

His Worship the Mayor
Councillors
City of Marion

Notice of Review and Selection Committee

Chamber - Admin, Council Administration Centre
245 Sturt Road, Sturt

Tuesday, 6 February 2024 at 5.30 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.



Tony Harrison
Chief Executive Officer

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1 Open Meeting

2 Kaurna Acknowledgement

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

3 Elected Member Declaration of Interest (if any)

4 Confirmation of Minutes

4.1 Confirmation of Minutes of the Review and Selection Committee Meeting held on 5 December 2023

Report Reference	RSC240206R4.1
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 5 December 2024 be taken as read and confirmed.

ATTACHMENTS

1. RS C 231205 - Final Minutes [4.1.1 - 5 pages]



**Minutes of the Review and Selection Committee
held on Tuesday, 5 December 2023 at 5.30 pm
Council Chamber, Council Administration Centre
245 Sturt Road, Sturt**

**PRESENT**

His Worship the Mayor Kris Hanna
Councillor Jayne Hoffmann
Councillor Matt Taylor

In Attendance

Councillor Sarah Luscombe
Chief Executive Officer - Tony Harrison
Manager Office of the CEO - Kate McKenzie
Manager People and Culture - Sarah Vinall
Manager Development and Regulatory Services – Warwick Deller-Coombs
Team Leader - Planning - Alex Wright

1 Open Meeting

The Mayor opened the meeting at 5.33pm.

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.

There were no interests declared.

4 Confirmation of Minutes**4.1 Confirmation of Minutes of the Review and Selection Committee Meeting held on 10 October 2023**

Report Reference	RSC231205R4.1
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Moved Councillor Hoffmann**Seconded Mayor**

That the minutes of the Review and Selection Committee Meeting held on 10 October 2023 be taken as read and confirmed.

Carried unanimously

5 Confidential Items - Nil**6 Reports for Discussion**



6.1 Review and Selection Committee Work Program and Meeting Schedule for 2024

Report Reference RSC231205R6.1

Moved Councillor Taylor

Seconded Councillor Hoffmann

That the Review and Selection Committee:

1. Notes the proposed meeting dates for 2024:
 - Tuesday 6 February 2024 (5.30pm - 6.30pm)
 - Tuesday 7 May 2024 (5.30pm - 6.30pm)
 - Tuesday 6 August 2024 (5.30pm - 6.30pm)
 - Tuesday 5 November 2024 (5.30pm - 6.30pm)
2. Notes the proposed work program for 2024 identified at Attachment 1 to the report.

Carried unanimously

6.2 Appointment of Independent Members to the Marion Council Assessment Panel

Report Reference RSC231205R6.2

The Mayor sought and was granted leave of the meeting to vary the agenda items and defer item 6.2 Appointment of Independent Members to the Marion Council Assessment Panel to be considered after item 7.2 Volunteer Program Report.

7 Reports for Noting

7.1 Council and CEO KPI Report Quarter One 2023/24

Report Reference RSC231205R7.1

The Committee discussed the results of KPI 2, with this largely attributed to an underspend in fleet renewal. Members also discussed progress against KPI 5 and some of the challenges with tenders in the current market. Further discussion was also held on staff engagement and how current vacant positions are being managed to avoid impact on staff while still ensuring service delivery.

Moved Councillor Hoffmann

Seconded Councillor Taylor

That the Review and Selection Committee:

1. Notes this information and information contained within the attachments for Quarter one 2023-24.

Carried unanimously



7.2 Volunteer Program Report

Report Reference RSC231205R7.2

The Committee discussed the types of roles being performed, and the biggest challenges regarding utilisation of volunteers across Marion. The members heard about the recent successful trial of the new concierge volunteer role, and discussed broadening of functions that could be undertaken by volunteers.

The Committee also discussed insurance coverage for volunteers, and Members heard that Councils cannot legally insure for medical gaps, but can provide assurance that out-of-pocket expenses (e.g., Medicare gaps), will be covered by Council.

Moved Councillor Taylor

Seconded Councillor Hoffmann

That the Review and Selection Committee:

1. Notes the report and makes any recommendations regarding the Volunteer Program.
2. Seeks a focus in future reports on volunteer opportunities for members of the community with talent and experience allowing them to participate in more than the standard volunteer programs.
3. Seeks advice in the next volunteer program report on insurance issues relating to volunteers.

Carried unanimously

6.2 Appointment of Independent Members to the Marion Council Assessment Panel

Report Reference RSC231205R6.2

The Committee discussed the usual process for renewal of members to the Panel, and the attributes of current members who are expiring.

Moved Councillor Hoffmann

Seconded Councillor Taylor

That pursuant to Section 90(2) and (3)(a) of the Local Government Act 1999, the Committee orders that all persons present be excluded from the meeting as the Committee receives and considers information relating to the Appointment of Independent Members to the Marion 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 personal affairs of the current Panel members.

Carried unanimously

6.05pm the meeting went into confidence

6.18pm the meeting came out of confidence

Moved Councillor Hoffmann

Seconded Councillor Taylor



That the Review and Selection Committee:

1. Endorses the reappointment of those current members to the CAP whose terms expire on 30 June 2024 (provided members are willing to be re-appointed and maintain accreditation) for a term of two years, expiring 30 June 2026.

Carried unanimously

8 Workshop / Presentation Items - Nil

9 Other Business

10 Meeting Closure

The meeting shall conclude on or before 6.30pm unless there is a specific motion adopted at the meeting to continue beyond that time.

The meeting was declared closed at 6.19pm.

CONFIRMED THIS 6 DAY OF FEBRUARY 2024

CHAIRPERSON

5 Confidential Items - Nil

6 Reports for Discussion

6.1 Warraparinga Advisory Team (WAT)

Report Reference	RSC240206R6.1
Originating Officer	Manager City Property – Mark Hubbard
Corporate Manager	N/A
General Manager	General Manager City Development - Tony Lines

REPORT HISTORY

Report Reference	Report Title
RSC210803R6.2	Warraparinga Advisory Team

REPORT OBJECTIVE

To consider:

- The appointment process for the two Council nominated representatives on the Warraparinga Advisory Team (WAT) for the next term.
- The remuneration of the Council nominated WAT members from the commencement of the new management agreement between Council and Southern Cultural Immersion (SCI).
- A revised appointment process for the Chair of the WAT.

EXECUTIVE SUMMARY

On 22 June 2021 Council endorsed the LKCC Management Agreement with Southern Cultural Immersion (SCI) who commenced their management of the LKCC on 19 July 2021.

