



Corporate Business Plan 2023/24-2026/27

Adopted by Council: 21 June 2023



Chittering - offering an idyllic rural lifestyle in Muchea, Lower Chittering, Chittering, Mooliabeenie, Bindoon and Wannamal

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Acknowledgment of Country

We 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.

INTRODUCTION

The Shire's Corporate Business Plan (CBP) outlines Council's priorities over the next four years (including the current financial year), and how we intend to progress towards our long-term vision, set by Council and our community during the engagement process as part of the review of our 10-year Strategic Community Plan (SCP). In summary, the CBP is Council's plan, outlining the next four years, on how we intend to achieve our community's 10-year aspirational plan, the SCP. These two plans, along with our Annual Operational Plan and Annual Budget are key documents within the Integrated Planning and Reporting Framework (IPRF). These plans are all legislative requirements under the Local Government (Administration) Regulations 1996, apart from the Annual Operational Plan, which is the detail on how we will implement the first year of the CBP, aligned to the Annual Budget and the service area responsible for the implementation thereof.



A MESSAGE FROM THE CEO



I am excited to share with you the Corporate Business Plan 2023-2027, which is based on the vision and goals outlined in our Strategic Community Plan 2022-2032. These plans reflect our shared commitment to develop the Shire of Chittering as an attractive place to live in a rural environment, in harmony with nature.

In recent years, we have witnessed a growing trend of people reconnecting with nature and moving away from urban areas towards local governments like ours. The past two years, in particular, have highlighted the importance of local government services and facilities. With this in mind, our aim is to continue enhancing the desirability of living in the Shire of Chittering by investing in much-needed community facilities, recreational spaces, and improving operational efficiency.

We recognise the value of providing our community with quality facilities and interactive programs that promote healthy and active lifestyles. Key projects in our plan include the redevelopment of the Muchea Clubrooms and the Bindoon Mountain Bike Park. Additionally, we will plan and construct the Lower Chittering Community Centre to better serve our community's needs.

Being situated in an area prone to bushfires, we are committed to minimising potential risks and impacts on the community through significant investments in bushfire mitigation activities. Our focus on the natural environment extends to distributing indigenous trees and conducting several fauna and flora studies in areas where trails will be built. We are also partnering with external organisations to ensure we provide nesting, foraging and water sources for our birds, and revegetating previously cleared areas where possible.

Ensuring the safety of our communities and visitors is of paramount importance. We will continue investing in our road infrastructure and maintaining our roads network to the highest standards. By doing so, we aim to provide safe and reliable transportation options for all.

We deeply care about our aging community members and have allocated funding to enable a solution to those members for our community wishing to scale down and remain within the Shire. To foster a thriving community, we will engage in economic development initiatives, including support for small business development and investment attraction. The Muchea Industrial Park will remain a key focus area for future economic development.

Furthermore, we are committed to supporting local businesses and boosting the local economy through increased tourism. Our events programme will attract visitors to the Shire, and we are also planning to build a caravan park in Bindoon to accommodate visitors to the Mountain Bike Park.

Our plans are underpinned by robust organisational governance processes that ensure the Shire meets its legal obligations and makes ethical decisions in the best interests of our community and stakeholders. Over the next 12 months, we anticipate external challenges such as the economic climate and labour shortages. Nevertheless, we are dedicated to managing the Shire's resources and services efficiently to meet the current and future needs of our community in a socially, culturally, environmentally, and financially sustainable way.

I am eager to drive the implementation of this plan, confident that it will guide us towards achieving our strategic objectives and delivering meaningful and effective outcomes for the community of Chittering.

Thank you for your ongoing support and collaboration.

Melinda Prinsloo
CHIEF EXECUTIVE OFFICER

OUR SHIRE

The Shire of Chittering is located 55kms north of Perth, covering an area of 1222km², and stretching over 65km from north to south, Chittering is diverse in its offerings. Chittering Valley is nestled in the northern hills of the Darling Range, within the beautiful Destination Perth region. The Valley forms a picturesque gateway into Western Australia's wheatbelt region. Broadacre farms feature predominantly in the north, whilst boutique agriculture, rolling hills, and higher density rural lifestyle lots are more frequent towards the metropolitan fringes in the south - with Muchea now home to a large, new industrial precinct.

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.

OUR POPULATION

Adjoining the north-east boundary of the Perth Metropolitan region, Chittering enjoys some of the highest rates of peri-urban population growth in Western Australia. Between 2009 and 2019 Chittering's population increased by over 40% to 5,900 residents and is on track to reach over 7,000 by 2031 (WA Tomorrow Population Report, REMPLAN).

OUR ECONOMY

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

The local economy is based on broad-acre farming, orchards, small rural blocks/holdings and offers many semi-rural life-style residential properties. There is limited industry, being Extractive Industry operations (gravel, clay and sand), the State Livestock yards (WAMIA), Mineral sands processing (Tronox), Buddha Mandala Monastery, nurseries, Bindoon Bakehaus and Cafe, Chittering Tourist Attraction, viticulture and wineries and other small businesses.

OUR INDUSTRY

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Primary Industry

Of all the industries that operate in Chittering, three main industries are most prominent in size; Agriculture, Mining and Construction

Agriculture provides 19.9% of Chittering's Gross Regional Product (GRP) and crucially, employs just under a quarter of the shire's workforce at 23.5% of jobs. Chittering is host to broadacre farms in the north with wheat, beef and sheep production, and further southward towards the metropolitan boundary is more frequently home to boutique agriculture with citrus, vegetable and honey production more prevalent.

Mining and extractive industry provides 15.5% of Chittering's GRP and 6.8% of the jobs in region, whilst Construction follows closely behind with 15.4% of GRP and 14.2% of the workforce.

Emerging Industries

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Transport and Logistics

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

Tourism

Recognised as a key sector for growth in the region (Wheatbelt Development Commission), the tourism sector is made up of many industries. Every tourist-dollar spent is spread across multiple industries within the Shire. Over a quarter of Chittering's young adults (28%) are employed in this sector, an age demographic that is less prevalent than others in the Shire. Chittering's newfound closeness to Perth due to the recent construction of the Tonkin highway Extension, it's inherent agritourism and ecotourism potential, and an abundance of land compatible with tourism purposes put Chittering in strong position to grow in this sector into the future (Shire of Chittering COVID-19 Economic Recovery Plan, RDA Wheatbelt Tourism Briefing Paper 2021).

OUR STRATEGIC ADVANTAGES

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

Population Attractiveness

- Space to live, space to develop – large blocks for both
- Attractiveness to Metropolitan Perth, tree-changers - a growing population segment.
- Diverse range of rural residential from 4hectares to half hectare blocks
- Agriculture Resource (or Rural)-zoned blocks with multi-use allowances create opportunities for developments in tourism, recreation, and commerce

Road Network

- Throughput from several of Australia's most significant major road networks, with soon-to-be-established RAV10 access to WA's northwest and Darwin via Tonkin and the Great Northern Highways, both parts of the Perth to Darwin Highway. Tonkin Highway and Brand Highway currently offer travel through the Shire and continue onwards to key strategic destinations like Perth Airport, Fremantle and Kwinana Ports, Australia's Coral Coast tourist region, Wildflower Country tourist region, industrial regions like Malaga and Forrestfield, and major population centres like Ellenbrook.
- Muchea Industrial Park (MIP) offers value-for-money, pre-developed opportunities for business, and is beginning to attract large developments with BP, Elders, Bitutec, and Lester Group first off the mark.
- The MIP sits at the gateway to Perth for regional industries such as Mining, Oil and Gas, Agriculture, and Logistics services.

Natural Arable Valley Surroundings

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

OUR CHALLENGES

Transport

Bindoon Heavy Haulage Route - A new route around Bindoon set to improve North South travel time for heavy haulage holds the potential to deviate a significant volume of current patronage away from the town centre (Bindoon Deviation Strategy, 2016).

Global Threats

Effects of climate change have affected the availability of water and created drier conditions, amongst others. Economic failure due to the potential disaster of bushfires is an ever-present threat and has already destroyed communities across the State. Additionally, necessary planning measures against this has resulted in further mitigations for development to adhere to.

For tourism operators in regional areas there have been some silver linings with higher-than-normal WA tourists travelling intrastate, but the closure of business due to threats from pandemic's like COVID-19 have proven difficult to manage and are expected to trouble economies into the future.

Settlement

The Shire currently has three main population centres: Bindoon, Lower Chittering and Muchea. Lower Chittering is anticipated to reach its capacity for rural living development in the next 10 years. The Muchea townsite is located near the Ellen Brook, with low lying areas crossed by minor tributaries and drains. There is no licensed water or sewerage service to the town, and over time, this has increased the nutrient load to the Ellenbrook catchment. Much of the town is designated as 'sewerage sensitive', meaning that the environment is fragile, and should not be subject to increased nutrient loads, typically from unsewered residential development and keeping of stock. In order to preserve the health of the local environment and water catchment, it is recommended that subdivision and development be limited, which is in accordance with the Government's sewerage policy.

It is expected that smaller residential lots will be developed, to support the viability of infrastructure provided. Lower Chittering is anticipated to reach its capacity for rural living development in the next 10 years.

Job Diversity

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

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

Ageing Population

The Shire has an ageing community. A statistical analysis has found that 20% of the Shire's ageing population (over 65 years) is located in Bindoon.

An ageing population will increase the demand for social services and for services such as public transport, age-friendly recreation and leisure, and affordable housing and accommodation.

Although there is a current shortfall in aged facilities and accommodation in the Shire, Bindoon has improved its facilities with the development of the Chittering Community Medical Centre. A lifestyle village is planned for the Bindoon townsite, as it has consolidated services and reduced vulnerability to bushfires.

Biodiversity Conservation

The Shire is rich in biological diversity, containing habitat for rare and threatened species and communities. Approximately, 10% of the Shire's native vegetation is formally protected in conservation reserves.

Some private properties containing high conservation value areas may be suitable for future zoning to Environmental Conservation. Other areas may be a priority for acquisition by the State government, for the protection of nationally significant environmental values.

Future development is to be located in existing cleared areas, to ensure the retention of as much native vegetation as possible. The Local Planning Strategy contains development incentives where proposals have a demonstrated conservation outcome.

Catchment Management

The Shire contains a large portion of the Ellen Brook and Brockman River Catchments, both major contributors of nutrients to the Swan River. Protecting the wetlands of the Palusplain and the Ellen Brook waterway, is a priority for the Shire. Impact from stock is a major cause of introduction of nutrients to the catchment in parts of Lower Chittering and Muchea, and nutrient management should be encouraged in these sensitive areas.

