Shire of Murray

Plan for the Future

Council Plan | 1 July 2023 to 30 June 2033

Updated July 2026

Contents

Introduction	2
Acknowledgment of Country	3
Executive message	3
Shire of Murray at a glance	4
Priorities	7
Vision	9
Our purpose and values	10
Our plan for the future	11
People	13
Planet	18
Place	24
Prosperity	34
Performance	38
Supporting strategies and plans	43
Service area planning	46
Developing and reporting	48
MARKYT® Performance Scoreboard	49
How to get involved	Back Page

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

The Shire of Murray acknowledges the traditional lands of the Bindjareb people. We pay our respects to their Elders, past, present and emerging

Cr. Douglas McLarty
Shire President

Dean Unsworth
CEO

Executive Message

We are pleased to present our Council Plan, a keystone document that describes our priorities and goals between 2023 and 2033.

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.

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 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 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.

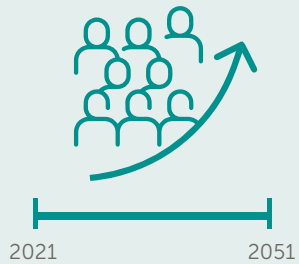
The shire is a popular tourist destination for camping and fishing, canoeing, kayaking and white-water rafting, and hiking, mountain biking and horse riding on numerous scenic trails. A memorable way to take in the region's rich history and heritage is by hopping aboard the lovingly preserved steam engines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



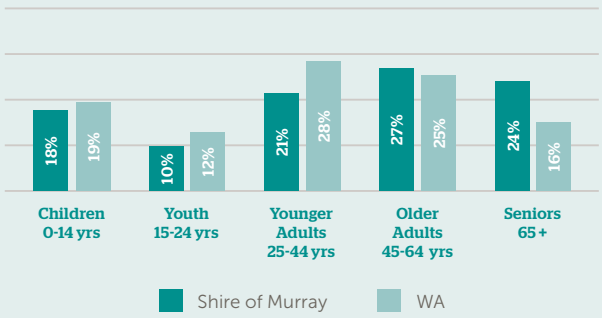
18,068 → 70,913

ABS Census

292% growth rate
Forecast ID

Age Profile

2021, ABS Census



Disability

2021, ABS Census

6.4%

WA: 4.6%

Households that speak a non-English language

2021, ABS Census

4.6%

WA: 21.1%

Aboriginal and/ or Torres Strait Islander People

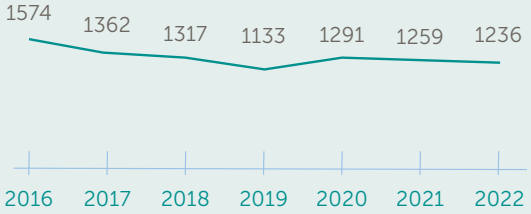
2021, ABS Census

2.7%

WA: 3.3%

Total offences

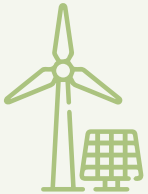
WA Police



Planet

Electricty generation from renewable sources

2023 target, Shire of Murray



50

MWh per annum

Seedlings planted

2023 target, Shire of Murray

5,000

Canals and waterways

Shire of Murray

45km

Place

Value of planning applications
2022, Shire of Murray

$72.7M

Housing diversity
Separate house
2021, ABS Census

95%
WA: 79.1%

Median rent
2021, ABS Census

$300
WA: $340

Connected

58 minutes
Pinjarra to Perth

Active transport

90km
Footpaths

Prosperity

Gross regional product
June 2021

3.2M
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%

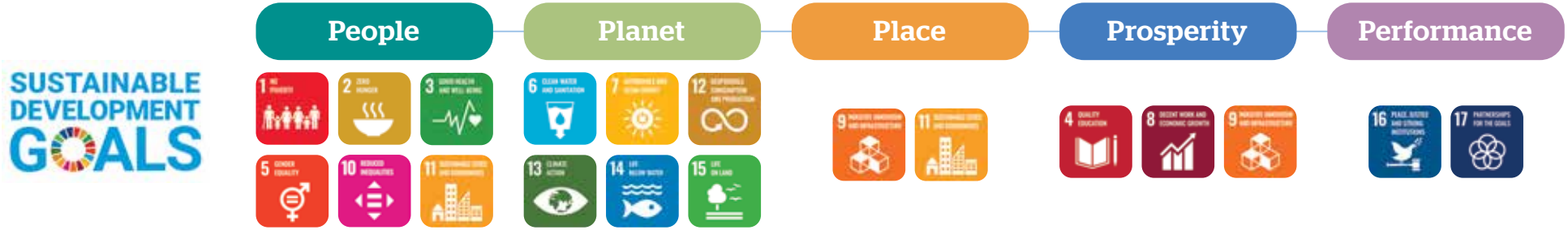
Priorities

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.

People

- Supporting our most vulnerable
- Putting patients first

Planet

- Investing in renewable energy and new technologies
- Green jobs and environmental protection

Place

- Building infrastructure
- Maintenance blitz
- Major road construction
- Building community infrastructure
- Housing construction

Prosperity

- Driving industry development
- Unlocking future mining opportunities
- Revitalising culture and the arts
- Supporting small businesses
- Buying local
- Growing WA's food industries
- Investing in our tourism sector
- Boosting local manufacturing
- Rebuilding TAFE and reskilling our workforce
- Building schools for the future
- Unlocking barriers to investment

Local Priorities

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.

MARKYT Community Priorities

COMMUNITY PRIORITIES (% of respondents)

* Kaizen = provide continuous improvement

People

1 Youth services/facilities
2 Families and children services
3 Seniors' services/facilities
4 Disability access and inclusion
5 Respect for First Nation's peoples
6 Multiculturalism / cultural diversity
7 Volunteer recognition and support
8 Health and community services
9 Sport and recreation services
10 Murray Aquatic & Leisure Centre
11 Festivals, events, art and culture
12 Community safety
13 Lighting

Planet

14 Sustainable practices
15 Conservation and environment
16 River and waterways
17 Waste management
18 Animal management
19 Environmental health management
20 Natural disaster management

Place

21 Responsible growth / development
22 Area's character and identity
23 Planning and building approvals
24 Housing
25 History and heritage
26 Community buildings
27 Playgrounds, parks and reserves
28 Streetscapes, trees and verges
29 Footpaths, trails and cycleways
30 Local roads
31 Public transport
32 Marine facilities

Prosperity

33 Economic development
34 Local business support
35 Town centre development
36 Tourism attractions/marketing
37 Education and training
38 Library services

Performance

39 Council's leadership
40 Advocacy and lobbying
41 Innovation and technology
42 Consultation
43 Communication
44 Customer service

Our Vision

An outstanding place for community, lifestyle and opportunity

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.

