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ENGAGEMENT REPORT

CEO 360 Survey –

April 2017

Report completed for the Interim General Manager, Business Services
Written by Digital Communications and Engagement Coordinator. April 2017

BRIEF DESCRIPTION OF ENGAGEMENT METHODOLOGY

The annual CEO 360 survey was conducted on 3 April 2017 and was open for eight days. (The survey was originally scheduled to run over a 7 day period, however, following requests from Elected Members the survey response time was extended by an additional 2 days.)

21 people were asked to participate: 13 Elected Members, 2 General Managers, the CEO, and 5 staff members. The 5 staff members were chosen at random.

Survey questions were written by the Mayor and CEO.

Participant responses were collected through Your View Holdfast using a closed survey (only selected participants could access the survey), over the course of the 9 days.

This report provides the outcomes of the survey.

DATA ANALYSIS

All data has been independently reviewed by the Digital Communications and Engagement Coordinator.

OUTCOMES

17 of the 21 people asked to participate completed the survey:

- 9 Elected Members
- 5 Staff members
- 2 General Managers
- 1 CEO

SURVEY RESULTS

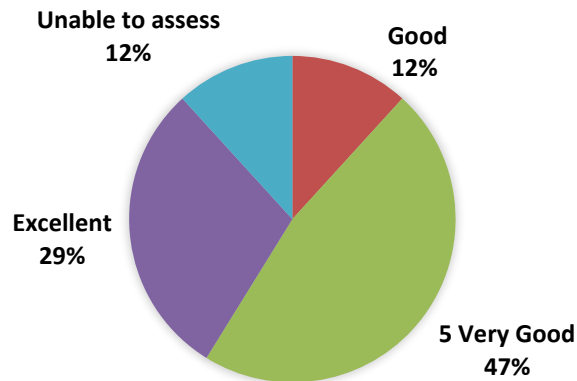
The diagrams below show the relative percentages of each response

Note: All comments are written verbatim.

1. Effective Relationships with Elected Members

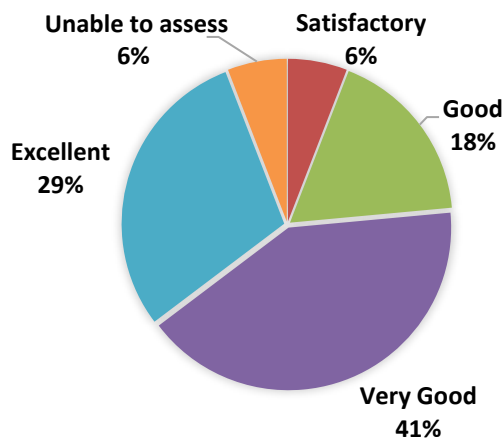
1a. The CEO develops and maintains positive and productive relationships with all Elected Members

- 2 respondents voted, 'good'
- 8 respondents voted 'very good'
- 5 respondents voted 'excellent'
- 2 were unable to assess



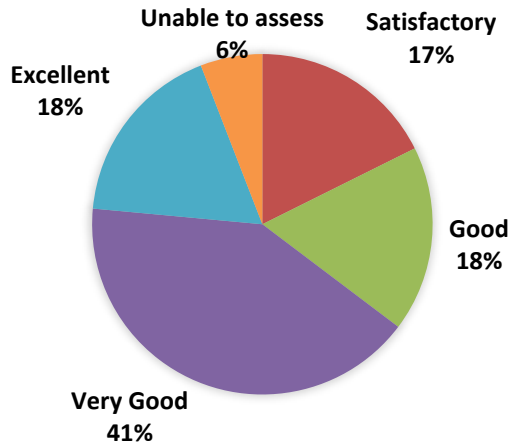
1b. The CEO delivers effective communication strategies to ensure Elected Members are able to make informed decisions.

- 1 respondent voted, "satisfactory"
- 3 respondents voted, 'good'
- 7 respondents voted 'very good'
- 5 respondents voted 'excellent'
- 1 was unable to assess



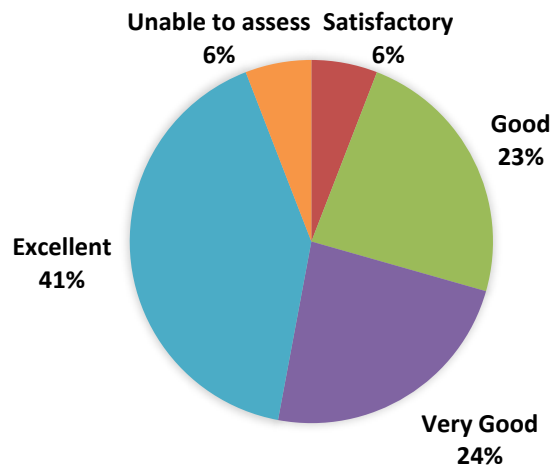
1c. The CEO delivers an effective suite of well researched reports for Elected Members that indicate the status of operations and major projects.

