

His Worship the Mayor  
Councillors  
City of Marion

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

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

**Tuesday, 6 August 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 7 May 2024**

<b>Report Reference</b>	RSC240806R4.1
<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 7 May 2024 be taken as read and confirmed.

**ATTACHMENTS**

1. RS C 240507 - Final Public Minutes [4.1.1 - 5 pages]



**Minutes of the Review and Selection Committee  
held on Tuesday, 7 May 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

**In Attendance**

Acting Chief Executive Officer - Ben Keen  
General Manager Corporate Services – Angela Allison  
Manager Office of the CEO - Kate McKenzie  
Chief Financial Officer - Ray Barnwell  
Manager People and Culture - Sarah Vinall

**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.

No interests were disclosed.

**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
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**Moved Councillor Taylor****Seconded Councillor Hoffmann**

That the minutes of the Review and Selection Committee Meeting held on 6 February 2024 be taken as read and confirmed.

**Carried unanimously**



The Mayor sought and was granted leave of the meeting to vary the agenda items as follows:

- 6.2 Increasing diversity across the Marion workforce
- 6.3 Savings – Agency Labour
- 7.1 Council and CEO KPI Report Quarter Three 2023-24
- 5.1 Cover Report – Staff Movements and Exits Summary Report
- 6.1 Review of Council KPI's

### 6.2 Increasing diversity across the Marion workforce

**Report Reference** RSC240507R6.2

The Committee discussed the challenges that can come from seeking to increase diversity in a workforce, and suggested some possible options to achieve diversity could include:

- A mentor program, likely run by the LGA and stretching across councils to increase collaboration across the sector and availability of mentors and mentees;
- Review of recruitment and onboarding practices, from wording within job advertisements to language used in induction materials;
- Improve understanding of our existing staff backgrounds, with acknowledgement that there is intention to collect and capture this data in the Human Resource Information System currently being scoped;
- Possible expansion on partnerships with external providers to target culturally diverse candidates for roles, and reworking of internal policies to highlight advantages of diversity within teams when conducting merit processes.

The Committee also discussed the current EOI process to establish an internal Diversity, Equity, Inclusion and Belonging working group, and highlighted the need to ensure culturally diverse representation on that group.

The Committee also noted the importance of establishing clear strategies and associated measures to ensure success in this space.

**Moved Councillor Hoffmann**

**Seconded Councillor Taylor**

That the Review and Selection Committee:

1. Notes report and has suggested to Administration various strategies to increase cultural inclusiveness and sensitivity across the City of Marion's workforce.

**Carried unanimously**

### 6.3 Savings – Agency Labour

**Report Reference** RSC240507R6.3

The Committee noted the work done to reduce temporary labour hire costs this financial year.

The Committee heard about the new labour hire panel of providers, and the regular review of individual arrangements to ensure that temporary labour staff are being appropriately utilised. The Committee also noted the intention to move from temporary labour to a casualised workforce for the Marion Outdoor Pool next season.



**Moved Councillor Hoffmann**

**Seconded Councillor Taylor**

That the Review and Selection Committee:

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

**Carried unanimously**

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

**Report Reference** RSC240507R7.1

The Committee noted the reported performance against KPIs and discussed in depth the result for the KPI 'Total Employee Costs'. The Committee noted the current reported employee costs and associated FTE is at a point in time, with quarter three results inclusive of seasonal staff employed at the Marion Outdoor Pool.

**Moved Councillor Taylor**

**Seconded Councillor Hoffmann**

That the Review and Selection Committee:

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

**Carried unanimously**

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

**Report Reference** RSC240507F5.1

**Moved Councillor Taylor**

**Seconded Mayor Hanna**

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: Acting Chief Executive Officer, General Manager Corporate Services, Manager Officer 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.

6.14pm the meeting went into confidence

**Carried unanimously**

**Moved Councillor Hoffmann**

**Seconded Councillor Taylor**

In accordance with Section 91(7) and (9) of the *Local Government Act 1999* the Council orders that this report, Staff Movements and Exits Summary Report, Report Reference RSC240507F5.1 any attachments 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 Councils resolution(s) regarding this matter, be kept confidential and not available for public inspection upon the basis that the information relates to personal information of Council staff.

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RSC240507 - Review and Selection Committee - 7 May 2024



This order shall operate until it is revoked, or a further order is made and will be reviewed every 12 months.

Pursuant to section 91(9)(c) of the Local Government Act 1999, the Council delegates the power to revoke the confidentiality order to the Chief Executive Officer.

6.17pm the meeting came out of confidence

**Carried unanimously**

## 6.1 Review of Council KPI's

Report Reference RSC240507R6.1

The Committee focused discussion on a proposed change to the KPI 'Total Employee Cost'. With the current KPI set as a percentage of growth against financial actuals each year, it was suggested by Administration that the KPI may be difficult to continue meeting in coming years.

The Committee acknowledged the need to review the KPIs, and suggested the item would be best discussed with all Councillors present.

**Moved Councillor Hoffmann**

**Seconded Councillor Taylor**

That the Review and Selection Committee recommends that the Council KPI's be reviewed.

