



Chief Executive Officer
Mr Ross McKim

Performance Plan 2025-26

Our **VISION**

Growing Greater Geraldton, together.

Our **PURPOSE**

To create a strong, healthy and secure community through collaboration, partnership and good leadership.

Our **STRATEGIC THEMES**

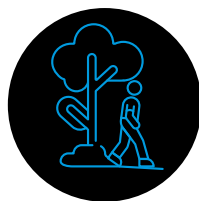


Connected

An engaged and diverse community where everyone feels included and safe.

*Community Engagement
and Transparency*

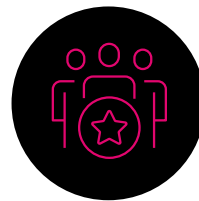
Customer Service



Liveable

A protected and enhanced natural environment with facilities and services to support community health and wellbeing.

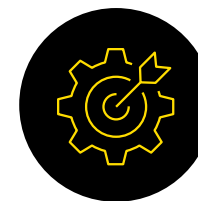
*Environmental Leadership
Strategic Community Plan
and Corporate Business
Plan Delivery*



Thriving

An economically diverse and prosperous City, driving sustainable growth while preserving our local spirit.

*City Growth and Economic
Development
Infrastructure and Service
Delivery*



Leading

A progressive City where informed decisions, strong advocacy and a culture of innovation drives sustainable regional growth.

*Governance, Integrity & Compliance
Financial Sustainability
Safety and Risk Management
Information and Advice to Councillors
Stakeholder Management and
Regional Advocacy
Organisational Capability
Innovation and Digital Transformation*



CEO 2025-26 **Annual KPIs**

These KPIs have been based on:

- WALGA's Operational Guidelines for CEO recruitment and selection, performance review and termination.
- The Local Government Act 1995 and Administration Regulations 1996.
- The Local Government Amendment Act 2023 requiring transparency and public reporting of CEO performance.
- Best practices in CEO performance review, recruitment and termination.





Connected

1. Community Engagement & Transparency

Objective	Target	Rating
Deliver projects and outcomes that enhance the City's social fabric	City events such as Big Sky Festival, Randolph Stow Young Writers Awards, Battle of the Bands, Seniors' Week, School Holiday Programs, ANZAC Day, HMAS <i>Sydney</i> II Memorial Service and Australia Day are successfully held	3. Over-achieved <input type="checkbox"/>
	Community and Event Grant Committee meetings held, funds distributed and promotions completed	2. Achieved <input type="checkbox"/>
	Fund two Hollomby Foundation grants	1. Under-achieved <input type="checkbox"/>
	CSRFF program well-managed	
	Progress implementation of the various community strategies (RAP, DAIP, Youth, Public Art and Events etc.)	
	The new Geraldton Youth Centre is successfully activated	
Event attendance	The CEO attends and is supportive of local events	
Mullewa	The CEO regularly travels to Mullewa and endeavours to address the community's priorities	

2. Customer Service

Objective	Target	Rating
Guidance note: First Call Resolution (FCR) is a common measurement in LG customer service call centres	Achieving an increase in First Call Resolutions to above 90%	3. Over-achieved <input type="checkbox"/>
	Quickly and appropriately manage any 'complaints' received with respect to City services	2. Achieved <input type="checkbox"/>
	Continue to receive and communicate 'thank you's' from the public on service they have received from the City	1. Under-achieved <input type="checkbox"/>



Liveable

3. Environmental Leadership

Objective	Target	Rating
Deliver projects and outcomes that enhance the City's environmental sustainability	Meru Gas Flaring - approvals obtained and system installed	3. Over-achieved <input type="checkbox"/>
	Airport Microgrid project completed	2. Achieved <input type="checkbox"/>
	The City's Million Trees Project is continued and promoted	1. Under-achieved <input type="checkbox"/>
	Geraldton Tree Canopy Advocates are supported in their endeavours	
	The City Nursery is supported and delivers on 25,000 seedlings	
	A Budget Bid is prepared for the 2026/27 financial year to developing a significant tree policy, audit and register	
	A Budget Bid is prepared for the 2026/27 financial year to redo the City's carbon baseline to enable the next priorities to be determined	
	Measurable progress is demonstrated on the City's net zero projects and key targets achieved etc.	
	Commence development of a response to a potential Shot Hole Borer infestation (staff training, review tree selection, management of infested waste etc.)	
Health Act Compliance	Deliver the City's first Public Health Plan in accordance with the requirements of the Public Health Act 2016	



Liveable (cont)

