



His Worship the Mayor
Councillors
City of Marion

Notice of Review and Selection Committee

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

Tuesday, 7 March 2023 at 6.30 pm

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

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

Meetings of the Council are open to the public and interested members of this community are welcome to attend. Access to the Committee Rooms is via the main entrance to the Administration Centre on Sturt Road, Sturt.

A handwritten signature in blue ink, appearing to read "Tony Harrison".

Tony Harrison
Chief Executive Officer

1 OPEN MEETING	3
2 KAURNA ACKNOWLEDGEMENT	3
3 ELECTED MEMBER DECLARATION OF INTEREST (IF ANY)	3
4 CONFIRMATION OF MINUTES	3
4.1 Confirmation of Minutes of the Review and Selection Committee Meeting held on 1 November 2022	3
5 CONFIDENTIAL ITEMS	9
5.1 Cover Report - Staff Movements and Exits.....	9
6 REPORTS FOR DISCUSSION	10
6.1 Review and Selection Committee Work Program for 2023.....	10
6.2 Key Performance indicators.....	12
6.3 Marion Council Assessment Panel Member Review	34
7 REPORTS FOR NOTING	38
7.1 Council and CEO KPI Report Quarter Two 2022/23.....	38
8 WORKSHOP / PRESENTATION ITEMS - NIL	45
9 OTHER BUSINESS	45
10 MEETING CLOSURE	45

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 Review and Selection Committee Meeting held on 1 November 2022

Report Reference	RSC230307R4.1
Originating Officer	Business Support Officer – Governance and Council Support – Cassidy Mitchell
Corporate Manager	N/A
General Manager	Chief Executive Officer – Tony Harrison

RECOMMENDATION

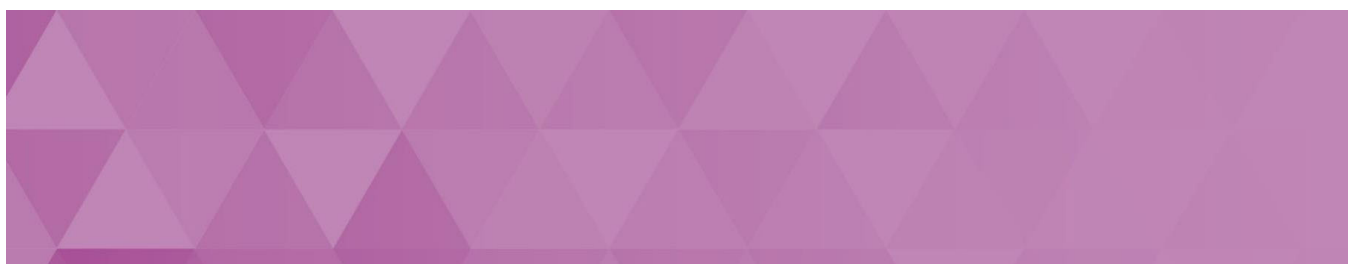
That the minutes of the Review and Selection Committee Meeting held on 1 November 2022 be taken as read and confirmed.

ATTACHMENTS

1. RS C 221101 - Final Public Minutes [4.1.1 - 5 pages]



**Minutes of the Review and Selection Committee
held on Tuesday, 1 November 2022 at 7.30 pm
Committee Room 1, Council Administration Centre
245 Sturt Road, Sturt**





PRESENT

His Worship the Mayor Kris Hanna

Councillor Maggie Duncan

Councillor Matthew Shilling

In Attendance

Chief Executive Officer - Tony Harrison

Manager Office of the CEO - Kate McKenzie

Chief Financial Officer – Ray Barnwell

Acting Manager People and Culture - Jo McCarthy

Volunteer Development Officer – Tim Sayer

1 Open Meeting

The Mayor opened the meeting at 6.49 pm.

2 Kurna Acknowledgement

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

3 Elected Member Declaration of Interest (if any)

The Chair asked if any member wished to disclose an interest in relation to any item being considered at the meeting. No interests were disclosed.

4 Confirmation of Minutes

4.1 Confirmation of Minutes of the Review and Selection Committee Meeting held on 8 August 2022

Report Reference RSC221101R4.1

Moved Councillor Shilling

Seconded Councillor Duncan

That the minutes of the Review and Selection Committee Meeting held on 8 August 2022 be taken as read and confirmed.

Carried Unanimously

5 Confidential Items

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

Report Reference RSC221101F5.1

Moved Councillor Shilling

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: Chief Executive Officer, Manager People and Culture and Manager Office of the CEO, be excluded from the meeting as the Committee receives and considers information relating to the FRAC Independent Member, 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

6.50 pm the meeting went into confidence

Moved Councillor Shilling

Seconded Councillor Duncan

In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Committee orders that this report, Finance, Risk and Audit Committee – Independent Member, 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 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 2022

Carried Unanimously

6.52pm the meeting came out of confidence

5.2 Cover Report - Staff Movements and Exits

Report Reference RSC221101F5.2

Moved Councillor Shilling

Seconded Councillor Duncan

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 Acting 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.

Carried Unanimously

6.52 pm the meeting went into confidence

**Moved Councillor Shilling****Seconded Councillor Duncan**

In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Committee orders that this report, Staff Movements and Exits, 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 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 2022.

Carried Unanimously

6.59 pm the meeting came out of confidence

6 Reports for Discussion - Nil**7 Reports for Noting****7.1 Council and CEO KPI Report Quarter One 2022/23**

Report Reference	RSC221101R7.1
-------------------------	---------------

Moved Councillor Duncan**Seconded Councillor Shilling**

The Committee queried:

- KPI 2 and noting the three project off track are listed within the report (CoMPAS, DTP and the LKCC Coach House)
- KPI 7 – noting that this has decreased from 75% however it is now being measured differently with 5 employee engagement questions per quarter instead of 9 questions. The Committee noted that this is taken at a point in time and can be impacted by what is happening.

Action: a comparative graph be included that shows how this indicator is tracking each quarter.

That the Review and Selection Committee:

1. Notes this information and information contained within the attachments for Quarter One 2022/23.

Carried Unanimously**7.2 2020-2021 Volunteer Program report**

Report Reference	RSC221101R7.2
-------------------------	---------------



The Volunteer Development Officer provided an overview of the report highlighting that there had been a good response with volunteers returning after covid and the volunteer managers are doing well.

The community discussed the utilisation of community skills, those retired or not working, who are skilled workers. It was noted that no skilled match volunteers were recruited this year and it can be a challenge with skills vs paid work and the legal requirement of the Fair Work Act. The Mayor queried whether the Fair Work Act could possibly create a risk that volunteers must be paid. It was agreed for this to be further explored.

It was noted that KPMG are completing an internal audit on volunteer management.

Moved Councillor Shilling

Seconded Councillor Duncan

That the Review and Selection Committee:

1. Notes the report and make any recommendation regarding the Volunteer Program.

Carried Unanimously

8 Workshop / Presentation Items

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.

The meeting was declared closed at 7.14 pm

CONFIRMED THIS 7 DAY OF FEBRUARY 2023

CHAIRPERSON

5 Confidential Items

5.1 Cover Report - Staff Movements and Exits

Report Reference	RSC230307F5.1
Originating Officer	Business Support Officer - Governance and Council Support – Cassidy Mitchell
Corporate Manager	Manager People and Culture - Sarah Vinall
General Manager	Chief Executive Officer - Tony Harrison

REASON FOR CONFIDENTIALITY

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

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

RECOMMENDATION

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, 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.

6 Reports for Discussion

6.1 Review and Selection Committee Work Program for 2023

Report Reference	RSC230307R6.1
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

The purpose of this report is to set an annual work program for 2023 for the Review and Selection Committee to ensure the committee addresses the scope of activities identified in the Committee's Terms of Reference.

