Strategic Community Plan 2017-2027 (DRAFT)

SHIRE OF MANJIMUP

Celebrating our diversity

Contents

Message from the Shire President

The Shire of Manjimup's Strategic Community Plan 2017-2027 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 a new mission for the Shire of Manjimup as we seek bold, prosperous and sustainable growth for our people and our economy.
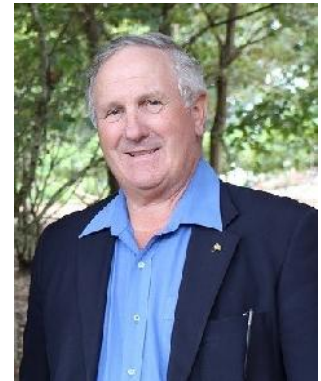
This Plan has been prepared for the community with input from the community, which means it remains entirely underpinned by the aspirations and values of the people who matter the most – you. We received more than 730 contributions from community members through participation in surveys, workshops and meetings, where your shared your hopes and dreams for the future.

Feedback from the community is a crucial part of the review process and the volume of feedback has allowed us to conduct rigorous 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 our growing population needs.

This major review is the first since the Plan was developed in 2013. A lot has changed in just four years, 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, the Wellness and Lifestyle Community Centre and the Agricultural Expansion Project which includes the Southern Forests Food Council and the SEED program. In addition, several other projects have been announced and commenced such as the new Hospital and the Premium Food Centre. From the survey, we learnt that the community wants to see the Shire putting our greatest efforts into diversification of industry and improving our economy, and these projects demonstrate that the Shire and community's desire for this are aligned.

This major review has resulted in some overarching changes to the Plan. The document has been simplified and made easier to read. A Mission Statement has been developed to articulate 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 have been defined. We have also taken a closer look at the key drivers and challenges for the various population centres within the Shire and incorporated their unique needs and priorities.

Councillors and staff have certainly played a part in the Plan's development, 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.

Paul Omodei
Shire President

Image: Pemberton Classic road race

Introduction to the Plan

This *Strategic Community Plan 2017-2027* (the Plan) is the result of the first major review undertaken by the Shire of Manjimup (the Shire) since it developed the original plan in 2013.

In a very real sense this plan empowers the community and enables 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 Shire, but are also heavily reliant on other government and commercial providers and are designed in such a way which allows community members to contribute.

The Integrated Planning and Reporting Framework

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

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

Image: Mount Chudalup (photo credit Hsien Harper)

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** (10 years) outlines the strategic priorities to address the community's long term vision. The Strategic Community Plan priorities and goals are driven by community engagement and takes a 'whole of shire' approach.

2. **Corporate Business Plan** (4 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** inform and 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:

   a. Long Term Financial Plan

   b. Asset Management Plan

   c. Workforce Plan

   The Shire also develops and implements a range of other strategic plans to guide its actions and priorities within important service areas such as its 10-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.

5. **Annual Report** provides feedback to the community on the Shire's progress against the Corporate Business Plan and provides a snap shot of how the community is progressing towards its goals contained in the Strategic Community Plan.
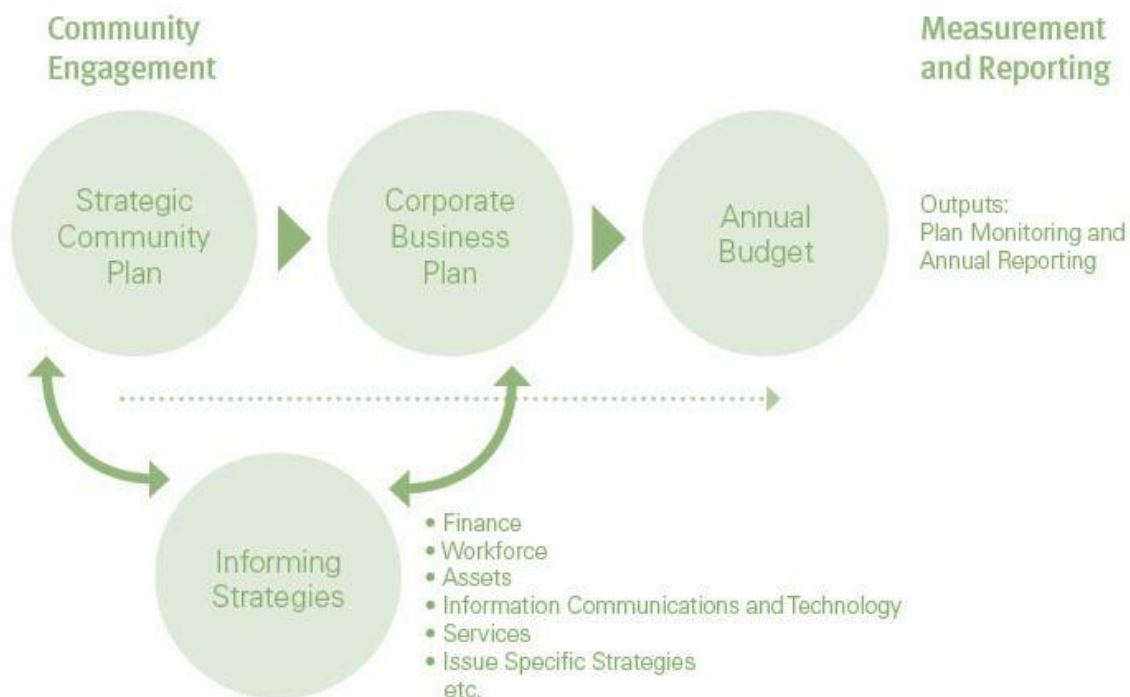
Elements of Integrated Planning and Reporting Framework

Image: Dairy cows in Northcliffe

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.

The Plan will also be subject to an interim desktop review two years after each major review. The desktop review's purpose is to check we are still compliant with state legislative requirements, that we have acknowledged any changes to regional and state plans and we adapt the Plan to address any new significant information arising since the last review.

When the Shire conducts reviews of the Plan the community will be engaged in the process – whether a major review or desktop review, the community will be 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.

Review Schedule	Completion
Next desktop review	30 June 2019
Next major review	30 June 2021

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 2017, 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. 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 or business could potentially contribute to the achievement of 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 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 come with associated strategies to achieve the theme's goals, and measurable community indicators that can inform us whether the strategies are working and we are achieving those goals.

Image: Yeagarup Dunes

Strategic Planning Context

Community profile

The Shire of Manjimup, with an area of 7,028 km^2, is the largest shire in the South West region of Western Australia and is part of the Warren Blackwood sub-region.

