Audit, Risk and Improvement Committee Meeting Attachments

Tuesday 9 December 2025

REPORT TITLE AND ATTACHMENT DESCRIPTION	PAGE No.
ARIC01 - 12/25　　**Enterprise Risk Maturity Update & Dashboard Progress Report** **Attachments** 1.　　2023 Risk Dashboard and current performance updates 2.　　CBP 2025/26 Risk-Rated Projects, Initiatives and BAU	01 – 121
ARIC01 - 12/25　　**Shire of Chittering Annual Report 2024-2025** **Attachments** 1.　　Shire of Chittering Annual Report 2024-2025 2.　　Shire of Chittering signed financials from OAG	122 – 283

*** Please note that we have not yet received the signed financials from the Auditor General's Office to be considered as part of the Annual Report. As soon as they come in, they will be distributed to you all.*

Shire of Chittering
Risk Dashboard Report
August 2023

Asset Sustainability Practices

Risk	Control
Moderate	Adequate

Failure or reduction in service of infrastructure assets, plant, equipment or machinery.
These include fleet, buildings, roads and playgrounds and all other assets during their lifecycle from procurement to disposal.

Actions	Due Date	Performance Status	Performance Comment	Responsibility
Portable & Attractive Register Requires creation - including IT (computers)	Jun-24	Completed	Ongoing updates for small plant - computers maintained by DCEO	Technical Services
Review of Roads Maintenance Schedule for sealed and unsealed roads	Mar-24	Completed	June 24	EMTS
Provide Preventative Fleet Maintenance Schedule	Oct-23	Ongoing	Ongoing.	Technical Services

Business & Community disruption

Risk	Control
Moderate	Adequate

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).

Actions	Due Date	Performance Status	Performance Comment	Responsibility
Revision and Update of Emergency Recovery Plan	Feb-24	Completed		CEO
Revision and Update of Emergency Procedures	Feb-24	Completed		CEO
Implementation of Emergency Procedures	Feb-24	Completed		CEO
Review LEMA Contact and Resource List	Feb-24	Behind Schedule	Not completed to date.This has been re-prioritised for 2025/26.	LEMC
Installation of Emergency Evacuation System	Dec-23	Completed		BM (Rick)

Failure to fulfil Compliance requirements (statutory, regulatory)

Risk	Control
Low	Adequate

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 & public domain legal documentation.

Actions	Due Date	Performance Status	Performance Comment	Responsibility

Document Management processes

Risk	Control
Low	Adequate

Failure to adequately capture, store, archive, retrieve, provide or dispose of documentation.

Actions	Due Date	Performance Status	Performance Comment	Responsibility
Retention, disposal and archive process for exisitng physical records	Jul-26	In Progress	??	Records

Employment Practices

Risk	Control
Moderate	Adequate

Failure to effectively manage and lead human resources (full-time, part-time, casuals, temporary and volunteers).

Actions	Due Date	Performance Status	Performance Comment	Responsibility

Engagement Practices

Risk	Control
Moderate	Adequate

Failure to maintain effective working relationships with the Community (including local Media), Stakeholders, Key Private Sector Companies, Government Agencies and / or Elected Members. This includes activities where communication, feedback or consultation is required and where it is in the best interests to do so.

Actions	Due Date	Performance Status	Performance Comment	Responsibility
Electronic Signage to be installed for public notices	Dec-23	Completed	Four electronic boards were installed.	Rick
Review Community Engagement Framework	Jun-24	Behind Schedule	Not completed to date.This has been re-prioritised for 2025/26. Changeover in staff, and lack of resources has delayed the formalisation of the community engagement framework. Expected to be completed by June 2026	CD / Comms

Environment management

Risk	Control
Moderate	Adequate

Inadequate prevention, identification, enforcement and management of environmental issues.

Actions	Due Date	Performance Status	Performance Comment	Responsibility

Errors, Omissions & Delays

Risk	Control
Moderate	Adequate

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.

Actions	Due Date	Performance Status	Performance Comment	Responsibility
Website to be updated	Jun-24	In Progress	Ongoing	DCEO
SBDC Program Reforms to be implemented	Jun-24	Completed		DCEO

External Theft & Fraud (Including Cyber)

Risk	Control
Low	Effective

Loss of funds, assets, data or unauthorised access, (whether attempted or successful) by external parties, through any means (including electronic).

Actions	Due Date	Performance Status	Performance Comment	Responsibility

Management of Facilities / Venues / Events

	Risk	Control
	Moderate	Adequate

Failure to effectively manage the day to day operations of facilities, venues and / or events.

Actions	Due Date	Performance Status	Performance Comment	Responsibility
Implementation of Facility Management Program	Dec-24	*Completed*	Community Facilities Officer employed to manage online facility bookings system. Quarterly user group meetings held to facilitate strategic planning, and connection between users.	CDC

IT or Communication Systems and Infrastructure

	Risk	Control
	Low	Effective

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.

Actions	Due Date	Performance Status	Performance Comment	Responsibility

Misconduct

	Risk	Control
	Low	Effective

Intentional activities intended to circumvent the Code of Conduct or activities in excess of authority, which circumvent endorsed policies, procedures or delegated authority.

Actions	Due Date	Performance Status	Performance Comment	Responsibility
AEDM Training to be conducted Annually	Dec-24	*Completed*	This has now been changed to an online platform and implemented annually	CEO

Project Change Management

	Risk	Control
	Moderate	Adequate

Inadequate analysis, design, delivery and / or status reporting of change initiatives, resulting in additional expenses, time delays or scope changes.

Actions	Due Date	Performance Status	Performance Comment	Responsibility
Finalisation of update of Project Management framework	Mar-24	*Cancelled*	After reviewing our project management practices, the Shire decided to keep a decentralised approach, where each department manages its own projects. At the same time, the improved Integrated Planning and Reporting (IPR) framework now gives us a clearer, organisation-wide view of project progress and milestones. This approach improves visibility across all projects and supports the Shire's growing planning and reporting capability.	DCEO

Safety and Security practices

	Risk	Control
	Moderate	Adequate

Non-compliance with the Work Health & 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.

Actions	Due Date	Performance Status	Performance Comment	Responsibility
Centralised Volunteer Induction Process	Dec-23	*Completed*		DCEO
Annual First Aid Training	Jun-24	*Completed*		HR
Emergency Evacuation Procedures	Jun-24	*Completed*		WHS Officer
Annual WHS Audit	Jun-24	*Completed*		HR
VOC & Traffic Management Training	Jun-24	*Completed*		HR

Supplier / Contract Management

	Risk	Control
	Moderate	Adequate

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 & monitoring processes.

Actions	Due Date	Performance Status	Performance Comment	Responsibility

Corporate Business Plan

2025/26 – 2028/29

TABLE OF CONTENTS

ACKNOWLEDGEMENT 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.

ACCESSIBILITY AND ALTERNATE FORMATS

ACCESSING OUR CORPORATE BUSINESS PLAN

The Plan 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

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

Introduction

The Corporate Business Plan (CBP) 2025–2029 is the Shire of Chittering's key document for turning the community's long-term vision into measurable action. It puts the Strategic Community Plan (SCP) into practice by outlining how the Shire will prioritise, resource, and deliver services, capital projects, and improvement initiatives over the next four years.

This Plan introduces a significant shift to a service-based planning model, improving transparency, accountability, and alignment between resources and community priorities. The CBP is structured around 21 defined service areas, each with clear responsibilities, risk considerations, and budget programs. This approach enables more accurate costing, better planning, and clearer evaluation of operations.

The CBP is presented in two interconnected parts:

- Part A provides a four-year roadmap for strategic priorities, capital works, and operational services.
- Part B outlines the Year 1 Implementation Plan (2025/26), detailing service activities, budget allocations, and delivery responsibilities.

The Plan aligns with the Long-Term Financial Plan (LTFP), Asset Management Plan (AMP), Workforce Plan, and other strategies under the Integrated Planning and Reporting Framework (IPRF).

How this Plan is Structured

Part A: Four-Year Corporate Business Plan (2025–2029)

Presents a consolidated four-year roadmap of the Shire's strategic and operational direction.

Includes:
- Strategic Objectives (aligned to the SCP)
- Four-Year Key Strategic Priorities and Projects
- Capital Works Program
- Operating Budget Overview by Service Area
- Resourcing overview (Finance, Workforce, Assets)
- Risk considerations and service classification
- Integrated Informing Strategies and Plans

Purpose:

Provides a structured, service-based view of how the Shire will deliver on long-term objectives. It supports annual planning, budget prioritisation, informed decision-making, and transparent reporting.

Part B: Annual Implementation Plan (2025/26)

Provides detailed Year 1 delivery actions for each service.

Includes:
- Service-level initiatives and compliance obligations
- Year 1 budget allocations (operating and capital)
- Key responsibilities and timeframes
- Business-as-usual activities and improvement actions

Purpose:

To operationalise the first year of the CBP and clearly link budget and resource commitments to community outcomes

Message of CEO

It is my pleasure to present the Shire of Chittering's Four-Year Corporate Business Plan for 2025/26 to 2028/29. This plan represents a major shift in how we think about, structure, and deliver our services.

Over the past year, we have undertaken a significant and complex body of work to reframe our Corporate Business Plan around 20 distinct service areas. This new structure gives us the ability to better understand the real cost of service delivery, allocate resources more effectively, and ensure that our planning is grounded in what our community values and needs. This is a foundational step forward that strengthens our internal business planning processes and positions the Shire for more informed, sustainable decision-making.

A Shift to Service-Based Planning

While the strategic alignment to the five themes of the Strategic Community Plan remains a key pillar of this plan: Community, Economy, Natural Environment, Built Environment, and Governance and Leadership, we now organise our work through the lens of service delivery. Every service has been mapped, costed, and assessed for risk, resourcing, and delivery mode. The plan clearly outlines which services are statutory, discretionary, or compliance-linked, providing transparency around both community expectations and legislative obligations.

This new structure allows us to filter planning responsibilities directly through to business units, helping us manage competing priorities, improve internal accountability, and better integrate financial, asset, and workforce planning.

Each service profile includes:

- Strategic alignment and purpose
- Full-time equivalent (FTE) staffing and delivery model
- Key documents and financial programs linked to each service
- A clear four-year view of planned capital projects and improvement activities
- Risk assessment for every activity or project

Financial Responsibility and Forward Planning

Our capital and operating priorities have been staggered across the four-year window to reflect available resources, funding potential, and organisational capacity. The plan takes a realistic approach to balancing ambition with affordability. It includes funded and unfunded initiatives, identifies critical risks, and integrates financial planning with asset management and workforce needs.

The shift to service-based planning also supports more accurate budgeting and enables clearer alignment between Council direction and operational delivery. Where there are no capital projects for a service, this is a deliberate outcome of alignment with function, risk, or capacity, not an oversight.

Major Review of the Strategic Community Plan (SCP)

The development of this plan also coincides with the upcoming major review of the Strategic Community Plan, our 10-year vision for Chittering. This review will include extensive community engagement, analysis of emerging trends, and alignment with other strategic documents such as the Local Planning Strategy, Asset Management Plans, Economic Development Strategy, and Workforce Management Plan.

The SCP review will not only refresh our community priorities but also inform updates to supporting strategies, policies, and service expectations, ensuring we remain responsive, contemporary, and community focused.

Strengthening Our Organisation

Our workforce is the engine that drives this plan forward. The Corporate Business Plan integrates key workforce initiatives, from recruitment and WHS improvements to digital transformation, leadership development, and succession planning. These are designed to strengthen organisational capability, improve service resilience, and support a healthy, productive workplace.

The plan also reinforces our commitment to governance and continuous improvement through risk management and transparent reporting frameworks.

Delivering on Our Vision

The next four years will be critical in setting the direction for the Shire. Through this plan, we have laid the groundwork for well-informed decision-making, resource-conscious delivery, and ongoing improvement across all areas of the organisation.

I would like to acknowledge the significant effort by all staff contributing to preparing this plan and thank our Councillors for their continued support and strategic leadership. Together, we are committed to delivering on our vision: *Prosperous and diverse rural communities living in harmony with nature.*

Melinda Prinsloo
CHIEF EXECUTIVE OFFICER

Our Shire

The Shire is one of 139 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 6,516 residents residing in the area (Australian Bureau of Statistics - 30 June 2023 Estimated Resident Population (ERP)).
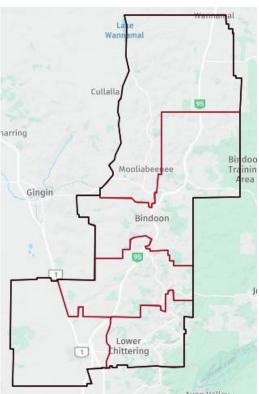
The opening of the extension of the Tonkin Highway to Muchea in 2020, part of the greater Perth to Darwin National Highway, has placed the Shire strategically closer to the metropolitan area, and critically, for future growth in the Muchea Industrial Park (MIP), at the junction of crucial national and 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.

Economic Profile

The Shire's Gross Regional Product (GRP) was $1.02 billion in the year ending June 2023, growing 4.6% since the previous year. (Data source: National Economics (NIEIR) - Modelled series). The local economy is primarily driven by broad-acre farming, orchards, and small rural blocks that support a semi-rural lifestyle. Key industries include 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 various other small businesses.

Our Industry

Agriculture

18% of GRP

23.5% of total jobs within the region

*Mining

15.6% of GRP

6.8% of total jobs within the region

Construction

13.1% of GRP

14.2% of total jobs within the region

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

Our Emerging Industries

Transport and Logistics

*Chitt*ering's transport and logistics sector is experiencing growth, supported by recent infrastructure developments. The completion of new road networks, including the Tonkin Highway extension, and the upgrade of the Perth-Darwin Highway to accommodate RAV 10 triple-road train access, have significantly enhanced connectivity to ports, the city, and airports. While the new Muchea Industrial Park does not have direct rail access, its proximity to the existing freight rail network and improved road infrastructure provides a competitive edge in logistics capabilities compared to surrounding regions.
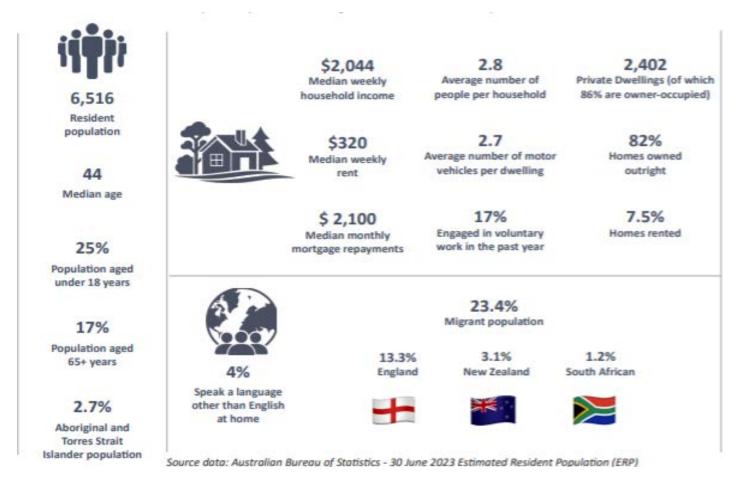
Tourism

Tourism is recognised as a key growth sector for Chittering, with significant potential for expansion. The sector benefits from Chittering's proximity to Perth, thanks to the Tonkin Highway extension, as well as its agritourism and ecotourism opportunities. The region's abundant land suitable for tourism and the spread of tourist dollars across various industries underscore the sector's importance. Notably, over a quarter (28%) of Chittering's young adults are employed in tourism, highlighting its role in providing job opportunities for a younger demographic.

Chittering has experienced significant peri-urban population growth. The population estimate for the Shire on 30 June 2023 is 6,516. Since the previous year, the population has grown by 3.46%. population growth in Regional WA was 1.44%. The population is projected to exceed 7,000 by 2031 (WA Tomorrow Population Report, REMPLAN). The median age is 44 years, with 25% of the population under 18 years and 17% over 65. Aboriginal and Torres Strait Islanders make up 2.7% of the population. The Shire is home to a diverse community, with 37.3% of residents being migrants, notably from England, New Zealand, and South Africa. There are currently 2,402 private dwellings, with 86% owner-occupied.

6,516
Resident population

44
Median age

25%
Population aged under 18 years

17%
Population aged 65+ years

2.7%
Aboriginal and Torres Strait Islander population

$2,044
Median weekly household income

$320
Median weekly rent

$ 2,100
Median monthly mortgage repayments

2.8
Average number of people per household

2.7
Average number of motor vehicles per dwelling

17%
Engaged in voluntary work in the past year

2,402
Private Dwellings (of which 86% are owner-occupied)

82%
Homes owned outright

7.5%
Homes rented

4%
Speak a language other than English at home

23.4%
Migrant population

13.3%
England

3.1%
New Zealand

1.2%
South African

Source data: Australian Bureau of Statistics - 30 June 2023 Estimated Resident Population (ERP)

Our Assets

Parks & Reserves (900 hectares)	Ovals (1.2 hectares)	Netball / Tennis Facilities	Sport & Recreation (incl. Community Halls)	Cricket Pitches	BMX Tracks	Mountain Bike Park	Fire Stations
19	4	4	7	3	3	1	5

Health Centres	Landfill Sites	Public Amenities	Cemeteries	Libraries	Sealed Roads	Unsealed Roads	Pathways
1	2	9	1	1	236.7km	170km	22.6km

Strategic Advantages

Natural and Environmental Assets
The Shire's unique landscape, including conservation reserves, wetlands, and rural vistas—supports biodiversity, tourism appeal, and a strong local identity. These assets underpin key strategies in environmental stewardship and sustainable land use.

Proximity to Perth Metropolitan Area
Chittering benefits from close proximity to Perth, supporting population growth, lifestyle migration, and economic development. The Muchea Industrial Park positions the Shire as a key employment node with access to regional transport corridors.

Community Cohesion and Local Identity
The Shire has a strong culture of community participation, volunteerism, and civic pride, which enhances resilience, supports local events, and underpins a place-based approach to service delivery and consultation.

Emerging Infrastructure and Capital Investment Pipeline

Through the Long-Term Financial Plan and related strategies, the Shire is pursuing significant upgrades to roads, community facilities, and public infrastructure, including over $16 million in aspirational projects, positioning the region for long-term sustainability and liveability.

Strategic Challenges

Financial Sustainability and Funding Dependence

Like many regional local governments, the Shire operates with a modest own-source revenue base and relies heavily on external grants to deliver major infrastructure and services. A $7.6M gap in aspirational project funding underscores the need for effective prioritisation, advocacy, and financial stewardship.

Asset Renewal and Lifecycle Management

Ageing road infrastructure, civic buildings, and community facilities are generating increased maintenance demands and capital renewal pressures. The Asset Management Plans identify several assets at condition 4 or 5, requiring urgent or short-term attention to maintain safety and service levels.

Housing and Accommodation Constraints

The Shire is facing concurrent challenges in both residential and visitor accommodation supply. Restricted land availability, particularly in Lower Chittering and Bindoon, has contributed to affordability and availability issues—impacting workforce attraction and long-term liveability. Simultaneously, limited tourism accommodation (e.g. caravan parks, short-stay options) is constraining the Shire's ability to grow its visitor economy. Addressing these gaps is critical to delivering on economic, social, and strategic objectives.

Environmental Risk and Compliance Obligations

With environmentally sensitive catchments such as Ellen Brook and high bushfire exposure, the Shire must navigate complex environmental legislation and risk management. Compliance with biodiversity protections, land use controls, and waste/environmental strategies requires ongoing investment and proactive planning.

Workforce Capability and Regional Retention

Attracting and retaining skilled staff remains a challenge due to regional location, competition with metropolitan employers, and limited local talent pools. The Workforce Plan identifies actions around upskilling, succession planning, and regional workforce attraction strategies to support organisational resilience.

Service Expectations Amid Growth and Change

Population increases and economic diversification (e.g. tourism, agriculture, Muchea Industrial Park) are elevating expectations for service delivery, infrastructure, and community amenities. Balancing demand with capacity requires agile planning and continued investment in core services.

Our Council

The Shire of Chittering consists of popularly elected members (seven) who are elected for a four-year term. Elections are held every two years, at which half the seats are contested. 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.

President Cr Aaron King

Term expires October 2025 **President since October 2021 Elected Member since October 2021**

Email: crking@chittering.wa.gov.au

Cr Mary Angus

Term expires October 2027 Deputy President since October 2021 Elected Member since October 2016

Email: crangus@chittering.wa.gov.au

Cr Carmel Ross

Term expires October 2025 **Elected Member since October 2017**

Email: crross@chittering.wa.gov.au

Cr Mark Campbell

Term expires October 2027 **Elected Member since February 2021**

Email: crcampbell@chittering.wa.gov.au

Cr John Curtis

Term expires October 2027 **Elected Member since October 2019**

Email: crcurtis@chittering.wa.gov.au

Cr Kylie Hughes

Term expires October 2027 **Elected Member since October 2019**

Email: crhughes@chittering.wa.gov.au

Cr David Dewar

Term expires October 2025 **Elected Member since October 2021**

Email: crdewar@chittering.wa.gov.au

Our Organisation

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.

Our Values

● *Positive Attitude*   ● *Respect*   ● *Accountability*   ● *Teamwork*

Our organisational structure and functions

The organisational structure is led by the Chief Executive Officer who is supported by an Executive Leadership Team, comprising of three Executive Managers. Each Manager overseas the operations of Business Units structured to meet the Shire's strategic and operational objectives, legislative responsibilities and to ensure services are delivered in the most efficient and effective manner.

Council delivers services to the community through three departments and the Chief Executive Officer's office. Each department comprises of several service units.

Chief Executive Office: responsible for leadership and development; governance and compliance; strategic planning; inter government relations; Member services and Member / staff relations; property management; regional relations; human resources; freedom of information and external complaints.

Deputy Chief Executive Officer: responsible for administration; financial and rate services; insurances; records management; library services; economic and community development services; tourism; public interest disclosure; and tendering compliance.

Development Services: responsible for planning services; environmental health services; building services; emergency services; bushfire mitigation services and ranger services.

Technical Services: responsible for asset management; road construction and maintenance; parks and gardens (including reserves); building maintenance; cemetery maintenance; landfill / waste management; fleet management and cleaning.

The organisational structure, illustrated below, is a key factor in achieving our outcomes and strategic objectives. The structure contributes to three very important aspects, namely:

*   the overall success of the Shire;
*   organisational culture; and
*   the Council values.

Executive Leadership Team

Office of the CEO

Melinda Prinsloo
Chief Executive Officer

Corporate Services
Scott Clayton

Deputy CEO

Development Services
Jake Whistler

Executive Manager: Development Services

Technical Services
Leo Pudhota

Executive Manager: Technical Services

Planning for the future

Strategic planning in local government begins with listening to the community and understanding what matters now and into the future. This input shapes the Strategic Community Plan (SCP), the Shire's principal strategy, developed through broad community engagement in 2022.

The SCP outlines the Shire's vision, values, and long-term goals. Under the *Local Government Act 1995 (s.5.56)* and *Local Government (Administration) Regulations 1996 (r.19C)*, all Western Australian local governments must prepare an SCP that:

- Looks forward at least 10 years;
- Is informed by community consultation;
- Is reviewed every four years.

The Shire's next SCP review is scheduled for 2026, with community consultation during 2025/26. This will directly shape the 2026/27 Corporate Business Plan.

The CBP sits below the SCP as a key delivery tool. It translates strategy into action, identifying who is responsible, what will be done, and how it will be resourced.

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.

Community Aspirations and Strategic Objectives

The community's aspirations are grouped into five strategic themes, each supported by clear objectives:

COMMUNITY	1	**Foster a sense of inclusivity, activity and resilience where all members feel safe, valued, supported, and empowered.**	
NATURAL ENVIRONMENT	2	**Preserve natural resources and ecosystems for current and future generations by promoting sustainability and environmental stewardship.**	
BUILT ENVIRONMENT	3	**Achieve a balance between development and conservation while enhancing infrastructure and town aesthetics.**	
ECONOMY	4	**Promote economic growth that is sustainable, inclusive, and supportive of local businesses and employment opportunities.**	
ADMINISTRATION AND GOVERNANCE	5	**Strengthen the Council's commitment to accountability, transparency, and responsible financial management while empowering residents and stakeholders.**	

Integrated Planning and Reporting (IPR) Framework

The Integrated Planning and Reporting (IPR) Framework is the Shire's approach to ensuring its strategies, services, assets, and finances are aligned and working together to achieve community priorities. It connects the community's long-term vision with day-to-day service delivery and ensures that planning and decision-making are coordinated, transparent, and sustainable.

The framework outlines how the Strategic Community Plan (SCP) sets the community's vision, and how this vision is delivered through the Corporate Business Plan (CBP), Annual Implementation Plan (AIP), and Annual Budget, supported by a range of informing strategies and service delivery plans.

Level 1: COMMUNITY-LED STRATEGIC DIRECTION

Key Outputs	**Strategic Community Plan** (10 years) *Community aspirations, long-term vision, broad outcomes*	**Asset Management Plan** (10 years) *Prioritise renewal, maintenance and investment*	**Long-Term Financial Plan** (10 years) *Forecast financial capacity and constraints*
Key Inputs	• Regional & State Government strategies • Local Planning Strategy *(Land use, zoning, environmental & economic development)*	• Community engagement & feedback • Demographic & economic trends • Climate, environmental, and social drivers • Risk assessments	

Level 2: CORPORATE DIRECTION AND RESOURCING

Key Outputs	**Corporate Business Plan** (4 years) Translate vision into medium-term strategic priorities, services, & projects.	**Annual Implementation Plan** (1 year) Translate strategic priorities into actionable annual deliverables.	**Annual Budget** (1 year) Allocate financial resources to deliver the AIP.
Key Inputs	• Workforce Management Plan • Service Specific Strategies *(Disability Access & Inclusion, Waste, Economic Development, Bushfire Mitigation, Recreation, Biodiversity, Public Health)* • Legislative requirements and CEO KPIs *(Council Expectations)*		

Level 3: SERVICE DELIVERY, WORKFORCE ACCOUNTABILITY & REPORTING

Key Outputs	**Annual Report** Annual results from Annual Implementation Plan	**Performance Reports** Corporate & Financial	**Annual Performance Reviews** CEO, Executive Team, All Staff
Key Inputs	• Directorate Plans *(BAU, project delivery, compliance activities, continuous improvement initiatives)* • Annual Audited Financial Statements		

Plan	Purpose
Strategic Community Plan (SCP)	Sets the 10+ year community vision, goals, and broad outcomes. Reviewed at least every 4 years.
Corporate Business Plan (CBP)	Translates the SCP into a 4-year roadmap of operational priorities, services, and resourcing plans.
Annual Implementation Plan (AIP)	Breaks down the CBP into detailed annual actions, projects, and service delivery priorities.
Annual Budget	Allocates financial resources annually to fund the delivery of services, projects, and operations.
Informing Strategies	Evidence-based strategies and plans (e.g., Long-Term Financial Plan, Asset Management Plans, Workforce Plan) that guide sustainable service delivery and resource management.

Informing Strategies and Frameworks

The CBP is underpinned by the following key informing strategies:

Strategy / Plan	Purpose
Local Planning Strategy	Directs future land use, balancing growth with biodiversity, tourism, and agricultural productivity.
Long Term Financial Plan (LTFP)	Aligns financial sustainability with capital investment and operational capacity.
Asset Management Plans (AMPs)	Guides the renewal and maintenance of roads, buildings, plant, and parks.
Risk Management Framework	Identifies and manages key organisational and operational risks.
Workforce Plan	Ensures the Shire has the right people and skills to deliver on its objectives.

Council has also adopted a suite of supporting strategies that inform service delivery over the CBP period. These include the:

- Economic Development Strategy
- Tourism Strategy
- Local Biodiversity Strategy
- Strategic Waste Management Plan
- Sport and Recreation Plan
- Disability Access and Inclusion Plan (DAIP)

Each supporting strategy includes clear four-year priorities, driving investment and program delivery.

Part A: Corporate Business Plan (4-year Priorities)

Translating Strategy into Action

The CBP turns the aspirations of the SCP into four-year delivery priorities. It acts as an operational roadmap shaped by adopted strategies, the Long-Term Financial Plan (LTFP), and available resources.

It is delivered through services, capital works, partnerships, community engagement, and advocacy.

Purpose of the CBP:

- Complies with Regulation 19DA of the Local Government (Administration) Regulations 1996;
- Directs the delivery of strategic objectives through all departments;
- Reviewed annually to reflect budget, workforce, legislation, and community need;

Informed by:
- Adopted strategies (e.g., Sport & Recreation Plan, Strategic Waste Management , Economic Development Strategy, Tourism Plan, DAIP, Local Biodiversity Strategy)
- Long Term Financial Plan (LTFP), Building Maintenance Plan, Asset Management Plans
- Council resolutions and budget programs
- Rolled-over CBP actions

Part B of this CBP provides the Annual Implementation Plan (AIP) for 2025/26, aligning directly with the adopted budget and annual deliverables.

Four-Year Financial Roadmap (Snapshot)

This snapshot outlines the Shire's financial and operational focus over the next four years. It demonstrates how strategic objectives are underpinned by responsible financial management, sustainable service delivery, and targeted capital investment.

CAPITAL WORKS PROGRAM 2025/26 – 2028/29

The Capital Works Program is a cornerstone of this Corporate Business Plan. It reflects infrastructure investment priorities that have been identified through community needs assessments, strategic reviews, and legislative obligations. Projects are evaluated for impact, deliverability, and alignment with the Shire's strategic direction.

Capital Expenditure by Program Area ($)

Capital Program	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
Governance	-	-	-	-
Law, order and public safety	296,524	838,600	-	69,626
Health	-	15,000	42,900	-
Education and welfare	6,200	-	-	-
Housing	9,000	34,000	33,120	-
Community amenities	31,000	75,000	50,000	50,000
Recreation and culture	403,824	57,000	109,800	100,500
Transport	6,926,488	2,526,961	2,607,344	2,798,206
Economic services	-	7,200	7,000	-
Other property and services	-	-	60,000	60,000
Total	**7,673,036**	**3,553,761**	**2,910,164**	**3,078,332**

Key Projects by Year

- **2025/26**: Finalise Lower Chittering Community Hub, deliver Mountain Bike Park, and major roads upgrades.

- **2026/27**: Bindoon town centre planning, CRM rollout, and OSH compliance upgrades.

- **2027/28**: Shire-wide Footpath & Cycleway Plan; policy and asset management reviews.

- **2028/29**: Hall and precinct reviews, signage, and infrastructure planning for grant readiness.

OPERATING PROGRAM 2025/26 – 2028/29

The Operating Program outlines the Shire's recurring service delivery commitments and operational costs across business units. It ensures core services are sustainably delivered, in line with strategic objectives and community expectations.

OPERATING EXPENDITURE BY PROGRAM AREA ($)

Operating Program	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
Governance	1,498,645	1,348,454	1,376,990	1,326,066
General purpose funding	533,724	510,957	517,302	628,269
Law, order and public safety	2,519,984	2,069,785	2,149,060	2,021,919
Health	471,953	464,129	494,84	491,29
Education and welfare	184,041	107,397	105,888	90,353
Housing	511,047	173,547	176,273	178,657
Community amenities	2,932,827	3,002,457	3,017,962	3,084,289
Recreation and culture	2,369,032	2,428,976	2,396,245	2,434,062
Transport	5,597,037	5,550,014	5,734,994	5,632,113
Economic services	1,349,488	1,234,685	1,255,402	1,278,838
Other property & services	-	-	-	-
Total	**17,967,777**	**16,890,401**	**17,224,964**	**17,165,864**

Aspirational Projects Pipeline (Unfunded Projects)

Over the next 10 years, the Shire has identified a pipeline of high-impact community, recreation, and tourism initiatives totalling **$18.2 million**. These projects are aspirational and currently unallocated in the Long-Term Financial Plan (LTFP) but serve as the foundation for future advocacy and grant pursuit.

Category	Total Value	Proposed Income	Shire Contribution
Community Amenities	$280,000	-	$280,000
Public Halls	$5,194,000	$3,794,000	$1,400,000
Recreation Infrastructure	$12,076,000	$4,621,000	$7,455,000
Tourism Projects	$700,000	$400,000	$300,000
Total	**$18,250,000**	**$8,815,000**	**$9,435,000**

Examples of proposed projects include:

- Redevelopment of Chinkabee Complex
- Construction of Mountain Bike Park

- Upgrades to Sandown Park and Brockman Centre
- Djidi Djidi Trail Lookout and Sussex Bend Reserve
- Muchea Tracks Dual Pump & Jump Track
- Lower Chittering Caravan Park

All aspirational projects are subject to Council endorsement, funding availability, and annual review.

Services at a Glance

This Corporate Business Plan groups the Shire's services into five strategic themes aligned with the Strategic Community Plan. Each service plays a key role in achieving community outcomes and is supported by projects, improvement initiatives, and business-as-usual functions over the next four years.

Strategic Theme	Service Area
Community	1. 🏛️ Recreation, Community Facilities & Active Open Spaces 2. 🤝 Community Development & Events 3. 📚 Library Services 4. 🏠 Residential Property Management 5. 🐕 Ranger & Community Safety 6. 🚒 Emergency Services & Recovery
Natural Environment	7. 🔥 Bushfire Mitigation Services 8. ♻️ Environment & Public Health 9. 🌳 Bushland & Passive Open Spaces 10. 🛝 Landfill & Waste Collection
Built Environment	11. 🚧 Transport 12. 🧱 Planning and Compliance 13. 🏗️ Building and Compliance
Economy	14. 🌍 Economic Development, Tourism & Marketing
Leadership & Governance	15. 📞 Administration & Customer Service 16. 💰 Financial Management 17. 💻 Information Technology & Records 18. 💼 People and Culture 19. 💡 Governance & Strategy 20. 📝 Executive & Council Support

Reading the Service Profiles

The Shire delivers 20 core services that reflect statutory responsibilities and community aspirations. Each service area is profiled to inform operational planning, budget alignment, and performance monitoring.

Each profile includes:

- Strategic Alignment
- Service Purpose & Scope
- Delivery Model & FTE
- Statutory / Discretionary / Compliance Classification
- Key Projects & Improvements
- Capital Investments
- Business-as-Usual & Compliance Programs

Service Classification

Classification	Description
Statutory	Mandated by law – e.g., waste, planning, rates, finance, environmental health
Discretionary	Locally driven – e.g., events, community development, economic development
Compliance/Risk-Linked	Not legislated but carries risk if not delivered – e.g., OSH, records, internal audits

Many discretionary services carry embedded obligations. For example, Community Facilities may be discretionary, but they trigger statutory requirements like building compliance, health regulations, and accessibility standards.

This layered approach improves governance, ensures resource efficiency, and aligns the CBP with both strategic intent and legal responsibility.

Status Indicators

Icon	Status	Description
🟢	Planned (Funded)	Scheduled and funded for delivery.
🟡	Planned (Unfunded)	Scheduled but dependent on securing funding.
🟠	Carry-over	Deferred from a previous planning cycle or CBP.
🔵	In Progress	Project commenced in a previous year and is currently ongoing.
🔴	Critical	High-priority project requiring urgent resourcing or funding due to risk.

Activity Types:

Icon	Type
✳️	Plan / Policy / Strategy development or review
✔️	New or rescheduled improvement activity

Risk Assessment Matrix:

Risk Category	Description
Financial Risk	Budget overrun, revenue shortfall, or financial mismanagement.
Service Delivery Risk	Interruption to essential services or reduced service quality.
Compliance / Legislative Risk	Failure to comply with legislation, regulations, or mandatory policies.
Reputation Risk	Adverse community or stakeholder perception; loss of confidence in the Shire.
Asset / Infrastructure Risk	Damage, deterioration, or failure of physical infrastructure or assets.
Environmental Risk	Environmental harm or breach of environmental obligations.
Workforce / People Risk	Workforce shortages, health & safety issues, or capacity limitations.
Strategic / Governance Risk	Misalignment with strategic objectives, poor leadership, or governance failures.
Technology / Cybersecurity Risk	Technology failures, system outages, or cybersecurity breaches.
Emergency / Safety Risk	Natural disasters, emergency incidents, or safety hazards impacting people or operations.

Risk Level		Meaning	Management Response
Critical	🔴	Severe risk; urgent mitigation required. Likely to impact strategic outcomes or community safety.	Immediate action. Executive oversight. Potential escalation to Council.
High	🟠	Significant risk; could disrupt services, cause major financial or reputational damage.	Active risk management. Senior leadership oversight. Formal controls.
Medium	🟡	Moderate risk; could affect service efficiency or cause operational delays if unmanaged.	Service-level controls and monitoring. Regular reviews and mitigation.
Low	🟢	Minor risk; well-managed through existing processes.	Routine monitoring by service area. No additional controls required.

Acronyms:

CCRP	Community Capacity & Resilience Program
BRMP	Bushfire Risk Management Plan
LTFP	Long Term Financial Plan
S&R Plan	Sport & Recreation Plan
ED Strategy	Economic Development Strategy
IPRF	Integrated Planning & Reporting Framework
DAIP	Disability Access & Inclusion
AMP	Asset Management Plan

Service Profiles (2025–2029)

The following pages detail each of the Shire's 20 services, beginning with:

1. 🏛️ Recreation, Community Facilities & Active Open Spaces

SERVICE OVERVIEW

Strategic Objective alignment

👫 **Foster a sense of inclusivity, activity and resilience where all members feel safe, valued, supported, and empowered.**

Service units contributing to the service

Community Facilities	Community Development	Roads & Parks Maintenance	Asset Planning (Technical Services)	Building Maintenance	Environmental Health	Administration & Customer Services

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Mostly Discretionary (D), with **Statutory (S)** responsibilities (cemeteries) and elements linked to compliance, legal risk mitigation, and Australian Standards.	Delivered through internal employees (FTE) and external contractors	**10.5 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

Facility planning – feasibility studies, master plans, grant applications, project delivery **(D)**

Facility maintenance – cleaning & maintenance of 56 Shire-owned facilities **(D)**

Facility inspections – safety, accessibility, code compliance (e.g. DAIP, Building Code) **(D, with legal risk)**

Facility operations – Facility operations – leases, licences, bookings for community & commercial use **(D, with legal risk)**

Chittering Health Centre & Ferguson House – lease and asset maintenance **(D)**

School Bus Shelters – maintenance **(D)**

Club development – support clubs, participation, volunteering **(D)**

Active open space & reserve maintenance – ovals, reserves, public spaces **(D, with legal risk)**

Hazard & damage response – storms, fallen trees, urgent works **(S)**

Landscaping & irrigation – beautification, weed & irrigation management **(D, with legal risk)**

Event support & activation – event space preparation, clean-up **(D)**

Cemetery management – administration and maintenance (Bindoon Cemetery) **(S)**

KEY STRATEGIES AND INFORMING PLANS

Sport & Recreation Plan	Economic Development & Tourism	Community Development Plan	Disability Access & Inclusion Plan

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 7 – Other Health	**Schedule 10** – Other Community Amenities
Schedule 8 – Other Education	**Schedule 11** – Public Halls & Civic Centres; Recreation & Sport

Four-year Project Summary

Projects	Purpose	Alignment	Start Date	End Date	Status	Risk Category	Risk Level	Responsibility
Construction of Lower Chittering Youth & Community Hub (Halls)	Provide new multi-use space for youth and community	CEO KPI; Economic Development Strategy	25/26	25/26	🟢 Planned (Funded)	Strategic / Governance Risk	🟠 High	Project Manager
Bindoon Hall – Painting, Appliances, Equipment (Halls)	Maintain usability and visual appeal	Sport & Recreation Plan	27/28	28/29	🟢 Planned (Funded)	Asset / Infrastructure Risk	🟡 Medium	Building Maintenance
Chinkabee Complex – Painting & Fencing (Halls)	Upgrade facility to improve safety and use	Sport & Recreation Plan	25/26	27/28	🔵 In Progress	Asset / Infrastructure Risk	🟢 Low	Building Maintenance
Chittering Health Centre upgrades (Halls)	Improve functionality and safety of health centre	Building Maintenance Plan	26/27	27/28	🟢 Planned (Funded)	Asset / Infrastructure Risk	🟡 Medium	Building Maintenance
Ferguson House – External Painting (Halls)	Maintain aged care facility condition	Building Maintenance Plan	25/26	25/26	🟢 Planned (Funded)	Compliance / Legislative Risk	🟢 Low	Building Maintenance
Lower Chittering Hall – Disabled Parking Bay (Halls)	Improve hall accessibility per Disability Access & Inclusion Plan	Disability Access & Inclusion Plan	25/26	25/26	🟢 Planned (Funded)	Compliance / Legislative Risk	🟢 Low	Building Maintenance
Sandown Park Ablution – DAIP Compliance (Halls)	Ensure toilet block meets access standards	Disability Access & Inclusion Plan; compliance	25/26	27/28	🟢 Planned (Funded)	Compliance / Legislative Risk	🟠 High	Building Maintenance
Sandown Park Clubrooms – Upgrades	Improve community facility functionality	Sport & Recreation Plan	28/29	28/29	🟢 Planned (Funded)	Asset / Infrastructure Risk	🟡 Medium	Building Maintenance
Wannamal Hall – Accessible Toilets & Kitchen (Halls)	Improve facility inclusiveness and Disability Access & Inclusion Plan alignment	Disability Access & Inclusion Plan	25/26	28/29	🟢 Planned (Funded)	Compliance / Access	🟡 Medium	Building Maintenance
Wannamal Hall – Infrastructure Upgrades (Halls)	Upgrade structural and utility components	Sport & Recreation Plan	28/29	28/29	🟢 Planned (Funded)	Asset / Infrastructure Risk	🟢 Low	Building Maintenance

Projects	Purpose	Alignment	Start Date	End Date	Status	Risk Category	Risk Level	Responsibility
Cemetery Memorial Gardens – Panels & Landscaping (Other Amenities)	Enhance cemetery amenity and memorial spaces	Sport & Recreation Plan	25/26	26/27	🟢 Planned (Funded)	Service Delivery Risk	🟢 Low	Parks and Gardens
Wannamal Toilet – Replace Solar Pump (Other Amenities)	Restore functionality to public toilets	Sport & Recreation Plan	25/26	25/26	🟢 Planned (Funded)	Service Delivery Risk	🟡 Medium	Building Maintenance
Spoonbill Picnic Area – Construct (Parks & Gardens)	Add new family recreation facility	Sport & Recreation Plan	26/27	26/27	🟡 Planned (Unfunded)	Reputation Risk	🟡 Medium	Community Facilities
Maintenance Trailer (Plant Equipment)	Support maintenance operations	Fleet Replacement Program	25/26	25/26	🟢 Planned (Funded)	Workforce / People Risk	🟢 Low	Fleet Management
Mower Trailer (Plant Equipment)	Support mowing operations across public spaces	Fleet Replacement Program	25/26	25/26	🟢 Planned (Funded)	Service Delivery Risk	🟢 Low	Fleet Management
Genset Trailer (Plant Equipment)	Provide backup power for works	Fleet Replacement Program	25/26	25/26	🟢 Planned (Funded)	Emergency / Safety Risk	🟡 Medium	Fleet Management
Bindoon Mountain Bike Park – Chemical Toilet (Recreation)	Provide temporary sanitary facilities	Sport & Recreation Plan	27/28	27/28	🟢 Planned (Funded)	Environmental Risk	🟢 Low	Building Maintenance
Bindoon Mountain Bike Park – Revegetation Assessment (Recreation)	Support environmental compliance for bike park	Sport & Recreation Plan	25/26	25/26	🟢 Planned (Funded)	Environmental Risk	🔴 High	Corporate Services
Bindoon Oval – Roof Replacement (Recreation)	Replace roof to maintain function and safety	Sport & Recreation Plan	27/28	27/28	🟢 Planned (Funded)	Asset / Infrastructure Risk	🟡 Medium	Building Maintenance
Sussex Bend Toilet Upgrade (Recreation)	Upgrade facility for improved public use	Sport & Recreation Plan	27/28	27/28	🟢 Planned (Funded)	Service Delivery Risk	🟡 Medium	Building Maintenance
Chittering Museum – Water Filter (Recreation)	Improve drinking water for visitors	Sport & Recreation Plan	25/26	25/26	🟢 Planned (Funded)	Workforce / People Risk	🟡 Medium	Building Maintenance
Muchea Complex – Shade Sails & Carpark (Recreation)	Provide sun protection and improve parking	Sport & Recreation Plan	25/26	26/27	🟢 Planned (Funded)	Service Delivery Risk	🟡 Medium	Building Maintenance

Projects	Purpose	Alignment	Start Date	End Date	Status	Risk Category	Risk Level	Responsibility
Muchea Recreation Centre – Pathway (Recreation)	Improve access and pedestrian safety	Sport & Recreation Plan	25/26	25/26	🟢 Planned (Funded)	Compliance / Legislative Risk	🟢 Low	Building Maintenance
Finalisation of the bridle trail network project (Trails)	Support tourism and recreation opportunities in rural areas	ED Strategy	25/26	25/26	🟢 Planned (Funded)	Service Delivery Risk	🟡 Medium	Development Services
Lake Needonga Trail (Trails)	Enhance nature access through trail expansion	ED Strategy	26/27	26/27	🟡 Planned (Unfunded)	Environmental Risk	🟡 Medium	Development Services

Status indicators: 🟢 Planned (Funded) 🟡 Planned (Unfunded) 🟠 Carry-over or deferred from CBP 🔵 In progress 🔴 Critical & requires prioritisation (to be used in improvement activities next)

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

Improvement Activities

Activity	Purpose	Alignment	25/26	26/27	27/28	28/29	Frequency	Status	Risk Category	Risk Level	Responsibility
Review the Sport & Recreation Plan (alignment with major SCP review)	Guide investment and future priorities	Integrated Planning & Reporting Framework	✳️				Every 4 years	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	Community Facilities
Draft Aspiration Plan for Brockman Centre	Define future vision for facility use	Sport & Recreation Plan		✳️			One-off	🟠 Carry-over	Strategic / Governance Risk	🟡 Medium	Community Facilities
Disability Access & Inclusion Compliance Improvements	Improve accessibility across Shire facilities	Disability Access & Inclusion Plan	✔️	✔️	✔️		Annual	🔴 Critical	Compliance / Legislative Risk	Compliance / Legislative Risk	Building Maintenance
Asbestos Re-inspections	Ensure safety compliance with regulations	Asset Management Plan	✔️				Annual	🔴 Critical	Emergency / Safety Risk	Emergency / Safety Risk	Building Maintenance
Assess AMP Year 1 vs Actuals	Validate forecast accuracy	Asset Management Plan	✔️				One-off	🔴 Critical	Strategic / Governance Risk	Strategic / Governance Risk	Technical Services

Activity	Purpose	Alignment	25/26	26/27	27/28	28/29	Frequency	Status	Risk Category	Risk Level	Responsibility
Long-term Renewal Planning	Plan for long-term asset investment	Asset Management Plan	✔				One-off	🔴 Critical	Strategic / Governance Risk	Strategic / Governance Risk	Technical Services
Review Maintenance Practices	Identify efficiencies in service delivery	Asset Management Plan	✔				One-off	🔴 Critical	Workforce / People Risk	Workforce / People Risk	Technical Services
Service Level Review & Consultation	Engage community on maintenance standards	Asset Management Plan	✔				One-off	🔴 Critical	Reputation Risk	Reputation Risk	Technical Services
Critical Asset Risk Planning	Mitigate failure of key assets	Asset Management Plan	✔				One-off	🔴 Critical	Strategic / Governance Risk	Strategic / Governance Risk	Technical Services
Landscaping Policy - use of locally indigenous plants in landscaping on public and private land	Promote local biodiversity in landscaping	Local Biodiversity Strategy			✔		One-off	🟡 Planned (Unfunded)	Compliance / Legislative Risk	🟢 Low	Development Services
Develop Cemetery Masterplan	Plan for respectful expansion and use	Council Budget Workshop	✔				One-off	🟡 Planned (Unfunded)	Strategic / Governance Risk	🟡 Medium	Office of CEO
Seek funds for Bridle Trails Network	Secure external funding to finalise	Economic Development Strategy	✔				One-off	🟡 Planned (Unfunded)	Financial Risk	🟡 Medium	Community Development

✳ Strategy, policy or plan review/develop/update ✔ New improvement or rescheduled activity

Status indicators: 🟢 Planned (Funded) 🟡 Planned (Unfunded) 🟠 Carry-over or deferred from CBP 🔵 In progress 🔴 Critical & requires prioritisation (to be used in improvement activities next)

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

The detailed business-as-usual deliverables and compliance responsibilities for **service area 1**, are outlined in Part B: Annual Implementation Plan (AIP), Section: BAU, on page **101**.

Page | 31

2. 🤝 Community Development & Events

SERVICE OVERVIEW

Strategic Objective alignment

👪 **Foster a sense of inclusivity, activity and resilience where all members feel safe, valued, supported, and empowered.**

Service units contributing to the service

Community Development & Events	Community Facilities	Environmental Health	Economic Development, Tourism & Marketing	Council & Executive Support

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Mostly Discretionary (D), with **Statutory (S)** responsibilities (DAIP).	Delivered through internal employees (FTE) and external contractors	**1.5 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

Access & Inclusion – Ensure compliance with DAIP and equitable service access **(S)**

Senior & ageing program – Activities and support for older residents **(D)**

Youth program – Programs, events, and engagement for youth **(D)**

Reconciliation – Strengthen respect and connection with Aboriginal communities **(D)**

Social connectedness – Programs to address isolation and foster belonging **(D)**

Community transport – Accessible transport for independence and participation **(D)**

Community capacity building – Grow skills and networks in community groups **(D)**

Volunteering – Promote and support civic participation through volunteerism **(D)**

Civic, cultural & seasonal events – Deliver inclusive events and celebrations **(D)**

Grants & donations – Fund strategic community projects and participation in national/international events **(D)**

Civic awards program – Recognise outstanding contributions and service **(D)**

KEY STRATEGIES AND INFORMING PLANS

Community Development Plan	Economic Development Strategy	Sport & Recreation Plan	Disability Access & Inclusion Plan

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 4 – Members of Council (Governance & Administration)

Schedule 8 – Other Education; Aged & Disabled; Other Welfare (Education & Welfare)

Schedule 11 – Heritage; Other Culture (Recreation & Culture)

Schedule 13 – Other Economic Services (Economic Services**)**

Four-year Project Summary

There are no major capital projects planned for Community Development & Events over the next four years. This service area primarily focuses on program delivery, community engagement, and non-infrastructure initiatives. Strategic outcomes will be achieved through targeted improvement activities and continuous service enhancements rather than built-form investment.

Improvement Activities

Activity	Purpose	Alignment	25/26	26/27	27/28	28/29	Frequency	Status	Risk Category	Risk Level	Responsibility
Develop Community Development Plan (aligned to major review of SCP)	Establish strategic vision and measurable goals for community support services	CEO KPI; Integrated Planning & Reporting Framework	✳				One-off	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	Community Development
Finalise Accessible Events Checklist	Ensure event inclusivity as per DAIP obligations	Disability Access & Inclusion Plan	✔				One-off	🟠 Carry-over	Compliance / Legislative Risk	🟢 Low	Community Development
Create Disability & Inclusion Toolkit for consultation	Support accessible community engagement	Disability Access & Inclusion Plan	✔				One-off	🟠 Carry-over	Service Delivery Risk	🟡 Medium	Community Development
Develop Disability Contact Register	Improve consultation with people with disability	Disability Access & Inclusion Plan	✔				One-off	🟠 Carry-over	Service Delivery Risk	🟡 Medium	Community Development
Update website with Accessible Events Checklist	Promote inclusive event standards to external parties	Disability Access & Inclusion Plan	✔				One-off	🟠 Carry-over	Reputation Risk	🟢 Low	Community Development
Community Bushfire Mitigation	Strengthen resilience and awareness through	Community Capacity & Resilience Program	✔	✔	✔		Multi-year	🟢 Planned (Funded)	Service Delivery Risk	🟠 High	Community Development

Activity	Purpose	Alignment	25/26	26/27	27/28	28/29	Frequency	Status	Risk Category	Risk Level	Responsibility
Events (Gardens & Murals)	community events										
Develop a Reconciliation Action Plan Roadmap	Align actions with national reconciliation standards	Council Resolution	✳				One-off	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	Community Development
Review Local Heritage Plan & Inventory	Preserve cultural heritage and planning integrity	Sport & Recreation Plan		✳	✳		2-year cycle	🟢 Planned (Funded)	Strategic / Governance Risk	🟢 Low	Community Development
Review Youth Program	Assess effectiveness and relevance of current youth services	Sport & Recreation Plan	✔				One-off	🔵 In Progress	Service Delivery Risk	🟢 Low	Community Development

✳ Strategy, policy or plan review/develop/update   ✔ New improvement or rescheduled activity

Status indicators: 🟢 Planned (Funded)   🟡 Planned (Unfunded)   🟠 Carry-over or deferred from CBP   🔵 In Progress   🔴 Critical & requires prioritisation (to be used in improvement activities next)

🟢 Low   🟡 Medium   🟠 High   🔴 Critical

The detailed business-as-usual deliverables and compliance responsibilities for **service area 2,** are outlined in Part B: Annual Implementation Plan (AIP), Section: BAU, on page **102**.

3. 📚 Library Services

SERVICE OVERVIEW

Strategic Objective alignment

👪 **Foster a sense of inclusivity, activity and resilience where all members feel safe, valued, supported, and empowered.**

Service units contributing to the service

| Library Services | Community Facilities | Community Development & Events | Building Maintenance |

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Mostly **Discretionary (D),** with compliance obligations associated with public building maintenance and accessibility	Delivered by internal employees, with support from volunteers and the State Library of WA (SLWA)	**1.0 FTE,** supported by community volunteers and SLWA

CORE FUNCTIONS / SERVICE DELIVERY AREAS

Lending services – Books, DVDs, audiobooks, jigsaws (6,500 item collection) **(D)**

Digital resources – eBooks, eAudiobooks, eMagazines via BorrowBox, Libby, etc. **(D)**

Public access – Free internet and Wi-Fi at Bindoon Library **(D)**

Programs & activities – Early literacy and learning (e.g., Rhyme Time) **(D)**

Community outreach – Maintain 5 Little Free Libraries across the Shire **(D)**

Library building maintenance – Repairs and upkeep of Bindoon Library **(D, with legal risk)**

KEY STRATEGIES AND INFORMING PLANS

| Sport & Recreation Plan | Economic Development & Tourism | Community Development Plan | Disability Access & Inclusion Plan |

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 11 – Library (Recreation & Culture)

Four-year Project Summary

Projects	Purpose	Alignment	Start Date	End Date	Status	Risk Category	Risk Level	Responsibility
Upgrades to library building	Maintain safety and function of community library	Building Maintenance Plan	27/28	27/28	🟢 Planned (Funded)	Asset / Infrastructure Risk	🟢 Low	Building Maintenance

Status indicators: 🟢 Planned (Funded) 🟡 Planned (Unfunded) 🟠 Carry-over or deferred from CBP 🔵 In progress 🔴 Critical & requires prioritisation (to be used in improvement activities next)

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

Improvement Activities

There are no improvement activities currently scheduled for Library Services over the four-year period. This service area will continue to focus on reliable day-to-day delivery, lease compliance, and maintaining safe, fit-for-purpose housing assets.

The detailed business-as-usual deliverables and compliance responsibilities for **service area 3,** are outlined in Part B: Annual Implementation Plan (AIP), Section: BAU, on page **104**.

4. 🏠 Residential Property Management

SERVICE OVERVIEW

Strategic Objective alignment

👪 **Foster a sense of inclusivity, activity and resilience where all members feel safe, valued, supported, and empowered.**

Service units contributing to the service

Financial Management	Community Facilities	Building Maintenance	Executive & Council Support

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Discretionary (D), with **Statutory (S)** compliance and legal risk obligations arising from tenancy laws and property standards.	Delivered by internal employees	**0.6 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

Tenancy management – Administer leases for Shire-owned housing **(D)**

Lease compliance – Ensure tenancy obligations, safety standards and legal leasing compliance **(D, with statutory compliance)**

Property maintenance – Coordinate upkeep of Shire-owned housing **(D, with legal risk)**

KEY STRATEGIES AND INFORMING PLANS

Sport & Recreation Plan	Economic Development Strategy	Community Development Plan	Disability Access & Inclusion Plan

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 9 – Staff Housing (Housing)	**Schedule 9** – Community Housing (Housing)	**Schedule 9** – Senior Housing (Housing)

Four-year Project Summary

Projects	Purpose	Alignment	Start Date	End Date	Status	Risk Category	Risk Status	Responsibility
Replace fence at one staff housing building	Improve security and accessibility per DAIP	Disability Access & Inclusion Plan	25/26	25/26	🟢 Planned (Funded)	Emergency / Safety Risk	🟢 Low	Building Maintenance
Install solar panels at 4 staff housing buildings	Improve sustainability and reduce long-term utility costs	Disability Access & Inclusion Plan	26/27	27/28	🟢 Planned (Funded)	Environmental Risk	🟡 Medium	Building Maintenance

Status indicators: 🟢 Planned (Funded) 🟡 Planned (Unfunded) 🟠 Carry-over or deferred from CBP 🔵 In progress 🔴 Critical & requires prioritisation (to be used in improvement activities next)
Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

Improvement Activities

There are no improvement activities currently scheduled for Residential Property Management over the four-year period. This service area will continue to focus on reliable day-to-day delivery, lease compliance, and maintaining safe, fit-for-purpose housing assets.

