

His Worship the Mayor
Councillors
City of Marion

Notice of Review and Selection Committee

Virtual Meeting Room - Zoom

Tuesday, 3 May 2022 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. Due to COVID-19, interested members of this community are welcome to attend by electronic means. Access to the meeting is via the link published on the City of Marion website (<https://www.marion.sa.gov.au/about-council/council-meetings/council-meeting-livestream>) on the day of the meeting.



Tony Harrison
Chief Executive Officer

1	OPEN MEETING	3
2	KAURNA ACKNOWLEDGEMENT	3
3	ELECTED MEMBER DECLARATION OF INTEREST (IF ANY)	3
4	CONFIRMATION OF MINUTES	3
	4.1 Confirmation of Minutes of the Special Review and Selection Committee Meeting held on 6 April 2022	3
5	REPORTS FOR DISCUSSION	8
6	REPORTS FOR NOTING	8
	6.1 Corporate and CEO KPI Report Quarter Three 2021/22	8
	6.2 Cost of agency employees	18
7	WORKSHOP / PRESENTATION ITEMS	20
8	CONFIDENTIAL ITEMS	20
	8.1 Cover Report - CEO Performance and Remuneration Review	20
	8.2 Cover Report - COVID Mandatory Vaccination Policy implementation update	21
	8.3 Cover Report - Staff movements and exit survey data - 31/12/21 & 31/3/22	22
	8.4 Cover Report - Confirmation of the Confidential Minutes of the Review and Selection Committee meeting held on 1 February 2022	23
9	OTHER BUSINESS	24
10	MEETING CLOSURE	24

1 Open Meeting

2 Kurna Acknowledgement

We acknowledge the Kurna 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 6 April 2022

Report Reference	RSC220503R4.1
Originating Officer	Manager People and Culture – Jessica Lynch
Corporate Manager	N/A
General Manager	Chief Executive Officer – Tony Harrison

RECOMMENDATION

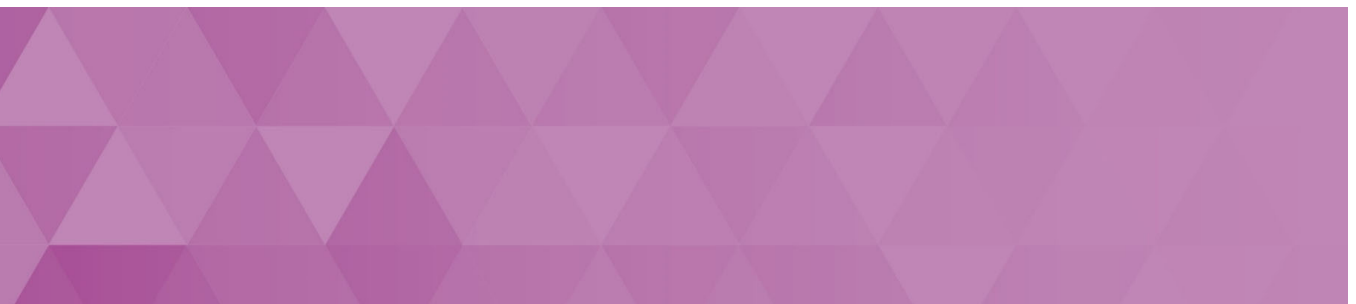
That the minutes of the Review and Selection Committee Meeting held on 6 April 2022 be taken as read and confirmed.

ATTACHMENTS

1. SRS C 220406 - Public Minutes [4.1.1 - 4 pages]



**Minutes of the Special Review and Selection
Committee held on Wednesday, 6 April 2022 at
4:30 pm Virtual Meeting Room - Zoom**



**PRESENT**

His Worship the Mayor Kris Hanna
Councillor Matthew Shilling

In Attendance

Manager People and Culture - Jessica Lynch
Team Leader Planning - Alex Wright

1 Open Meeting

The Mayor opened the meeting at 4:35pm.

2 Kurna Acknowledgement

We acknowledge the Kurna 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)

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

The following interests were disclosed:

- Nil interests were disclosed.

4 Confirmation of Minutes

4.1 Confirmation of Minutes of the Review and Selection Committee Meeting held on 1 February 2022

Report Reference SRSC220406R4.1

Moved Councillor Shilling

Seconded Mayor Hanna

That the minutes of the Review and Selection Committee Meeting held on 1 February 2022 be taken as read and confirmed.

