

His Worship the Mayor  
Councillors  
City of Marion

## **Notice of Review and Selection Committee**

Chamber - Admin, Council Administration Centre  
245 Sturt Road, Sturt

**Tuesday, 7 May 2024 at 5.30 pm**

The CEO hereby gives Notice pursuant to the provisions under Section 83 of the *Local Government Act 1999* that a Review and Selection Committee 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 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 6 February 2024

|                            |   |
|----------------------------|---|
| <b>Report Reference</b>    | RSC240507R4.1                             |
| <b>Originating Officer</b> | Manager People and Culture – Sarah Vinall |
| <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 6 February 2024 be taken as read and confirmed.

## ATTACHMENTS

1. RS C 240206 - Final Minutes [4.1.1 - 5 pages]



**Minutes of the Review and Selection Committee  
held on Tuesday, 6 February 2024 at 5.30 pm  
Chamber - Admin, Council Administration Centre  
245 Sturt Road, Sturt**

**PRESENT**

His Worship the Mayor Kris Hanna  
Councillor Jayne Hoffmann  
Councillor Matt Taylor (from: 5.32 pm)

**In Attendance**

Chief Executive Officer - Tony Harrison  
Chief Financial Officer – Ray Barnwell  
General Manager City Development - Tony Lines  
Manager Office of the CEO - Kate McKenzie  
Manager People and Culture - Sarah Vinall  
Manager City Property - Mark Hubbard  
Councillor Renuka Lama

**1 Open Meeting**

The Mayor opened the meeting at 5.31pm

**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.

Nil

**4 Confirmation of Minutes****4.1 Confirmation of Minutes of the Review and Selection Committee Meeting held on 5 December 2023**

**Report Reference** RSC240206R4.1

**Moved Councillor Hoffmann****Seconded Mayor Hanna**

That the minutes of the Review and Selection Committee Meeting held on 5 December 2023 be taken as read and confirmed.

**Carried Unanimously**



- 5 Confidential Items - Nil
- 6 Reports for Discussion

#### 6.1 Warraparinga Advisory Team (WAT)

Report Reference RSC240206R6.1

5.32pm Councillor Taylor entered the room.

5.33pm Councillor Lama entered the room.

The Committee clarified the interview panel makeup, and discussed the selection process including where the council may target advertising to seek specialised candidates.

Committee discussed the role of the Chair, and whether R&S could make a recommendation in relation to the rotation of chairing the WAT.

**Moved Councillor Taylor**

**Seconded Councillor Hoffmann**

That the Review and Selection Committee:

1. Supports an Expression of Interest process being conducted prior to the end of the current management agreement to seek applications for the two Council Nominated WAT roles, noting that existing members can re-apply.
2. Conduct the interviews following the Expression of Interest process for the recruitment of two members to the WAT.
3. Provide recommendation to Council for the two WAT members selected through the Expression of Interest process for Council's endorsement.
4. Supports the Council Nominated Warraparinga Advisory Team (WAT) members receiving \$500 remuneration per quarterly meeting.

**Carried Unanimously**

#### 6.2 Remuneration Tribunal of South Australia Consultation Paper - Local Government CEOs

Report Reference RSC240206R6.2

The Committee discussed the background of the Remuneration Tribunal's initial Determination on Local Government CEO remuneration.

The Committee noted an intention from the local government CEO Advisory Group to propose alignment with the existing bands used by RTSA to determine Council Member allowances. The Committee agreed that alignment with council members made sense.

The Committee discussed the need for the matter to be considered at a General Council meeting.



**Moved Councillor Hoffmann**

**Seconded Councillor Taylor**

That the Review and Selection Committee:

1. Considered the City of Marion's response to the Remuneration Tribunal of South Australia consultation paper and recommends that a report be brought to the General Council Meeting on 26 March for further consideration.

**Carried Unanimously**

## 7 Reports for Noting

### 7.1 Council and CEO KPI Report Quarter Two 2023-24

**Report Reference** RSC240206R7.1

The Committee discussed efforts of Administration to continue to build participation in staff surveys, and how the overall engagement score could increase.

**Moved Councillor Hoffmann**

**Seconded Councillor Taylor**

That the Review and Selection Committee:

1. Notes this information and information contained within the attachments for Quarter two 2023-24.

**Carried Unanimously**

### 7.2 Staff Movements and Exit Summary Report

**Report Reference** RSC240206R7.2

6.09pm – Councillor Lama left the meeting and did not return.

