



Council Plan 2025 – 2035

NOTE: This is the draft version of the Council Plan 2025-2035 and is subject to change

Contents

DRAFT

Introduction

Welcome to the Shire of Merredin's Council Plan for the Future.

The Council Plan is the Shire of Merredin's key strategic document, setting out our long-term vision, priorities, and goals for the future of our community. Combining the Strategic Community Plan and the Corporate Business Plan, this integrated framework outlines how we will deliver on our commitments and meet the evolving needs of our community over the next 10 years.

This Plan has been shaped through extensive consultation with our residents, businesses, community groups, and stakeholders, and reflects the aspirations, challenges, and opportunities that matter most to them. It provides a clear roadmap for the Shire's activities, guiding decision-making, resource allocation, and service delivery across all areas of local government.

The Council Plan aims to ensure that Merredin remains a connected, vibrant, and sustainable regional hub—one that embraces innovation, protects its natural assets, and supports economic growth and community wellbeing.

By setting out our vision for the next decade, this Plan not only defines what we aim to achieve but also how we will get there, through strategic planning and community collaboration.

Thank you to everyone who contributed to the development of this Plan. We look forward to working together to bring our shared vision to life.

Message from the Shire President and CEO

On behalf of the Shire of Merredin, we are proud to present our Council Plan for the Future 2025–2035, shaped by the voices, values, and aspirations of our diverse and vibrant community.

This Plan is the result of extensive engagement with our community, with more than 560 participants contributing their ideas and feedback through a wide range of consultation activities. These included an online survey, town hall meetings, community workshops, a postcard activity, and conversations held at local events such as the Merredin Show and the Merredin CRC Markets. This diverse and inclusive engagement ensured we captured perspectives from all walks of life, helping us build a Plan that accurately reflects local priorities.

This document provides clear direction for the next ten years while remaining flexible enough to adapt to new challenges and opportunities. It also strengthens our commitment to transparency, sustainability, and delivering outcomes for our community.

During this process, the community told us what is important to them within Council's six key themes, what the Shire is doing well, and what we can improve on.

The Shire of Merredin Council Plan for the Future 2025-2035 provides a clear pathway for progress over the next ten years. The goals and actions in this plan have been considered with the community and our Mission Statement as key influences.

Mission Statement

“Innovating the Wheatbelt” embodies everything the Shire of Merredin strives to achieve for our community. It means progress and adaptation, always seeking opportunities for improvement and overcoming challenges. It means finding the best solution to every obstacle and facing the future with confidence and inspiration. “Innovation” also means carving our own path as a shepherd for our community and a trailblazer for the wider region. We seek feedback from and make decisions in the best interest of our unique community, leading the way in areas of sustainability, connectivity and adaptability.

The Shire President and Chief Executive Officer work in harmony, in both proactive and responsive capacities, to deliver services across residential, commercial and industrial needs. Our innovation and regional collaboration continue to make Merredin an inspirational hub of the Eastern Wheatbelt.

Our community is at the centre of every decision, so we recognise wellbeing as one of our greatest strengths and targets with this Council Plan. We will continue to support community-led initiatives, maintain our green spaces and networks, and encourage sports and recreation for connectivity and health benefits. We will further promote local business, tourism and culture across art, performance and the preservation of history. The Council Plan also details improvements to community safety, accessibility and housing. By ensuring the wellbeing of our community, we will achieve growth and sustainability across all our strategic themes and goals, innovating the Wheatbelt now and for the future.

Our Community Vision

Merredin is the commercial and cultural heart of the eastern wheatbelt region. A place people are proud to call home and where visitors are always welcome.

Our Values

Respect - We respect ourselves, our colleagues, our community, and our resources. We treat people the way that we want to be treated. We thrive because of our diversity and commitment to inclusivity.

Integrity - We will do what we say we will do with the best intentions, acting in an ethical manner to meet community expectations. We have the courage to call out behaviours and actions which do not align with our organisational values. We embrace change and are resilient.

Collaboration - We are open, honest and transparent in our communication and relationships within the organisation and with our community, ensuring the contributions of our residents are listened to and acknowledged.

Excellence - We strive for service excellence through providing quality services, with our outputs based on proactive, responsive, professional and efficient actions and a “can do” attitude.

Integrated Planning and Reporting Framework

The Local Government Act 1995 requires all local governments within Western Australia, including the Shire of Merredin, to have an effective ‘plan for the future’ that is developed using the Integrated Planning and Reporting (IPR) framework.

This framework provides a comprehensive and integrated approach to business and strategic planning, while ensuring Council and community priorities are translated into operational actions, which can be met from the Shire’s available resources.

The IPR framework helps local governments to identify their long-term goals, key priorities, and the resources required to achieve them. It also ensures that local governments have a clear understanding of their assets and liabilities, as well as their financial sustainability.

A major review of the Shire of Merredin’s Strategic Community Plan 2020-2030 and Corporate Business Plan 2022/23–2025/26 was completed in 2025, leading to the development of an integrated document - the Shire of Merredin’s Council Plan 2025–2035.

This consolidated Council Plan document aligns our community’s priorities and aspirations with our long-term vision, values, outcomes, and objectives.

The Council Plan ensures that our services and projects are aligned to our key outcomes and objectives, are set against our resourcing capability to deliver short-, medium-, and long-term priorities and are strategically directed towards achieving long-term goals.

The below diagram depicts the Integrated Planning and Reporting Framework:

NOTE: Diagram of IPR Framework to be completed

About the Shire of Merredin

Located 262km east of Perth in Western Australia's Central East Wheatbelt, the Shire of Merredin spans 3,296km² and encompasses the towns of Merredin, Hines Hill, Burracoppin, and Muntadgin, as well as the localities of Goomarin, Korbel, Nangeenan, Nokanning, South Burracoppin, Tandegin, Norpa, and Nukarni.

Home to approximately 3,335 residents, the Shire of Merredin is bounded by the Shire of Nungarin in the north, the Shire of Westonia in the north-east, the Shire of Yilgarn in the east, the Shire of Narembeen and the Shire of Bruce Rock in the south, and the Shire of Kellerberrin in the west.

Merredin serves as a vital commercial and retail hub for the Central and Eastern Wheatbelt. It supports the broader region's industrial and service needs while hosting a variety of government agencies and essential services. Over the past four years, the Shire of Merredin's population has grown by an estimated 4.5%, reflecting increasing confidence in the area's economic opportunities and increasing liveability.

The Shire is characterised by high employment rates, strong community spirit, and excellent transport links. Around 2,250 vehicles travel the Great Eastern Highway daily, and regular Transwa Prospector train services further connect the region by rail.

Agriculture forms the backbone of the local economy. Merredin is a key receival site for Co-operative Bulk Handling (CBH), with wheat, barley, and canola as primary crops, alongside a thriving sheep farming sector.

Merredin is leading the way in renewable energy and innovation across regional Western Australia. Home to both the Collgar Wind Farm and the Merredin Solar Farm, the Shire proudly showcases its strong commitment to a sustainable future. The \$750 million Collgar Wind Farm remains the largest single-stage wind farm in the Southern Hemisphere, while the Merredin Solar Farm generates enough clean energy to power thousands of homes statewide.

Building on this momentum, the region is set to welcome the Merredin Big Battery Project, a \$200 million investment by Atmos Renewables. Scheduled to begin construction in 2026, this 100-megawatt battery will be located near the solar farm and will play a key role in strengthening the state's energy storage capacity and grid reliability.

For those who love the outdoors, Merredin offers a variety of natural attractions. Merredin Peak and Tamma Parkland feature scenic bushwalking trails, striking granite rock formations, seasonal wildflower blooms, and rich biodiversity—providing locals and visitors alike with opportunities to connect with nature.

The Shire also boasts a fascinating wartime history, with remnants of World War II military installations reflecting Merredin's strategic importance as a defence base. This layered

heritage adds depth to the town's identity and offers a unique experience for history enthusiasts.

Culturally, Merredin shines through venues such as the historic Cummins Theatre, a cherished landmark that hosts live performances, community events, and celebrations of local talent. Surrounding the theatre, a number of well-preserved heritage buildings such as the Post Office and Fire Station, further reflect Merredin's evolution into a vibrant and welcoming regional centre.

Whether exploring its environmental beauty, rich history, or thriving arts scene, Merredin offers a distinctive blend of tradition, innovation, and community pride.