The Management Agreement stipulated a Warraparinga Advisory Team (WAT) be established to support the Agreement as an advisory function and not a decision-making body (refer to Attachment 1 for an extract of the Management Agreement relating to the WAT).

The WAT consists of two City of Marion and two (SCI) representatives.

The WAT meet quarterly to provide guidance and oversight of the following:

- Governance
- Finance
- Compliance
- Operations and KPI goals, and
- General business.

The WAT have provided good support to SCI over the initial management agreement term and have contributed towards a positive operational performance of SCI over the last few years.

For the initial 3-year term of the agreement, the Council nominated WAT Members received \$300 per quarterly meeting.

The first 3 years of the 3 + 3 year SCI agreement concludes on 30 June 2024 and is up for renewal. As per the agreement, a decision is required in year three of the term on the continuation of the WAT when considering the extension of the agreement.

It is proposed that the Review and Selection Committee consider the following in relation to the next term of the WAT:

- An increase in the remuneration of Council nominated WAT members from \$300 per meeting to \$500 per meeting. As a benchmark, the Finance Risk and Audit Committee (FRAC) members receive \$1,000 per meeting.
- Council conducts an Expression of Interest seeking applications for the two Council Nominated WAT Member positions for the next three-year term.
- The terms of reference for the WAT be revised to rotate the role of the Chair on an annual basis between a Council Nominated WAT representative and a Manager Nominated WAT Representative.

RECOMMENDATION

That the Review and Selection Committee:

- 1. Supports an Expression of Interest process being conducted prior to the end of the current management agreement to seek applications for the two Council Nominated WAT roles, noting that existing members can re-apply.**
- 2. Conduct the interviews following the Expression of Interest process for the recruitment of two members to the WAT.**
- 3. Provide recommendation to Council for the two WAT members selected through the Expression of Interest process for Council's endorsement.**
- 4. Supports the Council Nominated Warriparinga Advisory Team (WAT) members receiving \$500 remuneration per quarterly meeting.**
- 5. Supports the annual rotation of the role of Chair of the WAT on the basis that the Chair role must rotate from a Council Nominated WAT member to a Manager nominated WAT member.**

BACKGROUND

For over twenty years the Living Kaurna Cultural Centre has been an integral cultural heritage site.

For the Kaurna people of the Adelaide plains, this site is a traditional ceremonial meeting place that is still used today.

Following more than four years of discussions with Kaurna, Council received a proposal from Southern Cultural Immersion (SCI) in 2020 to manage the LKCC / Warriparinga facility.

SCI's aim was to further activate the site through additional events, tourism and educational activities to become the leading Kaurna tourism location and cultural education space on Kaurna Country.

Council entered into an agreement with SCI to operate the LKCC / Warriparinga facility on 19 July 2021 with the option to extend for a further three years. That initial term ends 30 June 2024 and is subject to a further report to Council in March 2024 on the renewal.

An integral part of the agreement with SCI was the formation of a Warriparinga Advisory Team (WAT) to provide support and guidance to SCI in the areas of:

- Finances
- Risk management
- Health and safety
- Human resources
- Operational matters, and

- General oversight of performance against the agreement and KPI's.

The WAT representatives' terms align with the agreement and are subject to reconsideration prior to 30 June 2024.

DISCUSSION

1. City of Marion WAT Members

In August 2021, Council endorsed the selection of two Council Nominated WAT members, being:

- Melissa Librandi
 - Melissa works for News Corp Australia and comes with a wealth of experience in media, tourism, travel and consultancy.
- Karen Franks
 - Karen provides years of experience in accounting and strategy and has served on several NFP and private boards.

The WAT members have regularly attended the required meetings and provided sound advice to SCI on the operations of the LKCC. In particular, the WAT provided strong support to SCI at the end of Covid when tourism businesses were particularly impacted.

In December 2023, Melissa Librandi notified Council that she would not be continuing her role on the WAT from March 2024 due to expanded professional commitments in her work role. Melissa has provided the name of a potential replacement on the WAT.

Karen Franks has advised that she would like to continue on the WAT for a further term, noting the benefits of stability, especially across the first term and into a second term of the WAT.

2. WAT Role

The role of the WAT is as follows:

- The WAT is responsible for helping and supporting the delivery of the Agreement between Council and the Manager of the LKCC.
- Is an advisory function only and not a decision making body.
- WAT meetings include reporting and oversight of the following:
 - Performance against this Agreement, including progress against KPIs.
 - Finances.
 - Risk management.
 - Health and safety.
 - Human resources.
 - Operational matters.
 - New business opportunities.

Based on some feedback over the last 6-months there is an opportunity to further develop and refine the Terms of Reference for the WAT in the next management agreement for the LKCC. Any recommended changes shall be raised in the Council report addressing the SCI management agreement renewal.

3. WAT Member Appointment Process

It is recommended that the recruitment for the two positions progress through the Review and Selection Committee in accordance with 5.3 of the Committee's Terms of Reference, noting that

an EOI will be called rather than an executive search.

The Review and Selection Committee may look to assess the independent members experience and skills in the above areas.

In addition, suggested characteristics include:

- An understanding of the opportunities and issues facing First Nation people in our communities.
- Keen to positively affect the short and longer term wellbeing of people from various backgrounds.
- Have relevant tertiary qualifications or equivalent commercial / community sector experience.
- Have experience advocating for the needs and aspirations of diverse communities.
- Are thought leaders - organised, strategic, and systematic thinkers.
- Are available to attend at least quarterly meetings and be involved in small amounts of interactions between these meetings.
- Have experience on boards of management and committees.
- Have experience working with Local Government Authorities.

The Review and Selection Committee choose to consider the diversity of the candidates to provide the WAT with a Board that would represent a varied range of views and perspectives.

The next steps and proposed timeframes are listed in the table below.

Step	Task	When
1.	Report to Review and Selection Committee to endorse the commencement of the EOI process.	6 February 2024
2.	Commence EOI process – open for two weeks.	March 2024
3.	Conduct interviews and select preferred nominees (undertaken by R&S Committee members).	April 2024
4.	Report to Review and Selection Committee to endorse the two WAT members.	7 May 2024
5.	General Committee meeting agenda item to consider Review and Selection Committee appointment recommendations.	28 May 2024

ATTACHMENTS

1. Warriparinga Advisory Team (W A T) Terms of Reference [6.1.1 - 2 pages]

WAT extract from Management Agreement

8. WARRIPARINGA ADVISORY TEAM

8.1 General

- 8.1.1 A Warriparinga Advisory Team (WAT) shall be formed and comprise four independent members. The WAT will be responsible for helping and supporting the delivery of this Agreement.
- 8.1.2 Each party shall be responsible for remunerating its own representatives.
- 8.1.3 This is an advisory function only and not a decision making body.
- 8.1.4 A quorum of the WAT is defined as three people.
- 8.1.5 A decision to continue with the WAT will be made in year three of the Term and when considering the extension of the Agreement in accordance with clause 2.2.2.

