

Council Plan

Final Progress Report – 30 June 2025

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	24/25	25/26	26/27	27/28	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	90	Partner with police for joint operations to tackle squatters and homelessness on private property in Barragup, Furnisdale and Woodland Parade. Ongoing meetings, liaison and discussions with police about anti-social behaviour in Shire parks and reserve, vandalism, damage and graffiti and also the placement of mobile CCTV to deal with above issues plus hooning and speeding.	x	x	x	x	
1.1.2. Advocate for the Department of Transport to review signage within the waterways network and introduce speed cameras at primary points during the peak boating season.	Infrastructure Services	Complete	100	Annually in the lead up to Summer the Department of Transport consider the placement of convert speed cameras within the Murray River, in 2025 they will also be undertaking increased water patrols.	x				
1.1.3. Partner with Police WA to encourage local residents and businesses to register their CCTV systems with Cam-Map WA.	Corporate Services	Ongoing	90	Ongoing joint strategy between the shire and police that is promoted via shire and police websites and social media advertising for local residents and businesses to ensure that they register their CCTV system with the Police.	x				
1.1.4.Partner with Police WA to install CCTV cameras in hot spots.	Corporate Services	Ongoing	75	3 license plate recognition cameras replaced at existing street locations. Additional camera at Murray House corner installed. Upgrade of CCTV servers & storage. Upgrades to both mobile CCTV trailers. Additional installation of LPR cameras at Patterson and Pinjarra-Williams intersections to be completed by end of 2025.		x			
1.1.5. Undertake a review for improvements to street lighting within development areas.	Infrastructure Services	Ongoing		Review and align upgrade opportunities for street lighting with new or existing subdivision developments within the Shire of Murray	x				
1.1.6. Undertake design for lighting upgrades along the primary path network and under the Pinjarra traffic bridge.	Infrastructure Services	In Progress	5	A lighting proposal has been lodged with Main Roads for approval to enable improved lighting under the traffic bridge adjacent to Canwell Park. Once approval is granted a contractor has been coordinated to complete the works.		x	x		
1.1.7. Facilitate delivery of community safety programs and initiatives.	Place, Community & Economic Development	Ongoing	75	Ongoing delivery of community safety initiatives continues. Development of community safety survey underway.	x	x	x		
1.1.8. Advocate for funding for service delivery to address the increase in prevalence of homelessness.	Office of CEO	Ongoing	75	Peel Development Commission and WA Alliance to End Homelessness have committed to assist the Shire to undertake 2 counts, one in winter and one in summer, to give an indication of the level of homelessness within Murray. The Peel Development Commission has software tools to assist with data mapping and this is currently being rolled out to Rangers and local Police to commence using to start to identify hot spots. Date for winter count has been set for 23 July and planning is now underway with various agencies involved.	x	x			
1.1.9. Prepare and Implement a new Local Emergency Risk Management Plan 2025-2029.	Corporate Services	Complete	100	Local Emergency Management Arrangements including the Emergency Risk Management Matrix together with Evacuation Plan, Recovery Management Plan, Animal Welfare Plan have been completed and endorsed by Council at the Council Meeting held on the 22 May 2025. All documentation will now be presented to the District Emergency Managment Committee for their noting.	x				

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

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
2.1.1. Facilitate delivery of programs and initiatives for children and young families.	Place, Community & Economic Development	Ongoing	75	Regular programs for children and young families are delivered via Murray Library. Relationships built with service providers have seen the continuation of a STEM playgroup within the Shire and the popular sensory play activities continue to be provided.	x	x	x	x	
2.1.2. Deliver Murray Youth for Youth Forums to engage youth in the design, provision and evaluation of youth activities, projects and events.	Place, Community & Economic Development	Ongoing	75	The Shire's second Youth for Youth forum of 2024 was held in November and attended by both high schools and five primary schools. A review of the format of the Forum will occur in 2025 to ensure that it is meeting the needs and expectations of the both the schools, students and Shire.	x	x	x		
2.1.3. Facilitate a Youth Summit to align with the next major review of the Council Plan.	Place, Community & Economic Development	Future Project					x		
2.1.4. Provide a wide-range of activities and programs for young people and across our different communities.	Place, Community & Economic Development	Ongoing	75	Regular after school, weekend and school holiday programs and activities continue to be delivered by Murray Youth Team and Murray Library.	x	x	x	x	
2.1.5. Partner with community groups and young people to increase youth participation in WA Youth Week events and activities.	Place, Community & Economic Development	Complete	100	The 2025 Youth Week (April) activity was delivered in line with the winning project from the November 2024 Youth for Youth Forum. Officers worked closely with students in the planning and delivery of the event as well as in identifying opportunities for involvement by community groups and organisations.	x	x	x		
2.1.6. Investigate options for new or improved skate parks and basketball courts.	Place, Community & Economic Development	In Progress	75	Consultation has been completed with good engagement both online and in person. Consultation report prepared and draft Action Plan to be complete by 30 June 25.	x				
2.1.7. Review grant funding schemes to ensure broad range of support and capacity building opportunities for the community.	Place, Community & Economic Development	In Progress	85	Community Sponsorship Fund under review with proposed Policy amendment to be presented to Council in July 2025. Community Facility Fund allocation to be considered through budget deliberations. Community Assistance Partnership Fund applications to be monitored to assess current level of need from the Dwellingup community.	x				
2.1.8. Research and propose costed, integrated community development projects to meet community needs on expiration of stand-alone strategies for youth, seniors, etc.	Place, Community & Economic Development	Future Project		Future Project.		x			

2.2. Engage, enable and support seniors.

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
2.2.1. Lobby to support more seniors housing and aged care facilities.	Office of CEO	Ongoing		Shire of Murray project managed Dwellingup Aged Care Facility (Stage 2) which was completed in June 2024.	x	x	x	x	
2.2.2. Facilitate improved access to digital training programs for seniors.	Place, Community & Economic Development	Ongoing	100	Regular seniors digi-tech help sessions are delivered by Murray Library in a variety of formats and at various and convenient locations across the Shire.	x	x	x	x	

2.3. Enhance access and inclusion for people with disability.

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	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.			x	x	
2.3.2. Improve accessibility within the Administration Building.	Planning & Sustainability	Complete	100	Project no longer proceeding given focus on planning and developoment of new Shire Library and Administration Office.	x				