DRAFT

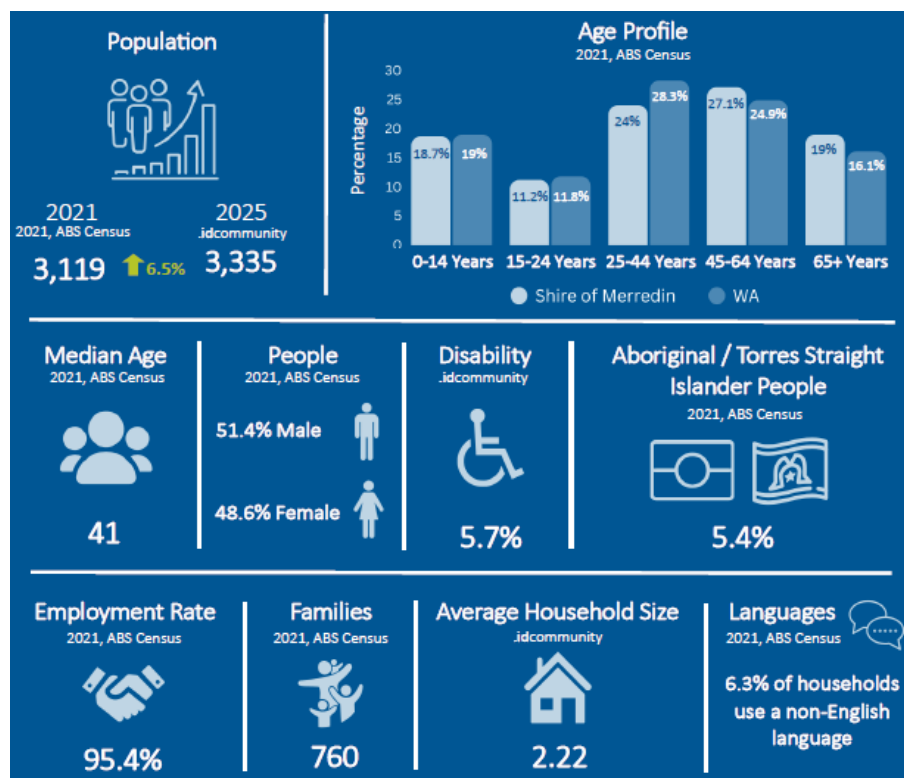
Strategic Outcomes

Since the last major community consultation in 2020, which informed the development of the Strategic Community Plan 2020–2030, the Shire of Merredin has made significant progress across a range of strategic priorities. Below is a summary of the achievements made to date.

In 2020, you said...	... so, we did this
We want a second platform at the train station...	...so we advocated to PTA who built a second platform
We want the CBD to be revitalised...	...so we delivered a \$10.5 million redevelopment
We want an online event calendar and business directory...	...so we upgraded the Shire website to include both
We want a new park for our kids...	...so we invested \$4.5 million into a new Apex Park Danjoo Waabininy Boodja
We want to reduce waste going into landfill...	...so we constructed an E-Waste / Tip Shop facility
We want stormwater drains cleaned to improve drainage...	...so we cleaned and desilted the Shire's drainage system
We want to save the historical Water Tower...	...so we struck a deal with PTA to have the tower refurbished
We want the Shire to invest in sustainable water solutions...	...so we built and are operating a desalination unit
We want to attract more big name acts to Merredin...	...so we hosted Amy Shark, the Wiggles, the AC/DC Experience, and Shannon Noll
We want a safer way to cross the road in front of Merredin College...	...so we installed a roundabout and safe crossing points, as well as extended footpaths
We want innovation in sustainability...	...so we installed a standalone irrigation system at the cemetery
We want more land for industrial business...	...so we commenced a Local Planning Scheme Review to identify suitable land

We want upgraded roads...	...so we invested \$10 million in capital road works and \$4.7 million in road maintenance
We want better footpaths...	...so we spent \$650k constructing new footpaths, including accessibility ramps
We want more CCTV around town to keep the community safe...	...so we upgraded the system in the Town Centre & Apex Park
We want more support for local business...	...so we established quarterly sundowner events to address key issues facing the businesses
We want lower costs for pool entry...	...so we cut the price of a season tickets by more than 20%
We want South Ave fixed...	...so we worked with Main Roads to deliver improvements including new kerbing

Our Community



Our Council

The Shire of Merredin Council is made up of a Shire President, Deputy Shire President, and an additional five Elected Members, who are elected for a four-year term. The Council sets the strategic direction for the Shire of Merredin, and are informed by our community, responding to the community's aspirations and priorities through the Council Plan, delegated decision-making, Council meetings and committees.

Shire President



Cr Donna Crook

Term expires 2025

Deputy Shire President



Cr Renee Manning

Term expires 2027

Elected Members



Cr Brad Anderson

Term expires 2025



Cr Hayley Billing

Term expires 2027



Cr Mark McKenzie

Term expires 2027



Cr Lisa O'Neill

Term expires 2025



Cr Phil Van Der Merwe

Term expires 2027

Our Organisation

As of August 2025, the Shire of Merredin's organisational structure comprises of four directorates, following the phasing out of the Executive Manager Development Services position. Each directorate is led by an Executive Manager who is responsible for providing ethical and accountable leadership, delivering strategic direction, and ensuring the efficient and effective operation of their respective area. Below is a detailed overview of the services provided by each directorate.



Craig Watts

Chief Executive Officer—Office of the CEO

- ▶ Strategic Direction
- ▶ Economic Development
- ▶ Communications
- ▶ Advocacy
- ▶ Leadership
- ▶ Governance



Leah Boehme

Executive Manager Corporate Services

- ▶ Customer Service
- ▶ Financial Management
- ▶ Human Resources
- ▶ Information Technology
- ▶ CCTV
- ▶ Records Management



Codi Brindley—Mullen

Executive Manager Strategy & Community

- ▶ Recreational Services
- ▶ Emergency Services
- ▶ Library Services
- ▶ Visitor Services
- ▶ Community Development
- ▶ Arts & Culture
- ▶ Environmental Health

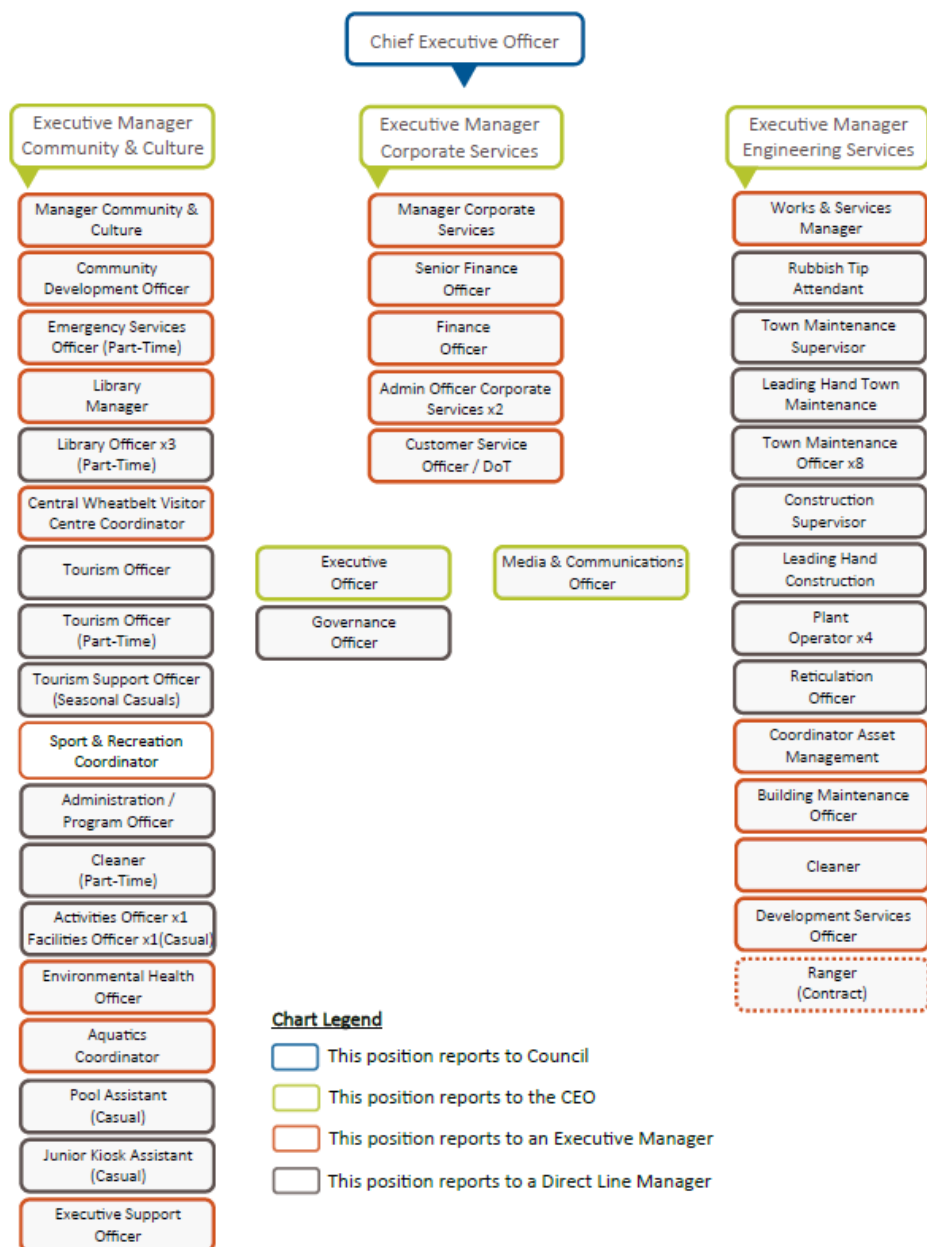


Brian Wall

Executive Manager Infrastructure Services

- ▶ Natural Resource & Waste Management
- ▶ Parks, Gardens & Streetscapes
- ▶ Asset & Fleet Management
- ▶ Project Management
- ▶ Road & Footpath Networks
- ▶ Ranger Services
- ▶ Development Services

Organisational Chart



Council Plan Themes

For consistency, the Shire has continued the existing themes and updated the goals contained in the “Strategic Community Plan 2020-2030” and used these as the pillars for community consultation. No changes to the themes were suggested or raised during this process, and maintaining this structure enables the Shire to make helpful comparisons between each generation and iteration of the plan.