The town of Manjimup is the most populated town (over 4,000 residents in the urban centre) of the Warren Blackwood sub-region.
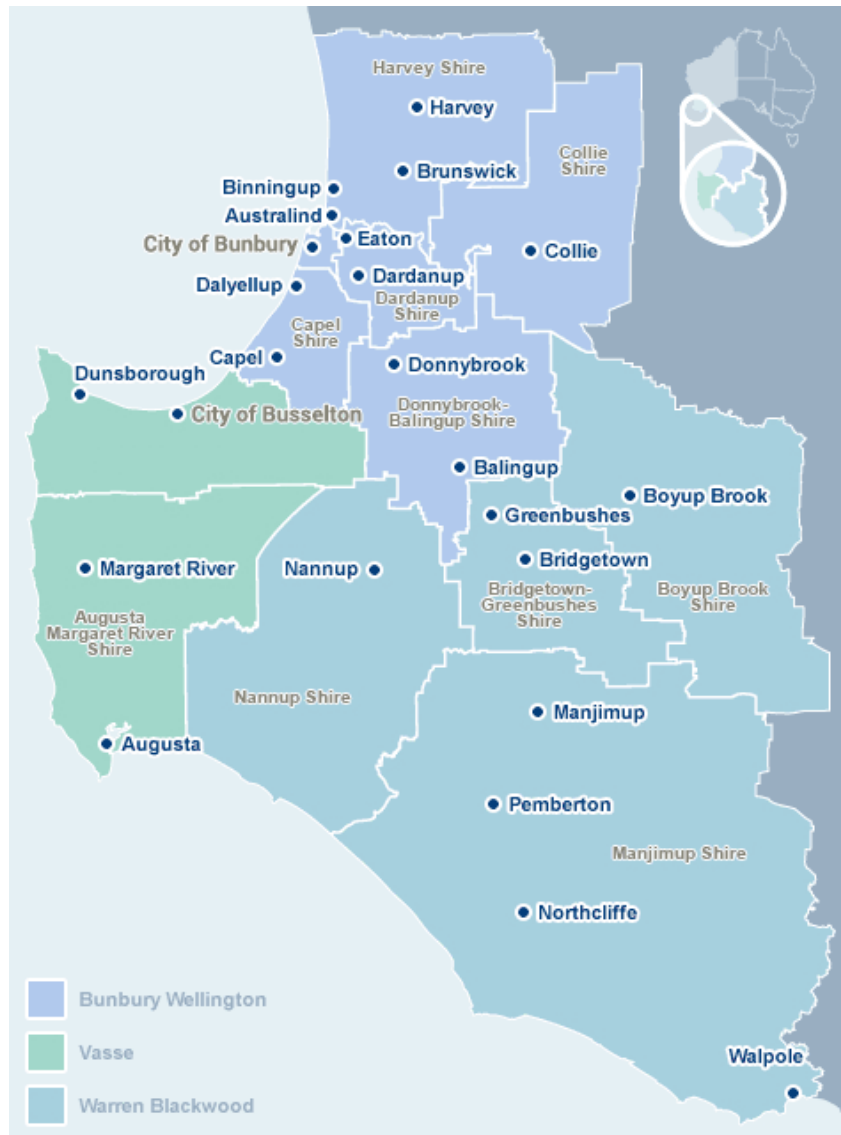
Image: Western Australia's South West and its sub-regions.

There are four main townships within the shire - Manjimup (the regional centre), Northcliffe, Pemberton and Walpole; with six smaller settlements including Deanmill, Jardee, Palgarup, Quinninup, Tone River and Windy Harbour.

The Shire boundary sits across three different Noongar language groups, being the Kaneang (or Kanyang), Pibelmen (or Bibbulmun) and Minang clans. These original residents of this district 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.

With a mild Mediterranean climate, reliable rainfall and arable soils Manjimup shire 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 $120 million of production value and utilising more than 78,500 ha of land.

The Shire is also rich in natural value with over 80% 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 has heathland, spectacular coastline 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 Pemberton, Northcliffe and Walpole. Recreational fishers come for the marron, trout, Australian salmon and crab seasons.

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, Unearthed 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.

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

Travel by Road	Distance (km)			
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 grow 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 potential for population expansion, potential for economic expansion and diversification, strong local government capabilities and its potential to generate 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 the vision.

Growth initiatives are focussed 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.

Image: Manjimup Cherry Harmony Festival long table lunch event (photo credit Hsien Harper)

Resource profile

In pursuit of 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 only for around 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 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 others, 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	2010/11 (Actual)	2015/16 (Actual)	2016/17 (Predicted)
Population	9,187	9,187*	9,187*
Number of electors	6,383	6,349	6,499
Employees (full-time equivalent)	103	123	123
Budget	$24,581,236	$39,251,107	$71,937,603
Rates income	$6,371,483	$8,294,970	$8,692,745
Financial assistance grants income	$3,054,996	$3,999,892	$3,997,235
Other grants income	$5,641,853	$27,766,650	$15,747,649
Capital expenditure	$3,578,774	$6,722,646	$40,756,050
Operational expenditure	$21,002,462	$32,528,461	$31,181,553
Value of assets	$258,132,514	$313,066,237	$344,719,186

Table: Resource profile for the Shire of Manjimup. (* Population figures are based on the Australian Bureau of Statistics 2011 Census data as 2016 data is not available at the time of print.)

Community asset snapshot

175 Reserves

Manjimup Timber & Heritage Park

6 Populated Settlements

9,187 Residents

4 Towns

7,028m² Area

123 FTE Shire Employees

4 Skate Parks

17 Playgrounds

8 Sporting Ovals

7 Cemeteries

4 Libraries

16 Fire Stations

Windy Harbour Cottages & Campground

10 Public Toilet Facilities

Other Comm Centres & Halls
- Manjimup   10
- Pemberton   3
- Northcliffe   3
- Walpole   3
- Quinninup   1

8 Tourism Info Bays

4 Sport & Rec Stadiums

512km Sealed Roads

Manjimup Regional AquaCentre

2 Waste Landfills

Parking Bays
- Manjimup   1,578
- Pemberton   336
- Northcliffe   188
- Walpole   100

900km Unsealed Roads

175 Public Rubbish Bins

3 Waste Transfer Stations

1 Airport

46 Bridges

40,136m Footpaths & Bike Paths

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. To be effective the Shire needs to have a clear understanding of the bigger strategic picture so it may effectively advocate on behalf our community and take advantage of opportunities as they arise.

Key influential planning documents are listed here.

Regional plans

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 Strategic Plan 2016-2019, Warren Blackwood Alliance of Councils, 2016
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 which 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 grow the town's population, to double its current numbers, 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 the State's freight planning, policy and project priorities to 2031.

Public Transport Authority Strategic Plan 2013-17, 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 Management Strategy, Department of Agriculture and Food, 2015
This strategy outlines the state government's direction for Western Australia's natural resource management by outlining the state's vision and goal for natural resource management and providing principles and priorities to guide investment.

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.

Proposed Southern Forests Irrigation Scheme: Land capability and water demand assessment, Department of Water, June 2016
The Southern Forests region is one of the most significant horticultural areas in Western Australia. To support sustainability the 'Water for Food Southern Forests Irrigation Scheme' seeks to improve water storage and distribution through a new dam, pipeline and pumping infrastructure.

