

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



---

**PRESENT**

**Elected Members**

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

**Independent Member**

Nil

**In Attendance**

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

**1. OPEN MEETING**

The meeting commenced at 6.34 pm.

**2. KAURNA ACKNOWLEDGEMENT**

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

**3. MEMBERS DECLARATION OF INTEREST**

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

**4. CONFIRMATION OF MINUTES**

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

**CARRIED**

## **5. BUSINESS ARISING**

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

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

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

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

## **6. PRESENTATION**

Nil

## **7. REPORTS**

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

The Committee noted the report and discussed the following points:

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

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

**ACTION:**

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

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

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

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

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

**CARRIED**

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

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

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

7.10pm Mayor Hanna entered the meeting.

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

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

**CARRIED**

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

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

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

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

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

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

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

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

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

**CARRIED**

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

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

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

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

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

**CARRIED**

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

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

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

1. Notes the report and discussion regarding Leadership Development.

**CARRIED**

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

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

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

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

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

**CARRIED**

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

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

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

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

**CARRIED**

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

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

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

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

**CARRIED**

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

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

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

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

**CARRIED**

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

8.52 pm meeting adjourned

8.54 pm meeting resumed

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

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

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

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

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

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

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

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

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

**CARRIED**

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

The Committee discussed the following matters:

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

**8. CONFIDENTIAL ITEMS**

Nil

**9. ANY OTHER BUSINESS**

Nil

**10. MEETING CLOSURE**

The meeting was declared closed at 9.37 pm

**11. NEXT MEETING**

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

**Time: 6:30 pm**

**Date: 1 November 2016**

**Venue: Committee Room 1 & 2**

**CONFIRMED**

.....

**CHAIRPERSON**

/ /