

Plan for the Future

Council Plan | 1 July 2023 to 30 June 2033



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Introduction

Welcome to the Shire of Murray's Council Plan. This plan combines our Strategic Community Plan and Corporate Business Plan into one succinct document - our Council Plan, our plan for the future.

More than 1,500 community members and key partners helped to shape this plan, addressing three key areas:

- Where are we now?
- Where do we want to be?
- How do we get there?

This plan embraces the FUTYR® strategic planning approach, follows the Integrated Planning and Reporting Framework guidelines and satisfies a legislative requirement for all local governments to have a plan for the future.

This plan describes:

- A future vision for the Shire of Murray
- How the Shire will achieve and resource its objectives
- How success will be measured and reported

Image credits.

Chad Gerber - cover page, page 3, page 24, page 26 top left and bottom right, page 63.

Josh Cowling - page 6

Lewis Williamson - page 18, top left

Sarah Coote - page 26 top right, page 32, page 34 top left and bottom left, page 44 top left, bottom left and bottom right.

Visit Dwellingup - page 34 top right.

@by_denzil - page 31, page 44 top right.

SaturdayHouseStudios - page 48

The Shire of Murray
acknowledges the
traditional lands of the
Bindjareb people.

We pay our respect
to their Elders, past,
present and emerging.

Executive Message

We are pleased to present our Council Plan, a keystone document that describes our priorities and goals over the next ten years.

This plan was developed following the most comprehensive public consultation the Shire of Murray has ever run.

The direction of this plan was informed by six community workshops, including our first ever youth workshop, almost 1,500 responses to our community survey, 90 internal seminar attendees and more than 60,000 words with community ideas, suggestions and recommendations.

Thank you to everyone who contributed and let us know what matters to you. Your passion and pride in our area has played a vital part in defining the future of our Shire.



Cr. David Bolt
Shire President



Dean Unsworth
CEO

Shire of Murray at a glance

Located in the rapidly growing Peel region, the Shire of Murray is known for its natural beauty, heritage, and outdoor adventure.

The Murray River winds through the Shire, connecting Pinjarra, the heart of the shire and one of the oldest towns in Western Australia, Dwellingup, a much-loved trails town, and the localities of Ravenswood, North and South Yunderup, and Furnissdale. Other settlements, including North Dandalup, North Pinjarra and Coolup are set against the picturesque backdrop of the Darling Scarp.

State forest covers large parts of the shire with magnificent, tall and ancient trees, and an abundance of native fauna and wildflowers. The Peel-Yalgorup wetland system extends over remaining parts of the shire and has international importance. It is used by tens of thousands of waterbirds and migrant shorebirds.

For more than 60,000 years, the Bindjareb Noongar people have had a cultural connection with the land and water. The name Pinjarra comes from the Bindjareb word pinjar, meaning wetlands. Regrettably in 1834, one of the most notorious massacres of First Nations peoples occurred in Pinjarra. Together, Bindjareb Noongar people and the local community are exploring ways to support healing and reconciliation.

The Shire of Murray is home to more than 18,000 people who value its rural charm and relaxed country lifestyle. The area offers diverse and affordable housing choices from urban hubs and canal living, to rural residential and farming properties. With a high proportion of seniors living in the area (24% compared to 16% in WA), there is a need to meet growing demand for seniors' accommodation and aged care.

By 2051, the population is projected to grow to 70,913 residents with good employment prospects. There has been strong growth in bauxite mining and primary metal manufacturing, and the State Government has invested in the Peel Business Park and Food Innovation Precinct Western Australia to create more jobs for the future.

A local love of horses is supporting healthy growth in the equine industry. The shire is a premium destination for horse breeding, training, racing, and trotting. It is home to the Murray Regional Equestrian Centre - one of the top equestrian centres in Australia, Pinjarra Paceway - one of Australia's best known pacing tracks, and Pinjarra Park - one of WA's most picturesque racecourses.

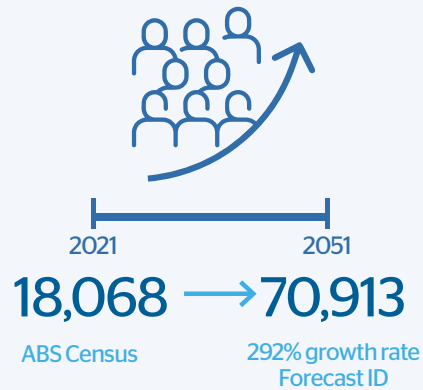
The shire is a popular tourist destination for camping and fishing, canoeing, kayaking and white-water rafting, and hiking, mountain biking and horse riding on numerous scenic trails. A memorable way to take in the region's rich history and heritage is by hopping aboard the lovingly preserved steam engines of the Hotham Valley Railway for a nostalgic ride along the old timber milling route.

Innovation is at the heart of our future, driven by the Food Innovation Precinct Western Australia located within the 1000ha Peel Business Park. This Precinct is the first of its kind in Western Australia and will drive food and beverage innovation and open up national and international markets.

The shire is an outstanding place for community, lifestyle, and opportunity.

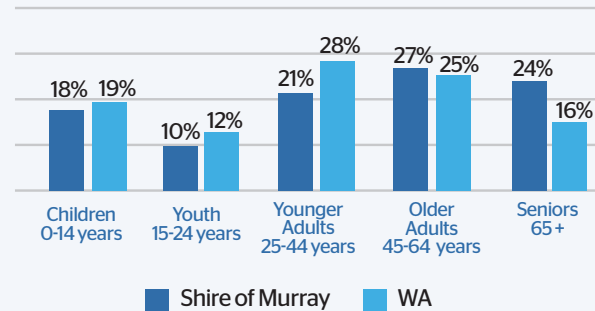
People

Population



Age Profile

2021, ABS Census



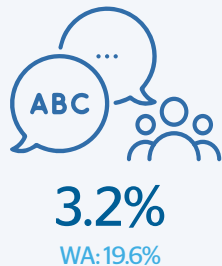
Disability

2021, ABS Census



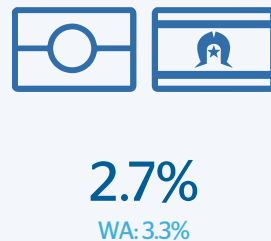
Households that speak a non-English language

2021, ABS Census



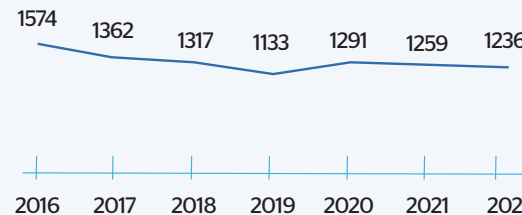
Aboriginal and Torres Strait Islander People

2021, ABS Census



Total offences

WA Police



Planet

Electricity generation from renewable sources

2023 target, Shire of Murray



Seedlings planted

2023 target, Shire of Murray



Canals and waterways

Shire of Murray





Place

Value of planning applications

2022, Shire of Murray



\$72.7M

Housing diversity

Separate house
2021, ABS Census



95%

WA: 79.7%

Median rent

2021, ABS Census



\$300

WA: \$340

Connected



58 minutes

Pinjarra to Perth

Active transport



90km

Footpaths

Prosperity

Gross regional product

June 2021



3.2B

Annual change: 5.8%

Most valued industries

2020/21 NIEIR and .idcommunity



Mining

\$1.7B



Manufacturing

\$834M



Construction

\$93M

Number of jobs

2020/21
.idcommunity



7,728

2015/16: 6,721

Completed year 12

Among 15+ year olds
2021, ABS



37%

WA: 58%

Unemployment rate

June quarter 2022,
National Skills
Commission



5%

WA: 3.4%

Priorities

Priorities shift over time in response to what's happening locally and globally. To provide quality of life outcomes, the Shire of Murray must stay abreast of and adapt to changes in the political, environmental, social, technological, economic and legal landscape. We must also respond to changing community expectations.

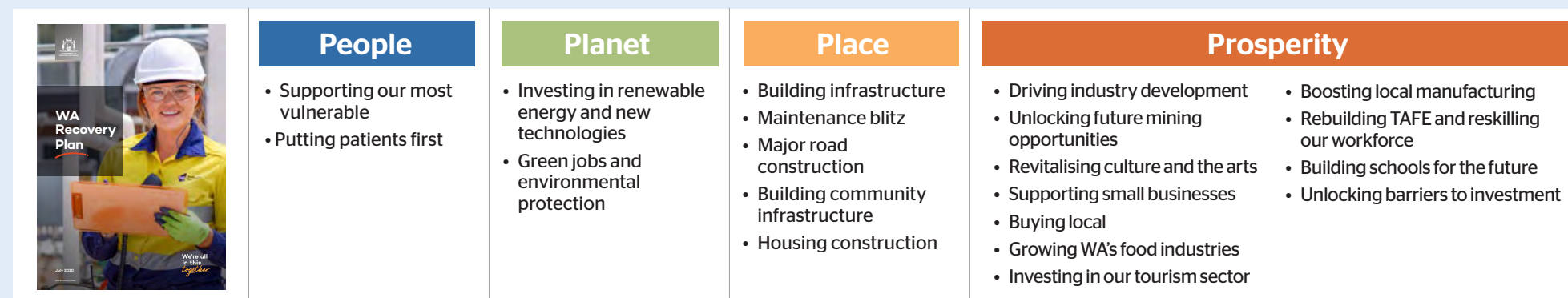
Global Priorities

The United Nations' Sustainable Development Goals (SDGs) provide a global roadmap to increase prosperity, end social injustice and poverty, and improve health and wellbeing, all while protecting the environment for current and future generations. 17 goals were agreed by all UN member states, including Australia. The Shire of Murray will be a catalyst for change; promoting and facilitating the achievement of goals and relevant targets in the local community. Learn more about the SDGs at <https://sdgs.un.org/goals>.



