



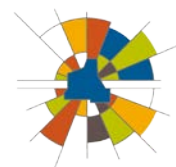
CORPORATE BUSINESS PLAN

2018/2022

SHIRE OF MERREDIN

2018/2019

Annual Review – June 2019



SHIRE OF
MERREDIN
INNOVATING THE WHEATBELT

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INTRODUCTION

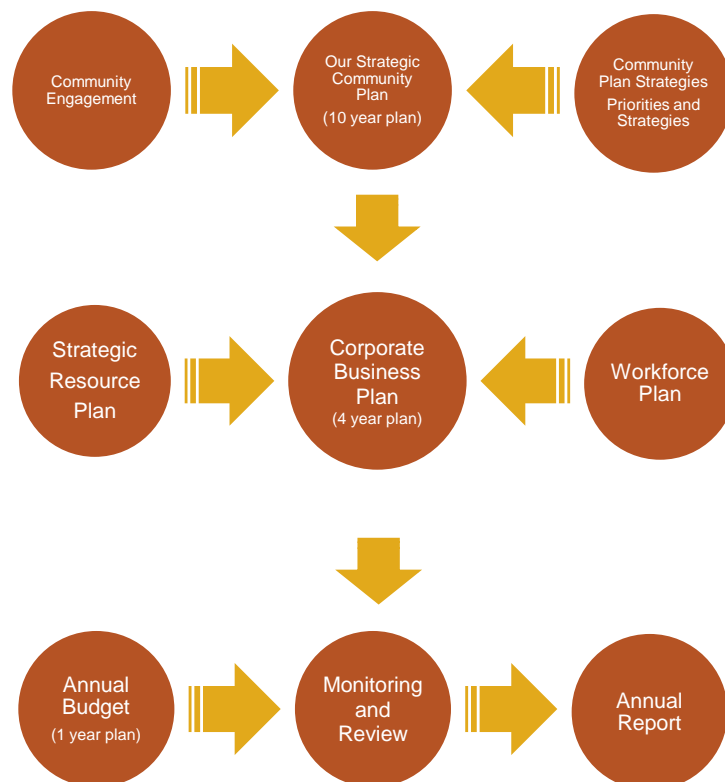
The Corporate Business Plan 2018/2022 aligns with the strategic initiatives identified in the Strategic Community Plan 2018/2028, reflecting our commitment to fulfilling the community’s vision, key zones, priorities and Key Actions.

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 and Workforce Plan.






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	2017	2018
September Quarterly Review	Completed August 2017	Completed October 2018
December Quarterly Review	Completed November 2017	Completed December 2018
March Quarterly Review	Completed February 2018	Completed March 2019
Annual Review	Completed May 2018 <i>The review to the IPR Suite of Plans were in review and adopted at the July 2018 Council Meeting. The Draft Strategic Community Plan 2018-2028 and the Draft Corporate Business Plan 2018-2022 were presented.</i>	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 June 2019		
Key		Key Actions
	Completed	5
	Commenced	0
	Not Commenced	3
	Ongoing	43
	No Current Opportunities	1
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	2018/19 Progress Reviews			
					Sept 18	Dec 18	Mar 19	Jun 19
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 will include various arts and cultural program such as Harmony Week to celebrate the diverse cultural mix of Merredin. (Sept 18) ⦿- Meetings held with the education sites for opportunities through workplace & active programs for arts and cultural programs. (Dec 18) ⦿- The Community Development team continues to work with the schools through Early Yeas Network (EWEYN) (Mar 19) ⦿- Implementing Merredin Youth Council Program that has activated various arts based workshops. (June 2019) 							
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. (Sept 18) 🕒- Funding applications have been sent for the 2019 program and work with Youth Council for outcomes with Purple Bench, leadership camps and Youth Fest. (Dec 18) 🕒- After successful funding meetings held with Festa Italiana working group to get plans underway. (Mar 19) 🕒- Assisting various youth stakeholders to implement activities and workshops, including Avon Community Services and Merredin CRC. Implementing community events program, which is inclusive to all members of the community and promotes diversity. (Jun 19) 							
1.1.3	Develop and implement a Public Art Strategy	Effective and ongoing support	Community Services	✓	🕒	🕒🕒	🕒	-
	<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	2018/19 Progress Reviews			
					Sept 18	Dec 18	Mar 19	Jun 19
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"> 🕒- Submission to Stronger Communities Funding for the automation of the Memorial Clock at the Merredin District Hall. Application submitted on the 27th September 2018. 🕒- Review of Municipal Heritage Inventory will be progressed in the 2019/2020 (Dec 18) 🕒- Quotes for consultants are being sought to undertake a review of the inventory. (Mar 19) 							

