Corporate Business Plan

2026/27 - 2029/30

Delivering *Chittering 2036: Our Place, our Future*



Shire of Chittering



Acknowledgment 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.

Accessing our Corporate Business Plan

Available online at:

www.chittering.wa.gov.au

Hard copies available at:

- Administration Office
- Bindoon Library

Feedback and Questions

We welcome your feedback.

chatter@chittering.wa.gov.au

Alternative Formats

Available on request, including:

- Other languages
- Accessible formats

(08) 9576 4600; or

chatter@chittering.wa.gov.au

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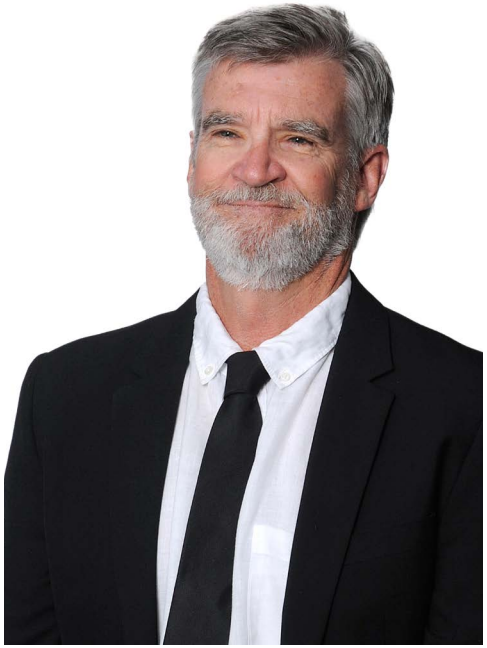
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President's Message

The Corporate Business Plan 2026–2030 is Council's commitment to delivering on the aspirations identified by our community through the Council Plan.

Over the next four years, Council will focus on investing in the infrastructure, services and strategic initiatives that will support a growing and changing community while protecting the rural character that defines our district.

A significant focus during this period will be planning for the opportunities created by the future Bindoon Bypass and the continued evolution of Bindoon as the Shire's primary town centre, service hub and tourism destination. The progression of the Bindoon Town and Tourism Precinct initiative will help establish a long-term vision for the town and support future economic growth.

Council will also continue investing in community infrastructure and recreation opportunities through projects such as the Lower Chittering Youth and Community Hub, Stage 2 works associated with the Bindoon Mountain Bike Park, and ongoing road upgrades that improve safety and connectivity across the district.

Strategic planning will remain a priority. Locality planning, public open space planning, cemetery planning and investigations into future community infrastructure will help ensure that future growth is supported by appropriate facilities and services.

This Plan also reflects Council's commitment to sound financial management, responsible governance and long-term sustainability. It provides a clear roadmap for the next four years and demonstrates how Council intends to deliver practical outcomes that benefit our community.

Together, these priorities will help strengthen our local economy, support our communities and ensure Chittering remains a vibrant and attractive place to live and invest.



David Dewar
SHIRE PRESIDENT



Message of CEO

The Corporate Business Plan translates the community's long-term aspirations into a coordinated program of projects, improvement activities and service priorities that will guide the organisation over the next four years.

The Plan balances the delivery of major infrastructure and strategic initiatives with the ongoing responsibility of maintaining community assets, delivering essential services and preparing the organisation for future growth.

Over the next four years, the Shire will continue investing in roads, recreation, community infrastructure, environmental management and strategic planning while progressing initiatives that support economic development, tourism and place activation.

A major focus will be ensuring that long-term planning informs future investment decisions. Work associated with the Bindoon Town and Tourism Precinct, locality planning, community infrastructure planning and asset management will help position the Shire to respond to future growth and changing community expectations.

The Plan also strengthens the integration between long-term financial planning, asset management, workforce planning and service delivery. This approach helps ensure Council's resources are aligned with strategic priorities and that services remain sustainable and affordable.

Delivering these commitments will require strong partnerships between Council, staff, government agencies, contractors, volunteers and our community. Through collaboration, innovation and continuous improvement, the organisation will continue working towards the vision established by our community.

Melinda Prinsloo
CHIEF EXECUTIVE OFFICER

Introduction

The Corporate Business Plan (CBP) 2026/27–2029/30 outlines how the Shire will deliver the priorities and outcomes identified in Chittering 2036: Our Place, Our Future.

As part of the Shire's Integrated Planning and Reporting Framework, the CBP translates the community's long-term aspirations into a coordinated four-year program of services, projects, improvement initiatives and organisational priorities. It provides the link between the Council Plan and the annual actions funded through the Budget.

The CBP ensures that resources, workforce capability, infrastructure investment and service delivery remain aligned with Council's strategic direction while supporting long-term financial sustainability.

A service-based planning approach has been adopted to strengthen transparency, accountability and organisational alignment. The Plan is structured around twenty service areas that collectively deliver community services, infrastructure, environmental management, governance, economic development and organisational support.

The Corporate Business Plan identifies:

- four-year strategic priorities and major projects;
- service improvement initiatives and organisational priorities;
- infrastructure and capital investment considerations;
- workforce, asset and financial planning requirements;
- service delivery responsibilities and performance measures; and
- alignment with informing strategies, legislative obligations and community priorities.

The Shire's Integrated Planning and Reporting Framework aligns strategic direction with service delivery and annual budgeting.

Council Plan 2026–2036

Sets the long-term community vision and strategic direction. Developed with the community, it identifies the outcomes Council aims to achieve over the next ten years.

Corporate Business Plan 2026/27–2029/30

Council's four-year organisational roadmap, identifying the projects, service priorities, improvement activities and resources needed to deliver the Council Plan.

Annual Implementation Plan 2026/27

The operational delivery plan for year one of the CBP. It translates four-year priorities into annual projects, improvement activities, business-as-usual responsibilities and compliance obligations, identifying what will be delivered, who is responsible and how progress will be monitored.

Council Plan 2026-2036

Long-term community vision and strategic direction



Corporate Business Plan 2026 - 2030

Four-year service, project and improvement roadmap



Annual Implementation Plan 2026/27

Detailed annual actions, projects and operational delivery



Annual Budget 2026/27

Detailed annual actions, projects and operational delivery



About Chittering



Located just 55 kilometres north-east of Perth, the Shire is a unique rural district within the Wheatbelt region of Western Australia. Spanning more than 1,200 square kilometres, the Shire connects a number of distinct communities including Bindoon, Muchea, Wannamal, Chittering, Lower Chittering and Mooliabeenee.

Known for its rolling hills, orchards, bushland and open landscapes, Chittering offers a balance of country living, community connection and growing economic opportunity. Vineyards, trails, reserves and recreation areas contribute to the area's strong sense of place and lifestyle appeal.

Over recent years, Chittering has experienced steady growth as more people seek the space, lifestyle and connection offered by regional living within reach of metropolitan Perth. Improved accessibility through the Tonkin Highway extension and continued growth of the Muchea Industrial Park are creating new opportunities for employment, investment and economic diversification.

Despite ongoing growth and change, Chittering remains strongly connected to its agricultural heritage, natural environment and rural way of life.

Our Shire at a Glance

7,039 Population
A welcoming and diverse community

2,413 Dwellings
Homes across our towns and communities

1,222 km² of area within the Shire
Vast spaces, strong communities

230 km of sealed roads
Connecting our communities

712 Active businesses
Supporting local job and driving our economy

2,033 Local jobs
Jobs that support our local community

3,626 Employed residents
Our residents are our greatest strength

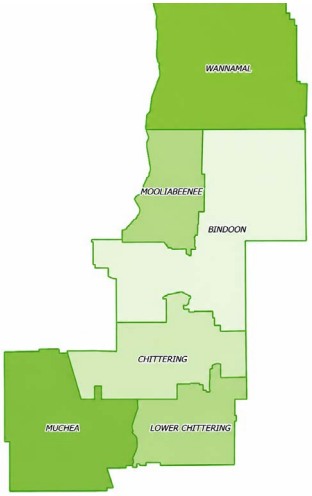
35% Couples with children
Stong families. Stronger future.

44 Median age
A balanced community across all life stages

2.7% Aboriginal and Torres Straight Islander
Proud of our First Nations people and culture



Our Communities



While connected through landscape, history and lifestyle, each locality within the Shire has its own identity, character and role within the broader community.

Community engagement undertaken during the development of Chittering 2036: Our Place, Our Future highlighted the importance residents place on protecting the unique character of each locality while planning for future growth, infrastructure and services.

The Shire continues to experience steady peri-urban growth, supported by its proximity to Perth, regional accessibility and strong rural lifestyle appeal. The community is characterised by family households, established rural residential living and an increasing number of older residents who contribute to the district's strong sense of connection and stability.

Over the coming decade, population growth is expected to increase demand for community infrastructure, recreation facilities, transport connectivity and local services. This reinforces the importance of careful planning that balances growth with protection of the rural character and lifestyle valued by the community.

Together, these localities create a connected rural district that values its people, supports local growth and protects its rural way of life.

Bindoon



Civic, recreation and tourism hub of the Shire

Bindoon is the Shire's primary town centre and civic hub, supporting community services, local businesses, recreation and tourism while maintaining its country town character.

- Bindoon Town Centre
- Bindoon Town Hall
- Bindoon Mountain Bike Park
- Bindoon Library
- Brockman Centre Precinct
- Stonehouse Walk Trail
- Chinkabee Sporting Complex
- Clune Park

Muchea



Regional transport, industry and logistics gateway

Muchea continues to grow as a key transport, logistics and industrial locality due to its strategic position within major freight corridors and proximity to the Muchea Industrial Park.

- Muchea Industrial Park
- Freight & Transport Corridor
- John Glenn Park
- Muchea Recreation Centre
- Equestrian areas

Chittering



Rural landscapes, trails and nature-based lifestyle living

Chittering is known for its natural landscapes, trails, waterways and rural residential living, reflecting the community's strong connection to nature and outdoor recreation.

- Chittering Valley landscapes, orchards & vineyards
- Brockman River
- Nature reserves & bushland areas
- Spoonbill Lake
- Djidi-Djidi Ridge
- Carty Reserve
- Aquila Reserve

Lower Chittering



Growing rural residential community with strong family and lifestyle connections

Lower Chittering is a growing rural residential locality offering family living, lifestyle properties and convenient access to metropolitan Perth, while continuing to attract new residents seeking a balance between rural living and urban accessibility.

- Lower Chittering Hall
- Lower Chittering Youth & Community Hub
- Sussex Bend Park and BMX Track
- Scenic Rural Landscapes
- Rural Residential Communities
- Smaller Rural Lifestyle Lots

Wannamal



Historic rural locality with strong agricultural and community identity

Wannamal is a historic rural locality valued for its farming heritage, peaceful setting and strong sense of community.

