



ANNUAL REPORT 2022

Shire of Manjimup

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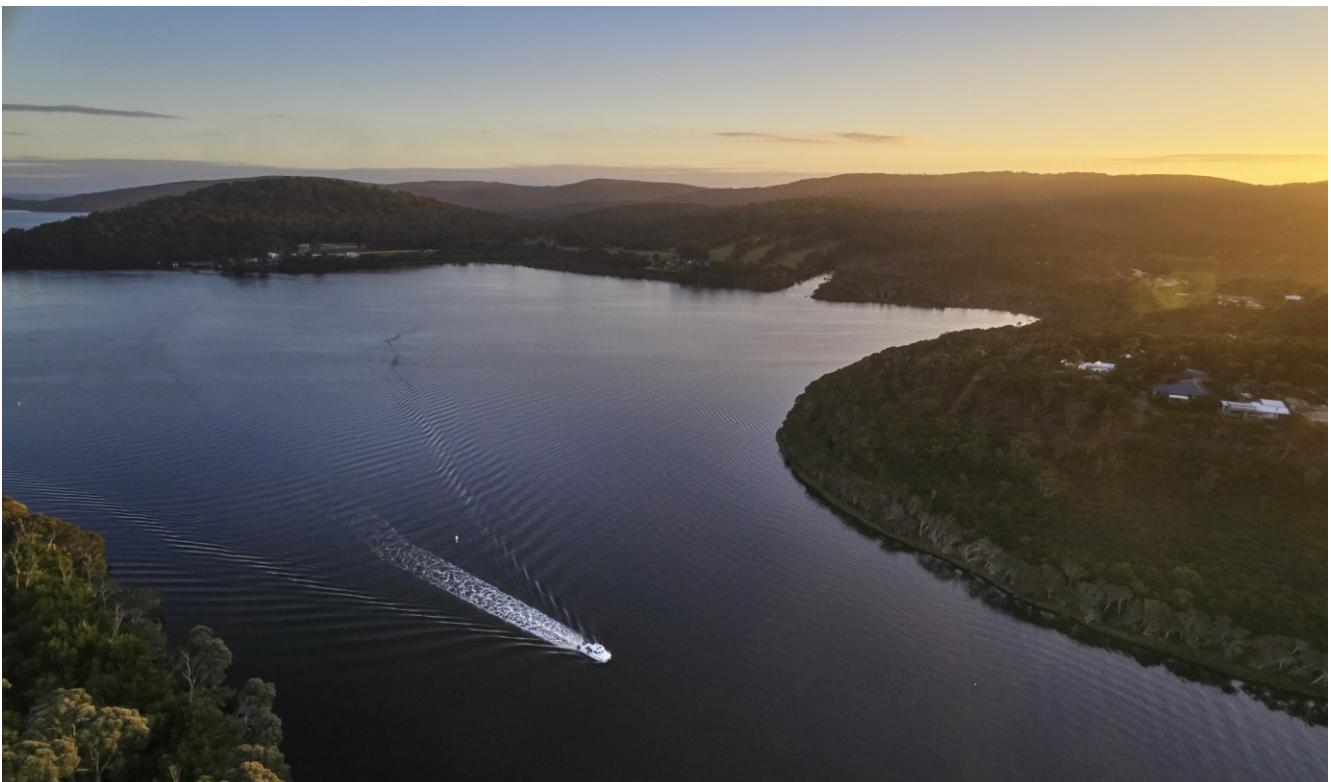
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ACKNOWLEDGEMENT OF COUNTRY

The Shire of Manjimup respectfully acknowledges the Noongar people as the Traditional Custodians of the lands in which we work throughout the region, and we pay our respects to their Elders, past, present and emerging.



Walpole Inlet at sunset. Photo credit: Australia's South West

MESSAGE FROM THE SHIRE PRESIDENT

We are proud to deliver a broad range of service and support to our community, along with a suite of strategic projects each year which improve the Shire's response to emerging needs in the community. We are pleased to present this Annual Report, which details the Shire's overall performance over the 2021-22 financial year.



The Corporate Business Plan underwent a minor revision to provide direction to Council as we strive to achieve the community's vision, desired community goals and strategies. Not only does it assist in translating the strategic direction of the Shire into actions at the operational level it demonstrates the Shire's capacity and ability to achieve the aspirations of the community, over the medium term.

As part of its review of its Strategic Community Plan in 2021, the Shire sought community input into its response to the changing climate, in order for the Shire to ensure that the existing and proposed climate change related actions are still relevant and achievable.

Some major projects have also kicked off or continued through this year. Construction has continued on the Pemberton Co-location project which will be completed in the coming 12 months. The Co-location precinct will provide a new home for the Public Library, Returned Service League (RSL), Pemberton Community Resource Centre, Pemberton Arts Group, Pemberton History and Heritage Group, Pemberton Chamber of Commerce, Little Taddies Day Care and the Visitor Centre. The planning stage of the redevelopment of the Manjimup Rea Park and Collier Street sporting precinct continues in full swing. The implementation of the proposed Manjimup Rea Park & Collier Street Redevelopment (MRCR) is a key component of

the Shire's efforts in striving towards meeting the future direction of the town's sport and recreational facilities mix.

