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**CONFIDENTIAL CHIEF EXECUTIVE  
OFFICER PERFORMANCE REVIEW  
COMMITTEE MEETING**

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**CONFIDENTIAL MATTERS**

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Released 28 November 2018

## **7.1 CEO PERFORMANCE REVIEW COMMITTEE - COACHING DISCUSSIONS**

### **A. COMMITTEE TO MOVE MOTION TO GO INTO CONFIDENCE**

No action – this motion passed in the open section

### **B. THE BUSINESS MATTER**

#### **7.1 CEO Performance Review Committee - Coaching Discussions**

See Attachment No: 1. CEO Development Plan - Quarterly September 2014 FINAL

**Presenter:** Mayor Docherty, Paul Raymond & Tanya Perry

**Purpose:** The Committee invited the CEO Coaches to provide direct feedback and will consider the CEO's Development Plan.

**Outcome:** The Committee receives feedback from the CEO Coaches.

**Duration:** 30 Minutes

**C. COMMITTEE TO DECIDE HOW LONG ITEM 7.1 IS TO BE KEPT IN CONFIDENCE**

Contact Officer Member: Steven Watson

**Purpose**

To resolve how long agenda item 7.1 is to be kept confidential.

**STAFF RECOMMENDATION**

That pursuant to Section 90 (3) (a) of the Local Government Act 1999 and Section 91(7) of the Local Government Act 1999 the Committee orders that the following aspects of Item 7.1 be kept confidential:

- Attachment(s) for Item 7.1 until the 2016 Confidential Items Annual Review
- Discussion for Item 7.1 until the 2016 Confidential Items Annual Review

**Options**

Option 1

That pursuant to Section 90 (3) (a) of the Local Government Act 1999 and Section 91(7) of the Local Government Act 1999 the Committee orders that the following aspects of Item 7.1 be kept confidential:

- Attachment(s) for Item 7.1 until the 2016 Confidential Items Annual Review
- Discussion for Item 7.1 until the 2016 Confidential Items Annual Review

Option 2

The Committee determines a different timeframe for any “in confidence” aspects of agenda item 7.1 to remain in confidence.

**Analysis of Options**

Option 1

This item is excluded from the public on the basis that it relates to Section 90 (3) (a) of the Local Government Act 1999 of the Local Government Act 1999.

Specifically, Item 7.1 relates to information pertaining to the personal affairs of CEO, Mr Tim Jackson.

Option 2

The Committee may determine a different timeframe for any “in confidence” aspects of agenda item 7.1 to remain in confidence.



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# DEVELOPMENT PLAN 2014/15

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**CONFIDENTIAL**

<b>Name:</b>	<b>Tim Jackson</b>
<b>Position:</b>	<b>Chief Executive Officer</b>
<b>Review Frequency:</b>	<b>Annually</b>
<b>Date of Last Update:</b>	<b>September 2014</b>

**Reporting Frequency:****Quarterly****INDEX**

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## 1. What is the purpose of this plan?

The purpose of this plan is to set out how others see me, how that correlates with my views and what I propose to do about that over the short and medium term.

## 2. What I am and what I am not

### Professional Experience and Skills

I am good at		I am not good at	
seeing the way ahead	I find it easy to see the way ahead in complex situations.	providing feedback.	I am not good at investing time in this.
influencing the future.	Having identified the way ahead I find it easy to decide who we need to talk to to achieve it.	receiving feedback.	I am not comfortable receiving unfavourable feedback.
financial management	I have well developed strategic financial management skills	prioritising tasks.	I assume my people will prioritise (which most do) but of course this does not always happen.
giving people scope to develop	This is the way I develop my people.		
initiating change	I have a reputation for asking "why not?"		
access and availability	While sometimes my face to face access is limited I am otherwise very accessible	reviewing effectiveness of Council processes and initiatives.	I assume others will do this. What I need to ensure is that there is a culture of reviewing these.
attention to detail	While my focus is mainly strategic I have an eye for detail	managing poor performance.	My trusting disposition catches me out in regard to the small proportion of people who do

knowledge of what is happening in the organisation	I recognise the importance of knowing "the goss" for the organisation.		not perform.
addressing issues differently	I have the ability to look at what is possible rather than what is not.	holding people accountable.	My trusting disposition catches me out in regard to the small proportion of people who do not perform.
political awareness	These skills have been developed over many years as a result of interactions with Councillors and Politicians.		

#### Personal Attributes and Beliefs

I am		I am not	
democratic	I firmly believe people need to take responsibility for things that affect them hence the importance of democracy for me.		
courageous and prepared to take a risk	I am prepared to be different		
fair and value equity	For me this is the number one belief as it is the foundation for oneself and an organisation		
trusting	Trust is the cornerstone of any partnership. I trust people from the outset.		

respectful	There is no reason not to be respectful even if the other party is not.		
energetic	I have high energy levels in relation to my approach to life and work.		
Willing to take responsibility	As indicated earlier it is critical people taking responsibility for their lives.		
Willing to empowerment	I trust people so as a consequence I am comfortable to allow people to make most decisions.		
Work / life balance	I value living a balanced life because it results in better outcomes		

### 3. What do I need to do over the next 3 years?

There is benefit to the organisation and myself if I can continue to develop my Board experience and skills. I am already a member of a number of not for profit boards and the chair of one.

I would like to undertake an executive development program to develop further my innovation skills.



#### 4. What do I need to do over the next year?

What are the areas for future development?	How will it be measured?	What is the current status?	What actions will you take over the next twelve months?
Develop skills in providing and receiving feedback and coaching staff. *	Regular meetings booked and attended.  Feedback from direct reports.	Bi-monthly meetings are occurring with the coach and as a result the following is occurring: <ul style="list-style-type: none"> <li>• Formal quarterly feedback sessions have been introduced for all direct reports.</li> <li>• 360 degree feedback has been obtained from direct report to General Managers and feedback has been provided by me to the relevant General Managers.</li> <li>• I have also introduced a further step in the development plan process where the General Manager (and myself) share their development plan at a meeting of the Executive and receive feedback.</li> </ul>	Continue to schedule regular session with coach. Discuss specific skill building techniques and tools to use.  Continue current strategies.

What are the areas for future development?	How will it be measured?	What is the current status?	What actions will you take over the next twelve months?
		<ul style="list-style-type: none"> <li>While formal feedback suggests this is not still an area for improvement I think it is.</li> </ul>	
Develop skills and strategies to manage poor performance. *	<p>Plan developed – skills sessions held with coach Feedback by direct reports.</p> <p>Meetings and plan from HR Plan</p>	<p>All General Managers (4) are performing at a satisfactory or better level (verified by their colleagues and direct reports).</p> <p>All other direct reports (1) are performing at a better than satisfactory level.</p>	No longer an area for development.
Effective communication of work priorities to direct reports. *	Feedback from direct reports	<p>Monthly strategic planning and performance days have been introduced to also monitor the big issues and to develop our strategic priorities.</p> <p>One on one meetings are held with direct reports to monitor the progress of "Big Issues".</p> <p>While formal feedback suggests this is no longer an area for improvement I think it is.</p>	Continue current strategies.

What are the areas for future development?	How will it be measured?	What is the current status?	What actions will you take over the next twelve months?
Demonstrate taking responsibility of at least 2 projects (as per Report Card) articulating 12 month project plan and provide quarterly report on progress to the Committee. *	<p>Plan developed and presented to Committee by 30 September 2012</p> <p>Include in one on one sessions with Executives</p> <p>Quarterly progress reports to the Committee</p>	<p>Significant progress has been made in respect of the Regional Sports Precinct. The Council recently decided to go to detailed costing and design for Stage 1.</p> <p>Significant progress has also been made at the Lyell McEwin with the revocation of community land and rezoning of land.</p> <p>Project plans have been developed and progress reports presented to the Council via the quarterly reporting regime.</p> <p>Progress is monitored in monthly one on one meetings as these fall into "The Big Issues" category.</p>	No longer area for improvement.
Being more forthright with opinions and views	Feedback from Mayor and Councillors and direct reports.	Formal feedback received suggests this is not an issue now.	No longer an area for development.
Delivering concise and clear communication to the Chamber and staff.	Feedback from Mayor and Councillors and staff.	Formal feedback would suggest I have made good progress although at times I let myself down by not adequately preparing.	Continue to work with my expert coach.

Note:

\* Identified by Committee

Released 28 November 2018

## **7.2 CHIEF EXECUTIVE OFFICER'S CONTRACT OF EMPLOYMENT**

Contact Person: Steven Watson

### **Why is this matter confidential?**

Subject to an order pursuant to Section 90 (3) (a) of the Local Government Act 1999, this matter is confidential because, Item 7.2 relates to information pertaining to the personal affairs of the CEO, Mr Tim Jackson.

### **A. COMMITTEE TO MOVE MOTION TO GO INTO CONFIDENCE**

No action – this motion passed in the open section

### **B. THE BUSINESS MATTER**

## **7.2 CHIEF EXECUTIVE OFFICER'S CONTRACT OF EMPLOYMENT**

Contact Person: Steven Watson

See Attachment No:

1. Contract of Employment - Tim Jackson
2. Letter to Glenn Docherty re employment contract - February 2015
3. CEO PR - Summary Report - September 2014
4. CEO's Self Assessment report for year ending 30 June 2014

### **Why is this matter before the Council or Committee?**

Matters which can be delegated to committee but required to consult with council

### **Purpose**

This report seeks Council consideration on the CEO's Contract of employment.

### **STAFF RECOMMENDATION**

Staff does not have a preferred position for this matter and a decision of Council is required.

### **Relevance to Strategic Plan**

Strategy 5. Building our capabilities

Outcome 5.1 Highly performing organisation

### **Relevance to Public Consultation Policy**

There is no legal or policy requirement for the Council to consult the community on this issue. It is considered that consultation would not assist the decision making process.

## **Background**

The Council reappointed the Chief Executive Officer (CEO) on 1 July 2013 for a term of three (3) years until 30 June 2016.

The CEO received a satisfactory result for the 2013/14 financial year CEO Annual Performance Review process.

The CEO has provided correspondence to the Mayor requesting an extension to his contract and outlining his preference regarding this (Attachment 2).

The Council is required to decide whether to extend the contract for the CEO and for what length of time. In the event that the Council does not wish to extend the CEO's contract, the contract requires that at least six months' notice prior to the expiry date be provided to the CEO (Clause 14.5).

