

IMPLEMENTATION OF THE MINISTERIAL DIRECTIONS AND THE REVIEW OF THE BOARD OF INQUIRY RECOMMENDATIONS

As at 10 February 2017

EXECUTIVE REPORTS ATTACHMENT

Meeting: 22.02.17

Item Number: 15.006/17*

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INTRODUCTION

On 8 September 2015 the Minister for Planning and Local Government established a Board of Inquiry pursuant to the *Local Government Act 1993*. The Board of Inquiry undertook a process of investigation and on 15 June 2016 a report to the Minister for Planning and Local Government (The Minister) was released which included 55 Recommendations.

The Minister, pursuant to section 225 considered the Report and chose to make 7 Ministerial Directions dated 15 June 2016.

The Huon Valley Councillors were dismissed, effective 10 October 2016.

Council at its Ordinary Meeting of 14 December 2016 approved a process and template to be used for the finalisation of the Implementation of the Ministerial Directions and the review of the Board of Inquiry Recommendations.

Following the December 2016 Council meeting, each of the tables were populated with HVC comments or actions on the progress or completion to date. The Acting General Manager has met with Deputy Director of Local Government on two occasions to review and discuss the actions to date and seek the Local Government Division's endorsement of the updated tables.

The Local Government Division, on 14 February 2017, provided the following overarching statement in relation to the comments provided in the table:

The Local Government Division is monitoring progress towards the implementation of the Ministerial Directions and Board of Inquiry recommendations which remain relevant after the dismissal of the councillors on 10 October 2016. The Division is satisfied that the Council is undertaking appropriate steps and will continue to liaise with senior management on items still to be actioned.

Implementation of Ministerial Directions

Direction Number	Direction	HVC Comment	C - complete NA - not applicable NFA - no further action at this time O - ongoing WIP - work in progress
1	Pursuant to section 225(2)(d) of the Act, take steps to facilitate the development of a professional working relationship between the Mayor and the General Manager by: <ol style="list-style-type: none"> a) arranging for formal mediation and conflict resolution to be delivered by an independent provider and to commence within 30 days between the Mayor and General Manager; 	Not applicable from 10 October 2016.	NA
	<ol style="list-style-type: none"> <li value="2">b) facilitating the development of a Statement of Expectations to govern the relationship between the Mayor and General Manager in the discharge of their functions under the Act to include: <ol style="list-style-type: none"> i. the timing of regular meetings; ii. the manner in which the outcomes of those meetings are recorded; iii. the scope of information that may be requested by the Mayor; iv. the timeframes for requesting information from the General Manager; v. the timeframes for providing information to the Mayor; vi. the development of authorisation processes for formal press releases issued by either office; vii. the roles of both parties in developing Council agendas and conduct at Council meetings; and viii. the process for dealing with disagreements on issues that arise that are not explicitly covered in the Statement of Expectations. 	Statement of Expectations to be drafted, for consideration of a new Council.	WIP
	<ol style="list-style-type: none"> <li value="3">c) endorsing the Statement of Expectations; 	Refer to 1B	NFA
	<ol style="list-style-type: none"> <li value="4">d) publishing the Statement of Expectations on the Council website within a period of 90 days; and 	Refer to 1B	NFA
	<ol style="list-style-type: none"> <li value="5">e) facilitating leadership development for the Mayor and the General Manager, including an assessment of individual competencies and areas for development, to be completed within a period of 60 days. 	Not applicable from 10 October 2016	NA

