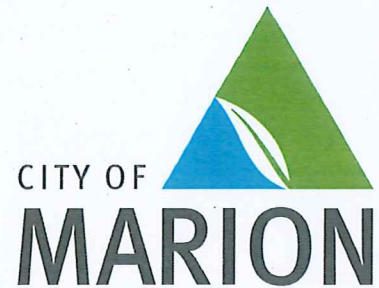


His Worship the Mayor  
Councillors  
CITY OF MARION



**NOTICE OF  
PEOPLE AND CULTURE COMMITTEE MEETING**

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

**Tuesday 1 March 2016**

**Commencing at 6.30pm**

**In Committee Room 1**

**Council Administration Centre**

**245 Sturt Road, Sturt**

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

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

A handwritten signature in black ink, appearing to read "Adrian Skull", is written over the printed name.

Adrian Skull  
**CHIEF EXECUTIVE OFFICER**

25 February 2016

**CITY OF MARION  
PEOPLE AND CULTURE COMMITTEE AGENDA  
FOR THE MEETING TO BE HELD ON  
TUESDAY 1 MARCH 2016  
COMMENCING AT 6.30 PM  
COMMITTEE ROOM 1  
245 STURT ROAD, STURT**



**1. OPEN MEETING**

**2. KAURNA ACKNOWLEDGEMENT**

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

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

**4. CONFIRMATION OF MINUTES**

Nil

**5. BUSINESS ARISING**

Nil

**6. PRESENTATION**

6.1 Overview of the City of Marion

**7. REPORTS**

7.1	Terms of Reference PCC010316R7.1 .....	11:11
7.2	Work Plan 2016 PCC010316R7.2 .....	11:11
7.3	Development Assessment Membership – Vacancy for Independent Members PCC010316R7.3 .....	11:11
7.4	Enterprise Agreement (EA) Negotiations – Administrative Staff PCC010316R7.4 .....	11:11
7.5	Organisational Culture and Values PCC010316R7.5 ..... - Culture - Values	11:11
7.6	People and Culture Monitoring Report PCC010316R7.6 .....	11:11

7.7 Committee Review and Feedback – Discussion  
PCC010316R7.7

**8. CONFIDENTIAL ITEMS**

Nil

**9. ANY OTHER BUSINESS**

**10. MEETING CLOSURE**

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

**11. NEXT MEETING**

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

**Time: 6.30PM**

**Date: Tuesday 3 May 2016**

**Venue: Committee Room 1**

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

**Originating Officer:** Kate McKenzie, Manager Corporate Governance  
**Chief Executive:** Adrian Skull  
**Subject:** Terms of Reference  
**Report Reference:** PCC010316R7.1

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**DISCUSSION OBJECTIVES:**

To note the People and Culture Committee's Terms of Reference and provide an opportunity for each of the members to give an overview of their skills.

**EXECUTIVE SUMMARY:**

The People and Culture Committee is a formally constituted Committee of Council pursuant to Section 41 of the Local Government Act 1999 and is responsible to Council.

The Committee's role is to report to Council and provide appropriate advice and recommendations on matters contained within the Committee's terms of Reference (as adopted by Council at its General Meeting on 22 September 2015). A copy of the Terms of Reference is attached at Appendix 1.

The Committee comprises of 3 Elected Members and an expert member who each bring different skills and experience to the Committee.

Each Committee member is invited to give an overview of their own skills and experience relevant to the Committee's objectives (as defined in the Terms of Reference).

**RECOMMENDATIONS (2)**

**DUE DATES**

**That the People and Culture Committee:**

- |  |                     |
|--|---------------------|
| <b>1. Notes the Terms of Reference identified at Appendix 1 to the report.</b>   | <b>1 March 2016</b> |
| <b>2. Note the overview of skills provided by each of the Committee Members.</b> | <b>1 March 2016</b> |

# PEOPLE AND CULTURE COMMITTEE TERMS OF REFERENCE



## 1. Establishment

- 1.1 Pursuant to section 41 of the *Local Government Act 1999* (the Act) the Council has established a People and Culture Committee.

## 2. Objectives

- 2.1 The Committee is established for the purpose of:
- 2.1.1 Reviewing, monitoring and recommending to Council relevant strategies regarding the organisation's culture and performance associated with the conduct of Elected Members, employees and volunteers.
  - 2.1.2 Sourcing and recommending to Council the appointment of expert members to Committees.
  - 2.1.3 Reviewing the performance of the Chief Executive Officer
  - 2.1.4 Recommending a process to Council for the recruitment of the Chief Executive Officer (as required).