- 3 respondent voted, “satisfactory”
- 3 respondents voted, ‘good’
- 7 respondents voted ‘very good’
- 3 respondents voted ‘excellent’
- 1 was unable to assess



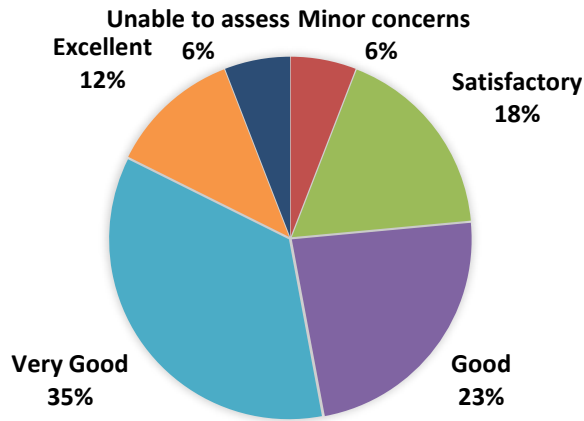
1d. The CEO provides balanced advice and makes recommendations to Council on policies, procedures and strategies.

- 1 respondents voted, ‘satisfactory’
- 4 respondents voted ‘good’
- 4 respondents voted ‘very good’
- 7 respondents voted ‘excellent’
- 1 was unable to assess



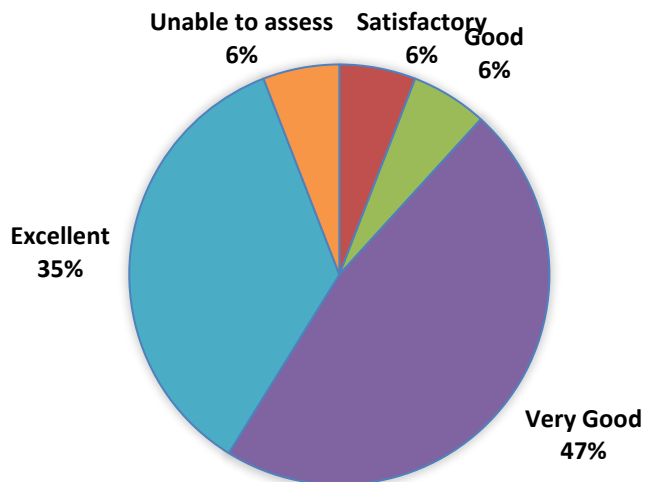
1e. Officer's reports in the Agenda are well considered, containing data that should have been known at the time of the decision.

- 3 respondents voted, 'satisfactory'
- 4 respondents voted 'good'
- 6 respondents voted 'very good'
- 2 respondents voted 'excellent'
- 1 was unable to assess



1f. Overall, the CEO develops and maintains positive and productive relationships with all Elected Members and provides them with sound advice, professional development, effective communications and support in order for them to meet their responsibilities

- 1 respondent voted, 'satisfactory'
- 1 respondent voted 'good'
- 8 respondents voted 'very good'
- 6 respondents voted 'excellent'
- 1 was unable to assess

