

ITEM NUMBER: 5.1

CONFIDENTIAL REPORT

2022/23 PERFORMANCE REVIEW – CHIEF EXECUTIVE OFFICER

Pursuant to Section 87(10) of the Local Government Act 1999 the Report attached to this agenda and the accompanying documentation is delivered to the Executive Committee upon the basis that the Executive Committee consider the Report and the documents in confidence under Part 3 of the Act, specifically on the basis that the Executive Committee will receive, discuss or consider:

- a. **information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of a person or persons (living or dead).**

Recommendation – Exclusion of the Public – Section 90(3)(a) Order

1. That pursuant to Section 90(2) of the *Local Government Act 1999* Executive Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager Community and Business and Staff minute taker in attendance at the meeting in order to consider Report No: 175/23 2022/23 Performance Review – Chief Executive Officer in confidence.
 2. That in accordance with Section 90(3) of the *Local Government Act 1999* the Executive Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 2022/23 Performance Review – Chief Executive Officer on the following grounds:
 - a. pursuant to section 90(3)(a) of the Act, the information to be received, discussed or considered in relation to Report No: 175/23 2022/23 Performance Review – Chief Executive Officer is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead), being Chief Executive Officer, Mr Roberto Bria, in that details of his performance review will be discussed, which are sensitive and are details only known to those who have participated in the discussion.
 3. The Executive Committee is satisfied, the principle that the meeting be conducted in a place open to the public, has been outweighed by the need to keep the information or discussion confidential.
-

Item No: 5.1

Subject: **2022/23 PERFORMANCE REVIEW – CHIEF EXECUTIVE OFFICER**

Date: 6 June 2023

Written By: General Manager Strategy and Corporate

General Manager: Strategy and Corporate, Ms P Jackson

SUMMARY

The Executive Committee is charged with the responsibility for undertaking the annual performance review of the Chief Executive Officer (CEO).

This report outlines the results of the CEO's 2021/22 performance review for consideration by the Executive Committee.

Ms Christine Molitor, Independent Advisor to the Executive Committee, will provide a written report for consideration of the Committee at its meeting on Tuesday 27 June 2023. Following receipt of the independent advice, the Committee will recommend to Council changes to the Chief Executive's remuneration package and/or contract as a result of the review.

RECOMMENDATION

1. **The Executive Committee notes the results of the Chief Executive Officer's Performance Review for 2022/23.**

RETAIN IN CONFIDENCE - Section 91(7) Order

2. **That having considered Agenda Item 5.1 2022/23 Performance Review – Chief Executive Officer in confidence under section 90(2) and (3)(a) of the *Local Government Act 1999*, the Executive Committee, pursuant to section 91(7) of that Act orders that the report, attachment and minutes be retained in confidence for a period of 24 months and this order be reviewed every 12 months.**
-

STRATEGIC PLAN

Statutory compliance

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

Local Government Act 1999 Section 102A

BACKGROUND

Council established an Executive Committee pursuant to Section 41 of the *Local Government Act* with responsibility for undertaking the annual performance appraisal of the Chief Executive Officer to:

- recommend to Council the form and process of the Chief Executive Officer's annual performance appraisal;
- undertake the annual performance appraisal; and
- provide a report and to make recommendations to Council on any matters arising from the annual performance appraisal.

The Executive Committee's authority extends to making recommendations to Council and does not have any authority to make decisions in relation to the Chief Executive Officer's employment arrangements.

REPORT

The process undertaken for the Chief Executives Officer's 2022/23 performance review is outlined below and is consistent with the previous year's review:

- as outlined in the CEO's employment contract, the Chief Executive Officer presents a review of his key performance indicators (based on the 12 KPI's) for the financial year;
- a 360° survey was conducted with Elected Members, CEO, Senior Staff and ten other employees selected at random; and
- an annual staff survey was completed of the current head count with feedback received on culture, leadership, safety and organisational values.

2022/23 Performance Review Results

The outcome of the CEO's Key Performance Indicators is included in Attachment 1. Of the 12 KPI's identified, all are achieved or close to on track.

Refer Attachment 1

The outcome of the CEO's 360-degree survey is included in Attachment 2.

Refer Attachment 2

This survey seeks feedback on the CEO's performance in seven key result areas. Of the 28 people asked to participate, 26 responded to the survey which is a 92.86% response rate. This is equal to the response rate in 2021/22.

Respondents were asked to score the CEO against 16 questions. A weighted average was calculated for each question, with 6 being the best rating for the main questions and 5 being the best rating for the Leadership Capability assessment. Within the CEO 360-degree survey report (Attachment 2) there has been a changes to how the weighted averages are presented. To provide a further detailed response, the responses for each question have been split into the four respondent types. An overall weighted average is also provided. In addition, trend data for the previous three years has been provided for comparison with this year's results. This data is presented in graphical form for each question.

Independent Report

In addition, pursuant to section 102A of the Local Government Act 1999, Council must obtain and consider the advice of a qualified independent person for the purposes of the review. Ms Christine Molitor has been appointed to provide this independent advice.

Having considered the results of the performance review, and following discussions with the Executive Committee, Ms Molitor will provide a written report to be tabled at a meeting of the Executive Committee on Tuesday 27 June 2023. At this meeting the Committee will recommend to Council changes to the Chief Executive's remuneration package and/or contract as a result of the review.

BUDGET

This report does not have any budget implications.

LIFE CYCLE COSTS

This report does not have any full life cycle cost implications.

Attachment 1



CHIEF EXECUTIVE OFFICER – REVIEW OF KEY PERFORMANCE INDICATORS 2022/23

Item	Key Performance Indicator (per Position Description)	Evidence	Action by	Comments	On Track? (Traffic Lights)
1	Overall staff satisfaction rating >4 (out of 5)	UniSA Annual Culture Survey	People & Culture	Survey completed April 2023 indicated 4.17. The equivalent result in the 2021/22 survey was 4.23	Achieved
2	Overall organisational climate rating >3.5 (out of 5)	UniSA Annual Culture Survey (measuring Trust, Support, Fairness, Innovation, Recognition)	People & Culture	Survey completed April 2023 indicated 3.66. The equivalent result in the 2021/22 survey was 3.78.	Achieved
3	85% delivery on Annual Business Plan targets	Corporate Management Reporting	Strategy & Governance	As at 31 March, 87% of projects were either completed or on track. 4% had been deferred and only 9% were on watch.	Achieved
4	WHS/Risk Strategic Plans and Programs in place and met	WHS Strategic Plan & Programs; Risk Evaluation Plan (attached to rebate)	People & Culture (WHS) Strategy & Governance (Risk)	The WHS plan for the assessment period to 30 September 2022 was 100% completed and the full rebate was received. The current WHS plan is presently at 79% and is on track for 100% completion by the due date of 30 September 2023.	Achieved
5	Long Term Financial Plan in place to ensure Council sustainability	Long Term Financial Plan	Financial Services	The current LTFP as presented to the Audit & Risk Committee 15/03/2023 confirms Council's sustainability over the next 10 years.	Achieved
6	Asset Management Plan in place to ensure Council sustainability	Asset Management Plan	Assets & Delivery	The current Asset Management Plans were endorsed by Council 9 February 2021. The next review to be submitted for Council endorsement by November 2024.	Achieved
7	An operating ratio of 0-10% over a five year period	Annual Report/Council Reports	Financial Services	For the 5 year period from 17/18 to 21/22 the average operating ratio was 0.94% (3.78% Council only).	Achieved
8	A net financial liabilities ratio of less than 75%	Annual Report/Council Reports	Financial Services	Audited statements for 30 June 2022 have a net financial liabilities ratio of 51% (43% Council only).	Achieved
9	Decrease the reliance on rate revenue to be within the range of 70%-75% over a 5 year period	Annual Report/Council Reports	Financial Services/ Assets & Delivery	For the 5 year period from 17/18 to 21/22 reliance on rate revenue was 76%. The economic effects of COVID-19 have reduced non-rate revenue resulting in an increase in the 5-year average above 75%.	Close to on track
10	Improve asset sustainability ratio to be within the range of 90-110% over a five year period	Annual Report/Council Reports	Financial Services/Assets & Delivery	For the 5 year period from 17/18 to 21/22 the average asset sustainability ratio was 102% (111% Council only).	Achieved
11	Council resolutions are implemented within specified timelines	Council Minutes	Strategy & Governance	For the 5 year period from 17/18 to 21/22 the average operating ratio was 0.94% (3.78% Council only).	Achieved
12	Maintain Quality of Life Survey overall rating average of 7 or above	Survey Results	Strategy & Governance	Average overall rating for 2023 is 8.66	Achieved

Attachment 2





CHIEF EXECUTIVE OFFICER 360° SURVEY REPORT 2022/2023

Pamela Jackson
General Manager, Strategy and Corporate
29 May 2023

INTRODUCTION

The annual Chief Executive Officer 360° survey commenced on 26 April 2022 with an end date of 9 May 2022.

28 people were asked to participate:

- 13 x Elected Members (including the Mayor)
- 1 x Chief Executive Officer (self-assessment)
- 4 x Direct Reports (including General Managers)
- 10 x staff members (randomly chosen)

The survey questions were the same as the 2021/22 CEO survey and included a rating against the City of Holdfast Bay's Leadership Capability (Leaders ARISE).

Participant responses were collected through Survey Monkey, which is an anonymous and confidential platform.

DATA ANALYSIS

All data has been independently reviewed by the General Manager, Strategy and Corporate

26 out of the 28 people asked to participate completed the survey (92.86% response rate compared to previous response rates of 96.43% (2020/21) and 78.57% (2019/20).

The graph included shows the average rating per group surveyed. A further graph is provided showing the comparative trend data for that question.