The detailed business-as-usual deliverables and compliance responsibilities for **service area 4**, are outlined in Part B: Annual Implementation Plan (AIP), Section: BAU, on page **104**.

5. 🐕 Ranger & Community Safety

SERVICE OVERVIEW

Strategic Objective alignment

👫 **Foster a sense of inclusivity, activity and resilience where all members feel safe, valued, supported, and empowered.**

Service units contributing to the service

Ranger & Community Safety	Community Emergency Safety Management (CESM)	Environmental Health	Customer Service	Community Development & Events	Executive & Council Support	Fleet Management	Building Maintenance

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Combination of **Statutory (S)** and **Discretionary (D)** service provision, with statutory duties under Local Laws, bushfire legislation, cat and dog acts, and emergency management requirements.	Delivered by internal employees and external contractors (livestock such as sheep and cattle)	**2.6 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

Community patrols & education – Promote public safety and local law compliance through patrols and education **(S)**

Local Law administration & enforcement – Enforce animal control, parking, bushfire compliance, illegal dumping, and unauthorised land use **(S)**

Complaint investigation – Respond to nuisance, noise, and safety complaints **(S/D)**

Emergency management support – Undertake firebreak inspections and support emergency preparedness **(S)**

Customer service – Provide frontline responses for infringements, animal queries, and safety advice **(D)**

Community safety education – Support safety outcomes through awareness initiatives **(S)**

Animal management & care – Register dogs and cats, investigate animal-related complaints, manage impounding and rehoming, control livestock on roads, operate the Animal Care Centre, and promote responsible pet ownership **(S/D)**

KEY STRATEGIES AND INFORMING PLANS

Bushfire Management Plan	Emergency Management Plan	Sport & Recreation Plan	Community Development Plan	Economic Development Strategy

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 5 – Other Law, Order & Public Safety (Law, Order & Public Safety)

Four-year Project Summary

Projects	Purpose	Alignment	Start Date	End Date	Status	Risk Category	Risk Status	Responsibility
Vehicle replacement	Replace vehicle to ensure operational reliability and service continuity	Fleet Replacement Plan	26/27	26/27	🟢 Planned (Funded)	Service Delivery Risk	🟡 Medium	Fleet Management

Status indicators: 🟢 Planned (Funded) 🟡 Planned (Unfunded) 🟠 Carry-over or deferred from CBP 🔵 In progress 🔴 Critical & requires prioritisation (to be used in improvement activities next)

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

Improvement Activities

There are no improvement activities currently prioritised for this service area. The focus remains on maintaining reliable statutory delivery in line with legislative and regulatory frameworks.

Business-as-Usual Focus

Ranger and Community Safety is a frontline, compliance-focused service area that predominantly delivers business-as-usual (BAU) activities. These include enforcing local laws, managing animal control, bushfire compliance, and supporting community safety initiatives. The work is highly transactional and legislative in nature, with a strong emphasis on service continuity, responsiveness, and statutory compliance.

While improvement activities and projects may be limited, the core contribution of this service area is ensuring public safety, managing local law compliance, and providing reliable, day-to-day community safety services that protect the wellbeing of residents and visitors.

The detailed business-as-usual deliverables and compliance responsibilities for **service area 5**, are outlined in Part B: Annual Implementation Plan (AIP), Section: BAU, on page **104**.

6. 🧯 Emergency Services & Recovery

SERVICE OVERVIEW

Strategic Objective alignment

👪 **Foster a sense of inclusivity, activity and resilience where all members feel safe, valued, supported, and empowered.**

Service units contributing to the service

Community Emergency Safety Management (CESM)	Ranger and Community Safety	Bushfire Mitigation Services	Community Development & Events	Building Maintenance

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Statutory (S) service provision under the Emergency Management Act 2005 (WA), with **Discretionary (D)** elements linked to supporting infrastructure and community resilience.	Delivered by internal employees (outsourced 1.0 FTE via CESM contract)	**1.0 FTE** (Outsourced)

CORE FUNCTIONS / SERVICE DELIVERY AREAS

Emergency management planning – Lead development and review of Local Emergency Management Arrangements (LEMA) and emergency response procedures **(S)**

LEMC coordination – Facilitate Local Emergency Management Committee meetings and compliance **(S)**

Brigade support & reform – Support volunteer emergency brigades and implement state emergency services reforms (e.g., training, governance) **(S)**

Recovery & resilience – Deliver post-disaster recovery efforts and build community capacity to withstand emergencies **(S)**

Emergency infrastructure – Oversee the maintenance and improvement of the 5 fire stations **(D, with compliance risk)**

KEY STRATEGIES AND INFORMING PLANS

Emergency Management Plan	Bushfire Risk Management Plan	Community Development Plan

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 5 – Emergency Services – Bushfire Brigade	**Schedule 5 –** Emergency Management (Law, Order & Public Safety)

Four-year Project Summary

Projects	Purpose	Alignment	Start Date	End Date	Status	Risk Category	Risk Level	Responsibility
Upgrades at Chittering Fire Station	Ensure infrastructure safety and functionality	Building Maintenance Plan	28/29	28/29	🟢 Planned (Funded)	Emergency / Safety Risk	🟡 Medium	Building Maintenance
Upgrades at Bindoon fire Station	Improve space and operational capacity	Building Maintenance Plan	25/26	25/26	🟢 Planned (Funded)	Service Delivery Risk	🔴 Critical	Building Maintenance
Upgrades at Lower Chittering fire Station	Address maintenance needs and safety compliance	Building Maintenance Plan	28/29	28/29	🟢 Planned (Funded)	Emergency / Safety Risk	🟡 Medium	Building Maintenance
Muchea Fire Station – Building Extensions and Works	Improve facility safety and condition	Building Maintenance Plan	25/26	28/29	🟢 Planned (Funded)	Emergency / Safety Risk	🟠 High	Building Maintenance
Replacement vehicles for Wannamal, Bindoon and Lower Chittering Brigades	Ensure functional vehicles for volunteer brigade use	Bushfire Risk Management Plan	26/27	26/27	🟢 Planned (Funded)	Service Delivery Risk	🔴 Critical	CESM
Replacement vehicles for Wannamal, Bindoon and Muchea Brigades	Replace ageing fleet to support reliable emergency response	Bushfire Risk Management Plan	25/26	25/26	🟢 Planned (Funded)	Service Delivery Risk	🔴 Critical	CESM

Status indicators: 🟢 Planned (Funded) 🟡 Planned (Unfunded) 🟠 Carry-over or deferred from CBP   🔵 In progress 🔴 Critical & requires prioritisation (to be used in improvement activities next)
Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

Improvement Activities

Activity	Purpose	Alignment	25/26	26/27	27/28	28/29	Frequency	Status	Risk Category	Risk Level	Responsibility
Review outdated LEMA Contact and Resource List	Improve data accuracy & emergency readiness	Risk Register	✳				Annual	🟢 Planned (Funded)	Service Delivery Risk	🟡 Medium	CESM
Review of the Emergency Management Plan	Legislative & operational requirements	Legislation	✳				Every 5 years	🟢 Planned (Funded)	Compliance / Legislative Risk	🔴 Critical	CESM

Activity	Purpose	Alignment	25/26	26/27	27/28	28/29	Frequency	Status	Risk Category	Risk Level	Responsibility
Purchase 2 generators for Muchea and Wannamal fire stations	Improve operational capacity during outages	Building Maintenance Plan	✳				One-off	🔵 In progress	Emergency / Safety Risk	🟠 High	CESM
Review Bush Fire Brigades Local Law 2012	Ensure legislative currency and operational relevance	Risk register	✳				Every 8-years	🟢 Planned (Funded)	Compliance / Legislative Risk	🟡 Medium	CESM

✳ Strategy, policy or plan review/develop/update ✔ New improvement or rescheduled activity

Status indicators: 🟢 Planned (Funded) 🟡 Planned (Unfunded) 🟠 Carry-over or deferred from CBP 🔵 In progress 🔴 Critical & requires prioritisation (to be used in improvement activities next)

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

The detailed business-as-usual deliverables and compliance responsibilities for **service area 6**, are outlined in Part B: Annual Implementation Plan (AIP), Section: BAU, on page **105105.**

7. 🔥 Bushfire Mitigation Services

SERVICE OVERVIEW

Strategic Objective alignment

🌱 **Preserve natural resources and ecosystems for current and future generations by promoting sustainability and environmental stewardship.**

Service units contributing to the service

Bushfire Mitigation Services	Community Emergency Safety Management (CESM)	Ranger and Community Safety	Roads & Parks Maintenance	Financial Management	Building Maintenance	Community Development & Events

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Statutory (S) responsibilities under the *Bush Fires Act 1954 (WA)* and State-endorsed risk frameworks, with **Discretionary (D)** elements that support education, engagement and volunteer coordination.	Delivered by internal employees, supported by bushfire volunteers	**4.4 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

Firebreak compliance – Inspect properties, issue notices, and enforce firebreak requirements under the Firebreak Notice **(S)**

Fuel hazard mitigation – Implement physical works (e.g., slashing, spraying, strategic burns) to reduce bushfire risk on Shire-managed land **(S)**

Bushfire preparedness education – Promote property preparedness and responsible land management through seasonal campaigns and resident support **(D)**

Bushfire risk planning – Contribute to bushfire risk mapping, annual treatment plans, and reporting for the Bushfire Risk Management Plan (BRMP) **(S)**

Volunteer coordination (mitigation) – Coordinate volunteers and contractors in delivery of Shire-led mitigation projects **(D)**

KEY STRATEGIES AND INFORMING PLANS

Bushfire Risk Management Plan	Emergency Management Plan	Local Biodiversity Strategy	Economic Development Strategy (impact on visitor safety & infrastructure)

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 5 – Fire Prevention (Law, Order & Public Safety)

Four-year Project Summary

Projects	Purpose	Alignment	Start Date	End Date	Status	Risk Category	Risk Level	Responsibility
Install one electronic Fire Danger Rating Sign	Raise fire danger awareness and promote community preparedness	Bushfire Risk Management Plan	25/26	25/26	🟢 Planned (Funded)	Emergency / Safety Risk	🟡 Medium	Bushfire Risk Officer
Install static water supply tanks at identified places (Sandown Park)	Increase available water for firefighting in high-risk zones	Bushfire Risk Management Plan	25/26	25/26	🟢 Planned (Funded)	Emergency / Safety Risk	🟠 High	Bushfire Risk Officer
Install static water supply tanks Sussex Bend Reserve (carry over)	Carry-over project to improve firefighting water access	Annual Budget Workshop	25/26	25/26	🟠 Carry-over	Emergency / Safety Risk	🟡 Medium	Building Maintenance
Install static water supply tanks Mountain Bike Park (carry over)	Support asset protection in a high-use recreation area	Annual Budget Workshop	25/26	25/26	🟠 Carry-over	Emergency / Safety Risk	🟡 Medium	Building Maintenance

Status indicators: 🟢 Planned (Funded) 🟡 Planned (Unfunded) 🟠 Carry-over or deferred from CBP 🔵 In progress 🔴 Critical & requires prioritisation (to be used in improvement activities next)
Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

Improvement Activities

Activity	Purpose	Alignment	25/26	26/27	27/28	28/29	Frequency	Status	Risk Category	Risk Level	Responsibility
Community Bushfire Mitigation Works aligned to the Community Capacity & Resilience Program (CCRP)	Strengthen resilience and awareness through community events	Community Capacity & Resilience Program	✔ 37km	✔ 46km	✔ 27km		Multi-year	🟢 Planned (Funded)	Emergency / Safety Risk	🟠 High	Bushfire Risk Management
Create Bushfire Reserves Plan – Stage 1	Ensure fire mitigation balances local biodiversity	Local Biodiversity Plan	✳				One-off	🟢 Planned (Funded)	Environmental Risk	🟡 Medium	Technical Services

Activity	Purpose	Alignment	25/26	26/27	27/28	28/29	Frequency	Status	Risk Category	Risk Level	Responsibility
Develop fuel reduction strategies aligned to BRMP	Guide systematic treatment of high-risk areas	Bushfire Risk Management Plan	✳				One-off	🟢 Planned (Funded)	Strategic / Governance Risk	🟠 High	Bushfire Risk Management
Review Bushfire Risk Management Plan	Update risk priorities and treatments	Risk register; State Hazard Plan for Fire (Emergency Management Act 2005)		✳		✳	Every 2 years	🟢 Planned (Funded)	Compliance / Legislative Risk	🟠 High	Bushfire Risk Management
Prepare Water Tanks Supply Plan	Map and prioritise future static water needs	Bushfire Risk Management Plan	✳				One-off	🟢 Planned (Funded)	Service Delivery Risk	🟡 Medium	Bushfire Risk Management

✳ Strategy, policy or plan review/develop/update ✔ New improvement or rescheduled activity

Status indicators: 🟢 Planned (Funded) 🟡 Planned (Unfunded) 🟠 Carry-over or deferred from CBP 🔵 In progress 🔴 Critical & requires prioritisation (to be used in improvement activities next)

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

The detailed business-as-usual deliverables and compliance responsibilities for **service area 7**, are outlined in Part B: Annual Implementation Plan (AIP), Section: BAU, on page **105105105.**

8. ♻ Environment & Public Health

SERVICE OVERVIEW

Strategic Objective alignment

🌱 **Preserve natural resources and ecosystems for current and future generations by promoting sustainability and environmental stewardship.**

Service units contributing to the service

Environmental Health	Ranger and Community Safety	Bushfire Mitigation Services	Building Maintenance	Waste Management	Community Development & Events

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Statutory (S) service provision under public health and environmental legislation, supported by **Discretionary (D)** education and engagement initiatives.	Delivered by internal employees	**1.4 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

Environmental health regulation & compliance – Food safety inspections, public building and event health assessments, sanitation checks, septic tank inspections, notifiable diseases, inspections at: lodging houses, caravan parks, beauty & skin penetration businesses, water sampling at public swimming pools & food businesses (drinking water) **(S)**

Wastewater system approvals – Assess and approve on-site effluent disposal and treatment systems **(S)**

Public health risk mitigation – Vector control (e.g. mosquito management), asbestos risk, and contaminated site monitoring (in coordination with DWER) **(S)**

Environmental compliance for shire works – Secure permits and licences for infrastructure works (e.g. clearing permits, sewerage approvals) **(S)**

Environmental education & engagement – Community environmental programs and support for volunteer participation **(D)**

KEY STRATEGIES AND INFORMING PLANS

Public Health Plan	Strategic Waste Management Plan	Bushfire Risk Management Plan	Emergency Management Plan

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 7 – Health Administration & Inspection	**Schedule 10 –** Sewerage (Community Amenities)
Schedule 7 – Preventative Services – Pest Control	**Schedule 10 –** Protection of the Environment (Community Amenities)

Four-year Project Summary

Capital investment under this service is focused on maintaining operational capability and environmental compliance through essential plant and equipment upgrades.

Improvement Activities

Activity	Purpose	Alignment	25/26	26/27	27/28	28/29	Frequency	Status	Risk Category	Risk Level	Responsibility
Develop a Stormwater Management Plan for Muchea and Bindoon Landfill	Meet licence conditions for prescribed premises	Environmental Protection Act 1986 – Part V	✳			✳	Every 3 years	🟠 Carry-over	Environmental Risk	🟠 High	Environmental Health
Review the Public Health Plan	Ensure local planning aligns with legislative requirements	Public Health Act 2016			✳		Every 5 years	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	Environmental Health
Review Health Local Law 2017	Ensure compliance with statutory timeframe & new public health framework	Risk register	✳				Every 8 years	🟠 Carry-over	Compliance / Legislative Risk	🟡 Medium	Environmental Health
Review Extractive Industries Local Law & develop a new Local Planning Policy - Extractive Industries	Ensure compliance and planning guidance for extractive industry approvals	Compliance	✳				Every 8 years	🟠 Carry-over	Compliance / Legislative Risk	🟡 Medium	Development Services

✳ Strategy, policy or plan review/develop/update   ✔ New improvement or rescheduled activity

Status indicators: 🟢 Planned (Funded) 🟡 Planned (Unfunded) 🟠 Carry-over or deferred from CBP 🔵 In progress 🔴 Critical & requires prioritisation (to be used in improvement activities next)

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

The detailed business-as-usual deliverables and compliance responsibilities for **service area 8**, are outlined in Part B: Annual Implementation Plan (AIP), Section: BAU, on page **106106106.**

9. 🌳 Bushland & Passive Open Spaces

SERVICE OVERVIEW

Strategic Objective alignment

🌱 **Preserve natural resources and ecosystems for current and future generations by promoting sustainability and environmental stewardship.**

Service units contributing to the service

Ranger and Community Safety	Bushfire Mitigation Services	Economic Development, Tourism & Marketing	Community Development & Events	Building Maintenance	Development Services	Roads & Parks Maintenance

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Combination of **Statutory (S)** and **Discretionary (D)** service provision, with statutory obligations relating to environmental compliance, fire mitigation, and risk management.	Delivered primarily by external contractors (Landcare), with minimal internal oversight	**0.1 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

Reserve & trail maintenance – Maintain Walk trails and natural reserves including weed control, path clearing, and signage **(S/D)**

Revegetation & biodiversity programs – Native planting and restoration in line with the Local Biodiversity Strategy **(D)**

Tree management – Risk assessments, pruning, removal, and proactive care of trees in natural areas **(S/D)**

Bushfire mitigation in natural areas – Fuel load reduction and access trail maintenance as per the Bushfire Risk Management Plan **(S)**

Environmental compliance & education – Support bushland compliance (e.g. illegal dumping, clearing) and community awareness **(S)**

Waterway management – Protection and rehabilitation of waterways and associated vegetation **(S)**

Natural area asset management – Monitor condition, plan works, and develop/update bushland management plans **(D)**

KEY STRATEGIES AND INFORMING PLANS

Local Biodiversity Strategy	Bushfire Risk Management Plan	Emergency Management Plan	Sport & Recreation Plan	Economic Development Strategy

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 11 – Other Recreation & Sport (Recreation & Culture)	**Schedule 12 –** Construction: Streets, Roads, Bridges (Transport)

Four-year Project Summary

There are no major capital projects planned for Bushland & Passive Open Spaces over the next four years. This service area primarily focuses on program delivery, and non-infrastructure initiatives.

Improvement Activities

Activity	Purpose	Alignment	25/26	26/27	27/28	28/29	Frequency	Status	Risk Category	Risk Level	Responsibility
Review the Local Biodiversity Strategy	Guide protection and enhancement of natural areas	Integrated Planning & Reporting Framework; SCP major review	✳				Every 5 years	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	Development Services
Weed eradication & feral animal control across reserves	Reduce invasive species in key Shire reserves (pest and weed management)	Local Biodiversity Strategy; Landcare		✔			Seasonal	🟠 Carry-over	Environmental Risk	🟠 High	Landcare
Develop a Private Landholder Incentives Strategy	Support native vegetation retention on private land	Local Biodiversity Strategy	✔				One-off	🟠 Carry-over	Reputation Risk	🟡 Medium	Development Services
Update WHS procedures to include Dieback and weed prevention	Ensure contractors follow hygiene protocols	Local Biodiversity Strategy; WHS Act		✔			One-off	🟠 Carry-over	Emergency / Safety Risk	🟠 High	Human Resource
Develop conservation reserve management & roadside vegetation policy	Prioritise high-value reserves & prep for grants	Local Biodiversity Plan		✳			One-off	🟠 Carry-over	Strategic / Governance Risk	🟡 Medium	Development Services
Liaise with DPLH on Muchea Industrial Park water monitoring	Protect water quality & detect contamination	Landcare	✔	✔			Annual	🟢 Planned (Funded)	Environmental Risk	🟡 Medium	Landcare

Activity	Purpose	Alignment	25/26	26/27	27/28	28/29	Frequency	Status	Risk Category	Risk Level	Responsibility
Weed control, riparian works, and soil rehabilitation	Improve biodiversity and land condition restoration (includes weed control, erosion, and revegetation)	Landcare; Local Biodiversity Strategy	✔				Seasonal	🟢 Planned (Funded)	Environmental Risk	🟠 High	Landcare

✳ Strategy, policy or plan review/develop/update ✔ New improvement or rescheduled activity

Status indicators: 🟢 Planned (Funded) 🟡 Planned (Unfunded) 🟠 Carry-over or deferred from CBP 🔵 In progress 🔴 Critical & requires prioritisation (to be used in improvement activities next)

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

The detailed business-as-usual deliverables and compliance responsibilities for **service area 9**, are outlined in Part B: Annual Implementation Plan (AIP), Section: BAU, on page **107107107.**

10. 🏛 Landfill & Waste Collection

SERVICE OVERVIEW

Strategic Objective alignment

🌱 **Preserve natural resources and ecosystems for current and future generations by promoting sustainability and environmental stewardship.**

Service units contributing to the service

| Waste Services | Environmental Health | Bushfire Mitigation Services | Building Maintenance |

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Combination of **Statutory (S)** and **Discretionary (D)** service provision, with statutory obligations related to residential collection, landfill licensing, and environmental compliance.	Delivered by internal employees and external contractors	**7.0 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

Public waste infrastructure – Maintain public bins and waste infrastructure (e.g., skip bins, compactors) across parks, townsites, and community facilities **(S/D)**

Landfill facility management – Operate and manage landfill sites at Muchea, Bindoon and Wannamal; ensure environmental compliance, access control, and safety **(S)**

Residential waste collection – Oversee kerbside collection of general waste (weekly) and recycling (fortnightly) for residential areas **(S)**

Community waste services – Illegal dumping removal, deceased animal collection, and public event waste **(D)**

Waste disposal & diversion – Monitor landfill operations, implement waste reduction strategies, and report on diversion performance to meet WA Waste Strategy targets **(S/D)**

KEY STRATEGIES AND INFORMING PLANS

| Strategic Waste Management Plan | Emergency Management Plan | Bushfire Risk Management Plan | Local Biodiversity Strategy |

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

| **Schedule 10 –** Sanitation – General (Community Amenities) | **Schedule 10 –** Sanitation – Other (Community Amenities) |

Four-year Project Summary

Projects	Purpose	Alignment	Start Date	End Date	Status	Risk Category	Risk Level	Responsibility
Install additional CCTV at Muchea landfill building	Improve security and deter illegal dumping	Building Maintenance Plan	25/26	25/26	🟢 Planned (Funded)	Emergency / Safety Risk	🟡 Medium	Building Maintenance
Purchase Landfill Ute	Support transport and operational efficiency at site	Building Maintenance Plan	25/26	25/26	🟢 Planned (Funded)	Service Delivery Risk	🟢 Low	Fleet Management
Padfoot Roller – Muchea landfill	Improve landfill compaction and site management	Building Maintenance Plan	25/26	25/26	🟢 Planned (Funded)	Service Delivery Risk	🟡 Medium	Fleet Management
Grab bucket for Muchea Landfill loader	Enhance efficiency and safety in waste handling	Building Maintenance Plan	25/26	25/26	🟢 Planned (Funded)	Service Delivery Risk	🟡 Medium	Fleet Management

Status indicators: 🟢 Planned (Funded) 🟡 Planned (Unfunded) 🟠 Carry-over or deferred from CBP 🔵 In progress 🔴 Critical & requires prioritisation (to be used in improvement activities next)

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

Improvement Activities

Activity	Purpose	Alignment	25/26	26/27	27/28	28/29	Frequency	Status	Risk Category	Risk Level	Responsibility
Address non-compliance in landfill infrastructure and operations	Resolve EPA licence non-compliance	Strategic Waste Management Plan	✔				One-off	🟠 Carry-over	Compliance / Legislative Risk	🟠 High	Technical Services
Review the Strategic Waste Management Plan	Statutory review and to meet new targets	Waste Avoidance and Resource Recovery Act 2007			✳		Every 5 years	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	Technical Services
Review of the Waste Local Law 2018	Ensure law meets statutory requirements	Local Government Act 1995 (s3.16)		✳			Every 8 years	🟢 Planned (Funded)	Compliance / Legislative Risk	🟡 Medium	Technical Services
Annual update of the Asbestos Management Plan	Maintain WHS compliance at landfills	Strategic Waste Management Plan	✳				Annual	🟢 Planned (Funded)	Compliance / Legislative Risk	🟠 High	Building Maintenance

✳ Strategy, policy or plan review/develop/update ✔ New improvement or rescheduled activity

Status indicators: 🟢 Planned (Funded) 🟡 Planned (Unfunded) 🟠 Carry-over or deferred from CBP 🔵 In progress 🔴 Critical & requires prioritisation (to be used in improvement activities next)

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

The detailed business-as-usual deliverables and compliance responsibilities for **service area 10**, are outlined in Part B: Annual Implementation Plan (AIP), Section: BAU, on page **108108108.**

11. Transport (Roads, Bridges, Drainage, Footpaths)

SERVICE OVERVIEW

Strategic Objective alignment

Achieve a balance between development and conservation while enhancing infrastructure and town aesthetics.

Service units contributing to the service

Roads & Construction	Building Maintenance	Asset Planning (Technical Services)	Fleet Management	Economic Development

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Statutory (S) and **Discretionary (D)** service provision, with statutory obligations related to road safety, drainage, signage, and public infrastructure maintenance, alongside discretionary investments in townscape and service expansion.	Delivered by internal employees and external contractors	**8.5 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

Road network construction & maintenance: Design, construct and maintain sealed and unsealed roads **(D)**

Traffic & transport asset management: Install and maintain signage, line-marking, and traffic safety infrastructure **(S/D)**

Stormwater drainage: Design and manage culverts, swales, and urban drainage systems **(S/D)**

Street lighting & furniture: Maintain lighting, bins, benches and other streetscape items **(D)**

Footpaths & bridges: Build and maintain footpaths, pedestrian access ways, and vehicle bridges **(S/D)**

Street sweeping & cleaning: Routine cleaning of townsites and high-traffic public areas **(D)**

Reactive maintenance & emergency response: Address potholes, tree falls, storm damage, and urgent road issues **(S)**

Fleet & plant services: Manage and maintain Shire vehicles, heavy plant, and equipment lifecycle **(S/D)**

KEY STRATEGIES AND INFORMING PLANS

Sport & Recreation Plan	Economic Development Strategy	Asset Management Plan

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 10: Urban Stormwater Drainage (Community Amenities)	**Schedule 12:** Construction & Maintenance – Streets, Roads, Bridges, Depot (Transport)

Four-year Project Summary

Projects	Purpose	Alignment	Start Date	End Date	Status	Risk Category	Risk Level	Responsibility
Carl Street - Future upgrades	Support future road access needs	Asset Management Plan	26/27	26/27	🟢 Planned (Funded)	Service Delivery Risk	🟡 Medium	Roads Construction
Steer Street - Future upgrades	Upgrade aging surface for safety	Asset Management Plan	27/28	27/28	🟢 Planned (Funded)	Service Delivery Risk	🟡 Medium	Roads Construction
Forrest Hills Parade - Reseal (various locations)	Maintain road quality and life	Asset Management Plan	25/26	26/27	🟢 Planned (Funded)	Service Delivery Risk	🟢 Low	Roads Construction
Chittering Valley Road - Reconstruct with 2-coat seal	Address deterioration and reliability	Grant Condition	25/26	25/26	🟢 Planned (Funded)	Service Delivery Risk	🔴 High	Roads Construction
Flat Rocks Road - Reconstruct with 2-coat seal	Maintain access and safety standards	Grant Condition	25/26	25/26	🟢 Planned (Funded)	Emergency / Safety Risk	🟡 Medium	Roads Construction
Gray Road - Future upgrades	Prepare for future traffic growth	Grant Condition	28/29	28/29	🟡 Planned (Unfunded)	Service Delivery Risk	🔴 High	Roads Construction
Ridgetop Ramble - Future upgrades	Improve safety and reduce maintenance	Grant Condition	27/28	27/28	🟡 Planned (Unfunded)	Emergency / Safety Risk	🟡 Medium	Roads Construction
Chittering Valley Road - Future upgrades	Enhance regional connectivity	Grant Condition	28/29	28/29	🟡 Planned (Unfunded)	Service Delivery Risk	🟡 Medium	Roads Construction
Wells Glover Road / Bindoon-Moora Road - Intersection works, widen, asphalt seal & line mark	Upgrade high-risk intersection	Grant Condition	25/26	25/26	🟢 Planned (Funded)	Emergency / Safety Risk	🔴 High	Roads Construction
North Road - Reconstruct, widen & seal (1.5km)	Support traffic volume and access	Grant Condition	25/26	25/26	🟢 Planned (Funded)	Service Delivery Risk	🔴 High	Roads Construction
Mooliabeenie Road	Complete safety upgrade (carry-over)	Grant Condition	25/26	25/26	🔴 Carry-over	Emergency / Safety Risk	🔴 High	Roads Construction
Muchea Road South	Mitigate crash risk (carry-over)	Grant Condition	25/26	25/26	🔴 Carry-over	Emergency / Safety Risk	🔴 High	Roads Construction
Blue Plains/Maddern	Finish black spot improvements	Grant Condition	25/26	25/26	🔴 Carry-over	Emergency / Safety Risk	🔴 High	Roads Construction
Depot building upgrades – health and safety upgrade	Ensure depot WHS compliance	Risk Register; Disability Access & Inclusion Plan	25/26	25/26	🟢 Planned (Funded)	Compliance / Legislative Risk	🟡 Medium	Building Maintenance

Projects	Purpose	Alignment	Start Date	End Date	Status	Risk Category	Risk Level	Responsibility
Purchase vehicle project officer	Enable project site mobility	Fleet Replacement Program	25/26	25/26	🟢 Planned (Funded)	Service Delivery Risk	🟢 Low	Fleet Management
Purchase vehicle Technical services	Support field inspections	Fleet Replacement Program	25/26	25/26	🟢 Planned (Funded)	Service Delivery Risk	🟢 Low	Fleet Management
Annual Plant & Equipment Program	Maintain functional plant/equipment	Asset Management Plan	25/26	28/29	🟢 Planned (Funded)	Service Delivery Risk	🟡 Medium	Fleet Management
Waldeck West Road - Gravel resheet (500m)	Resheet gravel to maintain road quality	Asset Management Plan	25/26	25/26	🟢 Planned (Funded)	Service Delivery Risk	🟢 Low	Roads Construction
West Point Road - Future upgrades	Upgrade to support local access	Asset Management Plan	26/27	27/28	🟡 Planned (Unfunded)	Service Delivery Risk	🟡 Medium	Roads Construction
Powderbark Drive - Future upgrades	Upgrade for future network needs	Asset Management Plan	28/29	28/29	🟡 Planned (Unfunded)	Service Delivery Risk	🟡 Medium	Roads Construction
Chittering Road - Future upgrades	Upgrade to support rural traffic	Asset Management Plan	28/29	28/29	🟡 Planned (Unfunded)	Service Delivery Risk	🟡 Medium	Roads Construction
Hay Flat Road - Future upgrades	Upgrade to maintain road function	Asset Management Plan	26/27	26/27	🟡 Planned (Unfunded)	Service Delivery Risk	🟡 Medium	Roads Construction
Nolan Road - Future upgrades	Upgrade to extend road lifespan	Asset Management Plan	28/29	28/29	🟡 Planned (Unfunded)	Service Delivery Risk	🟡 Medium	Roads Construction
Bore Road - Future upgrades	Upgrade to preserve network condition	Asset Management Plan	26/27	26/27	🟡 Planned (Unfunded)	Service Delivery Risk	🟢 Low	Roads Construction
Leschenaultia Drive - Future upgrades	Upgrade to support growing usage	Asset Management Plan	26/27	26/27	🟡 Planned (Unfunded)	Service Delivery Risk	🟢 Low	Roads Construction
Ghost Gum Ridge - Reseal (1.91km)	Reseal to extend asset life	Asset Management Plan	25/26	25/26	🟢 Planned (Funded)	Service Delivery Risk	🟢 Low	Roads Construction
Sugar Gum Drive - Reseal (1km)	Reseal to maintain safe condition	Asset Management Plan	25/26	25/26	🟢 Planned (Funded)	Emergency / Safety Risk	🟢 Low	Roads Construction
Densley Road - Future upgrades	Upgrade to reduce maintenance needs	Asset Management Plan	26/27	26/27	🟡 Planned (Unfunded)	Service Delivery Risk	🟢 Low	Roads Construction
Spillman Road - Future upgrades	Upgrade gravel road for durability	Asset Management Plan	27/28	27/28	🟡 Planned (Unfunded)	Service Delivery Risk	🟢 Low	Roads Construction
Bindoon-Dewars Pool Road - Future upgrades	Upgrade to support regional access	Grant Condition	25/26	25/26	🟢 Planned (Funded)	Service Delivery Risk	🟡 Medium	Roads Construction

Page | 56

Status indicators: 🟢 Planned (Funded) 🟡 Planned (Unfunded) 🟠 Carry-over or deferred from CBP 🔵 In progress 🔴 Critical & requires prioritisation (to be used in improvement activities next)

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

Improvement Activities

Activity	Purpose	Alignment	25/26	26/27	27/28	28/29	Frequency	Status	Risk Category	Risk Level	Responsibility
Conduct a Roads Condition Rating assessment aligned to the Roads to Recovery and Regional Road Group funding requirements of every 5 years	Support grant eligibility and long-term asset planning	Asset Management Plan, Roads to Recovery Guidelines	✔				Every 5 years	🔴 Critical	Financial Risk	🟡 Medium	Technical Services
Inspect roads in the Forward Works Renewal Program to confirm priorities	Prioritise road renewals based on condition	Asset Management Plan; DLGSC Asset Management Framework	✔				Annual	🔴 Critical	Financial Risk	🟡 Medium	Technical Services
Review road service levels and consult with staff and elected members	Align service delivery to capacity and community expectations	Asset Management Plan; Workforce Plan; IPR Framework	✔				One-off	🔴 Critical	Financial Risk	🟡 Medium	Technical Services
Assess AMP Year 1 actuals vs planned costs	Improve forecasting accuracy	Asset Management Plan	✔				One-off	🔴 Critical	Financial Risk	🟡 Medium	Technical Services
Develop a long-term plan and ranking system for road works	Prioritise renewal, upgrade, and new investments	Asset Management Plan	✔				One-off	🔴 Critical	Strategic / Governance Risk	🟡 Medium	Technical Services
Review road maintenance practices	Align with service levels	Asset Management	✔				Annual	🔴 Critical	Asset / Infrastructure Risk	🟡 Medium	Technical Services

Page | 57

Activity	Purpose	Alignment	25/26	26/27	27/28	28/29	Frequency	Status	Risk Category	Risk Level	Responsibility
	and optimise methods	Plan; Risk Register									
Collect asset condition data (rolling 4-year program)	Maintain current asset data to support decisions	AMP	✔	✔			Every 4 years	🔴 Critical	Service Delivery Risk	🟡 Medium	Technical Services

✳ Strategy, policy or plan review/develop/update ✔ New improvement or rescheduled activity

Status indicators: 🟢 Planned (Funded) 🟡 Planned (Unfunded) 🟠 Carry-over or deferred from CBP 🔵 In progress 🔴 Critical & requires prioritisation (to be used in improvement activities next)

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

The detailed business-as-usual deliverables and compliance responsibilities for **service area 11**, are outlined in Part B: Annual Implementation Plan (AIP), Section: BAU, on page **108108108108.**

12. 🧱 Planning and Compliance

SERVICE OVERVIEW

Strategic Objective alignment

🏛 **Achieve a balance between development and conservation while enhancing infrastructure and town aesthetics.**

Service units contributing to the service

Planning & Compliance	Building & Facilities Maintenance	Financial Services

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Statutory (S) and **Discretionary (D)** service provision, with core statutory functions under the Planning and Development Act supported by discretionary strategic planning and community engagement initiatives.	Delivered by internal employees and external contractors	**5.3 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

Development application assessment: Process development applications under the Local Planning Scheme and relevant legislation **(S)**

Strategic land use planning: Develop and review local strategies and scheme amendments to guide land use **(S/D)**

Planning advice & engagement: Provide technical advice, pre-lodgement meetings, and coordinate community consultation on complex proposals **(D)**

Compliance & enforcement: Monitor development compliance and enforce conditions or take regulatory action as required **(S)**

KEY STRATEGIES AND INFORMING PLANS

Local Planning Strategy	Local Planning Scheme	Local Planning Policies	Local Biodiversity Strategy

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 10 – Community Amenities: Town Planning & Regional Development

Four-year Project Summary

No capital projects are planned for this service over the next four years, as its focus is on statutory assessment, policy development, and regulatory compliance. These functions are primarily delivered through internal systems and processes, with improvement needs addressed through non-capital activities outlined below.

Improvement Activities

Activity	Purpose	Alignment	25/26	26/27	27/28	28/29	Frequency	Status	Risk Category	Risk Level	Responsibility
Digitise all development application records and link to GIS	Improve records access and integration with spatial data	Records Management Plan		✔			One-off	🔴 Carry-over	Technology / Cybersecurity Risk	🟡 Medium	Planning Services
Review and update the Local Planning Strategy (LPS), aligned to SCP major review	Ensure planning strategy aligns with growth and strategic priorities	Integrated Planning & Reporting Framework	✳	✳			Every 5 years	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	Planning Services
Statutory review of Local Planning Scheme No. 6 and submit to WAPC	Maintain compliance with planning regulations	Planning & Development (LPS) Regs 2015 – Reg. 65	✳				Every 5–8 years	🟢 Planned (Funded)	Compliance / Legislative Risk	🔴 High	Planning Services
Review Local Planning Policy 6: Water Supply & Drainage	Align drainage provisions with planning framework	Compliance; LPS6	✳				Every 4–5 years	🟢 Planned (Funded)	Compliance / Legislative Risk	🟡 Medium	Planning Services
Review Local Planning Policy – Biodiversity	Support biodiversity outcomes in development	Local Biodiversity Strategy	✳				Every 4–5 years	🟢 Planned (Funded)	Compliance / Legislative Risk	🟡 Medium	Planning Services
Review Local Planning Policy 11: Wayside Stalls	Ensure relevance for roadside vending activities	Compliance	✳				Every 4–5 years	🟢 Planned (Funded)	Compliance / Legislative Risk	🟢 Low	Planning Services

Activity	Purpose	Alignment	25/26	26/27	27/28	28/29	Frequency	Status	Risk Category	Risk Level	Responsibility
Subdivision of Joint Venture Housing – Lot 801 Edmonds Place	Enable future development and ROI	Economic Development Strategy	✔				One-off	🔴 Carry-over	Reputation Risk	🟡 Medium	Development Services
Conduct full review of all Local Planning Policies for consistency in line with Council Policy Review Process	Align policies with updated Scheme and Strategy	Local Planning Strategy; LPS6			✳		One-off	🟢 Planned (Funded)	Compliance / Legislative Risk	🟡 Medium	Development Services
Engage community on biodiversity overlay and subdivision provisions	Build understanding of biodiversity planning	Local Biodiversity Strategy			✔		One-off	🔴 Carry-over	Reputation Risk	🟡 Medium	Development Services

✳ Strategy, policy or plan review/develop/update ✔ New improvement or rescheduled activity

Status indicators: 🟢 Planned (Funded) 🟡 Planned (Unfunded) 🔴 Carry-over or deferred from CBP 🔵 In progress 🔴 Critical & requires prioritisation (to be used in improvement activities next)

Risk Level: 🟢 Low 🟡 Medium 🔴 High 🔴 Critical

The detailed business-as-usual deliverables and compliance responsibilities for service area 6, are outlined in Part B: Annual Implementation Plan (AIP), Section: BAU, on page **111**110**110**110**.**

13. 🏗 Building and Compliance

SERVICE OVERVIEW

Strategic Objective alignment

🏛 **Achieve a balance between development and conservation while enhancing infrastructure and town aesthetics.**

Service units contributing to the service

Building & Compliance	Planning & Compliance	Financial Services

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Primarily Statutory (S) service provision, with some **Discretionary (D)** advisory functions supporting compliance and customer service.	Delivered by internal employees and external contractors	**1.6 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

Permit processing & assessment: Assess and process building permits under the *Building Act 2011* and relevant codes **(S)**

Inspections & compliance: Conduct inspections for structural compliance, safety, and adherence to approvals and the National Construction Code **(S)**

Swimming pool compliance: Inspect private swimming pool safety barriers at least once every four years under Regulations 50 & 53 of the *Building Regulations 2012* **(S)**

Stakeholder support & advice: Provide property owners, builders and developers with technical information and assistance **(D)**

KEY STRATEGIES AND INFORMING PLANS

Local Planning Strategy	Local Planning Scheme	Local Planning Policies	Local Biodiversity Strategy

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 13 – Economic Services: Building Control

Four-year Project Summary

No capital projects are planned for this service, as building compliance is primarily delivered through statutory processes, inspections, and advisory support. Capital items relating to building assets are managed separately under Building Maintenance (Service 1).

Improvement Activities

Activity	Purpose	Alignment	25/26	26/27	27/28	28/29	Frequency	Status	Risk Category	Risk Level	Responsibility
Digitise all swimming pool inspection records and automate scheduling – CouncilFirst module	Improve records access and streamline inspection scheduling	Risk Register; Regulatory Compliance	✔				One-off	🟢 Planned (Funded)	Compliance / Legislative Risk	🟠 High	Development Services
Develop standardised inspection report templates for pool and building inspections	Ensure consistency in reporting across inspections	Process Improvement	✔				One-off	🟢 Planned (Funded)	Service Delivery Risk	🟢 Low	Building and Compliance
Review swimming pool compliance process ahead of next four-year inspection cycle	Refine processes before next statutory cycle	Building Regulations 2012 – Reg. 53			✔		Every 4 years	🟢 Planned (Funded)	Compliance / Legislative Risk	🟡 Medium	Building and Compliance
Review swimming pool inspection program	Evaluate effectiveness and coverage of inspection schedule	Statutory Review; Building Regulations	✔	✔			Every 4 years	🟠 Carry-over	Service Delivery Risk	🟡 Medium	Building and Compliance

❇ Strategy, policy or plan review/develop/update ✔ New improvement or rescheduled activity

Status indicators: 🟢 Planned (Funded) 🟡 Planned (Unfunded) 🟠 Carry-over or deferred from CBP 🔵 In progress 🔴 Critical & requires prioritisation (to be used in improvement activities next)
Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

The detailed business-as-usual deliverables and compliance responsibilities for **service area 13**, are outlined in Part B: Annual Implementation Plan (AIP), Section: BAU, on page **111111111111.**

14. 🌏 Economic Development, Tourism & Marketing

SERVICE OVERVIEW

Strategic Objective alignment

🏭 **Promote economic growth that is sustainable, inclusive, and supportive of local businesses and employment opportunities.**

Service units contributing to the service

Economic Development, Tourism & Marketing	Community Facilities	Development Services	Community Development & Events

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Primarily Discretionary (D) service provision	Delivered by internal employees and volunteers	**1.1 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

Tourism development: Promote sustainable tourism aligned with the Shire's rural identity, heritage and environmental values **(D)**

Business support & investment: Facilitate local business support, development incentives, and investor engagement **(D)**

Destination marketing: Deliver campaigns, branding, visitor servicing, and partnership promotion across regional tourism networks **(D)**

Stakeholder engagement & Advocacy: developing networks with third-party funders, funding acquisition, advocacy **(D)**

KEY STRATEGIES AND INFORMING PLANS

Sport & Recreation Plan	Economic Development Strategy	Asset Management Plan	Local Planning Strategy	Local Planning Scheme	Local Biodiversity Strategy	Communication Strategy

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 10 – Community Amenities: Town Planning & Regional Development

Schedule 13 – Economic Services: Rural Services, Tourism & Area Promotion, Economic Development

Four-year Project Summary

Projects	Purpose	Alignment	Start Date	End Date	Status	Risk Category	Risk Level	Responsibility
Subdivision of land for Independent Living Units	Enable future aged/community housing development	SCP; Sport & Recreation Plan	25/26	25/26	🟢 Planned (Funded)	Asset / Infrastructure Risk	🟡 Medium	Development Services
Joint Venture Housing – Subdivision of Land	Prepare land for potential residential or housing project	Economic Development Strategy	25/26	25/26	🟠 Carry-over	Asset / Infrastructure Risk	🟡 Medium	Development Services
Tourist Bureau building upgrades	Refresh visitor facilities to support tourism	Economic Development Strategy	26/27	26/27	🟢 Planned (Funded)	Asset / Infrastructure Risk	🟡 Medium	Economic Development

Status indicators: 🟢 Planned (Funded)   🟡 Planned (Unfunded)   🟠 Carry-over or deferred from CBP   🔵 In progress   🔴 Critical & requires prioritisation (to be used in improvement activities next)

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

Improvement Activities

Projects	Purpose	Alignment	25/26	26/27	27/28	28/29	Frequency	Status	Risk Category	Risk Level	Responsibility
Advocate for further activation of Muchea Industrial Estate (water, sewer extension, road upgrades)	Advance infrastructure and investment interest	Economic Development Strategy	✔	✔	✔	✔	Ongoing	🟠 Carry-over	Strategic / Governance Risk	🟠 High	Economic Development
Develop funding submissions for capital projects (e.g. shovel-ready)	Secure external grants for major capital priorities	Strategic Projects Pipeline; Capital Works Planning	✔	✔	✔	✔	Ongoing	🟠 Carry-over	Financial Risk	🟠 High	Economic Development
Review the Economic Development Strategy (aligned to major review of SCP)	Align ED priorities with SCP review	CEO KPI; SCP major review; Integrated Planning & Reporting Framework	✳				Every 5 years	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	Economic Development

Projects	Purpose	Alignment	25/26	26/27	27/28	28/29	Frequency	Status	Risk Category	Risk Level	Responsibility
Develop a Shire-wide Advocacy Strategy	Unify external funding priorities	CEO KPI	✔				One-off	🟢 Planned (Funded)	Strategic / Governance Risk	🟠 High	Economic Development
Develop competitive grant program for local industry	Support growth of local businesses	Economic Development Strategy	✔				One-off	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	Economic Development
Business development – investment attraction advertising	Promote Shire's business potential	Economic Development Strategy	✔				Annual	🟠 Carry-over	Strategic / Governance Risk	🟢 Low	Economic Development
Implement Tourist Signage Plan (2022/23 audit)	Improve navigation and visitor appeal	Economic Development Strategy	✔	✔			Multi-year	🟠 Carry-over	Reputation Risk	🟡 Medium	Tourism
Develop Tourism Action Plan (aligned to major review of SCP)	Guide tourism priorities and actions	Integrated Planning & Reporting Framework; SCP major review	✳				Every 5 years	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	Tourism
Chitty Chitty Nigh Run Event	Tourism Strategy	Tourism & Area Promotion (Sch. 13)	✔				April Annual	🟢 Planned (Funded)	Service Delivery Risk	🟢 Low	Tourism
Upgrade Mountain Bike Park signage	Visitor Experience	Tourism & Area Promotion (Sch. 13)	✔				Annual	🟢 Planned (Funded)	Reputation Risk	🟢 Low	Tourism

✳ Strategy, policy or plan review/develop/update   ✔ New improvement or rescheduled activity

Status indicators: 🟢 Planned (Funded) 🟡 Planned (Unfunded) 🟠 Carry-over or deferred from CBP 🔵 In progress 🔴 Critical & requires prioritisation (to be used in improvement activities next)

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

The detailed business-as-usual deliverables and compliance responsibilities for **service area 14**, are outlined in Part B: Annual Implementation Plan (AIP), Section: BAU, on page **112111111111.**

15. 📞 Administration & Customer Service

SERVICE OVERVIEW

Strategic Objective alignment

📄   **Strengthen the Council's commitment to accountability, transparency, and responsible financial management while empowering residents and stakeholders.**

Service units contributing to the service

Administration & Customer Service	Community Facilities	Human Resource	Community Development & Events	Fleet Management

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Combination of **Statutory (S)** and **Discretionary (D)** service provision, including legislated customer service obligations and business continuity planning.	Delivered by internal employees	**2.5 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

Office administration – Manage daily administrative operations including stationery, office supplies, and print room coordination **(D)**

Internal support – Provide administrative support to all business units across the organisation **(D)**

Customer service – Deliver responsive, multi-channel customer service including phone, counter, and digital service requests **(S/D)**

Customer experience – Monitor and improve service standards, process efficiency, and customer satisfaction **(D)**

Business continuity planning – Maintain and review the Shire's Business Continuity Plan to ensure preparedness for service disruptions **(S)**

KEY STRATEGIES AND INFORMING PLANS

Business Continuity Plan	Economic Development Strategy	Asset Management Plan	Local Planning Strategy	Local Planning Scheme	Local Biodiversity Strategy

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 14 – Other Property & Services: General Administration Overheads

Four-year Project Summary

Projects	Purpose	Alignment	Start Date	End Date	Status	Risk Category	Risk Level	Responsibility
Upgrades of Administration Building	Improve amenity and function of staff/admin areas	Building Maintenance Plan	27/28	27/28	🟡 Planned (Unfunded)	Asset / Infrastructure Risk	🟡 Medium	Building Maintenance
Replacement of Admin Pool Vehicle	Ensure reliable Shire fleet for corporate use	Fleet Replacement Program	28/29	28/29	🟡 Planned (Unfunded)	Service Delivery Risk	🟢 Low	Corporate Services
Office Equipment Replacement (multifunction printers, counter setup)	Upgrade customer-facing and back-office systems	ICT Strategy	25/26	25/26	🟢 Planned (Funded)	Asset / Infrastructure Risk	🟡 Medium	Corporate Services

Status indicators:　🟢 Planned (Funded)　🟡 Planned (Unfunded)　🟠 Carry-over or deferred from CBP　🔵 In progress　🔴 Critical & requires prioritisation (to be used in improvement activities next)

Risk Level:　🟢 Low　🟡 Medium　🟠 High　🔴 Critical

Improvement Activities

Activity	Purpose	Alignment	25/26	26/27	27/28	28/29	Frequency	Status	Risk Category	Risk Level	Responsibility
Develop internal Customer Service Charter and public-facing pledge	Define and communicate service expectations	Customer Experience		✔			One-off	🟢 Planned (Funded)	Reputation Risk	🟡 Medium	Corporate Services
Review and update Business Continuity Plan	Strengthen organisational resilience	Risk Register & Emergency Planning		✔			Every 2 years	🟢 Planned (Funded)	Compliance / Legislative Risk	🟠 High	Corporate Services
Develop Privacy and Responsible Information Sharing (PRIS) compliance plan (information sharing governance)	Ensure compliance and good data governance	Privacy and Responsible Information Sharing (PRIS) Act	✔				One-off	🟢 Planned (Funded)	Compliance / Legislative Risk	🟡 Medium	Corporate Services
Review and update Admin Centre Emergency Procedures	Maintain up-to-date WHS emergency protocols	Risk Register		✔		✔	Every 2 years	🟢 Planned (Funded)	Compliance / Legislative Risk	🟡 Medium	Human Resource

✳ Strategy, policy or plan review/develop/update　✔ New improvement or rescheduled activity

Status indicators:　🟢 Planned (Funded)　🟡 Planned (Unfunded)　🟠 Carry-over or deferred from CBP　🔵 In progress　🔴 Critical & requires prioritisation (to be used in improvement activities next)

Risk Level:　🟢 Low　🟡 Medium　🟠 High　🔴 Critical

The detailed business-as-usual deliverables and compliance responsibilities for **service area 15**, are outlined in Part B: Annual Implementation Plan (AIP), Section: BAU, on page **112112112.**

16. 💰 Financial Management

SERVICE OVERVIEW

Strategic Objective alignment

📑 **Strengthen the Council's commitment to accountability, transparency, and responsible financial management while empowering residents and stakeholders.**

Service units contributing to the service

Financial Management	Community Facilities	Governance, Strategy & Risk	Community Development & Events	Technical Services

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Primarily Statutory (S) service provision, with some **Discretionary (D)** elements linked to broader risk management and insurance support.	Delivered by internal employees	**6.5 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

Budget & forecasting – Prepare and manage annual budgets, long-term financial plans (LTFP), and forecasts **(S)**

Financial transactions – Oversee accounts payable, receivable, and payroll processes **(S)**

Revenue & rates – Administer rates, recover debts, issue notices, conduct title/company searches, and support hardship applications **(S)**

Procurement & compliance – Coordinate purchasing activities, tender processes, vendor management, and compliance with policies **(S)**

Insurance & risk – Manage the Shire's insurance portfolio including renewals, claims, and risk mitigation **(S/D)**

Financial reporting & audit – Deliver monthly and annual reports, audit files, and comply with Australian Accounting Standards **(S)**

Business Continuity Planning – Maintain financial continuity processes and contingencies in case of service disruption **(S)**

KEY STRATEGIES AND INFORMING PLANS

Long Term Financial Plan	Asset Management Plans	Building Maintenance Plan	Procurement Policy	Corporate Business Plan	Strategic Community Plan

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 3 – General Purpose Funding, Other General-Purpose Funding

Four-year Project Summary

N No capital projects are proposed under the Financial Management service area. System and software upgrades that support financial operations are managed through the ICT or Administration service areas.

Improvement Activities

There are no improvement activities currently prioritised for this service area. The primary focus of Financial Management is on the ongoing delivery of statutory and transactional functions in accordance with legislative and regulatory frameworks.

Financial Management is a highly transactional and compliance-driven service area. Its core responsibilities include budgeting, financial reporting, accounts payable and receivable, rates administration, and statutory compliance with financial legislation. These activities form the essential business-as-usual (BAU) operations of the Shire and are critical to supporting the organisation's financial sustainability and accountability.

While improvement initiatives or projects may arise from time to time, the primary contribution of this service area is the consistent and reliable delivery of day-to-day financial operations that meet legislative obligations and enable other service areas to achieve their strategic objectives.

The detailed business-as-usual deliverables and compliance responsibilities for **service area 16**, are outlined in Part B: Annual Implementation Plan (AIP), Section: BAU, on page **113113113.**

17.   💻 Information Technology & Records

SERVICE OVERVIEW

Strategic Objective alignment

📄 **Strengthen the Council's commitment to accountability, transparency, and responsible financial management while empowering residents and stakeholders.**

Service units contributing to the service

| IT Service | Records | Administration & Customer Service | Financial Management |

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Combination of **Statutory (S)** and **Discretionary (D)** service provision, with statutory requirements primarily linked to records compliance under the State Records Act and FOI obligations.	**IT Services:** Fully outsourced to external contractors, with internal oversight	**1 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

ICT infrastructure and system management - Manage networks, servers, cloud services, end-user devices, backups, and uptime **(D)**

Business systems & ERP integration - Support implementation and integration of business systems including digital transformation initiatives **(D)**

Records management - Operate council-wide records systems (EDRMS), archiving, retention and disposal protocols **(S)**

Compliance and information governance - Ensure compliance with the *State Records Act 2000*, *Freedom of Information Act 1992*, and internal policies **(S)**

IT Support Services - Deliver help desk support, user training, onboarding/offboarding, and software troubleshooting **(D)**

Disaster recovery and business continuity - Maintain ICT disaster recovery and cybersecurity readiness plans **(D)**

KEY STRATEGIES AND INFORMING PLANS

| Records Keeping Plan | ICT Roadmap |

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 14 – Other Property & Services: General Administration Overheads

Four-year Project Summary

Category	Projects	Purpose	Alignment	Start Date	End Date	Status	Risk Category	Risk Level	Responsibility
System Implementation	Implement CouncilFirst ERP aligned to ICT Roadmap and integrated with Records Management System	Improve financial & records management through integration	CEO KPI; Risk Register	25/26	25/26	🔵 In progress	Technology / Cybersecurity Risk	🟠 High	Corporate Services

Status indicators:　🟢 Planned (Funded)　🟡 Planned (Unfunded)　🟠 Carry-over or deferred from CBP　🔵 In progress　🔴 Critical & requires prioritisation (to be used in improvement activities next)

Risk Level:　🟢 Low　🟡 Medium　🟠 High　🔴 Critical

Improvement Activities

Activity	Purpose	Alignment	25/26	26/27	27/28	28/29	Frequency	Status	Risk Category	Risk Level	Responsibility
Finalise Records Management System implementation (integration phase)	Complete records system upgrade	CEO KPI; Risk Register	✔️				One-off	🔵 In progress	Technology / Cybersecurity Risk	🟠 High	Corporate Services
Review and submit updated Recordkeeping Plan to the State Records Commission	Ensure recordkeeping compliance	State Records Act 2000	✳️				Every 5 years	🔴 Critical & requires prioritisation	Compliance / Legislative Risk	🟠 High	Records
Improve CRM workflows and systems to support quality customer service	Improve CRM and customer response	CEO KPI	✔️				One-off	🔵 In progress	Service Delivery Risk	🟡 Medium	Corporate Services
Review complaints management process and reporting framework	Improve complaints handling and reporting	CEO KPI; LG Operational Guideline 9	✔️				One-off	🟢 Planned (Funded)	Service Delivery Risk	🟡 Medium	Corporate Services

✳️ Strategy, policy or plan review/develop/update　✔️ New improvement or rescheduled activity

Status indicators:　🟢 Planned (Funded)　🟡 Planned (Unfunded)　🟠 Carry-over or deferred from CBP　🔵 In progress　🔴 Critical & requires prioritisation (to be used in improvement activities next)

Risk Level:　🟢 Low　🟡 Medium　🟠 High　🔴 Critical

The detailed business-as-usual deliverables and compliance responsibilities for **service area 17**, are outlined in Part B: Annual Implementation Plan (AIP), Section: BAU, on page **115.**

Page | 72

18.   💼 People and Culture

SERVICE OVERVIEW

Strategic Objective alignment

📄 **Strengthen the Council's commitment to accountability, transparency, and responsible financial management while empowering residents and stakeholders.**

Service units contributing to the service

| Human Resource | Health & Safety | Administration & Customer Service | Financial Management |

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Combination of **Statutory (S)** and **Discretionary (D)** service provision, with statutory elements relating to workplace safety, employment law, and executive performance obligations.	Internal employees (FTE)	1 .1 FTE

CORE FUNCTIONS / SERVICE DELIVERY AREAS

Workforce planning & recruitment – Coordinate staffing needs, recruitment processes, onboarding, and retention initiatives **(D)**

Training & organisational development – Deliver internal and external training programs to enhance skills and capabilities **(D)**

Employee relations & WHS – Manage workplace health and safety, grievances, complaints, fitness for work, injury management, and legislative compliance **(S)**

Diversity & inclusion programs – Promote a respectful and inclusive culture aligned with organisational values **(D)**

Leadership development & succession planning – Support leadership capability and organisational continuity **(D)**

Organisational culture initiatives – Facilitate staff engagement and values-driven culture development **(D)**

Executive performance & integrity – Manage executive performance processes and promote integrity through ethical standards and frameworks **(S)**

KEY STRATEGIES AND INFORMING PLANS

| Workforce Management Plan | Council Policies & CEO Directives |

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 14 – Other Property & Services: General Administration Overheads

Four-year Project Summary

No projects are scheduled for People and Culture over the next four years.

