



INNOVATING THE WHEATBELT 2028+

Merredin Strategic Community Plan 2018 - 2028

SHIRE
OF

MERREDIN

INNOVATING
THE
WHEATBELT



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WELCOME



Welcome from the Shire President

It has been six years since the Shire of Merredin adopted its Strategic Community Plan in 2012. During this time Council and the Shire have worked hard to honour the Community's Vision and to achieve the things we were told are important to the Community.

As the overarching guide for the future of our region, the Shire of Merredin's Strategic Community Plan: Innovating the Wheatbelt 2028+ shares our visions and aspirations for the future and outlines how we will work towards a brighter future for the Merredin community. Council are proud to have been part of its development and to be presenting it to you Merredin.

The Plan has been prepared by our Community, for our Community which means it clearly articulates the vision of where Merredin sees itself in 2018 and beyond. We are grateful to the Community for your engagement with and response to the consultative process. Your responses gave us valuable insight into your aspirations for the future.

The Shire of Merredin has realised some significant successes since the previous Strategic Community Plans were developed and the Community should be proud of its achievements. Looking toward the future we are keen to see the construction of the CEACA Inc. independent living units (ILUs), the continuation of the North Merredin Primary School redevelopment and the many varied community events, activities and shows which make being a part of this community so special.

Our Strategic Community Plan presents us with an agenda for the future, navigating Merredin towards 2028 with confidence, enthusiasm and a shared knowledge of where we are heading. We look forward to continuing to work with our Community and other key stakeholders to deliver the outcomes using the strategies detailed in this Plan.



OUR VISION

Merredin is a sustainable regional centre with a bright future



OUR VALUES

INTEGRITY

Act in a honest, open and accountable manner in all of our activities ensuring they are equitable and socially just.

PARTICIPATION

Provide genuine opportunities for informed community participation in decision making in a framework of local democracy.

SERVICE

Be sensitive and responsive to the needs and aspirations of our Community and focus on customer satisfaction and value for money.

LEARNING

Continue learning from training, our actions and experiences and continually seek better and more innovative ways of doing things.

VALUING PEOPLE

Value the contribution that people inside and outside the organisation make to the achievement of the Shire's vision.

COMMITMENT

Ensure our actions serve the people of Merredin and their long-term interests.

SUSTAINABILITY

Have a global perspective and ensure our actions minimise the impact on the environment and the resources available for future generations.

MERREDIN IN 2018

Merredin's Successes 2014 - 2018

Typically the Strategic Community Plan undergoes a major review every four years with a minor review every two years. Merredin adopted its first plan in 2012 with a minor review undertaken in 2014 and a major review in 2016. In order to bring the Strategic Community Plan in line with the Council election period, a major review has been undertaken in 2018. Over the past 4 years the following successes have been realised by the Shire of Merredin and the Community.

Funding approved to construct 26 x Independent Living Units at the North Merredin Primary School Site
Launch of the WEROC app and website platform
Supported the Rolling Stock Cover project at the Merredin Railway Museum
Construction of 2 executive homes
Wheatbelt Communities established to enable economic development in the region
The Shire of Merredin was one of fifteen Wheatbelt shires that delivered the Federally-funded 'Community Biodiversity Across the Wheatbelt Western Australia' project. The Shire of Merredin's component was valued at \$170,262
No outstanding issues with annual Compliance Audit Return
Implementation and distribution of a monthly newsletter
Assisted with redevelopment of the Merredin Hospital
Supported the relocation of the medical and dental practices
Completed projects and maintenance to the value of \$3,511,784 in 2017/18 across footpaths, road construction, general maintenance, Roads to Recovery and the Regional Road Group
Resurfacing of outdoor basketball and netball courts in addition to resurfacing of bowling greens
Establishment of the Memorabilia Room at the Library featuring social histories
Successfully attracted external funding valued at \$120,000 to upgrade the Cummins Theatre technical systems, kitchen and stage facilities
Secured funding in partnership with National Trust WA to undertake further work at No. 4 Pump Station
Completion of the CBD Upgrade (Stage 1)
Redevelopment of Lenihan Park to include a nature playground
Implementation of Skate Park Urban Art Project
Refurbishment and relocation of the Merredin Regional Library (NMPS Redevelopment Stage 1)
Attracted \$25,000 external funding to implement the Merredin Re-Use Reticulation Upgrade valued at \$90,366
Installation of Solar Panels at the Shire Administration building, the Visitor Centre, the Library and at the MRCLC
Attracted \$67,888 in grant revenue to support tourism related projects
Development approval of the \$160 million Stellata Energy Solar Farm
Installation of Town Entry Statements
Implementation of the Aged Friendly Community Plan
Resurfacing of water slide and refurbishment of shade structures at the Merredin District Olympic Swimming Pool
Upgrade of Burracoppin Pavilion
Implementation of the Cummins Kids Program

WHO ARE WE?

