

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, 2 August 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 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

<b>1</b>	<b>OPEN MEETING</b>	<b>3</b>
<b>2</b>	<b>KAURNA ACKNOWLEDGEMENT</b>	<b>3</b>
<b>3</b>	<b>ELECTED MEMBER DECLARATION OF INTEREST (IF ANY)</b>	<b>3</b>
<b>4</b>	<b>CONFIRMATION OF MINUTES</b>	<b>3</b>
	4.1 Confirmation of Minutes of the Review and Selection Committee Meeting held on 3 May 2022	3
<b>5</b>	<b>REPORTS FOR DISCUSSION</b>	<b>11</b>
	5.1 Finance, Risk and Audit Committee - Independent Member	11
<b>6</b>	<b>REPORTS FOR NOTING</b>	<b>14</b>
	6.1 Corporate and CEO KPI Report Quarter Four 2021/22	14
<b>7</b>	<b>CONFIDENTIAL ITEMS</b>	<b>22</b>
	7.1 Cover Report - Staff movements	22
	7.2 Cover Report - CEO Annual Performance and Remuneration Review	23
<b>8</b>	<b>WORKSHOP / PRESENTATION ITEMS</b>	<b>24</b>
<b>9</b>	<b>OTHER BUSINESS</b>	<b>24</b>
<b>10</b>	<b>MEETING CLOSURE</b>	<b>24</b>

## 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 Review and Selection Committee Meeting held on 3 May 2022

<b>Report Reference</b>	RSC220802R4.1
<b>Originating Officer</b>	Manager People and Culture – Jessica Lynch
<b>Corporate Manager</b>	N/A
<b>General Manager</b>	Chief Executive Officer – Tony Harrison

## RECOMMENDATION

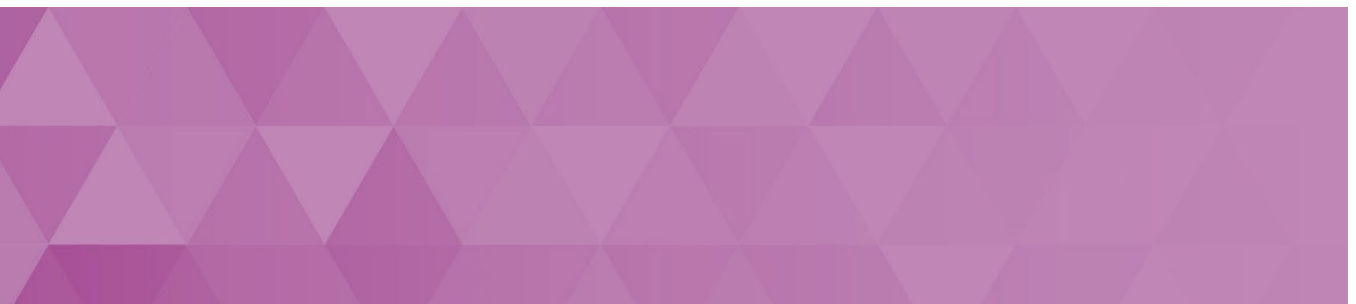
That the minutes of the Review and Selection Committee Meeting held on 3 May 2022 be taken as read and confirmed.

## ATTACHMENTS

1. RS C 220503 - Final Public Minutes [4.1.1 - 7 pages]



**Minutes of the Review and Selection Committee  
held on Tuesday, 3 May 2022 at 6.00 pm  
Virtual Meeting Room - Zoom**



**PRESENT**

His Worship the Mayor Kris Hanna  
Councillor Maggie Duncan

Councillor Matthew Shilling

**In Attendance**

Chief Executive Officer - Tony Harrison  
General Manager Corporate Services - Sorana Dinmore (from 6:45pm)  
Manager People and Culture - Jessica Lynch  
Manager Office of the CEO - Kate McKenzie  
Chief Financial Officer – Ray Barnwell

**1 Open Meeting**

The Mayor opened the meeting at 6.04pm.

**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)**

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

Nil interests disclosed.

