise the Committee of the results of the Council and CEO KPI's for Quarter two 2024-25.

EXECUTIVE SUMMARY

Monitoring performance of the Council and CEO KPI's is critical for ensuring that the Council is contributing to the achievement of its objectives in both the Strategic Plan and the 4-Year Business Plan 2023-2027.

Details of the results are provided in Attachments 1 – 4.

This report includes the Quarter two results for 2024-2025.

Quarter Two 2024-2025 results:

Council achieved the Core Target on all KPI's with the exception of the following:

- KPI5 – Delivery of Agreed projects identified in the Annual Business Plan and the second year targets of the 4 year plan. The core target is greater than or equal to 95%. The result for quarter two is 82%. There are three projects off track with additional information provided in attachment 2.

RECOMMENDATION

That the Review and Selection Committee:

1. Notes the Quarter Two results for 2024-25 contained within the attachments.

ATTACHMENTS

1. Q 2 CEO KPI Results. Final.2 [7.1.1 - 6 pages]

Organisational	4	Staff engagement	<p>Core Target: Achievement of an overall employee pulse survey result of 70%, with at least 50% employee participation per SLT department</p> <p>Stretch Target: Achievement of an overall employee pulse survey result of 75%, with at least 50% employee participation per SLT department</p>	Staff Teamgage survey results based on five metrics	Q2 = 72%	 
	5	Delivery of agreed projects identified in the Annual Business Plan and the second-year targets in the 4 year plan	<p>Core Target: Greater than or equal to 95%</p> <p>Stretch Target: No stretch target</p>	Monthly data collated for each quarter Additional information provided in Attachment 1a	Q2 = 82%	
	6	Delivery of Council's capital works program	<p>Core Target: Greater than or equal to 85% delivery of Council's planned capital works program (adjusted for extraordinary items)</p> <p>Stretch Target: Greater than or equal to 90% delivery of Council's planned capital works program (adjusted for extraordinary items)</p>	This is an annual measure that will be reported on at the end of the 2023-24 reporting period.	This is an annual measure with the next result to be reported at the end of 2024-2025.	
Environment	7	Carbon Neutrality-carbon emissions footprint, measured against Council's endorsed Carbon Neutral Plan (applicable 2021-2022 onwards)	<p>Core Target: Actual annual emissions less than the plan's annual target emissions 1,800 tCO2e (for FY 2023/24)</p> <p>Stretch Target: Actual annual emissions 5% less than the plan's annual target emissions 1,710 tCO2e (for FY 2023/24)</p>	Carbon emissions footprint, measured against Council's endorsed Carbon Neutral Plan. This figure is reported every 6 months (Q2 reported in May, and the final annual figure for the year reported in October/November).	Q2 result to be provided in May	

Customer

8

Overall satisfaction with Council's performance

(measured annually)

Core Target:

Greater than or equal to 75% rated as satisfied or above

Stretch Target:

Greater than or equal to 85% rated as satisfied or above

Annual Measure

This is an annual measure with the next result to be reported at the end of 2024-2025.

100%

80%

60%

40%

20%

0%

75%

85%

Core Target

Stretch Target

22-23 (annual)

23-24 (annual)

24-25 (annual)

Council did not run the survey during 22-23

Council did not run the survey during 23-24

Council did not run the survey during 24-25

9

Customer Experience

9a

Ease of lodging requests

Core Target:

75% satisfied or more

Stretch Target:

80% satisfied or more

Responses included within the result relate to cases created within the reporting period

Q2 = 86.39%

The core target and the stretch target were met for the Q2 reporting period.

90%

85%

80%

75%

70%

65%

75%

80%

81.20%

78%

76%

74.90%

78.91%

87.50%

86.39%

Core Target

Stretch Target

Q1 23-24

Q2 23-24

Q3 23-24

Q4 23-24

Annual 23-24

Q1 24-25

Q2 24-25

Q3 24-25

9b

Time taken to address and action requests

Core Target:

65% satisfied or more

Stretch Target:

70% satisfied or more

Responses included within the result relate to cases created within the reporting period

Q2 = 72.01%

The core target and the stretch target were met for the Q2 reporting period.

100%

80%

60%

40%

20%

0%

65%

70%

72.10%

73%

68%

60%

68.46%

79.9%

72.01%

Core Target

Stretch Target

Q1 23-24

Q2 23-24

Q3 23-24

Q4 23-24

Annual 23-24

Q1 24-25

Q2 24-25

Q3 24-25

9c

Satisfaction with requests handling

Core Target:

55% satisfied or more

Stretch Target:

60% satisfied or more

Responses included within the result relate to cases created within the reporting period

Q2 = 69.79%

The core target and the stretch target were met for the Q2 reporting period.

80%

70%

60%

50%

40%

30%

20%

10%

0%

55%

60%

65.20%

69%

62%

54%

62.28%

71.40%

69.79%

Core Target

Stretch Target

Q1 23-24

Q2 23-24

Q3 23-24

Q4 23-24

Annual 23-24

Q1 24-25

Q2 24-25

Q3 24-25

Attachment 1a - Supporting Information

As at 31 December 2024 -82% (14 projects) are on-track, including 8 that have been completed from the 4-year plan. There are 3 projects considered off track. These are commented on below.

The on-track includes projects that were started or completed in the first abd second year targets of the identified in the 4-year business plan.

Table 1: Projects by exception 'Off-Track' (all other projects are considered on-track or completed)

Project Name	Q2 Supporting Comments
Warradale Park Tennis Club Clubhouse Upgrade	Variation to deed agreements being finalised. 70% design and cost estimate to be completed end of January 2025.
Marino Hall Redevelopment	Current programme is March 2025 construction completion, due to site latent conditions and resultant impact to trades.
Marion Basketball Stadium	Design phase has begun in accordance with revised programme. Programme revised due to Council exploring options for the site prior to final endorsement of the project brief.

