



Annual Report 2023-2024

Acknowledgement of Country

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



*Kangaroo Paw (Anigozanthos)
on Pioneer Drive, Bindoon.*

Front cover

Top left to right: Chittering Bushfire Brigade volunteer and resident at Bonfire Night, 2024, and residents at the Bindoon Library Forget Me Not Dementia Cafe.

Bottom left to right: Event patrons at Bindoon Mountain Bike Park Official Opening 2024, and Chittering St John Ambulance volunteers at Australia Day Celebrations, 2024.

Accessing our Annual Report

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

Alternative formats

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

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

Feedback and Questions

We are confident that this report will provide you with detailed information about the broad range of services our Shire provides to the community and to various other stakeholders. Please email us at: chatter@chittering.wa.gov.au to provide any feedback or if you require any further information.

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Introduction

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

The Shire of Chittering's (the Shire) 2023/24 Annual Report provides a comprehensive overview of the Shire's performance throughout the financial year, showcasing both our successes and the challenges faced. This report is prepared in line with Global Reporting Initiative (GRI) standards, underscoring our commitment to sustainability, transparency, and governance excellence.

We see this report as a valuable tool for communicating with our stakeholders — including residents, ratepayers, local businesses, non-government organisations, partners, other government departments, and agencies — about our achievements, challenges, and future plans.

The report also serves as an important platform to engage our employees, offering insight into how their efforts contributed to achieving the Shire's vision, the year's performance highlights, and expectations for the coming year. It also outlines how we will address opportunities for improvement.

Key points include:

Compliance: Meets the *Western Australia Local Government Act 1995* requirements and statutory deadlines.

Performance Overview: Provides insights into our economic, environmental, social, and governance performance.

Strategic Alignment: Reflects progress towards the Shire's 10-year Strategic Community Plan (SCP) and the 4-year Corporate Business Plan (CBP).

Community and Stakeholder Communication: Enhances awareness of Shire programs, services, and future plans.

Accountability: Demonstrates our commitment to transparent and accountable governance.

Our Annual Report is organised into seven sections:

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



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

Our Strategic Direction

Our Vision

‘Prosperous and diverse rural communities living in harmony with nature.’

We will do this by:

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

Our Values

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

Positive Attitude

Respect

Accountability

Teamwork

Our Strategy

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

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

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

Community An inclusive, active, safe and healthy community (SO1). <ul style="list-style-type: none">• Connected communities (O1)• A safe and healthy community (O2)	Built Environment Well planned built landscapes that are progressive, vibrant, diverse and reflect the Shire’s unique country lifestyle (SO3). <ul style="list-style-type: none">• Retaining rural amenity (O5)• Improving infrastructure (O6)
Natural Enviroment A protected and bio-diverse environment which community and visitors enjoy (SO2). <ul style="list-style-type: none">• Sustainable lifestyle (O3)• Environmental protection (O4)	Economy Thriving, sustainable and diverse economic investment and local employment opportunities from cottage to large scale industry (SO4). <ul style="list-style-type: none">• Economic growth (O7)• Local business growth (O8)• Increased visitors (O9)
Administration and Governance A responsive and empowering Council which values consultation, accountability and consistency (SO5). <ul style="list-style-type: none">• An engaged Shire (O10)• Accountable and transparent governance (O11)	

Strategic Objectives (SO)
Outcome (O)

President's Message



Reflecting on Our Performance for the Year

The 2023/24 financial year was one of achievement and growth for the Shire. Our proactive financial management led to a 98.2% rates collection rate, up from 97.9% last year, showcasing the community's commitment and our effective stewardship. This solid financial foundation enabled us to complete key infrastructure projects, including the Muchea Recreation Centre and major roadworks across Chittering Valley Road, Mooliabeenee Road, Stephens Road, and Julimar Road. Additionally, the architectural design for the Lower Chittering Community Centre was finalised, paving the way for this important future development. These projects enhance safety, connectivity, and the Shire's rural charm, ensuring we continue to support our community's needs while fostering future growth.

Community-Centric Achievements

This year's accomplishments extend beyond physical infrastructure to community wellbeing and environmental sustainability. We distributed 2,500 plants as part of our ongoing environmental programs, and the completion of all our legislative health inspections and samplings ensured that we continued to meet regulatory standards. We recognise the environmental challenges posed by our unique landscape and are actively working to protect key waterways, native habitats, and biodiversity.

The Bindoon Public Library's Dementia Support Services earned recognition from the State Library Board, reflecting our dedication to inclusive community services. The adoption of the Public Health and Wellbeing Plan 2023-

2027 ensures that health remains a priority. Additionally, we have made progress toward reconciliation by engaging with Traditional Owners of the land, and developing a roadmap for the Reconciliation Action Plan (RAP).

Strengthening community engagement included adding four new notice boards and consulting on various projects, including the Muchea Recreation Centre playground. Events like Taste of Chittering, which attracted 3,500 attendees, boosted local tourism and showcased our region's assets.

Looking Forward

We are gearing up for key projects in 2024/25, including major road upgrades, independent living development, and expanded bushfire mitigation. We will continue to prioritise community engagement, ensuring that residents' voices guide our planning and decision-making. The journey ahead promises new opportunities and challenges, but with a shared vision and strong foundation, I am confident that we will continue to make Chittering an appealing place to live, work, and visit.

Acknowledgments

My gratitude goes to our CEO, councillors, staff, and community for their dedication. I'd like to give special recognition to our CEO, whose leadership and initiatives were instrumental in the Shire winning the National Local Government Award for Women in Local Government—a well-deserved testament to her outstanding contributions.

Warm regards,

A stylized, handwritten signature in dark ink, appearing to read 'Aaron King'.

Cr Aaron King

Shire President

Chief Executive Officer's Message



Operational Performance and Achievements

The 2023/24 year marked another step forward for the Shire, with an 87% CBP implementation rate, 4% higher than last year, showing our teams' commitment and the effectiveness of our strategies. Financially, we demonstrated strong budget management and utilised 79% of our capital budget—an improvement from 72% previously. Despite delays from supply chain issues, we stayed committed to enhancing infrastructure.

Enhancing Internal Operations and Governance

Our Culture Survey showed a 43% improvement in organisational culture and engagement. Amendments to various local laws streamlined processes, while the Silver Award from the Australasian Reporting Awards reaffirmed our commitment to transparency. The Shire's governance was further strengthened by the introduction of livestreamed council meetings, providing accessible and accountable processes.

IT enhancements and data protection investments supported both office-based and remote working. Our dedication to empowering staff was demonstrated by initiatives supporting female trainees and young practitioners, underscored by winning a National Award for Women in Local Government.

Challenges and Opportunities

Economic fluctuations affected costs and timelines, but we addressed these challenges with strategic planning. We also balanced development with environmental preservation, finalising the Remediation Action Plan for the contaminated site on Muchea East Road and promoting sustainability through our plant distribution

community project and recreational trail enhancements.

Bushfire Event and Recovery Efforts

In January 2024, our Shire faced significant challenges from a bushfire that impacted several communities. Thanks to the rapid response of our emergency services and the unwavering support from volunteers, we safeguarded lives and properties. The community's resilience was evident as residents rallied to assist those affected.

Immediately following the bushfire, severe storms posed additional challenges. However, our robust emergency management strategies and community cooperation enabled us to effectively navigate these events. This recovery process not only reinforced our community's preparedness but also highlighted our collective strength and commitment to resilience.

Strategic Priorities for the Coming Year

In 2024/25, our priorities will encompass major road upgrades, enhancements in fire and emergency management, and improvements to recreational facilities. Key projects will include the acquisition of land to develop independent living blocks for our older residents, as well as new playground installations and spectator shelters to enhance the courts at Muchea.

Our achievements lay a strong foundation for the future, and I am optimistic about our path forward. I want to acknowledge our staff's dedication, as well as the support from our President, Council Members, and the community, all of whom have been instrumental in reaching these milestones. Together, we will build a resilient, vibrant, and sustainable future for the Shire.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Melinda Prinsloo'. The signature is fluid and cursive, written in a professional style.

Melinda Prinsloo
Chief Executive Officer

Our Performance Summary

- **Organisational Performance Summary:** A summary of both financial and non-financial results.
- **Highlights and Challenges:** Key achievements and issues faced.
- **External Awards:** Recognition of the Shire's achievements.
- **Financial Performance Summary:** Overview of financial results, capital works program, and the allocation of ratepayer funds.
- **Budget Outlook for the Coming Year:** A summary of the projected budget and strategic financial priorities for the upcoming year.
- **Future Strategic Priorities and Key Projects:** Major projects and priorities for the coming year.
- **2024 Natural Disaster Response:** A case study highlighting the Shire's leadership and response to the year's major bushfire and storm events.

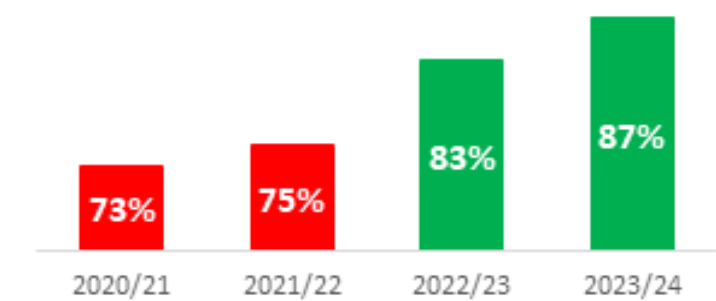
Spoonbill Lake sights from a bush walk in Chittering.



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

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

Corporate Performance

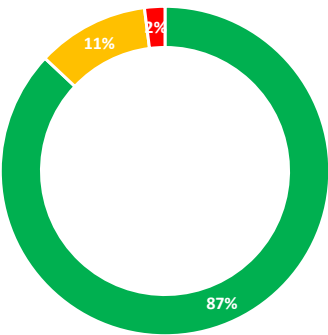


Over the past four financial years, the Shire has consistently improved its performance in implementing the CBP, working towards the annual target of 80%.

In 2020/21, the Shire achieved a 73% implementation rate, falling short of the target but identifying key areas for future focus. By 2022/23, we exceeded the target for the first time, reaching 83%.

This upward trend continued into 2023/24, with an 87% implementation rate, reflecting a 14% improvement over four years. These results highlight our commitment to continuous improvement and delivering positive outcomes for the community.

Overall Corporate Performance



Council adopted 135 annual actions for the 2023/24 financial year through the annual review of the 4-year CBP. The Annual Operational Plan, a subset of the CBP, outlines the details of year 1 of the CBP and is closely aligned to the Shire’s Annual Budget. During the mid-year planning and budgeting review process, 37 annual actions were either cancelled or deferred (**page 108**) to outer years and have not been included in the calculation of the overall performance results.

Council has achieved an overall performance of 87% (85 of 98 annual actions were either completed or on target). Eleven annual actions were slightly behind schedule and two were behind schedule or did not meet the target set for 2023/24 financial year. Detailed performance information is available in ‘Our Operational Performance’ section starting on **page 68**.

Our Significant Capital Projects

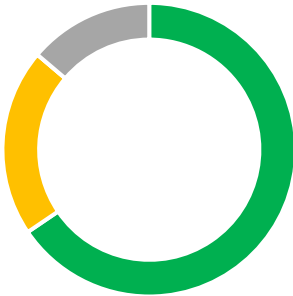
During the 2023/24 financial year, the Shire successfully executed several major capital projects, reflecting our commitment to enhancing community infrastructure and services. Below is an overview of the key projects, their progress as of 30 June 2024, and their financial performance:

PROJECTS	2022/23 Results		2023/24 Results		Project status update
	% Project progress	% Budget spent	% Project progress	% Budget spent	
Muchea Recreation Centre	85%	60%	100%	108%	Recreation Centre was completed, with its formal opening held in April 2024.
Chittering Valley Road (R2R)	100%	117%	100%	92%	Completed on time and within budget.
Mooliabeenue Road (RRG)	Not applicable in 2022/23, projects started in 2023/24.		100%	90%	Completed on time and within budget.
Chittering Road (RRG)			100%	102%	Completed on time and within budget.
Julimar Road (BS)			90%	79%	Works completed, Black Spot Audit to be completed in next financial year.
Stephens Road			100%	105%	Completed on time and within budget.
Steer Street			80%	3%	Base works completed, Asphalt to be completed in August.
Bindoon Mountain Bike Park	70%	31%	100%	104%	Stage 1 completed.

Information on projects and actions that have been rolled over to next financial year are listed on **page 108**.

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

Community



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

Highlights

- Four digital community notice boards were installed to enhance local communication.
- Achieved a steady improvement in rates collection, with a 98.2% collection rate in 2023/24, up from 97.9% in the previous year, and reducing arrears to \$95,000 over three years.
- Adopted the Public Health and Wellbeing Plan 2023-2027, outlining strategic goals for community health and environmental enhancement.
- Made progress in reconciliation action planning by visiting the Elders of the land and creating a roadmap to assist in the development of the Reconciliation Action Plan (RAP).

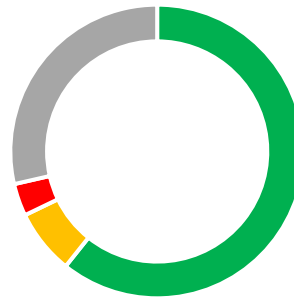
Challenges

- **Older Demographics:** 20% of the Shire's population over 65 resides in Bindoon, creating a demand for public transport, age-friendly services, and affordable housing. The Chittering Health Centre and planned Independent Living Blocks aim to address these needs.
- **Bushfire Awareness and Preparedness:** The Shire is bushfire-prone, requiring enhanced community awareness and preparedness for emergencies. This includes educating residents on bushfire safety, developing effective emergency plans, and ensuring vulnerable facilities are within townsites for better access during emergencies.
- **Community Assisted Transport:** The service grew significantly, providing vital support. While reliance on volunteers during business hours posed some challenges, most community needs were successfully met.



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

Natural Environment



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

Highlights

- Completed all legislative health inspections and samplings, ensuring regulatory compliance.
- Finalised the Remediation Action Plan for a contaminated site on Muchea East Road, advancing environmental management efforts and reinforcing the Shire's commitment to sustainable practices.
- Distributed 2,500 plants to residents, promoting sustainability and local greenery.

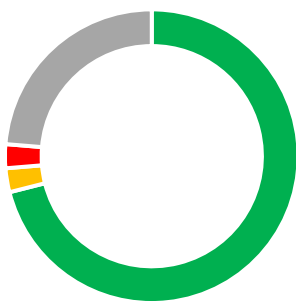
Challenges

- **Waterway Management:** The Shire includes significant portions of the Ellen Brook and Brockman River Catchments, impacting the Swan River. Effective nutrient management from wastewater and livestock, particularly in Lower Chittering and Muchea, is crucial for protecting water quality.
- **Land Use and Environmental Protection:** Future land use proposals must prioritise the protection of key waterways and wetlands to ensure sustainable environmental outcomes.
- **Water Supply:** Bindoon is the only area with a water supply scheme, while most townsites relying on rainwater tanks and septic systems. Waterlogging in certain areas exacerbates nutrient release into waterways.
- **Alternative Water Systems:** Alternative water and wastewater systems must meet environmental and public health standards to safeguard both resources and the community.
- **Biodiversity and Conservation:** The Shire hosts habitats for rare and threatened species, with 10% of native vegetation protected. Future development will prioritise cleared areas to safeguard these natural habitats.



Blue Lechenaultia on Tea Tree Road, Bindoon.

Built Environment



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

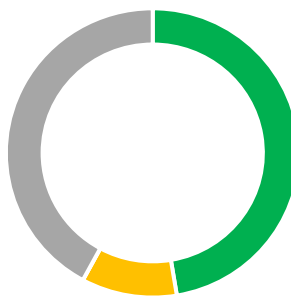
Highlights

- Processed 318 building permits and assessed 195 uncertified and 117 certified applications, ensuring compliance and supporting development.
- The Muchea Recreation Centre was completed, with its formal opening held in April 2024.
- Finalised the architectural design for the Lower Chittering Community Centre, facilitating future community development.
- Completed major roadworks on Chittering Valley Road, Mooliabeenee Road, Stephens Road, and Julimar Road, improving infrastructure and connectivity.

Challenges

- **Capacity for Rural Living:** Lower Chittering is nearing capacity for rural living, while Muchea faces water and sewerage management challenges.
- **Smaller Residential Lots:** Smaller residential lots are needed to ensure cost-effective infrastructure delivery, including essential services like water, sewerage, and roads. This would also improve housing affordability and support a sustainable funding model for infrastructure maintenance and upgrades.
- **Protecting Rural Character:** Preserving the Shire's rural character requires visual impact assessments and appropriate screening for future developments along key routes.
- **Firefighting Resources:** As new developments emerge, increased demand for firefighting resources necessitates careful planning, adherence to bushfire guidelines, and collaboration with developers to incorporate essential features like fire hydrants, water tanks, and strategic access points.

Economy



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

Highlights

- Successfully hosted Taste of Chittering, drawing 3,500 patrons and highlighting local produce and tourism.
- Completed the Yozzi Road walk trail, enhancing recreational options and supporting tourism.
- Conducted a community consultation survey for proposed bridle trail networks, engaging residents in expanding recreational offerings.
- Gained valuable exposure through Destination Perth and Perth Vibes campaigns, boosting the Shire's profile as a regional destination.

Challenges

- **Employment and Workforce:** The Shire has a low job-to-resident ratio, with many residents commuting outside the area for work. Additionally, the young adult workforce is underrepresented, with only 7% aged 15-24.
- **Tourism and Hospitality:** Despite its proximity to attractions like Swan Valley and New Norcia, the Shire faces a shortage of accommodation and dining options. There is a growing demand for rural retreat-style accommodations.

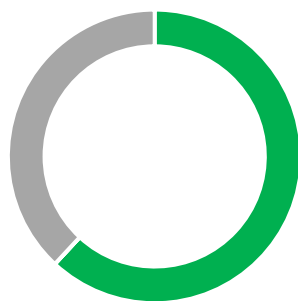


Stringybark Winery and Restaurant in Lower Chittering.



Nesci Estate Wine Farm in Lower Chittering.

Administration and Governance



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

Highlights

- Implemented 87% of the CBP, a 4% improvement from last year and a 14% increase over four years.
- Received a Silver Award at the Australasian Reporting Awards for governance and transparency.
- Won the National Local Government Award for promoting gender equity in the Women in Local Government category.
- Conducted a Culture Survey with a significant improvement of 43% between 2021 and 2024.
- The financial statements for the previous year showed remarkable improvement, with only one minor issue identified during the audit (purchase orders issued after the invoice date), a substantial improvement compared to prior years, which included both significant and moderate findings.
- Adopted key amendments to several local laws, including the Dogs Local Law, Keeping and Control of Cats Local Law, Local Government Property and Public Places Local Law and the Standing Orders Local Law.
- Improved governance transparency and accessibility by recording and livestreaming council meetings for enhanced community engagement and participation, despite it not being a legislative requirement.

Challenges

- **Economic Conditions:** Fluctuating global economic conditions affect operational costs and project timelines due to inflation and supply chain disruptions.
- **IT Investment:** Ongoing investment in IT is necessary to ensure data protection, integrity, and efficiency in both office and remote work environments.
- **Community Connection:** Enhancing community connection remains a priority, with a focus on funding local events to foster social cohesion.
- **Conservation Incentives:** Conservation incentives in the Local Planning Strategy present a challenge in balancing development with environmental preservation, as it requires overcoming resistance, ensuring effective enforcement, and aligning with broader goals.



Watertank and pottery shed at Brockman Precinct, Bindoon.

External Awards

During 2023/24, the Shire was honoured with several prestigious awards and nominations. These recognitions underscore our innovative initiatives in key areas and demonstrate our leadership in local government.

Women in Local Government National Award

The Shire won the Local Government National Award for Women in Local Government, recognising the initiatives implemented under the leadership of CEO Melinda Prinsloo that support women in the workplace. This achievement highlights the Shire's commitment to mentoring, training and career development through several key initiatives:

- **Mentoring and Development:** Melinda championed the growth of four female trainees in administration, tourism, and road maintenance, guiding them as they worked toward their TAFE qualifications.
- **Young Women Practitioners:** The Shire facilitated the appointment of two young women in planning and public health, pairing them with senior female leaders for mentorship and career development.
- **Flexible Work Environment:** Under Melinda's leadership, the Shire adopted a flexible work culture, providing working mothers with remote work options and adjusted hours.

In summary, Melinda's initiatives have greatly enhanced the progression and representation of women within the Shire, demonstrating her dedication to fostering a supportive workplace.

Australasian Reporting Awards

The Shire's 2022/23 Annual Report was honoured with a Silver Award from the Australasian Reporting Awards (ARA), making it the only Shire in Western Australia to achieve this distinction. The ARAs allow organisations to benchmark their reporting against global best practices. These awards celebrate excellence in annual and financial reporting standards across government, business, and nonprofit sectors.



Receiving the Shire's National Award for Local Government in the category Women in Local Government.

Above from left: Hon Anthony Albanese (Prime Minister of Australia), Melinda Prinsloo (Shire CEO), Cr Aaron King (Shire President).



Receiving the Shire's silver award at the ARA presentation dinner.

Above from left: Zelda Jansen (Manager Governance and Corporate Performance), Cr Mary Angus (Shire Deputy President), Denaye Kerr (Executive Assistant to CEO).

Library Board Award for Innovation and Collaboration

The Library Board Awards are an annual celebration of excellence in Western Australian libraries and promote innovation and collaboration in the library sector.

This year, the Bindoon Public Library won the Small Regional category for its Dementia Support Services, which include a Forget Me Not Memory Cafe, memory boxes for loan, and a dedicated collection of books written specifically for those living with dementia.

Receiving the Shire's Library Board Award for Innovation and Collaboration in our Dementia Support Program.

Left: Hon John Day MLA, Annie Hudson (Library Officer), Catherine Clark (State Library of Western Australia CEO).



Our Financial Performance Summary

The Shire has demonstrated strong financial performance throughout the year, aligning well with the strategic objectives set out in our Corporate Business Performance (CBP).

At a glance:

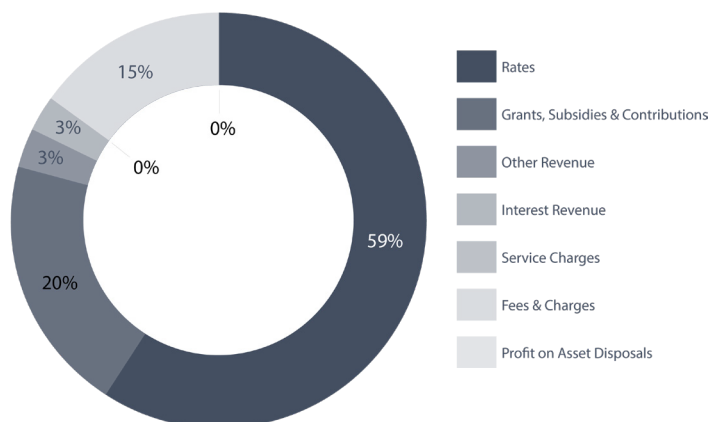
- Capital Works Completed: \$7.06 million
- Total Capital Income: \$2.44 million
- Total Operating Revenue: \$12.2 million, 59% derived from rates
- Net Operating Results (before Other Comprehensive Income): \$2.03 million
- Cash/Term Deposits: \$5.61 million

Additionally, the Shire manages building and infrastructure assets valued at \$174 million, encompassing roads, bridges, halls, land, recreation and leisure facilities, drains, footpaths, parks, and ovals. The Shire’s borrowing stands at \$5.7 million.

Revenue – Where our funding came from

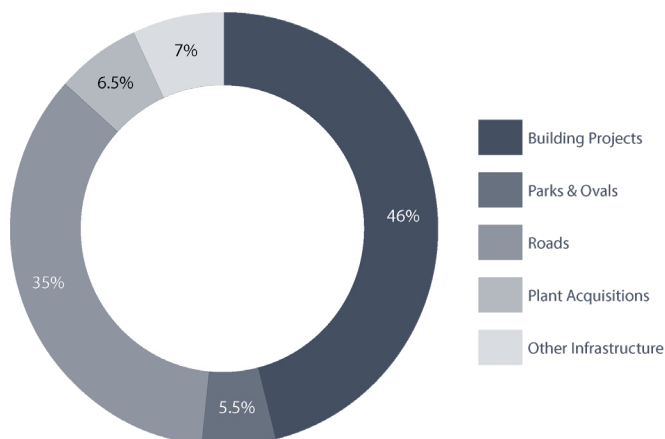
The Shire generated a total operating revenue of \$12,211,728. The largest source of this funding was rates and service charges, which amounted to \$7,194,949.

Operating revenue remained the same as the previous year’s figures. However, capital grants saw a decrease due to the postponement of planned works.



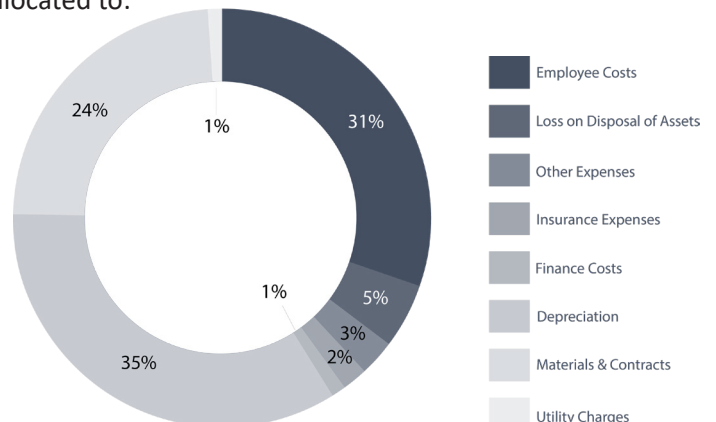
Capital – Where we built and upgraded infrastructure

In 2023/24, the Shire invested \$7.06 million in capital projects, with 81% allocated to transport and building infrastructure. This was below the budgeted \$9.03 million. Works in progress included Digital Fire Danger Rating Signs and Djidi Djidi Ridge projects, totaling \$25,000.



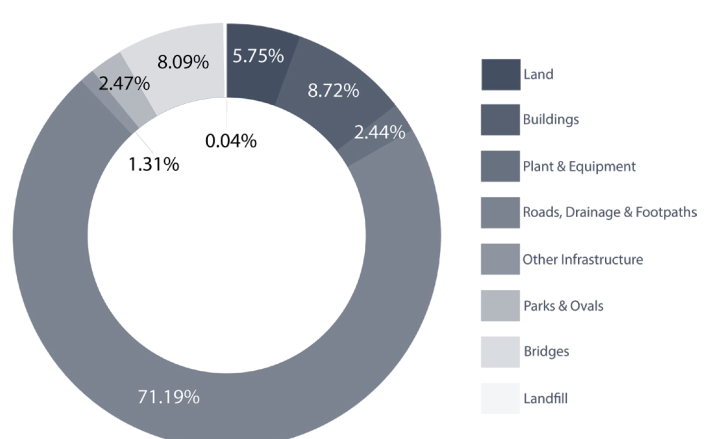
Expenses – Where the money was spent

The Shire’s total operating expenditure for the year was \$16,790,971 with 88% directed towards employee costs, materials and contracts, and depreciation. The rise in costs for 2023/24 is due to increased depreciation from the revaluation of infrastructure assets and a loss on assets from the demolition of the Old Muchea Hall. Funds were allocated to:



Assets – What we own

As of 30 June 2024, the Shire’s total assets were valued at \$179,995,532 encompassing various asset classes illustrated in the following graph. A significant proportion of the Shire’s assets is invested in roads, drainage, and footpaths (71.19%), reflecting the focus on maintaining and enhancing critical infrastructure.



Liabilities – What we owe

As of 30 June 2024, Council’s total liabilities amounted to \$9,360,484. These liabilities primarily comprised:

- Amounts owed to suppliers.
- Bonds and deposits held.
- Lease liabilities.
- Contract liabilities.
- Employee leave entitlements.
- Other liabilities.

How We Spent Your Rates

The infographics below illustrate how rates and charges have supported our key service delivery areas for the community and ratepayers during the 2023/24 financial year.

Note that these figures are illustrated in the thousands, e.g. \$5,303 for roads maintenance = \$5,303,000.



Budget Outlook for the Year Ahead

Our annual budget for the upcoming year is shaped by the goals outlined in our CBP 2024/25–2027/28. These initiatives reflect our shared vision to make the Shire an appealing place to live in a rural environment, in harmony with nature. For the 2024/25 financial year, we anticipate a projected operating surplus of \$1.5 million, which will support both ongoing operations and key community projects.



Among the priority projects for the year are the purchase of land for independent living units and the enhancement of recreational facilities in Muchea. The land acquisition will provide manageable housing options tailored for older residents who wish to downsize within the community, helping to ensure they can continue enjoying life in the Shire. In Muchea, \$230,000 will be invested in a new playground and a spectator shelter at the courts, adding to the quality of recreational spaces and supporting community gatherings and sports activities.

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

Note that the full version of the Audited Financial Statements 2023/24 are included in this report (page 122) and also available at <https://www.chittering.wa.gov.au>.

All operating and capital budget figures align with the original adopted annual budget.

Key Priorities for Next Year

In the 2024/25 financial year, the Shire will embark on several key initiatives aimed at enhancing community infrastructure, promoting economic growth, and supporting community well-being and environmental sustainability.

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

Major Projects for Next Year

- Land purchase for independent living blocks: \$280,000 will be allocated to acquire land for developing small, accessible blocks that offer manageable housing options for our senior residents.
- Muchea playground and court shelter: A \$230,000 investment will enhance recreational facilities by adding a new playground and spectator shelters for the courts in Muchea.



Local sport at Muchea Recreation Centre.

Natural Disaster Response and Leadership

In January 2024, the Shire faced dual crises: bushfires that burned 2,300 hectares, resulting in the loss of three homes, livestock, and significant property damage, followed by severe storms that caused heavy rainfall, road washouts, and power outages. The response to these challenges demonstrated a strong and coordinated approach, with the community and emergency services offering praise for the decisive and empathetic handling of the events.

Bushfire Response

The fires swept through two regions of the Shire, Bindoon and Lower Chittoirng, forcing the evacuation of around 150 residents, while several farms reported losses of approximately 200 livestock and significant damage to crops, fencing, and other infrastructure. Emergency services worked tirelessly to contain the fires, with over 100 firefighters from local brigades and state services involved in the efforts. The situation escalated and the fires breached containment lines, requiring reinforcements from Perth, the Wheatbelt, and other regions.

Storms and Aftermath

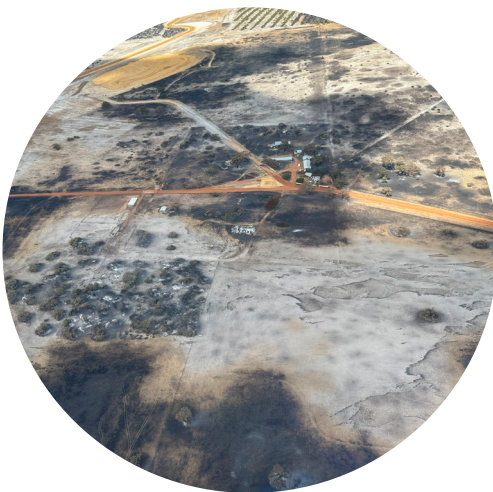
As the Shire was recovering from the fires, intense storms struck, leading to heavy rainfall and flooding. The lack of vegetation in fire-affected areas worsened the impact, causing erosion, road washouts, and damage to over ten roads. Power outages affected more than 500 households as fallen trees and damaged power lines took days to clear.

Exemplary Leadership

Throughout these events, there was a clear and focused response to coordinate emergency resources, manage recovery efforts, and engage with affected communities. The efforts were widely recognised by Shire staff, emergency responders, and residents, who appreciated the support and leadership that guided the Shire through these difficult times. Swift decisions were made to ensure community welfare, with key actions like road repairs, financial aid facilitation, and fire safety initiatives taking priority.

Recognition for Leadership

The response to these crises reinforced the Shire's resilience and highlighted the importance of coordinated, compassionate leadership during times of adversity. The swift and decisive actions taken not only helped rebuild the community's trust but also set a high standard for future emergency response and recovery.



*From storms to fire:
Shire teams clearing
storm damage and a close
call for a local property.*

Our Shire

This section introduces the Shire, including our history, location, and community. It covers our assets and how we deliver services, outlines our strategic strengths and risks, and details our efforts related to climate change and sustainability.

- **Profile and Locations:** Information about who we are and where we are located.
- **History:** A brief overview of our background and development.
- **Assets and Service Delivery:** Details on our resources and how we provide services to the community.
- **Strategic Advantages:** Insights into the Shire's unique strengths that support growth and sustainability.
- **Climate Change and Sustainability:** Updates on our efforts to address climate change and promote sustainability
- **Annual Events Calendar:** Highlights of key community events and celebrations throughout the year.



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

Our Profile and Location

The Shire is one of 139 local governments in Western Australia, located 55kms north of Perth, covering an area of 1,222km², and stretching over 65km from north to south. Chittering is diverse in its offerings. The Shire services the townsites of Bindoon, Muchea, and historic Wannamal along with the localities of Mooliabeenee, Chittering, and Lower Chittering. The Shire has easy access to the nearby rural shires of Gingin, Toodyay, York, Northam, Beverley, Goomalling, Victoria Plains, and Australia's only monastic town, New Norcia.