**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

**Moved Councillor Shilling****Seconded Councillor Duncan**

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

**Carried unanimously**

**5 Reports for Discussion****6 Reports for Noting**

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RSC220503 - Review and Selection Committee - 3 May 2022



## 6.1 Corporate and CEO KPI Report Quarter Three 2021/22

Report Reference RSC220503R6.1

The Committee discussed:

- KPI 7 – Staff Engagement
  - Explanation for three areas with staff participation in the survey below 50% and strategies to improve participation in the survey going forward.
- KPI 10 – Asset Utilisation of Sports and Community Venues
  - Factors contributing to low results in this quarter, including impacts of COVID-19 on accessing services and facilities.
  - How facilities are booked and whether the KPI should include data that accounts for leasing of facilities.
  - Composition of this particular KPI and understanding of the efficient use of facilities.
- Next steps to mature KPIs to ensure meaningful data is available to guide decision-making.
- Attachment 4 – Labour and FTE movement summary
  - Likelihood of cost pressures arising from impacts of inflation.
  - Impact of additional payments for attraction and retention, and those exiting the organisation.

### Action

- Administration to prepare a progress report for the next Review and Selection Committee meeting scheduled for 2 August 2022.

**Moved Councillor Duncan**

**Seconded Councillor Shilling**

That the Review and Selection Committee:

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

**Carried unanimously**

## 6.2 Cost of agency employees

Report Reference RSC220503R6.2

The Committee discussed:

- Employee cost increases over time.
- Retention and availability of suitable staff.
- Practices for the engagement of agency staff for the backfilling of vacant positions.

### Action:

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RSC220503 - Review and Selection Committee - 3 May 2022



- Administration to provide a further report on Employee Costs to aid enhance understanding of % movement on prior years.

**Moved Councillor Shilling**

**Seconded Councillor Duncan**

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.

**Carried unanimously**

## **7 Workshop / Presentation Items - Nil**

## **8 Confidential Items**

### **8.1 Cover Report - CEO Performance and Remuneration Review**

Report Reference RSC220503F8.1

**Moved Councillor Shilling**

**Seconded Councillor Duncan**

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, Manager Office of the CEO, and Chief Financial Officer 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.

**Carried unanimously**

6.40pm the meeting went into confidence.

**Moved Councillor Shilling**

**Seconded Councillor Duncan**

In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Committee orders that this report, CEO Remuneration Review, any appendices and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(d) of the Act, except when required to effect or comply with the Committee'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 2022.

**Carried unanimously**

6.45pm the meeting came out of confidence.

### 8.2 Cover Report - COVID Mandatory Vaccination Policy implementation update

Report Reference RSC220503F8.2

**Moved Councillor Duncan**

**Seconded Councillor Shilling**

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, Manager Office of the CEO, Chief Financial Officer, General Manager Corporate Services, 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.

**Carried unanimously**

6.45 the meeting went into confidence.

**Moved Councillor Duncan**

**Seconded Councillor Shilling**

That the Review and Selection Committee:

1. Note the report.
2. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Committee orders that this report, COVID Mandatory Vaccination Policy implementation update, any appendices and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(a) of the Act, except when required to effect or comply with the Committee'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 2022.

**Carried unanimously**

7.03pm the meeting came out of confidence.

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

Report Reference RSC220503F8.3

**Moved Councillor Duncan**

**Seconded Councillor Shilling**





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, General Manager Corporate Services, Manager People and Culture, Manager Office of the CEO, Chief Financial Officer, 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.

**Carried unanimously**

7.03pm the meeting went into confidence.

**Moved Councillor Duncan**

**Seconded Councillor Shilling**

In accordance with Section 91(7) and (9) of the Local Government Act 1999, the Committee orders that this report, Staff Movements and Exit Survey Data, any appendices and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(a) of the Act be kept confidential and not available or 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 2022.

**Carried unanimously**

7.07pm the meeting came out of confidence.

**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

**Moved Councillor Shilling**

**Seconded Councillor Duncan**

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, General Manager Corporate Services, Manager People and Culture, Manager Office of the CEO, Chief Financial Officer 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.

**Carried unanimously**

7.07pm 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 attachments to the report, Confirmation of the confidential minutes of the Review and Selection Committee Meeting held on 1 February 2022 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 2022.

**Carried unanimously**

7.09 the meeting came out of confidence.

