

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 6 September 2016

Commencing at 6.30pm

In Committee Room 1 & 2

Council Administration Centre

245 Sturt Road, Sturt

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

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

A handwritten signature in dark ink, appearing to read "Adrian Skull", is positioned above the printed name and title.

Adrian Skull
CHIEF EXECUTIVE OFFICER

1 September 2016

**CITY OF MARION
PEOPLE AND CULTURE COMMITTEE AGENDA
FOR THE MEETING TO BE HELD ON
TUESDAY 6 SEPTEMBER 2016
COMMENCING AT 6.30 PM
COMMITTEE ROOM 1 & 2
245 STURT ROAD, STURT**



1. OPEN MEETING

2. KAURNA ACKNOWLEDGEMENT

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

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

4. CONFIRMATION OF MINUTES

- 4.1 Confirmation of the Minutes for the People and Culture Committee meeting held 5 July 2016.....4

5. BUSINESS ARISING

- 5.1 Review of the Business Arising Statement from previous meetings of the People and Culture Committee 11

6. PRESENTATION

Nil

7. REPORTS

- 7.1 Volunteer Management – Performance and Improvement
Report Reference: PCC060916R7.1.....14
- 7.2 Review of the How We Work Together Policy
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- 7.3 Review of Elected Member Records Management Policy
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- 7.4 Enterprise Agreement (EA) Negotiations Administrative Staff
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7.9	Committee Review and Feedback – Verbal Discussion (no report)	
7.10	Aggregating the CEO Performance Rating 2015/16 Report Reference: PCC060916R7.10.....	59

8. CONFIDENTIAL ITEMS

Nil

9. ANY OTHER BUSINESS

10. MEETING CLOSURE

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

11. NEXT MEETING

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

Time: 6.30pm

Date: Tuesday 1 November 2016

Venue: Committee Room 1 & 2

**MINUTES OF THE PEOPLE & CULTURE COMMITTEE MEETING
HELD AT ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 5 JULY 2016**



PRESENT

Elected Members

Councillor Hull, Councillor Hutchinson, Mayor Kris Hanna

Independent Member

Dr David Panter

In Attendance

Tony Lines	Acting Chief Executive Officer
Kate McKenzie	Manager Corporate Governance
Steph Roberts	Manager Human Resources
Vincent Mifsud	General Manager Corporate Services

1. OPEN MEETING

The Committee noted that the Presiding Member of the Committee was absent and in accordance with clause 4.5 of the Committee's Terms of Reference, the Committee agreed that the Mayor would chair the meeting.

The meeting commenced at 6.31 pm.

2. KAURNA ACKNOWLEDGEMENT

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

3. MEMBERS DECLARATION OF INTEREST

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

4. CONFIRMATION OF MINUTES

Moved Councillor Hull, Seconded Dr Panter that the minutes of the People and Culture Committee meeting held on 3 May 2016 is confirmed as a true and correct record of proceedings.

Carried

5. BUSINESS ARISING

The statement identifying business arising from the previous meetings of the Committee was reviewed and progress achieved against identified actions noted.

The Committee noted that the any recommendation regarding the Chief Executive Officers Key Performance Indicators should be considered at this Committee first, prior to being considered by Council.

6. PRESENTATION

Nil

7. REPORTS

6.36pm Elected Member Professional Development Policy and Plan Report Reference: PCC050716R7.1

The Committee discussed and noted the following points:

- That the mandatory requirements for Elected Member Training and Development were addressed in section 5 of the Policy. It was noted that all Elected Members fulfilled the requirements for their mandatory training within the first 12 months of this Council term.
- The Policy does not have the approval process included. The Committee requested that this information be provided to the Committee Members.
- The heading of section 4 in the Policy could include behaviours (Knowledge, Skills, Attributes and Behaviours).
- The Survey is large and Elected Member should use 5 preferences (5 being the greatest need). Areas/topics identified by multiple Councillors could be offered as group training.
- Financial management is critical and consideration should be given to have this provided to Elected Members every second year as a refresher. If agreed by Council, this could be added to the Policy.
- The conferences listed at the end of the survey relate more to solutions for training gaps and should be included as the preferred method of training.
- The reference to LGA courses should remain noting that these may be offered to City of Marion at a non member rate.
- This survey should be completed once per Council term.
- That any policy amendments are brought back to this Committee prior to being considered by Council.

Action – Provide the Committee Members with the approval process for training and development.

Moved Councillor Hutchinson, Seconded Dr Panter that the People and Culture Committee:

1. Notes the report, discussion and feedback regarding the Elected Member Professional Development Policy and survey.

2. That the survey be distributed to Elected Members for completion with Elected Members highlight their top 5 preferences (5 being the top preference and 1 being the lowest preference).

Carried

6.47 pm Council Annual Performance and Effectiveness Review
Report Reference: PCC050716R7.2

The Manager Corporate Governance advised the Committee that the methodology for the Council Performance and Effectiveness Review was developed using three models as highlighted within the report. Each of these were considered when developing the survey to ensure that the key areas are covered and will provide useful data for Council to consider.

The Committee noted the report and provided the followings comments:

- The survey would be provided to Elected Members via survey monkey and any technical issues previously experienced have been addressed.
- A preamble at the beginning of the survey may be useful to be clear regarding how to respond to questions (for example – at an individual level or your perception of the Council as a whole).
- Some of the wording in the statements needs to be changed to provide clarity (for example – the word ‘Council Members’ may be better reflected as ‘I’)
- It is important to emphasise to Elected Members that their comments are critical. The comments will help all Elected Members understand why certain ratings have been applied.
- Some additional questions were added to the CEO Performance Review. These could be removed in future reviews as the survey addresses these points.
- Council should consider completing the review twice during a Council term. One approximately 6 months into the term and the other approximately two years later.
- The report recommends to re-valuate in 2018. The Committee noted that there is some value in leaving this open to re-evaluate in 2017, depending on the results of the survey. It was also noted that 2018 is an election year and caretaker provisions would commence at the beginning of September 2018.

Moved Councillor Hutchinson, Seconded Dr Panter that the People and Culture Committee recommend to Council:

1. The proposed approach and timeline for the Council’s performance and effectiveness review as outlined within the report.
2. The proposed survey in Appendix 1 subject to the changes identified by the Committee.

Carried

7.01pm Review of Elected Member and Staff Protocols for Communication

Report Reference: PCC050716R7.3

The Committee noted that the How We Work Together Policy needs to be re-written as it was adopted by Council prior to the commencement of the mandatory Code of Conduct for Council Members. The Committee suggested that two page policy be drafted that addresses core behaviours, the City of Marion values and the relevant Work Health Safety obligations.

The Committee also provided the following comments:

- The Policy and Procedure should be separate documents
- The Policy should reflect the importance of staff and elected member interactions.
- The Policy should note the importance of timely and accurate information/communication between staff and elected members (and vice versa).
- Elected Member and staff communications such as email, Elected Member extranet, etc. could be reflected in the procedure at a high level to provide guidance. The procedure should reflect that some staff discretion would be required in some circumstances. The Committee did suggest that the extranet is not as easy to access as emails, hence important information should be sent via email and/or phone call.
- The Committee did note that sometimes Elected Members require matters of significance or urgency to be brought to their attention via phone.

The Committee discussed the Elected Member One Point of Contact and would like to see the results of the effectiveness survey prior to making a recommendation regarding the progress of this.

The Committee also reviewed the Elected Member Records Management Policy and noted the following points:

- The Policy is too broad and should clearly state that it relates to records directly connected to Council Business that is of material interest to the organisation.
- The Policy states that all letters to Elected Members should be recorded in the records management system. The Committee suggested that these should be forwarded to a records management officer for lodgement in the system only. Staff should not interpret or make any determination regarding how the letter will be responded to.
- The confidentiality of the matter needs to be secured and should not be viewed by staff.
- Elected Members should be conducting their Council business via the council email address, noting that sometimes people will contact them via personal email addresses. If this is the case, Elected Members should respond via their Council email.
- Elected Member emails relating to Council business should be recorded where possible.
- The Committee disputed dot point 2 within the Policy Scope and Implementation – *Corporate records to/from Elected Members are encouraged to be provided to the Manager Governance in accordance with this Policy and will be (point 2) Accessible upon request to all Elected Members and Manager Governance unless otherwise specified.*
- The Policy should be supported by a simple procedure that is easily understood with clear guidance regarding when Elected Member records would be accessed by staff (i.e. formal investigation by a third party)

Moved Dr Panter, Seconded Councillor Hull that the People and Culture Committee:

1. Notes the feedback on the review of the How We Work Together Policy and a further report with a revised policy be brought to the September 2016 meeting for the Committee's consideration.
2. Notes the feedback on the Elected Member Records Management Policy and a further report with a revised policy be brought to the September 2016 meeting for the Committee's consideration.

Carried

7.44pm Enterprise Agreement (EA) Negotiations Administrative Staff
Report Reference: PCC050716R7.4

Moved Dr Panter, Seconded Councillor Hutchison that the People and Culture Committee notes:

1. The update provided regarding the Enterprise Agreement Negotiations with Administrative Staff.
2. That a further report will be presented to the People and Culture Committee at its meeting of 6 September 2016.

Carried

7.45pm Approach to Succession Planning for Key Staff and Roles
Report Reference: PCC050716R7.5

Moved Councillor Hutchinson, Seconded Dr Panter that the People and Culture Committee:

1. Notes the report and discussion regarding Succession Planning for key staff and key roles.

Carried

7.46pm People and Culture Monitoring Report
Report Reference: PCC050716R7.6

The Committee reviewed the report and observed that it was difficult to track the movements of full time equivalent (FTE) positions due to the restructure.

The Manager Human Resources tabled a report detailing Vacant Roles (Appendix 1) as at 30 June 2016.

The Committee noted that a number of vacant roles were being filled by temporary hire staff and actions were being taken to fill these roles permanently as required.

The Committee noted that work was progressing on the identification of key staff and this information would be retained at the Executive Management level but input and consultation would be required from senior managers in developing the list.

The Manager Human Resources also tabled a further document in relation to the total spend on labour costs (Appendix 2). These figures were based on Council audited accounts and indicated that the financial increase on the previous two years was 0.7 and 0.2% respectively and inclusive of the applicable EBA increases in these years. This demonstrates how the organisation has applied the Vacancy Management Policy over the past three years to achieve financial savings for the organisation. It was noted that consultancy fees are separate from labour costs.

The Committee noted that this reporting was useful and would like it to continue.

Moved Councillor Hutchinson, Seconded Dr Panter that the People and Culture Committee:

1. Notes the metrics outlined in this report.

Carried

8.02pm CEO Key Performance Indicators for 2016/17 **Report Reference: PCC050716R7.7**

The Committee noted that page 65 has been replaced and a new document was tabled at the meeting (Appendix 3).

Prior to the CEO going on leave, he had verbally agreed with the KPI's on page 64.

The Committee noted its advisory role to Council and agreed to recommend to Council the CEO KPI's subject to the following:

- Formal agreement on the CEO KPI's should be sought in writing from the CEO.
- It may be useful to include a preamble that notes the KPI's need to be achieved in accordance with the organisations adopted values.
- The range of 95 – 105% regarding the budget item be deleted as this is inconsistent with the performance rating.
- The retention of key staff with a target of 95% may be difficult as the key staff have yet to be identified.

Moved Councillor Hutchinson, Seconded Councillor Hull that the People and Culture Committee recommends to Council:

1. The adoption of the draft CEO Key Performance Indicators for 2016/17.

Carried

8.11 pm CEO Performance Review: Consultant Expressions of Interest **Report Reference: PCC050716R7.8**

The Committee noted the report and discussed the two proposals. Both consultants have an excellent reputation and both would be good value.

Moved Councillor Hull, Seconded Councillor Hutchinson that the People and Culture Committee recommends to Council that Kathryn McEwen be appointed to develop and facilitate the CEO performance review and remuneration benchmarking (if required).

Carried

8. CONFIDENTIAL ITEMS

Nil

9. ANY OTHER BUSINESS

The Human Resources Manager suggested that the Committee could implement a theme/issue for each meeting. The Committee suggested that the Manager Human Resources progress this between now and the next meeting.

10. MEETING CLOSURE

The meeting was declared closed at 8.20pm

11. NEXT MEETING

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

Time: 6:30 pm

Date: 6 September 2016

Venue: Committee Room 1 & 2

CONFIRMED

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CHAIRPERSON

/ /

CITY OF MARION
BUSINESS ARISING FROM PEOPLE AND CULTURE COMMITTEE MEETINGS
AS AT 1 SEPTEMBER 2016



	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date
1.	3 May 2016	Presentations That administration arranges for Ms Rayner to present to Council at a General Council Meeting.	Kate McKenzie	5 July 2016	In progress – date yet to be confirmed	September 2016
2.	5 July 2016	Elected Member Professional Development Policy and Plan Provide the Committee Members with the approval process for training and development (and how \$ amounts are set)	Kate McKenzie	September 2016	The approval process is outlined within the Elected Member Profession Development Procedure and section 2 states the Mayor will consider all applications for attendance at a professional development activity and recommend approval or otherwise. Where the total cost of the activity is less than \$3,000, the CEO will make the final determination. Where the total costs of the activity is greater than \$3,000, the application will be forwarded to Council for consideration at a General Council Meeting	Completed

CITY OF MARION**People and Culture Committee**

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

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

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

TUESDAY, 3 May 2016

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

TUESDAY, 5 July 2016

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

TUESDAY, 6 September 2016

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

Tuesday, 1 November 2016

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

**CITY OF MARION
PEOPLE AND CULTURE COMMITTEE
6 SEPTEMBER 2016**

Originating Officer: Vanita Schwarz, Volunteer Development Officer
Manager: Shaun Stevens, Acting Community Development Manager
General Manager: Tony Lines, General Manager Operations
Subject: Volunteer Management – Performance and Improvement
Report Reference: PCC060916R7.1

REPORT OBJECTIVES

To provide an overview of the following aspects of the City of Marion Volunteer Program:

- Difference between a Council and Community Volunteer
- How we recruit, manage, train and support Volunteers
- Personal injury cover
- Injury history and management.