**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 6.30pm.

CONFIRMED THIS 6 DAY OF AUGUST 2024

CHAIRPERSON



## 5 Confidential Items

### 5.1 Cover Report - Finance, Risk and Audit Committee - Independent Member and Chair

Report Reference	RSC240806F5.1
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 Corporate Services, General Manager City Services, General Manager City Development, Manager Office of the CEO, Chief Finance Officer and Manager People & Culture be excluded from the meeting as the Committee receives and considers information relating to the independent members on the Finance, Risk and Audit Committee, upon the basis that the Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to the performance of the Committee and its Members.

## 6 Reports for Discussion

### 6.1 CEO Performance Review Process

<b>Report Reference</b>	RSC240806R6.1
<b>Originating Officer</b>	Manager People and Culture – Sarah Vinall
<b>Corporate Manager</b>	Manager People and Culture - Sarah Vinall
<b>General Manager</b>	Chief Executive Officer - Tony Harrison

### REPORT OBJECTIVE

To seek endorsement from the Committee for the proposed process and timeline for reviewing the CEO's performance in line with both legislative and Employment Agreement obligations.

### EXECUTIVE SUMMARY

The performance of the Chief Executive Officer is subject to review on an annual basis in line with section 102A of the *Local Government Act 1999*. Clause 10 of the CEO's Employment Agreement stipulates that this review is to occur in October of each year, or at such time as determined by Council.

The performance review also forms the basis of a review of the CEO's remuneration package, which must occur within two months of the performance being reviewed. Any adjustment must be made in line with the applicable bandwidth set by the South Australian Remuneration Tribunal.

The attached details a proposed timeline for the review of the CEO's performance and remuneration. Should it be supported, the review of the CEO's performance will occur at the Committee meeting scheduled for 5 November 2024, with a final decision regarding performance and any remuneration adjustment made by Council at the General Council meeting scheduled for 26 November 2024.

### RECOMMENDATION

**That the Review and Selection Committee:**

- 1. Endorse the attached proposed process and timeline for the review of the CEO's performance and remuneration.**

### DISCUSSION

Section 102A of the *Local Government Act 1999* requires that Council review the CEO's performance at least once a year and, in doing so, must obtain and consider the advice of a qualified independent person. Consequently, each year the Committee must:

- Use advice from a qualified independent person to help inform recommendations to Council on whether the CEO's performance over the previous 12 months has been satisfactory and, if so, to what extent, and
- within 2 months of considering the CEO's performance, determine whether a recommendation should be put to Council to adjust the CEO's current remuneration and, if so, to what extent.

Under clause 9.6 of the Employment Agreement, any change to the remuneration package will come into effect from 1 October, or from another date at Council's discretion.

To satisfy the legislated requirement to seek advice from a qualified independent person in reviewing performance, Council has previously chosen to engage an external consultant to conduct a 360-review process. Such an approach also removes any conflict associated with internal staff carrying out the work and reinforces independence of the assessment. It has the added benefit of ensuring a comprehensive overview of the previous year's performance through providing qualitative data to supplement the quantitative data associated with the achievement of KPIs.

The attached proposed process and timeframe assumes that Council will again agree to the engagement of an external party to undertake the 360-review exercise.

## **ATTACHMENTS**

1. Proposed timeline for CEO 2023-24 Performance and Remuneration Review [6.1.1 - 2 pages]

**Attachment 1: Proposed timeline for the 2023-24 CEO Performance and Remuneration Review**

<b>Timeline: CEO Performance and Remuneration Review</b>				
<b>Date</b>	<b>Activity</b>	<b>Meeting</b>	<b>Dependency</b>	<b>Employment Agreement</b>
6 Aug 24	<ul style="list-style-type: none"> <li>Review proposed timeline and process for CEO performance/remuneration review and make recommendation to Council</li> </ul>	Review and Selection Committee (RSC)	CEO engagement	
27 Aug 24	<ul style="list-style-type: none"> <li>Report to Council to seek resolution regarding the process and timeline for CEO Performance and Remuneration Review and KPIs</li> </ul>	General Council Meeting (GC)	6 Aug 24 RSC	
September	<ul style="list-style-type: none"> <li>Appointment of external consultant to conduct the CEO 360-degree feedback process</li> </ul>	RSC	6 Aug 24 RSC 27 Aug 24 GC	
September	<ul style="list-style-type: none"> <li>Conduct 360-degree feedback using external consultant</li> </ul>	NA	6 Aug 24 RSC 27 Aug 24 GC	
August-September	<ul style="list-style-type: none"> <li>Assess performance against KPIs</li> </ul>	NA		
October	<ul style="list-style-type: none"> <li>Opportunity for Mayor to review the KPI results and 360 feedback</li> </ul>	NA		
5 Nov 24	<ul style="list-style-type: none"> <li>Results of the performance review presented:               <ul style="list-style-type: none"> <li>Feedback</li> <li>KPIs</li> </ul> </li> <li>CEO to provide an overview of the year in review/assess own performance (KPI results and 360 discussion) and provide to Review and Selection Committee.</li> <li>Committee agree on recommendations to Council.</li> </ul>	RSC		Sections 9 and 10 of the Employment Agreement
26 Nov 24	<ul style="list-style-type: none"> <li>Recommendation re CEO performance review and remuneration seeking resolution.</li> </ul>	GC	5 Nov 24 RSC	

