Shire of
Bridgetown-Greenbushes
The heart and soul of the South West

ATTACHMENTS

Late Reports

Ordinary Council Meeting

Under Separate Cover

Thursday, 23 July 2026

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Shire of
Bridgetown-Greenbushes
The heart and soul of the South West

CEO Review

Shire of Bridgetown - Greenbushes

Confidential Report

June 2026

This is a working paper prepared by the author to assist with the review of the Shire of Bridgetown-Greenbushes Chief Executive Officer Total Reward Package and is only provided for use by parties to the appraisal. This document, nor any part of it, should be released into the public domain.

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1. Background

The Shire of Bridgetown - Greenbushes engaged 'Strategic Leadership Consulting' (SLC) to undertake a review of their Chief Executive Officer (CEO), Mr. Garry Ross Adams for the 2025-2026 performance period. The Shire of Bridgetown - Greenbushes contracted Mr Adams on 22 May 2025, with a start date of 4 August 2025, for a 5-year term expiring on the 4 August 2030 with a performance-based contract. The contract requires Council to consider, on an annual basis, his performance and any changes in his Total Reward (remuneration) Package (TRP) based on performance outcomes. Consideration must also be given to Mr Adams expectations and to what is fair and reasonable having regard to his performance as the Council's Chief Executive Officer during the review period.

Mr Adams is now due for his annual performance review, as per the requirements of the Local Government Act 1996, as amended, and the common law employment contract the Shire has with the CEO as per Clauses 4 Performance Criteria and Review section 4.1: (4.1.1 – 4.1.4); 4.2: Performance Criteria and Performance Review (a - d); 4.3: Selection of Reviewer; Clause 5 Remuneration (5.1 – 5.3); section 6 Other Benefits (6.1 – 6.8); and section 7 Annual Review of Total Benefits Package (7.1 – 7.2).

In order to assist Council in the process an independent party, as is the preferred process under the Local Government Act and Regulations, was used to coordinate the analysis of the information collected and to ensure compliance with contract requirements. The following report is the outcome of the review processes as requested by Council.

1.1 Legislative Requirements and Amendments

Requirements are outlined in section 5.38 - **Annual review of employees' performance** of the Act which requires an annual review of employees' performance as follows:

(1) A local government must review the performance of the CEO if the CEO is employed for a term of more than 1 year.

(2) The CEO under subsection (1) must be conducted at least once in relation to each year of the CEO's employment.

(3) If a local government reviews the performance of the CEO under subclause (1), the local government must –

(a) Prepare a report of the review; and

(b) Provide a copy of the report to the CEO; and

(c) Give the CEO a reasonable opportunity to respond to the report.

(4) The report under subsection (3)(a) must include, for publication under section 5.39AA(1)(b), a statement that –

(a) Sets out each performance criterion against which the CEO's performance was reviewed; and

(b) For each performance criterion, summarises the outcome of the review; and; and

(c) Includes and prescribed information.

(5) The CEO's response under subsection (3)(c) may include, for publication under section 5.39AA(1)(c), a statement responding to the statement under subsection (4).

(6) A report or response under subsection (3)(a) or (c), including any statement under subsection (4) or (5), must comply with any prescribed requirements relating to its form or content.

A new amendment has been adopted re **5.39 AA. Publication of information relating to CEO's performance**

(1) A local government must publish the following in accordance with regulations:

(a) The performance criteria specified in the CEO's contract of employment under section 5.39(3)(b).

(b) A copy of any statement under section 5.38 (4) relating to a review of the CEO's performance.

(c) A copy of any statement of the CEO under section 5.38 (5) responding to a statement under section 5.38(4).

(2) the Departmental CEO may, if satisfied that it is in the public interest to do so, direct that specific information be excluded from anything published under subsection (1).

(note: as advised by the DLGSIR the Regulations for this have not been developed as at the time of writing this hence this requirement is not required at this stage.

Further section 5.39 of the Act specifies **Contracts for CEO and senior employees** as follows:

(1) Subject to subsection (1a), the employment of a person who is a CEO or a senior employee is to be governed by a written contract in accordance with this section.

... (2) A contract under this section —

... (b) in every other case, cannot be for a term exceeding 5 years.

(3) A contract under this section is of no effect unless —

(a) the expiry date is specified in the contract; and

(b) there are specified in the contract performance criteria for the purpose of reviewing the person's performance; and

(c) any other matter that has been prescribed as a matter to be included in the contract has been included.

(4) A contract under this section is to be renewable and subject to subsection (5), may be varied.

(5) ... (7) A CEO is to be paid or provided with such remuneration as is determined by the Salaries and Allowances Tribunal under the Salaries and Allowances Act 1975 section 7A.

(8) A local government is to ensure that subsection (7) is complied with in entering into, or renewing, a contract of employment with a CEO. Amendments to Performance Review Standards for CEO's

The Local Government (Administration) Regulations have been amended to include Schedule 2 which is a model standard for CEO recruiting, performance, and termination. In particular, Division 3 Standards for review of performance of CEOs, refer below.

Performance review process to be agreed between local government and CEO

(1) The local government and the CEO must agree on —

(a) the process by which the CEO's performance will be reviewed; and

(b) any performance criteria to be met by the CEO that are in addition to the contractual performance criteria.

(2) Without limiting subclause (1), the process agreed under subclause (1)(a) must be consistent with clauses 17, 18 and 19.

(3) The matters referred to in subclause (1) must be set out in a written document.

17. Carrying out a performance review

(1) A review of the performance of the CEO by the local government must be carried out in an impartial and transparent manner.

(2) The local government must —

(a) collect evidence regarding the CEO's performance in respect of the contractual performance criteria and any additional performance criteria in a thorough and comprehensive manner; and

(b) review the CEO's performance against the contractual performance criteria and any additional performance criteria, based on that evidence.

18. Endorsement of performance review by local government

Following a review of the performance of the CEO, the local government must, by resolution of an absolute majority of the council, endorse the review.

19. CEO to be notified of results of performance review

After the local government has endorsed a review of the performance of the CEO under clause 18, the local government must inform the CEO in writing of —

(a) the results of the review; and

(b) if the review identifies any issues about the performance of the CEO — how the local government proposes to address and manage those issues.

1.3 Functions of a CEO

The Local Government Act 1996 at Section 5.41 as amended, outlines the Functions of CEO:

(1) The CEO, as the local government's chief executive officer, is responsible for managing the local government's administration and operations.

(2) The CEO's executive role includes the following —

(a) causing council decisions to be implemented;

(b) managing the provision of services and facilities that the council has determined the local government is to provide in the district;

(c) determining procedures and systems for —

(i) implementing the local government's policies as determined by the council; and

(ii) otherwise managing the local government's administration and operations;

(d) being responsible for the employment, management, supervision, direction and dismissal of other employees (subject to section 5.37(2) in relation to senior employees);

(e) ensuring that records and documents of the local government are properly kept for the purposes of this Act and any other written law.

(3) The CEO is the council's principal advisor and, as such, does the following —

(a) advises, and procures advice for, the council in relation to the local government's affairs and the performance of the local government's functions;

(b) ensures that the council has the information and advice it needs to make informed and timely decisions.

(4) The CEO —

(a) liaises with the mayor or president on the local government's affairs and the performance of the local government's functions; and

(b) speaks on behalf of the local government if the mayor or president agrees.

(5) The CEO performs any other function specified or delegated by the local government or imposed under this Act or another written law as a function to be performed by the CEO.

1.4 Common Law Contract Specific Conditions

In additions to the requirements under the Local Government Act the CEO's common law contract with the Shire outlines specific obligations at Schedule 1 – Position Description and Key Accountabilities for the Chief Executive Officer.

2. CEO Review Process

2.1 Process Design and Implementation

Strategic Leadership Consulting used their standard generic approach to CEO reviews as the following process map (Figure 1) indicates.

The process is in five broad stages:

- The first stage is to seek to understand the current performance criteria and the CEO's performance against the set criterion.
- The second stage is to review the marketplace movements, identify any sector changes or trends in regard to CEO positions.
- The third stage is to undertake assessment of the CEO's performance.
- The fourth stage is to report findings to council with their input.
- The final stage is council deliberations and the setting of the next performance periods criteria.