Ratings are based on the following scores which are multiplied by the number of respondents and then divided by the total number of respondents, giving the overall weighted average (where 6 is the best rating):

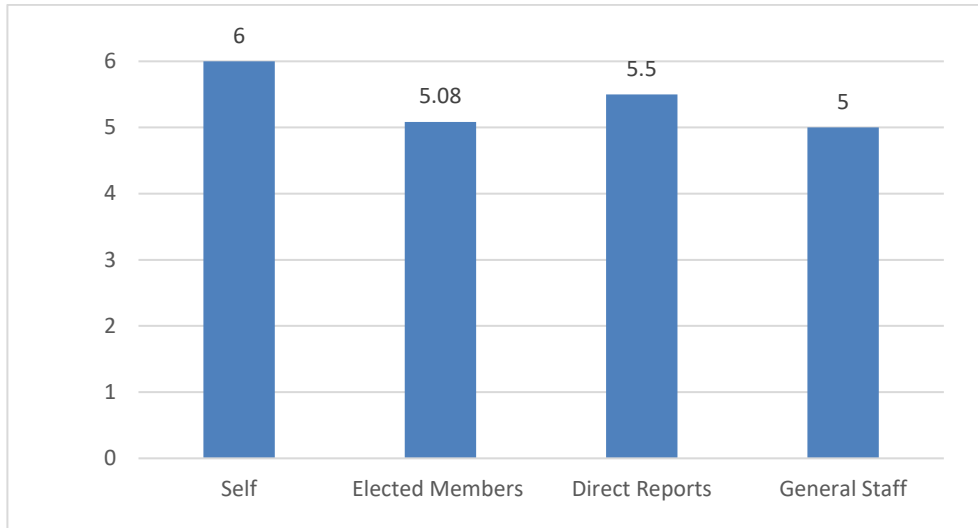
- Major concerns = 1
- Minor concerns = 2
- Satisfactory = 3
- Good = 4
- Very good = 5
- Excellent = 6

Note:

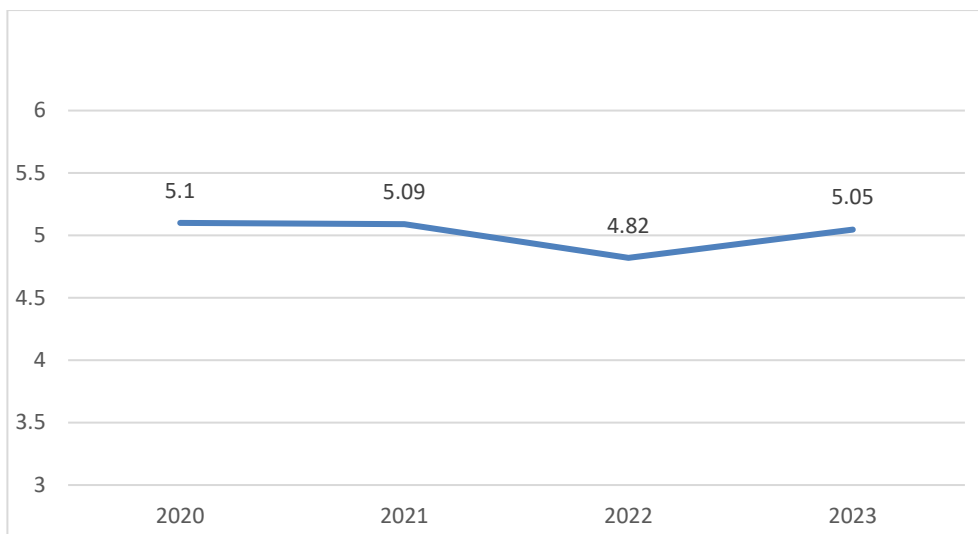
- Different rating scale used for Leadership Capability (see section 8)
- All comments are written verbatim.

1. EFFECTIVE RELATIONSHIPS WITH ELECTED MEMBERS

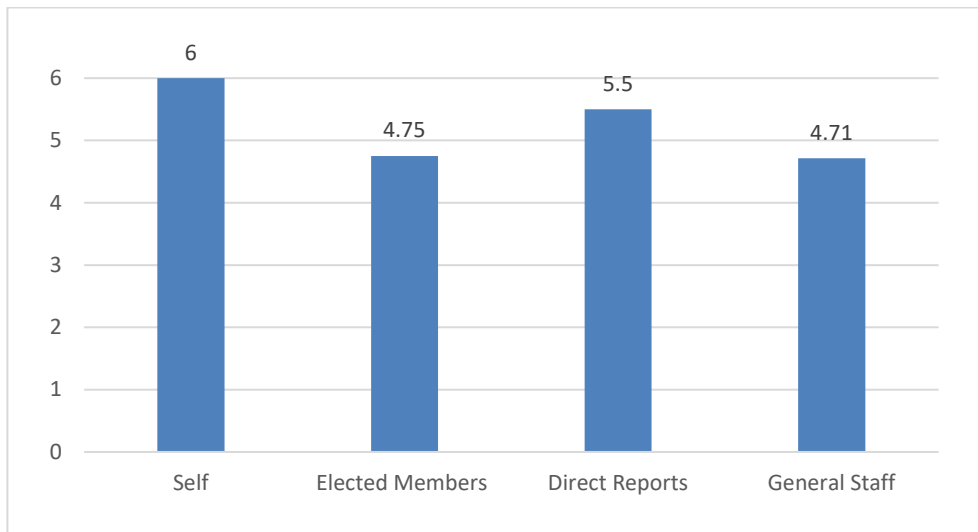
The CEO develops and maintains positive and productive relationships with all Elected Members.



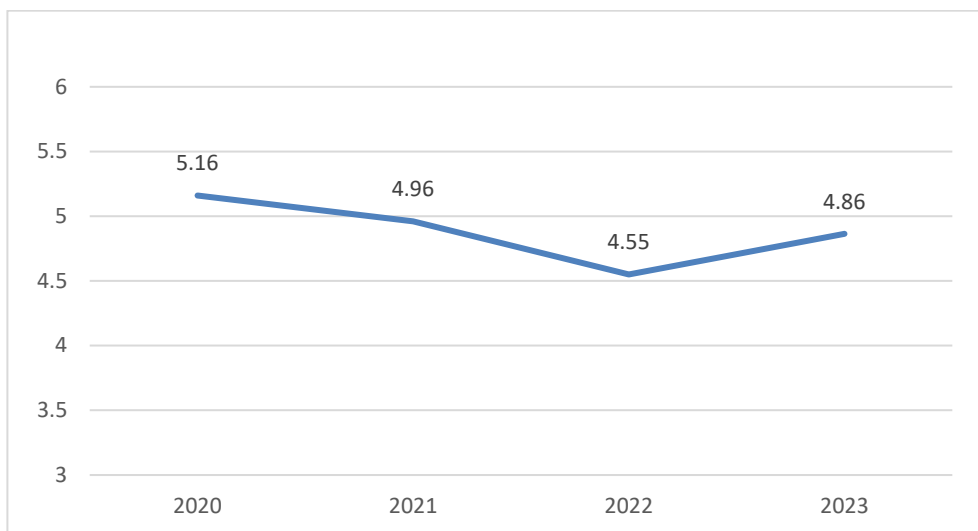
Overall weighted average is 5.05 (where 6 is the best rating). Below is the comparative trend with previous years.



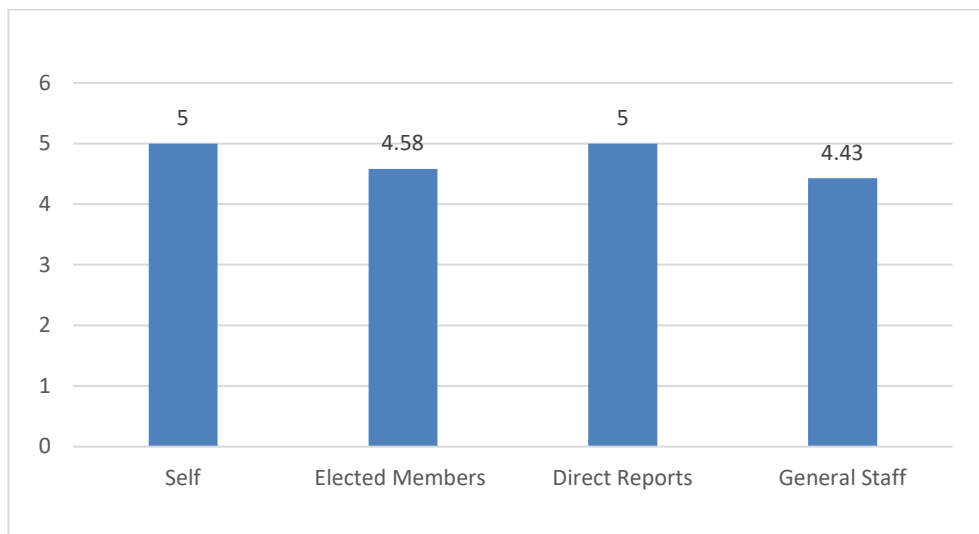
The CEO delivers effective communication strategies to ensure Elected Members are able to make informed decisions.



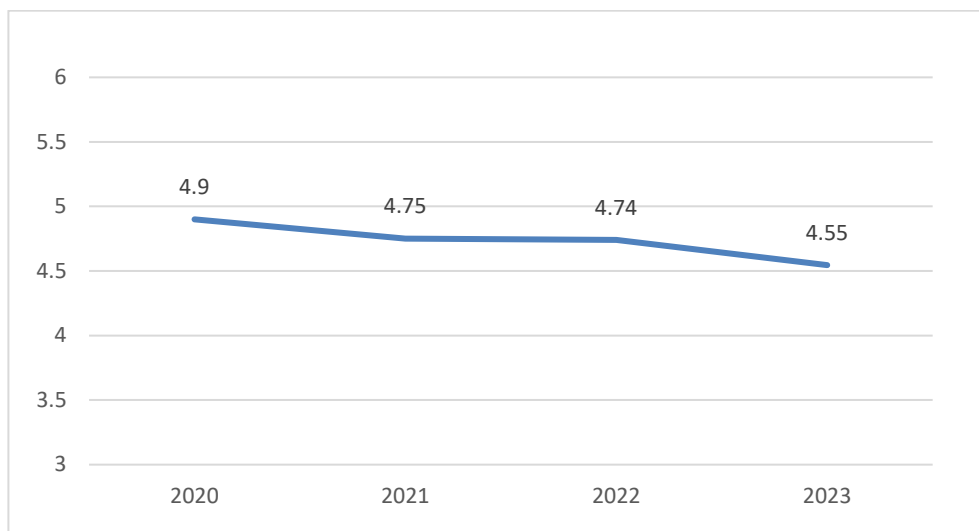
Overall weighted average is 4.86 (where 6 is the best rating). Below is the comparative trend with previous years.



