

His Worship the Mayor  
Councillors  
City of Marion

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

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

**Tuesday, 5 November 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

<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 6 August 2024 .....	3
4.2	Confirmation of Minutes of the Special Review and Selection Committee Meeting held on 12 August 2024.....	9
<b>5</b>	<b>CONFIDENTIAL ITEMS .....</b>	<b>13</b>
5.1	Cover Report - CEO Annual Performance Review .....	13
5.2	Cover Report - FRAC Independent Member recommendation to Council.....	14
<b>6</b>	<b>REPORTS FOR DISCUSSION.....</b>	<b>15</b>
6.1	Appointment of Independent CAP Members to the Marion Council .....	15
6.2	Review and Selection Committee Work Program and Meeting Schedule for 2025.....	19
<b>7</b>	<b>REPORTS FOR NOTING .....</b>	<b>23</b>
7.1	Volunteer Annual Report.....	23
7.2	Council and CEO KPI Report Final Audited Results 23-24 and Q1 24-25 .....	34
7.3	Staff Movement and Exits Summary Report - Q1 .....	42
<b>8</b>	<b>WORKSHOP / PRESENTATION ITEMS - NIL .....</b>	<b>47</b>
<b>9</b>	<b>OTHER BUSINESS .....</b>	<b>47</b>
<b>10</b>	<b>MEETING CLOSURE .....</b>	<b>47</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 6 August 2024

<b>Report Reference</b>	RSC241105R4.1
<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 August 2024 be taken as read and confirmed.

## ATTACHMENTS

1. RS C 240806 - Public Minutes [4.1.1 - 5 pages]



**Minutes of the Review and Selection Committee  
held on Tuesday, 6 August 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**

Chief Executive Officer - Tony Harrison  
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 5.30pm.

**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 conflicts were declared.

**4 Confirmation of Minutes****4.1 Confirmation of Minutes of the Review and Selection Committee Meeting held on 7 May 2024**

**Report Reference** RSC240806R4.1

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

That the minutes of the Review and Selection Committee Meeting held on 7 May 2024 be taken as read and confirmed.

**Carried Unanimously**



## 5 Confidential Items

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

Report Reference RSC240806F5.1

The Chair sought and was granted leave for item 5.1 Finance, Risk and Audit Committee – Independent Member and Chair to be considered after item 7.2 Staff Movements and Exit Survey Summary Q4.

## 6 Reports for Discussion

### 6.1 CEO Performance Review Process

Report Reference RSC240806R6.1

**Moved Councillor Taylor**

**Seconded Councillor Hoffmann**

That the Review and Selection Committee:

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

**Carried Unanimously**

## 7 Reports for Noting

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

Report Reference RSC240806R7.1

The Committee heard from the CEO in relation to the results against the KPI on Total Employee Costs, including the work that has occurred to minimise costs associated with temporary labour, and challenges with salary matching during recruitment of new staff.

The Committee also discussed additional resources that have been temporarily put in place to support areas experiencing increased service requests such as traffic management, and whether there may be opportunity to educate residents on what council may be able to do in an effort to decrease the number of service requests.

**Moved Councillor Hoffmann**

**Seconded Councillor Taylor**

That the Review and Selection Committee:

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

---

RSC240806 - Review and Selection Committee - 6 August 2024



Carried Unanimously

## 7.2 Staff Movements & Exit Survey Summary Q4

Report Reference RSC240806R7.2

The Committee discussed the data and the challenges faced with an ageing workforce, and heard of strategies that are now being worked through to address anticipated higher levels of retirement in pockets of the organisation over the next few years.

**Moved Councillor Hoffmann**

**Seconded Councillor Taylor**

That The Review and Selection Committee:

1. Notes the report

Carried Unanimously

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

Report Reference RSC240806F5.1

**Moved Councillor Hoffmann**

**Seconded Councillor Taylor**

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 Office of the CEO 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.

Carried Unanimously

6.07pm the meeting went into confidence

**Moved Councillor**

**Seconded Councillor**

1. In accordance with Section 91(7) and (9) of the *Local Government Act 1999* the Committee orders that this report, 'Finance, Risk and Audit Committee – Independent Member and Chair RSC240806F5.1' 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 the Committee's resolution(s) regarding this matter, be kept confidential and not available for public inspection upon the basis that the information relates to the performance of the Committee and its members.
2. This order shall operate until it is revoked or a further order is made and will be reviewed every 12 months.



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

**Carried Unanimously**

6.23pm the meeting came out of confidence

**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 6.23pm.

CONFIRMED THIS 5 DAY OF NOVEMBER 2024

---

CHAIRPERSON



**4.2 Confirmation of Minutes of the Special Review and Selection Committee Meeting held on 12 August 2024**

<b>Report Reference</b>	RSC241105R4.2
<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 Special Review and Selection Committee Meeting held on 12 August 2024 be taken as read and confirmed.

**ATTACHMENTS**

1. SRS C 240812- Final- Public- Minutes [**4.2.1** - 3 pages]



**Minutes of the Review and Selection Committee  
held on Monday, 12 August 2024 at 5.30 pm  
Committee Room 1, Council Administration Centre  
245 Sturt Road, Sturt**



## 1 Open Meeting

The Mayor opened the meeting at 6.45pm.

## 2 Kurna Acknowledgement

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

## 3 Elected Member Declaration of Interest (if any)

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

The following interests were disclosed:

- Nil

## 4 Confidential Items

### 4.1 Cover Report - Warriparinga Advisory Team Recruitment and Selection

Report Reference SRSC240812F4.1

#### Moved Councillor Hoffman

#### Seconded Councillor Taylor

Pursuant to Section 90(2) and (3)(a) of the *Local Government Act 1999*, the Committee orders that the public be excluded from attendance at that part of this meeting relating to Agenda Item SRSC240812F4.1 Warriparinga Advisory Team Recruitment and Selection, except the following persons: Chief Executive Officer and Manager City Property, to enable the Council to consider the Item in confidence on the basis the Council considers it necessary and appropriate to act in a meeting closed to the public (excepting those persons listed above) in order to receive, discuss or consider in confidence the following information or matter relating to the Item:- information the disclosure of which could reasonably be expected to reveal the names and personal information of the candidates for the Warriparinga Advisory Team.

Determines, on this basis, the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep consideration of the information or matter confidential.

**Carried Unanimously**

6.45pm the meeting went into confidence

#### Moved Councillor Taylor

#### Seconded Councillor Hoffman

That the Review and Selection Committee:

1. Pursuant to section 91(7) of the *Local Government Act 1999*, orders that the following document(s) relating to Agenda Item SRSC240812F4.1 Warriparinga Advisory Team Recruitment and Selection shall be kept confidential, being document(s) relating to a matter dealt with by the Council on a confidential basis under sections 90(2) and 90(3)(a) of the Act:
  - Report



3

- Minutes  
on the grounds that the document(s) relates to information the disclosure of which could reasonably be expected to release the personal information of the candidates for the Warriparinga Advisory Team.
- 2. Determines this order shall operate: until the successful candidates have been notified of their appointment.
- 3. Pursuant to section 91(9)(c) of the Local Government Act 1999, delegates to the Chief Executive Officer the power to revoke this order in whole or part.

**Carried Unanimously**

6.45pm the meeting came out of confidence

## **5 Other Business**

## **6 Meeting Closure**

The meeting shall conclude on or before 7.45pm unless there is a specific motion adopted at the meeting to continue beyond that time.

The meeting was declared closed at 6.45pm.

CONFIRMED THIS 5 DAY OF NOVEMBER 2024

---

CHAIRPERSON

## 5 Confidential Items

### 5.1 Cover Report - CEO Annual Performance Review

Report Reference	RSC241105F5.1
Originating Officer	Business Support Officer - Governance and Council Support – Cassidy Mitchell
Corporate Manager	Manager People and Culture - Sarah Vinall
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

Pursuant to Section 90(2) and (3)(a) of the *Local Government Act 1999*, the Committee orders that the public be excluded from attendance at that part of this meeting relating to Agenda Item 5.1: *CEO Annual Performance Review*, except the following persons: Chief Executive Officer, Manager People and Culture, to enable the Committee to consider the Item in confidence on the basis the Council considers it necessary and appropriate to act in a meeting closed to the public (excepting those persons listed above) in order to receive, discuss or consider in confidence the following information or matter relating to the Item:- information concerning the personal affairs of any person (living or dead), the disclosure of which would be unreasonable being information relating to the performance review of the Chief Executive Officer, which is sensitive and are details which are only know to those who have participated in the review.

Determines, on this basis, the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep consideration of the information or matter confidential.

**5.2 Cover Report - FRAC Independent Member recommendation to Council**

Report Reference	RSC241105F5.2
Originating Officer	Manager Office of the Chief Executive – Kate McKenzie
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**

Pursuant to Section 90(2) and (3)(a) of the Local Government Act 1999, the Committee orders that the public be excluded from attendance at that part of this meeting relating to Agenda Item 5.2: *FRAC Independent Member Recommendation to Council*, except the following persons: Chief Executive Officer, Manager People & Culture, Manager Office CEO, to enable the Committee to consider the Item in confidence on the basis the Council considers it necessary and appropriate to act in a meeting closed to the public (excepting those persons listed above) in order to receive, discuss or consider in confidence the following information or matter relating to the Item: Information concerning the personal affairs of any person (living or dead), the disclosure of which would be unreasonable being information relating to the recommendation of appointment of an independent member to the Finance, Risk and Audit Committee containing sensitive information and details which are only known to those who have participated in the selection process.

Determines, on this basis, the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep consideration of the information or matter confidential.

## 6 Reports for Discussion

### 6.1 Appointment of Independent CAP Members to the Marion Council

<b>Report Reference</b>	RSC241105R6.1
<b>Originating Officer</b>	Unit Manager Planning & Development – Alex Wright
<b>Corporate Manager</b>	Acting Manager Development and Regulatory Services - Maddie Frew
<b>General Manager</b>	General Manager City Development - Ben Keen

#### REPORT OBJECTIVE

The purpose of this report is to seek feedback from the Committee on the proposed recruitment process for the Council Assessment Panel.