8.2 Membership

- 8.2.1 The WAT will consist of:
 - 8.2.1.1 Two Council nominated members; and
 - 8.2.1.2 Two Manager nominated members.
- 8.2.2 Council staff, Elected Members, the Manager and the Manager's Staff are not permitted to be members of the WAT.
- 8.2.3 The Chair of the WAT will be determined by the WAT. This Chair is one of the four members and not an additional member.

8.3 Governance Structure

The Chair shall forward the agenda and papers to WAT members at least five (5) working days prior to a meeting being held, and minutes no later than seven (7) days following the meeting. Minutes will record actions arising from the meeting and will allocate the person(s) responsible for each action and timelines for completion.

8.4 Meeting Procedures and Protocols

- 8.4.1 The WAT shall meet four times a year (quarterly) (or more frequently by decision of the WAT or by the Chairperson). Meetings shall only be held when at least three (3) members are present.
- 8.4.2 WAT meetings will include reporting and oversight of the following:
 - 8.4.2.1 this Agreement;
 - 8.4.2.2 performance against this Agreement, including progress against KPIs;
 - 8.4.2.3 finances;
 - 8.4.2.4 risk management;
 - 8.4.2.5 health and safety;
 - 8.4.2.6 human resources;
 - 8.4.2.7 operational matters;

- 8.4.2.8 new business opportunities; and
- 8.4.2.9 other business as required.

8.4.3 At each meeting, the following values, principles and protocols shall be adhered to:

- 8.4.3.1 respecting and valuing diversity of opinions and culture;
- 8.4.3.2 honesty, trust and openness;
- 8.4.3.3 being concise, to the point and having a workable time structure;
- 8.4.3.4 being accountable and responsible;
- 8.4.3.5 maintaining confidentiality of matters;
- 8.4.3.6 disclosure of any pecuniary interests; and
- 8.4.3.7 coming to agreement by consensus.

8.5 Communication and Reporting Mechanisms

- 8.5.1 Communication to WAT members shall be via email.
- 8.5.2 The Manager's representatives shall report to the relevant Kaurna stakeholders as required.
- 8.5.3 Council representatives shall report to Council's Executive Leadership Team (ELT) and Elected Members as required.

6.2 Remuneration Tribunal of South Australia Consultation Paper - Local Government CEOs

Report Reference	RSC240206R6.2
Originating Officer	Manager People and Culture – Sarah Vinall
Corporate Manager	Manager People and Culture - Sarah Vinall
General Manager	Chief Executive Officer - Tony Harrison

REPORT OBJECTIVE

To seek Committee feedback on the Remuneration Tribunal of South Australia's consultation paper of minimum and maximum remuneration arrangements for Local Government Chief Executive Officers.

EXECUTIVE SUMMARY

The Remuneration Tribunal of South Australia (RTSA) has written to South Australian Councils seeking input into the upcoming review of the remuneration structure for Local Government Chief Executive Officers.

Councils are asked to respond to the RTSA and:

1. comment on a number of outlined options, or detail possible alternative options for the review, and
2. as a minimum, provide a copy of the CEO's Position Description plus a description of how current CEO remuneration arrangements have been developed by no later than 15 April 2024.

RECOMMENDATION

That the Review and Selection Committee:

1. **Considers the City of Marion's response to the Remuneration Tribunal of South Australia consultation paper.**

ATTACHMENTS

1. Consultation Paper - Local Government CEOs [6.2.1 - 5 pages]



Remuneration Tribunal of South Australia

CONSULTATION PAPER

Minimum and Maximum Remuneration for Local Government Chief Executive Officers

January 2024

About this consultation paper

On 16 June 2023, the Remuneration Tribunal of South Australia (**Tribunal**) issued [Determination 4 of 2023 \(Current Determination\)](#) and accompanying [Report 4 of 2023](#). The Current Determination covers 67 Councils who are grouped into eight bands. Each band contains a minimum and maximum remuneration amount that may be paid to a Council's Chief Executive Officer (**CEO**). The amount payable to a CEO is at the discretion of each Council, so long as it falls within the applicable band.

The eight bands are based on the current adjusted total remuneration packages of CEOs. The Tribunal does not consider this approach to be a long-term sustainable position and is therefore considering various options to improve the evaluation method of minimum and maximum remuneration amounts for CEOs ahead of the next review, scheduled for July 2024.

The Tribunal has some reservation about the extent of participation in the process. As the Tribunal has noted, it incorporates the substantial and unexplained diversity of remuneration arrangements between Councils which have at least some inherently similar characteristics. These are characteristics of current arrangements. Councils apply significantly different approaches to calculating and reporting on current remuneration arrangements. Those current arrangements create the potential for flow-on effects to senior staff reporting to CEOs and hence may exacerbate instability within the Local Government sector. The Tribunal is acutely aware that the effect of the current determination is to limit movements in current remuneration and that current remuneration levels require further review. That further review will require the provision of substantially more information from Local Government than that which has been provided to date.

The purpose of this consultation paper is to outline the likely approach to be adopted by the Tribunal over the coming months and offer the Local Government sector an opportunity to engage with the Tribunal to provide input and suggestions for the next review. The Tribunal emphasises that this review will be progressed in 2024. Comments and suggestions are invited but a protracted period for debate over how the review should be undertaken is not proposed.

The Tribunal is seeking to move toward a remuneration structure for Council CEOs which considers the following criteria:

- CEO position descriptions and responsibilities
- The skills and experience required
- The complexity of CEO roles
- The population size, density, and characteristics of a Council district
- The geographic size and characteristics of a Council district

- Industry issues specific to a Council district
- Social or cultural issues specific to a Council district
- Isolation and distance factors
- Accommodation issues
- Consideration of tenure and contract duration
- Specifically nominated performance criteria
- Consideration of objectively established remuneration for comparable positions
- Recognition of attraction and retention approaches.

In considering these issues the Tribunal will have regard to current remuneration arrangements but does not consider these to be determinative of future remuneration minima and maxima.