Early December	<ul style="list-style-type: none"><li>The Mayor to provide feedback to the CEO on outcomes of the performance and remuneration review and, in conjunction with the CEO, determine any required courses of action.</li></ul>	NA	26 Nov 24 GC	Written report to be compiled with respect to the annual performance review and a copy provided to the CEO.
Early - mid-December	<ul style="list-style-type: none"><li>Letter from Mayor to CEO outlining outcomes of performance and remuneration reviews</li></ul>	NA		

## 7 Reports for Noting

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

<b>Report Reference</b>	RSC240806R7.1
<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 four 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 four results, Council achieved the Core Target on all KPI's with the exception of the following KPI's:

- KPI3 – Total Employee Costs: The forecast result as of Q4 is 6.45%. The Core target is not forecast to be met. Final and EOFY annual results to be provided following completion of audited financial statements.
- KPI4 – Staff Engagement: The first part of this KPI was not met in relation to the achievement of an overall pulse survey result. The Core Target is 75% and the result for Q4 was 71%. The second part of this KPI was met, with each SLT department achieving at least a 50% participation rate.
- KPI5 – Delivery of agreed projects identified in the ABP and first year targets in the 4-year plan: The Core target is greater than or equal to 95%. Council achieved 75% for Q4. The result is based on the reporting of 12 projects, 9 of which are on track, including 6 that have been completed and three projects that are reporting off track. Further information and comments in relation to the off-track projects is provided in Attachment 1a.
- KPI9a – Ease of Lodging Requests: The Core Target is 75% Satisfied or more and the result for Q4 is 74.9%.
- KPI9b – Time taken to address and action requests: The core target is 65% satisfied or more and the result for Q4 is 60%.
- KPI9c – Satisfaction with request handling: The core target is 55% satisfied or more and the result for Q4 is 54%

This report has been presented on Q4 results. Accumulative final results for 23/24 will be presented at the next meeting, pending completion of the Annual Financial Statements and final data collection that was not yet available.

### RECOMMENDATION

**That the Review and Selection Committee:**

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

## ATTACHMENTS

1. 2023-24 Q 4 KPI Results [7.1.1 - 8 pages]



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

<b>Report Reference</b>	RSC240806R7.1
<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 four 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 four results, Council achieved the Core Target on all KPI's with the exception of the following KPI's:

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- KPI4 – Staff Engagement: The first part of this KPI was not met in relation to the achievement of an overall pulse survey result. The Core Target is 75% and the result for Q4 was 71%. The second part of this KPI was met, with each SLT department achieving at least a 50% participation rate.
- KPI5 – Delivery of agreed projects identified in the ABP and first year targets in the 4-year plan: The Core target is greater than or equal to 95%. Council achieved 75% for Q4. The result is based on the reporting of 12 projects, 9 of which are on track, including 6 that have been completed and three projects that are reporting off track. Further information and comments in relation to the off-track projects is provided in Attachment 1a.
- KPI9a – Ease of Lodging Requests: The Core Target is 75% Satisfied or more and the result for Q4 is 74.9%.
- KPI9b – Time taken to address and action requests: The core target is 65% satisfied or more and the result for Q4 is 60%.
- KPI9c – Satisfaction with request handling: The core target is 55% satisfied or more and the result for Q4 is 54%

Any final results pending completion of the Annual Financial Statements and final data collection that was not yet available will be provided to the Committee at the next meeting in November 2024.

### RECOMMENDATION

**That the Review and Selection Committee:**

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

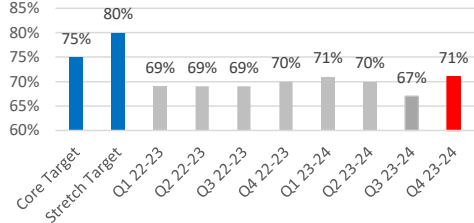
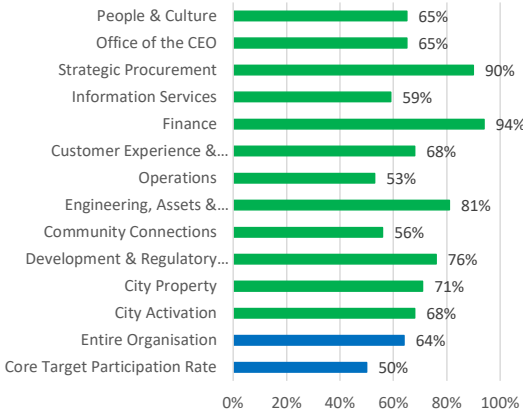
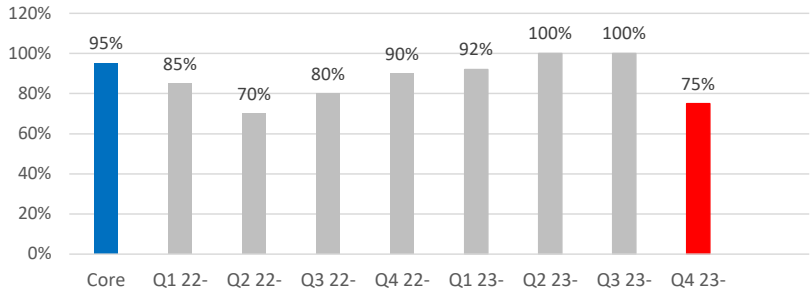
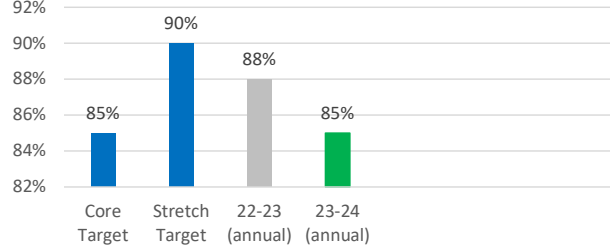