The Committee sought clarification from staff as to the process used to address cultural concerns raised within the data, and it was confirmed that an individualised approach was used with the relevant department.

The Committee also heard of the use of internal social platforms to celebrate wins and increase engagement, and the impact of a relaunch induction process six months ago to encourage a welcoming environment from day one.

**Moved Councillor Taylor**

**Seconded Councillor Hoffmann**

That the Review and Selection Committee:

1. Note the content of the report.
2. In accordance with Section 91(7) and (9) of the *Local Government Act 1999*, the Committee orders that Attachment 1 to the report, Staff Movements and Exits Summary be retained in confidence under Section 90(2) and (3)(a) of the Act, except when required to effect or

RSC240206 - Review and Selection Committee - 6 February 2024



comply with Council's resolution(s) regarding this matter, and 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 2024.

**Carried Unanimously**

**8 Workshop / Presentation Items - Nil**

**9 Other Business**

**10 Meeting Closure**

The meeting shall conclude on or before 6:30pm unless there is a specific motion adopted at the meeting to continue beyond that time.

The meeting was declared closed at 6.13pm.

CONFIRMED THIS 7 DAY OF MAY 2024

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CHAIRPERSON



## 5 Confidential Items

### 5.1 Cover Report - Staff Movements and Exits Summary Report

|                     |  |
|---------------------|--|
| Report Reference    | RSC240507F5.1  |
| Originating Officer | Business Support Officer - Governance and Council Support – Cassidy Mitchell |
| Corporate Manager   | Manager Office of the Chief Executive - Kate McKenzie                        |
| 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, General Manager City Development, General Manager City Services, General Manager Corporate Services, Manager Office of the Chief Executive Officer, Chief Financial Officer and Manager People and Culture, be excluded from the meeting as the Committee receives and considers information relating to Staff Movements and Exits Summary Report, 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 information of current and former staff of the City of Marion.

## 6 Reports for Discussion

### 6.1 Review of Council KPI's

|                            |   |
|----------------------------|---|
| <b>Report Reference</b>    | RSC240507R6.1   |
| <b>Originating Officer</b> | Manager Office of the Chief Executive – Kate McKenzie |
| <b>Corporate Manager</b>   | Manager Office of the Chief Executive - Kate McKenzie |
| <b>General Manager</b>     | Chief Executive Officer - Tony Harrison               |

| Report Reference | Report Title               |
|------------------|----------------------------|
| FORUM240120      | Key Performance Indicators |

### REPORT OBJECTIVE

To review and recommend to Council any changes for the 2024/25 financial year regarding the Council/CEO Key Performance Indicators.

### EXECUTIVE SUMMARY

The Council/CEO Key Performance Indicators (KPI's) are set each year as part of the Annual Business Plan and Budget process. The purpose of this report is for the Review and Selection Committee to review and make a recommendation to Council for the adoption of KPI's for the purposes of the Annual Business Plan 24/25 and the CEO's contract (referred to as Council & CEO KPI's).

There are currently 9 KPI's that are reported to Council quarterly, with the annual results considered as part of the CEO performance review around October each year.

A review of the KPI's has been undertaken and it is recommended that the Council consider amendments to the following KPI's:

1. Total Employee Costs
2. Staff Engagement
3. Carbon Neutrality

Additionally, work is progressing on the 10-year Strategic Management Plan (SMP). This will be presented to Council on the 4<sup>th</sup> of June Council Forum. The draft SMP will have proposed measures against each of the proposed new themes. It is proposed that these measures will be reported annually to Council to monitor the progress of the 10-year SMP.

### RECOMMENDATION

**That the Review and Selection Committee recommends that the following KPI's be amended:**

1. TBA

### DISCUSSION

The framework for setting KPI's has followed the 10:20:100 rule with Council setting approximately 10 strategic KPIs and management working towards 20 Corporate KPIs and 100 metrics measures at an operational level. With the establishment of the Business Intelligence Team, the organisation has matured through its monthly Performance Organisation Review (POR) of key performance measures from across the organisation.

Information has been provided to Council members via the January Planning Day.

Each year, the Council (via the Review and Selection Committee) reviews the Council and CEO KPI's. There are currently 9 Council / CEO KPI's spread across key areas of financial, organisational, environment and the customer. A copy of the quarter 3 results is included within a separate report within this agenda.

