

## ITEM NUMBER: 8.1

### CONFIDENTIAL REPORT

#### 2023-24 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 Committee consider the Report and the documents in confidence under Part 3 of the Act, specifically on the basis that 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 any person (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* the Executive Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager Assets and Delivery and Staff minute taker in attendance at the meeting in order to consider Report No: 134/24 2023-24 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: 134/24 2023-24 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: 134/24 2023-24 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 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.
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**Item No:** 8.1

**Subject:** 2023-24 PERFORMANCE REVIEW – CHIEF EXECUTIVE OFFICER

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## 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 2023-24 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 18 June 2024. 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.

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## Recommendation

1. The Executive Committee notes the results of the Chief Executive Officer's Performance Review for 2023-24.

### RETAIN IN CONFIDENCE - Section 91(7) Order

2. That having considered Agenda Item 8.1 134/24 2023-24 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 and attachments be retained in confidence for a period of 24 months and this order be reviewed every 12 months.
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## 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 2023-24 performance review is outlined below and is consistent with the recommendations made in the process review undertaken in 2023:

- 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, External Stakeholders 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.

### **2023-24 Performance Review Results**

The outcome of the CEO's Key Performance Indicators is included in Attachment 1. Of the 12 KPIs identified, 10 of the KPIs have been achieved.

The KPIs relating to the reliance on rate revenue was not achieved. The KPI relating to the overall rating of the Quality of Life Survey was not collected for the year due to changes in the survey collection methodology.

*Refer Attachment 1*

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

*Refer Attachment 2*

The survey seeks feedback on the CEO's performance in eight key result areas. Of the 33 people asked to participate, 29 responded to the survey which is a 92.86% response rate. This is equal to the response rate in 2022-23.

Following a review of the survey instrument in 2023, modifications were made to the questionnaires to ensure the questions were relevant to the various respondent groups, therefore not all cohorts were asked all or the same questions.

Changes were made to the questions asked of the staff. Through the previous review of the survey, it was determined that some questions were difficult for staff members to answer accurately. As a result, staff were not providing feedback for these sections of the survey. Therefore, questions regarding how the CEO engages directly with staff were asked.

The external stakeholder cohort is a new addition to the respondent sample. Participants from this group were individually interviewed by independent consultant, Ms Christine Molitor, to explore some of the responses in more depth.

### *Independent Report*

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. Independent Committee member, Ms Christine Molitor will 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 18 June 2024. 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.

The survey report also includes a breakdown of the responses by respondent type. In addition, trend data for the previous years has been provided for comparison with this year's results where the trend data is available. This data is presented in graphical form for each question.

### **Budget**

This report does not have any budget implications.

### **Life Cycle Costs**

This report does not have any life cycle cost implications.

### **Strategic Plan**

Statutory compliance

### **Council Policy**

Not applicable

### **Statutory Provisions**

*Local Government Act 1999*, section 102A

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**Written By:** General Manager, Assets and Delivery

**General Manager:** Assets and Delivery, Ms P Jackson

# Attachment 1

## Chief Executive Officer – Key Performance Indicators 2023-24

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	<b>4.11/5.</b> There were 3 components reviewed (satisfaction with job; likeability of job; like working at Council.) No significant change from 2023 overall which was at 4.17	<b>Achieved</b>
2	Overall organisational climate rating >3.5 (out of 5)	UniSA Annual Culture Survey (measuring Trust, Support, Fairness, Innovation, Recognition)	People & Culture	<b>3.63/5.</b> No significant change from 2023 overall which was at 3.66.	<b>Achieved</b>
3	85% delivery on Annual Business Plan targets	Corporate Management Reporting	Strategy & Governance	90% of projects are completed or on track and 5% not started. This breaks down as 58 projects (63%) are 'on track', 25 (27%) are 'completed', three (3%) are 'deferred' and another five (5%) are listed as 'not started'. There are four projects (4%) that are 'on watch'. No projects are 'off track'.	<b>Achieved</b>
4	WHS/Risk Strategic Plans and Programs in place and met	WHS Strategic Plan and Programs; Risk Evaluation Plan (attached to rebate)	People & Culture (WHS) / Strategy & Governance (Risk)	Currently the WHS Risk Evaluation Action Plan is 39% completed. All actions are currently on track for an expected 100% completion by September 2024.	<b>On track</b>
5	Long Term Financial Plan in place to ensure Council sustainability	Long Term Financial Plan	Finance	The current LTFP as presented to the Audit & Risk Committee 18/10/2023 confirms Council's sustainability over the next 10 years.	<b>Achieved</b>
6	Asset Management Plan in place to ensure Council sustainability	Asset Management Plan	Assets & Delivery	All Asset Management Plans are in place. Under review within next 12 months.	<b>Achieved</b>
7	An operating ratio of 0-10% over a five year period	Annual Report/Council Reports	Finance	For the 5 year period from 18/19 to 22/23 the average operating ratio was 1.16% (3.72% Council only).	<b>Achieved</b>
8	A net financial liabilities ratio of less than 75%	Annual Report/Council Reports	Finance	Audited statements for 30 June 2023 have a net financial liabilities ratio of 45% (41% Council only).	<b>Achieved</b>
9	Decrease the reliance on rate revenue to be within the range of 70%-75% over a five year period	Annual Report/Council Reports	Finance / Assets & Delivery	For the 5 year period from 18-19 to 22-23 reliance on rate revenue was 76.7%. The economic effects of COVID-19 reduced non-rate revenue in 19-20 and 20-21 resulting in an increase in the 5-year average above 75%.	<b>Off-track</b>

## Chief Executive Officer – Key Performance Indicators 2023-24

Item	Key Performance Indicator (per Position Description)	Evidence	Action by	Comments	On Track? (Traffic lights)
10	Improve asset sustainability ratio to be within the range of 90-110% over a five year period	Annual Report/Council Reports	Finance / Assets & Delivery	For the 5 year period from 18-19 to 22-23 the average asset sustainability ratio was 97% (113% Council only).	<b>Achieved</b>
11	Council resolutions are implemented within specified timelines	Council Minutes	Civic Governance	Of the 128 resolutions, 25 are still in progress. 3 of the 25 have specified timeframes and are still within those timeframes.	<b>Achieved</b>
12	Maintain Quality of Life Survey overall rating average of 7 or above	Survey Results	Strategy & Governance		* Please see note below.

- The current Quality of Life Survey has been undertaken annually between 2016 and 2023. While there are benefits to holding such longitudinal data, there are a number of reasons why alternative measurement options were investigated. In considering available options, Senior Leadership Team gave approval earlier this year to investigate the viability of a technology platform, which (when deployed) will expand Council's ability to get real-time feedback on community sentiment and service satisfaction. Investigations are progressing. It is expected that measurement of Council's performance will be undertaken this calendar year, but data will not be ready in time for the CEO's annual appraisal. In lieu of new data, a trend analysis has been undertaken.
- In the year that Roberto took over as CEO (2019), the overall rating was 8.5. Over the next three years of the survey, the average score increased to 8.65.
- In addition, the following two data points indicate high performance:

Indicator	Score at the time of Roberto becoming CEO	Average score over the next three years
Council provides good financial management and value for your rate dollar	6.3	6.83
Rate your satisfaction with performance and quality of service provided by Council	6.6	7.07

# Attachment 2



# Chief Executive Officer

## 360° Survey Report

**2023-24**

Pamela Jackson

General Manager Assets and Delivery

7 May 2024

## Introduction

The annual Chief Executive Officer 360° survey commenced on 25 March 2024 with an end date of 5 April 2024.

33 people were asked to participate:

- 13 x Elected Members (including the Mayor)
- 3 x External Stakeholders (Chairs/Members of Council Committees)
- 1 x Chief Executive Officer (self-assessment)
- 6 x Direct Reports (including General Managers)
- 10 x staff members (randomly chosen)

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

Following a review of the survey instrument in 2023, modifications were made the questionnaires to ensure the questions were relevant to the various respondent groups, therefore not all cohorts were asked all or the same questions.

Changes were made to the questions asked of the staff cohort. Through the previous review of the survey, it was determined that some questions were difficult for staff members to answer accurately. As a result, staff were not providing feedback for these sections of the survey. Therefore questions regarding how the CEO engages directly with staff were asked.

The external stakeholder cohort is a new addition to the respondent sample. Participants from this group were individually interviewed by independent consultant, Ms Christine Molitor, to explore some of the responses in more depth.

## Data Analysis

All data has been independently reviewed by the General Manager Assets and Delivery.

29 out of the 33 people asked to participate completed the survey, equating to a response rate of 87.87%. Response rates from previous years were as follows:

Year	Response rate
2022-23	92.86%
2021-22	92.86%
2020-21	96.43%
2019-20	78.57%

The graph included with each question shows the average rating per group surveyed. Where a question has been asked over multiple years, a further graph is provided showing the comparative trend data for that question.

The majority of questions ask participants to provide a rating using the following scale. 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):

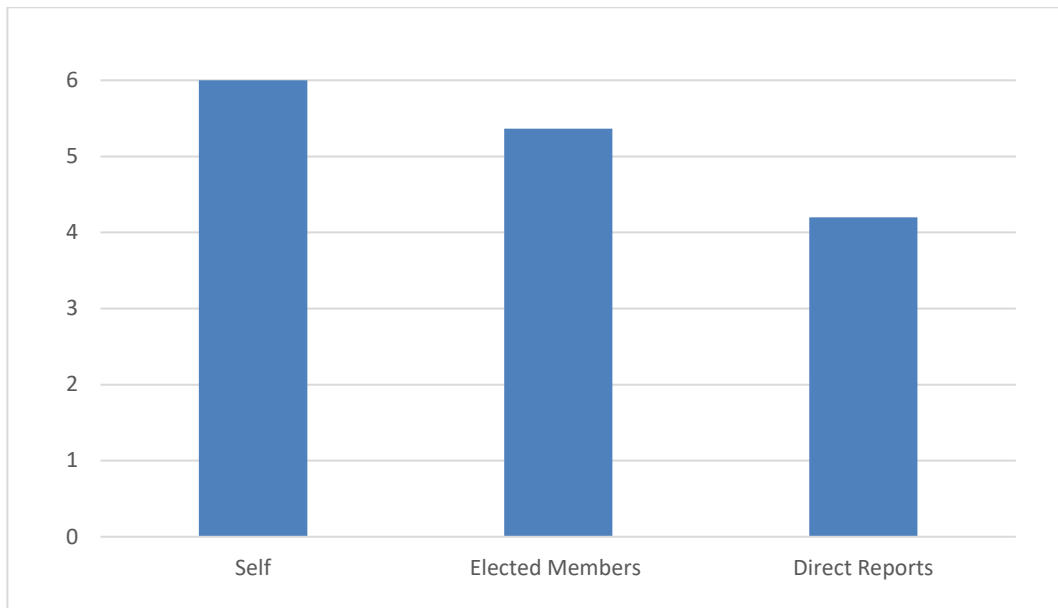
- Major concerns = 1
- Minor concerns = 2
- Satisfactory = 3
- Good = 4
- Very good = 5
- Excellent = 6

Questions relating to Holdfast's Leadership Capability required respondents to provide a rating where 1 is the lowest and 5 is the highest.

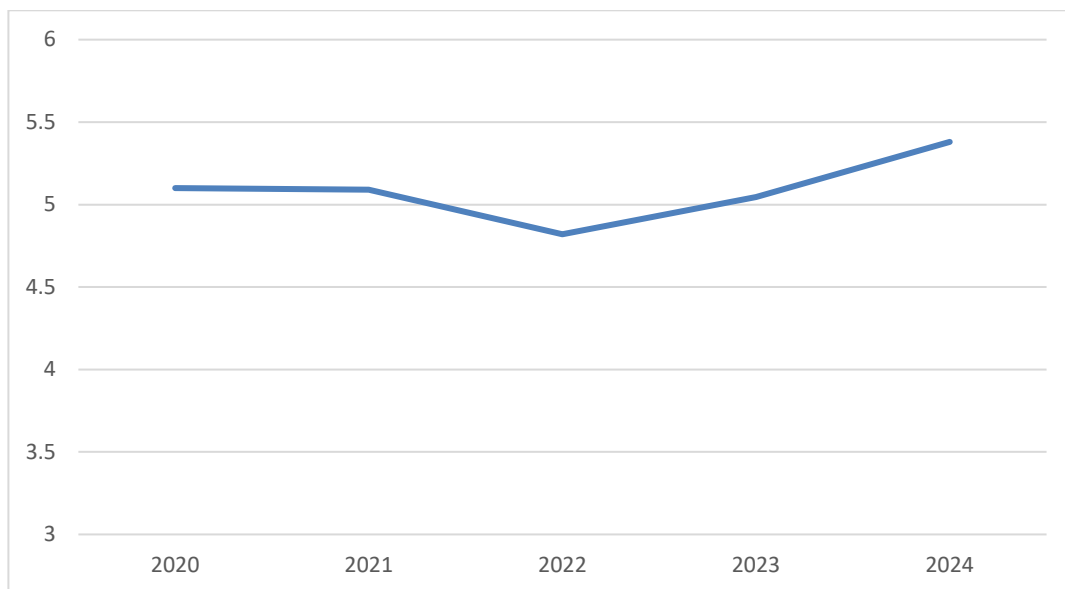
Respondents also have the opportunity to expand on their ratings by providing additional commentary at the end of each section of questions. The comments included in this report are verbatim.