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.

Western Australian Waste Strategy: Creating the right environment, Waste Authority, March 2012
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.

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 a new Local Tourism Organisation and Visitor Services Business Plan for the are covered by the Shires of Bridgetown-Greenbushes, Nannup and Manjimup.

Draft Western Australian Strategic Trails Blueprint 2016-2021, WA Trails Reference Group, 2016
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, 2015
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.

Affordable Housing Strategy 2010-2020: Opening the doors to affordable housing, Department of Housing, December 2010
This 10-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.

South West Regional Club Development Plan 2013-2017, Department of Sport and Recreation, August 2013
It aims to highlight challenges and opportunities for club development across the region and helps to inform the future direction and delivery models required to achieve the outcomes identified.

Image: Understory sculpture walk in Northcliffe (photo credit Hsien Harper)

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 which 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

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

Activity	Date	Participants
Pemberton Combined Associations Workshop	Friday, 17 February 2017	29
MSHS Student Council Discussion	Tuesday, 21 February 2017	10
Pemberton Community Café	Tuesday, 21 February 2017	19
Northcliffe Community Café	Wednesday, 22 February 2017	18
Quinninup Community Workshop	Wednesday, 22 February 2017	8
Walpole Community Café	Thursday, 23 February 2017	15
Manjimup Community Café	Tuesday, 28 February 2017	11
Community Survey 2017	1 February - 28 February 2017	618
Late survey submissions	After 3 March 2017	6
Other written submissions	1 February - 28 February 2017	2
TOTAL COMMUNITY PARTICIPATION		736

A total of 618 people responded to the 2017 Community Survey which is a good level of response and enabled statistically valid interpretation of the collected data. Six surveys were received after the deadline for submissions and could not be included in the data set for statistical analysis, however they were analysed as part of the qualitative data set.

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 relative to the population figures. The

following table shows the population distribution of the survey respondents. It is estimated 6% of the Shire's residents, of all ages, participated in the survey (population figures are based on the 2011 Census data).

Town	Pop	% of Total Pop	Ward	Surveys	% of Survey Total	% Var
Manjimup 6258	6,309	60.6%	Central, North & East	360	58.3%	-2.4%
Pemberton 6260	1,542	14.8%	West	89	14.4%	-0.4%
Northcliffe 6262	770	7.4%	Coastal	59	9.5%	2.1%
Walpole 6398	566	5.4%	South	77	12.5%	7.0%
Other Ratepayers	1,222	11.7%	Does not live in Shire	25	4.0%	-7.7%
			Did not specify	8	1.3%	1.3%
TOTALS	10,409	100%		618	100%	

The Manjimup postcode (6258) represents three Council Wards. The breakdown of '6258' responses by Council Ward is as follows.

6258 Wards	Actual	% of Survey Total
Central	238	38.5%
North	41	6.6%
East	81	13.1%
TOTAL	360	58.3%

Image: Manjimup Regional AquaCentre

Key challenges for the community

The community faces a variety of challenges as it develops over the next 10 years. The challenges, as determined through community consultation, include:

protecting the natural environment for future generations

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 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 bush fires

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 whist protecting our prime agricultural lands

planning for and adapting to climate change, including increased water vulnerability

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

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.

Image: Pemberton Main Street Artscape (photo credit Rob Baker)

Public comment on the draft plan

Extensive consultation and research was undertaken to develop a draft Plan and comment was sought from the public before the Plan was considered for formal adoption to ensure it accurately meets the priorities and aspirations of the community.

The draft Strategic Community Plan 2017-2027 was released for public comment for a period of 21 days (Wednesday 17 May to Wednesday 7 June 2017) and the opportunity to comment was widely advertised through a variety of media channels.

Copies of the draft Plan were available from the Shire of Manjimup Administration Office, for download from www.manjimup.wa.gov.au/publiccomment or viewable in one of the Shire's public libraries in Manjimup, Pemberton, Northcliffe or Walpole.

Image: Pemberton Unearthed - Sculpture in the Vines (photo credit Wendy Eiby)

The Role of the Shire of Manjimup

The Shire of Manjimup is governed as a local government organisation under the Local Government Act 1995. 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 in the shire, however, not all services are provided by the Shire; there are many community services, vital infrastructure and facilities that are provided by private industry, state and federal governments. The Corporate Business Plan articulates the 'role' of the Shire in relation to each of its strategies, dependant 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 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, open-minded, and 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 of Manjimup will…	Examples
Promote	Educate and inform others through advertising or other publicity, or by helping or encouraging a campaign to exist and flourish.	*Shire of Manjimup website, Facebook pages, media releases and community bulletins.* *The Southern Forests Alcohol Think Again campaign.* *Marketing our region for tourism.*
Advocate	Lobby others, urge by argument and make public recommendations.	*Lobby state government to improve the South Western Highway.* *Lobby federal government to construct nine additional mobile phone towers in shire.* *Advocate for more GPs in Walpole.*
Facilitate	Assist a project or process forward by coordinating the efforts of stakeholders.	*Shire of Manjimup Networks (Early Years, Youth).* *Warren Blackwood Human Services Network.* *Advisory Committees (Disability Access and Inclusion, Bushfire, Local Emergency Management)*
Partner	Collaborate with others on a project by sharing decision making, resources, risks and benefits.	*Collaborate on regional-based economic development initiatives through the Warren Blackwood Alliance of Councils (WBAC).* *Partner with Pemberton Arts Group to construct the Pemberton Artscape wall.* *Partner with Department of Parks and Wildlife to construct a pedestrian and cycle crossing at One Tree Bridge.*
Fund	Allocate or provide resources to be administered or managed by others for some agreed purpose.	*Provide financial assistance to community-based organisations for the construction of age-friendly housing or sporting facilities.* *Shire of Manjimup annual community grants.* *Reduce or waive fees and charges for eligible community members.*
Regulate	Enforce statutory requirements, or control and direct by a rule.	*Building Act 2011.* *Traffic management for events.* *Planning Scheme.* *Bush fire management.*
Lead	Guide the direction and oversee the delivery of a project or process whilst engaging the participation or contributions of other stakeholders.	*Manage and develop the Manjimup Timber and Heritage Park.* *Town centre revitalisations.* *Deliver state and federal funded Home and Community Care (HACC) services.*
Deliver	Do or carry out as promised.	*Build and maintain public infrastructure* *Deliver public library services.* *Operate the Manjimup Regional AquaCentre.* *Manage and maintain the Windy Harbour Settlement.*

Our Community Themes and Goals

Our community themes explained

Below is a table to demonstrate 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.

