

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 May 2025 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 4 February 2025

Report Reference	RSC250506R4.1
Originating Officer	Manager People and Culture – Kate McKenzie
Corporate Manager	N/A
General Manager	Chief Executive Officer – Tony Harrison

RECOMMENDATION

That the minutes of the Review and Selection Committee Meeting held on 4 February 2025 be taken as read and confirmed.

ATTACHMENTS

1. RS C 250204 - Final Public Minutes [4.1.1 - 5 pages]



**Minutes of the Review and Selection Committee
held on Tuesday, 4 February 2025 at 5.00 pm
Mitchell Park Sports and Community Centre
Activity Room C
139 Bradley Grove, Mitchell Park SA 5043**

**PRESENT**

His Worship the Mayor Kris Hanna
Councillor Ian Crossland
Councillor Jana Mates

In Attendance

Chief Executive Officer - Tony Harrison
Chief Financial Officer - Ray Barnwell
Manager Office of the CEO - Sarah Vinall
Manager People and Culture - Kate McKenzie
Unit Manager, Organisational Development – Jo McCarthy
Volunteer Development & Program Coordinator – Lucy Camp

1 Open Meeting

The Mayor opened the meeting at 5.01pm

2 Kaurna Acknowledgement

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

3 Elected Member Declaration of Interest (if any)

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

No conflicts were disclosed.

4 Confirmation of Minutes**4.1 Confirmation of Minutes of the Review and Selection Committee Meeting held on 5 November 2024**

Report Reference	RSC250204R4.1
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Moved Councillor Crossland**Seconded Councillor Mates**

That the minutes of the Review and Selection Committee Meeting held on 5 November 2024 be taken as read and confirmed.

Carried Unanimously



5 Confidential Items

5.1 Cover Report - Appointment of Independent Members to the Marion Council Assessment Panel

Report Reference RSC250204F5.1

Moved Councillor Crossland

Seconded Councillor Mates

1. 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 *RSC250204F5.1 Appointment of Independent Members to the Marion Council Assessment Panel*, except the following persons: Chief Executive Officer, Manager People and Culture, Manager Office of the Chief Executive and Chief Financial Officer, to enable the Council to consider Item [insert item number] in confidence on the basis the Committee 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 Item *RSC250204F5.1*, information concerning the personal affairs of any person (living or dead), the disclosure of which would be unreasonable, being information relating to the names and personal details of the applicants.
- 2.
3. Determines, on this basis, the principle that meetings of the Committee should be conducted in a place open to the public has been outweighed be excluded from the meeting as the Committee receives and considers information relating to *Appointment of Independent Members to the Marion 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 personal affairs of the candidates.

Carried Unanimously

5.02 pm the meeting went into confidence

Moved Councillor Crossland

Seconded Councillor Mates

That the Review and Selection Committee:

4. Pursuant to section 91(7) of the *Local Government Act 1999*, orders that the following document(s) relating to Agenda Item *RSC250204F5.1 Appointment of Independent Members to the Marion Council Assessment Panel*, shall be kept confidential, except when required to effect or comply with Council's resolution(s) regarding this matter, 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
 - Minutes

on the grounds that the document(s) on the grounds that the documents relate to information concerning the personal affairs of any person (living or dead), the disclosure of which would be unreasonable, being information relating to the personal affairs of the candidates involved in the Council Assessment Panel appointment.
5. Determines this order shall operate until all candidates have been notified, and the appointment process is complete and will be reviewed every 12 months.
6. Pursuant to section 91(9)(c) of the *Local Government Act 1999*, delegates to the Chief Executive Officer [or insert other officer title] the power to revoke this order in whole or part.

RSC250204 - Review and Selection Committee - 4 February 2025



Carried Unanimously

5.04pm the meeting came out of confidence

6 Reports for Discussion

6.1 Diversity in the Workplace

Report Reference RSC250204R6.1

The Committee queried some of the actions within the Diversity, Equity, Inclusion and Belonging (DEIB) Plan to ensure that they are value adding.

Staff responded that initiatives such as promoting the wellbeing rooms used for cultural wellbeing, providing options for people to consider using pronouns and providing opportunities for marginalized groups to have a voice are all contemporary practices that are low cost, supported and requested by staff and contribute towards a more inclusive and belonging culture.

The Committee queried how the DEIB Plan will be measured, noting that this will occur through various KPI's and employee surveys. Employee engagement surveys can provide insights into how included and valued employees feel, while satisfaction surveys can gauge overall happiness and contentment at work. The Committee was advised that research shows a strong correlation between high levels of employee engagement, satisfaction, and productivity, which collectively contribute to higher employee retention rates.

The Committee also provided some feedback on various words/sentence structures which will be taken on board by management.

The Committee was advised that the DEIB Plan is a Human Resources Management obligation and sits within the functions of the CEO for approval, however feedback from Council Members is welcome and will be considered.

Moved Councillor Crossland

Seconded Councillor Mates

That the Review and Selection Committee:

1. Notes the report and progress on Diversity, Equity, Inclusion and Belonging initiatives across the organisation and has made some suggestions for improvement.

Carried Unanimously

7 Reports for Noting

7.1 Council and CEO KPI Report Quarter Two 2024-25

Report Reference RSC250204R7.1

The Committee queried:

- The progress of Warradale Park Tennis noting the deed is finalized, design is at 100% and on schedule to be built second half of calendar year.
- If the number of vacant positions was higher than usual noting, it was slightly higher, however impacted by the vacancies at the pool and these are now City of Marion positions rather than temp labour hire.