**ATTACHMENTS**

1. 2023-24 Q 4 KPI Results 1 [7.1.1 - 6 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 meterics	<p><b>Q4 = 71%</b></p> <p>The core target in relation to the achievement of an overall employee pulse survey result was not met.</p> <p>The core target in relation to all SLT departments reaching at least 50% participation rate was met.</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>	Monthly data collated for each quarter  Additional information provided in Attachment 1a	<p><b>Q4 = 75%</b></p> <p>Reporting on 12 projects for the ABP and first year targets of the 4-year plan. 9 Projects are on Track . This includes 6 projects that have been completed (one in Q2 and one in Q3 and four in Q4)</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>Q4 = 85%</b></p> <p>Core target is forecast to be met.</p> <p>Annual Result to be provided at the end of the 2023-2024 reporting period.</p>	
Environment	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 tCO2e (for FY 2023/24)</p> <p><b>Stretch Target:</b> Actual annual emissions 5% less than the plan’s annual target emissions 1,710 tCO2e (for FY 2023/24)</p>	Carbon emissions footprint, measured against Council’s endorsed Carbon Neutral Plan.	<p><b>Q4 = NA</b></p> <p>This figure is reported every 6 months (Q2 reported in May, Q4 reported in October/November). The annual CO2e emissions for the financial year will be reported in November 2024.</p>	

Customer	8	Overall satisfaction with Council's performance (measured annually)	<b>Core Target:</b> Greater than or equal to 75% rated as satisfied or above <b>Stretch Target:</b> Greater than or equal to 85% rated as satisfied or above	Annual Measure	<b>Q4 = NA</b>  Annual Result not yet available and will be provided in the November report.	
	9	Customer Experience				
	9a	Ease of lodging requests	<b>Core Target:</b> 75% satisfied or more <b>Stretch Target:</b> 80% satisfied or more	Responses included within the result relate to cases created within the reporting period	<b>Q4 = 74.9%</b>  74.9%% of the responses received either very satisfied or satisfied. The Core target has not been met	
	9b	Time taken to address and action requests	<b>Core Target:</b> 65% satisfied or more <b>Stretch Target:</b> 70% satisfied or more	Responses included within the result relate to cases created within the reporting period	<b>Q4 = 60%</b>  60% of the responses received wither very satisfied or satisfied. The Core Target has not been met.	
	9c	Satisfaction with requests handling	<b>Core Target:</b> 55% satisfied or more <b>Stretch Target:</b> 60% satisfied or more	Responses included within the result relate to cases created within the reporting period	<b>Q4 = 54%</b>  54% of the responses received either very satisfied or satisfied. The Core and Stretch Targets have not been met.	

Attachment 1a - Supporting Information

As at 30 June 2024 - 75% (9 projects) are on-track, including 6 that have been completed this financial year. There are three projects considered off track. These are commented on below.

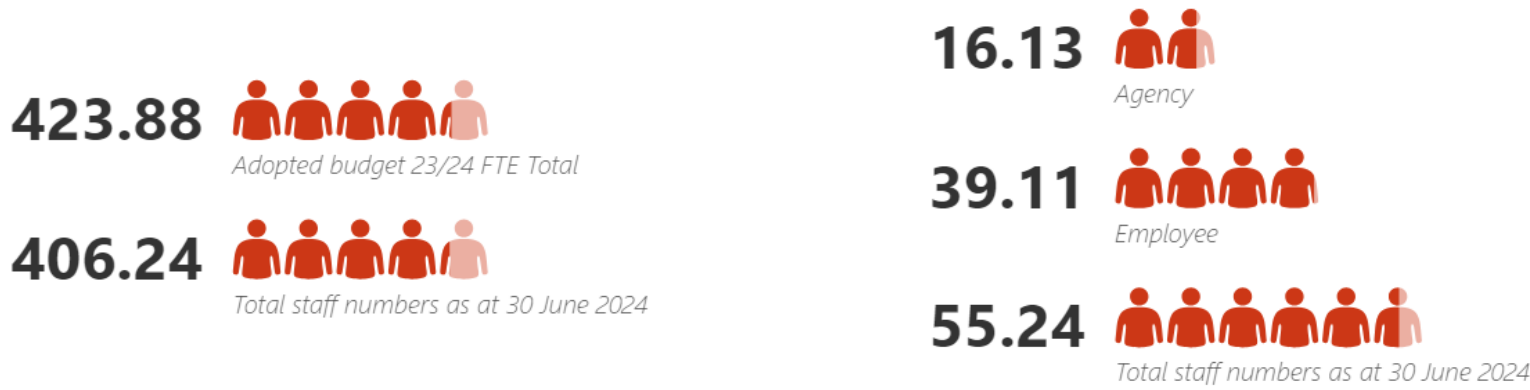
The on-track includes projects that were started or completed in the first-year targets of the 2023/24 financial year.

