

Council Plan

Progress Report Q3 2025/26



People

Our community enjoys excellent health, wellbeing and quality of life

1.1. Improve community safety on land and water

Name	Directorate	Status	Complete %	Progress Comment	25/26	26/27	27/28	28/29	Future
1.1.1. Liaise with WA Police to implement strategies that contribute to the detection and reduction of crime and criminal activities in the local community.	Office of CEO	Ongoing	50	Very positive and constructive meetings are held regularly with Pinjarra and Dwellingup Police to discuss deployment of CCTV resources and any issues that may be affecting the community such as graffiti, vandalism, homelessness, traffic management and any other reported criminal activities, if applicable.	●	●	●	●	
1.1.2. Partner with WA Police to encourage residents and businesses to register their CCTV systems with Cam-Map WA.	Corporate Services	Ongoing	50	The Shire of Murray encourages residents to register their private CCTV on the Police CamMap site https://cam-mapwa.police.wa.gov.au/ via the Shire of Murray website and via the Shire of Murray social media posts.	●				
1.1.3. Partner with WA Police to install CCTV cameras in hot spots.	Corporate Services	Complete	100	Camera installation has been completed, fibre works and connection have been completed and the system is operational.	●				
1.1.4. Undertake a review for improvements to street lighting within development areas.	Infrastructure Services	Future Project		There is an ongoing review for improvements through both development approvals and/or subdivisions. New improvements to the existing road network are continually reviewed and considered subject to funding availability.		●			
1.1.5. Undertake design for lighting upgrades along the primary path network and under the Pinjarra traffic bridge.	Infrastructure Services	In Progress	25	A quote has been obtained for supply of an electrical connection at the Traffic Bridge and quotes are being sort for new lights to enable lighting of the path under the Pinjarra Traffic Bridge. Main Roads have approved the works. This project will progress to place two bollard lights under the traffic bridge.	●	●			
1.1.6. Facilitate delivery of community safety programs and initiatives.	Community and Economic Development	Ongoing	60	<p>The Uniforms and You sessions in Pinjarra and Dwellingup provided valuable opportunities for residents to engage directly with Police and Ranger Services on key community safety topics including homelessness, road safety, CCTV use, speeding concerns, and lighting around public facilities. These sessions supported improved understanding of agency roles and strengthened community confidence in local safety responses.</p> <p>The Disability Inclusive Emergency Planning (DIEP) Forum was also successfully delivered in partnership with first responders, service providers, and people with lived experience. The workshop generated important insights into community needs, barriers, and opportunities for more inclusive emergency preparedness.</p>	●	●	●	●	

1.1. Improve community safety on land and water (cont)

Name	Directorate	Status	Complete %	Progress Comment	25/26	26/27	27/28	28/29	Future
1.1.7. Advocate for funding for service delivery to address the increase in prevalence of homelessness.	Community and Economic Development	Ongoing	85	To strengthen advocacy efforts, in partnership with WA Alliance to End Homelessness and Peel Development Commission a homelessness count was undertaken in September 2025 to ascertain how many people maybe experiencing homelessness in the Shire of Murray. 29 individuals were identified through this process. A second count was undertaken in March 2026 which identified a similar number of individuals. A summary report and recommendations for next steps will be produced in April 2026.	●				
1.1.8. Review and implement a new Local Emergency Risk Management Plan 2025-2029.	Corporate Services	In Progress	75	The review of the Local Emergency Risk Management Plan was completed in May 2025 and adopted by Council at its meeting of 22 May 2025. A funding application has recently been awarded from the State Government All West Australians Reducing Emergencies (AWARE) program for the comprehensive review of the LEMA and associated plans, which will also include a comprehensive review of the Local Emergency Risk Management Plan. Link-EM has been appointed to undertake the review.	●				

2.1. Meet the needs of families, children and young people

Name	Directorate	Status	Complete %	Progress Comment	25/26	26/27	27/28	28/29	Future
2.1.1. Facilitate delivery of programs and initiatives for children and young families.	Community and Economic Development	Ongoing	70	<p>Free Sensory Play sessions are supported by Shire staff, local service providers and childcare providers, offering a range of interactive play areas using natural materials, household items, sensory food products, toys and outdoor activities. These sessions give children accessible, replicable play experiences while providing parents with opportunities to connect with others and engage with local child wellbeing services. The school holiday program continues to perform strongly across both MALC and Library activities, with all initiatives delivered on track and meeting key objectives. MALC events achieved solid attendance, particularly the weekly inflatable pool days, which drew 47 and 53 participants despite scheduling challenges associated with Vacation Swimming. While the Splash Zone event experienced lower-than-expected participation due to cooler weather, the well-managed environment and usage patterns have provided valuable insights to refine future age targeting.</p> <p>Library school holiday activities were also highly successful, with strong participation across a diverse program of crafts, movies, story times, and themed educational sessions. Hands-on and interactive activities continue to outperform passive events, demonstrating clear community preference and informing future programming. Overall, attendance and engagement remain positive, with opportunities identified to further strengthen program reach and alignment with participant needs. Free introductory aqua baby program sessions have been run as part of the MALC Learn2Swim program. These sessions introduce children and families to water and water safety, with many participants progressing into formal lessons to build lifelong and lifesaving skills.</p>	●	●	●	●	
2.1.2. Deliver Murray Youth for Youth Forums to engage youth in the design, provision and evaluation of youth activities, projects and events.	Community and Economic Development	Ongoing	50	<p>Youth forums held in previous years have seen a good attendance from primary school aged students with proportionately less attendance from the target high school demographic. Staff representatives from both local high schools have indicated that the outcomes were not strong for them and that young people's voices were overshadowed by the children's demographic.</p> <p>Engagement with youth representatives at high schools continues in a more targeted approach. Officers have had an initial meeting with the new student leaders of both Murray high schools with the intent to attend each term or a minimum of twice a year. The outcomes of these discussions will provide valuable insight into the needs of local youth and inform future program and event delivery.</p>	●	●	●	●	
2.1.3. Facilitate a Youth Summit to align with the next major review of the Council Plan.	Community and Economic Development	Future Project		Future Project.		●			

