

His Worship the Mayor Councillors CITY OF MARION

### NOTICE OF REVIEW & SELECTION COMMITTEE MEETING

Notice is hereby given pursuant to the provi sions under Section 83 of the Local Government Act 1999 that a General Council meeting will be held

Tuesday 1 May 2018

Commencing at 5.00pm

In Committee Room 2

**Council Administration Centre** 

245 Sturt Road, Sturt

A copy of the Agenda for this meeting is attached in accordance with Section 83 of the Act.

Adrian Skull

**CHIEF EXECUTIVE OFFICER** 

27 April 2018

CITY OF MARION
REVIEW & SELECTION COMMITTEE AGENDA
FOR THE MEETING TO BE HELD ON
TUESDAY 1 MAY 2018
COMMENCING AT 5.00 PM
COMMITTEE ROOM 2
245 STURT ROAD, STURT



### 1. OPEN MEETING

### 2. KAURNA ACKNOWLEDGEMENT

We acknowledge the Kaurna people, the traditional custodians of this land and pay our respects to their elders past and present.

### 3. MEMBER'S DECLARATION OF INTEREST (if any)

### 4. CONFIRMATION OF MINUTES

4.1 Confirmation of the Minutes for the Review and Selection Committee meeting held on 6 February 2018......4

### 5. BUSINESS ARISING

Nil

### 6. PRESENTATION

Nil

### 7. REPORTS

### 8. CONFIDENTIAL ITEMS

Nil

### 9. ANY OTHER BUSINESS

CEO 360 degree feedback review, external contributors (discussion)

Organisational Movements 2017/18 Financial Year (discussion)

### 10. MEETING CLOSURE

The Review & Selection Committee meeting shall conclude on or before 6.00pm unless there is a specific motion adopted at the meeting to continue beyond that time.

### 11. NEXT MEETING

The next meeting of the Review & Selection Committee is scheduled to be held:

Time: 5.30pm

**Date: 28 August 2018** 

Venue: Committee Room, Administration Building, 245 Sturt Road, Sturt

# MINUTES OF THE REVIEW & SELECTION COMMITTEE MEETING HELD AT ADMINISTRATION CENTRE 245 STURT ROAD, STURT ON TUESDAY 6 FEBRUARY 2018



### **PRESENT**

### **Elected Members**

Councillor Janet Byram (Deputy Mayor)
Councillor Crossland and Councillor Appleby

### In Attendance

Adrian Skull

Chief Executive Officer

### 1. OPEN MEETING

The meeting commenced at 5.42pm.

The CEO sought a nomination for chairing the committee.

**Moved Councillor Crossland, Seconded Councillor Appleby for** the Deputy Mayor to chair the Review and Selection Committee meeting.

**Carried Unanimously** 

### 2. KAURNA ACKNOWLEDGEMENT

We acknowledge the Kaurna people, the traditional custodians of this land and pay our respects to their elders past and present.

### 3. MEMBERS DECLARATION OF INTEREST

The Presiding Member asked if any Member wished to disclose an interest in relation to any item being considered at the meeting.

No declarations

#### 4. CONFIRMATION OF MINUTES

**4.1 Moved Councillor Crossland, Seconded Councillor Appleby** the minutes of the Review and Selection Committee meeting held on 30 January 2018 are confirmed as a true and correct record of proceedings.

### 5. BUSINESS ARISING

Nil

### 6. PRESENTATION

Nil

### 7. REPORTS

### **CEO Performance and Remuneration Review Timeline and Approach Report Reference: RSC060218R7.1**

Discussion regarding the two options. The committee felt it was fairer for the CEO to have the existing Council conduct the entire performance review, rather than spread across two Council terms. This outweighs the need to have the audited financial reports, which is the sole benefit of option 2.

Option 2 activities prior to November fall within caretaker period, therefore these activities would need to be delayed until the new Council is in place in November, delaying the completion of the performance review to the beginning of 2019.

**Moved Councillor Crossland, Seconded Councillor Appleby** that the Review and Selection Committee:

**1.** Recommends option 1 of the proposed approach and timeline for the CEO's performance and remuneration review as outlined in Appendix 1.