The Tribunal recognises two important considerations for Local Government relative to this review. Firstly, it is desirable that both CEOs and elected members have the capacity to have input into this review. The Tribunal recognises that this represents a complication in that arrangements and opportunities for elected members comment will need to be arranged. Secondly, the *Local Government Act 1999* (SA) provides that, following consultation with the Local Government Association, the costs of the proposed review are to be met by Councils. The Tribunal is committed to minimising these costs, provided the integrity of the review is not compromised.

This consultation paper canvasses options for consideration and comment. The Tribunal recognises there are various ways to analyse the minimum and maximum remuneration amounts to be set for Local Government CEOs and that there may be other options not covered in this consultation paper. Submissions are welcomed, however, please take into account the Tribunal's jurisdiction which is primarily contained in section 99A of the [Local Government Act 1999 \(SA\)](#).

Information required

It appears to the Tribunal that, irrespective of the approach to be taken in the future, Councils will ultimately need to provide the Tribunal with detailed position descriptions for CEOs. Further, that it is also appropriate that Councils provide a description of how current CEO remuneration arrangements have been developed and reviewed. **Consequently, the Tribunal requests that, irrespective of any submissions about the options outlined below, this information be provided to the Tribunal by no later than 15 April 2024.**

How to make a submission

Written submissions, position descriptions and/or procedures or practices in relation to the current remuneration arrangements can be sent via email to RemunerationTribunal@sa.gov.au by no later than **15 April 2024**.

Disclaimer

The views expressed in this discussion paper are of a preliminary nature only. The Tribunal's views may change as a result of the submissions it receives or as other circumstances change.

OPTION 1**PROGRESSIVELY REVIEW REMUNERATION ARRANGEMENTS
AT THE REQUEST OF INDIVIDUAL COUNCILS**

This option would allow individual Councils to make an application requesting an increase or decrease to the minimum and maximum remuneration levels applicable to its CEO. Over time, the Tribunal expects that this will result in a minimum and maximum remuneration structure that reflects objective consideration of the relevant criteria.

The Tribunal would require each application to address in sufficient detail the reasons why a Council submits an increase or decrease is warranted. Those details would need to extend beyond a simple comparison with one or more other Councils, to address the criteria already identified.

Given there are 67 Councils covered by the Current Determination, this option could be time consuming, costly for the Local Government sector who bear the reasonable costs of the Tribunal and could result in up to 67 bands applying.

More significantly, consideration of individual Councils is likely to expose the significant differences between remuneration arrangements as inconsistencies that require broader review.

The Tribunal expects to evaluate individual submissions by considering each of the criteria referenced above.

The outcome of such an individual review may differ substantially from current arrangements.

This option also raises potential costing issues. These go to whether the Local Government Association will determine whether individual reviews will be funded by Councils concerned or whether these costs should be shared amongst other Councils. If individual reviews highlight inconsistencies that require consideration, then the Local Government Association will need to consider how that is funded.

The Tribunal would need to receive strong support from a majority of Councils to consider this option and therefore those making submissions are encouraged to indicate their level of support and preparedness to be bound by this option. Those who do not believe this is a viable option should also indicate that in any submission.

OPTION 2**ENGAGE A PROFESSIONAL EXTERNAL REMUNERATION SPECIALIST**

The Tribunal is considering engaging an external remuneration specialist to undertake a detailed evaluation of the remuneration framework. The Tribunal notes that external expertise assisted in the development of the West Australian approach to developing remuneration minimums and maximums.

This process would provide an opportunity for consideration of all of the relevant criteria as they relate to each Council. It would also enable elected members from each Council to have input into a consistently applied approach.

If the external consultant reviews each Council individually, the indicative cost of such an approach is likely to be between \$300,000 - \$350,000. The Tribunal is aware that, consistent with the other options below, there may be scope to substantially reduce this cost, and will endeavour to incorporate cost reduction capacity into any arrangement reached with the selected remuneration consultant – noting that a competitive tender process will take place. The Tribunal proposes to begin conferring with the Minister about these cost estimates shortly.

The Tribunal has looked at what this approach would involve. On the information available to it, it appears the process could take up to 22 weeks, would involve cooperation from CEOs and Mayors who would need to work with the external consultant. Such a review may involve consideration of other Local Government staff functions and benchmarking with an appropriate comparator market.

OTHER OPTIONS

There are other options that might be suggested by the Local Government sector.

Without limiting these in any way, they include the potential for Councils who use established remuneration setting methodologies, to propose a broader application of these approaches to include the CEO.

In terms of the second option (engaging and external remuneration specialist) Councils which believe they have similar relevant characteristics and CEO remuneration arrangements, may wish to propose that they be collectively reviewed.

If Councils are prepared to provide all available information covering the criteria identified in this paper, the Tribunal is open to engaging with elected members and/or CEOs to consider how remuneration has been set, how Councils can be compared and the appropriate criteria for remuneration levels. Because of the number of Councils and CEOs involved, it would seem appropriate that a smaller group or groups be established with the capacity to convey information about the criteria used to establish remuneration. An important consideration in this respect will be the extent to which such an approach has unanimous support and can be expeditiously undertaken. The Tribunal estimates that such an approach would involve substantially reduced costs.

The Tribunal acknowledges that, if the Local Government sector can provide adequate information addressing each of the criteria identified in this paper, it may be possible for the Tribunal to undertake the remuneration assessment with limited additional resources and costs. However, the Tribunal's experience to date indicates this could not be achieved in a timely manner that takes into account the positions of both CEOs and elected members.

The Tribunal is open to considering other approaches that might be proposed by Councils but stresses that a consistent approach across the sector will be required.

7 Reports for Noting

7.1 Council and CEO KPI Report Quarter Two 2023-24

Report Reference	RSC240206R7.1
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 HISTORY

To advise the Committee of the results of the Council and CEO KPI's for quarter two 2023-24.

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 2023-2027.

Details of the results are provided in Attachments 1 – 4.

For the 2023-24 quarter two results, Council achieved the Core Target on all KPI's with the exception of the following KPI:

- KPI 4 – Staff Engagement: The Core Target of achieving an overall employee pulse survey result of 75% was not met. The result for quarter two was 70%. However, all SLT departments achieved at least 50% participation rate.