2.1. Meet the needs of families, children and young people (cont)

Name	Directorate	Status	Complete %	Progress Comment	25/26	26/27	27/28	28/29	Future
2.1.4. Provide a wide-range of activities and programs for young people and across our different communities.	Community and Economic Development	Ongoing	50	Two regular weekly after school programs have been delivered in term 1 2026, Blossom, a life skills program for young women and Game Vault, an after-school gaming program. Continued low attendance numbers for the term time programs will see a change to programming from term 2 onwards in response to feedback from young people at the school engagement sessions. School holiday programming attendance is growing and sees a variety of programs delivered in locations across the Shire.	●	●	●	●	
2.1.5. Partner with community groups and young people to increase youth participation in WA Youth Week events and activities.	Community and Economic Development	In Progress	25	Planning is underway for this year's Youth Week event which is a partnership with headspace, MALC and Murray Library.	●	●	●	●	
2.1.6. Research and propose costed, integrated community development projects to meet community needs on expiration of stand-alone strategies for youth, seniors, etc.	Community and Economic Development	In Progress		Project plan prepared for endorsement. Engagement expected to commence April 2026.	●				

2.2. Engage, enable and support seniors

Name	Directorate	Status	Complete %	Progress Comment	25/26	26/27	27/28	28/29	Future
2.2.1. Lobby to support more seniors housing and aged care facilities.	Office of CEO	Ongoing		The Shire continues to work closely with Bedingfeld Park to expand aged facilities. A Business Case is due to be completed by December 2025 which will link closely with the Murray Health Hub project.	●	●	●	●	
2.2.2. Facilitate improved access to digital training programs for seniors.	Community and Economic Development	Ongoing	75	<p>Digital training programs for seniors continue to perform strongly across all delivery formats, with consistently high attendance and increasing demand. A mix of group sessions, outreach programs, and one-on-one digital support has ensured that seniors with different needs and mobility levels can access learning opportunities in ways that suit them best.</p> <p>Outreach sessions have been particularly impactful, enabling greater participation from seniors who prefer to attend programs within their own communities or who face mobility constraints. Feedback indicates clear improvements in participant confidence, digital knowledge, and overall digital inclusion. Regular requests for additional outreach sessions demonstrate the value and relevance of these programs.</p> <p>Weekly digital drop-in sessions remain well attended, providing ongoing support and regular touchpoints for seniors seeking help with everyday digital challenges. One-on-one support continues to experience significant growth, with extra days added to address long waitlists. A total of 124 participants have been supported through 107 personalised sessions, highlighting the strong community need for tailored digital assistance.</p>	●	●	●	●	

2.3. Enhance access and inclusion for people with disability

Name	Directorate	Status	Complete %	Progress Comment	25/26	26/27	27/28	28/29	Future
2.3.1. Advocate for improved transport services (such as a community bus) to assist people with disability to access essential services.	Office of CEO	Future Project		Future Project.					●

2.4. Build respect for diverse communities

Name	Directorate	Status	Complete %	Progress Comment	25/26	26/27	27/28	28/29	Future
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.	Community and Economic Development	Future Project		Future Project.					●
2.4.2. Deliver events and initiatives that strengthen connection and cultural awareness.	Community and Economic Development	In Progress		Planning is underway for delivery of events to celebrate NAIDOC week 2026.	●	●	●	●	
2.4.3. Prepare a Reconciliation Action Plan.	Community and Economic Development	Future Project		Future Project.					●

3.1. Improve community health and wellbeing

Name	Directorate	Status	Complete %	Progress Comment	25/26	26/27	27/28	28/29	Future
3.1.1. Lobby for funding for a Health Hub in Pinjarra.	Office of CEO	Ongoing		Murray Health Hub forms part of the Shire's ongoing Advocacy Strategy. Meetings held with Bedingfeld and South Metropolitan Health Service continue to progress the project, with collaboration to see an expansion of aged care facilities on the site.	●	●	●	●	
3.1.2. Advocate for improved mental health services within the shire.	Office of CEO	Complete	100	Forms part of the Murray Health Hub Business Case. Lobbying is ongoing.	●	●	●	●	
3.1.3. Facilitate promotion of public health campaigns (healthy canteens, safe alcohol provision, smoke free environments, etc).	Planning & Sustainability	Ongoing	75	Business as usual promotion is occurring as part of Shire events, including non-alcoholic drinks options.	●	●	●	●	
3.1.4. Review Public Health Plan	Planning & Sustainability	Complete	100	Approved by Council in December 2025.	●				●

3.2. Improve access to sport, recreation, facilities and programs

Name	Directorate	Status	Complete %	Progress Comment	25/26	26/27	27/28	28/29	Future
3.2.1. Implement recommendations in the new Sport and Recreation Infrastructure Plan.	Community and Economic Development	In Progress	70	<p>The Shire has secured funding through the Thriving Suburbs Program to replace and demolish the George Beacham Pavilion, the priority project of the Sport and Recreation Plan. Works have commenced on site.</p> <p>Development of a Masterplan for South Yunderup Oval Precinct is underway, with community consultation anticipated to commence in April 2026.</p> <p>The Pinjarra Golf Club Feasibility and Masterplan was presented to Council in March 2025. In August, Council supported a funding contribution towards short-term improvements to the facility and grounds. These works are nearing completion.</p> <p>Following a successful CRSFF application, cricket nets and turf wicket replacement is underway at Sir Ross McLarty Ovals 2 and 4. The practice nets have been completed, Purchase Orders have been issued for contractors to complete the turf wicket, with additional quotes being organised for the synthetic cricket wicket in January 2026.</p>	●	●	●	●	●
3.2.2. Prepare a redevelopment plan with medium-to-long upgrades for the Murray Aquatic and Leisure Centre.	Community and Economic Development	Future Project		Future Project.		●			●
3.2.3. Deliver relevant grant funding schemes to support development, growth and sustainability of sport and recreation clubs.	Community and Economic Development	Ongoing	60	A range of grant funding schemes are offered to support delivery of programs and events, facility improvements and upgrades and promote good governance. In November 2026, Council endorsed the recipients of the Community Facility Fund. The Kidsport program administered by the Shire continues to see a strong uptake with 203 vouchers issued in Q's1 and 2.	●	●	●	●	
3.2.4. Provide 24/7 access to the Group Fitness Studio at the Murray Aquatic and Leisure Centre.	Community and Economic Development	Complete	100	24/7 access to the Group Fitness Studio at the Murray Aquatic and Leisure Centre has been implemented and is now fully operational. This action is complete.					
3.2.5. Install new turf and synthetic cricket wickets and practice nets serving Oval 2 and 4 at the Sir Ross McLarty Sports Precinct.	Infrastructure Services	In Progress	50	Practice nets have been completed, Purchase Orders have been issued for contractors to complete the turf wicket, with additional quotes being organised for the synthetic cricket wicket in January 2026.	●				
3.2.6. Upgrade the Enzo Menara Pavilion.	Infrastructure Services	Deferred	15	There was a funding shortfall, investigations will be undertaken on options to progress the gender neutral changerooms with the funding available.	●				
3.2.7. Demolish and replace the George Beacham Pavilion.	Infrastructure Services	In Progress	40	Contract has been awarded with the successful contractor commencing works in early December 2025 with the new works proposed to be completed in July/Aug 2026. The demolition of the existing George Beacham Pavilion will be undertaken when the new change-rooms are operational and site conditions suit. It is anticipated the demolition will be completed in late 2026.	●				
3.2.8. Lobby for the redevelopment of the Pinjarra Golf Club.	Office of CEO	Complete	100	Business Case presented to Council 27 March 2025. Project has been added to the Shire's formal Advocacy Strategy document.	●	●	●	●	