An existing challenge for the Muchea precinct, which is classified as a sewage sensitive locality under the State Government sewerage policy, results from a traditionally high water table. The impact of on-site wastewater disposal, and the impacts that stock has on soil, water and vegetation, require careful attention and management. In particular, the keeping of stock needs to be restricted and managed in sensitive catchments, including around wetlands. Priority waterways and wetlands have been identified for special consideration when future land use and development proposals are being assessed.

Landscape Protection

The Shire's natural and rural character is highly valued by the community. To ensure the protection of rural and natural landscape character, a number of planning measures are recommended that largely focus on the viewsheds (or visible land) seen from important travel routes used by the general community. These are areas where future development is more likely to have a significant visual impact.

Future proposals should be accompanied by visual impact assessment information undertaken in accordance with State guidance. Consideration will need to be given to siting and screening developments that may be visible from Great Northern Highway and the Chittering tourist way, or located within the undulating landscape between these routes. Outside these areas, visual impact assessment will also be required for future proposals that are likely to have a significant visual impact. Measures to mitigate impacts could include siting and screening of development to minimise visibility from roads.

Bushfire Risk Management

The entire Shire has historically been designated as bushfire prone by the Fire and Emergency Services Commissioner. Planning for bushfires is complex and must occur at each stage of the planning process.

Biodiversity and bushfire management have both been identified as priorities for the Shire and should be considered on balance. The Shire's recently-endorsed Bushfire Management Plan for the whole Shire aligns with its Local Biodiversity Strategy.

There are some sites that were previously zoned, where lot yields may need to be reduced in order to accommodate bushfire protection without impacting on native vegetation. Areas proposed for future zoning are located in areas that do not require clearing of native vegetation.

Rounding off the rural residential area in Lower Chittering, is proposed to improve access for emergency evacuation. Vulnerable uses such as schools, aged accommodation and childcare, amongst others, are to be located within existing townsites. Contributions towards fire-fighting infrastructure, such as evacuation centres, community water tanks and fire-fighting equipment, could be considered for future development areas impacted by bushfire risk.

Water Supply and Wastewater Disposal

Bindoon townsite is the only area in the Shire with a water supply scheme operated by the Water Corporation. While planning remains ongoing for the Reserve Road locality, existing potable water services are limited and there is no sewerage service in the Shire.

Most residents of the Shire, including some in Bindoon, are required to manage their own water supply and wastewater services through traditional means such as individual rainwater tanks, household bores, septic tanks and leach drains.

However, in some areas, traditional forms of servicing are no longer favoured as they may increase nutrient loads to sensitive environments. Parts of the Shire, such as Lower Chittering and Muchea, are prone to waterlogging, which in part is due to a high water table and poor soil profiles. Waterlogging can result in increased release of nutrients into waterways.

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

Rural Land and Land Uses

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

A 'business as usual' approach is proposed for North of Bindoon, with an emphasis on retaining rural land for primary production, which includes a diverse range of land uses including cultivation, aquaculture, tree farms, and extractive industries.

Where rural land is retained, the Shire seeks to promote the use of rural land in accordance with sustainable natural resource management practices, and primacy of primary production, with non-agricultural uses located in designated areas.

The existing 'Agricultural Resource' zone has the largest variety of permitted land uses of all the planning scheme zones. While this is deliberate, and seeks to diversify the Shire's economic base, the intention is to direct industrial uses to the Muchea Industrial Park, and promote a variety of land uses, such as tourism opportunities, agri-businesses, hobby farms, and land uses and developments that are related to, and compatible with, primary production.

Industrial Land Use

Historically, the Shire has had no significant land areas allocated for industrial/light industrial land uses. As a result, rural land has been used for industrial uses such as transport depots and warehouse/storage uses.

In 2011, the Western Australian Planning Commission released a structure plan for the Muchea Industrial Park (MIP) an area of approximately 1150ha of 'Agricultural Resource' land in Lower Chittering/Muchea at the junction of Great Northern Highway and Brand Highway. With Stage 1 of the MIP now zoned and with subdivision approval, the strategy seeks to direct industrial land uses to the Park, and preserve rural land for uses associated with primary production, while retaining the Shire's natural and rural landscape character and rural amenity.

In order to support development of the MIP, the strategy seeks to limit the introduction of further sensitive land uses within one kilometre of the MIP, to allow the Park to be developed with a range of industrial uses, and to ensure that any amenity impacts from the MIP do not affect sensitive land uses.

Tourism and Recreation

The Shire has a picturesque rural landscape character that is close to major tourism markets in Perth, and with good access from an attractive State tourist drive. Citrus orchards and vineyards provide local produce in wayside stalls along major roads, and the Bindoon Bakehaus provides a popular lunch-time destination. The Shire benefits from its close proximity to the metropolitan area especially to the Swan Valley, and from its location along the route to New Norcia, a popular day-trip destination.

Rural retreat-style accommodation and facilities linked to vineyards and orchards attract visitors, and the Shire, however, surveys identified a lack of accommodation and eateries within the Shire.

Basic Raw Materials

The Shire’s basic raw materials comprise of gravel for roads and sand and clay for construction. Clay deposits are confined to the Darling Scarp, and is commercially extracted in the southern part of the Shire.

The protection of basic raw materials is provided for under the Western Australian Planning Commission’s State Planning Policy. The Local Planning Strategy provides for proposals for basic raw material extraction to be considered in relation to likely impacts on natural areas, residential amenity, compatibility with existing land uses, and impacts on landscape character.

Mining

The Shire contains important geological resources – mineral sands on the coastal plain, and bauxite on the Darling Plateau. These resources are important contributors to the economy of the Shire and the State.

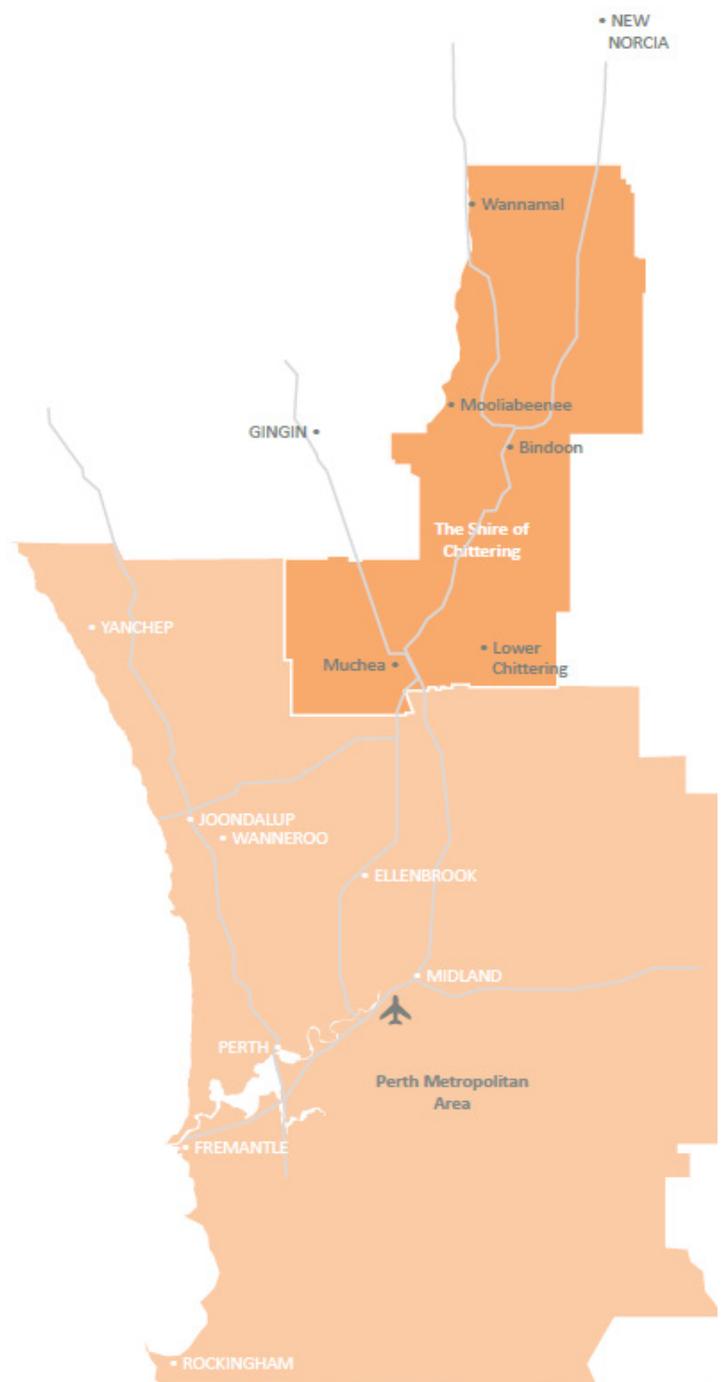
While mining is generally managed through the Mining Act 1978 (the Mining Act), the Shire has a historical legacy that applies to minerals located on private land that was granted from the Crown before 1899. Commonly referred to as ‘mineral to owner’ land, there is potential for these proposals to be controlled via the Planning and Development Act 2005.

OUR LOCATION

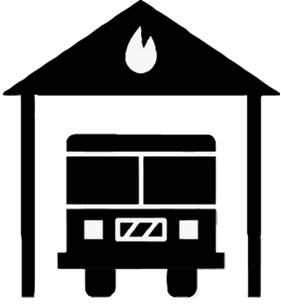
The Shire services the townsites of Bindoon, Muchea and Wannamal along with the localities of Mooliabee-nee, Upper Chittering and Lower Chittering. The Shire has easy access to the neighboring towns and rural properties of Gingin, Toodyay, York, Northam, Beverley, Goomalling, Victoria Plains and Australia’s only mo-nastic town, New Norcia.

The opening of the Tonkin Highway in 2020, part of the greater Perth to Darwin National Highway, has placed the Shire of Chittering strategically closer to the metropolitan area, and critically, for future growth in the Muchea Industrial Park (MIP), at the junction of crucial national and state road networks.

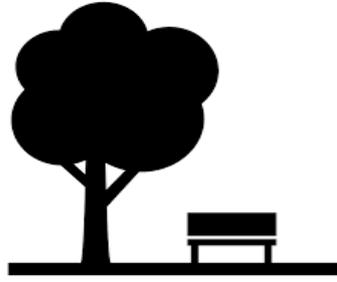
The Shire of Chittering Administrative Centre is based in Bindoon at 6177 Great Northern Highway.