State Priorities

In 2020, the COVID-19 pandemic exposed worldwide vulnerabilities, drawing attention to the need for healthy communities and resilient economies. The State Government of Western Australia responded with a WA Recovery Plan. This plan prioritises protecting the most vulnerable, building infrastructure, unlocking future mining opportunities, investing in tourism and renewable energy, revitalising culture and the arts, supporting small businesses and building schools and workforces for the future. Learn more about the Government of Western Australia's priorities at www.wa.gov.au/government/wa-recovery.



To understand local needs and priorities, the Shire of Murray commissioned an independent review. In October and November 2022, 1,476 community members completed a MARKYT® Community Scorecard. Community safety was the top priority followed by the river and waterways, public transport, seniors' services, youth services, health and community services, and local roads.



Our Vision

An outstanding place for
community, lifestyle and opportunity

A decorative graphic at the bottom of the slide consisting of numerous vertical lines of varying heights and colors (blue, green, and white) that create a sense of movement and depth.





Our purpose and values

The Shire of Murray exists to meet the needs of current and future generations through an integration of environmental protection, social advancement and economic prosperity.

This is in accordance with the *Local Government Act 1995* (Section 1.3 (3) Role of Local Government).

We fulfil our purpose through the following roles:



Advocate

We are a voice for the local community on key issues.



Partner

We form strategic alliances in the interests of the community.



Fund

We help to fund organisations to deliver essential community services.



Facilitate

We help to make it possible or easier to meet community needs.



Provide

We directly provide a range of services and facilities to meet community needs.



Regulate

We regulate compliance with legislation, regulation and local laws.

Our values are REAL.

Respect

Excellence

Accountable

Leadership



Our plan for the future

To achieve the vision, the community helped shape a plan for the future.

There are five core performance areas in this plan - people, planet, place, prosperity and performance. These areas are interrelated, and each must be satisfied to deliver outstanding quality of life in the Shire of Murray.

For each area, there is an overarching aspirational statement and desired outcomes, summarised below. Over the following pages, we explore each area in more detail. We describe the current situation, recent achievements, what we will keep doing, and our plan for the future. “What we will keep doing” covers business as usual activities, with a focus on continuous improvement. “Our plan for the future” describes priority projects to meet local needs and objectives. When deciding on priority projects, Council considers a range of comprehensive supporting strategies and community suggestions.

					
ASPIRATION	People Our community enjoys excellent health, wellbeing and quality of life.	Planet Our natural environment is cared for and appreciated.	Place Our rural charm is preserved while we grow by embracing innovative urban design ideas.	Prosperity Our economy is thriving with diverse business, tourism and job opportunities.	Performance Our can-do attitude helps us to achieve desired outcomes and continuously strive for excellence.
OUTCOMES	1. A safe community. 2. A diverse, socially connected and cohesive community. 3. An active and healthy community.	4. The ecosystem is managed sustainably for the benefit of current and future generations. 5. Shared responsibility for combatting climate change. 6. A resilient community equipped to respond to natural disasters and other emergencies.	7. Population growth is being managed responsibly and sustainably. 8. Our towns offer vibrant and attractive spaces, with retained rural charm. 9. Built heritage is respected and celebrated. 10. It is easy to move around the Shire safely and sustainably.	11. Sustainable economic growth with decent work for all. 12. Access to quality education and life-long learning for all. 13. Visitor numbers are growing.	14. Capable and accountable leadership and governance. 15. The Shire actively listens and responds to community needs.



People



Our community enjoys excellent health, wellbeing and quality of life.

Current situation

The Shire of Murray is a friendly place with great community spirit. As a place to live it scores 79 out of 100, 3 points ahead of the industry average.

The Murray Aquatic and Leisure Centre is one of the Shire's top performing services, followed by its festivals, events, art and cultural activities.

Efforts to recognise and support volunteers are appreciated, with scores 5 points ahead of the industry average.

Although local police report lower crime rates, community safety is a top priority in the community. People are concerned with hooning, drug use, petty crime, vandalism, car theft and break-ins. Community suggestions include more patrols, CCTV cameras and lighting.

With an aging population, the community would like the Shire to advocate for more seniors' housing and aged care services, an upgrade to Murray District Hospital, and free or subsidised community transport.

Local youth have expressed a need for safe and affordable spaces to socialise, such as outdoor cinemas, skate parks, BMX tracks, basketball courts and dog parks. They would also like better access to training, public transport and mental health services.

Recent achievements



More housing for seniors in Dwellingup

More seniors will be able to downsize in Dwellingup following the Shire's acquisition of a \$4.6 million State Government grant to build 12 universal access dwellings for residents aged over 55 who meet income and asset eligibility.



South Yunderup Sports Pavilion Opened

The South Yunderup sports pavilion and change rooms were built thanks to \$1.6 million in funding received from the Commonwealth Government, State Government, Alcoa and the Shire.



Funding confirmed for Ravenswood Community Centre

The Shire successfully advocated for \$1.3 million in State Government funding and allocated a further \$150,000 from Council funds and Alcoa Partnership funding for a new, high-quality community hub to be built in Ravenswood.



Sandy Cove park upgraded

Sandy Cove received a \$300,000 upgrade with improved pathways, new playground equipment, shade sails, picnic facilities, barbeques and landscaping.

What we will keep doing

Council will continue to deliver and support services that contribute to achievement of the People aspiration and outcomes, such as:

- Community grant management
- Youth services
- Services for children and families
- Seniors' services and care
- Disability access and inclusion
- Reconciliation
- Art and culture
- Library services and programs
- Sport and recreation
- Murray Aquatic and Leisure Centre
- Club development
- Lighting of streets and public places
- Animal control

Shire officers will focus on continuous improvement in these areas through their service area plans.



Our plan for the future

● Covered by existing resources ○ Needs additional funding

Outcome 1. A safe community.

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
1.1. Improve community safety on land and water.	1.1.1. Liaise regularly with Police WA to discuss local crime trends.		CEO	●	●	●	●	
	1.1.2. Advocate for the Department of Transport to review signage within the waterways network and introduce speed cameras at primary points during the peak boating season.		Director Infrastructure Services	●				
	1.1.3. Partner with Police WA to encourage local residents and businesses to register their CCTV systems with Cam-Map WA.		Manager Rangers & Community Safety	○		○		
	1.1.4. Partner with Police WA to install CCTV cameras in hot spots.		Manager Information Technology	○	○			
	1.1.5. Undertake a review for improvements to street lighting within development areas.		Manager Engineering			○	○	
	1.1.6. Undertake design for lighting upgrades along the primary path network and under the Pinjarra traffic bridge.	Murray River Foreshore Masterplan	Manager Engineering		○			
	1.1.7. Facilitate delivery of community safety programs and initiatives.		Manager Community and Library Services	●	●	●	●	

Outcome 2. A diverse, socially connected and cohesive community.

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
2.1. Meet the needs of families, children and young people.	2.1.1. Review awareness and use of Shire-run events, programs and activities for young people and families to identify participation gaps and barriers.	Shire of Murray Youth Plan 2021 - 2024	Director Place, Community & Economic Development	●				

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
2.1 Meet the needs of families, children and young people (continued).	2.1.2. Develop a program to engage youth in the design, provision and evaluation of youth activities, projects and events.		Director Place, Community & Economic Development	●	●	●	●	
	2.1.3. Facilitate a Youth Summit to align with the next major review of the Council Plan.		CEO				●	
	2.1.4. Investigate potential sites, a preferred youth centre model and associated costings to establish and run a centrally located youth centre.	Shire of Murray Youth Plan 2021 - 2024	Manager Community and Library Services	○	○			
	2.1.5. Partner with community groups and young people to increase youth participation in WA Youth Week events and activities.	Shire of Murray Youth Plan 2021 - 2024	Manager Community and Library Services	●	●	●	●	
	2.1.6. Review the role and responsibilities of Murray Youth for Youth (Youth Reference Group) and how to improve its effectiveness in reaching and engaging young people.		Manager Community and Library Services	●				
	2.1.7. Investigate options for new or improved skate parks and basketball courts.	Sport and Recreation Infrastructure Plan	Manager Community and Library Services	●	●			
	2.1.8. Review grant funding schemes to ensure broad range of support and capacity-building opportunities for the community.		Manager Community and Library Services		●			
	2.1.9. Research and propose costed, integrated community development projects to meet community needs on expiration of stand-alone strategies for youth, seniors, etc.		Manager Community and Library Services			○		
2.2. Engage, enable and support seniors	2.2.1. Lobby to support more seniors housing and aged care facilities.	PATM III Action Plan 2022	CEO	●	●	●	●	
	2.2.2. Maximise opportunities for existing Shire facilities to be used for seniors' programs and services.		Manager Community and Library Services	●	●	●	●	
	2.2.3. Facilitate improved access to digital training programs for seniors.		Manager Community and Library Services	●	●	●	●	

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
2.3. Enhance access and inclusion for people with disability.	2.3.1. Advocate for improved transport services (such as a community bus) to assist people with disability to access essential services.		CEO		●	●		
	2.3.2. Review the Special Events Guidelines to encourage organisers to provide accessible and inclusive events.	Disability Access and Inclusion Plan 2022-2028	Manager Place & Economic Development	●				
2.4. Build respect for diverse communities.	2.4.1. Facilitate discussions with Bindjareb Noongar community to explore ways to enhance acknowledgement of the Pinjarra Massacre to promote recognition, reconciliation, and healing.		Director Place, Community & Economic Development		●	●		
	2.4.2. Advocate for an Aboriginal Community and Cultural Hub in Pinjarra Town Centre.		Director Place, Community & Economic Development		●			
	2.4.3. Deliver events and initiatives that strengthen connection and cultural awareness.		Manager Community and Library Services	●	●	●	●	
	2.4.4. Prepare a Reconciliation Action Plan.	Public Health Plan 2021-2025	Director Place, Community & Economic Development			○		

Outcome 3. An active and healthy community.