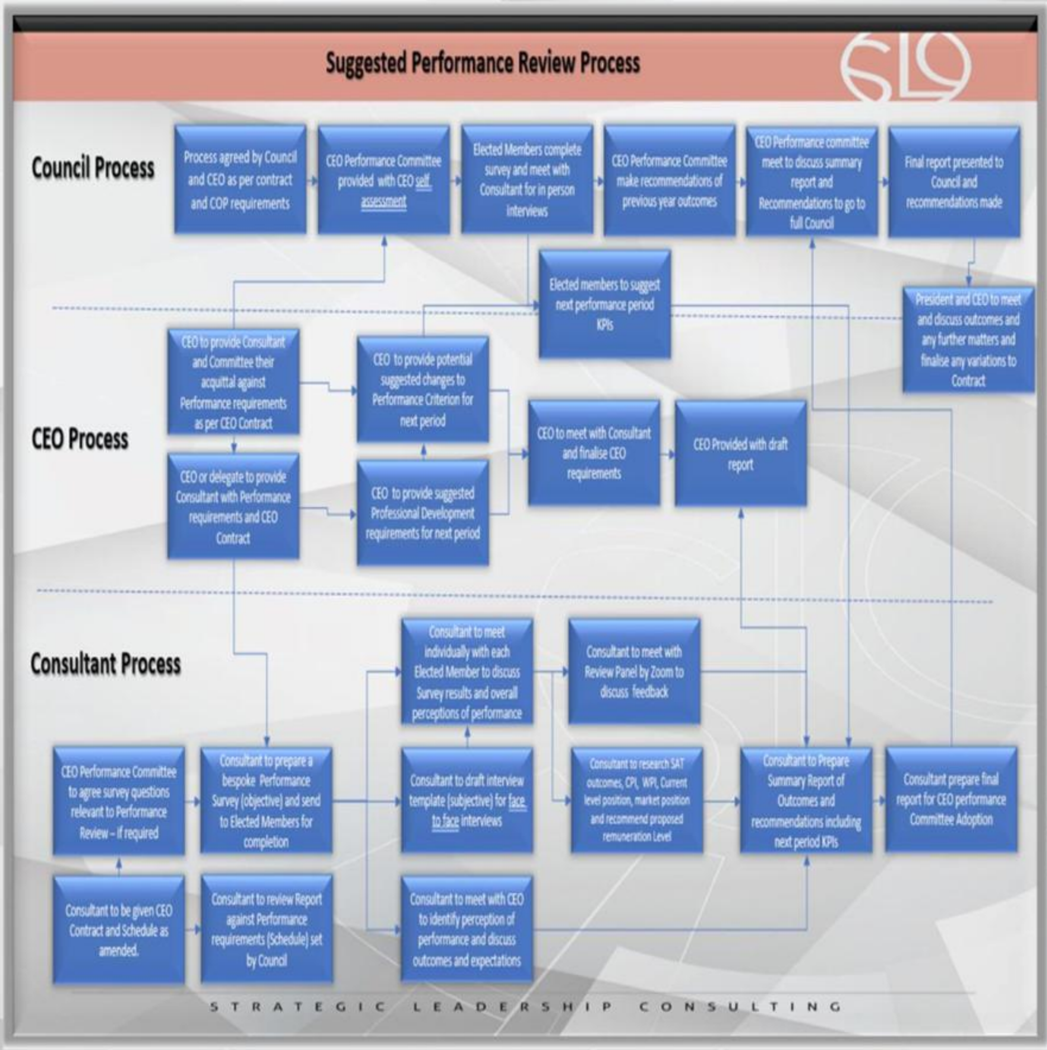

Figure 1 – Performance Review Process

2.2 CEO Performance Schedule

The CEO Performance Review identified a number of performance criteria relating to the CEO's Common Law Employment Contract outlining the Performance Criteria, objectives of the position and key duties and responsibilities – all were assessed through this process.

The Employment Contract Duties and Responsibilities are as follows:

2.2.1 Employment Contract Schedule 1 – Position Description

Position Purpose and Objectives.

- The Chief Executive Officer is accountable to the Council for the leadership of staff and proper management of all aspects of the Shire's municipal activity in accordance with the Local Government Act, 1995 and all other relevant Acts, Local Laws, Regulations and Policies.

Position Summary

- ***Leadership and Strategic Management:*** Lead the organisation to achieve its vision and objectives set out in the Strategic Community Plan and all other supporting documents. Build an executive and management team that engages with and builds capacity in the community.
- ***Organisational Culture:*** Build a values and vision focussed high performing culture focussed on a philosophy of a can-do attitude.
- ***Community:*** Build a strong engagement culture that builds an effective relationship with stakeholders, local government agencies, and various Shire communities in general.
- ***Key Objectives:*** Ensures the sustainable and timely delivery of all projects within budget. Oversees reviews and improvements to all aspects of planning, urban design and growth in the Shire, with an emphasis on genuine community engagement to navigate the challenges in the face of a changing climate, social and economic uncertainty.
- ***Collaboration:*** Works in close collaboration with Council, the President and community to provide accurate and timely advice and information to ensure the key outcomes and objectives of the Council are met.

- ***Governance:*** Delivers the highest organisational integrity, corporate governance and accountability, which is demonstrated within an environment of transparency, trust, openness, honesty and fairness to all.
- ***Sustainability:*** To provide responsible and sustainable management of the Shires financial resources, built and natural environment, infrastructure assets and staff.

Position Key Duties and Responsibilities.

Leadership and Management

- Provide leadership to the organisation, encourage responsibility and initiative and foster an innovative and respectful work environment for all employees.
- Accountable for the execution and delivery of all major projects and programs within the Shire.
- Ensure the Shire's front line services are respectful, inclusive and enshrined Council's values as documented in the Strategic Community Plan.
- Ensure collaboration with Council, staff and community in all areas of decision making.
- Be bold and proactive in the Shire's leadership in tackling climate change, social justice and economic uncertainty.
- Support identified disadvantaged groups to actively participate in Shire activities, leadership and employment.
- Implements and report of the Strategic Community Plan, Corporate Business Plan and budget, taking into account all factors impacting upon achievement of the Shire's Vision.
- Maintain effective and respectful communication and relationship with the President and all Councillors and facilitate the timely provision of documents and information to Council to enable Councillors to engage in considered evidence based decision making.
- Manage the relationship between Council and Administration to ensure the highest level of governance and accountability throughout the organisation and compliance with the Code of Conduct and the Local Government (Official Conduct) Amendment Act 2007.
- Advise Council on the development of responsible and appropriate corporate objectives and annual revenue, expenses and budgets.

- Advise Council on matters of policy and provide the necessary support and advice on Council's statutory powers.
- Drive and establish the status of the Shire' as an effective, innovative and responsible leader in Local Government.
- Ensure the Shire's Values and Vision drive behaviour and attitude of staff.

Policies and Procedures

- Council policies, manuals and management guidelines are reviewed and developed in accordance with the objectives of Council, and consistent with Council's vision accountable for execution and delivery of all major projects and programs within the shire.
- Implement, monitor and report on the Governance and Audit Plan, and report to Council variances in policies, programs, and delays in the implementation of Council's decisions.
- Review and maintain the Risk Management Plan Framework for all aspects of the organisations business.
- Ensure all decisions made and Directives given to Council relating to the operation of the Shire are acted upon.

Human Resource Management.

- Promote a transparent, equitable and strategic approach to people management, including proactive workforce planning, strong employee wellbeing, and development programs.
- Lead and develop the Executive Leadership Team (ELT) in such a manner that an environment of success, energy, professionalism, respect, empathy and culture of innovation is evident to all.
- Ensure that the Executive Leadership Team has the skills necessary to implement best practice human resource management to enable effective oversight with all levels of the organisation accountable for their performance.

Representations.

- Develop and maintain effective channels of communication and networks with various Government Bodies, statutory authorities, Local Government associations and Local Governments to ensure that the Shire remains informed and, where appropriate, participates in the progresses which may impact on its activities.

- Make representations on the issues, views, needs and policies of the Shire to all relevant stakeholders and advocates on behalf of the Council and community based on the Strategic Community Plan.
- Maintain a high level of cooperation and liaison with the officers of neighbouring Councils, always representing the best interests of the Shire.

Financial.

- Oversee the development and timely implementation of the Councils Financial Plan, Asset Management Plan and Annual Budget.
- Regularly monitor and review and provide reports to Council on Financial performance in respect of the budget.
- Ensure financial statements are prepared and audited in accordance with the required accounting Standards.
- Actively pursue and encourage the sourcing of grant monies where possible.
- Monitor events influencing the council's financial plans.