Improvement Activities

Activity	Purpose	Alignment	25/26	26/27	27/28	28/29	Frequency	Status	Risk Category	Risk Level	Responsibility
Implement key actions of the Shire's Workforce Management Plan	Strengthen workforce capability	Workforce Management Plan	✔	✔			Multi-year	🔵 In progress	Workforce / People Risk	🟡 Medium	HR
Review and update the Workforce Management Plan in line with planning and budget cycle	Align workforce with planning	CEO KPI; SCP	✳				Annual	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	HR
Conduct Shire-wide staff culture survey	Measure culture and engagement	CEO KPI; Risk Register	✔		✔		Every 2 years	🟢 Planned (Funded)	Compliance / Legislative Risk	🟡 Medium	HR
Conduct 3-yearly Occupational Safety & Health (OSH) Audit	Audit WHS compliance	CEO KPI; WHS Risk			✔		Every 3 years	🟢 Planned (Funded)	Compliance / Legislative Risk	🔴 High	HR
Implement recommendations from 2025 OSH Audit and track progress	Improve WHS controls	CEO KPI; WHS Risk	✔				Multi-year	🟢 Planned (Funded)	Emergency / Safety Risk	🔴 High	HR
Review OSH policies and procedures for legislative compliance	Update WHS compliance	CEO KPI; WHS Act	✳				One-off	🟢 Planned (Funded)	Compliance / Legislative Risk	🟡 Medium	HR
Review and improve recruitment materials for EEO and DAIP alignment	Support inclusive hiring	Disability Access & Inclusion Plan	✔				One-off	🟢 Planned (Funded)	Workforce / People Risk	🟢 Low	HR
Review and revise the Shire's Emergency Evacuation Procedures (Admin Centre)	Update WHS readiness	Risk Register	✔				Annual	🔵 In progress	Emergency / Safety Risk	🟡 Medium	HR

Activity	Purpose	Alignment	25/26	26/27	27/28	28/29	Frequency	Status	Risk Category	Risk Level	Responsibility
Launch regional recruitment campaign (e.g. planning & ranger roles)	Attract key roles	Workforce Management Plan	✔				One-off	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	HR
Review and benchmark remuneration & EVP for high-risk roles	Retain key staff	Workforce Management Plan	✔				One-off	🟢 Planned (Funded)	Workforce / People Risk	🟡 Medium	HR
Launch internal leadership & mentoring program	Build leadership skills	Workforce Management Plan		✔			One-off	🟢 Planned (Funded)	Workforce / People Risk	🟡 Medium	HR
Roll out cloud-based HRIS, leave and timesheet system	Digitise HR processes	Workforce Management Plan		✔			One-off	🟢 Planned (Funded)	Technology / Cybersecurity Risk	🟡 Medium	HR
Pilot shared procurement or audit services with Shire of Gingin	Test shared services	Regional Collaboration			✔		One-off	🟢 Planned (Funded)	Workforce / People Risk	🟢 Low	HR
Develop FTE planning and modelling tools by business unit	Plan workforce needs	Workforce Management Plan	✔				One-off	🟢 Planned (Funded)	Workforce / People Risk	🟡 Medium	HR

✳ Strategy, policy or plan review/develop/update ✔ New improvement or rescheduled activity

Status indicators: 🟢 Planned (Funded) 🟡 Planned (Unfunded) 🟠 Carry-over or deferred from CBP 🔵 In progress 🔴 Critical & requires prioritisation (to be used in improvement activities next)

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

The detailed business-as-usual deliverables and compliance responsibilities for **service area 18**, are outlined in Part B: Annual Implementation Plan (AIP), Section: BAU, on page **115.**

19.   💡   Governance & Strategy

SERVICE OVERVIEW

Strategic Objective alignment

📄   **Strengthen the Council's commitment to accountability, transparency, and responsible financial management while empowering residents and stakeholders.**

Service units contributing to the service

Governance & Corporate Performance	Council & Executive Support	Community Development	Economic Development	Asset Management (Technical Services)	Financial Management	Administration & Customer Service

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Statutory (S) and **Discretionary (D)** service provision	Internal employees (FTE)	**1.9 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

Statutory compliance & governance frameworks – Manage the Shire's compliance obligations, policies, delegations, & authorisations to support good governance **(S)**

Internal governance processes – Maintain registers, disclosure returns, complaints records, and legislative reporting **(S)**

Strategic and organisational planning – Lead strategic planning, corporate performance monitoring, and continuous improvement initiatives **(D)**

Government relations & advocacy – Coordinate advocacy activities and engagement with State and Federal stakeholders **(D)**

Risk management & internal audit – Monitor organisational risk, maintain risk registers, and coordinate internal audits **(S)**

Asset management & planning – Monitor the performance and condition of roads, drainage, buildings, and open spaces **(S)**

Asset data & renewal planning – Collect and analyse asset data to support sustainable renewal forecasting and capital prioritisation **(S)**

Capital forecasting support – Support long-term financial planning through capital works forecasting and integration with the Long-Term Financial Plan **(S)**

Community engagement – Coordinate engagement activities and ensure community input into strategic planning **(D)**

KEY STRATEGIES AND INFORMING PLANS

Local Planning Strategy	Asset Management Plans	Long Term Financial Plan	Annual Budget	Workforce Management Plan	Economic Development Strategy	Strategic Community Plan	Corporate Business Plan

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 4 - Governance & Administration: Other Governance

Page | 76

Four-year Project Summary

Category	Projects	Alignment	Start Date	End Date	Status	Risk Category	Risk Level	Responsibility
Strategic Planning	Strategic Community Plan Review (10-year update)	CEO KPI; LG Admin Regs r.19C	25/26	25/26	🟢 Planned (Funded)	Compliance / Legislative Risk	🟠 High	Governance
Asset Management Planning	Asset Management Plan Review (All classes: Roads, Buildings, Parks & Drainage)	LG Admin Regs r.19DA; Risk; Integrated Planning & Reporting Framework	25/26	25/26	🟢 Planned (Funded)	Compliance / Legislative Risk	🟠 High	Technical Services

✳ Strategy, policy or plan review/develop/update ✔ New improvement or rescheduled activity

Status indicators: 🟢 Planned (Funded) 🟡 Planned (Unfunded) 🟠 Carry-over or deferred from CBP 🔵 In progress 🔴 Critical & requires prioritisation (to be used in improvement activities next)

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

Improvement Activities

Activity	Purpose	Alignment	25/26	26/27	27/28	28/29	Frequency	Status	Risk Category	Risk Level	Responsibility
Finalise major review of the Delegations Register (post-legislation)	Meet legislative compliance for delegations	Statutory Governance	✔				One-off	🔵 In progress	Compliance / Legislative Risk	🟠 High	Governance
Continue implementation of the Policy Review Program	Ensure consistency with updated legislation	CEO KPI; Statutory Governance	✔	✔			Multi-year	🔵 In progress	Strategic / Governance Risk	🟠 High	Governance
Audit and update the Authorisations Register	Verify lawful appointments under legislation	Statutory Governance	✔				One-off	🟢 Planned (Funded)	Compliance / Legislative Risk	🟡 Medium	Governance
Review internal reporting framework to track CBP and operational performance	Strengthen performance monitoring	CEO KPI; Integrated Planning & Reporting Framework	✔				One-off	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	Governance

Activity	Purpose	Alignment	25/26	26/27	27/28	28/29	Frequency	Status	Risk Category	Risk Level	Responsibility
Review and update Risk Management Framework and staff training	Enhance oversight and risk culture	Audit Recommendation	✔				One-off	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	Governance
Finalise and implement Community Engagement Framework and Communications Plan	Standardise engagement practices	CEO KPI; Risk Register	✔				One-off	🔵 In progress	Strategic / Governance Risk	🟡 Medium	Community Development
Strengthen relationships with local community groups and organisations	Support collaboration and civic connection	CEO KPI	✔				Ongoing	🔵 In progress	Reputation Risk	🟢 Low	Economic Development
Align all policies and directives with the Disability Access & Inclusion Plan (DAIP)	Ensure inclusive and accessible policies	Disability Access & Inclusion Plan	✔				One-off	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	Governance
Develop integrated governance compliance calendar	Improve oversight of key deadlines	CEO KPI	✔				One-off	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	Governance
Establish annual statutory reporting workshop calendar	Support compliance awareness across teams	CEO KPI	✔				Annual	🟢 Planned (Funded)	Strategic / Governance Risk	🟢 Low	Governance
Review the Shire's procurement and tender processes	Address known compliance risks	LG Act & F&G Regs	✔				One-off	🟢 Planned (Funded)	Financial Risk	🔴 High	Council Support / Finance
Finalise Asset Management Plans for Roads, Parks, and	Support capital planning and LTFP	Integrated Planning & Reporting	✔			✔	Every 3 years	🔵 In progress	Strategic / Governance Risk	🔴 High	Technical Services

Activity	Purpose	Alignment	25/26	26/27	27/28	28/29	Frequency	Status	Risk Category	Risk Level	Responsibility
Buildings (review every 3 years)		Framework; LG Admin Regs – r.19DA									
Develop a competitive grant program to grow local industry	Support local business growth	Economic Development Strategy	✔				One-off	🟢 Planned (Funded)	Financial Risk	🟡 Medium	Economic Development
Review service levels as part of Workforce Planning consultation	Ensure services match available resources	Integrated Planning & Reporting Framework		✔			One-off	🟢 Planned (Funded)	Service Delivery Risk	🟡 Medium	Technical Services / Governance
Advertise and consult on Local Laws due for review (x3)	Fulfil review cycle and enable input	LG Act – Local Laws Review	✔	✔			Every 2 years	🟢 Planned (Funded)	Compliance / Legislative Risk	🟡 Medium	Council Support
Promote and embed Population & Demographic Portal (.id Informed Decisions) portal internally & present to Council	Encourage evidence-based planning	Data-Informed Decision Making	✔				Multi-year	🔵 In progress	Strategic / Governance Risk	🟡 Medium	Governance
Audit and update the Shire's website for compliance and transparency	Maintain access to accurate info	Admin Reg 29C	✔				Annual	🟢 Planned (Funded)	Reputation Risk	🟡 Medium	Governance / All Departments

✳ Strategy, policy or plan review/develop/update   ✔ New improvement or rescheduled activity

Status indicators: 🟢 Planned (Funded) 🟡 Planned (Unfunded) 🟠 Carry-over or deferred from CBP 🔵 In progress 🔴 Critical & requires prioritisation (to be used in improvement activities next)

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

The detailed business-as-usual deliverables and compliance responsibilities for **service area 19**, are outlined in Part B: Annual Implementation Plan (AIP), Section: BAU, on page **116.**

20. 📝 Executive & Council Support

SERVICE OVERVIEW

Strategic Objective alignment

📄 **Strengthen the Council's commitment to accountability, transparency, and responsible financial management while empowering residents and stakeholders.**

Service units contributing to the service

Executive & Council Support	Administration & Customer Service	Financial Management	Building Maintenance

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Combination of **Statutory (S)** and **Discretionary (D)** service provision, with statutory responsibilities relating to council governance, elections, tenders, and meeting procedures.	Internal employees (FTE)	**1.6 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

CEO and Council Support – Provide executive and administrative support to the CEO and Elected Members **(D)**

Council member training & development - Coordinate induction and ongoing professional development in accordance with legislative requirements **(S)**

Council meetings & documentation – Prepare agendas and minutes, manage logistics, and support informed decision-making **(S)**

Statutory reporting & Elections – Ensure compliance with legislative reporting requirements and coordinate local government elections **(S)**

Tenders and RFP process – Manage public tenders and procurement documentation in accordance with the *Local Government Act 1995* and related regulations **(S)**

Maintenance of Council Chambers - Support the functionality and presentation of the Council Chambers for meetings and events **(D)**

Communications: Manage media releases, newsletters, public notices, social media, website updates, and internal messaging **(S/D)**

KEY STRATEGIES AND INFORMING PLANS

Council Policies	Elected Member Code of Conduct	Local Government Act 1995 and subsidiary legislation

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 4 – Governance & Administration: Members of Council

Four-year Project Summary

No projects are planned for this service over the next four years. The service focus remains on governance support, compliance, and continuous improvement through operational enhancements.

Improvement Activities

Activity	Purpose	Alignment	25/26	26/27	27/28	28/29	Frequency	Status	Risk Category	Risk Level	Responsibility
Establish annual calendar of statutory reporting workshops and councillor briefings	Improve awareness and timeliness of compliance reporting	CEO KPI / Governance	✔				Annual	🟢 Planned (Funded)	Compliance / Legislative Risk	🟡 Medium	Council & Executive Support
Review procurement and tender processes to address legislative non-compliance, update procedures, and train staff	Ensure procurement aligns with thresholds and legislation	LG Act & F&G Regs	✔				One-off	🟢 Planned (Funded)	Compliance / Legislative Risk	🔴 High	Council & Executive Support / Finance
Develop updated Council Member Training & Induction Framework	Improve onboarding and compliance with councillor training obligations	LG Act s.5.126A	✔				One-off	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	Council & Executive Support

✳ Strategy, policy or plan review/develop/update ✔ New improvement or rescheduled activity

Status indicators: 🟢 Planned (Funded) 🟡 Planned (Unfunded) 🟠 Carry-over or deferred from CBP 🔵 In progress 🔴 Critical & requires prioritisation (to be used in improvement activities next)

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

The detailed business-as-usual deliverables and compliance responsibilities for **service area 20**, are outlined in Part B: Annual Implementation Plan (AIP), Section: BAU, on page **118.**

Part B: Annual Implementation Plan 2025/26

This document is further supported by Part B: Annual Implementation Plan (AIP), which breaks down the four-year actions into detailed, one-year deliverables. The AIP aligns directly with the annual budget and ensures that:

- Planned activities are realistically resourced;
- Council and staff have a clear focus for the financial year;
- Performance can be tracked and reported with transparency.

Together, the CBP and AIP ensure the Shire remains strategic, accountable, and action-focused, delivering on the long-term community vision in a structured and measurable way.

It provides a detailed, resourced, and measurable breakdown of deliverables for the financial year, including timeframes, responsible service units, and reporting milestones. The AIP is structured around the services we deliver.

For each service, the following format is used:

1. Annual Projects
2. Annual Improvement Initiatives
3. Business as Usual (BAU)

Each project / initiative / BAU are aligned to strategy; workforce; budget program; risk category and level.

Projects

Service Area	Projects	Alignment	Budget Program	Funding Type	Budget Type	25/26 Budget	Status	Risk Category	Risk Level	Responsibility
1	Construction of Lower Chittering Youth & Community Hub (LCYCH)	CEO KPI; ED Strategy	Public Halls (Sch. 11)	🎯 🏛 Grant & Municipal	🏗 Capital	$1,400,000	🟢 Planned	Strategic / Governance Risk	🔴 High	Project Manager
1	Chinkabee Complex – Painting & Fencing	S&R Plan	Public Halls (Sch. 11)	🏛 Municipal	🏗 Capital	$17,000	🟢 Planned	Asset / Infrastructure Risk	🟢 Low	Building Maintenance
1	Ferguson House – External Painting	Building Maintenance Plan	Aged & Disabled (Sch. 8)	🏛 Municipal	🏗 Capital	$6,200	🟢 Planned	Compliance / Legislative Risk	🟢 Low	Building Maintenance
1	Lower Chittering Hall – Disabled Parking Bay	DAIP	Public Halls (Sch. 11)	🏛 Municipal	🏗 Capital	$6,500	🟢 Planned	Compliance / Legislative Risk	🟢 Low	Building Maintenance
1	Sandown Park Ablution – DAIP Compliance	DAIP; compliance	Public Halls (Sch. 11)	🏛 Municipal	🏗 Capital	$17,149	🟢 Planned	Compliance / Legislative Risk	🔴 High	Building Maintenance
1	Wannamal Hall – Accessible Toilets & Kitchen	DAIP	Public Halls (Sch. 11)	🏛 Municipal	🏗 Capital	$104,849	🟢 Planned	Compliance / Access	🟡 Medium	Building Maintenance
1	Cemetery Memorial Gardens – Panels & Landscaping	S&R Plan	Other Community Amenities (10)	🏛 Municipal	🏗 Capital	$6,500	🟢 Planned	Service Delivery Risk	🟢 Low	Roads & Parks Maintenance
1	Wannamal Toilet – Replace Solar Pump	S&R Plan	Other Community Amenities (10)	🏛 Municipal	🏗 Capital	$6,500	🟢 Planned	Service Delivery Risk	🟡 Medium	Building Maintenance
1	Maintenance Trailer	Fleet Program	Plant (Sch. 14)	🏛 Municipal	🏗 Capital	$22,000	🟢 Planned	Workforce / People Risk	🟢 Low	Fleet Management

Service Area	Projects	Alignment	Budget Program	Funding Type	Budget Type	25/26 Budget	Status	Risk Category	Risk Level	Responsibility
1	Mower Trailer	Fleet Program	Plant (Sch. 14)	🏛 Municipal	🏗 Capital	$60,000	🟢 Planned	Service Delivery Risk	🟢 Low	Fleet Management
1	Genset Trailer	Fleet Program	Plant (Sch. 14)	🏛 Municipal	🏗 Capital	$5,500	🟢 Planned	Emergency / Safety Risk	🟡 Medium	Fleet Management
1	Bindoon Mountain Bike Park – Revegetation Assessment	S&R Plan	Recreation (Sch. 11)	🏛 Municipal	🏗 Capital	$184,326	🟢 Planned	Environmental Risk	🟠 High	Corporate Services
1	Chittering Museum – Water Filter	S&R Plan	Recreation (Sch. 11)	🏛 Municipal	🏗 Capital	$6,000	🟢 Planned	Workforce / People Risk	🟡 Medium	Building Maintenance
1	Muchea Complex – Shade Sails & Carpark	S&R Plan	Recreation (Sch. 11)	🎯 🏛 Grant & Municipal	🏗 Capital	$59,000	🟢 Planned	Service Delivery Risk	🟡 Medium	Building Maintenance
1	Muchea Recreation Centre – Pathway	S&R Plan	Recreation (Sch. 11)	🏛 Municipal	🏗 Capital	$8,999	🟢 Planned	Compliance / Legislative Risk	🟡 Medium	Building Maintenance
1	Sussex Bend Toilet Upgrade	S&R Plan	Recreation (Sch. 11)	🏛 Municipal	🏗 Capital	$10,000	🟢 Planned	Service Delivery Risk	🟡 Medium	Building Maintenance
1	Finalisation of the bridle trail network project	ED Strategy	Roads (Sch. 12)	🏛 Municipal	🏗 Capital	$25,000	🟢 Planned	Service Delivery Risk	🟡 Medium	Development Services
4	Replace fence at one staff housing building	DAIP	Staff Housing (Sch. 9)	🏛 Municipal	🏗 Capital	$9,000	🟢 Planned (Funded)	Emergency / Safety Risk	🟢 Low	Building Maintenance
6	Upgrades at Bindoon Fire Station	Building Maintenance Plan	Fire Prevention (Sch. 5)	🏛 Municipal	🏗 Capital	$7,500	🟢 Planned	Service Delivery Risk	🔴 Critical	Building Maintenance
6	Muchea Fire Station –	Building Maintenance Plan	Fire Prevention (Sch. 5)	🎯 🏛 Grant & Municipal	🏗 Capital	$39,084	🟢 Planned	Emergency / Safety Risk	🟠 High	Building Maintenance

Page | 84

Service Area	Projects	Alignment	Budget Program	Funding Type	Budget Type	25/26 Budget	Status	Risk Category	Risk Level	Responsibility
	Extensions & Works									
6	Replacement vehicles – Wannamal, Bindoon, Muchea Brigades	Fleet Program	Bush Fire Brigade (Sch. 5)	🎯 Grant	🏗 Capital	$250,000	🟢 Planned	Service Delivery Risk	🔴 Critical	CESM
7	Install one Electronic Fire Danger Rating Sign	BRMP	Fire Prevention (Sch. 5)	🏛 Municipal	🏗 Capital	$22,500	🟢 Planned	Emergency / Safety Risk	🟡 Medium	Bushfire Risk Officer
7	Install static water supply tanks at identified places	BRMP	Fire Prevention (Sch. 5)	🎯 🏛 Grant & Municipal	🏗 Capital	$197,031	🟢 Planned	Emergency / Safety Risk	🟠 High	Building Maintenance
7	Install static tanks – Sussex Bend Reserve (carry-over)	S&R Plan	Recreation (Sch. 11)	🏛 Municipal	🏗 Capital	$32,069	🟠 Carry-over	Emergency / Safety Risk	🟡 Medium	Building Maintenance
7	Install static tanks – Mountain Bike Park (carry-over)	S&R Plan	Recreation (Sch. 11)	🏛 Municipal	🏗 Capital	$106,584	🟠 Carry-over	Emergency / Safety Risk	🟡 Medium	Building Maintenance
10	Install additional CCTV at Muchea landfill	Building Maintenance Plan	Sanitation (Sch. 10)	🏛 Municipal	🏗 Capital	$12,000	🟢 Planned	Emergency / Safety Risk	🟡 Medium	Technical Services
10	Purchase Landfill Ute	Building Maintenance Plan	Plant (Sch. 14)	🏛 Municipal	🏗 Capital	$60,000	🟢 Planned	Service Delivery Risk	🟢 Low	Technical Services
10	Padfoot Roller – Muchea landfill	Building Maintenance Plan	Plant (Sch. 14)	🏛 Municipal	🏗 Capital	$70,000	🟢 Planned	Service Delivery Risk	🟡 Medium	Technical Services

Service Area	Projects	Alignment	Budget Program	Funding Type	Budget Type	25/26 Budget	Status	Risk Category	Risk Level	Responsibility
10	Grab bucket for Muchea Landfill loader	Building Maintenance Plan	Plant (Sch. 14)	🏛 Municipal	📐 Capital	$35,000	🟢 Planned	Service Delivery Risk	🟡 Medium	Technical Services
11	Forrest Hills Parade - Reseal (various locations)	AMP	Roads (Sch. 12)	🏛 Municipal	📐 Capital	$50,000	🟢 Planned (Funded)	Service Delivery Risk	🟢 Low	Roads & Construction
11	Chittering Valley Road - Reconstruct with 2-coat seal	Grant Condition	Roads (Sch. 12)	🎯 Grant	📐 Capital	$311,431	🟢 Planned (Funded)	Service Delivery Risk	🟠 High	Roads & Construction
11	Flat Rocks Road - Reconstruct with 2-coat seal	Grant Condition	Roads (Sch. 12)	🎯 Grant	📐 Capital	$147,569	🟢 Planned (Funded)	Emergency / Safety Risk	🟡 Medium	Roads & Construction
11	Wells Glover Rd / Bindoon-Moora Rd – Intersection works	Grant Condition	Roads (Sch. 12)	🎯 🏛 Grant & Municipal	📐 Capital	$232,502	🟢 Planned (Funded)	Emergency / Safety Risk	🟠 High	Roads & Construction
11	North Road – Reconstruct, widen & seal (1.5km)	Grant Condition	Roads (Sch. 12)	🎯 🏛 Grant & Municipal	📐 Capital	$812,146	🟢 Planned (Funded)	Service Delivery Risk	🟠 High	Roads & Construction
11	Mooliabeenie Road Black Spot (carry over)	Grant Condition	Roads (Sch. 12)	🎯 🏛 Grant & Municipal	📐 Capital	$231,758	🟠 Carry-over	Emergency / Safety Risk	🟠 High	Roads & Construction
11	Muchea Road South Black Spot (carry over)	Grant Condition	Roads (Sch. 12)	🎯 🏛 Grant & Municipal	📐 Capital	$189,067	🟠 Carry-over	Emergency / Safety Risk	🟠 High	Roads & Construction
11	Blue Plains/Maddern Black Spot (carry over)	Grant Condition	Roads (Sch. 12)	🎯 Grant	📐 Capital	$57,561	🟠 Carry-over	Emergency / Safety Risk	🟠 High	Roads & Construction

Service Area	Projects	Alignment	Budget Program	Funding Type	Budget Type	25/26 Budget	Status	Risk Category	Risk Level	Responsibility
11	Depot Building Upgrades – Health and Safety Upgrade	Risk Register & DAIP	Roads (Sch. 12)	🏛 Municipal	🏗 Capital	$5,000	🟢 Planned (Funded)	Compliance / Legislative Risk	🟡 Medium	Building Maintenance
11	Purchase Vehicle – Project Officer	Fleet Replacement Program	Roads (Sch. 12)	🏛 Municipal	🏗 Capital	$60,000	🟢 Planned (Funded)	Service Delivery Risk	🟢 Low	Technical Services
11	Purchase Vehicle – Technical Services	Fleet Replacement Program	Roads (Sch. 12)	🏛 Municipal	🏗 Capital	$65,000	🟢 Planned (Funded)	Service Delivery Risk	🟢 Low	Technical Services
11	Implement Annual Plant & Equipment Capital Program	LTFP	Roads (Sch. 12)	🏛 Municipal	🏗 Capital	$327,000	🟢 Planned (Funded)	Service Delivery Risk	🟡 Medium	Technical Services
11	Waldeck West Road - Gravel resheet (500m)	LTFP	Roads (Sch. 12)	🏛 Municipal	🏗 Capital		🟢 Planned (Funded)	Service Delivery Risk	🟢 Low	Roads & Construction
11	Ghost Gum Ridge - Reseal (1.91km)	AMP	Roads (Sch. 12)	🏛 Municipal	🏗 Capital		🟢 Planned (Funded)	Service Delivery Risk	🟢 Low	Roads & Construction
11	Sugar Gum Drive - Reseal (1km)	AMP	Roads (Sch. 12)	🏛 Municipal	🏗 Capital		🟢 Planned (Funded)	Emergency / Safety Risk	🟢 Low	Roads & Construction
11	Bindoon-Dewars Pool Road – Future Upgrades	Grant Condition	Roads (Sch. 12)	🎯 🏛 Grant & Municipal	🏗 Capital	$61,260	🟢 Planned (Funded)	Service Delivery Risk	🟡 Medium	Roads & Construction
14	Subdivision of land for Independent Living Units	SCP; Sport & Recreation Plan	Other Governance (Sch. 4)	🏛 Municipal	🔧 Operational	$40,000	🟢 Planned (Funded)	Asset / Infrastructure Risk	🟡 Medium	Community Facilities
14	Joint Venture Housing –	ED Strategy	Town Planning & Regional	🏛 Municipal	🔧 Operational	$50,000	🔴 Carry-over	Asset / Infrastructure Risk	🟡 Medium	Economic Development

Service Area	Projects	Alignment	Budget Program	Funding Type	Budget Type	25/26 Budget	Status	Risk Category	Risk Level	Responsibility
	Subdivision of Land		Development (Sch. 10)							
15	Office Equipment Replacement (e.g. MFPs, counter setup)	ICT Replacement Program	General Administration (Sch. 14)	🏛 Municipal	Capital	$8,000	🟢 Planned (Funded)	Asset / Infrastructure Risk	🟡 Medium	Corporate Services
17	Implement CouncilFirst ERP aligned to ICT Roadmap and integrated with Records Management System	CEO KPI; Risk Register	General Administration (Sch. 14)	🏛 Municipal	🔧 Operational	$141,000	🟢 Planned (Funded)	Technology / Cybersecurity Risk	🟠 High	Corporate Services
19	Strategic Community Plan Review (10-year update)	CEO KPI; LG Admin Regs r.19C	Other Governance (Sch. 4)	🏛 Municipal	🔧 Operational	$100,000	🟢 Planned (Funded)	Compliance / Legislative Risk	🟠 High	Governance
19	Asset Management Plan Review (All classes)	IPRF; Risk Register; LG Admin Regs r.19DA	Other Governance (Sch. 4)	🏛 Municipal	🔧 Operational	$20,000	🟢 Planned (Funded)	Compliance / Legislative Risk	🟠 High	Technical Services

FUNDING TYPE: 🎯 Grant (externally funded) 🏛 Municipal (funded from Shire's municipal budget) 🎯🏛 Grant & Municipal (Co-funded)

BUDGET TYPE: 📧 Capital budget 🔧 Operational budget

Status indicators: 🟢 Planned (Funded) 🟡 Planned (Unfunded) 🟠 Carry-over or deferred from CBP 🔵 In progress 🔴 Critical & requires prioritisation (to be used in improvement activities next)

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

Improvement Activities

Service Area	Activity	Alignment	Budget Program	Frequency	25/26	Status	Risk Category	Risk Level	Responsibility
1	Review the Sport & Recreation Plan (alignment with major SCP review)	IPRF	Other Governance (Sch. 4)	One-off	✳	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	Community Facilities
1	DAIP Compliance Improvements	DAIP	Salaries & Overheads	Annual	✔	🔵 In progress	Compliance / Legislative Risk	🔴 Critical	Building Maintenance
1	Asbestos Re-inspections	AMP	Salaries & Overheads	Annual	✔	🔵 In progress	Emergency / Safety Risk	🔴 Critical	Building Maintenance
1	Assess AMP Year 1 vs Actuals	AMP	Salaries & Overheads	One-off	✔	🟢 Planned (Funded)	Strategic / Governance Risk	🔴 Critical	Technical Services
1	Long-term Renewal Planning	AMP	Salaries & Overheads	One-off	✔	🟢 Planned (Funded)	Strategic / Governance Risk	🔴 Critical	Technical Services
1	Review Maintenance Practices	AMP	Salaries & Overheads	One-off	✔	🟢 Planned (Funded)	Workforce / People Risk	🔴 Critical	Technical Services
1	Service Level Review & Consultation	AMP	Salaries & Overheads	One-off	✔	🟢 Planned (Funded)	Reputation Risk	🟠 High	Technical Services
1	Critical Asset Risk Planning	AMP	Salaries & Overheads	One-off	✔	🟢 Planned (Funded)	Strategic / Governance Risk	🔴 Critical	Technical Services
1	Develop Cemetery Masterplan	Council Budget Workshop	Salaries & Overheads	One-off	✔	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	Office of CEO
1	Seek funds for Bridle Trails Network	Economic Development Strategy	Salaries & Overheads	One-off	✔	🟢 Planned	Financial Risk	🟡 Medium	Community Development
2	Develop Community Development Plan	CEO KPI; SCP Major Review	Other Governance (Sch. 4)	One-off	✳	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	Community Development

Page | 89

Service Area	Activity	Alignment	Budget Program	Frequency	25/26	Status	Risk Category	Risk Level	Responsibility
2	Finalise Accessible Events Checklist	DAIP	Salaries & Overheads	One-off	✔	🟠 Carry-over	Compliance / Legislative Risk	🟢 Low	Community Development
2	Create Disability & Inclusion Toolkit for consultation	DAIP	Salaries & Overheads	One-off	✔	🟠 Carry-over	Service Delivery Risk	🟡 Medium	Community Development
2	Develop Disability Contact Register	DAIP	Salaries & Overheads	One-off	✔	🟠 Carry-over	Service Delivery Risk	🟡 Medium	Community Development
2	Update website with Accessible Events Checklist	DAIP	Salaries & Overheads	One-off	✔	🟠 Carry-over	Reputation Risk	🟢 Low	Community Development
2	Community Bushfire Mitigation Events (Gardens & Murals)	Community Capacity & Resilience Program	Salaries & Overheads	Multi-year	✔	🔵 In progress	Service Delivery Risk	🟠 High	Community Development
2	Develop a Reconciliation Action Plan Roadmap	Council Resolution	Other Governance (Sch. 4)	One-off	✳	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	Community Development
2	Review Youth Program	S&R Plan	Salaries & Overheads	One-off	✔	🟢 Planned (Funded)	Service Delivery Risk	🟢 Low	Community Development
3	Implement Library IT system	LTFP	Library (Sch. 11)	One-off	✔ $4,000	🟠 Carry-over or deferred from CBP	Service Delivery Risk	Moderate	Community Development
6	Review outdated LEMA Contact and Resource List	Risk Register	Salaries & Overheads	Annual	✳	🟢 Planned	Service Delivery Risk	🟡 Medium	CESM
6	Review of the Emergency Management Plan	Legislation	Salaries & Overheads	Every 5 years	✳ $25,000	🟢 Planned	Compliance / Legislative Risk	🔴 Critical	CESM
6	Purchase 2 generators for Muchea and Wannamal fire stations	Building Maintenance Plan	Fire Prevention (Sch. 5)	One-off	✔ $6,000	🔵 In progress	Emergency / Safety Risk	🟠 High	CESM

Service Area	Activity	Alignment	Budget Program	Frequency	25/26	Status	Risk Category	Risk Level	Responsibility
6	Review Bush Fire Brigades Local Law 2012	Risk Register	Salaries & Overheads	Every 8 years	✳	🟢 Planned	Compliance / Legislative Risk	🟡 Medium	CESM
7	Community Bushfire Mitigation Works aligned to the Community Capacity & Resilience Program (CCRP)	Community Capacity & Resilience Program	Fire Prevention (Sch. 5)	Multi-year	✔ 37km	🟢 Planned (Funded)	Emergency / Safety Risk	🟠 High	Bushfire Risk Management
7	Create Bushfire Reserves Plan – Stage 1	Local Biodiversity Strategy	Salaries & Overheads	One-off	✳	🟢 Planned	Environmental Risk	🟡 Medium	Technical Services
7	Develop fuel reduction strategies aligned to BRMP	Bushfire Risk Management Plan	Salaries & Overheads	One-off	✳	🟢 Planned	Strategic / Governance Risk	🟠 High	Bushfire Risk Management
7	Prepare Water Tanks Supply Plan	Bushfire Risk Management Plan	Salaries & Overheads	One-off	✳	🟢 Planned	Compliance / Legislative Risk	🟠 High	Bushfire Risk Management
8	Develop a Stormwater Management Plan for Muchea and Bindoon Landfill	Environmental Protection Act 1986 – Part V	Health (Sch. 7)	Every 3 years	✳	🟢 Planned	Environmental Risk	🟠 High	Environmental Health
8	Review Health Local Law 2017	Risk Register	Salaries & Overheads	Every 8 years	✳	🟢 Planned	Compliance / Legislative Risk	🟡 Medium	Environmental Health
8	Review Extractive Industries Local Law & develop a new Local Planning Policy - Extractive Industries	Compliance	Salaries & Overheads	Every 8 years	✳	🔴 Critical	Compliance / Legislative Risk	🟡 Medium	Development Services
9	Review the Local Biodiversity Strategy	IPRF; SCP Review	Protection of Environment (Sch. 10)	Every 5 years	✳	🟢 Planned	Strategic / Governance Risk	🟡 Medium	Landcare

Service Area	Activity	Alignment	Budget Program	Frequency	25/26	Status	Risk Category	Risk Level	Responsibility
9	Develop a Private Landholder Incentives Strategy	Local Biodiversity Strategy	Salaries & Overheads	One-off	✔	🟠 Carry-over	Reputation Risk	🟡 Medium	Development Services
9	Liaise with DPLH on Muchea Industrial Park water monitoring	Landcare	Protection of Environment (Sch. 10)	Annual	✔	🔵 In Progress	Environmental Risk	🟡 Medium	Landcare
9	Weed control, riparian works, and soil rehabilitation	Landcare / Local Biodiversity Strategy	Protection of Environment (Sch. 10)	Seasonal	✔	🔵 In Progress	Environmental Risk	🟠 High	Landcare
10	Address non-compliance in landfill infrastructure and operations	Strategic Waste Management Plan	Salaries & Overheads	One-off	✔	🔵 In Progress	Compliance / Legislative Risk	🟠 High	Technical Services
10	Annual update of the Asbestos Management Plan	Strategic Waste Management Plan	Salaries & Overheads	Annual	✳	🟢 Planned	Compliance / Legislative Risk	🟠 High	Technical Services
11	Conduct Roads Condition Rating Assessment aligned to the Roads to Recovery and Regional Road Group funding requirements	AMP, Roads to Recovery Guidelines	Salaries & Overheads	Every 5 years	✳	🔴 Critical	Financial Risk	🟡 Medium	Technical Services
11	Inspect roads in the Forward Works Renewal Program to confirm priorities	AMP, DLGSC Asset Management Framework	Salaries & Overheads	Annual	✳	🔴 Critical	Financial Risk	🟡 Medium	Technical Services
11	Review road service levels and consult	AMP, Workforce Plan, IPRF	Salaries & Overheads	One-off	✳	🔴 Critical	Financial Risk	🟡 Medium	Technical Services

Service Area	Activity	Alignment	Budget Program	Frequency	25/26	Status	Risk Category	Risk Level	Responsibility
	with staff and elected members								
11	Assess AMP Year 1 actuals vs planned costs	AMP	Salaries & Overheads	One-off	✳	🔴 Critical	Financial Risk	🟡 Medium	Technical Services
11	Develop a long-term plan and ranking system for road works	AMP	Salaries & Overheads	One-off	✳	🔴 Critical	Strategic / Governance Risk	🟡 Medium	Technical Services
11	Review Road Maintenance Practices	AMP; Risk Register	Salaries & Overheads	Annual	✳	🔴 Critical	Asset / Infrastructure Risk	🟡 Medium	Technical Services
11	Collect Asset Condition Data	AMP	Salaries & Overheads	Every 4 years	✳	🔴 Critical	Service Delivery Risk	🟡 Medium	Technical Services
12	Review and update the Local Planning Strategy (aligned to SCP review)	IPRF	Other Governance (Sch. 4)	Every 5 years	✳	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	Planning Services
12	Statutory review of Local Planning Scheme No. 6	Planning & Development (LPS) Regs 2015 – Reg. 65	Town Planning & Regional Development (Sch. 10)	Every 5–8 years	✳	🟢 Planned (Funded)	Compliance / Legislative Risk	🟠 High	Planning Services
12	Review Local Planning Policy 6: Water Supply & Drainage	Compliance; LPS6	Town Planning & Regional Development (Sch. 10)	Every 4–5 years	✳ $5,000	🟢 Planned (Funded)	Compliance / Legislative Risk	🟡 Medium	Planning Services
12	Review Local Planning Policy – Biodiversity	Local Biodiversity Strategy	Town Planning & Regional Development (Sch. 10)	Every 4–5 years	✳ $5,000	🟢 Planned (Funded)	Compliance / Legislative Risk	🟡 Medium	Planning Services
12	Review Local Planning Policy 11: Wayside Stalls	Compliance	Town Planning & Regional	Every 4–5 years	✳ $5,000	🟢 Planned (Funded)	Compliance / Legislative Risk	🟢 Low	Planning Services

Service Area	Activity	Alignment	Budget Program	Frequency	25/26	Status	Risk Category	Risk Level	Responsibility
			Development (Sch. 10)						
12	Subdivision of Joint Venture Housing – Lot 801 Edmonds Place	Economic Development Strategy	Town Planning & Regional Development (Sch. 10)	One-off	✔ $50,000	🔴 Carry-over	Reputation Risk	🟡 Medium	Development Services
13	Digitise all swimming pool inspection records and automate scheduling – CouncilFirst module	Risk Register; Regulatory Compliance	Building Control (Sch. 13)	One-off	✔	🟢 Planned (Funded)	Compliance / Legislative Risk	🔴 High	Corporate Services
13	Develop standardised inspection report templates for pool and building inspections	Process Improvement	Building Control (Sch. 13)	One-off	✔	🟢 Planned (Funded)	Service Delivery Risk	🟢 Low	Building & Compliance
13	Review swimming pool inspection program	Statutory Review; Building Regulations	Building Control (Sch. 13)	Every 4 years	✔	🔴 Carry-over	Service Delivery Risk	🟡 Medium	Building & Compliance
14	Develop a Shire-wide Advocacy Strategy	CEO KPI	Other Governance (Sch. 4)	One-off	✔	🟢 Planned (Funded)	Strategic / Governance Risk	🔴 High	Economic Development
14	Advocate for further activation of Muchea Industrial Estate (water, sewer extension, road upgrades)	Economic Development Strategy	Salaries & Overheads	Ongoing	✔	🔴 Carry-over	Financial Risk	🔴 High	Economic Development
14	Develop funding submissions for	Strategic Projects Pipeline; LTFP	Salaries & Overheads	Ongoing	✔	🔴 Carry-over	Strategic / Governance Risk	🟡 Medium	Economic Development

Service Area	Activity	Alignment	Budget Program	Frequency	25/26	Status	Risk Category	Risk Level	Responsibility
	shovel-ready projects								
14	Review Economic Development Strategy (SCP alignment)	CEO KPI; SCP major review, IPRF,	Other Governance (Sch. 4)	Every 5 yrs	✳	🟢 Planned (Funded)	Strategic / Governance Risk	🟠 High	Economic Development
14	Develop competitive grant program for local industry	Economic Development Strategy	Salaries & Overheads	One-off	✔	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	Economic Development
14	Business development – investment attraction advertising	Economic Development Strategy	Tourism & Area Promotion (Sch. 13)	Annual	✔	🟠 Carry-over	Strategic / Governance Risk	🟢 Low	Economic Development
14	Implement Tourist Signage Plan (2022/23 audit)	Economic Development Strategy	Tourism & Area Promotion (Sch. 13)	Multi-year	✔	🟠 Carry-over	Reputation Risk	🟡 Medium	Tourism
14	Develop Tourism Action Plan	SCP major review, IPRF	Tourism & Area Promotion (Sch. 13)	Every 5 yrs	✳	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	Tourism
14	Chitty Chitty Night Run Event	Tourism Strategy	Tourism & Area Promotion (Sch. 13)	April Annual	✔	🟢 Planned (Funded)	Service Delivery Risk	🟢 Low	Tourism
14	Upgrade Mountain Bike Park signage	Visitor Experience	Tourism & Area Promotion (Sch. 13)	Annual	✔	🟢 Planned (Funded)	Reputation Risk	🟢 Low	Tourism
15	Develop Privacy and Responsible Information Sharing	Privacy and Responsible Information Sharing Act	Salaries & Overheads	One-off	✔	🟢 Planned (Funded)	Compliance / Legislative Risk	🟡 Medium	Corporate Services

Service Area	Activity	Alignment	Budget Program	Frequency	25/26	Status	Risk Category	Risk Level	Responsibility
	(PRIS) compliance plan (information sharing governance)								
17	Finalise Records Management System implementation (integration phase)	CEO KPI; Risk Register	General Admin (Sch. 14)	One-off	✔	🔵 In progress	Technology / Cybersecurity Risk	🟠 High	Corporate Services
17	Review and submit updated Recordkeeping Plan to the State Records Commission	Risk Register; State Records Act 2000 (WA), s.28	General Admin (Sch. 14)	5-yearly	✴	🔴 Critical & requires prioritisation	Compliance / Legislative Risk	🟠 High	Records
17	Improve CRM workflows to support quality customer service	CEO KPI;	General Admin (Sch. 14)	One-off	✔	🔵 In progress	Service Delivery Risk	🟡 Medium	Corporate Services
17	Review complaints management process and reporting framework	CEO KPI; LG Operational Guideline 9	General Admin (Sch. 14)	One-off	✔	🟢 Planned	Service Delivery Risk	🟡 Medium	Corporate Services
18	Implement key actions of the Shire's Workforce Management Plan	Workforce Management Plan	Salaries & Overheads	Multi-year	✔	🔵 In progress	Workforce / People Risk	🟡 Medium	HR
18	Review and update the Workforce Management Plan in line with planning and budget cycle	CEO KPI; IPRF	Other Governance (Sch. 4)	Annual	✴	🟢 Planned	Strategic / Governance Risk	🟡 Medium	HR
18	Conduct Shire-wide staff culture survey	CEO KPI; Risk Register	Salaries & Overheads	Every 2 years	✔	🟢 Planned	Compliance / Legislative Risk	🟡 Medium	HR

Service Area	Activity	Alignment	Budget Program	Frequency	25/26	Status	Risk Category	Risk Level	Responsibility
18	Implement recommendations from 2025 OSH Audit and track progress	CEO KPI; WHS Risk	Salaries & Overheads	Multi-year	✔	🟢 Planned	Emergency / Safety Risk	🔴 High	HR
18	Review OSH policies and procedures for legislative compliance	CEO KPI; WHS Act	Salaries & Overheads	One-off	✳	🟢 Planned	Compliance / Legislative Risk	🟡 Medium	HR
18	Review and improve recruitment materials for EEO and DAIP alignment	DAIP	Salaries & Overheads	One-off	✔	🟢 Planned	Workforce / People Risk	🟢 Low	HR
18	Review and revise the Shire's Emergency Evacuation Procedures (Admin Centre)	Risk Register	Salaries & Overheads	Annual	✔	🔵 In progress	Emergency / Safety Risk	🟡 Medium	HR
18	Launch regional recruitment campaign (e.g. planning & ranger roles)	Workforce Management Plan	Salaries & Overheads	One-off	✔	🟢 Planned	Strategic / Governance Risk	🟡 Medium	HR
18	Review and benchmark remuneration & EVP for high-risk roles	Workforce Management Plan	Salaries & Overheads	One-off	✔	🟢 Planned	Workforce / People Risk	🟡 Medium	HR
18	Develop FTE planning and modelling tools by business unit	Workforce Management Plan	Salaries & Overheads	One-off	✔	🟢 Planned	Workforce / People Risk	🟡 Medium	HR

Service Area	Activity	Alignment	Budget Program	Frequency	25/26	Status	Risk Category	Risk Level	Responsibility
19	Finalise major review of the Delegations Register (post-legislation)	Statutory Governance	Salaries & Overheads	One-off	✔	🔵 In Progress	Compliance / Legislative Risk	🔴 High	Governance
19	Continue implementation of the Policy Review Program	CEO KPI, Statutory Governance	Salaries & Overheads	Multi-year	✔	🔵 In Progress	Strategic / Governance Risk	🔴 High	Governance
19	Audit and update the Authorisations Register	Statutory Governance	Salaries & Overheads	One-off	✔	🟢 Planned (Funded)	Compliance / Legislative Risk	🟡 Medium	Governance
19	Review internal reporting framework to track CBP and operational performance	CEO KPI	Salaries & Overheads	One-off	✔	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	Governance
19	Review and update Risk Management Framework and staff training	Audit Recommendation	Salaries & Overheads	One-off	✔	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	Governance
19	Finalise and implement Community Engagement Framework and Communications Plan	Risk Register / CEO KPI	Salaries & Overheads	One-off	✔	🔵 In Progress	Strategic / Governance Risk	🟡 Medium	Community Development
19	Strengthen relationships with local community groups and organisations	CEO KPI	Salaries & Overheads	Ongoing	✔	🔄 Ongoing	Reputation Risk	🟢 Low	Economic Development

Service Area	Activity	Alignment	Budget Program	Frequency	25/26	Status	Risk Category	Risk Level	Responsibility
19	Align all policies with the Disability Access & Inclusion Plan (DAIP)	DAIP / Equity	Salaries & Overheads	One-off	✔	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	Governance
19	Develop integrated governance compliance calendar	CEO KPI	Salaries & Overheads	One-off	✔	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	Governance
19	Establish annual statutory reporting workshop calendar	CEO KPI	Salaries & Overheads	Annual	✔	🟢 Planned (Funded)	Strategic / Governance Risk	🟢 Low	Governance
19	Review the Shire's procurement and tender processes	LG Act & F&G Regs	Salaries & Overheads	One-off	✔	🟢 Planned (Funded)	Financial Risk	🔴 High	Council Support / Finance
19	Finalise Asset Management Plans (Roads, Parks, Buildings)	IPRF, LG Admin Regs r.19DA	Salaries & Overheads	Every 3 years	✔	🔵 In Progress	Strategic / Governance Risk	🔴 High	Technical Services
19	Develop a competitive grant program to grow local industry	Economic Development Strategy	Salaries & Overheads	One-off	✔	🟢 Planned (Funded)	Financial Risk	🟡 Medium	Economic Development
19	Advertise and consult on Local Laws due for review (x3)	LG Act – Local Laws Review	Salaries & Overheads	Every 2 years	✔	🟢 Planned (Funded)	Compliance / Legislative Risk	🟡 Medium	Council Support
19	Promote and embed Population & Demographic Portal (.id Informed Decisions) portal internally & present to Council	Data-Informed Decision Making	Other Governance (Sch.4)	Multi-year	✔ $31,000	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	Governance

Service Area	Activity	Alignment	Budget Program	Frequency	25/26	Status	Risk Category	Risk Level	Responsibility
19	Audit and update the Shire's website for compliance and transparency	Admin Reg 29C	Salaries & Overheads	Annual	✔	🟢 Planned (Funded)	Reputation Risk	🟡 Medium	Governance / All Departments
20	Establish annual calendar of statutory reporting workshops and councillor briefings	CEO KPI / Governance	Salaries & Overheads	Annual	✔	🟢 Planned (Funded)	Compliance / Legislative Risk	🟡 Medium	Council & Executive Support
20	Review procurement and tender processes to address non-compliance, update procedures, and train staff	LG Act & F&G Regs	Salaries & Overheads	One-off	✔	🟢 Planned (Funded)	Compliance / Legislative Risk	🟠 High	Council & Executive Support / Finance
20	Develop updated Council Member Training & Induction Framework	LG Act s.5.126A	Members of Council (Sch. 4)	One-off	✔	🟢 Planned (Funded)	Strategic / Governance Risk	🟡 Medium	Council & Executive Support

✳ Strategy, policy or plan review/develop/update ✔ New improvement or rescheduled activity

Status indicators: 🟢 Planned (Funded) 🟡 Planned (Unfunded) 🟠 Carry-over or deferred from CBP 🔵 In progress 🔴 Critical & requires prioritisation (to be used in improvement activities next)

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

Business-as-Usual Deliverables

Service Area	Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
1	Community & sporting club facilitation & support	Sport & Recreation Plan	Other Welfare (Sch. 8)	Annual	Service Delivery Risk	🟢 Low	Community Facilities
1	Lease & Use Agreement Management	Internal Operations	Other Governance (Sch. 4)	Annual	Service Delivery Risk	🟢 Low	Community Facilities
1	Shire Notice Boards Maintenance Program	AMP	Other Governance (Sch. 4)	Annual	Asset / Infrastructure Risk	🟡 Medium	Building Maintenance
1	Town Halls & Public Buildings Maintenance	AMP	Public Halls (Sch. 11)	Annual	Asset / Infrastructure Risk	🟡 Medium	Building Maintenance
1	Parks & Gardens Maintenance Program	AMP	Recreation (Sch. 11)	Annual	Asset / Infrastructure Risk	🟡 Medium	Roads & Parks Maintenance
1	Trails & Tracks Maintenance Program	AMP	Recreation (Sch. 11)	Annual	Asset / Infrastructure Risk	🟡 Medium	Roads & Parks Maintenance
1	Sundry / Dry Parks / Reserves Maintenance	AMP	Recreation (Sch. 11)	Annual	Asset / Infrastructure Risk	🟡 Medium	Building Maintenance
1	Town Oval Maintenance Program	AMP	Recreation (Sch. 11)	Annual	Asset / Infrastructure Risk	🟡 Medium	Building Maintenance
1	Cemetery Maintenance Program	AMP	Other Community Amenities (Sch. 10)	Annual	Asset / Infrastructure Risk	🟡 Medium	Roads & Parks Maintenance
1	Playground Maintenance Program	AMP	Salaries & Overheads	Annual	Asset / Infrastructure Risk	🟡 Medium	Building Maintenance
1	Playground / Skatepark / Basketball Inspections	Compliance Calendar	Salaries & Overheads	Weekly / Monthly / Annual	Asset / Infrastructure Risk	🟡 Medium	Building Maintenance
1	Brockman Centre Precinct Maintenance	AMP	Recreation (Sch. 11)	Annual	Asset / Infrastructure Risk	🟡 Medium	Building Maintenance
1	Muchea Recreation Centre Maintenance	AMP	Recreation (Sch. 11)	Annual	Asset / Infrastructure Risk	🟡 Medium	Building Maintenance
1	Other Recreational Facility Buildings Maintenance	AMP	Recreation (Sch. 11)	Annual	Asset / Infrastructure Risk	🟡 Medium	Building Maintenance
1	Public Conveniences Maintenance Program	AMP	Other Community Amenities (Sch. 10)	Annual	Asset / Infrastructure Risk	🟡 Medium	Building Maintenance

Page | 101

Service Area	Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
1	School Bus Shelter Maintenance Program	AMP	Other Education (Sch. 8)	Annual	Asset / Infrastructure Risk	● Medium	Building Maintenance
1	Ferguson Maintenance Program	AMP	Aged & Disabled (Sch. 8)	Annual	Asset / Infrastructure Risk	● Medium	Building Maintenance
1	Chittering Health Centre Maintenance Program	AMP	Other Health (Sch. 7)	Annual	Asset / Infrastructure Risk	● Medium	Building Maintenance
1	Asbestos Safety Eradication Agency's (ASEA) Mid-Year Review (Asbestos Plan)	Compliance Calendar	Salaries & Overheads	July Annual	Asset / Infrastructure Risk	● Medium	Building Maintenance
1	Asbestos Safety Eradication Agency's (ASEA) Annual Progress Report	Compliance Calendar	Salaries & Overheads	January Annual	Compliance / Legislative Risk	● Medium	Building Maintenance
1	Groundwater Monitoring Report (DWER)	Compliance Calendar	Salaries & Overheads	August Annual	Compliance / Legislative Risk	● Medium	Environmental Health
1	Facilities Cost to Public Report	Budgeting & Asset Planning	Salaries & Overheads	April Annual	Compliance / Legislative Risk	● Medium	Financial Management
1	Fire Extinguisher Checks (All Facilities)	Compliance Calendar	Salaries & Overheads	Six-monthly	Asset / Infrastructure Risk	● Medium	Building Maintenance
1	Pest Inspections & Treatments across facilities	Compliance Calendar	Salaries & Overheads	Annual	Asset / Infrastructure Risk	● Medium	Building Maintenance
1	Portable Appliance Testing & Tagging	Compliance	Salaries & Overheads	Annual	Asset / Infrastructure Risk	● Medium	Building Maintenance
1	Public Building Safety Inspections	Compliance Calendar	Salaries & Overheads	February Annual	Asset / Infrastructure Risk	● Medium	Building Maintenance
1	Public Building Reporting to Council	Compliance Calendar	Salaries & Overheads	April Annual	Compliance / Legislative Risk	● Medium	Building Maintenance
1	Bindoon Post Office CPI Licence Update	Compliance Calendar	Salaries & Overheads	February Annual	Compliance / Legislative Risk	● Medium	Financial Management
1	Ongoing 4-year asset data collection	AMP	Salaries & Overheads	Every 4 years	Asset / Infrastructure Risk	● Medium	Technical Services
2	Plan and deliver civic events	SCP	Members of Council (Sch. 4)	Ongoing	Strategic / Governance Risk	● Medium	Council & Executive Support

