

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, 04 February 2020 at 06:30 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



TABLE OF CONTENTS

OPEN MEETING	3
KAURNA ACKNOWLEDGEMENT	3
ELECTED MEMBERS DECLARATION (if any)	3
CONFIRMATION OF MINUTES	3
Confirmation of the minutes for the Review and Selection Committee Meeting held on 5 November 2019	3
BUSINESS ARISING	9
CONFIDENTIAL ITEMS - Nil	9
REPORTS FOR DISCUSSION	9
CEO Performance and Remuneration Review Timeline and Approach 2019-2020	9
Council Assessment Panel Review	16
REPORTS FOR NOTING	22
Corporate and CEO KPI Report Quarter Two 2019/20	22
KPI report - Staff Vacancies Data	29
WORKSHOP / PRESENTATION ITEMS - Nil	34
OTHER BUSINESS	34
MEETING CLOSURE	34

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 5 November 2019

Originating Officer Manager Human Resources - Steph Roberts

Corporate Manager Manager Human Resources - Steph Roberts

Report Reference: RSC200204R01

RECOMMENDATION:

That the minutes of the Review and Selection Committee Meeting held on 5 November 2019 be taken as read and confirmed.

ATTACHMENTS:

#	Attachment	Type
1	RSC191105 - Final Minutes	PDF File

MINUTES OF THERSC191105 - REVIEW AND SELECTION COMMITTEE

Tuesday, 05 November 2019 at 06:00 PM

Council Administration Centre, 245 Sturt Road, Sturt



PRESENT

Elected Members

His Worship the Mayor Kris Hanna
Councillors Kendra Clancy, Jason Veliskou

In Attendance

Steph Roberts	Human Resources Manager
Rachel Read	Unit Manager Human Resources
Tim Sayer	Volunteer Development Officer

OPEN MEETING

The Mayor opened the meeting at 06:13 PM

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) – Nil

CONFIRMATION OF MINUTES

Confirmation of the minutes for the Review and Selection Committee Meeting held on 15 October 2019

Report Reference: RSC191105R01

Moved Councillor Veliskou, Seconded Councillor Clancy

That the minutes of the Review and Selection Committee Meeting held on 15 October 2019 be taken as read and confirmed.

Carried Unanimously

BUSINESS ARISING - Nil

CONFIDENTIAL ITEMS

Cover Report - CEO Annual Performance Review 2018/19

Report Reference: RSC191105F01

Moved Councillor Veliskou, Seconded Councillor Clancy

That:

1. Pursuant to Section 90(2) and (3)(a) of the Local Government Act 1999, the Committee orders that all persons present, with the exception of the following persons Steph Roberts, be excluded from the meeting as the Committee receives and considers information relating to the CEO Annual Performance Review 2018/19, 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 performance of the CEO.

Carried Unanimously

6.15pm the meeting went into confidence

7.00pm the meeting came out of confidence

7.00pm Rachel Read joined the meeting

7.00pm Tim Sayer joined the meeting

REPORTS FOR DISCUSSION - Nil

REPORTS FOR NOTING

Volunteer Update

Report Reference: RSC191105R02

Moved Councillor Clancy, Seconded Councillor Veliskou

General Discussion regarding the report

- It is positive to start to see some results with increasing the diversity and experience into volunteering. It is good to see the improvement
- We are seeing some of our new arrival volunteers gaining work due to the experience gained through volunteering
- Councillor Veliskou shared at an event he attended today, the New and Emerging Communities 'Sisters of the World' volunteer program at the City of Marion was discussed by City of Marion staff. The good work being done through this program was acknowledged
- The volunteering strategy was developed in response to the KPMG report, covering areas such as:
 - o DCSI checks in place for all volunteers (no cost to volunteers)
 - o Volunteering strategy developed
 - o Diversity gaps targeted
 - o Volunteer data base updated
 - o Induction of volunteers
 - o Aligning volunteering processes with Human Resource processes
 - o Developing a marketing plan
- Recruitment in some areas has been low, due to some areas having no vacancies (e.g. libraries)
- Councillor Veliskou advised tax help volunteers are placed at the City of Marion, however no conflict of interest exists

That the Review and Selection Committee:

1. Notes the report

Carried Unanimously

7.14pm Rachel Read left the meeting

7.14pm Tim Sayer left the meeting

Corporate and CEO KPI Report Quarter One 2019/20

Report Reference: RSC191105R03

Moved Councillor Clancy, Seconded Councillor Veliskou

Discussion

- Note, appendix 3 has an error showing staff net numbers as at 30 June 2019, this should be as at 30 September 2019
- LTIFR discussion in 18/19 crept up with a number of injuries. Noting it has reduced in Q1 19/20. The focus remains on prevention of injury and supporting staff who do suffer an injury with return to work.
- Staff vacancies were discussed and as a result administration have been requested to provide a report
 - o **ACTION:** Administration to provide a report on vacancy management for the next Review and Selection meeting for the 1st quarter (6 months)
 - Duration of vacancies
 - Which vacancies are temporarily filled and by agency and City of Marion staff
 - Can we compare to how other Councils (PAE and CoCS) how they approach the issue of vacancies and budgeted for them, in terms of a percentage of the total FTE

That the Review and Selection Committee;

1. Note this report

Carried Unanimously

WORKSHOP / PRESENTATION ITEMS - Nil

OTHER BUSINESS

MEETING CLOSURE - Meeting Declared Closed at 7.23PM

CONFIRMED THIS XX DAY OF XXX

.....
CHAIRPERSON

BUSINESS ARISING

CONFIDENTIAL ITEMS - Nil

REPORTS FOR DISCUSSION

CEO Performance and Remuneration Review Timeline and Approach 2019-2020

Originating Officer Manager Human Resources - Steph Roberts

Corporate Manager Manager Human Resources - Steph Roberts

General Manager Chief Executive Officer - Adrian Skull

Report Reference RSC200204R02

REPORT OBJECTIVE

To provide the Review and Selection Committee with a suggested approach and timeline for managing the Chief Executive Officer (CEO) Performance and Remuneration Review for the 2019-2020 financial year.