Once the Council's position has been determined regarding the contract, the Mayor will correspond with the CEO detailing the outcomes. The CEO will have the opportunity to respond including acceptance of the terms and any extension or provide alternative terms and conditions for consideration by the Council.

## **Options**

### Option 1

Not renew the current contract and advise the CEO in writing accordingly. Undertake a recruitment process to employ a new CEO.

### Option 2

Renew the current contract for a period of **xx** years.

### Option 3

Issue an amended contract for a period of **xx** years, giving consideration to salary increases and other terms and conditions as appropriate.

## **Analysis of Options**

### Option 1

In the event that the Council does not wish to extend the CEO's contract, the contract requires that at least six months' notice prior to the expiry date be provided to the CEO (Clause 14.5).

In accordance with Local Government Act 1999, Chapter 7 – Council Staff, Council would then need to undertake a recruitment process for the position of CEO. It is highlighted there is a financial implication linked to this decision for the costs of recruitment, along with the requirement for Council to establish a Selection Panel.

### Option 2

Council may elect to extend the current contract for a determined period. This option ensures continuity of service for the Council with the current CEO continuing his service.

### Option 3

Council may elect to issue an amended contract for a period of **xx** years including giving consideration to salary increases and other terms and conditions as appropriate.

This option also ensures continuity of service for the Council with the current CEO continuing his service.

The CEO may not agree with a varying proposal and may seek to terminate or request amendment to proposal.

There may be cost implications including legal advice for new contract documentation should it be required.

### **Financial Implications**

There are no financial implications at this stage. The extension of the Contract has already been budgeted for as part of the annual review process of the CEO's performance and subsequent decisions on the CEO's Remuneration.

### **Preferred Options and Justification**

Staff has no preferred option.

**C. COUNCIL/COMMITTEE TO DECIDE HOW LONG ITEM 7.2 IS TO BE KEPT IN CONFIDENCE**

Responsible Executive Member: Steven Watson

**Purpose**

To resolve how long agenda item 7.2 is to be kept confidential.

**STAFF RECOMMENDATION**

That pursuant to Section 90 (3) (a) of the Local Government Act 1999 and Section 91(7) of the Local Government Act 1999 the Committee orders that the following aspects of Item 7.2 be kept confidential:

- Report for Item 7.2 until the 2016 Confidential Items Annual Review.
- Attachment(s) for Item 7.2 until the 2016 Confidential Items Annual Review
- Discussion for Item 7.2 until the 2016 Confidential Items Annual Review
- Minute for Item 7.2 until the 2016 Confidential Items Annual Review

**Options**

Option 1

That pursuant to Section 90(2) (a) and Section 91(7) of the Local Government Act 1999 the Committee orders that the following aspects of Item 7.2 be kept confidential:

- Report for Item 7.2 until the 2016 Confidential Items Annual Review.
- Attachment(s) for Item 7.2 until the 2016 Confidential Items Annual Review
- Discussion for Item 7.2 until the 2016 Confidential Items Annual Review
- Minute for Item 7.2 until the 2016 Confidential Items Annual Review

Option 2

The Committee determines a different timeframe for any “in confidence” aspects of agenda item 7.2 to remain in confidence.

**Analysis of Options**

Option 1

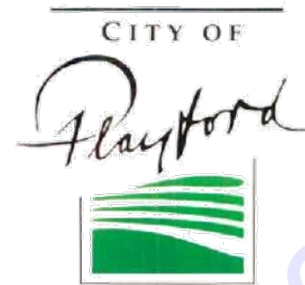
This item is excluded from the public on the basis that it relates to Section 90 (3) (a) of the Local Government Act 1999 of the Local Government Act 1999.

Specifically, Item 7.2 relates to information pertaining to the personal affairs of CEO, Mr Tim Jackson.

Option 2

The Council may determine a different timeframe for any “in confidence” aspects of agenda item 7.2 to remain in confidence.





**CITY OF PLAYFORD**  
**EMPLOYMENT CONTRACT**

**Timothy Robert Sandford**  
**JACKSON**

Customer Service Centres & Libraries

Playford Civic Centre  
10 Playford Boulevard  
Elizabeth SA 5112

Shop 51  
Munno Para Shopping City  
600 Main North Road  
Smithfield SA 5114

Postal Address

People Services  
City of Playford  
12 Bishopstone Road  
Davoren Park SA 5113

Released 20 November 2018

TRS JACKSON

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DATE: 3 June 2014

PARTIES:

1. City of Playford of 10 Playford Boulevard, Elizabeth 5112 in the State of South Australia (the *Council*); and
2. **Timothy Robert Sandford JACKSON** of 13 Lincoln Lane, NORTH ADELAIDE, 5006 in the State of South Australia (the *Officer*).

RECITALS:

- A. The Council is a body corporate constituted under the *Local Government Act 1999* (SA).
- B. The Officer has agreed to serve the Council as its Chief Executive Officer for a fixed term upon the terms and conditions contained in this Agreement (the ***Fixed Term*** position).

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It is agreed as follows:

**1 EMPLOYMENT**

- 1.1 The Council will employ the Officer and the Officer will serve the Council as its **Chief Executive Officer** (the Officer's **Fixed Term** position).
- 1.2 The Officer's employment commenced on **1<sup>st</sup> July 2013**.
- 1.3 The Officer's employment will continue for a fixed term of **three years** (the **Fixed Term**), unless it is terminated earlier in accordance with this Agreement.

**2 DUTIES & RESPONSIBILITIES**

- 2.1 The Officer will perform duties in accordance with the position description set out at Schedule 1 to this Agreement (the Position Description).
- 2.2 The Council may amend the Position Description from time to time in consultation with the Officer.
- 2.3 The Officer will report to the **Mayor** or to such other position nominated by the Council from time to time.
- 2.4 The Officer must at all times comply with:
- 2.4.1 the Council's policies, procedures and Code of Conduct;
  - 2.4.2 the Local Government Act 1999 (SA); and
  - 2.4.3 any other laws governing the Officer's employment by the Council.

However, the terms of such instruments are not terms of the Officer's contract of employment with the Council, either expressly or by implication.

- 2.5 The Officer must not participate in any business, employment or activity (whether paid or unpaid) which may conflict with the Officer's duties and responsibilities under this Agreement, without the Council's prior written consent.

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**TRS JACKSON**

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**3 HOURS OF WORK**

- 3.1 The Officer will normally work an average of 38 hours per week, averaged over each 12 month period (the Normal Work Hours).
- 3.2 As part of the 38 hour week arrangement the Officer must attend all meetings of the Council (and of Council Committees) as necessary or as directed by the Council, except when the Officer is on approved leave.
- 3.3 The Officer will be entitled to an unpaid lunch break of at least 30 minutes per day, to be taken during the Normal Work Hours.
- 3.4 Council will aim to assist the officer to balance their work and family responsibilities through the development of mutually beneficial working arrangements with the **Mayor**, and a consensus approach that aims to provide for flexibility and adaptability shall as far as practicable be adopted.

**4 REMUNERATION PACKAGE**

- 4.1 The Officer will be entitled to a remuneration package of **\$256,304.26** gross per annum (the Remuneration Package).
- 4.2 The Officer may apportion the Remuneration Package to salary and benefits under a salary sacrifice arrangement. The following conditions apply:
  - 4.2.1 the availability and terms of any salary sacrifice arrangement will be determined by policies to be implemented and amended by the Council from time to time; and
  - 4.2.2 the Officer must provide to the Council a written election to enter into any salary sacrifice arrangement.
- 4.3 The Remuneration Package includes:
  - 4.3.1 employer superannuation contributions required pursuant to Commonwealth Superannuation Legislation;
  - 4.3.2 compensation for all hours that the Officer works; and
  - 4.3.3 compensation for annual leave loading.
- 4.4 The Council will pay the salary component of the Remuneration Package fortnightly in arrears, by electronic funds transfer to a bank or credit union account nominated by the Officer.
- 4.5 In addition to the Remuneration Package, the Council will pay or reimburse:
  - 4.5.1 membership fees and subscriptions payable by the Officer to professional associations, the membership of which is reasonably necessary or desirable in connection with the Officer's employment;
  - 4.5.2 if approved by the **Mayor** reasonable costs of the Officer attending conferences, seminars, in-service training courses and study which is



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reasonably necessary or desirable in connection with the Officer's employment; and

- 4.5.3 other work-related expenditure incurred by the Officer, to a limit determined by the **Mayor** from time to time.
- 4.6 The Officer must provide tax invoices or receipts for all amounts in respect of which the Officer seeks payment or reimbursement.
- 4.7 Any salary packaging ideas that may be presented to the Chief Executive Officer's Performance Review Committee as suggested by the Officer, will be considered by the Council, or the Chief Executive Officer's Performance Review Committee, as delegated. However, the decision to accept or provide any form of salary packaging must be authorised by the Council and will be done at the Council's sole discretion (in this case of the Chief Executive Officer).

## **5 PERFORMANCE & REMUNERATION REVIEWS**

- 5.1 The Chief Executive Officer's Performance Review Committee must review the performance and subsequently the remuneration of the Officer, annually.
- 5.2 The Officer's performance review is usually undertaken in September each year and must:
  - 5.2.1 consider the weighting to apply in the performance measures relative to the qualitative feedback received, at the commencement of the annual cycle (for example 60/40% respectively). Performance measures are summarised in the Chief Executive Officer's Report Card annually;
  - 5.2.2 be conducted generally in accordance with council's policies and practices relating to performance management as agreed with the Officer;
  - 5.2.3 measure the Officer's achievement of the performance measures (Chief Executive Officer's Report Card) agreed for the period, with satisfactory performance representing achievement of all measures agreed as material to Council's performance for the year and adherence to the Officer's position description.
- 5.3 The Council must monitor the Officer's performance against the Chief Executive Officer's Report Card for the period and position description on an ongoing basis, and may follow the disciplinary and termination procedures set out in the agreement, if the Officer's performance is unsatisfactory at any time.
- 5.4 The remuneration is adjusted if performance is "satisfactory", according to the following agreed cycle:
  - 5.4.1 for year 1 (2013/2014 – by negotiation after receiving a recommendation from an agreed remuneration expert (based on the national local government Chief Executive Officer benchmarks)

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5.4.2 for years 2 & 3 (2014/2015 – 2015/2016) – by the movement in the Customer Price Index for Adelaide for the preceding year ending 30th June.