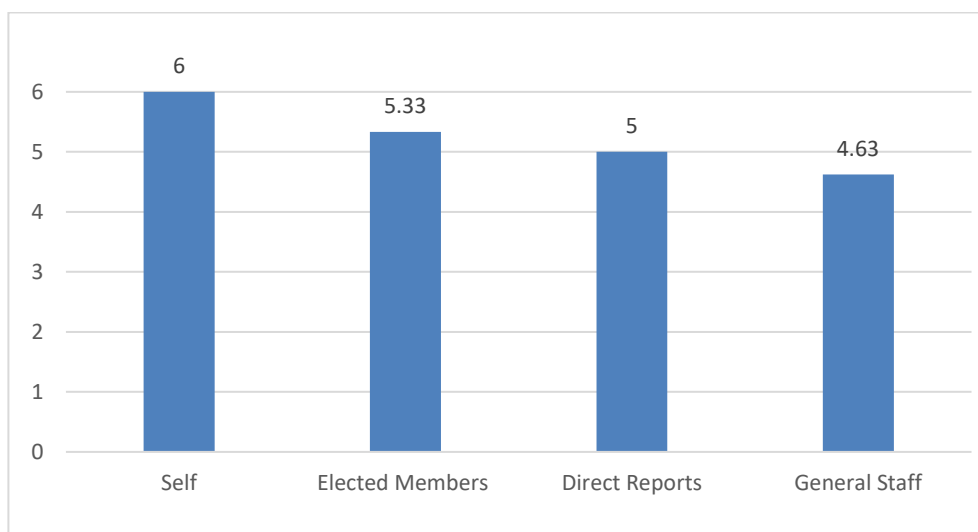
The CEO delivers an effective suite of well researched reports for Elected Members that indicate the status of operations and major projects.



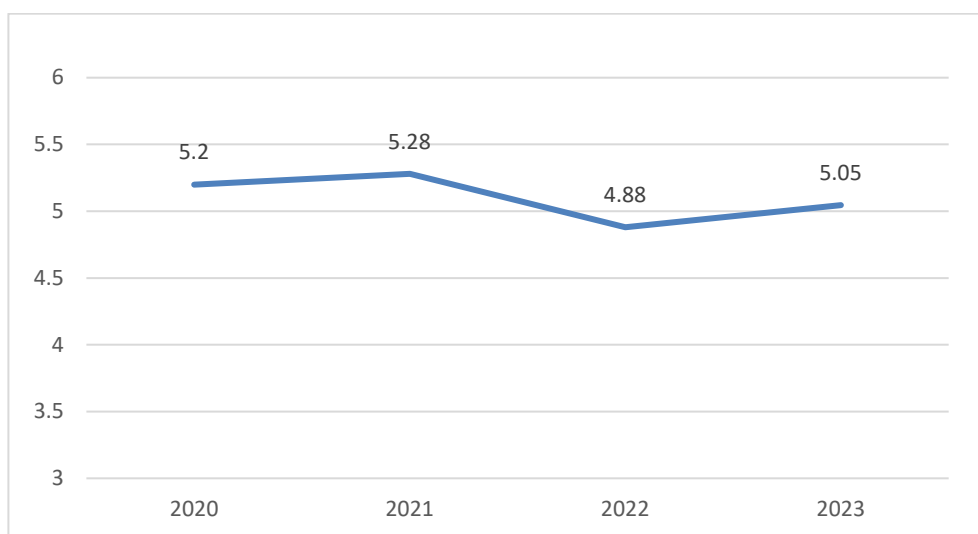
Overall weighted average is 4.55 (where 6 is the best rating). Below is the comparative trend with previous years.



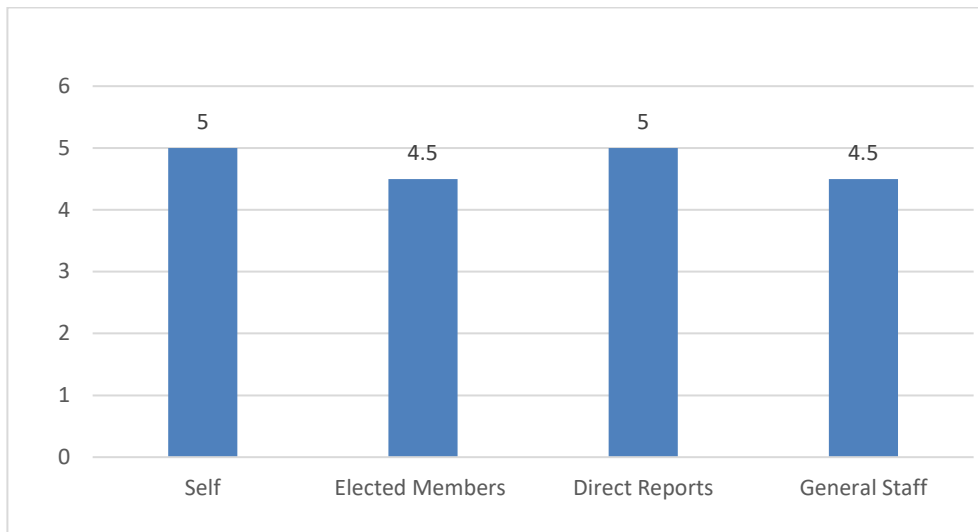
The CEO provides balanced advice and makes recommendations to Council on policies, procedures and strategies.



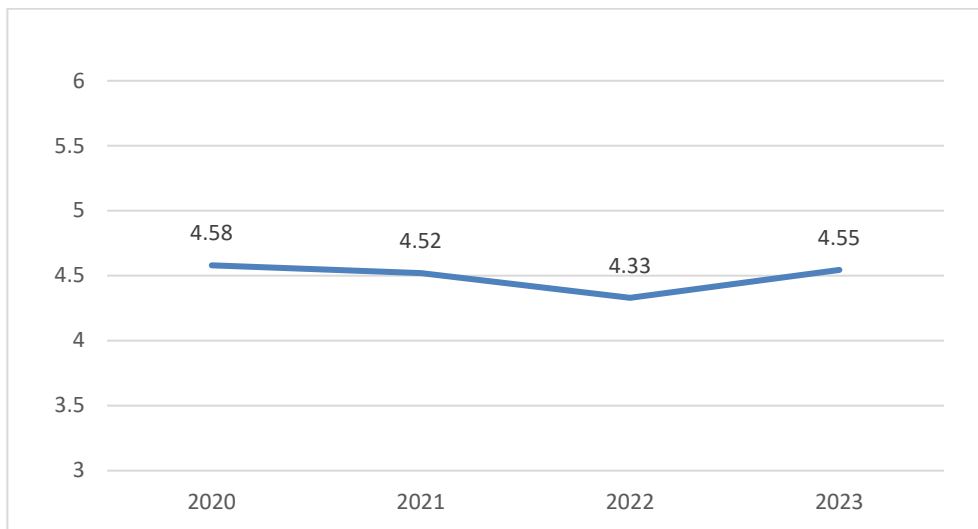
Overall weighted average is 5.05 (where 6 is the best rating). Below is the comparative trend with previous years.



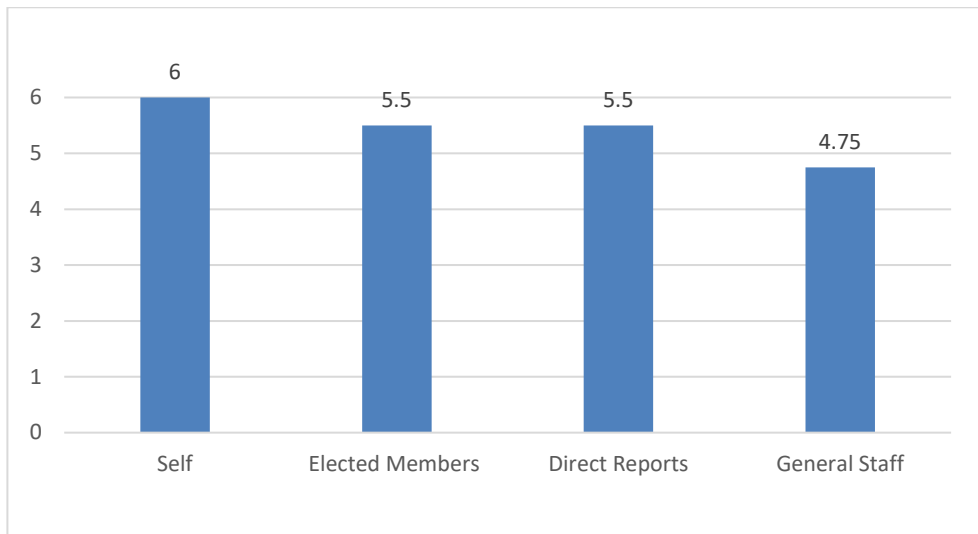
Officers' reports in the Agenda are well considered, containing data that should have been known at the time of the decision.



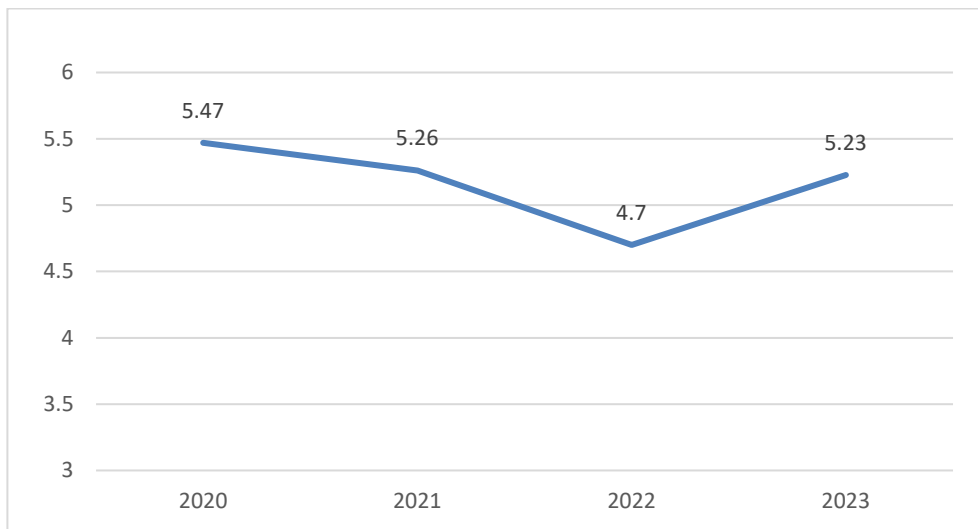
Overall weighted average is 4.55 (where 6 is the best rating). Below is the comparative trend with previous years.