	() - The Municipal Heritage Inventory will commence in the 2019/20 financial year. (Jun 19)							
	Promote cultural awareness	Completion of investigation	Community Services	-	()	()	()	()
1.2.2	<p>() - Working with Avon Youth in developing a Youth Program 2019. Submission for external funding to be completed by 30th October 2018. (Sep 18)</p> <p>() - Both Cummins Theatre and Community are finalising 2019 programs and still waiting on external funding to be assessed. (Dec 18)</p> <p>() - 2019 funding has been successful and events plans are beginning to be implemented. Library continues to investigate activities that increase cultural awareness, including Tales of Time Past Senior Storytellers and Yorga's. (Mar 19)</p> <p>() - NAIDOC week will be held in July and working with stakeholders for collaborated event. Plans for Festa Italiana are well underway, with plenty of interest and engagement from the community (June 19).</p>							
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						
No	Key Action	Success Measure	Directorate	External Funding	2018/19 Progress Reviews			
					Sept 18	Dec 18	Mar 19	Jun 19
1.3.1	Support the preservation and promotion of heritage buildings and significant sites to include artefacts and memorabilia	Effective and ongoing advocacy	Community Services	✓	()	()	()	()
	<p>() - Submission to Stronger Communities Funding for the automation of the Memorial Clock at the Merredin District Hall. Application submitted on the 27th September 2018. (Sep 18)</p> <p>() - Memorial Clock grant application has been received of the 50% amount. (Dec 18)</p>							

	<ul style="list-style-type: none"> ⌚ - Assisting the Merredin Military museum with seeking funding for a shelter to cover and preserve outdoor memorabilia. Library continues to local history documents and memorabilia not collected by the local Museums and is now providing a monthly column in the Phoenix highlighting important events or interesting historical facts. (Mar 19) ⌚ - Restoration of the Town Hall Clock is currently in progress. The works should be completed by the end of the month. (June 19)
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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	2018/19 Progress Reviews			
					Sept 18	Dec 18	Mar 19	Jun 19
1.4.1	Continued advocacy to ensure that necessary services are in Merredin to support the needs of the Community	Effective and ongoing advocacy	Office of the CEO	-	⌚	⌚	⌚	⌚
	<ul style="list-style-type: none"> ⌚ - CLO attending the EWEYN group with other interagency in supporting the early year's group (0-5 years) (Sept 18) ⌚ - CLO works closely with Amity Health Service in supporting Indigenous programs. (Sept 18) ⌚ - Working with CEACA on aged care services. (Dec 18 & Mar 19) ⌚ - Continued support and key stakeholder engagement for services and facilities are continually supported. (Jun 19) 							
1.4.2	Promote health and community services on the Shire website	Completion of investigation	Office of the CEO	-	⌚	⌚	⌚	⌚
	<ul style="list-style-type: none"> ⌚ - Website updated when initiatives and information available. (Sept 18) ⌚ - Working with CEACA on aged care services. (Dec 18 & Mar 19) ⌚ - Shire Officers have activated and received relevant pamphlets from Department of Health for Advance Care Planning, flyer created to advocate for library and CRC. (Jun 19) 							
1.4.3	Support initiatives to improve safety	Effective and ongoing support	Office of the CEO	●	⌚	⌚	⌚	⌚

	and reduce crime							
	<ul style="list-style-type: none"> 🕒 - Application to the Safer Communities Funding for the upgrading of the CCTV system along Barrack, Bates and other facilities in Merredin. Funding submitted on the 21st September 2018. 🕒 - Awaiting funding. Working with youth to prevent petty crime. (Dec 18) 🕒 - Funding application not successful, further discussions and considerations to review the project. (Mar 19) 🕒 - Council considering provisions in the 2019/20 budget for CCTV. (June 19) 							
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	2018/19 Progress Reviews			
					Sept 18	Dec 18	Mar 19	Jun 19
1.5.1	Manage the operations of the Local Emergency Management Advisory Committee	Effective and ongoing advocacy	Development Services	-	🕒	🕒	🕒	🕒
	<ul style="list-style-type: none"> 🕒 - Ongoing LEMC meetings with active participation from Emergency Services and sister agencies. (Sept 18) 🕒 - Mock exercise (Microbust) undertaken at the Bruce Rock Recreation Centre in September which was attend by Shire representatives. 🕒 - Next meeting due Feb 2019, discussions held with respect to the MRCLC electrical wiring being made Genset capability. (Dec 18) 🕒 - Meeting held in Feb 2019, minutes to be provided to Council. (Mar 19) 🕒 - Meeting held in May 19, presentation of draft contact listing, mock drill to be organised and review of LEMC documents and reference checks across all agencies involved. (June 19) 							
1.5.2	Support local emergency services	Completion of investigation	Development Services	-	🕒	🕒	🕒	🕒
	<ul style="list-style-type: none"> 🕒 - Ongoing support and provisions for BFB, volunteers, and SES including capital expenditure as part of ESL allocations. (Sep 18) 🕒 - Prestart meeting BFB to be held in 18th October 2018 🕒 - 14 Volunteers undertaking DFES training. (Dec 18) 							