Theme	
Community and Culture	Merredin is rich in culture, arts, sport and community life. Everyone is safe. Everyone belongs.
Economy and Growth	Merredin is a regional hub that thrives with a job-rich and multi-faceted economy, building on local strengths and supporting local and regional business growth.
Environment and Sustainability	Merredin looks after the natural environment and supports innovation to improve sustainability.
Communication and Leadership	The Merredin community is highly engaged in planning and action for its future, with a well governed, forward-looking, and proactive local government.
Places and Spaces	Merredin is a regional hub that thrives with a job-rich and multi-faceted economy, building on local strengths and supporting local and regional business growth.
Transport and Networks	Merredin has a well-connected infrastructure network, linking people and industry both regionally, and nationally.

Commented [M11]: We did change the goals so you may want to rethink the text above this section. I have updated the table to reflect the new goals which we used during the consultation.

Commented [CW2R1]: Amended paragraph

Council Advocacy Priorities

Based on the feedback received from community consultation (see summary overleaf), the following advocacy priorities have been identified for inclusion within the Council Plan:

- 1) Provision of safer crossing at Great Eastern Highway, to link the northern and southern sides of the Merredin township.
- 2) Provision of affordable housing, both private and public, to meet the growing demands of the community, which will support growth and economic development.
- 3) Provision of additional childcare services, including commercial day care, after school care and family day care options, to enable parents to return to work.
- 4) Upgrades to recreation facilities, including improvements to playing surfaces at the MRCLC and the development of a new aquatic facility.
- 5) Continued improvement of the community connectivity of the Shire's sealed and unsealed road network, expansion of the sealed network and installation of footpath infrastructure to support pedestrian movements.
- 6) Continued support for economic development, including opening access to industrial land, to attract new businesses to the Shire and to enable existing businesses to grow.

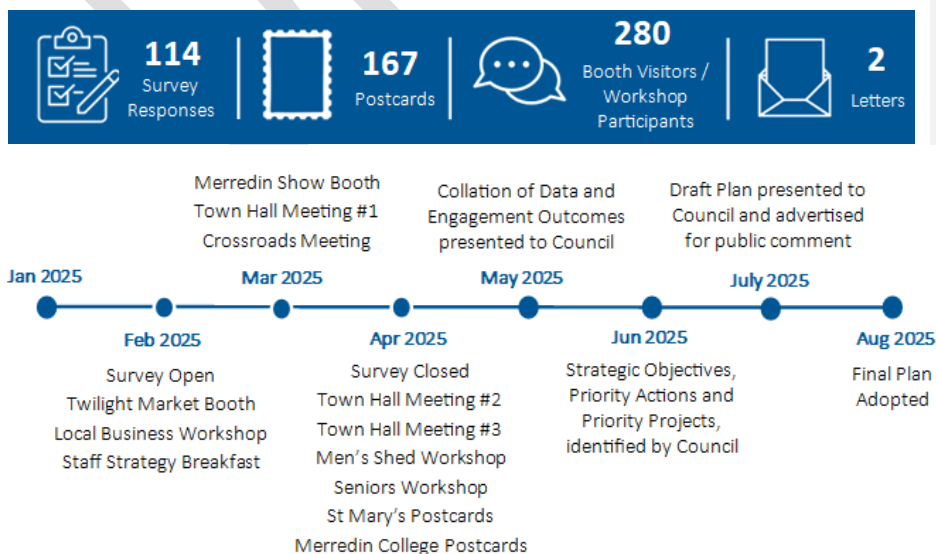
Community Consultation

The development of this Council Plan was shaped by the voices of our community, with participants contributing through a range of consultation activities designed to ensure broad, inclusive, and constructive engagement.

An extensive community engagement campaign was conducted by the Shire Administration between 20 February and 14 April 2025 promoted through the Shire's social media channels, the Shire Website, the Shire Newsletter and E-Newsletter, and the Phoenix community newspaper. Opportunities for Community participation and feedback included an online survey, questionnaire postcards, meetings with community groups, meetings with school students, engagement stalls/booths at the Merredin CRC Twilight Market and Merredin Show, three separate town hall meetings and a staff strategy breakfast.

To meet best-practice benchmarks in local government planning, we aimed to engage with a minimum of 10% of the total population of the Shire (approximately 330 people). This target was well exceeded, with 563 individuals providing insight during the process, representing approximately 17% of the population. These insights were then used to inform and guide the development of the major review of the Strategic Community Plan and the Corporate Business Plan, which are included in the new Council Plan. A confidential strategic planning briefing involving the Elected Members and Executive Leadership Team was undertaken to consolidate the key Strategic Objectives, Priority Actions and Priority Projects, setting Merredin's strategic direction for the future.

A summary of the data collected and the engagement timeline is demonstrated below. Please see overleaf for a breakdown of the survey data collected as well as the engagement timeline.



Customer Service

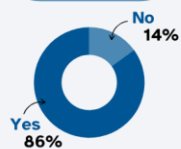
COMMUNITY ENGAGEMENT REPORT



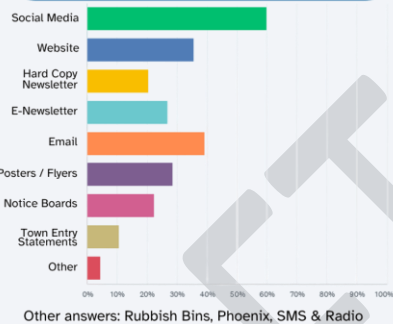
Number of Inputs

114

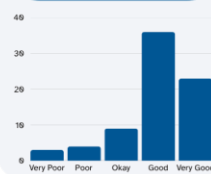
Made contact with the Shire in the last 12 months?



Preferred method of receiving information from the Shire



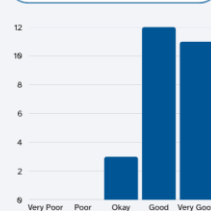
Service Rating Shire Admin Building



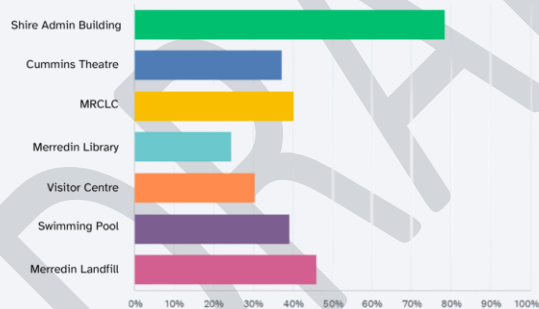
Service Rating Cummins Theatre



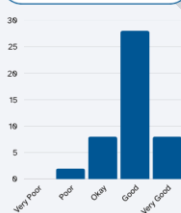
Service Rating Library



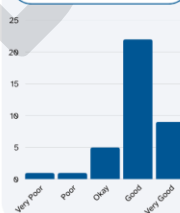
Facilities most visited by respondents in the last 12 months



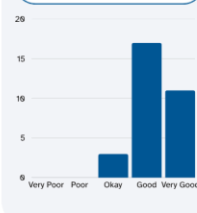
Service Rating Tip



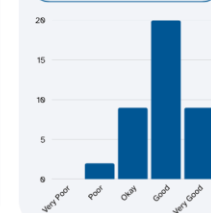
Service Rating Pool



Service Rating CWVC



Service Rating MRCLC



Community & Culture



'Merredin is rich in culture, arts, sport and community life. Everyone is safe. Everyone belongs.'

Number of Inputs

74

What the Shire is doing well...

Events, Art & Culture
26%

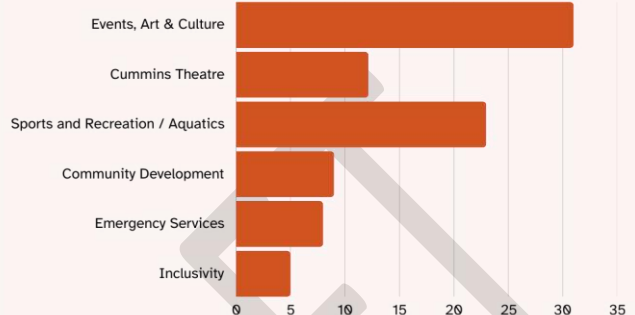
Parks
10%

Swimming Pool
9%

Nothing
8%

Library
3%

Most Important (%)



Willing to pay more for... (%)

What the Shire can improve on...

