



CORPORATE BUSINESS PLAN

2018/2022

SHIRE OF MERREDIN

2019/2020

Review – Dec 2019



SHIRE OF
MERREDIN
INNOVATING THE WHEATBELT

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INTRODUCTION

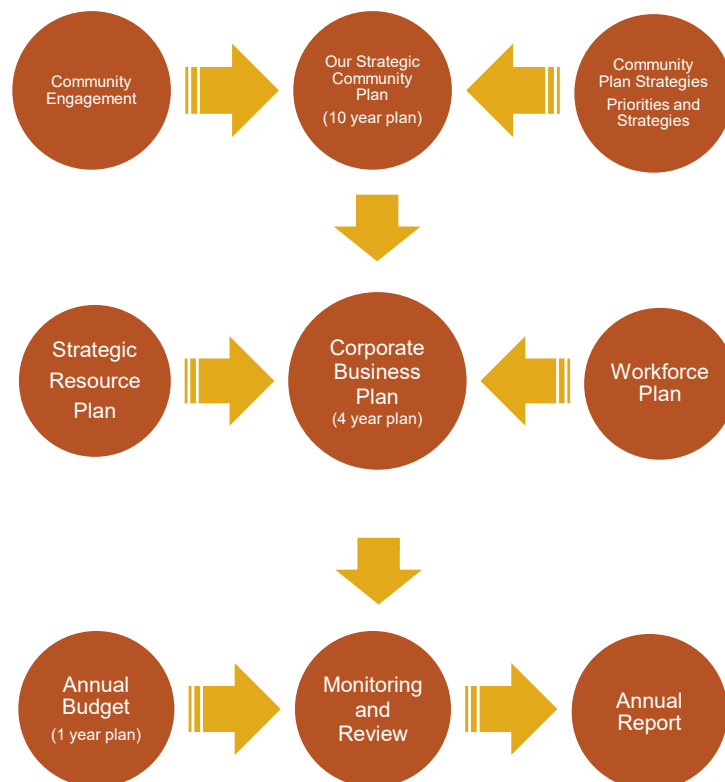
The Corporate Business Plan 2018/2022 aligns with the strategic initiatives identified in the Strategic Community Plan 2018/2028, reflecting our commitment to fulfilling the community’s vision, key zones, priorities and Key Actions.

Some of the Key Actions in the Plan are a continuation of previous initiatives. Others are newly identified after the new of the Strategic Community Plan in 2017/2018.






All our Key Actions are responsibly resourced, with revenue streams, expenditure, staff and time requirements accounted for our Strategic Resource Plan 2019-2034 and Workforce Plan 2019-2023.






Monitoring & Review

Monitoring and regular review of plans are undertaken to ensure Key Actions are met and achievements can be measured and evaluated. The diagram below depicts the components that make up the Shire of Merredin’s Integrated Planning and Reporting Framework. It shows the integration between the plans and the influences of the informing strategies. The intent of the Integrated Planning and Reporting Framework is to ensure the priorities and services provided by the Shire of Merredin are aligned with our community needs and aspirations. The informing strategies takes into account available resources to deliver the best possible outcomes for the community.



Monitoring Timeline		
Review	2018	2019
September Quarterly Review	Completed October 2018	Completed September 2019
December Quarterly Review	Completed December 2018	Completed December 2019
March Quarterly Review	Completed March 2019	
Annual Review	Completed June 2019	

Monitoring Key	
	Completed
	Commenced
	Not Commenced
	Ongoing
	No Current Opportunities
D	Delete Key Action
R	Retain Key Action
AR	Key Action Removed

Monitoring Summary for Review Period July - December 2019		
Key		Key Actions
	Completed	2
	Commenced	0
	Not Commenced	0
	Ongoing	46
	No Current Opportunities	2
D	Deleted Key Actions	0
AR	Key Action Removed	0

MEASURING OUR ACHIEVEMENTS & PROGRESS

The Corporate Business Plan is reviewed annually, in conjunction with the annual budget deliberation process, with reporting on operational progress quarterly, ensuring that the Shire of Merredin is working towards implementation and achievement.

It is important for the Shire to be able to measure and monitor progress of initiatives to deliver on the strategic aspirations detailed in the Strategic Community Plan. The Shire of Merredin is committed to reviewing internal and external reporting mechanisms to ensure the organisation is aligning its priorities and delivering on its commitments. Reporting to the Council and the community on the performance and achievement of the Corporate Business Plan will be provided through quarterly reports and the Annual Report.

