

His Worship the Mayor
Councillors
CITY OF MARION

NOTICE OF REVIEW AND SELECTION COMMITTEE MEETING

Committee Room 2, Council Administration Centre
245 Sturt Road, Sturt

Tuesday, 07 May 2019 at 06:00 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 meeting 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 Council Chamber is via the main entrance to the Administration Centre on Sturt Road, Sturt.



Adrian Skull
Chief Executive Officer



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TABLE OF CONTENTS

OPEN MEETING	3
KAURNA ACKNOWLEDGEMENT	3
ELECTED MEMBERS DECLARATION (if any)	3
CONFIRMATION OF MINUTES	3
Confirmation of the minutes for the Review and Selection Committee Meeting held on 2 April 2019	3
APPENDIX 1	4
BUSINESS ARISING - Nil	9
CONFIDENTIAL ITEMS	9
Cover Report - Selection of candidates for interview/appointment to Council Assessment Panel	9
Selection of candidates for interview/appointment to Council Assessment Panel	10
REPORTS FOR DISCUSSION	11
2019-20 Corporate and CEO KPIs	11
APPENDIX 1	13
Corporate and CEO KPI Report Quarter Three 2018/19	14
APPENDIX 1	15
APPENDIX 2	17
APPENDIX 3	18
APPENDIX 4	19
REPORTS FOR NOTING	20
Employee Exit Data and Analysis	20
APPENDIX 1	22
WORKSHOP / PRESENTATION ITEMS - Nil	24
OTHER BUSINESS	24
MEETING CLOSURE	24

OPEN MEETING**KAURNA ACKNOWLEDGEMENT**

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

ELECTED MEMBERS DECLARATION (if any)**CONFIRMATION OF MINUTES****Confirmation of the minutes for the Review and Selection Committee Meeting held on 2 April 2019**

Originating Officer Governance Officer - Suzanne Thompson

Corporate Manager Manager Corporate Governance - Kate McKenzie

Report Reference: RSC190507R01

RECOMMENDATION:

That the minutes of the Review and Selection Committee Meeting held on 2 April 2019 be taken as read and confirmed.

ATTACHMENTS:

#	Attachment	Type
1	RSC190402 - Minutes	PDF File

MINUTES OF THE RSC190402 - REVIEW AND SELECTION COMMITTEE

Tuesday, 02 April 2019 06:30 PM

Council Administration Centre, 245 Sturt Road, Sturt



PRESENT:

Elected Members

Mayor - Kris Hanna, Councillor - Jason Veliskou, Councillor - Tim Pfeiffer, Councillor - Kendra Clancy

In Attendance

Chief Executive Officer - Adrian Skull
General Manager City Development - Abby Dickson
Manager Corporate Governance – Kate McKenzie

OPEN MEETING

The Mayor opened the meeting on Tuesday 2 April 2019 at 6.30pm

KAURNA ACKNOWLEDGEMENT

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

ELECTED MEMBERS DECLARATION (if any)

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

No interests were declared.

CONFIRMATION OF MINUTES

Confirmation of the minutes for the Review and Selection Committee Meeting held on 5 March 2019.

Report Reference: RSC190402R01

Moved Councillor - Kendra Clancy

Seconded Councillor - Jason Veliskou

That the minutes of the Review and Selection Committee Meeting held on 5 March 2019 be taken as read and confirmed, with the amendment that the meeting closed at 7.47pm.

Carried Unanimously

REPORTS FOR DISCUSSION

Council Assessment Panel - Vacancy for Independent members

Report Reference: RSC190402R02

Moved Councillor - Jason Veliskou

Seconded Councillor - Tim Pfeiffer

That the Review and Selection Committee:

1. Pursuant to Section 90(2) and 90(3)(a) of the Local Government Act 1999, the Review and Selection Committee orders that all persons present be excluded from the meeting as the Committee receives and considers information relating to the selection of candidates for the Council Assessment Panel, upon the basis that the Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person.

Carried Unanimously

6.32 pm The Committee moved into confidence and all staff left the meeting

6.47 pm The Committee came out of confidence and staff re-entered the meeting.