Direction Number	Direction	HVC Comment	C - complete NA - not applicable NFA - no further action at this time O - ongoing WIP - work in progress
2	<p>Pursuant to section 225(2)(a) of the Act, rectify the irregular behaviour between councillors by:</p> <p>a) facilitating mediated conflict resolution sessions for all councillors to be delivered by an independent provider and to commence within 60 days and continue for such period and at such intervals as the mediator determines; and</p> <p>b) facilitating training for all councillors on their roles and responsibilities under the Act, with specific reference to the Good Governance Guide for Local Government in Tasmania published by the Department of Premier and Cabinet (the Good Governance Guide) and the Model Code of Conduct for Tasmanian councillors set out in Schedule 1 of the <i>Local Government (Model Code of Conduct) Order 2016</i>, to be commenced within 45 days and completed within a period of six months.</p>	<p>Not applicable from 10 October 2016</p> <p>Training to be provided on the appointment of a new Council as part of the Induction program.</p>	<p>NA</p> <p>NFA</p>
3	<p>Pursuant to section 225(2)(a) of the Act, beginning immediately and for a period of 12 months, ensure that all public statements made regarding Council positions and decisions are first approved by the Council or, where this is impractical, jointly endorsed by the Mayor and the General Manager.</p>	<p>Not applicable from 10 October 2016</p> <p>No further action required</p>	<p>NA</p>
4	<p>Pursuant to section 225(2)(b) of the Act, discontinue the portfolio system presently adopted by the Council within a period of 90 days.</p>	<p>Council at Special Council Meeting of 11 August 2016 resolved to discontinue Portfolio system – Resolution No. 15.030/16*</p>	<p>C</p>
5	<p>Pursuant to section 225(2)(d) of the Act, within a period of 90 days, take steps to establish sufficient committees under sections 23 and 24 of the Act to enable the efficient discharge of the Council's powers and functions under the Act.</p>	<p>Council at Special Council Meeting of 11 August 2016 resolved the committee structure.</p> <p>A further review will be completed on the development of a Committee Policy in the future.</p>	<p>WIP</p>

Direction Number	Direction	HVC Comment	C - complete NA - not applicable NFA - no further action at this time O - ongoing WIP - work in progress
6	Pursuant to section 225(2)(d) of the Act, take the following steps: a) Within a period of six months, and taking into account Direction 3, in consultation with the community, develop a communication and consultation plan for all internal and external communications and consultation processes that is consistent with the eight characteristics of good governance outlined in the Good Governance Guide.	Review of the Communication and Consultation Plan to commence in March 2017.	WIP
	b) Within a period of 60 days, review processes to ensure the equitable provision of information to the Mayor and all councillors in a timely manner in order to enable them to fulfil their functions under sections 27 and 28 of the Act.	Governance Framework amended Special Council meeting 11 August 2016 – Resolution No. 15.030/16*. To be further considered as part of the development of the Statement of Expectations.	WIP
	c) Within a period of 90 days, establish a General Manager Performance Review Committee, to include the Mayor as an ex officio member.	Performance Review Committee established by Council at Special Council meeting 11 August 2016 – Resolution No. 15.030/16*.	C
	d) Within a period of 60 days, develop a process for reviewing and monitoring the application of all human resource policies, plans and programs to ensure that councillors are able to perform their collective functions under section 28(2)(b) of the Act.	Quarterly HR reporting to Council established by Council at Special Council meeting 11 August 2016 – Resolution No. 15.030/16*.	C
	e) Within a period of 60 days, ensure senior management are providing a supportive environment for council staff to come forward with workplace issues and concerns.	Various initiatives have been implemented as outlined in Attachment 1.	O

Direction Number	Direction	HVC Comment	C - complete NA - not applicable NFA - no further action at this time O - ongoing WIP - work in progress
	f) Within a period of 60 days, make corporate credit card statements for the past four financial years publicly available.	Council at a Special Council meeting of 11 August 2016 resolved and released all credit cards for the four year period – Resolution No. 15.029/16*.	C
	g) Within a period of 60 days, update the Audit Panel Charter to enable the referral of matters by parties other than the Council.	Council resolved to amend the Audit Panel Charter at an Ordinary Council Meeting of 27 July 2016. A further amendment will be presented at the February 2017 Council meeting.	WIP
	h) Within a period of 60 days, develop a transparent process for the regular review and communication of progress on issues raised with the Council.	Council resolved the implementation of the Current Issues Status Report at a Special Council meeting of 11 August 2016 – Resolution No. 15.034/16*. This report is updated each month and is included on all agendas commenced at Council meeting 11 August 2016.	O
	i) Within a period of 90 days, in consultation with the General Manager and the Local Government Division of the Department of Premier and Cabinet, develop a set of key performance indicators to measure the effectiveness of Directions 6(a) to (h) above.	Development of Key Performance Indicators is ongoing and will be presented to the Commissioner.	WIP

Direction Number	Direction	HVC Comment	C - complete NA - not applicable NFA - no further action at this time O - ongoing WIP - work in progress
7	Pursuant to section 225(2)(d) of the Act, report every two months for the first six months, and then quarterly thereafter for the term of the current council, to the Local Government Division in the Department of Premier Cabinet on the progress of actions taken to comply with these.	Regular reporting continues between the Local Government Division and the Council. Reporting is in the form of regular telephone conversations, meetings, email and written correspondence.	O

Attachment 1

Ministerial Direction 6(e)

Pursuant to section 225(2)(d) of the Act, take the following steps:

e) Within a period of 60 days, ensure senior management are providing a supportive environment for council staff to come forward with workplace issues and concerns.