## Effective Relationships with Elected Members

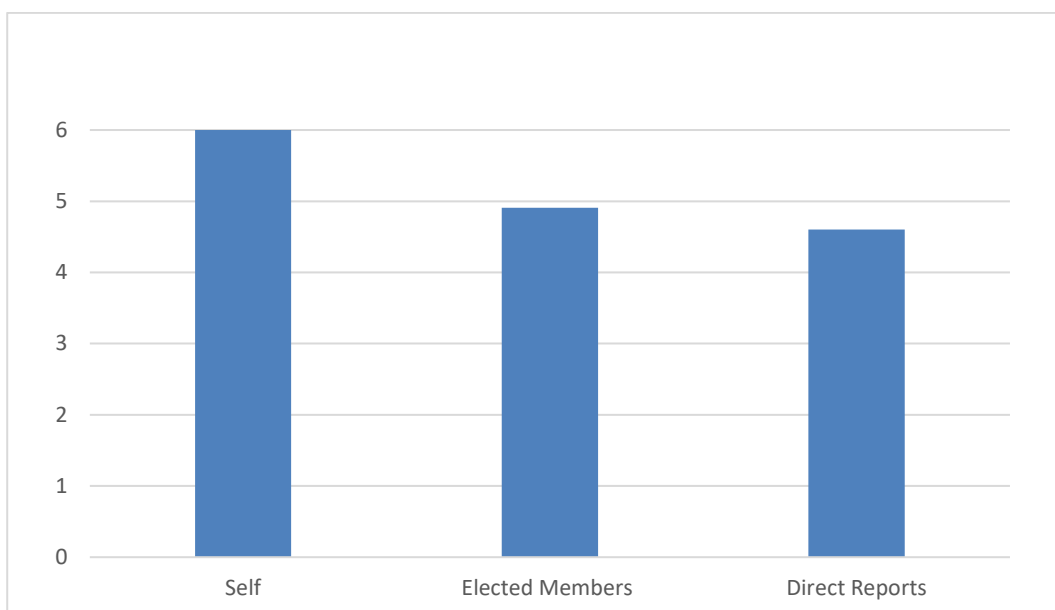
*The CEO develops and maintains positive and productive relationships with all Elected Members.*



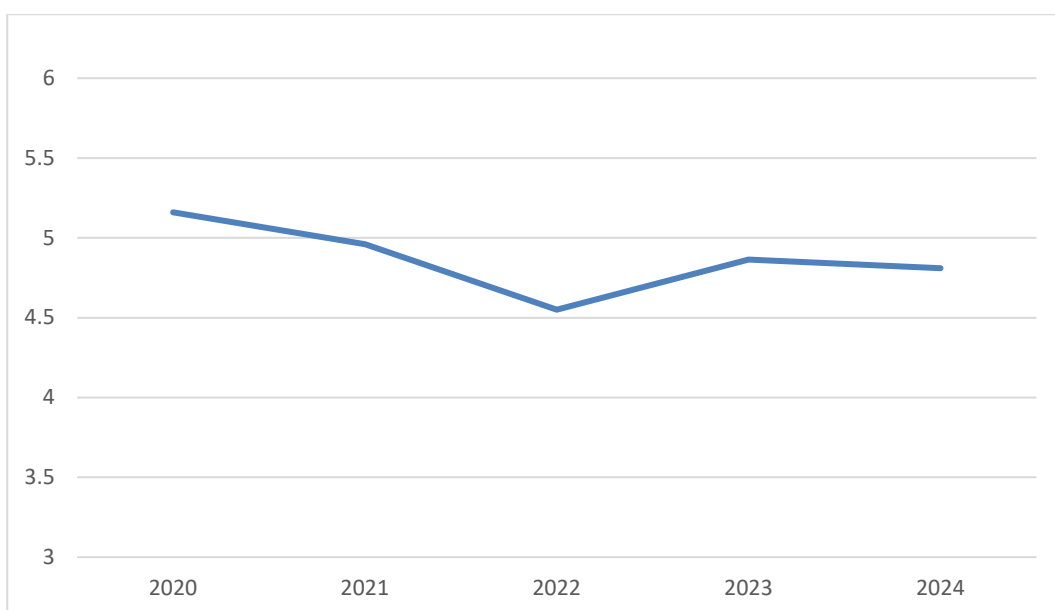
Overall weighted average is 5.38 (where 6 is the best rating). Below is a comparative trend with previous years.



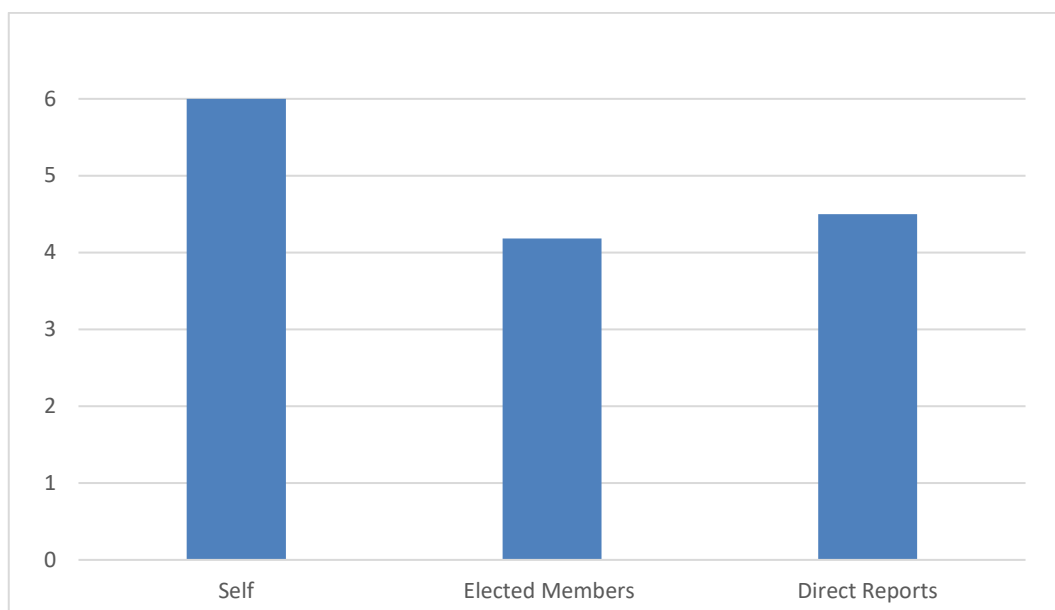
***The CEO delivers effective communication strategies to ensure Elected Members are able to make informed decisions.***



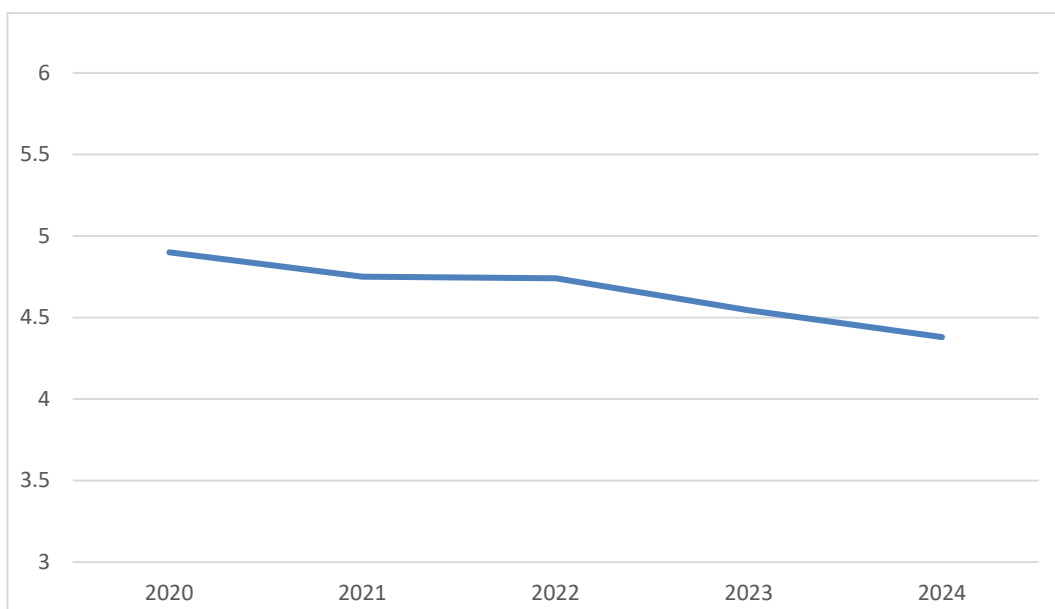
Overall weighted average is 4.81 (where 6 is the best rating). Below is a comparative trend with previous years.



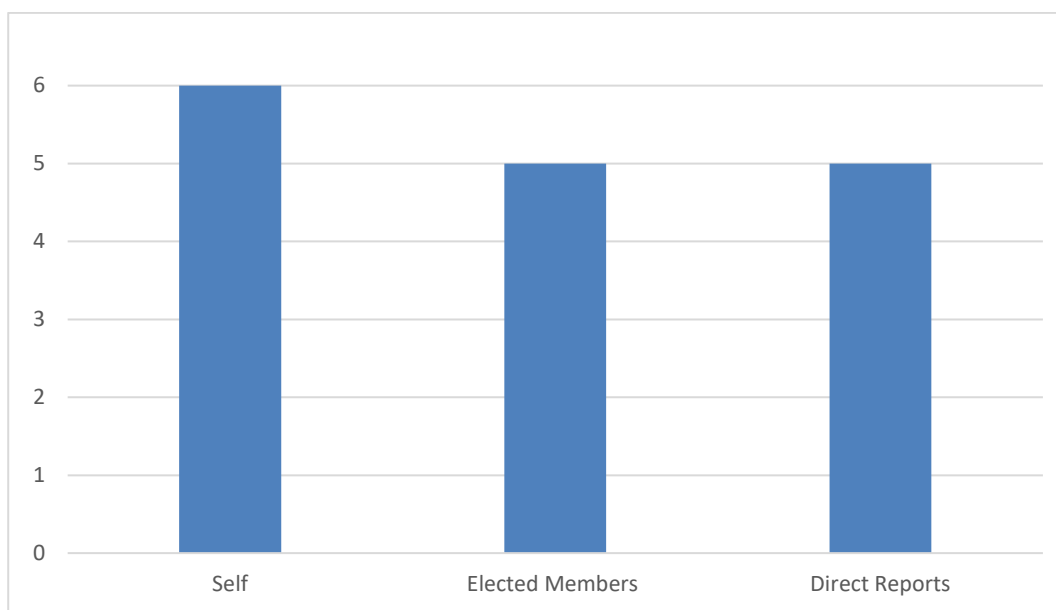
***The CEO delivers an effective suite of well researched reports for Elected Members that indicate the status of operations and major projects.***



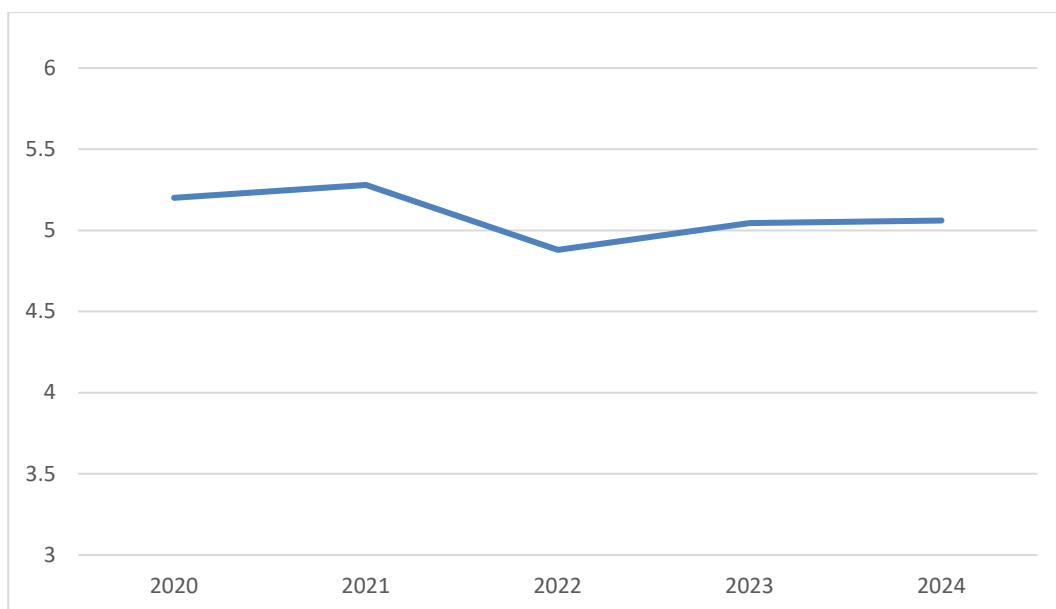
Overall weighted average is 4.38 (where 6 is the best rating). Below is a comparative trend with previous years.



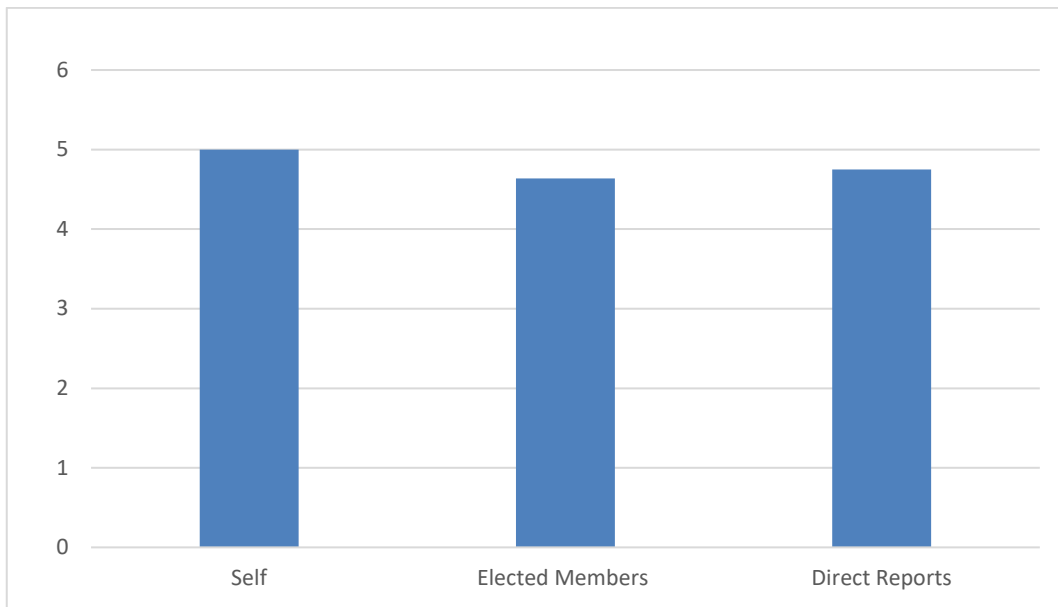
***The CEO provides balanced advice and makes recommendations to Council on policies, procedures and strategies.***



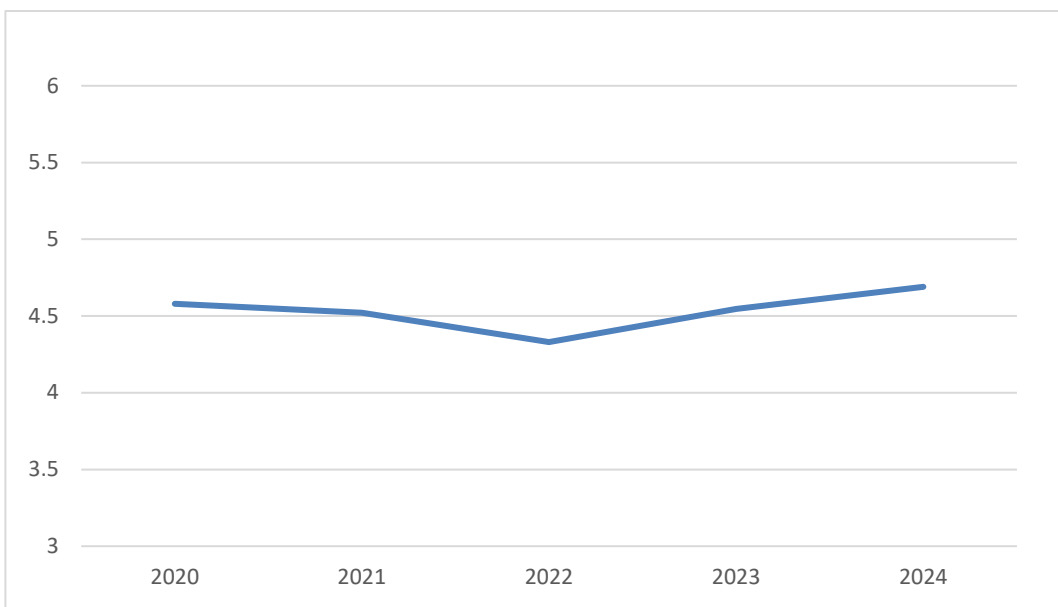
Overall weighted average is 5.06 (where 6 is the best rating). Below is a comparative trend with previous years.



