

Pillar	Strategic objective - as of 25/06/25	No	Priority actions	No	Priority projects	Response - March 2026	Response - September 2026
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.	Terms of reference to be developed	Terms of reference to be developed
		1.1.2	Enter into a structured agreement with Avon Youth to deliver school holiday programs and other programs targetting 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.	Ongoing communications, no formalised agreement yet	No formalised agreement will be entered into. Unfortunately they are only funded for Indigenous kids from ages 12 - 18, we will continue to work with them on projects for all youth irrespective of race, religion, orientation etc.
		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.	Ongoing	Ongoing - In the process of advertising for a Community Development Officer (CDO)
		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.	Tea and Tech program nearing completion, other events to be programmed	
		1.1.4.2	Engage with community groups and associations through provision of advice, assistance and training to support grant applications	Ongoing			
	1.2 EMERGENCY MANAGEMENT - Build community capacity and resilience to cope with natural disasters and emergencies including fire, storm and flood.	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 adacent LGA's	Working with Shire of Bruce Rock and Shire of Narembeen to support shared CESM position. Correspondence sent to Minister for Emergency Services requesting funding support.	DFES funding for CESM announced. New shared CESM role interviews completed, preferred applicant starting end of September
		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	Location identified for Nukami/Nokanning BFB shed. Sourcing quotes for construction of shed facility	Funding for BFB shed included in the LGGS grant application submitted to DFES. DFES confirmed that grant not supported this year (2026/27). Will look to apply again in 2027/28 LGGS grant round.
		1.2.3	Review fire education and communications with the community (TFB/HWMB)	1.2.3.1	Develop and implement structured education and communications	To commence	To be worked through once CESM is on-boarded.
		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	To commence	Developing Grant application to seek DFES funding to developnew LEMA as per current template. Sourcing quotes to support application to DFES AWARE funding.
		1.2.4.2	Upgrade to power at MRCLC to support welfare centre	RFQ issued for power upgrades, including generator connection	PO issued for works. Awaiting power box compentry to be constructed and delivered.		
	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	Awaiting consultant to issue final report.	Recreation Masterplan noted by Council at its May 2026 meeting
				1.3.1.2	Provide greater promotion and better signage of recreational areas and spaces (both formal and informal)	To commence	
		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.	Awaiting funding and confirmation that ARC support use of rail line corridor - being managed by Nungarin/Traying/Wyalkatchem Shires	CWVC undertaking signage review currently. Awaiting funding and confirmation that ARC support use of rail line corridor - being managed by Nungarin/Traying/Wyalkatchem Shires. Potential for this to be impacted by State Govt announcement in relation to Tier 3 rail line activation.
				1.3.2.2	Investigate Houtain Bike tracks and pump tracks (Suggested between Endersee and Caw)	No action taken as yet	EMSAC looking into funding opportunities. Suggestion that the cleared area within Tamka Parkland be considered for this type of purpose.
				1.3.2.3	Maintain and upgrade the "Outdoor Museum" around Merredin Peak, including upgrade/better signage - trail development (hospital site etc)	Signage review around Peak completed. To be budgetted in the 2026/27 FY budget	Needs to be completed at Budget Review as was missed in the Original budget
		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.	Contractors engaged to undertake core sampling and testing of the pool bowl and service lines to determine whether it can be refurbished.	Core sampling confirmed 5 years life remaining in pool. Briefing provided to Councillors. Social media advising that we will be consulting the community late 2026/early 2027.
				1.3.3.2	Install new/refurbish sporting surfaces at MRCLC - indoor courts, lighting, new astroturf, new bowling green, external courts	New external court lighting installed. New bowling green installed. Internal court surface to be installed in April/May 2026.	Installation of indoor court flooring completed and opened for use
		1.4.1	Deliver library services and programs in the Merredin Library, including author talks, local history collection, childrens storytime, 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).	No action taken as yet	Storytime continues for 26/27
	1.4 LIBRARY - Provide access to information services, collections and resources to support literacy, information sharing and learning opportunities			1.4.1.2	Investigate other services to elderly and/or disabled residents to maintain connection to community.	Tea and Tech, also the Golden Oldies program	ongoing
				1.4.1.3	Continue to provide hireable space for utilisation by residents and business.	Ongoing	Ongoing
				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	Ongoing	Ongoing
		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	Ongoing
				1.5.1.2	Programming 100yr birthday for Cummins Theatre - including forming a Community committee to develop program of events to commemorate milestone	EOI for committee was completed Oct 2025. Terms of Reference drafted. First Committee meeting to be scheduled in the coming weeks.	Works continuing in the background.