Service Area	Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
2	Conduct Citizenship Ceremonies	Citizenship Ceremonies Code	Members of Council (Sch. 4)	Annual	Service Delivery Risk	🟢 Low	Council & Executive Support
2	Operate community bus and transport services (CATS)	Community Development Plan	Other Economic Services (Sch. 13)	Ongoing	Service Delivery Risk	🟢 Low	Community Development
2	Deliver community grants and funding programs	Council Policy	Other Welfare (Sch. 8)	Ongoing	Service Delivery Risk	🟢 Low	Community Development
2	Trees for Residents Program	Annual Program	Other Economic Development (Sch. 13)	Ongoing	Service Delivery Risk	🟢 Low	Community Development
2	Deliver Community Resilience Project	Community Development Plan	Other Welfare (Sch. 8)	Ongoing	Service Delivery Risk	🟢 Low	Community Development
2	Deliver Seniors & Ageing Programs (e.g. Seniors Week)	Aged Care Annual Program	Aged & Disabled (Sch. 8)	Ongoing	Service Delivery Risk	🟢 Low	Community Development
2	Coordinate Volunteering Recognition Events	Community Events Program	Other Welfare (Sch. 8)	Ongoing	Service Delivery Risk	🟢 Low	Community Development
2	Deliver Youth Programs & Events	Youth Annual Program	Other Welfare (Sch. 8)	Ongoing	Service Delivery Risk	🟢 Low	Community Development
2	Administer School Scholarships & Awards Program	Annual Program	Other Education (Sch. 8)	Ongoing	Service Delivery Risk	🟢 Low	Community Development
2	Support Youth Participation in National/Intl Events	Council Initiative	Members of Council (Sch. 4)	Annual	Service Delivery Risk	🟢 Low	Community Development
2	Manage Adult Sponsorship Program	Council Initiative	Members of Council (Sch. 4)	Annual	Service Delivery Risk	🟢 Low	Community Development
2	Deliver Community Events (e.g. Bindoon Show, Wear Ya Wellies)	Community Events Program	Other Welfare (Sch. 8)	Ongoing	Service Delivery Risk	🟢 Low	Community Development
2	Deliver Cultural Events (e.g. ANZAC Day, Australia Day)	Civic Calendar	Other Culture (Sch. 11)	Ongoing	Service Delivery Risk	🟢 Low	Community Development
2	Event inspections at all Shire approved events	Community Events Program	Salaries & Overheads	Ongoing	Compliance / Legislative Risk	🟢 Low	Environmental Health
2	Deliver Community Assistance Grant (CAG) Program	Community Grants Policy	Other Culture (Sch. 11)	Ongoing	Service Delivery Risk	🟢 Low	Community Development

Service Area	Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
2	Foster Community & Reference Groups	CEO KPI	Other Welfare (Sch. 8)	Ongoing	Service Delivery Risk	🟢 Low	Community Development
3	Library Programs (School Holiday Activities, Dementia Café, Theme Month, etc.)	Annual Library Program	Library (Sch. 11)	Quarterly	Service Delivery Risk	🟢 Low	Library Services
3	Submit statistical and financial return to State Library of WA (SLWA)	Compliance Calendar	Salaries & Overheads	August Annual	Compliance / Legislative Risk	🟡 Medium	Library Services
4	Staff housing building maintenance program	Building Maintenance Plan	Staff Housing (Sch. 9)	Annual	Asset / Infrastructure Risk	🟡 Medium	Building Maintenance
4	Manage lease agreements & tenancy arrangements for Shire housing properties	Compliance Calendar	Other Governance (Sch. 4)	Annual	Service Delivery Risk	🟢 Low	Corporate Services – Governance
5	Deliver Crime Prevention Program	Community Safety Strategy	Salaries & Overheads	Annual	Service Delivery Risk	🟢 Low	Ranger & Community Safety
5	Install & Monitor CCTVs	Community Safety Strategy	Salaries & Overheads	Annual	Asset / Infrastructure Risk	🟡 Medium	Ranger & Community Safety
5	Manage Abandoned Vehicles	Compliance Calendar	Salaries & Overheads	Annual	Service Delivery Risk	🟢 Low	Ranger & Community Safety
5	Conduct Community Safety Audit	Compliance Calendar	Salaries & Overheads	Annual	Compliance / Legislative Risk	🟡 Medium	Ranger & Community Safety
5	Implement Rural Numbering Program	Statutory Compliance	Other Law, Order & Public Safety (Sch. 5)	Annual	Service Delivery Risk	🟢 Low	Ranger & Community Safety
5	Maintain Animal Pound Facility	Statutory Compliance	Animal Control (Sch. 5)	Annual	Service Delivery Risk	🟢 Low	Ranger & Community Safety
5	Administer Animal Registration Program	Statutory Compliance	Animal Control (Sch. 5)	Annual	Compliance / Legislative Risk	🟡 Medium	Ranger & Community Safety
5	Implement Animal Destruction Program	Statutory Compliance	Animal Control (Sch. 5)	Annual	Service Delivery Risk	🟢 Low	Ranger & Community Safety
5	Manage Stray Sheep and Cattle	Statutory Compliance	Animal Control (Sch. 5)	Annual	Service Delivery Risk	🟢 Low	Ranger & Community Safety
5	Renew Firearm Licences (Animal Control Specific)	WA Firearms Act 1973	Animal Control (Sch. 5)	Annual	Compliance / Legislative Risk	🟡 Medium	Ranger & Community Safety

Service Area	Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
5	Order Dog & Cat Tags for Registration	Dog Act 1976, Cat Act 2011	Animal Control (Sch. 5)	Annual	Compliance / Legislative Risk	🟡 Medium	Customer Services
5	Submit Dog/Cat Registration Report to DLGSC	Statutory Compliance	Salaries & Overheads	Annual	Compliance / Legislative Risk	🟡 Medium	Ranger & Community Safety
6	Annual maintenance program for fire stations (BRO)	Building Maintenance Plan	Bush Fire Brigade (Sch. 5)	Annual	Asset / Infrastructure Risk	🟡 Medium	Building Maintenance
6	Quarterly LEMC coordination and EMP contact list updates	Emergency Management Act 2005	Emergency Management (Sch. 5)	Quarterly	Strategic / Governance Risk	🟡 Medium	CESM
6	Review LEMA & Local Recovery Plan (5-year cycle)	Emergency Management Act 2005	Emergency Management (Sch. 5)	Every 5 years	Strategic / Governance Risk	🟡 Medium	CESM
6	Restock evacuation centres ahead of fire season	Bushfire Preparedness	Emergency Management (Sch. 5)	Annual	Emergency / Safety Risk	🔴 High	CESM
6	Submit DFES LGGS Grant Application	DFES LGGS Guidelines	Emergency Management (Sch. 5)	February Annual	Service Delivery Risk	🟢 Low	CESM
6	Submit ESL Budget – Annexure A	DFES ESL Policy	Emergency Management (Sch. 5)	April Annual	Financial Risk	🟡 Medium	Rates
6	Submit ESL Adjustment Declaration (EOY)	DFES ESL Manual	Emergency Management (Sch. 5)	June Annual	Service Delivery Risk	🟢 Low	Rates
6	Prepare Local Emergency Risk Management Report	State Emergency Management Policy	Emergency Management (Sch. 5)	June Annual	Compliance / Legislative Risk	🟡 Medium	CESM
6	Emergency Evacuation Centre Preparedness Plan	Emergency Management Guidelines	Emergency Management (Sch. 5)	June Annual	Emergency / Safety Risk	🔴 High	CESM
6	CESM Annual Review of MOU	Contractual Agreement	Emergency Management (Sch. 5)	June Annual	Strategic / Governance Risk	🟡 Medium	Council & Executive Support
7	Prescribed Burning & Fuel Load Reduction	Compliance Calendar	Fire Prevention (Sch. 5)	Annual	Service Delivery Risk	🟢 Low	Bushfire Mitigation Service
7	Firebreak Compliance & Mitigation Programs	Compliance Calendar	Fire Prevention (Sch. 5)	Annual	Compliance / Legislative Risk	🟡 Medium	Bushfire Mitigation Service

Service Area	Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
7	Firebreak Notice – Public Notification	Compliance Calendar	Salaries & Overheads	August Annual	Emergency / Safety Risk	🔴 High	CESM
7	Firebreak & Hazard Reduction Notice – Landowner Distribution	Compliance Calendar	Salaries & Overheads	August Annual	Emergency / Safety Risk	🔴 High	CESM
7	Bushfire Mitigation Projects – Grant Funded	Compliance Calendar	Fire Prevention (Sch. 5)	Annual	Emergency / Safety Risk	🔴 High	Bushfire Mitigation Service
7	Review Firebreak Inspection Strategy	Bushfire Risk Management Plan	Salaries & Overheads	September Annual	Asset / Infrastructure Risk	🟡 Medium	Bushfire Risk Management
7	Advertise Prohibited Burning Times	Bush Fires Act 1954	Salaries & Overheads	August Annual	Service Delivery Risk	🟢 Low	CESM
7	Firebreak Inspections – Final Compliance Round	Bush Fires Act 1954	Salaries & Overheads	September Annual	Compliance / Legislative Risk	🟡 Medium	Bushfire Mitigation Service
7	Prepare and submit Pre-Fire Season Report to Council	Bushfire Preparedness	Salaries & Overheads	June Annual	Compliance / Legislative Risk	🟡 Medium	Bushfire Mitigation Service
7	Annual report to Office of Bushfire Risk Management (OBRM) on BRMP progress	BRMP	Salaries & Overheads	September Annual	Compliance / Legislative Risk	🟡 Medium	Bushfire Mitigation Service
8	Implement the annual Landcare program	Landcare; Annual Landcare Action Plan	Protection of Environment (Sch. 10)	Annual	Service Delivery Risk	🟢 Low	Development Services
8	Implement the annual Noxious Weed Control Program	Biosecurity and Agriculture Management Act 2007	Rural Services (Sch. 13)	Annual	Service Delivery Risk	🟢 Low	Roads & Parks Maintenance
8	Waste water system installation inspections	Health (Miscellaneous Provisions) Act 1911	Salaries & Overheads	Ongoing	Asset / Infrastructure Risk	🟡 Medium	Environmental Health
8	Implement the annual Pest Control Program	Health Regulations	Salaries & Overheads	Annual	Service Delivery Risk	🟢 Low	Building Maintenance

Service Area	Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
8	Water sampling at public swimming pools & food business	Health Regulations	Salaries & Overheads	Monthly	Compliance / Legislative Risk	🟡 Medium	Environmental Health
8	Inspections at food premises, lodging houses, public buildings, caravan parks, beauty & skin penetration businesses	Health Regulations	Salaries & Overheads	Quarterly / Annual	Compliance / Legislative Risk	🟡 Medium	Environmental Health
8	Inspections at public buildings & lodging houses	Health Regulations	Salaries & Overheads	Quarterly / Annual	Compliance / Legislative Risk	🟡 Medium	Environmental Health
8	Monitoring of contaminated sites aligned to DWER	Health Regulations	Protection of Environment (Sch. 10)	Ongoing	Compliance / Legislative Risk	🟡 Medium	Environmental Health
8	Investigate notifiable diseases	Health Regulations	Salaries & Overheads	Ongoing	Compliance / Legislative Risk	🟡 Medium	Environmental Health
8	Submit the annual Public Health Act 2016 reporting form	Public Health Act 2016 – s.38(1)	Salaries & Overheads	August Annual	Compliance / Legislative Risk	🟡 Medium	Environmental Health
8	Submit annual emissions and waste data to National Pollution Inventory (NPI)	National Environment Protection Measure (NEPM)	Salaries & Overheads	September Annual	Environmental Risk	🟡 Medium	Environmental Health
9	Water quality monitoring – Ellen Brook & Brockman River	Landcare	Protection of Environment (Sch. 10)	Ongoing	Asset / Infrastructure Risk	🟡 Medium	Landcare
9	Partner with Harvis – ecological oversight of Muchea Ind. Park	Landcare	Protection of Environment (Sch. 10)	Ongoing	Service Delivery Risk	🟢 Low	Landcare
9	Submissions on clearing & environmental approvals	Landcare	Protection of Environment (Sch. 10)	Ongoing	Compliance / Legislative Risk	🟡 Medium	Landcare
9	Volunteer support for community planting (95,000 plants)	Landcare	Protection of Environment (Sch. 10)	Ongoing	Service Delivery Risk	🟢 Low	Landcare
9	Maintenance of Ellen Brook nutrient intervention site	Landcare	Protection of Environment (Sch. 10)	Ongoing	Asset / Infrastructure Risk	🟡 Medium	Landcare

Service Area	Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
10	Implement Waste Management and Education Plans	Strategic Waste Management Plan	Salaries & Overheads	Annual	Strategic / Governance Risk	🟡 Medium	Environmental Services
10	Domestic waste collection program	Compliance Calendar	Sanitation (Sch. 10)	Annual	Service Delivery Risk	🟢 Low	Technical Services
10	Tip maintenance program	Asset Management Plan	Sanitation (Sch. 10)	Annual	Asset / Infrastructure Risk	🟡 Medium	Technical Services
10	Cooee Waste data collection	Compliance	Sanitation (Sch. 10)	Annual	Environmental Risk	🟡 Medium	Environmental Services
10	Groundwater sampling and monitoring reports	EPA Licence	Sanitation (Sch. 10)	Annual	Compliance / Legislative Risk	🟡 Medium	Environmental Services
10	Landfill building maintenance	AMP	Sanitation (Sch. 10)	Annual	Asset / Infrastructure Risk	🟡 Medium	Technical Services
10	Maintain licence compliance for Bindoon Landfill	DWER Licence	Sanitation (Sch. 10)	September Annual	Compliance / Legislative Risk	🟡 Medium	Technical Services
10	Annual Audit Compliance Report (AACR) & Monitoring Report – Muchea Landfill	EPA Licence	Sanitation (Sch. 10)	February Annual	Compliance / Legislative Risk	🟡 Medium	Technical Services
10	Muchea licence fee payment	DWER Licence	Sanitation (Sch. 10)	February Annual	Compliance / Legislative Risk	🟡 Medium	Technical Services
10	Renew Bindoon Landfill Licence	DWER Licence	Sanitation (Sch. 10)	November Annual	Compliance / Legislative Risk	🟡 Medium	Technical Services
10	Submit Annual Environmental Report (AER/AMR) & AACR – Bindoon Landfill	DWER Licence	Sanitation (Sch. 10)	March Annual	Compliance / Legislative Risk	🟡 Medium	Technical Services
10	Submit waste data under Regs 18B (waste) and 18C (recycling) to DWER	WARR Regulations	Sanitation (Sch. 10)	September Annual	Environmental Risk	🟡 Medium	Environmental Services
10	Waste contract performance review (AVON Waste)	Contract Management	Salaries & Overheads	December Annual	Strategic / Governance Risk	🟡 Medium	Technical Services
11	Maintain sealed and unsealed road network	AMP	Maintenance: Roads (Sch. 12)	Ongoing	Service Delivery Risk	🟢 Low	Roads & Construction

Service Area	Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
11	Inspect and maintain stormwater infrastructure	AMP	Maintenance: Roads (Sch. 12)	Monthly / After Rain Events	Service Delivery Risk	🟢 Low	Technical Services
11	Install and maintain street signage and road markings	AMP	Maintenance: Roads (Sch. 12)	As required	Service Delivery Risk	🟢 Low	Roads & Construction
11	Manage streetlight repairs and outages	AMP	Fleet Operating Budget	Ongoing	Service Delivery Risk	🟢 Low	Roads & Construction
11	Maintain and service Shire fleet and heavy plant	WHS Regulations; Risk Register	Fleet Operating Budget	Monthly / Scheduled	Strategic / Governance Risk	🟡 Medium	Fleet Management
11	Respond to potholes, tree hazards, and storm damage	AMP; Customer Service Requests	Maintenance: Roads (Sch. 12)	As required	Service Delivery Risk	🟢 Low	Roads & Construction
11	Sweep main streets and townsites	AMP	Maintenance: Roads (Sch. 12)	Fortnightly	Service Delivery Risk	🟢 Low	Roads & Construction
11	Implement preventative fleet maintenance schedule	Risk Register	Fleet Operating Budget	Annual	Asset / Infrastructure Risk	🟡 Medium	Technical Services
11	Footpath maintenance program on time and within budget	AMP	Maintenance: Roads (Sch. 12)	Annual	Asset / Infrastructure Risk	🟡 Medium	Roads & Construction
11	Drainage maintenance program on time and within budget	AMP	Maintenance: Roads (Sch. 12)	Annual	Asset / Infrastructure Risk	🟡 Medium	Roads & Construction
11	Road maintenance program on time and within budget	AMP	Maintenance: Roads (Sch. 12)	Annual	Asset / Infrastructure Risk	🟡 Medium	Roads & Construction
11	Bridge maintenance program on time and within budget	AMP	Maintenance: Roads (Sch. 12)	Annual	Asset / Infrastructure Risk	🟡 Medium	Roads & Construction
11	Streetlighting maintenance program on time and within budget	AMP	Maintenance: Roads (Sch. 12)	Annual	Asset / Infrastructure Risk	🟡 Medium	Roads & Construction
11	Maintain Depot building	AMP	Maintenance: Roads (Sch. 12)	Annual	Asset / Infrastructure Risk	🟡 Medium	Roads & Construction
11	Claim MRWA Direct Grant & Regional Road Grant	Compliance – MRWA Guidelines	Salaries & Overheads	June Annual	Service Delivery Risk	🟢 Low	Roads & Construction

Service Area	Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
11	Submit Roads to Recovery reports (quarterly & annual)	Roads to Recovery Guidelines	Salaries & Overheads	Quarterly (Mar, Jun, Sep, Dec)	Compliance / Legislative Risk	🟡 Medium	Roads & Construction
11	Submit audited Roads to Recovery return	Roads to Recovery Guidelines	Salaries & Overheads	September Annual	Compliance / Legislative Risk	🟡 Medium	Roads & Construction
11	Coordinate DoT Bulk Licensing Renewal	Compliance – Vehicle Licensing	Salaries & Overheads	June Annual	Service Delivery Risk	🟢 Low	Technical Services
11	Prepare tenders for aggregate and bitumen	Procurement Regulations	Salaries & Overheads	August Annual	Service Delivery Risk	🟢 Low	Technical Services
11	Submit RRG application and reporting to MRWA	Main Roads WA Guidelines	Salaries & Overheads	August Annual	Compliance / Legislative Risk	🟡 Medium	Technical Services
11	Submit Black Spot Program funding application	MRWA Guidelines	Salaries & Overheads	Mid-August Annual	Service Delivery Risk	🟢 Low	Technical Services
11	Complete WALGA Roads Return	WALGA Asset Reporting	Salaries & Overheads	July Annual	Compliance / Legislative Risk	🟡 Medium	Technical Services
11	Submit WA Local Roads Expenditure Report to WALGA	WA Local Government Grants Commission	Salaries & Overheads	November Annual	Compliance / Legislative Risk	🟡 Medium	Technical Services
11	Submit claims to Main Roads WA grant claims (Direct & RRG)	MRWA Guidelines	Salaries & Overheads	December Annual	Service Delivery Risk	🟢 Low	Technical Services
11	Undertake trailer inspections	Road Traffic (Vehicles) Regulations 2014	Salaries & Overheads	March Annual	Asset / Infrastructure Risk	🟡 Medium	Technical Services
12	Assess development and subdivision applications under LPS6	Planning & Development Act 2005; LPS6	Town Planning & Regional Development (Sch. 10)	Ongoing	Strategic / Governance Risk	🟡 Medium	Planning & Development Act 2005
12	Provide planning advice and respond to enquiries	Customer Service	Salaries & Overheads	Daily	Strategic / Governance Risk	🟡 Medium	Local Government Act 1995
12	Maintain and apply local planning policies and scheme provisions	LPS6; Planning Regulations	Salaries & Overheads	Ongoing	Strategic / Governance Risk	🟡 Medium	Planning & Development (LPS) Regulations 2015

Service Area	Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
12	Monitor compliance with development conditions	LPS6	Salaries & Overheads	Monthly / As required	Compliance / Legislative Risk	🟡 Medium	Planning & Development Act 2005
12	Enforce planning breaches (e.g. unauthorised use)	Planning & Development Act 2005	Salaries & Overheads	As required	Strategic / Governance Risk	🟡 Medium	Planning & Development Act 2005
12	Muchea Industrial Park – Technical Document Review	Strategic Land Use Planning	Town Planning & Regional Development (Sch. 10)	Annual	Strategic / Governance Risk	🟡 Medium	Economic Development Strategy
12	Coordinate annual extractive industry approval renewals (by July)	Local Planning Scheme No. 6	Salaries & Overheads	Annual	Compliance / Legislative Risk	🟡 Medium	Planning & Development Act 2005; LPS6
13	Process building permit applications	Building Act 2011; Building Regulations	Building Control (Sch. 13)	Ongoing	Asset / Infrastructure Risk	🟡 Medium	Building Act 2011; Building Regulations 2012
13	Conduct site inspections for approved structures	Building Regulations 2012	Building Control (Sch. 13)	As scheduled	Asset / Infrastructure Risk	🟡 Medium	Building Regulations 2012
13	Maintain register of building permits issued	Building Act 2011 – s.128	Building Control (Sch. 13)	Ongoing	Asset / Infrastructure Risk	🟡 Medium	Building Act 2011
13	Conduct routine and follow-up swimming pool inspections	Building Regulations 2012 – Reg. 53	Building Control (Sch. 13)	Every 4 years / as required	Asset / Infrastructure Risk	🟡 Medium	Building Regulations 2012
13	Respond to complaints or breaches of building standards	Building Act 2011; Local Laws	Building Control (Sch. 13)	As required	Asset / Infrastructure Risk	🟡 Medium	Building Act 2011; Local Laws
14	Update website, post notices and newsletters	Economic Development Strategy	Salaries & Overheads	Weekly	Strategic / Governance Risk	🟡 Medium	Communications
14	Support/respond to business enquiries	Economic Development Strategy	Salaries & Overheads	Ongoing	Service Delivery Risk	🟢 Low	Economic Development
14	Coordinate local event promotion	Economic Development Strategy	Salaries & Overheads	Ongoing	Service Delivery Risk	🟢 Low	Communications

Service Area	Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
14	Attend regional ED/tourism forums (e.g. WA4W)	Regional Collaboration	Salaries & Overheads	Quarterly	Service Delivery Risk	🟢 Low	Economic Development & Tourism
14	Develop and manage Shire social media channels	Economic Development Strategy	Salaries & Overheads	Weekly	Strategic / Governance Risk	🟡 Medium	Communications
14	Maintain Tourist Bureau Gardens	Tourism Strategy	Tourism & Area Promotion (Sch. 13)	Ongoing	Service Delivery Risk	🟢 Low	Building Maintenance
14	Activate Bindoon Town Centre	Town Centre Strategy	Economic Development (Sch. 13)	Ongoing	Service Delivery Risk	🟢 Low	Building Maintenance
14	Develop and deliver communication campaigns	Economic Development Strategy	Salaries & Overheads	Ongoing	Strategic / Governance Risk	🟡 Medium	Communications
14	Promote and support small business	Economic Development Strategy	Economic Development (Sch. 13)	Ongoing	Service Delivery Risk	🟢 Low	Economic Development
14	Deliver Taste of Chittering	Tourism Strategy	Tourism & Area Promotion (Sch. 13)	August Annual	Service Delivery Risk	🟢 Low	Tourism
14	Participate in Destination Perth program	Regional Tourism	Tourism & Area Promotion (Sch. 13)	Annual	Service Delivery Risk	🟢 Low	Tourism
14	Maintain/distribute Visit Chittering Guide	Economic Development Strategy	Tourism & Area Promotion (Sch. 13)	Annual	Service Delivery Risk	🟢 Low	Tourism
14	Participate in Northern Growth Alliance (infrastructure planning)	Regional Planning & Infrastructure	Salaries & Overheads	Ongoing	Strategic / Governance Risk	🟡 Medium	Economic Development
15	Implement annual Admin Building maintenance	Building Maintenance Plan	General Administration (Sch. 14)	Annual	Asset / Infrastructure Risk	🟡 Medium	Building Maintenance
15	Coordinate mail handling, print room, stationery	Internal Admin Services	Salaries & Overheads	Annual	Service Delivery Risk	🟢 Low	Customer Service
15	Manage reception, phones, and general enquiries	Customer Service Function	Salaries & Overheads	Weekly	Service Delivery Risk	🟢 Low	Customer Service

Service Area	Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
15	Provide front-line customer service	Customer Service Function	Salaries & Overheads	Daily	Service Delivery Risk	🟢 Low	Customer Service
15	Process and register correspondence per Records Act	State Records Act 2000	Salaries & Overheads	Daily	Technology / Cybersecurity Risk	🟡 Medium	Records
15	Coordinate office supply and procurement needs	Internal Admin Services	Salaries & Overheads	Daily	Financial Risk	🟡 Medium	Customer Service
15	Maintain customer records and CRM data	CRM Use Policy / Procedures	Salaries & Overheads	Monthly / As Needed	Technology / Cybersecurity Risk	🟡 Medium	Customer Service
15	Respond to customer enquiries (email, web, social)	Customer Service Function	Salaries & Overheads	Ongoing	Service Delivery Risk	🟢 Low	Customer Service
16	CEO biennial review of risk/internal controls	Audit Regs r.17	Other Governance (Sch. 4)	Every 2 years	Strategic / Governance Risk	🟡 Medium	Financial Services
16	Review financial systems & procedures	FM Regs r.5(2)(c)	Other Governance (Sch. 4)	Every 3 years (May)	Strategic / Governance Risk	🟡 Medium	Financial Services
16	Submit audited AFS to Audit Committee & Council	LG Act s.6.4(2)	Salaries & Overheads	December Annual	Compliance / Legislative Risk	🟡 Medium	Financial Services
16	Mid-year budget review and amendments	FM Regs r.33A	Salaries & Overheads	March Annual	Strategic / Governance Risk	🟡 Medium	Financial Services
16	Maintain/reconcile financial records	FM Regs	Salaries & Overheads	Weekly / Monthly	Technology / Cybersecurity Risk	🟡 Medium	Financial Services
16	Prepare audit workpapers & liaise with auditor	Audit Process	Salaries & Overheads	Annual	Compliance / Legislative Risk	🟡 Medium	Financial Services
16	Interim audit responses & risk practice reviews	CEO KPI	Salaries & Overheads	Ongoing	Compliance / Legislative Risk	🟡 Medium	Financial Services
16	Monitor audit outcomes via corporate reporting	CEO KPI	Salaries & Overheads	Quarterly	Compliance / Legislative Risk	🟡 Medium	Financial Services
16	Maintain Portable & Attractive Asset Register	Compliance – Asset Policy	Salaries & Overheads	Ongoing	Asset / Infrastructure Risk	🟡 Medium	Finance Manager / Tech Services
16	Annual stocktake and reconciliation	FM Regs; AASB	Salaries & Overheads	Ongoing	Service Delivery Risk	🟢 Low	Financial Services
16	Respond to Auditor General's significant findings	LG Act s.7.12A	Salaries & Overheads	March Annual	Compliance / Legislative Risk	🟡 Medium	Financial Services

Page | 113

Service Area	Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
16	Annual insurance policy review with LGIS	Risk Management Practice	Salaries & Overheads	March Annual	Strategic / Governance Risk	🟡 Medium	Financial Services
16	Annual budget engagement with stakeholders	IPRF; CEO KPI	Salaries & Overheads	Annual	Service Delivery Risk	🟢 Low	Financial Services
16	Long Term Financial Plan development	IPRF; CEO KPI	Salaries & Overheads	Annual	Strategic / Governance Risk	🟡 Medium	Financial Services
16	Prepare annual budget and statutory budget documents	LG Act s.6.2; FM Regs r.22–33	Salaries & Overheads	Annual	Compliance / Legislative Risk	🟡 Medium	Financial Services
16	Maintain LTFP and forecasting models	LTFP; CEO KPI	Salaries & Overheads	Quarterly	Service Delivery Risk	🟢 Low	Financial Services
16	Monthly capital works delivery reporting	CEO KPI	Salaries & Overheads	Monthly	Compliance / Legislative Risk	🟡 Medium	Financial Services
16	Process supplier payments and payroll	FM Regs r.11A–r.12	Salaries & Overheads	Fortnightly	Financial Risk	🟡 Medium	Financial Services
16	Submit annual financial report to Auditor General	LG Act s.6.4	Salaries & Overheads	September Annual	Compliance / Legislative Risk	🟡 Medium	Financial Services
16	Manage procurement compliance	LG Act; Procurement Policy	Salaries & Overheads	Ongoing	Compliance / Legislative Risk	🟡 Medium	Financial Services
16	Revaluation of land & buildings (Fair Value)	AASB 13; FM Regs	Other Governance (Sch. 4)	Every 5 years	Asset / Infrastructure Risk	🟡 Medium	Financial Services
16	Revaluation of infrastructure assets (Fair Value)	AASB 13; FM Regs r.17A	Other Governance (Sch. 4)	Every 5 years	Asset / Infrastructure Risk	🟡 Medium	Financial Services
16	Coordinate GRV revaluation with Landgate	Landgate Revaluation Program	General Purpose (Sch. 3)	Every 5 years	Financial Risk	🟡 Medium	Financial Services
16	Apply UV and interim valuations to rating model	LG Act; Landgate Schedule	General Purpose (Sch. 3)	Annual	Financial Risk	🟡 Medium	Financial Services
16	Issue quarterly rate instalment notices	LG Act s.6.45	General Purpose (Sch. 3)	Quarterly	Service Delivery Risk	🟢 Low	Financial Services
16	Submit deferred interest claims (rates, ESL)	Rates Administration	Salaries & Overheads	December Annual	Financial Risk	🟡 Medium	Financial Services

Service Area	Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
16	Prepare rate notices, pensioner management, property services	LG Act; Rates Manual	General Purpose (Sch. 3)	Annual / Recurring	Service Delivery Risk	🟢 Low	Financial Services
16	Submit Fringe Benefits Tax Return	FBT Assessment Act 1986 (Cth)	Salaries & Overheads	April Annual	Compliance / Legislative Risk	🟡 Medium	Financial Services
17	Review Information Statement and FOI procedures for Annual Report	FOI Act 1992 – s.96	Salaries & Overheads	Annual (Sept)	Compliance / Legislative Risk	🟡 Medium	Records
17	Submit FOI Statistical Return to the OIC	FOI Act – s.111	Salaries & Overheads	Annual (June)	Compliance / Legislative Risk	🟡 Medium	Records
17	Process archive, retention, and disposal of records	State Records Act 2000	Salaries & Overheads	Ongoing / Sept audit	Technology / Cybersecurity Risk	🟡 Medium	Records
17	Administer and maintain EDRMS including classification and metadata	State Records Act 2000	Salaries & Overheads	Ongoing	Technology / Cybersecurity Risk	🟡 Medium	Records
17	Ensure compliance with Recordkeeping Plan (RKP) and legislation	State Records Act 2000; RKP	Salaries & Overheads	Ongoing	Compliance / Legislative Risk	🟡 Medium	Records
17	Maintain Council ICT infrastructure and software licensing (via contract)	Digital Continuity / Asset Management	Salaries & Overheads	Ongoing	Technology / Cybersecurity Risk	🟡 Medium	IT Contractor (Monitored by Records)
17	Manage and respond to internal ICT support requests	ICT Service Provision	Salaries & Overheads	Daily	Service Delivery Risk	🟢 Low	IT Contractor
17	Monitor backups and test recovery functionality	Disaster Recovery & Risk	Salaries & Overheads	Weekly	Asset / Infrastructure Risk	🟡 Medium	IT Contractor (Monitored by Records)
18	Report to Council on Work Health and Safety matters	CEO KPI	Salaries & Overheads	Monthly	Compliance / Legislative Risk	🟡 Medium	HR
18	Monitor and complete staff reviews and development plans	CEO KPI	Salaries & Overheads	Annual (Mar–May)	Asset / Infrastructure Risk	🟡 Medium	HR

Service Area	Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
18	Maintain up-to-date Position Descriptions and training plans	Public Sector Management Act 1994 (WA)	Salaries & Overheads	Annual (Mar–May)	Strategic / Governance Risk	🟡 Medium	HR
18	Deliver inclusive employment training and resources	DAIP	Salaries & Overheads	Annual	Service Delivery Risk	🟢 Low	HR
18	Review Equal Employment Opportunity (EEO) Management Plan	Equal Opportunity Act 1984 (WA)	Salaries & Overheads	Every 4 years	Strategic / Governance Risk	🟡 Medium	HR
18	Deliver OSH refresher training	WHS Act 2020 (WA)	Salaries & Overheads	Annual (July)	Service Delivery Risk	🟢 Low	HR
18	Submit remuneration data to WALGA Survey	WALGA Request	Salaries & Overheads	Annual (Nov)	Technology / Cybersecurity Risk	🟡 Medium	HR
18	Conduct breathalyser calibration checks	WHS Compliance	Salaries & Overheads	Biannual	Asset / Infrastructure Risk	🟡 Medium	HR
18	Deliver manual handling training	WHS Act 2020 (WA)	Salaries & Overheads	Biannual	Service Delivery Risk	🟢 Low	HR
18	Inspect and restock First Aid kits and AEDs	WHS Obligations	Salaries & Overheads	Biannual	Service Delivery Risk	🟢 Low	HR
18	Deliver wellbeing campaigns and EAP awareness	Workforce Management Plan	Salaries & Overheads	Ongoing	Service Delivery Risk	🟢 Low	HR
18	Facilitate Accountability and Ethical Decision Making (AEDM) training to staff and Council	CEO KPI; Public Sector Commission; LG Rules Regs	Salaries & Overheads	Annual (July)	Service Delivery Risk	🟢 Low	HR
19	Maintain statutory registers (gifts, interests, delegations, tenders, complaints)	LG Act & Governance Regs	Salaries & Overheads	Ongoing	Compliance / Legislative Risk	🟡 Medium	Governance
19	Review and adopt the Corporate Business Plan (CBP)	IPR Framework – r.19DA	Salaries & Overheads	Annual (June)	Strategic / Governance Risk	🟡 Medium	Governance
19	Coordinate Strategic Community Plan (SCP) minor or major review	IPR Framework	Salaries & Overheads	Annual	Strategic / Governance Risk	🟡 Medium	Governance

Service Area	Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
19	Coordinate Annual Budget planning workshops and engagement	CEO KPI, Budget Process	Salaries & Overheads	Annual	Service Delivery Risk	🟢 Low	Governance
19	Coordinate preparation and adoption of the Annual Report	LG Act – s.5.53–5.55	Salaries & Overheads	Annual (Nov–Dec)	Compliance / Legislative Risk	🟡 Medium	Governance
19	Prepare and submit Statutory Compliance Audit Return (CAR)	Audit Regs – r.14–15	Salaries & Overheads	Annual (March)	Compliance / Legislative Risk	🟡 Medium	Governance
19	Monitor and update risk registers and internal audit tracking	LG Audit Regs r.17	Salaries & Overheads	Quarterly	Compliance / Legislative Risk	🟡 Medium	Governance
19	Submit Risk Dashboard Report to Audit & Risk Committee	Risk Oversight	Salaries & Overheads	Annual	Compliance / Legislative Risk	🟡 Medium	Governance
19	Effective Integrated Planning and Performance Reporting Processes	CEO KPI	Salaries & Overheads	Annual	Compliance / Legislative Risk	🟡 Medium	Governance and Corporate Performance
19	Review Delegations Register and present to Council	LG Act – s.5.46	Salaries & Overheads	Annual (June)	Strategic / Governance Risk	🟡 Medium	Governance
19	Review Authorised Officer Listing for legislative appointments	Various Acts	Salaries & Overheads	Annual (June)	Strategic / Governance Risk	🟡 Medium	Governance
19	Coordinate review of the Related Party Disclosure Policy	AASB 124	Salaries & Overheads	Annual (Sept)	Strategic / Governance Risk	🟡 Medium	Finance
19	Coordinate Local Law reviews and advertising	LG Act – Part 3	Salaries & Overheads	Ongoing	Strategic / Governance Risk	🟡 Medium	Office of CEO
19	Conduct internal feasibility studies for priority infrastructure	Annual Budget Workshops	Salaries & Overheads	Annual	Service Delivery Risk	🟢 Low	Development Services
19	Provide legal advice and governance support to the CEO	Governance	Salaries & Overheads	As required	Service Delivery Risk	🟢 Low	Office of CEO
19	Deliver Facilitate Accountability and Ethical	CEO KPI; Public Sector	Salaries & Overheads	July Annual	Service Delivery Risk	🟢 Low	HR

Page | 117

Service Area	Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
	Decision Making (AEDM) training to staff & Council	Commission; LG Conduct Regs					
19	Coordinate Shire-wide website content review for accuracy	LG Admin Reg 29C	Salaries & Overheads	Quarterly	Strategic / Governance Risk	🟡 Medium	
20	Conduct local government elections and manage statutory returns	Electoral compliance	Members of Council (Sch. 4)	Every 2 years	Compliance / Legislative Risk	🟡 Medium	Council & Executive Support
20	Coordinate Annual Financial Returns process	Statutory reporting	Salaries & Overheads	August Annual	Compliance / Legislative Risk	🟡 Medium	Council & Executive Support
20	Review Public Interest Disclosure Register	PID Act 2003	Salaries & Overheads	August Annual	Strategic / Governance Risk	🟡 Medium	Council & Executive Support
20	Review Terms of Reference (TOR) for Council Committees post-election	Governance compliance	Salaries & Overheads	Every 2 years	Strategic / Governance Risk	🟡 Medium	Council & Executive Support
20	Maintain and publish Complaints Register and include in Annual Report	LG Act 1995 – s.5.121	Salaries & Overheads	Quarterly	Compliance / Legislative Risk	🟡 Medium	Council & Executive Support
20	Coordinate Council Member training & report annually	LG Act – s.5.126A	Members of Council (Sch. 4)	Annual	Compliance / Legislative Risk	🟡 Medium	Council & Executive Support
20	Maintain and publish Elected Member attendance & allowance register	Operational Guideline 01	Members of Council (Sch. 4)	Quarterly	Service Delivery Risk	🟢 Low	Council & Executive Support
20	Coordinate Council meetings, agendas, and minutes	Governance compliance	Members of Council (Sch. 4)	Monthly	Service Delivery Risk	🟢 Low	Council & Executive Support
20	Maintain Council Members' subscriptions and memberships register	Transparency & accountability	Members of Council (Sch. 4)	Annual	Service Delivery Risk	🟢 Low	Council & Executive Support
20	Provide administrative and procedural support to CEO and Elected Members	Executive governance	Salaries & Overheads	Ongoing	Service Delivery Risk	🟢 Low	Council & Executive Support
20	Annual binding of Council meeting minutes	Recordkeeping compliance	Members of Council (Sch. 4)	Annual	Service Delivery Risk	🟢 Low	Council & Executive Support
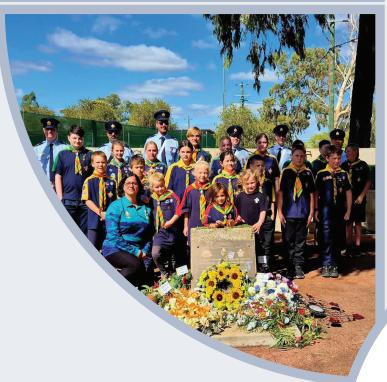
Service Area	Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
20	Coordinate catering for Council meetings	Governance & operations	Members of Council (Sch. 4)	Monthly	Service Delivery Risk	🟢 Low	Council & Executive Support
20	Coordinate Australia Day Awards process	Community recognition	Salaries & Overheads	Annual	Service Delivery Risk	🟢 Low	Council & Executive Support
20	Maintain Council Chambers – facility upkeep	Facility readiness	Members of Council (Sch. 4)	Annual	Service Delivery Risk	🟢 Low	Building Maintenance
20	Coordinate all civic functions	Civic & ceremonial responsibilities	Members of Council (Sch. 4)	Annual	Service Delivery Risk	🟢 Low	Executive & Council Support
20	Review Council Agenda Report Template	CEO KPI	Salaries & Overheads	Annual	Compliance / Legislative Risk	🟡 Medium	Council & Executive Support
20	Advise Council of changes to relevant legislation	CEO KPI	Salaries & Overheads	Annual	Service Delivery Risk	🟢 Low	Council & Executive Support
20	Report on outstanding Council resolutions	CEO KPI	Salaries & Overheads	Annual	Compliance / Legislative Risk	🟡 Medium	Council & Executive Support
20	Update the Local Government Directory	Administrative accuracy	Salaries & Overheads	Annual	Strategic / Governance Risk	🟡 Medium	Council & Executive Support
20	Prepare Annual Meeting Schedule and advertise OCM dates	LG Act s.5.25(1)(g)	Salaries & Overheads	Annual (Nov)	Service Delivery Risk	🟢 Low	Council & Executive Support
20	Coordinate Annual Electors Meeting post-adoption of Annual Report	LG Act s.5.27–5.29	Salaries & Overheads	Annual	Compliance / Legislative Risk	🟡 Medium	Council & Executive Support
20	Maintain tender register and procurement documentation	LG Regs (F&G)	Salaries & Overheads	Ongoing	Financial Risk	🟡 Medium	Council & Executive Support
20	Update Shire listing in WALGA Local Government Directory	WALGA Request	Salaries & Overheads	Annual (Sept)	Strategic / Governance Risk	🟡 Medium	Council Support

Status indicators: 🟢 Planned (Funded) 🟡 Planned (Unfunded) 🟠 Carry-over or deferred from CBP 🔵 In progress 🔴 Critical & requires prioritisation (to be used in improvement activities next)

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

Shire of Chittering

Annual Report
2024-2025

Acknowledgement of Country

The Shire of Chittering wishes 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.

Kangaroo Paw (Anigozanthos) on Pioneer Drive, Bindoon.

Front cover
Top left to right: *Chittering Bushfire Brigade volunteer and resident at Bonfire Night, 2024, and residents at the Bindoon Library Forget Me Not Dementia Cafe.*
Bottom left to right: *Event patrons at Bindoon Mountain Bike Park Official Opening 2024, and Chittering St John Ambulance volunteers at Australia Day Celebrations, 2024.*

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 and Library located at 6177 Great Northern Highway, Bindoon, WA 6502.

Alternative formats

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

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

Feedback and Questions

We are confident that this report will provide you with detailed information about 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.

TABLE OF CONTENTS

Introduction

Our Shire

Our Performance Summary

Our Council and Governance

Our Organisation

Our Operational Performance

References

Detailed Financial Information

Introduction

The *Local Government Act 1995* (WA) requires local governments to prepare and publish an annual report by 31 December each year.

The Shire of Chittering's (the Shire) 2024/25 Annual Report provides a clear overview of the year's performance. It outlines our achievements, challenges, and progress against strategic priorities. The report reflects our commitment to transparency, accountability and continuous improvement.

This document is an important way for us to communicate with our community and stakeholders. It shares information with residents, ratepayers, local businesses, community organisations, partners and government agencies about what has been delivered and what is planned for the future.

The report also helps engage our employees. It highlights how their work contributed to the Shire's vision, the key outcomes achieved throughout the year, and expectations for the year ahead. It also identifies where we will focus on improvements going forward.

Our Annual Report is organised into seven sections:

1. Strategic direction and messages from our President and CEO.
2. Overview of organisational and financial performance, including key highlights, challenges and future priorities.
3. Summary of the Shire's profile, history, location, and strategic advantages.
4. Information on the Shire's council, policy changes, governance, community engagement, and volunteers.
5. Overview of workforce and management practices.
6. Detailed performance of services delivered, aligned with strategic objectives.
7. Comprehensive financial statements with detailed explanations.

One of the Shire's entry signs as you travel north on the Tonkin Highway from Perth.

Our Strategic Direction

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 to ensure 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 align with our vision, culture, and strategy. The values define our organisation to employees, stakeholders, and customers. The values also remind staff of the preferred way of achieving our desired outcomes.

Positive Attitude   *Respect*   *Accountability*   *Teamwork*

Our Strategy

The long-term strategic direction, outlined in the 10-year SCP, assists Council with the development of the medium-term strategies, set out in the 4-year CBP and the Annual Operational Plan. Further information on how we plan, measure, monitor, and report on our strategy through the Integrated Planning and Reporting Framework (IPRF), can be found on **page 70.**

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

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

Community	Built Environment
An inclusive, active, safe and healthy community (SO1).	Well planned built landscapes that are progressive, vibrant, diverse and reflect the Shire's unique country lifestyle (SO3).
• Connected communities (O1) • A safe and healthy community (O2)	• Retaining rural amenity (O5) • Improving infrastructure (O6)
Natural Enviroment	**Economy**
A protected and bio-diverse environment which community and visitors enjoy (SO2).	Thriving, sustainable and diverse economic investment and local employment opportunities from cottage to large scale industry (SO4).
• Sustainable lifestyle (O3) • Environmental protection (O4)	• Economic growth (O7) • Local business growth (O8) • Increased visitors (O9)

Administration and Governance
A responsive and empowering Council which values consultation, accountability and consistency (SO5).
• An engaged Shire (O10) • Accountable and transparent governance (O11)

Strategic Objectives (SO)
Outcome (O)

President's Message

Looking Ahead

As we move into 2025/26, Council remains committed to investing in community spaces, strengthening local infrastructure, and supporting a connected and thriving community. I extend my sincere thanks to our volunteers, community groups, staff and fellow Councillors for their dedication and contribution throughout the year.

Warm regards,

Cr Aaron King

Shire President

Community Resilience and Progress

The 2024/25 year has been one of steady progress, renewed community spirit, and continued resilience across the Shire of Chittering. Council has remained focused on supporting sustainable growth, strengthening community wellbeing, and ensuring that our rural lifestyle and natural environment remain at the heart of our identity.

Strengthening Community Connections

Community participation continued to grow, with strong attendance at events such as Taste of Chittering, Wear Ya Wellies, Australia Day celebrations, youth activities and a wide range of local programs. The new Lower Chittering Youth and Community Hub progressed well and will play an important role in supporting social connection and youth development.

Celebrating Local Achievement

This year, the Shire was recognised with a Gold Award at the Australasian Reporting Awards, demonstrating ongoing improvement in transparency and good governance. The Muchea Recreation Centre was also acknowledged as Community Facility Project of the Year at the WA Community Cricket Awards.

Investing in What Matters

Council delivered improvements to roads, reserves, community buildings and public spaces, including upgrades to Chittering Valley Road, Mooliabeenee Road and the completion of the Yozzi Road Walk Trail. These investments support safe travel, active lifestyles, and long-term liveability across the Shire.

Chief Executive Officer's Message

Operational Delivery and Performance

The 2024/25 financial year was marked by strong operational delivery despite cost pressures, contractor shortages and increasing service demand. The administration continued to implement organisational reforms, strengthen governance, and deliver essential services efficiently.

Key Operational Outcomes

- 90% completion of Corporate Business Plan actions, continuing four years of improvement

- Positive audit performance, with only one moderate management finding

- Major road renewals delivered and facility upgrades progressed

- $213,000 in bushfire mitigation works completed and additional funding secured

- Digitisation of development, building and compliance records completed

- Zero illegal dumping complaints, down from 20 in 2023/24

- New EEO and Diversity and Inclusion provisions embedded into workforce practices

- Improved safety performance with injuries reduced from 31 to 19

Partnerships and Environmental Initiatives

The Shire continued to work closely with the Chittering Landcare Group and regional agencies to deliver on-ground environmental outcomes, including biodiversity restoration, catchment monitoring, and feral animal control programs.

Financial and Service Delivery Performance

Rate collection remained strong at 98.98%, and approximately 74% of the capital program was delivered. Activity increased across planning, building, environmental health and regulatory compliance—reflecting ongoing investment and population growth across the Shire.

Preparing for the Year Ahead

Looking to 2025/26, operational priorities will include the completion of the Lower Chittering Youth and Community Hub, continued road upgrades, digital transformation of customer services, and strengthened community engagement in long-term planning.

Sincerely,

Melinda Prinsloo
Chief Executive Officer

Our Shire

- **Profile and Locations**
- **History**
- **Assets and Service Delivery**
- **Strategic Advantages**
- **Climate Change and Sustainability**

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

Our Profile and Location

The Shire is one of 139 local governments in Western Australia, located approximately kilometres north of Perth. Covering an area of 1,222 square kilometres, the Shire stretches more than 65 kilometres from north to south and encompasses the townsites of Bindoon, Muchea, and the historic Wannamal, along with the localities of Mooliabeenee, Chittering and Lower Chittering.

Chittering's landscape is diverse, featuring vast areas of natural bushland, state forests, and wetlands, alongside productive agricultural land and growing industrial and commercial areas. This blend of natural beauty and opportunity makes the Shire both an attractive place to live and an appealing destination for visitors and investors.

The Shire's natural and physical assets, its scenic topography, rich biodiversity, and strategic location, provide a strong foundation for lifestyle, tourism, and business growth. Residents and visitors enjoy a peaceful rural setting within easy reach of Perth's urban amenities and neighbouring local governments including Gingin, Toodyay, York, Northam, Beverley, Goomalling, Victoria Plains, and New Norcia, Australia's only monastic town.

As at 30 June 2024, the Shire's estimated resident population (ERP) was 6,573, reflecting an annual growth rate of 3.64%, more than double the average growth rate across regional Western Australia (1.5%).

The completion of the Tonkin Highway extension to Muchea in 2020 — part of the greater Perth to Darwin National Highway, has strengthened Chittering's strategic position within the northern corridor. The Shire now enjoys improved connectivity to Perth's metropolitan area, Perth Airport, and major freight routes. This accessibility has positioned the Muchea Industrial Park (MIP) for future expansion and attracted families and FIFO workers seeking larger properties and a rural lifestyle, without sacrificing access to urban services.
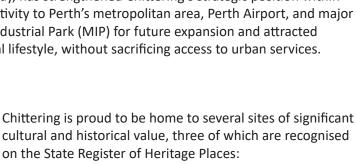
Our History

Local government in Chittering has a proud and long-standing history dating back to the late 19th century. The Gingin Road Board, established in January 1893, originally administered much of the area now known as Chittering, Bindoon, and Muchea, while Wannamal fell under the jurisdiction of the Victoria Plains Road Board.

The Chittering Road Board District was officially gazetted on 10 January 1896 and later amended on 7 February 1896 to become the Chittering Road Board. The first Road Board election was held shortly thereafter, on 11 March 1896.

Following the enactment of the Local Government Act 1960, all Road Boards in Western Australia transitioned to Shire status. On 8 July 1961, the serving Road Board members were formally sworn in as the first Councillors of the Shire of Chittering.

Chittering is proud to be home to several sites of significant cultural and historical value, three of which are recognised on the State Register of Heritage Places:

• Roads Board Building – Brockman Precinct;

• Enderslea Farm; and

• Buildings at Edmons Rice College.

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

Shire Infrastructure

Parks & Reserves (900 hectares)	Ovals (5.2 hectares)	Multi-Purpose Courts	Sport & Recreation (incl. Community Halls)	Cricket Pitches	BMX Tracks	Mountain Bike Park	Fire Stations
19	4	4	7	3	3	1	5

Health Centres	Landfill Sites	Public Amenities	Cemeteries	Libraries	Sealed Roads	Unsealed Roads	Pathways
2	2	9	1	1	340km	215km	28km

Demographic Profile - Our Community
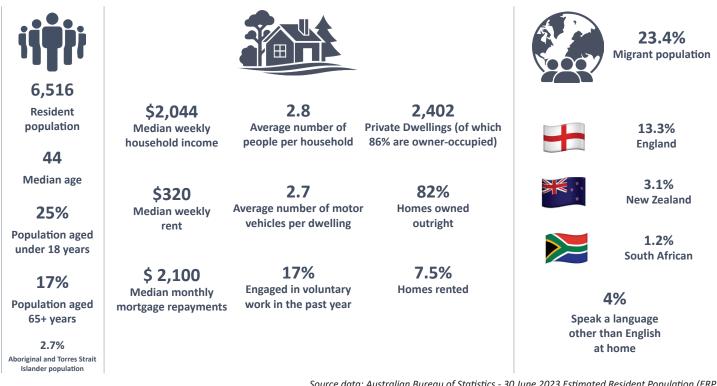
Located on the north-eastern fringe of the Perth metropolitan region, the Shire continues to experience steady peri-urban population growth as families and individuals seek a rural lifestyle within commuting distance of Perth.

As at 30 June 2024, the Shire's estimated resident population was 6,573, representing an annual growth rate of 3.64%, well above the 1.5% average across Regional Western Australia. Population forecasts indicate that Chittering's population is projected to exceed 7,000 residents by 2031 (WA Tomorrow Population Report, REMPLAN).

The community is characterised by a median age of 44 years, with 25% of residents aged under 18 and 17% aged 65 and over, reflecting a balance between young families and older residents.

Aboriginal and Torres Strait Islander peoples make up 2.7% of the local population, contributing to the Shire's cultural diversity. Chittering is also home to a strong migrant community, with 37.3% of residents born overseas — predominantly from England, New Zealand, and South Africa.

There are approximately 2,402 private dwellings across the Shire, with a high rate of home ownership (86%), reflecting the area's stable and family-oriented character.

6,516
Resident population

44
Median age

25%
Population aged under 18 years

17%
Population aged 65+ years

2.7%
Aboriginal and Torres Strait Islander population

$2,044
Median weekly household income

2.8
Average number of people per household

2,402
Private Dwellings (of which 86% are owner-occupied)

$320
Median weekly rent

2.7
Average number of motor vehicles per dwelling

82%
Homes owned outright

$ 2,100
Median monthly mortgage repayments

17%
Engaged in voluntary work in the past year

7.5%
Homes rented

23.4%
Migrant population

13.3%
England

3.1%
New Zealand

1.2%
South African

4%
Speak a language other than English at home

Source data: Australian Bureau of Statistics - 30 June 2023 Estimated Resident Population (ERP)

Economic Profile

The Shire of Chittering's Gross Regional Product (GRP) was estimated at 810 million in the year ending June 2024, representing a small decline of –0.3% compared to the previous year (Economy.id.com.au).

The local economy remains firmly rooted in its rural and semi-rural character. Key economic drivers include broad-acre farming, orchards, and small rural residential blocks. Emerging and established industries such as extractive operations (gravel, clay, and sand), the State livestock yards (WAMIA), mineral sands processing (Tronox), horticultural nurseries, local hospitality businesses (including Bindoon Bakehaus & Café), viticulture and wineries, tourism enterprises, and other small businesses diversify our economic base.

The strategic location of the Shire, adjacent to the northern fringe of the Perth metropolitan area and connected via major freight and logistics routes, continues to position Chittering for future growth and investment opportunities.

Our Industry

Agriculture

18% of GRP

23.5% of total jobs within the region

*Mining

15.6% of GRP

6.8% of total jobs within the region

Construction

13.1% of GRP

14.2% of total jobs within the region

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

Our Emerging Industries

Transport and Logistics

Chittering's transport and logistics sector is experiencing growth, supported by recent infrastructure developments. The extension of the Tonkin Highway, improved access to freight routes, and the strategic location of the Muchea Industrial Park give the Shire a competitive edge in logistics and freight operations.

Tourism

Tourism continues to be a key growth sector, driven by Chittering's proximity to Perth, strong agritourism and ecotourism offerings, and land availability suited to tourism investment. The Strategic Community Plan notes that 28% of young adults are employed in the tourism sector, highlighting its importance for local job creation.

Agribusiness & Value-Add Food Production

Emerging from the Shire's agricultural base, opportunities are growing for value-adding in food processing, horticulture and niche farming. The 2024-2034 plan identifies agribusiness as a future focus, leveraging broad-acre farming, orchard production and proximity to markets for processing and export.

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, 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 contribute towards our planning for service delivery.

The provision of these services is 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.

Strategic Theme	Service Area
Community	1. 🏟️ Recreation, Community Facilities & Active Open Spaces
	2. 🤝 Community Development & Events
	3. 📚 Library Services
	4. 🏠 Residential Property Management
	5. 🐕 Ranger & Community Safety
	6. 🧯 Emergency Services & Recovery
Natural Environment	7. 🔥 Bushfire Mitigation Services
	8. ♻️ Environment & Public Health
	9. 🌳 Bushland & Passive Open Spaces
	10. 🚮 Landfill & Waste Collection
Built Environment	11. 🛣️ Transport
	12. 🧱 Planning and Compliance
	13. 📐 Building and Compliance
Economy	14. 🌐 Economic Development, Tourism & Marketing
Leadership & Governance	15. 📞 Administration & Customer Service
	16. 💰 Financial Management
	17. 💻 Information Technology & Records
	18. 💼 People and Culture
	19. 💡 Governance & Strategy
	20. 📑 Executive & Council Support

Our Strategic Advantages

Location and Access

- Located just 55 km north of Perth and neighbouring the expanding northern suburbs, the Shire offers a competitive edge through large, flexibly-zoned rural parcels within easy reach of the metropolitan area and Perth Airport.
- The extension of the Tonkin Highway to Muchea and its connection to the broader Perth–Darwin freight route significantly enhances access for business, logistics and residential growth.