The current KPI's cover:

1. Financial Sustainability
2. Asset Renewal Funding Ratio
3. Total Employee costs (change)
4. Staff Engagement (change)
5. Delivery of agreed projects in the ABP and 4 Year Plan
6. Delivery of Councils Capital Works Program
7. Carbon Neutrality (annual target but data collected every 6 months. Team requested that this is only reported annually)
8. Overall satisfaction with Council's performance (discuss timing of survey)
9. Customer Satisfaction

It is proposed that Council consider amendments to the following KPI's:

1. Total Employee Costs – with growing demands on council services, an average increase in population of 1000 per year, current inflation and increases within employment agreements, this KPI is becoming increasingly more difficult to achieve whilst maintaining sustainable level of staff. It is recommended that the Committee explore a change to the percentage or consider a percentage of total employee cost against the total Council budget.

It is noted that the quarter 4 reports for this KPI have noted the following results for the past two years:

- Actual employee costs (including agency staff) adjusted for Council endorsed changes to meet resourcing requirements for the 2022-23 year are \$41.921m. This represents an increase of 4.45% against 2021-22 actual costs of \$40.134m. The core target has been met.
- 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's result will be measured after the finalisation of the 2021-22 Audited Annual Accounts.

Information will be presented at the meeting regarding what the total % of council budget relates to employee costs over the past three years if Council wishes to consider this option. This option will allow employee costs to increase in line with Council's budget.

2. Staff Engagement – industry benchmark suggests that the targets have been set too high. It is recommended that the core is amended to 70% and stretch at 75%.

Employee engagement scores are often measured on a scale of 0-100, and any score in the range of 67-100 is considered anywhere from good to great (*Gallup*). Gallup recently released that the best practice organisations globally are tracking employee engagement at a score of 72. Scores below 60 typically reflect significant portions of disengaged people and a

score of 80-85 is a great achievement and all that many organisations may hope to achieve  
(*Culture Amp*)

*References: Gallup, Gartner and Culture Amp*

The Committee is asked to consider if the KPI for 50% participation rate is changed from SLT area to the organisational level. There is strong commitment at SLT for employee participation in the engagement survey and the risk of continuing with a KPI by SLT area is tokenistic behaviour for reporting purposes. SLT regularly encourage employee participation and discuss results.

3. Carbon Neutrality – staff have requested that due to the manual way in which this KPI is calculated, it only be measured and reported each year, not every 6 months.

#### Draft Strategic Management Plan

The new 10-year Strategic Management Plan (SMP) is being drafted for council consideration on the 4th of June 2024 Council Forum. The new draft SMP has a different structure with the 6 current themes being reduced to 3. Each theme is being proposed with key measures to help achieve outcomes within the SMP. It is proposed that these will be measured and reported to Council annually. These are still being worked on, and it is proposed that for the 2024/25 financial year they remain separate from the Council/CEO KPI's. Consideration could be given in future years to merge the two sets of measures together.

#### **ATTACHMENTS**

Nil

## 6.2 Increasing diversity across the Marion workforce

|                            |   |
|----------------------------|---|
| <b>Report Reference</b>    | RSC240507R6.2                                 |
| <b>Originating Officer</b> | Manager People and Culture – Sarah Vinall     |
| <b>Corporate Manager</b>   | Manager People and Culture - Sarah Vinall     |
| <b>General Manager</b>     | General Manager City Development - Tony Lines |

### REPORT OBJECTIVE

To inform a discussion on possible options to increase cultural inclusion and diversity, and cross-cultural sensitivity across the City of Marion workforce.

### EXECUTIVE SUMMARY

The City of Marion serves a richly cultural community, so it is critical our workforce both reflects this diversity and also serves the community in a respectful and sensitive manner.

Current programs and strategies to assist in this space include:

- Mandatory online cultural awareness training required to be completed by all new starters within 3 months of commencement
- Development and implementation of Reconciliation Actions Plans since 2013
- Disability Access and Inclusion Planning

In addition to the above, work is underway on the following:

- An internal Diversity, Equity, Inclusion and Belonging (DEIB) Strategy and Road Map. This work will include the creation of a DEIB Working Group to drive new initiatives which foster inclusivity and belonging across the workforce. Such initiatives will have both an internal and external focus.
- A review of our recruitment practices to ensure terminology and processes are welcoming and free from unconscious bias.
- Implementation of a Human Resource Information System (HRIS) which will capture data on the diversity of backgrounds already within our workforce.
- In the second half of 2024, work will commence on reviewing the Employee Value Proposition for the City of Marion to ensure that our culture and benefits align with staff and broader community expectations on the type of workplace we offer.

