



**CHIEF EXECUTIVE OFFICER ATTACHMENTS
ORDINARY MEETING OF COUNCIL
WEDNESDAY 19 JUNE 2024**

REPORT NUMBER	REPORT TITLE AND ATTACHMENT DESCRIPTION	PAGE NUMBER(S)
CEO01 – 06/24	Work Health and Safety Statistics Report – May 2024 Attachments 1. WHS Statistics Report – May 2024	1 – 2
CEO03 – 06/24	2024 Organisation Culture Survey Results Attachments 1. Results of the 2024 Organisation Culture Survey with comparisons to the 2021 Organisation Culture Survey Results	3 – 14
CEO04 – 06/24	2024-2034 Strategic Community Plan Attachments 1. 2024-2034 Strategic Community Plan	15 – 35
CEO05 – 06/24	Corporate Business Plan 2024/25-2027/28 Attachments 1. 2024/25-2027/28 Corporate Business Plan	36 – 85

WORK HEALTH SAFETY REPORTING – MAY 2024

COUNCIL KPI'S – MONTHLY REPORT – WORK, HEALTH AND SAFETY

Fourth Quarter - May 2024

Reporting month	Drug tests performed	Alcohol tests performed	Positive drug test and bac exceedance	Workers' compensation claims	Current workers compensation claims	Near misses and incident	Medically treated injuries	Restricted work injuries	Lost time injuries
May	12	20	1	0	2	3	1	1	2

Note: Positive reading due to Medication

NEAR MISS, INCIDENT AND DAMAGE REPORT

Incident	Date	Department and Location	Type	Description	Outcome
209	15/05/2024	Technical Services	Injury	Damage to Leg, log dropped on leg	Doctors Appointment
210	15/05/2024	Technical Services	Injury	Thumb stuck between log and side of truck	Iced
211	17/05/2024	Technical Services	Incident	Staff member felt unwell and short of breath	Attended hospital via Ambulance

WHS TRAINING AND DEVELOPMENT

Date	Training	Training Organisation
24/05/2024	Chainsaw Training	APlus Training
28/05/2024	Mulcher and Chipper training	APlus Training
05/2024	Mental Health Training (6 Staff Members)	Happy Heads
31/05/2024	Traffic Management Refresher	Kelyn Training
05/2024	First aid training	Time Critical

SITE INSPECTIONS

Date	Area	Person conducting inspection
05/2024	Fire stations – Bindoon, Lower Chittering and Upper Chittering	WHS Officer
05/2024	Annual Inspections - Community Halls, Fire stations and Amenities	Building Coordinator and Facilities Officer
05/2024	DAIP inspections – Community Halls, Fire stations and Amenities	Building Coordinator and Facilities Officer

SAFETY OBSERVATIONS

Date	Area	Person conducting inspection
05/2024	Administration Office – strip in ceiling	Building Coordinator



Overall Group 2021 vs. Overall Group 2024

Shire of Chittering 2024

Prepared by
Barrett Values Centre
May 2024

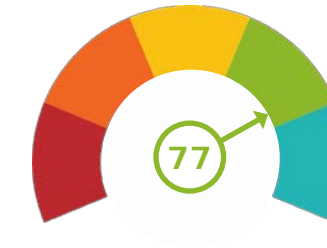
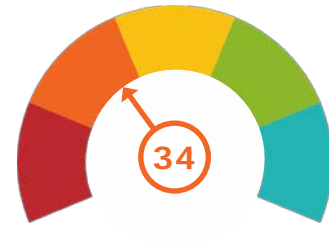
Cultural Comparison Summary

Overall Group 2021 vs. Overall Group 2024

Overall Group 2021
44 Participants

Overall Group 2024
44 Participants

Culture Score



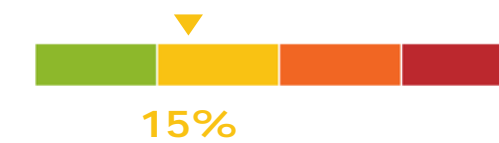
Personal/Current Culture Matches



Current/Desired Culture Matches

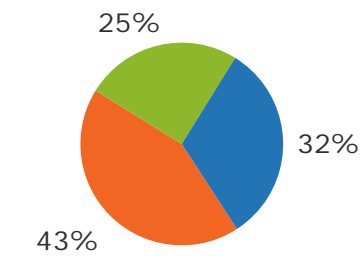
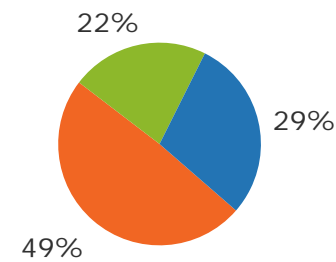


Cultural Entropy®



Balance Index

- Foundation
- Evolution
- Impact



Comparison of Personal Values

Overall Group 2021 vs. Overall Group 2024

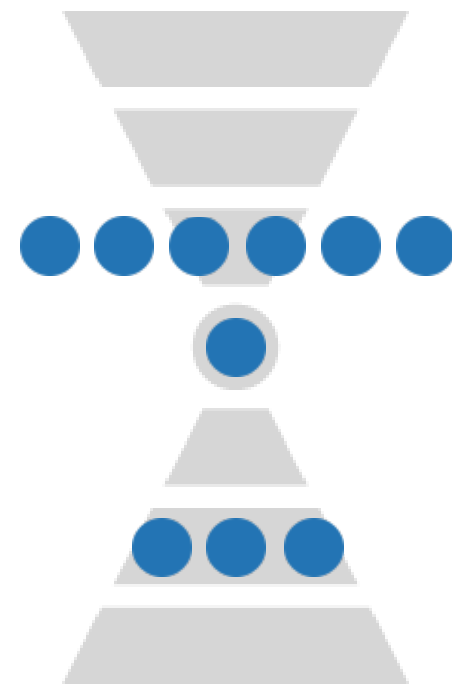
- 7 Contribution
- 6 Collaboration
- 5 Alignment
- 4 Evolution
- 3 Performance
- 2 Relationships
- 1 Viability

Positive/Potentially Limiting

- I Individual
- R Relationship
- S Societal

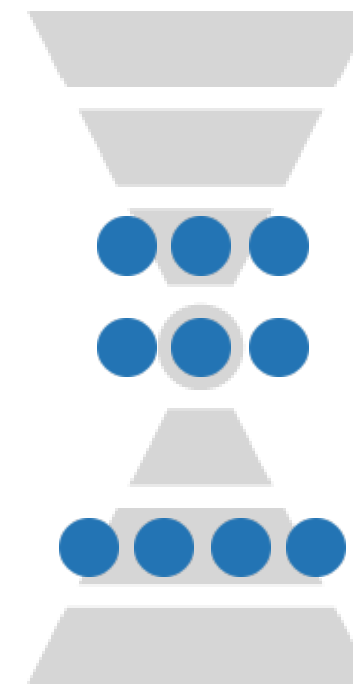
- Positive Value
- Potentially Limiting

Overall Group 2021
44 Participants



I R S = 4-6-0
 I R S = 0-0-0

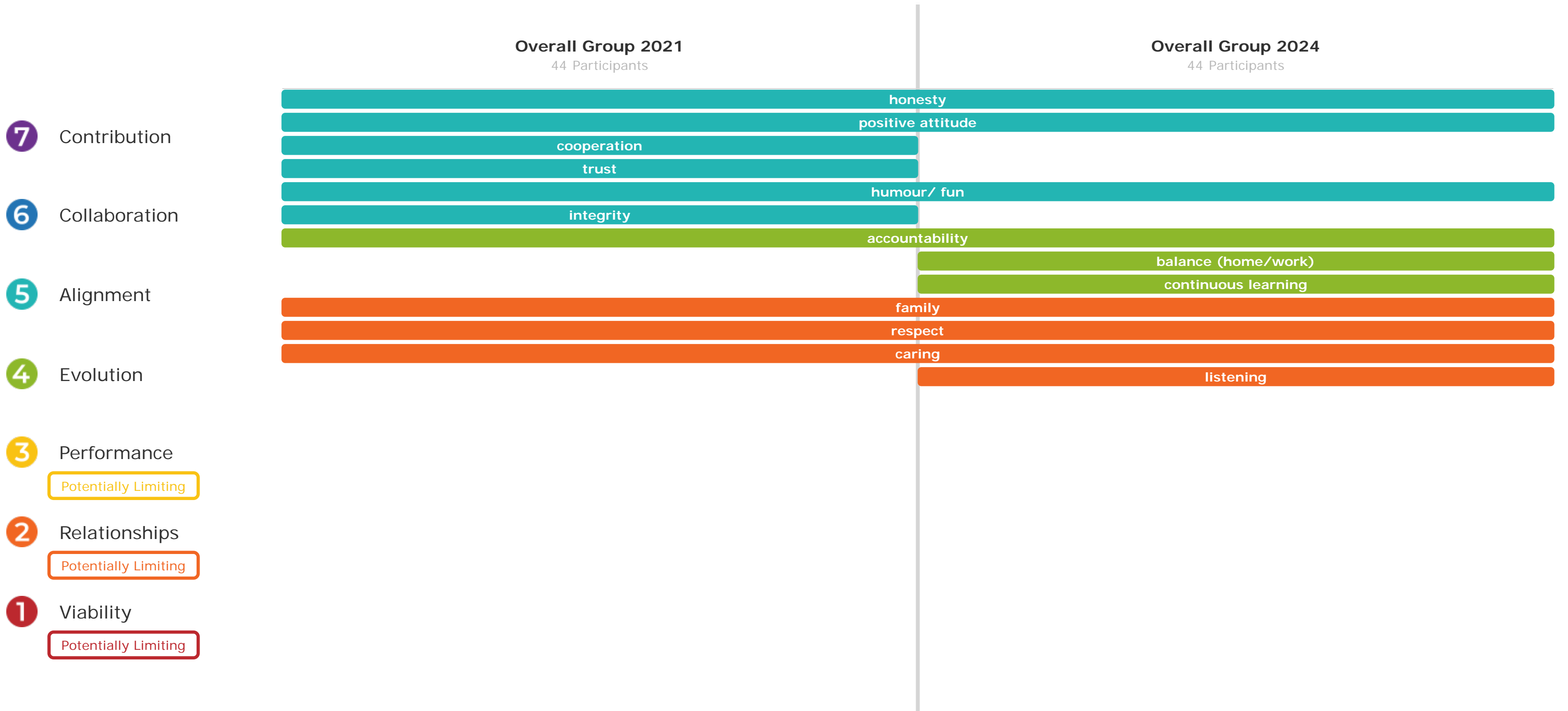
Overall Group 2024
44 Participants



I R S = 5-5-0
 I R S = 0-0-0

Comparison of Personal Values

Overall Group 2021 vs. Overall Group 2024



Potentially Limiting

Potentially Limiting

Potentially Limiting

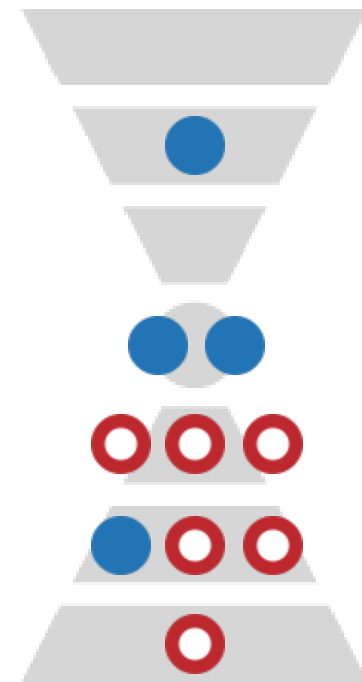
Comparison of Current Culture Values

- 7 Contribution
- 6 Collaboration
- 5 Alignment
- 4 Evolution
- 3 Performance
- 2 Relationships
- 1 Viability

Positive/**Potentially Limiting**

- I Individual
- R Relationship
- O Organisational
- S Societal
- Positive Value
- Potentially Limiting

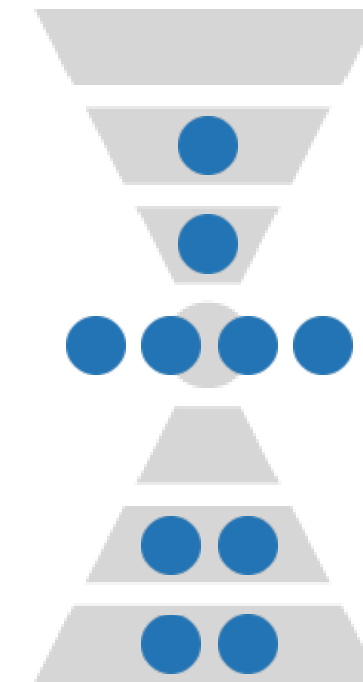
Overall Group 2021
44 Participants



(I)(R)(O)(S) = 0-1-2-1
 (I)(R)(O)(S) = 0-2-4-0

Overall Group 2021 vs. Overall Group 2024

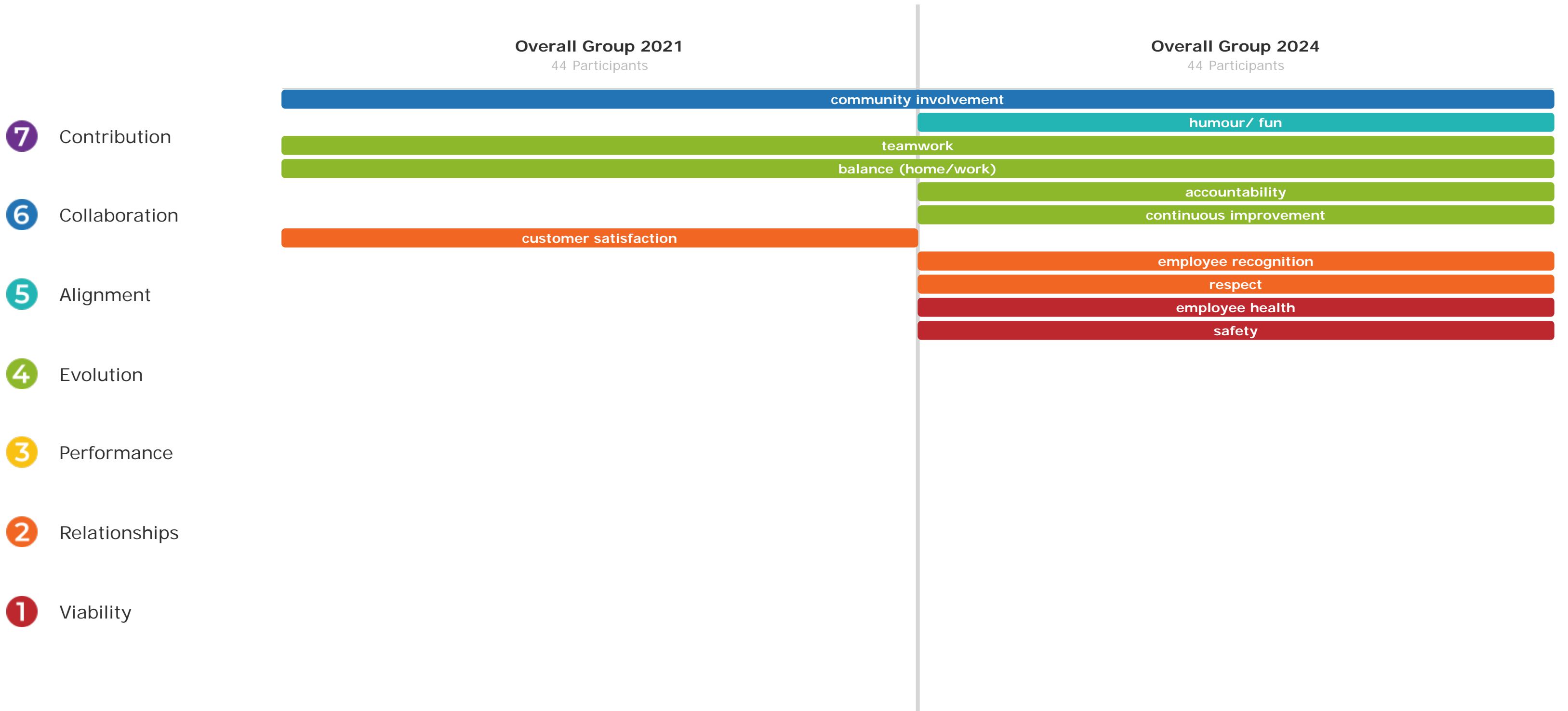
Overall Group 2024
44 Participants



(I)(R)(O)(S) = 0-4-5-1
 (I)(R)(O)(S) = 0-0-0-0

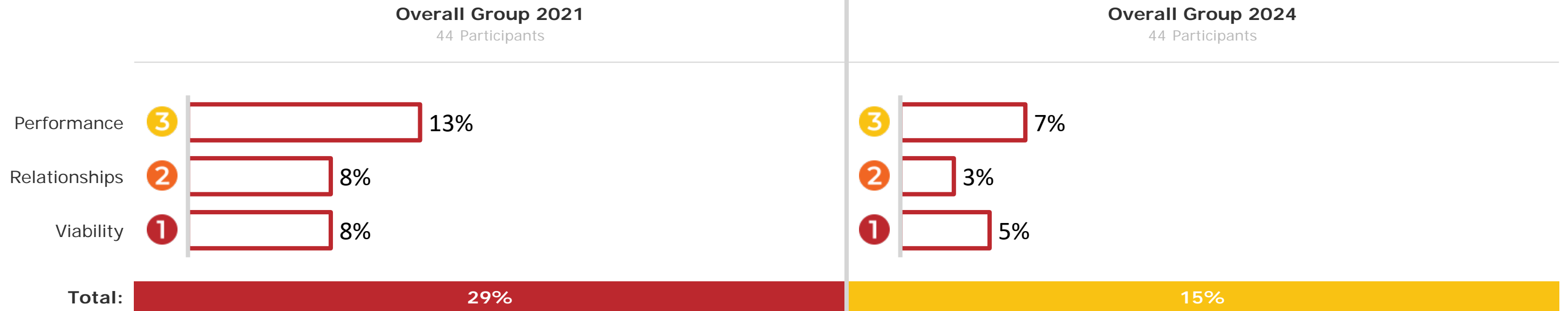
Comparison of Current Culture Values

Overall Group 2021 vs. Overall Group 2024



Cultural Entropy®

Overall Group 2021 vs. Overall Group 2024



Top Values: Potentially Limiting

VALUE	VOTES%	LEVEL
confusion	32%	3
silos mentality	27%	3
bureaucracy	25%	3
blame	30%	2
conflict avoidance	27%	2
cost reduction	32%	1