- Wannamal Walk Trail
- Wannamal Community Centre
- Historic Farming Landscapes
- Bushland & Wildflower Areas
- Wannamal Recreation Area
- Scenic Rural Landscapes

Mooliabeenee

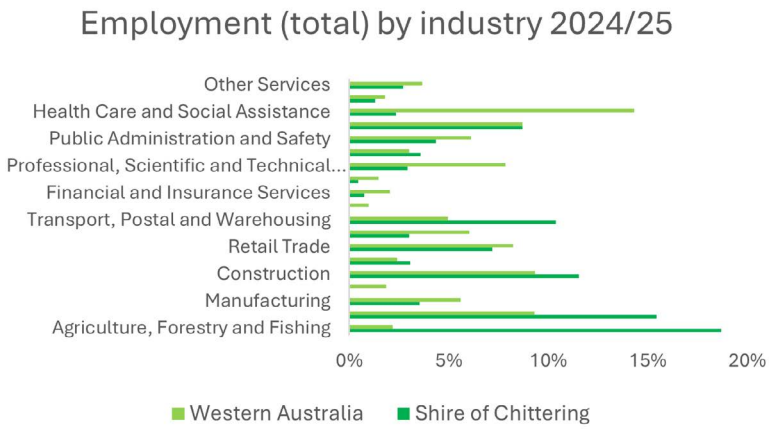


Agricultural rural locality with strong farming identity

Mooliabeenee remains strongly connected to the Shire's agricultural identity through broad-acre farming, open landscapes and established rural industries.

- Broad-acre Farming Areas
- Rural Industry & Transport Routes
- Open Rural Landscapes
- Scenic Wheatbelt Landscapes

A Growing Rural Economy



Chittering has a diverse and evolving rural economy supported by agriculture, mining, construction, transport, tourism and small business activity. Its strategic location within the northern growth corridor, combined with improved freight connectivity and regional investment, continues to support employment growth and economic diversification.

Agriculture remains central to the Shire's identity and economy, supported by broad-acre farming, orchards, viticulture and rural enterprises. Growth in transport, logistics and industrial activity is also being driven by improved access to the Perth–Darwin National Highway and ongoing expansion of the Muchea Industrial Park.

Tourism continues to grow, building on Chittering's natural landscapes, food and wine experiences, trails, events and lifestyle appeal.

Together, these industries support local jobs, attract investment and contribute to the Shire's strong rural identity and economic resilience.

Key Industries

18.7%
Agriculture

15.4%
Mining

11.5%
Construction

Transport & Logistics
Growing Industry

Tourism & Hospitality
Emerging Industry



Our Strategic Advantages

Strategic Location

Close to Perth & Freight Networks

Proximity to Perth and major freight routes supports economic opportunity, population growth and regional connectivity.

Natural Environment

Unique Landscapes & Biodiversity

Bushland, waterways, rural landscapes and biodiversity corridors contribute to the Shire's environmental values and strong sense of place.

Growth Potential

Investing in the Future

Continued investment in roads, community infrastructure and recreation facilities supports long term liveability and future growth opportunities

Community Connection

Stong Community Spirit

Volunteerism, local participation and community pride continue to shape the Shire's identity

Chittering's location, natural assets and growing connectivity position the Shire strongly for future growth, investment and lifestyle appeal

Looking Ahead

Renewing & Maintaining Ageing Infrastructure

Investing in roads, bridges and essential assets to support safe and reliable services.

Supporting Housing & Accomodation Diversity

Providing housing options that meet changing community needs and support sustainable growth.

Attracting & Retaining Skilled Workers

Building a strong local workforce to support economic development and service delivery.

Meeting Growing Demand for Services & Community Facilities

Ensuring community facilities and services keep pace with population growth.

Responding to Bushfire & Environmental Risk

Strengthening preparedness and response to bushfire, climate and environmental challenges.

Managing Growth White Protecting Local Character

Balancing future development while preserving Cottesloe's rural lifestyle and unique identity.

As the Shire continues to grow and evolve, careful planning will be required to balance community expectations, infrastructure demand and long-term financial sustainability.

Careful planning, responsible financial management and ongoing advocacy will help ensure Chittering continues to grow sustainably while protecting the qualities valued most by the community.







Our Council

The Shire is governed by seven elected Council members who provide strategic leadership, governance and advocacy on behalf of the community.

Council plays an important role in setting the long-term direction for the district, adopting strategic plans and budgets, and ensuring responsible and transparent decision-making in the interests of the community.



Shire President

Cr David Dewar



Deputy Shire President

Cr Mary Angus



Councillor

Cr John Curtis



Councillor

Cr Beck Foulkes-Taylor



Councillor

Cr Nicholas Grayer



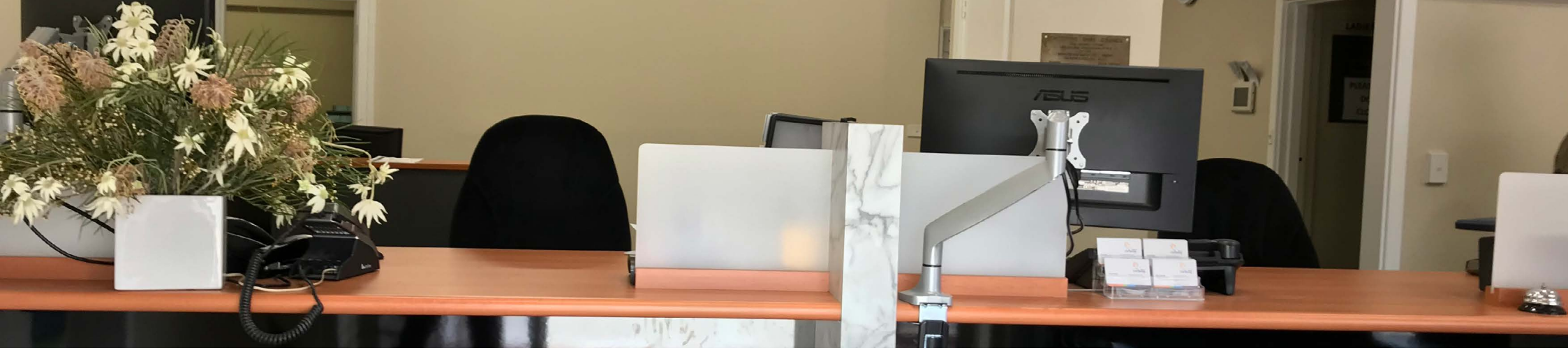
Councillor

Cr Kylie Hughes

Councillor

Vacant





Our Organisation

The Shire is committed to delivering responsive, sustainable and community-focused services that support the long-term vision of the Council Plan 2026–2036.

'A community that values its people, supports local growth, and protects our rural character'

Our Mission

'To plan, lead and deliver services and infrastructure that support liveability, resilience and opportunity for the Chittering community'.

At the centre of the organisation is a strong commitment to collaboration, accountability and continuous improvement. The Shire's values guide how decisions are made, how services are delivered and how staff work together to support the community.

Positive Attitude

We approach challenges positively and work towards solutions.

Respect

We value people, ideas and diverse perspectives.

Accountability

We take responsibility for our actions and decisions.

Teamwork

We work together to achieve shared outcomes for the community.

Organisational Structure

The organisation is led by the Chief Executive Officer (CEO), supported by the Executive Leadership Team responsible for overseeing strategic planning, service delivery, organisational performance and legislative compliance across the Shire.

The Shire delivers services through four key functional areas:

- Office of the CEO
- Corporate Services
- Development Services
- Technical Services

Together, these areas support delivery of community services, infrastructure, governance and operational functions across the organisation.

Executive Leadership Team

Melinda Prinsloo

Chief Executive Officer



Office of the CEO

Governance / Strategy / People & Culture / Council Support

Scott Clayton

Deputy Chief Executive Officer



Corporate Services

Finance / IT / Customer Services & Records / Community Development / Economic Development / Libraries

Jake Whistler

Executive Manager Development Services



Development Services

Planning / Building / Rangers / Health / Bushfire Risk Management

Leo Pudhota

Executive Manager Technical Services



Technical Services

Roads / Building Maintenance / Waste / Parks / Fleet

Workforce Planning & Organisational Capability

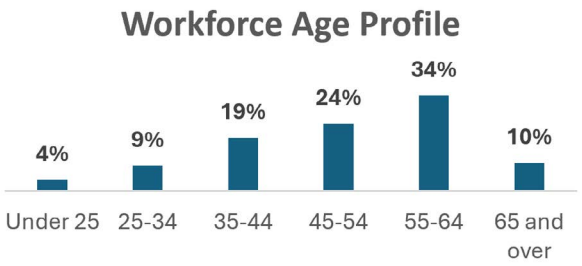
The Shire's workforce plays a critical role in delivering services, maintaining infrastructure, supporting the community and implementing the priorities identified within the Council Plan and Corporate Business Plan.

As a small rural local government, the Shire delivers a diverse range of services across infrastructure, emergency management, planning, environmental health, community development, governance and corporate operations.

The organisation continues to experience increasing service expectations, legislative responsibilities and operational demands associated with population growth, infrastructure renewal and evolving community needs.

At the same time, the Shire faces workforce challenges common across regional local government, including attracting and retaining skilled employees, an ageing workforce, succession planning requirements and competition for specialised roles.

Workforce Snapshot	
Total Employees	68
Total Full Time	40
Total Part Time	15
Casuals	10
Contract	3
Total FTE	54.2
Male / Female Ratio	46% / 54%
Employees Living within the Shire	66%
Outdoor Workforce	40%
Indoor Workforce	60%
Average Employee Age	50 years
Workforce Growth (4 years)	+6.1FTE (+11%)



The Shire's workforce profile reflects an experienced workforce, with approximately 44% of employees aged 55 years or older and an average employee age of 50 years. This provides significant organisational knowledge and experience but also highlights the importance of succession planning, leadership development and knowledge transfer to maintain organisational capability into the future.



Key Workforce Challenges

- Ageing workforce, with approximately 44% of employees aged 55 years or older.
- Succession planning and transfer of organisational knowledge as experienced employees approach retirement.
- Skill shortages affecting specialised roles including planners, surveyors, rangers and environmental health officers.
- Regional competition for talent and the increasing cost and availability of housing.
- Changes to work health and safety legislation, public health requirements and bushfire mitigation compliance obligations
- Ongoing growth in subdivisions, development activity and compliance workloads.
- Limited office accommodation and organisational capacity to support future growth.
- Increasing reliance on technology, compliance systems and digital service delivery.