While not currently underway, it is anticipated that proposed legislative changes around Gender Equality Action Plans will also need to be factored into future strategic workforce planning.

Additional strategies may be included in the development of a broader Multicultural Action Plan, and Committee input is sought into what these could potentially include to increase and promote inclusiveness and cultural sensitivity across the Marion workforce.

### RECOMMENDATION

**That the Review and Selection Committee:**

1. **Provide input into possible desired strategies to increase cultural inclusiveness and sensitivity across the City of Marion's workforce.**

### ATTACHMENTS

Nil

### 6.3 Savings – Agency Labour

|                            |   |
|----------------------------|---|
| <b>Report Reference</b>    | RSC240507R6.3                                       |
| <b>Originating Officer</b> | General Manager Corporate Services – Angela Allison |
| <b>Corporate Manager</b>   | - N/A   |
| <b>General Manager</b>     | General Manager Corporate Services - Angela Allison |

### REPORT OBJECTIVE

To provide information to the Committee on the usage of Agency staffing.

### EXECUTIVE SUMMARY

During 2023/24, a new process was introduced for the approval of agency staff. This has been a transition year whilst the process is embedded however it has reduced agency staffing usage during the 2023-24 financial year.

The information in the report notes a projected saving of approximately \$1 million, but a substantial proportion of this cost will be transferred to staff costs if employees have moved from the agencies to the City of Marion as the employer. As at March 2024, year to date expenditure on agency staffing is \$2.174 million as compared to \$2.808 million for the same time period in 2022-23. With agency fees at an average rate of 18% this is a saving of approximately \$100,000 on agency fees.

As this process matures, more accurate data will be available to indicate any cost savings. The council will continue to progress initiatives to further reduce agency costs.

### RECOMMENDATION

**That the Review and Selection Committee:**

- 1. Note the reduced usage of Agency staff in 2023-24 as compared to 2022-23.**

### DISCUSSION

Agency staff are used by the council to provide temporary resourcing skill sets not within the council or not catered for within the EAs such as the catering staff at the Mitchell Park Sports and Community Centre and for cyclical periods such as the Marion Outdoor Pool season.

In addition, agency staff are also used to backfill roles whilst recruitment activities are being undertaken. This latter component is the greater component of the spend and as such there is potential to drive cost savings by reducing the timeframe that agency staff are engaged. The cost saving does not come from the staffing costs themselves but rather the fee paid to the agencies such as Randstad. On average these agencies charge 18% on top of salaries and oncosts, such as superannuation.

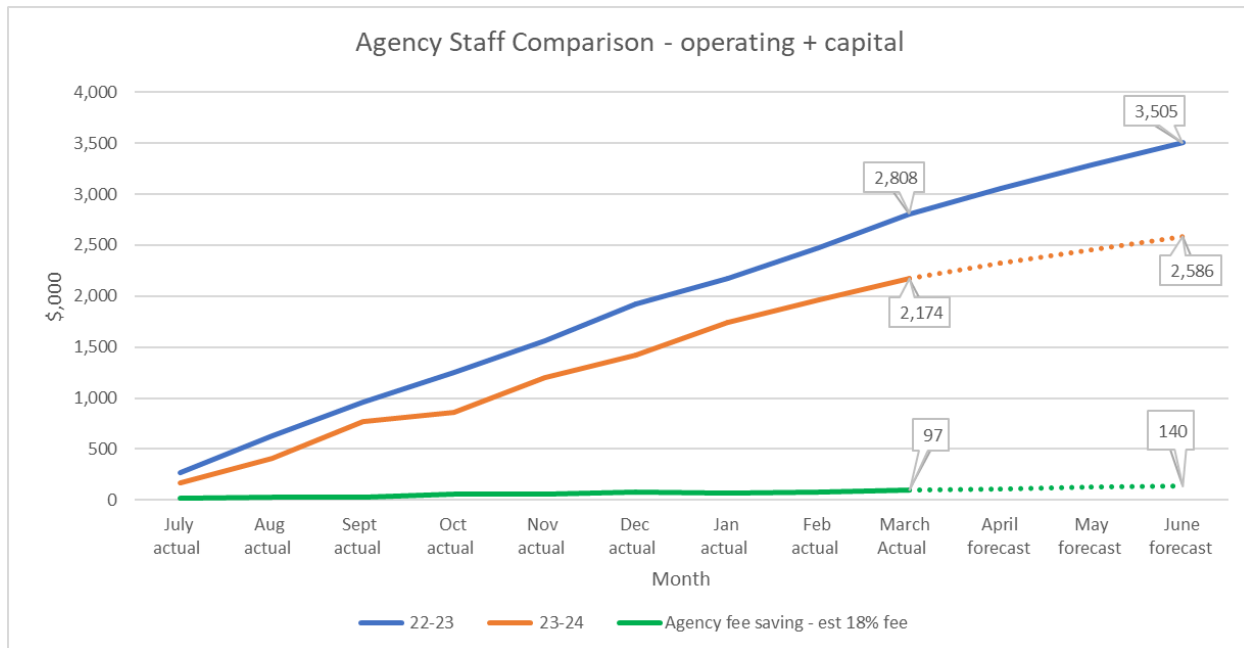
Expenditure in 2022-23 for agency staffing was \$3.505 million. With a focus on reducing the agency costs, a new approval process was implemented in late 2023 which requires the Manager People and Culture to approve agency staff engagements. This process was implemented to ensure that the term is limited, and the focus is placed on timely recruitment practices which is also overseen by People and Culture.