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
3.1. Improve community health and wellbeing.	3.1.1. Establish a task force to advocate for improved health and allied services at Murray District Hospital.	PATM III Action Plan 2022; Access and Inclusion plan 2018-2022	CEO	●	●			
	3.1.2. Advocate for improved mental health services within the shire.		CEO	●	●	●	●	
	3.1.3. Facilitate promotion of public health campaigns (healthy canteens, safe alcohol provision, smoke free environments, etc).	Public Health Plan 2021-2025	Manager Environmental Health	●	●	●	●	

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
3.2. Improve access to sport, recreation, facilities and programs.	3.2.1. Implement recommendations in the new Sport and Recreation Infrastructure Plan.	Sport and Recreation Infrastructure Plan	Director Place, Community & Economic Development	○				
	3.2.2. Prepare a redevelopment plan with medium- to long-term upgrades for the Murray Aquatic and Leisure Centre.		Director Place, Community & Economic Development				○	
	3.2.3. Deliver relevant grant-funding schemes to support development, growth and sustainability of sport and recreation clubs.		Manager Community and Library Services		●	●	●	
	3.2.4. Provide 24/7 access to the Group Fitness Studio at the Murray Aquatic and Leisure Centre.		Manager Murray Aquatic and Leisure Centre		○			
	3.2.5. Complete implementation of the North Dandalup Recreation Masterplan.	North Dandalup Oval Masterplan	Director Infrastructure Services	●				
	3.2.6. Install new turf and synthetic cricket wickets and practice nets serving Oval 2 and 4 at the Sir Ross McLarty Sports Precinct.	Sir Ross McLarty Sports Precinct Master Plan	Director Infrastructure Services					○
	3.2.7. Upgrade the Enzo Menara Pavilion.	Sir Ross McLarty Sports Precinct Master Plan	Director Infrastructure Services			○		
	3.2.8. Demolish and replace the George Beacham Pavilion.	Sir Ross McLarty Sports Precinct Master Plan	Director Infrastructure Services					○
	3.2.9. Upgrade lighting in the Sir Ross McLarty Sports Precinct.	Sir Ross McLarty Sports Precinct Master Plan	Director Infrastructure Services	○				
	3.2.10. Prepare design for George Beacham replacement changerooms		Director Infrastructure Services	○				

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
3.2 Improve access to sport, recreation, facilities and programs (continued).	3.2.11 Present the Dwellingup Pavilion Feasibility Study	Dwellingup Futures Roadmap 2021-2036	Director Place, Community & Economic Development	●				
3.3. Grow participation in art, culture and community activities and events.	3.3.1. Prepare a costed project plan to collect oral histories from local indigenous peoples, pioneer families, and new residents to preserve and share local knowledge, memories and experiences.	Heritage Strategy 2013 -2022; Edenvale Heritage Precinct Place and Activation Plan 2031	Director Place, Community & Economic Development					●
3.3 Grow participation in art, culture and community activities and events (continued).	3.3.2. Prepare, seek funding and implement a public art program with murals, public art and sculptures to attract visitors.		Manager Place & Economic Development					○
3.4. Build community capacity by helping local community groups and clubs to develop and grow.	3.4.1. Facilitate access to programs, tools and training to help local community groups and clubs improve governance and operations to attract and retain members and volunteers.	Edenvale Heritage Precinct Place and Activation Plan 2031	Manager Community and Library Services	●	●	●	●	



Planet



Our natural environment is cared for and appreciated.

Current situation

Considered to be a hidden gem, the shire has beautiful natural landscapes and biodiversity that is valued and appreciated by residents and visitors.

The community enjoys Jarrah forests, bushland, waterways, and open pastures on its doorstep where native flora, fauna, birds, dolphins, horses and cattle abound.

Local rivers and waterways are deeply valued by the community. People would like the Shire to prioritise the conservation, enhancement, and health of these ecosystems. This includes taking action to prevent riverbank erosion, prevent pollutant run off and keep waterways clean.

Mosquitoes are an ongoing concern. There is a need to manage mosquitos sustainably and effectively.

Following global trends, the local community would like a stronger focus on sustainability and climate action. Suggestions include flood mitigation, forest management, sustainable building design and construction, green energy, electric vehicle charging stations, and sustainable waste management.

Recent achievements



Coastal hazard risk management and adaptation

The Shire completed a Coastal Hazard Risk Management and Adaptation Plan to identify and manage property and infrastructure at risk of coastal erosion or inundation over the next 100 years.



A new Bushfire Centre of Excellence opens

Karla Katitjin, a new \$33 million bushfire management research and training facility was opened in Nambeelup, bringing together traditional landowners, volunteer and career firefighters, and bushfire management scientists.



Australia's first renewable energy industrial microgrid opens in the Shire of Murray

Australia's first renewable energy industrial microgrid was opened in Peel Business Park to deliver a cheap and renewable power source for businesses and facilities, including the new Bushfire Centre of Excellence.



Wharf Cove jetties upgrade

Four new floating, universal access jetties were installed at Wharf Cove in South Yunderup, after the Shire won a \$332.6k State Government grant.



Mosquito management

With a goal to reduce mosquito numbers by 90%, the Shire joined the Peel Mosquito Management Group, employed a full-time Mosquito Control Officer, and tripled the budget on larvicide spraying.

What we will keep doing

Council will continue to deliver and support services that contribute to achievement of the Planet aspiration and outcomes, such as:

- Emergency management and services
- Bush fire prevention and preparedness
- Drainage construction and maintenance
- Environmental planning and projects
- Environmental health approvals and programs
- Litter and illegal dumping
- Abandoned and off-road vehicle management
- Kerbside waste collection
- Waste transfer stations
- Bulk waste pick-ups
- Regulatory compliance

Shire officers will focus on continuous improvement in these areas through their service area plans.



Our plan for the future

● Covered by existing resources ○ Needs additional funding

Outcome 4. The ecosystem is managed sustainably for the benefit of current and future generations.

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
4.1. Sustainably manage and conserve water resources, rivers and waterways.	4.1.1. Implement the Environmental Sustainability Strategy.	Public Open Space Strategy 2022; Environmental Sustainability Strategy	Manager Planning & Environment		○	○	○	
	4.1.2. Undertake an assessment of erosion impacts from boat wakes on the river shoreline.	Coastal Hazard Risk Management and Adaptation Plan 2023	Manager Planning & Environment	●				
	4.1.3. Advocate for visible riverbank stabilisation to prevent riverbank erosion.	Coastal Hazard Risk Management and Adaptation Plan 2023	Manager Planning & Environment	●	●	●	●	
	4.1.4. Implement management utilising water-sensitive urban design initiatives.	Pinjarra Town Centre Revitalisation Strategy & Activity Centre Plan	Manager Engineering	○	○	○	○	
	4.1.5. Advocate for further investment to advance water initiatives to meet the needs of future development and industry.	Nambeelup MAR Injection Trial 2022; Waterwise Action Plan 2020-2021	Director Infrastructure Services		○	○	○	
	4.1.6. Review the Murray District Drainage Strategy and develop a costed works program to improve priority catchments.	Waterwise Action Plan 2020-2021	Manager Engineering	○	○	○	○	
	4.1.7. Implement the Waterwise Verge Rebate Program.	Waterwise Action Plan 2020-2021	Manager Planning & Environment	●	●	●	●	
	4.1.8. Advocate for Lane Poole Reserve to be classified as a National Park.		Strategic Projects Planner	●	●			

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
4.2. Sustainably manage and conserve forests, bushland, trees and reserves.	4.2.1. Implement recommendations in the Local Biodiversity Strategy.	Local Biodiversity Strategy	Manager Planning & Environment	●	●	●	●	
	4.2.2. Advocate to Department of Biodiversity and Conservation to appropriately classify Old Growth Forest within a protection zone within the review of the Forest Management Plan.	Dwellingup Futures Roadmap 2021-2036	Strategic Projects Planner	●	●	●	●	
	4.2.3. Advocate for improved post-mining rehabilitation of the Jarrah Forrest.	Dwellingup Futures Roadmap 2021-2036	Strategic Projects Planner	●	●	●	●	
	4.2.4. Prepare and implement Reserve Management Plans for significant reserves on a case-by-case basis.	Local Biodiversity Strategy	Manager Planning & Environment			○	○	
	4.2.5. Review the Local Planning Framework to identify opportunities to protect significant trees across the Shire.	Heritage Strategy 2013 - 2022	Manager Planning & Environment	●	●			
	4.2.6. Prepare a submission in response to Alcoa's proposed mining expansion.		Director Planning and Sustainability	●				
4.3. Provide effective environmental health management.	4.3.1. Advocate for Alcoa to introduce more effective environment management practices to reduce dust pollution in the local community.		CEO	●	●	●	●	
	4.3.2. Progressively remove asbestos from Shire buildings.	Asbestos Management Plan	Manager Building	●	●	●	●	
	4.3.3. Implement the Mosquito Management Plan.	Mosquito Management Plan	Manager Health	●	●	●	●	
4.4. Encourage responsible animal management.	4.4.1. Provide improved signage and communications to better inform and educate the community about responsible pet ownership.		Manager Ranger and Community Safety	●	●	●	●	
	4.4.2. Review cat restriction regulations.		Manager Ranger and Community Safety	●				

Outcome 5. Shared responsibility for combatting climate change.

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
5.1. Reduce greenhouse gas emissions.	5.1.1. Conduct site analysis to identify suitable locations for EV charging stations.		Manager Place & Economic Development	○				
	5.1.2. Advocate for fast-charging stations for electric vehicles in Dwellingup and Pinjarra.	Cities Power Partnership Program Commitment	Manager Place & Economic Development	●	●	●	●	
5.1. Reduce greenhouse gas emissions (continued).	5.1.3. Incorporate use of best practice energy efficiency measures across all new council facilities.	Cities Power Partnership Program Commitment	Manager Planning & Environment	●	●	●	●	
5.2. Work towards achieving zero waste.	5.2.1. Undertake an assessment of the technical and financial implications of introducing a three bin FOGO system, incorporating the commitment to the Waste to Energy facility.	Shire of Murray Waste Plan	Director Infrastructure Services	●				
	5.2.2. Encourage youth involvement in Clean Up Australia Day.	Shire of Murray Youth Plan 2021 - 2024	Manager Community and Library Services	●	●	●	●	
	5.2.3. Implement the Waste Strategy and Education Plan	Waste Strategy and Education Plan	Director Infrastructure Services	●	●	●	●	

Outcome 6. A resilient community equipped to respond to natural disasters and other emergencies.

