

His Worship the Mayor  
Councillors  
CITY OF MARION

## NOTICE OF REVIEW AND SELECTION COMMITTEE MEETING

Committee Room 2, Council Administration Centre  
245 Sturt Road, Sturt

Tuesday, 06 August 2019 at 06:00 PM

The CEO hereby gives Notice pursuant to the provisions under Section 83 of the Local Government Act 1999 that a Review and Selection Committee meeting will be held.

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

Meetings of the Council are open to the public and interested members of this community are welcome to attend. Access to the Council Chamber is via the main entrance to the Administration Centre on Sturt Road, Sturt.



Adrian Skull  
Chief Executive Officer



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## OPEN MEETING

## KAURNA ACKNOWLEDGEMENT

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

## ELECTED MEMBERS DECLARATION (if any)

## CONFIRMATION OF MINUTES

Confirmation of the minutes for the Review and Selection Committee Meeting held on 7 May 2019

**Originating Officer** Governance Officer - Victoria Moritz

**Corporate Manager** Manager Corporate Governance - Kate McKenzie

**Report Reference:** RSC190806R01

## RECOMMENDATION:

**That:**

The minutes of the Review and Selection Committee Meeting held on 28 May 2019 be taken as read and confirmed.

## ATTACHMENTS:

#	Attachment	Type
1	RSC190528_Minutes	PDF File



**MINUTES OF THE REVIEW & SELECTION COMMITTEE MEETING  
HELD AT ADMINISTRATION CENTRE**

**245 STURT ROAD, STURT  
ON TUESDAY 28 MAY 2019**

**PRESENT**

**Elected Members**

His Worship the Mayor Kris Hanna  
Jason Veliskou, Tim Pfeiffer

**In Attendance**

Adrian Skull	Chief Executive Officer
Kate McKenzie	Manager Corporate Governance
Abby Dickson	General Manager City Development
Warwick Deller-Coombs	Manager, Development and Regulatory Services
Alex Wright	Acting Team Leader, Planning

**OPEN MEETING**

The Mayor opened the meeting at 5:16 PM

**KAURNA ACKNOWLEDGEMENT**

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

**CONFIRMATION OF MINUTES**

**Confirmation of the minutes for the Review and Selection Committee Meeting held on 7 May 2019**

**Report Reference:** RSC190528R01

**Moved Councillor Pfeiffer**

**Seconded Councillor Veliskou**

That the minutes of the Review and Selection Committee Meeting held on 7 May 2019 be taken as read and confirmed.

**Carried Unanimously**



## **ELECTED MEMBERS DECLARATION (if any)**

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

## **CONFIDENTIAL ITEMS**

### **Appointment to Council Assessment Panel**

**Report Reference:** RSC190528F01

**Moved Councillor Pfeiffer**

**Seconded Councillor Veliskou**

That 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, Abby Dickson, Kate McKenzie, Warwick Deller-Coombs, and Alex Wright, be excluded from the meeting as the Committee receives and considers information relating to the selection of candidates for interview/appointment for Council Assessment Panel, 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**

**5.18 pm the meeting went into confidence**

### **Appointment to Council Assessment Panel**

**Report Reference:** RSC190528F01

**Moved Councillor Pfeiffer**

**Seconded Councillor Veliskou**

That the Review & Selection Committee:

6. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Review and Selection Committee orders that this report, Appointment of CAP Member, any appendices and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(a), 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 2019.

**Carried Unanimously**

**5.26 pm the meeting came out of confidence**

**OTHER BUSINESS – Nil**

**MEETING CLOSURE - Meeting Declared Closed at 05:26 PM**

**CONFIRMED THIS 6<sup>th</sup> DAY OF AUGUST 2019**

.....

**CHAIRPERSON**

**BUSINESS ARISING - Nil**

**CONFIDENTIAL ITEMS**

**Confidential Discussion - 'Recruitment and Exit'**

**CONFIDENTIAL**

**Reason For Passing This Resolution:**

**Local Government Act (SA) 1999 S 90 (2) 3(a):** information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).



## REPORTS FOR DISCUSSION

### Independent Member - Finance and Audit Committee and SRWRA Audit Committee

<b>Originating Officer</b>	Unit Manager Governance and Records - Jaimie Thwaites
<b>Corporate Manager</b>	Manager Corporate Governance - Kate McKenzie
<b>General Manager</b>	Acting General Manager Corporate Services - Ray Barnwell
<b>Report Reference</b>	RSC190806R02

### REPORT OBJECTIVE

For the Review and Selection Committee to consider and a recommendation to Council regarding the appointment and or recruitment process:

1. for an Independent Member to the Finance and Audit Committee (FAC), and
2. for a City of Marion Representative on the Southern Region Waste Resources Authority (SRWRA) Audit Committee.

### EXECUTIVE SUMMARY

The FAC has three expert members that form part of the membership of the Committee. The term of the expert members has historically been for a three-year period and is structured to ensure that the expiration of the term falls at different times to allow continuity of membership despite changes to Council's elected representatives.

This report highlights that Mr Greg Connor term on the FAC expires on 30 November 2019. Mr Connor's term on the FAC commenced on November 2013 and he is the current Chair of the Committee. Council has two options regarding this position:

1. Re-appoint Mr Connor for a term of three (3) years, or
2. Undertake a recruitment process for the position.

Mr Connor is also the Council nominated representative on the SRWRA Audit Committee. Mr Connor is appointed in this position until November 2019. This position is usually held by one of the independent Members on the Council's Audit Committee.

The views of Mr Connor have been sought and he expressed his desire to continue on the FAC if Council so determines.

