

His Worship the Mayor
Councillors
City of Marion

Notice of Review and Selection Committee

Committee Room 1, Council Administration Centre
245 Sturt Road, Sturt

Tuesday, 3 August 2021 at 6.00 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 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 Committee Rooms is via the main entrance to the Administration Centre on Sturt Road, Sturt.



Tony Harrison
Chief Executive Officer

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1 Open Meeting

2 Kaurna Acknowledgement

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

3 Elected Member Declaration of Interest (if any)

4 Confirmation of Minutes

4.1 Confirmation of Minutes of the Special Review and Selection Committee Meeting held on 1 June 2021

Report Reference	RSC210803R4.1
Originating Officer	Acting Manager People and Culture – Rachel Read
Corporate Manager	N/A
General Manager	Chief Executive Officer – Tony Harrison

RECOMMENDATION

That the minutes of the Special Review and Selection Committee Meeting held on 1 June 2021 be taken as read and confirmed.

ATTACHMENTS

1. SRSC210601 - Final Minutes [4.1.1 - 3 pages]



MINUTES OF THE SRSC210601 - SPECIAL REVIEW AND SELECTION COMMITTEE - 1 June 2021

Tuesday, 01 June 2021 at 05:45 PM

Council Administration Centre, 245 Sturt Road, Sturt



Minutes of the Special Review and Selection Committee Meeting held on 1 June 2021

PRESENT

Councillors – Tim Gard, Maggie Duncan

In Attendance:

General Manager Corporate Services – Sorana Dinmore

Manager Corporate Governance – Kate McKenzie

Team Leader Planning – Alex Wright

SELECTION OF ACTING CHAIRPERSON

In the absence of the His Worship the Mayor Kris Hanna the Committee nominated Councillor Gard

OPEN MEETING

Councillor Gard opened the meeting at 5:50pm.

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)

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

CONFIRMATION OF MINUTES

Confirmation of the minutes for the Review and Selection Committee Meeting held on 4 May 2021

Report Reference: SRSC210601R01

Moved Councillor Duncan, Seconded Councillor Gard

That the minutes of the Review and Selection Committee Meeting held on 4 May 2021 be taken as read and confirmed.

Carried Unanimously

BUSINESS ARISING**CONFIDENTIAL ITEMS**

Cover Report - Appointment of Independent Council Assessment Panel (CAP) Member

Report Reference: SRSC210601F01

Moved Councillor Duncan, Seconded Councillor Gard

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: Chief Executive Officer, General Manager City Development, Manager People and Culture, Manager Development and Regulatory Services, Team Leader Planning and Manager Corporate Governance, be excluded from the meeting as the Committee receives and considers information relating to the Independent Council

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Minutes of the Special Review and Selection Committee Meeting held on 1 June 2021

Assessment Panel Members 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 personal affairs of any persons.

Carried Unanimously

5:51 The meeting went into confidence.

Moved Councillor Duncan, Seconded Councillor Gard

1. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that the report and minutes arising from this report having been considered in confidence under Section 90(2) and (3)(a) of the Act, except when required to effect or comply with Council's resolution(s) regarding this matter, be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2021. Once the position has been accepted the confidential order can be lifted.

Moved as printed

Carried Unanimously

5:54pm The meeting came out of confidence.

REPORTS FOR DISCUSSION - Nil

REPORTS FOR NOTING - Nil

WORKSHOP / PRESENTATION ITEMS - Nil

OTHER BUSINESS

MEETING CLOSURE - Meeting Declared Closed at 5:54pm

CONFIRMED THIS 3RD DAY OF AUGUST 2021

.....
CHAIRPERSON

5 Confidential Items

5.1 Cover Report - Staff Movements and Exit Survey Data

Report Reference	RSC210803F5.1
Originating Officer	Acting Manager People and Culture – Rachel Read
Corporate Manager	N/A
General Manager	Chief Executive Officer - Tony Harrison

REASON FOR CONFIDENTIALITY

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)

RECOMMENDATION

That pursuant to Section 90(2) and (3)(a) of the *Local Government Act 1999*, the Council orders that all persons present, with the exception of the following persons: Chief Executive Officer and Manager People and Culture, be excluded from the meeting as the Council receives and considers information relating to *Staff Movements and Exit Survey Data*, upon the basis that the Council 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 past and present employees of the City of Marion.

