

Agenda

Executive
Committee

NOTICE OF MEETING

Notice is hereby given that a meeting of the Executive Committee will be held in the

**Kingston Room, Brighton Civic Centre
24 Jetty Road, Brighton**

20 May 2025 at 5.00pm



Sharon Wachtel
General Manager Strategy and Corporate



1. Opening

The Chair, Mayor Wilson will declare the meeting open at 5.00pm.

2. Kurna Acknowledgement

We acknowledge Kurna people as the traditional owners and custodians of this land.

We respect their spiritual relationship with country that has developed over thousands of years, and the cultural heritage and beliefs that remain important to Kurna People today.

3. Apologies

3.1 Apologies received

3.2 Absent – Councillor S Lonie (Approved Leave of Absence)

4. Declaration Of Interest

If a Member has an interest (within the terms of the Local Government Act 1999) in a matter before the Committee they are asked to disclose the interest to the Committee and provide full and accurate details of the relevant interest. Members are reminded to declare their interest before each item.

5. Confirmation Of Minutes

Motion

That the minutes of the Executive Committee held on 18 November 2024, 21 November 2024, 22 November 2024 and 18 March 2025 be taken as read and confirmed.

6. Reports By Officers

6.1 Executive Committee – Terms of Reference (Report No: 137/25)

6.2 Chief Executive Officer Performance Review Process 2024-25 (Report No: 138/25)

7. Urgent Business – Subject to the Leave of the Meeting

8. Confidential Items - Nil

9. Closure

Sharon Wachtel
General Manager Strategy and Corporate

Item No: 6.1

Subject: EXECUTIVE COMMITTEE – TERMS OF REFERENCE

Summary

The Executive Committee is a committee established under section 41 of the *Local Government Act 1999* and is charged with the responsibility for undertaking the annual performance appraisal of the Chief Executive Officer.

Following changes to the Local Government Act in 2021, a comprehensive review of the Terms of Reference was undertaken in 2022. Minor changes are recommended at this time.

Recommendation

The Executive Committee recommends Council endorses the Terms of Reference for the Executive Committee.

Background

The Executive Committee is a committee established under section 41 of the *Local Government Act 1999*.

Section 102A provides that a council must review the performance of its CEO at least once in each year. In addition, the council must obtain and consider the advice of a qualified independent person for the purposes of the review.

Report

Following changes to the Local Government Act in 2021, a comprehensive review of the Terms of Reference was undertaken in 2022.

Following an annual review of the Terms, minor changes are recommended at this time to reflect new or changed scenarios. A summary of the changes is provided below with the proposed Terms of Reference attached to this report.

Refer Attachment 1

Appointment of Qualified Independent Advisor

The CEO's Employment contract (clause 17.6) states that the independent consultant will be agreed by both parties at least six months prior to the end of each financial year term.

The method of appointment of the independent advisor would include an expression of interest process, with applications to be assessed against a determined set of criteria. The Executive Committee would undertake this process, making an appointment recommendation to Council

Further, it is proposed that a maximum term of six years (three x two-year terms) is introduced to ensure independence from Council.

Meetings

The Mayor, or their delegate, usually the Deputy Mayor, must be included in the determination of a quorum.

The ability for Members to attend the meetings electronically has been formally included.

Budget

There are no budget implications associated with this report.

Life Cycle Costs

There are no life cycle costs associated with this report.

Strategic Plan

Statutory compliance

Council Policy

Not applicable

Statutory Provisions

Local Government Act 1999, sections 41 and 102A

Written By: Executive Assistant Strategy and Corporate

General Manager: Strategy and Corporate, Ms S Wachtel

Attachment 1

Executive Committee Terms of Reference

1. Establishment

- 1.1 The Executive Committee is a committee established under section 41 of the *Local Government Act 1999*.
- 1.2 The objective of the Executive Committee is to undertake the annual performance appraisal of the Chief Executive Officer.

2. Membership

- 2.1 Membership of the Executive Committee comprises:
 - a. The Mayor;
 - b. The Deputy Mayor; and
 - c. Four other Elected Members being one from each Council ward, appointed by Council.
- 2.2 Members of the Executive Committee are appointed by Council. Elected Members are appointed for the term of Council or as otherwise determined by Council.
- 2.3 The Mayor, or in his/her absence, the Deputy Mayor is the Chairperson of the Executive Committee.