#### EXECUTIVE SUMMARY

Pursuant to Section 5.4 of the Review and Selection Committee's (RSC) Terms of Reference, the RSC and the Chief Executive Officer act as the selection panel for all expert members to the Council Assessment Panel (CAP).

The term of two independent CAP members expires at the end of June 2025. Direction is sought from the RSC whether it wishes to reappoint any existing independent CAP Members or undertake a recruitment process (which may include reappointment or appointment of new members).

This report outlines the various options for the RSC to consider regarding the appointment of Independent Members to the CAP.

#### RECOMMENDATION

**That the Review and Selection Committee:**

*\*Delete any recommendations not required\**

- Endorses the reappointment of those current members to the CAP whose terms expire on 30 June 2025 (provided members are willing to be re-appointed and maintain accreditation) for a term of two years, expiring 30 June 2027.**

**OR**

- Requests that Administration seek expressions of interest from appropriately qualified/experienced members of the public for up to two independent member positions of the CAP, for either a one-year or two-year term, to be determined by Council.**

#### BACKGROUND

Section 5.4 of the [RSC Terms of References](#) outlines the 'Process to Source Appointment of Expert Members to the Council Assessment Panel (CAP)'.

Following the recommendation from the RSC, Council is the official appointing body of the CAP members.

The City of Marion CAP currently comprises the following membership, tenure and relevant eligibility criteria for being appointed to a CAP (as per the Accredited Professionals Scheme, under the *Planning, Development and Infrastructure Act 2016*, and clause 3.2 of the [CAP Terms of Reference](#)):

Name	First appointed to Marion CAP	Tenure end	Eligibility
<b>Yvonne Svensson</b>	July 2019	30 June 2025	Architect
<b>Bryn Adams</b>	July 2020	30 June 2025	Property Officer former, Development Officer
<b>Mike Davis</b>	July 2021 (appointed Presiding Member in July 2022)	30 June 2026	Urban Planner
<b>Benjamin Russ</b>	July 2022	30 June 2026	Planning data former, Urban and Transport Planner
<b>Jock Smylie</b>	July 2022 (Deputy Independent Member)	30 June 2026	Architect

Staff are not aware of any complaints being raised about the conduct of any Marion CAP members.

## DISCUSSION

The CAP shall comprise a maximum of 5 (five) members, only 1 (one) of which can be (but need not be) a Council Member. Councillor Matthew Taylor is the current Elected Member appointed to the CAP and his term expires 30 June 2025. This appointment was made by Council; therefore, the Review and Selection Committee need only consider the appointment of the independent member positions.

In accordance with clause 3.5 of the CAP Terms of Reference: 'The term of office for each CAP Member shall not exceed 2 years', however clause 3.4 provides that 'an Independent Representative is entitled to be re-appointed as a CAP Member for multiple successive terms by Council resolution.' Good governance suggests that 2 successive terms are acceptable and suggests renewal of membership following this timeframe.

The RSC is required to make a recommendation to Council regarding the appointment of Independent Members to the CAP.

Accordingly, Council must either commence the recruitment process outlined in Clause 5.4.3 by placing an advertisement in the Adelaide Advertiser and relevant online websites seeking expressions of interest for Independent Members on the CAP, and/or reappoint some (or all) of the existing members to the Panel (Both Yvonne Svensson and Bryn Adams have indicated they would be happy to be reappointed).



If the recruitment process outlined in Clause 5.4.3 is pursued, the RSC may need to meet outside of its schedule of meetings to progress the recruitment process in a timely manner, as the process includes interviews with candidates.

### **Accreditations Requirements of Panel Members**

Section 88 of the PDI Act requires CAP members to obtain accreditation in order to perform, exercise or discharge the functions, powers or duties relevant to acting as a member of an assessment panel.

The Accredited Professionals Scheme became operational under the PDI Act from 1 April 2019 and accordingly, it is mandatory that members be eligible or be willing to attain and retain an Accredited Professional – Planning level 2 accreditation in order to serve on the CAP. To be eligible to be accredited at a Planning Level 2, candidates must hold a degree in urban planning or the following recognised degrees; engineering, landscape architecture, public policy, architecture, environmental management, law, construction management or land surveying. It is beneficial for CAPs to also seek a balance of qualifications / experience amongst the CAP Members.

Administration recommends that members must be responsible, at their own cost, to obtain and retain Accredited Professional – Planning Level 2 accreditation.

Maintaining the accreditation also involves certain amounts of professional development which would be paid for and undertaken by the Independent Members (this will be tax deductible for them).

### **Conclusion and possible approaches**

Direction is sought from the RSC whether it wishes to reappoint the existing independent CAP Members or undertake a recruitment process (which may include reappointment or appointment of new members).

Members will be provided a copy of existing Independent Members' resumes (provided at time of original application for the role).

Possible approaches for Council Members considerations, include;

#### **Option 1**

Re-appoint current members to the CAP (provided members are willing to be re-appointed and obtain accreditation) for a further term of two years, expiring 30 June 2027. If this option is selected, the existing members that wish to be reappointed will need to demonstrate they hold the applicable qualifications or are in the process of receiving qualification.

Administration has sought the position of the members, and, at the time of writing, all existing Independent Members have advised that they will reapply should the positions become vacant.

## Option 2

Seek expressions of interest from appropriately qualified/experienced members of the public for the two independent member positions, for either a one-year or two-year term to be determined by Council.

## Option 3

A combination of the two options above, whereby one current independent CAP member is reappointed and expressions of interest sought from appropriately qualified/experienced members of the public to serve on the CAP, for a term to be determined by Council.

If the Committee wishes to discuss any personal information relating to any of the existing CAP members, it is recommended that the Committee resolve to move into confidence with the following resolution:

‘That pursuant to Section 90(2) and 90(3)(a) of the *Local Government Act 1999*, the Review and Selection Committee orders that all persons present, with the exception of relevant City of Marion Staff, be excluded from the meeting as the Committee receives and considers information relating to the selection of candidates for the Council Assessment Panel, 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 disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of Council Assessment Panel Members.’

## Proposed Timeline

Determine process and timeline	December
Advertise for CAP members (opens)	Late-Jan
Advertisement for CAP members closes	Mid-Feb
Compile list of applicants and report to Special Review & Selection Committee Meeting with applications – RSC to shortlist candidates.	Mid-Feb
Interviews with applicants & hold special RSC meeting following final interview for Committee to make recommendation to Council.	Late-Feb
Council resolution to appoint recommended members	March

## ATTACHMENTS

Nil

## 6.2 Review and Selection Committee Work Program and Meeting Schedule for 2025

<b>Report Reference</b>	RSC241105R6.2
<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

The purpose of this report is for the Committee to discuss the proposed meeting dates for the Review and Selection Committee (the Committee) in 2025 and to set an annual work program to ensure the Committee addresses the scope of activities identified in the Committee's Terms of Reference.

### EXECUTIVE SUMMARY

The Committee is established pursuant to Section 41 of the *Local Government Act 1999* as a Chief Executive Officer Performance Review and Selection Committee.

This Committee is established to review, monitor and advise on relevant strategies regarding organisation performance and culture. The meeting dates proposed in **Attachment one** take into consideration the workload of the committee and are based in accordance with the Committees Terms of Reference which state:

*4.3 Committee Meetings will take place at the City of Marion Administration Centre as required to undertake the responsibilities identified in the Terms of Reference.*

*4.4 The Committee will meet on an ad-hoc basis at least every six months. Meetings will be convened at the request of the presiding member or the Council Members on the Committee.*

This report provides the opportunity to review the proposed works program and ensures that the workload of the Committee is planned, managed and resourced. It allows the Committee to relay the dates and times of the meetings to the community and provides for upcoming business to be dealt with in a timely manner. The items included in the proposed schedule are indicative only and items may be added, changed or moved during the year.

### RECOMMENDATION

1. That the Review and Selection Committee endorses the proposed meeting dates for 2025:
  - Tuesday 4 February 2025 5.30pm – 6.30pm
  - Tuesday 6 May 2025 5.30pm – 6.30pm
  - Tuesday 5 August 2025 5.30pm – 6.30pm
  - Tuesday 4 November 2025 5.30pm – 6.30pm
2. Notes the proposed work program for 2025 identified in Attachment 1 to the report.

**ATTACHMENTS**

1. Review and Selection Committee dates 2025 [**6.2.1** - 2 pages]

Review and Selection Committee dates  
and schedule of works 2025

---

**TUESDAY, 4 February 2025 5.30pm – 6.30pm**

Report Title / Topic	Responsible Officer
Confirmation of previous RSC Minutes	K McKenzie / C Mitchell
Corporate and CEO KPI Report – Q2 Results	T Moritz
Staff Movements & Exits	G Cansdale

**TUESDAY, 7 May 2025 5.30pm – 6.30pm**

Report Title / Topic	Responsible Officer
Confirmation of previous RSC Minutes	K McKenzie / C Mitchell
Corporate and CEO KPI Report – Q3 Results	T Moritz
Staff Movements & Exits	G Cansdale
CEO & Organisational KPI's for 2025-26 discussion and recommendation to Council	S Vinall / K McKenzie
CAP Member Selection (tentative)	A Wright

**TUESDAY, 5 August 2025 5.30pm – 6.30pm**

Report Title / Topic	Responsible Officer
Confirmation of previous RSC Minutes	K McKenzie / C Mitchell
Corporate and CEO KPI Report – Q4 Results	T Moritz
Staff Movements & Exits	G Cansdale
FRAC Independent Member	T Moritz / S Vinall

**TUESDAY, 4 November 2025 5.30pm – 6.30pm**

Report Title / Topic	Responsible Officer
Confirmation of previous RSC Minutes	K McKenzie / C Mitchell
Corporate and CEO KPI Report – Audited / Final and Q1 Results	T Moritz
CEO Performance Review	K McKenzie
Staff Movements & Exits	G Cansdale
Work Program & Meeting Schedule for 2026	
Volunteer Annual Report	L Camp / J McCarthy

CAP Member Selection	A Wright
----------------------	----------

## 7 Reports for Noting

### okay7.1 Volunteer Program Report

<b>Report Reference</b>	RSC241105R7.1
<b>Originating Officer</b>	Volunteer Development and Program Coordinator – Lucy Camp
<b>Corporate Manager</b>	Manager People and Culture - Sarah Vinall
<b>General Manager</b>	Chief Executive Officer - Tony Harrison

### REPORT HISTORY

<b>Report Reference</b>	<b>Report Title</b>
RSC231205R	2022-23 Volunteer Program Report
RSC221101R7.2	Volunteer Program Report
SRSC211207R6.1	Volunteer Program Report
RSC201103R02	Volunteer Program Report
RSC191105R02	Volunteer Program Update

### REPORT OBJECTIVE

To provide an update on the City of Marion's Volunteer Program and progress against the stated goals and outcomes of the 2021-2024 Volunteer Strategy.

