



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, 2 May 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

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1 Open Meeting

2 Kurna Acknowledgement

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

3 Elected Member Declaration of Interest (if any)

4 Confirmation of Minutes

4.1 Confirmation of Minutes of the Review and Selection Committee Meeting held on 7 March 2023

Report Reference	RSC230502R4.1
Originating Officer	Manager People and Culture – Sarah Vinall
Corporate Manager	N/A
General Manager	Chief Executive Officer – Tony Harrison

RECOMMENDATION

That the minutes of the Review and Selection Committee Meeting held on 7 March 2023 be taken as read and confirmed.

ATTACHMENTS

1. RS C 230307 - Final Public Minutes [4.1.1 - 6 pages]



**Minutes of the Review and Selection Committee
held on Tuesday, 7 March 2023 at 6.30 pm
Committee Room 1, Council Administration Centre
245 Sturt Road, Sturt**





PRESENT

His Worship the Mayor Kris Hanna
Councillor Luke Naismith
Councillor Jayne Hoffmann

In Attendance

Manager Office of the CEO - Kate McKenzie
Manager People and Culture - Sarah Vinall
Chief Financial Officer – Ray Barnwell
General Manager, City Development – Tony Lines

1 Open Meeting

The Mayor opened the meeting at 6.32pm.

2 Kaurna Acknowledgement

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

3 Elected Member Declaration of Interest (if any)

The Chair asked if any member wished to disclose an interest in relation to any item being considered at the meeting, and no items were disclosed.

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

Moved Mayor Hanna

Seconded Councillor Hoffmann

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

Carried unanimously

5 Confidential Items

5.1 Cover Report - Staff Movements and Exits	
Report Reference	RSC230307F5.1

RSC230307 - Review and Selection Committee Meeting - 7 March 2023



The Mayor sought and was granted leave of the meeting to defer item 5.1 Cover Report – Staff Movement and Exits to be considered after items 6. Reports for Discussion and 7. Reports for Noting.

6 Reports for Discussion

6.1 Review and Selection Committee Work Program for 2023

Report Reference RSC230307R6.1

Moved Councillor Hoffmann

Seconded Councillor Naismith

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:
 - May Committee meeting – report on use of temporary labor hire staff, including numbers, pay rates, types of roles in which temporary labor hire is used, criteria for engaging, numbers that are converted to employees.

Carried unanimously

6.3 Key Performance indicators

Report Reference RSC230307R6.2

The Mayor sought and was granted leave of the meeting to defer item 6.2 Key Performance Indicators to be considered after item 6.3 Marion Council Assessment Panel Member Review.

6.3 Marion Council Assessment Panel Member Review

Report Reference RSC230307R6.3

Moved Councillor Hoffmann

Seconded Councillor Naismith

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 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.'

6.46pm the meeting went into confidence

7.06pm the meeting came out of confidence



The Committee noted the length of time the members have been on the Assessment Panel and noted they would be inclined in future to review positions of those with longer tenure.

Moved Councillor Hoffmann

Seconded Councillor Naismith

That the Review and Selection Committee:

1. Recommends to Council the reappointment of the Independent Council Assessment Members for a further 24-month term to expire on 30 June 2025.
 - o Independent Member – Bryan Adams
 - o Independent Member – Yvonne Svensson
2. Notes that the Council member will be addressed via a separate report.

Carried unanimously

6.2 Key Performance indicators

Report Reference RSC230307R6.2

The Committee discussed the KPI's and acknowledged that some KPI's are more operational, however these were included at a Council/CEO level to push improvements and progress. Noting this, the Committee considered KPI 10 – Asset Utilisation and suggested that this be monitored as part of the Corporate KPI's.

The Committee also considered KPI 4 and 8, noting the comments from staff. The Committee debated the frequency of the community satisfaction survey and if it is adding value if the outcome is the same each year. It was commented that the survey is not required on an annual basis. The Committee suggested that this is a conversation that should occur with the full Council. The Committee also noted that a better KPI could be used for communication/engagement. It was suggested that this KPI also be discussed at a forum and staff to provide a sample of KPI's where data can be pulled from salesforce. It was suggested that the KPI needs to be driven by customer data and not from a system where management can manipulate the data.