2.4. Build respect for diverse communities.

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	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.	Place, Community & Economic Development	Future Project		Future Project.		x	x		
2.4.2. Advocate for an Aboriginal Community and Cultural Hub in Pinjarra Town Centre.	Place, Community & Economic Development	Future Project		Future Project.					x
2.4.3. Deliver events and initiatives that strengthen connection and cultural awareness.	Place, Community & Economic Development	Ongoing	100	Events and programs delivered by Murray Library as part of regular programming. Quote obtained to deliver Cultural Awareness training to staff to be considered through budget process.	x	x	x		
2.4.4. Prepare a Reconciliation Action Plan.	Place, Community & Economic Development	Future Project		Future Project.			x		

3.1. Improve community health and wellbeing.

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
3.1.1. Prepare a Business Case and lobby for funding for a Health Hub in Pinjarra.	Office of CEO	Complete	100	Business Case was presented to Council on 8 August 2024. Lobbying will be ongoing.	x	x	x	x	
3.1.2. Advocate for improved mental health services within the shire.	Office of CEO	Ongoing		Forms part of the Murray Health Hub Business Case. Lobbying is ongoing.	x	x	x		
3.1.3. Facilitate promotion of public health campaigns (healthy canteens, safe alcohol provision, smoke free environments, etc).	Planning & Sustainability	Ongoing	90	Have met with stakeholders to discuss program for year. Focus areas for 2024/25 have been identified. Campaigns underway and ongoing.	x	x	x	x	
3.1.4. Review Public Health Plan	Planning & Sustainability	In Progress	60	Commenced draft, reviewed Peel & Pinjarra health stats in collaboration with South Metro Public Health Unit. Project Plan completed. State Plan has been released for review ahead of final draft.		x			

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

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
3.2.1. Implement recommendations in the new Sport and Recreation Infrastructure Plan.	Place, Community & Economic Development	Ongoing	55	The Shire has been successful in its application for the Thriving Suburbs program to fund the replacement and demolition of George Beacham Pavilion, the priority project of the Sport and Recreation Plan. Detailed design is underway to be complete in late July 2025. Construction expected to commence by October 2025 with completion in first half of 2026. Costings for sports lighting at South Yunderup Oval have been received for consideration of future Club Night Lights Program funding. Enzo Menara Changeroom upgrades are an advocacy project and an election commitment has been made by the WA Labor party. Architects to be appointed to finalise design for construction. Pinjarra Golf Club Feasibility and Master Plan presented to Council in March 2025. Ongoing liaison with the Club will identify short term improvement works to be undertaken. Successful CSRFF application to undertake cricket improvements on Ovals 2 & 4 at Sir Ross McLarty. Contract awarded for cricket nets and design being undertaken for turf wicket replacement. Construction of canopy at Pinjarra Bowling and Recreation Club now complete. Murray District Pistol Club - Reserve Management Plan is underway which will inform the potential for future development of the site.	x	x	x	x	x
3.2.2. Prepare a redevelopment plan with medium to long term upgrades for the Murray Aquatic and Leisure Centre.	Place, Community & Economic Development	Future Project		Future Project.			x		
3.2.3. Deliver relevant grant funding schemes to support development, growth and sustainability of sport and recreation clubs.	Place, Community & Economic Development	Ongoing	100	2024/2025 Community Facility Fund closed with recommendations presented to Council at its November 2024 OCM. The funding round was successful but oversubscribed reflecting the popularity of the program. Council supported officer recommendations and applicants have been notified of outcomes.	x	x	x		
3.2.4. Provide 24/7 access to the Group Fitness Studio at the Murray Aquatic and Leisure Centre.	Corporate Services	Complete	100	Access for members commenced June 24, 2025. Upgrades to CCTV, duress protocols, emergency egress and a new 24/7 members entry door were included in the project. Member activation and sales response will take a few months to become clear, early indicators are that members at appreciative of the additional service, and as a minimum, prefer the new members entry location.	x				
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	35	The Shire of Murray have been successful in receiving funding for the relocation of the existing turf & Synthetic wickets and the new Practice Nets, these works will be planned over consecutive cricket seasons to enable the transition of the turf and synthetic wickets with completion toward the end of 2026. Discussion has commenced with the Cricket Club to plan the transition of the wickets, while planning for the cricket nets has progressed with a contractor appointed.	x				
3.2.6. Upgrade the Enzo Menara Pavilion.	Infrastructure Services	In Progress	5	The upgrade to the Enza Menara changerooms has been successful for support through the State Government and an architect has been appointed to finalise the design with the works to be undertaken in parallel with the replacement of the George Beacham Pavilion.	x				

3.2. Improve access to sport, recreation, facilities and programs (continued)

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
3.2.7. Demolish and replace the George Beacham Pavilion.	Infrastructure Services	In Progress	5	Architectural and other consultants have been engaged to progress the design of the new pavilion to replace George Beacham, any demolition of the old pavilion will be undertaken toward the end of the project when the new pavilion has been completed.					x
3.2.8. Prepare design for George Beacham replacement changerooms.	Infrastructure Services	In Progress	85	The replacement of the George Beacham Pavilion is planned for completion by April 2026, Architects have been engaged and will complete the design in July 2025 to enable tenders to be called for the new pavilion.					x
3.2.9. Prepare a Business Case and lobby document for the redevelopment of the Pinjarra Golf Club.	Office of CEO	Complete	100	Business Case presented to Council 27 March 2025.	x				

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

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	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.	Place, Community & Economic Development	Future Project		Future Project.					x
3.3.2. Prepare, seek funding and implement a public art program with murals, public art and sculptures to attract visitors.	Place, Community & Economic Development	Future Project		Future Project.					x

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

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	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.	Place, Community & Economic Development	Ongoing	100	This action is achieved through the delivery of the Every Club program funded by Department Local Government, Sport and Cultural Industries to sporting and community clubs and groups.	x	x	x		