## 3. Membership

- 3.1 Membership of the Committee will comprise:
- (i) the Mayor Three other Elected Members
  - (ii) one Expert Member

Membership of the People and Culture Committee continues for the term as resolved by Council.

### Elected Member Representatives

- 3.2 The Presiding Member will be one of the Elected Member Representatives. This member will receive the allowance prescribed in accordance with the Local Government Remuneration Tribunal determination.
- 3.3 Appointment of the Elected Member representative will be made by Council on a rotational basis as resolved from time to time. Council may resolve to re-appoint an Elected Member representative for consecutive terms.
- 3.4 If required, training and development will be sourced and provided to the Elected Member Representative on matters/subjects within the People and Culture Committee Terms of Reference.

### Expert Member for People and Culture Committee

- 3.5 The external expert member will have senior business, organisational culture, development and human resource management experience.

- 3.6 Appointment of an expert member will be made by Council for a term to be determined by Council. Council may resolve to re-appoint an expert member for consecutive terms.
- 3.7 If Council proposes to remove an expert member from the Committee, it must give written notice to the expert member of its intention to do so and provide that external representative with the opportunity to be heard at a Council meeting which is open to the public, if that external representative so requests.
- 3.8 Remuneration will be paid to the external representative of the Committee to be set by Council from time to time. At a minimum, the remuneration paid to external representatives will be reviewed within 12 months from the date of a Council (periodic) election. The basis will be a set fee per meeting.

#### **4. Basis of Operation**

- 4.1 The Committee does not have any delegated powers of Council, and all decisions of the Committee will constitute recommendations to Council.
- 4.2 For the purposes of Section 41(8) of the Local Government Act 1999, the Council does not impose any reporting and accountability requirements on the basis that all decisions of the Committee constitute recommendations to Council.
- 4.3 Committee meetings will take place at the City of Marion Administration Centre as required to undertake the responsibilities identified in these Terms of Reference and otherwise on such dates and at such times as the Presiding Member of the Committee or the Committee by resolution determines.
- 4.4 A quorum for a meeting of the Committee shall be three members of the Committee.
- 4.5 In the absence of the Presiding Member from a meeting, the members present will determine who will preside the meeting.
- 4.6 Each member present at a Committee meeting must, subject to a provision of the Local Government Act 1999 to the contrary, vote on a question arising for decision at that meeting.
- 4.7 Where the Local Government Act 1999, the Local Government (Procedures at Meetings) Regulations 2000 and these Terms of Reference do not prescribe procedures to be observed in relation to the conduct of a meeting of the Committee, the Committee may determine its own procedures.
- 4.8 The Chief Executive Officer will ensure appropriate support is provided to Committee.

#### **5. Terms of Reference**

- 5.1 Within the parameters of the Local Government Act 1999, and having regard to the powers, functions and responsibilities of the Chief Executive Officer, the Committee is charged with undertaking the following functions:

##### People and Culture

- 5.2 Monitor the development of key strategies, policies and budgets aimed at improving the organisation's culture and performance.
- 5.3 Monitor the organisation's direction regarding the efficient and effective delivery of strategic and operational human resource functions.

- 5.4 Ensure the organisation has appropriate employee wellbeing strategies;
- 5.5 Review and monitor other strategic initiatives associated with people and culture

#### Organisational Structure

- 5.6 Provide feedback to the Chief Executive Officer when being consulted regarding determining or changing to a significant degree:
  - The organisation's structure
  - The processes, terms or conditions that are to apply to the appointment of senior executive officers
  - The appraisal scheme that is to apply to senior executive officers
  - The appointment of a deputy to the Chief Executive Officer (if any)
  - The appointment of an acting chief executive officer in the absence of the Chief Executive Officer

#### Elected Member & Council Professional Development

- 5.7 Oversee the implementation of the Elected Member Professional Development Policy
- 5.8 Develop and recommend to Council a process to assess Council's effectiveness and performance with a view to improve outcomes for the community.

#### CEO Employment Agreement and Performance Review

- 5.9 Arranging for the conduct of the Chief Executive Officer's annual performance review on an annual basis within the parameters of the Chief Executive Officer's Employment Agreement.
- 5.10 Reviewing the Chief Executive Officer's performance criteria within the parameters of the Chief Executive Officer's Employment Agreement.
- 5.11 Reviewing the Chief Executive Officer's remuneration package within the parameters of the Chief Executive Officer's Employment Agreement.
- 5.12 Reviewing any aspect of the Chief Executive Officer's Employment Agreement within the parameters of the Chief Executive Officer's Employment Agreement.
- 5.13 Recommending to Council the outcomes of the Chief Executive Officer's annual performance review.
- 5.14 Recommending to Council the Chief Executive Officer's remuneration package and performance criteria to be applied for the ensuing year
- 5.15 Providing feedback to the Chief Executive Officer on outcomes of the performance review, and in conjunction with the Chief Executive Officer, determining appropriate courses of action as required.
- 5.16 Recommending to Council any changes to the Chief Executive Officer's Employment Agreement.