The Shire of Murray values are REAL.

Respect **Excellence** **Accountable** **Leadership**

Our plan for the future

To achieve the desired 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.

ASPIRATIONS

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.

Proudly

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

Ravenswood Community Centre opened
The Shire has opened the Ravenswood Community Centre. The $1.47 million Community Centre gives residents a welcoming and interactive meeting place to be active and connect.

Lovegrove Sports Pavilion opened
The newly opened $3.8 million sports pavilion and facilities has created more sporting opportunities with a new clubhouse, expanded oval and carpark to support both cricket and hockey.

GP opens in Dwellingup
A GP service has opened in the Dwellingup Community Village, giving local people access to a doctor without the need to travel long distances.

More housing for seniors in Dwellingup
The Shire acquired a $4.6 million State Government grant to enable the Dwellingup Community Village to build 11 universal access dwellings for residents aged over 55.

Youth Team established
The Shire has established a dedicated Youth Team, which will provide fun activities in a variety of locations for young people living in Murray.

Murray Sports Fusion Festival
More than 100 people joined in the fun at the Shire of Murray's inaugural Murray Sports Fusion Festival in 2025.

Humphrey Park
This community space in Pinjarra has been upgraded with improved facilities for residents and visitors. It now includes a kickabout area, new play space with shade sails, and picnic tables.

Murray Library refurbishment
Murray Library's refurbishment is complete, delivering a brighter, accessible, modern space with new branding, supported by Community Bank Pinjarra, and celebrated with a community event.

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.

Shire of Murray 4 Year Business Plan 26/27 to 29/30

● Covered by existing resources
○ Needs additional funding

Outcome 1. A safe community.

Objectives	Actions	Supporting strategies	Lead	26/27	27/28	28/29	29/30	Future	
1.1. Improve community safety on land and water.	1.1.1. Liaise with WA Police to implement strategies that contribute to the detection and eduction of crime and criminal activities in the local community.		CEO	●	●	●	●		
	1.1.2. Undertake a review for improvements to street lighting within development areas.		Manager Engineering					$100,000	2031/32
	1.1.3. Undertake design for lighting upgrades along the primary path network and under the Pinjarra traffic bridge.	Murray River Foreshore Masterplan	Manager Engineering	●	●	●	●		
	1.1.4. Facilitate delivery of community safety programs and initiatives.		Manager Community and Library Services	●	●	●	●		
	1.1.5. Advocate for funding for service delivery to address the increase in prevalence of homelessness.	PATM III Action Plan 2022	Manager Community and Library Services	●	●	●	●		

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

Objectives	Actions	Supporting strategies	Lead	26/27	27/28	28/29	29/30	Future	
2.1. Meet the needs of families, children and young people.	2.1.1. Facilitate delivery of programs and initiatives for children and young families.		Manager Community and Library Services	●	●	●	●		
	2.1.2. Provide a wide-range of activities and programs for young people and across our different communities.		Manager Community and Library Services	●	●	●	●		
	2.1.3. Partner with community groups and young people to increase youth participation in WA Youth Week events and activities.		Manager Community and Library Services	●	●	●	●		
	2.1.4. 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. Facilitate improved access to digital training programs for seniors.		Manager Community and Library Services	●	●	●	●		
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					●	
2.4. 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 Community and Economic Development					●	
	2.4.2. Deliver events and initiatives that strengthen connection and cultural awareness.		Manager Community and Library Services	●	●	●	●		
	2.4.3. Prepare a Reconciliation Action Plan.		Director Community and Economic Development					●	

Outcome 3. An active and healthy community.

Objectives	Actions	Supporting strategies	Lead	26/27	27/28	28/29	29/30	Future	
3.1. Improve community health and wellbeing.	3.1.1. Lobby for funding for a Health Hub in Pinjarra.	PATM III Action Plan 2022; Access and Inclusion plan 2018-2022	CEO	●	●	●	●		
	3.1.2. Advocate for improved mental health services within Murray.		CEO	●	●	●	●		
	3.1.3. Facilitate promotion of public health campaigns (healthy canteens, safe alcohol provision, smoke free environments, etc).	Public Health Plan 2026-2030	Manager Environmental Health	●	●	●	●		
	3.1.4 Review Public Health Plan.	Public Health Plan 2026-2030	Manager Environmental Health					●	2030/31
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 Community and Economic Development	○	○	○	○	○	
	3.2.2. Prepare a redevelopment plan with medium to long term upgrades for the Murray Aquatic and Leisure Centre.		Director Community and Economic Development	$150,000			$15,000,000		
	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. 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	●					
	3.2.5. Upgrade the Enzo Menara Pavilion.	Sir Ross McLarty Sports Precinct Master Plan	Director Infrastructure Services			○			

Objectives	Actions	Supporting strategies	Lead	26/27	27/28	28/29	29/30	Future	
	3.2.6. Demolish and replace the George Beacham Pavilion.	Sir Ross McLarty Sports Precinct Master Plan	Director Infrastructure Services	●					
	3.2.7. Lobby for the redevelopment of the Pinjarra Golf Club.		CEO	●	●	●	●		
	3.2.8. Establishment of a dedicated reformer Pilates studio at the Murray Aquatic and Leisure Centre.		Manager Murray Aquatic and Leisure Centre	$38,000					
	3.2.9. Installation of a sauna at the Murray Aquatic and Leisure Centre for use by both members and the broader community.		Manager Murray Aquatic and Leisure Centre	$32,062					
	3.2.10. Purchase a vending machine for the Murray Aquatic and Leisure Centre to service patrons outside of kiosk opening hours.		Manager Murray Aquatic and Leisure Centre	$14,198					
3.3. Grow participation in art, culture and community activities and events.	3.3.1. Prepare, seek funding and implement a public art program with murals, public art and sculptures to attract visitors.		Manager 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.		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 Plan
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.

Environmental Sustainability Strategy
The Shire's Environmental Sustainability Strategy provides the vision, targets, actions, and reporting framework to advance environmental sustainability across Murray.

Corio Road Transfer Station
The Shire has installed a moving floor and compactor at the Corio Road Transfer Station. As well as being more user friendly for residents, it dramatically reduces waste transport costs.

