



SHIRE OF MANJIMUP



Strategic Community Plan 2021 - 2031

This page is intentionally left blank.

Table of Contents

| | |
|--|----|
| Acknowledgement of Country | 4 |
| Message from the Shire President | 5 |
| Introduction to the Plan | 7 |
| The Integrated Planning and Reporting Framework..... | 7 |
| Review schedule | 8 |
| How the plan works..... | 9 |
| Strategic Planning Context | 10 |
| Community profile | 10 |
| Manjimup Town – A Regional Growth Centre | 13 |
| Resource profile | 13 |
| Community Asset Snapshot | 15 |
| Influential planning documents..... | 16 |
| Community Engagement Outcomes | 19 |
| Our Community Vision..... | 19 |
| Summary of community consultation activities 2021 | 20 |
| Key challenges for the community..... | 21 |
| The Role of the Shire of Manjimup | 22 |
| Shire of Manjimup Mission..... | 22 |
| Shire of Manjimup Values | 22 |
| Our Community Themes and Goals..... | 25 |
| Our community themes explained | 25 |
| 1. Our Natural Environment | 26 |
| 2. Our Prosperity..... | 28 |
| 3. Our Community..... | 30 |
| 4. Our Infrastructure | 32 |
| 5. Our Local Government | 34 |
| Implementation | 36 |
| Resourcing the plan..... | 36 |
| Measuring our progress | 36 |
| Appendix 1 – Summary of Consultation Findings 2021 | 38 |
| Summary of key liveability features by Council Ward | 39 |
| Summary of community satisfaction with Shire services and facilities | 41 |
| Climate Change Workshop Outcomes..... | 48 |
| Summary of consultation findings by population centre..... | 53 |

Acknowledgement of Country

The Shire of Manjimup acknowledges the Bibelmen, Kaneang and Minang people of the Noongar Nation as the Traditional Custodians of the land on which we live, work and gather.

We recognise the diversity of Aboriginal people, value their strength, resilience and capacity, and respect the historical and ongoing connection to land, water and community. We also recognise the disadvantages experienced which continue to impact today. We wish to acknowledge their continuing culture and pay respect to Elders past, present and future.

Genuine recognition, trust and respect between Aboriginal people and the Shire of Manjimup is fundamental for building relationships and in the action of reconciliation. We endeavour to better our understanding of the needs and aspirations of the local Aboriginal people to incorporate into our strategies, plans and day to day work for the benefit of the wider community.



Message from the Shire President

The Shire of Manjimup's *Strategic Community Plan 2021–2031* is the overarching guide for the future of our region and I am honoured and proud to have been a part of its major review and to be presenting it to our community. This document articulates the aspirations of our community and drives the focus for the Shire of Manjimup as we seek bold, prosperous and sustainable growth for our local economy and communities.

The Plan has previously been the subject of two major reviews with input from the community, which means it remains entirely underpinned by the aspirations and values of the people who matter the most – you. We received more than 580 contributions from community members through participation in surveys, workshops and meetings, where you shared your vision for the future.

Feedback from the community is a crucial part of the review process and the volume of feedback received in 2021 has allowed us to conduct statistical analysis on the collected data. The results reveal that our natural environment is the attribute of our region that the community considers most valuable. The results also demonstrated the community's lowest level of satisfaction is with local roads, whether they are managed by the Shire or not. The consultation process has enabled careful consideration of priorities in order to deliver the sustainable infrastructure, programs and services for our community's needs.

A lot has changed since the last review of the Plan 4 years ago, with the Shire of Manjimup being the recipient of both state and federal government funds for key infrastructure, revitalisation and industry development projects, including the Manjimup Town Centre Revitalisation, the Seniors Housing initiative, and we have had the disruption caused by the COVID-19 pandemic. From the survey, we learnt that the community wants to see the Shire putting its greatest efforts into protecting the environment, getting on the front foot in managing climate change, continue to pursue the diversification of industry and to improve the local economy.

The major review has resulted in some changes and updates to the Plan. The major changes identified in 2017 have been largely maintained. The Mission Statement articulates the Shire's role in delivering the community's priorities within the Plan, and the key values that underpin the actions and decisions of the Shire's staff and the elected members of Council are defined.

Councillors and staff have certainly played a part in the Plan's review; however, we are not the owners of it – it belongs to the community. Whilst this plan is the underlying document for all Shire plans and actions to be rolled out over the coming two to ten years, it also provides

guidance to other agencies and organisations on future development priorities and acts as a prospectus for investment.

In conclusion I would like to thank you, our community, for taking the time to be a part of the future of our region. Together, we created a shared vision for the whole of the Shire of Manjimup.

A handwritten signature in black ink that reads "Paul P. Duodei". The signature is written in a cursive style with a large initial 'P' and a period after the first name.

Introduction to the Plan

This *Strategic Community Plan 2021–2031* (the Plan) is the result of the second major review undertaken in 2021 by the Shire of Manjimup (the Shire) since the original plan was developed in 2013. This document was reviewed in 2021 to ensure it remains relevant to the community.

In a very real sense this plan empowers the community and enables the Shire's decisions and actions to work directly towards the achievement of community identified goals and priorities.

The Plan is a testament to the vision the residents and ratepayers of the Shire of Manjimup have for their community and it shall lead us all into the next phase of the community's evolution.

Within the limited resources available, the Shire considers the desired community goals as realistic, practical, achievable and sustainable, and as such the Plan sets out strategies to move us all towards the shared community vision. These strategies are not just for the Shire, but are also heavily reliant on other government and commercial providers and are designed in such a way as to allow community members to contribute.

The Integrated Planning and Reporting Framework

All local governments are required to plan for the future of their district under the *Local Government Act 1995* (WA). The *Local Government (Administration) Regulations 1996* outline the minimum requirements to achieve this.

The Department of Local Government and Communities' Integrated Strategic Planning and Reporting Framework (the Framework) provides the basis for improving the practice of strategic planning in local government.

The Plan does not stand alone within the Framework. It is situated within a suite of planning and reporting documents. The Framework comprises five key elements:

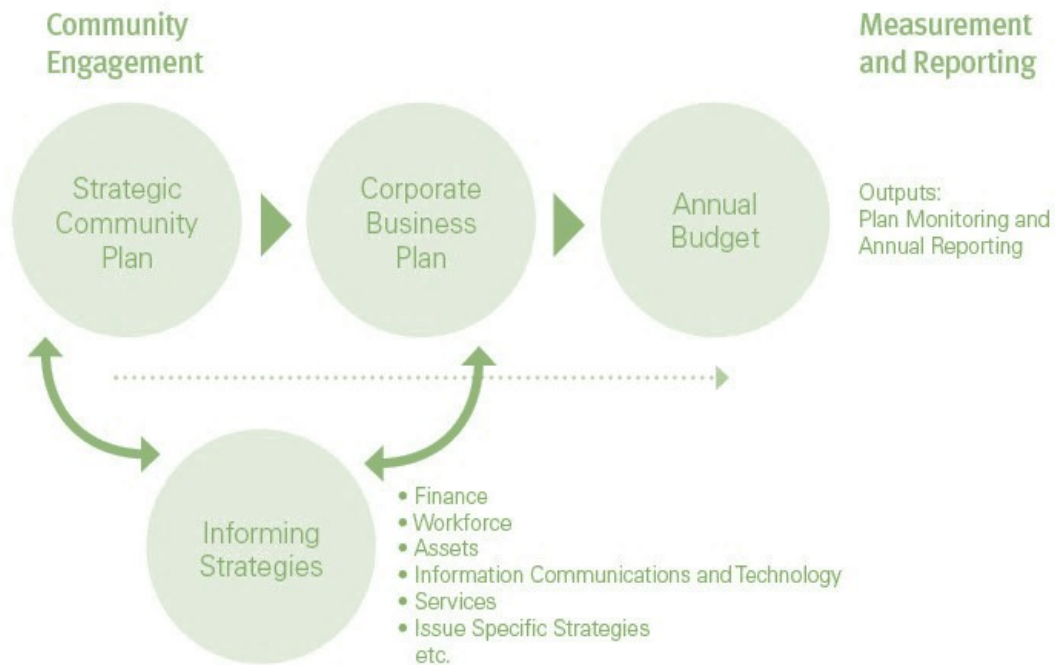
1. **Strategic Community Plan** (ten years) – outlines the strategic priorities to address the community's long-term vision. The priorities and goals of the Strategic Community Plan are driven by community engagement and takes a 'whole of Shire' approach.
2. **Corporate Business Plan** (four years) – defines the actions that the Shire will undertake to contribute to the achievement of the community goals and strategies outlined in the Strategic Community Plan.
3. **Informing strategies** – assist the local government in delivering the Corporate Business Plan and in supporting the goals of the Strategic Community Plan. Key informing local government Framework documents include the Long Term Financial Plan, Asset Management Plan and Workforce Plan.

The Shire also develops and implements a range of other strategic plans to guide its actions and priorities within important service areas. These plans include the ten-year Road Construction Plan, Age-friendly Communities Plan, Sports & Recreation Strategic Plan, Youth Plan and Natural Environment Strategy.

A full list of Shire-owned informing strategies can be found in the Corporate Business Plan.

4. **Annual Budget** – provides the fine detail of the resources the Shire will be committing to its Corporate Business Plan and in support of the Strategic Community Plan in any given year.

- Annual Report** – provides feedback to the community on the Shire’s progress against the Corporate Business Plan and provides a snapshot of how the community is progressing towards its goals contained in the Strategic Community Plan.



Elements of Integrated Planning and Reporting Framework

Image: Elements of the Integrated Planning and Reporting Framework (Sourced from Department of Local Government and Communities)

Review schedule

The Strategic Community Plan is a long-term plan but is not static or permanent. As the community changes the Plan will change and a major review and renewed long-term visioning process with the community will be conducted every four years.

| Review schedule | Completion |
|---------------------|--------------|
| Next desktop review | 30 June 2023 |
| Next major review | 30 June 2025 |

The Plan will also be subject to an interim desktop review two years after each major review. The purpose of the desktop review is to check compliance with state legislative requirements, acknowledge any changes to regional and state plans, and adapt the Plan to address any new significant information arising since the last review.

When the Shire conducts a review of the Plan, either a major review or a desktop review, the community will be engaged in the process and invited to provide comment before the revised Plan is formally adopted by the elected members of Council.

The ongoing review schedule of the Strategic Community Plan will involve the community in confirming key issues and concerns and will take into account what is happening in the broader community at that time.

How the plan works

The Plan is a document owned by the community. The outcomes and strategies all stem from input gained from the community through community engagement activities undertaken in 2021, described in more detail later in the document.

The Plan is not owned by the Shire nor is it the Shire's responsibility to deliver everything in the Plan. The Shire has specific tasks, responsibilities and contributions to make, which are detailed in its Corporate Business Plan, but the Shire is not alone in delivering the Plan.

This is everyone's Plan and every Shire resident, community organisation and business could potentially contribute to our desired community goals and to ultimately achieve the vision we all share. State and federal government agencies also have a part to play in delivering the Plan's strategies.

The community goals contained in the Plan, identified through community consultation, have been categorised into five strategic themes:

1. Our Natural Environment
2. Our Prosperity
3. Our Community
4. Our Infrastructure
5. Our Local Government.

Each of the community themes have associated strategies with which to achieve the theme's goals, and measurable community indicators to show whether the strategies are working and whether we are achieving those goals.



Strategic Planning Context

Community profile

The Shire of Manjimup, with an area of 7,028 km², is the largest shire in the South West region of Western Australia and is part of the Warren Blackwood sub-region.

With over 4,300 residents in the urban centre, the town of Manjimup is the most populated town in the Warren Blackwood sub-region.

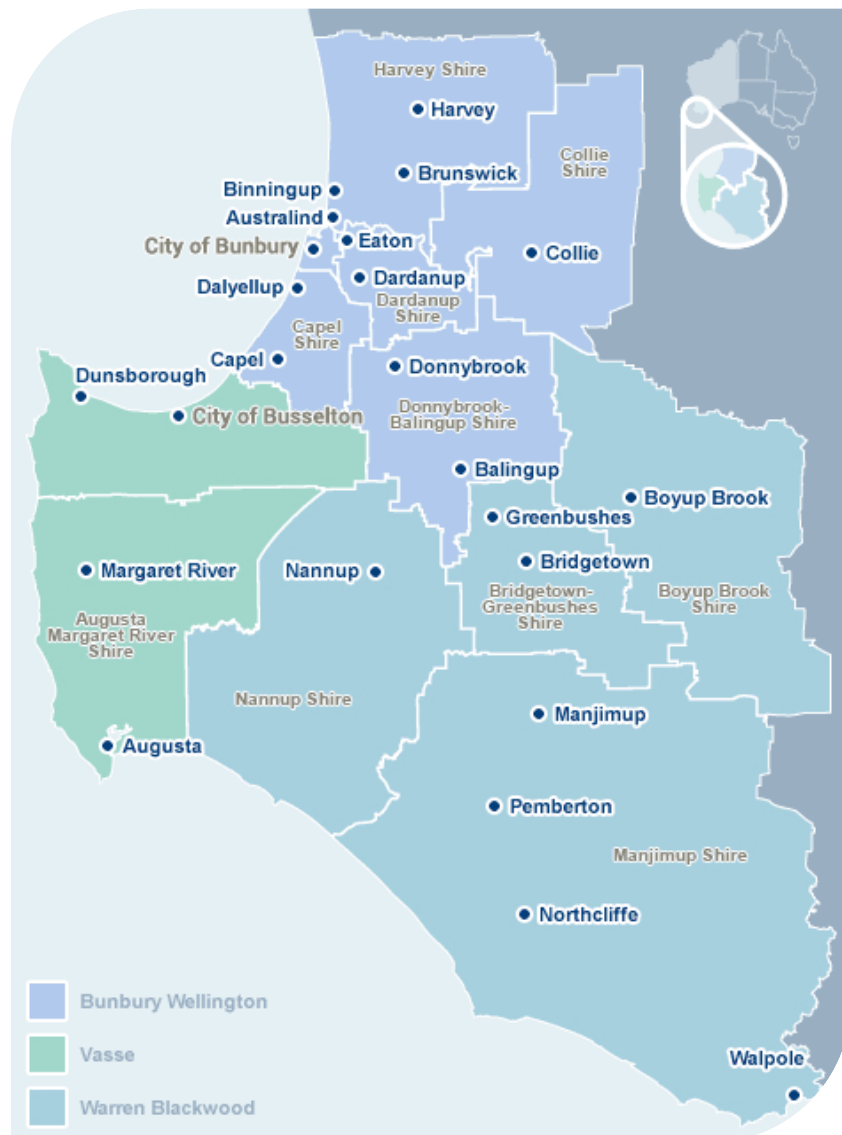


Image: Western Australia's South West and its sub-regions (sourced from South West Development Commission)

Within the Shire there are the four main townships of Manjimup (the regional centre), Northcliffe, Pemberton and Walpole, and the six smaller settlements of Deanmill, Jardee, Palgarup, Quinninup, Tone River and Windy Harbour.