	<ul style="list-style-type: none"> ⌚ - Ongoing support for Merredin Shire BFB in vehicle replacement programme in up-grading of vehicles. Ongoing support for the training programme of Current Volunteers and the inclusions of Female Brigade members. (Mar 19) ⌚ - Ongoing support and discussions held with Chief & Deputy BFCO, Council endorsed Bush Fire Control Officers & Bushfire Notice. (Jun 19)
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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	2018/19 Progress Reviews			
					Sept 18	Dec 18	Mar 19	Jun 19
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"> ⌚ - Developing the 2019 community events program with community groups and key agencies. (Sep 18) ⌚ - Armistice Day now completed, Gala Night will be held 13 Dec 18, waiting for Lotterywest and confirmation for grant approval. (Dec 18) ⌚ - Food Festival recently completed, plans for ANZAC Day and Youth Festival for April being organised (Mar 19) ⌚ - Events plan for the 19/20 has been developed and will be executed in an effective and sustainable way (June 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"> ⦿- Supports the Wheatbelt Youth Council, Avon Youth and Merredin Men's Shed with projects and programs. (Sep 18) ⦿- Annual programs supported by the community such as the Wheatbelt Medical Immersion program and John Curtin University Volunteering. ⦿- Several community events have been held over the past two months, activating Senior & Youth Groups to deliver outcomes to the community. Seniors Luncheon was held by the CRC, Armistice Day & local theatre programs have been well received. (Dec 18) ⦿- Working closely with the Mens Shed, Avon Youth, Rep Club, Merredin Police and the schools to implement activities and events (Mar 19) ⦿- Continuing to work closely with community groups (June 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	2018/19 Progress Reviews			
					Sept 18	Dec 18	Mar 19	Jun 19
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"> ⦿- Attend monthly Wheatbelt Youth Council meetings. (Sep 18) ⦿- 200 surveys of youth have been conducted further engagement with Youth Agencies to identify outcomes for draft strategy. ⦿○- Youth Strategy will be commencing shortly. Engagement and review of current youth programs with other interagency to provide input and identify outcomes. (Dec 18) ⦿- Youth Strategy concept presented to Council at briefing session. Youth Survey to be distributed with interagencies and youth within the region and Youth Strategy to be presented to Council April/May (Mar 19) ⦿- 2019 Wheatbelt Youth Council Program being delivered. The first event will be the 2019 Youth Fest (Mar 19) ○- Youth Strategy and Engagement Plan endorsed and approved by Council. (June 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"> ⦿- Attend monthly EWEYN group meetings with other agencies. (Sept 18) ⦿- 4 programs developed per year to support the 0-5 age group in Merredin. 							

	<ul style="list-style-type: none"> 🕒 - Ongoing meetings and outcomes with other interagencies. (Dec 18) 🕒 - Supporting EWEYN events and meetings, attending interagencies, assisting to set up the Merredin Suicide Prevention Network. (Mar 19) 🕒 - Continue to support EWEYN network and actively assist in event organisation. (June 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	2018/19 Progress Reviews			
					Sept 18	Dec 18	Mar 19	Jun 19
	Ensure the Council's strategies, plans and services are current and relevant to the needs of the Community	Effective and ongoing advocacy	Corporate Services	✓	🕒	🕒	🕒	🕒
1.8.1	<ul style="list-style-type: none"> 🕒 - Continual review of all policies, strategies and plans within the Shire. Policies are reviewed on a consistent basis and as required. (Sep 18) 🕒 - Council has updated Heavy Vehicle Cost Recovery, Purchasing, Study Leave & Expenses, Retirement/Resignation of employment – Council Gifts, Long Service Leave, Sick/Personal Leave & Parental Leave and Corporate Credit Card Policies updated (Dec 18) 🕒 - Council has updated Art Collection, Donations & Loans, Eric Hind Scholarship, Fraud & Corruption, Purchasing Policies and Delegation for finances. Policies were presented for discussion at Council briefing session. (Mar 19) 🕒 - Council has adopted new Verge Treatments, Plantings and Beautification Policy, reviewed and updated the Workforce Plan, and adopted a new Youth Strategy. (June 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	2018/19 Progress Reviews			
					Sept 18	Dec 18	Mar 19	Jun 19
2.1.1	Support and promote the recommendations of the Merredin “Growing Our Community” economic development and implementation strategy	Effective and ongoing advocacy	Community Services	-	⦿	⦿	⦿	⦿
	<ul style="list-style-type: none"> ⦿- Current project initiatives of CEACA are in progress (Sep 18) ⦿- CBD revitalisation – elements to be identified and to be considered within current budget constraints. ⦿- Ongoing. (Dec 18 & Mar 19) ⦿- Ongoing. (June 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	2018/19 Progress Reviews			
					Sept 18	Dec 18	Mar 19	Jun 19
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	●	○	-	-	-
	○- Works finalised as no funding opportunities at this time.							
2.2.2	Enhance the Merredin Town Centre entrances	Completion of investigation	Engineering Services	-	○	○	-	-
	○- No action plan in place due to resourcing. To be identified through budget considerations. (Sep 18) ○- Subject to Mid-year budget review for provision of solar lighting. (Dec 18)							
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	2018/19 Progress Reviews			
					Sept 18	Dec 18	Mar 19	Jun 19