Also commencing construction phase was the Manjimup Trail Bike Hub project. The project aims to create a destination that embraces trail bike riding and becomes a significant visitor attraction in (and around) Manjimup. The Manjimup Trail Bike Hub concept is about delivering an overall experience that, while focused on the trails, also extends to every aspect of trail bike riding.

Significant milestones, events, decisions and outcomes for the Shire of Manjimup throughout the 2021 and 2022 financial year are detailed below.

June 2021

- Held meet and greet meetings with newly elected members Jane Kelsbie MLA, member for Warren-Blackwood and James Hayward MLA, member for the South West.
- Met with Minister for Local Government, the Hon. John Carey and Minister for Water and Forest Products the Hon. Dave Kelly.

July 2021

- The Shire convened the Windy Harbour Coastal Hazard Risk Management and Adaptation Plan Steering Committee to guide the management of coastal risk in Windy Harbour.
- Council approved a request for additional funding for the new Manjimup Tennis facility on Arnott Street, Manjimup.
- Council adopted a budget for the financial year 2021/22.

August 2021

- The Shire met with a delegation of trade commissioners sponsored by the South West Development Commission.
- Shire met with representatives from the Department of Water and Environment Regulation (DWER) and the Department of Primary Industries and Regional Development (DPIRD).
- The Little Taddies Child Care Centre has been substantially refurbished as part of the Pemberton Community Colocation Precinct project. The centre reopened on 2 August 2021.
- An exhibition on Australian native fungi opened in the Manjimup Art Gallery.

September 2021

- Shire of Manjimup delegation met with the Minister for Forestry Hon. Dave Kelly to discuss impacts of the decision to close the Western Australian native timber industry.
- Shire of Manjimup and Walpole Primary School are the winners of the Upper Primary School category of the Western Australian Local Government #shoWcAse in Pixels competition for 2021. The competition winners were announced at the 2021 WA Local Government Convention and Exhibition, which attracts more than 600 Local Government representatives and over 100 suppliers to the sector.
- I wrote a letter inviting the Premier Honourable Mark McGowan MLA and the Hon. Dave Kelly, Minister for Forestry, to visit the Shire and address the local community following the announcement of the cessation of native forest logging in WA.

October 2021

- Local Government elections were held, introducing new Councillors Jennifer Willcox and Donelle Buegge whilst I and Councillors Cliff Winfield and Murray Ventris were re-elected.
- I retained the Shire Presidency, whilst Councillor Denise Jenkins was elected Deputy Shire President at the 21 October Council Meeting.
- The Timber Industry Transition group was formed with delegates from Shires of Manjimup, Nannup and Bridgetown Greenbushes, representatives from the Forest Industries Federation of WA, Forest Products Association, Australian Workers Union WA, Construction Forestry Maritime Mining and Energy Union, South West Regional TAFE, South West Development Commission, local chambers of commerce and the Department of Jobs, Tourism, Science and Innovation

November 2021

- I attended a South West Development Commission/Warren Blackwood Alliance of Councils Special Projects Meeting regarding Forest Transition with Deputy Denise Jenkins and Chief Executive Officer Andrew Campbell.

- Council agreed to participate in WALGA's Energy Sustainability and Renewables Project, in which the Shire made a commitment to use locally sourced, renewable energy option in the most cost effective and affordable way. Energy will be derived from West Australian sources, being the Albany Windy Farm, Collgar Wind Farm and Emu Downs Wind Farm.
- The Manjimup Regional AquaCentre has been re-endorsed and recognised as a Gold Waterwise Aquatic Centre.

December 2021

- The Shire made a significant submission to the State Government on proposed Local Government reform.
- The Shire sublicensed part of the rail reserve within Manjimup to Manjimup Projects Pty Ltd for the purpose of car parking.
- Attended a number of meetings with State Government bodies, including Main Roads WA and Local Emergency Management Committee.
- I also attended the Manjimup Cherry Festival, which was well attended by locals and tourists alike.

January 2021

- I attended a meeting with Nola Marino MP and assistant Minister for Regional Development and Agriculture and Food, Mr Rick Wilson MP, Member for O'Connor, Russell Bricknell, Baptistcare and Shire CEO Andrew Campbell regarding proposed Aged Care facility.
- The Shire held its Annual Electors Meeting.

March 2022

- I attended the Warren-Blackwood Futures hosted by South West Development Commission.
- The Manjimup Trailbike Hub received development approval from Council.
- Council formally considered the rationalisation of land within Shire townsites.
- The Shire received \$1.67million in grant funding to instal new lighting at Manjimup Rea Park and Collier Street Reserve,

April 2022

- Met with Minister for Agriculture, the Hon. Alannah MacTiernan regarding the Southern Forest Food Council.

May 2022

- Attended the Walpole Hydro Micro Grid opening with the Chief Executive Officer Andrew Campbell.
- I attended the WA Water Users Coalition Meeting to discuss water legislation and spring water rights.

A lot of what we do could not be achieved without funding support from both Federal and State Government. They have seen potential here, just as we do, and their investment is leading to economic and population growth in the Shire of Manjimup.