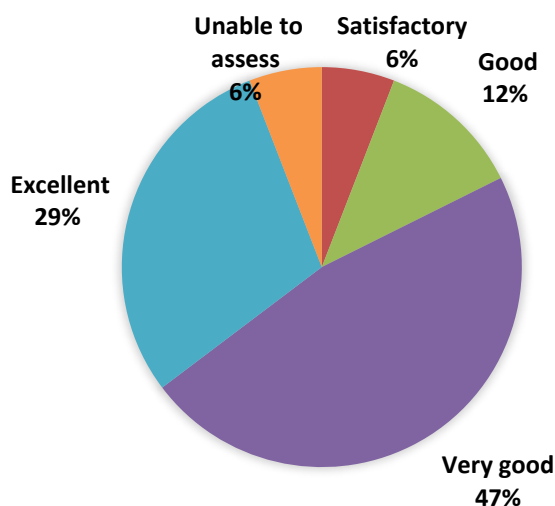


Comments

- Officer's reports was graded according to what is received in reports in the agenda that others are responsible for. Not directly related to the CEO.
- Personally, I have received some really good advice from the CEO in the last 12 months.
- From the small amount of liaising I witness between the CEO and Elected Members I believe the CEO carries out his duty to an exceptional level. Justin is an approachable leader who communicates well with everyone at all levels within the organisation.
- Some staff reports are incomplete and badly composed and written...report writing skills development needs to be initiated
- His communication skills to me have been very good. The ability to discuss issues with at all times is an excellent attribute.
- The CEO has a difficult task at times because not all members share the same philosophies or ideologies and he is left to deliver fearless and frank advice which doesn't always sit well with all members.
- Additional support provided by the leadership group is required to ensure alignment with strategic goals and plans across council and the community to enable the CEO to provide a consistent reference point for Elected Members. Thus enabling a proactive approach to governance instead of a reactive approach.
- It is unrealistic to expect consensus on all issues. There will be different views, goals and political influences. However, the CEO balances these sometimes competing interests as well as can be expected and achieves outcomes reflective of the majority of Elected Members.

2. Financial and asset management: The CEO ensures Council's long term financial sustainability through sound financial and asset planning, budget management and financial reporting.

- 1 respondent voted, 'satisfactory'
- 4 respondent voted 'good'
- 6 respondents voted 'very good'
- 5 respondents voted 'excellent'
- 1 was unable to assess

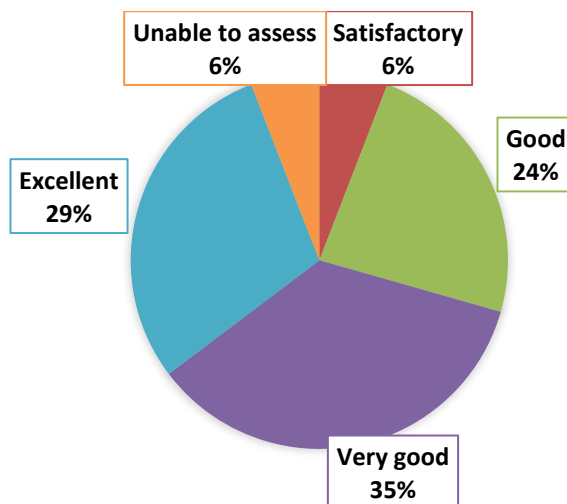


Comments

- Justin is very driven by financial and asset management and the "bottom line" and shares that passion with others .
- The CEO is very mindful of the risks and responsibility in managing the communities finances and is very diligent in teasing and probing the processes involved in all financial aspects of our business, with regular reporting and discussions.
- In my time on Council his decision making regarding our Budget is sound with finances kept well under control with Council rates being kept in check while maintaining our services.
- I suspect it will really improve during the next 12 months.
- The previous year came in at a surplus and this year's budget is on track. The move to the cloud will help drive the efficiencies that council will need in the future to maintain the excellent service levels at an appropriate cost. The recent presentation on asset management will also set up the council for the future.
- The CEO appears to have good overall management who manages to have diligent, sound staff underneath.
- Council operations are sustainable. The Asset Plan is funded via the Long Term Financial Plan and the City's assets are in good shape.
- I think this is an area where our CEO works particularly hard. I think he works effectively with council, he listens, he advises and he ensure we are provided with the information we need.
- Well done.
- Some financial reporting needs to be tighter and have more clarity.
- Budget reductions have successfully achieved however long term sustainability will be key to ensure service and program delivery is maintained.
- I believe the expectation of doing more with little recourses makes it difficult to produce desired results. However despite having scope for improvements, as we reflect on the past, it does highlight that we have come a long way in terms of asset management.
- Clear and concise directions that will benefit all stakeholders in CHB

3. People management: The CEO demonstrates leadership in driving positive outcomes in relation to recruitment, retention, remuneration, training, performance appraisal, induction, professional development and industrial relations and actively promotes and develops a positive staff culture and safe working environment.