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

Project Name	Q4 Supporting Comments
Warradale Park Tennis Upgrade	Final grant agreement on the scope of works was finalised with the Federal Government with the deed being signed in December 2023. Design options have subsequently been developed to meet agreed budget. Consultation with the Warradale Tennis Club and Council is currently being finalised on the preferred option to progress to full design.
Marion Basketball Stadium Development	Council have endorsed a proposed 5 indoor court facility. Programme to be revised once consultation is completed and tabled at July General Council Meeting.
Marino Hall Upgrade	Project progress delayed due to contaminated material found on site. Q4 works include site investigation of material, remediation planning, material stockpiling and resequencing of external works. Project delivery programme has been recast.

Attachment 2

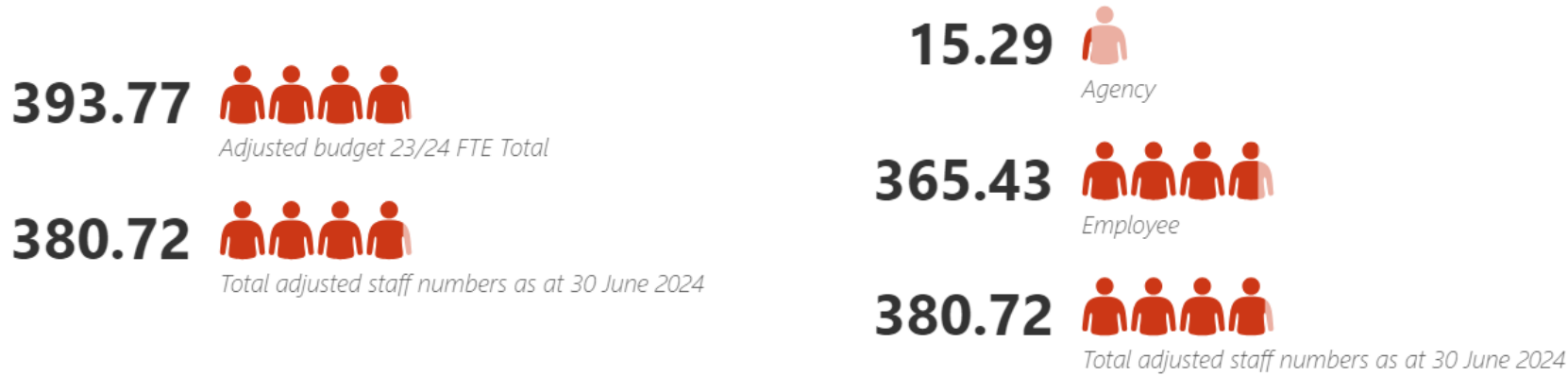
The number of FTE employees (staff and agency) employed across the organisation as at 30 June 2024



There are currently 33.71 FTE vacant positions comprised of:

Recruitment in progress (required position)	18.02
Currently under review	1.41
Vacant Required position	14.28

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
Total Employee Costs (including Agency)	45,547	42,378	40,134	38,238	36,487	34,861	33,274	32,221	31,783
% Movement on Prior Year	7.48%	5.59%	4.96%	4.79%	4.66%	4.77%	3.27%	1.40%	0.10%
Total Number of Employees (FTE as at 30 June)*	406	382	387	370	358	365	360	344	342
% Movement on Prior Year	6.28%	-1.29%	4.59%	3.35%	-1.90%	1.38%	4.80%	0.60%	-1.70%
5-Year average FTE to June 2024	380.6								

\*2023/24 as at 30 June 2024

## 7.2 Staff Movements & Exit Survey Summary Q4

<b>Report Reference</b>	RSC240806R7.2
<b>Originating Officer</b>	Unit Manager Human Resources – Gregory Cansdale
<b>Corporate Manager</b>	Manager People and Culture - Sarah Vinall
<b>General Manager</b>	Chief Executive Officer - Tony Harrison

### REPORT OBJECTIVE

The purpose of this report is to provide a level of understanding of workforce composition at the City of Marion as at 30 June 2024 and insights into staff employment experiences and perceptions of staff who exited the organisation in quarter 4 (April – June 2024).

### EXECUTIVE SUMMARY

Quarterly summaries of the workforce composition as at 31 March 2024 are provided below.