Theme: Our Natural Environment	Theme: Our Prosperity	Theme: Our Community	Theme: Our Infrastructure	Theme: 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: Coastal care Weed management Fuel hazard reduction Renewable energy alternatives Water conservation Waste management Management and protection of the natural environment Environmental contamination and pollution Feral animal control Climate change Sustainable agriculture	Scope: 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: 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: 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: 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 which 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. Continue to diversify waste management options and encourage waste avoidance, reduction, reuse and recycling.
A2. Educate our community and visitors on how to enjoy our environment responsibly.
A3. Effectively use land, development and building policies to protect the environment whilst balancing the needs of the community
A4. Encourage all aspects of sustainable farming and agriculture.
A5. Enforce compliance with designated camping areas.
A6. Implement controls to protect air and water quality.
A7. Implement measures to protect and enhance the amenity and diversity of the visual landscape.
A8. Implement measures to mitigate or control the negative impact of feral animals on our natural environment.
A9. Improve weed management on land.
A10. Increase use of renewable energy generation alternatives.
A11. Manage and control the domestic cat population.
A12. Manage fuel hazards to minimise the risk of serious fire threat to ecosystems, human life and property.
A13. Manage natural waterways and lakes to encourage water flow and catchments for self-sustaining purposes.
A14. Provide and maintain public rubbish bins to minimise overflow and littering.
A15. Recognise the recreational value of our natural environment and provide reasonable access for all to our natural assets whilst protecting their value.
A16. Support initiatives that protect and nurture biodiversity and endemic species.
A17. Support initiatives to curtail or prosecute littering, pollution and unauthorised clearing of vegetation.
A18. Sustainably manage our water use and energy consumption.
A19. Undertake climate change impact assessments, implement mitigation strategies and use them to inform land use and infrastructure plans.

Community Indicators

- Achieving targets for fuel hazard reduction
- 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
- Volumes of waste by type processed through Shire facilities

2. Our Prosperity

Community Goals
1.1 New people and new businesses are attracted to the region.
1.2 Existing core industries, such as agriculture and timber, are resilient, innovative and sustainable.
1.3 The local economy is diversified and supports a range of industries and job opportunities.
1.4 Local business thrives because it has access to information and support, and because the community maximises the use of local resources, services and products.
1.5 The region grows in reputation as a world-class culinary, agricultural, environmental and trails tourism destination.
1.6 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. Advocate for industry and links to intrastate, interstate and global markets.
B2. Attract business class accommodation services to Manjimup.
B3. Build on the Manjimup town's capacity as a regional service centre for the Warren Blackwood.
B4. 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.
B5. Encourage and support initiatives to animate town centres and encourage extended service provision.
B6. Encourage new wellness industries related to rehabilitation, mental and physical health, aged and disabilities related services and wellness tourism.
B7. Encourage sustainable forest and timber industries, such as eco and adventure tourism, forest and fire management, craft wood, farmed timber and agroforestry.
B8. 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).
B9. Engage youth and business in identifying and implementing actions to address the barriers and gaps in youth apprenticeships, traineeships, cadetships and employment.
B10. Ensure the regulatory environment is business and industry friendly and considerate of business and industry needs.
B11. Establish a Southern Forests and Valleys Local Tourism Organisation to coordinate the efforts of government and industry in marketing and developing visitor services, amenities and attractions across the region.
B12. Establish and maintain relationships that may assist the prosperity of our region.
B13. Establish purchasing preferences for the use of local resources, services and products.
B14. Further develop the 'Trails Hub' tourism destination concept and facilitate the implementation of a range of trail options connecting to and linking key destinations.
B15. Provide development opportunities and support local small businesses to thrive.
B16. Provide quality, accredited Visitor Centre services in each town.
B17. Support services and infrastructure to encourage caravan and RV tourism.
B18. Support sustainable agricultural extension, innovation, value-adding and downstream processing; such as processing and packaging, research and development, agri-tourism and culinary tourism, water security, Planning Scheme protections, and continued support for the Southern Forests Food Council.
B19. Undertake high impact campaigns to encourage new residents; targeting identified cohorts to relocate to priority areas of the shire.

Community Indicators

o   Average approval time for statutory applications

o   Building approvals and classifications of building approvals

o   Central business district (CBD) premises occupancy rates

o   Community satisfaction and perceptions surveys

o   Employment and income figures

o   New industries commenced

o   New infrastructure developed to support visitor amenity and experience

o   Number of apprenticeships and traineeships

o   New business registrations and licences

o   Population statistics

o   Progress made against any relevant Shire Strategic Plans

o   Range, depth and diversity of services and facilities available in Manjimup town (as a regional growth centre)

o   Socio-Economic Indexes for Areas (SEIFA) scores

o   Student enrolments and school rankings

o   The number of sub-divisions and increases in rateable land

o   Value of production by industry sector

o   Visitation numbers

3. Our Community

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

Strategies
C1. Acknowledge and support the contributions made by community groups and volunteers.
C2. Actively engage children and young people to better understand and respond to their needs and aspirations.
C3. Advocate for the provision of out of school and school holiday programs.
C4. Celebrate and honour our diverse cultures, heritage and lifestyles.
C5. Continue to develop our communities' capacity to be exemplary in regards to age-friendly, dementia-friendly and disability-friendly.
C6. Create a social environment that is accessible and inclusive for all ages and all abilities.
C7. Develop and promote active and passive sport and recreation opportunities for all ages and all abilities.
C8. Document and conserve local historical records, stories and artefacts and make them available for everyone to study and enjoy.
C9. Encourage co-locations, partnerships and resource sharing to deliver community services.
C10. Ensure all community members have access to quality fresh produce regardless of their circumstances.
C11. Facilitate a solution-driven process to engage with all stakeholders and establish improved public transport delivery and options across the Warren Blackwood region.
C12. Facilitate, develop and promote a broad range of cultural and art capabilities, facilities, events and achievements.
C13. Improve access to services that allow residents to stay well in their own community and manage their health conditions.
C14. Improve early-years development and education outcomes.
C15. Increase the availability of mental health, alcohol and other drug addiction, domestic violence and homelessness support.
C16. Install and maintain quality public artworks for everyone to enjoy.
C17. Maintain public libraries in all four towns and continue to expand and modernise services and activities.
C18. Make information available to the community regarding the range of transport options available across all communities.
C19. Manage dogs and livestock are to ensure the safety of both the animal and the community.
C20. Manage environmental health risks in the community.
C21. Plan and develop a diverse range of affordable housing options to meet the needs of older people, people with disabilities and other vulnerable groups.
C22. Prepare for emergencies and natural disasters.
C23. Raise volunteer participation levels (particularly in the area of emergency management).

Strategies
C24. Support communities to acquire and upgrade 'community buses'.
C25. Support public events to ensure they are successful and safe.
C26. Undertake a broad range of safe behaviour and risk awareness campaigns.
C27. Work with stakeholders to preserve and share local indigenous tradition and culture.