Attachment 2

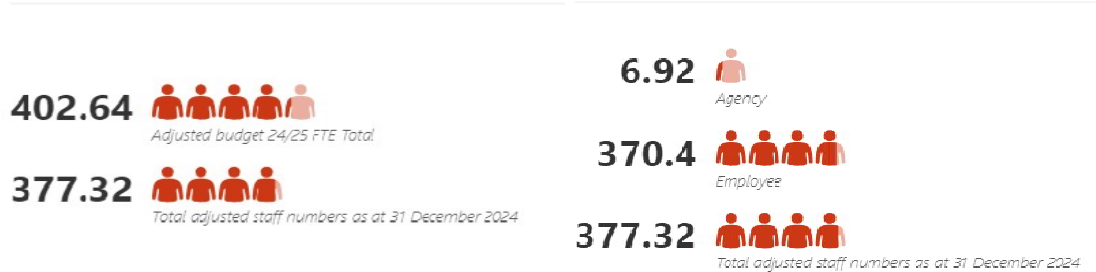
The number of FTE employees (staff and agency) employed across the organisation as at 31 December 2024



There are currently 26.41 FTE temporary vacant positions comprised of:

Recruitment in progress (required position)	7.92
Currently under review	1
Vacant Required position	17.49

The following tables provide comparative FTE data with the Gap Year Team Members, Pool Staff, and Grant Funded positions being excluded.



Attachment 3

LABOUR AND FTE MOVEMENT SUMMARY

	2024/2025	2023/24	2022/23	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Total Employee Costs (including Agency)	47,308	45,567	42,378	40,134	38,238	36,487	34,861	33,274	32,221
% Movement on Prior Year	3.82%	7.53%	5.59%	4.96%	4.79%	4.66%	4.77%	3.27%	1.40%
Total Number of Employees (FTE as at 30 June)*	419	406	394	387	370	358	365	360	344
% Movement on Prior Year	3.08%	3.05%	1.81%	4.59%	3.35%	-1.90%	1.38%	4.80%	0.60%
5-Year average FTE to June 2024	383								

*2024/25 as at 31 Dec 2024

7.1 Volunteer Program Report

Report Reference	RSC250204R7.1
Originating Officer	Volunteer Development and Program Coordinator – Lucy Camp
Corporate Manager	Manager People and Culture - Sarah Vinall
General Manager	Chief Executive Officer - Tony Harrison

REPORT HISTORY

Report Reference	Report Title
RSC231205R	2022-23 Volunteer Program Report
RSC221101R7.2	Volunteer Program Report
SRSC211207R6.1	Volunteer Program Report
RSC201103R02	Volunteer Program Report
RSC191105R02	Volunteer Program Update

REPORT OBJECTIVE

To provide an update on the City of Marion's Volunteer Program and progress against the stated goals and outcomes of the 2021-2024 Volunteer Strategy.

EXECUTIVE SUMMARY

The City of Marion's Volunteer Program continues to provide opportunities for the community to participate in roles that support and enhance service delivery as well as meeting the motivations of volunteers. Areas that benefit from volunteer support include Open Spaces, Neighbourhood Centres, Libraries and Positive Ageing and Inclusion, as well as Customer Service, Graffiti Removal and Marion Cultural Centre.

RECOMMENDATION

That the Review and Selection Committee:

- 1. Notes the report and makes any recommendations regarding the Volunteer Program.**

DISCUSSION

At 30 June 2024, there were 273 active volunteers (298 previous year) with 16 pending applications.

The decrease in volunteer numbers is comparable to national trends. In 2019, 36% of the Australian population volunteered before the pandemic, which fell to 26.7% in 2022. This represents 1.86 million fewer volunteers at the beginning of 2022 compared to pre-COVID times.

At April 2022, there was only a small recovery in the rate of volunteering nationally and by April 2023 volunteering numbers had still not returned to their pre-pandemic levels. *Reference: Australian National University Centre for Social Research and Methods – Ongoing trends in volunteering in Australia – October 2023*

Despite the decline in volunteer numbers across Australia, the demand for volunteers has continued to increase. The impact of the COVID-19 pandemic and the post-pandemic economic impacts with rising inflation and cost of living, has also contributed to the decline in volunteer numbers, as many

now seek paid work.

At City of Marion a considerable data cleanse in the volunteer database was conducted in 2024, which resulted in the reduction of active volunteer numbers.

The 2023-24 financial year was the final year of the 2021-24 Volunteer Strategy, and the five focus areas have been summarised in this report.

Volunteer participation

33 volunteers were recruited during the 2023-24 financial year, compared to 56 in 2022-23.

7 volunteers left during the last financial year, with reasons ranging from ill-health to gaining employment or moving away from the area.

31,304 volunteer hours were contributed to support City of Marion programs and the community, compared to 32,577 the previous year (1,273 hours less).

The total dollar value contributed to the City of Marion, using the ABS average weekly earnings figure for South Australia of \$47.38, equates to \$1,483,183. *Reference: Volunteering SANT Value of Volunteering.*

Annual Volunteer Survey

107 (40%) City of Marion volunteers completed the annual survey, an 80% increase on last year, with volunteers expressing an overall 96% satisfaction rate.

- 89% are motivated to volunteer to help the community
- 90% feel their efforts are recognised and appreciated
- 87% feel valued members of their volunteer program
- 92% would recommend the City of Marion as a place to volunteer

Final outcomes against the 2021-2024 Volunteer Strategy

Objective 1: Diversity & Inclusion

Increase diversity and inclusion through attracting, engaging and retaining a diverse volunteer population in a variety of roles.

Outcomes

The volunteer program continues to increase diversity and inclusion through attracting and engaging with diverse people including people from multicultural backgrounds.

KPIs

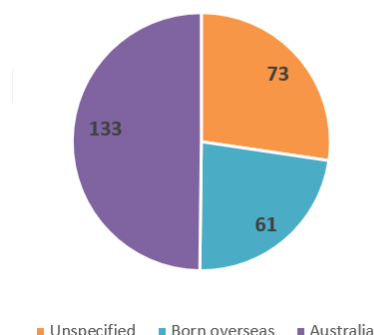
- Increase volunteers whose first language is not English by 5% or more by June 30, 2024.
- Increase volunteers aged 25 or under by 5% or more by June 30, 2024.

Date	Volunteers whose first language is not English	Percentage differential on previous year	Volunteers aged 25 or under	Percentage differential on previous year

30 June 2022	23	-47.73%	26	-42.22%
30 June 2023	30	30.43%	14	-46.15%
30 June 2024	16	-46.67%	11	-21.43%

Further engagement strategies will be included in the forthcoming Volunteer Program Strategic Plan 2025-2027 to attract people from minority groups such as people with disabilities, people from multicultural backgrounds to better reflect our community. The Multicultural Plan currently in development will also help identify new avenues to pursue volunteers with diverse backgrounds.