EXECUTIVE SUMMARY

The City of Marion's volunteer program consists of volunteers who are directly supervised by City of Marion staff and contribute to City of Marion projects and programs. The City of Marion greatly values the contributions of volunteers and recognises the benefits and positive impacts of volunteering and acknowledges that volunteering provides people with strong social and community networks and helps to build the capacity and resilience of our community.

RECOMMENDATION (1)

DUE DATES

That the People and Culture Committee:

- | | |
|---|-------------------------|
| 1. Notes the report regarding Volunteer Management | 6 September 2016 |
|---|-------------------------|

Program Overview

Volunteers provide support to the following City of Marion Programs:

- Community Bus
- Community Care - Social Support and Home Maintenance
- Justice of the Peace
- Youth Development
- Neighbourhood Centres
- Libraries
- Crime Prevention – Graffiti Removal
- Broadband for Seniors

Difference between Council and Community Volunteers

City of Marion Volunteers

Volunteers in City of Marion volunteer programs will have specific Position Descriptions for tasks that enhance City of Marion's services to the community, usually taking place within the City of Marion. This includes any group or program run/facilitated by City of Marion staff that takes direction from Council and works towards guidelines and outcomes as set by Council.

Community Volunteers

The following groups who may operate within the City of Marion:

- Reference Group participants.
- Advisory Committee members.
- Community Development project participants.
- Students and work experience participants.

They are considered volunteers for one or more of the following reasons:

- They are providing a service on behalf of their community rather than on behalf of Council, and are not a direct part of the extension of services to our community.
- They do not have a City of Marion supervisory staff member who allocates tasks to them.
- They are part of a group that is not directed by City of Marion hence they have freedom to advocate their views to council.
- Staff do not give direction to them, rather, they listen to their views.
- They participate as part of citizenship to their community.
- They do not have clearly defined Position Descriptions.
- In addition, some individuals are not classified as volunteers including work experience students, students who are required to 'volunteer' on a short term basis as part of their school curriculum and are covered by school insurance.

Volunteer Recruitment

City of Marion volunteers are recruited in line with the City of Marion Volunteer Policy and Volunteer Recruitment procedure. All volunteer applicants go through application, screening and induction processes.

Council provides recruitment support to organisations utilising volunteers through vacancy promotion and volunteer referrals.

City of Marion currently has 373 volunteers.

Volunteer Management

The City of Marion is committed to providing a comprehensive Volunteer Management Framework to support the skills, time, talents and energy of volunteers. The City of Marion has a legislative obligation as the provider of an extensive range of services by a registered volunteer workforce to have required policies and procedures in place.

Volunteers are managed and supported by the Volunteer Managers Group and Volunteer Development Officer and all staff work with the support of their individual teams and managers, Human Resources, Risk, Communications and relevant stakeholders.

Since May 2007 the program has been self-assessed against Volunteering Australia National Standards. In 2015 the National Standards (along with the definition of volunteering) were revised in line with the changing needs of the volunteer sector. Audits of the volunteer programs have demonstrated full compliance against four standards and progress toward full compliance in the remaining.

Training

The City of Marion provides support, training and supervision to ensure both the volunteers and recipients of the services are provided with a safe and professional environment for the benefit of both parties. Training recognised within the volunteers' Position Descriptions is provided to volunteers at no charge and any free training offered can be accessed by all volunteers who wish to gain skills and qualifications.

Over the past 4 years grant funding from the Office for Volunteers has allowed the City of Marion to support the development of volunteers in our communities at no charge. This has also provided opportunities for Council and community members/groups to connect and build their networks and knowledge.

Support

City of Marion provides volunteers with support through day to day Volunteer Management, access to training internally and via volunteer peak bodies, access to the Employee Wellbeing Program and through the role of the Volunteer Development Officer.

Personal Accident Insurance

All registered volunteers of the City of Marion are covered by Personal Accident Insurance procured from Local Government Risk Services, underwritten by QBE, which provides benefits including (but not exhaustive) capital, modification, rehabilitation, weekly, temporary partial disablement, injury assistance and non-Medicare out of pocket expenses.

Injury History, Management, Preventative Actions

Volunteer incidents and injuries are reported through City of Marion's Hazard and Incident reporting systems. City of Marion has not received any claims against the Personal Accident Policy relating to injuries incurred by volunteers while under City of Marion's care and control within the last 12 months.

Hazard management has been a recent focus within the organisation. Health, Safety & Environment Hazard Registers for all volunteer services have been developed with the view to now develop a WHS Training Needs Analysis and Action Plans to address areas for improvement of WHS management of volunteers.

**CITY OF MARION
PEOPLE AND CULTURE COMMITTEE
6 SEPTEMBER 2016**

Manager: Kate McKenzie, Manager Corporate Governance

General Manager: Vincent Mifsud, General Manager Corporate Services

Subject: Review of the How We Work Together Policy

Report Reference: PCC060916R7.2

REPORT OBJECTIVES

To review the How We Work Together Policy and Procedure and if appropriate, recommend to Council for adoption.

EXECUTIVE SUMMARY

At its meeting of 5 July 2016, the Committee considered a report on Elected Members and Staff communication. This included a review of the How We Work Together Policy. The comments noted within the minutes include:

The Committee noted that the How We Work Together Policy needs to be re-written as it was adopted by Council prior to the commencement of the mandatory Code of Conduct for Council Members. The Committee suggested that two page policy be drafted that addresses core behaviours, the City of Marion values and the relevant Work Health Safety obligations.

The Committee also provided the following comments:

- *The Policy and Procedure should be separate documents*
- *The Policy should reflect the importance of staff and elected member interactions.*
- *The Policy should note the importance of timely and accurate information/communication between staff and elected members (and vice versa).*
- *Elected Member and staff communications such as email, Elected Member extranet, etc. could be reflected in the procedure at a high level to provide guidance. The procedure should reflect that some staff discretion would be required in some circumstances. The Committee did suggest that the extranet is not as easy to access as emails, hence important information should be sent via email and/or phone call.*
- *The Committee did note that sometimes Elected Members require matters of significance or urgency to be brought to their attention via phone.*

The How We Work Together Policy has been re-written and is included in Appendix 1. A procedure has also been developed and is included in Appendix 2. The original policy is included in Appendix 3 for reference.

The Committee is requested to review the Policy and Procedure and any feedback will be included before being presented to Council for consideration and adoption (if appropriate).

RECOMMENDATION (1)

DUE DATES

That the People and Culture Committee recommend to Council:

- 1. The How We Work Together Policy and Procedure be adopted with the inclusion of the feedback included in the minutes of the meeting for the 6th September 2016.**

6 September 2016

How We Work Together Policy



1. RATIONAL

The *How We Work Together Policy* has been developed to provide a framework to all people who operate in the City of Marion workplace to ensure all communications and interactions are constructive, in line with organisational values and our legislative obligations.

2. POLICY STATEMENT

The achievement of strategic outcomes for the City of Marion comes from all levels of the organisation. Positive interactions between employees, elected members, contractors and volunteers is required to deliver optimal outcomes for our community. To provide clarity for behavioural expectations that makes for a positive environment, the City of Marion has adopted a set of organisational values to position the Council to deliver now and into the future.

The City of Marion Values include:

- Respect (treating everyone as we want to be treated, where all contributions are valued)
- Achievement (enhancing our knowledge and performance to reach our shared goals, while being dedicated to supporting one another)
- Integrity (fostering trust and honesty in all of our interactions)
- Innovation (Encouraging new ideas, and learning from our experience to do things better).

The values are delivered with the community and safety at the forefront of everything we do. This Policy confirms Council intent that all people in the workplace work, interact and communicate collaboratively in undertaking their respective functions. This will occur in various ways such as face to face meetings, over the phone, email, reports, briefings, social media, extranet/intranet and the website.

3. OBJECTIVES

The objective of this Policy is to provide a framework for people operating in the City of Marion to ensure everyone acts in a manner that:

- Fosters the organisations values
- Recognises the importance of different roles and perspectives of all people in the workplace
- Complies with the requirements of the Local Government Act 1999, the Codes of Conduct (for employees and Council Members) and the Work Health Safety Act 2012
- Ensures that all people in the workplace have access to advice, information and documentation to assist them perform their roles and responsibilities in an effective manner.
- Protects all persons against harm to their health, safety and welfare through the elimination or minimisation of risk arising from within the workplace.

How We Work Together Policy



4. SCOPE

This Policy applies to all people in the City of Marion workplace.

Elected Members:

The Act states that Elected Members are entitled at any reasonable time, in connection with the performance and discharge of the functions and duties of a member, to have access to any relevant council documents. This is necessary to ensure that Elected Members are appropriately informed and make optimal decisions that adds public value.

A request for information and any relevant documentation should be directed to the CEO or their delegate. For the purposes of this Policy, the CEO delegate's include the Executive Leadership Team, the Senior Leadership Team, the Unit Manager Governance and Records and the Unit Management Communications. The request should provide enough detail so the context is understood by the person receiving it.

Elected Members acknowledge that these requests will be made in accordance with sections 2.11, 2.12, 2.13 and 2.14 of the Code of Conduct for Council Members.

Elected Members acknowledge that this information may be provided in various forms such as via email, the Elected Member Extranet, Elected Member Briefings or Council reports. The form in which it is delivered will depend on the urgency, priority and impact of decision making for the elected member.

This Policy does not prevent Elected Members for meeting with other staff within the organisation where necessary (such as Ward Briefings).

Employees

Employees acknowledge that Elected Members are required to make informed and responsible decisions in the interest of the community. To do this, they must effectively interact and communicate with staff. Staff will respond to all reasonable requests from Elected Members in a responsive, time and accurate manner that is in accordance with this Policy and the How We Work Together Procedure.

Non-Compliance:

In the event that a person in the workplace believes that this Policy is not being complied with, they should refer to How We Work Together Procedure for guidance.

5. DEFINITIONS (in the context of this policy)

The Act refers to the Local Government Act 1999

Elected Member refers to the principal member and councillors as defined by the Act

CEO refers to the Chief Executive Officer

Executive Leadership Team (ELT) includes the CEO and all General Managers

Senior Leader Team (SLT) refers to all third level managers

Workplace is defined by the section 8 of the Work Health Safety Act 2012 that states workplace is a place where work is carried out for a business or undertaking and includes any place where a worker goes, or is likely to be, while at work.

How We Work Together Policy



6. REFERENCES

This Policy should be read in conjunction with the:

- Code of Conduct for Employees
- Code of Conduct for Council Members
- Local Government Act 1999
- Work Health Safety Act 2012
- Independent Commissioner Against Corruption Act 2012
- Informal Gatherings Policy
- How We Work Together Procedure

7. REVIEW

This Policy will be reviewed within 12 months of a City of Marion general election.

How We Work Together Procedure



1. RATIONALE

The purpose of this procedure is to support the How We Work Together Policy and provide guidance to all persons in the City of Marion workplace regarding interactions and communications.

2. OBJECTIVES

Interactions between people in the work place will occur in a number of different ways. It is recognised that one of the most common interactions within the City of Marion is between employees and elected members. Through these interactions, requests for information/documentation will come via phone, email, ward briefing, council meetings, etc. All requests should be made in accordance with the How We Work Together Policy and Procedure. This Procedure provides guidance to employees and elected members regarding how these interactions will be managed.

3. PROCEDURE

Council Reporting

Information and advice is provided to elected members for formal decision making via reports within Council and Committee meetings. The intent of these reports is to provide the Council with enough information for elected members to make informed decisions that adds value to the community. Reports will be written using the Council Report template and will be easily understood by all.

Questions Taken on Notice

From time to time, questions are raised within Council meetings that cannot be answered at the time. When this occurs, staff will indicate that the question will be 'taken on notice' and responded to via email. A log of all questions taken on notice during Council meetings will be retained on the Elected Member Extranet.

Draft Agenda for General Council Meetings:

All Elected Members will be issued a draft agenda and reports prior to the final agenda being distributed in accordance with the Act.

Elected Members are requested to consider the following points when reviewing the draft agenda:

- Review the size of the agenda (is the agenda too large or small based on the number and complexity of reports? Is there any reports missing that should be presented?)
- Review the information contained within the reports (do I have all required information to make a decision? Is the information easy to understand? Is the information relevant? Could it be presented in a different format (i.e. options paper))

Any feedback on the draft reports should be provided to the relevant Senior Leader Team (SLT) Manager or General Manager as soon as practical for consideration.

In accordance with the Act, it is important the draft reports are not debated or decisions are made outside of a formal Council meeting.

As the draft agenda and reports are still working documents, they may change between the distribution of the draft and final agenda due to matters such as late items, motions and question on notice,

How We Work Together Procedure



accuracy of information not being available at the time when the draft is issued. As such, it is essential that employees and elected members do not distribute these publically until they are officially published.

Face to Face Meetings

All people in the workplace will be required to undertake face to face meetings at times to work through issues/matters. This includes employees and elected members. If an elected member wishes to meet with an employee, it is appropriate to request a meeting through the relevant SLT Manager or General Manager or request a meeting through the Unit Manager Governance and Records who can arrange the meeting on their behalf. The meeting will be arranged through the corporate calendar on outlook.