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

The Shire has approximately 6,516 residents residing in the area (Australian Bureau of Statistics - 30 June 2023 Estimated Resident Population (ERP)).

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

Our History

The Gingin Road Board was created in January 1893 and encompassed most of the areas of Chittering, Bindoon, and Muchea. Wannamal fell under the auspices of the Victoria Plains Road Board. The Chittering Road Board District was gazetted on 10 January 1896 and then amended on 7 February 1896 to be the Chittering Road Board. The first Chittering Road Board election was held on 11 March 1896. On 1 July 1961, all Road Boards became Shires following the enactment of the *Local Government Act 1960*, so on 8 July 1961, all serving Road Board members were sworn in as Shire of Chittering Councillors.

Chittering is proud of its three State Register of Heritage Places:

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



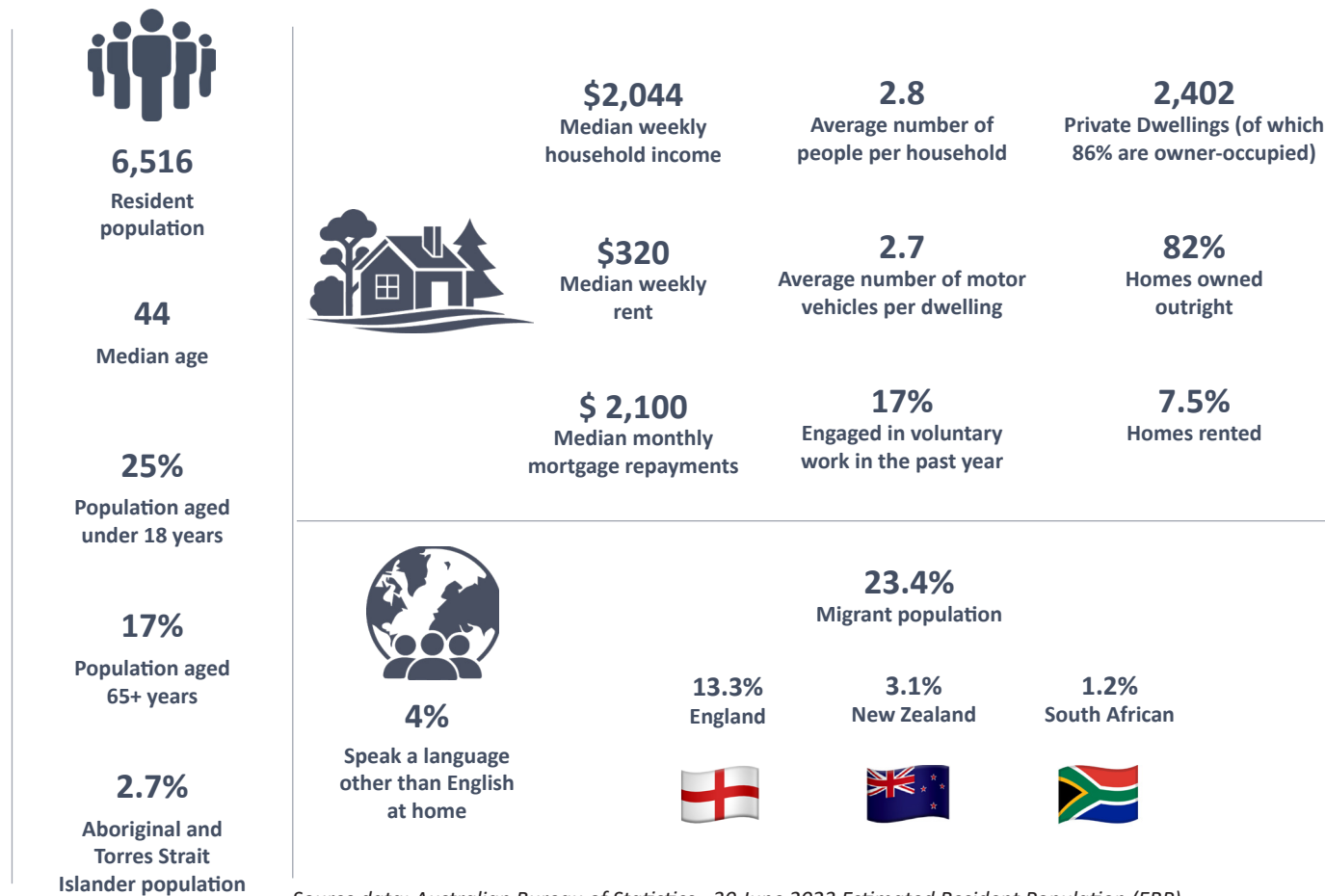
Holy Trinity Anglican Church. Constructed in 1886 from local stone, the oldest remaining public building in the Shire of Chittering.

Shire Infrastructure



Demographic Profile - Our Community

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



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

Economic Profile

The Shire's Gross Regional Product (GRP) was \$1.02 billion in the year ending June 2023, growing 4.6% since the previous year. (Data source: National Economics (NIEIR) - Modelled series). The local economy is primarily driven by broad-acre farming, orchards, and small rural blocks that support a semi-rural lifestyle. Key industries include extractive industry operations (gravel, clay, and sand), the State livestock yards (WAMIA), mineral sands processing (Tronox), nurseries, Bindoon Bakehaus and Café, Chittering Tourism, viticulture and wineries, and various other small businesses.

Our Industry



Agriculture

18% of GRP

23.5% of total jobs within the region



*Mining

15.6% of GRP

6.8% of total jobs within the region



Construction

13.1% of GRP

14.2% of total jobs within the region

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

Our Emerging Industries



Transport and Logistics

Chittering's transport and logistics sector is experiencing growth, supported by recent infrastructure developments. The completion of new road networks, including the Tonkin Highway extension, have significantly enhanced connectivity to ports, the city, and airports. While the new MIP does not have direct rail access, its proximity to the existing freight rail network and improved road infrastructure provides a competitive edge in logistics capabilities compared to surrounding regions.



Tourism

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

Our Key Services

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

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

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

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

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

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

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

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

Our Strategic Advantages

Location and Access

- Chittering's strategic location near Perth and the expanding northern suburbs provides a competitive edge, offering large, flexibly-zoned rural blocks within an hour of Perth's CBD and just half an hour from the airport—closer than many premium urban areas south of Perth.

Population Attractiveness

- Chittering provides ample space for both living and development with large blocks.
- The area is increasingly attractive to residents of Metropolitan Perth looking for a tree-change.
- Offers a range of rural residential properties from 4-hectares to 1-hectare blocks.
- Rural-zoned blocks with multi-use allowances support developments in tourism, recreation, and commerce.

Road Network

- Significant road networks, including RAV10 access to WA's northwest and Darwin via the Tonkin and Great Northern Highways, part of the Perth to Darwin Highway.
- Easy travel through the Shire to key destinations like Perth Airport, Fremantle and Kwinana Ports, Coral Coast, Wildflower Country, and major population centres like Ellenbrook.

Industrial Area

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

Natural Arable Valley Surroundings

- Chittering's scenic green valleys, wildlife, sustainable community, clean farmlands, and boutique food and drink producers create an appealing environment for food and tourism businesses.

Rural Land and Land Uses

- Close proximity to the Perth metropolitan region offers significant opportunities for agricultural production and value-adding processes.
- A productive agricultural area with established citrus, poultry, horticulture (including viticulture), and livestock industries.
- The Shire aims to preserve its rural land, recognising it as a vital economic and cultural asset.

Climate Change and Sustainability

The Shire is dedicated to managing resources and services effectively to meet current and future community needs in a socially, culturally, environmentally, and financially sustainable way. Our long-term strategy aligns with climate resilience principles as outlined in our SCP, CBP, and Annual Operational Plan.

Key actions and strategies include:

Environmental Commitment: We support the natural environment through initiatives such as planting native trees, conducting fauna and flora studies, and forming partnerships for bird habitat creation and revegetation of cleared areas.

Bushfire Mitigation: Given our vulnerability to bushfires, significant investments are made in bushfire mitigation to reduce risks and impacts on the community.

Infrastructure and Economy: Maintaining high standards for road infrastructure ensures community safety and supports a resilient economy. The MIP remains a key focus for economic development, supporting local businesses and tourism.

Ageing Community Support: Funding is allocated to assist ageing community members who wish to downsize and stay within the Shire, reinforcing our commitment to social resilience.

Sustainability and Climate Resilience Reporting: We have adopted Global Reporting Initiatives standards to measure and report on our sustainability and climate resilience efforts.

Strategies contributing to our climate resilience and sustainability include:

- **Waste Management Strategy:** Implemented to enhance waste management practices and promote sustainability.
- **Economic Development Strategy:** Focusing on sustainable economic growth and development.
- **Local Biodiversity Strategy:** Key priorities established for implementation over the next five years to support biodiversity and sustainability.
- **Public Health Plan:** Developed to address health and well-being in the context of environmental and climate changes.

Our Annual Events Calendar



July 2023

- Forget Me Not Memory Cafe
- Rhyme Time
- Citizen’s Advice Bureau Session
- School Holiday Activity

September 2023

- Forget Me Not Memory Cafe
- Rhyme Time
- Springfest Adult Paper Flower Making Session
- Springfest Child Paper Flower Making Session
- Springfest Rhyme Time in the Park
- Bee Themed School Holiday Activity
- Historic Vehicle Day
- Muchea Super 7’s



November 2023

- Forget Me Not Memory Cafe
- Rhyme Time
- Pride Movie Night
- Fleur McDonald Author Talk
- Stonehouse Family Fun Run, Walk & Ride
- Chittering Veteran Car Day

August 2023

- Forget Me Not Memory Cafe
- Rhyme Time
- Children’s Book Week dress up
- A Taste of Chittering



*Top left to right:
Stonehouse
Family Fun Walk,
Ride and Run, 2023
Taste of Chittering, 2023*

December 2023

- Forget Me Not Memory Cafe
- Letters to Santa
- Library Christmas Party
- Carols Amongst the Books
- Rhyme Time
- Wannamal Community Christmas Tree
- BEAT New Years Eve Party

October 2023

- Forget Me Not Memory Cafe
- Halloween Take Home Activity Packs
- Rhyme Time
- Bindoon Agricultural Show and Rodeo
- Chittering Mystery Hike Series



*Bottom left to right:
School Holiday Nature Walk, 2024
School Holiday Nature Play, 2023*

January 2024

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

April 2024

- Forget Me Not Memory Café
- Rhyme Time
- Scavenger Hunt Hike Series with Hike Collective
- Muchea Recreation Centre Opening
- ANZAC Day Service
- Kids and Sport – School Holidays
- Bindoon Bowling Club Gala Day
- Astrotourism Dark Sky Stargazing Night



February 2024

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

June 2024

- Forget Me Not Memory Café
- Rhyme Time
- Free Movie Night
- Dino Storytime

March 2024

- Mountain Bike Park Opening Sundowner
- Forget Me Not Memory Café
- Rhyme Time
- Veggie Growing Workshop
- Lower Chittering Family Movie Night
- Community First Aid Training MRC

May 2024

- National Simultaneous Storytime
- Forget Me Not Memory Café
- Rhyme Time
- Sydney Writers Festival
- Community First Aid Training Bindoon



Top right:
ANZAC Day, 2024

Bottom left to Right:
Taste of Chittering, 2023
Chittering Bushfire Brigade Volunteer at Bonfire Event, 2024
Taste of Chittering, 2023

Our Council and Governance

This section outlines the Shire's governance, including the roles of elected members and the frameworks that support transparency, accountability, and sound decision-making. Key topics include reforms to the Local Government Act, council member diversity, governance systems, and council operations.

- **Democratic Governance:** Overview of the Shire's governance structure and roles.
- **Key Reforms:** Changes to the Local Government Act 1995 impacting governance and operations.
- **Local Government Elections:** Summary of the election process and results.
- **Council Members:** Member roles, responsibilities, and diversity.
- **Profiles and Committees:** Council backgrounds and committee participation.
- **Council Decisions and Professional Development:** Highlights of decisions and training opportunities.

Accountability and Transparency

- **Corporate Governance:** Policies ensuring ethical conduct and legal compliance.
- **Organisational Governance:** Internal systems for managing risks, and a culture of integrity.



Gavel from Council Chambers that was presented to Council in September 1993.

Democratic Governance

Local government plays a crucial role in Australia's governance system, contributing nearly \$5 billion annually to the economy.

Australia has three levels of government (federal, state, and local). Local government is at the grass roots level, addressing local needs. In Western Australia (WA), local governments are classified as shires, cities or towns. There are 537 local councils across Australia, with 139 in WA, including the Shire of Chittering.

Local government's strength lies in its close connection to the community, allowing councils to plan, implement strategies, and advocate for local concerns to State and Federal governments. The Shire operates under the *Local Government Act 1995*, along with various other legislations like the *Public Health Act 2016*, *Building Act 2011*, and *Planning and Development Act 2005*, which guide local governance and community welfare.

Further reading

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



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

Key Reforms to the Local Government Act 1995

The Western Australian State Government initiated a reform process of the *Local Government Act 1995* in 2019. These reforms aim to enhance transparency, accountability, and efficiency, ensuring that local governments better serve their residents and ratepayers. Developed in consultation with the local government sector, these reforms represent the most significant changes to the sector in 25 years.

The proposed reforms are structured around six key themes:

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

Pre-2023 Reforms On 27 June 2019, the *Local Government Legislation Amendment Act 2019* was passed by Parliament, addressing crucial areas, including:

- Council Member training.
- Gifts and conflict of interest regulations.
- Employee code of conduct.
- Enhanced transparency through mandatory publication of relevant documents on local government websites.
- Revisions to the Standards Panel.
- Establishment of a model code of conduct for Council Members, committee members, and candidates.
- Best practice standards for CEO recruitment, performance reviews, and early termination.

The remaining regulations took effect on 3 February 2021, implementing these changes.

2023 Reforms The *Local Government Amendment Act 2023* was passed on 11 May 2023, marking a new phase of both electoral and non-electoral reforms. It led to amendments to the *Local Government (Financial Management) Regulations 1996* and *Local Government (Administration) Regulations 1996*. These changes support the updated Model Financial Statements, which guide local governments in their reporting for the 2023/24 financial year.

The amendments simplify financial reporting requirements, particularly benefiting smaller local governments like the Shire of Chittering. Additionally, the 2023 reforms streamline electoral processes and further enhance governance, accountability, and the roles and responsibilities within the sector.



Former Council
Members of the Shire.

Implementation of the Local Government Act Reforms

The Local Government Amendment Act addresses several key areas to enhance transparency, governance, and accountability within the local government sector. The Shire of Chittering’s performance in implementing these reforms to date is outlined below:

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

These reforms strengthen the governance framework within which the Shire operates, promoting improved service delivery, community engagement, and adherence to best practices in local government.

For further information on the mandatory documents that are published on our website as part of these reforms, please refer to **page 119** of this report.



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

Local Government Elections

Elections are held biennially, during which half of the Council seats are contested to ensure continuity in governance. The 2023/24 financial year was an election year, and all four vacant positions were re-elected, resulting in no changes to the Council's composition.

At the first Council meeting following an election, the President and Deputy President are elected from among the Councillors, following procedures prescribed in the *Local Government Act 1995*. These office bearers serve until the next ordinary election or until they vacate their position as Council Members.

Regardless of the abolition of Council wards on 3 May 2003, Councillors have always represented the entire Shire, serving the interests of all residents without geographical distinction. This approach ensures unified representation and accountability throughout the community.

Role of the Council Members

The Shire's Council consists of seven elected members, each serving a four-year term. This body includes the roles of President, Deputy President, and Councillors.

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

- Presiding over council meetings as per the *Local Government Act 1995*.
- Providing leadership and guidance to the community.
- Carrying out civic and ceremonial duties.
- Representing the local government in official matters.
- Liaising with the Chief Executive Officer (CEO) and the administration regarding the Shire's functions.

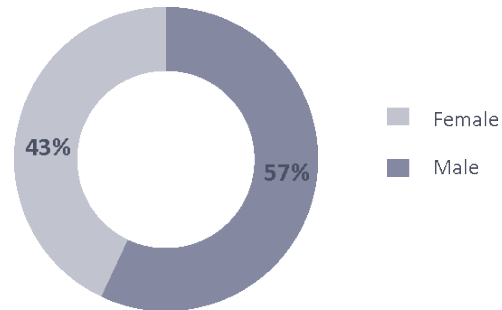
Councillor Mary Angus serves as the Deputy President and assumes the President's duties when necessary.

Elected members play a crucial role in representing the interests of electors, ratepayers, and residents while considering community perspectives in decision-making processes. Their key responsibilities include:

- Representing the interests of the Shire's community.
- Offering leadership and guidance.
- Facilitating communication between the community and the Council.
- Actively participating in decision-making processes during council and committee meetings.

Council Member Diversity

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



ANZAC Day 2024, Bindoon.

Left: Cr Aaron King (Shire President) and Cr Mary Angus (Shire Deputy President).

Below: Cr Carmel Ross and Cr Mark Campbell.



Our Council Member Profiles



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



President Aaron King

Term expires October 2025

President since October 2021

Councillor since October 2021

Email: crking@chittering.wa.gov.au

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

Aaron has served seven years as a Councillor, first elected in October 2015 and again in 2021, after a two-year break. He has served as Shire President since 2021.

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

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

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

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

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



Deputy President Mary Angus

Term expires October 2027

Deputy President since October 2021

Councillor since October 2016

Email: crangus@chittering.wa.gov.au

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

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

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

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

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

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



Councillor Mark Campbell

Term expires October 2027

Councillor since February 2021

Email: crcampbell@chittering.wa.gov.au

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

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

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

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

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

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

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



Councillor John Curtis

Term expires October 2027

Councillor since October 2019

Email: crcurtis@chittering.wa.gov.au

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

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

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

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

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

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



Councillor David Dewar

Term expires October 2025

Councillor since October 2021

Email: crdewar@chittering.wa.gov.au

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

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

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

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

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

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



Councillor Kylie Hughes

Term expires October 2027

Councillor since October 2019

Email: crhughes@chittering.wa.gov.au

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

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

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

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

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

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

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

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

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



Councillor Carmel Ross

Term expires October 2025

Councillor since October 2017

Email: ccross@chittering.wa.gov.au

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

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

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

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

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

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

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

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

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

Council and Committees

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

Council Member Meeting Attendance

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

Council Member	Ordinary Council Meeting (11)	Special Council Meeting (2)	Annual Electors Meeting (1)	Audit and Risk Committee Meeting (3)	Bushfire Advisory Committee Meeting (1)	LEMC Meeting (2)	Behaviour Complaints Committee Meeting (0)
Cr Aaron King	11	2	1	3	-	0	0
Cr Mary Angus	11	2	1	3	-	-	0
Cr Mark Campbell	8	2	0	2	-	-	0
Cr John Curtis	10	2	1	3	-	-	0
Cr David Dewar	11	2	1	3	1	-	0
Cr Kylie Hughes	10	2	1	3	-	2	0
Cr Carmel Ross	11	2	1	2	1	-	0

Council Committees

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

The four internal committees are:

- Audit and Risk Committee
- Bushfire Advisory Committee
- Local Emergency Management Committee (LEMC), and
- Behaviour Complaints Committee.

The following table outlines the membership of these internal committees.

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

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

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

Created and Disbanded Committees and Working Groups

There were no new Committees or Working Groups created or disbanded in the 2023/24 financial year.

Council Decisions

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

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

Council Member Allowances and Entitlements

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

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

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



*Council Members
singing the
National Anthem
at Australia Day
Celebrations, Bindoon*

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

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

Note: There were no overseas visits representing Council during the 2023/24 financial year.

Attendance at Events

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

Name of Conference / Seminar	Number Attended	Cost (\$)
WA Local Government Convention 2023	5	\$ 9,608.30
ALGA 2023 National Local Roads, Transport and Infrastructure Congress	1	\$ 2,703.00
Australasian Reporting Awards 2024	1	\$ 1,755.24

Council Member Professional Development

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

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

Council Members who are re-elected to Council are not required to undertake the Member Essential training unless it has been 5 years or longer since completing their previous training. As all four members appointed in the 2023 local government elections were re-elected to Council there were no requirements for them to fulfill this training during 2023/24 financial year.

The following table illustrates the progress of our Council Members on completing the five foundational units as at end of June 2024.

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

Councilor Kylie Hughes is scheduled to complete the following three foundational units of Council Member Essentials training course:

- Understanding Local Government
- Serving on Council
- Conflicts of Interest



Chittering Scout Group at the Chittering War Memorial on ANZAC Day 2024, Bindoon.

Accountability and Transparency

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

Corporate Governance

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

Council Member Code of Conduct

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

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

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

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

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

Registers for Public Viewing

The Shire maintains several registers available for public access.

Delegations of Authority

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

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

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

The Shire's delegations register outlines all current

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

Complaints

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

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

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

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

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

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

The Shire's Register of Complaints can be accessed on our website: [Complaints Register » Shire of Chittering](#).

Gifts and Benefits

Council Members, Chief Executive Officers (CEOs), and other local government employees occasionally receive gifts. As part of the *Local Government Act 1995* Review, it was recognised that a new gift framework should be developed to provide a transparent system of accountability where members of the community can have confidence in the decision-making of their elected representatives.

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

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

Primary and Annual Returns Register

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

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

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

Council Policies

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

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

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

During the 2023/24 period, the following policies were either developed or reviewed:

- Community Assisted Transport Service Policy (CATS)
- Code of Conduct – Behaviour Complaints Management
- General Compliance and Enforcement
- Political Electioneering Posters
- Record Keeping
- Recording and Access to Recording of Council Meetings
- Rating
- Informal Petitions to Council
- Notices of Motion
- Trading in Thoroughfares and Public Places

A policy can be repealed where it is deemed outdated, superseded or no longer applicable or required as a Council policy under the *Local Government Act 1995*. No policies were repealed during 2023/24. The list of policies repealed can be found on the Shire's website: [Policies » Shire of Chittering](#).

Local Laws

The *Local Government Act 1995* enables local governments to make local laws considered necessary for the good governance of their districts. Laws can only be made when authorised by the *Local Government Act 1995* or other written laws but cannot be inconsistent with any State or Federal law. The types of laws made by local governments cover areas such as car parking, activities on thoroughfares, public places, and Council and committee meetings.

Local laws are defined as subsidiary legislation which is capable of disallowance by either House of Parliament under section 42 of the Interpretation Act 1984. Disallowance is the device by which the Parliament maintains control of the power to make subsidiary legislation that it has delegated, by primary legislation (Acts of Parliament), to local governments, State

Departments, and other agencies of Government. In the case of local governments, this power is granted by the *Local Government Act 1995* and other Acts such as the *Health Act 1911* and the *Dog Act 1976*.

Section 3.16 of the *Local Government Act 1995* requires local governments to review their local laws every eight years from the date of commencement of the local law. The following local laws were gazetted during the financial year:

- Amendment Dogs Local Law 2024
- Amendment Keeping and Control of Cats Local Law 2024
- Amendment Local Government Property and Public Places Local Law 2024
- Amendment Standing Orders Local Law 2024

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

- Extractive Industries Local Law 2014
- Health Local Law 2017
- Waste Local Law 2018
- Bush Fire Local Law 2012

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

Fraud and Misconduct

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

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

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

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

Public Interest Disclosures (PID)

The *Public Interest Disclosure Act 2003 (PID Act)* allows individuals to report instances of wrongdoing within the State public sector, local government, and public universities, ensuring protection from retaliation. A public interest disclosure (PID) involves providing information to an authorised officer, which in local government is the Public Interest Disclosure (PID) Officer. Such disclosures must indicate that a local government entity, employee, or contractor may be involved in activities such as:

- Improper conduct
- Actions that may constitute an offence under written law
- Significant unauthorised or improper use of public resources
- Substantial mismanagement of public resources
- Significant risk to public health, safety, or the environment, or
- Administrative matters that fall under the jurisdiction of the Ombudsman.

A public interest disclosure differs from general complaints or personal grievances and must relate specifically to the functions or responsibilities of the local government or its employees. For example, the PID Act does not cover criminal behaviour unrelated to a local government employee's duties.

The Shire did not receive any public interest disclosures during this financial year.

Information Management

The *State Records Act 2000* requires the Shire to have an approved Record Keeping Plan (RKP) to outline the way we maintain our records. The Shire reviewed its RKP in 2021.

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

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

The transition to a Microsoft SharePoint/AvePoint Electronic Records Management system is ongoing. Any changes to processes or record management procedures resulting from this transition will be carefully evaluated, and the RKP will be reviewed accordingly.

Freedom of Information (FOI)

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

During 2023/24, the Shire received and processed no FOI applications. There were no internal reviews and no applications were referred to the Office of the Information Commissioner for external review.

Legal Services

During the reporting year, the Shire engaged legal firms from the Western Australian Local Government Association (WALGA) preferred supplier list to handle legal matters as needed. These services were primarily sought for complex planning or development issues that could not be resolved through internal mechanisms or mediation efforts.

While there were no significant legal disputes reported this year, the Shire remains committed to ensuring that all legal matters are handled efficiently and effectively, in line with best practices and local governance requirements.

National Competition Policy

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

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

All local governments are responsible for determining whether they are engaged in 'significant business activities' within the context of its operations and to apply for the competitive neutrality principles, if relevant. To comply

with National Competition Policy, Council applies the principles of competitive neutrality to its nominated Category 1 business activities.

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

Contracts and Procurement

Tenders and Purchase Orders

During the financial year, the Shire released one tender and issued 1,194 purchase orders. The tender was for the construction of the Lower Chittering Community Centre, while the purchase orders were utilised for both operational and capital works projects.

Procurement Training

To enhance staff knowledge of procurement-related activities, various training sessions were conducted. These sessions provided an overview of procurement processes, emphasising Shire policies and procedures. Ongoing training is offered to new and existing staff as needed to ensure a continued understanding of procurement rules.

Looking Ahead

The Shire has implemented digital processes across all finance functions and aims to extend these digital initiatives to other departments in the near future. The Shire remains focused on improving its efficiencies and functions to better serve the community.



Shire bushfire brigade volunteers.

Organisational Governance

The Shire is dedicated to maintaining high standards of operational integrity and ethical management. Organisational Governance encompasses the structures that ensure compliance, risk management, and accountability, fostering a culture of responsibility and continuous improvement to serve the best interests of the community.

Compliance

Under *Regulation 14 of the Local Government (Audit) Regulations 1996*, local governments are required to carry out a Compliance Audit Return for the period of 1 January to 31 December of each year. The local government's Audit Committee is to review the compliance audit return and Council adopts the reviewed results. A certified copy of the compliance audit return must be submitted by end March to the Department of Local Government, Sport and Cultural Industries. The Shire presented its Compliance Audit Return to the Audit and Risk Committee on 13 March 2024. The Compliance Audit Return's results were unanimously adopted by Council on 20 March 2024. There were no issues of non-compliance listed in the Return. The Department confirmed receipt of the Shire's Compliance Audit Return for the period 1 January 2023 to 31 December 2023 on 27 March 2024.

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

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

Internal Audit

While the Shire does not maintain a dedicated internal audit unit, several controls are in place to ensure adherence to processes and compliance. One key measure is the monthly procurement report presented to the Executive Management Team, which monitors procurement practices and addresses any compliance issues in collaboration with Executive Managers. Additionally, compliance monitoring extends to leave management and the implementation of Council resolutions through regular reporting.

The Shire's month-end processes are comprehensive, incorporating audit reviews of system activities and ensuring payment legitimacy. External auditors appointed by the Office of the Auditor General (OAG) have consistently acknowledged the high standards of these processes.

External audits are conducted by Dry Kirkness, based in West Perth. Both interim and end-of-year audits involve thorough reviews, including entrance and exit meetings attended by the auditors, OAG representatives, the CEO, Deputy CEO, Finance Manager, and members of the Audit and Risk Committee. These meetings allow for discussion of audit findings, management letters, and recommendations for improvement.

The interim audit in April examines the implementation of policies and procedures, while the end-of-year audit assesses the financial results. The 2022/23 financial statements were audited in October 2023, with only one minor finding regarding purchase orders raised after invoices were received. The 2023/24 financial audit is scheduled for November 2024.

This structured audit approach supports high accountability standards and fosters the ongoing improvement of the Shire's governance framework.



*Environmental health team
conducting asbestos inspections.*

Risk Management

The key focus of our risk management processes is to increase the likelihood that Council's business objectives are achieved. The following table outlines our 15 organisational risks that are integrated into our corporate planning and performance reporting process:

Corporate Business Plan Action	Further Detail
Asset sustainability practices	Failure or reduction in service of infrastructure assets, plant, equipment or machinery.
Business and community disruption	Failure to adequately prepare and respond to events that cause disruption to the local community and / or normal business activities. This could be a natural disaster, weather event, or an act carried out by an external party (e.g. sabotage / terrorism).
Failure to fulfil compliance requirements (statutory, regulatory)	Failure to correctly identify, interpret, assess, respond, and communicate laws and regulations as a result of an inadequate compliance framework. This includes new or proposed regulatory and legislative changes, in addition to the failure to maintain updated internal and public domain legal documentation.
Document management processes	Failure to adequately capture, store, archive, retrieve, provide, or dispose of documentation.
Employment practices	Failure to effectively manage and lead human resources (full-time, part-time, casuals, temporary, and volunteers).
Engagement practices	Failure to maintain effective working relationships with the community (including local media), stakeholders, key private sector companies, government agencies and / or council members. This includes activities where communication, feedback or consultation is required and where it is in the best interests to do so.
Environment management	Inadequate prevention, identification, enforcement, and management of environmental issues.
Errors, omissions and delays	Errors, omissions, or delays in operational activities as a result of unintentional errors or failure to follow due process including incomplete, inadequate, or inaccuracies in advisory activities to customers or internal staff.
External theft and fraud (including Cyber)	Loss of funds, assets, data, or unauthorised access, (whether attempted or successful) by external parties, through any means (including electronic).
Management of facilities / venues / events	Failure to effectively manage the day to day operations of facilities, venues and / or events.
IT or communication systems and infrastructure	<p>Disruption, financial loss, or damage to reputation from a failure of information technology systems.</p> <p>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.</p>
Misconduct	Intentional activities intended to circumvent the Code of Conduct or activities in excess of authority, which circumvent endorsed policies, procedures or delegated authority.
Project change management	Inadequate analysis, design, delivery and / or status reporting of change initiatives, resulting in additional expenses, time delays, or scope changes.
Safety and security practices	<p>Non-compliance with the Work Health and Safety Act, associated regulations, and standards.</p> <p>It is also the inability to ensure the physical security requirements of staff, volunteers, contractors, and visitors. Other considerations are negligence or carelessness.</p>
Supplier / contract management	Inadequate management of external suppliers, contractors, IT vendors or consultants engaged for core operations. This includes issues that arise from the ongoing supply of services or failures in contract management and monitoring processes.

Cyber Security

In the past year, the Shire has taken significant steps to improve its cybersecurity posture. These initiatives are part of our commitment to align with Maturity Level 1 of the Australian Cyber Security Centres Essential Eight, a framework of eight key mitigation strategies which provides a strong baseline to mitigate the risk of a security incident. These efforts also address key items highlighted in ICT Compliance audits conducted by the Office of the Auditor General for the Local Government sector.

To ensure these improvements are effective and sustainable, the Shire has a long-term relationship with a third-party Managed Service Provider (MSP), who works closely with us on implementing and managing these measures. They provide service desk operations, system administration, and continuous monitoring of our systems, as well as undertaking management of key infrastructure: patching, firewalls, and Office 365, helping the Shire maintain secure access to its critical resources. This partnership is key to ensuring the resilience and reliability of our IT environment.

Recently, we have deployed Entra password protection, which is currently auditing passwords in our environment and flagging any that are insecure. Soon-to-be-completed projects include implementing Application Control via an Application Whitelisting solution, which ensures that only trusted software can run on our systems. We're also rolling out Multi-Factor Authentication (MFA) across all user accounts and services, adding an extra layer of protection by requiring multiple forms of verification.

Looking forward, the Shire has a pipeline of ongoing and future projects aimed at strengthening its cybersecurity defences. This includes implementing Vulnerability Scanning - allowing for asset patching and vulnerability management, and Third-Party Application Patching - patch management for all assets via a single-pane-of-glass.

These initiatives will advance our progress toward achieving full compliance with Essential 8 Maturity Level 1 and proactively addresses items that may be relevant in future OAG audits, ensuring the Shire remains prepared and aligned with cybersecurity best practices. This approach provides a secure environment for both the Shire and its community.



Official opening of the Muchea Recreation Centre.

Back from left: Cr David Dewar, Shane Love MLA, Cr Aaron King (Shire President), Hon Martin Aldridge MLC, Cr Mark Campbell, Cr John Curtis, Allen Amor (Bendigo Bank).

Front from left: Cr Mary Angus (Shire Deputy President), Melinda Prinsloo (CEO), Cr Carmel Ross.