**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 7:09pm.

CONFIRMED THIS 2ND DAY OF AUGUST 2022

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CHAIRPERSON

## 5 Reports for Discussion

### 5.1 Finance, Risk and Audit Committee - Independent Member

<b>Report Reference</b>	RSC220802R5.1
<b>Originating Officer</b>	Unit Manager Governance and Council Support – Victoria Moritz
<b>Corporate Manager</b>	Manager Office of the Chief Executive - Kate McKenzie
<b>General Manager</b>	Chief Executive Officer - Tony Harrison

### REPORT OBJECTIVE

To advise the Review and Selection Committee that Mr David Papa's term on the Finance, Risk and Audit Committee (FRAC) expires 30 November 2022 and outline the next steps for the recruitment process given Mr Papa does not wish to be considered for re-appointed.

### EXECUTIVE SUMMARY

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

This report highlights that Mr David Papa's term on the FRAC expires 30 November 2022. Mr Papa was appointed to the FRAC for a period from 1 December 2019 to 30 November 2022. The views of Mr Papa have been sought and he has expressed he does not wish to continue on the FRAC.

In accordance with the Review and Selection (RSC) terms of reference, the RSC will manage this process which is not prohibited by Council's Caretaker Policy.

If the Committee wishes to discuss the performance of any member of the FRAC, it is recommended that the Review and Selection Committee move into confidence 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 Office of the CEO 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, Risk and Audit Committee and its members.*

### RECOMMENDATION

**That the Review and Selection Committee:**

- 1. Proceed with conducting a recruitment process for an independent member on the Finance, Risk and Audit Committee.**
- 2. Recommend to Council the proposed timeline for the recruitment process to be undertaken.**

## DISCUSSION

The FRAC (previously known as Finance and Audit Committee) was established in 2006 pursuant to Section 126 of the *Local Government Act 1999*. Under the FRAC's Term's of Reference, the FRAC will comprise of up to five members – one or two members and three expert independent members.

Section 3.9 to 3.13 of the FRAC Terms of Reference states the following:

### External Expert Members

- 3.9 External expert members will have senior business, legal, audit knowledge and experience, expertise in financial management / reporting and be conversant with the local government environment.
- 3.10 The Council will determine the process for appointing an expert member.
- 3.11 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.
- 3.12 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.
- 3.13 Remuneration will be paid to each expert member of the Committee to be set by Council from time to time. At a minimum, the remuneration paid to 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 independent FRAC membership, when they were appointed and when their terms expire:

Member	First Appointed	Expiry of Term
<b>Ms Emma Hinchey</b>	1 January 2017 1 December 2019 - Chair	30 November 2024
<b>Mr David Papa</b>	1 December 2019	30 November 2022
<b>Ms Nicolle Rantanen</b>	1 December 2020	30 November 2023

Council has resolved that the Council Member position for the FRAC is Councillor Maggie Duncan (appointed 1 December 2020 – 11 November 2022). This position will be considered alongside Council's various position for Council Member representatives at the first General Council meeting following the 2022 Local Government Elections.

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

Section 5.3 of the RSC Terms of Reference outlines the process to source an independent member to a section 41 Committee. The Terms of Reference States:

*5.3.1 This Committee and the Chief Executive Officer will act as the selection panel for all expert members to Section 41 Committees.*

5.3.2 *This panel will be supported by the manager with the relevant expertise required for the operations of the Committee.*

5.3.3 *The process to be followed by the Committee is:*

- *Identification of potential candidates via an executive search rather than general advertisement.*
- *Short list 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 a preferred candidate.*

In accordance with this process, the following timeline is proposed:

Date	Description	Comment
9 August 2022	General Council	Report recommending proposed approach and timeline
15 August – 26 August 2022 (2 week period)	Identify potential candidates	Via executive search rather than general advertisement (i.e advertising on AICD website and LinkedIn) copies of all applications to be circulated to members of the RSC and CEO via email.
5 September – 9 September	Selection Panel	Meet to shortlist candidates for interviews
12 September – 16 September	Selection Panel	Interviews with candidates to determine suitability for selection
TBC 27 September 2022 ?	Special Review and Selection Committee Meeting	Report to determine preferred candidate to recommend to Council
25 October 2022	General Council	Report presented with the recommendation for the appointment of an Independent Member on the FRAC.