				1.5.1.3	Promotion of inclusive events and cultural activities	No action taken as yet	Task to new MCC once she completes probation
				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.	Draft Conservation Management Plan (CMP) received from consultant	Painting and other works programmed for this financial year. Quotes received.
		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	Improve relationships with Aboriginal groups and organisations through development of a Reconciliation Action Plan	No action taken as yet
				1.6.1.2	Maintain places of historical importance owned or managed by the Shire	Not progressing. Contact made with local traditional owners who do not support development of RAP. Engagement policy to be updated and enhanced	Supported live performance of Aliwah Bardinar at the Cummins Theatre - indigenous themed play promoting Noongar language
		1.6.2	Maintain heritage inventory, and support retention of places of local and state significance	1.6.2.1	Investigate development of a trail to the Pioneer Museum.	Works to Water Tower completed September 2025.	Commenced maintenance works to the Merredin Peak Wall. Sought quotes for remediation works to the old Merredin Town Hall building.
				1.6.2.2		No action taken as yet	No action taken yet
		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	Ongoing	Ongoing
	1.7 STATUTORY COMPLIANCE - ENV HEALTH/BUILDING/PLANNING/RANGERS - Maintain the health, safety and well being 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	Development Applications assessed as received and conditioned appropriately	Development Applications assessed as received and conditioned appropriately
		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	Building Permits issued within specified timeframes	Building Permits issued within specified timeframes
				1.7.2.2	Implement swimming pool barrier inspection program to maintain public safety	Pool barriers inspected as per 4 year program	Pool Barrier inspection program ongoing
		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	Majority of Local Laws reviewed and updated. Awaiting DLGIRS templates to be completed before undertaking any further works.	Local Law review completed. Awaiting DLGIRS templates to be completed before undertaking any further works.
		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	Contractor engaged, however progress has been slowed due to lack of EHO	Public Health Plan to be submitted to Dept of Health in February 2027 (extension granted)
		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	Ongoing. Regular contact with Merredin Police to support initiatives.	Ongoing. Regular contact with Merredin Police to support initiatives.
				1.7.5.2	Maintain regulatory services and programs	ongoing	ongoing
				1.7.5.3	Review existing and development of new policies which support development and minimise red tape.	Review of policies is ongoing	Review of policies is ongoing
		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 DevelopmentWA as provided within the Local Planning Scheme	2.1.1.1	Unlock additional Industrial serviced land for development and expansion of Merredin's next generation of industry	Awaiting WAPC to approve LPS.
		2.1.2	Support provision of civil works and services to new residential and commercial land developments lead by DevelopmentWA	2.1.2.1	Investigate barriers to the development of further residential land offerings within Merredin to support future residential growth of the Town.	Working on this with WDC and WEROC	Continued work on this with WDC and WEROC
	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 wildtowers).	2.2.1.1	Development of wildtlower self drive route (and map)	No formal development implemented, though information provided to visitors	No formal development implemented, though information provided to visitors
				2.2.1.2	Development of bike routes, tourism routes in Merredin	No further update	EMSAC looking into trail bike funding
		2.2.2	Work with local tourism product providers to deliver customer experiences.	2.2.2.1	Support growth of aboriginal tourism offerings	No further update	No further update
				2.2.2.2	Development and promotion of tours within the Shire	No further update	Military Muesum tours commenced in August 2026
		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	review of signage underway	review of signage underway
			2.2.3.2	Investigate development of a new, permanent Visitor Information Centre	not to be considered until 2027/28	not to be considered until 2027/28	
			2.2.3.3	Installation of public chemical toilet dump point	Location for new public dump point identified	Dump point installed September 2026	
			2.2.3.4	Maintain and promote the RV Camp site area, including expanding to allow for 72 hour camping	Not to be considered until 2026/27 - not currently supported by local tourism provider	Promotion of RV 72hour camping has commenced since dump point installed	
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.	2026/27	Preparatory works underway for grant submission in late 2026
		2.3.1.2	Utilise the business case to seek futher funding to support development of additional residential buildings	2026/27	Preparatory works underway for grant submission in late 2026		
	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 Merritville and CEACA units.	Continued membership and support of CEACA. Working with Merritville Retirement Village Inc to transfer management to the CRC.	transfer of management to Shire completed. CRC undertaking property management role for the Shire. Continuing membership of CEACA.	