Population Attractiveness

- The Shire provides ample space for both lifestyle living and development, with a range of rural-residential block sizes and a strong appeal to those seeking a "tree-change".
- Rural-zoned blocks with multi-use potential for tourism, recreation and business activities support the Shire's diverse land-use opportunities.

Road Network

- The Shire is strategically intersected by major routes and offers RAV10 access via the Tonkin and Great Northern Highways, key freight and logistics corridors.
- The Muchea Industrial Park (MIP) presents cost-effective, infrastructure-ready industrial land at the gateway to Perth, suitable for regional industries including logistics, mining support, agriculture and manufacturing.

Industrial Area

- MIP offers cost-effective, pre-developed opportunities for businesses, attracting significant developments including BP, Elders, Bitutek, and Lester Group.
- Located at the gateway to Perth, MIP is ideal for regional industries such as mining, oil and gas, agriculture, and logistics services.

Natural Arable Valley Surroundings

- With scenic green valleys, productive agricultural lands, and a rich natural environment, the Shire supports quality food and drink-based businesses, tourism, and boutique production.
- Close proximity to Perth's metropolitan fringe and established agricultural enterprises in citrus, poultry, viticulture and broad-acre farming reinforce the Shire's rural land and land-use advantages
- The Shire aims to preserve its rural land, recognising it as a vital economic and cultural asset.

Climate Change and Sustainability

The Shire is committed to managing its resources and services today and into the future in a social, cultural, environmental and financially sustainable way. Our strategy aligns with climate-resilience principles embedded in our Strategic Community Plan, Corporate Business Plan and Annual Operational Plan.

Key actions and strategy focus:

- **Natural Environment Protection & Revegetation:** We partner with the Chittering Landcare Centre to deliver on-ground projects such as native tree plantings, revegetation of cleared land, bird-habitat creation, fauna and flora surveys, and community-led bushcare programs.
- **Bushfire Risk Management:** With the Shire's bushfire-vulnerable landscape, we invest significantly in mitigation measures, including fuel-load management, community awareness campaigns, and coordinated planning with local fire services.
- **Infrastructure Resilience & Sustainable Economy:** Maintaining and upgrading our road and transport network supports community safety and underpins a resilient local economy. The strategic location of the Muchea Industrial Park and improved freight-road access help position the Shire for sustainable growth with minimal environmental compromise.
- **Social & Community Sustainability:** We allocate funding and develop programs that support our ageing population, encourage local downsizing within the Shire, foster inclusive communities, and ensure all residents can participate in the lifestyle and economy of our region.

Supporting strategies and frameworks:

- **Waste Management Strategy:** Enhances waste practice, reduces land-fill dependency, supports recycling and circular economy principles.
- **Economic Development Strategy:** Focuses on sustainable growth, attracting industries with low environmental impact and high community benefit.
- **Local Biodiversity Strategy:** With a five-year horizon, this strategy sets priorities for biodiversity protection, invasive species control and habitat restoration.
- **Public Health Plan:** Addresses community health in the context of climate change, ensuring environmental factors are integrated into public-health strategy and planning.

Our Performance Summary

- **Corporate Performance Summary**

- **Highlights and Challenges**

- **External Awards**

- **Financial Performance Summary**

- **Budget Outlook for the Coming Year**

- **Future Strategic Priorities and Key Projects**

- **Our Annual Events Calendar**

Spoonbill Lake sights from a bush walk in Chittering.

Our performance summary section is aligned to our performance criteria illustrated below:
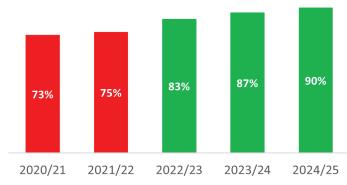
- 🔵 Completed
- 🟢 On target
- 🟡 Monitor / Slightly behind schedule
- 🔴 Target not met / Behind schedule
- ⚪ Deferred / Cancelled

Corporate Performance
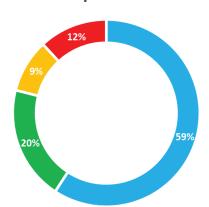
Over the past five financial years, the Shire has continued to strengthen its performance in implementing the CBP, consistently progressing toward and surpassing its annual target of 80%.

In 2020/21, the Shire achieved a 73% implementation rate, followed by 75% in 2021/22, reflecting steady improvement and a growing focus on organisational delivery. By 2022/23, the Shire exceeded the 80% target for the first time, achieving 83%, and continued this positive momentum with 87% in 2023/24.

In 2024/25, performance reached 90%, representing a 17% improvement over five years. This sustained upward trend demonstrates the Shire's strong commitment to continuous improvement, strategic alignment, and achieving outcomes for the Chittering community.

Overall Corporate Performance

Council adopted 100 annual actions for the 2024/25 financial year through the annual review of its four-year CBP. The Annual Operational Plan (AOP), which represents Year 1 of the CBP, outlines detailed deliverables and aligns closely with the Shire's Annual Budget.

During the mid-year planning and budget review, 24 annual actions were either cancelled or deferred to future years (refer to **page 108**) and were therefore excluded from the overall performance results.

Of the 76 actions remaining, Council achieved an overall performance rate of 90%, with 60 actions completed or on target. Seven actions were slightly behind schedule, while nine were significantly delayed or did not meet their intended target for the year.

Further details on individual service area performance can be found in the 'Our Performance section, commencing on **page 68**.

Our Significant Capital Projects

During the 2024/25 financial year, the Shire successfully executed several major capital projects, reflecting our commitment to enhancing community infrastructure and services. Below is an overview of the key projects, their progress as of 30 June 2025, and their financial performance:
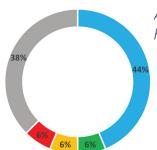
PROJECTS	2023/24 Results		2024/25 Results		
	% Project progress	% Budget spent	% Project progress	% Budget spent	Project status update
Muchea Recreation Centre	100%	108%	90%	86%	Playground Construction completed. Shade structure to be completed in 2025/26.
Bindoon-Dewars Pool Road (RRG)	New projects for 2024/25.		90%	92%	Road works are completed. Final works to be completed by December 2025. Completed on time and within budget.
Wells Glover Road Final Seal (RRG)			100%	104%	Completed in January 2025.
Blue Plains/Maddern Road (BS)			90%	97%	Road works are completed. Final works to be completed by December 2025.
Muchea Road South (BS)			85%	88%	Road works are completed. Final works to be completed by December 2025.
Wandena Road			100%	100%	Completed in January 2025.
McGlew Road			100%	100%	Completed in January 2025.
Streetlights (Shire owned)			100%	46%	Completed in January 2025.

Information on projects and actions that have been rolled over to next financial year are listed on **page XX**.
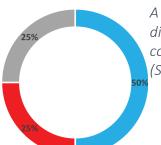
● Completed   ● On target   ● Target not met / Behind schedule   ● Monitor / Slightly behind schedule   ● Deferred / Cancelled

Community

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

Chart segments: 44%, 38%, 6%, 6%, 6%

Highlights

- Introduced weekly Centrelink one-on-one sessions in Bindoon and Muchea (commencing July 2025), improving access to essential services.

- Completed Wildflower Ridge open space concept plans to support future community recreation.

- Achieved a 98.98% rates collection rate, up from 98.2% in 2023/24, reducing arrears to $95,000 over three years.

- Delivered 25+ community events, including major regional events such as A Taste of Chittering, Wear Ya Wellies, Australia Day celebrations, and Christmas Grotto & Thank a Volunteer Day, alongside youth, family and seniors activities.

- Completed 94% of food premises inspections, up from 80% the previous year, supported by improvements to the food business register.

- Maintained strong oversight of public buildings, wastewater systems and event public health obligations under the Public Health Act 2016.

Challenges

- Growing community facilities require ongoing staff and volunteer capacity to operate effectively.

- Programs need to better engage both young people and older residents as the population changes.

- Transport access remains limited in rural areas, even with improvements in service availability.

Natural Environment

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

Chart segments: 50%, 25%, 25%

Highlights
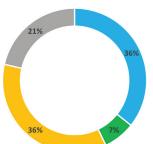
- Delivered native planting and open space improvements through the 2024/25 Budget.

- Achieved strong outcomes through the Chittering Landcare partnership, including 95,000 native plants established and $83,000 in external funding secured for restoration, monitoring and biodiversity projects.

- Distributed 2,500 native plants to residents to support local biodiversity and sustainable landscaping.

Challenges

- Nutrient pressure in Ellen Brook and Brockman catchments requires ongoing coordinated waterway management.

- Rural water and wastewater systems need upgrading to support future growth.

- Protecting vegetation and biodiversity remains essential as development increases.
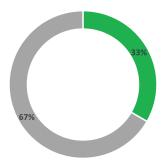
Blue Lechenaultia on Tea Tree Road, Bindoon.

● Completed ● On target ● Target not met / Behind schedule ● Monitor / Slightly behind schedule ● Deferred / Cancelled

Built Environment

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

21%
36%
7%
36%

Highlights

- Implemented the new Construction Training Fund (CTF) levy process from 1 January 2025, improving compliance with statewide requirements.

- Delivered road renewal works including Wandena Road, McGlew Road and Wells Glover Road.

- Processed 147 development applications lodged (↑26.7%), with 145 determined and an overall 98.6% determination rate.

- 88% of applications determined under delegated authority, supporting efficient and timely decision-making.

- Issued a tender for Blue Plains Road widening to prepare the 2025/26 construction program.

Challenges

- Major storm impacts in February 2025 required emergency response and recovery, delaying some planned works.

- Additional compliance requirements have increased processing steps for applicants.

- Infrastructure capacity is under pressure in key growth areas, including water and sewer constraints in Muchea, and increasing development demand in Lower Chittering. Continued rural-residential growth in Lower Chittering means future servicing capacity will need to be closely monitored to ensure demand can be sustainably supported.

- More varied housing options are needed to improve affordability and support changing community needs.

- Growth pressure continues to challenge the preservation of rural character and scenic landscapes.

- New development is increasing demand for firefighting infrastructure such as hydrants, tanks and emergency access routes.

Economy

Thriving, sustainable and diverse economic investment and local employment opportunities from cottage to large scale industry (SO4)

33%
67%

Highlights
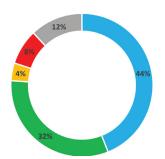
- Successfully delivered Taste of Chittering with 3,000 visitors, supporting local producers and tourism.

- Completed the Yozzi Road walk trail, adding visitor-ready recreation infrastructure.

- Achieved Bronze at the 2024 Tourism Awards for Excellence in Local Government.

- Secured funding commitments and commenced borrowing arrangements for the Lower Chittering Youth & Community Hub.

- Increased destination awareness through Destination Perth and Perth Vibes campaigns.

- Supported the establishment of new local businesses, strengthening cottage industries and larger enterprises.

- Partnered with regional business networks to deliver training and capability-building for small businesses.

- Progressed plans for additional commercial land release to stimulate investment and improve access to services.

Challenges

- Many residents work outside the Shire, meaning local jobs and business employment need to grow.

- Tourism is expanding, but accommodation and dining options remain limited.

- Rising development and construction costs, along with additional administrative requirements, are creating challenges for builders and investors.

● Completed   ● On target   ● Target not met / Behind schedule   ● Monitor / Slightly behind schedule   ● Deferred / Cancelled

Administration and Governance

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

Highlights

- Implemented 90% of the Corporate Business Plan, an improvement of 3% on last year and 17% over four years.
- Received a Gold Award at the Australasian Reporting Awards for excellence in governance and transparency.
- Achieved a strong 2024/25 audit outcome with only one moderate finding, demonstrating sound financial controls.

Challenges

- Rising operational costs and supply delays continue to impact project delivery.
- Technology systems require ongoing investment to remain secure, reliable and efficient.
- Strong community connection depends on sustained funding for local events and activities.
- Growth must be managed carefully to protect natural areas and ensure community support for conservation efforts.

● Completed ● On target ● Target not met / Behind schedule ● Monitor / Slightly behind schedule ● Deferred / Cancelled

External Awards

During 2024/25, the Shire received notable recognition for excellence in governance, innovation, and community development. These achievements highlight the Shire's ongoing commitment to transparency, sustainability, and delivering positive outcomes for the community.

Innovation in Infrastructure Design – Bindoon Mountain Bike Park Project

Your Move Awards 2024

At the Your Move Awards 2024, the Shire received the Innovation in Infrastructure Design award for the Bindoon Mountain Bike Park Project. The project transformed local concerns about the Bindoon bypass into an opportunity to enhance recreation, tourism and local business, delivering measurable community and economic benefits. This recognition highlights the Shire's commitment to sustainable development, active transport, and creating spaces that promote community wellbeing.

Gold Award - Annual Report Excellence

75th Australasian Reporting Awards (ARA)

At the 75th Australasian Reporting Awards, the Shire received a Gold Award for excellence in its 2023/24 Annual Report, placing it among the highest-standard local government reports across Australia. This internationally recognised award attracts entries from across the Australasian region and acknowledges excellence in governance, sustainability, and strategic planning. The achievement reflects the Shire's ongoing commitment to transparency, accountability, and clear communication with its community and stakeholders.

Bronze Award – Excellence in Local Government

2024 Tourism Awards

In November 2024, the Shire received a Bronze Award for Excellence in Local Government at the 2024 Tourism Awards. This recognition celebrates the Shire's efforts to strengthen the region's tourism profile, support local businesses, and promote Chittering as a vibrant visitor destination within the Wheatbelt and Perth region. The award highlights the Shire's ongoing commitment to fostering tourism through community events, regional promotion, and initiatives that stimulate the local economy and enhance community vitality.

Community Facility Project of the Year – Muchea Recreation Centre

2024–25 Kookaburra WA Community Cricket Awards

At the 2024–25 Kookaburra WA Community Cricket Awards, the Shire, together with the Chittering Junior Cricket Club, received the inaugural Community Facility Project of the Year award for the Muchea Recreation Centre. The project redeveloped the former Muchea Hall into a contemporary, multi-sport community hub, significantly increasing participation in cricket and other activities in the region. This recognition highlights the Shire's commitment to investing in high-quality community infrastructure that supports healthy lifestyles, strengthens local sporting pathways, and provides a welcoming place for players, families, and visitors.

Diligence in Safety Certificate (Tier 2)

LGIS WA Local Government Risk Management Scheme

At the 2024–25 award cycle, the Shire was awarded the Diligence in Safety Certificate (Tier 2) by LGIS, recognising achievement of at least 80 % against the Tier 2 checklist of the "3 Steps to Safety" program. This certificate highlights the Shire's strong workplace health and safety practices, including management commitment, consultation, hazard control, training and supervision, reporting and monitoring. It affirms the Shire's ongoing dedication to ensuring safe working environments for staff, volunteers and contractors.

Our Financial Performance Summary

The Shire maintained a strong financial position in 2024/25. Prudent financial management ensured resources were allocated to deliver community priorities while maintaining healthy liquidity and reserves. Monthly financial activity statements were presented to Council to support transparency and informed decision-making.

Financial Position

The Shire's financial position strengthened compared to the previous year, with Adjusted Net Current Assets increasing to $1.51 million. Unrestricted cash remained stable at $3.35 million, and restricted cash reserves grew to $2.22 million to support future projects.

Key Financial Position Indicators

Meaure	Prior Year 30 June 2024	Current Year 30 June 2025
Adjusted Net Current Assets	$1,382,420	$1,514,854
Cash & Equivalents – Unrestricted	$3,480,175	$3,352,869
Cash & Equivalents – Restricted	$2,092,673	$2,221,217
Receivables	$348,488	$296,097
Payables	$1,753,152	$1,644,557
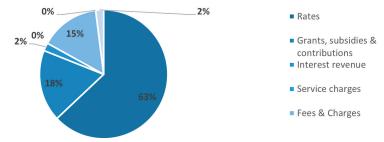
Operating Performance

Operating revenue for the year was $9.14 million, broadly in line with budget expectations.

• Rates remained the largest income source.

• Fees and charges exceeded forecasts.

• Grants were lower than budget due to timing of receipts.

• Other revenue fell short of budget.
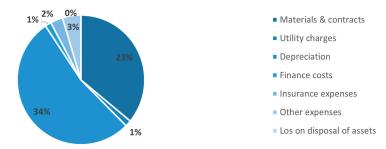
Operating expenditure totalled $7.38 million, 9% below budget, due to savings in employee costs, materials, and contracts. Depreciation was higher following updated asset valuations.

Operating Revenue - Where our funding came from

Operating revenue by source, highlighting rates as the primary income stream.

Operating Expenses - Where the money was spent
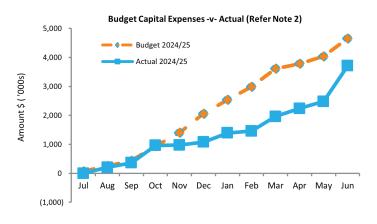
Operating expenditure by category, showing employee costs, materials and contracts as the largest components.
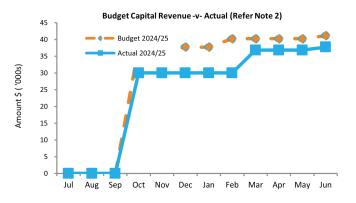
Capital – Where we built and upgraded infrastructure

The Shire invested **$3.17 million** in infrastructure, plant, and building upgrades during 2024/25. This represented **77%** of the year-to-date budget and **60%** of the annual program. Roads, plant and equipment, and community facilities were the main areas of focus.

Several projects were carried over to 2025/26 due to:

• Contractor availability

• Funding cycle changes

• Seasonal conditions affecting works

Capital revenue compared to budget, reflecting timing differences in grant receipts.

Capital expenditure compared to budget, with roads as the largest area of investment.

Significant Capital Projects

The table below lists major capital projects, their budget, and actual expenditure to date.

Significant Projects	% Budget Spent	Annual Budget ($)	YTD Budget ($)	YTD Actual ($)
Mountain Bike Park Re-vegetation	7%	145,000	145,000	10,870
Bindoon-Dewars Pool Road	92%	438,552	438,552	403,685
Wells Glover Road Final Seal	104%	223,857	223,857	231,838
Blue Plains/Maddern	97%	486,916	486,916	474,085
Muchea Road South	88%	516,584	516,584	454,202
Wandena Road	100%	233,700	233,700	233,699
McGlew Road	100%	80,000	80,000	80,000
Streetlights (Shire Owned)	46%	118,152	118,152	53,784

Grants, Subsidies and Contributions

Grant funding remained a significant source of revenue for capital and operational works. While operating grants were close to target, capital grants were slightly lower than budget due to project timing.

Significant Projects	% Budget Spent	Annual Budget ($)	YTD Actual ($)
Operating Grants	96%	2,225,342	2,144,759
Capital Grants	79%	2,787,298	2,211,500
Total	87%	5,012,640	4,356,259

Variance Summary

Material variances were primarily driven by the following factors:

- Timing of grant receipts
- Delayed asset disposals
- Utility cost changes
- Permanent savings in several capital jobs
- Deferrals to align with funding and contractor availability

These variances have been addressed in the 2025/26 budget review to ensure alignment with 2025/26 priorities.

Assets – What we own

As of 30 June 2025, the Shire's total assets were valued at $178,639,461, encompassing various asset classes illustrated in the following graph. A significant proportion of the Shire's assets is invested in roads, drainage, and footpaths (70,59%), reflecting the focus on maintaining and enhancing critical infrastructure.

Liabilities – What we owe

As of 30 June 2025, the Shire's total liabilities amounted to $9,040,638. These liabilities primarily comprised:

- Amounts owed to suppliers ($296,882)
- Bonds and deposits held ($802,752)
- Loan liabilities ($4,970,539)
- Contract liabilities ($79,120)
- Employee leave entitlements ($846,099)
- Other liabilities ($2,045,245)

How We Spent Your Rates

The infographics below illustrate how rates and charges have supported our key service delivery areas for the community and ratepayers during the 2024/25 financial year.

Note that these figures are illustrated in the thousands, e.g. $5,366 for roads maintenance = $5,366,000.

$5,366 Roads Maintenance	**$1,799** Parks Maintenance	**$160** Library Services	**$51** Weed Control	**$1,220** Community Facilities & Halls	**$333** Staff & Community Housing	**$1,070** Development & Subdivision Activity	**$1,883** Bushfire & Emergency Services	**$470** Forward Planning & Economic Development
$442 Environmental Health Services	**$69** Street Lighting	**$2,597** Technical Services & Fleet Management	**$1,661** Waste Management	**$2,087** Corporate & Governance Management	**$307** Tourism & Civic Events	**$109** Education & Welfare	**$370** Ranger, Law & Order	**$138** Heritage & Culture

Budget Outlook for the Year Ahead

Our annual budget for the upcoming year is shaped by the goals outlined in our CBP 2025/26 – 2028/29. These initiatives reflect our shared vision to make the Shire an appealing place to live in a rural environment, in harmony with nature. For the 2025/26 financial year, we anticipate a projected operating surplus of $1.5 million, which will support both ongoing operations and key community projects.

Among the priority projects for the year are the Construction of the Lower Chittering Community and Youth Hub which will aid and support the Lower Chittering community groups with a new building and meeting place. The completion of the Muchea playground installation of shade sails and a Static Water Tank at Sandown Park.

These initiatives are carefully planned to uphold our commitment to sustainable growth and an enhanced quality of life for all residents.

Note that the full version of the Audited Financial Statements 2024/25 are included in this report (page 122) and also available at https://www.chittering.wa.gov.au. All operating and capital budget figures align with the original adopted annual budget.

Key Priorities for Next Year

In the 2025/26 financial year, the Shire will embark on several key initiatives aimed at enhancing community infrastructure, promoting economic growth, and supporting community well-being and environmental sustainability.

- Continued progress on key roads Chittering Valley Road, Flat Rocks Road, Dewars Pool Road, Wells Glover Road, North Road, Mooliabeenee Road and Blue Plains Road.
- Significant investments in fire and emergency management will focus on bushfire mitigation projects and upgrading emergency services to enhance community safety and resilience.
- Continued improvements to recreation and community amenities, including public halls, parks, and recreational facilities.
- The Shire will continue its Plants for Rural Properties Program, distributing native trees and shrubs to residents, fostering local environmental stewardship.
- A comprehensive road infrastructure program will target the maintenance and enhancement of key roads across the Shire, ensuring reliable transportation options.
- Revegetation efforts planned for Shire-owned land previously cleared for grazing, as part of our environmental conservation strategy.

- Strategic investments and events will further promote tourism and drive economic development in the region.

Major Projects for Next Year

Looking ahead, the Shire will continue to invest in essential infrastructure, road improvements, and community development initiatives to support a growing and connected region. The 2025/26 program focuses on enhancing transport links, improving safety, and progressing community facilities. Key projects planned for delivery include:

Road Upgrades and Sealing Program

The Shire will undertake a significant program of road construction, resealing and safety upgrades across the network. Planned projects for 2025/26 include:

- **Bindoon–Dewars Pool Road** – Ongoing upgrades to improve road condition, safety, and long-term durability.
- **Wells Glover Road – Final Seal** – Completion of the sealing program to enhance access and reduce maintenance requirements.
- **North Road** – Road improvements to strengthen connectivity for local residents and agricultural transport routes.
- **Muchea South Road** – Continued upgrades to support residential growth and improve heavy-vehicle safety.
- **Blue Plains / Maddern Road** – Improvements to support rural-residential access and increase network reliability.
- **Muchea Road South** – Key upgrades to enhance traffic flow, safety, and access in a high-growth locality.
- **Ghost Gum Ridge** – Surface and sealing upgrades to service rural-residential communities.
- **Sugar Gum Drive** – Road improvements to enhance safety and local traffic movements.
- **Flat Rocks Road** – Upgrades to support rural industries and improve transport resilience.
- **Chittering Valley Road** – Continued works on a major commuter and tourism corridor to improve safety and ride quality.

Community Infrastructure

Alongside road projects, the Shire will progress significant community facilities supporting social connection, recreation, and service delivery:

- **Lower Chittering Community and Youth Hub** – Continued planning and development of this key community asset, which will provide flexible spaces for programs, services, and community activities for residents in the Lower Chittering area.

Our Annual Events Calendar

Community events bring people together, strengthen local pride and support our economy by encouraging visitors and local spending. In 2024/25, the Shire delivered over 25 events, from small workshops to major regional festivals. These events reflect the strength, creativity and spirit of our Shire, and the value of coming together to connect, celebrate and support one another.

Event highlights included:

- **Pedals and Pastures:** Presented in partnership with WestCycle, this family-friendly open day at the Bindoon Mountain Bike Park featured training sessions, bike care demonstrations, food trucks and pump-track activities.

- **Lower Chittering Bonfire and Food Trucks:** A popular annual winter gathering combining a community bonfire, food trucks and a bushfire readiness session hosted by the Lower Chittering Fire Station.

- **A Taste of Chittering:** Our signature festival, attracting around 3,000 visitors, celebrating food, makers and local culture.

- **Bike Month – Ride to School Days:** Over 170 students and parents took part, ending with a healthy community breakfast.

- **Chitty Chitty Run Run:** A Perth Trail Series event drawing runners from across the region as part of their annual statewide series.

- **Seniors Week:** 75 seniors enjoyed a social day of activity, food and connection at the Chinkabee Complex in partnership with the Bindoon Bowling Club.

- **Christmas Grotto & Volunteer Celebration:** 20 community groups created a festive display in Binda Place, with an opening night volunteer appreciation dinner, and remained open throughout December.

- **Australia Day:** Held at the Muchea Recreation Centre with awards, citizenship ceremonies and family activities.

- **ANZAC Day:** 350 people attended the Dawn Service at the Bindoon War Memorial.

- **Plants for Rural Properties:** 2,500 native plants distributed to residents, supported by a family-friendly day and bushfire-readiness information session.

- **Wear Ya Wellies:** One of our biggest family events, with close to 1,200 attendees despite wet weather.

Immaculate Heart Bike Month Ride to School Day

Our Annual Events Calendar

July 2024

- Forget Me Not Memory Café
- Rhyme Time
- Free Movie Night
- Boardgame Night
- Lower Chittering Bonfire Night
- School Holiday Activity - Chalk on the Sidewalk
- School Holiday Activity - Nature Play at Marbling Brook
- Pedals and Pastures at Bindoon Mountain Bike Park

September 2024

- Forget Me Not Memory Café
- Rhyme Time
- Book folding workshop for Springfest
- Kid's school holiday movie day
- Canva community workshop
- Free Movie Night
- Historic Vehicle Day
- Muchea Super 7's
- School Holiday Workshop - Christmas Decorations

November 2024

- Forget Me Not Memory Café
- Rhyme Time
- Intergenerational Rhyme Time
- Pizza and Pride Documentary Night
- Seniors Week - Lawns Bowls and HIgh Tea

August 2024

- Forget Me Not Memory Café
- Rhyme Time
- Children's Book Week dress up
- Fiona Cosgrove author talk for Book Week
- A Taste of Chittering

October 2024

- Forget Me Not Memory Café
- Halloween Take Home Activity Packs
- Rhyme Time
- Junior Palaeontologist Activity
- Dino Storytime
- Bindoon Agricultural Show and Rodeo
- Chittering Mystery Hike Series
- Bindoon Ride To School Day
- IHC Ride To School Day
- Christmas Decoration Workshop
- School Holiday Hangout - Sussex Bend Park
- Chitty Chitty Run Run - Trail Run at Bindoon Mountain Bike Park

December 2024

- Forget Me Not Memory Café
- Letters to Santa
- Library Christmas Party
- Carols Amongst the Books
- Rhyme Time
- Wannamal Community Christmas Tree
- BEAT New Years Eve Party
- Thank A Volunteer Day
- Christmas Celebrations

January 2025

- Forget Me Not Memory Café
- Rhyme Time
- Kid's Movie Day
- STEM School Holiday Activity
- Australia Day and Citizen of the Year Awards

April 2025

- Forget Me Not Memory Café
- Rhyme Time
- Community First Aid Training MRC
- ANZAC Day Service
- School Holidays Easter Egg Hunt

February 2025

- Forget Me Not Memory Café
- Rhyme Time
- Library Lovers Day Morning Tea
- Free Movie Night

June 2025

- Forget Me Not Memory Café
- Rhyme Time
- Demystifying Dementia
- Wear Ya Wellies
- Plants for Rural Properties
- Chittering Fire Services Recognition Night

March 2025

- Forget Me Not Memory Café
- Rhyme Time
- IWD One Pot Dinner
- Bites, Burns and Beats Training
- Community First Aid Training MRC

May 2025

- National Simultaneous Storytime
- Forget Me Not Memory Café
- Rhyme Time
- Sydney Writers Festival (3 Days)
- Community First Aid Training Bindoon
- National Volunteer Week Celebrations

Top left to right:
IHC Bike Month Ride to School Day
Pedals and Pastures, Bindoon

Bottom left to Right:
School Holiday Event - Nature Play
A Taste of Chittering
School Holiday Activity - Sussex Bend Hangout
Taste of Chittering

Our Council and Governance

- Democratic Governance
- Key Reforms
- Local Government Elections
- Council Members
- Profiles and Committees
- Council Decisions and Professional Development
- Accountability and Transparency
- Corporate Governance
- Organisational Governance

The old Chittering Road Board Building at the Brockman Precinct. This is also one of the hertiage listed buildings within the Shire.

Democratic Governance

Local Government plays a vital role within Australia's three-tier system of governance (federal, state, and local) providing democratic representation and delivering services closest to the community. Across Australia, there are 537 local councils, including 139 local government in Western Australia (WA), of which the Shire is one. Each operates as a distinct sphere of government with legislative powers, autonomy, and responsibility for meeting local needs.

Local government's strength lies in its connection to the community. Councils are uniquely positioned to understand local issues, plan and deliver essential services, and advocate for community priorities to State and Federal Governments. The Shire performs this role by ensuring effective decision-making, long-term financial planning, and transparent governance in partnership with residents, community groups, and local industry.

The Shire operates under the Local Government Act 1995 (WA), which provides the legislative framework for local governance in the State. The Act defines the role of Council and Councillors, the powers and functions of local governments, and the responsibilities of the Chief Executive Officer and Administration. It is complemented by other legislation including the Planning and Development Act 2005, Building Act 2011, Public Health Act 2016, and associated regulations that guide the delivery of services, community welfare, and development across the district.

At its core, democratic governance within the Shire is about elected representative (the President, Deputy President and Councillors) making informed collective decisions on behalf of the community. Council sets the Shire's strategic direction through the Strategic Community Plan and Corporate Business Plan, both of which form part of the Integrated Planning and Reporting Framework (IPRF). These plans guide service delivery, financial management, and infrastructure investment while maintaining accountability to residents.

The Shire's governance practices are supported by sound administrative systems, public consultation, and compliance with statutory reporting requirements. Regular Council meetings, community engagement initiatives, and transparency reporting ensure that local decision-making remains open and accountable.

Further reading

The *Local Government Act 1995* and associated Regulations can be downloaded from the Department of Justice at www.legislation.wa.gov.au.

*B*ack from left: Cr Kylie Hughes, Cr David Dewar, Cr Mark Campbell, Cr John Curtis, Cr Carmel Ross.
Front from left: Cr Mary Angus (Deputy President), Cr Aaron King (Shire President), Melinda Prinsloo (CEO).

Key Reforms to the Local Government Act 1995

The WA State Government's comprehensive reform of the Local Government Act 1995 reached a significant milestone during the 2024/25 reporting period, with the passing of the Local Government Amendment Act 2024 (Amendment Act 2024). This legislation represents the most extensive overhaul of the local government system in more than 25 years, reinforcing transparency, accountability, and community confidence across the sector.

The reform process began in 2019 following State Government consultation with the sector and has been guided by six overarching themes"

1. Early intervention, effective regulation, and stronger penalties.

2. Reducing red tape and improving consistency.

3. Enhancing transparency and accountability.

4. Strengthening local democracy and community engagement.

5. Clarifying roles and responsibilities.

6. Improving financial management and reporting.

Council Chambers of the Shire: A space for community engagement and decision-making, where key discussions shape the future of our Shire.

2024 Legislative Reforms

The Amendment Act 2024 introduces major structural and operational changes that will come into effect progressively through 2025. The reforms aim to modernise how local governments operate and ensure continuous improvement in governance, leadership, and financial stewardship.

Reform Area	Summary of Change	Commencement / Status
Council Roles and Responsibilities	Clarifies the role of Council s2.7 as setting strategic direction and monitoring performance, and the role of Councillors (s2.10) as representing electors and participating in decision-making.	Enacted December 2024; effective 2025
Audit, Risk and Improvement Committee (ARIC)	Establishes a mandatory Audit, Risk and Improvement Committee for all local governments (s7.1A – s7.1CB), replacing the existing Audit Committee. ARIC's will oversee audit, risk management, and continuous improvement functions.	To be implemented by 1 July 2025
Rates and Revenue Policy	Requires all local governments to prepare and publish an annual Rates and Revenue Policy (s5.56AA), outlining rating principles, revenue strategy, and consultation outcomes.	Effective from 2025/26 financial year
Council Member Conduct Framework	Introduces a new conduct and complaints system under Part 8A, establishing categories for behavioural, conduct, and specified breaches. Complaints will be assessed by an independent Inspector of Local Government and Conduct Panel.	Phased implementation 2025/26
Enhanced transparency and Access to information	New requirements for public access to council documents, meeting recordings, and registers (s5.23, s5.96C). Inspectors may review the closing of meetings and direct councils to revoke decisions.	Progressive rollout 2025
Council Member Superannuation	Provides for superannuation contributions to elected members (s5.99B – s5.99E), aligning local government practice with other levels of government.	In effect from 1 July 2025
Environmental and Heritage Upgrade Financing	Introduces provisions (s6.83 – s6.87) enabling local governments to offer environmental or heritage upgrade finance schemes, supporting sustainability and heritage protection.	Enacted 2024; subject to regulation
Strengthened Inquiry and Oversight Powers	Establishes the Office of the Inspector of Local Government with authority to conduct inquiries, appoint monitors, and impose remedial measures where governance concerns arise.	Operational by 2025

Implementation of the Local Government Act Reforms

The Department of Local Government Sport and Cultural Industries (DLGSC), transitioning in 2025 to the Department of Local Government, Industry Regulation and Safety (DLGIRS), is leading the stages implementation of these reforms, with guidance, model policies, and templates being released through the Local Government Reform Implementation Framework.

The Shire has commenced preparatory work to align its governance practices, including:

• Reviewing committee structures and terms of reference to transition to the Audit, Risk and Improvement Committee model;

• Updating policies and registers in line with new transparency and reporting obligations;

• Reviewing the Council Member Induction to ensure consistency with the *Amendment Act 2024*; and

These reforms will continue to shape how the Shire operates, ensuring that Council remains responsive, accountable, and representative of community expectations under a strengthened legislative framework.

Local Government Elections

Local government elections in WA are conducted biennially to ensure democratic renewal and continuity of governance. At each election, half of all Council positions are contested, providing both stability and opportunity for community representation.

The 2024/25 financial year was not an election year for the Shire. The most recent ordinary elections were held in October 2023, at which time four vacant positions were filled by returning Councillors, resulting in no changes to the Council's composition. The next scheduled elections will occur in October 2025, in accordance with the Local Government Act 1995 and the *Local Government (Elections) Regulations 1997*.

At the first Council meeting following an election, the Shire President and Deputy President are elected by the Councillors, following the procedures prescribed under s2.11 of the Act. These office bearers serve until the next ordinary election or until they vacate their position as Council Members.

Although the Shire abolished its ward structure on 3 May 2003, all Councillors continue to represent the interests of the entire district, ensuring fair, inclusive, and unified representation across the community. This "whole-of-Shire" approach promotes equity in decision-making and reinforces accountability to all residents, irrespective of location.

Recent amendments under the Amendment Act 2024 also introduced provisions (s4.1C – s4.1D) empowering the Minister to mandate either postal or in-person voting for future elections, depending on community need and regional accessibility. These changes, along with strengthened transparency measures for campaign funding and candidate conduct, will continue to improve fairness and public confidence in local elections.

Role of the Council Members

The Shire's Council consists of seven elected members, including the Shire President and Deputy President, each serving a four-year term. Collectively, Councillors are responsible for setting the strategic direction of the Shire, making decisions in the public interest, and ensuring the effective governance of the district.

Under the Amendment Act 2024, the role of Council and Councillors has been redefined to provide greater clarity and alignment with good governance principles:

- section 2.7 defines the role of Council as providing strategic direction, governing in the best interests of the community, and ensuring accountability of the local government; and

- section 2.10 defines the role of Councillors as participating in decision-making, representing the community, and facilitating communication between the public and Council.

President and Deputy President

Councillor Aaron King serves as the Shire President. The President's responsibilities include:

- Presiding over council meetings in accordance with the Local Government Act 1995.

- Providing civic leadership and strategic direction.

- Acting as the official spokesperson for the local government.

- Representing the Shire at regional, state, and community functions.

- Liaising with the Chief Executive Officer (CEO) to ensure that Council decisions are effectively implemented.

Councillor Mary Angus serves as the Deputy President and performs the functions of the President during any absence or incapacity, ensuring continuity of leadership and representation.

Elected Members' Responsibilities

Elected members play a crucial role in representing the interests of electors, ratepayers, and residents while maintaining a Shire-wide perspective on governance matters. Their key responsibilities include:

- Representing the interests and welfare of the entire community.

- Providing civic leadership, advocacy, and community engagement.

- Facilitating two-way communication between the community and Council.

- Participating actively in meetings, committees, and community forums.

- Upholding the principles of transparency, fairness, and integrity in decision-making.

- Complying with the Code of Conduct and relevant statutory obligations.

Council Member Diversity

The Shire continuities to reflect a well-balanced and inclusive representation of the community. As at 30 June, gender diversity remains strong, with:

- 3 (43%) female Councillors (including the Deputy President); and

- 4 (57%) male Councillors, including the Shire President

This balance supports diverse perspectives and reinforces the Shire's commitment to gender equity and inclusive leadership in local government.

OUR COUNCIL MEMBER PROFILES

PRESIDENT AARON KING

TERM EXPIRES OCTOBER 2025
PRESIDENT SINCE OCTOBER 2021
COUNCILLOR SINCE OCTOBER 2021
EMAIL: CRKING@CHITTERING.WA.GOV.AU

Aaron has owned property in the Shire for 23 years and lived in the area since 2007, raising a family and forming strong connections with the community.

Aaron has served seven years as a Councillor, first elected in October 2015 and again in 2021, after a two-year break. He has served as Shire President since 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 and accountable local government that addresses 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), from the 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 2027
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 ageing mother who resides on their shared property, providing her with an intimate understanding of the unique challenges faced by rural residents.

As a Councillor for nine 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 MARK CAMPBELL

TERM EXPIRES OCTOBER 2027
COUNCILLOR 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 MIP by expanding basic services to include sewerage and gas to attract a wider range of industry as Mark believes 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 Tourist and Business Association.
- 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

TTERM EXPIRES OCTOBER 2027
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 fundraising 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 DAVID DEWAR

TERM EXPIRES OCTOBER 2025
COUNCILLOR 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 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

COUNCILLOR KYLIE HUGHES

TERM EXPIRES OCTOBER 2027
COUNCILLOR SINCE OCTOBER 2019
EMAIL: CRHUGHES@CHITTERING.WA.GOV.AU

Kylie grew up in the Pilbara before moving to the Perth Hills and then settling in Chittering 20 years ago. She is married with two daughters and has lived in Muchea since 2004.

She has a strong understanding of the Chittering community through 15 years of involvement in the Shire's SCP engagement. Kylie has been active in many community, environmental and sporting groups and has organised numerous local events. She is passionate about community, sustainable planning, careful management of growth, local employment and the establishment of the MIP, while ensuring environmental impacts are managed for future generations.

Kylie is committed to improving Shire efficiency without reducing service quality. She is focused on support services for low-income families and creative opportunities for young people. She is a Life Member of the Muchea Netball Club, long-term Club Secretary and Umpire Development Officer, former President of the South Midlands Netball Association, and a member of the Bindoon Belles CWA Branch and Chittering Landcare Group.

Her background includes procurement, business and facilities management, quality assurance and customer service. She is also a professional photographer and a WorkSafe-accredited HSR and Safety Supervisor. Kylie is semi-retired and dedicates most of her time to Council and community activities. On weekends she enjoys photography, exploring WA and spending time 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 User Group
- Sandown Park Reference/User Group
- Local Emergency Management Committee
- Chittering Mining Advisory Group
- Joint Development Assessment Panel
- Wheatbelt North Regional Road Group

COUNCILLOR CARMEL ROSS

TERM EXPIRES OCTOBER 2025
COUNCILLOR 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, she appreciates rural life in the Shire and understands that each locality has its own identity, needs and aspirations.

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

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

Carmel believes local government is about listening to communities and making sound decisions that support a prosperous future. She sees the role of Councillors as providing skilled governance, good future planning and responsible use of resources.

She is a Registered Psychologist and holds a Master of Business Administration, a Master of Arts in Psychology and a Master of Arts in Theology.

Carmel is a Graduate Member of the Australian Institute of Company Directors, a Fellow of the Australian Institute of Management and a Chartered Member of the Australian Human Resources Institute. She is a Board Director of Mercy Ministry Companions Ltd and McAuley Property Ltd, and serves as the 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
- Wannamal Community Centre Committee – Council representative
- Chittering Tourism Advisory Group
- Midwest/Wheatbelt Joint Development Assessment Panel

Council and Committees

Council meetings are held on the third Wednesday of each month from February to November, with the December meeting scheduled for the second Wednesday to ensure council resolutions are implemented before the Christmas closure. In 2023 Council introduced the live-streaming and recording of all council meetings to enhance transparency and accessibility.

Council Member Meeting Attendance

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 (0)	Annual Electors Meeting (1)	Audit and Risk Committee Meeting (2)	Bushfire Advisory Committee Meeting (2)	LEMC Meeting (3)	Behaviour Complaints Committee Meeting (0)
Cr Aaron King	11	-	1	2	-	0	0
Cr Mary Angus	11	-	1	2	-	-	0
Cr Mark Campbell	8	-	0	2	-	-	0
Cr John Curtis	11	-	1	2	-	-	0
Cr David Dewar	9	-	1	2	0	-	0
Cr Kylie Hughes	9	-	1	2	-	2	0
Cr Carmel Ross	11	-	1	2	2	-	0

Council Committees

To support its decision-making responsibilities, Council has established four internal committees consisting of Council Members and external representatives. Each committee serves a specific purpose, with their recommendations presented to Council as the ultimate decision-making authority.

The four internal committees are:

• Audit and Risk Committee

• Bushfire Advisory Committee

• Local Emergency Management Committee (LEMC), and

• Behaviour Complaints Committee.

The following table outlines the membership of these internal committees.

Council Member	Audit and Risk Committee	Bushfire Advisory Committee	Local Emergency Management Committee	Behaviour Complaints Committee
Cr Aaron King	✓	-	✓	✓
Cr Mary Angus	✓	-	-	✓
Cr Mark Campbell	✓	-	-	✓
Cr John Curtis	✓	-	-	✓
Cr David Dewar	✓	✓	-	✓
Cr Kylie Hughes	✓	-	✓	✓
Cr Carmel Ross	✓	✓	-	✓

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

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

Created and Disbanded Committees and Working Groups

There were no new Committees or Working Groups created or disbanded in the 2024/25 financial year.

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 Members helping out with breakfast at the Australia Day Celebrations, Muchea

Council Member Allowances and Entitlements

Salaries and Allowances Tribunal determines a fee range for Councillors under the Salaries and Allowances Act 1975.

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 Members remuneration and expenses that include payments of member fees, expenses, allowances and reimbursements for the year:

Description	2021/22 Actual ($)	2022/23 Actual ($)	2023/24 Actual ($)	2024/25 Actual ($)
President				
Annual allowance	$13,702	$14,401	$15,265	$15,646
Meeting attendance fees	$26,455	$18,713	$19,835	$23,590
ICT expenses	$5,319	$3,153	$3,180	Nil
Travelling and accommodation	$1,246	$1,309	$4,418	$5,140
Total	$46,722	$37,576	$42,698	$44,376
Deputy President				
Annual allowance	$3,425	$3,600	$3,816	$3,911
Meeting attendance fees	$23,020	$12,100	$12,826	$16,406
ICT expenses	$6,000	$3,153	$3,180	Nil
Travelling and accommodation	$415	$718	$2,682	$1,763
Total	$32,860	$19,571	$22,504	$22,080
All Other Council Members (5 members)				
Meeting attendance fees	$37,407	$60,500	$64,130	$82,030
ICT expenses	$9,750	$15,765	$15,900	Nil
Travelling and accommodation	$4,489	$5,276	$5,103	$3,906
Total	$51,646	$81,541	$85,133	$85,938
Overall Total	$131,228	$138,688	$150,335	$152,394

Note: There were no overseas visits representing Council during the 2024/25 financial year.

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 Convention 2024	5	$ 10,259.35
ALGA 2024 National Local Roads, Transport and Infrastructure Congress	1	$ 3,104.39
Australasian Reporting Awards 2025	1	$ 1,373.43

Council Member 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. In addition 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.

Council Members who are re-elected to Council are not required to undertake the Member Essential training unless it has been 5 years or longer since completing their previous training. As all four members appointed in the 2023 local government elections were re-elected to Council there were no requirements for them to fulfill this training during 2024/25 financial year. The following table illustrates the progress of our Council Members on completing the five foundational units as at end of June 2025.

Council Member	Understanding Local Government	Serving on Council	Meeting Procedures	Conflicts of Interest	Understanding of Financial Reports and Budgets
Cr Aaron King	8 Sept 2022	1 Sept 2022	16 Aug 2022	16 Aug 2022	4 Sept 2022
Cr Mary Angus	26 Jul 2020	3 Nov 2023	26 Jul 2020	26 Jul 2020	11 Aug 2020
Cr Mark Campbell	14 Jun 2021	27 Jun 2021	15 Jun 2021	27 Jun 2021	27 Jun 2021
Cr John Curtis	24 Apr 2024	30 May 2024	25 Apr 2024	29 Apr 2024	29 Apr 2024
Cr David Dewar	13 Oct 2022	12 Oct 2022	12 Oct 2022	11 Oct 2022	12 Oct 2022
Cr Kylie Hughes	24 Oct 2024	28 Aug 2024	28 Oct 2020	8 Aug 2024	28 Oct 2020
Cr Carmel Ross	15 Jan 2022	3 Aug 2022	18 Jan 2022	5 May 2022	7 Aug 2022

Shire President, Aaron King
A Taste of Chittering 2024

Accountability and Transparency

This section encompasses a comprehensive overview of corporate and organisational governance that are critical for fostering public trust and enhancing community engagement.

Corporate Governance

Corporate Governance provides the systems, processes, and policies that guide the Shire's leadership, ensuring accountability, transparency, and ethical conduct while aligning with the community's needs and strategic objectives.

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.

Registers for Public Viewing

The Shire maintains several registers available for public access.

Delegations of Authority

The *Local Government Act 1995* mandates local councils to maintain a register of delegations and to conduct an annual review of these delegations. The Shire's delegated authority register is accessible on the Shire's website through the following link: Delegations Register » Shire of Chittering.

Delegations are integral to the Shire's decision-making framework, entrusting specific types of decisions to the CEand employees. Delegates exercise their decision-making functions independently, possessing discretionary powers to act.

This system of delegated authority allows for the efficient management of routine tasks, enabling prompt action without needing to seek approval from the Council. As a result, it facilitates efficient service delivery to the community while allowing the Council to focus on policy development, representation, strategic planning, and community leadership.

The Shire's delegations register outlines all current delegations from the Council to the CEO and committees, as well as from the CEO to employees. It clearly specifies which statutory powers and functions are delegated, the relevant legislative provisions for such delegation, and the conditions and policy requirements that must be adhered to.

Complaints

The *Local Government (Model Code of Conduct) Regulations 2021* replaced the previous *Local Government (Rules of Conduct) Regulations 2007,* reflecting updated legislative requirements for the conduct of Council Members in Western Australian local governments. The Model Code of Conduct outlines behavioural standards for Council Members, Committee Members, and candidates, addressing issues such as securing personal advantage, misuse of local government resources, and improper conduct.

The Shire follows the Model Code of Conduct framework, which includes procedures for handling complaints related to minor breaches of the Code. The Behaviour Complaints Committee, established by the Shire, is responsible for assessing and managing complaints related to breaches of the behavioural standards outlined in the Code.

Complaints regarding alleged breaches by Council Members can be lodged by other Council Members, Shire employees, or members of the public. Complaints that relate to serious misconduct are referred to the Local Government Standards Panel for investigation and resolution.

In line with Section 5.121(3) of the *Local Government Act 1995,* the Shire maintains a Register of Complaints, which includes:

- The name of the Council Member who is the subject of the complaint;
- The name of the person making the complaint;
- A description of the minor breach as determined by the Standards Panel; and
- Details of any action taken under Section 5.110(6).

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

The Shire's Register of Complaints can be accessed on our website: Complaints Register » Shire of Chittering.

Gifts and Benefits

Council Members, Chief Executive Officers (CEOs), and other local government employees occasionally receive gifts. As part of the *Local Government Act 1995* 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

Primary and Annual Returns Register

A primary return provides a snapshot of personal financial information as it exists at the time of a relevant person's start date. According to Sections 5.75 and 5.76 of the *Local Government Act 1995*, Elected Members, the Chief Executive Officer, and delegated employees are required to complete a primary return within three months of their start date or an annual return by August 31 each year.

Additionally, Section 5.96A (1) (i) of the Act mandates that the names of each council member and the positions of employees who lodge a primary or annual return for a financial year beginning on or after July 1, 2023, must be published on the Shire's website. This process ensures transparency and accountability in local government operations.

For further details on the Shire's policies regarding primary and annual returns, please refer to the official Shire of Chittering website.

Council Policies

Section 2.7(2)(b) of the *Local Government Act 1995* states that the Council is responsible for determining its policies. While there is no prescribed timeframe for local governments to review policies, the Shire has adopted a proactive approach, committing to a review at least every two years.

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.

During the 2024/25 period, a total of 13 policies were developed or reviewed:

- Public Events

- Australian Citizenship Ceremonies

- Political Electioneering Posters (renamed Election Advertising Policy)

- Record Keeping

- Honorary Freeman of the Shire of Chittering (retitled Conferral of Title – Honorary Freeman of the Shire of Chittering

- Reimbursement of Volunteers for Damaged Personal Equipment

- Recording and Access to Recordings of Council Meetings (retitled Recording and Livestreaming of Council Meetings Policy)

- Social Media (retitled Communications and Social Media Policy)

- Investment of Funds (retitled Investment Policy)

- Bereavement Recognition

- Equal Employment Opportunity

- Work Health and Safety (WHS)

- Temporary Accommodation During Construction of a Dwelling (retitled Temporary Accommodation)

A policy can be repealed where it is deemed outdated, superseded, or no longer applicable under the Local Government Act 1995. During 2024/25, 11 policies were repealed:

- Policy Register Policy –replaced by the new Policy and Position Statement Framework; a formal Policy Register has now been established.

- Contribution to the cost of dividing fences – now administered in accordance with the Dividing Fences Act 1961.

- Recording and Access Recordings of Council Meetings – duplication of same policy.

- Christmas / New Year Closure of Council Facilities – reclassified as an internal administrative procedure.

- Staff Superannuation – incorporated into staff Conditions of Employment.

- Public Service Holidays In-Lieu – incorporated into staff Conditions of Employment.

- Council Positions – replaced with an updated Council Position Statements Register.

- Road Formation Widths / Clearing Widths for new construction works – addressed through compliance with IPWEA Standards.

- Landscaping Policy for Industrial and Commercial Areas – covered by the State Planning Policy framework and development approval process.

- Environment - Council Recognition – incorporated within statutory documents.
- Deep Drainage – managed under the Soil and Land Conservation Regulations 1992.

A complete list of Council policies is available on the Shire's website: Policies » Shire of Chittering.

Local Laws

The *Local Government Act 1995* enables local governments to make local laws considered necessary for the good governance of their districts. Laws can only be made when authorised by the Local Government Act 1995 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 is 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 Local Government Act 1995 and other Acts such as the Health Act 1911 and the Dog Act 1976.

Section 3.16 of the Local Government Act 1995 requires local governments to review their local laws every eight years from the date of commencement of the local law. There were no local laws gazetted during the financial year.

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
- Bush Fire Local Law 2012

Our Shire's local laws are available on the website: Local Laws » Shire of Chittering

Fraud and Misconduct

All local governments should build on their current policies and practices to make workplaces more fraud-resistant and 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 a session in April 2025. 97% of the workforce attended one of the training sessions.

Public Interest Disclosures (PID)

The *Public Interest Disclosure Act 2003 (PID Act)* allows individuals to report instances of wrongdoing within the State public sector, local government, and public universities, ensuring protection from retaliation. A public interest disclosure (PID) involves providing information to an authorised officer, which in local government is the Public Interest Disclosure (PID) Officer. Such disclosures must indicate that a local government entity, employee, or contractor may be involved in activities such as:

- Improper conduct
- Actions that may constitute an offence under written law
- Significant unauthorised or improper use of public resources
- Substantial mismanagement of public resources
- Significant risk to public health, safety, or the environment, or
- Administrative matters that fall under the jurisdiction of the Ombudsman.

A public interest disclosure differs from general complaints or personal grievances and must relate specifically to the functions or responsibilities of the local government or its employees. For example, the PID Act does not cover criminal behaviour unrelated to a local government employee's duties.

The Shire did not receive any public interest disclosures during this financial year.

Information Management

The State Records Act 2000 requires the Shire to maintain an approved Record Keeping Plan (RKP), outlining how records are created, managed, maintained, and lawfully disposed of. The Shire's current RKP was reviewed and approved in 2021 and is scheduled for review in the 2025/26 financial year.

Under the State Records Commission (SRC) Standard 1 – Government Record Keeping, local governments must ensure that records are created, managed, and preserved in accordance with the principles and standards issued by the SRC. SRC Standard 2 – Record Keeping Plans defines six key principles, each containing minimum compliance requirements for record keeping across government organisations.

The purpose of the Shire's RKP is to:

- Define the records to be crated and maintained by the organisation;
- Describe how records are captured, stored, and disposed of; and
- Demonstrate compliance with legislative obligations and best practice standards.

The RKP provides an accurate reflection of the Shire's record keeping framework, including systems, disposal processes, policies, and operational procedures. It serves as the primary means of demonstrating compliance with the State Records Act 2000 and the implementation of sound record keeping practices across the organisation.

The Shire is currently progressing the transition to a Microsoft SharePoint and AvePoint Electronic Records Management System (ERMS) to enhance efficiency, accessibility, and compliance. Any resulting changes to processes or procedures will be reviewed and updated accordingly to ensure continued alignment with statutory requirements and best practice standards.

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 are 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 2024/25, the Shire received and processed three applications. There were one internal review and no

 applications were referred to the Office of the Information Commissioner for external review.

Legal Services

During the reporting year, the Shire engaged legal firms from the Western Australian Local Government Association (WALGA) preferred supplier list to handle legal matters as needed. These services were primarily sought for complex planning or development issues that could not be resolved through internal mechanisms or mediation efforts.

The Shire remains committed to ensuring that all legal matters are handled efficiently and effectively, in line with best practices and local governance requirements.

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 for determining whether they are 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.

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.

Contracts and Procurement

Tenders and Purchase Orders

During the financial year, the Shire released one tender and issued 1,355 purchase orders. The tender was for road widening works of Blue Plains Road Chittering, while the purchase orders were utilised for both operational and capital works projects.

Procurement Training

To enhance staff knowledge of procurement-related activities, various training sessions were conducted. These sessions provided an overview of procurement processes, emphasising Shire policies and procedures. Ongoing training is offered to new and existing staff as needed to ensure a continued understanding of procurement rules.

Looking Ahead

The Shire has implemented digital processes across all finance functions and aims to extend these digital initatives to other departments in the near future. The Shire remains focused on improving its efficiencies and functions to better serve the community.

Organisational Governance

The Shire is dedicated to maintaining high standards of operational integrity and ethical management. Organisational Governance encompasses the structures that ensure compliance, risk management, and accountability, fostering a culture of responsibility and continuous improvement to serve the best interests of the community.

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 adopts the reviewed results. A certified

copy of the compliance audit return must be submitted by end March to the Department of Local Government, Sport and Cultural Industries. The Shire presented its Compliance Audit Return to the Audit and Risk Committee on 13 March 2024. The Compliance Audit Return's results were unanimously adopted by Council on 20 March 2024. 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 2023 to 31 December 2024 on 19 March 2025.

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.

Environmental health team conducting asbestos inspections.