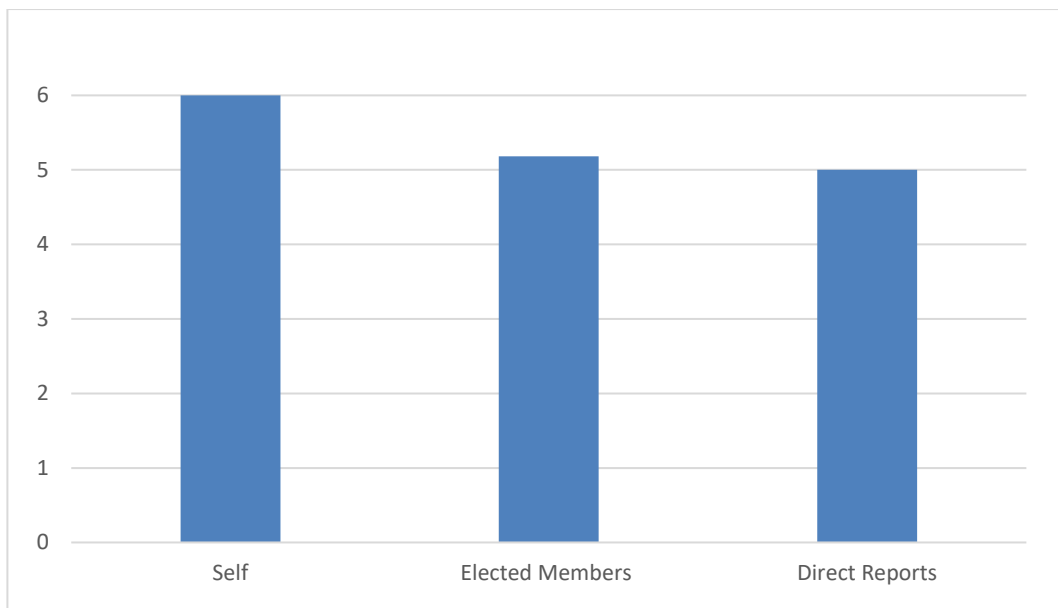
***Officers' reports in the Agenda are well considered, containing data that should have been known at the time of the decision.***



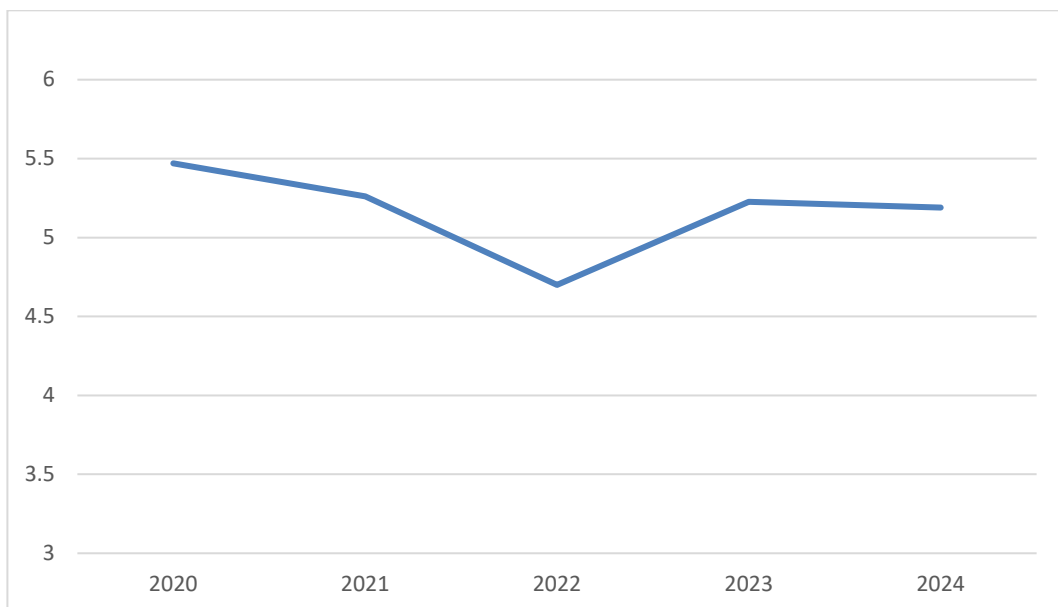
Overall weighted average is 4.69 (where 6 is the best rating). Below is a comparative trend with previous years.



***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 5.19 (where 6 is the best rating). Below is a comparative trend with previous years.



## **Comments**

### *Self Assessment*

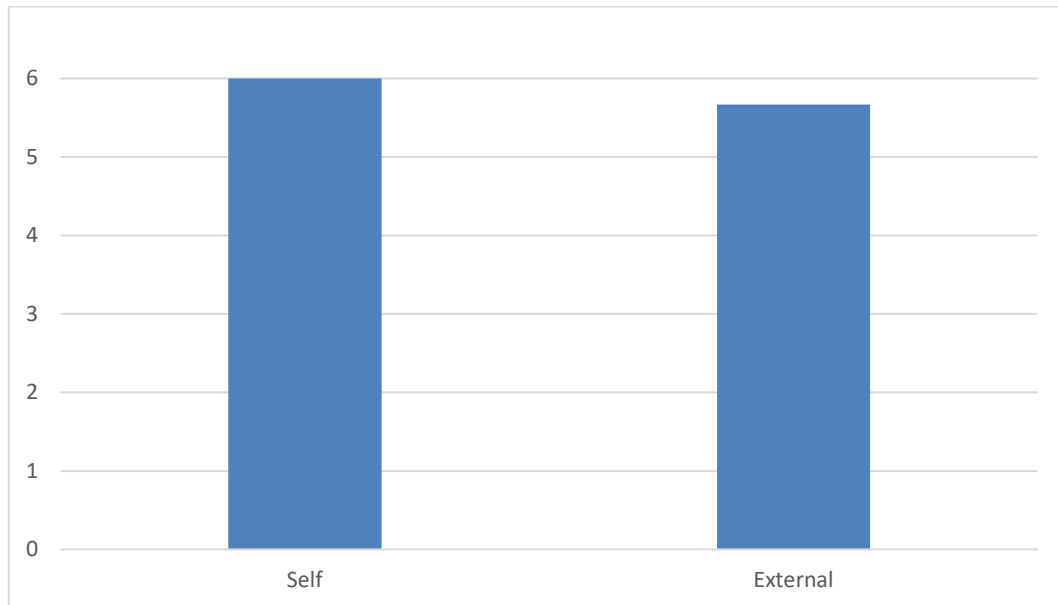
- I believe a strength of mine is managing relationships with EM's as well as key external stakeholders.

### *General Comments*

- While I find most reports to be well written and detailed, on occasion, I have found that the topic/issue of officer reports would have been best presented at a workshop ahead of tabling at council. That is, a workshop in advance to allow for discussion that may inform a report/recommendation and that does not immediately precede the council meeting at which it is being considered
- At no real fault to admin or Roberto, circumstances have become far more fluid of late so last minute changes in financial and other matters come up regularly. This can represent an inadvertent but easy slide into sunk cost fallacy. Something to be aware of
- Roberto I feel need to be more available to working elected members and prioritize those who are not always available during work hours.
- I find that the CEO works very effectively with Councillors at all times. He is always open for discussion and his one on one discussion with me personally assists me in my enthusiasm to continue my duties as an elected member.
- Of late, there has been an increase in reports being submitted with poorly researched and/or presented data. I acknowledge that the CEO is neither the researcher, nor report author, rather the team leader.
- A select few Councillors continually pose challenges for the organisation which at times is understandably difficult to navigate as the CEO.

## Effective Relationships with Committee members

*The CEO develops and maintains positive and productive relationships with all members of the Committee.*

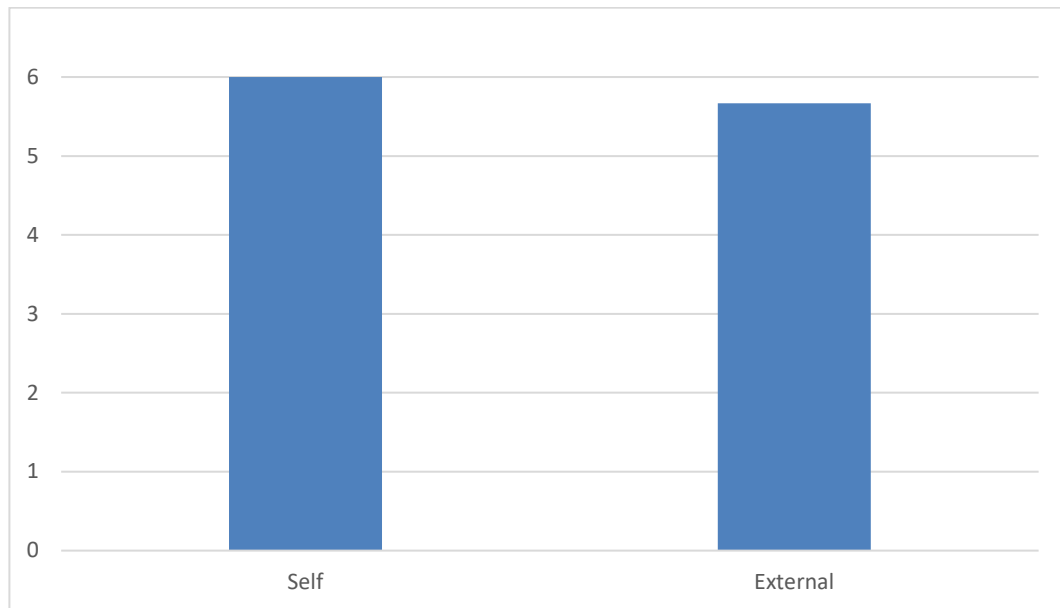


### Comments

- Interacts well with all parties (staff, EMs). Actively engaged.
- CEO attends all meetings, joins in the discussions and his partnership fosters a very positive relationship with the relevant parties. He puts into relationships.
- Roberto has a natural ability to engage with members of the committee with sincerity and approachability.

**Note:** As this is the first year this question has been asked, no trend analysis is available.

***The CEO provides the Committee with appropriate corporate governance support.***

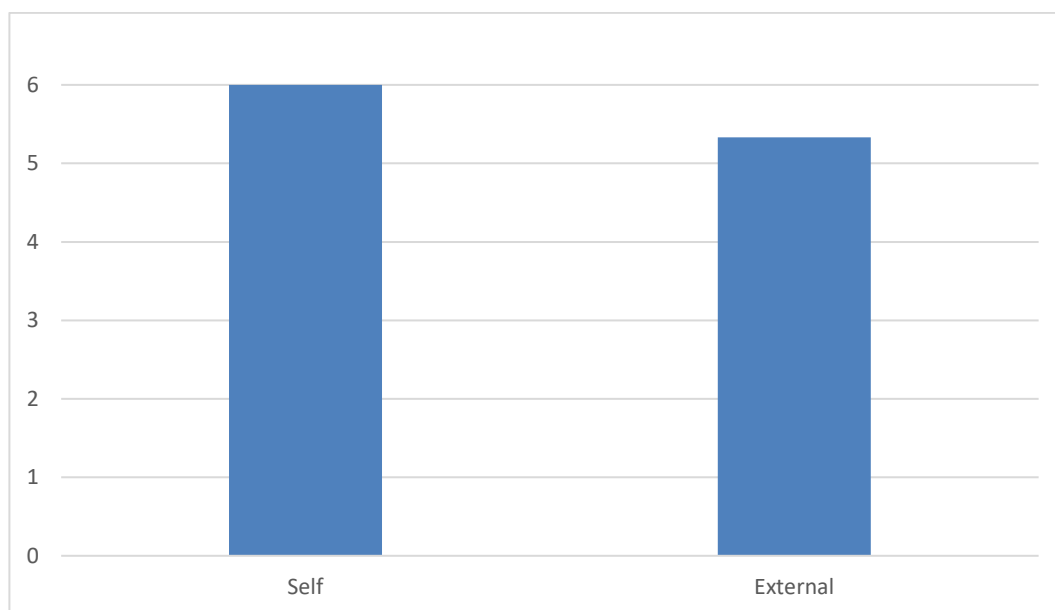


***Comments***

- He understands Corporate Governance - his experience shows.
- The CEO ensures I am well briefed so I can do my role and not get caught up in the detail of Local Government unnecessarily.
- If ever there are concerns or questions with regard to governance Roberto's thorough knowledge of this is clearly evident in his responses to committee members.

**Note:** As this is the first year this question has been asked, no trend analysis is available.

***The CEO provides balanced advice and input to the Committee on Council's strategic direction and policies.***

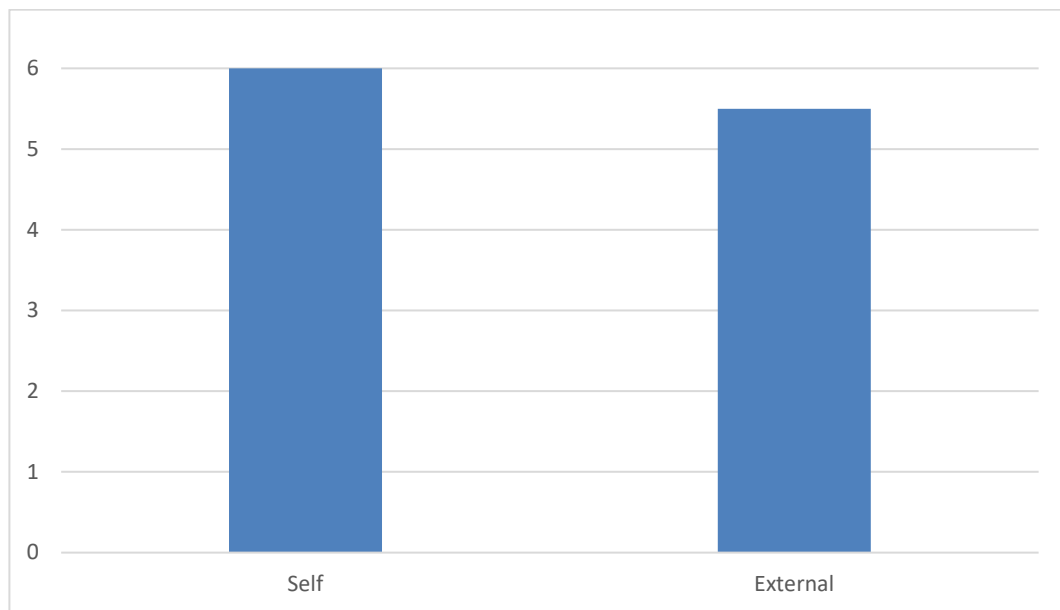


***Comments***

- He understands the business well at a high level - doesn't get too much 'in the weeds'. Never seen him caught out.
- Big picture: absolutely and via the General Manager. We do a lot of work on the foundations to make this work and align with Council's strategic direction and the CEO is conducive in this.
- Advice from Roberto on Council direction and policy will always be slightly skewed towards the best interests of council especially with regard to financial decisions.