Country of Origin



Objective 2: Regulation and Risk Management

Improve program risk management and the safety and wellbeing of our volunteers.

Outcomes

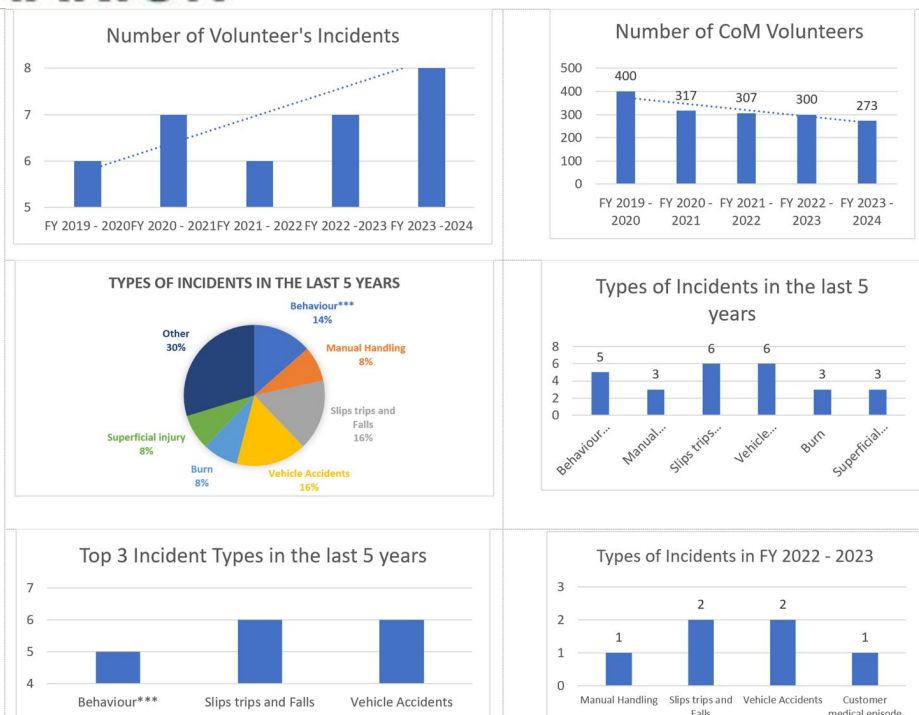
Robust systems are in place that support the safety and wellbeing of volunteers, with no days lost to injury of harm.

KPIs

- No lost time injuries sustained whilst volunteering.

Result: 0 lost time injuries recorded

2021-2024 Volunteer Strategy Summary



Data analysis:

Total number of incidents is trending upwards with the total number of volunteers decreasing slightly. Top incidents in the last financial year remain consistent with top incidents data for last 5 years.

Top three incidents:

- Slips, trips and falls
- Vehicle accidents
- Behaviour***

*** behaviour towards volunteer and volunteer behaviour reported by employees.

Improving risk management and the safety and wellbeing of volunteers is constant. Work is being undertaken to ensure volunteers continue to be included in WHS toolbox talks and training is being provided in relation to their roles.

- Better Impact document audit at 90% or more compliance rate (inclusive of a volunteer having the following recorded on their profile: Agreement, role description, WHS induction, Corporate Orientation, screening checks, start date, Volunteer Handbook).

Volunteer Program	Compliance rate 22-23	Compliance rate 23-24
Community Bus	92%	67%
*Social Support	93%	93%
Libraries	98%	98%
Neighbourhood Centres	77%	24%
*Justice of the Peace	85%	85%
*Graffiti Removal	96%	96%

*Open Spaces	98%	98%
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**No volunteers recruited in last financial year*

Support is being provided to the volunteer managers who have a reduction in compliance rate and consideration is being given to recruiting a volunteer to support administration tasks for the Volunteer Coordinator of the Neighbourhood Centres.

Objective 3: Management and Training Opportunities

Increase management and training opportunities to ensure volunteers are competent and feel empowered to undertake their role.

Outcomes

Volunteers feel empowered and confident to undertake their duties safely and to the highest standard.

KPIs

- 100% of volunteers have completed all mandatory induction and training within 8 volunteer shifts.

Result: 93% have completed all induction items and Social Support and Community Transport volunteers have completed first aid, CPR refresher training and Driver Awareness.

- Training budget 100% spent each FY with attendance of 75% or more for all training.

Result: 54.57% of the training budget was spent in the 2023-24 financial year. This is a 34% increase on the previous year. This spend relates to First Aid, CPR and Driver Awareness training as refreshers are required.

Volunteers also had the opportunity to attend other training such as Disability Awareness, Face Dementia and Human Guide training.

2021-2024 Volunteer Strategy Summary

Volunteers received mandatory training required to conduct their roles across all volunteer programs.

Objective 4: Volunteer Engagement, Experience and Satisfaction

Improve volunteer engagement and overall experience by making volunteering a valued and respected part of the City of Marion.

Outcomes

City of Marion volunteers enjoy volunteering at an organisation that makes them feel valued and respected.

KPIs

- 90% or more of volunteers feel respected, satisfied and happy volunteering with City of Marion.

Result: 96% of respondents are satisfied with their volunteering experience. 87% feel valued as a member of their volunteer program within City of Marion.

2021-2024 Volunteer Strategy Summary - This KPI has been met each year of the Strategy.

- 5% increase on previous year's Annual Volunteer Survey completion rate.

Result: There was a 79.6% increase in responses to the Annual Volunteer Survey.

2021-2024 Volunteer Strategy Summary – this KPI has been met.

- c. Two volunteer newsletters and two stories in City Limits per FY

Result: Volunteer newsletters were circulated in July and December 2023 with volunteer articles published in August 2023 City Limits. The second edition including a volunteer article fell short of the financial year and was published in August 2024.

2021-2024 Volunteer Strategy Summary – This KPI was met each year except for one article at the end of last financial year that was delayed.

- d. 5% increase in attendance of previous year's National Volunteer Week event

Result: 91 volunteers attended the National Volunteer Week celebration in 2024 compared to 150 in 2023. A decrease of 39.3%.

2021-2024 Volunteer Strategy Summary – This KPI has been inconsistently met following the disruption of the COVID-19 pandemic. Key contributing factors include availability and willingness to attend.

Objective 5: Be an Organisation of Choice

To be an organisation of choice whereby volunteers and peers see the City of Marion as a sector leader.

Outcome

The City of Marion Volunteer Program is a sector leader and innovator, earning a high level of volunteer satisfaction.