Top Values: Potentially Limiting

NONE

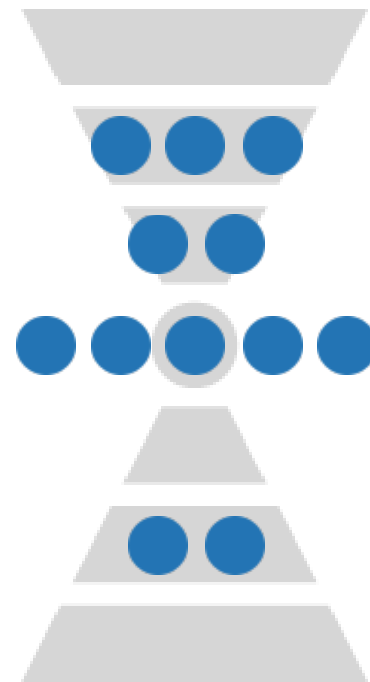


Comparison of Desired Culture Values

Overall Group 2021 vs. Overall Group 2024

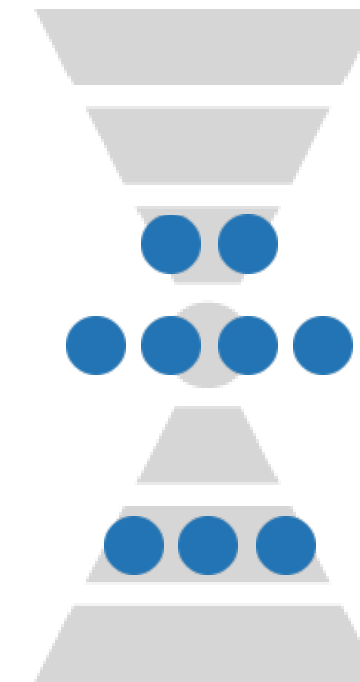
- 7 Contribution
- 6 Collaboration
- 5 Alignment
- 4 Evolution
- 3 Performance
- 2 Relationships
- 1 Viability

Overall Group 2021
44 Participants



(I)(R)(O)(S) = 2-6-3-1
 (I)(R)(O)(S) = 0-0-0-0

Overall Group 2024
44 Participants



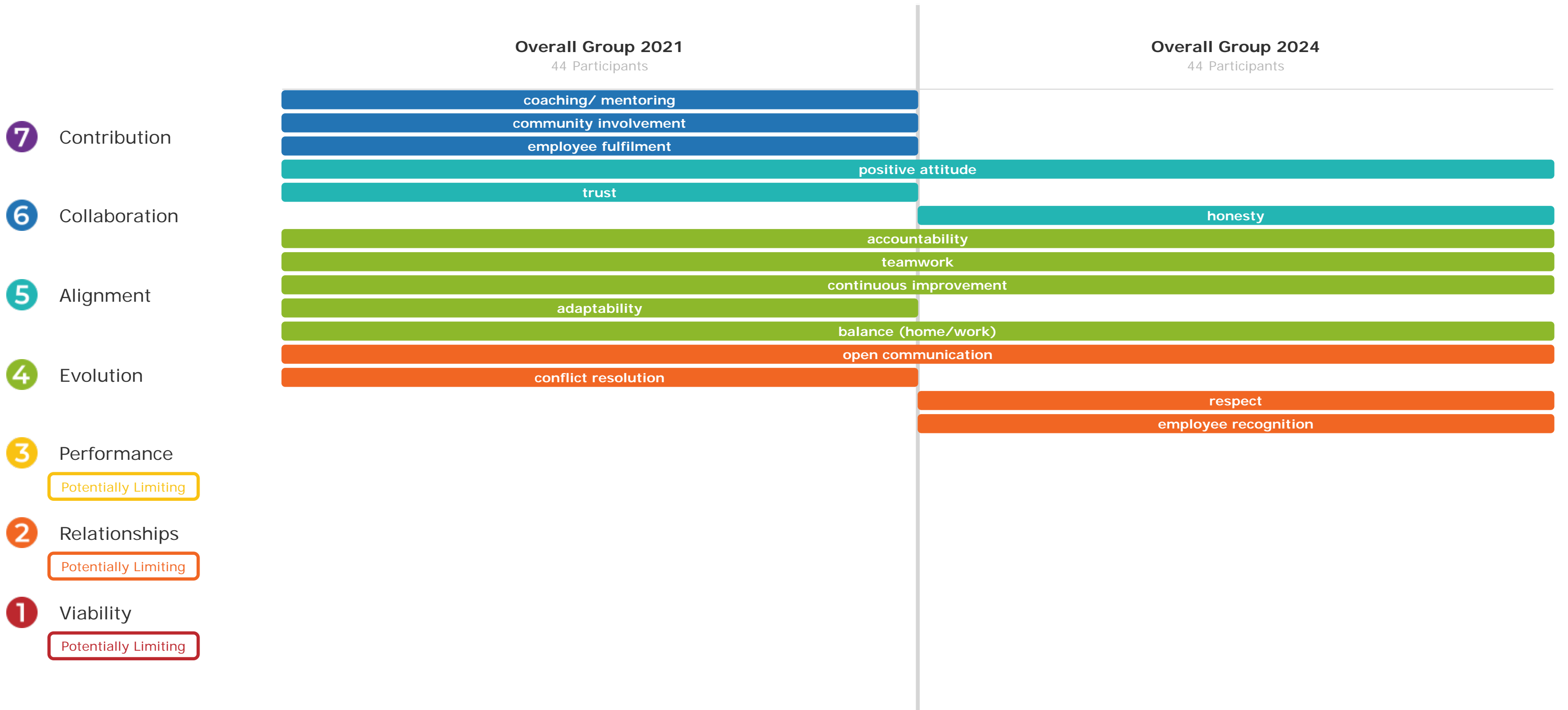
(I)(R)(O)(S) = 2-5-2-0
 (I)(R)(O)(S) = 0-0-0-0

Positive/**Potentially Limiting**

- (I) Individual
- (R) Relationship
- (O) Organisational
- (S) Societal
- Positive Value
- Potentially Limiting

Comparison of Desired Culture Values

Overall Group 2021 vs. Overall Group 2024



Values Matches

Overall Group 2021 vs. Overall Group 2024

Overall Group 2021
44 Participants

Overall Group 2024
44 Participants

Personal & Current Culture Matches:

0

4

- 4+ Very Good
- 3 Good
- 2 Fair
- 1 Poor
- 0 Very Poor

accountability
balance (home/work)
humour/ fun
respect

Current & Desired Culture Matches:

3

6

- 7+ Very Good
- 5-6 Good
- 3-4 Fair
- 1-2 Poor
- 0 Very Poor

balance (home/work)
community involvement
teamwork

accountability
balance (home/work)
continuous improvement
employee recognition
respect
teamwork

Balance Index

Overall Group 2021 vs. Overall Group 2024

Overall Group 2021
44 Participants

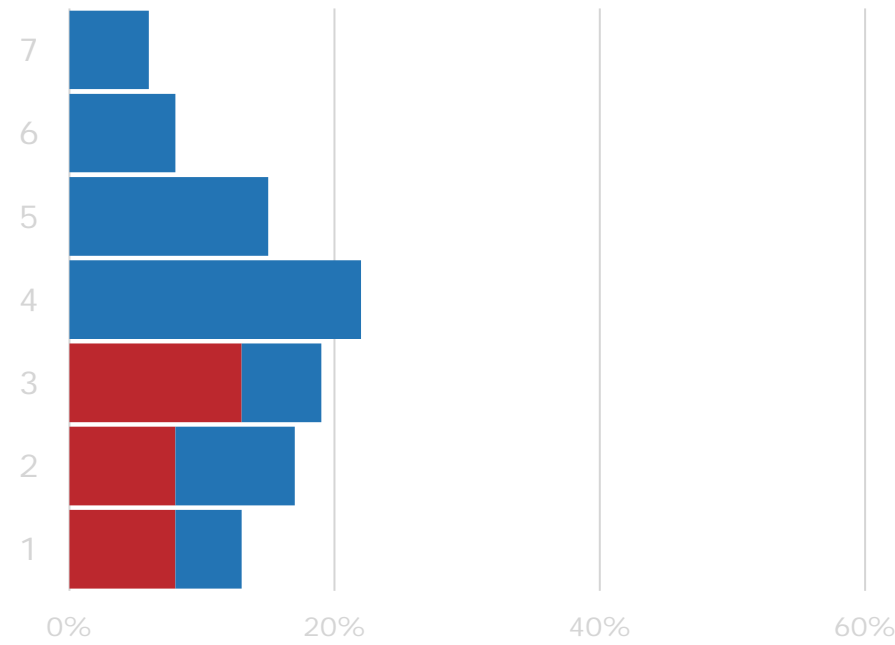
Overall Group 2024
44 Participants

Current Culture

Impact 29%

Evolution 22%

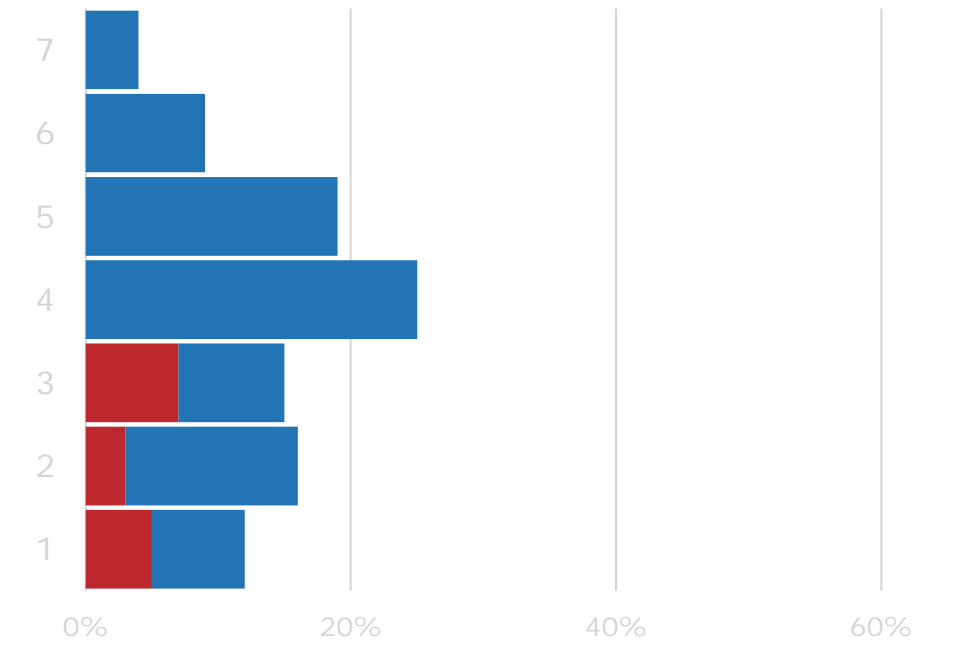
Foundation 49%



32%

25%

43%

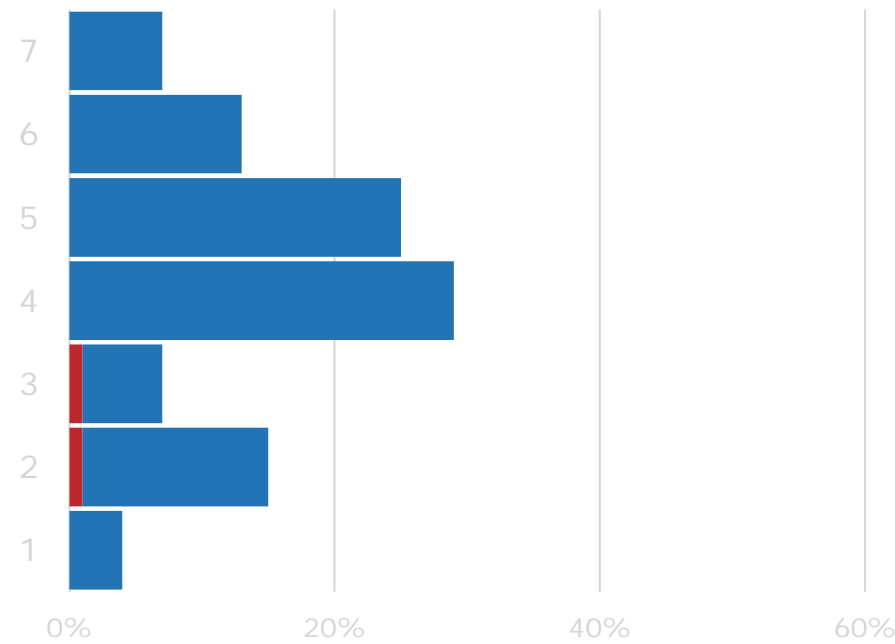


Desired Culture

Impact 45%

Evolution 29%

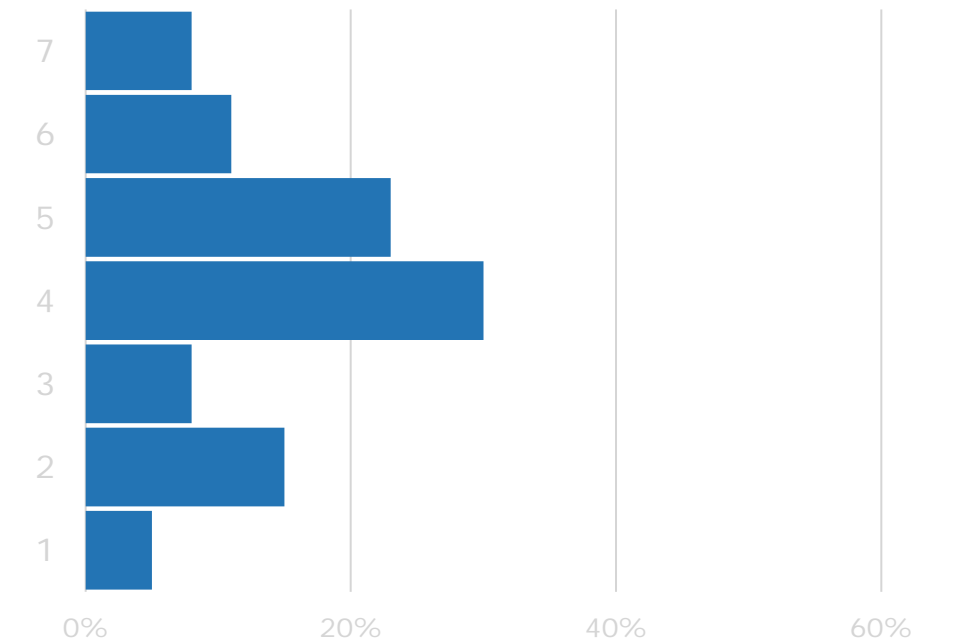
Foundation 26%



42%

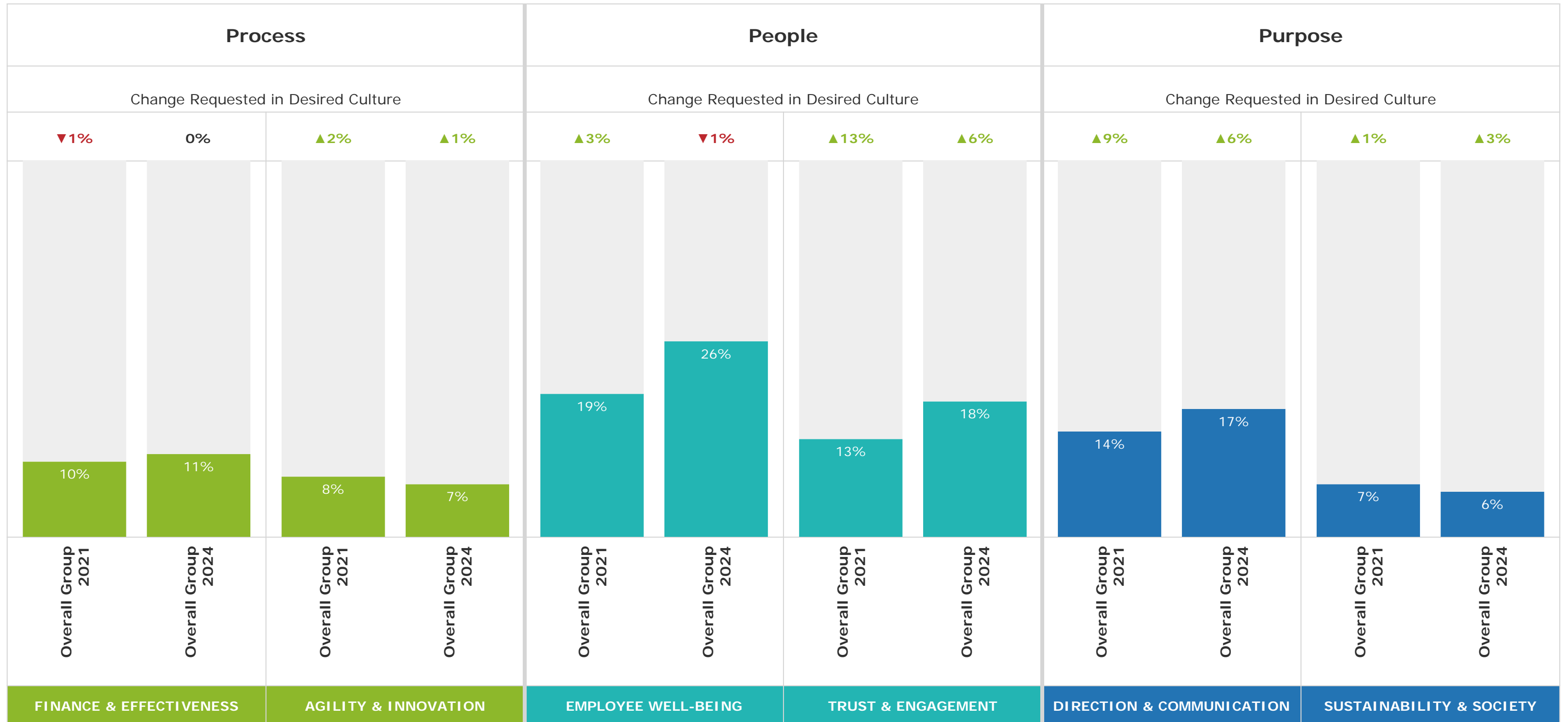
30%

28%



Organisational Perspectives – Current Culture

Overall Group 2021 vs. Overall Group 2024



Adopted by Council:



TABLE OF CONTENTS

Introduction	4
A Message From The President	5
About Our Shire	6
Our Council	8
Our Key Stakeholders	9
Our Community Input	10
Our 10-Year Outlook	11
Our shared vision	11
Our values	11
Community Aspirations	11
Council Strategic Objectives	17
Strategic Roadmap: Achieving Our Long-Term Vision	18
Long Term Financial Plan Projects	20
Implementing Our Strategic Community Plan	20

ACKNOWLEDGEMENT OF COUNTRY

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



INTRODUCTION

The Local Government Act mandates that local governments in Western Australia create a Strategic Community Plan (SCP). The SCP serves as a roadmap for our Shire's future and outlines the long-term vision, values, aspirations, and priorities for the community.