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.



Overall weighted average is 5.23 (where 6 is the best rating). Below is the comparative trend with previous years.



Comments

Self Assessment

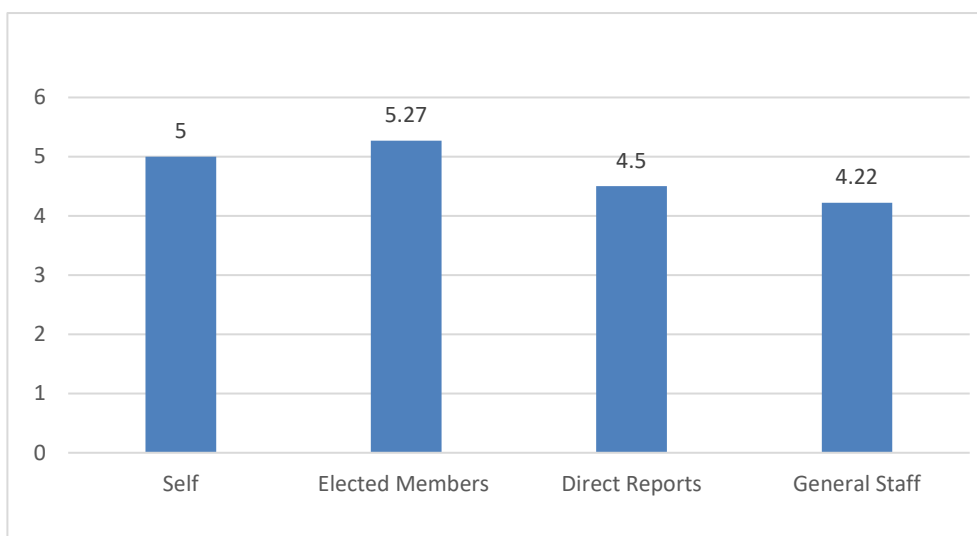
- Relationship building is one of my strengths. I believe that I have positive and productive working relationships with all Elected Members.

General Comments

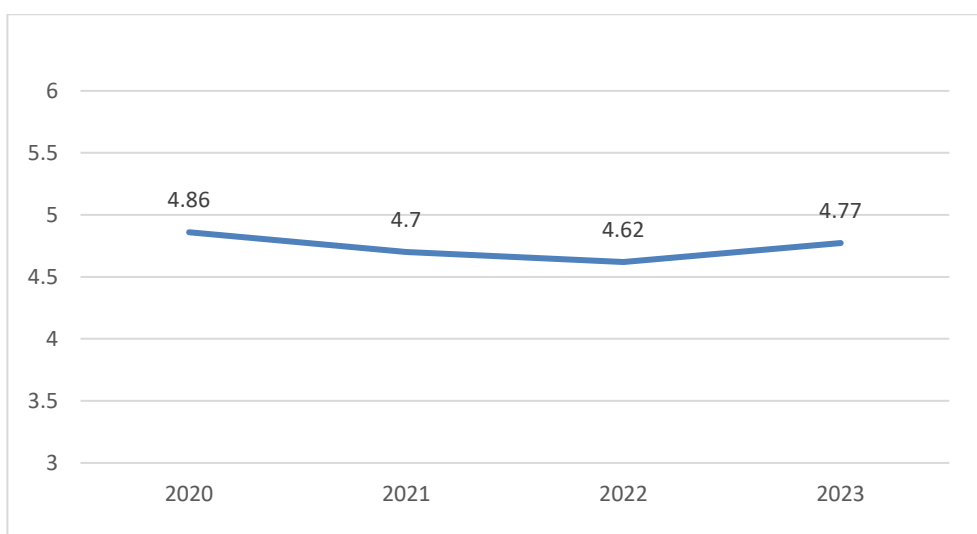
- In the short time I have been working with Roberto, he has been positive, supportive and accessible.
- Some reports contain "industry terminology" such as acronyms which can be confusing at times.
- Roberto is always available to answer any queries very promptly.
- My interaction with the CEO is always positive and helpful.
- I am concerned that sometimes we don't have enough information to make decisions or information is tailored to what admin wants. Balance needs to be restored in reports in some areas. There have been a few motions that have been dropped and luckily Elected Members have picked up on this or else they may never have been done. Communications with Elected Members are good but there needs to be better communication with the community. Facebook posts should allow comments and should be responded to where appropriate.
- Roberto has excellent relationships with Elected Members, this allows Administration deliver for the Council.
- My answers are based on the recent conversations I have had with Roberto.
- Roberto takes a collaborative approach to relationships with the Elected Members. While some staff would like to see stronger push-back against some requests, I believe that Roberto makes reasonable assessments of the validity of requests and that overall, his collaborative approach with Elected Members is a sensible approach.

2. IMPLEMENTATION OF COUNCIL'S STRATEGIC PLAN

The CEO demonstrates leadership in setting Council's strategic plans and effectively communicates and delivers Council's vision and objectives.



Overall weighted average is 4.77 (where 6 is the best rating). Below is the comparative trend with previous years.



Comments

Self Assessment

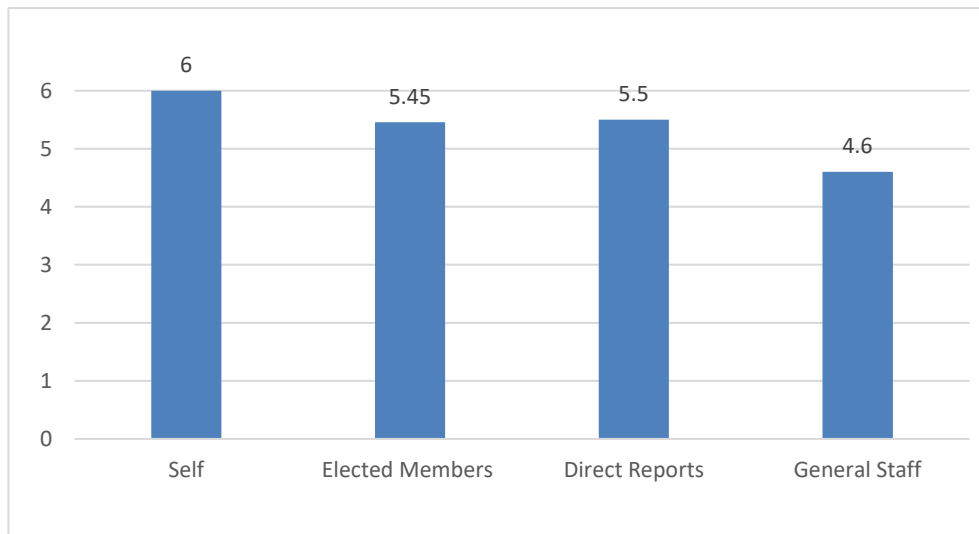
- Council has a Strategic Plan which is focused on the longer term. A Corporate Plan is currently being developed that will internally provide a short to mid-term view at delivery to provide staff a clearer line of sight to the Strategic Plan.

General Comments

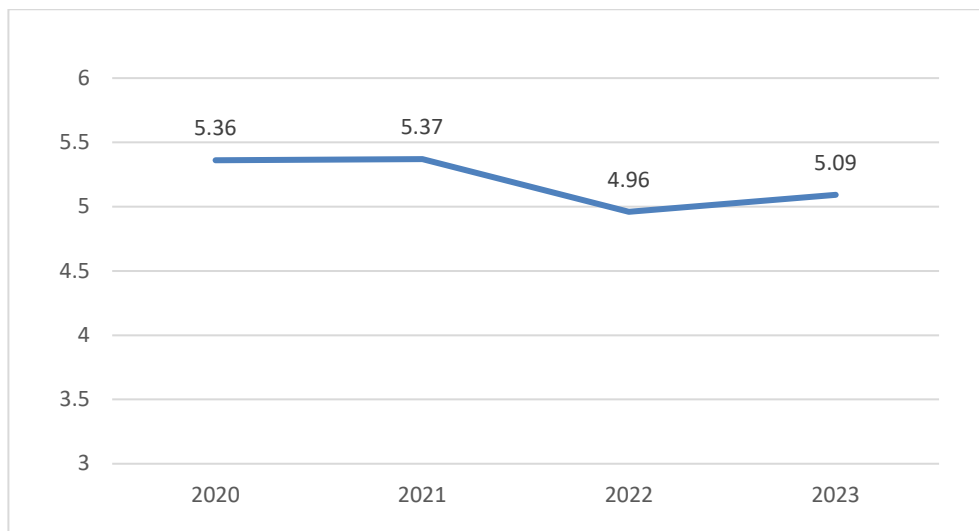
- Sometimes I feel like "Strategic Plans" are on a shelf and not actively referenced by the CEO, or Elected Members. Perhaps by bringing the Strategic plans into more conversations especially around budget this could help with perspective and priority of projects.
- I believe communicates effectively but there is a little uncertainty in his vision for the City.
- Very happy with Roberto's work in this space.
- I believe Roberto juggles the expectations with the deliverables in a straight forward clear manner
- Personally I don't receive communication in relation to Council's strategic plan and unsure of the delivery of Council's vision and objectives.
- Roberto is supportive of the strategic plan and other planning processes, but staff surveys indicate that not all people are clear about directions. Roberto did present about the strategic plan at a staff meeting, but perhaps coordinated, follow-up communications from all of SLT and LT about how the organisation will meet the objectives of the strategic plan would be useful.

3. FINANCIAL AND ASSET MANAGEMENT

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



Overall weighted average is 5.09 (where 6 is the best rating). Below is the comparative trend with previous years.



Comments

Self Assessment

- This is one of my strengths which I leverage to its full advantage.