OUR KEY ACTIONS LINKED TO THE STRATEGIC COMMUNITY PLAN

Key Zone 1 – Community & Culture								
Strategic Goal		<i>Merredin is rich in cultural diversity, performing and fine arts and a variety of sports available for both residents and visitors.</i>						
Key Priority 1.1		Supporting and facilitating engagement in the arts in all their forms						
No	Key Action	Success Measure	Directorate	External Funding	2019/20 Progress Reviews			
					Sept 19	Dec 19	Mar 20	Jun 20
1.1.1	Provide facilities and services for arts and cultural programs	Effective and ongoing advocacy	Community Services	✓	⦿	⦿		
	<ul style="list-style-type: none"> ⦿- Merredin Community Events Program 2019/20 will include various arts and cultural program to celebrate the diverse cultural mix of Merredin at various locations. (Sept 19) ⦿- Western Power project boxes with support for Avon Youth and the Arts Program, Cabernet on Canvas program was held at Cummins Theatre (Dec 19) 							
1.1.2	Support community organisations to provide art and cultural activities and events that celebrate and recognise the diversity and uniqueness of Merredin	Completion of investigation	Community Services	-	⦿	⦿		
	<ul style="list-style-type: none"> ⦿- Festa Italiana organised for 2019 as part of the Merredin Community Events Program. Celebration of Farming – supporting the Burracoppin Football Club and CWA to delivery community event that celebrates Merredin’s agriculture. Games Day – Collaborating with Avon Youth to deliver school holidays youth activity. (Sept 19) ⦿- Yorga’s Craft and Natter Group continues to meet in the library every Tuesday morning. (Dec 19) 							
1.1.3	Develop and implement a Public Art Strategy	Effective and ongoing support	Community Services	✓	Key Priority not supported 2018/2019			
	<ul style="list-style-type: none"> ⦿- Valuation occurred, report due 17 Sept, sourced examples of art strategies (Sept 18) ⦿- Report taken to Council 20 Nov 18, Valuation report, Art Collection Register and Policy considered and supported by Council. Public Art Strategy survey being conducted at the present time. (Dec 18) ⦿ - Survey was not supported to continue with a Public Art Strategy. (Mar 19) 							
Informing Strategies or Legislation Cummins Theatre Program								

Key Priority 1.2		Protecting and promoting the diverse culture and heritage of the Merredin Region						
No	Key Action	Success Measure	Directorate	External Funding	2019/20 Progress Reviews			
					Sept 19	Dec 19	Mar 20	Jun 20
1.2.1	Support the preservation and promotion of heritage buildings and significant sites to include artefacts and memorabilia	Effective and ongoing advocacy	Development Services	✓	()	()		
	<ul style="list-style-type: none"> () - The Municipal Heritage Inventory will commence in the 2019/20 financial year. Quotes are being sought to activate a consultant for the review. (Sept 19) () - Restoration of the Town Hall Clock is currently in progress. The works should be completed by the end of the month. (Sept 19) () - This action plan will be activated in early 2020 () - Staff continue to collect items for the library Memorabilia room, cataloguing what we have, and organising the large collection of photos. The Military Museum reviewing grant application through “Saluting their Service” Grants program (Dec 19) 							
1.2.2	Promote cultural awareness	Completion of investigation	Community Services	-	()	()		
	<ul style="list-style-type: none"> () - NAIDOC week was held in July and worked with stakeholders for collaborated event. Plans for Festa Italiana are well underway, with plenty of interest and engagement from the community with the event in October. Chinese New Year and International Food Festival have been incorporated in 2020 events grants applications and 2019/20 budget (Sept 19). () - Festa Italiana was successfully held including the Italian cultural and other cultures surrounding this event and have applied for a Harmony Week grant through Office of Multicultural Interests. (Dec 19) 							
Informing Strategies or Legislation Cummins Theatre Conservation Plan Merredin Town Hall Conservation Management Plan Municipal Heritage Inventory								

Key Priority 1.3	Supporting sport activities and promoting healthy lifestyles
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No	Key Action	Success Measure	Directorate	External Funding	2019/20 Progress Reviews			
					Sept 19	Dec 19	Mar 20	Jun 20
1.3.1	Provide facilities and services for sport and recreation ⌚ - Ongoing services are provided. (Sept & Dec 19)	Effective and ongoing advocacy	Community Services	✓	⌚	⌚		
Informing Strategies or Legislation MRCLC Management Plan and Strategic Resource Plan								

Key Priority 1.4		Continuing advocacy for the improvement of allied health services and facilities for the Community						
No	Key Action	Success Measure	Directorate	External Funding	2019/20 Progress Reviews			
					Sept 19	Dec 19	Mar 20	Jun 20
1.4.1	Continued advocacy to ensure that necessary services are in Merredin to support the needs of the Community ⌚ - Ongoing as opportunities arise. (Sept & Dec 19)	Effective and ongoing advocacy	Office of the CEO	-	⌚	⌚		
1.4.2	Promote health and community services on the Shire website ⌚ - To be implemented as part of website re-design. (Sept & Dec 19)	Completion of investigation	Office of the CEO	-	⌚	⌚		
1.4.3	Support initiatives to improve safety and reduce crime ⌚ - Council has provisions in the 2019/20 budget for CCTV. Supporting the Merredin Police and Youth Council with the Blue Light Disco. (Sept & Dec 19)	Effective and ongoing support	Office of the CEO	●	⌚	⌚		
Informing Strategies or Legislation Verso Report								