Commercial Activities.

- Manage Council's activities to ensure that any commercial services provided by Council are promoted effectively and operate within budget set by Council.
- Direct and monitor the Shire's business units in accordance with relevant legislation, local laws including the administration of the Shire's planning services.
- Ensure effective contact management capability exists within the organisation.

Personal Development.

- Attend training and development programs including relevant conferences and seminars.
- Remain informed on contemporary management practices and best practice approaches to community engagement, addressing climate change, social justice, economic uncertainty and environmental Protections.

Work Health and Safety

- Ensure compliance with WHS legislation and Council Policies, Promoting a culture of work health and safety within the team and escalating significant issues to ELT where necessary.
- Report all accidents, incidents and hazards.
- Conduct risk assessments and complete job safety analysis prior to the commencement of tasks where relevant.
- Eliminate and control hazards in the workplace using the hierarchy of controls.
- Complete required training to ensure all tasks are carried out in a manner to protect the safety of yourself, your colleagues and the general public.

3 CEO Response to performance Criteria

On the 17 July 2026, the CEO submitted an acquittal against his performance criteria, refer appendix 1. The CEO acquittal submission was sent under separate email to each Elected Member along with the Survey Instrument so Elected Members could make an informed assessment of performance on 18 July 2026, plus a survey completion guideline. Following is a brief summary of outcomes presented below:

KRA 1: Delivery of strategic Projects in the Corporate Business Plan.

- *In the CEO opinion – this was completed satisfactorily and ongoing.*

KRA 2: Delivery of the Capital Works Program.

- *In the CEO opinion –this is on track to achieve 80 - 90% completed.*

KRA 3: Implement a WHS Plan for the Shire.

- *In the CEO opinion – This was completed and will be reported to next available ARIC.*

KRA 4: Employ dedicated WHS Officer.

- *In the CEO opinion –this is completed satisfactorily.*

KRA 5: Undertake Safety Audit of Shire Safety Management System every 2 years.

- *In the CEO opinion – this was completed in March 2026.*

KRA 6: Develop a high performing culture as measured by surveys every 2 years.

- *In the CEO opinion –this is completed satisfactorily.*

KRA 7: Lead the development of the executive, managers and team leaders/supervisors to achieve high performance.

- *In the CEO opinion – this is on track.*

KRA 8: Develop a Customer Service Charter.

- *In the CEO opinion – this was presented to Council in April 2026.*

KRA 9: Develop Customer Service Improvement Plan with actions.

- *In the CEO opinion – training has been undertaken March 2026.*

KRA 10: Undertake Customer survey every 2 years.

- *In the CEO opinion – funding required to undertake this action.*

KRA 11: Conduct ICT Review and develop ICT Plan.

- *In the CEO opinion – this has been delayed, awaiting Finance and Administration Manager appointment.*

KRA 12: Implement Shire wide Accountability Framework including KPIs linked to Performance Reviews.

- *In the CEO opinion – Performance appraisals were rolled out in September 2026.*

KRA 13: Undertake 1 service delivery review per annum.

- *In the CEO opinion – this is complete and has been reported to Council.*

KRA 14: Develop Road Maintenance and Improvement Framework.

- *In the CEO opinion – this is progressing satisfactorily – hindered by changes to Main Roads heavy haulage processes.*

KRA 15: Develop LTFP with funding strategy for asset renewal and replacement.

- *In the CEO opinion – this is on track and will be completed in August 2026.*

KRA 16: Implement budget development process including timelines and scheduled workshops.

- *In the CEO opinion – This is completed satisfactorily.*

KRA 17: Review Governance Frameworks and provide action plan for improvement.

- *In the CEO opinion – Governance software "Attain" implemented.*

KRA 18: Develop Advocacy Strategy.

- *In the CEO opinion –Advocacy Strategy presented to Council in June.*

KRA 19: Increase contact with State and Federal Members of Parliament.

- *In the CEO opinion –This is completed satisfactorily and is ongoing.*

KRA 20: Develop Shire Climate Action Plan and update Council on progress.

- *In the CEO opinion – this is completed satisfactorily.*

KRA 21: Review Shire's Natural Environmental Strategy and update Council on progress.

- *In the CEO opinion – this is on track for completion in August 2026.*

KRA 22: Continue to role model municipal leadership in responding to climate change.

- *In the CEO opinion – this is completed satisfactorily.*

KRA 23: Develop a Biodiversity Strategy for public and private land that prioritises retention and enhancement of native vegetation; Plant first approach; opportunities for advocacy; engendering a culture of stewardship and resourcing to deliver the strategy.

- *In the CEO opinion – This will go to the August OCM meeting.*

4 CEO Identified Constraints During Review Period

CEO General Comment

*"**Resource Limitations -** Significant staff turnover and lack of capability in key positions has seriously impacted organisational performance. A lot of my effort has been put into managing poor performers and getting the right people in the right positions. Examples include:*

- *Finance manager and finance coordinator unable to use excel and other finance staff unable to properly use the finance system.*
- *All financial reporting and end of month processes were being performed by external consultants at significant cost (even though a full finance team was in place).*
- *Outdoor staff not properly trained or certified in use of machinery*
- *High level of errors in work performed requiring additional oversight.*

***Systems and processes** – historically there has been a significant lack of investment in developing systems and processes that enable organisational efficiency. Examples include:*

- *Finance system not regularly updated and requires significant work to fix the way cost allocations are treated. Incorrect allocations makes the budget difficult to understand and monitor.*
- *Lack of documented HR procedures and basic staff management practices (such as performance reviews, working from home, specified working hours, wearing of uniforms). This has required a significant amount of work to establish clear standards and expectations for staff.*

***Policies** – Some Council policies poorly written, not up to date and in some cases cannot be complied with in undertaking day to day operations.*
Example: Suite of personnel policies that do not represent good HR practice and do not align with current Industrial Relations practices. Process is underway to revoke these policies and replace with Management Practices.

Additional Projects and Unplanned Workload

Work Health and Safety – *Work Health and Safety standards were almost non-existent. No systems in place for reporting incidents and hazards. Significant effort has been diverted to improving safety culture and putting systems in place to mitigate risks. Additional work required to address 13 Provisional Improvement Notices issued by Worksafe.*
Drug and alcohol testing conducted for the first time despite a Council policy saying it would be conducted twice yearly. Positive results required significant management in order to navigate the deficiencies in the Council policy and avoid industrial relations claims.

Expiration of Enterprise Agreements - *The Shire has two industrial relations agreements (outside and inside staff). Both have significant deficiencies and have expiry dates of 30 June 2026. One is validly registered and one is not. Workshops with staff began in February to determine staff expectations prior to entering formal negotiations with unions. Negotiations have recently begun and will take some time to complete given there are a lot of new clauses that need to be put into both agreements and negotiated with both unions (LGRCEU and ASUWA).*

Workers Compensation Cases – *Upon my commencement, a number of open, unmanaged workers compensation cases required active management to close them out. One related to an employee in a key position who had not attended work for over 12 months. Negotiation with WComp insurer and legal advice was required to bring these to a close.*

Legal Issue – *previous CEO – this as required a significant amount of time reviewing documents, gathering information for, and liaising with insurers and lawyers to reach a point where Council could be properly briefed and asked to determine a way forward".*

5 CEO Request for Consideration

The CEO has requested Council consider the following requests:

- Not seeking any significant changes to contract conditions.
- The ability to attend relevant conferences.
- For the Shire to pay my professional memberships up to the value of $2,000 which represents less than a 1 percent increase in TRP separate from the professional development funds.

6. Market Overview and Options Analysis

6.1 Background and Overview of market Analysis

Mr Adams is on a performance-based contract which requires Council to consider, on an annual basis, changes in his Total Reward *(remuneration)* Package. The annual review meeting between Mr Adams and the Council will take place during July 2026, with a provisional overall assessment of "Meets Expectations" required.

The current TRP for Mr Adams is $300, 370 with a base salary of $257,474 and inclusive of the 12% superannuation guarantee which is compliant with the Salaries and Allowances Tribunal ('SAT') – Decision of 2 April 2026 for a Band 3 Local Government.