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
6.1. Minimise risks and impacts from fires, floods and other natural disasters.	6.1.1. Implement bushfire mitigation works.	Bushfire Risk Management Plan 2021-2026	Manager Ranger and Community Safety	○	○	○	○	
	6.1.2. Implement the Local Emergency Risk Management Plan to raise community awareness, understanding and confidence in what the Shire is doing to address bushfire risks.	Local Emergency Risk Management Plan	Manager Ranger and Community Safety	●	●	●	●	

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
6.1 Minimise risks and impacts from fires, floods and other natural disasters (continued).	6.1.3. Develop a costed program to implement key recommendations in the Coastal Hazard Risk Management and Adaption Plan (CHRMAP).	Coastal Hazard Risk Management and Adaptation Plan 2022	Manager Planning & Environment	●	●	●	●	
	6.1.4. Prepare a Foreshore Management Plan for river and estuarine coastlines.	Coastal Hazard Risk Management and Adaptation Plan 2022	Manager Planning & Environment			○		
	6.1.5. Undertake an annual monitoring program of coastal impacts to foreshores at Herron Point, North and South Yunderup, and the Murray Delta Islands.	Coastal Hazard Risk Management and Adaptation Plan 2022	Manager Planning & Environment		○	○	○	
	6.1.6. Undertake shoreline adaptation to Ballee, Coolenup and Yunderup Islands, and South Yunderup between Young Road and Pelicans.	Coastal Hazard Risk Management and Adaptation Plan 2022	Manager Planning & Environment		○	○	○	
	6.1.7. Undertake a feasibility study for protection of the North Yunderup shoreline in front of Culeenup Road properties.	Coastal Hazard Risk Management and Adaptation Plan 2022	Manager Planning & Environment				○	
	6.1.8. Prepare a Local Planning Scheme Amendment to introduce a Coastal Special Control Area.	Coastal Hazard Risk Management and Adaptation Plan 2022	Manager Planning & Environment	●				
	6.1.9. Update and amend Emergency Evacuation Plan to cater for coastal risks.	Coastal Hazard Risk Management and Adaptation Plan 2022	Manager Planning & Environment				○	
	6.1.10. Plan and cost centralised aerobic treatment units for the Murray Delta Islands.	Coastal Hazard Risk Management and Adaptation Plan 2022	Manager Planning & Environment				○	





Place



Our rural charm is preserved while we grow by embracing innovative urban design ideas.

Current situation

Overall, 97% of community members rate the shire positively as a place to live. They value the area's classic country charm, with its rural, small-town feel, laidback atmosphere and diverse choice of housing - from riverside properties to large rural blocks.

The area's unique heritage and rural charm has been well preserved. The community is keen for this to continue as it welcomes high growth. The population is projected to quadruple to 70,913 residents by 2051.

The Shire has been doing well to manage growth and development responsibly, scoring 55 out of 100; 8 points ahead of the industry average.

Performance ratings for planning and building approvals are also improving, up 5 index points between 2018 and 2022.

To improve quality of life, the community would like Council to advocate for better public transport, local roads, and footpaths and cycleways. There is a need to be better connected with Perth and Mandurah, and for improved access to community services within the local area, including schools, shops and health services.

Recent achievements



Pinjarra Heavy Haulage Deviation

\$250 million was secured from Federal and State Government to construct the Pinjarra Heavy Haulage Deviation to the east of Pinjarra. Main Roads WA has commenced the planning phase. The deviation is expected to redirect 690 trucks per day from the centre of town. It will increase pedestrian safety and enable revitalisation works to progress.



Exchange Hotel Redevelopment

The historic Exchange Hotel in Pinjarra will be preserved with an investment of \$6.5 million. The redevelopment will offer event space to host weddings, private events and farmers markets, as well as an outdoor edible garden, riverside dining and evening entertainment. It is estimated the project will deliver \$57.5 million of new economic output over five years, create 67 jobs, and attract more than 38,850 new visitors to the Murray Region each year.



North Yunderup rezoning

Council has given the green light for land to be rezoned in North Yunderup. This means that additional land can now be developed in response to growing demand.

What we will keep doing

Council will continue to deliver and support services that contribute to achievement of the Place aspiration and outcomes, such as:

- Strategic planning and development
- Development and building approvals
- Subdivision referrals
- Local structure planning
- Council building construction and maintenance
- Road design, construction, and maintenance
- Maintenance of bridge structures
- Drainage construction and maintenance
- Traffic management
- Parks and garden maintenance
- Waterways
- Cemetery management

Shire officers will focus on continuous improvement in these areas through their service area plans.



Our plan for the future

● Covered by existing resources ○ Needs additional funding

Outcome 7. Population growth is being managed responsibly and sustainably.

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
7.1. Manage urban growth effectively.	7.1.1. Finalise the Local Planning Strategy and Local Planning Scheme with a focus on retaining local character and achieving sustainability outcomes.		Director Planning & Sustainability	●				
	7.1.2. Develop an integrated Advocacy Strategy to lobby Federal and State Government to plan and budget for long-term infrastructure projects to support projected population growth.		CEO	●	●			
	7.1.3. Prepare character design guidelines to support the retention of the small-town, rural charm in each town.		Manager Planning & Environment	○	○			
	7.1.4. Prepare a visual landscape character assessment of the Shire to identify important landscape qualities that contribute to scenic quality and sense of place.		Director Planning & Sustainability	●				
	7.1.5. Complete the Pinjarra Strategic Land Review.		Director Place, Community & Economic Development	●				
	7.1.6. Prepare a Coastal Local Planning Policy.	Coastal Hazard Risk Management and Adaptation Plan 2022	Director Planning & Sustainability	●				
	7.1.7. Prepare a District Structure Plan for Pinjarra, Pinjarra Road Corridor, Dwellingup and North Dandalup.	Dwellingup Futures Roadmap 2021-2036	Manager Planning & Environment	●	●	●	●	
	7.1.8. Prepare a Community Infrastructure Plan.		Strategic Projects Planner	●	●			

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
7.1 Manage urban growth effectively (continued).	7.1.9. Prepare the Pinjarra Precinct Plan.		Manager Planning & Environment	●				
	7.1.10. Prepare the Ravenswood Precinct Plan.		Manager Planning & Environment	○				
	7.1.11. Prepare the Barragup Furnissdale Precinct Plan.		Manager Planning & Environment			○		
	7.1.12. Prepare Development Contribution Plans for Barragup Furnissdale Activity Centre, West Furnissdale, North Yunderup, Nambelup Industrial Area, Pinjarra Town Centre and Ravenswood.	Updated Community Infrastructure Plan 2023; Pinjarra Town Centre Revitalisation Strategy & Activity Centre Plan	Manager Planning & Environment	●	●	○	●	
	7.1.13. Progress planning for urban growth of Dwellingup Town Centre.	Dwellingup Futures Roadmap 2021-2036	Strategic Projects Planner	○				
	7.1.14. Advocate for the rezoning and development of Lot 106 Newton Street and Marginata Crescent Dwellingup for residential purposes.	Dwellingup Futures Roadmap 2021-2036	Strategic Projects Planner	●	●	●	●	
	7.1.15. Prepare a Murray Delta Islands building register.		Manager Planning & Environment			○		
7.2. Support a diverse range of housing options to meet different community needs.	7.2.1. Make provision within the local planning framework to accommodate more diverse and affordable housing options.		Director Planning & Sustainability	●				
	7.2.2. Advocate for worker and student accommodation.		CEO	●	●	●	●	

Outcome 8. Our towns offer vibrant and attractive spaces, with retained rural charm.

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
8.1. Revitalise Pinjarra Town Centre	8.1.1. Undertake detailed design of Henry Street consistent with the Edenvale Landscape Masterplan.	Murray River Foreshore Masterplan; Edenvale Landscape Masterplan	Director Infrastructure Services					●
	8.1.2. Prepare a signage strategy to inform wayfinding signage within town areas.	Murray River Foreshore Masterplan	Manager Engineering		●			
	8.1.3. Implement initiatives and promote events that activate Pinjarra Town Square.		Manager Place & Economic Development		●	●	●	
8.2. Beautify town entrances and streetscapes.	8.2.1. Prepare town entry statements for all access points to Pinjarra.		Manager Engineering					○
	8.2.2. Deliver the Pinjarra and Dwellingup Town Centre Façade Refurbishment Subsidy Program.		Director Planning & Sustainability	●	●	●	●	
	8.2.3. Work with owners of the Junction Shopping Centre on the corner of George Street and Pinjarra Road to undertake initiatives to beautify and activate the site while the lots await future redevelopment.		Director Planning & Sustainability	●	●			
8.3. Provide quality community buildings and public facilities	8.3.1. Complete needs analysis to determine Shire's new administration, civic and library requirements.		Director Place, Community & Economic Development	●				
8.4. Provide quality playgrounds and public open space.	8.4.1. Develop a costed approach to implement recommendations in the Public Open Space Strategy.	Public Open Space Strategy 2022	Manager Engineering	●	●			
	8.4.2. Prepare a masterplan for the Ravenswood Regional Open Space.		Strategic Projects Planner	●	●			

Outcome 9. Built heritage is respected and celebrated.

