



Annual Report 2022-2023

TABLE OF CONTENTS

Introduction

- Acknowledgment of Country 5
- Annual Report Accessibility and Alternative Formats ..6
- Purpose of our Annual Report..... 6
- Our Vision..... 8
- Our Values 8
- Our Strategy 8
- Our Key Priorities 9
- President’s Message..... 10
- Chief Executive Officer’s Message..... 12

Our Performance Summary

- Corporate Business Plan Overall Performance 15
- Progress on our Key Projects..... 22
- Key Priorities for next year 23
- Our Financial Performance Summary..... 24

Our Shire

- Our History 32
- Our Profile and Location..... 32
- Our Strategic Advantages 45
- Strategic Risks and External Challenges 46
- Our Progress Towards A Sustainable Future..... 48
- Our Annual Events Calendar..... 50

Our Council

- Key Reforms to the Local Government Act 1995..... 56
- Our Council Member Profiles 58
- Accountability..... 69
- Community and Stakeholder Engagement 76
- Our Volunteers 80

Our Operational Performance

- Integrated Planning and Reporting Framework 82
- Community 86
- Natural Environment 104
- Built Environment..... 110
- Economy 118
- Administration and Governance 124

Our Organisation

- Organisational Structure 139
- Our Executive Leadership Team 140
- Our Structure and Functions 141
- Our Workforce 141
- Employee Code of Conduct 141
- Salaried Employees 142
- Employee Performance Review Process 143
- Workforce Profile 143
- Wellbeing 145
- Health and Safety 146

Reference

- Global Reporting Initiative..... 152
- Abbreviations 156

Detailed Financial Information

- Message from the Finance Manager..... 159
- The Auditor General’s Management Letter 160
- Our Audited Financial Statements..... 163



Skatepark at John Glenn Park, Muchea.

The Chittering area is known for its vast citrus orchards.

Introduction

This section outlines the purpose of the report; our Shire's Vision, Values and Strategic Direction illustrating how we are planning for the future aligned to our community aspirations. The section also includes key messages on our performance from our President and Chief Executive Officer.

- Acknowledgment of Country
- Annual Report Accessibility and Alternative Formats
- Purpose of the Annual Report
- Our Strategic Direction
- Messages of the President and CEO

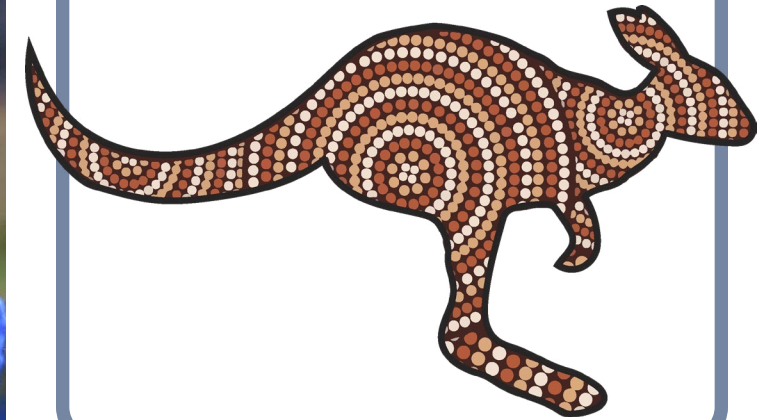
Front Cover Photo: Spoonbill Lake, situated within the Chittering Valley.

Back Cover Photo: The Chittering region has a variety of scenic drives with wildflowers, livestock, wineries and bushland allowing you to immerse yourself in the regions natural beauty.

Blue Lechenaultia on Tea Tree Road, Bindoon.

Acknowledgment of Country

The Shire of Chittering wish to acknowledge the traditional custodians of the land within the Shire of Chittering, the Yued and Whadjuk peoples. We would like to pay respect to the Elders of the Nyoongar nation, past and present, who have walked and cared for the land. We acknowledge and respect their continuing culture, and the contributions made to this region.



Annual Report

Accessibility and Alternative Formats

Accessing our Annual Report

The report is accessible on our Shire's website www.chittering.wa.gov.au. Hard-copies are available at our Administration Office, 6177 Great Northern Highway, Bindoon, WA 6502 or at our Library located at the same address.

Accessibility and Alternative formats

This report is available in alternative formats and languages on request. Please contact the Shire on (+61) 8 9576 4600 or email to chatter@chittering.wa.gov.au for any of the above mentioned requests.

- For non-English speakers, please phone us through the National Translating and Interpreting (TIS) on 13 14 50.
- For hearing impaired and deaf people contact us through the National Relay Service 1300 555 727.

Feedback and Questions

We are confident that this report will provide you with detailed information of the broad range of services our Shire provides to the community and to various other stakeholders.

Please email us at: chatter@chittering.wa.gov.au to provide any feedback or if you require any further information.

Purpose of our Annual Report

Our 2022/23 Annual Report provides a comprehensive performance overview of the services we delivered to our community and its various stakeholders throughout the financial year.

This is the first year we have aligned our annual report to the Australasian Reporting Awards (ARA) Criteria, a reporting benchmark that is based on the International Integrated Reporting Council (IIRC) Standard. This integrated reporting standard enables us to better communicate to our community and various stakeholders, on how we are creating value in the short, medium and long term, through our Strategy; Governance; Operational Performance and Projections.

Additional to the ARA approach, we have also realised the benefit of adopting the Global Reporting Initiative (GRI) standards as a tool to measure, monitor and report

on progress towards our commitment to a sustainable future. The process enabled us to identify gaps and improvement strategies to better our approach towards a sustainable future. The GRI standards are a best practice reporting framework, measuring sustainability, and assists organisations with the establishment of guidelines, principles and indicators to measure, monitor and report on their performance aligned to society, the economy and the environment.

This year's annual report, which adopted both the ARA and GRI internationally credible frameworks, demonstrates our commitment towards transparency and reliability when reporting on performance results and therefore includes both positive and negative results. The report also focuses on organisational improvement which enables us to move towards governance excellence.

All local governments are required, under the Western Australia Local Government Act 1995 (LGA), to prepare an annual report for each financial year by 31 December, or no later than 2 months after the auditor's report becomes available. In producing this detailed and engaging report, the Shire has complied with all statutory requirements, as well as enhancing the report into an accessible tool to inform all relevant stakeholders of our performance as well as the future plans for the Shire.

The report provides the reader a reasonable picture of our operating environment and its performance in the areas of economic, natural and built environmental, social (community) and governance performance with comparable benchmarking and assessment of performance results.

The performance results are aligned to the Shire's 10-year Strategic Community Plan and the Council's 4-year Corporate Business Plan. These strategic documents are legislative requirements under the WA Government's Integrated Planning and Reporting Framework (IPRF) and assist local governments in planning for the future. Legislation further requires local governments to report on the progress made in implementing these long and medium term plans. More information on WA's IPRF and the requirements can be found on: [Integrated planning and reporting | DLGSC](#). See **page 83** for detail on the Integrated Planning and Reporting Framework.

In addition, the Annual Report

- Is an essential tool to inform the community and key stakeholders about achievements, challenges and future plans;
- Promotes greater community awareness of the Shire's programs and services which contribute to a high quality of life for residents, visitors and stakeholders;
- Demonstrates the Shire's performance against the long-term vision of the Strategic Community Plan, projects

and priorities detailed within the Shire's Corporate Business Plan;

- Provides information about the Shire's organisational performance aligned to all services we provide; and
- Illustrates the Shire's commitment to accountable and transparent governance.

Audience for this Annual Report

This report is an integrated report and provides a wide range of information for our community and stakeholders including residents, ratepayers, current and future business owners, visitors, employees, government agencies and other interested groups. The report not only includes the performance of the organisation but also includes the performance of our community and their valuable contribution towards achieving our community-led strategic objectives (Page 9).

How to read our Annual Report

The Annual Report is divided into the following seven sections:

- Introduction – outlines our vision, values, strategic objectives and messages of our President and CEO (**Pages 4 to 13**);
- Our performance summary – outlines our overall organisational and financial performance with key highlights, challenges within our operating environment; and our future priorities (**Pages 14 to 29**);
- Our Shire - describes our profile, history and location. It further outlines our strategic advantages, risks and external challenges (**Pages 30 to 53**);
- Our Council – illustrates our progress against key policy changes, our Council Members, accountability, community and stakeholder engagement, and our volunteers. (**Pages 54 to 81**);
- Our operational performance – outlines our performance against the various services we deliver, aligned to our strategy and strategic objectives, including trend data that illustrates performance results compared to previous year's results (**Pages 82 to 137**);
- Our organisation – outlines our Shire's workforce and management practices, including detailed information on our workplace health and safety performance (**Pages 138 to 150**);
- Financial Performance and Financial Statements – provides the audience with comprehensive audited financial statements with simple explanations on how to read the statements. (**Pages 157 onwards**).

Water tank at the Brockman Centre with artwork completed by the Bindoon Arts and Crafts Group.



Splendid Fairy-Wren on the Stonehouse Walking Trail, Chittering.

Our Vision

Prosperous and diverse rural communities living in harmony with nature.

We will do this by:

- Planning for our growing communities.
- Valuing and looking after our natural environment and habitat.
- Advocating and partnering with government and service providers ensuring future services are available in the local community.

Our Values

Our values guide our behaviours and provide the boundaries within which our interactions with stakeholders and customers occur. Our values are aligned to our vision, culture and strategy. The values define our organisation to employees, stakeholders and customers, and remind staff of the preferred way of achieving our desired outcomes.

- Positive Attitude**
- Respect**
- Accountability**
- Teamwork**

Our Strategy

Our community aspirations summarise what the community wants for the Shire of Chittering over the next 10 years. These community aspirations have been adopted as our five strategic objectives and eleven community-led outcomes, illustrated in the diagram below.

Our Key Priorities

The long-term strategic direction, outlined in the 10-year Strategic Community Plan (SCP), assists Council with the development of the medium-term strategies, set out in the 4-year Corporate Business Plan (CBP) and 1-year Annual Operational Plan. Further information on how we plan, measure, monitor and report on our strategy through the Integrated Planning and Reporting Framework, can be found on **page 83**.

Each strategic objective is aligned to community-led outcomes, identified and developed during the community engagement process as part of the Shire's 10-year Strategic Community Plan review process.

The Shire's strategy is grouped in 5 key priority areas: **Community**; **Natural Environment**; **Built Environment**; **Economy** and **Governance**.

Black Angus Cow. Agriculture is one of the top three industries in the Shire of Chittering.

(SO 1)

An inclusive, active, safe and healthy community.

- Connected communities (O1)
- A safe and healthy community (O2)

(SO 2)

A protected and bio-diverse environment which community and visitors enjoy.

- Sustainable lifestyle (O3)
- Environmental protection (O4)

(SO 3)

Well planned built landscapes that are progressive, vibrant, diverse and reflect the Shire's unique country lifestyle.

- Retaining rural amenity (O5)
- Improving infrastructure (O6)

(SO 4)

Thriving, sustainable and diverse economic investment and local employment opportunities from cottage to large scale industry.

- Economic growth (O7)
- Local business growth (O8)
- Increased visitors (O9)

(SO 5)

A responsive and empowering Council which values consultation, accountability and consistency.

- An engaged Shire (O10)
- Accountable and transparent governance (O11)

Strategic Objectives (SO)

Outcome (O)



President's Message

With each project, we are actively working towards creating a brighter future for our community.

From the ongoing maintenance and enhancement of community centres, ovals, and parks to the continuous support we have provided to local businesses, tourism, and economic development, we have been working tirelessly to enhance the quality of life for our residents and visitors.

Looking ahead, we remain resolute in our commitment to the betterment of our Shire. We are eagerly awaiting the completion of the Muchea Recreation Centre, the extended Stonehouse trail which connects the Brockman Centre and Clune Park, as well as the opening of the Bindoon Mountain Bike Park. Members of our Lower Chittering community can look forward to the final designs and grant funding applications in preparation for the Lower Chittering Community Centre which is planned for the second half of 2024. We will continue to build upon our community's strengths and address its needs through community engagement. By focusing on these priorities, we aim to create an even more vibrant and sustainable future for all.

I would like to take this opportunity to express my gratitude to our CEO, the Executive Leadership Team, and the entire workforce for their unwavering dedication and exceptional contributions. Their commitment to our community is truly commendable, and I am grateful for their hard work and support.

Furthermore, I wish to extend my sincere appreciation to each and every Council Member, whose guidance and insight have played an integral role in shaping our Shire's success. Your dedication to accountability and community engagement is an inspiration to us all.

To our engaging community members, thank you for your ongoing support, collaboration, and active participation. It is through your involvement and feedback that we are able to continuously improve and serve you better. Your contributions and valuable insights have been instrumental in our decision-making processes, and we are committed to fostering a transparent and accountable shire that reflects your aspirations.

In closing, I invite you to delve into our Annual Report, which provides an in-depth look at the various sections detailing our performance, organisational structure, operational achievements, and financial statements. This report exemplifies our commitment to transparency, accountability, and effective governance.

It is an honour to serve as your Shire President, and I am humbled by the progress we have made together. The future holds infinite possibilities, and I am confident that, by working collaboratively, we will continue to ignite positive change, build stronger connections, and inspire growth within our remarkable Shire.

Thank you for your continued trust and support.

Warm regards,

Cr Aaron King
Shire President
Shire of Chittering

Dear Community Members,

I wish to express my heartfelt gratitude and pride in our Shire's achievements over the past year. As we come to the end of the financial year, it is with great pleasure that Council received this 2022/23 Annual Report.

Within these pages, you will find a comprehensive overview of the services and initiatives we have delivered to our community, as well as the progress we have made towards our shared vision. This report showcases the dedication, hard work, and commitment displayed by our team, community members, and stakeholders.

This year, our Council proudly welcomed Melinda Prinsloo as our inaugural female CEO. Melinda's unwavering commitment to collaborating with Council and our community has been exemplary in driving us closer to our strategic objectives. With her open and transparent communication approach, coupled with a strong spirit of collaboration, we are confident in achieving steady and successful growth under her capable leadership.

Our Shire's strategic direction, driven by the aspirations of our community, has paved the way for significant advancements and improvements. We take great pride in celebrating the achievements of our major projects throughout the year. These include the successful completion of Bridge 4026 on Chittering Road, as well as various road projects, the Brockman Centre Car Park, and the exciting commencement of the Muchea Recreation Centre and Bindoon Mountain Bike Park trails projects. These initiatives signify our strong dedication to fulfilling the commitments outlined in our Strategic Community Plan and the accompanying Long-Term Financial Plan.

Chief Executive Officer's Message



aligning the annual review of all strategies and plans with the review of the Corporate Business Plan (CBP). We have also reviewed and integrated these strategies and plans into our CBP to ensure we accurately plan for our Shire's future. Our performance has shown positive trends and continuous improvement across various areas. Our Corporate Business Plan (CBP) illustrates a 10% improvement in implementing the Shire's priorities, encouraging us to strive for excellence. Through an integrated planning and performance reporting process, we have successfully integrated all Council adopted plans and strategies into our strategic planning approach. This alignment with the CBP and the budget facilitates accurate planning for our Shire's future.

Community remains at the heart of our endeavours, and we have focused on fostering an inclusive, active, safe, and healthy community. Notable achievements include the development of the Public Health Plan and the successful implementation of a Community Assisted Transport Service. We have also made significant strides in preserving our natural environment through the adoption of the Strategic Waste Management Plan and the Local Biodiversity Strategy.

Our built environment reflects our unique country lifestyle, and we have made considerable progress in enhancing it. Key projects such as the Chittering Mountain Bike Masterplan, the Local Planning Scheme, and road upgrades and renewals have contributed to creating appealing landscapes. Additionally, we have prioritised economic development and employment opportunities, working to foster a thriving, sustainable, and diverse economy.

While we celebrate our accomplishments, we acknowledge the challenges we face as a shire. Like many other smaller Local Governments, we struggle to attract and retain staff, and must adapt to find resourceful ways to ensure we fulfil our regulatory obligations. We strive to find ways to enhance our operational processes and foster a culture that challenges the current norms to discover avenues for improvement.

I am truly excited about the upcoming year and delivering on some of our flagship projects like the Muchea

Recreation Centre, the Bindoon Mountain Bike Park, and commencing with plans for the Lower Chittering Community Centre. My team and I are committed to making a difference and showcasing what can be achieved by a little team with a lot of heart.

I extend my sincere gratitude to the dedicated Executive Leadership Team, staff members, and Council Members for their unwavering support and outstanding contributions throughout the year. Together, we have achieved exceptional results and navigated through various obstacles, proving our resilience and commitment to our Shire's growth.

I invite you to explore this comprehensive Annual Report, which provides detailed insights into our performance, financials, strategic direction, and key highlights. It serves as a valuable tool to inform our community, stakeholders, and interested parties about our achievements, challenges, and future plans.

Thank you for your ongoing support and engagement. We look forward to building a prosperous future for our Shire together.

Sincerely,

A handwritten signature in black ink, appearing to read 'Melinda Prinsloo'.

Melinda Prinsloo
Chief Executive Officer
Shire of Chittering

Spoonbill Lake sights from a bush walk in the Avon Valley.

Our Performance Summary

This section illustrates our overall performance as an organisation for the year, with both financial and non-financial results, including key challenges that we are currently facing. The section also provides an overall summary of our plans for the future.

- Corporate Business Plan Overall Performance
- Highlights, challenges aligned to strategic objectives

Community

Natural Environment

Built Environment

Economy

Administration and Governance

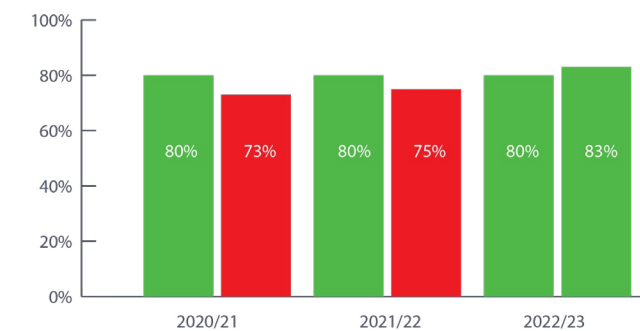
- Progress on our key projects
- Key Priorities for next year
- Financial performance summary
- Managing the money
- Financial position over the past 5 years
- Our capital works program
- How we spent your rates

Our performance summary section is aligned to our performance criteria illustrated below:

- Completed / On target
- Monitor / Slightly behind schedule
- Target not met / Behind schedule

Corporate Business Plan Overall Performance

The graph below illustrates our performance for the past three years, against the Corporate Business Plan. The graph demonstrates target vs actual for each year and illustrates a positive trend over the three years with a 10% improvement in implementing the Shire's priorities, set out in the CBP. Continuous improvement initiatives are the key drivers towards this positive result. We do this through the integrated planning and performance reporting process.



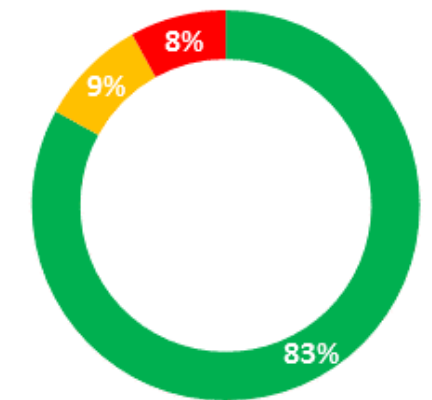
Overall CBP performance:

Council adopted 131 annual actions for the 2022/23 financial year through the annual review of the 4-year Corporate Business Plan (CBP). The Annual Operational Plan, a subset of the CBP, outlines the detail of year 1 of the CBP and is closely aligned to the Shire's Annual Budget. During the mid-year planning and budgeting review process, 11 annual actions were deferred (**page 129**) to the 2023/24 financial year and have not been included in the calculation of the overall performance results.

Council has achieved an overall performance of 83% (99 of 120 annual actions were either completed or on target). 12 (9%) annual actions were slightly behind schedule and 9 (8%) were behind schedule or did not meet the target set for 2022/23 financial year. Detailed performance information is available in 'Our Operational Performance' section starting on **page 82**.

Improvement initiatives implemented during the year

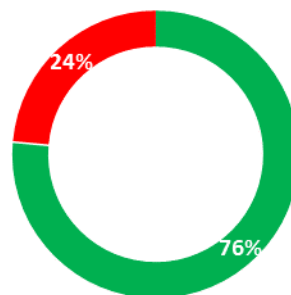
- Integrated all Council-adopted plans and strategies to the Strategic Planning process.
- Aligned the budget with the integrated planning process.
- Introduced a corporate performance monitoring and reporting process.
- Introduced a performance culture within the workforce by aligning staff responsibilities to the Shire's corporate planning process.
- Adopted the Global Reporting Initiative (GRI) Reporting Standard that enables us to effectively measure, monitor and report on our progress towards being a sustainable Shire.
- Aligned our annual report to the Australasian Reporting Awards criteria, a reporting benchmark standard that is based on the International Integrated Reporting Council (IIRC) Standard. This integrated reporting standard will assist us to communicate our performance in an open and transparent way, to our community and stakeholders.



Bindoon Bakehaus, a popular icon with the finest sweets and pies WA has to offer.

Community

1. An inclusive, active safe and healthy community (SO1)



Highlights

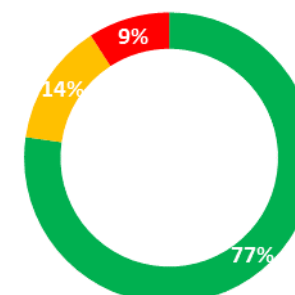
- The Public Health Plan was developed.
- The Asbestos Management Plan was reviewed in December 2022.
- Cultural Awareness Training was delivered as part of the development of the Reconciliation Action Plan (RAP).
- The Disability Access and Inclusion Plan was developed and is currently being implemented.
- A successful Taste of Chittering Event was hosted in August 2022 with over 50 stall holders participating who were 90% local.
- A Community Assisted Transport Service has successfully been rolled out to our community to assist them with transport to their appointments, in the absence of public transport.
- Four bushfire education programs were conducted.

- 2,327 Firebreak and Hazard Reduction Notice inspections were conducted during 2022/23, compared to the 720 inspections in the previous year. This is a major improvement and has significantly improved bush fire preparedness within the Shire.

Kangaroo Paw (Anigozanthos) on Pioneer Drive, Bindoon.

Natural Environment

2. A protected and bio-diverse environment which community and visitors enjoy (SO2)



Highlights

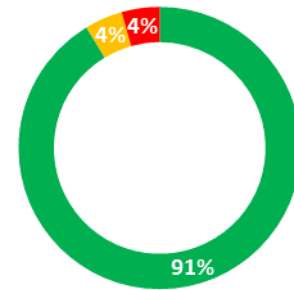
- The Strategic Waste Management Plan was adopted and will be implemented over the next 4 years.
- The Verge Policy was successfully adopted.
- A verge spraying program was completed as part of the weed mitigation strategies set out in our Biodiversity Plan.
- All annual prescribed burnings were conducted as planned.
- Improvements have been completed at both Muchea and Bindoon landfill sites.
- The Local Biodiversity Strategy was integrated with the Shire's Corporate Business Plan and its actions were prioritised for implementation over the next 4 financial years.
- Liaised with the Department of Water and Environmental Regulations (DWER) regarding the Shire's water licence usage. 28% (27,079kL) of our total water allocation for our ground water licence has been used.

- 17 Water Tanks are now being electronically monitored aligned to the Strategic Tanks Plan to ensure the Shire has real-time data for its static water supplies in the event of a bushfire emergency.
- 2,000 plants were delivered to residents through the 'plants for rural properties' project to help revegetate properties and increase birdlife and bees.
- Continuing collaboration with Chittering Landcare to enable thousands of trees to be planted across many revegetation projects within the Shire.
- The new mountain bike trails were designed to limit their environmental impact and provide opportunities for our community and visitors to experience the bio-diverse environment close-up.

Nesci Estate Wine Farm in Lower Chittering.

Built Environment

3. Well planned built landscapes that are progressive, vibrant, diverse and reflect the Shire's unique country lifestyle (S03)



Highlights

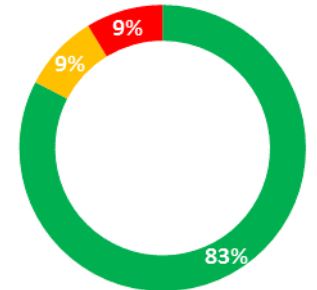
- The Chittering Mountain Bike Masterplan was developed along with the design of concept plans for a further 10-15km of trails.
- The Local Planning Scheme was successfully amended to reduce development approval requirements for minor development throughout the Shire, continuing the Shire's efforts to reduce red tape for its community.
- 80% of the planned sealed road upgrades were completed.
- 80% of the planned roads renewals (resealed) were completed.
- 80% of roads renewals (reseals/resheet) were completed.
- Bridge 4026 was installed in April 2023.
- Wannamal Tennis Courts were successfully resurfaced and a new fence was installed.
- A business case for Lower Chittering Community Centre has been completed.

- Year 1 of the redevelopment of Muchea Recreation Centre project was completed.
- An aspirational plan was developed for Patens Reserve walk trail, play area and recreational space, based on the community engagement session conducted during the year.

Stringybark Winery and Restaurant in Lower Chittering.

Economy

4. Thriving, sustainable and diverse economic investment and local employment opportunities from cottage to large scale industry (S04)



Highlights

- 3 local small businesses workshops were conducted.
- A food truck trading map with locations was developed and made available on the Shire's website.
- A tourism signage plan has been developed to attract travellers to venture off the major highways.
- Six volunteers have been recruited through a successful marketing campaign to assist at the Visitor Centre.
- The Shire was promoted through Destination Perth and Perth Vibes Campaigns.
- Shire of Chittering Brand Guide and style guide have been developed as part of implementing the Tourism Strategy.
- The entry statement at Great Northern Highway was installed as part of the Tourism Strategy initiatives.

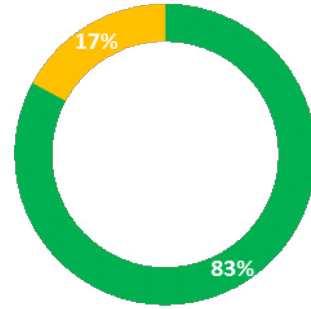
- Volunteer recognition activities such as the stargazing event at Lower Chittering Hall and Social Media event in May were conducted.

Windmill at Brockman Centre,
Bindoon.



Administration and Governance

5. A responsive and empowering Council which values consultation, accountability and consistency (S05)



Highlights

- The Shire has made history with the appointment of Melinda Prinsloo as its first female CEO.
- Zero audit qualifications received for the 2022/23 financial year.
- All Council-adopted plans and strategies were integrated into the integrated planning and reporting process.
- 89% of the Shire's annual training budget was spent. An overall improvement of 44%, compared to 45% total spent in the previous financial year.
- An WHS Audit was conducted and various strategies were implemented to address the audit outcomes. Detail on the improvement strategies implemented can be found on **page 147**.
- 51 Staff members received First Aid training, and were trained over 5 First Aid Training Sessions.
- No Lost Time Injuries were reported and no failed safety inspections reported.
- No Workers Compensation claims were reported.
- 3 Accountable and Ethical Decision Making Training sessions were conducted during the year with 97% of employees completing the training.
- The Equal Employment Opportunity Management Plan was reviewed and aligned to the Equal Opportunity Act 1984.
- Corporate Performance reporting to Council commenced illustrating progress of implementing the priorities set out in the CBP.
- The percentage of rates collected was 97.9%, an improvement of 1.7% compared to the previous financial year.
- The legislative 3-yearly review of the Financial Management Systems was completed.

Carnaby's Black Cockatoo (*Zanda latirostris*) are listed as endangered and are also 'specially protected fauna' under the WA Wildlife Conservation Act 1950.



Progress on our Key Projects

At the start of the financial year, Council identified 7 capital projects that were of significance due to budget and community interest. These projects were reported on a monthly basis to Council and progress included in the quarterly financial dashboard provided to the community.

PROJECTS	Performance 2022/23 financial year (30 June 2023)		
	Projects status update	% Project progress	% Budget spent
Improving Infrastructure (O6)			
Muchea Recreation Centre Redevelopment	Recreation Centre completed. Formal opening is planned for 2023/24 as well as demolishing of the old building. The budget will also be spent in 2023/24.	85%	60%
Wannamal Community Centre tennis courts	Four tennis courts have been upgraded and project was completed in December 2022.	100%	100%
Muchea to Northlink Connect	This project was cancelled.	n/a	n/a
Chittering Valley Road (R2R)	The project was completed in December 2022.	100%	117%
Wandena Road	Completed.	100%	86%
North Road	The project was completed in September 2022.	100%	100%
Increase Visitors (O9)			
Bindoon Mountain Bike Park	Delay in receiving clearing permit. Clearing Permit expected in August 2023. Works to complete will commence once permit is received and the budget will be spent accordingly.	70%	31%

Information on projects and actions that have been rolled over to next financial year are listed on **page 147**.

Western Shingleback (Tiliqua rugosa) in Mooliabeenee. One of our wide range of wildlife you will find throughout our Shire.



Key Priorities for next year

- The completion and activation of the Muchea Recreation Centre and the Bindoon Mountain Bike Park.
- Planning and detail design of the Lower Chittering Community Centre and reflection area.
- Bushfire mitigation activities remain a key project, supported by DFES mitigation activity funding.
- The Plants for Rural Properties project which involves distributing native trees and shrubs to residents will continue to be funded.
- Fauna and flora studies in areas where trails will be developed, as well as revegetation of suitably identified Shire-owned land which has previously been cleared for grazing.
- Our road infrastructure program will focus on maintaining and improving our roads network to provide reliable and secure transportation options, with our main focus this year being on the progression of works on Wandena Road.
- Recognising the needs of our aging community members wishing to scale down, provision has been made for the investigation and development of Independent Living Unit sites within the Bindoon townsite.
- A continued focus on supporting small business development, attracting investment, and exploring opportunities for growth.
- Increasing tourism by implementing an events program designed to attract visitors to the Shire.
- Efforts will be made to resolve the lack of accommodation for visitors to the Shire.
- Commercial fees will continue to be charged for all rubbish deemed to not be domestic waste. Allocate funds to reserves to cater for the rehabilitation of our waste sites when they reach end of life.
- Progressing with the Bindoon Caravan Park.

Our Financial Performance Summary

As at 30 June 2023

This financial information is a summary of Council's audited financial statements and provides a clear illustration of how the Shire has performed financially.

The full version of the Audited Financial Statements 2022/23 are included in this report (page 157) and also available at <https://www.chittering.wa.gov.au>.

All operating and capital budget figures are in accordance with the original adopted annual budget.

Managing the Money

The 2022/23 financial results reflect a reasonably good performance overall with an operating surplus of 4.16M at end June 2023. This represents a slight decrease in our operating surplus compared to the previous year's surplus of \$5.09M.

A total of \$14.3M was spent during the 2022/23 financial year for the provision of direct services to the community, internal services to run and support our Council and discretionary services that benefit the community.

We have \$198.5M worth of infrastructure assets that are managed by Council. These assets include: roads, bridges, halls, land, recreation and leisure facilities, drains, footpaths, parks, and ovals.

Our key income streams are from property rates, government grants, interest on investments, user fees and charges and building and planning application fees.

We spend most of the money received on construction, maintenance of roads, parks and buildings, and many other services to the community such as waste management, street lighting, parks and gardens, library services, tree maintenance and fire mitigation projects.



\$4.16M
OPERATING SURPLUS



\$8.11M
CASH & INVESTMENTS



\$8.57M
OTHER CURRENT ASSETS



\$180.1M
NON-CURRENT ASSETS



\$12.2M
OPERATING REVENUE



\$14.3M
OPERATING EXPENDITURE



\$9.38M
TOTAL LIABILITIES



\$198.5M
NET ASSET / EQUITY

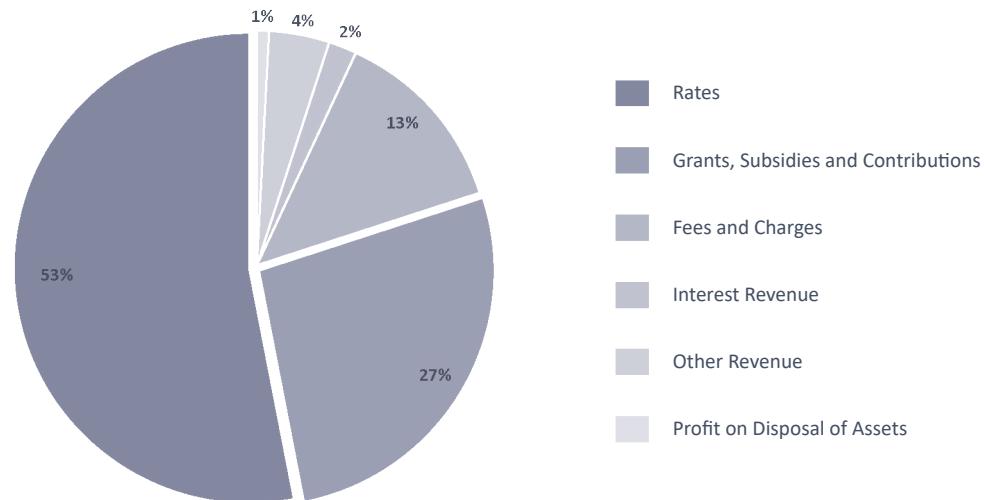
Financial Outcomes 5 Years Trend Data

Description	2018/19	2019/20	2020/21	2021/22	2022/23
Operating surplus	\$0.9M	\$0.3M	\$4.02M	\$5.09M	\$4.16M
Operating revenue	\$9.26M	\$9.3M	\$10.79M	\$11.76M	\$12.2M
Operating expenditure	\$11.1M	\$12.1M	\$11.09M	\$12.2M	\$14.3M
Cash and investments	\$3.4M	\$2.59M	\$7.61M	\$9.36M	\$8.11M
Other current assets	\$4.51M	\$4.22M	\$8.16M	\$9.94M	\$8.57M
Non-current assets	\$99.0M	\$98.5M	\$95.91M	\$91.85M	\$180.1M
Total liabilities	\$3.63M	\$5.25M	\$7.20M	\$7.13M	\$9.38M
Net assets / equity	\$99.9M	\$97.4M	\$96.8M	\$94.6M	\$198.5M

Operating Revenue

Operating revenue increased compared to the previous year's actuals as a result of growth in the area increasing the Shire's overall rateable properties. Capital grants and interest earnings also increased from the previous years.

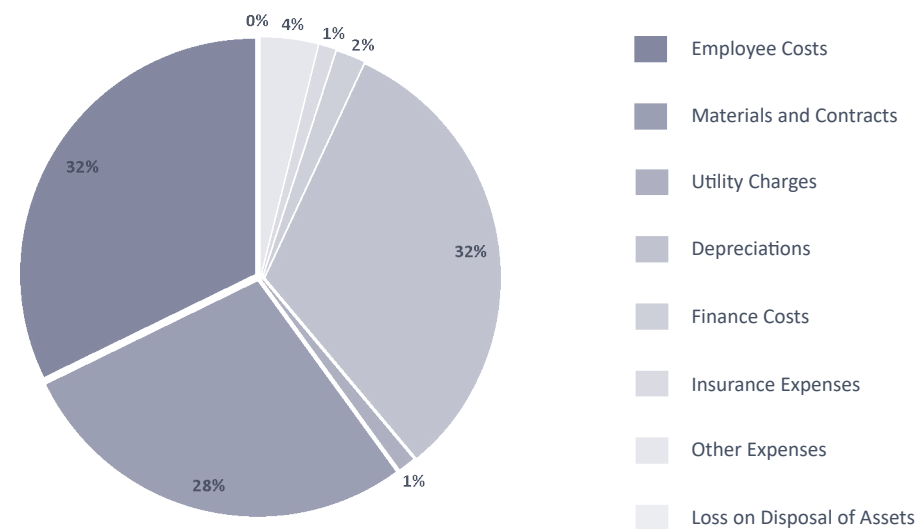
2022-2023 Total Income of \$12.2M



Operating Expense

92% of the Shire's operating expenses are allocated to employee costs, materials and contracts, and depreciation. Costs have increased in the 2022/23 financial year due to large rises in CPI which increased both employee costs and the cost of materials.

2022-2023 Total Operating Expenditure of \$14.3M



Our Capital Works Program

The main capital expense programs were transport and building, plant and land acquisitions (totalling 76%).

In 2022/23, capital expenditure was \$10.3M against a revised budget of \$15.4M. Works in progress at the end of the year totalled \$9M and included Muchea Recreation Centre, upgrades to the Bindoon landfill building, chemical toilets at the Mountain Bike Park and the Mountain Bike Park trails, community notice boards, Yozzi and Djidi Djidi Ridge trails.



\$528,435
BRIDGES 6%



\$2,809,240
BUILDING PROJECTS 31%



\$76,413
DRAINAGE PROJECTS 1%



\$653,300
FOOTPATHS & TRAILS PROJECTS 7%



\$681,672
PARKS & OVALS PROJECTS 7%



\$2,223,995
ROADS PROJECTS 25%



\$836,066
PLANT ACQUISITIONS 10%



\$828,200
LAND ACQUISITIONS 10%



\$241,814
OTHER INFRASTRUCTURE 3%



\$4,883
ROADS
MAINTENANCE

How We Spent Your Rates

The infographics below illustrates how rates and charges have contributed to our key service delivery areas provided to our community and ratepayers during 2022/23 financial year.

Note that these figures are illustrated in the thousands.



\$1,448
PARKS
MAINTENANCE



\$143
LIBRARY SERVICES



\$64
WEED CONTROL



\$498
COMMUNITY
FACILITIES & HALLS



\$310
STAFF & COMMUNITY
HOUSING



\$804
DEVELOPMENT
& SUBDIVISION
ACTIVITY



\$1,528
BUSHFIRE &
EMERGENCY SERVICES



\$272
FORWARD
PLANNING &
ECONOMIC
DEVELOPMENT



\$586
ENVIRONMENTAL
HEALTH SERVICES



\$59
STREET
LIGHTING



\$2,483
TECHNICAL
SERVICES & FLEET
MANAGEMENT



\$1,314
WASTE
MANAGEMENT



\$2,087
CORPORATE &
GOVERNANCE
MANAGEMENT



\$330
TOURISM &
CIVIC EVENTS



\$51
EDUCATION &
WELFARE



\$307
RANGER, LAW
& ORDER

Golden Wattle (Acacia pycnantha). The Chittering Valley forms a picturesque gateway into the Central Midlands with rolling hills, wildflowers in season, walking trails and picnic spots.

Looking Ahead

Our annual budget for next year is informed by the Annual Operational Plan, which is a subset of the deliverables outlined in our Corporate Business Plan 2023-2027. These initiatives align with our shared vision of developing the Shire of Chittering as an appealing place to live in a rural environment, in harmony with nature.

2023/24 will see the completion of the Shire's two major projects, Muchea Recreation Centre redevelopment and the Bindoon Mountain Bike Park. In addition, design for the Lower Chittering Community Centre will be completed with works to commence in the following year.

\$4.1
MILLION

PROJECTED OPERATING
SURPLUS FY2023/24

Our Shire

This section provides information of who we are, our history and location. It further provides information on our community and economic profile, including our operating environment and service delivery profile. Detail of our strategic advantages; strategic risks and external challenges, and our progress towards a sustainable future are also covered in this section.

- Our history
- Our profile and locations
- Our assets and service delivery profile
- Our strategic advantages, risks and external challenges
- Our progress towards a sustainable future



Northern Valleys Locavore Store. Offering ethical and sustainable produce from the Northern Valleys region.

Holy Trinity Anglican Church. Constructed in 1886 from local stone, the oldest remaining public building in the Shire of Chittering.

Our History

The Gingin Road Board was created in January 1893 and encompassed most of the areas of Chittering, Bindoon and Muchea. Wannamal fell under the auspices of the Victoria Plains Road Board. The Chittering Brook Road Board District was gazetted on 10 January 1896 and then amended on 7 February 1896 to be the Chittering Road Board. The first Chittering Road Board election was held on 11 March 1896. On 1 July 1961 all Road

Boards became Shires following the enactment of the Local Government Act 1960, so on 8 July 1961 all serving Road Board members were sworn in as Shire of Chittering Councillors.

Chittering is proud of its three heritage buildings and sites:

- Roads Board Building – Brockman Centre;
- Enderslea Farm; and
- Buildings at Edmond Rice College.