Workforce Priorities (2025–2029)

Over the next four years, the Shire will continue focusing on:

- Attracting and retaining capable employees to support service delivery and organisational resilience.
- Strengthening leadership capability and workforce succession planning.
- Supporting workforce wellbeing, engagement and organisational culture.
- Improving workforce systems, technology and operational efficiency.
- Facilitating knowledge transfer and capability development across key service areas.
- Developing workforce flexibility and cross-skilling to improve service continuity.
- Aligning workforce resources with service delivery priorities and long-term financial sustainability.



Chittering 2036: Our Place, Our Future

The Council Plan reflects the aspirations, priorities and values of the Chittering community and provides the strategic direction for Council decision-making, service delivery and long-term planning.

The Plan is built around three key strategic outcomes that guide the Shire's future direction.

Communities Connected

An enriched community life that reflects the diverse identities of the different areas that make up the Shire.

Strategic Objectives:

1. Work with the community on matters that are important to them.
2. Support strong local clubs, groups and recreational opportunities for participation.
3. Advocate for and support communities to prepare for emergencies and local risks.
4. Engage, educate and collaborate with the community to support celebration, events and shared experiences.

Rural Way of Life

A safe and well-cared-for rural environment that values its natural and built character and provides access to essential services and facilities.

Strategic Objectives:

1. Advocate for improved investment and maintenance in roads and paths.
2. Preserve and celebrate natural places, trails, reserves and rural history.
3. Preserve the rural lifestyle by ensuring infrastructure meets current and future community needs.
4. Advocate for subdivision and infill development that respects and retains the Shire's rural character.
5. Advocate for improved connectivity within the Shire, including public and community transport options.

Thriving

A thoughtfully planned Shire where our community is supported to grow and thrive through future-ready development that respects rural character.

Strategic Objectives:

1. Plan for future-ready growth that reflects the unique character of Chittering's communities.
2. Advocate for, retain and attract local business and employment opportunities suited to a rural Shire.
3. Grow local tourism in a way that builds on Chittering's natural, cultural and community strengths.
4. Ensure responsible stewardship of Shire resources and long-term financial sustainability.

Together, these outcomes provide the framework for balancing growth, liveability, environmental stewardship and long-term sustainability across the Shire.

How the Plans Work Together

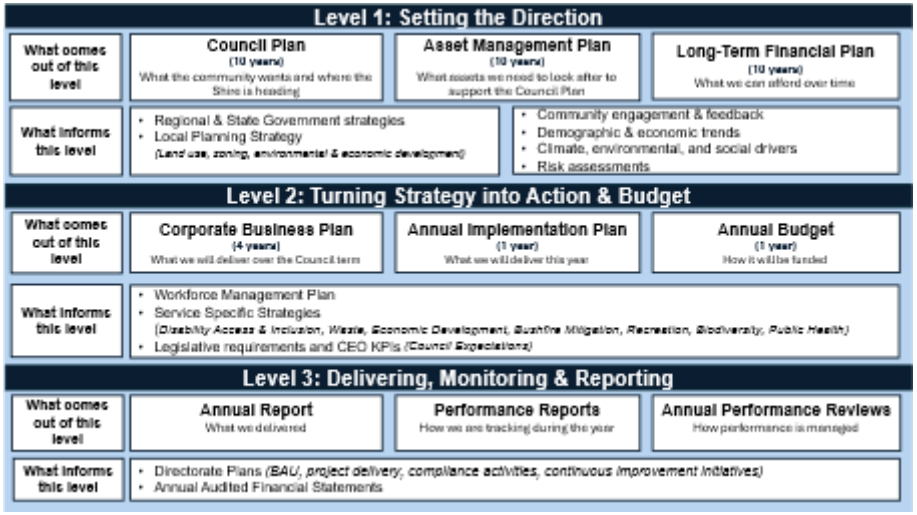
The Shire's Integrated Planning and Reporting Framework ensures long-term community aspirations are connected to operational delivery, financial planning and organisational accountability.

The Council Plan 2026–2036, Corporate Business Plan 2026–2030 and Annual Implementation Plan 2026/27 form part of an integrated suite of planning documents that should be read together.

Together, these documents provide:

- a long-term community vision and strategic direction;
- a four-year roadmap for service delivery, projects and improvement activities; and
- a detailed annual implementation program aligned to the adopted budget.

This integrated approach supports informed decision-making, transparent governance and responsible long-term planning.



Supporting Strategies and Plans

The Corporate Business Plan is supported by a range of informing strategies and plans that guide long-term decision-making, service delivery and financial sustainability.

These include:

- Long Term Financial Plan
- Asset Management Plans
- Workforce Management Plan
- Local Planning Strategy
- Public Health Plan
- Disability Access and Inclusion Plan
- Risk Management Framework
- Bushfire and Emergency Management Plans
- Economic Development and Tourism Strategy
- Strategic Waste Management Plan
- Local Biodiversity Strategy

Together, these plans ensure strategic priorities are progressively translated into achievable annual actions supported by sustainable financial planning and organisational resources.

Corporate Business Plan (4-year Priorities)

Translating Strategy into Action

The Corporate Business Plan explains how the Shire will deliver the priorities and outcomes identified in the Council Plan over the next four years.

The CBP:

- outlines major projects and priorities,
- identifies improvement initiatives,
- supports long-term financial planning,
- guides organisational service delivery, and
- supports accountability and reporting across the organisation.

The Plan includes both:

- community-facing service areas aligned to the Council Plan outcomes; and
- organisational enabling services that support governance, financial sustainability, workforce capability and operational delivery.

The Annual Implementation Plan operates as a companion document that identifies the detailed annual actions, projects and operational activities delivered each financial year through the annual budget process.

Together, these documents provide the Shire's integrated approach to strategic planning, operational delivery and organisational accountability.



Four-Year Financial Roadmap (Snapshot)

The Corporate Business Plan is supported by a long-term financial approach that balances infrastructure investment, sustainable service delivery and responsible financial management.

Over the next four years, Council will continue investing in roads, community infrastructure, recreation facilities, economic development initiatives and strategic planning activities that support growth, liveability and long-term sustainability across the district. Delivery of these priorities will be supported through a combination of municipal funds, reserves, grants, developer contributions and external funding opportunities, while financial sustainability will continue to be monitored through the Long Term Financial Plan, Asset Management Plans and annual budget review processes.

Key Priorities – 2026/27

The first year of the Corporate Business Plan focuses on delivering several important projects and planning initiatives that will help shape the future of the Shire.

Key priorities include completion of the Lower Chittering Youth & Community Hub, progression of the Bindoon Town and Tourism Precinct planning program, Brockman Centre precinct planning, administration building pre-planning, cemetery planning and expansion investigations, Lower Chittering Hall investigations, remote campground planning, and Stage 2 vegetation and trail development works associated with the Bindoon Mountain Bike Park.

Road infrastructure investment will remain one of the Shire's highest priorities. In addition to the annual road renewal and reconstruction program, significant investment will be directed towards the North Road Upgrade, Chittering Road Upgrade and Julimar Road Upgrade. These projects will improve road safety, freight efficiency, regional connectivity and the long-term resilience of the transport network while supporting future growth across the district.



Major Strategic Projects 2026/27 – 2029/30

The following projects represent Council's highest-priority infrastructure and strategic investment commitments over the Corporate Business Plan period.

Transport Infrastructure

- North Road Upgrade
- Chittering Road Upgrade
- Julimar Road Upgrade

Economic Development & Place Activation

- Bindoon Town & Tourism Precinct

Community Infrastructure

- Lower Chittering Youth & Community Hub
- Bindoon Mountain Bike Park Stage 2

Bindoon Town and Tourism Precinct

A significant focus of the Corporate Business Plan period will be the progression of the Bindoon Town and Tourism Precinct initiative following the successful securing of $685,500 through the Australian Government's Regional Precincts and Partnerships Program.

The initiative recognises the important role Bindoon plays as the Shire's primary town centre, tourism destination and service hub. It also responds to opportunities associated with future population growth, changing traffic movements resulting from the Bindoon Bypass and the need to proactively plan for the long-term future of the town centre.

Over the next four years, the Shire will undertake planning, concept development, business case preparation and community engagement activities to establish a coordinated framework for the future development of Bindoon. Key focus areas include:

- Bindoon Town Centre and Retail Expansion
- Bindoon Mountain Bike Park Expansion and Activation
- Bindoon Tourist Park Development
- Great Northern Highway Mixed-Use Residential Development Opportunities
- Town Centre Public Realm and Traffic Calming Improvements

This work will help guide future land use, infrastructure investment, tourism development, housing opportunities and place activation projects, ensuring future growth occurs in a coordinated manner and reflects the community's long-term aspirations.



Future Planning Priorities (2027/28 – 2029/30)

As the Shire continues to grow, future priorities will be guided by Council's strategic objectives, community needs, organisational capacity, asset renewal requirements, funding opportunities and long-term financial sustainability considerations.

Over the remaining years of the Corporate Business Plan, the Shire will progress a range of strategic planning and investigation projects that will help inform future infrastructure investment, service delivery and community development. Key priorities include the Public Open Space Audit and Strategy, locality-based planning, Brockman Centre precinct planning, cemetery expansion planning, Lower Chittering Hall investigations, administration building planning, multi-purpose housing development investigations and preparation for the future Gross Rental Value (GRV) Revaluation.

Council will also continue planning and advocating for major transport infrastructure improvements, including the North Road, Chittering Road and Julimar Road upgrades, while progressing economic development, tourism and place activation initiatives across the district.

These initiatives will support informed decision-making, strengthen long-term financial sustainability and ensure the Shire remains well positioned to respond to future growth, changing community expectations and emerging opportunities.

Operating Program 2026/27 – 2029/30

In addition to major capital projects and improvement initiatives, the Shire delivers a broad range of operational services that support the daily needs of residents, businesses and visitors.

These services include road maintenance, waste management, emergency management, recreation facilities, public health, planning and development services, community development, governance, customer service, information technology and corporate support functions.

Core operational priorities include:

- Roads and infrastructure maintenance;
- Waste and environmental services;
- Emergency management;
- Recreation and community facilities;
- Governance and compliance; and
- Customer and community services.

The Operating Program helps ensure day-to-day services remain sustainable, responsive and aligned with community expectations, while supporting the delivery of Council's strategic objectives and long-term vision for the district.



Service at a Glance

The Corporate Business Plan groups the Shire's service areas into:

- 14 community-facing services aligned to the Council Plan outcomes; and
- 6 organisational enabling services that support governance, operational delivery and long-term sustainability.

