



Chief Executive Officer Key Performance Indicators

2026–2027

Final Endorsed

KPI Framework at a Glance

The 2026–2027 CEO Key Performance Indicators establish five integrated priority areas. Together, they provide a clear line of sight between strategic outcomes, key deliverables, expected standards, measurable evidence and delivery timeframes.

KPI	Priority Area	Primary Focus
1	Strengthen Economic Development and Community Resilience	Over the next three years, deliver the Economic Development Strategy and Priority Projects Funding Strategy while securing external funding and strengthening partnerships that support the Shire's economic growth and resilience.
2	Continue to Strengthen Elected Member and Executive Leadership Culture and Governance	Over the next three years, maintain effective governance through timely information sharing, quality briefings, transparent decision-making and strong working relationships with Councillors.
3	Enhance Organisational Resilience and Future Readiness	Demonstrate continuous improvement in organisational culture through annual staff and Councillor feedback, supported by measurable leadership and culture initiatives. Strengthen workforce capability through leadership development, succession planning and initiatives that improve organisational resilience, innovation and future readiness.
4	ERP Replacement Project	Continue with the implementation of the Customer Relationship Management function and MyDatascape community interface.
5	Strengthen Community and Stakeholder Engagement	Over the next two years, implement a revised Community Engagement Framework and demonstrate how community and stakeholder feedback has influenced major Council decisions and projects.

1. Strengthen Economic Development and Community Resilience

This KPI focuses on strengthening the Shire's economic development and community resilience through coordinated strategy, meaningful stakeholder engagement and strong partnerships. It prioritises sustainable investment, agricultural development, advocacy, external funding, community health and wellbeing, and the effective use of Shire and community assets. Success will be demonstrated through Council-endorsed strategies, clear implementation plans, measurable priorities and regular progress updates.

KPI Focus Areas	Expectation Descriptor	Performance Measure	Performance Measure Timeframe	KPI Outcomes and Outcome Measure
Economic Development Strategy and Year 1 Implementation Plan Develop an action-focused Economic Development Strategy aligned with the Shire's strategic priorities. The Strategy will identify two or three annual economic development priorities and be accompanied by a Stakeholder Engagement Report.	Develop the Strategy through meaningful stakeholder consultation and active participation. Use multiple data-gathering methods, rather than relying solely on a survey, and demonstrate a clear line of sight between the evidence collected, key themes identified and the priorities, actions and recommendations included in the final Strategy. Council and the CEO agree on an implementation plan of priority economic development outcomes for 2027/28, with clear targets, responsibilities, milestones and reporting arrangements.	Council endorsement of: - The Economic Development Strategy; and - Year 1 Implementation Plan; and - Agreed priorities for consideration in the 2027/28 budget.	May 2027	Over the next three years, lead a coordinated and outcomes-focused approach to economic development that strengthens the Shire's economic and community resilience, supports sustainable investment and improves the effective use of organisational and community assets. Outcome Measure 2026/27: No outcome measures have been identified for Year 1.
	Provide regular progress updates on the agreed priorities, including measurable achievements, emerging risks, corrective actions and next steps.	Progress updates provided through briefings as required and at key milestones.	Commencing in August 2027 (post Strategy and budget endorsement by Council)	
Economic Development Reference Group Establish a Reference Group with clear Terms of Reference to support collaboration in the development of the Economic Development Strategy and shared ownership of the direction.	Ensure membership reflects the geographic and industry diversity of the region and supports effective collaboration.	Reference Group formally established, with Terms of Reference endorsed and representative membership confirmed.	October 2026	To improve collaboration with key partners and support community-informed economic development, investment and advocacy. Outcome Measure 2026/27: Survey the Reference Group to gauge satisfaction with the process and outcomes.
			June 2027	

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Agricultural Policy Implementation Develop an Implementation Action Plan that progresses the Agricultural Policy outcomes; recognises the economic, environmental and community importance of agriculture; identifies opportunities and barriers; and supports sustainable development, diversification, innovation and value-adding.	Formally establish an Agricultural Reference Group with agreed Terms of Reference and diverse sector representation.	Reference Group established and operating effectively.	October 2026	To strengthen the long-term sustainability, resilience and contribution of the Shire's agricultural sector. Outcome Measure 2026/27: Survey the Reference Group to gauge satisfaction with the process and outcomes.
	Develop the Agricultural Policy Implementation Action Plan in collaboration with the Agricultural Reference Group.	Implementation Action Plan completed and endorsed by the Reference Group.	February 2026	
Active Transport Management Review Review the approach to supporting active transport in the Shire	The CEO and Elected Members collaborate to identify active transport objectives, opportunities and actions that support the approach.	Workshop with Elected Members to clarify the current approach, review objectives, and identify gaps and opportunities.	March 2027	Over the next three years, improve the Shire's approach to active transport management. Outcome Measure 2026/27: No outcome measures have been identified for Year 1.
Advocacy, Funding and Investment Plan Establish a coordinated program of advocacy, funding and investment activity linked to the Shire's priority projects.	Identify priority advocacy and investment projects in consultation with Elected Members.	Priority prospectus endorsed by the Advocacy Committee.	November 2026	Over the next three years, secure external funding, strategic investment and government support for priority Shire and community projects. Outcome Measure 2026/27: Midway review of progress with Elected Members to gauge satisfaction with the process and outcomes.
	Develop a Priority Projects Funding Strategy that identifies and prioritises key strategic infrastructure and community projects and outlines funding pathways, including grants, borrowings, reserves, partnerships and advocacy opportunities, to support delivery over the next 10 years.	Strategy completed, presented to Council for endorsement and incorporated into the advocacy program.	June 2027	
	Provide progress briefings to the Advocacy Committee on advocacy priorities.	Brief the Advocacy Committee on advocacy actions.	Quarterly briefings and at least three workshops per annum in 2026/27.	