Key Priority 1.5		Building resilience and the capacity to manage natural and man-made emergency events						
No	Key Action	Success Measure	Directorate	External Funding	2019/20 Progress Reviews			
					Sept 19	Dec 19	Mar 20	Jun 20

1.5.1	Manage the operations of the Local Emergency Management Advisory Committee	Effective and ongoing advocacy	Community Services	-	()	()		
	<ul style="list-style-type: none"> () - Meeting held in August 19, mock drill to be organised, review of LEMC documents and reference checks across all agencies involved. Discussion of delivery of current contacts register. Identified the importance of agencies to represent on this committee. Welfare Recovery Centre training by Dpt of Communities. (Sept 19) () - Ongoing and support with DFES will provide new opportunities to be activated in early 2020 (Dec 19) 							
1.5.2	Support local emergency services	Completion of investigation	Community Services	-	()	()		
	<ul style="list-style-type: none"> () - Ongoing support and discussions held with Chief & Deputy BFCO, Council endorsed Bush Fire Control Officers & Bushfire Notice. Further engagement with regards to due dates for Firebreaks compliance. Collaboration with all emergency services is ongoing. (Sept 19) () - Ongoing (Dec 19) 							
Informing Strategies or Legislation								
Verso Report								

Key Priority 1.6		Supporting and strengthening community groups, organisations and volunteers						
No	Key Action	Success Measure	Directorate	External Funding	2019/20 Progress Reviews			
					Sept 19	Dec 19	Mar 20	Jun 20
1.6.1	Support community groups to deliver activities and services to the Community effectively and sustainably	Effective and ongoing advocacy	Community Services	-	()	()		
	<ul style="list-style-type: none"> () - Events plan for the 19/20 has been developed and will be executed in an effective and sustainable way (Sept 19). () - Tales of Times past senior storytellers continue to hold one meeting a month in the library. The library continues to get a copy of the Audio files produced at many of the meetings. (Dec 19) 							
1.6.2	Support community groups that recognise and celebrate positive Community achievements	Completion of investigation	Community Services	-	()	()		
	<ul style="list-style-type: none"> () - Continuing to work closely with community groups (Sept 19) () - Citizen of the Years Awards are in progress, and the activated space for community gardens is progressing. (Dec 19) 							
Informing Strategies or Legislation								
Nil								

Key Priority 1.7		Providing support to local organisations which seek to enhance engagement and opportunities available to early years and youth in the Merredin region						
No	Key Action	Success Measure	Directorate	External Funding	2019/20 Progress Reviews			
					Sept 19	Dec 19	Mar 20	Jun 20
1.7.1	Develop a Youth Strategy & Engagement Plan to deliver a range of youth programs	Effective and ongoing advocacy	Community Services	✓	⌚	⌚		
	<ul style="list-style-type: none"> ⌚ - Youth Strategy and Engagement Plan endorsed and approved by Council. Youth Strategy is underpinning planning for the Shire's Youth Program for the 2019/20 year. (Sept 19) ⌚ - Continue to implement for the Youth Strategy Program, applying for grants for the 2020 program, activated the school holiday programs. (Dec 19) 							
1.7.2	Support agencies and community organisations to implement early years initiatives	Completion of investigation	Community Services	-	⌚	⌚		
	<ul style="list-style-type: none"> ⌚ - Continue to support EWEYN network and actively assist in event organisation. (Sept 19) ⌚ - The library continues to participate in EWEYN events including the Children's Day event held at Merredin Playgroup on 25 October and the Christmas Pool Party held on 2 December. The Librarian also acts as the Secretary for the EWEYN group. (Dec 19) 							
Informing Strategies or Legislation								
Nil								

Key Priority 1.8		Ensuring the Shire's facilities and services are accessible and inclusive						
No	Key Action	Success Measure	Directorate	External Funding	2019/20 Progress Reviews			
					Sept 19	Dec 19	Mar 20	Jun 20
1.8.1	Ensure the Council's strategies, plans and services are current and relevant to the needs of the Community	Effective and ongoing advocacy	Corporate Services	✓	⌚	⌚		
	<ul style="list-style-type: none"> ⌚ - Council has reviewed the Street Tree Master Plan and noted the progress report of the Youth Strategy & Engagement Plan. (Sept & Dec 2019) 							
Informing Strategies or Legislation								
Disability Inclusion & Access Plan Merredin Aged Friendly Community Plan								