**Note:** As this is the first year this question has been asked, no trend analysis is available.

***The CEO is across trends and influences impacting on sectors related to the role of the Committee.***

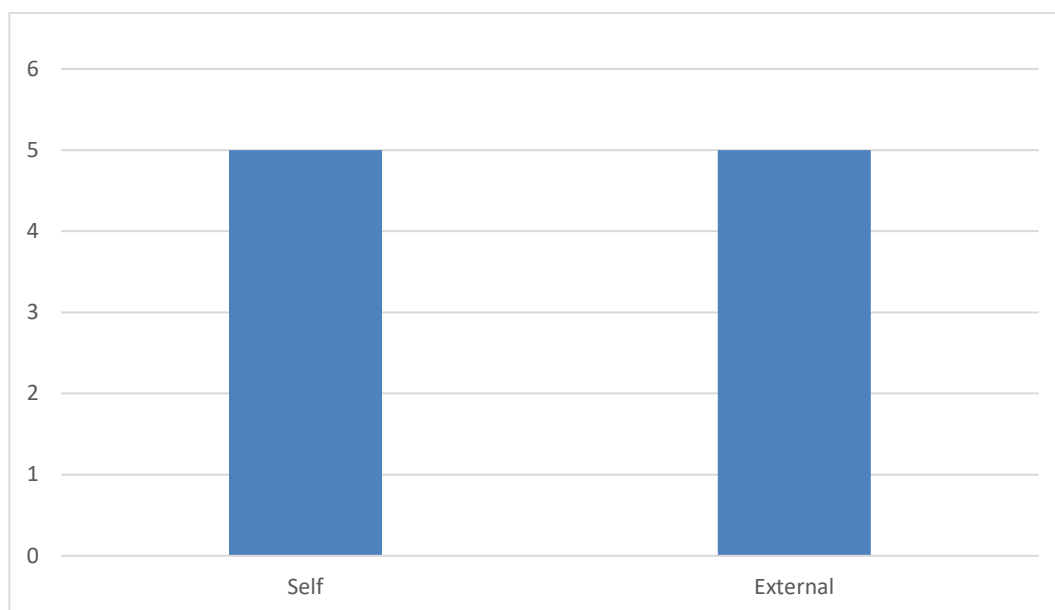


***Comments***

- He seems to be aware what other councils are doing, demonstrates that and applies that. He understands the role of CEO and Independent Member.
- To the extent that you would expect the CEO needs to, in order to achieve the bigger goals. His nature is to be across the sector and understand it, translate it and work with it, and also this supports his General Manager.
- I'm not sure I have ever witnessed an example of this during my time on the committee.

**Note:** As this is the first year this question has been asked, no trend analysis is available.

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



#### **Comments**

##### *General*

- Reports are good - I'm sure he validates them - may not write them all, of course. Sufficiently covers the issues. It is a challenge not to have too much.
- The CEO is across the issues. No concerns here.
- I believe reports could always dig deeper and divulge more data which could potentially enable the JRMC to make better and more informed decisions about budget allocations. Seeking feedback from traders pre or post event would also allow for council and JRMC to make better connections with the JR community.

##### *Self Assessment* (to all questions relating to Effective Relationships with Committee Members)

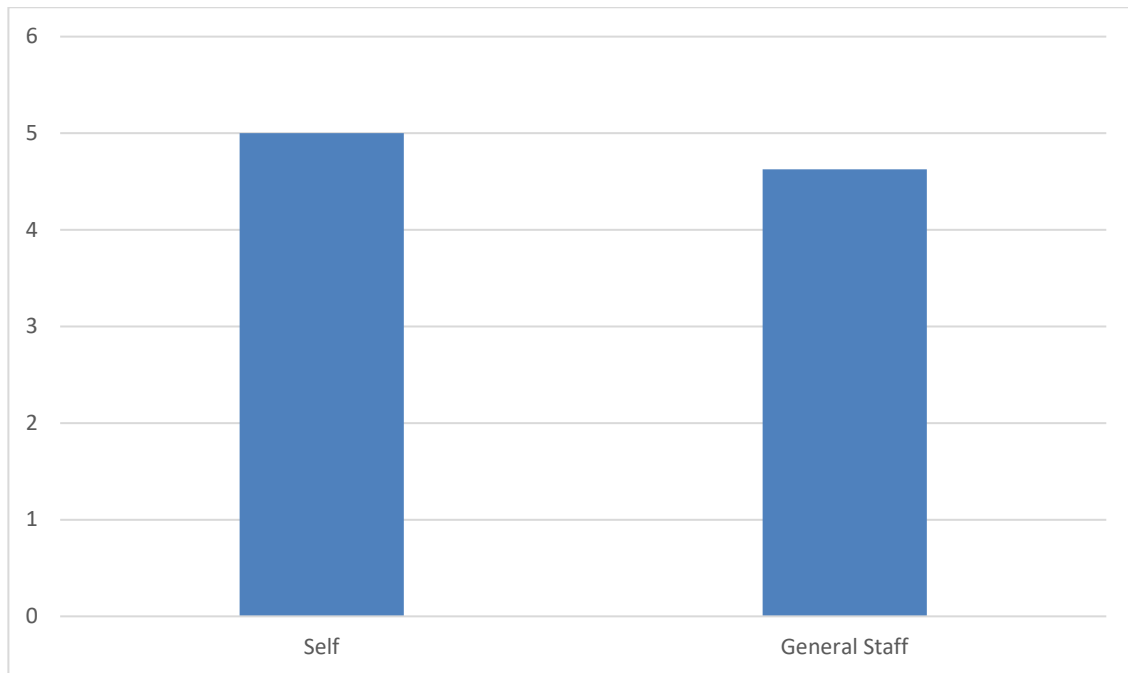
- I believe it is important to maintain good relationships with all Council Committees and provide leadership support.

**Note:** As this is the first year this question has been asked, no trend analysis is available.

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## Effective Relationships with Staff

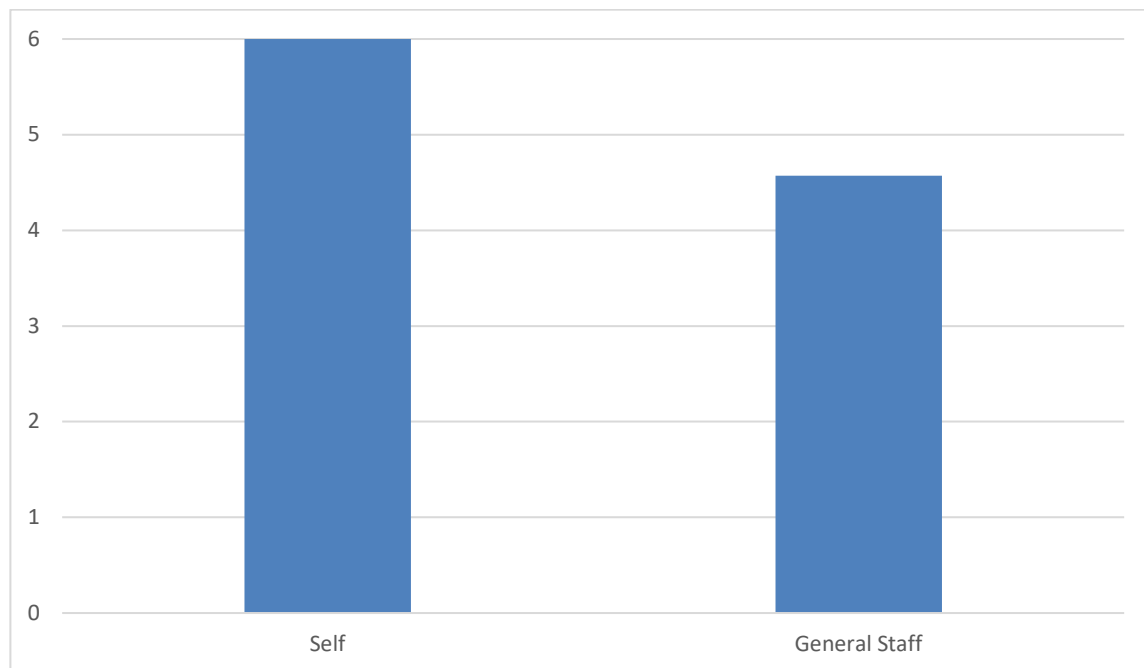
*The Chief Executive Officer effectively communicates and delivers Council's vision and objectives.*



### Comments

- There has not been much reference to the Strategic Plan in emails or all staff meetings.
- The difficulty seems to be in encouraging council to be bold and make decisions that may upset parts of the community and meet the endorsed vision and directions, so sometimes our actions do not reflect the bigger picture, or we delay action (that's politics too I guess).
- Communication is obviously a priority as through emails and staff presentations all employees are kept up to date on Council activities and the objective/reason for these.
- All-staff meetings have a nice tone about them, they're accessible and don't feel too corporate in terms of language used and style of delivery. Within that format though It's hard to reassure all levels of staff that they're working towards a big picture, and that they're on track and kicking goals. If possible, more touch points with smaller departments would be great.

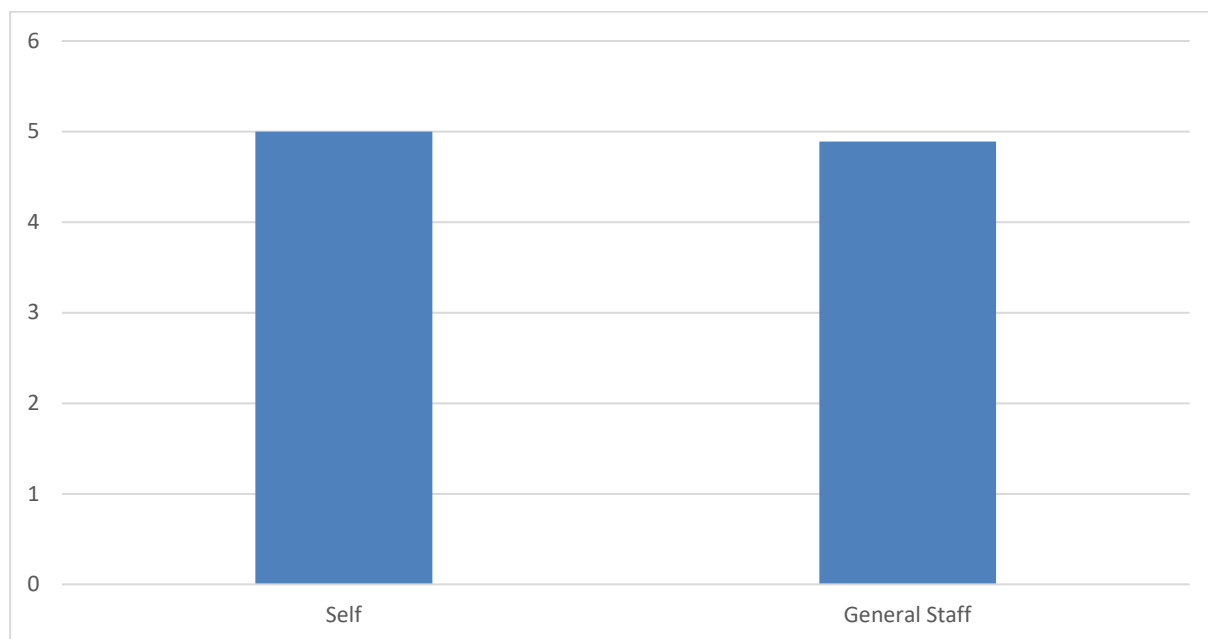
***The Chief Executive Officer effectively communicates the financial position of the Council to staff.***



***Comments***

- This was communicated well, specifically during EB negotiations.
- It is important for staff to understand the financial constraints to delivering the vision and how these are balanced. A general staff meeting devoted to explaining the current budget within the mid and longer term financial plan and the longer term objectives was very helpful a year or two ago, so needs to be repeated so new staff have that context too.
- A sound financial position is a key priority for the CEO. Again, this is demonstrated at staff meetings when he ensures all staff understand the financial constraints we face, while at the same time acknowledging all that we do accomplish on limited resources.
- The position I hold has little need for knowledge of our financial position, I never feel that financial issues are kept secret. I'm generally encouraged to learn more about our organisation which includes learning about our financials.

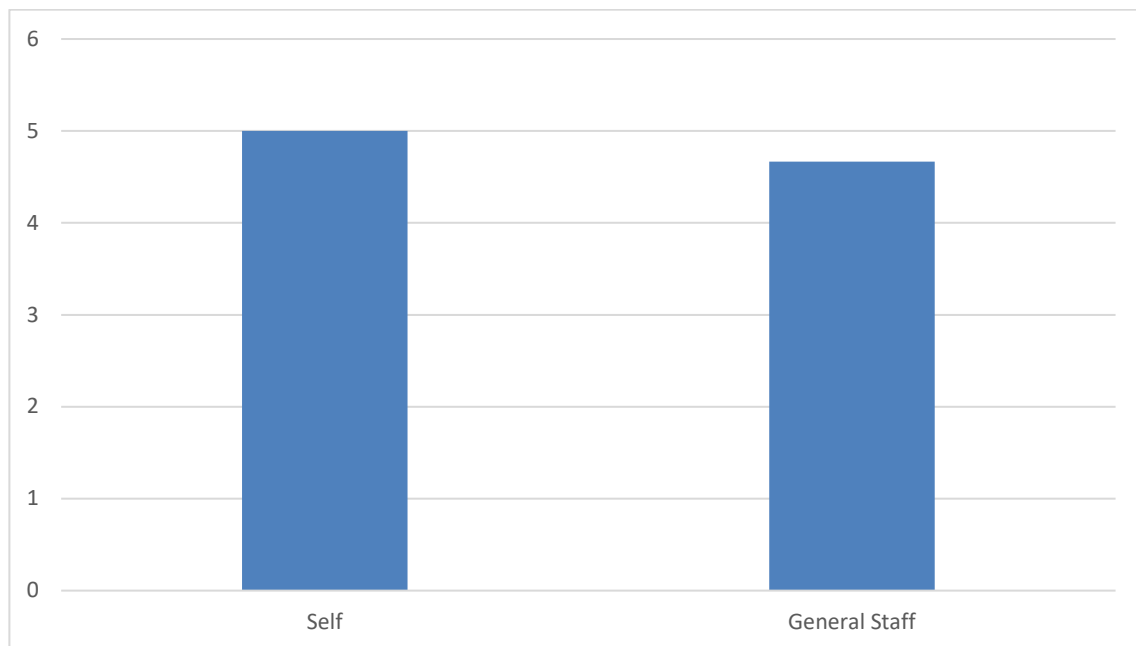
***The Chief Executive Officer develops and maintains positive relationships with staff.***



***Comments***

Nil comments provided.