We take pride in our history,
our people and the things that
make us who we are



Total Area

3,372km²



Population (2016 Census)

3,350



Average Age (2016 Census)

38

7% of us identify as Aboriginal or Torres Strait Islander. 76.3% of us were born in Australia. 3.6% of us were born in England, 3.1% in China, 2.6% in New Zealand, 1.4% in the Philippines and 1% in South Africa (as of the 2016 Census)



Central Wheatbelt Electorate

Merredin makes up 8.53%
population of 27 Shires



Wind Turbines

111 wind turbines makes Collgar
the largest wind farm in WA

FAST FACTS

Established in 1904, the Merredin Agricultural Research Station is the longest operating in WA.

A world record was set 25 April 2018 by CBH when it hauled the longest grain train from where it was coupled in Merredin to port in Kwinana. The train measured 1.8km (120 wagons) and carried 9,000 tonnes of grain.

CBH Merredin has the largest grain bin in regional WA at 610m x 59m. The E-type bin was built in 1969 and can hold 220,000 tonnes of wheat.

COMMUNITY CONSULTATION

Why does Merredin need a Plan?

The Shire recognises that to meet current and future community expectations, we need to take into account the current and future needs of our Community. We need to consider long term how we are going to fund, maintain, deliver on our services and grow as a Community.

Integrated planning and reporting gives local governments a framework for establishing local priorities and to link this information to operational functions. As per the *Local Government (Administration) Regulations 1996* each local government should adopt a Strategic Community Plan and a Corporate Business Plan. The Strategic Community Plan allows the Shire of Merredin to set ten year goals based on your feedback Merredin. From this, the Shire puts together a Corporate Business Plan which helps the

Shire to choose goals from the Strategic Community Plan to achieve over the next four years. In turn the Corporate Business Plan lets the Shire determine the breakdown for its Budget which is reviewed and set on an annual basis.

Having this process allows the Merredin Community to have a strategic direction which translates that direction into actions for the Shire and strategies going forward. Through the process of annual review (the Annual Report), the Shire is also able to ensure that relevant services with adequate funding, assets and people are allocated in order to achieve the goals as set out in the Strategic Community Plan.



Community Engagement

The Shire of Merredin approached community engagement and consultation for its major review in March - April 2018 via a number of different avenues. This method of engagement was to ensure adequate representation from all aspects of the Merredin community as the Strategic Community Plan should reflect Merredin's long term goals at a holistic level.

Technology and the way we communicate has evolved extensively in the past 5 years so in order to capture a wider representation of the community for this review the Shire engaged consultants Creative IQ and employed a number of new methods as follows:

- **Community Create Booth**

Set up at the Merredin Show, this engagement process involved a large pin up board where members of the public were invited to write their ideas on sticky notes to stick to the board. They were asked 3 questions: 'What are our **STRENGTHS** in the Merredin region and what do you **LOVE** about living here?' (131 comments); 'What would you like to **IMPROVE** about the Merredin Region?' (144 comments) and 'What are the greatest **OPPORTUNITIES** we can build on in the Merredin Region?' (67 comments).

- **Community Forums (x 2)**

Creative IQ visited Merredin to facilitate these two forums at the Merredin Library. A total of 28 community members attended the two forums and were asked to discuss strategies to respond to issues and opportunities within the region around the themes relating to Key Assets, Economy, Technology & Community, Community and

Sustainability. They were asked the following 6 questions: 'What is the situation now?', 'What's possible?', 'What are the opportunities?', 'Why would this be beneficial for the Merredin region?', 'How important is it (and why)?' and 'Who could lead this? And how could it happen?'.