Moved Councillor - Jason Veliskou

Seconded Councillor - Tim Pfeiffer

That the Review and Selection Committee:

1. Pursuant to Section 90(2) and 90(3)(a) of the Local Government Act 1999, the Review and Selection Committee orders that all persons present, with the exception of Adrian Skull, Abby Dickson, Alex Wright, Stephen Zillante and Kate McKenzie be excluded from the meeting as the Committee receives and considers information relating to the selection of candidates for the Council Assessment Panel, upon the basis that the Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person.

Carried Unanimously

6.48 pm the meeting went into confidence

7.30pm the meeting moved out of confidence

Moved Councillor - Jason Veliskou

Seconded Councillor - Tim Pfeiffer

That the Review and Selection Committee:

1. Recommends to Council the re-appointment of all current independent Council

Assessment Panel Members, subject to their acceptance, for a further 12 month term to expire on the 1 July 2020.

2. Requests that Administration commence a recruitment process for the independent vacant position on the Council Assessment Panel.
3. Commence the recruitment process in accordance with the timeline within the report and expressions of interest are sought by the advertised closing date of 21st April 2019. The Elected Members of the Review and Selection Committee together with the Chief Executive Officer or delegate will shortlist candidates, and then interview candidates and make recommendations to Council on preferred candidates.
4. Recommends to Council that the sitting fees for the Council Assessment Panel are set at:
 - Presiding Member \$700
 - Independent Member \$500

Carried Unanimously

7.31 pm the meeting came out of confidence.

BUSINESS ARISING

Nil

CONFIDENTIAL ITEMS

Nil

REPORTS FOR NOTING

Nil

WORKSHOP / PRESENTATION ITEMS

Nil

OTHER BUSINESS

Nil

MEETING CLOSURE

Meeting Declared Closed at 07.31 PM

CONFIRMED THIS 7th Day of May 2019

.....
CHAIRPERSON

BUSINESS ARISING - Nil**CONFIDENTIAL ITEMS****Cover Report - Selection of candidates for interview/appointment to Council Assessment Panel**

Originating Officer	Executive Assistant to General Manager City Development - Pauline Corcoran
Corporate Manager	Acting Manager Development and Regulatory Services - Stephen Zillante
General Manager	General Manager City Development - Abby Dickson
Report Reference	RSC190507F01

RECOMMENDATION

That pursuant to Section 90(2) and 90(3)(a) of the *Local Government Act 1999*, the Council orders that all persons present, with the exception of the following persons: Abby Dickson, Steph Roberts, Stephen Zillante and Alex Wright and any other person remaining in room, be excluded from the meeting as the Committee receives and considers information relating to the selection of candidates for interview/appointment for Council Assessment Panel, upon the basis that the Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person.

Selection of candidates for interview/appointment to Council Assessment Panel**CONFIDENTIAL****Reason For Passing This Resolution:**

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).

REPORTS FOR DISCUSSION

2019-20 Corporate and CEO KPIs

Originating Officer	Manager Human Resources - Steph Roberts
Corporate Manager	Manager Human Resources - Steph Roberts
General Manager	General Manager Corporate Services - Vincent Mifsud Chief Executive Officer - Adrian Skull
Report Reference	RSC190507R02

REPORT OBJECTIVE

For the Review and Selection Committee to finalise and recommend to Council the Corporate and Chief Executive Officer (CEO) Key Performance Indicators (KPIs) for the 2019-20 financial year.

EXECUTIVE SUMMARY

Developing and tracking KPIs in the organisation provides actionable metrics to increase organisational effectiveness and efficiency. Implementing a well thought out and comprehensive set of KPIs creates a proactively performance-based operation. They provide all levels of the organisation with clear corporate targets and objectives with the ultimate goal of materially contributing to the success of the organisation.