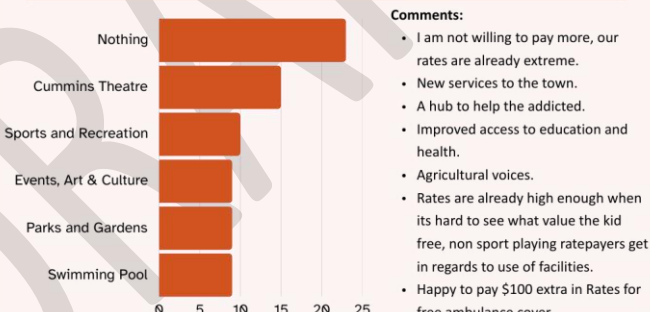
Parks & Gardens
16%

Swimming Pool
13%

Sport and Recreation
11%

Events
10%

Communication
6%



Comments:

- I am not willing to pay more, our rates are already extreme.
- New services to the town.
- A hub to help the addicted.
- Improved access to education and health.
- Agricultural voices.
- Rates are already high enough when its hard to see what value the kid free, non sport playing ratepayers get in regards to use of facilities.
- Happy to pay \$100 extra in Rates for free ambulance cover.

Community Priority initiatives which have been identified and included within the Council Plan:

- 1) Redevelopment and improvement to sporting surfaces and playing areas at the MRCLC, including lighting to extend use of these surfaces.
- 2) Redevelopment or relocation of the Merredin District Olympic Swimming Pool, including additional water activities/play spaces.
- 3) Provision of opportunities for additional shows at the Cummins Theatre and use as a drawcard to bring more people into Merredin.

Economy & Growth



'Merredin is a regional hub that thrives with a job-rich and multi-faceted economy, building on local strengths and supporting local and regional business growth.'

Number of Inputs

57

What the Shire is doing well...

Economic Development
23%

Nothing / None
21%

CBD
15%

Town Planning
15%

What the Shire can improve on...

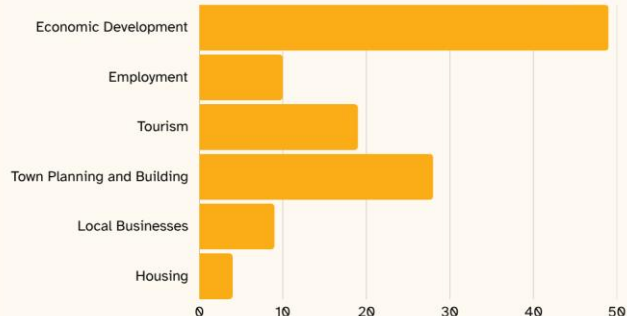
Economic Development
25%

Town Planning
15%

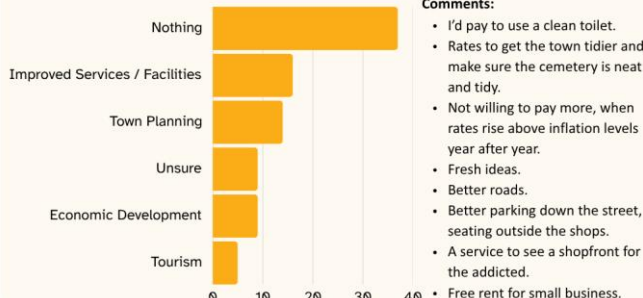
Tourism
14%

Support for Local Businesses
8%

Most Important (%)



Willing to pay more for... (%)



Community Priority initiatives which have been identified and included within the Council Plan:

- 1) Land development for industry to attract more business to town, and in turn more job opportunities.
- 2) Support for and attraction of new affordable housing developments, including service worker accommodation and apprentice housing.
- 3) Improves Tourism offerings including tours and trails of our natural environment and reserve areas.
- 4) Support for local business, including start-ups, to create more job opportunities.

Environment & Sustainability



'Merredin looks after the natural environment and supports innovation to improve sustainability.'

Number of Inputs

47

What the Shire is doing well...

Waste Management inc. Tip Shop

32%

Nothing / Unsure

27%

Environmental Management

22%

Parks & Gardens

10%

What the Shire can improve on...

Waste Management

34%

Environmental Management

13%

Environmental Health

13%

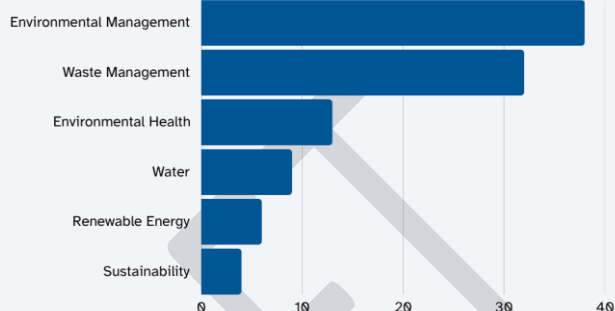
Unsure

15%

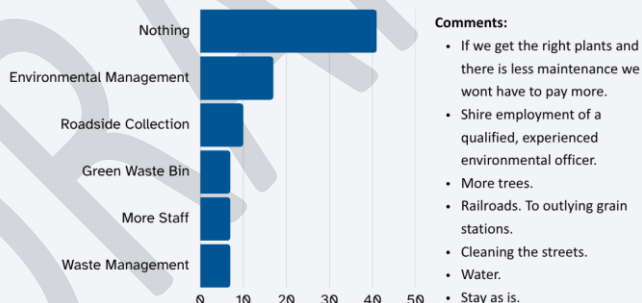
Plant More Trees

8%

Most Important (%)



Willing to pay more for... (%)



Comments:

- If we get the right plants and there is less maintenance we wont have to pay more.
- Shire employment of a qualified, experienced environmental officer.
- More trees.
- Railroads. To outlying grain stations.
- Cleaning the streets.
- Water.
- Stay as is.

Community Priority initiatives which have been identified and included within the Council Plan:

- 1) More emphasis on and encouragement of environmentally designed housing and buildings, supporting initiatives which promote better collection and use of water, and energy efficiency.
- 2) Improvement and expansion of recycling and reuse services from the Shire's landfill facility, including repurposing of green waste.
- 3) More efficient use of planting and stormwater collection within the public and private realms, promoting the use of plant species which are suited to the Merredin soil, environment and climate.

Communication & Leadership



'The Merredin community is highly engaged in planning and action for its future, with a well governed, forward-looking, and proactive local government.'

Number of Inputs

45

What the Shire is doing well...

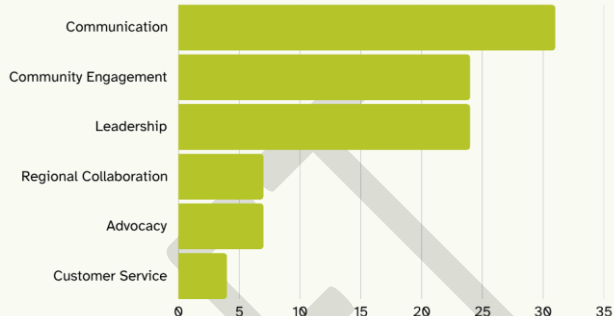
Communication
26%

Community Engagement
23%

Leadership
11%

Customer Service
11%

Most Important (%)



Willing to pay more for... (%)



What the Shire can improve on...

Community Engagement
33%

Communications
22%

Advocacy
17%

Decision Making
17%

Customer Service
8%

Community Priority initiatives which have been identified and included within the Council Plan:

- 1) Greater advocacy in the provision of childcare, support of additional retail offerings, youth facilities and health services.
- 2) Maintenance of an adequate operational budget to support financial and staff sustainability, and measures to ensure road funding provides for maintenance and renovations works as needed.
- 3) Expansion of communications to support customer service from the Shire, including updates to the Shire website and installation of electronic signage.
- 4) Continued regional collaboration to support housing, aged care, and shared services.

Places & Spaces



'Merredin is a regional hub that thrives with a job-rich and multi-faceted economy, building on local strengths and supporting local and regional business growth.'

Number of Inputs

48

What the Shire is doing well...

Parks and Gardens

62%

This includes Apex Park |
Danjoo Waabininy Boodja and
Town Centre Developments

Streetscapes

17%

Facilities

17%

What the Shire can improve on...