Moved Councillor Mates

Seconded Councillor Crossland

That the Review and Selection Committee:

1. Notes the Quarter Two results for 2024-25 contained within the attachments.

Carried Unanimously

7.2 Volunteer Program Report

Report Reference RSC250204R7.2

The Volunteer Development & Program Coordinator provided an over of the report and the Committee queried if the Council provided an incentive program for volunteers. It was noted that volunteers are recognized for years of service and celebrate in volunteer week. Volunteers also received an end of year celebration to thank them for their contribution to the community.

The Committee raised that they have received feedback for people wanting to do more and diversify the role/functions of their volunteering. The Committee was advised that a recent call had gone out to all volunteers for areas where the Council has struggled to attract volunteers. This has been received positivity with a good response.

The Committee noted that there has been a slight increase in volunteer numbers.

Moved Councillor Mates

Seconded Councillor Crossland

That the Review and Selection Committee:

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

Carried Unanimously

7.3 Staff Movements and Exit Summary Survey

Report Reference RSC250204R7.3

Moved Councillor Crossland

Seconded Councillor Mates

That the Review and Selection Committee:

1. Notes the report

Carried Unanimously

8 Workshop / Presentation Items

9 Other Business

10 Meeting Closure

The meeting was declared closed at 5.51pm.

CONFIRMED THIS 6 DAY OF MAY 2025

CHAIRPERSON

RSC250204 - Review and Selection Committee - 4 February 2025

5 Confidential Items

5.1 Cover Report - CEO Performance Review and Timeline

Report Reference	RSC250506F5.1
Originating Officer	Business Support Officer - Governance and Council Support – Cassidy Mitchell
Corporate Manager	Manager People and Culture - 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 RSC250506F5.1 CEO Performance Review and Timeline except the following persons: Acting Chief Executive Officer and Acting Manager People and Culture, to enable the Committee to consider the Item in confidence on the basis the Committee 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 would be unreasonable being information relating to the performance review of the Chief Executive Officer, which is sensitive and are details which are only known to those who have participated in the review 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 - Nil

7 Reports for Noting

7.1 Council and CEO KPI Report Quarter Three 2024-25

Report Reference	RSC250506R7.1
Originating Officer	Business Intelligence Analyst – David Mackay
Corporate Manager	Manager Office of the Chief Executive - Sarah Vinall
General Manager	Chief Executive Officer - Tony Harrison

REPORT HISTORY

To advise the Committee of the results of the Council and CEO KPI's for fiscal quarter three (FQ3), financial year 2024/25 (FY24/25).

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 – 5.

This report includes the FY24/25-FQ3 results.

FY24/25-FQ3 results:

Of the nine KPIs, the following results were achieved:

- 3 KPIs met their targets with clear confirmation.
- 2 KPIs did not meet the Core Target for the Quarter.
- 1 Annual KPI is off track (see Appendix - Carbon Neutrality KPI).
- 1 KPI partially met the Core Target.
- 2 KPIs are assessed on an annual basis, with results to be reported at the end of the fiscal year.

Items to Note:

- KPIs not meeting Core Target:
 - KPI5 – Delivery of Agreed projects identified in the Annual Business Plan and the second year targets of the 4 year plan. The Core Target is greater than or equal to 95%. The result for quarter two is 94.1%. There is one project evaluated as off track with additional information provided in attachment 2.
 - KPI8 – Overall satisfaction with Council's performance achieved a result of 66%. Whilst this fell short of Council's Core Target of 75%, it should be noted that market research conducted by Newfocus indicates that the benchmark target for SA councils is 62% which we have exceeded.
- KPI partially met the Core Target:
 - KPI4 – Staff Engagement achieved the 50% participation rate but fell short on the

survey result.

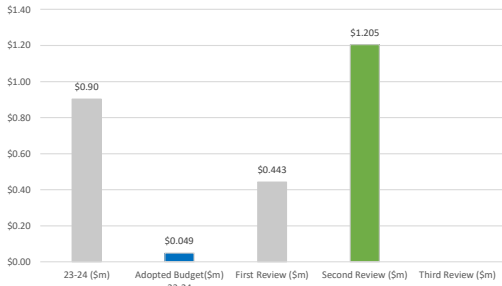
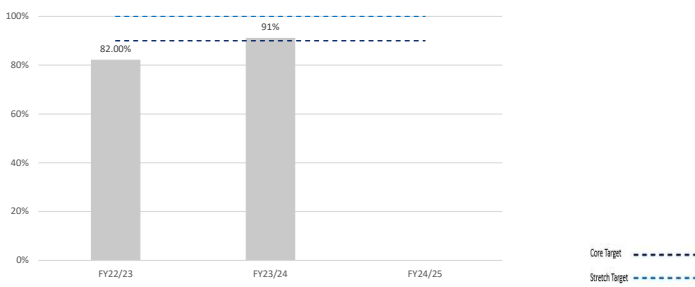
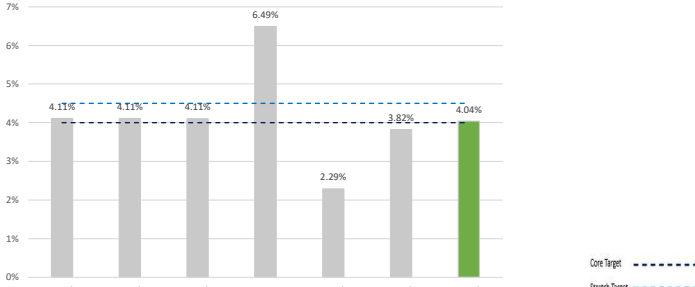
RECOMMENDATION