- 5.5 Any variation to the remuneration package must be approved by the Chief Executive Officer's Review committee, within parameters agreed with the Council.

## **6 MOTOR VEHICLE**

- 6.1 The Council may provide the Officer with a motor vehicle under the terms and conditions of the Council's policy concerning motor vehicles or;
- 6.2 The Officer may choose to lease a vehicle through a novated lease agreement. The lease is an agreement between the lease provider, the employee and then with the City of Playford.

## **7 ANNUAL LEAVE**

- 7.1 The Officer will be entitled to **thirty days** paid annual leave per year of continuous service (or a proportionate amount for part time employees, having regard to the number of hours that the Officer works).
- 7.2 The Officer's annual leave entitlements will accumulate after completion of each four week period of continuous service.
- 7.3 Unused annual leave will accumulate from year to year.
- 7.4 The Officer will take annual leave:
- 7.4.1 unless agreed otherwise by the Council, within 12 months of accrual; and
  - 7.4.2 at such times as is most convenient having regard to the requirements of the Council's business.
- 7.5 The Council may require the Officer to take accrued leave greater than 4 weeks at any time by providing at least ten weeks notice.
- 7.6 Accrued unused annual leave will be paid on termination of the Officer's employment.

## **8 FAMILY LEAVE**

- 8.1 The Officer will be entitled to ten days paid family leave per year of continuous service (or a proportionate amount for part time employees, having regard to the number of hours that the Officer works).
- 8.2 The Officer's family leave entitlements will accumulate after completion of each four week period of continuous service.
- 8.3 Unused family leave will accumulate from year to year.

**TRS JACKSON**

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- 8.4 The Officer may use family leave:
- 8.4.1 if the Officer cannot work due to personal illness or injury; or
  - 8.4.2 if the Officer needs to provide care or support to a member of the Officer's immediate family or household who requires care or support because of personal illness, injury or an unexpected emergency.
- 8.5 However, the Officer is not entitled to paid family leave for any illness or injury in respect of which workers compensation benefits are payable.
- 8.6 The Officer must provide a medical certificate for any absence on family leave, if so requested by the Council.
- 8.7 If the Officer is absent from duties for more than the period of accumulated family leave to which the Officer is entitled, the Council may treat the further period of absence as leave without pay and may adjust all instalments of the Remuneration Package and other entitlements falling due in respect of that period accordingly.
- 8.8 No monetary entitlement will be payable for unused family leave at the conclusion of the Officer's employment.

**9 COMPASSIONATE LEAVE**

- 9.1 The Officer will be entitled to two days paid compassionate leave on each occasion that a member of the Officer's immediate family or household contracts or develops a life threatening illness or sustains a life threatening injury or dies. The Officer may use alternative leave entitlements thereafter, in accordance with the terms of this Agreement.
- 9.2 The Officer must provide reasonable proof of the immediate family or household member's illness, injury or death, if so requested by the Council.

**10 LONG SERVICE LEAVE**

- 10.1 The Officer will be entitled to long service leave in accordance with the Long Service Leave Act 1987 (SA).

**11 SPECIAL LEAVE**

- 11.1 The Council has discretion to grant the Officer paid or unpaid leave for any purpose.
- 11.2 The Council may implement and amend policies in relation to such leave from time to time. However, the terms of such policies are not terms of the Officer's contract of employment with the Council, either expressly or by implication.



**TRS JACKSON****Purchase Leave**

- 11.3 The Officer may choose to purchase additional leave through a reduction in salary. The Officer's annual salary, reduced in proportion to the leave purchased, is spread evenly across the year on a fortnightly basis, leave accruals are not impacted by a purchased leave arrangement.
- 11.4 The period of purchased leave will not attract a leave-loading payment
- 11.5 The Officer and their Manager will draft a plan to ensure that the Officer's workload is managed during the period of leave purchased.
- 11.6 The type of purchased leave arrangement allows the Officer up to an additional four (4) weeks leave within a twelve (12) month period, in return for a reduction in their annual salary. The salary is averaged over the year (52 weeks) to allow the Officer to be paid during the extra weeks leave.

Weeks worked per Year	Number of weeks additional leave	Percentage deducted from salary
51/52	1	1.92%
50/52	2	3.85%
49/52	3	5.77%
48/52	4	7.69%

- 11.7 Participation in a purchase leave arrangement is for a period of one (1) year and is to be renegotiated with the **Mayor** annually (usually at the beginning of the year).
- 11.8 Where the Officer, for reasons beyond his/her control, is unable to take the purchased leave within the agreed period, the Officer will not forfeit the purchased leave but seek to have the leave deferred to be taken at a later stage. If the **Mayor** and the Officer agree that such purchased leave cannot be deferred, and there is no operational obstacle to the Officer resuming duty (e.g. no replacement staff have been engaged), the leave will be paid out and an adjustment made to leave accrued.
- 11.9 The Officer should consider obtaining information about the effect upon, and options for, superannuation entitlements from the Australian Taxation Office and the City of Playford Leave and Absences Policy before entering into this arrangement.

**12 CONFIDENTIALITY**

- 12.1 The Officer acknowledges and agrees that:

- 12.1.1 all Confidential Information will be used solely in connection with the Officer's employment with the Council;
- 12.1.2 the Officer will not disclose, use or communicate to any person any Confidential Information during the Officer's employment or at any



**TRS JACKSON**

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time thereafter, except as is necessary for the proper performance of the Officer's duties;

12.1.3 the Officer will upon demand (and upon termination of the Officer's employment for any reason) deliver to the Council, as required, all tangible items, copies or records of Confidential Information over which the Officer is able to exercise control; and

12.1.4 the Officer will maintain proper and secure custody of all Confidential Information and will use best endeavours to prevent the disclosure, use or communication to third parties of any Confidential Information.

12.2 The Officer warrants that he or she is not bound by any obligations to a former employer which would prevent or restrict the Officer's employment with the Council and that the Officer's performance of services for the Council does not involve the violation of the proprietary rights of any former employer.

12.3 This clause will remain in full force and effect following termination of the Officer's employment for any reason.

12.4 The Officer indemnifies the Council against all costs (including legal costs), losses, expenses, damage, actions or claims incurred or suffered by the Council (either directly or indirectly) from a breach by the Officer of any part of this clause.

**13 DISCOVERIES & INVENTIONS**

13.1 Any invention that the Officer may conceive at any time during his or her employment which relates to the services delivered by Council must be fully communicated by the Officer to the Council and all rights to any such invention will be the sole property of the Council.

13.2 To the extent that the Officer holds any Moral Rights pursuant to Part IX of the Copyright Act 1968 (Cth) in any copyright material developed during the Officer's employment with the Council and which relates to the services delivered by Council, the Officer consents to the use, publication, reproduction and adaptation of that material as the Council considers necessary or desirable for the use and exploitation of the material by the Council. The Officer acknowledges and agrees that such use, reproduction or adaptation does not infringe any Moral Rights of the Officer in that material.

13.3 In the event that the authorship rights to an invention are or become patentable or capable of being the subject of design registration or copyright the Officer will give the Council all necessary assistance in connection with any application for a patent, design registration or copyright by the Council in respect of the invention.

13.4 The Officer hereby irrevocably appoints the Council and the members of the Council jointly and severally the Officer's true and lawful attorney to execute all documents and do all things as in the opinion of the Council may be necessary or requisite for the protection or registration of such invention.

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**14 TERMINATION***Resignation by the Officer*

- 14.1 The Officer may resign by giving to the Council 4 weeks notice in writing or otherwise at a lesser or greater notice period as agreed to by both parties.

*Termination by the Council*

- 14.2 The Officer's employment may be terminated by the Council giving to the Officer at least six weeks notice, for reasons including:

14.2.1 unsatisfactory work performance;

14.2.2 misconduct;

14.2.3 failure to comply with the Council's lawful and reasonable directions; and

- 14.3 The Council may terminate this Agreement at any time without prior notice or payment in lieu of notice if the Officer:

14.3.1 commits any serious or persistent breach of any of the provisions of this Agreement;

14.3.2 is guilty of any serious misconduct or wilful neglect in the discharge of the Officer's duties;

14.3.3 becomes bankrupt or makes any arrangement or composition with the Officer's creditors;

14.3.4 is convicted of any indictable criminal offence, a criminal offence involving dishonesty on the part of the Officer, or any other criminal offence other than an offence which in the reasonable opinion of the Council does not affect the Officer's position as an employee of the Council;

14.3.5 is guilty of any misconduct which would otherwise entitle the Council to instantly dismiss the Officer; or

14.3.6 is incapable due to illness or injury (other than an illness or injury which is compensable under the Workers Rehabilitation and Compensation Act 1986 (SA) or the Local Governments Sickness and Accident Insurance Scheme from performing the Officer's duties under this Agreement for:

14.3.6.1 a period of at least six consecutive months;

14.3.6.2 an aggregate period of at least six months in any period of 12 calendar months; or

14.3.6.3 such further period as may be granted at the Council's discretion.

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**TRS JACKSON**

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- 14.4 The Council may deduct any amounts owed by the Officer to the Council from any monies otherwise payable to the Officer on termination of employment.

***If No Extension of Contract***

- 14.5 Under the terms and conditions of this contract, should the Council not wish to offer the Officer reappointment under a new contract, then it must notify the Officer of that decision at least six months before the expiry date of this contract.

***Redundancy***

- 14.6 The Council may terminate the Officer's employment during the term of this Agreement on the ground that the Officer's **Chief Executive Officer** position is redundant.

- 14.7 If the Council terminates the Officer's employment on the ground of redundancy, the Council must provide to the Officer:

14.7.1 a statement in a form satisfactory to the Local Government Superannuation Scheme (or any other superannuation fund administering the Officer's superannuation entitlements) confirming the genuine redundancy of the Officer's position;

14.7.2 notice of termination (or payment in lieu of notice) in accordance with the terms of this Agreement; and

14.7.3 a severance payment of:

14.7.3.1 if the termination of the Officer's employment takes effect more than twelve months before expiry of the Fixed Term – twelve months pay calculated at the Remuneration Package rate; or

14.7.3.2 if the termination of the Officer's employment takes effect within the final twelve months of the Fixed Term – an amount equal to the number of weeks between the termination taking effect and the expiry of the Fixed Term, calculated at the Remuneration Package rate.

