



# Culture Update and Framework for Audit and Risk

Mark Newman – Chief Executive Officer



# Overview



**Culture: Questions from the Audit and Risk Committee**



**What is culture and why is it important?**



**Our journey so far**



**Next steps: support from Council**



# Culture: Questions from the Audit and Risk Committee



Question 1. What role does the City of Mandurah Council hold in relation to setting and monitoring good organisational culture in collaboration with the City's administration?

Question 2. Are there any lessons to be learned from the (*City of Perth*) Inquiry and its recommendations which can be adopted by the City of Mandurah, with respect to organisational culture, to ultimately ensure good government is provided for residents of the local government?

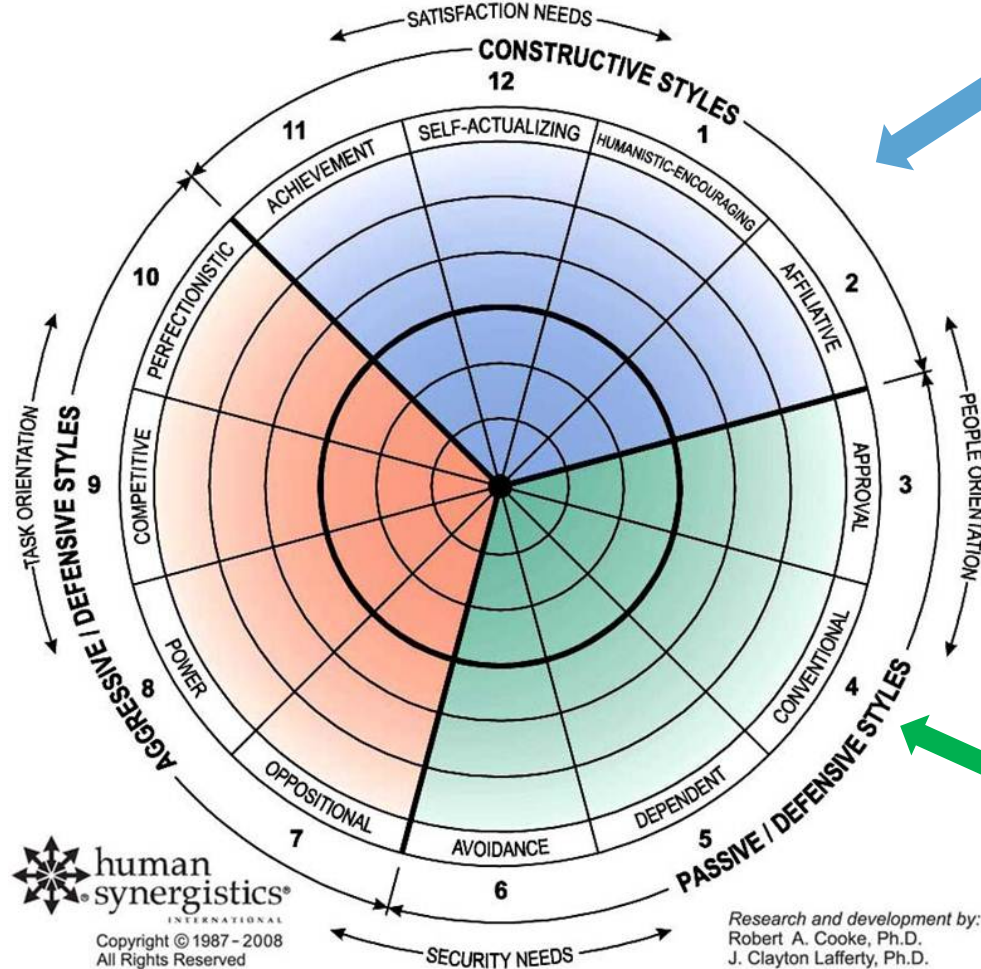




# What is Culture and why is it important?

Displaying culture and leadership impact on a circumplex

**Aggressive/Defensive (Red)** styles lead people to focus on their own needs at the expense of those of their group and organisation, and lead to stress, turnover and inconsistent performance.



**Constructive (Blue)** styles encourage the attainment of organisational goals through people development; promoting teamwork and synergy; and enhancing individual, group and organisational adaptability and effectiveness.

**Examples of the 4 Blue styles:**

- ability to meet challenging goals
- job satisfaction and accomplishment
- personal growth and development
- quality workplace relationships.