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
9.1. Conserve and enhance places with significant heritage value.	9.1.1. Prepare a new costed Local Heritage Strategy.	Heritage Strategy 2013 - 2022	Manager Planning & Environment			○		
	9.1.2. Prepare a costed Conservation Plan and 5-year Maintenance Plan for Council buildings listed in the Heritage Register.	Heritage Strategy 2013 - 2022; Infrastructure Asset Management Plan 2022	Manager Planning & Environment			○	○	
	9.1.3. Revise the Shire's Heritage Places Local Planning Policy.		Manager Planning & Environment		●			
	9.1.4. Finalise restoration and repurposing of the historic Exchange Hotel.	Murray River Foreshore Masterplan	Director Infrastructure Services	●				
	9.1.5. Advocate for funding to implement the Pinjarra Rail Heritage Precinct Master Plan and Pinjarra to Dwellingup Rail Link.	Pinjarra Rail Heritage Precinct Master Plan	CEO	●	●			
	9.1.6. Provide a hazard assessment for structures and materials in the Pinjarra Rail Precinct, and undertake structural timber repairs, recladding and plumbing of key heritage buildings.	Pinjarra Rail Precinct Conservation Management Plan Draft 2020	Director Planning & Sustainability	○	○			
	9.1.7. Prepare a Condition Report for Coopers Mill.	Coopers Mill Conservation Plan	Manager Planning & Environment			○		
	9.1.8. Prepare coastal protection adaptation and landscape management plans for Coopers Mill.	Coastal Hazard Risk Management and Adaptation Plan 2022	Manager Planning & Environment			○		
	9.1.9. Prepare and implement an interpretation plan for past use of the Murray River Square land.	Murray River Foreshore Masterplan	Manager Planning & Environment			○		
	9.1.10. Implement feature lighting at Murray Foreshore Amphitheatre.	Murray River Foreshore Masterplan	Manager Engineering	○				
	9.1.11. Prepare a costed program to light up key feature and heritage buildings.		Director Planning & Sustainability					○

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
9.2. Enhance Edenvale Heritage Precinct	9.2.1. Prepare a new condition report for Edenvale Precinct.	Condition and Status Report - Edenvale Homestead Pinjarra	Manager Planning & Environment			○		
	9.2.2. Undertake conservation works to the Edenvale School House toilet block.	Old School House, Pinjarra Condition and Status Report 2016	Manager Planning & Environment			○		
	9.2.3. Remove existing garden beds and install formal and informal gardens along George Street frontage of Edenvale.		Manager Engineering			●		
	9.2.4. Improve the landscape to Edenvale within the Murray Street carpark.		Manager Engineering	●				
9.3. Enhance Glebe Land Precinct.	9.3.1. Undertake detailed planning for a new toilet facility in a complementary design to service St John's Church/Glebe Land Precinct.		Director Place, Community & Economic Development	○				
	9.3.2. Construct a new toilet facility to service St John's Church/Glebe Land Precinct.		Director Place, Community & Economic Development	○				
	9.3.3. Undertake conservation works to the fencing at St John's Church.		Manager Building Services	○				
	9.3.4. Prepare a new Landscape Management Plan with costed implementation plan for the Glebe Land.		Manager Engineering		●			

Outcome 10. It is easy to move around the Shire safely and sustainably.

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
10.1. Improve the local road network.	10.1.1. Work with Main Roads WA to progress planning and delivery of the Pinjarra Heavy Haulage Deviation.		Director Infrastructure Services	●	●	●	●	
	10.1.2. Advocate for funding for the Western Deviation to complete the overarching Pinjarra Heavy Haulage Deviation Project.	Pinjarra Town Centre Revitalisation Strategy & Activity Centre Plan	CEO	●	●			
	10.1.3. Prepare a Future Traffic Plan to inform priority road projects.		Director Infrastructure Services	○	○			
	10.1.4. Advocate for Main Roads WA to build a roundabout at the intersection of Roe Ave and Pinjarra Road.		Director Infrastructure Services			●		
	10.1.5. Partner with Main Roads WA to review the Pinjarra Road Access Strategy.		Director Infrastructure Services			○	○	
	10.1.6. Undertake a review of future traffic and pedestrian bridges within Ravenswood and Pinjarra as part of the future transport strategy.	Pinjarra Town Centre Revitalisation Strategy & Activity Centre Plan	Director Infrastructure Services	●				
	10.1.7. Source new road-building material sites for future infrastructure management.		Director Infrastructure Services	●	●	●	●	
	10.1.8. Undertake tree management to improve safety within the road network.		Manager Operations	●	●	●	●	
10.2. Provide safe, well-connected paths and cycleways to encourage more people to use active transport.	10.2.1. Prepare a Design and Land Acquisition Plan for the Pinjarra Road Shared Path.	Pinjarra Town Centre Revitalisation Strategy & Activity Centre Plan	Manager Engineering		○	●	●	
	10.2.2. Advocate for Main Roads WA to upgrade the bridge and cycle lane on South Yunderup Road.		Manager Engineering				●	

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
10.2. Provide safe, well-connected paths and cycleways to encourage more people to use active transport (continued).	10.2.3. Review the Footpaths and Cycleways Plan to prioritise path projects.	Footpaths and Cycleways Plan; Asset Management Plan	Manager Engineering		○			
	10.2.4. Install bike parking in Edenvale and on the foreshore.		Manager Engineering					○
10.3. Improve access to public transport.	10.3.1. Advocate for the future Perth to Bunbury rail to align with and activate Pinjarra and existing surrounding towns	Pinjarra Town Centre Revitalisation Strategy & Activity Centre Plan	Director Infrastructure Services	●	●	●	●	
	10.3.2. Advocate for improved public bus services.	Pinjarra Town Centre Revitalisation Strategy & Activity Centre Plan	CEO	●	●	●	●	
	10.3.3. Provide bus shelters on Pinjarra Road.		Manager Building Services	○	○	○	○	
	10.3.4. Investigate options for shared transport, such as a community bus, community car or private-sector shared transport services.		CEO			●	●	
10.4. Enhance marine facilities to improve access to rivers and waterways; supporting recreation, tourism and economic development.	10.4.1. Review options to improve access points for canoes and kayaks along the Murray River.		Manager Engineering		●			
	10.4.2. Advocate for funding for the Tonkin Drive Regional Boating Facility.		Manager Engineering	●	●	○	●	
	10.4.3. Complete stage 2 of the Wharf Cove Jetty redevelopment project.		Manager Engineering	○				
	10.4.4. Install Murray River Foreshore river platforms.		Manager Engineering			○		
	10.4.5. Upgrade Batavia Quays boat ramp.		Manager Engineering			○		



Prosperity



Our economy is thriving with diverse business, tourism and job opportunities.

Current situation

The Shire of Murray has an important role to play in supporting economic development, education and life-long learning.

Murray Library provides vital access to resources and information to support local businesses, residents and students. 91% of community members rate the library positively.

While the Shire's economic development ratings are five points ahead of the industry average, with a score of 47 out of 100 there is need to improve.

The Transform Peel program and Food Innovation Precinct Western Australia are two major initiatives that are helping to strengthen the economy and create job opportunities.

Local pride and investment in the equine industry is also fueling growth. The shire is a premium destination for horse breeding, training, racing, and trotting with one of the top equestrian centres, best-known pacing tracks, and most picturesque racecourses.

With natural beauty, country charm, well-maintained heritage, and some of the best trails in the state, tourism continues to be a growth opportunity. 96% of community members rate the area positively as a place to visit and tourism attractions are 7 index points above industry average in the MARKYT® Benchmarking Excellence Program.

Recent achievements



Transform Peel

Transform Peel is a \$49.3 million program of integrated strategic projects to activate economic development and investment in the Peel region.

Food Innovation Precinct Western Australia (Mereny Bidi Boodja)

The Shire-managed construction of the Food Innovation Precinct, a \$21.7 million food innovation centre of excellence. The Food Innovation Precinct promises more jobs and a billion-dollar boost to Western Australia over a five-year.



Exchange Hotel

The Shire secured c.\$2.5 million from the Australian Government's Building Better Regions Fund to help transform one of the oldest pubs in Western Australia into a thriving regional visitor destination that will catalyse the revitalisation of Pinjarra town centre.



Dwellingup wins tourism awards

Dwellingup won back-to-back medals in the GWN7 Top Small Town Tourism Awards, with silver in 2022, following gold medal celebrations in 2021.



What we will keep doing

Council will continue to deliver and support services that contribute to achievement of the Prosperity aspiration and outcomes, such as:

- Investment attraction and facilitation
- Economic development
- Property management
- FIPWA management
- Strategic water initiatives
- Small-to-medium enterprise, research and development institution support
- Business capability programs
- Strategic tourism planning
- Tourism and destination marketing
- Place making
- Dwellingup Trails and Visitor Centre
- Events planning, management and approvals
- Murray Library programs and services

Shire officers will focus on continuous improvement in these areas through their service area plans.



Our plan for the future

● Covered by existing resources ○ Needs additional funding

Outcome 11. Sustainable economic growth with decent work for all.

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
11.1. Maximise inherent regional economic opportunities.	11.1.1. Prepare an 'Invest in Murray' prospectus with supporting marketing and incentives.	Pinjarra Town Centre Revitalisation Strategy & Activity Centre Plan; Dwellingup Futures Roadmap 2021-2036	Manager Place & Economic Development		●			
	11.1.2. Prepare an Economic Development Strategy.		Director Place, Community & Economic Development		●			
	11.1.3. Implement the Economic Development Strategy.		Manager Place & Economic Development		○	○	○	
	11.1.4. Foster redevelopment opportunities at Murrayfield Airport.		CEO	●	●	●	●	
11.2. Leverage State Government investment in Transform Peel, Peel Business Park and the Food Innovation Precinct Western Australia.	11.2.1. Collaborate with key partners to prepare business development strategies to leverage economic potential from Transform Peel, Peel Business Park and the Food Innovation Precinct WA.		CEO	●	●	●	●	
	11.2.2. Undertake a feasibility study for Stage 2 of the Food Innovation Precinct.		CEO	●				
	11.2.3. Facilitate discussions with Murdoch University, hospitality, food and beverage venues and local high schools to explore opportunities for training and career pathways within the Food Innovation Precinct Western Australia.		General Manager Food Innovation Precinct	●	●	●	●	

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
11.3. Promote Murray as a premium location for horse breeding, training and racing.	11.3.1. Prepare a Local Planning Scheme Amendment to rezone land in the vicinity of Pinjarra Paceway for expansion of harness racing activities.	PEEL Equine Industry Racing Infrastructure Development Strategy; Pinjarra Racing Club / Paceway State Training Complex Masterplan	Manager Planning and Environment	●	●			
	11.3.2. Advocate for further capital improvements and business developments to enhance Pinjarra as WA's second Harness and Racing district.	PEEL Equine Industry Racing Infrastructure Development Strategy; Pinjarra Racing Club / Paceway State Training Complex Masterplan	CEO	●	●	●	●	
	11.3.3. Finalise the updated Murray Regional Equestrian Centre Master Plan, review and cost facility requirements, and advocate for federal and state funding to enable implementation.	PEEL Equine Industry Racing Infrastructure Development Strategy	Director Place, Community & Economic Development	○	●			

Outcome 12. Access to quality education and life-long learning for all.

