

**CITY OF MARION
REVIEW AND SELECTION COMMITTEE MEETING
7 NOVEMBER 2017**

CONFIDENTIAL REPORT

Originating Officer: Deborah Horton, Unit Manager Corporate Performance
Corporate Manager: Steph Roberts, Manager Human Resources
General Manager: Vincent Mifsud, General Manager Corporate Services
Subject: CEO KPI's Annual Confidential Report 2016/17
Report Reference: RSC071117F02

If the Review and Section Committee so determines, this matter may be considered in confidence under Section 90(2) and (3)(a) of the *Local Government Act 1999* on the grounds that the report contains information relating to the personal affairs of the Chief Executive Officer.



**Adrian Skull
CHIEF EXECUTIVE OFFICER**

RECOMMENDATION:

1. 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: Adrian Skull and Steph Roberts be excluded from the meeting as the Review and Selection Committee receives and considers information relating to CEO Key Performance Indicators for Quarter 4 2016/17 (Annual Confidential Report), 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.

REPORT OBJECTIVES & SUMMARY

To provide the 2016-17 CEO Key Performance Indicators (KPIs). Appendix 1 provides detail regarding each KPI.

E = Exceptional
A = Acceptable
U = Unacceptable
O = On track
N = No target set

| | | Results | | | |
|---|---|--|---------------|---------------|---|
| Details | Measure/Range | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4 |
| A Delivery within 5% parameters of agreed annual budget costs | E 95%≤T<98% A 98%≤T≤100% U T>100% | 111% | 104% | 100% | 99.4% |
| | | Comment: This target was met. | | | |
| B Delivery of agreed projects identified in the Annual Business Plan and 1 st year targets in the 3 year Plan. | E 97%≤T≤100% A 95%≤T<97% U T<95% | 1% | 7% | 14% | 100% |
| | | Comment: This target was met with all 14 projects identified for commencement and completion within the financial year realised as at 30 June 2017. A further three projects were completed ahead of schedule as at 30 June 2017. ¹ | | | |
| C Lost Time Injury Frequency Rate compared with last year (2015-16) | E T ≥ 25% reduction A 5%≤T<25% reduction U T<5% reduction | 77% | 68% | 78% | 62.5% |
| | | Comment: A consistent positive result has been achieved. | | | |
| D Staff net numbers (FTE equivalent, employee and agency) | E >1% reduction A 0%≤T≤1% U any increase | +0.95% | +2.1% | +1.75% | -2% |
| | | Comment: This target was met. ² | | | |
| E Retention of key staff | E 100% retention A 95%≤T<100% U T<95% | Verbal update | Verbal update | Verbal update | 91.3% |
| | | Comment: This KPI is an annual measure. Parameters for identifying and measuring this target were adopted during the 2016/17 year with 23 positions nominated as 'key retains' that have retention plans in place. During the year, two of these staff left the organisation. | | | |
| F Community Satisfaction with; 1. Community facilities 2. Sports facilities 3. Events | E >85% satisfaction A 75%≤T≤85% U T<75% | | | | Comm Fac 97% Sport & Rec 87% |
| | | Comment: This KPI is an annual measure. A survey was undertaken in May 2017 to 5,000 households based upon the 2016 survey to enable quantifiable comparison. | | | |
| G Rating by Elected Members | E Expectations exceeded A Expectations met U Expectations not met | This is an annual measure. Comment: Please refer to RSC71107F01. | | | |
| H Number of prioritised Major Capital Works (BMX, Soccer, Mitchell Pk Stadium & Centre) reaching approval stage at Council | E 2+ A 1 U 0 | N/a | 1 | N/a | 4 |
| | | Comment: This indicator is an annual measure. | | | |
| I Councils' cash contribution in respect of each Major Capital Work | E T<40% A 40%≤T≤60% U T>60% | N/a | 50% | N/a | 47.9% |
| | | Comment: This indicator is an annual measure relating to KPI H. | | | |
| J Completion of Council Members priority list of budgeted projects (13) | E All 13 completed A 11 or 12 completed U less than 11 completed | N/a | Verbal update | Verbal update | Verbal update |
| | | Comment: All 13 commenced, 8 completed, 4 on track and 1 on hold by Council resolution. | | | |

RECOMMENDATIONS

That the Review and Selection Committee:

1. Notes this report.

2. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that this report: 2016/17 CEO KPI's Annual Confidential Report (including appendix) and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(a) of the Act, be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2017.

DATES

7 Nov 17

7 Nov 17

¹ Three projects: L2 Innovative: Neighborhood Centre Marketing Plans, L2.5 Liveable: Capella Reserve, L7 Liveable: Age Friendly Strategy.

² Actual figures provided.

CEO Key Performance Indicators Quarter 4 - 2016-17: May - July 2017 (Annual)



This Performance Report provides both an overall dashboard view and a progress update for each of the measures.