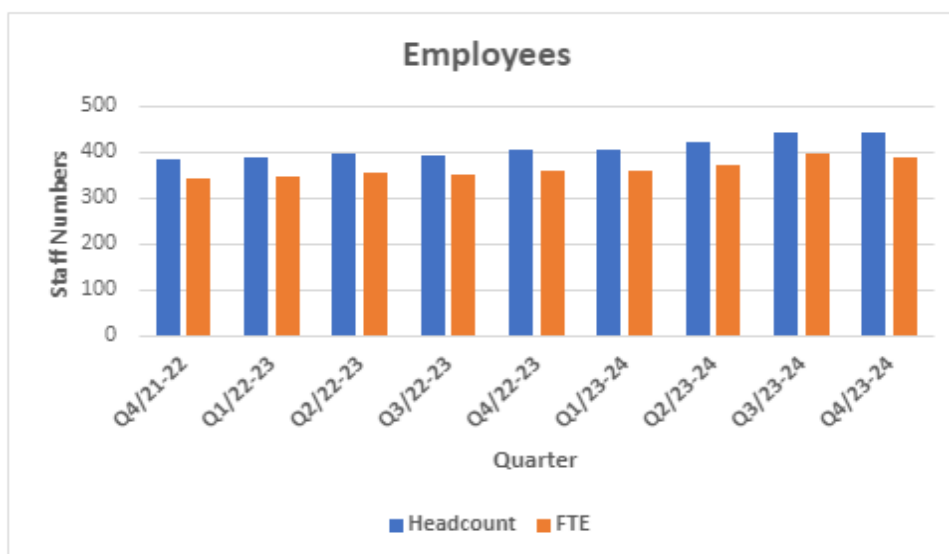
Exit survey data provides insights into staff employment experiences and perceptions when leaving the organisation. Feedback continues to show that the employee experience is generally positive, although behaviour that is not aligned with the organisation's values is an area of focus.

Attachment one provides an aggregated summary of exit survey data for the period 1 January 2024 to 31 March 2024. For privacy reasons names and team identifying information has been redacted from the attachment.

To provide a level of understanding of workforce composition at the City of Marion, summaries of the workforce as at 30 June 2024 are provided below:

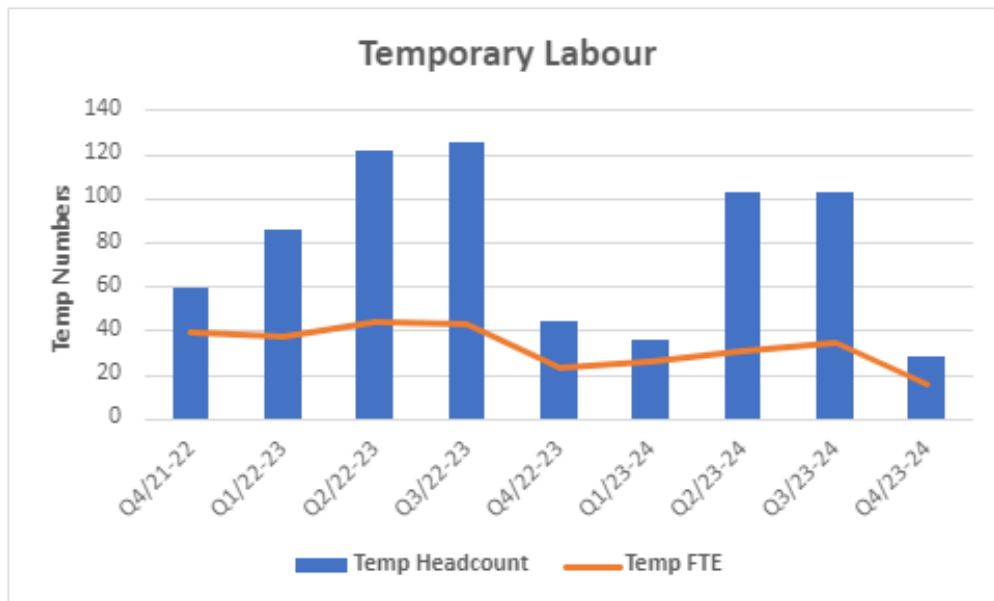
- Staff head count: 445 (391.11 Full Time Equivalent (FTE))
- Agency staff Head Count (Randstad & Maxima): 28 (16.13 FTE)
- Volunteers: 268
- Exiting Staff for the quarter: 13

The graph below indicates staffing numbers (headcount) have gradually risen over the last 12 months with a reduction in FTE over the last quarter.