Moved Councillor Naismith

Seconded Councillor Hoffmann

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

1. Retention of KPIs 1, 2, 3, 5, 6, 7 & 9
2. Removal of KPI 10 to instead sit within the corporate KPIs and monitored by the Executive Leadership team.
3. Further discussion occur within a Council forum in relation to KPIs 4 and 8, and a general discussion on the corporate KPIs

Carried unanimously

7 Reports for Noting



7.1 Council and CEO KPI Report Quarter Two 2022/23

Report Reference RSC230307R7.1

The Committee review the KPI results noting that three KPI's did not meet targets. These were delivery of agreed projects in ABP & 4 Year Plan, staff engagement and asset utilisation. It was noted that several of the ABP & 4 Year Plan projects are coming to fruition and the staff engagement for the second quarter was impacted by the timing of the survey and the number of staff on leave in January.

Moved Councillor Hoffmann

Seconded Councillor Naismith

That the Review and Selection Committee:

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

Carried unanimously

5.1 Cover Report - Staff Movements and Exits

Report Reference RSC230307F5.1

Moved Councillor Naismith

Seconded Councillor Hoffmann

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: Manager, Office of the CEO, Chief Financial 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.

Carried unanimously

8.02pm the meeting went into confidence

Moved Councillor Naismith

Seconded Councillor Hoffmann

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 2023.

Carried unanimously



8.09pm the meeting came out of confidence

8 Workshop / Presentation Items - Nil

9 Other Business

10 Meeting Closure

The meeting was declared closed at 8.09pm.

CONFIRMED THIS 2 DAY OF MAY 2023

CHAIRPERSON

5 Confidential Items

5.1 Cover Report - CEO Performance Review Timeline

Report Reference	RSC230502F5.1
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 CEO Performance Review Timeline, 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.

5.2 Cover Report - Staff Movements & Exit Q3

Report Reference	RSC230502F5.2
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 Labour Hire Staff

Report Reference	RSC230502R6.1
Originating Officer	Unit Manager Human Resources – Greg Cansdale
Corporate Manager	Manager People and Culture - Sarah Vinall
General Manager	Chief Executive Officer - Tony Harrison

REPORT OBJECTIVE

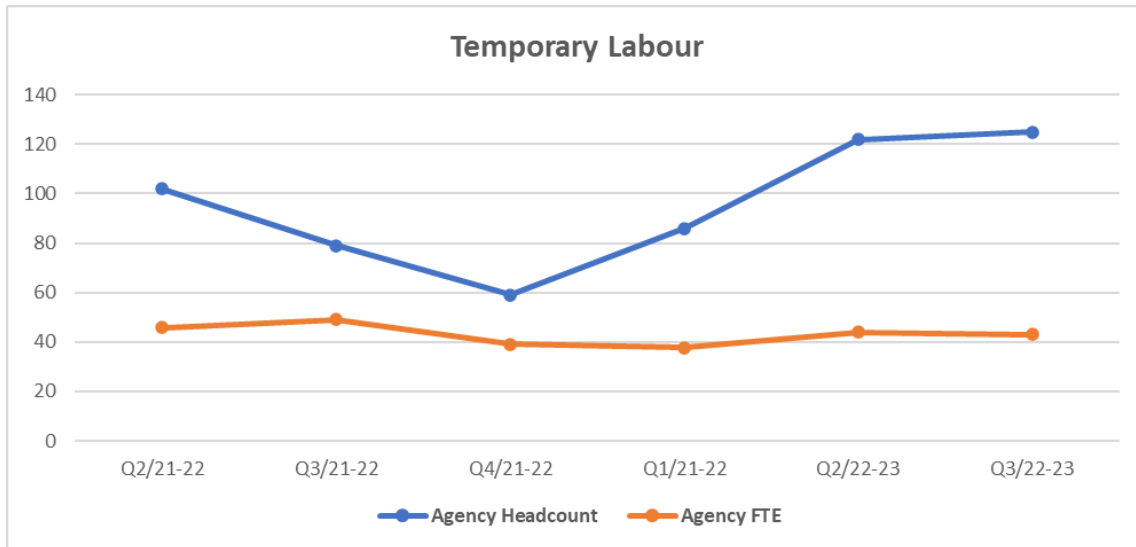
To provide a level of understanding of Temporary Labour Hire workforce (Agency Staff) composition at the City of Marion, a summary of Agency Staff as at 31 March 2023 is provided below.