KPIs

- a. Maintain National Standards for Volunteer Involvement accreditation.

Result: The National standards were refreshed in 2023 and launched in 2024. The City of Marion will work towards aligning volunteer management practices to reflect the refreshed Standards. There is currently no national accreditation for the refreshed Standards.

- b. Eight SkillMatch volunteers placed internally each financial year.

Result: Three SkillMatch volunteers were recruited during the last financial year with one stepping down to concentrate on full-time employment. The roles included Walking Tour Guides at Tonsley Innovation District and the Youth Collective Committee (YCC).

2021-2024 Volunteer Strategy Summary

FY	Skillmatch volunteers placed
21-22	4
22-23	3

23-24	3
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Raising awareness of the benefits to the CoM workforce of including skilled volunteers will be carried out over the next financial year.

ATTACHMENTS

1. Volunteer Snapshot 23-24 [**7.2.1** - 1 page]
2. Hours by Organisation 01 Jul 23 to 30 Jun 24.. UPDATED 190724 [**7.2.2** - 2 pages]
3. Monthly Grand Totals [**7.2.3** - 1 page]

Volunteer Snapshot 23-24



Justice of Peace
provided their service
to **8,731** customers



Marion Heritage and
Research volunteers
responded to **490** requests
for historical information

Library volunteers
processed **14,977** new
items for the collection



Library volunteers
removed **19,389**
items from the
collection



Library volunteers
re-shelved **459,110**
items throughout 23/24



5 front of house
volunteers supporting
49 performances at the
Marion Cultural Centre



2024 Fringe season at the
Marion Cultural Centre -
5 volunteers **104** hours
over **22** performances

Open Space volunteers
planted over **8,000** grasses,
trees and shrubs in the
City of Marion reserves



48 Community
Centre programs



140 people were guided
by **3** volunteers through
the Tonsley Innovation
District last year



120 playgroup sessions
were held at
Neighbourhood Centres

4,231 coffees
made at Cooida



132 Tech-tutoring
appointments



274 English
tutoring/classes



On The Road Again
completed **92** bus trips to
76 different destinations

Volunteer supported trips for elderly residents:

220 trips to supermarkets

164 trips to medical / allied health appointments

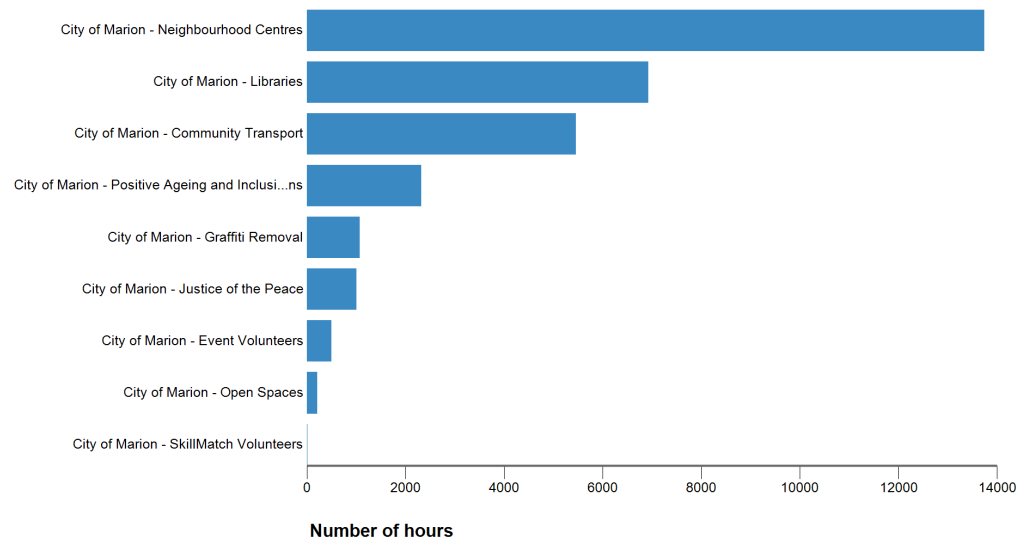
21 trips for social support

A total of **8,222** kilometres travelled

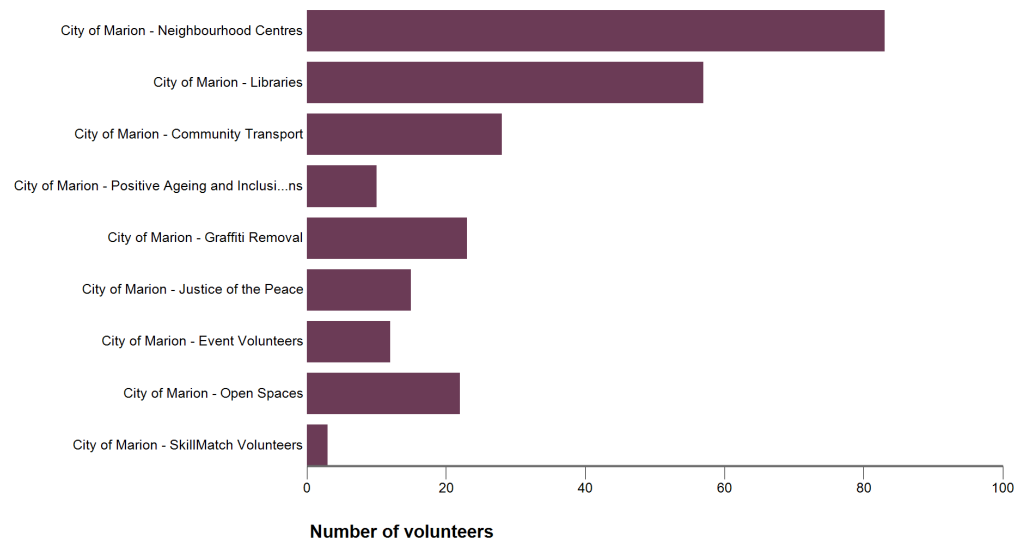
City of Marion

Organisation Totals: 1/07/2023 - 30/06/2024

Logged Hours By Organisation



Number Of Volunteers By Organisation



Organisation	Hours	Volunteers	Average
City of Marion - Community Transport	5462	28	195
City of Marion - Event Volunteers	497	12	41
City of Marion - Graffiti Removal	1076	23	47
City of Marion - Justice of the Peace	1008	15	67