If an employee wishes to meet with an elected member, they should discuss this with their SLT Manager in the first instance and then request a meeting with the Elected Member.

It is important for employees and elected members to be clear on their respective roles in a face to face meeting. In accordance with section 59(3) of the Act an elected member has no direct authority over an employee with respect to the way in which the employee performs his or her duties.

External Liaison

Both employees and elected members work with external groups. It is important that both elected members and employees are kept informed of what the other is doing and work together to maintain these relationships. Keeping in mind the roles of employees and elected members, operational matters should be managed by Council employees whilst elected members undertake a representative role.

Elected Members are also appointed as Council Liaisons with various groups such as community groups, sporting groups and schools. These roles are structures such that the nominated Elected Member assists in communication and exchange of information between the Council and the external body. Elected Members are not appointed as members of the external body and do not have any voting rights when matters are brought before the body for decision. The purpose of the liaison role is:

- To act as a point of contact for Council
- Observe and participate in discussions at a meeting of the external body (but not vote when a matter is decided upon)
- Act as an information provider from Council to the external body and vice-versa
- Act as an advisor, mentor, coach and support for the external body.

Ward Briefings

Ward briefings are internal interactions between elected members of individual ward, or a combination of wards and key employees of the City of Marion. The aim of ward briefings is to focus on operational issues within the ward or wards that are useful for the elected members to be aware of as part of their representational role within the community. The ward briefings are not decision making forums and are captured by Councils Informal Gatherings Policy. Ward briefings are informal but briefing notes will be retained. These notes will be distributed by staff to Elected Members at least 4 days before the meeting.

Elected Member Extranet

The Elected Member Extranet is a password protected website which provides information to elected members from any computer that has internet access. It has been tailored to meet elected members' requirements and includes news, information, important documents, and links to the public website. Its aim is to provide information in an efficient manner in order to reduce emails, and ultimately, excessive print-outs. All agendas and reports are placed on the Elected Member Extranet weekly.

How We Work Together Procedure



Emails

Email is one of the most common forms of communication and interactions between employee and elected members. These interactions must occur in accordance with the Council's Policies for internet and email access and usage.

The types of matters where elected members and employees will use email are:

- Notification of a matter/incident
- Consultation/feedback from elected members on certain matters
- Distribution of briefing notes, minutes and agendas

If matters are urgent or require discussion, employees will phone elected members rather than email.

4. RELATIONSHIP WITH OTHER POLICIES

It is noted that a number of the interactions and communications between employees and elected members fall within the parameters of the Informal Gatherings Policy. This Policy outlines that elected members can conduct planning sessions, hold informal briefings and educational sessions, and convene other informal gatherings without prejudicing the requirements for openness and transparency as required by the *Local Government Act 1999* (the Act).

Section 90(8) of the Act allows informal gatherings to be held provided that the discussion does not lead to a decision, or effectively obtain a decision, on a matter that would ordinarily be dealt with at a meeting of Council. This policy reflects the intention of the legislation for informal gatherings to be used for briefing, planning and educational sessions and is aimed at avoiding any perception that informal gatherings will be used to build consensus for council agenda items and decision making.

Section 90 (8) of the Local Government Act 1999 provides the following:

The duty to hold a meeting of a council or council committee at a place open to the public does not in itself make unlawful informal gatherings or discussion involving—

- (a) members of the council or council committee; or*
- (b) members of the council or council committee and staff,*

provided that a matter which would ordinarily form part of the agenda for a formal meeting of a council or council committee is not dealt with in such a way as to obtain, or effectively obtain, a decision on the matter outside a formally constituted meeting of the council or council committee.

5. COMPLAINTS

In the event that a person feels that the How We Work Together Policy and/or Procedure has been breached, individuals are requested in the first instance to try and resolve the matter using the organisational values and by approaching the individual directly notifying them of the potential breach and seeking appropriate resolution of the matter.

In the event that the individual does not feel comfortable directly addressing the breach or the breach sits within either the Code of Conduct for Council Employees or Code of Conduct for Council Members, the procedures within these codes and associated procedure will apply.

How We Work Together Procedure



6. REFERENCES

This Procedure should be read in conjunction with the:

- Code of Conduct for Employees
- Code of Conduct for Council Members
- Local Government Act 1999
- Work Health Safety Act 2012
- Independent Commissioner Against Corruption Act 2012
- Informal Gatherings Policy
- How We Work Together Procedure
- Addressing Employee Performance and/or Conduct Procedure
- Elected Member Code of Conduct - Procedure for Investigating Complaints

7. REVIEW

This procedure will be reviewed in conjunction with the How We Work Together Policy, 12 months after a Council General Election.

How we Work Together Policy



POLICY STATEMENT

At the City of Marion we embrace an environment in which we value the right of every councillor, employee, contractor, volunteer and customer to be treated with respect, dignity and courtesy.

We have the right to be in an environment that is free from unacceptable behaviours and we all have a responsibility to ensure that this happens. Working together requires everyone to understand and follow the principles and procedures of this policy.

Working together gives everyone a fair go. This is what we all expect and deserve. This is good for everyone and is good for our customers.

This policy is not intended to limit any statutory and common law rights of councillors to access information. Nor to limit their obligations as elected members but to provide an appropriate framework to work within.

OBJECTIVE

The objectives of this policy are to:

- Ensure councillors have access to advice, information and documentation to help them to perform and discharge their functions and duties in an orderly manner;
- Provide a clear and consistent framework for the interactions between councillors, employees, and other persons;
- Foster an environment where the following positive behaviours are promoted:
 - Combining a balance between concern for people and tasks
 - Encouraging and supporting others
 - Valuing diversity and creativity
 - Achieving our respective roles
 - Resolving conflicts constructively.
- Stress that behaviours involving anger, threats, aggression, violence and assault will not be tolerated under any circumstance;
- Raise awareness as to what constitutes unacceptable behaviours and encourages professional behaviours;
- Provide a clear and consistent framework for the reporting of, and appropriate application of procedures to deal with complaints about non-compliance with this policy;
- Achieve and comply with Council's legal obligation pursuant to Occupational Health and Safety legislation and relevant anti-discrimination legislation.

PRINCIPLES

This policy seeks to provide councillors, employees and other persons with clarity surrounding their respective obligations and responsibilities in dealings with each other, and to support the CEO in the discharge of obligations and responsibilities pursuant to Occupational Health and Safety legislation.

This Policy recognises that the interactions between councillors, employees and other persons can in certain circumstances, have the potential to lead to unacceptable behaviours and that it is necessary to document an understanding about what to do when this happens.

Employees should be aware that councillors have a legitimate right and responsibility to represent the interests of residents and ratepayers, to provide community leadership and guidance, and to facilitate communication between the community and the Council. Employees should provide assistance to councillors in fulfilling their role in accordance with this policy and Council's Code of Conduct.

Councillors should be aware that employees have a legitimate right and responsibility to maintain professional integrity and should not be subject to undue pressure. Councillors should avoid placing employees in difficult positions with requests for information or action.

DEFINITIONS

Act refers to the Local Government Act (SA) 1999.

Councillor refers to an Elected Member, elected in accordance with the Act.

Employer refers to the City of Marion (Council).

Employees refers to all Council staff who are performing duties/tasks on behalf of the Council.

Manager refers to all people managers within Council irrespective of their actual title (e.g. Director, Manager, Team Leader, Co-ordinator etc).

Other Persons refers to all Volunteers to Council, visitors, labour hire employees, contractors, rate payers and other stakeholders.

Serious Complaint refers to a complaint about behaviour that causes serious and imminent risk to the health or safety of a person or the reputation of Council.

ACCESS TO INFORMATION

Councillor Requests

Councillors receive a large number of requests from residents seeking their assistance regarding a variety of Council functions. Councillors also at times seek further information on matters relating to their duties and functions.

Councillors are able to lodge these requests verbally, by email or in writing. In every instance councillors will need to comply with the expectation that they will, in making those requests, engage in acceptable and professional behaviours in line with this Policy.

Councillors will be provided with access to all relevant information relating to any matter before Council to ensure consideration can be given to any matter requiring a Council resolution. This will be conducted within the limits of the law such as copyright and privacy provisions.

Employee Responsibilities

In dealing with councillors, employees and other persons, employees must comply with the terms of Councils Code of Conduct for Employees and this policy.

If employees are unsure whether to provide a councillor with information or if a particular request for action should proceed, they should direct the matter to their immediate Manager, Manager Governance or their Director for direction. Alternatively the councillor may be requested to direct their request through the

relevant manager, Director, Manager Governance or CEO. Should a Councillor be requested to direct their request through another person, the Councillor should not persist with their request through the employee.

COMMUNICATING THE POLICY

An explanation of this policy will form part of the induction program for all councillors, employees and volunteers. Training on the principles of this policy will be conducted every three years for employees and every four years for councillors and will be compulsory for all employees and councillors.

DEFINING BEHAVIOURS

Council's Codes of Conduct describes acceptable behaviours for Councillors and Employees.

Acceptable and Professional Behaviour

In addition to the Codes of Conducts, Councils constructive culture requires:

- Treating everyone with respect, courtesy and dignity;
- Open and balanced communication;
- Respecting the roles of the other person;
- Remembering the basic courtesies of "please", "thank you", "I'm sorry";
- Including people rather than excluding people because of prejudice;
- Moving from blame to problem solving to deal with differences of opinion.

Unacceptable Behaviours

The following behaviours have been defined as minor, moderate and serious levels of unacceptable behaviour:

- Employees unreasonably refusing to give information to a councillor that relates to a matter before Council, is lawfully available to other persons or other councillors, or that is publicly available information;
- Councillors or employees demanding, without appropriate notice, access to information in a way that is not respectful of the position or time constraints of the other;
- Displaying confronting behaviour such as abusive language, rudeness and aggression (for example, swearing, clenching teeth, making a fist with hand);
- Councillors and employees making personal attacks in a public forum;
- Behaviour such as, threats or intimidation (for example, invading personal space);
- Racist or sexual slurs;
- Employees, outside of their contractual responsibility, becoming directly involved in Council business;
- Councillors direct involvement with, or investigation of, employee related matters (except for the CEO);
- Intimidation or use of perceived position of power to coerce others by fear, reprimand, humiliation or other threats.
- Psychological or physical harassment including bullying or psychological threats;

- Violence and assault of another.

DEALING WITH ALL FORMS OF UNACCEPTABLE BEHAVIOURS

When a matter of unacceptable behaviour is reported, the following principles will apply. These principles are the right of:

- The person to know the allegation(s) being made against them;
- Each party to be heard in respect to the allegations;
- Each party to be treated fairly;
- To have the opportunity for a support person present during interviews; and
- To have a facilitator who acts fairly and in good faith with no predetermined outcome of the process.

Dealing with serious complaints

When a complaint on its face is serious;

- For councillors, this means the matter to be dealt with as a breach of the Code of Conduct for Elected Members and referred, in confidence, to Council;
- For employees, it will be addressed using Council's employee performance management procedure.

Dealing with minor or moderate complaints

Matters involving behaviour considered to be minor or moderate will be managed as follows;

Self management

If, for any reason, a councillor, employee or other person believes that they or someone else isn't being treated fairly and professionally, or that any request for information is not being dealt with reasonably or that there is any breach of this policy, they should speak up to tell the offender that the behaviour or conduct is not in line with this policy (**self management**). Assistance of another party may be sought where the person experiencing the behaviour feels intimidated by the offender.

An offender on being advised that they are perceived as having acted or acting in a way that makes the councillor, employee or other person feel uncomfortable has an obligation to immediately stop that behaviour.

What will happen next?

The top priority is to get the behaviour stopped. If the councillor, employee or other person hasn't been able to resolve the issue by self management, the incident will be investigated in a fair, confidential and timely manner for all parties.

How are incidents reported?

Any incidents occurring should be reported as follows, and a written incident report completed:

Incident between:

Councillor and employee/other persons

Councillor and Councillor

Councillor and Mayor

Councillor and CEO

Mayor and CEO

Employee and employee

Reported to:

CEO

Mayor

CEO

Mayor

Deputy Mayor

Relevant manager

Incidents that have been addressed by self management do not require reporting.

Resolution of Grievances and/or Concerns or Complaints

Complaints about employees unable to be resolved by self management will be addressed using Council's employee performance management system.

Where a complaint made against a councillor is unable to be resolved by self management, the formal procedure outlined below will apply.

At any stage throughout the procedure a councillor or employee may choose to engage the assistance or support of a support person/witness.

At all times, the identity of the complainant will be preserved, as far as possible.

The CEO may choose, at any time, to take such advice, assistance, initiate any investigation, or adopt recommendations (internally or externally) as appropriate or necessary in addressing the complaint.

First Step

The CEO will address the matter verbally with the councillor concerned, giving sufficient detail of the nature of the complaint, and the councillor will be given an opportunity to:

- State his/her position in relation to the matter;
- Suggest a way forward to deal with concerns.

The councillor and the CEO may mutually agree a basis for, or the terms of, a determination of the complaint which will be recorded in writing.

Where the councillor disputes the complaint &/or terms for mutual agreement of a determination of the complaint, the matter shall proceed to the second step below.

Second Step

Where another complaint is made against a councillor, or the complaint is disputed under the first step, the CEO will advise the person concerned, in writing of the nature of the complaint, with sufficient detail to enable the councillor to respond. Such advice will include notice that the complaint, if substantiated in whole or in part, may result in a written caution to the councillor and/or written advice of the expectations of the councillor in future.