If the Committee wishes to discuss the performance of Mr Connor, it is recommended that the Review and Selection Committee move into confidence in accordance with the following resolution: *That Pursuant to Section 90(2) and (3)(a) of the Local Government Act, 1999 the Review and Selection Committee orders that all persons present, with the exception of Adrian Skull, CEO, Kate McKenzie, Manager Corporate Governance, Ray Barnwell, Acting General Manager Corporate Services and Steph Roberts, Manager Human Resources be excluded from the meeting as the Committee considers that the requirement for the meeting to be conducted in a place open to the public has been outweighed in circumstances where the Council will consider the performance of the Finance and Audit Committee.*

The Committee is required to make a recommendation to Council regarding how to progress.

### RECOMMENDATION

**That the Review and Selection Committee recommend to Council:**

- 1. That Mr Greg Connor be re-appointed to the Finance and Audit Committee for a period of 3 years until 30 November 2022**  
**or**
- 2. That a recruitment process for an Independent Member of the Finance and Audit Committee be conducted.**
- 3. That Mr Greg Connor be re-appointed as Council representative on the Southern Region Waste Resource Authority until 30 November 2022.**

**or**

- 4. That the appointment the Southern Region Waste Resource Authority Finance Committee occur at the conclusion of the recruitment process.**

## **GENERAL ANALYSIS**

*The Finance and Audit Committee (FAC) was established in 2006 pursuant to section 126 of the Local Government Act 1999. Under the FAC's Policy and Terms of Reference, the FAC will comprise of five (5) members – two (2) elected members and three (3) expert members.*

Section 3.6 to 3.11 of the FAC Terms of Reference states the following:

### External Expert Members

- 3.6 External expert members will have senior business, legal, audit knowledge and experience, and be conversant with the local government environment.
- 3.7 At least one external expert member will have expertise and knowledge in financial management/reporting.
- 3.8 The Council will determine the process for appointing an expert member.
- 3.9 Appointment of external representatives will be made by Council for a term to be determined by Council. To ensure succession planning for the Committee, the terms of appointment should be arranged on a rotational basis and continuity of membership despite changes to Council's elected representatives. Council may resolve to re-appoint an external expert member for consecutive terms.
- 3.10 If Council proposes to remove an expert member from the Committee, it must give written notice to the expert member of its intention to do so and provide that expert member with the opportunity to be heard at a Council meeting which is open to the public, if that expert member so requests.
- 3.11 Remuneration will be paid to each expert member of the Committee to be set by Council from time to time. At a minimum, the remuneration paid to expert member will be reviewed within 12 months from the date of a Council (periodic) election. The basis will be a set fee per meeting, with an additional amount paid to the Chairperson

The following table provides the details of the current FAC membership, when they were appointed and when their terms expires.

<b>Member</b>	<b>First Appointed</b>	<b>Expiry of Term</b>
Mr. Greg Connor	November 2013	November 2019
Ms Natalie Johnston	13 February 2018	30 November 2020
Ms Emma Hinchey	1 January 2017	30 November 2021
Councillor Kendra Clancy	27 November 2018	27 November 2019
Councillor Tim Gard	27 November 2018	27 November 2019

If a recruitment process is undertaken, the Review and Selection Committee will manage this process.

If the Committee recommends to re-appoint Mr Connor it is recommended that the term be three years until November 2022.

#### Elected Member Positions

Council has resolved that the Elected Member positions for the FAC will be Councillors Tim Gard and Kendra Clancy (appointed from 27 November 2018 to 27 November 2019). These appointments will be considered along side Council's various positions for Elected Member Representatives prior to their expiry in November 2019.

#### **CONCLUSION**

The Review and Selection Committee is required to make a recommendation to Council regarding the approach to the reappointment or appointment of an expert member to the FAC.

## Work Health & Safety KPI - LTIFR

<b>Originating Officer</b>	Unit Manager Risk - Sherie Walczak
<b>Corporate Manager</b>	Manager Corporate Governance - Kate McKenzie
<b>General Manager</b>	Acting General Manager Corporate Services - Ray Barnwell
<b>Report Reference</b>	RSC190806R03

## REPORT OBJECTIVE

The objective of this report is to provide the Review and Selection Committee with an overview of the 'Think Safe Live Well' initiatives program for 2019/20 and beyond which are aimed at reducing the Lost Time Injury Frequency Rate (LTIFR)

## EXECUTIVE SUMMARY

The Corporate WHS Performance Indicator for 2018/19 was to achieve 10% or greater reduction to our Lost Time Injury Frequency Rate (LTIFR) from previous year. As at the 30th June 2019, the LTIFR was 9.4 which demonstrates a 52% increase from the 2017/18 financial year LTIFR of 6.2 and does not achieve the KPI set by Council.

## RECOMMENDATION

**That the Review and Selection Committee:**

- 1. Notes the report and statistical data attached.**
- 2. Reviews and provides feedback on the WHS Performance noting initiatives outlined for improving and embedding WHS outcomes.**

## GENERAL ANALYSIS

### Lost Time Injuries

The key lag performance indicator was to reduce Lost Time Injuries (LTIs) outlined in Appendix A Table 1 and 2. This has increased from 4 LTIs reported last year to 7 LTIs reported this year. Analysis of the LTIs in FY2018-19, outlined in Appendix A Table 3, shows three primary mechanisms of injury:

1. Three manual handling injuries (muscular stress while lifting, carrying or putting down objects)
  - Back injury from lifting concrete
  - Back injury from spreading mulch
  - Shoulder injury from driving star droppers
2. Three falls from the same or differing levels (slips, trips and falls)
  - Shoulder and knee injury from falling down stairs
  - Foot injury from falling down stairs
  - Back injury from falling off a chair
3. One mechanical injury (struck by object)
  - Split lip from being hit by branch expelled from chipper

The Rolling Lost Time Injury Frequency Rate (LTIFR) represented in blue in Figure 1, is reported at 11.0\*. This represents a 77% increase over the previous 12 months being the 2017-18 result of 6.2.