Our local volunteers who provide such a vast array of services, care and enjoyment within the Shire – you are at the core of what keeps people living here and keeps people coming back to visit. Thank you for your stoicism.

To our community members – both ratepayers and residents – you are the Shire of Manjimup. Your presence, your ideas, your passion for your region and your drive to make it a better place is what makes this region what it is. We are all so lucky to call this place home.

Warm regards,



Paul Omodei
Shire President

CHIEF EXECUTIVE OFFICER'S REPORT

Key Achievements

- Continued progression of the development of the Hotel Accommodation site within Manjimup;
- Continued the progression of the land transaction to facilitate a future High Dependency Aged Care Facility at the old Warren District Hospital site;
- Encouraged significant investment in several large economic development initiatives across the district;
- Continued to build on relationships established with the State Government and promote the needs of the Shire of Manjimup;
- Maintained a “business as usual” organisation performance during the COVID-19 pandemic period.
- Continued working within the Warren Blackwood Alliance of Councils to progress regional initiatives;
- Purchased land for the Manjimup Trailbike Hub and progressed the project to construction phase, with a tenderer appointed to build new facility;
- Reviewed the Shire's Corporate Business Plan;
- Worked with State Government and local stakeholders regarding the local timber industry and future plans for timber mills in the Shire;
- Continued provision of COVID-19 response and recovery efforts for the organisation:
 - Incident Support Group;
 - Local Emergency Management Committee;
 - Leadership Group meetings;
 - Business continuity planning;
 - Communications;
 - Information gathering; and
 - Regular liaison with the Warren Health Service;
- Continued working with RAC to further the electric charge station as part of the RAC Electric Highway;
- Continued pursuing regional investment opportunities through South West Development Commission; and
- Continued advocacy for the Shire in light of the proposed reforms to local government.

Arts & Culture

The Manjimup Art Gallery continued to stage an interesting and varied exhibition program in 2021-22. Emerging talent was fostered via the *Introducing...* exhibition which highlighted the work of two young artists. Palgarup artist, Barbara Maumill's *Wild Inspiration* solo exhibition drew one of the largest viewing audiences since the Gallery's inception. Similarly, Steve Wise's *Depth of Field*, touring exhibition of stunning photographs and associated stories generated important discussion around managing mental health issues. The annual *Fantastic Fungi* and *Manjimup Cherry Harmony Festival Art Award* exhibitions continued to attract a wide variety of works by photographers and artists throughout Western Australia.

A number of successful grant applications amounting to \$13,708 facilitated the repainting of the Art Gallery, the development of new smaller exhibition space and the purchase of a number of items and audio-visual equipment to enhance future exhibitions.



Depth of Field exhibition by Steve Wise



Wild Inspiration by Barbara Maumill

Awards

Citizen of the Year Awards & Australia Day Celebrations

About 300 people attended Walpole Pioneer Park to join in the Shire's official Australia Day celebrations on Wednesday 26 January 2022. Twenty-three (23) nominations were received for the Citizen of the Year Awards. Winners are listed below;

- Youth Citizen of the Year (Under 25); Trinity Brickhill
- Community Citizen of the Year; Brad Wren & Julie Bettink
- Senior Citizen of the Year (Over 65); Kathy Dawson
- Award for Active Citizenship (Group/Event); Manjimup Cherry Harmony Festival Inc.

There were also a number of new Australian citizens who chose to make their pledge of commitment for their Citizenship during the Australia Day official ceremony.



Pictured (L to R); Award Winners - Trinity Brickhill, Julie Bettink, Kathy Dawson, Shire President Cr. Paul Omodei, Pam Bodsworth representing the Manjimup Cherry Harmony Festival & Brad Wren

Youth Scholarship Award Recipients

School	Award	Recipient & Amount	
Denmark Senior High School	Leadership Award	Jade Vermeulen	\$200
Denmark Senior High School	Community Spirit & Leadership Award	Lailani Ewing	\$200
Manjimup Education Support Centre	Community Spirit Award	Tayte Osborne	\$50
Manjimup Education Support Centre	Leadership Award	Logan Roper	\$200
Manjimup Primary School	Community Spirit Award	Hayley Flanagan	\$50
East Manjimup Primary School	Community Spirit Award	Tori Davies	\$50
St Joseph's Primary School	Community Spirit Award	Sebastian Van der Putten	\$50
Walpole Primary School	Community Spirit Award	Grace Rule	\$50
Northcliffe District High School	Community Spirit Award	Jamon MacDonald	\$50
Northcliffe District High School	Leadership Award	Sarah Backhouse	\$200
Pemberton District High School	Community Spirit Award	Byron Sebire	\$50
Pemberton District High School	Leadership Award	Sophie Mathieson	\$200
Pemberton District High School	Excellence in Agricultural Programs	Lauchlan Dunnet	\$200
Kearnan College	Community Spirit Award	Stefan Renzullo	\$50
Kearnan College	Leadership Award	Lachlan Collins	\$100
Kearnan College	Leadership Award	Tyson Jacob	\$100
Kearnan College	ATAR Dux Award	Lauryn Dow	\$500
Kearnan College	VET Dux Award	Abbey Kilrain	\$500