EXECUTIVE SUMMARY

The employment of a CEO is a critical function of Council and ensuring a best practice CEO Performance and Remuneration Review will bring further accountability and benefits to Council and its community. This report outlines a proposed approach and timeline for the Committee's consideration that covers the requirements of the CEO's employment contract and other relevant documents. The Review and Selection Committee is requested to review the proposed approach and make a recommendation to Council to be considered at the 25 February General Council Meeting.

RECOMMENDATION

That the Review and Selection Committee:

- 1. Recommends the proposed approach and timeline for the CEO's performance and remuneration review as outlined in Appendix 1 subject to the following amendments:**

-
-
-

GENERAL ANALYSIS

Council has the ultimate responsibility for setting strategy and the performance of the organisation and it exercises this responsibility through its only employee (the CEO). The CEO is entrusted with the organisation's day to day management with direction set from Council. As such, there is a unique relationship between the CEO and Council and the evaluation of the CEO's performance can impact this relationship in either a positive or negative manner. Therefore, when setting a CEO performance and remuneration review, consideration should be given to a number of leading practice principles:

- Alignment of CEO performance with the objectives of the organisation.
- Be based on clear expectations developed and agreed in advance with the CEO.
- Have a clear, transparent and agreed link between performance and remuneration.
- Be conducted in a manner conducive to ongoing good governance.

- Be tailored to the specific needs of the organisation.
- Comply with relevant standards for accountability and communication.

The proposed approach outlined in Appendix 1 has been developed with these principles in mind and the requirements of the CEO Employment Contract, agreed Key Performance Indicators (KPIs), the Review and Selection Committee Terms of Reference and the Local Government Association (LGA) Code of Conduct for Assessment of the Chief Executive Officer.

DISCUSSION

The Review and Selection Committee has the responsibility of making recommendations to Council regarding the CEO performance and remuneration. The proposed approach has been developed with the CEO's employment contract requirements in mind including:

- The performance rating agreed by the Council and the CEO as outlined in Schedule 4 of the CEO Employment Agreement
- The position description
- The KPIs agreed by Council and the CEO
- The discharge of the duties, and
- Any other factors considered relevant.

Process

As referenced in the CEO's employment contract, the Committee may engage the services of an external consultant to assist in the assessment of the performance of the CEO. This is considered to be best practice approach for managing a CEO's Performance review as it ensures independence and mitigates potential conflicts of interest. It is recommended that the engagement of a consultant would include the 360-degree component of the performance review:

- The development, implementation (including interviews) and evaluation of a 360 tool, incorporating feedback from people the CEO works directly with, including Elected Members, key leaders and staff, as well as the CEO's self-assessment.
- A written report with the results of the 360-degree feedback.
- It is proposed to once again engage Kathryn McEwen to conduct this work. Kathryn's charge for conducting this work in 2018/19 was \$4000 plus GST. Her quote for conducting the 360-degree feedback in 2019/20 is reduced to \$3200 plus GST.

The outcomes of the CEO's performance is to be determined by aggregating the assessment of the performance criteria and all persons providing feedback against the performance rating scale set out in Schedule 4 of the Employment Agreement.

The Review and Selection Committee would then provide a recommendation to the Council on the outcomes of the CEO's annual performance review.

Council is required to consider and if agreed, adopt the recommendation from the Committee. The Mayor or Review and Selection Committee can provide feedback to the CEO on outcomes of the performance review and jointly determine appropriate courses of action.

Remuneration Review

The ASX Corporate Government Council recommends within principle 8 of their guideline that an organisation should design its executive remuneration to attract, retain and motivate high quality senior executives.

It is noted that if the CEO performance review achieves an outcome of acceptable or higher, the remuneration review as defined in the contract would be triggered. It is noted that any consideration for increase is determined by Council at Council's absolute discretion.

The Review and Selection Committee will be required to recommend to Council the CEO's remuneration package and performance criteria to be applied for the following year.

Adopting a formalised, structured approach to the CEO performance and remuneration review, gives Council a greater likelihood of not only optimising their relationship with the CEO but also improving the overall performance of the organisation.

Attachment

#	Attachment	Type
1	Appendix 1 RSC200204	PDF File
2	Appendix 2 RSC200204	PDF File

**Appendix 1 Proposed timeline for conducting the CEO's 2019/2020
Performance and Remuneration Review**

Timeline: CEO Performance and Remuneration Review				
Date	Activity	Meeting	Dependency	Contract / LGA Code of Conduct of the CEO
4 Feb 20	- Review proposed Timeline and process for CEO performance/ remuneration review and make recommendation to Council.	Review and Selection Committee (RSC)	CEO engagement	
25 Feb 20	- Report to Council to seek resolution regarding the process and timeline for CEO Performance and Remuneration Review	General Council meeting	CEO engagement	
April 20 EM Forum TBC	- CEO and Organisational KPIs 2020/2021 financial year	Elected Member Forum	budget process timeline (refer appendix 2)	
5 May 20	- CEO and organisational KPIs 2020/2021 financial year and make recommendation to Council (consider if there are any CEO KPIs required on top of the organisational KPIs. If not, no recommendation to Council required)	RSC	April/May Elected Member Forum	
26 May 20	CEO and organisational KPIs 2020/2021 financial year	General Council meeting	May Review and Selection Committee	
June 20	Appointment of external consultant to conduct the CEO 360-degree feedback process	RSC	4 Feb RSC and 25 Feb General Council Meeting	