Key Zone 2 – Economy & Growth

Strategic Goal		<i>Merredin seeks new opportunities for growth and strives to develop a rich and multifaceted economy.</i>						
Key Priority 2.1		Promoting Merredin and its potential business opportunities to facilitate targeted economic development						
No	Key Action	Success Measure	Directorate	External Funding	2019/20 Progress Reviews			
					Sept 19	Dec 19	Mar 20	Jun 20
2.1.1	Support and promote the recommendations of the Merredin “Growing Our Community” economic	Effective and ongoing advocacy	Community Services	-	()	()		

	development and implementation strategy								
	<ul style="list-style-type: none"> ⌚ - Ongoing project initiatives are consistently presented for any opportunities in the Region. (Sept 19) ⌚ - Ongoing and due to newly elected members new strategic workshops will help identify how to “grow our community” in coming months (Dec 19) 								
2.1.2	Identify, develop and implement a Merredin Marketing Plan to attract potential business, industry and residents to Merredin	Completion of investigation	Community Services	-	☐	-	-	-	-
	<ul style="list-style-type: none"> ⦿ - Meeting to occur 4 October (Sep 18) ⌚ - Marketing plan had started and will be discussed with staff and council in Jan 19. (Dec 18) ⦿ - On review with consultants, the decision not to proceed with this key action. No further actions or outcomes to be achieved. (Mar 19) ☐ - The Marketing Plan requires additional funding to help support and activate this process. To date, Council has made a decision not to proceed on this key action. (June 19) 								
Informing Strategies or Legislation Central East Sub-Regional Economic Strategy Growing Our Community Strategy Wheatbelt Tourism Growth Plan Wheatbelt Blueprint									

Key Priority 2.2		Developing and maintaining local government infrastructure that increases the potential for business development and investment							
No	Key Action	Success Measure	Directorate	External Funding	2019/20 Progress Reviews				
					Sept 19	Dec 19	Mar 20	Jun 20	
2.2.1	Implement the CBD redevelopment project: Stages 2 and 3 (improve the functionality and amenity of Barrack and Bates Streets)	Effective and ongoing advocacy	Engineering Services	●	⦿	⌚	-	-	
	<ul style="list-style-type: none"> ⦿ - Works finalised as no funding opportunities at this time. (Sept 19) ⌚ - Redevelopment of Visitors Centre lawn and main street grassed area. (Dec 19) 								
2.2.2	Enhance the Merredin Town Centre entrances	Completion of investigation	Engineering Services	-	⌚	⌚	-	-	

	<ul style="list-style-type: none"> ⌚ - Development of Visitor Centre lawn area. (Sep 19) ⌚ - Item to Council for possible tendering process for Visitors Centre Lawn area. (Dec 19)
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Informing Strategies or Legislation

Annual Roads Program
 CBD Upgrade Plan
 Growing Our Community Strategy
 Strategic Resource Plan

Key Priority 2.3 Support initiatives from local businesses for growth

No	Key Action	Success Measure	Directorate	External Funding	2019/20 Progress Reviews			
					Sept 19	Dec 19	Mar 20	Jun 20
2.3.1	Support the business community to revitalise the CBD to support all business development in Merredin	Effective and ongoing advocacy	Community Services	-	⌚	⌚		
	<ul style="list-style-type: none"> ⌚ - Ongoing as per budget considerations and the new Merredin Tourism Brochure is currently being produced which will support the business community throughout the Wheatbelt. (Sept 19) ⌚ - Ongoing and continual support advocated with local businesses. Action plans have been set in place for businesses with Gala Night. (Dec 19) 							
2.3.2	Continue to work with business networks to identify opportunities for programs that support local small business (Business Local, Progress Associations, Wheatbelt Business Network)	Effective and ongoing advocacy	Community Services	-	⌚	⌚		
	<ul style="list-style-type: none"> ⌚ - Continued support on all levels of community collaboration and engagement occurs in every aspect to help assist and develop small businesses. (Sept & Dec 19) 							

Informing Strategies or Legislation

Central East Sub-Regional Economic Strategy
 Growing Our Community Strategy
 Wheatbelt Tourism Growth Plan
 Wheatbelt Blueprint