Maintenance

30%

Parks and Gardens (Other than CBD)

30%

Facilities

23%

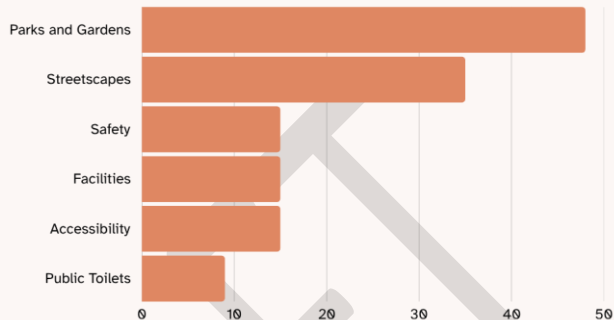
Streetscapes

19%

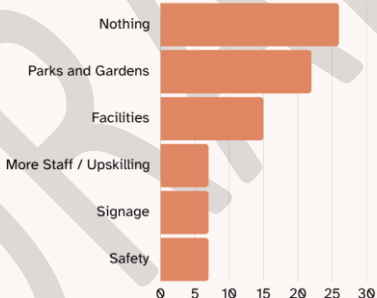
Safety

12%

Most Important (%)



Willing to pay more for... (%)



Comments:

- Things that provide safety and services to our community.
- Recognised horticulture training of Shire outside staff.
- Coffee machine at the park.
- New sign layout at Merredin Peak.
- Quality play facilities for children.
- Free BBQs.
- Water park.
- A pool slide that is safe and actually works.
- Play equipment
- Better and safer parks.

Community Priority initiatives which have been identified and included within the Council Plan:

- 1) Expansion of nature play areas, including provision of mountain bike, BMX and pump tracks.
- 2) Improved maintenance of reserve and verge areas, including provision of more trees and native plantings.
- 3) Continuation of town centre upgrades.
- 4) Improved quality of the built environment, including improved accessibility and maintenance of public infrastructure.
- 5) Improved signage of places and spaces to support increased use by residents and visitors to the area.

Transport & Networks



'Merredin has a well-connected infrastructure network, linking people and industry both regionally, and nationally.'

Number of Inputs

44

What the Shire is doing well...

Nothing / Not Much

31%

Roads

26%

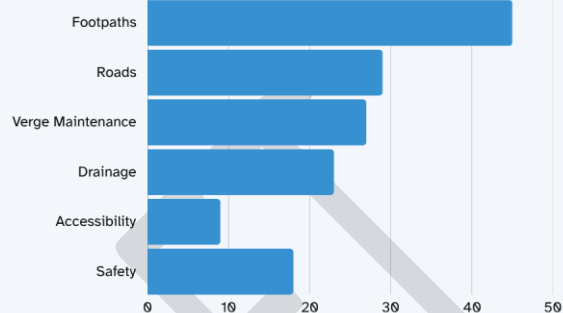
Footpaths

20%

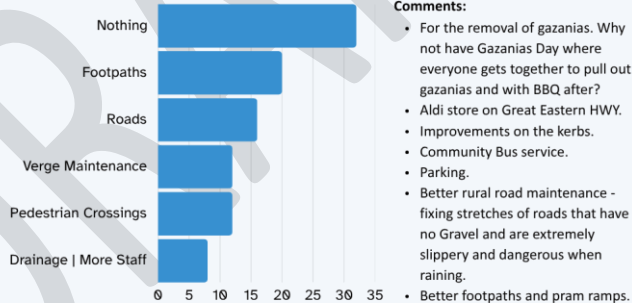
CBD

9%

Most Important (%)



Willing to pay more for... (%)



Comments:

- For the removal of gazanias. Why not have Gazanias Day where everyone gets together to pull out gazanias and with BBQ after?
- Aldi store on Great Eastern HWY.
- Improvements on the kerbs.
- Community Bus service.
- Parking.
- Better rural road maintenance - fixing stretches of roads that have no Gravel and are extremely slippery and dangerous when raining.
- Better footpaths and pram ramps.

Community Priority initiatives which have been identified and included within the Council Plan:

- 1) Provision of a safer crossing point along Great Eastern Highway to provide connection between the northern and southern sides of Merredin.
- 2) Improved interconnectivity through maintenance and expansion of the footpath network.
- 3) Support for improved accessibility around the Shire, through provision of bus services.
- 4) Maintenance and improvement of the sealed and unsealed road network within the Shire.

Our Role

ADVOCATE— The Shire acts as the leadership voice for the Merredin community, promoting community aspirations and needs to appropriate government agencies and industry/business stakeholders.

FACILITATE—The Shire ‘opens doors’ to enable opportunities for community priorities to happen.

PROVIDE—The Shire delivers a range of services, facilities, events, and infrastructure to meet community needs and interests.

FUND—The Shire funds initiatives, including local groups to build local capacity and further the aspirations of the community.

PARTNER—The Shire collaborates with our community, business, government and other stakeholders to further Merredin's community aspirations, needs and priorities.

REGULATE—The Shire has legal responsibilities to ensure high community standards are met through the administration of legislation, regulations, local laws and policies.

Pillar	Strategic Objective <i>as of 25/06/25</i>	No.	Priority Actions	No	Priority Projects	Council's Role	Responsible department
1. Community and Culture	1.1 COMMUNITY EVENTS AND DEVELOPMENT - Support community wellbeing and social connection for residents of all ages through facilitation of services, events and activities which promote participation	1.1.1	Facilitate better engagement with local youth through the development of a youth council/committee.	1.1.1.1	Develop a Youth Council to hold quarterly meetings to assist with decision making and projects involving younger members of our community.	Advocate / Facilitate / Provide / Fund	Community Services
		1.1.2	Enter into a structured agreement with Avon Youth to deliver school holiday programs and other programs targeting youth.	1.1.2.1	Formalised agreement with Avon Youth for the Shire to support delivery of programs in the absence of their staff, and to provide financial support for school holiday programs arranged by the Shire.		
		1.1.3	Program regular events and commemorations in collaboration with community groups and others.	1.1.3.1	Develop a structured program of events to be delivered with the broader community to celebrate our community and commemorate.		
		1.1.4	Engage with and support community groups and associations to seek external funding to support their viability, deliver services to the community and provide benefit the broader community	1.1.4.1	Engage with the elderly and disability services to promote inclusion, and inclusive events.		
	1.2 EMERGENCY MANAGEMENT - Build community capacity and resilience to cope with natural disasters and emergencies including fire, storm and flood.			1.1.4.2	Engage with community groups and associations through provision of advice, assistance and training to support grant applications		
		1.2.1	Continue to build relationship with DFES and other emergency services groups	1.2.1.1	Investigate the provision of a shared CESM position with adjacent LGA's	Advocate/Fund/ Partner	Community Services
		1.2.2	Advocate for funding to support BFB stations, appliances and volunteer training	1.2.2.1	Seek funding through LGGS to construct BFB sheds for all Shire appliances which are not currently housed in shed.		
		1.2.3	Review fire education and communications with the community (TFB/HVMB)	1.2.3.1	Develop and implement structured education and communications		
		1.2.4	Review and maintain Local Emergency Management Arrangements with the support of the LEMC.	1.2.4.1	Undertake review of LEMA with the community and seek DFES/DEMC endorsement for final document		
				1.2.4.2	Upgrade to power at MRCLC to support welfare centre		
	1.3 SPORT AND RECREATION - Grow participation in sport and recreation activities through multipurpose inclusive places and facilities which encourage healthy lifestyles and being physically active to improve community wellbeing	1.3.1	Implement the Shire's Strategic Recreation Master Plan	1.3.1.1	Maintain assets to a standard suitable for use, based on the asset management component of the Strategic Recreation Master Plan	Advocate/Provide/ Fund	Community Services
				1.3.1.2	Provide greater promotion and better signage of recreational areas and spaces (both formal and informal)		

Commented [M13]: Do we need to add in Councils Role and Responsible Department for each of the priority actions even if it's the same for each?

Commented [CW4R3]: Still to determine based on look of final doc

	1.3.2	Update and implement the Tracks and Trails plan	1.3.2.1	Support development of a bike trail through to Nungarin subject to funding.		
			1.3.2.2	Investigate Mountain Bike tracks and pump tracks (Suggested between Endersbee and Caw)		
			1.3.2.3	Maintain and upgrade the "Outdoor Museum" around Merredin Peak, including upgrade/better signage - trail development (hospital site etc)		
	1.3.3	Investigate funding opportunities to support the refurbishment or redevelopment of recreation facilities including the Merredin District Olympic Swimming Pool	1.3.3.1	Investigate options for a new aquatic facility, including plans, design features, funding support.		
			1.3.3.2	Install new/refurbish sporting surfaces at MRCLC - indoor courts, lighting, new astroturf, new bowling green, external courts		
1.4 LIBRARY - Provide access to information services, collections and resources to support literacy, information sharing and learning opportunities	1.4.1	Deliver library services and programs in the Merredin Library, including author talks, local history collection, children's story time, and other after activities for all ages	1.4.1.1	Improve and consolidate the local history collection, including that at the Railway Museum (working with the Historical Society).	Provide/Partner	Community Services
			1.4.1.2	Investigate other services to elderly and/or disabled residents to maintain connection to community.		
			1.4.1.3	Continue to provide hireable space for utilisation by residents and business.		
			1.4.1.4	Provide access to a community hub/precinct for community members of all ages to service educational, socialisation, welfare and broader community need		
1.5 CUMMINS THEATRE - Provide a variety of cultural and arts experiences to support social connectivity and participation	1.5.1	Plan, source and deliver art and cultural services, events and programs which support social connectivity and creativity within the community.	1.5.1.1	Continue to develop local content with Rep Club, and seek additional shows (Shows-West etc) to increase the use of facility	Provide/Fund/Partner	Community Services
			1.5.1.2	Programming 100yr birthday for Cummins Theatre -including forming a community committee to develop program of events to commemorate milestone		
			1.5.1.3	Promotion of inclusive events and cultural activities		
			1.5.1.4	Complete the development of and implementation of the heritage plans for the Cumming Theatre, including both heritage and general maintenance works.		