Together, these services support community wellbeing, infrastructure delivery, environmental stewardship, economic growth and organisational performance.



Communities Connected

An enriched community life that reflects the diverse identities of the different areas that make up the Shire.

1. Recreation, Community Facilities & Active Open Spaces
2. Community Development & Events
3. Library Services
4. Residential Property Management
5. Ranger & Community Safety
6. Emergency Services & Recovery



Rural Way of Life

A safe and well-cared-for rural environment that values its natural and built character and provides access to essential services and facilities.

7. Bushfire Mitigation Services
8. Environment & Public Health
9. Bushland & Passive Open Spaces
10. Landfill & Waste Collection



Thriving

A thoughtfully planned Shire where our community is supported to grow and thrive through future-ready development that respects rural character.

11. Transport
12. Planning and Compliance
13. Building and Compliance
14. Economic Development, Tourism & Marketing

Organisational Sustainability & Leadership

(Enabling Services)

15. Administration & Customer Service
16. Financial Management
17. Information Technology & Records
18. People and Culture
19. Governance & Strategy
20. Executive & Council Support

Reading the Service Profiles

The following service profiles provide an overview of how each service area contributes to delivery of the Council Plan and Corporate Business Plan over the next four years.

Each profile outlines:

- the purpose of the service;
- strategic alignment to the Council Plan;
- major projects and priorities;
- improvement initiatives;
- operational responsibilities; and
- key risks and resource considerations.

Profiles also identify relevant supporting strategies, legislative obligations and long-term planning considerations that inform service delivery and future decision-making.

Service Classification

To support governance, prioritisation, risk management and long-term resource planning, each service has been assigned a primary classification.

Classification	Description
Statutory	Services or functions required under legislation, regulations or formal government obligations (e.g. planning, waste management, environmental health and financial reporting).
Discretionary	Services delivered in response to local community priorities, Council direction or strategic objectives (e.g. events, community development, tourism and recreation programs).
Compliance / Risk-Linked	Services not always directly legislated but essential for managing organisational risk, governance obligations, safety, operational continuity or regulatory compliance (e.g. workplace health and safety, records management, cybersecurity, internal audit and emergency management).

Many service areas contain responsibilities across multiple classifications. For example, recreation and community facilities may be considered discretionary services, while also carrying statutory and compliance obligations relating to building safety, accessibility, public health, asset management and risk management.

This approach helps ensure the Corporate Business Plan remains aligned with:

- community priorities identified through the Council Plan;
- legislative and regulatory obligations;
- long-term financial sustainability;
- organisational capability and risk management; and
- responsible and transparent governance practices.

Risk Assessment Matrix

The following risk categories and risk levels are used throughout the Corporate Business Plan to support consistent project prioritisation, service planning and organisational risk management.

Risk Categories

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

Risk Levels

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

Service Profiles (2025–2029)

The following pages detail each of the Shire's 14 community-facing services and six organisational enabling services.



SECTION

01

Communities Connected



An enriched community life that reflects the diverse identities of the different areas that make up the Shire.

IN THIS SECTION

01 Recreation, Community Facilities & Active Open Spaces

02 Community Development & Events

03 Library Services

04 Residential Property Management

05 Ranger & Community Safety

06 Emergency Services & Recovery

1. Recreation, Community Facilities and Active Open Spaces

SERVICE OVERVIEW

Strategic Objective alignment
Foster a sense of inclusivity, activity and resilience where all members feel safe, valued, supported, and empowered.

Service units contributing to the services						
Community Facilities	Community Development	Roads & Parks Maintenance	Asset Planning (Technical Services)	Building Maintenance	Environmental Health	Administration & Customer Services

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Mostly Discretionary (D), with **Statutory (S)** responsibilities (cemeteries) and elements linked to compliance, legal risk mitigation, and Australian Standards.	Delivered through internal employees (FTE) and external contractors	**8.7 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

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

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

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

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

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

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

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

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

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

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

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

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

KEY STRATEGIES AND INFORMING PLANS

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

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 7 – Other Health

Schedule 8 – Other Education

Schedule 10 – Other Community Amenities

Schedule 11 – Public Halls & Civic Centres; Recreation & Sport

Four Year Project Summary

Strategic Projects

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Construct Lower Chittering Youth and Community Hub	Deliver a new multi-use youth and community facility for Lower Chittering.	✓	-	-	-	Strategic / Governance Risk	🟠	Technical Services
Deliver Mountain Bike Park stage 2 - revegetation	Undertake revegetation and environmental rehabilitation works associated with the Mountain Bike Park project.	✓	-	-	-	Environmental Risk	🟠	Technical Services
Shearing shed at Bindoon Mountain Bike Park	Deliver supporting recreation infrastructure for the Mountain Bike Park precinct.	✓	-	-	-	Strategic / Governance Risk	🟡	Technical Services

Facility Upgrades & Renewals

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Chittering Health Centre building	Scheduled maintenance/renewal - security systems and window treatments.	-	✓	-	✓	Asset / Infrastructure Risk	🟡	Technical Services
Ferguson House disable parking	Improve accessibility and compliance at Ferguson House.	-	✓	-	-	Compliance / Legislative Risk	🟢	Technical Services
Bindoon Hall building	Scheduled maintenance/renewal - painting, flooring and air-conditioning renewal.	-	✓	✓	-	Asset / Infrastructure Risk	🟡	Technical Services
Lower Chittering Hall building	Scheduled maintenance/renewal - painting, flooring and air-conditioning renewal.	✓	-	-	-	Asset / Infrastructure Risk	🟡	Technical Services
Chinkabee Complex building	Renew ageing building elements to maintain facility condition and usability.	-	✓	-	-	Asset / Infrastructure Risk	🟢	Technical Services

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Wannamal Hall building	Deliver accessibility upgrades including disabled parking improvements.	✓	-	✓	-	Compliance / Legislative Risk	🟡	Technical Services
Wannamal Hall court resurfacing & fence	Renew court surface and fencing infrastructure to maintain safe community use.	-	-	✓	-	Asset / Infrastructure Risk	🟡	Technical Services
Sandown Park clubrooms and transportable toilet	Renew ageing facility components supporting sporting and recreation use.	-	-	✓	-	Asset / Infrastructure Risk	🟡	Technical Services
Sandown Park Modus ablution block building	Renew ablution facilities to maintain compliance and operational functionality.	-	✓	-	-	Compliance / Legislative Risk	🟠	Technical Services
Sussex Bend public conveniences	Renew public amenity infrastructure to maintain safe and functional facilities.	-	✓	-	-	Asset / Infrastructure Risk	🟡	Community Services
Bindoon Oval Ag Society shed	Renew roof infrastructure supporting sporting and community operations.	-	✓	-	-	Asset / Infrastructure Risk	🟡	Community Services
Chinkabee Complex Infrastructure	Contribute to the renewal of the bowling green turf infrastructure.	✓	-	-	-	Asset / Infrastructure Risk	🟡	Technical Services
Upgrade Muchea Complex supporting infrastructure	Deliver localised site improvements including shade and parking upgrades.	-	✓	-	-	Asset / Infrastructure Risk	🟡	Technical Services
Wildflower Ridge Public Conveniences Building	Install bus shelter and CCTV infrastructure supporting public safety and amenity.	-	✓	-	-	Emergency / Safety Risk	🟡	Technical Services
Wannamal Public Conveniences Building	Upgrade septic and drainage infrastructure supporting public amenities.	✓	-	-	-	Environmental Risk	🟠	Technical Services

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

Parks Public Open Space & Amenity Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Sussex Bend Reserve infrastructure upgrade	Replace shade sails and improve reserve infrastructure supporting recreation use.	✓	-	-	-	Strategic / Governance Risk	🟠	Technical Services
Cemetery Memorial Gardens panels and landscaping	Improve cemetery memorial spaces and landscaping presentation.	✓	-	-	-	Service Delivery Risk	🟢	Technical Services
Cemetery Water Tank	Water tank installation.	-	✓	-	-	Service Delivery Risk	🟢	Technical Services
John Glenn Park infrastructure	Upgrade park infrastructure to improve safety, usability and community amenity.	-	✓	-	-	Asset / Infrastructure Risk	🟡	Technical Services
Clune Park Public Conveniences Buildings	Deliver accessibility improvements aligned to DAIP requirements.	-	✓	-	-	Asset / Infrastructure Risk	🟡	Technical Services
Clune Park Infrastructure Parks	Undertake structural repairs and renewal works including retaining walls and concrete infrastructure.	✓	-	-	-	Asset / Infrastructure Risk	🟡	Technical Services
Mountain Bike Park viewing platform		✓	-	-	-	Asset / Infrastructure Risk	🟡	Technical Services

Improvement Activities

Strategic Planning Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Develop Brockman Centre (Arts & Crafts Building) Master Plan	Guide future use, renewal and investment planning for the Brockman Centre precinct.	✓	-	-	-	Strategic / Governance Risk	🟠	Corporate Services

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Complete Public Open Space Audit (Phase 1 of POS Strategy)	Establish a baseline assessment of Shire-managed public open spaces, assets and functionality.	✓	✓	-	-	Strategic / Governance Risk	🟡	Corporate Services
Develop Concept Designs for the Cemetery	Plan future cemetery capacity, layout and service requirements.	✓	-	-	-	Strategic / Governance Risk	🟠	Corporate Services
Develop Sport & Recreation Plan (post POS Strategy)	Establish long-term recreation priorities, participation planning and infrastructure direction.	-	✓	-	-	Strategic / Governance Risk	🟠	Corporate Services
Mountain Bike Trails Master Plan	Plan future expansion and staging of the Mountain Bike Park network.	✓	-	-	-	Compliance / Legislative Risk	🟡	Corporate Services
Bridle Trail Site Assessment & Planning Feasibility	Investigate suitable trail locations and future feasibility requirements.	✓	-	-	-	Strategic / Governance Risk	🟡	Development Services

Service Delivery Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Develop Maintenance & Service Plan for Wildflower Ridge POS	Establish maintenance standards and operational requirements for the reserve.	-	✓	-	-	Strategic / Governance Risk	🟡	Technical Services
Define Service & Maintenance Model for Lower Chittering Youth and Community Hub POS	Establish maintenance, operational and budget requirements for new/opening public open space.	✓	✓	-	-	Strategic / Governance Risk	🟡	Technical Services
Undertake Naming Process for Wildflower Ridge POS	Complete formal reserve naming and asset registration processes.	✓	-	-	-	Reputation Risk	🟠	Development Services

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

Operational & Compliance Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Develop Parks Maintenance Schedule / Plan	Establish service levels, maintenance standards and scheduling for parks and reserves.	✓	✓	-	-	Strategic / Governance Risk		Technical Services

Risk Level: Low Medium High Critical

2. Community Development & Events

SERVICE OVERVIEW

Strategic Objective alignment
Foster a sense of inclusivity, activity and resilience where all members feel safe, valued, supported, and empowered.