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"> ()- Currently being reviewed with SMG. (Sep 18) ()- Ongoing. (Dec 18 & Mar 19) ()- Ongoing as per budget considerations and the new Merredin Tourism Brochure is currently being produced which will support the business community throughout the Wheatbelt. (June 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"> () - Gala Night Working Group made up of a number of business. Effectively organising the annual community event. (Sep 18) () - Establish terms of reference for working groups and identify strategic outcomes that will building capacity in the region. (Dec 18) () - Continue interagencies meetings held to further assist the local and regional community in all services. (Mar 19) () - Intergencies meetings held with relevant groups to identify the needs for the region. Tourism brochures for all local businesses to be involved in the promotion of the Merredin Shire. (Mar 19) () - Continued support on all levels of community collaboration and engagement occurs in every aspect to help assist and develop small businesses. (June 19) 							
Informing Strategies or Legislation Central East Sub-Regional Economic Strategy Growing Our Community Strategy Wheatbelt Tourism Growth Plan Wheatbelt Blueprint								

Key Priority 2.4		Facilitating and strengthening the development of local and regional tourism						
No	Key Action	Success Measure	Directorate	External Funding	2018/19 Progress Reviews			
					Sept 18	Dec 18	Mar 19	Jun 19
2.4.1	Showcase Merredin with improved visibility and promotion through initiatives	Effective and ongoing advocacy	Community Services	-	()	()	()	()
	<ul style="list-style-type: none"> () - CWVC ran a Merredin/Cummins Theatre event promotional prize package at Dowerin Field Days August 2018. Increase in Social Media presence on Instagram with 42% of followers being Perth based in the 25-55 age group. Continue to inform Merredin accommodation providers with weekly activity updates to raise awareness of events at Cummins Theatre. Continue to hold bi-monthly meetings with Merredin Tourism Group to improve relationships with stakeholders and increase visitor stay in Merredin. Visitor packages promoting Transwa rail travel to Merredin with Accommodation/Cummins Theatre Events featured on website. (Sept 18) () - Maintaining Events calendar on website, distribution of flyers through monthly email, e-sign on roof, flyers on notice boards, service A-frames, bin posters and monthly promotion of new product in Phoenix, on website and social media platform. Merredin Shire page and GPHT self-drive in 2019 AGO Holiday Planner (Dec 18) () - CWVC will promote upcoming CT events at the Perth C & C Show 20-24 March with promotional flyer. Increase in Social Media presence on Instagram with 64% of followers being Perth based 32% are in the 25-34 age group, 75% of audience are women. 							