Where the councillor disputes the determination of the CEO (or any part of it), the matter must be reviewed by the Council, in confidence. The majority decision of the Council will stand, and will resolve the matter as concerns the dispute on a final basis.

Third Step

Where a further complaint is made against a councillor, the matter must be reviewed by the Council, in confidence. The Council will consider all previous complaints and consider any pattern of behaviour. The majority decision of the Council will stand, and will resolve the matter as concerns the complaint on a final basis. Where any part of the complaint is substantiated, the councillor will be advised that any further complaint against him/her will be automatically dealt with as a serious breach of the Code of Conduct applying to Elected Members.

REVIEW DATE

This policy was adopted on 23 August 2011.

This Policy will be reviewed within 6 months of being adopted by Council and within 12 months of a general election.

REFERENCES

STRATEGIC PLAN:

EC3.1 – Ensure our workplace provides safe systems of work, fair treatment, appropriate reward and recognition, values diversity and embraces a healthy work/life balance.

EXCELLENCE IN GOVERNANCE:

EG2 - Maintain all the policies required to provide both council and management with the necessary guidance to make decisions consistent with our Vision.

PROCEDURE REFERENCE:

City of Marion Codes of Conduct (Employees)

City of Marion Code of Conduct (Elected Members)

Addressing Employee Performance and/or Conduct Procedure

City of Marion Whistleblowers Policy and Procedure

OTHER RELATED REFERENCES:

Federal Legislation:

Disability Discrimination Act 1992

Equal Opportunity for Women in the Workplace Act 1999

Human Rights and Equal Opportunity Commission Act 1986

Racial Discrimination Act 1975

Sex Discrimination Act 1984

State Legislation:

Equal Opportunity Act 1984 (SA)

Racial Vilification Act 1996 (SA)

Whistleblowers Protection Act 1993 (SA)

Occupational Health, Safety and welfare Act 1986

PREVIOUS VERSIONS

Nil

AUTHOR

Manager Governance

Manager Organisational Development

**CITY OF MARION
PEOPLE AND CULTURE COMMITTEE
6 SEPTEMBER 2016**

Originating Officer: Jaimie Thwaites, Unit Manager Governance and Records

Corporate Manager: Kate McKenzie, Manager Corporate Governance

General Manager: Vincent Mifsud, General Manager Corporate Services

Subject: Review of Elected Member Records Management Policy

Report Reference: PCC060916R7.3

REPORT OBJECTIVES:

To provide the Committee with a draft Elected Members Record Management Policy for discussion.

EXECUTIVE SUMMARY:

At the People and Culture Committee meeting on 5 July 2016 it was requested that a further report on the Elected Member Records Management Policy be presented at the following meeting (PCC050716R7.3).

This report provides the Committee with details of:

- A revised draft Elected Member Records Management Policy
- A draft Elected Member Records Management Procedure Diagram

RECOMMENDATIONS (3)

DUE DATES

That the People and Culture Committee:

- | | |
|---|-----------|
| 1. Notes the report and discussion on the 'Elected Member Records Management' Policy. | Sept 2016 |
| 2. Notes the report and discussion on the 'Elected Member Records Management' Procedure diagram. | Sept 2016 |
| 3. Recommends that the 'Elected Member Records Management' Policy be presented to Council for adoption. | Sept 2016 |

BACKGROUND

Under Section 5 of the *State Records Act 1997* Council 'must ensure that official records of enduring evidential or informational value are preserved for future reference'. This Section also applies to Elected Member records such as emails, correspondence and text messages both sent and received as council business.

On 5 July 2016 the People and Culture Committee considered the report “Review of Elected Member and Staff Protocols for Communication” (PCC050716R7.3). This report provided the Committee with details regarding the current Elected Member and Staff communication practices, information on reviewing the ‘How We Work Together’ Policy and a draft Elected Member Records Management Policy.

DISCUSSION:

In reviewing the draft Elected Member Records Management Policy the Committee noted the following points:

- The Policy is too broad and should clearly state that it relates to records directly connected to Council Business that is of material interest to the organisation.
- The Policy states that all letters to Elected Members should be recorded in the records management system. The Committee suggested that these should be forwarded to a records management officer for lodgement in the system only. Staff should not interpret or make any determination regarding how the letter will be responded to.
- The confidentiality of the matter needs to be secured and should not be viewed by staff.
- Elected Members should be conducting their Council business via the council email address, noting that sometimes people will contact them via personal email addresses. If this is the case, Elected Members should respond via their Council email.
- Elected Member emails relating to Council business should be recorded where possible.
- The Committee disputed dot point 2 within the Policy Scope and Implementation – *Corporate records to/from Elected Members are encouraged to be provided to the Manager Governance in accordance with this Policy and will be (point 2) Accessible upon request to all Elected Members and Manager Governance unless otherwise specified.*
- The Policy should be supported by a simple procedure that is easily understood with clear guidance regarding when Elected Member records would be accessed by staff (i.e. formal investigation by a third party)

At this meeting on 5 July 2016 it was resolved that the People and Culture Committee:

Notes the feedback on the Elected Member Records Management Policy and a further report with a revised policy be brought to the September 2016 meeting for the Committee’s consideration.

The draft Elected Member Records Management policy has been revised taking into account the Committee’s feedback and a “marked-up” version is attached as Appendix 1 for discussion.

A draft Elected Member Records Management Procedure in diagram form is attached as Appendix 2. Note as part of the procedure a specific email address be set up, namely FilingEM@marion.sa.gov.au, for Elected Members to forward their official records to. This email address would be managed confidentially by the Records Department. This unique email address would make it clearer to the Records staff that the documents are purely being provided for capture and no further action is required by staff.

A one-page guidance note has also been created to assist Elected Members determine whether a record is an Official Record (which therefore requires capture) or a Temporary / Transitory Record. Elected Members are encouraged to contact the Unit Manager Governance

and Records if they require any assistance in determining the type of record. This document is attached as Appendix 3.

CONCLUSION:

Adequate records management is required as an obligation under the State Records Act 1997, and is also necessary to fulfil Council's responsibilities under other Acts such as the Freedom of Information Act 1991 or legal processes such as discovery or subpoenas. Royal Commissions, the Ombudsman, auditors, the courts etc may also require Council records. Good records management contributes to the transparency, accountability and security of Council as it establishes the history, corporate memory, build context and is required to meet legislative obligations.

Elected Member Records Management Policy



1. RATIONALE

To provide for the capture, storage and maintenance of corporate-official records that document council business activities and transactions to/from Elected Members.

2. POLICY STATEMENT

To ensure that corporate-official records of Elected Members are captured, stored and maintained to;

- comply with legislative responsibilities,
- encourage transparency and accountability,
- meet the expectations of other external 'reviewing' agencies regarding access to corporate records/information upon council business activities and transactions as a public authority.

3. PRINCIPLES

This policy encourages Elected Members to provide corporate-official records that document council business activities and transactions to be captured, stored and maintained within the City of Marion's record keeping software program. This policy is based upon the principles of good governance, transparency and mutual trust.

4. POLICY SCOPE AND IMPLEMENTATION

This policy incorporates corporate-official records (regardless of the medium the record takes) to/from Elected Members in their role as public servants and representative of the constituents of the City of Marion.

Corporate-Official records to/from Elected Members are encouraged-required to be provided to the Records Management Unit- Manager Governance in accordance with this policy and, as such will be;

- recorded in the City of Marion's record keeping software program.
- ~~Accessible upon request to all Elected Members and Manager Governance unless otherwise specified.~~
- the property of the City of Marion.
- subject to the provisions of legislative responsibilities in accordance with the *State Records Act 1997* (SA), *Freedom of Information Act 1991* (SA), *Local Government Act 1999* (SA).
- Securely stored and not intentionally deleted, destroyed or altered unless the record/s in question adhere to provisions in the *State Records Act 1997* (SA).

Official records provided for capture are confidential and should not be interpreted, acted on or responded to by staff.

Temporary or transitory records are not required to be forwarded for capture and may be deleted under Normal Administrative Practice (NAP).

Elected Members may, at any time may seek clarification or assistance to any records captured in accordance with this policy, by request to the Unit Manager Governance and Records.

5. DEFINITIONS (in the context of this policy)

Access: means of finding, using or retrieving information/record.

Council business/activity/transaction: any dealings, communication, proceeding or discussion that involve council.

Elected Member Records Management Policy



Corporate Official record:

a record made or received in the conduct of council business regardless of the medium the record takes.

Document:

an item especially of a factual or informative nature which can take the form of a letter, email, tape recording, video, audio, transcript etc.

Elected Member:

a person appointed or elected as a councillor or mayor of council as described within the Local Government Act 1999.

Medium:

a means or channel of communication.

Normal Administrative Practice: Normal Administrative Practice provides for the routine destruction of drafts, duplicates and publications, with the test that it is obvious that no information of more than transitory or temporary value to the Council will be destroyed. Material that can be disposed of under Normal Administrative Practice comprises items of a temporary or transitory nature created, acquired or collected by Council staff or Council Members in the course of their official duties. Such material has no ongoing value and is not usually incorporated into the Council's record management system.

Public access:

means of finding, using or retrieving information by the general public.

Public servant:

person holding government office or job by election or appointment including Elected Members.

Record:

a written, graphic or pictorial matter, a disk, film, tape or any other object that contains information or from which information may be reproduced.

Temporary/Transitory Record: A record is transitory or temporary in nature if it is of little or no continuing value to the Council and only needs to be kept for a limited or short period of time, such as a few hours or a few days.

6. REFERENCES

Please read this policy in conjunction with the following references;

- State Records Act 1997 (SA)
- Freedom of Information Act 1991 (SA)
- Local Government Act 1999 (SA)

Elected Member Records Management Policy



- *City of Marion Information Technology Policy*

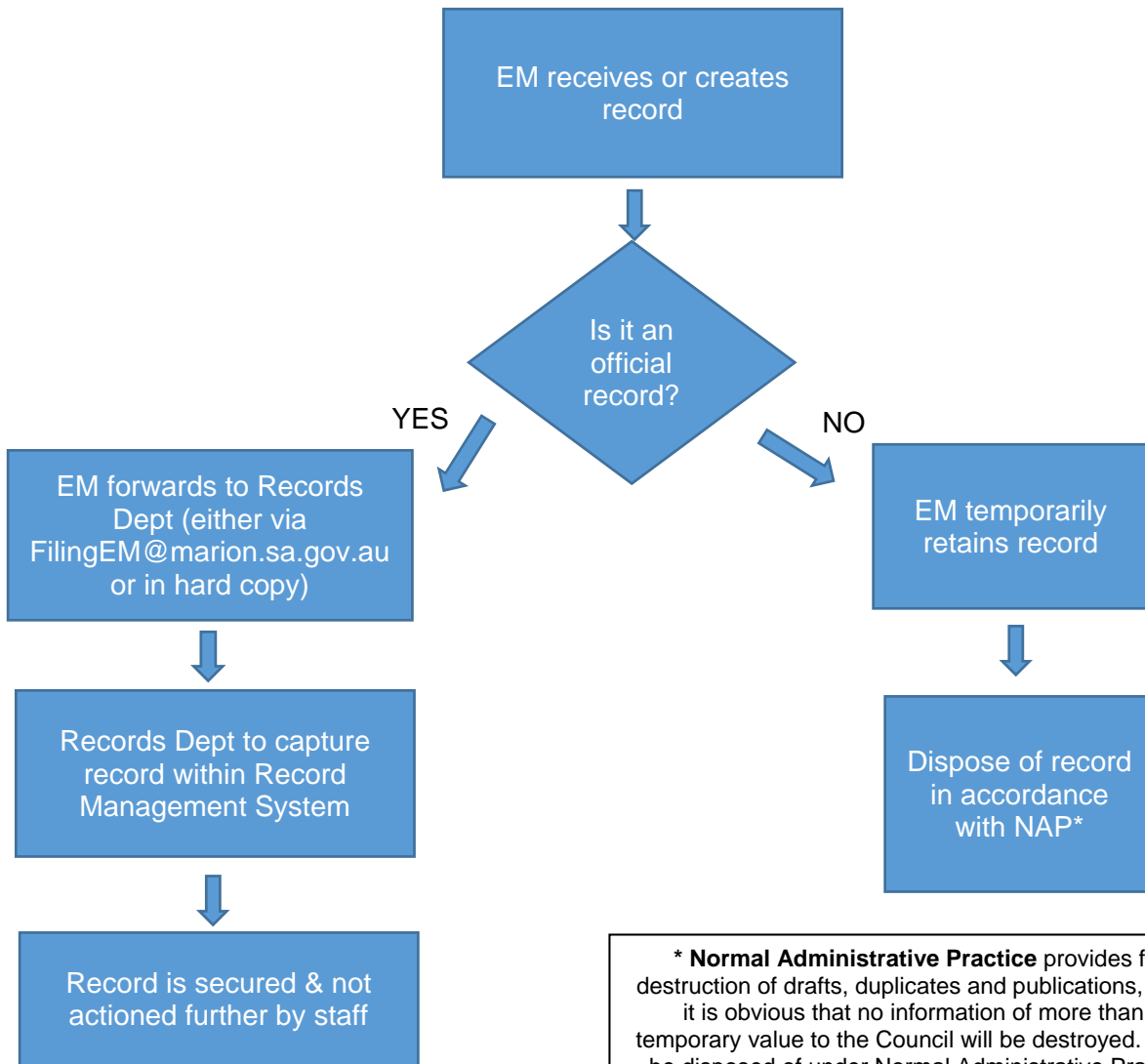
7. REVIEW AND EVALUATION

This policy terminates at the end of the 2014 Council term (2018) and will be reviewed and evaluated by the Manager Governance in December 2018.~~xxxxx.~~