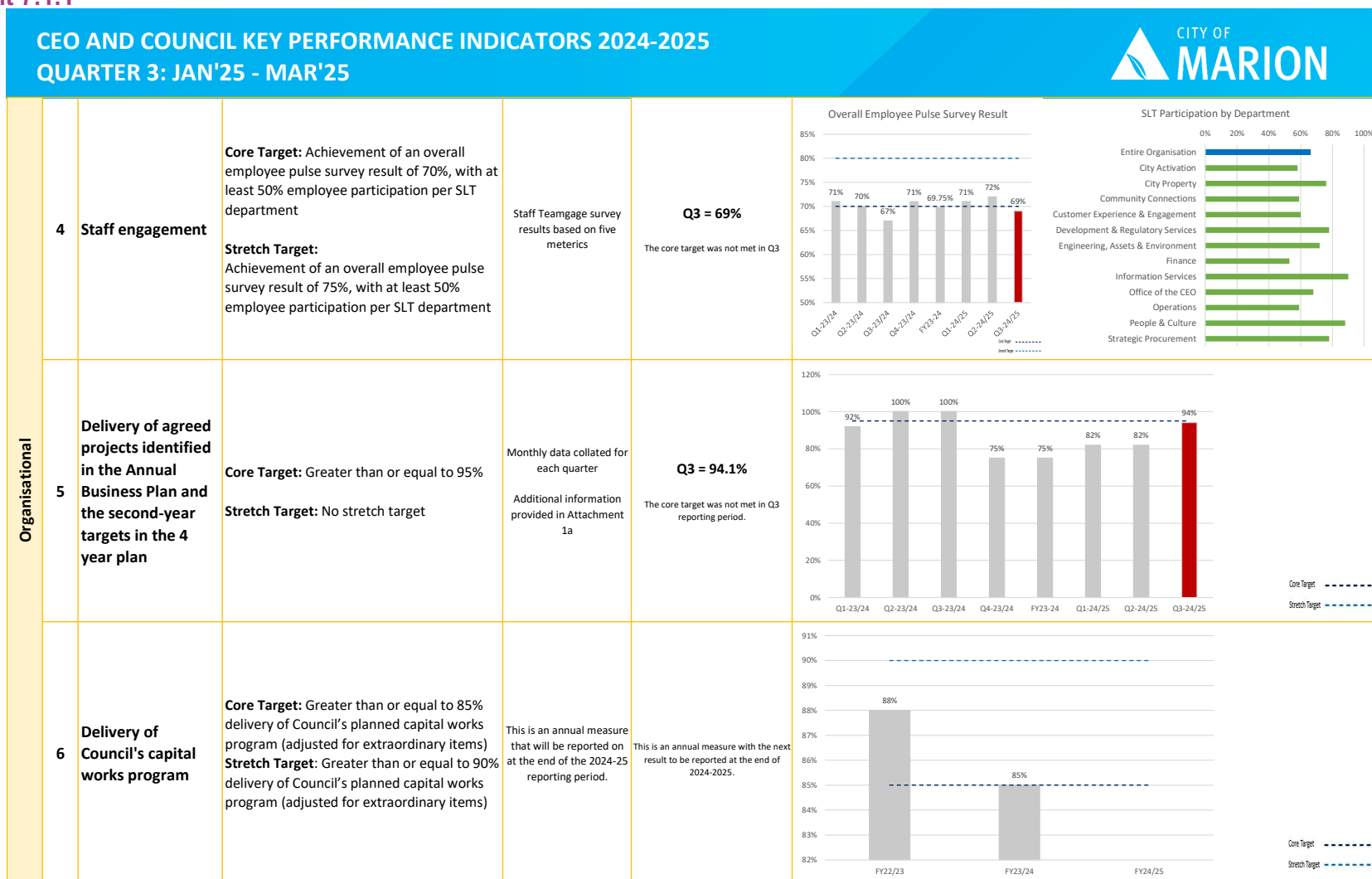
That the Review and Selection Committee:

- 1. Notes the FY24/25-FQ3 results contained within the attachments.**

ATTACHMENTS

1. Attachment 1 - 2024-25 Q 3 KPI Results [7.1.1 - 4 pages]
2. Attachment 1 a - KPI 5 Supporting Information [7.1.2 - 1 page]
3. Attachment 2 - FTE Composition [7.1.3 - 1 page]
4. Attachment 3 - Labour Movement [7.1.4 - 1 page]
5. Attachment 5 - Carbon Neutral KPI April 2025 [7.1.5 - 3 pages]