The Shire boundary sits across two different Noongar regions as defined by the South West Aboriginal Land and Sea Council for the purposes of negotiating Indigenous land use agreements. The South West Boojarah region spans the Shire’s west including the towns of Manjimup, Pemberton and Northcliffe and the Wagyl Kaip and Southern Noongar region stretches the Shire’s east including the town of Walpole. The original residents of the Shire have been living in and caring for the region for at least 30,000 years.



Image: The electoral Ward boundaries, towns and localities of the Shire of Manjimup (sourced from Shire of Manjimup)

With a mild Mediterranean climate, reliable rainfall and arable soils, the Shire of Manjimup is renowned as a premium agricultural area, especially for potatoes, apples, fruit and vegetable crops, dairy and livestock; and more recently for premium wine, avocados, marron aquaculture, truffles and strawberries. Agriculture is the biggest industry sector in the Shire accounting for more than 450 businesses and \$348.6 million of production value and utilising more than 79,500 hectares of land.

The Shire is also rich in natural value with 85% of the area protected in national parks, state forests and conservation reserves. The region is famous for its karri and jarrah forests, which have supported a timber industry for over a hundred years. In recent years the volume of hardwood production has decreased as a result of the State's Regional Forest Agreement addressing the harvesting of native jarrah and other species. The processing of hardwood is now focused primarily on value adding. Plantations have become a significant part of timber production in the area.

With some of the oldest national parks in the state, tourism has long been an important part of the economy. Iconic national parks such as Beedelup and Warren are famous for their spectacular forests and waterways. D'Entrecasteaux National Park and the Walpole Wilderness have heathland, spectacular coastlines and protected inlets as well as tall forest, including tingle trees. The Bibbulmun Walk Track and Munda Biddi Bike Trail are world class long-distance trails that traverse the South West from Perth to Albany, winding through some of the most scenic areas of the Shire, including the towns of Manjimup, Pemberton, Northcliffe and Walpole. Recreational fishers come for the marron and both freshwater and ocean fishing.

The Shire of Manjimup also has a growing events calendar including cycling and mountain biking events, motocross, sailing and cultural and produce festivals such as the Manjimup Cherry Harmony Festival, the Unearthed Festival Pemberton and the Truffle Kerfuffle. The region is also building a reputation as a charming country retreat and gourmet experience where visitors come for the warm firesides in winter and cool breezes in summer.

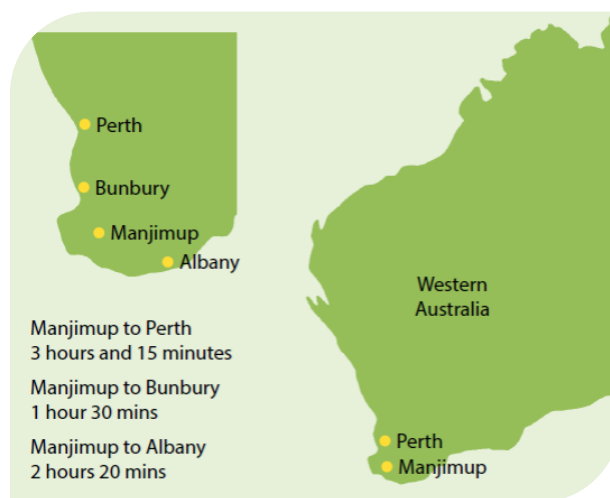


Image:
Location of
Manjimup town
site, Western
Australia
(sourced from
Shire of
Manjimup)

The table below identifies all the major population centres south of and including Perth, which are classified as 'cities', and the distance of these cities from the towns of Manjimup, Pemberton, Northcliffe and Walpole.

| Travel by road | Distance (kilometres) | | | | |
|----------------|-----------------------|-------------|--------------|----------------|------------|
| | City | to Manjimup | to Pemberton | to Northcliffe | to Walpole |
| | Busselton | 118 | 138 | 163 | 244 |
| | Bunbury | 131 | 175 | 186 | 256 |
| | Albany | 214 | 239 | 219 | 127 |
| | Mandurah | 226 | 256 | 281 | 351 |
| | Perth | 293 | 323 | 348 | 418 |

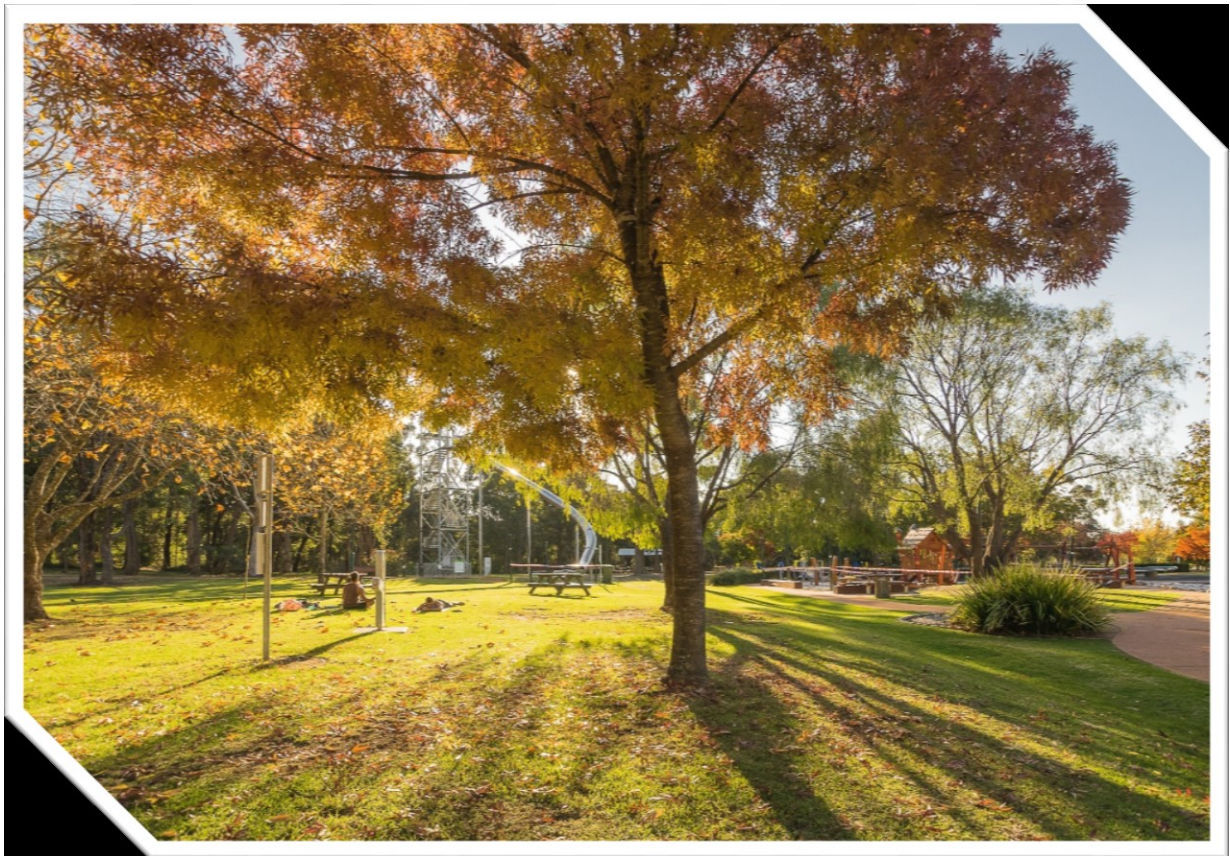
Manjimup Town – A Regional Growth Centre

In 2011 as part of a state government initiative, Manjimup was identified as one of nine towns in Western Australia best situated to develop as a regional centre and assist with absorbing some of WA's anticipated population growth. WA's population is predicted to more than double over the next 40 years.

Manjimup's identification as a growth centre was based on its strong local government capabilities and its potential for population expansion, for economic expansion and diversification, and for generating net benefits to Western Australia.

Since 2011 the Shire has embraced the concept of Manjimup as a regional growth centre and continues to drive and advocate for initiatives that support this vision.

Growth initiatives are focused on the township of Manjimup; however, strong growth in population, services and industry in Manjimup will produce benefits for much of the Warren Blackwood region.



Resource profile

In order to pursue the community's vision, the Shire must plan for the future and determine what is needed and how it will be resourced.

The Shire is limited by the inherent constraint of presiding over a large and dispersed local government area in which approximately only 15% of the land is rateable, with the balance protected in national parks, state forests and conservation reserves. Local government rates are usually the main source of income and as a result the Shire faces ongoing operational challenges with a proportionally small rate base.

The Shire's population has fluctuated over the last decade but now appears to be in a period of growth. The signs are positive that the goal to double Manjimup town's population by 2030 are starting to be realised as part of the Manjimup Town Site Growth Plan. Whilst this is encouraging it will be some time before the economic benefits of sustained population growth are felt.

In the meantime the Shire's financial resources remain heavily dependent on the continuation of grants from higher levels of government. The Shire's own revenues over the next ten years are projected to account for only 45% of its expenses and therefore the Shire must continue to bid and advocate for grant money. The Shire will also need to review existing revenue raising options and explore alternative methods of funding for its services to ensure they are sustained. The value of the Shire's assets per head of population is relatively high in comparison to other local governments in Australia suggesting that the Shire must begin to rationalise its asset base or review the level of service currently on offer.

The Shire is committed to providing the highest level of services to the community through its operations; however, based on benchmarking of similar local authorities in the state, the Shire is currently providing services to more people per Shire employee than average. This requires high levels of efficiency with relatively less staff compared to other shires, both in terms of service delivery as well as operating and maintaining a relatively high asset base. The challenge the Shire faces is to maintain services and assets with existing resources whilst also maintaining quality standards. The Shire has a relatively stable workforce and will adopt a 'business-as-usual' approach to its short-term workforce requirements. The Shire does not plan to create and fund any additional positions in the next four years and will instead realign the organisational structure to meet changing needs.

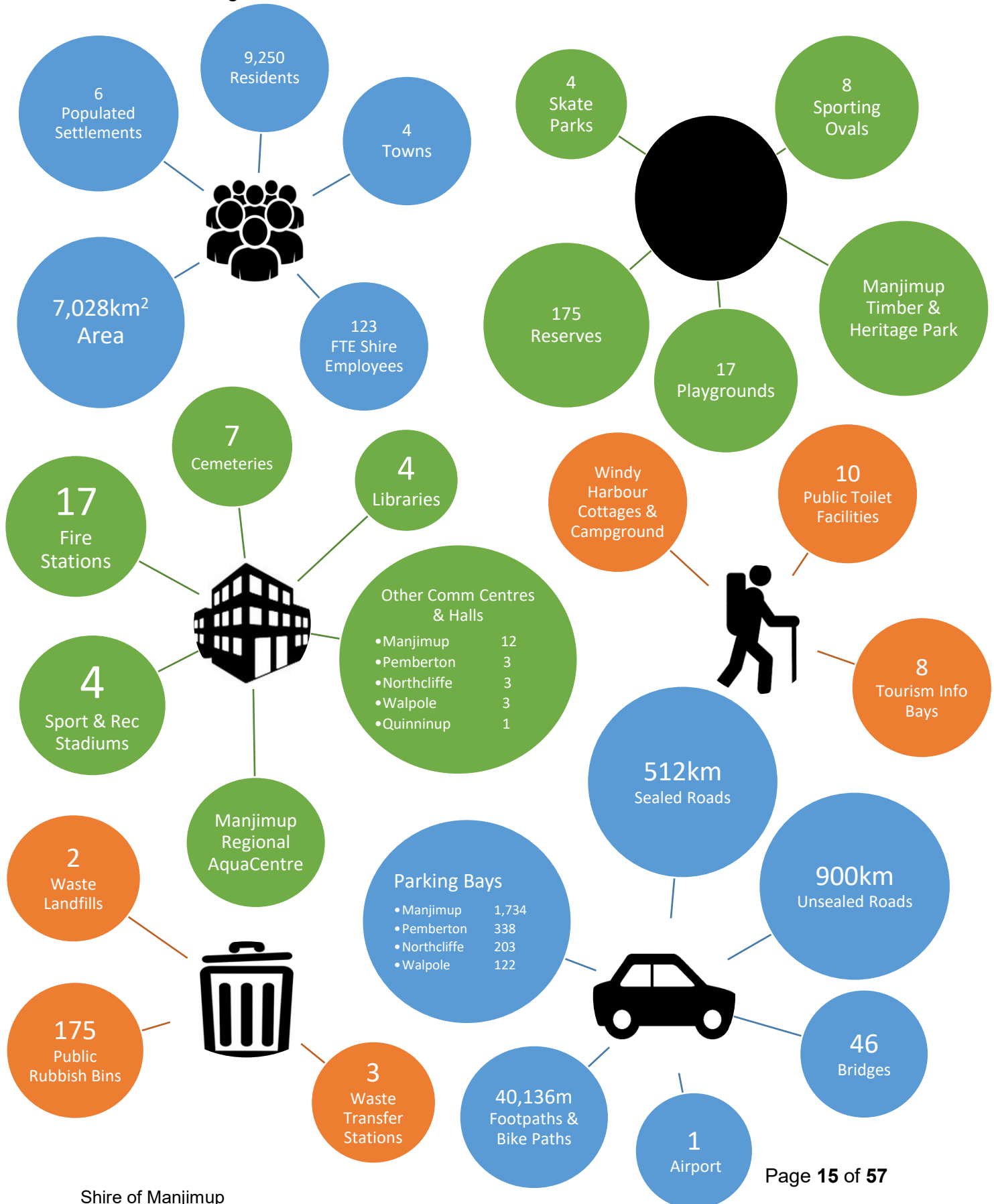
The Shire is preparing itself for a significant number of staff to reach retirement age in the short to medium term. This provides an opportunity to review the organisational structure and required skill set to plan a workforce that can effectively address the challenges of the future and pursue the community's goals and aspirations, as articulated in this Plan.