Regular reviews are essential to keep the plan relevant. A full review occurs every four years, while a desktop (minor) review happens every two years. The most recent full review took place during 2021/22 and was formally adopted by the Council in June 2022. The 2021/22 review involved robust community consultation. In-person forums, feedback sessions, and surveys allowed residents to contribute their aspirations and concerns.

This review, a desktop study (minor review) builds upon the 2022 findings, ensuring alignment with the community aspirations. By simplifying the alignment of community aspirations and council priorities, the Shire aims to work collaboratively toward achieving their shared vision.

The next major review is planned for 2025/26 which will include a robust community engagement process.



A MESSAGE FROM THE PRESIDENT



Dear Residents and Community Members,

I'm fortunate to share the Shire of Chittering's plan for the next decade with you – both as a member of Council, and as a fellow resident who calls Chittering home. Our community thrives on diversity, with various rural neighbourhoods coming together to form a community-focused, nature-loving whole.

Where We Stand

Let's appreciate our diverse demographics. With over 5,900 residents spread across 1,220 square kilometers, we're more than just numbers—we're families, friends and members of a community that cares for each other and our rural amenities. Our townships—Bindoon, Muchea, and Wannamal—along with the localities of Upper Chittering, Lower Chittering, and Mooliabeenee, form the heart of our Shire. Our aim with the plan is to incorporate as many aspects as possible to service all of our residents.

Our Strengths

Our demographics reflect resilience, wealth, and family values. With a median age of 44, we're relatively young, and our weekly income reflects our prosperity. Families cherish their spacious homes and multiple vehicles, and more families are settling in our Shire. A growing Shire is a reflection of prosperity and provides us with more opportunities to make use of our well-intentioned volunteers to assist with protecting our community against fires, support our elderly residents, and help build a tighter community.

A Shared Vision

Beyond demographics, we share a commitment outlined in our Strategic Community Plan, guiding us toward community well-being, sustainable environments, economic growth, and strong governance. As President, I commit to listening, collaborating, and maintaining transparency.

The Road Ahead

As we move forward, let's celebrate our uniqueness, honour our past, and embrace our future. Our Shire is more than just land—it's a living, breathing community where dreams take root and flourish.

Thank you for being part of our story. Let's work together to make Chittering shine brighter with each passing year.

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

Aaron King
PRESIDENT

ABOUT OUR SHIRE

The Shire of Chittering is one of 137 local governments in Western Australia, located 55kms north of Perth, covering an area of 1,222km², and stretching over 65km from north to south, Chittering is diverse in its offerings. The Shire services the townsites of Bindoon, Muchea, and historic Wannamal along with the localities of Mooliabeenee, Chittering and Lower Chittering. The Shire has easy access to the neighbouring rural shires of Gingin, Toodyay, York, Northam, Beverley, Goomalling, Victoria Plains and Australia’s only monastic town, New Norcia.

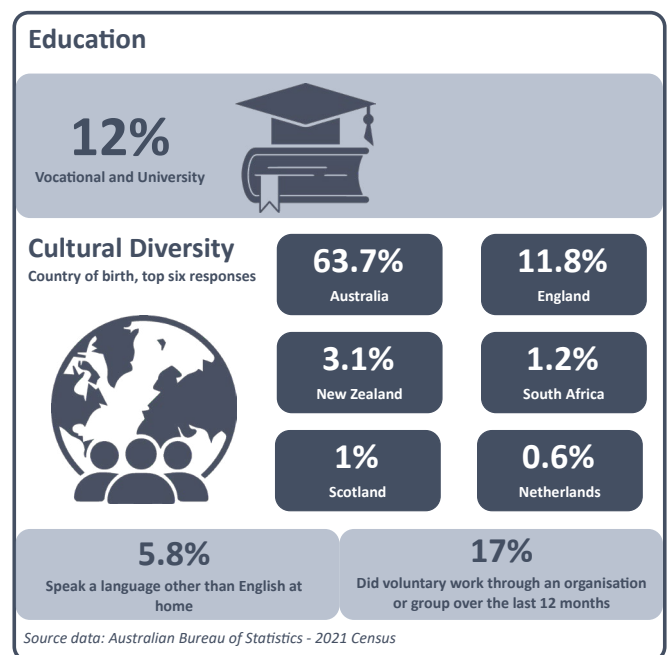
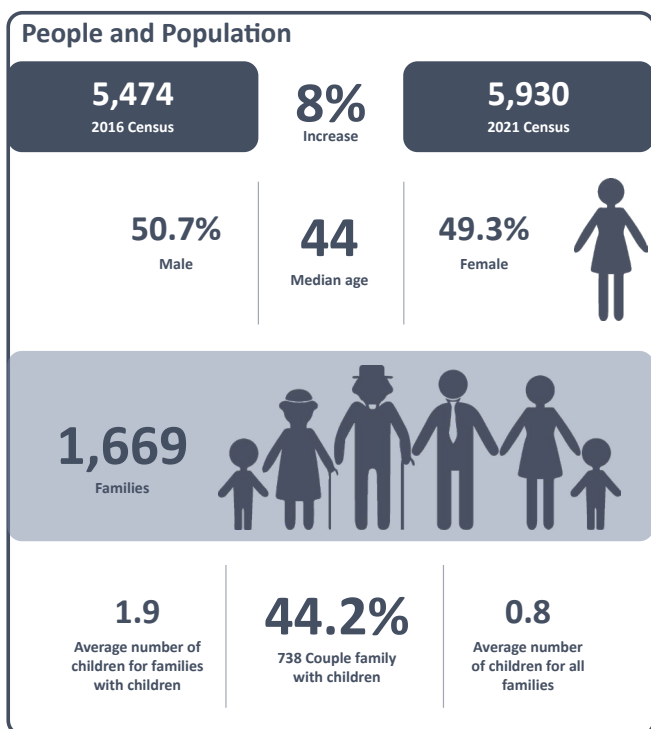
With a unique landscape of large areas of untouched bushland, state forest, wetlands, and industrial and commercial estates, the Shire is a wonderful place to visit and an ideal place to live. Its strong natural and physical assets in topography, flora, fauna, and

strategic location provide attractive features for treechangers, visitors and future business growth. The Shire has approximately 5,930 residents residing in the area (as per 2021 ABS).

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

OUR COMMUNITY

Adjoining the north-east boundary of the Perth Metropolitan region, Chittering enjoys some of the highest rates of peri-urban population growth in Western Australia. Between 2009 and 2021 Chittering’s population increased by over 41% to 5,930 residents and is on track to reach over 7,000 by 2031 (WA Tomorrow Population Report, REMPLAN).



ABOUT OUR SHIRE

OUR ECONOMY


Chittering’s Gross Regional Product, its measure of wealth generated by the local economy, has grown in line with our population expansions, from \$250m in 2011 to \$397m in 2019 (Economy.id, REMPLAN). The local economy is based on broadacre farming, orchards and small rural blocks that offers a semi-rural lifestyle. There is limited industry, being extractive industry operations (gravel, clay and sand), the State livestock yards (WAMIA), mineral sands processing (Tronox), nurseries, Bindoon Bakehaus and Café, Chittering Tourism, viticulture and wineries, and other small businesses.

Our Industry

Agriculture 19.9% of GRP <small>23.5% of total jobs within the region</small>	Mining 15.5% of GRP <small>6.8% of total jobs within the region</small>	Construction 15.4% of GRP <small>14.2% of total jobs within the region</small>
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*Note that most of these jobs are fijos in locations outside of the Shire.

Our Emerging Industries



Transport and Logistics

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



Tourism

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

Source: RDA Wheatbelt Tourism Briefing Paper 2021.



OUR COUNCIL

The Shire of Chittering consists of popularly elected members (seven) who are elected for a four-year term. Elections are held every two years, at which half the seats are contested. Council governs the Shire's affairs, monitors the performance of its functions, and is responsible for allocating finances and resources. Council also determines and reviews the Shire's policies, plans and other statutory documents.



President Cr Aaron King

Term expires October 2025

President since October 2021

Elected Member since October 2021

Email: crking@chittering.wa.gov.au



Cr Mary Angus

Term expires October 2027

Deputy President since October 2021

Elected Member since October 2016

Email: crangus@chittering.wa.gov.au



Cr Carmel Ross

Term expires October 2025

Elected Member since October 2017

Email: cross@chittering.wa.gov.au



Cr Mark Campbell

Term expires October 2027

Elected Member since February 2021

Email: crcampbell@chittering.wa.gov.au



Cr John Curtis

Term expires October 2027

Elected Member since October 2019

Email: crcurtis@chittering.wa.gov.au



Cr Kylie Hughes

Term expires October 2027

Elected Member since October 2019

Email: cruhughes@chittering.wa.gov.au



Cr David Dewar

Term expires October 2025

Elected Member since October 2021

Email: crdewar@chittering.wa.gov.au

OUR KEY STAKEHOLDERS

We have strong relationships with our diverse community stakeholder groups who regularly participate and contribute to how decisions are being made.

The following tables describe our key stakeholders and why we engage with them:

Ratepayers and Residents	Council Members	Community Interest Groups
Why do we value these stakeholder relationships?		
Our ratepayers and residents are our biggest priority as we plan for the future and deliver services, aligned to our community aspirations.	Council Members are elected by our community and provide us with valuable feedback from various community groups.	Community interest groups assist us with topic related insights that are seen as important to our local community.
What do we want to achieve from the engagement?		
To have an engaged and informed community that feels valued, with access to a variety of communication and engagement channels.	To work towards one vision with open and transparent engagement processes to ensure results driven decisions are made, aligned to the strategic direction.	To listen to our community interest group members, provide feedback and realign our approach where possible.
How do we measure success of the engagement?		
An increase in our community and customer service satisfaction levels.	Council decisions are based on results driven information that are available for their view within relevant timeframes.	Our various interest groups are satisfied with the various engagement channels and that their voice is listened to and considered in decision-making.

Business	Industry Associations and Peak Bodies	Government
Why do we value these stakeholder relationships?		
Our businesses operating within the Shire are key to our local economy and the creation of local jobs.	These groups are valuable as they assist us with industry specific requirements and trends.	Their assistance and guidance on policy development and legislative requirements are valuable as well as their role in future funding opportunities.
What do we want to achieve from the engagement?		
To provide guidance and assistance to all local businesses, a successful communication platform to inform businesses on key information to assist in development and growth.	We are able to use the industry specific information to help shape the way we provide services or deliver programs aligned to these industries.	To develop strong partnerships and networks to support our community with the provision of funding towards community programs and project initiatives.
How do we measure success of the engagement?		
An increase in our community and customer service satisfaction levels.	We have a collaborative approach and are able to draw from their expertise for future planning as well as on an operational project delivery level.	Successful delivery of the projects and programs within the relevant deadlines and at a satisfactory level.

OUR COMMUNITY INPUT

The community engagement process was part of the major review of the SCP in 2021. The next major review is scheduled for 2025/26 and will also involve robust community engagement.

The last engagement was undertaken via in-person community forums, feedback sessions and physical and online surveys.

Engagement methods used

Community Forums:

Held in person, these forums allowed community members to share ideas and aspirations for their community and the Shire.

Focus Sessions with Students:

Three sessions conducted with students from local schools and youth groups to ensure their input.

Surveys:

Two surveys—one aligned with Community Forum questions and another related to Shire services—were conducted both online and in printed form.

Digital Forum Trial:

Tested a 'digital forum' concept using the Shire's 'Have Your Say' Facebook page, allowing flexible engagement.

Feedback Collection:

- Attendees actively participated in Community Forums.
- Students provided age-appropriate feedback during Focus Sessions.
- Surveys gathered input on community vision and satisfaction with services.
- The digital forum trial received positive feedback but no substantial responses.

In summary, the Shire engaged with residents through various channels, ensuring their voices shape the community's future.



OUR 10-YEAR OUTLOOK

Our long-term vision and community aspirations are an outcome of the major review of the SCP adopted in June 2022. The community engagement for the major review of our SCP was undertaken through in-person community forums, feedback sessions and physical and online surveys.

Our vision reflects a future where people & the environment coexist in a mutually beneficial relationship, creating a sustainable & resilient way of life for generations to come.

Our shared vision

Prosperous & diverse rural communities living in harmony with nature.

How we will achieve our vision?

Through targeted initiatives and collaborative efforts, we will work towards creating a community that fosters belonging, resilience, and opportunity for all.

Our values

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

Positive Attitude

Respect

Accountability

Teamwork

Community Engagement Themes



COMMUNITY



NATURAL ENVIRONMENT



BUILT ENVIRONMENT



ECONOMY



ADMINISTRATION AND GOVERNANCE

The engagement process during the 2022 major review was based on the above five themes that played a part in identifying the aspirations of our community.

Community Aspiration 1:



Inclusive, Active, and Resilient Community.

Community Aspiration 2:



Sustainable and Environmentally-Responsible Future

Community Aspiration 3:



Balance Between Development and Conservation.

Community Aspiration 4:



Stimulate Sustainable Economic Growth.

Community Aspiration 5



Council Accountability and Transparency.

COMMUNITY ASPIRATION 1

Inclusive, Active, and Resilient Community.

Achieving the aspiration of evolving into an inclusive, active, and resilient community where every member feels safe, valued, supported, and empowered to thrive requires a multifaceted approach that addresses various aspects of community life. Here's how we can achieve this:

Strategy 5.1

Enhancing Accountability & Transparency

Implementing measures to enhance accountability and transparency in council operations, including regular reporting of financial expenditures, open meetings, and public disclosure of decision-making processes. This includes ensuring that council meetings, agendas, and financial reports are easily accessible to residents and stakeholders.

Strategy 5.2

Responsible Financial Management

Adopting responsible financial management practices, including budgeting, expenditure tracking, and fiscal oversight. This involves developing long-term financial plans, maintaining balanced budgets, and implementing internal controls to safeguard public funds.

Strategy 5.3

Community Engagement and Participation

Creating opportunities for residents and stakeholders to actively participate in the decision-making process and provide input on key issues affecting the Shire. Encourage active participation and provide platforms to voice their opinions. This includes hosting public forums, town hall meetings, and consultation sessions to gather feedback and ideas from the community.

Strategy 5.4

Building Trust & Transparency

Fostering a culture of trust and transparency between the Council and the community through open communication, accountability measures, and responsive governance. This includes actively listening to community concerns, addressing feedback, and being transparent about decision-making processes and outcomes.

Strategy 5.5

Collaborative Decision-Making

Engaging in collaborative decision-making processes that involve residents, stakeholders, and relevant community groups. This includes forming advisory committees, task forces, and working groups to tackle specific issues and develop solutions in partnership with the community.

Strategy 5.6

Continuous Improvement & Evaluation

Measuring the impact and adjusting our strategies through continuously evaluating and improving council practices, policies, and procedures to ensure accountability, transparency, and effectiveness. This includes soliciting feedback from residents and stakeholders, conducting regular performance reviews, and implementing recommendations for improvement.

Through ongoing commitment and dedication to these Strategies, and working collaboratively with community stakeholders, local organisations and agencies, we can truly evolve into the inclusive, active, and resilient community we aspire to be.

COMMUNITY ASPIRATION 2

Sustainable and Environmentally-Responsible Future.

Achieving a more sustainable and environmentally-responsible future, while preserving natural resources and ecosystems for current and future generations, requires a concerted effort across multiple fronts. Here's how we can work towards achieving this:

Strategy 2.1

Promoting Sustainable Practices

Implementing policies, regulations, and incentives that encourage sustainable practices in areas such as energy usage, waste management, transportation, agriculture, and construction. This includes promoting renewable energy sources, reducing greenhouse gas emissions, promoting recycling and waste reduction, and implementing green building standards.

Strategy 2.2

Conservation and Preservation

Establishing protected areas, conservation easements, and sustainable land management practices to safeguard natural habitats, biodiversity, and ecosystems. This involves preserving critical habitats, preventing deforestation, protecting waterways and wetlands, and promoting sustainable forestry and agriculture practices.

Strategy 2.3

Environmental Education and Awareness

Educating and raising awareness among community members about the importance of environmental conservation and sustainability. This includes providing environmental education programs in

schools, organizing community workshops and events, and leveraging media and communication channels to promote environmental stewardship and behaviour change.

Strategy 2.4

Resource Management & Planning

Adopting integrated resource management approaches and land-use planning strategies that prioritize conservation, resilience, and sustainable development. This involves conducting environmental impact assessments, incorporating climate change considerations into planning processes, and promoting smart growth and compact development to minimize urban sprawl and habitat fragmentation.

Strategy 2.5

Conservation and Habitat Preservation

Implementing conservation measures and habitat restoration initiatives to protect biodiversity, natural resources, and ecosystems. This includes establishing protected areas, conservation easements, and wildlife corridors, and implementing habitat restoration projects to enhance ecosystem health and resilience.

By adopting a holistic approach that integrates these strategies and engages stakeholders at all levels, we can work towards creating a more sustainable and environmentally-responsible future, ensuring that natural resources and ecosystems are preserved for the well-being and enjoyment of current and future generations.

COMMUNITY ASPIRATION 3

Balance Between Development and Conservation.

Achieving a balance between development and conservation, while simultaneously enhancing infrastructure, town aesthetics, and recreational opportunities, requires a thoughtful and integrated approach that considers the needs of both present and future generations. Here's how we can work towards achieving this goal:

Strategy 3.1

Integrated Planning & Design

Adopting integrated land-use planning and design principles that prioritise both development and conservation goals. This involves identifying and protecting ecologically sensitive areas, green spaces, and natural habitats while allocating suitable areas for development and infrastructure enhancement.

Strategy 3.2

Smart Growth and Sustainability Development

Promoting smart growth strategies that prioritise compact, mixed-use development, and infill projects to minimize urban sprawl and preserve open space. Implementing sustainable development practices such as green building standards, energy-efficient infrastructure, and low-impact development techniques to reduce environmental footprint and promote resilience.

Strategy 3.3

Infrastructure Investment & Enhancement

Investing in infrastructure upgrades and enhancements that improve connectivity, accessibility, and quality of life for residents while minimising environmental impact. This includes

upgrading roads, bridges, and transportation networks, expanding public transit options, and investing in green infrastructure such as parks and trails.

