

Shire of Serpentine Jarrahdale
CEO Performance Criteria 2025-2026

Our Common Purpose		
To proactively support our thriving community. A focus on behaviours driven by our shared values		
Council's Values		
Accountability: We will take responsibility for our actions, behaviours, and performance	Collaboration: We will communicate and collaborate in a positive way to help others learn and grow.	Trust: We will trust each other by being reliable, credible, and open

Strategic Outcome	Performance Criteria	Review Frequency
Criteria 1. Achievement of the Functions of the CEO in s5.41 of the LG Act	Present a report on achievement of the functions of the CEO	Yearly in Annual Review
Criteria 2. Specific KPI's as per below	Present a report on progress of KPI's, including issues, risks, budget, and timeframes.	Quarterly Email update on specific KPI's in Criteria 2 (October 25, April 26) 6 monthly reports to mid-cycle CEO KPI Workshop
Criteria 3. Leadership of the Shire's Values OR Executive Leadership Behaviours/Attributes	As defined by the Shire	Yearly in Annual Review

Criteria 1 – Performance of the Functions of the CEO		Weighting 30%
Performance Criteria	Performance Indicator	
1.1 Advise the Council in relation to the functions of a local government under the LG Act and other written laws.	Provide timely, relevant, and accurate information to enable the President and Elected Members to fulfill their obligations.	
1.2 Ensure that advice and information is available to the Council so that informed decisions can be made.	Present comprehensive and timely agenda reports to Council.	
1.3 Cause Council decisions to be implemented.	Quarterly progress report to Elected Members on outstanding resolutions.	
1.4 Manage the day-to-day administration and operations of the local government.	Meet the Corporate Business Plan KPI's.	
1.5 Liaise with the Shire President on the local government's affairs and the performance of the local government's functions.	- Weekly meeting with Shire President. - Monthly Policy Concept Forums with Council.	
1.6 Be responsible for the employment, management, supervision, direction, and dismissal of other employees (subject to section 5.37(2) in relation to senior employees).	Operational and human resource management.	
1.7 Ensure that records and documents of the local government are properly kept for the purposes of the LG Act and any other written law.	- Present the Annual Compliance Audit Return to the Audit, Risk and Governance Committee and Council. - Annual Financial Audit report presented to the Audit, Risk and Governance Committee and Council.	

1.8 Speak on behalf of the local government if the Shire President agrees.	Responses to media are timely and approved by the Shire President prior to being issued.	
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Criteria 2 – Delivery of Strategic Community Plans Outcomes.	Weighting 60%	
Performance Criteria and alignment with Council Plan	Measure of success	
Thriving: Ensure sustainable and optimal use of Shire resources and finances Administration building upgrades. 1. Establish and open the Shire of Serpentine Jarrahdale Byford Presence to deliver customer service and flexible workspace, ensuring alignment with the Council Plan and community needs. <i>Responsibility: CEO, Director Operations</i>	- Lease terms resolved by Council and formal lease finalised and signed. - Fit out and establishment is completed within the approved timeline and budget allocation. - Establish baseline visitation statistics for the first year.	
Thriving: Ensure sustainable and optimal use of Shire resources and finances OneComm Project Phase 3 1. Continue the implementation of the OneComm Property and Rating module according to the schedule outlined in the June 2025 OCM report. <i>Responsibility: CEO, Director Development Services, Director Corporate Services</i>	- The OneComm Property and Rating module is implemented on schedule and within budget and reported to Council in December 2025 and June 2026. Progress updates demonstrating effective risk management, issue resolution, and alignment with project milestones. - Early post-implementation review shows operational improvements.	

Connected: Empower the community to engage with the Shire and collaborate on matters that are important to them.

Identified Major Projects Progressed

1. Deliver the following major projects in line with the project management framework and report progresses quarterly against approved project baseline to the Council at Policy Concept Forums:
 - a. Keirnan Park Recreation Precinct Stage 1A
 - b. Waste Transfer Station
 - c. Oakford Volunteer Bushfire Brigade Station

Responsibility: CEO, Director Infrastructure Services

Connected: Empower the community to engage with the Shire and collaborate on matters that are important to them.

Identified Major Projects Initiated

- a. Commence the planning of relocation of the BMX track from Briggs Park to Keirnan Park
- b. Jarrahdale Trails Centre

Responsibility: CEO, Director Community Engagement, Director Infrastructure Services

In accordance with the project management framework.

a. **Keirnan Park**

Bulk Earthworks complete and construction of Pavillion commenced.

b. **Waste Transfer Station**

Detailed design complete and Construction tender awarded.

c. **Oakford Volunteer Bushfire Brigade**

Detailed design complete, building permit issued and construction progressing.

a. **BMX**

- Report presented to Council seeking direction on allocation and priorities for the \$10 million election commitment for Briggs Park by December 2025.
- Finalise initial funding agreement with the State Government.
- Subject to decision above, report presented to Council providing options for the scope of the BMX construction, incorporating input from the BMX Club, for relocation of the BMX to Keirnan Park.

b. **Jarrahdale Trails Centre**

- Finalise funding agreement with Alcoa and report back to Council for Council agreement.
- Negotiate two stage funding agreement with PDC.
- Undertake RFT to engage architect to do 1) concepts 2) detailed design and 3) construction supervision.