## ATTACHMENTS

Nil

## 6 Reports for Noting

### 6.1 Corporate and CEO KPI Report Quarter Four 2021/22

<b>Report Reference</b>	RSC220802R6.1
<b>Originating Officer</b>	Unit Manager Governance and Council Support – Victoria Moritz
<b>Corporate Manager</b>	Manager Office of the Chief Executive - Kate McKenzie
<b>General Manager</b>	Chief Executive Officer - Tony Harrison

#### REPORT OBJECTIVE

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

At the previous Review and Selection Committee meeting held on 3 May 2022, the Committee requested additional information in relation to the employee costs to aid in the understanding of % movement on prior years. The information has been provided in **Attachment 4a**.

Given the timing of the report, the data includes estimated / predicted figures for some of the KPI's. Actual and Audited figures will be provided during the Quarter one 2022/23 reporting period.

Details of the quarter four results are provided in Attachments 1-4. For the quarter four 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 Q4 result is 40.61% average utilisation rate for venue utilisation across community and sporting clubs. This is however a slight increase on last quarters result of 38.3%.

#### RECOMMENDATION

**That the Review and Selection Committee:**

1. **Notes this information and information contained within the attachments for Quarter Four 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 2 KPI Summary [6.1.3 - 1 page]
4. Attachment 3 FTE Employees Staff and Agency [6.1.4 - 1 page]
5. Attachment 4 Labour and FTE Movement Summary [8BBS] [6.1.5 - 1 page]
6. Attachment 4a - Labour Expenditure Overview [6.1.6 - 1 page]

# CHIEF EXECUTIVE OFFICER and CORPORATE KEY PERFORMANCE INDICATORS 2021/22

## QUARTER FOUR: APR '22 – JUN '22 - ATTACHMENT 1



1

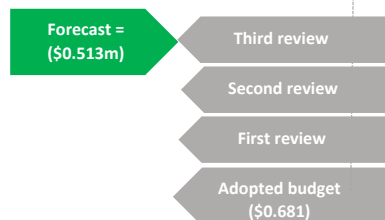
### Financial Sustainability

**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.

**Q4 Result:** The result of the third budget review forecast a deficit of (\$0.513m) against an adopted budget deficit of (\$0.681m). The core target is forecast to be met with a surplus of \$1.544m over the ten years of the 2022-2032 LTFP.



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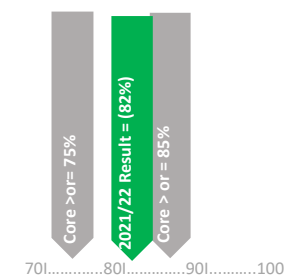
### Overall Satisfaction with Council's performance

**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:** Annual Community Survey

**Result:** 82% (increase of 3 percentage points on 2021) using the same survey method. The core target has been met.



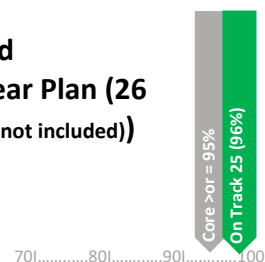
2

### Delivery of agreed projects identified in ABP and third year targets in 4-year Plan (26 projects – (projects completed in year 1 and 2 not included))

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

**Measure:** Monthly data as at 30 June 2022

**Result:** 96% - 25 projects are on track (including 3 deferred projects and 3 completed Projects in Q4). 1 project is considered off-track.



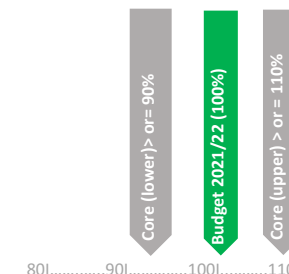
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### Asset Renewal Funding Ratio

**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

**Q4 Result:** This is an Annual measure and is budgeted to achieve 100% which is within the core target.



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

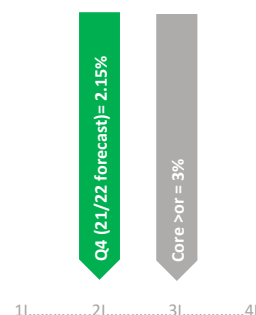
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### Total Employees Costs

**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.

**Q4 result:** The 2021/22 forecast is \$39.884m which is a 2.15% increase over the 2021 audited result of \$38.239m after adjusting for council endorsed changes and additional grant funded positions. The full year result will be measured after the finalisation of the 2021-22 Audited Annual Accounts.