Service units contributing to the services				
Community Development & Events	Community Facilities	Environmental Health	Economic Development, Tourism & Marketing	Council & Executive Support

SERVICE PROFILE

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

CORE FUNCTIONS / SERVICE DELIVERY AREAS

Access & Inclusion – Ensure compliance with DAIP and equitable service access **(S)**	**Community capacity building –** Grow skills and networks in community groups **(D)**
Senior & ageing program – Activities and support for older residents **(D)**	**Volunteering –** Promote and support civic participation through volunteerism **(D)**
Youth program – Programs, events, and engagement for youth **(D)**	**Civic, cultural & seasonal events –** Deliver inclusive events and celebrations **(D)**
Reconciliation – Strengthen respect and connection with Aboriginal communities **(D)**	**Grants & donations –** Fund strategic community projects and participation in national/international events **(D)**
Social connectedness – Programs to address isolation and foster belonging **(D)**	**Civic awards program –** Recognise outstanding contributions and service **(D)**
Community transport – Accessible transport for independence and participation **(D)**	

KEY STRATEGIES AND INFORMING PLANS

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

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 4 – Members of Council (Governance & Administration)	**Schedule 11 –** Heritage; Other Culture (Recreation & Culture)
Schedule 8 – Other Education; Aged & Disabled; Other Welfare (Education & Welfare)	**Schedule 13 –** Other Economic Services (Economic Services)

Improvement Activities

Strategic Planning Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Review Community Development Plan	Review community priorities and align future initiatives with Council direction and emerging community needs.	✓	-	-	-	Strategic / Governance Risk	🟡	Community Development
Review Local Heritage Plan & Inventory	Ensure heritage planning and inventory information remains current, accurate and aligned with heritage protection requirements.	-	✓	-	-	Strategic / Governance Risk	🟢	Community Development

Service Delivery Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Automate the events application process	Improve event approvals, compliance processes and customer experience for community and Shire-led events.	-	-	✓	-	Service Delivery Risk	🟡	Community Services

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

3. Library Services

SERVICE OVERVIEW

Strategic Objective alignment
Foster a sense of inclusivity, activity and resilience where all members feel safe, valued, supported, and empowered.

Service units contributing to the services			
Library Services	Community Facilities	Community Development & Events	Building Maintenance

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Mostly **Discretionary (D)**, with compliance obligations associated with public building maintenance and accessibility	Delivered through internal employees (FTE) and external contractors	**1.0 FTE,** supported by community volunteers and SLWA

CORE FUNCTIONS / SERVICE DELIVERY AREAS

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

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

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

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

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

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

KEY STRATEGIES AND INFORMING PLANS

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

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 11 – Library (Recreation & Culture)

Four-Year Project Summary

Facility Renewal & Asset Maintenance

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Renew library building capital items	Undertake renewal works to maintain the Bindoon Library building and support ongoing service delivery.	-	✓	-	-	Asset / Infrastructure Risk	●	Technical Services

Improvement Activities

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

Risk Level: Low Medium High Critical

4. Residential Property Management

SERVICE OVERVIEW

Strategic Objective alignment
Foster a sense of inclusivity, activity and resilience where all members feel safe, valued, supported, and empowered.

Service units contributing to the services			
Financial Management	Community Facilities	Building Maintenance	Executive & Council Support

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Discretionary (D), with **Statutory (S)** compliance and legal risk obligations arising from tenancy laws and property standards.	Delivered by internal employees	**0.1 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

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

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

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

KEY STRATEGIES AND INFORMING PLANS

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

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

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

Four-Year Project Summary

Residential Property Renewal Program

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Unit 1/6194 Great Northern Highway Buildings	Programmed building renewal and maintenance works to maintain tenant safety and asset condition.	✓	✓	-	✓	Asset / Infrastructure Risk	●	Community Services
Unit 2/6194 Great Northern Highway Buildings	Programmed building renewal and maintenance works to maintain tenant safety and asset condition.	✓	✓	-	-	Asset / Infrastructure Risk	●	Community Services
Unit 3/6194 Great Northern Highway	Major capital renewal works to maintain building condition and functionality.	✓	-	-	-	Asset / Infrastructure Risk	●	Community Services
Unit 4/6194 Great Northern Highway Buildings	Programmed building renewal and maintenance works to maintain tenant safety and asset condition.	✓	-	-	-	Asset / Infrastructure Risk	●	Community Services

Improvement Activities

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

Risk Level: ● Low ● Medium ● High ● Critical

5. Ranger and Community Safety

SERVICE OVERVIEW

Strategic Objective alignment
Foster a sense of inclusivity, activity and resilience where all members feel safe, valued, supported, and empowered.

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

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Combination of **Statutory (S)** and **Discretionary (D)** service provision, with statutory duties under Local Laws, bushfire legislation, cat and dog acts, and emergency management requirements.	Delivered by internal employees and external contractors (livestock such as sheep and cattle)	**2.3 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

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

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

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

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

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

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

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

KEY STRATEGIES AND INFORMING PLANS

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

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

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

Four Year Project Summary

There are no capital projects currently scheduled for Ranger & Community Safety Services over the four-year period, apart from vehicle replacement program items delivered through the Plant Replacement Program.

Improvement Activities

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

Ranger & Community Safety is a frontline, compliance-focused service area that predominantly delivers business-as-usual (BAU) activities. Core functions include enforcing local laws, administering animal control services, monitoring bushfire risk compliance, responding to community safety concerns, and supporting emergency management initiatives. The service is highly operational and legislative in nature, with a strong emphasis on responsiveness, public safety, and statutory compliance.

While major projects and improvement activities are not currently identified, the service plays a critical role in protecting community wellbeing, managing compliance obligations, and maintaining safe and orderly public spaces. As community expectations, population growth, and regulatory requirements continue to evolve, the Shire may undertake future service reviews to assess service capacity, resource requirements, operational efficiencies, and opportunities to enhance service delivery.

6. Emergency Services and Recovery

SERVICE OVERVIEW

Strategic Objective alignment
Foster a sense of inclusivity, activity and resilience where all members feel safe, valued, supported, and empowered.

Service units contributing to the services				
Community Emergency Safety Management (CESM)	Ranger and Community Safety	Bushfire Mitigation Services	Community Development & Events	Building Maintenance

SERVICE PROFILE

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

CORE FUNCTIONS / SERVICE DELIVERY AREAS

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

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

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

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

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

KEY STRATEGIES AND INFORMING PLANS

Emergency Management Plan	Bushfire Risk Management Plan	Community Development Plan

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

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

Four-Year Project Summary

Fire Station Renewal & Upgrade Program

The Shire continues to invest in emergency services infrastructure to support volunteer brigades, operational readiness and safe emergency response capability across the district.

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Upper Chittering Fire Station	Undertake staged capital renewal and operational upgrades to maintain emergency response capability and asset condition.	-	-	✓	-	Asset / Infrastructure Risk	🟠	Development Services
Lower Chittering Fire Station	Undertake staged capital renewal and operational upgrades to maintain emergency response capability and asset condition.	-	-	✓	-	Asset / Infrastructure Risk	🟠	Development Services
Muchea Fire Station	Undertake staged capital renewal and operational upgrades to maintain emergency response capability and asset condition.	-	✓	✓	-	Asset / Infrastructure Risk	🟠	Development Services

Improvement Activities

Strategic Planning Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Review and update Bush Fire Brigades Local Law 2012	Ensure the Local Law remains current, compliant and operationally effective in supporting brigade governance and emergency response.	✓	-	-	-	Compliance / Legislative Risk	🟡	Development Services
Review and update Emergency Evacuation Centre Preparedness Plan	Ensure evacuation centre arrangements remain coordinated, current and capable of supporting emergency response and community recovery.	✓	-	-	-	Emergency / Safety Risk	🟠	Development Services
Review and update CESM Memorandum of Understanding	Maintain clear governance, operational responsibilities and funding arrangements for emergency management services.	✓	-	-	-	Strategic / Governance Risk	🟡	Development Services

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

SECTION

02

Rural Way of Life

A safe and well-cared-for rural environment that values its natural and built character and provides access to essential services and facilities.



IN THIS SECTION

07 Bushfire Mitigation Services

08 Environment & Public Health

09 Bushland & Passive Open Spaces

10 Landfill & Waste Collection

7. Bushfire Mitigation Services

SERVICE OVERVIEW

Strategic Objective alignment
Preserve natural resources and ecosystems for current and future generations by promoting sustainability and environmental stewardship.

Service units contributing to the services						
Bushfire Mitigation Services	Community Emergency Safety Management (CESM)	Ranger and Community Safety	Roads & Parks Maintenance	Financial Management	Building Maintenance	Community Development & Events

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Statutory (S) responsibilities under the Bush Fires Act 1954 (WA) and State-endorsed risk frameworks, with **Discretionary (D)** elements that support education, engagement and volunteer coordination.	Delivered by internal employees, supported by bushfire volunteers	**3.7 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

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

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

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

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

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

KEY STRATEGIES AND INFORMING PLANS

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

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

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

Four-Year Project Summary

Bushfire Water Supply Infrasturcture Program

The Shire continues to invest in emergency water infrastructure to improve bushfire preparedness, support volunteer brigades and strengthen community resilience across the district.

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Water Tank Wandena Road	Deliver staged water supply infrastructure to improve emergency water access and bushfire response capability.	✓	✓	-	-	Emergency / Safety Risk	●	
Sandown Park Water Tank	Install water storage infrastructure supporting emergency response and community resilience.	✓	-	-	-	Emergency / Safety Risk	●	
Cemetery Water Tank	Deliver emergency water supply infrastructure supporting firefighting operations and community protection.	-	✓	-	-	Emergency / Safety Risk	●	

Improvement Activities

Strategic Planning Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Develop Reserves Management Plan (Stage 1)		-	✓	-	-	Environmental Risk	●	Environmental Risk
Review and update Bushfire Risk Management Plan	Ensure bushfire risk priorities, mitigation treatments and response strategies remain current and effective.	✓	-	✓	-	Compliance / Legislative Risk	●	Compliance / Legislative Risk
Prepare Bushfire Water Supply (Static Tanks) Plan	Identify and prioritise future water infrastructure requirements to support bushfire response capability.	✓	-	-	-	Service Delivery Risk	●	Service Delivery Risk

Risk Level: ● Low ● Medium ● High ● Critical

Service Delivery Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Community Bushfire Mitigation Events (CRRP)	Deliver community education, engagement and awareness activities to improve bushfire preparedness and resilience.	-	✓	-	-	Service Delivery Risk	●	Community Development

Operational & Compliance Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Integrate Bushfire Mitigation and Road Works Planning	Improve coordination between bushfire mitigation works and planned road and infrastructure projects.	-	✓	-	-	Service Delivery Risk	●	Technical Services

Risk Level: ● Low ● Medium ● High ● Critical

8. Environmental and Public Health

SERVICE OVERVIEW

Strategic Objective alignment
Preserve natural resources and ecosystems for current and future generations by promoting sustainability and environmental stewardship.