Dashboard Status icons

| | |
|--|---------------|
| | Exceptional |
| | Acceptable |
| | Unacceptable |
| | On track |
| | No target set |

The following KPIs are based on no substantial cuts to existing services provided to the community (unless by Council resolution) and applying the level of rate increase as set by Council.

| Measure | | Measure / Range | | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | Overall Results (blank for Committee determination) |
|---------------|--|---|---|---------------|---------------|---------------------------|---------------------------------------|--|
| FINANCIAL | | | | | | | | |
| A | Delivery within 5% parameters of agreed annual budget costs | Exceptional Acceptable Unacceptable | 95%≤T<98% 98%≤T≤100% T> 100% | 111% | 104% | 100% | 99.4% | |
| B | Delivery of agreed projects identified in the Annual Business Plan and 1 st year targets in the 3 year Plan. | Exceptional Acceptable Unacceptable | 97%≤T≤100% 95%≤T< 97% T<95% | 1% | 7% | 14% | 100% | |
| C | Lost Time Injury Frequency Rate compared with last year (2015-16) | Exceptional Acceptable Unacceptable | T ≥ 25% reduction 5%≤T<25%reduction T < 5% reduction | 77% | 68% | 78% | 62.5% | |
| PEOPLE | | | | | | | | |
| D | Staff net numbers (Fulltime equivalent, employee and agency) | Exceptional Acceptable Unacceptable | >1% reduction 0%≤T≤1% any increase | +0.95% | +2.1% | +1.75% | -2% | |
| E | Retention of key staff | Exceptional Acceptable Unacceptable | 100% retention 95%≤T<100% T<95% | Verbal update | Verbal update | Verbal update | 91.3% | |
| F | Community Satisfaction with; 1. Community facilities 2. Sports facilities 3. Events | Exceptional Acceptable Unacceptable | >85% satisfaction 75%≤T≤85% T<75% | - | - | - | Community 97% Sport & Rec 87% | |
| G | Rating by Elected Members | Exceptional Acceptable Unacceptable | Expectations exceeded Expectations met Expectations not met | N/a | N/a | N/a | Refer: RSC071117F01. | |
| CAPITAL WORKS | | | | | | | | |
| H | Number of prioritised Major Capital Works (BMX, Soccer, Mitchell Pk Stadium & Centre) reaching approval stage at Council | Exceptional Acceptable Unacceptable | 2+ 1 0 | N/a | 1 | N/a | 4 | |
| I | Councils' cash contribution in respect of each Major Capital Work | Exceptional Acceptable Unacceptable | T<40% 40%≤T≤60% T>60% | N/a | 50% | N/a | 47.9% | |
| J | Completion of priority list of budgeted projects (13) | Exceptional Acceptable Unacceptable | All 13 completed 11 or 12 completed less than 11 completed | N/a | Verbal update | 1 complete 12 on track | 8 complete 4 on track 1 on hold | |

KEY PERFORMANCE INDICATOR A: Delivery within 5% parameters of agreed annual budget costs

QUARTER 4 YTD PERFORMANCE:  **99.4%**

Background

This KPI has been calculated by comparing the total actual Operating Expenditure per the 2016/17 Annual Financial Statements (\$76,500k) against the year-to-date adopted budget per Council's 2016/17 Annual Business Plan (\$76,957k).

Performance

As with the first three quarters, depreciation has had an impact on the result. Due to the full implementation of Accounting Standard AASB 116, Council is no longer able to recognise the residual value of certain assets, particularly infrastructure assets such as roads.

As part of the comprehensive independent valuation of infrastructure assets at 30 June 2016, the residual value of some assets has been reduced to zero to ensure full compliance with this standard.

This has had the impact of increasing the accounting provision for depreciation of such assets going forward, with the impact for the 2016/17 financial year being an additional depreciation charge of \$2.85m. It should be noted that this is a non-cash accounting provision which, while impacting on operating expenses, has no cash impact on Council's adopted budget.

This non-cash increase has been offset by a number of savings in other areas throughout the year, including lower than budgeted employee costs (\$800k) and SA Water charges (\$764k)

KEY PERFORMANCE INDICATOR B: Delivery of agreed projects identified in the Annual Business Plan and 1st year targets in the 3-year Plan.

QUARTER 4 YTD PERFORMANCE:  **100%**

Background

There are 74 projects in the 2016-19 Business Plan with 73 projects commencing in 2016/17 (14 to be completed by 30 June 2017). The remaining 59 are scheduled to be completed in stages to 2019.