The March 2024 year to date expenditure on agency staffing is \$2.174 million as compared to \$2.808 million for the same time period in 2022-23. At an average rate of 18% this is a saving

of \$97,000 on agency fees. The balance of the variance between the two years is not considered a saving as the costs are the same but rather expended on directly appointed council staff.

If current trends continue for 2023-24 it is anticipated that there will be a saving on agency fees of \$140,000.

The below graph demonstrates the cumulative position of the two years with the dotted lines being anticipated spend for the remainder of 2023-24 based on current trends.



In an effort to further reduce agency costs the new outdoor EA will include classification and pay rate provisions for the engagement of pool staff directly rather than through an agency. Year to date expenditure on agency staff for the pool is \$512,000 including agency fees of estimated \$98,000. Subject to being able to recruit directly to the pool positions there is potential for savings against the pool operations of this \$98,000 in future years.

A new agency staff panel has been executed which increases the number of providers from 1 to 6. The expansion of the number of providers will enable greater competition and also enhanced reporting to ensure there is tight management of agency staff engagements.

## ATTACHMENTS

Nil



## 7 Reports for Noting

### 7.1 Council and CEO KPI Report Quarter Three 2023-24

|                            |   |
|----------------------------|---|
| <b>Report Reference</b>    | RSC240507R7.1   |
| <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 HISTORY

To advise the Committee of the results of the Council and CEO KPI's for quarter three 2023-24.

#### EXECUTIVE SUMMARY

Monitoring performance of the Council 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 2023-2027.

Details of the results are provided in Attachments 1 – 4.

For the 2023-24 quarter three results, Council achieved the Core Target on all KPI's with the exception of the following KPI:

- **KPI5 – Staff Engagement:** This KPI is based on the staff teamgage survey results based on 5 metrics. The Core Target is the achievement of an overall employee pulse survey result of 75%, with at least 50% employee participation per SLT department. The Stretch Target is the Achievement of an overall employee pulse survey result of 80%, with at least 50% employee participation per SLT department. The result for the third quarter is 67% with each SLT department achieving a participation rate over 50%.

#### RECOMMENDATION

**That the Review and Selection Committee:**

1. **Notes this information and information contained within the attachments for Quarter three 2023-24.**

#### ATTACHMENTS

1. 2023-24 Q 3 KPI Results Final [7.1.1 - 5 pages]