Service units contributing to the services					
Environmental Health	Ranger and Community Safety	Bushfire Mitigation Services	Building Maintenance	Waste Management	Community Development & Events

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Statutory (S) service provision under public health and environmental legislation, supported by **Discretionary (D)** education and engagement initiatives.	Delivered by internal employees	**1.9 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

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

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

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

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

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

KEY STRATEGIES AND INFORMING PLANS

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

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

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

Four Year Project Summary

There are no capital projects currently scheduled for Environment and Public Health Services over the four-year period.

Improvement Activities

Strategic Planning Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Review the Public Health Plan	Ensure local public health planning remains current and aligned with legislative requirements and community health priorities.	-	✓	-	-	Strategic / Governance Risk	●	Environmental Health

Risk Level: ● Low ● Medium ● High ● Critical

9. Bushland and Passive Open Spaces

SERVICE OVERVIEW

Strategic Objective alignment
Preserve natural resources and ecosystems for current and future generations by promoting sustainability and environmental stewardship.

Service units contributing to the services						
Ranger and Community Safety	Bushfire Mitigation Services	Economic Development, Tourism & Marketing	Community Development & Events	Building Maintenance	Development Services	Roads & Parks Maintenance

SERVICE PROFILE

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

CORE FUNCTIONS / SERVICE DELIVERY AREAS

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

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

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

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

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

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

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

KEY STRATEGIES AND INFORMING PLANS

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

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

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

Four Year Project Summary

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

Improvement Activities

Operational & Compliance Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Develop Conservation Reserve and Roadside Vegetation Management Framework	Establish a coordinated approach to managing high-value reserves and roadside vegetation to support biodiversity outcomes and grant readiness.	-	-	✓	-	Strategic / Governance Risk	🟡	Parks / Landcare
Implement Environmental Hygiene and Dieback Management Framework	Embed consistent hygiene and dieback management practices across Shire operations and contractor activities to protect biodiversity assets.	-	-	✓	-	Emergency / Safety Risk	🟠	Parks / Landcare

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

10. Landfill and Waste Collection

SERVICE OVERVIEW

Strategic Objective alignment
Preserve natural resources and ecosystems for current and future generations by promoting sustainability and environmental stewardship.

Service units contributing to the services			
Waste Services	Environmental Health	Bushfire Mitigation Services	Building Maintenance

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Combination of **Statutory (S)** and **Discretionary (D)** service provision, with statutory obligations related to residential collection, landfill licensing, and environmental compliance.	Delivered by internal employees and external contractors	**3.1 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

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

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

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

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

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

KEY STRATEGIES AND INFORMING PLANS

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

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

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

Four Year Project Summary

Landfill Compliance & Safety Upgrades

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Bindoon Landfill Facility Upgrades	Upgrade CCTV and electrical protection systems to improve site security, safety and operational compliance.	-	✓	-	-	Compliance / Legislative Risk	High	Technical Services
Muchea Landfill Facility Upgrades	Upgrade CCTV, electrical protection systems and emergency safety infrastructure to improve operational compliance and site safety.	-	✓	-	-	Compliance / Legislative Risk	High	Technical Services

Improvement Activities

Strategic Planning Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Review Strategic Waste Management Plan 2023 and submit to Department	Update the Strategic Waste Management Plan to reflect future priorities, compliance requirements and long-term waste management direction.	-	✓	-	-	Strategic / Governance Risk	Medium	Infrastructure Services
Plan for Bindoon Landfill Licence Renewal / Transition	Determine the long-term future of the Bindoon landfill, including renewal, closure or transition planning.	-	✓	✓	✓	Strategic / Governance Risk	High	Technical Services
Muchea Landfill Long-Term Strategy	Establish long-term direction for the Muchea landfill, including future retention, expansion or transition options.	-	-	-	✓	Strategic / Governance Risk	Medium	Technical Services
Develop Landfill Site Masterplans (layout and staging) for both sites	Establish long-term layout, staging and operational planning for landfill infrastructure and compliance management.	✓	-	-	-	Strategic / Governance Risk	High	Infrastructure Services
Investigate future options for Bindoon landfill site (post-closure)	Assess future land use and transition opportunities for the Bindoon landfill site following closure.	-	-	-	✓	Strategic / Financial Risk	High	Infrastructure Services

Risk Level: Low Medium High Critical

Service Delivery Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Review free domestic waste disposal model	Assess financial sustainability and community impacts associated with free domestic waste disposal services.	-	✓	-	-	Financial Risk	🟡	Technical Services
Review commercial waste acceptance model	Assess operational viability, financial implications and risks associated with commercial waste acceptance at Shire facilities.	-	✓	-	-	Strategic / Financial Risk	🟡	Technical Services

Operational & Compliance Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Implement Landfill Compliance Uplift Program	Improve landfill operational controls, procedures and practices to strengthen compliance with licence conditions and environmental obligations.	✓	-	-	-	Compliance / Legislative Risk	🟠	Technical Services
Stormwater Masterplan	Improve stormwater management and reduce environmental contamination risks across landfill operations.	✓	-	-	-	Environmental Risk	🟠	Infrastructure Services
Landfill Closure Implementation Plan (staging) - Muchea	Establish a staged implementation program for future landfill closure requirements.	✓	-	-	-	Environmental Risk	🟠	Infrastructure Services
Develop Landfill Fire Risk Management Framework	Reduce fire risk and strengthen landfill safety and emergency management practices.	✓	-	-	-	Environmental Risk	🟡	Infrastructure Services

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

SECTION

03

Thriving

A thoughtfully planned Shire where our community is supported to grow and thrive through future-ready development that respects rural character.



IN THIS SECTION

11 Transport

12 Planning and Compliance

13 Building and Compliance

14 Economic Development, Tourism & Marketing

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

SERVICE OVERVIEW

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

Service units contributing to the services				
Roads & Construction	Building Maintenance	Asset Planning (Technical Services)	Fleet Management	Economic Development

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Statutory (S) and **Discretionary (D)** service provision, with statutory obligations related to road safety, drainage, signage, and public infrastructure maintenance, alongside discretionary investments in townscape and service expansion.	Delivered by internal employees and external contractors	**8.0 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

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

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

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

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

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

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

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

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

KEY STRATEGIES AND INFORMING PLANS

Sport & Recreation Plan	Economic Development Strategy	Asset Management Plan

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

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

Four Year Project Summary

Road Renewal Program

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
North Road upgrade	Undertake staged reconstruction and two-coat seal upgrades to improve freight access and road safety.	✓	✓	✓	✓	Strategic / Governance Risk	🟡	Infrastructure Services
Chittering Road upgrade	Regional Roads Safety Project.	✓	-	-	-	Strategic / Governance Risk	🟡	Infrastructure Services
Julimar Road upgrade	Regional Roads Safety Project.	✓	-	-	-	Strategic / Governance Risk	🟡	Infrastructure Services
Depot Infrastructure Upgrades	Upgrade depot workshops, sealed areas and staff facilities to improve operational efficiency and safety.	-	✓	-	-	Asset / Infrastructure Risk	🟡	Infrastructure Services
Forrest Hills Parade Reseal	Renew road surface to maintain safety and asset condition.	✓	-	-	-	Asset / Infrastructure Risk	🟡	Infrastructure Services
Ridgetop Ramble Reseal	Renew road surface to maintain safety and asset condition.	✓	-	-	-	Asset / Infrastructure Risk	🟡	Infrastructure Services
Chittering Valley Road Reseal	Undertake staged reseal works to maintain regional road condition and network reliability.	✓	-	-	-	Asset / Infrastructure Risk	🟠	Infrastructure Services
Wells Glover Road Reseal	Renew road surface to maintain asset condition and reduce deterioration.	-	✓	✓	-	Asset / Infrastructure Risk	🟡	Infrastructure Services
Blue Gum Way Reseal	Renew road surface to maintain safe road access.	-	✓	-	-	Asset / Infrastructure Risk	🟡	Infrastructure Services

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Salmon Gum Crescent Reseal	Renew road surface to maintain local road condition.	-	✓	-	-	Asset / Infrastructure Risk	🟡	Infrastructure Services
Flat Rocks Road Reseal	Undertake staged reseal renewal works.	-	✓	-	-	Asset / Infrastructure Risk	🟡	Infrastructure Services
Hay Flat Road Reseal	Renew road surface to maintain network performance and safety.	-	-	✓	✓	Asset / Infrastructure Risk	🟡	Infrastructure Services
Leschenaultia Drive Reseal	Renew road surface to improve safety and asset longevity.	-	-	✓	✓	Asset / Infrastructure Risk	🟡	Infrastructure Services
West Point Road Reseal	Renew road surface to maintain regional access.	-	-	-	✓	Asset / Infrastructure Risk	🟠	Infrastructure Services

Capital Road Upgrade Program

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Flat Rocks Road Upgrade	Deliver staged two-coat seal upgrades improving network resilience and safety.	✓	✓	✓	-	Strategic / Governance Risk	🟡	Infrastructure Services
Dewars Pool Road Upgrade	Undertake road upgrade and sealing improvements to improve access and asset condition.	-	-	-	✓	Strategic / Governance Risk	🟡	Infrastructure Services

Road Reconstruction & Upgrade Program

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Flat Rocks Road Reconstruction	Undertake reconstruction and gravel sheet renewal works to improve road condition and longevity.	✓	-	-	-	Asset / Infrastructure Risk	🟠	Infrastructure Services