**Carried Unanimously** 

### 8. CONFIDENTIAL ITEMS

Review of candidates for appointment to the Finance and Audit Committee Reference No: RSC060218F01

### Moved Councillor Appleby, Seconded Councillor Crossland that:

1. Pursuant to Section 90(2) and 90(3)(a) of the *Local Government Act 1999*, the Council orders that all persons present, with the exception of the following persons: Adrian Skull and Steph Roberts, be excluded from the meeting as the Committee receives and considers information relating to the Review of candidates for appointment to the Finance and Audit Committee, upon the basis that the Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person.

**Carried Unanimously** 

### 6pm the meeting went into confidence

**Moved Councillor Appleby, Seconded Councillor Crossland** that the Review and Selection Committee:

In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Committee orders that the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(a) of the Act, except when required to effect or comply with Council's resolution(s) regarding this matter, be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2018.

**Carried Unanimously** 

### 6.02pm the meeting came out of confidence

### 9. ANY OTHER BUSINESS

- 9.1 Councillor Crossland requested that the following updates be brought to the R&S Committee:
  - Staff exits and new starters

It was recommended this information be added to the quarterly KPI report already provided to Council. It would also provide a good opportunity to recognise staff.

- FTE Numbers
   This is provided to Council quarterly with the KPI results
- Vacancy Management

Administration will assess whether this can be provided within the KPI report provided to Council quarterly. Otherwise, a report will be provided through the Review and Selection Committee.

The CEO advised an update will be provided to Council on how Administration is tracking towards the 2% staffing costs KPI.

### 10. MEETING CLOSURE

The meeting was declared closed at 6.15pm

### 11. NEXT MEETING

The next meeting of the Review & Selection Committee is scheduled to be held on:

Time: TBA Date: TBA Venue: TBA

4

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## CITY OF MARION REVIEW AND SELECTION COMMITTEE MEETING 1 MAY 2018

Originating Officer: Deborah Horton, Quality Governance Coordinator

Corporate Manager: Kate McKenzie, Manager Corporate Governance

General Manager: Vincent Mifsud, General Manager Corporate Services

**Adrian Skull, Chief Executive Officer** 

Subject: Corporate and CEO KPI Report Quarter Three 2017/18

Report Reference: RSC010518R01

### REPORT OBJECTIVES & EXECUTIVE SUMMARY:

To provide the results of the 2017-18 Corporate and CEO Key Performance Indicators (KPI's) for the year to date as at 31 March 2018. Further detail regarding each key performance indicator is provided in Appendix one.

KPI	Details	Target	Stretch Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
1	Financial sustainability.	Council maintains a break even or positive cash funding position in delivering its annual budget	-	\$26k \$165k \$165k  Comment: Quarter two results reproduced for this quarter report as the 2017/18 Third Budget Review is currently in progress.				
2	Delivery of agreed projects identified in the <i>Annual Business</i> Plan and the second year targets in the three-year plan.	Greater than or equal to 95%	-		Verbal Update 3 projects (74 6) not on trac	•	nd 8	
3	Lost Time Injury Rate.	Greater than or equal to 25% reduction from the previous year's result	Greater than or equal to 30% reduction from the previous year's result		42.5% o change from			
4	Total employee costs (inc agency).	Less than or equal to 3% increase in actual employee costs (including agency staff) against prior year's actual costs	Less than or equal to 2% increase in actual employee costs (including agency staff) against prior year's actual costs	this quarter r	2.2%  Quarter two report as the 2 rently in prog	2017/18 Third		
5	Retention of key staff.	Greater than or equal to 80% key staff retained	Greater than or equal to 90% key staff retained	left in Nover change in th	95%  Quarter 2  ported as 100  mber '17. The  nis third qua  ts continue to	0% as 1 key st ere has been rter, howeve	aff member no further r core and	
6	Overall satisfaction with Council's performance.	Greater than or equal to 75% rated as satisfied or above	Greater than or equal to 85% rated as satisfied or above	N/a	N/a This is an annu	N/a		
7	Asset sustainability.	Asset sustainability ratio greater than or equal to 80%	Asset sustainability ratio greater than or equal to 90%		102% Quarter two re rt as the 2017 n progress.	•		
8	Delivery of Council's capital works.	Greater than or equal to 80% of Council's planned capital works program (adjusted for extraordinary items)	Greater than or equal to 90% of Council's planned capital works program (adjusted for extraordinary items)	Verbal update Comment:	Verbal update This is an annu	Verbal update ual measure.		