#### Vacancy of the Office of the Chief Executive Officer

- 5.17 The Council will appoint a Chief Executive Officer.
- 5.18 In the event a vacancy in the office of the Chief Executive Officer, the Committee will develop and recommend to Council the necessary steps to fill the vacancy in accordance with the requirements the *Local Government Act 1999*.

5.19 The Committee will act as the selection advisory group and make recommendations to the Council in accordance with the process developed and adopted in accordance with section 5.18.

Process to Source Appointment of Expert Members to section 41 Committees

5.20 This Committee and the Chief Executive Officer will act as the selection panel for all expert members to section 41 Committees.

5.21 The process to be followed by the Committee is:

- Identification of potential candidates via an executive search rather than general advertisement.
- Short list candidates for interviews/discussion.
- Interviews with candidates to determine suitability for selection.
- Determine a preferred candidate and confirm their preparedness to be nominated for appointment.
- Make recommendation to Council on preferred candidate.

Process to Source Appointment of Expert Members to the Development Assessment Panel (DAP)

5.22 This Committee and the Chief Executive Officer will act as the selection panel for all expert members to the Development Assessment Panel.

5.23 The process to be followed by the Committee is:

- Identification of potential candidates via general advertisement.
- Short list candidates for interviews/discussion.
- Interviews with candidates to determine suitability for selection.
- Determine a preferred candidate and confirm their preparedness to be nominated for appointment.
- Make recommendation to Council on preferred candidate.

Adopted by Council:	22 September 2015
Next Review:	December 2016
Previous Version:	Nil
Owner:	Manager Corporate Governance Manager Human Resources
Applicable Legislation:	Local Government Act 1999



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

**Originating Officer:** Kate McKenzie, Manager Corporate Governance  
**Chief Executive Officer:** Adrian Skull  
**Subject:** Work Plan 2016  
**Reference No:** PC010316R7.2

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**REPORT OBJECTIVE**

Setting an annual work program helps to ensure that the People and Culture Committee addresses the scope of activities identified in the Committee's Terms of Reference, and ensures that the workload of the Committee is planned, managed and resourced. It allows the Committee to relay the dates and times of the meetings to the community and provides for upcoming business to be dealt with in a timely manner.

**EXECUTIVE SUMMARY**

A work program and meeting schedule for 2016 satisfying the requirements set out in the Terms of Reference has been compiled in **Appendix 1** for the Committee's consideration.

The items included on the program are indicative only as items may be added, changed or moved during the year depending on areas of focus.

**RECOMMENDATION (1):**

**DUE DATES**

**That the People and Culture Committee:**

- 1. Notes the proposed work program for 2016 identified at Appendix 1 to the report subject to the following amendments:**

**March 2016**

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

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

**TUESDAY, 3 May 2016**

<b>Topic</b>	<b>Action</b>
CEO Interim Performance Review	
Update of EA Negotiations (including issues, market salary gaps, expectations, etc)	
Workforce Planning	
Organisation Wellbeing Strategies	
People and Culture Monitoring Report (key strategies, policies, budget)	
Committee Review and Feedback	

**TUESDAY, 5 July 2016**

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

**TUESDAY, 6 September 2016**

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

**Tuesday, 1 November 2016**

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

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

**Originating Officer:** Robert Tokley, Executive Officer Development Assessment Panel

**General Manager:** Abby Dickson

**Subject:** Development Assessment Panel – Vacancy for Independent Members

**Reference No:** PC010316R7.3  
**File No:** 3.17.1.1

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**REPORT OBJECTIVE AND EXECUTIVE SUMMARY:**

Pursuant to Clause 5.22 of the Committee's Terms of Reference, the People and Culture Committee and the Chief Executive Officer act as the selection panel for all expert members to the Development Assessment Panel (DAP).

The purpose of this report is to outline the proposed recruitment process to the Committee pursuant to Clause 5.23 of the Terms of Reference and to advise the Committee that this recruitment process is to commence shortly, as the terms of two DAP members expire at the end of May.