Our Profile and Location

The Shire of Chittering is one of 137 local governments in Western Australia, located 55kms north of Perth, covering an area of 1,222km², and stretching over 65km from north to south, Chittering is diverse in its offerings. The Shire services the townsites of Bindoon, Muchea, and historic Wannamal along with the localities of Mooliabeenee, Chittering and Lower Chittering. The Shire has easy access to the neighbouring rural shires of Gingin, Toodyay, York, Northam, Beverley, Goomalling, Victoria Plains and Australia's only monastic town, New Norcia.

With a unique landscape of large areas of untouched bushland, state forest, wetlands, and industrial and commercial estates, the Shire is a wonderful place to visit and an ideal place to live. Its strong natural and physical assets in topography, flora, fauna, and strategic location provide attractive features for tree-changers, visitors and future business growth.

The Shire has approximately

5,930 residents residing in the area (as per 2021 ABS).

The opening of the Tonkin Highway in 2020, part of the greater Perth to Darwin National Highway, has placed the Shire of Chittering strategically closer to the metropolitan area, and critically, for future growth in the Muchea Industrial Park (MIP), at the junction of crucial national and state road networks. The Shire's proximity to the northern suburbs of the metropolitan area, combined with the increased accessibility of the airport through the Tonkin Highway, has created opportunities for families and fifo workers to move to larger properties whilst being able to access metropolitan services.



Our Community

Adjoining the north-east boundary of the Perth Metropolitan region, Chittering enjoys some of the highest rates of peri-urban population growth in Western Australia. Between 2009 and 2021 Chittering's population increased by over 41% to 5,930 residents and is on track to reach over 7,000 by 2031 (WA Tomorrow Population Report, REMPLAN).



Visitors enjoying one of our local wineries.

People and Population

5,474
2016 Census

8%
Increase

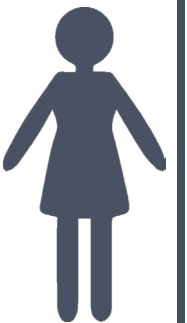
5,930
2021 Census



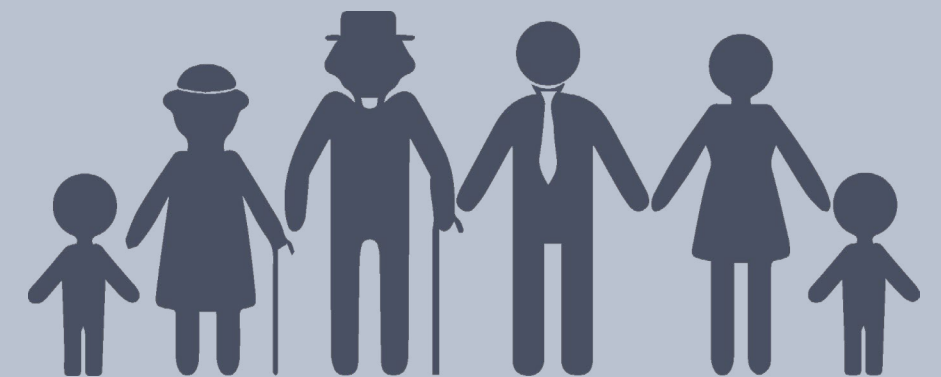
50.7%
Male

44
Median age

49.3%
Female



1,669
Families



1.9

Average number of children for families with children

44.2%

738 Couple family with children

0.8

Average number of children for all families

Education

12%

Vocational and University



Cultural Diversity

Country of birth, top six responses



63.7%

Australia

11.8%

England

3.1%

New Zealand

1.2%

South Africa

1%

Scotland

0.6%

Netherlands

5.8%

Speak a language other than English at home

17%

Did voluntary work through an organisation or group over the last 12 months

Source data: Australian Bureau of Statistics - 2021 Census

Housing

86%

Occupied private dwellings



13.8%

Unoccupied private dwellings

2,402

Private dwellings

\$ 2,044

Median weekly household income

\$ 320

Median weekly rent

2.8

Average number of people per household

\$ 2,100

Median monthly mortgage repayments

2.7

Average number of motor vehicles per dwelling

56.3%

Owned with a mortgage

31.8%

Owned outright

8.2%

Rented

3.9%

Other / Not stated



13.9%

Mortgage households with repayments greater than 30% of household income

Source data: Australian Bureau of Statistics - 2021 Census

Our Economy

Chittering's Gross Regional Product, its measure of wealth generated by the local economy, has grown in line with our population expansions, from \$250m in 2011 to \$397m in 2019 (Economy.id, REMPLAN).

The local economy is based on broad-acre farming, orchards and small rural blocks that offers a semi-rural lifestyle. There is limited industry, being extractive industry operations (gravel, clay and sand), the State livestock yards (WAMIA), mineral sands processing (Tronox), nurseries, Bindoon Bakehaus and Café, Chittering Tourism, viticulture and wineries, and other small businesses.

Local winery within the Shire. Tourism is one of the Shire's emerging industries, boosting the local economy.

Our Industry

Agriculture

19.9% of GRP

23.5% of total jobs within the region

Mining

* **15.5%** of GRP

6.8% of total jobs within the region

Construction

15.4% of GRP

14.2% of total jobs within the region

*Note that most of these jobs are fifos in locations outside of the Shire.

Our Emerging Industries



Transport and Logistics

The transport and logistics industry is a growing regional strength to Chittering due to the completion of new road networks like the Tonkin Highway (accessing ports, the city and airports), the upgrade of the existing Perth-Darwin Highway (to include RAV 10 triple-road train transport access), rail access, and the recent opening of the Muchea Industrial Park all offer a competitive advantage over surrounding regions in the state.



Tourism

Recognised as a key sector for growth in the region (Wheatbelt Development Commission), the tourism sector is made up of many industries. Every tourist-dollar spent is spread across multiple industries within the Shire. Over a quarter of Chittering's young adults (28%) are employed in this sector, an age demographic that is less prevalent than others in the Shire. Chittering's newfound closeness to Perth due to the recent construction of the Tonkin Highway extension, its inherent agritourism and ecotourism potential, and an abundance of land compatible with tourism purposes put Chittering in a strong position to grow in this sector into the future.

Source: RDA Wheatbelt Tourism Briefing Paper 2021.

*Kay Road, Bindoon.
One of the Shire's
many locally
maintained roads.*

Our Key Services

Local government in Western Australia is established under the Local Government Act 1995, and is the third tier of government. Local government is responsible for delivering a wide range of economic, human, recreational and property services as well as developing and maintaining essential community infrastructure.

Local government has legislative responsibility to perform many functions for the local community which are mandatory services. Examples include regulation of and approval for planning, building and environmental and public health activities, and swimming pool security fencing.

Local government also delivers discretionary services to the community, such as library programs and events, and the provision of recreational facilities and programs, which contribute to an improved quality of life for people within the community.

In addition, the Shire also delivers various operating and capital works that contributes towards our planning for service delivery.

The provision of these services are aligned to the Shire's strategy and contributes towards the successful delivery of the annual operational plan, aligned to the 10-year vision and strategic objectives and our 4-year priorities.

Provision and maintenance of community facilities, infrastructure and assets

Bindoon library and little free libraries	Parks
Bridges	Playgrounds
Car parks	Roads
Cemetery	Stormwater drainage
Community buildings	Street lighting
Fleet (including community bus)	Streetscapes
Footpaths	Sport and recreation facilities
Natural bushland and conservation areas	

Provision of discretionary services

Civic ceremonies	Festivals and events
Community development	Graffiti removal
Community education programs	Leisure centres and recreational programs and events
Community health programs	Library programs and events
Community safety programs	Noise investigations
Conservation and environmental programs	Ranger services
Cultural programs	Stable fly management
Economic development and investment attractions	Waste services (recycling, greens, white goods etc.)
Facility hire	Youth services

Provision of mandatory services – State legislation and local laws

Abandoned vehicles	Litter
Access and inclusion	Public building inspections
Animal control	Public event compliance
Building and planning compliance	Signs
Building, planning and health approvals	Swimming pool safety
Bushfire prevention and management	Urban Planning
Environmental health regulations	Verge obstruction
Food safety	Waste services (weekly refuse collection)
Library lending services	Landfill sites

Our Service Locations

The Shire of Chittering Administration Centre is based in Bindoon, including the Chittering Visitor Centre.

Administration Office



Physical address:
6177 Great Northern Highway, Bindoon, WA 6502
PO Box: 70, Bindoon WA, 6502
Website Address: www.chittering.wa.gov.au
Phone: (+61) 8 9576 4600
Email: chatter@chittering.wa.gov.au

Chittering Visitor Centre

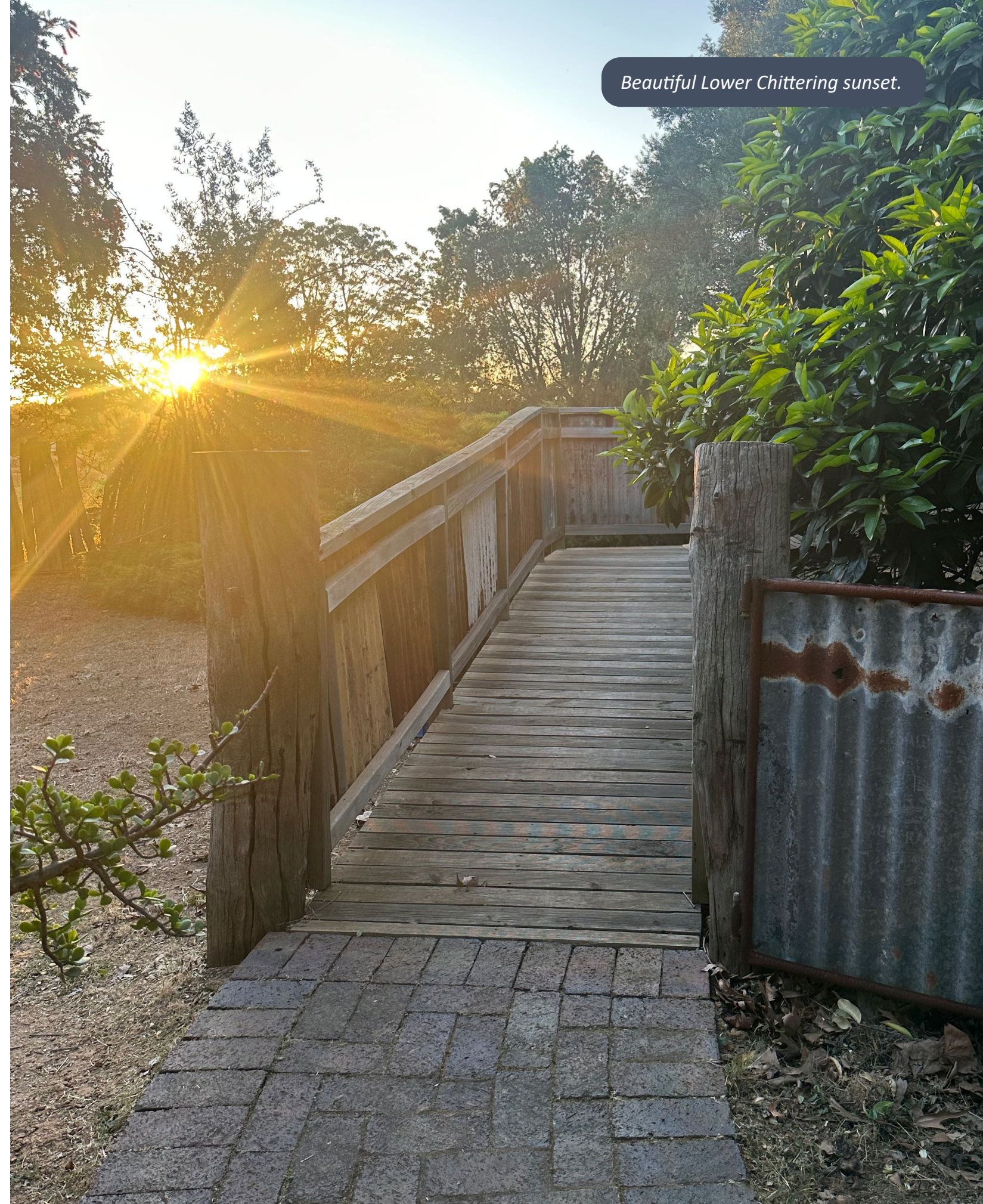


Physical address:
6180 Great Northern Highway, Bindoon, WA 6502
Website Address: www.chittering.au
Phone: (+61) 8 9576 4664
Email: visit@chittering.wa.gov.au

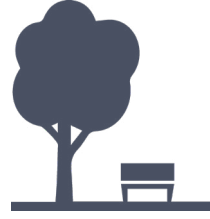
Online services

- Shire of Chittering website
- Chittering Tourism website
- Facebook
- Instagram
- LinkedIn
- Online rates payments

Beautiful Lower Chittering sunset.



Our Assets



Parks & Reserves **19**



Ovals **3**



Netball / Tennis Facilities **3**



Cricket Pitches **3**



BMX Tracks **3**



Fire Stations **5**



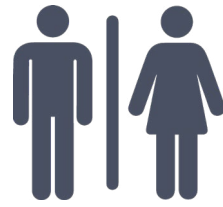
Sport and Recreation including Community Halls **7**



Health Centres **1**



Landfill Sites **2**



Public Amenities **9**



Cemeteries **1**



Libraries **1**



Sealed Roads **230km**



Unsealed Roads **174km**



Rate Assessments **3,235**



Trees Planted **2,000**

Untouched nature in the Spoonbill Lake Reserve.

Our Strategic Advantages

Chittering's main competitive advantage stems from its major access points and strategic location to Perth, and the expanding northern suburbs, intersected with other advantages that are usually found in regional areas further afield. For example; Chittering has large, flexibly-zoned agricultural resourced blocks within an hour of Perth's CBD, and half an hour's drive from the airport - closer than premium urban areas to the south of Perth.

Kwinana Ports, Australia's Coral Coast tourist region, Wildflower Country tourist region, industrial regions like Malaga and Forrestfield, and major population centres like Ellenbrook.

Industrial Area

- Muchea Industrial Park (MIP) offers value-for-money, pre-developed opportunities for business, and is beginning to attract large developments with BP, Elders, Bitutek, and Lester Group first off the mark.

Population Attractiveness

- Space to live, space to develop – large blocks for both.
- Attractiveness to Metropolitan Perth, tree-changers - a growing population segment.

- The MIP sits at the gateway to Perth for regional industries such as Mining, Oil and Gas, Agriculture, and Logistics services.

- Diverse range of rural residential properties from 4 hectares to half hectare blocks.

Natural Arable Valley Surroundings

The region's picturesque green valleys, meandering drives, precious wildflowers and wildlife, preserved country-community society, clean sprawling farmlands, and boutique producers that provide food and drink, make Chittering an attractive location to develop food and tourism businesses.

- Agriculture Resource (or rural-zoned) blocks with multi-use allowances create opportunities for developments in tourism, recreation, and commerce.

Road Network

- Throughput from several of Australia's most significant major road networks, with RAV10 access to WA's northwest and Darwin via Tonkin and the Great Northern Highways, both parts of the Perth to Darwin Highway.

Rural Land And Land Uses

The Shire is predominantly rural, and its proximity to the Perth metropolitan region provides significant opportunities for agricultural production and value-adding processes. It is a productive agricultural producer, with established citrus, poultry, horticulture (including viticulture) and livestock industries. Rural land is a significant economic and cultural asset which the Shire seeks to preserve.

- Tonkin Highway and Brand Highway currently offer travel through the Shire and continue onwards to key strategic destinations like Perth Airport, Fremantle and

Chittering Valley countryside is nestled in the northern hills of the Darling Range within the beautiful Destination Perth region.

Strategic Risks and External Challenges

External challenges anticipated for the coming years include the economic climate and labour shortages, the availability of water, and drier conditions increasing bushfire risk.

Economic failure due to the potential impacts of bushfires is an ever-present threat. Necessary planning measures to mitigate bushfire risk have resulted in additional requirements on developments, increasing costs. Biodiversity and bushfire management have both been identified as priorities for the Shire and are considered in tandem. The Shire's recently-endorsed Bushfire Management Plan aligns with the Local Biodiversity Strategy.

Global Threats - COVID-19 Recovery

The aftereffects of closure of businesses due to COVID-19 have proven difficult to manage. The pandemic has adversely affected the Shire's operations over the past few years, by increasing expenditure due to high CPI increases. It has also presented challenges in the procurement of materials and new vehicles which in turn has delayed projects.

It has, however, allowed some employees to work from home enabling the continuation of business as usual at the height of the pandemic. This arrangement prevails post-pandemic albeit at a scaled back level. The Shire has invested in additional information technology to ensure the integrity and protection of data both in the office and whilst working from home.

To assist with community connection, we allocated funding which could be used by residents to hold community parties in their street, home, or local park. In 2022/23 we contributed to 3 Neighbourhood Parties which were held in Lower Chittering and Wannamal.

Future Land Use Development

The Shire currently has three main population centres: Bindoon, Lower Chittering and Muchea. Lower Chittering is anticipated to reach its capacity for rural living development in the next 10 years. The Muchea townsite is located near the Ellen Brook, with low lying areas crossed by minor tributaries and drains. There is no licensed water or sewerage service to the town, and over time, this has increased the nutrient load to the Ellenbrook catchment. It is expected that smaller residential lots will be developed, to support the viability of infrastructure provided.

Catchment Management

The Shire contains a large portion of the Ellen Brook and Brockman River Catchments, both major contributors of nutrients to the Swan River. Protecting the wetlands of the

Palusplain and the Ellen Brook waterway, is a priority for the Shire. The impact of on-site wastewater disposal, and the impacts that stock has on soil, water and vegetation, require careful attention and management. Stock is a major cause of introduction of nutrients to the catchment in parts of Lower Chittering and Muchea and therefore needs to be restricted. Priority waterways and wetlands have been identified for special consideration when future land use and development proposals are being assessed.

Water Supply and Wastewater Disposal

Bindoon townsite is the only area in the Shire with a water supply scheme operated by the Water Corporation. The existing potable water services are limited and there is no sewerage service in the Shire. Most residents of the Shire, including some in Bindoon, are required to manage their own water supply and wastewater services through traditional means such as individual rainwater tanks, household bores, septic tanks and leach drains. Parts of the Shire, such as Lower Chittering and Muchea, are prone to waterlogging, which, in part, is due to a high water table and poor soil profiles. Waterlogging can result in increased release of nutrients into waterways.

While there are no plans for reticulated sewerage services to the Shire in the foreseeable future, the Shire and development industry will need to be satisfied that alternative fit-for-purpose water and wastewater systems can be implemented without negatively affecting the environment or public health.

Job Diversity

Lack of local job diversity - For the 3,793 in Chittering's working-age population there were only 1,391 local jobs in Chittering (REMPAN). That is 1 job for every 2.7 working-aged persons. Coupled with a low unemployment rate of 1.3%, this suggests that much of Chittering's population travel outside the Shire for work.

Missing young adult workforce - Only 101 or 7% of the workforce employed in the Shire are aged 15-24; echoed by a low young adult resident population (REMPAN).

Ageing Members of our Population

A statistical analysis has found that 20% of the Shire's ageing population (over 65 years) is located in Bindoon. Aged members of our population will require social services and services such as public transport, age-friendly recreation and leisure, and affordable housing and accommodation. Although there is a current shortfall in aged facilities and accommodation in the Shire, Bindoon has improved its facilities with the development of the Chittering Health Centre. Development of Independent Living Blocks is planned in the Bindoon townsite.

Biodiversity Conservation

The Shire is rich in biological diversity, containing habitat for rare and threatened species and communities. Approximately 10% of the Shire's native vegetation is formally protected in conservation reserves. Some private properties containing high conservation value areas may be suitable for future zoning to Environmental Conservation. The State government may prioritise acquisitions for the protection of nationally significant environmental values. Future development is to be located in existing cleared areas, to ensure the retention of as much native vegetation as possible. The Local Planning Strategy contains development incentives where proposals have a demonstrated conservation outcome.

Landscape Protection


The Shire's natural and rural character is highly valued by the community. To ensure the protection of rural and natural landscape character, measures such as, the undertaking of visual impact assessments and siting and screening for future development proposals. These measures are largely focused on the viewsheds (or visible land) seen from important travel routes used by the general community. These are areas where future development is more likely to have a significant visual impact.

Bushfires

The entire Shire has historically been designated as bushfire prone by the Fire and Emergency Services Commissioner. Planning for bushfires is complex and must occur at each stage of the planning process. There are some sites that were previously zoned, where lot yields may need to be reduced in order to accommodate bushfire protection without impacting on native vegetation. Rounding off the rural residential area in Lower Chittering is proposed to improve access for emergency evacuation. Vulnerable uses such as schools, aged accommodation and childcare, amongst others, are to be located within existing townsites. Contributions towards fire-fighting infrastructure, such as evacuation centres, community water tanks and fire-fighting equipment, could be considered for future development areas impacted by bushfire risk.

Accommodation Shortage

The Shire benefits from its close proximity to the metropolitan area especially to the Swan Valley, and from its location along the route to New Norcia, a popular day-trip destination. Rural retreat-style accommodation and facilities linked to vineyards and orchards attract visitors to the Shire, however, surveys identified a lack of accommodation and eateries within the Shire.



Hay bales will often be seen when driving through our Shire as part of our agricultural lifestyle.

Our Progress Towards A Sustainable Future

The Shire is dedicated to managing its resources and services effectively and efficiently to ensure current and future community needs are being met in a socially, culturally, environmentally, and financially sustainable way. In addition, our long-term planning and overall future direction are aligned to these sustainability principles which are outlined in our long-term Strategic Community Plan, medium-term Corporate Business Plan and short-term Annual Operational Plan.

Our focus on the natural environment extends to distributing indigenous trees and conducting several fauna and flora studies in areas where trails will be built. Partnerships with external organisations are important to the Shire to ensure we provide nesting, foraging and water sources for our birds, and revegetating previously cleared areas where possible.

The Shire is situated in an area prone to bushfires and therefore significant investments in bushfire mitigation activities are required to minimise potential risk and impacts on the community.

Roads infrastructure and maintaining our roads network to the highest standards are high priorities as the safety of our communities and visitors is of paramount importance and directly contributes towards a sustainable economy. In addition, the Muecha Industrial Park will remain a key focus area for future economic development. We will also continue to support our local businesses, including small business development and investment attraction, and boosting the local economy through increased tourism.


The Shire has allocated funding to enable a solution with those

ageing members of our community wishing to scale down and remain in the Shire. This contributes to our commitment towards a socially sustainable Council.

The Shire is committed to continually working towards a sustainable future. The adoption of the Global Reporting Initiative (GRI) standards will assist us moving forward, with the development of relevant key performance indicators to measure, monitor and report on our progress towards a sustainable Shire. The Shire has identified the GRI disclosures that are most relevant to our operating environment, with adequate supportive information. These disclosures are listed in a GRI content index on **page 152**. We will continue to enhance the sustainability reporting through our annual reports.

The following strategies and actions contribute to our commitment to sustainability and to minimise the risks that climate change presents to residents and the wider community:

- Waste Management Strategy developed;
- Economic Development Strategy developed and in its second year of implementation;
- Local Biodiversity Strategy developed with key priorities to be implemented over the next 5 years;
- Public Health Plan developed.



Northern Valleys Locavore Store stocks produce from our local farmers for all to enjoy.

A Taste of Chittering. One of our biggest events of the year, celebrating the countryside lifestyle of the greater Chittering region.



Our Annual Events Calendar

July 2022

- Pillow case program
- Winter Burning Session
- Find Cancer Early
- One Pot Dinner
- Rhyme Time
- Education by Nature
- School Holiday Activity

August 2022

- Rhyme Time
- A Taste of Chittering

September 2022

- Holden Sheppard Author Talk
- Rhyme Time
- Bee Themed School Holiday Activity
- Historic Vehicle Day
- Muchea Super 7's
- Cricket Tournament
- Youth Drop In Night
- Chittering Mystery Hike Series

October 2022

- Coding Bots School Holiday Session
- Halloween Activity Packs
- Rhyme Time
- Bindoon Agricultural Show and Rodeo
- Dogs Freebie Day
- Chittering Mystery Hike Series

Marbling Brook Reserve. Marbling Brook in southwest Western Australia starts at an elevation of 232m and ends near Lower Chittering at an elevation of 92.3m where it flows into the Brockman River.



Our Annual Events Calendar

November 2022

- Nicola Moriarty Author Talk
- NBN Connectivity Session
- Scam Awareness Session
- Rhyme Time
- Chittering Veteran Car Day

December 2022

- Letters to Santa
- Library Christmas Party
- Carols Amongst the Books
- Rhyme Time
- Bindoon Community Christmas Party
- Wannamal Community Christmas Tree
- Chittering Thank a Volunteer Stargazing Night
- BEAT New Years Eve Party

January 2023

- STEM Challenge
- Summer Reading Quest
- Wannamal Long Table Dinner
- Australia Day and Citizen of the Year Awards

February 2023

- Library Lovers Day morning tea
- Clare Harris author talk
- Rhyme Time

Springfest Teddy Bears Picnic. An annual event in Clune Park, Bindoon.



Our Annual Events Calendar

March 2023

- Edible Gardening Workshop
- Biological Services Seminar
- Rhyme Time
- Marketing Your Business – Small Business Workshops

April 2023

- Family History Session
- Historical Showcase
- Parkour – School Holidays
- Library's 60th Birthday Party
- Rhyme Time
- Bindoon Bowling Club Gala Day
- Parkour School Holiday Activity
- Astrotourism Dark Sky Stargazing Night

May 2023

- National Simultaneous Storytime
- Forget Me Not Café
- Sydney Writers Festival
- Rhyme Time
- Wheatbelt Trails Forum

June 2023

- Forget Me Not Café
- Rhyme Time

'Food Truck Friday' event at a local winery.



Our Council

This section outlines the Shire's democratic governance, key changes to local government policies, information on our Council Members, their accountabilities and legislative reporting requirements. The section also provides information on our community and stakeholder engagement processes.

- Key reforms to the Local Government Act 1995
- Our Council structure and member diversity
- Elected member profiles
- Council and committees
 - Meeting attendance
 - Memberships
 - Disbanded committees
 - External committees, advisory and working groups
- Council decisions
- Council member reporting requirements
 - Council member remuneration
 - Overseas visits
 - Attendance at events
 - Mandatory training and development
- Council accountabilities
 - Council member code of conduct
 - Council member complaints handling
 - Gifts and conflict of interest
 - Delegations of Authority
 - Local laws
 - Mandatory publicly available information
- Community and stakeholder engagement
 - Engagement platforms
 - Key engagements during the year
 - Our key stakeholders
 - External partnerships
 - Communication and public relations
- Our volunteers

Maddern Road North, Chittering.

Our Council

Local government is an economically essential sector within the system of government, both nationally and in Western Australia, spending close to \$5 billion annually.

Australia has three levels of government:

- Federal;
- State; and
- Local

Local government is at the grass roots level, known as the third tier of government. In WA local governments are classified as shires, cities or towns. There are 537 local councils Australia-wide, with 137 councils based in WA. Local governments are categorised as either:

- shires, which are generally local governments with mainly rural populations;
- towns, which are generally small (mainly urban) population centres; or
- cities, with larger urban population centres.

Local government's Council members are perfectly placed to monitor the needs of local communities, to plan and implement strategies to meet those needs, and to identify and communicate those local concerns to the State and Commonwealth Governments.

Local government's strategic advantage is its closeness to the community and its ability to take account of, and respond to local views and ideas.

Our Council and the way it functions are directed by the Local Government Act 1995 (LG Act) and its associated regulations. The LG Act provides for a system of local government by creating a constitution for elected local governments in the State. The LG Act defines the functions of local governments, the election process and a framework for the administration and financial management of local governments, including the auditing of businesses activities.

Additional legislation also affects and influences the work of local governments, including the Public Health Act 2016, which vests wide-ranging powers in local governments to ensure the health of each community is safeguarded, the Building Act 2011 which vests the issuing of permits for building and demolition work, and the Planning and Development Act 2005, which gives local governments the power to prepare local planning schemes and ensure orderly development.

Other important acts include the Bush Fires Act 1954, the Cemeteries Act 1986, the Dog Act 1976, the Cat Act 2011, and the Environmental Protection Act 1986.

Further reading

The Local Government Act and associated Regulations can be downloaded from the Department of Justice at www.legislation.wa.gov.au.



Key Reforms to the Local Government Act 1995

The Western Australian State Government started the reform process of the Local Government Act 1995 in 2019. The reforms aim to improve transparency, accountability and efficiency, ensuring local governments better serve residents and ratepayers. These proposed changes have been developed in consultation with the local government sector. They are the most significant reforms to the sector in 25 years.

The proposed reforms are based on 6 themes:

1. Earlier intervention, effective regulation and stronger penalties;
2. Reducing red tape, increasing consistency and simplicity;
3. Greater transparency and accountability;
4. Stronger local democracy and community engagement;
5. Clearer roles and responsibilities;
6. Improved financial management and reporting.

Pre-2023 reforms

On 27 June 2019 the Local Government Legislation Amendment Act 2019 was passed by Parliament. This Act addressed the following key areas:

- Elected member training.
- Gifts and conflict of interest.
- Employee code of conduct.
- Availability of information with mandatory publication of relevant documents on website for greater transparency.
- Changes to the Standards Panel.

- Model code of conduct for Council members, committee members and candidates.
- Best practice standards for CEO recruitment, performance review and early termination.

The following regulations took effect on 3 February 2021, implementing the remaining parts of the Amendment Act.

- Local Government (Administration) Amendment Regulations 2021.
- Local Government Regulations Amendment (Employee Code of Conduct) Regulations 2021.
- Local Government (Model Code of Conduct) Regulations 2021.

The Local Government Amendment Act 2023 passed on 11 May 2023. This Act included both electoral and non-electoral reforms.

The Local Government Regulations Amendment Regulations 2023 amended the:

- Local Government (Financial Management) Regulations 1996.
- Local Government (Administration) Regulations 1996.

These amendments support the Model Financial Statements guidance materials and templates for 2022/23 and removes the cumbersome reporting requirements for smaller local governments, which have previously had the same reporting requirements WA's larger Councils.

Our Shire's performance against implementing these reforms to date:

This Amendment Act addresses the following key areas:	Shire's performance
Elected member training	Complete
Gifts and conflict of interest	Complete
Employee code of conduct	Complete
Availability of information with mandatory publication of relevant documents on website for greater transparency	Complete
Changes to the Standards Panel	Complete
Model code of conduct for Council members, committee members and candidates	Complete
Best practice standards for CEO recruitment, performance review and early termination	Complete

Further information on the mandatory documents to be published on our website can be found on **page 72**.

Geraldton Wax (Chamelaucium uncinatum). The Shire of Chittering has a variety of scenic drives and wildflowers allowing you to emerge yourself in the region's natural beauty.

Our Council Structure

The Council consists of seven popularly elected members who are elected for a four year term. The offices on the Council of a Shire are President, Deputy President and Councillor. Council elections are held every two years, at which half the seats are contested. The 2022/23 financial year was a non-election year, with the next election scheduled for October 2023.

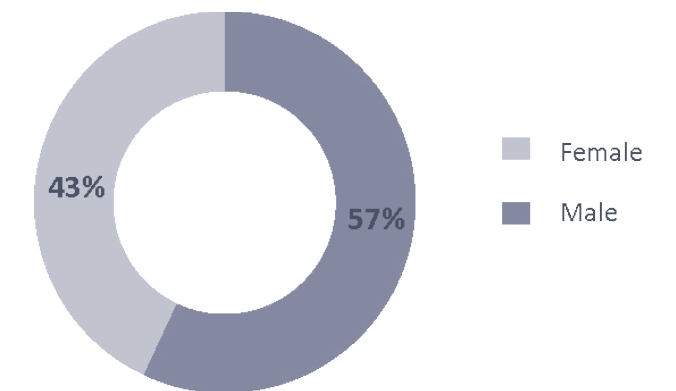
The President and Deputy President are determined at the first Council meeting after an Election through a process prescribed in the LG Act. The Councillors elected serve in the office until the next ordinary election or they are no longer a Council member.

Council wards were abolished throughout the Shire on 3 May 2003, and the Councillors represent all residents within the Shire.

Council governs the Shire's affairs, monitors the performance of its functions, and is responsible for allocating finances and resources. Council also determines and reviews the Shire's policies, plans and other statutory documents.

Council Member Diversity

Gender diversity of the current Council is well balanced, with 3 (43%) female Councillors and 4 (57%) male Councillors, including the President.



Our Council Member Profiles



Old Chittering Road Board Building, Brockman Centre.



President Aaron King

Term expires October 2025

President since October 2021

Elected Member since October 2021

Email: crking@chittering.wa.gov.au

Cr King has owned property in the Shire of Chittering for 22 years and lived in the area since 2007, raising a family and forming strong connections with the community.

Aaron has served 6 years as an elected member, first elected in October 2015 and again in 2021, after a two-year break. He has served as Shire President from 2021.

Living and developing his passion for the land for the last seventeen years has fuelled Aaron's desire to see this great community thrive with responsible, honest, and experienced leadership.

Aaron believes in an open, transparent, accountable local government that deals with relevant community issues and expectations through balanced decision making that reflects local business, community and environmental needs.

Aaron holds a Bachelor of Applied Science (Metallurgy), University of Ballarat. He has held senior management positions for many years and is experienced in dealing with complex issues and making difficult decisions.

Council appointed Committees/Advisory Groups/External Committees/Boards:

- Audit and Risk Committee
- WALGA Avon Midland Country Zone
- Chittering Local Emergency Management Committee (LEMC)
- Chittering Community Support Funding Advisory Group
- Chittering Mining Advisory Group
- Northern Growth Alliance



Deputy President Mary Angus

Term expires October 2023
Deputy President since October 2021
Elected Member since October 2016
Email: crangus@chittering.wa.gov.au

Mary is a seasoned Registered Nurse with an impressive tenure of 46 years, and has dedicated the past 14 years to serving and nurturing the community within the Shire. Her commitment to this region extends beyond professional duties, as she actively cares for her aging mother who resides on their shared property, providing her with an intimate understanding of the unique challenges faced by rural residents.

As an elected member for seven years and as the current Deputy Shire President, Mary has showcased exceptional leadership and dedication to community service. Her role as a Council member, though rewarding, presents its share of challenges, particularly in managing diverse expectations.

A driving force behind Mary's continued service to the community is her passion for fostering growth and development within the Shire. Beyond her outstanding nursing career, which includes a Diploma of Nursing and prestigious accolades such as a company award in 2017 and the Western Australian Nursing Medal in 2019 for her invaluable contributions, Mary actively participates in Community Theatre during her leisure time.

Mary stands as a pillar of commitment and service, embodying unwavering dedication to the welfare and progress of the Shire's community.

Council appointed Committees/Advisory Groups/External Committees/Boards:

- Audit and Risk Committee
- WALGA Avon Midland Country Zone
- Chittering Planning Advisory Group
- Chittering Education Scholarship Group – Council Delegate
- Chittering Youth Krew Advisory Group – Council Delegate
- Midwest/Wheatbelt Joint Development Assessment Panel
- Chittering Community Support Funding Advisory Group
- Northern Growth Alliance



Councillor Carmel Ross

Term expires October 2025
Elected Member since October 2017
Email: crross@chittering.wa.gov.au

Carmel and her husband have lived on a farm north of Bindoon since 2010.

Living on a local farm with beef cattle and a vineyard, Carmel appreciates rural life in the Shire, conscious that each locality has developed its distinctive identity and sense of community, with unique needs and aspirations that will shape the future.

Carmel is committed to maintaining and improving the sustainability of the lifestyle and amenity of the Shire and providing services and infrastructure that encourage others to become part of this attractive area.

Carmel is self-employed, with over thirty years' experience in management and governance of medium and large organisations. As a former board member of the Wheatbelt Development Commission, she has experience in regional development and the issues faced by non-metropolitan shires.

Carmel believes local government is about listening to each community and making sound decisions that foster an enjoyable and prosperous future. She believes the role of Councillors is to provide skilled governance that ensures good future planning and the responsible use of resources.

Carmel holds a Master of Business Administration; a Master of Arts in Psychology as well as a Master of Arts in Theology. Carmel is a Registered Psychologist.

Carmel is a Graduate Member of Australian Institute of Company Directors; a Fellow Member of the Australian Institute of Management and a Chartered Member of the Australian Human Resources Institute. She is a Director of Mercy Ministry Companions Ltd as well as McAuley Property Ltd and also Mercy Associates Executive Officer at the Institute of Sisters of Mercy of Australia and Papua New Guinea.

Council appointed Committees/Advisory Groups/External Committees/Boards:

- Audit and Risk Committee
- Chittering Bush Fire Advisory Committee – Chair
- Chittering Education Scholarship Group
- Wannamal Community Centre Committee – Council representative
- Chittering Tourism Advisory Group – Chair
- Muchea Recreation Centre Reference Group
- Midwest/Wheatbelt Joint Development Assessment Panel



Councillor Mark Campbell

Term expires October 2023

Elected Member since February 2021

Email: crcampbell@chittering.wa.gov.au

Mark emigrated from South Africa in 2007 with his wife and 2 children, adding 2 more children once settled in Australia. Mark and his family have lived in Lower Chittering since 2015.

Mark is eager to see sustainable growth across the whole region. Growth should be sensible with a long-term strategy in place ensuring our unique lifestyle is maintained. This includes capitalising on Muchea Industrial Park by expanding basic services to include sewerage and gas to attract a wider range of industry. A diverse economy is a stronger economy. Mark's strategic plan and aspiration for the community is to:

- Promote and develop local businesses working with Chittering Tourism Association and Chittering Chamber of Commerce.
- Address aged care facilities and support.
- Develop community spaces for all to enjoy and utilise which will in turn develop stronger community spirit.

Mark is an A-Grade electrician and has worked in the Electrical and Automation industry for 28 years and currently manages a portfolio of services contracts for a global leader in the Industrial Automation industry. He is the South Pacific Lead for Strategic Service and Maintenance Contracts.

Mark participates in long distance triathlons (Ironman and half-ironman). An Ironman race day starts with a 3.8km swim, 180km bike ride and 42.2km run.

Council appointed Committees/Advisory Groups/External Committees/Boards:

- Audit and Risk Committee
- Bindoon Mountain Bike Park Reference Group
- Bindoon Mountain Bike Park Advisory Group
- Chittering Tourism Advisory Group
- Rural Water Council of WA
- Lower Chittering Hall Replacement Project Reference Group



Councillor John Curtis

Term expires October 2023

Elected Member since October 2019

Email: crcurtis@chittering.wa.gov.au

John and his wife Julie have lived at Casuarina Close, Bindoon since 2007. They have four adult children and 8 grandchildren.

John believes protecting our natural assets for future generations is the most important task a Council can undertake. He is passionate about recycling and doing more to avoid waste going into landfills.

In his spare time, John volunteers at the Bindoon Museum and regularly drives fund-raising for the Museum, and the Bindoon and Districts Historical Society.

John is retired having previously worked as Taxi/Courier/Truck Driver, commercial fisherman, and in the lawn and maintenance industry.

Council appointed Committees/Advisory Groups/External Committees/Boards:

- Audit and Risk Committee
- Bindoon Mountain Bike Park Reference Group
- Wheatbelt North Regional Road Group
- Chittering Landcare Group



Councillor Kylie Hughes

Term expires October 2023

Elected Member since October 2019

Email: crhughes@chittering.wa.gov.au

Kylie grew up in the Pilbara Region of WA, moved to the Perth Hills for about 10 years before settling in Chittering almost 20 years. She is married with two daughters and has lived in Muchea since 2004.

Kylie has a strong understanding about the Chittering community and in particular the diversity of our four localities within our Shire through actively engaging in the development and community consultation for our Shire's Strategic Community Plan for the past 15 years. Kylie has been actively involved in many community, environmental and sporting groups and has organised many successful community events.

Kylie is passionate about community and ensuring the Shire of Chittering continues to be a great place to live and work. She sees sustainable planning decisions and careful management of the Shire's growth, including provision of local employment and the successful establishment of the Muchea Industrial Park, as key to achieving this. This must be done with a cautionary approach to ensure all environmental impacts are mitigated to safeguard our countryside for future generations to enjoy.