### **RECOMMENDATIONS (1)**

**DUE DATES** 

### The Committee:

1. Notes the Corporate and CEO's Key Performance 01 May 2018 Indicators for the year to date.

### CHIEF EXECUTIVE OFFICER and CORPORATE KEY PERFORMANCE INDICATORS 2017/18

**QUARTER THREE: YTD MAR'18** 

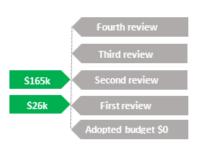
Appendix 1



### Financial sustainability

Target: Council maintains a break even or positive cash funding position. Measure: This target compares funding cash position at the relevant budget review with the adopted budget figure.

Achieved: Quarter two results reproduced for this guarter report as the 2017/18 Third Budget Review is currently in progress.

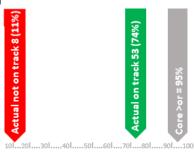


**OVERALL RATING:** 5 4 3 2 1

### Delivery of agreed projects identified in ABP and 3 year Plan (71 projects)1

Target: Greater than or equal to 95%.

Measure: Monthly data (March figures) as at 17 April. **Achieved**: 61 live projects – 53 on track (74%) and 8 (11%) off track. Three projects completed this quarter (4%=P8.2 Small Business Advisory, Concert at the cove, L1 Sporting Hub rezoning) totaling eight complete (11%). Two projects were deleted December (4%): P4 Edwardstown Planning framework & VN Expand Oaklands Water.



### **Lost Time Injury Frequency Rate.**

Core target: Greater than or equal to 25%

reduction from 2016/17 (8.1)

Stretch target: Greater than or equal to 30%

reduction from 2016/17 (7.5)

Measure: The LTIFR for 2016/17 was 10.8. Achieved: 6.2 equating to 42.59% reduction -

No change from quarter two.



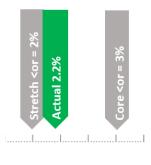
### **Total Employee Costs**

Core target: less than or equal to 3% increase in actual employee costs.

Stretch target: less than or equal to 2%.

Measure: The 2016/17 Actual audited figure = \$32,221k. The full year projected figure as at 31 December 2017 is \$32,919k.

Achieved: Quarter two results reproduced for this quarter report as the 2017/18 Third Budget Review is currently in progress.



**Retention of Key StaffA** 

Core target: Greater than or equal to 80% of key staff retained.

Stretch target: Greater than or equal to 90% of key staff retained.

Measure: Twenty key staff have been identified as key retains for 2017/18.

Achieved: 95%. This target is surpassing core and

stretch targets



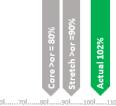
### Overall Satisfaction with Council's performance

Core target: Greater than or equal to 75% rated as satisfied or above. Stretch target: Greater than or equal to 85% rated as satisfied or above. Measure: This target is an annual measure.

Asset Sustainability
Core target: Asset sustainability ratio greater than or equal to 80%.

Stretch target: Asset sustainability ratio greater than or equal to 90%.

Achieved: Quarter two results reproduced for this quarter report as the 2017/18 Third Budget Review is currently in progress.

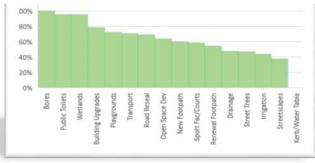


Delivery of Council's capital works program Core target: Greater than or equal to 80% delivery of Council's planned

capital works program (adjusted for extraordinary items). Stretch target: Greater than or equal to 90% of Council's planned capital

works program (adjusted for extraordinary items). Achieved: This target is an annual measure. Quarter two results reproduced for this quarter report as the 2017/18 Third Budget Review is currently in

progress.