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	24/25	25/26	26/27	27/28	Future
4.1.1. Implement the Environmental Sustainability Strategy.	Planning & Sustainability	Ongoing		Allocated projects separately listed. Annual report on actions published in March.	x	x	x	x	
4.1.2. Advocate for visible riverbank stabilisation to prevent riverbank erosion.	Planning & Sustainability	In Progress	90	Submission to State government Ministers seeking substantial funding for riverbank stabilisation around the Delta Islands and Lower Reaches of the Murray River was sent in March, with a follow up letter in May. Separately, a Coastal Adaptation and Protection grant application for stabilisation works on Jeegarnyeejip and Cooleenup Islands was submitted in submitted in April.	x	x	x	x	
4.1.3. Implement management utilising water sensitive urban design initiatives.	Infrastructure Services	Ongoing		Water sensitive design initiatives are coordinated through the Development/Subdivision process to provide a positive drainage and environmental outcome. Also contributing to model Water Sensitive Urban Design (WSUD) policy for the PHCC area through the Binjareb Djilba planning committee to further support initiatives.	x	x	x	x	
4.1.4. Advocate for further investment to advance water initiatives to meet the needs of future development and industry.	Infrastructure Services	Ongoing		A recent meeting/workshop held at Harvey Water and involved all relevant State and LG's to progress the use of non-potable water options. This aligns to previous discussion with the Water Corporation and Department of Water and Environmental Regulation to advocate for a planned water investment to support the growing development areas.	x	x	x	x	
4.1.5. Review the Murray District Drainage Strategy and develop a costed works program to improve priority catchments.	Infrastructure Services	Not Started		Works commenced on Stage 1 of the Fiegert Road drainage catchment improvement works. The drainage corridor has been cleared and earthworks partially completed until western power lowers the electrical cable to enable culvert to be installed in summer 2025-2026.	x	x	x	x	
4.1.6. Implement the Waterwise Verge Rebate Program.	Infrastructure Services	Ongoing		Verge Program is implemented, 1 resident has received rebate for the verge program this year. Waterwise plant giveaway (28 June 2025) - 2008 plants ordered for 156 residents (over-subscribed this year).	x	x	x	x	
4.1.7. Advocate for Lane Poole Reserve to be classified as a National Park.	Office of CEO	Ongoing		Formal support has been given by Alcoa and Shire of Waroona. Waroona passed a Motion to support the Shire of Murray proposal, however some of the conditions within the Resolution has seen Alcoa requesting further negotiation before a letter of support can be provided.	x	x			

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

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
4.2.1. Implement recommendations in the Local Biodiversity Strategy.	Planning & Sustainability	Ongoing		Ongoing, Coolup Gun Club Reserve Management Plan in development due for Council consideration in July/August	x	x	x	x	

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

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
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		Submission lodged on Forest Management Plan. Advocation for national park status underway	x	x	x	x	
4.2.3. Advocate for improved post mining rehabilitation of the Jarrah Forrest.	Planning & Sustainability	Ongoing		Ongoing.	x	x	x	x	
4.2.4. Prepare and implement Reserve Management Plans for significant reserves on a case-by-case basis.	Planning & Sustainability	Future Project		2025 project.		x	x	x	
4.2.5. Review the Local Planning Framework to identify opportunities to protect significant trees across the Shire.	Planning & Sustainability	In Progress	90	Draft provisions prepared. To be incorporated in review of Local Planning Scheme.	x				
4.2.6. Prepare a submission in response to Alcoa's proposed mining expansion.	Planning & Sustainability	In Progress	10	Public Environmental Review consultation concludes 21 August 2025. Consultant engaged to assist with preparation of submission. Document review and structure of submission underway.	x				
4.2.7. Continue to advocate for the formalisation of the Dwellingup Discovery Forest	Office of CEO	Ongoing		Ongoing	x	x	x	x	

4.3. Provide effective environmental health management.

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	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		Meetings are held at least quarterly with Alcoa. The meetings have a specific component on the agenda to discuss the strategies being considered and undertaken by Alcoa. Shire lobbying has assisted in the Department of Water and Environmental Regulation having staff based at Alcoa to monitor pollution performance, with these results now available on the DWER website.	x	x	x	x	
4.3.2. Progressively remove asbestos from Shire buildings.	Planning & Sustainability	Ongoing		Ongoing as opportunities arise in maintenance program. Asbestos removed from railway buildings.	x	x	x	x	
4.3.3. Implement the Mosquito Management Plan.	Planning & Sustainability	Ongoing	90	Plan accepted by Dept of Health. Mosquito program in place. Plan being implemented on an ongoing basis.	x	x	x	x	

4.4. Encourage responsible animal management.

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
4.4.1. Provide improved signage and communications to better inform and educate the community about responsible pet ownership.	Corporate Services	Ongoing	90	This is an ongoing program for the installation and the replacement of dog and reserve management signs. New signs have recently been installed at the South Yunderup Foreshore and Wandoo Drive, North Pinjarra.	x	x	x	x	
4.4.2. Review the Shire's local laws and associated policies and procedures to ensure compliance with relevant legislation.	Corporate Services	Ongoing	90	This is an ongoing program to review the Shire's local law to ensure that they remain contemporary, comply with the requirements of the Local Government Act 1995. A draft Cat Local Law is with Governance to check the drafting language, format and compliance with developing cat confinement requirements. The Shire of Murray Consolidated Local Law is currently being re-drafted to reflect the current WALGA Local Government and Public Property Local Law.	x	x	x	x	

5.1. Reduce greenhouse gas emissions.

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
5.1.1. Advocate for fast-charging stations for electric vehicles in Dwellingup and Pinjarra.	Place, Community & Economic Development	Ongoing	50	The Shire continues to advocate for fast-charging stations and monitor grant funding opportunities as they arise from State and Federal Governments.	x	x	x		
5.1.2. Incorporate use of best practice energy efficiency measures across all new council facilities.	Planning & Sustainability	Ongoing		Ongoing.	x	x	x	x	

5.2. Work towards achieving zero waste.

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
5.2.1. Implement the Waste Strategy and Education Plan	Infrastructure Services	Complete	100	The plan has been completed and an ongoing review is undertaken in consultation with the Department of Water and Environmental Regulation (DWER) to ensure actions within the Shire of Murray Waste Strategy and Education Plans are being progressed.	x	x	x	x	

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

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
6.1.1. Implement bushfire mitigation works.	Corporate Services	Ongoing	80	A State Bushfire Risk Mitigation Grant was recently awarded to the Shire of Murray for \$750,000 over 3 years for the Shire to undertake Bushfire Risk Mitigation treatments on Shire managed parks and reserves that have been included in the Shire of Murray Bushfire Risk Mitigation Plan. A Bushfire Risk Mitigation Plan (BRMP) has recently been developed with engagement with the Murray Delta Residents and Ratepayers Association. As a result, an application to the Department of Fire and Emergency Services Mitigation Activity Fund has been submitted to undertake the bushfire risk mitigation treatments as identified in the BRMP on Yunderup, Ballee and Cooleenup Islands.	x	x	x	x	
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	Ongoing	80	Bushfire Risk Managment Plan has been implemented via the ongoing/annual bushfire risk mitigation program that results in the implementation of risk mitigation treatments such as firebreaks, mowing, slashing, pruning and spraying on shire managed lands. Together with this, Bushfire Risk Mitigation (BRM) strategies are also implemented via the Department of Fire and Emergency Services (DFES) Mitigation Activities Funding (MAF) that has resulted in the shire receiving MAF's funding to implement BRM treatments on 6 areas within the Shire. Shire staff will once again be submitting a grant funding application for MAF's that will open in about March 2025.	x	x	x		
6.1.3. Implement key recommendations in the Coastal Hazard Risk Management and Adaption Plan (CHRMAP).	Planning & Sustainability	In Progress	90	Boat Wake Impact Assessmenet completed. Consultant scope for Building Guidelines under preparation. Grant funding received for Coopers Mill Foreshore Management Plan and project commenced in January 2025. Commnuity workshop late June.	x	x	x	x	