**RECOMMENDATIONS (2)**

1. That the People and Culture Committee notes that administration will shortly commence the recruitment process, commencing with an advertisement being placed in the Adelaide Advertiser seeking potential candidates.
2. That following the closure of the advertising period seeking expressions of interest, the Elected Members of the People and Culture Committee together with the Chief Executive Officer or delegate, shortlist candidates, and then interview candidates and make recommendations to Council on preferred candidates.

**BACKGROUND:**

Clause 5.22 of the Terms of Reference for the People and Culture Committee provides that this Committee and the Chief Executive Officer will act as the selection panel for all expert members to the Development Assessment Panel (DAP).

Clause 5.23 outlines the process to be followed by the Committee, which is as follows:

- Identification of potential candidates via general advertisement
- Shortlist candidates for interviews/discussion
- Interviews with candidates to determine suitability for selection

- Determine a preferred candidate and confirm their preparedness to be nominated for appointment
- Make recommendation to Council on preferred candidates.

The current terms of two independent members, Phil Smith and Wendy Bell are due to expire on 28 May 2016.

Accordingly, Council is to commence the recruitment process outlined in Clause 5.23 by placing an advertisement in the Adelaide Advertiser seeking expressions of interest for Independents Members on the Development Assessment Panel.

As the process includes interviews with candidates, the People and Culture Committee may need to meet outside its schedule of meetings to progress the recruitment process in a timely manner.

**Financial Implications:**

Fees for independent members are included in the budget each year.

**DISCUSSION:**

Both Wendy Bell and Phil Smith have been valued members of the Development Assessment Panel since commencing in May 2012. Although their terms expire at the end of May 2016, Section 56A(4a) of the Development Act, 1993 allows for a member of the panel to continue for a period of six months after the expiry of their term. Therefore, it is not a legislative imperative that any new appointments are made before the 28 May 2016 deadline.

It is noted that pursuant to Section 56A(3d) of the Development Act 1993, at least one member of the Panel must be a man and one must be a woman. Wendy Bell is currently the only female member of the Panel, accordingly, this recruitment process will need to identify at least one suitable female candidate if Wendy Bell is not reappointed or does not reapply.

It is noted that both Wendy Bell and Phil Smith are eligible to re-apply for the impending vacancies.

**CONCLUSION:**

The terms of two Independent Members appointed to the Development Assessment Panel are due to expire on 28 May 2016.

It is therefore opportune for Council to advertise the impending positions to the general public to seek applicants for the position.

The Council has had the benefit of exceptional and professional service and advice from both Wendy Bell and Phil Smith both of whom are eligible to reapply.

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

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

**Chief Executive:** Adrian Skull

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

**Report Reference:** PCC010316R7.4

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**REPORT OBJECTIVES:**

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

**DISCUSSION:**

EA negotiations have recently begun with the Staff Representatives, Management Representatives and the ASU (Staff Enterprise Agreement Development Team), with the current agreement expiring on 30 June 2016. This report provides an overview of negotiations to date.

The following management strategic intent has been put to the Committee for review, which is in line with the Council salary increase set out in the Long Term Financial Plan (LTFP) and with consideration of the cost of living pressures on the community.

Management Strategic Intent / Environmental Considerations:

- Pressure from community to minimise rate increases;
- Diminishing State and Federal Grants;
- Cost shifting from Federal / State;
- Increasing service expectations;
- Low CPI (Sep 2015 – 1.5%);
- LTFP salary increase – 2%.

The employee representatives will be providing their response to management's log of claims by the beginning of March. The Staff Enterprise Agreement Development Team is meeting fortnightly. The extent of the employee log of claims will determine the timeline of the negotiations.

The Chief Executive Officer provided an update at the General Staff Meeting held on 16 February 2016 regarding the management position.

The management representatives will conduct a cost/benefit analysis of the items included in the log of claims provided by employees/ASU, for consideration in the management response to the log of claims.

The negotiations have started in a constructive, open and consultative way. The Committee will be provided with a further update at its meeting of 3 May 2016, as the EA negotiations progress.

**RECOMMENDATIONS (2)**

**DUE DATES**

**That the Committee:**

- |   |                     |
|---|---------------------|
| <b>1. Notes the update provided regarding the Enterprise Agreement Negotiations with Administrative Staff.</b>          | <b>1 March 2016</b> |
| <b>2. A further progress report will be presented to the People and Culture Committee at its meeting of 3 May 2016.</b> | <b>3 May 2016</b>   |

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

**Originating Officer:** Steph Roberts, Manager Human Resources  
**Chief Executive:** Adrian Skull  
**Subject:** Organisational Culture and Values  
**Report Reference:** PCC010316R7.5

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**REPORT OBJECTIVES:**

To provide the Committee with an overview of the proposed approach for developing organisational values and assessing the organisational culture to facilitate a round table discussion in the proposed approach.