Community Indicators

- Area and risk level of contaminated land
- 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
- KidSport participation 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 (Department of Health)
- Number of complaints against food premises
- 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 building and campground inspections
- Public safety compliance assessments for public events
- Regional waste water analysis
- Response times to emergencies and natural disasters
- Road accident statistics
- WA Police crime statistics

4. Our Infrastructure

Community Goals
4.1 Community infrastructure is delivered and maintained at a level of service that is aligned with community needs now and in the future.
4.2 Land use planning strategies support the sustainable development and growth of our communities.
4.3 Development is not hindered by excessive or complex compliance regulations.
4.4 Transport infrastructure and networks provide for the safe movement of all users.
4.5 Town centres are accessible, attractive and inviting whilst maintaining their unique characters.
4.6 Infrastructure gaps in regards to energy, water, sewerage, and information and communication technology services are resolved.
4.7 Parks and open spaces are attractive and create opportunities for people to come together, socialise and enjoy a range of activity.
4.8 Sport and recreation facilities sustain a broad range of pursuits.
4.9 Community infrastructure planning responds to an ageing demographic and is also inherently dementia and disability friendly.
4.10 Places of heritage value are recognised and retained.

Strategies
D1. Encourage local and regional renewable energy infrastructure and industry development.
D2. Assist communities to build and maintain sport and recreation facilities whilst encouraging co-locations, collaborations and resource sharing wherever possible.
D3. Build and maintain storm water drainage.
D4. Develop and maintain community infrastructure to a service-level that meets the community's needs.
D5. Encourage all new developments to utilise best practice water and energy efficiency as well as sustainable design, materials and construction processes.
D6. Enhance the footpath and bike path networks to enable intra-town mobility and safety of all ages and abilities.
D7. Ensure the regulatory environment is development friendly and easy to navigate.
D8. Improve the dependability of energy supply across all communities, with improvements urgently sought in the Northcliffe and Quinninup area.
D9. Investigate the feasibility of new roads or road upgrades to support safe road freight transport routes.
D10. Maintain a Municipal Heritage Inventory and include controls to protect places of significance.
D11. Maintain public gardens and road side tree plantings with attractive, cost efficient, low maintenance and appropriate species for the location.
D12. Minimise any disadvantage to residents not able to access the National Broadband Network (NBN).
D13. Plan for and manage Windy Harbour holiday settlement infrastructure needs.
D13. Produce style guides for each town centre that showcase its unique character and encourages vibrant, mixed-use commercial and public spaces.
D14. Provide adequate and safe parking facilities in town sites and enforce compliance with ACROD regulations.
D15. Provide for public parks and playgrounds that are accessible and attractive with well-maintained amenities and equipment.
D16. Pursue improved mobile phone coverage across the region.
D17. Regulate tourism-based and commercial roadside signage to ensure it is appropriate, well-maintained and does not negatively impact on landscape visual amenity.
D18. Review or amend the Local Planning Scheme to meet the changing needs of community and industry.
D19. Support the development of a state-level sporting facility in the township of Manjimup.
D20. Undertake planning for the provision of potable water and deep sewerage infrastructure where identified gaps exist.
D21. Undertake long-term regional transport infrastructure planning, giving consideration to future road, rail and air transport needs.

Community Indicators

o Absence of stormwater drainage overflow events

o Access to deep sewerage

o Community infrastructure service-levels

o Community satisfaction and perceptions surveys

o Maintenance outcomes match 'Road Hierarchy' priorities

o Metres of pathways in town sites

o Mobile phone coverage

o Municipal Heritage Inventory

o National Broadband Network (NBN) access and internet speeds

o Progress made against any relevant Shire Strategic Plans

o Reliability of power supply

o Roman Road Condition Assessments

Image: Playground in the Manjimup Timber and Heritage Park

5. Our Local Government

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

Strategies
E1. Actively participate in regional, state and national alliances to return benefit to the community.
E2. Assist and train elected members to provide strong and visionary leadership.
E3. Develop an organisational culture that upholds the values of professionalism, proactivity, reliability, integrity and courtesy in all its dealings.
E4. Develop and implement long-term financial, asset management and workforce plans to maintain community assets at the appropriate standard.
E5. Develop policy established from well-researched and evidence-based data.
E6. Embrace and increase the use of new technologies to deliver services and communicate with the community.
E7. Encourage greater community involvement in the Council election process.
E8. Ensure the Shire of Manjimup's priorities and activities are well aligned with the community's goals and vision.
E9. Identify poor performing services areas and set targets for improving community satisfaction.
E10. Increase elected member interactions with constituents to better understand and represent community issues and to provide relevant feedback to their community.
E11. Keep the community well informed about Shire activities and ensure the information that is important to them is accessible.
E12. Provide genuine opportunities for the community to participate in decision making.
E13. Pursue 'advanced' standards in regards to the Local Government Integrated Planning and Reporting Framework.
E14. Recognise and respond to the diverse needs and priorities of the communities within the Shire.

Community Indicators
- o Absence of breaches by employees or elected members in regards to Disclosure of Gifts or Disclosure of Interest
- o Absence of breaches confirmed by the Local Government Standards Panel or Ombudsman of WA
- o Assessment of achievement in regards to the Local Government Advisory Standards
- o Awards and recognition of excellence for the Shire
- o Community satisfaction and perceptions surveys
- o Number of Council election nominations received
- o Number of Shire customer dissatisfaction complaints
- o Progress made against any relevant Shire Strategic Plans
- o Shire asset consumption, renewal and sustainability ratios
- o Statutory reporting frameworks are met by the Shire
- o 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 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 which 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 two year review (major and desktop 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 A: Summary of Community Consultation Findings

Photo credit Hsien Harper

Summary of key 'liveability' features by Council Ward

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

Overall	%	Central Ward (238)	N	%	Coastal Ward (59)	N	%	East Ward (81)	N	%	North Ward (41)	N	%	South Ward (77)	N	%	West Ward (89)	N	%
Natural environment	60%	Natural environment	98	41%	Natural environment	35	59%	Natural environment	53	65%	Agriculture	26	63%	Natural environment	47	61%	Natural environment	46	52%
Air quality	46%	Food quality	88	37%	Air quality	32	54%	Agriculture	40	49%	Natural environment	19	46%	Air quality	41	53%	Air quality	38	43%
Agriculture	40%	Agriculture	85	36%	Biodiversity	19	32%	Food quality	35	43%	Food quality	18	44%	Safety	26	34%	Agriculture	29	33%
Food quality	36%	Air quality	77	32%	Food quality	15	25%	Air quality	34	42%	Air quality	17	41%	Leisure and recreation / Volunteering	19	25%	Food quality	27	30%
Safety	19%	Community sport	52	22%	Agriculture / Safety	13	22%	Biodiversity	14	17%	Community sport	12	29%	Emergency services / Law and order	16	21%	Biodiversity	18	20%
Leisure and recreation / Community sport	18%	Affordable housing	51	21%	Volunteering	11	19%	Leisure and recreation	12	15%	Health services	10	24%	Social participation	12	16%	Leisure and recreation	17	19%
Emergency Services / Biodiversity	16%	Cost of living	43	18%	Leisure and recreation	10	17%	Community sport	11	14%	Cost of living / Education and training	9	22%	Agriculture	11	14%	Safety	15	17%
Affordable housing	15%	Education and training / Health services	37	16%	Emergency services	9	15%	Education and training	10	12%	Safety / Parks & playgrounds / Emergency services	8	20%	Walk-ability	9	12%	Water supply	13	15%
Health services / Volunteering	14%	Parks and playgrounds	35	15%	Heritage / Social participation	8	14%	Emergency services / Health services / Volunteering	9	11%	Leisure and recreation	7	17%	Biodiversity	8	10%	Community sport	12	13%
Parks & playgrounds / Cost of living / Ed & training	12%	Emergency services	31	13%	Art / Health services / Walk-ability	7	12%	Safety / Parks & playgrounds / Affordable housing	8	10%	Biodiversity	6	15%	FALLS BELOW 10%			Emergency services	11	12%

