

# Annual Implementation Plan

## 2026/27

Year One Delivery Plan for the  
Corporate Business Plan 2026/27 – 2029/30

**Delivering** Chittering 2036:  
Our Place, Our Future



**Muchea**  
Recreation Centre



# ANNUAL IMPLEMENTATION PLAN 2026/27

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# ANNUAL IMPLEMENTATION PLAN 2026/27

## Message of the CEO



The Annual Implementation Plan 2026/27 marks the beginning of a new four-year delivery cycle and sets out the projects, programs and services that the Shire will deliver over the coming financial year.

As the first year of the Corporate Business Plan 2026–2030, this Plan transforms the community's long-term aspirations into funded actions that are supported through the Annual Budget. It provides a clear pathway for delivering the priorities identified in Chittering 2036: Our Place, Our Future and demonstrates Council's commitment to turning planning into practical outcomes.

Throughout 2026/27, the Shire will continue progressing a range of significant projects and strategic initiatives that will help shape the future of our district. This includes the completion of the Lower Chittering Youth and Community Hub, progression of the Bindoon Town and Tourism Precinct planning program, Stage 2 vegetation works at the Bindoon Mountain Bike Park, and the delivery of major road projects, including North Road, Chittering Road and Julimar Road.

A key focus during the year will also be strengthening the strategic planning that will support future growth. This includes undertaking a comprehensive Public Open Space Current State Audit, which will provide the evidence base for the development of a long-term Public Open Space Strategy. Together with locality planning and other strategic investigations, this work will help ensure that future communities are supported by well-planned parks, recreation spaces and community infrastructure.

Council will also continue advocating for the major regional infrastructure projects that are critical to the future prosperity of the Shire. In particular, the progression of the Bindoon Bypass and associated transport network improvements remains a significant priority, creating opportunities to improve road safety, support economic growth, strengthen tourism and shape the future development of Bindoon and the wider district.

Alongside these strategic initiatives, the Shire will continue delivering the essential services our community relies upon every day. This includes maintaining roads and community assets, delivering bushfire mitigation programs, protecting public health and the environment, supporting local events and community development, and ensuring the Shire continues to operate in a financially sustainable and well-governed manner.

Importantly, this Plan strengthens accountability by clearly identifying what will be delivered during the year and establishing a framework for monitoring and reporting progress. Every project and activity has been assessed against strategic priorities, available resources and organisational capacity to ensure that Council's commitments are achievable and sustainable.

The successful delivery of this program relies on the collective efforts of Council, staff, contractors, volunteers and our community partners. I would like to thank everyone involved in developing this Plan and acknowledge the ongoing dedication of our staff in delivering projects and services that support our growing community.

I look forward to reporting on our progress throughout the year as we continue building the foundations for Chittering's future and delivering outcomes that make our Shire an even better place to live, work and visit.

A handwritten signature in blue ink that reads "Melinda Prinsloo".

Melinda Prinsloo  
CHIEF EXECUTIVE OFFICER

# ANNUAL IMPLEMENTATION PLAN 2026/27

## Purpose of this Plan

The Annual Implementation Plan (AIP) is the Shire of Chittering's annual delivery program and forms part of the Integrated Planning and Reporting Framework.

The AIP translates the four-year priorities identified within the Corporate Business Plan into specific annual actions, projects, improvement activities, business-as-usual responsibilities and compliance obligations to be delivered during the 2026/27 financial year.

The Plan supports accountability by clearly identifying responsibilities, resource requirements, legislative obligations and performance expectations across all service areas.

### Relationship to Other Plans

The Annual Implementation Plan should be read alongside the Council Plan 2026–2036 and the Corporate Business Plan 2026/27–2029/30.

Together these documents provide:

- **Council Plan** – the community's long-term vision and strategic direction;
- **Corporate Business Plan** – the four-year roadmap for delivery and organisational improvement; and
- **Annual Implementation Plan** – the detailed annual work program funded through the adopted budget.

### What is Included in this Plan?

The Annual Implementation Plan includes:

- Capital projects funded for delivery in 2026/27;
- Improvement activities and strategic initiatives;
- Business-as-usual service responsibilities;
- Compliance and legislative obligations;
- Assigned service responsibilities and ownership;
- Risk classifications and strategic alignment; and
- Performance monitoring and reporting requirements.

Progress against the Annual Implementation Plan will be monitored throughout the year and reported to Council as part of the Shire's corporate performance reporting processes.

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## 2026/27 Delivery Snapshot

The Annual Implementation Plan translates the priorities of the Corporate Business Plan into a funded annual work program for the 2026/27 financial year.

Across the organisation, the Shire will deliver a combination of capital projects, strategic improvement initiatives, business-as-usual services and statutory compliance activities aligned to the adopted Annual Budget and Council priorities.

While major projects often attract the most attention, much of Council's value is delivered through the ongoing services, maintenance programs and statutory responsibilities that support the community every day.

### 2026/27 Program at a Glance

<b>Delivery Category</b>	<b>Number</b>
Projects	26
Improvement activities	62
Business as Usual Deliverables	263
Service Areas	20
Responsible Directorates	4

### Budget Alignment

<b>Category</b>	<b>Budget</b>
Capital budget	\$7,353,406
Operating budget	\$19,864,201
Total Annual Budget	\$27,217,607



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## Strategic Focus Areas

The 2026/27 program prioritises:

- Completion of the Lower Chittering Youth & Community Hub, including transition planning for operations and maintenance.
- Progression of the Bindoon Town & Tourism Precinct planning program as a flagship economic development and town centre planning initiative.
- Delivery of the North Road Upgrade, Chittering Road Reconstruction and Julimar Road Renewal as the Shire's major road infrastructure priorities, alongside the annual road renewal program.
- Undertaking a Public Open Space Current State Audit to inform the development of a long-term Public Open Space Strategy and support future growth planning.
- Continued investment in bushfire mitigation and emergency management infrastructure.
- Strategic planning for future community facilities, public open space and tourism infrastructure.
- Continuing advocacy for the Bindoon Bypass and other regional infrastructure priorities that will shape the future growth and connectivity of the district
- Service improvements that strengthen organisational capability, governance and long-term sustainability.

Together, these projects, improvement activities, business-as-usual services and compliance responsibilities support delivery of the Council Plan and Corporate Business Plan while ensuring resources are directed towards the Shire's highest priorities.

## 2026/27 Major Capital Projects

### Road Infrastructure

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

### Community Infrastructure

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

### Emergency Infrastructure

- Wandena Road Water Tank
- Sandown Park Water Tank

### Economic Development

- Bindoon Town & Tourism Precinct

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### 2026/27 Projects

Project Name	Scope / Purpose	Strategic Alignment	Budget (\$)	Risk Category	Risk Level	Responsibility Directorate	Lead Unit
<b>1 - Recreation, Community Facilities &amp; Active Open Spaces</b>							
Construct Lower Chittering Youth and Community Hub	Deliver a new multi-use youth and community facility for Lower Chittering.	CEO KPI / Economic Development Strategy	1,046,367	Strategic / Governance Risk	High	Technical Services	Economic Development & Tourism Coordinator
Deliver Mountain Bike Park stage 2 - revegetation	Undertake revegetation and environmental rehabilitation works associated with the Mountain Bike Park project.	Sport & Recreation Plan	\$111,000	Environmental Risk	High	Technical Services	Project Management
Wannamal Hall building	Deliver accessibility upgrades including disabled parking improvements.	DAIP	\$13,475	Compliance / Legislative Risk	Medium	Technical Services	Building Maintenance
Lower Chittering Hall building	Scheduled maintenance/renewal - painting, flooring and air-conditioning renewal.	Building Maintenance Plan	\$9,498	Asset / Infrastructure Risk	Medium	Technical Services	Building Maintenance
Chinkabee Complex Infrastructure	Renew bowling green turf infrastructure.	Council Resolution	\$48,000	Asset / Infrastructure Risk	Medium	Technical Services	Project Manager
Wannamal Public Conveniences Building	Upgrade septic and drainage infrastructure supporting public amenities.	Building Maintenance Plan	\$6,000	Environmental Risk	High		Building Maintenance
Bindoon Cemetery Memorial Gardens panels and landscaping	Improve cemetery memorial spaces and landscaping presentation.	Sport & Recreation Plan	\$10,000	Service Delivery Risk	Low	Technical Services	Works Supervisor
Clune Park Infrastructure Parks	Undertake structural repairs and renewal works including retaining walls and concrete infrastructure.	Building Maintenance Plan	\$87,375	Asset / Infrastructure Risk	Medium	Technical Services	Building Maintenance