**DISCUSSION:**

A key people and culture initiative for 2016 is the determination of agreed organisational values, to ensure they position the organisation to help drive behaviour required to achieve the strategic direction of the Council. It is important to assess the current cultural state and determine what shift (if any) is required to support the desired organisation outcomes.

Articulating the organisations values is critical to success. It is important to define what values are required to support organisational outcomes first with the Executive Leadership Team (ELT), alongside Elected Members, followed by the Senior Leadership Team (SLT) and then with all staff.

When assessing values, it is intended to ask key culture questions of our staff, to assess the current state of our organisational culture. Hearing what people have to say about their workplace, rather than using a rating scale for key culture indicators, provides a deeper insight into the beliefs which drive behaviour.

Leadership Development will occur in parallel to defining the values, as it is a critical factor in the success of embedding the new values into the organisation through key activities, such as:

- Work Area Plans
- Leadership Competencies (developed out of values)
- Performance and Development
- Recruitment
- Workforce Planning
- Reward and Recognition

To ensure employee engagement and buy-in, workshops will be conducted with workgroups to develop behavioural statements against agreed values, in order to bring the values to life.

In order to assess the success of the new values and impact on the organisational culture, a further assessment of the culture will be conducted at an agreed period after embedding the new values.



The timeline is still to be developed and will be brought back to the People and Culture Committee in due course.

**RECOMMENDATIONS (1)**

**DUE DATES**

**That the Committee:**

- 1. Notes the report and discussion regarding organisational culture and values.**

**1 March 2016**

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

**Originating Officer:** Steph Roberts, Manager Human Resources  
**Chief Executive:** Adrian Skull  
**Subject:** People and Culture Monitoring Report  
**Report Reference:** PCC010316R7.6

**REPORT OBJECTIVES:**

Section 2.1.1 of the People and Culture Committee’s Terms of Reference states that the purpose of the Committee “Reviewing, monitoring and recommending to Council relevant strategies regarding the organisation’s culture and performance associated with the conduct of Elected Members, employees and volunteers”.

The purpose of this report is to provide the People and Culture Committee with examples of key people metrics and to determine what other metrics can be used to effectively monitor people and culture data across the organisation.

**RECOMMENDATIONS (2)**

**DUE DATES**

**That the Committee:**

- |  |  |
|--|--|
| <ol style="list-style-type: none"> <li>1. Notes the metrics outlined in this report</li> <li>2. Discuss any further key metrics required to be provided</li> </ol> | <p><b>1 March 2016</b><br/><b>1 March 2016</b></p> |
|--|--|

**DISCUSSION:**

There are a number of key people metrics to monitor the health and wellbeing of staff and the effectiveness of staff resource management.

The following metrics are collected:




Headcount

As at 18 February 2016

Full time equivalent (FTE)	335.3
Headcount (actual number of employees)	371

Employee Turnover and Retention

Target Retention\*

	Exceptional	88 – 92%
	Acceptable	> 92%
	Target not met	< 88%

<b>Quarter 1 Performance:</b>		97.7%	(quarter result)
<b>Quarter 1 Performance:</b>		97.0%	(quarter result)
<b>12 month Rolling Performance:</b>		89.9%	(as at end Jan 16)

*\*The employee retention rate is calculated as the number of staff that left the organisation at a specific point in time, divided by the total number of employees, and displayed in terms of the percentage of staff retained by the organisation.*

Leave Liability

As at January 2016

Annual Leave	48,000 hours
Long Service Leave	55,000 hours

A focus area is to reduce the leave liability, especially for employees with a high leave balance, in line with the Excessive Leave Policy. People Leaders receive monthly reports outlining leave balances, to assist them in managing excess leave entitlements beyond accepted limits. The objective is to assist employees achieve a healthy work-life balance through the management of leave, as well as reducing Council’s leave liability. Ensuring employees take their leave also has a positive impact on wellbeing and Work Health Safety (WHS).

Lost Time Injury Frequency Rate (LTIFR)

As at January 2016

LTIFR	10.3*
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It was discussed at the February WHS Committee meeting a focus area needs to be educating employee and managers to look at ways of keeping injured employees at work, such as light duties. In doing so, it has a positive impact on wellbeing, return to work and cost (sick leave).

*\*The LTIFR is a cumulative figure, measuring the number of injuries where time has been recorded as lost for every 1,000,000 hours worked.*