City of Marion - Libraries	6931	57	122
City of Marion - Neighbourhood Centres	13739	83	166
City of Marion - Open Spaces	215	22	10
City of Marion - Positive Ageing and Inclusion Social Programmes and Community Connections	2327	10	233
City of Marion - SkillMatch Volunteers	12	3	4
Total Hours	31267		

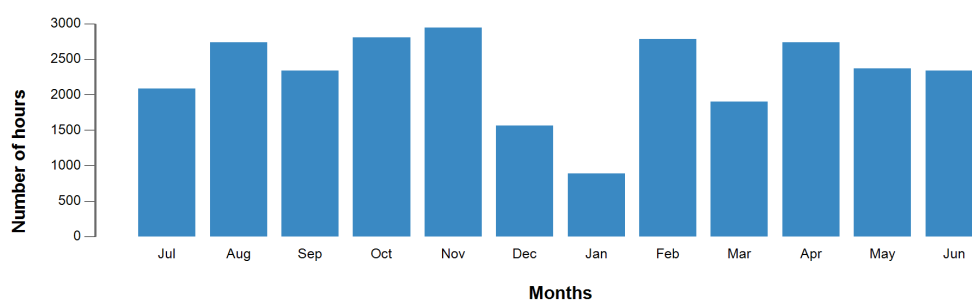
City of Marion

Monthly Grand Totals

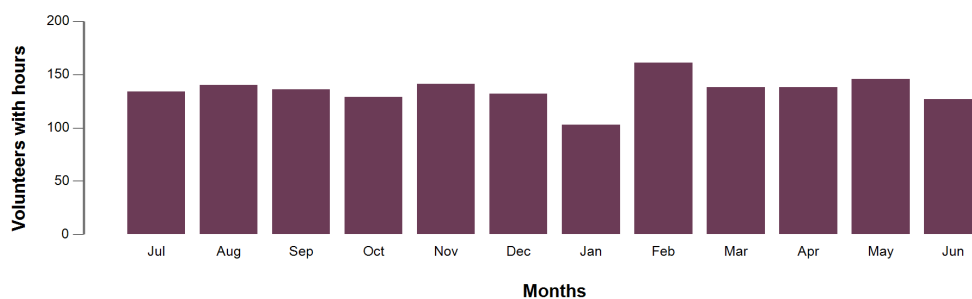
Starting: July 2023

	7	8	9	10	11	12	1	2	3	4	5	6
# of Volunteers	134	140	136	129	141	132	103	161	138	138	146	127
Hours Volunteered	2082	2733	2339	2806	2942	1565	891	2783	1903	2738	2365	2341
Average per Volunteer	16	20	17	22	21	12	9	17	14	20	16	18

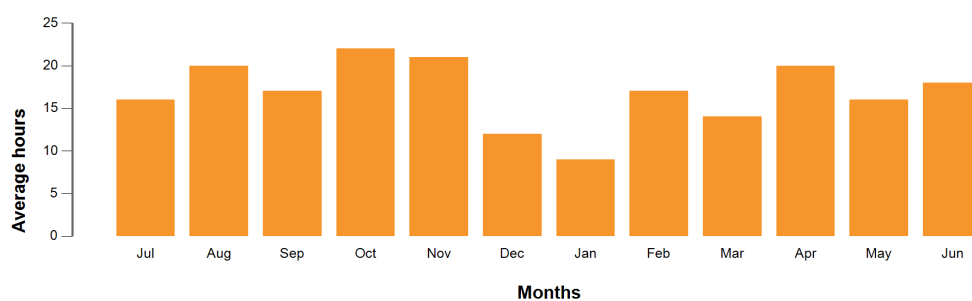
Number Of Hours By Month



Number Of Volunteers With Logged Hours By Month



Average per Volunteer



7.3 Staff Movements and Exit Summary Survey

Report Reference	RSC250204R7.3
Originating Officer	Unit Manager Human Resources – Greg Cansdale
Corporate Manager	Manager People and Culture - Kate McKenzie
General Manager	Chief Executive Officer - Tony Harrison

REPORT OBJECTIVE

The purpose of this report is to provide a level of understanding of workforce composition at the City of Marion as of 31 December 2024 and insights into staff employment experiences and perceptions of staff who exited the organisation in quarter 2 (October – December 2024).

EXECUTIVE SUMMARY

Quarterly summaries of the workforce composition as at 31 December 2024 are provided below.

Exit survey data provides insights into staff employment experiences and perceptions when leaving the organisation. Feedback continues to show that the employee experience is positive, although behaviour that is not aligned with the organisation's values is an area of focus.

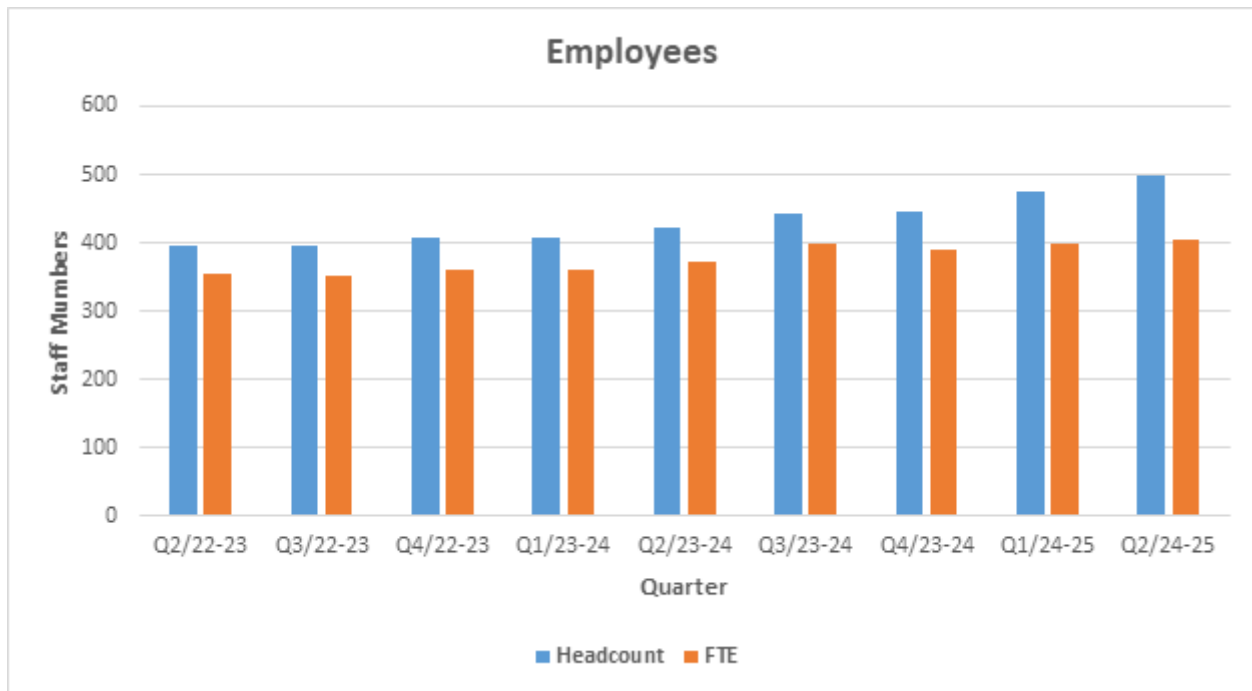
Attachment 1 provides an aggregated summary of exit survey data for the period 1 October 2024 to 31 December 2024.