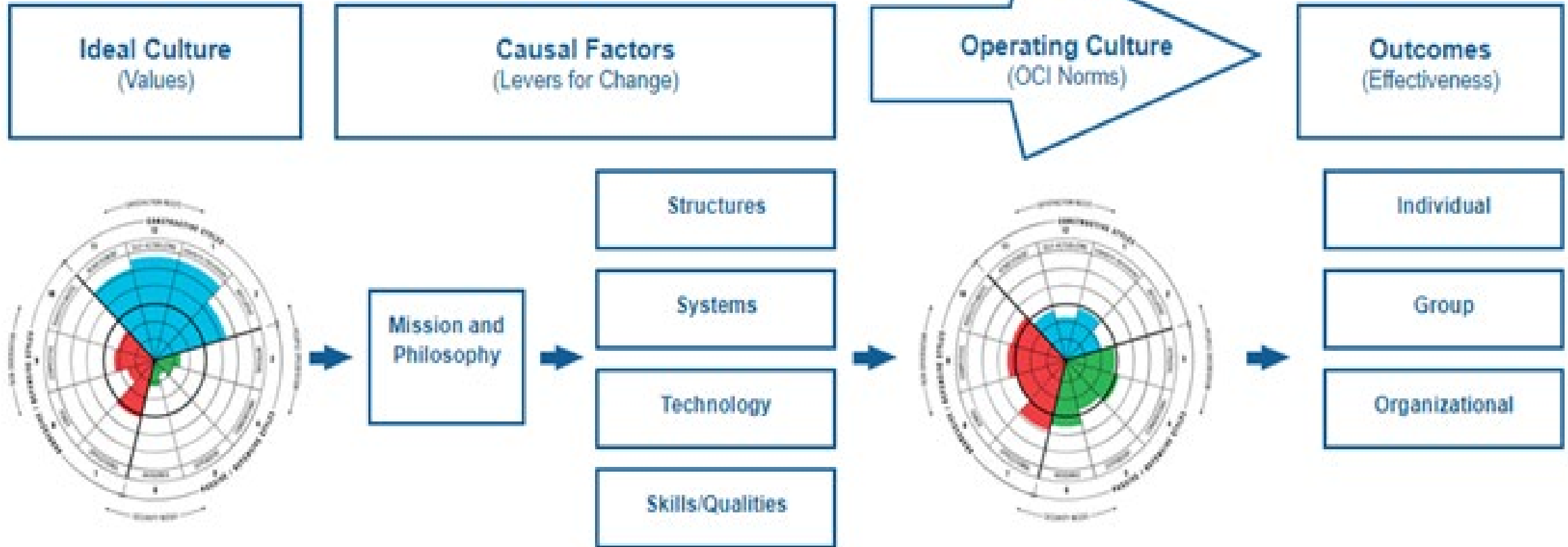
**Passive/Defensive (Green)** styles lead people to subordinate themselves to the organisation, stifle creativity and initiative, and allow the organisation to stagnate.