More information about the Shire's resources can be found in the Corporate Business Plan, Long Term Financial Plan, Asset Management Plan and Workforce Plan, along with the Shire's Annual Budgets and Annual Reports.

| Resource profile for the Shire of Manjimup | 2015/16 (Actual) | 2018/19 (Predicted) | 2021/22 (Predicted) |
|---|-----------------------------|--------------------------------|--------------------------------|
| Population | 9,341 | 9,159 | 9,289 |
| Number of electors | 6,349 | 6,396 | 6,713 |
| Employees (full-time equivalent) | 123 | 123 | 123 |
| Budget | \$39,251,107 | \$54,146,533 | \$41,583,372 |
| Rates income | \$8,294,970 | \$9,339,228 | \$9,799,771 |
| Financial assistance grants income | \$3,999,892 | \$4,118,981 | \$4,342,825 |
| Other grants income | \$27,766,650 | \$9,275,455 | \$5,750,839 |
| Capital expenditure | \$6,722,646 | \$20,875,759 | \$8,726,838 |
| Operational expenditure | \$32,528,461 | \$30,873,847 | \$30,943,572 |
| Value of assets | \$313,066,237 | \$322,226,433 | \$321,607,662 |

Community Asset Snapshot

This infographic shows the community assets the Shire of Manjimup is responsible for administering.



Influential planning documents

The Shire operates within a complex strategic context largely dominated by state government priorities. Regional, state and federal planning documents can either work for or against the goals of our communities. The Shire needs to have a clear understanding of the bigger strategic picture to effectively advocate on behalf the community and take advantage of opportunities as they arise.

The key influential planning documents are listed here.

Regional plans

South West Strategic Plan 2021-2023, South West Development Commission, 2021

This strategic plan builds on previous research, plans and strategies and provides an overarching framework for the continued development and implementation of sub-regional growth plans.

Key industry sector priorities to diversify and grow the South West economy have been identified.

South West Regional Blueprint, Regional Development Australia South West and South West Development Commission, December 2014

The Blueprint is a peak regional planning document and will guide the future development of the region up until 2050.

Warren Blackwood Sub-regional Growth Plan, Warren Blackwood Alliance of Councils, 2019

This plan works within a hierarchy of South West economic development planning, with the South West Regional Blueprint at the apex, and seeks to prioritise sub-regional activities (shires of Bridgetown-Greenbushes, Nannup and Manjimup) within the scope of broader regional planning.

Land-use planning

State Planning Strategy 2050 and *State Planning Policies*, Western Australian Planning Commission, (various)

A strategic framework that identifies principles, strategic goals and strategic directions for the integration and coordination of land-use planning and development across state, regional and local jurisdictions. State planning policies provide the highest level of planning policy control and guidance in Western Australia.

South West Regional Planning and Infrastructure Framework: Part A and Part B,

Department of Planning and Western Australian Planning Commission, December 2015

The Framework guides regional planning in the South West and assists in the delivery of coordinated policy, planning solutions and infrastructure requirements. It also informs the Shire of Manjimup in the preparation of local strategic plans.

South West Region Economic and Employment Lands Strategy, Department of Planning and Western Australian Planning Commission, March 2014

A state government initiative that seeks to provide an ongoing supply of industrial land to cater for the anticipated economic growth in the South West region over the next 20 years and beyond.

Warren Blackwood Rural Strategy, Department of Planning, August 2004

The rural strategy embraces the principles of sustainability and aims to provide the best balance between social, environmental and economic factors, inclusive of the natural resource themes of land, water, biodiversity and coast.

Manjimup Town Site Growth Plan, Shire of Manjimup, South West Development Commission and Department of Regional Development, March 2012

The *Growth Plan* identifies projects and initiatives that provide the foundations to double the town's population by 2031.

Roads and transport

Roads 2030: Regional strategies for significant local government roads (South West Region), MainRoads WA and WALGA, 2013

A strategic review of regionally significant Local Government roads and the development strategies for them. Only projects on local roads included in Roads 2030 will be eligible for Road Project Grant funding.

Western Australian Regional Freight Transport Network Plan, Department of Transport, 2013

The Network Plan focuses on the state's freight planning, policy and project priorities to 2031.

Public Transport Authority Strategic Plan 2017–21, Public Transport Authority, 2013

Scope includes country passenger rail and road coach services, regional school bus service, and rail corridor and residual freight issues management.

Western Australian State Aviation Strategy, Department of Transport, February 2015

While aviation is largely a matter of Commonwealth jurisdiction, the strategy includes a suite of actions whereby the state will work in partnership with airports, airlines and the resources and energy sector to ensure adequate services continue to meet WA's needs.

Managing our natural environment and resources

The West Australian State Sustainability Strategy: A vision for quality of life in Western Australia, Government of Western Australia, September 2003

Aimed at shaping and advancing the sustainability agenda throughout Western Australia, the Strategy contains a vision, principles, goals and concepts, and presents global and local views and trends on sustainability, to enhance awareness, understanding and promote increased involvement with sustainability directions and initiatives.

Forest Management Plan 2014–2023, Conservation Commission of Western Australia and Department Parks and Wildlife, December 2013

A set of guiding principles that seeks to conserve biodiversity and ecological integrity, while continuing to provide ongoing social and economic benefits to the community, through the sustainable access to wood and non-wood forest resources and enjoyment of other forest values, including its use as a place for recreation.

National Marine and Terrestrial Parks and Reserves Management Plans, Approved by the Federal Minister for Environment, (various)

The national marine and terrestrial parks in the Shire of Manjimup are managed by the state government Department of Parks and Wildlife. Management Plans exist for Walpole-Nornalup National Park and Marine Park and the Shannon and D'Entrecasteaux National Parks.

Augusta-Walpole Coastal Strategy, Western Australian Planning Commission, July 2009

The strategy addresses coastal tenure and management, settlement; tourism; coastal access; infrastructure; subdivision; development and the protection of the environment and biodiversity.

Western Australian Natural Resource Framework, Department of Primary Industry and Regional Development, 2020

The State Natural Resource Management Framework provides a focus for partnerships in protecting and managing our natural resources. It will allow for greater coordination and transparency of priority setting and the significant investment that is made by community, industry and government.

Water Forever: South West final report, Water Corporation, July 2015

A planning study of water needs and sources for the South West for the next 50 years to ensure that reliable drinking water supplies are maintained in a sustainable way.

Reframing Rural Fire Management: Report of the Special Inquiry into the January 2016 Waroona fire, Public Sector Commission, April 2016

The Special Inquiry Report identifies improvements to the systems of community safety and bushfire risk management in Western Australia.

Waste Avoidance and Resource Recovery Strategy 2030, Waste Authority, October 2019

Aims to engage the Western Australian community in moving to a low-waste society by providing the required knowledge, infrastructure and incentives to change behaviour.

Strategic Energy Initiative Energy 2031: Building the pathways for Western Australia's energy future, Department of Finance, August 2012

The initiative's pathways, which largely mirror the energy supply chain, provide for a series of strategies and actions that aim to help make energy supply in Western Australia more affordable, more secure, more reliable as well as cleaner.

Western Australian Climate Policy, November 2020

This State Government policy looks beyond business-as-usual measures to highlight the significant actions that are to be taken in collaboration with industry and the community to boost our economy, prepare for climate change and achieve the aspiration of net zero emissions by 2050.

Tourism and recreation

State Government Strategy for Tourism in Western Australia 2020, Tourism Western Australia, 2010

This strategy outlines seven focus areas to make the most of the growth in business travel and international markets, as well as encourage further development and diversification in the regions.

The Future of Tourism: Southern Forests and Valleys Region, Warren Blackwood Alliance of Councils, 2017

Details a proposal for the Local Tourism Organisation and Visitor Services Business Plan for the area covered by the shires of Bridgetown-Greenbushes, Nannup and Manjimup.

Western Australian Strategic Trails Blueprint 2017-2021, WA Trails Reference Group, 2017

An overarching guide for consistent and coordinated planning, development and management of quality trails and trail experiences across Western Australia.

South West Mountain Bike Master Plan, WestCycle Inc., November 2015

Focuses on five unique locations and experiences including the Dunsborough coastline, gourmet Margaret River, Nannup's rolling hills, Pemberton's tall trees and Collie/Wellington's river valley.

Bridgetown to Broke Inlet Bridle Trail Feasibility Study, Warren Blackwood Strategic Alliance, February 2014

Reports on the feasibility of establishing a bridle trail that links Bridgetown and Nannup in the north, with Broke Inlet on the south coast (D'Entrecasteaux National Park), via the towns of Manjimup, Pemberton and Northcliffe.

Community health and wellbeing

Population Health Needs Assessment: Country WA PHN, WA Primary Health Alliance, November 2016

The vision of the PHN is that people in the country should have access to those services that allow them to stay well in their communities and manage their health conditions without having to go to hospital wherever possible. Priorities at a regional level have been identified.

South West Active Ageing Research, South West Development Commission May 2010

Highlights the key infrastructure and service priorities for the South West's Warren Blackwood sub-region (shires of Boyup Brook, Bridgetown-Greenbushes, Manjimup, Nannup)

Western Australian Mental Health, Alcohol and Other Drug Services Plan 2015–2025, Mental Health Commission, 2018

The plan articulates the overall intentions regarding service development, transformation and expansion of mental health, alcohol and other drug services over the next ten years.

WA Housing Strategy 2020–2030, Department of Housing, October 2020

This ten-year strategy aims to tackle this housing affordability, with a particular focus on opening doors for those on low-to-moderate incomes through partnerships with private and community sectors.

Community Engagement Outcomes

The community's major dreams and aspirations for the region were identified through community engagement and are articulated as 'Our Community Vision'.

The Plan contains the goals and strategies for realising the vision people have for the region – particularly in the areas of building economic prosperity, protecting the region's pristine natural environment and building a harmonious, safe community that promotes the health and wellbeing of its residents.

Our Community Vision

We are a thriving region offering an excellent quality of life that is safe, liveable and welcoming.

We value and care for our natural environment, which sustains both economic and recreational pursuits.

Our industries are recognised for their resilience, quality and innovation and for their contribution to the state of Western Australia.

Our economic diversity provides business and employment opportunities for all.

Summary of community consultation activities 2021

Various community consultations were undertaken in the development of the Plan. The following activities were undertaken, with participation numbers totalling 736 Shire residents and ratepayers.

| Activity | Date | Participants |
|---|-----------------------------|--------------|
| Northcliffe Climate Change Workshop/Consultation Cafe | 2 March 2021 | 18 |
| Manjimup Climate Change Workshop/Consultation Cafe | 5 March 2021 | 16 |
| Walpole Climate Change Workshop/Consultation Cafe | 8 March 2021 | 27 |
| Pemberton Climate Change Workshop/Consultation Cafe | 9 March 2021 | 19 |
| Quinninup Consultation Cafe | 10 March 2021 | 6 |
| Community Survey 2021 | February 10 - 19 March 2021 | 325 |
| Other submissions | February 10 - 19 March 2021 | 6 |
| Online Engagement | February 10 - 19 March 2021 | 164 |
| Total community participation | | 581 |

A total of 325 people responded to the 2021 Community Survey, which is a good level of response and enabled statistically valid interpretation of the collected data. A total of 70 people participated in Climate Change Consultation Workshops and Community Cafes held in each town. A reasonable cross-section of people from the community, in terms of demographic characteristics and Ward representation, participated in the survey although the proportion of participants from the South Ward (Walpole) were somewhat over-represented in relation to the population figures.

The following table shows the population distribution of the survey respondents. It is estimated that 3.5% of the total residents of the Shire participated in the survey.

| Town | Pop* | % of total pop | Ward | Surveys | % of survey total | % Postcode population |
|------------------|--------------|----------------|-------------------------|------------|-------------------|-----------------------|
| Manjimup 6258 | 6,568 | 71.0 | Central, North and East | 184 | 56% | 2.7% |
| Pemberton 6260 | 1,431 | 15% | West | 55 | 17% | 3.8% |
| Northcliffe 6262 | 744 | 8% | Coastal | 33 | 11% | 4.4% |
| Walpole 6398 | 546 | 6% | South | 44 | 13.5% | 8% |
| | | | Does not live in Shire | 9 | 2.5% | 0% |
| Total | 9,289 | 100 | | 325 | 100 | |

* Population figures are based on the Australian Bureau of Statistics 2016 Census data.