6 Reports for Discussion

6.1 Independent Member - Finance and Audit Committee

Report Reference	RSC210803R6.1
Originating Officer	Unit Manager Governance and Council Support – Victoria Moritz
Corporate Manager	Manager Office of the CEO - Kate McKenzie
General Manager	Chief Executive Officer - Tony Harrison

REPORT OBJECTIVE

For the Review and Selection Committee to consider and make a recommendation to Council regarding the appointment and or recruitment process for an independent Member to the Finance and Audit Committee (FAC).

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. It has been common practice of the Council to change membership of expert members after conclusion of two consecutive terms.

This report highlights that Ms Emma Hinchey's term on the FAC expires 30 November 2021. Ms Hinchey was appointed to the FAC from 1 January 2017 to November 2018 following the resignation of a previous member. She was then appointed for a further 3 years from November 2018 to November 2021. Ms Hinchey commenced as Chair of the Committee from November 2019.

Council has two options regarding this position:

1. Re-appoint Ms Hinchey for a term of three years; or
2. Undertake a recruitment process for the position.

The views of Ms Hinchey have been sought and she expressed her desire to continue on the FAC if Council so determines.

If the Committee wishes to discuss the performance of Ms Hinchey, 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 the Chief Executive Officer, Manager Corporate Governance, and Manager People and Culture be excluded from the meeting as the Committee considers that the requirements 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 and its members.

RECOMMENDATION

That the Review and Selection Committee:

1. **That a recruitment process for an independent Member of the Finance and Audit Committee be conducted.**

or

2. That Ms Emma Hinchey be re-appointed as Chair to the Finance and Audit Committee for a period of 3 years until 30 November 2024.

DISCUSSION

The FAC was established in 2006 pursuant to Section 126 of the *Local Government Act 1999*. Under the FAC's Terms of Reference, the FAC will comprise of five members – two elected members and three expert members.

Section 3.9 to 3.14 of the FAC Terms of Reference states the following:

External Expert Members

- 3.9 External expert members will have senior business, legal, audit knowledge and experience, and be conversant with the local government environment.
- 3.10 At least one external expert member will have expertise and knowledge in financial management / reporting.
- 3.11 The Council will determine the process for appointing an expert member.
- 3.12 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.
- 3.13 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.
- 3.14 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 the expert member will be reviewed within 12 months from the date of a Council (periodic) election.

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

Member	First Appointed	Expiry of Term
Ms Emma Hinchey	1 January 2017 1 December 2019 –Chair	30 November 2021
Mr David Papa	1 December 2019	30 November 2022
Ms Nicolle Rantanen	1 December 2020	30 November 2023
Councillor Maggie Duncan	1 December 2020	30 November 2021

If a recruitment process is undertaken, the Review and Selection Committee will manage this process. If the Committee recommends to re-appoint Ms Hinchey it is recommended that the term be three years until November 2024.

Council has resolved that the Elected Member position for the FAC will be Councillor Maggie Duncan (appointed 1 December 2020 – 30 November 2021). This position will be considered alongside Council's various positions for Elected Member Representatives prior to their expiry in November 2021.

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.

ATTACHMENTS

Nil

6.2 Warriparinga Advisory Team

Report Reference	RSC210803R6.2
Originating Officer	Unit Manager Cultural Facilities – Tyson Brown
Corporate Manager	Manager City Property - Thuyen Vi-Alternetti
General Manager	General Manager City Development - Ilia Houridis

REPORT OBJECTIVE

To provide the Review and Selection Committee with an overview and intent of the Warriparinga Advisory Team (WAT) within the Management Agreement for Living Kurna Cultural Centre (LKCC), Fairford and Coach House's to facilitate an EOI process to recommend two Council nominated WAT members to Council for appointment.