- **Loomio Online Forum**

The Loomio Online Forum is an innovative new idea from Creative IQ where from the comfort of your lounge room, the Merredin Community could go online via a mobile device and participate in the forum discussion with other community members. The forum was available for 13 days and 13 community members participated. They were asked the same series of 3 questions as those who participated in the Community Create Booth.

- **Merredin College Survey**

Secondary students at Merredin College were also asked to contribute by completing a short survey asking them 'What do you **LOVE** about Merredin', 'What do you want **IMPROVE** most in Merredin' and 'What do you **WISH** Merredin could have?'. Their enthusiastic response netted a total of 199 comments.

- **WBN Collected Feedback**

Executive Officer, Caroline Robinson, for the Wheatbelt Business Network (WBN), also assisted in the engagement process by visiting 34 WBN members in Merredin. 26 of those generously provided comments.



COMMUNITY INPUT

KEY STRENGTHS

We ♥ living in Merredin because



Community & People 32%



Events/Activities/Culture 17%



Proximity & Ease of Access 16%



Peace / Freedom / Space 11%



Natural Environment 3%



Other 21%

Eg: Merredin is Home, Sports / Clubs / Facilities, Business & Enterprise: Agriculture, Collgar & Local, Medical Facilities

Our kids ♥ living in Merredin because



Local Shops 28%



Sports / Clubs / Facilities 20%



Community & People 16%

KEY AREAS FOR IMPROVEMENT

In Merredin we most want to IMPROVE



Parks & Recreation 14%



Governance & Admin 14%



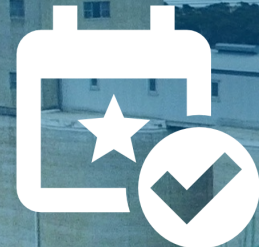
Business, Employment & Commerce 13%



Youth & Families 11%



Marketing & Place Activation 11%



Community Development, Events & Activities 10%

We also want to IMPROVE other areas such as Be Resilient & Positive, Resource Management (eg: Recycling), Health & Medical / Wellbeing, Amenity & Safety and Population Increase

In Merredin our Kids most want to IMPROVE



Upgrades to the Leisure Centre - (Eg: Install Cooling System) 21%



More Events / Youth Activities & Cultural Services 18%



Upgrades to Sports Facilities in Public Spaces (Eg: Skate Park) 18%

Our Kids also want to IMPROVE other areas such as having a Cleaner Town / Better Maintained & Upgraded Assets, Upgrades to Parks & Toilets, more Education / Job Opportunities for Youth and improvements to Public Safety including the lessening of Crime & Drug Abuse

KEY OPPORTUNITIES

In Merredin we **WISH** to pursue **OPPORTUNITIES** like



Commerce, Economic Development & Jobs 43%



People & Population + Community Engagement 21%



Lifestyle / Quality of Life 17%



Location, Size & Infrastructure 13%



Events, Culture & Heritage 5%

We are also interested in other **OPPORTUNITIES** such as investigating having a Yearly Signature Event (not the Show), Oakajee (Geraldton) to Merredin to Esperance Rail, more Before & After School Care and Irrigation of the Golf Course

In Merredin our Kids most **WISH** for



Greater Variety of Sport & Youth Competitions 62%



Entertainment / Cuisine / Youth Hangouts 18%



Music / Arts 8%

Our Kids **LOVE** their sport and entertainment but **WISH** for more variety, eg: Cricket & Volleyball for High Schoolers, more places to eat out with Friends, more niche competitions. Our Kids also **WISH** for improved resources to allow for job training and **OPPORTUNITIES** to enjoy Merredin's natural environment.

MERREDIN IN 2028

Your Strategic Community Plan 2018 - 2028 Merredin

This plan outlines your future Merredin for the next ten years thanks to your feedback through the consultation process for the development of this plan.

This plan represents a shared community vision and sets out the long term strategies designed to strengthen and build on the Shire of Merredin's unique assets and features. The plan identifies shared community objectives and priorities taking into account current and expected changes in community demographics, social issues and local, national and international influences.

In setting out this plan your Shire Council has been conscious of the constraints of finances, asset management and that staffing levels are understood when embarking upon the 'Key Priorities' set for the next ten

years.