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
12.1. Facilitate access to inclusive and equitable quality education and life-long learning opportunities	12.1.1. Facilitate discussions with the Royal Aero Club and local high schools to explore options to expand aircraft maintenance training and employment opportunities.		Manager Place & Economic Development		●	●		
	12.1.2. Facilitate discussions with local businesses and high schools to increase local apprenticeships, traineeships, internships and work experience opportunities.		Manager Place & Economic Development		●	●		
	12.1.3. Advocate for the Department of Education WA to open a new primary school in Ravenswood or South Yunderup.		Director Planning & Sustainability	●	●	●		
	12.1.4. Support inclusive, intergenerational library programs that enable life-long learning and develop community knowledge and capacity.		Manager Community & Library Services	●	●	●	●	

Outcome 13. Visitor numbers are growing.

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
13.1. Create a compelling tourism offer to attract tourists and visitors.	13.1.1. Partner with regional and state tourism organisations, local businesses and the tourism sector to strengthen Dwellingup and Pinjarra as visitor destinations.		Manager Tourism and Customer Services	●	●	●	●	
	13.1.2. Identify opportunities and implement initiatives to incentivise investment in diverse short-stay accommodation options in Dwellingup and Pinjarra.	Economic Strategy 2018-2022; Dwellingup Futures Roadmap 2021-2036; North Dandalup Oval Masterplan	Director Place, Community & Economic Development	○	○	○	○	
	13.1.3. Support, develop and attract major events.	Edenvale Heritage Precinct Place and Activation Plan 2031	Manager Place & Economic Development	○	○	○	○	
	13.1.4. Implement the Edenvale Place and Activation Plan.	Edenvale Heritage Precinct Place and Activation Plan 2031	Manager Place & Economic Development	●	●	●	●	
	13.1.5. Scope requirements for a new multifunctional event space in the Glebe Heritage Precinct, Edenvale or River Foreshore Precinct.		Director Place, Community & Economic Development					○
	13.1.6. Develop a Heritage Walking Trail with tours to showcase local botanicals, art and culture.		Manager Tourism and Customer Service					○
	13.1.7. Progress endorsement and implementation of the Pinjarra Heritage Railway Precinct Master Plan, including aiming to restore steam rail from Pinjarra to Dwellingup.	Pinjarra Heritage Railway Precinct Master Plan; Dwellingup Futures Roadmap 2021-2036	CEO	●	●	●	●	



Performance



Our can-do attitude helps us to achieve desired outcomes and continuously strive for excellence.

Current situation

The Shire of Murray is well regarded as a governing organisation, scoring 63 out of 100, up 3 points since 2018 and 9 points ahead of the industry average.

Performance scores for Council's leadership, advocacy, consultation, and customer service are all above industry average in the MARKYT® Benchmarking Excellence Program.

To improve, the community would like the Shire to develop and communicate a clear vision for the future that is understanding of and responsive to local needs. They want a strong advocacy program and action plan to address concerns with community safety, public transport, and the river and waterways.

While value for money ratings are 7 points ahead of industry average, with an average rating of 'okay' there is opportunity to improve the allocation and alignment of resources to deliver greater value.

Over the next few years, the Shire will focus on responding to community need for better consultation and information about what's happening in the local area.

Recent achievements



Investing in innovation and technology

Technology is changing at an increasing pace. The Shire is focused on meeting growing and changing expectations. In a recent survey, 79% of community members rated the Shire positively for how it is embracing change, innovation, and technology. The Shire's performance index score is 6 points ahead of the industry average.



Advanced integrated planning and reporting

Council endorsed a new, innovative and community-driven approach that delivers a more highly integrated solution for planning and reporting. Over 1,400 community members were engaged in the development this Council Plan.



New Communications and Engagement Strategy

Council adopted a new Communications and Engagement Strategy to deliver best practice, open, transparent and effective communication, and meaningful and influential engagement.



Enhanced social media connections

A focused effort to connect with community members through Facebook has driven the Shire's social media performance rating up 4 points, to 59 out of 100; now 6 points ahead of the industry average for local governments.

What we will keep doing

Council will continue to deliver and support services that contribute to achievement of the Performance aspiration and outcomes, such as:

- Governance
- Advocacy and lobbying
- Strategic planning
- Risk management
- Financial management
- Workforce management
- Information technology
- Council and Electors' meetings
- Community consultation
- Communication
- Customer service

Shire officers will focus on continuous improvement in these areas through their service area plans.



Our plan for the future

● Covered by existing resources ○ Needs additional funding

Outcome 14. Capable and accountable leadership and governance

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
14.1. Establish a strong corporate governance framework to ensure high standards of integrity, ethics, and accountability.	14.1.1. Provide a major review of the Council Plan at least once every four years.	Council Plan	Manager Governance & Strategy				●	
	14.1.2. Provide a biennial review of the Risk Management Strategy.	Risk Management Strategy	Manager Asset & Risk Management		●		●	
	14.1.3. Provide a biennial review of the Crisis Management and Business Continuity Plan.	Crisis Management and Business Continuity Plan	Manager Asset & Risk Management		●		●	
	14.1.4. Provide professional development opportunities for Councillors to strengthen leadership, advocacy, and governance.		CEO	●	●	●	●	
	14.1.5. Present the Shire Organisational Review and Improvement Plan.		CEO	●				
	14.1.6. Implement the suite of local government reforms by required statutory dates.		CEO	●	●			
14.2. Maintain long-term financial sustainability and asset management	14.2.1. Review the Rating and Revenue Strategy to meet financial objectives.	Rating and Revenue Strategy	Manager Finance	●	●	●	●	
	14.2.2. Provide an annual review of the Long-Term Financial Plan.	Long-Term Financial Plan	Director Corporate Services	●	●	●	●	
	14.2.3. Implement the Master Plan to rebuild the Shire of Murray Operations Centre.	Murray Operations Centre Masterplan Report	CEO					○
14.3. Enhance employee skills, commitment and safety.	14.3.1. Provide a biennial review of the Workforce and Diversity Plan.	Workforce and Diversity Plan	Manager People Development	●		●		
	14.3.2. Review the Work Health and Safety Management Plan every three years, including the completion of the Worksafe Plan Accreditation Audit.	Work Health and Safety Management Plan	Work Health and Safety Officer			●		

Outcome 15. The Shire actively listens and responds to community needs

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
15.1. Deliver efficient and effective services to improve the customer experience.	15.1.1. Develop and implement an integrated customer engagement portal to improve access to online services and payment options (for rates, planning and building approvals, animal registrations, infringements, etc).		Director Corporate Services	●	●			
	15.1.2. Foster a digital technology approach to improving services.		Manager Communications & Marketing	○	○	○		
15.2. Improve communication and engagement with customers and community members.	15.2.1. Provide a campaign to inform the community about the Shire's long-term projects and how these projects are progressing.	Communications and Engagement Strategy	Manager Communications & Marketing	●				
	15.2.2. Develop a campaign to grow the Shire's customer database with email and phone contacts. This will enable the Shire to deliver information digitally by email or SMS in a more targeted, timely and cost-effective way.		Manager Communications & Marketing	●				
	15.2.3. Review and redevelop the Shire's website.	Communications and Engagement Strategy	Manager Communications & Marketing	●				
	15.2.4. Upgrade the Shire's information technology infrastructure to necessary modern standards.		Manager Information Services	●	●			
	15.2.5. Upgrade communications IT to improve the effectiveness of meetings and introduce live streaming of Council meetings.		Manager Information Services	○	○			
	15.2.6. Councillor information sessions to be held at different towns throughout the year.		CEO	●	●	●	●	
	15.2.7. Conduct a community survey once every four years to evaluate the Shire's performance levels and determine local priorities.		CEO				○	



Supporting strategies and plans

Several strategies and plans informed the creation of this Council Plan and will continue to guide the Shire of Murray to achieve the community's desired outcomes.

Long-Term Financial Plan

Balancing expectations, future revenue uncertainty and expenditure forecasts are some of the most challenging aspects of the financial planning process. The Long-Term Financial Plan is Council's 10-year financial planning document with an emphasis on long-term financial sustainability. Financial sustainability is one of the key issues facing local government due to several contributing factors including ageing infrastructure and constraints on revenue growth. This document tests community aspirations and goals against financial realities. It covers assumptions used to develop the Plan, projected income and expenditure, balance sheet and cash flow statements, and methods of monitoring financial performance.

Asset Management Plan

A primary goal of asset management is to provide the required level of service in the most cost-effective manner through the creation, acquisition, maintenance, operation, rehabilitation, and disposal of assets to provide for present and future generations. Council has developed an Infrastructure Asset Management Plan which incorporates all major asset classes. This is part of an overall framework that provides for the sustainable management of current and future assets so that Council can continue to deliver services effectively to the community now and in the future. The Asset Management Plan presents information about assets, provides evidence of responsible asset management and compliance with regulatory requirements, and summarises information with regards to funding aimed at maintaining assets at the required levels of service.

Workforce and Diversity Plan

The Workforce and Diversity Plan provides a framework and strategy to address human resourcing requirements to implement the Council Plan. As the functions of local government continue to increase and expand, workforce capacity, capability and innovation are paramount. The Workforce and Diversity Plan addresses external requirements and expectations which can have an impact on services the Shire delivers.

Risk Management Plan

The Shire of Murray is committed to identifying, measuring and managing risks in order to capitalise on opportunities and achieve the objectives of Council's strategic plans. The Shire has adopted a risk management framework aligned to ISO 31000:2018 Risk Management - Guidelines. The framework, which is comprised of a Risk Management Policy and Strategy, provides a coordinated and systematic process for managing risks, integrating risk management into everyday decision making and business planning. A Crisis Management and Business Continuity Plan complements the framework, ensuring that the Shire can continue to provide essential services to stakeholders in the event of a crisis or major incident.