School	Award	Recipient & Amount	
Manjimup Senior High School	Leadership	Brielle Krispyn	\$200
Manjimup Senior High School	Excellence in Agricultural Programs	Tegan Ellis	\$100
Manjimup Senior High School	MSHS Runner Up ATAR Dux	Amara Sinclair-Hill	\$500
Manjimup Senior High School	MSHS Runner Up VET Dux	Cleo Nigg	\$500
Manjimup Senior High School	VET Honours	Bailey Scott	\$100
Manjimup Senior High School	VET Honours	Abbey Morgan	\$100
Manjimup Senior High School	VET Honours	Jaxon Sunderland	\$100
Manjimup Senior High School	VET Honours	William Applin	\$100
Manjimup Senior High School	VET Honours	Hannah de Munck	\$100
Manjimup Senior High School	VET Honours	Tahlia Horlock	\$100
Total Awarded			\$4,700

* Manjimup Education Support Centre did not have recipient for VET Dux Award

* Manjimup Senior School Engagement Program did not have a recipient for Community Spirit & Leadership Award

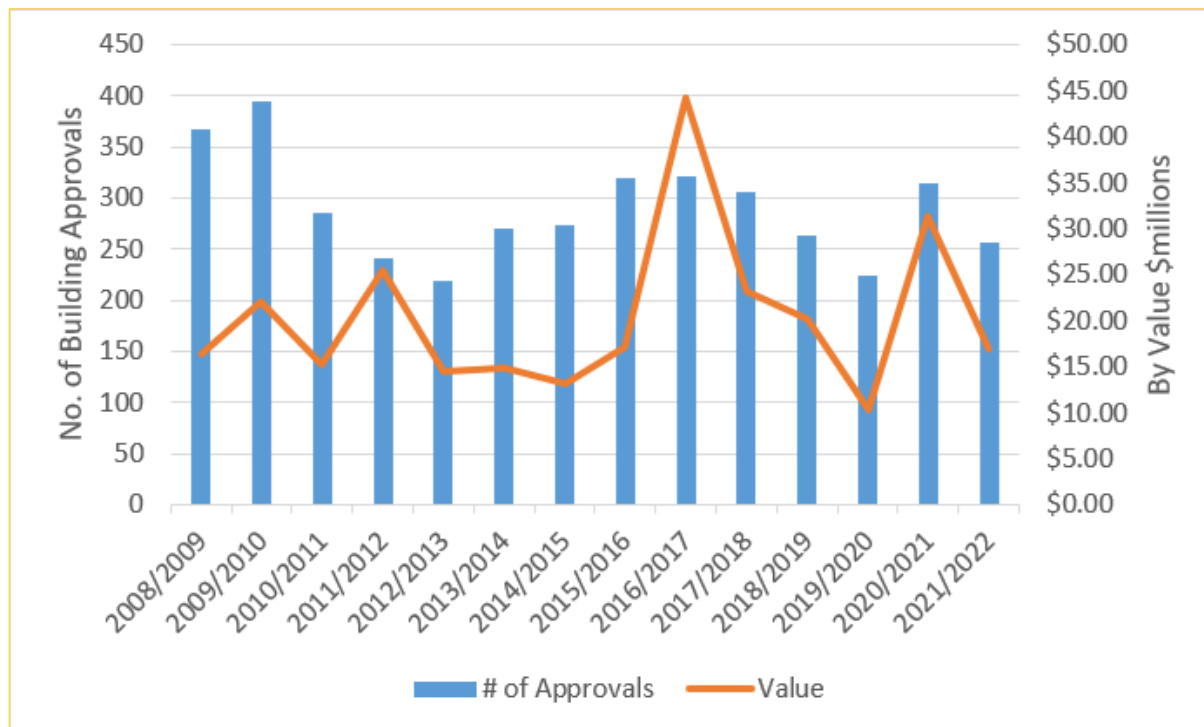
Building & Reserve Improvements

The 2021/22 financial year saw 31 Building permits issued for new dwellings. Whilst substantially less than the 70 permits issued in 2020/21 (as a result of the economic stimulus programs offered by the Federal and State Governments through the pandemic), the number of new dwelling permits remained double that experienced in 2019/20.

Dwellings Approved	2019-2020	2020-2021	2021-2022
July	0	2	2
August	0	2	2
September	2	2	3
October	0	5	2

Dwellings Approved	2019-2020	2020-2021	2021-2022
November	0	8	3
December	3	9	1
January	2	11	4
February	3	4	7
March	1	8	2
April	0	10	2
May	0	5	2
June	3	4	1
TOTAL	14	70	31

This year also saw an overall decrease in the total number of applications from 314 in the 20/21 year to 256 this financial year. This was however also well above the 225 permits issued in 19/20. The total value of developments associated with the building permits issued in 21/22 was \$16,990,000.



Applications for the year are broken down into the following –

- 231 Building permit applications;

- 8 Occupancy permit applications;
- 5 Demolition permit applications; and
- 13 Building Approval Certificate applications.