EXECUTIVE SUMMARY

Council endorsed the LKCC Management Agreement on 22 June 2021 with Southern Cultural Immersion (SCI). SCI commenced their direct management of the site on 19 July 2021.

The Management Agreement stipulates a WAT is to be established to support the Agreement as an advisory function and not a decision-making body. Refer to Attachment 1, for an extract of the section of the Agreement relating to the WAT.

The group consists of two City of Marion and two SCI representatives and Council staff, Elected Members, the Manager and the Manager's staff are not permitted to be members of the WAT.

The WAT would meet quarterly to consider:

- Governance;
- Finance;
- Compliance;
- Operations and KPI goals; and
- General business.

The chair for the WAT is to be determined by the WAT and be one of the four members.

Remuneration for each of the two Council nominated members was resolved at the General Council meeting on 27 July 2021:

- Endorses a sitting fee of \$300 per quarterly meeting per City of Marion Warriparinga Advisory Team Representative with an additional two paid meetings in the first year of operation if required.

It is proposed that an Expression of Interest (EOI) is progressed through the Review and Selection Committee and provide a recommendation to Council regarding the appointment of the two WAT members.

RECOMMENDATION

That the Review and Selection Committee:

- 1. Approve the process and timeframes for recruitment via an Expression of Interest process as outlined in the report.**
- 2. Conduct the interviews following the Expression of Interest process for the recruitment of 2 members to the Warriparinga Advisory Team.**

3. **Provide recommendation to Council for the two WAT members selected through the Expression of Interest process for Council's endorsement.**
4. **Notes that City of Marion, People and Culture team will coordinate the recruitment process and advertising.**

BACKGROUND

For over twenty years the Living Kaurna Cultural Centre has been an integral cultural heritage site that Council is now pleased to be working alongside Kaurna community for their direct management of the site.

Conciliation is a process which involves Aboriginal and non-Aboriginal people walking together for the first time as genuinely equal partners in a shared future.

For the Kaurna people of the Adelaide plains, this site is a traditional ceremonial meeting place that is still used today.

Following more than four years of discussions with Kaurna, Council received a proposal from Southern Cultural Immersion (SCI) to manage the LKCC / Warriparinga facility.

SCI seek to further activate the site through additional events, tourism and educational activities to become the leading Kaurna tourism location and cultural education space on Kaurna Country.

The signed agreement is for three years commencing on 19 July 2021, with the option to extend for a further three years. The membership duration of the WAT is in accordance with the management agreement.

DISCUSSION

It is proposed that the first WAT meeting is used to establish processes and review roles and responsibilities with the appointed members.

The first formal meeting would then follow the first quarterly reporting deadline of 30 September 2021.

The intent for the City of Marion membership of the WAT is to attain individuals with values and business experience in alignment to the City of Marion Reconciliation Action Plan 2020-23 which is based on the following four pillars:

- Relationships
- Respect
- Opportunities
- Governance

The requirements of the WAT as per the Management Agreement (Section 8) include:

- The WAT will be responsible for helping and supporting the delivery of this Agreement.
- This is an advisory function only and not a decision making body.
- WAT meetings will include reporting and oversight of the following:
 - Agreement;
 - performance against this Agreement, including progress against KPIs;
 - finances;
 - risk management;
 - health and safety;
 - human resources;
 - operational matters;
 - new business opportunities;
- Based on the above, the Review and Selection Committee may also look to assess the independent members experience and skills in the above areas.

In addition suggested characteristics include:

- have an understanding of the opportunities and issues facing First Nation people in our communities
- are keen to positively effect the short and longer term wellbeing of people from various backgrounds
- have relevant tertiary qualifications or equivalent commercial / community sector experience
- have experience advocating for the needs and aspirations of diverse communities
- are thought leaders - organised, strategic and systematic thinkers
- have no strong political affiliations
- are available to attend at least quarterly meetings, and be involved in small amounts of interactions between these meetings
- have experience on boards of management and committees
- have experience working with Local Government Authorities

The Review and Selection Committee may also choose to consider the diversity of the candidates to provide the WAT with a Board that would represent a varied range of views and perspectives.