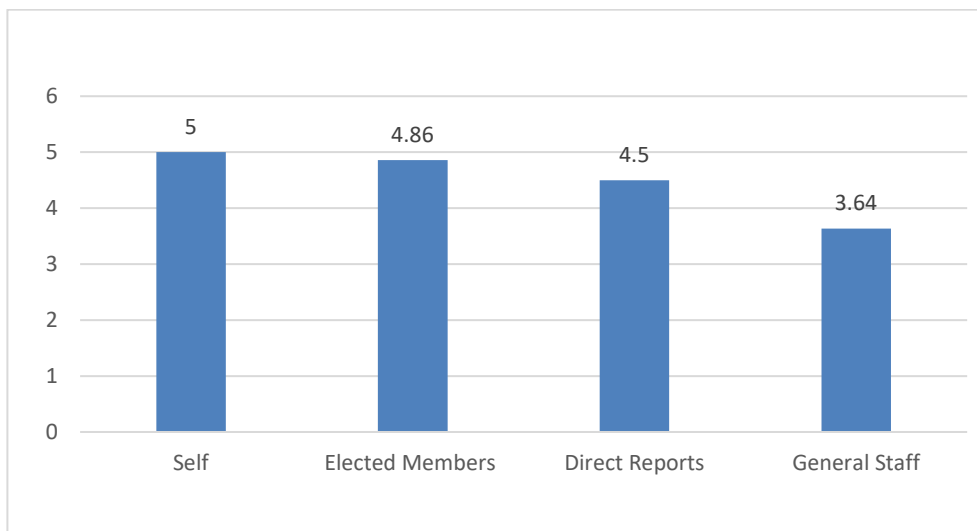
General Comments

- I feel incredibly confident in Roberto's knowledge and expertise in regard to financial management, planning and reporting.

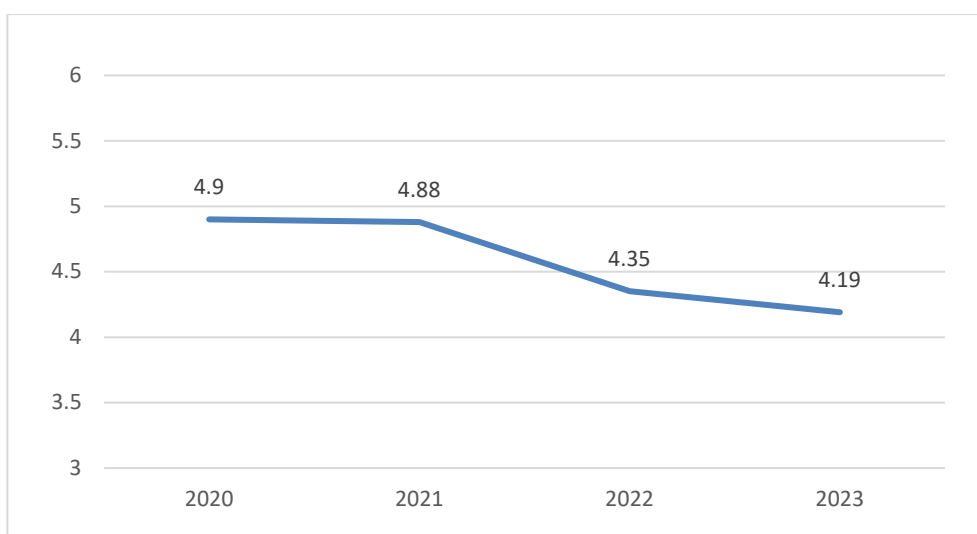
- Roberto is very sound in dealing with financial matters which places City in a good position
- Roberto is conservative with financial matters but not prohibitive or unreasonable.
- He is able to explain complex financial matters simply and I have faith we are on the right track.
- Decisions are made taking into consideration the long term effect on the financial position of Council.
- Roberto is across the detail of the entire budget and works within the parameters given by Council.
- In my experience at general staff meetings, the CEO is heavily focused on financial matters (possibly too much so) but whether it is sound I cannot judge.

4. 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 develops a positive staff culture and safe working environment.



Overall weighted average is 4.19 (where 6 is the best rating). Below is the comparative trend with previous years.



Comments

Self Assessment

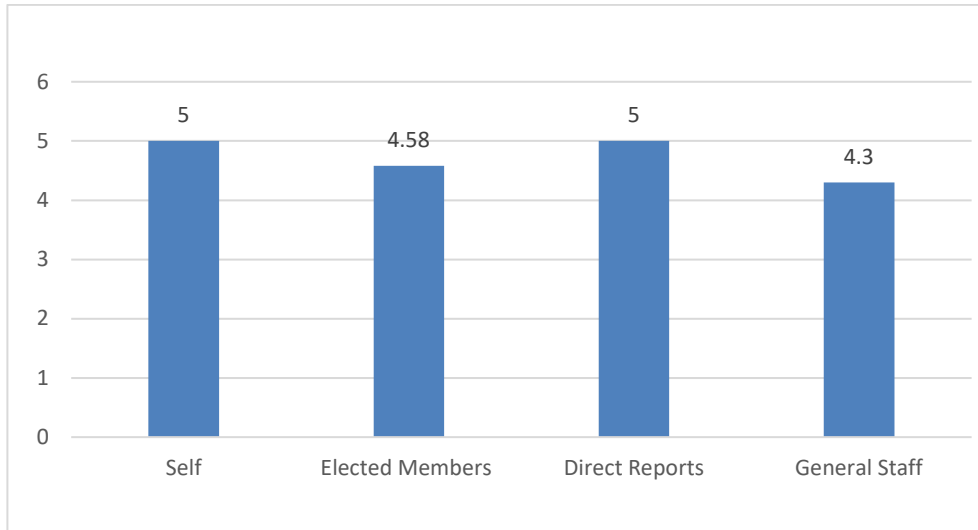
- People Management has been a focus this financial year. Cultural Surveys have shown a positive and supportive culture, compared to other local authorities. I have been working with the Executive on developing a high performing and cohesive leadership team. The well-being program has assisted in developing and enhancing physiological comfort across the organisation. Attracting and retaining staff in the current environment has been difficult and will continue to be difficult.

General Comments

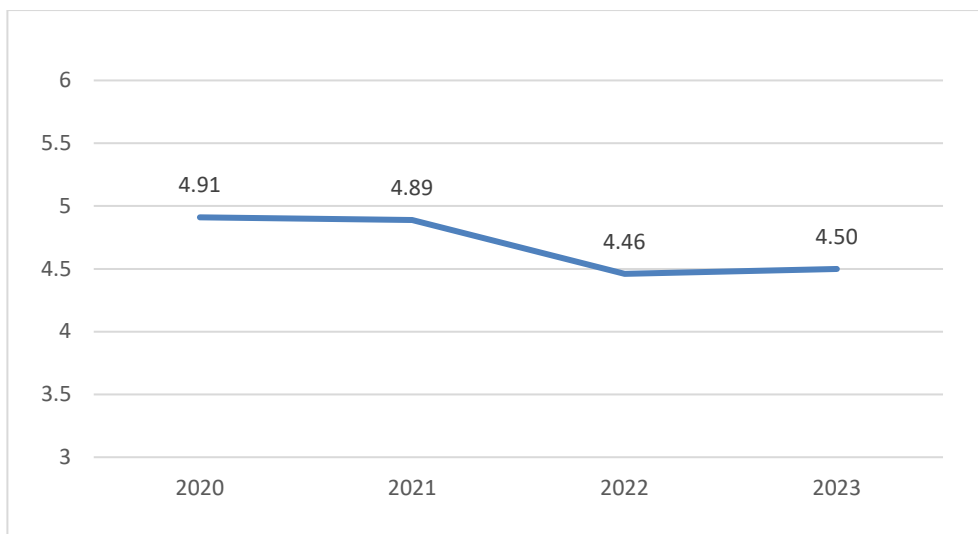
- I am not aware of the type of role Roberto takes with the staff to help with retention, training etc.
- Roberto places a big effort into training of Elected Members.
- Staff retention always an issue but I do not think it is up to Elected Members to pass comment on relationships with staff.
- This has developed further over the last 12 months. Roberto's commitment to the Wellbeing Program and Leadership that Heals program demonstrates his leadership in developing a positive culture.
- I did not always believe this. The EB was done horribly last year and he can be dismissive at times. I think that Roberto is committed to giving the best outcome and working towards fixing very obvious concerns across council with relation to staff morale.
- Unfortunately there have been past experiences with not good leadership and staff being treated like children instead of the education, knowledgeable adults that we are. Will be interesting to see if things improve in the near future.
- Recruitment of replacement staff in the library has been very slow to the detriment of staff morale. Remuneration is being addressed now but some dissatisfaction with keeping payment up to cost of living increases.
- Recent staff surveys indicated that accountability may not be equal across the organisation.
- This is very difficult to assess, as I have little insight into all of those activities. Compared to other councils, we appear to have a very positive culture but I don't know as I've not worked in other councils. Also we are doing so much work on culture/wellbeing maybe all is not as good as it seems. When last year's proposed Enterprise Agreement got turned down by staff, the CEO delivered feedback to staff in a very inappropriate and unprofessional manner that was very condescending and basically told us that we were all ungrateful. It was like being told off by a parent! Clearly he must have received that feedback because at the next general staff meeting we all got an apology, which seemed genuine and sincere - not everyone would have the humility to do that, so I was impressed. The CEO has a good sense of humour and while this is appropriate at times, I think it covers up the seriousness of the decisions he has to make, and the responsibilities of his role - and perhaps sometimes some of the messages he delivers might need a bit more gravity and sincerity, rather than humour.

5. DELIVERY OF MAJOR PROJECTS AND 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.



Overall weighted average is 4.50 (where 6 is the best rating). Below is the comparative trend with previous years.