***The Chief Executive Officer communicates effectively with staff.***



***Comments***

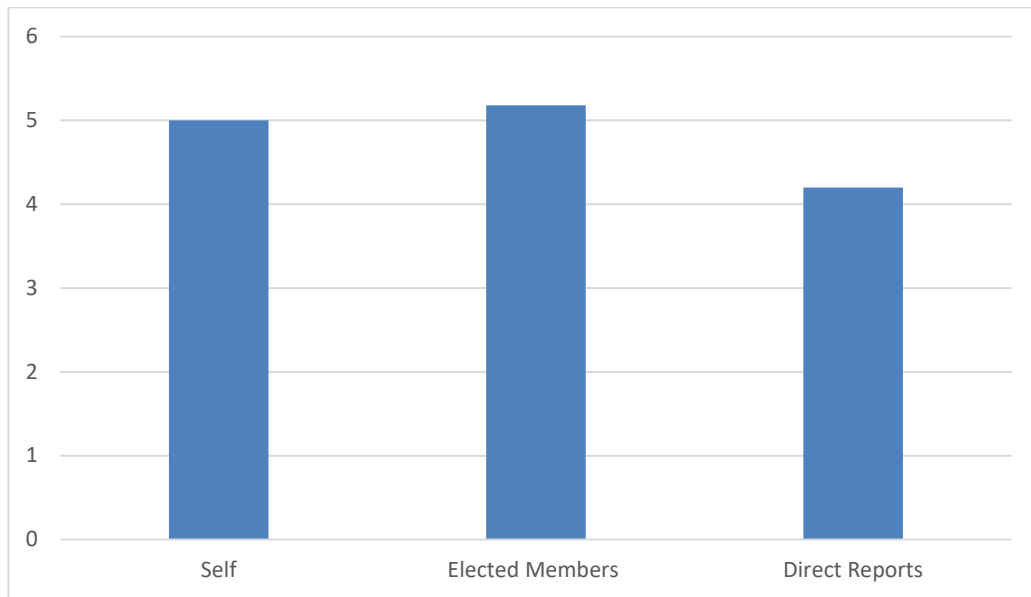
- CEO can provide good banter which goes a long way and is much appreciated. Something that could be improved is communication relating to specific issues, finding out the rationale behind decisions with relevant staff prior to responding and changing the decision. When this happens, external customers or members of the public start answer shopping around Council. What this does is teaches the external customer to go straight to the top, getting leadership involved in operational matters. Staff need to be communicated with and whilst the decision may change, it is important to communicate why and let the staff take ownership, otherwise staff feel less valued.
- The CEO is easy to talk to and generally shares humour - especially football....
- He displays a 'man of the people' persona which ensures that he is approachable and that conversations can be held as equals.
- Roberto cultivates familiar and friendly relationships with staff. He has an approachable and amenable manner which encourages open and productive conversation. He does have a habit of thinking on his feet rather than deferring to his staff who would hold more concise information on a particular subject. Not to a particular detriment, but sometimes it is noticeable, and it leaves me thinking, why don't you just pass the conversation to someone who would have that information front and centre of their brain.

***Self Assessment on this set of questions***

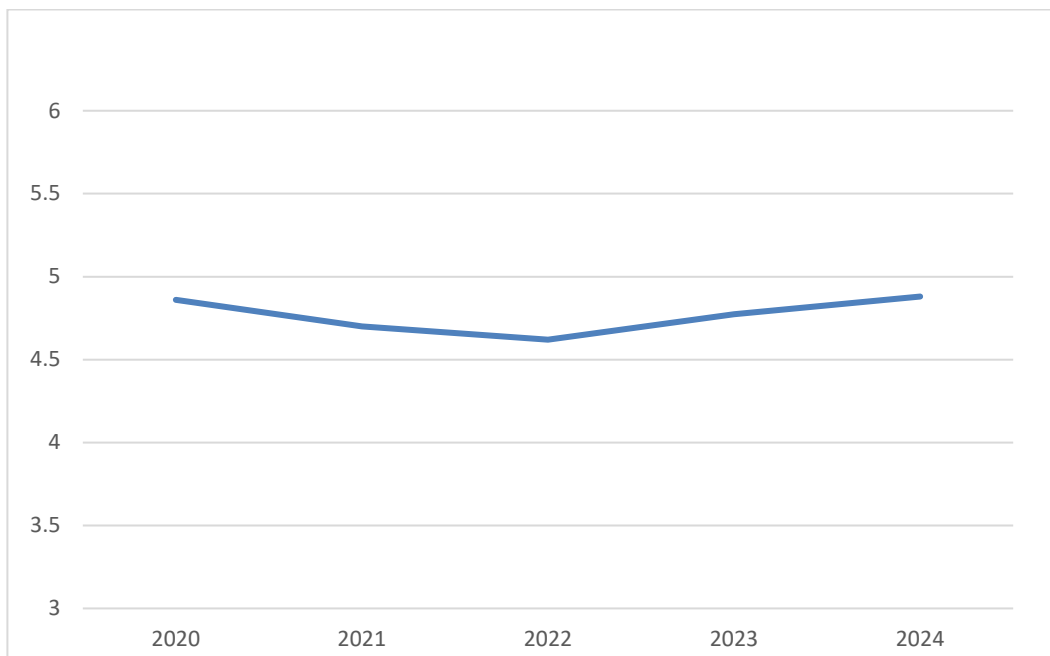
- I have always had an open door policy for staff and have tried to develop relationships with staff. A staff collaboration group has been formed to allow SLT to speak directly to staff representatives in regard to staff issues.

## 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 4.88 (where 6 is the best rating). Below is a 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. Also the current strategic plan is being reviewed this year and a number of strategies are being reviewed or developed, eg. Economic Activation Plan, Wellbeing Strategy.

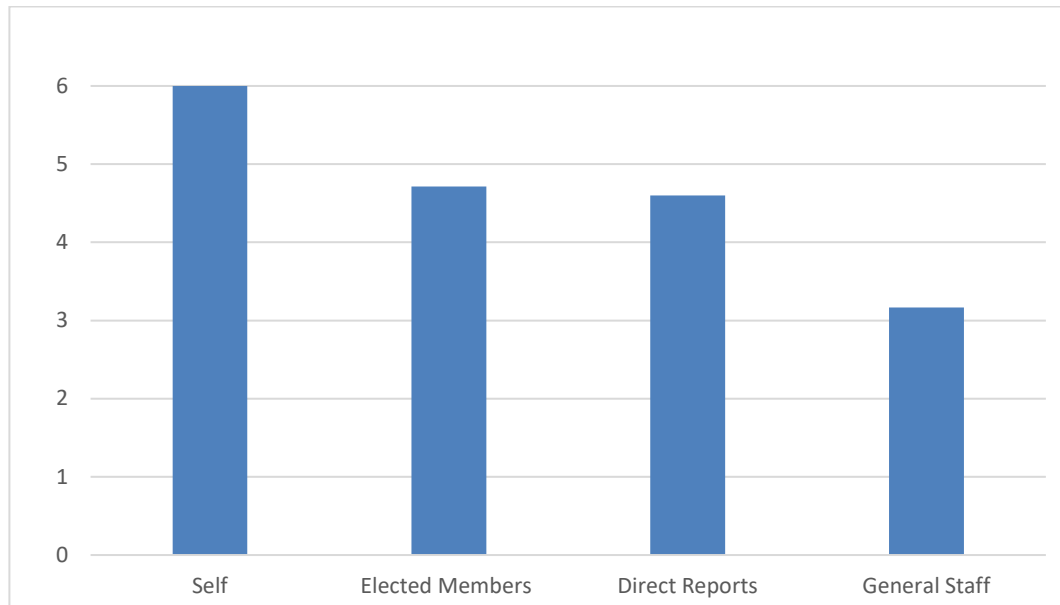
### *General Comments*

- It appears to me that Roberto is able to effectively articulate reasoning for Council's strategic direction and inform council of best approach to deliver on objectives.
- Council is doing a great job in communicating effectively. Can always do better, but the last few projects that have gone through the pipeline have been well received and worthwhile endeavours.
- The majority of strategic plans that I feel I have been involved with or read/researched/provided feedback via workshops etc. are excellent. I am not always sure that we deliver on these visions and objectives - perhaps this has to do with funding and priorities more than any leadership concerns though!
- Works hard to support Council in setting its chosen direction. Supports with timely information and a collaborative approach. Invites contribution from all and engages well with all.
- I don't think the CEO or SLT focus on the strategy of Council as we should.
- Clearer vision at every opportunity when speaking to staff will be important as the organisation becomes increasingly sophisticated.
- There has not been much reference to the Strategic Plan in emails or all staff meetings.
- The difficulty seems to be in encouraging council to be bold and make decisions that may upset parts of the community and meet the endorsed vision and directions, so sometimes our actions do not reflect the bigger picture or we delay action (that's politics too I guess).
- Communication is obviously a priority as through emails and staff presentations all employees are kept up to date on Council activities and the objective/reason for these.
- All-staff meetings have a nice tone about them, they're accessible and don't feel too corporate in terms of language used and style of delivery. Within that format though it's hard to reassure all levels of staff that they're working towards a big picture, and that they're on track and kicking goals. If possible more touch points with smaller departments would be great.

## People Management

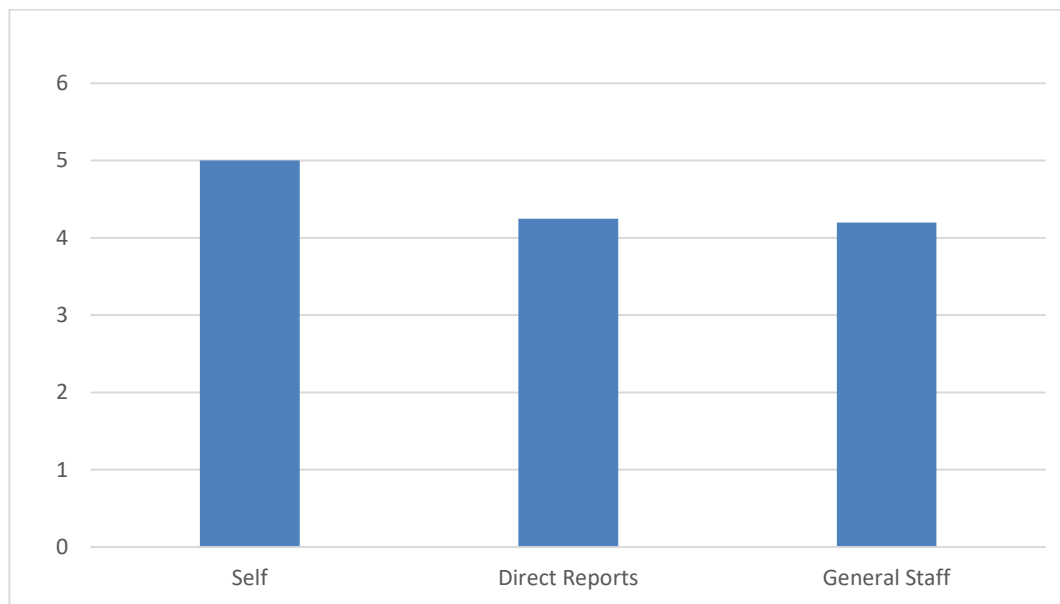
*The CEO demonstrates leadership in driving positive outcomes in relation to:*

**a. Attracting and retaining talent**

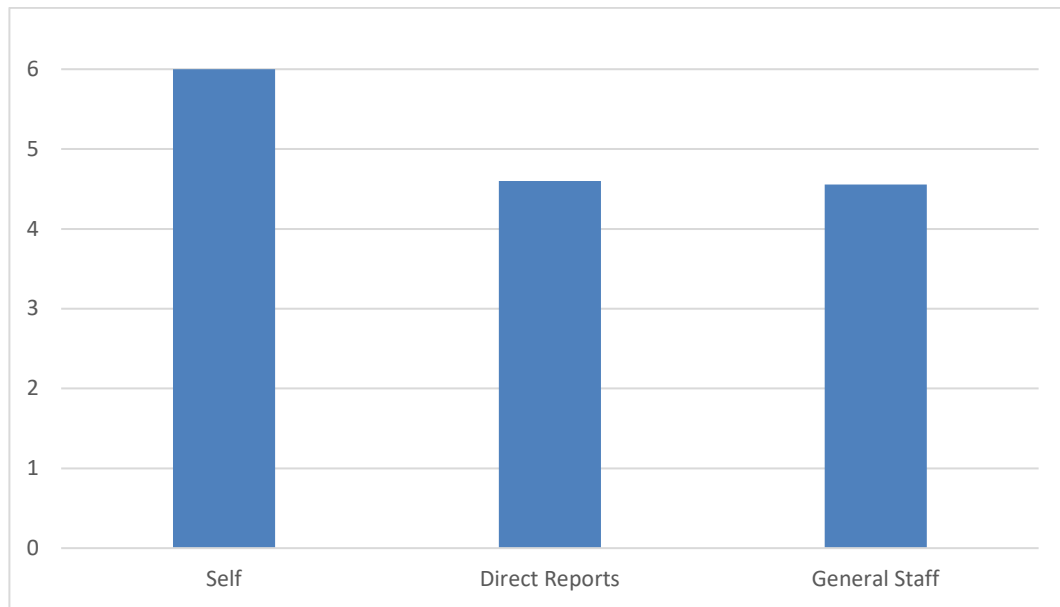


*The CEO demonstrates leadership in driving positive outcomes in relation to:*

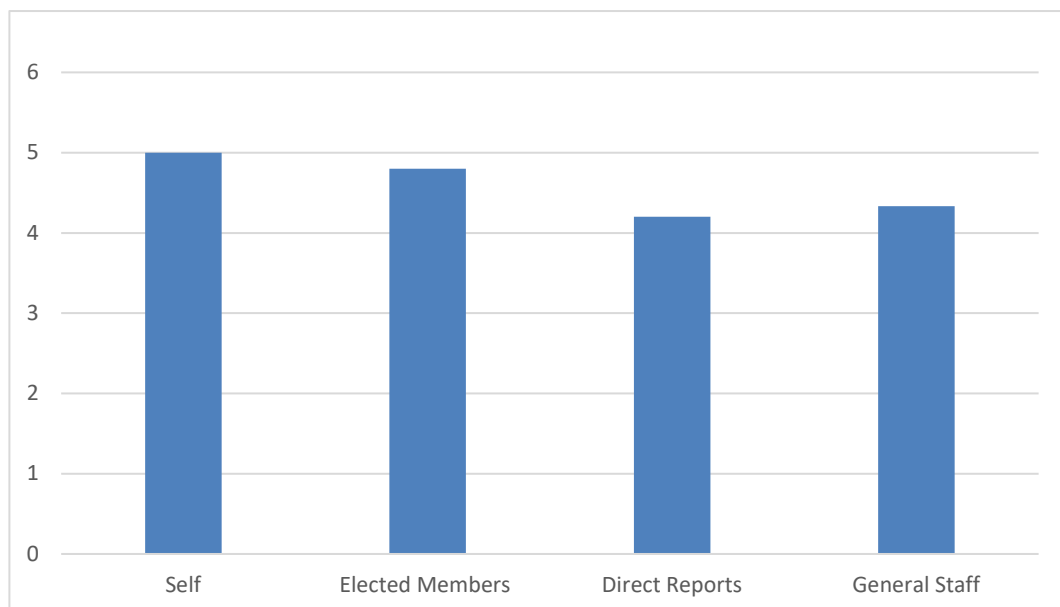
**b. Developing and coaching others**



**The CEO demonstrates leadership in driving positive outcomes in relation to:**  
**c. Providing a physically and psychologically safe workplace.**



**The CEO demonstrates leadership in driving positive outcomes in relation to:**  
**d. Promoting values and behaviours to enable a positive culture.**



**Note:** As this is the first year this question has been asked, no trend analysis is available.

## **Comments**

### *Self Assessment*

- I believe I have done a lot of work in this area including setting up a staff collaborative group to assist SLT in understanding any issues within the organisation that are impacting culture and morale. We will be commencing a values refresh program to review the values and behaviours of the organisation to see if they are still relevant and measurable.