The Manjimup postcode (6258) represents three Council Wards. The breakdown of '6258' responses by Council Ward as shown right:

| 6258 Wards | Actual | % of survey total |
|-------------------|---------------|--------------------------|
| Central | 118 | 36.5% |
| North | 29 | 9% |
| East | 37 | 11.5% |
| Total | 184 | 56% |

Key challenges for the community

The community faces a variety of challenges as it develops over the next ten years. The challenges, as determined through community consultation, include:

- protecting the natural environment for future generations;
- planning for and adapting to climate change, including increased water vulnerability;
- attracting and retaining new people and business into the community;
- diversifying the economy and job opportunities;
- mitigating risks and building resilience into existing core industries, such as the agriculture, tourism and timber industries;
- improving and maintaining transport networks and infrastructure, particularly roads and footpaths;
- addressing the gaps in public transport options;
- fulfilling the potential to be a world-class culinary, agricultural, environmental and trails tourism destination;
- managing the increasing risk and impacts of natural disasters, particularly bushfires;
- sustaining improvements in access to services that allow residents to stay well in their own community and manage their health conditions ;
- providing infrastructure and services to an ageing and a relatively small, geographically diverse population;
- providing sufficient land for housing and other developments whilst protecting our prime agricultural lands;
- ensuring the community has comprehensive and reliable access to quality information and communication technology infrastructure and services;
- ensuring the key infrastructure gaps are resolved in regards to reliable energy supply, potable water and deep sewerage;
- renewing ageing community infrastructure whilst maintaining financial sustainability;
- encouraging further education options and building our skills within the community; and
- financial planning in the context of uncertain future funding from state and federal agencies.

An extended summary of the findings of the community survey and other consultation activities is attached in the Appendix.

The Role of the Shire of Manjimup

The Shire of Manjimup is governed as a local government organisation under the *Local Government Act 1995 (WA)*. Under the Act, the Shire has responsibility to fulfil a number of functions, ranging from governance through to service delivery, asset management, community development, planning, regulatory compliance and advocacy.

The Shire is one of the largest service providers within the Shire; however, not all services are provided by the Shire as there are many community services, vital infrastructure and facilities that are provided by private industry and state and federal governments. The Corporate Business Plan articulates the 'role' of the Shire in relation to each of its strategies, dependent on the Shire's capacity to influence or resource the strategy.

A representative cross-departmental workshop with senior Shire employees developed a Mission Statement to clearly articulate the role the Shire plays in our community.

Shire of Manjimup Mission

The Shire of Manjimup is a professional, effective and helpful organisation with a genuine commitment to facilitating good governance and achieving the community's vision.

We provide services and facilities, as well as manage legislation and develop policy, and we play a lead role in our Shire being an enjoyable and enviable place to live, work and visit.

We care about our community – its wellbeing, its prosperity and its sustainable future.

It is the responsibility of the elected members to decide which services and initiatives the Shire should undertake for the next four years to support the community goals and strategies contained in this Strategic Community Plan. These decisions are contained in the Corporate Business Plan and the Shire staff utilise the Shire's available resources to carry them out.

A workshop involving the full Shire staff body developed a set of values to guide employees and elected members in all its decisions and actions.

Shire of Manjimup Values

Professionalism: We provide competent and effective services and encourage innovation and excellence in our people.

Courtesy: We are polite, approachable and helpful in our dealings with all people.

Integrity: We are honest and trustworthy and make fair and transparent decisions.

Reliability: We deliver services in an efficient and consistent way and honour our commitments.

Proactivity: We actively identify solutions to community issues by being consultative and open-minded, and by showing bold leadership.

The Shire may play any of the following roles in pursuit of the community's goals, dependent on its regulatory powers, levels of influence and available resources.

| The Shire's role | The Shire's actions | Examples |
|------------------|--|--|
| Promote | Educate and inform others through advertising or other publicity, or by helping or encouraging a campaign to exist and flourish. | <ul style="list-style-type: none"> • <i>Shire of Manjimup website, Facebook pages, media releases and community bulletins.</i> • <i>The Southern Forests Alcohol Think Again campaign.</i> • <i>Marketing our region for tourism.</i> |
| Advocate | Lobby others, urge by argument and make public recommendations. | <ul style="list-style-type: none"> • <i>Lobby state government to improve the South Western Highway.</i> • <i>Lobby federal government to construct nine additional mobile phone towers in the Shire.</i> • <i>Advocate for more GPs in Walpole.</i> |
| Facilitate | Assist in forwarding a project or process by coordinating the efforts of stakeholders. | <ul style="list-style-type: none"> • <i>Shire of Manjimup Networks (Early Years, Youth).</i> • <i>Warren Blackwood Human Services Network.</i> • <i>Advisory Committees (Disability Access and Inclusion, Bushfire, Local Emergency Management).</i> |
| Partner | Collaborate with others on a project by sharing decision making, resources, risks and benefits. | <ul style="list-style-type: none"> • <i>Collaborate on regional-based economic development initiatives through the Warren Blackwood Alliance of Councils (WBAC).</i> • <i>Partner with Pemberton Arts Group (PAG) to construct the Pemberton Artscape wall.</i> • <i>Partner with Department of Parks and Wildlife to construct a pedestrian and cycle crossing at One Tree Bridge.</i> |
| Fund | Allocate or provide resources to be administered or managed by others for some agreed purpose. | <ul style="list-style-type: none"> • <i>Provide financial assistance to community-based organisations</i> • <i>Shire of Manjimup annual community grants.</i> • <i>Reduce or waive fees and charges for eligible community members.</i> |

| The Shire's role | The Shire's actions | Examples |
|------------------|--|---|
| Regulate | Enforce statutory requirements, or control and direct by a rule. | <ul style="list-style-type: none"> • <i>Traffic management for events.</i> • <i>Local Planning Scheme. and Building Act 2011</i> • <i>Bushfire management.</i> |
| Lead | Guide the direction and oversee the delivery of a project or process whilst engaging the participation or contributions of other stakeholders. | <ul style="list-style-type: none"> • <i>Manage and develop the Manjimup Heritage Park.</i> • <i>Town centre revitalisations.</i> • <i>Deliver state and federal funded Home Community Care (HCC) services.</i> |
| Deliver | Do or carry out as promised. | <ul style="list-style-type: none"> • <i>Build and maintain public infrastructure.</i> • <i>Deliver public library services.</i> • <i>Operate the Manjimup Regional AquaCentre.</i> • <i>Manage and maintain the Windy Harbour Settlement.</i> |



Our Community Themes and Goals

Our community themes explained

The table below demonstrates the scope of each of the community themes under which all community goals and strategies are categorised. The scopes are indicative and not intended to place restrictions or limits on interpretation.

| Our Natural Environment | Our Prosperity | Our Community | Our Infrastructure | Our Local Government |
|---|---|--|--|---|
| Goal area: 1 | Goal area: 2 | Goal area: 3 | Goal area: 4 | Goal area: 5 |
| Strategy area: A | Strategy area: B | Strategy area: C | Strategy area: D | Strategy area: E |
| Scope: <ul style="list-style-type: none"> Coastal care Weed management Fuel hazard reduction Renewable energy alternatives Water conservation Waste management Management and protection of the natural environment (e.g. lakes, rivers, forests and wetlands) Environmental contamination and pollution Feral animal control Climate change Sustainable agriculture | Scope: <ul style="list-style-type: none"> Population growth Job opportunities Education and training Developing new industries Small business development Maintaining existing core industries Diversifying the economy Creating links to markets Marketing and promotions | Scope: <ul style="list-style-type: none"> Community safety Crime prevention Children and youth Aged persons and people with disabilities Art, culture and heritage Recreation and leisure Harmony and inclusion Health and wellbeing Public transport services Public events and festivals Community support services | Scope: <ul style="list-style-type: none"> Roads Footpaths and bike paths Land use planning Development compliance Parks, playgrounds and reserves Public buildings, facilities and amenities Sport and recreation facilities Traffic and parking Town centres and streetscapes Heritage protection | Scope: <ul style="list-style-type: none"> Community consultation and engagement Community information and communications Council leadership and decision making Customer services Community asset management Long-term planning Quality standards Service delivery Regulatory compliance |

1. Our Natural Environment

Community Goals

- 1.1 Natural landscapes, habitats and resources are sustainably managed for the benefit of existing and future generations.
- 1.2 Development is managed sustainably and our environment is valued through policy and regulation.
- 1.3 Our region is recognised for its iconic, world-class natural environment that can be enjoyed by all.
- 1.4 Potential climate change impacts are anticipated and responded to.
- 1.5 Waste management strategies are expanded and a greater range of options provided to ensure we minimise the negative impacts on our environment.

Strategies

- A1. Support initiatives that protect and nurture biodiversity and endemic species.
- A2. Implement measures to protect and enhance the amenity and diversity of the visual landscape.
- A3. Implement measures to mitigate or control the negative impact of feral animals on our natural environment.
- A4. Improve weed management on land.
- A5. Manage fuel hazards to minimise the risk of serious fire threat to ecosystems, human life and property.
- A6. Manage natural waterways and lakes to encourage water flow and catchments for self-sustaining purposes.
- A7. Implement controls to protect air and water quality.
- A8. Effectively use development and land policies to protect and rehabilitate the environment whilst balancing the needs of the community
- A9. Encourage design features, development practices and behaviours that demonstrate best practice water and energy efficiency.
- A10. Encourage all aspects of sustainable farming and agriculture.
- A11. Support initiatives to curtail or prosecute littering, pollution and unauthorised clearing of vegetation.
- A12. Provide safe recreational-access to our natural assets whilst protecting environmental values and educating the community on how to enjoy their visit responsibly.
- A13. Enforce compliance with designated camping areas.
- A14. Undertake climate change impact assessments, implement mitigation strategies and use them to inform land use and infrastructure plans.
- A15. Continue to diversify waste management options and encourage waste avoidance, reduction, reuse and recycling.
- A16. Provide and maintain public rubbish bins to minimise overflow and littering.
- A17. Undertake a review of the organisation's environmental strategic planning documents.
- A18. Pursue regional climate related opportunities through Warren Blackwood Alliance of Councils.
- A19. Partner with Western Australian Local Government Association and government agencies to address climate – related issues.
- A20. Advocate to State and Commonwealth Governments to act decisively on climate-related issues.
- A21. Advocate for sustainable water supply and security for our communities.

Strategies

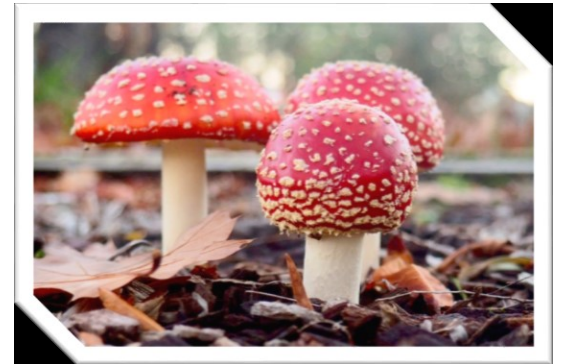
A22. Advocate for sustainable renewable energy supply and security for our communities.

A23. Undertake community engagement activities to raise awareness of Shire climate-related actions and sustainability activities.

A24. Advocate for the installation of Electric Vehicle (EV) charging infrastructure across the Shire.

Community Indicators

- Achieving targets for fuel hazard reduction.
- Area and risk level of contaminated land.
- Land size and risk level of contaminated land.
- Average energy efficiency and water efficiency rating of new developments in the Shire.
- Climate change impact assessments.
- Community satisfaction and perceptions surveys.
- Feral animal population monitoring programs.
- Number of local climate change mitigation initiatives, including community education campaigns.
- Number of waste management streams available to the community.
- Outcomes from landfill ground-water monitoring.
- Progress made against any relevant Shire Strategic Plans.
- Reduction in land subject to noxious weeds.
- Volume of waste by type processed through Shire facilities.



2. Our Prosperity

Community Goals

- 2.1 New people and new businesses are attracted to the region.
- 2.2 Existing core industries, such as agriculture and timber, are resilient, innovative and sustainable.
- 2.3 The local economy is diversified and supports a range of industries and job opportunities.
- 2.4 Industry and development is not hindered by excessive or complex compliance regulations.
- 2.5 Local business thrives because it has access to information and support, and because the community maximises the use of local resources, services and products.
- 2.6 The region grows in reputation as a world-class culinary, agricultural, environmental and trails tourism destination.
- 2.7 Our quality primary and secondary education opportunities are maintained and access to a range of life-long learning and training opportunities is broadened.

Strategies

- B1. Build on the Manjimup town's capacity as a regional service centre for the Warren Blackwood.
- B2. Attract business-class accommodation services to Manjimup.
- B3. Undertake high impact campaigns to encourage new residents; targeting identified cohorts to relocate to priority areas of the Shire.
- B4. Support sustainable agricultural expansion, value-adding and downstream processing, research and development, culinary and agri-tourism, land protections, and continued support for the Southern Forests Food Council.
- B5. Collaborate with other stakeholders to develop a transient and seasonal worker strategy to balance their safety, accommodation and employment needs with the needs and aspirations of the residential community.
- B6. Encourage sustainable forest and timber industries, such as eco and adventure tourism, forest and fire management, craft wood, farmed timber and agroforestry.
- B7. Encourage wellness industries related to rehabilitation, mental and physical health, aged and disabilities related services and wellness tourism.
- B8. Advocate for industry and links to intrastate, interstate and global markets and develop relationships that may assist the prosperity of our region.
- B9. Encourage and support initiatives to encourage extended service provision and activate town centres.
- B10. Ensure the regulatory environment is easy to navigate and development, business and industry-friendly.
- B11. Establish purchasing preferences for the use of local resources, services and products.
- B12. Provide development opportunities and support local small businesses to thrive.
- B13. Support a Local Tourism Organisation to coordinate the efforts of government and industry in marketing and developing visitor services, amenities and attractions across the region.
- B14. Encourage and support quality Southern Forests visitor servicing and marketing.