Initiatives implemented include:

- Re-introduction of the Culture Statement to all employees with an emphasis placed on its importance and its role within the workplace
- Thank you cards and a chocolate for every member of staff distributed
- Regular Leadership Group meetings being held
- Introduction of the Integrity Commission Speak Up Programme
- Introduction of feedback boxes at worksites currently being implemented
- Completion of the Professional Development Process with feedback provided to all employees
- Several employees have undertaken a mental health first aid course
- Training has been scheduled in the following areas plans are in place for :
 - Fire wardens
 - First aid
 - Contact officers
 - Integrity Commission
- Stay Chatty information sessions has been held for employees
- A new staff intranet site has been developed and is accessible to all work sites
- Information regarding the Employee Assistance Program is readily available to all staff

Review of Board of Inquiry Recommendations

Recommendation Number	Finding	HVC Comment	C - complete NA - not applicable NFA - no further action at this time O - ongoing WIP - work in progress
Major Recommendations			
R1	Pursuant to section 226(1)(b) of the Act, the Minister should recommend that the Governor by order dismiss the councillors and appoint a Commissioner under section 231 of the Act to perform the functions of the Council.	Not applicable to Council.	NA [Note – recommendations relating to actions for the Minister or the Tasmanian Government are not applicable to the Council]
R2	A new election is not called for a minimum period of 12 months.	Not applicable to Council.	NA
R3	The question of whether the Minister should have the power to dismiss a council's general manager should be referred to the review of the Local Government Act 1993.	Not applicable to Council.	NA
Alternative Recommendations Should the Minister decide not to exercise his power to dismiss the councillors under section 226(1)(b) of the Act, then:			
R4	Pursuant to section 225(2) of the Act, the Minister should direct the Council to: <ul style="list-style-type: none"> (a) arrange mediation and formal conflict resolution with regard to the key relationships between the Council, Mayor and General Manager (GM); (b) publicly commit to support and participate in these processes in good faith; (c) develop a Statement Of Expectations to govern the relationship between the GM and Mayor, under the direction of the Director of Local Government; (d) request that the Director of Local Government develop a set of indicators against which to assess whether key council relationships are functional; 	Not applicable to Council.	NA

Recommendation Number	Finding	HVC Comment	C - complete NA - not applicable NFA - no further action at this time O - ongoing WIP - work in progress
	<p>(e) take such steps as are necessary to ensure that the Council meets the indicators developed under R4(d) within six months, as assessed under R4(f); and</p> <p>(f) arrange for its performance against the indicators to be reviewed and assessed by the Director of Local Government and reported to the Minister every three months, for the life of the current Council.</p>		
R5	<p>If the Council fails to comply with any of recommendations R4(a)-(c) within six months, or fails to meet key indicators referred to in R4(d)-(f), then, pursuant to section 226(2) of the Act, the Minister should recommend that the Governor by order dismiss the councillors and appoint a Commissioner under section 231 of the Act to perform the functions of the Council until the next scheduled council elections (October 2018).</p>	Not applicable to Council.	NA
R6	<p>Where appropriate, the additional recommendations contained within this Report are implemented.</p>	<p>Assessment and implementation of all findings commenced 14 December 2016.</p>	WIP
R7	<p>The Statement of Expectations between the Mayor and the GM should include agreed protocols to fulfil their respective roles and functions under the Act, for endorsement by the full Council.</p>	<p>Refer to Ministerial Direction 1(b) Statement of Expectations to be drafted, for consideration of a new Council.</p>	WIP
R8	<p>Should the Mayor and the GM be unable to develop an appropriate Statement of Expectations, the Director of Local Government is to assist the parties to develop the document.</p>	Refer to Ministerial Direction 1(b).	NFA