Performance

Despite a slow start, all 14 projects to be commenced and completed this financial year were achieved (table provided below).



| Reference | Project | Reference | Project |
|----------------|--|----------------------|---|
| C1:Connected | Expand the walking and Cycling network linking key destinations across the City and beyond. | L10: Liveable | Undertake an evaluation and review of at least 9 council services to ensure they continue to provide maximum value to our community, now and into the future. |
| C8: Connected | Develop a business case for an innovative 'Creative Space' that showcases leading edge technologies for the community's creative and learning opportunities. | L13: Liveable | Better manage traffic in Marion and Oaklands Park. |
| E8: Engaged | Pilot a place activation project focused on the use of vacant commercial properties in partnership with local community groups. | P7: Prosperous | Re-invigorate the Southern Adelaide Economic Development Board to establish and industry-led, independent advocacy group for the southern Adelaide region. |
| I4: Innovative | Deliver a solar panel network at key council sites across the City. | P8: Prosperous | Deliver the Tonsley Small Business Advisory Service, providing free advice to start up and early stage business. |
| L3: Liveable | Present the Marion Outdoor Pool Masterplan. | VN2: Valuing Nature | Develop a business case and commence delivery of the transition to safe and sustainable street and public lighting. |
| L4.2: Liveable | Deliver Jervois Street South Plympton play space. | VN4: Valuing Nature | Design the final stages of the Oaklands Reserve redevelopment. |
| L9.1: Liveable | Review under-utilized council reserves and facilities to ensure community use is optimized. | VN13: Valuing Nature | Strive for the opening up of Glenthorne Farm for community benefit in partnership arrangements. |

A further three projects were completed ahead of schedule;

- L2: Innovative – Launch a marketing plan for all neighbourhood centres that supports creative use, programming and participation within the centres.
- L2.5: Liveable - Deliver Capella Reserve redevelopment in partnership with the Cove Football Club to pursue funding opportunities.
- L7: Liveable - Develop and deliver an Age Friendly Strategy in partnership with neighbouring councils.

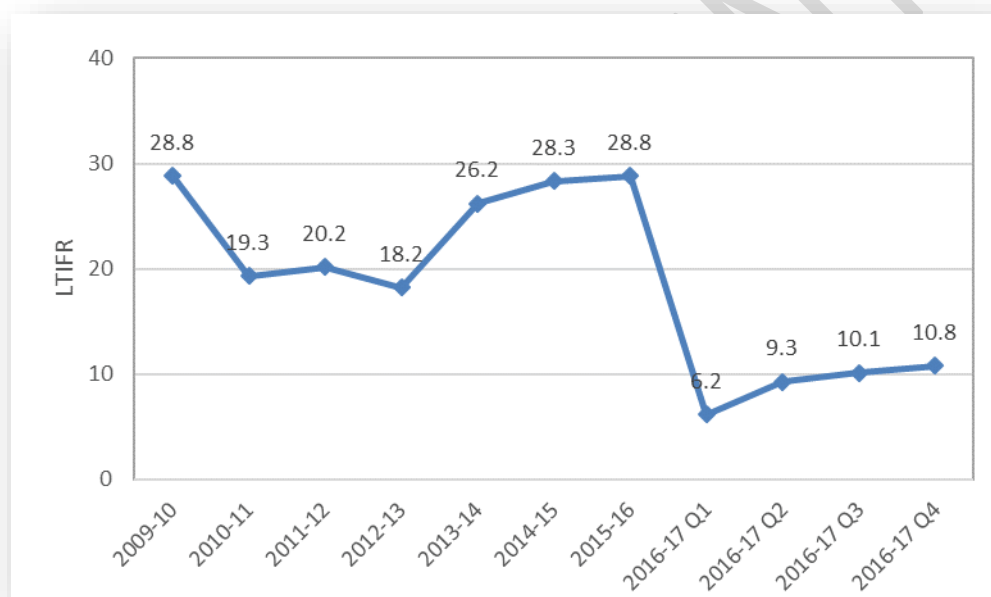
KEY PERFORMANCE INDICATOR C: Lost Time Injury Frequency Rate compared with last year (2015/16 – 28.8)¹

QUARTER 4 YTD PERFORMANCE:  **62.5% reduction**

Background

Lost Time Injury Frequency Rate (LTIFR) takes the number of injuries resulting in lost time reported against this industry standard performance indicator. Claims statistics are collected from the Local Government Association's (LGA) Member Centre and measurement is then calculated against the Australian Standard 1885.1: 'Total number of Lost Time Injuries/Total Hours Worked' * 1,000,000'.

Performance



The City of Marion has recorded six lost time injury's (LTI's) at the end of the 2016-17 financial year (for which claims have been lodged with the Local Government Association Workers Compensation Scheme (LGAWCS) resulting in a LTIFR of 10.8. This figure represents three LTIs (the fourth and fifth were accepted late March and are awaiting reimbursement of wages claimed through LGAWCS).

Analysis of the incidents resulting in lost time injury in 2016-17 identifies the primary injuries are:

1. One x Manual handling (muscular stress while lifting or carrying)
 - Back injury from sorting concrete from recycling piles
2. Two x Fall from the same or differing level (slips, trips and falls)
 - A broken ankle whilst walking on a wet slippery surface
 - A knee and back injury from losing footing on uneven ground
3. Three x Repetitive movement (low muscle loading)

¹ An incident occurred and was reported via the incident reporting system in May 2016, but the injured worker did not initially lose time from work or lodge a claim. However, due to ongoing soreness which escalated over some weeks they sought medical treatment and subsequently lost time from work due to undergoing a medical procedure in September 2016. This LTI has appropriately been retrospectively allocated into the May 2016 figures, which alters the previously reported total LTIs for 2015/16 from 18 to 19 and therefore also revises the previously reported LTIFR for 2015/16 from 27.3 to 28.8.