Carried Unanimously

5 Confidential Items



5.1 Cover Report - Deputy Independent CAP Member

Report Reference SRSC220406F5.1

Moved Councillor Shilling

Seconded Mayor Hanna

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, Acting 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 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

4.35 the meeting went into confidence.

Moved Councillor Shilling

Seconded Mayor Hanna

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 until the candidate has been notified. This confidentiality order will be reviewed at the General Council Meeting in December 2022.

Carried Unanimously

4.38pm the meeting came out of confidence.

6 Reports for Discussion - Nil

7 Reports for Noting - Nil

8 Workshop / Presentation Items - Nil

9 Other Business

10 Meeting Closure

The meeting shall conclude on or before 9.00pm unless there is a specific motion adopted at the meeting to continue beyond that time.

The meeting was declared closed at 4:38pm.



CONFIRMED THIS 3rd DAY OF MAY 2022

CHAIRPERSON

5 Reports for Discussion - Nil

6 Reports for Noting

6.1 Corporate and CEO KPI Report Quarter Three 2021/22

Report Reference	RSC220503R6.1
Originating Officer	Unit Manager Governance and Council Support – Victoria Moritz
Corporate Manager	Manager Office of the Chief Executive - 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 three 2021-22.

EXECUTIVE SUMMARY

Monitoring performance of the Corporate and CEO KPI's is critical for ensuring that the Council is contributing to the achievement of its objectives in both the Strategic Plan and the 4-Year Business Plan 2019-2023.

Following discussions at the Council Member Planning Day in relation to KPI8 *Community Engagement / Communications*, Council clarified that they do not want to measure this KPI as a % but rather 'met' or 'not met'. This has been reflected in the quarter three reporting.

Council Members also requested additional information detailing *how* each of the KPI's are captured, measured and the data is collected. Consideration was given to the systems used, inclusions / exclusions, defined parameters, calculations, or formulas used. This additional information is provided in attachment 1b.

The Review and Selection Committee may also consider the 2022/23 CEO and Corporate KPI's. Further information will be presented to the Forum on the 31 May 2022 however, in the interim, it may be useful to discuss potential amendment to the following KPI's:

- KPI 3 – total employee costs (currently sitting with 2% and 3% stretch). May be challenging to meet with new EB Agreement.
- KPI 7 – Staff Engagement – propose to change the method of capture. Further information to be brought to the forum in May.
- KPI 8 – Community engagement and consultation – consider a KPI that is less subjective and more defined/measurable for consistency and comparison.
- KPI 10 - Asset Utilisation – consider changing the wording to reflect the room hire rather than the full asset use and consider challenges with bookings due to COVID. Is the 70%-80% still the best target for this KPI.

Details of the quarter three results are provided in Attachments 1-4. For the quarter three results, Council achieved the Core Target on all KPI's with the exception of the following KPI:

- KPI – 10 Asset Utilisation of Sports and Community Venues. The result for Quarter 3 is 38.3% average utilisation rate for venue utilisation across community and sporting clubs. A significant contribution to these results was the impact of COVID-19. The responsible teams have undertaken a thorough review of the collection of this data and further defined the parameters which is reflected in attachment 1b.

RECOMMENDATION

That the Review and Selection Committee:

1. **Notes this information and information contained within the attachments for Quarter Three 2021/22.**

ATTACHMENTS

1. Attachment 1 KPI Overview [6.1.1 - 2 pages]
2. Attachment 1a - Supporting Information for KPI2 [6.1.2 - 1 page]
3. Attachment 1b - KPI Data Collection [6.1.3 - 2 pages]
4. Attachment 2 KPI Summary [6.1.4 - 1 page]
5. Attachment 3 FTE Employees Staff and Agency [6.1.5 - 1 page]
6. Attachment 4 Labour and FTE Movement Summary [8BBS] [6.1.6 - 1 page]



CHIEF EXECUTIVE OFFICER and CORPORATE KEY PERFORMANCE INDICATORS 2021/22

QUARTER THREE: JAN '22 – MAR '22 - 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.

Q3 Result: The result of the second budget review forecasts a deficit of (\$0.422m) against an adopted budgeted deficit of (\$0.681m). The core target is forecast to be met with a surplus of \$5.278m over the ten years of the LTFP.