**15 MISCELLANEOUS****15.1 Definitions**

In this Agreement:

*Confidential Information* includes:

- all information connected with the Council, its clients or customers, members, employees, finances or operations to which the Officer becomes privy; and
- all information which the Council tells the Officer is confidential or which the Officer knows or ought to know is confidential.



**TRS JACKSON**

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*Commonwealth Superannuation Contributions* means compulsory employer superannuation contributions required pursuant to the Superannuation Guarantee (Administration) Act 1992 (Cth) and the Superannuation Guarantee Charge Act 1992 (Cth).

**15.2 Entire Agreement**

This Agreement sets out the entire understanding of the parties as to its subject matter. There are no promises, terms, conditions or obligations whether oral, written, express or implied other than those contained in this Agreement.

**15.3 No variation**

No variation to this Agreement will be of any force or effect unless it is in writing and signed by the parties.

**15.4 Applicable Law**

This Agreement is governed by South Australian law.

**Executed** unconditionally by the parties as an Agreement:

**Executed for and on behalf of City of Playford:**

  
MAYOR GLENN DOCHERTY

  
Witness

NIKOLA SORTINO

**Signed by TIMOTHY ROBERT SANDFORD JACKSON**



in the presence of:

  
ROSEMARY MUNSLOW, PRACTICE MANAGER, BUSINESS SERVICES

Enquiries: Tim Jackson  
Telephone: (08) 8256 0151  
Facsimile: (08) 8256 0578  
Email: [tjackson@playford.sa.gov.au](mailto:tjackson@playford.sa.gov.au)



Customer Service Centres & Libraries

Playford Civic Centre  
10 Playford Boulevard  
Elizabeth SA 5112

Shop 51  
Munno Para Shopping City  
600 Main North Road  
Smithfield SA 5114

Postal Address  
City of Playford  
12 Bishopstone Road  
Davoren Park SA 5113

2 February 2015

Mayor Glenn Docherty  
City of Playford  
12 Bishopstone Road  
DAVOREN PARK SA 5113

Dear Glenn

As you are aware the previous Council reviewed my performance (deemed to be satisfactory) and remuneration for the 2013/14 financial year prior to the elections. The matter of my employment contract extension was left for the new Council. This matter will be considered by my performance review committee next week.

The form and duration of the employment contract has been discussed at the last few meetings and verbal advice has been provided by Jane Jeffreys regarding a longer fixed term contract. As indicated at these meetings my preference is to retain the 3 year rolling contract (the same arrangement for all other managers at Playford) which would ensure my employment conditions are not better than other Playford managers.

This would mean a one year extension to the current contract. I would be grateful if this matter could be dealt with at the February Council meeting.

I look forward to discussing this with you.

I would also be grateful if a copy of this letter along with the report to the previous Council on my performance (for the new Councillors) be provided with your report to the Council on this matter.

Yours sincerely

A handwritten signature in black ink, appearing to be "Tim Jackson", with a long horizontal line extending from the bottom.

Tim Jackson  
CHIEF EXECUTIVE OFFICER

# SUMMARY REPORT

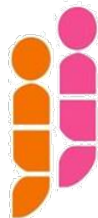
**Strictly Confidential**



## **CEO, Mr Tim Jackson Performance Review**

### **Prepared By:**

Jane Jeffreys, Director  
Jane Jeffreys Consulting  
**1 September 2014**



**JANE JEFFREYS**  
CONSULTING



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Survey results, ratings and comments from both Internal and External feedback providers.

## Key Criteria: *Internal*

- 1) Strategic Leadership
- 2) Stakeholder Relationships
- 3) People Management
- 4) Operational and Financial Management
- 5) Communication
- 6) Self-Awareness and Development
- 7) Efficiency and Effectiveness

## Key Criteria: *External*

- 1) Strategic Leadership
- 2) Stakeholder Relationships
- 3) Communication
- 4) Self-Awareness and Development
- 5) Efficiency and Effectiveness

## Questions (both Internal and External):

- 1) Summarise how well you think the CEO has performed during the last 12 months
- 2) Areas where the CEO has effectively delivered outcomes
- 3) Identify concerns or areas where the CEO has not met expectations
- 4) CEO's strengths
- 5) Areas for improvement
- 6) Any other comments.

CEO Performance Review: Self-Assessment Rating (no comments)

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5 RECOMMENDATIONS .....	33

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## 1 OVERVIEW

Jane Jeffreys, Director Jane Jeffreys Consulting, has been engaged by the City of Playford CEO's Performance Review Committee to undertake a Performance Review for the Chief Executive Officer, Mr Tim Jackson for the year 2013/2014.

This review process will provide the opportunity for the Council to evaluate the performance of the Chief Executive Officer and address any areas of concern.

## 2 METHODOLOGY

The methodology included two separate survey documents featuring a set of key evaluation criteria areas which was provided to all key stakeholders for completion in relation to Mr Jackson's performance. The documentation was approved by the CEO Performance Review Committee. The internal survey document was provided to the Mayor, Elected Members and Staff and the external survey document was provided to the CEO Colleagues and Business Associates. All respondents were encouraged to give honest and open feedback supported by relevant comments.

CEO Tim Jackson was also involved in the performance review process where he was asked to complete the internal survey document as a self-assessment.

Feedback providers were required to make an assessment against the following criteria:

### *Internal:*

- Strategic Leadership
- Stakeholder Relationships
- People Management
- Operational and Financial management
- Communication
- Self-Awareness and Development
- Efficiency and Effectiveness

### *External:*

- Strategic Leadership
- Stakeholder Relationships
- Communication
- Self-Awareness and Development
- Efficiency and Effectiveness

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Both surveys also asked the following six key questions:

- 1) Please summarise how well you think the CEO has performed during the last 12 months?
- 2) What are the areas where the CEO has effectively delivered outcomes?
- 3) Identify concerns or areas where the CEO has not met expectations?
- 4) What are the CEO's strengths?
- 5) What are the areas for improvement?
- 6) Are there other comments?

The findings have been collated and this report provides a **summary** of the assessment.

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### 3 KEY FINDINGS

Survey documents were emailed to all feedback providers (both internal and external) on Thursday 17<sup>th</sup> July 2014 with full explanation and instructions for completion. Due date for responses was *Friday 1 August 2014*.

Despite Council agreement to this process the response from Elected Members (EM's) has been poor. The response rate from other categories is better.

#### *Summary:*

##### Direct Reports

- Of the four staff issued the survey document, all four have been completed and received by the due date.

##### Elected Members

- Of the total 16 members (including the Mayor) issued the survey document, six have been received and only one was in the required timeframe
- Three EM's expressed their intent on not participating in the process outright
- Mayor, Glenn Docherty, issued a memo to all EM's on Wednesday 13 August where he "strongly encouraged all EM's to complete the survey to ensure accurate results are achieved for the review".
- EM's who had not completed by the due date, were followed up by email communication and final phone call to mobile phone where messages were left as none of the six EM's contacted answered the call outright. Of the six phone calls made and messages left, two EM's returned the call; one experienced trouble emailing the document through to us and one promised to complete and send in, but this has not been received at time of compiling this report
- The low number of responses from EM's is very disappointing and means that the results for Internal Feedback are not truly representative. This is a matter of concern for discussion with the Steering Committee.

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## CEO

- 1<sup>st</sup> August deadline for completion was not met
- Reminder email communication sent via Shecky Leesk, to confirm Tim's self-assessment report had not been received
- Email received from Shecky Leesk, "requesting confirmation if Tim is due to complete the internal survey or if there is a separate form for him to complete as Tim was not aware that he needed to complete the survey".
- Reply email to Shecky Leesk confirming, "yes, Tim does need to complete the survey document, as per comments in original email, (which was re-forwarded with original notes highlighted)
- Tim Jackson's completed survey document was received on 18 August 2014.

## CEO Colleagues

- Of the total four colleagues issued the survey document, three have been received and two were in the required timeframe.
- One colleague has now confirmed his work schedule prevents his completion of the document.

## Business Associates

- Of the total six associates issued the survey document, five have been received and two were in the required timeframe
- Of the two, one was simply an overall comment received via email communication and not completion of the survey document
- One associate has been contacted several times since inception via email communication and messages left on mobile phone, but no return communication has been received at time of compiling this report.

None of the feedback providers involved in this process requested a phone interview.

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## INTERNAL FEEDBACK PROVIDERS: Chief Executive Performance Rating

The following is a summary of scores provided by internal feedback providers (Direct Reports and Elected Members) in relation to the performance of the Chief Executive Officer, Tim Jackson in the **seven** key criteria areas.

Total of 10 survey respondents.

### Rating Key:

0	1	2	3	4
Unable to Comment	Not at all	To a moderate extent	To a great extent	Exceptional

1. STRATEGIC LEADERSHIP	Rating					AVG	CEO Self Assess
	0	1	2	3	4		
Understands the expectations of Council, and is delivering successful outcomes			2	7	1	2.90	3
Thinks and acts strategically, and in a proactive manner			2	5	3	3.10	4
Makes informed decisions through community research, monitoring, analysis and evaluation			3	6	1	2.80	3
Successfully monitors and communicates the Annual Business Plan and Community Strategic Plan			3	5	2	2.90	3
Complies with statutory, internal and external reporting requirements		1		5	4	3.20	3
Makes the business vision a reality through leadership and by developing organisational capabilities		1	2	5	2	2.80	3
Based on effective business analysis, develops future strategies and plans any necessary changes			4	5	1	2.70	3
Works collaboratively with Executive Team, providing leadership for the organisation	1		2	3	4	3.22	3
Acts ethically when interacting with Stakeholders	3	1		2	4	3.29	4
Overall Average 2.99 / 3.22							

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#### Comments: STRATEGIC LEADERSHIP

- Tim brings a fantastic strategic mind to his role and the organisation benefits greatly from this.
- Taking strategic ideas and ensuring that they are implemented is not Tim's strength
- Tim is visionary by nature and unconstrained by current practice
- Tim is always looking for ways to integrate the three levels of government for better community outcomes

#### Self-Assessment

- No comments were provided

#### Summary

There is consistency of rating between the feedback providers and Tim's self-assessment. The overall view is that Tim meets requirements in this area of Strategic Leadership.