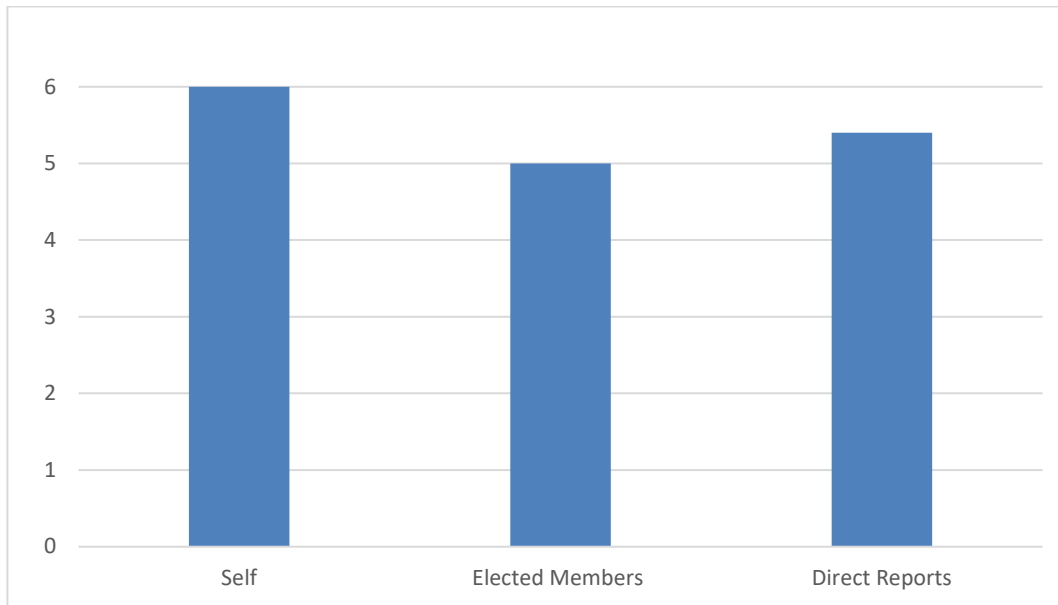
### *General Comments*

- From what I have been able to understand through conversations with staff, I believe I can observe a positive culture among the workforce, and an admirable level of camaraderie. I don't believe I am in a position to assess how effective the CEO has been in attracting and retaining talent although I can clearly see that the Holdfast Bay workforce is comprised of many skilled and talented individuals.
- This is not something that elected members should be asked to cast assessment on, being only a small part of the day to day operational activities of the organisation. From what I have seen we punch above our weight in service levels and staff are qualified, capable, and caring
- As an elected member he appears to place management in suitable positions when positions become available
- It is hard to assess when as an Elected Member you are not always aware of the talent in the staff, as in staff that would benefit Holdfast Bay to retain, and what areas we need to attract talent. Whilst I see behaviors to enable a positive culture, through staff newsletters and general interactions, I am unsure about the wider organisation
- Local government is a competitive environment. Attracting and keeping the right staff is a challenge but crucial to the effective operation of Council and provision of services. The present team is a pretty good fit, with each demonstrating the right skills and commitment to the cause
- A significant and challenging body of work undertaken that will require strong leadership to build upon the work already done
- Brought in external expertise through training and consultancies to meet internal gaps. Opportunity now to embed in internal leadership capability
- These same values and behaviors should be reiterated to the community when regards to the treatment of council staff. I think this could be improved.
- It is evident that there is demonstrated drive to provide a safe work environment and promotion of values for a positive culture. Although this is not directly a responsibility of the CEO, there has been an issue with attracting and retaining talent, which may be a result of not effectively developing and coaching others leadership. I've seen a number of quality employees decide to leave for lack of opportunity due to a direct manager's leadership. This could be an area to work on, to help develop and coach managers in retaining fantastic, dedicated employees.
- He is accessible and giving of his time, which is great. A slip of the tongue a short while ago reflected his sense of humour and was a surprise. However while it was inappropriate in the context, it was offset by a very humble public apology. Because he is accessible and open, it was easy to accept that it was humour in the wrong place.
- He is very encouraging to staff and quick to offer praise and appreciation when it is deserved. There has been an emphasis on creating a positive and safe workplace through a number of well-being initiatives endorsed and encouraged by the CEO.

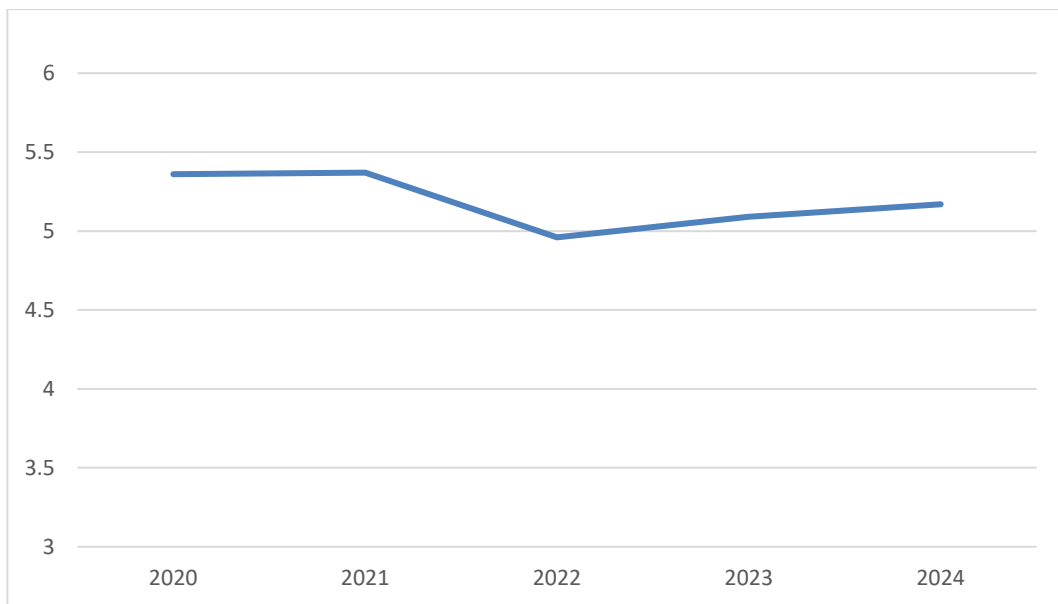
- Some concerns arise around retention of talent. I think a lot of our long term staff remain due to a strong sense of loyalty rather than any particular thought having been given to retention strategy. This leaves it a bit open to chance whether or not we retain our best staff. Roberto has made provision and put his own time in to making strategic and thoughtful improvements to staff well-being and communication pathways through council. This is great. It promotes trust and improves well-being.

## 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 5.17 (where 6 is the best rating). Below is a comparative trend with previous years.



## **Comments**

### *Self Assessment*

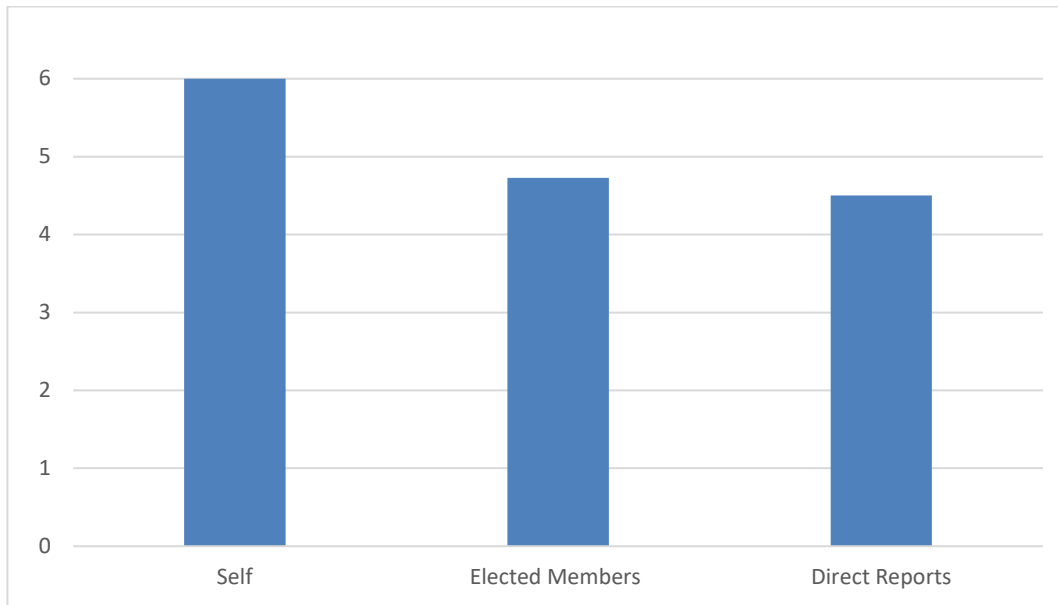
- This is one of my strengths which I leverage to its full advantage. Council continues to operate at an operating surplus with long term financial plan that provides an operating surplus over the next 10 years. Also with the proposed Jetty Road Project a funding model has been developed to fund the project and maintain an operating surplus over the life of the long term plan.

### *General Comments*

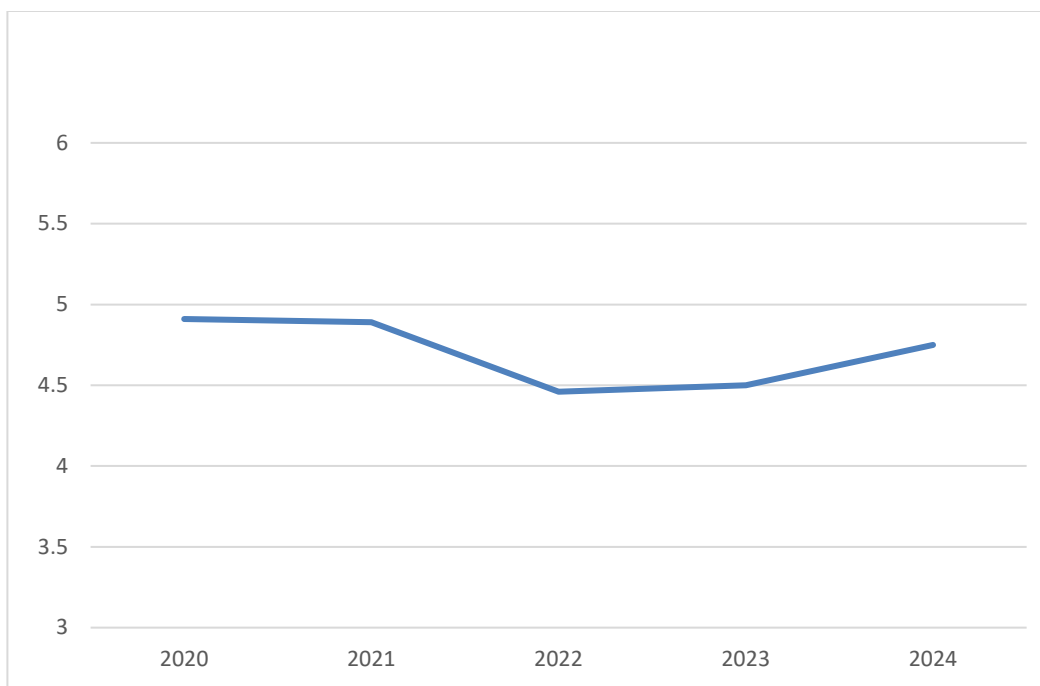
- Roberto has ensured we have sound financial management and governance processes. There are always concerns with finances, but I am satisfied we have the right people making decisions.
- I think the CEO and staff need to use more blunt and clear language if they have concerns with major spending on projects as I don't believe many elected members see or understand the implications if softer language is chosen.
- He is very strong in ensuring Council is viable in financial management.
- Asset planning/maintenance may need to be a focus, but so glad to hear that this is being addressed.
- An accomplished team ensures sound day to day management. The budget process ensures all have a voice and that information is provided in an easy to understand format. Facilitates discussion in a respectful manner.
- Key strength and asset

## 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 4.75 (where 6 is the best rating). Below is a comparative trend with previous years.



## **Comments**

### *Self Assessment*

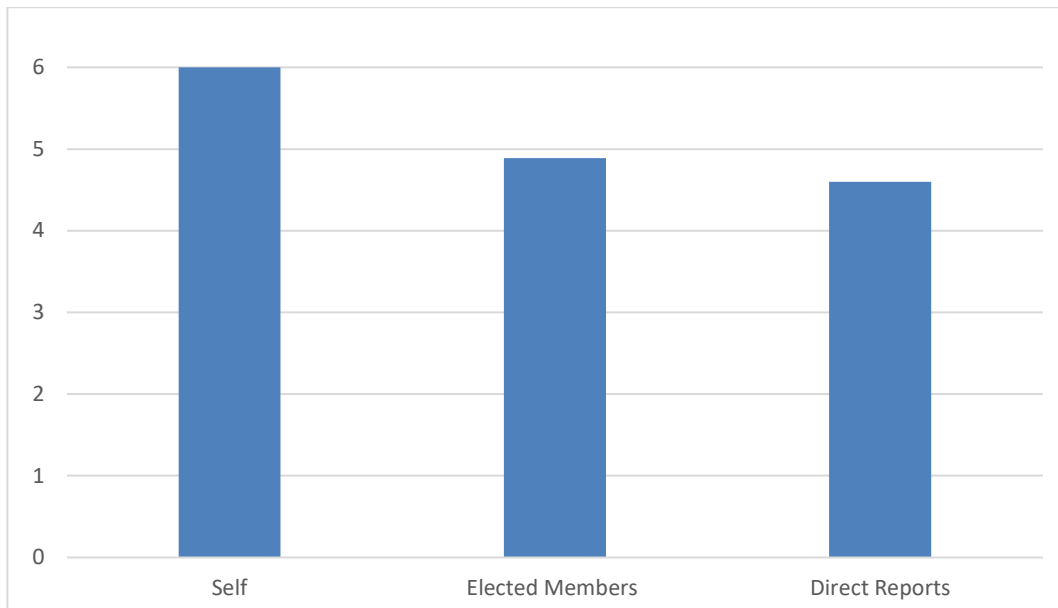
- Delivery of major projects has been difficult over the last 12 months due to significant price escalations and shortage of appropriate contractors. That being said the completion of Glenelg Oval and Kingston Park Kiosk and the capital renewal program by the end of the financial year will be a great achievement. Also maintaining an operating surplus and delivering our operational services at a high level is a great achievement for the organisation. Alwyndor continues to grow and become more profitable, meeting all its obligations and standards under all relevant legislation.