The Lost Time Injury Frequency Rate (LTIFR) represented in blue in Figure 2, from data extracted from the Local Government Association Workers' Compensation Scheme (LGAWCS) Claim Analysis Portal, is recorded at 9.4\* based on 6 LTI claims being accepted. This represents a 52% increase over the previous 12 months and does not meet the KPI of 10% reduction on the LTIFR from the previous year. Despite recording an increase in the LTIFR this year, it should be noted that significant reductions have been made over the past three years including; a reduction of 57% from 2015-16 to 2016-17 which reduced again by 50% in 2017-18. These reductions equate to a 67% reduction over the three years from 2015-16 to 2018-19. The City of Marion, historically, has also recorded a higher LTIFR when compared against our industry counterparts being the Group A Councils and we have recorded lower than the sector now for three years in a row.

*\*The difference between internal and external data is due to appropriate determination deferrals and the payroll data transfer process associated with the end of financial year, which can result in delays to the LTIs being recorded in the LGAWCS data.*

## DISCUSSION

### THINK SAFE LIVE WELL WHS MANAGEMENT SYSTEM

Work has continued towards building our WHS management system, particularly identifying our key hazards and high risk areas for priority based system development. Integration with the environmental management system is also taking place. The result is a newly endorse HSE Plan 2019-23.

The HSE Plan (draft design attached as Appendix B) includes the HSE Vision of "We can all make a difference towards achieving zero harm, to people and the environment" with four commitments being;

1. Safety Leadership
2. Hazard Management
3. Incident Management, and
4. Continual Improvement.

It outlines aims a significant program of initiatives against each principle with success measures and targets being set which will be monitored through the WHS Committee, Environmental Management Committee and by Executive Leadership Team via the Risk Working Group.

### Conclusion

The significant reduction in Lost Time Injuries reported during the three years from 2015-16 to 2018-19 has been a commendable achievement and, as the City of Marion continues to commit to place the community and safety at the forefront of everything we do, we will continue to strive to achieve better results for our people.

In the FY2019/20 reporting period, we again aim to reduce harm and achieve Council's KPI of 10% or greater reduction in LTIFR compared to the end of FY2018/19 reporting period.

## Attachment

#	Attachment	Type
1	RS060819 - WHS KPI LTIFR 2019 – Appendix A	PDF File
2	RS060819 - WHS KPI LTIFR 2019 – Appendix B	PDF File

## APPENDIX 1 – Work Health Safety KPI 2019

### Lost Time Injuries Reported (Internal WHS SkyTrust reporting data)

Lost Time Injuries (LTIs) are those injuries where a whole work day or more has been lost due to a workplace injury. LTIs reported to date for this financial year, outlined in Table 1, can be compared against those reported last financial year which are outlined in Table 2.

**Table 1: Number of LTIs per month - Financial Year 2018-19**

Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Total
1	0	0	0	0	0	0	1	1	0	3	1	7

**Table 2: Number of LTIs per month - Financial Year 2017-18**

Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Total
0	1	0	0	1	0	1	0	1	0	0	0	4

Individual LTIs reported for 2018-19 are outlined in Table 3 below :

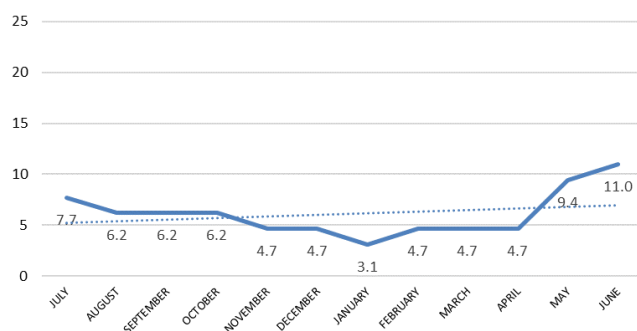
**Table 3: Outline of LTIs reported - Financial Year 2018-19**

No.	Description of Incident	Mechanism of Injury	Injury Description
1	Trip and fall down internal stair well	Fall on differing level	Bilateral shoulder sprain and left knee sprain injuries.
2	Feeding a bowed branch into chipper which whipped around and hit face	Mechanical – Struck by object	Split upper lip requiring stitches
3	Missed a step on Admin Building stairs and landed awkwardly on right foot	Fall on differing level	Right calcaneal avulsion of Achilles tendon
4	Lifting stuck piece of concrete from excavated footpath	Muscular Stress – Lifting	Severe muscular strain in lower back
5	Spreading mulch in tipper truck	Muscular Stress – Lifting	Strained back
6	Driving star dropper into ground	Muscular Stress – Force	Strained right shoulder
7	Slipped off edge of chair	Fall from a height – Sitting Furniture	Contusion to lower back

### Rolling Lost Time Injury Frequency Rate (Internal WHS SkyTrust reporting data)

Lost Time Injury Frequency Rate (LTIFR), is an industry standard tool for measuring LTI's within a given reporting period which enables comparison to other organisations. Council's Rolling LTIFR, outlined with a solid blue line in Figure 1, extracted from internal WHS Management System (SkyTrust) incident report data, provides analysis of the average LTIFR over the last 12 months.