Forecast =
(\$0.422m)

Third review

Second review

First review

Adopted budget
(\$0.681)

4

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: This is an annual measure and a figure will be provided at the end of the 2021-22 financial year.

2

Delivery of agreed projects identified in ABP and third year targets in 4-year Plan (26 projects)

Core target: Greater than or equal to 95%

Measure: Monthly data as at 31 March 2022

Result: 96% - 25 projects are on track (including 2 deferred projects and 2 completed Projects) and 1 project is considered off-track.

Core >or= 95%
On Track 25 (96%)

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

5

Asset Renewal Funding Ratio

Core target: Asset Renewal Funding Ratio between 90 and 110%

Stretch target: Asset Renewal Funding Ratio equal to 100% over the ten year long term financial plan

Q3 Result: This is an Annual measure and is budgeted to achieve 100% which is within the core target.

Core (lower) > or = 90%

Budget 2021/22 (100%)

Core (upper) > or = 110%

80|.....90|.....100|.....110|

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

3

Total Employees 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.

Q3 result: the 2021/22 forecast is \$39.912m which is a 2.22% increase over the 2020/21 audited result of \$38.239m after adjusting for council endorsed changes and additional grant funded positions.

Q3 (21/22 budget)= 2.22%

Core >or= 3%

1|.....2|.....3|.....4|

6

Delivery of Council's Capital Works

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)

Q3 This is an Annual measure

Core > or = 80%

Stretch > or = 90%

80|.....85|.....90|.....95|



CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS 2021/22

QUARTER THREE: JAN '22 – MAR '22 - ATTACHMENT 1

7

Staff Engagement

Core target: Achievement of an overall employee pulse survey result of 75%, based on 9 metrics with at least 50% employee participation per SLT department

Stretch target: Achievement of an overall employee survey result of 80% with at least 50% participation per SLT department

Measure: Staff Teamgag survey results.

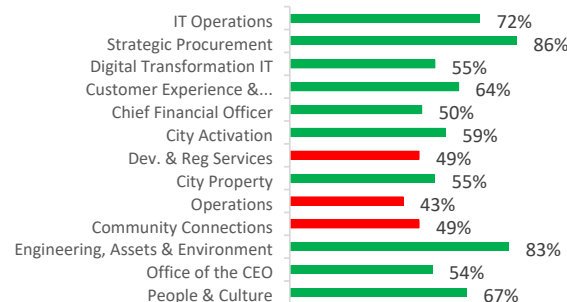
Result: Achieved 83% combined engagement results

60%.....70%.....80%.....90%



Response Rate - SLT Breakdown by department

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



9

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 is an annual measure and the result will be provided at the end of the 21/22 Financial Year.

10

Asset Utilisation of Sports and Community Venues

Core target: 70-80% utilisation across venues (through the booking system)

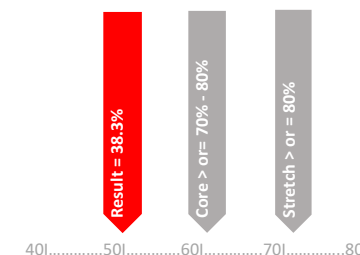
Stretch target: Greater than 80% across venues (through the booking system)

Measure: Monthly data as at 31 March 2022 based on the average utilization rate (Peak and off-peak)

Result: Q3 = 38.3% average utilisation rate for venue utilisation across community and sporting clubs.

Peak Utilisation = 42.95%

Off-Peak Utilisation = 32.8%



8

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. This KPI is marked as 'met' or 'not met'.

Result: Q3 result = Met (have not been made aware of any inaccurate or untimely information provided to the public)

90%.....95%.....100%



ATTACHMENT 1a – Supporting Information

As at 31 March 2022 - 96% (25 projects) are on-track, including 2 that have been deferred and 2 projects that were completed in the quarter two period. 4% (1 project) is considered off-track.

The on-track includes projects that were started or completed in the third-year targets of the 2021/22 financial year and also includes those projects that are deferred and not started.