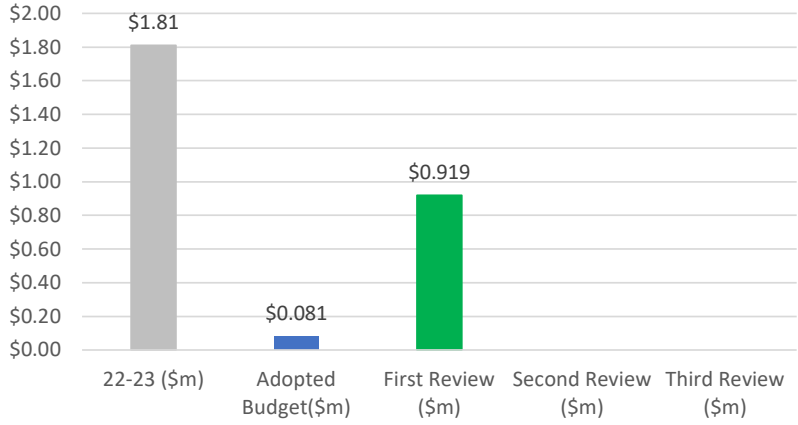
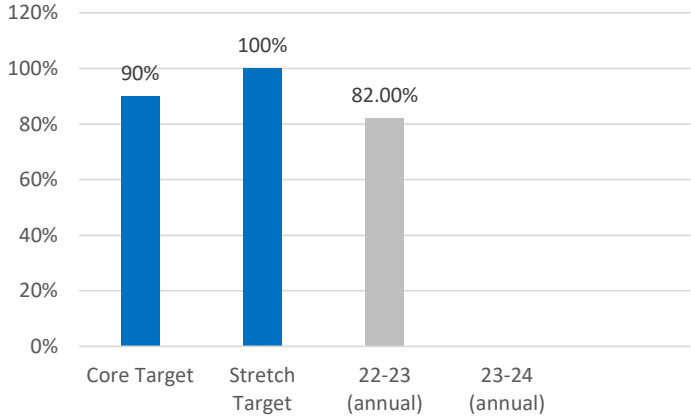
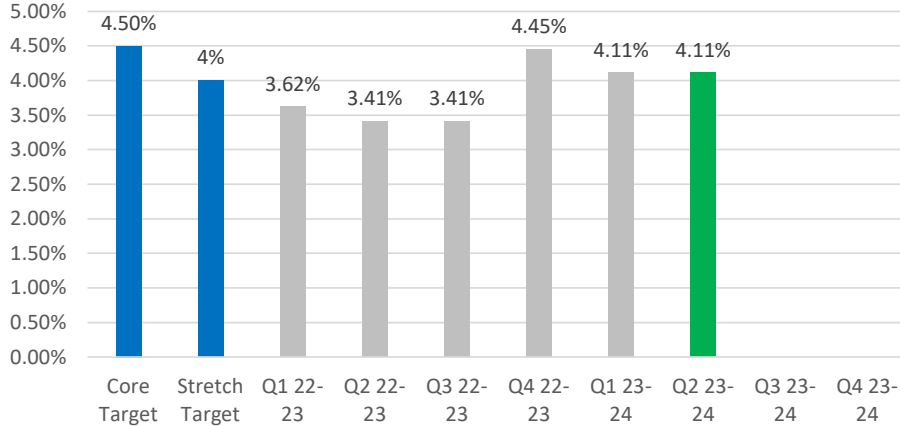
RECOMMENDATION

That the Review and Selection Committee:

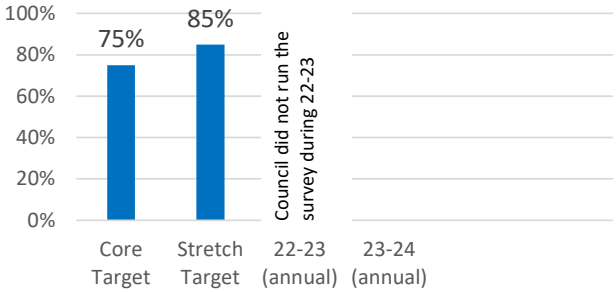
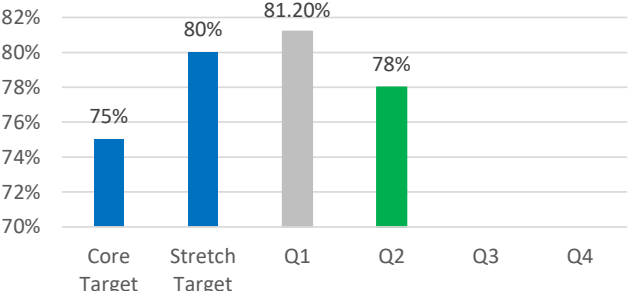
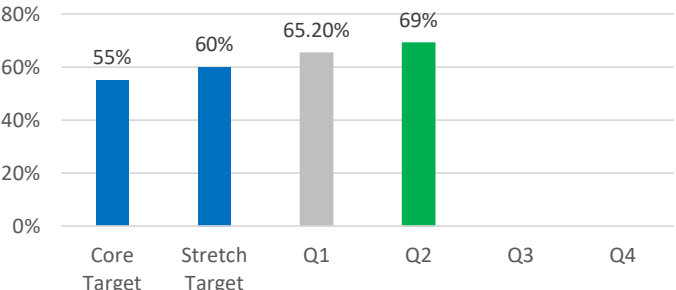
1. **Notes this information and information contained within the attachments for Quarter two 2023-24.**

ATTACHMENTS

1. 2023-24 Q 2 KPI Results [7.1.1 - 6 pages]

CEO AND COUNCIL KEY PERFORMANCE INDICATORS 2023/2024 QUARTER TWO: OCTOBER '23 - DECEMBER '23					 CITY OF MARION	
KPI		Core / Stretch Target	Measure	Result / Comments	Results	
Financial	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 cash funding position in delivering its annual budget	This target compares funding cash position at the relevant budget review with the adopted budget figure. Q2 = \$0.919m The stretch target is currently predicted to be met with a net surplus of \$0.919M forecast following the completion of 2023-24 Budget Review 1. The core target is also on track to be met with a revised forecast of \$1.612M over the ten years of the LTFP.		
	2	Asset Renewal Funding Ratio (A measure to assess that we are renewing or replacing non-financial assets in accordance with our future Asset Management renewal requirements)	Core Target: Asset Renewal Funding Ratio Between 90 and 110% Stretch Target: Asset Renewal Funding Ratio greater than or equal to 100% This is an annual measure and will be reported at the end of the 2023-24 reporting period	The Asset Renewal Funding Ratio indicates whether Council is renewing or replacing existing assets at the rate of consumption. Q2 = NA Annual Result to be provided at the end of the 2023-2024 reporting period.		
	3	Total Employee costs (including agency staff)	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	The result includes adjustment for Council endorsed changes and additional Grant funded positions. Q2 = 4.11% Core target is forecast to be met.		

