

His Worship the Mayor
Councillors
City of Marion

Notice of Special Review and Selection Committee

Committee Room 1, Council Administration Centre
245 Sturt Road, Sturt

Tuesday, 7 December 2021 at 6.00 pm

The CEO hereby gives Notice pursuant to the provisions under Section 83 of the *Local Government Act 1999* that a Review and Selection Committee will be held.

A copy of the Agenda for this meeting is attached in accordance with Section 83 of the Act.

Meetings of the Council are open to the public. Due to COVID-19, interested members of the community are welcome to attend by electronic means. Access to the meeting is via the link published on the City of Marion website (<https://www.marion.sa.gov.au/about-council/council-meetings/council-meeting-livestream>) on the day of the meeting.



Tony Harrison
Chief Executive Officer

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1 Open Meeting

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)

4 Confirmation of Minutes

4.1 Confirmation of Minutes of the Special Review and Selection Committee Meeting held on 21 September 2021

Report Reference	SRSC211207R4.1
Originating Officer	Manager People and Culture – Jessica Lynch
Corporate Manager	N/A
General Manager	Chief Executive Officer – Tony Harrison

RECOMMENDATION

That the minutes of the Special Review and Selection Committee Meeting held on 21 September 2021 be taken as read and confirmed.

ATTACHMENTS

1. SRSC210921 - Final Minutes [4.1.1 - 3 pages]



**Minutes of the Special Review and Selection Committee
held on Tuesday, 21 September 2021 at 5.30 pm
H1 and H2, City Services
935 Marion Road, Mitchell Park**

**PRESENT**

His Worship the Mayor Kris Hanna
Councillor Tim Gard
Councillor Maggie Duncan

In Attendance

Manager People and Culture – Jessica Lynch

1 Open Meeting

The Mayor opened the meeting at 5:27pm.

2 Kurna Acknowledgement

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

3 Elected Member Declaration of Interest (if any)

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

Nil conflicts of interest disclosed.

4 Confirmation of Minutes**4.1 Confirmation of Minutes of the Special Review and Selection Committee Meeting held on 20 August 2021**

Report Reference SRSC210921R4.1

Moved – Councillor Gard

Seconded – Councillor Duncan

That the minutes of the Special Review and Selection Committee Meeting held on 20 August 2021 be taken as read and confirmed.

Carried unanimously

5 Confidential Items**5.1 Cover Report - Chief Executive Officer Probationary Review**

Report Reference SRSC210921F5.1

Moved – Councillor Gard

Seconded – Councillor Duncan

That pursuant to Section 90(2) and (3)(a) of the *Local Government Act 1999*, the Review and Selection Committee orders that all persons present, with the exception of the following persons: Manager People and Culture be excluded from the meeting as the Council receives and considers

SRSC210921 - Special Review and Selection Committee - 21 September 2021



information relating to Chief Executive Officer Probationary Review, upon the basis that the Council is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to personal affairs of the Chief Executive Officer.

Carried unanimously

5:28pm the meeting went into confidence.

Moved – Councillor Duncan

Seconded – Councillor Gard

In accordance with Section 91(7) and (9) of the *Local Government Act 1999*, the Review and Selection Committee orders that this report, Chief Executive Officer Probationary Review, any appendices and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(a) of the Act, except when required to effect or comply with Council's resolution(s) regarding this matter, be kept confidential until the conclusion of the council meeting dealing with this review.

Carried unanimously

6:11pm the meeting came out of confidence.

6 Reports for Discussion - Nil

7 Reports for Noting - Nil

8 Workshop / Presentation Items - Nil

9 Other Business

10 Meeting Closure

The meeting was declared closed at 6:11pm.

CONFIRMED THIS 7TH DAY OF DECEMBER 2021.

CHAIRPERSON

5 Reports for Discussion

5.1 Corporate and CEO KPI Report - Quarter One 2021-22

Report Reference	SRSC211207R5.1
Originating Officer	Unit Manager Governance and Council Support – Victoria Moritz
Corporate Manager	Manager Office of the CEO - Kate McKenzie
General Manager	Chief Executive Officer - Tony Harrison

REPORT OBJECTIVE

To advise the Committee of the results of the CEO and Corporate KPI's for quarter one 2021-22.

EXECUTIVE SUMMARY

Monitoring performance of the Corporate and CEO KPI's is critical for ensuring that the Council is contributing to the achievement of its objectives in both the Strategic Plan and the 4-Year Business Plan 2019-2023.

Details of the Quarter One results are provided in Appendices 1-4. This report also includes the final results for the following 2020/21 KPI's:

- 1 – Financial Sustainability
- 3 – Total Employee Costs
- 5 – Asset Renewal Funding Ratio
- 6 – Deliver of Council's Capital Works Program

For the Quarter One Results (with the exception of the KPI's with an Annual Measure), Council achieved the Core Target with the exception of the following two:

- **Staff Engagement** - The result was 59%. The data for 2021-22 includes a target to include at least 50% employee participation per senior leadership team department. The breakdown of the results are shown in the attachments.
- **Asset Utilisation of Sports and Community Venues** - this is an additional KPI that is being reported on for the 2021-22 Financial Year. For quarter one, the result was 51% for venue utilisation across community and sporting clubs.

RECOMMENDATION

That the Review and Selection Committee:

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

ATTACHMENTS

1. Attachment 1 - KPI Overview [5.1.1 - 2 pages]
2. Attachment 2 - KPI Summary [5.1.2 - 1 page]
3. Attachment 3 - FTE Employees (Staff and Agency) [5.1.3 - 1 page]
4. Attachment 4 - Labour and FTE Movement Summary [5.1.4 - 1 page]

CHIEF EXECUTIVE OFFICER and CORPORATE KEY PERFORMANCE INDICATORS 2021/22 QUARTER ONE: JULY '21 – SEPT '21 - ATTACHMENT 1



1

Financial Sustainability

Core target: Council maintains, on average a break even or better funding (cash) position over the Long-Term Financial Plan

Stretch target: Council maintains a break-even or positive position in delivering its Annual Budget.

Measure: This target compares funding cash position at the relevant budget review with the adopted budget figure.

Final Result 20/21 Result: \$1.141m

Q1 Result: The result of the first budget review forecast a deficit of (\$0.488m). The core target is forecast to be met with a surplus of \$5.278m over the ten years of the LTFP.

Final 20/21 Result
= \$1.141m

Forecast =
(\$0.488m)

Final 20/21 Results

Third review

Second review

First review

Adopted budget \$0

4

Overall Satisfaction with Council's performance

Core target: Greater than or equal to 75% rated as satisfied or above.

Stretch target: Greater than or equal to 85% rated as satisfied or above.

Measure: Community Survey

Result: This is an annual measure and a figure will be provided at the end of the 2021-22 financial year.

2

Delivery of agreed projects identified in ABP and third year targets in 4-year

Core target: Greater than or equal to 95%

Measure: Monthly data as at 30 September 2021

Result: 100% - 26 projects are on track (including 1 deferred project)

Core >or= 95%
On Track 26 (100%)

70|.....80|.....90|.....100|

5

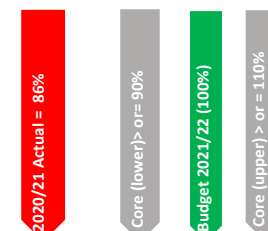
Asset Renewal Funding Ratio

Core target: Asset Renewal Funding Ratio between 90 and 110%

Stretch target: Asset Renewal Funding Ratio equal to 100% over the ten year long term financial plan

Audited Result 20/21: The actual result for 2020/21 was 86%.