Kylie is committed to helping the Shire become more efficient in its operations without compromising the availability and quality of services for residents. She is particularly interested in that ensuring support services for low-income families and creative activities for young people remain a priority for the Shire.

Kylie is a Life Member of the Muchea Netball Club, is the long term Club Secretary and Umpire Development Officer and previously has served two years as the President of the South Midlands Netball Association. She is also a member of the Bindoon Belles CWA Branch and Chittering Landcare Group.

Her work background is in procurement, business and facilities management, quality assurance and customer service. She has the necessary business acumen and an excellent understanding of good governance and excellent customer service in these areas. She is also a professional Photographer and a WorkSafe accredited HSR and Safety Supervisor.

In her free time, Kylie enjoys volunteering with local community groups, helping with community events and attending community sports. She is semi-retired so has set aside most of her time towards her Council and community group activities. On weekends she is a keen photographer and likes to photograph and explore this great State we live in and catch up with her adult children and their families.

Council appointed Committees/Advisory Groups/External Committees/Boards:

- Chairperson Audit and Risk Committee
- Ellen Brockman Integrated Catchment Group
- Chittering Landcare Group
- Muchea Recreation Centre Reference Group
- Local Emergency Management Committee
- Chittering Mining Advisory Group
- Joint Development Assessment Panel
- Wheatbelt North Regional Road Group



Councillor David Dewar

Term expires October 2025

Elected Member since October 2021

Email: crdewar@chittering.wa.gov.au

David is a 3rd generation, life-long Wannamal resident and smaller scale mixed farmer. The Dewar family has been actively participating in the community for more than 70 years. David and his partner, Kirsty have two daughters who attended the local primary school before moving on to high school. Kirsty is a familiar friendly face, working at the local bakery.

David is passionate about ensuring the Shire of Chittering is a great place to live and work. He sees sound management of the Shire's growth, including the significant role of clubs and sports in the community as an important part of building a connected community.

During his time on Council, David has been outspoken about the need for sensible decision making and cutting out unnecessary, time-consuming activities.

David holds a Bachelor of Arts degree and has worked as a teacher before laying down the red marking pen in favour of full-time farming.

Council appointed Committees/Advisory Groups/External Committees/Boards:

- Audit and Risk Committee
- Chittering Bush Fire Advisory Committee – Deputy Chair
- Chittering Tourism Youth Krew Advisory Group – Deputy Chair
- Chittering Health Advisory Group
- Rural Water Council of WA – Delegate
- Wannamal Community Centre Committee – Council representative

Council and Committees

Council meetings are held every third Wednesday of each month between February and November, and on the second Wednesday in December to allow for council resolutions to be implemented before the Christmas closing period.

To assist with the decision making responsibilities, Council has established three internal committees comprising of Council members and external representatives. These are Audit and Risk Committee, Bushfire Advisory Committee and Local Emergency Management Committee. Each committee performs a specific purpose and its recommendations are presented to Council as the decision-making body.

Meeting attendance of Council and internal committees

The following table provides information of the Council and internal committees and our Council members attendance.

Council Member	Ordinary Council Meeting (11)	Special Council Meeting (1)	Annual Electors Meeting (1)	Audit and Risk Committee Meeting (1)	Bushfire Advisory Committee Meeting (3)	Local Emergency Management Committee Meeting (3)
Cr Aaron KING	11	1	1	1	-	2
Cr Mary ANGUS	11	1	1	1	-	-
Cr Mark CAMPBELL	9	1	0	1	-	-
Cr John CURTIS	10	1	1	1	-	-
Cr David DEWAR	10	1	0	0	2	-
Cr Kylie HUGHES	10	1	1	1	-	2
Cr Carmel ROSS	11	1	1	1	3	-

Membership of internal committees

The following table outlines the membership of these internal committees.

Council Member	Audit and Risk Committee	Bushfire Advisory Committee	Local Emergency Management Committee
Cr Aaron KING	✓	-	✓
Cr Mary ANGUS	✓	-	-
Cr Mark CAMPBELL	✓	-	-
Cr John CURTIS	✓	-	-
Cr David DEWAR	✓	✓	-
Cr Kylie HUGHES	✓	-	✓
Cr Carmel ROSS	✓	✓	-

External Committees, Advisory/Working Groups

The following table outlines the internal and external working groups, advisory groups and external committees where Council members are appointed.

Internal	External
Audit Committee	WALGA Avon Midland Zone
Bushfire Advisory Committee	Midwest/Wheatbelt Joint Development Assessment Panel
Local Emergency Management Committee	Northern Growth Alliance
Chittering Community Support Funding Group	Bindoon and Districts Historical Society
Chittering Education Scholarship Group	Chittering Landcare Group
Chittering Mining Advisory Group	Ellen Brockman Integrated Catchment Council
Chittering Youth Krew Advisory Group	Rural Water Council of WA
Chittering Health Advisory Group	Wannamal Community Centre
Chittering Tourism Advisory Group	Wheatbelt North Regional Road Group

Created and Disbanded Committees and Working Groups

Council created a CEO Recruitment Committee through Council Resolution 100822 at the August 2022 Ordinary Meeting. Council disbanded the CEO Recruitment Committee through Council Resolution 130323 at the March 2023 Ordinary Meeting.

All CEO Recruitment Committee Meetings were attended by Councillors Aaron King, Mary Angus, Carmel Ross and John Curtis throughout the statutory recruitment process.

Council Decisions

Council is the major decision-making body for the Shire and considers the views of the community during this process. Meetings are open to the public, who can ask questions or make a deputation to Council.

Recommendations on various topics are submitted by the Administration to Council through an ordinary or special Council meeting. The agendas for these Council and committee meetings are published on the Shire's website, and are made available prior to the meetings. The minutes of these meetings are also published on the Shire's website at: www.chittering.wa.gov.au.

Council Member Legislative Reporting Requirements

Overseas Visits

There were no overseas visits representing Council during the 2022/23 financial year.

Council member remuneration

Salaries and Allowances Tribunal determines remuneration for Councillors under the Salaries and Allowances Act 1975. On 6 April 2023, the tribunal determined the rates applicable for 2022/23.

The Shire is classified as a Band 3 local government for the purposes of the Salaries and Allowances Act and has determined that it will remunerate its Council members as follows:

- Annual attendance fees in lieu of Council meeting, committee meeting and prescribed meeting attendance fees.
- Annual allowance for a President and Deputy President.
- Annual allowances in lieu of reimbursement of expenses.

The following table outlines the council member's remuneration and expenses that include payments of member fees, expenses, allowances and reimbursements for the year:

Description	2021/22 Actual (\$)	2022/23 Budget (\$)	2022/23 Actual (\$)
President			
Annual allowance	\$13,702	\$14,401	\$14,401
Meeting attendance fees	\$26,455	\$18,713	\$18,713
ICT expenses	\$5,319	\$3,153	\$3,153
Travelling and accommodation	\$1,246	\$3,329	\$1,309
Total	\$46,722	\$39,596	\$37,576
Deputy President			
Annual allowance	\$3,425	\$3,600	\$3,600
Meeting attendance fees	\$23,020	\$12,100	\$12,100
ICT expenses	\$6,000	\$3,153	\$3,153
Travelling and accommodation	\$415	\$3,329	\$718
Total	\$32,860	\$22,182	\$19,571
All Other Council Members			
Meeting attendance fees	\$37,407	\$60,500	\$60,500
ICT expenses	\$9,750	\$15,765	\$15,765
Travelling and accommodation	\$4,489	\$16,645	\$5,276
Total	\$51,646	\$92,910	\$81,541
Overall Total	\$131,228	\$154,688	\$138,688

Attendance at events

Council members may be requested to attend conferences and seminars on behalf of the Council. The following table provides information on the conferences and training sessions attended by Council members during the year.

Name of Conference / Seminar	Number Attended	Cost (\$)
WA Local Government Conference	4	\$5,905
WALGA People and Culture Seminar	1	\$330

Mandatory training and professional development

All council members are required to undertake training within the first 12 months of being elected. The changes were introduced as part of the 2019 reform of the Local Government Act 1995 and in recognition of the unique and challenging role of council members. Additionally to this, all local governments are required to annually report on training undertaken by Council members and to publish the report on the Council's official website within one month after the end of the financial year.

The training course, Council Member Essentials, has been developed to equip council members with the skills and knowledge to perform their role as leaders in their district. The course has five foundational units and all Council members are required to complete these units.

Mandatory training was completed by our three members elected in the October 2021 Ordinary Election, Cr Aaron King, Cr David Dewar and Cr Carmel Ross.

The following table illustrates the progress of our Council Members on completing the five foundational units as at end of June 2023.

Council Member	Understanding Local Government	Serving On Council	Meeting Procedures	Conflicts Of Interest	Understanding Of Financial Reports And Budgets
Cr Aaron KING	8 September 22	1 September 22	16 August 22	16 August 22	4 September 22
Cr Mary ANGUS	n/a	n/a	n/a	n/a	n/a
Cr Mark CAMPBELL	n/a	n/a	n/a	n/a	n/a
Cr John CURTIS	n/a	n/a	n/a	n/a	n/a
Cr David DEWAR	13 October 22	12 October 22	12 October 22	11 October 22	12 October 22
Cr Kylie HUGHES	n/a	n/a	n/a	n/a	n/a
Cr Carmel ROSS	15 January 2022	3 August 22	18 January 2022	5 May 2022	7 August 22

Accountability

Council Member Code of Conduct

The Local Government Legislation Amendment Act 2019 introduced the requirement of a Code of Conduct for Council members, committee members and candidates.

All Council members are required to abide by a Code of Conduct to ensure that all duties are carried out in the best interests of the Shire and its residents. A code of conduct is a set of conventional principles and expectations that are considered binding on any person who is a member of a particular group.

The Code of Conduct provides Council members of the Shire with consistent guidelines for an acceptable standard of professional conduct.

The Code addresses in a concise manner the broader issues of ethical responsibility and encourages greater transparency and accountability.

Council adopted the "Code of Conduct – Elected Members Policy" at its meeting held on 21 April 2021.

In this reporting period, there were no complaints lodged against a Council member under the Code of Conduct.

Rules of Conduct

The Local Government (Rules of Conduct) Regulations 2007 applies to complaints about an Elected Member of the Shire of Chittering Council arising from an alleged breach of the Local Government (Rules of Conduct) Regulations 2007, made by members of the public other than Council Members. The legislation specifies rules which are intended to prevent Council Members from engaging in inappropriate behaviour such as securing personal advantage, misusing local government resources and improper conduct. The Local Government Standards Panel deals with breaches of these rules of conduct.

For more information on the Minor Breach system please visit the Department of Local Government, Sport and Cultural Industries website.

The Register of Complaints prescribed under Section 5.121(3) of the Local Government Act 1995, must include the following information:

- the name of the Council member about whom the complaint is made;
- the name of the person who makes the complaint;
- a description of the minor breach that the standards panel finds has occurred; and
- details of the action taken under section 5.110(6).

There were no complaints against any Councillors for the Shire of Chittering during the financial year.

The Shire's Register of Complaints can be found on our website and via the link: [Complaints Register » Shire of Chittering](#).

Local produce being sold at A Taste of Chittering event.



Gifts and benefits

Council members, Chief Executive Officers (CEOs) and other local government employees occasionally receive gifts. As part of the Local Government Act Review, it was recognised that a new gift framework should be developed to provide a transparent system of accountability where members of the community can have confidence in the decision-making of their elected representatives.

The former gift exemption categories no longer apply, and Council members and CEOs must declare any gift received in their capacity as a Council member or CEO valued at \$300 or above (or where the cumulative value of gifts from the one donor exceeds \$300 in a 12-month period).

CEOs are responsible for publishing and maintaining a gift register on the local government's official website which needs to be updated within ten days of a disclosure being made. The Shire's gifts register can be found on our website and via this link: [Gift Register » Shire of Chittering](#)

Public Interest Disclosures (PID)

The Public Interest Disclosure Act 2003 (PID Act) enables people to make disclosures about wrongdoing within the State public sector, local government and public universities without fear or reprisal.

A public interest disclosure is a disclosure which is made by a person who discloses to a property authority (in local government that is the Public Interest Disclosure (PID) Officer) information that tends to show that a local government, a public officer (i.e. an employee of the local government) or a contractor may be involved in an activity which constitutes:

- improper conduct;
- action which may constitute an offence under a written law;
- a substantial unauthorised or irregular use of;
- a substantial mismanagement of public resources;
- a substantial and specific risk of injury to public health, prejudice to public safety or harm to the environment; or
- a matter of administration that can be investigated by the Ombudsman.

A disclosure is more than a general complaint about dissatisfaction with a product or service or a decision by government and is more than a personal grievance that can be resolved by agreement between parties. The information must relate to the performance of a public function of the local government or employee. For example, the PID Act does not apply to information that an employee of the local government has engaged in criminal behaviour unconnected with their employment.

The Shire has not received any disclosures during this financial year.

Delegations of authority

The LG Act requires local Councils to keep a register of delegations and to review these delegations annually. The delegated authority register is available on the Shire's website and the following link: [Delegations Register » Shire of Chittering](#).

Delegations form part of the Shire's decision making approach. Delegations entrust certain types of decisions to the CEO, employees or committees. Delegates exercise the delegated decision making function in their own right, in other words they have discretionary decision making powers.

The use of delegated authority means that a large volume of routine work can be effectively managed and acted on promptly without the need to seek approval from Council, which in turn facilitates efficient service delivery to the community. Delegated authority allows Council to concentrate on policy development, representation, strategic planning and community leadership.

The Shire's delegations register contains all current delegations from Council to the CEO and committees and from the CEO to employees. It sets out unequivocally which statutory power and function are delegated, which part of the legislation allows such delegation and what conditions and policy requirements are to be complied with.

Local Laws

The LG Act enables local governments to make local laws considered necessary for the good government of their districts. Laws can only be made when authorised by the LG Act or other written laws but cannot be inconsistent with any State or Federal law. The types of laws made by local governments cover areas such as car parking, activities on thoroughfares, public places and Council and committee meetings.

Local laws are defined as subsidiary legislation which are capable of disallowance by either House of Parliament under section 42 of the Interpretation Act 1984. Disallowance is the device by which the Parliament maintains control of the power to make subsidiary legislation that it has delegated, by primary legislation (Acts of Parliament), to local governments, State Departments and other agencies of Government. In the case of local governments, this power is granted by the LG Act and other Acts such as the Health Act 1911 and the Dog Act 1976.

The Section 3.16 of the LG Act requires local governments to review their local laws every 8 years from the date of commencement of the local law. The following local laws were reviewed during the financial year:

- Bush Fire Local Law 2012
- Cemeteries Local Law 2023

- Dogs Local Law 2023
- Keeping and Control of Cats Local Law 2023
- Local Government Property and Public Places Local Law 2023
- Standing Orders Local Law 2023

The following local laws are prioritised to be reviewed during the next financial year:

- Extractive Industries Local Law 2014
- Health Local Law 2017
- Waste Local Law 2018

Our Shire's local laws are available on the website: [Local Laws » Shire of Chittering](#)



ANZAC Day 2023, Bindoon.

Publicly available information

The following table outlines the information and documents that are mandatory to be published on the Shire's website as part of the Local Government Amendment Act:

Reference To Legislation	Relevant Document	Link To Website Page
5.96A(1)(b)	Proposed and current local laws (consolidated copy)	Local Laws » Shire of Chittering
3.59(4) (c)	Business plan for a major land transition or major trading undertaking	Consultation Detail - Major Land Transaction (Closed) » Shire of Chittering
	All approved policy documents that govern an assessment of an application	Policy Register
4.52 (1) and (2)	Candidate profiles	Councillors » Shire of Chittering
5.39C(6)	Policy for the temporary employment or appointment of CEO	Policy Register
5.50(5)	Policy for payments to employees in addition to their contract or an award	Policy Register
	Any adopted Regional price preference policy	Policy Register
5.39B(6)	Model Standards for the Recruitment, Performance Review and Termination of CEO	ocm-minutes-confirmed-150323.pdf (chittering.wa.gov.au)
5.51A	Code of conduct for employees	Code of Conduct » Shire of Chittering
5.89A(5)	Gifts register	Gift Register » Shire of Chittering
Elections r.30G (5) and (6)	Electoral gift register	Electoral Gifts » Shire of Chittering
5.121(3)	Register of complaints of minor breach compiled under section 5.121	Complaints Register » Shire of Chittering
5.118(3)	Censure notices in respect of a person who is a Council member	Nil
5.94(ab)	Register of Complaints	Complaints Register » Shire of Chittering
5.94(b)	Register of Financial Interests	Register of Financial Interests » Shire of Chittering
5.96A(1)(a)	Map of the district (which includes ward boundaries)	Map of the District » Shire of Chittering
5.96A(1) (c)	Annual Budget	2022/2023 Annual Budget » Shire of Chittering
5.55A	Annual Report	Annual Report » Shire of Chittering
5.96A(1)(d)	List of fees and charges under section 6.16	Final Fees and Charges 2022-23 » Shire of Chittering

Reference To Legislation	Relevant Document	Link To Website Page
5.96; Admin. r. 29C(2)(f); (6) and 29D	The type and the amount or value of any fees, expense or allowances paid to each Council member during a financial year. To remain on the website for not less than 5 years from when first published	Shire of Chittering Annual Report 2021/22
6.36(3) (c) (ii) and (3A)	Objects and reasons for the imposition of differential rates	Nil
5.96A(1)(e)	Current plans for the future of the district made under section 5.56	Documents in Publications » Shire of Chittering
5.96A(1)(f)	Confirmed Council and committee meeting minutes	Council Meetings » Shire of Chittering
5.26 (i)	Unconfirmed Council and committee meeting minutes	Council Meetings » Shire of Chittering
5.25(1)(j)	Up-to-date schedule of meetings upcoming Council and committee meetings	Council Meetings » Shire of Chittering
Admin r. 12	Any change to meeting details	
5.96A(1)(g)	Minutes of electors' meetings	Council Meetings » Shire of Chittering
5.96A(1)(h)	Notice papers and agendas relating to Council and committee meetings that have been tabled or produced by the local government and presented at a Council or committee meeting	Council Meetings » Shire of Chittering
5.103	Model code of conduct for Council members, committee members and candidates	Code of Conduct » Shire of Chittering
5.127	A report on the training completed by each Council member in the financial year, to be published within one month of the end of the financial year	Shire of Chittering Annual Report 2021/22

Reference To Legislation	Relevant Document	Link To Website Page
5.90A(5)	Attendance of Events Policy for Council Members and CEO	Policy Register
5.128(4)	Publish an up-to-date version of the Continuing Professional Development of Council Members Policy	Register of Councillor Training - as at 30 June 2023 (chittering.wa.gov.au)
5.96; Admin. r. 29C(2)(d)(e) and 29D	The name of each Council member and employee who lodged a primary return or annual return for a financial year. To remain on the website for not less than 5 years from when first published	Nil
	Adverse findings of the Local Government Standards Panel or the State Administrative Tribunal	Nil
8.15A	Adverse findings against current Council member, employee or the local government by the following bodies: a) Local Government Standards Panel; b) Public Sector Commission; c) Corruption and Crime Commission; and d) State Administrative Tribunal.	Nil
Admin. r. 29C (2)(a); (3) and 29D	Any adverse recommendation made by an authorised person under s. 8.13(2) within 14 days after the adverse recommendation is provided to the local government. To remain on the website for not less than 5 years from when first published	Nil
5.96 and Admin. r. 29C(2)(c)	An up-to-date version of each Council policy	Policy Register
6.68 (3) and Schedule 6.3 1(1)(c)	Prior to exercising the power of sale of land for overdue rates under s. 6.68, that a notice is to be published on the website and kept on the website for not less than 35 days	Latest News » Shire of Chittering
F&G. r. 17(1A)	Tender register	Tenders Awarded » Shire of Chittering

Little Eeden Honey Farm products.





Tree planting program as part of our commitment to sustainability.

Community and Stakeholder Engagement

The Shire has adopted a Community Engagement Framework that provides the basis for engaging our community. Our goal is to ensure the community has input into every decision that touches their life in the Shire and to foster a culture of trust. This framework informs engagement on items in the Strategic Community Plan.

A Community Engagement and Communications Plan is created for all community consultations. The Community Engagement Framework is used to determine the scope of consultation needed.

Our 'Have Your Say' e-Newsletter keeps the community up to date on current and future community consultations and is sent to subscribers periodically (11 newsletters were sent out in 2022/23). The e-newsletter provides an opportunity to inform on changes to legislation or infrastructure such as the announcement of traffic changes or planned major roadworks. It currently has 2,566 subscribers.

More information on how we engage with the community can be found on our website, on the 'Have Your Say' section.

Have Your Say Online

Some of our key online tools for community consultation include the 'Have your Say' section of Shire's website, that provides information on current projects, proposed development and changes to key documents and policies.

In addition, during 2022/23 we published 6 community engagements and we advertised 57 planning related applications which include Development Applications and Scheme Amendments, for community input.

Shire Facebook Page

The Shire makes use of social media to convey information to the community and to provide updates. During the 2022/23 year, the Shire published 800 posts on Facebook, informing the community of current affairs, updates on projects, events and additional information on topical matters.

Key engagements during the year

The following information is a summary of some of the major topics that involved community engagement during the year:

Lower Chittering Community Centre – Design Plans

At the July Ordinary Meeting of Council, held on Wednesday 20 July 2022, Council received the Schematic Design Report (SDR) for the Lower Chittering Community Centre which was created as part of the consultation with the LCHR Reference Group.

The consultation was advertised on Facebook, and neighbouring landowners received addressed mail with full details of the project and a request for feedback.

8 Submissions were received. The design was received well.

Wildflower Ridge POS – December 2022

The Shire has been working with the developers of Wildflower Ridge to design a playground/playspace that meets the current and future needs of the local community.

In December 2022 Shire staff met with local residents, who were invited via email to attend, at the site of the play space to review the plans and make suggestions for the space.

Seventy-two households were

invited, 10 families attended with feedback received from both adults and children.

Disability Access and Inclusion Survey – Sept 22 (review Feb 23)

In February 2023 the Shire of Chittering reviewed its Disability Access and Inclusion Plan, and consulted with the community to determine any additional requirements, or changes to the current plan. Five people submitted the survey, with a range of community members, people with disability, carers and support workers completing the consultation.

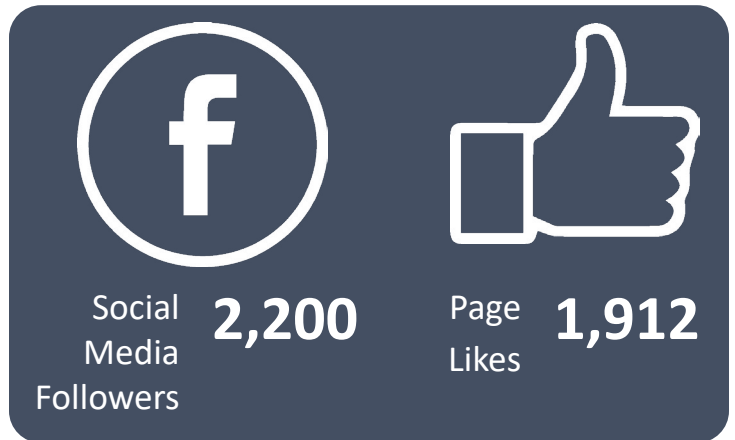
The final plan was adopted by Council in April 2023.

Muchea Hall Redevelopment History Project

As part of the Redevelopment of the Muchea Hall site to become a Recreation Centre, a History Project was initiated to ensure that the new site would be reflective of previous community uses and recognise its importance to Muchea Residents. A community forum was held in March 2023, with the results compiled to assist with the design of the external entrance and future landscaping of the site.

Communication and Public Relations

2021/22



2022/23



CHATTER contains information about Council's latest events, activities and news and is delivered to households across the Shire 12 times per year. A digital version is also published monthly. The Shire produces many other publications including brochures, fact sheets, posters and other material to support and promote services, programs, events and activities.

Digital communication and social media

Twelve e-newsletter campaigns were distributed in 2022/23 to a combined total of 648 subscribers. The Shire's social media sphere covers Facebook, Instagram, Twitter and LinkedIn. The largest engagement across social media platforms was on the Shire's Facebook page stage 2 concept plan for the Bindoon Mountain Bike Park on 23 March 2023. The post had a reach of 17,079 users and prompted 23 reactions, seven comments and was shared 14 times.

Significant media coverage

Media coverage of the Shire of Chittering is mostly positive and is also used by the Shire to promote the area and to keep our community informed with what's going on in our Shire.

Some of the significant topics that received media coverage during the year included:

- A fire in the Muchea Townsite attracted Media coverage from several news outlets (print and non-print) including the West Australian Newspaper and the Channel 9 news. The fire threatened lives and homes and was the biggest fire the town had seen in recent years.
- The felling of three native Marri trees in Muchea attracted media attention in the Northern Valley News. The trees were required to be removed to cater for the development of the new Muchea Recreation Centre, however created unrest with some members of the community.
- The Shire also made the news with two major private investment projects - one being \$135million battery plant near Muchea and the other being the \$100million Club Moolia in Mooliabeenee.

Our Key Stakeholders

We have strong relationships with our diverse community stakeholder groups who regularly participate and contribute to how decisions are being made.

The following tables describe our key stakeholders and why we engage with them:

Ratepayers and Residents	Council Members	Community Interest Groups
Why do we value these stakeholder relationships?		
Our ratepayers and residents are our biggest priority as we plan for the future and deliver services, aligned to our community aspirations.	Council Members are elected by our community and provide us with valuable feedback from various community groups.	Community interest groups assist us with topic related insights that are seen as important to our local community.
What do we want to achieve from the engagement?		
To have an engaged and informed community that feels valued, with access to a variety of communication and engagement channels.	To work towards one vision with open and transparent engagement processes to ensure results driven decisions are made, aligned to the strategic direction.	To listen to our community interest group members, provide feedback and realign our approach where possible.
How do we measure success of the engagement?		
An increase in our community and customer service satisfaction levels.	Council decisions are based on results driven information that are available for their view within relevant timeframes.	Our various interest groups are satisfied with the various engagement channels and that their voice is listened to and considered in decision-making.

Business	Industry Associations and Peak Bodies	Government
Why do we value these stakeholder relationships?		
Our businesses operating within the Shire are key to our local economy and the creation of local jobs.	These groups are valuable as they assist us with industry specific requirements and trends.	Their assistance and guidance on policy development and legislative requirements are valuable as well as their role in future funding opportunities.
What do we want to achieve from the engagement?		
To provide guidance and assistance to all local businesses, a successful communication platform to inform businesses on key information to assist in development and growth.	We are able to use the industry specific information to help shape the way we provide services or deliver programs aligned to these industries.	To develop strong partnerships and networks to support our community with the provision of funding towards community programs and project initiatives.
How do we measure success of the engagement?		
An increase in our community and customer service satisfaction levels.	We have a collaborative approach and are able to draw from their expertise for future planning as well as on an operational project delivery level.	Successful delivery of the projects and programs within the relevant deadlines and at a satisfactory level.

Employees	Visitors	Media
Why do we value these stakeholder relationships?		
The technical expertise of our employees is crucial to ensure we deliver effective and efficient service delivery outcomes.	Our visitors boost our local economy and attract investment opportunities.	The media is important to ensure open and transparent information is provided.
What do we want to achieve from the engagement?		
High customer satisfaction standards with a values-driven workforce and a cross-functional approach.	Economic growth and tourism attraction.	To ensure information provided is relevant and accurate.
How do we measure success of the engagement?		
Our employees feel valued and have opportunities for training and career development.	Increase in visitors to our Shire and the availability of facilities, programs and community events.	The Shire receives more positive than negative media coverage.

External Partnerships

The Shire understands the importance of strong partnerships with key stakeholders to ensure that services provided to our residents and ratepayers are of high quality as well as ensuring that our policies are current and well informed.

We work closely with the Chittering Tourist Association and Chittering Chamber of Commerce (these two organisations have merged in September 2023) to encourage and promote business and tourism in the region.

The Shire collaborates with a number of external tourism marketing companies including Destination Perth, AmazingCo, Perth Vibes and So Perth to run tourism campaigns to attract visitors to the region. Most campaigns are social media based; however, we featured in a Destination WA TV story through a partnership with Destination Perth. This was filmed and funded in the 2022/23 financial year but aired in August 2023.

Professional associations and government agencies that support industry initiatives and promote the Shire, include:

- Wheatbelt Development Commission
- Regional Development Australia (Wheatbelt)
- Property Council
- Australian Local Government Association (ALGA)
- Western Australian Local Government Association (WALGA)
- National Growth Areas Alliance (NGAA)
- Growth Areas Perth and Peel (GAPP)
- Institute of Public Engineering WA (IPEWA)
- LG Professionals WA
- Local Government Grants Commission WA
- Northern Growth Alliance (NGA)



The valley forms a picturesque gateway into Western Australia's Wheatbelt region where you can immerse yourself in the rural lifestyle and discover golden horizons.

Our Volunteers

The Shire has 60 volunteer groups who make a huge contribution towards our community. Some of these groups include:

Bushfire brigades

Annual Volunteer Bushfire Brigade Recognition event held at Chinkabee Complex. Approximately 160 volunteers attended the event.

Brigades hosted a stargazing event at the Lower Chittering Hall, 30 volunteers attended.

Aged and disability services

2 x Courtesy Bus drivers facilitating weekly bus transport to Joondalup or Midland.

3 x Community Assisted Transport drivers, facilitating ad hoc transport to appointments for residents unable to drive or find alternative transport – paid service.

Events

Many of the Shire's staff volunteer at community and Shire run events in their own time to ensure their success for the wider community.

Bindoon Library Volunteers

The Bindoon Library has a dedicated team of volunteers who assist by opening the library on Saturday mornings, stock management, and customer service. Pam, Brian, Robby, Julie, Christina, Robyn, and Alex are avid book lovers and are passionate about their community, making them invaluable to not only the Bindoon Library, but the Shire of Chittering overall.

Each year at our Annual Christmas Party, we take the time to say thank you to our team of library volunteers and give them a small token of our appreciation.

Visitor Centre

The Visitor Centre, located in Bindoon townsite, is primarily run by volunteers. We are currently running a campaign to encourage more volunteers to the centre.



Fire and Emergency Services Australia, firefighting helicopter.



Our Operational Performance

This section includes detailed operational performance results for each service area, outlined in our 4-year Corporate Business Plan and our Annual Operational Plan. This section also outlines the key functions aligned to the key area, Corporate Business Plan performance and additional functional area highlights.

- Integrated Planning and Reporting Framework
- Performance against our 5 key areas:
 - Community
 - Natural Environment
 - Built Environment
 - Economy
 - Administration and Governance

Newly built Muchea Recreation Centre. One of the Shire's major projects for the 2022/23 financial year.

Integrated Planning and Reporting Framework

The Shire's Integrated Planning and Performance Reporting Framework guides our processes to ensure clear alignment to, and delivery on the aspirations and desired outcomes identified by our community. The following framework illustrates the three levels (long, medium and short term) of Strategy, Corporate and Operational Planning. We monitor our performance against the 25 strategies (listed in the following table) that are the link between the Community's long-term aspirations, aligned to the SCP, and the Council's medium-term implementation plan, aligned to the CBP.

10 YEARS - Strategy

STRATEGIC COMMUNITY PLAN <ul style="list-style-type: none"> • Vision statement • Community aspirations (Strategic objectives) • Outcomes 	Describes the 10-year aspirational vision for the future of Chittering and the community's desired outcomes. The strategic objectives represent the community aspirations and sets our strategic direction to achieve the Vision. The outcomes lead to the development of various council adopted strategies and plans such as the Tourism Strategy and Economic Development Strategy.
Connected communities (O1) A safe and healthy community (O2)	Sustainable lifestyle (O3) Environmental protection (O4)
Retaining rural amenity (O5) Improving infrastructure (O6)	Economic growth (O7) Local business growth (O8) Increased visitors (O9)
An engaged Shire (O10) Accountable and transparent governance (O11)	

4 YEARS - Corporate

CORPORATE BUSINESS PLAN <ul style="list-style-type: none"> • Strategies • Major Initiatives • Capital Works Program 	<ul style="list-style-type: none"> • Strategies describe how Council seeks to achieve the community outcomes over the next four years. These strategies are also aligned to council adopted strategies and plans. • Major Initiatives are critical projects or actions that are prioritised for delivery of the Strategic Objectives. • Capital Works Program outlines Council's planned projects over the next 4 years, identified in the Long Term Financial Plan.
Events and groups to bring the community together and assist connections (S1) Social hubs to bring the community together (S2) Increased volunteer participation across the Shire (S3) Improve education, health disability and aged services (S4) Increase the availability of emergency services (S5)	
Encouraging development in keeping with the environment (S6) Improved waste management and recycling practices (S7) Limit impacts of mining extractive industry and industrial development (S8) Ensure water security and quality (S9) Limit noise and light pollution (S10) Protection of wildlife and nature from pests, weeds, destruction and contamination (S11)	
Balance development with natural environmental and open spaces (S12) Planned development retaining rural amenity (S13) Maintenance and construction of safe roads (S14) Townsites with attractive streetscapes (S15) Provision of community facilities to allow sport and recreation participation (S16)	
Support investment which stimulates sustainable industries, business and job growth (S17) Support growth in agricultural and horticultural industries (S18) Encourage and support local businesses and new investments for the future (S19) Support and promote accommodation options (S20) Facilitate, promote and support visitation (S21) Increase in nature-based tourism and agritourism (S22)	
Continue to engage responsively with the community, using a variety of methods of inviting input (S23) Become a leader in the areas of transparency, disclosure and public accountability (S24) Responsible, sustainable and planned use of the Shire's financial resources (S25)	

1 YEAR - Operations

ANNUAL OPERATIONAL PLANS <ul style="list-style-type: none"> • Services • Annual Budget 	<ul style="list-style-type: none"> • Services include all business-as-usual activities and legislative requirements, aligned to various service levels. • Annual Budget that aligns the financial aspects to Council services.
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Level 1, also known as the **Strategic Community Plan** is the strategic direction over the next 10 years.

Level 2, the **Corporate Business Plan** is the Administration's response to the Community Plan (Level 1).

Level 3, the **Annual Operational Plans** is the detail of year 1 of the Corporate Business Plan (Level 2). The consolidated Operational Plan (consolidation of all service area operational plans) is the detail of the Shire's Annual Budget. It is at this level where resource allocation occurs. This includes the allocation and alignment of people/workforce, finance/budget as well as assets. This level is therefore of utmost importance to ensure accountability of all staff and an overall performance culture. This level also aligns to individual performance.

The region offers a huge range of attractions against a backdrop of history and natural splendour.



How to read and understand our performance sections in the report

Council adopted the following colours illustrating the 5 strategic themes. These colour codes are being used throughout the report to illustrate performance against each strategic theme.



The following widely used 'traffic light' performance approach are used to illustrate performance against targets:

- Completed / On target
- Monitor / Slightly behind schedule
- Target not met / Behind schedule

Community

An inclusive, active, safe and healthy community (SO1)

Strategies aligned to Community outcomes

Corporate Connected communities (O1)	Events and groups to bring the community together and assist connections (S1)
	Social hubs to bring the community together (S2)
	Increased volunteer participation across the Shire (S3)
A safe and healthy community (O2)	Improve education, health disability and aged services (S4)
	Increase the availability of emergency services (S5)

Council functions aligned to these strategies

The following table sets out the functions and services that are aligned to our Community.

- Civic festivals and events
- Community driven events
- Citizenship ceremonies
- Community awards
- Community transport service
- Community funding programs (grants, sponsorships and donations)
- Venue and facility bookings
- Club development programs
- Community safety and emergency services
- Cultural and reconciliation programs
- Disability access and inclusion
- Public Health services
- Library services, programs and events
- Youth services
- Aged services
- Sport and recreational programs and events
- Volunteer services
- Housing services

Corporate Business Plan Performance

The following table illustrates the performance of the 2022/23 annual actions aligned to the Community outcomes.

No.	Annual Action	Responsible Department	Quarter Ending June 2023		
			Target	Actual	Comment
1	Resubmission and adoption of the Shire's Facility Management Framework	Community Development	100%	Deferred	
2	Implement an online Facility Booking System aligned to the Risk Register	Community Development	100%	100%	With the implementation of the SpacetoCo booking system, we have seen an increase in visibility of our venues and consequent increase in usage of our facilities. The increases in usage have mostly come in the areas of cultural services and wellbeing.

No.	Annual Action	Responsible Department	Quarter Ending June 2023		
			Target	Actual	Comment
3	Implementation of Facility Management Program by July 2023 aligned to the Risk Register	Community Development	100%	100%	Completed
4	Develop a Facilities Complaints Register to address all Public Halls and Recreation Facilities complaints within 5 days	Community Development	100%	100%	A facility complaints register has been developed to address all public halls and recreation facilities complaints.
5	Activate the Bindoon library space by hosting at least 12 events/activities for adult and junior library members	Library services	12	25	25 activities/events have been hosted at the Bindoon library as part of our Shire's place activation strategy.
6	Facilitation of volunteer recognition activities including social media during Volunteer Week	Community Development	2	2	Various volunteer recognition activities have been facilitated including Stargazing event at Lower Chittering Hall and a Social Media event held May 2023.
7	Develop the Reconciliation Action Plan (RAP)	Office of the CEO	100%	Deferred	
8	Manage safety of food preparations at all food outlets within the Shire of Chittering through education, inspections and sampling	Development Services	90	21	Target not met due to resource constraints.
9	Number of food premises inspected within the Shire of Chittering	Development Services	55	0	No food sampling was conducted due to resource constraints.
10	Conduct food sampling at identified premises on a quarterly basis	Development Services	2	2	Submitted by end of August to Department of Health.
11	Notifiable disease investigations	Development Services	100%	100%	Council has not received any notification from Department of Health as at end June 2023.
12	Inspections of skin penetration establishments (hairdressers annually, beauty salon twice a year, tattoo 4 times a year)	Development Services	6	0	No inspections conducted due to resource constraints.
13	Complete site remediation at Mucnea Property as per DSI Report	Development Services	100%	50%	50% completed.
14	Revision and update of Emergency Recovery Plan by end Feb 2023 aligned to the Risk Register	Deputy CEO	100%	Deferred	

No.	Annual Action	Responsible Department	Quarter Ending June 2023		
			Target	Actual	Comment
15	Revision and update of Emergency Procedures by end February 2023 aligned to the Risk Register	Deputy CEO	100%	Deferred	
16	Conduct the annual test of the Local Emergency Management Arrangements aligned to the Emergency Management Act 2005 by end September	Development Services	100%	100%	Completed in Quarter 1.
17	Conduct Firebreak and Hazard Reduction inspections at residential properties that were non-compliant within 4 weeks	Development Services	100%	100%	All previous non-compliant properties inspected within 4 weeks
18	Commence Disability Access and Inclusion Plans Report by end December 2022 and submit to DSC by end July aligned to the Disability Services Act 1993		100%	100%	
19	Deliver all Community Development programs		12	12	

Corrective actions for the above actions that have not met the relevant target

Action number	Corrective actions to ensure action will be completed
8	Additional staff appointed and inspections to progress during next financial year.
9	Appointed new staff member. Food sampling will be undertaken from 2023/2024 and beyond.
12	Inspections are planned and budgeted for the 2023/24 financial year and beyond.
13	Development of Remediation Action Plan will be completed in 2023/24.



Service area highlights and challenges

The following section depicts our highlights and challenges that are additional to the above Corporate Business Plan annual actions. These highlights are either legislative compliance requirements or part of business as usual activities.

Citizenship Ceremonies

The Australian Citizenship Ceremonies Code sets out the requirements for conducting citizenship ceremonies in accordance with the Australian Citizenship Act 2007. Prior to December 2022, local governments were required to hold a citizenship ceremony on Australia Day. For 2023, local governments were able to hold it on 26 January, or on the three days before and after. In addition, local governments are required to hold ceremonies at least every two to three months, regardless of the number of candidates available to attend and more frequently if necessary.

Three Citizenship events were held in 2022/23 with seven members of our community becoming Australian citizens.

A *Special Citizenship Ceremony* was held on Australia Day as part of the Shire's annual Australia Day celebration that included presentation of the annual community awards.

Australia Day – A community event was held on Australia Day at the Muchea Hall, and included:

- Presentation of Citizen, Active, Senior, and Youth of the year awards;
- School Citizen of the Year; and
- Education Scholarships.