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

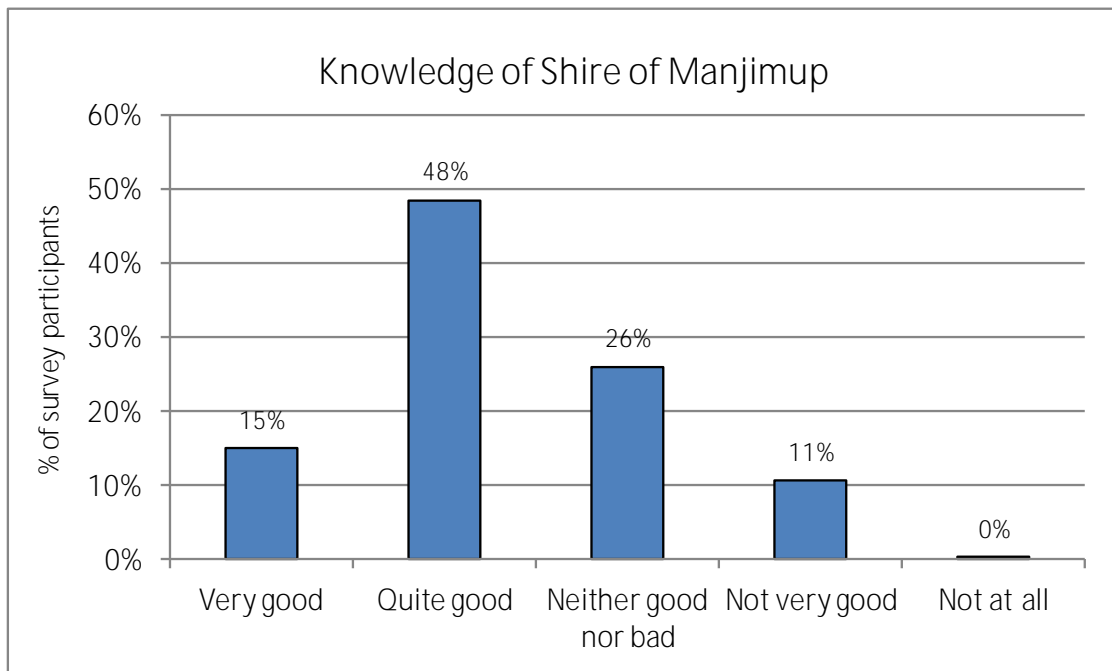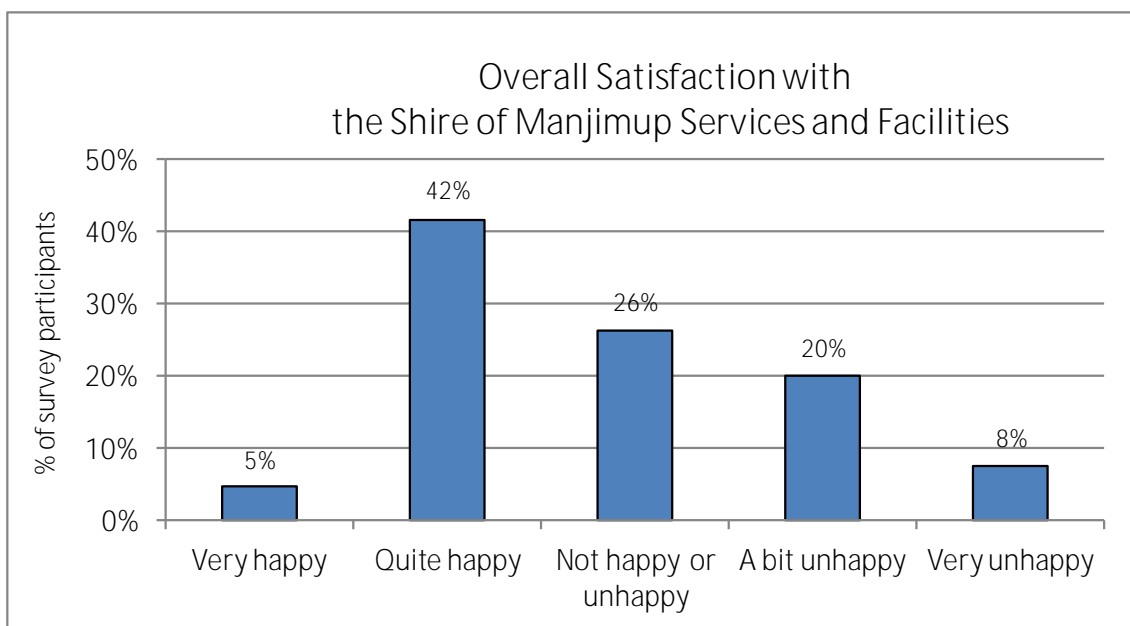| Overall	%	Central Ward (238)	N	%	Coastal Ward (59)	N	%	East Ward (81)	N	%	North Ward (41)	N	%	South Ward (77)	N	%	West Ward (89)	N	%
Employment options	46%	Employment options	95	40%	Water supply	24	41%	Phone services	36	44%	Internet services	20	49%	Employment options	34	44%	Phone services	30	34%
Public transport	33%	Public transport	77	32%	Employ options / Public transport	15	25%	Internet services	35	43%	Phone services	18	44%	Health services	32	42%	Employment options	29	33%
Internet services	29%	Bike pathways	46	19%	Internet services	14	24%	Employment options	29	36%	Employment options	17	41%	Cost of living	21	27%	Public transport	28	31%
Phone services	27%	Neighbourhood appearance	40	17%	Cost of living	13	22%	Public transport	21	26%	Public transport	10	24%	Phone services	19	25%	Internet services	25	28%
Health services	17%	Industry	37	16%	Health services	11	19%	Neighbourhood appearance	11	14%	Wealth distribution	6	15%	Energy supply	14	18%	Available housing	18	20%
Cost of living / Bike pathways	16%	Internet services	35	15%	Energy supply	10	17%	Education and training / Health services	10	12%	Art / Culture / Health services / Social participation	5	12%	Available housing	13	17%	Industry	13	15%
Neighbourhood appearance / Income levels	14%	Income levels / Local business opportunity	27	11%	Available housing / Education & training	8	14%	Cost of living / Energy supply / Income levels	8	10%	FALLS BELOW 10%			Local business opportunity	12	16%	Energy supply	12	13%
Available housing / industry	13%	Cost of living	26	11%	Affordable housing / Bike paths / Income levels / Phone service	7	12%	FALLS BELOW 10%						Internet services	11	14%	Income levels	11	12%
Economy / Water supply	12%	Economy	25	11%	Wealth distribution / local business opportunity	6	10%							Affordable housing / Food quality / Income levels	10	13%	Cost of living / Economy / Local business opp / Amenities	10	11%
Ed & training / Affordable housing / Energy supply	11%	Available housing	23	10%	FALLS BELOW 10%									Water supply / Economy	9	12%	FALLS BELOW 10%		