3.3. Grow participation in art, culture and community activities and events

Name	Directorate	Status	Complete %	Progress Comment	25/26	26/27	27/28	28/29	Future
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.	Community and Economic Development	Future Project		Future Project.					●
3.3.2. Prepare, seek funding and implement a public art program with murals, public art and sculptures to attract visitors.	Community and Economic Development	Future Project		Future Project.				●	●

3.4. Build community capacity by helping local community groups and clubs to develop and grow

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
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.	Community and Economic Development	Ongoing	75	<p>Officers work with local community and sporting groups to promote the resources of the Department of Creative Industries, Tourism and Sport's Every Club program. This program provides access to resources, guides, training opportunities and information on how to improve their clubs and support volunteers and mentors. Most recently, the Officers have procured an 8-week online program aimed at local sports and community groups covering topics such as Social Media Marketing, Committee Governance and Grant Writing Essentials. Networking and training opportunities to support local community groups and clubs remain on track, contributing effectively to building community capacity. Throughout the reporting period, details of external governance and volunteer-focused workshops delivered by the Peel Volunteer Centre and the Shire of Waroona were actively promoted, resulting in participation from several Murray-based clubs.</p> <p>In addition, the Sport4All networking and information session was delivered in December, offering clubs the chance to explore ways to increase accessibility within their programs and events. One-on-one workshops were also provided to identified clubs, offering tailored support to strengthen governance, improve operational capability, and enhance member and volunteer engagement. These combined efforts continue to build knowledge, encourage collaboration, and support sustainable growth across the local sport and community sector.</p>	●	●	●	●	

Planet

Our natural environment is cared for and appreciated

4.1. Sustainably manage and conserve water resources, rivers and waterways

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
4.1.1. Implement the Environmental Sustainability Strategy.	Planning & Sustainability	Ongoing		Various actions from sustainability strategy in progress including: drafted improved Healthy Habitats 2.0 program; seedlings ordered for revegetation programs in natural reserves; habitat boxes installed for brushtail possums in public reserves; polyphagous shot hole borer inspections undertaken; weed spraying of declared weeds on Cooleenup Island in progress; participation in WALGA Urban Forest Working Group; promotion of PHCC nutrient management programs; schools tree day completed in July 2025 with progress towards planting areas in 2026.		●	●	●	
4.1.2. Advocate for visible riverbank stabilisation to prevent riverbank erosion.	Planning & Sustainability	Ongoing		Maintenance of erosion works on Cooleenup and Yunderup Islands scheduled for Summer/Autumn 2025/6. Foreshore management plan for Cooper's Mill underway.	●	●	●	●	
4.1.3. Implement management utilising water sensitive urban design initiatives.	Infrastructure Services	Ongoing		Implemented through the engineering approval for construction of roads and drainage in new subdivision areas.		●	●		
4.1.4. Advocate for further investment to advance water initiatives to meet the needs of future development and industry.	Infrastructure Services	Deferred		Discussions are progressing with the differing agencies to align water priorities for future development.	●	●	●	●	
4.1.5. Review the Murray District Drainage Strategy and develop a costed works program to improve priority catchments.	Infrastructure Services	Ongoing		Works are progressing for the Fiegert Road drainage catchment with culvert installation to commence late April.	●	●	●	●	
4.1.6. Implement the Waterwise Verge Rebate Program.	Planning & Sustainability	Ongoing		Waterwise giveaway plants ordered for distribution in May 2026. Verge rebate program "adopt-a-verge" is available for all residents in 2025/26.	●	●	●	●	
4.1.7. Advocate for Lane Poole Reserve to be classified as a National Park.	Office of CEO	Ongoing			●	●			

4.2. Sustainably manage and conserve forests, bushland, trees and reserves

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
4.2.1. Review Local Biodiversity Strategy and implement strategy recommendations.	Planning & Sustainability	Future Project		2026-27 Project.		●	●	●	
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.	Planning & Sustainability	Ongoing		Shire made submission on Forest Management Plan 2024-2033.	●	●	●	●	
4.2.3. Advocate for improved post mining rehabilitation of the Jarrah Forrest.	Planning & Sustainability	Ongoing		Final submission on Alcoa's proposals lodged with Environmental Protection Authority on 4 September 2025	●	●	●	●	

4.2. Sustainably manage and conserve forests, bushland, trees and reserves (continued)

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
4.2.4. Prepare and implement Reserve Management Plans for significant reserves on a case-by-case basis.	Planning & Sustainability	Ongoing		Coolup Gun Club Conservation Management Plan endorsed by Council in December 2025. Foreshore management plan for Cooper's Mill prepared.		●	●	●	
4.2.5. Review the Local Planning Framework to identify opportunities to protect significant trees across the Shire.	Planning & Sustainability	In Progress		Work has commenced on the preparation of a planning policy.	●				
4.2.6. Prepare a submission in response to Alcoa's proposed mining expansion.	Planning & Sustainability	Complete	100	Final submission lodged with Environmental Protection Authority on 4 September 2025.	●				
4.2.7. Continue to advocate for the formalisation of the Dwellingup Discovery Forest	Office of CEO	Complete	100	The creation of the Dwellingup Discovery Forest and avoidance zone around Inglehope were included in the Shire of Murray's Environmental Protection Authority submission submitted in late August 2025. 93% of proposed Dwellingup Discovery Forest has now been formally excluded from Mining by Alcoa.	●	●	●	●	

