

## Our people

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**Moreland City Council is led by the chief executive officer and managed by a highly skilled and experienced executive team.**

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### Our executive team

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

Underpinning this work are our values of:

- customer and community first
- respect
- personal accountability
- integrity
- one team.

#### Chief Executive Officer

##### Cathy Henderson

The Chief Executive Officer has overall responsibility for managing the day-to-day operations of Moreland Council, under the strategic direction of the elected Council.

#### Director Business Transformation

##### Sue Vujcevic

Responsible for the corporate functions of Moreland Council to support the organisation in its work with the community. These functions include finance and procurement, human resources, organisational performance, IT, governance, legal and facilities management. Also responsible for support to the Mayor and Councillors.

#### Director City Infrastructure

##### Anita Curnow

Responsible for Moreland Council's infrastructure and fleet assets, including designing, building, expanding, renewing and maintaining and cleansing. Also responsible for local laws and waste collection.

#### Director City Futures

##### Kirsten Coster

Responsible for influencing development in the city, including:

- planning and external-facing strategies
- our response to population growth
- environmental change in the city.

## **Director Community Development**

### **Arden Joseph**

Responsible for services relating to infants, children, young people, families and older people. Also leading the achievement of our wellbeing outcomes, including:

- recreation
- health
- education
- cultural vibrancy
- safety
- social cohesion.

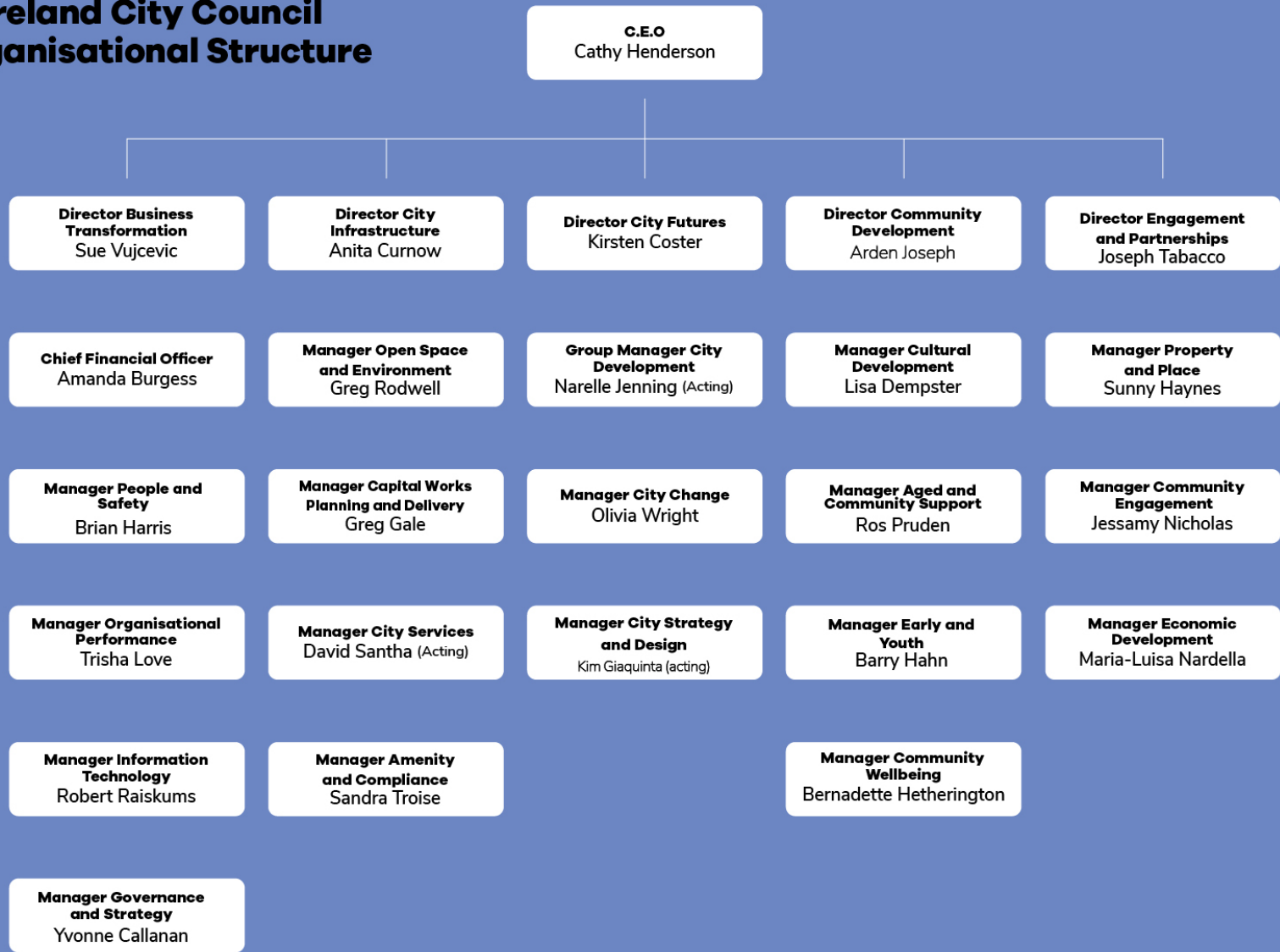
## **Director Engagement and Partnerships**