3. Environment and Sustainability

2.4 BUSINESS/ECONOMIC DEVELOPMENT Support the growth and diversity of local business through facilitation, building opportunities and network connections	Investigate development of land for service worker accommodation, including trainees and apprentices. Develop policy for shire accomodation, including sale of old stock and new builds/purchases.	2.3.2.2		Works commenced on developing lot on South Ave for this purpose - initial planning and design works.	Prepatory works underway for grant submission in late 2026
				Inspection of old Shire housing stock undertaken with Councillors - seeking valuations for both rental and sale of several properties.	Council resolution from July 2026 to retain all Shire residential properties
		2.3.3	Continue to build and maintain Shire housing stock.	2.3.3.1	
		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	No action taken to date
				2.4.1.2	Contracted out mowing and maintenance of some parks and garden areas
		2.4.2	Update the Merredin Economic Development and Implementation Strategy (With WDC)	2.4.2.1	Contracted out mowing and maintenance of some parks and garden areas
		2.4.3	Improve signage into Merredin to draw visitors into the Town Centre	2.4.3.1	Awaiting funding
		2.4.4	Advocate and facilitate for local economic buy in (where possible) for larger development projects within the District.	2.4.4.1	Completed August 2026
		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	new development proponents provided with details of local businesses to make contact.
				Working with WBN to support the next Business After Hours in may 2026	Continued liaison with SBC and WBN
3.1 ENVIRONMENTAL SUSTAINABILITY Promote environmental stewardship through the support of initiatives which mitigate and adapt to potential climate change impacts.	Investigate and implement diversification and efficiency improvements for water recycling irrigation	3.1.1		3.1.1.1	Field review of water (Desalination/Storm/Effluent reuse) undertaken as part of broader WEROC study. Awaiting receipt of final report.
				3.1.1.2	Water Corporation undertaking audit in October 2026
				3.1.1.2	Subject to support from Water Corporation, implement stage 2 of the Desalination Plant Project - reuse of filters
				3.1.2.1	Stage 2 of project has commenced. Extension to NOIP provided to DPIRD, seeking 3 year trial extension.
		3.1.2	Continue support for renewable energy and diversity of development	3.1.2.1	Trial ongoing
		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	to commence
				3.1.3.2	to commence
				3.1.3.3	to commence
				3.1.3.4	to commence
				3.1.3.4	to commence
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.	Investigate mulching greenwaste rather than 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.	3.2.1	Continue to support practices which divert waste from landfill, including reduce/reuse/recycle.	3.2.1.1	to commence 2026/27
				3.2.1.2	Mulcher purchased
				3.2.1.3	Tipshop operations ongoing
				3.2.1.3	Multi-year earthworks program committed to with local contractor. Additional gravel reserves identified for removal, then filling excavation with waste
		3.2.2	Develop the Landfill site to become a regional waste facility, servicing adjacent Local Governments.	3.2.2.1	Multi-year earthworks program committed to with local contractor. Additional gravel reserves identified for removal, then filling excavation with waste
				3.2.2.2	to commence 2027/28
				3.2.2.2	to commence 2027/28
				3.2.2.2	to commence 2027/28
				3.2.2.2	to commence 2027/28
				3.2.2.2	to commence 2027/28
4.1 ADVOCACY - Advocate to the State/Federal Governments and private enterprise to invest funding, resources and infrastructure in Merredin to benefit the broader community	Develop advocacy prospectus to promote investment in Merredin, including a list of priority projects.	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 child care, housing, attracting and retaining staff, diversification of business and industry.	4.1.1.1	Works commenced on prospectus - expected completion mid 2026
				4.1.1.2	Advocacy prospectus completed and endorsed by Council
				4.1.1.2	Support objectives and programs which improve and expand on child care, housing, attracting and retaining staff, diversification of business and industry
				4.1.1.3	Providing support to REED childcare to assist in expansion of child care facility. Working on housing project to support Shire staff and service workers.