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

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
6.1.4. Prepare a Foreshore Management Plan for river and estuarine coastlines.	Planning & Sustainability	In Progress	25	Grant funding received for Coopers Mill Foreshore Management Plan. Consultant appointed in January 2025. Community workshop late June.		x			
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	In Progress	25	Baseline monitoring undertaken in June 2025. More monitoring points to be installed to better capture erosion at islands	x	x	x	x	
6.1.6. Undertake shoreline adaptation to impacted areas highlighted in the CHRMAP.	Planning & Sustainability	Complete	100	Riverbank works on delta islands and Willow Gardens completed. New funding sources being sought. Grants submission currently being considered.	x	x	x	x	
6.1.7. Undertake a feasibility study for protection of the North Yunderup shoreline in front of Culeenup Road properties.	Planning & Sustainability	Future Project		2026/27 Project			x		
6.1.8.Prepare a Local Planning Scheme Amendment to introduce a Coastal Special Control Area.	Planning & Sustainability	In Progress	60	Draft Special Control Area wording prepared. To be presented to Council with Coastal policy and building guidelines in Q3 2025.	x				
6.1.9. Update and amend Emergency Evacuation Plan to cater for coastal risks.	Planning & Sustainability	Future Project		2026/27 Project			x		
6.1.10. Plan and cost centralised aerobic treatment units for the Murray Delta Islands.	Planning & Sustainability	Future Project		2026/27 Project			x		

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	24/25	25/26	26/27	27/28	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	60	Draft Strategy considered by Council in December 2023. Preliminary consultation undertaken with State agencies. Strategy being updated to respond to preliminary feedback. Will be presented to Council in July 2025.	x	x			
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		2025 Election Lobby Document was completed in June 2024. It will be updated periodically as required.	x				
7.1.3. Prepare character design guidelines to support the retention of the small town, rural charm in each town.	Planning & Sustainability	In Progress	50	Guidelines prepared for Pinjarra as part of the Precinct Structure Plan . Endorsed by Council for public advertising at December OCM. Being presented back to Council for final approval in July.	x				
7.1.4. Prepare a coastal local planning policy.	Planning & Sustainability	In Progress	60	Draft Coastal Policy wording prepared. To be presented to Council with Coastal Special Control Area and building guidelines in Q3 2025	x				
7.1.5. Prepare a District Structure Plan for Pinjarra, Pinjarra Road Corridor, Dwellingup and North Dandalup.	Planning & Sustainability	In Progress	90	Draft Pinjarra District Structure Plan and Precinct Structure Plan endorsed by Council for public advertising at December OCM. Advertising concluded. Being presented back to Council for final approval in July.	x	x	x	x	
7.1.6. Prepare a Community Infrastructure Plan.	Planning & Sustainability	In Progress	90	Draft Community Infrastructure Plan completed in March. Quotes underway to expand to include Sport and Recreation Infrastructure.	x				

7.1. Manage urban growth effectively.

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
7.1.7. Prepare the Pinjarra Precinct Plan.	Planning & Sustainability	In Progress	90	Draft Precinct Structure Plan endorsed by Council for public advertising at December OCM. Advertising concluded. Being presented back to Council for final approval in July.	x				
7.1.8. Prepare the Ravenswood Precinct Plan.	Planning & Sustainability	Deferred	5	Awaiting key input from Main Roads WA before commencing project. Commencement expected in mid 2025.	x	x			
7.1.9. Prepare the Barragup Furnissdale Precinct Plan.	Planning & Sustainability	Future Project		2025/26 Project		x			
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	Future Project		2025/26 Project	x	x	x	x	
7.1.11. Progress planning for urban growth of Dwellingup Town Centre.	Planning & Sustainability	In Progress	80	Draft Structure Plan and Bushfire Risk Plan submitted to WAPC for consideration. Updated submission to be presented to WAPC in July following further consideration of bushfire risks. Council initiated amendment 327 to the Local Planning Scheme for Newton St precinct in March. Advertising due to commence June.	x	x	x	x	
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	80	Council initiated amendment 327 to LPS4 for Newton St precinct in March. Advertising due to commence June.	x	x	x	x	
7.1.13. Prepare a Murray Delta Islands building register.	Planning & Sustainability	Future Project		2025/26 project		x			
7.1.14. Prepare Development Contribution Plans for Implementaion of the Community Infrastructure Plan.	Planning & Sustainability	In Progress	10	Initial research undertaken. To be progressed following endorsement of Community Infrastructure Plan.	x				

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

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
7.2.1. Make provision within the local planning framework to accommodate more diverse and affordable housing options.	Planning & Sustainability	In Progress	90	Provisions included in draft Local Planning Strategy, Local Planning Scheme, Pinjarra District Structure Plan and Pinjarra Precinct Structure Plan.	x				
7.2.2. Advocate for worker and student accommodation.	Office of CEO	Ongoing		Workers accommodation forms part of the Murray Health Hub Business Case. A propsoal is also progressing by way of request for land to be opened up for subdivision in Newton St, Dwellingup.	x	x	x		
7.2.3. Prepare a local planning policy to set out housing diversity targets for each new settlement area.	Planning & Sustainability	Future Project		2025/26 project		x			

8.1. Revitalise Pinjarra Town Centre

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
8.1.1. Undertake detailed design of Henry Street consistent with the Edenvale Landscape Masterplan.	Infrastructure Services	Future Project		2026/27 project.			x		x
8.1.2. Prepare a signage strategy to inform wayfinding signage within town areas.	Infrastructure Services	In Progress	80	A Draft signage strategy for the Dwellingup town area has been coordinated through the Place Team and circulated to the Dwellingup Community for comment.	x				