### **Joseph Tabacco**

Responsible for:

- our external interface with the community, business, government and other partners
- enhancing our organisational capacity for engagement
- major partnership projects
- economic development
- working across the organisation to deliver holistic place outcomes.

# Moreland City Council Organisational Structure



As of 30 June 2021

## Our staff

A summary of the number of full-time equivalent (FTE) 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
<b>Classification</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
Permanent full time – female	0.0	0.0	8.0	48.0	43.6	48.0	26.0	15.0	12.2	200.8
Permanent full time – male	0.0	0.0	35.0	81.0	80.0	37.0	40.0	8.0	19.8	300.8
Permanent part time – female	20.5	55.8	14.0	25.4	22.3	18.6	7.7	30.4	0.0	194.6
Permanent part time – male	6.0	12.1	3.1	3.3	1.8	2.2	2.9	0.0	0.0	31.4
Temporary female	0.2	5.3	1.7	5.1	11.5	23.0	8.3	3.7	14.0	72.7
Temporary male	0.0	0.0	2.5	4.3	4.0	12.8	7.1	3.0	10.0	43.7
Casual	0.0	0.3	0.3	0.3	0.1	0.1	0.0	0.7	0.0	1.7
<b>Total FTE</b>	<b>26.7</b>	<b>73.5</b>	<b>64.6</b>	<b>167.3</b>	<b>163.2</b>	<b>141.6</b>	<b>91.9</b>	<b>60.8</b>	<b>56.1</b>	<b>845.7</b>

A summary of the number of FTE staff categorised by organisational structure, employment type and gender.

Structure	Business Transformation	CEO Office	City Futures	City Infrastructure	Community Development	Engagement and Partnerships	Total
<b>Classification</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
Permanent full time – female	34.8	1.7	40.8	30.9	70.0	22.6	200.8
Permanent full time – male	33.0	0.0	35.0	201.8	28.0	3.0	300.8
Permanent part time – female	12.1	0.0	10.9	16.3	141.2	14.0	194.6
Permanent part time – male	1.3	0.0	2.1	6.2	19.6	2.2	31.4
Temporary female	13.6	1.0	21.0	4.7	22.9	9.5	72.7
Temporary male	8.5	0.0	10.0	8.7	10.0	6.5	43.7
Casual	0.1	0.0	0.0	0.3	1.4	0.0	1.7
<b>Total FTE</b>	<b>103.4</b>	<b>2.7</b>	<b>119.8</b>	<b>268.9</b>	<b>293.0</b>	<b>57.9</b>	<b>845.7</b>

## Inclusive employment

We are proud to support our employees. 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. Part-time and job-share arrangements are accommodated in different areas of the organisation.

Work experience for secondary students continued in the first half of the year. But with most staff working from home, we had fewer students. We received 95 applications and 24 were successfully placed across the organisation.

We implemented a traineeship program for people with disabilities.

We will soon engage a new Diversity and Inclusion Officer. Over the coming years, this role will support the development of cultural awareness, gender equality and diversity and inclusion actions. Other action items identified in this area as part of our workforce plan include:

- reviewing and strengthening our cultural awareness programs
- developing and/or reviewing relevant HR policies to strengthen gender equality and diversity and inclusion
- reviewing opportunities to deliver programs that support a culture of inclusion for people with disabilities
- preparing our gender equality action plan.

## 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.

Further objectives include ensuring the workplace is free from bullying and harassment.

All new employees must do equal opportunity training within 3 months of starting. 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 face with these behaviours in the workplace.

It also advises employees that sexual harassment is against the law.

We are implementing our gender equality audit and action plan. This will inform the setting of completion targets for the coming years. According to our assessment of the program's objectives, there were no breaches of the *Equal Opportunity Act 2010* during 2020-21.