EXECUTIVE SUMMARY

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

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

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

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

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

RECOMMENDATION

That the Review and Selection Committee:

- 1. Notes the proposed work program for 2023 identified at Attachment 1 to the report, with the following amendments:**
 - XX

ATTACHMENTS

1. Review and Selection Schedule of Works 2023 [6.1.1 - 1 page]

Review and Selection Schedule of Works 2023

TUESDAY, 7 March 2023 6.30pm – 8.00pm

Report Title / Topic	Responsible Officer
Confirmation of RSC Minutes	Sarah Vinall / Cassidy Mitchell
Corporate and CEO KPI Report – Q2 Results	Tori Moritz
Council Assessment Panel Member Review	Alex Wright
Staff Movements and Exits	Greg Cansdale
KPI's	K McKenzie

TUESDAY, 2 May 2023 6.30pm – 8.00pm

Report Title / Topic	Responsible Officer
Confirmation of RSC Minutes	Sarah Vinall / Cassidy Mitchell
Corporate and CEO KPI Report – Q3 Results	Tori Moritz
Staff Movements and Exits	Greg Cansdale
CEO performance review timeline	Sarah Vinall
CEO and Organisational KPIs for 2023-24 year established and make recommendation to Council Consideration if there are any CEO KPI's required in addition to the organisational KPI's.	Sarah Vinall / Kate McKenzie

TUESDAY, 1 August 2023 6.30pm – 8.00pm

Report Title / Topic	Responsible Officer
Confirmation of RSC Minutes	Sarah Vinall / Cassidy Mitchell
CEO performance review and discussion regarding remuneration and contract	Sarah Vinall
Corporate and CEO KPI Report – Q4 Results	Tori Moritz
Appointment of FRAC Independent Member (Ms Rantanen term expires 30 Nov 2023)	Tori Moritz / Kate McKenzie

TUESDAY, 10 October 2023 6.30pm – 8.00pm

Report Title / Topic	Responsible Officer
Confirmation of RSC Minutes	Sarah Vinall / Cassidy Mitchell
Corporate and CEO KPI Report – Q4 Results	Tori Moritz

TUESDAY, 5 December 6.30pm – 8.00pm

Report Title / Topic	Responsible Officer
Confirmation of RSC Minutes	Sarah Vinall / Cassidy Mitchell
Corporate and CEO KPI Report – Q1 Results and Audited 23/24 Results	Tori Moritz
Review and Selection Committee Dates 2024	Tori Moritz
Volunteer Program Report	Tim Sayer

6.2 Key Performance Indicators

Report Reference	RSC230307R6.2
Originating Officer	Manager Office of the Chief Executive – Kate McKenzie
Corporate Manager	Manager Office of the Chief Executive - Kate McKenzie
General Manager	Chief Executive Officer - Tony Harrison

REPORT HISTORY

Report Reference	Report Title
FORUM230121R1.8	Data Analytics and Key Performance Indicators

REPORT OBJECTIVE

The Council/CEO Key Performance Indicators (KPI's) are set each year as part of the Annual Business Plan and Budget process. The purpose of this report is for the Review and Selection Committee to review and make a recommendation to Council for the adoption of KPI's for the purposes of the Annual Business Plan 23/24 and the CEO's contract (referred to as Council & CEO KPI's).

EXECUTIVE SUMMARY

Each year, the Council (via the Review and Selection Committee) reviews the Council and CEO KPI's. There are currently 10 Council and CEO KPI's and a copy of the quarter 2 results are included within a separate report within this agenda. The current KPI's cover:

1. Financial Sustainability
2. Delivery of agreed projects in the ABP and 4 Year Plan
3. Total Employee costs
4. Overall community satisfaction with Councils performance
5. Asset Renewal Funding Ratio
6. Delivery of Councils Capital Works Program
7. Staff Engagement
8. Community Engagement/Communication
9. Carbon Neutrality
10. Asset Utilisation

The Framework for setting KPI's has followed 10:20:100 rule with Council setting approximately 10 strategic KPIs and management working towards 20 Corporate KPIs and 100 metrics and measures at an operational level. Managers have been tasked over the past 12 months to develop KPIs, that are repeatable and align to an overall strategy, providing genuine benefits through measurement. A copy of the draft KPI's are included in **Attachment 1**.

The Business Intelligence Team has now been resourced for six months with the Business Intelligence Lead making good progress to establishing a data governance framework to set the data requirements across the business. The team is working towards the objective of a data led organisation, where decision making is devolved to the lowest possible level, leading to our people feeling more empowered, as well as ensuring outcomes are expedited where possible, therefore delivering timely and quality customer services.

The challenge for the organisation has been data maturity and how data is stored. This directly impacts on how the data can be used for performance measures. This is a large change

management process and will take time before maturity is reached. Due to this, the data presented cannot yet be relied upon and the information within **Attachment 1** is used for example purposes only and is a just sample. The team is focusing on the data maturity to improve the reliability with a target date of 1 July 2023 to commence formal reporting.

Council and CEO KPI's for 2023/24

The following table has been prepared as a guide for the Committee to consider how the Council and CEO KPI's may be formed in 2023/24.

KPI	Recommendation for 23/24
<p>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.</p>	No change - retain
<p>2. Delivery of agreed projects identified in ABP and fourth year targets in 4- year Plan Core target: Greater than or equal to 95%</p>	No change - retain
<p>3. Total Employee Costs Core target: Less than or equal to 4.5% increase in actual employee costs (including agency staff) against prior year's actual costs – adjusted for Council endorsed changes to meet resourcing requirements. Stretch target: Less than or equal to 4% increase in actual employee costs (including agency staff) against prior year's actual costs – adjusted for Council endorsed changes to meet resourcing requirements.</p>	Need to ensure that the KPI doesn't limit the administration's ability to deliver. Feedback received from SLT is that teams are running lean. This KPI also needs to reflect inflationary and market pressures to ensure Council can attract and retain staff.
<p>4. Overall Satisfaction with Council 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: Annual Community Survey</p>	Council needs to determine the frequency of the community satisfaction survey. Currently only done once every two years. To report on this KPI, the survey needs to be done annually or the KPI and measure needs to change. the recommendation is that the survey is done annually to continue to track this community satisfaction..
<p>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</p>	No change - retain
<p>6. Delivery of Councils Capital Works Program 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</p>	No change - retain

planned capital works program (adjusted for extraordinary items)	
<p>7. Staff Engagement Core Target: achievement of an overall employee engagement survey result of 75% with at least 50% employee participation per SLT department. Stretch Target: achievement of an overall employee engagement survey result of 80% with at least 50% employee participation per SLT department.</p>	No change - retain
<p>8. Community Engagement/Communication 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 communication</p>	Recommend to change. This KPI is subjective and difficult to accurately measure. It is recommended that a customer service/experience KPI replaces this as it will add more value to set a target and track progress.
<p>9. Carbon Neutrality Core target: Actual annual emissions less than the plan's annual target emissions (3,800 tCO₂e) Stretch target: Actual annual emissions 5% less than the plan's annual target emissions(3,610 tCO₂e) Measure: Carbon emissions footprint, measured against Council's endorsed Carbon Neutral Plan</p>	No change - retain
<p>10. Asset Utilisation of Sports and Community Venues Core target: 50% utilisation across venues Stretch target: Nil</p>	Management appreciates that this has been a political priority. Council decision if it still wishes to continue to monitor this or swap it out for a different KPI.

RECOMMENDATION

The Review and Selection Committee recommends to Council the following KPIs for 23/24:

1. Retention of KPI
2. Removal of KPI
3. Inclusion of the following KPI's

ATTACHMENTS

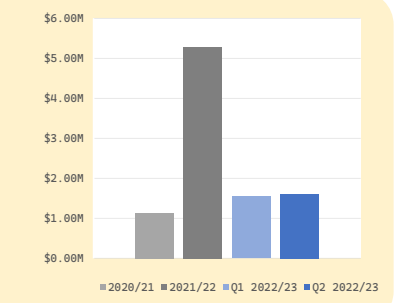
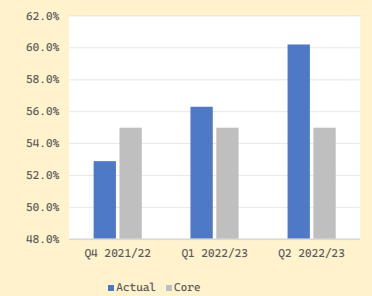
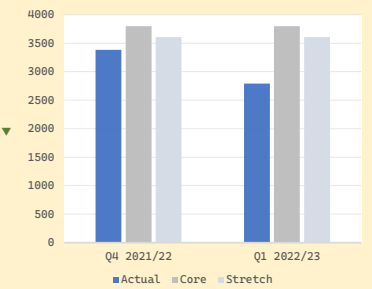
1. Key Performance Indicators_-_All_-_202201 v 4 JAS We Mpu Z 0 u 6 b Fsy 38285 w [6.2.1 - 19 pages]