Of those, 46 applications were certified applications, with the Shire Building Surveyors undertaking 4 of those certifications. Uncertified applications stood at 185, with Shire officers undertaking all certifications of those. The average time taken for an application to be processed and approved was 11.5 days, an increase compared to the previous year.

While still processing a large number of building permits, Building Services also coordinated and completed significant building maintenance and renovation works on the upper floor of the Shire owned building at 5 Brockman Street. The list of required works were extensive including, but not limited to structural repairs to the parapet wall, window lintels, new flooring, sub floor and roof insulation, new ceilings, electrical, plumbing and major renovation of the two stair wells required.

Our building maintenance and renewal team have been progressively completing many other building maintenance tasks and continue to assist the Manager of Building with the Building Asset Management plan through auditing and reporting on the condition of the Shire buildings.

The Manager of Building Services, with the support of the Director undertook the management of a number of Building Projects that were the subject of Federal Funding. These works included the completion of a major renovation of the public ablutions located at Pioneer Park in Walpole, the construction of a new accessible compliant toilet at the Walpole Boat Ramp and construction of new toilets adjacent to the Pemberton Town Hall. The new toilets at Pemberton Town Hall were not completed due to the contractor experiencing issues with material supply and the final electrical connections to the new building.

Issues with the procurement of materials, price increases and the availability of local contractors that occurred in 2020/21 continued with further price increases occurring

Other achievements for the team in Building Services –

- Significant ongoing dissemination of information and education to customers regarding building queries;
- Resolution of many outstanding unauthorised buildings achieved through the issue of multiple building approval certificates;
- Ongoing collaborative effort with Planning and Health regarding outstanding compliance issues;
- Attendance of DCU to provide collaborative information to applicants;
- Permit Authority functions in relation to *Building Act 2011* such as building permits;
- Swimming pool inspection program;
- Representation on the Northcliffe Town Hall Advisory Committee;
- Setting up of a COVID-19 vaccination clinic in the Manjimup Town Hall;
- Representation on the Access and Inclusion Committee; and
- Continuation of the Shire's Public building inspection program.

Community Grants

The Shire of Manjimup has established a scheme to support the community through the provision of a Community Fund. The funds are allocated in three categories, being general community projects, youth and events. The community grant process is competitive, with the Shire allocating funding that best achieves the objectives of bringing activity into the district and providing benefits to the youth. The amount of direct funding handed out by the Shire of Manjimup as community grants, including youth and community contributions, is 2% of the previous year's rates revenue.

Funds were distributed over 3 categories as follows:

Community Grants	Amount
Event Grants	\$72,000
Youth & Chaplaincy	\$33,000
General Grants	\$87,924
Total Allocated	\$192,924

The full overview of Grant Recipients and amounts can be found below:

Event Grants	Amount
Aboriginal Burning Practices Conference	\$2,000
Blooming Wild Festival	\$5,000
Christmas in the Park & Carols by Candlelight	\$3,000
Cross Country Mountain Bike State Series	\$2,000
Jazz in the Jarrah	\$2,500
Karri Valley Triathlon	\$3,000
Make Smoking History Targa South West	\$5,000
Manjimup 15,000 Motocross	\$5,000
Manjimup Cherry Harmony Festival	\$5,000
Manjimup Speedway 2021/2022 Racing Season	\$5,000
Northcliffe Karri Cup MTB Challenge	\$5,000
Pemby Trail Festival	\$2,000
Quinninup Family Fun & Market Day	\$3,000
Road to Recovery Art Exhibitions	\$2,500
Shire of Manjimup Youth Festival SoMyFest	\$1,500
Southern Forests Campdraft	\$3,500
Southern Forests Photography Club Exhibition & Competition	\$2,000
Truffle Kerfuffle	\$5,000
Walpole In The Trees Regatta	\$5,000
Warren District Agricultural Show	\$5,000

Youth & Chaplaincy Grants	Amount
Manjimup YouthCare Chaplaincy	\$7,000
Northcliffe Family Centre – NYTRO Youth	\$6,000
Pemberton Sports Club - Pemberton Youth Zone	\$6,000
Warren Valley Community Church - Revolution Youth	\$6,000
Youth Support Projects	\$8,000