Table 1: Year 3 Projects by exception (all other projects are considered on-track or completed)

Project Name	Start Date	Completion Due Date	Q3	Q3 Supporting Comments
Marion Golf Club	01/07/2019	30/06/2023 Year 1	Deferred	Project on hold to enable council an opportunity to consider project funding allocations
Recreational Facilities at 262 Sturt Road	7/1/2020	6/30/2022	Deferred	Discussions are continuing with South Adelaide Basketball and an unsolicited proposal is being assessed.
City Property Strategic Plan	01/07/2019	30/06/2020 Year 1	Off-Track	The City Property Strategic Plan is now referred to as city of Marion property asset strategy (CoMPAS). The project commenced in 2021 and is scheduled to go to Council in June to endorse for consultation and then back to Council for endorsement in July/August 2022.

KPI	Details	Core Target	Stretch Target	Measure and how the KPI is calculated
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	The adopted Long-Term Financial Plan outlines the annual operating and capital budgets and net funding/cash position for each of the next 10 years. The KPI is calculated using the net cumulative funding/cash position over the 10 years of the LTFP.
2	Delivery of agreed projects identified in the <i>Annual Business Plan</i> and the third-year targets in the four-year plan.	Greater than or equal to 95%	No Stretch Target	All projects identified within the third year targets of the Annual Business Plan are added into CAMMS. The progress of these are tracked monthly and each project owner is required to: 1. Update the project schedule and associated tasks 2. Review the project budget 3. Review project risks and issues and update any actions in the month 4. Provide commentary on project progress These updates are then exported into PDF reports and presented at various governance group meetings. The data is collated and used to measure delivery success.
3	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	Changes to employee costs are measured between the forecast employee costs for the current year against the audited actual result from the prior year, adjusted where relevant for council endorsed changes. Any difference is expressed as a percentage movement from the prior year audited result. The final year end result will measure the actual audited results for the current year against the actual audited result of the prior year adjusted for any Council endorsed changes.
4	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	A survey of n=1961 residents through the biennial City of Marion Community Satisfaction Survey to determine the community's satisfaction with Council services. This research was conducted in 2019 and again in 2022.
5	Asset Renewal Funding Ratio	Asset Renewal Funding Ratio between 90 and 110%	Asset Renewal Funding Ratio greater than or equal to 100%	As an annual measure, the Asset Renewal Funding Ratio is a measure presented in Council's Audited Financial Statements. It is expressed as the actual capital renewal expenditure (excluding carry overs) for the year divided by the renewal expenditure identified in each asset class's endorsed Asset Management Plan.
6	Delivery of Council's capital works program.	Greater than or equal to 85% delivery of Council's planned capital works program (adjusted for extraordinary items)	Greater than or equal to 90% delivery of Council's planned capital works program (adjusted for extraordinary items)	This is an annual measure calculated using the weighted average of completion of the capital works program against the original adopted capital works program, adjusted to include capital works programs carried over from the prior year.
7	Staff Engagement	Achievement of an overall employee pulse survey result of 75% based on 9 metrics with at least 50% employee participation per SLT department.	Achievement of an overall employee pulse survey result of 80% with at least 50% participation per SLT department.	Staff engagement is measured based on a combined result from 9 metrics in Teamgage as at a point in time. Metrics are communication, leader support, collaboration, resources, integrity, respect, innovation, safety, wellbeing. No achievement results are shown if there are less than 4 responses in a team. Participation rates are based on the Teamgage response rate. Data provided is at the end of each reportable quarter.
8	Community engagement / communications	Project specific communications to the public should be timely and accurate	100%	This data is based on feedback received from Council Members, Staff and Community Feedback as to whether in information distributed to the public has been untimely or inaccurate. It is recorded as either 'met' or 'not met'.
9	Carbon Neutrality – carbon emissions footprint, measured against Council's endorsed Carbon Neural Plan	Actual annual emissions less than the plan's annual target emissions	Actual annual emissions 5% less than the plan's annual target emissions	This is an annual measure combining Scope 1* and Scope 2*** emissions from Council operations along with some Scope 3*** emissions such as energy from mains water use (e.g. pumping), and estimated emissions from operational waste. Additional Scope 3 emissions will be added over time as data becomes available and in line with Climate Active guidelines. Data is collected from various sources such as Council's energy, water and fuel bills and imported to Trellis to enable calculation