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Tea Tree North Road Reconstruction	Undertake staged reconstruction and gravel sheet renewal works.	✓	✓	-	-	Asset / Infrastructure Risk	●	Infrastructure Services
Perry Road Reconstruction	Deliver reconstruction and gravel sheet renewal works improving safety and asset condition.	-	-	✓	-	Asset / Infrastructure Risk	●	Infrastructure Services
Stephens Road Reconstruction	Deliver reconstruction and gravel sheet renewal works improving road resilience.	-	-	✓	-	Asset / Infrastructure Risk	●	Infrastructure Services
Bore Road Reconstruction	Undertake reconstruction and gravel sheet renewal works to maintain regional access.	-	-	-	✓	Asset / Infrastructure Risk	●	Infrastructure Services
Densley Road Reconstruction	Undertake reconstruction and gravel sheet renewal works supporting network reliability.	-	-	-	✓	Asset / Infrastructure Risk	●	Infrastructure Services
Morley Road Drainage	Minor drainage works, with investigation to follow in year 2.	✓	✓	-	-	Asset / Infrastructure Risk	●	Infrastructure Services

Improvement Activities

Strategic Planning Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Develop Fleet and Plant Strategy	Establish a coordinated approach to fleet lifecycle management, replacement planning and utilisation aligned to service delivery requirements.	-	✓	-	-	Strategic / Governance Risk	●	Technical Services
Develop Integrated Road Asset Planning Framework	Establish a prioritised and data-driven approach to road renewal, upgrades and safety improvements.	-	✓	✓	-	Strategic / Governance Risk	●	Technical Services

Risk Level: ● Low ● Medium ● High ● Critical

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Define service levels for roads network	Define service levels for roads, drainage and traffic assets aligned to community expectations and available resources.	✓	✓	-	-	Strategic / Governance Risk	🟡	Technical Services
Santa Gertrudis Shared Use Path Feasibility Study	Assess feasibility, alignment, cost and delivery options for a shared use path supporting active transport and community connectivity.	✓	-	-	-	Strategic / Governance Risk	🟡	Corporate Services

Service Delivery Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Road Asset Condition Data Collection & Management Program	Improve road asset data collection and condition assessments to support renewal planning, grant funding and asset management decision-making.	✓	-	-	-	Strategic / Governance Risk	🟡	Technical Services

Operational & Compliance Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Develop Roads and Drainage and Flood Risk maintenance schedule	Improve maintenance planning and operational efficiency for roads, drainage and flood mitigation infrastructure aligned to defined service levels.	-	✓	✓	✓	Strategic / Governance Risk	🟡	Technical Services

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

12. Planning and Compliance

SERVICE OVERVIEW

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

Service units contributing to the services		
Planning & Compliance	Building & Facilities Maintenance	Financial Services

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Statutory (S) and **Discretionary (D)** service provision, with core statutory functions under the Planning and Development Act supported by discretionary strategic planning and community engagement initiatives.	Delivered by internal employees and external contractors	**5.2 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

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

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

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

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

KEY STRATEGIES AND INFORMING PLANS

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

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 10 – Community Amenities: Town Planning & Regional Development

Four Year Project Summary

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

Improvement Activities

Strategic Planning Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Review and update the Local Planning Strategy (LPS)	Provide updated long-term strategic direction for land use planning, growth management and infrastructure coordination.	✓	-	✓	-	Strategic / Governance Risk	Medium	Development Services
Review Local Biodiversity Strategy 2022	Ensure biodiversity planning priorities remain current and aligned with environmental objectives and future planning needs.	✓	-	-	-	Strategic / Governance Risk	Medium	Development Services
Review Extractive Industries Local Law & develop a new Local Planning Policy – Extractive Industries	Ensure planning controls and regulation for extractive industries remain current, effective and aligned with community expectations.	✓	-	-	-	Compliance / Governance	Critical	Development Services

Service Delivery Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Streamline Planning & Pre-lodgement Processes	Improve development approval efficiency, customer experience and investor confidence.	✓	✓	-	-	Compliance / Governance	High	Development Services

Operational & Compliance Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Local Planning Scheme Review and Amendments Program	Ensure Local Planning Scheme remains current, compliant and aligned with strategic planning objectives and the inclusion of ecological linkages aligned to the LBS.	✓	✓	-	-	Compliance / Legislative Risk	High	Development Services
Local Planning Policy Review and Update Program	Update the 8 outdated policies to ensure consistency with planning framework and legislation.	✓	✓	-	-	Compliance / Legislative Risk	Medium	Planning

Risk Level: Low Medium High Critical

13. Building and Compliance

SERVICE OVERVIEW

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

Service units contributing to the services		
Building & Compliance	Planning & Compliance	Financial Services

SERVICE PROFILE

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

CORE FUNCTIONS / SERVICE DELIVERY AREAS

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

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

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

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

KEY STRATEGIES AND INFORMING PLANS

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

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 13 – Economic Services: Building Control

Four Year Project Summary

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

Improvement Activities

Operational & Compliance Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Implement Swimming Pool Compliance Coverage and Inspection Program	Ensure all private swimming pools within the Shire are identified, registered and inspected in accordance with legislative requirements and safety standards.	✓	✓	-	-	Compliance / Legislative Risk	●	Development Services

Risk Level: ● Low ● Medium ● High ● Critical

14. Economic Development, Tourism and Marketing

SERVICE OVERVIEW

Strategic Objective alignment
Promote economic growth that is sustainable, inclusive, and supportive of local businesses and employment opportunities.

Service units contributing to the services			
Economic Development, Tourism & Marketing	Community Facilities	Development Services	Community Development & Events

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Primarily Statutory (S) service provision	Delivered by internal employees and volunteers	**1.8 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

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

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

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

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

Commercial & light industrial land rezoning: Future business and industrial growth **(D)**

KEY STRATEGIES AND INFORMING PLANS

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

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 10 – Community Amenities: Town Planning & Regional Development

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

Four Year Project Summary

Over the next four years, a major focus of this service area will be supporting delivery of the Bindoon Town and Tourism Precinct initiative. The project will provide a coordinated framework for future tourism, economic development and place activation opportunities while helping prepare the district for future growth and changing transport patterns associated with the Bindoon Bypass.

Tourism Infrastructure Projects

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Tourist Bureau Building Upgrades	Upgrade visitor infrastructure and tourism activation facilities to improve visitor experience and destination presentation.	✓	✓	-	-	Asset / Infrastructure Risk	🟡	Development Services

Improvement Activities

Strategic Planning Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Develop Bindoon Town and Tourism Precinct Plan	Deliver precinct planning, concept development, business case preparation, stakeholder engagement and implementation planning to guide the future development of Bindoon as the district's primary town centre and tourism destination.	✓	✓	✓	✓	Strategic / Governance Risk	🟠	Economic Development
Finalise the review of the Economic Development Strategy	Update long-term economic priorities and direction.	✓	-	-	-	Governance	🟡	Economic Development
Tourism Action Plan	Guide tourism growth and destination development.	✓	-	-	-	Strategic	🟡	Economic Development
Investment Attraction Prospectus	Promote investment and business opportunities.	✓	-	-	-	Strategic	🟡	Economic Development
Multi-purpose Housing Development Planning	Investigate future housing and workforce accommodation options.	✓	✓	✓	-	Strategic / Governance Risk	🟠	Development Services

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Bindoon Road / Bypass Advocacy	Advocate for improved freight and regional connectivity.	✓	✓	✓	✓	Strategic / Infrastructure	🟠	Corporate Services

Service Delivery Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Develop Investor Guides	Improve access to planning and investment information.	✓	-	-	-	Compliance	🟡	Development Services
Enhance Shire Website (business portal)	Improve online access to business and investment resources.	✓	-	-	-	Operational	🟡	Communications
Local Business Growth Program (setup phase)	Support local business growth and resilience.	✓	✓	✓	✓	Economic	🟡	Economic Development
Workforce Partnerships (TAFE, universities)	Strengthen local workforce development pathways.	-	-	✓	✓	Strategic	🟡	Economic Development
Formalise Strategic Partnerships (MOUs)	Strengthen regional collaboration and partnerships.	-	-	✓	✓	Strategic	🟡	Economic Development
Buy Local / Procurement Improvements	Increase local supplier participation and economic retention.	✓	✓	-	-	Financial Risk	🟡	Corporate Services

Service Delivery Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Tourism Hub Activation (e.g. café strip)	Encourage tourism activity and visitation.	✓	✓	✓	-	Service Delivery Risk	🟡	Corporate Services

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Public Facility Upgrades & Placemaking	Improve town presentation and liveability.	-	-	✓	✓	Asset / Infrastructure Risk	🟡	Corporate Services
Lower Chittering Camping Facility	Support future visitor accommodation opportunities.	✓	✓	-	-	Financial Risk	🟡	Corporate Services
Wayfinding & Visitor Signage Strategy	Improve visitor navigation and destination experience.	-	-	✓	✓	Asset / Infrastructure Risk	🟡	Corporate Services

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

SECTION

04

Organisational Sustainability & Leadership

(Enabling Services)



IN THIS SECTION

15 Administration & Customer Service

16 Financial Management

17 Information Technology & Records

18 People and Culture

19 Governance & Strategy

20 Executive & Council Support

15. Administration and Customer Service

SERVICE OVERVIEW

Strategic Objective alignment
Strengthen the Council's commitment to accountability, transparency, and responsible financial management while empowering residents and stakeholders.

Service units contributing to the services				
Administration & Customer Service	Community Facilities	Human Resource	Community Development & Events	Fleet Management

SERVICE PROFILE

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

CORE FUNCTIONS / SERVICE DELIVERY AREAS

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

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

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

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

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

KEY STRATEGIES AND INFORMING PLANS

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

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 14 – Other Property & Services: General Administration Overheads

Four Year Project Summary

Administration Fleet Renewal

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Administration Pool Vehicle Replacement	Replace shared administration vehicle to support operational travel, meetings and corporate service delivery activities.	✓	-	✓	-	Asset / Infrastructure Risk	🟡	Corporate Services

Improvement Activities

Strategic Planning Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Shire Administration Building Future Concept Designs	Investigate future accommodation and workspace requirements to support organisational growth.	✓	-	-	-	Service Delivery Risk	🟠	Corporate Services

Service Delivery Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Implement Customer Service, CRM and Information Management Transformation Program	Improve customer service, request management and information governance through integrated systems and processes.	✓	✓	-	-	Service Delivery Risk	🟡	Corporate Services

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

16. Financial Management

SERVICE OVERVIEW

Strategic Objective alignment
Strengthen the Council's commitment to accountability, transparency, and responsible financial management while empowering residents and stakeholders.