4.3. Provide effective environmental health management

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
4.3.1. Advocate for Alcoa to introduce more effective Environment management practices to reduce dust pollution in the local community.	Office of CEO	Ongoing		This matter is ongoing with regular meetings held.	●	●	●	●	
4.3.2. Progressively remove asbestos from Shire buildings.	Planning & Sustainability	Ongoing		Ongoing as opportunities arise in maintenance program. Asbestos removed from railway buildings.	●	●	●	●	
4.3.3. Implement the Mosquito Management Plan.	Planning & Sustainability	Ongoing	80	Mosquito Management Plan accepted by Department of Health and being implemented. Helicopter treatments underway, and mosquito numbers below average.	●	●	●	●	

4.4. Encourage responsible animal management

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
4.4.1. Provide improved signage and communications to better inform and educate the community about responsible pet ownership.	Corporate Services	Ongoing	50	The review and management of regulatory signs is ongoing. Progressing the development of animal education brochures regarding responsible animal ownership, dealing with dog attacks, dog barking nuisance and Dangerous Dogs. Progressing with the development of guidelines for the management of Off-Road Vehicles in Shire of Murray parks and reserves.	●	●	●	●	
4.4.2. Review the Shire's local laws and associated policies and procedures to ensure compliance with relevant legislation.	Corporate Services	Ongoing	50	Review of the Shire of Murray local laws, policies and procedures is ongoing to ensure that they remain compliant with legislation and contemporary. Draft Cat Local Law has been developed and is on hold pending the outcome of the State Governments review of the Cat Act.	●	●	●	●	

5.1. Reduce greenhouse gas emissions

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
5.1.1. Advocate for fast-charging stations for electric vehicles in Dwellingup and Pinjarra.	Community and Economic Development	Future Project		Enquiries about electronic charging stations are being monitored by Dwellingup Visitor and Trails Centre staff. To date, figures indicate very low enquiries. The Shire continues to monitor external funding opportunities.					●
5.1.2. Incorporate use of best practice energy efficiency measures across all new council facilities.	Planning & Sustainability	Ongoing		Ongoing as opportunities arise.	●	●	●	●	

5.2. Work towards achieving zero waste

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
5.2.1 Implement the Waste Strategy and Education Plan	Infrastructure Services	Ongoing		Waste Coordinator has regular meetings with the Cleanaway Education team to discuss outcomes and education opportunities.	●	●	●	●	

6.1. Minimise risks and impacts from fires, floods and other natural disasters

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
6.1.1. Implement bushfire mitigation works.	Corporate Services	In Progress	40	Through funding received from the Mitigation Activity Fund, Bushfire Mitigation treatments have commenced on Yunderup Island with prescribed burning and firebreak installation. Bushfire mitigation has also commenced within other areas of the Shire of Murray with installation of firebreaks, mowing and slashing in various reserves.	●	●	●		
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.	Corporate Services	In Progress	75	The review of the Local Emergency Risk Management Plan was completed in May 2025 and adopted by Council at its meeting of 22 May 2025. A funding application has recently been awarded from the State Government All West Australians Reducing Emergencies (AWARE) program for the comprehensive review of the LEMA and associated plans, which will also include a comprehensive review of the Local Emergency Risk Management Plan. Link-EM has been contracted to undertake the review.	●	●	●	●	
6.1.3. Implement key recommendations in the Coastal Hazard Risk Management and Adaption Plan (CHRMAP).	Planning & Sustainability	Ongoing		Foreshore Management Plan for Cooper's Mill is nearing completion. Monitoring of coastal erosion at key locations with Peron Naturalist Partnership underway,	●	●	●	●	
6.1.4. Prepare a Foreshore Management Plan for river and estuarine coastlines.	Planning & Sustainability	Ongoing		Foreshore Management Plan for Cooper's Mill prepared.	●		●		
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.	Planning & Sustainability	Ongoing		Drone monitoring with Peron Naturaliste Partnership underway.		●	●	●	
6.1.6. Undertake shoreline adaptation to impacted areas highlighted in the CHRMAP.	Planning & Sustainability	Ongoing		Brushwall maintenance at Cooleenup and Yunderup Islands undertaken	●	●	●	●	
6.1.7. Undertake a feasibility study for protection of the North Yunderup shoreline in front of Culeenup Road properties.	Planning & Sustainability	Future Project		2027-28 Project.			●		

6.1. Minimise risks and impacts from fires, floods and other natural disasters (continued)

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
6.1.8. Prepare a Local Planning Scheme Amendment to introduce a Coastal Special Control Area.	Planning & Sustainability	In Progress	90	Draft Scheme Amendment text prepared.	●				
6.1.9. Update and amend Emergency Evacuation Plan to cater for coastal risks.	Planning & Sustainability	Future Project		2026-27 Project.		●			
6.1.10. Plan and cost centralised aerobic treatment units for the Murray Delta Islands.	Planning & Sustainability	Future Project		2026-27 Project.		●			

Place

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

7.1. Manage urban growth effectively

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
7.1.1. Finalise the Local Planning Strategy and Local Planning Scheme with a focus on retaining local character and achieving sustainability outcomes.	Planning & Sustainability	In Progress	75	Local Planning Strategy endorsed by Council in August 2025 and forwarded to Department of Planning Lands and Heritage for consent to advertise. Anticipate decision approximately mid-2026. Draft Local Planning Scheme No. 6 now under preparation to be presented to Council by mid-2026.	●	●			
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.	Office of CEO	Complete	100	Advocacy Strategy was completed in June 2024 and is currently under review.		●			
7.1.3. Prepare character design guidelines to support the retention of the small town, rural charm in each town.	Planning & Sustainability	In Progress	10	Consultant submissions for Design Guidelines are currently being assessed. Guidelines to be finalised by June 2026.		●			
7.1.4. Prepare a coastal local planning policy.	Planning & Sustainability	In Progress	90	Draft policy text prepared.	●				
7.1.5. Prepare a District Structure Plan for Pinjarra, Pinjarra Road Corridor, Dwellingup and North Dandalup.	Planning & Sustainability	In Progress	90	Council approved the draft District Structure Plan in July. Currently with Western Australian Planning Commission for final approval.	●	●	●	●	
7.1.6. Finalise preparation of a Community Infrastructure Plan.	Planning & Sustainability	In Progress	90	Document scheduled for completion by 31 March 2026.	●				
7.1.7. Finalise preparation of the Pinjarra Precinct Plan.	Planning & Sustainability	In Progress	90	Council approved the draft Precinct Structure Plan in July. Currently with Western Australian Planning Commission for final approval.	●				
7.1.8. Prepare the Ravenswood Precinct Plan.	Planning & Sustainability	Deferred	10	Deferred pending outcome of Regional Road Review. Stakeholder group established with Main Roads Western Australia and Department of Planning Lands and Heritage to progress.	●	●			
7.1.9. Prepare the Barragup Furnissdale Precinct Plan.	Planning & Sustainability	Future Project		Future Project.		●			
7.1.10. Prepare Development Contribution Plans for Barragup Furnissdale Activity Centre, West Furnissdale, North Yunderup, Nambeelup Industrial Area, Pinjarra Town Centre and Ravenswood.	Planning & Sustainability	In Progress	10	West Furnissdale development Contribution Plan under preparation.	●	●	●	●	
7.1.11. Progress planning for urban growth of Dwellingup Town Centre.	Planning & Sustainability	In Progress	90	Revised submission lodged with Western Australian Planning Commission.	●	●	●	●	