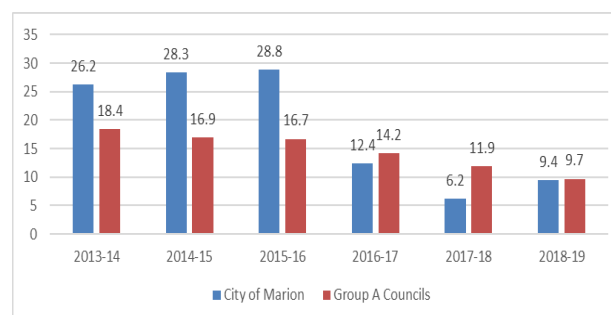
**Figure 1: Rolling LTIFR**



### Lost Time Injury Frequency Rate (LGAWCS Claims Data)

Council's LTIFR outlined in Figure 2, data is sourced from the Local Government Association Workers' Compensation Scheme (LGAWCS) Claim Analysis Portal, once claims have been determined and can be measured and monitored against our local government sector counterparts being the Group A Councils (GAC').

**Figure 2: LTIFR compared against Group A Councils**



1 GaC are metropolitan councils with more than 300 staff (Marion, Adelaide, Charles Sturt, Onkaparinga, Playford, Port Adelaide Enfield, Salisbury and Tee Tree Gully).



## OUR HSE VISION

We can all make a difference towards achieving zero harm, to people and the environment.

## OUR COMMUNITY VISION



## WE LIVE OUR VALUES

### Respect

Treating everyone as we want to be treated, where all contributions are valued.

### Integrity

Fostering trust and honesty in all of our interactions.

### Achievement

Enhancing our knowledge and performance to reach our shared goals, while dedicated to support one another.

### Innovation

Encouraging new ideas, and learning from our experience to do things better.

## OUR HSE PRINCIPLES

The Community and Safety is at the forefront of everything we do.

Everyone has an integral role in improving health, safety and the environment.

Empowered people are respected and encouraged to be safety leaders and environmental champions.

Proactive planning for safety and environment leads to more efficient and effective outcomes.



Placeholder image



Placeholder image



Placeholder image

## OUR 4 COMMITMENTS



### Safety Leadership

- 1.1 Exhibit & actively promote worker & environmentally safe behaviours
- 1.2 Empower people to understand their HSE responsibilities & processes as we build capacity, ownership & achieve safe outcomes
- 1.3 Encourage those impacted by our operations to be included in discussions that may affect their health & safety or the environment



### Hazard Management

- 2.1 Take pride in delivering safe outcomes for our people, community & environment
- 2.2 Proactively undertake systematic identification, assessment, control, monitoring & review of hazards associated with our operations
- 2.3 Be accountable for continual improvement of risk reduction processes



### Incident Management

- 3.1 Promptly report safety & environmental hazards, near misses, incidents and harm
- 3.2 Reduce or eliminate contributing factors to incidents to reduce risk of reoccurrence
- 3.3 Prioritise and support injured employees with treatment and provision for staying at work while they recover



### Continual Improvement

- 4.1 Provide a management system that complies with the requirements of the Return to Work SA's Performance Standards for Self Insurers (RTW PSSI)
- 4.2 Be accountable for making positive differences to health, safety & environment
- 4.3 We will build a culture of performance excellence

WE WILL ACHIEVE THIS BY:	SUCCESS MEASURES:	TARGET	2019/20	2020/21	2021/22	2022/23
<b>1.1 Exhibit &amp; actively promote worker &amp; environmentally safe behaviours</b>						
Setting an example through visible leadership	Percentage of leaders review their HSE Risks in the SkyTrust Safety Risk Register each year as scheduled.	100% of leaders	70%	85%	100%	100%
	WHS Committee meetings will have ELT representation	100% attendance	100%	100%	100%	100%
	Leaders undertake their allocated Safety Observations each year.	100% occurrence	70%	85%	100%	100%
	General Staff, ELT and SLT meetings have safety on the agenda	100% of meetings	100%	100%	100%	100%
	Leadership visibility of safety and environment culture through new initiatives ie Safe Work Month, Lanyard Badges, leadership posters, TSLW on PPE&C, safety messages on vehicles	2 initiatives each year	2	2	2	2
Actively promoting safety & the environment	Promotion of HSE & wellbeing through the monthly TSLW newsletters	12 newsletters per year	100%	100%	100%	100%
	Delivery & promotion of monthly Wellbeing themes based on annual Wellbeing Plan	12 themes per year	12	12	12	12
	Green @ Work initiatives	2 activities / year	2	2	2	2
Acknowledging safe & environmentally sustainable behaviours	STAR award nomination for HSE related behaviours	10% increase in nominations each year	Intro	10%	10%	10%
<b>1.2 Empower people to understand their HSE responsibilities &amp; processes as we build capacity, ownership &amp; achieve safe outcomes</b>						
Training all leaders in WHS	Percentage of ELT, SLT & identified UMs undertake Due Diligence training every 4 years	100% of identified staff	100%	100%	100%	100%
	Percentage of CoM leaders complete the WHS Leadership 1, 2 & 3 eLearning modules	100% of identified staff	100%	100%	100%	100%
Training all relevant roles in Environmental impacts	Competency based Environmental impacts training (eLearning or face-to-face) for relevant staff included in Organisational TNA	1100% of identified staff	Intro	70%	85%	100%
<b>1.3 Encourage those impacted by our operations to be included in discussions that may affect their health &amp; safety or the environment</b>						
Consulting & communicating WHS matters with staff, volunteers & contractors	Percentage of WHS / ERM Policy & Procedures, introduced or revised, include consultation and communication with all affected staff	100% of documents reviewed	100%	100%	100%	100%
	Options, including advantages / disadvantages, of merging the ERM and WHS Committees is considered with recommended approach approved to commence from July 2020	Identify options and implement recommended options recommended options	Identify options	Implement	Evaluate	Monitor
Communicating environmental requirements with staff, volunteers & contactors	Percentage of staff, agency staff with a =>6 month contract, contractor & volunteer inductions include environmental requirements	100% of agency staff	70%	85%	100%	100%
Gain feedback on staff sense of safety while at work	Percentage result for Safety questions within Organisational Pulse Survey results maintained	80%	80%	80%	80%	80%
<b>2. HAZARD MANAGEMENT</b>						
WE WILL ACHIEVE THIS BY:	SUCCESS MEASURES:	TARGET	2019/20	2020/21	2021/22	2022/23
<b>2.1 Take pride in delivering safe outcomes for our people, community &amp; environment</b>						
Improving reporting as part of building an overall positive HSE culture	Increase in WHS hazard & near miss incident reports year on year for the life of the plan	5% increase per year	5%	5%	5%	5%
	Increase in environmental incident reports year on year for the life of the plan	10% increase per year	10%	10%	10%	10%
<b>2.2 Proactively undertake systematic identification, assessment, control, monitoring &amp; review of hazards associated with our operations</b>						
Identifying, assessing & controlling all high priority hazards.	Percentage of plant that is risk assessed prior to entering service & reviewed at least 5 yearly	100%	80%	90%	100%	100%
	Percentage of chemicals that are risk assessed prior to being used & reviewed at least 5 yearly	100%	80%	90%	100%	100%
	Percentage of SWMS, SWPs & SOPs that are reviewed as scheduled	100%	80%	90%	100%	100%
	Spot audits of all relevant projects in CAMMS to ensure their predesign environmental checklist was completed	Quarterly audits undertaken	4	4	4	4
	TRIFR of X or less (Reduction of 10% or greater on TRIFR of X at 30 June 2019)	10% reduction each year	10%	10%	10%	10%
<b>2.3 Be accountable for continual improvement of risk reduction processes</b>						