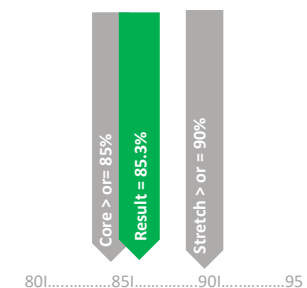
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### Delivery of Council's Capital Works

**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)

**Result:** a result of 85.3% has been achieved for 2021-22 based on the weighted average of the percentage complete within each program.





# CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS 2021/22

## QUARTER FOUR: APR '22 – JUN '22 - ATTACHMENT 1

7

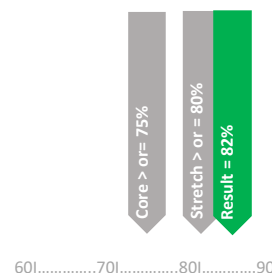
### Staff Engagement

**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 Teamgage survey results.

**Result:** Achieved 82% combined engagement results



SLT participation by department

**\*Note:** The Teamgage 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 (3,800 tCO<sub>2</sub>e)

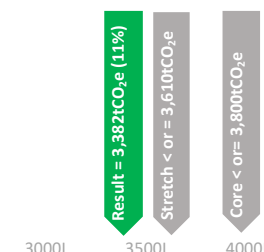
**Result =** Actual annual emissions = (3,382 tCO<sub>2</sub>e) 418 tCO<sub>2</sub>e less than the Plan's annual target emissions

**Stretch target:** Actual annual emissions 5% less than the plan's annual target emissions (3,610 tCO<sub>2</sub>e)

**Result =** Actual annual emissions = 11% less than the Plan's annual target emissions

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

**2021/22 corporate emissions = 3,382 tCO<sub>2</sub>e.**



This represents a 40.7% reduction on 2015/16 base year emissions of 5,701 tCO<sub>2</sub>e

Notes:

1. Revised base year data includes stationary fuel that hadn't been previously available, and more accurate water pumping data. Baseline previously reported as 5,617 tCO<sub>2</sub>e.
2. Target annual emissions based on Fig. 3 of endorsed Carbon Neutral Plan.
3. 4th Qtr electricity, water and gas data for 2021/22 is estimated based on data from previous 3 years.

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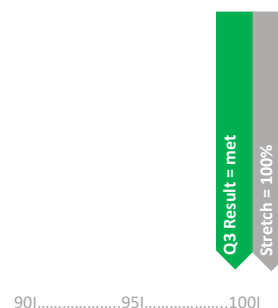
### Community Engagement / Communications

**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:** Q4 result = Met (have not been made aware of any inaccurate or untimely information provided to the public)



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### Asset Utilisation of Sports and Community Venues

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

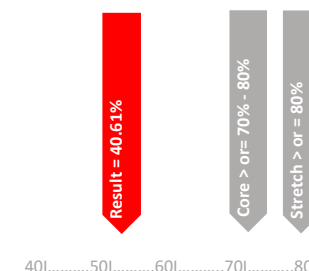
**Stretch target:** Greater than 80% across venues (through the booking system)

**Measure:** Monthly data as at 30 June 2022 based on the average utilization rate (Peak and off-peak)

**Result:** Q4 = 40.61% average utilisation rate for venue utilisation across community and sporting clubs.

Peak Utilisation = 49.33%

Off-Peak Utilisation = 30.09%





## ATTACHMENT 1a – Supporting Information

As at 30 June 2022 - 96% (25 projects) are on-track, including 3 that have been deferred and 3 projects that were completed in the quarter four 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	Q4	Q4 Supporting Comments
Marion Golf Club			Deferred	Project on hold enable council an opportunity to consider project funding allocations
Recreational Facilities at 262 Sturt Road			Deferred	Discussions are continuing and an unsolicited proposal is being assessed.
Third Community Bus Trial			Deferred	Council have given another 12 month extension after project was deferred due to COVID-19
City Property Strategic Plan	01/07/2019	30/06/2020	Off-Track	The City Property Strategic Plan, now referred to as the City of Marion Property Asset Strategy (CoMPAS) commenced in November 2022. CoMPAS is scheduled to be presented to Council in August 2022 for endorsement to proceed to community consultation. Consultation findings will be presented to the new Council Members following the 2022 Local Government Elections in November for consideration prior to the endorsement of the CoMPAS.