7.2. Manage urban growth effectively (cont)

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
7.1.12. Advocate for the rezoning and development of Lot 106 Newton Street and Marginata Crescent Dwellingup for residential purposes.	Planning & Sustainability	In Progress		Rezoning of Newton Street with the with Western Australian Planning Commission for final approval. Deferred pending consideration of broader town expansion.	●	●	●	●	
7.1.13. Prepare a Murray Delta Islands building register.	Planning & Sustainability	Future Project		2027-2028 Project.			●		
7.1.14. Prepare Development Contribution Plans for Implementation of the Community Infrastructure Plan.	Planning & Sustainability	In Progress	10	Scheduled to be completed by 31 March 2026.	●				

7.3. Support a diverse range of housing options to meet different community needs

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
7.2.1. Make provision within the local planning framework to accommodate more diverse and affordable housing options.	Planning & Sustainability	Ongoing		Draft Local Planning Strategy endorsed by Council in August 2025 and incorporates a comprehensive section on Housing diversity. Draft Local Planning Scheme No. 6 under preparation and will include relevant statutory provisions from Local Planning Strategy	●				
7.2.2. Advocate for worker and student accommodation.	Office of CEO	Complete	100	Workers' accommodation forms part of the Murray Health Hub Business Case. A proposal is also progressing by way of request for land to be opened for subdivision in Newton St, Dwellingup.					●
7.2.3. Prepare a local planning policy to set out housing diversity targets for each new settlement area.	Planning & Sustainability	Future Project			●				

8.1. Revitalise Pinjarra Town Centre

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
8.1.1. Undertake detailed design of Henry Street consistent with the Edenvale Landscape Masterplan.	Infrastructure Services	Not Started	5	The masterplan for the Edenvale and Glebe land has been completed with a report prepared for the March Council Meeting; this will then inform the design review for Henry Street.	●				
8.1.2. Prepare a signage strategy to inform wayfinding signage within town areas.	Infrastructure Services	Ongoing		A signage strategy has been completed for the Dwellingup Area in consultation with Community Services to meet future way finding and tourism outcomes.					●

8.2. Revitalise Pinjarra Town Centre (cont)

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
8.1.3. Implement initiatives and promote events that activate Pinjarra Town Square and Murray River Foreshore.	Community and Economic Development	Ongoing		The Events Team collaborated with Karl Buller and secured Heritage Council grant funding of \$4300 to deliver a new event, "Landlubbers Sea Shanty Festival" which will take place at the Exchange Hotel and Pinjarra Square in October 2025. The annual En Plein Air Down Under Outdoor Painting event returned to Pinjarra on 28 September and included activation of the Murray River foreshore and the Pinjarra Heritage Trail with artists painting along the riverbanks and trail route. En Plein Air Down Under is financially supported by the Shire of Murray (\$3000 contribution) with "in kind" operational support from the Events Team.	●	●			

8.3. Beautify town entrances and streetscapes

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
8.2.1. Prepare town entry statements for all access points to Pinjarra.	Community and Economic Development	Future Project		Future Project.					●
8.2.2. Deliver the Pinjarra and Dwellingup Town Centre Façade Refurbishment Subsidy Program.	Planning & Sustainability	Ongoing		Awaiting applications. The Shire continues to promote the program through its e-newsletter and other channels.	●	●	●	●	

8.4. Provide quality community buildings and public facilities

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
8.3.1. Develop design and costings for the Civic Precinct Hub that enables a staged approach.	Community and Economic Development	In Progress	50	The review and finalisation of the updated Civic Precinct Masterplan is nearing completion. The next phase will involve tendering for architectural services to prepare high-level concepts and refined cost estimates for Stage 1, supporting the Shire's advocacy efforts and strengthening its funding strategy.	●	●			
8.3.2. Design and construct new Murray Library building.	Community and Economic Development	Future Project		Future Project.				●	●

8.5. Provide quality playgrounds and public open space

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
8.4.1. Develop a costed approach to implement recommendations in the Public Open Space Strategy.	Infrastructure Services	Ongoing		Works are progressing to review those advocacy projects to inform funding opportunities and align to consistent standards for public open space throughout the Shire, this forms part of the future project and maintenance priorities.	●	●	●	●	
8.4.2. Prepare a masterplan for the Ravenswood Regional Open Space.	Planning & Sustainability	Future Project		2026-2027 Project.		●			
8.4.3. Pelicans Park Footbridge renewal.	Infrastructure Services	Future Project		A brief is being prepared for the bridge design refurbishment of the concrete deck.			●		