Key Priority 2.4		Facilitating and strengthening the development of local and regional tourism						
No	Key Action	Success Measure	Directorate	External Funding	2019/20 Progress Reviews			
					Sept 19	Dec 19	Mar 20	Jun 20
2.4.1	<p>Showcase Merredin with improved visibility and promotion through initiatives</p> <ul style="list-style-type: none"> 🕒- CWVC initiated an advert in Have a Go August 2019 for Merredin Escape Packages to attract the Perth visitor market to travel to Merredin for upcoming Cummins Theatre events. CWVC, for WEROC ran a Self-drive AGO/Wheatbelt campaign with our EW regional tourism partners in the West Australian AGO's 11 page Wildflower Feature in August 2019. CWVC also partnered with AGO and Transwa with an advertisement in the Travel lift out of the West's AGO Wildflowers feature in August for Merredin Escape Packages promoting Transwa rail travel to Merredin for upcoming September/October Cummins Theatre events. The CWVC collaborated with participating Merredin accommodation providers for these packages. The event packages continue to feature on the website. 🕒- Increase in social media presence on Instagram with 1084 followers, 77% being Perth based in the 25-55 age group which is a 12% increase from last quarter and 74% of audience are women. 🕒- Maintaining Events Calendar on website, distribution of flyers through monthly e-newsletters, e-sign on roof, flyers on notice boards & in key Barrack Street businesses, on Shire and services A-frames & bin posters. Monthly promotion of new product in Phoenix, on website and social media platform. Continue to inform Merredin accommodation providers with weekly event and activity updates to raise awareness of events at Cummins Theatre and promote what's to do in Merredin. 🕒- Continue to include the Merredin Escape Package flyer and Public Silo Trail brochures in visitor enquiry mail-outs. 🕒- CWVC coordinated the FORM Interpretation Panel was installed at the recently completed Merredin CBH Silo Art Lay-by on GEH. 🕒- CWVC staff are co-ordinating reprint of Central Wheatbelt Map & Guide for the WEROC shires and member shires Tammin & Cunderdin. 🕒- Continue to increase the profile Merredin attractions through upgrading and renewing signage as time permits. Completed entry and directional signage for the Pioneer Cemetery, Swimming Pool and directional signage to Cummins Theatre & Library.(Sept 2019) 🕒- Merredin featured in the new Fresh TV program in November with Carina interviewed on the FORM Silo Art Trail. 🕒- Increase in social media presence on Instagram with 1131followers, 74% being Perth based in the 25-55 age group is 78% of our audience and 74% of audience are women. 🕒- Maintain Events Calendar on website, distribution of event flyers through monthly e-newsletters, e-sign on roof, flyers on notice boards & in key Barrack Street businesses, on Shire and services A-frames & bin posters. Monthly promotion of new product in Phoenix, on website and social media platform. Continue to inform Merredin accommodation providers with weekly event and activity updates to raise awareness of events at Cummins Theatre and promote what's to do in Merredin. 	Effective and ongoing advocacy	Community Services	-	🕒	🕒		

	<ul style="list-style-type: none"> 🕒- Completed Signage Audit for the Museums directional & parking signs, additional directional & service signage for the Mary Street Round-about and new Hoop signs for Town Centre and Library. These have been sent for quotes for early 2020 production and installation. 🕒- Completed installation of the Pioneer Cemetery directional signage. 🕒- Completed production of the Central Wheatbelt Map & Guide for the 5 WEROC Shires & MoU Member shires of Cunderdin & Tammin. 🕒- Assisted the CD Team in the Gala Night Event through the registration and coordination of stallholders, activities and entertainment. (Dec 19) 							
2.4.2	Collaborate with tourism stakeholders to increase the tourism profile of Merredin and the wider region	Completion of investigation	Community Services	-	🕒	🕒		
	<ul style="list-style-type: none"> 🕒- CWVC manager attended EW Wheatbelt Tourism stand at Dowerin Field days August 2019 with sub-regional partners promoting our self-drive trails and regional events. CWVC prepared a flyer for upcoming Cummins Theatre events for handout at Dowerin. 🕒- CWVC continues to coordinate and update a seasonal EW Wildflower Report for the Eastern Wheatbelt partners for visitor information. 🕒- AGO completed a Wheatbelt Video Suite to include key Merredin attractions and Golden Pipeline Heritage Trail sites in the Shire of Merredin. Partnering with Pathways to Wave Rock and southern Wheatbelt food and wine businesses and funded by AGO's marketing budget. The video will be release soon. 🕒- Continue to work with FORM capturing visitor surveys for data collection. Continue to promote the Silo Art Trail with map and brochures. 🕒- Continue to work with Creative Spaces towards completion of Pioneers' Pathway Gateway signage to progress completion of the interpretation site signage for Cummins Theatre. 🕒- Continue to support the EW Joint Project to develop a coordinated marketing focus for the EW tourism partners, WEROC, Roe Tourism and NewTravel. TO for NewTravel, Linda Vernon has completed and submitted an application for a QANTAS Regional Grant in late August on behalf of the partners. If successful, the funding will assist towards engaging a team of professionals to coordinate specific branded marketing campaigns with AGO. No co contributions from regional partners are required. WBN EO, Caroline Robinson is spearheading the Joint Project presentations to EW regional partner committees and presented to WEROC Meeting on 27/08. The EW tourism groups then hope to present the Joint Project to the WDC and Australia's Golden Outback. (Sep 19) 🕒- CWVC commenced production of Edition 6 of the Eastern Wheatbelt WA – A Visitors Guide. Prospectus distributed to previous advertisers and new regional businesses. Booking Deadline 20 Dec 2019, Material Deadline 10 Jan 2020 & print/delivery by end Feb for the Perth Caravan & Camping Show in March 2020. 🕒- CWVC continues to coordinate, update and distribute regional & local events through website, monthly e-newsletters & social media. 🕒- Completed production of the Central Wheatbelt Map & Guide for the 5 WEROC Shires & MoU Member shires of Cunderdin & Tammin. 🕒- Attended the Pioneers' Pathway Advisory Group meeting at Mangowine Homestead in September, nominated interim Chair due to Nungarin Councillor resigning. Working towards a more constructive MoU for the 7 PP LG's to be completed by May 2020. 							