	<p>Continue to inform Merredin accommodation providers with weekly activity updates to raise awareness of events at Cummins Theatre. Presented a Social Media Campaign proposal to DCEO for consideration to target a specific market audience.</p> <ul style="list-style-type: none"> 🕒- Maintaining Events calendar on website, distribution of flyers through a monthly CWVC event e-newsletter, e-sign on roof, posters on notice boards, A-frames A3 poster displays at shire services, CBD bin posters and monthly promotion of new product in Phoenix, on website and social media platform. (Mar 19) 🕒- CWVC ran three Merredin/Cummins Theatre Escape Packages adverts in the West Australian in cooperation with AGO's Wheatbelt Feature March 2019 edition, The Examiner SJ/Armadale region April 2019 & the Seniors Newspaper may 2019. Merredin Escape packages promoting Transwa rail travel to Merredin with accommodation/Cummins Theatre events remain featured on the website. 🕒- Increase in social media presence on Instagram with 983 followers, 65% being Perth based in the 25-55 age group which is a 23% increase from last quarter and 76% 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. 🕒- Continue to include the Merredin Escape package flyer and Public Silo Trail brochures in visitor enquire mail-outs. 🕒- CWVC staff completed the "Rediscover Merredin" brochure in May with a marked increase in support from Merredin business attracting \$6,700 income. (June 19) 							
2.4.2	<p>Collaborate with tourism stakeholders to increase the tourism profile of Merredin and the wider region</p> <ul style="list-style-type: none"> 🕒- Wildflower Season – open 7 days during peak season for regional promotion. Liaise with stakeholders for weekly wildflower updates for a CWVC Wildflower Guide printed for visitors, updated on website and pdf copies emailed to stakeholders. AGO/EW Self-drives & Wildflower marketing campaign Sunday Time August 2018. CWVC staff attended Eastern Wheatbelt Tourism stand at Dowerin Field Days August 2018. Liaise with AGO for Wheatbelt Weekender marketing campaign October 2018. Completed CWVC membership drive attracting 20 Level 1, 6 Level 3 and 5 Affiliate Members totalling \$4,545 for the 2018/19 FY. Engaged 122 local & regional advertising stakeholders with income totalling \$25,800 to commence Edition 5 of the Eastern Wheatbelt Visitors Guide scheduled for distribution in mid-November. (Sept 18) 🕒- In discussion with Transwa re new Explore Regional WA campaign/flyer to include Merredin as a stop for a Merredin-Kalbarri rail/coach holiday option in near future. AGO looking at future online booking options for Merredin product/packages through AGO website (Dec 18) 🕒- Opened Australia Day public holiday Monday 28 Jan and Mon 04 March Labour Day public holiday with varying results of visitor servicing. A print media advertising campaign for Cummins Theatre Events/Accommodation/Transwa Rail Packages will run in the West Australian Wheatbelt Feature 16 March, The Senior Newspaper in April and a C5 flyer designed to hand out at the Perth Caravan & Camping Show 20-24 March. Wheatbelt /AGO Co-operative Autumn Self-Drive campaign with regional partners WEROC, Wheatbelt 	Completion of investigation	Community Services	-	🕒	🕒	🕒	🕒

	<p>Way & Pioneers' Pathway. Prospectus emailed 05 March to Merredin tourism and service businesses in preparation for second reprint of Merredin brochure.</p> <ul style="list-style-type: none"> 🕒- A meeting with Transwa Agent Liaison Officer and Marketing Officer 26 Feb to include Merredin itinerary as a day (3hr) & 2 day (overnight) destination in new Transwa rail/coach promotional flyers "Get away for the day" and Take a short break". Transwa have offered to provide us with a "tile" for social media marketing. (Mar 19) 🕒- CWVC staff attended AGO/Wheatbelt Tourism stand at Perth Caravan & Camping Show March 2019 with sub-regional partners. 🕒- Working with AGO on a Wheatbelt Video Suite to include key Merredin attractions and Golden Pipeline Heritage Trail sites in the Shire of Merredin. This video suite will also cover the Pathways to Wave Rock and southern Wheatbelt food and wine businesses. This is made possible by AGO's marketing budget and part of a marketing campaign developed and completed for each of the AGO subregions over the 2018/19 FY. 🕒- Following a meeting and discussions with Transwa staff early 2019, Transwa have included Merredin as a stopover on 2 new promotional flyers 'Escape for the day' and 'Take a short break' along Prospector and Merredin Link rail routes. 🕒- Continue to work with FORM promoting the PUBLIC Silo Trail through their new marketing and promotional material and new publication 'Stories for the Silo Towns'. Continue to provide FORM with visitor feedback on the PUBLIC Silo Trail through their visitor survey. 🕒- Continue to collaborate with TO for Wheatbelt Way, EO for Pathways to Wave Rock & attend Pioneers' Pathway Advisory Group meetings. 🕒- In early May, met with EO for Pioneers' Pathway and EO for Creative Spaces to develop the interpretation site plan for Cummins Theatre and the Cummins family story in Merredin with CT manager & DCEO. 🕒- Attended a FACET Forum in May on capitalising on the Wildflower season to explore opportunities to encourage our RTO AGO to develop a more consistent marketing approach with AGO for the Wheatbelt region leading up to and during the wildflower season. 🕒- Will be attending the 2019 Dowerin Field Days after successfully co-opting with our regional tourism partners in 2018 promoting the eastern Wheatbelt. (June 19)
<p>Informing Strategies or Legislation CWVC Business Plan Central East Sub-Regional Economic Strategy Growing Our Community Strategy Wheatbelt Tourism Growth Plan Wheatbelt Blueprint</p>	

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	2018/19 Progress Reviews			
					Sept 18	Dec 18	Mar 19	Jun 19
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"> () - Review and collection of data collection to assist with the WEROC app and website. (Sept 18) () - External marketing of WEROC App under consideration. (Dec 18) () - WEROC to continue development of the App, subject to Grant funding (Mar 19) () - Ongoing. (Jun 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	2018/19 Progress Reviews			
					Sept 18	Dec 18	Mar 19	Jun 19
3.1.1	Increase access to and awareness of public reserves in the Shire of Merredin in consultation with appropriate stakeholders 🕒 - Ongoing	Effective and ongoing advocacy	Engineering Services	-	🕒	🕒	🕒	🕒
3.1.2	Support natural resource management initiatives 🕒 - Natural Resource Management Officer is activating baiting, water wise strategies. The installation of electric car chargers, solar powered desalination plant, VSD (Variable speed drives) activated. Applied for grant funding for revegetation for the district. (Sept 18) 🕒 - Currently ongoing until Dec 2018. (Dec 18) 🕒 - Grant funding has been received for revegetation and fencing projects. (Mar 19) 🕒 - 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. (June 19)	Completion of investigation	Engineering Services	●	🕒	🕒	🕒	🕒