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### INTERNAL FEEDBACK PROVIDERS: Chief Executive Performance Rating

0	1	2	3	4
Unable to Comment	Not at all	To a moderate extent	To a great extent	Exceptional

2. STAKEHOLDER RELATIONSHIPS	Rating					AVG	CEO Self Assess
	0	1	2	3	4		
Develops and maintains an effective working relationship with the Mayor and Elected Members.			3	6	1	2.80	2
Develops and maintains effective relationships with stakeholders – including other Councils, LGA, State Government, members of parliament, business, interest groups and community.	1	1		5	3	3.11	4
Takes a leadership role in networks and events that are likely to further the relationships and profile of the Council.		1	1	3	5	3.20	3
Takes action to address stakeholder problems or requests.	1	1	2	4	2	2.78	3
Establishes strategic partnerships to support a collaborative and coordinated approach.	1		2	5	2	3.00	4

Overall Average 2.98 / 3.20

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#### Comments: STAKEHOLDER RELATIONSHIPS

- Tim understands that after its all said and done, our reputation is our greatest achievement

#### Self-Assessment

- No comments were provided

#### Summary

The average ratings are consistent, however, there is a divergence of scoring with majority being favorable.

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### INTERNAL FEEDBACK PROVIDERS: Chief Executive Performance Rating

0	1	2	3	4
Unable to Comment	Not at all	To a moderate extent	To a great extent	Exceptional

3. PEOPLE MANAGEMENT	Rating					AVG	CEO Self Assess
	0	1	2	3	4		
Provides a stimulating, challenging and rewarding work environment.	4			4	2	3.33	3
Ensures staff are appropriately skilled to perform their job functions and represent the Council.	2		2	6		2.75	3
Provides effective regular feedback on performance and fosters a culture of continual development.	1		3	5	1	2.78	2
Demonstrates effective delegation skills.	1			8	1	3.11	3
Has an effective Performance Management system in place for all staff.		2	4	4		2.20	2
Enhances the productivity of the workforce through effective training and development programs.	3		1	6		2.86	2
Is visible to staff and actively engages with them on a regular basis.	2	1	1	4	2	2.88	2
Fosters an open environment where innovation and new ideas can be discussed and listened to.	1		1	4	4	3.33	4

Overall Average 2.90 / 2.63

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#### Comments: PEOPLE MANAGEMENT

- Tim is a very accessible Manager
- The requisite organisation program has delivered effective training and development for staff

#### Self-Assessment

- No comments were provided

#### Summary

This is an area where the ratings of direct reports are higher than the self-assessment.

Understandably, many felt they could not comment as they do not see Tim operating and interacting with staff on a daily basis.

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### INTERNAL FEEDBACK PROVIDERS: Chief Executive Performance Rating

0	1	2	3	4
Unable to Comment	Not at all	To a moderate extent	To a great extent	Exceptional

4. OPERATIONS AND FINANCIAL MANAGEMENT	Rating					AVG	CEO Self Assess
	0	1	2	3	4		
Establishes effective budgets, financial and business plans.			1	7	2	3.10	3
Achieves financial objectives.			2	4	4	3.20	4
Regularly reviews and upgrades operating systems as required.	1		3	5	1	2.78	2
Establishes, monitors and reports on agreed plans, milestones and key performance indicators.	1	1	1	6	1	2.78	3
Ensures staff understand the policies, service standards and protocols related to Council activities.	3		2	4	1	2.86	2
Provides timely and accurate reports to Council.			3	4	3	3.00	3
Is open and transparent in the provision of financial and operational information.			2	4	4	3.20	4

Overall Average 2.99 / 3.00

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#### Comments: OPERATIONAL AND FINANCIAL MANAGEMENT

- Deserves rating of 3.5 on financial due to the excellent achievements being made in E & E program

#### Self-Assessment

- No comments were provided

#### Summary

Ratings are consistent and few comments received.

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### INTERNAL FEEDBACK PROVIDERS: Chief Executive Performance Rating

0	1	2	3	4
Unable to Comment	Not at all	To a moderate extent	To a great extent	Exceptional

5. COMMUNICATION	Rating					AVG	CEO Self Assess
	0	1	2	3	4		
Communicates openly and honestly with a wide range of stakeholders.	3		1	4	2	3.14	4
Expresses ideas clearly and succinctly.			7	2	1	2.40	2
Has well developed report writing skills.	2		3	3	2	2.88	2
Has capacity to hold the attention of an audience and adjust his style to suit the audience.		1	4	3	2	2.60	2
Able to actively listen and take up other people's ideas.	1		2	4	3	3.11	4
Communicates effectively and regularly with Elected Members.			3	6	1	2.80	3
Communicates effectively and regularly with Staff.	5		1	2	2	3.20	3

Overall Average 2.88 / 2.86

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**Comments: COMMUNICATION**

- Have listened to Tim speaking at several events this year, he performed very well and marked improvement in public speaking noted, he has also introduced some light banter into his addresses that the audience appreciates
- I believe most of the reports for Council meetings are written by the staff responsible

**Self-Assessment**

- No comments were provided

**Summary**

The overall ratings are consistent with recognition of improvements in this area.

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### INTERNAL FEEDBACK PROVIDERS: Chief Executive Performance Rating

0	1	2	3	4
Unable to Comment	Not at all	To a moderate extent	To a great extent	Exceptional

6. SELF AWARENESS AND DEVELOPMENT	Rating					AVG	CEO Self Assess
	0	1	2	3	4		
A commitment to personal growth and learning.	1		1	6	2	3.11	2
Acknowledges own and others mistakes as learning opportunities.	2		1	6	1	3.00	4
Recognises the importance of a good balance between home life and work.	1		2	4	3	3.11	4
Sets the example for appropriate personal behaviour and attitudes.	2			4	4	3.50	4
Displays tact and respects people's confidences.	1			6	3	3.33	4
Shows willingness to seek advice / counsel from others.	3			4	3	3.43	3
Follows through on actions as agreed in discussions with Staff, Elected Members and other stakeholders.			3	6	1	2.80	3

Overall Average 3.18 / 3.43

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#### Comments: SELF AWARENESS AND DEVELOPMENT

- Takes a long time to get back to EM's on enquiry

#### Self-Assessment

- No comments were provided

#### Summary

The ratings are consistent on average. Little additional information was provided.



### INTERNAL FEEDBACK PROVIDERS: Chief Executive Performance Rating

0	1	2	3	4
Unable to Comment	Not at all	To a moderate extent	To a great extent	Exceptional

7. EFFICIENCY AND EFFECTIVENESS	Rating					AVG	CEO Self Assess
	0	1	2	3	4		
Has engaged staff to adopt the Efficiency and Effectiveness Program.	1			3	6	3.67	3
Has implemented a culture within Council of continuous improvement in efficient and effective practices.	1			4	5	3.56	3
Has effectively communicated the progress of the Efficiency and Effectiveness Program to Council.			1	5	4	3.30	4
Has effectively communicated the progress of the Efficiency and Effectiveness Program to the Community.		1	3	4	2	2.70	2
Has engaged Elected Members in the allocation of budget savings made from the Efficiency and Effectiveness Program.		1	1	5	3	3.00	3

Overall Average 3.24 / 3.00

#### Self-Assessment

- No comments were provided

#### Summary

Good recognition of results in Efficiency and Effectiveness program.

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## EXTERNAL FEEDBACK PROVIDERS: Chief Executive Performance Rating

The following is a summary of scores provided by external feedback providers (CEO Colleagues and Business Associates) in relation to the performance of the Chief Executive Officer, Tim Jackson in the **five** key criteria areas.

Total of 7 survey respondents.

### Rating Key:

0	1	2	3	4
Unable to Comment	Not at all	To a moderate extent	To a great extent	Exceptional

1. STRATEGIC LEADERSHIP	Rating					AVERAGE
	0	1	2	3	4	
Understands the expectations of Council, and is delivering successful outcomes	3			3	1	3.25
Thinks and acts strategically, and in a proactive manner			1	3	3	3.29
Makes informed decisions through community research, monitoring, analysis and evaluation	4			2	1	3.33
Successfully monitors and communicates the Annual Business Plan and Community Strategic Plan	5			1	1	3.50
Complies with statutory, internal and external reporting requirements	6			1		3.00
Makes the business vision a reality through leadership and by developing organisational capabilities	4			1	2	3.67
Based on effective business analysis, develops future strategies and plans any necessary changes	3			2	2	3.50
Works collaboratively with Executive Team, providing leadership for the organisation	3			3	1	3.25
Acts ethically when interacting with Stakeholders				2	5	3.71
Overall Average 3.39						

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**Comments: STRATEGIC LEADERSHIP**

- Always prepared to back up his leadership team, honest and ethical in his approach
- From an external perspective continuing organisational changes and restructures raise questions about strategic leadership

**Summary**

Several feedback providers said they were unable to comment on this area. Overall, the ratings indicate Tim is competent in Strategic Leadership.

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### EXTERNAL FEEDBACK PROVIDERS: Chief Executive Performance Rating

0	1	2	3	4
Unable to Comment	Not at all	To a moderate extent	To a great extent	Exceptional

2. STAKEHOLDER RELATIONSHIPS	Rating					AVERAGE
	0	1	2	3	4	
Develops and maintains an effective working relationship with the Mayor and Elected Members.	4			2	1	3.33
Develops and maintains effective relationships with stakeholders – including other Councils, LGA, State Government, members of parliament, business, interest groups and community.				4	3	3.43
Takes a leadership role in networks and events that are likely to further the relationships and profile of the Council.			1	3	3	3.29
Takes action to address stakeholder problems or requests.	1			4	2	3.33
Establishes strategic partnerships to support a collaborative and coordinated approach.			1	2	4	3.43

Overall Average 3.36

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#### Comments: STAKEHOLDER RELATIONSHIPS

- Relates well to a wide range of people and has a friendly, inclusive manner
- Always prepared to partner in events and activities not often in a leadership role that includes ongoing strategic leadership. As an example the Council took the initiative of undertaking a comprehensive community consultation about the vision residents had for the future of the City over coming decades. There was a well-attended launch presided over by Mayor and CEO with a high quality presentation of the results that included aspirational targets in a range of areas. I am not aware that there have been any further attempts by Council to bring external stakeholders together to drive action towards achieving these targets.
- Tim has maintained excellent relationships with us as a stakeholder and actively engages within networks and industry groups.
- My relationship with Tim has been at a regional level. He has shown to be a strong driver of an effective collaboration model that aims to achieve outcomes for the region. He is able to relate and build effective relationships with others

#### Summary

Several people were unable to comment however those who did provided a good score.

Tim needs to pay attention to follow up staff and actions in this area.