	<ul style="list-style-type: none"> 🕒- Completed artwork for Pioneers' Pathway Gateway signage for completion early 2020 and completed installation of the PP interpretation site signage for Cummins Theatre. 🕒- The SoM A/CEO will determine a date for EO for Pioneers' Pathway to present to Merredin Shire Council in early 2020. 🕒- 🗺️NewTravel Tourism Officer presented the Joint Marketing Plan to NewTravel LG's in November on behalf of regional partners CWVC, WEROC, Roe Tourism, Pioneers' Pathway. The SoM A/CEO will determine a date for a presentation to Merredin Shire Council in early 2020. (Dec 19)
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Informing Strategies or Legislation
 CWVC Business Plan
 Central East Sub-Regional Economic Strategy
 Growing Our Community Strategy
 Wheatbelt Tourism Growth Plan
 Wheatbelt Blueprint

Key Priority 2.5		Continuing to work with key partners to promote digital and internet connectivity across the region						
No	Key Action	Success Measure	Directorate	External Funding	2019/20Progress Reviews			
					Sept 19	Dec 19	Mar 20	Jun 20
2.5.1	Support initiatives to encourage local businesses to utilise available connectivity	Effective and ongoing advocacy	Office of the CEO	✓	🕒	🕒		
<ul style="list-style-type: none"> 🕒- Ongoing as opportunities arise. (Sept & Dec 19) 								
Informing Strategies or Legislation WEROC Digital Platforms								

Key Zone 3 – Environment & Sustainability

Strategic Goal *Merredin values the preservation of the natural environment and researches and implements practices to ensure sustainability*

Key Priority 3.1 Promoting Merredin and its potential business opportunities to facilitate targeted economic development

No	Key Action	Success Measure	Directorate	External Funding	2019/20 Progress Reviews			
					Sept 19	Dec 19	Mar 20	Jun 20
3.1.1	Increase access to and awareness of public reserves in the Shire of Merredin in consultation with appropriate stakeholders	Effective and ongoing advocacy	Engineering Services	-	⦿	⦿		
	⦿ - Ongoing with review of the Street Tree Masterplan (Sept 19) ⦿ - Implementation of the Street Tree Masterplan (Dec 19)							
3.1.2	Support natural resource management initiatives	Completion of investigation	Engineering Services	●	⦿	⦿		
	⦿ - New grant application to be applied for road reserve improvements with weed control, revegetation and engage with the community within the district on these matters. (Sept 19) ⦿ - Grant successful and water wise grant approved. (Dec 19)							

Informing Strategies or Legislation
Nil

Key Priority 3.2 Implementing improved and innovative waste management practices

No	Key Action	Success Measure	Directorate	External Funding	2019/20 Progress Reviews			
					Sept 19	Dec 19	Mar 20	Jun 20
3.2.1	Identify initiatives to encourage recycling to reduce waste	Effective and ongoing advocacy	Engineering Services Development Services	✓	⦿	⦿		
	⦿ - Current recycling is within the capacity with the current status and is ongoing. (Sept 19) ⦿ - Further initiatives with Avon Waste for recycling program. Further discussions to be held. (Dec 19)							

Informing Strategies or Legislation
Environmental Protection Act 1986

Key Priority 3.3		Researching and implementing improved and innovative water reuse and renewable energy initiatives						
No	Key Action	Success Measure	Directorate	External Funding	2019/20 Progress Reviews			
					Sept 19	Dec 19	Mar 20	Jun 20
3.3.1	Continue to identify and implement appropriate water reuse, water harvesting and sustainable water practices	Effective and ongoing advocacy	Engineering Services	✓	⓪	⓪		
	<ul style="list-style-type: none"> ⓪ - In conjunction with Water Corporation, we are assessing the use in regards to nutrients, nutrient blockers, and optimum water use requirements for the appropriate use. Applied for grant funding for 3 large water tanks and liquid polymer membrane as water control evaporation. (Sept 19) ⓪ - Discussions with Water Authority for long term sustainably. Hydrologist required to re-examine the water supplies and processes within Merredin (Dec 19) 							
3.3.2	Continue to identify and implement appropriate conservation and renewable energy practices	Effective and ongoing advocacy	Development Services Engineering Services	✓	⓪	⓪		
	<ul style="list-style-type: none"> ⓪ - Increasing the number of solar lights within the district and this is ongoing practice throughout the shire. Promotion, approval and development of renewable energy within the region. (Sept 19) ⓪ - Ongoing (Dec 19) 							
Informing Strategies or Legislation								
Nil								