Organisational	4	Staff engagement	<p>Core Target: Achievement of an overall employee pulse survey result of 75%, with at least 50% employee participation per SLT department</p> <p>Stretch Target: Achievement of an overall employee pulse survey result of 80%, with at least 50% employee participation per SLT department</p>	Staff Teamgage survey results based on five meterics	<p>Q2 = 70%</p> <p>The core target was not met.</p> <p>All SLT Departments reached at least 50% participation rate</p>	<p>Overall Employee Pulse Survey Result</p> <p>Participation per SLT Department</p>
	5	Delivery of agreed projects identified in the Annual Business Plan and the first-year targets in the 4 year plan	<p>Core Target: Greater than or equal to 95%</p> <p>Stretch Target: No stretch target</p>	Monthly data collated for each quarter Additional information provided in Attachment 1a	<p>Q2 = 100%</p> <p>Reporting on 13 projects for the ABP and first year targets of the 4-year plan. 13 Projects are on Track. 1 This includes 1 project that has been completed and 1 is project that is paused. Additional info in Att. 1a</p>	
	6	Delivery of Council's capital works program	<p>Core Target: Greater than or equal to 85% delivery of Council’s planned capital works program (adjusted for extraordinary items)</p> <p>Stretch Target: Greater than or equal to 90% delivery of Council’s planned capital works program (adjusted for extraordinary items)</p>	This is an annual measure that will be reported on at the end of the 2023-24 reporting period.	<p>Q2 = NA</p> <p>Annual Result to be provided at the end of the 2023-2024 reporting period.</p>	
Environment	7	Carbon Neutrality- carbon emissions footprint, measured against Council’s endorsed Carbon Neutral Plan (applicable 2021-2022 onwards)	<p>Core Target: Actual annual emissions less than the plan’s annual target emissions</p> <p>Stretch Target: Actual annual emissions 5% less than the plan’s annual target emissions</p>	Carbon emissions footprint, measured against Council’s endorsed Carbon Neutral Plan.	<p>Q2 = NA (reported in May)</p> <p>Reported every six months (Q4 reported in Oct, Q2 reported in May).</p>	

Customer	8	Overall satisfaction with Council's performance (measured annually)	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	Annual Measure	Q2 = NA Annual Result to be provided at the end of the 2023-2024 reporting period.	
	9	Customer Experience				
	9a	Ease of lodging requests	Core Target: 75% satisfied or more Stretch Target: 80% satisfied or more	Responses included within the result relate to cases created within the reporting period	Q2 = 78% 78% of the responses received either very satisfied or satisfied.	
	9b	Time taken to address and action requests	Core Target: 65% satisfied or more Stretch Target: 70% satisfied or more	Responses included within the result relate to cases created within the reporting period	Q2 = 73% 73% of the responses received wither very satisfied or satisfied.	
	9c	Satisfaction with requests handling	Core Target: 55% satisfied or more Stretch Target: 60% satisfied or more	Responses included within the result relate to cases created within the reporting period	Q2 = 69% 69% of the responses received either very satisfied or satisfied.	

Attachment 1a - Supporting Information

As at 31 December 2023 - 100% (13 projects) are on-track, including 1 that have been completed this financial year and 1 that is on hold.

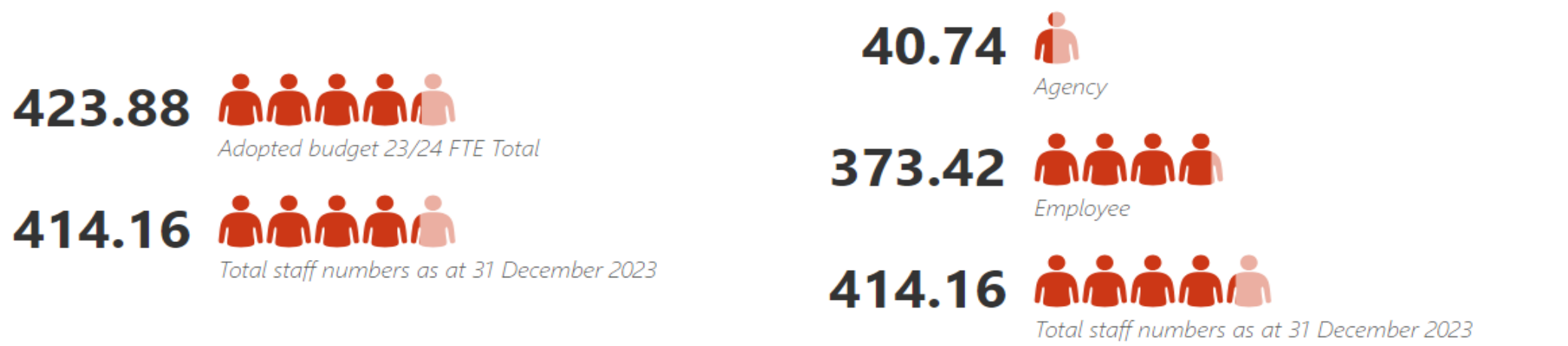
The on-track includes projects that were started or completed in the first-year targets of the 2023/24 financial year and also includes those projects that are deferred.

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

Project Name	Q1 Supporting Comments
Marion Cultural Centre (MCC) Theatre Lighting Replacement	Complete.
Marion Basketball Stadium Development	On Hold - currently reviewing site options in lead up to direction to proceed with the project

Attachment 2

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



There are currently 37 FTE temporary vacant positions comprised of:

Recruitment in progress (required position)	24
Currently under review	0
Vacant Required position	13

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



Attachment 3

LABOUR AND FTE MOVEMENT SUMMARY

	2023/24	2022/23	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Total Employee Costs (including Agency)	44,119	42,378	40,134	38,238	36,487	34,861	33,274	32,221	31,783
% Movement on Prior Year	4.11%	5.59%	4.96%	4.79%	4.66%	4.77%	3.27%	1.40%	0.10%
Total Number of Employees (FTE as at 30 June)*	414	394	387	370	358	365	360	344	342
% Movement on Prior Year	5.08%	1.81%	4.59%	3.35%	-1.90%	1.38%	4.80%	0.60%	-1.70%
5-Year average FTE to December 2023	384.6								

*2023/24 as at 31 December 2023

7.2 Staff Movements and Exit Summary Report

Report Reference	RSC240206R7.2
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 workforce entries and exits at the City of Marion for the period 1 October 2023 to 31 December 2023.