General Grants	Amount
Friends of the Northcliffe Town Hall - Northcliffe Town Hall Sound System	\$2,800
Karri Country Good Foods Inc. - Fruitopia Community Garden	\$3,000
Life Without Barriers - Outdoor Playground Upgrade	\$1,300
Macedonian Community of Manjimup - Gutter Replacement of Macedonian Hall	\$3,500
Manji Men's Shed Inc. - Annual Financial Assistance	\$3,500
Manjimup Apex Club - Senior's Christmas Luncheon	\$2,000
Manjimup Chamber of Commerce & Industry - New Christmas Banners	\$1,000
Manjimup Cherry Harmony Festival Inc. - Manjimup Art Award	\$1,500
Manjimup Community Garden - Installation of New Pathway	\$3,000
Manjimup Historical Society Inc. - Digitisation of Archival Collection	\$3,500
Manjimup Imperials Recreation Club Inc. - Installation of CCTV	\$1,000
Manjimup Repertory Club Inc. - Lighting Upgrade to Repertory Club	\$2,000
Manjimup Rovers Soccer Club - Bus Hire for Away Travel	\$1,000
Manjimup Visitor Centre Inc. - Heritage Park Enrichment Game Hire	\$2,000
Northcliffe Community Resource Centre - Podcasting & Video Broadcast Centre	\$3,000
Northcliffe Family Centre Inc. - Centre Maintenance & Cleaning	\$3,500
Northcliffe Pioneer Museum - Painting, Insect Eradication & Cleaning	\$2,997
Northcliffe Visitor Centre Inc. - Boorara Mountain Bike Linkage Trail	\$3,000
Pemberton Arts Group Inc. - Presence Presents Art Prizes	\$ 500
Pemberton Chamber of Commerce & Industry - Community Movie Screenings	\$2,000
Pemberton Cycling Association - Tech Track Upgrade	\$4,000
Pemberton Heritage & History Group Inc.- Plaques for Pioneers	\$3,000
Pemberton Mill Hall Restoration Committee - Commercial Kitchen Upgrade	\$4,000
Quinninup Community Association - Annual Financial Assistance	\$1,500
Rose Centre Complementary Care Group Inc. - Annual Financial	\$1,327

General Grants	Amount
Assistance	
Southern Forests Arts - Annual Arts & Culture Program	\$3,000
Southern Forests Photography Club Inc. - Youth Member Development	\$2,000
Southern Stage Performing Arts Studio Inc. - Sprung Dance Floor	\$3,000
St John Ambulance Walpole/Nornalup Centre - Community Transport Assistance	\$2,000
Walpole Community Resource Centre - School Holiday Program Support	\$3,000
Walpole Nornalup Visitor Centre - IT Equipment Upgrade	\$4,000
Walpole Family Centre Inc. - Financial Assistance	\$3,000
Warren Arts Council - Event Liability Insurance	\$1,500
Warren Arts & Craft Group Inc. - Annual Financial Assistance	\$1,500
Warren Equestrian Centre Inc. - Underground Power Repair	\$1,000
Warren Pistol Club - Turning Target Frame Upgrade	\$2,500
Warren Pony Club Inc. - Horse Day Yards & Wash Down Bays	\$1,500

Environmental Health

The primary role of the Shire's Environmental Health Services (EHS) Team is to promote and ensure good human health and environmental practices within our community and environment. To achieve this the EHS Team is required to assess risk, regulate and enforce legislation governing public health for both the built and natural environment.

As with past years, a number of external factors impacted on the workload of the EHS Team. These factors included, but were not limited to:

- An ongoing role in the Shire's implementation of the State Government's public health directives associated with the COVID-19 pandemic;
- Increased events in terms of both size and numbers;
- A greatly increase number of ratepayers value adding primary products, including the manufacture of high risk foods;
- An increase in the number of Food Premises, Lodging Houses and other activities requiring approval by the EHS Team;

- e) An increase in the number of applications relating to on-site effluent disposals; and
- f) An increase in the number of public aquatic facilities including float tanks that were established for the first time in the Manjimup Townsite.

The following is a summary of the main functions undertaken by the EHS Team during 2021/22:

- Assessment of Event Management Plans and inspection of significant events involving the sale of food. A total of approximately 53 events were held in the Shire during the financial year, not including regular events such as the Manjimup and Walpole Markets.
- Issued approvals for 54 on-site effluent disposals with each application requiring two inspections, one prior to issuing the Certificate of Approval and the second being prior to issuing a 'Permit to Use'. In addition, the Team assessed and forwarding an additional 3 to the Health Department of Western Australia for approval being larger commercial or non-standard effluent disposal systems. This was a comparable workload with 2020/21 where the assessment of 57 applications for on-site wastewater disposal systems was also undertaken and substantially greater than the 25 applications assessed during the 2019/2020 financial year.
- Provision of detailed advice and the assessment of applications for new food businesses, lodging houses, caravan parks and camping grounds, public buildings, trading in public places, and temporary accommodation.
- Regulation of all approved health premises including commercial food businesses, not for profit food businesses comprising sporting clubs, school canteens and community groups, lodging houses, caravan parks/camp grounds, itinerant food traders, public buildings, aquatic facilities and skin penetration premises.
- Responded to number enquiries Provision of advice to new food businesses on compliance with food safety legislation and the Food Standards Code including how to develop food safety systems for food manufacturing and labelling requirements.

- Inspections of food businesses to ensure compliant food safety practices are being correctly followed. Where required, the EHS Team will commence compliance and enforcement action to protect public safety. The EHS Team utilised the previously has also developed a 'Food Business Self-Assessment Guide' to assist proprietors/food handlers to understand their legal requirements under the Food Standards Code.
- Continued Production and circulation of the quarterly food safety publication, 'Food Matters' which is designed to assist food business owners and food handlers understand their legal responsibilities under the *Food Act 2008* and Food Standards Code and to provide up to date information about current food related topics;
- Investigation of complaints regarding food safety practices and alleged breaches of food safety legislation.
- Assisting the WA Department of Health with various health related investigations involving foodborne illnesses, a reported case of lead poisoning and mosquito borne diseases.
- Assessment of land use and development proposals for compliance with relevant health legislation and standards including applications for Planning Approval and Building Permits.
- Investigating and responding to complaints from members of the public regarding alleged breaches of the Shire's Health Local Law as well as the *Health (Miscellaneous Provisions) Act 1911*, *Environmental Protection Act 1986* and all associated Regulations relating to issues such as noise, asbestos and unfit properties.