RECOMMENDATION

That the Review and Selection Committee:

- 1. Recommend to Council the alignment of the proposed organisational KPIs to the CEO's KPIs for the 2019/20 financial year or**
- 2. Recommend to Council the alignment of organisational KPIs to the CEO's KPIs along with the following:**
 - a.**
 - b.**
 - c.**
- 3. Provide further clarity regarding the expectations of how the new KPI (Community engagement / communications) will be measured, including the level or types of projects that will be assessed.**

GENERAL ANALYSIS

Council endorsed the alignment of the Corporate KPIs with the CEO's KPIs 22 May 2018 (report reference GC220518R10). Elected Members discussed and proposed KPIs for the 2019-20 financial year at the Elected Member Forum 19 March 2019 which were included in the draft Annual Business Plan 2019-20 for consultation presented to the General Council meeting 23 April 2019.

The Review and Selection Committee has the opportunity to review the draft 2019-20 KPIs and make recommendation to Council of any additional CEO KPIs deemed appropriate. Should no further KPIs be recommended, the organisational KPIs will be aligned to the CEO KPIs, in line with Council endorsement

(Report reference GC220518R10).

Please refer to Appendix 1 for the Corporate KPIs for the 2019-20 financial year, which were endorsed by Council 23 April 2019. This appendix includes an additional KPI that was resolved at the General Council meeting on 23 April 2019. It would be useful for the Committee to provide some further clarity regarding the expectations of how the new KPI will be measured as it is drafted at a high level and could benefit by defining the level or types of projects that will be assessed as part of the new KPI.

Attachment

#	Attachment	Type
1	Appendix 1	PDF File

Appendix 1: Corporate Key Performance Indicators Annual Business Plan 2019-2020

Key Performance Indicator	Core Target	Stretch Target
Financial Sustainability	Council maintains a break even or positive cash funding position in delivering its annual budget	
Delivery of agreed projects identified in the Annual Business Plan and the first year targets in the 4 year Plan	Greater than or equal to 95%	
Lost Time Injury Frequency Rate	Greater than or equal to 10% reduction from the previous year's result	Greater than or equal to 15% reduction from the previous year's result
Total employee costs (including agency staff)	Less than or equal to 3% increase in actual employee costs (including agency staff) against prior year's actual costs	Less than or equal to 2% increase in actual employee costs (including agency staff) against prior year's actual costs
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
Asset Sustainability	Asset Renewal Funding Ratio (previously called the Asset Sustainability Ratio) greater than or equal to 80%	Asset Renewal Funding Ratio greater than or equal to 90%
Delivery of Council's capital works program	Greater than or equal to 80% 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)
Staff engagement	Achievement of an overall employee pulse survey result of 75%, based on 9 metrics (including Community, Values, Safety, Expectations, Valued, Empowerment, Development, Recognition, Happiness)	Achievement of an overall employee pulse survey result of 80%
Community engagement/communications		Project-specific communications to the public should be timely and accurate and have a stretch target of 100%

Corporate and CEO KPI Report Quarter Three 2018/19

Originating Officer	Governance Officer - Victoria Moritz
Corporate Manager	Manager Corporate Governance - Kate McKenzie
General Manager	General Manager Corporate Services - Vincent Mifsud Chief Executive Officer - Adrian Skull
Report Reference	RSC190507R03

REPORT OBJECTIVE

To advise the Review and Selection Committee of the results of the CEO and Corporate KPI's for quarter Three 2018/19.

RECOMMENDATION

That the Review and Selection Committee;

- 1. Note this report**

Attachment

#	Attachment	Type
1	3rd Qtr CEO KPI Report - Appendix 1	PDF File
2	3rd Qtr CEO KPI Report - Appendix 2	PDF File
3	3rd Qtr CEO KPI Report - Appendix 3	PDF File
4	3rd Qtr CEO KPI Report - Appendix 4	PDF File



CHIEF EXECUTIVE OFFICER and CORPORATE KEY PERFORMANCE INDICATORS 2018/19

QUARTER THREE: JAN – MARCH 19 - APPENDIX 1

1

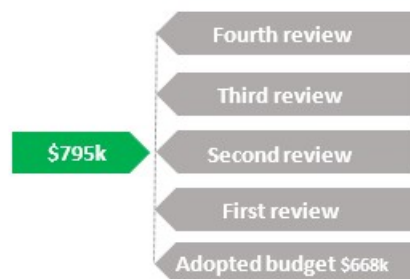
Financial Sustainability

Core target: Council maintains a break even or positive cash funding position in delivering its annual budget