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Project Name	Scope / Purpose	Strategic Alignment	Budget (\$)	Risk Category	Risk Level	Responsibility Directorate	Lead Unit
Sussex Bend Reserve infrastructure upgrade	Replace shade sails and improve reserve infrastructure supporting recreation use.	Sport & Recreation Plan	\$15,000	Strategic / Governance Risk	High	Technical Services	Project Management
Mountain Bike Park viewing platform	Viewing platform	Sport & Recreation Plan	\$18,500	Asset / Infrastructure Risk	Medium	Technical Services	Building Maintenance
<b>4 - Residential Property Management</b>							
Unit 1/6194 Great Northern Highway Buildings (Capital)	Programmed building renewal and maintenance works to maintain tenant safety and asset condition.	Building Maintenance Plan	\$14,500	Asset / Infrastructure Risk	Medium	Community Services	Property Management
Unit 2/6194 Great Northern Highway Buildings (Capital)	Programmed building renewal and maintenance works to maintain tenant safety and asset condition.	Building Maintenance Plan	\$14,500	Asset / Infrastructure Risk	Medium	Community Services	Property Management
Unit 3/6194 Great Northern Highway (Capital)	Major capital renewal works to maintain building condition and functionality.	Building Maintenance Plan	\$50,730	Asset / Infrastructure Risk	Medium	Community Services	Property Management
Unit 4/6194 Great Northern Highway Buildings (Capital)	Programmed building renewal and maintenance works to maintain tenant safety and asset condition.	Building Maintenance Plan	\$14,500	Asset / Infrastructure Risk	Medium	Community Services	Property Management
<b>7 - Bushfire Mitigation Services</b>							
Wandena Road Water Tank	Deliver staged water supply infrastructure to improve emergency water access and bushfire response capability.	Bushfire Risk Management Plan / Emergency Management Planning	\$90,000	Emergency / Safety Risk	High	Development Services	Bushfire Risk & Ranger Coordinator
Sandown Park Water Tank	Install water storage infrastructure supporting emergency response and community resilience.	Bushfire Risk Management Plan	\$191,390	Emergency / Safety Risk	High	Development Services	Bushfire Risk & Ranger Coordinator
<b>11 - Transport</b>							

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Project Name	Scope / Purpose	Strategic Alignment	Budget (\$)	Risk Category	Risk Level	Responsibility Directorate	Lead Unit
North Road Upgrade	Undertake staged reconstruction and two-coat seal upgrades to improve freight access and road safety.	Asset Management Plan	\$867,726	Strategic / Governance Risk	Medium	Infrastructure Services	Roads & Transport
Chittering Road Reconstruction	Regional Roads Safety Project.	Asset Management Plan	\$2,579,326	Asset / Infrastructure Risk	Medium	Infrastructure Services	Roads & Transport
Julimar Road Renewal	Regional Roads Safety Project.	Asset Management Plan	\$332,666	Asset / Infrastructure Risk	Medium	Infrastructure Services	Roads & Transport
Forrest Hills Parade Reseal	Renew road surface to maintain safety and asset condition.	Asset Management Plan	\$47,500	Asset / Infrastructure Risk	Medium	Infrastructure Services	Roads & Transport
Ridgetop Ramble Reseal	Renew road surface to maintain safety and asset condition.	Asset Management Plan	\$45,000	Asset / Infrastructure Risk	Medium	Infrastructure Services	Roads & Transport
Chittering Valley Road Reseal	Undertake staged reseal works to maintain regional road condition and network reliability.	Asset Management Plan	\$262,500	Asset / Infrastructure Risk	High	Infrastructure Services	Roads & Transport
Flat Rocks Road Reconstruction	Undertake reconstruction and gravel sheet renewal works to improve road condition and longevity.	Asset Management Plan	\$132,500	Asset / Infrastructure Risk	High	Infrastructure Services	Roads & Transport
Flat Rocks Road Upgrade	Carry over - staged two-coat seal upgrades improving network resilience and safety.	Asset Management Plan	\$434,924	Strategic / Governance Risk	Medium	Infrastructure Services	Roads & Transport
Tea Tree North Road Reconstruction	Undertake staged reconstruction and gravel sheet renewal works.	Asset Management Plan	\$132,500	Asset / Infrastructure Risk	High	Infrastructure Services	Roads & Transport
Morley Road Drainage	Minor drainage works, with investigation to follow in year 2.	Asset Management Plan	Operational Budget	Asset / Infrastructure Risk	High	Infrastructure Services	Roads & Transport

### 14 - Economic Development, Tourism & Marketing

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Project Name	Scope / Purpose	Strategic Alignment	Budget (\$)	Risk Category	Risk Level	Responsibility Directorate	Lead Unit
Tourist Bureau Building Upgrades	Upgrade visitor infrastructure and tourism activation facilities to improve visitor experience and destination presentation.	LTFP	\$10,450	Asset / Infrastructure Risk	Medium	Infrastructure Services	Building Maintenance

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### 2026/27 Improvement Activities

Activity	Purpose	Strategic / Legislative Alignment	Estimated Cost (\$)	Risk Category	Risk Level	Responsibility Directorate	Responsible Owner
<b>1 - Recreation, Community Facilities &amp; Active Open Spaces</b>							
Brockman Centre (Arts & Crafts Building) Master Plan	Guide future use, renewal and investment planning for the Brockman Centre precinct.	LTFP	\$30,000	Strategic / Governance Risk	High	Corporate Services	Community Development and Grants Coordinator
Public Open Space Audit (Phase 1 of POS Strategy)	Establish a baseline assessment of Shire-managed public open spaces, assets and functionality.	Biodiversity Strategy	\$30,000	Strategic / Governance Risk	Medium	Corporate Services	Community Development and Grants Coordinator
Concept Designs for the Cemetery	Plan future cemetery capacity, layout and service requirements.	Council Budget Workshop; Asset Management Plan	\$10,000	Strategic / Governance Risk	High	Corporate Services	Community Development and Grants Coordinator
Mountain Bike Trails Master Plan	Plan future expansion and staging of the Mountain Bike Park network.	Mountain Bike Trails Master Plan / emergency management / tourism strategy	\$15,000	Compliance / Legislative Risk	Medium	Corporate Services	Economic Development & Tourism Coordinator
Bridle Trail Site Assessment & Planning Feasibility	Investigate suitable trail locations and future feasibility requirements.	Economic Development Strategy	\$50,000	Strategic / Governance Risk	Medium	Development Services	Executive Manager – Development Services
Service & Maintenance Model for Lower Chittering Hub POS	Establish maintenance, operational and budget requirements for new/opening public open space.	Reserve management; POS planning	n/a	Strategic / Governance Risk	Medium	Technical Services	Building Coordinator