1 74 projects in total, four projects merged into one (Qtr 2), eight projects completed to date (Qtr 1: None. Qtr2: L4.2b, L4.4.1, VN6.2, C2, VN12. Qtr 3: P8.2, Concert at Cove, L1), two projects deleted (Qtr 2: P4, VN5) = 61 live projects.

Marion.sa.gov.au | City of Marion - RSC010518 CEO and CORPORATE KPI's 2017/18 - QUARTER THREE: YTD MAR '18.

## CITY OF MARION REVIEW AND SELECTION COMMITTEE MEETING 1 MAY 2018

Originating Officer: Steph Roberts, Manager Human Resources

CEO: Adrian Skull

Subject: 2018-19 Corporate and CEO KPIs

Report Reference: RSC010518R02

### **REPORT OBJECTIVES:**

For the Review and Selection Committee to review and recommend to Council the Corporate and Chief Executive Officer (CEO) Key Performance Indicators (KPIs) for the 2018-19 financial year.

### **EXECUTIVE SUMMARY:**

Developing and tracking KPIs in the organisation provides actionable metrics to increase organisational effectiveness and efficiency. Implementing a well thought out and comprehensive set of KPIs creates a proactively performance-based operation. They provide all levels of the organisation with clear corporate targets and objectives with the ultimate goal of materially contributing to the success of the organisation.

RECOMMENDATION DUE DATE

### That the Review and Selection Committee:

1. Recommend to Council the alignment of the proposed organisational KPIs to the CEO's KPIs for the 2018/19 financial year

1 May 2018

or

1 May 2018

2. Recommend to Council the ongoing alignment of organisational KPIs to the CEO's KPIs

### **BACKGROUND**

Council endorsed the alignment of the 2017-18 Corporate KPIs with the CEO's KPIs 9 May 2017 (report reference GC090517R15). Elected Members discussed and proposed KPIs for the 2018-19 financial year at the Elected Member Forum 20 March 2018 which were included in the draft Annual Business Plan 2018-19 for consultation presented to the General Council meeting 10 April 2018.

#### DISCUSSION

Please refer to Appendix 1 for the draft Corporate KPIs for the 2017-18 financial year.

### CONCLUSION

Aligning the CEO KPIs with the organisational KPIs will ensure alignment of focus which will facilitate the enablement of the required priority outcomes for Council.

### Appendix 1 Proposed 2018-19 Corporate KPIs

As in draft Annual Business Plan 2018-19 presented to the General Council meeting 10 April 2018

### Draft KPIs for 2018-19

Key Performance Indicator	Core Target	Stretch Target
Financial Sustainability	Council maintains a break even or positive cash funding position in delivering its annual budget	
Delivery of agreed project s identified in the Annual Business Plan and the third year targets in the 3 year Plan	Greater than or equal to 95%	
Lost Time Injury Fre quency Rate	Greater than or equal to 10% reduction from the p revious year's result	Greater than or equal to 15% reduction from the previous year's result
Total employee costs (including agency staff)	Less than or equal to 3% increase in actual employee costs (including agency staff) again st prior year's actual costs	Less than or equal to 2% increa se in actual employee costs (including agency staff) again st prior year's actual costs
Staff retention	90% retention	95% retention
Overall satisfaction with Council's performance	Greater than or equal to 75% rated as satisfied or above	Greater than or equal to 85% rated as satisfied or above
Asset Sustainability	Asset Sustainability Ratio greater than or equal to 80%	Asset Sustainability Ratio great er than or equal to 90%
Delivery of Council's capital works program	Greater than or equal to 80% delivery of Council's planned ca pital works program (adjusted for extraordina ry items)	Greater than or equal to 90% delivery of Council's planned capital works program (adjusted for extraordinary items)
Staff engagement	Achievement of an overall employee pulse survey result of 75%, based on 9 metrics (including Community, Values, Safety, Expectations, Valued, Empowerment, Development, Recognition, Happiness)	Achievement of an overall employee pulse survey result of 80%

## CITY OF MARION REVIEW AND SELECTION COMMITTEE MEETING 1 MAY 2018

Originating Officer: Jaimie Thwaites, Unit Manager Governance & Records

Manager: Kate McKenzie, Manager Corporate Governance

General Manager: Vincent Mifsud, General Manager Corporate Services

Subject: Results of the Bi-Annual Performance and Effectiveness

**Review of the Review and Selection Committee** 

Report Reference: RSCC010518R03

### **REPORT OBJECTIVES**

To review the results of the Bi-Annual Performance and Effectiveness Review of the Review and Selection Committee (RSC) with the intent to set an improve ment plan and/or include items within the work program over the next two years.