'Innovating the Wheatbelt' is an inspired plan that will steer Merredin as a community for the next ten years and help to build a sustainable, attractive and exciting place to live, work and play.

Community members have identified a range of areas for improvement through a thorough consultation and engagement process. These improvement areas have been allocated to 6 Key Zones within the Merredin Sphere (see right).

Merredin's Vision is where we would like to be by 2028 and the Merredin Sphere with its 6 zones will be the guiding mechanism to reach our Vision.

OUR VISION

**Merredin is a sustainable regional centre
with a bright future**





ZONE 1 - COMMUNITY & CULTURE

Merredin is rich in cultural diversity, performing and fine arts and a variety of sports available for both residents and visitors.

During the engagement phase conducted in March 2018, members of the community expressed that they wanted to address a number of issues including...

The need to get behind projects and make them happen as well as getting others involved. Further issues included crime reduction through Neighbourhood Watch awareness, ensuring that the same individuals are not always asked to volunteer, greater collaboration to reduce the clashing of community events, addressing the lack of disabled services, senior & elderly services, finding measures to encourage residents to remain actively involved with sporting clubs, a wider variety of sports, upgrades to the Skate Park and more community events for Youth.

KEY PRIORITIES

By 2028 Merredin will achieve **Zone 1 - Community & Culture** via:

- 1.1 Supporting and facilitating engagement in the arts in all their forms
- 1.2 Protecting and promoting the diverse culture and heritage of the Merredin region
- 1.3 Supporting sport activities and promoting healthy lifestyles
- 1.4 Continuing advocacy for the improvement of allied health services and facilities for the community
- 1.5 Building resilience and the capacity to manage natural and man-made emergency events
- 1.6 Supporting and strengthening community groups and volunteers
- 1.7 Providing support to local organisations which seek to enhance engagement and opportunities available to early years and youth in the Merredin region
- 1.8 Ensuring the Shire's facilities and services are accessible and inclusive

How will we MEASURE our PROGRESS?

- Improved overall satisfaction with Merredin as a place to live
- Improved sense of community
- Increased attendance at events, facilities and services

Source: Community Scorecard

What can we DO as INDIVIDUALS?

- Join a community group or sporting club
- Attend a show at Cummins Theatre
- Support a local charity
- Volunteer
- Keep the neighbourhood clean and tidy
- Join the Library



ZONE 2 - ECONOMY & GROWTH

Merredin seeks new opportunities for growth and strives to develop a rich and multifaceted economy.

During the engagement phase conducted in March 2018, members of the community expressed that they wanted to address a number of issues including...

Population shrinkage, the creation of more job opportunities (including for Youth), a greater variety of businesses, shopping local, marketing and place activation in the town site and growing existing sectors including aged care services, tourism, enterprise, local economy and the public sector.

KEY PRIORITIES

By 2028 Merredin will achieve **Zone 2 - Economy & Growth** via:

- 2.1 Promoting Merredin and its potential business opportunities to facilitate targeted economic development
- 2.2 Developing and maintaining local government infrastructure that increases the potential for business development and investment
- 2.3 Supporting initiatives from local businesses for growth
- 2.4 Facilitating and strengthening the development of local and regional tourism
- 2.5 Continuing to work with key partners to promote digital and internet connectivity across the region



How will we MEASURE our PROGRESS?

- Increased business development
Source: CBD premises occupation rates, building approvals, employment and income figures
- Increased business connectivity
Source: Number of businesses registered on the WEROC app
- Annual visitation numbers to the Central Wheatbelt Visitor Centre are improved
Source: CWVC daily data collection

What can we DO as INDIVIDUALS?

- Buy locally
- Tell someone about the tourist attractions we have within the Shire
- Start up, grow or run a business
- Join the Wheatbelt Business Network
- Welcome our visitors with a smile
- Attend local events with family and invite friends

ZONE 3 - ENVIRONMENT & SUSTAINABILITY

Merredin values the preservation of the natural environment and researches and implements practices to ensure sustainability.

During the engagement phase conducted in March 2018, members of the community expressed that they wanted to address a number of issues including...

More recycling practices being implemented such as the collection of old tyres, metals, etc. Nature reserves also need better maintenance such as the removal of weeds which are a fire hazard. Other issues included looking into increasing sustainable energy practices, better resource management, greater care of the region's natural landscape and the protection of its flora and fauna as well as the control of feral pests and invasive weed species.