3. Appointment of Qualified Independent Advisor

- 3.1 **By agreement with the Chief Executive Officer**, the Executive Committee must appoint a Qualified Independent Person to provide independent advice regarding the Chief Executive Officer's performance review. The Qualified Independent Person must have recent and relevant human resource management, business, industrial relations, psychology, or law qualifications and must not be an employee of the City of Holdfast Bay as required under section 102A of the *Local Government Act 1999*. ~~The Qualified Independent Person is appointed for a term not exceeding the term of Council. On expiry of their term, the Qualified Independent Person may be re-appointed by Council.~~ **The Qualified Independent Person is appointed for a term not exceeding two years. On expiry of their term, the Qualified Independent Person may be re-appointed by Council for up to two additional two-year terms, unless otherwise approved by Council.**

The method of appointment of the Qualified Independent Person will be as follows:

- 3.2 **Council will advertise the vacancy in line with regular policy and procedure.**

3.3 A selection panel will be convened comprising: the Mayor; one Elected Member appointed to the Committee; the Chief Executive Officer; and General Manager Strategy and Corporate.

3.3 The selection panel will make a recommendation to Council as to the appointment of the Qualified Independent Person for consideration and appointment by the Council.

4. Meetings

4.1 Meetings are conducted in accordance with Part 3 of the Local Government (Procedures at Meetings) Regulations 2000.

4.2 Minutes of the Executive Committee meetings will be presented to Council as soon as practicable.

4.3 Meetings will be open to the public unless section 90(3) of the *Local Government Act 1999* applies.

4.4 A quorum comprises four members and no business can be transacted unless a quorum is present. **The Mayor, or their delegate in their absence, must be included in a quorum.**

4.5 Members shall be provided not less than three clear days' notice in writing of the time and place of an ordinary meeting of the Executive Committee; and four hours' notice of the time and place of a special meeting.

4.6 **If necessary, members may participate in the meeting via telephone or other electronic means, provided that members of the public can hear the discussion between all members.**

5. Role of the Committee

5.1 The functions of the Executive Committee are:

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

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

Item No: 6.2

Subject: **CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW PROCESS
2024-25**

Summary

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

This report outlines the process to be used to undertake the 2024-25 review of the CEO.

Recommendation

That the Executive Committee endorses the 2024-25 CEO Performance Review process and recommends it to Council.

Background

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

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

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

Previously, the following review process has occurred for the CEO's performance review:

- a 360-degree survey with Elected Members, CEO, Senior Staff and ten other employees selected at random. This survey sought feedback on the CEO's performance in seven key result areas previously agreed by Council;
- consistent with the CEO's employment contract, the Chief Executive Officer has presented a review of their key performance indicators (based on the seven KRAs) for the financial year at a Council meeting; and

- an annual staff survey of the current head count with feedback received on culture, leadership, safety and organisational values.

Following the 2021-22 review, Ms Molitor provided feedback on improvements to the performance review. The recommendations were:

- Enabling 'break-out' reporting of the 360-degree survey data to enhance the meaning, impact and value.
- Undertaking additional qualitative analysis with select stakeholder groups, including the CEO.
- Breaking down quite complex areas in the 360-degree survey so that they can be more appropriately assessed and more relevant and useful feedback to the CEO provided.

In July 2023, Council then approved the following changes to the Chief Executive Officer's Performance Review process and indicators for the 2023-24 year:

- A breakdown of the survey results is given to show how each respondent group has ranked the CEO's performance for each question.
- An external stakeholder respondent group participates in the 360-degree survey.
- Survey questions are tailored to suit each group that is participating in the survey.
- The CEO's KPI relating to "maintaining the Quality of Life overall rating average of 7 or above" is changed in the next 12 months once a review of the mechanism for identifying Resident and Customer satisfaction is finalised.
- A question be included into the Self-Assessment survey for the CEO to provide feedback on the focus for their professional development in the coming 12 months.
- A budget allocation of \$10,000 is made for the CEO's professional development.
- The procedure outlining the process for the CEO's Performance Review.