### EXECUTIVE SUMMARY

The City of Marion's Volunteer Program continues to provide opportunities for the community to participate in roles that support and enhance service delivery as well as meeting the motivations of volunteers. Areas that benefit from volunteer support include Open Spaces, Neighbourhood Centres, Libraries and Positive Ageing and Inclusion, as well as Customer Service, Graffiti Removal and Marion Cultural Centre.

### RECOMMENDATION

**That the Review and Selection Committee:**

- 1. Notes the report and makes any recommendations regarding the Volunteer Program.**

### DISCUSSION

At 30 June 2024, there were 273 active volunteers (298 previous year) with 16 pending applications.

The decrease in volunteer numbers is comparable to national trends. In 2019, 36% of the Australian population volunteered before the pandemic, which fell to 26.7% in 2022. This represents 1.86 million fewer volunteers at the beginning of 2022 compared to pre-COVID times.

At April 2022, there was only a small recovery in the rate of volunteering nationally and by April 2023 volunteering numbers had still not returned to their pre-pandemic levels. *Reference: Australian National University Centre for Social Research and Methods – Ongoing trends in volunteering in Australia – October 2023*

Despite the decline in volunteer numbers across Australia, the demand for volunteers has continued

to increase. The impact of the COVID-19 pandemic and the post-pandemic economic impacts with rising inflation and cost of living, has also contributed to the decline in volunteer numbers, as many now seek paid work.

At City of Marion a considerable data cleanse in the volunteer database was conducted in 2024, which resulted in the reduction of active volunteer numbers.

The 2023-24 financial year was the final year of the 2021-24 Volunteer Strategy, and the five focus areas have been summarised in this report.

### **Volunteer participation**

33 volunteers were recruited during the 2023-24 financial year, compared to 56 in 2022-23.

7 volunteers left during the last financial year, with reasons ranging from ill-health to gaining employment or moving away from the area.

31,304 volunteer hours were contributed to support City of Marion programs and the community, compared to 32,577 the previous year (1,273 hours less).

The total dollar value contributed to the City of Marion, using the ABS average weekly earnings figure for South Australia of \$47.38, equates to \$1,483,183. *Reference: Volunteering SANT Value of Volunteering.*

### **Annual Volunteer Survey**

107 (40%) City of Marion volunteers completed the annual survey, an 80% increase on last year, with volunteers expressing an overall 96% satisfaction rate.

- 89% are motivated to volunteer to help the community
- 90% feel their efforts are recognised and appreciated
- 87% feel valued members of their volunteer program
- 92% would recommend the City of Marion as a place to volunteer

### **Final outcomes against the 2021-2024 Volunteer Strategy**

#### **Objective 1: Diversity & Inclusion**

Increase diversity and inclusion through attracting, engaging and retaining a diverse volunteer population in a variety of roles.

#### **Outcomes**

The volunteer program continues to increase diversity and inclusion through attracting and engaging with diverse people including people from multicultural backgrounds.

#### **KPIs**

- a) Increase volunteers whose first language is not English by 5% or more by June 30, 2024.
- b) Increase volunteers aged 25 or under by 5% or more by June 30, 2024.

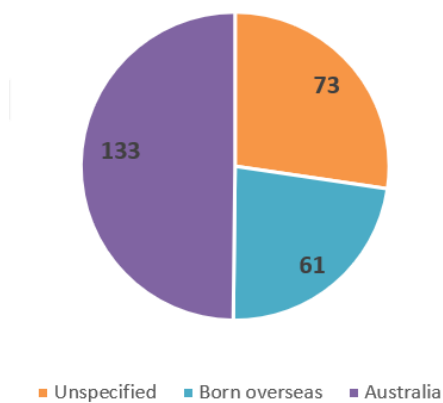
Date	Volunteers whose first language is not	Percentage differential on	Volunteers aged 25 or under	Percentage differential on previous year



	English	previous year		
30 June 2022	23	-47.73%	26	-42.22%
30 June 2023	30	30.43%	14	-46.15%
30 June 2024	16	-46.67%	11	-21.43%

Further engagement strategies will be included in the forthcoming Volunteer Program Strategy to attract people from minority groups such as people with disabilities, people from multicultural backgrounds to better reflect our community. The Multicultural Action Plan currently in development will also help identify new avenues to pursue volunteers with diverse backgrounds.

Country of Origin



## Objective 2: Regulation and Risk Management

Improve program risk management and the safety and wellbeing of our volunteers.

### Outcomes

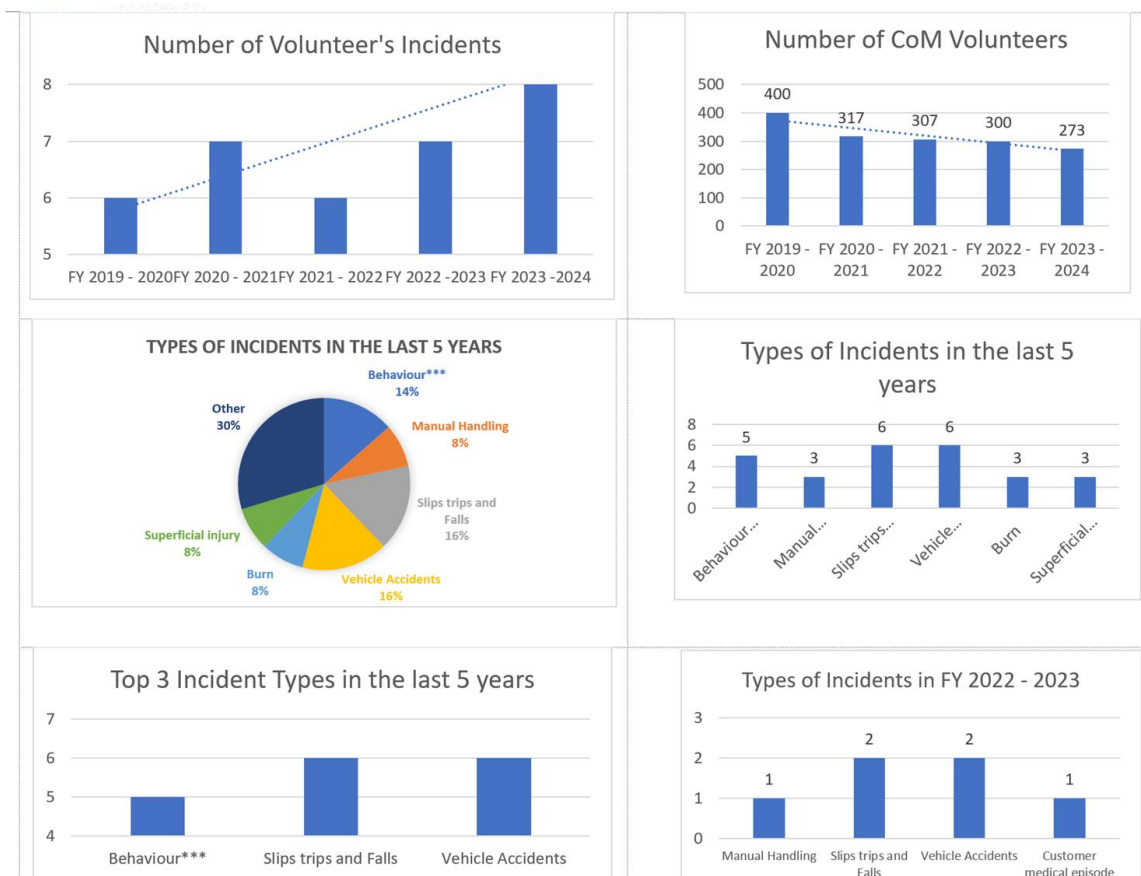
Robust systems are in place that support the safety and wellbeing of volunteers, with no days lost to injury of harm.

### KPIs

- No lost time injuries sustained whilst volunteering.

**Result:** 0 lost time injuries recorded

### 2021-2024 Volunteer Strategy Summary



### Data analysis:

Total number of incidents is trending upwards with the total number of volunteers decreasing slightly. Top incidents in the last financial year remain consistent with top incidents data for last 5 years.

### Top three incidents:

- Slips, trips and falls
- Vehicle accidents
- Behaviour\*\*\*

\*\*\* behaviour towards volunteer and volunteer behaviour reported by employees.

Improving risk management and the safety and wellbeing of volunteers is constant. Work is being undertaken to ensure volunteers continue to be included in WHS toolbox talks and training is being provided in relation to their roles.

- Better Impact document audit at 90% or more compliance rate (inclusive of a volunteer having the following recorded on their profile: Agreement, role description, WHS induction, Corporate Orientation, screening checks, start date, Volunteer Handbook).