In undertaking this review, the author notes that the Shire approved the following a 4.6% salary increases for employees in Financial Year 2025 - 2026 and is forecasting a 3-4% increase in Financial Year 2026- 2027. In consideration the TRP options available if Mr Adams receives the equivalent increase as per the Financial Year 2025 - 2026 EBA increase, this will result in his TRP exceeding the SAT Band 3 cap.

6.2 Salaries and Allowances Tribunal (SAT) Decision

Local Government Chief Executive Officers and Elected Council Members Determination

No 1 of 2026 - with effect from 1 July 2026. On Thursday, 2 April 2026 the Salaries and Allowances Tribunal (SAT) issued the 2026 Local Government CEO and Elected Council Member Determination. The Determination outlines several changes, including:

- A general economic increase of 3.5% to the CEO remuneration bands and Elected Member fees and allowances (rounded).
- Changes to the Regional/Isolation Allowance (RIA), including an increase in the annual maximum for some Local Governments and expanded eligibility to an additional 17 Local Governments.
- The remuneration package range for a Band 3 Local Government authority in accordance with the SAT determination is $188,483 - $310,883 as of 01 July 2026. The SAT Bands are shown below:

CEO Total Reward Package		
Band	Minimum	Maximum
1	$298,832	$455,071
2	$246,467	$383,393
3	$188,483	$310, 883
4	$168,758	$258,762

6.2 WA State Government Statement

The WA State Government Public Sector CSA Agreement 2024 provides the following agreement increase.

- 3.5% per annum on and from 13 June 2026.

6.4.1 National Inflation (CPI) as of 27 May 2026 (12 months)

The Consumer Price Index (CPI) rose 4.6% between March 2025 and March 2026.

6.4.2 Perth – CPI as of 27 May 2026 (12 Months).

Over the twelve months to March 2026, CPI for Perth rose 3.9%.

6.4.3 National Wage Price Index (Wage Growth) as of 13 May 2026 (March 2026 Quarter).

- Average Wage growth rose between March 2025 to the March 2026 to 3.3%.
- Private sector wages rose 3.2 % over the year to the March quarter 2026.
- Public Sector wages grew 3.5% over the year to March quarter 2026.

6.4.4 Perth – Wage Price Index as of 15th May (March 2024 Quarter).

- Average Wage growth for Western Australia (Perth) was 3.6%.

6.4.5 CEO Proposal

The CEO has conveyed the following request as outlined below:

- *"I am not seeking any significant changes to contract conditions.*
- *My only request is for the Shire to pay my professional memberships up to the value of $2,000 which represents less than a 1 percent increase in TRP separate from my professional development allowance".*

6.5 Base Salary Increase

SAT Band 3 TRP: $188,483 to $310,883.

6.5.1 Option 1 – (No Change) - includes statutory superannuation increase.

Salary	Existing	Proposed Change	Variation
Base Salary	$257,474	$0	$0
Superannuation 12% including Super on regional allowance	$30,897	$0	$0
FBT	$12,000	$0	$0
Total Reward package	**$300,371**	**$0**	**$0**

6.5.2 Option 2 – 3.5% increase based on Perth WPI applied to base salary.

Salary	Existing	Proposed Change	Variation
Base Salary	$257,474	$266,486	$9,012
Superannuation 12% including Super on regional allowance	$30,897	$31,978	$1,081
FBT	$12,000	$12,000	$0
Total Reward package	**$300,371**	**$310,464**	**$10,093**

6.5.3 Option 3 – (Increase to top of Band) CEO is able to vary the Total Remuneration Package in accordance with clause 5.1.4

	Existing	Proposed	Variation
Total Reward Package	$300,371	$310,883	**$10,512**

6.6 Financial and Staff Implications

The Council is advised that the SAT approved Band 3 Total Reward Package (TRP) range will increase, with the maximum moving to $310,883 per annum, effective 1 July 2026.

Council should also note that any provision within the budget for performance-related remuneration increases is to be determined and confirmed by the Administration.

In relation to the current standing of the CEO Mr Adams is in the Upper Quartile.

Quartile	Amount
1 – Base Quartile	$188,483 - $219,083
2 – Lower Quartile	$219,084 - $249,683
3 – Medium Quartile	$249,684 - $280,283
4 – Upper Quartile	**$280,284 - $310,883**
CEO Current TRP	**$300,371**

The Consultant is available to assist the Shire in reviewing and updating Mr Adams employment terms, including:

- Alignment with the revised TRP band;
- Appropriate structuring of remuneration components (including separation of professional memberships from professional development being a TRP inclusion)
- Application of updated performance criteria; and
- Preparation of any required contract variation documentation.

6.7 Policy and Statutory Implications

- Local Government Act 1995 and the Local Government (Administration) Amendment Regulations 2021 (CEO Standards).
- Employment Contract conditions as specified.

6.8 Publicity

Any variation to the CEO's 'Total Reward Package' is required by Council resolution by Absolute Majority decision.

6.9 Urgency

The changes to the CEOs Total Reward Package is due for renewal by 2027.

7. Survey Outcomes

7.1 Survey Instrument

A bespoke survey instrument was developed and sent to elected members on early June along with the current adopted performance criteria, the CEOs acquittal against the performance criteria and a guideline document for completing the Excel Survey Instruments.

In developing the Key performance Indicators, it is extremely important to ensure that the Performance Criteria set are SMART (Specific, Measurable, Achievable, Relevant and Time Based) so assessment can be objectively made against the KPI Schedule set by Council.

The assessment weighting guide used a five (5) measure Likert Scale as shown below:

% Weighting Guide	
5	Exceeds Expectations
4	Better than Expected
3	Meets Expectations
2	Marginally Meets
1	Below Expectations

The surveys were completed by each Elected Member by placing a score against each Key Performance indicator (KPI). The summation of the scores was automatically provided through the Excel spreadsheet so Elected Members could ascertain to overall assessment outcome. A sample Survey instrument is shown Below.

Shire of Bridgetown - Greenbushes CEO Performance Review

Key Result Areas	KPIs	Strategic	% Weighting					
Foundation Goals	***Key performance Indicators Criteria***							
CEO Performance Schedule Key Result Areas *(Performance Criteria Set by Council)*		Measure	1	2	3	4	5	Total Score
Key Result Area 1: Corporate business Plan Outcomes: *"Value is delivered to the community through Council's corporate plan, business plans and capital works program"*	• KPI 1: Delivery of strategic Projects in the Corporate Business Plan.	• 90% of councils approved initiatives delivered within the approved budget. Exceptions reported to Council quarterly.						
	• KPI 2: Delivery of the Capital Works Program.	• 90% of CWP delivered within approved budget with exceptions reported to Council as required.. • Ensure Placemaking scoping documents are developed and presented to Council. - by February 2026.						
Key Result Area 2: Work Health and Safety: *"Embrace the principles of zero harm and ensure compliance with the new WHS Act"*	• KPI 3: Implement a WHS Plan for the Shire	• Strategic WHS Plan presented to Audit and Risk Committee - by June 2026.						
	• KPI 4: Employ dedicated WHS Officer.	• Develop required policies to improve WHS - by June 2026.						
	• KPI 5: Undertake Safety Audit of Shire Safety Management System every 2 years.	• Initial audit conducted in 2025/26. • Future target 90% compliance - reported annually.						
Key Result Area 3: Our People: *"Develop a high performing culture based on teamwork, innovation, customer service and Continuous Improvement"*	• KPI 6: Develop a high performing culture as measured by surveys every 2 years.	• Establish initial benchmark based on initial PSI survey in 2025/26 - by June 2025. • Cultural Improvement Plan developed post 2025/26 PSI assessment - by June 2026.						
	• KPI 7: Lead the development of the executive, managers and team leaders/supervisors to achieve high performance.	• Measure every 2 years to show improvement - by June 2026. • Feedback from survey of elected members on ELT performance - reported Annually.						
Key Result Area 4: Customer Service and Community Engagement: *"Making it easier for customers to interact with us, request a service, provide feedback and engage with us or report an issue "*	• KPI 8: Develop a Customer Service Charter	• By March 2026.						
	• KPI 9: Develop Customer Service Improvement Plan with actions.	• Conduct 1 Customer Service Training course for all staff. - by March 2026.						
	• KPI 10: Undertake Customer survey every 2 years.	• Report progress including metrics at Council Forum - by March 2026.						
	• KPI 11: Conduct ICT Review and develop ICT Plan.	• Annual update to Council on ICT Strategic Plan. - by June 2026.						
Key Result Area 5: Business Improvement: *"Continually improving our efficiency and effectiveness for the benefit of our community "*	• KPI 12: Implement Shire wide Accountability Framework including KPIs linked to Performance Reviews	• Performance Review Framework implemented - By October 2025. • 90% (>/+) staff have a performance review - By June 2026.						
	• KPI 13: Undertake 1 service delivery review per annum.	• Business Unit Plans presented to Council. - by June 2026.						
	• KPI 14: Develop Road Maintenance and Improvement Framework.	• Framework presented to Council. - by February 2026.						
	• KPI 15: Develop LTFP with funding strategy for asset renewal and replacement.	• Presented to Council for adoption. - by June 2026. • Increase in funding through successful grant applications.						
	• KPI 16: Implement budget development process including timelines and scheduled workshops.	• 2026/27 budget process complies with scheduled and timelines - by March 2026.						
	• KPI 17: Review Governance Frameworks and provide action plan for improvement.	• Progress against action plan. - by June 2026.						
Key Result Area 6: Stakeholder Relationships: *"Working with key stakeholders to jointly deliver outcomes for the community "*	• KPI 18: Develop Advocacy Strategy.	• Present Advocacy Strategy for adoption - By February 2026. • Develop Shire Marketing & Media Plan - By February 2026.						
	• KPI 19: Increase contact with State and Federal Members of Parliament.	• Number of meetings - reported annually.						
Key Result Area 7: Sustainability: *"The Shire is a role model in sustainability and the community is lead and supported towards a low emission economy "*	• KPI 20: Develop Shire Climate Action Plan and update Council on progress.	• Annual Report to Council at Forums. - by June 2026.						
	• KPI 21: Review Shire's Natural Environmental Strategy and update Council on progress.	• Report on actions to Council Forums - Annually (June 2026)..						
	• KPI 22: Continue to role model municipal leadership in responding to climate change.	• 2Report actions bi-annually - by December 2025.						
	• KPI 23: Develop a Biodiversity Strategy for public and private land that prioritises retention and enhancement of native vegetation; Plant first approach; opportunities for advocacy; engendering a culture of stewardship and resourcing to deliver the strategy.	• Finalise Strategy for council decision - by April 2026.						
		Overall score	0	0	0	0	0	0 / 100