STRATEGIC KEY PERFORMANCE INDICATORS

STRATEGIC KEY PERFORMANCE INDICATORS – JAN 2023



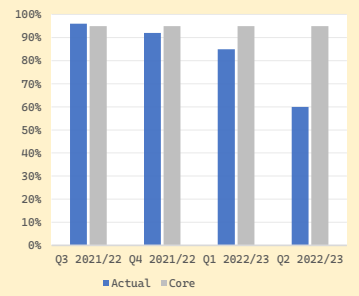
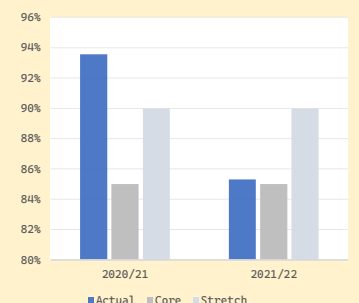
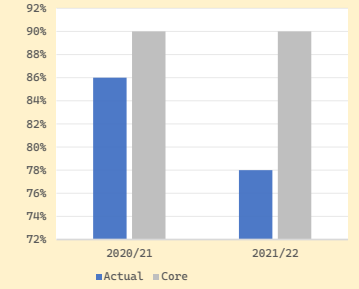
KPI	Routine	Core Target	Stretch Target	Actual	Last Update	Actual Variance (% Change)
ESVN1 – Annual Carbon Emissions Carbon Emission 2021/22: 3382 tCO ₂ e Actual from Q2: 1,376 tCO ₂ e Estimate full year emission: 2752 tCO ₂ e	Annually	< 3800 tCO ₂ e Monitoring Progress	5% less than Core (3610 tCO ₂ e) Monitoring Progress	2,793 tCO ₂ e	Q2 2022/23	vs. Core: -1,048 tCO ₂ e ▼ vs. Stretch: - 23.8% ▼ vs. PY: - 18.6% ▼
ESVN3 – Waste Diversion Rate % of waste diverted from landfill (Organic + Recycling) / Total	Quarterly	≥ 55% Met Target	≥ 5% vs. rolling 12M Avg. Met Target	60.2%	Q2 2022/23 Rolling 12M % = 56.3% Stretch Target Result = 7%	vs. Core: +9.5% ▲ vs. Stretch: +7.0% ▲ vs. PQ: +6.9% ▲
FPCE1 – Financial Sustainability	Quarterly	Break even or better funding position over the LTFP Met Target	Break even or better funding position in the current FY Met Target	\$1.605 M	Q2 2022/23 Projected funding surplus of \$0.084M and a funding surplus over the 10 years of the LTFP of \$1.605M	vs. Core: MET vs. PQ: +\$ 0.061M ▲ vs. PY: -\$ 3.673M ▼



STRATEGIC KEY PERFORMANCE INDICATORS – JAN 2023



KPI	Routine	Core Target	Stretch Target	Actual	Last Update	Actual Variance (% Change)
FPCE2 – Asset Renewal Funding Ratio	Annually	Between 90% and 110%	100% vs. LTFP	N/A	2022/23	<p>Last Result from 2021/22: 78% - Missed the target due to renewal projects being classified as New once completed. Projects are budgeted as renewal and are effectively renewing old assets but with technological changes and some scope increases the renewal becomes defined as new as it is in fact a significant upgrade. (E.g Mitchel Park SCC, open space playgrounds)</p> <p>No Progress update for Q2 2022/23</p>
GRCE1 – Delivery of Council's planned Capital Works Program	Annually	≥ 85%	≥ 90%	N/A	2022/23	<p>Last Result from 2021/22: 85.3% - Delivery of 85.3% has been achieved for 2021/22 based on the weighted average of the percentage completed within each program</p> <p>No Progress update for Q2 2022/23</p>
GRCE2 – Council's Business Plan delivery	Quarterly	95% delivery of agreed projects in the Council's ABP and 3 rd year targets in the 4-year BP	N/A	70%	Q2 2022/23	<p>20 projects: Completed = 2 On Track = 12 Off Track = 6</p> <p>Off Track projects:</p> <ul style="list-style-type: none"> • Sam Willoughby BMX • Southern Soccer Facility • Research technology for management of assets & streetscapes • City Property Strategic Plan • DTP • Coach House - LKCC <p>vs. Core: -36.8% ▼</p> <p>vs. PQ: -29.4% ▼</p>



STRATEGIC KEY PERFORMANCE INDICATORS – JAN 2023

KPI	Routine	Core Target	Stretch Target	Actual	Last Update	Actual Variance (% Change)
<p>IDI1 – DTP Projects have realised the benefits as articulated in the original business case</p> <p><i>Only applicable to projects that commenced in 2022/23 with clearly defined business case such that a Benefit Realisation Analysis can be done post completion</i></p>	Bi-Annually	80%	90%	0%	Q2 2022/23	<ul style="list-style-type: none"> • 3 projects completed (HRIS, CRM, Vena) • 0 project have realised the benefits of original business case
<p>PCCE1 – Employee Engagement Survey Results</p>	Quarterly	75% overall, based on 5 metrics	90% overall, based on 5 metrics	69%	Q2 2022/23	<p>Q1 Result: 69%</p> <p>The overall participation rate across the organisation is only 41.9%. The last two quarter's result have missed the core target and have shown a low level of employee engagement. It is recommended that ELTs analyse the result data for each department and division and develop an action plan to address the issues that are contributing to the low engagement levels.</p> <p>vs. Core: - 8.0% ▼ vs. Stretch: -23.3% ▼ vs. PQ: No Change</p>
<p>CE2 – Satisfaction Level with Consultation & Engagement with the Community in the Annual Community Satisfaction Survey</p>	Annually	75%	80%	N/A	2021/22	<p>Last Result for 2021/22: 83%</p> <ul style="list-style-type: none"> • 92% Youth Opps, Disability Support, Neighbourhood & CCS, Community Events • 74% CoM website, library services, events, MCC & neighbourhood centres <p>No plan or budget is in place for a CS survey for 2022/23. Prior to COVID, this CS survey was only sent every 2 years.</p>

STRATEGIC KEY PERFORMANCE INDICATORS – JAN 2023



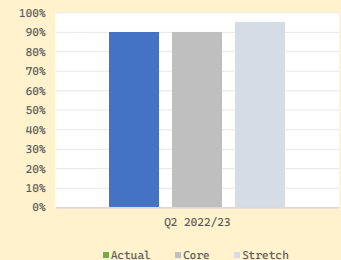
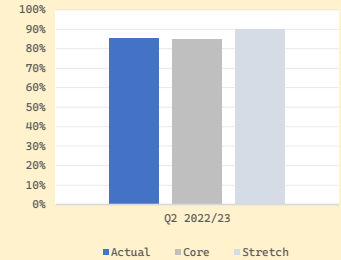
KPI	Routine	Core Target	Stretch Target	Actual	Last Update	Actual Variance (% Change)
FPCE3 – Grant Funding Growth	Bi-Annually	≥ +10% compared to Rolling 4 Financial Year Avg. Target: \$5.543M Monitoring Progress	N/A	\$16.843M	Q2 2022/23 <ul style="list-style-type: none"> Grant Funding Budget 2022/23 1st Revision: \$16.843M Current revision includes \$3.2M carryover + \$6.9M additional funding after 1st revision + original budget of \$6.65M vs. Core: +203.9% ▲ vs. PY: +305.7% ▲	
PCCE3 – Employee Engagement Survey Participation	Quarterly	≥ 50% employee participation per SLT department Met Target	N/A	41.9%	Q2 2022/23 Employee participation rate per SLT is lower than PQ due to EOY holidays and leaves SLTs with lowest participation rate: <ul style="list-style-type: none"> City Property 22% Strategic Procurement 33% Community Connections 34% vs. Core: +38.0% ▲	