RECOMMENDATION

That the Review and Selection Committee:

- 1. Note the content of the report.**

DISCUSSION

Fifteen staff exited the City of Marion during the period 1 October 2023 to 31 December 2023 in comparison to 13 staff exiting in the same period last year. On average over the last 12 months there have been five (5) departures per month.

Thirty new employees joined the City of Marion during the period 1 October 2023 to 31 December 2023 in comparison to 15 new employees in the same period last year.

Fifteen staff changed roles during the period 1 October 2023 to 31 December 2023 in comparison to 19 staff changes in the same period last year.

Attachment one provides an aggregated summary of exit survey data for the period 1 October 2023 to 31 December 2023 including key themes and learnings. In addition to submitting exit feedback online, staff are provided the opportunity to discuss their responses further with their People and Culture Partner. Only one availed themselves of this opportunity in Q2.

The exit survey provides opportunity for the exiting employee to be heard thus providing closure and a more positive opinion of the organisation. Any concerns, areas for improvement or positive feedback provided through the exit interview process are discussed with the relevant People Leader, unless there is a valid reason not to do so, such as the matter being sensitive or confidential. Useful insights into staff employment experiences and perceptions provide opportunities to learn from staff experiences and will inform continuous improvement initiatives.

In Q2, 80% of staff exiting the organisation completed an exit interview.

Those staff who are exited due to unsatisfactory performance are not offered an exit interview due to the nature of the departure.

Feedback from exiting staff in Q2 indicates that:

- over 85% would recommend the City of Marion as an employer;
- the majority strongly agree that their leader was approachable and supportive;
- workplace flexibility is emerging as a factor in the retention of staff;
- The culture and relationships between staff are generally positive, although there are pockets where work is required to reduce reactivity and increase opportunities for collaboration more broadly.

ATTACHMENTS

1. Q 2 Employee Exit Survey Data [**7.2.1** - 2 pages]

Date Submitted	Mode of Exit	I am leaving because	Is there anything that would have changed your mind about leaving?	What industry are you moving to?	1A. The expectations and responsibilities of my role were clear	1B. I was able to use my skills	1C. My leader was approachable and supported me	1D. My team was effective in meeting its priorities and objectives	2A. Relevant training and development opportunities were offered	2B. I had access to career development opportunities	2C. I had regular performance and development conversations	2D. I felt my contributions were recognised and valued	2E. I had good relationships with others and felt a sense of belonging	2F. I experienced a safe working environment	What did you like most and least about working for the City of Marion?	What suggestions do you have on where the City of Marion could improve?	How likely would you be to recommend the City of Marion as an employer to your friends and family?	Would you consider working again for the City of Marion?	Any other comments you would like to make?	Would you like to meet with your People and Culture Business Partner to discuss any of the above?
10/01/2024	Resignation	["I","Family / Personal reasons \",","\",\"Relocation\""]	No. CoM is a great place to work, sad to be leaving	Public Sector – State	Agree	Agree	Strongly Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	The people are great, supportive and passionate.	I suggest investing / exploring better software programs to create greater efficiency and reduce workloads. eg reporting from one platform only.	10	Yes	I would like to thank everyone who supported me in my transition into local government. A great place work due to the people within it!	No thank you
09/01/2024	Resignation	["I","Career progression","\",\"Salary increase\""]	Potentially a permanent role in the area I want to work in (information management/records), however the role I have been offered elsewhere pays much more and is an area of interest to me.	Public Sector – State	Neutral	Agree	Strongly Agree	Neutral	Neutral	Agree	Neutral	Agree	Neutral	Agree	I have made some friends that I will always have a CoM, and I was able to move around between positions which was particularly valuable for me. The culture of the organisation now varies a lot between teams, there are some that are positive and encouraging while others are particularly negative and stuck doing things how they have always been done instead of exploring new ways. It had begun to affect my mindset and it's hard to stay positive when other don't seem to care.	As above, the culture needs to be worked on in some teams in particular	6	Maybe		No thank you
21/12/2023	End of Contract			Not yet arranged	Agree	Agree	Agree	Agree	Agree	Neutral	Neutral	Agree	Agree	Agree	I have enjoyed my time at the City of Marion, what I liked most was the people, and the efforts made to connect people across portfolios. =	I appreciate there are many improvement activities underway in the City of Marion. Supporting staff in those developments and changes is essential.	10	Yes	Thank you for the opportunity to contribute, and best wishes for your continuing work supporting the community	No thank you
20/12/2023	Resignation	["I","Family / Personal reasons \",","\",\"Job not right for me","\",\"Salary increase","\",\"Lack of flexibility","\",\"Culture\""]	not at this stage	unemployment	Disagree	Disagree	Neutral	Agree	Neutral	Neutral	Neutral	Neutral	Agree	Neutral	Most: location and free parking Least: set working hours, stuck in the office all day	n/a	6	No	I just want to mention that I didn't appreciate that when I had the conversation with my TL to resign that it wasn't kept private. When we got back into the office a colleague was made aware and I also wasn't given the heads up either that it was going to be announced in our team meeting a few hours after the conversation took place. I understand that the team would have found out in time but just wasn't impressed with the lack of discretion and confidentiality.	No thank you
19/12/2023	Resignation	["I","Family / Personal reasons \",","\",\"Relocation\""]	If council had supported extending remote working but understood that this would have been difficult scenario as already had been working remotely for an extended period of time.	Unknown possibly LG	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Agree	Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Senior leadership has been very supportive to my personal circumstances of working remotely in Ireland and I would like that to be acknowledged. We have a fantastic team of very skilled and professional individuals who have each other's back. A team leader who is exceptional and great leadership and personal skills. I feel that Em's, community and senior leadership value what our department deliver and have begun to trust our methodology. I still feel that cross collaboration within council is tricky, and systems and work methodology can vary which can lead to frustration. I know this has improved to a degree but a lot more can be done. Possibly in recent years the challenge and scale of projects I have personally been involved with have been below what I have previously enjoyed. Its difficult as we do need to share those higher profile bigger budget projects across the team. Knowing however that I was working overseas and remotely it wasn't too much of a concern.	I feel that sometimes external parties can be reactive to certain scenarios that can create unnecessary alarm and often situations can be rationalised in a much calmer and focused response. Certain decisions beyond the team are taken that aren't evidenced based and can lead to unnecessary time delays and costs. I would like to see the team given sufficient time focus to provide rational response to concerns that are evidence based and not emotional or seen to appease a minority stakeholder.	9	Yes	I would like to thank City of Marion for creating an enjoyable and safe working environment. Its certainly an organisation that I would recommend and would rejoin if the opportunity presented itself.	No thank you
12/11/2023	Resignation	["I","Family / Personal reasons \",","\",\"Job not right for me\""]	The availability of a suitable alternative role - however I must note, that I needed to get out of this role asap for mental health reasons and understandably, another suitable alternative was not immediately available. If something suitable becomes available in the future, I would love to come back.	Taking a break from work for a short while	Agree	Agree	Strongly Agree	Strongly Agree	Neutral	Disagree	Agree	Disagree	Neutral	Agree	Please note: Answer to Q7 was in relation to the P&C team/role Answers to Q8 are in relation to my time with the Positive Ageing Team, NOT the P&C team. The P&C Team are an absolutely wonderful team with amazing leadership. I really wish I liked the role more. I loved working with the community in the City of Marion. I least enjoyed the culture in the Positive Ageing team and the poor leadership.	The Positive Ageing Team really needs a new team leader and better culture. As long as the team leader promotes a authoritative form of leadership, the team will get nowhere, even if ELT/SLT are keen to help drive change. My job and role in the Positive Ageing Team was the BEST and most satisfying job I've ever had. I left because of poor leadership, poor culture, lack of WFH options (I need flexibility as I am a working mum with a toddler), and also because every day I watched other team members get away with barely doing their jobs, while the hard workers were exploited. Not cool.	8	Yes	I would be really keen to come back to the City of Marion in the future, if a part-time hybrid working arrangement was available in any Customer Service type role, whether this was within the actual CSC Team, or Neighbourhood Centres, Libraries, even PAI, if leadership improved.	Yes please
07/11/2023	Retirement		No	Retirement	Agree	Agree	Strongly Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	The working conditions and variety of duties have generally been good. As a long term resident & employee of Marion, I have not liked watching the unnecessary expenses and waste (eg money spent on staff functions, lack of recycling paper and office stationery & furniture items etc)	I think some of the departments could do less socialising in office time and put more into their work achievements.	9	No	Although the library staff work well together, I believe there is a need for specific revised manual handling training in regard to moving trolleys and crates full of books. I have noticed staff have changed handling procedures to suit their own preference and often these procedures are not safe. Often the new staff follow these processes even though they are show properly when inducted. With changes in the library, staff are now handling larger tubs from the Post Office and stacking them on top of each other to move them.	No thank you
03/11/2023	Resignation	["I","Family / Personal reasons \",\""]	No I have chosen to leave as I have reached an age which I feel is right to enter a new stage in my life.	Retirement	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Neutral	Disagree	Neutral	Strongly Agree	Neutral	Strongly Disagree	During my past 9 years I have worked with community in Centers and totally enjoyed the experience. Since Covid my role was changed and I still feel I contributed to helping the community be connected to the City of Marion	None	5	No	Thank you for allowing me to be part of the organization. Times and structures are changing and all though I will no longer be working, I live within the City of Marion and will seek out to enjoy all it has to offer.	No thank you