4. Strategic Community Plan and Corporate Business Plan Delivery

Objective	Target	Rating
Strategic Community Plan implementation	Align City documents, procedures and reports to reflect the new Strategic Community Plan	3. Over-achieved <input type="checkbox"/>
	Ensure new officers are educated on the Strategic Community Plan during their induction	2. Achieved <input type="checkbox"/>
Corporate Business Plan implementation	<p>Achievement of the 2025-26 projects as scheduled in the Corporate Business Plan as aligned with the Strategic Community Plan 2025–2035:</p> <ol style="list-style-type: none"> 1. Art Interior Spaces Review 2. Develop the new RAP 2026/28 3. Renew Events Strategy 4. Develop a Building Assets Activation Strategy 5. Heritage Review 6. Public Health Plan 7. Commence Positive Aging Strategy 8. Containers for Change at Mullewa 9. Renewal of the Geraldton Foreshore Youth Precinct 10. Fleet Asset Management Plan renewed 11. Cycling Plan Renewal commenced 12. Property Management Strategy commenced 13. Economic Development Plan 14. Mullewa Town Centre Banners 15. Local Planning Strategy and Scheme review underway 16. Olive Street Housing Project underway 17. Strategic Roads Review underway 	1. Under-achieved <input type="checkbox"/>
	Quarterly updates on progress towards implementation of the Corporate Business Plan provided to Council	



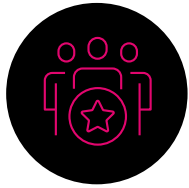
Thriving

5. City Growth and Economic Development

Objective	Target	Rating
To reflect the Council's desire to see the City grow and prosper	Industrial Land study completed, approved by Council, and scheme amendment process commenced	3. Over-achieved <input type="checkbox"/>
	Review of the City's 52 current planning policies has been completed	2. Achieved <input type="checkbox"/>
	Development approvals and building approvals are completed in a timely manner	1. Under-achieved <input type="checkbox"/>
CBD Activation	CBD activation program continues	

5. Infrastructure and Service Delivery

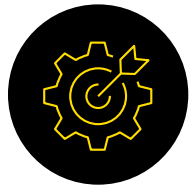
Objective	Target	Rating
Delivery of the 2025-26 new capital program	CEO continues to provide monthly informal capital works reports to Council members	3. Over-achieved <input type="checkbox"/>
	Olive Street Housing Project proceeding well	2. Achieved <input type="checkbox"/>
	Airport Microgrid Project completed	1. Under-achieved <input type="checkbox"/>
	Maitland Park Design Project significantly advanced	
	80% of new capital works projects are completed or underway	



Thriving (cont)

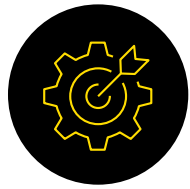
5. Infrastructure and Service Delivery (cont)

Objective	Target	Rating
Delivery of the 2025-26 capital renewal program	Arthur Road/Walkaway Bridge completed successfully	3. Over-achieved <input type="checkbox"/>
	Renewal of the Geraldton Foreshore Youth Precinct is designed, tendered and construction is underway	2. Achieved <input type="checkbox"/>
	80% of the urban road and footpath renewal projects are completed	1. Under-achieved <input type="checkbox"/>
	90% of the rural road renewal projects are completed	
	100% of the regional road group projects are completed	



7. Governance, Integrity & Compliance

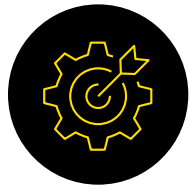
Objective	Target	Rating
Compliance with statutory obligations under the Local Government Act 1995 and regulations In an environment where the legislation burden is increasing and changes are frequent; this is an important aspect of the role	Annual Compliance Audit is completed and submitted to the Audit Committee	3. Over-achieved <input type="checkbox"/>
	Ensure unqualified audit outcomes and timely financial reporting	2. Achieved <input type="checkbox"/>
	Annual Report is completed and approved by Council	1. Under-achieved <input type="checkbox"/>
	Regular Internal Audit Committee meetings held and attended by the CEO	
	LG Act Reforms successfully adopted	
Privacy and Responsible Information Sharing Act 2024 (PRIS)	Continue to implement the changes required to comply with the PRIS legislation	



Leading (cont)