CORPORATE KEY PERFORMANCE INDICATORS

CORPORATE KEY PERFORMANCE INDICATORS – JAN 2023



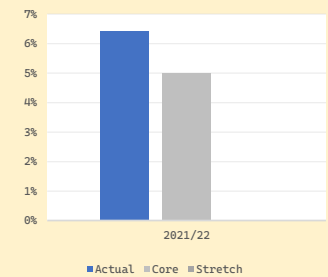
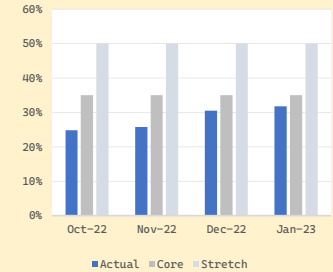
KPI	Routine	Core Target	Stretch Target	Actual	Last Update	Actual Variance (% Change)
CE1 – First Contact Resolution (FCR)	Monthly	90%	95%	N/A	Q2 2022/23 <i>The field used to calculate FCR has not been populated since September 2022 after Work Order was decommissioned. Requires update to Salesforce CRM to re-enable population of this field</i>	
CE10 – Employee Retention Rate $((E - N) / S) \times 100$ <i>E : # of employees at the end of a period N : # of new employees hired in the same period S : # of employees at the start of the period</i>	Quarterly	85%	90%	85.3%	Q2 2022/23 <i>Calculation of starting headcount vs. remaining headcount is difficult due to the change in HR system</i> <i>Calculation used instead: Total FTE for the period: 397 Same period PY: 390 65 staff exited: 14.7% Retention Rate: 100% - 14.7% = 85.3%</i>	vs. Core: +0.35% ▲ vs. Stretch: -5.22% ▼
CE11 – Employee Attendance at Mandatory Training	Quarterly	90%	95%	90.19%	Q2 2022/23 <i>7 mandatory induction sessions were held during the quarter</i>	vs. Core: +0.2% ▲ vs. Stretch: -5.1% ▼



CORPORATE KEY PERFORMANCE INDICATORS – JAN 2023



KPI	Routine	Core Target	Stretch Target	Actual	Last Update	Actual Variance (% Change)
CE4 – Uplift of Community Portal for Case Origin for all Customer Service Enquiries	Monthly	35% of total Case Origin distribution by EOY	50% of total Case Origin distribution by EOY	31.81%	Jan 2023 Cases originated from Community Portal make up 31.81% of the 4,945 total customer enquiries, a total of 4.3% increase from the previous month.	vs. Core: - 9.1% ▼ vs. Stretch: -36.4% ▼ vs. PM: + 4.3% ▲
		Monitoring Progress	Monitoring Progress			
FPCE4 – Annual Asset Consumption Ratio	Annually	≥ 60%	≥ 70%	N/A	Q2 2022/23 No update from Finance	N/A
FPCE5 – Average Operating Surplus Ratio over last 5 Financial Years	Annually	Between 0% and 5%	N/A	N/A	Q2 2022/23 No update from Finance	N/A



CORPORATE KEY PERFORMANCE INDICATORS – JAN 2023

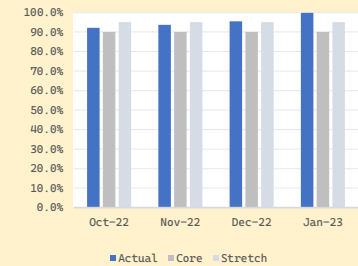
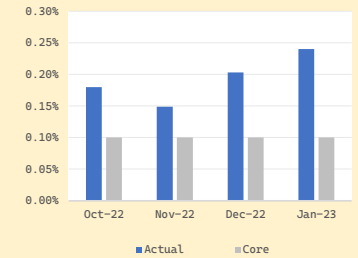


KPI	Routine	Core Target	Stretch Target	Actual	Last Update	Actual Variance (% Change)															
FPCE7 – Reduction of Overdue Rates compared to the previous Financial Year	Annually	5% reduction	N/A	N/A	Q2 2022/23 <i>No update from Finance</i>	N/A															
GRCE11 – Performance Assessed Development Applications assessed within statutory timeframes	Monthly	100% assessed within statutory timeframes (20 days)	100% assessed within statutory timeframes (20 days) & 80% assessed within 18 days	93.75%	Jan 2022 <i>In Time: 75 Out of Time: 5</i> <i>CoM received its first Deemed Planning Consent notice in Dec 2022 – minimal consequences to the decision in this instance as the application's assessment was completed "in time".</i>	<p>vs. Core: -6.3% ▼ vs. PM: +3.7% ▲</p> <table border="1"> <caption>GRCE11 Performance Data</caption> <thead> <tr> <th>Month</th> <th>Actual (%)</th> <th>Core (%)</th> </tr> </thead> <tbody> <tr> <td>Oct-22</td> <td>~85</td> <td>100</td> </tr> <tr> <td>Nov-22</td> <td>~95</td> <td>100</td> </tr> <tr> <td>Dec-22</td> <td>~90</td> <td>100</td> </tr> <tr> <td>Jan-23</td> <td>93.75</td> <td>100</td> </tr> </tbody> </table>	Month	Actual (%)	Core (%)	Oct-22	~85	100	Nov-22	~95	100	Dec-22	~90	100	Jan-23	93.75	100
Month	Actual (%)	Core (%)																			
Oct-22	~85	100																			
Nov-22	~95	100																			
Dec-22	~90	100																			
Jan-23	93.75	100																			
GRCE12 – Leases and Licenses for CoM properties are renewed prior to expiration	Quarterly	90%	100%		Q2 2022/23 <i>No update from City Property</i>																

CORPORATE KEY PERFORMANCE INDICATORS – JAN 2023



KPI	Routine	Core Target	Stretch Target	Actual	Last Update	Actual Variance (% Change)
<p>GRCE14 – Waste Management Missed Services %</p> <p><i>% of times Cleanaway trucks missed picking up bins</i></p>	Monthly	<p>≤ 0.1%</p> <p>Contractual Agreement</p> <p>Target Not Met</p>	N/A	0.24%	Jan 2023	<p><i>CleanAway have been put on notice as they have missed the target 4 months in a row</i></p> <p>vs. Core: +140.0% ▲</p> <p>vs. PM: + 18.2% ▲</p>
<p>GRCE15 – Waste Management Missed Services Completion met SLA</p> <p><i>% of the reported missed pick-ups (as reported in GRCE14) were successfully collected by Cleanaway trucks within SLA</i></p>	Monthly	<p>90%</p> <p>Met Target</p>	95%	99.76%	Jan 2023	<p>vs. Core: +10.8% ▲</p> <p>vs. Stretch: + 5.0% ▲</p> <p>vs. PM: + 4.4% ▲</p>
GRCE4 – Community Land Management Plans	Quarterly	100% developed and implemented within legislative requirements	100% completed and compliant with legislative requirements	N/A	Q2 2022/23	N/A



CORPORATE KEY PERFORMANCE INDICATORS – JAN 2023

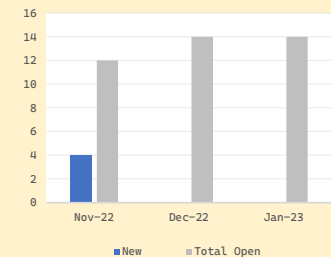


KPI	Routine	Core Target	Stretch Target	Actual	Last Update	Actual Variance (% Change)
GRCE5 – Implementation of Internal Audit Recommendations within Due Date	Quarterly	≥ 85%	≥ 90%	67.7%	Q2 2022/23 Completed Items: 3 Completed within due date: 2	vs. Core: -20.4% ▼ vs. Stretch: -24.8% ▼ vs. PQ: -32.3% ▼
		Target Not Met	Target Not Met			
GRCE8 – Building Inspection and Compliance (Class 2-9)	Annually	90%	100%	64%	Q2 2022/23 Q2 update: 16 inspected out of 25 applications commenced On Track to meet target	N/A
		Monitoring Progress	Monitoring Progress			
GRCE9 – Building Inspection and Compliance (Class 1)	Annually	66%	80%	42.97%	Q2 2022/23 Q2 update: 55 inspected out of 128 applications commenced On Track to meet target	N/A
		Monitoring Progress	Monitoring Progress			