Comments

Self Assessment

- It's been a difficult time: building material shortages, rising costs, COVID, labour issues, interstate supply chain issues. Maintenance of services during the year has had its challenges, however the SLT, Managers and employees worked through those challenges to continue to provide a high level of services. Delivery on major projects within budget and timeframe has been problematic due to market forces on pricing and availability of contractors and supplies. Projects are internally monitored and overseen by the Project

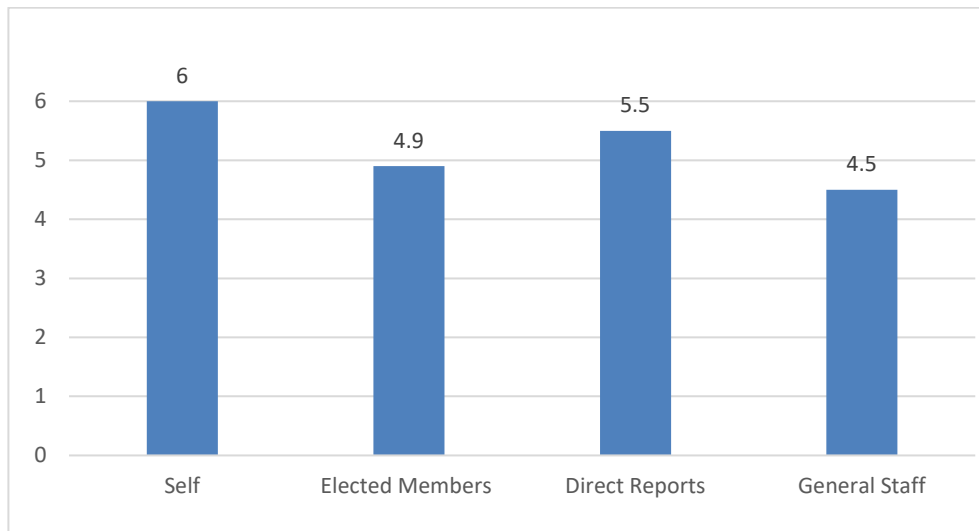
Board with challenges/risks being addressed where possible. Maintaining Alwyndor's services over the last year has also been difficult, however, the team do an extraordinary job to maintain Alwyndor's services to all of the clients. Also Alwyndor has been re-accredited for a further 3 years with no unmet.

General Comments

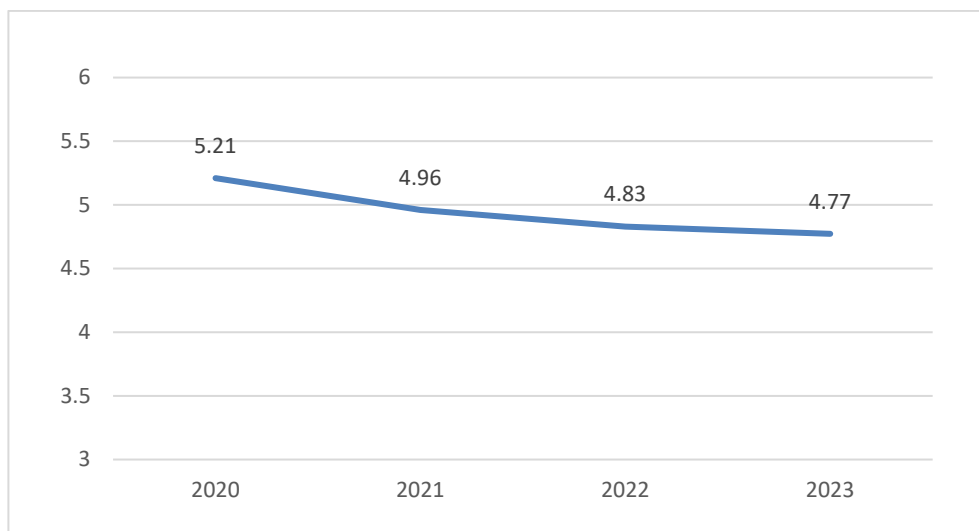
- Current economic climate, rising costs and scarce resources have impacted delivery in the past year.
- Many projects delivered in last council term and more on the way. Pleased with Elected Members' support for pressing on with Jetty Road as it is key to the City's future.
- Covid has made it difficult to achieve this KPI
- I believe the staff ensure that Council's operations run smoothly, can't say that I've seen any evidence of the CEO performing this.
- Roberto is knowledgeable about an extraordinary level of detail across the organisation. While organisational processes may not always be clear or consistent services and projects do get delivered well.

6. 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.



Overall weighted average is 4.77 (where 6 is the best rating). Below is the comparative trend with previous years.



Comments

Self Assessment

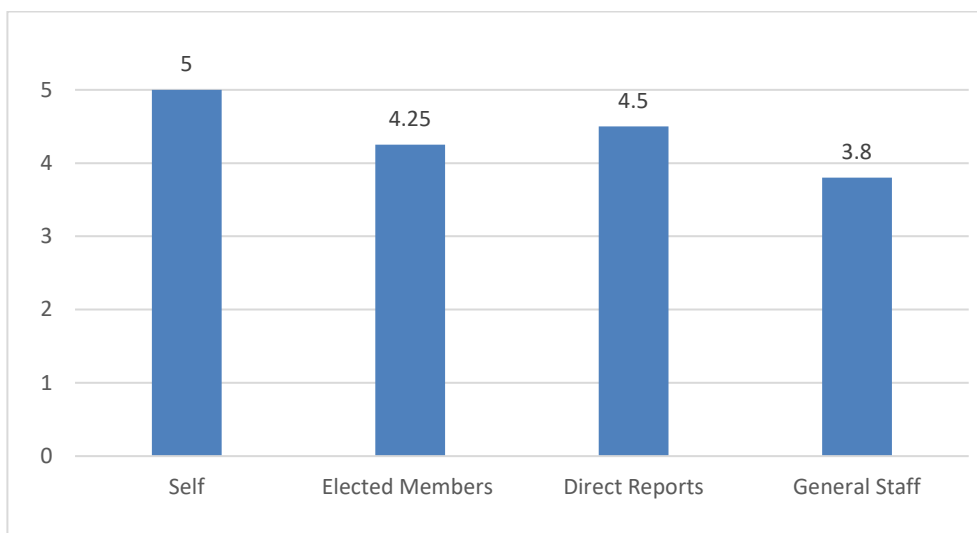
- This I believe is another strength.

General Comments

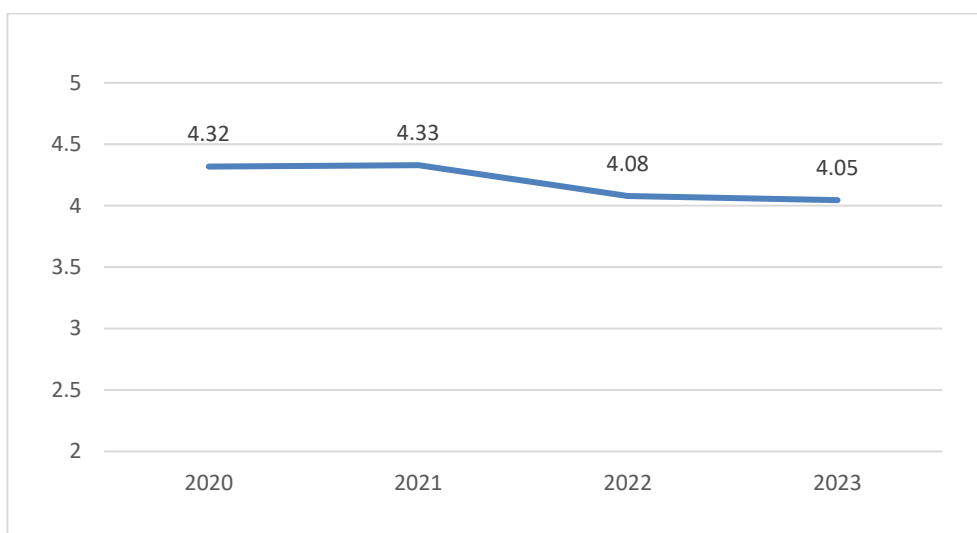
- Roberto is well versed with all Government departments
- We punch above our weight but we also need to have better comms on our social media. Jetty Rd and Holdfast Bay social media's are not as effective as they should be.
- Roberto is very good at developing and maintaining effective relationships with a diverse range of stakeholders, and is able to influence and negotiate outcomes with stakeholders in often difficult circumstances.
- Not sure how high Roberto's profile is outside of Council with other governments, but Roberto is always willing to speak to ratepayers and provide them with information directly. He is very accessible to the community.

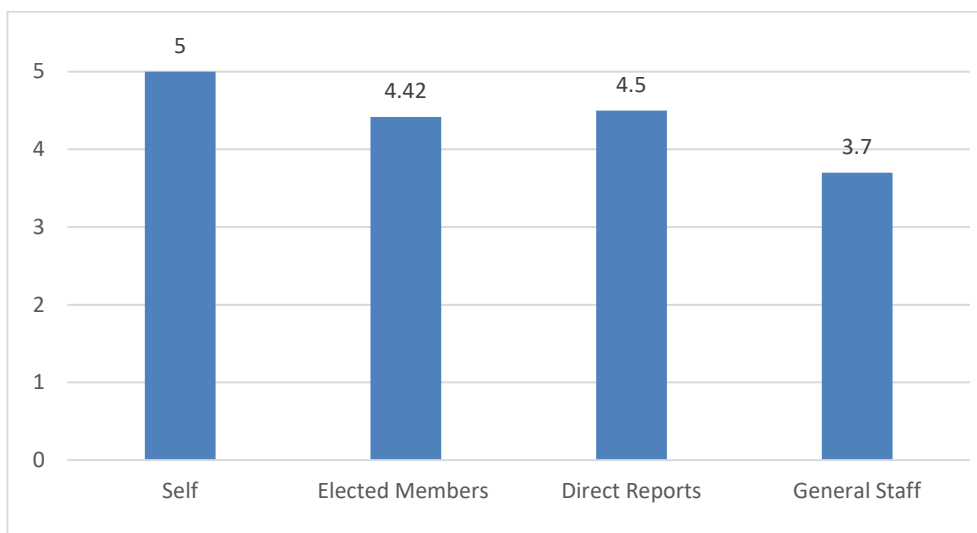
7. HOLDFAST'S LEADERSHIP CAPABILITY (Rated on a scale where 1 is the lowest and 5 is the highest)