Comments / Feedback:

% Weighting Guide	
5	Exceeds Expectations
4	Better than Expected
3	Meets Expectations
2	Marginally Meets
1	[illegible]

7.2 Consolidated Outcomes of Elected Member Survey

The Survey instrument was applied to give some quantitative assessment of the CEO's performance against the current CEO's Performance Schedule and the CEOs acquittal.

The survey results, shown below, indicate that the CEO is operating at a high standard surpassing the score of ***"Meets Expectations"*** moving towards **"Better than Expected"** just 5 points of "Exceed Expectations' using the consultant's assessment tools in regard to performance, noting the overall assessment is **75%**, refer table below for all Elected Member results.

From the consultant's perspective there is some variation between Elected Members. The overall variation was a low of 62% (Meets Expectations) to a high of 100% (Exceeds Expectations) with most Elected Members scoring in the 70's. Notwithstanding this, the outcome shows that the Shire of Bridgetown - Greenbushes CEO is assessed in this review period (2025-2026) as performing at an expected high standard overall.

Of interest, when asked what the CEO felt his performance was in the last 12 months, he rated himself around **58%** in relation to his self-assessment of his performance.

Survey Score											
Name	Councillor 1	Councillor 2	Councillor 3	Councillor 4	Councillor 5	Councillor 6	Councillor 7	Councillor 8	Councillor 9	Average	CEO
Score	62	75	74	77	71	100	71	70	78	75	58
KPI 1	4	4	4	5	4	5	4	4	5	4.33	3
KPI 2	4	4	4	4	4	5	3	3	4	3.89	4
KPI 3	3	5	4	5	4	5	5	3	5	4.33	3
KPI 4	3	5	4	5	4	5	4	4	5	4.33	4
KPI 5	4	4	4	3	4	5	3	4	5	4.00	3
KPI 6	4	3	4	5	3	5	2	4	4	3.78	3
KPI 7	4	3	4	5	4	5	2	3	5	3.89	3
KPI 8	3	4	4	3	4	5	4	4	5	4.00	4
KPI 9	3	4	4	4	4	5	4	4	5	4.11	3
KPI 10	2	5	2	4	2	5	3	2	2	3.00	2
KPI 11	3	3	2	2	2	5	2	2	2	2.56	2
KPI 12	3	4	4	4	4	5	4	4	3	3.89	4
KPI 13	3	4	4	2	3	5	4	4	3	3.56	4
KPI 14	2	5	3	2	4	5	3	4	4	3.56	2
KPI 15	1	4	2	2	3	5	2	2	4	2.78	2
KPI 16	4	3	4	5	5	5	3	4	4	4.11	4
KPI 17	4	3	4	5	4	5	4	4	5	4.22	2
KPI 18	3	3	4	5	4	5	4	4	4	4.00	3
KPI 19	4	4	4	5	4	5	4	4	4	4.22	4
KPI 20	3	3	4	4	2	5	3	4	3	3.44	2
KPI 21	3	3	4	4	3	5	3	4	3	3.56	2
KPI 22	2	3	4	4	4	5	3	3	3	3.44	2
KPI 23	2	3	4	4	3	5	3	3	3	3.33	2

7.3 Broad outcomes of Elected Member Interviews

An overview of the face-to-face and telephone interview process undertaken identified the following common themes;

- Some Elected Members felt that the scores in the survey don't reflect the CEOs actual performance – the feeling was the KPI Schedule was too ambitious and expected to much from the CEO in a 12-month period.
- The interview process found that all Elected Members are supportive of the CEO and appreciate his commitment, passion and work ethic at the Shire.
- Overall, the perception of most Elected Members is that the Shire's performance had improved significantly over the last 12-month period.
- Generally, all Elected Members agreed that the CEO is keeping them well informed for them to undertake their role, however, some Elected Members felt communications lacked clarity and more transparency around meetings with significant stakeholders was required.
- All Elected Members found the CEO acts in a professional manner and is approachable and accessible.
- Several Elected Members observed the Council to be overtly unpleasant, that is, not a collegiate team which needed to manage the relationship between themselves and administration better.

When asked about the **CEO 'strengths'** the following were identified:

- That the CEO concentrates on the big issues facing the Shire and is willing to make hard decisions.
- That the CEO is cordial, professional, personable, responsible, capable, confident, and accountable.
- The CEO was very knowledgeable about the local government sector, the Act, and Regulations.
- That the CEO is calm under pressure.
- That the CEO has strong external engagement capability and networks.
- The CEO is building a strong reliable team, and culture and time is required to institutionalise the culture and performance objectives.

When asked about the **CEO's 'opportunities'** for improvement' the following were identified:

- To improve transparency and timeliness of communication with Councillors.
- To strengthen leadership and long-term planning capability.
- To continue to be more involved in the community engaging with residents and key stakeholders.
- To seek to continue for Council Agendas to be a week prior to Ordinary Council Meetings for elected members to consider the agenda recommendations implications more fully.

7.4 CEOs Contract of Employment and ethical behaviours results.

The review process included an assessment by Elected Members specifically to verify verbally if the CEO had 'Met their Expectations' with the overall result (mode) being **'YES'**, whether the 'Work Value' of the position had changed (additional hours of work, SAT Band Change, greater complexity, etc) with the result being (mode) **'NO'** and if the 'CEO acts 'Ethically' (aligned to the organisations Code of Conduct and Values) with an average score of **91%**. The results of Elected Members perceptions show minimal variation against these criterion as shown below.