- An elbow strain from a manual labour task (i.e. repetitive spreading of mulch)
- A shoulder strain from a manual labour task (i.e. repetitive raking of leaves)
- An aggravation of a previous hip injury from a repetitive seated position

4. One x Mental disorder (exposure to mental stress factors)
- An accusation of bullying

To mitigate the injuries described above, the following strategies have been developed and implemented;

- The introduction of corporate values stating that the community and safety are at the forefront of everything we do.
- A review of the Organisational Hazard Register for identification of potential sources of injury, assessment of risk and implementation of further controls to reduce the risk.
- The implementation of an Organisational WHS Corrective & Preventative Action Register, which is a centralised log of actions to be taken for improving our WHS management system and eliminating or reducing risk of injury and illness.
- The adoption of revised Injury Management Procedures including the provision of injury management wallet cards to assist people leaders, preferred medical providers, suitable duties register and letters to doctors advising of City of Marion's commitment to the early return to work for the benefit of our employees.
- Training of the leadership team in hazard management, incident reporting & investigation and early return to work injury management.
- Adoption of the 25% LTIFR reduction performance indicator.
- SkyTrust WHS Management software approved for implementation in 2017/18.

KEY PERFORMANCE INDICATOR D: Staff net numbers (fulltime equivalent (FTE), employee and agency)

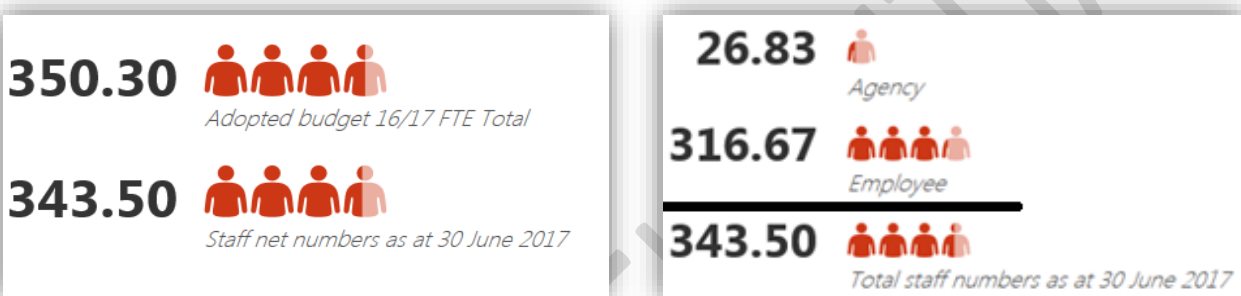
QUARTER 4 YTD PERFORMANCE:  **2% reduction**

Background

This indicator presents the relevant quarter's actual FTE (staff and agency) figure at that point in time. It then compares this figure to the adopted budget with key variances explained.

For this quarter, the performance indicator has calculated the number of FTE employees (staff and agency) employed across the organisation as at 30 June 2017.

Performance



The decrease in FTE's as at 30 June 2017 compared to the adopted budget is predominately due to:

- Staff agency numbers have decreased at the Marion Outdoor Swimming Centre due to end of pool season, with the pool operating seasonally.
- Temporary vacant positions that existed at 30 June 2017.

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



The following attachments provide additional FTE information:

- Appendix 2 – FTE Budget figures as adopted by Council since 2015/16.
- Appendix 3 – Summary of net SLT Manager reductions since 2015/16.

KEY PERFORMANCE INDICATOR E: Retention of key staff

TARGET RANGE: Equal to or greater than 95%

QUARTER 4 YTD PERFORMANCE:



Background

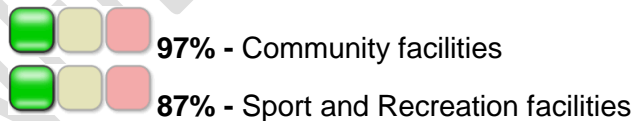
The intention of measuring this performance indicator is to calculate the percentage of retained key staff as defined by the Executive Leadership Team.

Performance

Parameters for identifying and measuring this target were developed during the 2016/17 financial year, with 23 positions nominated as 'key retains' that have retention plans in place. During the year, two of these staff left the organisation.

KEY PERFORMANCE INDICATOR F: Community satisfaction. Overall satisfaction with each of:
(1) Community facilities (2) Sports facilities (3) Events (external)

QUARTER 4 YTD PERFORMANCE:



Background

The 2017 Community Facilities and Events Survey was undertaken in May 2017, through distribution to 5000 households across all suburbs within the City, and an e-survey via the Council's Making Marion community engagement portal.