8. Financial Sustainability

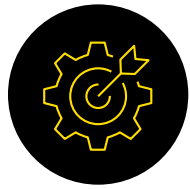
Objective	Target	Rating
Excellent management of the City's Operational Budget	2025/26 actual operational expenditure budget to be less than original budget while successfully delivering on service expectations	3. Over-achieved <input type="checkbox"/> 2. Achieved <input type="checkbox"/> 1. Under-achieved <input type="checkbox"/>
The City is actively seeking and obtaining Grants	Continue to ensure a focus on lodging high-quality grant applications wherever possible to support the City's revenue and ability to undertake services for the community	
The 2026/27 Budget is successfully prepared and approved	The 2026/27 Budget development occurs in a timely and inclusive fashion	
The Mid-Year Review is successfully completed	The 2025/26 Mid Year Review is successfully completed	
New Capital Budget	Please refer below to separate KPI	
Renewal Capital Program	Please refer below to separate KPI	



Leading (cont)

9. Safety & Risk Management

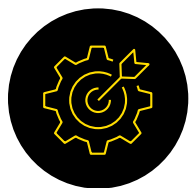
Objective	Target	Rating
Continue activities that demonstrate the importance of safety and ensure City operations are compliant with WHS Act & Regulations	Bi-monthly Safety Committee Meetings held and attended by the CEO, Directors and Managers	3. Over-achieved <input type="checkbox"/>
	CEO regularly completes required site safety walks/inspections	2. Achieved <input type="checkbox"/>
	CEO sets example and undertakes safety training courses relevant to the role	1. Under-achieved <input type="checkbox"/>
	CEO actively supports and promotes a safe working culture	
	Incident trend data analysed, reported and actioned accordingly	
Risk management	A review of the Corporate Risk Register is undertaken	



Leading (cont)

10. Information & Advice to Councillors

Objective	Target	Rating
Council Agendas	Council Agendas are timely and of a high-quality	3. Over-achieved <input type="checkbox"/> 2. Achieved <input type="checkbox"/> 1. Under-achieved <input type="checkbox"/>
Council resolutions are implemented	Council Members are regularly updated on progress towards Council resolution implementation	
Councillor Help Desk is well managed	Requests put through by Council Members onto the Councillor Help Desk are investigated and timely responses provided	
Concept Forums	Monthly Concept Forums are arranged to discuss and progress issues and ideas	
New Capital Budget	Please refer below to separate KPI	
The CEO	The CEO is approachable and available to discuss issues relevant to Council Members	



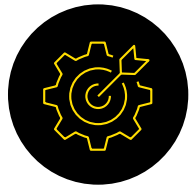
Leading (cont)

11. Stakeholder Management & Regional Advocacy

Objective	Target	Rating
The CEO is involved and influencing in the local government sector and within the Greater Geraldton community, both urban and rural	<p>Involvement and participation with external organisations such as:</p> <ul style="list-style-type: none">• Local State Government elected members• Midwest CEOs• RCA• RCAWA• WALGA (Northern Country Zone) <p>The following organisations to be asked to provide feedback on their business communications with City of Greater Geraldton CEO Ross McKim via a survey:</p> <ul style="list-style-type: none">• Mid West Development Commission• Mid West Port Authority• Mid West Chamber of Commerce & Industry	<p>3. Over-achieved <input type="checkbox"/></p> <p>2. Achieved <input type="checkbox"/></p> <p>1. Under-achieved <input type="checkbox"/></p>
Regional advocacy	Submissions are lodged where relevant advocating for federal and state support for local community needs	

12. Organisational Capability

Objective	Target	Rating
Staff engagement, retention, leadership development and internal performance culture	Complete the renewal of the City's Workforce Plan	<p>3. Over-achieved <input type="checkbox"/></p> <p>2. Achieved <input type="checkbox"/></p> <p>1. Under-achieved <input type="checkbox"/></p>
	Greater Together campaign continues	
	The Field Force Four Review of the Geraldton Depot activities is completed and implementation commenced	
	The City's Wellbeing initiatives are continued	
	Employee turnover % to be >5% less than the Industry % reported in the annual WALGA Salary and Workforce Survey	



Leading (cont)

13. Innovation, Digital Transformation & Cyber Security

Objective	Target	Rating
Continue the implementation of the new ERP System	Complete the second stage of the asset data transfer into the new ERP System Complete 90% - 100% of phase two modules by 30 June 2026 excluding Strategic Asset Management Commence phase three - Rates and Property Module	3. Over-achieved <input type="checkbox"/> 2. Achieved <input type="checkbox"/> 1. Under-achieved <input type="checkbox"/>
Cybersecurity	Ensure cybersecurity compliance and resilience across all systems	
Artificial Intelligence (AI)	Continue to investigate uses of AI with associated training that has the potential to improve City operations and efficiency Commence development of an AI Governance Framework	