Wharf Cove jetties upgrade
Eight floating, universal access jetties have been installed at Wharf Cove in South Yunderup.

Mosquito management
The Shire continues to be an active member of the Peel Mosquito Management Group. A full-time Mosquito Control Officer maintains our program for larvicide spraying.

10-year Waterwise Council
The Shire has been recognised as a Waterwise Council for ten years. The Program recognises how Councils lead by example and inspire residents to save water.

Cockitrough boosts biodiversity
A Cockitrough has been installed in Dwellingup to provide essential hydration for native birds including threatened black cockatoos.

E-waste diverted from landfill
The Shire diverted more than 37 tonnes of e-waste from landfill in just 18 months.

Tidy Towns award
The Shire was awarded a Tidy Towns Sustainable Communities Environmental Sustainability award for its Riverbank Restoration Project.

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.

Shire of Murray 4 Year Business Plan 26/27 to 29/30

● 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	26/27	27/28	28/29	29/30	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 and Environment				●	$60,000	○
	4.1.2. Advocate for visible riverbank stabilisation to prevent riverbank erosion.	Coastal Hazard Risk Management and Adaptation Plan 2023	Manager Planning and Environment	●	●	●	●		
	4.1.3. 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					$130,000	○
	4.1.4. Review the Murray District Drainage Strategy and develop a costed works program to improve priority catchments.	Waterwise Action Plan 2020-2021	Manager Engineering	$25,000	$25,000	$25,000	$25,000		
	4.1.5. Implement the Waterwise Verge Rebate Program.	Waterwise Action Plan 2020-2021	Manager Planning and Environment	●	●	●	●		
	4.1.6. Advocate for Lane Poole Reserve to be classified as a National Park.		CEO	●					
	4.1.7. The establishment of a shire co contribution to a Peel Harvey Catchment Council led program which supplements funding for fencing, revegetation and stock removal from river foreshores.		Manager Planning and Environment	$5,000					
	4.1.8. Foreshore works for north and south side of Cooleenup Island (near Coopers Mill).		Manager Planning and Environment	$406,905					

Objectives	Actions	Supporting strategies	Lead	26/27	27/28	28/29	29/30	Future	
4.1. Sustainably manage and conserve water resources, rivers and waterways. (continued)	4.1.9. The development of a new foreshore management plan for the Delta Island foreshores to guide the future stabilisation works on the island foreshores.		Manager Planning and Environment	$176,000					
	4.1.10. Foreshore works at the eastern end of Jeegarnyeejip Island.		Manager Planning and Environment	$80,000					
4.2. Sustainably manage and conserve forests, bushland, trees and reserves.	4.2.1. Review Local Biodiversity Strategy and implement strategy recommendations.	Local Biodiversity Strategy	Manager Planning and Environment					$40,000	○
	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	Manager Planning and Environment	●	●	●	●		
	4.2.3. Advocate for improved post mining rehabilitation of the Jarrah Forrest.	Dwellingup Futures Roadmap 2021-2036	Manager Planning and Environment	●	●	●	●		
	4.2.4. Prepare and implement Reserve Management Plans for significant reserves on a case-by-case basis.	Local Biodiversity Strategy	Manager Planning and Environment			$40,000		$80,000	○
	4.2.5. Review the Local Planning Framework to identify opportunities to protect significant trees across the Shire.	Heritage Strategy 2013 -2022	Manager Planning and Environment	●	●				
	4.2.6. Continue to advocate for the formalisation of the Dwellingup Discovery Forest.		CEO	●	●	●			
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	●	●	●	●		

Objectives	Actions	Supporting strategies	Lead	26/27	27/28	28/29	29/30	Future	
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 the Shire's local laws and associated policies and procedures to ensure compliance with relevant legislation.		Manager Ranger and Community Safety	●	●	●	●		

Outcome 5. Shared responsibility for combatting climate change.

Objectives	Actions	Supporting strategies	Lead	26/27	27/28	28/29	29/30	Future	
5.1. Reduce greenhouse gas emissions.	5.1.1. Advocate for fast-charging stations for electric vehicles in Dwellingup and Pinjarra.	Cities Power Partnership Program Commitment	Manager Economic Development					●	
	5.1.2. Incorporate use of best practice energy efficiency measures across all new council facilities.	Cities Power Partnership Program Commitment	Manager Planning and Environment	●	●	●	●		
5.2. Work towards achieving zero waste.	5.2.1 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	26/27	27/28	28/29	29/30	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	$250,000	$250,000				
	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	26/27	27/28	28/29	29/30	Future	
6.1. Minimise risks and impacts from fires, floods and other natural disasters. (continued)	6.1.3. Implement key recommendations in the Coastal Hazard Risk Management and Adaption Plan (CHRMAP).	Coastal Hazard Risk Management and Adaptation Plan 2022	Manager Planning and Environment	●	●	●	●		
	6.1.4. Prepare a Foreshore Management Plan for river and estuarine coastlines.	Coastal Hazard Risk Management and Adaptation Plan 2022	Manager Planning and Environment					$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.	Coastal Hazard Risk Management and Adaptation Plan 2022	Manager Planning and Environment	$20,000	$20,000	$20,000	$20,000		
	6.1.6. Undertake shoreline adaptation to impacted areas highlighted in the CHRMAP.	Coastal Hazard Risk Management and Adaptation Plan 2022	Manager Planning and Environment	$25,000	$25,000	$25,000	$25,000		
	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 and Environment					$25,000	2031/32
	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 and 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 and Environment					$15,000	○
	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 and Environment					$10,000	2031/32
	6.1.11. Replacement of Firefighting Water Tanks in Stakehill and Barragup.		Manager Emergency Services	$200,000					

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

Advocacy Strategy
The Shire released a targeted Advocacy Strategy with a healthy mix of both transformative and community projects, efforts continue ahead of future elections.

Pinjarra Heavy Haulage Deviation
The Shire has continued to liaise with Main Roads Western Australia to work towards the delivery of the Pinjarra Heavy Haulage Deviation.

Exchange Hotel Redevelopment
The highly anticipated Exchange Hotel Pinjarra redevelopment is complete and the venue is open for business. The 150+ year-old venue has three bars, exclusive bookable spaces, large-scale function area, and a gin distillery with private tasting room.

Murray River Foreshore Works Complete
New lighting has been installed along the Murray River Foreshore. The lights bring activation to the Pinjarra Suspension Bridge and surrounding riverbanks and foreshore trees.