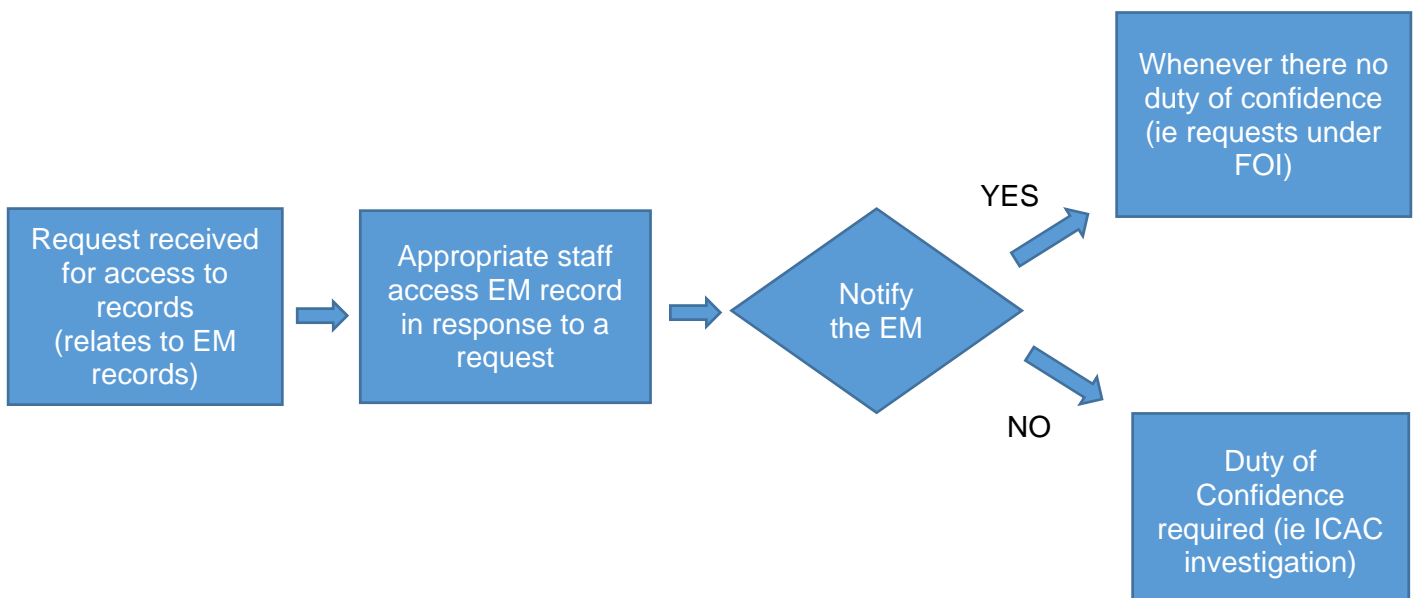
Revision Ref. No.	Approved/ Amended/ Rescinded	Ratified Date	Evaluation Date	Council Committee EMG	Resolution Number	Document Reference
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Policy Manager and Department responsible <u>Manager Governance. Governance Department</u>						

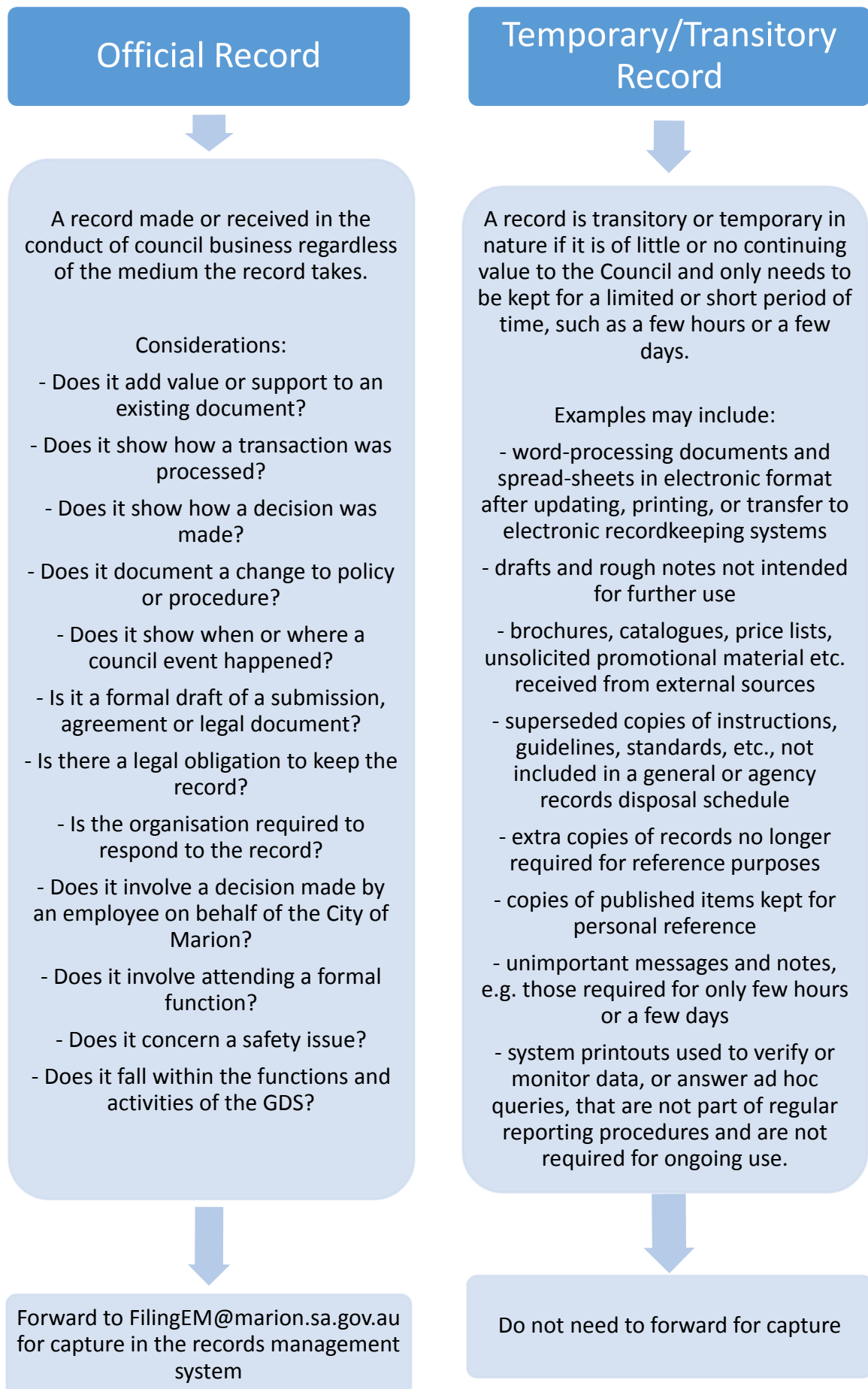
DRAFT

Elected Member Record Management Procedure



*** Normal Administrative Practice** provides for the routine destruction of drafts, duplicates and publications, with the test that it is obvious that no information of more than transitory or temporary value to the Council will be destroyed. Material that can be disposed of under Normal Administrative Practice comprises items of a temporary or transitory nature created, acquired or collected by Council staff or Council Members in the course of their official duties. Such material has no ongoing value and is not usually incorporated into the Council's record management system.





**CITY OF MARION
PEOPLE AND CULTURE COMMITTEE
6 SEPTEMBER 2016**

Originating Officer: Rachel Read, Unit Manager Human Resources

Manager: Steph Roberts, Manager Human Resources

Chief Executive: Adrian Skull

Subject: Enterprise Agreement (EA) Negotiations
Administrative Staff

Report Reference: PCC060916R7.4

REPORT OBJECTIVES:

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

EXECUTIVE SUMMARY:

Since the People and Culture Committee last met on 5 July 2016, staff have voted on the proposed ASU Enterprise Agreement.

The ballot closed on Friday 15 July 2016 and resulted in a 'NO' vote (60% for and 40% against). The negotiations are continuing.

RECOMMENDATION (1)

DUE DATES

That the People and Culture Committee notes:

- | | |
|---|-------------|
| 1. The update provided regarding the Enterprise Agreement Negotiations with Administrative Staff. | 6 Sept 2016 |
|---|-------------|

DISCUSSION:

Votes from the staff ballot were counted on Friday 15 July 2016 which resulted in a 'no vote'.

The details of the ballot were as follows:

- 261 staff were eligible to vote
- 219 valid votes were received (84%)
- 88 staff voted 'YES', 40%
- 131 staff voted 'NO', 60%

Since the ballot Management conducted a survey to further understand staff sentiment. 143 people completed the survey.

Three items were contentious and contributed to the No vote:

- | | |
|--------------------------------|--------|
| • Voluntary Separation Package | 53.45% |
| • Pay percentage increase | 47.55% |
| • Representative allowance | 20.38% |

Staff were also asked how important the 'no forced redundancy' provision is to them, with the following outcome:

- | | |
|-----------------------------|-------|
| • Very important | 75% |
| • Important | 14.7% |
| • Neutral | 6.3% |
| • Not that important | 2.1% |
| • Not that important at all | 1.4% |

The main themes from the survey included the importance of 'no forced redundancies' being retained and to not reduce current entitlements such as the voluntary separation arrangements. Moreover, we received useful insights into staff perception of the management position.

During the course of negotiations, two staff representatives resigned from the Committee. Two female staff representatives were subsequently elected which will provide diversity and gender balance. A new male management representative was called for gender balance.

The Enterprise Development Team (EDT) reconvened Tuesday 9 August and included the additional staff and management representatives. At the meeting the EDT focused on what agreements have already been reached in relation to benefits within the enterprise agreement and confirmed these would continue to form the basis for the process moving forward. At the same time, there was discussion regarding the three outstanding issues and the need to continue negotiations. Management encouraged staff representatives to be creative and to consider all existing conditions, including the redundancy provision. Management put on the table that any pay increase be from the date of a successful vote.

The staff representatives will be meeting to discuss and provide a proposal to management in relation to the outstanding issues, and/or any other existing conditions, which management will then consider.

It remains management's commitment to work together at finalising negotiations as soon as possible and to enable a further vote. Once negotiations have been finalised, the following process will be managed, in line with the Fair Work Act requirements:

- Any required changes to the Agreement will be drafted in consultation with the Staff Enterprise Agreement Development Team

- The draft Agreement will be provided to staff
- Information sessions held to ensure staff understand the Agreement's terms and conditions
- Employees will be notified of the time and place the vote will occur and the voting method that will be used
- The vote is successful when a majority of the employees who cast a valid vote endorse the agreement
- The application for a proposed enterprise agreement must be lodged with the Fair Work Commission within 14 days of the agreement being made

CONCLUSION:

The Committee will be provided with a further update at the next People and Culture Committee meeting scheduled for 1 November 2016.

**CITY OF MARION
PEOPLE AND CULTURE COMMITTEE
6 SEPTEMBER 2016**

Originating Officer: Steph Roberts, Manager Human Resources

Chief Executive: Adrian Skull

Subject: Leadership Development

Report Reference: PCC060916R7.5

REPORT OBJECTIVES:

To provide the Committee with an overview of Leadership Development strategies for the 2016/17 financial year.

EXECUTIVE SUMMARY:

Council is embarking on a cultural change program. This began with a process of determining and then rolling-out values which everyone is now required to 'live'. The values have been embedded into all people-impacting processes throughout the employment lifecycle (recruitment and selection, induction, ongoing performance management and development planning, recognition and exit interviews).

With the values being embedded, we now require a focus on the key 'lever' to getting the values thoroughly embedded, through strong and committed leadership. The organisation's leaders are working under a new Council, Executive and a changed senior team and in an environment in which there is significant pressure from external sources (residents dealing with mounting costs of living, Federal and State governments that are cost-shifting and a Local Government sector seeking reform) and internal sources (a Council committed to reducing rates and delivering more from the resources available). There is also a clear focus and expectation on working across council boundaries, something that requires a completely new set of leadership skills. All this requires a new focus and a leadership team skilled and capable of leading change in a complex environment.

To get there, through an ambitious program, we are seeking the support of the People and Culture Committee and Council to roll out a leadership development program that looks to identify and develop staff with potential for leadership roles, and to develop those in existing leadership positions.

This is a critical program. Without strong leadership and a focus of us all working together, Council will struggle to achieve its goals.

This report provides a high level overview regarding Leadership Development strategies, which will also target key future leadership requirements of our workforce plan.

RECOMMENDATION (1)

DUE DATES

That the People and Culture Committee:

- 1. Notes the report and discussion regarding Leadership Development.**

6 September 2016

BACKGROUND:

At the 3 May 2016 People and Culture Committee meeting, a report was provided outlining the approach to developing an organisational workforce plan for The City of Marion (PCC030516R7.7).

By planning ahead, Council can ensure the right number of people, with the right skills are in the right place, at the right time. Workforce planning is also referred to as talent planning because it integrates the forecasting elements of each of the Human Resource functions that relate to talent, including retention, redeployment, leadership and employee development. This report provides an update on key Leadership Development strategies which in particular target succession planning, retention and skill development.

DISCUSSION:

The focus for leadership development is on current and future needs of Council. It is important we identify key role/staff risk and have retention and succession plans in place to mitigate potential risk.

Emerging Leaders

Council is in the process of developing an Emerging Leaders Program, (note the name is being determined, to ensure it captures the essence of the program and attracts the right people). The Emerging Leaders Program will incorporate defining the Leadership Competencies required of our future leaders.