	(applicable 2021/22 onwards)			<p>of carbon emissions using formulas recognised by the Australian Government for calculating carbon emissions. Link: https://www.legislation.gov.au/Details/F2017C00508</p> <p>Emissions from the Marion community are not included.</p> <p>*Scope 1 = emissions under Council's direct control, for example energy generated on site from rooftop solar, fuel used in generators, and fuel used in Council fleet vehicles.</p> <p>**Scope 2 = emissions from the use of electricity generated elsewhere and purchased from the grid.</p> <p>*** Scope 3 = indirect emissions from the extraction, production and transport of fuel burned to generate electricity and produce fuel used by Council, and emissions from waste, business, travel and accommodation, office paper and water use.</p>
10	Asset utilisation of Sports and Community venues	70-80% utilisation across venues (through the booking system)	Greater than 80% across venues (through the booking system)	<p>The data is calculated by total hours hired/used, divided by total hours available to be hired/used.</p> <p>The hours available to be hired / used is inclusive of times the facility is open to the public, as well as suitable 'open and close' times appropriate for external hire / use at those sites.</p> <p>Included sites are those that are indoor bookable spaces appropriate for shared used through hire agreements or licences, and excludes those under ongoing exclusive leases. The sites have defined individual parameters appropriate for operations.</p> <p>The 13 sites are included: Libraries (Cove Civic Centre, Park Holme, MCC), Neighbourhood Centres (Mitchell Park, Coodina, Glandore, Trott Park), Sports and Cultural (Oaklands Wetlands, Castrol Shed, MCC, Marion Outdoor Pool, Cove Sports, Edwardstown Sports)</p>

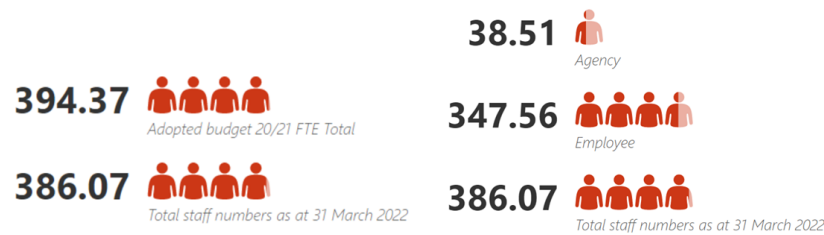
Corporate and CEO KPI Report Quarter Three 2021/22 – ATTACHMENT 2

KPI	Details	Core 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	(\$0.488m) (forecast)	(\$0.488m) (forecast)	(\$0.422m) (forecast)	
				The result of the second budget review forecasts a deficit of (\$0.422) against an original forecast budget deficit of (\$0.488m). The core target is forecast to be met with a surplus of \$5.278m over the ten years of the LTFFP. The Core Target is forecast to be met.			
2	Delivery of agreed projects identified in the <i>Annual Business Plan</i> and the third year targets in the four-year plan.	Greater than or equal to 95%	No Stretch Target	100%	92%	96%	
				96% - 25 projects are on track (including 2 deferred projects) and 4% - 1 project is considered off-track. The Core Target has been met.			
3	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	2.22% (21/22 budget)	2.22% (21/22 budget)	2.22% (21/22 budget)	
				Q3 Result: Forecast employee costs for 2021/22 is \$39.912m which is a 2.22% increase over the 2021 audited actual result after adjusting for council resolutions and additional grant funded positions.			
4	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	NA	
				This is an annual measure and a figure will be provided at the end of the 2021-22 financial year.			
5	Asset Renewal Funding Ratio	Asset Renewal Funding Ratio between 90 and 110%	Asset Renewal Funding Ratio greater than or equal to 100%	100% (budgeted)	100% (budgeted)	100% (budgeted)	
				This is an annual measure and is budgeted to achieve 100% which is within the core target.			
6	Delivery of Council's capital works program.	Greater than or equal to 85% delivery of Council's planned capital works program (adjusted for extraordinary items)	Greater than or equal to 90% delivery of Council's planned capital works program (adjusted for extraordinary items)	NA	NA	NA	
				This is an annual measure.			
7	Staff Engagement	Achievement of an overall employee pulse survey result of 75% based on 9 metrics with at least 50% employee participation per SLT department.	Achievement of an overall employee pulse survey result of 80% with at least 50% participation per SLT department.	59%	83%	83%	
				Q3 result: Achieved an overall employee survey result of 83%. The Core target has been met, however three SLT Divisions did not achieve a 50% participation rate.			
8	Community engagement / communications	Project specific communications to the public should be timely and accurate	100%	100%	100%	Met	
				There was no information identified in the quarter 3 period that was inaccurate or untimely when distributed to the public. This KPI is currently met.			
9	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 is an annual measure and the result will be provided at the end of the 21/22 Financial Year.			
10	Asset utilisation of Sports and Community venues	70-80% utilisation across venues (through the booking system)	Greater than 80% across venues (through the booking system)	51%	52%	38.3%	
				The result of Q3 was 38.3% average utilisation rate for venue utilisation across community and sporting clubs. The Peak Utilisation Rate = 42.95% Off-Peak Utilisation Rate = 32.8%			