				4.1.1.4	Undertaking works with REED to support excise of land from Shire Reserve for childcare use.
				4.1.1.4	Advocacy with State and Federal Minsters biennially, including sending delegations to meet those Ministers/Representatives where appropriate. Establishment of a "Merredin Future Fund" to support long term community benefit
				4.1.1.4	Liaised with State Ministers representatives in relation to the condition of Great Eastern Highway between Northam and Merredin. Liaising with the Ministers office in relation to CESM.
				4.1.1.4	Continued liaison with Main Roads in relation to GE Hwy. CESM to be on-boarded
				4.1.1.4	to commence 2026/27
				4.1.1.4	to commence 2026/27
4.2 DECISION MAKING - Provide accountable leadership, transparent decision making and good governance	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		4.2.1.1	Continued monitoring and updating of both internal and Council Policies. Council policies being approved each quarter at an OCM.
				4.2.1.1	IT Strategy and change management documentation endorsed at October OCM. Annual report released in December 2026. Revised Workforce Plan adopted November 2026. Risk Management review completed December ARIC. Corporate Governance Framework January 2026
				4.2.1.2	Policies being updated and referred to Council regularly
				4.2.1.2	Regular review and update of Shire strategic documents
				4.2.1.2	Ongoing
				4.2.1.2	Ongoing
				4.2.1.2	Ongoing
				4.2.1.2	Ongoing
				4.2.1.2	Ongoing
				4.2.1.2	Ongoing
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.	Collaboration with WEROC to continue housing investigation works including typology to support further land development and housing construction.	4.3.1	Continue to collaborate with other Eastern Wheatbelt Local Government Authorities through WEROC, WALGA GECCZ and CEACA.	4.3.1.1	Awaiting report from WDC
				4.3.1.1	Working with WEROC for grant submission for late 2026
				4.3.1.2	Working with WEROC and WDC on housing initiatives, and water initiatives
				4.3.1.2	Working with WEROC and WDC on housing initiatives, and water initiatives
		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	Working with WEROC to support employment of regional EHO (based in Merredin). Role currently advertised.
				4.3.2.2	unsuccessful with EHO role. Working with WEROC Shires to support shared planning services. Shared CESM role to be onboarded.
				4.3.2.2	to commence 2027/28
				4.3.2.2	to commence 2027/28
				4.3.2.2	to commence 2027/28
				4.3.2.2	to commence 2027/28
4.4 COMMUNITY ENGAGEMENT - Strengthen community participation through effective engagement and information to the community about local issues, facilities, services and events	Develop and implement community engagement framework to enhance community consultation - Community Engagement Framework/Strategy	4.4.1	Effectively inform and engage the community about local issues, facilities, services and events	4.4.1.1	to commence 2026/27
				4.4.1.2	Completed
				4.4.1.3	Ongoing - provided for within current frameworks
				4.4.1.4	Ongoing - provided for within current frameworks
				4.4.1.4	Review to commence shortly
				4.4.1.4	Review to commence shortly
				4.4.1.4	Review to commence shortly
				4.4.1.4	Review to commence shortly
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4.5 COMMUNICATION - Keep internal and external customers informed through a variety of mediums	Co-ordinate the publication of regular community newsletters, social media posts, and media releases from both the Shire Administration and outstations.	4.5.1	Deliver accurate, effective and timely information to internal and external stakeholders	4.5.1.1	Monthly newsletters published, with social media posts released weekly to inform our community.
				4.5.1.1	Monthly newsletter for outstations - MRCLC & CWWC are ongoing. The Local Lowdown - Cummins Theatre is bi-monthly
				4.5.1.2	continuation of multiple communication mediums including social media, print media, posters, and radio interviews as needed
				4.5.1.2	continuation of multiple communication mediums including social media, print media, posters, and radio interviews as needed
		4.5.2	Improve internal communications across the organisation to ensure all areas and outstations are informed.	4.5.2.1	Monthly meetings conducted with staff members post council meetings. Recent whole of Shire staff breakfast meeting to be held in late March.