CEO AND COUNCIL KEY PERFORMANCE INDICATORS 2024-2025 QUARTER 3: JAN'25 - MAR'25					CITY OF MARION	
KPI		Core / Stretch Target	Measure	Result / Comments	Results	
Financial	1	Financial Sustainability Core Target: Council maintains, on average, a break-even or better funding (cash) position over the Long Term Financial Plan Stretch Target: Council maintains a break-even or positive cash funding position in delivering its annual budget	This target compares funding cash position at the relevant budget review with the adopted budget figure.	Q3 = \$1.205m The stretch target is currently predicted to be met with a net surplus of \$1.205M forecast, following the completion of 24-25 Budget Review 2. The core target is also on track to be met with a revised forecast of \$1.684m over the ten years of the LTFP.		
	2	Asset Renewal Funding Ratio (A measure to assess that we are renewing or replacing non-financial assets in accordance with our future Asset Management renewal requirements) Core Target: Asset Renewal Funding Ratio Between 90 and 110% Stretch Target: Asset Renewal Funding Ratio greater than or equal to 100% This is an annual measure and will be reported at the end of the 2024-25 reporting period	The Asset Renewal Funding Ratio indicates whether Council is renewing or replacing existing assets at the rate of consumption.	This is an annual measure with the next result to be reported at the end of 2024-2025.		
	3	Total Employee costs (including agency staff) Core Target: Less than or equal to 4.5% increase in actual employee costs (including agency staff) against prior year's actual costs-adjusted for Council endorsed changes to meet resourcing requirements Stretch Target: Less than or equal to 4% increase in actual employee costs (including agency staff) against prior year's actual costs-adjusted for Council endorsed changes to meet resourcing requirements	The result includes adjustment for Council endorsed changes and additional Grant funded positions.	Q3 = 4.04% The core target is on track to be met in FY24/25.		



CEO AND COUNCIL KEY PERFORMANCE INDICATORS 2024-2025

QUARTER 3: JAN'25 - MAR'25

CITY OF

MARION

Environment

7

Carbon Neutrality-

carbon emissions footprint, measured against Council's endorsed Carbon Neutral Plan (applicable 2021-2022 onwards)

Core Target:

Actual annual emissions less than the plan's annual target emissions 1,600 tCO2e (for FY24/25)

Stretch Target:

Actual annual emissions 5% less than the plan's annual target emissions 1,520 tCO2e (for FY24/25)

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

This figure is reported every 6 months (Q2 reported in May, and the final annual figure for the year reported in October/November).

FY24/25 = 1,755

The forecasted result for FY24/25 is expected to exceed the core and stretch target.

*Refer to Appendix 4 for further information.

Carbon Emissions (tCO2e)

FY20/21

FY21/22

FY22/23

FY23/24

FY24/25

3,319

2,793

2,241

1,717

1,755

Core Target

Stretch Target

Customer

8

Overall satisfaction with Council's performance

(measured annually)

Core Target:

Greater than or equal to 75% rated as satisfied or above

Stretch Target:

Greater than or equal to 85% rated as satisfied or above

Annual Measure

FY24/25 = 66.00%

Survey undertaken between:
Oct 2024-Dec 2024

*Note - Market research conducted by Newfocus indicates that the benchmark target for SA councils is 62%

FY22/23

FY23/24

FY24/25

66.00%

Core Target

Stretch Target

9

Customer Experience

9a

Ease of lodging requests

Core Target:

75% satisfied or more

Stretch Target:

80% satisfied or more

Responses included within the result relate to cases created within the reporting period

Q3 = 80.10%

The core and stretch targets were met for the Q3 reporting period.