Strategy 3.4

Country Charm & Rural Design

Elevating the visual appeal and character of our rural communities through detailed design, streetscape enhancements, and place-making endeavours. This encompasses the preservation of historic landmarks, the celebration of architectural diversity, and the integration of landscaping, public art, and streetscape amenities to craft charming and welcoming public spaces that embody the essence of our country lifestyle.

Strategy 3.5

Recreation Opportunities for All

Providing diverse and accessible recreational opportunities that cater to the needs and interests of all community members. This includes developing parks, greenways, and recreational facilities that accommodate a range of activities such as walking, cycling, picnicking, and nature observation, as well as providing inclusive amenities for people of all ages and abilities.

By adopting a balanced and integrated approach between development and conservation, while also prioritising infrastructure enhancement, town aesthetics, and recreational opportunities, we can create vibrant, resilient, and sustainable communities where residents can live, work, and thrive for generations to come.

COMMUNITY ASPIRATION 4

Stimulate Sustainable Economic Growth.

Achieving the goal of stimulating sustainable economic growth, promoting local businesses and employment opportunities, and enhancing the Shire's appeal as a destination for visitors and tourists requires a comprehensive and collaborative approach. Here's how we will work towards achieving this:

Strategy 4.1

Support Local Businesses

Implementing programs and initiatives to support local businesses, including grants, mentorship programs, and networking opportunities. By providing resources and assistance, we can help businesses thrive, create job opportunities, and contribute to the local economy.

Strategy 4.2

Investing in Tourism Infrastructure

Enhancing and developing tourism infrastructure such as accommodations and recreational facilities and investing in amenities that enhance the overall appeal of the Shire.

Strategy 4.3

Promoting Tourism

Implementing a strategic tourism marketing plan to showcase the Shire's unique attractions, and natural beauty. By highlighting the Shire's offerings and experiences, we can attract visitors and tourists, boost local businesses, and stimulate economic growth.

Strategy 4.4

Encouraging Sustainable Business Practices

Promoting sustainable business practices and responsible tourism initiatives to minimise environmental impact and preserve the Shire's

natural resources. This includes supporting eco-friendly businesses, promoting sustainable tourism activities, and implementing conservation measures to protect the environment.

Strategy 4.5

Fostering Stakeholder Collaboration

Collaborating with local stakeholders, and businesses to identify opportunities for economic growth and tourism development. By working together, we can leverage collective expertise and resources to achieve shared goals and maximise the Shire's potential as a destination.

Strategy 4.6

Empowering Small Businesses

Providing support and resources to small businesses to start or expand their ventures. By fostering a culture of innovation and entrepreneurship, we can stimulate economic activity, create jobs, and drive local economic development.

Strategy 4.7

Enhancing Visitor Experience

Continuously improving and diversifying the visitor experience to attract repeat visitors and extend their stay. This includes offering a range of activities, events, and attractions that appeal to different interests and demographics, as well as providing high-quality services and amenities.

Through strategic investment, innovation, and collaboration, we can create a thriving and resilient economy that benefits residents, businesses, and visitors alike.

COMMUNITY ASPIRATION 5

Council Accountability and Transparency.

Achieving the goal of strengthening the Council's commitment to accountability, transparency, and responsible financial management, while empowering residents and stakeholders to participate in the decision-making process and shape the future direction of the Shire, requires a multifaceted and collaborative approach. Here's how we will work towards achieving this:

Strategy 5.1

Enhancing Accountability & Transparency

Implementing measures to enhance accountability and transparency in council operations, including regular reporting of financial expenditures, open meetings, and public disclosure of decision-making processes. This includes ensuring that council meetings, agendas, and financial reports are easily accessible to residents and stakeholders.

Strategy 5.2

Responsible Financial Management

Adopting responsible financial management practices, including budgeting, expenditure tracking, and fiscal oversight. This involves developing long-term financial plans, maintaining balanced budgets, and implementing internal controls to safeguard public funds.

Strategy 5.3

Community Engagement and Participation

Creating opportunities for residents and stakeholders to actively participate in the decision-making process and provide input on key issues affecting the Shire. Encourage active participation and provide platforms to voice their opinions. This includes hosting public forums, town hall meetings, and consultation sessions to gather feedback and ideas from the community.

Strategy 5.4

Building Trust & Transparency

Fostering a culture of trust and transparency between the Council and the community through open communication, accountability measures, and responsive governance. This includes actively listening to community concerns, addressing feedback, and being transparent about decision-making processes and outcomes.

Strategy 5.5

Collaborative Decision-Making

Engaging in collaborative decision-making processes that involve residents, stakeholders, and relevant community groups. This includes forming advisory committees, task forces, and working groups to tackle specific issues and develop solutions in partnership with the community.

Strategy 5.6

Continuous Improvement & Evaluation

Measuring the impact and adjusting our strategies through continuously evaluating and improving council practices, policies, and procedures to ensure accountability, transparency, and effectiveness. This includes soliciting feedback from residents and stakeholders, conducting regular performance reviews, and implementing recommendations for improvement.

Through open communication, collaboration, and responsive governance, we can build a stronger, more inclusive, and more resilient community for all.

COUNCIL STRATEGIC OBJECTIVES

The alignment of strategic objectives with community aspirations forms the cornerstone of our Shire's vision for the future. Our strategic objectives are not just lofty goals but tangible pathways to realising the aspirations of our residents.

In essence, our strategic objectives are not just a roadmap for action but a reflection of our community's deepest aspirations. By aligning our efforts with these aspirations, we strive to build a Shire that is inclusive, sustainable, prosperous, and resilient—a place where every member of our community can thrive and flourish.

Strategic Objective 1

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

Strategic Objective 2

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

Strategic Objective 3

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

Strategic Objective 4

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

Strategic Objective 5

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

SO1: We recognise that our community aspires to evolve into an inclusive, active, and resilient environment where every member feels safe, valued, supported, and empowered. To achieve this, our strategic objectives prioritise initiatives that foster social cohesion, promote well-being, and empower individuals to actively participate in community life. By enhancing community engagement, investing in social services, and fostering a culture of inclusivity, we aim to create a vibrant and supportive community where everyone has the opportunity to thrive.

SO2: Furthermore, our community aspires to a more sustainable and environmentally-responsible future, preserving natural resources and ecosystems for current and future generations. To honour this aspiration, our strategic objectives

prioritise environmental conservation, sustainable development, and responsible resource management. By implementing green initiatives, promoting eco-friendly practices, and engaging in conservation efforts, we aim to safeguard our natural heritage and leave a positive legacy for generations to come.

SO3: Additionally, our community seeks to strike a balance between development and conservation while enhancing infrastructure, town aesthetics, and recreational opportunities. To achieve this balance, our strategic objectives focus on integrated land-use planning, infrastructure improvements, and the enhancement of public spaces. By prioritising smart growth, sustainable design, and the preservation of our unique rural charm, we aim to create a Shire that is both thriving and harmonious, where development coexists with nature and enhances the quality of life for all.

SO4: Moreover, our community aspires to stimulate sustainable economic growth, promote local businesses and employment opportunities, and enhance the Shire's appeal as a destination for visitors and tourists. To support this aspiration, our strategic objectives prioritise economic development, local businesses support, and tourism initiatives. By investing in local businesses, fostering innovation, and showcasing our Shire's attractions, we aim to create a dynamic and prosperous economy that benefits residents, businesses, and visitors alike.










SO5: Lastly, our community seeks to strengthen the Council's commitment to accountability, transparency, and responsible financial management, while empowering residents and stakeholders to participate in the decision-making process. To uphold this commitment, our strategic objectives prioritise good governance, transparency, and community engagement. By promoting accountability, transparency, and citizen participation, we aim to build trust, foster collaboration, and ensure that the voices of our residents are heard and valued in shaping the future direction of our Shire.

STRATEGIC ROADMAP: ACHIEVING OUR LONG-TERM VISION

By aligning our operations through service delivery initiatives, projects and programs, with these long-term community aspirations and strategies, we can work towards creating a vibrant, sustainable, and inclusive Shire of Chittering that fulfils the aspirations and needs of its residents both now and in the future.

The strategy map enables stakeholders to understand the linkages between strategic intent and operational execution, facilitating better decision-making, resource allocation, and performance management across the organisation. It becomes evident how service delivery functions as a vehicle for implementing the Shire's strategic vision, ensuring that every service, program, and initiative is purposefully directed towards fulfilling the community's aspirations. Ultimately, it serves as a guiding framework that enables our Shire to effectively translate strategy into action, delivering value to our community while driving sustainable growth and development.



10-Year Strategic Community Plan																
Strategy	<p>Our shared vision: Prosperous & diverse rural communities living in harmony with nature.</p>															
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LONG-TERM FINANCIAL PLAN PROJECTS

Over the coming years, the Shire of Chittering has planned several significant capital projects, including upgrades to the Shire's five fire stations, installation of fire danger rating system signs, enhancements to the Chittering Health Centre and Ferguson House, improvements to the cemetery and memorial gardens, and upgrades to public conveniences in Bindoon, John Glenn, and Wannamal. Additional projects include renovations to Bindoon and Wannamal halls, construction of a dog exercise area, natural area revegetation at the Mountain Bike Park, asphalt paving at the Muchea Complex carpark, library upgrades, improvements at depot and administration buildings, various road and footpath projects, the Lake Needonga Trail Boardwalk, renewal of Binda Place, and the development of the Lower Chittering community centre, including the reflections area, and Djidi Djidi Ridge lookout.

The following projects have been identified for future development within the Shire of Chittering but are heavily reliant on grants and other external funding:

- Chinkabee Complex Buildings
- Brockman Centre Precinct Buildings
- John Glenn parks & ovals
- Clune Park – playground equipment upgrade
- Sussex Bend Reserve - additional pump track, sealing existing track, shade shelters
- Bindoon oval infrastructure parks – renewal of bowling turf
- Second oval infrastructure
- Muchea dual pump and jump track
- Aquilla Reserve playgrounds
- Blue Plain-Chittering Springs public open space pump track
- Wandena public open space pump track
- Chittering View/Rosa Park pump track
- Tourist Centre renovation
- Lower Chittering caravan park

These projects are not allocated to specific years in the Long-Term Financial Plan due to their dependency on obtaining grants and other external funding sources. The Shire of Chittering recognizes the importance of these projects for community development and infrastructure enhancement but must carefully align these projects with available funding to ensure their successful implementation. As such, the timing of these projects will be adjusted based on the availability of external funds, and the Shire will continue to seek appropriate funding opportunities to bring these projects to fruition.

IMPLEMENTING OUR STRATEGIC COMMUNITY PLAN

The council ensures that its community aspirations, as set out in the SCP, are met through the implementation of the four-year Corporate Business Plan (CBP). This medium-term CBP translates the long-term vision into practical actions, projects and services. The CBP becomes the driving force behind Council's budget allocations and critical decisions.

In summary, reading the CBP alongside the SCP is essential. The CBP outlines practical steps and projects for the next few years, while the SCP sets the long-term vision for the community. By reviewing the CBP annually and aligning it with the budget, we ensure that our actions match the community's aspirations.



Attachment 1
**Corporate Business
Plan 2024/25-2027/28**

Adopted by Council:



TABLE OF CONTENTS

Introduction	4
Message From The Ceo	5
Our Shire	7
Strategic Advantages	9
Strategic Risk And External Challenges	10
Our Council	12
Our Organisation	13
Our Assets	14
Our Vision	15
Strategic Roadmap: Achieving Our Long-Term Vision	16
Our Key Services	18
Key Strategies And Plans	19
Informing Strategies And Plans	20
Council's Four-Year Strategic Objectives	22
Our 2024/25 Major Initiatives And Key Projects	28
Our Four-Year Capital Works Program	38
Our Four-Year Operating Program	39
Annexures	40
Capital Projects 2024/25	40
Council Adopted Strategies And Plans	41
Local Law	42
Policy Register	43
Compliance Calendar	45

ACKNOWLEDGEMENT OF COUNTRY

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

INTRODUCTION

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

ACCESSIBILITY AND ALTERNATE FORMATS

ACCESSING OUR CORPORATE BUSINESS PLAN

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

ACCESSIBILITY AND ALTERNATIVE FORMATS

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

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

FEEDBACK AND QUESTIONS

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

MESSAGE FROM THE CEO



Dear Residents of the Shire of Chittering,

I am pleased to present the Shire of Chittering's Corporate Business Plan for 2024/25-2027/28, which guides our initiatives and projects to foster growth and improve the quality of life in our community. The 2024-25 budget, informed by our Annual Operational Plan, supports the deliverables outlined in this Corporate Business Plan. These initiatives align with our shared vision of making the Shire of Chittering an appealing place to live in a rural environment, in harmony with nature.

Our Four-Year Capital Works Program

The council's four-year capital works program is a key part of the corporate business plan, aligning seamlessly with organisational goals, priorities, and resource allocation strategies.

Key highlights include:

- Substantial investment will be made in the upgrade of Mooliabeenee Road through the Wheatbelt Secondary Freight Network Fund.
- Significant investments in fire and emergency management, including fire mitigation and emergency service upgrades.
- Continued support for recreation and community amenities, with major investments in public halls, parks, and recreational facilities.
- A robust road infrastructure program focusing on maintenance and improvements to key roads.
- Development of independent living unit blocks to support the older generation within our community.
- Efforts to promote tourism and economic development through strategic investments and events.

Council has, furthermore, endorsed a list of significant capital projects to be undertaken when funding becomes available, which are listed in the plan. These projects are not allocated to specific years in the Long-Term Financial Plan due to their dependency on obtaining grants and other external funding sources. The Shire of Chittering recognises the importance of these projects for community development and infrastructure enhancement but must carefully align these projects with available funding to ensure their successful implementation. As such, the timing of these projects will be adjusted based on the availability of external funds, and the Shire will continue to seek appropriate funding opportunities to bring these projects to fruition.

Our Four-Year Operating Program

The council's four-year operating program embodies strategic initiatives aimed at ensuring efficient service delivery, managing resources effectively, and achieving organisational objectives.

Key areas of focus include:

- **Governance:** Funding for feasibility studies, development of independent living units, and implementation of the Reconciliation Action Plan.
- **Law, Order, Public Safety:** Continued focus on fire safety and animal control, with grant-funded fire mitigation works.
- **Health:** Funding to implement the Strategic Waste Management Plan.
- **Education and Welfare:** Support for education scholarships, youth services, community events, and ongoing community assistance grants.

- **Housing:** Maintenance works for senior, staff and community housing.
- **Community Amenities:** Upgrades to the Bindoon Landfill building, support for Chittering Landcare, groundwater monitoring, and public convenience upgrades.
- **Recreation and Culture:** Investment in recreation facilities, parks, library services, community events, mountain bike trails, and playgrounds.
- **Transport:** Significant roadworks funded by various programs and grants, street lighting upgrades, and plant purchases per the 10-year Plant Replacement Plan.
- **Economic Services:** Continued support for events like the Taste of Chittering and the Shop Local campaign, promotion of tourism, and local business development.
- **Other Property and Services:** Enhancing customer services through improved self-service channels and website upgrades.

Major Projects for 2024/25

Two major projects for the upcoming year include:

- **Land Purchase for Independent Living Blocks:** \$280,000 allocated to support our older generation within the community to scale down by building on small, manageable blocks.
- **Muchea Playground & Shelter for Courts:** \$230,000 to enhance recreational facilities.

This comprehensive 2024/25 annual budget ensures that our four-year priorities are implemented effectively, with a clear focus on aligning our resources with the aspirations of our community as detailed in the Strategic Community Plan. We are committed to making the Shire of Chittering a better place to live, work, and enjoy.

Thank you for your continued support.



Melinda Prinsloo
CHIEF EXECUTIVE OFFICER

OUR SHIRE

The Shire of Chittering is one of 137 local governments in Western Australia, located 55kms north of Perth, covering an area of 1,222km², and stretching over 65km from north to south, Chittering is diverse in its offerings. The Shire services the townsites of Bindoon, Muchea, and historic Wannamal along with the localities of Mooliabeenee, Chittering and Lower Chittering. The Shire has easy access to the neighbouring rural shires of Gingin, Toodyay, York, Northam, Beverley, Goomalling, Victoria Plains and Australia’s only monastic town, New Norcia. With a unique landscape of large areas of untouched bushland, state forest, wetlands, and industrial and commercial estates, the Shire is a wonderful place to visit and an ideal place to live. Its strong natural and physical assets in topography, flora, fauna, and strategic location provide attractive features for treechangers, visitors and future business growth.

The Shire has approximately 5,930 residents residing in the area (as per 2021 ABS). The opening of the Tonkin Highway in 2020, part of the greater Perth to Darwin National Highway, has placed the Shire of Chittering strategically closer to the metropolitan area, and critically, for future growth in the Muchea Industrial Park (MIP), at the junction of crucial national and state road networks. The Shire’s proximity to the northern suburbs of the metropolitan area, combined with the increased accessibility of the airport through the Tonkin Highway, has created opportunities for families and fifo workers to move to larger properties whilst being able to access metropolitan services.