KEY PRIORITIES

By 2028 Merredin will achieve **Zone 3 - Environment & Sustainability** via:

- 3.1** Ensuring the retention of natural reserves within the Shire except where otherwise identified
- 3.2** Implementing improved and innovative waste management practices
- 3.3** Researching and implementing improved and innovative water reuse and renewable energy initiatives



How will we MEASURE our PROGRESS?

- Public satisfaction with public open space areas and recreation areas is improved
Source: Community Scorecard
- Waste services provided by the Shire's waste contractor are to a satisfactory standard
Source: Community Scorecard
- Reduced costs for water and electricity
Source: Annual Budget

What can we DO as INDIVIDUALS?

- Sort our waste correctly for our recyclables
- Incorporate environmentally sustainable designs when building or renovating, eg: installation of solar
- Take reusable bags when shopping
- Implement water and energy saving practices at home
- Maintain and replant appropriate vegetation

ZONE 4 - COMMUNICATION & LEADERSHIP

Merredin Council engages with its Community and leads by example.

During the engagement phase conducted in March 2018, members of the community expressed that they wanted to address a number of issues including...

Improvement of the quality of leadership and decision making by the Council, greater evidence of community comments being heeded when consulted for projects, better communication between the Council and the Community and Council meetings being held at the Leisure Centre quarterly in the evenings to allow more Community engagement as many cannot attend regular Council meetings due to work commitments.

KEY PRIORITIES

By 2028 Merredin will achieve **Zone 4 - Communication & Leadership** via:

- 4.1 Ensuring all planning, reporting and resourcing is in accordance with best practice, compliance and statutory requirements
- 4.2 Council engaging broadly and proactively with the community
- 4.3 Providing quality customer services to the community
- 4.4 Advocating and lobbying effectively on behalf of the community
- 4.5 Ensuring Council has the information and support to enable informed decision making

How will we MEASURE our PROGRESS?

- Public satisfaction with the Shire's strategic direction & customer service

Source: Community Scorecard

- Increasing satisfaction with how the community is informed about local issues

Source: Community Scorecard

- Increased service provision in Merredin through local government advocacy

Source: Community Scorecard

What can we DO as INDIVIDUALS?

- Follow our Facebook page, subscribe to our newsletter or read the Phoenix to keep up with the latest Shire news
- Attend Council Meetings when an item of interest is on the Agenda
- Participate in community engagement forums and events
- Respect the policies and processes established to protect the community's wellbeing and benefit



ZONE 5 - PLACES & SPACES

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

During the engagement phase conducted in March 2018, members of the community expressed that they wanted to address a number of issues including...

More shade trees around town (particularly on the main street), more seating, an area to allow dogs off the leash, edible verge gardens and general improvement of road side verges, beautification of the main street area and highway entrances, litter control, more green spaces to socialise, more public bins, cleaning the public toilets more often and upgrades to Apex Park.

KEY PRIORITIES

By 2028 Merredin will achieve **Zone 5 - Places & Spaces** via:

- 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
- 5.2** Providing facilities that meet our community's needs

How will we MEASURE our PROGRESS?

- Improvement of public satisfaction with public open spaces, parks and recreation areas.
Source: Community Scorecard
- Maintenance of existing facilities to meet community needs as strategically planned.
Source: Strategic Community Plan

What can we DO as INDIVIDUALS?

- Make the most of outdoor spaces by getting out and about
- Plan a picnic in one of the parks
- Take your rubbish with you or place it in an appropriate public bin when you leave
- Respect the public spaces that you share with others



ZONE 6 - TRANSPORT & NETWORKS

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

During the engagement phase conducted in March 2018, members of the community expressed that they wanted to address a number of issues including...

Investigating the operation and promotion of Merredin as a regional hub given its location and size, improvement of signage for travellers, improved maintenance of footpaths, looking at our transport linkage (including rail) and improvements to local roads including more regular grading.

KEY PRIORITIES

By 2028 Merredin will achieve **Zone 6 - Transport & Links** via:

- 6.1 Developing and maintaining a road hierarchy and providing an appropriate level of service for the road network
- 6.2 Delivering adequate pedestrian services



How will we MEASURE our PROGRESS?