Volunteer Program	Compliance rate 22-23	Compliance rate 23-24
Community Bus	92%	67%
*Social Support	93%	93%
Libraries	98%	98%
Neighbourhood Centres	77%	24%

*Justice of the Peace	85%	85%
*Graffiti Removal	96%	96%
*Open Spaces	98%	98%

*\*No volunteers recruited in last financial year*

Support is being provided to the volunteer managers who have a reduction in compliance rate and consideration is being given to recruiting a volunteer to support administration tasks for the Volunteer Coordinator of the Neighbourhood Centres.

### Objective 3: Management and Training Opportunities

Increase management and training opportunities to ensure volunteers are competent and feel empowered to undertake their role.

#### Outcomes

Volunteers feel empowered and confident to undertake their duties safely and to the highest standard.

#### KPIs

- 100% of volunteers have completed all mandatory induction and training within 8 volunteer shifts.

**Result:** 93% have completed all induction items and Social Support and Community Transport volunteers have completed first aid, CPR refresher training and Driver Awareness.

- Training budget 100% spent each FY with attendance of 75% or more for all training.

**Result:** 54.57% of the training budget was spent in the 2023-24 financial year. This is a 34% increase on the previous year. This spend relates to First Aid, CPR and Driver Awareness training as refreshers are required.

Volunteers also had the opportunity to attend other training such as Disability Awareness, Face Dementia and Human Guide training.

### 2021-2024 Volunteer Strategy Summary

Volunteers received mandatory training required to conduct their roles across all volunteer programs.

### Objective 4: Volunteer Engagement, Experience and Satisfaction

Improve volunteer engagement and overall experience by making volunteering a valued and respected part of the City of Marion.

#### Outcomes

City of Marion volunteers enjoy volunteering at an organisation that makes them feel valued and respected.

#### KPIs

- 90% or more of volunteers feel respected, satisfied and happy volunteering with City of Marion.

**Result:** 96% of respondents are satisfied with their volunteering experience. 87% feel valued as a member of their volunteer program within City of Marion.

**2021-2024 Volunteer Strategy Summary** - This KPI has been met each year of the Strategy.

- b. 5% increase on previous year's Annual Volunteer Survey completion rate.

**Result:** There was a 79.6% increase in responses to the Annual Volunteer Survey.

**2021-2024 Volunteer Strategy Summary** – this KPI has been met.

- c. Two volunteer newsletters and two stories in City Limits per FY

**Result:** Volunteer newsletters were circulated in July and December 2023 with volunteer articles published in August 2023 City Limits. The second edition including a volunteer article fell short of the financial year and was published in August 2024.

**2021-2024 Volunteer Strategy Summary** – This KPI was met each year except for one article at the end of last financial year that was delayed.

- d. 5% increase in attendance of previous year's National Volunteer Week event

**Result:** 91 volunteers attended the National Volunteer Week celebration in 2024 compared to 150 in 2023. A decrease of 39.3%.

**2021-2024 Volunteer Strategy Summary** – This KPI has been inconsistently met following the disruption of the COVID-19 pandemic. Key contributing factors include availability and willingness to attend.

## Objective 5: Be an Organisation of Choice

To be an organisation of choice whereby volunteers and peers see the City of Marion as a sector leader.

### Outcome

The City of Marion Volunteer Program is a sector leader and innovator, earning a high level of volunteer satisfaction.

### KPIs

- a. Maintain National Standards for Volunteer Involvement accreditation.

**Result:** The National standards were refreshed in 2023 and launched in 2024. The City of Marion will work towards aligning volunteer management practices to reflect the refreshed Standards. There is currently no national accreditation for the refreshed Standards.

- b. Eight SkillMatch volunteers placed internally each financial year.

**Result:** Three SkillMatch volunteers were recruited during the last financial year with one stepping down to concentrate on full-time employment. The roles included Walking Tour Guides at Tonsley Innovation District and the Youth Collective Committee (YCC).

**2021-2024 Volunteer Strategy Summary**

<b>FY</b>	<b>Skillmatch volunteers placed</b>
21-22	4
22-23	3
23-24	3

Raising awareness of the benefits to the CoM workforce of including skilled volunteers will be carried out over the next financial year.

**ATTACHMENTS**

1. Volunteer Snapshot 23-24 [7.1.1 - 1 page]
2. Hours by Organisation 01 Jul 23 to 30 Jun 24.. UPDATED 190724 [7.1.2 - 2 pages]
3. Monthly Grand Totals [7.1.3 - 1 page]

# Volunteer Snapshot 23-24



Justice of Peace  
provided their service  
to **8,731** customers



Marion Heritage and  
Research volunteers  
responded to **490** requests  
for historical information

Library volunteers  
processed **14,977** new  
items for the collection



Library volunteers  
removed **19,389**  
items from the  
collection



Library volunteers  
re-shelved **459,110**  
items throughout 23/24



**5** front of house  
volunteers supporting  
**49** performances at the  
Marion Cultural Centre



2024 Fringe season at the  
Marion Cultural Centre -  
**5** volunteers **104** hours  
over **22** performances

Open Space volunteers  
planted over **8,000** grasses,  
trees and shrubs in the  
City of Marion reserves



**48** Community  
Centre programs



**140** people were guided  
by **3** volunteers through  
the Tonsley Innovation  
District last year



**120** playgroup sessions  
were held at  
Neighbourhood Centres

**4,231** coffees  
made at Cooida



**132** Tech-tutoring  
appointments



**274** English  
tutoring/classes



On The Road Again  
completed **92** bus trips to  
**76** different destinations

Volunteer supported trips for elderly residents:

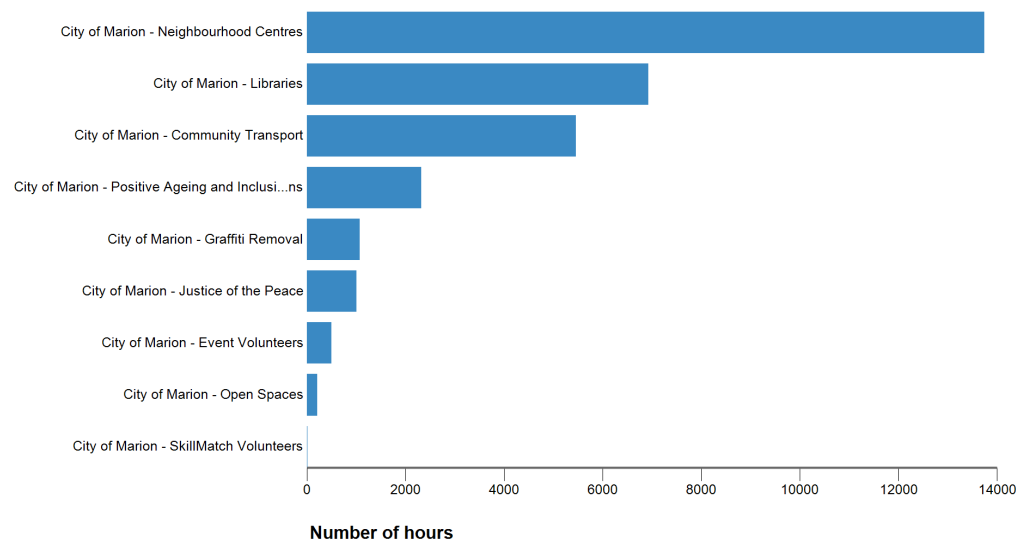
**220** trips to supermarkets  
**164** trips to medical / allied health appointments  
**21** trips for social support

A total of **8,222** kilometres travelled

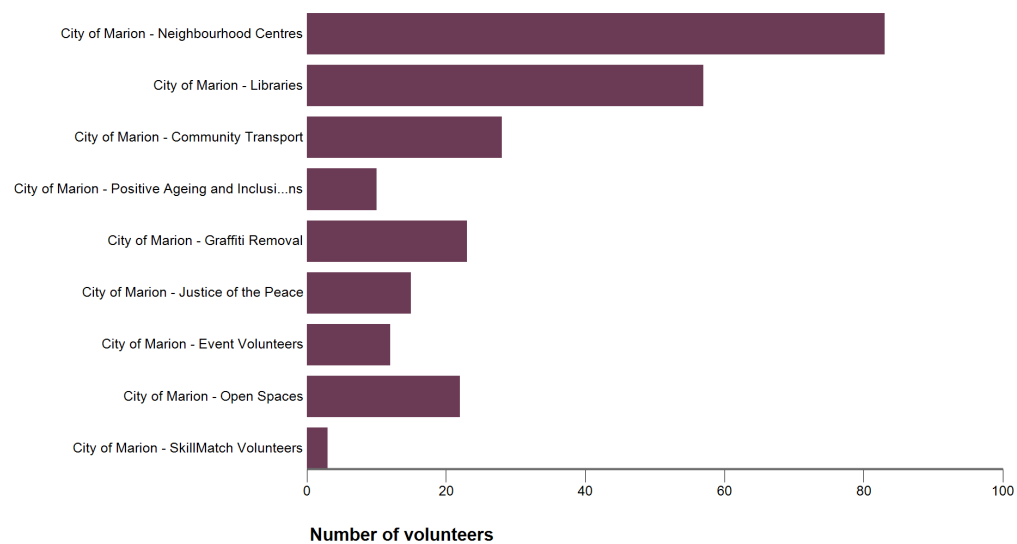
City of Marion

Organisation Totals: 1/07/2023 - 30/06/2024

Logged Hours By Organisation



Number Of Volunteers By Organisation



Organisation	Hours	Volunteers	Average
City of Marion - Community Transport	5462	28	195
City of Marion - Event Volunteers	497	12	41
City of Marion - Graffiti Removal	1076	23	47
City of Marion - Justice of the Peace	1008	15	67