1.6 HISTORY AND HERITAGE - Promote our diverse cultures, history and heritage.	1.6.1	Strengthen ties with local Aboriginal groups and organisations	1.6.1.1	Investigate yarning circle area within an existing local park.	Provide/Partner	Community Services
			1.6.1.2	Improve relationships with Aboriginal groups and organisations through development of a Reconciliation Action Plan		
	1.6.2	Maintain heritage inventory, and support retention of places of local and state significance	1.6.2.1	Maintain places of historical importance owned or managed by the Shire		
			1.6.2.2	Investigate development of a trail to the Pioneer Museum.		
	1.6.3	Protect local heritage through application of development controls	1.6.3.1	Apply heritage protection where appropriate and within legislative bounds, while supporting, preservation and renewal of heritage places		
1.7 STATUTORY COMPLIANCE - ENV HEALTH/BUILDING/PLANNING/RANGERS -Maintain the health, safety and wellbeing of our community through application of regulatory frameworks which support legislative compliance.	1.7.1	Promote responsible strategic and statutory planning to meet current and future needs.	1.7.1.1	Apply legislation appropriately and fairly to support development, while maintaining regulatory compliance	Regulate	Community Services / Infrastructure Services
	1.7.2	Manage building permit applications within the Shire to ensure safety and regulatory standards are met.	1.7.2.1	Apply legislation appropriately and fairly to support development, while maintaining regulatory compliance		
			1.7.2.2	Implement swimming pool barrier inspection program to maintain public safety		
	1.7.3	Provide education and enforcement activities through the application of local laws and other legislative instruments.	1.7.3.1	Completion of Local Law review		
	1.7.4	Support a safe community environment by implementing high public health standards and minimising adverse exposures and negative impacts	1.7.4.1	Completion of Public Health Plan		
	1.7.5	Continue to provide regulatory services to the Shire to meet statutory obligations	1.7.5.1	Continue to work with state agencies and others to maintain a safe, well-planned community		
			1.7.5.2	Maintain regulatory services and programs		
			1.7.5.3	Review existing and development of new policies which support development and minimise red tape.		
2 Economy and Growth	2.1 LAND DEVELOPMENT	Support access to land development opportunities to meet local residential, commercial and industrial needs	2.1.1	Advocate for the development of further industrial land with Development WA as provided within the Local Planning Scheme	Advocate/Regulate	Office of the CEO
			2.1.1.1	Unlock additional Industrial serviced land for development and expansion of Merredin's next generation of industry		

	2.1.2	Support provision of civil works and services to new residential and commercial land developments lead by Development WA	2.1.2.1	Investigate barriers to the development of further residential land offerings within Merredin to support future residential growth of the Town.		
2.2 TOURISM INFORMATION SERVICES - Support sustainable growth and promotion of tourism within the region and raise awareness of the region through enhance tourism opportunities.	2.2.1	Develop tourism trail of attractions, including Merredin Peak, to promote historical and natural points of interest (including wildflowers).	2.2.1.1	Development of wildflower self-drive route (and map)	Advocate/Facilitate	Community Services
			2.2.1.2	Development of bike routes, tourism routes in Merredin		
	2.2.2	Work with local tourism product providers to deliver customer experiences.	2.2.2.1	Support growth of aboriginal tourism offerings		
			2.2.2.2	Development and promotion of tours within the Shire		
	2.2.3	Provide for an expansion of visitor services and offerings	2.2.3.1	Upgrade and maintain wayfinding and other signage within the Shire		
			2.2.3.2	Investigate development of a new, permanent Visitor Information Centre		
			2.2.3.3	Installation of public chemical toilet dump point		
			2.2.3.4	Maintain and promote the RV Camp site area, including expanding to allow for 72-hour camping		
2.3 HOUSING - Promote and support access to safe, affordable and diverse housing options	2.3.1	Partner with WEROC Shires to develop business case for future funding of housing, including need and nexus, and housing typologies.	2.3.1.1	Consider applying appropriate recommendations to support additional housing development within Merredin.	Facilitate/Partner	Office of the CEO
			2.3.1.2	Utilise the business case to seek further funding to support development of additional residential buildings		
	2.3.2	Facilitate for greater availability of housing to meet community needs (e.g. land and property owners to build apartments, villas, units, and mixed-use developments) including engagement with State Government on housing management practices (e.g. GROH housing)	2.3.2.1	Continue to support aging in place, including Merrittville and CEACA units.		
			2.3.2.2	Investigate development of land for service worker accommodation, including trainees and apprentices.		
	2.3.3	Continue to build and maintain Shire housing stock.	2.3.3.1	Develop policy for shire accommodation, including sale of old stock and new builds/purchases.		

3. Environment and Sustainability

3.1 ENVIRONMENTAL SUSTAINABILITY
Promote environmental stewardship through the support of initiatives which mitigate and adapt to potential climate change impacts.

2.4 BUSINESS/ECONOMIC DEVELOPMENT Support the growth and diversity of local business through facilitation, building opportunities and network connections	2.4.1	Develop and implement mechanisms to support our businesses to be strong, innovative and sustainable, which embrace innovation, best practice, grow markets and local jobs	2.4.1.1	Investigate working with property owners and businesses to beautify the Town Centre and main thoroughfares (including pop-up shops)	Advocate/Facilitate/ Partner	Office of the CEO
			2.4.1.2	Investigate and implement initiatives to improve pride within the Town.		
	2.4.2	Update the Merredin Economic Development and Implementation Strategy (With WDC)	2.4.2.1	Update of Economic Development and Implementation Strategy (subject to funding)		
	2.4.3	Improve signage into Merredin to draw visitors into the Town Centre	2.4.3.1	Collaborate with Main Roads and Local Business to improve and update signage on Great Eastern Highway to draw people into town.		
	2.4.4	Advocate and facilitate for local economic buy in (where possible) for larger development projects within the district.	2.4.4.1	Provide support and linkages to raise awareness of local business capabilities with proponents of larger developments		
	2.4.5	Advocate for the development of new business opportunities within Merredin to provide a diversity of retail and commercial offerings	2.4.5.1	Collaboration with Small Business Centre and Wheatbelt Business Network to identify and attract new offerings		
	3.1.1	Investigate and implement diversification and efficiency improvements for water recycling irrigation	3.1.1.1	Increase use of non-potable water for irrigation purposes within the Shire, including provision of more efficient water capture and irrigation systems.	Facilitate/Provide/ Partner	Infrastructure Services
			3.1.1.2	Subject to support from Water Corporation, implement stage 2 of the Desalination Plant Project - reuse of filters		
	3.1.2	Continue support for renewable energy and diversity of development	3.1.2.1	Advocate and promote installation of environmentally friendly and energy efficiency within the home and business environments, including solar, water efficiency, water collection and better environmental design.		
	3.1.3	Support greater urban canopy and use of native plantings to reduce grass and associated irrigation, while maintaining amenity.	3.1.3.1	Develop tree planting and general planting guide to support waterwise gardens for the Merredin region with input from Government Departments and Agencies.		
			3.1.3.2	Review park plans and undertake park rationalisation to reduce water use , reduce amount of lawn, and promote water sensitive urban design.		
			3.1.3.3	Update the street tree master plan		