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

Adopted Budget \$668k

Achieved: Second Review \$795K
Target is currently being achieved



4

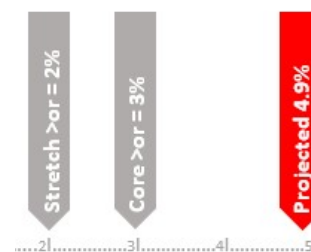
Total Employee Costs

Core target: Less than or equal to 3% increase in actual employee costs (including agency staff) against prior year's actual costs

Stretch target: Less than or equal to 2% increase in actual employee costs (including agency staff) against prior year's actual costs

Measure: The 2017/18 Actual audited figure = \$33,274k.

Achieved: The 2018/19 estimated result per Second Budget Review = \$34,896k
Projected: 4.9% - Target not currently achieved



2

Delivery of agreed projects identified in ABP and 3 year Plan (73 projects)

Core target: Greater than or equal to 95%

Measure: Monthly data as at 31 March 2019.

Achieved: 60 projects on-track, 9 complete and 4 off track. 95% projects are on track or completed. The core target is being met. 5% of projects are off track.



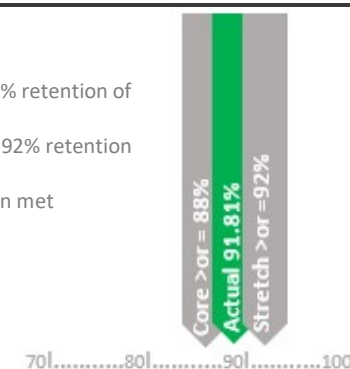
5

Staff Retention

Core target: Greater than or equal to 88% retention of staff.

Stretch target: Greater than or equal to 92% retention of staff.

Achieved: 91.81% - Core target has been met



3

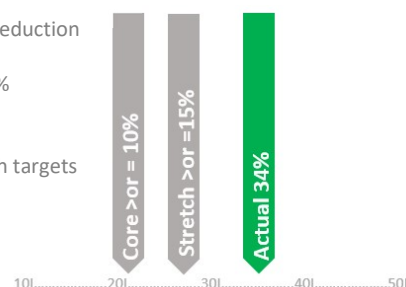
Lost Time Injury Frequency Rate.

Core target: Greater than or equal to 10% reduction from 2017/18 (5.5)

Stretch target: Greater than or equal to 15% reduction from 2017/18 (5.2)

Measure: The LTIFR for Q3 2018/19 is 4.1

Achieved: 34% reduction – Core and Stretch targets have been met



6

Overall Satisfaction with Council's performance

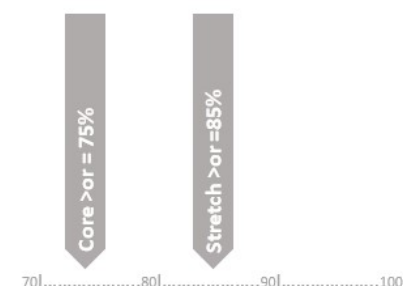
Core target: Greater than or equal to 75% rated as satisfied or above.

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

Achieved:

Measure: This target is a bi-annual measure.

****The survey will be run every second year (at the request of members)**





CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS 2018/19

QUARTER THREE: JAN MAR'19 – APPENDIX 1

7

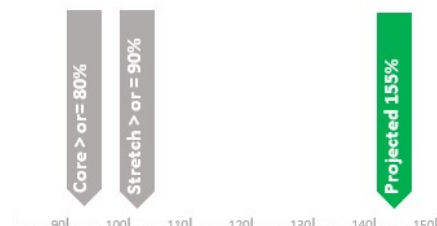
Asset Sustainability

Core target: Asset Sustainability Ratio greater than or equal to 80%

Stretch target: Asset Sustainability Ratio greater than or equal to 90%

Achieved: Projected: 155% per Second Budget Review. Core and Stretch targets are currently being surpassed.