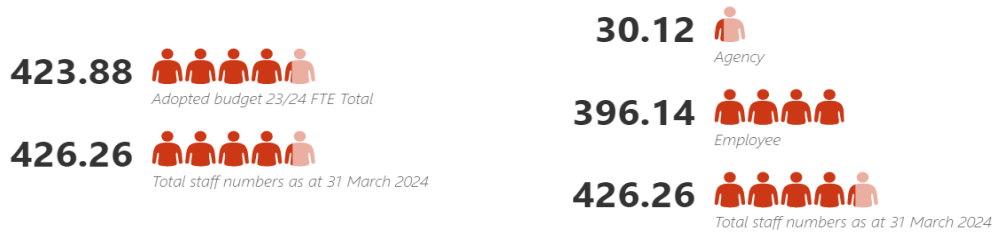


|                |   |   |  |   |  |   |
|----------------|---|---|--|---|--|---|
| Organisational | 4 | Staff engagement  | <p><b>Core Target:</b> Achievement of an overall employee pulse survey result of 75%, with at least 50% employee participation per SLT department</p> <p><b>Stretch Target:</b> Achievement of an overall employee pulse survey result of 80%, with at least 50% employee participation per SLT department</p> | Staff Teamgage survey results based on five metrics   | <p><b>Q3 = 67%</b></p> <p>The core target was not met.</p> <p>All SLT Departments reached at least 50% participation rate</p>  | <p>Overall Employee Pulse Survey Result</p> <p>Participation per SLT Department</p> |
|                | 5 | Delivery of agreed projects identified in the Annual Business Plan and the first-year targets in the 4 year plan                      | <p><b>Core Target:</b> Greater than or equal to 95%</p> <p><b>Stretch Target:</b> No stretch target</p>  | <p>Monthly data collated for each quarter</p> <p>Additional information provided in Attachment 1a</p> | <p><b>Q3 = 100%</b></p> <p>Reporting on 12 projects for the ABP and first year targets of the 4-year plan. 12 Projects are on Track. This includes 2 projects that have been completed (one in Q2 and one in Q3)</p>   |   |
|                | 6 | Delivery of Council's capital works program   | <p><b>Core Target:</b> Greater than or equal to 85% delivery of Council's planned capital works program (adjusted for extraordinary items)</p> <p><b>Stretch Target:</b> Greater than or equal to 90% delivery of Council's planned capital works program (adjusted for extraordinary items)</p>               | This is an annual measure that will be reported on at the end of the 2023-24 reporting period.        | <p><b>Q3 = NA</b></p> <p>Annual Result to be provided at the end of the 2023-2024 reporting period.</p>  |   |
|                | 7 | Carbon Neutrality- carbon emissions footprint, measured against Council's endorsed Carbon Neutral Plan (applicable 2021-2022 onwards) | <p><b>Core Target:</b> Actual annual emissions less than the plan's annual target emissions 1,800 tCO<sub>2</sub>e (for FY 2023/24)</p> <p><b>Stretch Target:</b> Actual annual emissions 5% less than the plan's annual target emissions 1,710 tCO<sub>2</sub>e (for FY 2023/24)</p>                          | Carbon emissions footprint, measured against Council's endorsed Carbon Neutral Plan.                  | <p><b>Q3 = 796 (tCO<sub>2</sub>e)</b></p> <p>Reported every six months (Q2 reported in May, Q4 reported in October).</p> <p>This KPI is on track. The estimated annual greenhouse gas emissions for the 2023/24 financial year are 1,591 tCO<sub>2</sub>e which meets the stretch target. This figure is reported every 6 months. The annual CO<sub>2</sub>e emissions for the financial year will be reported in October.</p> |   |