- Higher level of public satisfaction for annual road program
Source: Community Scorecard
- Higher level of public satisfaction for the annual footpath construction program
Source: Community Scorecard

What can we DO as INDIVIDUALS?

- Ride a bike to take you to and from your destination
- Utilise the Snap, Send, Solve app to report concerns or issues
- Conduct meetings by teleconference or the internet instead of travelling to a meeting
- Avoid taking vehicles 4.5 tonne and over on wet gravel roads

How Council Works

Local governments operate under statute (legislative law) but also with some discretion. The four primary roles that the Council has are:

SERVICE DELIVERY

This includes services like drainage and roads, parks and gardens, cultural and recreational facilities, community and economic development.

Some of those services are based on infrastructure like parks and playgrounds, buildings and roads. Therefore, maintenance and renewal of those infrastructure assets is a vital part of Council's service delivery role.

Some services are non-asset based, such as events and economic development.

In some cases, local government steps in to provide vital community services where there is a shortfall or absence in the market or in Commonwealth or State government provision. A common example of this in the Wheatbelt is subsidising medical services in one form or another.

REGULATION

Local governments have specific regulatory requirements that are vital for community wellbeing. For example, they have a regulatory and enforcement role in public health (e.g. licensing and monitoring food premises), the appropriateness and safety of buildings and the use of land. These areas are subject to regulation because they have the potential to impose cost or adverse effects on others (e.g. food poisoning, injuries or hazardous activities too close to the population). In many cases the rights of those wishing to operate and the rights of those who may be affected or consider themselves to be affected is a delicate balancing act.

INFLUENCING

Influencing the decision of others who do or can contribute to positive community outcomes in Merredin is an important role. Advocacy to the Federal and State government for recognition, funding, favourable policies or other forms of support is a good example of this role.

CIVIC LEADERSHIP

The Council has a role as civic leaders in the community. With strong leadership and community support, the Council can achieve much more than just through its own direct service delivery.

Decision Making Criteria

The following criteria show what Council takes into account when considering significant issues. They reflect the decision-making approach applied to developing this plan and will continue to be applied as it is implemented.

How well does it fit our strategic direction?

- How well does the option fit with our vision and strategic priorities?

Who benefits?

- Are we ensuring an equitable distribution of benefits in the community?

Can we afford it?

- How well does the option fit within our long term financial plan?
- What do we need to do to manage the costs over the lifecycle of the asset/project/service?

Does it involve a tolerable risk?

- What level of risk is associated with the option?
- How can it be managed?
- Does the residual risk fit within our risk tolerance level?

Resource Capacity

The Shire of Merredin recognises that aspirational plans need to be grounded in community, financial and organisational capacity. To position the Council to deliver on its Strategic Community Plan aspirations it is important to understand the changing resources available to the Shire of Merredin.

The Shire of Merredin will allocate resources (within the adopted annual budget) where required to attempt to best achieve the requirements outlined within the key strategic priorities.

Some of the 'Key Priorities' contained within the Strategic Community Plan are dependent upon community support, funding being received, partnerships being formed with external agencies like the State Government and/or potential political pressure having effect on the obstacles. As such, they may not be achieved within the estimated timeframe.

ASSET MANAGEMENT

The Council manages a range of assets on behalf of the Merredin community that enable the provision of infrastructure and services. These assets include bridges, footpaths, parks and gardens, playgrounds, public buildings, reserves and roads.

Council's Strategic Resource Plan aims at ensuring the Council has a clear understanding of its financial requirements to manage these assets sustainably into the future.

Infrastructure priorities need to take into account an appropriate balance between service delivery, risk, reliability and cost.

FINANCIAL MANAGEMENT

Council's Strategic Resource Plan highlights the financial requirements to achieve its strategic vision for the Shire of Merredin.

The Plan recognises that the financial resources of the Council are limited and therefore financial decisions made annually need to be in the context of the long term financial viability of the Shire of Merredin.

WORKFORCE

The Shire of Merredin Workforce Plan highlights the resourcing requirements necessary to deliver on the strategic objectives for the community. The Shire employs staff in full time, part time, casual and contractual positions. The Workforce Plan highlights key workforce risks and challenges in the areas of staff turnover, an ageing workforce and the ability to attract and retain the necessary skilled staff.



