

Culture Survey Review Audit - Update

Friday, 11 April 2025

Audit and Risk Committee

Strategic Alignment - Our Corporation

Program Contact:

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Public

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EXECUTIVE SUMMARY

An internal audit of City of Adelaide's (CoA) Culture Survey was included in the 2023/24 Internal Audit Plan, and conducted to address an identified strategic risk - Poor organisational culture.

The audit ([Link 1](#)) resulted in five findings. Two risks were rated as high, two risks were rated as moderate, and one risk was identified as a performance improvement opportunity.

A Management Action Plan (Attachment A) was endorsed by Executive to address recommendations based on the five findings, with actions being incorporated into the development and delivery of CoA's 2024 Culture Survey.

This report provides an update on the progress and completion of those actions.

RECOMMENDATION

THAT THE AUDIT AND RISK COMMITTEE

1. Notes the progress made towards the completion of the Management Action Plan as contained in Attachment A to Item 6.3 on the Agenda for the meeting of the Audit and Risk Committee held on 11 April 2025, resulting from the 2024 Culture Survey Review Internal Audit.
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IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation Internal Audit is an essential component of a good governance framework. It enables Council to ensure it is performing its function legally, effectively and efficiently
Policy	Not as a result of this report
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	Not as a result of this report
24/25 Budget Allocation	Not as a result of this report
Proposed 25/26 Budget Allocation	\$50,000 to support continued use of employee experience / engagement platform
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
24/25 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

Background

1. The Culture Survey Review was performed by KPMG in 2024 ([Link 1](#)), in accordance with the City of Adelaide’s (CoA) 2023-24 Internal Audit Plan.
2. The audit resulted in five findings. Two risks were rated as high, two risks were rated as moderate, and one risk was identified as a performance improvement opportunity.
 - 2.1. Communication of the survey results and culture improvement actions – High risk
 - 2.2. Staff confidence in the Culture Survey process requires strengthening – High risk
 - 2.3. Accountability mechanisms for the execution of culture improvement actions – Moderate Risk
 - 2.4. Leadership accountability regarding culture improvement action plans – Moderate risk
 - 2.5. Structure, content and frequency of Culture Surveys requires improvements – Improvement Opportunity
3. Administration considered the findings and provided actions and timeframes to address recommendations, resulting in the agreed Management Actions.
4. Agreed Management Actions have been reflected in the development and delivery of CoA’s 2024 Culture Survey, and CoA conducted an organisation-wide Culture Survey in August 2024, addressing the key findings and recommendations from the internal audit.

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5. Since the Management Action Plan was finalised in August 2024 and the Culture Survey Audit was presented to the Audit and Risk Committee in November 2024, significant progress has been made in achieving the agreed Management Actions.
 - 5.1. Nine of eleven agreed Management Actions have been completed as detailed in Attachment A - 2024 Culture Survey Audit Management Action Update and summarised below:

	Actions	Target/Extension date	Status
Finding 1 Communication of survey results and culture improvement actions	1	October 2024	Completed
Finding 2 Staff confidence in the Culture Survey process requires strengthening	1, 2 & 3	August 2024	Completed
Finding 3 Accountability mechanisms for the execution of culture improvement actions	1 & 2	October 2024	Completed
Finding 4 Leadership accountability regarding culture improvement action plans	1 & 2	Action 1 approved extension to July 2025 Action 2 approved extension to December 2025	1 & 2 in progress
	3 & 4	Actions 3 & 4 extended due date to December 2024	3 & 4 Completed
PIO1 Structure, content and frequency of the Culture Survey requires improvements	1	August 2024	Completed

6. An update of progress against all Agreed Management Actions is shown in Attachment A.
7. Significant work has also been undertaken by the People program to build confidence and accountability, and increase leader involvement with the Culture Survey including:
 - 7.1. 22 debrief sessions conducted.
 - 7.2. 5 focus groups held to discuss key focus areas.
 - 7.3. 12 new resources created to support and guide leaders and employees to understand and drive action based upon the results.
 - 7.4. Monthly Organisational Culture Reference Group established for CoA's Executive and Senior Leadership team with the purpose of involving senior leaders in the development, delivery, and monitoring of initiatives aimed at ensuring a positive organisational culture and supporting a high performing organisation.
8. A ten question pulse survey was launched in late March 2025. The pulse survey will help CoA to regularly monitor employee engagement, progress made in increasing positive perceptions in the 2024 Culture survey areas of focus, and staff confidence that action is being taken in response to the Culture Survey.

DATA AND SUPPORTING INFORMATION

Link 1 – Culture Survey Review

ATTACHMENTS

Attachment A – 2024 Culture Survey Audit Management Action Update

- END OF REPORT -