Timeline: CEO Performance and Remuneration Review				
Date	Activity	Meeting	Dependency	Contract / LGA Code of Conduct of the CEO
Sept 20	Conduct 360-degree feedback Kathryn McEwen Cost \$3200 + GST	N/A	25 Feb Council resolution	The entire process to take no longer than 6 weeks
Oct 20	Assess performance against KPIs	N/A	Audited Financial Statements considered at - FAC 13 October - Council to adopt October date TBC	
Oct 20	Opportunity for Mayor to review the KPI results and 360 feedback (prior to 3 Nov R&S meeting)	N/A		
Oct 20	HR conduct a remuneration assessment (market testing, using available data), to inform R&S committee (if required/dependent on the performance outcome)	N/A		
3 Nov 20	<ul style="list-style-type: none">Results of the performance review presented:<ul style="list-style-type: none">FeedbackKPIsRemuneration review recommendationCEO to provide an overview of the year in review / assess own performance (KPI results and 360 discussion) and provide to Review and Selection CommitteeContract review / extension recommendation to Council	RSC		Remuneration review to be conducted within two (2) months of the performance review (unless a review of 'less than Acceptable' performance is achieved)
24 Nov 20	Recommendation CEO performance review, remuneration and contract review/extension, seeking resolution. CEO to attend at the end of the confidential item to be informed of decision.	Council Meeting		
Week of 23 Nov 20 (post 24 Nov CG meeting)	The Mayor provide feedback to the CEO on outcomes of the performance review and in conjunction with the CEO, determine appropriate courses of action.	N/A	November GC resolution	Written report shall be compiled with respect to the annual performance review and a copy provided to the CEO
Week of 23 Nov 20 (post 24 Nov CG meeting)	Letter from Mayor to CEO outlining outcomes of the performance review and any required contract amendments			

Appendix 2**2020 - 21 Planning and Budgeting Process**

Stage	Focus	Timing
1	Staff analysis of planning inputs – committed projects/programs, labour budgets, new initiatives, review of WAPs.	October- January
2	<p>High level draft budget model development:</p> <ul style="list-style-type: none"> Elected Members' input in setting tolerance/ key assumptions, parameters for management Elected Members' consideration of current unfunded initiatives, new priority initiatives and staff new initiatives Draft Budget Model developed based on parameters set 	19 November- January
3	Finance & Audit Committee - Feedback on the proposed framework, assumptions and associated risks in setting the Annual Business Plan for 2020/21 and the Long Term Financial Plan	10 December
4	<ul style="list-style-type: none"> LTFP aligned with set parameters, Council resolutions and prioritised new activities High Level draft Budget/LTFP model presented to Elected Members 	<p>January</p> <p>18 January</p>
5	Finance & Audit Committee – Update provided on Development Draft Annual Business Plan & LTFP, Framework and Assumptions – FAC feedback sought	25 February
6	Draft Annual Business Plan /LTFP Framework and Assumptions endorsed and adopted	March
7	<ul style="list-style-type: none"> Elected Member Forum – Rating data, rates discussion, 2020/21 priority projects list modelling, Draft Annual Business Plan and Comprehensive Draft Budget 	March
8	<p>Set Tentative Rates</p> <p>Set draft priority projects list for consultation</p>	March-April
9	Draft Annual Business Plan endorsed and adopted for Community Consultation	April
10	Community Consultation period (Min. 21 Days)	April - May
11	Community Consultation Feedback to Council	26 May

Appendix 2

12	Final rates discussion Final priority projects discussions	May - June
13	Finance & Audit Committee – Update on Community Consultation Feedback	19 May
14	Final Draft Annual Business Plan and LTFP endorsed by Council for Adoption	9 June
15	Annual Business Plan / LTFP adopted	23 June

Council Assessment Panel Review

Originating Officer	Manager Development and Regulatory Services - Warwick Deller-Coombs
Corporate Manager	Manager Development and Regulatory Services - Warwick Deller-Coombs
General Manager	General Manager City Development - Ilia Houridis
Report Reference	RSC200204R03

REPORT OBJECTIVE

The purpose of this report is to seek feedback from the Review & Selection Committee (RSC) on the proposed recruitment process for the CAP. Direction is sought from the RSC whether it wishes to reappoint any existing independent CAP Members and undertake a recruitment process for any remaining positions.

EXECUTIVE SUMMARY

The terms of the existing four independent Council Assessment Panel members expire at the end of June 2020.

Pursuant to Clause 5.4.1 of the Committee's Terms of Reference, the Review and Selection Committee (RSC) and the Chief Executive Officer act as the selection panel for all expert Independent Members to the Council Assessment Panel (CAP).

This report outlines the various options for the RSC to consider regarding the appointment of Independent Members to the CAP, including the changes anticipated under the new Planning, Development and Infrastructure Act 2016.

RECOMMENDATION

That the Review and Selection Committee:

- 1. Endorses the reappointment of the current Presiding Member, Mr Terry Mosel as an Independent Council Assessment Panel Member for a further 12-month term to expire on the 30 June 2021.**
- 2. Requests that Administration commence the recruitment process for the Presiding Member position should the current Presiding Member decline the offer of being reappointed.**
- 3. Requests that Administration commence the recruitment process for 3 Independent Council Assessment Panel Members.**
- 4. Requests that Administration commence the recruitment process for a Deputy Independent Council Assessment Panel Member.**

Or:

- 5. Recommends Option 3 as the proposed approach**

6. **Notes that following the closure of the advertising period seeking expressions of interest, the Elected Members of the Review and Selection Committee together with the Chief Executive Officer or delegate, shortlist candidates, and then interview candidates and make recommendations to Council on preferred candidates, for both the Presiding Member and general positions.**

DISCUSSION

Background

Clause 5.4.1 of the Terms of Reference for the Review and Selection Committee (RSC) provides that this Committee and the Chief Executive Officer will act as the selection panel for all expert members to the Council Assessment Panel (CAP).

Clause 5.4.3 outlines the process to be followed by the Committee, which is as follows:

- *Identification of potential candidates via general advertisement*
- *Shortlist candidates for interviews/discussion*
- *Interviews with candidates to determine suitability for selection*
- *Determine a preferred candidate and confirm their preparedness to be nominated for appointment*
- *Make recommendation to Council on preferred candidates.*

Following the recommendation from the RSC, Council are the official appointing body of the CAP members.

Following their first appointment from 1 November 2017, on 19 May 2019, Council resolved to reappoint the following Independent Members to the Council Assessment Panel from 1 July 2019 for a 12-month term:

- Mr Terry Mosel (Presiding Member);
- Ms Sue Giles;
- Mr Nathan Sim; and
- Mr Gavin Lloyd-Jones (Deputy Member).

At the same Council meeting it was resolved to appoint Ms Yvonne Svenson as an independent member for a 12-month term.

The current term of the four Independent Members and the deputy member are due to expire on 30 June 2020.

Accordingly, Council must either commence the recruitment process outlined in Clause 5.4.3 by placing an advertisement in the Adelaide Advertiser and relevant online website seeking expressions of interest for Independent Members on the CAP, and/or reappoint some or all of the existing members to the Panel.