OUR LOCATION

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

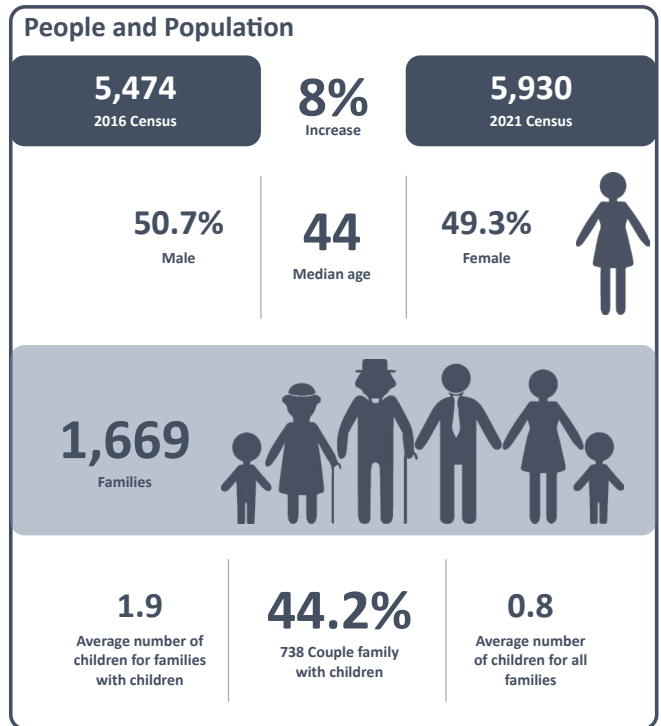
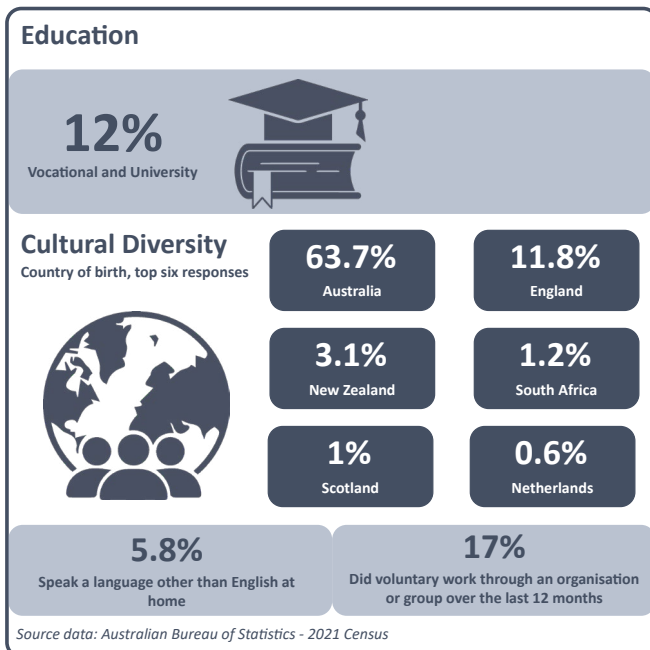
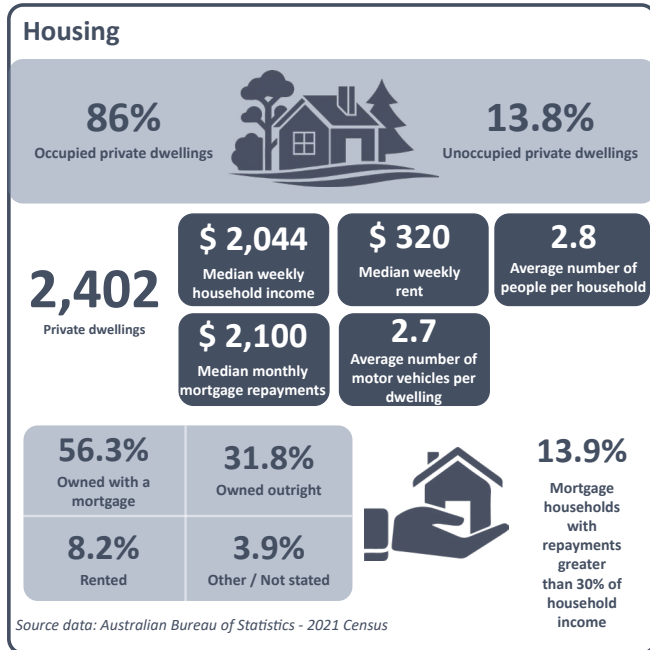
The opening of the Tonkin Highway in 2020, part of the greater Perth to Darwin National Highway, has placed the Shire of Chittering strategically closer to the metropolitan area, and critically, for future growth in the Muchea Industrial Park (MIP), at the junction of crucial national and state road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

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



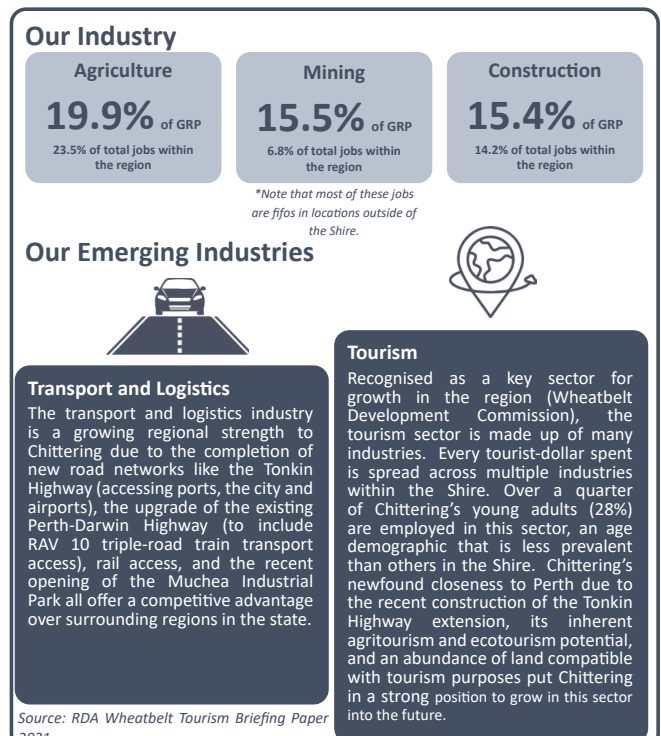
OUR COMMUNITY

Adjoining the north-east boundary of the Perth Metropolitan region, Chittering enjoys some of the highest rates of peri-urban population growth in Western Australia. Between 2009 and 2021 Chittering's population increased by over 41% to 5,930 residents and is on track to reach over 7,000 by 2031 (WA Tomorrow Population Report, REMPLAN).



OUR ECONOMY

Chittering's Gross Regional Product, its measure of wealth generated by the local economy, has grown in line with our population expansions, from \$250m in 2011 to \$397m in 2019 (Economy.id, REMPLAN). The local economy is based on broadacre farming, orchards and small rural blocks that offers a semi-rural lifestyle. There is limited industry, being extractive industry operations (gravel, clay and sand), the State livestock yards (WAMIA), mineral sands processing (Tronox), nurseries, Bindoon Bakehaus and Café, Chittering Tourism, viticulture and wineries, and other small businesses.



STRATEGIC ADVANTAGES

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

POPULATION ATTRACTIVENESS

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

ROAD NETWORK

Throughput from several of Australia's significant major road networks, with RAV10 access to WA's northwest and Darwin via Tonkin and the Great Northern Highways, both parts of the Perth to Darwin Highway.

Tonkin Highway and Brand Highway currently offer travel through the Shire and continue onwards to key strategic destinations like Perth Airport, Fremantle and Kwinana Ports, Australia's Coral Coast tourist region, industrial regions like Malaga and Forrestfield, and major population centres like Ellenbrook.

INDUSTRIAL AREA

Muccha Industrial Park (MIP) offers value-for-money, pre-developed opportunities for business, and is beginning to attract large developments with BP, Elders, Bitutek, and Lester Group first off the mark.

The MIP sits at the gateway to Perth for regional industries such as mining, oil and gas, agriculture, and logistics services.

NATURAL ARABLE VALLEY SURROUNDINGS

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

RURAL LAND AND LAND USES

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

STRATEGIC RISK AND EXTERNAL CHALLENGES

External challenges anticipated for the coming years include the economic climate and labour shortages, the availability of water, and drier conditions increasing bushfire risk.

Economic failure due to the potential impacts of bushfires is an ever-present threat. Necessary planning measures to mitigate bushfire risk have resulted in additional requirements on developments, increasing costs. Biodiversity and bushfire management have both been identified as priorities for the Shire and are considered in tandem.

GLOBAL THREATS

The aftereffects of closure of businesses due to COVID-19 have proven difficult to manage. The Pandemic has adversely affected the Shire's operations over the past few years, by increasing expenditure due to high CPI increases. It also has presented challenges in the procurement of materials and new vehicles which in turn has delayed projects.

It has, however, allowed some employees to work from home enabling the continuation of business as usual at the height of the pandemic. This arrangement prevails post-pandemic albeit at a scaled back level. The Shire has invested in additional information technology to ensure the integrity and protection of data both in the office and whilst working from home.

To assist with community connection, we allocated funding which could be used by residents to hold community parties in their street, home, or local park.

FUTURE LAND DEVELOPMENT

The Shire currently has three main population centres: Bindoon, Lower Chittering and Muchea. Lower Chittering is anticipated to reach its capacity for rural living development in the next 10 years. The Muchea townsite is located near the Ellen Brook, with low lying areas crossed by minor tributaries and drains. There is no licensed water or sewerage service to the town, and over time, this has increased the nutrient load to the Ellenbrook catchment. It is expected that smaller residential lots will be developed, to support the viability of infrastructure provided.

CATCHMENT MANAGEMENT

The Shire contains a large portion of the Ellen Brook and the Brockman River Catchments, both major contributors of nutrients to the Swan River. Protecting the wetlands of the Palusplain and the Ellen Brook waterway, is a priority for the Shire. The impact of on-site wastewater disposal, and the impacts that stock has on soil, water and vegetation, require careful attention and management. Stock is a major cause of introduction of nutrients to the catchment in parts of Lower Chittering and Muchea and therefore needs to be restricted. Priority waterways and wetlands have been identified for special consideration when future land use and development proposals are being assessed.

WATER SUPPLY AND WASTEWATER DISPOSAL

Bindoon townsite is the only area in the Shire with a water supply scheme operated by the Water Corporation. The existing potable water services are limited and there is no sewerage service in the Shire. Most residents of the Shire, including some in Bindoon, are required to manage their own water supply and wastewater services through traditional means such as individual rainwater tanks, household bores, septic tanks and leach drains. Parts of the Shire, such as Lower Chittering and Muchea, are prone to waterlogging, which, in part, is due to a high water table and poor soil profiles. Waterlogging can result in increased release of nutrients into waterways.

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

Job Diversity

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

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

AGEING MEMBERS OF OUR POPULATION

A statistical analysis has found that 20% of the Shire's ageing population (over 65 years) is located in Bindoon. Aged members of our population will require social services and services such as public transport, age-friendly recreation and leisure, and affordable housing and accommodation. Although there is a current shortfall in aged facilities and accommodation in the Shire, Bindoon has improved its facilities with the development of the Chittering Health Centre. Development of Independent Living Unit Blocks is planned in the Bindoon townsite.

BIODIVERSITY CONSERVATION

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

Some private properties containing high conservation value areas may be suitable for future zoning to Environmental Conservation. The State government may prioritise acquisitions for the protection of nationally significant environmental values.

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

LANDSCAPE PROTECTION

The Shire's natural and rural character is highly valued by the community. To ensure the protection of rural and natural landscape character, measures such as, the undertaking of visual impact assessments and siting and screening for future development proposals. These measures are largely focused on the viewshed (or visible land) seen from important travel routes used by the general community. These are areas where future development is more likely to have a significant visual impact.

BUSHFIRES

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

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

ACCOMMODATION SHORTAGE

The Shire benefits from its close proximity to the metropolitan area especially to the Swan valley, and from its location along the route to New Norcia, a popular day-trip destination. Rural retreat-style accommodation and facilities lined to vineyards and orchards attract visitors to the Shire, however, surveys identified a lack of accommodation and eateries within the Shire.

OUR COUNCIL

The Shire of Chittering consists of popularly elected members (seven) who are elected for a four-year term. Elections are held every two years, at which half the seats are contested. Council governs the Shire's affairs, monitors the performance of its functions, and is responsible for allocating finances and resources. Council also determines and reviews the Shire's policies, plans and other statutory documents.



President Cr Aaron King

Term expires October 2025

President since October 2021

Elected Member since October 2021

Email: crking@chittering.wa.gov.au



Cr Mary Angus

Term expires October 2027

Deputy President since October 2021

Elected Member since October 2016

Email: crangus@chittering.wa.gov.au



Cr Carmel Ross

Term expires October 2025

Elected Member since October 2017

Email: ccross@chittering.wa.gov.au



Cr Mark Campbell

Term expires October 2027

Elected Member since February 2021

Email: crcampbell@chittering.wa.gov.au



Cr John Curtis

Term expires October 2027

Elected Member since October 2019

Email: crcurtis@chittering.wa.gov.au



Cr Kylie Hughes

Term expires October 2027

Elected Member since October 2019

Email: crhughes@chittering.wa.gov.au



Cr David Dewar

Term expires October 2025

Elected Member since October 2021

Email: crdewar@chittering.wa.gov.au

OUR ORGANISATION

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

Our Values

Positive Attitude

Respect

Accountability

Teamwork

Our organisational structure and functions

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

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

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

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

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

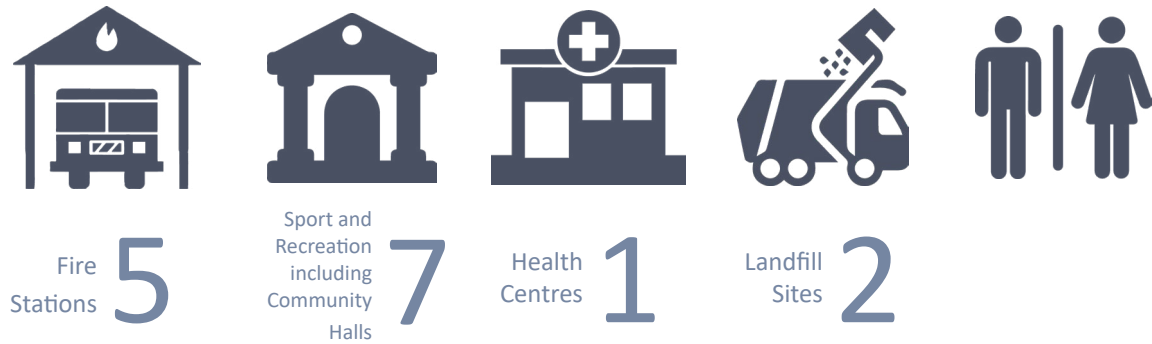
Technical Services: responsible for asset management; road construction and maintenance; parks and gardens (including reserves); building maintenance; cemetery maintenance; landfill / waste management; fleet management and cleaning.

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

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



OUR ASSETS



OUR VISION

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

We will do this by:

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



STRATEGIC ROADMAP: ACHIEVING OUR LONG-TERM VISION

The Shire's Integrated Planning and Reporting Framework (IPRF) is the cornerstone of our strategic planning, ensuring that our efforts are aligned with the aspirations and desired outcomes of our community. The following section demonstrates how these community aspirations have guided us in identifying priorities for the next four years and how we will implement these priorities annually.

Strategy Level: At this level, we focus on the community's vision and aspirations for the next 10 years. The primary output is the Shire's Strategic Community Plan (SCP), which is intricately linked to our Long-Term Financial Plan (LTFP).

Corporate Level: Here, we translate the community's aspirations into strategic directions for the administration over the next four years. The main output is the Corporate Business Plan (CBP), which is closely aligned with Council-adopted strategies and plans, as well as the initial four years of the LTFP.

Operations Level: This level deals with the delivery of services and the implementation of activities, programs, and projects on an annual basis. The outputs at this stage are the Annual Operational Plan and the Annual Budget.

Through this structured approach, we ensure that our planning and actions are effectively targeted to meet the community's needs and expectations.

10-Year Strategic Community Plan

Our shared vision:

Prosperous & diverse rural communities living in harmony with nature.



**Inclusive, Active,
and Resilient
Community**



**Sustainable and
Environmentally-
Responsible
Future**



**Balance Between
Development &
Conservation**



**Stimulate
Sustainable
Economic Growth**



**Council
Accountability and
Transparency**

Strategy

Strategies aligned to each aspiration:

<ul style="list-style-type: none"> Inclusivity & diversity Safety & well-being 	<ul style="list-style-type: none"> Support Networks & Services Empowerment & Skill-building 	<ul style="list-style-type: none"> Resilience & adaptability Celebration of Achievements & Milestones
<ul style="list-style-type: none"> Promoting Sustainable Practices Conservation & Preservation 	<ul style="list-style-type: none"> Environmental Education & Awareness Resource Management & Planning 	<ul style="list-style-type: none"> Conservation & Habitat Preservation
<ul style="list-style-type: none"> Integrated Planning & Design Smart Growth & Sustainability Development 	<ul style="list-style-type: none"> Infrastructure Investment & Enhancement Country Charm & Rural Design 	<ul style="list-style-type: none"> Recreation Opportunities for All Community Facilities Creating Connection
<ul style="list-style-type: none"> Support Local Businesses Investing in Tourism Infrastructure Promoting Tourism 	<ul style="list-style-type: none"> Encouraging Sustainable Business Practices Fostering Stakeholder Collaboration 	<ul style="list-style-type: none"> Empowering Small Businesses Enhancing Visitor Experience
<ul style="list-style-type: none"> Enhancing Accountability & Transparency Responsible Financial Management 	<ul style="list-style-type: none"> Community Engagement & Participation Building Trust & Transparency 	<ul style="list-style-type: none"> Collaborative Decision-Making Continuous Improvement & Evaluation

4-Year Corporate Business Plan

Our Strategic Objectives

Corporate

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

1-Year Service Delivery Plans

Our Key Services

Operations

<ol style="list-style-type: none"> Community & recreational programs Community development Public health Community safety Emergency management Library services Cultural development Economic development & advocacy Tourism Environmental management 	<ol style="list-style-type: none"> Buildings and facility operations & maintenance Parks & gardens operations & maintenance Waste management Development services Land use planning Roads, footpaths, bridges & drainage maintenance Infrastructure design & project delivery Governance & Strategy Corporate Services Fleet management
<p>We deliver these services through:</p>	
<p>Capital works program Operational program:</p> <ul style="list-style-type: none"> Business as usual activities 	<ul style="list-style-type: none"> Legislative programs & initiatives Informing Strategies/Plans review & development Policy reviews and development



COMMUNITY

NATURAL ENVIRONMENT



Themes

BUILT ENVIRONMENT



ECONOMY

ADMINISTRATION AND GOVERNANCE

OUR KEY SERVICES

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

Local government has legislative responsibility to perform many functions for the local community which are mandatory services. Examples include approvals for planning, building and health, and swimming pool security fencing.

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

Provision and maintenance of community facilities, infrastructure and assets

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

Provision of discretionary services

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

Provision of mandatory services – State legislation and local laws

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

KEY STRATEGIES AND PLANS

The following strategies and plans are integrated into our four-year priorities and annual actions, serving as key drivers for our future planning and decision-making processes:

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

INFORMING STRATEGIES AND PLANS

1. Local Planning Strategy
2. Risk Management Framework
3. Workforce Plan

LOCAL PLANNING STRATEGY

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

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

The Local Planning Strategy:

Seeks for the majority of future residential development to occur in and around Bindoon and at 'Reserve Road'. Some development is provided for in Lower Chittering where it is 'rounding off' existing rural residential estates and where environmental and bushfire management benefits are demonstrated. No additional residences are planned for Muchea due to catchment management issues.

From an economic perspective, the strategy seeks to secure the northern portion of the Shire for primary production, and also activate rural areas with tourism development and diversified primary production land uses. The major economic and employment driver is the Muchea Industrial Park, which is expected to experience development in the life of the strategy.