Performance

The response rate for the 2017 survey was 9% (430 hardcopy surveys), with a further 42 surveys completed online. This compares with 7.5% (75 hardcopy surveys from 1,000) and 24 online surveys in 2016. The overall satisfaction levels in 2017 were:

- Sport and Recreation Facilities – 87%
- Community and Cultural Facilities – 97%
- Events (no overall satisfaction levels measured)

A summary of the results of the full survey were provided to the Infrastructure and Strategy Committee on 4 July 2017.

KEY PERFORMANCE INDICATOR G: Rating by Elected Members

QUARTER 4 YTD PERFORMANCE: Refer to RSC071117F01.

Background

The CEO Agreement (part 9) stipulates that the CEO must undergo one formal assessment per year.

KEY PERFORMANCE INDICATOR H: Number of prioritised Major Capital Works (eg, Edwardstown Oval, BMX, Soccer, Mitchell Pk Stadium & Centre) reaching approval stage at Council.²

QUARTER 4 PERFORMANCE:  **100%** All four of these projects identified above were approved by Council.

Background

This measure identifies the projects listed above that have reached approval stage by Council.

Performance

Edwardstown Oval

- Edwardstown Oval redevelopment commitment 22 November 2016 (GC221116R11).
- Development design approved on 27 June 2017 (GC270617R11).
- A confidential financial and management model was presented to Council 8 August 2017 (GC080817F02).
- Pre-tender estimate and approval for stage two construction tender presented to a Special Council meeting 12 September 2017 (SGC120917F01).

Sam Willoughby International BMX Track

- In principle Council support for the project was provided on 14 June 2017 (GC140616F01).
- Federal funding deed for \$2million was approved 23 August 2016 (GC230816R03).
- Confidential Section 48 Report was presented to the Finance & Audit Committee (FAC101017F8.14) with further reports expected by December 2017.

Southern Region Soccer Facility

- Council resolved to commit up to \$2.5million 24 January 2017 (GC240117R07).
- The City of Marion and the Football Federation of South Australia (FFSA) continue to work closely together to progress this project.

Mitchell Park Sports and Community Centre

- A special Finance & Audit Committee meeting considered a Section 48 report 20 June 2016 (FAC200616R7.1)
- A final Section 48 report was presented to the General Council (GC280617R07) whereby \$9.875 million (50%) was committed to the project.
- The balance (\$9.875 million) is being pursued from the State and Federal governments.

² Definition of 'Approval stage' – Interpreted to include budget commitment.

KEY PERFORMANCE INDICATOR I: Council's cash contribution in respect of each Major Capital Works

QUARTER 4 YTD PERFORMANCE:  A summary of Council's committed funding contributions are provided below.

Background

This measure identifies the major projects (as related in KPI H) that have Council approval regarding funding during the quarter. Where appropriate, any other major project (other than those listed in KPI H) will be identified and captured in this indicator.

Performance

Edwardstown Oval

Council's approved contribution of \$4.43 million to the \$8.43 million project equates to 52.6%.

Sam Willoughby International BMX Track

Council's approved contribution of \$750,000 to the \$3.5 million funding pool equates to 21.4%.

Southern Region Soccer Facility

Council's approved commitment of \$2.5 million to the estimated \$5 million cost equates to 50%.

Mitchell Park Sports and Community Centre

Council's approved commitment of \$9.875 million to the \$19.75 million estimated cost equates to 50%.

Across the four Major Capital Works projects Council's approved/committed contribution equates to \$17.55 million of an estimated total cost of \$36.68 million or 47.9%.

KEY PERFORMANCE INDICATOR J: Completion of Council Member's priority list of budgeted projects (13) – 1/11/16 – 31/10/17.

QUARTER 4 YTD PERFORMANCE: 13 commenced (8 completed and 4 on track) and 1 on hold by Council Resolution.

The project list below are monitored for the period of 1 November 2016 – 30 October 2017. The results are provided as at 30 October 2017 unless indicated otherwise. Where requested, the CEO will provide a verbal explanation.