Did The CEO Meet Your Expectations									Mode
Yes	Yes	Yes	Yes	Yes	Yes	Yes - partially	Yes - partially	Yes	Yes

Has the Work Value of the Position Changed									Mode
No	No	No	No	No	No	No	Yes	No	No

Did the CEO Demonstrate Ethical Behaviours									Average
8	9	9	9.5	10	9	10	8	9	9.1

The review process also included an assessment of Employment Contract elements like objectives of the position and key duties and responsibilities. Elected Members were therefore asked to score the CEO against the criteria identified within his Employment Contract. The results are shown below:

Contract of Employment Accountabilities										
Criteria	Cr 1	Cr 2	Cr 3	Cr 4	Cr 5	Cr 6	Cr 7	Cr 8	Cr 9	Average
Position Objectives	7.0	10.0	10.00	7.0	10	7.0	9.0	7.0	10.0	8.6
Position Summary	7.0	9.0	9.00	6.0	10	7.5	8.0	5.7	8.3	7.8
Leadership and Management	6.0	9.5	8.00	5.0	10	7.0	9.0	5.0	8.5	7.6
Policies and Procedures	7.0	9.5	9.00	9.0	10	6.0	9.0	6.0	8.5	8.2
Human Resource Management	6.0	10.0	9.00	7.0	10	7.0	8.0	5.0	8.7	7.9
Representations	8.0	8.0	9.00	7.0	10	7.0	9.0	7.0	8.3	8.1
Financial	7.0	10.0	9.00	8.0	10	7.0	8.0	6.0	8.8	8.2
Commercial Activities	8.0	9.0	8.00	7.0	9	8.0	8.0	6.0	10.0	8.1
Personal Development	7.0	8.0	9.00	9.0	10	8.0	8.0	7.0	7.0	8.1
Work Health and Safety	7.0	10.0	8.50	8.0	9	8.0	9.0	7.0	8.0	8.3
Elected Member Individual Total	7.0	9.3	8.9	7.3	9.8	7.3	8.5	6.2	8.6	
Overall Score										8.1

The results show that when considering the CEO's performance against the criterion outlined in his Employment Contract, the CEO has met expectations across all areas indicating a sound performance across a number of areas for a CEO. The key results are as follows:

Criterion	Result (%)
Position Purpose and Objectives	86%
Position Summary	78%
Leadership and Management	76%
Policies and Procedures	82%
Human Resource Management	79%
Representations	81%
Financial	82%
Commercial Activities	81%
Personal Development	81%
Work Health and Safety	83%
Overall assessment	81%

7.5 Suggested Performance Criteria for the Next Performance Period

As the Key Result Areas (KRAs) form part of the employment contract at clause 4 and in Schedule 1, it is important to determine how these will be measured in the next performance period. It is also important to ensure that the CEOs performance criteria meet the requirements of the Department of Local Government, Sport, and Cultural Industries (DLGIRS) Operational Guidelines. One of the CEO's key responsibilities is to oversee the implementation of council's strategic direction. With this in mind, it is important to align the CEO's performance criteria to the goals contained in the Council's Strategic Community Plan and Corporate Business Plan. Accordingly, as these plans are updated, the CEO's performance criteria should be updated to reflect the changes.

The performance criteria should focus on the priorities of the Council. The Council and CEO should set goals related to target outcomes for future achievement in the performance criteria and these goals should be specific, measurable, achievable, relevant and time based (SMART).

From the consultant's perspective the current KPIs for assessment do not meet contemporary standards in not being SMART and too many KPIs. Albeit it there isn't a universally "correct" number, but most governance and performance management experts recommend that a CEO have between 5 and 10 core KPIs. That is usually enough to cover the organisation's critical objectives without diluting focus. A useful guideline is:

- 3–5 organisational outcome KPIs that measure whether the organisation is succeeding.
- 2–5 strategic execution KPIs that measure progress on the most important initiatives.
- Optionally, 1–2 leadership or organisational health KPIs if they're genuinely important (e.g., executive succession, employee and customer satisfaction, etc).

More than about 10 KPIs often creates problems:

- Priorities become unclear.
- Trade-offs become harder to make.
- Council discussions become focused on reporting rather than decision-making.
- The CEO spends time optimising metrics instead of outcomes.

The Consultant discussed with the Shire and CEO confirming the Survey Instrument and Interview template questions. Additionally, in consultation with the Shire President and CEO the consultant developed a suit of performance indicators for the next performance period to verify with Elected members during the interview process with each Elected Member.

After interviews with Elected Members, it has become obvious that there was a consistent view between all Elected Members and the CEO with the recommended 2024-2025 suit of KPIs initially developed by the CEO Review Committee as to what needed to be prioritised for the next performance period.

It is recommended therefore, that the following 4 Key Result Areas (KRA – Goals), be actioned through 12 Key Performance Indicators (KPIs). The following is the recommended KPI consolidation for Council consideration.

7.6 Suggested Performance Criteria Table for 2026-2027

Shire Bridgetown - Greenbushes CEO Performance Schedule

KRA #	Goal	KPIs	By When
KRA:1	Key Result Area 1 – Governance Performance *Provide High-Quality Governance from the Shire Operations to Elected Members and the Community.*	KPI 1: Results of the annual Department of Local Government Compliance Return (CAR) submitted to Council. KPI 2: Demonstrated evidence of the number of employees receiving: • Annual performance review. • Training and development programs and activities undertaken KPI 3: Demonstrated evidence of improvement in Work Health and Safety in line with WHS improvement plan. KPI 4: All Public Registers are current and accessible on the Shire's website.	• With a compliant rating of equal to or greater than 90% reported by September 2026. • All staff receive Annual Performance Review reported to the ARIC by June 2027. • Training Plan implemented – assessed at June 2027. • Safety statistics reported quarterly to the ARIC. • All Public Registers maintained – assessed July 2027.

KRA:2	Key Result Area 3 – Financial Performance *Ensure Sound Financial Performance, and Operational Effectiveness of the Organisation.*	KPI 5: Budget prepared: • With preparatory workshops with elected members. • Long-Term Financial Plan submitted to Council prior to the budget. • 2027-2028 Budget document prepared for adoption by Council. KPI 6: Deliver an Unqualified Audit for the 2025-2026 Financial Year.	• by February – May 2027. • by end June 2027. • By end July/August 2027. • Report to December council meeting after OAG report submitted.
KRA:3	Key Result Area 4 – Infrastructure Performance *Manage Infrastructure Assets at Set Service levels within Budgetary Constraints.*	KPI 7: Progress the implementation of the recommendations as agreed by Council in relation to the Bridgetown Leisure Centre review. KPI 8: Deliver the Place Planning project for Bridgetown and for Greenbushes (subject to Talison funding) KPI 9: Work with Council to develop a strategy for the continued use or closure of the Bridgetown Waste Facility. KPI 10: Capital Works Projects (CWP) are delivered in line with intended objectives and scope and being on time and within budget.	• Quarterly updates to Council on progress. • Completed and Assessed July 2027. • Quarterly updates to Council. • Quarterly updates to Council on performance – assessed by % of (2026/2027) CWP implemented on budget.
KRA:4	Key Result Area 2 – Organisational Performance *Demonstrate Sound Organisational Performance in regard to Council and the Community.*	KPI 11: Review the 2018 Workforce Plan and develop a new contemporary Workforce plan linked to the Business Plan(s). KPI 12: Leads the delivery of timely, contemporary, and efficient customer service across all aspects of the organisation.	• To be completed by March/April 2027 and submitted to Council for adoption. • The biennial Customer Service Survey to be completed by April/May maintains or exceeds 75% satisfaction.

7.7 CEO Procedural Fairness Submission to Review Outcomes

The CEO was asked if he wished to make comment to ensure procedural fairness was given to his during the review process. The CEOs comments are shown below:

"Dear Elected Members,

I would like to thank Council for its professional and constructive approach to this year's performance review, and for ensuring a fair, balanced and transparent process. I particularly appreciate the opportunity provided to respond to feedback and contribute to the discussion in a manner consistent with good governance and procedural fairness.

The past 12 months have required a strong focus on organisational leadership, workforce stability and governance discipline. While the year has again presented challenges, I believe the progress achieved reflects a deliberate effort to strengthen the organisation's foundations and methodically address several complex legacy matters.

I remain appreciative of the continued support and alignment between Council, myself and the Senior Management Team. This has been important in maintaining organisational direction and ensuring consistent implementation of Council decisions.

Improved staff stability is now contributing to stronger internal capability, more consistent service delivery and a more resilient organisational culture. Importantly, a number of difficult but necessary decisions taken are now beginning to deliver tangible organisational benefits.

Looking ahead, my focus remains on continuing to strengthen organisational capability, maintaining sound governance practices, improving financial sustainability and ensuring the Shire remains well positioned to meet community expectations and deliver on Council endorsed priorities.

I remain committed to working constructively with Council to continue delivering on its strategic priorities and supporting positive long-term outcomes for the community.

Yours sincerely

Garry Adams – CEO Shire of Bridgetown - Greenbushes".