From an environmental perspective, the strategy seeks to build on the Shire's Biodiversity strategy, and protect the iconic biodiversity assets of the Shire, which also securing important landscapes and rural amenity. Catchment management is also an important part of the strategy, particularly in and around the Ellen Brook and associated wetlands.

RISK MANAGEMENT FRAMEWORK

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

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

Strategic Risk	Description
Asset Sustainability practices	Failure or reduction in service of infrastructure assets, plant, equipment or machinery. These include fleet, buildings, roads and playgrounds and all other assets during their lifecycle from procurement to disposal.
Business Disruption	Failure to adequately prepare and respond to events that cause disruption to the local community and/or normal business activities. This could be a natural disaster, weather event, or an act carried out by an external party (e.g. sabotage / terrorism).
Compliance requirements (statutory & regulatory)	Failure to correctly identify, interpret, assess, respond and communicate laws and regulations as a result of an inadequate compliance framework. This includes, new or proposed regulatory and legislative changes, in addition to the failure to maintain updated internal & public domain legal documentation.

INFORMING STRATEGIES AND PLANS

Strategic Risk	Description	Strategic Risk	Description
Document management	Failure to adequately capture, store, archive, retrieve, provide or dispose of documentation.	Misconduct	Intentional activities intended to circumvent the Code of Conduct or activities in excess of authority, which circumvent endorsed policies, procedures or delegated authority.
Employment practices	failure to effectively manage and lead human resources (full-time, part-time, casuals, temporary and volunteers)	Project Change management	Inadequate analysis, design, delivery and / or status reporting of change initiatives, resulting in additional expenses, time delays or scope changes
Engagement practices	Failure to maintain effective working relationships with the Community (including local Media), Stakeholders, Key Private Sector Companies, Government Agencies and / or Elected Members. This includes activities where communication, feedback or consultation is required and where it is in the best interests to do so.	Safety & Security	Non-compliance with the Work Health & Safety Act, associated regulations and standards. It is also the inability to ensure the physical security requirements of staff, volunteers, contractors and visitors. Other considerations are negligence or carelessness.
Environment management	Inadequate prevention, identification, enforcement and management of environmental issues.	Supplier / Contract Management	Inadequate management of external Suppliers, Contractors, IT Vendors or Consultants engaged for core operations. This includes issues that arise from the ongoing supply of services or failures in contract management & monitoring processes.
Errors, omissions & delays	Errors, omissions or delays in operational activities as a result of unintentional errors or failure to follow due process including incomplete, inadequate or inaccuracies in advisory activities to customers or internal staff.		
External theft and fraud	Loss of funds, assets, data or unauthorised access, (whether attempted or successful) by external parties, through any means (including electronic).		
Management of Facilities / Venues / Events	Failure to effectively manage the day to day operations of facilities, venues and / or events.		
IT or communication systems and infrastructure	Disruption, financial loss or damage to reputation from a failure of information technology systems. Instability, degradation of performance, or other failure of IT or communication system or infrastructure causing the inability to continue business activities and provide services to the community. This may or may not result in IT Disaster Recovery Plans being invoked.		

WORKFORCE PLAN

A local government's workforce plan plays a crucial role in informing the development of the corporate business plan by aligning organisational goals with human resource strategies. Through a comprehensive workforce plan, the local government assesses current and future workforce needs, identifies skill gaps, and outlines strategies for recruitment, development, and retention of employees. Ultimately, by integrating workforce planning into the development of our CBP, a build a strong and resilient workforce are being build which is equipped to support the delivery of key services and respond to the evolving needs of the community.

COUNCIL'S FOUR-YEAR STRATEGIC OBJECTIVES

The alignment of strategic objectives with community aspirations forms the cornerstone of our Shire's vision for the future. Our strategic objectives are not just lofty goals but tangible pathways to realising the aspirations of our residents.

Our strategic objectives are not just a roadmap for action but a reflection of our community's deepest aspirations. By aligning our actions with these aspirations, we strive to build a Shire that is inclusive, sustainable, prosperous, and resilient—a place where every member of our community can thrive and flourish.

Strategic Objective 1

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

Strategic Objective 2

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

Strategic Objective 3

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

Strategic Objective 4

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

Strategic Objective 5

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

OUR FOUR YEAR PRIORITIES

The following section outlines how the Council and Administration plan to implement our four-year priorities using available and planned resources in accordance with our annual budget. This section is aligned to the Community Aspirations and Shire's Strategic Objectives detailed in our Strategic Community Plan.

Strategic Objective 1: Foster a sense of inclusivity, activity, and resilience where all members feel safe, valued, supported, and empowered.

Four-year priorities

The following key focus areas and priorities set a strong foundation for building an *inclusive, active and resilient community* over the next four years.

1. Community participation and club development

- Host regular events, programs aimed at bringing the community together, fostering connections, and promoting inclusivity.
- Establish social hubs strategically located within the community to serve as gathering places for residents, facilitating interaction and strengthening community bonds.

2. Improved Social Services:

- Prioritise the improvement of education, health, disability, youth, and aged services within the community.
- Collaborate with relevant stakeholders to identify areas for enhancement and implement targeted strategies to address gaps in service provision.

3. Enhanced Volunteer Engagement:

- Develop initiatives to increase volunteer participation across the Shire, encouraging residents to contribute their time and skills to various community projects and programs.
- Implement volunteer training programs to equip volunteers with the necessary skills and knowledge to effectively support community initiatives.

4. Enhanced Emergency Services:

- Work towards increasing the availability and accessibility of emergency services within the Shire.
- Invest in resources and infrastructure to improve response times and ensure timely assistance during emergencies.

5. Reconciliation and Indigenous Engagement:

- Foster reconciliation efforts with Indigenous communities through meaningful engagement, collaboration, and partnership.
- Support initiatives that recognise and respect Indigenous rights, culture, and heritage, while promoting social equity and inclusion.

Strategic Objective 2: Preserve natural resources and ecosystems for current and future generations by promoting sustainability and environmental stewardship.

Four-year priorities

By prioritising the following key focus areas and priorities over the next four years, the community can work towards a more sustainable and environmentally-responsible future, preserving natural resources and ecosystems for current and future generations.

1. Environmental-Friendly Development:

- Promote sustainable development practices that are in harmony with the environment, emphasising green building, energy efficiency, and eco-friendly infrastructure.
- Encourage urban planning and construction projects that minimise ecological footprint and preserve natural habitats and biodiversity.

2. Enhanced Waste Management and Recycling:

- Implement comprehensive waste management strategies to reduce landfill waste, increase recycling rates, and promote resource recovery.
- Invest in infrastructure and facilities for efficient waste sorting, processing, and recycling, while educating the community on the importance of waste reduction and recycling practices.

3. Mitigation of Industrial Impacts:

- Develop and enforce regulations to mitigate the environmental impacts of mining, extractive industries, and industrial development.
- Implement measures to monitor and control air and water pollution, soil erosion, and habitat destruction associated with industrial activities, while promoting sustainable practices and technologies.

4. Water Security and Quality Assurance:

- Implement measures to ensure water security and maintain high-quality water resources for both human consumption and ecosystem health.
- Invest in water infrastructure upgrades, conservation initiatives, and water quality monitoring programs to safeguard against pollution and depletion of water sources.

5. Reduction of Noise and Light Pollution:

- Implement regulations and guidelines to limit noise and light pollution in residential, commercial, and industrial areas.
- Encourage the adoption of sound insulation measures, lighting controls, and landscaping techniques to minimise disturbances to wildlife and human communities.

6. Protecting Natural Resources

- Implement strategies for the protection and conservation of wildlife habitats, ecosystems, and biodiversity.
- Develop and implement conservation plans and habitat restoration projects to protect and enhance biodiversity, water quality, and ecosystem resilience.
- Collaborate with landowners, conservation groups, and government agencies to establish protected areas and wildlife corridors, ensuring the preservation of critical habitats for native flora and fauna.

7. Building Resilience to Climate Change

- Conduct climate vulnerability assessments to identify areas of the community most at risk from climate change impacts, such as sea level rise, extreme weather events, and heatwaves.
- Develop and implement climate adaptation strategies and resilience plans to protect infrastructure, communities, and natural resources from climate-related risks and hazards.
- Enhance community preparedness and emergency response capabilities to respond effectively to climate-related disasters and emergencies, ensuring the safety and well-being of residents.

Strategic Objective 3: Achieve a harmonious balance between development and conservation while enhancing infrastructure and town aesthetics.

Four-year priorities

The following key focus areas and priorities set a solid basis to strike a balance between development & conservation, while also focusing on improving infrastructure, enhancing town aesthetics, & providing opportunities for active recreation over the next four years.

1. Balanced Development and Conservation:

- Implement policies and regulations to balance development initiatives with the preservation of natural environments and open spaces.
- Conduct environmental assessments for proposed developments to minimise ecological impact and ensure sustainable land use practices.

2. Planned Development for Rural Amenity:

- Develop comprehensive land use plans that prioritize the retention of rural charm and character in the face of development pressures.
- Encourage innovative design approaches that blend new developments seamlessly into the existing rural landscape while preserving scenic vistas and cultural heritage.

3. Safe Roads Maintenance and Construction:

- Prioritize the maintenance and improvement of road infrastructure to ensure safe and efficient transportation for residents and visitors.
- Invest in road construction projects that enhance connectivity, alleviate traffic congestion, and improve road safety standards across the region.

4. Enhanced Townsites and Streetscapes:

- Enhance the aesthetic appeal of townsites by investing in streetscape improvements, landscaping, and public art installations.
- Implement urban design guidelines to create attractive and pedestrian-friendly streetscapes that promote community pride and social interaction.

5. Community Facilities for Sport and Recreation:

- Expand and upgrade existing community facilities to accommodate the growing demand for sport and recreation participation.
- Invest in the construction of new multipurpose facilities and recreational amenities to cater to diverse interests and age groups within the community.

Strategic Objective 4: Promote economic growth that is sustainable, inclusive, and supportive of local businesses and employment opportunities.**Four-year priorities**

The following key focus areas and priorities aim to stimulate sustainable economic growth, promote local agriculture and businesses, and enhance the Shire's appeal as a destination for visitors and tourists over the next four years.

1. Stimulate Sustainable Business and Job Growth:

- Provide incentives and support for investments in sustainable industries that promote economic growth while minimising environmental impact.
- Facilitate partnerships between businesses, government agencies, and community organisations to foster innovation and job creation in sustainable sectors.

2. Promote Agricultural Growth and Agribusiness:

- Support local farmers and agribusinesses through targeted programs and initiatives aimed at increasing productivity, market access, and profitability.
- Invest in agricultural infrastructure, research, and training to enhance the competitiveness and sustainability of the local farming sector.

3. Support Local Businesses and New Investments:

- Provide resources and assistance to local businesses to help them adapt, innovate, and thrive in a rapidly changing economic landscape.
- Attract new investments and entrepreneurs by promoting the Shire as a favourable location for business development and investment opportunities.

4. Promote Accommodation Options and Visitation:

- Support the development of diverse accommodation options to cater to the needs of tourists and visitors, including hotels, bed and breakfasts, campgrounds, and eco-lodges.
- Market the Shire as a premier destination for nature-based tourism and agritourism experiences, highlighting its unique attractions, landscapes, and cultural heritage.

Strategic Objective 5: Strengthen the Council's commitment to accountability, transparency, and responsible financial management while empowering residents and stakeholders.**Four-year priorities**

The following key focus areas and priorities aim to strengthen the Council's commitment to accountability, transparency, and responsible financial management, while empowering residents and stakeholders to participate in the decision-making process and shape the future direction of the Shire over the next four years.

1. Council Responsiveness and Community Engagement:

- Foster a culture of responsiveness and empowerment within the Council, ensuring that community input is valued and incorporated into decision-making processes.
- Provide opportunities for meaningful engagement and collaboration with residents, stakeholders, and community groups to address concerns and prioritise initiatives that align with community needs and aspirations.

2. Leadership in Transparency and Accountability:

- Implement policies and practices that promote transparency, disclosure, and public accountability within the Council's operations and decision-making processes.
- Enhance public access to information, documents, and records related to Council activities, budgets, expenditures, and outcomes to promote trust and confidence among residents.

3. Responsible Financial Management:

- Ensure responsible, sustainable, and planned use of the Shire's financial resources through prudent budgeting, fiscal oversight, and long-term financial planning.
- Implement measures to improve financial efficiency, effectiveness, and accountability, while maintaining a balanced approach to spending and revenue generation.

OUR 2024/25 MAJOR INITIATIVES AND KEY PROJECTS

The following initiatives and projects have been identified as key priorities for 2024/25. These are part of the implementation plan for the first year of the four-year priorities listed on pages 23-27. In addition to these priorities, business-as-usual activities will also be carried out throughout the year in alignment with the annual budget. Detailed information on these activities is provided in the annexures of this document. These annual activities encompass a mix of capital and operational projects, programs, and initiatives, all aligned with the Shire's annual budget for 2024/25.

Strategic Objective 1: Foster a sense of inclusivity, activity, and resilience where all members feel safe, valued, supported, and empowered.

Key activities/initiatives

Annual actions	Business unit	Budget	Alignment	Timeline / specific due date	Status
Develop a Public Art Strategy	Planning services	n/a	Corporate	18 months	Not started yet
Commence preparations of a Reconciliation Action Plan	Community Development	\$15,000	Strategic Community Plan	36 months	Engagement stage. Initial contact 2023/24.
Develop Facility Management Plans for each of the ten facilities	Community Development	n/a	Risk register	24 months	1 plan developed in previous year.
Develop a Governance Model for Muchea Recreation Centre	Community Development	n/a	Risk register	12 months	In draft stage.
Review the Sport and Recreation Plan in line with the major review of the Strategic Community Plan.	Community Development	n/a	Strategic Community Plan; Sport and Recreation Plan	12 months	Desktop review annually.
Review the Community Development Plan	Community Development	n/a	Risk register	12 months	
Training of emergency Evacuation System	Human resource	n/a	Risk register	4 months	System purchased.
Review LEMA Contact and Resource List	Office of CEO - Jodie	n/a	Risk register	12 months	
Conduct a formal Disability Access & Inclusion (DAI) assessment of Shire owned or managed facilities, assets and public spaces	Building maintenance / Facilities	n/a	Disability Access & Inclusion Plan (DAIP)	6 months	In progress- inspections completed.
Develop a simple Shire of Chittering 'Disability and Inclusion Toolkit' for engagement and application when consultation/public participation is proposed	Community Development	n/a	Disability Access & Inclusion Plan (DAIP)	6 months	Not started yet.
DAIP awareness training – Deliver information sessions for management and leadership roles on inclusive employment and service practice	Human resource	n/a	Disability Access & Inclusion Plan (DAIP)	12 months	Training completed in May 2024, additional sessions scheduled for 2024/25.

Annual actions	Business unit	Budget	Alignment	Timeline / specific due date	Status
Develop a simple Shire of Chittering 'Disability and Inclusion Toolkit' for engagement and application when consultation/public participation is proposed	Community Development	n/a	Disability Access & Inclusion Plan (DAIP)	6 months	Not started yet.
DAIP awareness training – Deliver information sessions for management and leadership roles on inclusive employment and service practice	Human resource	n/a	Disability Access & Inclusion Plan (DAIP)	12 months	Training completed in May 2024, additional sessions scheduled for 2024/25.
Research & assess alternative information formats for viability & implementation	Communications Officer / Community Development	n/a	Disability Access & Inclusion Plan (DAIP)	12 months	No progress.
Develop a key contact register of volunteered contact details of people with a disability, their carers and relevant organisations to communicate and inform of public consultation opportunities	Community Development	n/a	Disability Access & Inclusion Plan (DAIP)	12 months	The vulnerable persons list will be used to develop further.
Update Shire's website with 'Accessible Events Checklist' and communicate to external parties/organisations	Community Development	n/a	Disability Access & Inclusion Plan (DAIP)	12 months	Commencing 24/25.

Strategies and Plans

The following key strategies and plans are aligned to the strategic objective: *'Foster a sense of inclusivity, activity, and resilience where all members feel safe, valued, supported, and empowered'*. The initiatives, activities and projects listed above are all aligned to at least one of these documents.

- Sport and Recreation Plan
- Disability Access and Inclusion Plan
- Economic Development Strategy
- Building Maintenance Plan

Strategic Objective 2: Preserve natural resources and ecosystems for current and future generations by promoting sustainability and environmental stewardship.

Key activities/initiatives

Annual actions	Business unit	Budget	Alignment	Timeline / specific due date	Status
Plant 2,500 trees to increase the Shire's tree canopy through the annual Trees for Residence Program	Community Development	\$5,000		12 months / annual	Distributed 2,000 trees in 2023/24
Investigate disposal and or remediating options as per DWER guidelines (DSI Report for 131 Muchea East Road)	Environmental Health	n/a	Strategic Waste Management Plan	24 months	In progress
Develop and implement a Landfill Closure Management Plan (LCMP) for the Bindoon and Muchea Landfill and Recycling Centre	Development Services	n/a	Strategic Waste Management Plan		Possible to be completed in 2023/24 financial year – Muchea only due in 2026/27
Develop a Private Landholder Incentives Strategy or support mechanisms for private landholders that wish to maintain native vegetation on their properties	Planning services	n/a	Local Biodiversity Plan	12 months	Not yet started.

Strategies and Plans

The following key strategies and plans are aligned to the strategic objective: *'Preserve natural resources and ecosystems for current and future generations by promoting sustainability and environmental stewardship'*. The initiatives, activities and projects listed above are all aligned to at least one of these documents.

- Strategic Waste Management Plan
- Local Biodiversity Strategy

Outer year actions

Annual actions	Business unit	Alignment	2025/26	2026/27	2027/28
Create Bush Reserves Plan to ensure protection of local biodiversity - Stage 1	Bushfire Risk Management	Local Biodiversity Plan	✓		
Develop fuel reduction strategies in bushfire risk management aligned to the Bushfire Risk Management Plan	Bushfire Risk Management	Local Biodiversity Plan	✓		
Develop weed mitigation strategies as part of the Shire's weed eradication program to reduce weed growth	Development Services	Local Biodiversity Plan	✓		
Assess ecological values of Shire owned natural areas with remnant native vegetation using the NAIA Template (targeting natural areas not assessed in 2006)	Development Services	Local Biodiversity Plan		✓	
Update the Shire's WHS procedure to include Dieback and weeds prevention for contractors to ensure all contractors adhere to best practice on-ground techniques to prevent the spread of Dieback and weeds	Development Services	Local Biodiversity Plan	✓		
Implement a GIS system to incorporate new datasets showing LNAs and IHCVAs, properties registered in Land for Wildlife, voluntary bushland management program, properties	Development Services	Local Biodiversity Plan			✓
Develop a policy and prioritise the Shire's conservation reserves for management, including roadside vegetation of high conservation value – this document will form a basis for future grant applications for on-ground works	Development Services	Local Biodiversity Plan	✓		

Strategies and Plans

The following key strategies and plans are aligned to the strategic objective: *'Preserve natural resources and ecosystems for current and future generations by promoting sustainability and environmental stewardship'*. The initiatives, activities and projects listed above are all aligned to at least one of these documents.