Refer Attachment 1

Report

The *Local Government Act 1999* requires that the performance of the CEO is reviewed at least once in each year of appointment. Ms Pamela Jackson was appointed Chief Executive Officer in December 2024, following the retirement of the previous incumbent.

Outlined is the process proposed to be used to undertake the 2024-25 review of the CEO.

Included as Attachment 2 to this report are the 10 key performance indicators endorsed by the Committee at the meeting on 18 March 2025, to be used for the 2024-25 CEO Performance Review.

Refer Attachment 2

360-degree survey

For the CEO review undertaken in 2024, the 360 degree survey questions were tailored to each stakeholder group for the first time. The questionnaires have been reviewed by Ms Molitor for this year's review and no refinement of the surveys is deemed necessary.

In addition, interviews were undertaken by Ms Molitor with independent members of Council Committees. The process worked well and provided insightful qualitative commentary to add context to the quantitative data.

Self-assessment

An aspect of the performance review process is for the CEO to provide a self-assessment of their own performance. Previously this was done at a meeting between the incumbent, Mayor and Ms Molitor. This year, it is proposed that the CEO receives the preliminary findings of the 360 degree survey and KPI achievements and presents her self-assessment to the Executive Committee at the meeting when the Committee receives these reports. The CEO's self-assessment would then be incorporated into the report prepared by Ms Molitor.

Timeline

It is proposed that this year's review be conducted in the latter half of 2025, following the end of financial reporting and annual staff culture survey. The 360 degree survey would commence in late August.

The initial results would then be presented to the Executive Committee, including a presentation by Ms Jackson, in early October and the final report, including the report from Ms Molitor in later October.

A report to Council with any recommendations would be presented to Council in November, prior to the anniversary date of Ms Jackson's appointment.

Budget

Any costs associated with the CEO's performance review are incorporated into operational budgets.

Life Cycle Costs

There are no life cycle costs associated with this report.

Strategic Plan

Statutory compliance

Council Policy

Not applicable

Statutory Provisions

Local Government Act 1999, section 102A

Written By: General Manager Strategy and Corporate

General Manager: Strategy and Corporate, Ms S Wachtel

Attachment 1

ECM DSID:	Click here to enter text.
First Issued / Approved:	July 2023
Last Reviewed:	June 2024
Next Review:	
Parent Policy:	N/A
Responsible Officer:	General Manager, Strategy and Corporate
Date placed on Intranet:	Not applicable

1. PREAMBLE

Council established the Executive Committee, pursuant to Section 41 of the *Local Government Act*, with responsibility for undertaking the annual performance review of the Chief Executive Officer (CEO). The CEO's performance review has two elements:

- review of CEO's performance against 10 key performance indicators; and
- a 360° survey conducted with Elected Members, CEO, direct reports to CEO and ten staff selected at random.

Another function of the Executive Committee is to recommend to Council on the form and process of the CEO's performance review.

1.1 Background

Section 102A of the *Local Government Act 1999* states that:

1. A council must review the performance of its chief executive officer:
 - (a) at least once in each year that the chief executive officer holds office as chief executive officer; and
 - (b) if relevant, before re-appointment of the chief executive officer.
2. The council must obtain and consider the advice of a qualified independent person on a review under subsection (1).

1.2 Purpose

This procedure outlines the process to be undertaken for the Chief Executive Officer's annual performance review.

1.3 Scope

To provide guidance to the Executive Committee and staff involved in administering the process for the Chief Executive Officer's performance review.

1.4 Definitions

Qualified independent person means a person who is:

- (a) Not a member or employee of the council; and
- (b) Determined by the council to have appropriate qualifications or experience in human resource management.

2. PROCESS

2.1 360° survey

An annual survey is undertaken to provide a 360° view of the Chief Executive Officer's performance. Participants are asked to provide a ranking for the same series of questions, including the City of Holdfast Bay's Leadership Capabilities (Leaders ARISE).