9.1. Conserve and enhance places with significant heritage value

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
9.1.1. Prepare a new costed Local Heritage Strategy.	Planning & Sustainability	Future Project		2026-2027 Project.		●			
9.1.2. Prepare a costed Conservation Plan and 5-year Maintenance Plan for Council buildings listed in the Heritage Register.	Planning & Sustainability	In Progress		Assessment of Courthouse underway.	●	●	●	●	
9.1.3. Revise the Shire's Heritage Places Local Planning Policy.	Planning & Sustainability	Future Project		2026-2027 Project.		●			
9.1.4. Advocate for funding to implement the Pinjarra Rail Heritage Precinct Master Plan and Pinjarra to Dwellingup Rail Link.	Office of CEO	Ongoing		The Pinjarra Heritage Railway project forms part of the Shire's Advocacy Strategy.	●	●	●	●	
9.1.5. Remove hazardous materials and undertake protection works to prevent further deterioration to heritage buildings at Pinjarra Rail Precinct.	Planning & Sustainability	In Progress	10	Asbestos removed. Quote received to prepare plans for works.	●				
9.1.6. Prepare a Condition Report and Costed Conservation Works Plan for Coopers Mill.	Planning & Sustainability	Complete	100	Coopers Mill Conservation Management Strategy prepared	●				
9.1.7. Prepare coastal protection adaptation and landscape management plans for Coopers Mill.	Planning & Sustainability	Complete	100	Coopers Mill Reserve Management Plan prepared.	●				
9.1.8. Prepare and implement an interpretation plan for past use of the Murray River Square land.	Planning & Sustainability	Future Project		2026-2027 Project.		●			

9.1. Conserve and enhance places with significant heritage value (continued)

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
9.1.9. Prepare a costed program to light up key features and heritage buildings.	Planning & Sustainability	Future Project		Future Project.					●

9.2. Enhance Edenvale Heritage Precinct

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
9.2.1. Prepare a new condition report for Edenvale Precinct.	Planning & Sustainability	Future Project		Future Project.	●				
9.2.2. Undertake conservation works to the Edenvale School house toilet block.	Planning & Sustainability	Future Project		Future Project.					●
9.2.3. Remove existing garden beds and install formal and informal gardens along George Street frontage of Edenvale.	Infrastructure Services	Future Project		The consolidated Edenvale & Glebe Masterplan is being presented to Council in March for endorsement.			●		
9.2.4. Improve the landscape to Edenvale within the Murray Street carpark.	Infrastructure Services	Future Project		This initiative has been considered within the Edenvale & Glebe Consolidated Masterplan.			●		

9.3. Enhance Glebe Land Precinct

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
9.3.1. Design and construct a new toilet facility to service St John's Church/Glebe Land Precinct.	Infrastructure Services	In Progress	10	Draft design for the sewer has been approved by the Water Contracts for the installation of the new sewer connection have been planned for late April, the internal road reserve closure has been finalised through Council. Requests for Quotation have been issued to Architects to progress the design of associated documentation for the new toilet within the Glebe land.	●	●			
9.3.2. Prepare a new Landscape Management Plan with costed implementation plan for the Glebe Land and Edenvale Precincts.	Infrastructure Services	In Progress		An updated and aligned Landscape Masterplan is being undertaken to better understand the overarching needs of the precinct. A draft of the masterplan has been completed with consultation to be undertaken from February 2026.	●				

10.1. Improve the local road network

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
10.1.1. Work with Main Roads WA to progress planning and delivery of the Pinjarra Heavy Haulage Deviation.	Infrastructure Services	Ongoing		The Shire of Murray continues to engage with Main Roads to progress the planning and implementation of the Pinjarra Heavy Haulage Deviation.	●	●	●	●	
10.1.2. Advocate for funding for the Western Deviation to complete the overarching Pinjarra heavy haulage deviation project.	Office of CEO	Ongoing		Western Deviation project forms part of the Shire's Advocacy Strategy and lobbying is ongoing.	●	●	●	●	
10.1.3. Prepare a Future Traffic Plan to inform priority road and bridge projects.	Infrastructure Services	Deferred		The progression of these works relies on a Transport Plan being undertaken by Main Roads. This plan has been drafted and is being reviewed by differing State Agencies but may not be completed until mid-2026.	●	●			
10.1.4. Advocate for Main Roads WA to build a roundabout or traffic signals at the intersection of Roe Ave and Pinjarra Road.	Infrastructure Services	Ongoing		There has been approval for an adjacent development, this will enable discussion with respect to upgrade to this intersection as part of the development's delivery.	●				
10.1.5. Partner with Main Roads WA to review the Pinjarra Road Access Strategy.	Infrastructure Services	Future Project		Future Project.		●	●		
10.1.6. Source new road building material sites for future infrastructure management.	Infrastructure Services	Ongoing		The Shire of Murray has entered contracts with Suppliers to maintain access to road materials; further review is ongoing to source local sites that the Shire can manage for increased material flexibility.	●	●	●	●	
10.1.7. Undertake tree management to improve safety within the road network.	Infrastructure Services	Ongoing		The Operations Team continually review our road network to determine priorities for tree management to manage safety within the road network. These works are progressive and from time to time additional funding is sourced through Council where there is an escalation in tree management.	●	●	●	●	
10.1.8. Prepare concept plans for the downgrade of Pinjarra Road and George Street Pinjarra.	Planning & Sustainability	Future Project		Future Project.	●				

10.2. Provide safe, well-connected paths and cycleways to encourage more people to use active transport

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
10.2.1. Prepare a Design and Land Acquisition Plan for the Pinjarra Road Shared Path.	Infrastructure Services	Deferred		This project has been deferred to align with the future development of the adjacent private land that will support the new path network.	●	●	●	●	
10.2.2. Advocate for Main Roads WA to upgrade the bridge and cycle lane on South Yunderup Road	Infrastructure Services	In Progress		The planning for the replacement of the bridge has commenced, with 85% culvert design complete, cultural heritage review, land acquisition process and environmental review. The Shire of Murray will continue to work with Main Roads to advocate and source funding for the bridge/culvert upgrade, in the meantime liaison with adjacent landowners and service agencies will continue to enable the project to be shovel ready.	●	●	●	●	
10.2.3. Review the Footpaths and Cycleways Plan to prioritise path projects.	Infrastructure Services	Not Started		It is proposed to develop a brief and source quotations for independent consultants early in 2026 to review our current and future path and cycle networks with a view of aligning an overarching network for the current and future planning of the Shire of Murray.	●				
10.2.4. Install bike parking in Edenvale and on the foreshore.	Infrastructure Services	Future Project		Bike parking within Edenvale will be reviewed when the masterplan is reviewed and will help inform future bike parking opportunities.		●	●		