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### EXTERNAL FEEDBACK PROVIDERS: Chief Executive Performance Rating

0	1	2	3	4
Unable to Comment	Not at all	To a moderate extent	To a great extent	Exceptional

3. COMMUNICATION	Rating					AVERAGE
	0	1	2	3	4	
Communicates openly and honestly with a wide range of stakeholders.				5	2	3.29
Expresses ideas clearly and succinctly.			1	4	2	3.14
Has well developed report writing skills.	4			2	1	3.33
Has capacity to hold the attention of an audience and adjust his style to suit the audience.			2	4	1	2.86
Able to actively listen and take up other people's ideas.				3	4	3.57

Overall Average 3.24

#### Comments: COMMUNICATION

- Level of preparedness when public speaking and delivering a message of substance is an area for attention.

#### Summary

The ratings indicate an improvement in this area which was previously identified as requiring attention and development.

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### EXTERNAL FEEDBACK PROVIDERS: Chief Executive Performance Rating

0	1	2	3	4
Unable to Comment	Not at all	To a moderate extent	To a great extent	Exceptional

4. SELF AWARENESS AND DEVELOPMENT	Rating					AVERAGE
	0	1	2	3	4	
A commitment to personal growth and learning.	4			2	1	3.33
Acknowledges own and others mistakes as learning opportunities.	1			6		3.00
Sets the example for appropriate personal behaviour and attitudes.				4	3	3.43
Displays tact and respects people's confidences.				2	5	3.71
Shows willingness to seek advice / counsel from others.				4	3	3.43
Follows through on actions as agreed in discussions with Staff, Elected Members and other Stakeholders.				4	3	3.43
						Overall Average 3.39

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#### Comments: SELF AWARENESS AND DEVELOPMENT

- My experiences as a Stakeholder have confirmed that the CEO displays an excellent balance between leadership, willingness to seek advice / counsel and respecting the attitudes / knowledge of others.
- In my dealings with Tim he has shown to be one that respects others and their views. He is always approachable and willing to assist while also seek advice and feedback where appropriate
- 4.3 Sets the example for appropriate personal behaviours and attitudes – not always followed by key staff dealing with regionally important projects

#### Summary

The ratings and comments were positive. However, there is a reminder to Tim to follow through with Staff.

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### EXTERNAL FEEDBACK PROVIDERS: Chief Executive Performance Rating

0	1	2	3	4
Unable to Comment	Not at all	To a moderate extent	To a great extent	Exceptional

5. EFFICIENCY AND EFFECTIVENESS	Rating					AVERAGE
	0	1	2	3	4	
Has engaged staff to adopt the Efficiency and Effectiveness Program.	6			1		3.00
Has implemented a culture within Council of continuous improvement in efficient and effective practices.	5			2		3.00
Has effectively communicated the progress of the Efficiency and Effectiveness Program to Council.	6			1		3.00
Has effectively communicated the progress of the Efficiency and Effectiveness Program to the Community.	5	1		1		2.00
Has engaged Elected Members in the allocation of budget savings made from the Efficiency and Effectiveness Program.	6			1		3.00

Overall Average 2.80

### Summary

This area feedback has an internal focus and therefore most feedback providers were unable to comment.

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## OVERALL COMMENTS TO QUESTIONS from feedback providers

### 1. Summarise how well you think the CEO has performed during the last 12 months:

- I think Tim has had a good 12 months and some of the previous few years of work is starting to pay off
- Tim continues to deliver in a challenging environment
- Excellent based on all measures
- Good focus on organisation and delivery
- Open to comment and ideas
- Average performance
- Tim has performed to a high standard, all of the criteria that needed work on last year has been rectified
- Believe has gained a greater insight into key areas of improvement, linked to the feedback through CEO performance review committee and in this context believe has gained a greater understanding to the broad thrust of councillors (and therefore community) expectations of council
- One form of evidence of this, is even CEO quarterly briefing document which has been developed to become more robust; to provide executive summary across key parameters and activity
- Exceptionally well in difficult circumstances
- Tim is honest, constructive and willing to share
- Playford is at the forefront of change management processes in local government. This has been driven by the CEO
- A proactive and optimistic approach by the CEO has helped to meet challenges facing the region

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- From the perspective of a stakeholder the CEO has performed well across critical areas of collaboration, strategic development resourcing. Sometimes it is apparent that there is not a consistent message across some big project works; however this has been addressed over the last 6 months.

2. Areas where the CEO has effectively delivered outcomes:

- The rezoning of land with the state Government as a significant outcome for the community
- The commissioning of the Stretton Centre and delivery of the John McVeity Centre
- Open communication and regular feedback from executive
- Clear direction on organisation model and implementation
- Budget assigned for outcomes
- Efficiency & Effective program –continues to deliver outstanding outcomes
- Some progress on Lighthouse Projects but these are medium term to achieve 2<sup>nd</sup> CBD, Sports Precinct and Health Precinct
- Communicate on strategic initiatives with us as a stakeholder has delivered positive improvements
- Strategic planning initiatives
- Actively participates in supporting and driving regional agendas.

3. Identify concerns or areas where the CEO has not met expectations:

- Has not moved personally on projects like Health and Sport project
- To continue to build through strong leadership and then effective management of direct reports, to manage their business units to achieve this which needs to be supported more
- Delegation of leadership in some areas can be counter productive. The CEO needs to be at the forefront of economic development for the region.

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4. CEO's strengths:

- Vision and positioning Playford as a leader
- Working with all levels of the community
- Integrity
- Attention to detail
- Commitment to organisational structure and deliverables
- E & E project
- Team player
- Experience in the sector
- Networking
- Engaging in sector wide discussions on issues
- Engagement, communication, strategic thinking
- Accessible and open style
- Collaborative leadership style
- Strategic thinker that looks beyond council boundaries
- Communication.

5. Areas for improvement:

- Clarity of communication
- Decision making
- Presentation skills are developing
- Prioritisation
- Empathy
- Areas self-identified by Tim can be explored in meetings with his coach
- Limited in networking or being at office
- Playing more of a leadership role in economic development would be strategically useful at this point in time given pressures on the region.

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6. Any other Comments:

- Tim has been in the same role for 15 years but has retained an innovative approach to things
- Good all round performance this year
- He has underwhelmed me as to his lack of professional presentation including arriving late to meetings. I've found him to be one of the less pleasurable CEO of the 17 metro council CEO's I deal with.



#### 4 SUMMARY

The Performance Review findings show that overall Tim has performed well during the past year.

He has made an effort to address the areas of concern raised in previous reviews.

Tim has been acknowledged in the areas of vision, strategic leadership, efficiency and effectiveness and stakeholder engagement.

There are still varying views regarding his overall performance and the need for ongoing development and attention to communication, decision making and follow through.

However, it should be noted that as the majority of Elected Members chose not to participate in this Review the results are not as fulsome or as balanced as should reasonably be expected.

Tim did not provide any comments in support of his ratings and this will be discussed and explored at a meeting arranged with Jane Jeffreys on Wednesday 3<sup>rd</sup> September @ 4pm.

This discussion, together with the Performance Review findings will form the basis of his Development Plan for 2014/15.

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## 5 RECOMMENDATIONS

It is recommended that the results of this Review be noted and discussed by the City of Playford Steering Committee.

A handwritten signature in black ink that reads 'Jane Jeffreys'.

**Jane Jeffreys** FAICD, FAIM, FAHRI

Director

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# **CHIEF EXECUTIVE OFFICER'S SELF ASSESSMENT REPORT FOR YEAR ENDING 30 JUNE 2014**



September, 2014



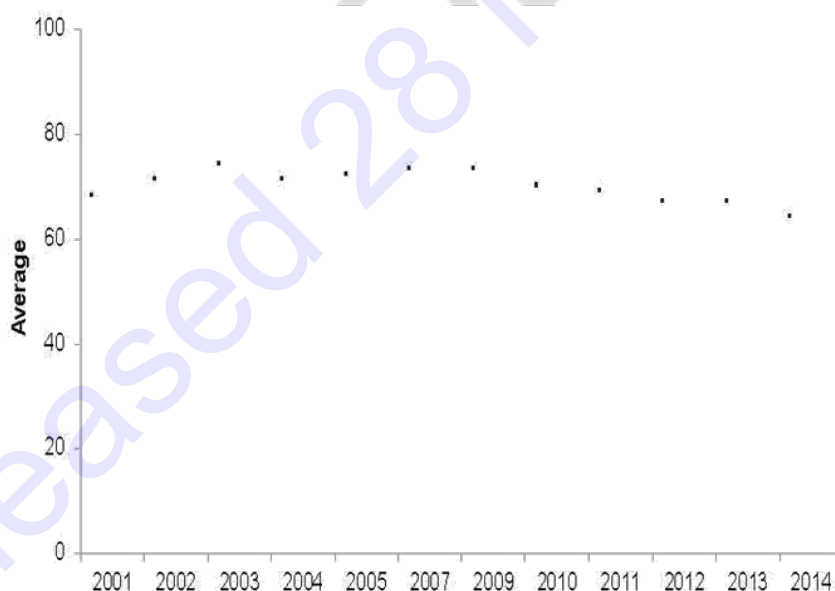
### The Year in Review

The year overall has provided some mixed results. While I have more detailed performance measures and targets (refer to appendix 1) the following table is an attempt to summarise the organisation's performance at a high level.

Strategic Plan Implementation	B
Resident Satisfaction Survey	C
Financial Result	A
Efficiency and Effectiveness Savings	A
Staff Satisfaction Survey	D

The Strategic Plan was adopted during the year and clearly articulates the Council's priorities as "lighthouse" projects. Progress towards their achievement has been very good, underpinned by robust project management including quarterly reporting to the Council.