More supporting plans and strategies

Local government is required to fulfill statutory requirements through the provision of various documents, such as the Planning Scheme, Disability and Inclusion Plan, and Public Health Plan. Council also prepares various plans and strategies to provide an in-depth review and assessment of strategic options to address local priorities.

Supporting strategies and plans	Responsible officer	Statutory requirement	Date adopted or last reviewed	Date for review or retirement
Council Plan 2023-2033	CEO	✓	2023	Annual, 2024
Asbestos Management Plan	Manager Building	✓	2021	N/A
Asset Management Plan	Manager Governance and Strategy	✓	2022	2023
Bushfire Risk Management Plan 2021-2026	Manager Ranger and Community Safety	✓	2021	2026
Cities Power Partnership Program Commitment	Manager Planning and Environment		2020	N/A
Coastal Hazard Risk Management and Adaptation Plan 2023	Manager Planning and Environment		2023	2028
Communications and Engagement Strategy	Manager Communications & Marketing		2019	2025
Community Infrastructure Plan 2013	Strategic Projects Planner		2013	2023
Condition and Status Report - Edenvale Homestead Pinjarra	Manager Planning and Environment		2012	2024
Coopers Mill Conservation Plan	Manager Planning and Environment		2013	2023
Disability Access and Inclusion Plan 2022-2028	Manager Community and Library Services		2022	2028
Dwellingup Futures Roadmap 2021-2036	Strategic Projects Planner		2021	2036
Economic Strategy 2018-2022	Director Place, Community & Economic Development		2018	2022
Edenvale Heritage Precinct Place and Activation Plan 2031	Manager Place and Economic Development		2022	2031
Edenvale Landscape Masterplan	Director Infrastructure Services		2018	2024
Environmental Sustainability Strategy	Co-Ordinator Environment		2023	2028
Footpaths and Cycleways Plan	Manager Engineering		2019	2024
Heritage Strategy 2013-2022	Director Planning and Sustainability		2013	2024
Local Biodiversity Strategy	Manager Planning and Environment		2013	2024
Local Emergency Risk Management Plan	Manager Ranger and Community Safety	✓	2021	2025
Long-term Financial Plan	Director Corporate Services	✓	2023	Annual, 2024
Mosquito Management Plan	Manager Environmental Health		2022	N/A

Supporting strategies and plans	Responsible officer	Statutory requirement	Date adopted or last reviewed	Date for review or retirement
Murray Operations Centre Masterplan Report	Manager Operations		2017	2027
Murray River Foreshore Masterplan	Manager Engineering		2014	2024
Nambeelup MAR Injection Trial 2022	Director Infrastructure Services		2022	N/A
North Dandalup Oval Masterplan	Manager Engineering		2021	N/A
Old School House, Pinjarra Condition and Status Report 2016	Manager Planning and Environment		2016	2024
PATM III Action Plan 2022	CEO		2022	N/A
PEEL Equine Industry Racing Infrastructure Development Strategy	CEO		2019	N/A
Pinjarra Racing Club / Paceway State Training Complex Masterplan	CEO		2018	N/A
Pinjarra Rail Heritage Precinct Master Plan	Director Place, Community and Economic Development		2023	N/A
Pinjarra Rail Precinct Conservation Management Plan Draft 2020	Director Planning and Sustainability		2020	2030
Pinjarra Town Centre Revitalisation Strategy & Activity Centre Plan	Manager Planning and Environment		2017	2024
Public Health Plan 2021-2025	Manager Environmental Health	✓	2021	2025
Public Open Space Strategy 2022	Manager Engineering		2022	2027
Risk Management Strategy	Manager Governance and Strategy		2022	2025
Shire of Murray Waste Plan	Director Infrastructure Services	✓	2021	Annually
Shire of Murray Youth Plan 2021 - 2024	Manager Community and Library Services		2021	2024
Sir Ross McLarty Sports Precinct Master Plan	Director, Place, Community and Economic Development		2022	N/A
Sport and Recreation Infrastructure Plan	Manager Community and Library Services		2023	N/A
Waste Strategy and Education Plan	Director Infrastructure Services		2022	2027
Waterwise Action Plan 2020-2021	Manager Planning and Environment		2020	2024
Workforce and Diversity Plan	Manager People Development	✓	2021	2025



Service Area Planning

Service teams are responsible for delivering priority projects in this plan, along with existing services and facilities, to meet statutory requirements and community needs.

Service area plans are being introduced to explore ways to continuously improve the customer experience, increase business efficiencies, and leverage greater value. This table provides an overview of the teams, services, number of employees by team expressed as the full-time equivalent (FTE), and operating budget per team.

Directorate	Team	Services		Employees (FTE)	Operating Budget
Office of the Chief Executive	Chief Executive Office	Elected Member policy development Strategic planning	Strategic water initiatives Regional economic development	2.	\$1,193,198
	Communications and Marketing	Strategic marketing management Media and public relations	Internal and stakeholder communication Community engagement	2	\$326,592
	Food Innovation Precinct WA	Construction and management of the Food Innovation Precinct WA	Small-to-medium enterprise, research and development institution support	2.33	\$701,344
Corporate Services	Corporate Services	Integrated planning and reporting Regulatory compliance	Rates	4	\$665,790
	Human Resources	Human resources Occupational health and safety	Training and development Health and wellbeing	4	\$477,883
	Information Services	Hardware and software management Technology support GIS	Regulatory compliance of records Freedom of Information requests	6.67	\$1,762,896
	Finance	Accounting Insurance	Payroll services Statutory financial reporting	6	\$913,074
	Murray Aquatic & Leisure Centre	Aquatic and leisure centre management School sporting events	Recreation and fitness Crèche and kiosk	17.85	\$2,638,229
	Ranger & Community Safety	Animal control Bush fire prevention and preparedness Emergency management	Abandoned and off-road vehicles Illegal parking Litter and illegal dumping	8.89	\$1,649,395
	Governance and Strategy	Policy and legislation development Property management Risk management and business continuity	Local Government elections Procurement, tenders and EOI's Asset management	3.45	\$505,100

Directorate	Team	Services		Employees (FTE)	Operating Budget
Planning and Environment	Strategic Planning and Development	Planning strategies and projects Developer contribution schemes	Sub-regional and district structure planning	2.5	\$1,152,302
	Planning	Development approvals Subdivision referrals Local planning policies	Local structure planning Town planning scheme Environmental planning and projects	8	\$1,205,869
	Health Services	Environmental health approvals	Environmental health programs	4	\$560,127
	Building Services	Building approvals	Council building maintenance, refurbishment and construction	3.7	\$1,432,111
Place, Community and Economic Development	Place Management	Place making	Events planning, management and approvals	2	\$749,461
	Tourism	Tourism and destination marketing	Dwellingup Trails and Visitor Centre	3.68	\$652,298
	Customer Service	Administration & information services	Customer service satisfaction survey	3.85	\$394,573
	Community Development	Youth and seniors Disability, access and inclusion	Arts and culture Community grants	3.54	\$344,715
	Sport and Recreation	Sport and recreation services Grant management	Club development	2.19	\$357,128
	Murray Library	Library services and programs		4.8	\$753,462
	Economic Development	Economic Development Strategy Strategic tourism planning	Investment attraction and facilitation Business Capability Programs	1.5	\$487,006
Infrastructure Services	Technical Services	Kerbside and bulk waste collections Waste transfer stations	Fleet management Cemetery management	3	\$4,745,916
	Infrastructure Services	Management of contract/capital work projects Road design Parks and waterways	Traffic management Maintenance of bridge structures Future strategy planning for infrastructure	5	\$991,112
	Operations	Operations centre and workshop management Roads and drainage construction/maintenance Major equipment purchasing/maintenance	Parks and garden maintenance Graffiti and illegal dumping management Signage	33.79	\$4,245,613
Total				139.19	\$28,905,194

Additional Operating Expenditure

Several priority projects are forecast to be undertaken that will result in additional operating expenditure. These projects are subject to funding being secured through a combination of council and external funding. Council funding, including the allocation of cash and reserves, is approved by Council when setting the Long-Term Financial Plan and Annual Budget. External funding is dependent on securing grants, loans or other funds. This table shows total estimated costs and funding required at the time when this plan was finalised.

PRIORITY PROJECTS		2023/24		2024/25		2025/26		2026/27	
		Estimated costs	Funding required	Estimated costs	Funding required	Estimated costs	Funding required	Estimated costs	Funding required
People									
1.1.3	Partner with Police WA to encourage local residents and businesses to register their CCTV systems with Cam-Map WA.	\$500	\$500			\$500	\$500		
1.1.5	Undertake a review for improvements to street lighting within development areas.					\$50,000	\$50,000	\$50,000	\$50,000
1.1.6	Undertake design for lighting upgrades along the primary path network and under the Pinjarra traffic bridge.			\$15,000	\$15,000				
2.1.4	Investigate potential sites, a preferred youth centre model and associated costings to establish a centrally located youth centre.	\$15,000	\$15,000	\$15,000	\$15,000				
2.1.9.	Research and propose costed, integrated community development projects to meet community needs on expiration of stand-alone strategies for youth, seniors, etc.					\$15,000	\$15,000		
2.4.4	Prepare a Reconciliation Action Plan.					\$30,000	\$30,000		
3.2.1	Implement recommendations in the new Sport and Recreation Infrastructure Plan.	TBD		TBD		TBD		TBD	
3.2.4	Prepare a redevelopment plan with medium to long term upgrades for the Murray Aquatic and Leisure Centre.							\$20,000	\$20,000
3.2.10	Prepare design for George Beacham replacement changerooms.	\$30,000	\$30,000						
Planet									
4.1.4	Implement water sensitive urban design initiatives.	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
4.1.5	Advocate for further investment to advance water initiatives to meet the needs of future development and industry.			\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
4.1.6	Review the Murray District Drainage Strategy and develop a costed works program to improve priority catchments.	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
4.2.4	Prepare and implement Reserve Management Plans for significant reserves on a case-by-case basis.					\$40,000	\$40,000	\$40,000	\$40,000