Internal Audit

While the Shire does not maintain a dedicated internal audit unit, several controls are in place to ensure adherence to processes and compliance. One key measure is the monthly procurement report presented to the Executive Management Team, which monitors procurement practices and addresses any compliance issues in collaboration with Executive Managers.

Additionally, compliance monitoring extends to leave management and the implementation of Council resolutions through regular reporting.

The Shire's month-end processes are comprehensive, incorporating audit reviews of system activities and ensuring payment legitimacy. External auditors appointed by the Office of the Auditor General (OAG) have consistently acknowledged the high standards of these processes.

External audits are conducted by Dry Kirkness, based in West Perth. Both interim and end-of-year audits involve thorough reviews, including entrance and exit meetings attended by the auditors, OAG representatives, the CEO, Deputy CEO, Finance Manager, and members of the Audit and Risk Committee. These meetings allow for discussion of audit findings, management letters, and recommendations for improvement.

The interim audit in April examines the implementation of policies and procedures, while the end-of-year audit assesses the financial results. The 2023/24 financial statements were audited in November 2024, with only one moderate finding regarding one employee having an excess annual leave balance. The 2024/25 financial audit is scheduled for October 2025.

This structured audit approach supports high accountability standards and fosters the ongoing improvement of the Shire's governance framework.

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:

Corporate Business Plan 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.

Cyber Security

In the past two years, the Shire has taken significant steps to improve its Cyber Security posture. These initiatives are part of our commitment to align with Maturity Level 1 of the Australian Signals Directorate Essential Eight, a framework of eight key mitigation strategies that provides a strong baseline to mitigate the risk of a security incident. These efforts also address key items highlighted in ICT Compliance audits conducted by the Office of the Auditor General for the Local Government sector.

To ensure these improvements are effective and sustainable, the Shire has a long-term relationship with a third-party Managed Service Provider (MSP), who works closely with us on implementing and managing these measures. They provide service desk operations, system administration and continuous monitoring of our systems, as well as undertaking management of key infrastructure: patching, firewalls, and Office 365, helping the Shire maintain secure access to its critical resources. This partnership is key to ensuring the resilience and reliability of our IT environment.

Over the course of 2025, the Shire has deployed Application Control utilising a product called Whitecloud Security, Multi-Factor Authentication (MFA) across all external entry points, Third-Party Application Patching utilising a tool called Ninite Professional and Vulnerability Management through Nessus Professional, which are all requirements under the Essential 8 Maturity Level 1 model.

The council is currently very close to achieving Essential 8 Maturity Level 1 compliance with the following tasks outstanding:

- The council is currently working through the list of security vulnerabilities addressed by Nessus Professional. After the backlog is cleared, the council must continue addressing security vulnerabilities in accordance with the time frames set under Essential 8 Maturity Level 1.
- The council must deploy Local Admin Password Service (LAPS) v2.0 and disable the Domain Administrators from logging into unprivileged environments (workstations).
- Macro Security settings need to be deployed in accordance with Essential 8 Maturity Level 1.

After the above remaining works have been completed, Shire of Chittering will be aligned with the Essential 8 Maturity Level 1 security model.

The Shire is also currently in the progress of migrating all our workloads to a secure public cloud platform in NextDC P2 datacentre and removing all on-premise server hardware. This is projected to be completed before end of the 2025 calendar year.

The Shire is committed to working with our partners and the OAG to ensure our Information Systems are continuously audited and that we adopt the appropriate Cyber Security measures for a council of our size and operational budget, providing a secure environment for both the Shire and the community.

Community and Stakeholder Engagement

The Shire has 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.

Key engagements during the year

The following is a summary of the major topics that involved community engagement during the 2023/24 financial year:

Lower Chittering Bridle Trails

In response to community requests, the Shire explored the creation of a Bridle Trail Network in Lower Chittering in early 2024. The trails were proposed to use firebreaks within Maryville Downs and Wandena Estate, offering horse owners safe, off-road riding spaces. The Shire sought feedback and indicated that further steps, such as signage and float parking, would be pursued depending on community support.

During 2024-2025 the shire conducted a 12-month trial period and engaged regularly with a reference group made up of local riders, and general community members.

The project will enter the final stages of engagement in 2025-2026 before final implementation.

Community Groups

Throughout the year, the Shire actively engaged with community groups from a variety of industries including sport, art, environmental and youth. Groups were invited to meet with the Council face-to-face before the Agenda Forum, and the Community Development team worked closely with groups to deliver many of the school holiday activities and small-scale events throughout the year.

Facility User Groups

Quarterly user group meetings were held at community facilities which are managed by the Shire. These meetings allow for the flow of information between the users of the facilities, Administration and the Council. The information shared allows us to address issues as they arise, and better plan for future needs.

Communication and Engagement Platforms
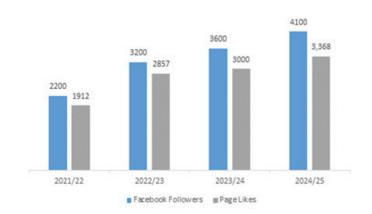
The Shire utilises a diverse range of communication channels to ensure residents can access timely information, engage in decision-making, and stay informed about local projects, events, and services.

Through a mix of digital platforms, print publications and active community engagement, the Shire continues to strengthen transparency, accessibility, and trust with the community.

Social Media

The Shire maintains an active presence on Facebook, Instagram and LinkedIn, providing real-time updates, event information, emergency messaging and community engagement opportunities.

Shire of Chittering – Corporate Pages

In 2024/25:

- 400 Facebook posts were published, covering local news, events, roadworks, emergency updates, consultations and project progress.

- The most successful post was the "Wear Ya Wellies is Back After Six Years!" announcement, which reached 12,455 users and generated 18 reactions, 16 comments and 38 shares.

- Another high-engagement post, the Unrestricted Burning Period update, reached 8,235 users, with 29 reactions, 21 comments and 27 shares.

Visit Chittering – Tourism Promotions

The Shire also manages the *Visit Chittering* Facebook page, used to promote local attractions, events and businesses.

- The page has over 2,500 followers.

- In 2024/25, 500 posts showcased nature experiences, farm stays, trails, events and the region's tourism offerings.

- The most successful post, Wild Whispers promotional feature, reached 6,233 users, generating 83 reactions, 12 comments and 3 shares.

Bindoon Library – Community Engagement

The Bindoon Library operates its own Facebook and Instagram pages, supporting literacy, lifelong learning and community participation.

- 882 posts were shared across both platforms in 2024/25.
- Content included library programs, events, school holiday activities, reading recommendations, and local history.
- Combined followers totalled nearly 1,100.

E-Newsletters

The Shire produces several electronic newsletters to ensure important updates reach residents quickly and consistently.

Key newsletters in 2024/25 included:

- CHATTER (E-Chatter) – the Shire's primary community newsletter, distributed monthly to 635 subscribers, up from 576 in the previous year.
- Keep You Posted – a printed newsletter delivered to 45 residents without reliable digital access.
- Bushfire Ready – seasonal updates providing advice on preparation, restrictions, regulations and emergency information.
- These newsletters continue to play an essential role in supporting community awareness, readiness and participation.

Online Community Engagement

The Shire encourages community involvement through the 'Have Your Say' platform on its website and an associated Facebook group, providing opportunities for feedback on planning, local laws, infrastructure, and strategic projects.

2024/25 Engagement Activity:

- Seven community engagement initiatives were launched.
- 52 Planning-related applications, including Development Applications and Scheme Amendments, were open for public comment.

Publications

To complement digital communication, the Shire produces a wide range of printed materials, including:

- Brochures and fact sheets
- Event programs and posters
- Community information flyers
- Strategic plan summaries
- Visitor information materials

These resources help ensure information remains accessible to all residents, including those without digital access.

Significant Media Coverage

Throughout 2024/25, the Shire received strong and largely positive media attention, with local and state outlets highlighting key community events, major projects, and regional initiatives. Importantly, there were no significant negative media campaigns relating to governance, financial management or service delivery during the year.

Coverage of community events remained a highlight. Wear Ya Wellies received statewide attention when Channel 9 News featured it as a feel-good story celebrating local families and community spirit. The event also performed strongly on social media, with the associated Facebook post reaching more than 189,000 views and attracting 214 comments.

The Shire's investment in recreation and tourism infrastructure also gained media interest. ABC News ran a feature on the Bindoon Mountain Bike Park, showcasing the 87-hectare site and its potential to strengthen local tourism and outdoor recreation opportunities. The Bindoon Christmas Grotto was also recognised, with RAC profiling the event on its Facebook page and positioning it as an example of regional community pride and volunteer contribution.

Media activity also supported community information and emergency messaging. Following the February 2025 storm, the Shire issued a public media statement outlining the response and recovery efforts, highlighting the collaboration between staff, volunteers and local residents.

A number of Shire initiatives were covered through targeted media releases, including the Waterwise Toilet Rebate Program, which promoted the $400 household rebate for water-efficient fixtures, and the Construction Training Fund levy update, advising the community of process changes from 1 January 2025.

The Shire's leadership in regional collaboration was also recognised. ABC Radio profiled the establishment of a new regional Community Development network, led by the Shire and involving eight neighbouring local governments. The coverage highlighted the benefits of shared learning, coordinated programming and stronger regional outcomes.

Overall, the year's media presence helped to reinforce community engagement, promote key initiatives and showcase the positive work being undertaken across the Shire.

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 primary focus, essential for future planning and service delivery.	Elected by the community, providing valuable feedback.	Offer topic-specific insights important to the community.
What do we want to achieve from the engagement?		
Engage and inform the community, providing accessible communication channels.	Ensure transparent engagement for strategic, results-driven decisions.	Listen, provide feedback, and adjust our approach.
How do we measure success of the engagement?		
Increased community and customer satisfaction.	Timely, informed Council decisions.	Satisfaction with engagement channels and consideration in decision-making.

Business	Industry Associations and Peak Bodies	Government
Why do we value these stakeholder relationships?		
Key to local economy and job creation.	Provide industry-specific requirements and trends.	Guide policy development and legislative compliance, and provide funding opportunities.
What do we want to achieve from the engagement?		
Support and inform businesses for development and growth.	Use their expertise to shape services and programs.	Build strong partnerships for community support.
How do we measure success of the engagement?		
Increased satisfaction levels.	Collaborative planning and project delivery.	Successful project and program delivery.

Employees	Visitors	Media
Why do we value these stakeholder relationships?		
Crucial for effective service delivery.	Boost the local economy and attract investments.	Ensure open and transparent communication.
What do we want to achieve from the engagement?		
Foster a values-driven workforce with high satisfaction.	Promote economic growth and tourism.	Provide accurate and relevant information.
How do we measure success of the engagement?		
Employees feel valued with opportunities for growth.	Increased visitors and availability of programs and events.	More positive than negative media coverage.

External Partnerships

The Shire recognises that fostering strong partnerships with key stakeholders is essential to providing high- quality services to our residents and ratepayers. By maintaining these partnerships, we ensure that our policies are well-informed, current, and responsive to the needs of our community. A key collaboration is with the Northern Valleys Business and Tourism Group, with whom we work closely to support, encourage, and promote local businesses and tourism throughout the region.

This partnership plays a vital role in driving economic growth and enhancing Chittering's profile as a desirable destination.

Beyond local partnerships, the Shire collaborates with several external tourism marketing companies, including Destination Perth, Tourism Council WA, AmazingCo, Perth is Ok, and So Perth. Together, we run a variety of tourism campaigns aimed at showcasing the region's unique attractions to a broader audience and increasing visitation. Recent activities have focused on building cross regional relationships with the aim of promoting Chittering as part of the broader Northern Valleys region, connecting key tourism assets and encouraging visitors to stay in the region for longer. This collaboration is not only boosted Chittering's visibility but also reinforced our commitment to promoting sustainable tourism growth.

We also maintain strong relationships with key professional bodies and government agencies that support local government operations, advocacy, and regional development, including:

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

Landcare Partnerships and Environmental Collaboration

The Shire continues a long-standing partnership with Chittering Landcare, a collaboration often described as unique within Western Australia due to its close coordination between community groups, State agencies, and local governments.

Chittering Landcare works alongside regional catchment groups—including the Ellen Brockman Integrated Catchment Group, Gingin Brook Catchment Group, North Swan LCDC, and Wannamal Lakes Catchment Group—and neighbouring local governments to protect and restore local ecosystems.

The partnership also involves collaboration with DBCA (Wanneroo and Mundaring), the Swan and Canning Waterways Branch, DWER, DPIRD and the Department of Health on projects relating to water quality, biodiversity, feral animal control, biosecurity, and environmental monitoring.

This collaborative approach enables the Shire to deliver high-value environmental outcomes at low cost, while supporting sustainable land management across both public and private land.

Our Volunteers

Volunteers are at the heart of our Shire. Across 65 volunteer groups, community members give their time, skills and dedication to support emergency services, tourism, recreation programs, community events, library services, visitor engagement, and services for seniors and people living with disability. Their contributions strengthen social connection, build resilience and enrich the wellbeing of residents of all ages.

The Shire supports volunteers through direct engagement, training and capacity-building opportunities, recognition events and financial support provided through the Community Assistance Grant and Sponsorship Program.

During 2024/25, volunteers made an extraordinary contribution across the Shire, with key highlighted outlined below.

Bushfire Brigades

The Shire's volunteer Bushfire Brigades play an essential role in protecting lives, property and community assets.

Annual Recognition Event

In June 2025, the Shire hosted the Annual Volunteer Bushfire Brigade Recognition Event at Bindoon Hall, attended by approximately 90 volunteers. The event acknowledged the professionalism, commitment and service of local brigade members.

Flat Rocks Road Bushfire Incident (17–18 February 2025)

A significant incident during the year was the Flat Rocks Road bushfire, which began with the spontaneous combustion of chicken manure mulch on 17 February 2025. The fire escalated rapidly and triggered a major multi-agency response involving:

- 150 volunteers from metropolitan and regional brigades
- Multiple firefighting aircraft
- Continued night operations under an Emergency Warning
- A large morning rotation of 25 appliances and 120 additional personnel

Shire staff provided initial welfare support and safety coordination until DFES assumed operational leadership alongside local Fire Control Officers. The fire was successfully contained by late on the second day, with local brigades continuing mop-up work in steep terrain across the following week.

This incident demonstrated remarkable teamwork, leadership and resilience, preventing the loss of homes and safeguarding the community.

Aged and Disability Services Volunteers

Volunteers continue to support some of the Shire's most vulnerable community members through:

- Courtesy Bus services, providing weekly transport to Midland and Joondalup to reduce social isolation.
- Community Assisted Transport (CAT), where three volunteer drivers provide door-to-door paid transport for medical and specialist appointments.

These services ensure residents with limited mobility or transport options can maintain independence and remain connected to essential supports.

Volunteer Training and Capacity Building

The Shire invested in strengthening volunteer organisations by offering training opportunities throughout the year, including:

- First Aid and CPR courses
- Governance and committee management training
- Grant-writing workshops
- Emergency preparedness and resilience training

These initiatives enhance community capability and support the long-term sustainability of local volunteer groups.

Bindoon Library Volunteers

A team of dedicated library volunteers—Pam, Brian, Julie, Christina, Robyn and Sally—support Saturday opening hours, assist with stock management and provide friendly, community-centred customer service. Their passion for literacy and connection enhances the welcoming environment of the Bindoon Library.

Each year, the Shire recognises their contribution at the Annual Library Christmas Celebration, where volunteers are presented with a small token of appreciation.

Visitor Centre Volunteers

The Bindoon Visitor Centre continues to be supported by three regular volunteers who contribute their time across weekdays and weekends. Their local knowledge and warm hospitality help promote Chittering's attractions and support the visitor economy.

Quarterly coffee or lunch catch-ups with the Tourism Officer provide an opportunity for connection, updates and volunteer recognition

Event Volunteers

Volunteers play a vital role in the success of the Shire's major events and community activities. During 2024/25, volunteers supported more than 25 events, contributing to safe, welcoming and inclusive experiences for residents and visitors.

Volunteers assisted with:

• Event set-up and pack-down

• Traffic and parking coordination

• Visitor check-in and information

• Activity support for children and families

• Assisting stallholders and performers

• General logistics, safety and accessibility

Their contribution was particularly valuable at major community celebrations such as A Taste of Chittering, Wear Ya Wellies, Australia Day, Christmas Grotto and Plants for Rural Properties.

Fire and Emergency Services Australia, firefighting helicopter.

Incident Control Volunteers.

Our Organisation

- **Organisational Structure**
- **Our Workforce Profile**
- **WHS**

Shire staff on a team hike at the Bindoon Mountain BIke Park, Bindoon.

Organisational Structure

The Chief Executive Officer (CEO) is responsible for the day-to-day management of the Shire's operations, aligning with the strategic direction set by Council through the SCP and the four-year priorities outlined in the CBP.

The Executive Management Team (EMT), led by the CEO, plays a pivotal role in fostering a customer-focused culture and providing leadership across the organisation. The CEO is directly accountable to the Council, which is elected by the residents of Chittering, ensuring alignment with the community's needs and aspirations. The EMT meets weekly to discuss key issues, make informed decisions, and maintain a unified approach to leadership and governance.

The Shire's organisational structure consists of the Office of the CEO and three key departments: Development Services, Corporate Services, and Technical Services. These departments work collaboratively to deliver essential services, infrastructure, and community programs in line with the Shire's strategic priorities. There were no changes to the organisational structure during the reporting period, ensuring continuity in leadership and operational management.

COUNCIL

Chief Executive Officer

Executive Manager Technical Services	Executive Manager Development Services	Deputy Chief Executive Officer	Human Resources
Infrastructure Management Services	Rangers and Community Safety	Corporate Services	Governance
Asset Management	Planning Services	Financial Services	Communications
Operational Services	Compliance and Regulatory Services	Information Technology	Strategic and Organisational Development
		Community Development & Library Services	
		Economic and Tourism Development	

Our Executive Leadership Team

The following information details the members and services of the Executive Team as at 30 June 2025.

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 30 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

Scott Clayton
Deputy Chief Executive Officer

Starting date: July 2023

Degrees: Bachelor of Business (Edith Cowan University), Major in Accounting, Major in Information Systems. Recipient of the Dean's List, Faculty of Business and Law (Edith Cowan University).

With 29 years' experience in Local Government, Scott has demonstrated extensive strategic leadership across various key areas, particularly in finance, administration, and corporate services.

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

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 15 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 28 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

Our Workforce

As of 30 June 2025, the Shire employs 70 individuals, comprising 58 Full-Time Equivalent (FTE) employees, 2 on fixed-term contracts, and 12 casual employees.

Workforce Profile

The Shire is committed to attracting, recruiting, empowering, and retaining top talent to form part of "Team Chittering." We prioritise creating a supportive, high-performing work environment and offer a variety of benefits that enhance our employees' personal, professional, and financial well-being.

To promote work-life balance, the Shire implements flexible working arrangements that cater to the diverse needs of our workforce. We aim to provide options that foster a fulfilling employment experience.
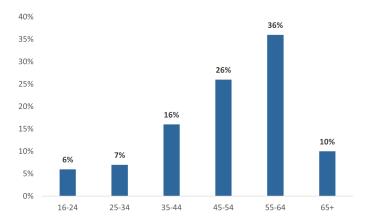
Over the past five years, the Shire has carefully managed workforce growth to meet community needs while being mindful of resource allocation. Despite increasing service demands, staff levels have risen modestly from 54 FTEs in 2020/21 to 58 FTEs in 2024/25, an increase of just four FTEs. This approach allows us to continue delivering high-quality services while efficiently managing operational costs.

Diversity of our Workforce

This section illustrates the diversity of our workforce, highlighting the age and gender profiles that contribute to a dynamic and inclusive environment within the Shire.

Workforce Age Profile

The Shire's workforce reflects a diverse range of ages, with a strong representation in the 45-54 and 55-64 age groups, together comprising 60% of the workforce. This combination of mid-career professionals and seasoned employees ensures the Shire benefits from both experienced leadership and the expertise of long-serving staff, providing stability and knowledge that are critical to effective service delivery. Additionally, 10% of the workforce is aged 65 and above, including the oldest employee at 78 years of age. This group brings a wealth of experience and maturity, fostering mentorship opportunities and enhancing decision-making within the organisation. Looking ahead, the Shire recognises the importance of succession planning and workforce development as a significant portion of the workforce approaches retirement. Balancing the retention of institutional knowledge with the recruitment of new talent will be essential to maintaining operational efficiency and ensuring service continuity in the future.
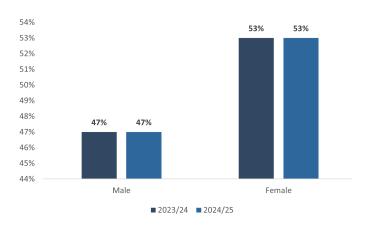
Workforce Gender Profile
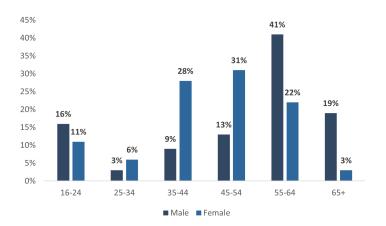
The Shire's overall gender distribution reflects a balanced composition, with males comprising 47% and females 53%, demonstrating our commitment to fostering an inclusive and equitable workplace.

This balanced representation across various age groups underscores the Shire's commitment to gender equity. Specifically, the younger age brackets (16-24 and 25-34) show a promising engagement of females, with 11% and 6% respectively, indicating an encouraging trend towards attracting and retaining female talent early in their careers.

In contrast, the age group of 55-64 shows a significant male representation (41%), which suggests that as the Shire's workforce ages, there may be an opportunity to strengthen female representation in senior roles.

Additionally, the 65+ age group, while comprising 10% of the workforce, demonstrates that the Shire values the contributions of older employees, with a notable gender imbalance (19% male and only 3% female).
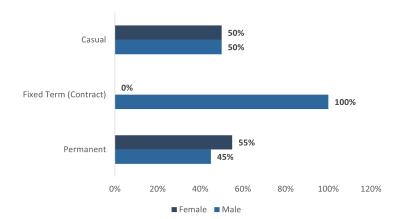
Gender Profile at Contract Types

Among permanent employees, the gender distribution is well-balanced, with males representing 45% and females 55%, reflecting our commitment to an equitable work environment.

In contrast, the fixed-term contract workforce shows a different composition, with males comprising 100%. This disparity may indicate a trend in the types of roles filled on a temporary basis or varying workforce needs for specific projects.

The casual workforce is well balanced, with males representing 50% and females 50%. This is a significant change from previous years and reflects the diverse roles that the Shire offers for casual employees.
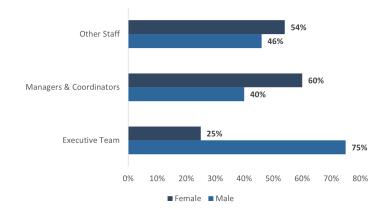
Gender Profile at Leadership Level

Looking at leadership levels, the Executive Team consists of 75% male and 25% female. The management and coordinator levels show a more balanced distribution, with 40% male and 60% female. In the broader staff category, the gender representation is fairly equal, with 46% male and 54% female.

Overall, the Shire demonstrates a strong commitment to fostering a diverse and inclusive workplace, with balanced gender representation across various levels of staff. The leadership structure, while currently reflecting a higher percentage of males in the executive team, benefits from the contributions of both male and female leaders. The diverse makeup within the management and coordinator levels, as well as among broader staff, is a testament to the Shire's dedication to creating an equitable environment.

As the organisation continues to evolve, it remains focused on supporting all employees in their professional growth and ensuring that everyone feels valued and empowered within the workplace.
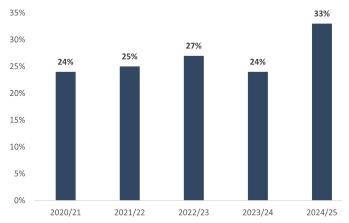
Employee Turnover Rate

In the 2024/25 financial year, the Shire reported a 33% employee turnover rate. The turnover rate was primarily influenced by the following key factors:

- 15 employees left for new opportunities outside of the Shire

- 2 employees retired, contributing to the natural attrition rate

The five-year turnover trend reflects a 9% increase compared to the previous year

The elevated staff turnover experienced during the reporting period highlights the ongoing challenges faced by the Shire as a regional local government located on the fringe of the Perth metropolitan area. The Shire operates in a competitive labour market where it is often unable to match the remuneration packages and career progression opportunities offered by larger metropolitan employers. This disparity continues to impact the Shire's ability to attract and retain skilled personnel.

The Shire remains firmly committed to fostering a positive and supportive workplace culture through targeted strategies that prioritise employee development, engagement, and satisfaction. By investing in our people, we aim to enhance workforce stability and reduce turnover over the long term. These efforts reflect our dedication to building a resilient organisation that attracts and retains talented individuals who contribute to the Shire's continued growth and success.

Salaried Employees

IIn compliance with *Regulation 19B of the Local Government (Administration) Regulations 1996,* the Shire is required to include the following information in the Annual Report:

• The number of employees whose annual salary is $130,000 or higher.

• The distribution of these employees across salary bands that increase in increments of $10,000 above $130,000.

These salary thresholds were updated by the Local Government Regulations Amendment Regulations (No. 2) 2020, published on 6 November 2020.

To ensure clarity around non-cash benefits, the Shire has adopted a total employee cost approach to remuneration. This approach consolidates all forms of compensation into a single, comprehensive figure, promoting transparency and exceeding the basic regulatory requirements.

The accompanying table outlines the salary bands based on the total actual remuneration received by each employee during the reporting period, regardless of their employment duration. The figures include:

• Motor vehicle allowances;

• Annual cash salary component;

• Statutory 11.5% superannuation, plus additional Shire contributions to superannuation, where applicable;

• Salary sacrifice arrangements;

• Cash-out of leave (upon request or termination);

• Higher duties allowances;

• Overtime payments;

• Termination payments, if applicable.

The total remuneration paid to the Chief Executive Officer, inclusive of superannuation, under the *Salaries and Allowances Act 1975* is $292,375.

The Shire does not provide bonus payments to employees, including senior executives, as this is not considered an appropriate form of remuneration for public sector officers. The increase in the number of employees earning

$130,000 or more is partly due to one officer taking on dual responsibilities while a replacement for a key position was sourced.

All staff are compensated in accordance with the Local Government Industry Award Industrial Agreement, and the Shire is obligated to meet these entitlements. In certain circumstances, where labour market pressures or specialised skills are required, exemptions may be made to offer market-related salaries above the Award on a contractual basis. Currently, four employees are on

performance-based contracts with In accordance with section 5.50 of the Local Government Act 1995, the Shire has a policy that outlines the conditions under which additional payments may be made to employees upon their departure, beyond their standard entitlements.

Salary Band		Male	Female	Total
130,000	139,999	0	1	1
140,000	149,999	0	0	0
150,000	159,999	1	0	1
160,000	169,999	0	0	0
170,000	179,999	0	0	0
180,000	189,999	0	0	0
190,000	199,999	0	0	0
200,000	209,999	2	0	2
210,000	219,999	1	0	1
220,000	229,999	0	0	0
230,000	239,999	0	0	0
240,000	249,999	0	0	0
250,000	259,999	0	0	0
260,000	269,999	0	1	1
Total employees		**4**	**2**	**6**

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 in reviewing their performance against their key deliverables. Approximately 20% of employees did not complete the Annual Review process due to timing constraints. The review period coincided with the preparation and submission of the annual budget to Council, which required significant staff time and focus. To improve participation and ensure all staff are able to complete their reviews, the process will be scheduled earlier in the 2025/2026 year.

Employee Code of Conduct

The Shire's Employee, Volunteer and Contractor Code of Conduct (the Code) reflects our core values and underpins the Shire's ongoing success. It sets out the principles and expectations that guide all employees, volunteers, and contractors in maintaining high ethical standards, demonstrating appropriate corporate behaviour, and ensuring accountability across the organisation. As part of the induction process, all new employees are required to review the Code and acknowledge their understanding of the obligations and responsibilities it outlines. The Code continues to play a vital role in shaping the Shire's culture by providing clear guidance on the expected standards of conduct and professional behaviour. In September 2025, the Shire transitioned from in-person Code of Conduct sessions to an online learning and assessment format. All staff are now required to complete an annual online module and questionnaire, ensuring continued compliance with the Code while providing a more flexible, accessible, and efficient way for employees to reaffirm their understanding of ethical standards and workplace expectations.

Employee Rewards and Recognition

Values Awards Recognition

The Shire's Values Awards Recognition Program continues to play an important role in promoting and celebrating our organisational culture. The program recognises staff members who consistently demonstrate the Shire's vision and values through their actions and attitude at work. Each month, up to four individuals are acknowledged based on nominations received from colleagues or members of the public. These nominations highlight employees who go above and beyond in demonstrating teamwork, accountability, respect, and a positive approach to their work and interactions. Throughout the reporting period, the program has continued to strengthen staff engagement and morale by acknowledging and celebrating the contributions of employees who exemplify the Shire's values in their day-to-day roles. This initiative reinforces our commitment to cultivating a positive, respectful, and values-driven workplace culture across all areas of the organisation.

Long Service Awards

The Shire deeply values the commitment and dedication of team members who have contributed many years of service. Recognising long service is not only a celebration of tenure but also an acknowledgment of the experience, expertise, and positive impact these individuals have made throughout their careers. Celebrating these milestones provides an opportunity to express our appreciation for their ongoing contributions, loyalty, and the important role they continue to play in the Shire's growth and success. Their commitment reflects the strength of our organisation and the shared values that underpin our workplace culture. The following employees were rewarded for their years of service working at the Shire in 2024/2025:

- 5 Years – Samantha Young started with the Shire in 22/08/2019
- 5 Years – Sue Mills started with the Shire in 05/08/2019
- 5 Years – Jackie Saunders started with the Shire in 17/09/2019
- 5 Years – Graham Furlong started with the Shire in 18/11/2019
- 5 Years – Melinda Prinsloo started with the Shire in 20/01/2020
- 15 Years – Rolf Burchard started with the Shire in 06/08/2009

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

Year of service	Total	OCEO	CS	DS	TS
<5	51	8	8	12	23
5	11	1	4	4	2
10	4	0	1	1	2
15	4	1	1	0	2
20+	0	0	0	0	0
TOTAL	**70**	**10**	**14**	**17**	**29**

OCEO: Office of the CEO
CS: Corporate Services
DS: Developmental Services

TS: Technical Services

Health and Safety (WHS)

Wellbeing

The Shire remains committed to fostering a healthy, safe, and supportive workplace. Wellbeing initiatives are largely supported by the Local Government Insurance Service (LGIS) and are designed to promote physical, mental, and social wellbeing for all staff. Approximately 50% of our workforce reside locally, meaning these initiatives also help strengthen connections with the broader community.

Health and Wellbeing Initiatives:

1. Health and Wellness Screenings

   - *Skin Cancer Checks:* On-site skin screenings support early detection and prevention, particularly for outdoor workers.

   - *Flu Vaccinations:* Annual flu vaccinations, coordinated through a local pharmacy and endorsed by the Shire, reduce seasonal illness and promote workforce health.

2. Mental Health Support Services

   - *Telus Employee Assistance Program (EAP):* Staff have confidential access to Telus' EAP, providing counselling, mental health support, health advice, and financial guidance. This service is available to all employees and is fully funded by the Shire.

   - *Workshops and Training:* Sessions on mental health awareness, resilience, and stress management equip staff with tools to maintain wellbeing.

   - *"R U OK? Day":* Annual participation encourages open conversations and promotes a supportive workplace culture.

3. Physical Activity Programs

   - *Group Fitness and Sports:* Organised classes, team sports, and swimming activities encourage physical health, teamwork, and camaraderie.

   - *Walking Activities:* Morning walking catch-ups and participation in LGIS-sponsored walking challenges promote fitness and social connection.

   - *Community Events:* Staff participation in events such as the HBF Run demonstrates teamwork, community engagement, and encourages healthy lifestyles.

4. Flexible Work Options

   - *Work-Life Balance Support:* Flexible working hours and remote work arrangements, where operationally feasible, allow staff to manage personal and professional commitments effectively.

5. Healthy Lifestyle Promotion

   - *Healthy Eating Initiatives:* Internal healthy eating challenges and accessible nutritional resources support staff in making positive dietary choices.

Safety Framework

The Shire fosters a strong safety culture, prioritising the protection of staff, contractors, and the broader community. We remain committed to upholding our obligations under the Work Health and Safety Act 2020, the Equal Employment Opportunity Act 1984, and relevant Local Government Awards. Ensuring the health and wellbeing of our workforce is essential to maintaining engagement, productivity, and our capacity to serve the community effectively.

To support these objectives, the Shire has implemented a range of initiatives, including:

- WHS inductions for all new employees.

- LGIS risk audits to monitor and mitigate organisational hazards.

- Six Working Alone Units to enhance staff safety in isolated work environments.

- Ongoing drug and alcohol testing, particularly for high-risk roles and new employees.

- Regular site inspections and safety observations.

- Emergency evacuation training in June 2025, fully implementing a new system to improve staff safety and preparedness in emergency situations.

Our WHS requirements are integrated into key systems and processes, including:

- **Recruitment:** Workplace health and safety questions are mandatory during interviews and reference checks. High-risk positions require candidates to complete pre-employment medical assessments.

- **Procurement:** All contractors must conduct safety risk assessments for their services and works, ensuring insurances, licenses, and qualifications meet compliance standards.

- **Contractor Management:** In line with a new **CEO directive for Contract Management**, the Shire has partnered with *Prompt Safety Solutions* to manage its contractor safety system. WHS guidelines are issued to contractors and supervisors, and on-site inductions are provided to all contractors and relevant staff to maintain compliance and promote safety awareness.

During this reporting period, Prompt Safety Solutions completed an audit with the following key findings:

- High compliance in pre-mobilisation documentation, including insurances, licenses, and risk assessments, overseen by both Shire officers and contractors.

- Effective consultation and collaboration between Shire officers, contractors, and Prompt Safety Solutions, ensuring strong and well-maintained safety processes.

- On-site WHS inductions were slightly under-recorded, but conducted at a high rate, with ongoing consultations planned for continuous improvement.

- Generic traffic management plans are in place, with staff adequately trained to ensure safe operations.

These outcomes demonstrate the Shire's ongoing commitment to contractor safety, regulatory compliance, and continuous improvement. The introduction of the CEO directive for Contract Management, combined with enhanced training initiatives such as the June emergency evacuation program, reflects a proactive approach to safeguarding our workforce and ensuring a safe and supportive workplace for all.

WHS Audit and Improvement

The Shire has demonstrated significant progress in its Workplace Health and Safety (WHS) performance over the past two reporting periods. The WHS overall score has increased from 46% in 2022/2023 to 84% in 2024/2025, reflecting a strong commitment to continuous improvement and the effective implementation of safety systems across the organisation.

Key Areas of Improvement

- **Management Commitment:** Improved from 50% to 100%, demonstrating a stronger organisational focus on leadership accountability, proactive safety governance, and the integration of WHS into strategic management practices.

- **Planning:** Increased from 50% to 72%, reflecting enhanced WHS planning, clearer safety objectives, and more structured risk management approaches.

- **Consultation & Reporting:** Improved from 50% to 81%, showing greater engagement with staff, volunteers, and other stakeholders in safety matters, and more effective reporting of incidents and safety initiatives.

- **Hazard Management:** Increased from 56% to 69%, indicating improved identification, assessment, and control of workplace hazards.

- **Training & Supervision:** Rose from 25% to 81%, highlighting the Shire's investment in staff and volunteer training, upskilling, and supervision to ensure safe work practices.

- **Volunteer Management:** Reached 100%, reflecting full compliance in providing a safe environment and appropriate support for volunteer staff.

Summary

The overall WHS improvement of 38 percentage points reflects the Shire's ongoing commitment to embedding a safety-first culture. Key initiatives contributing to these improvements include:

- Enhanced training programs for staff and volunteers.

- Strengthened hazard management and risk assessment processes.

- Increased consultation and engagement with employees on WHS matters.

- Stronger leadership accountability and commitment to safety outcomes.

These results demonstrate the Shire's dedication to continuous WHS improvement, ensuring the health, safety, and wellbeing of all staff, volunteers, and contractors remain a top priority.

Here's a clear, concise table comparing the 2022/2023 and 2024/2025 WHS scores, suitable for inclusion in your annual report, along with a brief caption:

Category	2022/2023 Score	2022/2023 %	2024/2025 Score	2024/2025 %	Improvement
Management Commitment	8/16	50%	16/16	100%	+50%
Planning	9/18	50%	13/18	72%	+22%
Consultation & Reporting	8/16	50%	13/16	81%	+31%
Hazard Management	9/16	56%	11/16	69%	+13%
Training & Supervision	4/16	25%	13/16	81%	+56%
Volunteer Management	8/18	44%	18/18	100%	+56%
Total / Overall	**46/100**	**46%**	**84/100**	**84%**	**+38%**

The Shire has shown substantial improvements in WHS performance between 2022/2023 and 2024/2025, with the overall score increasing from 46% to 84%. This reflects strengthened leadership commitment, enhanced staff and volunteer training, improved hazard management, and more effective consultation and reporting processes, reinforcing the Shire's dedication to a safe and supportive workplace culture.

Safety Training

Training is a critical component of embedding safety into all Shire activities. Our WHS system streamlines the recording of staff training, providing improved oversight and management of competencies across the organisation.

During the 2024/25 financial year, we implemented risk assessments aligned with Safe Work Method Statements (SWMS) for all outdoor crew activities. This ensures that staff are aware of the hazards associated with their tasks and are equipped to manage risks effectively. Training for these assessments was delivered by our WHS Officer in collaboration with Prompt Safety Solutions, reinforcing best practice procedures and safety awareness.

We continue to conduct Verification of Competency (VoC) assessments for high-risk activities, particularly for operating light and heavy machinery. All outdoor crew members have renewed their certifications and received comprehensive training on Shire-owned equipment. These initiatives have enhanced the skills of our operational workforce, ensuring not only their own safety but also that of colleagues and the broader community.

The results of these training and risk management programs are pleasing, reflecting improved staff competency, adherence to safe work practices, and a strong culture of safety within the organisation.

Inspections conducted during the 2024/25 financial year:

Quarter 1	Quarter 2
5 Inspections, including Administration, Parks and Gardens sheds Crib room and Rangers house.	7 Inspections, including five fire stations, Muchea landfill and Bindoon Landfill
Quarter 3	**Quarter 4**
5 Fire stations done by the Building Coordinator.	0 No Inspections carried out

Initiatives in safety training during the year were:

During the 2024/25 reporting period, 64% of staff have completed First Aid and CPR training. The Shire aims to ensure that all employees attain these essential skills, recognising the benefits not only in the workplace but also for personal safety at home and within the community.

During the 2024/25 reporting period, 5 staff members (13.6%) across all departments participated in mental health training. The Shire aims to offer this training to all employees. Participation is voluntary, recognising that not all staff may wish to undertake this training and that the content can be confronting, potentially impacting personal wellbeing. This approach ensures that employees can engage with mental health training in a supportive and safe manner.

Employee Engagement in WHS

Workplace Health and Safety (WHS) risk assessments involve a systematic review of the workplace to identify potential hazards and ensure the wellbeing of all individuals. The aim is to evaluate risks and implement appropriate control measures to eliminate or minimise harm, contributing to a safe and healthy working environment.

At the Shire, risk assessments are undertaken collaboratively by WHS Officers, team leaders, the WHS Team, and employees. The assessment template supports a structured and consultative process, encouraging open discussion and agreement on practical safety controls. Consultation is a fundamental requirement of the Shire's WHS Risk, Hazard and Incident Management Procedure.

This commitment to engagement was also demonstrated during the 2025 review of the Shire's WHS Policy. Staff from across the organisation contributed through toolbox meetings, inter-departmental meetings, and stand-up meetings, ensuring broad and meaningful input. Following this consultation, the updated WHS Policy was reviewed and formally adopted by Council in August 2025, reinforcing the Shire's proactive, inclusive, and safety-focused approach to workplace health and wellbeing.

Environmental health officer at an asbestos inspection site.

Safety Performance

Injury management

The Shire's primary focus in injury management is to promote safe behaviours and practices surrounding the handling of injuries, ensuring that injured employees receive active support to return to work safely and promptly. Leaders are encouraged to maintain direct involvement in the injury management process with their employees, fostering a collaborative and supportive approach to recovery.

Our Human Resource Coordinator works closely with leaders and employees to manage non-work-related injuries and fitness-for-work concerns. Employees are encouraged to return to work only when fully fit for duty, reducing the risk of further injuries and supporting long-term workplace safety.

In addition to post-injury management, the Shire implements proactive safety measures, including: Regular drug and alcohol testing, particularly for high-risk roles, to maintain a safe and responsible workplace. Collaboration with LGIS to promote safe practices, including manual handling and other risk prevention programs. Training and awareness initiatives, ensuring employees are equipped with the knowledge and skills to prevent injuries before they occur.

These measures reflect the Shire's commitment to a comprehensive approach to workplace safety, combining proactive prevention with supportive injury management to protect the wellbeing of all staff.

Four-Year Injury Tracking

The table below highlights the number of days lost to claims due to workplace incidents over the past 4 years. The 186 days of lost time injury in this financial year is primarily due to the nature of injuries sustained by two of the four employees, who together accounted for 162 days (1378) of the total lost time.
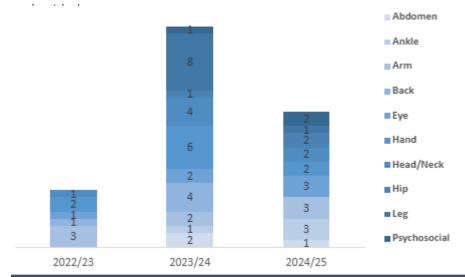
Incidents/Hazard and Near Miss Reports for the last 4 financial years

During the 2024/25 reporting period, the Shire observed a reduction in workplace incidents. This improvement is largely attributed to increased staff awareness and the effective implementation of risk assessments across all operational areas. These proactive measures have enhanced hazard identification, strengthened controls, and contributed to a safer working environment for all employees and contractors.

Department	2021/22	2022/23	2023/24	2024/25
Office of the CEO	0	2	3	2
Corporate Services	1	0	4	3
Development Services	0	4	8	5
Technical Services	14	21	55	56
Total	**15**	**27**	**71**	**66**

Injuries recorded

Total injuries dropped to 19 in 2024/25, down 39% from 2023/24. The most common injuries were ankle, arm and eye,

Mechanism of Incident 2023/24

Injury Type	2021/22	2022/23	2023/24	2024/25
Slips, trips and falls, cuts	2	1	11	13
Hazardous manual tasks and repetitive movement	1	3	8	1
Aggressive behaviour	1	1	1	1
Stings and bites	1	4	4	1
Strains and muscles	0	0	1	4
Chemicals	1	2	1	0
Electricity related	0	1	2	0
Plant/equipment damage	8	14	38	22
Personal health	0	1	2	1
Mental health - workplace stress	0	0	0	1
Other	0	0	3	12
Total	**14**	**27**	**71**	**56**

The higher number of injuries, near misses, and accidents over the past two financial years is attributed to a heightened awareness across the Shire regarding the significance of reporting.

Lost Time Injury

The Shire had 3 lost time injury incidents for the 2024/25 financial year, compared to the 5 in the previous financial year. This year there were 1,588 lost hours due to these incidents and continuing injuries from the previous financial year. The injuries to these workers have resulted in corresponding workers compensation claims against the Shire. These claims are being proactively managed to ensure that the workers are receiving the care that they require to ensure that they are able to return to work.

Workers Compensation Claims

In 2024/25, the Shire had two new workers' compensation claims approved. In addition, two claims from the 2023/24 period were finalised, resulting in one employee receiving a settlement and both employees departing the Shire. The finalisation of these claims reflects the organisation's commitment to resolving cases efficiently while maintaining fair and supportive processes for injured workers.

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

Year	2021/22	2022/23	2023/24	2024/25
Paid to Date	$2,651	$0	$44,454	$177,277
Estimated Outstanding Cost	$0	$0	$18,330	$34,743
Number of New Claims	2	0	5	2
Number of Outstanding claims	0	0	2	4

Our Operational Performance

- **Integrated Planning and Reporting Framework**
- **Performance Against Key Priority Areas:**
  - **Community**
  - **Natural Environment**
  - **Built Environment**
  - **Economy**
  - **Administration and Governance**

Patrons enjoying a lemon workshop at Taste of Chittering 2023, Bindoon.

How to read our performance sections

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.

| Community | Natural Environment | Built Environment | Economy | Administration and Governance |

The following performance criteria are used to illustrate performance against targets:

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

Integrated Planning and Reporting Framework (IPRF)

The Integrated Planning and Reporting (IPR) Framework is the Shire's approach to ensuring its strategies, services, assets, and finances are aligned and working together to achieve community priorities. It connects the community's long-term vision with day-to-day service delivery and ensures that planning and decision-making are coordinated, transparent, and sustainable.

The framework outlines how the Strategic Community Plan (SCP) sets the community's vision, and how this vision is delivered through the Corporate Business Plan (CBP), Annual Implementation Plan (AIP), and Annual Budget, supported by a range of informing strategies and service delivery plans.

Level 1: COMMUNITY-LED STRATEGIC DIRECTION

Key Outputs	**Strategic Community Plan** (10 years) *Community aspirations, long-term vision, broad outcomes*	**Asset Management Plan** (10 years) *Prioritise renewal, maintenance and investment*	**Long-Term Financial Plan** (10 years) *Forecast financial capacity and constraints*
Key Inputs	• Regional & State Government strategies • Local Planning Strategy *(Land use, zoning, environmental & economic development)*	• Community engagement & feedback • Demographic & economic trends • Climate, environmental, and social drivers • Risk assessments	

Level 2: CORPORATE DIRECTION AND RESOURCING

Key Outputs	**Corporate Business Plan** (4 years) *Translate vision into medium-term strategic priorities, services, & projects.*	**Annual Implementation Plan** (1 year) *Translate strategic priorities into actionable annual deliverables.*	**Annual Budget** (1 year) *Allocate financial resources to deliver the AIP.*
Key Inputs	• Workforce Management Plan • Service Specific Strategies *(Disability Access & Inclusion, Waste, Economic Development, Bushfire Mitigation, Recreation, Biodiversity, Public Health)* • Legislative requirements and CEO KPIs *(Council Expectations)*		

Level 3: SERVICE DELIVERY, WORKFORCE ACCOUNTABILITY & REPORTING

Key Outputs	**Annual Report** *Annual results from Annual Implementation Plan*	**Performance Reports** *Corporate & Financial*	**Annual Performance Reviews** *CEO, Executive Team, All Staff*
Key Inputs	• Directorate Plans *(BAU, project delivery, compliance activities, continuous improvement initiatives)* • Annual Audited Financial Statements		

Corporate Performance

This section provides a comprehensive overview of the Shire's performance for the 2024/25 period, demonstrating progress made compared to previous years. It is structured around the Shire's five strategic themes: **Community**, **Natural Environment**, **Built Environment**, **Economy,** and **Administration and Governance.**

Where targets were not met, a corrective action is provided at the end of each table to ensure that strategies are in place to address any shortcomings.

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)

The following table illustrates the Shire's progress and performance against our strategic objective aligned with the community, as outlined in the CBP.

No.	CBP Actions	Teams	2023/24 Status	2024/25 Performance Updates		
				Target	Status	Quarter 4 Progress Update
Implement the Shire's annual events and festival calendar						
1	Develop a Public Art Strategy	Development Services	🟢	18 months	🔵	Scope has changed.
2	Commence preparations of a Reconciliation Action Plan	Corporate Services	🟢	36 months	🔵	Insufficient EOI received to create the group. Focus shift towards establishing a Noongar Heritage Agreement.
3	Develop Facility Management Plans for each of the ten facilities	Corporate Services	🟡	24 months	🔵	Deferred to 2026/27.
4	Develop a Governance Model for Muchea Recreation Centre	Corporate Services	🟡	12 months	🔵	Deferred to 2026/27.
5	Review the Sport and Recreation Plan in line with the major review of the Strategic Community Plan	Corporate Services	🟢	12 months	🔵	Scheduled to start in Q4 2024/25.
6	Review the Community Development Plan	Corporate Services	🟢	12 months	🔵	Scheduled to start in Q4 2024/25.

🔵 Completed   🟢 On target   🔴 Target not met / Behind schedule   🟡 Monitor / Slightly behind schedule   ⚪ Deferred / Cancelled

No.	CBP Actions	Teams	2023/24 Status	2024/25 Performance Updates		
				Target	Status	Quarter 4 Progress Update
7	Training of emergency Evacuation System	Office of the CEO	🟢	4 months	🔵	Training completed June 2025; now part of BAU with annual test scheduled.
8	Review Local Emergency Management Arrangements (LEMA) every 5 years	Development Services	🟡	12 months	🔴	Not completed.
9	Update LEMA Contact and Resource List quarterly	Development Services	🟢	12 months	🔵	Completed.
10	Local Emergency Management Arrangements (LEMA) annual test	Development Services	🟢	12 months	🔵	Completed.
11	Formal DAI assessment of Shire facilities and public spaces	Technical Services	🟢	6 months	🔵	Inspections carried out; minor improvements completed; additional works to be considered in 25/26.
12	Develop Disability and Inclusion Toolkit for engagement and public participation	Corporate Services	🟢	6 months	🟡	Deferred due to resource limitations in 2024/25.
13	DAIP awareness training for leadership roles	Office of the CEO	🟢	12 months	🔵	All councillors attended; 82% of staff completed training.
14	Research & assess alternative information formats	Office of the CEO	🟢	12 months	🔵	Completed.
15	Develop key contact register for people with disability, carers, and relevant organisations	Corporate Services	🟢	12 months	🟢	Ongoing.
16	Update Shire website with 'Accessible Events Checklist'	Corporate Services	🟢	12 months	🔵	Template available for staff and community.

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

Action number	Corrective actions to ensure action will be completed
8	Action rescheduled for priority completion in 2025/26 to meet compliance requirements and reflective of current risk and response arrangements.

🔵 Completed   🟢 On target   🔴 Target not met / Behind schedule   🟡 Monitor / Slightly behind schedule   ⚪ Deferred / Cancelled

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)

The following table illustrates the Shire's progress and performance against our strategic objective aligned with the natural environment, as outlined in the CBP.

No.	CBP Actions	Teams	2023/24 Status	2024/25 Performance Updates		
				Target	Status	Quarter 4 Progress Update
1	Plant 2,500 trees via Trees for Residents Program	Corporate Services	🟢	12 months / annual	🔵	2,000 plants delivered 7 June 2025.
2	Investigate disposal / remediating options (DSI Report - 131 Muchea East Road)	Development Services	🟢	24 months	⚪	Investigations continuing internally.
3	Landfill Closure Management Plan (LCMP) for Bindoon & Muchea	Development Services	🟢		🔵	Completed.
4	Develop Private Landholder Incentives Strategy	Development Services	🔴	12 months	🔴	Resourcing issue.

🔵 Completed 🟢 On target 🔴 Target not met / Behind schedule 🟡 Monitor / Slightly behind schedule ⚪ Deferred / Cancelled

Built Environment

Well planned 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)

The following table illustrates the Shire's progress and performance against our strategic objective aligned with the built environment, as outlined in the CBP.

No.	CBP Actions	Teams	2023/24 Status	2024/25 Performance Updates		
				Target	Status	Quarter 4 Progress Update
1	Review Shire position on commercial waste acceptance	Technical Services	🟢	12 months	🔵	Completed.
2	Review Shire position on free domestic disposal	Technical Services	🟢	12 months	🔵	Completed.
3	Address non-compliance in waste infrastructure and operations	Technical Services	🟢	12 months	🔵	Completed.
4	Subdivision of Joint Venture Housing – Lot 801 Edmonds Place	Development Services	🟢		🟢	Awaiting WAPC approval.
5	Lower Chittering Community Centre site architecture	Corporate Services	🟢	Dec - 24	⚪	Final documentation received.
6	Review the Local Planning Scheme	Development Services	🔴	12 months	🔴	Resourcing issue.
7	Review the Local Planning Policy 6: Water Supply Drainage	Development Services	🔴	12 months	🔴	Resourcing issue.

🔵 Completed   🟢 On target   🔴 Target not met / Behind schedule   🟡 Monitor / Slightly behind schedule   ⚪ Deferred / Cancelled

No.	CBP Actions	Teams	2023/24 Status	2024/25 Performance Updates		
				Target	Status	Quarter 4 Progress Update
8	Review the Local Planning Policy 10	Development Services	🔴	12 months	🔴	Resourcing issue.
9	Review the Local Planning Policy 11: Wayside Stalls	Development Services	🔴	12 months	🔴	Resourcing issue.
10	Develop Cemetery Masterplan	Technical Services	🔴	12 months	🔴	No budget in 2024/25; planning for next year.
11	Local Planning Policy for Biodiversity Conservation	Development Services	🔴		⚪	Resourcing issue.
12	Investigate solution for the Muchea Recreation Centre undercover area between community centre and change rooms		🟢	6 months	⚪	Construction on hold.
13	Bindoon Mountain Bike Park official opening	Corporate Services	🟢	July - 24	🔵	Completed.
14	Finalise Yozzi Road walk trail signs	Corporate Services	🟢	12 months	🔵	Completed.

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

Action number	Corrective actions to ensure action will be completed
6	Action rescheduled for priority completion in 2025/26.
7	Action rescheduled for priority completion in 2025/26.
8	Action rescheduled for priority completion in 2025/26.
9	Action rescheduled for priority completion in 2025/26.
10	Action rescheduled for priority completion in 2025/26.

🔵 Completed   🟢 On target   🔴 Target not met / Behind schedule   🟡 Monitor / Slightly behind schedule   ⚪ Deferred / Cancelled

Economy

Thriving, sustainable and diverse economic investment and local employment opportunities from cottage to large scale industry (SO4)

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)

The following table illustrates the Shire's progress and performance against our strategic objective aligned with the economy, as outlined in the CBP.

No.	CBP Actions	Teams	2023/24 Status	2024/25 Performance Updates		
				Target	Status	Quarter 4 Progress Update
1	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	Corporate Services	🟢	March - 25	⚪	Basic program development commenced
2	Business development - Investment attraction advertising	Corporate Services	⚪		⚪	Linked to Economic Development & Tourism Strategy review in 2025/26.
3	Implement bridle trail – 12-month trial	Development Services	🟢	12 months	🟢	Completion scheduled August 2025.

🔵 Completed   🟢 On target   🔴 Target not met / Behind schedule   🟠 Monitor / Slightly behind schedule   ⚪ Deferred / Cancelled

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)

The following table illustrates the Shire's progress and performance against our strategic objective aligned with administration and governance, as outlined in the CBP.

No.	CBP Actions	Teams	2023/24 Status	2024/25 Performance Updates		
				Target	Status	Quarter 4 Progress Update
1	Finalise and implement the Community Engagement Framework and Communications Plan to increase capability and alignment across the organisation	Corporate Services	🟢	June - 25	⚪	Will be completed as part of SCP review.
2	Liaise with neighbouring CEOs to explore shared resources	Office of the CEO	🟢	12 months	⚪	Economic Development & Tourism Coordinator part of shared service project.
3	Implement Records Management System – integration phase	Corporate Services	🟢	12 months	🔵	Completed.
4	Implement CouncilFirst Finance & other modules aligned to the ICT Roadmap (Records management system)	Corporate Services	🟢	18 months	⚪	Scheduled for completion in 2025/26.
5	Finalise updated Project Management Framework	Corporate Services	🟢	12 months	🔵	Completed.
6	Implement OSH Audit improvement actions (2022/23 audit)	Office of the CEO	🟢	12 months	🔵	WHS audit score 82%.
7	Implement new Council website and launch Shire of Chittering App	Office of the CEO	🟢	12 months	🟢	Work in progress; reprioritised for 2025/26.
8	Develop Bindoon townsite masterplan	Development Services	🟢	12 months	🟢	Work in progress; reprioritised for 2025/26.