CORPORATE KEY PERFORMANCE INDICATORS – JAN 2023



KPI	Routine	Core Target	Stretch Target	Actual	Last Update	Actual Variance (% Change)
PFCE1 – Cyber Security – Critical Security Patches application to the fleet within 48 hours	Quarterly	85%	90%	N/A	Q2 2022/23 <i>No required critical patches pending across any systems present in the vulnerability managed environment</i>	N/A
		Monitoring Progress	Monitoring Progress			
PFL1 – Annual Budget Spend for Open Space Plan	Annually	> 95% by 30/06/2023	N/A	89.2%	Q2 2022/23 <i>Actual Value may not be 100% accurate. It is difficult to get accurate Annual Budget \$ as we are having difficulty getting accurate data from Vena. There were also receipting issues after the migration of the Financial System that caused multiple issues for projects that should have finished in the last financial year appearing in the current financial year.</i> <i>Total budget is fluctuating throughout the year based on projects coming in and out. Total: \$1.678M Actual: \$1.497M</i>	
		Monitoring Progress				
WHCE1 – New WHS Claims Rate	Monthly	Reduction in new WHS Claims % against overall claims	N/A	0 new claims 14 open claims	Jan 2023 <i>No change in total new claim compared to previous month</i>	vs. Core: MET vs. PM: NO CHANGE
		Met Target				



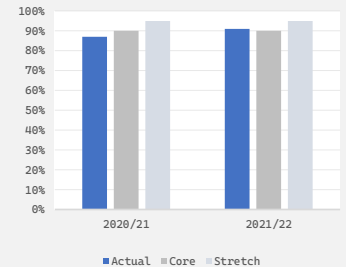
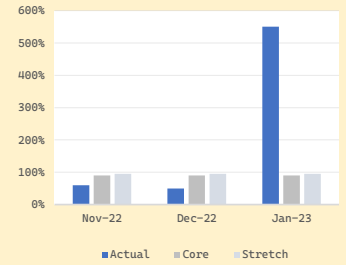
CORPORATE KEY PERFORMANCE INDICATORS – JAN 2023

KPI	Routine	Core Target	Stretch Target	Actual	Last Update	Actual Variance (% Change)
ID12 – Smart Cities Trials Completion	Quarterly	4 completed projects per year	N/A	2	Q2 2022/23	<ul style="list-style-type: none"> Completed: 2 projects (pedestrian counters installed on coastal walk and public parks) Quoting: 1 project (increase LoraWAN coverage) Proposal: 1 project (revenue generation from LoraWAN project) <p>Pedestrian counters will allow us to compare how the walkway is used prior/post upgrade.</p> <p>LoraWAN is a supporting network used by our public sensors. A number of existing sensors haven't been able to connect and work properly thus requiring an upgrade of the LoraWAN network coverage.</p>
		Monitoring Progress	Monitoring Progress			
IDL1 – Asset Utilisation	Quarterly	50% across venues	> 50% across venues	33.08%	Q2 2022/23	<p>Peak = 39.9% Off-Peak = 21.12%</p> <p>vs. Core: -33.8% ▼ vs. Stretch: NOT MET vs. PQ: + 9.3% ▲</p> <p>Lowest utilised venues:</p> <ul style="list-style-type: none"> Marion Outdoor Pool (13%) Oaklands Wetland Education Centre (22.35%)
		Target Not Met	Target Not Met			
WHCE2 – Loss Time Injuries	Monthly	≤ 5	0	0	Jan 2023	<p>vs. Core: MET vs. Stretch: MET vs. PM: NO CHANGE</p>
		Met Target	Met Target			

CORPORATE KEY PERFORMANCE INDICATORS – JAN 2023



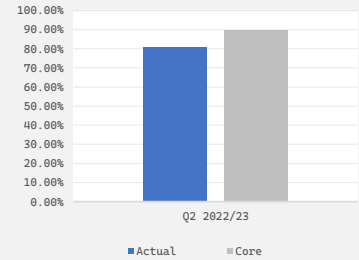
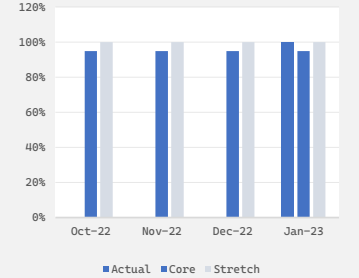
KPI	Routine	Core Target	Stretch Target	Actual	Last Update	Actual Variance (% Change)
WHCE3 – Health Safety Environment observations	Monthly	90% are completed Met Target	95% are completed Met Target	550%	Jan 2023 11 observations conducted, 2 scheduled (those conducted are not the same as those scheduled)	vs. Core: + 511% ▲ vs. Stretch: + 479% ▲ vs. PY: +1000% ▲
ESVN2 – Overall Plantable Space	Annually	4300 trees planted per year Monitoring Progress	N/A Monitoring Progress	3480	Q2 2022/23 3480 trees planted. On track to achieve target	
CE5 – Overall Satisfaction Levels with Civic and Community Events in the Annual Community Satisfaction Survey	Annually	90%	95%	N/A	Q2 2022/23 Last Result from 2021/22: 91% • Community Events: 91% • Civic Events: 91% No plan or budget is in place for a CS survey for 2022/23. Prior to COVID, this CS survey was only sent every 2 years.	N/A



CORPORATE KEY PERFORMANCE INDICATORS – JAN 2023



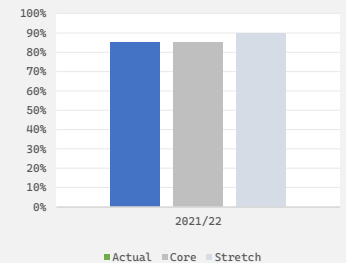
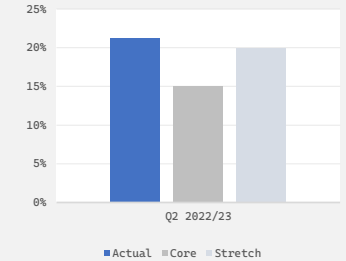
KPI	Routine	Core Target	Stretch Target	Actual	Last Update	Actual Variance (% Change)
GRCE3 – Council Resolution	Monthly	95% Council Resolution within due date Met Target	100% Council Resolution within due date Met Target	100%	Jan 2022 <i>Total Completed Actions: 2 Completed within due date: 2</i>	vs. Core: + 5.3% ▲ vs. Stretch: MET vs. PM: +100.0% ▲
PFL2 – Economic Development Revitalisation Action Plan completion	Annually	95%	N/A	N/A	Q2 2022/23 <i>No Progress update</i>	N/A
VNES10 – Hard Waste Collection	Quarterly	90% are collected within 3 weeks of the request being received Target Not Met	N/A	81%	Q2 2022/23 <i>Total completed HW requests: 3,791 Total completed within 15 business days of the request being received: 3,070</i>	vs. Core: -10% ▼



CORPORATE KEY PERFORMANCE INDICATORS – JAN 2023



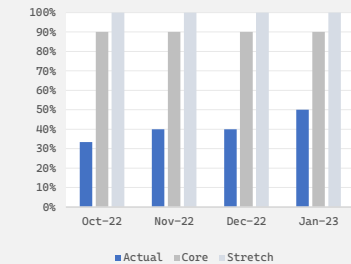
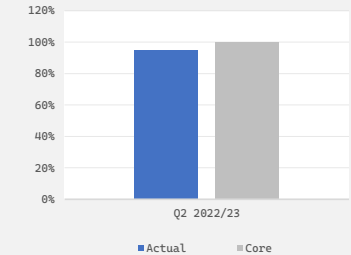
KPI	Routine	Core Target	Stretch Target	Actual	Last Update	Actual Variance (% Change)
CE6 – Uplift in Social media followers by July 2023	Quarterly	15% Met Target	20% Met Target	21.25%	Q2 2022/23 <i>Uplift per platform: Facebook: 17% Instagram: 31% Twitter: 1% LinkedIn: 36%</i>	vs. Core: +41.7% ▲ vs. Stretch: + 6.3% ▲
CE7 – Overall Satisfaction Levels with Corporate Website and Social Media in the Annual Community Satisfaction Survey	Annually	85%	90%	N/A	Q2 2022/23 <i>Last Result from 2021/22: 85% • Website: 86% • Social Media: 84%</i> <i>No plan or budget is in place for a CS survey for 2022/23. Prior to COVID, this CS survey was only sent every 2 years.</i>	N/A
FPCE6 – Annual Net Financial Liabilities Ratio	Annually	Between 0% and 50%	N/A	N/A	Q2 2022/23 <i>No update from Finance</i>	N/A