PROCESS

It is recommended that the recruitment for the two positions progress through the Review and Selection Committee in accordance with 5.3 of the Committee's Terms of Reference, noting that an EOI will be called rather than an executive search.

The next steps and proposed timeframes are listed in the table below.

Step	Task	When
1	Present at EM Forum to discuss process for appointing WAT Members	EM Forum 20 July 2021 COMPLETE
2	Report to General Council to endorse process and sitting fees	General Council 27 July 2021 CURRENT
3	Report to Review and Selection Committee to endorse the commencement of the EOI process	R&S Committee 3 August 2021 CURRENT
4	Commence EOI process	4 – 11 August
5	Conduct interviews and select preferred nominees (undertaken by R&S Committee members)	12 - 17 August
6	Report to Review and Selection Committee to endorse the 2 WAT members Special Review and Selection Committee	Special Review and Selection Committee No later than 17 August
7	Review and Selection Committee minutes endorsed by Council and report formally making the appointments	General Council 24 August
8	First formal WAT meeting	Post 30 Sept

ATTACHMENTS

1. Warriparinga Advisory Team - Extract from Management Agreement [6.2.1 - 2 pages]

WAT extract from Management Agreement

8. WARRIPARINGA ADVISORY TEAM

8.1 General

- 8.1.1 A Warriparinga Advisory Team (WAT) shall be formed and comprise four independent members. The WAT will be responsible for helping and supporting the delivery of this Agreement.
- 8.1.2 Each party shall be responsible for remunerating its own representatives.
- 8.1.3 This is an advisory function only and not a decision making body.
- 8.1.4 A quorum of the WAT is defined as three people.
- 8.1.5 A decision to continue with the WAT will be made in year three of the Term and when considering the extension of the Agreement in accordance with clause 2.2.2.

8.2 Membership

- 8.2.1 The WAT will consist of:
 - 8.2.1.1 Two Council nominated members; and
 - 8.2.1.2 Two Manager nominated members.
- 8.2.2 Council staff, Elected Members, the Manager and the Manager's Staff are not permitted to be members of the WAT.
- 8.2.3 The Chair of the WAT will be determined by the WAT. This Chair is one of the four members and not an additional member.

8.3 Governance Structure

The Chair shall forward the agenda and papers to WAT members at least five (5) working days prior to a meeting being held, and minutes no later than seven (7) days following the meeting. Minutes will record actions arising from the meeting and will allocate the person(s) responsible for each action and timelines for completion.

8.4 Meeting Procedures and Protocols

- 8.4.1 The WAT shall meet four times a year (quarterly) (or more frequently by decision of the WAT or by the Chairperson). Meetings shall only be held when at least three (3) members are present.
- 8.4.2 WAT meetings will include reporting and oversight of the following:
 - 8.4.2.1 this Agreement;
 - 8.4.2.2 performance against this Agreement, including progress against KPIs;
 - 8.4.2.3 finances;
 - 8.4.2.4 risk management;
 - 8.4.2.5 health and safety;
 - 8.4.2.6 human resources;
 - 8.4.2.7 operational matters;

- 8.4.2.8 new business opportunities; and
- 8.4.2.9 other business as required.

8.4.3 At each meeting, the following values, principles and protocols shall be adhered to:

- 8.4.3.1 respecting and valuing diversity of opinions and culture;
- 8.4.3.2 honesty, trust and openness;
- 8.4.3.3 being concise, to the point and having a workable time structure;
- 8.4.3.4 being accountable and responsible;
- 8.4.3.5 maintaining confidentiality of matters;
- 8.4.3.6 disclosure of any pecuniary interests; and
- 8.4.3.7 coming to agreement by consensus.