Community Awards

Each year on Australia Day, the Shire hosts a community celebration at which Community Citizen of the Year Awards and education scholarships are presented. The Awards reward and recognise local individuals and organisations making a notable contribution during the previous year, and/or to those who have given outstanding service over a number of years.

Outstanding contribution and community service include areas such as education, health, fund-raising, charitable and voluntary services, business, sport, arts, the environment, social inclusion or any other area that contributes to the advancement and wellbeing of a community.

The Community Citizen of the Year Awards give local governments around the state the opportunity to acknowledge the contribution and celebrate community engagement of people within the community.

Community Citizen of the Year Awards

The following awards were awarded on Australia Day, 26 January 2023.



Citizen of the Year Award - Liz Coles

Liz is an integral member of the Bindoon Arts and Crafts Club where her focus has been to steadily grow the membership base of the group; she is also an active member of the CWA Bindoon Belles and has assisted the local Bindoon Agricultural Society with their annual event; all the while encouraging those around her to be more proactive in our community.

Since becoming the Secretary of the Bindoon Arts and Crafts Club, Liz has been a driving force behind making members ideas come to fruition. Liz's strong coordination skills and initiative to follow things through, has now culminated in the creation of a better club for all the community.

Additionally, Liz takes it upon herself to organise meals for people when they are unwell and continually promotes the acceptance of disabilities and diversity. She's all-inclusive of cultures and looks to help people who are less fortunate. Liz is not only a passionate, but also dedicated and inspiring community member.



Active Citizen Award (Community Group or Event) - Bindoon Belles

The Bindoon Belles contribute to the local Chittering community in a number of different ways. The Belles not only enhance the lives of the women who hold membership but the community as a whole. They are constantly hosting events, encouraging participation and socialisation, for members of the local community to come together and form close bonds.

They have hosted and been involved in numerous events over the past year, many of them free or as cheap as possible for the community to attend, and often supporting charities and other important causes. When local families are in need, the Belles step up to the plate, offering immediate assistance in the form of emergency funds, food, and accommodation. They also support organisations that help out individuals who may not be local, but whom may one day be called upon by locals for help (such as BlazeAid, Share the Dignity, and family and domestic violence support organisations).



Young Citizen of the Year Award - Zac Camiller

Zac is a well-mannered and considerate young man who is always willing to help out where he can; so this past year when the Bindoon Agricultural Society were finding it particularly difficult to find volunteers to assist with their Annual event – the Bindoon Show – Zac volunteered four full days of physical manual labour, working alongside adults, to assist with the preparations and set up of the event.

During this process, he continually took it upon himself to check on the older stewards in the hall, to see if they needed any help or assistance in any way, shape or form. On the day of the show he was not rostered to work, but still took time to help out on the gate and assist directing people to where they could park their cars.

His abundantly helpful nature and considerate disposition were noticeable traits in someone so young, as attested to by his nominator. He was helpful and courteous to everyone who he interacted with; and as an ambassador for our community at an event like this his actions are exemplary and noteworthy.



2022 Immaculate Heart College School Citizenship Award – Ella Kitto

Ella was nominated for this award as she has demonstrated exceptional qualities in all areas of school life; whether it be in her exemplary community spirit, perseverance in her academic attainment or her commendable concern for fellow students.

Ella is described as a committed, reliable and hardworking individual, who takes the initiative to assist her peers and teachers. Her willingness and readiness to assist are both admirable and noteworthy. Ella shows determination and support for her peers as she has consistently encouraged her team mates to do their best during sports events. She is also committed in setting up and packing away before and after sports events. Ella has excellent communication skills; and consistently demonstrates her ability to effectively communicate with her peers and teachers at a collegial level. Ella is sensitive to the needs of others and provides emotional support to them if required. She lends a listening ear and offers to speak to their teacher on their behalf. Ella thinks rationally and provides logical reasons to global matters – which is a strong attribute of hers.



2022 Bindoon Primary School Citizenship Award – Ava Young

Ava is an exemplary student who always displays outstanding citizenship qualities of compassion, respect, co-operation, courtesy and kindness. Ava is consistently prepared to be of service to others and willing to accept responsibility, stepping up and volunteering when needed.

In 2022, Ava was one of two School Captains who lead the group of six Student Councillors. In her role she has represented the school in high esteem at both school and community events. Ava is a positive role model to all students at all times; she is respectful, empathetic, positive and always does her best.

Ava took the role of “Master of Ceremony” at the school’s ANZAC day service with a responsible and caring manner. When the school had its Public School Review, she expertly and respectfully welcomed the Director of Review, contributed to discussions regarding the school and conducted a school tour. For the School of Thought Radio run by Edith Cowan University, Ava presented a session on opportunities for youth in Bindoon, such as sport clubs and Youth Krew.

Education Scholarships

Awards are presented to students residing in Chittering who show extraordinary commitment to their schooling, and their community. In January 2023, there were two \$1000 prizes awarded.



Year 6 Student - Breeanna Fox-Gray

Breeanna graduated from Bindoon Primary School in 2022 and will commence her secondary schooling at Bullsbrook College in 2023. Breeanna has been described by her teachers at Bindoon Primary School as a motivated student of the arts, always striving to excel as a performer in music, dance and singing. As choir captain for Bindoon Primary School in 2022, Breeanna demonstrated all of the attributes of a positive mentor and role-model to fellow students.

Her leadership skills were further revealed in her capacity as a member of the Student Council in 2022, consistently showing courtesy and respect to others.

Breeanna has a strong commitment towards helping others. She has established herself as a “Helping Hand” for locals who live in her vicinity who may need assistance with small jobs around their homes. This community spirit has carried through with her becoming a member of the Chittering Youth Krew in 2022 where Breeanna has been involved in planning a local drop-in event for children and young people. This scholarship will assist Breeanna and her Mum to purchase uniforms for high school and other school related expenses.



Australia Day Entertainment. Music by Ezereve.



Year 10 Student - Hannah Campbell

Hannah graduated from her lower secondary schooling at Immaculate Heart College in 2022. She will continue her upper school learning at Holy Cross College in 2023 where she is dedicated to completing her ATAR, in preparation for studying Paediatric Nursing.

Teachers at Immaculate Heart College say that she always presents a positive attitude. She often helps those in need and is an exceptional role model to her peers where she has always shown active engagement in college events and activities.

Hannah is exceptionally compassionate towards others in need. In 2015 she received the “Aussie of the Month Award” from the Australia Day Council of WA, awarded by Currambine Primary School for her support of a friend suffering cancer.

As an active and engaged community member, Hannah has offered her time to her local netball club over the past 3 seasons, assisting with canteen duties and other club activities.

Community Assistance Grants, Sponsorship and Donations

Each year funds are allocated to various 'not-for-profit' organisations which operate within the Shire. This funding is separated into two categories and is designed to provide benefits to Shire residents through recreational, sporting, social or cultural means.

1. Community Assistance Grants: Funding towards infrastructure and equipment.
2. Sponsorship: Funding towards events and projects, annual or one-off.

Community Bus

Organisation	Service Provided	Amount (\$ GST excl)
Bindoon Chattering Retirees	Sponsored Bus Use	\$522.75
Bindoon Garden Club	Sponsored Bus Use	\$572.75
CWA Bindoon Belles	Sponsored Bus Use	\$201.30
Bindoon and Districts Historical Society	Sponsored Bus Use	\$80.30
Bindoon Arts and Crafts	Sponsored Bus Use	\$97.90
Bindoon Chattering CWA	Sponsored Bus Use	\$94.60
Muchea Senior Cricket Club	Sponsored Bus Use	\$77.00
Chattering Junior Cricket Cub	Sponsored Bus Use	\$83.60
	TOTAL	\$1,730.20

Event Sponsorship

Organisation	Service Provided	Amount (\$ GST excl)
Lions Cancer Institute	Kids Christmas Party	\$1,000
Bindoon and Districts Bowling Club	Mens Open and Ladies Gala Days	\$1,000
Bindoon Agricultural Society	Bindoon Ag Show 2022-2024	\$3,000
Bindoon Agricultural Society	Bindoon Rodeo	\$3,000
CWA Bindoon Belles	Mystery Flight	\$830
Muchea Senior Cricket	Super 7 Muchea Cricket Tournament	\$500
Bindoon and Districts Historical Society	Historic Vehicle Day	\$1,000
Chattering Veteran Car Club	Chattering Car Day	\$1,000
Bindoon Primary School Youthcare	Bindoon PS School Chaplain	\$2,000
BEAT	BEAT NYE	\$500
	TOTAL	\$13,830

Christmas and Australia Day Events (Community Run)

Organisation	Service Provided	Amount (\$ GST excl)
Wannamal Community Centre	Long Table Dinner	\$950
Wannamal Community Centre	Wannamal Christmas Tree	\$415
CWA Bindoon Belles	Bindoon Community Christmas Party	\$225
	TOTAL	\$1,590

Community Assistance Grants - Equipment and Infrastructure

Organisation	Service Provided	Amount (\$ GST excl)
Bindoon Netball Association	Netball Club Uniforms	\$950
Chattering Mountain Bike Club	Marquee for events	\$415
Bindoon Retirees	Indoor Bowls	\$225
Chattering Scout Group	New Activity Shirts	\$807
	TOTAL	\$2,397

In addition to the above community funding, the Shire provides an annual budget to support individual residents who have been chosen to participate in local, interstate or international competitions through sponsorships applied for on their behalf by sporting organisations and clubs.

A total of \$800 sponsorships was contributed to individuals under 18 representing the state or the nation during the year.

Roads Grants Funding

Type of Grant	From	Detail	Amount (\$ GST excl)
Roads to Recovery	Department of Infrastructure	Road upgrade of Chattering Valley Road and Bottlebrush Place	\$330,000
Regional Road Group - Road Projects	Main Roads WA	Road upgrade of Mooliabeenee Road and Muchea East Road	\$645,000
Regional Road Group - State Blackspot	Main Roads WA	Gravel road upgrade of Teatree Road and streetlights at Hibbertia Way	\$430,000
WA Bicycle Network	Department of Transport	Construct Clune to Brockman shared path	\$120,000
Local Government Bridge Works	Department of Main Roads WA	Bridge 4026 on Chattering Road	\$600,000
		TOTAL	\$1,525,600

Roads to Recovery is a federally funded grant, annually allocated to the Shire for upkeep of the roads infrastructure. This year, the Shire prioritised upgrades to Chattering Valley Road and Bottlebrush Place with grant funding.

The Regional Road Groups (RRGs) have been established in Western Australia (WA), under the purview of the State Road Funds to Local Government Agreement. The primary function of the RRGs is to offer recommendations to the State Advisory Committee (SAC) concerning the Annual Local Government Roads Program for their respective regions, along with addressing other pertinent matters. The RRGs play a pivotal role by providing Local Governments a platform to influence the allocation of the State Government's contributions toward local roads.

The Shire of Chattering, along with seven other Councils in the northern wheatbelt form one of the ten RRGs. Funding is distributed based on deliberations by the RRG. Information obtained from traffic counters, the types of vehicles using the roads, and condition reports of roads are used as inputs to a prioritised list of roads to be funded. This year, Chattering's share of the funding pool was allocated to the upgrade of Mooliabeenee Road intersection with Bindoon-Moora Road (design and preliminary earth works), and Muchea East Road. The Mooliabeenee project spans two years and will be completed in the 2023/24 financial year.

The Department of Transport provided shared path funding during the year that enabled the Shire to work toward completing a project that commenced in 2021. The project will be completed in the 2023/24 financial year. The shared path connects Clune Park in Bindoon through a scenic path to the Brockman Precinct. The path plays an important role

in the activation of the Shire's public spaces and allows families to plan hiking or cycling trips around town.

Main Roads funded the construction of bridge 4026 on Chittering Road, which included a rebuild of the existing bridge. The Shire constructed the bridge, and it was opened to the public in June 2023.

Cultural Heritage and Reconciliation

As land managers and land use planning decision-makers, Local Government plays an important role in many activities that have the potential to impact Aboriginal cultural heritage. We also acknowledge the role of Aboriginal people as community members, residents, ratepayers, and Council Members in local communities. The Aboriginal Cultural Heritage Act 2021 is a significant legislative reform. It is essential that the implementation of the Act is appropriately resourced.

Progress

The Shire has conducted cultural awareness training sessions for staff and Councillors as part of the Reconciliation Action Plan (RAP) program. Several interactions with various Elders of the Yued peoples of the Noongar Nation have now established the foundation for interactions towards building a Reconciliation Action Plan. Our aspiration is to work with the traditional owners of the lands within the Shire of Chittering to ensure that history and information is documented and incorporated in the signage, tourist maps, brochures and documents. To fully ensure collaboration with the Aboriginal Elders in our Shire will take some time, and the Council and Chief Executive Officer are committed to achieving lasting change.

Disability Access and Inclusion

Western Australian Local Governments have a legislative requirement under the Western Australia Disability Services Act (1993) to develop and implement a Disability Access and Inclusion Plan (DAIP). The DAIP's assist Local Governments to plan and implement improvements to access and inclusion across seven outcome areas;

- Services and events;
- Buildings and facilities;
- Information;
- Quality of service;
- Complaints;
- Consultation processes; and
- Employment.

Additional legislation aligned to access and inclusion includes the Western Australia Equal Opportunity Act

(1984) and the Commonwealth Disability Discrimination Act 1992 (DDA).

Under the Disability Services Act, Local Governments are required to report on the progress of their DAIP's, as well as include a submission regarding DAIP implementation in their Annual Report.

Council invited people living with disability, their carers and families, friends and the general community to provide input into Council's next Disability Access and Inclusion Plan. Stakeholders were able to complete a short online survey, attend an online focus group or send in a written submission. This Disability Access and Inclusion Plan (DIAP) 2022-2026, intends to guide better access and inclusion of Council services and operations and reduce barriers for people accessing Council services and facilities.

We are committed to facilitating the inclusion of people with disability through the improvement of access to its information, facilities, and services. Towards this goal the Shire adopted its first Disability Service Plan (DSP) in 1995 to address the access barriers within the community. This plan is superseded by the most recent DAIP being for the period 2023-2026, adopted by Council on 19 April 2023.

Some of the key outcomes include upgrades and access improvements to facilities, providing varied mechanisms for engaging and communicating to people; and connection of vulnerable people and community volunteers during COVID-19, as below.

- Planning and checks of Shire community events factor in accessibility where possible using an Accessible Events Checklist.
- Event promotion is also offered in various formats and distribution channels. A mailing register has been developed to ensure that people with a disability are informed of events and how these events meet their requirements.
- The Shire Library is improving accessibility options through e-resources that allow changes in font size and language. Appointments can be made to support people with e-resource access. For those unable to attend the library due to a disability, staff can make selections on their behalf. These can then be collected by a Carer or contact.
- Safety is a critical factor in all works projects whether that be employees, contractors, or the public (inclusive of people with a disability). For example, at a works site involving bitumising a car park in Bindoon, the Shire ensured the public had appropriate access and employees were on site to support those with any special requirements while works were being carried out.
- Different communication tools and channels have been used to reach diverse target groups with regards to



Bindoon Library. Annie, our local librarian engaging with the community.

- DFES emergency alerts.
- The Shire's annual Customer Satisfaction Survey provides an opportunity to attain customer feedback and assess for improvements in policies, procedures, and directives to support inclusion and accessibility.
- Consultation activities include online survey tools along with hard copies of surveys being available via collection, post and dropping off hard copies of the survey at key community spaces.
- The Shire has commenced quarterly / bi-annual community forums across the four localities within the Shire. Information and invitations to these forums are available on the Shire website, Facebook page, Chatter newsletter, and via direct mail out.

Library Services

In July of 2022, the Bindoon Library attended the Library Board Awards Night, hosted by the State Library of WA. We had been nominated for the Innovation and Collaboration Award for our Safer Communities Month initiative. Although we didn't win our category on the night, the initiative continues to be successful in supporting and educating our local community in their physical, mental, and emotional wellbeing.

Our Library Officer, Annie Hudson, sits on the Executive Committee of Public Libraries WA (PLWA) as a Tier 2 Library representative. She is a voice for small regional and rural libraries and helps the committee advocate for public libraries on the matter of Inter Library Loans, funding, professional development, and the new Public Library Strategy.

On April 17, 2023, the Bindoon Library turned 60. A month of celebrations was held, with activities

and events including a family history workshop, an Historical Showcase in collaboration with the Bindoon Historical Society, and a big birthday bash.

In May 2023, the Bindoon Library began hosting a monthly Forget Me Not Memory Café for those with dementia and their family and carers. It is a space where they can join others travelling the same road for a coffee and a chat in a warm and friendly atmosphere.

Public Health

In ensuring statutory compliance to facilitate healthy and safe communities, we provide the following services:

- Managing safe food preparation for the 56 food premises registered at the Shire, through education, inspections, and sampling.
- Inspecting and sampling water quality.
- Investigating notifiable diseases and inspect skin penetration premises to prevent disease.
- Inspect public buildings, events and caravan parks to ensure a safe built environment.
- Approving and inspecting wastewater system installation ensuring readiness to use.
- Inspecting and sampling public aquatic facilities.
- Responding to community complaints about pollution and nuisance.
- Monitoring noise, asbestos, air, soil and water pollution.

The following statistics provide an insight into this service over the past 5 years.

KPI	Previous Results				2022/2023 Result		
	2018/19	2019/20	2020/21	2021/22	Target	Actual	Performance Details
No. of customer requests investigated by Health Services	no data	no data	*173	436	n/a	433	Data only relates to incoming requests, applications; and enquiries and tasks.
No. of food premises within the Shire	no data	no data	68	65	n/a	59	Fewer food business as some have ceased operating.
No. of food handlers completed the Food safe online training	no data	no data	no data	no data	n/a	no data	n/a
Achievement of public health inspection	no data	no data	10%	10%	100	35%	n/a
% of public pool water sampling	no data	no data	0%	0%	100	0%	n/a
No. of public buildings within the Shire	no data	no data	39	39	n/a	39	n/a
food sampling targets	no data	no data	0	0	100	0	n/a

*2020/21 resource constraints due to staff member being on extended leave.

Community Safety

In promoting places and spaces where people feel safe and respected by working with community and State authorities, we provide the following services:

- Provide safety information to the community in conjunction with State authorities such as WA Police, Department of Fire and Emergency Services and Department of Primary Industries and Regional Development.
- Partner with the community to increase awareness and enforcement of local, state and federal laws.
- Manage domestic animals, including registration and investigations into unlawful incidents.
- Prevention of unlawful activities through the provision of Ranger safety patrols, and CCTV management in conjunction with the WA Police.

The following statistics provide an insight into the level of community safety the Shire's Ranger Services have offered over the past 5 years:

KPI	2018/19	2019/20	2020/21	2021/22	2022/2023
Dog Attacks	8	7	6	8	7
Declarations of dangerous dogs	0	0	2	5	2
Number of dogs impounded	13	8	3	15	14
Number of cats impounded	5	3	4	7	21

Safe food handling at local businesses.



Our local bushfire volunteers in action.



Emergency Management / Fire Control

To minimise potential risks and impacts on the community from natural disasters (bushfires and weather events) through prevention, preparedness, response, and recovery, we carry out the following services:

- Manage local emergency preparedness.
- Manage volunteer bushfire brigade.
- Undertake actions to protect and mitigate against bushfires.
- Manage recovery planning and action.

KPI	Previous Results				
	2018/19	2019/20	2020/21	2021/22	2022/23
Emergency management plans	conducted	conducted	conducted	conducted	conducted
Number of prescribed burns undertaken during the financial year	7	8	13	18	22
Number of bushfire incidents attended	44	55	52	40	67

The Shire has 6 volunteer brigades, 5 firefighting brigades and the Incident Support Brigade, with an average total membership of 160.

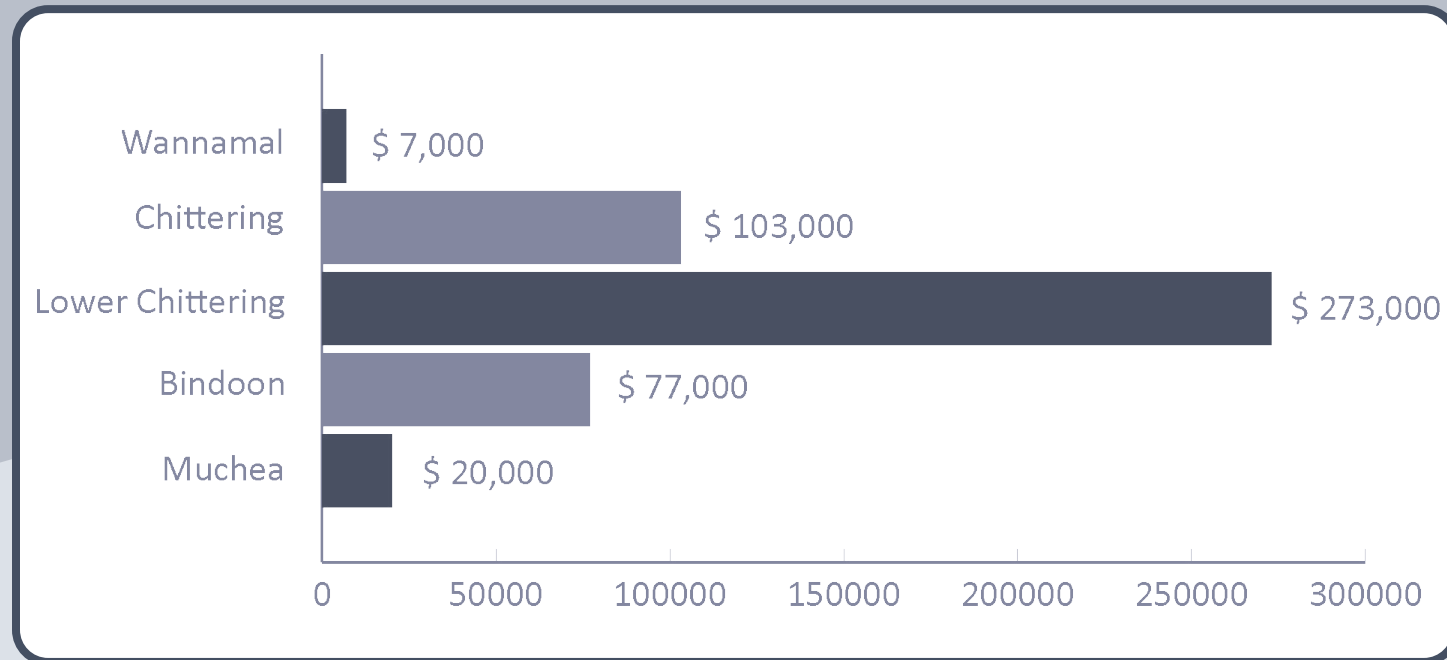
Staff, contractors, residents, and volunteers have been busy with planning and conducting bushfire mitigation activities in preparation for the summer months.

The Shire's volunteer bush fire brigades work closely with DFES and the Department of Biodiversity Conservation and Attractions (DBCA) at major incidents, within and external to the Shire, in an environment of neighbour helping neighbour.

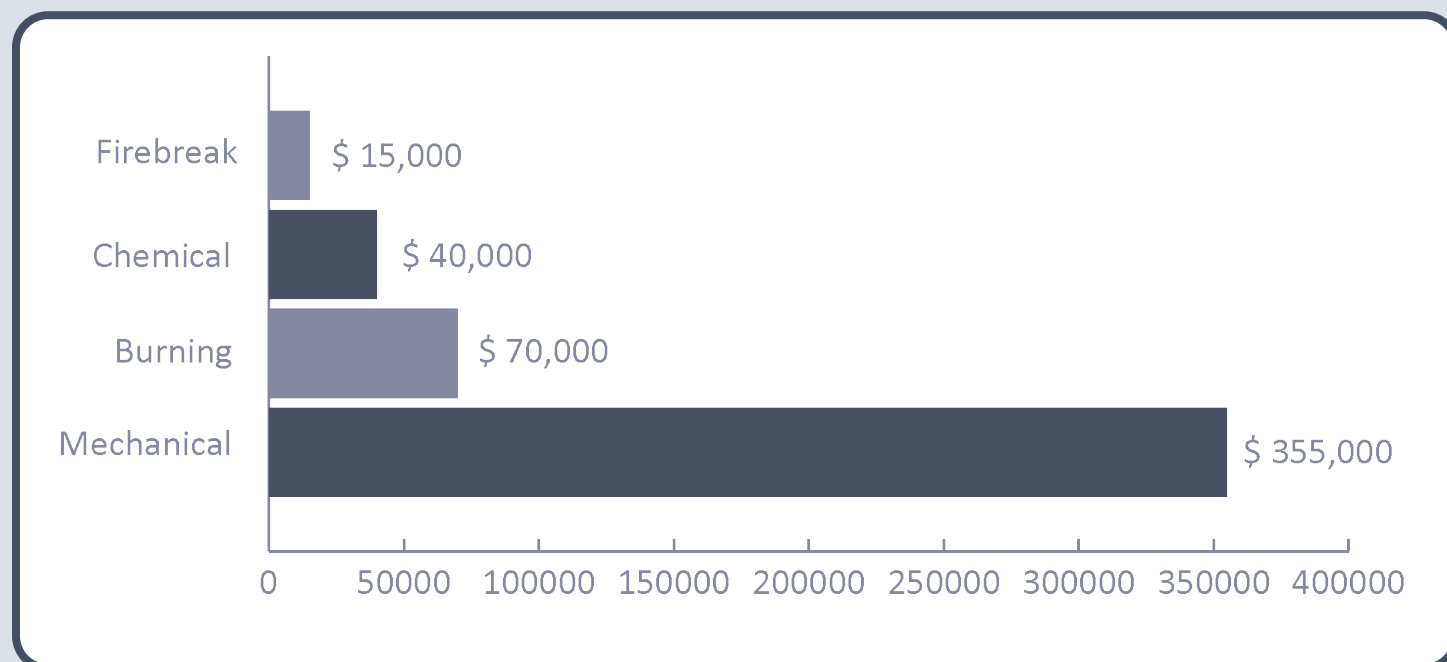
While our responsibility is to respond to bushfires within the Shire, the brigades routinely provide response support to fires across the state as well as contribute to national deployments. In 2022/23, each brigade attended up to 67 incidents. In addition, they completed several prescribed burns and numerous training events. The brigades have a strong working relationship with DFES and DBCA, which are the State's major fire response agencies. Maintaining these relationships is of crucial importance to the Shire. They assist the Shire with important brigade training and mitigation activities, such as strategic prescribed burns, as well as ensuring that communication and understanding in joint fire response is effective and efficient. The Shire also provides financial support for the annual Fire Services Awards event for all brigades within the Shire.

A major component of managing bushfire risk is preparing for bushfire season by doing bushfire mitigation works. These include firebreaks, chemical and mechanical works to reduce fuel loads, and prescribed burns. The Shire has a Bushfire Risk Officer, who manages bushfire awareness, provides information to the community on how to be bushfire ready, and also manages our Fire Mitigation program. The Shire was successful in securing \$500,000 in fire mitigation grant funding. Through concerted efforts, \$480,000 worth of mitigation work has been conducted and grant funding acquitted.

Mitigation Funding Spent by Locality




Mitigation Funding Spent by Treatment Type



Mitigation Activities Logistics and Suppliers

Number of Jobs	39
Number of Invoices	49
Number of Admin Hours	115
Number of Contractors	13
Number of Local Contractors	9
Number of Bridges	3



Challenges faced during the year

- The completion of food safety, as well as hair and beauty salon legislative inspections have been a challenge due to resource constraints. This has now been addressed and the completion of backlog is currently in progress.

Plans for the next four years

- Centralise volunteer services and continue to promote the program to increase community participation.
- Implement community localised events.
- Upgrade the Bindoon Library Management System and continue to activate the library space.
- Develop and implement the Reconciliation Action Plan (RAP).
- Shire-wide club development workshops.
- Build on existing social capacity of communities and existing groups.
- Place-centered development – support hub development around town centres to assist and create industry.
- New planned hubs in Lower Chittering and a trails tourism precinct in Bindoon.
- Investigate possibility of developing commercial buildings to lease to private industry into the future to encourage growth.
- Activate Council land within town centres with externally organised events and experiences.
- Identify and implement strategies to reduce anti-social behaviour such as hoon driving.
- Conduct the 4-yearly legislative pool barrier inspections at all residential swimming pools.
- Development of independent living unit blocks in the Bindoon townsite for seniors.
- Upgrades to three fire stations.
- Continued construction of the Bindoon Mountain Bike Park and other trail networks throughout the Shire.
- Development of playgrounds and open spaces across the shire to increase connection.

Lake Needonga, Bindoon. A 600m lakeside walking trail.



Natural Environment

A protected and bio-diverse environment which community and visitors enjoy (SO2)

Strategies aligned to Natural Environment outcomes

Sustainable lifestyle (O3)	Encouraging development in keeping with the environment (S6)
	Improved waste management and recycling practices (S7)
	Limit impacts of mining extractive industry and industrial development (S8)
Environmental protection (O4)	Ensure water security and quality (S9)
	Limit noise and light pollution (S10)
	Protection of wildlife and nature from pests, weeds, destruction and contamination (S11)

Council functions aligned to these strategies

The following table sets out the functions and services that are aligned to our Natural Environment.

- Development assessment
- Building assessment
- Conservation and environmental programs
- Environmental and public health
- Compliance
- Subdivision and development certification
- Biodiversity
- Waste services
- Noise investigations
- Stable fly management
- Building, planning and health approvals
- Bushfire prevention and management
- Natural bushland and conservation areas management

Corporate Business Plan Performance

The following table illustrates the performance of the 2022/23 annual actions aligned to the Natural Environment outcomes.

No.	Annual Action	Responsible Department	Quarter Ending June 2023		
			Target	Actual	Comment
1	Review the Local Biodiversity Strategy 2022 and prioritise current actions listed in the Strategy	Development Services	100%	100%	This has been integrated with the annual review of the Corporate Business Plan and due for adoption by end June 2023.
2	Conduct a survey of private landholders on desirable private landholder incentives and report to Council 2-4 years aligned to the Biodiversity Plan	Development Services	100%	Deferred	Resource constraints, deferred to the 2023/24 financial year.
3	Renewal of Bindoon Landfill fence - 1.8m	Technical Services	100%	100%	Completed.
4	Muchea Landfill Container Deposit Scheme shed improvements	Technical Services	100%	100%	Completed.

No.	Annual Action	Responsible Department	Quarter Ending June 2023		
			Target	Actual	Comment
5	Investigate future options for Containers for Change Program at Muchea Landfill	Technical Services	100%	100%	Investigation completed and report to Council are scheduled for August meeting.
6	Review the Shire's Strategic Waste Management Plan by end June 2023	Development Services	100%	100%	Adopted by Council in June 2023.
7	Investigate Drum Muster Program at Bindoon Landfill site	Technical Services	100%	100%	Completed in Quarter 1.
8	Develop fuel reduction strategies in bushfire risk management aligned to the Bushfire Risk Management Plan	Development Services	100%	100%	Review of the Bushfire Risk Management Plan are due by February 2024.
9	Develop weed mitigation strategies aligned to the Biodiversity Plan and the Shire's weed eradication program	Technical Services	100%	100%	Completed the verge spraying program.
10	Meet the Department of Water and Environmental Regulations (DWER) Water usage allowance for the Shire's ground water licenses (% Compliance with DWER requirements)	Development Services	100%	100%	Report submitted to DWER.
11	Legislative inspections and water quality sampling of all registered lodging houses, B&Bs and caravan parks/ grounds	Development Services	5	0	No inspections for lodging houses conducted.
12	Legislative monthly inspections and water quality sampling of all commercial and Council premises	Development Services	93	0	No samplings undertaken due to resource constraints.
13	Test the bore water at Muchea landfill site aligned to license conditions and legislative requirements	Technical Services	100%	100%	
14	Review Council's Asbestos Management Plan by December annually	Technical Services	100%	100%	Completed in Quarter 2.
15	% Extent of native vegetation in the Shire (2018 – 33.5%, 2007 – 32%)	Development Services	34%	Deferred	
16	Number of validated environmental incidents aligned to the risk register	Development Services	0	0	No incidents.

No.	Annual Action	Responsible Department	Quarter Ending June 2023		
			Target	Actual	Comment
17	Create Bush Reserves Plan to ensure protection of local biodiversity - Year 1	Development Services	80%	20%	Initial work has progressed with the final draft due in 2023/24.
18	Bushfire Education Programs – quarterly events	Development Services	4	4	Muchea Water, Rural Trees Program x 3 and Library Burn Smart.
19	Create a draft Tanks Plan for Static Water Supply	Development Services	50%	50%	On Track.
20	Increase the number of tanks electronically monitored	Development Services	15	17	17 tanks are now being monitored electronically.
21	Create a Shire of Chittering Strategic Fire Breaks Plan with 80% of mapping completed by end June 2023	Development Services	80%	70%	Bindoon zone is difficult.
22	Implement annual prescribed burnings and controls	Development Services	100%	100%	
23	Compliance with Firebreak and Hazard Reduction Notice protection zones from fire break inspections.	Development Services	3,000	2,327	
24	Compliance with Firebreak and Hazard Reduction Notice protection zones from pre-sale inspections	Development Services	100%	100%	

Corrective actions for the above actions that have not met the relevant target

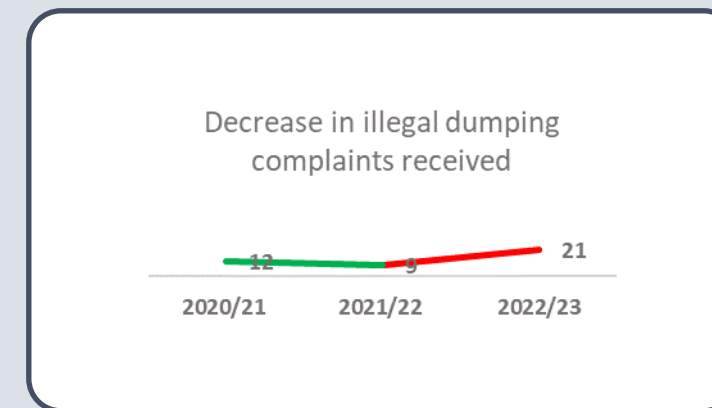
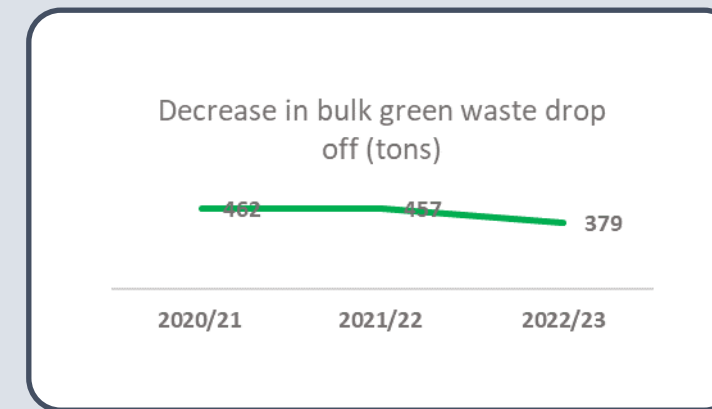
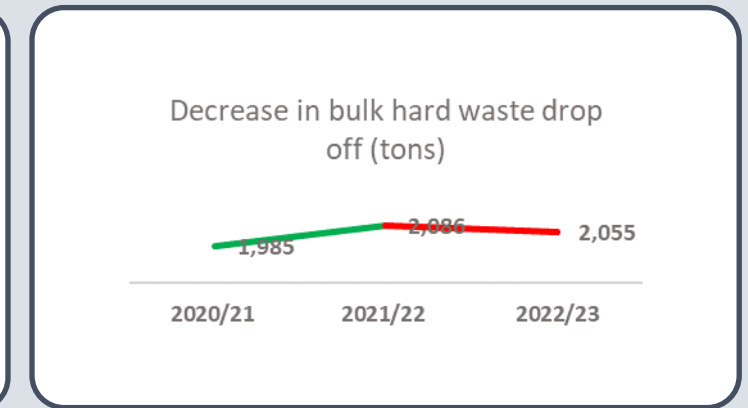
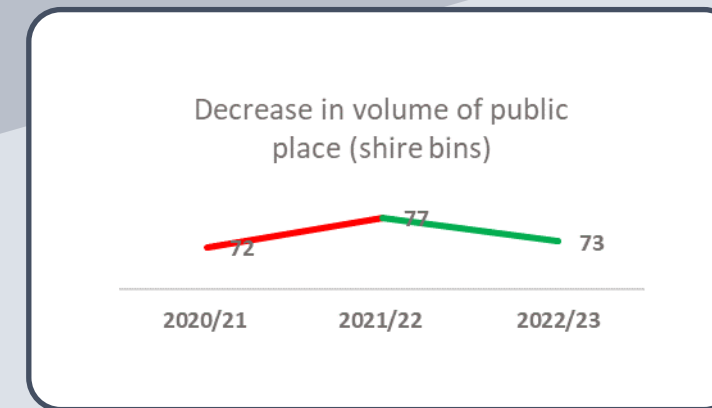
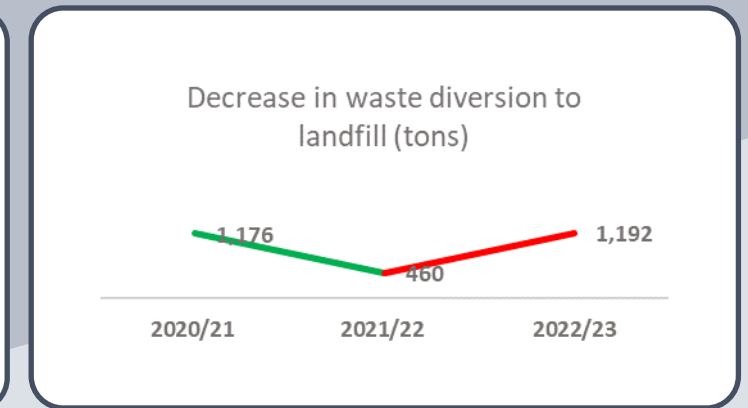
Action number	Corrective actions to ensure action will be completed
11	Lodging house inspections to be undertaken in 2023/24.
12	Water sampling to be undertaken in 2023/24.
17	This is planned for completion in 2023/24.

Service area highlights

The following section depicts our highlights and challenges that are additional to the above Corporate Business Plan annual actions. These highlights are either legislative compliance requirements or part of business as usual activities.

Waste Management

The table below illustrates the Global Reporting Initiative (GRI) standard 306-4 (Waste Diverted from Disposal) that forms part of the set of GRI Sustainability Reporting Standards. The green lines illustrate a good positive trend whereas the red lines are illustrating negative performance.



2022 / 2023 Waste

Disposal Type	Non Hazardous Waste (t)	Hazardous Waste
Reuse	nil	nil
Recycling	1,191.87	nil
Composting	nil	nil
Recovery including waste to energy	nil	nil
Deep well injection	nil	nil
Landfill	3,751.67	nil
Onsite storage	nil	nil
Total weight (tonnes)	4,943.54	nil

Bushland Management

The Shire undertakes management of its reserves and some verges where there is a bushfire risk. Management includes prescribed burning, in addition to those prescribed burns conducted by the Shire's Volunteer Bushfire Brigades. These burns are done in such a way that it effectively reduces the fuel load of a reserve or verge, but protects the biodiversity and environmental values of the area.

Water Security

The Shire has three water abstraction licences across the Shire which are all registered with the Department of Water and Environmental Regulation. These licences are associated with water bores which are used to irrigate our parks and gardens and also fill our strategic water tanks used for fire-fighting. Over the 2022/23 financial year, the Shire abstracted 27,079kL from groundwater resources, which equates to 28% of our total water allocation. The following table illustrates the Shire's water consumption from groundwater resources over the past 5 years:

KPI	Previous Results KL/annum				
	2018/19	2019/20	2020/21	2021/22	2022/23
Bore 1 (204518) - Lower Chittering Community Centre	No Data	0kL	0kL	0kL	195kL
Bore 2 (158579) – John Glenn Park	No Data	6032kL	9885kL	0kL	225kL
Bore 3 (61539) – Muchea Oval	No Data	21,344kL	2,480kL	8,886kL	26,659kL

Challenges faced during the year

The 2022/23 financial year presented many challenges for the Shire of Chittering. These challenges included:

- The mapping for the Shire's strategic firebreaks was completed so that an organised and regimented approach to their maintenance could be applied. These strategic firebreaks have historically been installed in an ad-hoc fashion over many years, and obtaining their correct location, tenure and access rights presented difficulties for the Shire.
- The annual private property firebreak inspections were conducted over the summer months and always prove to be a challenge with many properties failing to comply with the Shire's requirements. Absentee landowners and recalcitrant property owners make it difficult for the Shire to ensure the safety of the community, as infringements can be applied however, do not mitigate the bushfire risk.
- Swimming pool barrier inspections continued throughout 22/23 as per the 4 yearly inspection requirements of the Buildings Regulations 2012. At least 75% of pool barriers inspected were compliant upon first inspection and the majority of others had repair work completed. A minor number of pool barriers inspected were challenging as the landowners were not cooperative or access to the property was restricted in some way.
- Inspections of the public buildings and food premises were undertaken as per the legislative requirements, however not to the regime required by legislation. The limited resources within the Shire's Environmental Health Department restricted the number of inspections that could have been conducted and a priority system needed to be adopted.