# What is Culture and why is it important?



How culture works: cause and effect



*Example of a desired culture*

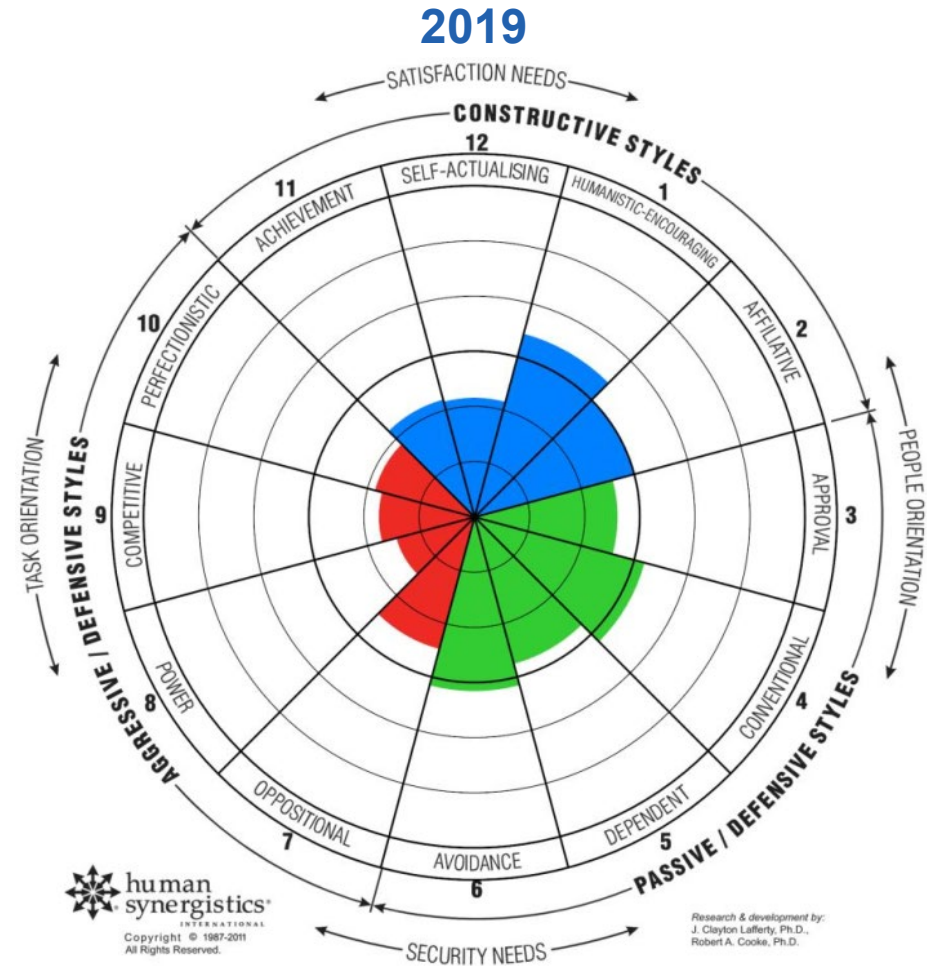
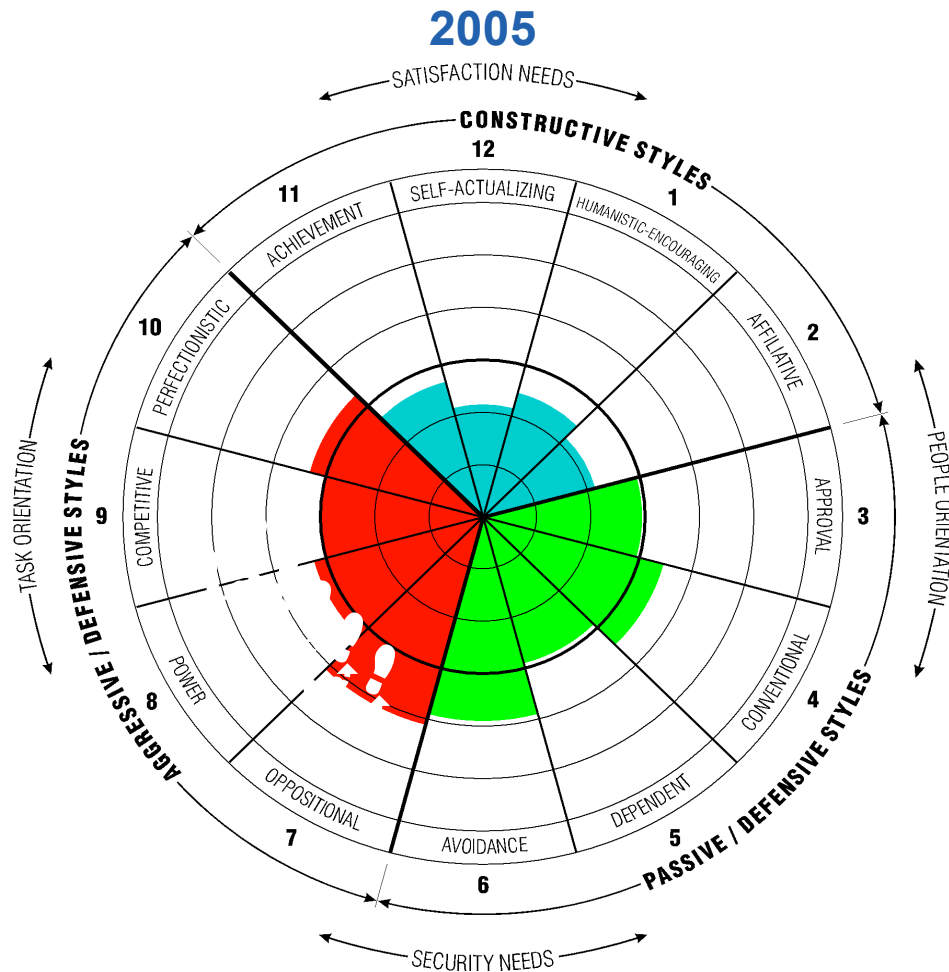
*Should align with strategic pillars*