Service units contributing to the services				
Financial Management	Community Facilities	Governance, Strategy & Risk	Community Development & Events	Technical Services

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Primarily Statutory (S) service provision, with some **Discretionary (D)** elements linked to broader risk management and insurance support.	Delivered by internal employees	**5.7 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

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

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

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

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

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

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

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

KEY STRATEGIES AND INFORMING PLANS

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

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

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

Four Year Project Summary

Corporate Facilities Upgrades

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Administration Building Upgrades	Upgrade administration facilities to improve functionality, workplace efficiency and building condition.	-	✓	-	-	Asset / Infrastructure Risk	🟡	Corporate Services

Improvement Activities

Strategic Planning Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
LTFP integration with service and asset planning	Align long-term financial planning with service delivery, asset renewal and growth requirements.	-	✓	-	-	Financial Risk	🟠	Corporate Services

Service Delivery Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Improve Portable and Attractive Asset Register and Control Processes	Improve tracking, management and accountability of portable and attractive assets.	✓	✓	-	-	Asset / Infrastructure Risk	🟠	Technical Services

Operational & Compliance Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Implement Financial Governance, Audit and Compliance Program	Strengthen financial governance, audit oversight and regulatory compliance processes.	✓	-	-	✓	Compliance / Legislative Risk	🟠	Corporate Services
Undertake Fair Value Revaluation of Land and Buildings Every 5 Years	Ensure land and building valuations remain compliant and accurately reflected in financial reporting.	✓	-	-	-	Financial Risk	🟡	Corporate Services

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Undertake Fair Value Revaluation of Infrastructure Every 5 Years	Ensure infrastructure asset valuations remain compliant and accurately reflected in financial reporting.	✓	-	-	-	Financial Risk	🟡	Corporate Services
Undertake 5 yearly Gross Rental Value (GRV) Revaluation preparation and implementation	Prepare for and implement the district-wide Gross Rental Value revaluation, including financial modelling, community communications and rating strategy review.	-	-	✓	-	Financial Risk	🟠	Corporate Services

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

17. Information Technology and Records

SERVICE OVERVIEW

Strategic Objective alignment
Strengthen the Council's commitment to accountability, transparency, and responsible financial management while empowering residents and stakeholders.

Service units contributing to the services			
IT Service	Records	Administration & Customer Service	Financial Management

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Combination of **Statutory (S)** and **Discretionary (D)** service provision, with statutory requirements primarily linked to records compliance under the State Records Act and FOI obligations.	**IT Services:** Fully outsourced to external contractors, with internal oversight	**1.3 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

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

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

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

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

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

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

KEY STRATEGIES AND INFORMING PLANS

Records Keeping Plan	ICT Roadmap

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 14 – Other Property & Services: General Administration Overheads

Four Year Project Summary

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Implement CouncilFirst ERP aligned to ICT Roadmap and integrated with Records Management System	Improve financial & records management through integration	-	-	-	-	Technology / Cybersecurity Risk	🟠	Corporate Services

Improvement Activities

Strategic Planning Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Enterprise Resource Planning (ERP) System Integration	Improve integration of business systems and recordkeeping processes across the organisation.	✓	✓	-	-	Technology / Cybersecurity Risk	🔴	Corporate Services
IT Managed Services Contract Review	Strengthen governance, cybersecurity and ICT service delivery arrangements.	✓	-	-	-	Strategic / Governance Risk	🟠	Corporate Services

Service Delivery Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
CRM Workflow & Data Quality	Improve customer request tracking, reporting and data consistency across services.	✓	✓	-	-	Service Delivery Risk	🟡	Corporate Services

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

Operational & Compliance Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
PRIS Implementation	Ensure compliance with privacy and responsible information sharing requirements.	✓	-	-	-	Compliance		Corporate Services
FOI & Information Statement Review	Maintain compliance with Freedom of Information requirements and public access obligations.	✓	-	-	-	Compliance / Legislative Risk		Corporate Services
Recordkeeping Plan Review	Ensure recordkeeping practices remain compliant with legislative requirements and State Records obligations.	✓	-	-	-	Compliance / Legislative Risk		Corporate Services

Risk Level: Low Medium High Critical

18. People and Culture

SERVICE OVERVIEW

Strategic Objective alignment
Strengthen the Council's commitment to accountability, transparency, and responsible financial management while empowering residents and stakeholders.

Service units contributing to the services			
Human Resource	Health & Safety	Administration & Customer Service	Financial Management

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Combination of **Statutory (S)** and **Discretionary (D)** service provision, with statutory elements relating to workplace safety, employment law, and executive performance obligations.	Internal employees (FTE)	**1 .4 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

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

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

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

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

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

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

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

KEY STRATEGIES AND INFORMING PLANS

Workforce Management Plan	Council Policies & CEO Directives

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 14 – Other Property & Services: General Administration Overheads

Four Year Project Summary

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

Improvement Activities

Strategic Planning Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Culture survey & action program	Improve staff engagement and organisational culture.	-	-	✓	-	Workforce / People Risk	🟡	Office of CEO
Review and Update Organisational Task Matrix and Responsibilities	Clarify roles, responsibilities and operational accountability across the organisation.	✓	-	-	-	Workforce / People Risk	🟡	Office of CEO

Service Delivery Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Review and Update Position Descriptions (PDs) and Approval Framework	Ensure position descriptions and approval processes remain current and aligned to organisational requirements.	✓	✓	-	-	Workforce / People Risk	🟡	Office of CEO

Operational & Compliance Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Conduct WHS audit (LGIS)	Improve workplace safety systems and address audit findings.	-	-	✓	-	Emergency / Safety Risk	🟠	Office of CEO

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

19. Governance and Strategy

SERVICE OVERVIEW

Strategic Objective alignment
Strengthen the Council's commitment to accountability, transparency, and responsible financial management while empowering residents and stakeholders.

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

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Statutory (S) and **Discretionary (D)** service provision	Internal employees (FTE)	**2.0 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

Statutory compliance & governance frameworks – Manage the Shire's compliance obligations, policies, delegations, & authorisations to support good governance **(S)**
Internal governance processes – Maintain registers, disclosure returns, complaints records, and legislative reporting **(S)**
Strategic and organisational planning – Lead strategic planning, corporate performance monitoring, and continuous improvement initiatives **(D)**
Government relations & advocacy – Coordinate advocacy activities and engagement with State and Federal stakeholders **(D)**
Risk management & internal audit – Monitor organisational risk, maintain risk registers, and coordinate internal audits **(S)**
Asset management & planning – Monitor the performance and condition of roads, drainage, buildings, and open spaces **(S)**
Asset data & renewal planning – Collect and analyse asset data to support sustainable renewal forecasting and capital prioritisation **(S)**
Capital forecasting support – Support long-term financial planning through capital works forecasting and integration with the Long-Term Financial Plan **(S)**
Community engagement – Coordinate engagement activities and ensure community input into strategic planning **(D)**

KEY STRATEGIES AND INFORMING PLANS

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

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 4 - Governance & Administration: Other Governance

Improvement Activities

Strategic Planning Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Council Plan roll out	Embed the adopted Council Plan across organisational planning and service delivery.	✓	-	-	-	Reputation Risk	🟠	Office of CEO
Strategy & Integrated Planning (IPRF) Implementation Program	Strengthen integration between strategic planning, financial planning, workforce planning and asset management.	-	✓	-	-	Strategic	🟠	Office of CEO
Community Engagement Framework	Improve community engagement, communication and participation practices across the organisation.	✓	-	-	-	Strategic / Governance Risk	🟡	Office of CEO
Corporate Reporting & Performance Framework	Improve organisational reporting, accountability and performance monitoring.	✓	✓	-	-	Strategic / Governance Risk	🟡	Office of CEO
Service Level Framework Development	Establish consistent service level frameworks to support planning, resource allocation and financial sustainability.	-	✓	✓	-	Strategic / Governance Risk	🟠	Office of CEO
Finalise Asset Management Plan	Support integrated asset planning, lifecycle management and long-term sustainability.	✓	✓	-	-	Strategic / Governance Risk	🟠	Technical Services
Risk Management Framework Review	Strengthen enterprise risk management and decision-making capability.	✓	✓	-	-	Strategic / Governance Risk	🟡	Office of CEO

Service Delivery Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Lease & Licence Framework	Standardise lease and licence management processes across the organisation.	✓	✓	-	-	Compliance / Legislative Risk	🟠	Office of CEO

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Authorisations Program	Improve governance and consistency of statutory authorisations and delegations.	✓	-	-	-	Compliance Risk	🟠	Office of CEO

Operational & Compliance Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Governance Compliance Framework Implementation	Strengthen governance, legislative compliance and organisational accountability practices.	✓	-	-	-	Compliance Risk	🟠	Office of CEO
Local Laws Review Program (Bush Fire Brigades Local Law & Extractive Industries Local Law)	Review and update Local Laws to maintain legislative compliance and operational effectiveness.	✓	-	-	-	Compliance / Legislative Risk	🟡	Office of CEO
Complete the Compliance Audit Return (CAR) by September	Complete statutory compliance reporting requirements within required timeframes.	✓	-	-	-	Compliance / Legislative Risk	🟡	Office of CEO
PRIS & PID Internal Procedures Implementation	Implement internal procedures supporting privacy, responsible information sharing and public interest disclosure compliance.	✓	-	-	-	Strategic / Governance Risk	🟡	Office of CEO

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical

20. Executive and Council Support

SERVICE OVERVIEW

Strategic Objective alignment
Strengthen the Council's commitment to accountability, transparency, and responsible financial management while empowering residents and stakeholders.

Service units contributing to the services			
Executive & Council Support	Administration & Customer Service	Financial Management	Building Maintenance

SERVICE PROFILE

Service Requirement	Service Delivery Mode	Service FTE (full-time equivalent)
Combination of **Statutory (S)** and **Discretionary (D)** service provision, with statutory responsibilities relating to council governance, elections, tenders, and meeting procedures.	Internal employees (FTE)	**1.0 FTE**

CORE FUNCTIONS / SERVICE DELIVERY AREAS

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

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

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

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

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

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

KEY STRATEGIES AND INFORMING PLANS

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

ASSOCIATED FINANCIAL PROGRAMS / SCHEDULES

Schedule 4 - Governance & Administration: Members of Council

Four Year Project Summary

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

Improvement Activities

Strategic Planning Improvements

Project Name	Scope / Purpose	2026/27	2027/28	2028/29	2029/30	Risk Category	Risk Level	Responsibility Directorate
Council agenda/report template alignment	Redesign templates to embed Council Plan alignment, service and asset implications, and support decision-making.	✓	-	-	-	Compliance / Legislative Risk	🟡	Office of CEO
Councillor induction framework	Develop structured induction for elected members covering governance, roles and responsibilities.	✓	✓	-	-	Strategic / Governance Risk	🟠	Office of CEO

Risk Level: 🟢 Low 🟡 Medium 🟠 High 🔴 Critical



Shire of Chittering

6177 Great Northern Highway,
Bindoon WA 6502

08 9576 4600

chatter@chittering.wa.gov.au

www.chittering.wa.gov.au