To provide a level of understanding of workforce composition at the City of Marion, summaries of the workforce as of 31 December 2024 are provided below:

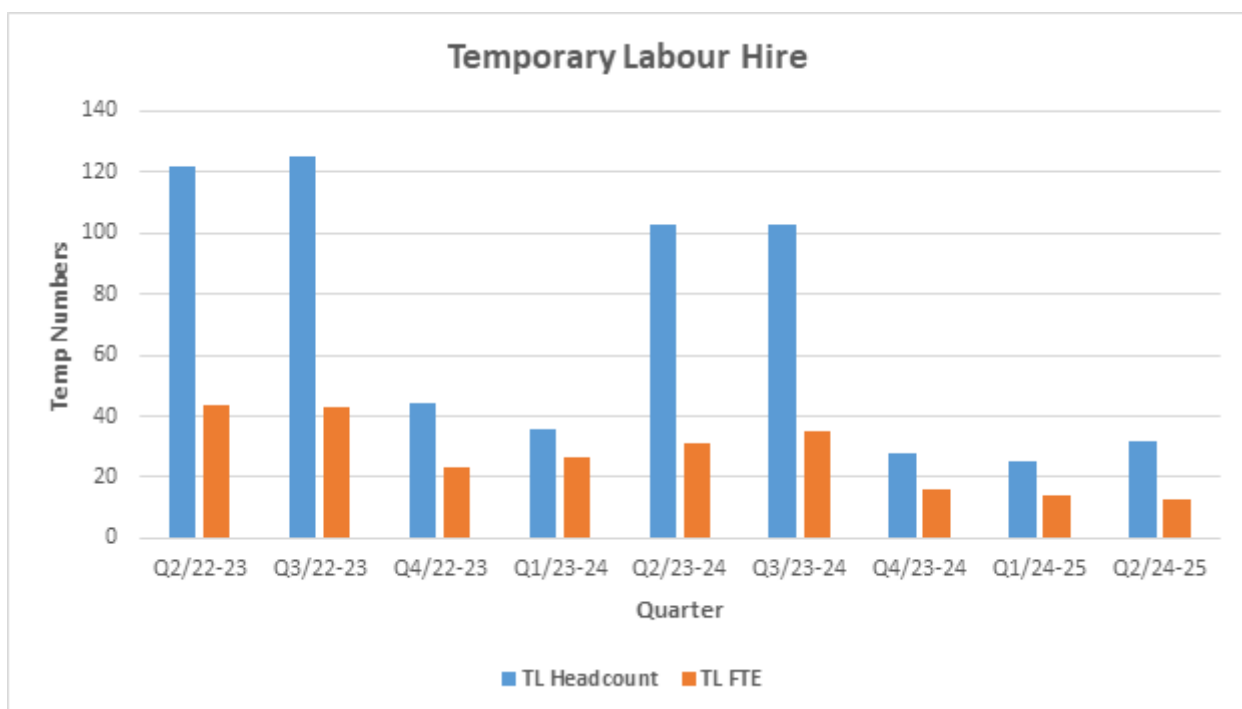
- Staff head count: 499 (405.42 Full Time Equivalent (FTE))
- Temporary Labour Head Count: 32 (13.08 FTE)
- Volunteers: 292
- Exiting Staff for the quarter: 16
- New Staff for the quarter: 33

For FTE purposes, CoM casuals are counted as zero FTE. Casual employees are included in headcount numbers. There are 52 active casual employees included in the headcount.

The graph below indicates staffing numbers (headcount) and FTE have gradually risen over the last 12 months. Headcount has increased by 18% and FTE by 9% over the last year. A key reason for the increase in headcount is the transition of the temporary labour workforce at the Marion Outdoor Pool to casual employment, reducing costs and improving retention.