8.1. Revitalise Pinjarra Town Centre (continued)

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
8.1.3. Implement initiatives and promote events that activate Pinjarra Town Square and Murray River Foreshore.	Place, Community & Economic Development	Ongoing	65	The Shire encourages the activation of the Pinjarra Town Square and Murray River Foreshore by supporting, sponsoring, enabling and delivering a range of events in these locations. This includes delivery of the Murray Christmas Celebration, supporting the Exchange Hotel's music series, sponsoring Plein Air Down Under and the upcoming Peel Long Table Dinner events.	x	x	x		

8.2. Beautify town entrances and streetscapes.

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
8.2.1.Prepare town entry statements for all access points to Pinjarra.	Infrastructure Services	Future Project		This is a future project, signage guidelines are being prepared to assist with the design and planning for all types of signage and these guidelines will help to inform future town entry statements.					x
8.2.2.Deliver the Pinjarra and Dwellingup Town Centre Façade Refurbishment Subsidy Program.	Planning & Sustainability	Ongoing		Awaiting landowner submissions	x	x	x	x	
8.2.3.Work with owners of the Junction Shopping Centre on the corner of George Street and Pinjarra Road to undertake initiatives to beautify and activate the site while the lots await future redevelopment.	Planning & Sustainability	Not Started		Deferred given landowners promoting commercial development proposal.	x				

8.3. Provide quality community buildings and public facilities.

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
8.3.1. Develop updated master plan for Civic Precinct Hub.	Place, Community & Economic Development	In Progress	40	The Shire has engaged Bollig Architects to assist with updating the masterplan for the Civic Precinct Hub with it being anticipated that this will be completed by 31 July 2025. This will enable the Shire to proceed to the next phase to develop design and costings.		x			
8.3.2. Develop design and costings for the Civic Precinct Hub that enables a staged approach.	Place, Community & Economic Development	Future Project		Future Project.		x			

8.4. Provide quality playgrounds and public open space.

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
8.4.1. Develop a costed approach to implement recommendations in the Public Open Space Strategy.	Infrastructure Services	In Progress	90	A progressive review of the Public Open Space Strategy is being undertaken to inform future improvements and funding opportunities, this is highlighted with the recent upgrade to Humphrey Park. The ongoing review will enable a proactive way to add value to existing facilities and further meet community expectation.	x	x	x	x	
8.4.2. Prepare a masterplan for the Ravenswood Regional Open Space.	Planning & Sustainability	In Progress	30	Initial investigation work undertaken regarding swim beach. Project to commence in Q3 2025.	x				

9.1. Conserve and enhance places with significant heritage value.

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
9.1.1. Prepare a new costed Local Heritage Strategy.	Planning & Sustainability	Future Project		2025/26 Project		x			
9.1.2. Prepare a costed Conservation Plan and 5-year Maintenance Plan for Council buildings listed in the Heritage Register.	Planning & Sustainability	Future Project		2025/26 Project		x	x	x	
9.1.3. Revise the Shire’s Heritage Places Local Planning Policy.	Planning & Sustainability	Future Project		2025/26 Project		x			
9.1.4. Finalise restoration and repurposing of the historic Exchange Hotel.	Infrastructure Services	Complete	100	The Exchange Hotel has been officially opened in September 2024, the Outside Bar was an additional part of the project and will be finalised in February 2025. The overseeing the defects liability period will be monitored for the Exchange Hotel until August 2025.	x				
9.1.5. Advocate for funding to implement the Pinjarra Rail Heritage Precinct Master Plan and Pinjarra to Dwellingup Rail Link.	Office of CEO	Ongoing		Business case has been completed. Lobbying will be ongoing.	x	x	x	x	
9.1.6. Remove hazardous materials and undertake protection works to prevent further deterioration to heritage buildings at Pinjarra Rail Precinct.	Planning & Sustainability	In Progress	10	Revised scope and quoting for plans underway	x				
9.1.7. Prepare a Condition Report and Costed Conservation Works Plan for Coopers Mill.	Planning & Sustainability	Future Project		2025/26 Project		x			
9.1.8. Prepare coastal protection adaptation and landscape management plans for Coopers Mill.	Planning & Sustainability	In Progress	30	Grant funding secured. Consultant appointed. Community workshop to be held in June	x				
9.1.9. Prepare and implement an interpretation plan for past use of the Murray River Square land.	Planning & Sustainability	Future Project		2025/26 Project		x			
9.1.10. Implement feature lighting at Murray Foreshore Amphitheatre.	Infrastructure Services	Complete	100	Feature lighting at the Murray River Foreshore installed September 2024	x				
9.1.11. Prepare a costed program to light up key feature and heritage buildings.	Planning & Sustainability	Future Project		2027/28 project.				x	

9.2. Enhance Edenvale Heritage Precinct.

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
9.2.1. Prepare a new condition report for Edenvale Precinct.	Planning & Sustainability	Future Project		2025/26 Project.		x			
9.2.2. Undertake conservation works to the Edenvale School house toilet block.	Planning & Sustainability	Future Project		2025/26 Project.		x			
9.2.3. Remove existing garden beds and install formal and informal gardens along George Street frontage of Edenvale.	Infrastructure Services	Future Project		2025/26 Project.		x			
9.2.4. Improve the landscape to Edenvale within the Murray Street carpark.	Infrastructure Services	Future Project		2026/27 Project.			x		

9.3. Enhance Glebe Land Precinct.

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
9.3.1. Undertake detailed planning for a new toilet facility in a complementary design to service St John's Church/Glebe Land Precinct.	Infrastructure Services	In Progress	5	Initially high cost to service the new Toilet Facility was a factor, further review and implementation of an overarching approach to the precinct has enabled funding to be secured to implement new toilet facilities within the heritage precinct.	x	x			
9.3.2. Construct a new toilet facility to service St John's Church/Glebe Land Precinct.	Infrastructure Services	In Progress	5	Initially high cost to service the new Toilet Facility was a factor, further review and implementation of an overarching approach to the precinct has enabled funding to be secured to implement new toilet facilities within the heritage precinct.	x	x			
9.3.3. Prepare a new Landscape Management Plan with costed implementation plan for the Glebe Land.	Infrastructure Services	In Progress	75	Initial plans merging the Edenvale Precinct to the Glebe Land have been completed to help inform the future priorities for the overall precinct. Initial feedback has been received to enable the plan to be completed as a Draft Masterplan to enable informed comments. These works will help inform the implementation of improved facilities (Sewer and Toilets to precinct) that will assist with activation for both Edenvale and the Glebe Land.	x				