By implementing an Emerging Leaders Program, we will provide development opportunities to potential and current leaders (potential beyond their current role) and strengthen their knowledge and capability. It will support succession planning and positively impact retention of key staff.

The program will significantly contribute towards embedding our values across the organisation by the leaders on the program role modelling and leading this change.

It will be open to all levels and business units, adding value to staff who are:

- Not currently in a leadership role
- Currently in a leadership role
- Identified as high potential/key staff

Key 'competencies' of people who would be considered to participate in the program include:

- Be considered of possessing potential for advancement
- Demonstrate motivation consistently
- Have the ability to influence others across the organisation
- Display leadership consistently and actively role model the Values: Respect, Integrity, Achievement and Innovation
- Show a high level of aspiration to develop themselves
- Display a strong desire to achieve and deliver on outcomes
- Demonstrate the ability to manage change through managing self and leading by example
- Demonstrate genuine empathy for people
- Have a high level of emotional intelligence. They are self-aware and have the ability to reflect on their achievements or opportunities

The Emerging Leaders Program will not be just a training program. Individual development plans will be established to suit the future needs of the participants and Council. It will consist of the following elements, providing meaningful opportunities for participants:

- Formal Training:
 - Skills/knowledge critical for current leaders and those essential for the near future
- Secondments: Internal or external
- Acting roles: Not just in current Department or Division
- Opportunities to represent Marion at Community events
- Role Shadowing
- Projects: Action learning. Linked with real and current business challenges
- Presenting opportunities
- Committee representation
- Coaching mentoring (internal/external)
- Presentations at Elected Member Forums and General Staff Meetings (GSM's)
- 360-degree feedback
- Attending City of Marion Leadership Team Forums

The program is proposed to commence in February 2017, with participants confirmed December 2016.

Leadership Forums

Leadership Group Forums have been running 4 times a year since 2007, although currently twice a year. These forums add value to leadership development and have a positive impact on our leaders within the organisation. These forums are compulsory for all staff who hold a people leadership function.

Leadership Development Plans

Leadership needs will be assessed as a result of Leadership Development planning and development solutions sourced for individuals or groups as required. They will also incorporate a gap analysis with regards to the defined leadership competencies, with development targeting these gaps.

CONCLUSION:

By capitalising on leadership development and training we add to our organisational strength, as having a successful organisation is in the hands of having good leaders. With the help of leadership development, an individual is given the opportunity to improve their skills, develop their talents, manage their weaknesses, and reinforce their ability to use their personal knowledge and organisation resources. Additionally, it builds confidence and unity, which significantly improves the success rate of employees achieving individual and organisation goals.

**CITY OF MARION
PEOPLE AND CULTURE COMMITTEE
6 SEPTEMBER 2016**

Originating Officer: Steph Roberts, Manager Human Resources

Chief Executive: Adrian Skull

Subject: Workforce Plan Progress

Report Reference: PCC060916R7.6

REPORT OBJECTIVES:

To provide the Committee with an update on activities undertaken to progress the development of a Workforce Plan.

EXECUTIVE SUMMARY:

Common practice in high performing organisations is to integrate workforce planning initiatives into business and strategic planning processes. An integrated workforce plan can assist an organisation to structure its resources to achieve its goals.

The City of Marion is developing its workforce plan with the intent to create a capable and high performing workforce to deliver effective and efficient services to our community now and into the future. The workforce of the future needs to be strongly resident focused, flexible, professional and assiduous.

This report provides a high level overview regarding progress of how the City of Marion's workforce plan is being developed to ensure the workforce can achieve business objectives.

RECOMMENDATIONS (2)

DUE DATES

That the People and Culture Committee:

- | | | |
|----|---|-------------|
| 1. | Notes the report and discussion regarding Workforce Planning. | 6 Sept 2016 |
| 2. | Discusses the key Future Issues/Topics posed, for consideration of inclusion into the workforce plan. | 6 Sept 2016 |

BACKGROUND:

At the 3 May 2016 People and Culture Committee a report was provided outlining the approach to developing an organisational workforce plan for The City of Marion.

Workforce planning is a systematic, fully integrated organisational process that involves proactively planning ahead to avoid talent surpluses or shortages.

By planning ahead, Council can ensure the right number of people, with the right skills, in the right place, and at the right time. Workforce planning is also referred to as talent planning because it integrates the forecasting elements of each of the Human Resources functions that relate to talent, including retention, redeployment, leadership and employee development. This report provides an update on activities conducted so far in building the workforce plan.

DISCUSSION:

In May, the following outline was provided on key strategies and activities to be considered in developing the workforce plan. Highlighted below are those areas where progress has been made.

The City of Marion Workforce Plan incorporates the following key talent programs:

- Defining and embedding the Council Values

Progress: *Values have been defined and launched. They have been embedded into our Performance/Leadership Development Plans; STAR Awards and position descriptions.*

- Organisational Structure

Progress: *A restructure of the Senior Leadership Team was implemented at the end of 2015/early 2016 resulting in a reduction of 4 positions and to better align to Council goals. The organisational structure will continue to be reviewed in accordance with workforce plan activities and service reviews.*

- Performance / Leadership Development Framework

- Leadership Development (incorporating Emerging Leaders, refer below)

Progress: *The Emerging Leaders Program will incorporate defining the Leadership Competencies and qualities required of our future leaders.*

- Career Development

- Training and employee development

- Assessment of role fit. In the case where there is a mismatch of skill or competence and development is not appropriate, then exploring alternative roles would be considered.

- Succession planning

- Emerging Leaders / Talent management

Progress: *A scope of the Emerging Leaders program has been presented to the Executive Leadership Team (ELT) in August. We are now preparing a project plan, with a commitment to begin the development program in February 2017, with the program participants being confirmed December 2016. Further detail on the Emerging Leaders program is included in the People and Culture Leadership Development Report 6 September 2016.*

- Gap Year / traineeships

Progress: *A business case regarding how these will be implemented will be presented to ELT this month.*

- Develop and implement a transition to retirement framework

- Recruitment
 - Exploring opportunities to increase diversity within Council
- Retention
 - Reward and Recognition

Progress: *We have re-launched the STAR Awards to be based on the newly launched Council Values, recognising staff who Lead our values through their behaviour. The 1st recipients of Awards were announced at the August General Staff Meeting.*

- Flexible working arrangements

In order to develop a Workforce Plan, critical employee data is required to be collected and analysed to inform the plan. This project would provide an overview of the Council's current demographic profile, as outlined below:

- Including but not limited to describing current workforce demographics as it pertains to age groups, gender, cultural background, comparing demographic changes from previous year(s).

Progress: *Data has been collected, we are now analysing the data with regards to current and future considerations.*

- Identify demographic challenges Council faces with the current workforce population. E.g. an ageing workforce and WHS implications.
- Identify core competencies, skills, critical work functions, key leadership/non-leadership positions.

Progress: *The Executive Leadership Team have assessed key roles (with the involvement of the Senior Leadership Team) and are now identifying key staff, which is required for our workforce plan as well as to track the Key Staff Retention organisational KPI for 2016/2017.*

Identifying the key roles will not necessarily translate to key staff. Key roles identified may not have taken into account the likely presence of key employees in 'non key' roles and we also need to consider poor performers in key roles, who would not be considered as key staff.

Some key questions / considerations used to identify key staff include:

- *There is a level of risk to Council if the person left or was absent for an extended period*
- *This group of employees is typically the hardest to recruit and develop since they possess a set of well-honed, advanced skills. The person has a unique/rare skill set/qualification difficult to replace*
- *The person has critical relationships with external key stakeholders*
- *The person has a significantly positive impact on the culture*

Once key roles and key staff have been assessed, along with understanding future needs of Council, a gap and risk assessment will be conducted. Each Senior Leadership Team member will be supported to develop a plan for retention and succession. Consideration will also be given to department structure (including any requirement for redeployment, development and recruitment needs).

- Identify challenges Council faces (if any) with current bench strength.
- An analysis of the projected workforce needs of Council compared to the current workforce profile, and the resulting gaps.

Future Issues/Topics for Discussion

- Customer Service has been highlighted as a key skill required now and in the future. Front line staff are Council's brand ambassadors, as they connect directly with the community.

Q: The committee's comments are sought regarding priorities for customer service training into the future

- A workforce which reflects the diversity across the Community

Q: Over time, would we want to have a workforce which reflects our community, across the broad range of diversity representative of Marion.

Q: Council needs to be abreast of changes in the community. It is predicted Council will be delivering services in a different way with consideration of an aging community. In light of this, where should we place our attention.

- Consideration of future trends in employment and working
 - E.g. new technologies that will change the way we work in Council and with which we need to train staff.

Future Issue/Question for Discussion

Currently a significant portion of our employees do not have access to technology including email. With technology, the connectivity of all staff would be increased. For example, field staff having a device they can use remotely would provide them instant access to information they now receive once/day when in the depot. This access would also have an impact on productivity, with work being able to be allocated/paperwork completed remotely, rather than back in the depot.

Q: Is Council prepared to further invest or investigate in technology to enable the above?

- Skills and competencies required for the leader of the future.

Progress:

This is being assessed and developed within the Emerging Leaders Program.

- Implications of future trends as compared to Council's current workforce analysis.

CONCLUSION:

The Workforce plan is being developed in line with the Human Resources Work Area Plan, to ensure the key talent programs are progressed through the 2016/2017 financial year.

**CITY OF MARION
PEOPLE AND CULTURE COMMITTEE
6 SEPTEMBER 2016**

Manager: Kate McKenzie, Manager Corporate Governance

General Manager: Vincent Mifsud, General Manager Corporate Services

Subject: Independent Member – Finance and Audit Committee

Report Reference: PCC060916R7.7

REPORT OBJECTIVES

To make a recommendation to Council regarding the re-appointment or appointment of an Independent Member to the Finance and Audit Committee (FAC).

EXECUTIVE SUMMARY

The FAC has three expert members that form part of the membership of the Committee. The term of the expert members has historically been for a three-year period and is structured to ensure that the expiration of the term falls at different times to allow continuity of membership despite changes to Council's elected representatives.

This report highlights that Mr Greg Connor's (Presiding Member of the FAC) first term on the FAC expires in November 2016. Greg Connor was appointed to the FAC in 2013. Council has two options regarding this position:

1. Re-appoint Mr Connor for a further term, or
2. Undertake a recruitment process for the position.

The views of Mr Connor have been sought and he has expressed his desire to continue on the FAC if Council so determined.

The Committee is required to make a recommendation to Council regarding how to progress.

RECOMMENDATIONS (1)

DUE DATES

That the People and Culture Committee recommend to Council:

- | | |
|--|--------------------------------|
| <p>a) That Mr Greg Connor be re-appointed for a period of 3 years until November 2019</p> <p>or</p> <p>b) That a recruitment process for an independent member of the Finance and Audit Committee be conducted.</p> | <p>6 September 2016</p> |
|--|--------------------------------|

BACKGROUND

The Finance and Audit Committee (FAC) (renamed in 2015) was established in 2006 pursuant to section 126 of the *Local Government Act 1999*. Under the FAC's Policy and Terms of Reference, the FAC will comprise of five (5) members – two (2) elected members and three (3) expert members.

Section 3.6 to 3.10 of the FAC Policy states the following:

External Expert Members

- 3.6 *External expert members will have senior business, legal, audit knowledge and experience, and be conversant with the local government environment.*
- 3.7 *At least one external expert member will have expertise and knowledge in financial management/reporting.*
- 3.8 *In accordance with sections 5.20 and 5.22 of the People and Culture Committee Terms of Reference, the People and Culture Committee will source and recommend to Council the appointment of the expert members on a Council committee.*
- 3.9 *Appointment of external representatives will be made by Council for a term to be determined by Council. To ensure succession planning for the Committee, the terms of appointment should be arranged on a rotational basis and continuity of membership despite changes to Council's elected representatives. Council may resolve to re-appoint an external expert member for consecutive terms.*
- 3.9 *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 expert member with the opportunity to be heard at a Council meeting which is open to the public, if that expert member so requests.*
- 3.10 *Remuneration will be paid to each expert member of the Committee to be set by Council from time to time. At a minimum, the remuneration paid to expert member will be reviewed within 12 months from the date of a Council (periodic) election. The basis will be a set fee per meeting, with an additional amount paid to the Chairperson.*

DISCUSSION:

The following table provides the details of the current FAC membership, when they were appointed and when their terms expires.

Member	Appointed	Expiry of Term
Mr. Greg Connor	November 2013	28 November 2016
Ms Kathryn Presser	May 2015	30 November 2017
Mr. Lew Owens	February 2010 (re-appointed in August 2013 & November 2015)	30 November 2018
Councillor Raelene Telfer	October 2015	25 November 2015
Councillor Tim Gard	October 2015	25 November 2015

Based on this, Mr Greg Connor's appointment is due to expire on the 28 November 2016. Mr Connor is the current Presiding Member of the Committee and has been a member for three years.

The views of Mr Connor have been sought and he has expressed he would like to continue on the FAC if Council so determined.

Council will need to either resolve to offer a further term to Mr Connor or if it wishes to recruit a new expert member to the Committee. If a recruitment process is undertaken, the People and Culture Committee will manage this process.

If Council determines to re-appoint Mr Connor, it is recommended that the term be three years until November 2019.

If the Committee wishes to discuss the performance of Mr Connor, it is recommended that the People and Culture Committee move into confidence in accordance with the following resolution:

That Pursuant to Section 90(2) and (3)(a) of the Local Government Act, 1999 the People and Culture Committee orders that all persons present, with the exception of Adrian Skull, CEO, Kate McKenzie, Manager Corporate Governance, Vincent Mifsud, General Manager Corporate Services and Steph Roberts, Manager Human Resources be excluded from the meeting as the Council considers that the requirement for the meeting to be conducted in a place open to the public has been outweighed in circumstances where the Council will consider the performance of the Finance and Audit Committee.