Key Zone 4 – Communication & Leadership

Strategic Goal		<i>Merredin Council engages with its Community and leads by example</i>						
Key Priority 4.1		Ensuring all planning, reporting and resourcing is in accordance with best practice, compliance and statutory requirements						
No	Key Action	Success Measure	Directorate	External Funding	2019/20 Progress Reviews			
					Sept 19	Dec 19	Mar 20	Jun 20
4.1.1	Continue to update the Integrated Planning Framework, meet statutory requirements of the Local Government Act and Regulations and regulatory obligations required under other regulations	Effective and ongoing advocacy	Corporate Services	-	⦿	⦿		
	⦿ - IPR Suite of Plans and relevant corporate governance requirements are being consistently updated. (Sept & Dec 19)							
4.1.2	Continue to support a respectful, strong and supportive organisational culture	Completion of investigation	Corporate Services	-	⦿	⦿		
	⦿ - Ongoing and continued support for the wellbeing of staff and elected members (Sept & Dec 19)							
4.1.3	Continue to participate in local government benchmarking programs to better understand business excellence and to continually strive for best practice	Effective and ongoing support	Corporate Services	-	⦿	⦿		
	⦿ - Ongoing as required by PWC (Sept & Dec 19)							
Informing Strategies or Legislation								
IPR Suite of Plans								
<i>Local Government Act 1995</i>								
<i>Local Government (Financial Management) Regulations 1996</i>								
Policy Manual								
Key Priority 4.2		Council engaging broadly and proactively with the community						
No	Key Action	Success Measure	Directorate	External Funding	2019/20 Progress Reviews			
					Sept 19	Dec 19	Mar 20	Jun 20
4.2.1	Support Councillor engagement at functions and events	Effective and ongoing advocacy	Office of the CEO	-	⦿	⦿		

	⌚ - Ongoing support for Councillors engagement via Friday Facts and Information Bulletin. (Sept & Dec 19)							
4.2.2	Review and implement the Community Engagement and Consultation Framework and Public Relations Marketing Strategy based on the IAP2 spectrum	Completion of investigation	Community Services	-	⊙ ⌚	⌚	-	-
	⌚ ⊙ - Community Engagement Framework & Toolkit and Policy was resolved by Council and finalised staff training workshop completed.(Dec 18) ⌚ - Ongoing community engagement is continually supported on all aspects associated with Council (Sept & Dec 19)							
4.2.3	Undertake a community scorecard survey every two years	Completion of investigation	Community Services	-	⊙	⌚	-	-
	⊙ - Survey to occur every second year due in 2019/2020 & 2021/2022. Survey to commence within next quarter (Sept 19). ⌚ - Survey commenced and will be addressed to Council in early 2020 (Dec 19)							
Informing Strategies or Legislation Communications & Engagement Framework Community Scorecard								

Key Priority 4.3		Providing quality customer services to the community						
No	Key Action	Success Measure	Directorate	External Funding	2019/20 Progress Reviews			
					Sept 19	Dec 19	Mar 20	Jun 20
4.3.1	Develop, review and implement processes and corporate systems to be more responsive to community needs and contemporary customer interaction	Effective and ongoing advocacy	Office of the CEO	-	⌚	⌚		
	⌚ - Ongoing and continual improvement of process and systems. (Sep & Dec 19)							
Informing Strategies or Legislation Customer Service Charter								

Key Priority 4.4		Advocating and lobbying effectively on behalf of the community						
No	Key Action	Success Measure	Directorate	External Funding	2019/20 Progress Reviews			
					Sept 19	Dec 19	Mar 20	Jun 20

4.4.1	Maximise advocacy benefits with membership of Great Eastern Country Zone, Wheatbelt East Regional Organisation of Councils, Western Australian Local Government Association and CEACA	Effective and ongoing advocacy	Office of the CEO	-	()	()		
() - Ongoing as opportunities arise (Sept & Dec 19).								
4.4.2	Increase collaboration amongst stakeholders and surrounding local governments to improve local and regional service delivery and identify opportunities	Completion of investigation	Office of the CEO	-	()	()		
() - Collective review of records plans with WEROC Councils (Sept 19 & Dec 19).								
Informing Strategies or Legislation								
Nil								

Key Priority 4.5		Ensuring Council has the information and support to enable informed decision making						
No	Key Action	Success Measure	Directorate	External Funding	2019/20 Progress Reviews			
					Sept 19	Dec 19	Mar 20	Jun 20
4.5.1	Continue to develop a policy framework that reflects our values and decision making criteria (approach)	Effective and ongoing advocacy	Office of the CEO	-	()	()		
() - Policy Manual review is ongoing and new policies recommended for adoption when required. (Sept 19 & Dec 19)								
4.5.2	Provide opportunities for Elected Members to attend training and development	Completion of investigation	Office of the CEO	-	()	()		
() - Opportunities advised through information bulletins weekly (Sept & Dec 19).								
4.5.3	Report to the community training and development attended by Councillors	Completion of investigation	Office of the CEO	-	()	()		
() - Details of sessions to be included in the Annual Report (Sept 19).								
() - Elected Members training completed and further training to be provided (Dec 19).								
Informing Strategies or Legislation								
Delegation Register								
Local Government Act 1995								

Key Zone 5 – Places & Spaces

Strategic Goal *Merredin is an attractive regional town that creates opportunities for residents and visitors to enjoy its many attractions.*