QUICK FACTS ABOUT CHITTERING



Fire Stations **5**



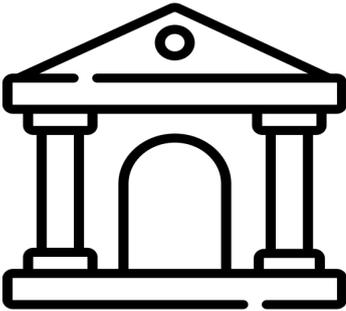
Parks & Reserves **19**



Ovals **8**



BMX Tracks **3**



Community Halls and Sport & Recreation **7**



Health Centres **2**



Landfill Sites **2**



Public Amenities **9**



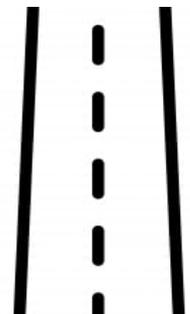
Cemeteries **1**



Libraries **1**



Sealed Roads **230km**



Unsealed Roads **174km**

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 2023

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: ccross@chittering.wa.gov.au



Cr Mark Campbell

Term expires October 2023

Elected Member since February 2021

Email: crcampbell@chittering.wa.gov.au



Cr John Curtis

Term expires October 2023

Elected Member since October 2019

Email: crcurtis@chittering.wa.gov.au



Cr Kylie Hughes

Term expires October 2023

Elected Member since October 2019

Email: cruhughes@chittering.wa.gov.au



Cr David Dewar

Term expires October 2025

Elected Member since October 2021

Email: crdewar@chittering.wa.gov.au

OUR SERVICES

Local government in Western Australia is established under the Local Government Act 1995, and is the third sphere 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 approvals for planning, building and health, 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.

Provision and maintenance of community facilities, infrastructure and assets

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

Provision of discretionary services

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

Provision of mandatory services – State legislation and local laws

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

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 oversees 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.

OUR ORGANISATION

Chief Executive Officer

Executive
Manager
Technical
Services

Executive
Manager
Development
Services

Deputy Chief
Executive
Officer

Human
Resources

Governance

Infrastructure
Management
Services

Rangers and
Community
Safety

Financial Services

Communications

Asset
Management

Planning Services

Information
Technology

Strategic and
Organisational
Development

Operation
Services

Compliance
and Regulatory
Services

Community
Development &
Library Services

Economic
and Tourist
Development

INTEGRATED PLANNING AND REPORTING

The Shire’s Integrated Planning and Reporting Framework (IPRF) guides our planning processes to ensure clear alignment to, and delivery on the aspirations and desired outcomes identified by our community.

The following image illustrates the three levels (long, medium and short term) of Strategy, Corporate and Service Planning.

10 YEARS - Strategy	
STRATEGIC COMMUNITY PLAN Vision Statement Community Aspirations Outcomes	Describes the 10-year aspirational vision for the future of Chittering and the community’s desired outcomes. The outcomes leads to the development of various Council Adopted Strategies and Plans such as the Tourism Strategy, Economic Development Strategy ext.
4 YEARS - Corporate	
CORPORATE BUSINESS PLAN Strategic Objectives Strategies Major Initiatives Capital Works Program	<p>Strategic objectives represent the strategic direction for the next four years to achieve the Vision.</p> <p>Strategies describe how Council seeks to achieve the Community Outcomes over the next four years. These strategies are also aligned to Council Adopted Strategies and Plans.</p> <p>Major Initiatives are critical projects or actions that are prioritised for delivery of the Strategic Objectives.</p> <p>Capital Works Program outlines Council’s planned projects over the next 4 years, identified in the Long Term Financial Plan.</p>
1 YEAR - Service	
ANNUAL OPERATIONAL PLANS Services Annual Budget	<p>Services include all BAU activities and legislative requirements, aligned to various service levels.</p> <p>Annual Budget that aligns the financial aspects to Council services.</p>

Level 1; also known as the **Strategic Community Plan** is the strategic direction over the next 10 years.

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

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

OUR VISION

*Prosperous and diverse rural communities
living in harmony with nature*

We do this by:

We will plan for our growing communities.

We will value and look after our natural environment and habitat.

We will advocate and partner with government and service providers ensuring future services are available in the local community



OUR COMMUNITY ASPIRATIONS

Our community aspirations summarise what the community wants for the Shire of Chittering over the next 10 years. These aspirations have helped guide the development of the medium-term strategies

The community's aspirations for the future...	in 10 years, this should look like...	Council's medium-term strategies in response
STRATEGIC COMMUNITY PLAN		CORPORATE BUSINESS PLAN
COMMUNITY		
An inclusive, active, safe and healthy community	An active and supportive community	<ul style="list-style-type: none"> Events to bring the community together and assist connections Social hubs to bring the community together Increased volunteer participation across the Shire
	A safe and healthy community	<ul style="list-style-type: none"> Improve education, health, disability, youth and aged services Increase the availability of emergency services
NATURAL ENVIRONMENT		
A protected and bio diverse environment which community and visitors enjoy	Sustainable lifestyle	<ul style="list-style-type: none"> Encouraging development in keeping with the environment Improved waste management and recycling practices Limit impacts of mining, extractive industry and industrial development
	Protection of life and property	<ul style="list-style-type: none"> Ensure water security and quality Limit noise and light pollution Protection of wildlife and nature from pests, weeds, destruction and contamination
BUILT ENVIRONMENT		
A well planned built landscapes that are progressive, vibrant, diverse and reflect the Shire's unique country lifestyle	Retaining rural amenity	<ul style="list-style-type: none"> Balance development with natural environmental and open spaces Planned development retaining rural amenity
	Improving infrastructure	<ul style="list-style-type: none"> Maintenance and construction of safe roads Townsites with attractive streetscapes Provision of community facilities to allow sport and recreation participation
ECONOMY		
Thriving, sustainable and diverse economic investment and local employment opportunities from cottage to large scale industry	Economic growth	<ul style="list-style-type: none"> Support investment which stimulates sustainable industries, business and job growth Support agricultural growth, with a focus on local produce and agribusiness
	Local business growth	Encourage and support local businesses and new investments for the future
	Increased visitors	<ul style="list-style-type: none"> Support and promote accommodation options Facilitate, promote and support visitation Increase in nature-based tourism and agritourism

OUR COMMUNITY ASPIRATIONS

The community's aspirations for the future...	in 10 years, this should look like...	Council's medium-term strategies in response
STRATEGIC COMMUNITY PLAN		CORPORATE BUSINESS PLAN
ADMINISTRATION AND GOVERNANCE		
A responsive and empowering Council which values consultation, accountability and consistency	An engaged community	Continue to engage with the community, using a variety of methods of inviting input
	Accountable and transparent governance	Become a leader in the areas of transparency, disclosure and public accountability Responsible, sustainable and planned use of the Shire's financial resources



OUR INFORMING STRATEGIES AND PLANS

The Shire of Chittering has a number of plans and strategies that provide future direction and assist in decision-making processes. All these strategies and plans are issue specific and have been formally adopted by Council and integrated into the Council's Integrated Planning and Reporting process. Some of the key strategies and plans that have been integrated into this Corporate Business Plan are:

Chittering
Local Planning
Strategy 2019

Draft Strategic
Waste
Management
Plan

Chittering
Trails Network
Masterplan

Local
Biodiversity
Strategy

Chittering Tourism
Strategy

Chittering
Economic and
Development
Strategy

Sport and
Recreation
Plan

ECONOMIC AND DEVELOPMENT STRATEGY

The Shire of Chittering has an opportunity to help shape the direction and degree to which Chittering's economy will develop in the coming decade.

The Muchea Industrial Park is strategically placed to cater for the mining, transport and logistics industries with its access to major highways and RAV10 road upgrades, allowing access for 53m long road trains.

A potential for education and training facilities in the area exists; an opportunity for increased jobs for a steadily rising population, and for young adults to be trained close to home.

Improved road access to the region, low property overheads, flexible agricultural zoning, and a growing local workforce to choose from provides an opportunity to market Chittering as an advantageous place to develop a business.

Improved commercial activity in townsites Residents and businesses in southern shire localities are drawn to consume goods and services from commercial hubs outside of the Shire, due to an existing lack of local availability and ease of access to the metropolitan area.

Chittering is home to 516 businesses and 1,391 local jobs (REMPPLAN). The majority of businesses are sole traders or non-employing, with only nine employing 20 or more staff; shared equally amongst the retail, education, and administration sectors (ABS).

The Shire of Chittering has the opportunity to assist and encourage local business development through promotion, exposure, upskilling, connection, and financial and professional support.

Agricultural Resource-zoned land parcels are in abundance in Chittering and provide an opportunity for tourism and value-adding; with permitted planning uses including tourism opportunities, agri-business, hobby farms, and other uses related to primary production.

TOURISM STRATEGY

The tourism vision is to develop Chittering as a thriving, sustainable and diverse tourism destination.

Goals

Become the premier agritourism or country experience destination in the Destination Perth RTO region, by positioning Chittering as 'Perth's Countryside'; a high quality tourism destination for visitors from, and to, Perth.

Become a premier destination for trails; cycle, walk and drive trails intersected with other key offerings such as agritourism and dark sky tourism

Encourage investment in Chittering; maximising product diversity, increasing carrying capacity and employment opportunities

TRAILS NETWORK

The Chittering Trails Network Master Plan outlines the vision for trails within the Shire; "A trails network which will cater for the community and visitors, with quality trails that are well promoted and linked. Use of the network will be an enriching natural and historical Shire experience".

Whilst trails were growing in popularity beforehand, the use of trails and the desire to be surrounded by nature has only increased since the beginning of the COVID-19 pandemic in 2020. Long term data shows an overall increase of 1.2% for adult participation in bushwalking over the past 20 years in Australia, and nationally in 2019, around 32% of adults participated in non-sports related activities compared to 19% in sport-related activities.

Economically, Adventure and Nature-based tourism is forecast to become a \$1.3T global tourism segment by 2023. The combined socio-economic value of sport in WA has been estimated to be \$9.2billion in 2017, including economic, health and education benefits. This represents a return of \$7 for every dollar invested.

Additionally, trail users become advocates for the preservation of natural areas, aligning with the protection of "Our Natural Environment", as highlighted in Chittering's Strategic Community Plan.

The Chittering region has a range of existing trails including:

- walk trails (like those at Djidi-Djidi Ridge, Moondyne Nature Reserve and Bindoon Tale Trail),
- a small number of equine trails,
- cycle trails (in construction around Lake Needonga); and
- drive trails (like the Farm Flavour Trail and Eat, Pick, Grow).

Mountain Biking is an increasingly popular recreation, and similar mountain bike infrastructure has provided a huge economic stimulus to struggling regions elsewhere in Australia (See Derby and Dungenong).

Whilst there are a number of small trails located throughout the Shire, there is an opportunity to create networks of trails throughout the region, not only for residents to enjoy, but for visitors from the nearby Perth area and beyond.