Accept Accountability – take responsibility and delivery on promises

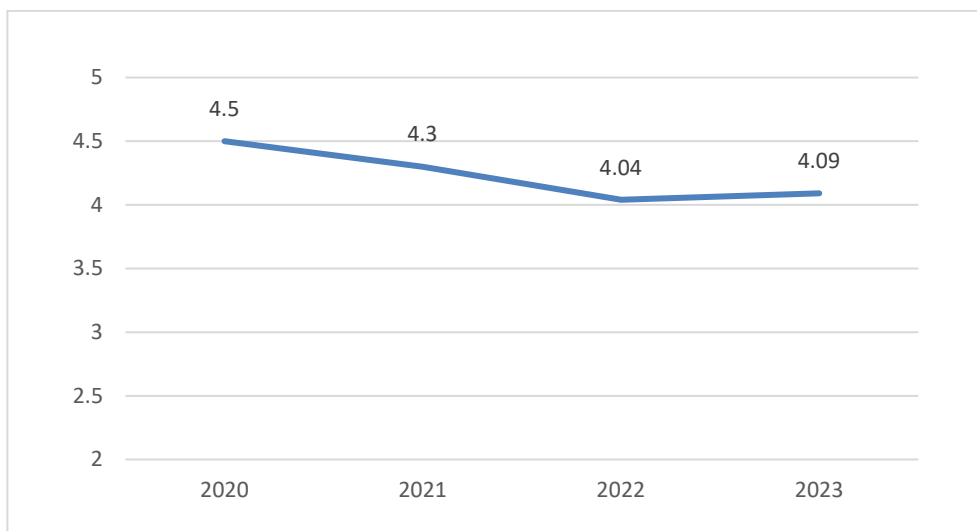


Overall weighted average is 4.05 (where 5 is the best rating). Below is the comparative trend with previous years.

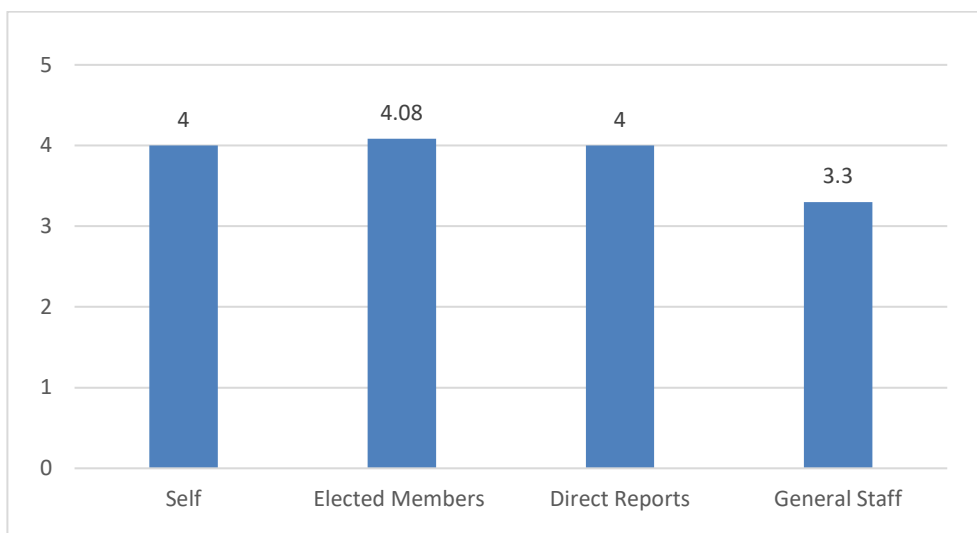


Relationship Driven – build positive relationships

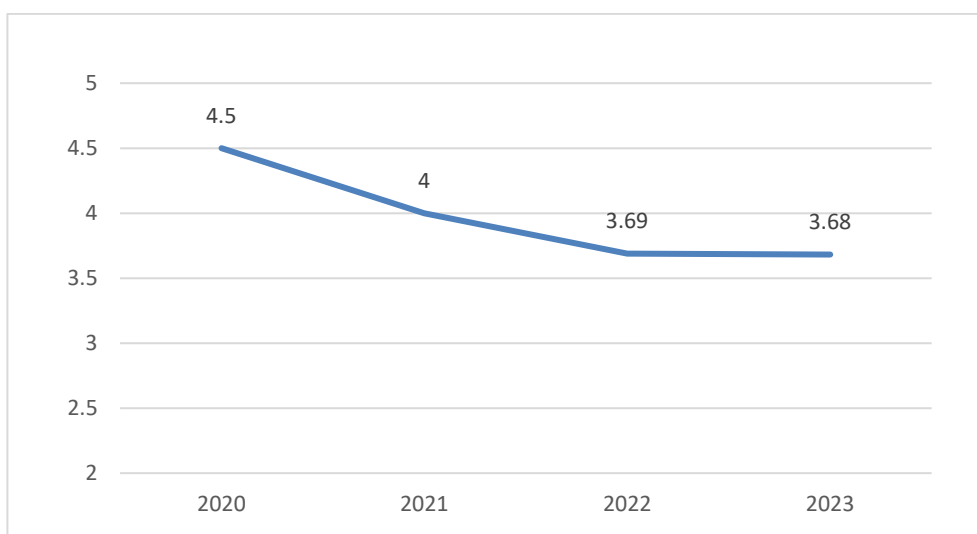
Overall weighted average is 4.09 (where 5 is the best rating). Below is the comparative trend with previous years.

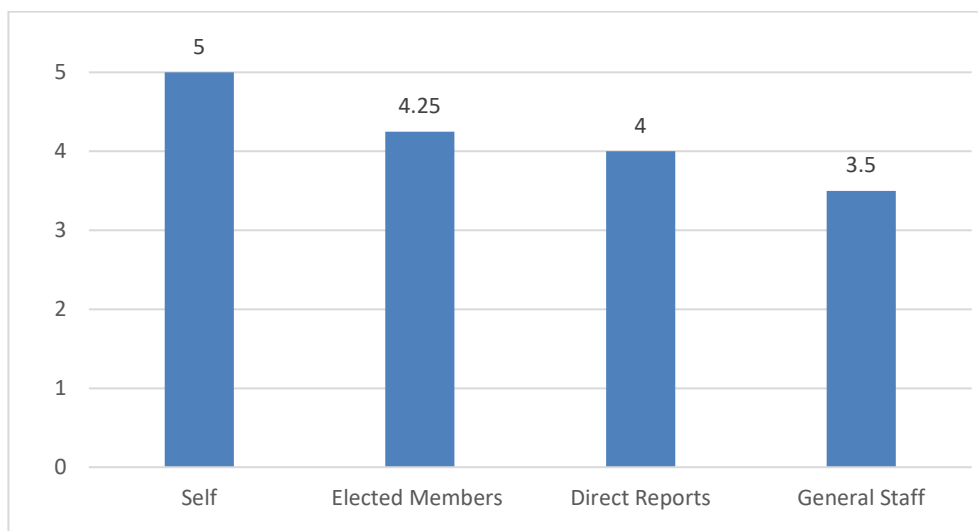


Innovate and Change – lead change and embrace new ideas

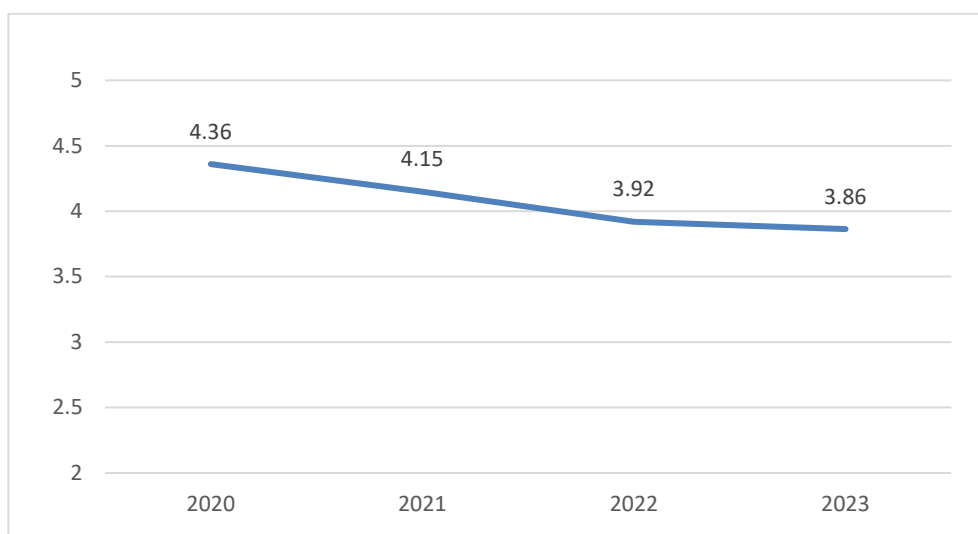


Overall weighted average is 3.68 (where 5 is the best rating). Below is the comparative trend with previous years.