Informing Strategies or Legislation
Nil

Key Priority 3.2 **Implementing improved and innovative waste management practices**

No	Key Action	Success Measure	Directorate	External Funding	2018/19 Progress Reviews			
					Sept 18	Dec 18	Mar 19	Jun 19
3.2.1	Identify initiatives to encourage recycling to reduce waste 🕒 - Ongoing and initiatives to be further investigated for long term impacts within the district and region. (Sep 18) 🕒 - Comment provided on draft Waste Strategy 2030. (Dec 18)	Effective and ongoing advocacy	Engineering Services Development Services	✓	🕒	🕒	🕒	🕒

	<ul style="list-style-type: none"> 🕒 - State Government has released the Containers Deposit Scheme discussion paper. Merredin has been identified as an area that will include a container deposit scheme receipt point (Mar 19) 🕒 - Progressive opportunities to collect and deposit recyclables at the Waste Facility. The main pit has been reconfigured to allow extraction of recyclables. (June 19)
Informing Strategies or Legislation	
<i>Environmental Protection Act 1986</i>	
<i>Waste Avoidance & Resource Recovery Levy Act 2007</i>	
<i>Waste Avoidance and Resources Recovery Levy Regulations 2008</i>	

Key Priority 3.3		Researching and implementing improved and innovative water reuse and renewable energy initiatives						
No	Key Action	Success Measure	Directorate	External Funding	2018/19 Progress Reviews			
					Sept 18	Dec 18	Mar 19	Jun 19
3-3.1	Continue to identify and implement appropriate water reuse, water harvesting and sustainable water practices	Effective and ongoing advocacy	Engineering Services	✓	🕒	🕒	🕒	🕒
	<ul style="list-style-type: none"> 🕒 - Activate new pump within the pump station, recapture storm water for sustainable usage and continually maintain storm water network systems. (Sep 18) 🕒 - Ongoing and making the sprinkler system more efficient. (Dec 18) 🕒 - Continual monitoring of water use and sustainable levels of service (Mar 19) 🕒 - 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. (June 19) 							
3-3.2	Continue to identify and implement appropriate conservation and renewable energy practices	Effective and ongoing advocacy	Development Services Engineering Services	✓	🕒	🕒	🕒	🕒
	<ul style="list-style-type: none"> 🕒 - Ongoing. Solar panels installed on CWVC and Shire Library (Sep 18) 🕒 - Ongoing new solar light placed in Apex Park & solar water pump placed in the townsite. (Dec 18) 🕒 - Solar Entrance lights at entry statements and solar lights in Roy Little Park (Mar 19) 🕒 - Increasing the number of solar lights within the district (June 2019) 							
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	2018/19 Progress Reviews			
					Sept 18	Dec 18	Mar 19	Jun 19
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	-	⦿	⦿	⦿	⦿
	<ul style="list-style-type: none"> ⦿- IPR Suite of Plans and relevant corporate governance requirements are being consistently updated. (Sep 18) ⦿- Quarterly reporting and statutory requirements are updated and reported. Delegation Register and amended policies are being completed this quarter. (Dec 18) ⦿- New policies and existing has been reviewed and adopted by Council this quarter. (Mar 19) ⦿- Workforce Plan endorsed by Council in this quarter and Strategic Resource Plan (AMP & LTFP) to be presented to Council in June 19. (Jun 19) 							
4.1.2	Continue to support a respectful, strong and supportive organisational culture	Completion of investigation	Corporate Services	-	⦿	⦿	⦿	⦿
	<ul style="list-style-type: none"> ⦿- Ongoing and continued support for the wellbeing of staff and elected members (Sep 18) ⦿- Ongoing. (Dec 18, Mar 19 & Jun 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	-	⦿	⦿	⦿	⦿
	<ul style="list-style-type: none"> ⦿- Ongoing with benchmarking with the PWC Local Government Insights. (Sep 18) ⦿- Submitted local data to PWC as required by this quarter. Outcomes to be advised by PWC after this round. (Dec 18) ⦿- PWC report via email to Council. No further requirements until the next round of reporting as required. (Mar 19) ⦿- Ongoing as required by PWC (Jun 19) 							
Informing Strategies or Legislation								
IPR Suite of Plans								