Trails are beginning to be marketed to broader audiences by state and international tourism

organisations. Chittering has the natural assets to cement itself as a premium trail destination, showcasing the best of Western Australia's wilderness to visitors from, and arriving to, Perth. Alignment and integration with national and international campaigns would deliver high value travellers to Chittering.

The Chittering Valley Tourist Drive (Route 359) provides a connection between Moondyne Nature Reserve and Avon National Park in Lower Chittering and Bindoon in the north, with Djidi-Djidi Ridge centred between the two.

SPORT AND RECREATION PLAN

Council has certificate of title or vested authority over 17 community facilities and reserves within the Shire of Chittering. Shire staff directly manage two of our community / recreation facilities, and process bookings at a number of parks and recreational spaces. The remaining facilities are managed under lease and licence agreements with Community Organisations.

Activating these spaces by encouraging various physical, cultural, artistic and social services, creates the opportunity for both social connection and physical activity, promoting mental health in the community.

Sport and recreation opportunities contribute to the health and wellbeing of individuals and communities. Chittering residents should be provided with opportunities to participate and have access to a wide range of sport and recreation activities, both passive and as part of organised groups.

The Sport and Recreation Plan provides a coordinated and strategic approach to sport and recreation facility development and planning based on identified community need and ensures that a range of sport and recreation development, training and funding programs and services are provided to the community.

Parks, Reserves & Public Open Spaces

Research suggests that access to nature plays a vital role in human health, wellbeing, and development. Access to public open space encourages people to be physically active and supports good mental and physical health.

It is Council's intention to ensure that our community and, in particular those within our residential estates, have access to parks and reserves close to home where they can gather and connect with others and where children are encouraged to explore and engage with the natural world.

Paths & Trails

A trails network which caters to the needs of the community and its visitors can provide an enriching natural and historical Shire experience where regular trail users become advocates for the preservation and protection of our natural environment.

Facility Upgrades

Community infrastructure is an important component of Local Government service provision to its community. Our halls, sporting complexes and heritage precincts provide avenues for formal structured community sports and informal recreational and social pursuits where members of the community can play, celebrate, socialise or recreate.

Council recognise that we haven't kept pace with the necessary upgrades and replacement to our aging facilities. Over the duration of this plan we aim to address this. At the same time we will continue implementing new agreements for the lease or hire of Council facilities, working alongside the community organisations who currently occupy these facilities.

Despite the Wannamal Hall reaching its end of life projects in 2022-2203 this project has been removed from this plan as the facility is considered by Council and the Wannamal community to have many years left of its useful life.

LOCAL BIODIVERSITY STRATEGY

The vision of the Shire's Local Biodiversity Strategy is to prioritise the retention of its Local Natural Areas, and by 2050 will have formally protected at least 6,328 hectares within these areas.

The greatest threat to biodiversity in the Shire of Chittering is subdivisional development or other types of development that require clearing of native vegetation. This threat can largely be controlled by careful planning. Consideration has been given for future development to occur on previously cleared land.

Phytophthora cinnamomi causing dieback is seen as the next greatest threat. Dieback has been responsible for the destruction of tens of thousands of hectares of bushland in the south-west of Australia. This disease can be managed by strict control on the movement of vehicles and people from areas of known infestation and by careful selection of road making basic raw materials from disease free deposits. Another major threat to the Shire's biodiversity is bushfire. Careful consideration to minimising damage in fire events is critical to the sustainability of the biodiversity.

Four goals have been identified on which to base the Shire's local biodiversity conservation efforts and form its land use planning policy, as follows:

GOAL 1: Retention of natural areas

Retain all existing natural areas and where retention is not possible, seek opportunities for offsets. A specific target is to retain 30% of each representative vegetation complex where possible.

GOAL 2: Protection of natural areas

Protect adequate representation of the best examples of each vegetation complex/class found in the Shire, targeting at least 11,550 hectares of native vegetation in good or better condition. The aim is to protect natural areas where less than 30% of the original extent remains, protect the best examples of each of the vegetation complexes found in the Shire and to prevent reduction of any of the vegetation complexes below 10% of the pre-European extent.

GOAL 3: Management of natural areas

All protected and reserved natural areas are managed for conservation through:

- Active management for conservation of reserved natural areas.
- Support being provided to landowners with significant natural areas protected through conservation covenants.
- Support being provided to landowners with voluntary management agreements entered into under programs such as Land for Wildlife and conservation covenants.

GOAL 4: Bushfire fuel reduction measures

Provide for high-level detail regarding the extent of vegetation complex/class and suggest measures for maximising retention from bushfire risk through:

- Clearer understanding and location of indicative high conservation flora and fauna
- Providing data on how certain plants respond to fire.
- Consider fuel reduction methods other than fire to reduce bushfire risk and maintain ecological integrity of the natural vegetation,

Considering the growing pressure for development in the Shire, the protection of natural areas is of highest priority. The Shire should seek opportunities to protect natural areas of highest ecological value. These exist within the identified 'Indicative High Conservation Value Areas' (IHCVAs).

Biodiversity Conservation Planning Precinct

Bindoon

The Bindoon Planning precinct objective is to maintain a local centre attuned to dispersed settlement pattern. Large sections of this precinct are identified as Priority Development Areas (4,143 ha), including areas within HCVA's.

Chittering Valley

Protection of biodiversity is compatible with the land use planning objectives of the Chittering Valley precinct where no further excessive development and no subdivision is to occur apart from boundary realignments.

Lower Chittering

Lower Chittering Planning Precinct is identified as suitable for rural residential subdivision with consideration of biodiversity preservation needs.

Over 1,100 hectares of regionally significant vegetation complexes are represented within eleven Interim High Value Conservation Areas. These areas still retain significant vegetation and where this vegetation is retained within viable patches, their increased protection should be encouraged through appropriate management and planning conditions during subdivisional considerations.

Muchea Industrial Park Structure Plan Area

The objective of the Muchea Industrial Park is to provide for establishment of services and light industry with opportunities for local employment, in accordance with the Muchea Industrial Park Structure Plan (2022)

Muchea Townsite

Muchea Precinct objective is to maintain existing density living in keeping with Muchea Village character.

Agricultural areas

The Shire maintains a general presumption against Rural Residential, Rural Small Holdings or Rural Retreats in the northern agricultural areas. Any activity that results in clearing of native vegetation requires a Clearing Permit under the Environmental Protection Act 1986, except for exempt activities that are defined in Clearing Regulations.

Native vegetation extent and representation

Approximately 30% of the original (pre-European) extent of native vegetation remains within the Shire of Chittering. Native vegetation within the Shire reflects the distribution of landforms and associated soils and is described as vegetation complexes. At a regional scale, the Shire lies within three major biogeographic sub-regions, or geographic regions where unique mosaic of landforms, soils and other conditions define vegetation communities and associated ecosystems that form within Swan Coastal Plain, Dandaragan Plateau and Darling Plateau (Northern Jarrah Forrest).

All native vegetation in the Shire can be categorized into 30 vegetation complexes or classes. Some of the mapped vegetation complexes have been heavily cleared and few representative areas remain at regional or at local scale. A number of vegetation complexes within the Shire can be considered regionally significant.

LOCAL PLANNING STRATEGY

The Local Planning Strategy has been prepared to guide land use planning and decision making, providing the Shire rationale for zoning, and land use and development controls, to be included in the Shire's local planning scheme.

The strategic intent of the Local Planning Strategy is to 'Conserve and Consolidate'. That is, to 'conserve' its natural areas and rural character, and to 'consolidate' future development in areas where infrastructure and services are available, and primary production to the north.

The Local Planning Strategy:

- Seeks for the majority of future residential development to occur in and around Bindoon and at 'Reserve Road'. Some development is provided for in Lower Chittering where it is 'rounding off' existing rural residential estates and where environmental and bushfire management benefits are demonstrated. No additional residences are planned for Muchea due to catchment management issues.
- From an economic perspective, the strategy seeks to secure the northern portion of the Shire for primary production, and also activate rural areas with tourism development and diversified primary production land uses. The major economic and employment driver is the Muchea Industrial Park, which is expected to experience development in the life of the strategy.
- From an environmental perspective, the strategy seeks to build on the Shire's Biodiversity strategy, and protect the iconic biodiversity assets of the Shire, which also securing important landscapes and rural amenity. Catchment management is also an important part of the strategy, particularly in and around the Ellen Brook and associated wetlands.



OUR STRATEGIC OBJECTIVES

In response to the Vision, Council has developed five strategic objectives, derived from our community aspirations. These are outlined below and set the direction for the next four years. Our vision anchors and connects these objectives to deliver real outcomes for the community over the next four years.



COMMUNITY DESIRED OUTCOMES

The **5 strategic objectives** are supported by **11 outcomes** and **23 strategies** that provide operational direction for the Shire's administration to focus resources.

Community	1.1 An active and supportive community (outcome 1)
	1.2 A safe and healthy community (outcome 2)
Natural Environment	2.1 Sustainable lifestyle (outcome 3)
	2.2 Environmental protection (outcome 4)
Built Environment	3.1 Retaining rural amenity (outcome 5)
	3.2 Improving infrastructure (outcome 6)
Economy	4.1 Economic Growth (outcome 7)
	4.2 Local Business Growth (outcome 8)
	4.3 Increase Visitors (outcome 9)
Administration and Governance	5.1 An Engage Shire (outcome 10)
	5.2 Accountable and transparent governance (outcome 11)

COUNCIL PRIORITIES OVER THE NEXT FOUR YEARS

The following information illustrates how we will implement these strategies over the next five years. The 11 outcomes are structured by the five themes listed in the previous section, namely: **Community**; **Natural Environment**; **Built Environment**; **Economy** and **Governance**.

The 23 Strategies have been identified as the key focus areas for the next four years, and are set out in the Shire's 4-year Corporate Business Plan. Each strategy has a timeline between 1-4 years. These strategies group all the services and programs delivered and provided by the Shire, including various business as usual activities and special projects identified through future planning activities. The following council adopted strategies and plans have been integrated and included in the Corporate Business Plan:

- Economic Development Plan (EDP)
- Draft Strategic Waste Management Plan (SWMP)
- Sport & Recreation Plan (S&RP)
- Building Maintenance Plan (BMP)
- Disability Access and Inclusion Plan (DAIP)
- Small Business Friendly Approvals Program (SBFAP)
- Tourism Strategy (TS)
- Trails Masterplan (TMP)
- Local Biodiversity Plan (LBS)
- Local Planning Strategy (LPS)

How these strategies will be implemented:

Each strategy are planned and prioritised through the Annual Operational Planning process. Projects and improvement initiatives have been identified and prioritised within the relevant year.