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Activity	Purpose	Strategic / Legislative Alignment	Estimated Cost (\$)	Risk Category	Risk Level	Responsibility Directorate	Responsible Owner
Naming Process for Wildflower Ridge POS	Complete formal reserve naming and asset registration processes.	POS planning	n/a	Reputation Risk	High	Development Services	Executive Manager – Development Services
Parks Maintenance Schedule / Plan	Establish service levels, maintenance standards and scheduling for parks and reserves.	Asset Management Framework / service level review / parks maintenance planning	n/a	Strategic / Governance Risk	Medium	Technical Services	Parks and gardens
<b>2 - Community Development &amp; Events</b>							
Community Development Plan	Review community priorities and align future initiatives with Council direction and emerging community needs.	CEO KPI; Integrated Planning & Reporting Framework	n/a	Strategic / Governance Risk	Medium	Community Development	Community Development and Grants Coordinator
<b>6 - Emergency Services &amp; Recovery</b>							
Bush Fire Brigades Local Law 2012	Ensure the Local Law remains current, compliant and operationally effective in supporting brigade governance and emergency response.	Bush Fires Act 1954; DFES Operational Framework	n/a	Compliance / Legislative Risk	Medium	Development Services	CESM
Emergency Evacuation Centre Preparedness Plan	Ensure evacuation centre arrangements remain coordinated, current and capable of supporting emergency response and community recovery.	Emergency Management Act 2005; State Emergency Management Policy & Guidelines; Local Emergency Management Arrangements (LEMA)	n/a	Emergency / Safety Risk	High	Development Services	CESM
<b>7 - Bushfire Mitigation Services</b>							

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Activity	Purpose	Strategic / Legislative Alignment	Estimated Cost (\$)	Risk Category	Risk Level	Responsibility Directorate	Responsible Owner
Bushfire Risk Management Plan	Ensure bushfire risk priorities, mitigation treatments and response strategies remain current and effective.	Compliance Calendar; Risk Register; State Hazard Plan for Fire; Emergency Management Act 2005	TBA	Compliance / Legislative Risk	High	Development Services	Bushfire Risk & Ranger Coordinator
Bushfire Water Supply (Static Tanks) Plan	Identify and prioritise future water infrastructure requirements to support bushfire response capability.	Bushfire Risk Management Plan; Emergency Management planning	n/a	Service Delivery Risk	Medium	Development Services	Bushfire Risk & Ranger Coordinator
Bushfire Mitigation and Road Works Planning	Improve coordination between bushfire mitigation works and planned road and infrastructure projects.	Intergovernmental meeting	n/a	Service Delivery Risk	High	Technical Services	Executive Manager – Technical Services
<b>10 - Landfill &amp; Waste Collection</b>							
Landfill Site Masterplans (layout and staging) for both sites	Establish long-term layout, staging and operational planning for landfill infrastructure and compliance management.	SWMP requirement	TBA	Strategic / Governance Risk	High	Infrastructure Services	Waste Management
Landfill Compliance Uplift Program	Improve landfill operational controls, procedures and practices to strengthen compliance with licence conditions and environmental obligations.	DWER Licence; Environmental Protection Act 1986	TBA	Compliance / Legislative Risk	High	Technical Services	Waste Supervisor
Stormwater Masterplan Muchea	Improve stormwater management and reduce environmental contamination risks across landfill operations.	Environmental Protection Act 1986; Licence conditions	n/a	Environmental Risk	High	Infrastructure Services	Waste Management

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Activity	Purpose	Strategic / Legislative Alignment	Estimated Cost (\$)	Risk Category	Risk Level	Responsibility Directorate	Responsible Owner
Landfill Closure Implementation Plan (staging) - Muchea	Establish a staged implementation program for future landfill closure requirements.	Closure Plan; DWER Guidelines	TBA	Environmental Risk	High	Infrastructure Services	Waste Management
Landfill Fire Risk Management Framework	Reduce fire risk and strengthen landfill safety and emergency management practices.	WHS Act; SWMP; DWER audit	TBA	Environmental Risk	Medium	Infrastructure Services	Waste Management
<b>11 - Transport</b>							
Service levels for roads network	Define service levels for roads, drainage and traffic assets aligned to community expectations and available resources.	Asset Management Plan	n/a	Strategic / Governance Risk	Medium	Technical Services	Works Supervisor
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.	Asset Management Plan	\$20,000	Strategic / Governance Risk	Medium	Technical Services	Works Supervisor
<b>12 - Planning and Compliance</b>							
Local Planning Strategy (LPS)	Provide updated long-term strategic direction for land use planning, growth management and infrastructure coordination.	Integrated Planning & Reporting Framework	n/a	Strategic / Governance Risk	Medium	Development Services	Senior Planning Officer
Review Local Biodiversity Strategy 2022	Ensure biodiversity planning priorities remain current and aligned with environmental objectives and future planning needs.	Compliance	TBA	Strategic / Governance Risk	Medium	Development Services	Senior Planning Officer

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Activity	Purpose	Strategic / Legislative Alignment	Estimated Cost (\$)	Risk Category	Risk Level	Responsibility Directorate	Responsible Owner
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.	Planning framework; Local Government Act	n/a	Compliance / Governance	Critical	Development Services	Senior Planning Officer
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.	Planning & Development Act 2005; LPS Regulations; Local Biodiversity Strategy	n/a	Compliance / Legislative Risk	High	Development Services	Senior Planning Officer
Local Planning Policy Review and Update Program	Update the 8 outdated policies to ensure consistency with planning framework and legislation.	Compliance; LPS6	n/a	Compliance / Legislative Risk	Medium	Planning	Senior Planning Officer
<b>13 - Building and Compliance</b>							
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.	Building Regulations 2012 (Reg. 53); Building Act 2011	n/a	Compliance / Legislative Risk	Medium	Development Services	Building Surveyor
<b>14 - Economic Development, Tourism &amp; Marketing</b>							
Bindoon Town and Tourism Precinct Plan	Guide future tourism activation, investment and town centre planning within Bindoon.	Economic Development Strategy; Local Planning Strategy	\$20,000	Strategic / Governance Risk	High	Development Services	Executive Manager – Development Services
Economic Development Strategy	Update long-term economic priorities and direction.	Governance	n/a	Governance	Medium	Economic Development	Economic Development &

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Activity	Purpose	Strategic / Legislative Alignment	Estimated Cost (\$)	Risk Category	Risk Level	Responsibility Directorate	Responsible Owner
							Tourism Coordinator
Tourism Action Plan	Guide tourism growth and destination development.	Tourism Strategy	n/a	Strategic	Medium	Economic Development	Economic Development & Tourism Coordinator
Investment Attraction Prospectus	Promote investment and business opportunities.	Economic Development Strategy	n/a	Strategic	Medium	Economic Development	Economic Development & Tourism Coordinator
Multi-purpose Housing Development Planning	Investigate future housing and workforce accommodation options.	Economic Development Strategy / Planning	\$ 30,000	Strategic / Governance Risk	High	Development Services	Executive Manager – Development Services
Bindoon Road / Bypass Advocacy	Advocate for improved freight and regional connectivity.	Economic Development Strategy – Pillar 1	n/a	Strategic / Infrastructure	High	Corporate Services	Economic Development & Tourism Coordinator
Develop Investor Guides	Improve access to planning and investment information.	Planning / Economic Development	n/a	Compliance	Medium	Development Services	Executive Manager – Development Services
Enhance Shire Website (business portal)	Improve online access to business and investment resources.	Digital / Economic Development	n/a	Operational	Medium	Communications	Executive Manager – Development Services
Local Business Growth Program (setup phase)	Support local business growth and resilience.	Economic Development	n/a	Economic	Medium	Economic Development	Executive Manager – Development Services
Buy Local / Procurement Improvements	Increase local supplier participation and economic retention.	Procurement Policy	n/a	Financial Risk	Medium	Corporate Services	Executive Manager –