COVID-19 Pandemic

During 2021/22, the EHS Team continued to have involvement with the COVID-19 pandemic including the assessment and approval of COVID Safety Plans for Events, monitoring compliance of COVID-19 contact register requirements at health approved businesses including weekly reporting to the State Emergency Co-ordinator's Directorate and provision of general advice to the community on current COVID requirements.

Windy Harbour Drinking Water Supply

As a supplier of drinking water within the Windy Harbour Settlement, the Shire has an ongoing commitment to the effective management of the supply to ensure provision of safe, high quality drinking water supply to consumers. Whilst day to day maintenance of the disinfection system is carried out by operational staff at Windy Harbour, the EHS Team closely monitors the maintenance program and undertakes regular water sampling for microbial and chemical analysis to ensure compliance with the Australian Drinking Water Guidelines.

The Shire of Manjimup is unique in that it is the only Local Government in Western Australia with responsibility for the provision and management of a reticulated drinking water supply to the public. As required by the WA Department of Health's license conditions for the Shire to supply drinking water at the settlement, quarterly and annual reports are prepared by the EHS Team and submitted to the Department of Health. Copies of these reports are available to the public on the Shire of Manjimup website. The EHS Team will also inform the Department of Health of any anomalies in water analysis results and remediation action to be undertaken by the Shire.

Water Sampling and Analysis

Drinking Water

The EHS Team plays an important role in preventing and controlling communicable diseases of public health significance including water borne diseases within the community. Food businesses and lodging houses that are not connected to a reticulated water supply must provide a supply of safe potable water to their premises. If required, the EHS Team will undertake sampling to ensure compliance with the Australian Drinking Water Guidelines.

The general public can also request the EHS Team to undertake sampling of their drinking water supplies that are not connected to a reticulated water supply. Water samples are collected and forwarded to a NATA accredited laboratory in Perth for microbiological and/or chemical analysis. The EHS Team will then communicate the results and provide advice to the resident on how to deal with any anomalies. This program has proved to be very valuable for residents, particularly those who are

more susceptible to waterborne illnesses including people whose immune systems are compromised, the elderly, pregnant women and young children, to ensure a water supply from a bore and/or rainwater tank is safe and suitable.

Environmental Water

On behalf of the WA Department of Health, the EHS Team carried out extensive sampling of recreational water bodies located within the Shire between November 2021 and April 2022. The results were then used by the Department of Health to generate a comprehensive and up to date health risk classification for each recreational water body.

The quality of water within naturally occurring water bodies can vary and there is a possibility of high bacteriological or amoeboid counts, therefore recreational water users are always advised to make their own judgement when considering exposure or swimming in these recreational water bodies.

Aquatic Facilities

The EHS Team ensures the health and safety of staff and patrons using public aquatic facilities located within the Shire by:

- monitoring risks to public health via monthly water sample testing;
- providing advice on relevant legislation; and
- providing advice on the causes of aquatic facility diseases and how to prevent them.

Aquatic facility operators are bound by the *Health (Aquatic Facilities) Regulations 2007* and Code of Practice. The Code was prepared to ensure that public aquatic facilities operate to a consistently high health and safety standard, by minimising the occurrence of disease, injury and other health-related complaints associated with their use.

Future Challenges

Shire of Manjimup has a growing events calendar including cycling and mountain biking events, motocross, sailing and cultural and produce festivals. The EHS Team has significant involvement in the approval of events held within the Shire, particularly

where the sale of food to the public is involved. With many events revolving around, or involving food, the EHS team play a vital role in ensuring compliance with safety standards in order to maintain the Shire's reputation as a quality food destination as well as addressing potential offsite impacts such as noise.

There are pending changes to the Health Act and Horticultural Standards which will impact on the agricultural sectors in the Shire. The biggest implication resulting from Primary Production Standards being introduced for Berrys, Leafy Vegetables and Melons. There will be an expectation on Local Government to ensure compliance with these standards.

Environmental Management

The environmental assets in our Shire include:

- Reserves with a diversity of landforms such as forest, coast, wetlands, and rivers.
- Natural Resources such as water, air, soil and biodiversity.

Partnering with Environmental Community Groups, Natural Resource Management Organisations, and Government Departments to protect our environmental assets is ensuring ecologically sustainable development.

Environmental Management activities undertaken within the 2021/2022 financial year are summarised as follows:

Climate Change Reference Group

The Shire of Manjimup have participated in the Warren Blackwood Alliance of Councils (WBAC) Climate Change Reference Group to provide recommendations to member LGO's on practical and achievable climate change mitigation and adaption strategies. The WBAC Subregional Climate Change Action Plan has been drafted.