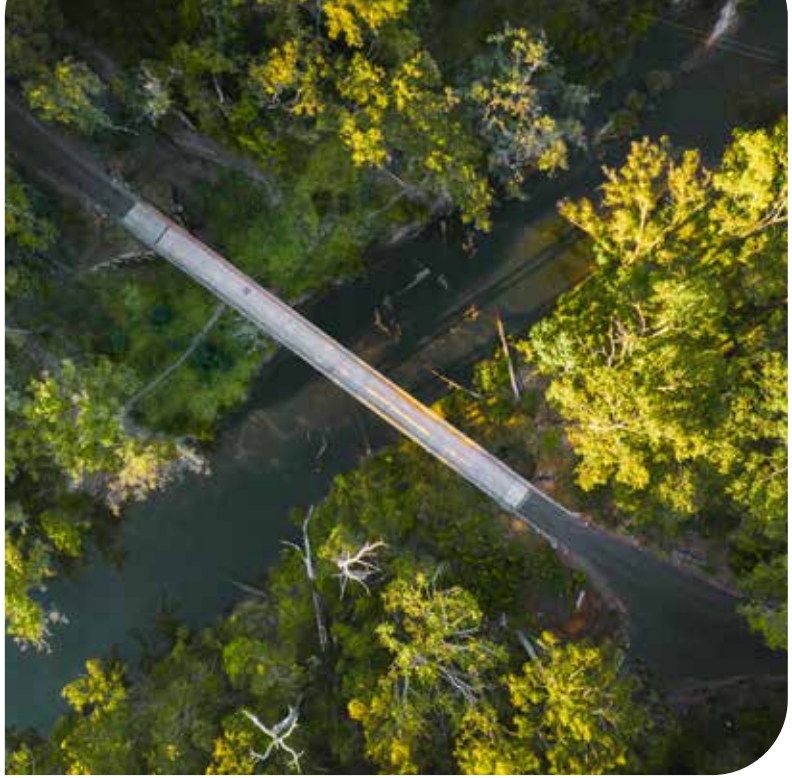
Murray Heritage Railway
The Shire has released its $60 million vision for a new Pinjarra Heritage Railway Precinct and Dwellingup Rail Link.

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.



Shire of Murray 4 Year Business Plan 26/27 to 29/30

● Covered by existing resources
○ Needs additional funding

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

Objectives	Actions	Supporting strategies	Lead	26/27	27/28	28/29	29/30	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 and 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 and Environment					$20,000	○
	7.1.4. Prepare a coastal local planning policy.	Coastal Hazard Risk Management and Adaptation Plan 2022	Director Planning and Sustainability	●					
	7.1.5. Prepare a District Structure Plan for Pinjarra, Pinjarra Road Corridor, Dwellingup and North Yunderup.	Dwellingup Futures Roadmap 2021-2036	Manager Planning and Environment	●	●	●	●		
	7.1.6. Finalise preparation of a Community Infrastructure Plan.		Director Planning and Sustainability	●					
	7.1.7. Finalise preparation of the Pinjarra Precinct Plan.		Manager Planning and Environment	●					
	7.1.8. Prepare the Ravenswood Precinct Plan.		Manager Planning and Environment				●		
	7.1.9. Prepare the Barragup Furnissdale Precinct Plan.		Manager Planning and Environment					$30,000	○

Objectives	Actions	Supporting strategies	Lead	26/27	27/28	28/29	29/30	Future	
7.1. Manage urban growth effectively. (continued)	7.1.10. Prepare Development Contribution Plans for Barragup Furnissdale Activity Centre, West Furnissdale, North Yunderup, Nambeelup Industrial Area, Pinjarra Town Centre and Ravenswood.	Updated Community Infrastructure Plan 2023; Pinjarra Town Centre Revitalisation Strategy and Activity Centre Plan	Manager Planning and Environment	●	$25,000	●	●		
	7.1.11. Progress planning for urban growth of Dwellingup Town Centre.	Dwellingup Futures Roadmap 2021-2036	Manager Planning and Environment	●	●	●	●		
	7.1.12. Advocate for the rezoning and development of Lot 106 Newton Street and Marginata Crescent Dwellingup for residential purposes.	Dwellingup Futures Roadmap 2021-2036	Manager Planning and Environment	●	●	●	●		
	7.1.13. Prepare a Murray Delta Islands building register.		Manager Planning and Environment		$10,000				
	7.1.14. Prepare Development Contribution Plans for implementation of the Community Infrastructure Plan.	Community Infrastructure Plan	Director Planning and Sustainability	●					
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 and Sustainability	●	●	●	●		
	7.2.2. Advocate for worker and student accommodation.		CEO					●	
	7.2.3. Prepare a local planning policy to set out housing diversity targets for each new settlement area.	Draft Local Planning Strategy. South Metropolitan Peel Sub-regional Planning Framework.	Director Planning and Sustainability					$40,000	○

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

Objectives	Actions	Supporting strategies	Lead	26/27	27/28	28/29	29/30	Future	
8.1. Revitalise Pinjarra Town Centre.	8.1.1. Prepare a signage strategy to inform wayfinding signage within town areas.	Murray River Foreshore Masterplan	Director Infrastructure Services					●	
	8.1.2. Implement initiatives and promote events that activate Pinjarra Town Square and Murray River Foreshore.		Manager Economic Development	●					
8.2. Beautify town entrances and streetscapes.	8.2.1. Prepare town entry statements for all access points to Pinjarra.		Director Community and Economic Development					○	
	8.2.2. Deliver the Pinjarra and Dwellingup Town Centre Façade Refurbishment Subsidy Program.		Director Planning and Sustainability	●	●	●	●		
8.3. Provide quality community buildings and public facilities.	8.3.1. Develop design and costings for the Civic Precinct Hub that enables a staged approach.		Director Community and Economic Development	$80,000					
	8.3.2. Design and construct new Murray Library building.		Director Community and Economic Development				$33,000,000	●	
	8.3.3. Construction of a Community Storage Shed at Sir Ross McLarty Oval.		Director Infrastructure Services	$130,000					
	8.3.4. Replacement of library issuing and return kiosks.		Manager Community and Library Services	$18,586					
	8.3.5. South Yunderup Oval Carpark Stage 1.		Manager Operations	$750,000					
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	●	●	●	●		

Objectives	Actions	Supporting strategies	Lead	26/27	27/28	28/29	29/30	Future	
8.4. Provide quality playgrounds and public open space. (continued)	8.4.2. Prepare a masterplan for the Ravenswood Regional Open Space.		Manager Planning and Environment		$10,000				
	8.4.3. Pelicans Park Footbridge renewal.		Manager Engineering			$3,000,000			
	8.4.4. Prepare and implement a Masterplan for the Pinjarra Cemetery.		Director Infrastructure Services	$110,000	$90,000	$60,000			
	8.4.5. Gate and barrier installation on Bate Park, Pinjarra and North Pinjarra.		Director Infrastructure Services	$35,000					
	8.4.6. Installation of goal posts to improve activation of public open space in Ravenswood.		Director Infrastructure Services	$7,500					

Outcome 9. Built heritage is respected and celebrated.