### *General Comments*

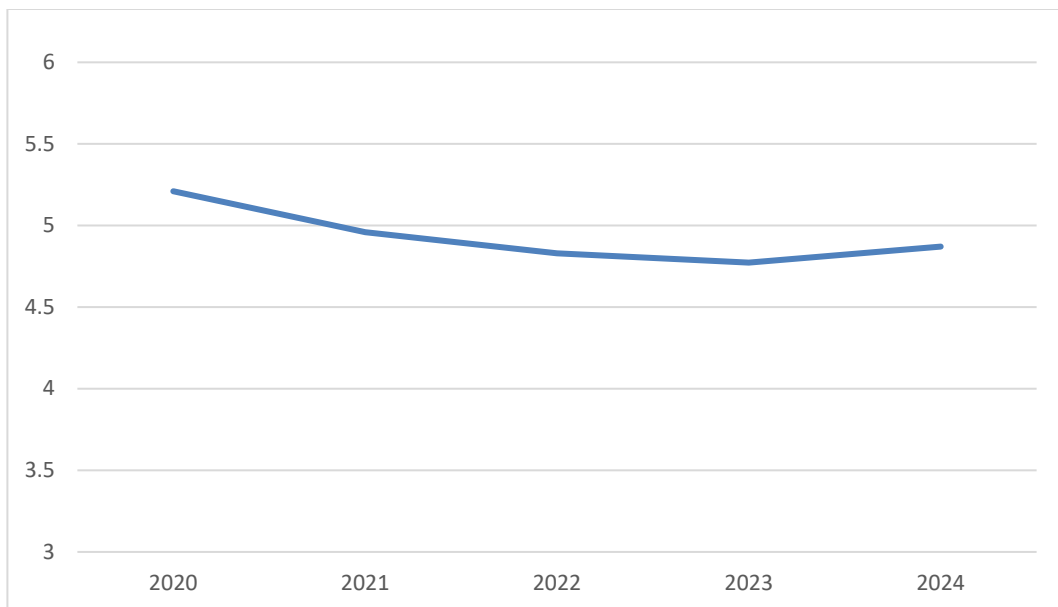
- While I do believe the CEO takes every step to ensure delivery of council projects on time and within budget, I'm not currently in a position to pass comment on whether these are delivered on time/within budget, with conviction.
- On time and within budget is a difficult metric for success, due to unforeseen cost and schedule risks being inherent in the projects we do (more so with ongoing supply and workforce effects). That said, we have delivered many major and minor projects successfully. We have issues with Holdfast Bay tennis club and some other works that require extra work, but it is clear that administration are working hard to identify shortfalls and address asset management challenges in the near to long term.
- As mentioned before, I think the CEO needs to be more clear with his language used when talking about projects.
- Council have approved a major upgrade of Jetty road, which he has very much encouraged. I hope this goes to plan.
- In recent times delivery of projects on time and within budget has been nearly impossible - due to circumstances outside of Council's control. Services to the community or delivery of services is an area which may need focus, and already there are positive steps to improve in this area.
- The challenge lies ahead.
- More focus and support could be given to the operations.
- Assets and Delivery Transformation underway.

## Effective Engagement / Reputation (Internal and 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 4.87 (where 6 is the best rating). Below is a comparative trend with previous years.



**Comments***Self Assessment*

- This I believe is another strength.

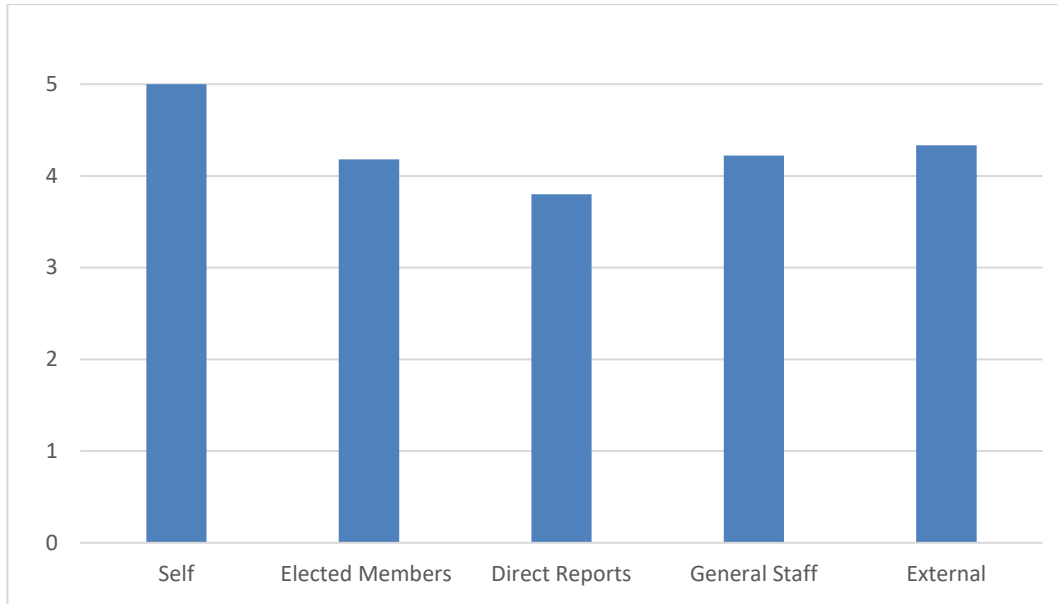
*General Comments*

- It is not for me to say how Roberto is managing his relationships with stakeholders. He is an excellent CEO and can be trusted to manage his relationships effectively without elected member commentary.
- He is very much involved in all facets of State and Commonwealth departments.

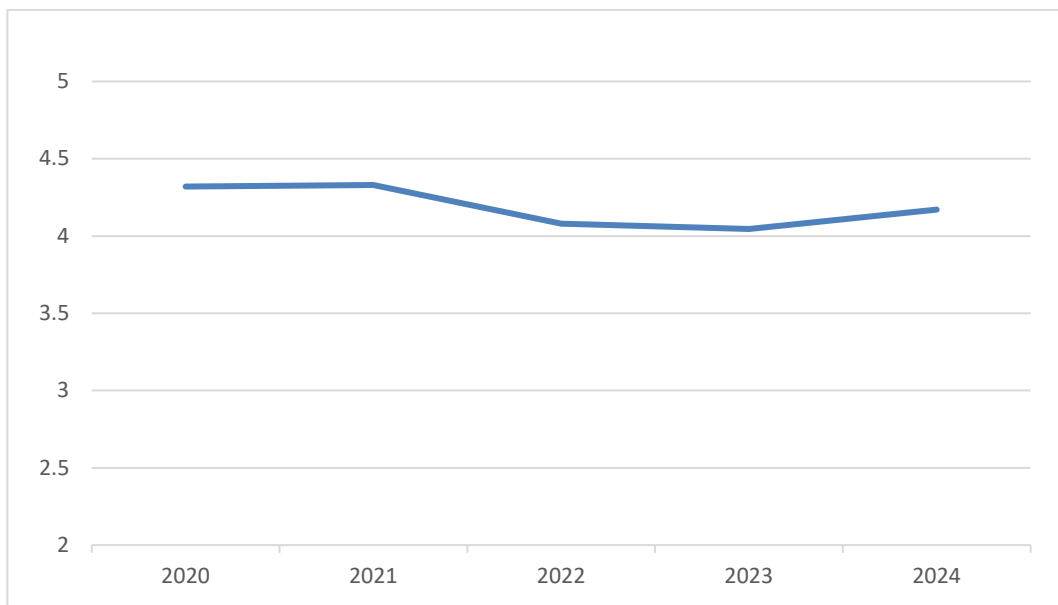
## Holdfast's Leadership Capability

*Rated on a scale where 1 is the lowest and 5 is the highest*

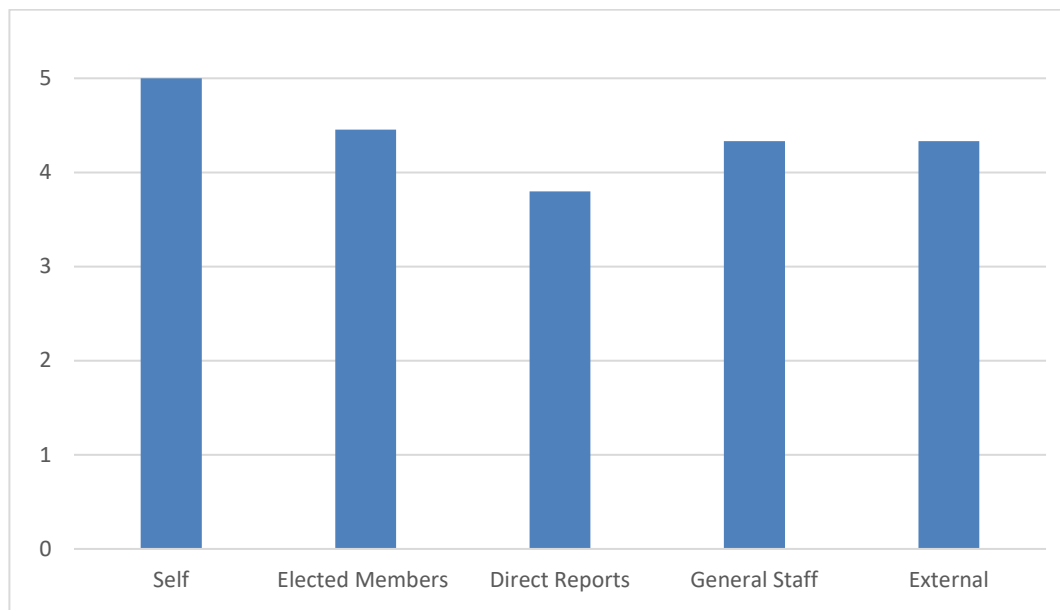
**Accept Accountability – take responsibility and delivery on promises**



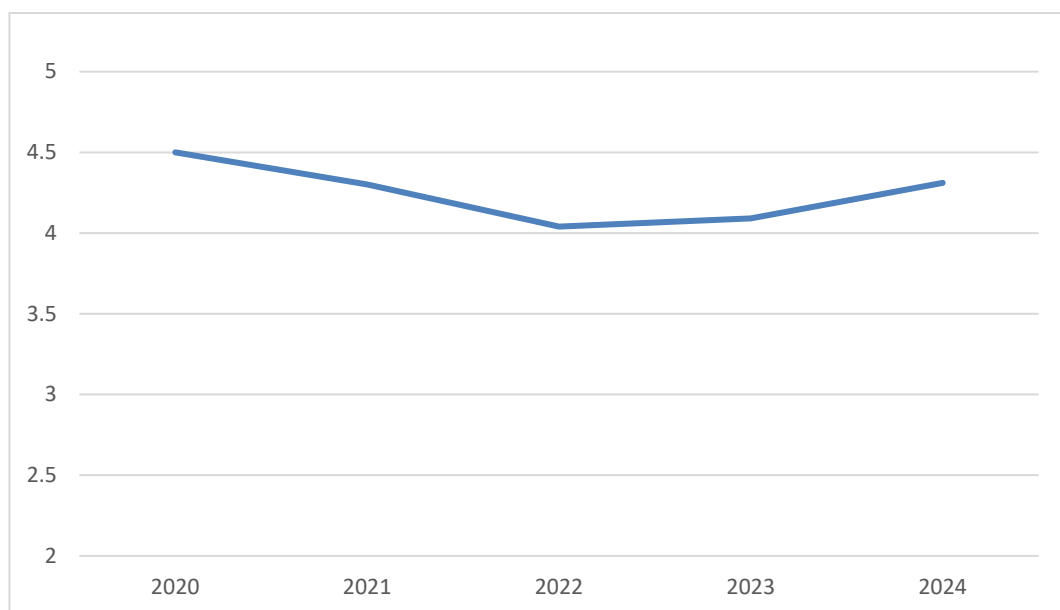
Overall weighted average is 4.17 (where 6 is the best rating). Below is a comparative trend with previous years.



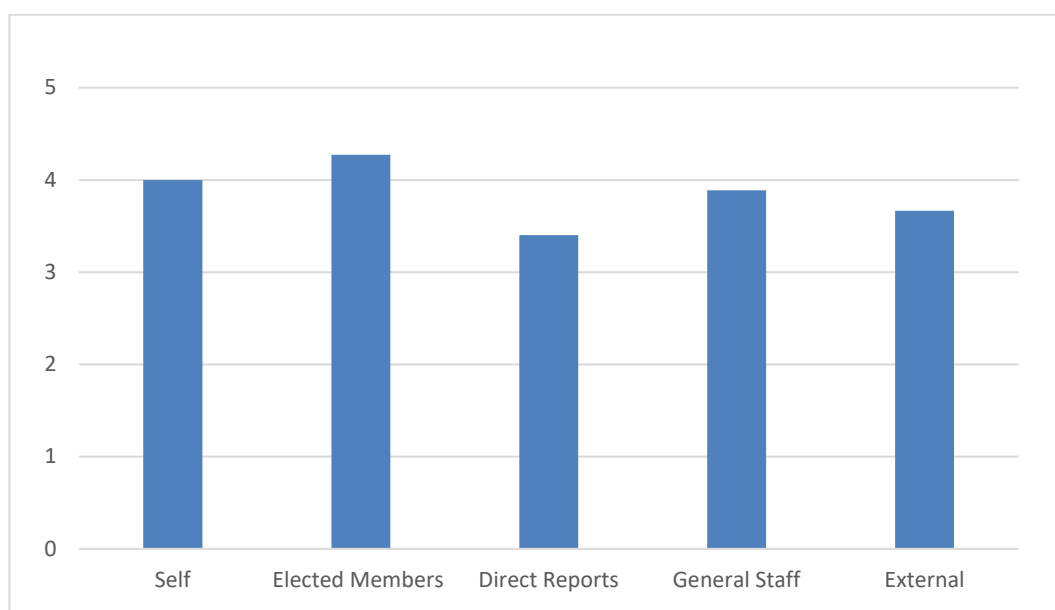
***Relationship Driven – build positive relationships***



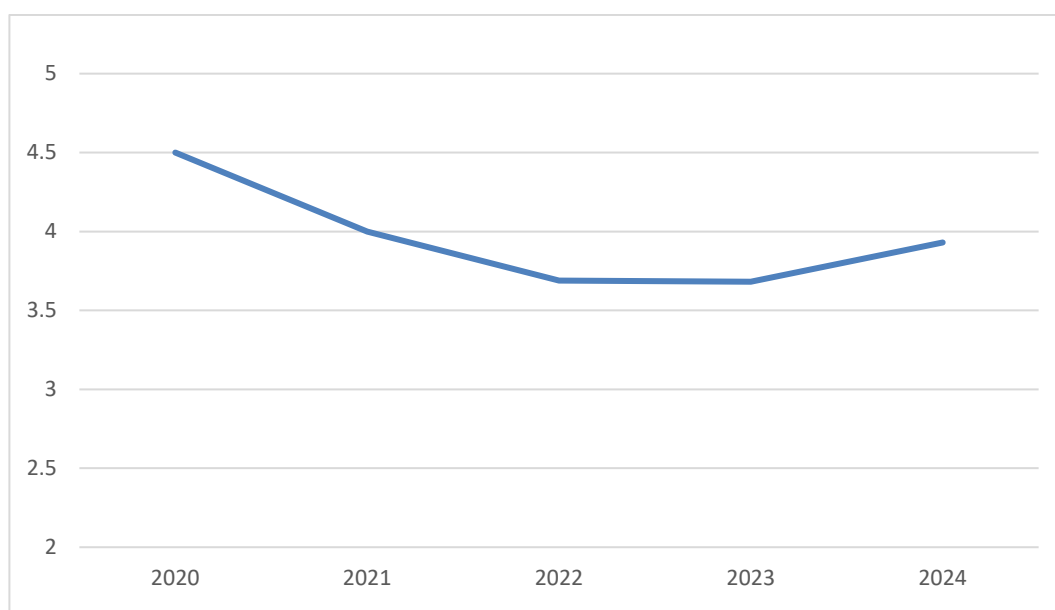
Overall weighted average is 4.31 (where 6 is the best rating). Below is a comparative trend with previous years.