Q1 - This is an Annual measure and is budgeted to achieve 100% which is within the core target.



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

80|.....90|.....100|.....110|

3

Total Employees Costs

Core target: Less than or equal to 3% increase in actual employee costs (including agency staff) against prior year's actual costs – adjusted for Council endorsed changes to meet resourcing requirements.

Stretch target: Less than or equal to 2% increase in actual employee costs (including agency staff) against prior year's actual costs – adjusted for Council endorsed changes to meet resourcing requirements.

Q1 result: the 2021/22 budget is \$39.912m which is a 2.22% increase over the 2021 audited result after adjusting for council endorsed changes and additional grant funded positions.

Audited Result 20/21: Employee costs for 2020/21 were \$38.239m which is a 4.79% increase over the 2019/20 result. After adjusting for council endorsed changes, this figure is adjusted down to 2.95% which is within the core target of between 2% and 3%



1|.....2|.....3|.....4|

6

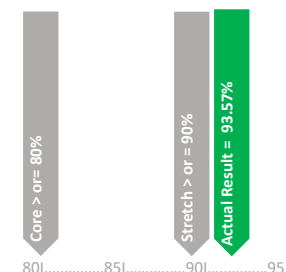
Delivery of Council's Capital Works

Core target: Greater than or equal to 85% delivery of Council's planned capital works program (adjusted for extraordinary items)

Stretch target: Greater than or equal to 90% delivery of Council's planned capital works program (adjusted for extraordinary items)

Audited Result 2020/21: Completion of 93.57%

Q1 This is an Annual measure



80|.....85|.....90|.....95|

CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS 2021/22 QUARTER ONE: JULY '21 – SEPT '21 - ATTACHMENT 1



7

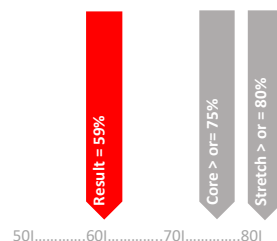
Staff Engagement

Core target: Achievement of an overall employee pulse survey result of 75%, based on 9 metrics with at least 50% employee participation per SLT department

Stretch target: Achievement of an overall employee survey result of 80% with at least 50% participation per SLT department

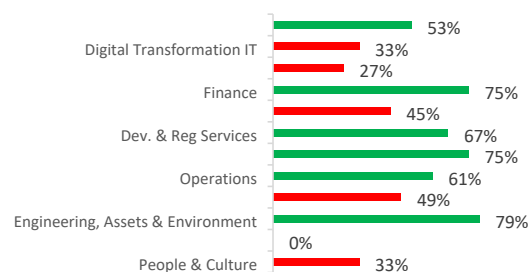
Measure: Staff Teamgage survey results.

Result: 59% Response Rate



*Note: The Teamgage employee engagement tool is now being utilised, based on 9 metrics (including Communication, Leader Support, Collaboration, Resources, Integrity, Respect, Innovation, Safety and Wellbeing).

SLT Breakdown by department



9

Carbon Neutrality

Core target: Actual annual emissions less than the plan's annual target emissions

Stretch target: Actual annual emissions 5% less than the plan's annual target emissions.

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

Result: This is an annual measure and the result will be provided at the end of the 21/22 Financial Year.

10

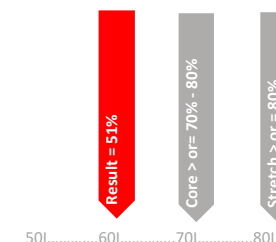
Asset Utilisation of Sports and Community Venues

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

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

Measure: Monthly data as at 30 September 2021 based on core hours of business

Result: 51% for venue utilisation across community and sporting clubs.



8

Community Engagement / Communications

Core target: Project specific communications to the public should be timely and accurate

Stretch target: 100%

Measure: Based on feedback received on project specific distributed communications.

Result: 100% - There were seven pieces of project specific communications distributed during the Q1 period.



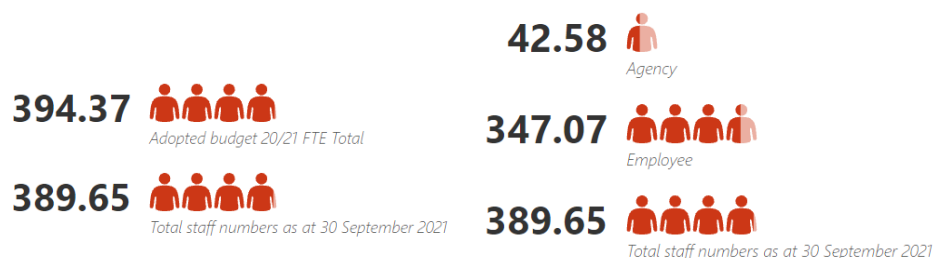
Corporate and CEO KPI Report Quarter One 2021/22 – ATTACHMENT 2

KPI	Details	Core Target	Stretch Target	Qtr 4 (Final)	Qtr 1	Qtr 2	Qtr 3	Qtr 4
1	Financial sustainability.	Council maintains, on average a break even or better funding (cash) position over the Long Term Financial Plan	Council maintains a break-even or positive cash funding position in delivering its Annual Budget	\$1.141m	(\$0.496m) (forecast)			
				The Final result for 20/21 is \$1.141m – the Stretch Target was met 2020/21. The result of the first budget review forecast a deficit of (\$0.488). The core target is forecast to be met with a surplus of \$5.278m over the ten years of the LTFP. The Core Target is forecast to be met.				
2	Delivery of agreed projects identified in the <i>Annual Business Plan</i> and the third year targets in the four-year plan.	Greater than or equal to 95%	No Stretch Target	NA	100%			
				100% - 26 projects are identified as being on track. This includes 1 project that has been deferred. 1 project is off track. The Core Target has been met.				
3	Total employee costs (inc agency).	Less than or equal to 3% increase in actual employee costs (including agency staff) against prior year's actual costs – adjusted for Council endorsed changes to meet resourcing requirements	Less than or equal to 2% increase in actual employee costs (including agency staff) against prior year's actual costs – adjusted for Council endorsed changes to meet resourcing requirements	2.95% increase	2.22% (21/22 budget)			
				Q1 Result: The 2021/22 budget is \$39.912m which is a 2.22% increase over the 2021 audited result after adjusting for council resolutions and additional grant funded positions. Final Audited: Employee costs for 2020/21 were \$38.239m which is a 4.79% increase over the 2019/20 result. After adjusting for council endorsed changes, this figure is adjusted down to 2.95% which is within the core target of between 2% and 3%.				
4	Overall Satisfaction with Council's performance	Greater than or equal to 75% rated as satisfied or above	Greater than or equal to 85% rated as satisfied or above	NA	Annual Measure			
				This is an annual measure and a figure will be provided at the end of the 2021-22 financial year.				
5	Asset Renewal Funding Ratio	Asset Renewal Funding Ratio between 90 and 110%	Asset Renewal Funding Ratio greater than or equal to 100%	86% (audited)	Annual Measure			
				This is an annual measure and is budgeted to achieve 100% which is within the core target.				
6	Delivery of Council's capital works program.	Greater than or equal to 85% delivery of Council's planned capital works program (adjusted for extraordinary items)	Greater than or equal to 90% delivery of Council's planned capital works program (adjusted for extraordinary items)	93.57%	Annual Measure			
				The Audited result for 2020/21 was a completion of 93.57%. This is an annual measure.				
7	Staff Engagement	Achievement of an overall employee pulse survey result of 75% based on 9 metrics with at least 50% employee participation per SLT department.	Achievement of an overall employee pulse survey result of 80% with at least 50% participation per SLT department.	NA	59%			
				Staff Teamgage survey results returned a 59% response rate. The Core target has not been met.				
8	Community engagement / communications	Project specific communications to the public should be timely and accurate	100%	NA	100%			
				The result for Q1 was 100%. There were seven pieces of project specific communications distributed to the Community. None of these were recorded as inaccurate or untimely.				
9	Carbon Neutrality – carbon emissions footprint, measured against Council's endorsed Carbon Neural Plan (applicable 2021/22 onwards)	Actual annual emissions less than the plan's annual target emissions	Actual annual emissions 5% less than the plan's annual target emissions	NA	Annual Measure			
				This is an annual measure and the result will be provided at the end of the 21/22 Financial Year.				
10	Asset utilisation of Sports and Community venues	70-80% utilisation across venues (through the booking system)	Greater than 80% across venues (through the booking system)	NA	51%			
				The result of Q1 was 51% for venue utilisaiton across community and sporting clubs. The Measure is based on core hours of business. The Core Target has not been met.				