Objectives	Actions	Supporting strategies	Lead	26/27	27/28	28/29	29/30	Future	
9.1. Conserve and enhance places with significant heritage value.	9.1.1. Review the Local Heritage Strategy.	Heritage Strategy 2013 -2022	Manager Planning and Environment		$40,000				
	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 and Environment	$15,000	$20,000	$20,000	$20,000		
	9.1.3. Revise the Shire's Heritage Places Local Planning Policy.		Manager Planning and Environment	●					
	9.1.4. 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	●	●	●	●		
	9.1.5. Remove hazardous materials and undertake protection works to prevent further deterioration to heritage buildings at Pinjarra Rail Precinct.	Pinjarra Rail Precinct Conservation Management Plan Draft 2020	Director Planning and Sustainability	●					
	9.1.6. Prepare a Condition Report and Costed Conservation Works Plan for Coopers Mill.	Coopers Mill Conservation Plan	Manager Planning and Environment	●					

Objectives	Actions	Supporting strategies	Lead	26/27	27/28	28/29	29/30	Future	
9.1. Conserve and enhance places with significant heritage value. (continued)	9.1.7. Prepare coastal protection adaptation and landscape management plans for Coopers Mill.	Coastal Hazard Risk Management and Adaptation Plan 2022	Manager Planning and Environment	●					
	9.1.8. Prepare and implement an interpretation plan for past use of the Murray River Square land.	Murray River Foreshore Masterplan	Manager Planning and Environment					$50,000	○
	9.1.9. Prepare a costed program to light up key feature and heritage buildings.		Director Planning and Sustainability					●	
	9.1.10. Progressively undertake conservation works to Shire managed heritage buildings.		Director Planning and Sustainability	$50,000	$50,000	$50,000	$50,000		
	9.1.11. Targeted structural remediation to the veranda of the heritage-listed Edenvale Schoolmaster's house, including re-stumping.		Manager Building Services	$30,000					
	9.1.12. Conservation works to stabilise Pinjarra Railway Buildings.		Manager Building Services	$250,000					
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 and 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 and 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	$45,000					
9.3. Enhance Glebe Land Precinct.	9.3.1. Design and construct a new toilet facility to service St John's Church/ Glebe Land Precinct.		Director Infrastructure Services	●					
	9.3.2. Prepare a new Landscape Management Plan with costed implementation plan for the Glebe Land and Edenvale Precincts.		Manager Engineering	●					

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

Objectives	Actions	Supporting strategies	Lead	26/27	27/28	28/29	29/30	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 and Activity Centre Plan	CEO	●	●	●	●		
	10.1.3. Prepare a Future Traffic Plan to inform priority road and bridge projects.		Director Infrastructure Services	●	●	●	●		
	10.1.4. Advocate for Main Roads WA to build a roundabout or traffic signals 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					$25,000	
	10.1.6. Source new road building material sites for future infrastructure management.		Director Infrastructure Services	●	●	●	●		
	10.1.7. Undertake tree management to improve safety within the road network.		Manager Operations	$50,000	●	$50,000		$50,000	2030/31
	10.1.8. Prepare concept plans for the downgrade of Pinjarra Road and George Street Pinjarra.	Pinjarra Town Centre Revitalisation Strategy and Activity Centre Plan	Director Planning and Sustainability				$50,000		
	10.1.9. Vegetation and pavement remediation to Jolly Rambler Blvd, Ravenswood.		Manager Operations	$40,000					
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 and Activity Centre Plan	Manager Engineering					$50,000	

Objectives	Actions	Supporting strategies	Lead	26/27	27/28	28/29	29/30	Future	
10.2. Provide safe, well-connected paths and cycleways to encourage more people to use active transport. (continued)	10.2.2. Advocate for Main Roads WA to upgrade the bridge and cycle lane on South Yunderup Road.		Manager Engineering	●	●	●			
	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	●	●				
	10.2.5. Complete path network between the new development in Greenacre Street to the new park in Humphrey Street to provide safe access.		Manager Engineering	$50,000					
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 and Activity Centre Plan	Director Infrastructure Services	●	●	●	●		
	10.3.2. Advocate for improved public bus services.	Pinjarra Town Centre Revitalisation Strategy and Activity Centre Plan	CEO	●	●	●	●		
	10.3.3. Provide bus shelters on Pinjarra Road.		Director Infrastructure Services					$50,000	2030/31
	10.3.4. Undertake an initial feasibility and masterplan for the establishment of the Pinjarra Road high priority transit corridor.	Draft Local Planning Strategy. South Metropolitan Peel Sub-regional Planning Framework.	Director Planning and Sustainability					$100,000	2031/32
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					$10,000	2030/31
	10.4.3 Upgrade Batavia Quays boat ramp.		Manager Engineering	$200,000					

NIKE

FOX

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 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
The Shire has opened the Food Innovation Precinct Western Australia, a $21.7 million food innovation centre of excellence.

Dwellingup crowned Australia's top tiny tourism town
Dwellingup was crowned Australia's 2023 Top Tiny Tourism Town. The win follows Dwellingup's success at being crowned Western Australia's Top Tiny Tourism Town in 2023, 2022 and 2021.

Spinifex brews head from FIPWA to Peru
Spinifex Brewing Co, part of Food Innovation Precinct Western Australia (FIPWA), shipped its first batch of beers to Peru.

UCI 2023 Masters Mountain Bike Marathon World Championships
Dwellingup hosted this mass participation event for the first time the event has been held outside of Italy, drawing participants from across the world.

Trail Town Accreditation
Dwellingup was crowned a State Premier Trail Town receiving Trail Town accreditation.

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.