Works at the Edwardstown Soldiers Memorial Recreation Oval totalling \$6.0m have a significant impact on this ratio.



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

8

Delivery of Council's capital works program

Core target: Greater than or equal to 80% 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)

Achieved: This target is an annual measure.

9

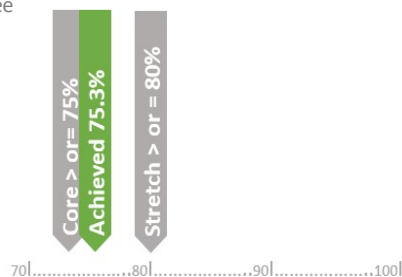
Staff Engagement

Core target: Achievement of an overall employee pulse survey result of 75%, based on 9 metrics

Stretch target: Achievement of an overall employee pulse survey result of 80%

Measure: Staff quarterly Pulse survey results.

Achieved: 75.3%. Core target has been met.

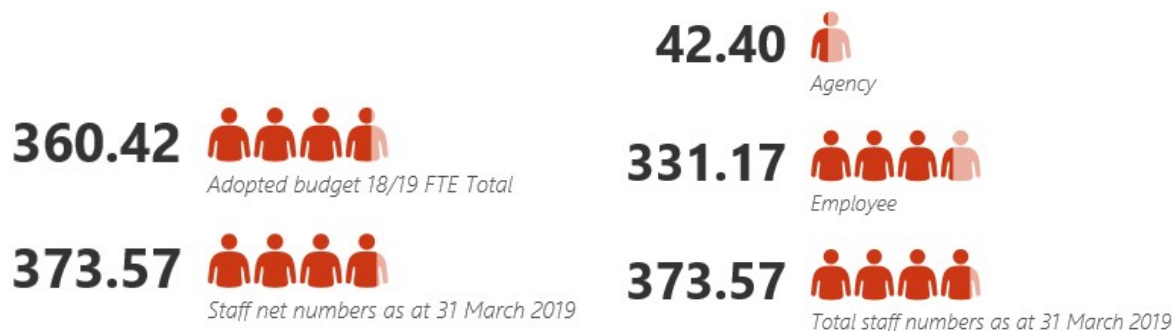


Corporate and CEO KPI Report Quarter Three 2018/19 – APPENDIX 2

KPI	Details	Target	Stretch Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
1	Financial sustainability.	Council maintains a break even or positive cash funding position in delivering its annual budget	-	\$583k	\$795k	\$795k	
				Comment: Adopted Budget \$668k. Second Review \$795k. Target is currently being met			
2	Delivery of agreed projects identified in the <i>Annual Business Plan</i> and the third year targets in the three-year plan.	Greater than or equal to 95%	-	Verbal update	93%	95%	
				Comment: 60 projects on-track, 9 complete and 4 off track. 95% projects are on track or completed. The core target is being met. 5% of projects are off track.			
3	Lost Time Injury Frequency Rate.	Greater than or equal to 10% reduction from the previous year's result (5.5)	Greater than or equal to 15% reduction from the previous year's result (5.2)	33% increase	44% reduction	34% reduction	
				Comment: The LTIFR for Q3 2018/19 is 4.1 Achieved: 34% reduction – Core and Stretch targets have been met			
4	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	Less than or equal to 2% increase in actual employee costs (including agency staff) against prior year's actual costs	4.9% (projected)	4.9% (projected)	4.9% (projected)	
				Comment: The 2017/18 actual audited figure = \$33,274k. The 2018/19 estimated result per Second Budget Review = \$34,896k. The target (as projected) has not been achieved.			
5	Staff Retention	Greater than or equal to 88% retention	Greater than or equal to 92% retention	89%	89%	91.81%	
				Comment: 91.81% was achieved. The core target of 88% has been met.			
6	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	N/A	N/A	N/A	
				Comment: This target is a bi-annual measure. The survey will be run every second year (at the request of members)			
7	Asset sustainability.	Asset sustainability ratio greater than or equal to 80%	Asset sustainability ratio greater than or equal to 90%	145% (projected)	155% (projected)	155% (projected)	
				Comment: Projected \$155% per Second Budget Review. Core and Stretch targets are currently being surpassed. Works at the Edwardstown Soldiers Memorial Recreation Oval totalling \$6.0m have a significant impact on this ratio.			
8	Delivery of Council's capital works.	Greater than or equal to 80% of Council's planned capital works program (adjusted for extraordinary items)	Greater than or equal to 90% of Council's planned capital works program (adjusted for extraordinary items)	N/A	N/A	N/A	
				Comment: This is an annual measure.			
9	Staff Engagement	Achievement of an overall employee pulse survey result of 75% based on 9 metrics	Achievement of an overall employee pulse survey result of 80%	76.3%	76.8%	75.3%	
				Comment: Achieved 75.3%. Core target has been met			