02/11/2023	Resignation	["["Career progression","\nSalary increase"]"]	No.	Local Government	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	The overall culture at Marion is really good, we have a lot of dedicated and committed staff members who genuinely care about their teams and our community. The challenge is that in recent years there has been considerable change with ELT, SLT and Council Members and the change has been rapid for our staff. Whilst delivery of projects/programs is critical we need to ensure that we continue to be empathetic and empowering in our approach.	There has been significant investment by the organisation in the project management and lean space which has been fantastic but there needs to be some fundamental review of how SLT are holistically being utilised and the levels of work they are operating in. Enterprise leadership was a key theme at the recent SLT planning day, this really identified the opportunity to review and understand how to better leverage off of SLT, where are they spending a lot of their time, what output is it really providing, and should it be delegated at SLT level or can it be delegated to the next level to free up SLT for more strategic work.	8	Maybe	We have great people that work for CoM, we need to ensure that we are creating an environment where they can thrive and develop, creating too many barriers/reporting/processes will result in loss of staff members.	No thank you
31/10/2023	Resignation	["["Career progression"]"]	No	Local Government	Strongly Agree	Agree	Neutral	Strongly Agree	Agree	Agree	Disagree	Neutral	Agree	Strongly Agree	My team, Manager City Property, culture.	nil	9	Yes	Thank you for the time I had here, I thoroughly enjoyed it.	No thank you
15/10/2023	Resignation	["["Similar or equivalent role at same classification level","\nLack of development opportunities"]"]	A longer term contract/Full time work. The short term contracts led to a feeling of lack of job security and a sense of potentially not being a required employee of the CoM. I was unable to access many opportunities that CoM have to offer such as the MAP program and Management challenge due to these contract conditions. I would have loved to opputuinty to learn and develop at CoM. These are the 2 main reason for seeking another opportunity within a different local government organisation.	Local Government	Agree	Agree	Strongly Agree	Agree	Disagree	Strongly Disagree	Disagree	Neutral	Neutral	Agree	I enjoyed working with the team at Marion Outdoor Pool the most. I was always concerned with my job security as the longest contract I had was 6 months.	Improving the timing and speed of contracts. Reducing payroll errors. Increasing the job security of all City of Marion employees.	6	Yes		No thank you
11/10/2023	Resignation	["["Job not right for me","\nCulture"]"]	A different culture and greater job opportunities.	Local Government	Disagree	Disagree	Strongly Agree	Strongly Agree	Agree	Agree	Strongly Agree	Agree	Neutral	Strongly Agree	Most: The Major Projects & Economic Development team - they were all incredibly welcoming and friendly. Least: The general culture of the organisation, as well as the lack of job satisfaction - didn't feel like I was able to truly make a difference to the Marion community at all.	Improve collaboration, trust and support between teams. It feels very siloed and competitive between teams. There also seems to be a lot of admin processes forced on teams which then takes so much time to complete and takes away from the time the teams could be delivering for the community.	1	No	I am looking forward to heading back to the City of Burnside, where the collaboration between teams results in good outcomes for the community, and great relationships between colleagues.	No thank you

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

The meeting shall conclude on or before 6:30pm unless there is a specific motion adopted at the meeting to continue beyond that time.