Key Priority 4.2 Council engaging broadly and proactively with the community

No	Key Action	Success Measure	Directorate	External Funding	2018/19 Progress Reviews			
					Sept 18	Dec 18	Mar 19	Jun 19
4.2.1	Support Councillor engagement at functions and events	Effective and ongoing advocacy	Office of the CEO	-	()	()	()	()
	() - Relevant information provided directly and through publications. (Sep 18) () - Ongoing and Council is consistently informed with information briefing sessions and other publications. (Dec 18) () - Ongoing (Mar 19 & June 19)							
	Review and implement the Community Engagement and Consultation Framework and Public Relations Marketing Strategy based on the IAP2 spectrum	Completion of investigation	Community Services	-	○	()	○	-
○ - Workshop held, first draft Strategy & Toolkit received, deadline for feedback Tuesday, 18 September. (Sep 18) ○ - Draft policy also received, provided to CEO, DCEO & MCO for comment. () ○ - Community Engagement Framework & Toolkit and Policy was resolved by Council and finalised staff training workshop completed. (Dec 18)								
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.							

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	2018/19 Progress Reviews			
					Sept 18	Dec 18	Mar 19	Jun 19
4.3.1	Develop, review and implement processes and corporate systems to be more	Effective and ongoing advocacy	Office of the CEO	-	()	○ ()	-	-

	responsive to community needs and contemporary customer interaction							
	🟡 - Ongoing and review of processes and systems. (Sep 18) 🟢🟡 - Communication Framework completed. (Dec 18)							

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	2018/19 Progress Reviews			
					Sept 18	Dec 18	Mar 19	Jun 19
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	-	🟡	🟡	🟡	🟡
	🟡 - Advocacy undertaken to increase funding for the project. (Sep 18) 🟡 - Ongoing. (Dec 18, Mar 19 & Jun 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	-	- Survey	🟡	🟡	🟡
	🟡 - Collaboration with WEROC, Wheatbelt Communities Inc, Merredin Interagency Working group and CEACA to improve services to the region. (Sep 18) 🟡 - Ongoing. (Dec 18, Mar 19 & Jun 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	2018/19 Progress Reviews			
					Sept 18	Dec 18	Mar 19	Jun 19
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. (Sep 18) () - Ongoing. (Dec 18, Mar 19 & Jun 19)							
4.5.2	Provide opportunities for Elected Members to attend training and development	Completion of investigation	Office of the CEO	-	()	()	()	()
	() - Advocacy information provided. (Sep 18) () - Ongoing. (Dec 18, Mar 19 & Jun 19)							
4.5.3	Report to the community training and development attended by Councillors	Completion of investigation	Office of the CEO	-	()	()	()	()
	() - Undertaken through publications, particularly Annual Report. (Sep 18) () - Ongoing. (Dec 18, Mar 19 & Jun 19)							
Informing Strategies or Legislation Delegation Register <i>Local Government Act 1995</i> Policy Manual								

Key Zone 5 – Places & Spaces

Strategic Goal		<i>Merredin is an attractive regional town that creates opportunities for residents and visitors to enjoy its many attractions.</i>						
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	2018/19 Progress Reviews			
					Sept 18	Dec 18	Mar 19	Jun 19
5.1.1	Develop a public open space strategy to guide future planning and decision making	Effective and ongoing advocacy	Engineering Services	-	○	○	○	○
	<ul style="list-style-type: none"> ○- Yet to be developed. (Sept 18) ○- Commenced investigations for the strategy. (Dec 18) ○- Funding declined other avenues to be pursued. (Mar 19) ○- Officers are reviewing other funding options and outcomes to achieve this key action. (June 19) 							
5.1.2	Develop and implement a Streetscape Plan to address street trees maintenance and replacement	Completion of investigation	Engineering Services	-	○	○	○	○
	<ul style="list-style-type: none"> ○- In progress of the Street Trees Strategy inclusive of policy and guidelines and outcomes for ratepayers and Council. Copy of Preferred Species List provided to Council for comment, various examples of Plans provided to EMES. (Sept 18) ○- Commenced and forwarded a mapped plan & tree details to an Arborist (Dec 18) ○- Developed a street tree listing, agenda item to come to Council for consideration. (Mar 19) ○- Policy adopted by Council and Street Trees Strategy is out for public comment (June 19) 							
5.1.3	Progressively renew and upgrade infrastructure at Apex Park and Roy Little Park	Completion of investigation	Engineering Services	✓	○	○	○	○
	<ul style="list-style-type: none"> ○- Ongoing as per budget considerations. (Sept 18) ○- Progressing in discussions and plans to be presented to a briefing session. (Dec 18) ○- Progressing towards an agenda to be presented to Council for consideration. (Mar 19) ○- As per Council resolution, funding opportunities are being sought along with budget allocations and a reserve account created in the 2019/20 budget considerations. (June 19) 							
5.1.4	Develop a Dog Off-Leash Park at the North Merredin Primary School precinct	Completion of investigation	Community Services/	●	○	○	○	○