8.5 Communication and Reporting Mechanisms

- 8.5.1 Communication to WAT members shall be via email.
- 8.5.2 The Manager's representatives shall report to the relevant Kaurna stakeholders as required.
- 8.5.3 Council representatives shall report to Council's Executive Leadership Team (ELT) and Elected Members as required.

7 Reports for Noting

7.1 Corporate and CEO KPI Report Quarter Four 2020/21

Report Reference	RSC210803R7.1
Originating Officer	Unit Manager Governance and Council Support – Victoria Moritz
Corporate Manager	Manager Office of the CEO - Kate McKenzie
General Manager	Chief Executive Officer - Tony Harrison

REPORT OBJECTIVE

To advise the Committee of the results of the CEO and Corporate KPI's for quarter four 2020/21.

RECOMMENDATION

That the Review and Selection Committee:

1. **Notes this report and information and information contained within the attachments for Quarter Four.**

ATTACHMENTS

1. Attachment 1 - KPI Overview [7.1.1 - 2 pages]
2. Attachment 1a Supporting Information for KPI 2 [7.1.2 - 1 page]
3. Attachment 2 - KPI Summary [7.1.3 - 1 page]
4. Attachment 3 - FTE Employees (Staff and Agency) [7.1.4 - 1 page]
5. Attachment 4 - Labour and FTE Movement Summary [7.1.5 - 1 page]

CHIEF EXECUTIVE OFFICER and CORPORATE KEY PERFORMANCE INDICATORS 2020/21 QUARTER FOUR: APRIL '21 – JUNE '21 - ATTACHMENT 1



1

Financial Sustainability

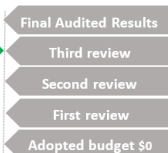
Core target: Council maintains, on average a break even or better funding (cash) position over the Long-Term Financial Plan

Stretch target: Council maintains a break-even or positive position in delivering its Annual Budget.

Measure: This target compares funding cash position at the relevant budget review with the adopted budget figure.

Result: Third budget review forecasts end of year surplus of \$0.717M. Stretch target is forecast to be met.

Forecast = \$0.717M



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 – adjusted for Council endorsed changes to meet resourcing requirements.

Stretch target: Less than or equal to 2% increase in actual employee costs (including agency staff) against prior year's actual costs – adjusted for Council endorsed changes to meet resourcing requirements.

Measure: The 2019/20 Actual audited figure = \$36.487M

Result: Actual Forecast is 4.0% - after adjusting for the additional positions approved by Council (Digital Transformation and CSI Resource) the KPI forecast result is reduced to 2.04%. Core Target is forecast to be met.



2

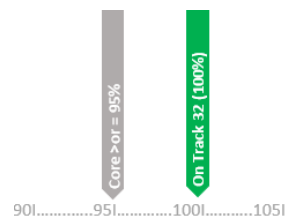
Delivery of agreed projects identified in ABP and 4-year Plan (32 projects)

Core target: Greater than or equal to 95%

Measure: Monthly data as at 30 June 2021

Result: 100% 32 projects are on track

Note: Refer Appendix 1a for supporting information



5

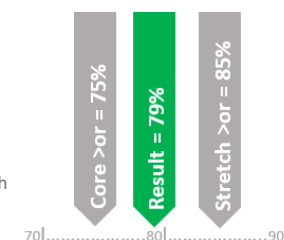
Overall Satisfaction with Council's performance

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

Result: Achieved overall 79% satisfaction with Councils performance for 2020/21



3

Lost Time Injury Frequency Rate.

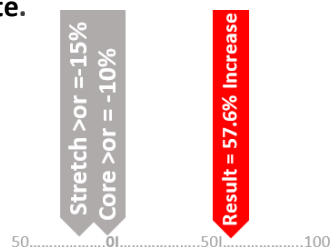
Core target: Greater than or equal to 10% reduction from 2019/20 = 5.4%

Stretch target: Greater than or equal to 15% reduction from 2019/20 = 5.19%

Measure: The LTIFR for Q4 2020/21 is 14.5

Result: 57.6% Increase. The Core Target has not been met.