*Example of a resulting culture*



# Our journey so far

A long journey requiring resilience and commitment but the state of our culture will determine future success

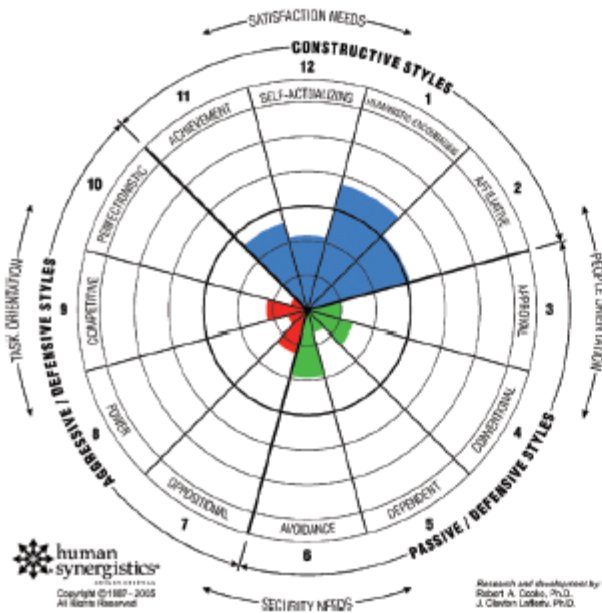


# Our journey so far

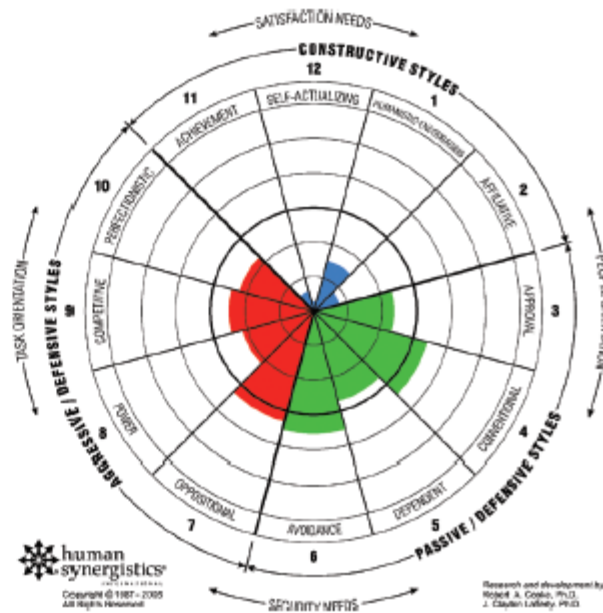
## ANZ Local Government comparison of top and bottom 10% to the City of Mandurah in 2017