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Activity	Purpose	Strategic / Legislative Alignment	Estimated Cost (\$)	Risk Category	Risk Level	Responsibility Directorate	Responsible Owner
							Development Services
Tourism Hub Activation (e.g. café strip)	Encourage tourism activity and visitation.	Tourism Strategy	n/a	Service Delivery Risk	Medium	Corporate Services	Executive Manager – Development Services
Lower Chittering Hall options analysis		Tourism Strategy / Economic Development	\$20,000	Financial Risk	Medium	Corporate Services	Executive Manager – Development Services
<b>15 - Administration &amp; Customer Service</b>							
Shire Administration Building Future Concept Designs	Investigate future accommodation and workspace requirements to support organisational growth.	Economic Development	\$20,000	Service Delivery Risk	High	Corporate Services	Executive Manager – Development Services
<b>16 - Financial Management</b>							
Improve Portable and Attractive Asset Register and Control Processes	Improve tracking, management and accountability of portable and attractive assets.	AASB 116 (where applicable for asset management principles); Financial Management Regulations	n/a	Asset / Infrastructure Risk	High	Technical Services	Executive Manager – Technical 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.	Local Government Act 1995 AASB 13, AASB 116 Financial Management Regulations	\$30,000	Financial Risk	Medium	Corporate Services	Financial Services
Undertake Fair Value Revaluation of Infrastructure Every 5 Years	Ensure infrastructure asset valuations remain compliant and accurately	Local Government Act 1995; AASB 13; AASB 116; Financial	\$40,000	Financial Risk	High	Corporate Services	Finance Manager

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Activity	Purpose	Strategic / Legislative Alignment	Estimated Cost (\$)	Risk Category	Risk Level	Responsibility Directorate	Responsible Owner
	reflected in financial reporting.	Management Regulations					
<b>17 - Information Technology &amp; Records</b>							
Enterprise Resource Planning (ERP) System Integration	Improve integration of business systems and recordkeeping processes across the organisation.	State Records Act	n/a	Technology / Cybersecurity Risk	Critical	Corporate Services	IT & Records
PRIS Implementation	Ensure compliance with privacy and responsible information sharing requirements.	PRIS Act WA	n/a	Compliance	Critical	Corporate Services	Deputy CEO
Recordkeeping Plan Review	Ensure recordkeeping practices remain compliant with legislative requirements and State Records obligations.	State Records Act 2000	n/a	Compliance / Legislative Risk	High	Corporate Services	Records
<b>18 - People &amp; Culture</b>							
Review and Update Organisational Task Matrix and Responsibilities	Clarify roles, responsibilities and operational accountability across the organisation.	Governance; Workforce Planning; WHS (clear responsibilities)	n/a	Workforce / People Risk	Medium	Office of CEO	Human Resource & WHS Coordinator
Review and Update Position Descriptions (PDs) and Approval Framework	Ensure position descriptions and approval processes remain current and aligned to organisational requirements.	WHS Act (roles & responsibilities); Workforce Plan; Governance	n/a	Workforce / People Risk	Medium	Office of CEO	Human Resource & WHS Coordinator
<b>19 - Governance &amp; Strategy</b>							
Council Plan roll out	Embed the adopted Council Plan across organisational planning and service delivery.	Council Plan project plan	n/a	Reputation Risk	High	Office of CEO	Manager – Governance & Strategy

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Activity	Purpose	Strategic / Legislative Alignment	Estimated Cost (\$)	Risk Category	Risk Level	Responsibility Directorate	Responsible Owner
Community Engagement Framework	Improve community engagement, communication and participation practices across the organisation.	CEO KPI	n/a	Strategic / Governance Risk	Medium	Office of CEO	Grants & Community Development Coordinator
Corporate Reporting & Performance Framework	Improve organisational reporting, accountability and performance monitoring.	CEO KPI; Integrated Planning & Reporting Framework	25,000	Strategic / Governance Risk	Medium	Office of CEO	Manager – Governance & Strategy
Finalise Asset Management Plan	Support integrated asset planning, lifecycle management and long-term sustainability.	Local Government (Financial Management) Regulations 1996 – r.19DA (Asset Management Plans)	n/a	Strategic / Governance Risk	High	Technical Services	Executive Manager – Technical Services
Risk Management Framework Review	Strengthen enterprise risk management and decision-making capability.	Audit recommendations; Governance Framework	n/a	Strategic / Governance Risk	Medium	Office of CEO	Manager – Governance & Strategy
Lease & Licence Framework	Standardise lease and licence management processes across the organisation.	Local Government Act; governance	n/a	Compliance / Legislative Risk	High	Office of CEO	Governance Officer
Authorisations Program	Improve governance and consistency of statutory authorisations and delegations.	Local Government Act; Governance Regulations; State Records Act; Audit requirements	n/a	Compliance / Legislative Risk	High	Office of CEO	Governance Officer
Governance Compliance Framework Implementation	Strengthen governance, legislative compliance and organisational accountability practices.	Local Government Act	n/a	Compliance / Legislative Risk	High	Office of CEO	Governance Officer

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Activity	Purpose	Strategic / Legislative Alignment	Estimated Cost (\$)	Risk Category	Risk Level	Responsibility Directorate	Responsible Owner
Complete the Compliance Audit Return (CAR) by September	Complete statutory compliance reporting requirements within required timeframes.	Statutory Governance	n/a	Compliance / Legislative Risk	Medium	Office of CEO	Manager – Governance & Strategy
PRIS & PID Internal Procedures Implementation	Implement internal procedures supporting privacy, responsible information sharing and public interest disclosure compliance.	Public Interest Disclosure Act 2003; State Records Act 2000; PRIS	n/a	Strategic / Governance Risk	Medium	Office of CEO	Governance Officer
<b>20 - Executive &amp; Council Support</b>							
Council agenda/report template alignment	Redesign templates to embed Council Plan alignment, service and asset implications, and support decision-making.	Local Government Act; Council Plan; CEO KPI	n/a	Compliance / Legislative Risk	Medium	Office of CEO	Executive Assistant & Council Support
Councillor induction framework	Develop structured induction for elected members covering governance, roles and responsibilities.	Local Government Act; Training Regulations	n/a	Strategic / Governance Risk	High	Office of CEO	Executive Assistant & Council Support

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### 2026/27 Fleet and Equipment Replacement Program

Project Name	Scope / Purpose	2026/27 Budget (\$)	Risk Category	Risk Level	Responsibility Directorate
<b>7 - Bushfire Mitigation Services</b>					
BFRO 4x4 Operational Vehicle Replacement	Replace operational mitigation vehicle to support inspections, treatment works and emergency response activities.	\$80,000	Asset / Infrastructure Risk	High	Development Services
Skid Steer Mulcher Head	Upgrade mitigation equipment capability to support vegetation management and fuel reduction works.	\$55,000	Service Delivery Risk	Medium	Infrastructure Services
<b>11 - Transport</b>					
Trailer for Mowers	Replace trailer supporting parks and mowing operations.	\$18,000	Asset / Infrastructure Risk	Low	Infrastructure Services
Isuzu Small Truck Replacement	Renew operational truck supporting infrastructure and maintenance operations.	\$50,000	Asset / Infrastructure Risk	Medium	Infrastructure Services
Fuso Cab Chassis Truck Replacement	Replace heavy operational truck supporting civil works, infrastructure maintenance and operational service delivery.	\$320,000	Asset / Infrastructure Risk	High	Infrastructure Services
Bandit 1390X Chipper Replacement	Replace operational vegetation management equipment supporting maintenance activities.	\$166,000	Asset / Infrastructure Risk	Medium	Infrastructure Services
Mini Excavator Replacement	Replace operational excavation equipment supporting maintenance and civil works activities.	\$65,000	Asset / Infrastructure Risk	High	Infrastructure Services