Q1-23/24

Q2-23/24

Q3-23/24

Q4-23/24

FY23-24

Q1-24/25

Q2-24/25

Q3-24/25

81.20%

78.00%

76.00%

74.90%

78.91%

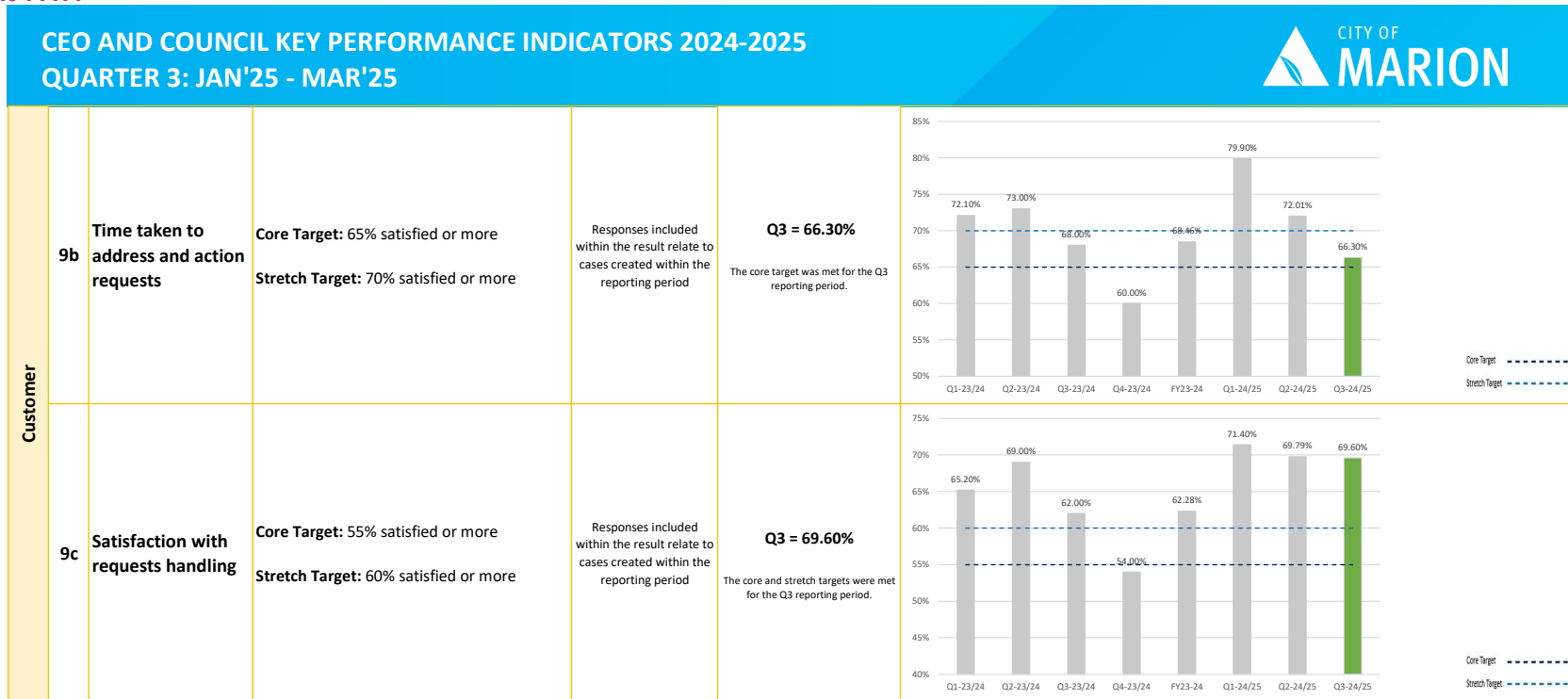
87.50%

86.39%

80.10%

Core Target

Stretch Target



Attachment 1a - Supporting Information

As at 31 March 2025 - 94.1% (16 projects) are on-track, including 8 that have been completed from the 4-year plan. There is 1 project considered off track (commented on below).

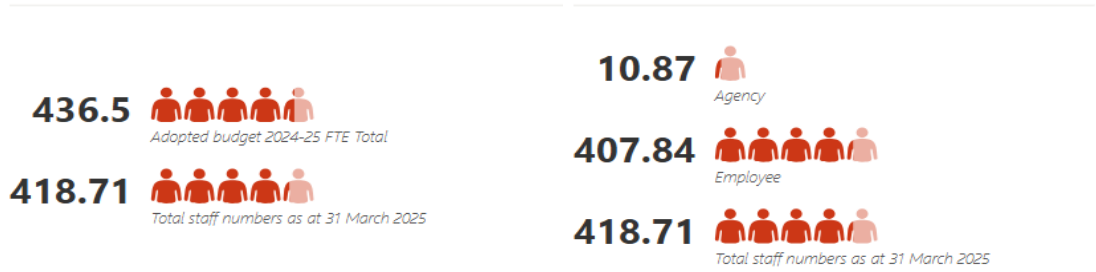
The on-track includes projects that were started or completed in the first and second year targets of the identified in the 4-year business plan.

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

Project Name	Q3 Supporting Comments
Marino Hall Redevelopment	The contractor is delayed due to trade and labour issues, which has affected the completion date that is now 30 May 2025. Works are progressing on site as best they can. An opening event is anticipated for mid-late June.

Attachment 2

The number of FTE employees (staff and agency) employed across the organisation as at 31 March 2025



There are currently 26.34 FTE temporary vacant positions comprised of:

Recruitment in progress (required position)	14.11
Currently under review	0
Vacant Required position	12.23

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
Total Employee Costs (including Agency)	47,410	45,567	42,378	40,134	38,238	36,487	34,861	33,274	32,221
% Movement on Prior Year	4.04%	7.53%	5.59%	4.96%	4.79%	4.66%	4.77%	3.27%	1.40%
Total Number of Employees (FTE as at 30 June)*	419	406	394	387	370	358	365	360	344
% Movement on Prior Year	3.20%	3.05%	1.81%	4.59%	3.35%	-1.90%	1.38%	4.80%	0.60%
5-Year average FTE to June 2024	383								

*2024/25 as at 31 March 2025

Appendix - Carbon Neutrality KPI

Status of Carbon Neutrality KPI: Off track

Emissions Reductions Target Summary

For the first time, this KPI is **off track**. While the City of Marion has met its carbon neutral targets in previous years, current projections indicate that we will not meet the 2024 target or any future targets under the existing 2030 trajectory.

Our past success in meeting carbon neutral goals has been driven by a suite of impactful measures, including:

- Installation of rooftop solar across council buildings,
- Transition to energy efficient LED street lighting
- Transition to 100% GreenPower electricity purchases, and
- Emissions reductions from the light vehicle fleet with the transition to EVs.

These initiatives have delivered significant early gains in reducing the City's operational emissions. Further significant reductions in emissions to meet the target are unlikely to be possible under the current 2030 timeframe without the purchase of carbon offsets.

Our carbon neutral target and emissions reduction strategy are currently being reviewed as part of the draft Environmental Sustainability Plan and will be discussed with council members at the 10 June Infrastructure and Environment Committee.

Carbon Neutral Target

The City of Marion [Carbon Neutral Plan 2020-2030](#) was endorsed on 9 February 2021. This plan maps out a pathway to reduce greenhouse gas emissions from our council operations, with a goal of achieving carbon neutrality by 2030. We monitor our progress through a detailed emissions inventory, aligned with the Australian Government Climate Active Framework for certifying carbon neutral claims.

Reporting frequency

To track our emissions reduction and progress towards this target, the emissions for our operations are reported every 6 months:

- Emissions for the six-month period July to Dec are reported in May (Q3).
- Annual emissions for the financial year are reported in October/November (Q1).