FULLTIME EQUIVALENT (FTE) Employee and Agency**APPENDIX 3**

The number of FTE employees (staff and agency) employed across the organisation as at 31 March 2019.

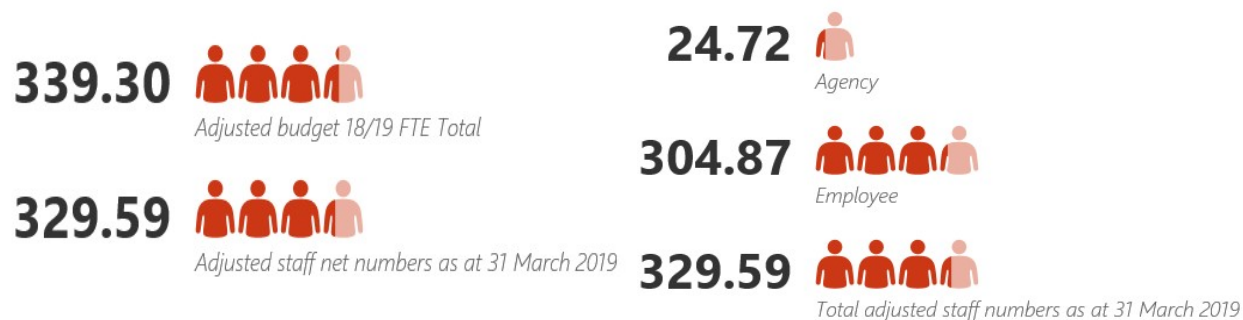


Note: The FTE figure of 373.57 includes a 7.57 FTE increase in Grant Funden positions and 10.63 FTE relating to staff on Income Protection and Work Cover.

There are currently 4 temporary vacant positions comprised of:

- Recruitment in progress (required position) 1.0
- Currently under review 3.0

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



Appendix 4

Labour and FTE Movement Summary

	2018/19 \$000's	2017/18 \$000's	2016/17 \$000's	2015/16 \$000's	2014/15 \$000's	2013/14 \$000's	2012/13 \$000's
Total Employee Costs (including Agency) % Movement on Prior Year	34,896 4.9%	33,274 3.27%	32,221 1.40%	31,783 0.10%	31,757 0.70%	31,532 4.30%	30,239
Total Number of Employees (FTE at 30 June) % Movement on Prior Year	373.57 3.65%	360.41 4.80%	344 0.60%	342 -1.70%	348 -0.90%	351 -2.20%	359

REPORTS FOR NOTING

Employee Exit Data and Analysis

Originating Officer	Manager Human Resources - Steph Roberts
Corporate Manager	Manager Human Resources - Steph Roberts
General Manager	Chief Executive Officer - Adrian Skull
Report Reference	RSC190705R04

REPORT OBJECTIVE

At the Elected Member Forum on the 16 April 2019, a request was made for Administration to provide a report to the Review and Selection Committee regarding employee exits, exit interview data and trends. This report provides the information as requested.