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### Business-as-Usual Deliverables

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

## ANNUAL IMPLEMENTATION PLAN 2026/27

Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
Public Conveniences Maintenance Program	AMP	Other Community Amenities (Sch. 10)	Annual	Asset / Infrastructure Risk	Medium	Building Maintenance
School Bus Shelter Maintenance Program	AMP	Other Education (Sch. 8)	Annual	Asset / Infrastructure Risk	Medium	Building Maintenance
Ferguson Maintenance Program	AMP	Aged & Disabled (Sch. 8)	Annual	Asset / Infrastructure Risk	Medium	Building Maintenance
Chittering Health Centre Maintenance Program	AMP	Other Health (Sch. 7)	Annual	Asset / Infrastructure Risk	Medium	Building Maintenance
Asbestos Safety Eradication Agency's (ASEA) Mid-Year Review (Asbestos Plan)	Compliance Calendar	Salaries & Overheads	July Annual	Asset / Infrastructure Risk	Medium	Building Maintenance
Asbestos Safety Eradication Agency's (ASEA) Annual Progress Report	Compliance Calendar	Salaries & Overheads	January Annual	Compliance / Legislative Risk	Medium	Building Maintenance
Groundwater Monitoring Report (DWER)	Compliance Calendar	Salaries & Overheads	August Annual	Compliance / Legislative Risk	Medium	Environmental Health
Facilities Cost to Public Report	Budgeting & Asset Planning	Salaries & Overheads	April Annual	Compliance / Legislative Risk	Medium	Financial Management
Fire Extinguisher Checks (All Facilities)	Compliance Calendar	Salaries & Overheads	Six-monthly	Asset / Infrastructure Risk	Medium	Building Maintenance
Pest Inspections & Treatments across facilities	Compliance Calendar	Salaries & Overheads	Annual	Asset / Infrastructure Risk	Medium	Building Maintenance
Portable Appliance Testing & Tagging	Compliance	Salaries & Overheads	Annual	Asset / Infrastructure Risk	Medium	Building Maintenance
Public Building Safety Inspections	Compliance Calendar	Salaries & Overheads	February Annual	Asset / Infrastructure Risk	Medium	Building Maintenance
Public Building Reporting to Council	Compliance Calendar	Salaries & Overheads	April Annual	Compliance / Legislative Risk	Medium	Building Maintenance
Bindoon Post Office CPI Licence Update	Compliance Calendar	Salaries & Overheads	February Annual	Compliance / Legislative Risk	Medium	Financial Management
Ongoing 4-year asset data collection	AMP	Salaries & Overheads	Every 4 years	Asset / Infrastructure Risk	Medium	Technical Services

## ANNUAL IMPLEMENTATION PLAN 2026/27

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

## ANNUAL IMPLEMENTATION PLAN 2026/27

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

## ANNUAL IMPLEMENTATION PLAN 2026/27

Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
Manage Stray Sheep and Cattle	Statutory Compliance	Animal Control (Sch. 5)	Annual	Service Delivery Risk	Low	Ranger & Community Safety
Renew Firearm Licences (Animal Control Specific)	WA Firearms Act 1973	Animal Control (Sch. 5)	Annual	Compliance / Legislative Risk	Medium	Ranger & Community Safety
Order Dog & Cat Tags for Registration	Dog Act 1976, Cat Act 2011	Animal Control (Sch. 5)	Annual	Compliance / Legislative Risk	Medium	Customer Services
Submit Dog/Cat Registration Report to DLGSC	Statutory Compliance	Salaries & Overheads	Annual	Compliance / Legislative Risk	Medium	Ranger & Community Safety
<b>6 – Emergency Services &amp; Recovery</b>						
Annual maintenance program for fire stations (BRO)	Building Maintenance Plan	Bush Fire Brigade (Sch. 5)	Annual	Asset / Infrastructure Risk	Medium	Building Maintenance
Quarterly LEMC coordination and EMP contact list updates	Emergency Management Act 2005	Emergency Management (Sch. 5)	Quarterly	Strategic / Governance Risk	Medium	CESM
Review LEMA & Local Recovery Plan (5-year cycle)	Emergency Management Act 2005	Emergency Management (Sch. 5)	Every 5 years	Strategic / Governance Risk	Medium	CESM
Restock evacuation centres ahead of fire season	Bushfire Preparedness	Emergency Management (Sch. 5)	Annual	Emergency / Safety Risk	High	CESM
Submit DFES LGGS Grant Application	DFES LGGS Guidelines	Emergency Management (Sch. 5)	February Annual	Service Delivery Risk	Low	CESM
Submit ESL Budget – Annexure A	DFES ESL Policy	Emergency Management (Sch. 5)	April Annual	Financial Risk	Medium	Rates
Submit ESL Adjustment Declaration (EOY)	DFES ESL Manual	Emergency Management (Sch. 5)	June Annual	Service Delivery Risk	Low	Rates
Prepare Local Emergency Risk Management Report	State Emergency Management Policy	Emergency Management (Sch. 5)	June Annual	Compliance / Legislative Risk	Medium	CESM
Emergency Evacuation Centre Preparedness Plan	Emergency Management Guidelines	Emergency Management (Sch. 5)	June Annual	Emergency / Safety Risk	High	CESM

## ANNUAL IMPLEMENTATION PLAN 2026/27

Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
CESM Annual Review of MOU	Contractual Agreement	Emergency Management (Sch. 5)	June Annual	Strategic / Governance Risk	Medium	Council & Executive Support
<b>7 – Bushfire Mitigation Services</b>						
Prescribed Burning & Fuel Load Reduction	Compliance Calendar	Fire Prevention (Sch. 5)	Annual	Service Delivery Risk	Low	Bushfire Mitigation Service
Firebreak Compliance & Mitigation Programs	Compliance Calendar	Fire Prevention (Sch. 5)	Annual	Compliance / Legislative Risk	Medium	Bushfire Mitigation Service
Firebreak Notice – Public Notification	Compliance Calendar	Salaries & Overheads	August Annual	Emergency / Safety Risk	High	CESM
Firebreak & Hazard Reduction Notice – Landowner Distribution	Compliance Calendar	Salaries & Overheads	August Annual	Emergency / Safety Risk	High	CESM
Bushfire Mitigation Projects – Grant Funded	Compliance Calendar	Fire Prevention (Sch. 5)	Annual	Emergency / Safety Risk	High	Bushfire Mitigation Service
Review Firebreak Inspection Strategy	Bushfire Risk Management Plan	Salaries & Overheads	September Annual	Asset / Infrastructure Risk	Medium	Bushfire Risk Management
Advertise Prohibited Burning Times	Bush Fires Act 1954	Salaries & Overheads	August Annual	Service Delivery Risk	Low	CESM
Firebreak Inspections – Final Compliance Round	Bush Fires Act 1954	Salaries & Overheads	September Annual	Compliance / Legislative Risk	Medium	Bushfire Mitigation Service
Prepare and submit Pre-Fire Season Report to Council	Bushfire Preparedness	Salaries & Overheads	June Annual	Compliance / Legislative Risk	Medium	Bushfire Mitigation Service
Annual report to Office of Bushfire Risk Management (OBRM) on BRMP progress	BRMP	Salaries & Overheads	September Annual	Compliance / Legislative Risk	Medium	Bushfire Mitigation Service
<b>8 – Environment &amp; Public Health</b>						
Implement the annual Noxious Weed Control Program	Biosecurity and Agriculture Management Act 2007	Rural Services (Sch. 13)	Annual	Service Delivery Risk	Low	Roads & Parks Maintenance
Waste water system installation inspections	Health (Miscellaneous)	Salaries & Overheads	Ongoing	Asset / Infrastructure Risk	Medium	Environmental Health