- 1 respondent voted, 'minor concerns'
- 1 respondent voted 'satisfactory'
- 4 respondents voted 'good'
- 5 respondents voted 'very good'
- 4 respondents voted 'excellent'
- 1 was unable to assess



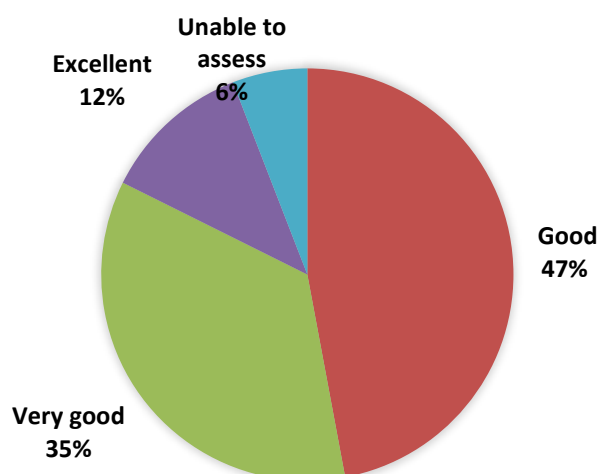
Comments

- Justin is a role model for the rest of us to follow, he never gets flustered and takes control when the time is right .
- In April 2016 the CEO implemented a formal People and Culture fortnightly meeting with The Senior Leadership Team and People and Culture Manager purely to align the people side of the business in all things from recruitment to changing business needs to training with an emphasis on Personal Development Reviews for all staff members and more recently a 360 degree review undertaken by all staff in a managerial role. This along with annual staff surveys ensures he always has his finger on the pulse of the organisation
- It difficult to assess as a Councillor, but in the main most administration personnel are positive and helpful in providing a good outcome.
- Unable to assess
- There are some issues which should have been addressed earlier
- The way that the appointment of the new General Manager for Alwyndor was a good example of the CEO driving a good outcome in relation to staff culture and retention.
- It appears that staff satisfaction and diligence is high.
- Holdfast Bay is recognised in the State as a good employer and a place where 'things are happening'. Staff are being developed, there is a strong emphasis on leadership growth and minimal industrial action for an organisation of this size. Creating a safe workplace has been a key direction.
- We have good staff. We have satisfied ratepayers. Staff always seem content in my dealings with them. He must be doing something right.
- Well done.

- "Difficult to assess."
- Dedicated resources to People and Culture, WHS has ensured high levels of support for staff across the organisation.
- I feel as though the processes of environmental applications in Holdfast Bay could be reviewed and improved to sit in line with other Councils. This may mean improvements with the processes of recruitment, training, remuneration etc. I believe some poor choices in terms of recruitment have had a damaging effect on the organisation at an operational level with a key player not adhering to the values of ARISE. I believe with exit interviews, investigations and improved recruitment processes such damaging situations could be avoided.
- Always striving to do more with less.

4. Delivery of Major Projects & Operational Services: The CEO oversees all of Council's operations to ensure delivery of effective, efficient and high quality services to the community and the delivery of major projects on time and within budget.

- 8 respondents voted 'good'
- 6 respondents voted 'very good'
- 2 respondents voted 'excellent'
- 1 was unable to assess



Comments

- Justin has great time management skills and holds us all accountable in what we do for the benefit of all.
- "The CEO constantly calls for project updates and associated budget reports to ensure all projects are tracking within time and budget parameters.
- He also presents quarterly project and budget updates to council .
- He has a philosophy of not agreeing to any projects if it cannot be delivered on time or budget , however sometimes this can vary through latent conditions ie weather, availability of contractors, planning constrains etc. "
- We are going along nicely with his guidance.
- Would it be better to put in independent project managers for some larger initiatives? It may be that council achieves better financial results and projects are delivered on time.
- Kauri Parade has been tracking well and both the Tennis and Hockey Clubs are very complimentary towards council staff.
- Continue with good planning to stay within budget and utilize where possible local people and products.
- We are achieving our goals, but there is always more we can do to deliver effectively. Service is high quality and there is a renewed focus on staff performance, meeting budgets and positive outcomes.
- We have a good track record.
- Room for improvement here.
- The CEO has a very good overview of major projects and operational services
- Actively needs to support leadership to take a more holistic approach to project management.

- I believe the Delivery of Major Projects & Operational Services could always be refined and improved by means of consultation with internal officers and professionals that have involvement with servicing. However I believe with the restraints that exist, the CEO has been responsible for delivering some great successes over the years.
- Enhancing our people culture recently was a step to ensure the best outcomes for CHB

5. Effective Engagement / reputation (internal /external): The CEO develops and maintains positive and effective relationships and communications with Council’s stakeholders including, but not limited to, ratepayers, Commonwealth and State Government.