Strategies

B15. Further develop the 'Trails Hub' tourism destination concept and facilitate the implementation of a range of trail options connecting to and linking key destinations.

B16. Support services and infrastructure to encourage caravan and RV tourism.

B17. Encourage tertiary education, research and development and training centres to the region, particularly to complement local industries (tourism, agriculture, forestry and forest management, biological and environmental sciences).

B18. Engage youth and business in identifying and implementing actions to address the barriers and gaps in youth apprenticeships, traineeships, cadetships and employment.

Community Indicators

- Average approval time for statutory applications.
- Building approvals and classifications of building approvals.
- Central business district (CBD) premises occupancy rates.
- Community satisfaction and perceptions surveys.
- Employment and income figures.
- New industries commenced and value of production by industry sector.
- New infrastructure developed to support visitor amenity and experience.
- Number of apprenticeships and traineeships.
- New business registrations and licences.
- Population statistics.
- Progress made against any relevant Shire Strategic Plans.
- Range, depth and diversity of services and facilities available in Manjimup town (as a regional growth centre).
- Socio-economic Indexes for Areas (SEIFA) scores.
- Student enrolments and school rankings.
- The number of sub-divisions and increase in rateable land.
- Visitor numbers.



3. Our Community

Community Goals

- 3.1 The range of support services in our community are useful, empowering and aligned to community needs now and in the future.
- 3.2 The health and wellbeing of people of all ages and circumstances is supported within their own community.
- 3.3 We respond to an ageing demographic by cultivating age-friendly communities that are also inherently dementia and disability friendly.
- 3.4 A range of efficient, safe and accessible public transport options are provided across the region.
- 3.5 Our whole community participates in strategies to ensure we are minimising risks in regards to bushfire and other natural emergencies.
- 3.6 Residents feel safe, secure and comfortable at home, work and at play.
- 3.7 Our community is vibrant, dynamic and fun because we have access to a broad range of art, cultural, social and recreational opportunities.
- 3.8 Diversity, inclusivity and harmony are the foundations of our strong community spirit and we celebrate and honour our diverse cultures, heritage and lifestyles.

Strategies

- C1. Encourage co-locations, partnerships and resource sharing to deliver community services.
- C2. Support volunteer community groups, encourage participation (particularly in the areas of emergency management) and acknowledge contributions to the community.
- C3. Increase the availability of mental health, alcohol and other drug addiction, domestic violence and homelessness support.
- C4. Maintain public libraries in all four towns and continue to expand and modernise services and activities.
- C5. Actively engage children and young people to better understand and encourage services and initiatives that respond to their needs and aspirations.
- C6. Advocate for the provision of out-of-school and school holiday programs.
- C7. Improve early-years development and education outcomes.
- C8. Improve access to services that allow residents to stay well in their own community and manage their health conditions.
- C9. Plan and develop a diverse range of affordable housing options to meet the needs of older people, people with disabilities and other vulnerable groups.
- C10. Continue to encourage and support age, dementia and disability-friendly initiatives across all domains of community life.
- C11. Engage with all stakeholders and establish improved public transport information, delivery and options across the Warren Blackwood region.
- C12. Support communities to acquire and upgrade 'community buses'.
- C13. Plan for emergency and natural disaster response, management, evacuation and recovery.
- C14. Manage domestic animals and livestock to ensure the safety of both the animal and the community.

Strategies

C15. Manage environmental health risks in the community.

C16. Undertake a broad range of safe behaviour and risk awareness campaigns.

C17. Support the maintenance of law and order and initiatives to prevent crime.

C18. Create, support and promote a broad range sporting, recreational and social opportunities that are accessible and inclusive for all ages and abilities.

C19. Support public events to ensure they are successful and safe.

C20. Facilitate, develop and promote a broad range of cultural and art capabilities, facilities, events and achievements.

C21. Install and maintain quality public artworks for everyone to enjoy.

C22. Document and conserve local historical records, stories and artefacts and make them available for everyone to study and enjoy.

C23. Work with stakeholders to preserve and share local Indigenous tradition and culture, including identified sites of significance.

Community Indicators

- Australian Early Development Census (AEDC) data.
- Australian Health Policy Collaboration Health Tracker by local government area.
- Availability of library services in each town.
- Community satisfaction and perceptions surveys.
- Community support services access figures.
- Incidence of significant disease outbreaks.
- Injury Control Council of WA statistics.
- Local government area specific WA Health and Wellbeing Survey information (WA Department of Health).
- Loss of property, serious injury or loss of life arising from natural disasters.
- Mental Health Commission data (community alcohol and other drug profile for Manjimup and surrounds).
- Number (FTE) of general practitioners per head of population (WA Department of Health).
- Number of complaints against food premises. Public building and campground inspections.
- Number of public events held annually.
- Number of vandalism and graffiti offences against public property.
- Number of volunteer sport, recreation and other special interest groups operating in the community (Community Directory).
- Progress made against any relevant Shire Strategic Plans.
- Public art installations.
- Public safety compliance assessments for public events.
- Regional waste water analysis.
- Response times to emergencies and natural disasters.
- WA Police crime statistics and road accident statistics.

4. Our Infrastructure

Community Goals

- 4.1 Infrastructure gaps in regards to energy, water, sewerage, and information and communication technology services are resolved.
- 4.2 Community infrastructure is delivered and maintained at a level of service that is aligned with community needs now and in the future.
- 4.3 Land use planning strategies support the sustainable development and growth of our communities.
- 4.4 Town centres are accessible, attractive and inviting whilst maintaining their unique characters.
- 4.5 Parks and open spaces are attractive and create opportunities for people to come together, socialise and enjoy a range of activity.
- 4.6 Sport and recreation facilities sustain a broad range of pursuits.
- 4.7 Community infrastructure planning responds to an ageing demographic and is also inherently dementia and disability friendly.
- 4.8 Places of heritage value are recognised and retained.
- 4.9 Transport infrastructure and networks provide for the safe movement of all users.

Strategies

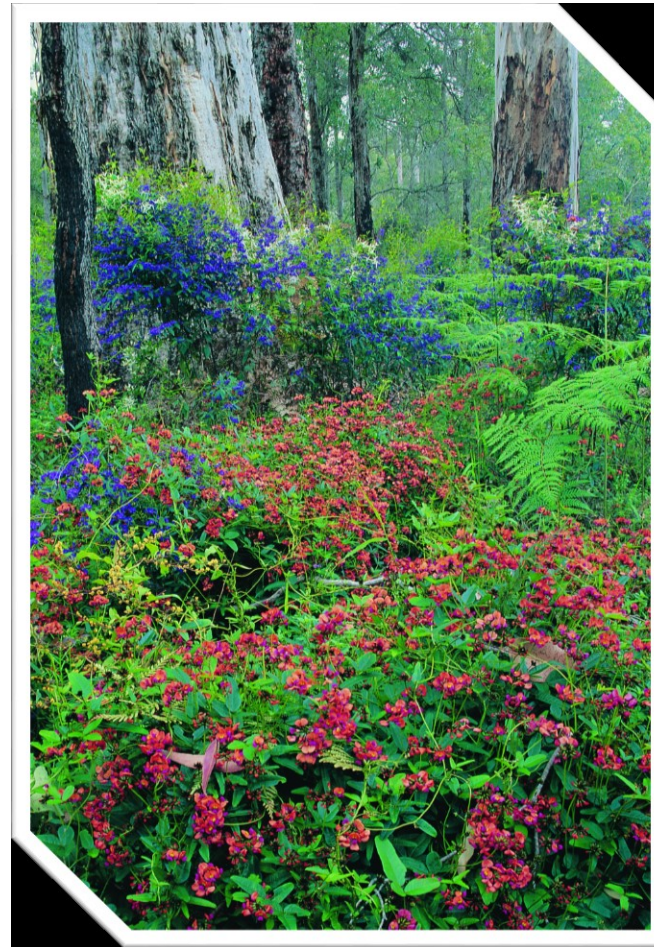
- D1. Encourage local and regional renewable energy infrastructure and industry development and improvements to reliability of energy supply.
- D2. Minimise any disadvantage to residents not able to access the National Broadband Network (NBN).
- D3. Pursue improved mobile phone coverage across the region.
- D4. Undertake planning for the provision of potable water and deep sewerage infrastructure where identified gaps exist.
- D5. Develop and maintain community infrastructure to a service-level that meets the community's needs.
- D6. Plan for and manage Windy Harbour holiday settlement infrastructure needs.
- D7. Review or amend the Local Planning Scheme to meet the changing needs of community and industry.
- D8. Develop town centres to showcase their unique characters and encourage vibrant, mixed-use commercial and public spaces.
- D9. Regulate tourism-based and commercial roadside signage to ensure it is appropriate, well-maintained and does not negatively impact on landscape visual amenity.
- D10. Provide for public parks and playgrounds that are accessible and attractive with well-maintained amenities and equipment.
- D11. Maintain public gardens and road side tree plantings with attractive, cost efficient, low maintenance and appropriate species for the location.
- D12. Assist communities to build and maintain sport and recreation facilities whilst encouraging co-locations, collaborations and resource sharing wherever possible.
- D13. Support the development of a state-level sporting facility in the township of Manjimup.
- D14. Maintain a Municipal Heritage Inventory and include controls to protect places of significance.
- D15. Undertake long-term regional transport infrastructure planning, giving consideration to future road, rail and air transport needs and user safety.

Strategies

- D16. Provide adequate and safe parking facilities in town sites and enforce compliance with ACROD regulations and local laws.
D17. Enhance the footpath and bike path networks to enable intra-town mobility and safety of all ages and abilities.

Community Indicators

- Access to reticulated sewerage or alternative.
- Community infrastructure service-levels.
- Community satisfaction and perceptions surveys.
- Maintenance outcomes match 'Road Hierarchy' priorities.
- Metres of pathways in town sites.
- Mobile phone coverage.
- Municipal Heritage Inventory.
- National Broadband Network (NBN) access and internet speeds.
- Progress made against any relevant Shire Strategic Plans.
- Reliability of power supply.
- Roman Road Condition Assessments.
- Stormwater drainage overflow events.



5. Our Local Government

Community Goals

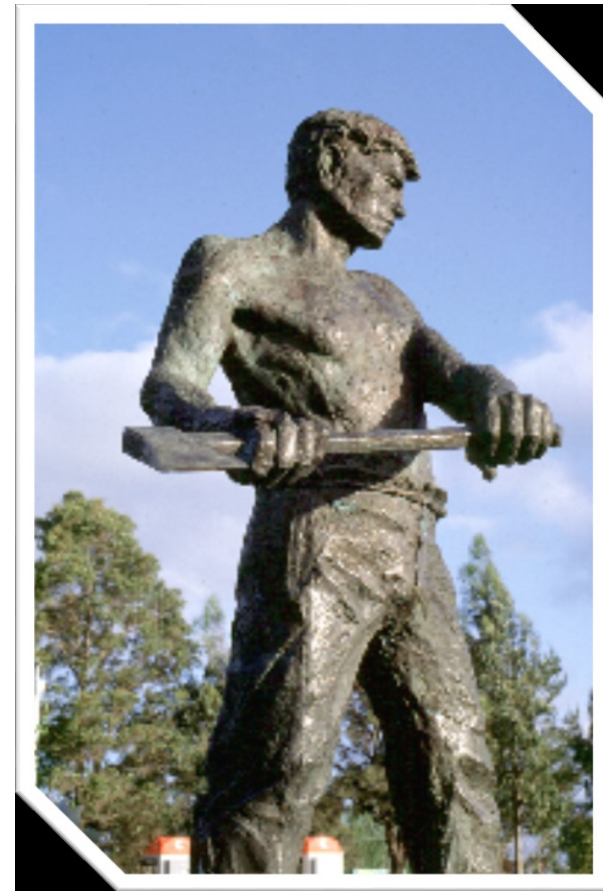
- 5.1 All elected members and Shire employees uphold the values of professionalism, proactivity, reliability, integrity and courtesy.
- 5.2 The Shire's long-term planning and activities deliver on the community's goals and aspirations.
- 5.3 Our elected members represent the best interests of the community.
- 5.4 Community participation in decision making is maximised.
- 5.5 The Shire communicates effectively with all its communities.
- 5.6 The Shire is a resilient and financially stable organisation that uses public funds responsibly.
- 5.7 Asset management plans are developed and implemented to maintain community assets at the appropriate standard.
- 5.8 The Shire continuously improves organisational performance and service delivery.

Strategies

- E1. Develop an organisational culture that upholds the values of professionalism, proactivity, reliability, integrity and courtesy in all its dealings.
- E2. Integrate the Shire's activities with the community's goals and vision whilst managing the long-term financial viability of the organisation.
- E3. Actively participate in regional, state and national alliances to return benefit to the community.
- E4. Develop policy established from well-researched and evidence-based data.
- E5. Assist and train elected members to provide strong and visionary leadership.
- E6. Encourage greater community involvement in the Council election process.
- E7. Keep the community well informed about Shire activities and provide genuine opportunities for the community to participate in decision making.
- E8. Increase elected member interactions with constituents to better represent the diverse needs and priorities of the different communities within the Shire.
- E9. Identify and mitigate organisational risks.
- E10. Identify poor performing services areas, and the needs and aspirations of the community, and set targets for improving community satisfaction.
- E11. Embrace and increase the use of new technologies to better deliver services and communicate with the community.