## ANNUAL IMPLEMENTATION PLAN 2026/27

Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
	Provisions) Act 1911					
Implement the annual Pest Control Program	Health Regulations	Salaries & Overheads	Annual	Service Delivery Risk	Low	Building Maintenance
Water sampling at public swimming pools & food business	Health Regulations	Salaries & Overheads	Monthly	Compliance / Legislative Risk	Medium	Environmental Health
Inspections at food premises, lodging houses, public buildings, caravan parks, beauty & skin penetration businesses	Health Regulations	Salaries & Overheads	Quarterly / Annual	Compliance / Legislative Risk	Medium	Environmental Health
Inspections at public buildings & lodging houses	Health Regulations	Salaries & Overheads	Quarterly / Annual	Compliance / Legislative Risk	Medium	Environmental Health
Monitoring of contaminated sites aligned to DWER	Health Regulations	Protection of Environment (Sch. 10)	Ongoing	Compliance / Legislative Risk	Medium	Environmental Health
Investigate notifiable diseases	Health Regulations	Salaries & Overheads	Ongoing	Compliance / Legislative Risk	Medium	Environmental Health
Submit the annual Public Health Act 2016 reporting form	Public Health Act 2016 – s.38(1)	Salaries & Overheads	August Annual	Compliance / Legislative Risk	Medium	Environmental Health
Submit annual emissions and waste data to National Pollution Inventory (NPI)	National Environment Protection Measure (NEPM)	Salaries & Overheads	September Annual	Environmental Risk	Medium	Environmental Health
<b>9 – Bushland &amp; Passive Open Spaces</b>						
Water quality monitoring – Ellen Brook & Brockman River	Landcare	Protection of Environment (Sch. 10)	Ongoing	Asset / Infrastructure Risk	Medium	Landcare
Partner with Harvis – ecological oversight of Muchea Ind. Park	Landcare	Protection of Environment (Sch. 10)	Ongoing	Service Delivery Risk	Low	Landcare
Submissions on clearing & environmental approvals	Landcare	Protection of Environment (Sch. 10)	Ongoing	Compliance / Legislative Risk	Medium	Landcare
Volunteer support for community planting (95,000 plants)	Landcare	Protection of Environment (Sch. 10)	Ongoing	Service Delivery Risk	Low	Landcare
Maintenance of Ellen Brook nutrient intervention site	Landcare	Protection of Environment (Sch. 10)	Ongoing	Asset / Infrastructure Risk	Medium	Landcare

## ANNUAL IMPLEMENTATION PLAN 2026/27

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

## ANNUAL IMPLEMENTATION PLAN 2026/27

Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
Install and maintain street signage and road markings	AMP	Maintenance: Roads (Sch. 12)	As required	Service Delivery Risk	Low	Roads & Construction
Manage streetlight repairs and outages	AMP	Fleet Operating Budget	Ongoing	Service Delivery Risk	Low	Roads & Construction
Maintain and service Shire fleet and heavy plant	WHS Regulations; Risk Register	Fleet Operating Budget	Monthly / Scheduled	Strategic / Governance Risk	Medium	Fleet Management
Respond to potholes, tree hazards, and storm damage	AMP; Customer Service Requests	Maintenance: Roads (Sch. 12)	As required	Service Delivery Risk	Low	Roads & Construction
Sweep main streets and townsites	AMP	Maintenance: Roads (Sch. 12)	Fortnightly	Service Delivery Risk	Low	Roads & Construction
Implement preventative fleet maintenance schedule	Risk Register	Fleet Operating Budget	Annual	Asset / Infrastructure Risk	Medium	Technical Services
Footpath maintenance program on time and within budget	AMP	Maintenance: Roads (Sch. 12)	Annual	Asset / Infrastructure Risk	Medium	Roads & Construction
Drainage maintenance program on time and within budget	AMP	Maintenance: Roads (Sch. 12)	Annual	Asset / Infrastructure Risk	Medium	Roads & Construction
Road maintenance program on time and within budget	AMP	Maintenance: Roads (Sch. 12)	Annual	Asset / Infrastructure Risk	Medium	Roads & Construction
Bridge maintenance program on time and within budget	AMP	Maintenance: Roads (Sch. 12)	Annual	Asset / Infrastructure Risk	Medium	Roads & Construction
Streetlighting maintenance program on time and within budget	AMP	Maintenance: Roads (Sch. 12)	Annual	Asset / Infrastructure Risk	Medium	Roads & Construction
Maintain Depot building	AMP	Maintenance: Roads (Sch. 12)	Annual	Asset / Infrastructure Risk	Medium	Roads & Construction
Claim MRWA Direct Grant & Regional Road Grant	Compliance – MRWA Guidelines	Salaries & Overheads	June Annual	Service Delivery Risk	Low	Roads & Construction
Submit Roads to Recovery reports (quarterly & annual)	Roads to Recovery Guidelines	Salaries & Overheads	Quarterly (Mar, Jun, Sep, Dec)	Compliance / Legislative Risk	Medium	Roads & Construction
Submit audited Roads to Recovery return	Roads to Recovery Guidelines	Salaries & Overheads	September Annual	Compliance / Legislative Risk	Medium	Roads & Construction
Coordinate DoT Bulk Licensing Renewal	Compliance – Vehicle Licensing	Salaries & Overheads	June Annual	Service Delivery Risk	Low	Technical Services

## ANNUAL IMPLEMENTATION PLAN 2026/27

Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
Prepare tenders for aggregate and bitumen	Procurement Regulations	Salaries & Overheads	August Annual	Service Delivery Risk	Low	Technical Services
Submit RRG application and reporting to MRWA	Main Roads WA Guidelines	Salaries & Overheads	August Annual	Compliance / Legislative Risk	Medium	Technical Services
Submit Black Spot Program funding application	MRWA Guidelines	Salaries & Overheads	Mid-August Annual	Service Delivery Risk	Low	Technical Services
Complete WALGA Roads Return	WALGA Asset Reporting	Salaries & Overheads	July Annual	Compliance / Legislative Risk	Medium	Technical Services
Submit WA Local Roads Expenditure Report to WALGA	WA Local Government Grants Commission	Salaries & Overheads	November Annual	Compliance / Legislative Risk	Medium	Technical Services
Submit claims to Main Roads WA grant claims (Direct & RRG)	MRWA Guidelines	Salaries & Overheads	December Annual	Service Delivery Risk	Low	Technical Services
Undertake trailer inspections	Road Traffic (Vehicles) Regulations 2014	Salaries & Overheads	March Annual	Asset / Infrastructure Risk	Medium	Technical Services
<b>12 – Planning &amp; Compliance</b>						
Assess development and subdivision applications under LPS6	Planning & Development Act 2005; LPS6	Town Planning & Regional Development (Sch. 10)	Ongoing	Strategic / Governance Risk	Medium	Planning & Development Act 2005
Provide planning advice and respond to enquiries	Customer Service	Salaries & Overheads	Daily	Strategic / Governance Risk	Medium	Local Government Act 1995
Maintain and apply local planning policies and scheme provisions	LPS6; Planning Regulations	Salaries & Overheads	Ongoing	Strategic / Governance Risk	Medium	Planning & Development (LPS) Regulations 2015
Monitor compliance with development conditions	LPS6	Salaries & Overheads	Monthly / As required	Compliance / Legislative Risk	Medium	Planning & Development Act 2005
Enforce planning breaches (e.g. unauthorised use)	Planning & Development Act 2005	Salaries & Overheads	As required	Strategic / Governance Risk	Medium	Planning & Development Act 2005