The following groups are asked to participate in the survey:

- Self-assessment by the Chief Executive Officer;
- Elected Members (including the Mayor);
- External Stakeholders, including:
 - Chair, Alwyndor Management Committee;
 - Chair, Jetty Road Mainstreet Committee; and
 - Independent Member, Audit and Risk Committee
- Direct Reports (including General Managers); and
- ten staff members (randomly chosen each year from across the organisation)

Questions are tailored to suit each group that is participating in the survey. Appendices 1-4 provide a set of questions for each group:

- a. Appendix 1: Self-assessment questions.
- b. Appendix 2: Elected Member questions.
- c. Appendix 3: Direct Report questions.
- d. Appendix 4: General Staff questions.
- e. Appendix 5: Key External Stakeholder questions.

The results of the survey are prepared in the form of a report, which is tabled with the Executive Committee as part of the CEO's Performance Review. A breakdown of the survey results are given to show how each group has ranked the CEO's performance for each question.

2.2 Key Performance Indicators

Outlined in the CEO's employment contract, the performance review incorporates an assessment of performance against 10 key performance indicators (KPIs) that have been agreed to between Council and the CEO.

Any changes to the 10 KPIs must be discussed with and agreed to by the CEO.

2.3 Professional Development

A provision is made annually in the budget for professional development as identified during the performance review process.

3. REFERENCES

Nil

Date Endorsed by Senior Leadership Team	Not applicable
General Manager Signature	Signature placed here
Date of General Manager Signature	click here to enter date

CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW PROCESS

[illegible]

effective communications and support in order for them to meet their responsibilities.

Please add any comments you may wish to make:

2. Implementation of Council's Strategic Plan

	Major concerns	Minor concerns	Satisfactory	Unable to assess	Good	Very good	Excellent
You demonstrate leadership in setting Council's strategic plans and effectively communicate and deliver Council's vision and objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make:

3. People Management

You demonstrate leadership in driving positive outcomes in relation to:

	Major concerns	Minor concerns	Satisfactory	Unable to assess	Good	Very good	Excellent
Attracting and retaining talent.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Developing and coaching others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing a physically and psychologically safe workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promoting values and behaviours to enable a positive culture.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make:

4. Financial and Asset Management

	Major concerns	Minor concerns	Satisfactory	Unable to assess	Good	Very good	Excellent
You ensure Council's long term financial sustainability through sound financial and asset planning, budget management and financial reporting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make:

5. Delivery of Major Projects and Operational Services

	Major concerns	Minor concerns	Satisfactory	Unable to assess	Good	Very good	Excellent
You oversee all of Council's operations to ensure delivery of effective, efficient and high quality services to the community and the delivery of major projects on time and within budget.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make:

6. Effective Engagement/Reputation (Internal/External)

	Major concerns	Minor concerns	Satisfactory	Unable to assess	Good	Very good	Excellent
You develop and maintain positive and effective relationships and communications with Council's stakeholders including, but not limited to, ratepayers, Commonwealth and State Government.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make:

7. Effective Support of Council Committees

	Major concerns	Minor concerns	Satisfactory	Unable to assess	Good	Very good	Excellent
You develop and maintain positive and productive relationships with all members of the Committee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You provide the Committee with appropriate corporate governance support.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You provide balanced advice and input to the Committee on Council's strategic direction and policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You are across trends and influences impacting on sectors related to the role of the Committee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Officers' reports to the Committee are well considered, containing data that should have been known at the time of the decision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make:

8. Effective Relationships with Staff

	Major concerns	Minor concerns	Satisfactory	Unable to assess	Good	Very good	Excellent
I effectively communicate and deliver Council's vision and objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I effectively communicate the financial position of the Council to staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I develop and maintain positive relationships with staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I communicate effectively with staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make:

9. Holdfast's Leadership Capability

On a rating scale where 1 is the lowest and 5 is the highest please rate yourself against each of the capabilities.

	1 (Lowest)	2	3	4	5 (Highest)
Accept Accountability - take responsibility and deliver on our promises.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relationship Driven - build positive relationships.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovate and Change - lead change and embrace new ideas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategically Focussed - create and communicate a clear vision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Empower Others - support people to do their best	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make

10. START

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

11. STOP

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

12. CONTINUE

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

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13. Professional Development

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

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	Major concerns	Minor concerns	Satisfactory	Unable to assess	Good	Very good	Excellent
The CEO develops and maintains positive and productive relationships with all Elected Members.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The CEO delivers effective communication strategies to ensure Elected Members are able to make informed decisions.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The CEO delivers an effective suite of well researched reports for Elected Members that indicate the status of operations and major projects.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The CEO provides balanced advice and makes recommendations to Council on policies, procedures and strategies.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Officers' reports in the Agenda are well considered, containing data that should have been known at the time of the decision.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, the CEO develops and maintains positive and productive relationships with all Elected Members and provides them with sound advice,	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

professional development, effective communications and support in order for them to meet their responsibilities.