- Strategic Waste Management Plan
- Local Biodiversity Strategy

Strategic Objective 3: Achieve a harmonious balance between development and conservation while enhancing infrastructure and town aesthetics.

Key activities/initiatives

Annual actions	Business unit	Budget	Alignment	Timeline / specific due date	Status
Review Shire position on commercial waste acceptance	Technical Services	n/a	Strategic Waste Management Plan	12 months	Not yet started
Review Shire position on free domestic disposal	Technical Services	n/a	Strategic Waste Management Plan	12 months	Not yet started
Waste infrastructure and operations - address non-compliance	Technical Services	n/a	Strategic Waste Management Plan	12 months	Not yet started
Subdivision of Joint Venture Housing – Lot 801 Edmonds Place	Development Services	\$15,000			Not yet started
Lower Chittering Community Centre site architecture	Community Development	\$180,000	Sport & Recreation Plan	Dec 2024	LCCC construction documents created 2023/2024
Review the Local Planning Policy 6	Planning services	\$5,000	Legislative requirement	12 months	Not yet started
Review the Local Planning Policy 10	Planning services	\$5,000	Legislative requirement	12 months	Not yet started
Review the Local Planning Policy 11	Planning services	\$5,000	Legislative requirement	12 months	Not yet started
Develop a Cemetery masterplan	Technical Services	n/a		12 months	Not yet started
Investigate solution for the Muecha Complex undercover area between community centre and change rooms	Building Services	\$16,000	Sport & Recreation Plan	6 months	Not yet started
Bindoon Mountain Bike Park official opening	Corporate Services	\$20,000	Sport & Recreation Plan	July 2024	Project is completed with official opening planned for early 2024/25.
Finalise Yozzi Road walk trail signs	Economic Development	n/a	Economic Development Strategy	12 months	In progress

Key Capital Projects

Annual actions	Business unit	Budget	Alignment	Timeline / specific due date	Status
Acquire land for the 7 independent living unit blocks for aged people	Development Services	\$280,000	Sport and Recreation Plan	24 months	In progress
Muecha playground and shelter for courts	Corporate Services	\$230,000	Sport and Recreation Plan	12 months	Not yet started

Strategies and Plans

The following key strategies and plans are aligned to the strategic objective: *'Achieve a harmonious balance between development and conservation while enhancing infrastructure and town aesthetics'*. The initiatives, activities and projects listed above are all aligned to at least one of these documents.

- Sport and Recreation Plan
- Economic Development Strategy
- Trails Master Plan
- Building Maintenance Plan

Outer year actions

Annual actions	Business unit	Alignment	2025/26	2026/27	2027/28
Increase the number of new natural areas (reserves & native vegetation) in new residential developments, as part of Scheme Amendments, vested for recreation and conservation aligned to the Public Open Space Strategy (LBS)	Development Services	Local Biodiversity Strategy		✓	
Conduct a Roads Condition Rating assessment aligned to legislative requirements of every 5 years	Roads Construction & Maintenance	Best Practice and Legislation	✓		
Conduct a detailed inspection of all Road assets identified on the Forward Works Renewal Program to determine priority renewal requirements	Roads Construction & Maintenance	Best Practice and Legislation	✓		
Review service levels aligned to the Workforce Planning Process and commence internal and Elected Member consultation on service level provision	Roads Construction & Maintenance	Best Practice and Legislation	✓		
Visitor Centre refurbishments and upgrades	Technical Services				✓

Strategic Objective 4: Promote economic growth that is sustainable, inclusive, and supportive of local businesses and employment opportunities.

Key activities/initiatives

Annual actions	Business unit	Budget	Alignment	Timeline / specific due date	Status
Develop a competitive grant program to assist in the development of industry that will provide exponential returns by assisting in developing local businesses and growing the local economy	Community Development	n/a	Economic Development Strategy	March 2025	Working with CD team to develop combined CAGS program.
Business development - Investment attraction advertising	Economic Development	\$8,400	Economic Development Strategy		
Implement bridle trail - a 12 month trial	Development services	\$30,000		12 months	In progress

Strategies and Plans

The following key strategies and plans are aligned to the strategic objective: *'Promote economic growth that is sustainable, inclusive, and supportive of local businesses and employment opportunities'*. The initiatives, activities and projects listed above are all aligned to at least one of these documents.

- Economic Development Strategy
- Tourism Plan
- Sport and Recreation Plan

Outer year actions

Annual actions	Business unit	Alignment	2025/26	2026/27	2027/28
Continue to implement actions aligned to the Tourist Signage Plan resulted from the Signage Audit conducted in 2022/23	Tourism	Economic Development Strategy	✓		
Conduct a Feasibility Studies for Caravan Parks at Lower Chittering aligned to the Lower Chittering Community Centre	Tourism	Economic Development Strategy	✓		
Muceha Industrial Park development - Feasibility studies for possibility of light industrial zones around Bindoon and commercial blocks in Lower Chittering	Development Services				✓
Develop a plan for investment attraction and job creation (Investor prospectus marketing plan)	Economic Development				✓
Highlight opportunities in investment attraction planning - by matching industry openings with strategic land use	Economic Development			✓	
Facilitate a night-time economy that provides activation of town centres and attractiveness for current and future populations	Economic Development				✓

Annual actions	Business unit	Alignment	2025/26	2026/27	2027/28
Tertiary education opportunities - Explore and identify possibilities for potential tertiary education and training facilities to be located within the Shire	Economic Development				✓
Advocate for Sewerage at Department of Water	Economic Development	Economic Development Strategy			✓
Explore exporting options and the possibility of creating a local cross-regional brand with regional neighbours with similar offerings, including food brand strategy through Northern Growth Alliance (NGA)	Office of the CEO	Economic Development Strategy		✓	
Investigate opportunity of industry targeted agriculture investment attraction are present (Perth's Northern Growth Outlook 2050)	Economic Development	Economic Development Strategy		✓	
Increase accommodation options as part of Bindoon Master Plan	Economic Development	Economic Development Strategy	✓		
Visitors survey and metric capture - BAU	Tourism	Economic Development Strategy	✓		
Develop a marketing campaign designed to encourage skilled volunteers to assist at the Visitor Centre BAU	Tourism	Tourism Strategy		✓	
Develop products that promote and raise revenue for tourism promotion, including agritourism and dark sky tourism	Tourism	Economic Development Strategy			✓
Pilgrimage/religious tourism - investigate potential of developing or attracting religious tourism products	Tourism	Economic Development Strategy			✓
Coordinate a familiarisation tour through Shire tourism vendors and hold a market expectations workshop to understand target market segments	Tourism	Tourism Strategy			✓
Develop a social media plan that identifies campaigns, seasonality, ad-hoc posts, curated content	Tourism / communications	Tourism Strategy		✓	
Uncover Chittering Indigenous History	Community Development	Economic Development Strategy		✓	

Strategic Objective 5: Strengthen the Council's commitment to accountability, transparency, and responsible financial management while empowering residents and stakeholders.

Key activities/initiatives

Annual actions	Business unit	Budget	Alignment	Timeline / specific due date	Status
Finalise and implement the Community Engagement Framework and Communications Plan to increase capability and alignment across the organisation	Community Development / Communications	n/a	Risk register/CEO KPI	June 2025	Not yet started
Liaise with neighbouring CEOs to explore options to share resources, including staff	Office of CEO	n/a	CEO KPI	12 months	
Implement Records Management System -integration phase	Corporate Services	n/a	Risk register	12 months	In progress
Implement CouncilFirst Finance & other modules aligned to the ICT Roadmap (Records management system)	Corporate Services	\$155,000	Risk register/CEO KPI	18 months	In progress
Finalisation of update of Project Management framework	DCEO	n/a	Risk register	12 months	Not yet started
Implement improvement actions resulted from the OSH Audit completed in 2022/23	Office of CEO	\$5,000	Risk register / CEO KPI	12 months	In progress
Implement new Council Website and launch Shire of Chittering App	Office of CEO	\$4,000		12 months	In progress
Develop Bindoon townsite masterplan	Planning services	\$10,000		12 months	
Revision and update of Chittering Administration Centre Emergency Procedures aligned to the Risk Register (Risk register)	Work Health and Safety	n/a	Risk Register	12 months	
Emergency Evacuation Procedures	Human Resources	n/a	Risk register		
Revision and Update of Emergency Recovery Plan	Office of the CEO	n/a	Risk register		

Annual actions	Business unit	Budget	Alignment	Timeline / specific due date	Status
Review Equal Employment Opportunity Management Plan aligned to Equal Opportunity Act 1984	Human Resources	n/a	Legislative requirement / Compliance calendar		
Provide Preventative Fleet Maintenance Schedule by Oct 23	Fleet management	n/a	Risk register		
Portable & Attractive Register Requires creation	Technical Services	n/a	Risk register	12 months	
Staff culture survey – implement actions	Human Resource	n/a	Risk register / CEO KPI		
Review all council policies and Operational Directives (including Equal Employment Opportunities Policy) to align with Disability Access and Inclusion Strategy (DAIP)	Governance and Corporate Performance	n/a	Disability Access & Inclusion Plan (DAIP)		
Review and update Shire Recruitment information on website and Position Information Packages (etc) to specifically address EEO and DAI recruitment and employment	Human Resources	n/a	Disability Access & Inclusion Plan (DAIP)	by March 2025	
Contact a minimum of two DES providers to enquire of employment opportunities and implement information into recruitment processes	Human Resources	n/a	Disability Access & Inclusion Plan (DAIP)	by September 2024	

Strategies and Plans

The following key strategies and plans are aligned to the strategic objective: *‘Strengthen the Council’s commitment to accountability, transparency, and responsible financial management while empowering residents and stakeholders’*. The initiatives, activities and projects listed above are all aligned to at least one of these documents.

- Disability Access and Inclusion Plan

OUR FOUR-YEAR CAPITAL WORKS PROGRAM

The council's four-year capital works program is a fundamental component of the corporate business plan. Integrated seamlessly into the overarching corporate business plan, the capital works program aligns with organisational goals, priorities, and resource allocation strategies.

At the outset, the capital works program undergoes a meticulous planning process, informed by comprehensive needs assessments, stakeholder consultations, and strategic analysis. This ensures that proposed projects are strategically aligned with the council's vision, community aspirations, and legislative requirements. Each project within the program is carefully evaluated for its potential impact, feasibility, and alignment with the Shire's strategic objectives.

Capital Program	2024/25 (\$)	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)
Governance	5,000	-	-	-
Law, order and public safety	299,600	300,900	844,100	-
Health	-	12,000	3,500	42,900
Education and welfare	-	6,794	6,100	-
Housing	-	61,728	22,900	33,120
Community amenities	52,729	98,900	-	53,000
Recreation and culture	920,322	8,357,286	155,800	73,100
Transport	3,741,196	2,670,137	2,509,016	2,851,771
Economic services	280,000	7,200	-	109,500
Other property and services	-	62,000	10,000	-
Total	5,298,847	11,576,945	3,541,416	3,223,391

Over the next four years, the Shire of Chittering has planned several significant capital projects, including upgrades to the Shire's five fire stations, installation of fire danger rating system signs, enhancements to the Chittering Health Centre and Ferguson House, improvements to the cemetery and memorial gardens, and upgrades to public conveniences in Bindoon, John Glenn, and Wannamal. Additional projects include renovations to Bindoon and Wannamal halls, construction of a dog exercise area, natural area revegetation and continued trail development at the Mountain Bike Park, asphalt paving at the Mueha Complex carpark, library upgrades, improvements at depot and administration buildings, various road and footpath projects, the Lake Needonga Trail Boardwalk, renewal of Binda Place, and the development of the Lower Chittering community centre, including the reflections area, and Djidi Djidi Ridge lookout.

The following projects have been identified for future development within the Shire of Chittering but are heavily reliant on grants and other external funding:

- Chinkabee Complex Buildings
- Brockman Centre Precinct Buildings
- John Glenn parks & ovals
- Clune Park – playground equipment upgrade
- Sussex Bend Reserve - additional pump track, sealing existing track, shade shelters
- Chinkabee Complex – renewal of bowling turf
- Second oval infrastructure
- Mueha dual pump and jump track
- Aquilla Reserve playgrounds
- Blue Plain-Chittering Springs public open space pump track
- Wandena public open space pump track
- Chittering View/Rosa Park pump track
- Tourist Centre renovation
- Lower Chittering caravan park

These projects are not allocated to specific years in the Long-Term Financial Plan due to their dependency on obtaining grants and other external funding sources. The Shire of Chittering recognizes the importance of these projects for community development and infrastructure enhancement but must carefully align these projects with available funding to ensure their successful implementation. As such, the timing of these projects will be adjusted based on the availability of external funds, and the Shire will continue to seek appropriate funding opportunities to bring these projects to fruition.

OUR FOUR-YEAR OPERATING PROGRAM

The council's four-year capital works program is a fundamental component of the corporate business plan. Integrated seamlessly into the overarching corporate business plan, the capital works program aligns with organizational goals, priorities, and resource allocation strategies.

At the outset, the capital works program undergoes a meticulous planning process, informed by comprehensive needs assessments, stakeholder consultations, and strategic analysis. This ensures that proposed projects are strategically aligned with the council's vision, community aspirations, and legislative requirements. Each project within the program is carefully evaluated for its potential impact, feasibility, and alignment with the Shire's strategic objectives.

Operating Program	2024/25 (\$)	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)
Governance	1,307,224	1,201,319	1,192,274	1,234,219
General purpose funding	421,839	428,399	433,063	441,149
Law, order and public safety	2,227,929	1,986,887	2,016,237	1,833,737
Health	443,655	460,606	452,708	484,597
Education and welfare	130,960	65,703	66,055	66,645
Housing	375,201	213,136	215,322	219,889
Community amenities	2,653,165	2,651,750	2,706,717	2,743,760
Recreation and culture	2,285,204	2,085,573	2,122,505	2,144,513
Transport	5,771,511	5,629,653	5,654,857	5,706,318
Economic services	1,484,058	1,599,452	1,573,957	1,606,819
Other property & services	9,971	4,524	4,710	6,022
Total	17,110,717	16,327,002	16,438,405	16,487,668

ANNEXURES

The following annexures are integral components of the annual implementation of the operational plan, which aligns with Year 1 of the CBP and the annual budget.

Capital Projects 2024/25

Project description	Business unit	Budget	Strategic link
Relocate Wannamal notice board	Building Maintenance	\$5,000	Community
Fire station upgrades at Upper Chittering, Lower Chittering and Muchea	Building Maintenance	\$27,600	Fire prevention
Emergency Gen Set at Lower Chittering and Bindoon Fire Stations	Technical Services	\$20,000	Fire prevention
Firefighting truck – 4000L capacity	Technical Services	\$30,000	Fire prevention
Animal control vehicle upgrade	Development Services	\$72,000	Animal control
Emergency management vehicle upgrade	Development Services	\$150,000	Emergency management
Bindoon landfill building (Western Power, Solar, Air Con, CCTV)	Technical Services	\$10,000	Sanitation
Cemetery public conveniences buildings	Building Maintenance	\$12,000	Community amenities
Bindoon public conveniences buildings	Building Maintenance	\$30,729	Community amenities
Upgrades at Bindoon Hall, Wannamal Hall, Sandown Park clubrooms/Toilet building	Building Maintenance	\$64,589	Public halls & civic centres
Recreation facilities building upgrades at: Clune Park public conveniences buildings, Brockman Centre Precinct buildings, Muchea Clubroom redevelopment	Building maintenance	\$173,137	Recreation
Muchea Complex - Plant and equipment – Recreation	Building maintenance	\$3,000	Recreation
Mountain Bike Park – natural area revegetation	Building maintenance	\$145,000	Recreation
Install water tank at Sussex Bend Reserve	Building maintenance	\$84,362	Recreation
Install water tank on Chinkabee Hill (Mountain Bike Park)	Building maintenance	\$110,234	Recreation
Muchea hall infrastructure	Building maintenance	\$60,000	Recreation
Djidi Djidi Trail – flora study, clearing permit and trail refurbish	Building maintenance	\$50,000	Recreation
Muchea complex – playground and shelter to courts	Building maintenance	\$230,000	Recreation
Upgrades at Depot	Building maintenance	\$15,729	Streets, roads, bridges
ROADC - Roads Outside BUA - Sealed - Council Funded: Teatree Road, Wandena road, Forrest Hills Parade, Bagley Street, Mooliabeenee Road	Technical Services	\$1,485,407	Streets, roads, bridges
ROADC - Roads Outside BUA - Gravel - Council Funded: McGlew Road	Technical Services	\$85,000	Streets, roads, bridges
ROADC - Roads Outside BUP - Sealed - Roads to Recovery: Steer Road	Technical Services	\$90,000	Streets, roads, bridges

Project description	Business unit	Budget	Strategic link
ROADC - Roads Outside BUA - Sealed - Regional Road Group: Bindoon-Dewars Pool Road, Wells Glover Road final seal	Technical Services	\$662,409	Streets, roads, bridges
ROADC - Roads Outside BUA - Sealed - Black Spot: Blue Plains/Maddern, Muchea Road South	Technical Services	\$1,003,500	Streets, roads, bridges
ROADC - Infrastructure Other (Capital): Street lights – Shire owned	Technical Services	\$118,152	Streets, roads, bridges
Development of a Horse Bridle trails – Signage	Development Services	\$30,000	Streets, roads, bridges
Roads plant and equipment	Technical Services	\$251,000	Streets, roads, bridges
RURAL - Land (Capital) - Land Purchase for Independent Living Unit Blocks	Development Services	\$280,000	Rural services - economic

Council Adopted Strategies and Plans

The following table outlines Council adopted strategies and plans and the scheduled reviews over the next four years.