EXECUTIVE SUMMARY

As at 31 March 2023, the agency staff head count (Randstad) was 125 (42.93 Full Time Equivalent). These agency staff were working in 31 unique roles across the City of Marion.

The FTE figure is determined by dividing the total number of hours worked by agency staff for the month of March 2023 by the normal hours worked by an FTE in a month.

The following chart shows agency staff use within the City of Marion since October 2021.



Attachment one provides an overview of the 31 different positions that have been filled by temporary labour on either a full-time or part-time basis, and the associated hourly pay rates for each position.

RECOMMENDATION

That the Review and Selection Committee:

1. **Notes this report.**

ATTACHMENTS

1. Attachment 1 - Temporary Labour Hire March 2023 [6.1.1 - 1 page]

Attachment 3 - Temporary Labour Hire – March 2023

Job Title	Pay Rate	Headcount
Aqua Aerobics Instructor	\$45.00	1
Business Support City Property	\$43.20	1
Cook/Chef	\$35.00	4
Customer Service Consultant	\$28.70	1
Development Officer - Compliance	\$45.47	1
Head Chef	\$38.00	1
Kitchen Hand	\$29.40	1
L3 - Admin Support (Training Coordination)	\$30.50	1
L3 - Business Support	\$34.50	1
L3 - Fleet Admin	\$41.14	1
L4 - Admin	\$34.50	1
Level 2 - Kiosk Attendant	\$27.93	12
Level 3 - Administration	\$34.50	4
Level 3 - Open Spaces	\$36.00	4
Level 3 - Program Worker - CHSP Program - Cooinda	\$30.50	1
Level 3 - Receptionist	\$30.50	7
Level 3 - Home Support Officers	\$30.50	2
Level 5 - Labourer/Truck Driver	\$35.45	3
Level 5 - Lifeguard	\$27.96	29
Level 5 - Party Host	\$21.38	5
Level 5 - Swimming Instructor	\$31.45	6
Level 6 - Kiosk Coordinator	\$35.60	1
Level 6 - Senior Lifeguard	\$30.26	14
Level 6 Digital Communications Advisor	\$63.35	1
Level 7 - Supervisor	\$36.21	4
Procurement Specialist	\$68.75	1
Program Facilitator	\$41.86	5
Program Worker – CHSP Program – Blokes Social Group	\$30.50	1
Project Planner	\$52.56	1
Team Member Civil Services	\$35.45	5
Theatre Technician	\$41.14	3
Venue Support Officer	\$32.00	2
	Total Headcount	125

7 Reports for Noting

7.1 Council and CEO KPI Report Quarter Three 2022/23

Report Reference	RSC230502R7.1
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 three 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 three 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 Q3 was 80% 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 five departments not meeting the 50% participation rate target.
- Asset Utilisation of Sports and Community Venues – the result was 29.99%. This was under the core target of 50%. This was a slight decrease on the previous quarter result of 33.08%. There were some slight amendments made to the calculation of data this quarter. The alterations included removing “Business Hub” spaces (IT Training Suite and Business Enterprise Room 6) from Cove Civic Centre utilisation (as they're booked 100%, it was felt this was skewing the overall results for the centre), and the inclusion of the Opal Space for Glandore, and the Community Room at Trott Park.