### **DISCUSSION**

Regular review of a governing body's performance (including Committees) provides the time to reflect on how effective the group is operating. Understanding performance directly relates to improving the operations and outcomes of the Committee that will also improve the overall performance of the Council.

Section 5.5 of the RSC Terms of Reference states that the Committee will re view its performance on a bi-annual basis to ensure the continual improvement of its performance.

The bi-annual review survey has now been conducted. It appears that no actual Committee Members completed the survey. This could be correct or it may be possible that Members have just selected "Elected Member" instead of "Committee Member" when completing the survey. As the survey is anonymous it is not possible to clarify this.

The results suggest that the Committee is performing well, however the Committee may want to consider the development of an improvement plan.

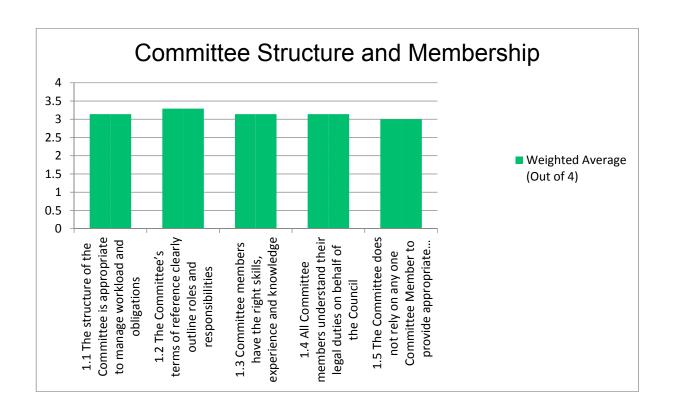
RECOMMENDATION DUE DATES

That the Review and Selection Committee:

1. Reviews the results and agrees to an improvement plan to be implemented over the next two years.

**Appendix 1 –** Results of the Bi Annual RSC Performance and Effectiveness Review

### **Q1. Committee Structure and Membership**

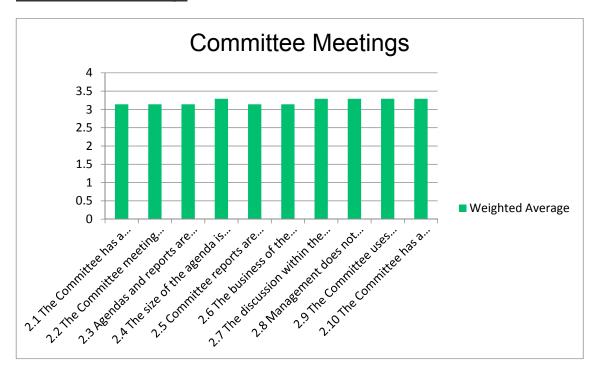


Statement	Strongly Agree (Rating 4)	Agree (Rating 3)	Disagree (Rating 2)	Strongly Disagree (Rating 1)	Comments (Unedited survey responses)
1.1 The structure of the Committee is appropriate to manage workload and obligations	1	600			•
1.2 The Committee's terms of reference clearly outline roles and responsibilities	2	500			•
1.3 Committee members have the right skills, experience and knowledge	1	600			•

### Appendix 1

Statement	Strongly Agree (Rating 4)	Agree (Rating 3)	Disagree (Rating 2)	Strongly Disagree (Rating 1)	Comments (Unedited survey responses)
1.4 All Committee members understand their legal duties on behalf of the Council	1	600			<ul> <li>Reasonable assumption as i am not a Committee Member</li> <li>Can't really accurately comment on this.</li> </ul>
1.5 The Committee does not rely on any one Committee Member to provide appropriate advice and experience	0	700			Reasonable assumption