Recommendation Number	Finding	HVC Comment	C - complete NA - not applicable NFA - no further action at this time O - ongoing WIP - work in progress
R9	When making public statements on issues the subject of a formal council decision, the Mayor should only speak on behalf of the Council's decisions.	Information is contained within the Governance Framework on Communication, and will be considered as part of the development of a Communication Plan.	WIP
R10	When the Mayor's view differs from a council decision, his view should be put on record in the Council's meeting minutes.	Not applicable as of 10 October 2016.	NA
R11	Council meetings should be audio-recorded and audio-recordings made accessible to the public.	Audio recording of Ordinary Council meetings commenced on 25 November 2015 and have continued since. Audio recordings are available on the Council website for a period of 6 months and by request after the online expiry.	C
R12	When responding to media or public enquiries about issues the subject of a formal council decision, the Mayor should refer enquirers to the minutes or the audio-recording of the relevant council meeting at which the issue was debated.	To be considered as part of the development of a Communication Plan.	WIP
R13	Recommendations R9 and R12 should not apply during the period of a council election.	To be considered as part of the development of a Communication Plan.	WIP
R14	The broader application of a mayor speaking only on behalf of council, and the use of audio-recordings for council meetings, should be referred to the review of the Act.	Not applicable to Council.	NA

Recommendation Number	Finding	HVC Comment	C - complete NA - not applicable NFA - no further action at this time O - ongoing WIP - work in progress
R15	Consideration of additional legislative powers for mayors of Tasmanian councils should be referred to the review of the Act.	Not applicable to Council.	NA
R16	Mandatory training on roles and responsibilities should be undertaken by all newly elected representatives, with an additional leadership module for first-time mayors.	Consideration of mandatory training is the responsibility of the Tasmanian Government; however the Council Induction Program does include training for all elected members on roles and responsibilities. A full review of the Induction Program will be undertaken prior to the appointment of a new Council with consideration of the Human Resources employee induction program to be used as a model.	WIP
R17	The GM should ensure fair and equitable treatment, including the provision of information, to all councillors.	Information is contained within the Governance Framework on Communication, and will be considered as part of the development of a Communication Plan.	WIP
R18	At a future council meeting, the Council should consider its stated commitment to 'embrace diversity and new ideas' with a view to developing a strategy to operationalise this value, assist in the fulfilment of the Council's mission statement and ensure that councillors are able to properly perform their functions under section 28 of the Act.	To be considered as part of the development of a Communication Plan.	WIP

Recommendation Number	Finding	HVC Comment	C - complete NA - not applicable NFA - no further action at this time O - ongoing WIP - work in progress
R19	Following the commencement of the new statewide Local Government Code of Conduct, the Director of Local Government prioritises the delivery of training to the Huon Valley Council as soon as practicable.	The Local Government Division provided Code of Conduct training to the Council on 22 August 2016. The Councillor Induction Program includes training on the Code of Conduct.	NA
R20	The Council review and conform its communication and public information strategies against the eight characteristics of good governance outlined in the Good Governance Guide for Local Government in Tasmania.	To be considered as part of the development of a Communication Plan.	WIP
R21	High levels of scrutiny should be used to ascertain whether items listed for closed sessions satisfy the criteria in Regulation 15(2) Closed Meetings of the Local Government (Meeting Procedures) Regulations, with the emphasis on maximising agenda items to be dealt with in open council meetings.	This has been in operation since 10 October 2016 with each report presented to Council considered on a case by case basis to ensure compliance with the Regulations. The Local Government Division is currently undertaking an audit of all Council Closed Council Reports and Council will adopt any recommendations from the report.	WIP
R22	Regulations 15(2) and 15(8) of the Local Government (Meeting Procedures) Regulations be referred to the review of the Act to ensure that councils maximise both the use of open council to consider agenda items and the public release of information considered in closed council meetings.	Not applicable to Council.	NA

Recommendation Number	Finding	HVC Comment	C - complete NA - not applicable NFA - no further action at this time O - ongoing WIP - work in progress
R23	Information discussed in voluntary workshops should, where relevant to a council decision, be disclosed at council meetings and contained in council meeting papers, subject to any restrictions contained in the Act.	Where appropriate all relevant information is included in all reports to Council of topics which have been workshopped prior to presentation to Council. A full list of workshop topics is included on each Council meeting agenda.	O
R24	The press and residents wanting to know the reasons for decisions by individual councillors should be referred to the audio-recordings of council meetings.	Enquiries regarding decisions of Council are referred to the audio recordings that are posted on Council's website.	O
R25	For broader application, these transparency and accountability issues should be considered in the review of the Act.	Not applicable to Council.	NA
R26	Behavioural expectations relating to meeting conduct be included in mandatory training for all councillors.	Consideration of mandatory training is the responsibility of the Tasmanian Government; however Code of Conduct training is included in the Councillor's Induction Program.	NFA
R27	The Mayor should be consulted by the GM when setting council meeting agendas.	To be considered in the development of a Communication Plan and the Statement of Expectations. Consultation is undertaken with the Commissioner prior to the finalisation of each Council meeting agenda.	WIP