				4.5.2.1	Monthly meetings conducted with staff members post council meetings. Recent whole of Shire staff breakfast meeting to be held in late March.
				4.5.2.2	Councillors provided with weekly email, monthly briefings, emails and WhatsApp for urgent matters
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				4.5.2.2	Councillors provided with weekly email, monthly briefings, emails and WhatsApp for urgent matters
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4.6 STAFF/WORKPLACE - Provide a safe, healthy and inclusive workplace to attract and retain staff	Identify emerging opportunities to address housing and workforce issues, including benchmarking against other Local Government Authorities	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	to commence 2026/27 - currently working with WDC and WEROC in relation to housing
				4.6.1.2	Staff values reinforced within the organisation as what is acceptable behaviour
				4.6.1.3	Ongoing
				4.6.1.3	Ongoing
				4.6.1.4	to commence 2026/27
				4.6.1.4	to commence 2026/27
				4.6.1.5	Discussed volunteering and support at the recent After Hours sundowner with community groups held in August 2026
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	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.	Regular WHS committee meetings, with review of policies and procedures ongoing.	Regular WHS committee meetings, with review of policies and procedures ongoing.
4.7 CUSTOMER SERVICE	4.7.1	Deliver a customer focused experience through provision of services in person and online.	4.7.1.1	Enhance customer service experience through review of the Customer Service Charter.	To commence once Customer Service Survey is completed.	Works to commence, with completion expected late 2026
			4.7.1.2	Improve complaint handling including Snap Send Solve	Internal processes reviewed to support greater response to SSS	ERP Phase 2 to commence in late September/ Early October - this includes new customer service module/ portal.
			4.7.1.3	Embrace digital services and engagement	Digital access to be improved with implementation of ReadyTech ERP	continuing works with DGOV and ReaqdyTech.
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 LTFP	to commence 2026/27 Annual financials presented to ARIC and Council in November 2025. One finding (workforce plan) finalised in same month. Mid-year budget review completed for presentation to March 2026 OCM	Awaiting completion of asset management plans and ERP implementation
			4.8.1.2	Development of Annual Budget and Annual financials		Annual budget adopted by Council in July. Annual financials currently being completed.
			4.8.1.3	Financial Management Review	To be completed by 31 December 2026. This will be outsourced to ensure a robust process is undertaken.	review does not need to be completed until Dec 2027. Discussion with CEO to complete between Feb-May so that it does not occur at the same time as our annual audit. Request for quote sent to 7 suppliers - Quotes due 5 October.
			4.8.1.4	Complete revaluations	to commence 2026/27	Quotes will be requested toward the end of the year with a view to completing the valuations prior to 30 June 2027.
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	ongoing review of Council Policies. Delegations to be reviewed and presented to April OCM	Register of Delegated Authority presented to Council in April 2026. Policy review continuing.
			4.9.1.2	Implementation of the new Enterprise Resource Planning (ERP) software system	ReadyTech ERP system to be implemented. First phase to be completed by 1 July 2026. Startup meeting with contractor representative completed. Supplier also engaged for new Record keeping system. Initial discussions held. Project due for completion May/ June 2026.	Financial system went live 1 July 2026 - though there have been a number of teething issues, we are now becoming more familiar with the system. Record Keeping to Financial system linkages currently being set up. Staff will be provided access to the new record keeping system once this is completed. 'Vernacular' developed and documented to provide staff guidelines for naming of records moving forward.
	4.9.2	Strengthen organisational culture, governance, and asset management	4.9.2.1	Complete Asset Management Plan	Asset management plan currently being drafted.	