8 Recommendations

8.1 Recommendations to Council

That Council by absolute Majority:

1. Notes the Salaries and Allowances Tribunal Determination of 2 April 2026 (effective 1st July 2026).

2. Notes the outcomes of the Elected Member Performance Survey undertaken in February 2026 with the Chief Executive Officer being assessed at 'M**eeting Expectations' moving towards *'Better than Expected*'** score at **75%** in this year's performance appraisal.

3. Adopt the modified performance criteria metrics for the 2026-2027 performance period outlined in Section 7.6 of this confidential report.

4. Approves a variation to the CEOs contract Total Reward Package as per Option (_____) set out within this report at Section 6.5.

5. Delegate to the Shire President to authorise professional development and conference attendance and annual leave taken by the CEO.

6. Schedules the next review of the Chief Executive Officers performance and total remuneration package (TRP) for considered by Council in July 2027.

7. Comply, as per Division 3 of the Local Government (Administration) Regulations Schedule 2 clause 18, by resolution of an absolute majority of the council, endorse this review.

8. Comply, as per Division 3 of the Local Government (Administration) Regulations Schedule 2 clause 19, by notifying the Chief Executive Officer of results of this performance review.

**** (note: as advised by the DLGCI the Regulations for '5.39 AA. - Publication of information relating to CEO's performance' have not been developed as at the time of writing hence this requirement is not required at this stage.***

9 Appendix 1

9.1 CEO Acquittal

CEO Update on Progress Against KPIs - June 2026

Heading	KPI	Measure	Status - March 2026	Status as at 16 June 2026
Corporate Business Plan outcomes	Delivery of Strategic Projects in the Corporate Business Plan.	90% of Council's approved and funded initiatives delivered within the approved budget, timeline, and outcomes, with any initiatives/projects being impacted by external factors being communicated to Council and varied as needed (reported quarterly).	Budget review conducted as at 31 January - variances identified Variances reported monthly as part of monthly financial reporting Budget amendments made if required (eg Farrell Rd) Reporting framework for new Council Plan is bieng developed	Budget review completed. All variations discussed and noted. Some projects moved to next financial due to estimated costs being greater than budget.
	Delivery of Capital Works Plan within the Shire's control	90% of the approved Capital Works projects delivered within the approved budget, timeline and outcomes, with any initiatives/projects being impacted by external factors being communicated to Council and varied as needed.	March report currently being finalised - will be put on Councillor Portal.	On Track to achieve 80-90% completion by 30 June. Capital Works Report updated.
		Ensure placemaking scoping documents are developed for placemaking projects in Bridgetown and Greenbushes and presented to Council.	Engaged place planning consultant to design scope for RFQ. Talison approached the Shire to be involved in the place planning process - consideration of funding being undertaken. NOM from Cr Gillies being considered by Council March OCM - scope to finalised after that.	Place planning scope prepared by Place Lab and presented to Council at June Concept Forum. Scope to be presented to June OCM for endorsement. Shire President and CEO met with Talison 20th May to discuss partnering and potential funding. Talison to be approached for $150K funding contribution.
WHS	Implement WHS Plan for the shire	Stratgic WHS Plan presented to Audit Committee by June 2026	Development of the WHS plan underway - high priorities already identified and improvements implemented. Completion anticipated by June 2026 Developed plan to address all PINs received from Worksafe by May 11 deadline	WHS improvement plan final draft completed to be presented to next ARIC meeting. Issued 13 Provisional Improvement Notices by Worksafe - all completed by May 11 deadline.
		Develop required policies and practices to improve WHS	Dedicated WHS Officer employed October 2025 Leadership in Safety presentation to ELT in December and continuing in 2026 WHS Committee re-instated - has met three times Briefed Council of WHS issues in December Skytrust system implemented with training in December Audit of qualifications and certifications undertaken - training and certification on equipment underway	New WHS policy adopted by Council at March OCM. Safe Work Management Practices developed and implemented for all outdoor work areas. WHS Committee meets every 2 months. Audit of qualifications results addressed with training for all outdoor staff for machinery they use. Verification of competency checks to be done at regular intervals. Skytrust system rollout continued - ipads purchased for field staff. Drug and Alcohol testing conducted by the Shire for the first time in history, identifying a need to further education on fitness for work requirements by workers.
	Employ a dedicated WHS Officer	Internal Audit conducted in 25/26	Audit underway - working with risk manager from LGIS to finalise	Full audit of depot site undertaken by WorkSafe in March. LGIS assisted with audit that has informed the development of the Work Health and Safety Improvement plan.
		Undertake Safety Audit every two years 90% Compliance		
People	Develop a high performing organisational culture as measured by surveys every two years or as needed earlier	Establish initial benchmark based on initial PSI survey in 2025/26.	First three PSI pulse surveys undertaken - awaiting results from 3rd Actions taken to address issues identified incude: Improved communication - intranet, ELT news to all staff, all staff meetings Values and behaviours workshops and development of team charters Performance discussion processes implemented October 2025 Bullying and harrassment training March 2026 - mandatory all staff	3rd PSI survey undertaken - briefings held with staff to communicate results - 4th and final PSI survey to be conducted in August. Respectful workplace training provided for all staff March 2026 with focus on values. Expression of interest called for staff to form cultural improvement group with focus on improved communication and reward and recognition (two main focus areas identified through PSI).
	Lead the development of the executive, managers and team leaders / supervisors to achieve high performance	Cultural improvement plan to be developed post the 2025/26 PSI assessment.	Initial cultural improvement plan developed and actions taken to address priority issues (based on first two surveys) Long term improvement plan to be finalised after 3 Pulse Survey Results received.	Seconded internal employee to assist with organisational development. Cultural improvement framework developed and to be delivered in workshops with ELT and Managers/Supervisors with ongoing quarterly reviews from late July/ August.
		Subsequent measure at least every 2 years to show improvement. Actual targets to be set post the initial assessment Feedback from elected members on ELT performance.	Funding required to undertake employee engagement survey within next two years As part of CEO performance review process conducted June /July 2026	Implemented change to structure at director (redundancy) level to improve organisational performance.
		Feedback from survey of elected members	As part of CEO performance review process conducted June /July 2026	
Customer Service and Community Engagement	Develop customer service charter	CX Strategy document will be finalised in December 2025 with actions to roll out over 3 years from 2026	Updated customer service charter 2nd draft complete and undergoing internal review Customer service staff developing knowledge articles across organisation	New Customer Service Charter presented to Council in April and implemented.
	Develop Customer service improvements plan with actions	Conduct at least one customer service training course for all staff each year.	Initial customer service training planned for April all of staff meeting	Customer Service training for all staff completed April 2026
		Annual review on progress, including metrics to be provided to a Council Forum	No agreed metrics currently exist - require development when plan finalised.	Reporting metrics under development.
		Undertake customer satisfaction surveys every 2 years	Customer satisfaction survey scheduled for quarter 3 of 2026 - budget allocation required.	Allocation for consideration in 26/27 budget
	Conduct ICT review and develop an ICT strategic plan.	Update on ICT strategic plan to Council	ICT review document developed - need to go to RFQ to undertake work.	Delayed until new finance and administration manager commences as has expertise in this area.
Business Improvement	Implement an organisation wide accountability framework	Performance review framework implemented by October 2025.	Performance review documents rolled out in September Performance reviews undertaken in October and ongoing.	Performance discussion process revised and new set of management practices developed with feedback garnered from Directors and Managers. Majority of performance discussions completed with permanent employees.