Community and Stakeholder Engagement

The Shire has adopted a Community Engagement Framework that provides the basis for engaging our community. Our goal is to ensure the community has input into decisions that touch their lives in the Shire and to foster a culture of trust. This framework informs engagement on items in the SCP.

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

Key engagements during the year

The following is a summary of the major topics that involved community engagement during the 2023/24 financial year:

Muchea Recreation Centre Playground

In February 2024, the Shire invited community feedback on the design for a new playground at the Muchea Recreation Centre. The playground, designed for children aged 0-12, aimed to be fully accessible and included features such as climbing structures, slides, musical elements, and general movement activities. It also featured full fencing, a shade structure, and rubber soft-fall flooring for enhanced safety. The Shire sought funding and community input to ensure the design met the needs of families.

Private Operators to use Bindoon Mountain Bike Park

The Shire sought public feedback in early 2024 on a proposal to allow private operators to utilise Bindoon Mountain Bike Park. Proposed activities included mountain biking tours, walking tours, and stargazing. This initiative aimed to expand the park's use and enhance visitor experiences. The Shire encouraged the community to review the proposal and share their thoughts.

Lower Chittering Bridle Trails

In response to community requests, the Shire explored the creation of a Bridle Trail Network in Lower Chittering in early 2024. The trails were proposed to use firebreaks within Maryville Downs and Wandena Estate, offering horse owners safe, off-road riding spaces. The Shire sought feedback and indicated that further steps, such as signage and float parking, would be pursued depending on community support.

The Shire sought feedback and Council resolved to undertake a 12-month trial period currently underway.

Dog Exercise Areas

The Shire engaged with the broader community to seek feedback on proposed fenced dog exercise areas. The engagement consisted of a survey being made available for the Chittering residents, which was met with a strong 139 completed surveys received. The results of the survey were presented to Council who resolved to construct a dog exercise area at the Sussex Bend playground as the primary location, when funding becomes available.

Community Groups

Throughout the year, the Shire actively engaged with community groups. Groups were invited to meet with the Council face-to-face before the Agenda Forum, with several, including the Chittering Residents and Ratepayers Association and Bindoon Belles, taking up the opportunity to share their views directly.

Facility User Groups

Quarterly user group meetings are held at community facilities which are managed by the Shire. These meetings allow for the flow of information between the users of the facilities, Administration and the Council. The information shared allows us to address issues as they arise, and better plan for future needs.

*Official opening
of the Bindoon
Mountain Bike Park.*

Above: Cr Aaron King
(Shire President) and
Melinda Prinsloo (CEO).



*View from the Bindoon
Mountain Bike Park.*

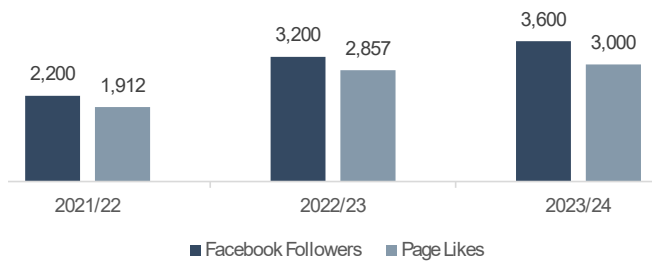
Below: Vera Jowett and
Ernie Parkinson.



Communication and Engagement Platforms

The Shire utilises a diverse range of platforms to engage with the community, ensuring that updates, news, and opportunities for feedback are accessible to all residents. These include social media, e-newsletters, publications, and online consultation tools.

Social Media



The Shire uses Facebook, Instagram, and LinkedIn to share timely updates and engage directly with the community. In 2023/24:

- 472 posts were made on the Shire’s Facebook page, covering local news, events, and projects.
- The most successful post was the Bindoon Mountain Bike Park Opening Promo video (March 2024), which reached 14,351 users and generated 188 reactions, 22 comments, and 16 shares.
- Another widely engaged post was the Lower Chittering and Bindoon Fire Summary (January 2024), reaching 10,487 users and prompting 265 reactions, 32 comments, and 29 shares.

The Shire also manages the ‘Visit Chittering’ page, promoting local tourism with over 2,000 followers and 380 posts showcasing Chittering’s unique attractions.

E-Newsletters

The Shire produces various newsletters, including Bushfire Ready, which provides critical updates on bushfire preparedness. Additionally:

- CHATTER serves as the primary newsletter for Council updates, with eCHATTER reaching 576 subscribers monthly.
- A printed version, Keep You Posted, is distributed to 45 recipients for those without digital access.

Online Community Engagement

- The Shire encourages public participation through platforms like the ‘Have Your Say’ section of its website and a corresponding Facebook group.
- In 2023/24:
 - Seven community engagement initiatives were launched.
 - 59 Planning-related applications, including Development Applications and Scheme Amendments, were open for public comment.

Publications

To complement its digital efforts, the Shire produces a variety of printed materials, including brochures, fact sheets, and promotional materials that support services, events, and local programs.

Significant Media Coverage

The Shire received substantial media attention throughout 2023/24 financial year, which was largely positive and helped promote the Shire and keep the community informed.

Some of the key topics that received extensive coverage included:

- Opening of the Bindoon Mountain Bike Park: This event was featured prominently across various platforms such as ABC Regional and Channel 9. Channel 9 posted a video on its Facebook page, which amassed 387,000 views, along with 2,000 interactions and 1,300 comments. The media attention extended to print and radio, further amplifying the Shire’s efforts to promote this new facility.
- 2024 ‘Women in Local Government’ Category Winner: The recognition of the Shire’s achievement in this category garnered widespread recognition across ABC Radio and numerous online and print outlets. The coverage celebrated the contributions of women in local government, showcasing the Shire’s commitment to gender equality and excellence.
- The Bindoon and Gingin Fires (January 2024): The significant bushfires in Bindoon and Gingin drew extensive coverage across print, radio, and television, with major channels such as ABC, Channel 7, and Channel 9 broadcasting reports. These reports highlighted the intensity of the fires and the heroic efforts of firefighters, bringing national attention to the situation as communities faced the threat of extreme conditions.

This media attention not only informed residents but also brought positive visibility to the Shire’s events, achievements, and challenges, strengthening its public profile.

Our Key Stakeholders

We have strong relationships with our diverse community stakeholder groups who regularly participate and contribute to how decisions are being made. The following tables describe our key stakeholders and why we engage with them:

Ratepayers and Residents	Council Members	Community Interest Groups
Why do we value these stakeholder relationships?		
Our primary focus, essential for future planning and service delivery.	Elected by the community, providing valuable feedback.	Offer topic-specific insights important to the community.
What do we want to achieve from the engagement?		
Engage and inform the community, providing accessible communication channels.	Ensure transparent engagement for strategic, results-driven decisions.	Listen, provide feedback, and adjust our approach.
How do we measure success of the engagement?		
Increased community and customer satisfaction.	Timely, informed Council decisions.	Satisfaction with engagement channels and consideration in decision-making.

Business	Industry Associations and Peak Bodies	Government
Why do we value these stakeholder relationships?		
Key to local economy and job creation.	Provide industry-specific requirements and trends.	Guide policy development and legislative compliance, and provide funding opportunities.
What do we want to achieve from the engagement?		
Support and inform businesses for development and growth.	Use their expertise to shape services and programs.	Build strong partnerships for community support.
How do we measure success of the engagement?		
Increased satisfaction levels.	Collaborative planning and project delivery.	Successful project and program delivery.

Employees	Visitors	Media
Why do we value these stakeholder relationships?		
Crucial for effective service delivery.	Boost the local economy and attract investments.	Ensure open and transparent communication.
What do we want to achieve from the engagement?		
Foster a values-driven workforce with high satisfaction.	Promote economic growth and tourism.	Provide accurate and relevant information.
How do we measure success of the engagement?		
Employees feel valued with opportunities for growth.	Increased visitors and availability of programs and events.	More positive than negative media coverage.

External Partnerships

The Shire recognises that fostering strong partnerships with key stakeholders is essential to providing high-quality services to our residents and ratepayers. By maintaining these partnerships, we ensure that our policies are well-informed, current, and responsive to the needs of our community. A key collaboration is with the Chittering Tourist and Business Association, with whom we work closely to support, encourage, and promote local businesses and tourism throughout the region. This partnership plays a vital role in driving economic growth and enhancing Chittering's profile as a desirable destination.

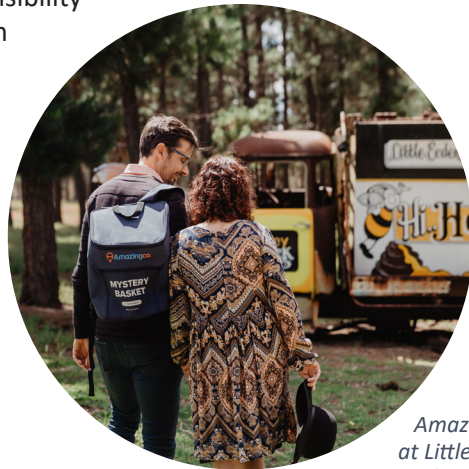
Beyond local partnerships, the Shire collaborates with several external tourism marketing companies, including Destination Perth, AmazingCo, Perth Vibes, and So Perth. Together, we run a variety of tourism campaigns aimed at showcasing the region's unique attractions to a broader audience and increasing visitation. Most of these campaigns leverage social media platforms to engage potential visitors; however, in May 2024, Chittering was also featured in a Destination WA television segment. The episode, filmed earlier in the month, aired in May and provided widespread exposure, highlighting the region's natural beauty, local businesses, and tourism experiences to a statewide audience. This collaboration not only boosted Chittering's visibility but also reinforced our commitment to promoting sustainable tourism growth.

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

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



Destination Perth campaign filming at the Northern Valley Locavore Store, Bindoon.



AmazingCo picnic at Little Eeden Honey Farm and Apiary.



AmazingCo picnic at Stringybark Winery.



Chittering Scavenger Hunt Hiking Series with the Hike Collective.

Our Volunteers

The Shire is proud to support 60 volunteer groups that make significant contributions to our community. Some of these groups include:

Bushfire Brigades

The Annual Volunteer Bushfire Brigade Recognition event took place at the Muchea Recreation Centre in June 2024, with approximately 170 volunteers in attendance.

In January 2024, the Bindoon and Gingin areas were severely impacted by twin bushfires, where firefighters faced extreme conditions to bring the blazes under control. Fuelled by intense heat and dry weather, these fires posed significant threats to homes and properties, prompting emergency warnings and widespread concern. Just days later, the region was further challenged by a severe thunderstorm that brought heavy rain, hail, and strong winds, complicating recovery efforts. These extreme weather events highlighted the resilience of local communities and emergency services as they responded to back-to-back crises.

Volunteering for Aged and Disability Services

The Shire also benefits from dedicated volunteers in its Aged and Disability Services, including two Courtesy Bus drivers who facilitate weekly transport to Joondalup or Midland. Additionally, three Community Assisted Transport drivers provide ad-hoc transportation to appointments for residents unable to drive or find alternative transport, offering a valuable paid service.

Volunteering at Events

Many of the Shire's staff volunteer at both community and Shire-run events in their own time, contributing to their success and ensuring they benefit the wider community.

Stonehouse Family Fun Walk, Ride, and Run – 5 November 2023: This event brought together 40 participants for a day of walking, riding, and running along the newly extended Stonehouse Trail, from Clune Park to the Brockman Precinct. At the end of the trail, Bindoon Arts and Crafts and Bindoon Museum welcomed visitors with a hot breakfast, while Glitter and Paint offered face painting for children. The event provided a great opportunity for the community to enjoy outdoor activities and explore one of the many scenic trails in the region.

Chittering Starry Night Music and Astronomy – 5 March 2024: Around 30 attendees, primarily families, enjoyed a night of stargazing and live music. Participants used telescopes to explore the night sky, appreciating the region's dark skies, while listening to an acoustic duo performance. Chittering Wildlife Carers also added fun to the event with glow-in-the-dark face painting.

Australia Day – 26 January 2024: The Australia Day celebration brought together over 150 community

members for a traditional event featuring a sausage sizzle and treats, along with the presentation of the Citizen of the Year Awards and education scholarships.

Muchea Recreation Centre Official Opening and Movie Night – 20 April 2024: The official opening of the MRC was a memorable occasion, with the community coming together to celebrate the new facility. The event concluded with a family-friendly movie under the stars, making it a highlight for local families.

Chittering Trails and Treasure Hike Series with Hike Collective – April 2024 School holidays: This series, in collaboration with Hike Collective, attracted 60 participants over five sessions at the Bindoon Mountain Bike Park. Attendees enjoyed guided hikes that showcased the natural beauty, history, and wildlife of the area, while scavenger hunt worksheets added extra fun and engagement.

Bindoon Mountain Bike Park Official Opening Sundowner – 27 March 2024: The official opening of the Bindoon Mountain Bike Park was a significant milestone for the region. The Sundowner event celebrated the launch of this new attraction and served as a thank you to sponsors and everyone involved in making the project a reality.

Training

The Shire supports community group volunteers by providing valuable training opportunities, including first aid courses, grants workshops, and governance information sessions.

Bindoon Library Volunteers

The Bindoon Library is supported by a dedicated team of volunteers who assist with opening the library on Saturday mornings, managing stock, and providing customer service. Pam, Brian, Julie, Christina, and Robyn are avid book lovers with a deep passion for their community, making them invaluable not only to the Bindoon Library but to the Shire as a whole. Each year, at our Annual Christmas Party, we take the opportunity to express our gratitude to our library volunteers by presenting them with a small token of appreciation.

Visitor Centre Volunteers

The Visitor Centre, located in the Bindoon townsite, is primarily operated by a committed team of volunteers who cover both weekdays and weekends. In 2023/24, the Shire successfully ran a recruitment campaign, welcoming a new volunteer to the team. We currently have three regular volunteers who are enthusiastic about supporting the centre and promoting the local area. To show our appreciation and encourage retention, we organise quarterly coffee or lunch catch-ups with the Tourism Officer and volunteers, fostering a sense of community and acknowledging their invaluable contributions.



Chattering Wildlife Volunteer.



Incident Control Volunteers.



Shire's Library Volunteers Christmas Party 2023.



Fire and Emergency Services Australia, firefighting helicopter.

Our Organisation

This section outlines the Shire's organisational structure, workforce profile, and the key initiatives that support our employees in delivering high-quality services to the community. It also highlights key workforce statistics and emphasises our commitment to Work Health and Safety (WHS).

- **Organisational Structure:** An overview of the Shire's operational hierarchy and leadership framework.
- **Our Workforce Profile:** Key insights into the composition of the Shire's workforce, including diversity, salaried employees, turnover rates, and employee recognition programs.
- **WHS:** A comprehensive look at the Shire's approach to ensuring a safe and healthy working environment, including WHS audits, safety training, and safety performance metrics such as injury management and workers' compensation claims.



Shire staff on a team hike at the Bindoon Mountain Bike Park, Bindoon.

Organisational Structure

The Chief Executive Officer (CEO) is responsible for the day-to-day management of the Shire’s operations, aligning with the strategic direction set by Council through the SCP and the four-year priorities outlined in the CBP.

The Executive Management Team (EMT), led by the CEO, plays a pivotal role in fostering a customer-focused culture and providing leadership across the organisation. The CEO is directly accountable to the Council, which is elected by the residents of Chittering, ensuring alignment with the community’s needs and aspirations. The EMT meets weekly to discuss key issues, make informed decisions, and maintain a unified approach to leadership and governance.

The Shire’s organisational structure consists of the Office of the CEO and three key departments: Development Services, Corporate Services, and Technical Services. These departments work collaboratively to deliver essential services, infrastructure, and community programs in line with the Shire’s strategic priorities. There were no changes to the organisational structure during the reporting period, ensuring continuity in leadership and operational management.



Our Executive Leadership Team

The following information details the members and services of the Executive Team as at 30 June 2024.



Melinda Prinsloo
Chief Executive Officer

Starting date: October 2022

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

Melinda has 30 years' experience in State and Local Governments, mainly in Strategy and Corporate Services. Started at the Shire of Chittering in January 2020 as the Executive Manager Corporate Services and was appointed as CEO from February 2023.

Services

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



Scott Clayton
Deputy Chief Executive Officer

Starting date: July 2023

Degrees: Bachelor of Business (Edith Cowan University), Major in Accounting, Major in Information Systems. Recipient of the Dean's List, Faculty of Business and Law (Edith Cowan University).

With 29 years' experience in Local Government, Scott has demonstrated extensive strategic leadership across various key areas, particularly in finance, administration, and corporate services.

Services

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



Jake Whistler
Executive Manager Development Services

Starting date: January 2023

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

Jake has been in local government for 15 years in town planning roles and was appointed the Executive Manager Development Services in April 2023 after acting in the role for 3 months.

Services

- Planning
- Building
- Health
- Rangers
- Fire Mitigation



Leo Pudhota
Executive Manager Technical Services

Starting date: April 2022

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

Leo has more than 28 years' experience in leadership roles and significant experience within local government across many disciplines. These include Roads, Buildings, Parks and Waste services.

Services

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



*Staff Christmas function
at the Bindoon Bowling
Club.*



Our Workforce

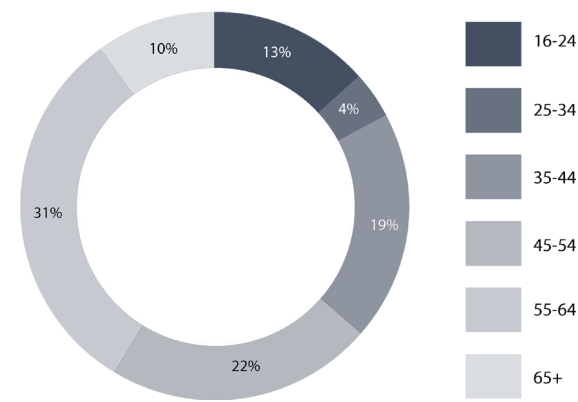
As of 30 June 2024, the Shire employs 68 individuals, comprising 51 Full-Time Equivalent (FTE) employees, 7 on fixed-term contracts, and 10 casual employees.

Workforce Profile

The Shire is committed to attracting, recruiting, empowering, and retaining top talent to form part of “Team Chittering.” We prioritise creating a supportive, high-performing work environment and offer a variety of benefits that enhance our employees’ personal, professional, and financial well-being.

To promote work-life balance, the Shire implements flexible working arrangements that cater to the diverse needs of our workforce. We aim to provide options that foster a fulfilling employment experience.

Over the past five years, the Shire has carefully managed workforce growth to meet community needs while being mindful of resource allocation. Despite increasing service demands, staff levels have risen modestly from 55 FTEs in 2019/20 to 58 FTEs in 2023/24—an increase of just three FTEs. This approach allows us to continue delivering high-quality services while efficiently managing operational costs.

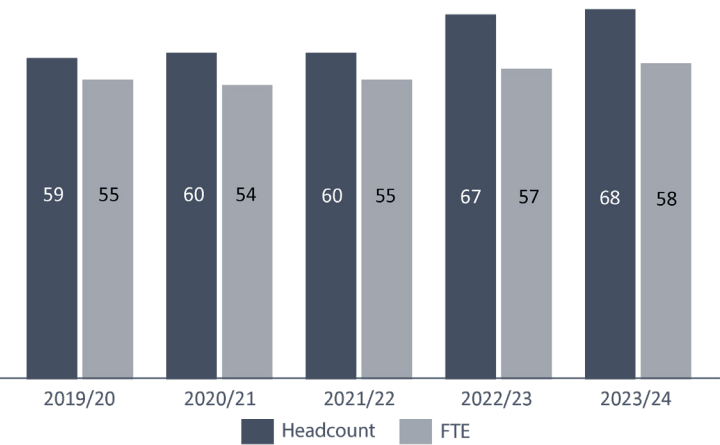


Diversity of our Workforce

This section illustrates the diversity of our workforce, highlighting the age and gender profiles that contribute to a dynamic and inclusive environment within the Shire.

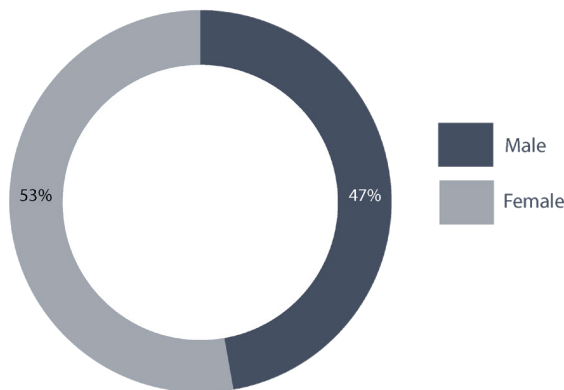
Workforce Age Profile

The Shire’s workforce reflects a diverse range of ages, with a strong representation in the 45-54 and 55-64 age groups, together comprising 54% of the workforce. This combination of mid-career professionals and seasoned employees ensures the Shire benefits from both experienced leadership and the expertise of long-serving staff, providing stability and knowledge that are critical to effective service delivery. Additionally, 10% of the workforce is aged 65 and above, including the oldest employee at 77 years of age. This group brings a wealth of experience and maturity, fostering mentorship opportunities and enhancing decision-making within the organisation. Looking ahead, the Shire recognises the importance of succession planning and workforce development as a significant portion of the workforce approaches retirement. Balancing the retention of institutional knowledge with the recruitment of new talent will be essential to maintaining operational efficiency and ensuring service continuity in the future.

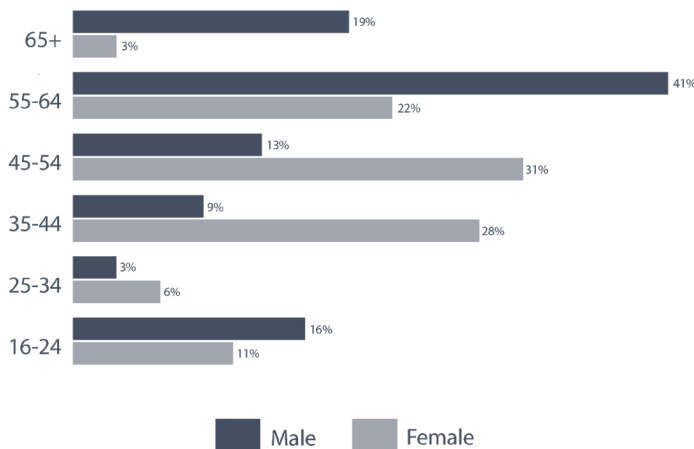


Workforce Gender Profile

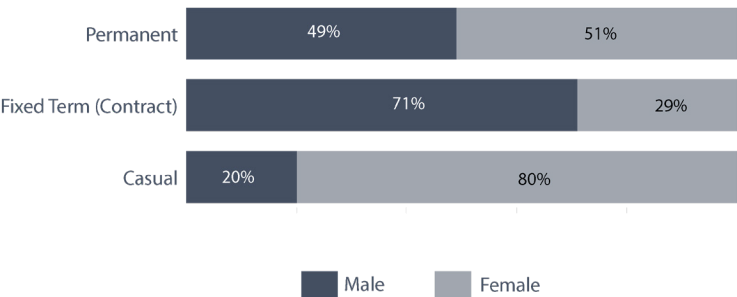
The Shire’s overall gender distribution reflects a balanced composition, with males comprising 47% and females 53%, demonstrating our commitment to fostering an inclusive and equitable workplace.



This balanced representation across various age groups underscores the Shire’s commitment to gender equity. Specifically, the younger age brackets (16-24 and 25-34) show a promising engagement of females, with 11% and 6% respectively, indicating an encouraging trend towards attracting and retaining female talent early in their careers. In contrast, the age group of 55-64 shows a significant male representation (41%), which suggests that as the Shire’s workforce ages, there may be an opportunity to strengthen female representation in senior roles. Additionally, the 65+ age group, while comprising 10% of the workforce, demonstrates that the Shire values the contributions of older employees, with a notable gender imbalance (19% male and only 3% female).



Gender Profile at Contract Types



Among permanent employees, the gender distribution is well-balanced, with males representing 49% and females 51%, reflecting our commitment to an equitable work environment.

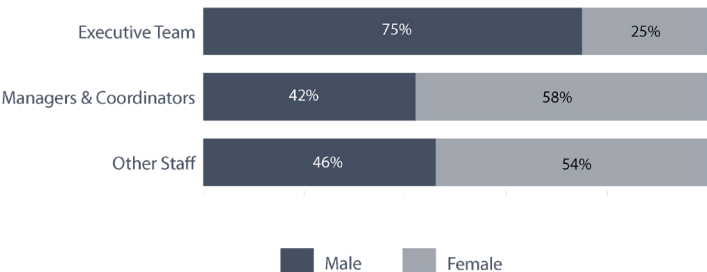
In contrast, the fixed-term contract workforce shows a different composition, with males comprising 71% and females 29%. This disparity may indicate a trend in the types of roles filled on a temporary basis or varying workforce needs for specific projects.

Conversely, the casual workforce is predominantly female, with women making up 80% compared to 20% male. This significant representation of females in casual roles may reflect the flexibility and work-life balance that these positions often provide.

Gender Profile at Leadership Level

Looking at leadership levels, the Executive Team consists of 75% male and 25% female. The management and coordinator levels show a more balanced distribution, with 42% male and 58% female. In the broader staff category, the gender representation is fairly equal, with 46% male and 54% female.

Overall, the Shire demonstrates a strong commitment to fostering a diverse and inclusive workplace, with balanced gender representation across various levels of staff. The leadership structure, while currently reflecting a higher percentage of males in the executive team, benefits from the contributions of both male and female leaders. The diverse makeup within the management and coordinator levels, as well as among broader staff, is a testament to the Shire’s dedication to creating an equitable environment. As the organisation continues to evolve, it remains focused on supporting all employees in their professional growth and ensuring that everyone feels valued and empowered within the workplace.



Salaried Employees

In compliance with *Regulation 19B of the Local Government (Administration) Regulations 1996*, the Shire is required to include the following information in the Annual Report:

- The number of employees whose annual salary is \$130,000 or higher.
- The distribution of these employees across salary bands that increase in increments of \$10,000 above \$130,000.

These salary thresholds were updated by the Local Government Regulations Amendment Regulations (No. 2) 2020, published on 6 November 2020.

To ensure clarity around non-cash benefits, the Shire has adopted a total employee cost approach to remuneration. This approach consolidates all forms of compensation into a single, comprehensive figure, promoting transparency and exceeding the basic regulatory requirements.

The accompanying table outlines the salary bands based on the total actual remuneration received by each employee during the reporting period, regardless of their employment duration. The figures include:

- Motor vehicle allowances;
- Annual cash salary component;
- Statutory 11% superannuation, plus additional Shire contributions to superannuation, where applicable;
- Salary sacrifice arrangements;
- Cash-out of leave (upon request or termination);
- Higher duties allowances;
- Overtime payments;
- Termination payments, if applicable.

The total remuneration paid to the Chief Executive Officer, inclusive of superannuation, under the *Salaries and Allowances Act 1975* is \$265,726.

The Shire does not provide bonus payments to employees, including senior executives, as this is not considered an appropriate form of remuneration for public sector officers. The increase in the number of employees earning \$130,000 or more is partly due to one officer taking on dual responsibilities while a replacement for a key position was sourced.

All staff are compensated in accordance with the Local Government Industry Award, and the Shire is obligated to meet these entitlements. In certain circumstances, where labour market pressures or specialised skills are required, exemptions may be made to offer market-related salaries above the Award on a contractual basis. Currently, four

employees are on performance-based contracts with In accordance with section 5.50 of the *Local Government Act 1995*, the Shire has a policy that outlines the conditions under which additional payments may be made to employees upon their departure, beyond their standard entitlements.

Salary Band		Male	Female	Total
130,000	139,999	0	1	1
140,000	149,999	0	0	0
150,000	159,999	0	0	0
160,000	169,999	0	0	0
170,000	179,999	0	0	0
180,000	189,999	0	0	0
190,000	199,999	2	0	2
200,000	209,999	2	0	2
210,000	219,999	0	0	0
220,000	229,999	0	0	0
230,000	239,999	0	0	0
240,000	249,999	0	0	0
250,000	259,999	0	0	0
260,000	269,999	0	1	1
Total employees		4	2	6

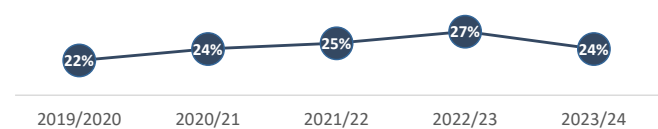
Employee Turnover Rate

In the 2023/24 financial year, the Shire reported a 19% employee turnover rate. The turnover rate was primarily influenced by the following key factors:

- 6 employees left for new opportunities outside of the Shire
- 1 employee was terminated
- 4 employees retired, contributing to the natural attrition rate



The five-year turnover trend reflects a slight 2% reduction compared to the previous year and highlights a spike in 2020/21:



While turnover remains above the 2019/20 level, the gradual decline since the 2020/21 peak suggests that the Shire's efforts to improve retention are taking effect. The Shire remains committed to strategies focused on employee development, engagement, and satisfaction to ensure workforce stability and manage turnover effectively moving forward.

Employee Performance Review Process

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

Employee Code of Conduct

The Shire’s Employee, Volunteer and Contractor’s Code of Conduct (the Code) reflects our core values and serves as a cornerstone for the Shire’s long-term success. The Code outlines the guidelines that all staff must follow to uphold high ethical standards, ensure appropriate corporate behaviour, and maintain accountability throughout the organisation.

As part of their induction, employees are required to familiarise themselves with the Code and acknowledge their understanding of the obligations and responsibilities it sets forth. The Code of Conduct plays a crucial role in shaping the Shire’s culture, providing overarching guidance on the standards of behavior expected of all staff. Employees previously attended compulsory in-person sessions to review the Code of Conduct. However, this approach has been updated, and all staff now complete an annual online questionnaire/survey. This new format ensures continued adherence to the Code while offering a more flexible and accessible way for employees to demonstrate their understanding of ethical responsibilities and standards.

Employee Rewards and Recognition

Values Awards Recognition

The Values Awards Recognition Program is a monthly initiative that honours four individuals who exemplify our vision and values. These awards are based on nominations from fellow staff members or members of the public. This program goes beyond mere acknowledgment; it celebrates exceptional individuals who embody the principles that guide our Shire. By recognising their achievements, we reinforce our commitment to fostering a workplace culture where positive attitudes, respect, accountability, and teamwork are not just values but essential components of our ongoing success.

Long Service Awards

The Shire values the commitment and dedication of team members who have served for a long period. Recognising long service is not just about the years worked but the experience, expertise, and positive impact these individuals have brought. Celebrating these milestones reflects gratitude for their hard work and the important role they’ve played in the Shire’s progress.

The following employees were rewarded for their years of service working at the Shire:

- 10 Years – Colin Lenihan started with the Shire in 21/06/2014
- 15 Years – Alison Reliti started with the Shire in 21/11/2008
- 15 Years – Bret Matieson started with the shire in 17/06/2008

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

Year of service	Total	OCEO	CS	DS	TS
<5	51	6	11	13	21
5	7	0	2	3	2
10	7	0	1	1	5
15	3	1	1	0	1
20+	0	0	0	0	0
TOTAL	68	7	15	17	29

**OCEO: Office of the CEO
**CS: Corporate Services;
***DS: Developmental Services;
****TS: Technical Services.*



Councillors and staff serving Australia Day breakfast at the Citizen of the Year Awards, Bindoon, 2024.

Health and Safety (WHS)

Wellbeing

The Shire is dedicated to fostering a healthy and supportive workplace, demonstrated through ongoing staff benefits, largely funded by the Local Government Insurance Scheme (LGIS). In response to the challenges posed by COVID-19, the Shire prioritised mental health by providing specialised training and resources for all staff. With approximately 50% of the workforce residing locally, our wellbeing services also strengthen ties with the broader community. Key initiatives include:

1. Health and Wellness Screenings

- **Skin Cancer Screenings:** On-site skin checks to facilitate early detection and prevention, especially for employees working outdoors.
- **Flu Vaccinations:** Flu vaccinations, endorsed by the Shire and available through a local pharmacy, to reduce seasonal illness and promote workplace health.

2. Mental Health Support

- **Counselling:** Confidential access to counselling and mental health services through a local mental health organisation for employees, cost is covered by the Shire. On-site advice is also available for immediate support.
- **Workshops and Training:** Sessions on mental health awareness and stress management, equipping employees with tools for resilience and well-being.
- **“R U OK? Day”:** Annual participation in “R U OK? Day” to encourage conversations around mental health and foster a supportive, communicative workplace culture.

3. Physical Activity Programs

- **Group Fitness Activities:** Organised classes and team sports, encouraging physical activity and building camaraderie among staff.
- **Walking Challenges:** LGIS-sponsored walking challenges that promote health through competition with other local governments. Group walks during community events and in new public spaces also encourage staff participation.

4. Flexible Work Options

- **Work-Life Balance Support:** Flexible working hours and remote work options (where operationally feasible), allowing employees to balance personal and professional commitments effectively.

5. Healthy Lifestyle Promotion

- **Internal Healthy Eating Challenges:** Initiatives to foster better nutrition habits among staff, complemented by accessible nutritional resources.