Strategy / Plan	Frequency	Budget	2024/25	2025/26	2026/27	2027/28
Bushfire Risk Management Plan 2017-2021	every 5 years	\$15,000	✓			
Local Emergency Management Arrangements	every 5 years; contact list quarterly; annual test	n/a	✓			
Emergency Recovery Plan	annual	n/a	✓			
Public Health Plan 2023-2027	every 5 years	\$12,500				✓
Local Planning Strategy	every 5 years	n/a	✓			
Local Planning Policy (LPP) no 6: Water Supply Drainage	every 4 years - 2026 completion	n/a	✓			
Local Planning Policy (LPP) no 10	every 4 years - 2026 completion	n/a	✓			
Local Planning Policy for Biodiversity Conservation	every 4 years - 2026 completion	n/a		✓		
Local Planning Policy (LPP) no 11: Wayside Stalls	every 4 years - 2026 completion	n/a	✓			
LLP: Landscaping Policy	every 4 years - 2026 completion	n/a				✓
Local Planning Scheme	every 4 years - 2026 completion	n/a				✓
Municipal Inventory of Heritage Places		n/a				✓
Local Biodiversity Strategy	Every 5 years	n/a		✓	✓	
Public Open Space Strategy		n/a			✓	
Economic Development Strategy		n/a	✓			

Strategy / Plan	Frequency	Budget	2024/25	2025/26	2026/27	2027/28
Community Development Plan 2020-2030 approval		n/a	✓		Major review	
Sport and Recreation Plan 2021-2031 (working doc aligned with LTFP and AMP annually)		n/a			✓	
10-year Asset Maintenance Plan	annually by end Feb	n/a	✓	✓	✓	✓
Roads Asset Management Plan		n/a		✓		
Land and Buildings Asset Management Plan		n/a		✓		
Strategic Waste Management Plan 2023-33	Every 5 years	n/a				✓
Review the Long-Term Financial Plan (LTFP) in conjunction with the annual budget review		n/a	✓	✓	✓	✓
Workforce Management Plan		n/a	✓	✓	✓	✓
Corporate Business Plan and Annual Operational Plan		n/a	✓	✓	✓	✓
Strategic Community Plan	Major review - every 4 years; Minor review - every 2 years	n/a	Minor review		Major review	
Disability Access and Inclusion Plan 2023-2026		n/a			✓	

Local Laws

Legislatively, all WA councils are required to review its local laws every eight years. The following local law register outlines the scheduled reviews over the next four years.

Local Law	2024/25	2025/26	2026/27	2027/28	Outer years
Bush Fires Local Law 2012	✓				
Keeping and Control of Cats Local Law 2023					Due in 2032
Cemeteries Local Law 2023					Due in 2031
Dogs Local Law 2023					Due in 2032
Extractive Industries Local Law 2014	✓				
LG Property and Public Places Local Law 2023					Due in 2032
Standing Orders Local Law 2023					Due in 2032
Health Local Law 2017	✓				
Waste Local Law 2018			✓		

Policy Register

The council diligently maintains a register of 64 policies, each of which undergoes a thorough review every two years to ensure they remain current and effective. Additionally, the policy register is reviewed annually to ensure all policies are assessed within the relevant deadlines. The table below illustrates the review process over the next four years.

Of the 64 policies listed on the register, 55 are due for review in the 2024/25 financial year.

Policy name	Policy owner	Last review date	2024/25	2025/26	2026/27	2027/28
Australian Citizenship Ceremonies	Office of the CEO	20-Jul-22	✓		✓	
Service Level Complaints Handling	Office of the CEO	19-Oct-22	✓		✓	
Political Electioneering Posters	Development Services	19-Jul-23		✓		✓
Record Keeping	Corporate Services	19-Jul-23		✓		✓
Asset Management – Infrastructure Assets	Corporate Services	18-May-11	✓		✓	
Honorary Freeman of the Shire of Chittering	Office of the CEO	20-Jul-22	✓		✓	
Risk Management Policy	Corporate Services	21-Jun-23	✓		✓	
Reimbursement of Volunteers for Damaged Personal Equipment	Office of the CEO	16-Oct-19	✓		✓	
General Compliance and Enforcement	Development Services	19-Jul-23		✓		✓
Recording and Access to Recordings of Council Meetings	Office of the CEO	19-Jul-23		✓		✓
Social Media	Corporate Services	21-Jun-23	✓		✓	
Investment of Funds	Corporate Services	21-Jun-23	✓		✓	
Rating	Corporate Services	19-Aug-09	✓		✓	
Requests for Assistance and/or Donation	Corporate Services	21-Jun-23	✓		✓	
Credit Cards	Corporate Services	20-Jul-22	✓		✓	
Purchasing & Procurement	Corporate Services	19-Oct-22	✓		✓	
Rating Policy Relating to Change in Predominant Use of Rural Land	Corporate Services	21-Jun-23	✓		✓	
Related Party Disclosures	Corporate Services	21-Jun-23	✓		✓	
Financial Hardship – Collection of Rates and Service Charges Policy	Corporate Services	21-Jun-23	✓		✓	
Bereavement Recognition	Office of the CEO	20-Jul-22	✓		✓	
Equal Employment Opportunity	Office of the CEO	18-Nov-09	✓		✓	
Work Health and Safety (WHS)	Office of the CEO	19-Oct-22	✓		✓	
Appointment of an Acting Chief Executive Officer	Office of the CEO	21-Jun-23	✓		✓	

Policy name	Policy owner	Last review date	2024/25	2025/26	2026/27	2027/28
Christmas / New Year Closure of Council Facilities	Office of the CEO	18-Nov-09	✓		✓	
Staff Superannuation	Corporate Services	26-Oct-16	✓		✓	
Public Service Holidays In-Lieu	Corporate Services	17-Mar-21	✓		✓	
Standards for Recruitment of CEO's	Office of the CEO	21-Apr-21	✓		✓	
Standards for Review of Performance of CEO's	Office of the CEO	21-Apr-21	✓		✓	
Standards for Termination of the Employment of CEOs	Office of the CEO	21-Apr-21	✓		✓	
Code of Conduct - Elected Members, Committee Members and Candidates	Office of the CEO	21-Apr-21	✓		✓	
Informal Petitions to Council	Office of the CEO	19-Jul-23		✓		✓
Elected Members' – Entitlements and Training	Office of the CEO	16-Sep-20	✓		✓	
Certificate of Recognition	Office of the CEO	25-Jun-14	✓		✓	
Legal representation and Costs Indemnification	Office of the CEO	17-Feb-10	✓		✓	
Council Forums, Workshops and Information Sessions	Office of the CEO	15-Mar-23	✓		✓	
Gifts, Benefits, Hospitality and Attendance at Events Policy	Office of the CEO	15-Jul-20	✓		✓	
Notices of Motion	Office of the CEO	19-Jul-23		✓		✓
Code of Conduct – Behaviour Complaints Management	Office of the CEO	16-Jun-21	✓		✓	
Transparency & Accountability	Office of the CEO	17-Aug-22	✓		✓	
Council Positions	Office of the CEO	20-Jul-22	✓		✓	
Donations, Contributions and Sponsorship	Office of the CEO	19-Apr-23	✓		✓	
Concerts, Events and Organised Gatherings	Development Services	16-May-12	✓		✓	
Container Deposit Scheme – Community Groups Donation Points??	Technical Services	16-May-12	✓		✓	
Australia Day Awards	Office of the CEO	12-Nov-22	✓		✓	
Education Scholarship Award	Corporate Services	20-Jul-16	✓		✓	
Use of Chittering Community Bus	Corporate Services	21-Jun-23	✓		✓	
Community Bus Transport Service	Corporate Services	21-Jun-23	✓		✓	
Community Assisted Transport Service Policy (CATS)	Corporate Services	16-Aug-23		✓		✓
Community Assistance Grant Scheme	Corporate Services	21-Jun-23	✓		✓	

Policy name	Policy owner	Last review date	2024/25	2025/26	2026/27	2027/28
Financial assistance for residents involved in state/national sporting events	Corporate Services	21-Jun-23	✓		✓	
Nature Strip Treatments – Protective Devices	Technical Services	Nov-05	✓		✓	
Crossovers Subsidy	Technical Services	Nov-05	✓		✓	
Naming of Shire Facilities	Technical Services	May-11	✓		✓	
Road Formation Widths / Clearing Widths – for new construction works	Technical Services	May-11	✓		✓	
Landscaping Policy for Industrial and Commercial Areas	Technical Services	Nov-05	✓		✓	
Verge Maintenance	Technical Services	20-Jul-22	✓		✓	
Rural Numbering	Development Services	Nov-05	✓		✓	
Storm Water Management	Technical Services	19-Oct-22	✓		✓	
Bush Fire Control	Development Services	17-Mar-21	✓		✓	
Deep Drainage	Technical Services	Nov-05	✓		✓	
Multiple Dogs	Development Services	19-Jul-23		✓		✓
Trading in Public Places	Development Services	19-Jul-23		✓		✓
Temporary Accommodation During Construction of a Dwelling	Development Services	20-Nov-19	✓		✓	
Nutrient Removal Effluent Disposal Systems	Development Services	19-May-21	✓		✓	

Compliance Calendar

The Shire's compliance calendar serves as a crucial component of the annual implementation plan, meticulously aligned with local government legislation and regulations. This comprehensive calendar acts as a proactive tool, providing timely prompts to ensure the Shire's adherence to all relevant legislative requirements. By systematically organising and scheduling compliance activities, the calendar facilitates meticulous monitoring and execution of regulatory obligations. It ensures that the Shire remains in strict compliance with legal mandates, safeguarding against potential risks and liabilities. Furthermore, the compliance calendar fosters a culture of accountability and diligence within the organisation, underscoring the Shire's commitment to upholding the highest standards of governance and legal integrity.

Responsible team	Activity discription	Legislation	Frequency	Last completed	Financial year due
Development Services	Firebreak Notices - Advertise - Local Public Notice	Bush Fires Act 1954	Annual	2023	2024/25
Development Services	Firebreak & Bush Fire Hazard Reduction Notice sent to landowners	Bush Fires Act 1954	Annual	2023	2024/25
Development Services	Firebreak & Bush Fire Hazard Reduction Notice sent to landowners	Bush Fires Act 1954	Annual	2023	2024/25

Responsible team	Activity discription	Legislation	Frequency	Last completed	Financial year due
Development Services	Firebreak & Bush Fire Hazard Reduction Notice sent to landowners	Bush Fires Act 1954	Annual	2023	2024/25
Development Services	Firebreaks Inspections - - non-complying - final prior to prohibited period (Oct to end May)	Fire Control Order	Annual	2023	2024/25
Development Services	LEMC meeting to be held quarterly in accordance with Act - review Emergency Management Plan Contact List	Emergency Management Act 2005	Quarterly	2023	2024/25
Development Services	DFES Form 8 Due by 31st August	Local Government Grants Scheme VBFB Operational Fund	Annual	2023	2024/25
Corporate Services	State Library Statistical Return - Online submission of annual statistics related to library and administration (including Financial Return)	State Library Board of WA Act 1951	Annual	2023	2024/25
Development Services	Groundwater Annual Monitoring Report - submit by 31 August - Condition of Licence to Take Water	Rights in Water and Irrigation Act 1914	Annual	2023	2024/25
Technical Services	SRRG Program to MRWA		Annual	2023	2024/25
Development Services	Annual Report - Food and Public Health Act 2016 Reporting Form Report to the Executive Director, "Local Government Public Health Act 2016 Reporting" form received	Public Health Act 2016	Annual	2023	2024/25
Office of the CEO	Risk Management Review - Risk Dashboard Report needs to be sent to Audit & Risk Committee		Annual	2023	2024/25
Corporate Services	Record Keeping Plan due - Review and submit to State Records Commission	State Records Act - s28	5-yearly	Sep-21	2026/27
Corporate Services	Issue Rate instalment notices S6.45.	Local Govt Act	Bi-monthly	2024	2024/25
Development Services	Annual Test of Emergency Management Arrangements	Emergency Management Act 2005	Annual	2023	2024/25
Development Services	National Pollution Inventory Report		Annual	2023	2024/25
Technical Services	WALGA Roads Return		Annual	2023	2024/25
Technical Services	Reporting under regulation 18B of the Waste Avoidance and Resource Recovery Regulations 2008	Waste Avoidance and Resource Recovery Regulations 2008	Annual		2024/25
Technical Services	Reporting under regulation 18C of the Waste Avoidance and Resource Recovery Regulations 2008	Waste Avoidance and Resource Recovery Regulations 2008	Annual	2023	2024/25

Responsible team	Activity discription	Legislation	Frequency	Last completed	Financial year due
Technical Services	Bindoon Landfill and Recycling Centre Licence - # L9160/2018/1	Environmental Protection Act 1986	Annual		21-Nov
Development Services	Bindoon Landfill & Recycling Centre - Annual monitoring & compliance report		Annual		2024/25
Technical Services	Muchea Landfill & Recycling Centre - Annual monitoring & compliance report		Annual		2024/25
Technical Services	Muchea Landfill and Recycling Centre Licence fee payable- # L6845/1997/11	Environmental Protection Act 1986	Annual	2023/24	2024/25
Technical Services	Annual Work, Health, Safety & Environmental report for the CDS program Muchea Landfill		Annual	2023	2024/25
Development Services	Advertise prohibited burning times	Bush Fires Act 1954	Annual	2023	2024/25
Technical Services	Roads to Recovery - Audited Annual Return/ Report to be lodged	Grant condition	Annual	2023	2024/25
Corporate Services	Records Disposal / Retention	Record Keeping Plan	Annual	2023	2024/25
Office of the CEO	Related Party Disclosure Policy - Review		Bi-annual (Odd years)	2023	2025/26
Corporate Services	Annual Financial Statements & Audit Report	Local Govt Act	Annual	2023	2024/25
Corporate Services	Annual Electors Meeting - Schedule date (to be held within 56-days of adoption of Annual Report) & arrange Local Public Notice - at least 14-days	Local Govt Act	Annual	2023	2024/25
Technical Services	Submit WALGA Local Roads expenditure report (WA Local Government Grants Commission Information Return) - due end of November		2023	2023	2024/25
Office of the CEO	Workforce Renumeration Survey (WALGA)				2024/25
Office of the CEO	Adoption of Annual Report	Local Govt Act	Annual	2023	2024/25
Corporate Services	Deferred interest - submit claim to the Office of State Revenue for rates and ESL deferred claims	Rates and Charges (Rebates and Deferments) Regulations 1992	Annual	2023	2024/25
Technical Services	Review Asbestos Management Plan and registers		Annual	2023	2024/25
Development Services	Full review of Emergency Management Arrangements	Emergency Management Act 2005 - s.42	5-years	18/03/2019	2024/25
Corporate Services	Commence Review of Financial Management Systems - due 31 May	Financial Management Regs - Reg.5(2) (c) DLGC Guideline No. 09 'Audit in Local Government'	3-yearly	Jun-23	2024/25

Responsible team	Activity discription	Legislation	Frequency	Last completed	Financial year due
Corporate Services	CEO's Review of Risk Management, Internal Control and Legislative Compliance (Strategic & Operational Risk Register)	Audit Regs - Reg 17 DLGC Guideline No. 09 'Audit in Local Government'	3-yearly	Jun-23	2024/25
Development Services	Review Statutory Planning Scheme - - 5 years after gazettal OR every 5 years after completion of a review	Planning and Development Act Part 5, Div.5	5-yearly	Sep-21	2026/27
Corporate Services	Record Keeping Plan		5-yearly	Sep-21	2026/27
Corporate Services	Mid-Year Budget Review	Financial Mgmt. Regs	Annual		2024/25
Office of the CEO	Compliance Audit Return	Local Govt Act	Annual	1-Feb-24	2024/25
Corporate Services	Insurances review with LGIS - to commence in March		Annual		2024/25
Office of the CEO	Annual Employee Performance Reviews	Local Govt Act	Annual		2024/25
Corporate Services	If the Auditor General or a local government's appointed auditor reports a significant matter in an audit report - a response from the local government is required.	Local Govt Act	Annual		2024/25
Office of the CEO	Council Minutes for binding		Annual		2024/25
Office of the CEO	Bi-annual election process	Local Govt Act - Part.4	Bi-annual (Odd years)		2025/26
Office of the CEO	Review of Delegations Register	Local Govt Act	Annual		2024/25
Office of the CEO	Disability Access & Inclusion Plans Report - Regulations - information that must be included in DAIP Report	Disability Services Regulations 2004	Annual		2024/25
Office of the CEO	Review Equal Employment Opportunity Management Plan	Equal Opportunity Act 1984	Annual		2024/25
Corporate Services	FESA Levy Submission for ESL Budget - Annexure "A" Emergency Services Levy Adjustment		Annual		2024/25
Corporate Services	Annual Budget review	Financial Management Regs	Annual		2024/25
Office of the CEO	Planning for the future: Review of the Corporate Business Plan - Adoption by Council	Local Govt Act - s5.56 Local Government (Administration) Regulations 1996 - 19DA	Annual	Jun-24	2024/25

Responsible team	Activity description	Legislation	Frequency	Last completed	Financial year due
Office of the CEO	Strategic Community Plan: Review		2 Yearly - minor review; 4 yearly - major review	30/06/2024 (minor)	2025/26 - major
Corporate Services	Annually review individual fees and charges schedules published on the website	Financial Management Regs	Annual		2024/25
Corporate Services	Agreements or Arrangements ("Leases") of Council Land at 30 June - Land Tax for Office of State Revenue	Land Tax Assessment Act 2002	Annual		2024/25
Development Services	Local Heritage Survey review in line with Local Planning Strategy Review- submit to HCWA by 30 June	Heritage Act 2018	10-15 years	30/06/2021	2024/25
Corporate Services	ESL Administration - Annexure A (end of year ESL adjustment declaration report) - In accordance with Emergency Services Levy - Manual of Operating Procedures - Reconciliation of ESL Adjustments as at 30th June each year.	Emergency Services Levy Act 2002	Annual	(as at 30 June 2022)	2024/25
Corporate Services	Prepare FOI Annual Statistical Data	Freedom of Information Act 1992	Annual		31-Jul
Corporate Services	Commence review of Information Statement (and FOI processes) for Annual Report	Freedom of Information Regulations 1993	Annual		31-Jul
Office of the CEO	Prepare report for each financial year on the training completed by council members in the financial year.	Local Govt Act	Annual		2024/25
Technical Services	Playground inspections - weekly/monthly/ annual inspections - 7 playgrounds; 2 skateparks; basketball stands		Annual		2024/25
Technical Services	The SoC will submit an annual report to OBRM each year summarising progress made towards implementation of the BRM Plan.		Annual		2024/25
Technical Services	An annual pre fire season report will be submitted to Council each year summarising treatment strategies.		Annual		2024/25