### 3. INCIDENT MANAGEMENT

WE WILL ACHIEVE THIS BY:	SUCCESS MEASURES:	TARGET	2019/20	2020/21	2021/22	2022/23
<b>3.1 Promptly report safety &amp; environmental hazards, near misses, incidents and harm</b>						
Improving reporting as part of building an overall positive HSE culture	Percentage of all incidents that are reported in SkyTrust within 1 working day of the incident occurring	100%	80%	90%	100%	100%
Report positive performance and lag indicators to make decisions & changes that improve HSE	Comprehensive monthly & extended quarterly WHS report by the 10th day of the following month	Monthly Reports	12	12	12	12
<b>3.2 Reduce or eliminate contributing factors to incidents to reduce risk of recurrence</b>						
Undertaking incident investigations to identify contributing factors	Percentage of all medium or extreme incidents reported are investigated by the responsible person and corrective actions identified within 10 business days of the incident being reported	100%	80%	90%	100%	100%
Responding to contractors who have reported reoccurring incidents or who have recurring incidents reported against them	Recurring contractor incidents investigated by the contactor manager (with support from the Risk and/or Environmental Sustainability Teams) and corrective actions identified within 7 days of the incident being reported	100%	80%	90%	100%	100%
Improving the quality of incident investigation & reporting.	Percentage of all incidents risk rated as high or above reviewed by the Risk team	100%	80%	90%	100%	100%
	Percentage of all incidents with an environmental impact is reviewed by the Environment team	100%	100%	100%	100%	100%
<b>3.3 Prioritise and support injured employees with treatment and provision for staying at work while they recover</b>						
Providing suitable duties to staff who are injured during work activities	LTIDR Reduction of 10% or greater on previous year	10% reduction annually	10%	10%	10%	10%
	LTIFR Reduction of 10% or greater on previous year	10% reduction annually	10%	10%	10%	10%
	All Lost Time Injuries will have a 48 hour meeting scheduled by the people leader inviting the HR Business Partner and WHS Coordinator	48 hr meeting scheduled for all LTIs	100%	100%	100%	100%

### 4. CONTINUAL IMPROVEMENT

WE WILL ACHIEVE THIS BY:	SUCCESS MEASURES:	TARGET	2019/20	2020/21	2021/22	2022/23
<b>4.1 Provide a management system that complies with the requirements of the Return to Work SA's Performance Standards for Self Insurers (RTW PSSI)</b>						
Undertaking a RTW PSSI compliance self-assessment as part of the management review reported to RWG	Increase of conformances from previous self-assessment	10% increase each audit	10%	-	10%	
Participating in biennial LGRS Risk Evaluation testing against the RTW PSSI	Increase of conformances from previous LGAWCS audit	10% increase each audit	10%	-	10%	
Undertaking an annual ERM compliance self-assessment and report to RWG	Practical transition of ERM system elements to SkyTrust	100% of all agreed system elements	50%	75%	90%	100%
<b>4.2 Be accountable for making positive differences to health, safety &amp; environment</b>						
Undertaking a proactive schedule of audits	WHSMS audits being performed	At least 10% / year	10%	10%	10%	10%
	ERM process and sites/activities audits conducted per year	1 process audit & 1 site/activity audit / year	2	2	2	2
	Contractor HSE Audits conducted per year	At least 6 / year	6	6	6	6
<b>4.3 We will build a culture of performance excellence</b>						
Training and educating our workforce to ensure they have the key skills to deliver our services	An organisational TNA where worker training records are checked to ensure that all training identified has been delivered	100% of training delivered	70%	80%	90%	100%
	Percentage of staff competency verified for operation of plant as per training needs analysis	100% of competencies verified	70%	80%	90%	100%
Reviewing LGA Circulars & Government Gazettes	'Legal Requirements' is a mandatory agenda item in the WHS & ERM Committee agendas and reflected in the minutes	100% of meeting agendas	100%	100%	100%	100%
Maintaining HSE compliance obligations ie monitoring, licences and permits	Scheduling of legislative inspection, testing and servicing requirements using the Inspection and Audit Module in SkyTrust	100% being tested when due	70%	80%	90%	100%