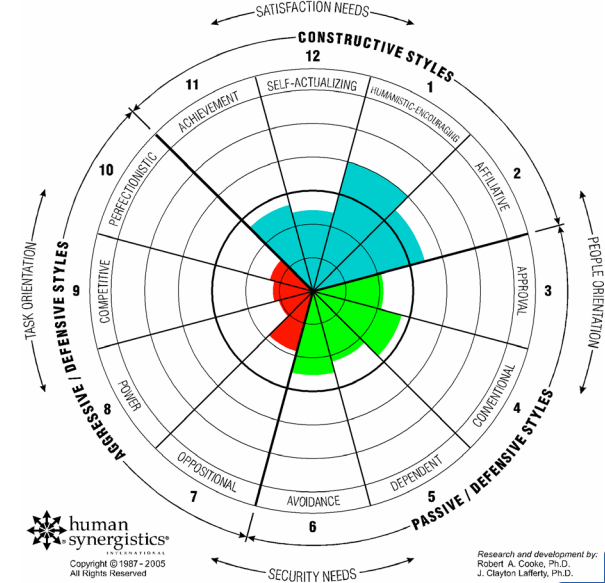
MOST CONSTRUCTIVE ORGANIZATIONS



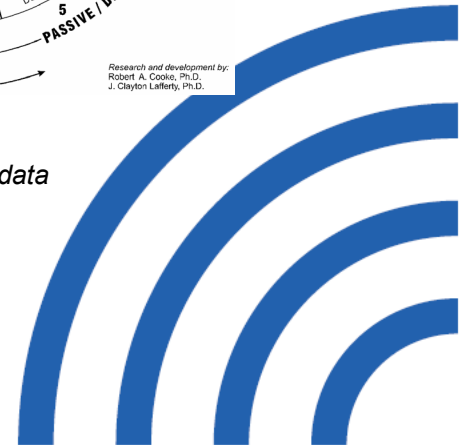
LEAST CONSTRUCTIVE ORGANIZATIONS



2017 CoM\*



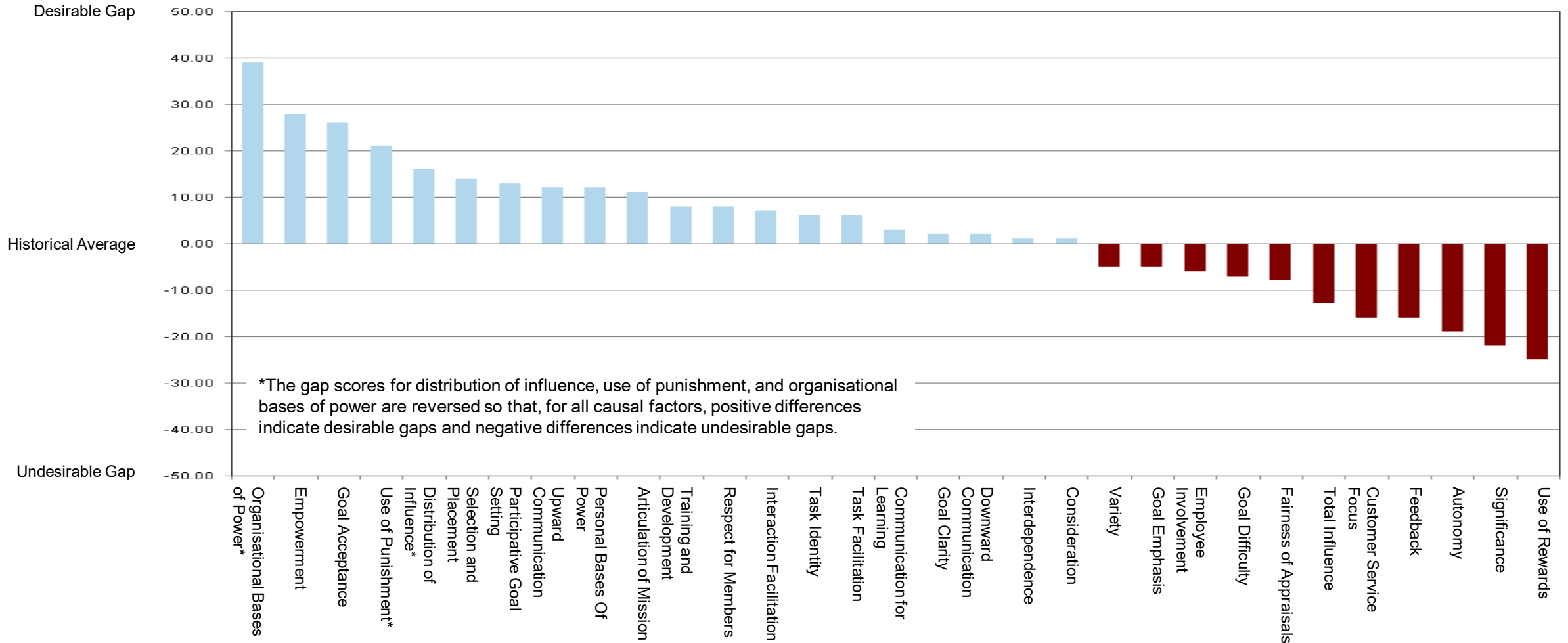
\*2017 is the most recent comparison data available