Shire of Murray 4 Year Business Plan 26/27 to 29/30

● Covered by existing resources
○ Needs additional funding

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

Objectives	Actions	Supporting strategies	Lead	26/27	27/28	28/29	29/30	Future	
11.1. Maximise inherent regional economic opportunities.	11.1.1. Implement the Economic Development Strategy.		Director Community and Economic Development	○	○	○	○		
	11.1.2. Foster redevelopment opportunities at Murrayfield Airport.		CEO	●	●	●	●		
11.2. Leverage State Government investment in Transform Peel, Peel Business Park and the Food Innovation Precinct WA.	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. Facilitate discussions with education and training institutions, hospitality, agrifood businesses and local high schools to explore opportunities for training and career pathways within the Food Innovation Precinct WA.		General Manager Food Innovation Precinct	●	●	●	●		
11.3. Promote Murray as a premium location for horse breeding, training and racing.	11.3.1 Provide for the zoning of land in the vicinity of the Pinjarra Paceway for expansion of harness racing activities in the Local Planning Strategy and new Local Planning Scheme.	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. Advocate for federal and state funding to enable implementation of the Murray Regional Equestrian Centre Master Plan.	PEEL Equine Industry Racing Infrastructure Development Strategy	Director Community and Economic Development					●	

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

Objectives	Actions	Supporting strategies	Lead	26/27	27/28	28/29	29/30	Future	
12.1. Facilitate access to inclusive and equitable quality education and life-long learning opportunities.	12.1.1. Facilitate discussions with local businesses and high schools to increase local apprenticeships, traineeships, internships and work experience opportunities.		Manager Community and Library Services	●	●	●			
	12.1.2. Advocate for the Department of Education WA to open a new primary school in Ravenswood or South Yunderup.		Director Planning and Sustainability	●	●	●	●		
	12.1.3. Support inclusive, intergenerational library programs that enable life-long learning and develop community knowledge and capacity.		Manager Community and Library Services	●					

Outcome 13. Visitor numbers are growing.

Objectives	Actions	Supporting strategies	Lead	26/27	27/28	28/29	29/30	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 Economic Development	●	●	●	●		
	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	Director Community and Economic Development	●	●	●	●		
	13.1.3. Support, develop and attract major events.	Edenvale Heritage Precinct Place and Activation Plan 2031	Manager Economic Development	●	●	●	●		
	13.1.4. Implement the Edenvale Place and Activation Plan.	Edenvale Heritage Precinct Place and Activation Plan 2031	Manager Economic Development	●	●	●	●		

Objectives	Actions	Supporting strategies	Lead	26/27	27/28	28/29	29/30	Future	
13.1. Create a compelling tourism offer to attract tourists and visitors. (continued)	13.1.5. Progress advocacy 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	●	●	●	●		
	13.1.6. Develop and maintain destination websites to effectively engage with visitors and ensure mobile-friendly engagement.	Tourism Marketing and Communications Plan	Manager Economic Development	●					

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

Excellence in economic development
The Shire was awarded the national award for Excellence in Economic Development Through Partnerships and Collaboration, at the 2023 National Economic Development Conference, for establishing the Food Innovation Precinct Western Australia.

Investing in innovation and technology
The Shire is focused on meeting growing and changing expectations. In a community survey, 79% rated the Shire positively for how it is embracing change, innovation, and technology.

Integrated planning and reporting
Council endorsed a new and community-driven approach that delivers a more integrated solution for planning and reporting.

Enhanced digital communication
A focused effort to connect with community through social media has driven the Shire's social media performance 6 points ahead of industry average. The Shire has launched a new website to facilitate online customer service and grown its online following to almost 12,000.

Financial reporting best practice
The Shire has excelled in its financial reporting obligations, being announced among the top 20 local governments for best practice by the Office of the Auditor General for Western Australia.

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.

Shire of Murray

iMS
iMS
iMS
Raiders

Shire of Murray 4 Year Business Plan 26/27 to 29/30

● Covered by existing resources
○ Needs additional funding

Outcome 14. Capable and accountable leadership and governance

Objectives	Actions	Supporting strategies	Lead	26/27	27/28	28/29	29/30	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	CEO	●					
	14.1.2. Provide a biennial review of the Risk Management Strategy.	Risk Management Strategy	Manager Governance and Risk	●					
	14.1.3. Provide a biennial review of the Crisis Management and Business Continuity Plan.	Crisis Management and Business Continuity Plan	Manager Governance and Risk	●					
	14.1.4. Provide professional development opportunities for Councillors to strengthen leadership, advocacy, and governance.		CEO	●	●	●	●		
	14.1.5. Implement the Shire Organisational Review and Improvement Plan.		CEO	●	●	●	●		
	14.1.6. Implement the suite of local government reforms by required statutory dates.		CEO	●	●	●	●		
	14.1.7. Deliver Annual Report to demonstrate accountability.	Long-Term Financial Plan and Annual Budgets	Executive Manager Strategy and Engagement	●	●	●	●		
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	Special Projects/ERP and Finance	●	●	●	●		

Objectives	Actions	Supporting strategies	Lead	26/27	27/28	28/29	29/30	Future	
14.2. Maintain long-term financial sustainability and asset management. (continued)	14.2.3. Implement the master plan to rebuild the Shire of Murray Operations Centre.	Murray Operations Centre Masterplan Report	Director Infrastructure Services	$2,818,476	●	$4,801,546	$1,390,656	●	
14.3. Enhance employee skills, commitment and safety.	14.3.1. Review 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	Manager People Development			●			

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

Objectives	Actions	Supporting strategies	Lead	26/27	27/28	28/29	29/30	Future	
15.1. Deliver efficient and effective services to improve the customer experience.	15.1.1. Source and implement a new ERP that includes a fully integrated customer engagement portal to improve access to online services and payment options for core Shire services.		Special Projects/ ERP and Finance	$1,050,000	●	●			
	15.1.2. Foster a digital technology approach to improving services.		Special Projects/ ERP and Finance	$15,000	$15,000	$15,000	$15,000		
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	Executive Manager Strategy and Engagement	●	●	●			

Objectives	Actions	Supporting strategies	Lead	26/27	27/28	28/29	29/30	Future	
15.2. Improve communication and engagement with customers and community members. (continued)	15.2.2. Councillor information sessions to be held periodically within the Community.		CEO	●	●	●			
	15.2.3. Conduct a community survey once every four years to evaluate the Shire's performance levels and determine local priorities.		CEO	●					
	15.2.4. Maintain Shire of Murray's online presence through social media, providing informative and engaging updates through the Shire's digital communications platforms.	Communications and Marketing Strategy	Executive Manager Strategy and Engagement	●	●	●			