EXECUTIVE SUMMARY

Conducting exit interviews helps us to understand why an employee has decided to leave the City of Marion. They provide valuable insights into what the employee's experience has been whilst employed, what has worked well and areas that can be improved.

Having a discussion with an employee who is leaving demonstrates the City of Marion values the employee, is genuinely interested in why they are leaving and supports them leaving on a positive note, which also impacts on the way they will talk about the organisation once they have left.

For the organisation exit interviews provide insights into ways of optimising employee retention, providing an understanding of what could be done to make employees stay. Information gathered through exit interviews are fed back to the relevant leader and department to assist with adjusting work practices or tackling team issues where required.

RECOMMENDATION

That the Review and Selection Committee:

1. Notes the report

GENERAL ANALYSIS

35 employees have exited council over the past 12 months, for the following reasons (refer charts 1 and 2):

- Other opportunities 60%
Noting this category also includes employees who have left following a performance matter.
- End of employment contract 14%
- Termination 9%
- Retirement 11%
- Negotiated Settlement 3%
- Deceased 3%

Participation in an exit interview is voluntary, with the exception of those who's employment is terminated. Of the 35 employees who left over this period, 16 participated in an exit interview (refer chart 3).

A summary of the exit interviews, showing strengths and opportunities is included in Table 1. Consistent feedback from exiting employees is that the City of Marion is a friendly, supportive, professional and flexible

working environment with a positive culture and good conditions, which employees would recommend as an employer. Improvement opportunities include limitations of systems, improved collaboration across departments and more regular meetings with people leaders. Employee development was viewed by some as positive, while others viewed this as an opportunity for improvement.

Feedback from the exit interviews is provided to the relevant people leader and business unit, in order to continually improve the employment experience at the City of Marion.