10.1. Improve the local road network.

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
10.1.1. Work with Main Roads WA to progress planning and delivery of the Pinjarra Heavy Haulage Deviation.	Infrastructure Services	Ongoing		Main Roads are progressing the Heritage Engagement for the project, a Working Group has been established to progress and work toward the implementation of the Pinjarra Heavy Haulage Deviation.	x	x	x	x	
10.1.2. Advocate for funding for the Western Deviation to complete the overarching Pinjarra heavy haulage deviation project.	Office of CEO	Ongoing		Lobbying is ongoing.	x	x	x	x	
10.1.3. Prepare a Future Traffic Plan to inform priority road projects.	Infrastructure Services	Not Started		Main Roads are in the process of undertaking a traffic review within the Shire of Murray that aligns to the greater road planning for Perth and Peel. Once this review has been completed the information can be utilised to inform the basis for an overarching traffic review to consider the need for increased transport networks to support the future population within the Shire of Murray. Main Roads are liaising through Department of Planning, Lands and Heritage and the Department of Transport. The timing to receive a copy of the report is unknown and subject to State Agency review.					
10.1.4. Advocate for Main Roads WA to build a roundabout at the intersection of Roe Ave and Pinjarra Road.	Infrastructure Services	Future Project		2025/26 Project.		x			
10.1.5. Partner with Main Roads WA to review the Pinjarra Road Access Strategy.	Infrastructure Services	Future Project		2025/26 Project.		x	x		

10.1. Improve the local road network.

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
10.1.6. Undertake a review of future traffic and pedestrian bridges within Ravenswood and Pinjarra as part of the future transport strategy.	Infrastructure Services	Ongoing		Main Roads are in the process of undertaking a traffic review within the Shire of Murray that aligns to the greater road planning for Perth and Peel. Once this review has been completed the information can be utilised to inform the basis for an overarching traffic review to consider the need for increased transport networks to support the future population within the Shire of Murray. The traffic review has been completed by Main Roads with current review by other State Agencies.	x	x			
10.1.7. Source new road building material sites for future infrastructure management.	Infrastructure Services	Ongoing		Ongoing investigation is warranted to determine opportunities to source new road building materials. Further engagement with existing and adjacent properties to current material sources is progressing, plus further engagement with current site investigations to progress longer term material options. Further discussions with Main Roads to align with future investigations into gravel resources has interest with a priority to process options crushed gravel. Engaging with relevant stakeholders will be ongoing.	x	x	x	x	
10.1.8. Undertake tree management to improve safety within the road network.	Infrastructure Services	Ongoing		The Shire has just completed an audit on the road network to help prioritise tree management on the primary distributor roads, other roads will also be inspected as we progress tree management works within proximity to planned work sites these works will be programmed either through our current budget or seek supporting funds through successive budget to continually manage safety within our road network.	x	x	x	x	
10.1.9. Prepare concept plans for the downgrade of Pinjarra Road and George Street Pinjarra.	Planning & Sustainability	Future Project		2025/26 Project.		x			

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

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
10.2.1. Prepare a Design and Land Acquisition Plan for the Pinjarra Road Shared Path.	Infrastructure Services	Not Started			x	x	x	x	
10.2.2. Advocate for Main Roads WA to upgrade the bridge and cycle lane on South Yunderup Road	Infrastructure Services	In Progress		Designs are progressing to enable the replacement of the current bridge to better service the traffic and cycling needs.	x	x	x		
10.2.3. Review the Footpaths and Cycleways Plan to prioritise path projects.	Infrastructure Services	Not Started			x				
10.2.4. Install bike parking in Edenvale and on the foreshore.	Infrastructure Services	Future Project		Future Project.					x

10.3. Improve access to public transport.

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	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		The Shire of Murray are one of many Local Governments that may be impacted by the future proposal of the Perth to Bunbury Rail. Previous liaison with the Public Transport Authority (PTA) has identified a number of preliminary alignments. The PTA will further review these alignments and when information is available will further brief those affected Local Governments. This project is seen as very long term and should an alignment be proposed our feedback aligns to any rail supporting current planning and transport alignments within the Shire of Murray.	x	x	x	x	
10.3.2.Advocate for improved public bus services.	Office of CEO	Ongoing		Lobbying is ongoing with State Government.	x	x	x		
10.3.3.Provide bus shelters on Pinjarra Road.	Infrastructure Services	In Progress		Audits have been undertaken on all bush shelters on Pinjarra Road to align priorities, the Shire of Murray has written to the Public Transport Authority (PTA) requesting options for shared funding to support the progressive upgrade of bus shelters. PTA have nominated preferred bust locations and have provided the various design options for shethers, there was a long delay in obtaining the information as the PTA needed to finalise their bus shelter standards.					
10.3.4.Investigate options for shared transport, such as a community bus, community car or private-sector shared transport services.	Office of CEO	Future Project		Future Project.	x	x	x	x	
10.3.5. Undertake an initial feasibility and masterplan for the establishment of the Pinjarra Road high priority transit corridor.	Planning & Sustainability	Future Project		Future Project.		x	x		

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

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
10.4.1. Review options to improve access points for canoes and kayaks along the Murray River.	Infrastructure Services	Complete	100	Ravenswood canoe launch facility completed October 2024	x				
10.4.2. Advocate for funding for the Tonkin Drive Regional Boating Facility.	Infrastructure Services	Future Project		Future project.	x	x	x	x	
10.4.3. Install Murray River Foreshore river platforms.	Infrastructure Services	Future Project		Liaison with the local Community Bank has provided opportunities to deliver the project, the Planning Team will continue to progress the design and heritage phase with delivery of the project to be undertaken when these have been finalised.		x			
10.4.4. Upgrade Batavia Quays boat ramp.	Infrastructure Services	Complete	100	Design plans & specification for the upgrade/replacement of the Batavia Quays Boat Ramp has been completed. Funding application will be made September 2025 via the Recreational Boating Facility Grant Scheme for the boat ramp construction.	x	x			

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	24/25	25/26	26/27	27/28	Future
11.1.1. Prepare an ‘Invest in Murray’ prospectus with supporting marketing and incentives.	Place, Community & Economic Development	Not Started				x			
11.1.2. Prepare an Economic Development Strategy.	Place, Community & Economic Development	In Progress	60	The Shire has appointed economic consultancy firm Urban Enterprise to prepare its revised Economic Development Strategy 2025-2030. Internal and external engagement to inform the strategy has been complete and preparation of draft strategy is underway.	x				
11.1.3. Implement the Economic Development Strategy.	Place, Community & Economic Development	Future Project		Future project.		x	x		
11.1.4. Foster redevelopment opportunities at Murrayfield Airport.	Office of CEO	Ongoing	10	The Shire continues to offer and provide its assistance to Murray Airfield to enable redevelopment opportunities and outcomes.	x	x	x		
11.1.5. Present a discussion paper to consider either long-term ownership or divesting in the FIPWA and Exchange Hotel with funding going towards other key Civic infrastructure.	Office of CEO	Complete	100	Paper presented to Councillors at the February 2025 Briefing Session. Will be workshopped at the March 2025 Briefing Session.	x				