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
Council Plan 2023-2033	CEO	✓	2024	Annual, 2025
Asbestos Management Plan	Manager Building	✓	2021	N/A
Asset Management Plan	Manager Assets and Property	✓	2024	2025
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		2024	2029
Communications and Marketing Strategy	Executive Manager Strategy and Engagement		2025	2027
Community Infrastructure Plan 2013	Director Planning and Sustainability		2013	2025
Condition and Status Report - Edenvale Homestead Pinjarra	Manager Planning and Environment		2012	2026
Coopers Mill Conservation Plan	Manager Planning and Environment		2013	2026
Disability Access and Inclusion Plan 2023-2028	Manager Community and Library Services		2023	2028
Dwellingup Futures Roadmap 2021-2036	Manager Planning and Environment		2021	2036
Edenvale Heritage Precinct Place and Activation Plan 2031	Manager Economic Development		2022	2031
Edenvale Landscape Masterplan	Director Infrastructure Services		2018	2024
Public Electric Vehicle Charging Plan 2024-2029	Director Community and Economic Development		2024	2029
Environmental Sustainability Strategy	Coordinator Environment		2024	2034
Footpaths and Cycleways Plan	Manager Engineering		2019	2024
Heritage Strategy 2013–2022	Director Planning and Sustainability		2013	2027
Local Biodiversity Strategy	Manager Planning and Environment		2013	2027
Local Emergency Risk Management Plan	Manager Ranger and Community Safety	✓	2025	2026
Long-term Financial Plan	Director Corporate Services	✓	2026	Annual, 2027

Supporting strategies and plans	Responsible officer	Statutory requirement	Date adopted or last reviewed	Date for review
Mosquito Management Plan	Manager Environmental Health		2022	N/A
Murray Operations Centre Masterplan Report	Manager Operations		2017	2027
Murray River Foreshore Masterplan	Manager Engineering		2014	2026
Nambeelup MAR Injection Trial 2022	Director Infrastructure Services		2022	N/A
Old School House, Pinjarra Condition and Status Report 2016	Manager Planning and Environment		2016	2026
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 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 and Activity Centre Plan	Manager Planning and Environment		2017	2025
Public Health Plan 2026 - 2030	Manager Environmental Health	✓	2025	2030
Public Open Space Strategy 2022	Manager Engineering		2022	2027
Risk Management Strategy	Manager Governance and Risk		2022	2025
Shire of Murray Waste Plan	Director Infrastructure Services	✓	2021	Annually
Sir Ross McLarty Sports Precinct Master Plan	Manager Community Development and Library Services		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	2026
Workforce and Diversity Plan	Manager People Development	✓	2021	2026

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)	2026/2027 Operating Budget
Office of the Chief Executive	Chief Executive Office and Elected Members	› Elected Member policy development › Strategic planning	› Strategic water initiatives › Regional economic development	2	$1,236,144
	Communications and Marketing	› Strategic marketing management › Media and public relations	› Internal and stakeholder communication › Community engagement	2.89	$479,885
	Human Resources	› Human resources › Occupational health and safety	› Training and development › Health and wellbeing	4	$595,053
	Food Innovation Precinct WA	› Construction and management of the Food Innovation Precinct WA	› Small-to-medium enterprise, research and development institution support	0.82	$800,829
Corporate Services	Governance and Risk	› Policy and legislation development › Freedom of Information requests › Organisational and corporate risk	› Local government elections › Procurement, tenders and EOI's › Local Law development	3	$669,778
	Information Technology	› Hardware and software management › Geographic Information Systems	› Technology support	5	$2,058,666
	Finance	› Accounting › Integrated planning and reporting › Insurance	› Payroll services › Rates › Statutory financial reporting	11.03	$2,158,363
	Ranger and Community Safety	› Animal control › Bush fire prevention and preparedness › Emergency management	› Abandoned and off-road vehicles › Illegal parking › Litter and illegal dumping	9	$1,810,536
	Property and Assets	› Property management	› Asset management	3	$414,161
	Information Services	› Administration and information services › Records management	› Customer service satisfaction survey	7	$820,842

Directorate	Team	Services		Employees (FTE)	2026/2027 Operating Budget
Planning and Sustainability	Strategic Planning and Development	› Planning strategies and projects › Developer contribution schemes	› Sub-regional and district structure planning	4	$627,206
	Planning and Environment	› Development approvals › Subdivision referrals › Local planning policies	› Local structure planning › Town planning scheme › Environmental planning and projects	7	$1,177,519
	Health Services	› Environmental health approvals › Mosquito Management	› Environmental health programs	3.39	$624,394
	Building Services	› Building approvals	› Council building maintenance, refurbishment and construction	5.24	$1,834,334
Community and Economic Development	Economic Development	› Economic Development Strategy › Strategic tourism planning	› Investment attraction and facilitation › Business capability programs	3	$756,584
	Events	› Place making › Pinjarra Festival	› Events planning, management and approvals	1.85	$424,446
	Tourism	› Tourism and destination marketing	› Dwellingup Trails and Visitor Centre	4	$850,203
	Community Development	› Youth and seniors › Disability, access and inclusion	› Arts and culture › Community grants	4.8	$688,211
	Sport and Recreation	› Sport and recreation services › Grant management	› Club development	1	$126,339
	Murray Aquatic and Leisure Centre	› Aquatic and leisure centre management › Swim School	› Recreation and fitness › Crèche and kiosk	20.65	$3,088,451
	Murray Library	› Library services and programs		5.73	$711,886
Infrastructure Services	Technical Services	› Kerbside and bulk waste collections › Waste transfer stations	› Fleet management › Cemetery management	2	$4,849,537
	Infrastructure Services	› Management of contract/capital work projects › Road design › Parks and waterways	› Traffic management › Maintenance of bridge structures › Future strategy planning for infrastructure	6	$2,607,396
	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	37	$5,269,997
Total				**153.4**	**$34,680,760**

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.