ATTACHMENT 3

FULLTIME EQUIVALENT (FTE) EMPLOYEE AGENCY

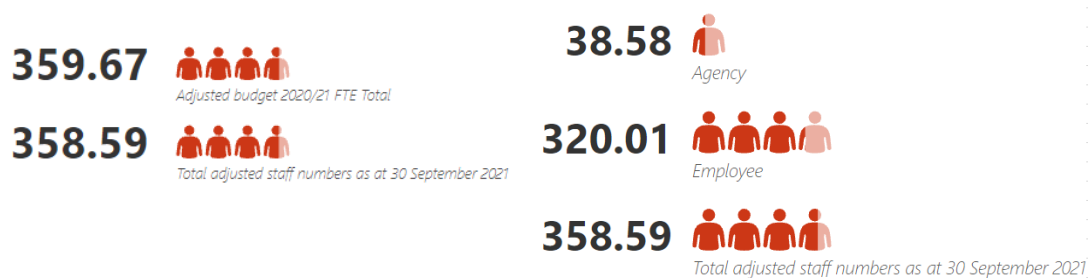
The number of FTE employees (staff and agency) employed across the organisation as at 30 September 2021.



There are currently 15 temporary vacant positions comprised of:

- Recruitment in progress (required position) 10
- Currently under review 2
- Vacant required position 3

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



ATTACHMENT 4

LABOUR AND FTE MOVEMENT SUMMARY

	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15	2013/14
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Total Employee Costs (including Agency)	39,912	38,238	36,487	34,861	33,274	32,221	31,783	31,757	31,532
% Movement on Prior Year	4.37%	4.79%	4.66%	4.77%	3.27%	1.40%	0.10%	0.70%	4.30%
Total Number of Employees (FTE as at 30 June)	392*	370	358	365	360	344	342	348	351
% Movement on Prior Year	5.95%	3.35%	-1.9%	1.38%	4.80%	0.60%	-1.70%	-0.90%	-2.20%

5-Year average FTE to June 2021 359.4

*YTD as at 30 September 2021 including seasonal increase for Marion Outdoor Pool

5.2 Review and Selection Committee - Meeting Dates 2022

Report Reference	SRSC211207R5.2
Originating Officer	Unit Manager Governance and Council Support – Victoria Moritz
Corporate Manager	Manager Office of the Chief Executive - Kate McKenzie
General Manager	Chief Executive Officer - Tony Harrison

REPORT OBJECTIVE

For the Committee to discuss the proposed meetings dates for the Review and Selection Committee (the Committee) in 2022.

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 proposed dates are based on the 2021 meeting schedule and are 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 elected members on the Committee.

RECOMMENDATION

That the Review and Selection Committee:

1. Notes the proposed meeting dates for 2022:

- **Tuesday 1 February 2022 (6.00pm – 9.00pm)**
- **Tuesday 3 May 2022 (6.00pm – 9.00pm)**
- **Tuesday 2 August 2022 (6.00pm – 9.00pm)**
- **Tuesday 1 November 2022 (6.00pm – 9.00pm)**

ATTACHMENTS

Nil

6 Reports for Noting

6.1 Volunteer Program Report

Report Reference	SRSC211207R6.1
Originating Officer	Volunteer Development Officer – Tim Sayer
Corporate Manager	Manager People and Culture - Jessica Lynch
General Manager	Chief Executive Officer – Tony Harrison

REPORT OBJECTIVE

To provide you with an update on the City of Marion's Volunteer Program and progress against the 2021-24 Volunteer Strategy.

EXECUTIVE SUMMARY

The City of Marion's Volunteer Program continues to enrich the lives of all people involved. Volunteers look forward to volunteering and feel happier afterwards, which is a key step towards our community feeling engaged. To consolidate this within our immediate and broader community of volunteers, opportunities exist to further advance volunteering within the community by nurturing local relationships for volunteer organisations, to share our knowledge and resources. Furthermore, refining our approach to volunteer communications and recognition is key to strengthening our position as a leader in the volunteering sector. Both of these actions are in line with our status as a National Standards for Volunteer Involvement organisation.

RECOMMENDATION

That Council:

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

DISCUSSION

The City of Marion's Volunteer Program is an important source of community and individual enrichment. The benefits of volunteering to the City of Marion have long been acknowledged and highly valued, with volunteers contributing services regularly worth more than \$1.3 million per annum. However, with the disruptions COVID-19 has caused over periods throughout the 2020-21 year, an equally important but often forgotten outcomes of volunteering – wellbeing and connectedness - is having a renewed focus across the sector.

Volunteer participation

Recruitment of volunteers has remained stable throughout the 2020-21 financial year, with vacancies for City of Marion programs relatively infrequent. The only exception to this has been the Neighbourhood Centres, where volunteer roles have required filling on a regular basis. October 2021 will also see the start of the Green Space Volunteer Program being managed by Council, which will afford more opportunities for ad-hoc volunteering.

At the end of July, the City of Marion Volunteer Program had 317 volunteers marked as recording at least one hour of activity, leading to a combined contribution of 24,870 hours. While this a reduction from 27,138 hours in 2019-20, this is still considered a positive result in the context of the COVID-19 pandemic. Recent research published by the Australian National University, found that Australia-wide, 66% of volunteers were stood down at some point in 2020.

Volunteer survey

In July, the City of Marion completed the 2020-21 Volunteer Survey. The survey sought qualitative information from current volunteers, including information on the mental and emotional benefits of volunteering.

Of the 19 completed survey responses received, 95% of respondents said they look forward to volunteering each week and 95% feel happier after volunteering. Further, 82% of respondents were very satisfied in their role with Council, which compares positively with the most recent Australia wide survey that had a result of 47%.

Potential opportunities to enhance the experience of volunteers were identified through the survey. Of those who responded, only 53% of respondents indicated that they felt completely appreciated and recognised, 71% were unsure whether they want the current National Volunteer Week celebrations to continue in its current format, and 11% were unsure if they would recommend the City of Marion as a place to volunteer.

Key opportunities to address feedback in the 2021-22 period, include engagement with the recently created Volunteer Reference Group, and delivery of the 2021-24 Volunteer Strategy.