# Our journey so far



## Culture Causal Factors 2019: CoM Gap Barchart

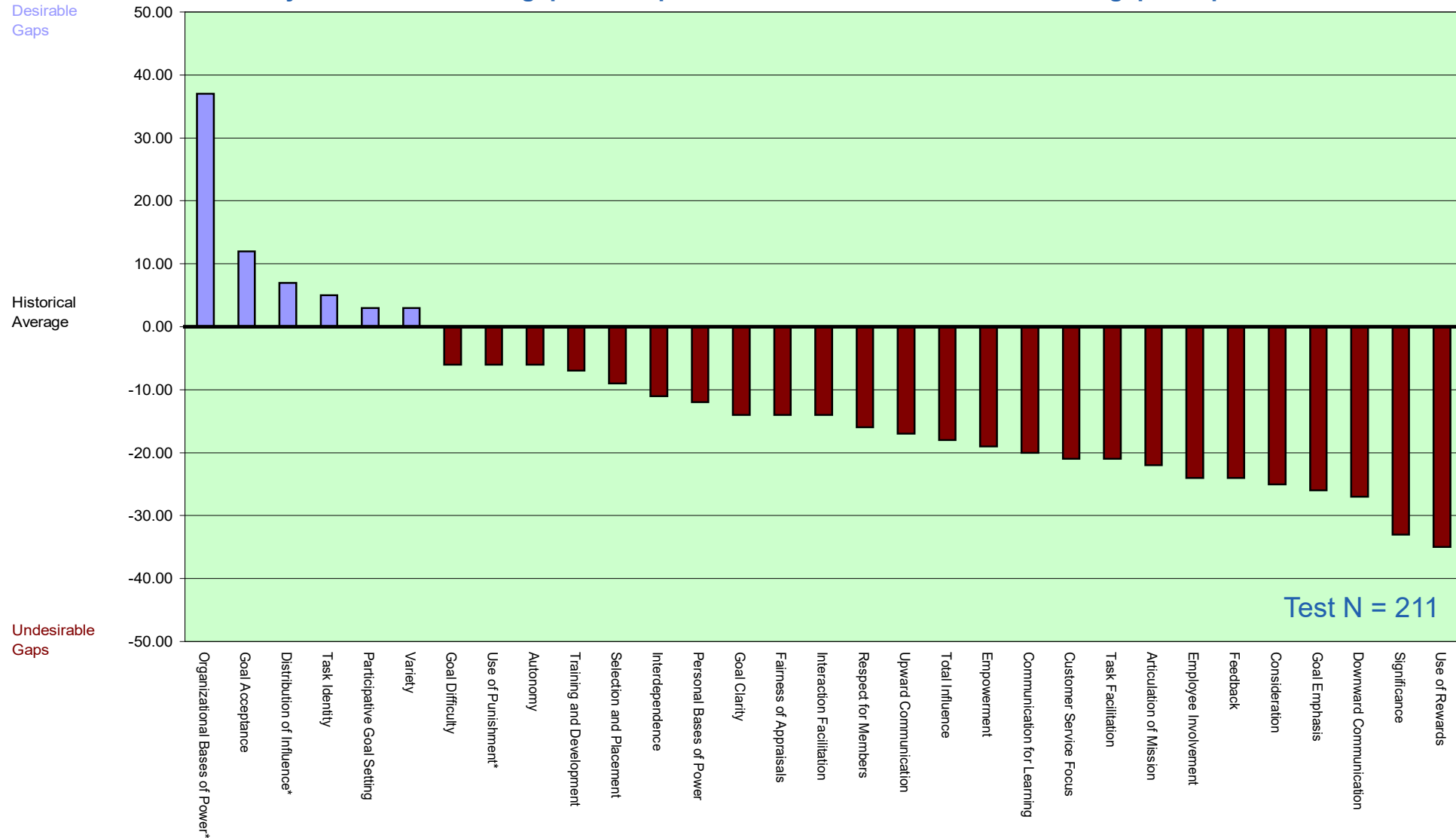


# Our journey so far

## Culture Causal Factors 2005: CoM Gap Barchart



Note: By 2019 the desirable gaps will improve from 6 to 20 and the undesirable gaps drop from 25 to 11.





# Our Engagement journey so far

- **CoM Qualtrics survey in 2019 achieved 84% Engagement against a 58% Australian Average.**
- **Excellent outcomes for the Safety Experience with 88%**
- **Excellent outcomes also with Quality Services at 87%**

## **3 areas for improvement:**

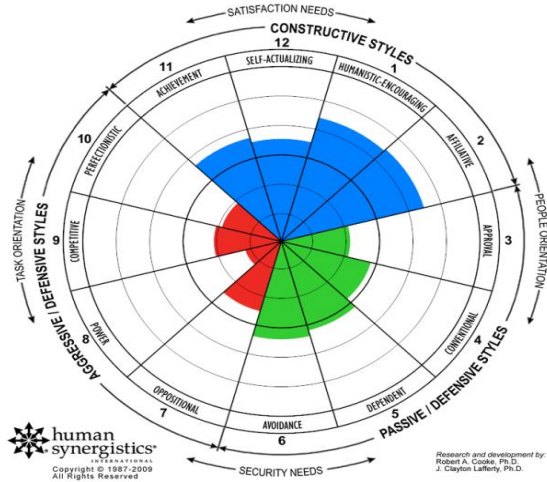
- **Career Progression**
- **Recognition**
- **Leadership**