RECOMMENDATION

That the Review and Selection Committee:

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

ATTACHMENTS

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



CEO AND COUNCIL KEY PERFORMANCE INDICATORS 2022/23 QUARTER THREE: JAN '23 – MAR '23 - 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.
Q3 Result: The result of the adopted budget is a forecast surplus of \$0.026m. The core target is forecast to be met with a surplus of \$1.518m 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
Q3 Comment: 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 March 2023
Q3 Result: 80% - 16 projects are on track. 4 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
Q3 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.
Q3 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)
Q3 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

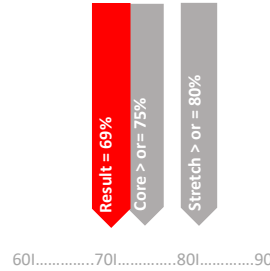
QUARTER THREE: JAN '23 – MAR '23 - ATTACHMENT 1



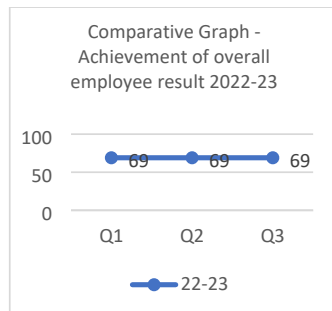
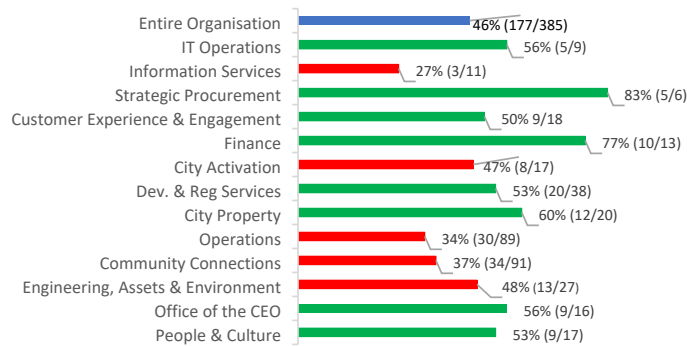
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Staff Engagement

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 Teamgauge survey results.
Q3 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: Q3 result = Met (have not been made aware of any inaccurate or untimely information provided to the public)

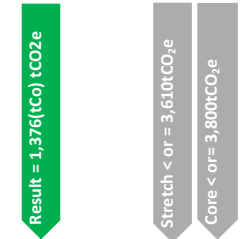


90%.....95%.....100%

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.
Q3 Comment: 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. The updated figure will be provided at the end of the Q4 reporting period

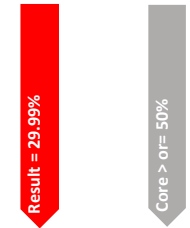


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10

Asset Utilisation of Sports and Community Venues

Core target: 50% utilisation across venues
Stretch target: Nil
Measure: Monthly data as at 31 March 2023 based on the average utilization rate (Peak and off-peak)
Result: Q3 = 29.99% average utilisation rate for venue utilisation across community and sporting clubs.
 Peak Utilisaiton = 35.59%
 Off-Peak Utilisation = 20.39%



20|.....30|.....40|.....50|

Note: Amendments this quarter include removing "Business Hub" spaces (IT Training Suite and Business Enterprise Room 6) from Cove Civic Centre utilisation (as they're booked 100%, it was felt this was skewing the overall results for the centre), and the inclusion of the Opal Space for Glandore, and the Community Room at Tratt Park.

ATTACHMENT 1a – Supporting Information

As at 31 March 2023 - 80% (16 projects) are on-track, including three that have been completed this financial year. 20% (4 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	Q3 Supporting Comments
Sam Willoughby International BMX Complex	Extended Defects Liability Period ended. Resolving final berm issues and 8m start hill remediation and a small number of clubhouse defects.
Research technology and automated solutions for the management of assets and streetscapes	This project is considered an unfunded initiative.
City Property Strategic Plan	Council has endorsed the "City of Marion Building Asset Strategy" (CoMBAS) and Implementation Guide. Preliminary concept designs developed for 262 Sturt Rd, MLC, Cosgrove Hall and Perry Barr Farm.
PROGRAM - Business Enterprise Systems Enhancement (DTP)	10 of the 12 projects that make up the program have been implemented. Outstanding projects include: *Asset Management AMIS * Financial Transformation (Rates & Property Module)