Safety Framework

The Shire fosters a strong safety culture, prioritising the protection of staff, contractors, and the broader community. We are committed to upholding our obligations under the *Work Health and Safety Act 2020*, the *Equal Employment Opportunity Act 1984*, and various Local Government Awards. Ensuring the health and wellbeing of our workforce is essential to maintaining engagement, productivity, and our capacity to serve the community effectively. To achieve this, we have implemented various initiatives, including:

- WHS inductions for all new employees.
- LGIS risk audit.
- 6x Working Alone Units.
- Ongoing drug and alcohol testing, especially for high-risk roles and new employees.
- Site inspections and safety observations.

Our WHS requirements are integrated into key systems and processes, including:

Recruitment: Workplace health and safety questions are a mandatory part of both interviews and reference checks during recruitment. For high-risk positions, candidates must also complete a pre-employment medical assessment.

Procurement: All contractors are required to conduct safety risk assessments for services and works, ensuring that insurances, licenses, and qualifications are compliant.

Contractor Management: The Shire has partnered with Prompt Safety Solutions to manage its contractor safety system, ensuring that WHS guidelines are issued to both contractors and supervisors to mitigate risks effectively. Onsite inductions are provided to all contractors and relevant staff to maintain compliance and promote safety awareness.

This year, Prompt Safety Solutions completed an audit with the following key findings:

- High compliance in pre-mobilisation documentation including insurances, licenses, and risk assessments, overseen by both Shire officers and contractors.
- Effective consultation and collaboration between Shire officers, contractors, and Prompt Safety Solutions, ensuring strong, well-maintained safety processes.
- On-site WHS inductions were slightly under-recorded, but conducted at a high rate, with expectations for continuous improvement through ongoing consultations.
- Generic traffic management plans are in place, with staff adequately trained to ensure safe operations.

These outcomes reflect the Shire’s commitment to improving contractor safety and ensuring ongoing compliance with safety regulations.

WHS Audit and Improvement

This year, the Shire continued its transition to full compliance with the *Work Health and Safety Act* and Regulations introduced by the State Government in March 2022. These new laws replaced the previous legislation, which had been in place since 1984. Although fundamentally similar, the updated Act and Regulations aim to enhance workplace safety for all Western Australian workers.

As a major employer within the Shire, we commissioned an external audit to assess our compliance with the new laws. The findings provided us with clear recommendations for improvement, which we have actively embraced to ensure a safe working environment for all our employees. The Shire remains committed to meeting compliance obligations and implementing safety procedures in line with the new regulations as far as reasonably practicable.

The WHS Group continues to collaborate with both Prompt Safety Solutions and our WHS Officer through regular quarterly meetings. Expanding this group to include more Health and Safety Representatives from our works and gardening teams remains a key focus.

Our ongoing commitment to safety is reflected in our regular reviews of policies, procedures, and practices to ensure compliance with relevant WHS legislation. As part of the LGIS 3 Steps to Safety program, the Shire completed an initial assessment in October 2022, followed by another assessment during the financial year, to identify areas for improving safety performance and minimising claim exposure.

Below is a summary of the key areas assessed, including updated scores after the implementation of several actions:

Category	WHS Officer Rating	LGIS Available Score	Section Achievement
Management Commitment	12	16	75%
Planning	11	18	61%
Consultation & Reporting	13	16	81%
Hazard Management	12	16	75%
Training & Supervision	14	16	87.5%
Totals	62	82	76%

The Shire has made substantial progress in aligning with the LGIS safety report issued in October 2022, improving the initial overall rating from 46% to 76%. Significant advancements have been achieved across all areas, especially in Consultation and Reporting as well as Training and Supervision. However, addressing cultural aspects of workforce operations remains an ongoing focus.

Key improvements:

- Management Commitment: Improved from 50% to 75%.
- Consultation and Reporting: Significant improvement from 56% to 81%.
- Hazard Management: Enhanced from 69% to 75%.
- Training and Supervision: Remarkable increase from 71% to 87.5%.

Safety Training

Training is crucial to embedding safety into all our activities. Our system simplifies recording staff training, providing better oversight and management. We conduct Verification of Competency (VoC) assessments for high-risk activities, particularly for operating light and heavy machinery. This program enhances the skills of our operational workforce, ensuring their safety and that of others. All outdoor crew members have renewed their certifications and received comprehensive training on Shire-owned equipment.

Inspections conducted during the 2023/24 financial year:

Quarter 1	Quarter 2	Quarter 3	Quarter 4
7 inspections, including fire stations, landfill, and Rangers house.	10 inspections, including fire stations, landfill, Shire yard, and parks and gardens shed.	0 inspections.	6 fire station inspections and all rigging tests completed.

Initiatives in safety training during the year were:

- Safe operating procedures – 13 visually appealing and easy-to-read Safe Operating Procedure brochures were created.
- First-aid training – 76% of staff have completed First Aid and CPR training.
- Mental health training – 13 staff members (19.12%) across all departments. Our aim is to have all staff complete mental health training by the end of June 2025.

Employee Engagement in WHS

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

Safety performance

Injury management

Our primary focus in injury management is to promote positive behaviours and practices surrounding the handling of injuries, ensuring that injured employees receive active support to return to work safely and promptly. Leaders are encouraged to maintain direct involvement in the injury management processes with their employees, fostering a collaborative approach to recovery.

Our Human Resource Coordinator works closely with both leaders and employees to address non-work-related injuries and fitness-for-work concerns. This process emphasises the importance of employees only returning to work when they are fully fit for duty, helping to minimise the risk of further injuries in the workplace.

Three-Year Injury Tracking

The table below highlights the number of days lost to claims due to workplace incidents over the past three years.

The 82 days of lost time injury in this financial year are primarily due to the nature of injuries sustained by two of the five employees, who together accounted for 78 days (596 hours) of the total lost time.

Year	Number of Claims	Minor	Lost Time Injury	Medical Treatment Injury	Restricted Work Injury
2021/22	2	0	1	0	0
2022/23	0	0	0	0	0
2023/24	5	0	82	2	0

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

The increase is due to improved reporting and a more proactive approach in the WHS area.

Department	2021/22	2022/23	2023/24
Office of the CEO	0	2	3
Corporate Services	1	0	4
Development Services	0	4	8
Technical Services	14	21	55
Total	15	27	71

Injuries recorded in 2023/24

There were 31 injuries recorded in 2023/24, 26% (8) of which were to the leg and 19% (6) were to the hand.

Injury Type	2022/23	2023/24
Abdomen	0	2
Ankle	0	1
Arm	3	2
Back	1	4
Eye	1	2
Hand	2	6
Head/Neck	1	4
Hip	0	1
Leg	0	8
Psychosocial	0	1
Total	8	31

Mechanism of Incident 2023/24

Injury Type	2021/22	2022/23	2023/24
Slips, trips and falls, cuts	2	1	11
Hazardous manual tasks and repetitive movement	1	3	8
Aggressive behaviour	1	1	1
Stings and bites	1	4	4
Strains and muscles	0	0	1
Chemicals	1	2	1
Electricity related	0	1	2
Plant/equipment damage	8	14	38
Personal health	0	1	2
Mental health - workplace stress	0	0	0
Other	0	0	3
Total	14	27	71

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

Lost Time Injury

The Shire had 5 lost time injury incidents for the 2023/24 financial year. These incidents have resulted in 596 lost hours. The injuries to these workers have resulted in corresponding workers compensation claims against the Shire. These claims are being proactively managed to ensure that the workers are receiving the care that they require to ensure that they are able to return to work.

Workers Compensation Claims

In 2023/24, the Shire had 5 workers compensation claims approved.

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

Description	2021/22	2022/23	2023/24
Paid to Date	\$2,651	\$0	\$44,454
Estimated Outstanding Cost	\$0	\$0	\$18,330
Number of Claims	2	0	5



Environmental health officer at an asbestos inspection site.



Staff team hike at the Bindoon Mountain Bike Park.

Our Operational Performance

This section provides a detailed review of our operational performance across various service areas, as outlined in our 4-year CBP and Annual Operational Plan. It highlights performance results for each key area and includes additional insights into the functional aspects of our services.

Key components include:

- Integrated Planning and Reporting Framework: An overview of how our planning and reporting align with strategic objectives.
- Performance Against Key Priority Areas:
 - **Community**
 - **Natural Environment**
 - **Built Environment**
 - **Economy**
 - **Administration and Governance**



Patrons enjoying a lemon workshop at Taste of Chittering 2023, Bindoon.

How to read our performance sections

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



The following performance criteria are used to illustrate performance against targets:

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

Integrated Planning and Reporting Framework (IPRF)

The Shire’s IPRF serves as the cornerstone of our strategic operations, ensuring that our actions align seamlessly with the aspirations and desired outcomes identified by our community.

Our framework is structured across three distinct planning levels: long-term, medium-term, and short-term. These levels encompass Strategy, Corporate, and Operational Planning, respectively. This comprehensive approach ensures that we remain focused on both our immediate priorities and our long-term vision.

Performance monitoring is an integral part of our framework. We rigorously track our progress against 25 key strategies, which are outlined in the accompanying table. These strategies form the vital link between the community’s long-term aspirations, as delineated in the SCP, and the Council’s medium-term implementation plan, as detailed in the CBP.

Through this structured approach, we are committed to delivering tangible outcomes that reflect the needs and ambitions of our community.



Chittering Scavenger Hunt Hiking Series with the Hike Collective.

10 YEARS - Strategy	
STRATEGIC COMMUNITY PLAN <ul style="list-style-type: none"> Vision statement Community aspirations (Strategic objectives) Outcomes 	<p>Describes the 10-year aspirational vision for the future of Chittering and the community's desired outcomes. The strategic objectives represent the community aspirations and set our strategic direction to achieve the Vision.</p> <p>The outcomes lead to the development of various council adopted strategies and plans such as the Tourism Strategy and Economic Development Strategy.</p>
Connected communities (O1) A safe and healthy community (O2)	Sustainable lifestyle (O3) Environmental protection (O4)
Retaining rural amenity (O5) Improving infrastructure (O6)	Economic growth (O7) Local business growth (O8) Increased visitors (O9)
An engaged Shire (O10) Accountable and transparent governance (O11)	
4 YEARS - Corporate	
CORPORATE BUSINESS PLAN <ul style="list-style-type: none"> Strategies Major Initiatives Capital Works Program 	<ul style="list-style-type: none"> Strategies describe how Council seeks to achieve the community outcomes over the next four years. These strategies are also aligned to council adopted strategies and plans. Major Initiatives are critical projects or actions that are prioritised for delivery of the Strategic Objectives. Capital Works Program outlines Council's planned projects over the next 4 years, identified in the Long Term Financial Plan.
Events and groups to bring the community together and assist connections (S1) Social hubs to bring the community together (S2) Increased volunteer participation across the Shire (S3) Improve education, health disability and aged services (S4) Increase the availability of emergency services (S5)	
Encouraging development in keeping with the environment (S6) Improved waste management and recycling practices (S7) Limit impacts of mining extractive industry and industrial development (S8) Ensure water security and quality (S9) Limit noise and light pollution (S10) Protection of wildlife and nature from pests, weeds, destruction and contamination (S11)	
Balance development with natural environmental and open spaces (S12) Planned development retaining rural amenity (S13) Maintenance and construction of safe roads (S14) Townsites with attractive streetscapes (S15) Provision of community facilities to allow sport and recreation participation (S16)	
Support investment which stimulates sustainable industries, business and job growth (S17) Support growth in agricultural and horticultural industries (S18) Encourage and support local businesses and new investments for the future (S19) Support and promote accommodation options (S20) Facilitate, promote and support visitation (S21) Increase in nature-based tourism and agritourism (S22)	
Continue to engage responsively with the community, using a variety of methods of inviting input (S23) Become a leader in the areas of transparency, disclosure and public accountability (S24) Responsible, sustainable and planned use of Shire's financial resources (S25)	
1 YEAR - Operations	
ANNUAL OPERATIONAL PLANS <ul style="list-style-type: none"> Services Annual Budget 	<ul style="list-style-type: none"> Services include all business-as-usual activities and legislative requirements, aligned to various service levels. Annual Budget that aligns the financial aspects to Council services.

Level 1: Strategic Community Plan - This plan outlines the strategic direction for the Shire over the next 10 years.

Level 2: Corporate Business Plan - This document serves as the Administration's response to the SCP (Level 1).

Level 3: Annual Operational Plans - These plans detail the specific actions for the first year of the CBP (Level 2). The consolidated Operational Plan, which combines all service area operational plans, forms the basis of the Shire's Annual Budget.

Corporate Performance

This section illustrates current performance compared to previous years, detailing the 2023/24 annual actions in relation to the prior year. It highlights progress towards achieving community outcomes and targets, demonstrating how we have either met or improved upon our goals over the past two years. Performance is assessed against the CBP and structured around the Shire’s five strategic themes: **Community**, **Natural Environment**, **Built Environment**, **Economy**, and **Administration and Governance**.

Where targets were not met, a corrective action is provided at the end of each table to ensure that strategies are in place to address any shortcomings.

Community

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















Strategies Aligned to Community Outcomes

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

















The following table illustrates the Shire’s progress and performance against our strategic objective aligned with the community, as outlined in the CBP.

No. CBP Actions Teams			2022/23 Status	2023/24 Performance Updates		
				Target	Status	Quarter 4 Progress Update
Implement the Shire’s annual events and festival calendar						
1	Annual Volunteer Day by 5 December (%)	Corporate Services	<div>100%</div>	December	<div>100%</div>	Completed with 70 volunteers attending.
2	Annual Education scholarship program by January (%)	Corporate Services	<div>100%</div>	100%	<div>100%</div>	Selection process was completed in November with the actual winners to be announced in January.
3	Annual Tourism Hiking Event in April (%)	Corporate Services	New action	April	<div>100%</div>	45 Adults and 60 children attended over the 5 dates within April 2024.
4	Annual Taste of Chittering Festival in August (%)	Corporate Services	<div>100%</div>	August	<div>100%</div>	Attendance of 3,500 people.
5	Annual Volunteer Week by May (%)	Corporate Services	<div>100%</div>	May	<div>100%</div>	80 people attended a community open day at John Glenn Park where residents could find out more about what is available locally.
6	Grants program - Number of successful grant applications for Youth and Adult National / International Event (%)	Corporate Services	<div>100%</div>	100%	<div>100%</div>	15 individuals receiving funding assistance, both adults and children.











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

No.	CBP Actions	Teams	2022/23 Status	2023/24 Performance Updates		
				Target	Status	Quarter 4 Progress Update
7	Annual Australia Day event by January (%)	Corporate Services		January		150 people attended Australia Day.
8	Community Resilience Events (%)	Corporate Services		Quarterly - Sept, Dec, March, June		2x Neighbourhood parties, First aid training for community groups at MRC and Bindoon. Community Grants Workshop.
9	ANZAC Day in April (%)	Corporate Services		April		Successful event held in conjunction with Bindoon RSL, with around 450 attendees.
10	Ensure all Shire staff complete the 'Accessible Events Checklist' for Shire public, community and stakeholder events and added to Event Coordination records aligned to the Shire's Disability Access and Inclusion Plan (DAIP) (%)	Office of the CEO	New action	100%		Completed.
11	Develop the Reconciliation Roadmap to inform the development of a RAP (%)	Corporate Services		100%		Draft compiled and planned for completion and implementation in 2024/25 financial year.
12	Activate the Bindoon library space by hosting at least 12 events/activities for adult and junior library members (#)	Corporate Services		60		45 were early literacy events (rhyme time) and 37 were for other demographics (12 of which were the Forget Me Not Memory café).
13	Implement a new Library Management System aligned to the Shire's ICT Roadmap (%)	Corporate Services	New action	100%		Go live date is scheduled for August 13. We have had access to the test site since the end of April and we have commenced volunteer training.
14	Create a map showing permitted food truck trading locations aligned to the Small Business Friendly Approvals Program (SBFAP) (%)	Development Services		100%		In progress and scheduled for end September 2024.

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

No.	CBP Actions	Teams	2022/23 Status	2023/24 Performance Updates		
				Target	Status	Quarter 4 Progress Update
15	Implement the Shire's Youth Services Programs – youth program, school holiday workshop one per quarter (%)	Corporate Services		100%		The Shire hosted three school holiday activities in July, October, and April, with 90 attendees for the Parkour incursion. There were no Youth Krew meetings or events in the second half of 2023, but six monthly meetings and two celebrations were held in 2024.
16	Implement the Shire's Aged Services Programs – senior week, fitness classes annual by November (%)	Corporate Services		100%		Continued support of the Lower Chittering Seniors Social Club and Seniors week events attracting around 80 seniors.
17	Conduct a formal Disability Access & Inclusion (DAI) assessment of Shire owned or managed facilities, assets and public spaces(%)	Technical Services	New action	100%		An audit to all buildings were completed and actions will be implemented aligned to budget.
18	Install UV Filter for Tank Water at Upper Chittering Fire Station (%)	Technical Services	New action	100%		Action deferred to 2024/25.
19	Conduct the 4-yearly legislative pool barrier inspections at all residential swimming pools (%)	Development Services		100%		54 of the 63 swimming pools have been inspected to date. 9 overdue and or not compliant.
20	Manage safety of food preparations at all food outlets within the Shire through education, inspections(#)	Development Services		90		Quarterly inspections were completed on time and within budget.
21	Inspections of skin penetration establishments - (hairdressers annually, beauty salon twice a year, tattoo 4 times a year) (#)	Development Services		6		All hairdressers (6) were inspected annually. There are no beauty salons or tattoo shops within the Shire.
22	Develop the Shire's Public Health Plan (%)	Development Services		100%		Plan was adopted in August.
23	Review the Bushfire Risk Management Plan (2016-2021) (%)	Development Services		100%		The plan has been presented to Council and awaiting feedback from OBRM for endorsement.

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

No.	CBP Actions	Teams	2022/23 Status	2023/24 Performance Updates		
				Target	Status	Quarter 4 Progress Update
24	Full review of the Emergency Management Arrangements aligned to the Emergency Management Act 2005 (%)	Development Services	New action	100%		Deferred to 2023/24, awaiting new CESM.
25	Conduct Bushfire education programs quarterly (#)	Development Services		4		3 completed 1) Rural Trees program changed to one per year. 2) Muchea Water. 3) LC Scouts. Originally have more rural trees.
26	Conduct the annual test of the Local Emergency Management Arrangements (LEMA) aligned to the Emergency Management Act 2005 by end September (%)	Development Services		100%		Completed in November 2023. LEMC minutes.
27	Conduct Firebreak and Hazard Reduction inspections at residential properties that were non-compliance within 4 weeks (%)	Development Services		100%		All previous non-compliant properties inspected within 6 weeks (416 in total) 2 weeks behind due to significant fires.
28	Revision and update of Emergency Recovery Plan by end February (%)	Development Services		100%		Deferred to 2024/25, awaiting new CESM.
29	Review the Bush Fire Brigades Local Law (%)	Development Services	New action	100%		Deferred to 2024/25.



Chief Executive Officer, Melinda Prinsloo and Shelley Pannell, Captain of Muchea Volunteer Bush Fire Brigade at the Bindoon ANZAC Day Service 2024.

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









Natural Environment

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

Strategies Aligned to Natural Environment Outcomes

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















The following table illustrates the Shire's progress and performance against our strategic objective aligned with the natural environment, as outlined in the CBP.

No.	CBP Actions	Teams	2022/23 Status	2023/24 Performance Updates		
				Target	Status	Quarter 4 Progress Update
1	Develop a Private Landholder Incentives Strategy to encourage maintenance of native vegetation on their properties – Y1 - conduct survey aligned to the Local Biodiversity Strategy (%)	Development Services		Conduct survey		Deferred to 2024/25.
2	Develop and implement a Landfill Closure Management Plan (LCMP) for the Bindoon and Muchea Landfill and Recycling Centre aligned to the Strategic Waste Management Plan (%)	Technical Services		100%	 75%	Draft has been prepared for Bindoon and in the process of updating the Muchea Landfill and Recycling Centre.
3	Natural area revegetation assessment at Bindoon Mountain Bike Park (%)	Corporate Services	New action	100%		Deferred to 2024/25.
4	Implement the Containers for Change Program (%)	Technical Services	New action	100%	 90%	Good Sammy's were awarded the contract and are planning to commence operations in July 2024.
5	Review Shire position on commercial waste acceptance aligned to the Strategic Waste Management Plan (%)	Technical Services	New action	100%		Deferred to 2024/25.
6	Review Shire position on free domestic disposal aligned to the Strategic Waste Management Plan (%)	Technical Services	New action	100%		Deferred to 2024/25.

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

No.	CBP Actions	Teams	2022/23 Status	2023/24 Performance Updates		
				Target	Status	Quarter 4 Progress Update
7	Waste infrastructure and operations - address non-compliance aligned to the Strategic Waste Management Plan (%)	Technical Services	New action	100%	100%	Non-compliance notice has been addressed - Groundwater monitoring is now part of business as usual.
8	Waste facility data collection program for Muchea and Bindoon landfill sites (%)	Technical Services	100%	100%	100%	In place and aligned to the data collection stats.
9	Review and endorse the Shire's Strategic Waste Management Plan (%)	Technical Services	New action	100%	100%	Completed in previous financial year and endorsed in June 2023.
10	Annual inspections and water quality sampling of all registered lodging houses, schools, B&Bs, council premises and fire tanks (5 per quarter excluding B&Bs) (%)	Development Services	0%	100%	100%	Monthly and annual inspections and sampling have been conducted as per the schedule and budget.
11	Monthly inspections and water quality sampling of all public swimming pools, – 2 swimming pools; 9 food premises (#)	Development Services	0	11	11	Monthly sampling conducted at the 11 premises.
12	Develop an education information sheet to limit traffic and motorbike noise (%)	Development Services	New action	100%	100%	Completed.
13	Conduct a Contaminated Site Audit across the Shire (%)	Development Services	New action	100%	100%	Completed.
14	Implement the annual prescribed burnings & controls aligned to the Bushfire Risk Management Plan (%)	Development Services	100%	100%	100%	100% completed as per MAFGP .
15	Develop a Water Tanks Plan for Static Water Supply – mapping aligned to the Bushfire Risk Management Plan (%)	Development Services	New action	75%	100%	Mapping completed in preparation for development of plan in 2024/25.

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

No.	CBP Actions	Teams	2022/23 Status	2023/24 Performance Updates		
				Target	Status	Quarter 4 Progress Update
16	Create a Strategic Fire Breaks Plan with mapping aligned to Bushfire Risk Management Plan (%)	Development Services		75%		Mapping completed in preparation for development of plan in 2024/25.
17	Develop risk assessments and treatment program in bushfire risk management system aligned to the Bushfire Risk Management Plan (%)	Development Services	New action	100%		Plan has been submitted and approved.
18	Groundwater monitoring at Bindoon and Muchea landfill sites as per Department of Water and Environmental Regulations (DWER) requirements (%)	Technical Services		100%		Completed.
19	Review the Bush Fire Brigades Local Law by end June 2024 (%)	Development Services		100%		Deferred to 2024/25.
20	Develop a Remediation Action Plan for 131 Muchea East Road (%)	Development Services		100%		Action Plan was completed. Undertaking the remediation is still in progress.
21	Investigate options to complete remediation of existing contaminated sites as per DWER guidelines (%)	Development Services	New action	100%		Quote received for the remediation and further investigation is required.
22	Amend the Local Planning Scheme's 'water supply' rainwater tank calculation to reflect WAPC rural guidelines (LPS) (%)	Development Services	New action	100%		Commenced with the amendment.
23	Review and amend the LPP (LPP) no 6: Water Supply Drainage (%)	Development Services	New action	100%		Deferred to 2024/25.
24	Install new Portable Fire Traffic Management Lights (%)	Development Services	New action	100%		Scope changed, not required.
25	Install Australia Fire Danger Rating System Signs (%)	Development Services	New action	100%		Scope changed, not required until new grant funding available.

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

No.	CBP Actions	Teams	2022/23 Status	2023/24 Performance Updates		
				Target	Status	Quarter 4 Progress Update
26	Meet the DWER Water usage allowance for the Shire's ground water licenses (% Compliance with DWER requirements) (%)	Technical Services	100%	100%	100%	Completed.
27	Update the Shire's WHS procedure to include Dieback and weeds prevention for contractors to adhere to best practice on-ground techniques aligned to the Strategic Waste Management Plan (spraying program for landfills twice a year) (%)	Technical Services	New action	As required in May	100%	This program is done by a contractor.

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

Action number	Corrective actions to ensure action will be completed
22	Drafted a Scheme Amendment and planning to finalise by end June 2025.



Black swans at Spoonbill Lake, Bindoon.

Built Environment

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















Strategies Aligned to Built Environment Outcomes

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
















The following table illustrates the Shire's progress and performance against our strategic objective aligned with the built environment, as outlined in the CBP.

No.	CBP Actions	Teams	2022/23 Status	2023/24 Performance Updates		
				Target	Status	Quarter 4 Progress Update
1	Building permit application processed within regulatory timeframes or timeframes agreed by the applicant (%)	Development Services	100%	100%	100%	318 Building permit applications were processed for the financial year.
2	Assess all building applications for compliance check within 5 working days and prior to processing by the Building Department (%)	Development Services	100%	100%	100%	Completed within the relevant timeframe.
3	Complete statutory compliance assessments for Uncertified building approval applications within 25 working days (%)	Development Services	100%	100%	100%	195 Uncertified building approval applications were assessed during the financial year.
4	Complete statutory compliance assessments for Certified building approval applications within 10 working days (%)	Development Services	100%	100%	100%	117 Certified building approval applications were assessed for the financial year.
5	Subdivision of Joint Venture Housing – Lot 801 Edmonds Place (%)	Development Services	New action	Finalise subdivision	25%	Delayed, awaiting on Department of Communities.
6	Implement Trees for Residents Program by June (%)	Corporate Services	100%	Distribute in June	100%	2,500 plants distributed to residents and fire information available at pickup.
7	Finalise Yozzi Road walk trail aligned to the Shire's Economic Development Strategy by end June (%)	Corporate Services	New action	100%	100%	Completed. Signage to be implemented in 2024/25 financial year.

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

No.	CBP Actions	Teams	2022/23 Status	2023/24 Performance Updates		
				Target	Status	Quarter 4 Progress Update
8	Finalise Djidi-Djidi Ridge aligned to the Shire's Economic Development Strategy by end June (%)	Corporate Services		100%		Deferred to 2024/25 financial year.
9	Finalise trails works at Bindoon Mountain Bike Park aligned to the Shire's Economic Development Strategy (%)	Corporate Services		100%		Stage 1 completed.
10	Sussex Bend Reserve Pump Track aligned to the Shire's Economic Development Strategy by end June (%)	Corporate Services	New action	100%		Deferred to 2029/2030.
11	Lower Chittering community centre architecture design by April aligned to Sport and Recreational Plan (%)	Corporate Services	New action	100%		Final architectural design complete. Tender documents 90% complete.
12	Construct a playground at Muchea Hall aligned to the Shire's Sport & Recreation Plan (%)	Corporate Services	New action	100%		Deferred to 2024/25.
13	Depot upgrades (%)	Technical Services	New action	100%		Sheds constructed and 100 % completed.
14	Bridge 4027 - construct new box culvert crossing (%)	Technical Services		Construction		Project was cancelled.
15	Implement Streetlight program in new subdivision areas aligned to the State Policy (%)	Technical Services	New action	100%		Completed in collaboration with the developers.
16	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 (%)	Technical Services	New action	100%		All completed, awaiting connection to McGlew and Chittering Roads.
17	Chittering Valley Road (%)	Technical Services	New action	100%		Completed on time and within budget.
18	Mooliabeenee Road (%)	Technical Services	New action	100%		Completed on time and within budget.

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

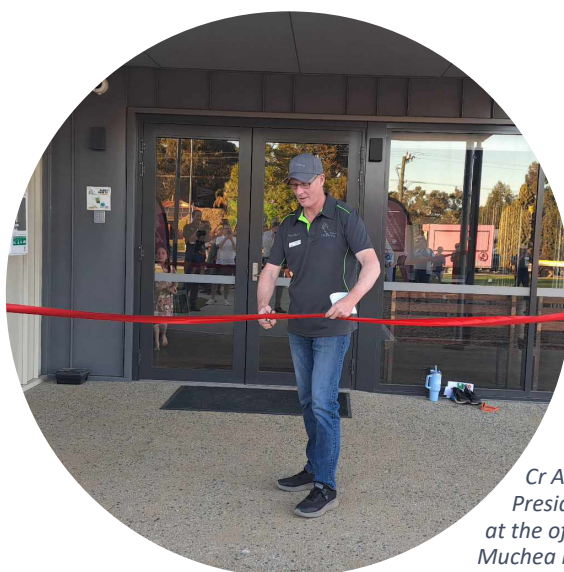
No.	CBP Actions	Teams	2022/23 Status	2023/24 Performance Updates		
				Target	Status	Quarter 4 Progress Update
19	Chittering Road (%)	Technical Services	New action	100%		Completed on time and within budget.
20	Stephens Road (%)	Technical Services	New action	100%		Completed on time and within budget.
21	Construct Julimar Road Black Spot (%)	Technical Services	New action	100%		Works completed, Black Spot Audit to be completed in next financial year.
22	Steer Street (%)	Technical Services	New action	100%		Base works completed, Asphalt to be completed in August.
23	Upgrade Administration Building with a patio for access ramp (%)	Technical Services	New action	100%		Completed.
24	Clune Park Public Conveniences upgrades (%)	Technical Services	New action	100%		Completed.
25	Bindoon hall buildings upgrades – patio and upgrades to separate room (%)	Technical Services	New action	100%		Action deferred to 2024/25.
26	Wannamal hall upgrades – patio (%)	Technical Services	New action	100%		Action deferred to 2024/25.
27	Wannamal hall upgrades – tennis courts fencing (%)	Technical Services	New action	100%		Completed.
28	Sandown Park upgrades – compost bins (%)	Technical Services	New action	100%		
29	Upgrade at Brockman Precinct Buildings (%)	Technical Services		100%		Completed.
30	Bindoon Mountain Bike Park ablution block (Noosa Tourist Village) aligned to the Shire's Economic Development Strategy (%)	Technical Services	New action	Carpark and road construction 70% completion by end June		Both completed.
31	Sussex Bend Reserve upgrade of solid shade structure (%)	Technical Services	New action	100%		
32	John Glen (Muchea) parks & ovals (upgrade electric meter box) aligned to the Shire's Sport & Recreation Plan (%)	Technical Services	New action	100%		Completed.

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

No.	CBP Actions	Teams	2022/23 Status	2023/24 Performance Updates		
				Target	Status	Quarter 4 Progress Update
33	Clune Park infrastructure parks (shade shelter & seating) aligned to the Shire's Sport & Recreation Plan (%)	Technical Services	New action	100%	100%	Completed.
34	Development of a Horse Bridle trails aligned to the Economic Development Strategy – Y1-concept aligned to the Shire's Economic Development Strategy (%)	Development Services	New action	Reporting to Council	100%	Endorsement by Council received for a 12 month trail period. Trail is planned to start in August 2024.
35	Muchea Recreation Centre aligned to the Shire's Economic Development Strategy (%)	Development Services	20%	100%	100%	Completed with its formal opening held in April 2024.
36	Install water tank & pump at Bindoon Mountain Bike Park by end June (%)	Development Services	New action	100%		Deferred. Applied for a grant to further fund this project.
37	Construct a Dog exercise park aligned to the Shire's Economic Development Strategy (%)	Development Services	New action	100%	100%	Endorsed by Council and only budgeted for 2025/26.
38	Replace the Fire water tank and pump at Muchea Hall aligned to the Shire's Sport & Recreation Plan (%)	Development Services	New action	100%	100%	Tank installed.

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

Action number	Corrective actions to ensure action will be completed
5	Commencing the subdivision process to progress this action.



Cr Aaron King (Shire President) cutting the ribbon at the official opening of the Muchea Recreational Centre.

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

Economy











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

Strategies Aligned to Economy Outcomes

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

The following table illustrates the Shire's progress and performance against our strategic objective aligned with the economy, as outlined in the CBP.

No.	CBP Actions	Teams	2022/23 Status	2023/24 Performance Updates		
				Target	Status	Quarter 4 Progress Update
1	Shop Local Campaign by December (%)	Corporate Services	100%	100%	100%	Online promotion completed in December.
2	Install an Electric Vehicle Charging Station (%)	Technical Services	New action	100%		Project was cancelled.
3	Small Business Friendly Local Government 6-monthly report (%)	Development Services	New action	100%	100%	Submitted in February 2024.
4	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 aligned to the Shire's Economic Development Strategy by end June (%)	Corporate Services	New action	100%		Deferred to next financial year.
5	Ongoing marketing aligned to the newly developed Business Directory to assist businesses to increase their knowledge and skills base aligned to the Shire's Economic Development Strategy one per quarter from quarter 2 onwards (%)	Corporate Services	100%	100%		Deferred to next financial year.