Please add any comments you may wish to make:

2. Implementation of Council's Strategic Plan

	Major concerns	Minor concerns	Satisfactory	Unable to assess	Good	Very good	Excellent
The CEO demonstrates leadership in setting Council's strategic plans and effectively communicates and delivers Council's vision and objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make:

3. People Management

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

	Major concerns	Minor concerns	Satisfactory	Unable to assess	Good	Very good	Excellent
Attracting and retaining talent.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promoting values and behaviours to enable a positive culture.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make:

4. Financial and Asset Management

	Major concerns	Minor concerns	Satisfactory	Unable to assess	Good	Very good	Excellent
The CEO ensures Council's long term financial sustainability through sound financial and asset planning, budget management and financial reporting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make:

5. Delivery of Major Projects and Operational Services

	Major concerns	Minor concerns	Satisfactory	Unable to assess	Good	Very good	Excellent
The CEO oversees all of Council's operations to ensure delivery of effective, efficient and high quality services to the community and the delivery of major projects on time and within budget.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make:

6. Effective Engagement/Reputation (Internal/External)

	Major concerns	Minor concerns	Satisfactory	Unable to assess	Good	Very good	Excellent
The CEO develops and maintains positive and effective relationships and communications with Council's stakeholders including, but not limited to, ratepayers, Commonwealth and State Government.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make:

7. Holdfast's Leadership Capability

On a rating scale where 1 is the lowest and 5 is the highest, please rate the CEO against each of the capabilities.

	1 (Lowest)	2	3	4	5 (Highest)
Accept Accountability - take responsibility and deliver on our promises.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relationship Driven - build positive relationships.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovate and Change - lead change and embrace new ideas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategically Focussed - create and communicate a clear vision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Empower Others - support people to do their best.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you wish to make:

8. START

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

9. STOP

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

10. **CONTINUE**

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





1. Effective Working Relationships

[illegible]

professional development, effective communications and support in order for them to meet their responsibilities.

Please add any comments you may wish to make:

2. Implementation of Council's Strategic Plan

	Major concerns	Minor concerns	Satisfactory	Unable to assess	Good	Very good	Excellent
The CEO demonstrates leadership in setting Council's strategic plans and effectively communicates and delivers Council's vision and objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make:

3. People Management

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

	Major concerns	Minor concerns	Satisfactory	Unable to assess	Good	Very good	Excellent
Attracting and retaining talent.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Developing and coaching others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing a physical and psychological safe workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promoting values and behaviours to enable a positive culture.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make:

4. Financial and Asset Management

	Major concerns	Minor concerns	Satisfactory	Unable to assess	Good	Very good	Excellent
The CEO ensures Council's long term financial sustainability through sound financial and asset planning, budget management and financial reporting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make:

5. Delivery of Major Projects and Operational Services

	Major concerns	Minor concerns	Satisfactory	Unable to assess	Good	Very good	Excellent
The CEO oversees all of Council's operations to ensure delivery of effective, efficient and high quality services to the community and the delivery of major projects on time and within budget.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make:

6. Effective Engagement/Reputation (Internal/External)

	Major concerns	Minor concerns	Satisfactory	Unable to assess	Good	Very good	Excellent
The CEO develops and maintains positive and effective relationships and communications with Council's stakeholders including, but not limited to, ratepayers, Commonwealth and State Government.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make:

7. Holdfast's Leadership Capability

On a rating scale where 1 is the lowest and 5 is the highest please rate the CEO against each of the capabilities.