Each strategy identifies the annual projects and initiatives for 2023/24 as well as proposed future projects and initiatives for the outer 3 years. The 2023/24 projects and initiatives form the Shire's Annual Operational Plan and is closely aligned with the 2023/24 Annual Budget. The 2023/24 Annual Operational Plan illustrates how Council is planning to implement the adopted budget and operationalise the first year of the Shire's Corporate Business Plan.

How to read the detail of the 4-year plan illustrated in the next section:

Each Outcome is aligned to the relevant Strategy. Each of the 23 Strategies are summarised in two sections:

- Services and business as usual programs
- Corporate Business Plan (CBP) 4-year priorities
 - Improvement initiatives
 - Policy development/review priorities
 - Projects

Year one (2023/24) of the CBP is the Shire's Annual Operational Plan for the 2023/24 financial year and will be implemented as part of the Shire's Annual Budget 2023/24.

STRATEGIC OBJECTIVE

A CONNECTED, SAFE AND HEALTHY COMMUNITY

Outcome 1: An active and supportive community

STRATEGY 1.1	Events and groups to bring the community together and assist connections
STRATEGY 1.2	Social hubs to bring the community together
STRATEGY 1.3	Increased volunteer participation across the Shire

The following table lists some of the key services and business as usual programs/events that contributes in bringing the community together:

Services and business as usual programs	
<p>Events management</p> <ul style="list-style-type: none"> • Civic events <ul style="list-style-type: none"> - Localised events - Community & Club Development - Taste Of Chittering - Tourism Hiking event - ANZAC Day - Australia Day • Community events <ul style="list-style-type: none"> - Youth National/International Event Participation - Recognition VBFB - Adult Sponsorship - Public Relations/Donations - Community Engagements • Citizenship ceremonies <p>Community bus service</p> <p>Community program management</p> <ul style="list-style-type: none"> • Sport and Recreation Program Delivery • Community & Sport facility bookings and usage • Club development program • Stakeholder groups facilitation, including reference groups • Community funding program (grants, donations, sponsorships) 	<p>Library services</p> <ul style="list-style-type: none"> • Online and physical resources • Loans and returns management • Facility access and use • Library building maintenance • Manage the x4 Little Free Libraries • Digital media – website management and technology usage • Library programs <ul style="list-style-type: none"> - School Holiday Activities & Dementia Cafe - Theme Month, Xmas, Library Lovers Activities • Volunteer program <ul style="list-style-type: none"> - Management of the Bushfire brigade volunteer program - Volunteer week and Volunteer Day - Volunteer training opportunities

The following table illustrates the priorities for the next four years

Corporate Business Plan			
2023/24 (Year 1)	2024/25 (Year 2)	2025/26 (Year 3)	2026/27 (Year 4)
Improvement Initiatives			
Implement the Shire’s annual events and festival calendar			
●	●	●	●
Shire-wide club development workshops to ensure local club sustainability (S&RP)			
●			
Implement the community localised events			
●			
Build on existing social capacity of communities and existing groups (S&RP)			
		●	
Activate the Bindoon library space by hosting at 12 events/activities for adult and junior library industry			
●	●	●	●
Place-centred development – support hub development around town centres to assist and create industry (EDS)			
	●		
Investigate possibility of developing commercial buildings to lease to private industry into the future to encourage growth (EDS)			
		●	
Create a map showing permitted food truck trading locations (SBFAP)			
●			
Activate Council land within town centres with externally organised events and experiences (EDS)			
		●	
Centralise volunteer services by establishing a volunteer working group			
●			
Promote the volunteering program to increase in community participation - all areas			
●	●		
Continue with the marketing campaign designed to encourage skilled volunteers to assist at the Visitor Centre (Tourism Strategy)			
●	●		
Establish an internal staff volunteer management function			
●			
Policy development / review			
Develop the Reconciliation Action Plan (RAP)			
●			

Corporate Business Plan			
2023/24 (Year 1)	2024/25 (Year 2)	2025/26 (Year 3)	2026/27 (Year 4)
Projects			
Implement the Reconciliation Action Plan (RAP)			
	●	●	●
New planned hubs in Lower Chittering and a trails tourism precinct in Bindoon (EDS)			
		●	
Upgrade the Bindoon Library			
		●	
Implement the annual Volunteer Day and Volunteer Week including Fire Volunteer Event			
●	●	●	●
Responsible Service Area			
Library Services; Bushfire Risk Management; Community Development			



Outcome 2: A safe and healthy community

STRATEGY 2.1 Improve education, health, disability, youth and aged services

The following table lists some of the key services and business as usual programs/events that contributes in bringing the community together:

Services and business as usual programs	
<p>Community development services</p> <ul style="list-style-type: none"> Youth Services <ul style="list-style-type: none"> School Holiday Activities - Youth Program Aged Services <ul style="list-style-type: none"> Seniors Week - Fitness Classes Disability Services Community Transport Reconciliation Social Support <p>Education</p> <ul style="list-style-type: none"> Scholarships and awards School bus and bus shelters <p>Housing services</p> <ul style="list-style-type: none"> Management and maintenance of eight senior and seven community houses 	<p>Health services</p> <ul style="list-style-type: none"> Chittering Community Health Centre maintenance and repairs <p>Public health (legislative)</p> <ul style="list-style-type: none"> Food safety inspections & education at all food outlets; Notifiable diseases investigations and salon inspections (tattoo, hair and beauty); Public buildings, events & caravan parks inspections; Water quality sampling at all public swimming pools, commercial & council premises

The following table illustrates the priorities for the next four years

Corporate Business Plan			
2023/24 (Year 1)	2024/25 (Year 2)	2025/26 (Year 3)	2026/27 (Year 4)
Improvement Initiatives			
Ensure all Shire staff complete the 'Accessible Events Checklist' for Shire public, community and stakeholder events and added to Event Coordination records (DAIP)			
●			
Policy development / review			
Develop the Shire's Public Health Plan			
●			●
Review the Disability Access and Inclusion Plan (DAIP)			
			●
Review the Community Development Plan			
	●		
Projects			
Conduct the 4-yearly legislative pool barrier inspections at all residential swimming pools			
●			
Development of seven independent living units for aged people (Y1 - land aquisition and subdivision; Y2 - construction)			
●	●		
Responsible Service Area			
Environmental Health Services; Community Development; Development Services			

STRATEGY 2.2	Increase the availability of emergency services
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The following table lists some of the key services and business as usual programs/events that contributes in bringing the community together:

Services and business as usual programs	
<p>Community safety</p> <ul style="list-style-type: none"> • Law enforcement <ul style="list-style-type: none"> - Abandoned vehicles - Verge obstructions - Litter compliance - Community safety programs • Animal management <ul style="list-style-type: none"> - Registrations and investigations of domestic animals - Wildlife animal management - Animal care centre management and maintenance • Crime prevention through CCTV management and safety vehicle patrols • Rural numbering 	<p>Emergency services</p> <ul style="list-style-type: none"> • Revision and update of Emergency Recovery Plan • Conduct annual test of LEMA aligned to the Emergency Management Act 2005 • Manage, review and implement Recovery Plan • Management of local emergency preparedness <p>Compliance</p> <ul style="list-style-type: none"> • Swimming pool barrier inspections every four years • Permits/licenses - food trucks, disposal systems, events

The following table illustrates the priorities for the next four years

Corporate Business Plan			
2023/24 (Year 1)	2024/25 (Year 2)	2025/26 (Year 3)	2026/27 (Year 4)
Improvement Initiatives			
Identify strategies to reduce anti-social behaviour such as hoon driving			
	●		
Conduct a formal Disability Access & Inclusion (DAI) assessment of Shire owned or managed facilities, assets and public spaces - fire stations (DAIP)			
●			
Policy development / review			
Revision and update of Emergency Recovery Plan			
●	●	●	●
Projects			
Minor Upgrades to: Upper Chittering Fire Station (Y1 and Y3) Muchea Fire Station (Y1 and Y4) Bindoon Fire Station (Y3)			
●		●	●
Responsible Service Area			
Emergency Services; Rangers; Environmental Health Services; Development Services			

SUSTAINABLE LIVING IN A PROTECTED ENVIRONMENT

Outcome 3: Sustainable lifestyle

STRATEGY 3.1	Encouraging development in keeping with the environment
STRATEGY 3.2	Improved waste management and recycling practices
STRATEGY 3.3	Limit impacts of mining, extractive industry and industrial development

The following table lists some of the key services and business as usual programs that contribute towards a sustainable lifestyle:

Services and business as usual programs	
<p>Natural area management</p> <ul style="list-style-type: none"> • Biodiversity conservation <ul style="list-style-type: none"> - Native vegetation - Threatened species and communities retain through land use planning processes • Visual landscape protection <ul style="list-style-type: none"> - Protect rural and natural landscape character along important travel routes - Ensure development is carefully managed in significant viewsheds <p>Waste management</p> <ul style="list-style-type: none"> • Waste collection • Waste disposal • Recycling collection • Containers for change program • Street bins • Verge collection <ul style="list-style-type: none"> - Bulk junk waste - Bulk green waste 	<ul style="list-style-type: none"> • Public facility and parks waste collection • Illegal dumping removal • Landfill sites management and maintenance (Muchea, Bindoon) • Waste facility data collection program for Muchea and Bindoon landfill sites <p>Mining</p> <ul style="list-style-type: none"> • Establish the Shire’s mining jurisdiction by planning for and identifying ‘mineral to owner’ land <p>Basic raw materials</p> <ul style="list-style-type: none"> • Secure the extraction of basic raw materials, including ‘significant geological supplies’



The following table illustrates the priorities for the next four years

Corporate Business Plan			
2023/24 (Year 1)	2024/25 (Year 2)	2025/26 (Year 3)	2026/27 (Year 4)
Improvement Initiatives			
Develop a Private Landholder Incentives Strategy to encourage maintenance of native vegetation on their properties – (Y1 - conduct survey; Y2 – Council endorse) (LBS)			
●	●		
Increase the number of new natural areas (reserves & native vegetation) in new residential developments, as part of Scheme Amendments, vested for recreation and conservation (LBS)			
			●
Investigate future options for Containers for Change Program at Muchea Landfill (SWMP)			
●			
Review Shire position on commercial waste acceptance (SWMP)			
●			
Review Shire position on free domestic disposal (SWMP)			
●			
Waste infrastructure and operations - address non-compliance (SWMP)			
●	●		
Develop Waste Facility Management Systems (SWMP)			
●	●		
Implement the Plant replacement program and disposal of old items (SWMP)			
●			
Develop and implement a Landfill Closure Management Plan (LCMP) for the Bindoon Landfill and Recycling Centre (BLRC) - (SWMP)			
●	●	●	
Develop & implement a Landfill Closure Management Plan (LCMP) for Muchea Landfill & Recycling Centre (MLRC) - (SWMP)			
●	●	●	●
Establish a clear framework guiding the extraction of basic raw materials (LPS)			
	●		
Establish a framework to resolve anomalies between ‘significant geological supplies’ and ‘on the ground’ conditions (LPS)			
	●		