| No. | Project name | Status | Comment |
|-----|--|--|---|
| 1 | Commencing Community Land Revocation on at least 4 parcels of land. | Completed six parcels of land. | <ul style="list-style-type: none"> • Toc H Hall approval for disposal (GC251016R04) • Mc Connell approval for retention (GC260917R05) • Louise Avenue approval for disposal (GC250717R08) • Luke Court approval for disposal (GC250717R08) • Oliphant Avenue Reserve for retention (GC241017R09) • Ranger Street Reserve for retention (GC241017R10) |
| 2 | Substantial completion of Hallett Cove Foreshore project (subject to budget approval). | Completed. | Hallett Cove Foreshore Master Plan Stage 4 (Playground and Reserve) adopting budget approval (GC220817R08) and report presented October (GC241017R16) endorsed designs. |
| 3 | Fully expending the \$500,000 street-scaping budget by 30 June 2017. | Commenced. | Ramrod Tender awarded works to commence late October 2017. Finniss Street design progressing. |
| 4 | Development of a concept plan for Railway Terrace from Sixth Avenue, Ascot Park to Cross Road on the Adelaide Marino Rocks Greenway. | Commenced. | Consultant currently working on concepts and cross sections. |
| 5 | 90% of Council resolutions completed by the due date. | Completed. Average:97% | Nov '16: 100% Feb '17: 98% May: 96% Aug '17:100% Dec '16: 97% Mar '17:97% Jun: 97% Sep'17:97% Jan '17: 98% Apr '17:92% Jul: 97% Oct '17: TBA% |
| 6 | At least 12 major service reviews completed in the 12 months November 2016 – November 2017. | Completed. 13 Service Reviews conducted. | Qtr 1: Governance, Recruitment, Marion Outdoor Pool Qtr 2: Drainage, Maintenance of Council facilities, Library, Qtr 3: Parking, Management of Recycling Depot, Stores, Qtr 4: Roads, Asset management, Marion Celebrates. Public litter. |
| 7 | Best endeavours to negotiate public use of Glenthorne, consistent with the September resolution. | On hold by Council Resolution. | September resolution (GC270916R04) supported Glenthorne to be a site preserved for revegetation. A November report (GC111116R06) endorsed a community engagement strategy regarding the site. Council passed a rescission motion in April 2017 (GC110417R05) effectively voiding the November decision with the result that a further report will be brought to Council in April 2018 to review status and next stages. |
| 8 | Improved format and clarity of reports coming to General Council. | Commenced. | Tenders called for implementation of software solution expecting contracts to be signed October 2017. |
| 9 | Report results of tennis and netball review to council for consideration by the end of April 2017 so budget allocation for implementation can be considered in the 2017/18 budget. | Completed and met. | Tennis and Netball Review Report was presented to Council (GC280217R06) endorsing a three year works program and budget. A rescission motion was endorsed by Council (GC280317R09) to amend the February works program and budget. |
| 10 | Marion Outdoor Pool Masterplan – proposed improvements to be prioritised, costed and brought to Council for decision (expected March/April 2017). | Completed and met. | The Marion Outdoor Swimming Centre Master Plan was presented to the Infrastructure and Strategy Committee (ISC020517R7.1) with subsequent endorsement by Council (GC090517R02). |
| 11 | IT Improvements allowing EM's to; 1. Blog in relevant categories and 2. Easily search for historical reports and minutes indexed by topic. | Commenced. | This KPI relates to KPI 8 above and was incorporated in the CMS Website Platform project. The website project is on track for launch April 2018 with EM functionality and searching improvements incorporated. At an Elected Member forum In November 2017, staff will present Elected Members with the proposed design to ensure these improvements are appropriately met. |
| 12 | Demonstrated, increased savings from Council Solutions and /or Council collaborations (i.e: 2015/16). | Completed and met. | Council Solutions identified an estimated total of \$974,683 as the City of Marion's savings achieved for this period. |

| | | | |
|----|--|--------------------|--|
| 13 | Business case (cost benefit) for Council's LGA Membership completed by the end of February 2017. | Completed and met. | At the Special General Council meeting on 1 August 2016 (SGC010816F01), it was resolved that a report be presented to Council in March 2017 to determine its LGA Membership for 2017/18 and beyond. This was achieved with a report presented (GC140317F02) regarding membership and an additional report (GC140317F03) regarding LGA Insurance Schemes. |
|----|--|--------------------|--|

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| Year | FTE | Movement against Prior year |
|------------------------------|-------|-----------------------------------|
| 2017/18 (as per GC270617R04) | 359.8 | 9.5 |
| 2016/17 (as per GC140616R05) | 350.3 | -3.5 |
| 2015/16 | 353.8 | -12.4 |
| 2014/15 | 366.2 | |
| Total Movement | | -6.4 |

Note: the FTE figures include 4 FTE's for seasonal Temporary Labour Hire at the Outdoor Pool. No other FTE's have been included for Temporary Labour Hire - it is assumed any other temporary labour hire is to be backfilling budgeted positions.