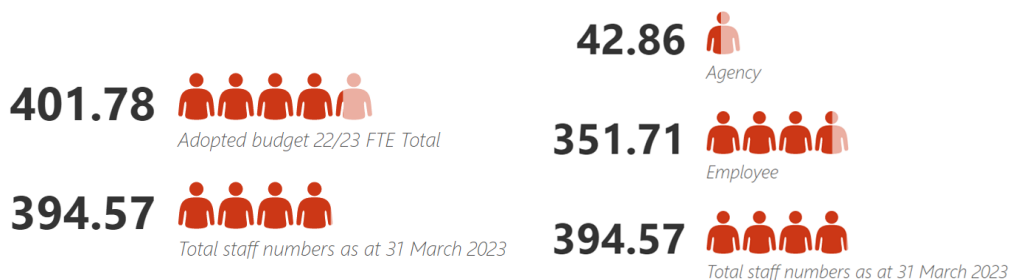
CEO and COUNCIL KPI Report Quarter Three 2022/23 – ATTACHMENT 2

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)	\$0.026 (forecast)	
				The result for the Q3 adopted budget is a forecast surplus of \$0.026m. The core target is forecast to be met with a surplus of \$1.518m over the ten years of the LTFP.			
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%	80%	
				80% (16) projects are identified as being on track. 20% (4) 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)	3.41% (forecast)	
				Q3 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	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)	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	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 9 metrics with at least 50% employee participation per SLT department.	Achievement of an overall employee pulse survey result of 80% with at least 50% participation per SLT department.	69%	69%	69%	
				Q3 Result: Achieved 69% combined engagement results. The Core Target has not been met. Eight SLT Departments achieved at least a 50% participation rate and there were five departments that fell short of the target.			
8	Community engagement / communications	100%	NA	Met	Met	Met	
				There was no information identified in the Q3 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)	NA (reported bi-annually)	
				Measure: Plans annual target emissions = 3,800 tCo ² e Result: This is an annual Measure, reported bi-annually with the next figure to be provided at the end of Q4.			
10	Asset utilisation of Sports and Community venues	50% utilisation across venues (through the booking system)	No stretch target	30.27%	33.08%	29.99%	
				Q3 Result = 29.99% average utilisaiton rate for venue utilisation across community and sporting clubs. Peak Utilisation = 35.59% Off-Peak Utilisation = 20.39% The core target has not been met, however has increased on the previous quarter.			

ATTACHMENT 3

FULLTIME EQUIVALENT (FTE) EMPLOYEE AGENCY

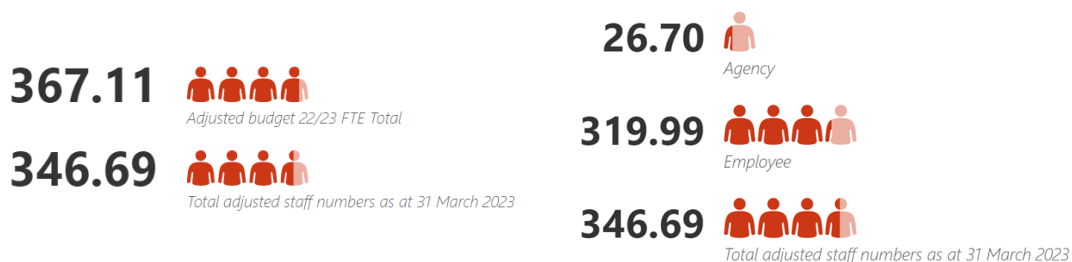
The number of FTE employees (staff and agency) employed across the organisation as at 31 March 2023.



There are currently 24 temporary vacant positions comprised of:

- Recruitment in progress (required position) 22
- Currently under review 0
- Vacant required position 2

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)	394*	387	370	358	365	360	344	342	348
% Movement on Prior Year	1.87%	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 March 2023

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.