Recommendation Number	Finding	HVC Comment	C - complete NA - not applicable NFA - no further action at this time O - ongoing WIP - work in progress
R28	The current policy on bullying and harassment be reviewed on a regular basis.	The policy was reviewed 10 October 2016 and will be regularly reviewed in line with Fair Work Act requirements. All staff have recently undertaken Bullying and Harassment training as part of the new online induction training offered to staff.	O
R29	Senior management should proactively take steps to provide a supportive environment where staff can safely come forward with their complaints.	Various initiatives have been implemented as outlined in Attachment 1.	O
R30	In all instances, the Council's processes to resolve bullying and harassment complaints should be followed. If a complaint cannot be resolved through this process, the complainant may refer it to WorkSafe Tasmania or other relevant authority for investigation.	The policy was reviewed on 10 October 2016. The policy outlines the process that can be taken. The Council has a number of Contact Officers available to assist, as well as additional Officers identified to undertake training.	O
R31	The application of the Council's policy on bullying and harassment should be regularly monitored by councillors in accordance with section 28 of the Act.	Council adopted at its Special Meeting of 11 August 2016 the introduction of quarterly Human Resources Unit reporting, this continues to be in place with an Annual Statement produced in August each year.	O

Recommendation Number	Finding	HVC Comment	C - complete NA - not applicable NFA - no further action at this time O - ongoing WIP - work in progress
R32	In consultation with the community, the Council develop a communication and consultation plan covering internal and external communications and inclusive consultation processes.	To be considered as part of the development of a Communication Plan to commence in March 2017.	WIP
R33	The communication plan is to include behavioural protocols to ensure councillors avoid publicly criticising one another.	To be considered as part of the development of a Communication Plan to commence in March 2017.	WIP
R34	The Council develop a process for determining, monitoring and reviewing the application of all HR policies at regular intervals to ensure they are followed in every instance.	Human resources report to Council on a quarterly basis as resolved by Council 11 August 2016.	O
R35	Conflict of interest continues to be a significant part of induction and training for all new councillors in Tasmania. The Board recommends that this training is made mandatory.	Consideration of mandatory training is the responsibility of the Tasmanian Government; however this training is included in the Councillor Induction Program.	NFA
R36	Disband the portfolio system and aggregate portfolio areas into committees established under section 23 and 24 of the Act, as appropriate.	Portfolio system discontinued at Council meeting on 11 August 2016 and committees determined.	C
R37	Committee chairs to report to the Council on a regular basis to ensure knowledge transfer.	Minutes of all meetings are circulated to all Councillors/Commissioner.	O
R38	The Mayor should have the right to be an appointed or ex-officio member of all council committees.	To be considered further on the development of a Council Committee Policy.	WIP

Recommendation Number	Finding	HVC Comment	C - complete NA - not applicable NFA - no further action at this time O - ongoing WIP - work in progress
R39	Each Council Committee established under section 23 of the Act should have at least two councillors as members, with equitable distribution of councillors to committees. Membership of Special Committees established under section 24 of the Act should be determined by need.	To be considered further on the development of a Council Committee Policy.	NFA/WIP
R40	The selection criteria outlined in Appendix 3 be used for selection of committee members with greater weight given to criteria (iii) Interest or Skills relevant to the [committee] area.	To be considered further on the development of a Council Committee Policy.	WIP
R41	The issue of land-use planning is included in councillors' induction training.	This training is included in the Councillor Induction Program.	C
R42	Tourism-related concerns raised through the Inquiry's submission process should be referred to the Joint Huon/Kingborough Tourism Steering Committee or other body, as appropriate.	Huon Valley Council has no further role in the Huon Trail. The Steering Committee has also been disbanded and Council contributes to promotional activities undertaken by Destination Southern Tasmania.	NA
R43	In accordance with section 10 of the Local Government (Audit Panels) Order 2014, the Audit Panel determines its own work plan, including processes.	The Audit Panel independently determines its own work plan in accordance with its Charter	C
R44	The Council's Audit Panel Charter should include a provision to enable councillors to refer matters directly to the Audit Panel.	Council resolved to amend the Audit Panel Charter at an Ordinary Council Meeting of 27 July 2016. A further amendment will be presented at the February 2017 Council meeting.	WIP