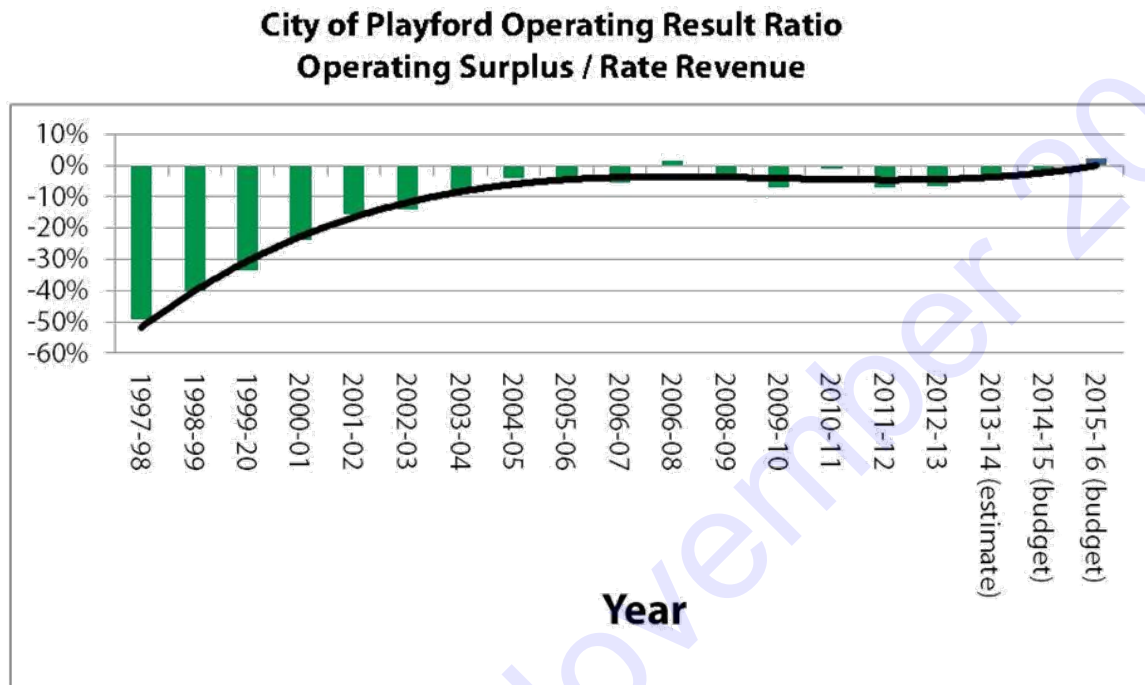
Our resident satisfaction results were a mixed bag. On one hand most of our results were up on the previous year and 2010/11 (the start of the Council term) yet the overall result was down. The reason for the decline was outlined to Elected Members in a recent briefing by the firm that undertook the research and was due to a decline in the categories of communication, governance and strategy. The new Council will need to focus on these areas as part of the its Implementation Plan for the Strategic Plan and the service standard process. What was important was that almost all the external services were up.



This result is in the "good" range and is at the middle of the range for Group 1 Councils.

The financial result for the year was outstanding. After taking account of the Federal Financial Assistance Grant (FAG) decision contained in the Federal budget the positive variance to the budget was just under \$3 M.

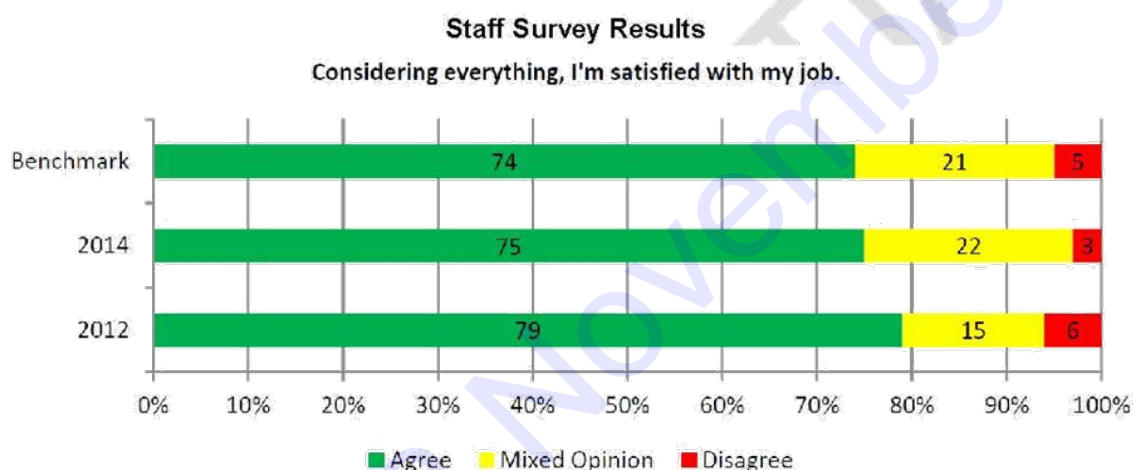
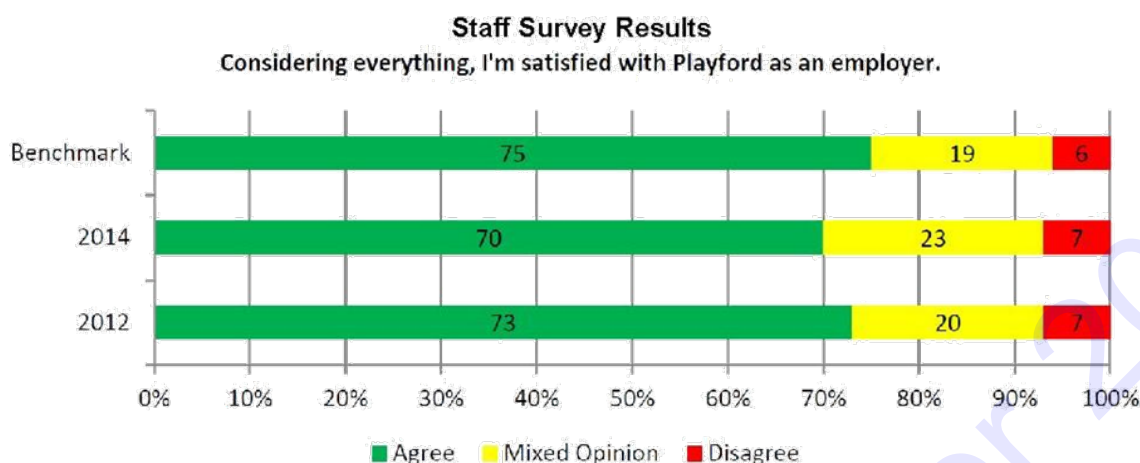
The following graph shows the Council's financial performance since amalgamation:



The year laid the foundation for a breakeven result in 2015/16 as the budget operating deficit reduced from \$3.8 M in 2013/14 to \$1.8 M in 2014/15.

Our efficiency and effectiveness target is the most ambitious target in Local Government in South Australia. 2013/14 was the third year of 5 Year Efficiency and Effectiveness Program. The target of \$1.8 M was exceeded by the in excess of \$1 M. This saving is not a "one off saving" it is there every year in the future and is the major reason for the reducing operating deficit.

Our staff survey results were disappointing. There is no doubt that many of our staff are having difficulty dealing with the level of change. Particularly concerning is the level of confidence staff have in management to manage the change process. Having said this the key results are around the benchmark.



Other significant achievements for the year were:

- Delivery of capital expenditure programme (the second largest in SA)
- The rezoning of land for an additional 70,000 people
- Completion of the Waterproofing Playford project
- Finalisation of the commercial rating strategy
- Progress on Stretton Centre and John McVeity Centre
- Approval of development valued at \$187 M (\$172 M the previous year)
- Execution of the Royal Visit

The most significant underachievement was providing enough clarity regarding the continued implementation of the Playford Business Model (the commercial approach to delivering Council services). This has caused confusion within the organisation. For this reason and to address issues raised by the staff survey we need to better resource our change management.

### My Performance

It is always difficult to separate my performance from that the organisation as a whole.



My performance is primarily assessed on the achievement of my Report Card. A copy is included as appendix 1. As you can see the majority of targets were met with some - financial result and efficiency and effectiveness – substantially over achieved.

My position description sets out the following primary objectives:

- Provide leadership and direction on behalf of the Council to the organisation, ensuring the efficiency and effectiveness of its culture, operations and services, and its staff.
- Assist and facilitate Council in its decision-making, development of plans, directions and innovations for the City, and in the implementation of Council decisions.
- Represent Council and the City's interests effectively to the community, stakeholders, agencies and other interest groups.
- Ensure financial sustainability of the Council through the development of appropriate strategic and operational financial plans and their implementation.

The efficiency and effectiveness program at Playford is most advanced in Local Government in South Australia. This project was initiated by me with the support of the Council. I believe my leadership of the efficiency and effectiveness program have been strong. This is validated by the feedback received from the survey.

The finalisation of Playford 2043 and the Five Year Strategic Plan in recent years have set a strong foundation for the Council's decision making over the short to medium term. During the term of the Council we have worked hard to get the decision making between the Council and staff right. I think we have found that balance.

There is no doubt that we have a good reputation with the Federal and State Governments. I think this is the most significant contribution I have made during my time at Playford. Again this is validated by the survey.

Playford had the first long term financial plan in Local Government. Again this was initiated by me. As you can see from the previous page it has been a long journey. The Efficiency and Effectiveness Program has and will be a significant contributor to this which will see a recurring operating surplus in 2015/16 if not this year. Again this is supported by my survey results.

### **My Strengths and Weaknesses**

Mr strengths and weaknesses are outlined in Appendix 2.

My strengths continue to be my vision for the City and organisation, encouraging innovation and empowering people to do their job.

Although Playford and I have had considerable success in the development of people my most significant area for development continues to be developing others. This year's feedback suggests this is no longer an area for development however I think it is.

Previous feedback identified the need to better establish and allocate priorities and to monitor their achievements. I think I still have some way to go. Having said this there has been significant improvement over the last 12 months with quarterly performance monitored by the Council and bi-monthly monitoring by the Executive.

**My Focus**

The table below indicates how I have spent my time during the last 12 months.

Focus	2012/13 Actual	Target	2013/14 Actual
Available / Unavailable	80/20	80 / 20	80/20
In the office / Out of the Office	60/40	50 / 50	60/40
People / Non People	40/60	50 / 50	50/50
Community / Organisational	40/60	50 / 50	40/60
Strategy / Operational	60/40	70 / 30	70/30
Playford / Local Government Sector	95/5	90 / 10	95/5

**My contribution to the Local Government Sector**

I have continued to maintain a modest profile in the sector during the year (not as high as previous years). While it continues to develop me as an individual, the primary reason I do it is to build and maintain Playford's reputation as an employer of choice.

I am currently involved in the following:

- the Advisory Board of Local Government Income Protection Insurance Scheme.
- the Board of Local Government Workers Compensation Scheme.

My current involvement amounts to about 2 hours a month. I would like to do more but Playford commitments do not allow this.