Plans for the next four years

- Development of a Private Landholder Incentives Strategy to encourage maintenance of native vegetation on their properties.
- Increase in the number of new natural areas (reserves and native vegetation) in new residential developments, as part of Scheme Amendments, vested for recreation and conservation.
- Review the Shire's position on commercial waste acceptance and on free domestic disposal.
- Develop and implement a Landfill Closure Management Plan for Bindoon and Muchea Landfill and Recycling Centre.

- Develop Local Planning Policy: Biodiversity Conservation Policy.
- Review the Shire's Extractive Industries Local Law and Local Planning Policy No 10 to ensure consistency.
- Bindoon Landfill site upgrades.
- Review options to increase resource recovery streams.
- Conduct a contaminated site audit across the Shire.
- Develop a Water Tanks Plan for Strategic Water Supply.
- Develop weed mitigation strategies in bushfire risk management aligned to the Bushfire Risk Management Plan.
- Amend the Local Planning Scheme's water supply rainwater tank calculation, to increase tank capacity, to reflect WAPC rural guidelines.
- Develop and implement a Remediation Plan for 131 Muchea East Road and undertake remediation.
- Implement Australia Fire Danger Rating System Signs and new portable fire traffic management lights.
- Revegetation projects to return cleared land to its former vegetated stage.
- Revision and update of Emergency Recovery Plan.
- Revision and update of Emergency Procedures.
- Shire of Chittering Strategic Fire Breaks Plan.
- Bushfire Risk Management Plan due in February 2024 which will incorporate fuel reduction strategies.
- Create Bush Reserves Plan to ensure protection of local biodiversity - Year 1.
- Conduct a survey of private landholders on desirable private landholder incentives and report to Council 2-4 years aligned to the Biodiversity Plan.

Built Environment

A well planned built landscapes that are progressive, vibrant, diverse and reflect the Shire's unique country lifestyle (SO3)

Strategies aligned to Built Environment outcomes

Retaining rural amenity (O5)	Balance development with natural environmental and open spaces (S12)
	Planned development retaining rural amenity (S13)
Improving infrastructure (O6)	Maintenance and construction of safe roads (S14)
	Townsites with attractive streetscapes (S15)
	Provision of community facilities to allow sport and recreation participation (S16)

Council functions aligned to these strategies

The following table sets out the functions and services that are aligned to our Built Environment.

- Future land use planning
- Land and spatial information
- Building and planning compliance
- Car parks
- Community buildings
- Cemetery
- Fleet management
- Graffiti removal
- Public building inspections
- Parks, ovals and reserves, public open spaces
- Play parks and BMX tracks
- Playgrounds
- Public event compliance
- Roads, bridges and footpaths
- Street lighting
- Street verge and gardens
- Stormwater
- Waste water management
- Swimming pool safety
- Urban planning
- Asset management
- Community amenities, halls, sport and recreation centers, Shire buildings

Corporate Business Plan Performance

The following table illustrates the performance of the 2022/23 annual actions aligned to the Built Environment outcomes.

No.	Annual Action	Responsible Department	Quarter Ending June 2023		
			Target	Actual	Comment
1	Review Local Planning Scheme aligned to legislative requirements reviewed every four years- 2026 completion	Development Services	20%	20%	DPLH and Shire have commenced the draft version of the new Scheme
2	80% of roads renewals identified by Council in Renewal Plan (resealed) completed per annum aligned to the budget and the Asset Management Plan: Roads	Technical Services	80%	80%	
3	80% of sealed road upgrades identified by Council in the adopted budget and aligned to the Asset Management Plan completed per annum	Technical Services	80%	80%	

No.	Annual Action	Responsible Department	Quarter Ending June 2023		
			Target	Actual	Comment
4	80% of renewals identified by Council and aligned to the adopted budget as per the Asset Management Plan (reseals/resheet) is completed annually	Technical Services	80%	80%	
5	Install new bridges - Demolish existing timber bridges and construct new box culvert crossings (4026 and 4027) - 2 year project - 4027	Technical Services	100%	100%	Finished bridge 4026 in April. Bridge 4027 planned for 2023/24 financial year.
6	Construction and maintenance (repair and cleaning service) of drainage infrastructure	Technical Services	100%	100%	Maintenance of drainage is undertaken in conjunction with road works. Drainage works have been identified for the 2023/24 financial year.
7	Review Verge Policy	Office of the CEO	100%	100%	Completed and adopted by Council in Quarter 1.
8	Develop a policy to prioritise the protection and management of all Shire Reserves and Flora conservation roads (roadside vegetation), managed by the Shire 2-4 years aligned to the Shire's Biodiversity Plan	Office of the CEO	100%	100%	Verge Policy was adopted by Council.
9	Manage and maintain streetscapes; tree planting program	Technical Services	100%	100%	Ongoing
10	Building permit application processed within regulatory timeframes or timeframes agreed by the applicant	Development Services	100%	100%	297 Building permit applications were processed for the financial year
11	Development application processed within regulatory timeframes	Development Services	100%	100%	157 applications were determined in this time period, 8 applications were either cancelled, withdrawn or refused in this time period.
12	Assess all building applications for compliance check within 5 working days and prior to processing by the Building Department	Development Services	100%	100%	Completed within the relevant timeframe.
13	Number of pools complied with standard at the initial inspection	Development Services	64	48	16 overdue and or not compliant these will be pursued until an outcome is achieved.

No.	Annual Action	Responsible Department	Quarter Ending June 2023		
			Target	Actual	Comment
14	Complete statutory compliance assessments for Uncertified building approval applications within 25 working days	Development Services	100%	100	177 Uncertified building approval applications were assessed during the financial year
15	Complete statutory compliance assessments for Certified building approval applications within 10 working days	Development Services	100%	100	111 Certified building approval applications were assessed for the financial year
16	Inspection of all public buildings twice a year aligned to the Health (Public Buildings) Regulations 1992 annually including lighting, doors and signs exits, evacuation plans, general maintenance, sanitary conveniences, fire precautions	Development Services	33	4	Target not met due to resource constraints.
17	Wannamal tennis court resurfacing and fencing renewal		100%	100%	
18	Muchea Recreation Centre Funding Strategy (2 year project)		100%	100%	
19	Muchea Recreation Centre Governance Model		100%	Deferred	

Corrective actions for the above actions that have not met the relevant target

Action number	Corrective actions to ensure action will be completed
16	Appointed staff member to assist. Public building inspections to be undertaken next quarter

Service area highlights

Future Land Use Planning

In focusing on strategic and statutory land use planning, incorporating the review and implementation of the Local Planning Scheme and Local Planning Policies to deliver healthy and sustainable natural and built environments, we provide the following services:

- Strategic land use planning.
- Statutory land use planning.
- Community engagement.
- Environmental planning.

The Shire continues to endorse rezoning of land within the Muchea Industrial Park to assist in progressing the strategically located industrial land identified as a key element to economic development for the region. The completion of the Tonkin Highway extension and the imminent completion of the Bindoon Bypass provide the key drivers for the success of the industrial park and its connection to transport hubs in the Perth metropolitan area.

Capital works project, completion of bridge 4026.



The Shire's Rural Residential areas are continuously expanding through the support for rezoning and structure planning proposals consistent with the Shire's Local Planning Strategy 2019. The Shire's growth following the COVID-19 pandemic continues with the Shire assisting homeowners to move into the area by providing flexibility and red-tape reduction through various Scheme amendments.

In providing integrated approval services to deliver customer-focused and quality outcomes, we provide the following services:

- Assess development applications.
- Assess subdivision applications.
- Assess town planning scheme amendments.
- Develop and review planning policies.
- Prepare and assess structure plan proposals.
- Assess building permit applications.
- Issue licences, permits and certificates.

Planning and building approvals

- 157 Development Applications were determined.
- 186 Uncertified building approval applications were assessed.
- 111 Certified building approval applications were assessed.
- 297 Building Permit applications were processed within the year.

The following statistics provide an insight into this service over the past 5 years:

KPI	Previous Results				2022/23 Result
	2018/19	2019/20	2020/21	2021/22	Actual
*Number of building permit applications received	198	210	328	286	297
Number of building permit applications approved	198	210	328	286	297
% of building permit applications (certified and uncertified) processed within timeframes	No Report	100%	100%	100%	100%
% of building applications refunded	Nil	Nil	Nil	Nil	Nil
% of occupancy permit applications refunded	Nil	Nil	Nil	Nil	Nil
Number of development applications received	137	120	220	205	149
Number of development applications determined	137	120	220	205	157

*Source: Australian Bureau of Statistics, Building Approvals, Australia, Catalogue no. 8731.0

Small Business Development Corporation (SBDC)

We started working with the Small Business Development Corporation (SBDC) on the Small Business Friendly Approvals Program to cut red tape for small business. This program aims to streamline the process of obtaining business licences and trading permits from local government authorities. It is part of a package of initiatives created by the state government to accelerate regulatory reform in order to support economic recovery from the impact of COVID-19. The program provided insight to the Shire's administration on the difficulties of establishing a small business, which will be used to assist new and expanding businesses within the Shire of Chittering

Planning and Building Compliance

In ensuring statutory compliance through the provision of integrated compliance services to facilitate healthy and safe communities, we provide the following services:

- Monitor compliance with planning approvals.
- Inspect swimming pool and spa barriers for compliance.
- Monitor compliance with building approvals.

Swimming Pools Requirements – Building Regulations 2012

The aim of the Shire of Chittering's swimming pool inspection program is to actively contribute to a reduction in drowning or near drownings in private backyard swimming pools, including spa pools, and to ensure the greatest possible safety for young children in and around swimming pools. To provide children with the greatest level of safety it is paramount that children be actively supervised when using swimming pools and that the swimming pool barrier/fence be compliant at all times. The inspection program is designed to provide measures to identify non-compliant swimming pools, ensure upgrade works are carried out, and in the process, raise swimming pool safety awareness.

The swimming pool inspections undertaken by the Shire are a statutory requirement of the Building Regulations 2012 and are undertaken on a 4-yearly basis. This involves an audit of all the swimming pools in the Townsites of the Shire and arranging inspection of the pool and importantly, the safety barriers. Compliance is ensured to protect the pool owner and any visitors to the property.

KPI	2022/23 Results		Progress Update
	Target	Actual	
% of swimming pools and spas inspected* for barrier compliance under legislated requirements	100%	100%	64 pools were inspected with a 74% (48 pools) compliance rate. 16 are not compliant.
No. of swimming pools and spas registered within the Shire	No target	64	n/a
Number of pools complied with standard at the initial inspection	64	48	16 pools/spas not compliant with remediation work required
Statutory building compliance assessments for Uncertified building approval applications within 25 working days	No target	186	n/a
Statutory compliance assessments for Certified building approval applications within 10 working days	No target	111	n/a

*Inspections completed by third party contractor on behalf of the Shire.

Challenges faced during the year

- Bindoon Caravan Park has been delayed and rescheduled for next financial year.
- The Valley Roadside Viewpoint (Pullover) Bays have been deferred to next financial year.
- Environmental studies for the upgrade of Djidi-Djidi Ridge trail to new lookout has been delayed and rescheduled for next financial year.
- Access to grant funding to bring Lower Chittering Hall Replacement to fruition.
- Ensuring compliance of the built environment with development services legislation.
- Construction of the Bindoon Mountain Bike Park Trails has been delayed as a result of the delay in receiving clearing permit.
- Behind schedule with the feasibility study for a long distance 'Munda Bididi' style trail.

Plans for the next four years

- Review local planning scheme – strengthen zone specific provisions to provide for multiple conservation lots.
- Amend local planning scheme no.6 to include a reference to regional and local ecological linkages.
- Develop a policy: Natural Area Conservation Strategy to prioritise and protect Shire owned natural areas and Shire Reserves and flora conservation roads.
- Develop a Public Open Space Strategy to prioritise the protection and management of all Shire Reserves and Flora conservation roads (roadside vegetation).
- Create Bush Reserves Plan to ensure protection of local biodiversity.
- Undertake environmental studies to upgrade of Djidi-Djidi Ridge trail to new lookout from the carpark on the southern side.

- Prepare a feasibility study for a long distance “Munda Biddi” style trail across the Shire that connects interregionally to create a long distance.
- Completion of the Muchea Recreation Centre development.
- Official opening of the Muchea Recreational Centre.
- Develop a Landscaping Policy to encourage use of locally indigenous plants in landscaping on public and private land.
- Develop Shire Facility Management Framework.
- Landscaping at the cemetery memorial gardens.
- Bindoon Mountain Bike Park.
- Bindoon Lake Needonga trail.
- Chittering – Djidi Djidi Ridge trail and further enhancements.
- Yozzi Road walk trail.
- Development of Horse Bridle Trails.
- Development of a dog exercise park.
- Rosa Park and Wandena public open spaces.
- Additional oval for Muchea overflow.
- Muchea Dual Pump and Jump Track.
- Development of Lower Chittering Community Centre.



Breathtaking views at our newly developed Bindoon Mountain Bike Park.

Economy

Well planned built landscapes that are progressive, vibrant, diverse and reflect the Shire's unique country lifestyle (SO3)

Strategies aligned to Economy outcomes

Economic growth (O7)	Support investment which stimulates sustainable industries, business and job growth (S17)
	Support growth in agricultural and horticultural industries (S18)
Local business growth (O8)	Encourage and support local businesses and new investments for the future (S19)
Increased visitors (O9)	Support and promote accommodation options (S20)
	Facilitate, promote and support visitation (S21)
	Increase in nature-based tourism and agritourism (S22)

Council functions aligned to these strategies

The following table sets out the functions and services that are aligned to our Economy.

- Economic development
- Investment attractions
- Local business support
- Tourism signage
- Marketing and communications
- Heritage
- Stakeholder management
- Advocacy
- Strategic land use
- Industrial land development
- Caravan parks and campgrounds
- Area promotion and public relations

Corporate Business Plan Performance

The following table illustrates the performance of the 2022/23 annual actions aligned to the Economy outcomes.

No.	Annual Action	Responsible Department	Quarter Ending June 2023		
			Target	Actual	Comment
1	Activate Council land within town centres with externally organised events and experiences aligned to the Economic Development Strategy	Office of the CEO	100%	Deferred	Event cancelled by WestCycle, beyond the Shire of Chittering's control.
2	Upgrade and marketing a new business directory for local businesses to locals aligned to the Economic Development Strategy	Office of the CEO	100%	100%	Business Directory was developed and ongoing marketing aligned with the budget.
3	Deliver workshops to local small businesses to help them upskill and develop in the Shire aligned to the Economic Development Strategy	Office of the CEO	3	100%	3 workshops were determined and scheduled one each in months of March, May and June 2023.

No.	Annual Action	Responsible Department	Quarter Ending June 2023		
			Target	Actual	Comment
4	Support the annual local gift guide in the Northern Valleys News	Office of the CEO	100%	100%	Gift guide advertisement went out in the Northern Valley News.
5	Marketing campaign to proactively demonstrate the Shire is open for business and get ahead of any recurrent issues by providing advice upfront aligned to the Small Business Friendly Approvals Program (SBFAP)	Office of the CEO	100%	100%	Proactively promoting tourism businesses through Visit Chittering. The Small Business Page will be amended once the new website is up and running.
6	Create a map showing permitted food truck trading locations aligned to the SBFAP	Development Services	100%	100%	Map developed to be put on Shire website.
7	Audit the current signage in the Shire and develop a tourist signage plan to attract travellers of the major highways and remove obsolete signage aligned to the Tourism Strategy	Office of the CEO	100%	100%	Plan completed and submitted to Executive. To be implemented in 2023/24 financial year.
8	Investigate an incentive scheme to encourage spend on local business. E.g. "Why Leave Town Gift Cards" aligned to the Economic Development Strategy	Office of the CEO	100%	100%	Investigation completed and decision was made not to proceed.
9	Clear and create Bindoon Caravan Park from the detailed design that was undertaken in 21/22 (year 1) aligned to the Economic Development Strategy	Office of the CEO	50%	Deferred	Deferred to 2023/24 financial year.
10	Develop a marketing campaign designed to encourage skilled volunteers to assist at the Visitor Centre aligned to the Tourism Strategy	Office of the CEO	100%	100%	The marketing campaign was completed in previous financial year. Six volunteers were recruited. This is an ongoing initiative.
11	Update the Visitor Centre volunteer attraction and retention pack including induction process, training, expectations and roles/responsibilities aligned to the Tourism Strategy	Office of the CEO	100%	100%	The induction process booklet was developed. This is ongoing.

No.	Annual Action	Responsible Department	Quarter Ending June 2023		
			Target	Actual	Comment
12	Plan and organise the annual event – Taste of Chittering aligned to the Economic Development Strategy	Office of the CEO	100%	100%	Completed in August. Over 50 stall holders were participating with 90% local owners. Survey outcome was very positive.
13	Designing a solution and identifying spots in the Chittering Valley for Valley Roadside Viewpoint (pullover) Bays aligned to the Economic Development Strategy	Office of the CEO	100%	Deferred	Deferred to 2023/24 financial year.
14	Promoting the Shire through implementing initiatives such as social media strategies, paid television features and website development as part of Destination Perth Membership benefits aligned to the Economic Development Strategy	Office of the CEO	4	4	Completed a successful Destination Perth and Perth Vibes Campaign
15	Develop an annual Tourism Marketing Plan and Campaign aligned to the Tourism Strategy	Office of the CEO	100%	95%	Implementation rescheduled for 2023/24 financial year.
16	Finalise a new marketable brand for Chittering that resonates with the proposed audiences aligned to the Tourism Strategy	Office of the CEO	100%	100%	Completed in previous financial year.
17	Create a Brand Guide document including digital assets to maintain cohesiveness and allow for stakeholders to use resources aligned to the Tourism Strategy	Office of the CEO	100%	100%	Part of developing a new marketable brand for Chittering
18	Co-ordinate a familiarisation tour through Shire tourism vendors and hold a market expectations workshop to understand target market segments aligned to the Tourism Strategy	Office of the CEO	100%	100%	Completed in previous financial year.
19	Develop a social media plan that identifies campaigns, seasonality, ad-hoc posts, curated content aligned to the Tourism Strategy	Office of the CEO	100%	100%	This is incorporated as part of the marketing plan and ongoing.

No.	Annual Action	Responsible Department	Quarter Ending June 2023		
			Target	Actual	Comment
20	Develop a Visitor Survey to establish who is coming, why they are coming, what they would like to see aligned to the Tourism Strategy	Office of the CEO	100%	100%	Survey has been created by Tourism Trainee.
21	Upgrade the visitor centre – additional brochure stands and artwork fittings; x2 hire electric bikes, visitor centre operations, volunteer retention activities aligned to the Economic Development Strategy	Office of the CEO	100%	100%	This upgrade has been completed. E-Bikes are in the process to be purchased. Challenge is to have a staff member at the Visitor Centre for logistical and insurance purposes of hiring the bikes.
22	Install Entry Statement at Great Northern Highway aligned to the Economic Development Strategy	Office of the CEO	100%	100%	Installed by end September 2022.
23	Construction of the Bindoon Mountain Bike Park Trails and infrastructure aligned to the Economic Development Strategy	Office of the CEO	100%	70%	Delay in receiving clearing permit. Clearing Permit expected in August. Works will commence once permit is received.
24	Update the Chittering Mountain Bike Masterplan, design concept for 10-15km of further trail, and skills area in Stage 2 of the mountain bike park aligned to the Economic Development Strategy	Office of the CEO	100%	100%	Completed.
25	Undertake environmental studies to begin upgrading Djidi-Djidi Ridge trail to new (existing) lookout from the carpark on the southern side aligned to the Economic Development Strategy	Office of the CEO	100%	Deferred	Deferred to 2023/24 financial year.
26	Prepare a feasibility study for a long distance “Munda Bididi” style trail (for mountain bikers and walkers) across the Shire that connects interregional to create a long distance (even multi-day ride) aligned to the Economic Development Strategy	Office of the CEO	100%	50%	Nearly half of the study has been completed

No.	Annual Action	Responsible Department	Quarter Ending June 2023		
			Target	Actual	Comment
27	Kyotmunga Walk Trail – Delineate and create a clear path with a survey and fence from Yozzi Road through to Avon Valley National Park so that walkers in Lower Chittering can access the park for extended walks aligned to the Economic Development Strategy	Office of the CEO	100%	50%	Funding has been secured to close off property with gates and start stage one of a fire track to the Avon Valley Reserve. Work has not started.

Corrective actions for the above actions that have not met the relevant target

Action number	Corrective actions to ensure action will be completed
26	Staff change over and will be addressed during 2023/24 financial year.
27	Staff change over and will be addressed during 2023/24 financial year.

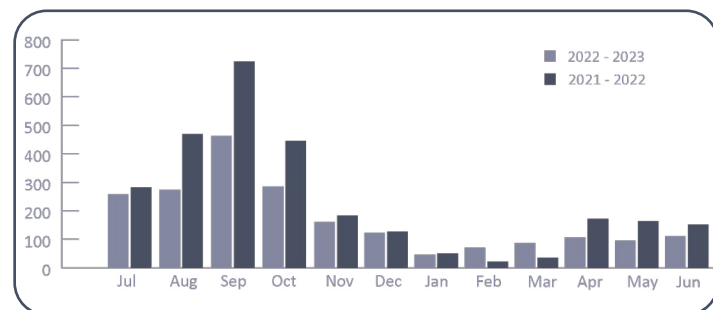
Service area highlights

Tourism, Communications and Marketing

The Shire recorded a total of 2,078 visitors to the Visitor Centre compared to the previous year of 2,825.

The following graph illustrates the increase in visitors during the summer months in September and October.

Visitor Centre Numbers



Our Shire of Chittering Facebook page has 3,142 followers with Facebook posts reaching an average of 8,521 people. We also have a dedicated Visit Chittering Instagram and Facebook page with 2,000 followers and Taste of Chittering Instagram and Facebook with 1,700 followers.

The visitor centre also sends out a quarterly newsletter to 450 subscribers.

We work with external marketing companies including Destination Perth, So Perth and Perth Vibes to promote Chittering as a tourist destination. We featured in a Destination WA TV story through a partnership with Destination Perth. This was filmed and funded in the 2022/2023 financial year but aired in August 2023.

Economic Development

The Shire's Economic Development Strategy 2021 – 2031 was endorsed by Council in August 2021. In addition to increased visitors, Economic Growth and Local Business Growth are priority outcomes of the plan.

In 2022/23 the following was achieved / undertaken:

We identified the top three most common small business applications received by the Shire. Using past applications as a guide, examples were developed of strong and weak applications to provide assistance for future small business applicants in collating their information to streamline their applications.

Health application forms were reviewed and amended to simplify the language used so that applicants found the form easier to understand and complete.

The Shire's Local Laws were reviewed in December 2022. A key focus of the review was to identify elements of the existing local laws that were obstructive and impractical for the establishment of small businesses within the Shire. Where practical the review aimed to eliminate and amend elements that created a barrier for small business.

The Shire upgraded and promoted the local business directory and will be implementing a grant scheme for local businesses.

A signage audit was conducted in late 2022 to determine the condition of existing signage around the Shire and identify opportunities for improvement. The audit suggested 27 individual projects ranging from high to low priority. We have now completed five of these high priority projects with four more currently underway and close to completion.

Challenges faced during the year

- Ensuring a balanced approach between economic and industrial development and protection of the environment.
- Bindoon Caravan Park has been delayed and rescheduled for next financial year.
- The Valley Roadside Viewpoint (Pullover) Bays have been deferred to next financial year.

Plans for the next four years

- Liaise with Northern Growth Alliance on the Wheatbelt Development Commission's long-term strategy – Green Paper.
- Advocate for more employment-generating zoned land outside Muchea Industrial Park.
- Advocate for Neaves Road upgrade – connect East West heavy haulage routes to Muchea.
- Advocate for sewerage to the Department of Water aligned to the Economic Development Plan.
- Post school education opportunities – Explore and identify possibilities for potential tertiary education and training facilities to be located within the Shire.
- Highlight opportunities in investment attraction planning – by matching industry openings with strategic land use.
- Explore exporting options and the possibility of creating a local cross-regional brand with regional neighbours with similar offerings, such as Gingin, Toodyay, Dandaragan, Moora.
- Investigate opportunity of industry targeted agriculture investment attraction.
- Develop a plan for investment attraction and job creation.
- Business Station Thrive Program.
- Investigate the creation of local jobs portal to connect local employers with local workers alongside the local business directory.
- Develop a competitive grant program to assist in the development of industry that will provide exponential returns by assisting in developing local businesses and growing the local economy.
- Ongoing marketing aligned to the newly developed Business Directory to assist businesses to increase their knowledge and skills base.
- Review Small Business Development Application (SBDC) approval process.

- Communicating generic approval process and timelines aligned to the Small Business Friendly Approvals Program (SBFAP).
- Establish a Business Innovation Network – Working with the Northern Growth Alliance (NGA), create platform for business from across the regions to engage and share ideas and solutions to shared challenges and opportunities.
- Local business support program.
- New signage for business activations.
- Explore option to increase accommodation opportunities.
- Uncover Chittering Indigenous history.
- Investigate the potential for identifying and attracting marquee events and bolster Chittering brand – food festivals, long-distance style cycling events.
- Continue to promote the Shire through implementing initiatives such as social media strategies, paid television features as part of Destination Perth Membership benefits.
- Increase political and tourism industry awareness of Chittering as a quality tourism destination.
- Increase skills and knowledge – run tourism development (including Agritourism) workshops.
- Develop products that promote and raise revenue for tourism promotion, including agritourism and dark sky tourism.
- Pilgrimage/religious tourism – investigate potential of developing or attracting religious tourism products.
- Coordinate a familiarisation tour through Shire tourism vendors and hold a market expectations workshop to understand target market segments.
- Implement the Tourism Signage Strategy.
- Equine infrastructure – Investigate the current offering of bridle trail circuits in Chittering for both local usage and for tourism.
- Facilitate a night-time economy that provides activation of town centres.
- Roadside Valley Viewpoint/pullover bays.
- Bindoon and Lower Chittering caravan park and campgrounds
- Stargazing infrastructure – Astrotourism site development.
- Udumung Nature Reserve Signage and Designated Trail.
- Future rezoning and scheme amendments within the Muchea Industrial Park.

Administration and Governance

An engaged community with accountable and efficient governance (SO5)

Strategies aligned to Administration and Governance outcomes

An engage Shire (O10) Continue to engage responsively with the community, using a variety of methods of inviting input (S23)

Increased visitors (O9) Support and promote accommodation options (S20)
Increase in nature-based tourism and agritourism (S22)

Council functions aligned to these strategies

The following table sets out the functions and services that are aligned to our Administration and Governance.

- Leadership and culture
- Strategy and business planning
- Corporate Governance
- Information technology
- Records management
- Property management
- Corporate performance and reporting
- Financial management
- Human resources and wellbeing
- Occupational safety and health
- Customer services
- Community and stakeholder engagement

Corporate Business Plan Performance

The following table illustrates the performance of the 2022/23 annual actions aligned to the Administration and Governance outcomes.

No.	Annual Action	Responsible Department	Quarter Ending June 2023		
			Target	Actual	Comment
1	Review the Community Engagement Framework by end June 2023 aligned to the Risk Register	Office of the CEO	100%	Deferred	This action has been deferred to the 2023/24 financial year.
2	Reference group meetings and engagement with the community on the replacement of Lower Chittering Hall Replacement	Office of the CEO	100%	100%	Ongoing.
3	Reference group meetings and engagement with the community on the development of Patens Reserve Plan (walk trail, play area, recreation space)	Office of the CEO	100%	100%	Developed an Aspirational Plan and completed community engagement. On hold until 24/25 for final consultation.
4	Reference group meetings and engagement with the community and stakeholder groups on the development of Muchea Recreation Centre	Office of the CEO	100%	100%	Project construction commenced in November 2022 with engagement completed during the first quarter.

No.	Annual Action	Responsible Department	Quarter Ending June 2023		
			Target	Actual	Comment
5	Facilitate stakeholder groups (CHAG, Youth Krew, Education Scholarship, CAGS groups) to achieve the aims outlined in the Terms of Reference for each group	Office of the CEO	15	14	Youth Krew did not meet in May as they were on hold until the CDC role was filled.
6	Install Electronic Signage for public by end April 2023	Office of the CEO	100%	90%	Signs have been ordered. Currently awaiting installation - scheduled for end of June / start of July.
7	Implement a Customer Relations Management Solution aligned to the Small Business Friendly Approvals Program (SBFAP)	Corporate Services	100%	90%	CouncilFirst CRM is planned to go live first quarter of 2023/24.
8	Accountable and Ethical Decision Making Training to be conducted aligned to the Shire's Risk Register	Office of the CEO	100%	100%	2 have been completed during this financial year, with another session scheduled for November 2023.
9	Implement Council resolutions on time aligned to the CEO KPIs	Office of the CEO	100%	100%	Completed.
10	Annual review of Risk Management Register aligned to the Shire's Risk Register	Corporate Services	100%	100%	Completed in July.
11	3-yearly review of Internal Control and Legislative Compliance aligned to Audit Regs 17 and Compliance Calendar due end March	Corporate Services	100%	100%	Financial Management and Reg 17 Review completed by Moore Australia with an exit meeting scheduled for June 2023.
12	Commence review of Delegations Register to CEO and Officers and submit to Council by end June annually	Office of the CEO	100%	100%	Completed.
13	Zero audit qualifications based on the 2021/22 financial year, aligned to the Shire's Risk Register	Office of the CEO	0	0	Moderate Finding - Purchase orders issued after invoice – 2 out of 40.
14	Review of 7 Local Laws by June 2023	Office of the CEO	7	5	Five were reviewed during the financial year with the Bushfire Brigade and Extractive Industries Local Laws deferred to 2023/24 financial year.
15	Review of Social Media Policy by end October 2022 aligned to Risk Register	Office of the CEO	100%	100%	Added Social Media Policy - June 2023.

No.	Annual Action	Responsible Department	Quarter Ending June 2023		
			Target	Actual	Comment
16	Develop a Shire of Chittering Public Health Plan	Development Services	100%	95%	Report to be submitted to August Council meeting.
17	Percentage of the Shire's Annual Training Budget spent on employee training aligned to the Risk Register	Office of the CEO	85%	89%	Exceeded the annual target of 85%. An improvement of 40% compared to the 45% of actual budget spent during the previous financial year.
18	Employee turnover rate (2021/22 - 25%) aligned to the Shire's Risk Register	Office of the CEO	25%	20%	Turnover rate decreased by 5% compared to the previous financial year.
19	Review Equal Employment Opportunity Management Plan aligned to Equal Opportunity Act 1984 annually by end April aligned to the Compliance Calendar	Office of the CEO	100%	100%	Submitted end April.
20	Review the Shire's WHS Policy aligned to the new legislation	Office of the CEO	100%	100%	The policy was reviewed and presented to Council for adoption after formally workshopped with Council Members.
21	Conduct a WHS Audit to identify improvement areas by end October 2023	Office of the CEO	100%	100%	Completed.
22	Review Drug and Alcohol Policy by end October 2023	Office of the CEO	100%	100%	This was included in our Code of Conduct during 2022.
23	Conduct First Aid Training Sessions	Office of the CEO	100%	100%	51 staff trained over 5 sessions.
24	Number of failed safety inspections aligned to the Risk Register	Office of the CEO	0	0	No failed safety inspections reported.
25	Lost Time Injuries aligned to the Risk Register	Office of the CEO	0	0	No Lost Time Injuries reported.
26	Workers Compensation claims aligned to the Risk Register	Office of the CEO	0	0	No Workers Compensation claims reported.
27	Review Council's long-term vision, strategic objectives and strategies through the biennial review of the Strategic Community Plan (minor every 2 year and major every 4 year)	Office of the CEO	100%	100%	Major review completed during 2021/22 with next major due in 2025/26. Minor review due in 2023/24.
28	Develop Council priorities through the annual review of the Shire's Corporate Business Plan	Corporate Services	100%	100%	Reviewed and workshopped. The CBP is now 100% integrated with all Shire adopted strategies and plans. Adoption scheduled for June Council Meeting.

No.	Annual Action	Responsible Department	Quarter Ending June 2023		
			Target	Actual	Comment
29	Implement a 6-month pilot Organisational Performance Reporting System (EMCS) by end March 2023	Office of the CEO	100%	100%	Completed and now business-as-usual with the implementing of a quarterly performance monitoring and performance reporting process.
30	Review the Long Term Financial Plan	Corporate Services	100%	100%	Reviewed as part of the annual Corporate Business Planning and Budgeting Process.
31	Asset sustainability practices - % of Annual Budget spent (75% and above) aligned to the Shire's Risk Register and Compliance Calendar	Office of the CEO	75%	67%	67% of the annual capital budget was spent by end June 2023. The reason for not achieving the target of 75% is that only 31% of the Mountain Bike Park Project was spent and 86% of the Wandena Road project as at end June 2023.
32	Annually review the Shire's budget with workshop with Council by end March and adoption of final Budget by end June aligned to the Shire's Compliance Calendar	Office of the CEO	100%	100%	Reviewed and workshopped. Due for formal adoption during the June Council Meeting.
33	3-yearly review of the Shire's Financial Management Systems due by end May 2023, commencing January 2023	Office of the CEO	100%	100%	This has been completed as at 30-6-2023 done by Moore Australia.
34	% Rates collection	Corporate Services	94%	97.9%	The 2022/23 rates collection improved by 1.2%, compared to the 2021/22 rates collection of 93.9%.
35	Review the Asset Management Policy	Technical Services	100	100%	Completed during previous financial year.
36	Implement of an Asset Management System	Technical Services	100%	100%	Completed.

Djidi Djidi Ridge. The hidden walk trail on this reserve is seasonally abundant in wildflowers. The 1.5km return walk boasts fantastic views across the valley from the lookout at the top of the trail.



Service area highlights

Performance Reporting

The Shire has implemented a corporate performance monitoring and reporting process at the start of the financial year. Quarterly performance updates are required by staff and a Corporate Performance Report was submitted to Council at mid-year and end of year as part of the Annual Report. The Shire has achieved 83% of the priorities listed in the Corporate Business Plan and detailed in the Annual Operational Plan.

Customer Services

The Shire of Chittering prides itself on high quality and responsive customer service. Be it at the Shire offices, the Chittering Visitor Centre or at any of its waste disposal sites, the Shire resources these locations to ensure the customer experience is as positive as possible.

At the end of 2022/23 the Shire embarked on the implementation of a Customer Relationship Management System (CRMS) to further enhance its commitment to quality customer experience. The CRMS is expected to go-live in the first quarter of 2023/24.

Corporate Planning

CBP Review

Review of the CBP occurs twice a year as part of our integrated planning and reporting processes. The mid-year review is aligned to the legislative budget review, occurring in December each year. This process is focussed on the current year's priorities whilst the annual review focusses on the next four years and forms part of our strategic planning process.

The CBP was reviewed at mid-year as part of the annual budget review. The following actions/projects were deferred to the next financial year:

CBP Action	Further Detail
Clear and create Bindoon Caravan Park from the detailed design that was undertaken in 21/22 (phase 1)	The 2023/24 financial year will see the Shire of Chittering seek expressions of interest from external parties to construct and operate accommodation and kiosk offerings at the base of the Bindoon Mountain Bike Park using the detail design as a guide for submissions.
Construction of the Bindoon Mountain Bike Park Trails and infrastructure aligned to the Economic Development Strategy	Trails on the eastern side of the hill which was cleared land used for farming were completed in late 2022/23. Works were suspended on the construction of the trails whilst a clearing permit was sought for the final two trails on the western side of the hill which is an area native bushland.
Undertake environmental studies to begin upgrading Djidi-Djidi Ridge trail to new (existing) lookout from the carpark on the southern side aligned to the Economic Development Strategy	In August 2023, the Shire of Chittering conducted a targeted flora survey of Djidi-Djidi Ridge to confirm the presence of two conservation significant flora and their populations. The targeted study found that the species are not under imminent threat and it has been recommended that the trail construction and alignment should avoid any of these species. A final report is being prepared for submission with the clearing permit application.
Kyotmunga Walk Trail – Delineate and create a clear path with a survey and fence from Yozzi Road through to Avon Valley National Park so that walkers in Lower Chittering can access the park for extended walks aligned to the Economic Development Strategy	Funding has been secured to close off property with gates and start stage one of a fire track to the Avon Valley Reserve. Work has not started. Trees cleared, weed eradication completed and first cut of track (which will be suitable for walking) and gates due to be done in November. We need to not advertise significantly about the walking trail as we have funding for a Fire Trail.
Resubmission and adoption of the Shire's Facility Management Framework	n/a
The Remediation Action Plan for 131 Muchea East Road, Muchea will be completed in 2023/24	n/a
Revision and update of Emergency Recovery Plan and Emergency Procedures	n/a
Shire of Chittering Strategic Fire Breaks Plan	n/a
Conduct a survey of private landholders on desirable private landholder incentives and report to Council 2-4 years aligned to the Biodiversity Plan	n/a
Muchea Recreation Centre Governance Model	n/a
Activate Council land within town centres with externally organised events and experiences aligned to the Economic Development Strategy	n/a
Designing a solution and identifying spots in the Chittering Valley for Valley Roadside Viewpoint (pullover) Bays aligned to the Economic Development Strategy	n/a
Review the Community Engagement Framework by end June 2023 aligned to the Risk Register	n/a

Fairy Bells Mauve (Tetradthea). The Shire of Chittering is rich in wildflowers during early spring and summer.

Corporate Governance Service Areas

Section 3.1 (1) of the Act prescribes that the general function of a local government is to provide for the good government of persons in its district. To facilitate good government, local governments develop strategies and policies and provide mechanisms and processes for their implementation as provided for in the Act and its regulations.

Corporate governance is a system of processes through which an organisation makes decisions and directs, controls and monitors its operations.

Good governance is driven by four essential elements; transparency, accountability, stewardship and integrity. It involves a focus on clarity of roles and responsibilities, robust systems which support both internal and external accountability and public access to decision making and information.

Compliance

Under regulation 14 of the Local Government (Audit) Regulations 1996, local governments are required to carry out a compliance audit return for the period of 1 January to 31 December of each year. The local government's Audit Committee is to review the compliance audit return and Council has to adopt the reviewed results. A certified copy of the compliance audit return has to be submitted by end March to the Department of Local Government, Sport and Cultural Industries The Shire of Chittering presented its Compliance Audit return to the Audit Committee on 8 February 2023. The Compliance Audit Return's results were unanimously adopted by Council on 15 February 2023. There were no issues of non-compliance listed in the Return. The Department confirmed receipt of the Shire's Compliance Audit Return for the period 1 January 2022 to 31 December 2022 on 16 March 2023.

In accordance with Regulation 17 of the Local Government (Audit) Regulations 1996, the CEO is to review the appropriateness and effectiveness of a local government's systems and procedures every 3 years, in relation to risk management, internal control and legislative compliance.

The last review was conducted in 2022/23 financial year and the next legislative 3-yearly review is to be completed in 2025/26.

Internal Audit

The Shire does not have an internal audit unit, however several additional controls ensure compliance with processes have been implemented. One of these controls, is a procurement report which is submitted to the Executive Management Team meeting on a monthly basis. In this, procurement compliance is monitored and reported and, where needed, corrective measures are agreed with the Executive Managers who are responsible for ensuring compliance. Other reports monitoring compliance include a report on leave days due and reports on Council resolutions implemented.