Lake Maringup (photo credit Hsien Harper)

Image: Local winemaker (photo credit Hsien Harper)

Summary of community satisfaction with Shire services and facilities

The data analysis of surveys collected shows that nearly two-thirds (63%) of people indicated that they have quite a good to a very good knowledge of the Shire of Manjimup and only about one in every ten people (11%) stated that their knowledge of the Shire is not very good.

Knowledge of Shire of Manjimup

Category	% of survey participants
Very good	15%
Quite good	48%
Neither good nor bad	26%
Not very good	11%
Not at all	0%

Less than one-half of participants (47%) 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 (28%) were a bit or very unhappy. The other one-quarter is neither happy nor unhappy. Participants from the East and Central Wards are generally happier overall with the Shire's services and facilities while participants from the South and Coastal Wards are least happy overall.

Overall Satisfaction with the Shire of Manjimup Services and Facilities

Category	% of survey participants
Very happy	5%
Quite happy	42%
Not happy or unhappy	26%
A bit unhappy	20%
Very unhappy	8%

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	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	Littering and illegal dumping of rubbish Pollution and contamination Illegal clearing Abandoned vehicles
3. Waste management	Provide green waste recycling Provide recycling collection and sorting Collect and dispose of general household rubbish
Our Prosperity Service Areas	**Examples**
4. Economic development	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	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	Disability access and inclusion Age-friendly communities planning Home and community support services (Manjimup HACC)
7. Animal control	Dog and cat registrations and control Stray livestock recovery
8. Art, culture and heritage	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	Warren Blackwood Early Years Network Youth grants, events and projects Youth recreation zones Student Youth Advisory Councils
10. Community capacity building and volunteer support	Community grants Support for volunteer sport, recreation and other special interest groups
11. Emergency services and community safety	Local emergency preparedness, management and recovery Bush fire compliance and support for bush fire brigades Safe and accessible public spaces, including street lighting
12. Library and information services	Inter-library loans Children's activities Information access Visiting authors and other events
13. Public events and festivals	Host community events Support public event organisation Provide funding to support public events

14. Public health	Monitor and enforce compliance (excessive noise, food safety, air and water quality)
	Infectious disease investigation
	Programs and partnerships (Act Belong Commit, Southern Forests Alcohol and Other Drugs project)

Our Infrastructure Service Areas	**Examples**
15. Development compliance	Building license approvals
	Swimming pool compliance
16. Drainage	Upgrade, maintain and manage storm water
17. Footpaths and bike paths	Provide and maintain
	Shared-use standards
	Town site walkability and connectivity
18. Land use planning and approvals	Local Planning Scheme development and amendments
	Development and subdivision applications
	Balance residential, community, commercial and agricultural land needs
19. Local roads	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	Provide sufficient land for community parks and reserves
	Provide amenities and play equipment
	Maintain public gardens
21. Public buildings and amenities	Provide and maintain public halls, venues, toilets etc
	Manage Manjimup Airport
	Control and coordinate cemeteries
22. Sport and recreation facilities	Provide and maintain sport and recreation facilities
	Assist communities to build and maintain facilities
	Manjimup Regional AquaCentre
	Windy Harbour management
23. Town centres and streetscapes	Develop and maintain public spaces in town centres
	Improve neighborhood appearance and attractiveness
	Respond to vandalism and graffiti in public spaces
	Verge tree planting and public garden maintenance
24. Traffic and parking	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	Community engagement and feedback
	Community-based research
	Advisory committees
26. Community information and communication	Media releases, advertising and newsletters
	Website and social media
	Availability of Council minutes and reports
27. Council leadership	Community representation and advocacy
	Shire policy development
	Democratic elections and decision making
28. Customer services	Friendly and professional
	Accessible and informative
	Timely responses to queries
	Online services
29. Resource management and long term planning	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

- 25 of the 29 individual service areas rated by participants were given an average overall satisfaction rating of 'neither happy nor unhappy'.

- The top three service areas where participants are quite happy overall are:
  - Library and information services;
  - Emergency services and community safety;
  - Public events and festivals.

  The next best areas of satisfaction are:
  - Waste management;
  - Customer service;
  - Sport and recreation;
  - Public health;
  - Parks, playgrounds and reserves.

- The top three service areas where participants expressed the least satisfaction are:
  - Local roads;
  - Footpaths and bike paths;
  - Land use planning and approvals.

  These are followed by:
  - Resource management and long term planning;
  - Council leadership;
  - Tourism;
  - Children and youth;
  - Economic development;

- All 29 service areas are positively related to the level of overall community satisfaction and by themselves, each service area explains between 7% and 37% of the variation in overall community satisfaction.

- Collectively, the combined set of 29 service areas explains 62% of the variation in overall community satisfaction. Nine of the service areas were found to have a unique impact on overall satisfaction that is over and above the effects that they share with the other 20 service areas. In descending order of relative importance, the service areas having a unique effect on overall community satisfaction are:
  - Customer service (18%);
  - Resource management and long term planning (17%);
  - Local roads (14%);
  - Town centres and streetscapes (12%);
  - Economic development (9%);
  - Council leadership (9%);
  - Sport and recreation (8%);
  - Public events and festivals (7%);
  - Waste management (7%).

- The service areas found to have the greatest overall requirement for most attention by the Shire are:

  - Local roads;
  - Resource management and long term planning;
  - Council leadership;
  - Economic development.

We asked 'what are your priority roads for improvement'? Survey says…

Each respondent was invited to nominate up to three roads. More than 760 submissions were received from which 70 priority roads were identified.

105 submissions were received in relation to South Western Highway, a road maintained by MainRoads WA.