	- Present a report to Council comparing options, incorporating community feedback, and providing a recommendation on preferred option and next steps.
Connected: Empower the community to engage with the Shire and collaborate on matters that are important to them. <i>Leads the delivery of timely, contemporary, and efficient customer service across all aspects of the organisation.</i> 1. Commission an independent review of the Shire’s Customer Relationship Management (CRM) system, delivered through the internal audit program and supported by an external contractor. The review will assess the system’s functionality, user experience, and alignment with current and future customer service expectations. It will also evaluate: • The effectiveness of the CRM in supporting community engagement and two-way communication with the Shire. • The role of Elected Members in lodging, monitoring, and responding to community matters. • Processes for capturing, tracking, and reporting on unfunded or unresolved service requests; and • Opportunities to enhance responsiveness, efficiency, and transparency through the application of artificial intelligence (AI) or other emerging technologies. 2. Design and conduct a targeted survey of all community groups to capture insights into their engagement experiences, service needs, and expectations. Results will be used to inform improvements to customer service and community engagement across the organisation.	1a. Audit completed: • Internal audit completed and presented to the Audit, Risk and Governance Committee by the agreed deadline, including clear findings and recommendations. 1b. Strategic roadmap and KPIs • Baseline report and improvement roadmap delivered by external contractor, with proposed KPIs to guide future CRM and customer service enhancements. 1c. Customer and community insight • Survey completed on ease of use of system and satisfaction with outcomes to capture community and customer feedback; findings used to inform improvements, with follow-up showing 2a. Survey completion • Survey is developed and distributed to all identified community groups within the agreed timeframe. 2b. Findings

<i>Responsibility: CEO, Director Community Engagement, Director Corporate Services, Director Operations.</i>	- Survey results are analysed and summarised in findings report, with recommendations to inform future improvements in customer service and engagement. 2c. Next steps - Survey findings are documented and presented with a clear roadmap developed outlining how the insights will be addressed through future customer service or engagement improvements.
Liveable: Invest in facilities and amenities to meet current and future needs <i>Area F1 Precinct Structure Plan formulated and adopted by Council for advertising.</i> 1. Report the draft Precinct Structure Plan for Area F1 to Council by June 2026, seeking Council consent to advertise. <i>Responsibility: CEO, Director Development Services,</i>	- Draft Precinct Structure Plan formulated internally. - Key technical appendices undertaken including engineering services report, environmental assessment report, transport impact assessment, bushfire management plan, local water management strategy. - As part of formulating draft PSP, initial community engagement takes place. - By June 2026, report is presented to Council for consideration to commence formal community advertising. <i>Note: To achieve this KPI, the CEO is proposing to reduce the Shire's initial seed capital contribution from \$135k to \$35k for the renewable energy reserve.</i>
Connected: Facilitate an inclusive community that celebrates our history and diversity <i>Children and Families Plan developed and adopted by Council.</i> 1. Undertake a Needs Assessment and Service Gap Analysis for early years (0-5) and children (6-11) relating to the provision of services, programs, and events in the Shire.	- Children and Families Plan is presented to Council by June 2026 - Plan includes demographic analysis and service gap assessment. - Recommendations are evidence-based and align with the Shire's strategic priorities. - Stakeholder input (e.g. relevant staff, community, and service providers) is incorporated into the planning process. - Budget requirements are clearly identified and included in the Council report for consideration.

2. Develop the Children's and Families Plan which outlines clear, evidence-based recommendations to inform program, service, and event delivery as well as recommendations on resourcing requirements.

Responsibility: CEO, Director Community Engagement

Note: To achieve this KPI, the CEO is proposing to defer the Masterplan for Webb Road Reserve for the following year and reallocate some of these funds to undertake this plan.

Criteria 3 –Executive Leadership Attributes/ Behaviours	Weighting 10%
Leadership Attribute	Performance Indicator
3.1 Visionary and strategic leadership	• Ensures organisational alignment with the Council and their vision and direction. • Clearly communicates the organisation's vision. • Develops long-term objectives and strategies that align with the vision. • Successfully integrates strategic and operational planning. • Maintains employee focus on the organisation's vision and priorities.
3.2 Interpersonal leadership	• Builds cooperative relationships across the organisation. • Demonstrates skills at relating to many different types of people including employees, Councillors and external stakeholders and community members. • Values diversity and promotes inclusion of all stakeholders. • Provides prompt feedback, both positive and negative. • Genuinely accepts constructive feedback and demonstrates this through responsive actions. • Coaches and mentors, the executive team. • Develops employees by delegating effectively and providing challenge and opportunity.
3.3 Leading change	• Encourages activities that position the organisation for the future. • Effectively involves key people in the design and implementation of change.

	• Acts ethically and with high integrity to build trust and belief. • Offers novel ideas and perspectives and promotes creativity. • Pushes the organisation to adopt new innovative initiatives. • Adapts plans, as necessary. • Effectively manages others' resistance to change. • Seeks opportunities to harness technology.
3.4 Communicating with influence	• Communicates in a direct, clear, and articulate manner, both verbally and in writing. • Authentically engages with others by listening deeply and being responsive. • Inspires and engages others by creating meaning and purpose in communications. • Negotiates with the intent to facilitate agreement and acceptance of mutually beneficial outcomes. • Understands when it is appropriate to confront issues or provide direction contrary to other's views. • Keeps people up to date and fully informed.
3.5 Driving Results	• Is determined, highly motivated and action oriented. • Seeks out and values specialist/technical/ community expertise. • Provides clear accountabilities for employees. • Establishes systems and processes to measure and evaluate accountabilities and high-risk issues. • Displays resilience and maintains positivity and calm focus after setbacks. • Shows strong commitment to continued learning and personal development and looks for opportunities to enhance own skills. • Recognises and rewards high performance. • Actively manages under performance.