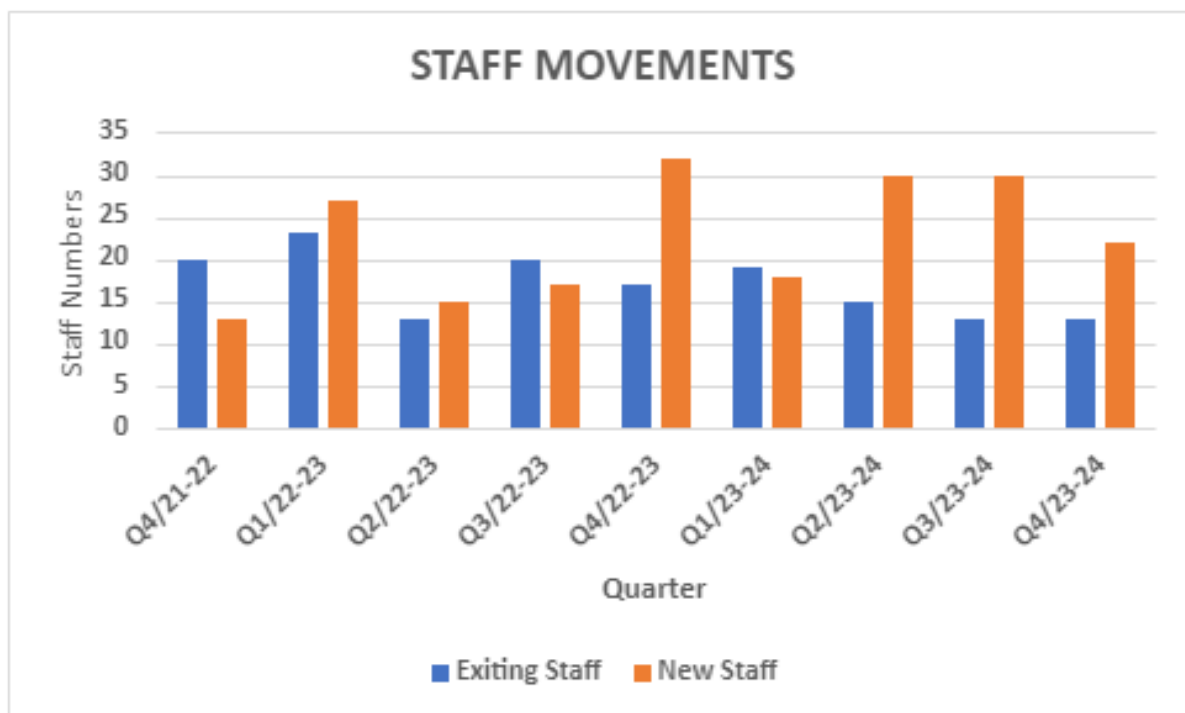
The number of Agency staff has reduced significantly over the last quarter as shown in the graph below.





Thirteen staff exited the City of Marion during the period 1 April 2024 to 30 June 2024 in comparison to 17 staff exiting in the same period last year. On average over the last 12 months there have been five (5) departures per month.

Twenty-two new employees joined the City of Marion redac the period 1 April 2024 to 30 June 2024 in comparison to 32 new employees in the same period last year.



There were nineteen staff changes/movements during the period 1 April 2024 to 30 June 2024 in comparison there were the same number (19 staff) of changes in the same period last year.

Attachment one provides an aggregated summary of exit survey data for the period 1 April 2024 to 30 June 2024 including key themes and learnings. In addition to submitting exit feedback online, staff are provided the opportunity to discuss their responses further with their People and Culture Partner. Only one availed themselves of this opportunity in Q4.

The exit survey improves the employee experience by providing an opportunity for the exiting employee to be heard thus providing closure and a more positive opinion of the organisation. Any concerns, areas for improvement or positive feedback provided through the exit interview process are discussed with the relevant People Leader, unless there is a valid reason not to do so, such as the matter being sensitive or confidential. Useful insights into staff employment experiences and perceptions provide opportunities to learn from staff experiences and will inform continuous improvement initiatives.

In Q4, 54% of staff exiting the organisation completed an exit interview.

Those staff who are exited due to unsatisfactory performance are not offered an exit interview due to the nature of the departure.

Feedback from exiting staff in Q4 is predominantly positive indicating that:

- all except one agree or strongly agree that their leader was approachable and supportive;
- all would recommend the City of Marion as an employer;
- all remaining in the workforce indicate they would consider working at the City of Marion again;
- the majority indicate that had access to career development opportunities;
- most of those exiting are remaining in the Public Sector; and
- 29% are retiring.

Exit survey feedback also indicates that:

- 60% of those exiting and remaining in the workforce are doing so to progress their careers;
- People at the City of Marion and relationships with co-workers are the key factors most liked by exiting staff;
- Lack of opportunities for permanency and career progression were key factors impacting people's decision to exit;
- Leadership/relationship with Leader impacted the decision of 29% of exiting staff to resign.
- People feel their contributions are recognised and valued, though formal reward & recognition could be improved;
- Narcissism and bullying were identified as behaviours that still occur at the City of Marion; and
- Staff wellbeing, staff morale and community interaction could be improved if the behaviour of the Mayor improved and his influence over staff and the organisation was reduced.