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

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	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		Visit to Tetra Pak and Aryzta facilities in Melbourne was completed in April 2025 with Peel Development Commission. Tetra Pak are visiting FIPWA on 11 June 2025. Further discussion on the possibility of a Product Development Centre is to be progressed. Discussions are underway with Australia Agritech to explore the development of a Drone Hub in Peel.	x	x	x		
11.2.2. Undertake a feasibility study for Stage 2 of the Food Innovation Precinct.	Office of CEO	Complete		Following an Expression of Interest process, C4C/Tetra Pak were selected as the proponent to develop the vacant land on Stage 2 of the Food Innovation Precinct. A lease was signed in Mid December 2024 and building construction is expected to be complete by Q1 2026.	x	x			
11.2.3. Facilitate discussions with Murdoch University, hospitality, food and beverage venues and local high schools to explore opportunities for training and career pathways within the Food Innovation Precinct WA.	Office of CEO	In Progress		Preliminary discussions have been underway with South Metro TAFE in relation to agri drone training packages. Discussions are progressing with Australia Agritech to set up a training arm as part of the development of the Drone Hub in Peel.	x	x	x		
11.2.4. Prepare a new FIPWA Business Plan.	Office of CEO	Complete		Being presented to Councillors in July 2025.	x				

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

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
11.3.1. Prepare a Local Planning Scheme Amendment to rezone land in the vicinity of Pinjarra Paceway for expansion of harness racing activities.	Planning & Sustainability	Deferred		Awaiting landowner submission. Met with landowner in December who is navigating the aboriginal heritage process.	x				

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

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
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		Meeting regularly with Racing and Wagering WA, Racing and Pacing Clubs. Updated Business Case was completed in November 2024 and presented to RWWA for consideration. Funding of \$7.5 million and \$2.2 million was obtained for the Racing and Pacing clubs respectively.	x	x	x		
11.3.3. Finalise the updated Murray Regional Equestrian Centre Master Plan, review and cost facility requirements, and advocate for federal and state funding to enable implementation.	Place, Community & Economic Development	Complete	100	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 2025 Election Priorities.	x				

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

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
12.1.1. Facilitate discussions with the Royal Aero Club and local high schools to explore options to expand aircraft maintenance training and employment opportunities.	Place, Community & Economic Development	Not Started		Initial meetings with local high school have been held with new Coordinator and Community Development Officer to build relationships. Conversations will progress over coming months.	x	x			
12.1.2. Facilitate discussions with local businesses and high schools to increase local apprenticeships, traineeships, internships and work experience opportunities.	Place, Community & Economic Development	Not Started		Initial meetings with local high school have been held with new Coordinator and Community Development Officer to build relationships. Conversations will progress over coming months.	x	x			
12.1.3. Advocate for the Department of Education WA to open a new primary school in Ravenswood or South Yunderup.	Planning & Sustainability	Ongoing		Discussed in meeting with Education Department on Local Planning Strategy School Planning. Existing population figures indicates provision of an additional primary school in Ravenswood or South Yunderup is overdue. Education Department have advised that new school development is confidential and announced by the Education Minister.	x	x	x	x	
12.1.4. Support inclusive, intergenerational library programs that enable life-long learning and develop community knowledge and capacity.	Place, Community & Economic Development	Ongoing	100	Regular programs delivered by Murray Library. Opportunities for additional programs will be considered through programming by Community Development team.	x	x	x		

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

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	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.	Place, Community & Economic Development	Ongoing	50	The Economic Development team continue to work with regional and state tourism organisations, participating in collective marketing campaigns. Collaboration with local businesses and the tourism is also ongoing. More recently, the Shire hosted two members of Destination Perth for a famil and content capturing opportunity and to showcase local operators.	x	x	x	x	
13.1.2. Identify opportunities and implement initiatives to incentivise investment in diverse short stay accommodation options in Dwellingup and Pinjarra.	Place, Community & Economic Development	Ongoing	50	The Economic Development team continues to work with partners and interested investors to attract and facilitate investment in short-stay accommodation. Additionally, it has prioritised the Pinjarra Heritage Precinct Redevelopment Plan in its 2025 Election Priorities which includes provision for short-stay accommodation. Opportunities for short-stay accommodation will also be included within the Shire of Murray Investment Prospectus which is planned to be developed in 2025-2026.	x	x	x		

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

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
13.1.3. Support, develop and attract major events.	Place, Community & Economic Development	Ongoing	50	The Place and Events team continues to support major events that strengthen community connection and encourage visitation to our region. Newly supported major events in 2025 include the Peel Produce Long Table Dinner (March 25) and the Sustainable Trails Conference (October 2025).					
13.1.4. Implement the Edenvale Place and Activation Plan.	Place, Community & Economic Development	Ongoing	50	The Place and Events team collaborates with user groups within the Precinct to enhance its vibrancy by hosting events and activities. Efforts include digital promotions, featuring the Precinct in destination guides, supporting and/or major events such as the Pinjarra Festival and Pinjarra Garden Day and hosting programs such as the Murray Library's Rhyme Time. Additionally, the Shire has assisted user groups with engaging wayfinding solutions and vibrant signage to improve visitor experience and encourage visitors to explore the Precinct. More recently, the Shire delivered the Pinjarra Festival within the Precinct.					
13.1.5. Scope requirements for a new multifunctional event space in the Glebe Heritage Precinct, Edenvale or River Foreshore Precinct.	Place, Community & Economic Development	Future Project		Future project.					
13.1.6. Develop a Heritage Walking Trail with tours to showcase local botanicals, art and culture.	Place, Community & Economic Development	Future Project		Future project.					
13.1.7. Progress endorsement and implementation of the Pinjarra Heritage Railway Precinct Master Plan, including aiming to restore steam rail from Pinjarra to Dwellingup.	Office of CEO	Ongoing		The Pinjarra Heritage Railway Precinct Master Plan and Business Case was completed and endorsed by Council in February 2024. The Shire has prioritised the project in its 2025 Election Priorities, however no funding was obtained.	x	x	x		
13.1.8. Develop and maintain destination websites to effectively engage with visitors and ensure mobile-friendly.	Place, Community & Economic Development	Not Started		Unexpected and significant technical issues with the website have delayed the project's delivery. A revised project proposal for 2025-2026 will be presented for consideration. This proposal aims to broaden the project scope and review destination marketing strategies. If supported, it will encompass this action.	x				
13.1.9. Develop a visual identity guide to revitalise and expand tourism brands.	Place, Community & Economic Development	Not Started		Unexpected and significant technical issues with the website have delayed the project's delivery. A revised project proposal for 2025-2026 will be presented for consideration. This proposal aims to broaden the project scope and review destination marketing strategies. If supported, it will encompass this action.	x				