We held equal opportunity awareness sessions for all new employees and managers during the year. This was to ensure they are aware of their responsibilities in maintaining a workplace free of bullying and harassment. We also reviewed and updated our inappropriate workplace behaviour policy. This policy incorporates equal opportunity, bullying, harassment and sexual harassment.

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

In May 2021, Moreland 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 the area now known as Moreland. 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 involves a team of female trainees caring for country in Moreland. They provide services at Moreland reserves including restoration and revegetation.

In 2021-22, we will work to identify opportunities to increase the number of jobs held by Aboriginal and Torres Strait Islander people. We also need to identify ways to support staff who are Aboriginal and Torres Strait Islander. We need to develop these opportunities in consultation with Traditional Owners and other community representatives and stakeholders.

### **Service awards**

Our service awards acknowledged the significant dedication and contribution many employees make. In 2020-21, we presented service awards to 181 employees. Their employment with us ranged from 5 to 40 years. We recognised 3 employees who achieved a momentous 40-year milestone with us.

### **Building our organisational capability**

We continued working towards our goal of building a constructive culture in 2020-21. We are working towards a highly engaged workforce. We want to create an environment where our employees are delivering positive outcomes for our community and customers.

Our priority continued to be the protection of our people, keeping them safe and well. Our Covid-19 response plan included support for vulnerable employees and employees working from home. We have also supported staff on the frontline supporting our community and customers.

This year we continued our culture and staff engagement improvement work, which included:

- monitoring delivery of actions from our 2020 Covid-19 staff survey
- a staff engagement survey in May 2021, with over 70% of staff responding. We will develop and put in place actions in the 2021-2022 financial year
- a gender equality audit and People Matter survey, which will inform the development of our first gender equality action plan in 2021-22
- 360-degree feedback development programs for leaders including one-to-one coaching
- our talent program to identify and support high performing leaders
- an organisational-wide workforce plan
- a new corporate planning and reporting software tool, which includes a new performance development and review module that we will use in the staff annual review process
- using our competency framework in the selection and development of our leaders in our hiring practices and developing position descriptions aligned to the framework

- weekly senior management team huddles to actively address issues relating to Covid-19 and discuss any arising leadership topics
- extra coaching, mentoring and tailored team enhancement programs for leaders, used to improve leadership across the organisation. This included exploring social justice through a visit to the Melbourne Immigration Museum.

We had programs for new and upcoming leaders. Leaders were also invited to take part in learning and development opportunities including:

- coaching
- Covid-19 return to work
- conversations and managing performance
- virtual facilitation and communication
- change management
- coaching and adaptive leadership
- by-stander training
- legislative requirements including fair process, workplace relations and governance.

We participated in cross-council management programs. These enhance inter-council relationships for current and upcoming leaders. This included participating in LGPro programs.

During 2020-21, we also had a particular focus on active bystander training. This was part of our action plan to address recommendations from the Victorian Auditor-General’s Office (VAGO) report on sexual harassment in local government. This report was in response to a sector-wide audit undertaken by VAGO. We ran 7 training sessions, some in person and some online, in May and June 2021. This included a session with our senior management team. By 30 June 2021, 75% of people leaders were trained. We have scheduled follow-up sessions and ongoing training for 2021-22. This training gave our leaders the skills and awareness to be active and address discrimination, bullying, sexual harassment and misconduct. It also set a standard of behaviour for the organisation.

## Corporate training

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.

Category	Courses run	Attendees (instances)
Occupational health and safety	10	112
Business and workplace effectiveness	24	278
Compliance (webinar)	2	17
Compliance (online)	13 modules	8,996 courses completed
Self-care programs	10	112
Diversity and inclusion	2	29
Total	61	8,623

## 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 working safely and in line with procedures.

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 workplace injuries and illnesses.

### Safety management system

We continue to put in place a Safety Management System referred to as MoreSafe. This supports us to meet our obligations in the *Occupational Health and Safety Act 2004*.

We have a Safety and Wellbeing team to support and partner with business unit leaders. This team ensures leaders understand their obligations to employees and Moreland City Council.

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

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

We 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.
- We have introduced a 3-year Occupational Health and Safety Roadmap for 2020-23.

Key safety initiatives undertaken during 2020-21 include:

- SafetyMAP Initial Level Recertification Audit May 2021. We have maintained SafetyMAP Initial Level certification since 2008
- implementing our online incident reporting system. This removed all paper forms to make it a fully online reporting system
- incident investigations are now completed with the support of the Safety and Wellbeing team. The responsible unit manager uses our online system
- development of a traffic management plan and site procedures for Hadfield Operations Centre
- amalgamation of our emergency management and response procedures into a single document
- introduction of site-specific emergency planning committees and emergency response personnel in April 2021
- an organisation-wide occupational health and safety culture survey in January 2021.