Annual emissions targets

Annual emission targets have been set to guide our emissions reduction journey, following the trajectory outlined in the Carbon Neutral Plan. These targets are detailed in Table 1 below.

Year	Annual Emission Target	Reported Annual Emissions
2020/21	4,000	3,319
2021/22	3,800	2,793
2022/23	3,500	2,241
2023/24	1,800	1,709
2024/25	1,600	1,755*
2025/26	1,500	
2026/27	1,400	
2027/28	1,000	
2028/29	800	
2029/30	800	

**Estimated annual emissions based on July -Dec figures including refrigerant emissions not included in previous reporting.*

The emissions target for 2024/25 is set at 1,600 tonnes CO₂e. Based on emissions of 877 tonnes CO₂e recorded from July to December, it is estimated that the total emissions for the 2024/25 financial year will reach 1,755 tonnes CO₂e. This means **we are off track to meet our core target for this financial year.**

Emissions boundary

Our emissions boundary was set as part of the Carbon Neutral Plan and focuses on key sources of emissions including electricity, transport fuel, stationary fuel, water, natural gas and waste to landfill. There is currently no legal standard for how council defines emissions boundaries. However, the Carbon Neutral Plan acknowledged that we need to expand our emissions sources over time to align with best practice and include additional scope 3 emission (indirect emissions in our value chain). We have recently included refrigerant emissions from air conditioning systems to align with best practice carbon accounting under Climate Active (the Australian Government Carbon Neutral Standard).

Carbon Neutral Plan review

A review of the Carbon Neutral Plan is currently underway and will be integrated into the Environmental Sustainability Plan (ES Plan). The ES Plan is in development and a draft will be presented to Council members at the June Infrastructure and Environment Committee meeting. This will include a review of our emissions boundary to better align with new industry standards for carbon accounting, the SA Local Government Association's [Best practice guide to Emissions Management for Local Government in SA](#).

Next steps

Reporting on this target should be reviewed for the 2025/26 financial year following endorsement of the Environmental Sustainability Plan in December 2025. Without additional changes, reporting of the target at the end of this financial year would show that the target has not been met.

7.2 Staff Movement and Exits Summary Report - Q3

Report Reference	RSC250506R7.2
Originating Officer	Unit Manager HR – Greg Cansdale
Corporate Manager	Manager People and Culture - Kate McKenzie
General Manager	Chief Executive Officer - Tony Harrison

REPORT OBJECTIVE

To provide a level of understanding of workforce composition at the City of Marion at 31 March 2025 and an aggregated summary staff movements and exit survey data for Quarter 3, January to March 2025 .

EXECUTIVE SUMMARY

Summary of the workforce as at 31 March 2025 is provided below:

31 March 2025

- Staff head count: 492 (407.84 Full Time Equivalent (FTE))
- Temporary Labour Head Count: 32 (10.87 FTE)
- Volunteers: 293
- Exiting Staff for the quarter: 17

Seventeen staff exited the City of Marion and nineteen new employees joined the City of Marion during the period 1 January 2025 to 31 March 2025. In Q3, 38% of staff exiting the organisation completed an exit survey with feedback provided being predominantly positive.

RECOMMENDATION

That the Review and Selection Committee:

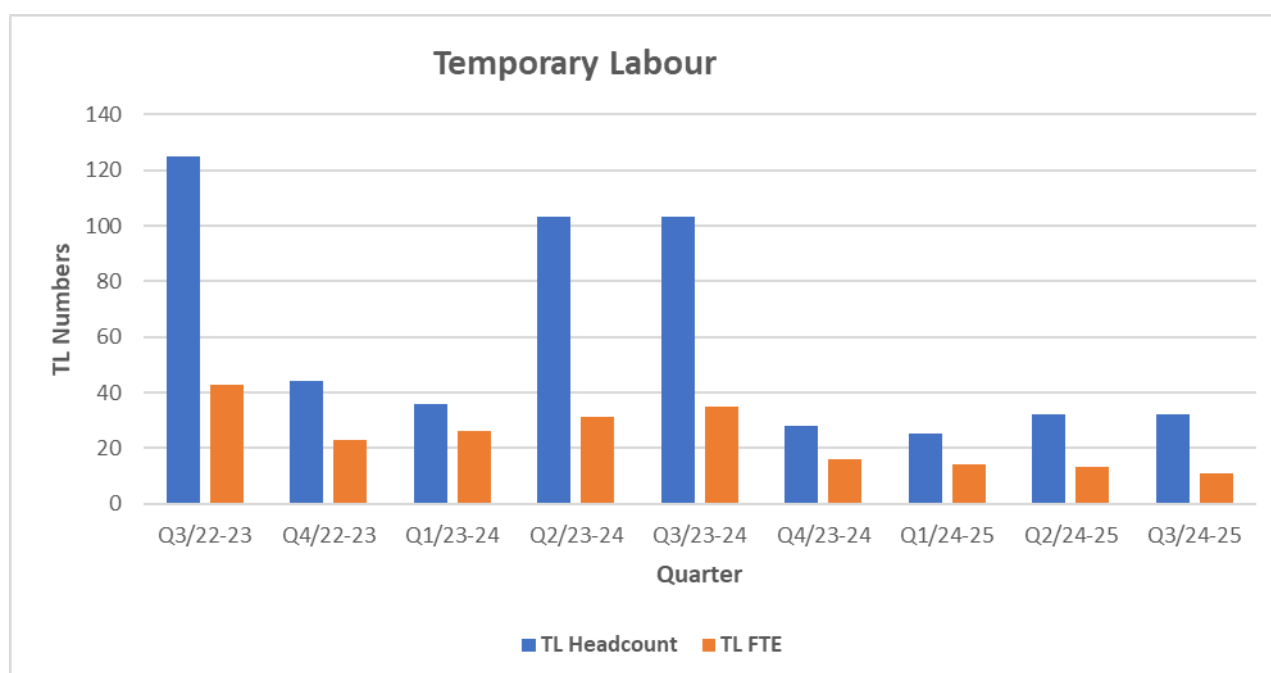
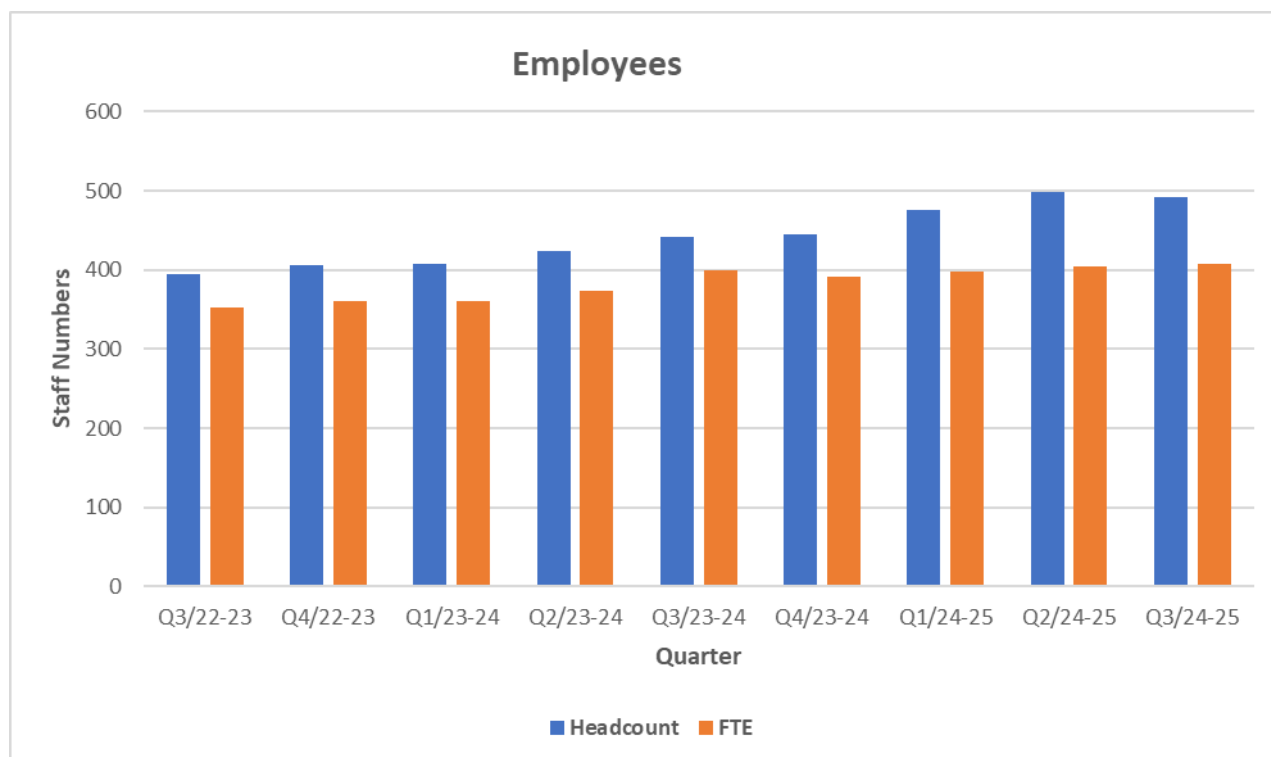
1. **Review the report and attached exit survey qualitative data.**

DISCUSSION

To provide a level of understanding of workforce composition at the City of Marion, summaries of the workforce as at 31 March 2025 are provided below:

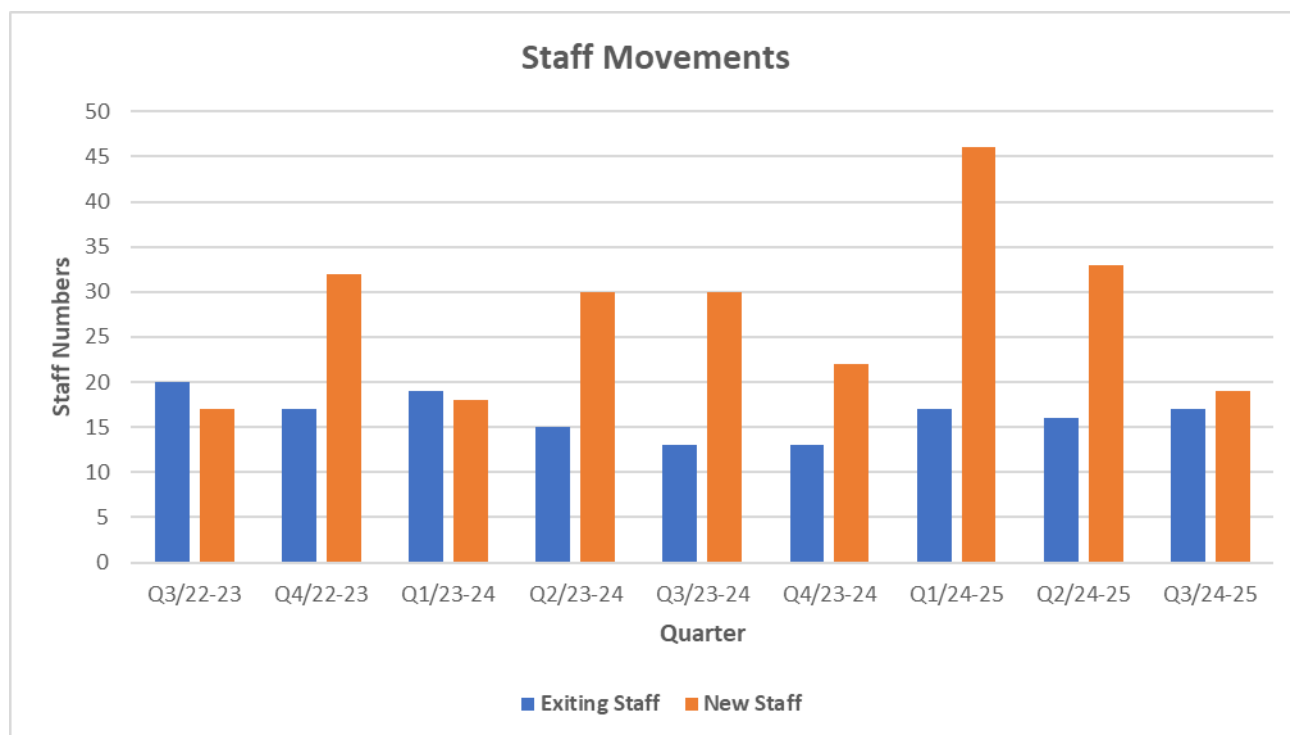
31 March 2025

- Staff head count: 492 (407.84 Full Time Equivalent (FTE))
- Temporary Labour Head Count: 32 (10.87 FTE)
- Volunteers: 293
- Exiting Staff for the quarter: 17



Seventeen staff exited the City of Marion during the period 1 January 2025 to 31 March 2025 in comparison to 13 staff exiting in the same period last year. On average over the last 12 months there have been five (5) departures per month.

Nineteen new employees joined the City of Marion during the period 1 January 2025 to 31 March 2025 in comparison to 30 new employees in the same period last year.



Thirteen staff changes during the period 1 January 2025 to 31 March 2025 in comparison to 22 staff changes in the same period last year.

Attachment one provides an aggregated summary of exit survey data for the period 1 January 2025 to 31 March 2025 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. No one availed themselves of this opportunity in Q3.

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 Q3, 38% of staff exiting the organisation completed an exit survey.

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 Q3 is predominantly positive indicating that:

- all agree or strongly agree that their leader was approachable and supportive;
- all would recommend the City of Marion as an employer;
- all indicate they would consider working at the City of Marion again;
- all indicate they experienced a safe working environment;
- all indicate they had a sense of belonging; and
- all indicate they felt their contributions were recognised and valued.

Exit survey feedback also indicates that in the majority:

- there was nothing that could have been done to change the minds of exiting staff about leaving;

- People at the City of Marion and relationships with co-workers are the key factors most liked by exiting staff;
- roles and responsibilities were clear;
- Leaders were approachable and supportive; and
- IT systems inhibit efficient and effective access to information. Software is identified as an area for improvement.

Ray Barnwell was singled out as being a supportive leader who, even though always incredibly busy, always made time to discuss issues.

ATTACHMENTS

1. Exit Survey Data Summary Q 3 2025 (1) [7.2.1 - 1 page]

Date Submitted	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 to 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?
30/04/2025	Corporate Services	Retirement		No		Strongly Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	I liked most that the CofM staff are very friendly and supportive of each other. I don't really have any negative feedback. The collegiate atmosphere and support of colleagues was wonderful. The multiple ways that information was provided and needed to be accessed, was often confusing and frustrating.	Nothing that I can think of.	10	Maybe	I would just like to thank Ray Barnett for being so supportive of me during my time at City of Marion. Even though he is always incredibly busy, he always made time to discuss issues with me.	No thank you
27/03/2025	City Development	End of Contract			Home Duties	Neutral	Strongly Agree	Strongly Agree	Strongly Agree	Neutral	Neutral	Agree	Agree	Strongly Agree	Strongly Agree		Clear procedures for internal processing of development assessment tasks.	7	Yes	Thank you for the support and opportunities provided.	No thank you
26/03/2025	City Services	Resignation	["I"Lack of development opportunities";"Salary increase";"Career progression";"	No	Private - Construction Industry	Agree	Agree	Strongly Agree	Strongly Agree	Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	People are very good here to work with. Sometimes its challenging to get information from other departments. People and work. I like the team and people working around me. I like the role and work activities including engineering detailed designs, hydraulic analysis, and engineering assessment and analysis.	Document control.	8	Yes	Thank you for giving me the opportunity to work here.	No thank you
25/02/2025	City Services	Resignation	["I"Career progression";"	No. Has been happy working in the team with everyone. Want some time off and look for a new role somewhere else, moving around for career progression	not sure	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree		human resources.	8	Yes		No thank you
24/02/2025	City Services	Resignation	["I"Family / Personal reasons";"	No	Local Government	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Working with my team was the best.	More recognition on all the positive	10	Yes		No thank you

8 Workshop / Presentation Items**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.