| Customer       | 8  | <b>Overall satisfaction with Council's performance</b> (measured annually)                    | <b>Core Target:</b> Greater than or equal to 75% rated as satisfied or above<br><br><b>Stretch Target:</b> Greater than or equal to 85% rated as satisfied or above | Annual Measure   | <b>Q3 = NA</b><br><br>Annual Result to be provided at the end of the 2023-2024 reporting period.  | <table><tr><th>Category</th><th>Value</th></tr><tr><td>Core Target</td><td>75%</td></tr><tr><td>Stretch Target</td><td>85%</td></tr><tr><td>22-23 (annual)</td><td>Not available</td></tr><tr><td>23-24 (annual)</td><td>Not available</td></tr></table> | Category | Value       | Core Target | 75%            | Stretch Target | 85% | 22-23 (annual) | Not available | 23-24 (annual)   | Not available |     |    |               |
|----------------|--|---|---|--|---|--|----------|-------------|-------------|----------------|----------------|-----|----------------|---------------|------------------|---------------|-----|----|---------------|
|                | Category   | Value   |   |  |   |  |          |             |             |                |                |     |                |               |                  |               |     |    |               |
|                | Core Target                                      | 75%   |   |  |   |  |          |             |             |                |                |     |                |               |                  |               |     |    |               |
|                | Stretch Target                                   | 85%   |   |  |   |  |          |             |             |                |                |     |                |               |                  |               |     |    |               |
|                | 22-23 (annual)                                   | Not available   |   |  |   |  |          |             |             |                |                |     |                |               |                  |               |     |    |               |
| 23-24 (annual) | Not available                                    |   |   |  |   |  |          |             |             |                |                |     |                |               |                  |               |     |    |               |
| 9              | <b>Customer Experience</b>                       |   |   |  |   |  |          |             |             |                |                |     |                |               |                  |               |     |    |               |
| 9a             | <b>Ease of lodging requests</b>                  | <b>Core Target:</b> 75% satisfied or more<br><br><b>Stretch Target:</b> 80% satisfied or more | Responses included within the result relate to cases created within the reporting period  | <b>Q3 = 76%</b><br><br>76% of the responses received either very satisfied or satisfied. The Core target has been met                | <table><tr><th>Category</th><th>Value</th></tr><tr><td>Core Target</td><td>75%</td></tr><tr><td>Stretch Target</td><td>80%</td></tr><tr><td>Q1</td><td>81.20%</td></tr><tr><td>Q2</td><td>78%</td></tr><tr><td>Q3</td><td>76%</td></tr><tr><td>Q4</td><td>Not available</td></tr></table>             | Category   | Value    | Core Target | 75%         | Stretch Target | 80%            | Q1  | 81.20%         | Q2            | 78%              | Q3            | 76% | Q4 | Not available |
| Category       | Value  |   |   |  |   |  |          |             |             |                |                |     |                |               |                  |               |     |    |               |
| Core Target    | 75%  |   |   |  |   |  |          |             |             |                |                |     |                |               |                  |               |     |    |               |
| Stretch Target | 80%  |   |   |  |   |  |          |             |             |                |                |     |                |               |                  |               |     |    |               |
| Q1             | 81.20%   |   |   |  |   |  |          |             |             |                |                |     |                |               |                  |               |     |    |               |
| Q2             | 78%  |   |   |  |   |  |          |             |             |                |                |     |                |               |                  |               |     |    |               |
| Q3             | 76%  |   |   |  |   |  |          |             |             |                |                |     |                |               |                  |               |     |    |               |
| Q4             | Not available                                    |   |   |  |   |  |          |             |             |                |                |     |                |               |                  |               |     |    |               |
| 9b             | <b>Time taken to address and action requests</b> | <b>Core Target:</b> 65% satisfied or more<br><br><b>Stretch Target:</b> 70% satisfied or more | Responses included within the result relate to cases created within the reporting period  | <b>Q3 = 68%</b><br><br>68% of the responses received either very satisfied or satisfied. The Core Target has been met.               | <table><tr><th>Category</th><th>Value</th></tr><tr><td>Core Target</td><td>65%</td></tr><tr><td>Stretch Target</td><td>70%</td></tr><tr><td>Q1</td><td>72.10%</td></tr><tr><td>Q2</td><td>73%<sup>c</sup></td></tr><tr><td>Q3</td><td>68%</td></tr><tr><td>Q4</td><td>Not available</td></tr></table> | Category   | Value    | Core Target | 65%         | Stretch Target | 70%            | Q1  | 72.10%         | Q2            | 73% <sup>c</sup> | Q3            | 68% | Q4 | Not available |
| Category       | Value  |   |   |  |   |  |          |             |             |                |                |     |                |               |                  |               |     |    |               |
| Core Target    | 65%  |   |   |  |   |  |          |             |             |                |                |     |                |               |                  |               |     |    |               |
| Stretch Target | 70%  |   |   |  |   |  |          |             |             |                |                |     |                |               |                  |               |     |    |               |
| Q1             | 72.10%   |   |   |  |   |  |          |             |             |                |                |     |                |               |                  |               |     |    |               |
| Q2             | 73% <sup>c</sup>                                 |   |   |  |   |  |          |             |             |                |                |     |                |               |                  |               |     |    |               |
| Q3             | 68%  |   |   |  |   |  |          |             |             |                |                |     |                |               |                  |               |     |    |               |
| Q4             | Not available                                    |   |   |  |   |  |          |             |             |                |                |     |                |               |                  |               |     |    |               |
| 9c             | <b>Satisfaction with requests handling</b>       | <b>Core Target:</b> 55% satisfied or more<br><br><b>Stretch Target:</b> 60% satisfied or more | Responses included within the result relate to cases created within the reporting period  | <b>Q3 = 62%</b><br><br>62% of the responses received either very satisfied or satisfied. The Core and Stretch Targets have been met. | <table><tr><th>Category</th><th>Value</th></tr><tr><td>Core Target</td><td>55%</td></tr><tr><td>Stretch Target</td><td>60%</td></tr><tr><td>Q1</td><td>65.20%</td></tr><tr><td>Q2</td><td>69%</td></tr><tr><td>Q3</td><td>62%</td></tr><tr><td>Q4</td><td>Not available</td></tr></table>             | Category   | Value    | Core Target | 55%         | Stretch Target | 60%            | Q1  | 65.20%         | Q2            | 69%              | Q3            | 62% | Q4 | Not available |
| Category       | Value  |   |   |  |   |  |          |             |             |                |                |     |                |               |                  |               |     |    |               |
| Core Target    | 55%  |   |   |  |   |  |          |             |             |                |                |     |                |               |                  |               |     |    |               |
| Stretch Target | 60%  |   |   |  |   |  |          |             |             |                |                |     |                |               |                  |               |     |    |               |
| Q1             | 65.20%   |   |   |  |   |  |          |             |             |                |                |     |                |               |                  |               |     |    |               |
| Q2             | 69%  |   |   |  |   |  |          |             |             |                |                |     |                |               |                  |               |     |    |               |
| Q3             | 62%  |   |   |  |   |  |          |             |             |                |                |     |                |               |                  |               |     |    |               |
| Q4             | Not available                                    |   |   |  |   |  |          |             |             |                |                |     |                |               |                  |               |     |    |               |