No.	CBP Actions	Teams	2022/23 Status	2023/24 Performance Updates		
				Target	Status	Quarter 4 Progress Update
6	Business Station Thrive Program aligned to the Shire's Economic Development Strategy (%)	Corporate Services	New action	100%		Deferred to next financial year.
7	Communicating generic approval process and timelines aligned to the Small Business Friendly Approvals Program (SBFAP) and the Shire's Economic Development Strategy (%)	Development Services	New action	100%		Deferred to next financial year.
8	Review Small Business Development Applications C (SBDC) approval process aligned to the Shire's Economic Development Strategy (%)	Development Services	New action	100%		Deferred to next financial year.
9	Review and amend the LPP no 11: Wayside Stalls (%)	Development Services	New action	100%		Deferred to next financial year.
10	Audit the current signage in the Shire and develop a tourist signage plan to attract travellers of the major highways and remove obsolete signage aligned to the Tourism Strategy by end September (%)	Corporate Services		100%		Completed aligned with the budget.
11	Implement the Signage Strategy with 22 actions, product development & business support aligned to the Shire's Economic Development Strategy (#)	Corporate Services	New action	22		9 of the 22 were completed. Budget expended. Planning for the next financial year to complete the 13 projects outstanding.
12	Area Promotion aligned to the Shire's Economic Development Strategy - 2 campaigns annually by end Dec and end June (#)	Corporate Services	New action	2		Signed up for a 2 year Destination Perth Campaign. Our Feature Article is planned for August 2024. Destination WA TV show was conducted in May 2024. Featured in the Small Business Friendly; Channel 9 News
13	Tourism Marketing aligned to the Shire's Economic Development Strategy by end June (%)	Corporate Services		100%		2024 Visitor Guides were compiled and distributed to various stakeholders.

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

No.	CBP Actions	Teams	2022/23 Status	2023/24 Performance Updates		
				Target	Status	Quarter 4 Progress Update
14	Visitor Centre roadside promotion aligned to the Shire's Economic Development Strategy (%)	Corporate Services	New action	100%	100%	Completed, front signage and displays installed.
15	Uncover Chittering Indigenous History aligned to the Shire's Economic Development Strategy (%)	Office of the CEO	New action	100%	80%	A draft roadmap has been compiled.
16	Investigate the potential for identifying and attracting marquee events and bolster Chittering brand - food festivals, long-distance style cycling events aligned to the Shire's Economic Development Strategy (%)	Corporate Services	New action	100%	100%	Successful planning of the Mountain Bike Open Day scheduled for July 2024.
17	Roadside Valley Viewpoint/pullover bays (%)	Corporate Services		100%		Deferred to next financial year.
18	Bindoon Caravan Park aligned to the Shire's Economic Development Strategy - stage 1 - Expression of Interest for accommodation options at Bindoon Mountain Bike Park (%)	Corporate Services	New action	100%	100%	Request for proposal and discussion with potential investor is ongoing.
19	Tourist Bureau Building upgrades (%)	Technical Services	New action	100%	100%	Completed.



Entrance to Muchea Industrial Park, Muchea.

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

Administration and Governance

An engaged community with accountable and efficient governance (SO5)

Strategies Aligned to Administration and Governance Outcomes

An engage Shire (O10)	Continue to engage responsively with the community, using a variety of methods of inviting input (S23)
Increased visitors (O9)	Support and promote accommodation options (S20)
	Increase in nature-based tourism and agritourism (S22)

The following table illustrates the Shire's progress and performance against our strategic objective aligned with administration and governance, as outlined in the CBP.

No.	CBP Actions	Teams	2022/23 Status	2023/24 Performance Updates		
				Target	Status	Quarter 4 Progress Update
1	Implement a Customer Relations Management Solution stage 1 aligned to the Small Business Friendly Approvals Program (SBFAP) (%)	Corporate Services	New action	100%	100%	Completed
2	Review the Community Engagement Framework aligned to the Shire's Risk Register by end June (%)	Corporate Services		100%		Deferred to 2024/25.
3	Install x4 Community Notice Boards by end Dec (%)	Corporate Services	New action	100%	100%	All 4 have been purchased and installed.
4	Research & assess alternative information formats for viability & implementation of the DAIP (%)	Office of the CEO	New action	100%	100%	The Shire's website provider is fully compliant with the legislation. Alternative versions are on a request basis.
5	Percentage of the Shire's Annual Budget spent (%)	Corporate Services	67%	75%	79%	79% of the annual capital budget was spent by end June 2024. This is an improvement of 7% compared to previous year.
6	Rates collection (%)	Corporate Services	97.8%	95%	98.2%	98.20% rates collected as at end June 2024.
7	Review the Shire's Business Continuity Plan (%)	Corporate Services	New action	Final review	100%	Completed.
8	Implement OST CouncilFirst RKP system aligned to the ICT Roadmap (%)	Corporate Services	New action	100%	100%	Completed.

No.	CBP Actions	Teams	2022/23 Status	2023/24 Performance Updates		
				Target	Status	Quarter 4 Progress Update
9	Implement CouncilFirst Finance & other modules aligned to the ICT Roadmap (%)	Corporate Services		100%		Deferred to next financial year.
10	Conduct a Feasibility Studies for Caravan Parks at Lower Chittering by end June (%)	Corporate Services	New action	100%		Deferred to next financial year.
11	DAIP awareness training – Deliver information sessions for management and leadership roles on inclusive employment and service practice by June 2024 (%)	Office of the CEO	New action	100%		Training session was held in June.
12	Conduct Accountable and Ethical Decision-Making Training aligned to the Shire's Risk Register - 3 sessions yearly (100% of all staff members must attend) - Nov, May (%)	Office of the CEO		100%		A session was held in November 2023. These sessions will be replaced by an online questionnaire survey in the next financial year.
13	Conduct a Culture Survey (%)	Office of the CEO	New action	100%		Survey was conducted. Overall the score improved from 34 in 2021 to 77 in 2024. This is an improvement of 43%.
14	Implement improvement actions resulted from the WHS Audit completed in 2022/23 (%)	Office of the CEO		100%		Completed.
15	Minor review of the Shire's SCP (%)	Office of the CEO	New action	100%		Desktop study completed and adopted by Council at June 2024 Council Meeting.
16	Implement new Council Website and launch Shire of Chittering App (%)	Office of the CEO	New action	100%		Deferred to next financial year.
17	Review the Asset Management Policy (%)	Technical Services	New action	100%		Deferred to next financial year.
18	Review Local Planning Scheme aligned to legislative requirements reviewed every four years- 2026 completions (%)	Development Services		20%		DPLH and Shire have commenced

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

No.	CBP Actions	Teams	2022/23 Status	2023/24 Performance Updates		
				Target	Status	Quarter 4 Progress Update
19	Implement a Local Planning Policy (LPP) aligned to the criteria detailed in the Local Biodiversity Strategy (%)	Development Services	New action	Commence	●	Deferred to next financial year.
20	Review the Extractive Industries Local Law by end June 2024 (%)	Development Services	●	Submit to Council end June	●	Deferred to next financial year.
21	Conduct a Feasibility Study – Independent Living Units (%)	Development Services	New action	100%	●	Deferred to next financial year.

Opening of the Clune to Brockman footpath.

Right: Locals participating in the Stonehouse Family Fun Walk, Ride and Run 2023, Bindoon.



Left: Hon Martin Aldridge MLC (Member for the Agricultural Region), Cr Aaron King (Shire President), Hon Sandra Carr MLC (Member for the Agricultural Region).



Service Area Highlights and Challenges

The service area highlights and challenges provide an overview of key achievements and obstacles faced across each strategic theme, including the functions and services aligned to those themes, reflecting progress and areas for improvement in the Shire’s development and community services.

Community

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

The Shire delivers a range of functions and services to support this strategic outcome:

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

The following section outlines the highlights and challenges associated with our service areas under the strategic theme of **Community**. These achievements represent either compliance with legislative requirements as well as our routine business operations.

Citizenship Ceremonies

The Australian Citizenship Ceremonies Code, in accordance with the Australian Citizenship Act 2007, outlines the requirements for citizenship ceremonies. Prior to December 2022, local governments were required to conduct these ceremonies on Australia Day. From 2023, they may now be held on 26 January or during the three days before or after. Local governments are also mandated to conduct ceremonies every two to three months, or more frequently if needed, regardless of the number of candidates.

Four Citizenship events were held in 2023/24 which included a special citizenship ceremony held on Australia Day as part of the Shire’s annual Australia Day celebration that included presentation of the annual community awards. Fourteen members of our community read aloud their pledge and became Australian citizens.

Australia Day – A community event was held on Australia Day at Clune Park, Bindoon, and included:

- Presentation of the Citizen, Young Citizen, Senior Citizen, and Active Citizen of the Year Awards;
- School Citizenship Award; and
- Education Scholarships.

Community Awards

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

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

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

Community Citizen of the Year Awards

The following awards were awarded on Australia Day, 26 January 2024.



Citizen of the Year Award - Cathy Fisher and Annie Hudson

The Shire's Citizen of the Year Award was presented to Cathy Fisher and Annie Hudson for their exceptional community service. Cathy, a St John volunteer for 19-years, was recognised for her contributions to patient care and volunteer development. Her leadership as Volunteer Development Officer has inspired many to engage in community service.

Annie was celebrated for her involvement in community groups, organising fundraisers, and transforming the library into a vibrant hub. She is known for her tireless efforts in supporting local causes and fostering community connections.

Both recipients exemplify the spirit of community service and continue to inspire others.



Young Citizen of the Year Award - Skye Smith

The Shire's Young Citizen of the Year Award went to Skye Smith for her leadership and dedication to the community. As vice president and current secretary of the CWA Bindoon Belles, Skye led initiatives supporting survivors of domestic violence and families in crisis. She also organised community events like teddy bear picnics and fundraisers, fostering unity. Additionally, Skye improved safety at the Wannamal truck stop bay for children. Her efforts have made a lasting impact, inspiring others in the community.



Senior Citizen of the Year Award - Peta Leiper

The Shire's Senior Citizen of the Year Award was presented to Peta Leiper, known as Petal, for her tireless support of local businesses, events, and the Bindoon Library over the past seven years. Her dedication to community safety is evident in her volunteer work with the Swan SES and the Swan Communications Volunteer Bushfire Brigade, where she has responded to emergencies like storms and bushfires. Peta also runs workshops to help residents prepare for emergencies and actively supports youth initiatives. Her selfless service and commitment to the well-being of others have made a lasting impact on the Chittering community.



Active Citizen Award (Community Group or Event) - Bindoon and Districts Historical Society

The Shire's Active Citizen Award was presented to the Bindoon and Districts Historical Society for their decade-long orchestration of the Bindoon Historic Vehicle Day, a beloved event at the Chittering Spring Festival. This family-friendly, free event, held at Bindoon Oval alongside the Farmers Market, showcases historical vehicles and motorcycles while providing attendees with vibrant market stalls, delicious food, and live entertainment. The event also features a courtesy bus to the Bindoon Heritage Museum, a Holy Trinity Church tour, wildflower display, and Arts and Craft store. The society's commitment to community engagement and celebration through this event makes them deserving recipients of the award.

2023 Bindoon Primary School Citizenship Award – Baylee Dragic



The 2023 Bindoon Primary School Citizenship Award was awarded to Baylee Dragic for her exceptional leadership and reliability. Elected to the student council for two years and serving as school captain, Baylee consistently demonstrated the school's values of respect, positivity, empathy, and continuous improvement. Her commitment extended beyond academics, as she effectively managed responsibilities like setting up assemblies and participating in fundraising initiatives. Baylee's problem-solving skills shone through as she supported her peers and younger students on the playground, fostering a positive and inclusive environment. Her remarkable character and achievements make her a deserving recipient of the School Citizenship Award.

Educational Scholarships

Awards are presented to students residing in Chittering who demonstrate extraordinary commitment to their schooling and community. In January 2024, one \$1,000 scholarship and two \$500 prizes were awarded to Year 6 students. Unfortunately, no applications were received for Year 10 students.

Year 6 Student - Tahlia Searle



Tahlia Searle graduated from Immaculate Heart College in 2023 and will begin her secondary education at La Salle College in 2024. Described by her teachers as dedicated and resilient, Tahlia has exemplified leadership as Head Girl, serving as a role model for her peers. In addition to her academic success, she actively participates in extracurricular activities at Ambiance Dance Company, where she helps teach younger students. Her kindness and compassion highlight her maturity beyond her years. This scholarship will support Tahlia and her family with tuition and other school-related expenses as she pursues her educational goals and aspirations in the arts.

Year 7 Student - Theo Camiller



Theo Camiller graduated from Swan Christian College in 2023 and will continue his secondary education there in 2024. Teachers describe Theo as a confident and delightful student who thrives on connecting with others, demonstrating respect and thoughtfulness. As a natural leader, he brings great energy to activities, complemented by his creative and unique perspective. Theo is a deserving recipient of this scholarship, and we look forward to hearing about his future successes.

Year 7 Student - Jacob Kavanagh

Jacob Kavanagh graduated from Bindoon Primary School in 2023 and will begin his secondary education at Immaculate Heart College in 2024. Teachers describe Jacob as a mature and friendly young person who displays enthusiasm and a keen interest in his learning. As Faction Captain for Needonga, he demonstrated dedication to his fellow students and a willingness to assist both peers and adults. Jacob is a deserving recipient of this award, reflecting his commitment to the school community. Jacob was absent on the day and, therefore, no photo is available.

Community Assistance Grants, Sponsorship and Donations

Each year, the Shire allocates funds to various not-for-profit organisations operating within the community. This funding is divided into two categories, aimed at benefiting Shire residents through recreational, sporting, social or cultural initiatives:

1. Community Assistance Grants: Supporting infrastructure and equipment needs.
2. Sponsorship: Providing funding for events and projects, whether annual or one-off.

Event Sponsorship

Organisation	Service Provided	Amount (\$ GST excl)
Lions Cancer Institute	Special Kids Christmas Party	\$ 1,000
Bindoon and Districts Bowling Club	Men's Open and Ladies Gala Days	\$ 1,200
Bindoon Agricultural Society	Bindoon Ag Show 2022-2024	\$ 3,000
Bindoon Agricultural Society	Bindoon Rodeo	\$ 3,000
Peace Be Still	Peace be Still & All Good	\$ 1,000
Wannamal Tennis Club	100 Years of Tennis	\$ 1,000
Muchea Senior Cricket	Super 7 Muchea Cricket Tournament	\$ 999
Bindoon Belles	Kids Disco	\$ 300
Chittering Veteran Car Club	Chittering Car Day	\$ 997
BEAT	BEAT NYE	\$ 500
Bindoon Arts and Crafts	Quilts in Spring	\$ 225
Bindoon & Districts Historical Society	Historic Vehicle Day	\$ 1,000
Swan SES	60th Anniversary	\$ 1,000
	TOTAL	\$ 15,221

Christmas and Australia Day Events (Community Run)

Organisation	Service Provided	Amount (\$ GST excl)
Wannamal Community Centre	Long Table Dinner	\$ 1,100
Wannamal Community Centre	Wannamal Christmas Tree	\$ 900
	TOTAL	\$ 2,000

Community Assistance Grants - Equipment and Infrastructure

Organisation	Service Provided	Amount (\$ GST excl)
Bindoon & Districts Bowling Club	Bowling Green Apron replacement	\$ 5,800
Bindoon Arts and Crafts	Safety Equipment	\$ 748.91
Wannamal Community Centre	Crockery and Cutlery for events	\$ 182.26
Bindoon & Districts Historical Society	Office Equipment	\$ 150
South Midlands Pony Club	Ride on Mower and Gazebos	\$ 500
Immaculate Heart College P&F	Portable soccer goals	\$ 1,356.67
IHC Community Netball Club	Uniforms	\$ 600
Bindoon & Districts Historical Society	Advertising Flags	\$ 614
	TOTAL	\$ 9,951.84

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

A total of \$1,800 sponsorships was contributed to individuals under 18 representing the state or the nation during the year, and an additional \$1,200 was contributed to adults representing the state.

Roads Grants Funding

Type of Grant	From	Detail	Amount (\$ GST excl)
Roads to Recovery	Department of Infrastructure	Road upgrade of Chittering Valley Road and Wandena Road.	\$334,703
Regional Road Group - Road Projects	Main Roads WA	Road upgrade of Mooliabeenee Road and Muchea East Road	\$728,910
Regional Road Group - State Blackspot	Main Roads WA	Julimar Road and Muchea South Road stage 1	\$416,600
		TOTAL	\$1,480,213

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

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

The Shire, along with seven other Councils in the northern Wheatbelt form one of the ten RRGs. Funding is distributed based on deliberations by the RRG. Information obtained from traffic counters, the types of vehicles using the roads, and condition reports of roads are used as inputs to a prioritised list of roads to be funded. This year, Chittering's share of the funding pool was allocated to the upgrade of Mooliabeenee Road intersection with Bindoon-Moora Road (Construction), and Chittering Road.

Facility Hire Subsidies

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

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

During 2023/24, the Shire generated \$32,243.34 through fees and charges for the use of facilities.

Cultural Heritage and Reconciliation

As land managers and decision-makers in land use planning, Local Government plays a pivotal role in activities that can affect Aboriginal cultural heritage. We also recognise the integral role of Aboriginal people as community members, residents, ratepayers, and Council Members. The *Aboriginal Cultural Heritage Act 2021* is a landmark legislative reform, and ensuring its effective implementation requires adequate resources.

Several interactions with various Elders of the Yued peoples of the Noongar Nation have now established the foundation for interactions towards building a RAP. Throughout 2023/2024 Council attended training and information sessions and developed a Roadmap to a Reflect RAP. Going forward this Roadmap will include community engagement and further relationship building as well as raising awareness for staff and the community. We aim to collaborate with the traditional owners of the lands within the Shire to document and incorporate their history and knowledge into our signage, tourist maps, brochures, and other documents. Achieving full collaboration with the Aboriginal Elders in our Shire will take time, but the Council and Chief Executive Officer are dedicated to making a lasting change.

Disability Access and Inclusion (DAI)

Western Australian Local Governments are required under the *Western Australia Disability Services Act (1993)* to develop and implement a DAIP. This plan assists Local Governments in planning and implementing improvements to access and inclusion across seven key outcome areas:

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

Additional legislation related to access and inclusion includes the *Western Australia Equal Opportunity Act (1984)* and the *Commonwealth Disability Discrimination Act 1992 (DDA)*.

Under the *Disability Services Act*, Local Governments must report on the progress of their DAIPs and include a submission regarding DAIP implementation in their Annual Report. Annually, the Shire submits a progress report to the Government of Western Australia's Department of Communities.

The DAIP consists of 28 actions, and by the end of June 2024, the Shire has achieved the following:

- 82% (23 of the 28 actions) were either completed or in progress.
- 18% (5 of the 28 actions) have not progressed.

The Shire's DAIP for 2023-2026 aims to enhance access and inclusion in Council services and operations while reducing barriers for individuals seeking to access these services and facilities.

We are dedicated to promoting the inclusion of people with disabilities by improving access to our information, facilities, and services. The Shire adopted its first Disability Service Plan (DSP) in 1995 to address community access barriers. This plan has been updated and replaced by the current DAIP for the period 2023-2026, which was adopted by the Council on 19 April 2023.

Key achievements during the year:

- The Shire prioritises accessibility in planning and evaluating community events, utilising an accessible events checklist to ensure inclusivity for all participants.
- Event promotions are offered in various formats and distribution channels. A mailing register has been established to inform individuals with disabilities about events and how they meet their needs.
- The Shire Library has enhanced accessibility by providing e-resources that allow users to adjust font size and language settings. Appointments are available for individuals needing assistance, and for those unable to visit the library, staff can select materials for collection by a carer or designated contact.
- Information sessions on inclusive practices were conducted for 30 Shire employees and councillors through Disability Awareness Training, educating participants on the needs and abilities of people with disabilities, as well as relevant legislation for equality in services and opportunities.
- Ninety percent of Shire-owned buildings have undergone DAIP assessments, with necessary compliance improvements identified and prioritised based on available resources and capacity constraints.
- Shire employees will attend a workshop by Disability Discrimination Western Australia (DDWA) focused on creating Easy Read documents. This training will support the redevelopment of the Shire's website to ensure compliance with web content guidelines established by the World Wide Web Consortium (W3C) and relevant State Government Access Guidelines for Information, Services, and Facilities, ensuring that communication is accessible in alternative formats.

Library Services

The Bindoon Library is the award-winning public library that serves the Shire. With regular events, active social media accounts, and friendly staff, the library isn't just about books but is a real community hub. With programs and services for all ages, from Rhyme Time for small children, school holiday activities for older children, and movie nights, workshops, and a Forget Me Not Memory café for adults and seniors, there's always something going on.

The library won the 2024 Library Board Award for Innovation and Collaboration (Small Regional category) for their dementia services and programs, which include not only the Memory café, but also a dedicated collection of books and five memory boxes.

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

Public Health

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

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

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

KPI	Previous Results		2023/2024 Result		
	2021/22	2022/23	Target	Actual	Performance Details
Number of customer requests investigated by Health Services	436	433	n/a	454	Data only relates to incoming requests, applications, and enquiries and tasks.
Number of food premises within the Shire	65	59	n/a	54	Fewer food businesses as some have ceased operating.
Number of food handlers completed the FoodSafe online training	10	5	n/a	54	n/a
Achievement of public health inspection	10%	10%	100%	95%	An improvement of 85% compared to last year.
% of public pool water sampling	0%	0%	100%	100%	All public swimming pools were sampled as per legislative requirements.
Number of public buildings within the Shire	39	39	n/a	39	n/a
Conduct food premises inspections	0	50%	100%	80%	The following high, medium and low risk premises were inspected: High – 2 of the 4 Medium – 15 of the 24 Low – 26 of the 26

Community Safety

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

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

Animal Safety and Investigations

Council is required to investigate every reported dog attack that occurs within the Shire. For the financial year 2023/24, a total of seven dog attack incidents were reported to the Shire and were subsequently investigated and resolved. Further to these attacks, one dog was declared dangerous, which is a necessary step to ensure the ongoing safety of the community.

The Shire is also responsible for investigating and resolving wandering or lost animals, which results in them being impounded. These animals are either returned to their registered owners or, if unowned, are processed for rehoming with an appropriate agency.

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

KPI	2021/22	2022/23	2023/24
Dog Attacks	8	7	7
Declarations of dangerous dogs	5	2	1
Number of dogs impounded	15	14	13
Number of cats impounded	7	21	4

Emergency Management / Fire Control

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

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

KPI	2021/22	2022/23	2023/24
Emergency management plans	conducted	conducted	conducted
Number of prescribed burns undertaken during the financial year	18	22	27
Number of bushfire incidents attended	40	67	91



Shire Bushfire Brigade Volunteers undertaking fire mitigation activities.

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

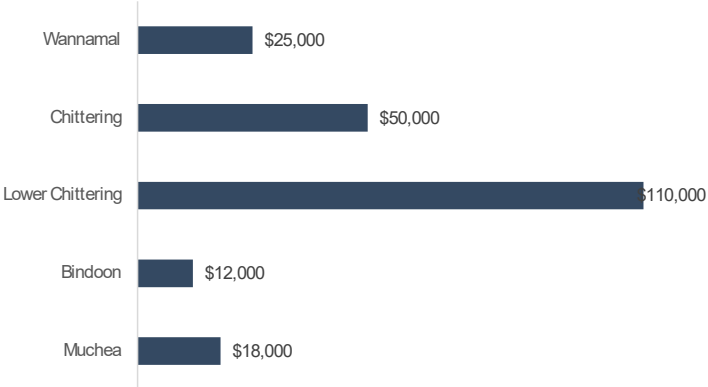
Staff, contractors, residents, and volunteers have been busy with planning and conducting bushfire mitigation activities in preparation for the summer months.

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

While our responsibility is to respond to bushfires within the Shire, the brigades routinely provide response support to fires across the state as well as contribute to national deployments. In 2023/24, each brigade attended up to 91 incidents. In addition, they completed several prescribed burns and numerous training events. The brigades have a strong working relationship with DFES and DBCA, which are the State’s major fire response agencies. Maintaining these relationships is of crucial importance to the Shire. They assist the Shire with important brigade training and mitigation activities, such as strategic prescribed burns, as well as ensuring that communication and understanding in joint fire response is effective and efficient. The Shire also provides financial support for the annual Fire Services Awards event for all brigades within the Shire

A major component of managing bushfire risk is preparing for bushfire season by doing bushfire mitigation works. These include firebreaks, chemical and mechanical works to reduce fuel loads, and prescribed burns. The Shire has a Bushfire Risk Officer, who manages bushfire awareness, provides information to the community on how to be bushfire ready, and also manages our Fire Mitigation program. The Shire was successful in securing \$250,000 in fire mitigation grant funding. Through concerted efforts, \$215,000 worth of mitigation work has been conducted and grant funding acquitted.

Mitigation Funding Spent by Locality



Shire Bushfire Brigade Volunteers in action at the January fires.

Challenges Faced During the Year

The development of the RAP has presented a slight challenge. To address this, a Reconciliation Roadmap has been created to guide and support the plan's progress.

The four-yearly legislative pool barrier inspections have been challenging, with 86% completed. Of the 63 swimming pools, 9 remain overdue and non-compliant due to difficulties in accessing the properties, as some owners have not been responsive. Efforts are ongoing to resolve these access issues and address the outstanding non-compliance.

The review of the Bush Fire Brigades Local Law, which was due this year, has been deferred to 2024/25. This ensures that the Shire will meet the legislative requirement to review local laws every eight years.

Additionally, the review of the Emergency Management Arrangements has been challenging to prioritise this year; however, it has been rescheduled for completion in the 2024/25 financial year to ensure compliance with the *Emergency Management Act 2005*.

Plans for the Next Four Years

- Develop a Public Art Strategy.
- Commence preparations of a RAP.
- Develop Facility Management Plans for each of the ten facilities.
- Develop a Governance Model for Muchea Recreation Centre.
- Review the Sport and Recreation Plan in line with the major review of the SCP.
- Review the Community Development Plan.
- Training on the Emergency Evacuation System.
- Review the Contact and Resource List within the LEMA.
- Conduct a formal Disability Access & Inclusion (DAI) assessment of Shire owned or managed facilities, assets, and public spaces.
- Develop a simple Shire of Chittering 'Disability and Inclusion Toolkit' for engagement and application when consultation/public participation is proposed.
- DAIP awareness training – deliver information sessions for management and leadership roles on inclusive employment and service practice.
- Research and assess alternative information formats for viability and implementation.
- Develop a key contact register of volunteered contact details of people with a disability, their carers and relevant organisations to communicate and inform of public consultation opportunities.
- Revise the Shire's website to include the 'Accessible Events Checklist' and share this information with external parties and organisations.



Shire ranger and bushfire team.

Natural Environment

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

The Shire delivers a range of functions and services to support this strategic outcome:

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

The following section outlines the highlights and challenges associated with our service areas under the strategic theme of **Natural Environment**. These achievements represent either compliance with legislative requirements as well as our routine business operations.

Bushland Management

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

Water Security

The Shire holds three water abstraction licences registered with the Department of Water and Environmental Regulation. These licences are vital for managing our water resources, allowing us to draw from water bores for irrigation of parks and gardens, as well as to fill strategic water tanks used for firefighting.

KPI	2021/22	2022/23	2023/24
Bore 1 - Lower Chittering Community Centre	0kL	195kL	0kL
Bore 2 – John Glenn Park	0kL	225kL	5,324kL
Bore 3 – Muchea Oval	8,886kL	26,659kL	25,775kL

In the 2023/24 financial year, the Shire abstracted 31,099 kiloliters (kL) from groundwater resources, marking an increase from the previous year’s abstraction of 27,079kL. This amount represents 32% of our total water allocation of 96,000kL.

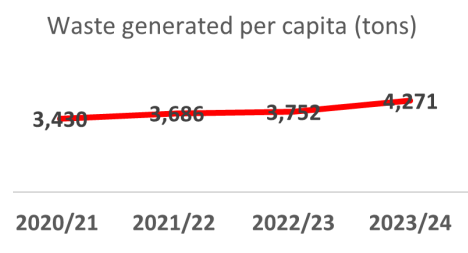
The table above illustrates the Shire’s water consumption from groundwater resources over the past three years.



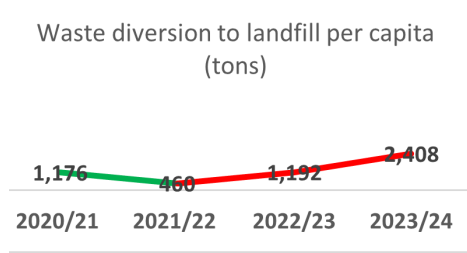
Children splashing in puddles at the Nature Play event, 2024.

Waste Management

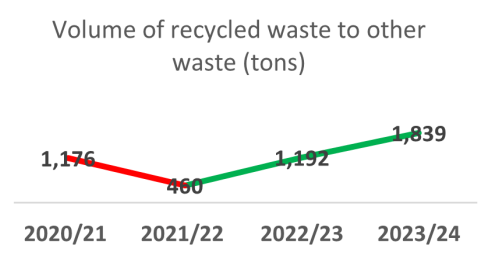
The table below illustrates the GRI standard 306-4 (Waste Diverted from Disposal) that forms part of the set of GRI Sustainability Reporting Standards. The green lines illustrate a positive trend whereas the red lines indicate negative performance.



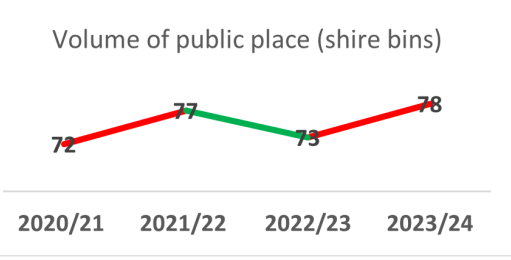
The total waste generated per capita has increased to 4,271 tons. This rise is influenced by previous years only accounting for the Muchea landfill, while population growth, particularly from the Wildflower Ridge subdivision, also plays a significant role. The increase highlights ongoing challenges in waste management and underscores the need for enhanced community engagement in recycling efforts. The target is to achieve a decrease in waste generated per capita to promote sustainability and improve waste management practices.



The total waste diversion to landfill per capita has increased to 2,408 tons in 2023/24. The target is to achieve a decrease in this figure to promote better waste management practices. This upward trend highlights the necessity for enhanced community education on recycling practices and the importance of ensuring that waste is allocated to the correct bins. Increased awareness and engagement in proper waste management will be crucial in addressing this challenge and improving sustainability outcomes.



The increase in the volume of recycled waste is a promising trend driven by population growth and the Shire’s proactive measures to improve community engagement in recycling initiatives. With continued focus on education and infrastructure, there is potential for further positive outcomes in waste management practices.



The increase in waste generated from public place bins highlights both the challenges and opportunities presented by rising tourism and community events. By focusing on education and effective waste management strategies, the Shire aims to achieve a decrease in waste generation while continuing to leverage the positive impacts of tourism on the local economy.

Bulk hard waste drop off (tons)



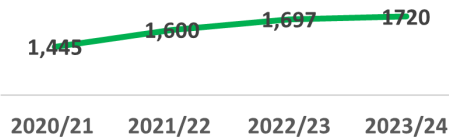
The positive result of a decrease in bulk hard waste drop-off illustrates that the community may be utilising alternative disposal options more effectively, such as the curbside pickup service. This shift not only demonstrates increased awareness of available waste management services but also indicates a potential trend towards more responsible waste disposal practices among residents. By promoting and facilitating these alternatives, the Shire can continue to enhance waste management efforts and support sustainability initiatives.

Bulk green waste drop off (tons)



The increase in bulk green waste drop-off, reflects the impact of the storm in January 2024, which led to significant tree damage and landscape debris across the community. This surge highlights the Shire's responsiveness to environmental challenges and the community's engagement in utilising green waste disposal services. The Shire remains committed to facilitating responsible waste management and promoting sustainable practices by providing accessible drop-off points for green waste. This trend reinforces the need for ongoing education and support to encourage residents to maintain proper green waste disposal practices in the future.

Kerbside waste collection (tons)



The increase in kerbside waste collection reflects a growing trend in our community, rising from previous levels to accommodate the needs of an expanding population and a surge in tourism. As more residents move into the Shire, the volume of waste generated has naturally increased, driven by the vibrant lifestyles and activities of a larger community. Additionally, the rise in tourism has further contributed to this growth, as visitors engage with local businesses and events, leading to higher waste generation. This trend underscores the importance of effective waste management strategies to ensure our services can meet the demands of both residents and tourists. The Shire remains committed to promoting sustainable practices and enhancing waste collection services to support our flourishing community.

Illegal dumping compliants received



The decline in illegal dumping reflects a positive shift in community attitudes and behaviors, highlighting the effectiveness of ongoing education, enhanced services, and strong enforcement measures. The Shire remains committed to further promoting responsible waste disposal practices to sustain this positive trend.

Challenges Faced During the Year

The Shire has faced ongoing challenges in enhancing recycling efforts within the community, particularly in light of recent trends indicating inadequate recycling practices. This underscores the need for comprehensive educational initiatives aimed at increasing community awareness and participation in recycling programs. To effectively address this challenge, the Shire plans to implement targeted educational campaigns to promote correct waste disposal practices and encourage greater community engagement in recycling efforts.