🔵 Completed   🟢 On target   🔴 Target not met / Behind schedule   🟡 Monitor / Slightly behind schedule   ⚪ Deferred / Cancelled

No.	CBP Actions	Teams	2023/24 Status	2024/25 Performance Updates		
				Target	Status	Quarter 4 Progress Update
9	Update Chittering Administration Centre Emergency Procedures	Development Services	🟢 On target	12 months	🔵 Completed	Reviewed and training delivered June 2025.
10	Emergency Evacuation Procedures	Office of the CEO	🟢 On target		🔵 Completed	Reviewed and training delivered June 2025.
11	Revision and Update of Emergency Recovery Plan	Development Services	🟡 Monitor		🟢 On target	Linked to LEMA Pilot Program; recovery plans to commence post-LEMA.
12	Review Bushfire Risk Management Plan 2024–26	Development Services	🟢 On target		🔵 Completed	Reviewed September 2024; next review due 2026/27.
13	Review Bushfire Reserves Management Plan	Development Services	🟢 On target		🔵 Completed	Completed December 2024.
14	Review Equal Employment Opportunity Management Plan aligned to Equal Opportunity Act 1984	Office of the CEO	🟡 Monitor		⚪ Deferred / Cancelled	Reprioritised for 2025/26 in line with Operational Directives review.
15	Preventative Fleet Maintenance Schedule	Technical Services	🟢 On target		🔵 Completed	Regular servicing and pre-starts.
16	Staff culture survey – implement actions	Office of the CEO	🟢 On target		🔵 Completed	Survey delivered with strong results; next review 2026/27.
17	Review all council policies and Operational Directives (incl. EEO Policy)	Office of the CEO	🟢 On target		🟢 On target	In progress; another 50 policies due 2025/26.
18	Update recruitment information and Position Information Packages to address EEO and DAI	Office of the CEO	⚪ Deferred / Cancelled	March - 25	🔵 Completed	Updates incorporated into packages.
19	Annual review of Business Continuity Disaster Recovery Plan	Corporate Services	⚪ Deferred / Cancelled		🔵 Completed	Completed.
20	Review of the Shire's Economic Development Plan	Office of the CEO	🟢 On target		🟢 On target	Will align with SCP review in 2025/26.

🔵 Completed   🟢 On target   🔴 Target not met / Behind schedule   🟡 Monitor / Slightly behind schedule   ⚪ Deferred / Cancelled

No.	CBP Actions	Teams	2023/24 Status	2024/25 Performance Updates		
				Target	Status	Quarter 4 Progress Update
21	Review of the Shire's Tourism Strategy	Office of the CEO	🟢		🟢	Will align with SCP review in 2025/26.
22	Review and develop the Asset Management Plans for each major asset class	Technical Services	🟢		🟡	In draft; scheduled for adoption in Q1 2025/26.
23	Bush Fire brigades Local Law 2012	Development Services	🟢		🔴	Not started in 2024/25.
24	Extractive Industries Local Law 2014	Development Services	🟢		🔴	Not started in 2024/25.
25	Health Local Law 2017	Development Services	🟢		🟢	Due 2026/27; will commence in 2025/26.

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

Action number	Corrective actions to ensure action will be completed
23	Action rescheduled for priority completion in 2025/26.
24	Action rescheduled for priority completion in 2025/26.

🔵 Completed   🟢 On target   🔴 Target not met / Behind schedule   🟡 Monitor / Slightly behind schedule   ⚪ Deferred / Cancelled

Service Area Highlights and Challenges

The service area highlights and challenges provide an overview of key achievements and obstacles faced across each strategic theme, including the functions and services aligned to those themes, reflecting progress and areas for improvement in the Shire's development and community services.

Community

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

The Shire delivers a range of functions and services to support this strategic outcome:

- Citizenship ceremonies
- Civic festivals and events
- Club development programs
- Community awards
- Community driven events
- Community funding programs (grants, sponsorships and donations)
- Community safety and emergency services
- Community transport service

- Cultural and reconciliation programs
- Disability access and inclusion
- Housing services
- Library services, programs and events
- Public Health services
- Sport and recreational programs and events
- Venue and facility bookings
- Volunteer services
- Youth and aged services

The following section outlines the highlights and challenges associated with our service areas under the strategic theme of **Community.** These achievements represent either compliance with legislative requirements as well as our routine business operations.

Citizenship Ceremonies

The Australian Citizenship Ceremonies Code, in accordance with the Australian Citizenship Act 2007, outlines the requirements for the conduct of citizenship ceremonies. Since the 2023 update to the Code, local governments may hold ceremonies on 26 January or within the three days before or after. Local governments must also conduct ceremonies every two to three months, or more frequently if required, regardless of the number of candidates.

In 2024/25, the Shire hosted five citizenship ceremonies, including a special ceremony held on Australia Day as part of the Advance Australia Fair community celebration at the Muchea Recreation Centre and Oval. Across the year, 32 community members read the Pledge of Commitment and became Australian citizens — a significant increase compared with 14 new citizens in the previous financial year..

The Australia Day ceremony also included:

- Presentation of the Citizen, Young Citizen, Senior Citizen, and Active Citizen of the Year Awards
- School Citizenship Award
- 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 2025.

Citizen of the Year Award - Shelley Walter

The Shire's Citizen of the year award was presented to Shelley Walter whose remarkable dedication spans emergency services, education, and community development. Shelley has been a key member of the Bindoon Bushfire Brigade for over a decade, serving as secretary, an active firefighter, and an organiser of events that bring the brigade and community closer together. Her leadership in the CWA Bindoon Belles has driven fundraising efforts for families in need, domestic violence survivors, and many other causes. Through these initiatives, along with her active role in the local school and broader community, Shelley has shown an unwavering commitment to making Chittering a better place for all.

Senior Citizen of the Year Award - Peter Loudon

The Shire's Senior Citizen of the Year Award was presented to Peter Loudon, a silent achiever who has spent over 25 years making a profound impact on our environment and community. Peter's contributions began in 1998, volunteering for Landcare and supporting Scouts. As a Venturer Scout Leader for 15 years, Peter guided countless young people, offering them mentorship and leadership during critical moments in their lives. Since retiring, Peter has dedicated his time to tree planting with Landcare, sharing his knowledge with volunteers and inspiring many, including his own family, to contribute to conservation efforts. His selfless dedication has made a lasting impact on both the environment and the lives of those he has supported.

Active Citizen Award (Community Group or Event) - Chittering Landcare

The Shire's Active Citizen Award was presented to Chittering Landcare which has been a cornerstone of environmental conservation and sustainability in our region since its establishment in 1991. Over the years, the group has undertaken countless initiatives to protect and enhance our natural environment, supporting landowners with advice and resources. This year, they celebrated the 25th anniversary of the Chittering Landcare Centre, marking decades of invaluable service to the community. Their legacy includes winning the State Environment Award in 2011 and receiving multiple recognitions at the WA Landcare Awards. Their unwavering dedication to conservation has created a lasting environmental impact that benefits not only Chittering but also the surrounding region.

2024 Bindoon Primary School Citizenship Award - Poppy Walter

Poppy is one of Bindoon Primary School's 2024 School Captains and has proven herself to be a dedicated and inspiring leader. She has proudly represented the school at significant events, such as the Shire's ANZAC Ceremony, and has shown her leadership skills as Master of Ceremonies at numerous school events—often rehearsing in her own time to ensure everything runs smoothly.

Poppy truly encompasses the school's values every day: Be Respectful, Be Positive, Be Empathetic, and Be My Best. She is an outstanding role model to both her peers and younger students, demonstrating initiative, kindness, and responsibility at every turn.

Outside of school, Poppy's dedication to her community continues. She is a regular junior volunteer with the Bindoon Belles and the Volunteer Fire Brigade, and she has even shown impressive entrepreneurial skills, running her own small business offering junior dog training and selling dog products at local fairs.

Poppy's beautiful, generous nature, combined with her hard work and leadership, makes her a truly deserving recipient of this award.

Educational Scholarships

Awards are presented to students residing in Chittering who demonstrate extraordinary commitment to their schooling and community. In January 2025, one $1,000 scholarships were awarded to young people exhibiting extraordinary skill and determination in both year 6 and year 10.

Year 6 Student - Poppy Walters

Poppy has been described by her teachers at Bindoon Primary as having remarkable leadership, resilience, and dedication to her responsibilities.   In her role as Head Girl, she has led by example and shown empathy and support to her peers.

Poppy actively engages in extracurricular activities at the Bindoon Bush Fire Brigade – stocking snacks in the fire trucks and setting up brigade dinners. She also enthusiastically assists the Bindoon Belles with community events and is a junior trainer with Prestige K9 dog training which she hopes to continue doing after school with the WA Police.

Year 10 Student Award - Camryn Bennett

Camryn has been described by her teachers at Bullsbrook College as having exceptional leadership, respect, and dedication to her responsibilities.   Camryn is the Civics and Citizenship ambassador and is involved in planning and running a wide range of school events.

Camryn's leadership presence in the community includes volunteering with the Shire's Youth Krew, running the canteen at the Chittering Broncos football club and assisting at Zero2Hero Youth Mental Health Leadership Camp.

Community Assistance Grants, Sponsorship and Donations

Each year, the Shire allocates funds to various not-for-profit organisations operating within the community. This funding is aimed at benefiting Shire residents through recreational, sporting, social or cultural initiatives:

Event Sponsorship

Organisation	Service Provided	Amount ($ GST excl)
South Midlands Polocrosse Club	Annual Polocrosse Tournament	$ 3,020
Bindoon and Districts Bowling Club	Men's Open and Ladies Gala Days	$ 1,500
Bindoon Agricultural Society	Bindoon Ag Show 2024	$ 3,000
Bindoon Agricultural Society	Bindoon Rodeo 2024 (3 years)	$ 3,000
IHC Community Netball	Marquee for Netball Season	$ 999
Chittering Bindoon CWA	80th Anniversary	$ 800
Muchea Senior Cricket	Super 7 Muchea Cricket Tournament	$ 1,499
CWA Bindoon Belles	Great Gatsby Ball	$ 1,880
IHC Parents and Friends Association	Movie Night	$ 284
BEAT	BEAT NYE	$ 500
Chittering Tourism and Business Association	Open Studios Series	$ 500
Bindoon & Districts Historical Society	Historic Vehicle Day	$ 2,700
Lions Institute	Children's Big Day out	$ 1,000
Bindoon and Districts Historical Society	Re-painting the Austin Car	$ 700
Wannamal Community Centre	microwaves	$ 692
Muchea Senior Cricket Club	Lighting and Power to Shed	$ 4,150
Bindoon and Districts Historical Society	Chittering Shire Story Boards	$ 1,700
Chittering Landcare	Rabbit Control Wheel info brochure	$ 1,000
Chittering Scout Group	Equipment, signage and trailer	$ 4,653
	TOTAL	**$ 33,577**

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	$ 950
	TOTAL	**$ 1,900**

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 $1,200 sponsorships was contributed to individuals representing the state or the nation during the year.

Roads Grants Funding

Type of Grant	From	Detail	Amount ($ GST excl)
Roads to Recovery (Federal)	Department of Infrastructure	Road upgrade of Chittering Valley Road and Flat Rocks Road.	$540,904
Regional Road Group - Road Projects	Main Roads WA	Road upgrade of North Road	$412,090
Regional Road Group - State Blackspot	Main Roads WA	Completion of Blue Plains Road, Moolia-beenee Road and Muchea South Road	$485,818
		TOTAL	**$1,438,812**

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 Chittering Valley Road and Flat Rocks Road 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, 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, Chittering's share of the funding pool was allocated to the upgrade of North Road.

Facility Hire Subsidies

The Shire provides facility services to the public, for a variety of functions, events and activities. Under Facility Hire, local clubs, organisations and groups are provided with reduced fees. As part of this agreement, users meet regularly with shire staff to ensure facilities are maintained, and future planning meets the needs of the wider community, alongside regular users.

During 2024/25, the Shire generated $18,714.50 through fees and charges for the use of facilities.

Cultural Heritage and Reconciliation

As land managers and decision-makers in land use planning, Local Government plays a pivotal role in activities that can affect Aboriginal cultural heritage. We also recognise the integral role of Aboriginal people as community members, residents, ratepayers, and Council Members. The Aboriginal Cultural Heritage Act 2021 is a landmark legislative reform, and ensuring its effective implementation requires adequate resources.

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 (RAP). Throughout 2024/2025 Council and Shire staff attended training and information sessions, and met with the Yued Corporation, to discuss working together and signing the Noongar Standard

Heritage Agreement. Council approved the signing of this document in August 2025.

We aim to continue to identify, collaborate and engage with the traditional owners of the lands within the Shire to document and incorporate their history and knowledge into our signage, tourist maps, brochures, and other documents.

Disability Access and Inclusion (DAI)

Western Australian Local Governments are required under the *Western Australia Disability Services Act (1993)* to develop and implement a DAIP. This plan assists Local Governments in planning and implementing improvements to access and inclusion across seven key outcome areas:

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

Additional legislation related 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 must report on the progress of their DAIPs and include a submission regarding DAIP implementation in their Annual Report. Annually, the Shire submits a progress report to the Government of Western Australia's Department of Communities.

The Shire's DAIP for 2023-2026 aims to enhance access and inclusion in Council services and operations while reducing barriers for individuals seeking to access these services and facilities.

We are dedicated to promoting the inclusion of people with disabilities by improving access to our information, facilities, and services. The Shire adopted its first Disability Service Plan (DSP) in 1995 to address community access barriers. The current DAIP will be reviewed in 25/26.

Key achievements during the year:

- The Shire prioritises accessibility in planning and evaluating community events, utilising an accessible events checklist to ensure inclusivity for all participants.

- The Shire Library has enhanced accessibility by providing e-resources that allow users to adjust font size and language settings. Appointments are available for individuals needing assistance, and for those unable to visit the library, staff can select materials for collection by a carer or designated contact.

- Shire-owned buildings continue to be assessed as part of the Disability Access and Inclusion Plan (DAIP), with necessary compliance improvements identified and prioritised based on available resources and capacity constraints.

- Shire employees attended a workshop by Disability Discrimination WA (DDWA) focused on creating Easy Read documents. This training will support the redevelopment of the Shire's website to ensure compliance with web content guidelines established by the World Wide Web Consortium (W3C) and relevant State Government Access Guidelines for Information, Services, and Facilities, ensuring that communication is accessible in alternative formats.

Library Services

The Bindoon Library is the award-winning public library that serves the Shire. With regular events, active social media accounts, and friendly staff, the library isn't just about books but is a real community hub. With programs and services for all ages, from Rhyme Time for small children, school holiday activities for older children, and movie nights, workshops, and a Forget Me Not Memory café for adults and seniors, there's always something going on. Some 2024/25 year quick stats are:

- Over 13,000 people visited the library.
- 79 events were held, attended by almost 1,000 people.
- Our public PCs were in use for over 1500 hours.
- There were over 3,600 connections to our WiFi network.
- 5030 physical items were borrowed from the library.

The library won the 2024 Library Board Award for Innovation and Collaboration (Small Regional category) for their dementia services and programs, which include not only the Memory café, but also a dedicated collection of books and five memory boxes. Annie attended the awards ceremony in August of 2024 to accept the award, presented by Hon. John Day and SLWA CEO Catherine Clark.

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 ongoing implementation of the Public Library Strategy.

Community Safety

The Shire is committed to creating places and spaces where people feel safe, respected, and supported. By working closely with the community and State authorities, we promote responsible behaviour, maintain public safety, and protect the wellbeing of residents, visitors, and animals.

During 2024/25, the Shire continued to deliver a range of community safety services, including:

- Providing community safety information in partnership with Western Australia Police, the Department of Fire and Emergency Services (DFES) and the Department of Primary Industries and Regional Development (DPIRD).

- Partnering with the community to increase awareness of, and compliance with, local, state and federal laws.

- Managing domestic animals, including registration, investigations, patrols, and enforcement activities.

- Preventing unlawful activity through Ranger safety patrols and the management of CCTV systems in collaboration with WA Police.

Animal Safety and Investigations

The Shire is responsible for administering the Dog Act 1976, Cat Act 2011 and relevant local laws governing animal control and community safety. Ranger Services respond to every reported dog attack, undertake animal management investigations, and impound wandering or unsecured animals.

Dog Attacks

A total of 20 dog attack incidents were reported and investigated in 2024/25—an increase from 7 in the previous year.

Despite the rise in reports, no dangerous dog declarations were required. This reflects prompt investigation, effective owner education, and appropriate enforcement action to mitigate ongoing risk.

Animal Impoundment

The Shire continues to provide safe impound facilities for wandering or lost animals. Where possible, animals are reunited with their owners; unclaimed animals are transferred to approved rehoming agencies.

Community Safety Statistics

These key indicators reflect community safety activity over the past three years:

KPI	2022/23	2023/24	2024/25
Dog Attacks	7	7	14
Declarations of dangerous dogs	2	1	0
Number of dogs impounded	14	13	20
Number of cats impounded	21	4	4

Ranger Services continue to play a vital role in protecting public safety, promoting responsible animal ownership, and supporting emergency response partners. The Shire remains focused on education, prevention and early intervention to support a safe and resilient community.

Shire Bushfire Brigade Volunteers undertaking fire mitigation activities.

Emergency Management / Fire Control

The Shire is committed to minimising the risks and impacts associated with natural hazards—including bushfires and severe weather events—through effective prevention, preparedness, response and recovery.

Throughout 2024/25, the Shire continued to work closely with local brigades, State agencies and the community to enhance local resilience and ensure timely and coordinated emergency response.

The Shire delivers the following emergency management services:

• Managing and coordinating local emergency preparedness.

• Supporting and managing volunteer bushfire brigades.

• Undertaking bushfire protection and mitigation activities.

• Supporting and coordinating recovery planning and actions following major events.

Key Performance Indicators

KPI	2022/23	2023/24	2024/25
Emergency management plans	conducted	conducted	conducted
Prescribed burns completed	22	27	37
Bushfire incidents attended	67	91	90

Volunteer Bushfire Brigades

The Shire operates six volunteer brigades, five firefighting brigades and one Incident Support Brigade, supported by an estimated 180 active volunteers. These brigades form the backbone of the Shire's bushfire response, attending incidents, undertaking hazard reduction work, and supporting community preparedness programs throughout 2024/25.

Brigades collaborate closely with:

• Department of Fire and Emergency Services (DFES)

• Department of Biodiversity, Conservation and Attractions (DBCA)

• Neighbouring local governments

• State and national agencies during major deployments

Although primarily focused on the local district, Chittering brigades regularly contribute to large-scale emergency responses across the state and nationally, a reflection of their high skill level, capability and commitment.

Bushfire Response and Preparedness 2024/25

- Up to 90 bushfire and emergency incidents attended

- Strategic prescribed burns conducted in high-risk areas

- Ongoing training and inter-agency response collaboration

- Annual Fire Service Awards supported to recognise volunteer contribution

Mitigation and Risk Reduction

Significant mitigation works were completed to reduce fuel loads and improve community safety, including:
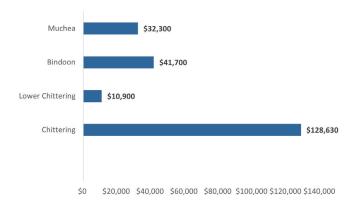
- Firebreak upgrades

- Mechanical and chemical fuel reduction

- Targeted prescribed burns

- Hazard inspections and bushfire education programs

2024/25 Mitigation Outcomes

- $213,000 in mitigation works delivered (acquittal underway)

- $85,000 BAMF funding secured for 2025/26 works

- $200,000 grant application submitted to improve emergency water access at Sandown Park, Muchea

Brigade Operational Expenditure

The graph shows the Shire's 2024/25 expenditure on volunteer bushfire brigades by locality. Chittering recorded the highest investment at $128,630, indicating the greatest operational demand and resourcing needs across the year. Bindoon ($41,700) and Muchea ($32,300) reflect moderate levels of expenditure to support training, equipment maintenance and operational readiness. Lower Chittering recorded a smaller allocation ($10,900), suggesting lower incident activity or fewer asset renewal requirements during the reporting period.

Shire Bushfire Brigade Volunteers in action.

Locality	Expenditure
Muchea	$32,300
Bindoon	$41,700
Lower Chittering	$10,900
Chittering	$128,630

$0 $20,000 $40,000 $60,000 $80,000 $100,000 $120,000 $140,000

Public Health

The Shire delivers a broad range of public health services to ensure safe, healthy, and compliant environments for residents, visitors, and local businesses. These services include:

- Educating, inspecting, and monitoring the 48 registered food premises within the Shire to ensure safe food preparation and handling.

- Inspecting and sampling drinking water, recreational water, and public aquatic facilities to maintain compliance with health standards.

- Investigating notifiable diseases and inspecting skin penetration premises to prevent infection and transmission risks.

- Inspecting public buildings, caravan parks, and community events to ensure compliance with public health and building safety requirements.

- Assessing and approving on-site wastewater systems and conducting commissioning inspections.

- Responding to community complaints relating to pollution, noise, asbestos, air quality, and other public health nuisances.

- Providing health advice and supporting environmental investigations involving air, soil, and water pollution.

Performance Summary 2024/25

The following statistics provide insight into the public health services delivered over the past three years.

KPI	Previous Results		2024/2025 Result		
	2022/23	2023/24	Target	Actual	Performance Details
Number of food premises within the Shire	59	54	n/a	48	Reduction reflects audit outcomes— some businesses reclassified as notification-only; one business closed.
Number of food handlers completed the FoodSafe online training	5	54	n/a	29	n/a
Legislative public health inspections completed (events, wastewater, lodging houses)	10%	95%	100%	95%	Slight variance due to event scheduling and wastewater application timing.
Public swimming pool water sampling compliance	0%	100%	100%	100%	One public pool sampled in full compliance with legislative requirements.
Number of public buildings in the Shire	39%	39%	n/a	39%	No change from previous year.
Food premises inspections completed	50%	80%	100%	94%	Strong improvement. Inspections completed: High risk– 3 of 3 Medium risk – 20 of 23 Low risk – 22 of 22

Challenges and Focus Areas for Improvement

During 2024/25, several community-focused projects and compliance reviews experienced delays due to operational workload and consultation timeframes.

- The review of the Bush Fire Brigades Local Law progressed through brigade consultation but requires further work to meet statutory requirements.

- The review of the Local Emergency Management Arrangements (LEMA) was delayed due to emergency response demands and will now be completed in 2025/26 in partnership with WALGA.

- Progress was slower than anticipated on updates to key emergency management documents, including the Contact and Resource List and broader preparedness tools.

These challenges have informed the Shire's focus for strengthening emergency readiness, community resilience, and volunteer support over the next four years.

Bindoon Library volunteers at Government House

Author Paul Turley during a school holiday program

Plans for the Next Four Years

Over the next four years, the Shire will focus on strengthening community facilities, recreation spaces, heritage, accessibility, and emergency preparedness.

Community Facilities & Infrastructure

- Construct the Lower Chittering Youth & Community Hub.

- Deliver staged upgrades across halls, parks, gardens, trails, and recreation areas.

- Complete upgrades to Sandown Park Clubrooms.

- Improve facilities at Chittering, Bindoon, Lower Chittering, and Muchea fire stations.

- Develop a Cemetery Masterplan and implement staged memorial garden improvements.

Trails, Open Space & Natural Areas

- Finalise delivery of the Bridle Trail Network, followed by an assessment phase to explore whether further stages should be progressed and funded.

- Progress the Lake Needonga Trail.

- Continue expanding and maintaining the Shire's nature, bridle, and recreation trail networks.

- Implement a Landscaping Policy using locally indigenous plants.

- Planning, Heritage & Strategic Frameworks

- Review the Local Heritage Plan and Heritage Inventory.

- Review the Sport and Recreation Plan as part of the SCP major review.

- Update the Community Development Plan.

- Commence development of a Reconciliation Action Plan.

- Review the Youth Program.

Disability Access, Inclusion & Community Wellbeing

- Implement priority Disability Access & Inclusion (DAI) actions across Shire facilities.

Emergency Management & Community Safety

- Review the Emergency Management Plan and update LEMA supporting documents.

- Finalise the Bush Fire Brigades Local Law review.

Natural Environment

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

The Shire delivers a range of functions and services to support this strategic outcome:

- Biodiversity
- Building, planning and health approvals
- Bushfire prevention and management
- Conservation and environmental programs
- Development assessment
- Environmental and public health

- Natural bushland and conservation areas
- Noise investigations
- Stable fly management
- Subdivision and development certification
- Waste services

The following section outlines the highlights and challenges associated with our service areas under the strategic theme of **Natural Environment.** These achievements represent either compliance with legislative requirements as well as our routine business operations.

Landcare Partnership and Environmental Stewardship

The Shire continues to benefit from a long-standing and highly effective partnership with the Chittering Landcare Group. Throughout 2024/25, Landcare delivered significant on-ground works and environmental services that protect waterways, bushland, reserves and biodiversity across the Shire.

Biodiversity & Natural Areas

Dieback assessment and treatment across key reserves (Barracca Springs, Mooliabeenee North/South, Maddern Road flora road).

- 95,000 volunteer-planted native seedlings facilitated through Landcare programs.
- 27,500 additional seedlings delivered through externally funded grants.
- Habitat restoration for threatened species including Carnaby's Black Cockatoo and Carter's Freshwater Mussels.
- Continuation of long-term ecological monitoring, including 21 years of monthly bird surveys in Shire reserves.

Waterways & Catchments

- Continuation of over 20 years of catchment water quality monitoring in Ellen Brook and Brockman River.
- Additional hydrocarbon sampling in the Muchea Industrial Park buffer.
- Erosion control and riparian rehabilitation in priority creek lines.
- Maintenance of the Ellen Brook nutrient intervention site at Granary Road.

Environmental Compliance

- Expert submissions on clearing applications, water licences and industrial works approvals.
- Ongoing monitoring of non-compliance issues in the Muchea Industrial Park.
- Continued monitoring for declared pests, weeds and emerging biosecurity risks.

Feral Animal & Biosecurity Management

- Feral pig eradication supported by Department of Health disease-surveillance programs.
- Fox, rabbit and feral cat control.
- Mapping and monitoring of the expanding feral deer population.
- Early identification of emerging biosecurity threats (fruit fly, wasps, shot-hole borer, etc.).

Community Engagement

- Environmental workshops on weed control and rabbit control.
- Support for the Chittering Wildflower Show and marked wildflower walk trails.
- Bushfire Prevention & Resilience (Natural Areas)
- Mitigation work completed in 12 reserves, including prescribed burns, firebreak upgrades and targeted weed control.
- Collaboration between Shire Fire Officers, Landcare and brigades to ensure mitigation balances community safety with biodiversity protection.

Water Security

The Shire manages four groundwater bores that support public open spaces and community facilities. Routine

abstraction readings were not undertaken during the 2024/25 period due to delays in renewing groundwater licences.

All four bore licences, located at Lot 5 Great Northern Highway (Bindoon), Muchea Recreation Centre, Sandown Park, and Lower Chittering, have now been renewed. The Shire will resume scheduled monitoring and reporting, with the next set of readings due in December 2025 in accordance with licence conditions.

Although annual readings are unavailable for 2024/25, the Shire remains committed to responsible groundwater use and compliance with all Department of Water and Environmental Regulation requirements. Renewed licence conditions will guide ongoing monitoring, ensure sustainable abstraction, and support long-term water security for irrigated community assets. Future reporting periods will include updated consumption data for each bore once monitoring recommences.

Water Management Initiatives

In partnership with the Chittering Landcare Group and regional agencies, the Shire continued to support catchment health and sustainable water use through:

- Waterway and riparian protection and restoration projects.

- Native revegetation to improve soil stability and reduce nutrient runoff.

- Community education workshops promoting drought resilience and sustainable water use.

- Collaboration with NACC and neighbouring catchment groups to improve regional waterway health and support long-term groundwater recharge.

Sunsets at the Bindoon Mountain Bike Park.

212

Waste Management

Waste generated per capita (tons)

3,430 3,686 3,752 4,271 4,509

2020/21 2021/22 2022/23 2023/24 2024/25

Waste generated per capita increased by 5.6% to 4,509 tonnes, reflecting population growth and service expansion.

Waste diversion to landfill per capita (tons)

1,176 460 1,192 2,408 3,240

2020/21 2021/22 2022/23 2023/24 2024/25

Waste diverted to landfill increased by 34.6% to 3,240 tonnes, emphasising the need to strengthen recycling participation.

Volume of recycled waste to other waste (tons)

1,176 460 1,192 1,839 1,270

2020/21 2021/22 2022/23 2023/24 2024/25

Recycled waste decreased by 30.9% to 1,270 tonnes, highlighting the need to reduce contamination.

Volume of public place (shire bins)

72 77 73 78 78

2020/21 2021/22 2022/23 2023/24 2024/25

Public-place bin waste remained stable at 78 tonnes.

Bulk hard waste drop off (tons)

1,985 2,086 2,055 36 28

2020/21 2021/22 2022/23 2023/24 2024/25

Bulk green waste drop off (tons)

462 457 379 568 440

2020/21 2021/22 2022/23 2023/24 2024/25

Bulk waste drop-off levels returned to typical volumes following post-storm clean-ups in 2023/24.

Kerbside waste collection (tons)

1,445 1,600 1,697 1,720 1,816

2020/21 2021/22 2022/23 2023/24 2024/25

Kerbside waste collection increased by 5.6% to 1,816 tonnes.

Illegal dumping complaints received

12 9 21 20 0

2020/21 2021/22 2022/23 2023/24 2024/25

Illegal dumping complaints reduced from 20 to zero, a significant improvement.

—— On target   —— Target not met

Challenges and Focus Areas for Improvement

- Ongoing recycling contamination requires continued education and service refinement.
- Landfill Closure Management Plans for Bindoon and Muchea remain resource-intensive.
- Review of commercial waste acceptance and free disposal arrangements is underway.
- Local Planning Policy 6 – Water Supply & Drainage and associated scheme updates progressed slower than planned.
- Monitoring obligations at the Muchea Industrial Park continue to place pressure on environmental resources.

Plans for the Next Four Years

The Shire will advance bushfire resilience, biodiversity protection, environmental compliance, and waste management improvements.

Bushfire Risk Management & Community Resilience

- Install an electronic Fire Danger Rating sign.
- Install static water tanks at key reserves and recreation areas.
- Deliver mitigation works under the Community Capacity & Resilience Program.
- Review and update the Bushfire Risk Management Plan.
- Develop improved fuel-reduction strategies.
- Prepare a Water Tanks Supply Plan.

Environmental Management & Biodiversity Protection

- Develop Stage 1 of a Bush Reserves Plan.
- Review the Local Biodiversity Strategy.
- Develop a Private Landholder Incentives Strategy.
- Establish a Conservation Reserves Policy.
- Continue water monitoring liaison with DPLH for Muchea Industrial Park.

Stormwater, Public Health & Local Laws

- Develop a Stormwater Management Plan for the two landfill areas.
- Review the Public Health Plan and Health Local Law 2017.
- Review the Extractive Industries Local Law and develop a supporting policy.

Waste Management & Infrastructure

- Install additional CCTV at Muchea Landfill.
- Address non-compliance issues in landfill operations.
- Review the Strategic Waste Management Plan and Waste Local Law 2018.
- Complete the annual Asbestos Management Plan update.

Chittering wildlife black walk

Built Environment

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

The Shire delivers a range of functions and services to support this strategic outcome:

- Building and planning applications
- Car parks
- Cemetery
- 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 management
- Waste water management
- Swimming pool safety
- Community amenities & buildings, halls, sport & recreation

The following section outlines the highlights and challenges associated with our service areas under the strategic theme of **Built Environment.** These achievements represent either compliance with legislative requirements as well as our routine business operations.

Planning and Development

Future Land Use Planning

The Shire focuses on strategic and statutory land use planning to foster sustainable natural and built environments that balance growth, amenity, and community expectations. Services include:

- Strategic Land Use Planning
- Statutory Land Use Planning
- Community Engagement
- Environmental Planning

Strategic and Statutory Planning

The Shire continues to play an active role in shaping the region's future growth. During 2024/25, Council endorsed the rezoning of land within the Muchea Industrial Park (MIP), a key step in unlocking regional economic development opportunities. The forthcoming Tonkin Highway extension and Bindoon Bypass will further enhance the Park's connectivity to Perth's metropolitan transport network.

The Shire also supported the expansion of Rural Residential areas through rezoning and structure planning consistent with the Local Planning Strategy 2019. In response to post-COVID-19 migration trends, the Planning team continued to facilitate relocations and investment by streamlining approvals and reducing red tape through targeted Scheme amendments and policy updates.

To deliver customer-focused outcomes, the Planning team

provides integrated statutory services, including:

- Assessment of development and subdivision applications
- Review of town planning scheme amendments
- Preparation of structure plans and planning policies
- Assessment of building permit applications
- Issuance of licences, permits, and certificates

Development, Subdivision & Compliance Activity

The 2024/25 financial year was a busy and productive period, with activity levels increasing across all key areas of planning and development.

Development Applications (DAs)

- 147 development applications were lodged (↑26.7% from 116 in 2023/24).
- 145 applications were determined, compared with 109 the previous year (↑33%).
- 128 applications (88%) were approved under delegated authority, ensuring timely decision-making.
- 4 applications (3%) were approved by Council, consistent with the previous year and typically representing complex or strategic proposals.
- The overall determination rate was 98.6% (145 determined from 147 lodged), demonstrating strong processing performance.

Appeals

Only one appeal was lodged with the State Administrative Tribunal during the year, down from two in 2023/24, reflecting clear communication and sound decision-making, and improved applicant engagement.

Subdivision Activity

Subdivision activity strengthened notably:

- 19 new applications were lodged (↑111% from 9 in 2023/24).
- 12 applications were determined (↑140% from 5 the previous year).
- This indicates growing developer confidence and renewed interest in land development opportunities across the Shire.

Subdivision Clearances

- 6 clearances were issued, remaining consistent with 7 in the previous year — showing steady progress as developments move toward completion.

Compliance

Compliance activity remained steady, with approximately 20 active cases managed during the year. Key issues investigated included:

- Unauthorised structures and sea containers
- Use of land without approval (e.g., transport depots, on-site living)
- Earthworks and retaining walls near boundaries without consent
- Unapproved commercial or animal-related activities

The Shire continues to prioritise education, early intervention, and clear communication as effective tools for maintaining long-term compliance. The increased reporting of potential breaches also suggests greater community awareness of planning obligations.

Planning and Building Approvals

The Shire continued to provide efficient and transparent services, meeting all statutory timeframes and maintaining high levels of customer satisfaction.

KPI	2022/23	2023/24	2024/25	% Change
*Number of building permit applications received	297	318	330	+3.8%
Number of building permit applications approved	297	312	324	+3.8%
% of building permit applications (certified and uncertified) processed within timeframes	100%	100%	100%	0%
% of building applications refunded	Nil	Nil	0.30%	+0.30%
% of occupancy permit applications refunded	Nil	Nil	Nil	0%
Number of development applications received	149	117	147	+25.6%
Number of development applications determined	157	81	145	+79.0%
% of development applications determined vs lodged	-	93%	98%	+5.4%

Source: Australian Bureau of Statistics, Building Approvals, Australia (Cat. No. 8731.0)

Skate Park at John Glen Park, Muchea.

Planning and Building Compliance

The Shire ensures statutory compliance and maintains community safety by monitoring adherence to planning and building approvals and conducting inspections, including those for swimming pools and spas.

Swimming Pools Requirements

The Shire's swimming pool inspection program focuses on reducing drowning incidents and improving child safety through regular inspections. Under the Building Regulations 2012, inspections are required every four years.

2024/25 Key Results:

- Pools registered: 68 compared to 63 in previous year.

- Compliance inspections: 98.5% of pools and spas were inspected for compliance in 2024/25, up from 86% in 2023/24.

- Compliance at initial inspection: 48 pools were compliant at first inspection in 2024/25, a decline from 50 the previous year.

Building Approval Applications

- Uncertified applications: 181 statutory building compliance assessments completed within 25 working days.

- Certified applications: 135 certified building approvals assessed within 10 working days.

-

Challenges and Focus Areas for Improvement

A number of planned infrastructure upgrades encountered delays due to funding dependencies, contractor availability, and external approvals.

- Subdivision works for the Joint Venture Housing site at Lot 801 Edmonds Place were delayed pending Department of Communities feedback.

- Delivery of several community infrastructure projects—including the Djidi-Djidi Ridge project, Sussex Bend Pump Track, Muchea Hall playground, and hall upgrades at Bindoon and Wannamal—was deferred.

- Installation of a water tank and pump at Bindoon Mountain Bike Park is pending grant outcomes.

- Competing priorities in the capital works program required rescheduling some planned upgrades across parks, trails, and public facilities.

These challenges reinforce the importance of forward planning, funding readiness, and staged delivery, which shaped the built environment priorities for the coming years.

Environmental health team completing an asbestos inspection at site demolition.

Plans for the Next Four Years

The Shire will continue to deliver a coordinated program of improvements across its roads, community infrastructure, asset management, and planning systems to ensure that Chittering's built environment remains safe, functional, and resilient. The focus will be on enhancing service delivery, modernising systems, and maintaining essential infrastructure that supports sustainable growth and community wellbeing.

Road Renewal, Resealing and Reconstruction

A coordinated multi-year program will focus on safety, network resilience, and continuity of access across the Shire.

Reconstruction, widening or sealing projects

- Chittering Valley Road, Flat Rocks Road, North Road, Wells Chittering Valley Road, Flat Rocks Road, North Road (major upgrade from gravel to seal), Wells Glover Road / Bindoon–Moora Road, Muchea Road South, Blue Plains / Maddern Road.
- Resealing of Forrest Hills Parade, Ghost Gum Ridge, Sugar Gum Drive.

Gravel resheeting

- Waldeck West Road.

Local road renewal planning (future upgrades):

- Carl Street, Steer Street, Gray Road, Ridgetop Ramble, West Point Road, Powderbark Drive, Chittering Road, Hay Flat Road, Nolan Road, Bore Road, Leschenaultia Drive, Densley Road, Spillman Road, Bindoon–Dewars Pool Road.

Infrastructure and Facilities

- Progress planned Depot upgrades to improve workplace health, safety, and operational efficiency.
- Undertake condition and compliance assessments to guide maintenance and renewal priorities across community facilities and public spaces.

Asset Management and Compliance Improvements

- Conduct a Road Condition Rating Assessment every five years to maintain accurate data for long-term asset management.
- Review and update local road service levels in consultation with staff and Council to ensure alignment with funding capacity and community expectations

Planning Framework and Policy Updates

- Reviewing and updating the Local Planning Strategy and Local Planning Scheme No. 6 to align with State Planning Policy and future growth directions.
- Reviewing all Local Planning Policies.

- Engaging the community on biodiversity overlays and subdivision provisions to balance development with environmental protection.
- Progressing the subdivision of the Joint Venture Housing site (Lot 801 Edmonds Place) to increase housing supply and diversity.
- Facilitating structure planning and rezoning to support new housing and rural residential expansion consistent with the Shire's settlement hierarchy.

Digitisation and Service Improvements

- Digitising development application records and integrating them with GIS to support efficient tracking and reporting.
- Digitising swimming pool inspection records and automating inspection scheduling.
- Reviewing and improving swimming pool compliance processes to strengthen safety outcomes.
- Developing standardised templates for building and pool inspections to ensure consistency and quality across compliance activities

Environmental health team in their protective gear.

Economy

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

The Shire delivers a range of functions and services to support this strategic outcome:

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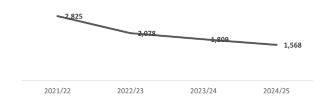
- Investment attractions
- Local business support
- Marketing and communications
- Stakeholder management
- Strategic land use
- Tourism

The following section outlines the highlights and challenges associated with our service areas under the strategic theme of **Economy.** These achievements represent either compliance with legislative requirements as well as our routine business operations.
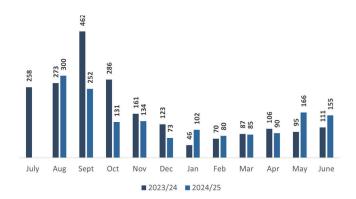
Tourism, Communications and Marketing

In 2024/25, the Shire's Visitor Centre recorded 1,568 visitors, a decrease from 1,809 in the previous year. Visitor numbers continue to fluctuate seasonally, with increased visitation during the spring period, particularly in August, and September.

Visitor numbers by financial year

Monthly visitation also reflects consistent seasonal trends

The circulation of the Shire's quarterly newsletter continued to grow, reaching 480 subscribers, up from 450 in the previous year.

The Shire collaborated with key external marketing partners—including Destination Perth, So Perth, and Hello Perth—to promote the region. Major initiatives included:

- A Destination Perth online campaign launched in March 2024.

- A joint project with Destination Perth and Channel 9's Destination WA, which aired in May 2024, increasing Chittering's visibility through targeted media coverage.

Economic Development

The Economic Development Strategy 2021–2031, endorsed by Council in August 2021, continues to guide the Shire's efforts to strengthen regional economic growth, support local enterprise, and enhance visitor attraction. Significant progress was made throughout 2024/25 across several key areas.

Strengthening Capacity and Leadership

A key milestone this year was the appointment of a dedicated Economic Development and Tourism Coordinator. Bringing a strong background in funding acquisition, advocacy, and small business support, this role enhances the Shire's capacity to deliver on its strategic priorities, secure external funding, and strengthen partnerships that support sustainable economic growth.

Infrastructure and Signage Improvements

Following the comprehensive signage audit completed in late 2022, the Shire has continued to implement priority upgrades identified through the audit. To date, 13 of the 27 recommended projects have been completed, including five high-priority updates. The 2024/25 period saw upgrades to signage at the Brockman Centre and the installation of wayfinding signage to the Bindoon Mountain Bike Park, improving accessibility and navigation for residents and visitors.

Activation of the Bindoon Mountain Bike Park

Since its official opening in March 2024, the Bindoon Mountain Bike Park has rapidly become a regional attraction. The park recorded over 3,000 vehicle entries in its first two months and continues to attract visitors

through a growing calendar of activities. The 2024/25 year featured competitive mountain bike events, the inaugural Chitty Chitty Run Run, and greater utilisation of surrounding areas for community and tourism events, further boosting local engagement and economic activity.

Supporting Local Business and Industry Growth

The Shire continued to promote its upgraded online business directory, providing improved visibility and connection opportunities for local enterprises. Additionally, new businesses have established within the Muchea Industrial Park, contributing to local employment and economic diversity.

View of the townsite from the Bindoon Mountain Bike, Bindoon.

Challenges and Focus Areas for Improvement

Progress continued across several strategic initiatives; however, some projects required extended timeframes due to consultation needs, resourcing, or external dependencies. Key challenges included:

- The development of a competitive grant program for local industry, now scheduled for completion in 2025.
- Additional stakeholder engagement required for the review of Local Planning Policy 11 – Wayside Stalls.
- Reprioritisation of the Roadside Valley Viewpoint project to 2024/25 pending scope refinement and funding opportunities.

Plans for the Next Four Years

Over the next four years, the Shire will focus on industry activation, tourism development, investment attraction, and strengthened economic readiness to support a growing community and a resilient local economy.

Land and Housing Development

- Progress subdivision for Independent Living Units.
- Finalise subdivision for Joint Venture Housing (Lot 801 Edmonds Place).

Economic Development & Industry Activation

- Advocate for infrastructure upgrades to activate the Muchea Industrial Estate.
- Advocacy for Bindoon Bypass.
- Develop a Shire-wide Advocacy Strategy to strengthen strategic partnerships and funding opportunities.
- Review and update the Economic Development Strategy.
- Expand business development and investment attraction activities.
- Develop a competitive grant program to grow local industry.
- Facilitate partnerships between businesses, government agencies, and community organisations to promote innovation, economic development, and job creation in sustainable sectors.
- Provide targeted assistance to local businesses to support adaptation, innovation, and competitiveness in a changing economic environment.
- Attract new investment and entrepreneurial activity by promoting the Shire as a favourable location for business development.
- Collaborate with State agencies and industry partners to advocate for essential infrastructure that supports ongoing development and responds to sustained population growth.

Tourism Development & Visitor Experience

- Implement the Tourist Signage Plan.
- Deliver a Tourism Action Plan.
- Upgrade signage at Bindoon Mountain Bike Park.
- Deliver and expand tourism events, including the Chitty Chitty Night Run.

Infrastructure Planning & Funding

- Prepare funding submissions for shovel-ready major projects.
- Upgrade the Tourist Bureau building to improve visitor services and accessibility.

Administration and Governance

An engaged community with accountable and efficient governance (SO5)

The Shire delivers a range of functions and services to support this strategic outcome:

- Council and corporate support
- Community and stakeholder engagement
- Corporate planning and performance reporting
- Customer services
- Financial management
- Fleet management
- Governance and compliance

- Information technology
- Human resources and wellbeing
- Leadership and culture
- Occupational safety and health
- Property management
- Records management

The following section outlines the highlights and challenges associated with our service areas under the strategic theme of **Administration and Governance.** These achievements represent either compliance with legislative requirements as well as our routine business operations.

Corporate Planning

CBP Review

Review of the Corporate Business Plan (CBP) occurs twice each year as part of the Shire's Integrated Planning and Reporting Framework.

- The mid-year review—undertaken in December— aligns with the statutory budget review and examines current-year priorities.
- The annual review focuses on the next four years and informs broader strategic planning and resourcing.

During the 2024/25 mid-year review, conducted alongside the annual budget review, a total of 24 actions and projects were deferred, placed on hold or cancelled due to resource constraints—including budget limitations and staffing shortages.

Deferred actions

- Commence preparations of a Reconciliation Action Plan. Scope changed to develop Noongar Heritage Agreements.
- Develop Facility Management Plans for each of the ten facilities.
- Develop a Governance Model for Muchea Recreation Centre.
- Review Sport and Recreation Plan (aligned with SCP review).
- Review Community Development Plan (aligned with SCP review).
- Local Planning Policy for Biodiversity Conservation.
- Business development - Investment attraction advertising.

- Finalise and implement Community Engagement Framework & Communications Plan.
- Implement CouncilFirst Finance & other modules (ICT Roadmap).
- Review Equal Employment Opportunity Management Plan.
- Install water tanks on Chinkabee Hill (Bindoon Mountain Bike Park).
- Forrest Hills Parade - Local Roads.
- Mooliabeenee Road - State Blackspot.
- North Road - Regional Road Group.

Actions placed on hold

- Lower Chittering Community Centre site architecture.
- Investigate solution for Muchea Recreation Centre undercover area.
- Bindoon dump point and ATU.
- Investigate disposal / remediating options (DSI Report - 131 Muchea East Road).

Cancelled actions

- Develop a Public Art Strategy.
- Djidi Djidi Trail – flora study, clearing permit and trail refurbish.
- Bagley Street - Local Roads.
- Rural land purchase for Independent Living.

Performance Reporting

The 2024/25 financial year marked the second year of implementing the Shire's Corporate Business Plan under the strengthened Integrated Planning and Reporting Framework. The Shire continues to embed a structured corporate performance monitoring process to ensure accountability and alignment with strategic objectives.

Quarterly performance updates were completed across all service areas, with consolidated Corporate Performance Reports provided to Council at mid-year and end-of-year.

For 2024/25, the Shire achieved 90% of the planned CBP priorities, demonstrating strong organisational focus, coordinated service delivery, and improved internal monitoring processes.

Future Improvements

To continue strengthening the Shire's performance framework, future work will focus on:

- Aligning corporate performance with individual staff performance, ensuring clear line-of-sight between organisational goals, service area priorities, and employee development plans; and
- Further refining reporting processes to support more timely, consistent, and evidence-based decision-making.

This ongoing focus will improve organisational capability and further embed a culture of accountability, continuous improvement, and achievement across the Shire.

Customer Services

The Shire prides itself on delivering high-quality, responsive, and accessible customer service across all community touchpoints. Whether interacting at the Shire Administration Office, the Chittering Visitor Centre, or any of the Shire's waste disposal sites, the community is supported by trained staff dedicated to ensuring a positive customer experience.

During 2024/25, the Shire continued to strengthen its customer service systems and processes. Following preparatory work initiated in the previous financial year, the Customer Relationship Management System (CRMS) was successfully implemented, with core modules going live during the first quarter. The CRMS provides a streamlined approach to managing customer enquiries, requests, and feedback, improving both service consistency and response times.

This year also saw improvements in internal workflows, enhanced tracking of customer service metrics, and better coordination between service areas. These enhancements support timely resolution of customer matters and contribute to a more integrated and proactive approach to community engagement.

The Shire remains committed to continuous improvement in customer service delivery, with future work focusing on expanding the functionality of the CRMS, strengthening reporting and performance analytics, and further embedding customer-centred practices across all service teams.

Land Transactions (Major, Other, Exempt)

The Local Government Act 1995 requires the Shire to disclose any major, other, or exempt land transactions undertaken during the year. This section ensures full transparency regarding the Shire's land dealings and asset management practices. During 2024/25, no land transactions occurred, and the Shire remained compliant with all legislative reporting requirements.

Major Land Transactions

There were no major land transactions during 2024/25.

Other Land Transactions

There were no other land transactions during 2024/25.

Exempt Land Transactions

There were no exempt land transactions during 2024/25.

Land Transactions

There were no land transactions during 2024/25.

Parks and gardens staff maintaining public open spaces.

Grants Received
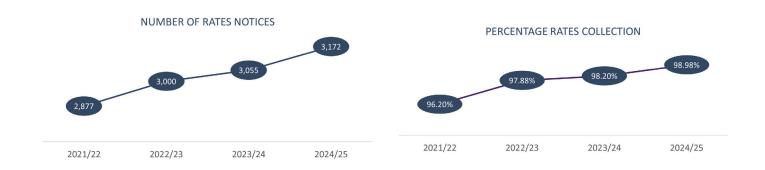
Grant funding remains an essential revenue source that supports local infrastructure, community programs, emergency services, environmental initiatives, and recreational facilities.

The table below outlines the grants received in 2024/25, demonstrating the Shire's active pursuit of external funding to supplement municipal resources and deliver priority projects for the community.

Type of Grant	From	Amount ($ GST excl)	Detail
Road Asset Grant	Main Roads	$55,626.00	Regional Road Group - Chittering Rd
Road Asset Grant	Main Roads	$232,600.00	Regional Road Group - Dewars Pool Rd
Road Asset Grant	Main Roads	$147,667.00	Regional Road Group - Wells Glover Rd
Road Asset Grant	Main Roads	$179,816.00	Regional Road Group - North Rd
Road Asset Grant	Main Roads	$389,532.00	Black Spot - Blue Plains Rd
Road Asset Grant	Main Roads	$66,340.00	Black Spot - Julimar Rd
Road Asset Grant	Main Roads	$79,120.00	Black Spot - Mooliabeenee Rd
Road Asset Grant	Main Roads	$521,270.00	Black Spot - Muchea South Rd
Road Asset Grant	Wheatbelt Freight Network	$3,577.00	WFSN - Mooliabeenee Rd
Road Asset Grant	Department of Infrastructure	$391,378.00	Roads to Recovery
Road Maintenance Grant	Main Roads	$173,841.00	Direct Operating Grant
Bushfire Brigades Operational Grant		$241,050.00	Bush Fire Brigade Operating Grant
Mitigation Activity Fund Grant Program		$206,360.00	DFES Funding for bushfire mitigation activities consistent with the Shire's Bushfire Rick Management Strategy
Community Contribution	Chittering Junior Cricket Club	$3,000.00	Contribution to Muchea Recreation Centre
Lotterywest Community Grants	Lotterywest	$96,924.00	Muchea Recreation Playground
Community Bank Grant Targeted Program	WestCycle Inc	$10,000.00	Mountain Bike Park
Strategic Water Grant	Department of Water	$13,848.00	Mountain Bike Park Water Tank
Strategic Water Grant	Department of Water	$20,800.00	Sussex Bend Water Tank
Library Grants	State Library of WA	$5,000.00	Library
Regional Events Scheme	National Australia Day Council	$12,000.00	Australia Day Event
Regional Events Scheme	Department of Gameing & Wagering	$15,000.00	Chitty Chitty Fun Run
Regional Events Scheme	Tourism WA	$10,000.00	Taste of Chittering
Thank a Volunteer	Department of Communities	$1,000.00	Thank a Volunteer Day
Thank a Volunteer	National Volunteer Week	$1,650.00	Thank a Volunteer Week
Regional Events Scheme	Lottywest	$25,300.00	Wear Ya Wellies
Seniors Week Grants	Council of the Ageing	$1,000.00	Seniors Week

Rates

Rates collection performance continued to strengthen over the past five years, reflecting strong community compliance and effective financial management. The Shire's collection rate increased from 95.24% in 2020/21 to 98.98% in 2024/25, an overall improvement of 3.74%.

NUMBER OF RATES NOTICES

2021/22	2022/23	2023/24	2024/25
2,877	3,000	3,055	3,172

PERCENTAGE RATES COLLECTION

2021/22	2022/23	2023/24	2024/25
96.20%	97.88%	98.20%	98.98%

The upward trend in collection rates demonstrates a consistently high level of ratepayer responsiveness and the effectiveness of the Shire's financial management processes.

Challenges and Focus Areas for Improvement

The Shire faced several internal and organisational challenges during 2024/25 as major reform, system upgrades, and legislative changes continued to evolve.

Governance & Reporting

- High volumes of required policy and legislative updates extended review timeframes.

- Implementation of State Government reforms placed pressure on governance resources.

- Increasing reporting and compliance needs highlighted gaps in data systems and internal monitoring.

Customer Experience & Systems

- Transition to new corporate systems, including CouncilFirst, required significant integration, data cleansing, and change management.

- CRM workflows and manual processes led to delays in customer request resolution.

Workforce & Organisational Culture

- Resourcing challenges in technical and specialist roles affected service delivery and project timelines.

- Consistent workforce planning practices are still developing across business units.

- Competing operational demands slowed progress on culture and leadership initiatives.

Safety & Emergency Preparedness

- Updates to WHS procedures and documentation were delayed due to regulatory changes.

- Emergency Evacuation Procedures for the Administration Centre require refinement.

Partnerships & Shared Services

- Shared service opportunities, such as procurement and audit collaboration, progressed slower than expected due to capacity constraints.

These challenges have shaped the Shire's focus on strengthening governance, capability, customer service, and organisational systems over the next four years.

Plans for the Next Four Years

The Shire will strengthen governance, customer service, workforce capability, digital transformation, and organisational systems.

Strategic Planning & Governance

- Undertake the major review of the Strategic Community Plan.

- Review and update all Asset Management Plans (Roads, Buildings, Parks, Drainage).

- Finalise the major review of the Delegations Register following legislative changes.

- Continue delivery of the Policy Review Program.

- Audit and update the Authorisations Register.

- Review and enhance the internal reporting framework to track Corporate Business Plan (CBP) and operational performance.

- Review and update the Business Continuity Plan.

- Review and improve the Risk Management Framework, including staff training.

- Develop a Privacy and Responsible Information Sharing (PRIS) compliance plan.

- Finalise and implement the Community Engagement Framework and Communications Plan.

- Review procurement and tender processes and strengthen compliance.

- Establish an annual calendar of statutory reporting workshops and Councillor briefings.

- Update Council Member Training and Induction Framework.

Customer Experience & Corporate Systems

- Develop an internal Customer Service Charter and public-facing customer service pledge.

- Improve CRM workflows and customer service systems.

- Review and update the Shire's complaints management process and reporting framework.

- Implement the CouncilFirst ERP and integrate records management.

- Finalise the Records Management System implementation (integration phase).

- Review and submit the updated Recordkeeping Plan to the State Records Commission.

- Digitise key administrative processes, including DA records, pool inspection records, and automated scheduling systems.

Workforce Development & Organisational Culture

- Implement key actions from the Workforce Management Plan (WMP).

- Conduct regular reviews and updates of the WMP aligned to the planning and budget cycle.

- Review service levels as part of future Workforce Planning consultation.

- Conduct a Shire-wide staff culture survey.

- Launch a leadership and mentoring program for staff.

- Review and update EEO and DAIP-aligned recruitment materials.

- Review and benchmark remuneration and Employee Value Proposition for high-risk roles.

- Launch a regional recruitment campaign (e.g., Planning, Ranger Services).

- Roll out a cloud-based HRIS, including digital leave and timesheet management.

- Develop business-unit FTE modelling and workforce planning tools.

Occupational Safety & Emergency Preparedness

- Conduct the three-yearly OSH Audit.

- Implement recommendations from the 2025 OSH Audit, with progress tracking.

- Review and update OSH policies and procedures to maintain legislative compliance.

- Review and update Emergency Evacuation Procedures for the Administration Centre.

Partnerships & Shared Services

- Explore shared procurement or audit services with the Shire of Gingin.

- Develop a competitive grant program to support and grow local industry.