CORPORATE KEY PERFORMANCE INDICATORS – JAN 2023



KPI	Routine	Core Target	Stretch Target	Actual	Last Update	Actual Variance (% Change)
GRCE10 – Inspection of Priority 1 (P1) food premises within statutory timeframes	Quarterly	100% Target Not Met	N/A	95%	Q2 2022/23 Oct 22: 92% Nov 22: 93% Dec 22: 100%	vs. Core: -5% ▼
GRCE16 – Complaints actioned and closed within SLA <i>CRM Cases where Category = Feedback - Complaint</i>	Monthly	90% Target Not Met	100% Target Not Met	50%	Jan 2023 12 Complains created in Jan 2023 of which 6 were closed within SLA	vs. Core: -44.4% ▼ vs. Stretch: -50.0% ▼ vs. PY: +25.0% ▲
GRCE17 – Delivery of Annual Public Art Program	Annually	95% Monitoring Progress	100% Monitoring Progress	48%	Q2 2022/23 48% across 6 public art projects. Messines Avenue Streetscape Mural has been completed	N/A



CORPORATE KEY PERFORMANCE INDICATORS – JAN 2023

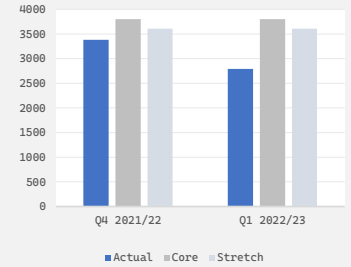


KPI	Routine	Core Target	Stretch Target	Actual	Last Update	Actual Variance (% Change)								
GRCE6 – Implementation of Risk Mitigation Actions within due date	Quarterly	≥ 85%	≥ 90%	N/A	Q2 2022/23 <i>No update due to the lack of Risk Management system causing difficulty for reporting</i>									
GRCE7 – Number of FOI, Section 270, Ombudsman complaints	Annually	Monitor and Report to ELT Monitoring Progress	N/A	12	Q2 2022/23 Jan 2023 Update: FOI: 2 Section 270: 2 Ombudsman complaints: 8	<table border="1"> <caption>2022/23 Complaints</caption> <thead> <tr> <th>Category</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>FOI</td> <td>2</td> </tr> <tr> <td>Section 270</td> <td>2</td> </tr> <tr> <td>Ombudsman Complaints</td> <td>8</td> </tr> </tbody> </table>	Category	Count	FOI	2	Section 270	2	Ombudsman Complaints	8
Category	Count													
FOI	2													
Section 270	2													
Ombudsman Complaints	8													
PFCE2 – Cyber Security – System Uptime	Quarterly	99% Met Target	N/A	99.93%	Q2 2022/23 <i>Availability of Payments Portal and Security Systems breach objectives at 99.93% availability but still meet SLA</i>	vs. Core: +0.094% ▲ <table border="1"> <caption>Q2 2022/23 Uptime</caption> <thead> <tr> <th>Category</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Actual</td> <td>99.93%</td> </tr> <tr> <td>Core</td> <td>99.84%</td> </tr> </tbody> </table>	Category	Value	Actual	99.93%	Core	99.84%		
Category	Value													
Actual	99.93%													
Core	99.84%													

CORPORATE KEY PERFORMANCE INDICATORS – JAN 2023



KPI	Routine	Core Target	Stretch Target	Actual	Last Update	Actual Variance (% Change)
PFCE3 – Cyber Security – Phishing Test Click-Rate	Quarterly	< 5%	0	3.66%	Q2 2022/23	vs. Core: -26.8% ▼ vs. Stretch: NOT MET
		Met Target	Target Not Met			
PFP1 – Suppliers for CoM within the Council Area compared to previous FY	Annually	Maintain %	Increase of 5% 272 local suppliers (increase of 5% from 259)	N/A	Q2 2022/23 2021/22: 259 local suppliers out of 1264 – 20.5% of total suppliers No update for Q2 from Procurement	N/A



6.3 Marion Council Assessment Panel Member Review

Report Reference	RSC230307R6.3
Originating Officer	Team Leader - Planning – Alex Wright
Corporate Manager	Manager Development and Regulatory Services – Warwick Deller-Coombs
General Manager	General Manager City Development – Tony Lines

REPORT OBJECTIVE

The purpose of this report is to seek feedback from the Review & Selection Committee (RSC) on the proposed recruitment process for the Council Assessment Panel (CAP), given two positions expire in June 2023.

EXECUTIVE SUMMARY

Pursuant to Clause 5.4.1 of the Review and Selection Committee's Terms of Reference, the Committee and the Chief Executive Officer act as the selection panel for all independent expert Members to the CAP.

The term of two *Independent Members* expires on 30 June 2023. This report outlines the proposed recruitment process to the RSC pursuant to Clause 5.4.1 of the Terms of Reference.

In appointing new members, the RSC should consider the following in assessing candidates (outlined in greater detail in the report):

- Accreditation of panel members;
- Willingness to achieve accreditation requirements without utilising Council resources;
- Ability to preside over applications under both the PDI Act and Development Act;
- Their role as an independent relevant authority under the new Act;
- Roles and responsibilities of the CAP under the Code; and
- Their experience, capabilities and knowledge in development assessment matters.

Options for consideration include:

- reappoint for a one or two year term
- recruit for a one or two year term.

RECOMMENDATION

That the Review and Selection Committee:

Delete any recommendations not required

Delete position not to be reappointed

1. **Endorses the reappointment of the Independent Council Assessment Members for a further (12 OR 24-month) term to expire on (30 June 2024 OR 30 June 2025).**
 - **Independent Member – Bryan Adams**
 - **Deputy Independent Member – Yvonne Svensson**

OR

Delete position not to be readvertised

1. **Requests that Administration commence the recruitment process for 1 OR 2 of the independent positions for a (12 OR 24 month) term to expire on (30 June 2024 OR 30 June 2025).**
2. **Notes that following the closure of the advertising period seeking expressions of interest, 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.**
3. **Notes that the Council member will be addressed via a separate report.**

BACKGROUND

Clause 5.4.1 of the Terms of Reference for the Review and Selection Committee (RSC) provides that this Committee and the Chief Executive Officer will act as the selection panel for all expert Members to the Council Assessment Panel (CAP).

Clause 5.4.3 outlines the process to be followed by the Committee, which is as follows:

- *Identification of potential candidates via general advertisement*
- *Shortlist candidates for interviews/discussion*
- *Interviews with candidates to determine suitability for selection*
- *Determine a preferred candidate and confirm their preparedness to be nominated for appointment*
- *Make recommendation to Council on preferred candidates.*

Following the recommendation from the RSC, Council are the official appointing body of the CAP Members.

At previous meetings, Council resolved to appoint the following Independent Members to the Council Assessment Panel for the following length of time:

- Mr Michael Davis (Presiding Member) until 30 June 2024;
- Mr Benjamin Russ until 30 June 2024;
- Ms Yvonne Svensson until 30 June 2023;
- Mr Bryn Adams until 30 June 2023; and
- Mr Jock Smylie (Deputy Member) until 30 June 2024.

The current term for the Independent Members Ms Yvonne Svensson and Mr Bryn Adams are due to expire on 30 June 2023.

Accordingly, Council must either commence the recruitment process outlined in Clause 5.4.3 by placing an advertisement in the Adelaide Advertiser and relevant online website seeking expressions of interest for Independent Members for the CAP, and/or reappoint some or all of the expiring Members to the Panel.

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

DISCUSSION

The RSC is required to make a recommendation to Council regarding the appointment of Independent Members to the CAP. The CAP shall comprise a maximum of 5 (five) Members, only 1 (one) of which can be (but need not be) an Elected Member of Council.

Councillor Nathan Prior is the current Elected Member appointed to the CAP, with Councillor Matthew Taylor as the Deputy Elected Member. These appointments expire on 30 June 2023. These appointments were made by Council, therefore the RSC need only consider the appointment of the Independent Member positions.