## REPORTS FOR NOTING

### Corporate and CEO KPI Report Quarter Four 2018/19

<b>Originating Officer</b>	Governance Officer - Victoria Moritz
<b>Corporate Manager</b>	Manager Corporate Governance - Kate McKenzie
<b>General Manager</b>	Acting General Manager Corporate Services - Ray Barnwell
	Chief Executive Officer - Adrian Skull
<b>Report Reference</b>	RSC190806R04

### REPORT OBJECTIVE

To advise the Review and Selection Committee of the results of the CEO and Corporate KPI's for quarter four 2018/19.

### RECOMMENDATION

**That the Review and Selection Committee;**

1. **Note this report**

### Attachment

#	Attachment	Type
1	Corporate and CEO KPI Report Quarter Four 2018-19 - Appendix 1	PDF File
2	Corporate and CEO KPI Report Quarter Four 2018-19 Appendix 1a	PDF File
3	Corporate and CEO KPI Report Quarter Four 2018-19 Appendix 2	PDF File
4	Corporate and CEO KPI Report Quarter Four 2018-19 Appendix 3	PDF File
5	Corporate and CEO KPI Report Quarter Four 2018-19 - Appendix 4	PDF File

1

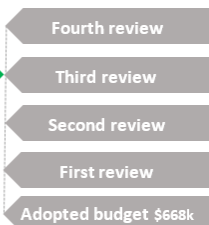
### Financial Sustainability

**Core target:** Council maintains a break even or positive cash funding position in delivering its annual budget

**Measure:** This target compares funding cash position at the relevant budget review with the adopted budget figure. Adopted Budget \$668k

**Achieved:** Target currently achieved at 3<sup>rd</sup> Budget Review and anticipated to exceed 3BR forecast upon finalisation of results on completion of annual audit

\$1,453k (projected)



4

### Total Employee Costs

**Core target:** Less than or equal to 3% increase in actual employee costs (including agency staff) against prior year's actual costs

**Stretch target:** Less than or equal to 2% increase in actual employee costs (including agency staff) against prior year's actual costs

**Measure:** The 2017/18 Actual audited figure = \$33,274k.

1.....2.....3.....4.....5

Stretch >or = 2%

Core >or = 3%

Projected 4.6%

**Achieved:** 4.6% - (Projected – Third Review). The 2018/19 estimated result at third budget review = \$34,807k – No material change in this position is anticipated following completion of annual audit. Adjustment for movement in grant funded positions, impact of council resolutions and extraordinary events is forecast to bring KPI back to 3.21%.

2

### Delivery of agreed projects identified in ABP and 3 year Plan (73 projects)

**Core target:** Greater than or equal to 95%

**Measure:** Monthly data as at 30 June 2019.

**Achieved:** 61 Projects completed, 8 Projects on track and 3 projects off track or deferred. 96% of projects are completed or on track. 4% are not on track. The target has been met.

\*refer appendix 1a for a further explanation of the statuses of projects.

80.....85.....90.....95.....100



5

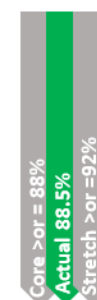
### Staff Retention

**Core target:** Greater than or equal to 88% retention of staff.

**Stretch target:** Greater than or equal to 92% retention of staff.

**Achieved:** 88.5% (Actual result) Core Target has been met

70.....80.....90.....100



3

### Lost Time Injury Frequency Rate.

**Core target:** Greater than or equal to 10% reduction from 2017/18 (5.5)

**Stretch target:** Greater than or equal to 15% reduction from 2017/18 (5.2)

**Measure:** The LTIFR for Q4 2018/19 is 9.4

**Achieved:** 52% Increase – Core and Stretch targets have not been met Financial Year Average = 5.7

10.....20.....30.....40.....50.....60



**Note:** As reported to Council (GC190723R14); despite not reaching target, significant reductions have been made over the past three years which equates to a 67% reduction over the three years from 28.8 in 2015-16 to 9.4 in 2018-19.

6

### Overall Satisfaction with Council's performance

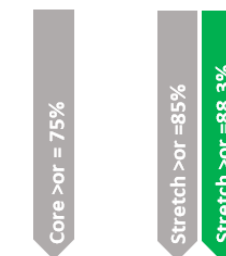
**Core target:** Greater than or equal to 75% rated as satisfied or above.

**Stretch target:** Greater than or equal to 85% rated as satisfied or above.

**Measure:** Community Survey

**Achieved:** 88.3%. The Stretch Target has been met.

.....80.....90.....100



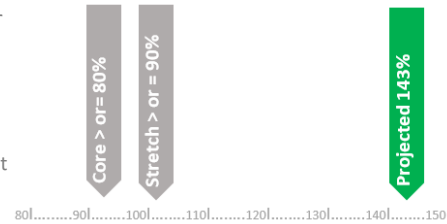
7

### 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:** 143% (Projected – Third Review). Core and stretch targets are currently being met. Current unaudited position currently reflects these targets.



The *Asset Sustainability Ratio* indicates whether Council is renewing or replacing existing assets at the rate of consumption.