Corporate Business Plan			
2023/24 (Year 1)	2024/25 (Year 2)	2025/26 (Year 3)	2026/27 (Year 4)
Policy development / review			
Develop Local Planning Policy: Biodiversity Conservation Policy and endorsed by Council (LBS)			
	●		
Special Control Area (SCA) with new controls for 'significant geological supplies (LBS)			
	●		
Review the Shire's Extractive Industries Local Law and Local Planning Policy No. 10 to ensure consistency with this Strategy (LBS)			
	●		
Review of the 4-year Local Biodiversity Strategy			
			●
Review and endorse the Shire's Strategic Waste Management Plan			
		●	
Develop a Landfill Facility Operational Management Plan aligned to the Strategic Waste Management Plan			
	●		●
Amend the Local Planning Scheme by replacing the existing 'Basic Raw Materials' Special Control Area (LPS)			
	●		
Review the Shire's Extractive Industries Local Law and develop a Local Planning Policy for Extractive Industries to ensure consistency with the Strategy (LPS)			
	●		
Update the Local Planning Scheme with the insertion of the land use term 'Mining Operations – mineral to owner land', 'Mining Operations – Mining Act 1978', insert a clause – General Development Requirements (LPS)			
	●		
Projects			
Bindoon landfill site upgrades			
●			
Implement the Mosa Generator at Muchea landfill site			
		●	
Undertake a feasibility assessment for the collection and processing of FOGO			
	●		
Review options to increase resource recovery streams			
		●	
Responsible Service Area			
Waste Services; Environmental Health; Development Services			

Outcome 4: Protection of life and property

STRATEGY 4.1	Ensure water security and quality
STRATEGY 4.2	Limit noise and light pollution
STRATEGY 4.3	Protection of wildlife and nature from pests, weeds, destruction and contamination

The following table lists some of the key services and business as usual programs that contribute towards a sustainable lifestyle:

Services and business as usual programs	
<p>Water security and quality</p> <ul style="list-style-type: none"> Monitor and protect the Shire's three wetlands and two waterways Groundwater licensing requirements and monitoring Water quality education and awareness <p>Bushfire risk management</p> <ul style="list-style-type: none"> Annual prescribed burnings and controls aligned to the Bushfire Risk Management Plan Annual Firebreak & Hazard Reduction inspections aligned to the Bushfire Act 1954 Fire mitigation on Shire managed lands and private properties Static water supply management – annual review of Strategic Tanks Plan Management and maintenance of the five fire stations 	<p>Pollution control - air, soil, water, noise and light</p> <ul style="list-style-type: none"> Weed control program Management and maintenance of three landfill sites Contaminated sites notifications from DWER – site inspections Annual asbestos management program Management of nutrient export and land degradation

The following table illustrates the priorities for the next four years

Corporate Business Plan			
2023/24 (Year 1)	2024/25 (Year 2)	2025/26 (Year 3)	2026/27 (Year 4)
Improvement Initiatives			
Meet the Department of Water and Environmental Regulations (DWER) Water usage allowance for the Shire's ground water licenses (% Compliance with DWER requirements)			
●	●	●	●
Implement Better Urban Water Management, including the preparation of Urban Water Management Plans (UWMP), for all new residential proposals (LPS)			
●	●	●	●
Develop an education strategy to limit traffic and motorbike noise			
●			
Update the Shire's WHS procedure to include Dieback and weeds prevention for contractors to adhere to best practice on-ground techniques (LBS)			
●			
Conduct a Contaminated Site Audit across the Shire of Chittering			
●			
Implement the annual prescribed burnings & controls aligned to the Bushfire Risk Management Plan			
●			
Develop a Water Tanks Plan for Strategic Water Supply – mapping (BMP)			
●	●		

The following table illustrates the priorities for the next four years

Corporate Business Plan			
2023/24 (Year 1)	2024/25 (Year 2)	2025/26 (Year 3)	2026/27 (Year 4)
Create a Shire of Chittering Strategic Fire Breaks Plan (BMP)			
●			
Develop weed mitigation strategies aligned to the Biodiversity Plan and the Shire's weed eradication program to reduce weed growth (LBS)			
		●	
Develop fuel reduction strategies in bushfire risk management aligned to the Bushfire Risk Management Plan (LBS)			
		●	
Implement a GIS system to incorporate new datasets showing LNAs and IHCVAs, properties registered in Land for Wildlife, voluntary bushland management program, properties covered by conservation covenants, significant flora conservation roads			
			●
Policy development / review			
Amend the Local Planning Scheme's 'water supply' rainwater tank calculation, to increase tank capacity, to reflect WAPC rural guidelines (LPS)			
●			
Projects			
Groundwater monitoring at Bindoon and Muchea landfill sites as per DWER requirements			
●			
Implement Streetlight program in new subdivision areas aligned to the Western Australian Planning Commission's 'Dark Sky and Astro tourism' Position Statement			
●	●	●	●
Implement the Fire Mitigation Control Projects			
●			
Implement the Fire Mitigation Control Special Funded Projects			
●			
Develop a Remediation Plan for 131 Muchea East Road and undertake remediation			
●			
Implement a Remediation Plan for 131 Muchea East Road and undertake remediation			
	●	●	●
New Portable Fire Traffic Management Lights			
●			
Australia Fire Danger Rating System Signs			
●			
Upgrade to CESM Vehicle to become Fire Mitigation Vehicle			
●			
Responsible Service Area			
Emergency Services; Development Services			

Outcome 5: Retaining rural amenities

STRATEGY 5.1	Balance development with natural environment and open spaces
STRATEGY 5.2	Planned development retaining rural amenity

The following table lists some of the key services and business as usual programs that assist in ensuring a balanced development with natural environment and open spaces.

Services and business as usual programs	
<p>Land use management</p> <ul style="list-style-type: none"> Promote the sustainable use of rural land for a range of compatible uses Promote sustainable agricultural land management Environmental and feasibility studies Zoning amendments <p>Land use management</p> <ul style="list-style-type: none"> Development application process within regulatory timeframes Building permit application process within regulatory timeframes 	<ul style="list-style-type: none"> Structure plan proposals process within regulatory timeframes Scheme amendments process within regulatory timeframes Planning policies review and develop Issue licenses, permits and certificates <p>Compliance: planning and building</p> <ul style="list-style-type: none"> Certified and uncertified building approvals compliance assessment Planning approvals compliance monitoring



The following table illustrates the priorities for the next four years

Corporate Business Plan			
2023/24 (Year 1)	2024/25 (Year 2)	2025/26 (Year 3)	2026/27 (Year 4)
Improvement Initiatives			
Ensure that all local reserves created (as a result of new subdivision) are managed according to an approved bushland management plan (LBS)			
●			
Provide future residential development in areas that have access to essential infrastructure and community facilities and services (LPS)			
●	●	●	●
Provide for limited rural residential development outside designated precincts only where it is of demonstrated benefit to the environment and improves bushfire management (LBS)			
●	●	●	●
Consolidate rural living development within the Bindoon, Lower Chittering, and Reserve Road precincts through 'rounding off' consistent with the Local Planning Strategy Map (LPS)			
●	●	●	●
Policy development / review			
Review Local Planning Scheme - Strengthen zone specific provisions to provide for multiple conservation lots (applicable to Rural Conservation, Rural Small Holdings, Rural Retreats and Rural Residential) (LBS)			
	●		
Review Local Planning Scheme - amend the Aim of Local Planning Scheme No.6 (h). to include a reference to regional and local ecological linkages (LBS)			
	●		
Develop a policy: Natural Area Conservation Strategy to prioritise and protect Shire owned natural areas and Shire Reserves and flora conservation roads (LBS)			
		●	
Develop a Public Open Space Strategy to prioritise the protection and management of all Shire Reserves and Flora conservation roads (roadside vegetation), managed by the Shire (LBS)			
			●
Review Local Planning Scheme - Change vesting of Shire owned natural areas of high conservation value to include Conservation or similar, to protect the regionally significant areas, having regard to recreation strategies and projects - Number of reserves and area of native vegetation vested for conservation (LBS)			
		●	
Create Bush Reserves Plan to ensure protection of local biodiversity - Stage 1 (LBS)			
			●
Projects			
Undertake environmental studies – Upgrading of Djidi-Djidi Ridge trail to new (existing) lookout from the carpark on the southern side (EDS)			
●			
Prepare a feasibility study for a long distance “Munda Biddi” style trail across the Shire that connects interregional to create a long distance (EDS)			
●			
Responsible Service Area			
Development Services; Economic Development and Tourism			

Outcome 6: Improving infrastructure

STRATEGY 6.1 Maintenance and construction of safe roads

The following table lists some of the key services and business as usual programs that assist in infrastructure improvement:

Services and business as usual programs
<p>Roads, footpaths, bridges, drainage maintenance and construction</p> <ul style="list-style-type: none"> • Drainage (culvert) maintenance • Seal and grading maintenance • Roads/street cleaning and sweeping • Road marking and signage • Street lighting, signs and traffic control • Kerbing and footpath maintenance • Flood damage maintenance • School bus shelter maintenance • Waste water system maintenance

The following table illustrates the priorities for the next four years

Corporate Business Plan			
2023/24 (Year 1)	2024/25 (Year 2)	2025/26 (Year 3)	2026/27 (Year 4)
Improvement Initiatives			
80% of planned road renewals completed, aligned to the adopted budget and the AMP: Roads (resealed)			
●	●	●	●
80% of planned sealed road upgrades completed, aligned to the adopted budget and AMP			
●	●	●	●
80% of planned renewals completed, aligned to the adopted budget and the AMP: Roads reseals/resheet)			
●	●	●	●
Conduct a Roads Condition Rating assessment every 5 years aligned to legislative requirements			
	●		
Conduct an inspection of all Road assets identified on the Forward Works Renewal Program to determine priority renewal requirements			
	●		
Review service levels			
	●		
Policy development / review			
Annual review and implementation of Council's 10-year Asset Maintenance Plan (AMP)			
●	●	●	●
Projects			
Depot upgrades			
●	●	●	
Bridge 4027 (Chittering Road) - construct new box culvert crossing (dependant on Main Roads funding)			
●			
Install street lighting on the corner of McGlew Road and Chittering Road; corner of Hereford Way and Muchea East Road and on the corner of Santa Gertrudis Drive and Muchea East Road			
●			

Note: General road maintenance is not listed in this section and will be carried out as part of business as usual.