## ANNUAL IMPLEMENTATION PLAN 2026/27

Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
Muchea Industrial Park – Technical Document Review	Strategic Land Use Planning	Town Planning & Regional Development (Sch. 10)	Annual	Strategic / Governance Risk	Medium	Economic Development Strategy
Coordinate annual extractive industry approval renewals (by July)	Local Planning Scheme No. 6	Salaries & Overheads	Annual	Compliance / Legislative Risk	Medium	Planning & Development Act 2005; LPS6
<b>13 – Building &amp; Compliance</b>						
Process building permit applications	Building Act 2011; Building Regulations	Building Control (Sch. 13)	Ongoing	Asset / Infrastructure Risk	Medium	Building Act 2011; Building Regulations 2012
Conduct site inspections for approved structures	Building Regulations 2012	Building Control (Sch. 13)	As scheduled	Asset / Infrastructure Risk	Medium	Building Regulations 2012
Maintain register of building permits issued	Building Act 2011 – s.128	Building Control (Sch. 13)	Ongoing	Asset / Infrastructure Risk	Medium	Building Act 2011
Conduct routine and follow-up swimming pool inspections	Building Regulations 2012 – Reg. 53	Building Control (Sch. 13)	Every 4 years / as required	Asset / Infrastructure Risk	Medium	Building Regulations 2012
Respond to complaints or breaches of building standards	Building Act 2011; Local Laws	Building Control (Sch. 13)	As required	Asset / Infrastructure Risk	Medium	Building Act 2011; Local Laws
<b>14 – Economic Development, Tourism &amp; Marketing</b>						
Update website, post notices and newsletters	Economic Development Strategy	Salaries & Overheads	Weekly	Strategic / Governance Risk	Medium	Communications
Support/respond to business enquiries	Economic Development Strategy	Salaries & Overheads	Ongoing	Service Delivery Risk	Low	Economic Development
Coordinate local event promotion	Economic Development Strategy	Salaries & Overheads	Ongoing	Service Delivery Risk	Low	Communications
Attend regional ED/tourism forums (e.g. WA4W)	Regional Collaboration	Salaries & Overheads	Quarterly	Service Delivery Risk	Low	Economic Development & Tourism

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

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

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Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
Annual budget engagement with stakeholders	IPRF; CEO KPI	Salaries & Overheads	Annual	Service Delivery Risk	Low	Financial Services
Long Term Financial Plan development	IPRF; CEO KPI	Salaries & Overheads	Annual	Strategic / Governance Risk	Medium	Financial Services
Prepare annual budget and statutory budget documents	LG Act s.6.2; FM Regs r.22–33	Salaries & Overheads	Annual	Compliance / Legislative Risk	Medium	Financial Services
Maintain LTFP and forecasting models	LTFF; CEO KPI	Salaries & Overheads	Quarterly	Service Delivery Risk	Low	Financial Services
Monthly capital works delivery reporting	CEO KPI	Salaries & Overheads	Monthly	Compliance / Legislative Risk	Medium	Financial Services
Process supplier payments and payroll	FM Regs r.11A–r.12	Salaries & Overheads	Fortnightly	Financial Risk	Medium	Financial Services
Submit annual financial report to Auditor General	LG Act s.6.4	Salaries & Overheads	September Annual	Compliance / Legislative Risk	Medium	Financial Services
Manage procurement compliance	LG Act; Procurement Policy	Salaries & Overheads	Ongoing	Compliance / Legislative Risk	Medium	Financial Services
Revaluation of land & buildings (Fair Value)	AASB 13; FM Regs	Other Governance (Sch. 4)	Every 5 years	Asset / Infrastructure Risk	Medium	Financial Services
Revaluation of infrastructure assets (Fair Value)	AASB 13; FM Regs r.17A	Other Governance (Sch. 4)	Every 5 years	Asset / Infrastructure Risk	Medium	Financial Services
Coordinate GRV revaluation with Landgate	Landgate Revaluation Program	General Purpose (Sch. 3)	Every 5 years	Financial Risk	Medium	Financial Services
Apply UV and interim valuations to rating model	LG Act; Landgate Schedule	General Purpose (Sch. 3)	Annual	Financial Risk	Medium	Financial Services
Issue quarterly rate instalment notices	LG Act s.6.45	General Purpose (Sch. 3)	Quarterly	Service Delivery Risk	Low	Financial Services
Submit deferred interest claims (rates, ESL)	Rates Administration	Salaries & Overheads	December Annual	Financial Risk	Medium	Financial Services
Prepare rate notices, pensioner management, property services	LG Act; Rates Manual	General Purpose (Sch. 3)	Annual / Recurring	Service Delivery Risk	Low	Financial Services
Submit Fringe Benefits Tax Return	FBT Assessment Act 1986 (Cth)	Salaries & Overheads	April Annual	Compliance / Legislative Risk	Medium	Financial Services

## ANNUAL IMPLEMENTATION PLAN 2026/27

Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
<b>17 – Information Technology &amp; Records</b>						
Review Information Statement and FOI procedures for Annual Report	FOI Act 1992 – s.96	Salaries & Overheads	Annual (Sept)	Compliance / Legislative Risk	Medium	Records
Submit FOI Statistical Return to the OIC	FOI Act – s.111	Salaries & Overheads	Annual (June)	Compliance / Legislative Risk	Medium	Records
Process archive, retention, and disposal of records	State Records Act 2000	Salaries & Overheads	Ongoing / Sept audit	Technology / Cybersecurity Risk	Medium	Records
Administer and maintain EDRMS including classification and metadata	State Records Act 2000	Salaries & Overheads	Ongoing	Technology / Cybersecurity Risk	Medium	Records
Ensure compliance with Recordkeeping Plan (RKP) and legislation	State Records Act 2000; RKP	Salaries & Overheads	Ongoing	Compliance / Legislative Risk	Medium	Records
Maintain Council ICT infrastructure and software licensing (via contract)	Digital Continuity / Asset Management	Salaries & Overheads	Ongoing	Technology / Cybersecurity Risk	Medium	IT Contractor (Monitored by Records)
Manage and respond to internal ICT support requests	ICT Service Provision	Salaries & Overheads	Daily	Service Delivery Risk	Low	IT Contractor
Monitor backups and test recovery functionality	Disaster Recovery & Risk	Salaries & Overheads	Weekly	Asset / Infrastructure Risk	Medium	IT Contractor (Monitored by Records)
<b>18 – People &amp; Culture</b>						
Report to Council on Work Health and Safety matters	CEO KPI	Salaries & Overheads	Monthly	Compliance / Legislative Risk	Medium	HR
Monitor and complete staff reviews and development plans	CEO KPI	Salaries & Overheads	Annual (Mar–May)	Asset / Infrastructure Risk	Medium	HR
Maintain up-to-date Position Descriptions and training plans	Public Sector Management Act 1994 (WA)	Salaries & Overheads	Annual (Mar–May)	Strategic / Governance Risk	Medium	HR
Deliver inclusive employment training and resources	DAIP	Salaries & Overheads	Annual	Service Delivery Risk	Low	HR
Review Equal Employment Opportunity (EEO) Management Plan	Equal Opportunity Act 1984 (WA)	Salaries & Overheads	Every 4 years	Strategic / Governance Risk	Medium	HR
Deliver OSH refresher training	WHS Act 2020 (WA)	Salaries & Overheads	Annual (July)	Service Delivery Risk	Low	HR