City of Marion - Libraries	6931	57	122
City of Marion - Neighbourhood Centres	13739	83	166
City of Marion - Open Spaces	215	22	10
City of Marion - Positive Ageing and Inclusion Social Programmes and Community Connections	2327	10	233
City of Marion - SkillMatch Volunteers	12	3	4
<b>Total Hours</b>	<b>31267</b>		



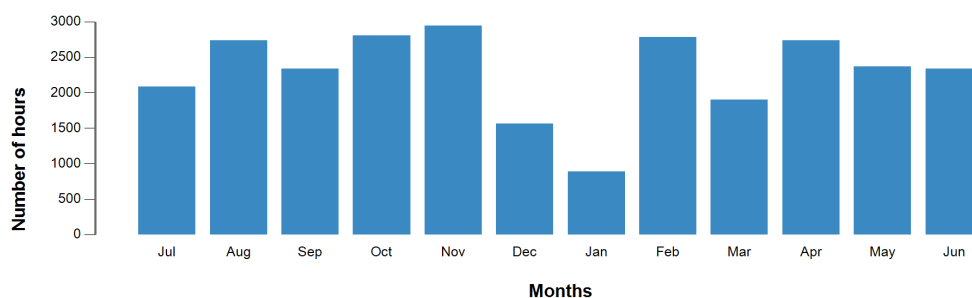
## City of Marion

### Monthly Grand Totals

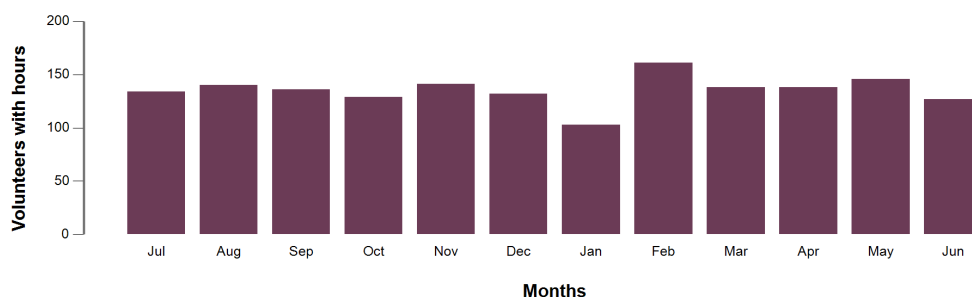
Starting: July 2023

	7	8	9	10	11	12	1	2	3	4	5	6
# of Volunteers	134	140	136	129	141	132	103	161	138	138	146	127
Hours Volunteered	2082	2733	2339	2806	2942	1565	891	2783	1903	2738	2365	2341
Average per Volunteer	16	20	17	22	21	12	9	17	14	20	16	18

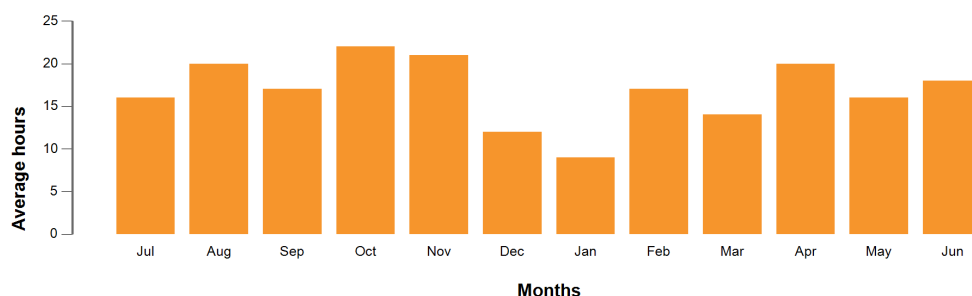
Number Of Hours By Month



Number Of Volunteers With Logged Hours By Month



Average per Volunteer



## 7.2 Council and CEO KPI Report Final Audited Results 23-24 and Q1 24-25

<b>Report Reference</b>	RSC241105R7.2
<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 Annual results of the Council and CEO KPI's for 2023-24 and provide an update on the quarter one period for 2024-25.

### 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.

This report includes final accumulative and audited results for the 2023-24 annual reporting period and additional Q1 results for 2024-2025.

#### Annual Accumulative and Audited Results for 2023-24:

Council achieved the Core Target on all KPI's with the exception of the following KPI's:

- KPI3 – Total Employee Costs. The core target of 4.5% or less was not met with an annual result of 6.49%. This result was impacted by the Outdoor Agreement catch-up payment in 2023-24 of 10.8%
- KPI4 – Staff Engagement. The core target of overall pulse survey result of 70% was not met with the average result for 2023-24 being 69.75%.
- KPI5 - Delivery of agreed projects identified in the Annual Business Plan and the first-year targets in the 4-year plan. The core target for the 2023-24 financial year was 95% and was not met. The result for the reporting period was 75%. As at 30 June 2024, 9 projects were on-track, including 6 that were completed during the financial year. There are three projects considered off track – Warradale Park Tennis Upgrade, Marion Basketball Stadium.

#### Quarter 1 2024-2025 results:

Council achieved the Core Target on all KPI's with the exception of the following KPI's:

- KPI3 – The core target in relation to the achievement of an overall employee pulse survey result of 70% was met, however there was one department that did not reach 50% employee participation rate.
- KPI5 – Deliver of agreed projects identified in the Annual Business Plan and second-year targets in the 4-year plan. The 2024-25 Q1 result is 82%. The core target has not been met. There are 17 projects are being reported on. 82% (14 projects) are on track and 18% (3 projects) are off track.

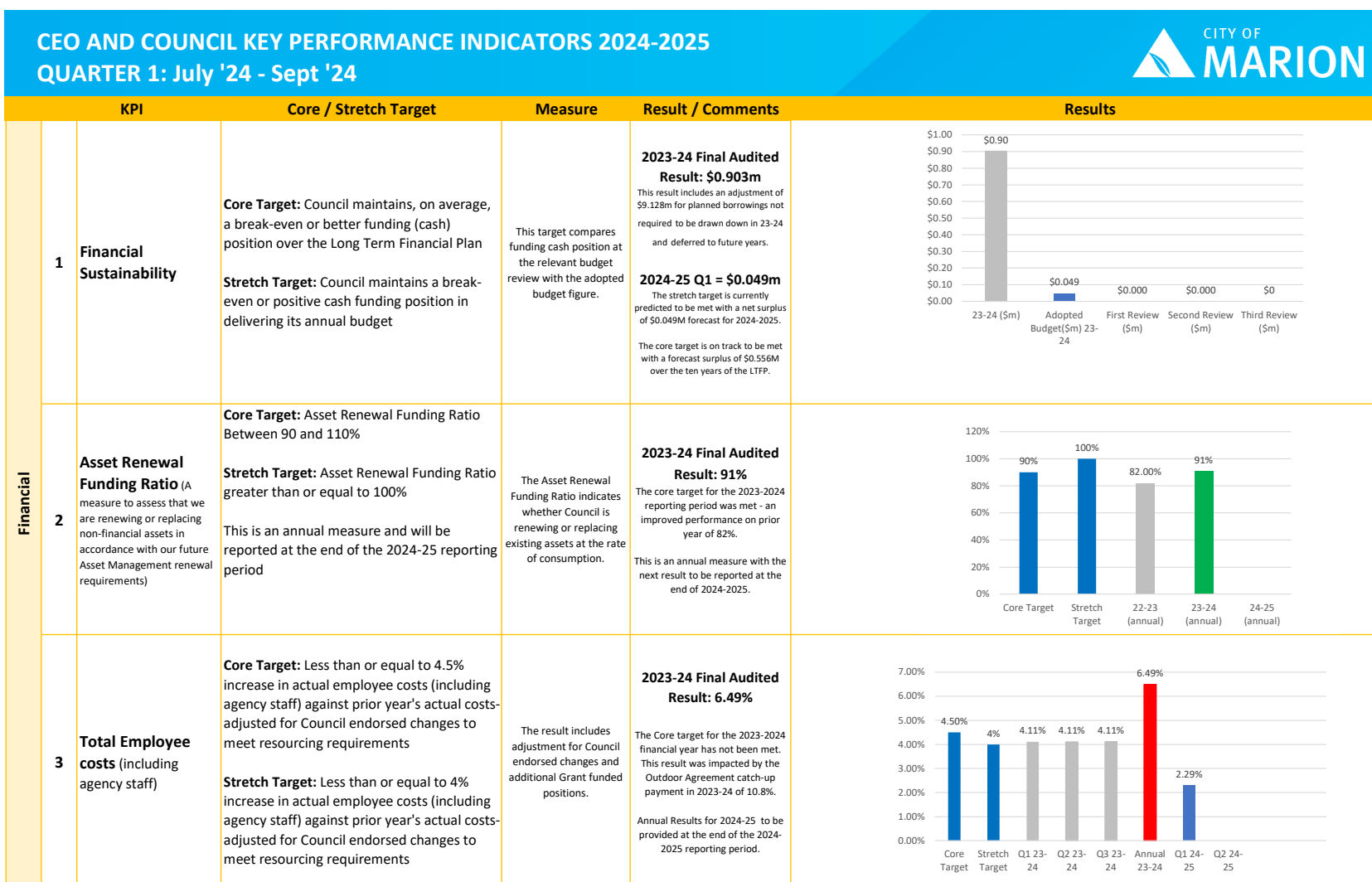
**RECOMMENDATION**

**That the Review and Selection Committee:**

- 1. Notes the Annual Accumulative and Audited Results for 2023-24 contained within the attachments; and**
- 2. Notes the Q1 results for 2024-25 contained within the attachments.**

**ATTACHMENTS**

1. Attachment 1 [7.2.1 - 3 pages]
2. Attachment 1 a [7.2.2 - 1 page]
3. Attachment 2 [7.2.3 - 1 page]
4. Attachment 3 [7.2.4 - 1 page]