*It should be noted that two LTI incidents occurred late in 2019-20 however, weren't included in end of year reporting as they either hadn't yet lost time or had been denied and were undergoing investigation subsequent to an appeal. Both were investigated and accepted post June 2020. This has resulted in a revised LTIFR of 9.2 for 2019-20 and the 10% reduction target has now also been revised to 8.28.



6

Asset Sustainability

Core target: Asset Renewal Funding

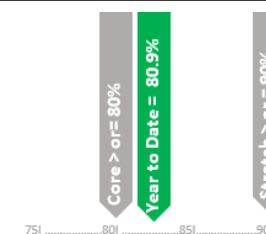
Ratio greater than or equal to 80%

Stretch target: Asset Renewal Funding

Ratio greater than or equal to 90%

Result: As at May 2021 the year to date renewal expenditure is sitting at 80.9%. This is an annual target and will be confirmed at the completion of the audited financial statements.

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



CEO and CORPORATE KEY PERFORMANCE INDICATORS 2020/21 – QUARTER FOUR: APRIL '21 – JUNE '21

CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS 2020/21 QUARTER FOUR: APRIL '21 – JUNE '21 – ATTACHMENT 1



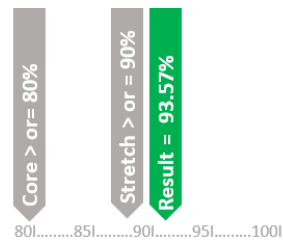
7

Delivery of Council's capital works program

Core target: Greater than or equal to 85% 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)

Result: As at May 2021 this indicator sitting at 93.57% and the stretch target is expected to be met. As an annual measure this will be confirmed at the completion of the audited financial statements.



10

Carbon Neutrality

Core target: Actual annual emissions less than the plan's annual target emissions

Stretch target: Actual annual emissions 5% less than the plan's annual target emissions.

Measure: Carbon emissions footprint, measured against Council's endorsed Carbon Neutral Plan

Result: This KPI is applicable 2021/22 onwards and will not be reported during the 2020/21 financial year.

8

Staff Teamgaze Survey and Field Staff

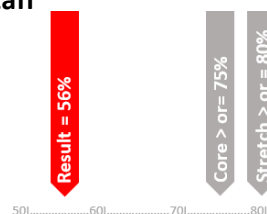
Survey Results

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

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

Measure: Staff Teamgaze survey results.

Result: 56%. The Core Target has not been met.



***Note:** The Teamgaze employee engagement tool is now being utilised, based on 9 metrics (including Communication, Leader Support, Collaboration, Resources, Integrity, Respect, Innovation, Safety and Wellbeing).

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.

Result: 100%. The Stretch Target has been met. For the Q4 period, there was 19 pieces of project specific communications distributed to the community.



ATTACHMENT 1a – Supporting Information

As at 30 June 2021 - 100% (32 projects) are on-track.

3 projects were completed in Q4 as identified below. Two projects have a revised due date, placing them on track with supporting comments below.

The on-track includes projects that were started or completed in the 2020/21 financial year and also includes those projects that are deferred and not started.

Table 1: Year 2 Projects by exception (all other projects are considered on-track or completed)