Movements made up of

| Removals | FTE | \$ |
|---|--------------|-------------------|
| Cultural Heritage Officer | -0.6 | -54,894 |
| Redundant SLT positions | -3.0 | -496,629 |
| Unit Manager Community Development | -0.8 | -101,100 |
| Manager Infrastructure Projects | -0.6 | -79,093 |
| Development Services Officer Planning | -1.0 | -84,180 |
| Project Coordinator | -1.0 | -130,279 |
| Architect & Project Design | -1.0 | -104,011 |
| Project Officer | -1.0 | -118,638 |
| Property Assets Officer | -1.0 | -85,313 |
| HACC Officers (Grant Funded) | -0.5 | -37,658 |
| Healthy Communities (Grant Funded) | -1.9 | -175,980 |
| Management Accountant | -0.2 | -23,933 |
| Business Excellence Partner | -1.0 | -105,317 |
| Service Quality Partner | -1.0 | -112,117 |
| Crime Prevention Officer | -1.0 | -104,029 |
| Transport Officer | -1.0 | -102,060 |
| Local History Officer | -0.9 | -72,494 |
| Open Space Maintenance Team Members | -2.0 | -130,128 |
| Youth Development Officer/Operational Support Officer | -1.3 | -114,357 |
| Reduction Unit Manager Community Development | -0.2 | -22,175 |
| Reduction Recreational Development Officer | -0.4 | -34,161 |
| Building Officer | -1.0 | -101,178 |
| Redundant SLT positions | -4.0 | -568,571 |
| Reduction in Community Engagement Officer | -0.2 | -22,821 |
| Reduction in Human Resources Manager (SLT) | -0.2 | -37,008 |
| Reduction in Traffic & Parking Investigation Officer | -0.2 | -18,018 |
| Library reductions | -0.3 | -21,381 |
| Sub-total Removals | -27.3 | -3,057,524 |

| Additions | FTE | \$ |
|--|-------------|-------------------|
| Manager City Activation (SLT) | 1.0 | 157,201 |
| Manager Customer Experience (SLT) | 1.0 | 157,201 |
| Project Management Officer (PMO) Leader | 1.0 | 121,389 |
| Performance & Innovation Leader | 1.0 | 110,454 |
| Operations Engineer | 1.0 | 100,150 |
| Unit Manager Contracts | 1.0 | 136,290 |
| City Development Senior Advisor | 1.0 | 128,655 |
| Unit Manager Sport & Recreation Facilities | 1.0 | 116,437 |
| HACC/Nhood Centre Officers (Grant Funded) | 3.7 | 255,524 |
| NRM Education Officer (Grant Funded) | 0.8 | 73,449 |
| Community Passenger Network (Grant Funded) | 1.0 | 97,979 |
| GAP Year Positions (GC270916R10 - Council Resolution) | 2.0 | 80,372 |
| City Property Manager (SLT) | 1.0 | 152,280 |
| MCC Theatre Technician | 0.5 | 42,076 |
| ICT Help Desk | 0.5 | 36,000 |
| Additional Open Space Resources (GC26041610 - Council Resolution) | 3.4 | 335,000 |
| Sub-total Additions | 20.9 | 1,535,101 |
| Net Movement | -6.4 | -1,522,423 |

2017/18 - Labour Budget Summary

| Area | FTE |
|---|--------------|
| ELT | |
| ELT | 4.0 |
| Human Resources | 7.8 |
| | 11.8 |
| City Services | |
| Neighbourhood Centres & Community Development | 31.5 |
| Libraries | 35.0 |
| Customer Experience | 16.5 |
| Civil Services | 47.0 |
| Operational Support | 13.0 |
| Engineering | 13.8 |
| Open Space Operations | 50.0 |
| | 206.8 |
| City Development | |
| City Property | 23.7 |
| Marion Outdoor Pool Temporary Labour Hire | 4.0 |
| Innovation & Strategy | 19.1 |
| City Activation | 11.0 |
| Community Health & Safety | 15.7 |
| Dev Services | 20.7 |
| | 94.2 |
| Corporate Services | |
| Finance & Contracts | 20.4 |
| ICT | 10.7 |
| Governance | 16.0 |
| | 47.1 |
| Total | 359.8 |

2016/17 - Labour Budget Summary

| Area | FTE |
|---|--------------|
| ELT | |
| ELT | 4.0 |
| Human Resources | 4.8 |
| | 8.8 |
| Operations | |
| Neighbourhood Centres | 20.8 |
| Community & Cultural Services | 20.7 |
| Libraries | 36.8 |
| Civil Services | 47.0 |
| Engineering | 12.7 |
| Open Space Operations | 50.0 |
| | 188.0 |
| City Development | |
| City Property | 15.5 |
| Marion Outdoor Pool Temporary Labour Hire | 4.0 |
| Innovation & Strategy | 26.0 |
| Strategic Projects | 3.1 |
| Economic Development | 3.5 |
| Community Health & Safety | 15.6 |
| Dev Services | 21.8 |
| | 89.6 |
| Corporate Services | |
| Contracts | 7.0 |
| Operational Support | 15.8 |
| ICT | 10.7 |
| Governance | 17.5 |
| Finance | 13.0 |
| | 64.0 |
| Total | 350.3 |