10.3. Improve access to public transport

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
10.3.1. Advocate for the future Perth to Bunbury rail to align with and activate Pinjarra and existing surrounding towns.	Infrastructure Services	Ongoing		This is a project being coordinated through the Public Transport Authority (PTA) with no indication when the next round of planning will be undertaken.	●	●	●	●	
10.3.2. Advocate for improved public bus services.	Office of CEO	Ongoing		Lobbying is ongoing with State Government.	●	●	●	●	
10.3.3. Provide bus shelters on Pinjarra Road.	Infrastructure Services	Future Project		Liaison has been undertaken with the Public Transport Authority (PTA) to determine the bus shelter standards and to determine the style of bus shelter proposed for the Shire of Murray. A review has also been completed to prioritise locations for new shelters with a priority site recommended by the PTA.		●		●	
10.3.4. Undertake an initial feasibility and masterplan for the establishment of the Pinjarra Road high priority transit corridor.	Planning & Sustainability	Future Project		2028-2029 Project.				●	

10.4. Enhance marine facilities to improve access to rivers and waterways; supporting recreation, tourism and economic development

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
10.4.1. Review options to improve access points for canoes and kayaks along the Murray River.	Infrastructure Services	Future Project		Continue to work with the Department of Transport and local canoe clubs to prioritise opportunities.			●		
10.4.2. Advocate for funding for the Tonkin Drive Regional Boating Facility.	Infrastructure Services	Future Project		Future Project.		●	●		
10.4.3. Upgrade Batavia Quays boat ramp.	Infrastructure Services	Future Project		A funding application has been successful with the Department of Transport (Marine) for funding to construct a new boat ramp at Batavia Quays, with this project to be delivered in the 2026/27 financial year.		●			

Prosperity

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

11.1. Maximise inherent regional economic opportunities

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
11.1.1. Prepare an 'Invest in Murray' prospectus with supporting marketing and incentives.	Community and Economic Development	Complete	100	Murray Investment Prospectus and Murray Accommodation Investment Prospectus have been prepared and is displayed on website.	●				
11.1.2. Prepare an Economic Development Strategy.	Community and Economic Development	In Progress	85	Economic Development Strategy 2026-2031 is being considered by Council at March Ordinary Council Meeting.	●				
11.1.3. Implement the Economic Development Strategy.	Community and Economic Development	In Progress	75	The Economic Development Strategy being developed by the Shire of Murray in collaboration with consultants Urban Enterprise. Following adoption, implementation will commence noting that a number of the actions are already progressing.	●	●	●	●	
11.1.4. Foster redevelopment opportunities at Murrayfield Airport.	Office of CEO	Ongoing		The Shire awaits further work to be undertaken by the Murray Aero Club for this initiative to proceed.	●	●	●	●	

11.2. Leverage State Government investment in Transform Peel, Peel Business Park and the Food Innovation Precinct WA

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
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.	Office of CEO	Ongoing	50		●	●	●	●	
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.	Office of CEO	In Progress	50	Mar 24: Collaboration with University of Western Australia (UWA) and Australia AgriTech to develop the micro-credential in AgriTech is complete. Delivery commenced in July 2025. Further discussions underway to explore drone flying programs with Schools in the Peel region. With funding support from Peel Development Commission, Australia Agritech to lead Aerial Futures project at FIPWA that will build capability in drone flying in the Peel.	●	●	●	●	

11.3. Promote Murray as a premium location for horse breeding, training and racing

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
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.	Planning & Sustainability	In Progress	80	Precinct included in Local Planning Strategy endorsed by Council in August 2025. New Local Planning Scheme is under preparation and will include suitable zoning.	●				
11.3.2. Advocate for further capital improvements and business developments to enhance Pinjarra as WA's second Harness and Racing district.	Office of CEO	Ongoing		A Business Case obtained \$7.5 million in funding for the Pinjarra Park Race Club. The Shire will assist in preparing tender documents and project management.	●	●	●	●	
11.3.3. Advocate for federal and state funding to enable implementation of the Murray Regional Equestrian Centre Master Plan.	Community and Economic Development	Ongoing		The Murray Regional Equestrian Centre Masterplan, concepts and costings have been updated and endorsed by Council. The project is included in the Shire of Murray's Advocacy Strategy and advocacy efforts are ongoing.					●

12.1. Facilitate access to inclusive and equitable quality education and life-long learning opportunities

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
12.1.1. Facilitate discussions with local businesses and high schools to increase local apprenticeships, traineeships, internships and work experience opportunities.	Community and Economic Development	In Progress	30	Progress toward connecting young people with training providers and industry partners is behind target; however, key planning work is underway to reshape the approach for 2026. Following stakeholder feedback and an unsuccessful grant application to support a facilitated Youth Summit session, the format for youth engagement is being actively revisited. In place of the large-scale summit, officers will deliver a series of focused forums with both local high schools and Fairbridge College. These sessions will directly engage students aged 12–17 on priority topics such as career pathways, employment readiness, and training opportunities. This more targeted, school-based delivery model is expected to improve participation and strengthen connections between students, educators, and local industry, supporting the intent to build pathways into apprenticeships, traineeships, internships, and work experience. Engagement with local high schools to understand their Job Ready Programs remains on track, with regular meetings held to gather information on existing initiatives, identify gaps, and strengthen relationships with school representatives. These ongoing conversations continue to build a clearer picture of current career-readiness efforts and inform how the Shire can better support youth employment pathways.	●	●	●	●	
12.1.2. Advocate for the Department of Education WA to open a new primary school in Ravenswood or South Yunderup.	Planning & Sustainability	Ongoing		Provision included in draft Local Planning Strategy for schools at both Ravenswood and South Yunderup. Met with Education Department to discuss school planning. No commitment could be given.	●	●	●	●	
12.1.3. Support inclusive, intergenerational library programs that enable life-long learning and develop community knowledge and capacity.	Community and Economic Development	Ongoing	50	Programs to promote lifelong learning continue to be regularly delivered by Murray Library including special interest talks, literacy programs such as book and movie clubs and creative activities. These programs are ongoing and well attended.	●	●			