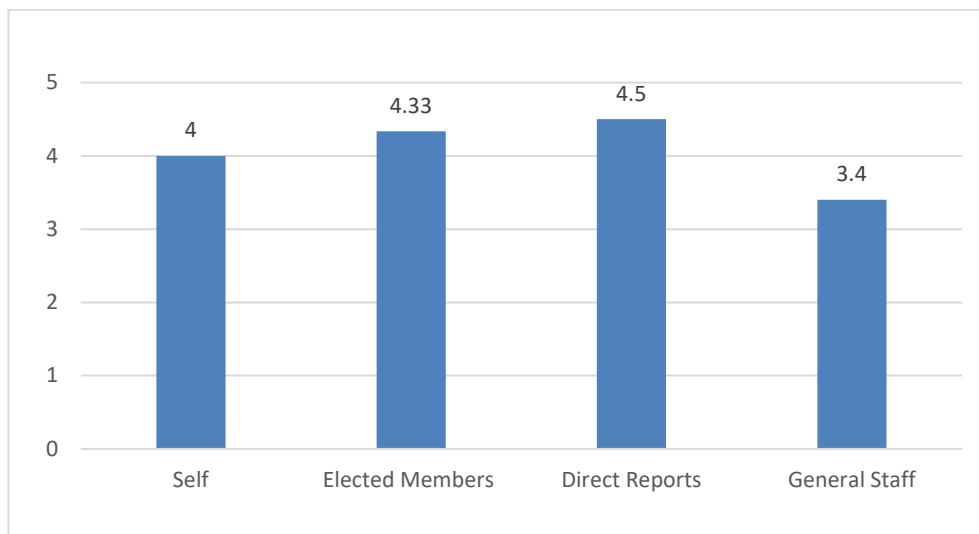


Strategic Focussed – create and communicate a clear vision

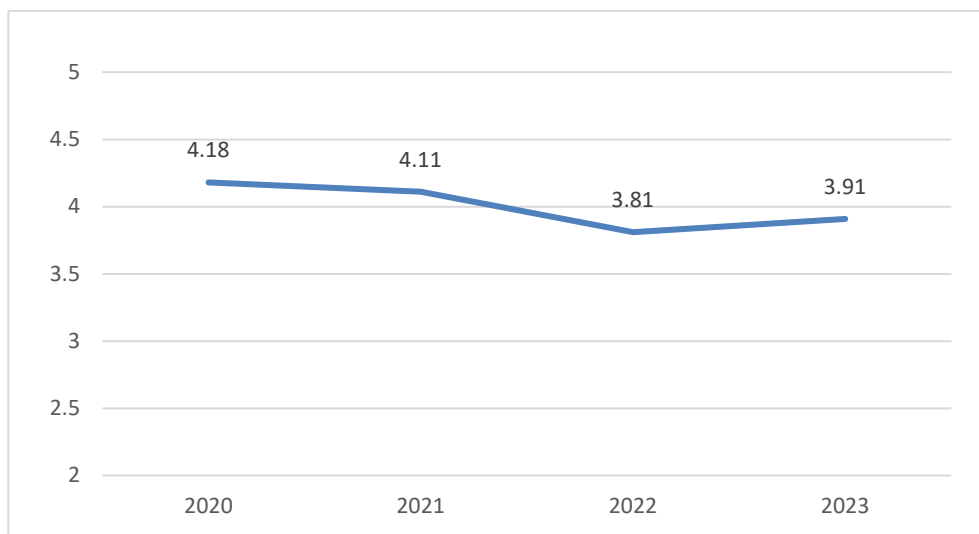
Overall weighted average is 3.86 (where 5 is the best rating). Below is the comparative trend with previous years.



Empower Others – support people to do their best



Overall weighted average is 3.91 (where 5 is the best rating). Below is the comparative trend with previous years.



Comments

Self Assessment

- I have worked this year on trying to empower others throughout the organisation so as to improve organisational output and ownership of staff.

General Comments

- Roberto is great at working with others and building strong positive relationships, to benefit the city as a whole.
- Roberto's desire for consensus and collaborative is a great thing. But too much focus on keeping everyone happy can also stifle growth. Change almost always results in discomfort and disruption. I think Roberto wants to change many things and wants to innovate, but I

don't think he likes the disruptions that are necessary. Roberto is kind, caring and visible as a CEO. But he is only one person and can't be all things to all people - he could be even better as a CEO if he utilised his strengths and had other people with different skills that he's not as strong in, to be a tight-knit team around him. I think that's what SLT are trying to do, but I'm not sure it always works as well as it could.

8. START

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

Self Assessment

- Zero tolerance on “non-one organisational thinking” by staff. Potentially firmer approach to some situations. Start encouraging staff to be more proactive and less reactive. This will also mean leading the Elected Body to be less operational.

General Comments

- I can't identify anything at the moment. Roberto presents as a positive, confident and knowledgeable leader who trusts and empowers staff and builds good relationships with stakeholders.
- Anecdotally, there are some accounts that hands off attitude to management of the SLT is allowing poor behaviours to develop. I have not personally witnessed anything to support this.
- Regular one on one meetings with Elected Members. Perhaps meetings on site or location occasionally to be seen in the community too.
- I would like to see more vision to develop the City with more positivity.
- Ensure Elected Members have comprehensive/detailed background information in Agendas when they are presented at a meeting.
- I am very happy with Roberto.
- I trust Roberto explicitly to manage his own personal and professional development. He does not need anyone's advice on how to behave.
- In regard to decision making and delegation: whilst Roberto shows trust in SLT there are many examples of protracted decision making processes which impact both the CEO as well as projects and employees across the organisation. CEO led discussions to establish parameters for decision making and clarity of direction at each level of leadership (together with a clear reporting/monitoring system) would support the organisation (and therefore Roberto) in service delivery and project management across the business at all levels.
- Ensuring everyone is updated on key topics that matter or impact either individuals or business units.
- Further managing EM expectations around requests and demands on staff. More visits to other sites - Depot / Glenelg
- Adaptive Leadership. Provide Leadership that heals the organisation and the community. Compassionate Leadership. Respect staff that add value to work, teams, and in the community.
- Across the organisation it appears as though Roberto lacks interest in individuals and sharing his views on aspects that are important. It would help for people to have more conversations and see that he does in fact care about the whole community. Perhaps attend more of the team meetings and when he is having an office walk through stop have the conversations with staff that he might not be comfortable with this would help with his image.
- Grit and courage - A great CEO can take ownership of the strategic direction of a company and should be able to model the vision for the company with actions, not just words.
- Listen to his staff, especially staff members who are resigning due to culture issues, feeling undervalued, being micromanaged.
- Raise profile by visiting teams and acknowledging staff.

- Meeting with individual teams on a semi-regular basis to show that he is interested and available to staff. I don't think staff would be comfortable going into his office to chat. He recently attended one of our team meetings, and was very honest and open about the EB discussions and admitted to making mistakes in a previous staff meeting, and I thought that was excellent as it gave us a chance to hear from him directly and ask questions in an honest and safe way.
- Roberto is very warm and relaxed when he walks around chatting to people informally, and he speaks very confidently at Council meetings and workshops. But when he gets in front of staff meetings, he sometimes becomes more formal, almost guarded and uncomfortable. Not sure what the answer is, other than maybe finding ways to make staff meetings less formal or, if formality is needed, maybe Roberto scripts his presentations more fully. Another thing (which I think might be happening already through the culture working group) is to identify processes or things that don't work and then create cross-organisational teams to fix it. These squads should have clear instructions and timeframes and should work openly so that staff not participating can still see what's happening. A formal process to solve organisational problems might help Roberto to encourage positive conflict.
- I would really like to see the CEO develop more EQ and compassion. Even though I don't have that much to do with him, I have seen times when this would have been prudent.

9. STOP

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

Self Assessment

- Learn to 'let go' of responsibilities sometimes. Less focus on issues of the day on more on the Strategic View.

General Comments

- Can't identify anything.
- Anecdotally, there are some accounts that hands off attitude to management of the SLT is allowing poor behaviours to develop. I have not personally witnessed anything to support this.
- Perhaps allowing more "free time" in his weekly schedule for last minute questions from EM's prior to Council. Understandably not that easy to do.
- Roberto is a great CEO. If there are failings he can recognise them himself.
- Roberto enjoys engagement with employees and being across 'all issues' in the organisation - greater engagement with SLT re which issues he is especially needed to be an active part of and which he can leave with the GM/Managers to progress and deliver would greatly increase satisfaction and productivity. This links with revised decision making parameters and providing clarity of direction ie increased focus in both as noted in 9 above.
- Can't think of any at this time
- Walking through the office without acknowledging everyone.
- Being distant at times, become more a presence/familiar face around the workplace that builds and strengthens relationships with all staff.
- Taking the side of management or SLT in particular to losing good staff due to issues outlined in question 9. Also the CEO is not always right, he talks at staff instead of listening and his way is the only way, which is not right.
- Avoiding conflict. Know your weaknesses and consider plugging them with skilled team mates - CEOs live in fishbowls and sometimes it can be unhelpful to try to develop/grow in public.
- I'd like to see less of a focus on finance in general staff meetings. I recognise that it is good for staff to hear the rationale about what is happening with the budget but not all the time.

10. CONTINUE

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

Self Assessment

- Continue to being visible to staff around the Council and continue to focus on the development of the organisational culture.

General Comments

- Continue being approachable, friendly and supportive.
- Continue to listen, treat all staff, EM's and other stakeholders as equals and with respect, and be prepared to adapt. Roberto exhibits these behaviours in abundance.
- Response time to emails and phone calls. Excellent support staff in Kerri-Anne and Roxanne as well and this shows how well you all work together.
- Continue with his good communication skills
- He makes the time to be available for all Committees
- I find the CEO most approachable and always is thoughtful with his advice on matters. He has a pleasant engaging personality. I also like he sticks to the rules and particularly so with his advice.
- Continue as is.
- Roberto is genuinely engaged and happy to discuss any matter. He is thoughtful in his dealings and takes your views into account. He is also very re-affirming when he agrees with you, and respectful if he does not.
- Roberto consistently shows support for the team and consistently engages with the Mayor and Councillors, staying across matters which are relevant jointly and individually and so ensuring a smooth flow of Council business. The positive EM engagement and communication style works very well and should continue.
- Effective stakeholder management and focus on organisational culture.
- Seeing him throughout the office daily
- Accessible and Friendly.
- When given the opportunity he finds a common ground to talk to people about, this is good skill to build on. Roberto is presenting himself as someone who wants to re build morale and is believable, he needs to be seen more in teams meetings with departments He is likable, staff need to know they can trust him.
- Water cooler conversations - this allows staff and SLT to have conversation about life etc and for a moment we are all equal. Acknowledging when SLT got it wrong and being open about it. That's a real strength!
- At this point in time I have no response to this question as there are still lots of issues within Council with culture, listening etc to staff, losing good staff members
- Continue sending Council meeting snapshot email. Continue the Wellbeing program. Perhaps note that initially library staff did not volunteer or feel inclined to be part of the Wellbeing program. Indicative of morale?
- Continue to check in with staff on a semi-regular basis, in a non-formal way, make himself more approachable as he is approachable when you do have a chance to chat to him.
- Roberto's genuine care for staff, his professionalism with Elected Members and his commitment to good outcomes for the community. His knowledge of local government processes and finances and many other subjects is immense, and his attention to detail is remarkable. His willingness to admit his own mistakes, and his constructive and non-punitive approach to others' mistakes are appreciated.
- The focus on safety.