Progress against the 2021-24 Volunteer Strategy

1. Diversity and Inclusion

Focus

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

Outcomes

- Volunteer roles and demographics are diverse and respectively offer opportunities that utilise diverse knowledge, skills and experience that meet the needs of the community.

- a) SkillMatch is a program that has helped the City of Marion move towards placing volunteers with unique skills and experiences in bespoke roles that increase volunteer satisfaction and benefit to the community.

The program has been impacted due to a combination of COVID-19 as well as limited awareness among staff that the program exists and therefore what it can offer. A new system that aims to be easy to access and use is being developed to increase accessibility and uptake internally of the SkillMatch program. Embedding the program as an online hub in tandem with a promotional push with the Communications team to raise awareness of the variety of roles volunteers can do and the variety of skills in our community.

- b) Youth volunteer initiatives have been a focal point and coincided with a State Government focus on making volunteering relevant and accessible to young people. The City of Marion is part of the Volunteering Strategy for SA working group and by being part of this group are in a good position to adapt to developments as they are released.

Y20, much like SkillMatch, has been impacted by the effects of COVID-19. There is a round commencing with Hallett Cove High in October 2021, where ten 16-18 year olds will volunteer for 20 hours with the RSPCA.

In 2021-22, the Youth Collective Committee (YCC) will be coming on board to the City of Marion Volunteer Program, and with their input, we hope to be able to adapt and develop roles that meet the needs and interests of our young community.

2. Regulation and Risk Management

Focus

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

Outcomes

- Robust systems are in place that support the safety and wellbeing of our volunteers, with no days lost to injury or harm and full compliance achieved on Better Impact.

- a) The priority for regulation and risk management moving forward is going to be to make the process as easy and straightforward as possible. In many ways, this means getting back to basics.

Each program now has its own specific checklist sheet that outlines all Safe Work Procedures and Safe Operating Procedures to be covered at induction as well as a field for both the volunteer and their manager to sign off on. Additionally, Position Descriptions are being re-worded to include the mandatory, recommended and optional training applicable to each role. It is hoped that by more clearly communicating requirements to volunteers and managers, both sides have a clearer knowledge of procedures in place to keep volunteers safe.

- b) As part of the reporting schedule for the Volunteer Program on CAMMS project management system we use for ELT reporting, a quarterly program audit of Better Impact is being completed. We have a legal and ethical obligation to have current details and paperwork correctly and securely stored.

3. Management and Training Opportunities

Focus

- 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 role duties safely and to the highest standard.

- a) Training opportunities are fast becoming a key asset in attracting young and diverse volunteers. Volunteers are after upskilling via various forms, and a question often asked at recruitment is what training is offered. Having volunteers interested in opportunities is welcomed as it means a more fully equipped volunteer pool to deliver services to the community.

Working in tandem with the Learning and Development Partner, the 2021-22 Training Action Plan has been written to offer a varied and relevant range of training so that volunteers are not only trained to execute their role safely but so they also have opportunities to develop skills relevant and of value to them. Mandatory, recommended and optional training is now communicated to both volunteers and their manager by being included on a program specific induction checklist and each Position Description.

A varied training offer is also valued by existing volunteers as evidenced by the attendance numbers of recently held training. Volunteer First Aid training in May 2021 was at capacity with 18 volunteers as did a November 2021 CPR course offered at the same time, with 25 participants.

The use of templates has helped Volunteer Managers complete the required volunteer probation reviews. Compliance of these reviews is now included as a quarterly audit item as part of the CAMMS project management system.

4. Volunteer Engagement, Experience and Satisfaction

Focus

- 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.

- a) Volunteer engagement and the overall experience our volunteers have from beginning to end is a focus for the 2021-22 financial year.

In collaboration with the Communications team, we have written a draft Marketing Plan for 2022 to place a renewed focus on volunteers and the programs they are involved, with a key result being to increase volunteer satisfaction and retention via making them feel seen, recognised and valued.

- b) We have recently advertised for participants to join our Volunteer Reference Group. There is an opportunity to create channels of open communication so that we can consult directly with volunteers over decisions and policies that influence the Volunteer Program. This is based on the feedback and lack of overall engagement with the 2020-21 Annual Survey.

5. Organisation of Choice

Focus

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

Outcome

- Volunteer applications continue to grow and a high level of volunteer satisfaction is achieved
 - a) Being an organisation of choice encompasses elements of all the above. By creating an environment that inspires trust and empowerment, having smooth internal systems, encouraging two-way feedback and forging a culture of warmth and friendship, we will be known for a Volunteer Program that excels.

CONCLUSION

The intent of this report has been to celebrate achievements, highlight qualitative benefits, and to summarise opportunities identified to enhance the volunteer experience at the City of Marion.

Our commitment moving forward is to maintain and enhance our systems and processes and volunteer experience where possible, and to improve promotion of the individual and personal aspects of our volunteers that make the City of Marion Volunteer Program the program of choice for our community.

ATTACHMENTS

1. Appendix 1 21-24 CoM Volunteer Strategy [6.1.1 - 1 page]
2. Appendix 2 2020 2021 Annual Survey results [6.1.2 - 2 pages]
3. Appendix 3 Volunteer Statistics 2020-2021 [6.1.3 - 2 pages]



COMMUNITY VISION
TOWARDS 2040

LIVEABLE
By 2040 our city will be well planned, safe and welcoming, with high quality and environmentally sensitive housing, and where cultural diversity, arts, heritage and healthy lifestyles are celebrated.

INNOVATIVE
By 2040 our city will be a leader in embracing and developing new ideas and technology to create a vibrant community with opportunities for all.