	1 (lowest)	2	3	4	5 (Highest)
Accept Accountability - take responsibility and deliver on our promises.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relationship Drive - build positive relationships.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovate and Change - lead change and embrace new ideas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategically Focussed - create and communicate a clear vision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Empower Others - support people to do their best.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make:

8. START

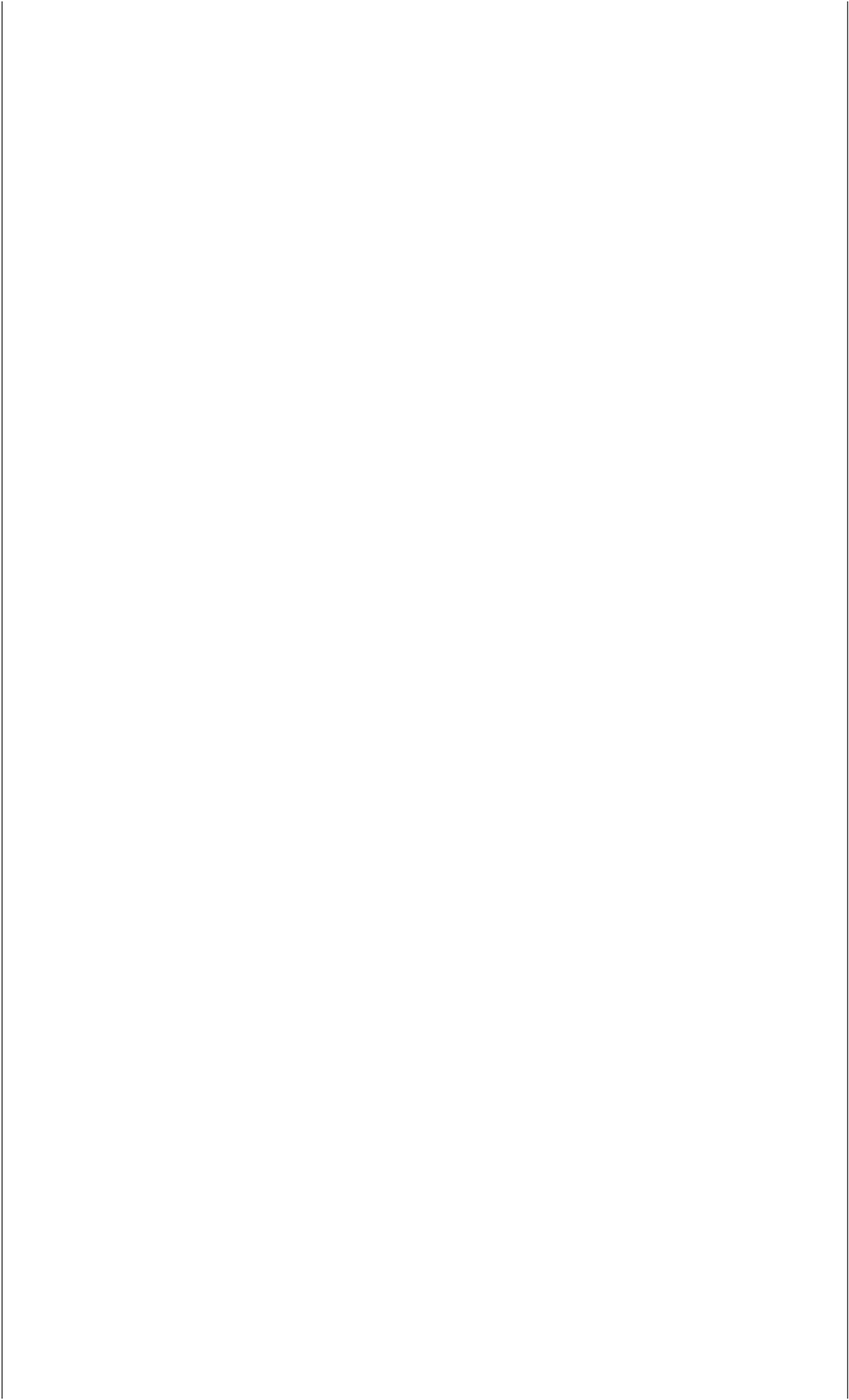
What behaviours or actions could the CEO start adopting, in order to improve his individual performance?

