

# Our people

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Our council is led by a chief executive officer and managed by a highly skilled and experienced executive team.

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Council underwent an organisational realignment in the latter half of 2021, with the new 4-directorate structure coming into effect in early 2022 to support our workforce and deliver on outcomes for the community.

## Our executive team

Our staff translate Council's strategic direction and goals into organisational plans. Our executive team monitors and coordinates our progress against these plans.

Underpinning this work is our organisational vision: One team, brave and diverse, making a difference.

### Chief Executive Officer - Cathy Henderson

Our senior officers who report to the chief executive officer are listed below, with their areas of responsibility.

#### Director Business Transformation - Sue Vujcevic

Responsible for the corporate functions of Council including:

- People and Safety
- Organisation Performance
- Information Technology
- Governance and Strategy
- Finance and Procurement

#### Director City Infrastructure - Anita Curnow

Responsible for the following branches:

- Amenity and Compliance
- Capital Works Planning and Delivery
- City Services
- Open Space and Environment
- Transport

#### Director Community - Eamonn Fennessy

Responsible for the following branches:

- Aged and Community Support
- Community Engagement
- Community Wellbeing
- Cultural Development
- Early Years and Youth

#### Director Place and Environment - Joseph Tabacco

Responsible for the following branches:

- City Development

- City Strategy and Economy
- Property, Place, and Design
- Sustainability and Climate

# Moreland City Council Organisational Structure



**Moreland**  
City Council

**Chief Executive Officer**  
Cathy Henderson

**Director Business Transformation**  
Sue Vujcevic

**Director City Infrastructure**  
Anita Curnow

**Director Community**  
Eamonn Fennessy

**Director Place & Environment**  
Joseph Tabacco

**Chief Financial Officer**  
Amanda Burgess

**Manager Amenity & Compliance**  
Sandra Troise

**Manager Aged & Community**  
Leanne Giardina

**Group Manager City Development**  
Phillip Priest

**Manager Governance & Strategy**  
Yvonne Callanan

**Manager Capital Works Planning & Delivery**  
Indivar Dhakal

**Manager Community Engagement**  
Jessamy Nicholas

**Manager City Strategy & Economy**  
Narelle Jennings

**Manager Information Technology**  
Robert Raiskums

**Manager City Services**  
Catherine Dear

**Manager Community Wellbeing**  
Bernadette Hetherington

**Manager Property Place & Design**  
Sunny Haynes

**Manager Organisational Performance**  
Trisha Love

**Manager Open Space & Environment**  
Greg Rodwell

**Manager Cultural Development**  
Lisa Dempster

**Manager Sustainability & Climate**  
Victoria Hart

**Manager People & Safety**  
Brian Harris

**Manager Transport**  
Olivia Wright

**Manager Early Years & Youth**  
Barry Hahn

**Manager COVID-19 Response**  
Frances Nolan (Acting)

## Our staffing profile

A summary of the number of FTE (full-time equivalent) staff, categorised by employment classification and gender.

Structure	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	SO/SEO/ other	Total
Classification	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Permanent full time – female	0.00	0.00	7.00	39.92	42.00	41.00	27.00	22.09	17.09	196.09
Permanent full time – male	0.00	0.00	38.11	79.00	69.92	31.00	39.00	11.00	21.00	289.04
Permanent part time – female	18.99	0.21	57.21	20.35	24.64	10.74	6.34	22.81	0.80	162.08
Permanent part time – male	5.29	0.26	12.47	3.86	3.31	2.79	2.06	0.00	0.00	30.04
Temporary female	0.00	0.00	6.95	7.93	9.52	17.74	9.09	3.97	6.60	61.81
Temporary male	0.00	0.00	1.66	1.71	2.92	6.80	4.32	2.00	3.84	23.25
Casual	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>24.28</b>	<b>0.47</b>	<b>123.39</b>	<b>152.78</b>	<b>152.32</b>	<b>110.07</b>	<b>87.81</b>	<b>61.86</b>	<b>49.33</b>	<b>762.31</b>

A summary of the number of FTE staff categorised by directorate, employment status and gender.