### **Q2. Committee Meetings**

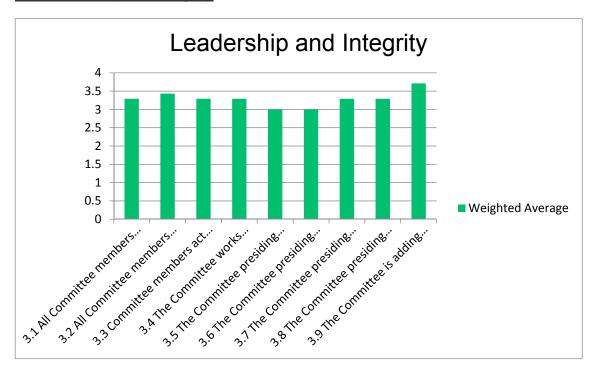


Statement	Strongly Agree (Rating 4)	Agree (Rating 3)	Disagree (Rating 2)	Strongly Disagree (Rating 1)	Comments (Unedited survey responses)	
2.1 The Committee has a comprehensive work plan that covers the requirements of the Committee's Terms of Reference		6	0	0	Reasonable assumption	
2.2 The Committee meeting are appropriately scheduled (i.e. frequency, timing, duration, etc.)	1	6	0	0	<ul> <li>Reasonable assumption</li> <li>Although the committee could oversee additional strategic HR decisions</li> </ul>	
2.3 Agendas and reports are distributed in a timely manner	2	4	1	0	<ul><li>Reasonable assumption</li><li>Some confidential detail just in time</li></ul>	

Statement	Strongly Agree (Rating 4)	Agree (Rating 3)	Disagree (Rating 2)	Strongly Disagree (Rating 1)	Comments (Unedited survey responses)
2.4 The size of the ag enda is ma nageable within the meeting	2	5	0	0	Reasonable assumption
2.5 Committee reports are well written and can be easily understood	1	6	0	0	•
2.6 The b usiness of the Committee is accurately captured in the minutes	1	6	0	0	Reasonable assumption
2.7 The d iscussion within the Committee meetings are relevant and useful for decision making	2	5	0	0	Reasonable assumption
2.8 Management does not unduly influence the recommendations of the Committee	2	5	0	0	Reasonable assumption
2.9 The Committee uses confidential orders appropriately and conducts sessions without management present from time to time	3	3	1	0	Unable to answer
2.10 The Committee has a u seful process to following up actions from previous meetings	2	5	0	0	Reasonable assumption

### Review and Selection Committee – Performance Evaluation Survey

### Q3. Leadership and Integrity



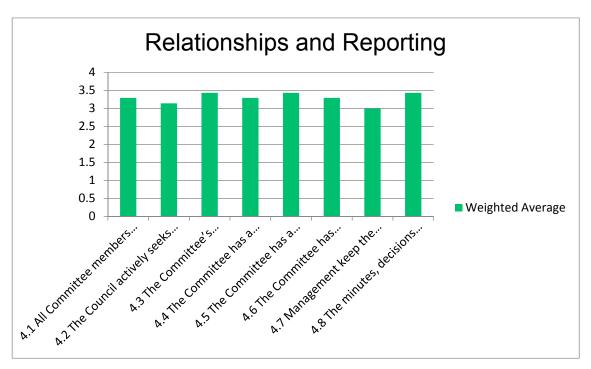
Statement	Strongly Agree (Rating 4)	Agree (Rating 3)	Disagree (Rating 2)	Strongly Disagree (Rating 1)	Comments (Unedited survey responses)
3.1 All Committee members express their professional view within the meeting	2	500			Reasonable assumption
3.2 All Committee members appropriately disclose any conflicts of interests	3	400			Reasonable assumption
3.3 Committee members act in accordance with the City of Marion values being Respect, Integrity, Achievement and Innovation	2	500			Reasonable assumption
3.4 The Committee works effectively as a team	2	500			Reasonable assumption
3.5 The Committee presiding member has an effective and constructive working relationships with Council and management	1	510			Unable to answer