If the recruitment process outlined in Clause 5.4.3 is pursued, the RSC may need to meet outside of its schedule of meetings to progress the recruitment process in a timely manner, as the process includes interviews with candidates.

Discussion

The Review and Selection Committee (RSC) is required to make a recommendation to Council regarding the appointment of Independent Members to the CAP. The CAP shall comprise a maximum of 5 (five) members, only 1 (one) of which can be (but need not be) an Elected Member of Council.

Councillor Maggie Duncan is the current Elected Member appointed to the CAP and her term expires 30 June 2020. This appointment was made by Council, therefore the Review and Selection Committee need only consider the appointment of the four independent member positions as well as the deputy member position/s.

The role of the deputy member is to act in place of Panel Members when those members are unable to attend a meeting (i.e. illness, holiday etc.). Council can choose to appoint up to five (5) deputy members.

The term of office for each CAP member is as determined by Council but in any event shall not exceed 2 years. It should be noted that the option exists for Council to appoint members to a lesser term. An independent member is entitled to be re-appointed as a CAP member for multiple successive terms by Council resolution. A Council Representative is entitled to be re-appointed as a CAP Member for a second successive term by a resolution of the Council.

Transition to the Planning, Development and Infrastructure Act 2016

- From 1 July 2020, the Planning Development and Infrastructure Act 2016 (PDI Act) will become fully operational.
- Applications lodged from 1 July 2020 will be assessed against the PDI Act and the new Planning and Design Code (for metropolitan areas), which will replace the City of Marion Development Plan. Applications lodged prior to 1 July 2020 will continue to be assessed against the Development Act 1993 and the City of Marion Development Plan.
- It is anticipated that for a significant period of time from 1 July 2020, the CAP will be considering applications against both the PDI Act and the Development Act.

Applications on Pubic Notification

Applications under the PDI Act 2016 that require public notification will, by default, require assessment by the Panel (Section 93 of the Act). The types of development that will require assessment and consideration by the CAP are outlined within the Planning & Design Code, Procedural Matters (PM) Table of each zone.

The Planning & Design Code is currently on Public Consultation until 28 February 2020 and DPTI have advised that the Planning and Design Code will be updated throughout early 2020.

Given the Code is still undergoing consultation, it is unclear to extent of development that may require public notification. Based on current forms of development assessed by Council, it is likely the volume of applications requiring notification will increase.

Delegations

Unlike current practice where the Council CEO delegates different forms of assessment to staff and the Panel, under the PDI Act 2016, the Panel is considered to be a 'relevant authority' in its own right and can, should it desire, delegate any functions or powers to an a particular person or body.

As a 'relevant authority' under the PDI Act 2016, pursuant to Section 100 the Panel can delegate any functions or powers to a particular person or body (i.e. Council) or a person occupying a particular office or position (i.e. Assessment Manager). If the instrument of delegation so provides, these functions or powers may be further delegated.

It will be at the discretion of the Panel at their first meeting to delegate any of their functions or powers to the Council or Assessment Manager. It is anticipated that some sub-delegations will exist, primarily to the Assessment Manager, General Manager City Development, Manager - Development Services and Team Leader – Planning.

To provide an understanding on the types of development currently assessed by the Panel, a copy of the current Development Delegations Policy has been attached.

Council Administration will provide a copy of the desired delegations to the Panel at their first meeting, however it is ultimately the responsibility of the Panel Members to devise the delegations.

The proposed delegations will be informed by:

1. A project underway by the LGA to draft a set of general delegations under the new PDI Act.
2. A collaboration project undertaken with Cities of Port Adelaide Enfield and Charles Sturt to understand how delegations will operate under the new Act.

New Roles and Responsibilities of the CAP

Where the CAP has delegated responsibility to an Assessment Manager to act as the relevant authority (i.e. to make a decision), the applicant may apply to the assessment panel to review a decision (for example, should the delegate issue a refusal the applicant can apply to the Panel to review the decision in lieu of appealing to the ERD Court).

In this respect, the Panel is tasked with reviewing the original decision and will ultimately be required to either affirm, vary or set aside the original (and substitute its own) decision.

Accreditation of Panel Members

Section 88 of the PDI Act requires Council Assessment Panel members to obtain accreditation in order to perform, exercise or discharge the functions, powers or duties relevant to acting as a member of an assessment panel.

The Accredited Professionals Scheme became operational under the PDI Act from 1 April 2019 and accordingly, it is essential that members must be eligible and willing to attain and retain an Accredited Professional – Planning level 2 accreditation in order to serve on the CAP.

Candidates should already hold Accredited Professional – Planning Level 2 accreditation when applying for any vacant position and our advertisement will be updated to reflect this.

Administration recommends that members must be responsible, at their own cost, to obtain and retain Accredited Professional – Planning Level 2 accreditation.

Maintaining the accreditation also involves certain amounts of professional development which would be paid for and undertaken by the Independent Members (this will be tax deductible for them).

The appointed Elected Member does not require accreditation if the Council is satisfied the person is appropriately qualified to act as a member of the assessment panel on account of the person's experience in local government.

Financial Implications

Meetings are scheduled to occur in the first week of every month (except the first week of January), with a second meeting to occur on the third week of the month, on an as need basis.

Remuneration for Independent Members is included in the Council budget each year. Currently, the Presiding Member receives a fee of \$500 per meeting, whilst the Independent Member receives a fee of \$400 per meeting. The Council appointed Elected Member receives a fee of \$200 per meeting.

Many CAP members in South Australia sit on multiple CAPs, it is therefore not recommended that Council pay these accreditation fees or directly contribute to professional development.

With a minimum of 11 meetings, this equates to:

- the Presiding Member receiving \$5,500 annually;

- Independent Members \$4,400 annually; and,
- the Council appointed Elected Member \$2,200.

The current total minimum annual cost to Council for sitting fees is \$20,900. With catering costs and technology (Council provided iPads), the total existing CAP budget for 2019/20 is approximately \$41,000.

If meeting frequency increased, the total budget would likely see a commensurate increase.