Organisational	4	Staff engagement	<p><b>Core Target:</b> Achievement of an overall employee pulse survey result of 70%, with at least 50% employee participation per SLT department</p> <p><b>Stretch Target:</b> Achievement of an overall employee pulse survey result of 75%, with at least 50% employee participation per SLT department</p>	Staff Teamgage survey results based on five metrics	<p><b>2023-24 Annual Result = 69.75% (average)</b></p> <p><b>Q1 24/25 = 71%</b></p> <p>The core target in relation to the achievement of an overall employee pulse survey result for the 2023-2024 financial year was not met.</p> <p>The Core Target for Q1 was met</p>	<p>Overall Employee Pulse Survey Result</p> <table border="1"><thead><tr><th>Category</th><th>Value</th></tr></thead><tbody><tr><td>Core Target</td><td>70%</td></tr><tr><td>Stretch Target</td><td>80%</td></tr><tr><td>Q1 23-24</td><td>71%</td></tr><tr><td>Q2 23-24</td><td>70%</td></tr><tr><td>Q3 23-24</td><td>67%</td></tr><tr><td>Q4 23-24</td><td>71%</td></tr><tr><td>Annual 23-24</td><td>69.75%</td></tr><tr><td>Q1 24-25</td><td>71%</td></tr><tr><td>Q2 24-25</td><td>73%</td></tr></tbody></table> <p>Participation per SLT Department</p> <table border="1"><thead><tr><th>Department</th><th>Participation (%)</th></tr></thead><tbody><tr><td>People &amp; Culture</td><td>~60%</td></tr><tr><td>Office of the CEO</td><td>~65%</td></tr><tr><td>Strategic Procurement</td><td>~85%</td></tr><tr><td>Information Services</td><td>~45%</td></tr><tr><td>Finance</td><td>~90%</td></tr><tr><td>Customer Experience &amp; Operations</td><td>~60%</td></tr><tr><td>Engineering, Assets &amp; Environment</td><td>~65%</td></tr><tr><td>Community Connections</td><td>~50%</td></tr><tr><td>Development &amp; Regulatory Services</td><td>~55%</td></tr><tr><td>City Property</td><td>~75%</td></tr><tr><td>City Activation</td><td>~60%</td></tr><tr><td>Entire Organisation</td><td>~60%</td></tr></tbody></table>	Category	Value	Core Target	70%	Stretch Target	80%	Q1 23-24	71%	Q2 23-24	70%	Q3 23-24	67%	Q4 23-24	71%	Annual 23-24	69.75%	Q1 24-25	71%	Q2 24-25	73%	Department	Participation (%)	People & Culture	~60%	Office of the CEO	~65%	Strategic Procurement	~85%	Information Services	~45%	Finance	~90%	Customer Experience & Operations	~60%	Engineering, Assets & Environment	~65%	Community Connections	~50%	Development & Regulatory Services	~55%	City Property	~75%	City Activation	~60%	Entire Organisation	~60%
	Category	Value																																																		
	Core Target	70%																																																		
Stretch Target	80%																																																			
Q1 23-24	71%																																																			
Q2 23-24	70%																																																			
Q3 23-24	67%																																																			
Q4 23-24	71%																																																			
Annual 23-24	69.75%																																																			
Q1 24-25	71%																																																			
Q2 24-25	73%																																																			
Department	Participation (%)																																																			
People & Culture	~60%																																																			
Office of the CEO	~65%																																																			
Strategic Procurement	~85%																																																			
Information Services	~45%																																																			
Finance	~90%																																																			
Customer Experience & Operations	~60%																																																			
Engineering, Assets & Environment	~65%																																																			
Community Connections	~50%																																																			
Development & Regulatory Services	~55%																																																			
City Property	~75%																																																			
City Activation	~60%																																																			
Entire Organisation	~60%																																																			
5	Delivery of agreed projects identified in the Annual Business Plan and the second-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	<p><b>2023-24 Annual Result = 75%</b></p> <p><b>2024-25 Q1 = 82%</b></p> <p>The Core Target for 23-24 was not met with a result of 75%. 24-25 reporting includes those projects in the second year targets of the 4 year plan. 17 projects are being reported on. 82% (14 projects) are on track and 18% (3 projects) are off track</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>2023-24 Final Audited Results = 85%</b></p> <p>Core target was met.</p> <p>Annual Result to be provided at the end of the 2024-2025 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 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>	<p>Carbon emissions footprint, measured against Council's endorsed Carbon Neutral Plan.</p> <p>This figure is reported every 6 months (Q2 reported in May, and the final annual figure for the year reported in October/November).</p>	<p><b>2023-24 Annual Result = 1,717tCo<sub>2</sub> equivalent</b></p> <p>The core target of 1,800 tCo<sub>2</sub> was met, but the stretch target of 1,700tCo<sub>2</sub> was not met. Council purchased renewable electricity (100% green power) for all metered electricity sites.</p>	<table border="1"><thead><tr><th>Category</th><th>Carbon Emissions (tCO<sub>2</sub>e)</th></tr></thead><tbody><tr><td>Core Target</td><td>1800</td></tr><tr><td>Stretch Target</td><td>1710</td></tr><tr><td>20/21</td><td>4000</td></tr><tr><td>21/22</td><td>3319</td></tr><tr><td>22/23</td><td>3800</td></tr><tr><td>23/24</td><td>3500</td></tr><tr><td>24/25</td><td>2241</td></tr><tr><td>25/26</td><td>1800</td></tr><tr><td>26/27</td><td>1717</td></tr></tbody></table>	Category	Carbon Emissions (tCO <sub>2</sub> e)	Core Target	1800	Stretch Target	1710	20/21	4000	21/22	3319	22/23	3800	23/24	3500	24/25	2241	25/26	1800	26/27	1717																										
Category	Carbon Emissions (tCO <sub>2</sub> e)																																																			
Core Target	1800																																																			
Stretch Target	1710																																																			
20/21	4000																																																			
21/22	3319																																																			
22/23	3800																																																			
23/24	3500																																																			
24/25	2241																																																			
25/26	1800																																																			
26/27	1717																																																			

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  <b>Stretch Target:</b> Greater than or equal to 85% rated as satisfied or above	Annual Measure	Result not available for 2023-24. Council endorsed the new methodology for the Community Satisfaction Survey at its special meeting on 15 October 2024. Results will be available prior to the end of the calendar year with an aim to reporting in Q2 24/25.	<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>Council did not run the survey during 22-23</td></tr><tr><td>23-24 (annual)</td><td>Council did not run the survey during 23-24</td></tr><tr><td>24-25 (annual)</td><td></td></tr></table>	Category	Value	Core Target	75%	Stretch Target	85%	22-23 (annual)	Council did not run the survey during 22-23	23-24 (annual)	Council did not run the survey during 23-24	24-25 (annual)										
	Category	Value																									
	Core Target	75%																									
	Stretch Target	85%																									
	22-23 (annual)	Council did not run the survey during 22-23																									
23-24 (annual)	Council did not run the survey during 23-24																										
24-25 (annual)																											
9	Customer Experience																										
9a	<b>Ease of lodging requests</b>	<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>2023-24 Annual Result = 78.91%</b> <b>2024-25 Q1 = 87.5%</b>  The Core target for the 2023-2024 annual result was met.  The Core target and stretch targeted for Q1 2024-2025 was also 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 23-24</td><td>80%</td></tr><tr><td>Q2 23-24</td><td>81.20%</td></tr><tr><td>Q3 23-24</td><td>78%</td></tr><tr><td>Q4 23-24</td><td>76%</td></tr><tr><td>Annual 23-24</td><td>78.91%</td></tr><tr><td>Q1 24-25</td><td>87.50%</td></tr><tr><td>Q2 24-25</td><td></td></tr><tr><td>Q3 24-25</td><td></td></tr></table>	Category	Value	Core Target	75%	Stretch Target	80%	Q1 23-24	80%	Q2 23-24	81.20%	Q3 23-24	78%	Q4 23-24	76%	Annual 23-24	78.91%	Q1 24-25	87.50%	Q2 24-25		Q3 24-25	
Category	Value																										
Core Target	75%																										
Stretch Target	80%																										
Q1 23-24	80%																										
Q2 23-24	81.20%																										
Q3 23-24	78%																										
Q4 23-24	76%																										
Annual 23-24	78.91%																										
Q1 24-25	87.50%																										
Q2 24-25																											
Q3 24-25																											
9b	<b>Time taken to address and action requests</b>	<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>2023-24 Annual Result = 68.46%</b> <b>2024-25 Q1 = 79.9%</b>  The Core target for the 2023-2024 annual result was met.  The core target and stretch target for Q1 2024-2025 was also 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 23-24</td><td>70%</td></tr><tr><td>Q2 23-24</td><td>72.10%</td></tr><tr><td>Q3 23-24</td><td>73%</td></tr><tr><td>Q4 23-24</td><td>68%</td></tr><tr><td>Annual 23-24</td><td>68.46%</td></tr><tr><td>Q1 24-25</td><td>79.9%</td></tr><tr><td>Q2 24-25</td><td></td></tr><tr><td>Q3 24-25</td><td></td></tr></table>	Category	Value	Core Target	65%	Stretch Target	70%	Q1 23-24	70%	Q2 23-24	72.10%	Q3 23-24	73%	Q4 23-24	68%	Annual 23-24	68.46%	Q1 24-25	79.9%	Q2 24-25		Q3 24-25	
Category	Value																										
Core Target	65%																										
Stretch Target	70%																										
Q1 23-24	70%																										
Q2 23-24	72.10%																										
Q3 23-24	73%																										
Q4 23-24	68%																										
Annual 23-24	68.46%																										
Q1 24-25	79.9%																										
Q2 24-25																											
Q3 24-25																											
9c	<b>Satisfaction with requests handling</b>	<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>2023-24 Annual Result = 62.28%</b> <b>2024-25 Q1 = 71.4%</b>  The core target and stretch target for the 2023-2024 annual result was met  The core target and stretch target for Q1 2024-2025 was also 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 23-24</td><td>60%</td></tr><tr><td>Q2 23-24</td><td>65.20%</td></tr><tr><td>Q3 23-24</td><td>69%</td></tr><tr><td>Q4 23-24</td><td>62%</td></tr><tr><td>Annual 23-24</td><td>62.28%</td></tr><tr><td>Q1 24-25</td><td>71.40%</td></tr><tr><td>Q2 24-25</td><td></td></tr><tr><td>Q3 24-25</td><td></td></tr></table>	Category	Value	Core Target	55%	Stretch Target	60%	Q1 23-24	60%	Q2 23-24	65.20%	Q3 23-24	69%	Q4 23-24	62%	Annual 23-24	62.28%	Q1 24-25	71.40%	Q2 24-25		Q3 24-25	
Category	Value																										
Core Target	55%																										
Stretch Target	60%																										
Q1 23-24	60%																										
Q2 23-24	65.20%																										
Q3 23-24	69%																										
Q4 23-24	62%																										
Annual 23-24	62.28%																										
Q1 24-25	71.40%																										
Q2 24-25																											
Q3 24-25																											

Attachment 1a - Supporting Information

As at 30 september 2024 -82% (14 projects) are on-track, including 7 that have been completed from the 4-year plan. There are 3 projects considered off track. These are commented on below.