Corporate Business Plan			
2023/24 (Year 1)	2024/25 (Year 2)	2025/26 (Year 3)	2026/27 (Year 4)
Roads: Sealed - Reconstruct			
Mooliabeenee Road			
●			
Wandena South Road			
●	●	●	
Steer Street			
●			
Edwards Place			
●			
Teatree Road			
●			
Ippolo Road			
●			
Chittering Valley Road			
●	●	●	
Ridgetop Ramble			
	●		●
Evergreen Rise			
	●		
North Road			
		●	●
Carl Road			
		●	●
Philmore Street; Forest Hill Parade			
		●	
Roads: Sealed - Reseal			
Chittering Road; Crest Hill; Ridgetop Ramble; Flat Rocks Road; Perry Road; Stephens Road; Spillman Road			
●			
Sugar Gum Drive; Peters Road; Santa Gertrudius Drive; Ghost Gum Ridge			
	●		
Wells Glover Road; Edmonds Place; Crest Hill Road			
		●	
Hay Flat Road; Leschenaultia Drive			
			●
Roads: Sealed - Black Spot			
Julimar Road; Chittering Valley Road			
●			
Mucnea Road South			
●	●		
Responsible Service Area			
Technical Services			

Note: General road maintenance is not listed in this section and will be carried out as part of business as usual.

STRATEGY 6.2	Townsites with attractive streetscapes
STRATEGY 6.3	Provision of community facilities to allow sport and recreation participation

The following table lists some of the key services and business as usual programs that contributes towards townsites with attractive streetscapes and a range of community facilities to ensure sport and recreation participation:

Services and business as usual programs	
<p>Community amenities, halls, sport and recreation centres, Shire buildings</p> <ul style="list-style-type: none"> Repairs, maintenance, cleaning, security, vandalism, cleaning, security Health and safety inspections including fire & emergency (extinguishers) Annual pest control program at all Shire owned buildings <p>Parks, ovals, reserves, public open spaces, gardens</p> <ul style="list-style-type: none"> mowing/slashing, watering, top dressing, planting, pruning, fertilizing, reticulation, fencing, weeding, mulching, storm damage <p>Play parks and BMX tracks</p> <ul style="list-style-type: none"> Equipment maintenance/repairs Health and safety inspections of play park equipment 	<p>Cemetery management and maintenance</p> <ul style="list-style-type: none"> Grave digging and maintenance Funeral bookings <p>Waste water management (sewerage)</p> <ul style="list-style-type: none"> Monitoring of on-site wastewater disposal systems and management of stocking restrictions <p>Street verge and gardens</p> <ul style="list-style-type: none"> Verge maintenance Streetscape maintenance Landscaping as per Council Policy aligned to the Asset Management Plan: Roads <ul style="list-style-type: none"> Implement the Shire’s tree planting program (100 per annum)

The following table illustrates the priorities for the next four years

Corporate Business Plan			
2023/24 (Year 1)	2024/25 (Year 2)	2025/26 (Year 3)	2026/27 (Year 4)
Improvement Initiatives			
Implement the Shire’s streetscape program			
	●	●	●
Implement Trees for Residents Program			
●	●	●	●
Brockman Centre – forward planning/consultation			
			●
Official opening of Muchea Complex (Recreation Centre) Upgrade (S&RP)			
●			
Policy development / review			
Review the Shire’s Verge Policy			
			●
Develop a Landscaping Policy for the Shire to encourage use of locally indigenous plants in landscaping on public and private land - endorsed by Council (LBS)			
			●
Develop Shire’s Facility Management Framework			
●			
Develop Facility Management Plans for each Community Facility (10) and possible extra one - Lower Chittering Community Centre			
●			

Corporate Business Plan			
2023/24 (Year 1)	2024/25 (Year 2)	2025/26 (Year 3)	2026/27 (Year 4)
Develop a Governance Model for Muchea Recreation Centre			
●			
Projects			
Landscaping			
Landscaping at the cemetery			
●			
Cemetery Memorial Gardens (Landscaping)			
	●		
Bindoon Landscaping project			
		●	●
Cemetery memorial gardens landscaping project			
	●		
Community amenities			
Clune Park Public Conveniences upgrades			
	●		
Cemetery upgrades			
●			
Wannamal Public Conveniences upgrades			
	●		
Community halls, centres, recreation facilities			
Minor Bindoon Hall upgrades			
●	●	●	●
Minor Chinkabee Complex upgrades			
●	●	●	●
Minor Sandown Park upgrades			
●			
Minor Wannamal hall upgrades			
●	●		
Muchea Clubroom Redevelopment (EDP)			
●	●		
Lower Chittering Community Centre (hall replacement) – Y1-design; Y3-construction (S&RP)			
●		●	
John Glenn Park Upgrade			
●			
Bindoon Mountain Bike Park Infrastructure (EDP)			
●	●	●	
Sport courts / pitches (netball, tennis, cricket)			
Muchea hall netball court surface resurfacing (S&RP)			
●			

Corporate Business Plan			
2023/24 (Year 1)	2024/25 (Year 2)	2025/26 (Year 3)	2026/27 (Year 4)
Paths and trails			
Bindoon Lake Needonga trail (S&RP) – Y1 – concept; Y2 - construction			
	●	●	
Chittering - Djidi Ridge Trail and further enhancements (EDS)			
●		●	
Yozzi Road walk trail (EDS)			
●			
Lower Chittering Reflections area/ walk trails			
	●		
Development of a Horse Bridle trails – Y1-concept; Y2-construction (EDS)			
●	●		
Implement the Shire wide footpaths – new/upgrade/replacement (S&RP)			
●			
Parks, ovals, reserves, public open space, gardens			
Dog exercise park (EDS)			
●			
Lower Chittering parks & ovals (S&RP)			
●	●	●	●
Wandena Public Open Space Y1-concept/design; Y2-construct (S&RP)			
	●	●	
Spoonbill Picnic area consultation (S&RP)			
			●
Shire-wide additional oval for Muchea overflow Y1-concept/design; Y2-construct (S&RP)			
			●
Muchea Dual Pump & Jump Track (John Glenn Park) Y1-concept/design; Y2-construct (S&RP)			
	●	●	
Rosa Park (Chittering View Estate) - Public Open Space – consult/design (S&RP)			
		●	
Sussex Bend Reserve Pump track (EDS)			
●		●	
Responsible Service Area			
Parks and Reserves; Community Development			

SUPPORT NEW AND LOCAL BUSINESS WITH A FOCUS ON AGRICULTURE AND TOURISM

Outcome 7: Economic growth

STRATEGY 7.1	Support investment which stimulates sustainable industries, business and job growth
STRATEGY 7.2	Support agricultural growth, with a focus on local produce and agribusiness

The following table lists some of the key services and business as usual programs that assist the economic growth within the Shire:

Services and business as usual programs
Stakeholder management
Advocacy
<ul style="list-style-type: none"> Advocate for key community and economic infrastructure
Investment attraction
<ul style="list-style-type: none"> Agriculture and agribusiness
Strategic land use
Industrial land development
<ul style="list-style-type: none"> Muchea Industrial Park Binda Place management and maintenance

The following table illustrates the priorities for the next four years:

Corporate Business Plan			
2023/24 (Year 1)	2024/25 (Year 2)	2025/26 (Year 3)	2026/27 (Year 4)
Improvement Initiatives			
Liaise with Northern Growth Alliance on the Wheatbelt Development Commission's long-term strategy – Green Paper			
●			
Advocate for more employment-generating zoned land outside of Muchea Industrial Park (EDS)			
	●		
Advocate for Neaves Road - connect East West heavy haulage routes to Muchea (EDS)			
	●		
Advocate for Sewerage at Department of Water aligned to the Economic Development Plan (EDS)			
	●		
Post school education opportunities - Explore and identify possibilities for potential tertiary education and training facilities to be located within the Shire (EDS)			
			●
Highlight opportunities in investment attraction planning - by matching industry openings with strategic land use (EDS)			
			●
Explore exporting options and the possibility of creating a local cross-regional brand with regional neighbours with similar offerings, such as Gingin, Toodyay, Dandaragan, Moora (EDS)			
		●	
Investigate opportunity of industry targeted agriculture investment attraction are present (EDS)			
		●	

Corporate Business Plan			
2023/24 (Year 1)	2024/25 (Year 2)	2025/26 (Year 3)	2026/27 (Year 4)
Policy development / review			
Review the Shire's Economic Development Strategy			
	●		
Develop a plan for investment attraction and job creation (EDS)			
	●		
Projects			
Business Station Thrive Program			
●			
Install an Electric Vehicle Charging Station in Bindoon			
●			
Responsible Service Area			
Economic Development and Tourism			



Outcome 8: Local business growth

STRATEGY 8.1 Encourage and support local businesses and new investments for the future

The following table lists some of the key services and business as usual programs that supports local business growth:

Services and business as usual programs

Local businesses support services

- Business directory
- Business Grants
- Business information
- Business upskill programs
- Business innovation network

The following table illustrates the priorities for the next four years

Corporate Business Plan			
2023/24 (Year 1)	2024/25 (Year 2)	2025/26 (Year 3)	2026/27 (Year 4)
Improvement Initiatives			
Investigate the creation of a local jobs portal to connect local employers with local workers alongside the local business directory (EDS)			
●			
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 (EDS)			
●			
Ongoing marketing aligned to the newly developed Business Directory to assist businesses to increase their knowledge and skills base (EDS)			
●	●	●	●
Review Small Business Development Applications (SBDC) approval process (EDS)			
●			
Communicating generic approval process and timelines aligned to the Small Business Friendly Approvals Program (SBFAP) (EDS)			
●			
Establish a Business Innovation Network - Working with the Northern Growth Alliance (NGA), create platform for businesses from across the regions to engage and share ideas and solutions to shared challenges and opportunities (EDS)			
	●		
Policy development / review			
Review the Small Business Friendly Approvals Program			
	●		

Corporate Business Plan			
2023/24 (Year 1)	2024/25 (Year 2)	2025/26 (Year 3)	2026/27 (Year 4)
Projects			
Local Business Support Program			
●			
New signage for business activations (EDS)			
	●		
Responsible Service Area			
Economic Development and Tourism			



Outcome 9: Increase tourism

STRATEGY 9.1	Support and promote accommodation options
STRATEGY 9.2	Facilitate, promote and support visitation
STRATEGY 9.3	Increase in nature-based tourism and agritourism

The following table lists some of the key services and business as usual programs that supports tourism growth within the Shire:

<p>Services and business as usual programs</p> <p>Caravan park and campgrounds</p> <ul style="list-style-type: none"> Management and maintenance of caravan park and campgrounds <p>Area promotion and public relations</p> <ul style="list-style-type: none"> Tourism marketing Destination Perth Tourism signage, product development & business support Visitor Centre roadside promotion <p>Tourism signage</p> <p>Tourist Bureau management and building maintenance</p> <p>Product development</p> <p>Heritage</p> <ul style="list-style-type: none"> Aboriginal heritage Built heritage Heritage education programs
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The following table illustrates the priorities for the next four years

Corporate Business Plan			
2023/24 (Year 1)	2024/25 (Year 2)	2025/26 (Year 3)	2026/27 (Year 4)
Improvement Initiatives			
Implement the Tourism Action Plan			
●			
Explore option to increase accommodation opportunities			
●			
Uncover Chittering Indigenous History (EDS)			
●			
Investigate the potential for identifying and attracting marquee events and bolster Chittering brand - food festivals, long-distance style cycling events (EDS)			
●			
Visitors survey and metric capture (EDS)			
●			
Continue to promote the Shire through implementing initiatives such as social media strategies, paid television features as part of Destination Perth Membership benefits (EDS)			
●			
Increase political & tourism industry awareness of Chittering as a quality tourism destination (EDS)			
●			
Increase skills & knowledge - run tourism development (incl. Agritourism) workshops (EDS)			
●			

Corporate Business Plan			
2023/24 (Year 1)	2024/25 (Year 2)	2025/26 (Year 3)	2026/27 (Year 4)
Increase Chittering's reputation as a desirable food growing region			
●			
Regional Northern Growth Alliance (NGA) food brand strategy (EDS)			
	●	●	
Develop products that promote and raise revenue for tourism promotion, including agritourism and dark sky tourism (EDS)			
		●	
Pilgrimage/religious tourism - investigate potential of developing or attracting religious tourism products (EDS)			
		●	
Coordinate a familiarisation tour through Shire tourism vendors and hold a market expectations workshop to understand target market segments aligned to the Tourism Strategy (EDS)			
			●
Policy development / review			
Review the Tourism Strategy			
		●	
Projects			
Tourist Bureau Building upgrades			
●			
Implement the Signage Strategy actions			
●			
Equine infrastructure - Investigate the current offering of Bridle Trail circuits in Chittering for both local visitation and for tourism (EDS)			
●			
Facilitate a night-time economy that provides activation of town centres (EDS)			
		●	
Bindoon Museum upgrade display - Brockman Project (EDS)			
			●
Roadside Valley Viewpoint/pullover bays			
●	●		
Bindoon caravan park & campgrounds – construction (EDS)			
	●		
Lower Chittering caravan park & campgrounds – Y1-feasibility study & design; Y2-construction (EDS)			
		●	●
Stargazing infrastructure - Astro tourism site development (EDS)			
●			
Visitor Centre refurbishments and upgrades (EDS)			
			●
Udumung Nature Reserve Signage and Designated Trail (EDS)			
			●
Responsible Service Area			
Economic Development and Tourism			

Outcome 10: An engaged Shire

STRATEGY 10.1 Continue to engage with the community, using a variety of methods of inviting input

The following table lists some of the key services and business as usual programs that contributes to community engagement:

Services and business as usual programs
<p>Customer services relations</p> <ul style="list-style-type: none"> • Civic Centre front counter • Website management • Complaints management <p>Community engagement</p> <ul style="list-style-type: none"> • Surveys • Workshops • Events

The following table illustrates the priorities for the next four years

Corporate Business Plan			
2023/24 (Year 1)	2024/25 (Year 2)	2025/26 (Year 3)	2026/27 (Year 4)
Improvement Initiatives			
Implement a Customer Relations Management Solution stage 1 aligned to the Small Business Friendly Approvals Program (SBFAP)			
●			
Planned community and stakeholder engagement			
<ul style="list-style-type: none"> • Replacement of Lower Chittering Hall • Development of Muchea Recreation Centre • Development of Patens Reserve Plan (walk trail, play area, recreation space) 			
●	●	●	●
Policy development / review			
Review the Community Engagement Framework (Risk register)			
●			
Projects			
Install Four Community Notice Boards			
●			
Responsible Service Area			
Community Development; Corporate Services; Economic Development and Tourism			

Outcome 11: Accountable and transparent governance

STRATEGY 11.1

STRATEGY 11.2

The following table lists some of the key services and business as usual programs that contributes towards an accountable and transparent council:

Services and business as usual programs	
<p>Governance</p> <ul style="list-style-type: none"> • Risk management • Local government elections • Audit and legal services • Statutory compliance <p>Council and administrative support</p> <ul style="list-style-type: none"> • Council meetings <ul style="list-style-type: none"> - Agendas and minutes • Elected members administrative support <p>Public relations and communication services</p> <ul style="list-style-type: none"> • Media relationship management • Publications • Online and digital communications <p>Information services</p> <ul style="list-style-type: none"> • Information technology • Records management <p>Human resource management</p> <ul style="list-style-type: none"> • Occupational safety and wellbeing • Organisational development • Recruitment process • Employee relations 	<p>Strategic planning</p> <ul style="list-style-type: none"> • Long term planning <ul style="list-style-type: none"> - Long term financial planning - Strategic community planning - Strategic asset management planning • Medium term planning <ul style="list-style-type: none"> - Corporate business planning - Annual budgeting process - Workforce planning - Capital works planning <p>Financial and Procurement Services</p> <ul style="list-style-type: none"> • Rates management • Strategic grants management • Taxation compliance • Revenue and expenses • Payroll management • Contracts and procurement <p>Property services</p> <ul style="list-style-type: none"> • Leasing and licensing services • Property management and maintenance services

The following table illustrates the priorities for the next four years:

Corporate Business Plan			
2023/24 (Year 1)	2024/25 (Year 2)	2025/26 (Year 3)	2026/27 (Year 4)
Improvement Initiatives			
Launch Shire of Chittering App			
●			
DAIP awareness training – Deliver information sessions for management and leadership roles on inclusive employment and service practice by September 2023 (DAIP)			
●			
Research & assess alternative information formats for viability & implementation (DAIP)			
●			
Develop a plain English complaint handling process and update Customer Service Charter (DAIP)			
	●		
Create public and employee awareness of process and accessibility options (DAIP)			
	●		
Review and update Shire Recruitment information on website to address EEO and DAI recruitment and employment by March 2025 (DAIP)			
	●		

Corporate Business Plan			
2023/24 (Year 1)	2024/25 (Year 2)	2025/26 (Year 3)	2026/27 (Year 4)
Redevelop website to ensure it complies with the W3C web content guidelines and relevant State Government Access Guidelines for Information, Services and Facilities guidelines (DAIP)			
	●		
Employee awareness – Create and deliver as short training session for all employees in regards to the need for alternative information formats and how to access this through the Shire (DAIP)			
		●	
Implement improvement actions resulted from the OSH Audit completed in 2022/23			
●			
Policy development / review			
Review all council policies (including Equal Employment Opportunities Policy) to align with Disability Access and Inclusion Strategy (DAIP)			
●			
Review the Asset Management Policy			
●			
Projects			
3-yearly review of Financial Management and Audit Regs 17			
●			●
5-yearly review of the Recordkeeping Plan			
		●	
Feasibility Study – Lower Chittering Caravan Park (Old Hall Site)			
●			
Feasibility Study – Bindoon Caravan Park (Mountain Bike Park)			
●			
3-yearly review of the Shire’s Financial Management Systems			
●			●
Undertake the Gross Rental Value (GRV) Valuation aligned to the <i>Valuation of Land Act 1978</i>			
●			
Undertake the Fair Value Assessment - Land & Buildings			
			●
Undertake the Fair Value Assessment – Infrastructure			
●			
Implement the annual Plant Replacement Capital Program and disposal of old items			
●	●	●	●
Review of the Shire’s Strategic Community Plan			
● (minor review)			● (major review)
Implement the ICT Roadmap			
SynergySoft replace with CouncilFirst			
●	●		
CouncilFirst – Recordkeeping system; CouncilFirst – Financial system; Sophos upgrade; Asset Management system; Library Management System; Council Connect Website			
●			
Responsible Service Area			
Office of the CEO; Corporate Services; Development Services			

MAJOR PROJECTS

Wandena
Road
Upgrade

New
Community
Centre
in Lower
Chittering

Revegetation
of Designated
Areas

Fire Mitigation

New recreational
facility in Muchea

Independent
Living Units
Development

Regional NGA
food brand

Mountain Bike
Park and Caravan
Park in Bindoon

OUR PERFORMANCE

Council’s commitment to its planning and performance reporting processes, ensure transparency and accountability on the progress of our priorities and plans. The table below shows how we report against each of our major plans and programs:

Planning			Performance			
Responsible Owner	Output	Plan Duration	Review Frequency	Audience	Output	Reporting Frequency
Strategic						
Council	Strategic Community Plan	10-Year	Major Review: 4-Yearly	Community	Annual Report	Annual
			Minor Review: 2-Yearly			
Corporate						
CEO, ELT	Corporate Business Plan	4-Year	Annual	Community, Council	Performance Reports	Quarterly
	Annual Operational Plan	1-Year	6-Monthly		Annual Budget Mid-Year Review Report	December
	Annual Budget	1-Year	Annual		Monthly Financial Reports	Monthly
Operational						
Business Unit Managers / Coordinators	Business Unit Budget & Operational Plans	1-Year	Quarterly	CEO, Executive	Performance Reports	Quarterly



OUR RISK MANAGEMENT

Risk is managed in accordance with the appetite for risk, as determined by the Council. These risks are regularly reviewed, monitored and where appropriate, reported to the Audit and Risk Committee and Executive Leadership Team in line with the Risk Management Framework. This ensures that adequate progress is made to address the prioritised risks, and that the management systems and controls in place for risk management are effective. Successful delivery of this Corporate Business Plan relies on having a good understanding of our operating context, and establishing and maintaining strong relationships with our stakeholders.

The following information summarises the Shire of Chittering's Risk Profile that consists of 15 Strategic Risks that are being monitored and reviewed throughout the year.

Strategic Risk	Description
Asset Sustainability practices	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.
Business 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).
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 & public domain legal documentation.
Document management	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 Elected 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 & 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	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.

OUR RISK MANAGEMENT

Strategic Risk	Description
Project Change management	Inadequate analysis, design, delivery and / or status reporting of change initiatives, resulting in additional expenses, time delays or scope changes
Safety & Security	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.
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 & monitoring processes.





Chittering - offering an idyllic rural lifestyle in Muchea, Lower Chittering, Chittering, Mooliabeenie, Bindoon and Wannamal