The Shire's month-end processes are meticulously crafted to include audit reports on all system activities and each payment processed is scrutinised for compliance and legitimacy. The Shire's external auditors have consistently assessed these processes and found them to be of a high standard.

Risk Management

The key focus of our risk management processes is to increase the likelihood that Council's business objectives are achieved.

The following table outlines our 15 organisational risks that are integrated into our corporate planning and performance reporting process:

CBP Action	Further Detail
Asset sustainability practices	Failure or reduction in service of infrastructure assets, plant, equipment or machinery.
Business and community disruption	Failure to adequately prepare and respond to events that cause disruption to the local community and / or normal business activities. This could be a natural disaster, weather event, or an act carried out by an external party (e.g. sabotage / terrorism).
Failure to fulfil compliance requirements (statutory, regulatory)	Failure to correctly identify, interpret, assess, respond and communicate laws and regulations as a result of an inadequate compliance framework. This includes, new or proposed regulatory and legislative changes, in addition to the failure to maintain updated internal and public domain legal documentation.
Document management processes	Failure to adequately capture, store, archive, retrieve, provide or dispose of documentation.
Employment practices	Failure to effectively manage and lead human resources (full-time, part-time, casuals, temporary and volunteers).
Engagement practices	Failure to maintain effective working relationships with the Community (including local Media), Stakeholders, Key Private Sector Companies, Government Agencies and / or Council Members. This includes activities where communication, feedback or consultation is required and where it is in the best interests to do so.
Environment management	Inadequate prevention, identification, enforcement and management of environmental issues.
Errors, omissions and delays	Errors, omissions or delays in operational activities as a result of unintentional errors or failure to follow due process including incomplete, inadequate or inaccuracies in advisory activities to customers or internal staff.
External theft and fraud (including Cyber)	Loss of funds, assets, data or unauthorised access, (whether attempted or successful) by external parties, through any means (including electronic).
Management of facilities / venues / events	Failure to effectively manage the day to day operations of facilities, venues and / or events.
IT or communication systems and infrastructure	Disruption, financial loss or damage to reputation from a failure of information technology systems. Instability, degradation of performance, or other failure of IT or communication system or infrastructure causing the inability to continue business activities and provide services to the community. This may or may not result in IT Disaster Recovery Plans being invoked.
Misconduct	Intentional activities intended to circumvent the Code of Conduct or activities in excess of authority, which circumvent endorsed policies, procedures or delegated authority.
Project change management	Inadequate analysis, design, delivery and / or status reporting of change initiatives, resulting in additional expenses, time delays or scope changes.
Safety and security practices	Non-compliance with the Work Health and Safety Act, associated regulations and standards. It is also the inability to ensure the physical security requirements of staff, volunteers, contractors and visitors. Other considerations are negligence or carelessness.
Supplier / contract management	Inadequate management of external Suppliers, Contractors, IT Vendors or Consultants engaged for core operations. This includes issues that arise from the ongoing supply of services or failures in contract management and monitoring processes.

Pink Fountain Triggerplant (Stylidium brunonianum). The diverse nature of this spectacular and vital region is bound to hold your interest.



Cyber Security

Information and communication technology management and support is outsourced to a managed service provider implementing ITILv4 framework for service delivery from a pool of resources.

Service Desk, system administration, network and infrastructure monitoring, patching and firmware management, asset management, Office 365 management and firewall management are outsourced to the service provider.

Records Management

The State Records Act 2000 requires the Shire to have an approved Recordkeeping Plan (RKP) to outline the way we maintain our records. The Shire of Chittering reviewed its record keeping plan in 2021.

State Records Commission (SRC) Standard 1 – Government Recordkeeping requires government organisations to ensure that records are created, managed and maintained over time and disposed of in accordance with principles and standards issued by the SRC. SRC Standard 2 – Recordkeeping Plans comprises six recordkeeping principles each of which contains minimum compliance requirements.

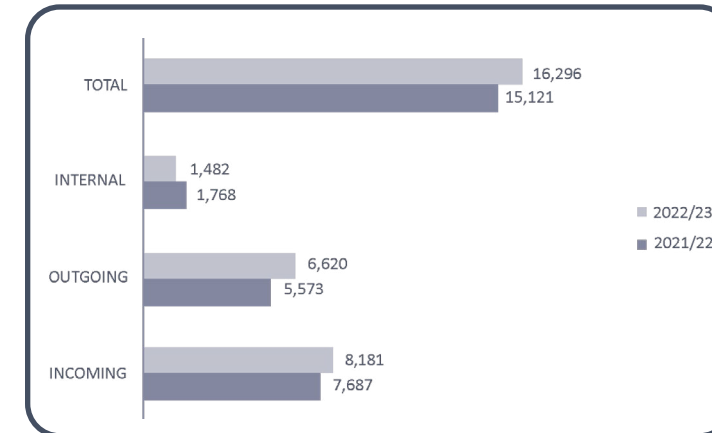
The purpose of the Shire’s Recordkeeping Plan is to set out the matters about which records are to be created by the Shire of Chittering and how it is to keep its records. The Recordkeeping Plan provides an accurate reflection of the recordkeeping program within the organisation, including information regarding the organisation’s recordkeeping system(s), disposal arrangements, policies, practices and processes. The Recordkeeping Plan is the primary means of providing evidence of compliance with the Act and the implementation of best practice recordkeeping within the organisation.

Improvements to the Shire’s records management include:

- We continued the digital capture of records as our primary records capture system, started in 2021, and the implementation of disposing of source records under the General Disposal Authority for Source Records (RD 2016002) was expanded and refined.
- During the 2022/23 year a new approach to digital capturing of records was considered and after due consultation a cloud based, SharePoint/AvePoint solution was nominated and the process of building the system started. Due to go live late in 2023 in module increments.

In 2023/24 the Shire of Chittering will commence the process of migrating to a new Electronic Document Management System. As a result of this change, should the Record Keeping Plan require updating, a review will be undertaken.

The number of records registered in our electronic document and records management system (EDRMS) in 2022/23 was 16,296, and for 2021/22 was 15,121.



Freedom of Information (FOI)

Access to documents may be granted to members of the community under the Freedom of Information Act 1992 (FOI Act). An Information Statement and an application form is available on the Shire’s website. The Statement is a guide to the FOI process and lists the types of documents available outside of FOI. Although any document may be requested, it is recommended that only documents that cannot be provided outside the FOI process should be sought under the FOI Act. Additionally, documents released are frequently edited to remove exempt information. The most frequently removed information is third party personal information, which is often the information sought.

During 2022/23, the Shire received and processed 2 FOI applications, an increase of 100% from 2021/22. Both requests were for non-personal documents. 100% of applications were completed within 45 calendar days as per the FOI Act. There were no internal reviews and no applications were referred to the Office of the Information Commissioner for external review.

Legal Services

For legal matters, the Shire employs the services of legal firms on the WALGA preferred supplier list. Legal services are generally used for planning or development related matters which are more complex and cannot be resolved through internal structures and mediation efforts.

Facility Hire Subsidies

The Shire provides facility services to the public, for a variety of functions, events and activities. Under the Facility Hire, certain clubs, organisations and groups can qualify for subsidised use of Shire facilities. They include:

- Junior (U18) use.
- Senior (O60) clubs and organisations.
- Support services.

- Charitable purpose.
- Emergency services organisations.

During 2022/23, the Shire generated \$41,949.45 through fees and charges for the use of facilities.

National Competition Policy

The principle of competitive neutrality is an integral component of the Competition Principles Agreement agreed by the Council of Australian Governments in April 1995 as part of the National Competition Policy.

The essence of competitive neutrality is that Government businesses should not enjoy a net competitive advantage simply as a result of their public sector ownership. However, this should not be at the expense of social welfare and equity, economic and regional development considerations, or the interests of consumers.

All local governments are responsible to determine whether it is engaged in ‘significant business activities’ within the context of its operations and to apply for the competitive neutrality principles, if relevant. To comply with National Competition Policy, Council applies the principles of competitive neutrality to its nominated Category 1 business activities, which include the provision of childcare services.

The Shire does not engage in or operate any category 1 business activities. All category 1 business services within the Shire are privately owned amenities offered by members of the community.

Fraud and Misconduct

All local governments should build on their current policies and practices to make workplaces more fraud resistant/resilient through preventative and detection processes, in addition to improving their reporting avenues to strengthen their ability to respond to fraud.

The Shire has conducted three Accountable and Ethical Decision Making (AEDM) Training sessions during the year. The AEDM includes six conduct areas:

1. Personal behaviour.
2. Official information, record keeping and communications.
3. Use of public resources.
4. Conflicts of interest and gifts and benefits.
5. Fraudulent or corrupt behaviour.
6. Reporting and management of code breaches.

These training sessions were compulsory and all employees were required to attend one of the sessions. 97% of the workforce attended one of the training sessions.

Council Policies

Section 2.7(2)(b) of the LG Act states that the Council

is responsible for determining its policies. There is no prescribed timeframe for local government to review policies.

The Shire's policies are regularly reviewed to ensure they:

- Meet the needs of our community and stakeholders.
- Remain consistent with best practice, the strategic direction of the Shire and changes in government policy and legislation.

The following policies were either developed or reviewed during 2022/23:

- Appointment of an Acting Chief Executive Officer.
- Asset Management – Infrastructure Assets.
- Australian Citizenship Ceremonies.
- Bereavement Recognition.
- Community Assistance Grant Scheme.
- Community Assisted Transport Service Policy (CATS).
- Community Bus Transport Service.
- Complaints Reporting.
- Council Positions.
- Councillor Information Sessions.
- Donations, Contributions and Sponsorship.
- Execution of Documents and Use of the Common Seal.
- Financial assistance for residents involved in state or national sporting events.
- Financial hardship – collection of rates and service charges policy.
- Honorary Freeman of the Shire of Chittering.
- Investment of Funds.
- Naming of Shire Facilities.
- Policy Register.
- Purchasing and Procurement.
- Rating.
- Rating Policy Relating to Change in Predominant Use of Rural Land.
- Record Keeping.
- Recording and Access to Recordings of Council Meetings.
- Related Party Disclosures.
- Requests for Assistance and/or Donation.
- Risk Management Policy.
- Rural Numbering.
- Service level Complaints Handling.
- Staff Superannuation.

- Storm Water Management.
- Transparency and Accountability.
- Use of Civic Centre – Council Chambers.
- Verge Maintenance.
- Work Health and Safety.

A policy can be repealed where it is deemed outdated, superseded or no longer applicable or required as a Council policy under the LG Act. 42 Policies were repealed during 2022/23. The list of policies repealed can be found on the Shire's website: Policies » Shire of Chittering.

Contracts and Procurement

Tenders and purchase orders

Two tenders and 1,500 purchase orders were released during the financial year. The tenders included construction of the new Muchea Recreation Centre and the Mountain Bike Park. The purchase orders were issued for both operational and capital works projects.

Procurement Training

A variety of training sessions were organised to improve the procurement related knowledge of staff: Procurement training sessions were conducted which provided an overview of procurement with a focus on the policies and procedures to help staff understand the rules for procurement activities. Ongoing procurement training is provided to all new staff and existing staff on an as needed basis.

New Initiatives - Digital signatures

A project is underway to introduce digital signing of contracts utilising DocuSign or similar. When implemented it will replace the ink/scanned signatures.

Looking ahead

The Shire has implemented digital processes across all its finance functions and is looking to bring other departments into the digital world in the near future. The Shire is always looking to improve its efficiencies and functions so it can better service the community.

Grants Received

The following table outlines the grants we have received during 2022/23.

Type of Grant	From	Amount (\$ GST excl)	Detail
Road Asset Grant	Main Roads	84,171	Regional Road Group – Muchea East Road
Road Asset Grant	Main Roads	108,210	Regional Road Group – Mooliabeenee Road
Road Asset Grant	Main Roads	93,500	Regional Road Group – Chittering Road
Road Asset Grant	Department of Infrastructure	8,520	Roads to Recovery – Chittering Road
Road Asset Grant	Department of Infrastructure	148,119	Roads to Recovery – Chittering Valley Road
Road Asset Grant	Main Roads	178,625	Black Spot Program – Teatree Road
Road Asset Grant	Main Roads	573,157	Rural Road Safety Project – Chittering Road
Road Maintenance Grant	Main Roads	131,534	Direct Operating Grant
Road Asset Grant	Local Roads and Community Infrastructure	465,819	Wandena Road
Trail Building	Department of Transport	163,308	Clune to Brockman Trail
Community program	Department LG, Sport and Cultural Industries	22,727	Bindoon Mountain Bike Park
Community Event Grant	Department of Wagering and Gaming	10,500	Hunt Hiking Event
Bushfire Operational Grant	Department Fire and Emergency Services	270,203	Bush Fire Brigade Operating Grant
Strategic Fire Maintenance	Department Fire and Emergency Services	456,220	Fire Mitigation Grant
Mitigation Activity Fund	Department of Fire and Emergency Services	250,000	DFES funding for bushfire mitigation activities consistent with the Shire's Bushfire Risk Management Strategy
Community Infrastructure	Wheatbelt Development Commission	150,000	Muchea Recreation Centre
Community Recreation Infrastructure	DLGSCI	20,425	Wannamal Tennis Courts resurfacing and fencing

Land transactions (major, other, exempt)

Major land transactions

There were no major land transactions during 2022/23.

Other land transactions

There were no other land transactions during 2022/23.

Exempt land transactions

There were no exempt land transactions during 2022/23.

Land transactions

There were no land transactions during 2022/23.

Financial management

The annual financial report presents fairly the financial position of the Shire and complies with Australian Accounting Standards – unqualified audit. The Shire received an unqualified audit report for the 2021/22 financial year.

The legislative 3-yearly review of the Shire’s Financial Management Systems was completed.

Rates

Rates collection has improved from 96.2% in 2021/22 to 97.88% in 2022/23.

	2018/19	2019/20	2020/21	2021/22	2022/23
Number of rates notices	2,834	2,839	2,840	2,877	3,000
Rates collection	94.06%	94.74%	95.24%	96.2%	97.88%

Challenges faced during the year

- 67% of the annual capital budget was spent by end June 2023. The reason for not achieving the target of 75% is that only 31% of the Mountain Bike Park Project was spent and 86% of the Wandena Road project as at end June 2023.
- The implementation of a Customer Relations Management Solution was slightly delayed, with CouncilFirst now planned to go live in the next financial year.

Plans for the next four years

- Implement a Customer Relations Management Solution.
- Replacement of Lower Chittering Hall.
- Development of Muchea Recreation Centre.
- Development of Patens Reserve Plan.
- Launch Shire of Chittering App.
- Develop a plain English complaint handling process and update Customer Service charter.
- Research and assess alternative information formats for viability and implementation.
- Create public and employee awareness of process and accessibility options.
- Review and update Shire recruitment information on website to address EEO and DAI recruitment and employment.
- Redevelop website to ensure it complies with the W3C web content guidelines and relevant State Government Access Guidelines for Information, Services and Facilities guidelines.
- Continue to implement improvement actions resulted from the WHS Audit completed during the year.
- Feasibility Study – Lower Chittering Caravan Park, Bindoon Caravan Park.
- Implement CouncilFirst.
- Installation of four digital notice boards to inform / consult the community on all Shire activities.



Many families move to the Shire of Chittering for the larger blocks available to stable their horses.

Our Organisation

This section includes information of our leadership team; our organisational structure and processes, our workforce statistics and health and wellbeing.

- Organisational structure
- Corporate governance
- Our workforce
- Work health and safety

Lake Chittering fed by the Brockman River. The pretty Lake Chittering is almost completely obscured by vegetation on its western boundary where it laps within meters of the Great Northern Highway.

Organisational Structure

The CEO has responsibility for the day-to-day management of operations in accordance with the Council's strategic direction as set out in the SCP and the 4-year priorities of the CBP.

The Executive Management Team (EMT) provides leadership, driving the customer-focused culture of the Shire. The CEO is directly accountable to the Council elected by the residents of Chittering.

The Shire's organisational structure is made up of the Office of the CEO and three Departments – Development Services, Corporate Services and Technical Services.



Our Executive Leadership Team

The following information details the members and services of the Executive Team as at 30 June 2023.



Melinda Prinsloo
Chief Executive Officer

Starting Date: October 2022

Degrees: Bachelor of Commerce (B.Com), Master of Business Administration (M.B.A.) and Diploma of Information Technology (DipIT).

Melinda has 29 years' experience in State and Local Governments, mainly in Strategy and Corporate Services. Started at the Shire of Chittering in January 2020 as the Executive Manager Corporate Services and was appointed as CEO from February 2023.

Services

- Governance
- Strategic Planning
- Corporate Performance
- Human Resources
- Council Member Support
- CEO Administrative Functions



Jake Whistler
**Executive Manager
Development Services**

Starting date: January 2023

Degrees: Bachelor of Science (Curtin University) and Graduate Diploma Urban and Regional Planning (University of New England).

Jake has been in local government for 14 years in town planning roles and was appointed the Executive Manager Development Services in April 2023 after acting in the role for 3 months.

Services

- Planning
- Building
- Health
- Rangers
- Fire Mitigation



Leo Pudhota
**Executive Manager
Technical Services**

Starting date : April 2022

Degrees: Bachelor of Civil Engineering and Master of Information Technology (University of Newcastle).

Leo has more than 27 years' experience in leadership roles and significant experience within local government across many disciplines. These include Roads, Buildings, Parks and Waste services.

Services

- Assets Maintenance: Footpaths, Drainage, Trees, Roads, Signage.
- Subdivisions
- Infrastructure Construction Capital Works
- Parks and Conservation Management
- Strategic Asset Management
- Traffic Services
- Waste Services



Sue Mills
**Acting Executive Manager
Corporate Services**

Sue started in Local Government in 2006, when she worked at the Shire of Laverton as Payroll/Creditors Officer. She progressed through the ranks and worked at the Shire's of Victoria Plains and Coorow before joining the team at Chittering in July 2019. She is currently Finance Manager, and has acted as Executive Manager Corporate Services from October 2022 to end July 2023.

Services

- Corporate Service
- Financial Management
- Economic and Tourism Development
- Community Development
- Library Services
- Customer Services

Our structure and functions

The Office of the CEO serves as the guiding force for the entire organisation, steering strategic planning and shaping policies that span across all operational domains. This pivotal role includes ensuring the effectiveness of our operational framework, extending support to the elected Council, and executing decisions made by the Council. Within this sphere, responsibilities cover corporate governance, offering legal counsel, managing performance, and overseeing human resources functions.

Corporate Services handles diverse operational facets crucial for organisational functioning, encompassing financial services and more. This division maintains a robust connection with the community, engaging in areas like tourism, economic development, community infrastructure, programs, and services. It actively advocates for funding and services from external agencies, supporting various community priorities and fostering the growth of self-reliant community organisations.

Technical Services oversees and services the Shire's roads, parks, landscapes, reserves, infrastructures and fleet management, in addition to communication, policy, strategy and leadership for a number of projects that contribute to the sustainable growth in our area.

Development Services oversees the entire spectrum of land use planning and development. This entails overseeing projects from their initiation, evaluation, and approval phases to overseeing construction and delivering new developments and communities. Throughout this process, the Department prioritises the balance between urban expansion needs and preserving the integrity of the natural environment.

Changes in organisational structure

No structural changes within 2022/23.

Our Workforce

The Shire has 62 employees, including full-time equivalent, part-time, contract and casual employees, as at 30 June 2023. Employees deliver different services to the Shire's residents and other stakeholders.

Employee Code of Conduct

The Shire's Employee, Volunteer and Contractor's Code of Conduct (the Code) is an extension of our values and is a foundation for our long-term success. The Code sets out the guidelines that we must follow to maintain high ethical standards, appropriate corporate behaviour and accountability across the Shire. Employees are required to familiarise themselves with the Code as part of their induction and acknowledge that they are aware of the obligations and responsibilities.

Salaried employees

Regulation 19B of the Local Government (Administration) Regulations 1996 requires the Shire to include the following information in the Annual Report:

- Number of employees entitled to an annual salary of \$130,000 or more.
- Number of those employees with an annual salary entitlement that falls within each band of the \$10,000 over \$130,000.

The salary thresholds in this Regulation were amended by the Local Government Regulations Amendment Regulations (No. 2) 2020, which were gazetted on 6 November 2020.

To remove confusion associated with the treatment of benefits other than cash salary, the Shire has adopted a total employee cost approach to remuneration. This packages all remuneration into one total number and provides a more transparent, open approach to payment that exceeds the requirement of the Regulations.

The table shows the salary bands and is based on the remuneration each employee actually received over the reporting period, whether employed for a full year or not, and includes:

- Annual cash component.
- Statutory 10.5% superannuation, plus Shire matching contributions to additional superannuation, where applicable.
- Salary sacrifice.
- Allowances for motor vehicle and housing assistance or cash value equivalent, where applicable (Executive Managers and CEO).
- Cash-out of leave (either on request or termination).
- Higher duties.
- Termination payments.

Salary Band		No. of Employees
\$ From	\$ To	
130,000	139,999	1
140,000	149,999	1
170,000	179,999	1
210,000	219,999	1

The Shire does not offer bonus payments to employees, including senior executives, recognising this is not an appropriate form of remuneration for public sector officers.

The number of employees entitled to an annual salary of \$130,000 or higher has not changed since the previous year.

All employees are paid according to Local Government Industry Award, and the Shire is legally required to pay employees in accordance with entitlements.

Where there are specific labour market pressures – or where there is a critical need to attract or retain a specific capability to meet core business needs – an exemption can be made to pay a market-related salary on a contractual basis, which is above the Award. Five employees are appointed on performance contracts with salaries above the award rate.

In accordance with s.5.50 of the LGA, the Shire has a policy in relation to the circumstances and assessment of additional payments to employees who are leaving in addition to any amount to which they are entitled.

Employee performance review process

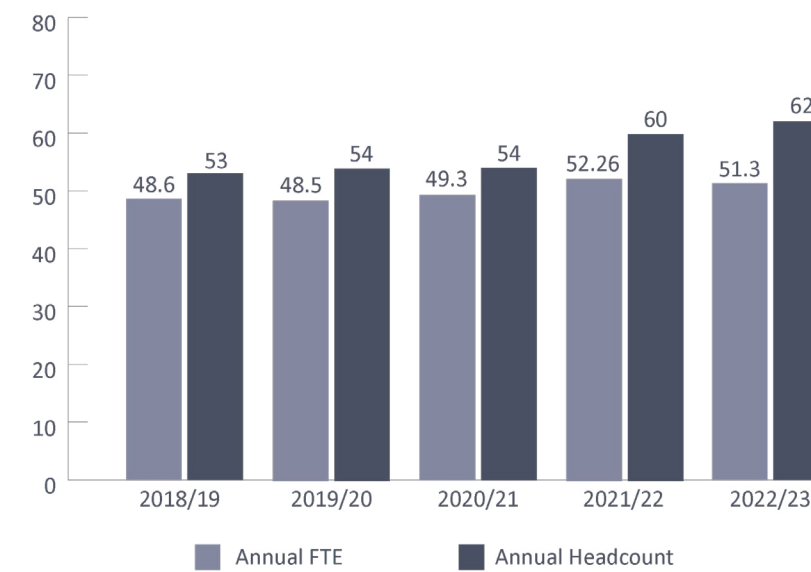
Our workforce capability requirements are diverse and varied, with roles that span entry level administration and customer service through to professional specialist roles. We conduct annual employee performance reviews to set clear expectations, along with measuring and monitoring results. This process is used to assist leaders and team members to review their performance against their key deliverables. 95% of our employees participated in the Annual Review process during the year. The remaining 5% were not required to undertake a performance review, in accordance with the relevant legislation.

Workforce profile

Shire staff are spread across the organisation in a variety of sections with the aim of having an equitable and diverse workplace that has the right skills, attributes, and capabilities. We are navigating the dynamics of a rapidly changing technology and a period of economic uncertainty. We have been looking at how we can adopt new ways of working to become meet the requirements of our workforce. As part of our Integrated Planning and Reporting activities we regularly review our workforce plan ensure that our resources are allocated to where they need to be.

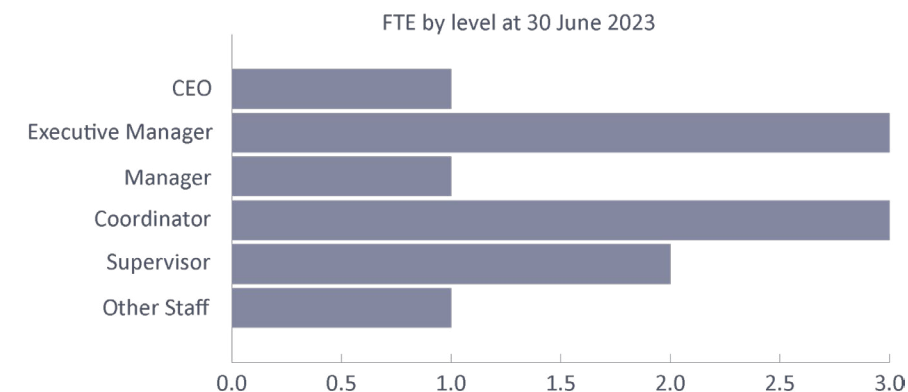
Workforce FTE

The number of FTE and total headcount at the close of the financial year is set out below:

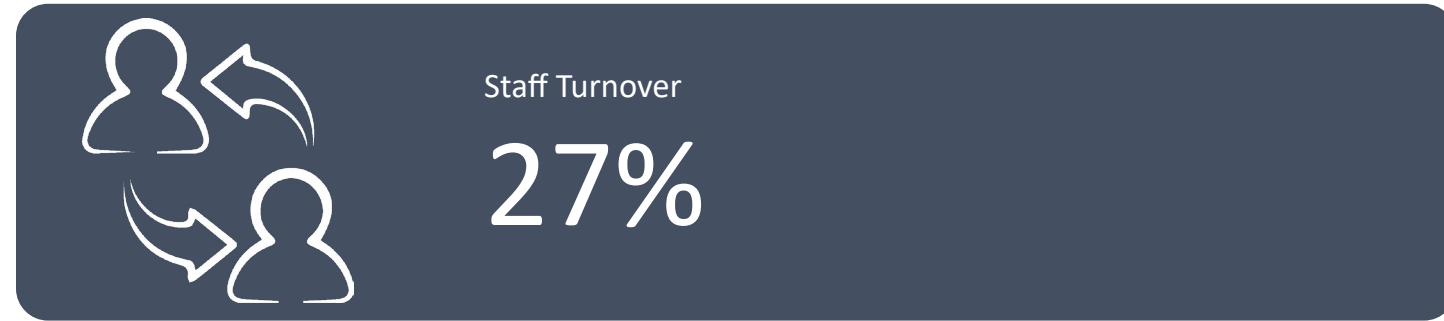


*NOTE: No figures for 2020/21 so guesstimate made

The number of FTE by level at the close of the financial year is set out below:



Employee Turnover (excluding casual employees)

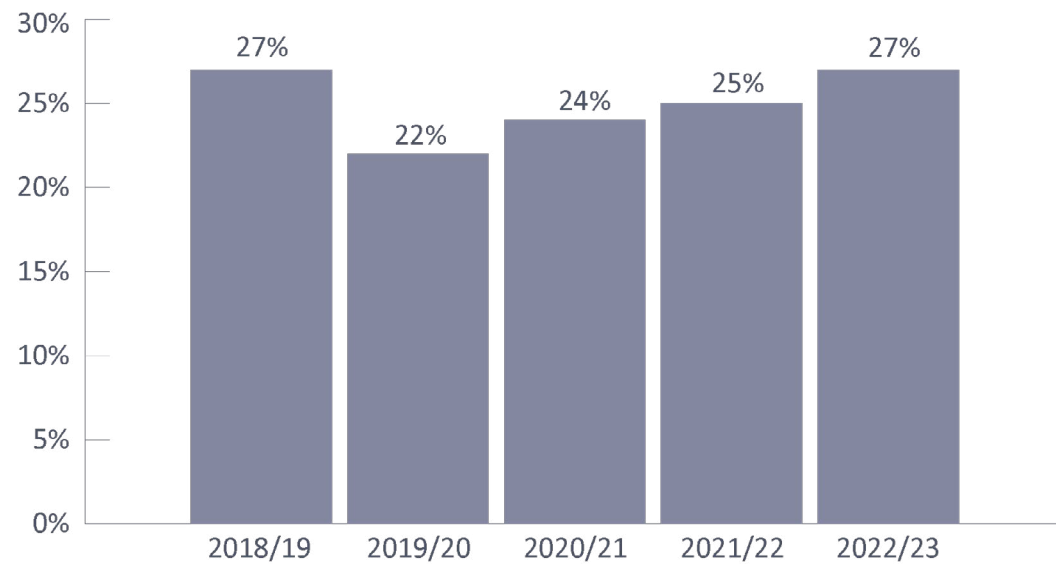


Maximum or fixed term – 4

Casual contracts – 5

Permanent full-time or part-term - 53

Employee turnover increased slightly from 25% in 2021/22 to 27% in 2022/23.

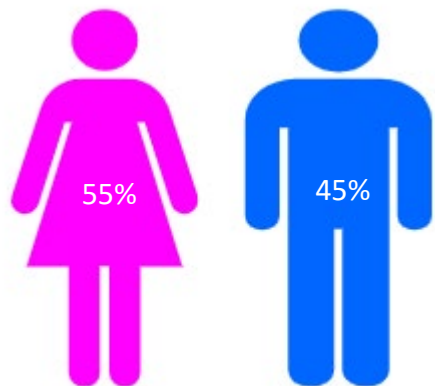


*NOTE: No actual figures for 2020/21 so figures are a gestimate

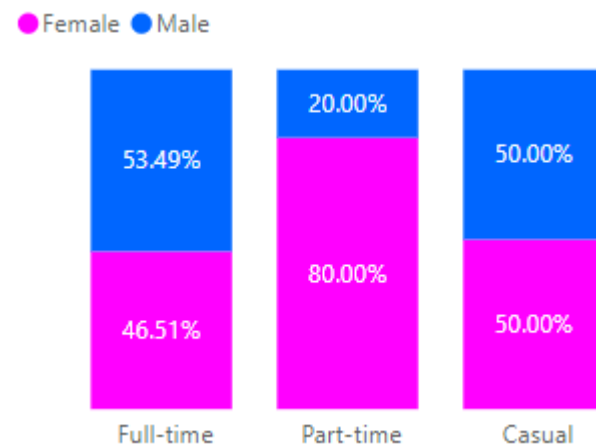
Diversity

As at 30 June 2023, the Shire had 55% female employees and 45% male employees and women comprised 25% of employees at manager level and above (males 75%).

Gender Breakdown



Workforce Composition



Age diversity

Our current workforce are predominantly Gen X and baby boomers, with 63% of employees within this age demographic profile. Gen Y and Gen Z are making up a proportion of 37% of employees. Within our leadership structure, our CEO and 66% of our Executive Managers are Gen X, with the remaining Executive Manager being Gen Y.

Category	Number	Percentage
Baby boomers (1946 – 1966)	15	24%
Generation X (1967-1980)	24	39%
Gen Y (1981 – 1994)	13	21%
Gen Z (after 1995)	10	16%

Wellbeing

The Shire of Chittering’s commitment to a healthy workplace is evident by ongoing assistance and benefits to staff, primarily funded by the Local Government Insurance Service (LGIS). In order to manage the impact of COVID-19, we maintained a strong focus on mental health, offering training and information to leaders and all employees. As about 50% of our workforce live locally, the health and wellbeing services for our people also enhanced our community commitment. Staff were encouraged to access free flu injections and to consult our onsite mental health support services as needed.

Long service awards

Recognising long service to the Shire is an integral part of honouring commitment and dedication. We value the contributions and loyalty of our team members who have been with us for a substantial period. Long service recognition isn’t just about tenure; it’s about the invaluable experience, expertise, and positive impact individuals bring to our Shire. Whether it’s through years of dedication, consistent effort, or unwavering commitment, each milestone represents a significant journey and a shared commitment to our shared goals.

We believe in celebrating these milestones, expressing gratitude, and honouring the individuals who have been instrumental in shaping the Shire’s progress. This recognition serves as a token of appreciation for their enduring dedication, hard work, and the lasting mark they’ve made within our community.

The following employees were rewarded both for their 10-year anniversary working at the Shire of Chittering.

- 10 Years’ Service, Ashley Billett started with the Shire on 30/01/2013
- 10 Years’ Service, Matthew Johns started with the Shire on 15/11/2012

The table below shows the distribution of years of service by Department:

Years of Service	Department			
	Office of the CEO	Corporate Service	Development Service	Technical Service
5	1	1	2	4
10	1	1	2	4
15	0	1	0	1

Values awards recognition

The Values Awards Recognition Program is a monthly award to four individuals who uphold vision and values and are nominated by either fellow staff members or members of the public. This is more than just an acknowledgment; it is a celebration of the exceptional individuals who embody the principles that drive our Shire. As we applaud their achievements, we also reinforce our commitment to fostering a workplace culture where, positive attitudes, respect, accountability and teamwork are not just values but the keys to enduring success.

Health and Safety

Safety framework

A strong safety culture exists within the Shire, with staff encouraged to protect themselves, their colleagues, contractors and the broader community.

The Shire has a number of obligations under the Work Health and Safety Act 2020 and the Equal Employment Opportunity Act 1984 as well as a number of Local Government Awards. We take these obligations seriously, as the health and wellbeing of our workforce is critical to supporting engagement, productivity and serving the community.

WHS requirements are also embedded in the following systems and processes:

- Recruitment – In the recruitment process, it is mandatory to include workplace health and safety (WHS) questions in both interviews and reference checks. Additionally, individuals being considered for high-risk positions must undergo a pre-employment medical assessment.
- Procurement – we require safety risk assessments for all services and works conducted by our Contractors, this includes insurances, licences, qualifications etc.
- Contractor management – We have engaged with Prompt Safety Solutions to maintain our contractor management system. The Shire issues WHS guidelines for contractors and contract supervisors, to help manage safety risks. Onsite inductions take place with the Contractor and all staff members involved.

WHS Audit and Improvement

This year saw the Shire begin to adopt the new Work Health and Safety Act and Regulations introduced during March 2022 by the State Government. These replaced the old Act and Regulations that have served the state since 1984. Even though fundamentally similar the new Act and Regulations continue to strive to achieve safer workplaces for all Western Australian workers.

As both a Local Government and a large employer within the Shire we authorised an outside agency to conduct an audit of our compliance with these new laws. This report has provided us with clearly defined areas of improvement to move us forward to ensuring all our workers have a Safe workplace. The Shire has embraced the challenge of meeting all compliance obligations and procedures outlined in the new Act and Regulations as far as reasonably practicable.

During this period of transition, we have increased our Work Health and Safety team. Additional to the services provided by the staff of Prompt Safety Solutions we have employed a Work Health and Safety officer who works directly out of the Shire Office under the guidance of our CEO. This has enabled us to address Work Health and safety issues promptly and efficiently.

The Work Health and Safety Group have been actively working in collaboration with both Prompt Safety Solutions staff and our Work Health and Safety officer through quarterly meetings. Growing this group to include additional Health and Safety Representatives from our works and gardening crews has been an ongoing focus during this period.

The Shire regularly reviews policies, procedures and practices to ensure compliance with relevant WHS legislation.

An assessment of the needs of the Shire to drive safety performance and minimise claim exposure was undertaken in October 2022 as part of the LGIS 3 Steps to Safety program.

A summary of the number of issues identified for each assessment section is set out below, with the updated score by the WHS Officer after some actions have been implemented:

Category	LGIS Score	Available Score	Initial LGIS Achievement	WHS Officer Rating	Actual Achievement
Management Commitment	8	16	50%	8	50%
Planning	9	18	50%	11	61%
Consultation and Reporting	8	16	50%	9	56%
Hazard Management	9	16	56%	11	69%
Training and Supervision	4	14	25%	10	71%
Totals	44	82	46%	49	60%

As a result of the assessment a WHS Action Plan was developed to outline the actions to be taken by the Shire to address the identified areas for improvement. Implementing this plan was the responsibility of the Chief Executive Officer and regular reviews of the actions were undertaken at Senior Management meetings to ensure that the actions were being completed.

As of 30 June 2023 forty-nine (49) of the eighty-two (82) actions were addressed, giving an overall achievement of 60%.

Our vision for health and safety revolves around fostering a workforce that is healthy, engaged, and productive. The Shire has implemented a part-time Work Health and Safety Officer to assist with internalising safe working practices in all activities. To realise this goal and mitigate work health and safety risks, we have implemented a variety of initiatives.

- WHS Inductions delivered to all new employees
- LGIS conducted risk audits
- Accessed our Incident, Near Miss and Accident forms and created a Procedure Map.
- Continued drug and alcohol testing, with random tests for employees working in high-risk roles and all new employees.
- Site Inspections
- Safety Observations

To keep abreast of best practice in the field of workplace health and safety, the WHS Focus Team hold quarterly meetings. This involves internal discussions regarding Health and Safety.

Safety Training

As part of the Shire’s commitment to build safety into all we do, training has played a pivotal role.

Our system simplifies the process of recording staff training, providing enhanced oversight, management, and internal control. We have consistently conducted verification of competency (VoC) assessments for high-risk activities, particularly in the operation of light and heavy machinery. This program aims to further develop the skills of our operational workforce, ensuring their ongoing safety and the safety of others. All outdoor crew members have had their certifications renewed and received comprehensive training on Shire-owned equipment.

Examples of initiatives in safety training during the year were:

- Manual Handling – 4 training sessions conducted over two days in May 2023, with 78% of all staff attending.
- Ergonomic Assessments – The staff who chose to undergo Ergonomic Assessments for their workspaces have completed these assessments, and necessary adjustments have been made accordingly.
- Fire Extensive training - 4 sessions of fire extinguisher training was conducted over two days in June 2023, with 95% of all staff attending.
- First-aid training – multiple training sessions were conducted over the reporting year, with 85% of all staff having completed their first aid and CPR training.

- VOC all outdoor Staff – Verification of Competency assessments were completed over six days for all staff working with plant and equipment. 99% of the Roads, Parks and Gardens employees were successfully verified as being competent to use the respective plant and equipment for their roles.
- WHS induction training – Conducted as part of induction of new employees. 100% of new employees have completed WHS induction at the Shire.
- WHS Refresher training – 100% of all employees completed their WHS refresher training sessions.

Employee Engagement in WHS

Workplace Health and Safety (WHS) risk assessments involve a comprehensive examination of the workplace to identify potential sources of harm, particularly to individuals. The primary objective of the risk assessment process is to assess hazards and either eliminate or reduce their risk through the implementation of necessary control measures. This approach contributes to the creation of a safer and healthier working environment. Our risk assessments are conducted through a collaborative effort, involving active participation from WHS Officers, leaders, and occasionally members of the Work Health Safety (WHS) Team. Our risk assessment template specifically guides and documents the use of a consultative process, encouraging input from employees and fostering discussions to achieve mutually agreed-upon outcomes. Recognising the significance of engagement in all aspects of our work, the requirement for consultation is explicitly outlined in the WHS Risk, Hazard, and Incident Management Procedure.