KPI Focus Areas	Expectation Descriptor	Performance Measure	Performance Measure Timeframe	KPI Outcomes and Outcome Measure
Community Health and Wellbeing Strategy Develop an overarching Strategy in close collaboration with major partners and stakeholders, including Just Home, Mind-Ed and MRCC. The Strategy will identify key outcome areas against which the Shire can prioritise actions and fulfil its statutory public health responsibilities.	Develop the Community Health and Wellbeing Strategy through meaningful stakeholder consultation and active participation. Use multiple data-gathering methods and demonstrate how the evidence collected has informed priorities, actions and recommendations. Council and the CEO agree on two or three priority community health and wellbeing outcomes for 2027/28, with clear targets, responsibilities, milestones and reporting arrangements.	Council endorsement of: • The Community Health and Wellbeing Strategy; and • Year 1 Implementation Plan; and • Agreed priorities for consideration in the 2027/28 budget.	March 2027	Over the next 3 years strengthen community health and well-being in partnership with key stakeholders. Outcome Measure 2026/27: Budget allocation for 2027/28 for key community-driven projects.
	Provide briefing updates on agreed 2027/28 priorities, including measurable achievements, emerging risks, corrective actions and next steps.	Progress updates via briefings provided to Council at key milestones.	Commencing in August 2027 (post Strategy and budget endorsement by Council)	

2. Continue to Strengthen Elected Member and Executive Leadership Culture and Governance

This KPI focuses on strengthening the collective leadership culture, governance and working relationship between Elected Members and the Executive. It includes regular culture diagnostics, leadership development sessions and the use of LSI insights to monitor progress and support continuous improvement. It also establishes clearer governance and communication protocols, strengthens shared understanding of roles and responsibilities, improves early engagement and escalation processes, and supports timely, consistent briefings on strategic priorities, emerging risks and major projects.

KPI Focus Area	Expectation Descriptor	Performance Measure	Timeframe	KPI Outcomes and Outcome Measure
Leadership Culture Monitoring Continue to strengthen the culture of the joint leadership group, ensuring it contributes positively to the broader organisational culture.	Administer the diagnostic twice during 2026/27 to support ongoing development of the collective leadership culture.	Two diagnostic surveys completed with Elected Members and the Executive.	November 2026 and March 2027	Continue to enhance the collaborative leadership capability of individuals and the whole leadership team (Elected Members and Executives) to support constructive leadership across the organisation. Establish a baseline and monitor the culture of the collective Elected Member and Executive leadership team. Outcome measures 2026/27: • Baseline established against the signature behaviours, with improvement demonstrated in the second measure in June 2027. • Each Executive and Elected Member to have a development action plan based on their LSI results. • Elected Member and Executive teams to have team development plans in place for 2027 aligned with the constructive leadership styles.
	Compare results over time to identify improvement and areas requiring further attention.	Results summary and improvement recommendations shared with Elected Members and the Executive.	April 2027	
	Complete LSI assessments for all Executives and Elected Members and facilitate a joint development discussion with each group.	Each person to develop a personal action plan. Each team to develop a team action plan.	August 2026	
	Facilitate biannual joint development sessions, with topics agreed by the group and linked to diagnostic findings and collective priorities.	Two development sessions delivered, with actions and agreed commitments recorded.	Biannual	

3. Enhance Organisational Resilience and Future Readiness

This KPI focuses on strengthening organisational resilience and future readiness through improved executive accountability, delivery discipline and consistent follow-through on Council priorities and organisational commitments. It includes a corporate Project Management Framework, regular progress updates to Elected Members, constructive and values-aligned leadership behaviours, and targeted development in artificial intelligence, digital change, leadership and adaptability.