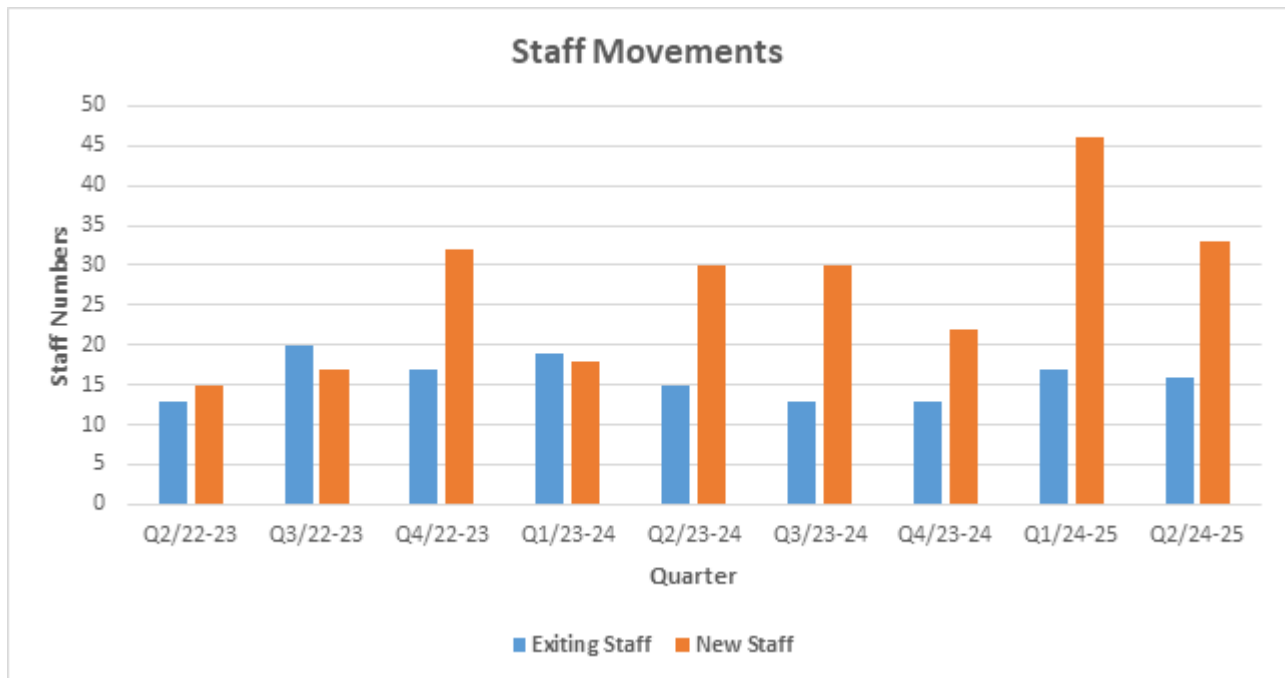


The graph below shows the number of temporary labour hired has decreased by 69% over the last year with FTE numbers reducing by 58% for the same period. The decrease is due to the transition of the seasonal temporary labour workforce at the Marion Outdoor Pool to casual employment, reducing costs and improving retention.



Sixteen staff exited the City of Marion during the period 1 October 2024 to 31 December 2024 in comparison to 15 staff exiting in the same period last year. On average over the last 12 months there have been approximately five (5) departures per month.

There were eight staff changes/movements during the period 1 October 2024 to 31 December 2024 in comparison there were the fifteen staff changes in the same period last year.



Thirty-three new employees joined the City of Marion during the period 1 October 2024 to 31 December 2024 in comparison to 46 new employees in the same period last year.

Attachment one provides an aggregated summary of exit survey data for the period 1 October 2024 to 31 December 2024 including key themes and learnings. In addition to submitting exit feedback online, staff are provided the opportunity to discuss their responses further with their People and Culture Partner. No one availed themselves of this opportunity in Q2.

The exit survey improves the employee experience by providing an opportunity for the exiting employee to be heard thus providing closure and a more positive opinion of the organisation. Any concerns, areas for improvement or positive feedback provided through the exit interview process are discussed with the relevant People Leader, unless there is a valid reason not to do so, such as the matter being sensitive or confidential. Useful insights into staff employment experiences and perceptions provide opportunities to learn from staff experiences and will inform continuous improvement initiatives.

In Q2, 50% of staff exiting the organisation completed an exit interview.

Those staff who are exited due to unsatisfactory performance are not offered an exit interview due to the nature of the departure.

Feedback from exiting staff in Q2 is positive indicating that:

- all except two agree or strongly agree that their leader was approachable and supportive with no one having a negative response;
- all would consider working again for the City of Marion;
- all agree or strongly agree that they experienced a safe working environment;
- all indicate they had good relationships with their peers;
- the dedicated and supportive working environment was specifically mentioned as being incredibly rewarding; and
- All agree or strongly agree that they had a sense of belonging while working at the City of Marion.

Exit survey feedback also indicates that:

- Over 62% of those exiting are remaining in the Public Sector – 4 remaining in Local Government and one moving into Federal Government;
- The majority (62.5%) agree or strongly agree that their team was effective in meeting its priorities and objectives;
- People feel their contributions are recognised and valued, and
- Greater opportunities for staff to rotate through roles and capitalise on underutilised skill sets which will help retention.

RECOMMENDATION

That the Review and Selection Committee:

1. Notes the report

ATTACHMENTS

Attachment 1 - Exit Survey Qualitative Data Q 2 2024-25 (1) [7.3.1 - 1 page]