Whilst the number of applications considered by the Panel has decreased as a result of the PDI Act, the majority of applications considered by the Panel are more complex in nature and often involve representors. Independent members required a high degree of planning knowledge, in addition to an understanding of the relevant legislation, how this is applied to the decision-making process and how to separate information provided by a representor into planning and non-planning matters. It is highly recommended that Members have current and/or recent experience on a Panel and in the planning industry.

The term of office for each CAP Member is determined by Council but in any event shall not exceed 2 years, in accordance with the CAP Terms of Reference. Members can be appointed for a lesser term. An Independent Member is entitled to be re-appointed as a CAP Member for multiple successive terms by Council resolution. A Council Representative is entitled to be re-appointed as a CAP Member for a second successive term by a resolution of the Council.

Additional Roles and Responsibilities of the CAP

Where an Assessment Manager has acted as the relevant authority (i.e. made a decision), the applicant may apply to the CAP to review a decision. For example, should the Assessment Manager issue a refusal, the applicant can apply to the CAP to review the decision in lieu of appealing to the ERD Court.

In this respect, the CAP is tasked with reviewing the original decision and will ultimately be required to either affirm, vary or set aside the original (and substitute its own) decision.

Given the CAP is empowered to review and potentially overturn a decision of the Assessment Manager, it is critical that Members who are appointed have a considerable and knowledgeable understanding of not only the Planning & Design Code, but are comfortable in undertaking a potential review process.

Conclusion

In summary, CAP Members are required to demonstrate a high knowledge of the operation and requirements of the PDI Act and the Planning and Design Code, in addition to the Development Act 1993 and the City of Marion Development Plan.

Recommended Approach

A staggered approach to appointments has been sought to prevent instances where all Members may be replaced at the same time. This is to provide continuity and maintain 'Marion knowledge' during any transition.

Note, if Members are appointed for 12-months then all four Independent Member positions will expire 30 June 2024. It is recommended term(s) of 24-months be offered.

Option 1:

Re-appoint the independent Members to the CAP (provided the Members are willing to be re-appointed and maintain accreditation) for a term of 24-months, expiring 30 June 2025. If this option is selected, the existing Members that wish to be reappointed will need to demonstrate they hold the applicable qualifications or are in the process of receiving qualification.

Option 2:

Seek expressions of interest from (appropriately qualified/experienced) Members of the public for the independent positions for either a 12-month or 2-year term to be determined by Council.

Option 3:

A combination of the two options above, whereby one current position is re-appointed to the CAP and expressions of interest sought are from appropriately qualified/ experienced Members of the public to serve on the CAP, for a term to be determined by Council.

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

‘That pursuant to Section 90(2) and 90(3)(a) of the *Local Government Act 1999*, the Review and Selection Committee orders that all persons present, with the exception of the following persons: Chief Executive Officer, General Manager City Development, Manager People and Culture, Manager Development and Regulatory Services, Team Leader Planning and Manager Office of the Chief Executive, 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 personal affairs of Council Assessment Panel Members.’

Proposed Timeline (for options that require public advertising of CAP positions)

Determine process and timeline	Mid-March
Advertisement for CAP Members Opens	Mid-March
Advertisement for CAP Members Close	Late March
Compile a list of applicants and report to a Special RSC Meeting with applications	Late March
RSC to shortlist applicants	Late March
Interview with applicants	Early April
Special RSC Meeting (following last interview)	Early April
Finalise report to RSC for recommendation to Council	Mid-April
Council resolution to appoint recommended Members	May

Noting that if the RSC reappointed the current Members, the matter would be brought to the next available Council meeting for resolution.

ATTACHMENTS

Nil

7 Reports for Noting

7.1 Council and CEO KPI Report Quarter Two 2022/23

Report Reference	RSC230307R7.1
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

To advise the Committee of the results of the Council and CEO KPI's for quarter two 2022/23.

EXECUTIVE SUMMARY

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

Details of the results are provided in Attachments 1-4. For the quarter two results, Council achieved the Core Target on all KPI's with the exception of the following KPI's:

- Delivery of agreed projects identified in ABP and fourth year targets in the 4-year plan. The result for Q2 was 70% and has not met the core target of 95%. The off-track projects and associated comments are provided in attachment 1a.
- Staff Engagement – the combined engagement results were 69%. This was under the core target of 75% with only two SLT Departments achieving at least 50% participation rate. This data is collected at a point in time, which has been impacted by employee leave over the Christmas period. At the previous Meeting held on 1 November 2022, the Committee requested a comparative graph be included that shows how this indicator is tracking each quarter. This graph has been included in Attachment 1.
- Asset Utilisation of Sports and Community Venues – the result was 33.08%. This was under the core target of 50%. However, it is noted that this is an increase on the previous quarter's result of 30.27%.

RECOMMENDATION

That the Review and Selection Committee:

1. **Notes this information and information contained within the attachments for Quarter two 2022/23.**

ATTACHMENTS

1. Attachment 1 KPI Statistics and Data [7.1.1 - 2 pages]
2. Attachment 1a Supporting Information for KPI2 [7.1.2 - 1 page]
3. Attachment 2 KPI Summary 1 (1) [7.1.3 - 1 page]
4. Attachment 3 FTE Employees Staff and Agency (1) [7.1.4 - 1 page]
5. Attachment 4 Labour and FTE Movement Summary 8BBS [7.1.5 - 1 page]



CEO AND COUNCIL KEY PERFORMANCE INDICATORS 2022/23 QUARTER TWO: OCT '22 – DEC '22 - 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.
Q1 Result: The result of the adopted budget is a forecast surplus of \$0.084m. The core target is forecast to be met with a surplus of \$1.544m over the ten years of the LTFP.

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: Annual Community Survey
Result: This is an annual measure that will be reported on at the end of the 2022/23 reporting period.

2 Delivery of agreed projects identified in ABP and fourth year targets in 4-year Plan (20 projects – (projects completed in years 1, 2 and 3 not included))
Core target: Greater than or equal to 95%
Measure: Monthly data as at 31 December 2022
Result: 70% - 14 projects are on track. 6 projects are considered off-track. The Core Target has not been met.

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
Q2 Result - This is an annual measure and our result is 100%

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

3 Total Employees Costs
Core target: Less than or equal to 4.5% increase in actual employee costs (including agency staff) against prior year's actual costs – adjusted for Council endorsed changes to meet resourcing requirements.
Stretch target: Less than or equal to 4% increase in actual employee costs (including agency staff) against prior year's actual costs – adjusted for Council endorsed changes to meet resourcing requirements.
Q2 result: the 2022/23 forecast is \$41.826m which is a 3.41% increase over the 2022 audited result after adjusting for council endorsed changes and additional grant funded positions

6 Delivery of Council's Capital Works Program
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)
Q2 Result = This is an annual measure that will be reported on at the end of the 2022/23 reporting period.

CEO AND COUNCIL KEY PERFORMANCE INDICATORS 2022/23

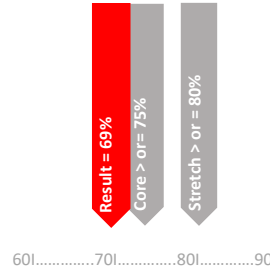
QUARTER TWO: OCT '22 – DEC '22 - ATTACHMENT 1



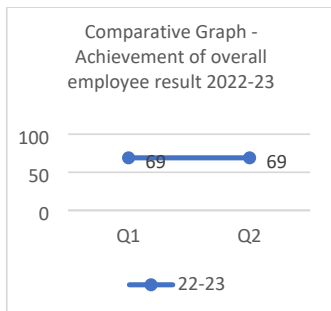
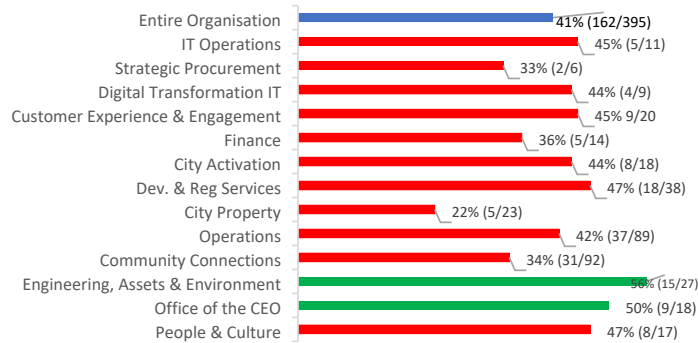
7

Staff Engagement

Core target: Achievement of an overall employee engagement survey result of 75% 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 Teamgagge survey results.
Result: Achieved 69% combined engagement results. Not all SLT Departments achieved at least a 50% participation rate.