Key Priority 5.1 **Designing and maintaining attractive parks, open spaces, the town centre and streetscapes that creates opportunities for people to come together, socialise and enjoy a range of activities**

No	Key Action	Success Measure	Directorate	External Funding	2019/20 Progress Reviews			
					Sept 19	Dec 19	Mar 20	Jun 20
5.1.1	Develop a public open space strategy to guide future planning and decision making	Effective and ongoing advocacy	Engineering Services	-	⦿	⦿		
	⦿ - Officers are reviewing other funding options and outcomes to achieve this key action. (Sept 19 & Dec 19)							
5.1.2	Develop and implement a Streetscape Plan to address street trees maintenance and replacement	Completion of investigation	Engineering Services	-	⦿	⦿		
	⦿ - Policy adopted by Council and Street Trees Strategy has completed public comment stage. Further consultation with elected members to be finalised prior to strategy being adopted. (Sept 19) ⦿ - Completed the Street Tree Strategy. (Dec 19)							
5.1.3	Progressively renew and upgrade infrastructure at Apex Park and Roy Little Park	Completion of investigation	Engineering Services	✓	⦿	⦿		
	⦿ - As per Council resolution, funding opportunities are being sought along with budget allocations and a reserve account created in the 2019/20 budget considerations. (Sept 19 & Dec 19)							
5.1.4	Develop a Dog Off-Leash Park at the North Merredin Primary School precinct	Completion of investigation	Community Services/ Engineering Services	●	⦿	⦿		
	⦿ - In final stages, Merredin Men's Shed and Avon Youth in progress of dog agility equipment. Opening for Dog Park is scheduled for 12 th October 2019 (Sept 19). ⦿ - Completed and opening was held. Final acquittal to be completed. (Dec 19)							

5.1.5	Develop Streetscapes initiatives to encourage local pride and sense of ownership	Completion of investigation	Engineering Services	-	○	⌚		
	<p>○- Strategy completed and adopted by Council and early signs of household participation. Street Tree Masterplan yet to be adopted. (Sept 19)</p> <p>⌚- Street Tree Masterplan and implementation guidelines will be required to promote to the residents to activate the plan. (Dec 19)</p>							
Informing Strategies or Legislation								
Street Tree Audit								

Key Priority 5.2		Providing facilities that meet our community's needs						
No	Key Action	Success Measure	Directorate	External Funding	2019/20 Progress Reviews			
					Sept 19	Dec 19	Mar 20	Jun 20
5.2.1	Implement Stage 2 of the North Merredin Primary School precinct redevelopment	Effective and ongoing advocacy	Community Services	●	⌚	⌚		
	<p>⌚- 2 Classroom areas complete, playgroup area completed, work on gardens and play area commenced, Old Library and ablutions are in progress. Dog Park opening scheduled 12th Oct 19. (Sept 19)</p> <p>⌚- Final stages to NMPS is in completion. Last acquittal and opening to be schedule 2020. (Dec 19)</p>							
5.2.2	Continue to identify opportunities to consolidate and rationalise Shire owned facilities	Completion of investigation	Community Services	-	⌚	⌚		
	<p>⌚- As NMPS is closer to a completion date, activated space will be available to the public and new MOU's in progress. (Sept 19)</p> <p>⌚- NMPS in final completion stages, opportunities for rationalisation of facilities and long term viability of services may be reviewed. Continual space activation at all sites is considered on a regular basis. (Dec 19)</p>							
Informing Strategies or Legislation								
North Merredin Primary School Redevelopment Plan								

Key Zone 6 – Transport & Networks

Strategic Goal	<i>Merredin provides transport networks that connects it locally, nationally and internationally.</i>							
Key Priority 6.1	Developing and maintaining a road hierarchy and providing an appropriate level of service for the road network							
No	Key Action	Success Measure	Directorate	External Funding	2019/20 Progress Reviews			
					Sept 19	Dec 19	Mar 20	Jun 20
6.1.1	Deliver annual drainage and road program	Effective and ongoing advocacy	Engineering Services	✓	()	()		
	🕒 - Ongoing as per budget allocations. (Sept & Dec 19)							
6.1.2	Advocate for improved road infrastructure networks across the region	Completion of investigation	Engineering Services	-	()	()		
	🕒 - Introduction to Road Contribution Agreements (Sept 19). 🕒 - Collaboration with Shire of Narembeen with regards to the overall network due to increase in vehicle movement capacity. (Dec 19)							
Informing Strategies or Legislation								
10 Year Roads Program Strategic Resource Plan								

Key Priority 6.2		Delivering adequate pedestrian services						
No	Key Action	Success Measure	Directorate	External Funding	2019/20 Progress Reviews			
					Sept 19	Dec 19	Mar 20	Jun 20
6.2.1	Deliver the multi-use pathways program and maintain the network	Effective and ongoing advocacy	Engineering Services	●	()	()		
() - Ongoing and in Annual budget allocation in relation to multi-use pathways. (Sept & Dec 19)								
Informing Strategies or Legislation								
Nil								