PROGRESS TO 2022

When will Merredin need to Plan again?

The Shire of Merredin will look to conduct a minor review of this plan in early 2020 - two years from its commencement. At that time the progress of the various goals will be checked (whether completed, commenced or not completed) and the Key Priorities for each Zone will be assessed to determine whether they are still relevant to the community. The community will be engaged and consulted during the review process and the results will be relayed to the community via social media, the Phoenix and the Shire Newsletter.

In 2022 the Shire will conduct a major review of the plan. This will involve greater community engagement to help assess the remaining Key Priorities to be completed and to discuss the

implementation of new ones. All aspects of this plan will be open for discussion and consideration – namely where will Merredin see itself in 2032?

Community engagement will be conducted via community forums and through other avenues which favour the best means of communication and engagement with the community in 2022. This could mean that the Community Create Booth may be utilised again as it was at the Merredin Show or the Loomio online forum which allows all members of the community to interact from the comfort of home or from whichever location they choose to utilise thanks to the availability of technology on mobile devices.

Measuring & Tracking the Progress of the Plan

The Shire of Merredin will continually track the progress of the completion of the plan's Key Priorities including the period between each review. The community will be asked to engage and the Shire will also seek to track the progress of the Strategic Community Plan which will be reported to the community via a number of avenues, namely:

- **Community Scorecard**

As part of the Shire's review of the plan every two years, a 'Community Satisfaction Survey' will be conducted. This survey will allow for tracking of community satisfaction in relation to the progress of the Strategic Community Plan.

- **Financial Performance**

The percentage of programs and projects funded by the Shire's annual budget which are completed on time and within budget will tell the Shire how well it is progressing with the completion of the plan from a financial perspective.

- **Annual Report**

The Annual Report is produced at the end of each financial year and covers the achievements of the Shire during the last 12 months. It contains an indication of progress for Key Priorities from the Strategic Community Plan and more specifically, the Corporate Business Plan. Major Key Priorities set to commence in the following financial year are also outlined.

- **Key Performance Indicators (KPIs) & Quarterly Review**

The Shire's Corporate Business Plan (the plan established to

help the Shire achieve goals from the Strategic Community Plan over the next 4 years) contains 'Key Performance Indicators' which are reported to Council on a quarterly basis. These indicators include how the Shire is tracking on key projects as well as reviewing its operational efficiencies and achievements.

At the close of each quarter (March, June, September & December), a review of progress will be undertaken is presented to Council as an Agenda item. The review will be included in the Council Minutes which are made available to the public via social media and the Shire website.

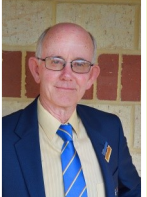

Tracking progress in real time will allow both the Shire and the community to keep abreast of the progress on the Strategic Community Plan. Opportunity will then be given for reassessment of Key Priorities at the minor review of the plan in 2020 or the major review scheduled for 2022.



Contact Your Local Councillor

Your Elected Members Merredin were elected to office by you. As part of their role in the Merredin community, they are there to represent your interests and to engage with you on community topics and issues which you feel are important to raise with them.

In relation to the Strategic Community Plan, they welcome your feedback at any time. It is very important to Council that lines of communication remain open and respectful and that they are accessible to the community whether it be for a simple chat or to discuss more serious issues.

	Cr Ken Hooper President 0428 987 855 crhooper@merredin.wa.gov.au		Cr Mal Willis Deputy President 0427 441 012 crwillis@merredin.wa.gov.au		Cr Brad Anderson Councillor 0427 415 801 cranderson@merredin.wa.gov.au
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	Cr Matt Crisafio Councillor 0467 063 887 crcrisafio@merredin.wa.gov.au		Cr Julie Flockart Councillor 0428 416 666 crflockart@merredin.wa.gov.au		Cr Romolo Patroni Councillor 0428 401 014 crpatroni@merredin.wa.gov.au

THANK YOU

The Shire of Merredin expresses its sincere thanks and appreciation to members of the Merredin community who provided feedback towards the development of the Strategic Community Plan.

Without your feedback we cannot plan towards the development and safe guarding of Merredin's future.



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**The Shire of Merredin welcomes your feedback at any time in relation to the Strategic Community Plan.
Please continue to provide your feedback when and where you are able to.**