2015/16 - Labour Budget Summary

| Area | FTE |
|---|--------------|
| EMG | |
| EMG | 4.0 |
| Economic Development | 3.5 |
| | 7.5 |
| Directorate | |
| Open Space Operations | 52.0 |
| Property | 6.0 |
| Open Space Facilities | 5.0 |
| Neighbourhood Centres | 10.5 |
| Community Care | 8.2 |
| Community Development | 7.4 |
| Community Health & Safety | 16.6 |
| Manager Community Participation | 2.0 |
| Libraries | 36.4 |
| Cultural Facilities | 6.5 |
| Marion Outdoor Pool Temporary Labour Hire | 4.0 |
| Arts & Cultural Development | 6.0 |
| | 160.6 |
| Directorate | |
| Strategy | 4.4 |
| Organisational Excellence/Records | 5.0 |
| Customer Services | 10.3 |
| Governance | 17.8 |
| Organisational Development | 5.0 |
| Development Services | 22.8 |
| Environmental Sustainability | 3.0 |
| Engineering | 13.8 |
| Operational Support | 15.8 |
| Civil Services | 47.0 |
| | 144.9 |
| Directorate | |
| Strategic Assets | 8.6 |
| Infrastructure Projects | 0.6 |
| Contracts | 6.0 |
| Finance | 13.0 |
| ICT | 10.2 |
| Strategic Projects | 2.5 |
| | 40.8 |
| Total | 353.8 |

2014/15 - Labour Budget FTE's

| Area | FTE |
|---|--------------|
| EMG | |
| EMG | 4.0 |
| | 4.0 |
| Directorate | |
| Open Space Facilities | 5.6 |
| Open Space Services | 52.0 |
| Land & Property | 7.0 |
| Economic Development | 3.0 |
| Civil Services | 47.0 |
| Operational Support | 15.8 |
| Engineering | 13.8 |
| Strategic Assets | 8.6 |
| Strategic Projects | 5.0 |
| Infrastructure Projects | 0.8 |
| | 158.6 |
| Directorate | |
| Organisational Development | 5.0 |
| Customer Services | 13.3 |
| Environmental Sustainability | 3.4 |
| Development Assessment | 22.8 |
| Strategy & Organisational Excellence | 7.6 |
| | 52.1 |
| Directorate | |
| Community Development | 8.2 |
| Governance | 18.4 |
| Libraries | 38.1 |
| Contracts | 6.0 |
| Neighbourhood Centres | 12.0 |
| ICT | 10.2 |
| Finance | 13.2 |
| Manager Community | 2.0 |
| Community Health & Safety | 16.6 |
| Community Care | 10.8 |
| Arts & Culture | 12.0 |
| Marion Outdoor Pool Temporary Labour Hire | 4.0 |
| | 151.5 |
| Total | 366.2 |

Movement in Senior Management positions since 2015/16

| | Senior Management FTE | Senior Management FTE Reduction | FTE Transfers to staff | Net FTE movement | Senior Management Salary + Super | Movement Against Prior Year | Senior Management Package Value | Movement Against Prior Year |
|-----------------------|-----------------------|---------------------------------|------------------------|------------------|----------------------------------|-----------------------------|---------------------------------|-----------------------------|
| 2015/16 | 20.6 | | | | 3,175,374 | | 3,409,297 | |
| 2016/17 | 15.7 | (4.9) | 1.0 | (3.9) | 2,575,816 | (599,558) | 2,754,296 | (655,001) |
| 2017/18 | 14.7 | (1.0) | 2.0 | 1.0 | 2,475,262 | (100,554) | 2,638,930 | (115,366) |
| Total Movement | | (5.9) | 3.0 | (2.9) | | (700,112) | | (770,367) |

2015/16 Positions Removed from Senior Management

| | Senior Management FTE Reduction | FTE Transfers to staff | Net FTE movement |
|--|---------------------------------|------------------------|------------------|
|--|---------------------------------|------------------------|------------------|

Manager Organisational Excellence
 Manager Strategic Assets
 Manager Community Participation
 Manager Open Space & Facilities
 Manager Infrastructure Projects
 Manager Environmental Sustainability
↳ transferred to staff

(1.0)
 (1.0)
 (1.0)
 (1.0)
 (0.6)
 (1.0)

1.0

2015/16 Reductions in FTE of Senior Management

Manager Human Resources (0.2)

2015/16 Additional Senior Management Positions

Manager City Property 0.9

2015/16 Net movements (4.9) 1.0 (3.9)

2016/17 Positions Removed from Senior Management

| | Senior Management FTE Reduction | FTE Transfers to staff | Net FTE movement |
|--|---------------------------------|------------------------|------------------|
|--|---------------------------------|------------------------|------------------|

Manager Contracts
↳ transferred to staff

(1.0)

1.0

Manager Strategic Projects
↳ transferred to staff

(1.0)

1.0

Manager Economic Development

(1.0)

2016/17 Additional Senior Management Positions

Manager City Activation 1.0
 Manager Customer Experience 1.0

2016/17 Net movements (1.0) 2.0 1.0

Total Net movements attributed to Senior Management Restructures

| Senior Management FTE Reduction | FTE Transfers to staff | Net FTE movement |
|---------------------------------|------------------------|------------------|
| (5.9) | 3.0 | (2.9) |

| Net Salary and Super Decrease inclusive of transfers to staff |
|---|
| (312,070) |

| Net Package Value Decrease inclusive of transfers to staff |
|--|
| (360,325) |