Other Information

The People and Culture Committee may like to note that the FAC has recently undertaken a bi-annual review of its performance and effectiveness in accordance with its Terms of Reference. The outcome of this review was considered at its meeting in August 2016 (report reference - FAC160816R7.5). Based on the information contained within the review report, there was general consensus between the Committee, Elected Members (who responded) and Management that the Committee is operating well.

Elected Member Positions

Council has resolved that the Elected Member positions for the FAC will be considered at the 22 November 2016 Council Meeting.

CONCLUSION

The People and Culture Committee is required to make a recommendation to Council regarding the approach to the reappointment or appointment of an expert member to the FAC.

**CITY OF MARION
PEOPLE AND CULTURE COMMITTEE
6 SEPTEMBER 2016**

Originating Officer: Steph Roberts, Manager Human Resources

Chief Executive: Adrian Skull

Subject: People and Culture Monitoring Report

Report Reference: PCC060916R7.8

REPORT OBJECTIVES:

Section 2.1.1 of the People and Culture Committee's Terms of Reference states that the purpose of the Committee is "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".

EXECUTIVE SUMMARY

Reporting on the agreed key people metrics has begun with the formation of the People and Culture Committee. As we continue to collect data over the coming months, we will be able to further analyse trends in the effectiveness of Council's resource management. The current critical areas requiring a focus and strategies for improvement are Council's excessive leave liability and lost time injury frequency rate (LTIFR), within Injury Management.

RECOMMENDATIONS (2)

DUE DATES

That the People and Culture Committee:

- | | |
|---|-------------|
| 1. Notes the metrics outlined in this report. | 6 Sept 2016 |
| 2. Discuss and suggests the following metrics _____, _____, _____ | 6 Sept 2016 |

BACKGROUND:

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

The workforce plan as it is developed will take into account the above profiling data analysis and will be further reported to the Committee (the approach to developing the workforce plan was presented at the 3 May meeting). This report includes a report on formal disciplinary measures from July 2015 to current.

DISCUSSION:

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

Full Time Equivalent (FTE)

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

The variance is caused by the number of vacancies and seasonal staff varying from month to month. An overview of how the current 29 staff vacancies, are currently filled is included in Table 2.

Table 3 provides an overview of total people spend over the past 3 years, including the applicable increases applied.

Table 1: Actual Employee FTE

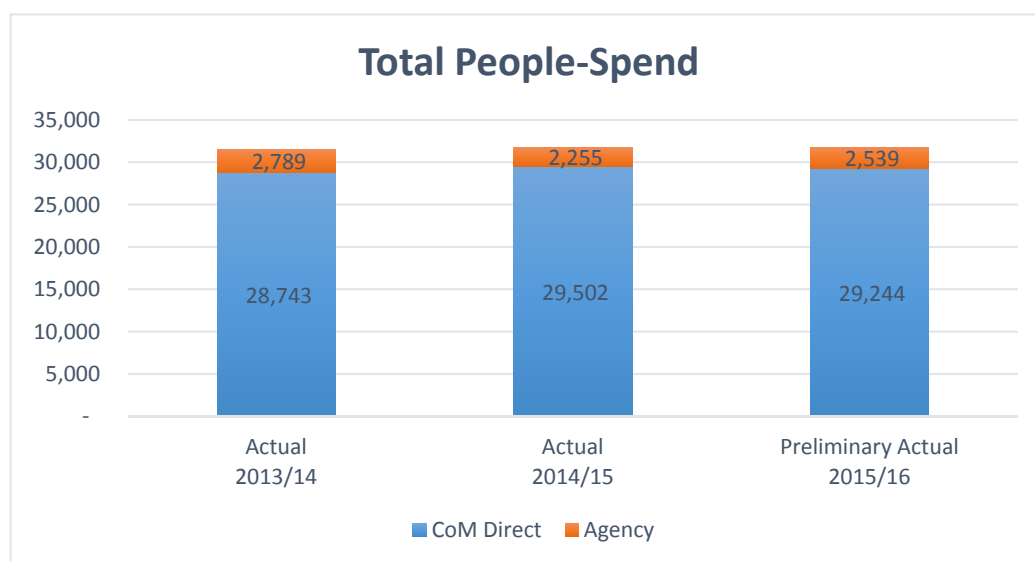
2016/2017 Budgeted FTE 350.3 (as per adopted budget) <i>Including casual staff, excluding temporary labour hire</i>		
	July 2016	
Actual FTE	Excluding Temporary Labour hire	Including Temporary Labour hire
	314.62 Excluding LWOP ¹	335.52 Excluding LWOP

Table 2: Staff vacancies as at end July 2016

Vacancy filled by	Number
Contract CoM Employee	12
Backfilled by CoM employee	4
Temporary Labour Hire	4
Vacant	9

¹ LWOP: Leave without pay, including maternity leave etc.)
Report Reference: PCC060916R7.8

Table 3: Total People Spend Past 3 years



	Actual 2013/14 \$000s	Actual 2014/15 \$000s	Preliminary Actual 2015/16 \$000s
CoM Direct	28,743	29,502	29,244
Agency	2,789	2,255	2,539
Total	31,532	31,757	31,783
Percentage increase on prior year		0.7%	0.1%
EBA Increases			
Indoor	3.50%	3.40%	3.40%
Outdoor	3.50%	4.23%	3.00%

Key Staff Retention

Target Key Staff Retention 95%

The Executive Leadership Team have assessed key roles and are now identifying key staff, which is required for our workforce plan as well as to track the Key Staff Retention organisational KPI for 2016/2017.

Identifying the key roles will not necessarily translate to key staff. Key roles identified may not have taken into account the likely presence of key employees in 'non key' roles and we also need to be cognisant that there may be poor performers in key roles.

Leave Liability

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

Table 2: Excessive leave liability as at JULY 2016:

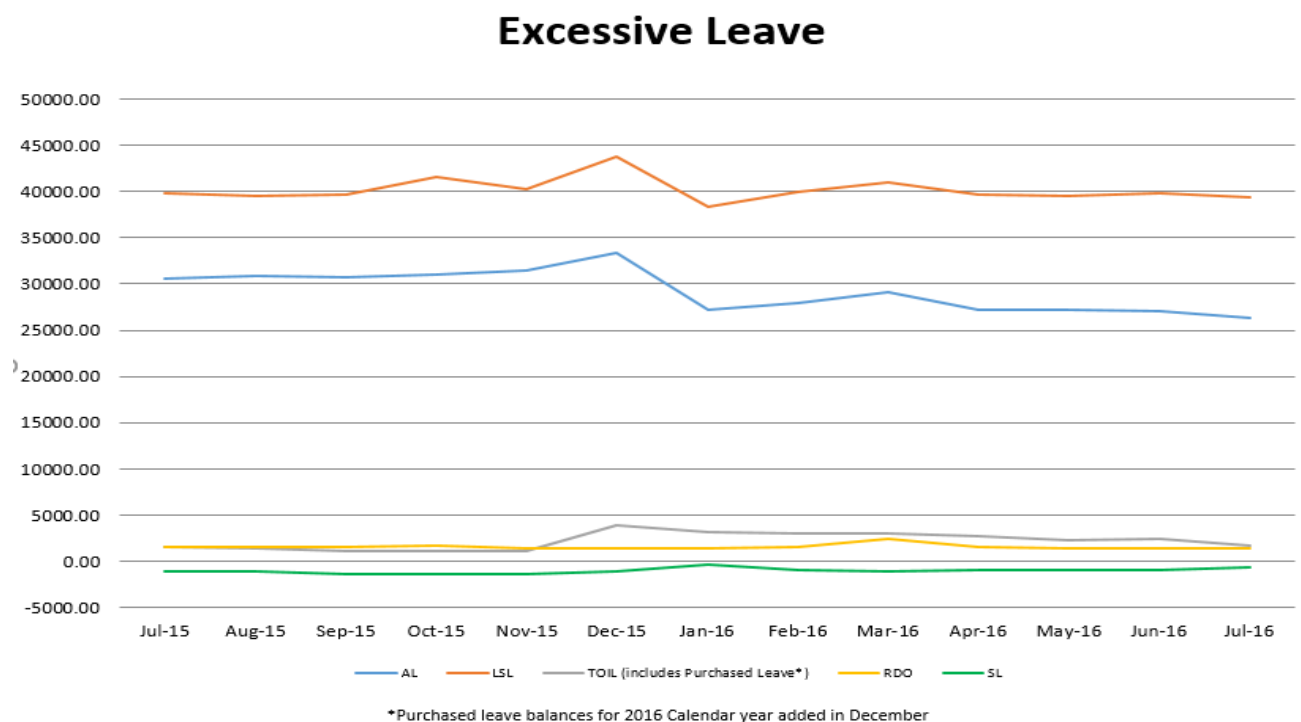
	Excessive Leave March 2016 (hours)	Financial Liability March 2016	Excessive Leave May 2016 (hours)	Financial Liability May 2016	Excessive Leave July 2016 (hours)	Financial Liability July 2016
Annual Leave >228 Hours						
Indoor Staff	10,156	\$411,325	11,703	\$462,087	11,992	\$498,926
Outdoor Staff	5,975	\$186,189	4,369	\$135,111	4,502	\$145,872
ELT / SLT	717	\$42,829	440	\$24,199	459	\$30,951
Total	16,848	\$640,343	16,512	\$621,397	16,952	\$675,749
Long Service Leave >494 Hours						
Indoor Staff	6,483	\$293,138	5,924	\$293,138	5,428	\$236,796
Outdoor Staff	1,738	\$60,306	1,077	\$60,306	1,587	\$61,068
ELT / SLT	0	\$0	0	\$0	0	\$0
Total	8,221	\$353,444	7,001	\$301,497	7,015	\$297,864

Of the total 16,952 excessive annual leave hours in July 2016, 3995 (24%) hours are associated with the top 10 employees with excessive leave.

The acceptable hours an employee can accrue up to are:

- Annual Leave 228 hours
- Long Service Leave 494 hours

Graph 1: Excessive Leave



Formal Disciplinary Measures

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

As shown in Chart 1 there have been 28 cases of formal disciplinary action since July 2015. Chart 2 summarises the disciplinary outcomes. We have 2 current matters, with the outcomes awaiting determination, of which 1 has been lodged as a dispute with Fair Work Australia.

Chart 1: Disciplinary Types July 2015 – Current

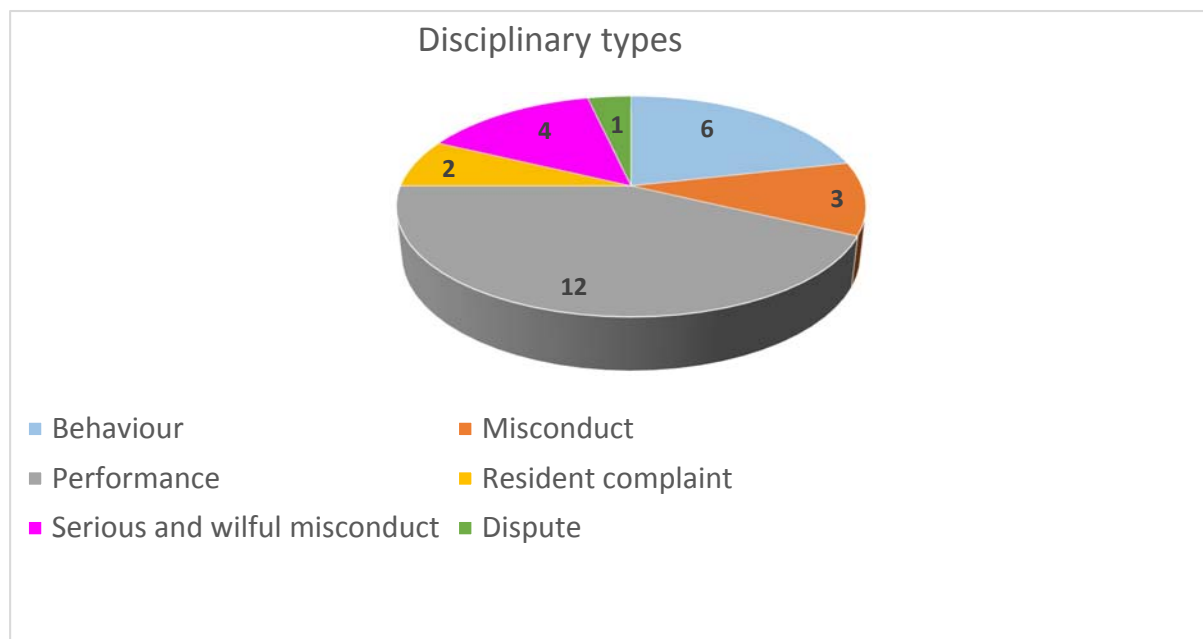
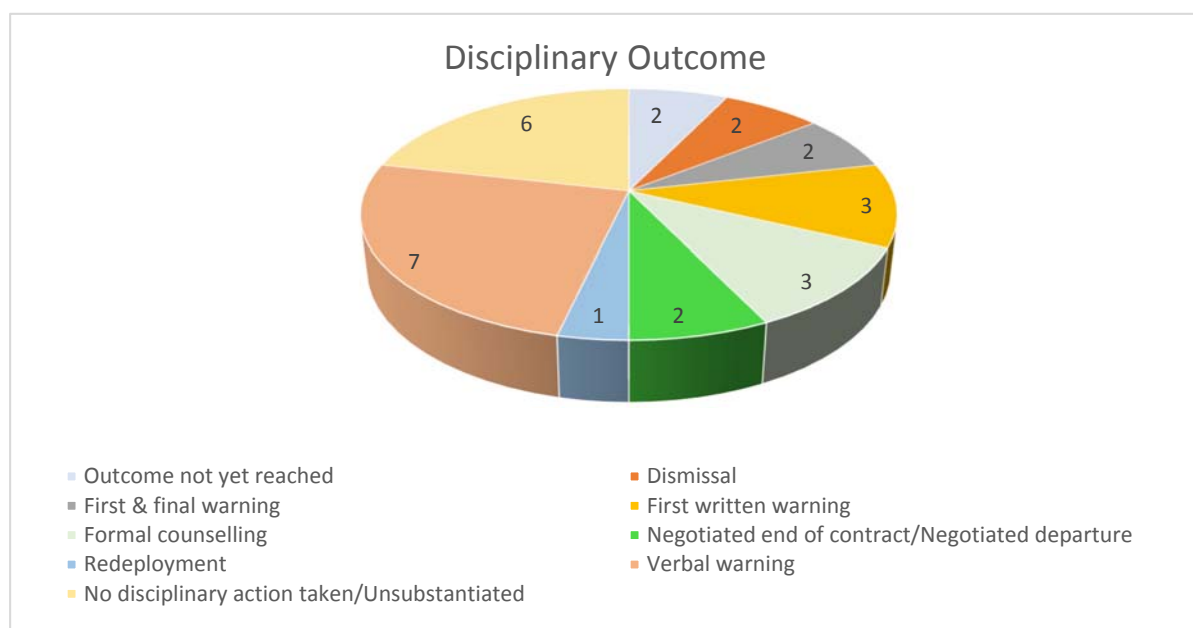