## Occupational health and safety training 2020-21

Course	Number completed
Heavy vehicle training and assessment	10
Initial warden training	6
CPR training	10
Occupational violence prevention	35
First aid training	7
Managing outdoor staff and contractors	7
SunSmart UV safety session	19
First aid for mental health	18
<b>Total sessions run</b>	<b>112</b>

## Injury management results

<b>Incidents reported (including injuries)</b>	<b>372</b>
Injuries reported	166
Claims	23
Average claim cost	\$84,436
Employees returned to work*	11
Staff who remain unfit	8

*\*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 essential for an injured worker's wellbeing that they receive medical treatment and ongoing support from their manager or supervisor. This aids in their recovery and return to a normal working 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 health and wellbeing advisor supports and facilitates the return to work and workers' compensation process. They also provide ongoing support. 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 focused on employee mental health. We shifted to online sessions, as well as onsite options for select staff.

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

- 'Stress stock take' sessions for work groups. Staff used these to debrief and work together to resolve issues and support each other
- 'Service reopening' sessions facilitated by the CEO. These included a guest speaker about wellbeing and resilience

- 'Returning to a safe workplace' sessions. These were run by our health and wellbeing advisor in 5 different workgroups
- 'Wellbeing session' for staff on the front line. This was for staff who were unable to work from home
- a home-schooling support network. This met online fortnightly to share strategies, challenges and triumphs
- an intranet page on mental health support and services available to staff
- 'Manage your energy and empathy for improved wellbeing' online session
- telehealth appointments with a physiotherapist on ergonomics and wellbeing when working from home
- 'Coaching for Covid-19 return to the office' workplace conversations
- weekly communications to all staff on Covid-19 restrictions, impacts and programs on offer.

## **Risk management**

Risk management planning is organisation wide, incorporating strategic, operational and fraud related risks.

Our Enterprise Risk Management Framework and Risk Management Policy guide our approach. They outline our objectives, responsibilities and timeframes for the review and reporting of risks.

Our risk management practices grew and strengthened throughout 2020-21. The Risk Management Policy was elevated from a CEO endorsed policy to one adopted by Council. Then we relaunched our updated Enterprise Risk Management Framework and policy. These were sent to all staff and made available on our improved risk management intranet page.

We improved ownership and oversight of operational and strategic risks. We did this through regular reviews throughout the year. We also implemented new risk management software. We strengthened the effectiveness of controls and created new controls. We encouraged all staff to complete related online learning modules. This was to increase risk management understanding in the organisation.

We introduced an annual risk attestation process. This required our leadership team confirm and provide assurance that all risks relating to their unit/branch were recorded in our risk register. This is to support improved risk accountability.

The Risk Management Committee continued to meet monthly. This committee reviews, discusses and actions items relating to existing and emerging risks. Meeting minutes are shared with the Executive. This is to ensure detailed and timely insight into the organisation's key risks and controls.

The Audit and Risk Committee is a Council advisory committee. You can see the members of the committee listed on page 121. It plays a key role in overseeing Council's audit governance, accounting control and risk management. The committee met 4 times throughout the year. It provided valuable independent risk management advice.

Our internal audit program undertook audits across the business. These were aimed at providing assurance with legislative and statutory compliance. This included business policies and procedures.

Our Business Continuity Plan is meeting organisational needs. It was activated due to the Covid-19 pandemic. A Business Continuity Coordination Group facilitates the practical needs of the organisation during the pandemic. The Business Continuity Plan and sub-plans were updated.

## **Environmental Management System**

Our Environmental Management System (EMS) was strengthened, with the risk register reviewed. Risks and their controls were broken down by business unit and key risks were identified. Work to mitigate these risks will occur in 2021-22. This will include creating standard operating instructions.

We used monthly bulletins to raise the profile of our EMS to share best practice information. We used our intranet to create a knowledge base and support staff engagement.

We developed a system for assessing environmental legislation and compliance. We held forums to inform and assess any gaps in readiness for responding to the *Environmental Protection Act 2017*. We also updated our occupational health and safety incident reporting platform to report environmental incidents.

Our actions during 2020-21 have strengthened our risk culture. We have ensured that our risk management continues to be:

- integrated
- structured
- updated based on best and current information
- comprehensive.