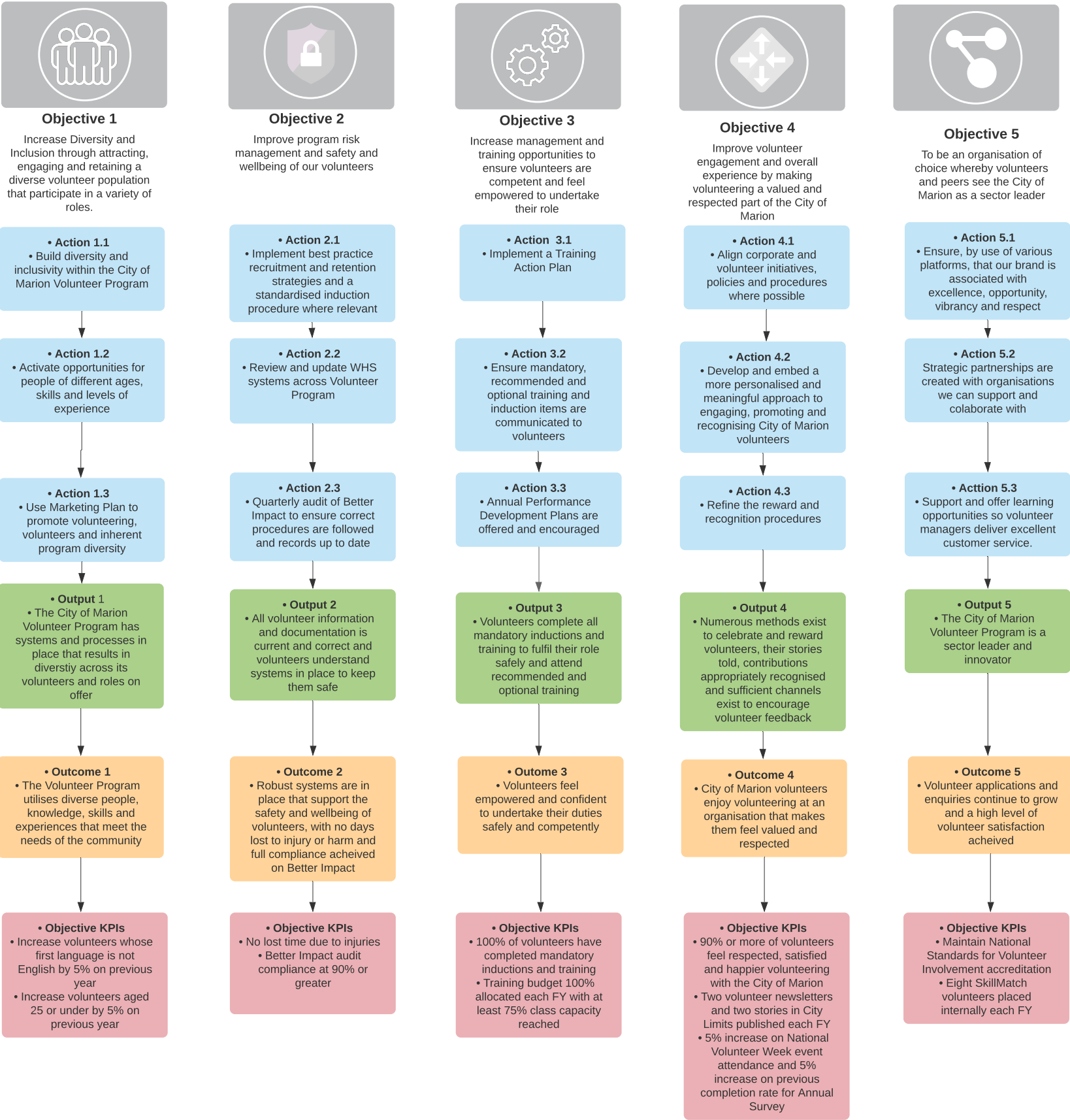
VALUING NATURE
By 2040 our city will be deeply connected with nature to enhance peoples' lives, while minimising the impact on the climate, and protecting the natural environment.

PROSPEROUS
By 2040 our city will be a diverse and clean economy that attracts investment and jobs, and creates exports in sustainable business precincts while providing access to education and skills development.

ENGAGED
By 2040 our city will be a community where people are engaged, empowered to make decisions, and work together to build strong neighbourhoods.

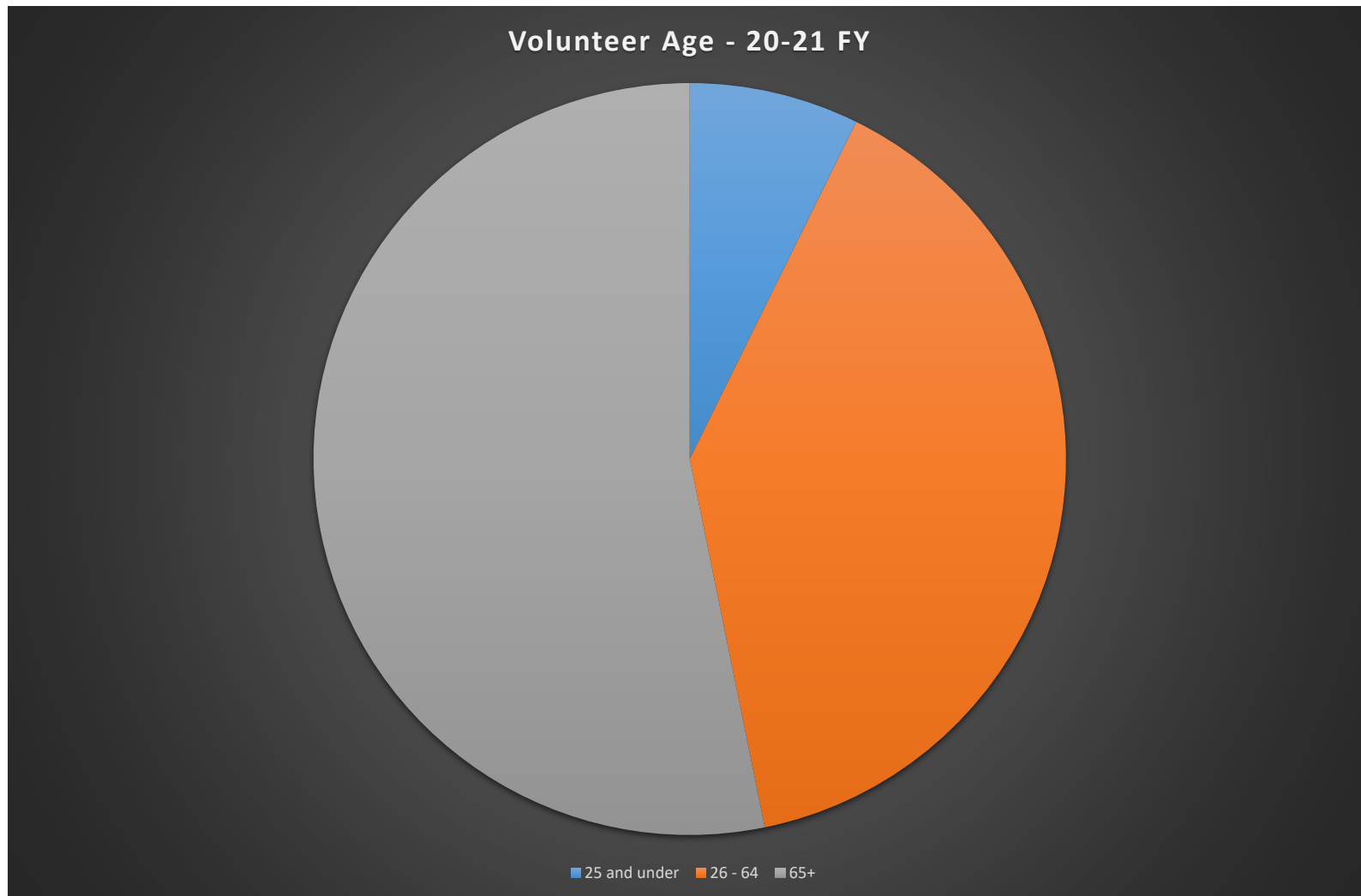
CONNECTED
By 2040 our city will be linked by a quality road, footpath and public transport network that brings people together socially, and harnesses technology to enable them to access services and facilities.