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 Review verge management service levels on Shire managed land	5.1.1.1	Review and update tree policy		
			5.1.1.2	Develop and implement formalised Town Maintenance Plan including weeding, mowing, street sweeping programs	To be commenced	To be commenced
			5.1.1.3	Review verge management service levels on Shire managed lands	to be commenced - Mowing of main public areas now contracted out. Street sweeping engaged bi-annually	to be commenced - Mowing of main public areas now contracted out. Street sweeping engaged bi-annually
			5.1.1.4	Park rationalisation plan	to commence 2026/27	to commence 2026/27
			5.1.1.5	Park heirarchy plan (maintenance)	to commence 2026/27	to commence 2026/27
	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	to commence 2026/27	to commence 2026/27
5.2 COMMUNITY INFRASTRUCTURE - provide fit for purpose community buildings and facilities that are well maintained.	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 - ie new kitchens, bathrooms, painting etc	to commence 2026/27	works to Kitchener house completed
			5.2.1.2	Develop and implement a proactive maintenance program and renewal strategy for public buildings - cummins, library, crc, old town hall	to commence 2026/27	tied with Asset management plan to be completed by June 2027
			5.2.1.3	Undertake proactive measures to address graffiti management, provide general cleaning and progressive upgrade of facilities	In-house cleaning staff employed, together with casual cleaner pool to provide regular cleaning of all facilities. Deep cleaning/carpet cleaning undertaken over the Christmas shutdown period Consideration of installing plaques together with new "Australia Day Citizen of the year" plaques at the Town Centre stage area based on comments from the community. To be included within the 2026/27 budget	In-house cleaning staff employed, together with casual cleaner pool to provide regular cleaning of all facilities. Deep cleaning/carpet cleaning undertaken over the Christmas shutdown period
			5.2.1.4	Investigation of options for reinstatement of pioneer plaques		Being worked on by Visitor Centre Co-ordinator - locations identified
			5.2.1.5	Develop and implement asset management plan for whole of buildings and major fixtures and fittings	Project underway	Asset management plan to be completed by June 2027
			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.	Annual review completed	Ongoing
			5.2.1.7	Maintain Merredin Cemetary including memorial niche walls, and provide for future expansion of interment areas.	Cemetary regularly maintained, with new interment areas identified (grassed and non-grassed)	Cemetary regularly maintained, with new interment areas identified (grassed and non-grassed)
	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 GE Hwy.	Working with Main Roads to install speed signage. Traffic data provided, together with pedestrian counts.	Awaiting further advice from Main Roads
			6.1.1.2	Improve pedestrian/vehicle interaction at GE Hwy - education program	Feedback provided to Main Roads in relation to additional speed signage	Awaiting action by Main Roads in relation to response
			6.1.1.3	Advocate for 40km school crossing (with Police support)	Police have indicated that patrolling of GEHwy within the townsite confirms majority of drivers are compliant with current speed limits.	No further action
	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	Program is ongoing	Program is ongoing
	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.	to commence 2026/27	to commence 2026/27 - ongoing
	6.1.4	Maintain safe and effective transport networks and associated civil infrastructure	6.1.3.2	Develop and implement proactive culvert maintenance program including budgetting for replacement culverts	to commence 2026/27	to commence 2026/27 - ongoing
			6.1.4.1	Undertake review of Gamenya Ave to determine suitability for upgrade to access CBH	still to commence	still to commence
			6.1.4.2	Develop plan to upgrade Gabo Ave, to be implemented with funding sourced from precinct users.	to commence 2026/27	to commence 2026/27
			6.1.4.3	Install and maintain appropriate signage to provide for safe traffic movements.	Ongoing	Ongoing
			6.1.4.4	Review RAV network annually	Amendments to RAV network are undertaken as required - including restrictions along Barrack Street, and access via Watson Road	Responses to requestes providd to Main Roads
	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	to commence 2026/27	to commence 2026/27
			6.1.5.2	Subject to Main Roads approval, investigate installation of a Truck bay on GE HWY to provide long bay parking for trucks and caravans	to commence 2027/28	to commence 2027/28
			6.1.5.3	Continue to seek external funding for road maintenance and upgrade programs	External funding included in roads budget for 2025/26	External funding included in roads budget for 2025/26
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	Roads identified in current program for works include parts of Woodward Rd, South Burracoppin Rd and Booran Sth Rd	Budgetted works to commence, part will be contracted out
			6.2.1.2	Continue to seek external funding for road maintenance and upgrade programs	External funding included in roads budget for 2025/26	External funding included in roads budget
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	to commence 2026/27	Ongoing replacement program funded annually
			6.3.1.2	Implement program to replace bitumen footpaths with concrete	to commence 2026/27	Ongoing replacement program funded annually
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.	Arrangements made with local contractor to support transport of seniors to the Tea and Tech.	ongoing
			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	general discussions with community groups in relation to support for a community bus	no further action