Given the increased costs of gaining accreditation and maintaining professional development, RSC and Council may wish to review the current remuneration of the Independent Members;

- An increase in payment of \$50 per meeting would result in an increase to the annual budget allocation of up to \$5,500 to allow for all 11 meetings;
- A \$100 increase of the sitting fee would result in an \$11,000 increase.

Importantly, RSC and Council should note that based on Administration's current understanding of the Planning & Design Code; there will be an increased likelihood of applications that require consideration by the Panel. Given the potential for increased application numbers, combined with the refined assessment time frames, the Panel may need to sit twice per month.

Any increase in payments to CAP members should consider the possibility of the increased frequency of meetings.

Proposed Recruitment Timeline

Determine process and timeline	<i>Early February</i>
Advertise for CAP members (opens)	<i>Mid-February</i>
Advertisement for CAP members closes	<i>Late- Feb</i>
Compile list of applicants and report to Special Review & Selection Committee Meeting with applications	<i>Late-Feb</i>
RSC to short list applicants	<i>Early-March</i>
Interviews with applicants	<i>Mid-March</i>
Finalise report to RSC for recommendation to Council	<i>14 April 2019</i>
R&S Committee meeting	<i>5th May 2019</i>
Council resolution to appoint recommended members	<i>26th May 2019</i>

Conclusion

In summary, from 1 July 2020 members will be required to demonstrate a high knowledge of the operation and requirements of the PDI Act and the Planning and Design Code, in addition to the Development Act 1993 and the City of Marion Development Plan.

Options

Option 1:

Re-appoint current members to the CAP (provided members are willing to be re-appointed and obtain or maintain accreditation) for a term of 1 year, expiring 30 June 2021. If this option is selected, the existing members that wish to be reappointed will need to demonstrate they hold the applicable qualifications, or are in the process of receiving qualification.

Please note that administration has sought the position of the members and, at the time of writing, all existing Independent Members have advised that they would reapply should the positions become vacant.

Option 2:

Seek expressions of interest from (appropriately qualified/experienced) members of the public for the four Independent Member positions (1 Presiding Member position and 3 Independent Member position) of the CAP, for either a 12 month or 2 year term to be determined by Council.

Option 3:

Given we are in a period of transition with the PDI Act, a combination of the two options above may be most appropriate; whereby one or more current Independent CAP Members are appointed to the CAP and expressions of interest sought from appropriately qualified/experienced members of the public to serve on the CAP, for a term to be determined by Council.

Option 3 is recommended to the RSC whereby our Presiding Member is re-appointed for a period of at least 12-months to ensure continuity in the consideration of local planning issues; while all other positions to be re-advertised.

Finally, RSC may also wish to consider creating a rotation, where appointments are made for a combination of 1 and 2 years. This would allow the panel to be both refreshed and provide continuity for each recruitment cycle.

Over the longer term, the Committee may also wish to recommend a total cap on consecutive terms, in line with contemporary approaches to Governance Committees. For example, this may be no more than four consecutive two year terms (total of 8 years).

If the Committee wishes to discuss any personal information relating to any of the existing CAP members, it is recommended that the Committee resolve to move into confidence with the following resolution:

‘That pursuant to Section 90(2) and 90(3)(a) of the Local Government Act 1999, the Review and Selection Committee orders that all persons present, with the exception of the following persons: Iliia Houridis, Kate McKenzie, Warwick Deller-Coombs and Alex Wright any other person remaining in room, be excluded from the meeting as the Committee receives and considers information relating to the selection of candidates for the 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.’

REPORTS FOR NOTING

Corporate and CEO KPI Report Quarter Two 2019/20

Originating Officer	Governance Officer - Victoria Moritz
Corporate Manager	Manager Corporate Governance - Kate McKenzie
General Manager	General Manager Corporate Services - Sorana Dinmore
	Chief Executive Officer - Adrian Skull
Report Reference	RSC200204R04

REPORT OBJECTIVE

To advise the Review and Selection Committee of the results of the CEO and Corporate KPIs for quarter two 2019/20.

RECOMMENDATION

It is recommended that the Review and Selection Committee note this report.

Attachment

#	Attachment	Type
1	Corporate and CEO KPI Report Quarter Two 2019-20 - Appendix 1	PDF File
2	Corporate and CEO KPI Report Quarter Two 2019-20 - Appendix 1a - Supporting Information	PDF File
3	Corporate and CEO KPI Report Quarter Two 2019-20 - Appendix 2	PDF File
4	Corporate and CEO KPI Report Quarter Two 2019-20 - Appendix 3	PDF File
5	Corporate and CEO KPI Report Quarter Two 2019-20 - Appendix 4	PDF File



CHIEF EXECUTIVE OFFICER and CORPORATE KEY PERFORMANCE INDICATORS 2019/20 QUARTER TWO: OCTOBER – DECEMBER 19 - APPENDIX 1

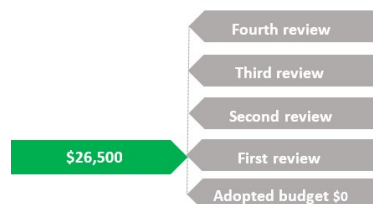
1

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.

Achieved: First Budget Review \$26,500. Target is forecast to be met.



4

Total Employee Costs

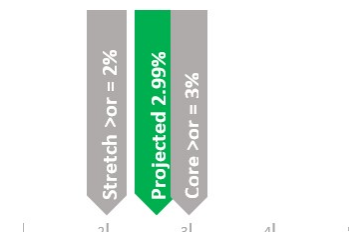
Core target: Less than or equal to 3% increase in actual employee costs (including agency staff) against prior year's actual costs

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

Measure: The 2018/19 Actual audited figure = \$34,861k.

Achieved: The 2019/20 estimated result per First Budget Review = \$35,905k

Projected: 2.99% - Core Target is forecast to be met.



2

Delivery of agreed projects identified in ABP and 4 year Plan (33 projects)

Core target: Greater than or equal to 95%

Measure: Monthly data as at 31 December 2019

Achieved: 97% (32 projects) on-track and 3% (1 project) is off-track. The Core Target has been met.

Note: Refer to Appendix 1a for further details



5

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: 83.6% for the previous Q4 results.

Note: This is an annual measure with a survey being conducted at the end of the reporting year.