4. Communication and Leadership

3.2 WASTE COLLECTION AND LANDFILL - Provide sustainable waste management and resource recovery to preserve the amenity of the Shire and environment, and reducing waste to landfill.	3.2.1	Continue to support practices which divert waste from landfill, including reduce/reuse/recycle.	3.1.3.4	Continue improvement and renewal of the Town Centre (East of Town Centre Park)		
			3.2.1.1	Investigate mulching green waste rather than burning - options for tree pruning and mulch at the same time - for re-use on the Shire's parks and gardens, and for residential re-use.	Provide	Infrastructure Services
			3.2.1.2	Investigate new and additional recycling and reuse services and facilities based from the Tip shop		
			3.2.1.3	Implement practices and procedures which provide for greater use of landfill airspace to extend the life of the landfill		
	3.2.2	Develop the Landfill site to become a regional waste facility, servicing adjacent Local Governments.	3.2.2.1	Reinvestigate/revisit development of a regional waste facility, including weighbridge, compactor, staffing (investigation but then put into action in 5-10 yrs)		
			3.2.2.2	Investigate purchase of adjoining land for extension of the Landfill.		
	4.1.1	Continue to seek governmental (and other) funding and support through advocating the priority interests of the community to support the growth of the Town, with priorities including childcare, housing, attracting and retaining staff, diversification of business and industry.	4.1.1.1	Develop advocacy prospectus to promote investment in Merredin, including a list of priority projects.	Advocate/Facilitate/ Provide	Office of the CEO
			4.1.1.2	Support objectives and programs which improve and expand on childcare, housing, attracting and retaining staff, diversification of business and industry		
			4.1.1.3	Advocacy with State and Federal Ministers biennially, including sending delegations to meet those Ministers/Representatives where appropriate.		
			4.1.1.4	Establishment of a "Merredin Future Fund" to support long term community benefit		
	4.1.2	Continue to advocate for provision of community services to address emerging issues within the Shire.	4.1.2.1	Advocate for the implementation of community support services including domestic violence support, drug		

				counselling and other emerging community issues		
4.2 DECISION MAKING - Provide accountable leadership, transparent decision making and good governance	4.2.1	Support the Shire President and Councillors by working in partnership with the Executive to deliver leadership and oversight of the Shire, providing advice, information and guidance to support sound, informed decision making.	4.2.1.1	Continued review and updating of Policies and Procedures.	Provide	Office of the CEO/Corporate Services/Community Services/Infrastructure Services
			4.2.1.2	Regular review and update of Shire strategic documents		
4.3 REGIONAL COLLABORATION - Continue to support regional collaboration, projects and objectives which will benefit the Merredin community, and maintain Merredin as the hub of the Eastern Wheatbelt.	4.3.1	Continue to collaborate with other Eastern Wheatbelt Local Government Authorities through WEROC, WALGA GECZ and CEACA.	4.3.1.1	Collaboration with WEROC to continue housing investigation works including typology to support further land development and housing construction.	Advocate/Partner	Office of the CEO
			4.3.1.2	Continue to collaborate with federal and state organisations and agencies on initiatives to provide long term benefits to the Merredin community		
	4.3.2	Facilitate regional outcomes for the benefit of the Merredin community through innovative partnerships, shared procurement and actively contributing to strategic networks and alliances	4.3.2.1	Investigate provision of shared services and procurement delivery models, regional landfill services.		
			4.3.2.2	Benchmarking of services against similar Local Government Authorities (3 yearly) - Staffing, resources, costs etc		
4.4 COMMUNITY ENGAGEMENT - Strengthen community participation through effective engagement and information to the community about local issues, facilities, services and events	4.4.1	Effectively inform and engage the community about local issues, facilities, services and events	4.4.1.1	Develop and implement community engagement framework to enhance community consultation - Community Engagement Framework/Strategy	Facilitate/Provide	Community Services
			4.4.1.2	Conduct community and business survey every two (2) years to assess service delivery levels across the organisation and to improve customer service delivery		
			4.4.1.3	Implement IAP2 or similar within Council Decision making.		
			4.4.1.4	Annual consultation on DAIP - feedback annually.		

	4.4.2	Facilitate opportunities for community groups, departments, organisations and residents to meet with Councillors and Shire leadership	4.4.2.1	Arrange opportunities for Councillors to meet with community groups and members, including progress associations, sporting organisations, community service providers, support agencies, agri-business groups and members at least annually.		
			4.4.2.2	Continue business after hours events to support economic development and our local business/agricultural community.		
			4.4.2.3	Investigate holding one Ordinary Council Meeting within one of the Merredin localities annually		
4.5 COMMUNICATION - Keep internal and external customers informed through a variety of mediums	4.5.1	Deliver accurate, effective and timely information to internal and external stakeholders	4.5.1.1	Co-ordinate the publication of regular community newsletters, social media posts, and media releases from both the Shire Administration and outstations.	Provide	Office of the CEO
			4.5.1.2	Provide a range of communication mediums, including electronic, verbal and hard copy to support dissemination of information within the community.		
	4.5.2	Improve internal communications across the organisation to ensure all areas and outstations are informed.	4.5.2.1	Support opportunities for staff to share ideas and initiatives through regular staff meetings and toolbox meetings		
			4.5.2.2	Provide regular opportunities for Councillors to be kept informed and provided timely and accurate information.		
4.6 STAFF/WORKPLACE - Provide a safe, healthy and inclusive workplace to attract and retain staff	4.6.1	Enhance the performance, capabilities and skills of our staff members through targeted learning and development strategies to meet the needs of our community and our strategic objectives.	4.6.1.1	Identify emerging opportunities to address housing and workforce issues, including benchmarking against other Local Government Authorities	Provide	Corporate Services
			4.6.1.2	Implementation of staff values		
			4.6.1.3	Implement workforce strategy		
			4.6.1.4	Provide opportunities for traineeships/work experience - School based and workplace traineeships through engagement with schools and other bodies.		
			4.6.1.5	Engage with the community to promote volunteering, including supporting inclusive volunteering.		

5. Places and Spaces		4.6.2	Provide for the health, safety and wellbeing of Shire staff to meet both our legal and moral obligations.	4.6.2.1	Maintain a safe workplace through adoption and implementation of policies, procedures, programs and processes that align (where possible) with best practice.		
	4.7 CUSTOMER SERVICE Deliver a customer focused experience through provision of services in person and online.	4.7.1	Continue to provide access to services and information through a variety of in person and on-line mediums, in various formats, to the Merredin community.	4.7.1.1	Enhance customer service experience through review of the Customer Service Charter.	Provide	Corporate Services
				4.7.1.2	Improve complaint handling including Snap Send Solve		
				4.7.1.3	Embrace digital services and engagement		
	4.8 FINANCIAL MANAGEMENT - Implement strong financial management to maintain current services and facilities, while providing for future growth	4.8.1	Maintain strong fiscal and financial management of Council's budget	4.8.1.1	Review and update LTTP	Provide/Regulate	Corporate Services
				4.8.1.2	Development of Annual Budget and Annual financials		
				4.8.1.3	FMR		
				4.8.1.4	Complete revaluations		
	4.9 CORPORATE SERVICES - Deliver responsible and transparent governance and corporate services.	4.9.1	Provide corporate oversight to ensure compliance with the Local Government Act and other legislative requirements, including support of Council Meeting administration, elected member support, internal and external audit, and risk management.	4.9.1.1	Review and update Council Policies and Delegations	Provide/Regulate	Corporate Services
				4.9.1.2	Implementation of the new Enterprise Resource Planning (ERP) software system		
		4.9.2	Strengthen organisational culture, governance, and asset management	4.9.2.1	Complete Asset Management Plan		
	5.1 VERGES AND PARKS - enhance the public realm through facilitation of attractive and well-maintained parks and reserves, playgrounds, streetscapes and verges	5.1.1	Provide well maintained parks, reserves and streetscapes	5.1.1.1	Review and update tree policy	Provide/Partner	Infrastructure Services
				5.1.1.2	Develop and implement formalised Town Maintenance Plan including weeding, mowing, street sweeping programs		
				5.1.1.3	Review verge management service levels on Shire managed land		
				5.1.1.4	Develop and implement park rationalisation plan		
				5.1.1.5	Develop and implement park hierarchy plan (maintenance)		

6. Transport and Networks

6.1 ROAD NETWORK Maintain safe and efficient sealed road and transport networks, together with supporting infrastructure within the Shire of Merredin.

5.2 COMMUNITY INFRASTRUCTURE - provide fit for purpose community buildings and facilities that are well maintained.	5.1.2	Investigate and implement next stages of the Town Centre upgrades (east of Town Centre Park)	5.1.2.1	Develop and implement a plan for the upgrade of the town centre reserve area to the east of Town Centre		
	5.2.1	Provide and maintain functional infrastructure that suits the needs of the Merredin community.	5.2.1.1	Develop and implement a proactive maintenance program and renewal strategy for upgrading residential buildings - i.e. new kitchens, bathrooms, painting etc	Provide	Infrastructure Services
			5.2.1.2	Develop and implement a proactive maintenance program and renewal strategy for public buildings – Cummins Theatre, library, CRC, old town hall		
			5.2.1.3	Undertake proactive measures to address graffiti management, provide general cleaning and progressive upgrade of facilities		
			5.2.1.4	Investigation of options for reinstatement of pioneer plaques		
			5.2.1.5	Develop and implement asset management plan for whole of buildings and major fixtures and fittings		
			5.2.1.6	Undertake annual inspections of playgrounds and other community equipment to ensure it remains safe for users and is maintained to a satisfactory standard.		
			5.2.1.7	Maintain Merredin Cemetery including memorial niche walls and provide for future expansion of interment areas.		
	6.1.1	Advocate to Main Roads WA to support provision for safer crossing of Great Eastern Highway to connect with the Town Centre, and improve the appearances of the main entrances into town.	6.1.1.1	Better delineation of the designated crossing at Great Eastern Hwy.	Advocate/Partner/Provide	Office of the CEO
			6.1.1.2	Improve pedestrian/vehicle interaction at GE Hwy - education program		
			6.1.1.3	Advocate for 40km school crossing (with Police support)		
	6.1.2	Maintain effective drainage systems within the Shire	6.1.2.1	Implement culvert and drainage cleaning program to maintain water flow through removal of vegetation and other debris, to direct water from built up areas		
	6.1.3	Review of major culverts and bridges owned or managed by the Shire to maintain safe passage of vehicles and pedestrians	6.1.3.1	Undertake inspection of all bridges managed by the Shire by a Level two (2) inspector on a 5 yearly basis.		