PRIORITY PROJECTS		2023/24		2024/25		2025/26		2026/27	
		Estimated costs	Funding required	Estimated costs	Funding required	Estimated costs	Funding required	Estimated costs	Funding required
5.1.1	Conduct site analysis to identify suitable locations for EV charging stations.	\$20,000	\$20,000						
6.1.1	Implement bushfire mitigation works.	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
6.1.4	Prepare a Foreshore Management Plan for river and estuarine coastlines.					\$30,000	\$30,000		
6.1.5	Undertake an annual monitoring program of coastal impacts to foreshores at Herron Point, North and South Yunderup and the Murray Delta Islands			\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
6.1.7	Undertake a feasibility study for protection of the North Yunderup shoreline in front of Culeenup Road properties.							\$25,000	\$25,000
6.1.9	Update and amend Emergency Evacuation Plan to cater for coastal risks.							\$15,000	\$15,000
6.1.10	Plan and cost centralised aerobic treatment units for the Murray Delta Islands.							\$10,000	\$10,000
Place									
7.1.3	Prepare character design guidelines to support the retention of the small town, rural charm in each town.	\$40,000	\$40,000	\$40,000	\$40,000				
7.1.10	Prepare the Ravenswood Precinct Plan.	\$100,000	\$100,000						
7.1.11	Prepare the Barragup Furnissdale Precinct Plan.					\$30,000	\$30,000		
7.1.12	Prepare Development Contribution Plans for Barragup Furnissdale Activity Centre, West Furnissdale, North Yunderup, Nambeelup Industrial Area, Pinjarra Town Centre and Ravenswood.					\$50,000	\$50,000		
7.1.13	Progress planning for urban growth of Dwellingup Town Centre.	\$50,000	\$50,000						
7.1.15	Prepare a Murray Delta Islands building register.					\$10,000	\$10,000		
9.1.1	Prepare a new costed Local Heritage Strategy.					\$40,000	\$40,000		
9.1.2	Prepare a costed Conservation Plan and 5-year Maintenance Plan for Council buildings listed in the Heritage Register.					\$15,000	\$15,000	\$15,000	\$15,000
9.1.7	Prepare a Condition Report for Coopers Mill.					\$15,000	\$15,000		
9.1.8	Prepare coastal protection adaptation and landscape management plans for Coopers Mill.					\$25,000	\$25,000		
9.1.9	Prepare and implement an interpretation plan for past use of the Murray River Square land.					\$50,000	\$50,000		
9.2.1	Prepare a new condition report for Edenvale Precinct.					\$15,000	\$15,000		

[illegible]



Capital Program

Several priority projects are forecast to be undertaken that require additional capital expenditure. These projects are subject to funding being secured through a combination of council and external funding. Council funding, including the allocation of cash and reserves, is approved by Council when setting the Long-Term Financial Plan and Annual Budget. External funding is dependent on securing grants, loans, or other funds. This table shows total estimated costs and funding required at the time when this plan was finalised.

PRIORITY PROJECTS		2023/24		2024/25		2025/26		2026/27	
		Estimated costs	Funding required	Estimated costs	Funding required	Estimated costs	Funding required	Estimated costs	Funding required
People									
1.1.4	Partner with Police WA to install CCTV cameras in hot spots.	\$150,000	\$75,000	\$75,000	\$75,000				
3.2.3	Provide 24/7 access to the Group Fitness Studio at the Murray Aquatic and Leisure Centre.			\$22,500	\$22,500				
3.2.7	Upgrade the Enzo Menara Pavilion.					\$225,000	\$127,500		
3.2.9	Upgrade lighting in the Sir Ross McLarty Sports Precinct.	\$300,000	\$200,000						
Planet									
4.1.1	Implement the Environment Sustainability Strategy.			\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
6.1.6	Undertake shoreline adaptation to Ballee, Culeenup and Yunderup Islands and South Yunderup between Young Road and Pelicans.			\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000

PRIORITY PROJECTS		2023/24		2024/25		2025/26		2026/27	
		Estimated costs	Funding required	Estimated costs	Funding required	Estimated costs	Funding required	Estimated costs	Funding required
Place									
9.1.6	Provide a hazard assessment for structures and materials in the Pinjarra Rail Precinct, and undertake structural timber repairs, recladding and plumbing of key heritage buildings.	\$50,000	\$50,000	\$50,000	\$50,000				
9.1.10	Implement feature lighting at Murray Foreshore Amphitheatre.	\$50,000	\$50,000						
9.2.2	Undertake conservation works to the Edenvale School house toilet block.					\$150,000	\$150,000		
9.3.2	Construct a new toilet facility to service St John's Church/Glebe Land Precinct.	\$335,000	\$335,000						
9.3.3	Undertake conservation works to the fencing at St John's Church.	\$10,000	\$10,000						
10.3.3	Provide bus shelters on Pinjarra Road.	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
10.4.3	Complete stage 2 of the Wharf Cove Jetty redevelopment project.	\$671,338	\$193,225						
10.4.4	Install Murray River Foreshore river platforms.					\$300,000	\$300,000		
10.4.5	Upgrade Batavia Quays boat ramp.					\$200,000	\$200,000		
Performance									
15.2.5	Upgrade communications IT to improve the effectiveness of meetings and introduce live streaming of Council meetings.	\$50,000	\$50,000	\$200,000	\$200,000				

Developing and Reporting

The Local Government Act 1995 requires all local governments to plan for the future. As of 2023, Council was required to adopt a 10-year Strategic Community Plan, 4-year Corporate Business Plan and Annual Budget that were integrated with asset management plans, a workforce plan and a long-term financial plan.

To streamline reporting and strengthen integration, Council combined the Strategic Community Plan and Corporate Business Plan into one succinct document and named it our Council Plan.

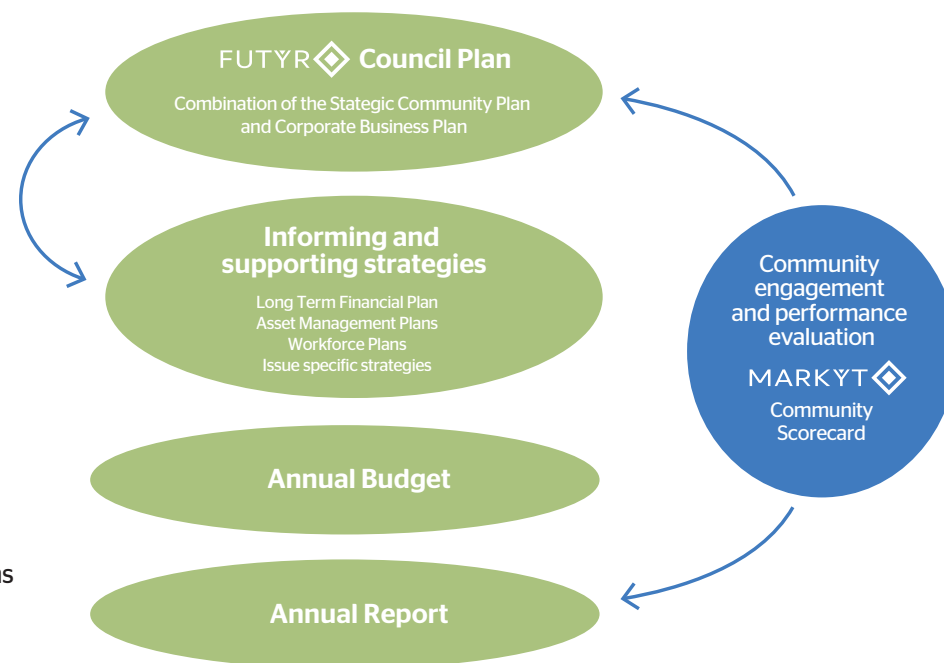
Council embraced the FUTYR® approach to conduct a major review of its Council Plan. This is a community-led, integrated and streamlined approach designed specifically for local government. It involved:

- Desktop research
- Detailed review of current plans and strategies to align and integrate outcomes and actions
- Community survey and benchmarking using the MARKYT® Community Scorecard
- Workshops with councillors, staff, key stakeholders and local community members

We express our deepest thanks to all community members who assisted with development of this

Council Plan. We heard from a good cross section of people in the local community, including youth, families, seniors, people with disability, people with diverse cultural backgrounds, local businesses owners and managers, and representatives from local community organisations.

To track progress against outcomes in this plan, Council will monitor real and perceived performance levels from various sources. Results will be reported in the Annual Report. Please visit www.murray.wa.gov.au to access the latest Annual Report.



Sustainable Consulting
Vision Workshop

90

Shire representatives and
community members

MARKYT
Community Scorecard

1,476

community members

MARKYT
Community VoiceBank

66,852

ideas and suggestions
word count

FUTYR
Community Workshops

50

participants

Sustainable Consulting
Youth Workshop

59

participants



Community Scorecard

The Shire of Murray aims to participate in an independent study to monitor and benchmark performance once every four years.

Council aims to be above the MARKYT® industry average and strives to be the industry leader in all areas.

This chart shows Council's Performance Index Score out of 100 compared to the MARKYT® Industry Standards. The preferred target zone is shown as coloured bars.

Legend

- Shire of Murray 2022 performance score
- Shire of Murray 2019 performance score
- ◐ No change in performance from 2019 to 2022
- Target Zone. Shading shows industry average to industry high from MARKYT® Community Scorecard.

For further information, visit catalyse.com.au

2022 Performance Measures



Do you have ideas about how the Shire of Murray could become a more outstanding place for community, lifestyle and opportunity?

Please reach out to your elected member or the responsible officer at the Shire of Murray to share your thoughts and ideas.

In person: 1915 Pinjarra Road, Pinjarra

By post: PO Box 21 Pinjarra WA 6208

Phone: +618 9531 7777

Email: mailbag@murray.wa.gov.au

 /ShireofMurray

 @ShireofMurray

www.murray.wa.gov.au