**The next Qualtrics survey in May 2021**

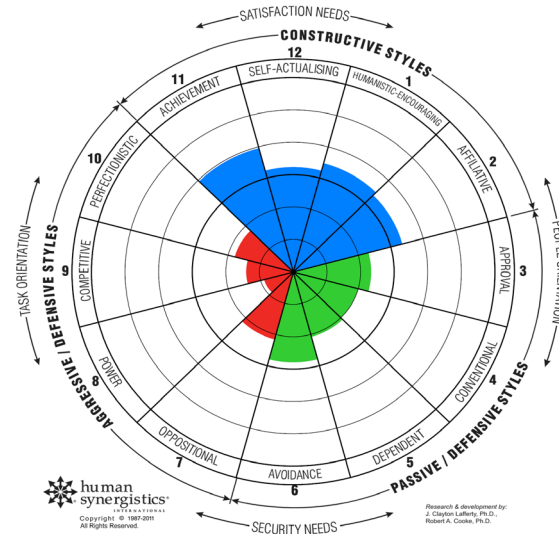


# Our journey so far

## The ELT Constructive Journey and LI coaching continues 2015/17/18/20

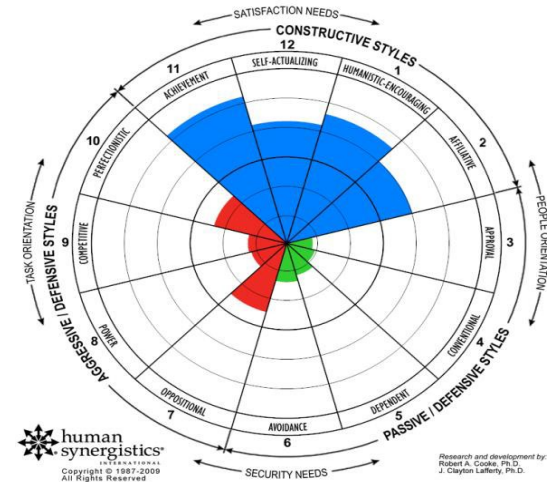


2015

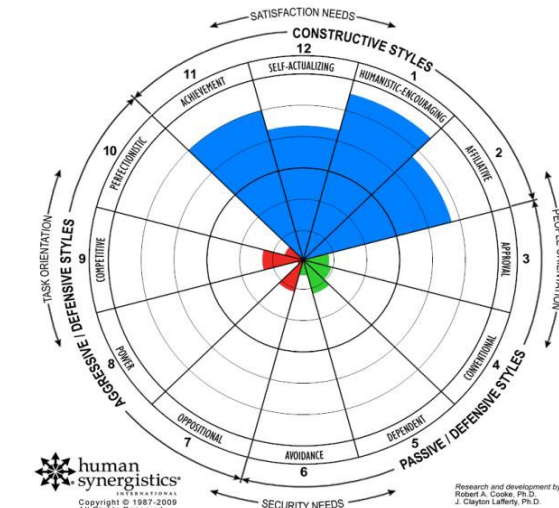


2017

*Note: Manager results similarly constructive. See full slide pack for results.*



2018



2020



# Our journey so far

Progress has been made in 2020 despite changes



## Key actions

- Culture survey and leader debriefing 2019.
- Action plans deferred in some areas by Covid 19.
- Director, Manager and Coordinator LI/MI/LSI Coaching in 2020.
- Improved constructive impact of ELT and CoMMT.
- Restructure implemented, key roles filled.
- People and Culture (HR/OD/Safety)
- Management development workshop in February 2021.

## Challenges

- Covid 19: 3 months of disruption in the workplace
- Personnel changes: people coming in, leaving and moving about
- Structural changes and changes to Directorates



# Our journey so far



## Our People and Culture focus in 2021: Review our 2018 Workforce Plan and strategies

- Culture – review our frameworks, reward and recognition, embed new structures, action plans and Qualtrics survey.
- Develop and Implement a new Diversity Strategy
- Build our talent and performance processes for One Council
- Develop our learning framework and e-Learning
- Sourcing – Review our recruitment framework
- Develop a leadership development framework
- Delivery – Embed the new People and Culture structure and team.