KPI Focus Area	Expectation Descriptor	Performance Measure	Timeframe	KPI Outcomes and Outcome Measure
Executive Accountability and Delivery Discipline Translate Council priorities and organisational commitments into clearly assigned actions, measurable outcomes, accountabilities and reporting arrangements. Establish consistent mechanisms to monitor delivery, address delays and ensure commitments are completed within agreed timeframes.	Develop and implement a corporate Project Management Framework establishing a consistent approach to project prioritisation, governance, stakeholder and community engagement, reporting, benefits realisation and continuous improvement.	Project Management Framework presented to Council.	May 2027	To strengthen clarity of direction, accountability and consistent follow-through across the Executive Leadership Team. Outcome measures 2026/27: Quarterly feedback from Elected Members identifying improvements made and opportunities for further enhancement.
	Provide Elected Members with quarterly briefings on progress against the CEO KPIs and Corporate Business Plan.	Quarterly briefings with a feedback process following each briefing.	May 2028	
Culture and Leadership Behaviour Implement measurable culture priorities that reinforce constructive leadership, accountability, adaptability, collaboration, innovation and alignment with organisational values.	The CEO and Executive demonstrate and reinforce the agreed behaviours and ensure they are embedded through leadership expectations, performance practices and organisational communication.	Annual update provided to Elected Members on progress in strengthening organisational culture.	Quarterly commencing in November 2026	Deliver an agile, constructive, accountable and values-aligned organisational culture capable of responding effectively to changing work requirements. Outcome measures 2026/27: 2027 pulse survey results shared with Elected Members in a briefing.
		Develop and implement a pulse-check measure to assess progress against the cultural priorities: adaptability, collaboration, community engagement, customer service and innovation.	March 2027	
			June 2027	

4. ERP Replacement Project

This KPI focuses on progressing the Shire's ERP Replacement Project through implementation of the Customer Relationship Management function and MyDatascope community interface. The project aims to improve customer service, strengthen digital access and provide the community with a more efficient, responsive and user-friendly way to engage with the Shire.

KPI Focus Area	Expectation Descriptor	Performance Measure	Timeframe	KPI Outcomes and Outcome Measure
Customer Relationship Management Function Deliver the Customer Relationship Management function and MyDatascope community interface as part of the ERP Replacement Project.	Customer Relationship Management functionality is implemented, and the MyDatascope community interface is operational.	Demonstration of community-related functionality provided to Elected Members in briefings.	June 2027	Continue implementation of the Shire's ERP Replacement Project to improve customer service, strengthen digital access and provide the community with a more efficient and responsive interface for engaging with the Shire. Outcome measures 2026/27: Measure and report customer satisfaction with service delivery.

5. Strengthen Community and Stakeholder Engagement

This KPI focuses on establishing a consistent, inclusive and transparent approach to community and stakeholder engagement across the Shire. It includes reviewing the Community Engagement Framework and Policy, defining clear standards, responsibilities and approval processes, using multiple methods to gather meaningful input, involving Elected Members early in significant engagement activities, and demonstrating how community feedback has informed decisions.

KPI Focus Area	Expectation Descriptor	Performance Measure	Timeframe	KPI Outcomes and Outcome Measure
Community Engagement Framework and Policy Review Revise the Shire's Community and Stakeholder Engagement Policy to ensure engagement meets the requirements of a modern local government.	The Executive and Elected Members agree on the principles and minimum standards applying to important projects and significant decisions. The revised policy will include: - criteria for identifying significant engagement projects; - how stakeholders are identified and when they should be engaged; - use of multiple data-gathering methods that provide meaningful evidence for decision-making, rather than relying solely on surveys; - when and how Elected Members are engaged; - how engagement findings are analysed, reported and incorporated into decision-making; - minimum standards for planning, delivery, analysis, reporting and evaluation; and - clear organisational roles, responsibilities and approval requirements.	Revised Community and Stakeholder Engagement Policy formally presented to and endorsed by Council. This will be supported by a documented process for early briefings or workshops that demonstrates agreement on process and expectations.	May 2027	Over the next two years, establish a clear, consistent and transparent Shire-wide approach to community and stakeholder engagement that strengthens trust, supports informed decision-making and ensures engagement is timely, inclusive and meaningful. Outcome Measure 2026/27: No outcome measures have been identified for Year 1.
Early Elected Member Involvement in Significant Community Engagement Activities Establish agreed parameters requiring Elected Member involvement at the commencement of significant engagement projects, including agreement on purpose, scope, audience, process, decision points, roles and constraints.	Implement a consistent approach to Elected Member involvement in engagement.	Templates and guidelines implemented and used for significant engagement projects.	May 2027	Ensure Elected Members are engaged early in significant engagement processes and understand the purpose, scope and intended use of community input.
	Provide updates during briefings to Elected Members on strategic priorities, emerging risks and major projects.	Monthly updates provided in briefings	June 2027	Outcome Measure 2026/27: Survey Elected Members to obtain their views on levels of engagement and areas requiring further progress.