		Business unit plans presented to a forum of Councillors for 2026/27 budget considerations	Plans for 26/27 being developed - will form part of budget discussions	Business unit plan template developed, business unit planning process currently being completed as part of budget process.
		90% of staff have annual performance review	To be measured at year end	Approximately 60% completed due to high staff turnover and capability of leaders in works and services area. Additional training and guidance required. Revised performance management processes developed with additional guidance through management practices.
	Develop a road maintenance and improvement framework	Present the framework to Council prior to budget 2026/27 considerations	In progress - some elements complete (eg draft road closure policy for wet weather), others currently being finalised Workshop with Council scheduled for April	Roads discussion held as part of April Concept Forum. Roads closure policy adopted by Council. Heavy haulage charging regime developed, however, Main Roads made changes to Heavy Haulage permits that prevents implementation. WALGA and the SWRRG are challenging this decision. Road maintenance program to include more re-sheeting projects rather than continued grading of roads where gravel depleted. Working towards Chip sealing of minor roads in built up areas to avoid multiple grader movements through towns. Development of Road Hierarchy Policy under development and well advanced with a view to taking to August or September OCM.
	Implement a budget development proces sincluding timelines and scheduled workshops with Council.		Budget development process has been reviewed - new process in place - workshops scheduled March, April, May, June Budget format and processes for allocating overheads require significant work.	Budget workshops were held in March, April, May and June. Budget development on schedule for July adoption - improvement on previous years where minimal workshops and budget adoption was October and August. Significant work undertaken on improving the financial system to enable better budgeting and [illegible]
	Review governance framework and provide action plan for improvements	Progress against action plan	Work being undertaken - slowed by lack of governance staff. New governance officer commenced Jan 27. Policy review plan in place with timelines Plan for Local Laws being developed	Governance software "Attain" implemented to manage compliance calendar, delegations, governance tasks. Council provided with Policy Review and Development Schedule across 3 Year timeframe.
Stakeholder Relationships	Develop Advocacy Strategy	Present strategy to Council for adoption	2nd draft currently under review Present to Council in April	Advocacy Strategy developed and presented to Council at June Concept Forum and OCM
		Shire media and marketing plan developed	Work commenced - elements completed eg policy review done	Policy review completed - new policies adopted by Council. Draft plan completed - currently undergoing final internal review.
	Increase contact with State and Federal Members of Parliament	Number of meetings with State and Federal Members	Meeting with Bevan Eatts August Meeting with Minister Michael 25 August Meeting with Minister Swinbourne 6 November Dinner with Bevan Eatts and Basil Zempilas October 9 Meeting with Minister Jarvis 13th Jan - FPC Rates Meeting with Bevan Eatts 14th January Meeting with Rick Wilson 20 March 2026 Meeting with Minister Stojkoski (PDV) April	Meeting with Bevan Eatts 7th April 2026
Sustainability	Develop a Shire Climate Action Plan and update Council on progress.	Annual report to Council on the progress of the strategy at Council Forums.	Preparatory work being undertaken - on track for completion by end of May.	Climate Action Plan framework complete. Draft detail under development due August - slightly behind schedule due to staff resources
	Review the Shire's Natural Environmental Strategy and update Council on progress	Report on initiatives to Council Forums Report bi-annually (dec 25)	Plan will include reporting framework Review currently being undertaken, likely to be included in the overall Environmental Sustainability Strategy.	Natural Environment Strategy reviewed with key elements to be included in the Environmental Sustainability Strategy.
	Continue to be a role model organisation as a leader in responding to the impacts of climate change on the municipality.		Sustainability initiatives undertaken to be detailed in end of year report	Sustainability initiatives undertaken to be detailed in end of year report.
	Develop a Biodiversity Strategy for public and private land that prioritises: 1. Retention of native vegetation 2.Protectionand enhancement of natural areas 3.A plant locia first approach 4. Opportunities for advocacy 5.Engendering a culture of stewardship towards the natural environment 6.Resourcing required to deliver the strategy	Commence the project and finalise the technical assessment component Dec 25	Initial draft in progress, expected finish date 31 March. Will form part of the overall Environmental Sustainability Strategy.	Develop a Biodiversity Strategy - This will be renamed to 'Informing Doc' that will be incorporated into a 'Environmental Sustainable Strategy' as one of a number of focus areas.
		Finalise strategy for Council feedback March 26	Likely to be Council decision in May depending on workshop availability.	Draft will go to August 2026 OCM due to multiple other workshops in May, June and July

Shire of Bridgetown-Greenbushes

CEO Performance Review Committee Meeting

MINUTES

Date: Monday, 16 July 2026
Time: 2.00pm
Venue: Shire of Bridgetown-Greenbushes Chambers Committee Room

1. Attendance and Apologies

Councillor M Fletcher	Chairperson
Councillor S Carstairs	President
Councillor R Redman	Deputy President
Merridith Morrell	Manager Executive Services

2. Declaration of Interests

None

3. Confirmation of Previous Minutes

Attachments:

- Minutes from previous meeting: 26 May 2026

Moved: Cr Carstairs
Seconded: Cr Redman

That the Minutes from the previous meeting be confirmed.

CARRIED 3/-

Moved: Cr Fletcher
Seconded: Cr Redman

That Standing Orders be suspended in accordance with section 9.5 to allow members to speak more than once.

CARRIED 3/-

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4. Agenda Items

4.1 CEO Performance Review

MEETING	CEO Performance Review Committee
DATE OF REPORT	July 2026
RESPONSIBLE OFFICER	Manager Executive Services
AUTHOR	Manager Executive Services
DISCLOSURE OF INTEREST	The Chief Executive Officer has declared an impartiality interest as this report concerns the CEO Performance Review.
ATTACHMENTS	1. Confidential CEO Performance Review Report - Strategic Leadership Consulting, June 2026.

Purpose

For the CEO Performance Review Committee to consider the CEO Performance Review Report for the 2025/26 period and settle the recommendations to be presented to Council at an Ordinary Council Meeting, including a specific recommendation on the Chief Executive Officer's Total Reward Package.

Background

Section 5.38 of the *Local Government Act 1995* requires an annual review of the CEO's performance, carried out in an impartial and transparent manner and consistent with the Model Standards (Schedule 2, Division 3 of the *Local Government (Administration) Regulations 1996*). Strategic Leadership Consulting (SLC) was engaged as the independent reviewer for 2025/26 and has completed the review. SLC's final report has previously been distributed to Committee Members in confidence (Attachment 1).

Comment

The Committee is an advisory body. Several of the decisions arising from the review can only be made by Council, by absolute majority - namely endorsing the review (Model Standards clause 18), determining any variation to the CEO's Total Reward Package, and notifying the CEO of the outcome (clause 19). The Committee's role is to consider the review and make clear recommendations to Council.

In summary, the SLC review found the CEO performed at a high standard, with an overall Elected Member assessment of 75% ("Meets Expectations" moving toward "Better than Expected") and a strong result against the Employment Contract accountabilities. The work value of the position was assessed as unchanged. The report presents three remuneration options and recommends a consolidated set of KPIs, together with the evaluation process and instrument, for the 2026/27 period. The detail is set out in Attachment 1. It should be noted that in recognition of organisational cost constraints, the CEO has not requested an increase

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in salary but rather has requested an allowance of $2000 be included in the Total Reward Package for the purposes of paying the CEO's professional memberships. This represents a TRP increase of 0.66%.

The principal decision for the Committee is which remuneration option to recommend to Council. The facilitator's report recommends three options (all within the SAT Band 3 maximum of $310,883):

- **Option 1 - No change:** Total Reward Package remains $300,371.
- **Option 2 - 3.5% (Perth WPI) applied to base salary:** Total Reward Package $310,464 (+$10,093).
- **Option 3 - Increase to top of Band 3:** Total Reward Package $310,883 (+$10,512).

Noting that the CEO has requested only the addition of $2,000 for professional memberships a further option is:

- **Option 4 -** In line with the CEO's request, **include an amount of $2000** in the Total Reward Package to accommodate the payment of the CEO's professional memberships.

Moved: Cr Redman
Seconded: Cr Carstairs

That Standing Orders be reinstated.

CARRIED 3/-

RECOMMENDATION

Moved: Cr Carstairs
Seconded: Cr Redman

That the CEO Performance Review Committee:

1. **Receives the Confidential CEO Performance Review Report prepared by Strategic Leadership Consulting (Attachment 1).**
2. **Recommends to Council that the Chief Executive Officer's Total Reward Package for 2026/27 be determined in accordance with Option 4 (four) as set out in the attached report.**
3. **Recommends to Council that Council, by Absolute Majority, adopt the recommendations set out in the draft Council Report (Attachment 2), which provides for Council to endorse the performance review, endorse the recommended KPIs (as amended*), evaluation process and evaluation instrument for 2026/27, and notify the Chief Executive Officer of the outcome.**

   (*KPI 8 to include "Deliver a Consolidated Town Planning Scheme and Place Planning Project for Bridgetown and for Greenbushes (subject to Talison funding)"

CARRIED 3/-

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5. General Business

The Chair of the Committee to contact the CEO to discuss the CEOs self review and any reflection on this, and if he has any requests for support.

6. Next Meeting

Next meeting will be held on Thursday, 5 November 2026 at 3.30pm.

7. Closure

The Presiding Member closed the meeting at 2.55pm.