Safety performance

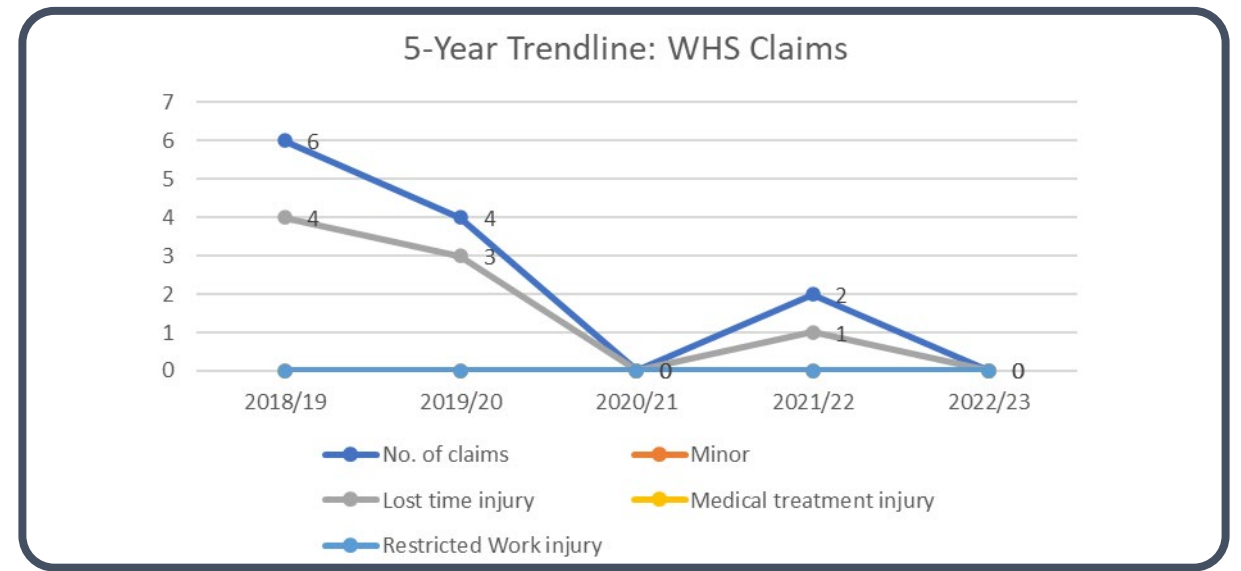
Injury management

Our primary focus in injury management is to foster positive behaviours and practices related to the handling of injuries, ensuring that injured employees are actively supported in returning to the workplace safely and promptly. Leaders are encouraged to maintain direct involvement in the injury management processes with their employees. Our Human Resource Coordinator collaborates closely with leaders and employees to effectively address non-work-related injuries and fitness-for-work concerns, emphasising the importance of employees reporting to work only when fully fit for their duties and minimising the risk of on-the-job injuries.

5-year injury tracking

The figure below shows the number of days lost due to workplace incidents over the past five years.

Year	Number of Claims	Minor	Lost Time Injury	Medical Treatment Injury	Restricted Work Injury
2018/19	6	0	4	0	0
2019/20	4	0	3	0	0
2020/21	0	0	0	0	0
2021/22	2	0	1	0	0
2022/23	0	0	0	0	0



Incidents/Hazard and Near Miss Reports for the last 5 financial years

The increase is due to better reporting and being more proactive in the WHS area.

Department	2018/19	2019/20	2020/21	2021/22	2022/23
Office of the CEO	0	0	0	0	2
Corporate Services	0	0	0	1	0
Development Services	0	0	0	0	4
Technical Services	17	21	17	14	21
TOTAL	17	21	17	15	27

Injuries recorded in 2022/23

There were 8 injuries recorded in 2022/23, 38% (3) of which were to the arm. All Injury statistics improved on previous years

Injury Type	2022/23
Head	1
Eye	1
Arm	3
Hand	2
Back	1

Mechanism of Incident 2022/23

Injury Type	2018/19	2019/20	2020/21	2021/22	2022/23
Slips, trips and falls, cuts	5	7	3	2	1
Hazardous manual tasks and repetitive movement	9	6	3	1	3
Aggressive behaviour	1	0	0	1	1
Stings and Bites	1		1	1	4
Strains and Muscles		3	1	0	0
Chemicals	0	0	0	1	2
Electricity related	0	0	0	0	1
Plant/equipment damage	0	5	9	8	14
Personal health	0	0	0	0	1
Mental Health - workplace stress	1	0	0	0	0
Other	0	0	0	0	0
Total	17	21	17	14	27

The rise in injuries, near misses, and accidents is attributed to a heightened awareness across the Shire regarding the significance of updating reports.

Lost Time Injury

The Shire had no lost time injury cases for the 2022/23 financial year.

Workers compensation claims (Requested this from LGIS)

In 2022/23, the Shire registered no workers compensation cases. The Shire continues to perform positively in relation to workers compensation claims costs

The graph below shows the number and costs of workers compensation claims made over the past five years. It should be noted that claims outstanding is calculated on a worst-case scenario.

Year	Paid to Date	Estimated Outstanding Cost	Number of Claims
2018/19	\$43,080	0	6
2019/20	\$43,419	0	4
2020/21	\$0	0	0
2021/22	\$2,651	0	2
2022/23	\$0	0	0



The Bindoon Hall, constructed in 1939 with additions in 1957, is one of Bindoon's most prominent landmarks.

Global Reporting Initiative

The Global Reporting Initiative (GRI) is a not for profit organisation which provides guidance on sustainability reporting. Its framework is used by large and small public and private sector organisations to report their economic, environmental, social and governance performance and impacts. The following table provides a full list of GRI Standard Disclosures contained within this Annual Report.

GRI Ref No.	Description	Section	Page no.
GRI 102: General disclosures 2016			
1. Organisational Profile			
102-1	Name of the organisation	Front Cover - The Shire of Chittering	1
102-2	Activities, brands, products and services	Our Key Services	40-41
102-3	Location of headquarters	Our Service Locations	42
102-4	Location of operations	Our Service Locations	42
102-5	Ownership and legal form	Our Council	54-81
102-6	Markets served	Our Profile and Locations Our Key Stakeholders	32-39 78-79
102-7	Scale of the organisation	Our Organisation Independent Auditor's Report and Financial Report	139-149 158-197
102-8	Information on employees and other workers	Our Organisation	139-150
102-9	Supply chain - contract and procurement	Contracts and procurement Contracts with customers	134 170
102-10	Significant changes to the organisation and its supply chain	Contracts and procurement	134
102-11	Precautionary Principle or approach	Strategic risks and external challenges Risk management	46 130
102-13	Memberships of associations	External partnerships	79
2. Strategy			
102-14	Statement from the most senior decision maker	President and CEO Messages	10-13
102-15	Key impacts, risks and opportunities	Our strategic advantages Strategic risks and external challenges Risk management	45 46 130
3. Ethics and Integrity			
102-16	Values, principles, standards and norms of behaviour	Our Vision and Values Council Member Code of Conduct Employee Code of Conduct	8 69 141
102-17	Mechanisms for advice and concerns about ethics	Rules of conduct Fraud and misconduct	69 133
4. Governance			
102-18	Governance structure	Our Council structure	57
102-19	Delegating authority	Accountability	69

GRI Ref No.	Description	Section	Page No.
102-20	Executive-level responsibility for economic, environmental, and social topics	Our organisation	139-141
102-21	Consulting stakeholders on economic, environmental, and social topics	Community and stakeholder engagement Our key stakeholders	76-77 78-79
102-22	Composition of the highest governance body and its committees	Our Council Member profiles Council and committees	59-65 66-69
102-23	Chair of the highest governance body	President and Councillors	66
102-24	Nominating and selecting the highest governance body	Council and committees	66
102-25	Conflicts of Interest	Fraud and misconduct Code of Conduct Gifts and benefits	133 69 70
102-26	Role of the highest governance body in setting purpose, values and strategy	Our Council Integrated Planning and Reporting Framework (IPRF)	55 83
102-28	Evaluating the highest governance body's performance	Corporate Business Plan overall performance	15
102-29	Identifying and managing economic, environmental, and social impacts	Strategic risks and external challenges Risk management	46-47 130-131
102-30	Effectiveness of risk management process	Risk Management	130-131
102-31	Review economic, environmental, and social topics	Strategic risks and external challenges	46-47
102-35	Remuneration policies	Elected Member remuneration Salaried employees Financial report - Elected Member remuneration	67-68 142 189
102-36	Process for determining remuneration	Salaried employees	142
5. Stakeholder Engagement			
102-40	List of stakeholder groups	Our key stakeholders	78-79
102-41	Collective bargaining agreements	Salaried employees	142
102-42	Identifying and selecting stakeholders	Community and stakeholder engagement Our key stakeholders	76-77 78-79
102-43	Approach to stakeholder engagement	Community & stakeholder engagement	78-79
102-44	Key topics and concerns raised	Key engagements during the year Significant media coverage	76 77
6. Reporting Practice			
102-45	Entities included in the consolidated financial statements	Financial statement - entities subject to significant influence by the Shire	190
102-46	Report content and topic boundaries	Table of Contents - Annual Report Table of Contents - Financial Report GRI Index	2-3 161 152
102-50	Reporting period	Front cover	1

GRI Ref No.	Description	Section	Page No.
102-52	Reporting cycle	Annual - financial years	n/a
102-53	Contact point for questions regarding the report	Annual report accessibility and alternative formats, feedback and questions	6
102-54	Claims of reporting in accordance with the GRI Standards	Purpose of the Annual Report	6
102-55	GRI content index	Global Reporting Initiative content index	152
102-56	External assurance	Internal Audit Independent Auditor's Report	130 158
GRI 201: Economic Performance 2016			
201-1	Direct economic value generated and distributed	Financial report	158-197
GRI 203: Indirect economic impacts 2016			
203-1	Infrastructure investments and services supported	Our key services Our capital works program Progress on our key projects	40-41 27 22
203-4	Significant indirect economic impacts	Our performance summary - economy Key priorities for next year Our financial performance summary Our Economy Our progress towards a sustainable future Our operational performance - economy	19 23 24-29 38-39 48 118-123
GRI 205: Anti-corruption 2016			
205-1	Operations assessed for risk related to corruption	Fraud and misconduct Cyber security Risk management - external fraud and misconduct	133 132 131
205-2	Communication and training about anti-corruption policies and procedures	Accountability	69
GRI 206: Anti-competitive behaviour 2016			
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	None	n/a
GRI 303: Water and effluents 2018			
303-1	Interactions with water as a shared resource	Strategic risks and external challenges - water supply and water waste disposal Public health Our operational performance- natural environment Plans for next year	47 97 104-106 109
303-5	Water consumption	Our performance summary - natural environment	17
GRI 303: Effluents and waste 2016			
306-2	Waste by type and disposal method	Waste management	106-108

GRI Ref No.	Description	Section	Page No.
GRI 307: Environmental compliance 2016			
307-1	Non-compliance with environmental laws and regulations	None	n/a
GRI 401: Employment 2016			
401-1	New employee hires and employee turnover	Workforce profile Employee turnover	143 144
GRI 403: Occupational Health and Safety 2018			
403-1	Occupational health and safety management system	Health and safety	146
403-2	Hazard identification, risk assessment, and incident investigation	Safety performance	148-150
403-4	Worker participation, consultation, and communication on occupational health and safety	Health and safety	146
403-5	Worker training on occupational health and safety	Safety training	147
403-6	Promotion of worker health	Wellbeing	145
403-8	Workers covered by an occupational health and safety management system	Occupational Safety and Health	146
403-9	Work-related injury	Safety performance	148-150
GRI 404: Training and Education			
404-1	Average hours of training per year per employee by gender, and by employee category	Our performance summary Employee training - Corporate Business Plan KPI	20 126
GRI 405: Diversity and equal opportunity			
405-1	Diversity of governance bodies and employees	Council Member diversity Workforce diversity	57 144
GRI 406: Non-discrimination			
406-1	Incidents of discrimination and corrective actions taken	None - Disability access and inclusion	96-97
GRI 418: Customer Privacy			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Rules of conduct Public Interest Disclosures (PID)	69 70

Abbreviations

ABS	Australian Bureau of Statistics	NCP	National Competition Policy
AIP	Access and Inclusion Plan	NGAA	National Growth Areas Alliance
CBP	Corporate Business Plan	NGA	Northern Growth Alliance
CEO	Chief Executive Officer	OAG	Office of the Auditor General
CFP	Community Funding Program	PID	Public Interest Disclosure
CRMS	Customer Request Management System	PLWA	Public Library Western Australia
DAIP	Department Access and Inclusion Plan	POS	Public Open Space
DBCA	Department of Biodiversity Conservation and Attractions	RAP	Recreation Action Plan
DDA	Disability Discrimination Act	RRG	Regional Road Group
DFES	Department of Fire and Emergency Services	TOC	Table of Contents
DOT	Department of Transport	SAC	State Advisory Committee
DWER	Department of Water and Environmental Regulation	SBDC	Small Business Development Corporation
EDRMS	Electronic Document and Records Management System	SBFAP	Small Business Friendly Approvals Program
EMT	Executive Management Team	SCP	Strategic Community Plan
FTE	full-time equivalent	SRC	State Records Commission
FOI	Freedom of Information	WA	Western Australia
GAPP	Growth Areas Perth and Peel	WALGA	Western Australian Local Government Association
GRI	Global Reporting Initiative	WAPC	Western Australian Planning Commission
ICT	information and communications technology	WHS	Work Health and Safety
IIRC	International Integrated Reporting Council		
IPRF	Integrated Planning and Reporting Framework		
IT	information technology		
kl	kilolitre		
KPI	key performance indicator		
LAP	Local Area Plan		
LGA	Local Government Act		
LGIS	Local Government Insurance Service		
M	Million		
MIP	Muchea Industrial Park		



Chittering has a variety of walk trails allowing you to immerse yourself in the flora and bushland.

Detailed Financial Information

This section includes:

- A Message from the Finance Manager
- The Auditor General's Management Letter
- Our Financial Statements

Message from the Finance Manager

It is with great pleasure that I present to you our annual financial report for the 2022-2023 financial. This report encapsulates the financial journey of our Shire over the past year and outlines our financial standing, achievements, and aspirations for the future.

The year showcased stable financial performance, resulting in an operating surplus of \$4.16 million, slightly lower than the previous year's surplus of \$5.09 million.

Being a service-based organisation, our operational expenditure was allocated directly to the delivery of services to our community, to internal operations, and support to Council. Our biggest spend-items (76%) remains roads and road maintenance, and buildings. Other areas of significant spend includes services like waste management and lighting.

The Shire manages infrastructure assets to the value of \$198.5 million, encompassing essential infrastructure, facilities and amenities within our community.

Primary revenue sources included property rates, government grants, interest on investments, user fees, and building-related charges.

Operating revenue saw an uptick due to area growth, while increased costs resulted from significant rises in the Consumer Price Index (CPI).

Our major ongoing capital projects are the Muchea Recreation Centre redevelopment, the Bindoon Mountain Bike Park Trails, the Bridge 4026 on Chittering Road, and the Clune to Brockman shared path.

Anticipated projects for 2023/24 include the completion of the Muchea Recreation Centre redevelopment, the Bindoon Mountain Bike Park, and the commencement of the Lower Chittering Community Centre design phase.

Our internal processes are well-entrenched and through diligence, segregated duties and strict controls, we have significantly improved the timeframe in which we achieved delivery of our audited financial statements.

This snapshot of our financial year underlines stable performance, strategic allocation of resources, and ongoing commitments to community-driven projects and infrastructural enhancements.

Sue Mills

Acting Executive Manager Corporate Services

Spice Road, Bindoon. A scenic drive through Bindoon's rural lifestyle blocks.

The Auditor General's Management Letter



Auditor General

INDEPENDENT AUDITOR'S REPORT 2023 Shire of Chittering

To the Council of the Shire of Chittering

Opinion

I have audited the financial report of the Shire of Chittering (Shire) which comprises:

- the Statement of Financial Position as at 30 June 2023, and the Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows and Statement of Financial Activity for the year then ended
- Notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial report is:

- based on proper accounts and records
- presents fairly, in all material respects, the results of the operations of the Shire for the year ended 30 June 2023 and its financial position at the end of that period
- in accordance with the *Local Government Act 1995* (the Act) and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial report section below.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

The Chief Executive Officer (CEO) is responsible for the preparation and the Council for overseeing the other information. The other information is the information in the entity's annual report for the year ended 30 June 2023, but not the financial report and my auditor's report.

My opinion on the financial report does not cover the other information and accordingly, I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report, or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to the CEO and Council and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

Responsibilities of the Chief Executive Officer and Council for the financial report

The Chief Executive Officer (CEO) of the Shire is responsible for:

- keeping proper accounts and records
- preparation and fair presentation of the financial report in accordance with the requirements of the Act and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards
- managing internal control as required by the CEO to ensure the financial report is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the CEO is responsible for:

- assessing the Shire's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the State Government has made decisions affecting the continued existence of the Shire.

The Council is responsible for overseeing the Shire's financial reporting process.

Auditor's responsibilities for the audit of the financial report

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial report. The objectives of my audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial report is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.augasb.gov.au/auditors_responsibilities/ar4.pdf.

My independence and quality management relating to the report on the financial report

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, the Office of the Auditor General maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Matters relating to the electronic publication of the audited financial report

This auditor's report relates to the financial report of the Shire of Chittering for the year ended 30 June 2023 included in the annual report on the Shire's website. The Shire's management is responsible for the integrity of the Shire's website. This audit does not provide assurance on the integrity of the Shire's website. The auditor's report refers only to the financial report. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to contact the Shire to confirm the information contained in the website version.



Tim Sanya
Senior Director Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
7 December 2023

Our Audited Financial Statements

SHIRE OF CHITTERING

FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2023

TABLE OF CONTENTS

Statement by Chief Executive Officer	2
Statement of Comprehensive Income	3
Statement of Financial Position	4
Statement of Changes in Equity	5
Statement of Cash Flows	6
Statement of Financial Activity	7
Index of Notes to the Financial Report	8
Independent Auditor's Report	41

The Shire of Chittering conducts the operations of a local government with the following community vision:

"Chittering - A connected thriving community"

Principal place of business:
6177 Great Northern Highway
BINDOON WA 6502



SHIRE OF CHITTERING
FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023

Local Government Act 1995
Local Government (Financial Management) Regulations 1996

STATEMENT BY CEO

The accompanying financial report of the Shire of Chittering has been prepared in compliance with the provisions of the *Local Government Act 1995* from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2023 and the financial position as at 30 June 2023.

At the date of signing this statement the particulars included in the financial report are not misleading or inaccurate.

Signed on the 6th day of December 2023



Chief Executive Officer

Melinda Prinsloo

Name of Chief Executive Officer

SHIRE OF CHITTERING
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2023

NOTE	2023 Actual	2023 Budget	2022 Actual
	\$	\$	\$
Revenue			
Rates	6,533,770	6,533,900	6,189,850
Grants, subsidies and contributions	3,339,829	2,083,262	2,722,208
Fees and charges	1,571,064	1,615,311	1,722,511
Interest revenue	315,400	69,625	46,299
Other revenue	468,254	281,040	366,554
	12,228,317	10,583,138	11,047,422
Expenses			
Employee costs	(4,546,993)	(4,656,401)	(4,244,527)
Materials and contracts	(3,993,280)	(3,981,727)	(2,890,772)
Utility charges	(179,367)	(194,256)	(205,072)
Depreciation	(4,614,998)	(3,647,886)	(3,860,771)
Finance costs	(246,484)	(233,076)	(116,759)
Insurance	(214,931)	(234,216)	(199,587)
Other expenditure	(522,541)	(405,398)	(235,945)
	(14,318,594)	(13,352,960)	(11,753,433)
	(2,090,277)	(2,769,822)	(706,011)
Capital grants, subsidies and contributions	3,868,224	4,040,404	1,502,141
Profit on asset disposals	120,375	225,068	15,907
Loss on asset disposals	(2,473)	(16,691)	(521,240)
Fair value adjustments to financial assets at fair value through profit or loss	1,843	0	1,999
	3,987,969	4,248,781	998,807
Net result for the period	1,897,692	1,478,959	292,796
Other comprehensive income for the period			
<i>Items that will not be reclassified subsequently to profit or loss</i>			
Changes in asset revaluation surplus	81,379,536	0	(2,505,249)
Total other comprehensive income for the period	81,379,536	0	(2,505,249)
Total comprehensive income for the period	83,277,228	1,478,959	(2,212,453)

This statement is to be read in conjunction with the accompanying notes.



SHIRE OF CHITTERING
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2023

	NOTE	2023 \$	2022 \$
CURRENT ASSETS			
Cash and cash equivalents	3	8,112,552	9,364,727
Trade and other receivables	5	457,286	560,943
Inventories	6	5,978	13,838
Other assets	7	0	1,345
TOTAL CURRENT ASSETS		8,575,816	9,940,853
NON-CURRENT ASSETS			
Trade and other receivables	5	127,330	97,513
Other financial assets	4	86,245	84,402
Property, plant and equipment	8(a)	28,512,750	23,596,030
Infrastructure	9(a)	150,080,555	68,076,569
TOTAL NON-CURRENT ASSETS		178,806,880	91,854,514
TOTAL ASSETS		187,382,696	101,795,367
CURRENT LIABILITIES			
Trade and other payables	12	1,220,383	1,262,705
Other liabilities	13	201,694	711,860
Borrowings	14	544,319	450,613
Employee related provisions	15	663,683	632,752
TOTAL CURRENT LIABILITIES		2,630,079	3,057,930
NON-CURRENT LIABILITIES			
Borrowings	14	5,705,363	2,999,169
Employee related provisions	15	145,854	123,012
Other provisions	16	961,712	952,796
TOTAL NON-CURRENT LIABILITIES		6,812,929	4,074,977
TOTAL LIABILITIES		9,443,008	7,132,907
NET ASSETS		177,939,688	94,662,460
EQUITY			
Retained surplus		51,778,847	49,977,889
Reserve accounts	29	2,610,028	2,513,294
Revaluation surplus	17	123,550,813	42,171,277
TOTAL EQUITY		177,939,688	94,662,460

This statement is to be read in conjunction with the accompanying notes.



SHIRE OF CHITTERING
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2023

	NOTE	RETAINED SURPLUS \$	RESERVE ACCOUNTS \$	REVALUATION SURPLUS \$	TOTAL EQUITY \$
Balance as at 1 July 2021		50,067,002	2,131,385	44,676,526	96,874,913
Comprehensive income for the period					
Net result for the period		292,796	0	0	292,796
Other comprehensive income for the period	17	0	0	(2,505,249)	(2,505,249)
Total comprehensive income for the period		292,796	0	(2,505,249)	(2,212,453)
Transfers from reserve accounts	29	400,000	(400,000)	0	0
Transfers to reserve accounts	29	(781,909)	781,909	0	0
Balance as at 30 June 2022		49,977,889	2,513,294	42,171,277	94,662,460
Comprehensive income for the period					
Net result for the period		1,897,692	0	0	1,897,692
Other comprehensive income for the period	17	0	0	81,379,536	81,379,536
Total comprehensive income for the period		1,897,692	0	81,379,536	83,277,228
Transfers from reserve accounts	29	30,301	(30,301)	0	0
Transfers to reserve accounts	29	(127,035)	127,035	0	0
Balance as at 30 June 2023		51,778,847	2,610,028	123,550,813	177,939,688

This statement is to be read in conjunction with the accompanying notes.



SHIRE OF CHITTERING
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2023

NOTE	2023 Actual \$	2022 Actual \$
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts		
Rates	6,644,286	6,243,312
Grants, subsidies and contributions	3,198,368	2,750,088
Fees and charges	1,571,064	1,722,511
Interest revenue	315,400	46,299
Goods and services tax received	(842,964)	639,622
Other revenue	468,254	366,554
	11,354,408	11,768,386
Payments		
Employee costs	(4,420,791)	(4,192,620)
Materials and contracts	(3,857,390)	(3,133,527)
Utility charges	(179,367)	(205,072)
Finance costs	(232,428)	(105,653)
Insurance paid	(214,931)	(199,587)
Goods and services tax paid	639,621	(606,353)
Other expenditure	(522,541)	(235,945)
	(8,787,827)	(8,678,757)
Net cash provided by (used in) operating activities	2,566,581	3,089,629
CASH FLOWS FROM INVESTING ACTIVITIES		
Payments for purchase of property, plant & equipment	8(a) (6,066,330)	(528,102)
Payments for construction of infrastructure	9(a) (4,368,025)	(2,791,532)
Capital grants, subsidies and contributions	3,456,979	1,975,126
Proceeds from sale of property, plant & equipment	358,720	469,216
Net cash provided by (used in) investing activities	(6,618,656)	(875,292)
CASH FLOWS FROM FINANCING ACTIVITIES		
Repayment of borrowings	28(a) (501,827)	(463,808)
Proceeds from new borrowings	28(a) 3,301,727	0
Net cash provided by (used in) financing activities	2,799,900	(463,808)
Net increase (decrease) in cash held	(1,252,175)	1,750,529
Cash at beginning of year	9,364,727	7,614,198
Cash and cash equivalents at the end of the year	8,112,552	9,364,727

This statement is to be read in conjunction with the accompanying notes.



SHIRE OF CHITTERING
STATEMENT OF FINANCIAL ACTIVITY
FOR THE YEAR ENDED 30 JUNE 2023

NOTE	2023 Actual \$	2023 Budget \$	2022 Actual \$
OPERATING ACTIVITIES			
Revenue from operating activities			
General rates	26 6,530,159	6,530,040	6,186,343
Rates excluding general rates	26 3,611	3,860	3,507
Grants, subsidies and contributions	3,339,829	2,083,262	2,722,208
Fees and charges	1,571,064	1,615,311	1,722,511
Interest revenue	315,400	69,625	46,299
Other revenue	468,254	281,040	366,554
Profit on asset disposals	120,375	225,068	15,907
Fair value adjustments to financial assets at fair value through profit or loss	4 1,843	0	1,999
	12,350,535	10,808,206	11,065,328
Expenditure from operating activities			
Employee costs	(4,546,993)	(4,656,401)	(4,244,527)
Materials and contracts	(3,993,280)	(3,981,727)	(2,890,772)
Utility charges	(179,367)	(194,256)	(205,072)
Depreciation	(4,614,998)	(3,647,886)	(3,860,771)
Finance costs	(246,484)	(233,076)	(116,759)
Insurance	(214,931)	(234,216)	(199,587)
Other expenditure	(522,541)	(405,398)	(235,945)
Loss on asset disposals	(2,473)	(16,691)	(521,240)
	(14,321,067)	(13,369,651)	(12,274,673)
Non-cash amounts excluded from operating activities	27(a) 4,544,543	3,443,472	4,474,020
Amount attributable to operating activities	2,574,011	882,027	3,264,675
INVESTING ACTIVITIES			
Inflows from investing activities			
Capital grants, subsidies and contributions	3,868,224	4,040,404	1,502,141
Proceeds from disposal of assets	358,720	0	469,216
	4,226,944	4,040,404	1,971,357
Outflows from investing activities			
Purchase of property, plant and equipment	8(a) (6,066,330)	(9,136,020)	(528,102)
Purchase and construction of infrastructure	9(a) (4,368,025)	(6,355,885)	(2,791,532)
	(10,434,355)	(15,491,905)	(3,319,634)
Amount attributable to investing activities	(6,207,411)	(11,451,501)	(1,348,277)
FINANCING ACTIVITIES			
Inflows from financing activities			
Proceeds from borrowings	28(a) 3,301,727	4,505,272	0
Transfers from reserve accounts	29 30,301	30,301	400,000
	3,332,028	4,535,573	400,000
Outflows from financing activities			
Repayment of borrowings	28(a) (501,827)	(569,977)	(463,808)
Transfers to reserve accounts	29 (127,035)	(35,000)	(781,909)
	(628,862)	(604,977)	(1,245,717)
Amount attributable to financing activities	2,703,166	3,930,596	(845,717)
MOVEMENT IN SURPLUS OR DEFICIT			
Surplus or deficit at the start of the financial year	27(b) 5,092,777	6,638,878	4,022,096
Amount attributable to operating activities	2,574,011	882,027	3,264,675
Amount attributable to investing activities	(6,207,411)	(11,451,501)	(1,348,277)
Amount attributable to financing activities	2,703,166	3,930,596	(845,717)
Surplus or deficit after imposition of general rates	27(b) 4,162,543	0	5,092,777

This statement is to be read in conjunction with the accompanying notes.



**SHIRE OF CHITTERING
FOR THE YEAR ENDED 30 JUNE 2023
INDEX OF NOTES TO THE FINANCIAL REPORT**

Note 1	Basis of Preparation	9
Note 2	Revenue and Expenses	10
Note 3	Cash and Cash Equivalents	12
Note 4	Other Financial Assets	12
Note 5	Trade and Other Receivables	13
Note 6	Inventories	14
Note 7	Other Assets	15
Note 8	Property, Plant and Equipment	16
Note 9	Infrastructure	18
Note 10	Fixed Assets	20
Note 11	Leases	22
Note 12	Trade and Other Payables	24
Note 13	Other Liabilities	25
Note 14	Borrowings	26
Note 15	Employee Related Provisions	27
Note 16	Other Provisions	28
Note 17	Revaluation Surplus	29
Note 18	Restrictions Over Financial Assets	30
Note 19	Undrawn Borrowing Facilities and Credit Standby Arrangements	30
Note 20	Contingent Liabilities	31
Note 21	Capital Commitments	31
Note 22	Related Party Transactions	32
Note 23	Joint Arrangements	34
Note 24	Events Occurring After the End of the Reporting Period	35
Note 25	Other Significant Accounting Policies	36
Information required by legislation		
Note 26	Rating Information	37
Note 27	Determination of Surplus or Deficit	38
Note 28	Borrowing and Lease Liabilities	39
Note 29	Reserve accounts	40

**SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023**

1. BASIS OF PREPARATION

The financial report of the Shire of Chittering which is a class 3 Local Government comprises general purpose financial statements which have been prepared in accordance with the *Local Government Act 1995* and accompanying regulations.

Local Government Act 1995 requirements

Section 6.4(2) of the *Local Government Act 1995* read with the *Local Government (Financial Management) Regulations 1996* prescribe that the financial report be prepared in accordance with the *Local Government Act 1995* and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board except for applied disclosure requirements of:

- AASB 7 Financial Instruments Disclosures
- AASB 16 Leases paragraph 58
- AASB 101 Presentation of Financial Statements paragraph 61
- AASB 107 Statement of Cash Flows paragraphs 43 and 45
- AASB 116 Property, Plant and Equipment paragraph 79
- AASB 137 Provisions, Contingent Liabilities and Contingent Assets paragraph 85
- AASB 1052 Disaggregated Disclosures paragraph 11
- AASB 1054 Australian Additional Disclosures paragraph 16

The *Local Government (Financial Management) Regulations 1996* specify that vested land is a right-of-use asset to be measured at cost, and is considered a zero cost concessionary lease. All right-of-use assets under zero cost concessionary leases are measured at zero cost rather than at fair value, except for vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the Shire to measure any vested improvements at zero cost.

Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the financial report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

The local government reporting entity

All funds through which the Shire controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

Judgements and estimates

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The balances, transactions and disclosures impacted by accounting estimates are as follows:

- estimated fair value of certain financial assets
- impairment of financial assets
- estimation of fair values of land and buildings, and infrastructure.

Initial application of accounting standards

During the current year, the following new or revised Australian Accounting Standards and Interpretations were applied for the first time.

- AASB 2020-3 Amendments to Australian Accounting Standards - Annual Improvements 2018-2020 and Other Amendments
- AASB 2020-6 Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-current - Deferral of Effective Date
- AASB 2021-7a Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections [general editorials]
- AASB 2022-3 Amendments to Australian Accounting Standards - Illustrative Examples for Not-for-Profit Entities accompanying AASB 15

These amendments have no material impact on the current annual financial report

New accounting standards for application in future years

The following new accounting standards will have application to local government in future years:

- AASB 2014-10 Amendments to Australian Accounting Standards - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture
 - AASB 2020-1 Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-current
 - AASB 2021-2 Amendments to Australian Accounting Standards - Disclosure of Accounting Policies or Definition of Accounting Estimates
- This standard will result in a terminology change for significant accounting policies
- AASB 2021-7c Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections [deferred AASB 10 and AASB 128 amendments in AASB 2014-10 apply]
 - AASB 2022-5 Amendments to Australian Accounting Standards - Lease Liability in a Sale and Leaseback
 - AASB 2022-6 Amendments to Australian Accounting Standards - Non-current Liabilities with Covenants
 - AASB 2022-7 Editorial Corrections to Australian Accounting Standards and Repeal of Superseded and Redundant Standards
 - AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities

The amendment may result in changes to the fair value of non-financial assets. The impact is yet to be quantified. Except as described above these amendments are not expected to have any material impact on the financial report on initial application.

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023

2. REVENUE AND EXPENSES

(a) Revenue

Contracts with customers

Recognition of revenue is dependant on the source of revenue and the associated terms and conditions associated with each source of revenue and recognised as follows:

Revenue Category	Nature of goods and services	When obligations typically satisfied	Payment terms	Returns/Refunds/Warranties	Timing of revenue recognition
Grants, subsidies and contributions	Community events, minor facilities, research, design, planning evaluation and services	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Output method based on project milestones and/or completion date matched to performance obligations
Fees and charges - licences, registrations, approvals	Building, planning, development and animal management.	Single point in time	Full payment prior to issue	None	On payment of the licence, registration or approval
Fees and charges - waste management entry fees	Waste treatment, recycling and disposal service at disposal sites	Single point in time	Payment in advance at gate or on normal trading terms if credit provided	None	On entry to facility
Fees and charges - sale of stock	Aviation fuel, kiosk and visitor centre stock	Single point in time	In full in advance, on 15 day credit	Refund for faulty goods	At point of sale
Other revenue - private works	Contracted private works	Single point in time	Monthly in arrears	None	At point of service

Consideration from contracts with customers is included in the transaction price.

Revenue Recognition

Revenue recognised during the year under each basis of recognition by nature of goods or services is provided in the table below:

For the year ended 30 June 2023

Nature	Contracts with customers	Capital grant/contributions	Statutory Requirements	Other	Total
	\$	\$	\$	\$	\$
Rates			6,530,159	3,611	6,533,770
Grants, subsidies and contributions	472,062			2,867,767	3,339,829
Fees and charges			120,069	1,450,995	1,571,064
Interest revenue			315,400	0	315,400
Other revenue	147,412			320,842	468,254
Capital grants, subsidies and contributions		3,868,224		0	3,868,224
Total	619,474	3,868,224	6,965,628	4,643,215	16,096,541

For the year ended 30 June 2022

Nature	Contracts with customers	Capital grant/contributions	Statutory Requirements	Other	Total
	\$	\$	\$	\$	\$
Rates	0	0	6,186,343	3,507	6,189,850
Grants, subsidies and contributions	678,673	0	0	2,043,535	2,722,208
Fees and charges	0	0	130,184	1,592,327	1,722,511
Interest revenue	0	0	0	46,299	46,299
Other revenue	130,793	0	0	235,761	366,554
Capital grants, subsidies and contributions	0	1,502,141	0	0	1,502,141
Total	809,466	1,502,141	6,316,527	3,921,429	12,549,563

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023

2. REVENUE AND EXPENSES (Continued)

(a) Revenue (Continued)

Note	2023 Actual	2022 Actual
	\$	\$
Interest revenue		
Interest on reserve account funds	92,035	7,912
Other interest revenue	223,365	10,051
	315,400	17,963
The 2023 original budget estimate in relation to: Trade and other receivables overdue interest was \$6,300.		
Fees and charges relating to rates receivable		
Charges on instalment plan and penalty interest	29,353	28,336
The 2023 original budget estimate in relation to: Charges on instalment plan was \$54,975.		
(b) Expenses		
Auditors remuneration		
- Audit of the Annual Financial Report	35,000	35,000
- Other services – grant acquittals	3,000	1,800
	38,000	36,800
Employee Costs		
Employee benefit costs	4,105,511	3,876,729
Other employee costs	441,482	367,798
	4,546,993	4,244,527
Finance costs		
Interest and financial charges paid/payable for lease liabilities and financial liabilities not at fair value through profit or loss	28(a) 232,428	102,907
Landfill rehabilitation provisions: unwinding of discount	16 14,056	13,852
	246,484	116,759
Other expenditure		
Contributions and Donations	107,971	26,124
Members Expenses	147,045	140,190
Bank Fees	55,968	43,942
Sundry expenses	211,557	235,945
	522,541	446,201

**SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023**

3. CASH AND CASH EQUIVALENTS

Note	2023	2022
	\$	\$
Cash at bank and on hand	8,112,552	9,364,727
Total cash and cash equivalents	8,112,552	9,364,727
Held as		
- Unrestricted cash and cash equivalents	4,392,145	3,509,668
- Restricted cash and cash equivalents	18 3,720,407	5,855,059
	8,112,552	9,364,727

SIGNIFICANT ACCOUNTING POLICIES

Cash and cash equivalents

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Restricted financial assets

Restricted financial asset balances are not available for general use by the local government due to externally imposed restrictions. Restrictions are specified in an agreement, contract or legislation. This applies to reserve accounts, unspent grants, subsidies and contributions and unspent loans that have not been fully expended in the manner specified by the contributor, legislation or loan agreement and for which no liability has been recognised.

4. OTHER FINANCIAL ASSETS

	2023	2022
	\$	\$
Non-current assets		
Financial assets at fair value through profit or loss - Unit Trust	40,745	38,902
Financial assets at fair value through profit or loss - Bendigo Shares	45,500	45,500
	86,245	84,402
Financial assets at fair value through profit or loss		
Opening Balance	84,402	82,403
Movement attributable to fair value increment	1,843	1,999
Closing Balance	86,245	84,402

Fair value of financial assets at fair value through profit or loss is determined from the net asset value of the units held in the Trust at balance date as compiled by WALGA.

SIGNIFICANT ACCOUNTING POLICIES

Other financial assets at amortised cost

The Shire classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Fair values of financial assets at amortised cost are not materially different to their carrying amounts, since the interest receivable on those assets is either close to current market rates or the assets are of a short term nature. Non-current financial assets at amortised cost fair values are based on discounted cash flows using a current market rates. They are classified as level 2 fair values in the fair value hierarchy (see Note 25 (i)) due to the observable market rates).

Interest received is presented under cashflows from operating activities in the Statement of Cash Flows where it is earned from financial assets that are held for cash management purposes.

Financial assets at fair value through profit or loss

The Shire has elected to classify the following financial assets at fair value through profit or loss:

- debt investments which do not qualify for measurement at either amortised cost or fair value through other comprehensive income.
- equity investments which the Shire has elected to recognise as fair value gains and losses through profit or loss.

**SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023**

5. TRADE AND OTHER RECEIVABLES

Note	2023	2022
	\$	\$
Current		
Rates and statutory receivables	36,818	386,358
Trade receivables	137,040	52,548
GST receivable	257,464	54,121
Receivables for employee related provisions	25,964	67,916
	457,286	560,943
Non-current		
Rates and statutory receivables	127,330	97,513
	127,330	97,513

SIGNIFICANT ACCOUNTING POLICIES

Rates and statutory receivables

Rates and statutory receivables are non-contractual receivables arising from statutory requirements and include amounts due from ratepayers for unpaid rates and service charges and other statutory charges or fines.

Rates and statutory receivables are recognised when the taxable event has occurred and can be measured reliably.

Trade receivables

Trade receivables are amounts receivable from contractual arrangements with customers for goods sold, services performed or grants or contributions with sufficiently specific performance obligations as part of the ordinary course of business.

Other receivables

Other receivables are amounts receivable from contractual arrangements with third parties other than contracts with customers including grants for the construction of recognisable non financial assets.

Measurement

Trade and other receivables are recognised initially at the amount of the transaction price, unless they contain a significant financing component, and are to be recognised at fair value.

Classification and subsequent measurement

Receivables which are generally due for settlement within 30 days except rates receivables which are expected to be collected within 12 months are classified as current assets. All other receivables such as, deferred pensioner rates receivable after the end of the reporting period are classified as non-current assets.

Trade and other receivables are held with the objective to collect the contractual cashflows and therefore the Shire measures them subsequently at amortised cost using the effective interest rate method.

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.

SHIRE OF CHITTERING
 NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
 FOR THE YEAR ENDED 30 JUNE 2023

6. INVENTORIES

Note	2023	2022
	\$	\$
Current		
Fuel and materials	5,978	13,838
	5,978	13,838
The following movements in inventories occurred during the year:		
Balance at beginning of year	13,838	3,567
Inventories expensed during the year	(148,765)	(173,729)
Additions to inventory	140,905	184,000
Balance at end of year	5,978	13,838

SIGNIFICANT ACCOUNTING POLICIES

General

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

SHIRE OF CHITTERING
 NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
 FOR THE YEAR ENDED 30 JUNE 2023

7. OTHER ASSETS

Other assets - current

Accrued income

2023	2022
\$	\$
0	1,345
0	1,345

SIGNIFICANT ACCOUNTING POLICIES

Other current assets

Other non-financial assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023

8. PROPERTY, PLANT AND EQUIPMENT

(a) Movements in Balances

Movement in the balances of each class of property, plant and equipment between the beginning and the end of the current financial year.