Additionally, the development and implementation of a Landfill Closure Management Plan (LCMP) for the Bindoon and Muchea Landfill and Recycling Centres has emerged as a significant challenge. This plan is crucial to ensuring the responsible closure and ongoing management of these sites. To address this, the Shire has developed the Bindoon landfill Closure and Post Closure Management Plan to ensure it aligns with the strategic waste management objectives and environmental regulations.

Another key challenge this year has been the review of the Shire's position on commercial waste acceptance and its stance on free domestic disposal, both in alignment with the Strategic Waste Management Plan. These reviews are critical for ensuring sustainable waste management practices and will be prioritised in the 2024/25 financial year.

Furthermore, reviewing and amending LPP No. 6: Water Supply and Drainage, along with adjusting the Local Planning Scheme's 'water supply' rainwater tank calculations to reflect the Western Australian Planning Commission (WAPC) rural guidelines, has posed challenges this year. Completing these policy reviews is essential for ensuring proper water management practices, and they will also be prioritised for completion in the 2024/25 financial year.



Sunsets at our newly developed Bindoon Mountain Bike Park.

Plans for the Next Four Years

- Plant 2,500 trees to increase the Shire's tree canopy through the annual Trees for Residence Program.
- Investigate disposal and or remediating options as per DWER guidelines (DSI Report for 131 Muchea East Road).
- Develop and implement a LCMP for the Bindoon and Muchea Landfill and Recycling Centre.
- Develop a Private Landholder Incentives Strategy or support mechanisms for private landholders that wish to maintain native vegetation on their properties.
- Create Bush Reserves Plan to ensure protection of local biodiversity - Stage 1.
- Develop fuel reduction strategies in bushfire risk management aligned to the Bushfire Risk Management Plan.
- Develop weed mitigation strategies as part of the Shire's weed eradication program to reduce weed growth.
- Evaluate the ecological values of Shire-owned natural areas featuring remnant native vegetation using the Native Area Inventory Assessment (NAIA) Template, focusing on natural areas that were not assessed in 2006.
- Update the Shire's WHS procedure to include Dieback and weeds prevention for contractors to ensure all contractors adhere to best practice on-ground techniques to prevent the spread of Dieback and weeds.
- Implement a Geographic Information System (GIS) to incorporate new datasets that display Local Natural Areas (LNAs) and important High Conservation Value Areas (HCVA), as well as properties registered in the Land for Wildlife program and the voluntary bushland management program.
- Develop a policy and prioritise the Shire's conservation reserves for management, including roadside vegetation of high conservation value – this document will form a basis for future grant applications for on-ground works.

Built Environment

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

The Shire delivers a range of functions and services to support this strategic outcome:

- Building and planning applications
- Car parks
- Cemetery
- Graffiti removal
- Public building inspections
- Parks, ovals and reserves, public open spaces
- Play parks and BMX tracks
- Playgrounds
- Public event compliance
- Roads, bridges and footpaths
- Street lighting
- Street verge and gardens
- Stormwater management
- Waste water management
- Swimming pool safety
- Community amenities & buildings, halls, sport & recreation

The following section outlines the highlights and challenges associated with our service areas under the strategic theme of **Built Environment**. These achievements represent either compliance with legislative requirements as well as our routine business operations.

Future Land Use Planning

- The Shire focuses on strategic and statutory land use planning to create sustainable natural and built environments through the following services:
 - Strategic Land Use Planning
 - Statutory Land Use Planning
 - Community Engagement
 - Environmental Planning
- We endorse the rezoning of land within the MIP which is essential for regional economic development. The completion of the Tonkin Highway extension and the Bindoon Bypass will enhance the park's connectivity to transport hubs in the Perth metropolitan area.
- Additionally, the Shire supports the expansion of Rural Residential areas through rezoning and structure planning that is consistent with the Local Planning Strategy 2019. In response to post-COVID-19 growth, we facilitate homeowners' relocation by streamlining approvals and reducing red tape via various Scheme amendments.
- To ensure customer-focused outcomes, we provide integrated approval services, including:
 - Assessing development and subdivision applications
 - Reviewing town planning scheme amendments
 - Developing planning policies
 - Preparing structure plan proposals
 - Assessing building permit applications
 - Issuing licences, permits, and certificates



Skate Park at John Glen Park, Muchea.

Planning and Building Approvals

- 81 Development Applications were determined.
- 195 Uncertified building approval applications were assessed.
- 117 Certified building approval applications were assessed.
- 318 Building Permit applications were processed within the year.

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

KPI	2021/22	2022/23	2023/24
*Number of building permit applications received	286	297	318
Number of building permit applications approved	286	297	312
% of building permit applications (certified and uncertified) processed within timeframes	100%	100%	100%
% of building applications refunded	Nil	Nil	Nil
% of occupancy permit applications refunded	Nil	Nil	Nil
Number of development applications received	205	149	117
Number of development applications determined	205	157	81

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

Planning and Building Compliance

The Shire’s Planning and Building Compliance ensures statutory compliance in maintaining safe and healthy communities by monitoring compliance with planning and building approvals and conducting inspections, including for swimming pools and spas.

Swimming Pools Requirements

The Shire’s swimming pool inspection program focuses on reducing drowning incidents and enhancing safety for children through regular inspections. Under the *Building Regulations 2012*, inspections are required every four years. There are currently 63 swimming pools and spas registered within the Shire.

2023/24 Key Results:

- Swimming pool and spa barrier inspections: 86% of pools and spas were inspected for compliance with legislated safety standards, up from 78% in 2022/23.
- Pools registered within the Shire: There were 63 pools registered in 2023/24.
- Compliance at initial inspection: 50 pools were compliant at the initial inspection in 2023/24, an improvement from 48 the previous year.

Building Approval Applications:

- Uncertified applications: 195 statutory building compliance assessments for uncertified applications were completed within 25 working days.
- Certified applications: 117 certified building approval applications were assessed within the statutory 10-working day timeframe.



Environmental health team in their protective gear.

Challenges faced during the year

The subdivision of Joint Venture Housing at Lot 801 Edmonds Place has been delayed until next year due to awaiting feedback from the Department of Communities. This delay has impacted our planning and will be closely monitored as we move into the 2024/25 financial year.

Finalising the Djidi-Djidi Ridge project, aligned with the Shire's Economic Development Strategy, has been deferred to next year. This delay is critical for ensuring the project's alignment with strategic objectives.

The development of the Sussex Bend Reserve Pump Track, also aligned with the Shire's Economic Development Strategy, has been postponed. This project will be prioritised in the 2024/25 financial year.

Constructing a playground at Muchea Hall, which aligns with the Shire's Sport & Recreation Plan, has been deferred. This project is essential for enhancing local recreational opportunities and will be addressed next year.

Upgrades to the Bindoon Hall buildings, including the patio and a separate room, have been deferred this year. This project is necessary for improving community facilities and will be prioritised in 2024/25.

The patio upgrades at the Wannamal Hall have also been postponed. Addressing this project next year is vital for enhancing community amenities.

Lastly, the installation of a water tank and pump at Bindoon Mountain Bike Park has been deferred while we await the outcome of a grant application. This project is important for supporting local recreational activities and will be a focus for the upcoming year.

Plans for the next four years

- Review the Shire's position on commercial waste acceptance and on free domestic disposal.
- Waste infrastructure and operations - address non-compliance.
- Subdivision of Joint Venture Housing – Lot 801 Edmonds Place.
- Lower Chittering Community Centre site architecture.
- Review the LPP 6; Policy 10 and Policy 11.
- Develop a Cemetery Masterplan.
- Investigate solutions for the Muchea Complex undercover area between community centre and change rooms.
- Bindoon Mountain Bike Park official opening.
- Finalise Yozzi Road walk trail signs.
- Acquire land for the 7 independent living unit blocks for aged people.
- Muchea playground and spectator shelter for courts.
- Increase the number of new natural areas (reserves and native vegetation) in new residential developments, as part of Scheme Amendments, vested for recreation and conservation aligned to the Public Open Space Strategy.
- Conduct a Roads Condition Rating assessment aligned to legislative requirements of every five years.
- Conduct a detailed inspection of all Road assets identified on the Forward Works Renewal Program to determine priority renewal requirements.
- Review service levels aligned to the Workforce Planning Process and commence internal and Elected Member consultation on service level provision.
- Visitor Centre refurbishments and upgrades.



Environmental health team completing an asbestos inspection at site demolition.

Economy

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

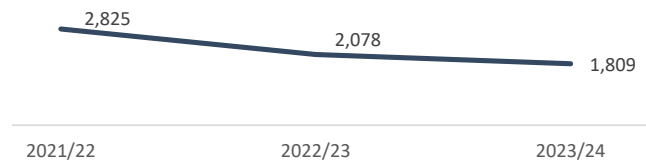
The Shire delivers a range of functions and services to support this strategic outcome:

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

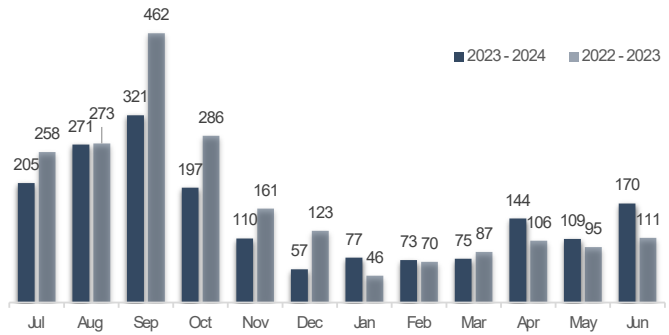
The following section outlines the highlights and challenges associated with our service areas under the strategic theme of **Economy**. These achievements represent either compliance with legislative requirements as well as our routine business operations.

Tourism, Communications and Marketing

In the 2023-2024 financial year, the Shire’s Visitor Centre recorded 1,809 visitors, reflecting a slight decrease from 2,078 visitors in the previous year.



The graph below compares visitor numbers over the past two financial years and highlights an increase in visits during the summer months of September and October.



The Shire’s quarterly newsletter, distributed at the start of each season, now reaches 480 subscribers, up from 450 in the previous year.

We collaborate with key external marketing partners such as Destination Perth, So Perth, and Hello Perth to promote Chittering as a tourist destination. In March 2024, we launched an online campaign with Destination Perth, followed by a joint initiative with Destination Perth and Channel 9’s Destination WA, which aired in May 2024. This television segment is part of our ongoing efforts to increase Chittering’s profile through targeted media exposure.

Economic Development

The Shire’s Economic Development Strategy 2021–2031, endorsed by Council in August 2021, continues to drive our initiatives in Economic Growth, Local Business Growth, and increasing visitation. Over the past year, the Shire has achieved several key outcomes in line with the Strategy’s goals.

In support of our local businesses, the Shire continued to promote the upgraded business directory and a Shop Local campaign, providing increased visibility for small businesses within the community.

The Shire also made strides in infrastructure improvements through a comprehensive signage audit, initially conducted in late 2022. This audit assessed the condition of signage across the Shire and identified 27 improvement projects, prioritised by urgency. During 2023/2024, 13 of these projects were completed, including five high-priority updates. These enhancements aim to improve navigation and accessibility, benefiting both residents and visitors.

A significant milestone this year was the opening of the Bindoon Mountain Bike Park in March 2024. Within the first two months, the park recorded 3,139 vehicle entries, reflecting its appeal as a new recreational asset and its positive impact on regional visitation and economic activity.

Additionally, MIP saw the arrival of new businesses, strengthening local employment opportunities and contributing to the Shire’s economic diversity and growth.

These efforts demonstrate the Shire’s commitment to fostering a vibrant local economy, supporting business growth, and enhancing infrastructure to create a welcoming environment for both businesses and visitors.

Challenges Faced During the Year

Developing a competitive grant program to assist in the growth of local businesses and industry, providing exponential returns aligned with the Shire's Economic Development Strategy, has been identified as a challenge. To overcome this, the Shire aims to design and implement the grant program by the end of June 2025. This initiative will support local entrepreneurs, enhance economic development, and contribute to a sustainable local economy.

Reviewing and amending LPP No. 11: Wayside Stalls has been a challenge this year. To address this, the Shire will engage with the community and stakeholders to gather feedback and insights on current practices and needs. This collaborative approach will help inform the amendments, ensuring that the updated policy aligns with community expectations and supports local businesses effectively. The aim is to complete the review and amendments by the end of the 2024/25 financial year.

The development of the Roadside Valley Viewpoint and pullover bays has been reprioritised for the 2024/25 financial year, which will ensure that the Shire can effectively reassess the project scope and engage with relevant stakeholders to identify potential funding sources and partnerships, ultimately enhancing the local tourism experience.

Plans for the Next Four Years

- 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.
- Business development – Investment attraction advertising.
- Implement bridle trail - a 12-month trial.
- Continue to implement actions aligned to the Tourism Signage Plan resulted from the Signage Audit conducted in 2022/23.
- Conduct a Feasibility Studies for Caravan Parks at Lower Chittering aligned to the Lower Chittering Community Centre.
- MIP development - Feasibility Studies for possibility of light industrial zones around Bindoon and commercial blocks in Lower Chittering.
- Develop a plan for investment attraction and job creation (Investor Prospectus Marketing Plan).



*View of the townsite
from the Bindoon
Mountain Bike, Bindoon.*

Administration and Governance

An engaged community with accountable and efficient governance (SO5)

The Shire delivers a range of functions and services to support this strategic outcome:

- Council and corporate support
- Community and stakeholder engagement
- Corporate planning and performance reporting
- Customer services
- Financial management
- Fleet management
- Governance and compliance
- Information technology
- Human resources and wellbeing
- Leadership and culture
- Occupational safety and health
- Property management
- Records management

The following section outlines the highlights and challenges associated with our service areas under the strategic theme of **Administration and Governance**. These achievements represent either compliance with legislative requirements as well as our routine business operations.

Corporate Planning

CBP Review

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

The CBP was reviewed at mid-year as part of the annual budget review.

Due to resource constraints, including budget limitations and staff shortages, the Shire has deferred the following 31 actions to outer years:

- | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Install UV Filter for Tank Water at Upper Chittering Fire Station. | 11. Sussex Bend Reserve Pump Track aligned to the Shire’s Economic Development Strategy by end June. |
| 2. Full review of the Emergency Management Arrangements aligned to the Emergency Management Act 2005. | 12. Construct a playground at Muchea Hall aligned to the Shire’s Sport & Recreation Plan. |
| 3. Revision and update of Emergency Recovery Plan by end of February. | 13. Bindoon hall buildings upgrades – patio and upgrades to separate room. |
| 4. Review the Bush Fire Brigades Local Law. | 14. Wannamal hall upgrades – patio. |
| 5. Develop a Private Landholder Incentives Strategy to encourage maintenance of native vegetation on their properties – Y1 - conduct survey aligned to the Local Biodiversity Strategy. | 15. Install water tank and pump at Bindoon Mountain Bike Park by end June. |
| 6. Natural area revegetation assessment at Bindoon Mountain Bike Park. | 16. 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 aligned to the Shire’s Economic Development Strategy by end June. |
| 7. Review Shire position on commercial waste acceptance aligned to the Strategic Waste Management Plan. | 17. Ongoing marketing aligned to the newly developed Business Directory to assist businesses to increase their knowledge and skills base aligned to the Shire’s Economic Development Strategy one per quarter from quarter 2 onwards. |
| 8. Review Shire position on free domestic disposal aligned to the Strategic Waste Management Plan. | 18. Business Station Thrive Program aligned to the Shire’s Economic Development Strategy. |
| 9. Review and amend the LPP no 6: Water Supply Drainage. | |
| 10. Finalise Djidi-Djidi Ridge aligned to the Shire’s Economic Development Strategy by end June. | |

19. Communicating generic approval process and timelines aligned to the Small Business Friendly Approvals Program (SBFAP) and the Shire's Economic Development Strategy.
20. Review and amend the LPP no 11: Wayside Stalls.
21. Roadside Valley Viewpoint/pullover bays.
22. Review the Community Engagement Framework aligned to the Shire's Risk Register by end June.
23. Implement CouncilFirst Finance and other modules aligned to the ICT Roadmap.
24. Conduct a Feasibility Studies for Caravan Parks at Lower Chittering by end June.
25. Implement new Council Website and launch Shire of Chittering App.
26. Review the Asset Management Policy.
27. Implement a LPP aligned to the criteria detailed in the Local Biodiversity Strategy.
28. Review the Extractive Industries Local Law by end June 2024.
29. Conduct a Feasibility Study – Independent Living Units.
30. Review the Bush Fire Brigades Local Law by end June 2024.

Due to scope changes or executive decisions, the Shire has cancelled the following six actions:

1. Install new Portable Fire Traffic Management Lights.
2. Install Australia Fire Danger Rating System Signs.
3. Bridge 4027 - construct new box culvert crossing.
4. Sandown Park upgrades – compost bins.
5. Sussex Bend Reserve upgrade of solid shade structure.
6. Install an Electric Vehicle Charging Station.

Performance Reporting

The Shire has implemented a corporate performance monitoring and reporting process at the start of the financial year. Quarterly performance updates are required by staff and a Corporate Performance Report was submitted to Council at mid-year and end of year as part of the Annual Report. The Shire has achieved 87% of the priorities listed in the CBP and detailed in the Annual Operational Plan.

Customer Services

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

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

Land Transactions (Major, Other, Exempt)

Major Land Transactions

There were no major land transactions during 2023/24.

Other Land Transactions

There were no other land transactions during 2023/24.

Exempt Land Transactions

There were no exempt land transactions during 2023/24.

Land Transactions

There were no land transactions during 2023/24.



Parks and gardens staff maintaining public open spaces.

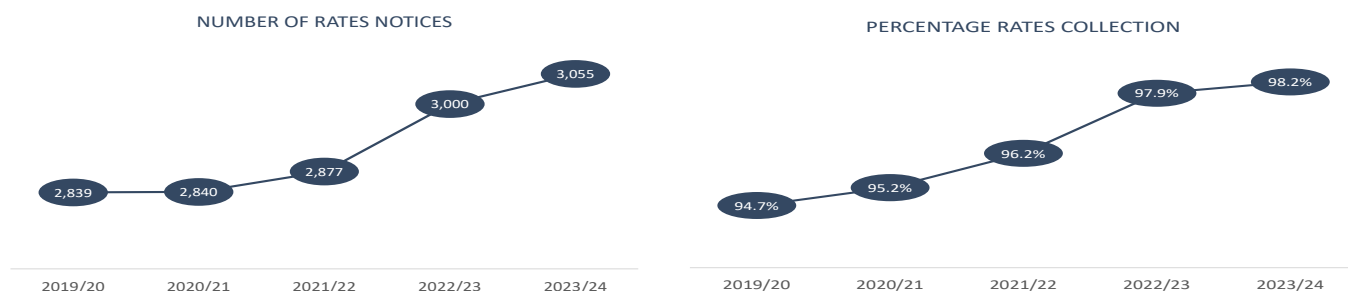
Grants Received

The following table outlines the grants we have received during 2023/24.

Type of Grant	From	Amount (\$ GST excl)	Detail
Road Asset Grant	Main Roads	220,718	Regional Road Group – Mooliabeenee Road
Road Asset Grant	Wheatbelt Freight Network	41,067	Mooliabeenee Road
Road Asset Grant	Main Roads	137,917	Regional Road Group – Chittering Road
Road Asset Grant	Local Roads and Community Infrastructure	427,712	LRCI – Wandena South Road
Road Asset Grant	Department of Infrastructure	445,014	Roads to Recovery – Chittering Valley Road
Road Asset Grant	Main Roads	403,920	Black Spot Program – Julimar Road
Road Maintenance Grant	Main Roads	143,037	Direct Operating Grant
Road Contribution	Midland Brick	100,000	Wandena South Road Intersection
Bushfire Brigades Operational Grant	Department Fire and Emergency Services	241,000	Bush Fire Brigade Operating Grant
Mitigation Activity Fund Grant Program	Department of Fire and Emergency Services	250,000	DFES funding for bushfire mitigation activities consistent with the Shire's Bushfire Risk Management Strategy
Active Regional Communities Grant	Department of Local Government Sports and Cultural Industries	5,000	Pedals to Pastures – BMP opening
Regional Events Scheme	Tourism WA	10,000	Taste of Chittering
Lotterywest Community Grants	Lotterywest	96,924	MRC Playground
National Volunteer Week Grants	Volunteering WA	1,480	NVW celebrations May 2024
Thank a Volunteer	Department for Communities	1,000	Thank a Volunteer Day celebrations December 2023
WA AFFF	Australian Football League (WA Football Commission)	100,000	MRC Clubrooms and Changerooms Redevelopment
Community Sporting and Recreational Facilities Fund	Department of Local Government Sports and Cultural Industries	225,000	MRC – Clubrooms and Changerooms Redevelopment

Rates

Rates collection has improved over the past five years, showing an overall 3.65% improvement. The collection rate increased from 94.74% in 2019/20 to 98.2% in 2023/24, reflecting strong community compliance.



Challenges Faced During the Year

Reviewing the Asset Management Policy has been a challenge this year, particularly in light of legislative requirements for local governments in Western Australia regarding asset management practices. To address this, the Shire will reprioritise the review for the 2024/25 financial year. This will ensure compliance with the relevant legislation while enhancing the effectiveness of asset management strategies to better serve the community.

Implementing a LPP aligned with the criteria detailed in the Local Biodiversity Strategy has not been completed this year. In accordance with the *Environmental Protection Act 1986* and the *Planning and Development Act 2005*, local governments are required to consider biodiversity and environmental sustainability in their planning processes. To address this challenge, the Shire will reprioritise the implementation of the LPP for the 2024/25 financial year. This will ensure that the Shire effectively aligns its planning initiatives with biodiversity conservation goals and meets legislative requirements.

Reviewing the Extractive Industries Local Law has not been completed as planned during the year. This review is necessary to ensure compliance with the *Planning and Development Act 2005*, which governs land use and development approvals, as well as the *Environmental Protection Act 1986*, which addresses the environmental impacts of extractive activities. To meet these legislative requirements and enhance operational effectiveness, the Shire will prioritise the review of the Extractive Industries Local Law in the 2024/25 financial year.



Tart making at Taste of Chittering 2023, Bindoon.

Plans for the Next Four Years

- Finalise and implement the Community Engagement Framework and Communications Plan to increase capability and alignment across the organisation.
- Liaise with neighbouring CEOs to explore options to share resources, including staff.
- Implement Records Management System -integration phase.
- Implement CouncilFirst Finance and other modules aligned to the ICT Roadmap (Records management system).
- Finalisation of update of Project Management framework.
- Implement improvement actions resulted from the OSH Audit completed in 2022/23.
- Implement new Council Website and launch Shire of Chittering App.
- Develop Bindoon townsite masterplan.
- Revision and update of Chittering Administration Centre Emergency Procedures aligned to the Risk Register (Risk register).
- Emergency Evacuation Procedures.
- Revision and update of Emergency Recovery Plan.
- Review Equal Employment Opportunity Management Plan aligned to Equal Opportunity Act 1984.
- Provide Preventative Fleet Maintenance Schedule.
- Portable and Attractive Register.
- Staff culture survey – implement actions.
- Review all council policies and Operational Directives (including Equal Employment Opportunities Policy) to align with the DAIP.
- Review and update Shire recruitment information on the website and Position Information Packages to specifically address Equal Employment Opportunity (EEO) and Diversity and Inclusion DAI in recruitment and employment.
- Contact a minimum of two DES providers to enquire of employment opportunities and implement information into recruitment processes.

References

- **Acronyms:** A comprehensive list of abbreviations used throughout the report.
- **Key Terms:** Definitions of important terms and concepts to ensure clarity.
- **Indexes:** Indexes of Images, Graphs, Tables and Diagrams
- **Publicly Available Information Index:** References to other publicly accessible resources related to the Shire's activities.



Local residents enjoying the July 2024 School Holiday Nature Play event at Marbling Brook, Lower Chittering.

Acronyms

ABS	Australian Bureau of Statistics	LAP	Local Area Plan
AEDM	Accountable and Ethical Decision Making	LEMA	Local Emergency Management Arrangements
AIP	Access and Inclusion Plan	LEMC	Local Emergency Management Committee
ALGA	Australian Local Government Association	LGA	Local Government Act
CATS	Community Assisted Transport Service	LGIS	Local Government Insurance Service
CBP	Corporate Business Plan	LCMP	Landfill Closure Management Plan
CEO	Chief Executive Officer	LNA	Local Natural Area
CFP	Community Funding Program	M	Million
CRMS	Customer Request Management System	MFA	Multi-Factor Authentication
DAI	Disability Access and Inclusion	MIP	Muchea Industrial Park
DAIP	Department Access and Inclusion Plan	MSP	Managed Service Provider
DBCA	Department of Biodiversity Conservation and Attractions	NAIA	Native Area Inventory Assessment
DDA	Disability Discrimination Act	NCP	National Competition Policy
DDWA	Disability Discrimination Western Australia	NGAA	National Growth Areas Alliance
DFES	Department of Fire and Emergency Services	NGA	Northern Growth Alliance
DOT	Department of Transport	OAG	Office of the Auditor General
DSP	Disability Service Plan	PID	Public Interest Disclosure
DWER	Department of Water and Environmental Regulation	PLWA	Public Library Western Australia
EDRMS	Electronic Document and Records Management System	POS	Public Open Space
EMT	Executive Management Team	RAP	Recreation Action Plan
FOI	Freedom of Information	RKP	Record Keeping Plan
FTE	Full-Time Equivalent	RRG	Regional Road Group
GAPP	Growth Areas Perth and Peel	SAC	State Advisory Committee
GRI	Global Reporting Initiative	SBDC	Small Business Development Corporation
GRP	Gross Regional Product	SBFAP	Small Business Friendly Approvals Program
HCVA	High Conservation Value Areas	SCP	Strategic Community Plan
ICT	Information and Communications Technology	SRC	State Records Commission
IPRF	Integrated Planning and Reporting Framework	TOC	Table of Contents
IT	Information Technology	WA	Western Australia
kL	Kilolitre	WALGA	Western Australian Local Government Association
KPI	key performance indicator	WAPC	Western Australian Planning Commission
		WHS	Work Health and Safety
		W3C	World Wide Web Consortium

Key Terms

Access and inclusion	Ensures all community members, regardless of ability or background, can fully participate in social, cultural, and economic life by providing accessible services and removing barriers.
Annual Operational Plan	Outlines the specific actions, tasks, and resources for the year to implement the CBP, with clear objectives and performance indicators to guide day-to-day operations.
Built Environment	Refers to human-made infrastructure and structures within a local area, including residential, commercial, and public buildings, roads, utilities, parks, and other public spaces. It involves urban planning, zoning, construction, and maintenance, with local governments playing a key role in regulating land use, ensuring safety and accessibility, and promoting sustainable development.
Climate change	The long-term shift in temperatures and weather patterns, mainly due to human activities. It affects ecosystems, sea levels, and weather, requiring efforts to reduce emissions and adapt to its impacts.
Community	Refers to the group of people living in a specific area or locality who share common interests, values, and needs. It includes residents, businesses, and organisations that interact and contribute to the social, cultural, and economic fabric of the region.
Community and stakeholder engagement	Refers to the process of involving residents, businesses, organisations, and other key groups in decision-making and planning processes. It is aimed at fostering open communication, gathering input, and building relationships to ensure that the needs and concerns of the community and stakeholders are considered in government policies, projects, and services.
Community development	Focuses on building social connections, improving quality of life, and ensuring that all residents can participate in the growth and wellbeing of the area.
Corporate Business Plan	A 4-year document that outlines the actions, strategies, and financial plans to achieve the goals in the SCP. It ensures local government operations align with community priorities and provides measurable objectives.
Corporate governance	Refers to the systems and processes by which a local government is directed and controlled, focusing on accountability, transparency, and ethical decision-making.
Council Member	An elected representative on a local government council, helping make decisions on policies, budgets, and services to support community needs and guide local development.
Democratic governance	Emphasises the principles of democracy, ensuring that decision-making processes are transparent, participatory, and accountable to the community, promoting public involvement and representation.
Demographic profile	Provide an analysis of a local government's population characteristics, such as age, gender, household composition, and cultural background, to support planning, service delivery, and community development.
Election	A formal process through which community members vote to elect local government representatives, including councillors and the Mayor or President, ensuring democratic representation and decision-making.
Economic development	Refers to efforts and strategies aimed at improving the economic well-being and quality of life for residents within a local area. It involves fostering business growth, creating jobs, attracting investment, and supporting local industries. Economic development also focuses on improving living standards, reducing poverty, and enhancing the overall prosperity of the community.

Key Terms continue

Economic	Provide an analysis of a local government's economic conditions, including employment, key industries, and business activity, to inform planning and support sustainable growth and development.
Economy	Refers to the overall economic system within a local area, including the production, distribution, and consumption of goods and services. It encompasses the local labor market, businesses, industries, and the financial health of the community.
Global Reporting Initiative (GRI)	An independent organisation that provides standards for sustainability reporting, helping organisations communicate their environmental, social, and economic impacts with transparency and accountability.
Key reforms to the WA Local Government Act 1995	Focus on improving transparency, accountability, and efficiency. Key changes include enhanced financial reporting, stronger community engagement, reforms to elections and council representation, and modernisation of governance practices, such as electronic meetings and digital record-keeping. These reforms aim to ensure local governments are more accountable and better able to serve their communities.
Key services	Refer to the essential services provided by a local government to meet the needs of its community.
Natural Environment	Refers to the local ecosystems, landforms, water resources, vegetation, wildlife, and air quality within a jurisdiction. It encompasses the management and protection of natural resources, conservation areas, parks, and reserves
Organisational governance	The internal framework that ensures a local government's operations are effective, efficient, and aligned with its goals and policies, including management structures and performance oversight.
President and Vice President	The President leads the local government council, while the Vice President supports the President and steps in when needed. Both play key roles in council decision-making and governance.
Shire infrastructure	Refers to the physical assets and facilities owned or managed by the local government, such as roads, bridges, public buildings, parks, recreational facilities, and utility services (water, sewage, and waste management).
Social	Refers to the aspects of community life that focus on the well-being and quality of life of individuals and groups within a local area. This includes access to services such as healthcare, education, housing, and social support, as well as fostering inclusive, safe, and connected communities.
Strategic advantages	Unique strengths or opportunities that give a local government or community a competitive edge in achieving its goals. Strategic advantages help guide decision-making, support growth, and enhance the area's overall development and sustainability.
Strategic Community Plan	A long-term planning document that outlines a community's vision, goals, and priorities, typically over 10 to 20 years. Developed through consultation with residents and stakeholders, it guides decision-making and resource allocation, ensuring alignment with community values and aspirations for sustainable development.
Strategies	Planned actions taken by local government to achieve community goals, improve services, and guide long-term development.
Sustainability	Refers to the responsible management of resources to meet the needs of the present without compromising the ability of future generations to meet their own needs. It involves balancing environmental, social, and economic factors in decision-making to promote long-term resilience.

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Publicly Available Information

In accordance with the *Local Government Amendment Act*, the following table outlines the information and documents that are mandatory for publication on the Shire's website:

Reference To Legislation	Relevant Document	Link To Website Page
5.96A(1)(b)	Proposed and current local laws (consolidated copy)	Local Laws » Shire of Chittering
	All approved policy documents that govern an assessment of an application	Policy Register
4.52 (1) and (2)	Candidate profiles	Councillors » Shire of Chittering
5.39C(6)	Policy for the temporary employment or appointment of CEO	Policy Register
5.50(5)	Policy for payments to employees in addition to their contract or an award	Policy Register
	Any adopted Regional price preference policy	Policy Register
5.39B(6)	Model Standards for the Recruitment, Performance Review and Termination of CEO	ocm-minutes-confirmed-150323.pdf (chittering.wa.gov.au)
5.51A	Code of conduct for employees	Code of Conduct » Shire of Chittering
5.89A(5)	Gifts register	Gift Register » Shire of Chittering
Elections r.30G (5) and (6)	Electoral gift register	Electoral Gifts » Shire of Chittering
5.121(3)	Register of complaints of minor breach compiled under section 5.121	Complaints Register » Shire of Chittering
5.118(3)	Censure notices in respect of a person who is a Council Member	Nil
5.94(ab)	Register of Complaints	Complaints Register » Shire of Chittering
5.94(b)	Register of Financial Interests	Register of Financial Interests » Shire of Chittering
5.96A(1)(a)	Map of the district (which includes ward boundaries)	Map of the District » Shire of Chittering
5.96A(1) (c)	Annual Budget	Annual Budget 2023/24
5.55A	Annual Report	Annual Report » Shire of Chittering
5.96A(1)(d)	List of fees and charges under section 6.16	Fees and charges 2023/24
5.96; Admin. r. 29C(2)(f); (6) and 29D	Type and amount of fees, expenses, or allowances paid to each Council Member during the financial year	Annual Report » Shire of Chittering
6.36(3) (c) (ii) and (3A)	Objects and reasons for the imposition of differential rates	Nil
5.96A(1)(e)	Current plans for the future of the district made under section 5.56	Strategic Community Plan
5.96A(1)(f)	Confirmed Council and committee meeting minutes	Council Meetings » Shire of Chittering
5.26 (i)	Unconfirmed Council and committee meeting minutes	Council Meetings » Shire of Chittering
5.25(1)(j)	Up-to-date schedule of meetings upcoming Council and committee meetings	Council Meetings » Shire of Chittering

Reference To Legislation	Relevant Document	Link To Website Page
Admin r. 12	Any change to meeting details	Council Meetings » Shire of Chittering
5.96A(1)(g)	Minutes of electors' meetings	Council Meetings » Shire of Chittering
5.96A(1)(h)	Notice papers and agendas for Council and committee meetings	Council Meetings » Shire of Chittering
5.103	Model code of conduct for Council Members, committee members and candidates	Code of Conduct » Shire of Chittering
5.127	Training report for each Council Member, published within one month of the financial year-end	https://www.chittering.wa.gov.au/council/council-elections/councillor-training-register.aspx
5.90A(5)	Attendance of Events Policy for Council Members and CEO	Policy Register
5.128(4)	Up-to-date version of the Continuing Professional Development of Council Members Policy	https://www.chittering.wa.gov.au/council/council-elections/councillor-training-register.aspx
5.96; Admin. r. 29C(2)(d)(e) and 29D	Names of Council Members and employees who lodged primary or annual returns for a financial year	https://www.chittering.wa.gov.au/
5.96 and Admin. r. 29C(2)(c)	An up-to-date version of each Council policy	Policy Register
6.68 (3) and Schedule 6.3 1(1)(c)	Notice to be published before exercising the power of sale of land for overdue rates under s. 6.68	Latest News » Shire of Chittering
F&G. r. 17(1A)	Tender register	Tenders Awarded » Shire of Chittering

Our Service Locations

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

Administration Office



6177 Great Northern Highway, Bindoon, WA 6502

PO Box: 70, Bindoon WA, 6502

Website Address: www.chittering.wa.gov.au

Phone: (+61) 8 9576 4600

Email: chatter@chittering.wa.gov.au

Chittering Visitor Centre



6180 Great Northern Highway, Bindoon, WA 6502

Website Address: www.chittering.au

Phone: (+61) 8 9576 4664

Email: visit@chittering.wa.gov.au

Online services

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

Detailed Financial Information

This section includes:

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



Hiking Scavenger Hunt - April 2024

Message from the Deputy CEO

I am pleased to present the Annual Financial Report for the 2023/24 financial year, offering a comprehensive overview of our Shire's financial performance. This report highlights our key achievements and outlines our aspirations for the future.