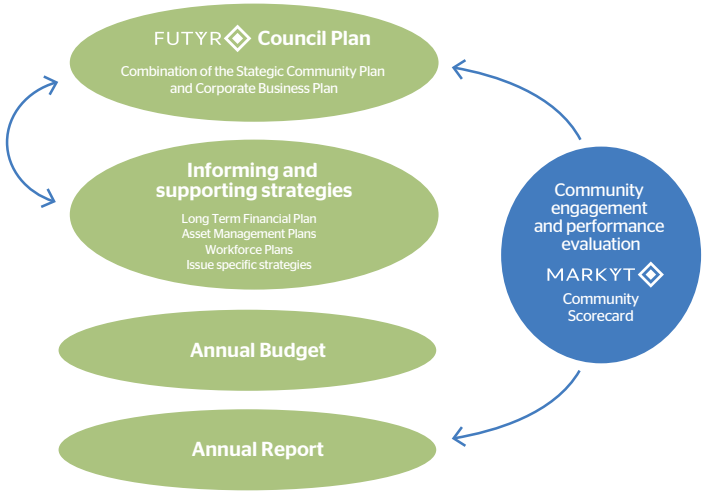
To streamline reporting and strengthen integration, Council combined the Strategic Community Plan and Corporate Business Plan into one succinct document and named it our Council Plan.

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

MARKYT

2022 Performance Measures

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.

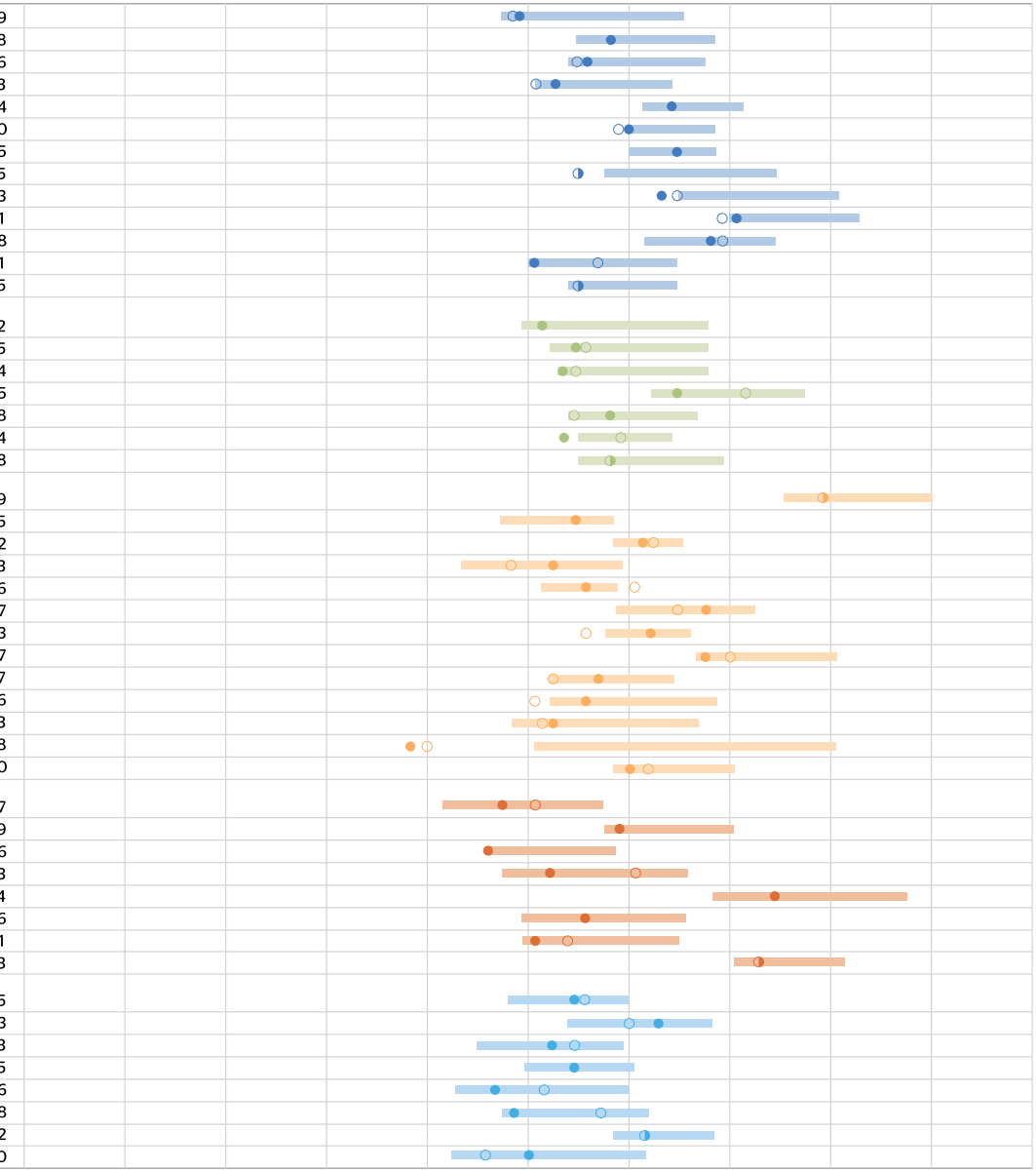
This chart shows Council's Performance Index Score out of 100 compared to the MARKYT® Industry Standards. The preferred target zone is shown as coloured bars.

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

People	Youth services / facilities	49
	Families and children services	58
	Seniors' services / facilities	56
	Disability access and inclusion	53
	Respect for First Nations peoples	64
	Multiculturalism	60
	Volunteer recognition/support	65
	Health and community services	55
	Sport and recreation facilities/services	63
	Murray Aquatic and Leisure Centre	71
	Festivals, events, art and culture	68
	Community safety	51
	Lighting	55
Planet	Sustainable practices / climate change	52
	Conservation and environment	55
	River and waterways	54
	Waste management	65
	Animal management	58
	Environmental health management	54
	Natural disaster management	58
Place	Place to live	79
	Responsible growth and development	55
	Area's character and identity	62
	Planning and building approvals	53
	Housing	56
	History and heritage	67
	Community buildings	63
	Playgrounds, parks and reserves	67
	Streetscapes, trees and verges	57
	Footpaths, trails and cycleways	56
	Local roads	53
	Public transport	38
	Marine facilities	60
Prosperity	Economic development	47
	Place to work or operate a business	59
	Local business support	46
	Town centre development	53
	Place to visit	74
	Tourism attractions/marketing	56
	Education and training	51
	Library services	73
Performance	Council's leadership	55
	Governing organisation	63
	Advocacy and lobbying	53
	Innovation and technology	55
	Consultation	46
	Communication	48
	Customer service	62
	Value for money from rates	50



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

Administrative Office

1915 Pinjarra Road,
Pinjarra WA 6208
PO Box 21, Pinjarra WA 6208

T: (08) 9531 7777
E: mailbag@murray.wa.gov.au

murray.wa.gov.au

@ShireofMurray

Shire of Murray