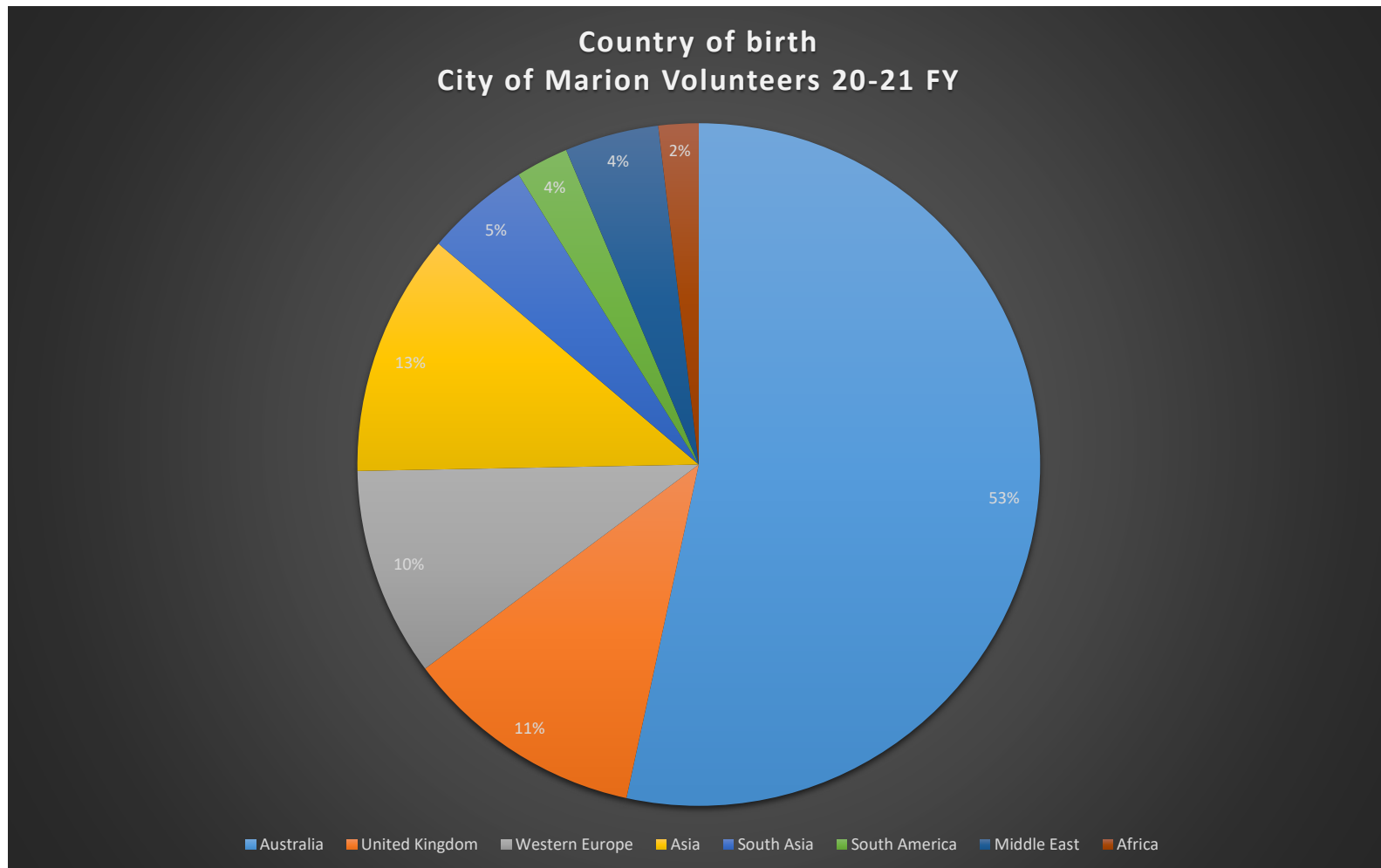
2021-2024 City of Marion Volunteer Strategy
Vision:Our volunteers, representing diverse backgrounds and all parts of our community, share and realise a passion to postively contribute to our community through the City of Marion Volunteer Program.



What program does your role sit within?	Overall, how satisfied are you with your volunteer role with Council?	What is your favourite thing/s about volunteering?	How much of an impact do you feel your volunteering has had in making Marion better?	Do you feel happier after volunteering?	Do you look forward to volunteering?	Have you experienced any unexpected benefits from volunteering? If so, please let us know below.	How appreciated do you feel as a volunteer?	Do you feel that you have all the training and support you need to be successful in your role?	Is there any relevant training you would like to see offered that is currently not?	Would you be interested in expanding your volunteer role?	If so, how would you envision doing this, and if so, what skills and experiences would you like to better utilise?	Would you recommend City of Marion as a place to volunteer?	Do you feel your thoughts and input is valued?	How easy was the volunteer registration process?	Were any of the following not provided as part of your onboarding procedure: a Position Description, Volunteer Agreement, Volunteer Handbook and site induction?	For new volunteers, how was the initial customer service experience provided by the City of Marion representative?	For existing volunteers, how would you rate the level of communication and support from Volunteer Managers?	Do you like receiving and reading volunteer newsletters?	Would you like to see our National Volunteer Week celebrations continue in its current format?	Please add any thoughts on what you like about our current celebrations and/or suggestions on how it could be better below.	Does your volunteering with us make you feel connected to the City of Marion?	Please add any other thoughts, suggestions or experiences you would like to share with us below.	If you would like to confidentially discuss anything this survey has raised for you, please enter your contact details below.	
Social Support;Positive Ageing and Inclusion;	Very satisfied	Having something meaningful to do;	A great deal of impact	Yes	Yes	Becoming a friend to my regular client.	Completely appreciated	Yes		No		Yes	Yes	Very easy	No		5	5	Yes	Yes				
Neighbourhood Centres;	Very satisfied	New experiences ;Having something meaningful to do;	A moderate amount of impact	Yes	Yes		Somewhat appreciated	Unsure	I think the cultural awareness of aboriginals. I find locals and new migrants have different attitudes towards them. From people in asia, they feel scared towards them, so they might unconsciously conduct some negative behaviors towards them. I think a sharing session targeting new arrivals can be held.	Yes	I suggest to have more activities for children who come from disadvantaged families or migrants. For migrants, they can have a closer connection within each other. They feel helpless in making friends, seeking schools, and for lower socioeconomic classes, certain learning support can be provided.	Yes	Yes	Somewhat easy	No		4	Yes	Unsure		No	In my opinion, I find there are many teenagers wandering near Marion Shopping Centre. One time, a teenager asked me for a lighter when I was waiting for a bus. I think community center can conduct a survey through schools about teenagers' interest or their habits to see how to make their after-school time more meaningful. For example, if some teenagers like acting, community centre can coordinate the musical theatres or freelancers in Southern areas. It can reduce their time		
Libraries;	Very satisfied	New experiences ;Building community spirit and capacity ;Helping others ;Being part of a team ;Learning new skills;Having something meaningful to do;Socialising;	A moderate amount of impact	Yes	Yes		Somewhat appreciated	Unsure	No	No	Na	Yes	Yes	Neutral	No			5	Unsure	Unsure	Big gatherings, particularly in a location with poor (noisy) acoustics does not suit everyone.	Yes		
Libraries;	Very satisfied	Having something meaningful to do;	A little impact	Yes	Yes		Completely appreciated	Yes		Unsure		Yes	Yes	Very easy	No		5	5	Yes	Yes				
Neighbourhood Centres;	Very satisfied	Socialising;Learning new skills;	A moderate amount of impact	Yes	Yes	watched growth in people	Completely appreciated	Yes		No		Yes	Yes	Very easy	No		5	Yes	Unsure		No			
Libraries;	Very satisfied	Learning new skills;Having something meaningful to do;Being part of a team ;	A moderate amount of impact	Yes	Yes		Completely appreciated	Yes	No	No		Yes	Yes	Very easy	No			5	Yes	Yes		Yes		
Positive Ageing and Inclusion;	Somewhat satisfied	Building community spirit and capacity ;Helping others ;Being part of a team ;	A little impact	Yes	Yes		Completely appreciated	Yes		Yes	Volunteering with events team	Yes	Yes	Very easy	No		5	5	Yes	Unsure		Yes		
Neighbourhood Centres;	Very satisfied	Helping others ;	A moderate amount of impact	Yes	Yes		Completely appreciated	Yes		No		Yes	Yes	Somewhat easy	Yes			Yes	Unsure		Yes			
Neighbourhood Centres;	Neither satisfied nor dissatisfied	Helping others ;	A moderate amount of impact	Unsure	Yes		Neutral	Unsure		Unsure		Unsure	Unsure	Neutral	Unsure		1	2	Unsure	Unsure		No		
Neighbourhood Centres;	Very satisfied	Socialising;Being part of a team ;	A lot of impact	Yes	Yes		Somewhat appreciated	Yes		Unsure		Yes	Yes	Somewhat easy	No		1	3	Yes	Unsure	May be it is possible to alternate the venue. I haven't been recently as it is quite a distance to travel.	Yes	I think it would be helpful if all staff members wore a name badge.	
Social Support;	Very satisfied	Helping others ;Having something meaningful to do;Building community spirit and capacity ;Being part of a team ;	A lot of impact	Yes	Yes		Somewhat appreciated	Yes		No		Yes	Yes	Somewhat easy	No			5	Yes	Unsure		Yes		