### Appendix 1

Statement	Strongly Agree (Rating 4)	Agree (Rating 3)	Disagree (Rating 2)	Strongly Disagree (Rating 1)	Comments (Unedited survey responses)
3.6 The Committee presiding member builds healthy room dynamics	1	510			Unable to answer
3.7 The Committee presiding member ensures that the Committees workload is managed appropriately	2	500			Reasonable assumption
3.8 The Committee presiding member keeps the meeting focused and does not get side tracked	3	3 1 0			Unable to answer
3.9 The Committee is adding value to the work of the City of Marion	5	200			•

### Review and Selection Committee – Performance Evaluation Survey

### **Q4. Relationships and Reporting**

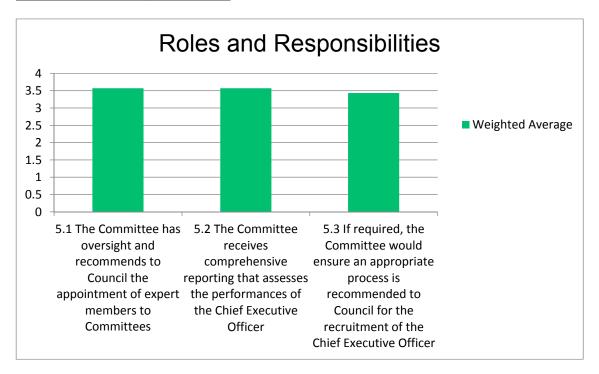


Statement	Strongly Agree (Rating 4)	Agree (Rating 3)	Disagree (Rating 2)	Strongly Disagree (Rating 1)	Comments (Unedited survey responses)
4.1 All Committee members understand how their role operates and the Committees reporting obligations to Council	2	5	0	0	•
4.2 The Council actively seeks the views of the Committee on matters relating to its terms of reference	2	4	1	0	•
4.3 The Committee's operations does not diminish the ultimate responsibility of the Council	3	4	0	0	•
4.4 The Committee has a constructive relationship with the Council	2	5	0	0	•

Statement	Strongly Agree (Rating 4)	Agree (Rating 3)	Disagree (Rating 2)	Strongly Disagree (Rating 1)	Comments (Unedited survey responses)
4.5 The Committee has a constructive relationship with Management	3	4	0	0	<ul><li>Reasonable assumption</li><li>Can be lack of clarity re process steps</li></ul>
4.6 The Committee has appropriate access to information and staff	2	5	0	0	Reasonable assumption
4.7 Management keep the Committee informed of relevant information and risks between meetings	0	7	0	0	Reasonable assumption
4.8 The minutes, decisions and actions of the Committee are reported to Council in a timely and accurate manner	3	4	0	0	•

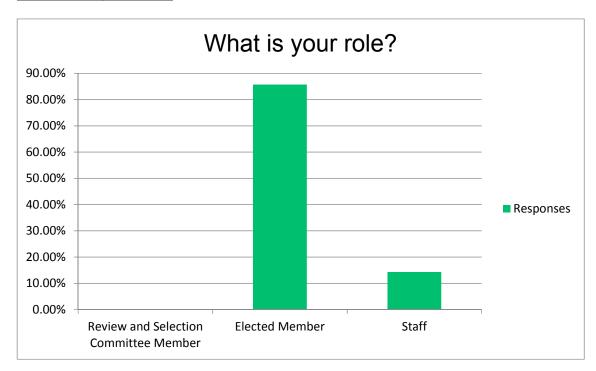
### Review and Selection Committee – Performance Evaluation Survey

### Q5. Roles and Responsibilities



Statement	Strongly Agree (Rating 4)	Agree (Rating 3)	Disagree (Rating 2)	Strongly Disagree (Rating 1)	Comments (Unedited survey responses)
5.1 The Committee has oversight and recommends to Council the appointment of expert members to Committees	4	300			
5.2 The Committee receives comprehensive reporting that assesses the performances of the Chief Executive Officer	4	300			
5.3 If required, the Committee would ensure an appropriate process is recommended to Council for the recruitment of the Chief Executive Officer	3	400			

### Q6. What is your role?



Review and Selection Committee Member	0
Elected Member	6
Staff	1