This year, we maintained a stable financial position, concluding with an operating surplus of \$1,382,417. While this figure represents a decrease from the previous year's surplus, it reflects our commitment to prudent financial management amidst fluctuating economic conditions.

As a service-oriented organisation, we prioritised our operational expenditure to ensure effective service delivery to our community and support for Council. Our major expenditure continues to focus on essential services, with roads and road maintenance accounting for the largest share of our budget. Other significant areas of investment include waste management, community facilities, and environmental initiatives.

The Shire's assets total an impressive \$198.5 million, encompassing vital infrastructure, facilities, and amenities that enhance the quality of life for our residents. Our primary revenue sources consist of property rates, government grants, interest in investments, and user fees. This diversified revenue stream has allowed us to adapt to the challenges posed by rising costs, driven by increases in the Consumer Price Index (CPI).

In 2023/24, we have committed to major capital projects, including the continued redevelopment of the Muchea Recreation Centre, the Bindoon Mountain Bike Park Trails, and essential infrastructure improvements. We anticipate that these projects will not only enhance our community's facilities but also contribute to local economic growth.

Our internal processes remain robust, with diligent oversight and controls ensuring the timely delivery of our audited financial statements. This commitment to transparency and accountability is paramount in building trust within our community.

This snapshot of our financial year underscores our dedication to stable performance, strategic resource allocation, and ongoing support for community-driven projects. Thank you for your continued support as we work towards a resilient and sustainable future for the Shire.

Scott Clayton

Deputy Chief Executive Officer

Auditor General Independent Auditor's Report



Auditor General

INDEPENDENT AUDITOR'S REPORT

2024

Shire of Chittering

To the Council of the Shire of Chittering

Opinion

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

- the statement of financial position as at 30 June 2024, the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of financial activity for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial report:

- is based on proper accounts and records
- presents fairly, in all material respects, the results of the operations of the Shire for the year ended 30 June 2024 and its financial position at the end of that period
- is in accordance with the *Local Government Act 1995* (the Act) and, to the extent that they are not inconsistent with the Act, Australian Accounting Standards.

Basis for opinion

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

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

Other information

The Chief Executive Officer (CEO) is responsible for the preparation and the Council for overseeing the other information. The other information is the information in the entity's annual report for the year ended 30 June 2024, but not the financial report and my auditor's report.

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

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

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

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

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

- keeping proper accounts and records
- preparation and fair presentation of the financial report in accordance with the requirements of the Act, the Regulations and Australian Accounting Standards
- managing internal control as required by the CEO to ensure the financial report is free from material misstatement, whether due to fraud or error.

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

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

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

Auditor's responsibilities for the audit of the financial report

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

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

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

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

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

Matters relating to the electronic publication of the audited financial report

This auditor's report relates to the financial report of the Shire of Chittering for the year ended 30 June 2024 included in the annual report on the Shire's website. The Shire's management is responsible for the integrity of the Shire's website. This audit does not provide assurance on the integrity of the Shire's website. The auditor's report refers only to the financial report. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to contact the Shire to confirm the information contained in the website version.



Tim Sanya
Senior Director Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
11 December 2024

Our Audited Financial Statements

SHIRE OF CHITTERING
FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2024

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

"Chittering - A connected thriving community"

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

**SHIRE OF CHITTERING
FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2024**

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

STATEMENT BY CEO

The accompanying financial report of the Shire of Chittering has been prepared in compliance with the provisions of the *Local Government Act 1995* from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2024 and the financial position as at 30 June 2024.

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

Signed on the

10th day of

December 2024



CEO

Melinda Prinsloo



SHIRE OF CHITTERING
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2024

	NOTE	2024 Actual \$	2024 Budget \$	2023 Actual \$
Revenue				
Rates	2(a),25	7,194,949	7,161,256	6,533,770
Grants, subsidies and contributions	2(a)	2,489,689	2,412,330	3,339,829
Fees and charges	2(a)	1,777,185	1,607,459	1,571,064
Interest revenue	2(a)	322,051	178,690	315,400
Other revenue	2(a)	387,698	319,265	468,254
		12,171,572	11,679,000	12,228,317
Expenses				
Employee costs	2(b)	(5,084,136)	(5,173,753)	(4,546,993)
Materials and contracts		(4,225,003)	(4,991,232)	(3,993,280)
Utility charges		(234,249)	(254,364)	(179,367)
Depreciation		(5,370,964)	(4,470,134)	(4,614,998)
Finance costs		(281,346)	(226,910)	(246,484)
Insurance		(257,687)	(249,171)	(214,931)
Other expenditure	2(b)	(518,104)	(434,471)	(522,541)
		(15,971,489)	(15,800,035)	(14,318,594)
		(3,799,917)	(4,121,035)	(2,090,277)
Capital grants, subsidies and contributions	2(a)	2,448,176	3,312,679	3,868,224
Profit on asset disposals		39,315	249,581	120,375
Loss on asset disposals		(819,481)	(10,873)	(2,473)
Fair value adjustments to financial assets at fair value through profit or loss	4	841	0	1,843
		1,668,851	3,551,387	3,987,969
Net result for the period		(2,131,066)	(569,648)	1,897,692
Other comprehensive income for the period				
<i>Items that will not be reclassified subsequently to profit or loss</i>				
Changes in asset revaluation surplus	16	999,369	0	81,379,536
Total other comprehensive income for the period	16	999,369	0	81,379,536
Total comprehensive income (loss) for the period		(1,131,697)	(569,648)	83,277,228

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



SHIRE OF CHITTERING
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2024

	NOTE	2024 \$	2023 \$
CURRENT ASSETS			
Cash and cash equivalents	3	5,572,848	8,112,552
Trade and other receivables	5	348,488	457,286
Inventories	6	1,011	5,978
TOTAL CURRENT ASSETS		5,922,347	8,575,816
NON-CURRENT ASSETS			
Trade and other receivables	5	137,673	127,330
Other financial assets	4	87,085	86,245
Property, plant and equipment	7	30,230,964	28,512,750
Infrastructure	8	150,905,043	150,080,555
TOTAL NON-CURRENT ASSETS		181,360,765	178,806,880
TOTAL ASSETS		187,283,112	187,382,696
CURRENT LIABILITIES			
Trade and other payables	11	1,753,157	1,220,383
Other liabilities	12	267,541	201,694
Borrowings	13	410,391	544,319
Employee related provisions	14	698,193	663,683
TOTAL CURRENT LIABILITIES		3,129,282	2,630,079
NON-CURRENT LIABILITIES			
Borrowings	13	5,294,972	5,705,363
Employee related provisions	14	108,742	145,854
Other provisions	15	1,942,125	961,712
TOTAL NON-CURRENT LIABILITIES		7,345,839	6,812,929
TOTAL LIABILITIES		10,475,121	9,443,008
NET ASSETS		176,807,991	177,939,688
EQUITY			
Retained surplus		50,165,136	51,778,847
Reserve accounts	28	2,092,673	2,610,028
Revaluation surplus	16	124,550,182	123,550,813
TOTAL EQUITY		176,807,991	177,939,688

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



**SHIRE OF CHITTERING
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2024**

	NOTE	RETAINED SURPLUS \$	RESERVE ACCOUNTS \$	REVALUATION SURPLUS \$	TOTAL EQUITY \$
Balance as at 1 July 2022		49,977,889	2,513,294	42,171,277	94,662,460
Comprehensive income for the period					
Net result for the period		1,897,692	0	0	1,897,692
Other comprehensive income for the period	16	0	0	81,379,536	81,379,536
Total comprehensive income for the period		1,897,692	0	81,379,536	83,277,228
Transfers from reserve accounts	28	30,301	(30,301)	0	0
Transfers to reserve accounts	28	(127,035)	127,035	0	0
Balance as at 30 June 2023		51,778,847	2,610,028	123,550,813	177,939,688
Comprehensive income for the period					
Net result for the period		(2,131,066)	0	0	(2,131,066)
Other comprehensive income for the period	16	0	0	999,369	999,369
Total comprehensive income for the period		(2,131,066)	0	999,369	(1,131,697)
Transfers from reserve accounts	28	682,797	(682,797)	0	0
Transfers to reserve accounts	28	(165,442)	165,442	0	0
Balance as at 30 June 2024		50,165,136	2,092,673	124,550,182	176,807,991

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



**SHIRE OF CHITTERING
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2024**

	NOTE	2024 Actual \$	2023 Actual \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Rates		7,208,026	6,644,286
Grants, subsidies and contributions		2,071,145	3,198,368
Fees and charges		1,705,958	1,571,064
Interest revenue		322,051	315,400
Goods and services tax received		844,798	(842,964)
Other revenue		387,698	468,254
		12,539,676	11,354,408
Payments			
Employee costs		(5,098,243)	(4,420,791)
Materials and contracts		(3,675,757)	(3,857,390)
Utility charges		(234,249)	(179,367)
Finance costs		(243,687)	(232,428)
Insurance paid		(257,687)	(214,931)
Goods and services tax paid		(677,820)	639,621
Other expenditure		(120,433)	(522,541)
		(10,307,876)	(8,787,827)
Net cash provided by operating activities		2,231,800	2,566,581
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for purchase of property, plant & equipment	7(a)	(3,674,813)	(6,066,330)
Payments for construction of infrastructure	8(a)	(3,290,986)	(4,368,025)
Capital grants, subsidies and contributions		2,524,523	3,456,979
Proceeds from sale of property, plant & equipment		214,091	358,720
Net cash (used in) investing activities		(4,227,185)	(6,618,656)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings	27(a)	(544,319)	(501,827)
Proceeds from new borrowings	27(a)	0	3,301,727
Net cash provided by (used in) financing activities		(544,319)	2,799,900
Net (decrease) in cash held		(2,539,704)	(1,252,175)
Cash at beginning of year		8,112,552	9,364,727
Cash and cash equivalents at the end of the year		5,572,848	8,112,552

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



**SHIRE OF CHITTERING
STATEMENT OF FINANCIAL ACTIVITY
FOR THE YEAR ENDED 30 JUNE 2024**

	NOTE	2024 Actual \$	2024 Budget \$	2023 Actual \$
OPERATING ACTIVITIES				
Revenue from operating activities				
General rates	25	7,190,640	7,157,203	6,530,159
Rates excluding general rates	25	4,309	4,053	3,611
Grants, subsidies and contributions		2,489,689	2,412,330	3,339,829
Fees and charges		1,777,185	1,607,459	1,571,064
Interest revenue		322,051	178,690	315,400
Other revenue		387,698	319,265	468,254
Profit on asset disposals		39,315	249,581	120,375
Fair value adjustments to financial assets at fair value through profit or loss	4	841	0	1,843
		12,211,728	11,928,581	12,350,535
Expenditure from operating activities				
Employee costs		(5,084,136)	(5,173,753)	(4,546,993)
Materials and contracts		(4,225,003)	(4,991,232)	(3,993,280)
Utility charges		(234,249)	(254,364)	(179,367)
Depreciation		(5,370,964)	(4,470,134)	(4,614,998)
Finance costs		(281,346)	(226,910)	(246,484)
Insurance		(257,687)	(249,171)	(214,931)
Other expenditure		(518,104)	(434,471)	(522,541)
Loss on asset disposals		(819,481)	(10,873)	(2,473)
		(16,790,970)	(15,810,908)	(14,321,067)
Non cash amounts excluded from operating activities	26(a)	6,129,612	4,231,426	4,544,543
Amount attributable to operating activities		1,550,370	349,099	2,574,011
INVESTING ACTIVITIES				
Inflows from investing activities				
Capital grants, subsidies and contributions		2,448,176	3,312,679	3,868,224
Proceeds from disposal of assets		214,091	339,500	358,720
		2,662,267	3,652,179	4,226,944
Outflows from investing activities				
Purchase of property, plant and equipment	7(a)	(3,674,813)	(4,975,174)	(6,066,330)
Purchase and construction of infrastructure	8(a)	(3,290,986)	(4,062,518)	(4,368,025)
		(6,965,799)	(9,037,692)	(10,434,355)
Amount attributable to investing activities		(4,303,532)	(5,385,513)	(6,207,411)
FINANCING ACTIVITIES				
Inflows from financing activities				
Proceeds from borrowings	27(a)	0	1,203,545	3,301,727
Transfers from reserve accounts	28	682,797	0	30,301
		682,797	1,203,545	3,332,028
Outflows from financing activities				
Repayment of borrowings	27(a)	(544,319)	(544,318)	(501,827)
Transfers to reserve accounts	28	(165,442)	(35,000)	(127,035)
		(709,761)	(579,318)	(628,862)
Amount attributable to financing activities		(26,964)	624,227	2,703,166
MOVEMENT IN SURPLUS OR DEFICIT				
Surplus or deficit at the start of the financial year	26(b)	4,162,543	4,412,187	5,092,777
Amount attributable to operating activities		1,550,370	349,099	2,574,011
Amount attributable to investing activities		(4,303,532)	(5,385,513)	(6,207,411)
Amount attributable to financing activities		(26,964)	624,227	2,703,166
Surplus or deficit after imposition of general rates	26(b)	1,382,417	0	4,162,543

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



SHIRE OF CHITTERING
FOR THE YEAR ENDED 30 JUNE 2024
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SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2024

1. BASIS OF PREPARATION

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

Local Government Act 1995 requirements

Section 6.4(2) of the *Local Government Act 1995* read with the *Local Government (Financial Management) Regulations 1996* prescribe that the financial report be prepared in accordance with the *Local Government Act 1995* and, to the extent that they are not inconsistent with the *Local Government Act 1995*, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board were applied except for disclosure requirements of:

- AASB 7 Financial Instruments Disclosures
- AASB 16 Leases paragraph 58
- AASB 101 Presentation of Financial Statements paragraph 61
- AASB 107 Statement of Cash Flows paragraphs 43 and 45
- AASB 116 Property, Plant and Equipment paragraph 79
- AASB 137 Provisions, Contingent Liabilities and Contingent Assets paragraph 85
- AASB 140 Investment Property paragraph 75(f)
- AASB 1052 Disaggregated Disclosures paragraph 11
- AASB 1054 Australian Additional Disclosures paragraph 16

The *Local Government (Financial Management) Regulations 1996* specify that vested land is a right-of-use asset to be measured at cost, and is considered a zero cost concessionary lease. All right-of-use assets under zero cost concessionary leases are measured at zero cost rather than at fair value, except for vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 *Leases* which would have required the Shire to measure any vested improvements at zero cost.

The Local Government (Financial Management) Regulations 1996 provide that:

- * land and buildings classified as property, plant and equipment; or
- * infrastructure; or
- * vested improvements that the local government controls; and measured at reportable value, are only required to be revalued every five years. Revaluing these non-financial assets every five year is a departure from AASB 116 Property, Plant and Equipment, which would have required the Shire to assess at each reporting date whether the carrying amount of the above mentioned non-financial assets materially differs from their fair value and, if so, revalue the class of non-financial assets.

Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the financial report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

Critical accounting estimates and judgements

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying amounts of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

As with all estimates, the use of different assumptions could lead to material changes in the amounts reported in the financial report.

The following are estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year and further information on their nature and impact can be found in the relevant note:

- Fair value measurement of assets carried at reportable value including:
 - Property, plant and equipment - note 7
 - Infrastructure - note 8
- Expected credit losses on financial assets - note 5
- Measurement of employee benefits - note 14
- Measurement of provisions - note 15

Fair value hierarchy information can be found in note 24

The local government reporting entity

All funds through which the Shire controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

Initial application of accounting standards

During the current year, the following new or revised Australian Accounting Standards and Interpretations were applied for the first time.

- AASB 2021-2 *Amendments to Australian Accounting Standards - Disclosure of Accounting Policies or Definition of Accounting Estimates*

This standard resulted in terminology changes relating to material accounting policies (formerly referred to as significant accounting policies).

New accounting standards for application in future years

The following new accounting standards will have application to local government in future years:

- AASB 2014-10 *Amendments to Australian Accounting Standards - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*
- AASB 2020-1 *Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-Current*
- AASB 2021-7c *Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections [deferred AASB 10 and AASB 128 amendments in AASB 2014-10 apply]*
- AASB 2022-5 *Amendments to Australian Accounting Standards - Lease Liability in a Sale and Leaseback*
- AASB 2022-6 *Amendments to Australian Accounting Standards - Non-current Liabilities with Covenants*

These amendments are not expected to have any material impact on the financial report on initial application.

- AASB 2022-10 *Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities*

These amendment may result in changes to the fair value of non-financial assets. The impact is yet to be quantified.

- AASB 2023-1 *Amendments to Australian Accounting Standards - Supplier Finance Arrangements*

These amendments may result in additional disclosures in the case of applicable finance arrangements.

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2024

2. REVENUE AND EXPENSES

(a) Revenue

Contracts with customers

Recognition of revenue is dependant on the source of revenue and the associated terms and conditions associated with each source of revenue and recognised as follows:

Revenue Category	Nature of goods and services	When obligations typically satisfied	Payment terms	Returns/Refunds/Warranties	Timing of revenue recognition
Grants, subsidies and contributions	Community events, minor facilities, research, design, planning evaluation and services	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Output method based on project milestones and/or completion date matched to performance obligations
Fees and charges - licences, registrations, approvals	Building, planning, development and animal management.	Single point in time	Full payment prior to issue	None	On payment of the licence, registration or approval
Fees and charges - waste management entry fees	Waste treatment, recycling and disposal service at disposal sites	Single point in time	Payment in advance at gate or on normal trading terms if credit provided	None	On entry to facility
Fees and charges - sale of stock	Visitor centre stock	Single point in time	In full in advance	Refund for faulty goods	At point of sale
Other revenue - private works	Contracted private works	Single point in time	Monthly in arrears	None	At point of service

Consideration from contracts with customers is included in the transaction price.

Revenue Recognition

Revenue recognised during the year under each basis of recognition by nature of goods or services is provided in the table below:

For the year ended 30 June 2024

Nature	Contracts with customers	Capital grant/contributions	Statutory Requirements	Other	Total
	\$	\$	\$	\$	\$
Rates			7,190,640	4,309	7,194,949
Grants, subsidies and contributions	480,602			2,009,087	2,489,689
Fees and charges			153,647	1,623,538	1,777,185
Interest revenue			322,051	0	322,051
Other revenue	125,653			262,045	387,698
Capital grants, subsidies and contributions		2,448,176		0	2,448,176
Total	606,255	2,448,176	7,666,338	3,898,979	14,619,748

For the year ended 30 June 2023

Nature	Contracts with customers	Capital grant/contributions	Statutory Requirements	Other	Total
	\$	\$	\$	\$	\$
Rates			6,530,159	3,611	6,533,770
Grants, subsidies and contributions	472,062			2,867,767	3,339,829
Fees and charges			120,069	1,450,995	1,571,064
Interest revenue			315,400	0	315,400
Other revenue	147,412			320,842	468,254
Capital grants, subsidies and contributions		3,868,224		0	3,868,224
Total	619,474	3,868,224	6,965,628	4,643,215	16,096,541

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2024

2. REVENUE AND EXPENSES (Continued)

(a) Revenue (Continued)

Note	2024 Actual \$	2023 Actual \$
Interest revenue		
Interest on reserve account	130,442	92,035
Other interest revenue	191,609	223,365
	322,051	315,400
The 2024 original budget estimate in relation to: Trade and other receivables overdue interest was \$0.00.		
Fees and charges relating to rates receivable		
Charges on instalment plan	46,315	29,353
The 2024 original budget estimate in relation to: Charges on instalment plan was \$73,690.		

(b) Expenses

Auditors remuneration		
- Audit of the Annual Financial Report	43,500	35,000
- Other services – grant acquittals	3,000	3,000
	46,500	38,000
Employee Costs		
Employee benefit costs	4,476,947	4,105,511
Other employee costs	607,189	441,482
	5,084,136	4,546,993
Finance costs		
Interest and financial charges paid/payable for lease liabilities and financial liabilities not at fair value through profit or loss	243,688	232,428
Provisions: unwinding of discount	37,659	14,056
Other provisions: unwinding of discount		
	281,347	246,484
Other expenditure		
Contributions and Donations	156,197	107,971
Members Expenses	170,247	147,045
Bank Fees	71,227	55,968
Sundry expenses	120,433	211,557
	518,104	522,541

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2024

3. CASH AND CASH EQUIVALENTS

Note	2024	2023
	\$	\$
Cash at bank and on hand	5,572,848	8,112,552
Total cash and cash equivalents	5,572,848	8,112,552
Held as		
- Unrestricted cash and cash equivalents	2,278,707	4,392,145
- Restricted cash and cash equivalents	3,294,141	3,720,407
17	5,572,848	8,112,552

MATERIAL ACCOUNTING POLICIES

Cash and cash equivalents

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Bank overdrafts are reported as short term borrowings in current liabilities in the statement of financial position.

Restricted financial assets

Restricted financial asset balances are not available for general use by the local government due to externally imposed restrictions. Restrictions are specified in an agreement, contract or legislation. This applies to reserve accounts, unspent grants, subsidies and contributions and unspent loans that have not been fully expended in the manner specified by the contributor, legislation or loan agreement.

4. OTHER FINANCIAL ASSETS

Note	2024	2023
	\$	\$
Non-current assets		
Financial assets at fair value through profit or loss	87,085	86,245
	87,085	86,245
Financial assets at fair value through profit or loss		
Opening balance	86,244	84,402
Movement attributable to fair value increment	841	1,843
Closing balance	87,085	86,245

Fair value of financial assets at fair value through profit or loss is determined from the net asset value of the units held in the Trust at balance date as compiled by WALGA.

MATERIAL ACCOUNTING POLICIES

Financial assets at fair value through profit or loss

The Shire has elected to classify the following financial assets at fair value through profit or loss:

- debt investments which do not qualify for measurement at either amortised cost or fair value through other comprehensive income.
- equity investments which the Shire has elected to recognise as fair value gains and losses through profit or loss.

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2024

5. TRADE AND OTHER RECEIVABLES

Current

Rates and statutory receivables
Trade receivables
GST receivable
Receivables for employee related provisions

Non-current

Rates and statutory receivables

Note	2024	2023
	\$	\$
	13,398	36,818
	173,537	137,040
	90,486	257,464
	71,067	25,964
	348,488	457,286
	137,673	127,330
	137,673	127,330

MATERIAL ACCOUNTING POLICIES

Rates and statutory receivables

Rates and statutory receivables are non-contractual receivables arising from statutory requirements and include amounts due from ratepayers for unpaid rates and service charges and other statutory charges or fines.

Rates and statutory receivables are recognised when the taxable event has occurred and can be measured reliably.

Trade receivables

Trade receivables are amounts receivable from contractual arrangements with customers for goods sold, services performed or grants or contributions with sufficiently specific performance obligations or for the construction of recognisable non financial assets as part of the ordinary course of business.

Measurement

Trade and other receivables are recognised initially at the amount of the transaction price, unless they contain a significant financing component, and are to be recognised at fair value.

Classification and subsequent measurement

Receivables which are generally due for settlement within 30 days except rates receivables which are expected to be collected within 12 months are classified as current assets. All other receivables such as, deferred pensioner rates receivable after the end of the reporting period are classified as non-current assets.

Trade and other receivables are held with the objective to collect the contractual cashflows and therefore the Shire measures them subsequently at amortised cost using the effective interest rate method.

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2024

6. INVENTORIES

Note	2024	2023
	\$	\$
Current		
Fuel and materials	1,011	5,978
	1,011	5,978
The following movements in inventories occurred during the year:		
Balance at beginning of year	5,978	13,838
Inventories expensed during the year	(57,794)	(148,765)
Additions to inventory	52,827	140,905
Balance at end of year	1,011	5,978

MATERIAL ACCOUNTING POLICIES

General

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

**SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2024**

7. PROPERTY, PLANT AND EQUIPMENT

(a) Movements in Balances

Movement in the balances of each class of property, plant and equipment between the beginning and the end of the current financial year.

	Assets not subject to operating lease				Total Property			Plant and equipment	Total property, plant and equipment
	Land	Buildings - non-specialised	Buildings - specialised		Land	Buildings - non-specialised	Buildings - specialised		
	\$	\$	\$		\$	\$	\$	\$	\$
Balance at 1 July 2022	9,476,500	280,000	10,985,094		9,476,500	280,000	10,985,094	2,596,494	23,596,030
Additions	778,200	0	43,174		778,200	0	43,174	2,478,889	6,066,330
Disposals	0	0	0		0	0	0	(240,818)	(240,818)
Depreciation	0	(14,966)	(505,559)		0	(14,966)	(505,559)	(388,267)	(908,792)
Transfers	50,000	0	0		50,000	0	0	0	0
Balance at 30 June 2023	10,304,700	265,034	10,522,709		10,304,700	265,034	10,522,709	4,446,298	28,512,750
Comprises:									
Gross balance amount at 30 June 2023	10,304,700	280,000	11,028,268		10,304,700	280,000	11,028,268	7,359,740	31,946,717
Accumulated depreciation at 30 June 2023	0	(14,966)	(505,559)		0	(14,966)	(505,559)	(2,913,442)	(3,433,967)
Balance at 30 June 2023	10,304,700	265,034	10,522,709		10,304,700	265,034	10,522,709	4,446,298	28,512,750
Additions	0	0	3,218,896		0	0	3,218,896	455,917	3,674,813
Disposals	0	0	(817,745)		0	0	(817,745)	(176,512)	(994,257)
Depreciation	0	(14,966)	(508,050)		0	(14,966)	(508,050)	(439,326)	(962,342)
Transfers	0	0	2,974,009		0	0	2,974,009	0	0
Balance at 30 June 2024	10,304,700	250,068	15,389,819		10,304,700	250,068	15,389,819	4,286,377	30,230,964
Comprises:									
Gross balance amount at 30 June 2024	10,304,700	280,000	16,311,543		10,304,700	280,000	16,311,543	7,361,076	34,257,319
Accumulated depreciation at 30 June 2024	0	(29,932)	(921,724)		0	(29,932)	(921,724)	(3,074,699)	(4,026,355)
Balance at 30 June 2024	10,304,700	250,068	15,389,819		10,304,700	250,068	15,389,819	4,286,377	30,230,964

**SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2024**

7. PROPERTY, PLANT AND EQUIPMENT (Continued)

(b) Carrying Amount Measurements

Asset Class	Fair Value Hierarchy	Valuation Technique	Basis of Valuation	Date of Last Valuation	Inputs Used
(i) Fair Value - as determined at the last valuation date					
Land and buildings					
Land	2	Market approach using recent observable market data for similar properties, where land has no restrictions to use and/or sale	Independent registered valuer	June 2022	Price per hectare
Buildings - non-specialised	2	Market approach using open market values of similar assets, adjusted for condition and comparability, at their highest and best use	Independent registered valuer	June 2022	Price per square metre
Buildings - specialised	3	Cost approach using depreciated replacement cost	Independent registered valuer	June 2022	Observable and unobservable inputs being construction costs based on recent contract prices, current condition, residual values and remaining useful life assessments

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period there were no changes in the valuation techniques used by the local government to determine the fair value of property, plant and equipment using either level 2 or level 3 inputs.

(ii) Cost

Plant and equipment	N/A	Cost	Cost	N/A	Purchase Cost
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**SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2024**

8. INFRASTRUCTURE

(a) Movements in Balances

Movement in the balances of each class of infrastructure between the beginning and the end of the current financial year.

	Infrastructure - roads	Infrastructure - footpaths	Infrastructure - drainage	Infrastructure - parks and ovals	Infrastructure - other	Infrastructure - work in progress	Infrastructure - landfill post closure asset	Other infrastructure - bridges and culverts	Total Infrastructure
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Balance at 1 July 2022	52,025,065	725,286	6,127,612	2,178,225	992,664	282,629	141,849	5,603,239	68,076,569
Additions	2,223,996	572,364	76,413	0	183,963	782,854	0	528,435	4,368,025
Revaluation increments / (decrements) transferred to revaluation surplus	48,895,819	315,041	21,504,802	1,512,343	248,761	0	0	8,897,630	81,374,396
Depreciation	(2,653,977)	(28,829)	(391,896)	(264,777)	(87,701)	0	(78,862)	(200,164)	(3,706,206)
Transfers	0	(609,970)	0	159,343	503,728	(85,330)	0	0	(32,229)
Balance at 30 June 2023	100,490,903	973,892	27,316,931	3,585,134	1,841,415	980,153	62,987	14,829,140	150,080,555
Comprises:									
Gross balance at 30 June 2023	146,886,403	1,282,078	30,427,647	6,207,978	2,719,050	980,153	811,397	20,724,106	210,038,812
Accumulated depreciation at 30 June 2023	(46,395,500)	(308,186)	(3,110,716)	(2,622,844)	(877,635)	0	(748,410)	(5,894,966)	(59,958,257)
Balance at 30 June 2023	100,490,903	973,892	27,316,931	3,585,134	1,841,415	980,153	62,987	14,829,140	150,080,555
Additions	2,454,983	0	0	282,073	528,092	25,838	0	0	3,290,986
Revaluation increments / (decrements) offset by provision liability	0	0	0	0	0	0	1,942,125	0	1,942,125
Depreciation	(2,692,896)	(21,368)	(863,932)	(315,412)	(127,805)	0	(62,987)	(324,222)	(4,408,622)
Transfers	0	0	0	878,971	101,182	(980,153)	0	0	0
Balance at 30 June 2024	100,252,990	952,524	26,452,999	4,430,766	2,342,884	25,838	1,942,125	14,504,918	150,905,044
Comprises:									
Gross balance at 30 June 2024	149,341,387	1,282,078	30,427,647	7,369,022	3,348,324	25,838	1,942,125	20,724,106	214,460,527
Accumulated depreciation at 30 June 2024	(49,088,397)	(329,554)	(3,974,648)	(2,938,256)	(1,005,440)	0	0	(6,219,188)	(63,555,483)
Balance at 30 June 2024	100,252,990	952,524	26,452,999	4,430,766	2,342,884	25,838	1,942,125	14,504,918	150,905,044

**SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2024**

8. INFRASTRUCTURE (Continued)

(b) Carrying Amount Measurements

(i) Fair Value - as determined at the last valuation date	Asset Class	Fair Value Hierarchy	Valuation Technique	Basis of Valuation	Date of Last Valuation	Inputs Used
Infrastructure - roads		3	Cost approach using depreciated replacement cost	Management valuation	June 2022	Construction costs and current condition, residual values and remaining life assessments
Infrastructure - footpaths		3	Cost approach using depreciated replacement cost	Management valuation	June 2023	Construction costs and current condition, residual values and remaining life assessments
Infrastructure - drainage		3	Cost approach using depreciated replacement cost	Management valuation	June 2023	Construction costs and current condition, residual values and remaining life assessments
Infrastructure - parks and ovals		3	Cost approach using depreciated replacement cost	Management valuation	June 2023	Construction costs and current condition, residual values and remaining life assessments
Infrastructure - other		3	Cost approach using depreciated replacement cost	Management valuation	June 2023	Construction costs and current condition, residual values and remaining life assessments
Infrastructure - landfill post closure asset		3	Cost approach using depreciated replacement cost	Management valuation	June 2023	Construction costs and current condition, residual values and remaining life assessments
Other infrastructure - bridges and culverts		3	Cost approach using depreciated replacement cost	Management valuation	June 2023	Construction costs and current condition, residual values and remaining life assessments

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period there were no changes in the valuation techniques used to determine the fair value of infrastructure using level 3 inputs.