Attachment

#	Attachment	Type
1	Appendix 1 - Employee Exit Information	PDF File

Appendix: Employee Exit Information April 2018 to March 2019

Chart 1: Number of and reason for employee exits

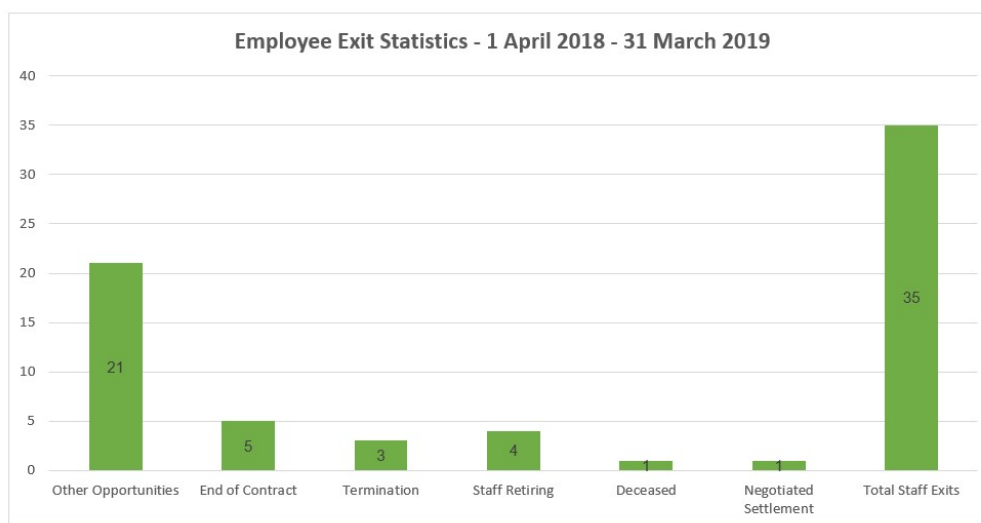


Chart 2: Reason for Employee Exits by quarter

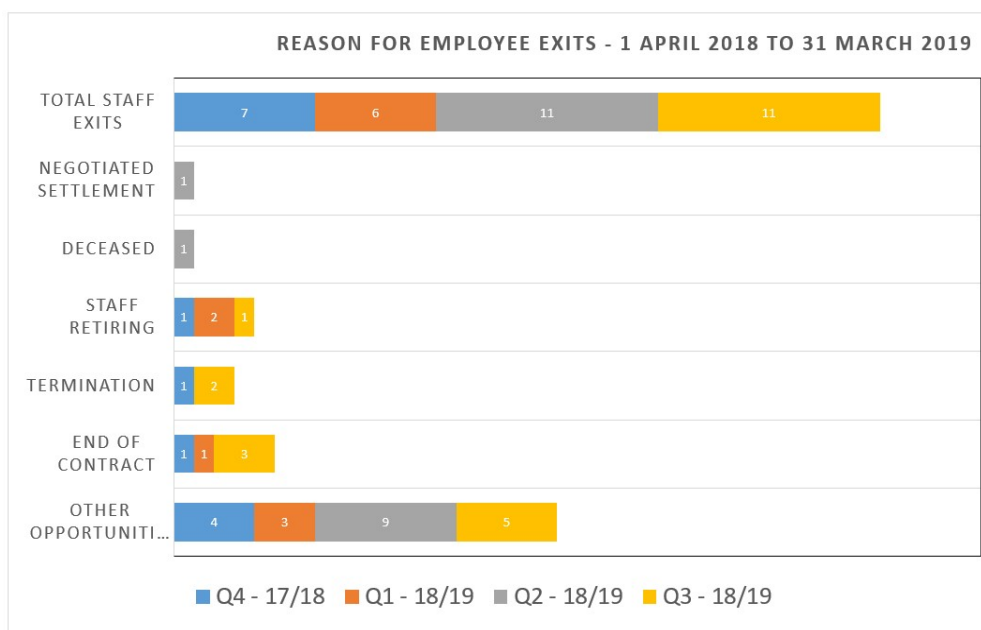
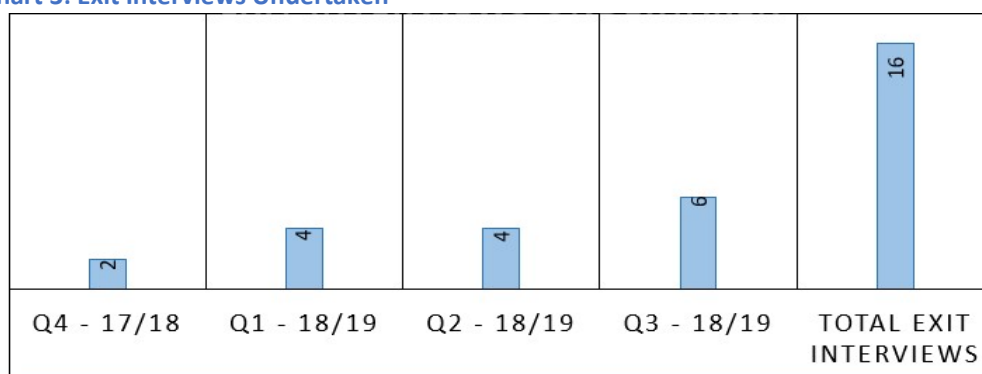


Chart 3: Exit Interviews Undertaken



NB – Exit interviews are voluntary and terminated employees are not offered an exit interview

Strengths	Opportunities
<ul style="list-style-type: none"> • Employees are friendly and professional. • Supportive and encouraging work environment. • Great, positive culture. • Enjoyed overall experience. • Would recommend City of Marion as an employer. • Flexible work environment. • Working conditions. • Overall, staff had a positive experience working at Marion. Several comments stating 'I really enjoyed my time here'. • Challenging and rewarding work. • Development opportunities. 	<ul style="list-style-type: none"> • More regular meetings required with People Leader. • Systems, software and processes need to be updated, to work smarter. • Embrace technology, less manual paper work, more electronic processes. • Improve integration of departments. • Collaboration between business units. • Work with the community more. • Refurbish Administration Building like City Services. • Development opportunities for employees.

WORKSHOP / PRESENTATION ITEMS - Nil

OTHER BUSINESS

MEETING CLOSURE