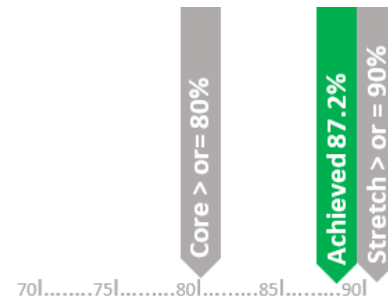
8

### 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% delivery of Council's planned capital works program (adjusted for extraordinary items)

**Achieved:** 87.2% (Actual): Comment Core Target has been met.



9

### Staff Engagement

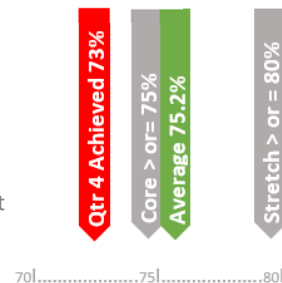
**Core target:** Achievement of an overall employee pulse survey result of 75%, based on 9 metrics

**Stretch target:** Achievement of an overall employee pulse survey result of 80%

**Measure:** Staff quarterly Pulse survey results.

**Achieved:** 73 % - Target has not been met in Q4.

**Average across 18/19 financial year:** 75.2%. Target has been met



## Appendix - 2018-19 KPI report 3 YR Business Plan and Annual Business Plan

Summary of overall project achievement	On-Track KPI	96%
	Off- Track KPI	4%

The 3 YR Business Plan 2016-2019 and the Annual Business Plan 2018-19 have now concluded and can be reported on against the 'Achievement KPI'. The table below outlines the rationale for those projects reported as off track and those projects requiring clarification.

Completed projects requiring clarification			
Project	Status	3YBP deliverable	Commentary
Housing Zone Precinct L5, P5	Complete	Review housing zones to preserve the character of the areas in the north of our city and create housing choice in our south	Council has achieved its deliverables in 3 YR BP, with a response and further action the responsibility of the Minister.
Morphettville Racecourse L6	Complete	In partnership with State Government, the SA Jockey Club and adjoining councils, support the housing development at Morphettville Racecourse	Council has achieved its deliverables in 3 YR BP, with a response and further action the responsibility of the Minister.
Projects <u>not</u> achieving 3YR BP objectives to be continued in 4YRBP - justification			
Project	Status	3YBP deliverable	Commentary
International BMX Complex L2.4	On track	Deliver excellent Sport and Recreation Facilities across the City: An International standard BMX complex in the South, led by BMX SA	Deliverables in 3 YR BP not achieved due to insufficient budget to deal with poor site conditions, transitioned to 4 YR BP
Mitchell Park L2.1	On track	Deliver excellent Sport and Recreation Facilities across the City: Community club and indoor sports stadium at Mitchell Park	Deliverables in 3 YR BP not achieved due to insufficient budget, transitioned to 4 YR BP
Southern Soccer facility L2.3	On track	Deliver excellent Sport and Recreation Facilities across the City: A new regional soccer facility in the South in partnership with Football SA.	Deliverables in 3YBP not achieved. The FFSA is deliverer of this project, which had insufficient budget to deal with poor site conditions and ongoing operational costs. Transitioned to 4 YR BP

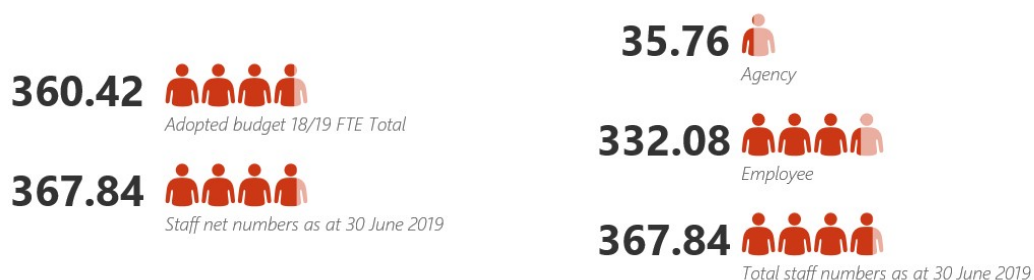
Projects delivering 3YR BP objectives/milestones, and being continued in 4YR BP			
Project	Status	3YBP deliverable	Commentary
Hallett Cove Foreshore L4.3, 13.2	On track and continuing	Deliver Open Spaces and Playspaces across the City: Priority open space developments based on our open space plan, to meet the needs of a growing and changing community into the future.	3YBP Deliverables achieved. Final stages to be delivered as part of 4 YR BP
Projects off track, with milestones not met			
Deliver Sustainable Street Lighting Program VN 2.2	Off track	Deliver sustainable lighting program priorities.	Over 1300 LED lights were installed before the end of June 2019.  Delays were experienced whilst SA Power Networks reviewed their supply and installation costs along with the introduction of a new LED luminaire.  The project is due to be completed by October 2019.
Public Toilet Renewal L4.7	Off track	Deliver Open Spaces and Playspaces across the City: High quality public toilets in our priority reserves and parks.	Project off track and has transitioned to 19/20 due to delay in procurement of toilets with expected completion being August 2019.
Annual Business Plan Initiative			
Replacement of Asset Management ICT System	Deferred	Replacement of the Asset ICT system was placed on hold pending the Business System Fitness Review, ICT Service Review and IT Application Strategy completion. These initiatives are complete, with the replacement of the Asset ICT System prioritized for 19/20 design, market testing and delivery.	