## **RECOMMENDATION**

**That The Review and Selection Committee:**

1. **Notes the report**

## **ATTACHMENTS**

1. Employee Exit Survey Q 4- April- June 2024 (3)\_ Redacted [7.2.1 - 1 page]

Date Submitted	Mode of Exit	I am leaving because	Is there anything that would have changed your mind about leaving?	What industry are you moving to?	1A. The expectations and responsibilities of my role were clear	1B. I was able to use my skills	knowledge and experience in my role	1C. My leader was approachable and supported me	1D. My team was effective in meeting its priorities and objectives	2A. Relevant training and development opportunities were offered	2B. I had access to career development opportunities	2C. I had regular performance and development conversations	2D. I felt my contributions were recognised and valued	2E. I had good relationships with others and felt a sense of belonging	2F. I experienced a safe working environment	What did you like most and least about working for the City of Marion?	What suggestions do you have on where the City of Marion could improve?	How likely would you be to recommend the City of Marion as an employer to your friends and family?	Would you consider working again for the City of Marion?	Any other comments you would like to make?	Would you like to meet with your People and Culture Business Partner to discuss any of the above?
28/06/2024	Resignation	["I"Career progression","I have outgrown my substantive role which isn't permanent and my secondment opportunity is amazing but only temporary""]	The ability to continue in my secondment role. Following the end of their secondment, the substantive occupant is taking extended leave to consider their options, however I cannot wait in limbo until they decide and my decision also has a flow on effect to the person acting in my role	Public Sector – Commonwealth	Agree	Agree	Strongly Agree	Strongly Agree	Agree	Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	I really enjoyed my substantive team and the working relationships I had across the broader team. I particularly enjoyed once I moved to the BSO role and got to know the other teams better and also got to work with who has been incredible.  I found it frustrating to sit in a position which was not ongoing, however appreciated the work my team leader did to get the initial contract which used to be 6mths to a 3 year contract	I think more could be done to introduce new starters to the rest of the organisation and I think it would be particularly helpful to make staff pictures for Teams etc. mandatory. The turnover during my time at CoM has made it difficult to build relationships with key people across the organisation and know who to ask for certain queries. There may be a number of factors including covid etc that impacted on staff turnover but it feels higher than when I started	6	Maybe	I feel very fortunate to have worked with extremely supportive managers and while I would consider working within the team in the future it would not necessarily extend out to all other areas of CoM	No thank you
24/06/2024	Retirement				Agree	Neutral	Agree	Agree	Agree	Agree	Agree	Agree	Neutral	Agree	Agree	Most People were great and a pleasure to work with. I have learnt a lot about myself and was able to improve my overall skills and personnel development	Recognise the ability of your staff - and reward where possible. As you can no longer provide rewards maybe more consideration on pay rises.	6	No	I have enjoyed my overall time with Marion. Most people have been great to work with. But it is time for me to think about me for a change.	No thank you
19/06/2024	Resignation	["I"Family / Personal reasons","Salary increase""]	The major factors include personal health issues and 60+ minute commute time. Neither are Marion's responsibility.	Private Education	Agree	Agree	Strongly Agree	Agree	Neutral	Neutral	Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	The team was inclusive, friendly, and collaborative. It was a pleasure to work with them. Some Systems were implemented prior to arrival without sufficient research, resulting in the need to provide unnecessary triage solutions.		8	Yes		No thank you
27/05/2024	Retirement				Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Neutral	Disagree	Agree	Agree	Agree	Agree	Agree	Most - Working face to face with my community problem solving and community connection across the board.  Least - Narcissistic bullying and the feeling of being unheard when the issue is raised, whilst I experienced this some years ago, unfortunately, this still occurs within the COM	Maintain a respectful and positive vibe to all Staff members and community, remind ourselves we have no idea of what the person you are interacting with is going through. Remember you catch more Bees with Honey, Don't deliver a message of concern to a staff member on Friday and don't tell them they are not to discuss the issue/s with anyone, and remember we are here for our Community, NOT STATS, to many times our customers have suffered because Stats are of concern to those of cost saving. Fortnightly team/toolbox meetings are a good team connecting activity it takes time, but they work.	8	Yes	Make Staff Smile :-)	Yes please
24/05/2024	Resignation	["I"Variety of reasons""]	Yes	Local Government	Agree	Agree	Agree	Agree	Strongly Agree	Agree	Disagree	Agree	Agree	Agree	Agree	NA	NA	7	Yes	Good people. - and great people.	No thank you
17/05/2024	Resignation	["I"Family / Personal reasons","Career progression","Salary increase","Leadership""]		Public Sector – State	Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Agree	Neutral	Agree	Neutral	Neutral	My team work so hard for city of marion and it's residents. They impressed me every day. Organisations lack of recognition for day to day work of continued to be a disappointment despite meeting KPIs and getting ourselves out there as much as we could.	Celebrating the hard working teams doing operational and critical tasks. During 2019/20 the outdoor workforce was celebrated relentlessly, staff would roll their eyes hearing yet more praise for teams we knew to be not functioning well. So many opportunities to recognise	6	Yes	Happy to meet and discuss further if desired. On the whole, I have enjoyed my time here and my comments relate to my reflections on what could make it better. I would consider a return under the right circumstances.	No thank you
3/05/2024	Resignation	["I"Career progression","Salary increase","Relationship with leader","Lack of development opportunities","Lack of flexibility","Leadership""]	Yes	Public Sector – State	Neutral	Neutral	Neutral	Neutral	Agree	Agree	Agree	Agree	Strongly Agree	Agree	Agree	Like most: working with great people in teams, community oriented Like least: leadership, cumbersome process, employee tech literacy issues	Leadership, staff engagement, info being fed down	6	Yes	My acting manager was fantastic. The change in leadership did influence my resignation.	No thank you

**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.