ATTACHMENT 3

FULLTIME EQUIVALENT (FTE) EMPLOYEE AGENCY

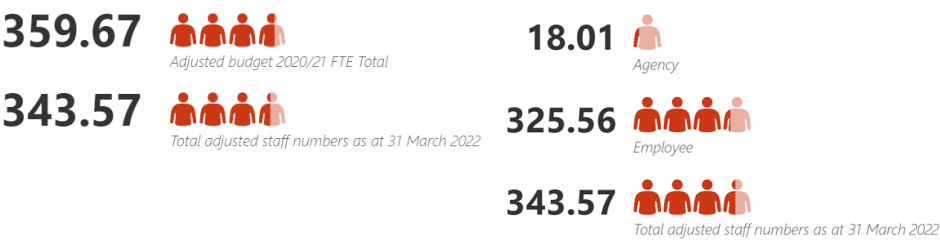
The number of FTE employees (staff and agency) employed across the organisation as at 31 March 2022



There are currently 36 temporary vacant positions comprised of:

- Recruitment in progress (required position) 14
- Currently under review 0
- Vacant required position 22

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

	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15	2013/14
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Total Employee Costs (including Agency)	39,912	38,238	36,487	34,861	33,274	32,221	31,783	31,757	31,532
% Movement on Prior Year	4.37%	4.79%	4.66%	4.77%	3.27%	1.40%	0.10%	0.70%	4.30%
Total Number of Employees (FTE as at 30 June)	386*	370	358	365	360	344	342	348	351
% Movement on Prior Year	4.32%	3.35%	-1.9%	1.38%	4.80%	0.60%	-1.70%	-0.90%	-2.20%

5-Year average FTE to June 2021 359.4

*YTD as at 31 March 2022 including seasonal increase for Marion Outdoor Pool

6.2 Cost of agency employees

Report Reference	RSC220503R6.2
Originating Officer	Project & Strategy Business Support – Claire Bircumshaw
Corporate Manager	Manager People and Culture - Jessica Lynch Chief Financial Officer - Ray Barnwell
General Manager	Chief Executive Officer - Tony Harrison

REPORT OBJECTIVE

To provide a report on the use and cost of agency staff offset against the budget from unfilled positions.

EXECUTIVE SUMMARY

Agency staff are used to address a variety of short-term resource and skill gaps at the City of Marion (CoM) including the backfill of vacant positions while recruitment processes are undertaken.

The overall cost for agency staff in 2020-21 was \$3.031m which accounted for 7.9% of Council's overall employee costs of \$38.238m.

Council also builds an assumed level of vacancy (2%) into the labour budgets over and above the cost of backfilling with agency costs to the order of about \$800k.

RECOMMENDATION

That the Review and Selection Committee:

- 1. Note the report.**
- 2. Note next steps to create greater visibility of the City of Marion workforce establishment.**

DISCUSSION

Agency staff are used to address a variety of short-term resource and skill gaps at the City of Marion (CoM), including the backfill of vacant positions while recruitment processes are undertaken.

A variety of Labour Hire vendors are used to source Agency Staff. These vendors currently include:

- Randstad Pty Ltd
- Maxima Group Training
- Pinnacle People
- Hays Personnel Services Pty Ltd
- TNPk Staff Pty Ltd
- Raw Recruitment Services Pty Ltd
- Edge Recruitment.

People Leaders are required to complete an Agency Staff Recruitment Approval before engaging an Agency Staff member.

The dynamic nature of employee vacancies, in addition to current recruitment systems and processes limit the granularity of data available to support understanding of like-for-like backfill of vacant positions using agency staff.

For example, if a people leader position becomes vacant, the business may seek to place an existing employee on secondment or higher duties for the duration of the vacancy, before backfilling

the lower level position for the duration of the vacancy (i.e. in this scenario, the position of the secondee may be backfilled with an agency staff member, rather than the more senior position. This provides a developmental opportunity for a potential future People Leader, in addition to minimising the cost of filling by backfilling the position with an agency staff at a lower level).