Directorate	Business Transformation	Chief Executive Office	City Infrastructure	Community	Place and Environment	Total
Employment status	FTE	FTE	FTE	FTE	FTE	FTE
Permanent full time – female	37.09	2.00	32.00	84.01	41.00	196.09
Permanent full time – male	37.00	0.00	189.92	28.11	34.00	289.04
Permanent part time – female	13.15	0.00	14.01	122.43	12.50	162.08
Permanent part time – male	1.26	0.00	8.01	19.57	1.20	30.04
Temporary female	8.18	0.00	10.92	33.32	9.39	61.81
Temporary male	4.00	0.00	7.76	9.49	2.00	23.25
Casual	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>100.67</b>	<b>2.00</b>	<b>262.61</b>	<b>296.93</b>	<b>100.09</b>	<b>762.31</b>

## **Inclusive employment**

We are proud to ensure our employees work in a supportive and understanding environment. We facilitate flexible working arrangements to help them fulfil their professional, personal and caring responsibilities. Support for parents returning to work following parental leave is high, where many part-time and job-share arrangements are accommodated in different areas of the organisation.

An inclusive employment program for people with disabilities was introduced in partnership with Programmed Training Services. The participants completed a 12-month traineeship which provided them with both a qualification (Certificate III in Business) and valuable work experience. Council is also in partnership with Kangan TAFE and has implemented a work experience program for students with mild intellectual disabilities.

Other items actioned this year that support diversity and inclusion include:

- Reviewing and strengthening our cultural awareness programs
- Commencing the development and review of relevant HR policies (including implementation of a workplace adjustments policy and reviewing our EEO Policy) to strengthen gender equality and diversity and inclusion
- Reviewing opportunities to deliver programs that support a culture of inclusion for people with disabilities
- Gathering more data regarding the background of our existing staff to identify gaps and opportunities for strengthening our staff diversity in future
- Implementing actions from our Gender Equality Action Plan
- Reviewing and further developing our recruitment practices.

## **Aboriginal and Torres Strait Islander people**

The Wurundjeri Woi-wurrung people and Aboriginal and Torres Strait Islander communities in our municipality have made a significant contribution to the community and bring a wealth of knowledge in relation to connecting with culture, people and country. In May 2021, Council adopted a revised Statement of Commitment to Wurundjeri Woi-wurrung people and Aboriginal and Torres Strait Islander communities of the municipality.

The statement recognises the Wurundjeri Woi-wurrung people as the traditional owners of the lands and waterways in our municipality. The statement commits us to working in partnership with Aboriginal and Torres Strait Islander peoples.

As part of a 3-year agreement, we funded and supported the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation Female Narrap Traineeship Program. This involved a team of female trainees caring for country. They provided services at our reserves including restoration and revegetation work.

As an organisation, we have made a commitment through our Council Action Plan to develop a First Peoples Employment Plan. This work, along with other operational plans and an updated enterprise agreement, sees us continue to bring about systemic change and progress to focus on improving the employment of Aboriginal or Torres Strait Islander staff. This work will drive progress in inclusion through recruitment, development and retention and create a deeper connection and safer cultural environment both for staff and with the community.

## **Equal opportunity**

We have an equal employment opportunity program. It is designed to end discrimination and promote equal opportunity in employment for women and people in designated groups. We aim to ensure there is no discrimination relating to the characteristics listed under the *Equal Opportunity Act 2010*. These include:

- age
- race
- sex
- marital status
- parental status or status as a carer
- disability
- political belief or activity
- religious belief or activity
- pregnancy
- gender identity
- sexual orientation.

A further objective includes ensuring the workplace is free from bullying and harassment.

All new employees are required to undertake equal opportunity training within 3 months of commencing employment. This covers equal opportunity employment, and laws relating to workplace discrimination and harassment. It describes:

- the different personal characteristics protected under state and federal laws
- the effects of workplace discrimination and harassment
- what to do when faced with these behaviours in the workplace.

Other items actioned this year to support and promote equal opportunity in employment include:

- Implementation of a standalone prevention of sexual harassment in the workplace policy for staff, which was adopted in November 2021.
- Review of contact officers which includes promotion of staff to participate and refresher training.
- A review and update of our Inappropriate Workplace Behaviour Policy is in progress. This policy incorporates discrimination, equal opportunity, harassment, workplace bullying, stalking and cyber bullying, occupational violence, victimisation, and vilification.

## **Service awards**

Our service awards acknowledged the significant dedication and contribution many employees make. In 2021-22, we presented service awards to 192 employees. Their employment with us ranged from 5 to 40 years. We recognised 2 employees who achieved a momentous 40-year milestone with us.