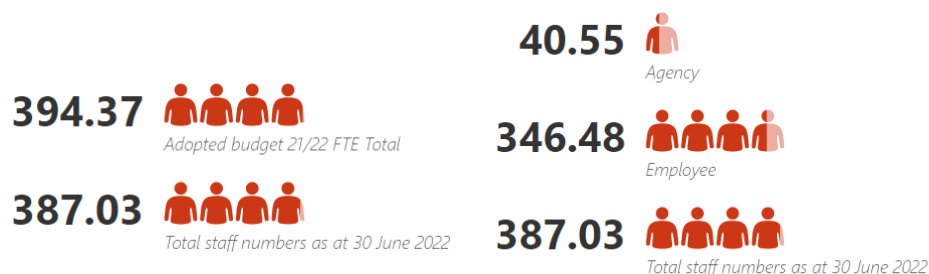
## Corporate and CEO KPI Report Quarter Four 2021/22 – ATTACHMENT 2

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)	(\$0.513m) (forecast)
				The result of the third budget review forecast a deficit of (\$0.513m) against an adopted budget deficit of (\$0.681m). The core target is forecast to be met with a surplus of \$1.544m over the ten years of the 2022-2032 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	100%	92%	96%	96%
				96% - 25 projects are on track (including 3 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)	2.15% (forecast)
				The 2021/22 forecast is \$39.884m which is a 2.15% increase over the 2021 audited result of \$38.239m after adjusting for council endorsed changes and additional grant funded positions. The full year result will be measured after the finalisation of the 2021-22 Audited Annual Accounts.			
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	82%
				This is an annual measure based on the Annual Community Survey. The result for 2021/22 was 82%. This is an increase of 3 percentage points. The Core target has been met.			
5	Asset Renewal Funding Ratio	Asset Renewal Funding Ratio between 90 and 110%	Asset Renewal Funding Ratio greater than or equal to 100%	NA	100% (budgeted)	100% (budgeted)	100% (budgeted)
				Q4 Result- 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	85.3%
				Result = a result of 85.3% has been achieved for 2021-22 based on the weighted average of the percentage complete within each program.			
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%	82%
				Staff Teamgage survey results returned an overall employee pulse survey result of 82%. The Core target has been met, with all SLT Divisions achieving a 50% or above participation rate.			
8	Community engagement / communications	Project specific communications to the public should be timely and accurate	100%	100%	100%	Met	Met
				There was no information identified in the quarter 4 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 Neutral 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	11% less than the plans annual target emissions
				Measure: Plans annual target emissions = 3,800 tCO <sub>2</sub> e Result: This is an annual measure and includes estimates for 4 <sup>th</sup> quarter electricity, water and gas as this is not yet available. Based on this, Council achieved 3,382 tCO <sub>2</sub> e which is 418 tCO <sub>2</sub> e less than the the plans annual target emissions (11%less).			
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%	40.61%
				The result for Q4 = 40.61% average utilisation rate for venue utilisation across community and sporting clubs. Peak Utilisation = 49.33% Off-Peak Utilisation = 30.09%			

## ATTACHMENT 3

## FULLTIME EQUIVALENT (FTE) EMPLOYEE AGENCY

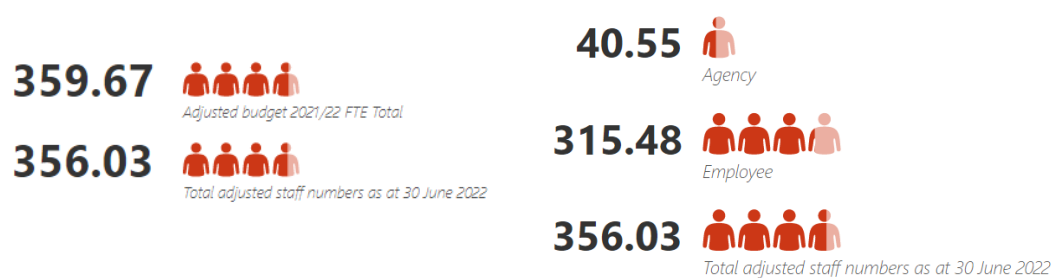
The number of FTE employees (staff and agency) employed across the organisation as at 30 June 2022



There are currently 21 temporary vacant positions comprised of:

- Recruitment in progress (required position) 21
- Currently under review 0
- Vacant required position 0