Community Indicators

- Absence of breaches by employees or elected members in regards to Disclosure of Gifts or Disclosure of Interest.
- Absence of breaches confirmed by the Local Government Standards Panel or Ombudsman of WA.
- Assessment of achievement in regards to the Local Government Advisory Standards.
- Awards and recognition of excellence for the Shire.
- Community satisfaction and perceptions surveys.
- Number of Council election nominations received.
- Number of Shire customer dissatisfaction complaints.
- Progress made against any relevant Shire Strategic Plans.
- Shire asset consumption, renewal and sustainability ratios.
- Statutory reporting frameworks are met by the Shire.
- Voter participation in Council elections.



Implementation

Resourcing the plan

The process for implementing our community strategies will have a number of elements. The actions that the Shire will undertake are outlined in the Corporate Business Plan.

The Corporate Business Plan breaks down the Community Goals and Strategies into a number of actions, plans and programs that the Shire will undertake over a four-year period and the Shire's Annual Budget provides the fine detail of the resources the Shire will be committing to its Corporate Business Plan and in support of the Strategic Community Plan in any given year.

While the Corporate Business Plan will outline how the Shire of Manjimup will contribute to the achievement of desired community outcomes and community strategies, other local organisations, service providers, community services, government departments and businesses are also encouraged to develop their own action plan to contribute to the achievement of our community's vision.

Measuring our progress

There are a number of ways our community can monitor how we are travelling, where we are doing well, and where we need to improve.

Notwithstanding the sources of feedback below, there are additional community indicators contained in the 'Our Community Themes and Goals' section of this document that can inform us if we are achieving the community's goals.

Community Satisfaction and Perceptions Survey

As part of every four year review (major reviews), the Shire will measure the success of the Plan by seeking feedback from the community through a community satisfaction and perceptions survey. The trends in the information we receive from the community will help the Shire to determine how well the goals of the Plan are being achieved.

Australian Bureau of Statistics

The Shire will refer to Australian Bureau of Statistics data to map trends in our demographic and economic movements.

South West Regional Data

South West Development Commission keeps a comprehensive range of up-to-date statistics and information on the region. Data is sourced from the Australian Bureau of Statistics, various Commonwealth and state government agencies and other reputable sources.

Key Performance Indicators

The Shire's Corporate Business Plan sets out a range of key performance indicators that are reported to the elected members quarterly. These include measures of how we are tracking on key projects, as well as reviewing our operational efficiencies and achievements.

Annual Report

The Shire Annual Report produced at the end of every financial year is a report of our achievement during the previous 12-month period beginning 1 July and ending on 30 June each year. It contains an overview of the Strategic Community Plan and the Corporate Business Plan together with information about our actions, achievements and budget

performance. It also describes the major initiatives scheduled to continue or commence in the next financial year. Significant changes that may have been made to the Strategic Community Plan and Corporate Business Plan during the financial year are also explained.





Appendix 1 – Summary of Consultation Findings 2021



Summary of key liveability features by Council Ward

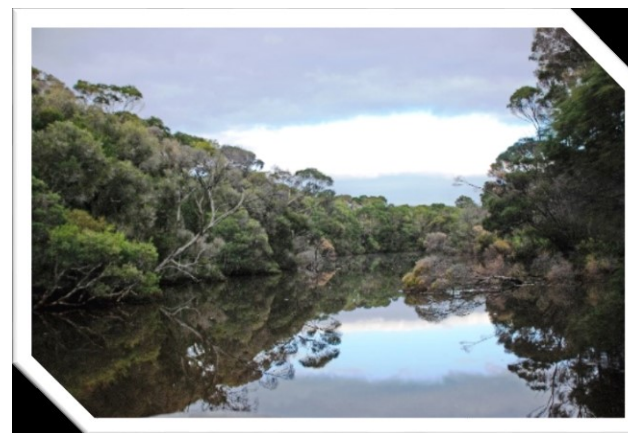
Survey participants were asked to nominate up to five positive and negative features of the region from a selection of 44 liveability features. The following data shows the overall results from across the region and broken down into Council Wards to demonstrate the unique differences within the region.

What are the most positive things about living in this region?

| Overall | % | Central Ward (118) | % | Coastal Ward (33) | % | East Ward (37) | % | North Ward (29) | % | South Ward (45) | % | West Ward (55) | % |
|--|-----------------|----------------------------|-----------------|----------------------------|----------------------|---------------------------------------|----------------------|----------------------------|----------------------------|---------------------|-----------------|----------------------------|-----------------|
| Agriculture & Food Quality | 35 % | Agriculture & Food Quality | 40% | Water & Air Quality | 33% | Agriculture & Food Quality | 43% | Agriculture & Food Quality | 55% | Water & Air Quality | 31% | Agriculture & Food Quality | 42% |
| Climate | 24 % | Climate | 20% | Natural Environment | 31% | Natural Environment | 22% | Climate | 28% | Climate | 31% | Climate | 29% |
| Water & Air Quality | 23 % | Water & Air Quality | 19% | Biodiversity | 31% | Climate | 19% | Water & Air Quality | 28% | Biodiversity | 25% | Biodiversity | 26% |
| Biodiversity | 20 % | Education | 13% | Climate | 31% | Biodiversity | 16% | Biodiversity | 14% | Law & Order | 20% | Natural Environment | 20% |
| Safety | 19 % | Biodiversity | 12% | Agriculture & Food Quality | 22% | Emergency Services | 16% | Education | 14% | Harmony & Inclusion | 13% | Trails & Pathways | 20% |
| Leisure and recreation / Community sport | 18 % | Events | 10% | Law & Order | 12% | Water & Air Quality | 14% | Town Centres | 14% | Natural Environment | 11% | Water & Air Quality | 20% |
| Natural Environment | 16 % | FALLS BELOW 10% | FALLS BELOW 10% | FALLS BELOW 10% | Community Engagement | 14% | Community Engagement | 10% | Agriculture & Food Quality | 11% | FALLS BELOW 10% | FALLS BELOW 10% | FALLS BELOW 10% |
| FALLS BELOW 10% | Town Centres | | | | 11% | Public Sporting/Recreation Facilities | 10% | Trails & Pathways | 11% | | | | |
| | FALLS BELOW 10% | | | | FALLS BELOW 10% | FALLS BELOW 10% | | | | | | | |

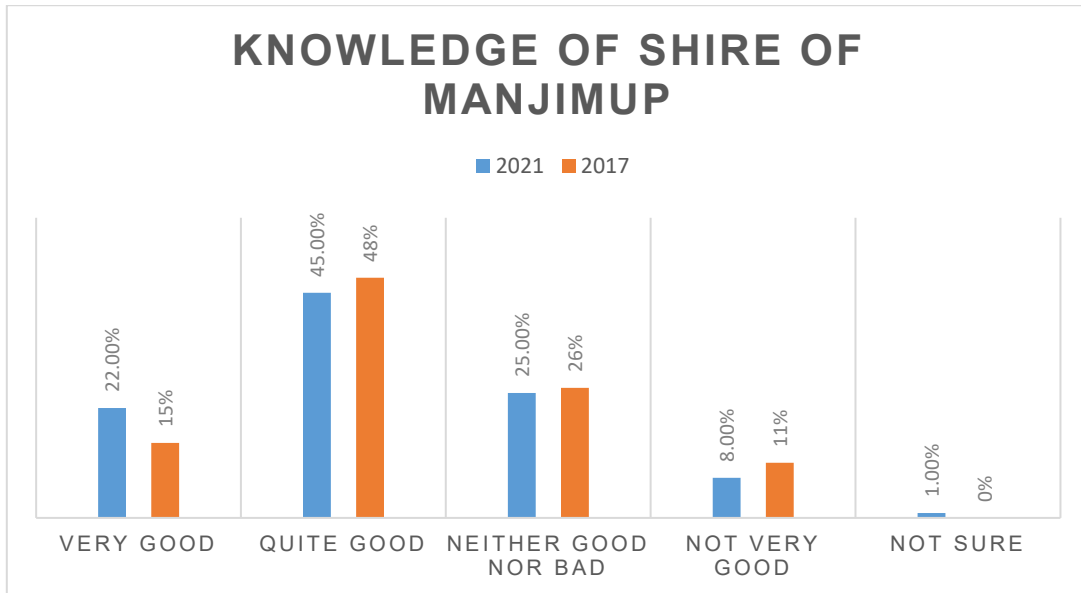
What are the most negative things about living in this region?

| Overall | % | Central Ward (118) | % | Coastal Ward (33) | % | East Ward (37) | % | North Ward (29) | % | South Ward (45) | % | West Ward (55) | % |
|--------------------------|-----|--------------------------|-----|---------------------------------|-----|--------------------------|-----|---------------------|-----|--------------------------|-----|---------------------------------|-----|
| Local Roads | 23% | Local Roads | 25% | Communications | 21% | Communications | 35% | Local Roads | 45% | Local Roads | 31% | Vegetation Clearing | 29% |
| Employment Opportunities | 20% | Employment Opportunities | 23% | Local Roads | 18% | Local Roads | 22% | Communications | 35% | Employment Opportunities | 27% | Communications | 27% |
| Communications | 20% | Housing | 17% | Education | 12% | Employment Opportunities | 36% | Employment options | 21% | Town Centres | 20% | Local Roads | 20% |
| Housing | 13% | Communications | 14% | Employment Opportunities | 12% | Vegetation Clearing | 11% | Housing | 14% | Communications | 20% | Lack of sustainable development | 15% |
| Vegetation Clearing | 12% | Support Services | 12% | Housing | 12% | Housing | 11% | Vegetation Clearing | 10% | Support Services | 16% | Available housing | 15% |
| Support Services | 10% | FALLS BELOW 10% | | Lack of sustainable development | 12% | Events | 11% | FALLS BELOW 10% | | Community Engagement | 11% | Employment Opportunities | 13% |
| FALLS BELOW 10% | | | | FALLS BELOW 10% | | Employment Opportunities | 11% | | | Energy Supply | 11% | Support Services | 10% |
| | | | | | | FALLS BELOW 10% | | | | FALLS BELOW 10% | | FALLS BELOW 10% | |

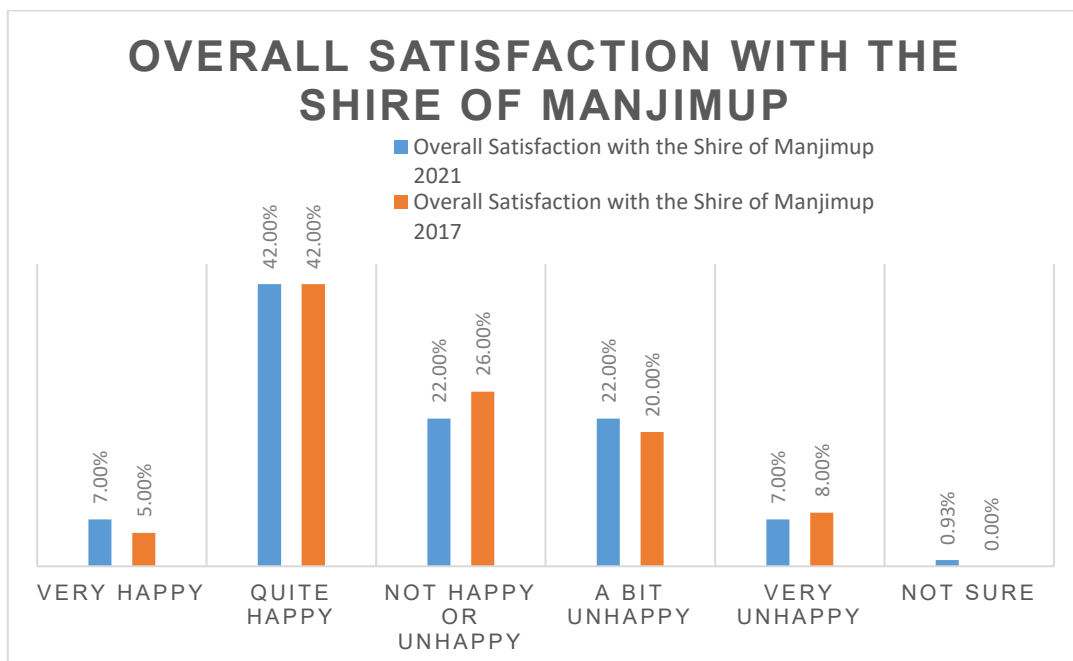


Summary of community satisfaction with Shire services and facilities

The data analysis of surveys collected shows that nearly two-thirds (67%) of people indicated that they have quite a good to a very good knowledge of the Shire of Manjimup and only 8% of people stated that their knowledge of the Shire is not very good.



Less than one-half of participants (49%) indicated that they are quite happy or very happy with the current services and facilities provided by the Shire of Manjimup. Just over one-quarter of people (29%) were a bit or very unhappy. The other one-quarter is neither happy nor unhappy. Participants from the North and Central Wards are generally happier overall with the Shire’s services and facilities while participants from the South and East Wards are least happy overall.