- 1 respondent voted ‘satisfactory’
- 4 respondents voted ‘good’
- 7 respondents voted ‘very good’
- 3 respondents voted ‘excellent’
- 2 was unable to assess

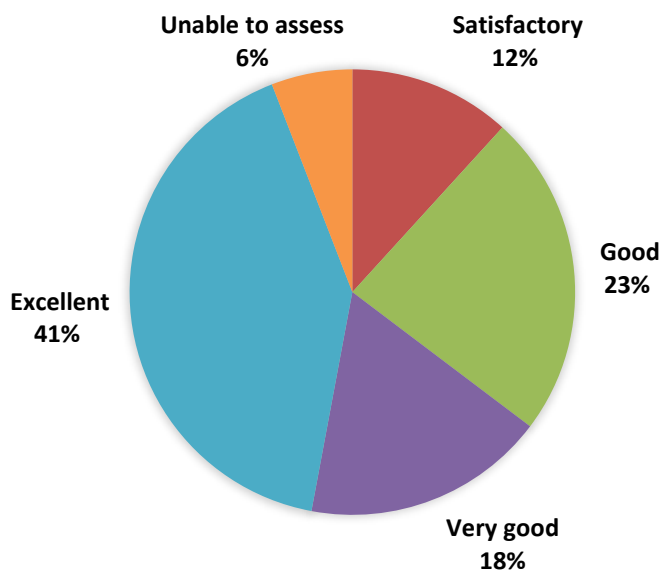


Comments

- Justin is very respected as a CEO and a man for all seasons .
- "I believe much of the evidence here is shown in the amount of funding Holdfast Bay is able to attract from State and Federal Govts.
- Justin insists staff develop mutually beneficial relationships with elected officials and staff within the other two tiers of Government. "
- His engagement externally is very good. I would like to see personnel more active in promotion of the Partridge Street car parks and Partridge House.
- Justin has taken on some thankless tasks and has acted graciously. Excellent results with Minda. Working towards an acceptable outcome with GFC.
- The CEO engages with those outside Council well.
- Good relationships exist with all of Council's key internal and external bodies, suppliers and customer groups. Customer satisfaction as rated independently by ratepayers is high.
- I think he does all he can to present an effective public face as CEO.
- Well done.
- Stakeholder engagement will be increasingly important into the future as both State and Federal governments take a more regional approach.
- The CEO engages exceptionally well internally and from what I hear, he has a great reputation with stakeholders and other Council officers alike.
- Implementing the Asset Management system and aligning this to the strategic plan is a win

6. Economic Development Strategy: The CEO supports the economic goals in Council's strategic plan including assisting local businesses, making it easier to do business in Holdfast Bay, moving towards a 'smart-city', preparing for emerging digital technologies and boosting our visitor economy.

- 2 respondent voted 'satisfactory'
- 4 respondents voted 'good'
- 3 respondents voted 'very good'
- 7 respondents voted 'excellent'
- 1 was unable to assess



Comments

- Justin is "future focused" and passes this onto all teams within Council.
- "This is evidenced by the fact that this year council has adopted a process for ""Shopfront Grants"" to assist economic growth for our traders as well as looking at "Start Up" Grants for small business, the ongoing development of indented parking bays and promotion of the Somerton Park Industrial Precinct.
- In recent months Justin has driven the promotion of Holdfast Bay developing its own Smart City Steering group which comprises staff and an eclectic mix of change managers from across various organisations with the inaugural meeting to be held at Holdfast Bay on 27 April "
- No extra comments.
- The Cloud progress has been explained and it will be up and pass other councils in the now digital age.
- Would like the CEO to express his own ideas more frequently.
- It appears that Holdfast is forward looking.
- An area for more intense focus and resource under the new Strategic Plan.
- I think we need to work faster & be more proactive in this particular area. We have a whole swag of ideas but we don't appear to be moving very quickly in this area. I'd like to see the CEO out in the public arena, visiting businesses & dealing face to face with business owners to learn how we can implement improvements.
- Very supportive of economic development in all sectors however needs to support a dedicated resource to implement Council's economic goals.
- From my experience I believe the CEO supports such economic goals.