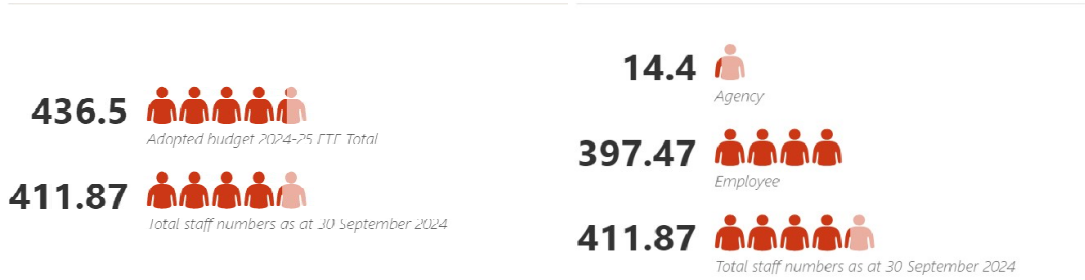
The on-track includes projects that were started or completed in the first abd second year targets of the identified in the 4-year business plan.

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

Project Name	Q1 Supporting Comments
Warradale Park Tennis Club Clubhouse Upgrade	Council has approved a new single storey design to proceed to design development. Variation applications have been submitted to the Federal and State Government for the change in project scope. The project is expected to be completed in December 2025.
Marino Hall Redevelopment	Programme has been recast to accommodate contaminated material impact. Building works are underway. Grant funding milestones have been varied and approved by funding bodies. Facility open anticipated in first quarter of 2025.
Marion Basketball Stadium	Design team engaged and design phase beginning October 2024. Scope and budget confirmed. Project programme updated.

Attachment 2

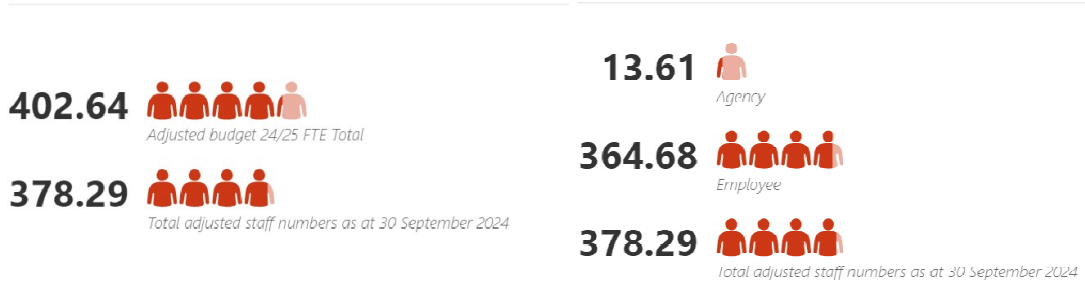
The number of FTE employees (staff and agency) employed across the organisation as at 30 September 2024



There are currently 19.68 FTE temporary vacant positions comprised of:

Recruitment in progress (required position)	8.43
Currently under review	0
Vacant Required position	11.25

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

	2024/2025	2023/24	2022/23	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17
	\$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>46,610</b>	<b>45,567</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>% Movement on Prior Year</b>	<b>2.29%</b>	<b>7.53%</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>Total Number of Employees (FTE as at 30 June)*</b>	<b>412</b>	<b>406</b>	<b>394</b>	<b>387</b>	<b>370</b>	<b>358</b>	<b>365</b>	<b>360</b>	<b>344</b>
<b>% Movement on Prior Year</b>	<b>1.48%</b>	<b>3.05%</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>5-Year average FTE to June 2024</b>	<b>383</b>								

\*2024/25 as at 30 Sept 2024

### 7.3 Staff Movement and Exits Summary Report - Q1

<b>Report Reference</b>	RSC241105R7.3
<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 provide a level of understanding of workforce composition at the City of Marion as at 30 September 2024 and insights into staff employment experiences and perceptions of staff who exited the organisation in quarter 1 (July – September 2024)

#### EXECUTIVE SUMMARY

Summaries of the workforce as at 30 September 2024 are as follows:

- Staff head count: 476 (397.47 Full Time Equivalent (FTE))
- Temporary Labour Head Count (Randstad & Maxima): 25 (14.0 FTE)
- Volunteers: 275
- Exiting Staff for the quarter: 17
- New Staff for the quarter: 46