Listed below are 29 'service areas' and examples that summarise the services and facilities currently provided for the community by the Shire of Manjimup.

| Our Natural Environment Service Areas | Examples |
|---|---|
| 1. Environmental management and sustainability | <ul style="list-style-type: none"> • Coastal care projects • Weed management • Reduce fuel hazards in Shire reserves • Increase use of renewable energy alternatives to reduce fossil fuel reliance. • Water conservation and reuse within public infrastructure |
| 2. Environmental protection and compliance | <ul style="list-style-type: none"> • Littering and illegal dumping of rubbish • Pollution and contamination • Illegal clearing • Abandoned vehicles |
| 3. Waste management | <ul style="list-style-type: none"> • Provide green waste recycling • Provide recycling collection and sorting • Collect and dispose of general household rubbish |
| Our Prosperity Service Areas | Examples |
| 4. Economic development | <ul style="list-style-type: none"> • Support for local businesses • Participate in the Warren Blackwood Alliance of Councils • Sister City (China) trade relationships • Town centre revitalisation projects • Agricultural expansion projects (Southern Forests Food Council, SEED Project) |
| 5. Tourism | <ul style="list-style-type: none"> • Marketing and promotions • Financial support for Visitor Centres • Caravan park and camping ground compliance • Services (RV waste dumps, free WiFi in Manjimup CBD) |
| Our Community Service Areas | Examples |
| 6. Aged persons and people with disabilities | <ul style="list-style-type: none"> • Disability access and inclusion • Age-friendly communities planning • Home and community support services (Manjimup HACC) |
| 7. Animal control | <ul style="list-style-type: none"> • Dog and cat registrations and control • Stray livestock recovery |
| 8. Art, culture and heritage | <ul style="list-style-type: none"> • Encourage art, culture and the preservation of our heritage • Support for local history groups • Maintain and exhibit the Shire's art collection • Maintain the Municipal Heritage Inventory |
| 9. Children and youth | <ul style="list-style-type: none"> • Warren Blackwood Early Years Network • Youth grants, events and projects • Youth recreation zones • Student Youth Advisory Councils |
| 10. Community capacity building and volunteer support | <ul style="list-style-type: none"> • Community grants • Support for volunteer sport, recreation and other special interest groups |
| 11. Emergency services and community safety | <ul style="list-style-type: none"> • Local emergency preparedness, management and recovery • Bushfire compliance and support for bushfire brigades • Safe and accessible public spaces, including street lighting |
| 12. Library and information services | <ul style="list-style-type: none"> • Inter-library loans and information access • Children's activities • Visiting authors and other events |
| 13. Public events and festivals | <ul style="list-style-type: none"> • Host community events • Support public event organisation • Provide funding to support public events |

| | |
|--|--|
| 14. Public health | <ul style="list-style-type: none"> • Monitor and enforce compliance (excessive noise, food safety, air and water quality) • Programs and partnerships (Act Belong Commit, Southern Forests Alcohol and Other Drugs project) |
| Our Infrastructure Service Areas | Examples |
| 15. Development compliance | <ul style="list-style-type: none"> • Building license approvals • Swimming pool compliance |
| 16. Drainage | <ul style="list-style-type: none"> • Upgrade, maintain and manage storm water |
| 17. Footpaths and bike paths | <ul style="list-style-type: none"> • Provide and maintain • Shared-use standards • Town site walkability and connectivity |
| 18. Land use planning and approvals | <ul style="list-style-type: none"> • Local Planning Scheme development and amendments • Development and subdivision applications • Balance residential, community, commercial and agricultural land needs |
| 19. Local roads | <ul style="list-style-type: none"> • Upgrade and maintain the local road networks • Does not include MainRoads WA roads on land managed by Department of Parks and Wildlife |
| 20. Parks, playgrounds and reserves | <ul style="list-style-type: none"> • Provide sufficient land for community parks and reserves • Provide amenities and play equipment • Maintain public gardens |
| 21. Public buildings and amenities | <ul style="list-style-type: none"> • Provide and maintain public halls, venues, toilets etc. • Manage Manjimup Airport • Control and coordinate cemeteries |
| 22. Sport and recreation facilities | <ul style="list-style-type: none"> • Provide and maintain sport and recreation facilities • Assist communities to build and maintain facilities • Windy Harbour management |
| 23. Town centres and streetscapes | <ul style="list-style-type: none"> • Develop and maintain public spaces in town centres • Improve neighbourhood appearance and attractiveness • Respond to vandalism and graffiti in public spaces • Verge tree planting and public garden maintenance |
| 24. Traffic and parking | <ul style="list-style-type: none"> • Local road design to manage traffic flow • Provide public parking in town centres • ACROD parking provision and compliance • Traffic and street signs |
| Our Local Government Service Areas | Examples |
| 25. Community consultation and engagement | <ul style="list-style-type: none"> • Community engagement and feedback • Community-based research • Advisory committees |
| 26. Community information and communication | <ul style="list-style-type: none"> • Media releases, advertising and newsletters • Website and social media • Availability of Council minutes and reports |
| 27. Council leadership | <ul style="list-style-type: none"> • Community representation and advocacy • Shire policy development • Democratic elections and decision making |
| 28. Customer services | <ul style="list-style-type: none"> • Friendly and professional • Accessible and informative • Timely responses to queries • Online services |
| 29. Resource management and long-term planning | <ul style="list-style-type: none"> • Maintain a healthy and competent workforce • Manage organisational finances and assets • Strategic planning and direction • Responsible use of public funds • Secure grant funding and alternative sources of income |

● The top three service areas where participants are quite happy overall are:

- Library and information services;
- Emergency services and community safety; and
- Parks, Playgrounds and Reserves.

The next best areas of satisfaction are:

- Public Buildings;
- Customer services;
- Town Centres and Streetscapes; and
- Public events and festivals.

● The top three service areas where participants expressed the least satisfaction are:

- Local roads;
- Emergency management and sustainability, climate change adaptation; and
- Environmental protection and compliance.

These are followed by:

- Footpaths and bike paths;
- Community consultation and Engagement;
- Economic Development; and
- Animal Control.

● All 29 service areas are positively related to the level of overall community satisfaction.

What are your priority roads for improvement?

- Each respondent was invited to nominate up to three roads. More than 239 submissions were received from which 99 priority roads were identified.
- 55 submissions were received in relation to South Western Highway, a road maintained by Main Roads WA.
- Other roads maintained by Main Roads WA were nominated along with a number of roads maintained by the Department of Parks and Wildlife.
- The Shire will use the feedback to inform its road maintenance program, where the roads are Shire responsibility, and advocate on behalf of the community where those roads are the responsibility of Main Roads WA or the Department of Parks and Wildlife.

● Only 1% of participants want no increase in expenditure in any service areas in the next budget. The top priority service areas people want increased money and resources committed to in the next budget are:

- Local Roads (35%);
- Environmental management and sustainability, climate change adaptation (27.5%);
- Footpaths and Bike Paths (20.7%);

- Tourism (19.75%);
 - Aged persons and people with disabilities (17.3%); and
 - Children and youth (16.3%)
- Almost one-half of participants (40%) want no decrease in expenditure in any service areas in the next budget. The top priority service area people want decreased money and resources committed to in the next budget are:
- Council Leadership (20.7%)
 - Town Centres and Streetscapes (15.5%)
 - Arts, Culture and Heritage (14.8%)
 - Traffic and parking (12.41%)
- 54% of people stated that they want the Shire to provide some type of additional service or facility although the suggestions were very diverse and most of those nominated simply involve improving what the Shire already provides. The top individual requests within the main themes that emerged are:
- Tip passes
 - Youth zone, youth engagement, better youth employment opportunities
 - Better communications (phone, internet)
 - Trails development – Mountain biking well represented.
 - Better community consultation/engagement on community projects/initiatives. Better use of social media.
 - Market the Shire as a tourism destination
 - Some respondents highlighted the Shire should maintain what it has, not do anything new
 - Improvement of townscapes in Walpole, Northcliffe, Pemberton and Quinninup
 - New/upgraded recreational facilities.

A majority of these items listed above have been captured as Action Items in the Shire of Manjimup's Corporate Business Plan.

Would you like to see us doing something new?

Public infrastructure – local government: here people mainly wanted enhanced and upgraded visitor centres for tourists (particularly Walpole); parenting and shower facilities provided in public amenities; walking/bike/riding trails for recreation and attracting visitors; more well maintained public amenities; caravan and RV camping areas (preferably free).

Marketing, promotion and tourism: people wanted to see a much stronger focus on and push in promoting the Shire of Manjimup region to attract more tourists and suggested creating more attractive entry statements and streetscapes in towns, better signage and an improved range of tourist activities, attractions and facilities.

Maintenance: extensive comment was provided on the need to better maintain roads, public amenities, verges and parks, gardens and public spaces to improve the overall appearance and presentation of the towns.

Waste management: participants living in areas that do not receive a full range of waste collection services want to see the Shire offer landfill access packages and there was a general call to provide for the recycling of more products. There was also a call for more public bins to handle litter especially in peak tourist periods.

Healthcare and community services: support services for people with mental health and drug and alcohol problems were the top areas in which participants want to see more done.

Youth services and support: the need for youth based recreational and other activities, facilities and support attracted the largest single amount of support for additional services and facilities other than road maintenance. A key component of this idea involves having a dedicated Youth Development Officer and Youth Centre and actively engaging with youth to provide better support.

Private infrastructure: several suggestions were put forward for entertainment and recreational facilities that typically fall into the private investor domain.

Economic development: there was a strong call for action to better support businesses and encourage more industry in the region and to promote the creation of more job opportunities across the Shire.

Customer service: here people wanted to see a community liaison/development officer who would be the main contact person between the Shire and the satellite towns away from the main township of Manjimup. This request was largely for an officer for Pemberton although some participants suggested this idea for all of the smaller towns with some assistance also being provided for writing grant applications. A 'one stop' customer service facility was also identified as something people wanted to help enhance customer service and help people with their Shire enquiries and issues.

Public infrastructure – state/federal: the wants in this area primarily related to having an improved power supply with a focus on encouraging the use of renewable energy and undergrounding power.

- Overall people perceive the Shire of Manjimup as reasonably community-focused and to a lesser extent environmentally conscious, financially stable and open and honest, but not very modern, innovative or transparent and accountable.

- About two-thirds of people say that they understand the Councillor nomination and election process and regularly vote in Council elections.
- Participants generally know who their Ward Councillor(s) is but less than one-half feel comfortable approaching them on local issues, feel their representative(s) understands and represents their community well or provides relevant feedback. Coastal Ward residents expressed the highest level of agreement and East Ward residents expressed the lowest level of agreement overall with the statements about their Council representatives.

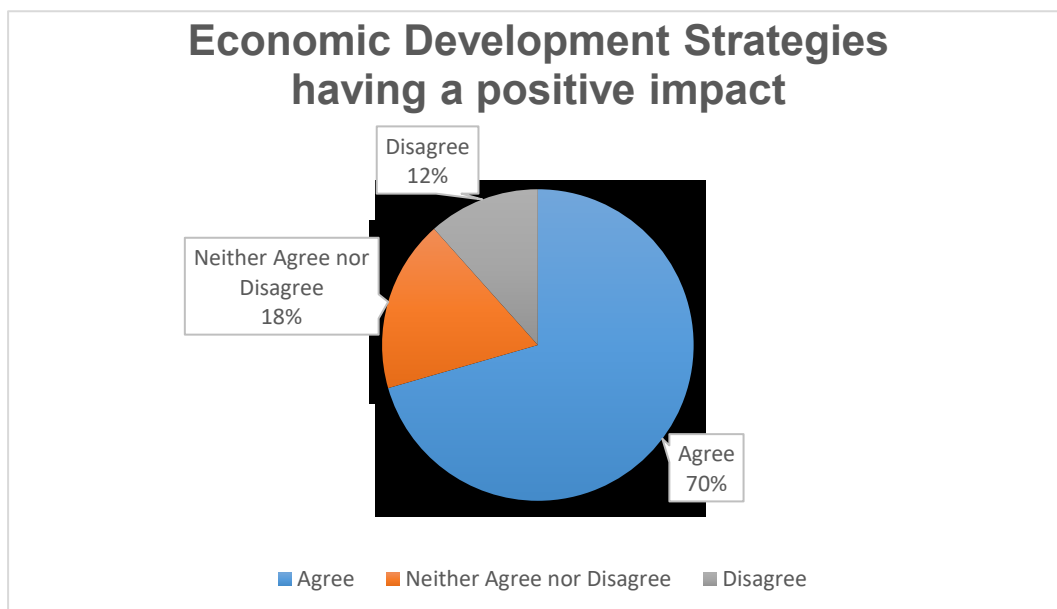
Are our economic development strategies working?

In recent years the Shire of Manjimup has won or given funding for projects that we hope will help improve our local economy and encourage our population to grow.

Key projects include:

- ✓ Agriculture expansion projects (such as the establishment of the Southern Forests Food Council and the Southern Forests SEED Program).
- ✓ Town centre improvement projects (such as the recent improvements to the Manjimup, Pemberton and Walpole towns and the Manjimup Heritage Park).
- ✓ Investment in tourism (such as developing marketing materials and other promotional strategies).

Seventy-percent (70%) of people feel that the Shire's economic development strategies are having a positive impact on the region.



- People are very positive about their local community with a very high percentage viewing it as good to live in (84%), welcoming, safe and having a lot to offer visitors. People were

slightly less positive about their community having a positive future and having lots of community events and activities but they are still quite positive overall.

🌍 The most positive things people see that the region offers are:

- Natural environment.
- Water and Air quality.
- Agriculture and Food Quality.
- Biodiversity.

🌍 The most negative things people see about the region are:

- Employment options.
- Local roads.
- Housing
- Internet and phone services.

🌍 People's top vision for the region are:

- A quality pristine natural environment.
- Industry diversification and development.
- An inclusive harmonious community.
- Economic growth and development.
- Tourism development and regional promotion.
- Good public infrastructure.

🌍 Only 8% of people have any plans to leave the Shire in the next five years, with Perth, Albany and the Busselton area the most likely places for relocation. Employment opportunities, access to more services and facilities, education, family reasons and a better climate are the most commonly cited reasons for leaving.

🌍 Local roads remain a key source of dissatisfaction for people living in the Shire but other key concerns expressed by participants through different aspects of the survey are around tourism promotion, economic development and youth issues.

Climate Change Workshop Outcomes

As part of its review of its Strategic Community Plan, the Shire sought community input into its response to the changing climate, in order for the Shire to ensure that the existing and proposed climate change related actions are still relevant and achievable in order to enable the Shire to deal with current and future risks such as reduced rainfall, and increasing occurrences of severe weather conditions, bushfires, storms and rising sea levels.