Other roads maintained by MainRoads 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 MainRoads WA or the Department of Parks and Wildlife.

- Only 3% 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 (40%);
  - Tourism (33%);
  - Footpaths and bike paths (20%);
  - Economic development (19%)
  - Children and youth (17%)
  - Aged persons and people with disabilities (16%).

- Almost one-half of participants (45%) want no decrease in expenditure in any service areas in the next budget. The top priority service areas people want decreased money and resources committed to in the next budget are:

  - Council leadership (22%);

  Development compliance (12%) and art, culture and heritage (11%) where the next biggest priorities for a decrease in resources but responses are not significant in the context of figures relating to priorities for an increase in resources above.

- 40% 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 five individual requests within the main themes that emerged are:

  - Maintaining local roads to a higher standard;
  - Youth based activities and support;
  - Marketing, promotion and tourism;
  - Business and industry development;
  - Promoting greater job opportunities.

Would you like to see us doing something new? Survey says…

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); and a swimming pool (in Walpole).

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. The main two things people suggested are a regional cinema and a bowling alley.

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.

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.

Two other individual services that a substantive number of people wanted but did not come under the top 10 themes are:

> A community bus with a disabled lift facility that provides a regular periodic service from satellite towns to access services and facilities in the Manjimup township; and

> Out of school and school holiday programs for children.

- 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 and provide relevant feedback. South Ward residents expressed the highest level of agreement and Central Ward residents expressed the lowest level of agreement overall with the statements about their Council representatives.

We asked '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:
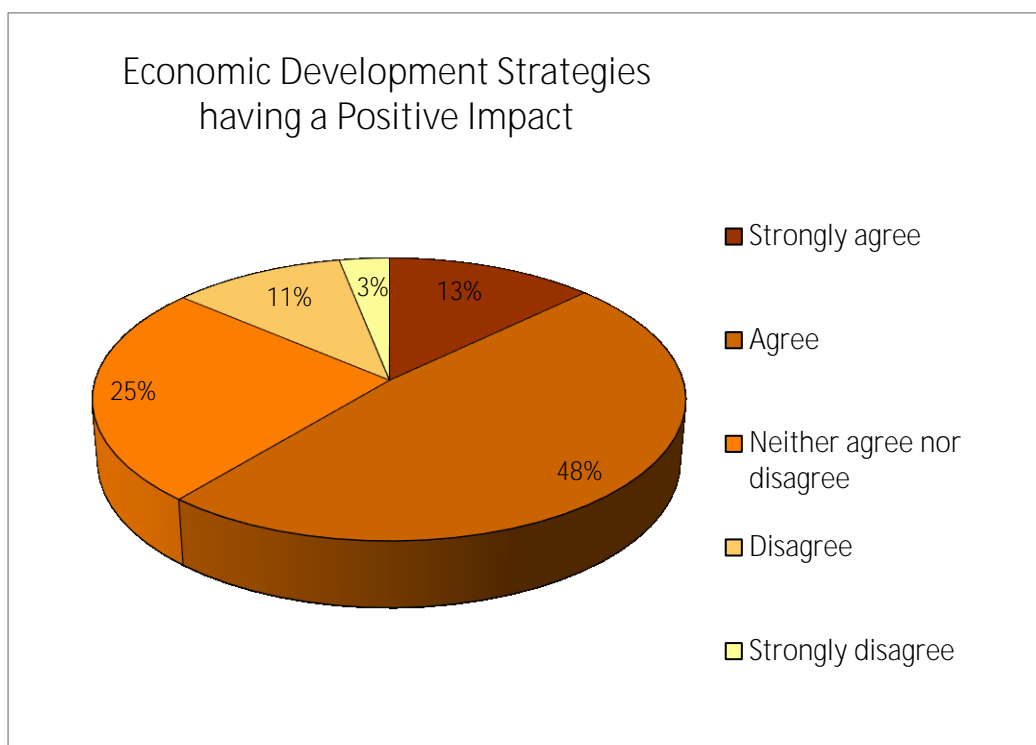
> Agriculture expansion projects (such as the establishment of the Southern Forests Food Council and the Southern Forests SEED Program)

> Town centre improvement projects (such as the recent improvements to the Manjimup, Pemberton and Walpole towns and the Manjimup Timber & Heritage Park)

> Investment in tourism (such as developing marketing materials and other promotional strategies)

Survey says…

Almost two-thirds of people feel that the Shire's economic development strategies are having a positive impact on the region.

Economic Development Strategies having a Positive Impact

- Strongly agree — 13%
- Agree — 48%
- Neither agree nor disagree — 25%
- Disagree — 11%
- Strongly disagree — 3%

- People are very positive about their local community with very high percentages viewing it as a good one to live in, welcoming, safe and having a lot to offer visitors. People were slightly less agreeable 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;
  - Air quality;
  - Agriculture;
  - Food quality.

- The most negative things people see about the region are:
  - Employment options;
  - Public transport;
  - Internet and phone services.

- People's top dreams 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.

- Only 10% of people have any plans or hope to leave the Shire in the next five years with Perth, Albany and the Bunbury area being the most likely places for relocation. Employment opportunities, access to more services and facilities, education and having a better environment especially being near the coast 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.

Summary of consultation findings by population centre

Manjimup

"Unique inclusive town shows the way"

> Manjimup community member, 2027 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/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:

- o Appropriate housing
- o Better footpath network
- o Reduction of front-in angled parking in the CBD

Support for the extension of recreational trails and the 'trails hub' concept.

Improved maintenance of parks and playgrounds beyond the Manjimup Timber and Heritage Park (eg. Annunuka).

The need for business class hotel accommodation in Manjimup for visitors.

Concerns about the environmental impact of the proposed biomass development.

Increasing support for arts, culture, events and festivals also linked to;

- o Ongoing beautification of the CBD, public spaces and amenities, and
- o Encouraging a 'vibrant' town centre offering a range of cultural experiences, leisure options, and a night life.

Pemberton

"Unique heritage town offers award winning tourism experiences"

Pemberton community member, 2027 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.

Calls for greater communication, consultation and support from the Shire of Manjimup.

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.

Opening a rail transport line from Pemberton to Bunbury.

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.

Northcliffe

"Last water truck leaves Northcliffe town"

Northcliffe community member, 2027 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: A zero waste community"

Quinninup community member, 2027 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.

Concerns about the environmental impact of the proposed biomass development.

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, possibly drinking water.

Major improvements to phone and internet services.

Walpole

"Walpole wilderness achieves World Heritage status"

Walpole community member, 2027 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, including installation of BBQs and nature playground.

Dissatisfaction with the recent town centre improvements (Nuckolds Street). Comments include 'inadequate', 'half finished', and 'hazardous for pedestrians and parking'.

A swimming or hydrotherapy pool.

Improvements to aged services and facilities, includes criticisms of the limited HACC 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.

Image: Mouth of the Warren River (photo credit Hsien Harper)