Attachment 2

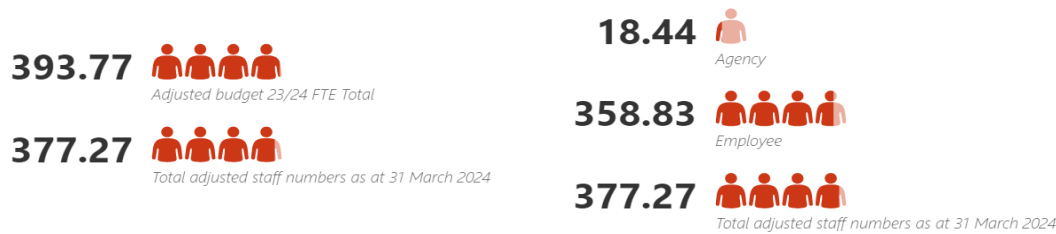
The number of FTE employees (staff and agency) employed across the organisation as at 31 March 2024



There are currently 28.6 FTE temporary vacant positions comprised of:

|   |      |
|---|------|
| Recruitment in progress (required position) | 11.5 |
| Currently under review                      | 0    |
| Vacant Required position                    | 17.1 |

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



## Attachment 3

## LABOUR AND FTE MOVEMENT SUMMARY

|   | 2023/24       | 2022/23       | 2021/22       | 2020/21       | 2019/20       | 2018/19       | 2017/18       | 2016/17       | 2015/16       |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
|   | \$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>44,119</b> | <b>42,378</b> | <b>40,134</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>% Movement on Prior Year</b>                       | <b>4.11%</b>  | <b>5.59%</b>  | <b>4.96%</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>Total Number of Employees (FTE as at 30 June)*</b> | <b>426</b>    | <b>394</b>    | <b>387</b>    | <b>370</b>    | <b>358</b>    | <b>365</b>    | <b>360</b>    | <b>344</b>    | <b>342</b>    |
| <b>% Movement on Prior Year</b>                       | <b>8.12%</b>  | <b>1.81%</b>  | <b>4.59%</b>  | <b>3.35%</b>  | <b>-1.90%</b> | <b>1.38%</b>  | <b>4.80%</b>  | <b>0.60%</b>  | <b>-1.70%</b> |
| <b>5-Year average FTE to March 2024</b>               | <b>387.0</b>  |               |               |               |               |               |               |               |               |

\*2023/24 as at 31 March 2024

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

The meeting shall conclude on or before 6.30pm unless there is a specific motion adopted at the meeting to continue beyond that time.