## Corporate and CEO KPI Report Quarter Four 2018/19 – APPENDIX 2

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	-	\$583k	\$795k	\$1,453k (projected)	\$1,453k (projected)
				<b>Comment:</b> \$1,453k – (Projected - Third Review). Target currently achieved at 3 <sup>rd</sup> Budget Review and anticipated to exceed 3BR forecast upon finalisation of results on completion of annual audit.			
2	Delivery of agreed projects identified in the <i>Annual Business Plan</i> and the third year targets in the three-year plan.	Greater than or equal to 95%	-	Verbal update	93%	95%	96%
				<b>Comment:</b> 61 Projects completed, 8 Projects on track and 3 projects off track or deferred. 96% of projects are completed or on track. 4% are not on track. The target has been met. *refer appendix 1a for a further explanation of the statuses of projects.			
3	Lost Time Injury Frequency Rate.	Greater than or equal to 10% reduction from the previous year's result (5.5)	Greater than or equal to 15% reduction from the previous year's result (5.2)	33% increase	44% reduction	34% reduction	52% increase
				<b>Comment:</b> The LTIFR for Q4 2018/19 is 9.4. <b>Achieved:</b> There has been a 52% increase on the previous year. Core and Stretch Targets have not been met.			
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	4.9% (projected)	4.9% (projected)	4.9% (projected)	4.6% (projected)
				<b>Comment:</b> 4.6% - (Projected – Third Review). The 2018/19 estimated result at third budget review = \$34,807k – No material change in this position is anticipated following completion of annual audit. Adjustment for movement in grant funded positions, impact of council resolutions and extraordinary events is forecast to bring KPI back to 3.21%.The Core and Stretch Targets have not been met.			
5	Staff Retention	Greater than or equal to 88% retention	Greater than or equal to 92% retention	89%	89%	91.81%	88.5%
				<b>Comment:</b> 88.5% (Actual result) Core Target has been met			
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	N/A	88.3%
				<b>Comment:</b> Achieved 88.3%. Core and Stretch targets have been met.			
7	Asset sustainability.	Asset sustainability ratio greater than or equal to 80%	Asset sustainability ratio greater than or equal to 90%	145% (projected)	155% (projected)	155% (projected)	143% (projected)
				<b>Comment:</b> 143% (Projected – Third Review). Core and stretch targets are currently being met. Current unaudited position currently reflects these targets.			
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)	N/A	N/A	N/A	87.2%
				<b>Comment:</b> 87.2% (Actual): Comment Core Target has been met.			
9	Staff Engagement	Achievement of an overall employee pulse survey result of 75% based on 9 metrics	Achievement of an overall employee pulse survey result of 80%	76.3%	76.8%	75.3%	73%
				<b>Comment:</b> Achieved: 73 %Target has been not been met in Q4. Average across 18/19 financial year: 75.2%. Core Target has been met			

**FULLTIME EQUIVALENT (FTE) Employee and Agency****APPENDIX 3**

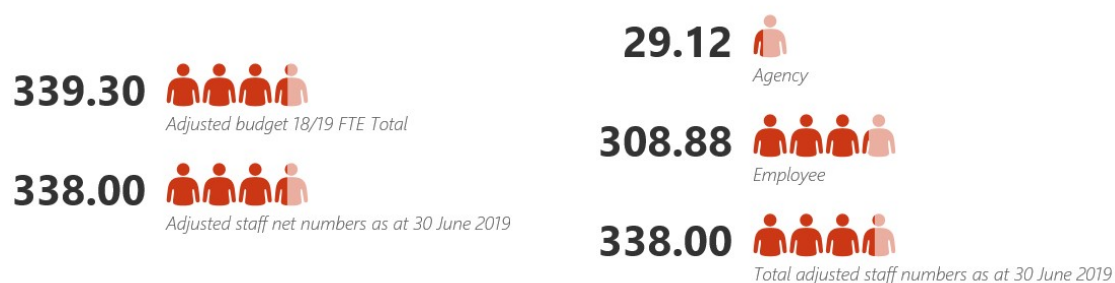
The number of FTE employees (staff and agency) employed across the organisation as at 30 June 2019.



**Note:** The FTE figure of 332.08 includes a 13.2 FTE increase in Grant Funded positions and 12.0 FTE relating to staff on Income Protection and Work Cover.

There are currently 9.0 temporary vacant positions excluding those backfilled by temporary labor hire and internal resourcing.

The following tables provide comparative FTE data with the Gap Year Team Members, Pool Staff and Grant Funded positions being excluded.



## Appendix 4

### Labour and FTE Movement Summary

	2018/19 \$000's	2017/18 \$000's	2016/17 \$000's	2015/16 \$000's	2014/15 \$000's	2013/14 \$000's	2012/13 \$000's
<b>Total Employee Costs (including Agency) % Movement on Prior Year</b>	<b>34,807*</b>	<b>33,274</b>	<b>32,221</b>	<b>31,783</b>	<b>31,757</b>	<b>31,532</b>	<b>30,239</b>
	<b>4.6%*</b>	<b>3.27%</b>	<b>1.40%</b>	<b>0.10%</b>	<b>0.70%</b>	<b>4.30%</b>	
<b>Total Number of Employees (FTE at 30 June) % Movement on Prior Year</b>	<b>367.84</b>	<b>360.41</b>	<b>344</b>	<b>342</b>	<b>348</b>	<b>351</b>	<b>359</b>
	<b>2.06%</b>	<b>4.80%</b>	<b>0.60%</b>	<b>-1.70%</b>	<b>-0.90%</b>	<b>-2.20%</b>	

\*2018/19 figures are the estimated result at 3<sup>rd</sup> budget review. No material change in this position is anticipated following completion of annual audit. Adjustment for movement in grant funded positions, impact of council resolutions and extraordinary events is forecast to bring KPI back to 3.21%.



**WORKSHOP / PRESENTATION ITEMS - Nil**

**OTHER BUSINESS - Nil**

**MEETING CLOSURE**