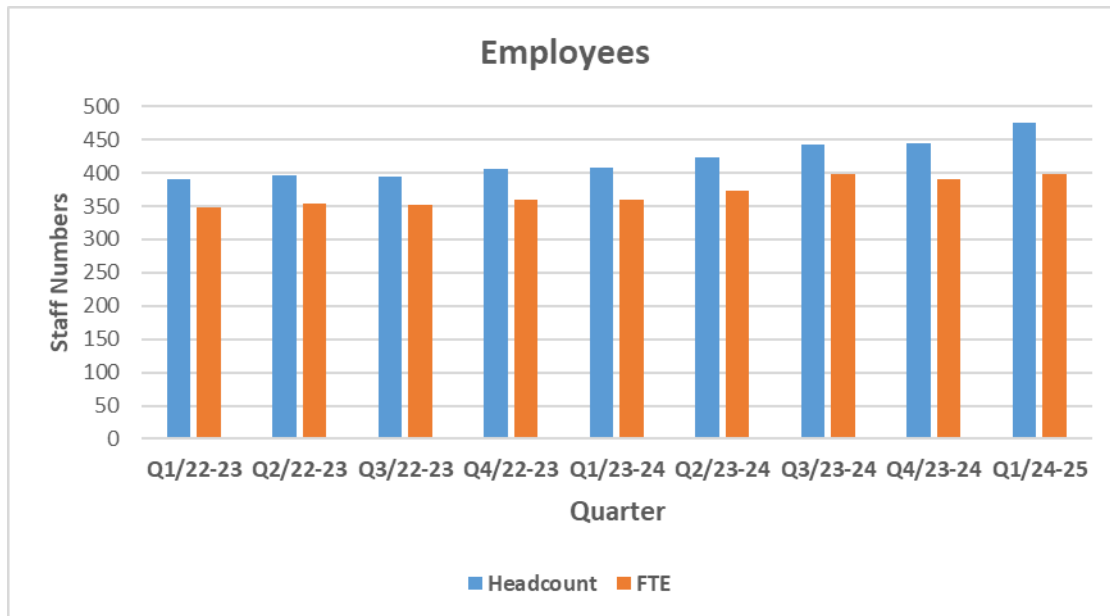
#### RECOMMENDATION

**That the Review and Selection Committee:**

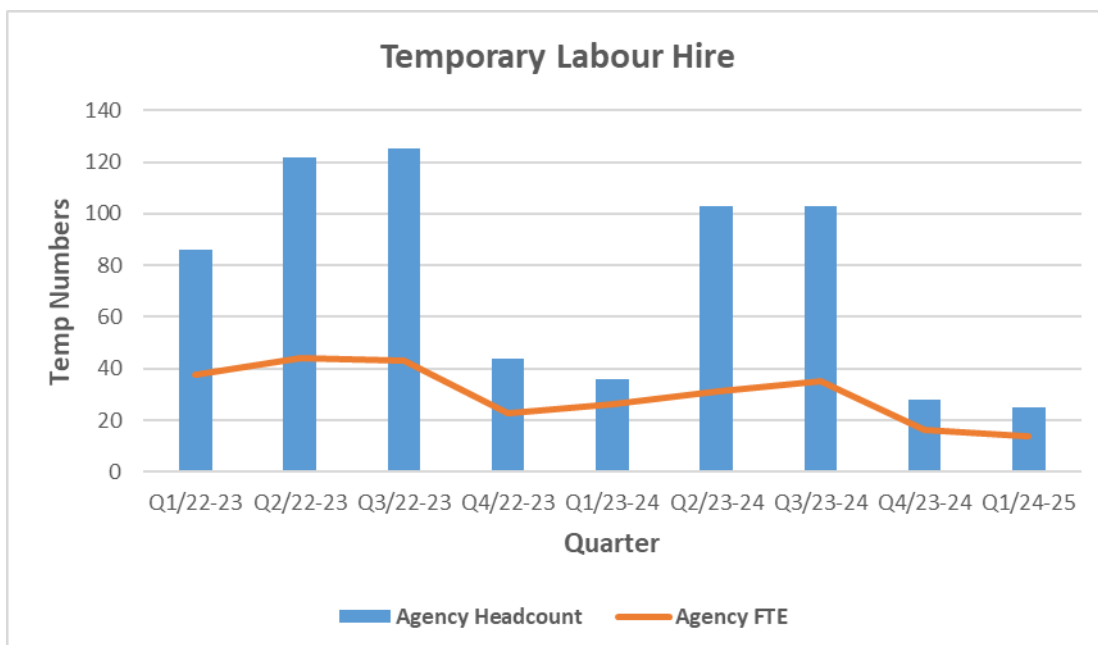
1. **Notes the report**

## DISCUSSION

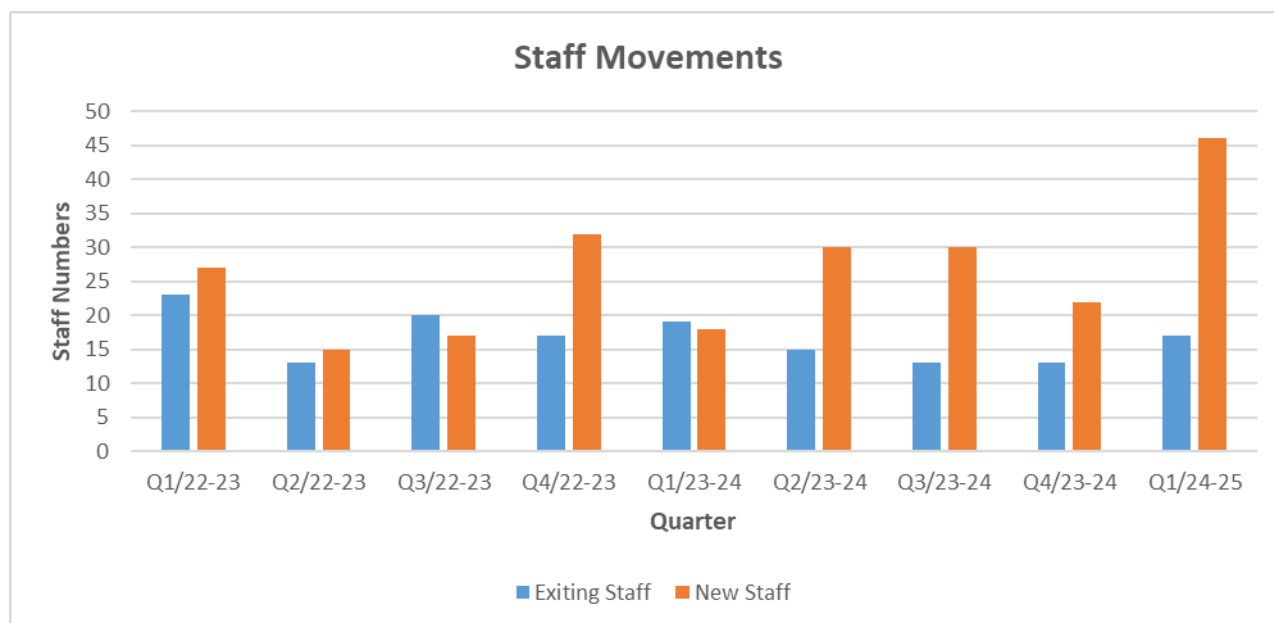
The graph below indicates staffing numbers (headcount) have gradually risen over the last 12 months with a reduction in FTE over the last quarter.



The number of temporary labour hired has reduced significantly over the last quarter as shown in the graph below.



There were twenty staff changes/movements during the period 1 July 2024 to 30 September 2024 in comparison there were the thirty-six staff changes in the same period last year.



Forty-six new employees joined the City of Marion during the period 1 July 2024 to 30 September 2024 in comparison to 18 new employees in the same period last year. The increase is largely due to the move away from engaging temporary labour to engaging casual employees at the Marion Outdoor Pool for the upcoming summer season. This change is anticipated to result in temp labour savings while also allowing Marion more control over rostering arrangements and the quality of staff.

Seventeen staff exited the City of Marion during the reporting period in comparison to 19 staff exiting in the same period last year. On average over the last 12 months there have been approximately five (5) departures per month.

In Q1, 35% of staff exiting the organisation completed an exit interview. Attachment one provides the exit survey data for review. In addition to submitting exit feedback online, staff are provided the opportunity to discuss their responses further with their People and Culture Partner. No one availed themselves of this opportunity in Q1.

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

Feedback from exiting staff in Q1 is predominantly positive indicating that:

- all except one agree or strongly agree that their leader was approachable and supportive;
- all except one (who is retiring) would consider working again for the City of Marion;
- all indicate they experienced a safe working environment;
- all indicate they had good relationships with their peers; and
- the dedicated and supportive working environment was specifically mentioned as being incredibly rewarding.

Exit survey feedback also indicates that:

- 86% of those exiting and moving into the Private Sector with only one hoping to remain in Public Sector;
- Agility in the availability and application of flexible work arrangements should be increased as a retention strategy;
- all except one (83%) agree or strongly agree that their team was effective in meeting its priorities and objectives;
- People generally feel their contributions are recognised and valued, though more emphasis on celebrating team achievements should be considered.

**ATTACHMENTS**

1. Copy of Employee Exit Survey Register (1) [7.3.1 - 1 page]

Department	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?	Would you consider working again for the City of Marion?	Any other comments you would like to make?	
City Services x 4; Corporate Services x 1; City Development x 1	End of Contract			Not sure yet	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Love the employee benefits and supports in place for new employees.	A bit random, but bag hooks in the toilet would be great for residents who visit throughout the day.		10	Yes	Thank you for the amazing few years.
	Resignation	["\Family / Personal reasons \Relocation", "\Salary increase"\"]	No	Private company	Agree	Agree	Agree	Agree	Agree	Neutral	Neutral	Neutral	Agree	Agree	I liked culture, people who I work with and the corporate support. However, it is located very far from my home which I found hard to balance between work and looking after kids.	It would help if there were more opportunities to work from home, instead of coming to work all the time as my job doesn't require to see other employees or employer often. The options should be considered based on the job requirements, rather than just the management preference.		8	Maybe	
	Resignation	["\Career progression", "\Salary increase", "\Lack of development opportunities "\"]	* department budget, * Career progression * Ability to complete tasks within my role, without constantly being pulled into the CE role	Board led Comm Centre	Neutral	Disagree	Strongly Agree	Neutral	Agree	Strongly Disagree	Neutral	Strongly Agree	Strongly Agree	Strongly Disagree	The team were amazing.	Resources for the community centre department. Be fully staffed, the ability for programmers able to do their role, managers have the time to manage, and step away from operational matters.		3	Maybe	
	Resignation	["\Relocation"\"]	No	I do not have a new job yet. I hope to stay in Government	Agree	Strongly Agree	Strongly Agree	Agree	Neutral	Neutral	Agree	Strongly Agree	Strongly Agree	Agree	Amazing, dedicated Team members, Glandore Community Centre community members, I have enjoyed working with so many dedicated, passionate and professional staff who truly care for the community and environment. Least enjoyable would be dealing with the politics that sometimes dictate and hinder what staff are trying to achieve.	More customers experience staff for NHC team, integrated ticketing and point of sale for NHC.		10	Yes	I feel very grateful to have worked alongside such a dedicated, passionate, hardworking team of staff. I appreciate the commitment to community work and development through the suite of programs NHC offer and the amazing changes that management, program team and CE team have each undertaken in the last 12months. Working with NHC City of Marion has created a new bar for my future work endeavours. I know I will keep in touch with my team members that have become good friends. Thank you!
	Retirement				Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Neutral	Agree	Agree	Agree	Agree	Agree		Try and find a way to allow staff the time to celebrate their achievements, thereby boosting morale which in turn increases productivity.		8	No	Only reason I answered no to question 9 is because I am retiring.
	End of Contract			Non Government agency	Agree	Agree	Neutral	Strongly Agree	Neutral	Agree	Neutral	Strongly Agree	Strongly Agree	Strongly Agree	Most Team Collaboration: Working with a dedicated and supportive team was incredibly rewarding. The collaboration and camaraderie within the team made every project enjoyable and successful. Community Impact: Being able to contribute to meaningful projects that positively impacted the community was very fulfilling. Seeing the direct results of our work in improving community services and initiatives was a major highlight. Professional Growth: The opportunities for professional development and growth were abundant. I appreciated the chance to take on various roles and responsibilities, which helped me build a diverse skill set. Innovation: The City of Marion encouraged innovation and creativity. Being part of initiatives like the rollout of SpacetoCo allowed me to explore new ideas and implement effective solutions.  Least It was unfortunate that in the latter part of my time with the City of Marion I had next to no one on one time with my team leader to grow and work on various projects. This was something I appreciated a lot with the previous team leader in developing project plans, collaborating on changes and utilising my supervision time to the max.  Overall, my experience at the City of Marion was largely positive, and I leave with many fond memories and valuable experiences.	Enhanced Resource Allocation: Increasing the budget and resources for community projects can enable staff to deliver higher quality services and initiatives. Ensuring teams have adequate resources can significantly improve project outcomes and staff satisfaction. Work-Life Balance Initiatives: Introducing more flexible work options, additional support for mental health, and strategies to manage heavy workloads can help maintain a healthy work-life balance for employees. Professional Development Opportunities: Continuing to invest in professional development and training programs can help staff stay updated with industry trends and improve their skills. Improved Communication Channels: Enhancing internal communication channels to ensure timely and effective information sharing can help align all departments and staff. Regular updates, transparent decision-making processes, and open forums for feedback can foster a more cohesive work environment. Community Engagement: Increasing efforts to engage with the community and gather feedback can help tailor services to better meet their needs. Implementing more participatory approaches in decision-making can strengthen community trust and involvement. Technology and Innovation: Continuing to adopt new technologies and innovative solutions can improve efficiency and service delivery. Embracing digital transformation can help modernize operations and provide better experiences for both staff and the community.		8	Yes	A huge thankyou to the NHC team and to Merran and Damian for their support over my time and in the final stages of employment with the City of Marion. I'm excited for the future for the centres.

**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.