	Land	Buildings - non-specialised	Buildings - specialised	Total land and buildings	Plant and equipment	Buildings - work in progress	Total property, plant and equipment
	\$	\$	\$	\$	\$	\$	\$
Balance at 1 July 2021	12,601,391	554,150	11,842,768	24,998,309	2,847,782	0	27,846,091
Additions	0	0	60,399	60,399	209,761	257,942	528,102
Disposals	(467,983)	(146,306)	(321,170)	(935,459)	(39,090)	0	(974,549)
Revaluation increments / (decrements) transferred to revaluation surplus	(2,656,908)	19,099	(2,208)	(2,640,017)	0	0	(2,640,017)
Depreciation	0	(30,922)	(673,111)	(704,033)	(421,959)	0	(1,125,992)
Transfers	0	(116,021)	78,416	(37,605)	0	0	(37,605)
Balance at 30 June 2022	9,476,500	280,000	10,985,094	20,741,594	2,596,494	257,942	23,596,030
Comprises:							
Gross balance amount at 30 June 2022	9,476,500	280,000	10,985,094	20,741,594	5,561,811	257,942	26,561,347
Accumulated depreciation at 30 June 2022	0	0	0	0	(2,965,317)	0	(2,965,317)
Balance at 30 June 2022	9,476,500	280,000	10,985,094	20,741,594	2,596,494	257,942	23,596,030
Additions	778,200	0	43,174	821,374	2,478,889	2,766,067	6,066,330
Disposals	0	0	0	0	(240,818)	0	(240,818)
Depreciation	0	(14,966)	(505,559)	(520,525)	(388,267)	0	(908,792)
Transfers	50,000	0	0	50,000	0	(50,000)	0
Balance at 30 June 2023	10,304,700	265,034	10,522,709	21,092,443	4,446,298	2,974,009	28,512,750
Comprises:							
Gross balance amount at 30 June 2023	10,304,700	280,000	11,028,268	21,612,968	7,359,740	2,974,009	31,946,717
Accumulated depreciation at 30 June 2023	0	(14,966)	(505,559)	(520,525)	(2,913,442)	0	(3,433,967)
Balance at 30 June 2023	10,304,700	265,034	10,522,709	21,092,443	4,446,298	2,974,009	28,512,750

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023

8. PROPERTY, PLANT AND EQUIPMENT (Continued)

(b) Carrying Value Measurements

Asset Class	Fair Value Hierarchy	Valuation Technique	Basis of Valuation	Date of Last Valuation	Inputs Used
(i) Fair Value					
Land and buildings					
Land	2	Market approach using recent observable market data for similar properties, where land has no restrictions to use and/or sale	Independent registered valuer	June 2022	Price per hectare
Land	3	Improvements to land valued using cost approach using depreciated replacement cost	Independent registered valuer	June 2022	Improvements to land using construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs
Buildings - non-specialised	2	Market approach using open market values of similar assets, adjusted for condition and comparability, at their highest and best use	Independent registered valuer	June 2022	Price per square metre
Buildings - specialised	3	Cost approach using depreciated replacement cost	Independent registered valuer	June 2022	Observable and unobservable inputs being construction costs based on recent contract prices, current condition, residual values and remaining useful life assessments
Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.					
During the period there were no changes in the valuation techniques used by the local government to determine the fair value of property, plant and equipment using either level 2 or level 3 inputs.					
(ii) Cost					
Plant and equipment	N/A	Cost	Cost	N/A	Purchase Cost

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023

9. INFRASTRUCTURE

(a) Movements in Balances

Movement in the balances of each class of infrastructure between the beginning and the end of the current financial year.

	Infrastructure - roads	Other infrastructure - drainage	Other infrastructure - footpaths	Other infrastructure - parks and ovals	Other infrastructure - other	Other infrastructure - bridges and culverts	Other infrastructure - landfill post closure asset	Work in progress - Infrastructure	Total Infrastructure
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Balance at 1 July 2021	51,784,855	6,519,508	844,733	2,425,372	758,828	5,352,548	198,924	0	67,884,768
Additions	1,965,418	0	0	0	100,453	443,032	0	282,629	2,791,532
Revaluation increments / (decrements) transferred to revaluation surplus	0	0	97,443	0	0	0	0	0	97,443
Depreciation	(1,725,208)	(391,896)	(32,082)	(263,622)	(72,555)	(192,341)	(57,075)	0	(2,734,779)
Transfers	0	0	(184,808)	16,475	205,938	0	0	0	37,605
Balance at 30 June 2022	52,025,065	6,127,612	725,286	2,178,225	992,664	5,603,239	141,849	282,629	68,076,569
Comprises:									
Gross balance at 30 June 2022	113,914,020	13,802,568	1,561,818	5,327,717	1,921,009	12,554,484	811,397	282,629	150,175,642
Accumulated depreciation at 30 June 2022	(61,888,955)	(7,674,956)	(836,532)	(3,149,492)	(928,345)	(6,951,245)	(669,548)	0	(82,099,073)
Balance at 30 June 2022	52,025,065	6,127,612	725,286	2,178,225	992,664	5,603,239	141,849	282,629	68,076,569
Additions	2,223,996	76,413	572,364	0	183,963	528,435	0	782,854	4,368,025
Revaluation increments / (decrements) transferred to revaluation surplus	48,895,819	21,504,802	315,041	1,512,343	248,761	8,897,630	0	0	81,374,396
Depreciation	(2,653,977)	(391,896)	(28,829)	(264,777)	(87,701)	(200,164)	(78,862)	0	(3,706,206)
Transfers	0	0	(609,970)	159,343	503,728	0	0	(85,330)	(32,229)
Balance at 30 June 2023	100,490,903	27,316,931	973,892	3,585,134	1,841,415	14,829,140	62,987	980,153	150,080,555
Comprises:									
Gross balance at 30 June 2023	148,886,403	30,427,647	1,282,078	6,207,978	2,719,050	20,724,106	811,397	980,153	210,038,812
Accumulated depreciation at 30 June 2023	(48,395,500)	(3,110,716)	(308,186)	(2,622,844)	(877,635)	(5,894,966)	(748,410)	0	(59,958,257)
Balance at 30 June 2023	100,490,903	27,316,931	973,892	3,585,134	1,841,415	14,829,140	62,987	980,153	150,080,555

9. INFRASTRUCTURE (Continued)

(b) Carrying Value Measurements

Asset Class	Fair Value Hierarchy	Valuation Technique	Basis of Valuation	Date of Last Valuation	Inputs Used
(f) Fair Value					
Infrastructure - roads	3	Cost approach using depreciated replacement cost	Management valuation	June 2022	Construction costs and current condition, residual values and remaining life assessments
Other infrastructure -- drainage	3	Cost approach using depreciated replacement cost	Management valuation	June 2023	Construction costs and current condition, residual values and remaining life assessments
Other infrastructure - bridges	3	Cost approach using depreciated replacement cost	Management valuation	June 2023	Construction costs and current condition, residual values and remaining life assessments
Other infrastructure - footpaths	3	Cost approach using depreciated replacement cost	Management valuation	June 2023	Construction costs and current condition, residual values and remaining life assessments
Other infrastructure - parks and ovals	3	Cost approach using depreciated replacement cost	Management valuation	June 2023	Construction costs and current condition, residual values and remaining life assessments
Other infrastructure - other	3	Cost approach using depreciated replacement cost	Management valuation	June 2023	Construction costs and current condition, residual values and remaining life assessments
Other infrastructure - bridges and culverts	3	Cost approach using depreciated replacement cost	Management valuation	June 2023	Construction costs and current condition, residual values and remaining life assessments
Other infrastructure - landfill post closure asset	3	Cost approach using depreciated replacement cost	Management valuation	June 2023	Construction costs and current condition, residual values and remaining life assessments

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period there were no changes in the valuation techniques used to determine the fair value of infrastructure using level 3 inputs.

| 19

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023

10. FIXED ASSETS

Depreciation

Depreciation rates

Typical estimated useful lives for the different asset classes for the current and prior years are included in the table below:

Asset Class	Useful life
Buildings	30 to 50 years
Furniture and equipment	4 to 10 years
Computer equipment	3 years
Plant and equipment - Heavy	5 to 15 years
Plant and equipment - Light	0 to 10 years
Sealed roads and streets	
- clearing and earthworks	not depreciated
- construction/road base	50 years
Original surfacing and non major re-surfacing	
- bituminous seals	20 years
- asphalt surfaces	25 years
Gravel roads	
- clearing and earthworks	not depreciated
- construction/road base	50 years
Footpaths - slab	40 years
Footpaths - asphalt	10 years
Sewerage piping	100 years
Water supply piping and drainage systems	75 years
Parks and Ovals	50 years
Other Infrastructure	20 years

10. FIXED ASSETS (Continued)

SIGNIFICANT ACCOUNTING POLICIES

Fixed assets

Each class of fixed assets within either property, plant and equipment or infrastructure, is carried at cost or fair value (as indicated), less any accumulated depreciation and impairment losses.

Initial recognition and measurement for assets held at cost

Plant and equipment including furniture and equipment is recognised at cost on acquisition in accordance with *Financial Management Regulation 17A*. Where acquired at no cost, the asset is initially recognised at fair value. Assets held at cost are depreciated and assessed for indicators of impairment annually.

Initial recognition and measurement between mandatory revaluation dates for assets held at fair value

Assets for which the fair value as at the date of acquisition is under \$5,000 are not recognised as an asset in accordance with *Financial Management Regulation 17A (5)*. These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

Upon initial recognition, cost is determined as the amount paid (or other consideration given) to acquire the assets, plus costs incidental to the acquisition. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the Shire includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

Individual assets that are buildings and infrastructure acquired between scheduled revaluation dates of the asset class in accordance with the Shire's revaluation policy, are recognised at cost and disclosed as being at fair value as management believes cost approximates fair value. They are subject to subsequent revaluation at the next revaluation consistent with *Financial Management Regulation 17A(4)*.

Revaluation

The fair value of buildings and infrastructure properties is determined at least every five years in accordance with the regulatory framework. This includes buildings and infrastructure items which were pre-existing improvements (i.e. vested improvements) on vested land acquired by the Shire.

At the end of each period, the carrying amount for each asset class is reviewed and, where appropriate, the fair value is updated to reflect current market conditions consistent with *Financial Management Regulation 17A(2)* which requires land, buildings infrastructure, investment properties and vested improvements to be shown at fair value.

Revaluation (continued)

For property, plant and equipment and infrastructure, increases in the carrying amount arising on revaluation of asset classes are credited to a revaluation surplus in equity. Decreases that offset previous increases of the same class of asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss. Subsequent increases are then recognised in profit or loss to the extent they reverse a net revaluation decrease previously recognised in profit or loss for the same class of asset.

Depreciation

The depreciable amount of all property, plant and equipment and infrastructure, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Depreciation on revaluation

When an item of property, plant and equipment and infrastructure is revalued, any accumulated depreciation at the date of the revaluation is treated in one of the following ways:

- (i) The gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset.
- (ii) Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

Impairment

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains or losses on disposal

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the Statement of Comprehensive Income in the period in which they arise.

| 21

11 LEASES

Lessor - Property, Plant and Equipment Subject to Lease

The table below represents a maturity analysis of the undiscounted lease payments to be received after the reporting date.

	2023 Actual \$	2022 Actual \$
Less than 1 year	69,661	69,661
1 to 2 years	34,495	69,661
2 to 3 years	20,000	34,495
3 to 4 years	20,000	20,000
4 to 5 years	20,000	20,000
> 5 years	267,500	287,500
	431,656	501,317

The Shire leases buildings and land for a telecommunication equipment to external parties with rentals payable either on a monthly basis or an annual basis. These leases are classified as operating leases as they do not transfer substantially all of the risks and rewards incidental to the ownership of the assets.

The Shire leases houses to staff and aged persons with rentals payable monthly. These leases are classified as operating leases as they do not transfer substantially all of the risks and rewards incidental to the ownership of the assets. The staff houses are not considered investment property as they are leased for use in the supply of services to the community. The aged persons housing are considered a joint operation and are not considered investment property as the primary purpose is provision of community housing.

Lease payments for some contracts include CPI increases, but there are no other variable lease payments that depend on an index or rate. Although the Shire is exposed to changes in the residual value at the end of the current leases, the Shire typically enters into new operating leases and therefore will not immediately realise any reduction in residual value at the end of these leases. Expectations about the future residual values are reflected in the fair value of the properties.

SIGNIFICANT ACCOUNTING POLICIES

The Shire as Lessor

Upon entering into each contract as a lessor, the Shire assesses if the lease is a finance or operating lease.

The contract is classified as a finance lease when the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases not within this definition are classified as operating leases. Rental income received from operating leases is recognised on a straight-line basis over the term of the specific lease.

Initial direct costs incurred in entering into an operating lease (eg legal cost, cost to setup) are included in the carrying amount of the leased asset and recognised as an expense on a straight-line basis over the lease term.

When a contract is determined to include lease and non-lease components, the Shire applies AASB 15 to allocate the consideration under the contract to each component.

12. TRADE AND OTHER PAYABLES

Current

Sundry creditors
Prepaid rates
Accrued payroll liabilities
ATO liabilities
Bonds and deposits held
Accrued interest
Accrued expenses

	2023 \$	2022 \$
Sundry creditors	337,420	242,436
Prepaid rates	0	209,207
Accrued payroll liabilities	98,177	83,044
ATO liabilities	131,201	73,905
Bonds and deposits held	550,230	622,896
Accrued interest	97,204	28,599
Accrued expenses	6,151	2,618
	1,220,383	1,262,705

SIGNIFICANT ACCOUNTING POLICIES

Financial liabilities

Financial liabilities are initially recognised at fair value when the Shire becomes a party to the contractual provisions of the instrument.

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost.

Financial liabilities are derecognised where the related obligations are discharged, cancelled or expired. The difference between the carrying amount of the financial liability extinguished or transferred to another party and any consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the Shire prior to the end of the financial year that are unpaid and arise when the Shire becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are usually paid within 30 days of recognition. The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature.

Prepaid rates

Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer. Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the Shire recognises income for the prepaid rates that have not been refunded.

**SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023**

13. OTHER LIABILITIES

	2023	2022
	\$	\$
Current		
Contract liabilities	10,500	109,421
Capital grant/contributions liabilities	191,194	602,439
	<u>201,694</u>	<u>711,860</u>
Reconciliation of changes in contract liabilities		
Opening balance	109,421	21,000
Additions	10,500	109,421
Revenue from contracts with customers included as a contract liability at the start of the period	(109,421)	(21,000)
	<u>10,500</u>	<u>109,421</u>
The aggregate amount of the performance obligations unsatisfied (or partially unsatisfied) in relation to these contract liabilities was \$10,500 (2022: \$109,421)		
The Shire expects to satisfy the performance obligations, from contracts with customers unsatisfied at the end of the reporting period, within the next 12 months.		
Reconciliation of changes in capital grant/contribution liabilities		
Opening balance	602,439	143,306
Additions	159,504	539,827
Revenue from capital grant/contributions held as a liability at the start of the period	(570,749)	(80,694)
	<u>191,194</u>	<u>602,439</u>

Performance obligations in relation to capital grant/contribution liabilities are satisfied as project milestones are met or completion of construction or acquisition of the asset.

SIGNIFICANT ACCOUNTING POLICIES

Contract liabilities

Contract liabilities represent the Shire's obligation to transfer goods or services to a customer for which the Shire has received consideration from the customer.

Contract liabilities represent obligations which are not yet satisfied. Contract liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

Capital grant/contribution liabilities

Capital grant/contribution liabilities represent the Shire's obligations to construct recognisable non-financial assets to identified specifications to be controlled by the Shire which are yet to be satisfied. Capital grant/contribution liabilities are recognised as income when the obligations in the contract are satisfied.

Fair values for non-current capital grant/contribution liabilities, not expected to be extinguished within 12 months, are based on discounted cash flows of expected cashflows to satisfy the obligations using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy (see Note 25(i)) due to the unobservable inputs, including own credit risk.

**SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023**

14. BORROWINGS

	Note	2023			2022		
		Current	Non-current	Total	Current	Non-current	Total
		\$	\$	\$	\$	\$	\$
Secured							
Debentures		544,319	5,705,363	6,249,682	450,613	2,999,169	3,449,782
Total secured borrowings	28(a)	<u>544,319</u>	<u>5,705,363</u>	<u>6,249,682</u>	<u>450,613</u>	<u>2,999,169</u>	<u>3,449,782</u>

Secured liabilities and assets pledged as security

Debentures are secured by a floating charge over the assets of the Shire of Chittering. Other loans relate to transferred receivables. Refer to Note 5.

The Shire of Chittering has complied with the financial covenants of its borrowing facilities during the 2023 and 2022 years.

SIGNIFICANT ACCOUNTING POLICIES

Borrowing costs

The Shire has elected to recognise borrowing costs as an expense when incurred regardless of how the borrowings are applied.

Fair values of borrowings are not materially different to their carrying amounts, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short term nature. Borrowings fair values are based on discounted cash flows using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy (see Note 25(i)) due to the unobservable inputs, including own credit risk.

Risk

Details of individual borrowings required by regulations are provided at Note 28(a).

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023

15. EMPLOYEE RELATED PROVISIONS

	2023	2022
	\$	\$
Current provisions		
Employee benefit provisions		
Annual leave	356,470	375,874
Long service leave	307,213	256,878
	663,683	632,752
Total current employee related provisions	663,683	632,752
Non-current provisions		
Employee benefit provisions		
Long service leave	145,854	123,012
	145,854	123,012
Total non-current employee related provisions	145,854	123,012
Total employee related provisions	809,537	755,764

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave and associated on costs for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

Annual leave liabilities are classified as current, as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period. actual settlement of the liabilities is expected to occur as follows:

SIGNIFICANT ACCOUNTING POLICIES

Employee benefits

The Shire's obligations for employees' annual leave, long service leave and other employee leave entitlements are recognised as employee related provisions in the Statement of Financial Position.

Short-term employee benefits

Provision is made for the Shire's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The Shire's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position.

Other long-term employee benefits

Long-term employee benefits provisions are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The Shire's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Shire does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023

16. OTHER PROVISIONS

	Make good provisions - remediation costs	Total
	\$	\$
Opening balance at 1 July 2022		
Non-current provisions	952,796	952,796
	952,796	952,796
Charged to revaluation surplus		
- increase in the discounted amount arising because of time and the effect of any change in the discounted rate	(5,140)	(5,140)
Charged to profit or loss		
- unwinding of discount	14,056	14,056
Balance at 30 June 2023	961,712	961,712
Comprises		
Non-current	961,712	961,712
	961,712	961,712

Other provisions

Amounts which are expected to be paid out within 12 months of the reporting date are classified as current. Exact timing of payment of non-current obligations is unable to be reliably estimated as it is dependent on factors beyond the control of the local government.

Provisions

Provisions are recognised when the Shire has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

17. REVALUATION SURPLUS

	2023 Opening Balance	Total Movement on Revaluation	2023 Closing Balance	2022 Opening Balance	Total Movement on Revaluation	2022 Closing Balance
	\$	\$	\$	\$	\$	\$
Revaluation surplus - Land and building	13,491,979	0	13,491,979	16,131,996	(2,640,017)	13,491,979
Revaluation surplus - Plant and equipment	1,138,001	0	1,138,001	1,138,001	0	1,138,001
Revaluation surplus - Infrastructure - roads	13,593,968	48,895,819	62,489,787	13,593,968	0	13,593,968
Revaluation surplus - Other infrastructure -- drainage	7,549,590	21,504,802	29,054,392	7,549,590	0	7,549,590
Revaluation surplus - Other infrastructure - footpaths	97,443	315,041	412,484	0	97,443	97,443
Revaluation surplus - Other infrastructure - parks and ovals	2,416,099	1,512,343	3,928,442	2,416,099	0	2,416,099
Revaluation surplus - Other infrastructure - other	283,293	248,761	532,054	283,293	0	283,293
Revaluation surplus - Other infrastructure - bridges and culverts	3,514,129	8,897,630	12,411,759	3,514,129	0	3,514,129
Revaluation surplus - Other infrastructure - landfill post closure asset	86,775	5,140	91,915	49,450	37,325	86,775
	42,171,277	81,379,536	123,550,813	44,676,526	(2,505,249)	42,171,277

18. RESTRICTIONS OVER FINANCIAL ASSETS

	Note	2023 Actual \$	2022 Actual \$
The following classes of financial assets have restrictions imposed by regulations or other externally imposed requirements which limit or direct the purpose for which the resources may be used:			
- Cash and cash equivalents	3	3,720,407	5,855,059
		3,720,407	5,855,059
The restricted financial assets are a result of the following specific purposes to which the assets may be used:			
Restricted reserve accounts	29	2,610,028	2,513,294
Contract liabilities	13	10,500	109,421
Capital grant liabilities	13	191,194	602,439
Bonds and deposits held	12	550,230	622,896
Unspent loans	28(c)	358,455	2,007,009
Total restricted financial assets		3,720,407	5,855,059
19. UNDRAWN BORROWING FACILITIES AND CREDIT STANDBY ARRANGEMENTS			
Bank overdraft limit		150,000	150,000
Bank overdraft at balance date		0	0
Credit card limit		25,000	25,000
Credit card balance at balance date		(6,151)	(2,618)
Total amount of credit unused		168,849	172,382
Loan facilities			
Loan facilities - current		544,319	450,613
Loan facilities - non-current		5,705,363	2,999,169
Total facilities in use at balance date		6,249,682	3,449,782
Unused loan facilities at balance date		358,455	2,007,009

**SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023**

20. CONTINGENT LIABILITIES

In compliance with the Contaminated Sites Act 2003 Section 11, the Shire of Chittering has identified the following sites to be possible sources of contamination:

Bindoon Landfill Site
Wannamal Landfill Site (former site)

Until the Shire conducts an investigation to determine the presence and scope of contamination, assess the risk, and agree with the Department of Environment Regulation on the need and criteria for remediation of a risk based approach, the Shire is unable to estimate the potential costs associated with remediation of these sites. This approach is consistent with the Department of Environment Regulation Guidelines.

21. CAPITAL COMMITMENTS

	2023	2022
	\$	\$
Contracted for:		
- capital expenditure projects	716,213	0
- plant & equipment purchases	836,066	171,536
	1,552,279	171,536
Payable:		
- not later than one year	1,552,279	171,516

**SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023**

22. RELATED PARTY TRANSACTIONS

(a) Elected Member Remuneration

Fees, expenses and allowances to be paid or reimbursed to elected council members.

Note	2023 Actual \$	2023 Budget \$	2022 Actual \$
President's annual allowance	14,401	14,401	13,702
President's meeting attendance fees	18,713	18,713	26,455
President's annual allowance for ICT expenses	3,153	3,153	5,319
President's travel and accommodation expenses	1,309	3,329	1,246
	37,576	39,596	46,722
Deputy President's annual allowance	3,600	3,600	3,425
Deputy President's meeting attendance fees	12,100	12,100	23,020
Deputy President's annual allowance for ICT expenses	3,153	3,153	6,000
Deputy President's travel and accommodation expenses	718	3,329	415
	19,571	22,182	32,860
All other council member's meeting attendance fees	60,500	60,500	37,407
All other council member's annual allowance for ICT expenses	15,765	15,765	9,750
All other council member's travel and accommodation expenses	5,276	16,645	4,489
	81,541	92,910	51,646
22(b)	138,688	154,688	131,228

(b) Key Management Personnel (KMP) Compensation

The total of compensation paid to KMP of the Shire during the year are as follows:

Note	2023 Actual \$	2022 Actual \$
Short-term employee benefits	665,770	566,698
Post-employment benefits	87,322	67,060
Employee - other long-term benefits	74,196	51,859
Employee - termination benefits	20,780	109,651
Council member costs	138,688	131,228
22(a)	986,756	926,496

Short-term employee benefits

These amounts include all salary and fringe benefits awarded to KMP except for details in respect to fees and benefits paid to council members which may be separately found in the table above.

Post-employment benefits

These amounts are the current-year's cost of the Shire's superannuation contributions made during the year.

Other long-term benefits

These amounts represent annual leave and long service leave entitlements accruing during the year.

Termination benefits

These amounts represent termination benefits paid to KMP.

Council member costs

These amounts represent payments of member fees, expenses, allowances and reimbursements during the year.

22. RELATED PARTY TRANSACTIONS

Transactions with related parties

Transactions between related parties and the Shire are on normal commercial terms and conditions, no more favourable than those available to other parties, unless otherwise stated.

No outstanding balances or provisions for doubtful debts or guarantees exist in relation to related parties at year end.

In addition to KMP compensation above the following transactions occurred with related parties:

	2023 Actual \$	2022 Actual \$
Sale of goods and services	70,404	38,886
Purchase of goods and services	2,138	1,354
Amounts payable to related parties:		
Trade and other payables	4,097	380

Related Parties

The Shire's main related parties are as follows:

i. Key management personnel

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any council member, are considered key management personnel and are detailed in Notes 22(a) and 22(b)

ii. Other Related Parties

An associate person of KMP employed by the Shire under normal employment terms and conditions.

Outside of normal citizen type transactions with the Shire, there were no other related party transactions involving key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

iii. Entities subject to significant influence by the Shire

There were no such entities requiring disclosure during the current or previous year.

23 JOINT ARRANGEMENTS

Share of joint operations

The Shire has joint arrangements with the Department of Housing & Works to provide community housing in Bindoon. The housing units have been constructed on Council owned land and the Shire's share of the joint arrangements is between 23% - 27%. The Shire is required to provide for the long term maintenance needs of the properties.

SIGNIFICANT ACCOUNTING POLICIES

Joint operations

A joint operation is a joint arrangement where the Shire has joint control with two or more parties to the joint arrangement. All parties to joint arrangement have rights to the assets, and obligations for the liabilities relating to the arrangement.

Assets, liabilities, revenues and expenses relating to the Shire's interest in the joint operation are accounted for in accordance with the relevant Australian Accounting Standard.

24. EVENTS OCCURRING AFTER THE END OF THE REPORTING PERIOD

There were no material events occurring after the reporting date that would materially affect the financial statements.

25. OTHER SIGNIFICANT ACCOUNTING POLICIES

a) Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

b) Current and non-current classification

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Shire's operational cycle. In the case of liabilities where the Shire does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current or non-current based on the Shire's intentions to release for sale.

c) Rounding off figures

All figures shown in this annual financial report, other than a rate in the dollar, are rounded to the nearest dollar. Amounts are presented in Australian Dollars.

d) Comparative figures

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

When the Shire applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statements that has a material effect on the statement of financial position, an additional (third) Statement of Financial Position as at the beginning of the preceding period in addition to the minimum comparative financial report is presented.

e) Budget comparative figures

Unless otherwise stated, the budget comparative figures shown in this annual financial report relate to the original budget estimate for the relevant item of disclosure.

f) Superannuation

The Shire contributes to a number of Superannuation Funds on behalf of employees. All funds to which the Shire contributes are defined contribution plans.

g) Fair value of assets and liabilities

Fair value is the price that the Shire would receive to sell the asset or would have to pay to transfer a liability, in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair values of assets that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset or liability (i.e. the market with the greatest volume and level of activity for the asset or liability) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (i.e. the market that maximises the receipts from the sale of the asset after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

h) Interest revenue

Interest revenue is calculated by applying the effective interest rate to the gross carrying amount of a financial asset measured at amortised cost except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

i) Fair value hierarchy

AASB 13 requires the disclosure of fair value information by level of the fair value hierarchy, which categorises fair value measurement into one of three possible levels based on the lowest level that an input that is significant to the measurement can be categorised into as follows:

Level 1

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3

Measurements based on unobservable inputs for the asset or liability.

The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

Valuation techniques

The Shire selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the Shire are consistent with one or more of the following valuation approaches:

Market approach

Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

Income approach

Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

Cost approach

Valuation techniques that reflect the current replacement cost of the service capacity of an asset.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the Shire gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

j) Impairment of assets

In accordance with Australian Accounting Standards the Shire's assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired.

Where such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount.

Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another Standard (e.g. AASB 116) whereby any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other Standard.

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023

26. RATING INFORMATION

General Rates

RATE TYPE	Basis of valuation	Rate in \$	Number of Properties	2022/23 Actual Rateable Value*	2022/23 Actual Rate Revenue	2022/23 Actual Interim Rates	2022/23 Actual Total Revenue	2022/23 Budget Rate Revenue	2022/23 Budget Interim Rate	2022/23 Budget Total Revenue	2021/22 Actual Total Revenue
GRV	Gross rental valuation	0.111150	1,750	33,351,279	3,706,996	1,017	3,708,013	3,706,822	0	3,706,822	3,426,406
UV	Unimproved valuation	0.005903	776	390,224,400	2,303,495	4,401	2,307,896	2,310,018	0	2,310,018	2,347,936
Total general rates			2,526	423,575,679	6,010,491	5,418	6,015,909	6,016,840	0	6,016,840	5,774,342
Minimum Payment											
Minimum payment											
GRV	Gross rental valuation	1,100	331	1,993,263	364,100	0	364,100	364,100	0	364,100	386,400
UV	Unimproved valuation	1,050	143	13,998,860	150,150	0	150,150	149,100	0	149,100	87,000
Total minimum payments			474	15,992,123	514,250	0	514,250	513,200	0	513,200	473,400
Exempt Properties											
GRV	Gross rental valuation						0	0	0	0	(61,399)
Total general rates and minimum payments			3,000	439,567,802	6,524,741	5,418	6,530,159	6,530,040	0	6,530,040	6,186,343
Ex-gratia Rates											
Dampier to Bunbury Natural Gas Pipeline Corridor based		0	0	0	3,611	0	3,611	3,860	0	3,860	3,507
Total amount raised from rates (excluding general rates)			3,000	439,567,802	6,528,352	5,418	6,533,770	6,533,900	0	6,533,900	3,507
Total Rates							13,063,929			13,063,940	6,189,850
Rate instalment interest							13,359			26,650	24,360
Rate overdue interest							12,259			57,325	28,336

The rate revenue was recognised from the rate record as soon as practicable after the Shire resolved to impose rates in the financial year as well as when the rate record was amended to ensure the information in the record was current and correct.

*Rateable Value at time of raising of rate.

| 36

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023

27. DETERMINATION OF SURPLUS OR DEFICIT

	Note	2022/23 (30 June 2023) Carried Forward	2022/23 Budget (30 June 2023) Carried Forward	2021/22 (30 June 2022) Carried Forward
(a) Non-cash amounts excluded from operating activities		\$	\$	\$
The following non-cash revenue or expenditure has been excluded from amounts attributable to operating activities within the Statement of Financial Activity in accordance with <i>Financial Management Regulation 32</i> .				
Adjustments to operating activities				
Less: Profit on asset disposals		(120,375)	(225,068)	(15,907)
Less: Movement in liabilities associated with restricted cash		9,980	0	54,805
Less: Fair value adjustments to financial assets at fair value through profit or loss		(1,843)	0	(1,999)
Less: Adjustments to landfill site provisions through other comprehensive income	17	5,140	0	37,325
Add: Loss on disposal of assets		2,473	16,691	521,240
Add: Depreciation	10	4,614,998	3,647,886	3,860,771
Non-cash movements in non-current assets and liabilities:				
Pensioner deferred rates		(29,817)	0	1,709
Employee benefit provisions		22,842	3,963	39,549
Work in progress expensed		32,229	0	0
Other provisions		8,916	0	(23,473)
Non-cash amounts excluded from operating activities		4,544,543	3,443,472	4,474,020
(b) Surplus or deficit after imposition of general rates				
The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with <i>Financial Management Regulation 32</i> to agree to the surplus/(deficit) after imposition of general rates.				
Adjustments to net current assets				
Less: Reserve accounts	29	(2,610,028)	(2,510,080)	(2,513,294)
Add: Current liabilities not expected to be cleared at end of year				
- Current portion of borrowings	14	544,319	544,319	450,613
- Employee benefit provisions		282,515	271,726	272,535
Total adjustments to net current assets		(1,783,194)	(1,694,035)	(1,790,146)
Net current assets used in the Statement of Financial Activity				
Total current assets		8,575,816	5,316,543	9,940,853
Less: Total current liabilities		(2,630,079)	(3,622,508)	(3,057,930)
Less: Total adjustments to net current assets		(1,783,194)	(1,694,035)	(1,790,146)
Surplus or deficit after imposition of general rates		4,162,543	0	5,092,777

| 37

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023

28. BORROWING AND LEASE LIABILITIES

(a) Borrowings

Purpose	Note	Actual				Budget			
		Principal at 1 July 2021	New Loans During 2021-22	Principal Repayments During 2021-22	Principal at 30 June 2022	Principal at 1 July 2022	New Loans During 2022-23	Principal Repayments During 2022-23	Principal at 30 June 2023
Admin Server/IT Upgrade	80	\$ 41,628	\$ 0	\$ (20,533)	\$ 21,095	\$ 22,327	\$ 0	\$ (21,095)	\$ 1,232
Chittering Health Centre	79	493,314	0	(22,782)	470,532	463,849	0	(15,075)	448,774
Staff Housing (Keystart)	72	37	0	(37)	0	(164)	0	0	(164)
Seniors & Community Housing	73	5,190	0	(5,190)	0	2,480	0	0	2,480
Gray Road Land Acquisition	74	17,112	0	(17,112)	0	8,487	0	0	8,487
Muchea Complex	89	1,878,251	0	(74,446)	1,803,805	1,841,247	0	(155,542)	1,685,705
Mountain Bike Park Land Acquisit	90	386,700	0	(95,869)	290,831	338,832	0	(136,442)	202,390
Mountain Bike Park Caravan Park	91	0	0	0	0	0	1,203,545	0	1,203,545
Purchase of a Grader	79	206,832	0	(22,602)	184,230	190,916	0	(32,332)	158,584
Land Lot 168 Binda Place	82	454,762	0	(64,274)	390,488	390,487	0	(66,249)	324,238
Lifestyle Village	83	396,237	0	(129,967)	266,270	331,513	0	(132,067)	199,446
Admin Telephone System	86	33,527	0	(10,996)	22,531	28,052	0	(11,175)	16,877
Muchea Redevelopment	92	0	0	0	0	0	3,301,727	0	3,301,727
Total		3,913,590	0	(463,808)	3,449,782	3,618,026	4,505,272	(569,977)	7,553,321

Borrowing Finance Cost Payments

Purpose	Note	Loan Number	Institution	Interest Rate	Date final payment is due	Actual for year ending 30 June 2023	Budget for year ending 30 June 2023	Actual for year ending 30 June 2022
Admin Server/IT Upgrade	80	WATC *	2.72%	23/05/2023	(365)	(431)	(863)	
Chittering Health Centre	79	WATC *	4.41%	4/02/2033	(20,067)	(9,016)	(19,942)	
Staff Housing (Keystart)	72	KEYSTART	5.92%	30/06/2021	0	0	(1)	
Seniors & Community Housing	73	WATC *	6.63%	30/12/2021	0	0	(97)	
Gray Road Land Acquisition	74	WATC *	6.65%	30/06/2022	23	0	(656)	
Muchea Complex	89	WATC *	2.36%	28/06/2041	(48,258)	(150,029)	(50,207)	
Mountain Bike Park Land Acquisition	90	WATC *	0.56%	28/06/2025	(2,172)	(38,774)	(3,169)	
Purchase of a Grader	79	WATC *	4.41%	4/02/2033	(9,357)	(19,340)	(9,680)	
Land Lot 168 Binda Place	82	WATC *	3.05%	12/09/2027	(11,875)	(11,409)	(12,576)	
Lifestyle Village	83	WATC *	1.61%	7/06/2024	(4,071)	(3,757)	(5,270)	
Admin Telephone System	86	WATC *	1.61%	7/06/2024	(344)	(318)	(446)	
Muchea Redevelopment	92	WATC *	4.59%	22/09/2042	(135,942)	0	0	
Total					(232,428)	(233,076)	(102,907)	
Total Finance Cost Payments					(232,428)	(233,076)	(102,907)	

* WA Treasury Corporation

| 38

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023

28. BORROWING AND LEASE LIABILITIES

(b) New Borrowings - 2022/23

Particulars/Purpose	Institution	Term Years	Interest Rate %	Amount Borrowed		Amount (Used)		Total Interest & Charges	Actual Balance Unspent
				2023 Actual	2023 Budget	2023 Actual	2023 Budget		
Muchea Redevelopment	WATC*	20	4.60%	\$ 3,301,727	\$ 3,301,727	\$ 2,943,272	\$ 3,301,727	\$ 1,782,489	\$ 358,455
* WA Treasury Corporation				3,301,727	3,301,727	2,943,272	3,301,727	1,782,489	358,455

(c) Unspent Borrowings

Particulars	Institution	Date Borrowed	Unspent Balance 1 July 2022	Borrowed	Expended	Unspent
				During Year	During Year	Balance 30 June 2023
Muchea Redevelopment	WATC*	20/09/2022	\$ 0	\$ 3,301,727	\$ (2,943,272)	\$ 358,455
* WA Treasury Corporation			0	3,301,727	(2,943,272)	358,455

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023

29. RESERVE ACCOUNTS

	2023 Actual	2023 Actual	2023 Actual	2023 Actual	2023 Budget	2023 Budget	2023 Budget	2023 Budget	2022 Actual	2022 Actual	2022 Actual	2022 Actual
	Opening Balance	Transfer to	Transfer (from)	Closing Balance	Opening Balance	Transfer to	Transfer (from)	Closing Balance	Opening Balance	Transfer to	Transfer (from)	Closing Balance
Restricted by council												
(a) Employee Entitlement Reserve	272,535	9,980	0	282,515	271,726	0	0	271,726	217,730	54,805	0	272,535
(b) Plant Replacement Reserve	386,005	14,136	0	400,141	383,838	0	0	383,838	583,838	2,167	(200,000)	386,005
(c) Community Housing Reserve	74,832	2,740	0	77,572	74,555	0	0	74,555	74,555	277	0	74,832
(d) Seniors Housing Reserve	19,737	722	0	20,459	19,664	0	0	19,664	19,664	73	0	19,737
(e) Public Open Space Reserve	80,457	2,946	0	83,403	79,419	0	0	79,419	279,420	1,037	(200,000)	80,457
(f) Recreation Development Reserve	377,195	13,813	0	391,008	375,800	0	0	375,800	375,800	1,395	0	377,195
(g) Waste Management Reserve	418,548	50,327	0	468,875	417,000	35,000	0	452,000	417,000	1,548	0	418,548
(h) Contribution to Roadworks Reserve	38,677	1,416	0	40,093	38,535	0	0	38,535	38,534	143	0	38,677
(i) Waste Water Management Reserve	95,196	3,486	0	98,682	94,844	0	0	94,844	94,844	352	0	95,196
(j) Public Amenities and Buildings Reserve	720,000	26,366	0	746,366	720,000	0	0	720,000	0	720,000	0	720,000
(k) Economic Recovery Stimulus Reserve	30,112	1,103	(30,301)	914	30,000	0	(30,301)	(301)	30,000	112	0	30,112
	2,513,294	127,035	(30,301)	2,610,028	2,505,381	35,000	(30,301)	2,510,080	2,131,385	781,909	(400,000)	2,513,294
	2,513,294	127,035	(30,301)	2,610,028	2,505,381	35,000	(30,301)	2,510,080	2,131,385	781,909	(400,000)	2,513,294

All reserves are supported by cash and cash equivalents and financial assets at amortised cost and are restricted within equity as Reserve accounts.

In accordance with council resolutions or adopted budget in relation to each reserve account, the purpose for which the reserves are set aside and their anticipated date of use are as follows:

Name of reserve account	Purpose of the reserve account
Restricted by council	
(a) Employee Entitlement Reserve	to be used to fund employee accumulated annual, sick, long service leave and employee gratuities
(b) Plant Replacement Reserve	to be used to fund plant purchases, trades or major overhauls
(c) Community Housing Reserve	to be used to fund repairs, improvements, extensions or construction of community units
(d) Seniors Housing Reserve	to be used to fund repairs, improvements, extensions or construction of seniors units
(e) Public Open Space Reserve	to be used to fund public open spaced developments in accordance with developer precincts
(f) Recreation Development Reserve	to be used to fund the development or acquisition of recreation land or facilities
(g) Waste Management Reserve	to be used to fund the replacement landfill sites and rehabilitation of existing landfill sites
(h) Contribution to Roadworks Reserve	to be used for the maintenance of Mooliabeenie Road
(i) Waste Water Management Reserve	to be used to fund the development of a Waste Water Management System for the Shire
(j) Public Amenities and Buildings Reserve	to be used to fund repairs, improvements, extensions or construction of public amenities
(k) Economic Recovery Stimulus Reserve	to be used for projects for the community to assist in recovery post COVID19

| 40



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