Project Name	Start Date	Completion Due Date	Q4	Q4 Supporting Comments
Deliver the Volunteer Strategy 2018-21			Complete	
Implement the Coastal Climate Change Adaptation Plan			Complete	
Hallett Cove Foreshore			Complete	
City Property Strategic Asset Management Plan	01/07/2019	30/06/2020 Extended to 30/6/2022	On track	<p>There are a number initiatives and projects commenced that demonstrate a series of system focused activities, precinct and location reviews to put in place plans to review, redevelop or develop City of Marion sites, including the Building and Structures Asset Management Plan and open space plan to contribute towards informing the City Property Strategic Asset Management Plan.</p> <p>The next phase of works will be to identify any potential gaps in Council's existing plans and the review of service provision and future priorities and investment. This will require engagement with groups across Council and Council members. The scope for this work is currently being formalised and will include considerations around community engagement, service standards, pipeline of the proposed expenditure and impact on the Long Term Financial Plan.</p> <p>Finalisation of the scope of the work and engagement of consultant to be undertaken in Q1 2021-22.</p>
Tarnham Road Open Space Redevelopment	02/12/2019	30/06/2021 Extended to 30/6/2022	On-track	<p>Council endorsed retaining the western portion of land on the reserve at the General Council meeting held 27 January 2021. A revised concept plan was developed that encompassed the entire Tarnham Road reserve site. The revised concept and funding to complete the project and additional funding was endorsed at the General Council meeting on 22 June 2021,</p> <p>Community consultation is being prepared for July 2021 to inform detailed design to be developed in Q1 2021-22.</p>

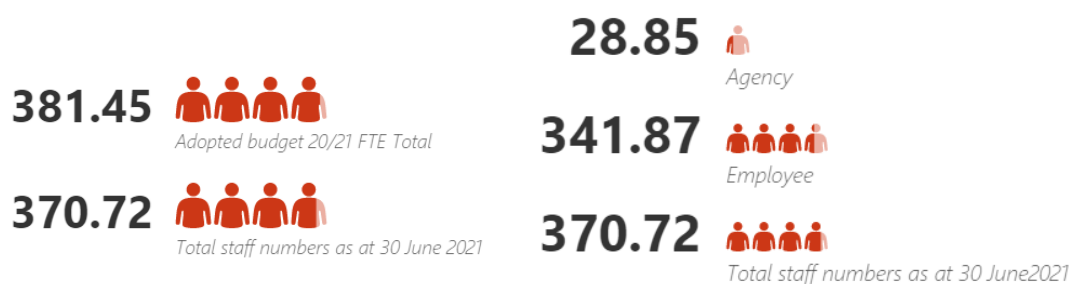
Corporate and CEO KPI Report Quarter Four 2020/21 – ATTACHMENT 2

KPI	Details	Target	Stretch Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
1	Financial sustainability.	Council maintains, on average a break even or better funding (cash) position over the Long Term Financial Plan	Council maintains a break-even or positive cash funding position in delivering its Annual Budget	\$0.154M	\$0.163M	\$0.049M	\$0.717M
				Result: Third budget review forecast and end of year surplus of \$0.717M. Stretch target is forecast to be met.			
2	Delivery of agreed projects identified in the <i>Annual Business Plan</i> and the second year targets in the four-year plan.	Greater than or equal to 95%	No Stretch Target	97%	100%	97%	100%
				Result: 100% - 32 projects are on track including.			
3	Lost Time Injury Frequency Rate.	Greater than or equal to 10% reduction from the previous year's result 2019/20 = 5.49	Greater than or equal to 15% reduction from the previous year's result 2019/20 = 5.19	47.4% increase	47.4% increase	90.17% increase	57.6% increase
				Result: 57.6% Increase. Council's KPI is the achievement of a 10% reduction on last year's 6.1 LTIFR, to reach 5.4 or less in 2020-21. It should be noted that two LTI incidents occurred late in 2019-20 however weren't included in end of year reporting as they either hadn't yet lost time or had been denied and were undergoing investigation subsequent to an appeal. Both were investigated and accepted post June 2020. This has resulted in a revised LTIFR of 9.2 for 2019-20 and the 10% reduction target has now also been revised to 8.28. The 2020-21 LTIFR is 14.5 with 10 lost time injury claims being submitted. This is a 57.6% increase on the 2019-20 LTIFR and therefore, the target has not been achieved.			
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 – adjusted for Council endorsed changes to meet resourcing requirements	Less than or equal to 2% increase in actual employee costs (including agency staff) against prior year's actual costs – adjusted for Council endorsed changes to meet resourcing requirements	2.0%	2.04%	2.04%	2.04%
				Result: Actual Forecast is 4.0% - after adjusting for the additional positions approved by Council (Digital Transformation and CSI Resource) the KPI forecast result is reduced to 2.04%. 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	N/A	N/A	N/A	79%
				Achieved overall 79% satisfaction with Councils performance for 2021/21			
6	Asset sustainability.	Asset Renewal Funding Ratio greater than or equal to 80%	Asset Renewal Funding Ratio greater than or equal to 90%	109% (projected)	87% (projected)	87% (projected)	80.9% (YTD)
				Result: As at May 2021 the year to date renewal expenditure is sitting at 80.9%. This is an annual target and will be confirmed at the completion of the audited financial statements.			
7	Delivery of Council's capital works program.	Greater than or equal to 85% 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	93.57%
				As at May 2021 this indicator sitting at 93.57% and the stretch target is expected to be met. As an annual measure this will be confirmed at the completion of the audited financial statements.			
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%	80.6%	78.4%	79.1%	56%
				Result: 56%. The Core target has not been met.			
9	Community engagement / communications	Project specific communication to the public should be timely and accurate	100%	96.5%	100%	97%	100%
				Result = 100% accuracy. There were 19 pieces of project specific communications during this period with nil identified inaccuracies.			
10	Carbon Neutrality – carbon emissions footprint, measured against Council's endorsed Carbon Neural Plan (applicable 2021/22 onwards)	Actual annual emissions less than the plan's annual target emissions	Actual annual emissions 5% less than the plan's annual target emissions	NA	NA	NA	
				This KPI is applicable 2021/22 onwards and will not be reported during the 2020/21 financial year.			