7. START – What behaviours or actions could the CEO start adopting, in order to improve his individual performance?

- Balance he's life so less stress.
- To be more fearless in his calling of poor behaviours across the board.
- Justin's behaviours and actions are appropriate in displaying an excellent role model for all CHB staff and elected members to follow. I can't suggest any behaviours or actions that would improve his individual performance.
- His behaviour and actions are more than favourable and his communication with the now Mayor appears to be excellent which rubs off onto Councillors.
- Including more of his own ideas. He has the professional knowledge to do so.
- The CEO should not just assume staff/ managers are completing their jobs but insist on achieving their set goals
- counteract Marion council's suggestive amalgamation discourse
- Consider if can control some members behaviours.
- Use the new GM position to challenge and improve the way we deliver the financial and people resources.
- Making sure that Council reports contain accurate and detailed information.
- I'm not sure how to answer. I think he utilises all the tools at his disposal to maintain & improve his performance. I think he is professional & he understands the need to continually work at improving performance. The hardest thing for the Council CEO is that he needs to satisfy the perceptions of 12 'bosses' - an almost impossible task!
- If Elected Members have a certain skill set the CEO should embrace the opportunity and recognise those members are part of the HOLDFAST BAY team.
- "I have no problem with the CEO and the way he conducts himself.
- He is always very respectful of the Elected Members from my observations."
- "Greater emphasis of developing strategic thinkers amongst the leadership group to help support communicating with the Elected Members. A more holistic approach to developing major project across council. "
- Whilst the CEO may apply the values of ARISE to himself, I feel it is of high importance for him to ensure the values are adhered to by other employees. The individual performance of the CEO is reflected by others who are there to support him. If others fail to lead with the core values of ARISE in mind, it will in turn reflect on the CEO himself as well as the organisation as a whole.
- At this time, I can not suggest any improvements as I believe that he does all he can to provide clear communication and management

8. STOP – What unfavourable behaviours or actions could the CEO stop, in order to improve his individual performance?

- Loosen the grip on certain areas and concentrate on areas that my need it more .
- Not offering any further protection for under performers under any circumstances, we are too lean to be able to carry one underperformer.
- Justin's behaviours and actions are appropriate in displaying an excellent role model for all CHB staff and elected members to follow. I can't suggest any behaviours or actions that should be stopped to improve his individual performance.
- Do not change.

- NEGATIVE QUESTION - no response. How could all staff and elected members better work towards positive outcomes for the City of Holdfast Bay????????????
- Continue to strive for excellence.
- I think some things move too slowly. I feel that he could drive some decisions or projects faster.
- Should be less defensive on some Administration procedures and more open minded to reviewing those practices.
- Don't have a comment difficult to assess.
- Reactive responses to issues where a pragmatic response is required.
- I don't believe there is anything the CEO should stop doing in order to improve his individual performance.

9. CONTINUE – What desirable behaviours or actions are working well for the CEO, which you would like to see continue?

- Overcome fears of failure. Increase trust.
- Strengthen resiliency."
- "His forthright and honest conversations with all and the open door policy is one that is foreign to many CEO's in my experience and is what sets Justin apart.
- Some may take advantage of his good nature but that will be called out by others I'm sure."
- "Justin's behaviours and actions are appropriate in displaying an excellent role model for all CHB staff and elected members to follow. In my opinion, Justin as CEO should keep doing what he is currently doing."
- Please see above. His relationship with the Mayor.
- Justin has shown a greater willingness to discuss issues. He is less likely to respond in a less than harmonious way when he perceives that a member has crossed the line.
- Council delivering services in line with satisfaction levels provided as part of market research. Open space quality is excellent. Challenging Elected Members to understand their role and keep on track with our strategic plan.
- Networking, inspiration, forward looking.
- Approachable, open and strategic.
- Justin's communication skills are very good and should continue in the way he keeps EMs informed.
- Passion for the city. Understanding of the importance of tourism. Has good work ethic. Always prepared to listen. Always able to express his perspective clearly. Confident enough to give Council guidance - does not simply acquiesce. Even tempered & fair in the face of adversity. Great loyalty to his staff & to SLT. Always prepared to listen to EM's. Displays good levels of understanding of situations requiring decisions. Always prepared to take a question on notice or admit a lack of knowledge or understanding of a particular situation.
- Keeping ratepayers informed on the wide variety of services Council are providing for them.
- Ongoing communication and information flow.
- Humanistic view to leading the organisation, always acknowledges the contributions, skills, expertise and knowledge of staff.
- I believe the CEO has all the attributes to serve as an ideal leader. I would like to see his approachable manor and effective communication continue as we all work towards the common goal of improving and creating a desirable environment for the community to live and visit.
- Communication: The regular updates on council meetings, leadership team meetings, and weekly newsletter with various interesting updates and facts provided