## **Building our organisational capability**

Serving our customers well through highly engaged staff members remains our focus. This year we introduced our staff engagement survey, rolled out a series of leadership development action plans and built leadership capability through a suite of training offerings.

### **Staff engagement survey**

This year we have improved how we listen to our staff members through the introduction of a new staff engagement survey. Staff engagement is the extent to which colleagues feel passionate about their jobs, are committed to the organisation and put discretionary effort into their work. High engagement and alignment to the organisational direction is the outcome of a healthy culture.

Our staff engagement survey is an opportunity for all staff members to tell us what is working well and should continue, as well as how we can improve. Our most recent survey was held in July 2021.

Key actions delivered to lift staff engagement and alignment have included:

- delivery of team actions in response to our staff engagement survey
- developing and rolling out an internal vision through the Executive and a series of projects to support leadership development and a healthy culture
- developing a draft IT roadmap for consultation with staff
- delivery of our talent program to support future high performing leaders
- refreshing our competency framework to ensure it aligns closely with our strategic direction
- customised team building and planning workshops used to improve team effectiveness across the organisation.

### **Leadership development**

In addition to the above actions, this year we had a particular focus on supporting the leaders of teams who were identified as needing support through the staff engagement survey, along with targeted learning and on-the-job development. Key actions this year included:

- 360-degree feedback for leaders, providing insight and support for how they lead, as well as coaching for improvement
- providing tailored assessment options (for example strengths-based assessments) and targeted coaching and mentoring for leaders and specific coaching programs targeted at leaders of teams with lower staff engagement
- our talent program to identify and support high performing leaders
- regular senior management team 'huddles' to actively address issues and discuss any arising leadership topics.

### **Leadership capability**

This year we targeted training where it was needed most to support a wide range of leaders and teams. We continued to participate in cross-council management programs, enhancing inter-council relationships for current and upcoming leaders, including in LGPro programs.

We had a particular focus on capability uplift in project management, which saw more than 120 leaders take part in training that aligns a consistent approach across the organisation on how our projects are managed. We also focussed on delivering targeted Executive and manager leadership training to support cultural safety and working with First Nations Peoples.

Leaders across the organisation also participated in:

- sessions on climate change impacts
- project management fundamentals
- LGPro programs
- active bystander training
- professional business writing courses
- new supervisors and leadership fundamentals courses
- legislative requirements including fair process, workplace relations and governance.

## Training and development programs

We are committed to investing in our employees through development and training. By building our internal capacity, we contribute to improving the performance of the organisation. The following table outlines a summary of training courses delivery and employee attendance.

Category	Courses run	Attendees (instances)
Business effectiveness (online)	13	203
Business effectiveness (face-to-face)	3	45
Compliance modules (Litmos)	13 compliance modules	3170 courses completed
Occupational health and safety (online)	9	146
Occupational health and safety (face-to-face)	21	155
Self-care and wellness programs (online)	7	99
Diversity and inclusion programs (online)	4	53
<b>Total</b>	<b>70</b>	<b>3871</b>



## Occupational health and safety

We are committed to providing a healthy and safe environment for all:

- employees
- contractors
- visitors
- members of the public.

We recognise that our employees are our most important asset. Our highest priority is ensuring that employees are supported to work safely, and that safe work procedures are applicable and relevant so they can be followed.

We are committed to the continuous improvement of our health and safety systems and standards. We work so that, as far as is reasonably practicable, we prevent and minimise workplace injuries and illnesses. We recognise the importance of managing psychosocial hazards and supporting the psychological health of our employees.

### Safety management system

We continue to support the organisation to adhere to the safety management system in place referred to as MoreSafe. This system supports us to meet our obligations outlined in the *Occupational Health and Safety Act 2004* and associated regulations.

We have a Safety and Wellbeing team, resourced and skilled to support and partner with business unit leaders. This team ensures leaders understand their obligations to employees and Council and can meet the relevant regulations.

We have a health and wellbeing program with a focus on mental health support, as well as other health-related activities.

Consultation on safety incidents and changes to the workplace occur at all levels of the organisation.

We oversee training and undertake continuous improvement activities to create efficiencies and maintain compliance to a high standard. These activities include:

- system enhancements
- development and/or updates of processes
- annual audits of our system
- monitoring and reviewing data to support decisions on health and safety.