**My Career**

I have little interest in working in the private sector or other parts of the public sector as I am attracted to Local Government because of the level of autonomy and ability "to make a difference". A sector of some interest is the not for profit sector.

**My Contribution to the Community**

I continue to be involved in the Playford Chapter of Operations Flinders Foundation which provides opportunities for young offender and young people at risk as a fundraiser and organiser. The Chapter raises funds to enable two teams of young people from Playford to participate each year.

I continue to be the Chair of the Board of Volunteering SA / NT. It is the peak body for volunteering in the State. During the year the organisation partnered with Business SA, LGA and the Government of South Australia to develop a Volunteering Strategy for South Australia.

I have been a member of the Board of Volunteering Australia for just under two years. I was elected as Chair in June. Australia is hosting the world volunteering conference this month when I will take annual leave.

I am a member of the Board of Australia Day Council of South Australia. During the year I have lead the creation of a Corporate Governance Committee which has undertaken a major review of the governance of the organisation.

This involvement is done in my own time.

### **My Life Balance**

My life balance is at a reasonable level with me working about 52 hours a week.

### **Summary**

I consider my performance to be satisfactory.

To allow me an opportunity to deliver a recurring operating surplus, implement the Playford business model and to deliver the initial 5 Year Efficiency and Effectiveness Program, I am seeking to extend my contract. Obviously, this should be a decision of the new Council.



## APPENDIX 1

**PERFORMANCE FOR 2013/14 – Quarter 4**

PERFORMANCE INDICATOR	PERFORMANCE REQUIRED			RATIONAL & EXPLANATION	2013/14 results
	1	2	3		
Resident Satisfaction	An overall score of 68 / 100.	69 / 100	70 / 100	This result is collected via the Council Community Survey. The Council has set a four year target of 72. Over the last 10 years this result has been in the range of 68 – 75. The primary reason for the range in results is changes to the sample. The 2011/12 result was 68. The average result for Group 1 Councils is 68.	Resident Satisfaction Survey result for 2013/14- 68



PERFORMANCE INDICATOR	PERFORMANCE REQUIRED			RATIONAL & EXPLANATION	2013/14 results
	1	2	3		
Efficiency and Effectiveness	Identification of \$1.8M in efficiency and effectiveness savings available for reallocation in 2014/15.  Delivery of 1.4M in efficiency and effectiveness savings in 2013/14.	10% better than level 1.	20% better than level 1.	Efficiency and effectiveness is a major initiative of the Council and the reduction in the Council's operating deficit is to some degree dependant on it along with the Council's ability to introduce new and enhanced services without lifting rates. Level 1 is as per the Council's 5 Year Efficiency and Effectiveness Plan.	The auditor has confirmed that savings realised in 2013/14 amount to \$2,864,753.
Employee Satisfaction	73% of employees are satisfied with Playford as an employer.	74%	75%	The 2012 result was 73%. Due to the extent of change occurring only a minor increase is expected.	Staff Survey result for 2014 - 70%

PERFORMANCE INDICATOR	PERFORMANCE REQUIRED			RATIONAL & EXPLANATION	2013/14 results
	1	2	3		
Customer Service Satisfaction	80% of relevant customers are satisfied with how they were dealt with.	2.5% better than level 1.	5% better than level 1	Customer service satisfaction is already very high so the increase between levels is not as high for other indicators.	Resident Satisfaction Survey result for 2013/14 – 75%
Budget Management	Achievement of the net operating budget.	5% better than budget.	10% better than budget.	Level 2 equates to approximately \$200K better than budget while Level 3 equates to approximately \$400K better than budget.	Taking into account the adjustments for Financial Assistance Grants, an operating deficit of (\$0.9M) was achieved against the original budget of (\$3.8M). This \$2.9M favourable variance is 77% better than budget.
Service Standards	50% of service standards have been approved by the Council	55% of service standards have been approved by the Council	60% of service standards have been approved by the Council	The service standards process is one where the Council will set agreed standards of service. This is a very significant project in terms of workload and is scheduled over two finance years.	The project continues with 39 services identified and to date 20 have been ratified by the Council Committees. The schedule is to have all remaining services documented as current before the end of the calendar year 2014.

PERFORMANCE INDICATOR	PERFORMANCE REQUIRED			RATIONAL & EXPLANATION	2013/14 results
	1	2	3		
Customer Satisfaction with City Wide Presentation	Achievement of a rating of 70 / 100 by the community.	71 / 100	72 / 100	The Council's four year target is 72 / 100 and the result for 2011/12 was 70 / 100. This result is very dependent on resource allocation.	Resident Satisfaction Survey result for 2013/14 - 68
Customer Satisfaction with how the Council Manages Growth	Achievement of a rating of 70 / 100 by the community.	2.5% better than level 1.	5% better than level 1.	The Council's four year target is 72 / 100. This has not been previously measured.	Resident Satisfaction Survey result 2013/14 - 64
Achievement of Annual Business Plan	Achievement of 90% of the Plan.	95%	100%	The Annual Business Plan articulates what the Council hopes to achieve over the next 12 months.	Resident Satisfaction results for 2013/14 are noted against their respective indicators. A positive budget result was achieved. 79% of the original capital expenditure budget was spent - \$31.8M from a budget of \$40.2M

PERFORMANCE INDICATOR	PERFORMANCE REQUIRED			RATIONAL & EXPLANATION	2013/14 results
	1	2	3		
Achievement of Development Plan	Achievement of 90% of the Plan	95%	100%	The CEO's Development Plan articulates areas of performance he wants to build on and areas for improvement.	All aspects are on track. Manager Once Removed interviews (talking to the Manager's direct reports regarding their careers and roles and their views on their General Manager) have commenced. A presentation coach has been engaged.

## APPENDIX 2



# DEVELOPMENT PLAN 2014/15

**CONFIDENTIAL**

<b>Name:</b>	<b>Tim Jackson</b>
<b>Position:</b>	<b>Chief Executive Officer</b>
<b>Review Frequency:</b>	<b>Annually</b>
<b>Date of Last Update:</b>	<b>September 2014</b>
<b>Reporting Frequency:</b>	<b>Quarterly</b>

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Description

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3.	What do I need to do over the next 3 years? .....	5
4.	What do I need to do over the next year? .....	6 - 8



## 1. What is the purpose of this plan?

The purpose of this plan is to set out how others see me, how that correlates with my views and what I propose to do about that over the short and medium term.

## 2. What I am and what I am not

### Professional Experience and Skills

I am good at		I am not good at	
seeing the way ahead	I find it easy to see the way ahead in complex situations.	providing feedback.	I am not good at investing time in this.
influencing the future.	Having identified the way ahead I find it easy to decide who we need to talk to to achieve it.	receiving feedback.	I am not comfortable receiving unfavourable feedback.
financial management	I have well developed strategic financial management skills	prioritising tasks.	I assume my people will prioritise (which most do) but of course this does not always happen.
giving people scope to develop	This is the way I develop my people.		
initiating change	I have a reputation for asking "why not?"		
access and availability	While sometimes my face to face access is limited I am otherwise very accessible	reviewing effectiveness of Council processes and initiatives.	I assume others will do this. What I need to ensure is that there is a culture of reviewing these.
attention to detail	While my focus is mainly strategic I have an eye for detail	managing poor performance.	My trusting disposition catches me out in regard to the small proportion of people who do



knowledge of what is happening in the organisation	I recognise the importance of knowing "the goss" for the organisation.	holding people accountable.	not perform.
addressing issues differently	I have the ability to look at what is possible rather than what is not.		My trusting disposition catches me out in regard to the small proportion of people who do not perform.
political awareness	These skills have been developed over many years as a result of interactions with Councillors and Politicians.		

#### Personal Attributes and Beliefs

I am		I am not	
democratic	I firmly believe people need to take responsibility for things that affect them hence the importance of democracy for me.		
courageous and prepared to take a risk	I am prepared to be different		
fair and value equity	For me this is the number one belief as it is the foundation for oneself and an organisation		
trusting	Trust is the cornerstone of any partnership. I trust people from the outset.		

respectful	There is no reason not to be respectful even if the other party is not.		
energetic	I have high energy levels in relation to my approach to life and work.		
Willing to take responsibility	As indicated earlier it is critical people taking responsibility for their lives.		
Willing to empowerment	I trust people so as a consequence I am comfortable to allow people to make most decisions.		
Work / life balance	I value living a balanced life because it results in better outcomes		

### 3. What do I need to do over the next 3 years?

There is benefit to the organisation and myself if I can continue to develop my Board experience and skills. I am already a member of a number of not for profit boards and the chair of one.

I would like to undertake an executive development program to develop further my innovation skills.

#### 4. What do I need to do over the next year?

What are the areas for future development?	How will it be measured?	What is the current status?	What actions will you take over the next twelve months?
Develop skills in providing and receiving feedback and coaching staff. *	Regular meetings booked and attended.  Feedback from direct reports.	Bi-monthly meetings are occurring with the coach and as a result the following is occurring: <ul style="list-style-type: none"> <li>• Formal quarterly feedback sessions have been introduced for all direct reports.</li> <li>• 360 degree feedback has been obtained from direct report to General Managers and feedback has been provided by me to the relevant General Managers.</li> <li>• I have also introduced a further step in the development plan process where the General Manager (and myself) share their development plan at a meeting of the Executive and receive feedback.</li> </ul>	Continue to schedule regular session with coach. Discuss specific skill building techniques and tools to use.  Continue current strategies.

What are the areas for future development?	How will it be measured?	What is the current status?	What actions will you take over the next twelve months?
		<ul style="list-style-type: none"> <li>While formal feedback suggests this is not still an area for improvement I think it is.</li> </ul>	
Develop skills and strategies to manage poor performance. *	<p>Plan developed – skills sessions held with coach Feedback by direct reports.</p> <p>Meetings and plan from HR Plan</p>	<p>All General Managers (4) are performing at a satisfactory or better level (verified by their colleagues and direct reports).</p> <p>All other direct reports (1) are performing at a better than satisfactory level.</p>	No longer an area for development.
Effective communication of work priorities to direct reports. *	Feedback from direct reports	<p>Monthly strategic planning and performance days have been introduced to also monitor the big issues and to develop our strategic priorities.</p> <p>One on one meetings are held with direct reports to monitor the progress of "Big Issues".</p> <p>While formal feedback suggests this is no longer an area for improvement I think it is.</p>	Continue current strategies.

Released 28 November 2018