Community consultation was undertaken via facilitated workshops in Manjimup, Northcliffe, Pemberton and Walpole.

The 2.5 hour facilitated workshops were scheduled in the following four locations:

2 March 2021 Northcliffe Town Hall 10am–12:30pm

5 March 2021 Manjimup Town Hall 10am–12:30pm

8 March 2021 Walpole Community Hall 10am–12:30pm

9 March 2021 Pemberton Mill Hall 10am–12:30pm

Due to limited interest in a stand-alone youth event, local students were invited to attend any of the above workshops.

The workshops began with a Powerpoint presentation which outlined:

- Current and emerging International, National, State and Local Climate Change policy status
- Shire of Manjimup's metrics (demographics, land ownership, rate base, revenue etc.)
- Shire of Manjimup's sphere of influence in advocacy, action (mitigation and adaptation) and support

The workshops sought to:

- Collate feedback on the existing Shire's existing responses, via an online program called mentimetre (an example of the responses received is shown in Appendix 3) or via hardcopy.
- Capture and collate additional community suggestions (via mentimetre)
- Capture any 'out of scope' issues for noting by the Shire

Workshop participants were firstly asked to consider the following questions: -

Question 1 What Shire climate related actions do you know about?

Question 2 How do you rate the Shires climate change related actions?

Following these questions, a summary of Shire of Manjimup's current Climate Change responses in its Strategic Community Plan and Corporate Business Plan was provided to the attendees.

Participants were then asked the following specific questions: -

Question 3 Given the current endeavours of the Shire on climate change, what else could the Shire do?

Question 4 What can the community do in relation to the impacts of climate change?

Members of the community who were unable to attend in person were provided with the link to the powerpoint materials and the four questions, as located on the Shire's website.

Feedback was encouraged to be emailed to Southern Forest Consulting before the 12 March 2021.

Key Themes from the Workshops

Seventy (70) people attended and participated in the workshops across the four towns, providing 620 responses to the four questions posed. The list of all comments received at

the workshops is included in this report as Appendix 2. Only one email was received which has also been included in the raw data collated.

A summary of the key themes is provided for each of the questions asked.

Question 1 - What Shire climate related actions do you know about?

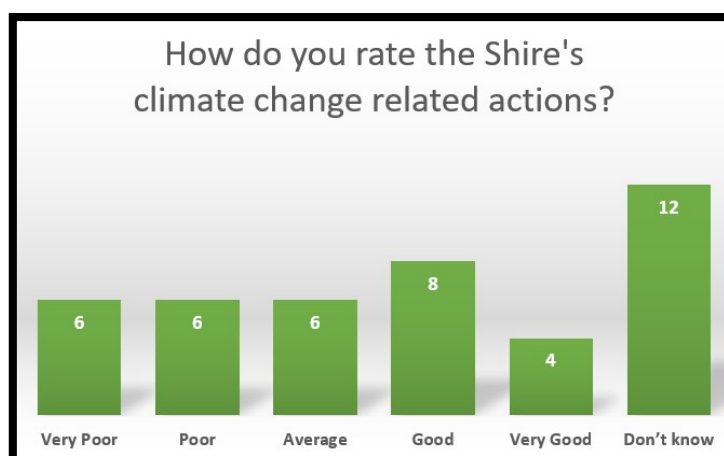
Across the four sessions there was a general awareness of the climate related actions being undertaken by the Shire of Manjimup, with only 6 of the 149 comments received stating 'no idea' or 'none' as a response.

The main actions mentioned included the following items:

- solar panels and heat pump at the Aquacentre
- solar panels on many of the Shire buildings
- solar lighting in parks and streets
- energy efficient lighting in Shire buildings
- dual flush public toilets
- containers for change
- recycling activities
- waste management, recycling and composting at the tip
- bushfire mitigation
- management of feral animals and weeds
- planning and building requirements
- coastal erosion management at Windy Harbour
- community workshops on climate change

Question 2 - How do you rate the Shires climate change related actions?

Following the discussion on what Shire climate related actions the participants knew about, a question on how the Shire rated was posed. The results of this question are shown in the following figure.



Discussions at the workshop tables for the first two questions, highlighted that although the participants could list some actions, informing the community about the actions being undertaken, was not considered to be prominent or effective enough.

Even when provided with the summary of Shire of Manjimup's current Climate Change response in its Strategic Community Plan, Corporate Business Plan and Environment Strategy, participants questioned whether all of the actions listed were actually 'Climate change' related.

Suggestions were provided to improve the public presentation of information in the Shire's Strategic Community Plan, Corporate Business Plan and Natural Environment Strategy, as well as grouping the climate change actions to identify the specific actions being undertaken.

Question 3 - Given the current endeavours of the Shire on climate change, what else could the Shire do?

A total of 275 comments were received on this question, outlining a range of additional actions that the Shire could potentially undertake in advocacy, communication, as well as a number of specific adaptation and mitigation actions.

Comments provided a range of detailed suggestions and ideas for consideration, broadly the feedback included comments on the following issues:

- Specific queries or changes to the existing Actions in the Strategic Community Plan, Corporate Business Plan and Environment Strategy, with a focus on performance monitoring and reporting.
- Existing actions could be reordered, to show the climate change relevant actions in one group
- Existing actions could be separated e.g., strategic/planning, community/group, and individual
- Ensure comprehensive recycling at all transfer stations, provision of compost facilities at transfer stations, mulching of green waste and selling to public or a third party
- Improve the Shire's management of weeds and advocate for private landholders to undertake regular weed management
- Review current Council vehicle fleet, the types of vehicles purchased and possible purchase of electric or low emission vehicles
- Integrate sustainable practices into Shire policies and review Shire purchasing policies to buy environmentally friendly options, and encourage a local circular economy
- Improvements to waste management practices, increase waste avoidance, better recycling, upcycling projects and to investigate enhanced green waste, or FOGO (Food Organics, Garden Organics) waste collection service.
- Improvements to clearing exemptions and vegetation offsets.
- Advocate for renewable energy infrastructure to be built in the Shire and encourage community owned micro-grids.
- Advocate to build stronger partnerships with community-based land-care and natural resource management organisations.
- Advocate for a change in the definition of 'old growth forest' and advocate for a viable hardwood plantation industry to substitute for native forest logging.
- Advocate for sustainable town water supplies in Northcliffe, Quinninup and Walpole.

- Encourage all households to capture their own water for residential use
- Encourage grey water reuse.
- Educating ratepayers about the importance of household waste management, and what actually happens to recycling in the Shire.
- Collaborate with relevant industry groups and other stakeholders to hold an 'Innovation Showcase' to promote the Shire as a dynamic clean and green tourist destination, showcasing the range of initiatives currently being developed and implemented within the Shire.

Question 4 - What can the community do in relation to the impacts of climate change?

A total of 154 comments were received on this question, with the following community actions highlighted:

- As an individual to encourage household sustainability - e.g. install rainwater tanks; buy second hand and repair items; composting; conserve resources; manage weeds and feral animals; reduce power and water consumption; install energy efficient lighting; transition to more efficient cars; walk or ride more; not use takeaway coffee cups; stop using plastic bags, cutlery, takeaway containers; grow your own fruit and vegetables and fix leaky taps.
- Encourage community power schemes, solar or wind to be self sufficient
- Investigate a community composting scheme, not just at the residential level
- Sustainable purchasing of products, both individually and for businesses
- Adopt sustainable farming practices and purchase from those businesses that do.
- Innovate, share ideas to create new markets from waste products generated within the region
- Buy local produce and products to help the community and reduce food kilometres
- Get involved, form local groups to discuss community actions, or join Landcare, biodiversity group or the local bushfire brigade.
- Celebrate what the community has already achieved
- Educate each other.

Possible actions

The four workshops provided an opportunity to confirm that the Shire's existing climate change adaptation, mitigation and advocacy actions are appropriate, and provided the opportunity for the community to identify any additional climate change adaptation, mitigation or advocacy actions for the consideration of the Council.

A number of suggestions are provided for the Council's consideration of further actions following these workshops:-

- Review the full list of comments and opportunities for additional actions that the Shire may consider in the review process.

- Separation of the specific actions in the Strategic Community Plan and Corporate Business Plan that relate to climate change actions to group these actions together.
- The Shire's Strategic Community Plan is prepared to meet the requirements of the Department of Local Government, Sport and Cultural Industries reporting requirements; therefore, the information is not tailored to the community. Consider the public presentation and communication of the actions and achievements within the Strategic Community Plan, Corporate Business Plan that relate to climate change actions.
- Consider a review of the Shire's Natural Environment Strategy 2008.
- Consider the information contained in the recently released WALGA - Climate Change Templates and Tools which are part of the WALGA Climate Action Framework being developed that identifies four types of actions Local Government can take to embed climate change planning into their operations and their communities.

Summary of consultation findings by population centre

Manjimup

“Manjimup booms as trails, local food, renewable energy and sustainability is embraced.”

Manjimup community member, 2031 newspaper headline workshop exercise

By combining the feedback from all consultation strategies, strong levels of feedback pertaining to the township of Manjimup were received in relation to:

- Improving and extending sport and recreation facilities, including consolidation of existing facilities into one sporting precinct, ensuring quality facilities are provided for a diverse range of sports, developing a new tennis facility, and developing a sporting ground or facility with capacity to host major sporting events.
- Maintaining a focus on the needs of children, youth and families, including the introduction of out-of-school (after school and school holidays) care service.
- Concerns about a significant level of drug use in the community, including calls for greater access to mental health and rehabilitation services, and domestic violence and homelessness refuge.
- Support for the development of Manjimup as an age-friendly, disability-friendly town to encourage population growth and economic growth in related services. This included related calls for:
 - appropriate housing
 - better footpath network
 - Support for the extension of recreational trails and the 'trails hub' concept.
 - Improved maintenance of parks and playgrounds beyond the Manjimup Heritage Park (eg. Anunaka).
 - Increasing support for arts, culture, events and festivals.

Pemberton

“Evolution of ‘timber town’ to ‘sustainability model town’”

Pemberton community member, 2031 newspaper headline workshop exercise

By combining the feedback from all consultation strategies, strong levels of feedback pertaining to the township of Pemberton were received in relation to:

- Improving facilities and services for RVs and grey nomads.
- The need for major improvements to phone and internet services.
- Improved maintenance of the public toilets, and strategies to address related traffic issues, on Hospital Avenue.
- Public support for improved Library, Visitor Centre and Community Resource Centre facilities and accommodation.
- Releasing land and allowing sub-divisions to allow more housing.
- Supporting Pemberton as an art and heritage hub.
- Opening a light industrial area in Pemberton, potentially at the old timber mill site.
- Maintaining a focus on the needs of children, youth and families, including the opening of a ‘family centre’ with increased child care options.
- Support for the extension of recreational trails and the ‘trails hub’ concept.
- Development of Pemberton as an accredited Trails Town.

Northcliffe

“Small regional communities are lighting the way for global renewal – Northcliffe demonstrates innovation and leadership.”

Northcliffe community member, 2031 newspaper headline workshop exercise

By combining the feedback from all consultation strategies, strong levels of feedback pertaining to the township of Northcliffe were received in relation to:

- Improving facilities and services for RVs and grey nomads.
- The need for major improvements to phone and internet services.
- Calls for greater communication, consultation and support from the Shire of Manjimup.
- Concerns about a significant level of drug use in the community, including calls for greater access to mental health and rehabilitation services, and domestic violence refuge.
- Access to visiting health specialists and supports to maintain community health and wellbeing.
- Supporting Northcliffe as an art hub.
- Establishing a sustainable water supply and cease trucking in potable water.
- Maintaining good fire management and mitigation.

- A reduction in planning and development restrictions; improvements in services infrastructure and encouraging alternative (eco-friendly/sustainable) developments.

Quinninup

“Quinninup: Protected historical and natural area created.”

Quinninup community member, 2031 newspaper headline workshop exercise

By combining the feedback from all consultation strategies, strong levels of feedback pertaining to the settlement of Quinninup were received in relation to:

- Concerns about a significant level of drug use in the community, including calls for greater access to mental health and rehabilitation services, and domestic violence refuge.
- Support for the extension of recreational trails and the ‘trails hub’ concept.
- Improving facilities and services for RVs and grey nomads.
- The need for major improvements to phone and internet services.
- Access to public transport and/or a community bus.
- Access to visiting health specialists and supports to maintain community health and wellbeing.
- Allowing the Quinninup Lake to be used for recreational purposes.

Walpole

“Walpole on the move”

Walpole community member, 2031 newspaper headline workshop exercise

By combining the feedback from all consultation strategies, strong levels of feedback pertaining to the township of Walpole were received in relation to:

- Improving facilities and services for RVs and grey nomads.
- The need for major improvements to phone and internet services.
- Calls for greater communication, consultation and support from the Shire of Manjimup.
- Releasing land and allowing sub-divisions to allow more housing.
- Support for the extension of recreational trails and the ‘trails hub’ concept.
- Urgent need to increase town population, particularly young families, to ensure ongoing viability of the school and other services.
- Upgrading the Walpole Visitor Centre and Pioneer Park.
- Dissatisfaction with the recent town centre improvements (Nockolds Street). Comment was particularly focused on the need for better signage for tourists, pedestrian connectivity (particularly disability access, and the poor configuration of the parking Nockolds Street).

- Improvements to aged services and facilities, includes criticisms of the limited HCC services available and inadequacy of the community bus and transport services.
- Achieving World Heritage status for the region's natural environment.
- Removing or thinning peppermint trees, use ficifolia (red-flowering gum) for street plantings.
- Improve access to the coast and inlets, including boardwalks and amenities.
- Reduce development constraints and improve road access in North Walpole.



This page is intentionally left blank.