We have introduced a 3-year Occupational Health and Safety Roadmap covering the period 2020-23.

Key safety initiatives undertaken during 2021-22 include:

- SafetyMAP Initial Level Recertification Audit May 2022; we have maintained SafetyMAP Initial Level certification since 2008
- further implementation of our online incident reporting system using Elumina
- partnering with leaders to manage incident investigations and document corrective or improvement actions taken
- introduction of The Resilience Project to support mental health for employees
- follow up of data output and improvement actions identified by the OHS Culture Survey in March 2022
- COVID-19 support for staff returning to onsite working, support to leaders and review of air ventilation systems and requirements

- greater support for the Depot operations safety risks by allocation of a dedicated safety adviser.

### Occupational health and safety training 2021-22

Course	Number of participants and sessions completed
Fire and emergency warden training	53 (9 sessions)
CPR training	5 (1 session)
Occupational violence prevention	30 (2 sessions)
First aid training	45 (4 sessions)
SunSmart UV safety session	68 (2 sessions)
First aid for mental health	27 (3 sessions)
Initial chief warden training	5 (3 sessions)
Asbestos awareness	20 (1 session)
Dangerous goods and hazardous substances	12 (1 session)
HSR refresher training	22 (2 sessions)
Plant safety	6 (1 session)
Initial HSR training (5-day program)	6 (4 sessions)
Safely working at heights	13 (1 session)
Traffic management and traffic control	40 (2 sessions)
<b>Total sessions run</b>	<b>36 sessions</b>

### Injury management data

Incidents reported (including injuries)	374
Injuries reported	286
Claims	19
Average claim cost	\$45,945
Employees returned to work*	12
Staff who remain unfit	3

\*For return-to-work information, only time lost claims have been included

We acknowledge the importance of early treatment and support for staff when a workplace injury occurs.

It is critical for an injured worker's wellbeing to be successful that the medical treatment they receive and return-to-work activities are proactively supported by their manager or supervisor. This aids in their recovery and a productive return to a normal work and home life.

We have an early intervention program which incorporates:

- onsite physiotherapy assessment

- offer of suitable alternative duties
- development of a return-to-work plan to match any restrictions the injured worker may have.

Our occupational rehabilitation and wellbeing adviser supports and facilitates the return-to-work plans and workers' compensation process. They also provide ongoing support to employees and guidance to leaders.

The time an employee is absent from work with a workplace injury significantly impacts their ability to return to their substantive role.

## **Employee health and wellbeing**

In response to the COVID-19 pandemic we continued to focus on employee mental health as well as onsite control strategies.

Some of the programs we ran in 2020-21 include:

- 'Stress stocktake' sessions for work groups. Staff used these to debrief and work together to resolve issues and support each other.
- Telehealth appointments, as well as onsite reviews with a physiotherapist on ergonomics and wellbeing when working from home.
- Weekly communications to all staff on COVID-19 restrictions, impacts and programs on offer.
- The Resilience Project – mental health program for staff.
- Menopause information session.
- Men's nutrition session.
- COVID-19 vaccination information session with Northern Health.
- Air quality and ventilation improvements.

## **Risk management**

Risk management continues to be embedded into our business practices and culture. We have made many improvements and changes that have strengthened our risk culture and ensured that our risk management continues to be integrated, structured and customised.

Risk management planning is organisation-wide, incorporating strategic, operational fraud and environmental risks. Our risk management approach is guided by our Enterprise Risk Management Framework and Risk Management Policy. These documents outline our objectives, responsibilities and timeframes for the review and reporting of risks.

Ownership and oversight of operational and strategic risks continue to improve through staff training in the use of risk management software and staff completing three online risk management modules.

Strategic and operational risks were regularly reviewed, the effectiveness of controls was strengthened, and new controls were created.

The Risk Management Committee continued to meet every 6 weeks to monitor risk reviews and to discuss existing and emerging risks. Meeting minutes were shared with the Executive, the Audit and Risk Committee and posted to Council's staff intranet.

The Audit and Risk Committee is a Council committee that oversees Council's audit governance, accounting control and risk management. The committee met 4 times throughout the year and provided valuable independent risk management advice. Our internal audit program undertook 8

audits across the organisation and the recommendations of each audit were used to inform the risk controls and tasks within Council's operational risk register.

Our Business Continuity Plan was updated to reflect the current environment as we transition away from the COVID-19 pandemic to business as usual.