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

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	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
<b>Total Employee Costs (including Agency)</b>	<b>39,884</b>	<b>38,238</b>	<b>36,487</b>	<b>34,861</b>	<b>33,274</b>	<b>32,221</b>	<b>31,783</b>	<b>31,757</b>	<b>31,532</b>
<b>% Movement on Prior Year</b>	<b>4.30%</b>	<b>4.79%</b>	<b>4.66%</b>	<b>4.77%</b>	<b>3.27%</b>	<b>1.40%</b>	<b>0.10%</b>	<b>0.70%</b>	<b>4.30%</b>
<b>Total Number of Employees (FTE as at 30 June)</b>	<b>387</b>	<b>370</b>	<b>358</b>	<b>365</b>	<b>360</b>	<b>344</b>	<b>342</b>	<b>348</b>	<b>351</b>
<b>% Movement on Prior Year</b>	<b>4.59%</b>	<b>3.35%</b>	<b>-1.9%</b>	<b>1.38%</b>	<b>4.80%</b>	<b>0.60%</b>	<b>-1.70%</b>	<b>-0.90%</b>	<b>-2.20%</b>
<b>5-Year average FTE to June 2022</b>	<b>368</b>								

Labour Expenditure Overview									
2021-2022 Budget			2020-2021 Actual				2019-2020 Actual		
\$'000			\$'000				\$'000		
Total Employee Costs	39,912		Total Employee Costs	38,238		Total Employee Costs	36,487		
\$ Increase on Prior Year	1,674		\$ Increase on Prior Year	1,751		\$ Increase on Prior Year	1,626		
% Increase on Prior Year	4.38%		% Increase on Prior Year	4.80%		% Increase on Prior Year	4.66%		
Variance details:			Variance details:				Variance details:		
EBA (2%)	765	2.0%	EBA (2.4%)	883	2.4%	EBA (2.1%)	732	2.1%	
Grant Funded Positions - Additional on Prior Year	346	0.9%	Grant Funded Positions - Additional on Prior Year	81	0.2%	Grant Funded Positions - Additional on Prior Year	266	0.8%	
						Increase in Leave Provisions (Covid impacted)	224	0.6%	
Council Resolutions:			Council Resolutions:				Council Resolutions:		
- Arborist & Water Truck Drivers	222	0.6%	- Coastal Trail	131	0.4%	- Cove Sports Club Management	91	0.3%	
- Youth Collective Committee	35	0.1%	- Edwardstown Sport Facility	125	0.3%	- Edwardstown Employment Precinct	48	0.1%	
- Digital Transformation	551	1.4%	- Project Director Urban Renewal (part year)	74	0.2%	- Digital Transformation	56	0.2%	
- Mitchell Park Sports Club	85	0.2%	- Digital Transformation	266	0.7%				
- Project Director Urban Renewal	106	0.3%							
Other:			Other:				Other:		
- LKCC Management reduction	-404	-1.1%	- Shared Procurement - Waste/Utilities (Cross Council) *	248	0.7%	- Shared Procurement - Waste/Utilities (Cross Council) *	116	0.3%	
			- Pool increase (due to Covid requirements)	80	0.2%				
Other net variances - vacancies, adjustments	-32	-0.1%	Other net variances - vacancies, adjustments	-137	-0.4%	Other net variances - vacancies, adjustments	93	0.3%	
Net Increase	1,674	4.38%	Net Increase	1,751	4.80%	Net Increase	1,626	4.66%	
Labour offsets:			Labour offsets:				Labour offsets:		
* Cross Council Labour Recovery - Waste/Utilities	-222	-0.6%	* Cross Council Labour Recovery - Waste/Utilities	-266	-0.7%	* Cross Council Labour Recovery - Waste/Utilities	-90	-0.3%	

## 7 Confidential Items

### 7.1 Cover Report - Staff movements

Report Reference	RSC220802F7.1
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***

(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.

## 7.2 Cover Report - CEO Annual Performance and Remuneration Review

Report Reference	RSC220802F7.2
Originating Officer	Manager People and Culture – Jessica Lynch
Corporate Manager	Manager People and Culture - Jessica Lynch
General Manager	- N/A

### 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: Manager People and Culture, be excluded from the meeting as the Committee receives and considers information relating to CEO Annual Performance and Remuneration Review, 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 personal affairs of the Chief Executive Officer.

**8 Workshop / Presentation Items****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.