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	24/25	25/26	26/27	27/28	Future
14.1.1. Provide a major review of the Council Plan at least once every four years.	Corporate Services	Future Project		Future Project.			x		
14.1.2. Provide a biennial review of the Risk Management Strategy.	Corporate Services	Complete	100	The Risk Management Strategy 2024 was endorsed by the Audit and Risk Committee at the meeting on 28 November 2024.	x		x		

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

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
14.1.3. Provide a biennial review of the Crisis Management and Business Continuity Plan.	Corporate Services	Not Started		A business continuity exercise will be conducted early in 2025, that will influence the review of the Crisis Management and Business Continuity Plan. This process will be carried out following the Risk Register and Review are completed.	x		x		
14.1.4. Provide professional development opportunities for Councillors to strengthen leadership, advocacy, and governance.	Office of CEO	Ongoing		Training undertaken, and upcoming training opportunities are provided monthly to Councillors.	x	x	x		
14.1.5. Present the Shire Organisational Review and Improvement Plan.	Office of CEO	Complete		Organisation Review was presented to Council on 9 December 2024.	x	x			

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

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
14.1.6. Implement the suite of local government reforms by required statutory dates.	Office of CEO	In Progress		Tranche 2 of the Local Government Reform Bill was passed by both houses of Parliament in November 2024. A full review is now being undertaken to implement the required amendments to the Local Government Act and associated Regulations. Councillors are kept informed of new amendments as made.	x	x			
14.1.7. Deliver Annual Report to demonstrate accountability.	Office of CEO	In Progress	25	The 2024/25 Annual Report has been drafted. I will be reaching out to directorates for review and input as of 1 July 2025.	x	x	x	x	

14.2. Maintain long-term financial sustainability and asset management.

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
14.2.1. Review the Rating and Revenue Strategy to meet financial objectives.	Corporate Services	Ongoing	25	An internal rating review was undertaking in early 2025 with a full review scheduled in early 2026.	x	x	x	x	
14.2.2. Provide an annual review of the Long-Term Financial Plan.	Corporate Services	In Progress	80	First councillor workshop held 5 May, with second workshop scheduled for 10 June.	x	x	x	x	
14.2.3. Implement the master plan to rebuild the Shire of Murray Operations Centre.	Infrastructure Services	In Progress	10	Architects have completed plans and costs for the initial stage of the Operations Centre redevelopment, these costs will be utilised for long term financial planning.					x

14.3. Enhance employee skills, commitment and safety.

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
14.3.1. Provide a biennial review of the Workforce and Diversity Plan.	Corporate Services	In Progress	50	The Workforce and Diversity Plan 2021 to 2025 is currently being reviewed, and will be presented to the Executive Leadership Team for review and endorsement.	x		x		
14.3.2. Review the Work Health and Safety Management Plan every three years, including the completion of the Worksafe Plan Accreditation Audit.	Corporate Services	In Progress	80	The Work Health and Safety Management Plan was endorsed by the Executive Leadership Team on 14 April 2025. The Shire is waiting on an audit date from Local Government Insurance Services.		x			

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

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	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	Ongoing		Rolling upgrade to Readytech Community Suite underway. Currently upgrading finance and cash receipting modules. Go live date of February 2025 has been pushed out due to resource constraints in the Finance dept. Recent advice that ReadyTech have bought CouncilWise as a replacement solution to their property and rating software. Waiting on ReadyTech's final implementation plan.	x	x	x		
15.1.2. Foster a digital technology approach to improving services.	Corporate Services	Ongoing		Currently reviewing products and services in use. Working group formed to ensure that a "whole of organisation input" to major decisions is ensured. Introduced Teams Rooms in CEO boardroom to trial.	x	x	x	x	

15.2. Improve communication and engagement with customers and community members.

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	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	Complete	100	Program of ongoing campaigns has been established and formalised in the new Communications and Marketing Strategy. Major projects are identified through the annual budget process and promoted throughout the year. A dedicated webpage provides a central place for all project updates to be published. Ongoing social media and media releases are published daily/weekly.	x	x	x	x	
15.2.2. Develop a campaign to grow the Shire's customer database with email and phone contacts. This will enable the Shire to deliver information digitally by email or SMS in a more targeted, timely and cost-effective way.	Office of CEO	Complete	100	The Shire of Murray website has a permanent subscription area published to its homepage and the newsletter is promoted on an ongoing basis. Community are requested to provide contact details during ongoing community meetings and information sessions. In addition, the Murray News template has been updated to reflect the information community would like to hear about alongside Shire of Murray priorities. It is also aligned to refreshed branding.	x	x	x	x	
15.2.3. Review and redevelop the Shire's website.	Office of CEO	Complete	100	The Shire of Murray website has been updated over the last 12 months. All content has been updated and the site map has been revamped to ensure content is accessible and quality customer experience is provided. The site was realigned to the Shire's refreshed branding at the end of 2024. This was the final requirements within the website redevelopment project. From now on, business as usual activities for maintenance will take place. Ongoing improvements as technology allows will take place as a matter of normal everyday operations.	x				
15.2.4. Upgrade communications IT to improve the effectiveness of meetings and introduce live streaming of Council meetings.	Corporate Services	Complete	100	Hardware and software for live streaming of Council meetings has been successfully installed. System has been tested and working as intended.	x				
15.2.5. Councillor information sessions to be held at different towns throughout the year.	Office of CEO	Complete	0	External sessions are supported and will be ongoing.	x	x	x	x	

15.2. Improve communication and engagement with customers and community members.

Name	Directorate	Status	Complete %	Progress Comment	24/25	25/26	26/27	27/28	Future
15.2.6. 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.			x		
15.2.7. 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	Complete	100	The Shire of Murray's social media channels are punching well above their weight in the local government industry, at a local, State and even national level. Diverse content is providing the Shire with significant engagement and a positive sentiment on all channels. The Shire was in the 88th percentile of high performing Facebook pages hosted on Sprout.com as at December 2024.	x	x	x	x	