13.1. Create a compelling tourism offer to attract tourists and visitors

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
13.1.1. Partner with regional and state tourism organisations, local businesses and the tourism sector to strengthen Dwellingup and Pinjarra as visitor destinations.	Community and Economic Development	Ongoing	50	<p>A successful collaboration with Visit Mandurah has secured a Peel multi-day tour experience for delegates attending the 2026 World Trails Conference.</p> <p>Two guided walks in Dwellingup were delivered as part of the Elevate and Explore Hiking Series in collaboration with award-winning operator Off the Beaten Track in 2025.</p> <p>The Shire is also supporting the Exchange Hotel with its live music activations in the town square and the user groups within the Edenvale Heritage Precinct.</p> <p>A tourism operator event is scheduled in Dwellingup in February 2026 to further strengthen collaboration and networking across the sector. Additionally, the Shire is working with Trails WA to deliver a business capacity program for trails tourism operators in May 2026.</p>	●	●			
13.1.2. Identify opportunities and implement initiatives to incentivise investment in diverse short stay accommodation options in Dwellingup and Pinjarra.	Community and Economic Development	Ongoing	50	<p>The Economic Development team continues to work with partners and potential investors to attract and facilitate short-stay accommodation projects. The Pinjarra Heritage Precinct Redevelopment Plan has been identified in the Shire's Advocacy Strategy, with provision for short-stay accommodation included. Opportunities will also be highlighted in the Shire of Murray Investment Prospectus, scheduled for delivery in early 2026. In addition, the Shire is in ongoing discussions with State agencies to identify further opportunities to secure investment in this sector. Advocacy efforts are ongoing.</p>	●	●			
13.1.3. Support, develop and attract major events.	Community and Economic Development	Ongoing	50	<p>The Shire continues to support and deliver major events and is currently preparing for the 2026 Pinjarra Festival.</p>	●	●	●		
13.1.4. Implement the Edenvale Place and Activation Plan.	Community and Economic Development	Ongoing	50	<p>The Events Team is preparing for an 'open studio' type of event to be held in May at the Edenvale Heritage Precinct and continues to work with user groups and tenants to activate the Precinct through events and activations.</p>	●	●	●	●	
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.	Office of CEO	Ongoing		<p>The project remains in the Shire of Murray Advocacy document and awaits funding.</p>	●	●	●	●	
13.1.6. Develop and maintain destination websites to effectively engage with visitors and ensure mobile-friendly.	Community and Economic Development	Ongoing	10	<p>The Shire has appointed a consulting firm to assist with destination brand development and the development of new tourism websites. Consultation is due to commence in March.</p>	●				

Performance

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

14.1. Establish a strong corporate governance framework to ensure high standards of integrity, ethics, and accountability

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
14.1.1. Provide a major review of the Council Plan at least once every four years.	Office of CEO	Future Project		Future Project.		●			
14.1.2. Provide a biennial review of the Risk Management Strategy.	Office of CEO	Future Project		Future Project.		●			
14.1.3. Provide a biennial review of the Crisis Management and Business Continuity Plan.	Office of CEO	Future Project		Future Project.		●			
14.1.4. Provide professional development opportunities for Councillors to strengthen leadership, advocacy, and governance.	Office of CEO	Ongoing	100	All relevant training opportunities are presented to Councillors for consideration, including a quarterly training schedule.	●	●	●	●	
14.1.5. Present the Shire Organisational Review and Improvement Plan.	Office of CEO	Complete	100		●	●	●	●	
14.1.6. Implement the suite of local government reforms by required statutory dates.	Office of CEO	Ongoing		All reform requirements are actioned as they are rolled out by the State Government.	●	●	●	●	
14.1.7. Deliver Annual Report to demonstrate accountability.	Office of CEO	Complete	100	Complete.	●	●	●	●	

14.2. Maintain long-term financial sustainability and asset management

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
14.2.1. Review the Rating and Revenue Strategy to meet financial objectives.	Corporate Services	Not Started		This is to commence in the 1st half of 2026.	●	●	●	●	
14.2.2. Provide an annual review of the Long-Term Financial Plan.	Corporate Services	In Progress	10	Major projects reviewed with Council by the CEO in January/February. Base operating items currently being reviewed.	●	●	●	●	
14.2.3. Implement the master plan to rebuild the Shire of Murray Operations Centre.	Infrastructure Services	In Progress	25	The construction of storage sheds has commenced with a location determined, Request for Quotation for the relocation of the Dog/Cat Pound will be issued to Architects in late March with a view of designs being finalised by July 2026.	●	●	●	●	●

14.3. Enhance employee skills, commitment and safety

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
14.3.1. Review of the Workforce and Diversity Plan.	Office of CEO	In Progress	50	The Workforce and Diversity Plan will be reviewed by the Executive Leadership Team in June 2026.		●		●	
14.3.2. Review the Work Health and Safety Management Plan every three years, including the completion of the WorkSafe Plan Accreditation Audit.	Office of CEO	Complete		The Work Health and Safety Management Plan was reviewed and endorsed by the Executive Leadership Team on 14 April 2025. The Work Health and Safety Audit is scheduled for 28 to 30 July 2026.	●			●	

15.1. Deliver efficient and effective services to improve the customer experience

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
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).	Corporate Services	In Progress		A decision has been made to test the market to ensure that the correct solution is chosen for the Shire. Cohesis has been appointed to undertake a health check on the existing IT framework and then assist in the scoping, market testing and selection of a suitable product. Redesign of overall platform will be placed in the Cloud. ERP & ICT Health Check report received 18/3/2026.	●	●			
15.1.2. Foster a digital technology approach to improving services.	Corporate Services	Ongoing		Fortnightly meeting held with Business Improvement Team to regularly review all procedures and processes with a view to improving services that can include new digital solutions. Focus will be on assisting with the IT health check and ERP investigation. Select members have met with Cohesis to discuss the current ERP gaps.	●	●	●	●	

15.2. Improve communication and engagement with customers and community members

Name	Directorate	Status	Complete	Progress Comment	25/26	26/27	27/28	28/29	Future
15.2.1. Provide a campaign to inform the community about the Shire's long-term projects and how these projects are progressing.	Office of CEO	Ongoing	100	An ongoing campaign for major projects has been set and allocated to the Coordinator Marketing and Communications. Formal communication channels are established to ensure project updates are continually provided via social media, websites, newsletters and community updates.	●	●	●	●	
15.2.2. Councillor information sessions to be held periodically within the Community.	Office of CEO	Complete	100	Community 'Cuppa with Council' occur frequently and will remain ongoing.	●	●	●	●	
15.2.3. Conduct a community survey once every four years to evaluate the Shire's performance levels and determine local priorities.	Office of CEO	Future Project		Future project. Initial planning is underway with Markyt engaged to deliver survey next financial year.		●			
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.	Office of CEO	Ongoing		The Shire's social media platforms continue to provide an engaging place for community to interact with the Shire. All channels continue to perform highly in terms of engagement and reach, and following continues to climb (almost at 12k). The Shire has implemented Sprout as our platform management software for all Shire channels, which ensures all teams can now benefit from automation and publishing calendars - this includes Library, MALC and Community Development.	●	●	●	●	

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Murray**

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