3

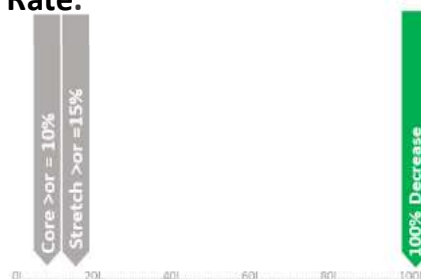
Lost Time Injury Frequency Rate.

Core target: Greater than or equal to 10% reduction from 2018/19 (11) = 9.9

Stretch target: Greater than or equal to 15% reduction from 2018/19 (11) = 9.35

Measure: The LTIFR for Q2 2019/20 is 0

Achieved: 100% decrease – Core and Stretch targets have been met



Note: As reported to Council (GC200128R19), there are currently two LTI claims awaiting determination. If accepted these would result in the LTIFR being 6.3 resulting in a 43% reduction and core and stretch targets being met.

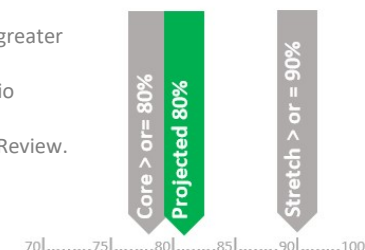
6

Asset Sustainability

Core target: Asset Renewal Funding Ratio greater than or equal to 80%

Stretch target: Asset Renewal Funding Ratio greater than or equal to 90%

Achieved: Projected 80% per First Budget Review. Core Target is forecast to be met.



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

CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS 2019/20 QUARTER TWO: OCTOBER – DECEMBER 19 – APPENDIX 1



7

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: This is an annual measure.

8

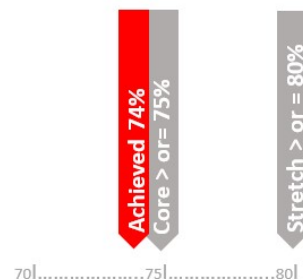
Staff Engagement

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: 74%. The Core Target has not been met.



9

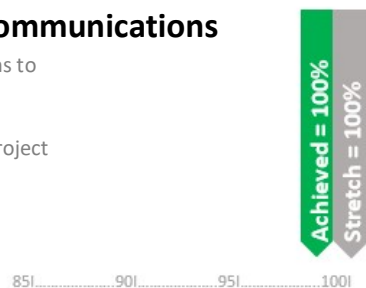
Community engagement / communications

Core target: Project specific communications to the public should be timely and accurate

Stretch target: 100%

Measure: Based on feedback received on project specific distributed communications.

Achieved: 100%



Appendix 1a – Supporting Information

As at 31 December 2019 97% (32 projects) are on-track and 3% (1 project) is off-track.

This includes projects that have started or are due to start this financial year.

We have one project that was completed in Q2, 1 project that has been deferred (included in on-track statistic but can change if need be) and then the off-track projects.

The supporting information for the off-track projects are below in Table 1.

Table 1:

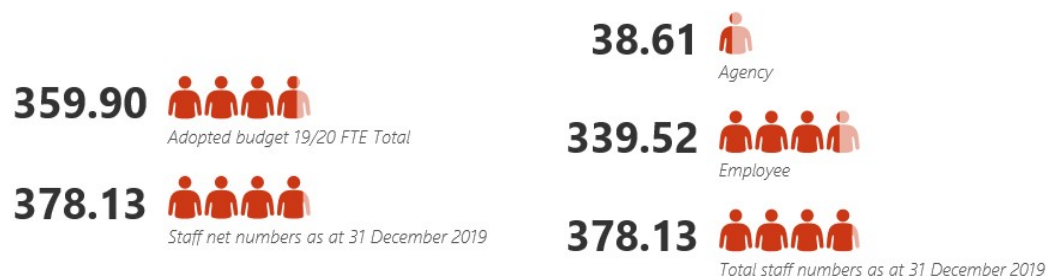
Project Name	Start Date	Completion Date	Q2	Q2 Supporting Comments
Metrics that Matter 2.0	01/08/2019	30/06/2020	Deferred	The project is on hold until 2020 when the new Digital Transformation Manager commences and takes carriage of the project. Transition plan in place to hand the project over. No further changes to note.
Marion Historic Village Museum Curator Engaged	01/07/2019	30/06/2020	Complete Q2	
PROGRAM - Renewables and Energy Efficiency Measures	01/07/2018	30/06/2022	Off-track	The Efficient Council Operations Project is off-track 23/1 Off - track due to being incorporated into the broader utilities program

Corporate and CEO KPI Report Quarter TWO 2019/20 – 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	-	\$0	\$26,500	-	-
				Comment: First Budget Review \$26,500. Target is forecast to be met.			
2	Delivery of agreed projects identified in the <i>Annual Business Plan</i> and the four-year plan.	Greater than or equal to 95%	-	91%	97%	-	-
				Comment: Achieved 97% (32 projects) on-track and 3% (1 project) off track. The Core Target has been met. Further details provided in Appendix 1a			
3	Lost Time Injury Frequency Rate.	Greater than or equal to 10% reduction from the previous year's result 2018/19 (11) = 9.9	Greater than or equal to 15% reduction from the previous year's result 2018/19 (11) = 9.35	100%	100%	-	-
				Comment: The LTIFR for Q2 is 0. Achieved 100% decrease. Core and Stretch Targets have been met. Note: There are 2 LTI Claims awaiting determination. If accepted these would result in the LTIFR being 6.3 resulting in a 43% reduction.			
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	2.99% (Projected)	2.99% (Projected)	-	-
				Comment: The 2018/19 Actual Audited Figure = \$34,861k. Achieved: The 2019/20 estimated result per First Budget Review = \$35,905k. The Core Target is forecast to be met.			
5	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	NA	NA	-	-
				Comment: This is an annual measure. Achieved 83.6 for the previous Q4 results.			
6	Asset sustainability.	Asset Renewal Funding Ratio greater than or equal to 80%	Asset Renewal Funding Ratio greater than or equal to 90%	80% (Projected)	80% (Projected)	-	-
				Comment: Projected 80% per First Budget Review. Core Target is forecast to be met.			
7	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	-	-
				Comment: This is an annual measure.			
8	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%	75.5%	74%	-	-
				Comment: Measured by the staff quarterly Pulse Survey. Achieved: 74%. The Core Target has not been met.			
9	Community engagement / communications	Project specific communication to the public should be timely and accurate	100%	100%	100%	-	-
				Comment: Based on feedback received on project specific distributed communications Achieved: 100%			