Libraries;	Very satisfied	Having something meaningful to do;Helping others ;Being part of a team ;Socialising;	A lot of impact	Yes	Yes	giving something back to the community / making new friends and being involved with books which is my passion especially after working in the retail sector in the book department for 14 years	Completely appreciated	Yes	nothing at present	No	Yes	Yes	Very easy	No	5	5 Yes	Yes	Yes			
Justice of the Peace;	Very satisfied	Socialising;Having something meaningful to do;Building community spirit and capacity ;Helping others ;	A moderate amount of impact	Yes	Yes	None	Somewhat appreciated	Yes		No	Yes	Yes	Somewhat easy	No	5	5 Yes	Unsure	Yes			
Neighbourhood Centres;	Very satisfied	Building community spirit and capacity ;	A moderate amount of impact	Yes	Yes	I've really enjoyed reigniting previous skills such as researching, organising rather than just turning up to a session, thinking outside the box and trying to think from other peoples perspective too.	Somewhat appreciated	Yes		No	Yes	Yes	Very easy	No	1	5 Yes	Unsure	Yes	I would like to say that I've found the support from Trott Park staff fabulous. I feel we work well as a tea rather than them/us. I hope to be able to introduce projects that involve other groups at the Centre making our volunteering experiences more cohesive in the future.		
Neighbourhood Centres;	Somewhat satisfied	Building community spirit and capacity ;	A great deal of impact	Yes	Yes	N/A	Somewhat appreciated	No		No	I have offered skills before, however, they have not aligned with current projects	Unsure	No	Very easy	No	4	3 Yes	Yes	I don't think you listen to what we tell you, volunteer celebrations should be about volunteers, and designed for volunteers, not scheduled around politicians or Executive staff members. Consider - do all your staff get Christmas gifts from Council.... why don't all volunteers?	Yes	We volunteers work hard, we shouldn't have to ask repeatedly for what we need. Our Volunteer Managers shouldn't have to fight for what we need..... you should esource those who work for nothing the way you resource paid staff Volunteering is amazing, I love it but am concerned about the amount of requirements you are asking of us..... forms, training, review's.... give us a break !
Heritage Centre ;	Very satisfied	Building community spirit and capacity ;Helping others ;Having something meaningful to do;	A lot of impact	Yes	Yes		Completely appreciated	Yes		No	Yes	Yes	Neutral	No		5 Yes	Unsure	I haven't been to them since they stopped being sit-down dinners at tables with volunteers from your own group. Since they switched to weekend afternoon events most have clashed with Crows games (which I attend) and this year's clashed with my other voluntary work. In any case, I usually avoid attending stand-up mingling things with lots of people I don't know.	Yes		
Neighbourhood Centres;	Very satisfied	Having something meaningful to do;Helping others ;	A little impact	Yes	Unsure		Completely appreciated	Yes		No	Yes	Yes	Somewhat easy	No	5	5 Unsure	Unsure	Yes			





6.2 Teamgage Overview

Report Reference	SRSC211207R6.2
Originating Officer	Manager People and Culture – Jessica Lynch
Corporate Manager	N/A
General Manager	Chief Executive Officer - Tony Harrison

REPORT OBJECTIVE

To provide an overview of the staff engagement tool, Teamgage, and to create an awareness of how the Senior Leadership Team can utilise Teamgage to support a culture of continuous improvement within their teams.

DISCUSSION

Teamgage has been implemented within the City of Marion since April 2020, as a means to facilitate the collection of monthly feedback from employees on core topics such as communications, resources, leadership support, safety, wellbeing, and connection. Teamgage allows employees to provide a brief snapshot of how they feel these topics are being supported within the City of Marion and their teams, by indicating their level of agreement with a statement aligned to each topic. The tool further provides the opportunity for employees to leave free-text comments which can help the team consider opportunities for continuous improvement.

As summarized at Attachment 1, the response rate for quarter on 2021-22 met our Executive Leadership Team KPI of 50%, with a 59% response rate. Equally the majority of Senior Leadership teams met the combined engagement results target of 75%.

Teamgage is an interactive tool which has been designed to allow team leaders to launch a report to share results with their team. It also provides the ability to review comments and add actions to ensure the team is engaged with the product, has an opportunity to be heard, involved and engaged in striving for improvement opportunities within their team.

People leaders are encouraged to ensure they review their results with the team and develop actions to address and key points to ensure we effectively utilise Teamgage as a measure of success for staff engagement. Attachment 2 provides a visual on where people leaders can find useful information on how to use Teamgage and the benefits of regular use. People and Culture will be proactively engaging people leaders of the coming weeks to ensure they are aware of the Teamgage functionality and having meaningful conversations with their teams.

RECOMMENDATION

That the Review and Selection Committee:

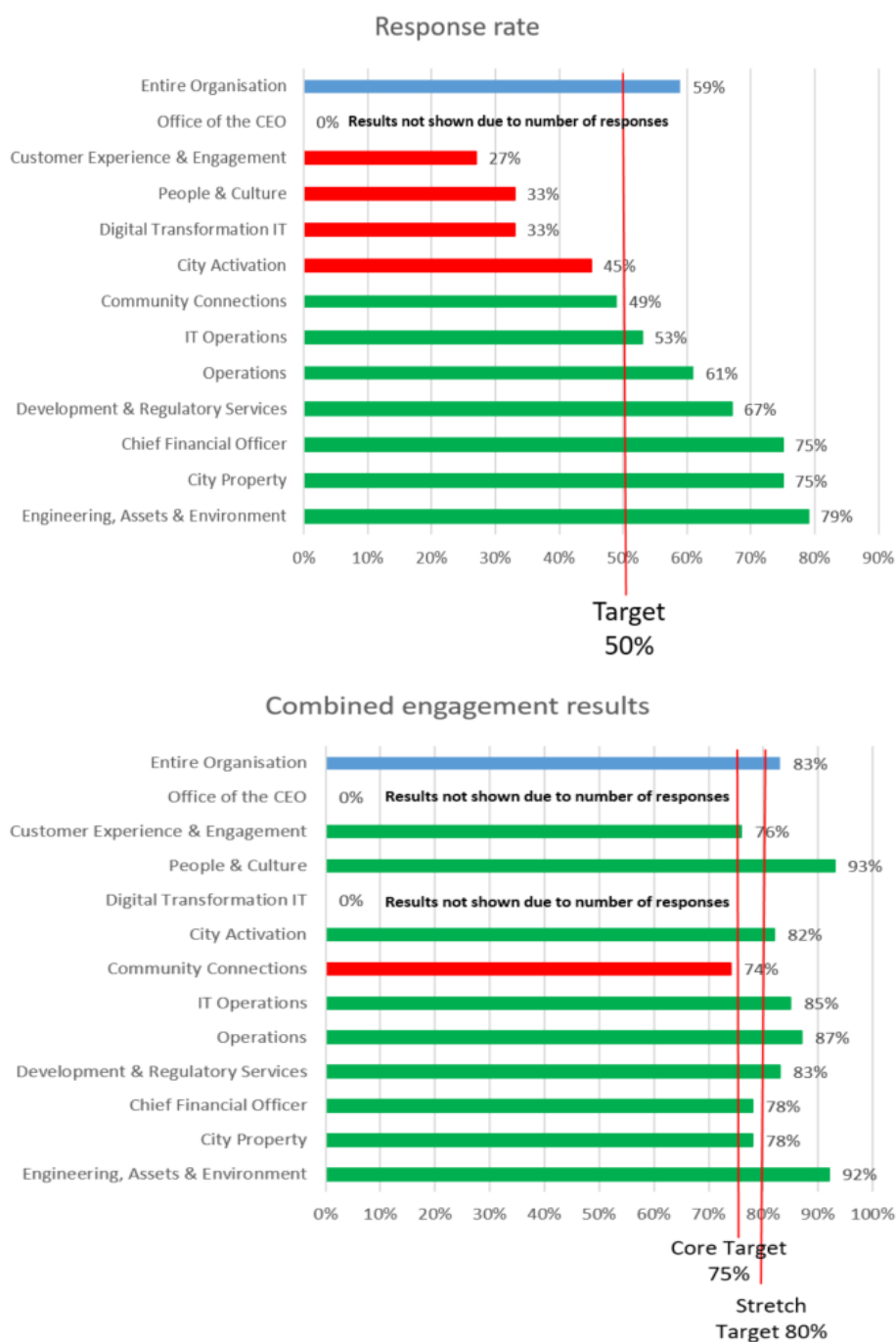
- 1. Note the overview of the Teamgage staff engagement tool at City of Marion.**

ATTACHMENTS

- Attachment 1 Teamgage SLT response and combined engagement result [6.2.1 - 1 page]
- Attachment 2 Teamgage quick tips [6.2.2 - 1 page]

Attachment 1

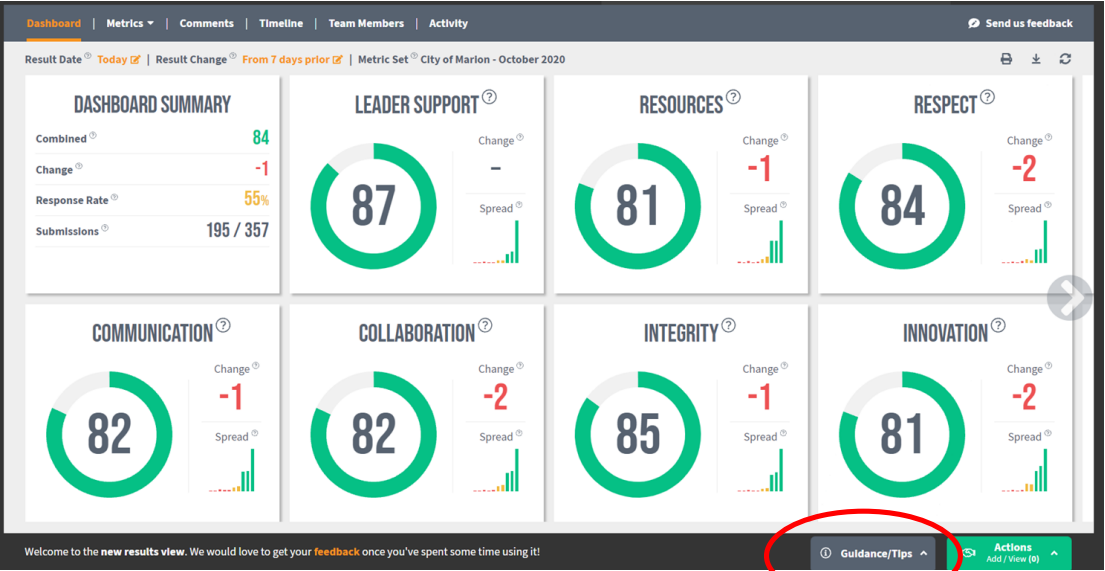
Q1 2021-22 KPI - Teamgage SLT response and combined engagement results



Attachment 2


Teamgage people leader guide

Review your teams results



OVERALL PROCESS

How **everyone** benefits from regularly using Teamgage.

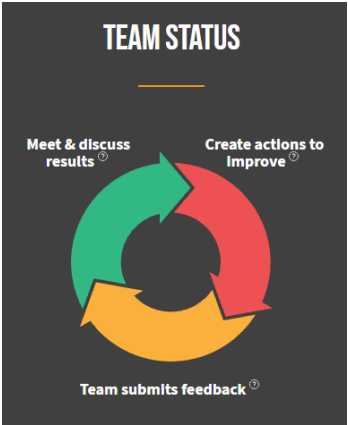


1. Team submits feedback
2. View results and meet
3. Discuss results
4. Add actions
5. Repeat

MEETING TIPS

Some practical tips for how to **discuss results** with your team.

- The Teamgage process
- Check results before your meeting
- Review outstanding actions
- What should we focus on?
- Drill into a metric
- Check comments
- Check your timeline
- Add actions



7 Confidential Items

7.1 Cover Report - Staff Movements and Exit Survey Data

Report Reference	SRSC211207F7.1
Originating Officer	Acting Unit Manager People and Culture – Greg Cansdale
Corporate Manager	Manager People and Culture - Jessica Lynch
General Manager	Chief Executive Officer - Tony Harrison

REASON FOR CONFIDENTIALITY

Local Government Act (SA) 1999 S 90 (2) 3

(a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead)

RECOMMENDATION

That pursuant to Section 90(2) and (3)(a) of the *Local Government Act 1999*, the Committee orders that all persons present, with the exception of the following persons: Chief Executive Officer and Manager People and Culture, be excluded from the meeting as the Committee receives and considers information relating to *Staff Movements and Exit Survey Data*, upon the basis that the Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to past and present employees of the City of Marion.

7.2 Cover Report - CEO Remuneration Review

Report Reference	SRSC211207F7.2
Originating Officer	Manager People and Culture – Jessica Lynch
Corporate Manager	- N/A
General Manager	Manager Office of the Chief Executive – Kate McKenzie

REASON FOR CONFIDENTIALITY

Local Government Act (SA) 1999 S 90 (2) 3

(d) commercial information of a confidential nature (not being a trade secret) the disclosure of which (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and (ii) would, on balance, be contrary to the public interest

RECOMMENDATION

That pursuant to Section 90(2) and (3)(d) of the Local Government Act 1999, the Committee orders that all persons present, with the exception of the following persons: Chief Executive Officer, Manager People and Culture, be excluded from the meeting as the Committee receives and considers information relating to the CEO Remuneration Review, upon the basis that the Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to commercial figures of an independent third party.

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

The meeting shall conclude on or before 9.00pm unless there is a specific motion adopted at the meeting to continue beyond that time.