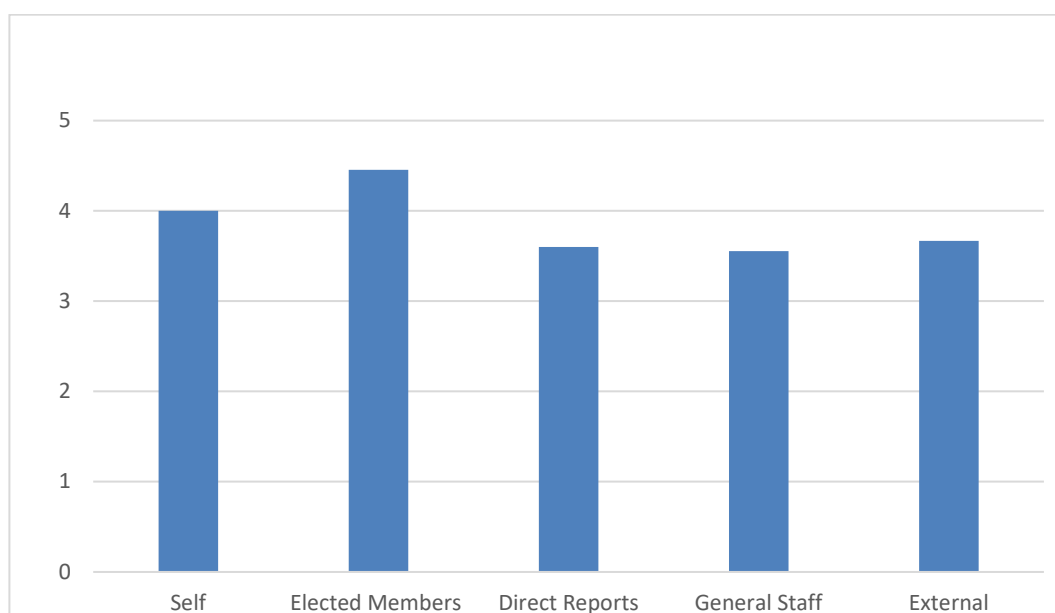
***Innovate and Change – lead change and embrace new ideas***



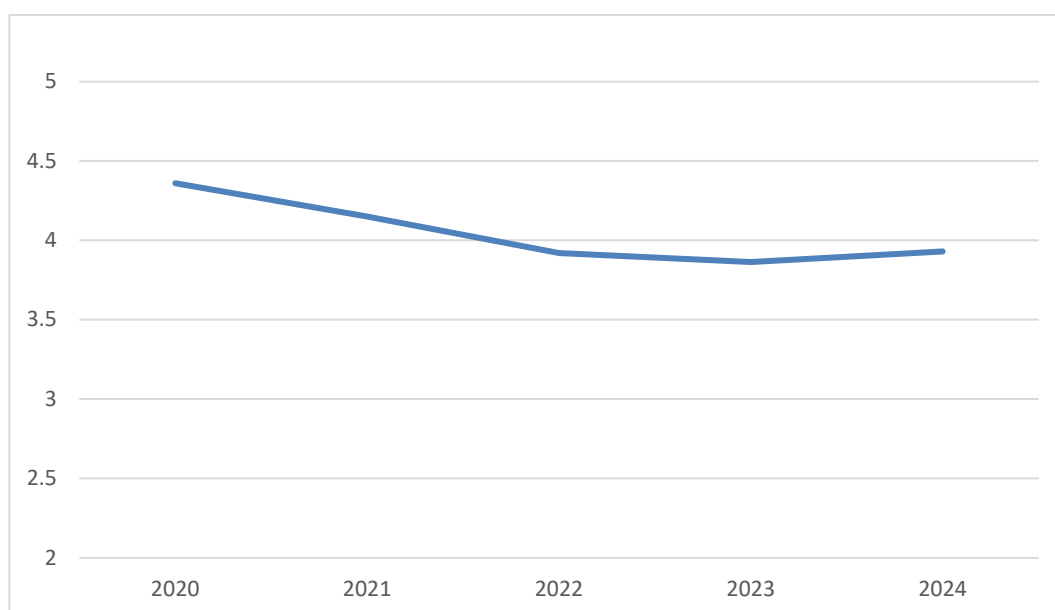
Overall weighted average is 3.93 (where 6 is the best rating). Below is a comparative trend with previous years.



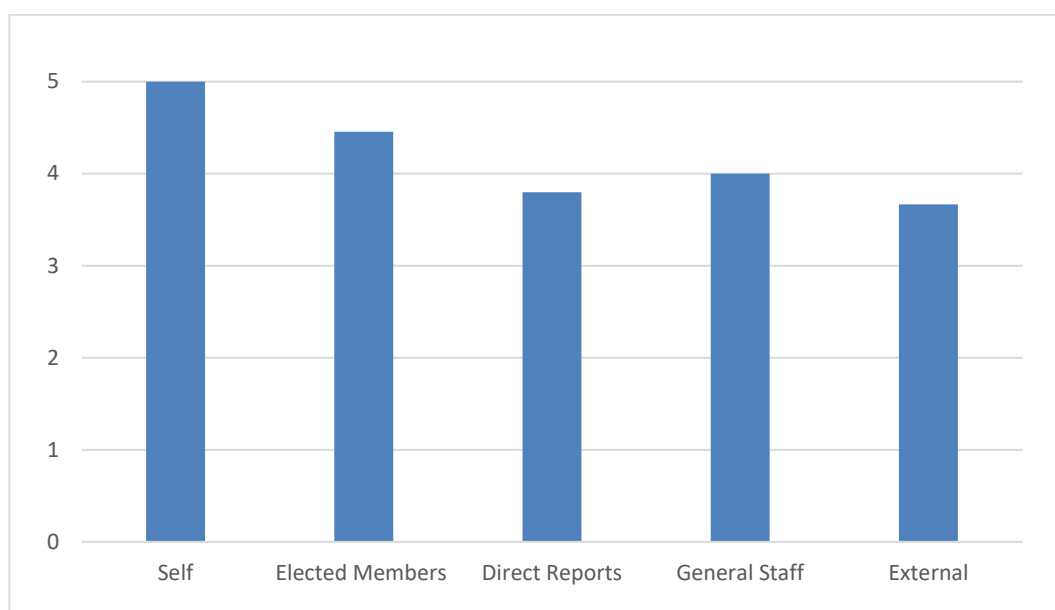
***Strategic Focussed – create and communicate a clear vision***



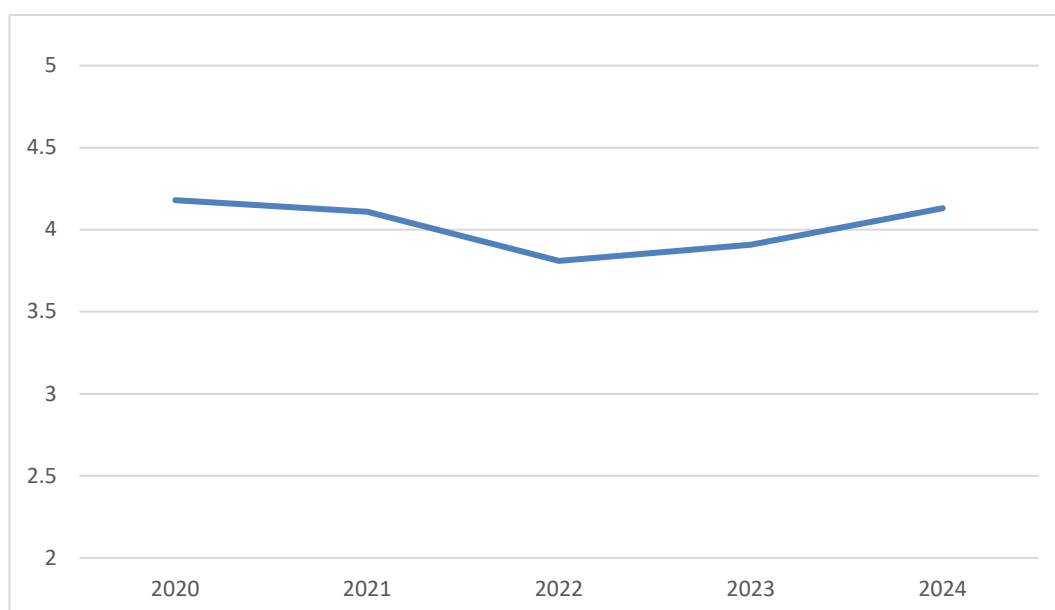
Overall weighted average is 3.93 (where 6 is the best rating). Below is a comparative trend with previous years.



***Empower Others – support people to do their best***



Overall weighted average is 4.13 (where 6 is the best rating). Below is a 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. This year I have had to make some difficult decisions in relation to staff, however the outcome has improved the culture of the organisation.

### *General Comments*

- Roberto tries very hard to build consensus and ensure everyone is heard. Holdfast Bay is an extremely well functioning council, a standard within the industry.
- Roberto is very supportive and a great leader
- I don't necessarily have the insight, given what I do/how I interact with him. I perceive others like working for him - maybe sometimes he can take over and not allow 'space' for another to step in. (Acknowledge that the Chair plays a role in this.)
- Goes about making sure relationships are given due attention, goes over and above. Open-minded person, and will take a position. The CEO provides space for his General Manager to succeed.
- What is the leadership's clear vision for the JRMC during the transformation of JR project and how are we going to achieve mutually agreeable goals for execution and visa versa.
- The CEO is great at building relationships, although there have been times where I've noticed being a people pleaser may not be the best outcome. Sometimes making tough decisions will also empower staff, demonstrate that the CEO has their back and stick to key strategies.
- Relationships with Elected Members is key to his success and something that has not happened by accident, but rather worked on over a number of years. He has led some large-scale projects across the City so is not afraid of change and progression.
- Some of these are hard for me to make comment on directly in terms of Roberto, I haven't heard or witnessed anything that would suggest that Roberto deserves a lower rating against any of these capabilities. I can comment on what may be a trickle down effect of his management. What I witness is managers who build relationships, encourage and empower their staff, to innovate and take ownership of challenges and produce positive solutions. They think strategically to solve short and long term issues and take responsibility for outcomes.

## Behaviours to START

All respondents were asked what behaviours or actions the CEO could start adopting, in order to improve his individual performance.

### **Comments**

#### *Self Assessment*

- Potentially firmer approach to some situations. Start encouraging staff to be more proactive and less reactive. Lead the Elected Body to be less operational and focus on strategy.

#### *General Comments*

- Not trying to be everyone's friend and make tough calls
- Roberto can do whatever he wishes to change behaviours and actions as he sees fit. It is not for me to dictate what he needs to do, I trust him utterly to make the right decisions and to act in good faith
- Being easier to contact and respond with calls. Following up on discussions in a timely way
- He's great but should take a couple of weeks off
- Keep doing what he does
- Encouraging staff to run workshops and attend EM workshops and/or Council meetings to help with information and understanding of all levels of the organisation. (sharing up and sharing down)
- Ensure that staff responsible for maintaining the cities assets keep Elected Members informed on the condition of those assets and the need for any repairs.
- None to speak of
- Hold people accountable for their actions (or their lack of action).
- Clearer key messaging with the organisation to steer focus
- Balance responsive actions with more strategic decision making. Provide direct constructive feedback to improve individual performance.
- Continue to foster clear lines of communication with regard to strategy and vision

## Behaviours to STOP

Similarly, all respondents were asked what behaviours or actions the CEO could stop, in order to improve his individual performance.

### **Comments**

#### *Self Assessment*

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

#### *General Comments*

- Stop trying to please everyone, in particular people who are often causing issues
- Nil
- Don't take things so personally when given feedback. Being aware of gender and not favoring a specific gender when in workshops , unaware he does is but to be mindful
- None, he's great
- His actions are OK.
- I think Roberto is doing a great job.
- In recent times there's been numerous incidents of Elected Members receiving late notice on items to be considered at a Council Meeting. With insufficient time to consider an item this practise can lead to questionable decision making by the Elected Members.
- None to speak of
- I feel the communication sent out from the CEO Office can sometimes come across as a bit impersonal or distant. Consider whether the person writing the communication can tailor the response to be more personable to the audience. Also consider the time of when an email is delivered.
- Underestimating the impact of providing clear messaging to the organisation

## Behaviours to CONTINUE

Finally, respondents were asked what desirable behaviours or actions are working well for the CEO, which they would like to see continue.

### **Comments**

#### *Self Assessment*

- Continue to being visible to staff around the Council and continue to focus on the development of the organisational culture consistently showing support for the team and consistently engaging with the Mayor and Councillors. Staying across matters which are relevant and so ensuring a smooth flow of Council business.

#### *General Comments*

- Most. He is very approachable and helpful
- Friendly, approachable, genuine, professional, knowledgeable, respectful, caring, positive, supportive,
- Roberto has a real willingness to support me and recognises my priorities in council. With his continued support Council will achieve a lot in the remainder of this term.
- His relationships and openness to discussions
- He must drive with confidence the Jetty Road upgrade over the next 3 years
- My interactions with Roberto have been excellent. I feel one-on-one meetings with Elected Members are appreciated.
- Roberto is very approachable.
- Continue to be himself
- Shows understanding and consideration for employees' concerns and is approachable and available for discussions or feedback.
- Manage relationships with Elected Members
- Good with strategy and governance.
- Personal support and accessibility for elected members and leadership team. Consideration of political context in order to address controversial issues.
- Continue to be a strong leader - continue to consider how you empower your staff. Happy to take the lead - allow others too. No concerns overall from me.
- Collaborates well. Uses others' skills along with yours to get the long-term outcomes.
- Sincerity, honesty and approachability.

## Professional Development

*What professional development would you like to focus on in the next 12 months?*

- Cross industry opportunities for learning and growth. Further Board appointments to enhance Strategic Influence development.