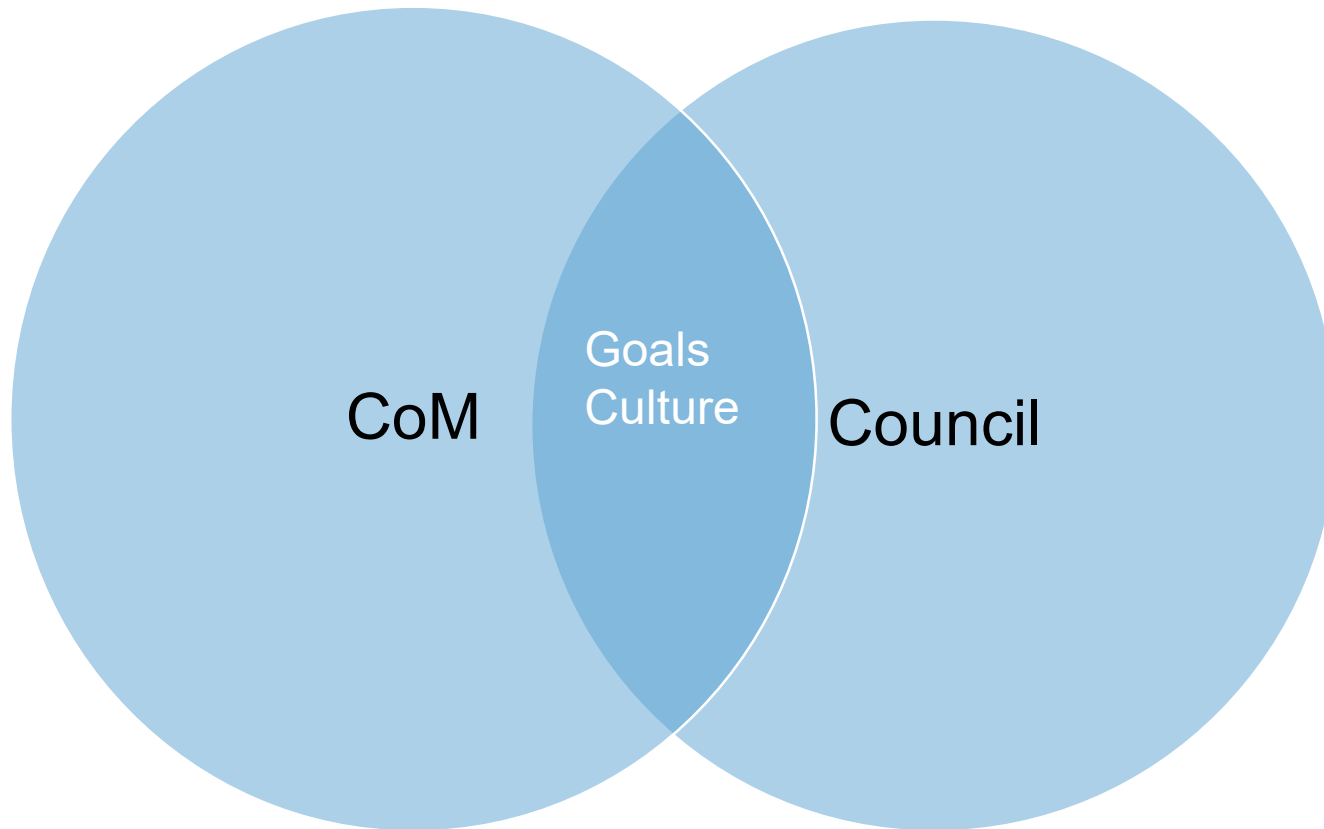
2018 WFP strategies – note Risk is now with Governance in Business Services





# Next steps: support from Council

“What role does the City of Mandurah Council hold in relation to setting and monitoring good organisational culture in collaboration with the City's administration?”



*Aligning the what (Goals) with the How (Culture).*





# Next steps: support from Council

## What is the role of Council?

- Continued support for funding and resourcing of our Leadership and Culture activities.
- Develop an understanding of the value to the city of the investment in leadership and culture through tracking the progress and outcomes against CEO KPI's.
- Participation as a stakeholder in terms of roles and responsibilities, setting and approving appropriate measures and goals, and staying informed through the reporting and presentation.
- Elected members undertaking their own workshops on teamwork and performance is an opportunity to align Council and Administration culture.
- The Executive and Elected Members work together to maintain alignment.



Thank you.



# Our journey so far

## New structure