Recommendation Number	Finding	HVC Comment	C - complete NA - not applicable NFA - no further action at this time O - ongoing WIP - work in progress
R45	A specific funding allocation should be identified in the Council's annual budget to ensure the adequate functioning of the Audit Panel.	The funding allocation for the Audit Panel is specifically identified in the budget.	O
R46	For reasons of transparency and public confidence, and given the high levels of public interest in this matter, the Council should make corporate credit card statements publicly available for the past four financial years as soon as practicable.	Council at a Special Council meeting of 11 August 2016 resolved and released all credit cards for the four year period – Resolution No. 15.029/16*. Credit card transactions are regularly reported to the Council.	C
R47	Ensure that the credit card policy is provided to all council credit card holders and approval processes are accountable and transparent.	All relevant policies are provided to all credit card holders and all transactions are checked to ensure compliance with policies. The Tasmanian Audit Office is currently undertaking an audit of all Council credit cards. The Council will consider and adopt any required recommendations from the findings.	O
R48	The Director of Local Government investigate whether there was a failure to declare a conflict of interest by the Mayor and Councillor Wilson under section 48 of the Act; and the GM under section 55 of the Act.	Not applicable to Council.	NA
R49	The Council to request that WorkSafe Tasmania conduct an audit to ensure that all asbestos policies, procedures and processes are current and applied as required, including at the Cygnet Town Hall and the recreation area that was established at the site of the former Franklin Football Club rooms.	Audit to be arranged.	WIP

Recommendation Number	Finding	HVC Comment	C - complete NA - not applicable NFA - no further action at this time O - ongoing WIP - work in progress
R50	Information sought by the Mayor about council decisions relating to constituent queries should be provided in a timely manner.	To be considered further on the development of communication plan.	WIP
R51	All matters related to the Cygnet Caravan Park should be referred to the Audit Panel for consideration.	All matters will be referred to the Audit Panel at an upcoming meeting [by May 2016].	WIP
R52	A process be developed whereby matters that can potentially affect public safety and legal liability be afforded a high priority in work allocation of the Council.	Risk assessments are completed on as needs basis and any action taken where appropriate.	O Suggested action: Public safety and legal liability test applied to issues raised with council so appropriate priority and action can be taken by the Council.
R53	The Board recommends that, subject to confidentiality requirements, once the legal action is resolved, a full account of the detail behind the failed investment in collateralised debt obligations (CDOs) be made public by the Council to inform the community on this issue.	No further action required until the ongoing legal action is complete.	NFA
R54	The Council continue to engage with the Environment Protection Authority (EPA) in order to resolve the matter of water quality for the Russell River.	The EPN issued by Council has been revoked and since early 2008 the regulation of activities associated with the Hatchery at Lonnavale has been conducted by the Tasmanian Government, currently the Environment Protection Authority (EPA) Division within the Department of Primary Industries, Parks Water and Environment. Council continues to engage with the EPA on this issue.	O

Recommendation Number	Finding	HVC Comment	C - complete NA - not applicable NFA - no further action at this time O - ongoing WIP - work in progress
R55	The Council produce a regular Issues Progress Report to review unresolved issues and communicate progress to relevant stakeholders.	Council resolved the implementation of the Current Issues Status Report at a Special Council meeting of 11 August 2016 – Resolution No. 15.034/16*. This report is updated each month and is included on all agendas commenced at Council meeting 11 August 2016.	O

Attachment 1

Board of Inquiry Recommendation 29

Senior management should proactively take steps to provide a supportive environment where staff can safely come forward with their complaints.

Initiatives implemented include:

- Re-introduction of the Culture Statement to all employees with an emphasis placed on its importance and its role within the workplace
- Thank you cards and a chocolate for every member of staff distributed
- Regular Leadership Group meetings being held
- Introduction of the Integrity Commission Speak Up Programme
- Introduction of feedback boxes at each worksite
- Completion of the Professional Development Process with feedback provided to all employees
- Several employees have undertaken a mental health first aid course
- Training has been scheduled in the following areas plans are in place for :
 - Fire wardens
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- Stay Chatty information sessions has been held for employees
- A new staff intranet site has been developed and is accessible to all work sites
- Information regarding the Employee Assistance Program is readily available to all staff