ATTACHMENT 3

FULLTIME EQUIVALENT (FTE) EMPLOYEE AGENCY

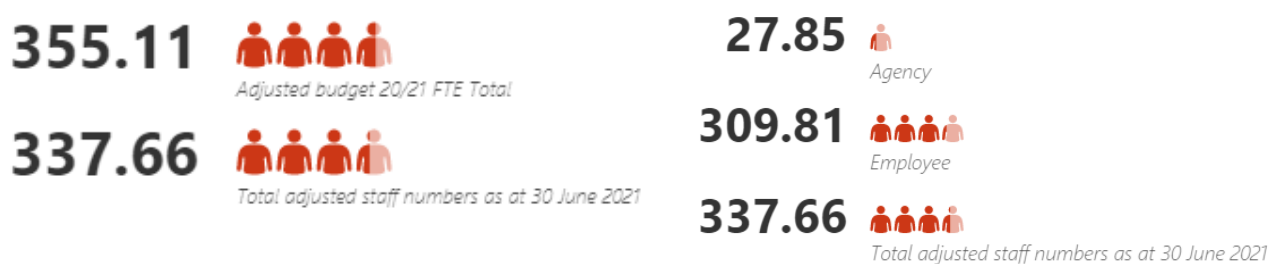
The number of FTE employees (staff and agency) employed across the organisation as at 30 June 2021.



There are currently 21 temporary vacant positions comprised of:

- | | |
|---|----|
| • Recruitment in progress (required position) | 13 |
| • Currently under review | 0 |
| • Vacant required position | 8 |

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



ATTACHMENT 4

LABOUR AND FTE MOVEMENT SUMMARY

	2020/21 \$000's	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	37,973*	36,487	34,861	33,274	32,221	31,783	31,757	31,532	30,239
	4.07%	4.66%	4.77%	3.27%	1.40%	0.10%	0.70%	4.30%	
Total Number of Employees (FTE at 30 June 2021)** % Movement on Prior Year	370.72	358	365	360	344	342	348	351	359
	3.53%	-1.9%	1.38%	4.80%	0.60%	-1.70%	-0.90%	-2.20%	
5-Year average FTE to June 2021	359.5								

8 Workshop / Presentation Items - Nil**9 Other Business****10 Meeting Closure**

The meeting shall conclude on or before 9.30pm unless there is a specific motion adopted at the meeting to continue beyond that time.