SLT participation by department



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. This KPI is marked as 'met' or 'not met'.
Result: Q2 result = Met (have not been made aware of any inaccurate or untimely information provided to the public)

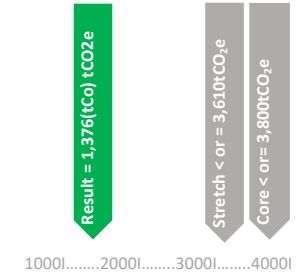


9

Carbon Neutrality

Core target: Actual annual emissions less than the plan's annual target emissions (3,800 tCO₂e)
Stretch target: Actual annual emissions 5% less than the plan's annual target emissions(3,610 tCO₂e)
Measure: Carbon emissions footprint, measured against Council's endorsed Carbon Neutral Plan.
Result: This figure is reported every six months. At the end of the Q2 period, the result was 1,376(tCO₂e). This is reporting on track and less than the stretch target.

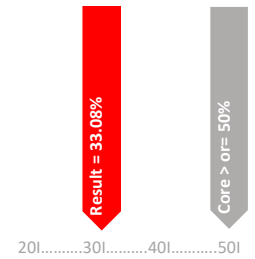
901.....951.....1001



10

Asset Utilisation of Sports and Community Venues

Core target: 50% utilisation across venues
Stretch target: Nil
Measure: Monthly data as at 30 September 2022 based on the average utilization rate (Peak and off-peak)
Result: Q1 = 33.08% average utilisation rate for venue utilisation across community and sporting clubs.
 Peak Utilisaiton = 39.9%
 Off-Peak Utilisation = 21.12%



ATTACHMENT 1a – Supporting Information

As at 31 December 2022 - 70% (14 projects) are on-track, including two that have been deferred. 30% (6 projects) are considered off-track.

The on-track includes projects that were started or completed in the fourth-year targets of the 2022/23 financial year and also includes those projects that are deferred and not started.

Table 1: Year 4 Projects by exception (all other projects are considered on-track or completed)

Project Name	Q2 Supporting Comments
Sam Willoughby International BMX Complex	Working with clubs to finalise minor track rectifications – Berm repair and to resolve UCI accreditation.
Southern Soccer Facility	Defects Liability Period ends April 2023. City Activation resolving a number of stormwater issues.
Research technology and automated solutions for the management of assets and streetscapes	Council has received a proposal to automate the monitoring of asset defects. This proposal is currently being considered as part of the New Initiative process.
City Property Strategic Plan	Not on track - Now referred to as the City of Marion Property Asset Strategy (CoMPAS). The draft CoMPAS was endorsed for consultation by Council. The final draft is being presented to Council on 28 February 2023 seeking adoption.
PROGRAM - Business Enterprise Systems Enhancement (DTP)	Not on track - 9 of the 12 projects that make up the program have been implemented. Outstanding projects include, <ul style="list-style-type: none"> • Digital Literacy and Security Awareness • Asset Management - AMIS • Financial Transformation (Rates & Property modules)
Coach House – LKCC (Living Kurna Cultural Centre)	Works to the Coach House due for completion end of March 2023 associated landscaping works to be completed soon after.

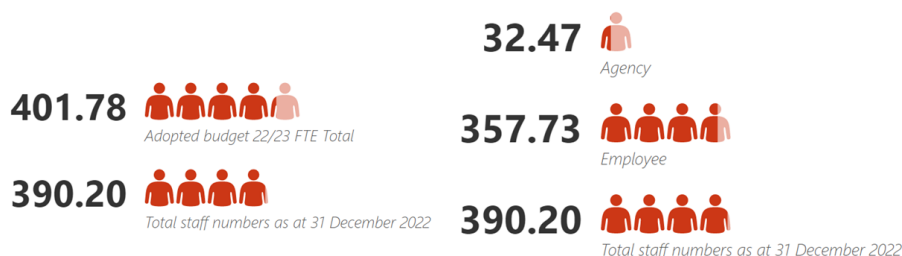
CEO and COUNCIL KPI Report Quarter Two 2022/23 – ATTACHMENT 2

KPI	Details	Core Target	Stretch Target	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	\$0.023m (forecast)	\$0.084m (forecast)		
The result for the Q2 adopted budget is a forecast surplus of \$0.084m. The core target is forecast to be met with a surplus of \$1.544m over the ten years of the LTFFP.							
2	Delivery of agreed projects identified in the <i>Annual Business Plan</i> and the fourth-year targets in the four-year plan.	Greater than or equal to 95%	No Stretch Target	85%	70%		
70% (14) projects are identified as being on track. 30% (6) projects are considered off-track. The Core target has not been met.							
3	Total employee costs (inc agency).	Less than or equal to 4.5% increase in actual employee costs (including agency staff) against prior year's actual costs – adjusted for Council endorsed changes to meet resourcing requirements	Less than or equal to 4% increase in actual employee costs (including agency staff) against prior year's actual costs – adjusted for Council endorsed changes to meet resourcing requirements	3.62% (forecast)	3.41% (forecast)		
Q2 result: the 2022/23 forecast is \$41.826m which is a 3.41% increase over the 2022 audited result after adjusting for council endorsed changes and additional grant funded positions							
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	Annual Measure	Annual Measure		
This is an annual measure and a figure will be provided at the end of the 2022/23 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%	100% (Budgeted)	100% (Budgeted)		
This is an annual measure and our budgeted result is 100%. The final figure will be provided at the end of the 2022/23 financial year.							
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)	Annual Measure	Annual Measure		
This is an annual measure figure will be provided at the end of the 2022/23 financial year.							
7	Staff Engagement	Achievement of an overall employee pulse survey result of 75% based on 5 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.	69%	69%		
Q2 Result: Achieved 69% combined engagement results. The Core Target has not been met. Two SLT Departments achieved at least a 50% participation rate.							
8	Community engagement / communications	100%	NA	Met	Met		
There was no information identified in the Q2 reporting period that was identified as inaccurate or untimely when distributed to the Community. This KPI is currently met.							
9	Carbon Neutrality – carbon emissions footprint, measured against Council's endorsed Carbon Neutral Plan (applicable 2021/22 onwards)	Actual annual emissions less than the plan's annual target emissions (reported every six months)	Actual annual emissions 5% less than the plan's annual target emissions	NA (reported bi-annually)	1,376(tCo ² e)		
Measure: Plans annual target emissions = 3,800 tCo ² e Result: This is an annual Measure, reported bi-annually. The Q2 is 1,376(tCo ² e) 36% less than the the Plan's annual target emissions							
10	Asset utilisation of Sports and Community venues	50% utilisation across venues (through the booking system)	No stretch target	30.27%	33.08%		
Q2 Result = 33.08% average utilisaiton rate for venue utilisation across community and sporting clubs. Peak Utilisation = 39.9% Off-Peak Utilisation = 21.12% The core target has not been met, however has increased on the previous quarter.							

ATTACHMENT 3

FULLTIME EQUIVALENT (FTE) EMPLOYEE AGENCY

The number of FTE employees (staff and agency) employed across the organisation as at 31 December 2022



There are currently 19 temporary vacant positions comprised of:

- Recruitment in progress (required position) 16
- Currently under review 0
- 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

	2022/23	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Total Employee Costs (including Agency)	41,826	40,134	38,238	36,487	34,861	33,274	32,221	31,783	31,757
% Movement on Prior Year	4.25%	4.96%	4.79%	4.66%	4.77%	3.27%	1.40%	0.10%	0.70%
Total Number of Employees (FTE as at 30 June)	390*	387	370	358	365	360	344	342	348
% Movement on Prior Year	0.75	4.59%	3.35%	-1.9%	1.38%	4.80%	0.60%	-1.70%	-0.90%

5-Year average FTE to June 2022 368

*as at 31 December 2022

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

The meeting shall conclude on or before 8.00pm unless there is a specific motion adopted at the meeting to continue beyond that time.