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

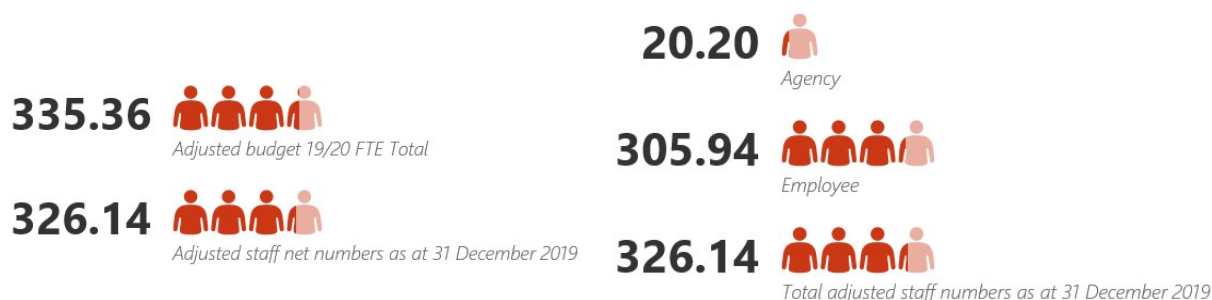
The number of FTE employees (staff and agency) employed across the organisation as at 31 December 2019



There are currently 11 temporary vacant positions comprised of:

- Recruitment in progress (required position) 2.0
- Currently under review 3.0
- Vacant required position 6.0

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

	2019/20 \$000's	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
Total Employee Costs (including Agency) % Movement on Prior Year	35,905	34,861	33,274	32,221	31,783	31,757	31,532	30,239
	2.99%	4.77%	3.27%	1.40%	0.10%	0.70%	4.30%	
Total Number of Employees (FTE at 31 December) % Movement on Prior Year	378.13	365	360	344	342	348	351	359
	3.59%	1.38%	4.80%	0.60%	-1.70%	-0.90%	-2.20%	

The FTE figure as at 31 December includes seasonal Temporary Labour Hire staff employed at the Marion Outdoor Pool.

KPI report - Staff Vacancies Data

Originating Officer	HR Partner - Nicola Beckwith-Jones Unit Manager Statutory Finance and Payroll - David Harman
Corporate Manager	Manager Human Resources - Steph Roberts
General Manager	Chief Executive Officer - Adrian Skull
Report Reference	RSC200204R05

REPORT OBJECTIVE

To provide an overview of vacancies for the first half of the 2019/20 financial year, incorporating:

- Duration of the vacancies
- Which vacancies are temporarily filled by agency versus City of Marion employees
- A comparison to how other Councils (City of Port Adelaide Enfield and City of Charles Sturt) approach the issue of vacancy management.

RECOMMENDATION

That the Review and Selection Committee:

1. **Note this report.**

DISCUSSION

Details of the duration and status of the resourcing for vacancies is included as Appendix 1.

Vacancy management is supported by council's Vacancy Management Policy which is included as Appendix 2.

When setting the annual budget, labour budgets are reviewed by management. The base budget position is formed from the current FTE. Adjustments to the budget are made for any positions that are expected to change (end or start) during the year.

The total adopted labour budget for 2019/20 is \$35,905k, and includes an allowance for vacancies of \$892k (2.5% of the total labour budget).

Feedback has been obtained from other Councils to compare the City of Marion approach to vacancies, from a finance and human resources perspective, outlined below:

- City of Charles Sturt (CoCS) budget for a base establishment of employees/FTE which includes vacant positions but does not include an allowance for forecasting vacancies. The organisation works within this base position and if it requires employees/FTE over and above this, a budget bid is required to increase and be approved by Council as part of the annual budget process.
- City of Port Adelaide Enfield (PAE) determines FTE at the beginning of the financial year in line with the allocated budget. When setting the budget, it is reduced by known vacancies, with increases to headcount requiring CEO approval.

From the research conducted it appears the City of Marion process has a level of consistency with how the CoCS manage vacancies.