References

- **Acronyms**
- **Key Terms**
- **Indexes**
- **Publicly Available Information Index**

Acronyms

ABS	Australian Bureau of Statistics		LAP	Local Area Plan
AEDM	Accountable and Ethical Decision Making		LEMA	Local Emergency Management Arrangements
AIP	Access and Inclusion Plan		LEMC	Local Emergency Management Committee
ALGA	Australian Local Government Association		LGA	Local Government Act
CATS	Community Assisted Transport Service		LGIS	Local Government Insurance Service
CBP	Corporate Business Plan		LCMP	Landfill Closure Management Plan
CEO	Chief Executive Officer		LNA	Local Natural Area
CFP	Community Funding Program		M	Million
CRMS	Customer Request Management System		MFA	Multi-Factor Authentication
DAI	Disability Access and Inclusion		MIP	Muchea Industrial Park
DAIP	Department Access and Inclusion Plan		MSP	Managed Service Provider
DBCA	Department of Biodiversity Conservation and Attractions		NAIA	Native Area Inventory Assessment
DDA	Disability Discrimination Act		NCP	National Competition Policy
DDWA	Disability Discrimination Western Australia		NGAA	National Growth Areas Alliance
DFES	Department of Fire and Emergency Services		NGA	Northern Growth Alliance
DOT	Department of Transport		OAG	Office of the Auditor General
DSP	Disability Service Plan		PID	Public Interest Disclosure
DWER	Department of Water and Environmental Regulation		PLWA	Public Library Western Australia
EDRMS	Electronic Document and Records Management System		POS	Public Open Space
EMT	Executive Management Team		RAP	Recreation Action Plan
FOI	Freedom of Information		RKP	Record Keeping Plan
FTE	Full-Time Equivalent		RRG	Regional Road Group
GAPP	Growth Areas Perth and Peel		SAC	State Advisory Committee
GRI	Global Reporting Initiative		SBDC	Small Business Development Corporation
GRP	Gross Regional Product		SBFAP	Small Business Friendly Approvals Program
HCVA	High Conservation Value Areas		SCP	Strategic Community Plan
ICT	Information and Communications Technology		SRC	State Records Commission
IPRF	Integrated Planning and Reporting Framework		TOC	Table of Contents
IT	Information Technology		WA	Western Australia
kL	Kilolitre		WALGA	Western Australian Local Government Association
KPI	key performance indicator		WAPC	Western Australian Planning Commission
			WHS	Work Health and Safety
			W3C	World Wide Web Consortium

Key Terms

Access and inclusion   Ensures all community members, regardless of ability or background, can fully participate in social, cultural, and economic life by providing accessible services and removing barriers.

Annual Operational Plan   Outlines the specific actions, tasks, and resources for the year to implement the CBP, with clear objectives and performance indicators to guide day-to-day operations.

Built Environment   Refers to human-made infrastructure and structures within a local area, including residential, commercial, and public buildings, roads, utilities, parks, and other public spaces. It involves urban planning, zoning, construction, and maintenance, with local governments playing a key role in regulating land use, ensuring safety and accessibility, and promoting sustainable development.

Climate change   The long-term shift in temperatures and weather patterns, mainly due to human activities. It affects ecosystems, sea levels, and weather, requiring efforts to reduce emissions and adapt to its impacts.

Community   Refers to the group of people living in a specific area or locality who share common interests, values, and needs. It includes residents, businesses, and organisations that interact and contribute to the social, cultural, and economic fabric of the region.

Community and stakeholder engagement   Refers to the process of involving residents, businesses, organisations, and other key groups in decision-making and planning processes. It is aimed at fostering open communication, gathering input, and building relationships to ensure that the needs and concerns of the community and stakeholders are considered in government policies, projects, and services.

Community development   Focuses on building social connections, improving quality of life, and ensuring that all residents can participate in the growth and wellbeing of the area.

Corporate Business Plan   A 4-year document that outlines the actions, strategies, and financial plans to achieve the goals in the SCP. It ensures local government operations align with community priorities and provides measurable objectives.

Corporate governance   Refers to the systems and processes by which a local government is directed and controlled, focusing on accountability, transparency, and ethical decision-making.

Council Member   An elected representative on a local government council, helping make decisions on policies, budgets, and services to support community needs and guide local development.

Democratic governance   Emphasises the principles of democracy, ensuring that decision-making processes are transparent, participatory, and accountable to the community, promoting public involvement and representation.

Demographic profile   Provide an analysis of a local government's population characteristics, such as age, gender, household composition, and cultural background, to support planning, service delivery, and community development.

Election   A formal process through which community members vote to elect local government representatives, including councillors and the Mayor or President, ensuring democratic representation and decision-making.

Economic development   Refers to efforts and strategies aimed at improving the economic well-being and quality of life for residents within a local area. It involves fostering business growth, creating jobs, attracting investment, and supporting local industries. Economic development also focuses on improving living standards, reducing poverty, and enhancing the overall prosperity of the community.

Key Terms continue

Economic	Provide an analysis of a local government's economic conditions, including employment, key industries, and business activity, to inform planning and support sustainable growth and development.
Economy	Refers to the overall economic system within a local area, including the production, distribution, and consumption of goods and services. It encompasses the local labor market, businesses, industries, and the financial health of the community.
Global Reporting Initiative (GRI)	An independent organisation that provides standards for sustainability reporting, helping organisations communicate their environmental, social, and economic impacts with transparency and accountability.
Key reforms to the WA Local Government Act 1995	Focus on improving transparency, accountability, and efficiency. Key changes include enhanced financial reporting, stronger community engagement, reforms to elections and council representation, and modernisation of governance practices, such as electronic meetings and digital record-keeping. These reforms aim to ensure local governments are more accountable and better able to serve their communities.
Key services	Refer to the essential services provided by a local government to meet the needs of its community.
Natural Environment	Refers to the local ecosystems, landforms, water resources, vegetation, wildlife, and air quality within a jurisdiction. It encompasses the management and protection of natural resources, conservation areas, parks, and reserves
Organisational governance	The internal framework that ensures a local government's operations are effective, efficient, and aligned with its goals and policies, including management structures and performance oversight.
President and Vice President	The President leads the local government council, while the Vice President supports the President and steps in when needed. Both play key roles in council decision-making and governance.
Shire infrastructure	Refers to the physical assets and facilities owned or managed by the local government, such as roads, bridges, public buildings, parks, recreational facilities, and utility services (water, sewage, and waste management).
Social	Refers to the aspects of community life that focus on the well-being and quality of life of individuals and groups within a local area. This includes access to services such as healthcare, education, housing, and social support, as well as fostering inclusive, safe, and connected communities.
Strategic advantages	Unique strengths or opportunities that give a local government or community a competitive edge in achieving its goals. Strategic advantages help guide decision-making, support growth, and enhance the area's overall development and sustainability.
Strategic Community Plan	A long-term planning document that outlines a community's vision, goals, and priorities, typically over 10 to 20 years. Developed through consultation with residents and stakeholders, it guides decision-making and resource allocation, ensuring alignment with community values and aspirations for sustainable development.
Strategies	Planned actions taken by local government to achieve community goals, improve services, and guide long-term development.
Sustainability	Refers to the responsible management of resources to meet the needs of the present without compromising the ability of future generations to meet their own needs. It involves balancing environmental, social, and economic factors in decision-making to promote long-term resilience.

Indexes

Table Index

Graph Index

Image index

Diagram index

Publicly Available Information

In accordance with the *Local Government Amendment Act,* the following table outlines the information and documents that are mandatory for publication on the Shire's website:

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
	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	Annual Budget 2023/24
5.55A	Annual Report	Annual Report » Shire of Chittering
5.96A(1)(d)	List of fees and charges under section 6.16	Fees and charges 2023/24
5.96; Admin. r. 29C(2)(f); (6) and 29D	Type and amount of fees, expenses, or allowances paid to each Council Member during the financial year	Annual Report » Shire of Chittering
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	Strategic Community Plan
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

Reference To Legislation	Relevant Document	Link To Website Page
Admin r. 12	Any change to meeting details	Council Meetings » Shire of Chittering
5.96A(1)(g)	Minutes of electors' meetings	Council Meetings » Shire of Chittering
5.96A(1)(h)	Notice papers and agendas for Council and committee meetings	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	Training report for each Council Member, published within one month of the financial year-end	https://www.chittering.wa.gov.au/council/council-elections/councillor-training-register.aspx
5.90A(5)	Attendance of Events Policy for Council Members and CEO	Policy Register
5.128(4)	Up-to-date version of the Continuing Professional Development of Council Members Policy	https://www.chittering.wa.gov.au/council/council-elections/councillor-training-register.aspx
5.96; Admin. r. 29C(2)(d)(e) and 29D	Names of Council Members and employees who lodged primary or annual returns for a financial year	https://www.chittering.wa.gov.au/
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	Notice to be published before exercising the power of sale of land for overdue rates under s. 6.68	Latest News » Shire of Chittering
F&G. r. 17(1A)	Tender register	Tenders Awarded » Shire of Chittering

Our Service Locations

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

Administration Office

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

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

Detailed Financial Information

This section includes:

• **A Message from the Finance Manager**

• **The Auditor General's Management Letter**

• **Our Financial Statements**

Message from the Deputy CEO

Financial Overview

The Shire closed the 2024/25 financial year in a stable and responsible financial position, maintaining disciplined expenditure management while continuing to invest in infrastructure, community facilities and essential services.

Revenue and Rates Performance

Rates remained the Shire's most reliable revenue source, with a 98.98% collection rate, the strongest in five years. This reflects strong community compliance and effective debt management practices.

Grant Funding and Capital Investment

The Shire secured over $2.5 million in external grants, including Regional Road Group, Roads to Recovery, Black Spot, bushfire mitigation and community program funding. These grants reduced the reliance on municipal funds for capital projects.

Capital investment focused on:

• Road upgrades including Mooliabeenee Road, Julimar Road, Chittering Valley Road and Wandena South Road

• Renewal of community facilities

• Progression of the Lower Chittering Youth and Community Hub

Expenditure and Budget Management

Operational expenditure remained within approved parameters, with key cost pressures—such as compliance obligations, insurance, workforce shortages and materials inflation, managed through careful reprioritisation.

Corporate Systems Improvements

Progress continued on modernising financial and corporate systems, including the CouncilFirst financial modules and the CRM system, which will improve financial reporting, internal controls and customer service.

Looking Ahead

The Shire will continue to strengthen long-term financial sustainability, asset management, and organisational accountability. Ensuring that funding and resources remain aligned to community expectations and strategic priorities will continue to guide financial decision-making in 2025/26.

Scott Clayton

Deputy Chief Executive Officer

Auditor General Independent Auditor's Report

Our Audited Financial Statements

Auditor General

INDEPENDENT AUDITOR'S REPORT
2025
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 2025, 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 material 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 2025 and its financial position at the end of that period

- is in accordance with the *Local Government Act 1995* (the Act) and, to the extent that they are not inconsistent with the Act, 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 2025, 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, the Regulations and 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.auasb.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 2025 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
8 December 2025

SHIRE OF CHITTERING

PERIOD OF AUDIT: YEAR ENDED 30 JUNE 2025

FINDINGS IDENTIFIED DURING THE FINAL AUDIT

245

Index of findings	Potential impact on audit opinion	Rating			Prior year finding
		Significant	**Moderate**	**Minor**	
1. Excessive Annual Leave balances				✓	Yes

KEY TO RATINGS

The Ratings in this management letter are based on the audit team's assessment of risks and concerns with respect to the probability and/or consequence of adverse outcomes if action is not taken. We give consideration to these potential adverse outcomes in the context of both quantitative impact (for example financial loss) and qualitative impact (for example inefficiency, non-compliance, poor service to the public or loss of public confidence).

Significant - Those findings where there is potentially a significant risk to the entity should the finding not be addressed by the entity promptly. A significant rating may be reported as a matter of non-compliance in the audit report in the current year, or in a subsequent reporting period if not addressed. However, even if the issue is not likely to impact the audit report, it should be addressed promptly.

Moderate - Those findings which are of sufficient concern to warrant action being taken by the entity as soon as practicable.

Minor - Those findings that are not of primary concern but still warrant action being taken.

SHIRE OF CHITTERING

PERIOD OF AUDIT: YEAR ENDED 30 JUNE 2025

FINDINGS IDENTIFIED DURING THE FINAL AUDIT

1. Excessive Annual Leave balance

Finding

From our testing of employee leave provisions, we noted that 1 employee had significant annual leave balances in excess of 300 hours at year end.

The Local Government Industry Award 2020 deems an employee's annual leave accrual to be excessive if the employee has accrued more than 8 weeks (which is approximately 300 hours).

This issue was first raised in 2023-24.

Rating: Minor (2024: Minor)

Implication

Excessive annual leave balances may have adverse effects on the Shire including:
- Increased costs to the Shire given salary rises and increments over time.
- High risk of errors or fraud going unnoticed due to key staff not being rotated.
- Health and safety concerns with staff members not taking their annual leave entitlements.

Recommendation

The Shire should continue to monitor employees' leave balances and actively establish leave management plans with a view to clearing large annual leave balances.

Management Comment

The Executive Management Team meets every month, leave balances are monitored and actively managed at these meetings. Whilst the importance of ensuring leave is taken is understood, there are occasions where keeping balances below 8 weeks can be difficult. Particularly in smaller regional Shires, due to varying circumstances there are occasions where accruals exceed 8 weeks. Since the end of the financial year, the staff member has taken leave, and the balance is now below 8 weeks.

Responsible person: Scott Clayton - DCEO
Completion date: 1/12/2025

SHIRE OF CHITTERING

FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2025

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 2025

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 2025 and the financial position as at 30 June 2025.

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

Signed on the   3rd day of   December 2025

_____
CEO

Melinda Prinsloo

SHIRE OF CHITTERING
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2025

	Note	2025 Actual	2025 Budget	2024 Actual
		$	$	$
Revenue				
Rates	2(a),25	7,659,550	7,499,374	7,194,949
Grants, subsidies and contributions	2(a)	2,142,759	2,177,393	2,489,689
Fees and charges	2(a)	1,881,860	1,783,917	1,777,185
Interest revenue	2(a)	299,425	307,555	322,051
Other revenue	2(a)	226,261	227,430	387,698
		12,209,855	11,995,669	12,171,572
Expenses				
Employee costs	2(b)	(5,875,078)	(5,483,561)	(5,084,136)
Materials and contracts		(3,669,499)	(5,140,651)	(4,225,003)
Utility charges		(228,582)	(211,333)	(234,249)
Depreciation		(5,543,896)	(5,381,233)	(5,370,964)
Finance costs	2(b)	(313,519)	(213,518)	(281,346)
Insurance		(254,752)	(259,647)	(257,687)
Other expenditure	2(b)	(364,528)	(420,774)	(518,104)
		(16,249,854)	(17,110,717)	(15,971,489)
		(4,039,999)	(5,115,048)	(3,799,917)
Capital grants, subsidies and contributions	2(a)	2,211,500	3,526,329	2,448,176
Profit on asset disposals		3,455	37,160	39,315
Loss on asset disposals		(12,272)	0	(819,481)
Fair value adjustments to financial assets at fair value through profit or loss	4	(1,776)	0	841
		2,200,907	3,563,489	1,668,851
Net result for the period		**(1,839,092)**	**(1,551,559)**	**(2,131,066)**
Other comprehensive income for the period				
Items that will not be reclassified subsequently to profit or loss				
Changes in asset revaluation surplus	16	(18,264)	0	999,369
Total other comprehensive income for the period	16	**(18,264)**	**0**	**999,369**
Total comprehensive income for the period		**(1,857,356)**	**(1,551,559)**	**(1,131,697)**

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

SHIRE OF CHITTERING
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2025

	Note	2025	2024
		$	$
CURRENT ASSETS			
Cash and cash equivalents	3	5,574,085	5,572,848
Trade and other receivables	5	296,097	348,488
Inventories	6	789	1,011
TOTAL CURRENT ASSETS		5,870,971	5,922,347
NON-CURRENT ASSETS			
Trade and other receivables	5	165,217	137,673
Other financial assets	4	85,310	87,085
Property, plant and equipment	7	29,790,593	30,230,964
Infrastructure	8	148,907,195	150,905,043
TOTAL NON-CURRENT ASSETS		178,948,316	181,360,765
TOTAL ASSETS		184,819,287	187,283,112
CURRENT LIABILITIES			
Trade and other payables	11	1,603,213	1,753,157
Capital grant/contributions liabilities	12	79,120	267,541
Borrowings	13	324,433	410,391
Employee related provisions	14	682,547	698,193
TOTAL CURRENT LIABILITIES		2,689,313	3,129,282
NON-CURRENT LIABILITIES			
Borrowings	13	4,970,539	5,294,972
Employee related provisions	14	163,553	108,742
Other provisions	15	2,045,246	1,942,125
TOTAL NON-CURRENT LIABILITIES		7,179,338	7,345,839
TOTAL LIABILITIES		9,868,651	10,475,121
NET ASSETS		174,950,636	176,807,991
EQUITY			
Retained surplus		48,197,498	50,165,136
Reserve accounts	28	2,221,219	2,092,673
Revaluation surplus	16	124,531,918	124,550,182
TOTAL EQUITY		174,950,635	176,807,991

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 2025

	Note	Retained surplus $	Reserve accounts $	Revaluation surplus $	Total equity $
Balance as at 1 July 2023		**51,778,847**	**2,610,028**	**123,550,813**	**177,939,688**
Comprehensive income for the period					
Net result for the period		(2,131,066)	0	0	(2,131,066)
Other comprehensive income for the period	16	0	0	999,369	999,369
Total comprehensive income for the period		(2,131,066)	0	999,369	(1,131,697)
Transfers from reserve accounts	28	682,797	(682,797)	0	0
Transfers to reserve accounts	28	(165,442)	165,442	0	0
Balance as at 30 June 2024		**50,165,136**	**2,092,673**	**124,550,182**	**176,807,991**
Comprehensive income for the period					
Net result for the period		(1,839,092)	0	0	(1,839,092)
Other comprehensive income for the period	16	0	0	(18,264)	(18,264)
Total comprehensive income for the period		(1,839,092)	0	(18,264)	(1,857,356)
Transfers from reserve accounts	28	913	(913)	0	0
Transfers to reserve accounts	28	(129,459)	129,459	0	0
Balance as at 30 June 2025		**48,197,498**	**2,221,219**	**124,531,918**	**174,950,635**

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 2025

	Note	2025 Actual $	2024 Actual $
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Rates		7,734,323	7,208,026
Grants, subsidies and contributions		1,945,631	2,071,145
Fees and charges		1,810,973	1,705,958
Interest revenue		299,425	322,051
Goods and services tax received		279,100	844,798
Other revenue		226,261	387,698
		12,295,713	12,539,676
Payments			
Employee costs		(5,619,187)	(5,098,243)
Materials and contracts		(4,035,947)	(3,675,757)
Utility charges		(228,582)	(234,249)
Finance costs		(228,664)	(243,688)
Insurance paid		(254,752)	(257,687)
Goods and services tax paid		(333,369)	(677,820)
Other expenditure		(92,170)	(120,432)
		(10,792,671)	(10,307,876)
Net cash provided by operating activities		1,503,042	2,231,800
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for purchase of property, plant & equipment	7(a)	(610,876)	(3,674,813)
Payments for construction of infrastructure	8(a)	(2,540,437)	(3,290,986)
Proceeds from capital grants, subsidies and contributions		2,023,079	2,524,523
Proceeds from sale of property, plant & equipment		36,818	214,091
Net cash (used in) investing activities		(1,091,416)	(4,227,185)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings	27(a)	(410,391)	(544,319)
Net cash (used in) financing activities		(410,391)	(544,319)
Net increase (decrease) in cash held		1,235	(2,539,704)
Cash at beginning of year		5,572,850	8,112,552
Cash and cash equivalents at the end of the year		5,574,085	5,572,848

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

| 1

SHIRE OF CHITTERING
STATEMENT OF FINANCIAL ACTIVITY
FOR THE YEAR ENDED 30 JUNE 2025

	Note	2025 Actual $	2025 Budget $	2024 Actual $
OPERATING ACTIVITIES				
Revenue from operating activities				
General rates	25	7,648,774	7,495,240	7,190,640
Rates excluding general rates	25	10,776	4,134	4,309
Grants, subsidies and contributions		2,142,759	2,177,393	2,489,689
Fees and charges		1,881,860	1,783,917	1,777,185
Interest revenue		299,425	307,555	322,051
Other revenue		226,261	227,430	387,698
Profit on asset disposals		3,455	37,160	39,315
Fair value adjustments to financial assets at fair value through profit or loss	4	(1,776)	0	841
		12,211,534	12,032,829	12,211,728
Expenditure from operating activities				
Employee costs		(5,875,078)	(5,483,561)	(5,084,136)
Materials and contracts		(3,669,499)	(5,140,651)	(4,225,003)
Utility charges		(228,582)	(211,333)	(234,249)
Depreciation		(5,543,896)	(5,381,233)	(5,370,964)
Finance costs		(313,519)	(213,518)	(281,346)
Insurance		(254,752)	(259,647)	(257,687)
Other expenditure		(364,528)	(420,774)	(518,104)
Loss on asset disposals		(12,272)	0	(819,481)
		(16,262,126)	(17,110,717)	(16,790,970)
Non-cash amounts excluded from operating activities	26(a)	5,666,612	5,344,073	6,129,612
Amount attributable to operating activities		1,616,020	266,185	1,550,370
INVESTING ACTIVITIES				
Inflows from investing activities				
Capital grants, subsidies and contributions		2,211,500	3,526,329	2,448,176
Proceeds from disposal of assets		36,818	82,500	214,091
		2,248,318	3,608,829	2,662,267
Outflows from investing activities				
Acquisition of property, plant and equipment	7(a)	(610,876)	(1,139,784)	(3,674,813)
Acquisition of infrastructure	8(a)	(2,540,437)	(4,159,063)	(3,290,986)
		(3,151,313)	(5,298,847)	(6,965,799)
Amount attributable to investing activities		(902,995)	(1,690,018)	(4,303,532)
FINANCING ACTIVITIES				
Inflows from financing activities				
Transfers from reserve accounts	28	913	913	682,797
		913	913	682,797
Outflows from financing activities				
Repayment of borrowings	27(a)	(410,391)	(410,391)	(544,319)
Transfers to reserve accounts	28	(129,459)	(148,865)	(165,442)
		(539,850)	(559,256)	(709,761)
Amount attributable to financing activities		(538,937)	(558,343)	(26,964)
MOVEMENT IN SURPLUS OR DEFICIT				
Surplus or deficit at the start of the financial year	26(b)	1,382,417	1,982,176	4,162,543
Amount attributable to operating activities		1,616,020	266,185	1,550,370
Amount attributable to investing activities		(902,995)	(1,690,018)	(4,303,532)
Amount attributable to financing activities		(538,937)	(558,343)	(26,964)
Surplus or deficit after imposition of general rates	26(b)	**1,556,505**	**0**	**1,382,417**

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

| 7

SHIRE OF CHITTERING
FOR THE YEAR ENDED 30 JUNE 2025
INDEX OF NOTES TO THE FINANCIAL REPORT

Information required by legislation

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

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 *Local Government Act 1995*, 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 were applied except for 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 140 Investment Property paragraph 75(f)
• 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 *Leases* which would have required the Shire to measure any vested improvements at zero cost.

The *Local Government (Financial Management) Regulations 1996* provide that:
 - land and buildings classified as property, plant and equipment;or
 - infrastructure; or
 - vested improvements that the local government controls;
and measured at reportable value, are only required to be revalued every five years. Revaluing these non-financial assets every five years is a departure from *AASB 116 Property, Plant and Equipment*, which would have required the Shire to assess at each reporting date whether the carrying amount of the above mentioned non-financial assets materially differs from their fair value and, if so, revalue the class of non-financial assets.

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.

Critical accounting estimates and judgements
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 amounts of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

As with all estimates, the use of different assumptions could lead to material changes in the amounts reported in the financial report.

The following are estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year and further information on their nature and impact can be found in the relevant note:
• Fair value measurement of assets carried at reportable
  value including:
    • Property, plant and equipment - note 7
    • Infrastructure - note 8
• Measurement of employee benefits - note 14
• Measurement of provisions - note 15

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.

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 2020-1 Amendments to Australian Accounting Standards*
   - Classification of Liabilities as Current or Non-current
• *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 2023-3 Amendments to Australian Accounting Standards*
   - Disclosure of Non-current Liabilities with Covenants: Tier 2
• *AASB 2024-1 Amendments to Australian Accounting Standards*
   - Supplier Finance Arrangements: Tier 2 Disclosures
• *AASB 2023-1 Amendments to Australian Accounting Standards*
   - Supplier Finance Arrangements
These amendments did not have a material impact on the financial report on initial application.
• *AASB 2022-10 Amendments to Australian Accounting Standards*
   - Fair Value Measurement of Non-Financial Assets of Not-for-
   Profit Public Sector Entities
The Shire will apply AASB 2022-10 prospectively in the year of revalution for relevant assets.

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 2024-4b Amendments to Australian Accounting Standards*
   - Effective Date of Amendments to AASB 10 and AASB 128
   [deferred AASB 10 and AASB 128 amendments in AASB 2014-10 apply]
• *AASB 2022-9 Amendments to Australian Accounting Standards*
   - Insurance Contracts in the Public Sector
• *AASB 2023-5 Amendments to Australian Accounting Standards*
   - Lack of Exchangeability
• *AASB 18 (FP) Presentation and Disclosure in Financial Statements*
   - (Appendix D) [for-profit entities]
• *AASB 18 (NFP/super) Presentation and Disclosure in Financial Statements*
   - (Appendix D) [for not-for-profit and superannuation entities]
• *AASB 2024-2 Amendments to Australian Accounting Standards*
   - Classification and Measurement of Financial Instruments
• *AASB 2024-3 Amendments to Australian Accounting Standards*
   – Annual Improvements Volume 11
These amendments are not expected to have any material impact on the financial report on initial application.

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	Visitor centre stock	Single point in time	In full in advance	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

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.

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 2025

Nature	Contracts with customers	Capital grant/contributions	Statutory requirements	Other	Total
	$	$	$	$	$
Rates			7,648,774	10,776	7,659,550
Grants, subsidies and contributions	290,884			1,851,875	2,142,759
Fees and charges			165,683	1,716,177	1,881,860
Interest revenue			299,425	0	299,425
Other revenue	36,310			189,951	226,261
Capital grants, subsidies and contributions		2,211,500		0	2,211,500
Total	**327,194**	**2,211,500**	**8,113,882**	**3,768,779**	**14,421,355**

For the year ended 30 June 2024

Nature	Contracts with customers	Capital grant/contributions	Statutory requirements	Other	Total
	$	$	$	$	$
Rates			7,190,640	4,309	7,194,949
Grants, subsidies and contributions	480,602			2,009,087	2,489,689
Fees and charges			153,647	1,623,538	1,777,185
Interest revenue			322,051	0	322,051
Other revenue	125,653			262,045	387,698
Capital grants, subsidies and contributions		2,448,176		0	2,448,176
Total	**606,255**	**2,448,176**	**7,666,338**	**3,898,979**	**14,619,748**

2. REVENUE AND EXPENSES (Continued)

(a) Revenue (Continued)

	Note	2025 Actual	2024 Actual
		$	$
Interest revenue			
Interest on reserve account		94,457	130,442
Other interest revenue		204,968	191,609
		299,425	322,051
Fees and charges relating to rates receivable			
Charges on instalment plan		60,308	46,315
The 2025 original budget estimate in relation to:			
Charges on instalment plan was $73,690.00.			

(b) Expenses

	Note	2025 Actual	2024 Actual
Auditors remuneration			
- Audit of the Annual Financial Report		46,436	43,500
- Other services – grant acquittals		3,000	3,000
		49,436	46,500
Employee Costs			
Employee benefit costs		5,546,853	4,476,947
Other employee costs		328,225	607,189
		5,875,078	5,084,136
Finance costs			
Interest and financial charges paid/payable			
for lease liabilities and financial liabilities not			
at fair value through profit or loss		228,664	243,688
Provisions: unwinding of discount		84,855	37,659
		313,519	281,347
Other expenditure			
Contributions and Donations		33,558	156,197
Members Expenses		167,913	170,247
Bank Fees		70,887	71,227
Sundry expenses		92,170	120,433
		364,528	518,104

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

3. CASH AND CASH EQUIVALENTS

	Note	2025 $	2024 $
Cash at bank and on hand		5,574,085	5,572,848
Total cash and cash equivalents		5,574,085	5,572,848
Held as			
- Unrestricted cash and cash equivalents		2,470,994	2,278,707
- Restricted cash and cash equivalents	17	3,103,091	3,294,141
		5,574,085	5,572,848

MATERIAL 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.

Bank overdrafts are reported as short term borrowings in current liabilities in the statement of financial position.

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.

4. OTHER FINANCIAL ASSETS

	Note	2025 $	2024 $
Non-current assets			
Financial assets at fair value through profit or loss		85,310	87,085
		85,310	87,085
Financial assets at fair value through profit or loss			
Units in Local Government House Trust and Shares in Bendigo Bank-opening balance		41,586	40,744
and Shares in Bendigo Bank			
Movement attributable to fair value increment		(1,776)	841
Financial assets at fair value through profit and loss - Bendigo Shares		45,500	45,500
Units in Local Government House Trust and Shares in Bendigo Bank-closing balance		85,310	87,085

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.

MATERIAL ACCOUNTING POLICIES
Financial assets at fair value through profit or loss
The Shire classifies 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.

5. TRADE AND OTHER RECEIVABLES

	Note	2025	2024
		$	**$**
Current			
Rates and statutory receivables		(88,919)	13,398
Trade receivables		171,016	173,537
GST receivable		144,755	90,486
Receivables for employee related provisions	14	69,245	71,067
		296,097	348,488
Non-current			
Rates and statutory receivables		165,217	137,673
		165,217	137,673

MATERIAL 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 or for the construction of recognisable non financial assets as part of the ordinary course of business.

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.

6. INVENTORIES

	Note	2025	2024
		$	**$**
Current			
Fuel and materials		789	1,011
		789	1,011
The following movements in inventories occurred during the year:			
Balance at beginning of year		1,011	5,978
Inventories expensed during the year			(57,794)
Additions to inventory		(222)	52,827
Balance at end of year		789	1,011

MATERIAL 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 2025

7. 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.

	Note	Assets not subject to operating lease		Total property				Plant and equipment	Total property, plant and equipment
		Land	Buildings	Land	Buildings	Work in progress	Total property		
		$	$	$	$	$	$	$	$
Balance at 1 July 2023		10,304,700	10,787,743	10,304,700	10,787,743	2,974,009	24,066,452	4,446,298	28,512,750
Additions		0	3,218,896	0	3,218,896	0	3,218,896	455,917	3,674,813
Disposals		0	(817,745)	0	(817,745)	0	(817,745)	(176,512)	(994,257)
Depreciation		0	(523,016)	0	(523,016)	0	(523,016)	(439,326)	(962,342)
Transfers		0	2,974,009	0	2,974,009	(2,974,009)	0	0	0
Balance at 30 June 2024		10,304,700	15,639,887	10,304,700	15,639,887	0	25,944,587	4,286,377	30,230,964
Comprises:									
Gross balance amount at 30 June 2024		10,304,700	16,591,543	10,304,700	16,591,543	0	26,896,243	7,361,076	34,257,319
Accumulated depreciation at 30 June 2024		0	(951,656)	0	(951,656)	0	(951,656)	(3,074,699)	(4,026,355)
Balance at 30 June 2024	7(b)	10,304,700	15,639,887	10,304,700	15,639,887	0	25,944,587	4,286,377	30,230,964
Additions		0	264,362	0	264,362	0	264,362	346,514	610,876
Disposals		0	0	0	0	0	0	(45,636)	(45,636)
Depreciation		0	(604,181)	0	(604,181)	0	(604,181)	(401,430)	(1,005,611)
Balance at 30 June 2025		10,304,700	15,300,068	10,304,700	15,300,068	0	25,604,768	4,185,825	29,790,593
Comprises:									
Gross balance amount at 30 June 2025		10,304,700	16,855,906	10,304,700	16,855,906	0	27,160,606	7,535,720	34,696,326
Accumulated depreciation at 30 June 2025		0	(1,555,838)	0	(1,555,838)	0	(1,555,838)	(3,349,895)	(4,905,733)
Balance at 30 June 2025	7(b)	10,304,700	15,300,068	10,304,700	15,300,068	0	25,604,768	4,185,825	29,790,593

7. PROPERTY, PLANT AND EQUIPMENT (Continued)

(b) Carrying amount measurements

Asset class	Note	Carrying amount 2025	Carrying amount 2024	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
		$	$					
(i) Fair value - as determined at the last valuation date								
Land and buildings								
Land - market value				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
		10,304,700	10,304,700					
Total land	7(a)	10,304,700	10,304,700					
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
		235,102	250,068					
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
		15,064,966	15,389,819					
Total buildings	7(a)	15,300,068	15,639,887					

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.

8. 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	Infrastructure - footpaths	Infrastructure - drainage	Infrastructure - parks and ovals	Infrastructure - other	Infrastructure - work in progress	Infrastructure - landfill post closure asset	Other infrastructure - bridges and culverts	Total infrastructure
	$	$	$	$	$	$	$	$	$
Balance at 1 July 2023	100,490,903	973,892	27,316,931	3,585,134	1,841,415	980,153	62,987	14,829,140	150,080,555
Additions	2,454,983	0	0	282,073	528,092	25,838	0	0	3,290,986
Revaluation increments / (decrements) transferred to revaluation surplus	0	0	0	0	0	0	1,942,125	0	1,942,125
Depreciation	(2,692,896)	(21,368)	(863,932)	(315,412)	(127,805)	0	(62,987)	(324,222)	(4,408,622)
Transfers	0	0	0	878,971	101,182	(980,153)	0	0	0
Balance at 30 June 2024	100,252,990	952,524	26,452,999	4,430,766	2,342,884	25,838	1,942,125	14,504,918	150,905,043
Comprises:									
Gross balance at 30 June 2024	149,341,387	1,282,078	30,427,647	7,369,022	3,348,324	25,838	1,942,125	20,724,106	214,460,526
Accumulated depreciation at 30 June 2024	(49,088,397)	(329,554)	(3,974,648)	(2,938,256)	(1,005,440)	0	0	(6,219,188)	(63,555,483)
Balance at 30 June 2024	100,252,990	952,524	26,452,999	4,430,766	2,342,884	25,838	1,942,125	14,504,918	150,905,043
Additions	2,233,128	22,300	0	10,870	241,648	32,491	0	0	2,540,437
Depreciation	(2,735,859)	(21,369)	(863,932)	(319,355)	(171,005)	0	(102,542)	(324,223)	(4,538,285)
Balance at 30 June 2025	99,750,259	953,455	25,589,067	4,122,281	2,413,527	58,329	1,839,583	14,180,695	148,907,195
Comprises:									
Gross balance at 30 June 2025	151,574,514	1,304,378	30,427,647	7,379,892	3,589,972	58,329	1,942,125	20,724,106	217,000,962
Accumulated depreciation at 30 June 2025	(51,824,255)	(350,923)	(4,838,580)	(3,257,611)	(1,176,445)	0	(102,542)	(6,543,411)	(68,093,767)
Balance at 30 June 2025	99,750,259	953,455	25,589,067	4,122,281	2,413,527	58,329	1,839,583	14,180,695	148,907,195

8. INFRASTRUCTURE (Continued)

(b) Carrying amount measurements

Asset class	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
(i) Fair value - as determined at the last valuation date					
Infrastructure - roads	3	Cost approach using depreciated replacement cost	Management valuation	June 2022	Construction costs and current condition, residual values and remaining life assessments
Infrastructure - footpaths	3	Cost approach using depreciated replacement cost	Management valuation	June 2023	Construction costs and current condition, residual values and remaining life assessments
Infrastructure - drainage	3	Cost approach using depreciated replacement cost	Management valuation	June 2023	Construction costs and current condition, residual values and remaining life assessments
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
Infrastructure - other	3	Cost approach using depreciated replacement cost	Management valuation	June 2023	Construction costs and current condition, residual values and remaining life assessments
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
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

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.

9. FIXED ASSETS

(a) 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	1 to 10 years
Sealed roads and streets	
clearing and earthworks	not depreciated
construction/road base	50 years
Original surfacing and non major resurfacing	
- 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

9. FIXED ASSETS (Continued)

MATERIAL ACCOUNTING POLICIES

Initial recognition

An item of property, plant and equipment or infrastructure that qualifies for recognition as an asset is measured at its cost.

Upon initial recognition, cost is determined as the amount paid (or other consideration given) to acquire the assets, plus costs incidental to the 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. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition.

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 *Local Government (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.

Individual assets that are land, 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 reportable value.

Measurement after recognition

Plant and equipment including furniture and equipment and right-of-use assets (other than vested improvements) are measured using the cost model as required under *Local Government (Financial Management) Regulation 17A(2).* Assets held under the cost model are carried at cost less accumulated depreciation and any impairment losses being their reportable value.

Reportable value

In accordance with *Local Government (Financial Management) Regulation 17A(2)* , the carrying amount of non-financial assets that are land and buildings classified as property, plant and equipment, investment properties, infrastructure or vested improvements that the local government controls.

Reportable value is for the purpose of *Local Government (Financial Management) Regulation 17A(4)* is the fair value of the asset at its last valuation date minus (to the extent applicable) the accumulated depreciation and any accumulated impairment losses in respect of the non-financial asset subsequent to its last valuation date.

Revaluation

Land and buildings classified as property, plant and equipment, infrastructure or vested improvements that the local government controls and measured at reportable value, are only required to be revalued 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 land vested in the Shire.

Whilst the regulatory framework only requires a revaluation to occur every five years, it also provides for the Shire to revalue earlier if it chooses to do so.

For land, buildings 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; or
(ii) Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

Impairment

In accordance with *Local Government (Financial Management) Regulations 17A(4C)*, the Shire is not required to comply with *AASB 136 Impairment of Assets* to determine the recoverable amount of its non-financial assets that are land or buildings classified as property, plant and equipment, infrastructure or vested improvements that the local government controls in circumstances where there has been an impairment indication of a general decrease in asset values.

In other circumstances where it has been assessed that one or more of these non-financial assets are impaired, the 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.

10. LEASES

Lessor - property, plant and equipment subject to lease

	2025 Actual	2024 Actual
	$	$
The table below represents a maturity analysis of the undiscounted lease payments to be received after the reporting date.		
Less than 1 year	34,075	69,661
1 to 2 years	20,000	34,495
2 to 3 years	20,000	20,000
3 to 4 years	20,000	20,000
4 to 5 years	20,000	20,000
> 5 years	132,500	247,500
	246,575	411,656

The Shire leases buildings and land for 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.

MATERIAL 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 *Revenue from Contracts with Customers* to allocate the consideration under the contract to each component.

11. TRADE AND OTHER PAYABLES

	2025	2024
	$	$
Current		
Sundry creditors	296,882	478,293
Accrued payroll liabilities	131,378	108,913
ATO liabilities	303,221	108,960
Bonds and deposits held	802,752	933,927
Accrued Interest	68,980	113,981
Accrued expenses	0	9,083
	1,603,213	1,753,157

MATERIAL 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.

Statutory liabilities

Statutory liabilities, are amounts owed to regulatory authorities due to statutory obligations such as FBT and PAYG. GST payable is offset against GST receivable and any net GST payable is included as a statutory liability.

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.

12. OTHER LIABILITIES

	2025	2024
	$	$
Current		
Capital grant/contributions liabilities	79,120	267,541
	79,120	267,541
Reconciliation of changes in contract liabilities		
Opening balance	0	10,500
Revenue from contracts with customers included as a contract liability at the start of the period	0	(10,500)
	0	0
Reconciliation of changes in capital grant/contribution liabilities		
Opening balance	267,541	191,194
Additions	79,120	267,541
Revenue from capital grant/contributions held as a liability at the start of the period	(267,541)	(191,194)
	79,120	267,541
Expected satisfaction of capital grant/contribution liabilities		
Less than 1 year	79,120	267,541
	79,120	267,541

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.

MATERIAL ACCOUNTING POLICIES
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.

13. BORROWINGS

	Note	2025			2024		
		Current	**Non-current**	**Total**	**Current**	**Non-current**	**Total**
Secured		**$**	**$**	**$**	**$**	**$**	**$**
Debentures		324,433	4,970,539	5,294,972	410,391	5,294,972	5,705,363
Total secured borrowings	27(a)	324,433	4,970,539	5,294,972	410,391	5,294,972	5,705,363

Secured liabilities and assets pledged as security
Debentures are secured by a floating charge over the assets of the Shire of Chittering.

MATERIAL 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 24(i)) due to the unobservable inputs, including own credit risk.

Risk
Details of individual borrowings required by regulations are provided at Note 27(a).

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

14. EMPLOYEE RELATED PROVISIONS

Employee related provisions

	2025	2024
Current provisions	**$**	**$**
Employee benefit provisions		
Annual leave	312,159	320,414
Long service leave	370,388	377,779
	682,547	698,193
Total current employee related provisions	682,547	698,193
Non-current provisions		
Employee benefit provisions		
Long service leave	163,553	108,742
	163,553	108,742
Total non-current employee related provisions	163,553	108,742
Total employee related provisions	846,100	806,935

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.

MATERIAL 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 2025

15. OTHER PROVISIONS

	Make good provisions	Total
	$	$
Opening balance at 1 July 2024		
Non-current provisions	1,942,125	1,942,125
	1,942,125	1,942,125
Additional provision	18,266	18,266
Charged to profit or loss		
- unwinding of discount	84,855	84,855
Balance at 30 June 2025	2,045,246	2,045,246
Comprises		
Non-current	2,045,246	2,045,246
	2,045,246	2,045,246

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.

MATERIAL ACCOUNTING POLICIES
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.

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

16. REVALUATION SURPLUS

	2025 Opening balance	2025 Change in Accounting Policy	Total Movement on revaluation	2025 Closing balance	2024 Opening balance	Total Movement on revaluation	2024 Closing balance
	$	$	$	$	$	$	$
Revaluation surplus - Land	13,491,979	0	0	13,491,979	13,491,979	0	13,491,979
Revaluation surplus - Plant and equipment	1,138,001	0	0	1,138,001	1,138,001	0	1,138,001
Revaluation surplus - Infrastructure - roads	62,489,787	0	0	62,489,787	62,489,787	0	62,489,787
Revaluation surplus - Infrastructure - footpaths	412,484	0	0	412,484	412,484	0	412,484
Revaluation surplus - Infrastructure - drainage	29,054,392	0	0	29,054,392	29,054,392	0	29,054,392
Revaluation surplus - Infrastructure - parks and ovals	3,928,442	0	0	3,928,442	3,928,442	0	3,928,442
Revaluation surplus - Infrastructure - other	532,054	0	0	532,054	532,054	0	532,054
Revaluation surplus - Infrastructure - landfill post closure asset	1,091,284	0	(18,264)	1,073,020	91,915	999,369	1,091,284
Revaluation surplus - Other infrastructure - bridges and culverts	12,411,759	0	0	12,411,759	12,411,759	0	12,411,759
	124,550,182	0	(18,264)	124,531,918	123,550,813	999,369	124,550,182

17. RESTRICTIONS OVER FINANCIAL ASSETS

	Note	2025 Actual	2024 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	3,103,091	3,294,141
		3,103,091	3,294,141
The restricted financial assets are a result of the following specific purposes to which the assets may be used:			
Restricted reserve accounts	28	2,221,219	2,092,673
Capital grant liabilities	12	79,120	267,541
Bonds and deposits held	11	802,752	933,927
Total restricted financial assets		3,103,091	3,294,141

18. UNDRAWN BORROWING FACILITIES AND CREDIT STANDBY ARRANGEMENTS

	Note	2025 Actual	2024 Actual
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		(12,141)	(9,083)
Total amount of credit unused		162,859	165,917
Loan facilities			
Loan facilities - current		324,433	410,391
Loan facilities - non-current		4,970,539	5,294,972
Total facilities in use at balance date		5,294,972	5,705,363
Unused loan facilities at balance date		0	0

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

19. 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:

Wannamal Landfill Site (former site)
Mooliabeenee Gravel & Rubbish Site (former site)
Lot 5 (6177) Great Northern Highway Bindoon - Shire Depot
131 Muchea East Road Muchea

The Shire has conducted an investigation to determine the presence and scope of
contamination, assess the risk, and has received notification from the Department of Environment
Regulation that no further action is required for the Wannamal Landfill Site.

The Mooliabeenee Landfill Site is a very old gravel and rubbish site vested to the Shire in 1964, the site
closed in 2012. The site has been identified as having possible contamination. The site since its closure
has naturally revegetated and the Shire does not intend to use or utilise this site in the foreseeable future.

The Shire depot may contain contamination due to underground fuel tanks that were on the site. These
fuel tanks have since been decommissioned in 20/21 and replaced with a self bunded fuel unit.
When the tanks were decommissioned there was no visual signs of contamination.

Lot 7 131 Muchea East Rd is freehold land owned by the Shire which contains asbestos however the
the Shire has no timeline for remediation and cannot accurately determine the remediation costs.

20. CAPITAL COMMITMENTS

	2025	2024
	$	$
Contracted for:		
- capital expenditure projects	58,329	574,375
- plant & equipment purchases	0	232,000
	58,329	806,375
Payable:		
- not later than one year	58,329	806,375

The capital expenditure project outstanding at the end of the current
reporting period represents a delay in the installation of a strategic water tank.

21. RELATED PARTY TRANSACTIONS

(a) Council member remuneration

Fees, expenses and allowances to be paid or reimbursed to council members.	Note	2025 Actual $	2025 Budget $	2024 Actual $
President's annual allowance		15,646	15,646	15,265
President's meeting attendance fees		23,590	23,590	19,835
President's annual allowance for ICT expenses				3,180
President's travel and accommodation expenses		5,140	1,428	4,418
		44,376	40,664	42,698
Deputy President's annual allowance		3,911	3,911	3,816
Deputy President's meeting attendance fees		16,406	16,406	12,826
Deputy President's ICT expenses				3,180
Deputy President's travel and accommodation expenses		1,763	1,428	2,682
		22,080	21,745	22,504
All other council member's meeting attendance fees		82,030	82,030	64,130
All other council member's annual allowance for ICT expenses				15,900
All other council member's travel and accommodation expenses		3,908	7,140	5,103
		85,938	89,170	85,133
	21(b)	152,394	151,579	150,335

(b) Key management personnel (KMP) compensation

The total of compensation paid to KMP of the
Shire during the year are as follows:

	Note	2025 Actual		2024 Actual
Short-term employee benefits		881,759		828,230
Post-employment benefits		110,862		101,966
Employee - other long-term benefits		92,037		74,618
Council member costs	21(a)	152,394		150,335
		1,237,052		1,155,149

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.

Council member costs
These amounts represent payments of member fees, expenses, allowances and reimbursements during the year.

21. RELATED PARTY TRANSACTIONS (Continued)

276

(c) 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:	2025 Actual $	2024 Actual $
Sale of goods and services	2,839	22,286
Purchase of goods and services	5,750	2,128
Amounts payable to related parties:		
Trade and other payables	4,420	419

(d) 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
Shire, directly or indirectly, including any council member, are considered key management personnel.

ii. Other Related Parties
Short-term employee benefits related to an associate person of the CEO who was 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.

22. JOINT ARRANGEMENTS

Share of joint operations
The Shire has joint arrangements with the 'Department of Communities' 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.

MATERIAL 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 Standards.

23. EVENTS OCCURRING AFTER THE END OF THE REPORTING PERIOD

The Shire is not aware of any matters or circumstances that have arisen since the end of the financial year to the date of this report, which has significantly affected or may significantly affect the activities of the Shire, the results of those activities or the state of affairs of the Shire.

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

24. OTHER MATERIAL 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 Fair Value Measurement 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 except for non-financial assets that are:
- land and buildings classified as property, plant and equipment;
- infrastructure; or
- vested improvements that the local government controls, in circumstances where there has been an impairment indication of a general decrease in asset values.

These non-financial assets are assessed in accordance with the regulatory framework detailed in Note 9.

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 *Property, Plant and Equipment*) 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 2025

25. RATING INFORMATION

(a) General rates

RATE TYPE Rate description	Basis of valuation	Rate in $	Number of properties	2024/25 Actual rateable value*	2024/25 Actual rate revenue	2024/25 Actual interim rates	2024/25 Actual total revenue	2024/25 Budget rate revenue	2024/25 Budget interim rate	2024/25 Budget total revenue	2023/24 Actual total revenue
				$	$	$	$	$	$	$	$
GRV	Gross rental valuation	7.9079	1,825	51,636,296	4,083,347	136,603	4,219,950	4,083,347	50,000	4,133,347	3,911,212
UV	Unimproved valuation	0.5424	781	525,478,000	2,850,193	66,931	2,917,124	2,850,193		2,850,193	2,802,178
Total general rates			2,606	577,114,296	6,933,540	203,534	7,137,074	6,933,540	50,000	6,983,540	6,713,390
Minimum payment		Minimum payment $									
GRV	Gross rental valuation	1,150	268	308,200	308,200		308,200	308,200	0	308,200	350,750
UV	Unimproved valuation	1,100	185	203,500	203,500		203,500	203,500	0	203,500	126,500
Total minimum payments			453	511,700	511,700	0	511,700	511,700	0	511,700	477,250
Total general rates and minimum payments			3,059	577,625,996	7,445,240	203,534	7,648,774	7,445,240	50,000	7,495,240	7,190,640
Ex-gratia rates		Rate in									
Dampier to Bunbury Natural Gas Pipeline Corridor based		0	0	10,776	0	10,776		4,134	0	4,134	4,309
Total amount raised from rates (excluding general rates)		0	0	10,776	0	10,776		4,134	0	4,134	4,309
Total rates							7,659,550			7,499,374	7,194,949

(b) Rates related information

	Actual	Budget	2023/24 Actual
Rates instalment interest	17,121	27,190	15,909
Rates instalment plan charges	28,150	29,058	
Rates overdue interest	32,770	43,500	29,551
Pensioner Deferred Interest	8,805	1,700	

*Rateable Value at time of raising of rate.

26. DETERMINATION OF SURPLUS OR DEFICIT

	Note	2024/25 (30 June 2025 carried forward)	2024/25 Budget (30 June 2025 carried forward)	2024/25 (1 July 2024 carried forward)	2023/24 (30 June 2024 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 *Financial Management Regulation 32*.					
Adjustments to operating activities					
Less: Profit on asset disposals		(3,455)	(37,160)	(39,315)	(39,315)
Less: Movement in liabilities associated with restricted cash				(10,880)	(10,880)
Less: Fair value adjustments to financial assets at fair value through profit or loss		1,776		(841)	(841)
Less: Adjustments to landfill site provisions through other comprehensive income				(942,755)	(942,755)
Add: Loss on disposal of assets		12,272	0	819,481	819,481
Add: Depreciation	9(a)	5,543,896	5,381,233	5,370,964	5,370,964
Non-cash movements in non-current assets and liabilities:					
Pensioner deferred rates		(27,544)		(10,343)	(10,343)
Employee benefit provisions		54,811		(37,112)	(37,112)
Other provisions		84,855		980,413	980,413
Non-cash amounts excluded from operating activities		5,666,612	5,344,073	6,129,612	6,129,612
(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 *Financial Management Regulation 32* to agree to the surplus/(deficit) after imposition of general rates.					
Adjustments to net current assets					
Less: Reserve accounts	28	(2,221,219)	(2,240,624)	(2,092,673)	(2,092,673)
Add: Current liabilities not expected to be cleared at end of year					
- Current portion of borrowings	13	324,433	410,391	410,391	410,391
- Employee benefit provisions		271,634	282,515	271,634	271,634
Total adjustments to net current assets		(1,625,153)	(1,547,718)	(1,410,648)	(1,410,648)
Net current assets used in the Statement of financial activity					
Total current assets		5,870,971	1,547,718	5,922,347	5,922,347
Less: Total current liabilities		(2,689,313)	0	(3,129,282)	(3,129,282)
Less: Total adjustments to net current assets		(1,625,153)	(1,547,718)	(1,410,648)	(1,410,648)
Surplus or deficit after imposition of general rates		1,556,505	0	1,382,417	1,382,417

27. BORROWING AND LEASE LIABILITIES

(a) Borrowings

| | | | | Actual | | | | | | Budget | | |
Purpose	Note	Principal at 1 July 2023	New loans during 2023-24	Principal repayments during 2023-24	Principal at 30 June 2024	New loans during 2024-25	Principal repayments during 2024-25	Principal at 30 June 2025	Principal at 1 July 2024	New loans during 2024-25	Principal repayments during 2024-25	Principal at 30 June 2025
		$	$	$	$	$	$	$	$	$	$	$
Chittering Health Centre	79	438,200		(41,733)	396,467		(35,279)	361,188	380,443		(35,279)	345,164
Muchea Complex	89	1,727,590		(78,026)	1,649,564		(79,880)	1,569,684	1,649,565		(79,881)	1,569,684
Mountain Bike Park Land Acquisit	90	194,427		(96,943)	97,484		(97,484)	0	97,484		(97,484)	0
Purchase of a Grader	79	169,154		(7,788)	161,366		(16,450)	144,916	177,391		(16,450)	160,941
Land Lot 168 Binda Place	82	324,239		(68,285)	255,954		(70,384)	185,570	255,954		(70,383)	185,571
Lifestyle Village	83	134,203		(134,203)	0		0	0	0		0	0
Admin Telephone System	86	11,356		(11,356)	0		0	0	0		0	0
Muchea Redevelopment	92	3,250,513		(105,985)	3,144,528		(110,914)	3,033,614	3,144,527		(110,914)	3,033,613
Total		6,249,682	0	(544,319)	5,705,363	0	(410,391)	5,294,972	5,705,364	0	(410,391)	5,294,973

Borrowing finance cost payments

Purpose	Loan number	Institution	Interest rate	Date final payment is due	Actual for year ending 30 June 2025	Budget for year ending 30 June 2025	Actual for year ending 30 June 2024
					$	$	$
Admin Telephone System	80	WATC *	2.72%	23/05/2023			29
Chittering Health Centre	79	WATC *	4.41%	4/02/2033	(13,650)	(16,393)	(22,820)
Muchea Complex	89	WATC *	2.36%	28/06/2041	(44,004)	(38,505)	(46,202)
Mountain Bike Park Land Acquisition	90	WATC *	0.56%	28/06/2025	(408)	(408)	(1,294)
Purchase of a Grader	79	WATC *	4.41%	4/02/2033	(11,202)	(7,643)	(4,648)
Land Lot 168 Binda Place	82	WATC *	3.05%	12/09/2027	(7,207)	(7,273)	(9,588)
Lifestyle Village	83	WATC *	1.61%	7/06/2024	204		(1,461)
Admin Telephone System	86	WATC *	1.61%	7/06/2024	17		(124)
Muchea Redevelopment	92	WATC *	4.59%	22/09/2042	(152,414)	(143,297)	(157,580)
Total					(228,664)	(213,519)	(243,688)
Total finance cost payments					(228,664)	(213,519)	(243,688)

* WA Treasury Corporation

28. RESERVE ACCOUNTS

	2025 Actual opening balance	2025 Actual transfer to	2025 Actual transfer (from)	2025 Change of Purpose	2025 Actual closing balance	2025 Budget opening balance	2025 Budget transfer to	2025 Budget transfer (from)	2025 Change of Purpose	2025 Budget closing balance	2024 Actual opening balance	2024 Actual transfer to	2024 Actual transfer (from)	2024 Actual closing balance
	$	$	$		$	$	$	$		$	$	$	$	$
Restricted by council														
(a) Employee Entitlement Reserve	271,634	12,261	0	0	283,895	271,634	14,940	0	0	286,574	282,515	14,119	(25,000)	271,634
(b) Plant Replacement Reserve	220,139	9,937	0	0	230,076	220,139	12,108	0	0	232,247	400,141	19,998	(200,000)	220,139
(c) Community Housing Reserve	81,449	0	0	(81,449)	0	81,449	0	0	(77,572)	3,877	77,572	3,877	0	81,449
(d) Seniors Housing Reserve	21,482	0	0	(21,482)	0	21,482	0	0	(20,459)	1,023	20,459	1,023	0	21,482
(e) Public Open Space Reserve	87,571	3,954	0	0	91,525	87,570	4,816	0	0	92,386	83,403	4,168	0	87,571
(f) Recreation Development Reserve	90,549	4,087	0	0	94,636	90,548	22,580	0	0	113,128	391,008	19,541	(320,000)	90,549
(g) Waste Management Reserve	527,308	58,802	0	0	586,110	527,308	64,002	0	0	591,310	468,875	58,433	0	527,308
(h) Contribution to Roadworks Reserve	42,098	1,900	0	0	43,998	42,098	2,315	0	0	44,413	40,094	2,004	0	42,098
(i) Waste Water Management Reserve	103,614	4,677	0	0	108,291	103,614	5,699	0	0	109,313	98,682	4,932	0	103,614
(j) Public Amenities and Buildings Reserve	645,916	33,841	0	0	679,757	645,917	17,925	0	0	663,842	746,366	37,347	(137,797)	645,916
(k) Economic Recovery Stimulus Reserve	913	0	(913)	0	0	913	0	(913)	0	0	913	0	0	913
(l) Housing Reserve	0	0	0	102,931	102,931	0	4,480	0	98,031	102,511	0	0	0	0
	2,092,673	129,459	(913)	0	2,221,219	2,092,672	148,865	(913)	0	2,240,624	2,610,028	165,442	(682,797)	2,092,673

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 anuual,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 contruction of community units
(d) Seniors Housing Reserve	to be used to fund repairs, improvements, extensions or contruction of seniors units
(e) Public Open Space Reserve	to be used to fund public open spaced developments in accordance with developer precints
(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 contruction of public amenities
(k) Economic Recovery Stimulus Reserve	to be used for projects for the community to assist in recovery post COVID19
(l) Housing Reserve	to be used to fund repairs, improvements, extensions or contruction of shire housing