To aid understanding of the how agency staff are offset against vacant positions, the following point-in-time case study is provided as at 28 February 2022.

At the end of February 2022, the City of Marion had 39 vacant positions. Excluding the temporary agency pool staff and grant funded positions, there were 18 full-time equivalent agency staff working at the City of Marion. There were 14 active recruitments are in progress and other positions are either waiting for recruitment to commence or may be under review.

The budget attributed to vacant roles in the month of February is in the order of \$342k. For the month of February, the cost of utilising agency staff equaled \$265k (excluding temporary agency pool staff and grant funded positions).

Council budgets for approximately 98% of full labour budget costs allowing for an assumed saving of approximately 2% for periods of vacancy that will not be backfilled with agency staff.

Currently identifying the alignment of vacant positions being filled by agency staff, is a very manual process. People & Culture and Finance are currently working on a clear workforce establishment, which will provide us improved visibility of actual vacant roles being supported by agency staff to identify the ongoing need for these roles and improve workforce planning.

Later in 2022, the City of Marion will be implementing a new recruitment system which will provide greater visibility and alignment of our workforce establishment to our staffing budget.

Further, CoM are liaising with the Local Government Association (LGA) Procurement regarding the soon-to-be released Temporary Labour Hire and Recruitment Services panel. This new panel is being established with the intent to provide the South Australian local government sector with choice, competitive pricing and comprehensive recruitment services. The panel is expected to include 19 suppliers under a Heads of Agreement, for the supply of Agency Staff for Administration, General Office staff, specialist Professional roles, Field roles

ATTACHMENTS

Nil

7 Workshop / Presentation Items

8 Confidential Items

8.1 Cover Report - CEO Performance and Remuneration Review

Report Reference	RSC220503F8.1
Originating Officer	Manager People and Culture – Jessica Lynch
Corporate Manager	Manager People and Culture - Jessica Lynch
General Manager	Chief Executive Officer - Tony Harrison

REASON FOR CONFIDENTIALITY

Local Government Act (SA) 1999 S 90 (2) 3

(d) commercial information of a confidential nature (not being a trade secret) the disclosure of which (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and (ii) would, on balance, be contrary to the public interest

RECOMMENDATION

That pursuant to Section 90(2) and (3)(d) of the *Local Government Act 1999*, the Committee orders that all persons present, with the exception of the following persons: ***Chief Executive Officer, Manager People and Culture*** be excluded from the meeting as the Committee receives and considers information relating to CEO Performance and Remuneration Review, 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 commercial figures of an independent third party*.

8.2 Cover Report - COVID Mandatory Vaccination Policy implementation update

Report Reference	RSC220503F8.2
Originating Officer	Project, Strategy and Operations Business Support – Claire Bircumshaw
Corporate Manager	Manager People and Culture - Jessica Lynch
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 Committee orders that all persons present, with the exception of the following persons: ***Chief Executive Officer, Manager People and Culture***, be excluded from the meeting as the Committee receives and considers information relating to COVID Mandatory Vaccination Policy Update, 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 *personal affairs of City of Marion employees*.

8.3 Cover Report - Staff movements and exit survey data - 31/12/21 & 31/3/22

Report Reference	RSC220503F8.3
Originating Officer	Acting Unit Manager People and Culture – Greg Cansdale
Corporate Manager	Manager People and Culture - Jessica Lynch
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 Committee 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 Committee receives and considers information relating to Staff Movements and Exit Survey Data, 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 *past and present employees of the City of Marion*.

8.4 Cover Report - Confirmation of the Confidential Minutes of the Review and Selection Committee meeting held on 1 February 2022

Report Reference	RSC220503F8.4
Originating Officer	Business Support Officer - Governance and Council Support – Cassidy Ryles
Corporate Manager	Manager People and Culture - Jessica Lynch
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, Manager People and Culture be excluded from the meeting as the Council receives and considers information relating to confirmation of the confidential minutes of the Review and Selection Committee meeting held on 1 February 2022, 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 personal affairs of City of Marion employees and Independent Committee Members.

9 Other Business**10 Meeting Closure**

The meeting shall conclude on or before 9.00pm unless there is a specific motion adopted at the meeting to continue beyond that time.