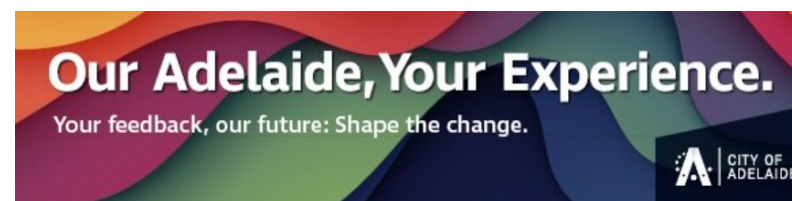


Culture Survey Review

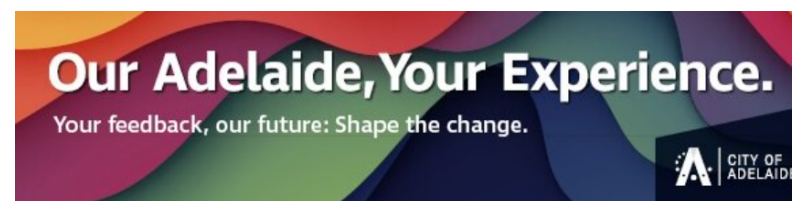
Management Action Plan – Updated 13/03/2025



| Agreed Management Action | Target Date | Responsible | Status | Comments |
|---|--------------|-----------------|----------|---|
| Finding 1 - Communication of survey results and culture improvement actions | | | | |
| Communication strategy to be developed and shared with the ELT and the SLT prior to survey roll out, including: | October 2024 | Manager, People | Complete | Communication strategy approved by Executive prior to survey roll out |
| <ul style="list-style-type: none"> De-identified comments to only be shared with the ELT for the whole organisation, and shared with the SLT at the program level (if required). | October 2024 | Manager, People | Complete | Themes only have been shared with all staff (including Executive and SLT) |
| <ul style="list-style-type: none"> Ensure the ELT and the SLT are debriefed appropriately and know their responsibilities moving forward to support survey actions. | October 2024 | Manager, People | Complete | Debriefs have been completed at the organisational, portfolio and program level. |
| <ul style="list-style-type: none"> Communication of organisational action plan with the alignment of actions with survey results. | October 2024 | Manager, People | Complete | Organisational action plan has been endorsed by Executive and shared via The Next Edition and SharePoint page. |
| <ul style="list-style-type: none"> Establish plan and platforms to be used for regular reporting to all staff on Culture Survey initiatives and outcomes. | October 2024 | Manager, People | Complete | Communications plan has been updated to include regular progress updates and achievements to all staff. Formal reports will be provided to Executive biannually. |
| Finding 2 - Staff confidence in the culture survey process requires strengthening | | | | |
| CoA to utilise inhouse organisational psychology and organisational culture expertise to develop a plan for the next Culture Survey which considers and clearly outlines responsibilities. | August 2024 | Manager, People | Complete | People Experience team has drawn on inhouse Organisational Psychology experience to plan and implement the culture survey. |
| Use Culture Amp as a platform for the next Culture Survey. Relaunch and rebrand the Culture Survey with a clear purpose and process. Clearly communicate this to staff at all levels throughout the organisation. Communications plan to emphasise the integrity and experience of the People team in facilitating Culture Surveys. | August 2024 | Manager, People | Complete | <p>Culture Amp utilised for the survey, reporting and action planning at the Program level.</p> <p>Survey rebranded as <i>Our Adelaide, Your Experience</i>.</p> <p>People team has clear involvement in the survey roll out and debriefing, and led the debriefs for all Portfolio and Program debriefs.</p> |

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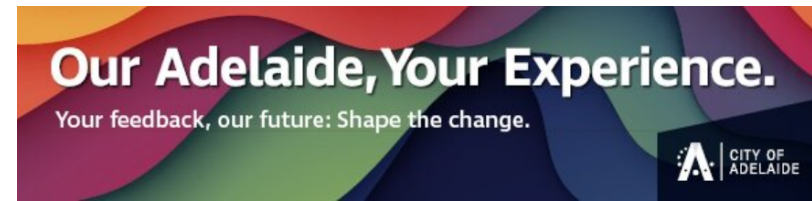
Management Action Plan – Updated 13/03/2025



| Agreed Management Action | Target Date | Responsible | Status | Comments |
|---|--------------|-----------------|----------|--|
| Project plan for the next Culture Survey to include clear indication of how the audit actions will be addressed. Survey to be conducted following endorsement of approach by the ELT that the proposed strategy addresses audit recommendations | August 2024 | Manager, People | Complete | All audit actions have been considered and addressed through the project plan. Survey approach and design received ELT endorsement. |
| Finding 3 - Accountability mechanisms for the execution of culture improvement actions | | | | |
| Document the process for quantitative and qualitative data analysis (including identification of themes and focus areas) and the translation of survey results into action plans. | October 2024 | Manager, People | Complete | Internal guidelines to support the quality and consistency of data analysis have been developed. This includes a process for quantitative and qualitative data analysis, ethical treatment of raw data and use of Culture Amp. Following data analysis, the guideline provides indication of further activities to enhance data interpretation such as debriefs, focus groups and consultation. Identification of focus areas and how these lead to action plans is also documented. |
| Establish the following accountability mechanisms: | October 2024 | Manager, People | n/a | n/a |
| <ul style="list-style-type: none"> Utilise Culture Amp as a platform for supporting the implementation of culture improvement actions. | October 2024 | Manager, People | Complete | Culture Amp has been implemented to monitor Program actions. |
| <ul style="list-style-type: none"> Ensure action plan templates are aligned to SMART goal setting principles with clear leads, outcomes, measurables and timeframes. | October 2024 | Manager, People | Complete | Organisational action plan has been developed in accordance with the SMART goal framework, with clear targets, timeframes and measures. |
| <ul style="list-style-type: none"> Establish regular communication processes to keep staff informed on the progress of the organisational action plan. | October 2024 | Manager, People | Complete | Communications plan has been developed and is in implementation. Regular communications occur through internal newsletters, SLT Culture Survey discussions and leader-driven discussions with teams. Sharepoint page utilised as a source of up-to-date information. |