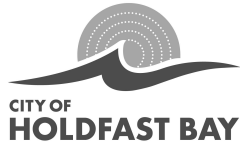
9. STOP

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

10. CONTINUE

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





CEO Performance Review 2024 -25 - Pamela Jackson

General Staff

1. Council's Strategic Plan

	Major concerns	Minor concerns	Satisfactory	Unable to assess	Good	Very good	Excellent
The CEO effectively communicates and delivers Council's vision and objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make:

2. Financial Management

	Major concerns	Minor concerns	Satisfactory	Unable to assess	Good	Very good	Excellent
The CEO effectively communicates the financial position of the Council to staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make:

3. People Management

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

	Major concerns	Minor concerns	Satisfactory	Unable to assess	Good	Very good	Excellent
Attracting and retaining talent.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Developing and coaching others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing a physical and psychological safe workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promoting values and behaviours to enable a positive culture.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make:

4. Effective Engagement

	Major concerns	Minor concerns	Satisfactory	Unable to assess	Good	Very good	Excellent
The CEO develops and maintains positive and productive relationships with staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The CEO communicates effectively with staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make:

5. Holdfast's Leadership Capability

On a rating scale where 1 is the lowest and 5 is the highest please rate the CEO against each of the capabilities.

	1 (lowest)	2	3	4	5 (Highest)
Accept Accountability - take responsibility and deliver on our promises.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relationship Drive - build positive relationships.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovate and Change - lead change and embrace new ideas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategically Focussed - create and communicate a clear vision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Empower Others - support people to do their best.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make:

6. START

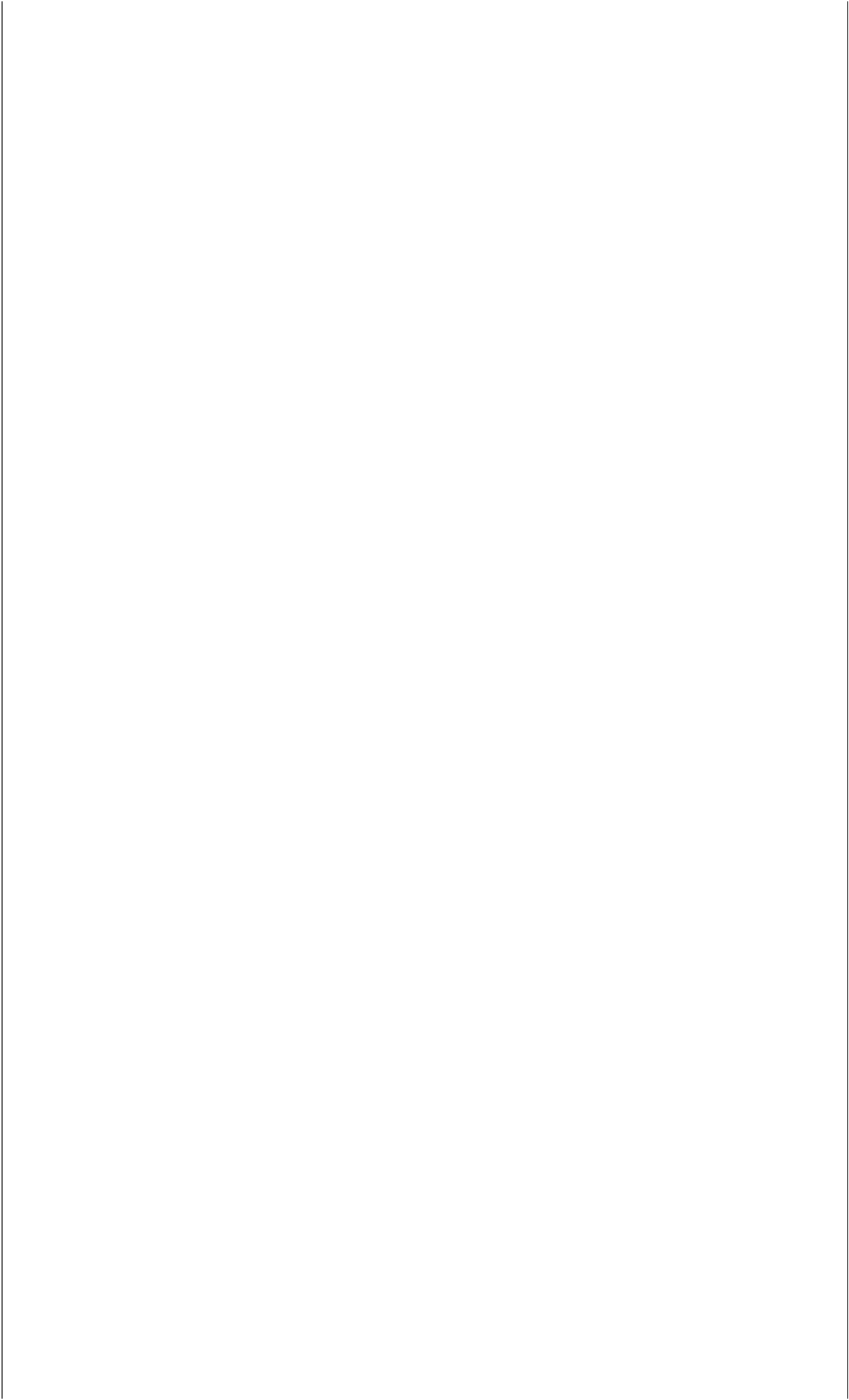
What behaviours or actions could the CEO start adopting, in order to improve his individual performance?