Chart 2: Disciplinary Outcomes July 2015 – Current



Injury Management

A WHS report is provided to the last General Council meeting each month. The key outcomes from the August report are:

- | | |
|---|-----|
| - Lost Time Injury's (LTI) for July | 0 |
| - LTI free days as at 31 July 2016 | 74 |
| - Lost Time Injury Frequency Rate (LTIFR) | 0.0 |

CONCLUSION:

Comprehensive human resources measurement enables Council to collect consistent information about the employee population, which supports decision making and ensures that leadership and development activities remain relevant with the overall business strategy. It ensures our decisions are based on facts rather than 'gut feeling', and the data can be used to back up business cases and resource needs.

The Workforce Plan once developed, will provide further opportunities for reporting on progress of key activities and how they are impacting the health and wellbeing of staff and the effectiveness of staff resource management.

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

**CITY OF MARION
PEOPLE AND CULTURE COMMITTEE
6 SEPTEMBER 2016**

Corporate Manager: Kate McKenzie, Manager Corporate Governance
Steph Roberts, Manager Human Resources

Subject: Aggregating the CEO Performance Rating 2015/16

Report Reference: PCC060916R7.10

REPORT OBJECTIVES:

To seek feedback from the People and Culture Committee regarding the aggregation of the total performance outcome for the Chief Executive Officer's (CEO) 2015/16 performance year, noting the contractual requirements for this to occur in consultation with the CEO, in order to make a recommendation to Council.

EXECUTIVE SUMMARY:

At its meeting of 3 May 2016, the People and Culture Committee endorsed the approach and timeline for managing the Chief Executive Officer (CEO) Performance and Remuneration Review for the 2015/16 financial year, which was subsequently endorsed by Council 24 May 2016 (CEO Annual Performance Review - Approach and Timeline Report Reference: GC240516R22). The timeline includes the requirement to recommend an approach on how the performance rating is to be applied across all performance indicators.

RECOMMENDATION (1)

DUE DATE

That the People and Culture Committee recommends to Council:

1. **To adopt the xx approach for aggregating the CEO Performance Rating for 2015/16** **6 Sept 2016**

BACKGROUND

Council (on recommendation from the Committee) is required to establish what constitutes the differing performance levels for the CEO. This performance level has been set regarding the Key Performance Indicators (KPI's). An issue has arisen regarding the incorporation of the full 360-degree review of the CEO, including external stakeholders, direct reports and the Senior Leadership Team, which is not considered in the agreed KPI's (which only incorporates Elected Member feedback)

DISCUSSION

The following are discussion points for the committee to consider:

- To aggregate the full performance, both the KPI's and full 360-degree feedback are to be taken into account. It needs to be determined what weighting is to be applied to the KPI's (what is achieved) and the feedback from other stakeholders apart from the Elected Members (360-degree feedback, how it is achieved, the importance of demonstrating outcomes in a style consistent with the values and behaviours, particularly in a period of critical cultural change), given the importance of both. KPI 12 (as shown in Appendix 1) 'Rating by Elected Members' includes a weighting of 10%.
 - Clarity is sought from the People and Culture Committee regarding whether this weighting is intended to be 10% of the entire CEO performance, or if it forms part of the overall CEO's 360-degree feedback component of his performance (being conducted by an independent performance expert).
 - The Elected Member feedback can be isolated within the Independent 360-degree feedback process (currently being conducted), to provide the outcome for this KPI.
 - Once it is determined how the full 360-degree feedback will be dealt with over the CEO's performance, the weighting of the KPI's and the 360-degree feedback can be determined (refer section 3 of this report).

1. CEO's KPI's Component

It is proposed in order to assess the performance of the CEO in achieving the KPI's for the 2015-16 financial year, the % weighting is calculated (from the 13 KPI's) related to each of the following ratings from the CEO's performance contract (Schedule 4):

- Exceptional (Rating of 5) – A level of achievement that meets or exceeds key performance indicators
- Commendable (Rating of 4) – A level of achievement that was better than the minimum expectation
- Acceptable (Rating of 3) – The minimum expectation was met
- Requires Improvement (Rating of 2) – A level of achievement below the minimum expectation
- Unacceptable (Rating of 1) – A level of achievement that is significantly below the minimum expectation

It should be noted that the measurement of the CEO's KPIs during 2015-16 used the mid-point (Acceptable) and outer ends for the rating scales (Exceptional and Unacceptable).

An example is provided below of performance by the rating categories with the relative weighting applied to each KPI, resulting in an indexed score that assesses overall performance of the KPI component for the 2015-16 financial year.

Example only:

KPI	Weighting	2015-16 EOFY Result
1	5%	Acceptable
2	5%	Exceptional
3	5%	Acceptable
4	15%	Unacceptable
5	10%	Acceptable
6	5%	Acceptable
7	5%	Acceptable
8	10%	Exceptional
9	5%	Unacceptable
10	5%	Exceptional
11	15%	Acceptable
12	10%	Acceptable
13	5%	Acceptable

Example Continued:

Performance by Rating	2015-16 EOFY Total % achieved
Exceptional	20%
Acceptable	60%
Unacceptable	20%
Overall KPI performance	ACCEPTABLE

2. 360-degree Feedback Component

The leadership competencies used within the 360-degree feedback survey are rated 1-6. Advice was sought from the external consultant Kathryn McEwen, who is conducting the 360-degree feedback process, on how the 1-6 rating could fit into the 1-5 performance rating indicated in the CEO's employment contract, an example is included below for consideration by the committee:

Performance Rating CEO Employment Contract	360-degree Feedback Rating Scale	Performance Rating mid-point Rating Scale
Exceptional	6	Exceptional
Commendable	5	
Acceptable	3 and 4	Acceptable
Requires Improvement	2	Unacceptable
Unacceptable	1	

3. Final Performance outcome

The final performance outcome would be a result of:

- X% allocated to Elected Member feedback (clarity sought on the 10% attached to KPI 12)
- X% allocated to the overall KPI result component
- X% allocated to the overall 360-degree Feedback component
- Considerations to be taken into account in assessing the overall performance outcome
 - exceptional circumstances impacting the CEO's ability to delivery on KPI's (as previously agreed)
 - any elements of the KPI's which if not achieved would have a significant detrimental impact on Council, such as a financial or reputational impact.

CONCLUSION

Following this report, the recommendations of the Committee will be presented to Council for consideration and adoption at its meeting of 27 September 2016 in consultation with the CEO.

Appendix 1 – CEO Key Performance Indicators for the CEO 2015-16

Based on no substantial cuts to existing services provided to community (unless by Council resolution) and applying level of rate increase as set by Council (2.9%).

1. Financial (Council of Marion Measures)

<u>KPI</u>	<u>Measure/Range</u>	<u>Rating</u>	<u>Weighted Scoring</u>
1. 2015/16 end of year operating surplus ratio (less extraordinary items)	0-3 % based on current budget (not using a 5 year average)	Exceptional	5%
	>3 but < 6 %	Acceptable	
	<0 or > 6 %	Unacceptable	
2. Asset sustainability ratio (5 year average)	>90%	Exceptional	5%
	>80-90%	Acceptable	
	<80%	Unacceptable	
3. Net Financial Liabilities Ratio (* Council definition)	20-40%	Exceptional	
	0 - 20% or 40-50%	Acceptable	5%
	>50%	Unacceptable	

* Net Financial Liabilities (Total liabilities – Non equity financial assets)
Council Own Source Revenue

Target Range – Between 0% and 50% over a rolling five year period.

This is a variation of the LGA's ratio which uses total operating income as the denominator. Total income will include for instance tied grant income for specific projects or programs which will not be available for repayment of debt. It is therefore not appropriate to use total income as the denominator in this instance.

When considering non-equity financial assets we also exclude any cash holding allocated to carryover projects, unexpected grants or retimed works as this is committed and again unavailable to reduce debt.

2. Human Resources

<u>KPI</u>	<u>Measure/Range</u>	<u>Rating</u>	<u>Weighted Scoring</u>
4. Change in CMG / Unit Manager staff (FTE)	Reduce by 5-10 %	Exceptional	15%
	Reduce by 1- 5 %	Good	
	No reduction	Unacceptable	
5. Total expenditure on Staff Costs and Agency Costs *	At least 2% less than the 2014/15 total	Exceptional	10%
	Decrease from 2014/15 total by 1.4 – 2%	Acceptable	
	Decrease from 2014/15 total of less than 1.4%	Unacceptable	
6. Lost Employee Time due to staff absence (i.e. worker's compensation) (not sick leave)	Reduce by 1% (using average of last 5 years)	Exceptional	5%
	Equal to or Less than 1% reduction (using average of last 5 years)	Acceptable	
	Any increase when compared with average of last 5 years	Unacceptable	
7. Employee retention	88-92%	Exceptional	5%
	Greater than 92%	Acceptable	
	Less than 88%	Unacceptable	

* Note Definitions:

- **'Staff costs'** being wages & salaries (paid through our payroll) for our own employees e.g direct employment
- **'Agency costs'** being wages & salaries (paid through our payroll) for employees hired thorough a 3rd party employment agency e.g indirect employment

3. Capital Works

<u>KPI</u>	<u>Measure/Range</u>	<u>Rating</u>	<u>Weighted Scoring</u>
8. Major Capital works (>\$4m)	Strictly on time and on budget (or better)	Exceptional	10%
	Substantially on time and on budget (within 4 months & 102% budget)	Acceptable	
	Any case of substantially over time/ over budget (>4 months or 102% budget)	Unacceptable	
9. Number of Major Capital Works approved by Council resolution	2+	Exceptional	5%
	1	Acceptable	
	0	Unacceptable	
10. Council's cash contribution in respect of each Major Capital Work	< 35%	Exceptional	5%
	< 50%	Acceptable	
	> 50%	Unacceptable	
11. Completion of Priority List of Budgeted Projects (13)* 2016	All 13 completed	Exceptional	15%
<ol style="list-style-type: none"> Glandore Laneways in public ownership Commencement of LED lighting in streets All facility leases up to date by end of May 2016 including Club Marion post-2016 lease (subject to negotiation with Club Marion and The Cove) A study to come to council on rationalisation of the libraries to reduce costs Commence implementation of an approved streetscaping plan for the whole of the city (budget to be approved) Commence implementation of an approved marketing plan for all neighbourhood centres Result of Stakeholder Survey re Land and Property interaction at least 80% Satisfactory Development of a plan for protection of remnant (pre-colonial) vegetation in our reserves Strenuous effort to obtain commitment from University of Adelaide or State Government that Glenthorne will be opened up for community benefit Disposal of assets: Community Land - Council's application for disposal will be sent to the Minister within 6 months. In the case of other assets, Disposal of assets to occur within 6 months of a Council resolution to dispose of an asset. Replacement of Lotus Notes within 12 months Traffic treatment of George and Finniss street completed Reduction in legal fees by at least 10% compared to the previous 12 months 			
	11 or 12 completed	Acceptable	
	Less than 11 completed	Unacceptable	

* Anticipating that each Member of Council will identify a Budgeted Project for completion (milestone or completion achievable within 12 months).

4. Elected Members' Assessment

<u>KPI</u>	<u>Measure/Range</u>	<u>Rating</u>	<u>Weighted Scoring</u>
12. Rating by Elected Members	Exceeded expectations	Exceptional	10%
	Met expectations	Acceptable	
	Did not meet expectations	Unacceptable	
13. Alignment throughout administration to the Community and Council Plans (as developed by Elected Members)	High level of alignment	Exceptional	5%
	Moderate level of alignment	Acceptable	
	Low level of alignment	Unacceptable	

Assessment and Result

Average rating (to nearest whole number)	Outcome Description
5	Exceptional
4	Commendable
3	Acceptable
2	Requires Improvement
1	Unacceptable