## ANNUAL IMPLEMENTATION PLAN 2026/27

Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
Submit remuneration data to WALGA Survey	WALGA Request	Salaries & Overheads	Annual (Nov)	Technology / Cybersecurity Risk	Medium	HR
Conduct breathalyser calibration checks	WHS Compliance	Salaries & Overheads	Biannual	Asset / Infrastructure Risk	Medium	HR
Deliver manual handling training	WHS Act 2020 (WA)	Salaries & Overheads	Biannual	Service Delivery Risk	Low	HR
Inspect and restock First Aid kits and AEDs	WHS Obligations	Salaries & Overheads	Biannual	Service Delivery Risk	Low	HR
Deliver wellbeing campaigns and EAP awareness	Workforce Management Plan	Salaries & Overheads	Ongoing	Service Delivery Risk	Low	HR
Facilitate Accountability and Ethical Decision Making (AEDM) training to staff and Council	CEO KPI; Public Sector Commission; LG Rules Regs	Salaries & Overheads	Annual (July)	Service Delivery Risk	Low	HR
<b>19 – Governance &amp; Strategy</b>						
Maintain statutory registers (gifts, interests, delegations, tenders, complaints)	LG Act & Governance Regs	Salaries & Overheads	Ongoing	Compliance / Legislative Risk	Medium	Governance
Review and adopt the Corporate Business Plan (CBP)	IPR Framework – r.19DA	Salaries & Overheads	Annual (June)	Strategic / Governance Risk	Medium	Governance
Coordinate Strategic Community Plan (SCP) minor or major review	IPR Framework	Salaries & Overheads	Annual	Strategic / Governance Risk	Medium	Governance
Coordinate Annual Budget planning workshops and engagement	CEO KPI, Budget Process	Salaries & Overheads	Annual	Service Delivery Risk	Low	Governance
Coordinate preparation and adoption of the Annual Report	LG Act – s.5.53–5.55	Salaries & Overheads	Annual (Nov–Dec)	Compliance / Legislative Risk	Medium	Governance
Prepare and submit Statutory Compliance Audit Return (CAR)	Audit Regs – r.14–15	Salaries & Overheads	Annual (March)	Compliance / Legislative Risk	Medium	Governance
Monitor and update risk registers and internal audit tracking	LG Audit Regs r.17	Salaries & Overheads	Quarterly	Compliance / Legislative Risk	Medium	Governance
Submit Risk Dashboard Report to Audit & Risk Committee	Risk Oversight	Salaries & Overheads	Annual	Compliance / Legislative Risk	Medium	Governance
Effective Integrated Planning and Performance Reporting Processes	CEO KPI	Salaries & Overheads	Annual	Compliance / Legislative Risk	Medium	Governance and Corporate Performance

## ANNUAL IMPLEMENTATION PLAN 2026/27

Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
Review Delegations Register and present to Council	LG Act – s.5.46	Salaries & Overheads	Annual (June)	Strategic / Governance Risk	Medium	Governance
Review Authorised Officer Listing for legislative appointments	Various Acts	Salaries & Overheads	Annual (June)	Strategic / Governance Risk	Medium	Governance
Coordinate review of the Related Party Disclosure Policy	AASB 124	Salaries & Overheads	Annual (Sept)	Strategic / Governance Risk	Medium	Finance
Coordinate Local Law reviews and advertising	LG Act – Part 3	Salaries & Overheads	Ongoing	Strategic / Governance Risk	Medium	Office of CEO
Conduct internal feasibility studies for priority infrastructure	Annual Budget Workshops	Salaries & Overheads	Annual	Service Delivery Risk	Low	Development Services
Provide legal advice and governance support to the CEO	Governance	Salaries & Overheads	As required	Service Delivery Risk	Low	Office of CEO
Deliver Facilitate Accountability and Ethical Decision Making (AEDM) training to staff & Council	CEO KPI; Public Sector Commission; LG Conduct Regs	Salaries & Overheads	July Annual	Service Delivery Risk	Low	HR
Coordinate Shire-wide website content review for accuracy	LG Admin Reg 29C	Salaries & Overheads	Quarterly	Strategic / Governance Risk	Medium	Council & Executive Support
<b>20 – Executive &amp; Council Support</b>						
Conduct local government elections and manage statutory returns	Electoral compliance	Members of Council (Sch. 4)	Every 2 years	Compliance / Legislative Risk	Medium	Council & Executive Support
Coordinate Annual Financial Returns process	Statutory reporting	Salaries & Overheads	August Annual	Compliance / Legislative Risk	Medium	Council & Executive Support
Review Public Interest Disclosure Register	PID Act 2003	Salaries & Overheads	August Annual	Strategic / Governance Risk	Medium	Council & Executive Support
Review Terms of Reference (TOR) for Council Committees post-election	Governance compliance	Salaries & Overheads	Every 2 years	Strategic / Governance Risk	Medium	Council & Executive Support
Maintain and publish Complaints Register and include in Annual Report	LG Act 1995 – s.5.121	Salaries & Overheads	Quarterly	Compliance / Legislative Risk	Medium	Council & Executive Support
Coordinate Council Member training & report annually	LG Act – s.5.126A	Members of Council (Sch. 4)	Annual	Compliance / Legislative Risk	Medium	Council & Executive Support

## ANNUAL IMPLEMENTATION PLAN 2026/27

Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
Maintain and publish Elected Member attendance & allowance register	Operational Guideline 01	Members of Council (Sch. 4)	Quarterly	Service Delivery Risk	Low	Council & Executive Support
Coordinate Council meetings, agendas, and minutes	Governance compliance	Members of Council (Sch. 4)	Monthly	Service Delivery Risk	Low	Council & Executive Support
Maintain Council Members' subscriptions and memberships register	Transparency & accountability	Members of Council (Sch. 4)	Annual	Service Delivery Risk	Low	Council & Executive Support
Provide administrative and procedural support to CEO and Elected Members	Executive governance	Salaries & Overheads	Ongoing	Service Delivery Risk	Low	Council & Executive Support
Annual binding of Council meeting minutes	Recordkeeping compliance	Members of Council (Sch. 4)	Annual	Service Delivery Risk	Low	Council & Executive Support
Coordinate catering for Council meetings	Governance & operations	Members of Council (Sch. 4)	Monthly	Service Delivery Risk	Low	Council & Executive Support
Coordinate Australia Day Awards process	Community recognition	Salaries & Overheads	Annual	Service Delivery Risk	Low	Council & Executive Support
Maintain Council Chambers – facility upkeep	Facility readiness	Members of Council (Sch. 4)	Annual	Service Delivery Risk	Low	Building Maintenance
Coordinate all civic functions	Civic & ceremonial responsibilities	Members of Council (Sch. 4)	Annual	Service Delivery Risk	Low	Executive & Council Support
Review Council Agenda Report Template	CEO KPI	Salaries & Overheads	Annual	Compliance / Legislative Risk	Medium	Council & Executive Support
Advise Council of changes to relevant legislation	CEO KPI	Salaries & Overheads	Annual	Service Delivery Risk	Low	Council & Executive Support
Report on outstanding Council resolutions	CEO KPI	Salaries & Overheads	Annual	Compliance / Legislative Risk	Medium	Council & Executive Support
Update the Local Government Directory	Administrative accuracy	Salaries & Overheads	Annual	Strategic / Governance Risk	Medium	Council & Executive Support
Prepare Annual Meeting Schedule and advertise OCM dates	LG Act s.5.25(1)(g)	Salaries & Overheads	Annual (Nov)	Service Delivery Risk	Low	Council & Executive Support
Coordinate Annual Electors Meeting post-adoption of Annual Report	LG Act s.5.27–5.29	Salaries & Overheads	Annual	Compliance / Legislative Risk	Medium	Council & Executive Support
Maintain tender register and procurement documentation	LG Regs (F&G)	Salaries & Overheads	Ongoing	Financial Risk	Medium	Council & Executive Support

## ANNUAL IMPLEMENTATION PLAN 2026/27

Deliverable	Alignment	Budget Program	Frequency	Risk Category	Risk Level	Responsibility
Update Shire listing in WALGA Local Government Directory	WALGA Request	Salaries & Overheads	Annual (Sept)	Strategic / Governance Risk	Medium	Council Support