			6.1.3.2	Develop and implement proactive culvert maintenance program including budgeting for replacement culverts		
	6.1.4	Maintain safe and effective transport networks and associated civil infrastructure	6.1.4.1	Undertake review of Gamenya Ave to determine suitability for upgrade to access CBH	Advocate/Provide	Infrastructure Services
			6.1.4.2	Develop plan to upgrade Gabo Ave, to be implemented with funding sourced from precinct users.		
			6.1.4.3	Install and maintain appropriate signage to provide for safe traffic movements.		
			6.1.4.4	Review RAV network annually		
	6.1.5	Complete construction of major roads upgrades to support safer vehicle movements	6.1.5.1	Develop plan to improve drainage and widen access to Mackenzie Crescent (Industrial Area) and improve drainage at Watson Rd and Benson Rd	Provide/Fund/Partner	Infrastructure Services
			6.1.5.2	Subject to Main Roads approval, investigate installation of a Truck Bay on Great Eastern Highway to provide long bay parking for trucks and caravans		
			6.1.5.3	Continue to seek external funding for road maintenance and upgrade programs		
6.2 UNSEALED ROAD NETWORK - Maintain the unsealed network to provide linkages from rural properties to the Town and to Commercial and Industrial infrastructure	6.2.1	Continue programmed maintenance of the Shire's Unsealed Road Network, especially outside of built-up areas	6.2.1.1	Implement resheeting program	Provide/Fund	Infrastructure Services
			6.2.1.2	Continue to seek external funding for road maintenance and upgrade programs		
6.3 FOOTPATHS - Maintain and extend footpath and cycleways to provide safe, accessible connections to places and spaces across the district.	6.3.1	Maintain safe dual use path networks within the Merredin townsite	6.3.1.1	Develop a Footpath Strategy to inform new works and maintenance works supporting connectivity improvements and safe movements within the Shire	Provide/Fund	Infrastructure Services
			6.3.1.2	Implement program to replace bitumen footpaths with concrete		
6.4 Advocate for the support of community connectivity through provision of local transport services	6.4.1	Investigate opportunities for residents to travel in and around Merredin, and surrounding areas	6.4.1.1	Advocate opportunities for residents to access transport options to travel within and outside the Shire, including exploring opportunities with other parties.	Advocate/Partner/Fund	Office of the CEO

6.4.1.2 Support community groups to seek funding for the purchase and provision of a community bus for use by the broader community

DRAFT

Resourcing the Plan

There are a number of strategies and informing documents which have supported the development of our Council Plan, which will provide guidance on the delivery of our services, facilities and infrastructure based on the resourcing capability of the Shire to deliver the outcomes of this plan in the short, medium and longer term.

WORKFORCE PLAN

The Shire's Workforce Plan captures our staff resource planning, ensuring that we can effectively deliver our services and projects outlined within the Council plan, by having appropriately qualified and competent staff. Our Workforce Plan ensures we have the right organisational structure, human resources capability and capacity to deliver on the Shire's strategic outcomes. Staffing costs are funded through the adoption of the Council's annual budget and is included within the Long-Term Financial Plan.

The development of this plan is based on the underpinning assumptions that the level of service provided by the Shire will remain relatively unchanged over the next four years, and any service level changes will result in relevant cost and staffing adjustments. Staffing numbers may change depending on the number of projects and programs being delivered, noting that by their nature, most Council projects have a start and a finish.

LONG TERM FINANCIAL PLAN

Financial sustainability is one of the key issues facing all local government due to several contributing factors including devolution of roles and responsibilities, increased community service expectations, ageing infrastructure and constraints on revenue growth. Balancing these expectations to maintain current services and infrastructure, together with planning for future growth and development poses a challenge to the long-term financial sustainability of the Shire. The Shire's 10 Year Long Term Financial Plan considers these factors against financial realities of projected income and expenditure, potential additional revenue streams, together with monitoring and reporting of financial performance.

The Shire recognises that our community's vision, as articulated in the Council Plan, requires the support of sufficient financial and organisational capacity. As such, the Shire is committed to allocating adequate resources in the Annual Budget to fulfill the objectives set out in the Council Plan.

ASSET MANAGEMENT PLAN

The Shire has a significant number of assets and infrastructure which requires monitoring, maintenance, refurbishment and renewal. To make sure that Shire assets are being managed efficiently and effectively and providing value for money to rate payers, it

is essential that they are maintained to a high standard where possible, or strong intervention criteria are set, which determines when an asset will be renewed.

Sustainable asset management is required to ensure that the Shire can continue to responsibly manage all its assets, comply with regulatory requirements, and identify future funding requirements to ensure that current and future community expectations are met. The Asset Management Plan is an informing document that enables the Shire to plan for the creation, maintenance, operation, refurbishment and disposal of assets in a co-ordinated manner.

OTHER SUPPORTING PLANS, STRATEGIES AND DOCUMENTS

In addition to these primary documents, the Shire has several plans, strategies and informing documents to support the provision of facilities, services and infrastructure to the community and to fulfill statutory requirements. Documents including the Local Planning Scheme, Disability Access and Inclusion Plan, Community Engagement Framework, and proposed Public Health Plan support the Shire in the action and delivery of local community priorities. A full list of plans and strategies can be found in the table below.

	Current Plans & Strategies	Under Review
Current	<ul style="list-style-type: none"> Annual Budget Disability Access & Inclusion Plan 	<ul style="list-style-type: none"> Youth Strategy Record Keeping Plan Risk Management Plan IT Disaster Recovery Plan Road Hierarchy Fraud and Corruption Plan
Under Review	<ul style="list-style-type: none"> Corporate Business Plan Strategic Community Plan Workforce Plan Long-Term Financial Plan 5-Year Capital Works Program 10-Year Plant Replacement Plan 	<ul style="list-style-type: none"> Plant Replacement Plan Strategic Asset Management Planning (suit of documents, strategy, plans, and policies)
Under Development	<ul style="list-style-type: none"> Council Plan 2025-2035 	<ul style="list-style-type: none"> Local Planning Scheme and Strategy Strategic Recreation Masterplan
To Be Commenced	<ul style="list-style-type: none"> Asset Management Strategy 	<ul style="list-style-type: none"> Asset Management Plan—MRCLC Advocacy Plan

Commented [M15]: Some of these may need to move to a different section depending on whether they are under review etc. I have removed the Reconciliation Action Plan as discussed.

		<ul style="list-style-type: none"> • Economic Development Strategy • Local Public Health Plan • Environmental Sustainability Strategy • Waste Management Strategy (Masterplan) • Landfill Closure Plan • Landfill Operations Plan • Water Management Plan
--	--	--

Risk Management Framework

The Shire of Merredin is committed to effective risk management practices to ensure the safety of our community, protection of our assets and reputation, and meeting our obligations as a local government. The Shire has an established Risk Management Framework, Plan and Policy that outlines our approach to identifying, assessing, treating, and monitoring risks. These documents ensure consistent and informed decision-making across all levels of the organisation.

In addition to its Risk Management Framework, the Shire has several supporting documents which provide a systematic process to manage risk, integrating this into operational planning and decision making. In addition to the Risk Management Plan, the Business Continuity Plan, IT Disaster Recovery Plan, and Fraud and Corruption Control Plan support the Shire to identify, manage, measure and mitigate risk, together with enabling Shire services to continue while responding to a significant incident.

Measuring and Reporting

Regular monitoring plays a vital role in tracking our performance and ensuring we remain on course to achieve our goals and objectives. This process provides an objective framework for assessing our progress against the overarching community vision outlined in the Council Plan, as well as Council's identified priorities. To support this, the Shire has implemented a range of performance reporting mechanisms to enhance transparency and accountability in measuring progress toward our strategic outcomes. These measures are reported through the Shire's Community Annual Report, biannually through the Corporate Business Plan Progress Report, and in accordance with other statutory reporting and auditing requirements.

In addition, the Shire will be completing an independent review which will assess the Shire's performance against key objectives while also further identifying community priorities.

Commented [MI6]: Added this as a 'bridge' into your following paragraph. It is similar to what we had in the CBP.

Commented [MI7]: Have added this in as it seems to be in other LG Council Plans and was in our previous CBP. I have taken wording from our previous CBP and updated to reflect current practices.

Commented [CW8R7]: Slight amendment - taken out markyt as this hasn't gone to procurement yet

Commented [MI9]: Think this is important to mention but unsure when we are actually completing this.

DRAFT