			Engineering Services					
	<ul style="list-style-type: none"> 🕒- As per the NMPS redevelopment project the plan to develop the park area adjacent to the NMPS is progressing with input from Engineering Services. (Sept 18) 🕒- Design phase complete and implementation has commenced. (Dec 18) 🕒- Construction phase near completion, opening to be closer to NMPS & CEACA sites once construction is near completion. (Mar 19) 🕒- In final stages, Merredin Men's Shed and Avon Youth in progress of dog agility equipment. (June 19) 							
5.1.5	Develop Streetscapes initiatives to encourage local pride and sense of ownership	Completion of investigation	Engineering Services	-	🕒	🕒	🕒	🟢
	<ul style="list-style-type: none"> 🕒- Ongoing as per budget considerations. (Sept 18) 🕒- Commenced and forwarded a mapped plan & tree details to an Arborist (Dec 18) 🕒- Fence line to fence line street clean up. (Mar 19) 🟢- Strategy completed and adopted by Council and early signs of household participation. (June 19) 							
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	2018/19 Progress Reviews			
					Sept 18	Dec 18	Mar 19	Jun 19
5.2.1	Implement Stage 2 of the North Merredin Primary School precinct redevelopment	Effective and ongoing advocacy	Community Services	●	🟡	🕒	🕒	🕒
	<ul style="list-style-type: none"> 🟡- Project commencing with the refurbishment of two classrooms. (Sep 18) 🕒- Liaison with relevant parties, refurbishment has commenced and further discussions to be held with interagency groups for space activation. Expression of interest is being sought for further activation of space that includes community groups and agencies. (Dec 18) 🕒- Work is continuously being completed at various stages with the NMPS. Class rooms near completion and commencement of the Playgroup area to start. (Mar 19) 🕒- 2 Classroom areas complete, playgroup area near completion, work on gardens and play area commenced, Old Library and ablutions are in progress. (Jun 19) 							
5.2.2	Continue to identify opportunities to consolidate and rationalise Shire owned facilities	Completion of investigation	Community Services	-	🕒	🕒	🕒	🕒

	<ul style="list-style-type: none"> 🕒 - Activated spaces within the shire facilities is an ongoing process. Further meetings to be held with relevant groups for the NMPS. (Sep 18) 🕒 - Map layer for reserves and identified shire owned properties are being designed to help identify relevant areas. (Dec 18) 🕒 - Ongoing opportunities and discussions are always open for shire owned facilities. Expression of interests have been advertised with limited interest. (Mar 19) 🕒 - As NPMS is closer to a completion date, activated space will be available to the public and new MOU's in progress. (Jun 19)
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Informing Strategies or Legislation
North Merredin Primary School Redevelopment Plan

Key Zone 6 – Transport & Networks

Strategic Goal *Merredin provides transport networks that connects it locally, nationally and internationally.*

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	2018/19 Progress Reviews			
					Sept 18	Dec 18	Mar 19	Jun 19
6.1.1	Deliver annual drainage and road program	Effective and ongoing advocacy	Engineering Services	✓	🕒	🕒	🕒	🕒
	<ul style="list-style-type: none"> 🕒 - Ongoing and within budget allocations. (Sept 18) 🕒 - Ongoing as per budget allocations. (Dec 18) 🕒 - Ongoing as per budget allocations. (Mar 19) 🕒 - Ongoing as per budget allocations. (June 19) 							
6.1.2	Advocate for improved road infrastructure networks across the region	Completion of investigation	Engineering Services	-	🕒	🕒	🕒	🕒
	<ul style="list-style-type: none"> 🕒 - Ongoing and within the Regional Road Group. (Sept 18) 🕒 - Implement Heavy Vehicle Cost Recovery Policy for Sealed Roads (Dec 18) 🕒 - Legal agreement has been developed and will be presented to CBH (Mar 19) 🕒 - Ongoing (June 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	2018/19 Progress Reviews			
					Sept 18	Dec 18	Mar 19	Jun 19
6.2.1	Deliver the multi-use pathways program and maintain the network	Effective and ongoing advocacy	Engineering Services	●	⦿	⦿	⦿	⦿
	<ul style="list-style-type: none"> ⦿- Ongoing and in Annual budget allocation in relation to multi-use pathways. ⦿- Ongoing and new street/footpath sweeper has been purchased to help achieve the maintenance the network. Redesigned footpaths along the CEACA precinct. 2018/2019 Footpath contract to be advertised shortly. (Mar 19) ⦿- Contract has been awarded for 2019/20 & 2020/21. Works will commence in early June 2019. (June 19) 							
Informing Strategies or Legislation								
Nil								