Attachment

#	Attachment	Type
1	Appendix 1	PDF File
2	Appendix 2	PDF File

Business Unit	Department	Position	Budgeted / Required FTE	Filled / Occupants FTE	Available FTE	Status/Arrangements in place	Vacant from	Date filled
City Development	City Activation	Administration Officer - LKCC	1.00	1.00	0.00	Vacant position filled with TLH (internal transfer)	21/02/2016	
City Development	City Property	Open Space Strategic Assets Planner	0.60	0.00	0.60	Vacant required position (new position - Council Resolution)	1/08/2016	
City Development	City Property	Urban Design Leader	1.00	0.00	1.00	Vacant - Currently Under Review	22/02/2019	
City Development	City Property	Manager City Property	1.00	0.00	1.00	Vacant - recruitment in progress	24/06/2019	
City Development	City Property	Unit Manager Open Space and Rec Planning	1.00	1.00	0.00	Vacant - resourced through internal secondment	30/08/2019	
City Development	Innovation & Strategy	Asset Management Officer	1.00	0.00	1.00	Vacant - Currently Under Review	8/02/2019	
City Development	Development & Regulatory Services	Senior Development Officer - Planning	1.00	1.00	0.00	Vacant - recruitment in progress (Q1)	29/07/2019	12/11/2019
City Development	Development & Regulatory Services	Systems Officer	1.00	1.00	0.00	Vacant - resourced through internal secondment	23/07/2019	9/09/2019
City Services	Community & Cultural Services	Home Support Officer	1.00	1.00	0.00	Vacant - Grant funded position - resourced with TLH	20/09/2019	
City Services	Community Connections	Unit Manager Community Wellbeing	1.00	0.00	1.00	Vacant - Currently Under Review	12/07/2019	
City Services	Engineering & Field Services	Infrastructure Audit Officer	1.00	1.00	0.00	Vacant position filled with TLH	5/07/2019	
City Services	Engineering & Field Services	Team Member Rapid Response (Civil)	1.00	1.00	0.00	Vacant position filled with TLH	27/03/2018	
City Services	Engineering & Field Services	Team Member Road Maintenance	1.00	1.00	0.00	Vacant position filled with TLH	16/08/2018	
City Services	Engineering & Field Services	WGL Footpath Construction	1.00	1.00	0.00	Vacant position filled with TLH	5/07/2019	
City Services	Engineering & Field Services	Team Member Footpath Maintenance (Civil)	1.00	1.00	0.00	Vacant - recruitment in progress (Q1)	11/06/2019	4/11/2019
City Services	Engineering & Field Services	Team Member South	1.00	1.00	0.00	Vacant position filled with TLH	17/05/2019	
City Services	Engineering & Field Services	Team Member South	1.00	1.00	0.00	Vacant position filled with TLH	15/04/2019	
City Services	Engineering & Field Services	Team Member South	1.00	1.00	0.00	Vacant position filled with TLH	21/06/2019	
City Services	Engineering & Field Services	Team Member South	1.00	1.00	0.00	Vacant position filled with TLH	12/04/2019	
City Services	Engineering & Field Services	Team Member South	1.00	1.00	0.00	Vacant position filled with TLH	4/10/2019	
City Services	Engineering & Field Services	Team Member Sensitive Sites	1.00	1.00	0.00	Vacant position filled with TLH	6/04/2019	
Corporate Services	Finance	Assistant Accountant	1.00	0.00	1.00	Vacant - on hold (new position)	5/03/2018	
Corporate Services	Finance	Accounts Payable Officer	0.40	0.40	0.00	Vacant - recruitment in progress (Q1)	20/09/2019	29/11/2019
Corporate Services	Procurement & Contracts	Co-ordinator Fleet	1.00	1.00	0.00	Vacant position filled with TLH (staff member left 15/16 FY)	30/07/2015	
Corporate Services	Corporate Governance	EA to GM	1.00	0.00	1.00	Vacant - Currently Under Review	26/07/2019	
Corporate Services	ICT	Manager ICT	1.00	0.00	1.00	Vacant - resourced through internal secondment (Q1)/recruitment in progress (Q2)	16/01/2019	
Corporate Services	ICT	ICT GIS Specialist	1.00	0.00	1.00	Vacant - Currently Under Review	12/06/2019	
Executive & HR	HR	Gap Year Team Member	1.00	0.00	1.00	Vacant required position	7/05/2019	
		Total	26.00	17.40	8.60			

POLICY STATEMENT

The management of vacant positions within the City of Marion will be undertaken using best practice processes which maximise the benefit and application of Council resources in the achievement of the City of Marion Strategic Plan. We are committed to ensuring we maintain organisational flexibility and adaptability in the use of structures, roles and our people by ensuring we develop and align individual and team effort to maximise performance and alignment with the achievement of organisational objectives to achieve community outcomes.

This Policy must be read in conjunction with Councils Recruitment, Selection and Appointment Procedure and Councils applicable Enterprise Agreements.

DEFINITIONS

Employee/s; refers to all persons who are employed directly by the City of Marion.

People Leader: includes all manager/supervisor positions within the City of Marion irrespective of their actual title (e.g. Manager, Team Leader, Co-ordinator etc).

New Position: is a funded position that has been newly created within the City of Marion establishment.

Under-utilised employee: is an employee whose position is no longer required to be performed as a result of organisational change, re-organisation or restructure of Council operations and/or employee functions.

Vacancy: is a vacant substantive position which has been funded and approved within the City of Marion establishment.

PRINCIPLES

The best practice management of vacancies is an inherent responsibility of all people leaders. It has a positive effect on Council's productivity and service delivery costs by maximising the benefit and application of resources in the achievement of the City of Marion Strategic Plan.

The Chief Executive Officer is responsible for ensuring the management of vacancies is consistent with strategic policies and budgets approved by the Council. All recruitment must be approved by the Chief Executive Officer.

The Executive Leadership Team will maintain an overview of current and future workforce needs to ensure flexibility and adaptability in the use of structures, roles and people is maximised to improve the organisation and its ability to succeed.

When a vacancy arises or the need for a new position(s) is identified, the people leader must undertake a review of the department/unit needs to ensure;

- Positions are structured in a manner which avoids conflict or overlap with other positions across Council
- Skills, knowledge, experience and the grouping of duties and responsibilities are aligned to achieving business goals and strategic direction
- The application of continuous improvement practices that increase productivity and eliminate unnecessary vacant positions which cause an increase in operating costs
- In determining if it is essential that a position be filled, the people leader must demonstrate/have regard to the following:
 - The position supports a priority area of activity for the team and the City of Marion in achieving

business goals and strategic direction

- The team and/or the City of Marion does not otherwise have sufficient capacity to achieve the outcomes required of the position;
- Opportunities to deliver the outcomes required of the position by other means have been explored and discounted;
- Funding is available for the position (including corporate overheads and on-costs); and
- There is unacceptable risk to the City of Marion if the position is not filled

In supporting the filling of a vacancy, the relevant General Manager must satisfy themselves that the above consideration has occurred.

Where following a review it is determined that a vacant position is required to be filled, then the people leader must assess in conjunction with their HR Partner what options are available for filling the vacancy which may include, but are not limited to, the following;

- placement of under-utilised employees
- supporting and sustaining the future of the organisation through workforce planning
- supporting employees who are seeking to enter into a career transition program arrangement
- consideration of a traineeship arrangement
- supporting the placement of employees who are on permanent restricted duties following a work related injury.
- providing a temporary learning and development secondment opportunity for existing employees
- consideration of temporary resourcing of the vacancy by employee performing higher duties
- consideration is given to the financial impacts and the timing of filling the role
- consideration of a graduate resourcing the role.

REFERENCES

Procedures:

9.1 Recruitment, Selection and Appointment Procedure

9.2 Retirement Procedure

9.3 Phased Retirement Procedure

AUTHOR

Human Resources

WORKSHOP / PRESENTATION ITEMS - Nil

OTHER BUSINESS

MEETING CLOSURE