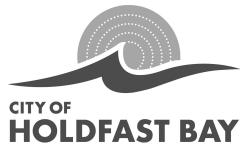
7. STOP

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

8. CONTINUE

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





CEO Performance Review 2024-25 - Pamela Jackson

External Stakeholders

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

Major concerns	Minor concerns	Satisfactory	Unable to assess	Good	Very good	Excellent
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make:

2. The CEO provide the Committee with appropriate corporate governance support.

Major concerns	Minor concerns	Satisfactory	Unable to assess	Good	Very good	Excellent
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make:

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

Major concerns	Minor concerns	Satisfactory	Unable to assess	Good	Very good	Excellent
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make:

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

Major concerns	Minor concerns	Satisfactory	Unable to assess	Good	Very good	Excellent
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make:

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

Major concerns	Minor concerns	Satisfactory	Unable to assess	Good	Very good	Excellent
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make:

6. Holdfast's Leadership Capability

On a rating scale where 1 is the lowest and 5 is the highest please rate the CEO against each of the capabilities.

	1 (lowest)	2	3	4	5 (Highest)
Accept Accountability - take responsibility and deliver on our promises.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relationship Driven - build positive relationships.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovate and Change - lead change and embrace new ideas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategically Focussed - create and communicate a clear vision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Empower Others - support people to do their best.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments you may wish to make:

7. START

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

8. STOP

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

9. CONTINUE

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



Attachment 2

Chief Executive Officer – Key Performance Indicators 2024-25 Updated

Item	Key Performance Indicator	Measure	Evidence	Action by	Comments	On Track? (Traffic lights)
1	Staff Engagement	Improvement in staff engagement scores	Culture Survey	People and Culture		
2	Completed Project delivery	85% delivery on annual business plan targets	Envisio Corporate report	Strategy and Governance		
3	Safe and Healthy workplace	Maximum rebate received through effective WH&S strategic plan and programs and completed risk evaluation plan.	WH&S Plan Risk evaluation Plan	People and Culture		
4	Comprehensive Asset Management	Asset Sustainability ratio within 90-110%	Up to date Asset Management Plan	Assets and Delivery		
5	Financial Sustainability Planning	Long Term Financial Plan annual update and community consultation	Long Term Financial Plan	Finance		
6	Financial Management	Operating ratio 0-10% over a five-year period	Annual Reports/ Council reports	Finance		
7	Debt Management	A net financial liabilities ratio of less than 100% over a five-year period	Annual Reports/ Council reports	Finance		
8	Governance and delivery on council resolutions	Council resolutions are implemented within specified timeframes.	Review and monitoring of Council Minutes and Action Items	Civic Governance		
9	Quality of Council Services	Improved overall quality of Council Services	Zencity survey	Strategy and Governance		
10	Reduction in Carbon emissions	Decrease direct carbon emissions from council operations	Assets and Delivery	Assets and Delivery		