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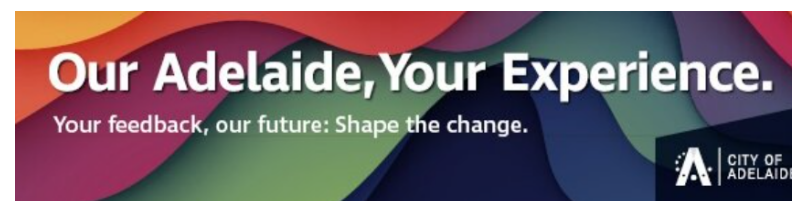
Management Action Plan – Updated 13/03/2025



| Agreed Management Action | Target Date | Responsible | Status | Comments |
|--|---------------|-----------------|-------------|---|
| <ul style="list-style-type: none"> Establish a clear reporting process for leaders to report on progress for program and team action plans. | October 2024 | Manager, People | Complete | <p>Associate Directors will use Culture Amp to update progress on actions.</p> <p>SLT Culture Survey Reference group will regularly discuss action progress, success and barriers.</p> <p>Successes and achievements will be shared through internal communication channels and SharePoint page.</p> |
| Finding 4 - Leadership accountability regarding culture improvement action plans | | | | |
| Implement KPIs relating to culture in the Workforce Strategy. | February 2025 | CEO | In Progress | <p>Employee engagement metric of 70% has been established as a CEO KPI.</p> <p>KPIs relating to culture have been included in draft Workforce Strategy. CEO has approved for the target date to be extended to 31 December 2025 to enable completion of workforce planning prior to approval of Workforce Strategy.</p> |
| Leader performance reviews to include minimum of one culture related target / KPI. | February 2025 | CEO | In Progress | <p>Senior leaders have established KPIs related to culture – Currently at Director and Associate Director level and being cascaded through leadership levels.</p> <p>New design of performance development process is currently in progress as part of the broader roll out of a new workforce management system, and includes consideration of ways culture-specific targets can be included for leaders. CEO has approved for the target date to be extended to 31 July 2025.</p> |

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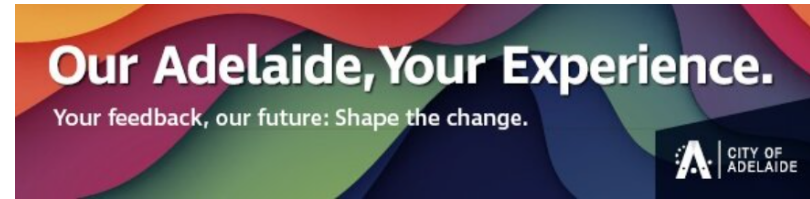
Management Action Plan – Updated 13/03/2025



| Agreed Management Action | Target Date | Responsible | Status | Comments |
|--|---------------|-----------------|----------|---|
| Ensure leaders have the knowledge and skills required to understand and drive culture change within their teams – through training and resource development. | February 2025 | CEO | Complete | <p>Leader resources developed and shared regarding debriefs, action planning and discussing progress towards action.</p> <p>Regular articles containing skill building information shared via internal leader newsletter and SharePoint page.</p> <p>Individual leader advice/coaching support provided upon request.</p> <p>Opportunity provided for skill building and knowledge sharing at SLT & ELT Culture Reference Group meetings.</p> |
| Establish standing agenda items regarding culture improvement action plans at the ELT and the SLT meetings. | February 2025 | CEO | Complete | <p>SLT & ELT Organisational Culture Reference Group has been established with monthly meetings and structured agendas.</p> <p>Organisational Culture is a standing item on the Executive agenda.</p> |
| PIO1 - Structure, content and frequency of the Culture Survey requires improvements | | | | |
| <p>For the next Culture Survey:</p> <ul style="list-style-type: none"> Provide a glossary of terms (including clear definition of 'leader'). | August 2024 | Manager, People | Complete | Glossary created to define terms for the survey and interpretation of results – available on SharePoint. |
| <ul style="list-style-type: none"> Establish clear objectives for the CoA's culture and KPIs. | August 2024 | Manager, People | Complete | Employee engagement index reporting within Corporate Scorecard. |
| <ul style="list-style-type: none"> Ensure the Culture Survey has a clear and valid measure of employee engagement. | August 2024 | Manager, People | Complete | Five question engagement index will be used for pulse checks and future surveys. |
| <ul style="list-style-type: none"> Review demographic questions to ensure survey protects anonymity of staff. | August 2024 | Manager, People | Complete | Strict measures around confidentiality have been implemented – no reporting of comments, no reporting of groups <7, protection for groups with 1 respondent. |

Culture Survey Review

Management Action Plan – Updated 13/03/2025



| Agreed Management Action | Target Date | Responsible | Status | Comments |
|--|-------------|-----------------|----------|---|
| <ul style="list-style-type: none">Undertake Culture Survey on a biennial basis, with a pulse check every 12 months at a minimum. | August 2024 | Manager, People | Complete | Timeframe for pulse checks and next culture survey have been set. |