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2024

9. FIXED ASSETS

(a) Depreciation

Depreciation rates

Typical estimated useful lives for the different asset classes for the current and prior years are included in the table below:

Asset Class	Useful life
Buildings	30 to 50 years
Furniture and equipment	4 to 10 years
Computer equipment	3 years
Plant and equipment - heavy	5 to 15 years
Plant and equipment - light	1 to 10 years
Sealed roads and streets	
clearing and earthworks	not depreciated
construction/road base	50 years
Original surfacing and non major resurfacing	
- bituminous seals	20 years
- asphalt surfaces	25 years
Gravel roads	
clearing and earthworks	not depreciated
construction/road base	50 years
Footpaths - slab	40 years
Footpaths - asphalt	10 years
Sewerage piping	100 years
Water supply piping and drainage systems	75 years
Parks and Ovals	50 years
Other Infrastructure	20 years

9. FIXED ASSETS (Continued)

MATERIAL ACCOUNTING POLICIES

Initial recognition

An item of property, plant and equipment or infrastructure that qualifies for recognition as an asset is measured at its cost.

Upon initial recognition, cost is determined as the amount paid (or other consideration given) to acquire the assets, plus costs incidental to the acquisition. The cost of non-current assets constructed by the Shire includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition.

Assets for which the fair value as at the date of acquisition is under \$5,000 are not recognised as an asset in accordance with *Local Government (Financial Management) Regulation 17A(5)*. These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

Individual assets that are land, buildings and infrastructure acquired between scheduled revaluation dates of the asset class in accordance with the Shire's revaluation policy, are recognised at cost and disclosed as being at reportable value.

Measurement after recognition

Plant and equipment including furniture and equipment and right-of-use assets (other than vested improvements) are measured using the cost model as required under *Local Government (Financial Management) Regulation 17A(2)*. Assets held under the cost model are carried at cost less accumulated depreciation and any impairment losses being their reportable value.

Reportable Value

In accordance with *Local Government (Financial Management) Regulation 17A(2)*, the carrying amount of non-financial assets that are *land and buildings classified as property, plant and equipment*, investment properties, infrastructure or vested improvements that the local government controls.

Reportable value is for the purpose of *Local Government (Financial Management) Regulation 17A(4)* is the fair value of the asset at its last valuation date minus (to the extent applicable) the accumulated depreciation and any accumulated impairment losses in respect of the non-financial asset subsequent to its last valuation date.

Revaluation

Land and buildings classified as property, plant and equipment, *infrastructure or vested improvements that the local government controls* and measured at reportable value, are only required to be revalued every five years in accordance with the regulatory framework. This includes buildings and infrastructure items which were pre-existing improvements (i.e. vested improvements) on land vested in the Shire.

Whilst the regulatory framework only requires a revaluation to occur every five years, it also provides for the Shire to revalue earlier if it chooses to do so.

For land, buildings and infrastructure, increases in the carrying amount arising on revaluation of asset classes are credited to a revaluation surplus in equity.

Decreases that offset previous increases of the same class of asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss.

Subsequent increases are then recognised in profit or loss to the extent they reverse a net revaluation decrease previously recognised in profit or loss for the same class of asset.

Depreciation

The depreciable amount of all property, plant and equipment and infrastructure, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Depreciation on revaluation

When an item of property, plant and equipment and infrastructure is revalued, any accumulated depreciation at the date of the revaluation is treated in one of the following ways:

- (i) The gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset.
- (ii) Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

Impairment

In accordance with *Local Government (Financial Management) Regulations 17A(4C)*, the Shire is not required to comply with *AASB 136 Impairment of Assets* to determine the recoverable amount of its non-financial assets that are land or buildings classified as property, plant and equipment, infrastructure or vested improvements that the local government controls in circumstances where there has been an impairment indication of a general decrease in asset values.

In other circumstances where it has been assessed that one or more of these non-financial assets are impaired, the asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains or losses on disposal

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the statement of comprehensive income in the period in which they arise.

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2024

10 LEASES

(a) Lessor - Property, Plant and Equipment Subject to Lease

The table below represents a maturity analysis of the undiscounted lease payments to be received after the reporting date.

Less than 1 year
1 to 2 years
2 to 3 years
3 to 4 years
4 to 5 years
> 5 years

2024 Actual	2023 Actual
\$	\$
69,661	69,661
34,495	34,495
20,000	20,000
20,000	20,000
20,000	20,000
247,500	267,500
411,656	431,656

The Shire leases buildings and land for telecommunication equipment to external parties with rentals payable either on a monthly basis or an annual basis. These leases are classified as operating leases as they do not transfer substantially all of the risks and rewards incidental to the ownership of the assets.

The Shire leases houses to staff and aged persons with rentals payable monthly. These leases are classified as operating leases as they do not transfer substantially all of the risks and rewards incidental to the ownership of the assets.

The staff houses are not considered investment property as they are leased for use in the supply of services to the community. The aged persons housing are considered a joint operation and are not considered investment property as the primary purpose is provision of community housing.

Lease payments for some contracts include CPI increases, but there are no other variable lease payments that depend on an index or rate. Although the Shire is exposed to changes in the residual value at the end of the current leases, the Shire typically enters into new operating leases and therefore will not immediately realise any reduction in residual value at the end of these leases. Expectations about the future residual values are reflected in the fair value of the properties.

MATERIAL ACCOUNTING POLICIES

The Shire as Lessor

Upon entering into each contract as a lessor, the Shire assesses if the lease is a finance or operating lease.

The contract is classified as a finance lease when the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases not within this definition are classified as operating leases. Rental income received from operating leases is recognised on a straight-line basis over the term of the specific lease.

Initial direct costs incurred in entering into an operating lease (eg legal cost, cost to setup) are included in the carrying amount of the leased asset and recognised as an expense on a straight-line basis over the lease term.

When a contract is determined to include lease and non-lease components, the Shire applies AASB 15 *Revenue from Contracts with Customers* to allocate the consideration under the contract to each component.

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2024

11. TRADE AND OTHER PAYABLES

Current

Sundry creditors
 Accrued payroll liabilities
 ATO liabilities
 Bonds and deposits held
 Accrued Interest
 Accrued expenses

2024	2023
\$	\$
478,293	337,420
108,913	98,177
108,960	131,201
933,927	550,230
113,981	97,204
9,083	6,151
1,753,157	1,220,383

MATERIAL ACCOUNTING POLICIES

Financial liabilities

Financial liabilities are initially recognised at fair value when the Shire becomes a party to the contractual provisions of the instrument.

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost.

Financial liabilities are derecognised where the related obligations are discharged, cancelled or expired. The difference between the carrying amount of the financial liability extinguished or transferred to another party and any consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the Shire prior to the end of the financial year that are unpaid and arise when the Shire becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are usually paid within 30 days of recognition. The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature.

Prepaid rates

Prepaid rates are, until the taxable event has occurred (start of the next financial year), received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the Shire recognises income for the prepaid rates that have not been refunded.

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2024

12. OTHER LIABILITIES

Current

Contract liabilities

Capital grant/contributions liabilities

Reconciliation of changes in contract liabilities

Opening balance

Additions

Revenue from contracts with customers included as a contract liability at the start of the period

The aggregate amount of the performance obligations unsatisfied (or partially unsatisfied) in relation to these contract liabilities was \$0.00 (2023: \$10,500)

The Shire has satisfied the performance obligations, from contracts with customers at the end of the reporting period.

Reconciliation of changes in capital grant/contribution liabilities

Opening balance

Additions

Revenue from capital grant/contributions held as a liability at the start of the period

Expected satisfaction of capital grant/contribution liabilities

Less than 1 year

2024	2023
\$	\$
0	10,500
267,541	191,194
267,541	201,694
10,500	109,421
0	10,500
(10,500)	(109,421)
0	10,500
191,194	602,439
267,541	159,504
(191,194)	(570,749)
267,541	191,194
267,541	191,194
267,541	191,194
267,541	191,194

Performance obligations in relation to capital grant/contribution liabilities are satisfied as project milestones are met or completion of construction or acquisition of the asset.

MATERIAL ACCOUNTING POLICIES

Contract liabilities

Contract liabilities represent the Shire's obligation to transfer goods or services to a customer for which the Shire has received consideration from the customer.

Contract liabilities represent obligations which are not yet satisfied. Contract liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

Capital grant/contribution liabilities

Capital grant/contribution liabilities represent the Shire's obligations to construct recognisable non-financial assets to identified specifications to be controlled by the Shire which are yet to be satisfied. Capital grant/contribution liabilities are recognised as income when the obligations in the contract are satisfied.

Fair values for non-current capital grant/contribution liabilities, not expected to be extinguished within 12 months, are based on discounted cash flows of expected cashflows to satisfy the obligations using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy (see Note 24(i)) due to the unobservable inputs, including own credit risk.

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2024

13. BORROWINGS

	Note	2024			2023		
		Current	Non-current	Total	Current	Non-current	Total
Secured		\$	\$	\$	\$	\$	\$
Debentures		410,391	5,294,972	5,705,363	544,319	5,705,363	6,249,682
Total secured borrowings	27(a)	410,391	5,294,972	5,705,363	544,319	5,705,363	6,249,682

Secured liabilities and assets pledged as security

Debentures are secured by a floating charge over the assets of the Shire of Chittering.

MATERIAL ACCOUNTING POLICIES

Borrowing costs

The Shire has elected to recognise borrowing costs as an expense when incurred regardless of how the borrowings are applied.

Fair values of borrowings are not materially different to their carrying amounts, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short term nature. Borrowings fair values are based on discounted cash flows using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy (see Note 24(i)) due to the unobservable inputs, including own credit risk.

Risk

Details of individual borrowings required by regulations are provided at Note 27(a).

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2024

14. EMPLOYEE RELATED PROVISIONS

Employee Related Provisions

Current provisions

Employee benefit provisions

Annual leave

Long service leave

Total current employee related provisions

Non-current provisions

Employee benefit provisions

Long service leave

Total non-current employee related provisions

Total employee related provisions

	2024	2023
	\$	\$
Annual leave	320,414	356,470
Long service leave	377,779	307,213
Total current employee related provisions	698,193	663,683
Non-current provisions		
Long service leave	108,742	145,854
Total non-current employee related provisions	108,742	145,854
Total employee related provisions	806,935	809,537

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave and associated on costs for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

Annual leave liabilities are classified as current, as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period.

MATERIAL ACCOUNTING POLICIES

Employee benefits

The Shire's obligations for employees' annual leave, long service leave and other employee leave entitlements are recognised as employee related provisions in the Statement of Financial Position.

Short-term employee benefits

Provision is made for the Shire's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The Shire's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position.

Other long-term employee benefits

Long-term employee benefits provisions are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The Shire's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Shire does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2024

15. OTHER PROVISIONS

	Make good provisions	Total
	\$	\$
Opening balance at 1 July 2023		
Non-current provisions	961,712	961,712
	961,712	961,712
Movement in provision due to revaluation	942,776	942,776
Unused amounts reversed	(22)	(22)
Charged to profit or loss		
- unwinding of discount	37,659	37,659
Balance at 30 June 2024	1,942,125	1,942,125
Comprises		
Non-current	1,942,125	1,942,125
	1,942,125	1,942,125

Other provisions

Amounts which are expected to be paid out within 12 months of the reporting date are classified as current. Exact timing of payment of non-current obligations is unable to be reliably estimated as it is dependent on factors beyond the control of the local government.

MATERIAL ACCOUNTING POLICIES

Provisions

Provisions are recognised when the Shire has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2024

16. REVALUATION SURPLUS

	2024 Opening Balance	Total Movement on Revaluation	2024 Closing Balance	2023 Opening Balance	Total Movement on Revaluation	2023 Closing Balance
	\$	\$	\$	\$	\$	\$
Revaluation surplus - Land - freehold land	13,491,979	0	13,491,979	13,491,979	0	13,491,979
Revaluation surplus - Plant and equipment	1,138,001	0	1,138,001	1,138,001	0	1,138,001
Revaluation surplus - Infrastructure - roads	62,489,787	0	62,489,787	13,593,968	48,895,819	62,489,787
Revaluation surplus - Infrastructure - footpaths	412,484	0	412,484	97,443	315,041	412,484
Revaluation surplus - Infrastructure - drainage	29,054,392	0	29,054,392	7,549,590	21,504,802	29,054,392
Revaluation surplus - Infrastructure - parks and ovals	3,928,442	0	3,928,442	2,416,099	1,512,343	3,928,442
Revaluation surplus - Infrastructure - other	532,054	0	532,054	283,293	248,761	532,054
Revaluation surplus - Infrastructure - landfill post closure asset	91,915	999,369	1,091,284	86,775	5,140	91,915
Revaluation surplus - Other infrastructure - bridges and culverts	12,411,759	0	12,411,759	3,514,129	8,897,630	12,411,759
	123,550,813	999,369	124,550,182	42,171,277	81,379,536	123,550,813

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2024

17. RESTRICTIONS OVER FINANCIAL ASSETS

The following classes of financial assets have restrictions imposed by regulations or other externally imposed requirements which limit or direct the purpose for which the resources may be used:

- Cash and cash equivalents	3	3,294,141	3,720,407
		3,294,141	3,720,407

The restricted financial assets are a result of the following specific purposes to which the assets may be used:

Restricted reserve accounts	28	2,092,673	2,610,028
Contract liabilities	12	0	10,500
Capital grant liabilities	12	267,541	191,194
Bonds and deposits held	11	933,927	550,230
Unspent loans	27(b)	0	358,455
Total restricted financial assets		3,294,141	3,720,407

**18. UNDRAWN BORROWING FACILITIES AND CREDIT
STANDBY ARRANGEMENTS**

Bank overdraft limit	150,000	150,000
Bank overdraft at balance date	0	0
Credit card limit	25,000	25,000
Credit card balance at balance date	(9,083)	(6,151)
Total amount of credit unused	165,917	168,849

Loan facilities

Loan facilities - current	410,391	544,319
Loan facilities - non-current	5,294,972	5,705,363
Total facilities in use at balance date	5,705,363	6,249,682
Unused loan facilities at balance date	0	358,455

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2024

19. CONTINGENT LIABILITIES

In compliance with the Contaminated Sites Act 2003 Section 11, the Shire of Chittering has identified the following sites to be possible sources of contamination:

Wannamal Landfill Site (former site)
Mooliabeenee Gravel & Rubbish Site (former site)
Lot 5 (6177) Great Northern Highway Bindoon - Shire Depot
131 Muchea East Road Muchea

The Shire has conducted an investigation to determine the presence and scope of contamination, assess the risk, and has received notification from the Department of Environment Regulation that no further action is required for the Wannamal Landfill Site.

The Mooliabeenee Landfill Site is a very old gravel and rubbish site vested to the Shire in 1964, the site closed in 2012. The site has been identified as having possible contamination. The site since its closure has naturally revegetated and the Shire does not intend to use or utilise this site in the foreseeable future.

The Shire depot may contain contamination due to underground fuel tanks that were on the site. These fuel tanks have since been decommissioned in 20/21 and replaced with a self bunded fuel unit. When the tanks were decommissioned there was no visual signs of contamination.

Lot 7 131 Muchea East Rd is freehold land owned by the Shire which contains asbestos however the the Shire has no timeline for remediation and cannot accurately determine the remediation costs.

20. CAPITAL COMMITMENTS

	2024	2023
	\$	\$
Contracted for:		
- capital expenditure projects	574,375	716,213
- plant & equipment purchases	232,000	836,066
	806,375	1,552,279
Payable:		
- not later than one year	806,375	1,552,279

The capital expenditure projects outstanding at the end of the current reporting period represents plant purchase supplier delays in delivery and new Street lighting delayed by Western Power.

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2024

21. RELATED PARTY TRANSACTIONS

(a) Elected Member Remuneration

Fees, expenses and allowances to be paid or reimbursed to elected council members.

Note	2024 Actual	2024 Budget	2023 Actual
	\$	\$	\$
President's annual allowance	15,265	15,265	14,401
President's meeting attendance fees	19,835	19,835	18,713
President's annual allowance for ICT expenses	3,180	3,180	3,153
President's travel and accommodation expenses	4,418	2,857	1,309
	42,698	41,137	37,576
Deputy President's annual allowance	3,816	3,816	3,600
Deputy President's meeting attendance fees	12,826	12,826	12,100
Deputy President's annual allowance for ICT expenses	3,180	3,180	3,153
Deputy President's travel and accommodation expenses	2,682	2,857	718
	22,504	22,679	19,571
All other council member's meeting attendance fees	64,130	64,130	60,500
All other council member's annual allowance for ICT expenses	15,900	15,900	15,765
All other council member's travel and accommodation expenses	5,103	14,285	5,276
	85,133	94,315	81,541
21(b)	150,335	158,131	138,688

(b) Key Management Personnel (KMP) Compensation

The total of compensation paid to KMP of the Shire during the year are as follows:

Short-term employee benefits	828,230	665,770
Post-employment benefits	101,966	87,322
Employee - other long-term benefits	74,618	74,196
Employee - termination benefits	0	20,780
Council member costs	150,335	138,688
21(a)	1,155,149	986,756

Short-term employee benefits

These amounts include all salary and fringe benefits awarded to KMP except for details in respect to fees and benefits paid to council members which may be separately found in the table above.

Post-employment benefits

These amounts are the current-year's cost of the Shire's superannuation contributions made during the year.

Other long-term benefits

These amounts represent annual leave and long service leave entitlements accruing during the year.

Termination benefits

These amounts represent termination benefits paid to KMP (Note: may or may not be applicable in any given year).

Council member costs

These amounts represent payments of member fees, expenses, allowances and reimbursements during the year.

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2024

21. RELATED PARTY TRANSACTIONS

Transactions with related parties

Transactions between related parties and the Shire are on normal commercial terms and conditions, no more favourable than those available to other parties, unless otherwise stated.

No outstanding balances or provisions for doubtful debts or guarantees exist in relation to related parties at year end.

In addition to KMP compensation above the following transactions occurred with related parties:

	2024 Actual	2023 Actual
	\$	\$
Sale of goods and services	22,286	70,404
Purchase of goods and services	2,128	2,138
Amounts payable to related parties:		
Trade and other payables	419	4,097

Related Parties

The Shire's main related parties are as follows:

i. Key management personnel

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the Shire, directly or indirectly, including any council member, are considered key management personnel and are detailed in Notes 21(a) and 21(b).

ii. Other Related Parties

Short-term employee benefits related to an associate person of the CEO who was employed by the Shire under normal employment terms and conditions.

Outside of normal citizen type transactions with the Shire, there were no other related party transactions involving key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

iii. Entities subject to significant influence by the Shire

There were no such entities requiring disclosure during the current or previous year.

**SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2024**

22 JOINT ARRANGEMENTS

Share of joint operations

The Shire has joint arrangements with the 'Department of Communities' to provide community housing in Bindoon. The housing units have been constructed on Council owned land and the Shire's share of the joint arrangements is between 23% - 27%. The Shire is required to provide for the long term maintenance needs of the properties.

MATERIAL ACCOUNTING POLICIES

Joint operations

A joint operation is a joint arrangement where the Shire has joint control with two or more parties to the joint arrangement. All parties to joint arrangement have rights to the assets, and obligations for the liabilities relating to the arrangement.

Assets, liabilities, revenues and expenses relating to the Shire's interest in the joint operation are accounted for in accordance with the relevant Australian Accounting Standard.

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2024

23. EVENTS OCCURRING AFTER THE END OF THE REPORTING PERIOD

The Shire is not aware of any matters or circumstances that have arisen since the end of the financial year to the date of this report, which has significantly affected or may significantly affect the activities of the Shire, the results of those activities or the state of affairs of the Shire.

24. OTHER MATERIAL ACCOUNTING POLICIES

a) Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

b) Current and non-current classification

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Shire's operational cycle. In the case of liabilities where the Shire does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current or non-current based on the Shire's intentions to release for sale.

c) Rounding off figures

All figures shown in this annual financial report, other than a rate in the dollar, are rounded to the nearest dollar. Amounts are presented in Australian Dollars.

d) Comparative figures

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

When the Shire applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statements that has a material effect on the statement of financial position, an additional (third) Statement of Financial Position as at the beginning of the preceding period in addition to the minimum comparative financial report is presented.

e) Budget comparative figures

Unless otherwise stated, the budget comparative figures shown in this annual financial report relate to the original budget estimate for the relevant item of disclosure.

f) Superannuation

The Shire contributes to a number of Superannuation Funds on behalf of employees. All funds to which the Shire contributes are defined contribution plans.

g) Fair value of assets and liabilities

Fair value is the price that the Shire would receive to sell the asset or would have to pay to transfer a liability, in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair values of assets that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset or liability (i.e. the market with the greatest volume and level of activity for the asset or liability) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (i.e. the market that maximises the receipts from the sale of the asset after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

h) Interest revenue

Interest revenue is calculated by applying the effective interest rate to the gross carrying amount of a financial asset measured at amortised cost except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

i) Fair value hierarchy

AASB 13 *Fair Value Measurement* requires the disclosure of fair value information by level of the fair value hierarchy, which categorises fair value measurement into one of three possible levels based on the lowest level that an input that is significant to the measurement can be categorised into as follows:

Level 1

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3

Measurements based on unobservable inputs for the asset or liability.

The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

Valuation techniques

The Shire selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the Shire are consistent with one or more of the following valuation approaches:

Market approach

Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

Income approach

Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

Cost approach

Valuation techniques that reflect the current replacement cost of the service capacity of an asset.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the Shire gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

j) Impairment of assets

In accordance with Australian Accounting Standards the Shire's assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired.

Where such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount except for non-financial assets that are:

- land and buildings classified as property, plant and equipment;
- infrastructure; or
- vested improvements that the local government controls, in circumstances where there has been an impairment indication of a general decrease in asset values.

These non-financial assets are assessed in accordance with the regulatory framework detailed in Note 9.

Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another Standard (e.g. AASB 116 *Property, Plant and Equipment*) whereby any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other Standard.

**SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2024**

25. RATING INFORMATION

(a) General Rates

RATE TYPE Rate Description	Basis of valuation	Rate in \$	Number of Properties	2023/24		2023/24		2023/24		2023/24		2023/24		2022/23	
				Actual Value*	Rateable Value*	Actual Rate	Interim Rates	Actual Revenue	Interim Rates	Budget Rate	Budget Interim	Budget Revenue	Budget Interim	Actual Revenue	Actual Total
GRV	Gross rental valuation	0.11484	1,785	33,900,316	3,893,112	3,893,112	18,100	3,911,212		3,893,112		3,893,112		3,708,013	
UV	Unimproved valuation	0.00608	807	458,362,000	2,786,841	2,786,841	15,337	2,802,178		2,786,841		2,786,841		2,307,896	
Total general rates			2,592	492,262,316	6,679,953	6,679,953	33,437	6,713,390		6,679,953	0	6,679,953		6,015,909	
Minimum Payment															
GRV	Gross rental valuation	1,150	305	3,000,720	350,750	350,750		350,750		350,750		350,750		364,100	
UV	Unimproved valuation	1,100	115	45,557,516	126,500	126,500		126,500		126,500		126,500		150,150	
Total minimum payments			420	48,558,236	477,250	477,250	0	477,250		477,250	0	477,250		514,250	
Total general rates and minimum payments			3,012	540,820,552	7,157,203	7,157,203	33,437	7,190,640		7,157,203	0	7,157,203		6,530,159	
Ex-gratia Rates															
Damplier to Bunbury Natural Gas Pipeline Corridor based			0	0	4,309	4,309	0	4,309		4,053		4,053		3,611	
Total amount raised from rates (excluding general rates)			0	0	4,309	4,309	0	4,309		4,053	0	4,053		3,611	
Total Rates								7,194,949				7,161,256		6,533,770	
Rate instalment interest								15,909				27,190		13,359	
Rate overdue interest								29,551				43,500		12,259	

The rate revenue was recognised from the rate record as soon as practicable after the Shire resolved to impose rates in the financial year as well as when the rate record was amended to ensure the information in the record was current and correct.

*Rateable Value at time of raising of rate.

SHIRE OF CHITTERING
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FOR THE YEAR ENDED 30 JUNE 2024

26. DETERMINATION OF SURPLUS OR DEFICIT

		2023/24 (30 June 2024 Carried Forward)	2023/24 Budget (30 June 2024 Carried Forward)	2023/24 (1 July 2023 Brought Forward)
	Note	\$	\$	\$
(a) Non-cash amounts excluded from operating activities				
The following non-cash revenue or expenditure has been excluded from amounts attributable to operating activities within the Statement of Financial Activity in accordance with <i>Financial Management Regulation 32</i> .				
Adjustments to operating activities				
Less: Profit on asset disposals		(39,315)	(249,581)	(120,375)
Less: Movement in liabilities associated with restricted cash		(10,880)		9,980
Less: Fair value adjustments to financial assets at fair value through profit or loss		(841)		(1,843)
Less: Adjustments to landfill site provisions through other comprehensive income		(942,755)		5,140
Add: Loss on disposal of assets		819,481	10,873	2,473
Add: Depreciation	9(a)	5,370,964	4,470,134	4,614,998
Non-cash movements in non-current assets and liabilities:				
Pensioner deferred rates		(10,343)		(29,817)
Employee benefit provisions		(37,112)		22,842
Other provisions		980,413		8,916
Work In progress expensed		0		32,229
Non-cash amounts excluded from operating activities		6,129,612	4,231,426	4,544,543
(b) Surplus or deficit after imposition of general rates				
The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with <i>Financial Management Regulation 32</i> to agree to the surplus/(deficit) after imposition of general rates.				
Adjustments to net current assets				
Less: Reserve accounts	28	(2,092,673)	(2,548,295)	(2,610,028)
Add: Current liabilities not expected to be cleared at end of year				
- Current portion of borrowings	13	410,391	766,522	544,319
- Employee benefit provisions		271,634	272,535	282,515
Total adjustments to net current assets		(1,410,648)	(1,509,238)	(1,783,194)
Net current assets used in the Statement of Financial Activity				
Total current assets		5,922,347	4,099,406	8,575,816
Less: Total current liabilities		(3,129,282)	(2,590,168)	(2,630,079)
Less: Total adjustments to net current assets		(1,410,648)	(1,509,238)	(1,783,194)
Surplus or deficit after imposition of general rates		1,382,417	0	4,162,543

SHIRE OF CHITTERING
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2024

27. BORROWING AND LEASE LIABILITIES

(a) Borrowings

Purpose	Note	Actual				Budget			
		Principal at 1 July 2022	New Loans During 2022-23	Principal at 30 June 2023	Principal Repayments During 2022-23	New Loans During 2023-24	Principal Repayments During 2023-24	Principal at 30 June 2024	Principal at 30 June 2024
		\$	\$	\$	\$	\$	\$	\$	\$
Admin Server/IT Upgrade	80	21,095		0	(21,095)			0	1
Chittering Health Centre	79	470,532		438,200	(32,332)			396,467	380,443
Muchea Complex	89	1,803,805		1,727,590	(76,215)			1,649,564	1,687,895
Mountain Bike Park Land Acquisition	90	290,831		194,427	(96,404)			97,484	145,754
Loan 91 Mountain Bike Park C	91			0				0	
Purchase of a Grader	79	184,230		169,154	(15,076)			161,366	1,203,545
Land Lot 168 Binda Place	82	390,488		324,239	(66,249)			255,954	(15,748)
Lifestyle Village	83	266,270		134,203	(132,067)			0	(68,285)
Admin Telephone System	86	22,531		11,356	(11,175)			0	(134,202)
Muchea Redevelopment	92	0	3,301,727	3,250,513	(51,214)			16,966	(11,356)
Total		3,449,782	3,301,727	6,249,682	(501,827)	0	(544,319)	3,144,528	(105,986)
Borrowing Finance Cost Payments									(544,318)
									7,067,419
Purpose	Loan Number	Actual				Budget			
		Principal at 1 July 2023	New Loans During 2023-24	Principal at 30 June 2024	Principal Repayments During 2023-24	New Loans During 2023-24	Principal Repayments During 2023-24	Principal at 30 June 2024	Principal at 30 June 2024
		\$	\$	\$	\$	\$	\$	\$	\$
Admin Server/IT Upgrade	80			29	(22,820)			0	(365)
Chittering Health Centre	79			0				(17,898)	(20,067)
Chittering Health Centre	74			0				0	23
Muchea Complex	89			(46,202)	(1,294)			(40,360)	(48,258)
Mountain Bike Park Land Acquisition	90			(4,648)	(9,588)			(8,346)	(2,172)
Purchase of a Grader	79			(9,372)	(1,461)			(8,357)	(9,357)
Land Lot 168 Binda Place	82			(1,623)	(124)			(1,875)	(11,875)
Lifestyle Village	83			(1,461)	(124)			(4,071)	(4,071)
Admin Telephone System	86			(137)	(137)			(344)	(344)
Muchea Redevelopment	92			(157,580)	(157,580)			(135,942)	(135,942)
Total Finance Cost Payments				(243,688)	(243,688)			(226,910)	(232,428)

* WA Treasury Corporation

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27. BORROWING AND LEASE LIABILITIES (Continued)

(b) New Borrowings - 2023/24

Particulars/Purpose	Institution	Loan Type	Term Years	Interest Rate %	Amount Borrowed		Amount (Used)		Total Interest & Charges \$	Actual Balance Unspent \$
					2024 Actual \$	2024 Budget \$	2024 Actual \$	2024 Budget \$		
Mountain Bike Park Caravan Parl	WATC	Debenture	20	4.33%	0	1,203,545	0	0	0	0
					0	1,203,545	0	0	0	0

* WA Treasury Corporation

SHIRE OF CHITTERING
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28. RESERVE ACCOUNTS

Restricted by council

	2024 Actual Opening Balance	2024 Actual Transfer to	2024 Actual Transfer (from)	2024 Budget Opening Balance	2024 Budget Transfer to	2024 Budget Transfer (from)	2024 Budget Closing Balance	2023 Actual Opening Balance	2023 Actual Transfer to	2023 Actual Transfer (from)	2023 Actual Closing Balance
(a) Employee Entitlement Reserve	282,515	14,119	(25,000)	271,634			271,634	272,535	9,980	0	282,515
(b) Plant Replacement Reserve	400,141	19,998	(200,000)	220,139			220,139	386,005	14,136	0	400,141
(c) Community Housing Reserve	77,572	3,877		81,449			81,449	74,832	2,740	0	77,572
(d) Seniors Housing Reserve	20,459	1,023		21,482			21,482	19,737	722	0	20,459
(e) Public Open Space Reserve	83,403	4,168		87,571			87,571	80,457	2,946	0	83,403
(f) Recreation Development Reserve	391,008	19,541	(320,000)	90,549			90,549	377,195	13,813	0	391,008
(g) Waste Management Reserve	468,875	58,433		527,308	35,000		527,308	418,548	50,327	0	468,875
(h) Contribution to Roadworks Reserve	40,094	2,004		42,098			42,098	38,678	1,416		40,094
(i) Waste Water Management Reserve	98,882	4,932		103,614			103,614	95,196	3,486	0	98,882
(j) Public Amenities and Buildings Reserve	746,366	37,347	(137,797)	645,916			645,916	720,000	26,366	0	746,366
(k) Economic Recovery Stimulus Reserve	913	0		913			913	30,111	1,103	(30,301)	913
	2,610,028	165,442	(682,797)	2,092,673	35,000	0	2,092,673	2,513,295	127,035	(30,301)	2,610,028

All reserves are supported by cash and cash equivalents and financial assets at amortised cost and are restricted within equity as Reserve accounts.

In accordance with council resolutions or adopted budget in relation to each reserve account, the purpose for which the reserves are set aside and their anticipated date of use are as follows:

Name of reserve account	Purpose of the reserve account
Restricted by council	
(a) Employee Entitlement Reserve	to be used to fund employee accumulated annual, sick, long service leave and employee gratuities
(b) Plant Replacement Reserve	to be used to fund plant purchases, trades or major overhauls
(c) Community Housing Reserve	to be used to fund repairs, improvements, extensions or construction of community units
(d) Seniors Housing Reserve	to be used to fund repairs, improvements, extensions or construction of seniors units
(e) Public Open Space Reserve	to be used to fund public open spaced developments in accordance with developer precincts
(f) Recreation Development Reserve	to be used to fund the development or acquisition of recreation land or facilities
(g) Waste Management Reserve	to be used to fund the replacement landfill sites and rehabilitation of existing landfill sites
(h) Contribution to Roadworks Reserve	to be used for the maintenance of Moolabeenie Road
(i) Waste Water Management Reserve	to be used to fund the development of a Waste Water Management System for the Shire
(j) Public Amenities and Buildings Reserve	to be used to fund repairs, improvements, extensions or construction of public amenities
(k) Economic Recovery Stimulus Reserve	to be used for projects for the community to assist in recovery post COVID19