Date Submitted	Department	Mode of Exit	I am leaving because	Is there anything that would have changed your mind about leaving?	What industry are you moving to?	1A. The expectations and responsibilities of my role were clear	1B. I was able to use my skills, knowledge and experience in my role.	1C. My leader was approachable and supported me	1D. My team was effective in meeting its priorities and objectives	2A. Relevant training and development opportunities were offered	2B. I had access to career development opportunities	2C. I had regular performance and development conversations	2D. I felt my contributions were recognised and valued	2E. I had good relationships with others and felt a sense of belonging	2F. I experienced a safe working environment	What did you like most and least about working for the City of Marion?	What suggestions do you have on where the City of Marion could improve?	How likely would you be to recommend the City of Marion as an employer to your friends and family?	Would you consider working again for the City of Marion?	Any other comments you would like to make?	Would you like to meet with your People and Culture Business Partner to discuss any of the above?	
19/12/2024	Office of the CEO	Resignation	["Career progression", "Relocation", "Lack of development opportunities"]	No.	Local Government	Agree	Strongly Agree	Strongly Agree	Agree	Agree	Agree	Agree	Agree	Strongly Agree	Agree	Most: the people and breadth of work Least: pushback on corporate responsibilities was difficult at times.	There's been a lot of focus on juggle roles at ELT and recently SLT level. One thought is that you also consider this at lower levels. There are people with unique skill sets that aren't being utilised to their full potential or given other opportunities to retain great talent here.		9	Yes	No thank you	
18/12/2024	City Development	Resignation	["Career progression", "Salary increase"]	No	Local Government	Neutral	Agree	Neutral	Agree	Disagree	Disagree	Disagree	Neutral	Strongly Agree	Strongly Agree	What I liked most was the team that was around me, they were very welcoming and supportive and generally the Marion staff are great. What I like least was the micro managing and distrust if I was allocating my time correctly	Better induction directly related to the role. The managers should have an idea of your role and what you do so that they are able to provide support when needed rather than saying they don't know the answer and leaving you to try and find out.	8	Yes	No thank you		
18/12/2024	Corporate Services	Resignation	["Career progression", "Job not right for me", "Culture", "Lack of development opportunities", "Leadership", "Salary increase"]	Although my current line manager has been very supportive, over my time at the City of Marion I have felt undervalued and that my position description and level did not reflect the work that I have been given. I've tried on a number of occasions to get further role clarity and get a reclassification. Unfortunately, this didn't eventuate.	Private Sector	Strongly Disagree	Neutral	Agree	Disagree	Agree	Disagree	Disagree	Strongly Disagree	Agree	Agree	City of Marion. On the whole, the staff are positive and engaging and make it a lovely place to come into every day. I have struggled with the culture within my own team, however, I find that there is a lack of leadership across the wider IS/IT team. Meetings have very little structure, and it feels as though forward planning is overlooked. There are very loud, negative voices amongst the team who also overpower the conversations. During my first year of employment, I would guess that I had four 1:1 meetings with my supervisor. Every time I asked for guidance on my priorities, this task was given back to me to determine. At times I had far too much work, and at times I had very little. When I had very little work on, I would seek out activities to add value to the Most: Development opportunities, flexibility, progressiveness, good people, stable leadership, stable executive team (3 CEO's over 20 years is a good measure of that). Least - nothing stands out. After so long here I have learnt to accept that most of the challenges we go through are simply a result of the public service environment, and not a reflection of the leadership, which has generally been solid throughout.	I see a lot of learning and development opportunities being given to the senior leadership team, and less opportunities afforded to those in the general staff. Anecdotally, I have heard of staff being rejected from promotions due to a lack of formal qualifications (irrespective of on-the-job training), while SLT are promoted into positions and then given formal training in whatever is deemed necessary, along with board of directors. There is a lot of conversation around supporting our staff to learn and grow, but I do feel as though these opportunities are disproportionately offered to those in higher positions.	I feel like the comments I've made have skewed negatively. I wanted to give the feedback as they are genuine frustrations I've had over my time at the CoM, and I'm certain there are other staff leaving for similar reasons who are not giving the feedback. On the whole I have thoroughly enjoyed my time at the City of Marion. This has been less due to the work and more due to the wonderful people.	7	Maybe	Yes please	
12/12/2024	City Development	Resignation	["Career progression"]	No, I am very happy with CoM as an employer, I have been afforded some great opportunities, with significant investment in my development for which I am grateful, and I hope I have been able to repay that over the years. After 20 years it is simply it is time for a change and to explore new opportunities.	Public Sector – Commonwealth	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	What I liked most is 100% the people. Least was the lack of structure in the team. In saying that, NHC's have come along way! They are definitely improving and have some amazingly passionate people in the team. I think they are hopefully on the right track to becoming a less reactive team.	Again, nothing stands out. We are in good hands with the leadership and people we have. Most decisions that really impact staff are usually (indirectly) a result of the changes in dynamics, which is beyond staff control. The admin do a good job of managing this. Just keep bringing in good people.	9	Yes	Very grateful and proud to have been able to contribute to CoM over the years. The opportunities I have had here have set me up both professionally and as a person and I'll look back on my time here positively.	No thank you	
8/11/2024	City Services	Resignation	["Career progression", "Salary increase"]	Not in the end. Too good of an opportunity to turn down.	Local Government	Neutral	Neutral	Neutral	Neutral	Agree	Agree	Neutral	Neutral	Agree	Agree	When people leave or start new, it would be nice to see this in either an email to everyone or in a news section on the intranet. The news about new starters/people that leave usually gets around too late to be able to say goodbye or be aware of someone coming in (and know a little about them) before the start.	Some more resourcing with ground level staff that are forward facing to our community.	7	Yes	Marion gave me some great opportunities. Secondments, the LG challenge, MAP program. For that I am very thankful. There are some amazing people who are forward facing to the community that work extremely hard.	Yes please	
23/10/2024	Corporate Services	Resignation	["Career progression"]	Opportunities within council for possible continuation of current role of other areas of interest	Local Government	Agree	Agree	Strongly Agree	Agree	Neutral	Neutral	Neutral	Neutral	Agree	Agree	I liked the people I worked with and the leadership forums. I wasn't too fond of the new values, but I was good to be able and have a say in it.	each of the new strategic themes (and perhaps the values too), with people from across the organisation represented and working together to set measurable positive shift goals in quality-of-life indicators and client centred service standards. Celebrate positive movement together when they occur. I most liked the opportunities I was given to be innovative and the professional development opportunities I was given e.g. the LGMA Challenge team (2018) and the Marion Accelerate Program (2022). The people have been very encouraging to me and I am super thankful for the opportunities. I least liked not having the necessary allocated time to genuinely engage internally and with the community and the culture of fast pace that wasn't necessarily quicker in the long run.	2. Employ a traditional Social Planner who can translate stories from the data to inform proactive and targeted actions, working across teams. 3. Ensure genuine consultation occurs always, with a willingness and time allocated to incorporate feedback e.g. annual Customer Satisfaction Survey responses are workshoped with teams and a genuine desire to make changes to improve outcomes for community are evident. 4. Continue to value Continuous Improvement and enjoyed the level of trust our team was given on performing our duties, and with the decision making which comes with the round. However there were some instances where I felt that when a decision or a change which affects our work is made by upper management or an other sector of the council, there lacked some communication.	8	Yes	I really enjoyed my time at City of Marion and am very grateful for all the opportunities and chances to learn and grow.	No thank you
17/10/2024	City Services	Resignation	["Family / Personal reasons", "Career progression", "Job not right for me"]	If there was a traditional Social Planner role on offer, where I could use my skills and passion in social data analysis I would be really interested to stay.	Not going to another role	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Agree	Strongly Agree	Strongly Agree	CoM are a very hospitable employer and I always felt encouraged to perform.		9	Yes	Happy for my recommendations to be shared and happy to chat through them with anyone :) To give some more context to my departure, my substantive role working for Meran as Community Connections Partner now requires more time for tasks of a BSO/admin type nature e.g. email and calendar management. I'm keen for a more challenging role in an area I'm passionate about - social data analysis is more traditional social planner role in the new year. Thank you to the City of Marion for the opportunities given to me over the years, it's been my privilege to work for this organisation.	No thank you	
14/10/2024	City Services	Resignation	["Relocation", "Family / Personal reasons"]	Not really, my reasons for leaving are not to do with career	Moving overseas - who knows	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Agree	Neutral	Strongly Agree	Strongly Agree	Strongly Agree			8	Yes	I really enjoyed my time here, thank you for the opportunity. Highly appreciated.	No thank you	

8 Workshop / Presentation Items**9 Other Business****10 Meeting Closure**

The meeting shall conclude on or before 6.30pm unless there is a specific motion adopted at the meeting to continue beyond that time.