Environmental Strategies Review

The Shire's Environmental Strategies include Natural Environment Strategy, Environmental Management and Sustainability Strategy and Weed Strategy. The strategies have been reviewed and a snapshot of the achievements is shown below.

The next step will be to revise the strategies that will allow for new technologies and best practise techniques to be considered.

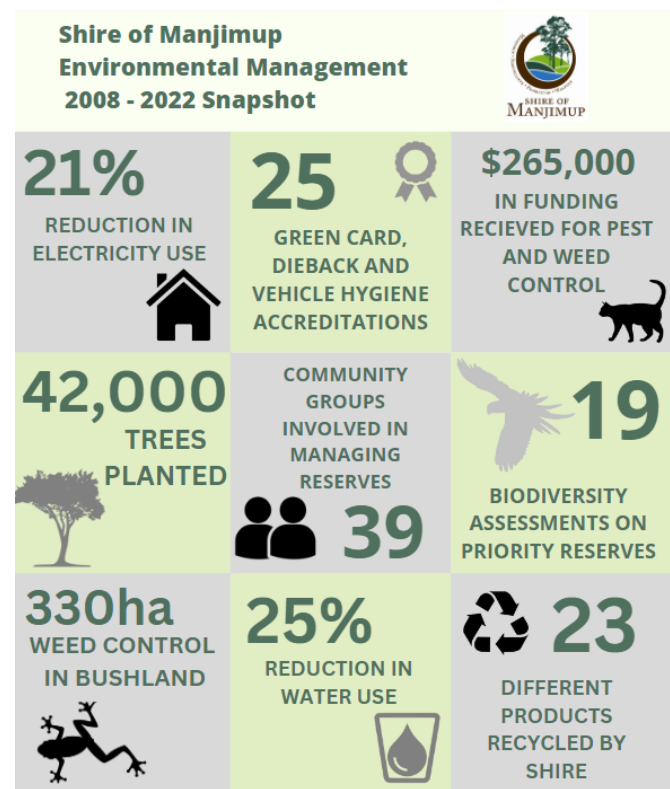
Windy Harbour Coastal Hazard Risk Management and Adaption Plan (CHRMAP)

Windy Harbour has been identified as a coastal erosion hotspot in 2019. The Shire of Manjimup successfully applied for funding from the Western Australian Development Commission to identify coastal hazards, analyse risks and prioritise management and adaptation responses through an implementation plan. The CHRMAP will inform the community and stakeholders about potential coastal hazard risks to key coastal infrastructure and assets and identify community and stakeholders' values during the process. The following activities have been undertaken for the CHRMAP in the 2021/22 FY:

- A Steering Committee has been established with Department of Planning Lands and Heritage, Department of Transport and Community representatives to guide the CHRMAP.
- A Consultant with qualified Coastal Engineers, Town Planners and Economists has been engaged.
- A Geotechnical Investigation has been completed, funded by the Department of Transport.
- A Stakeholder and Community Engagement Plan has been completed.

State Natural Resource Management Grant Application

If funded, the grant application, Empowering Community in Managing Threatened Species Habitat will enable dune restoration, threatened species monitoring and educational activities at Windy Harbour.



Windy Harbour Weed Management Program

The Weed Management Program was first implemented in 2017 as recommended in the Windy Harbour Management Plan. There are eight invasive weeds that are listed as a high priority in the Program. Mapping is updated annually, and control is undertaken where possible depending on resources and budget restraints. Through weed mapping and community consultation it was established that the current control was not adequate and invasive weeds were spreading into the D'Entrecasteaux National Park. The Shire of Manjimup Council resolved to release funds from the Windy Harbour reserve to control weeds at the settlement, as a trial to see if a more intensive and strategic effort could contain the weeds to a manageable level.

The Windy Harbour 2021/22 Weed Management Program has achieved the following:

- Two new incursions (species not previously recorded on the settlement) have been mapped and controlled.
- Weed mapping for all species updated.
- 31ha spraying of Dune Onion Weed by Caretaker.
- 2ha of nonchemical treatments on Dune Onion Weed by volunteers.
- 35 leaseholders received a letter of notification to control weeds.
- Weeds contained and not spreading.

Manjimup Weed Action Group (MWAG)

MWAG consists of organisations, government departments, local land managers, community members and Shire volunteers who are actively contributing to weed projects in our Shire reserves including Windy Harbour Reserve, Mottram Street Reserve, Faunadale Reserve, Quinninup, Manjimup Heritage Park, Rae Park, Deanmill Heritage Trail, Linear Park, Northcliffe Forest Park, and Road reserves.

MWAG has assisted the Shire of Manjimup to control 39 species of invasive environmental weeds in this financial year.

Warren Catchments Council (WCC)/ Southern Forests Community Landcare

We support the WCC community Landcare projects by providing a 4WD vehicle and utilising their services for free where possible. Funding of \$7000 was provided to the WCC to continue the Warren Ribbons of Blue water quality monitoring and action program.

WCC projects supported and promoted by the Shire include:

- Fox control on farms adjacent to Tone – Perup Nature Reserve.
- The Dung Beetles Ecosystem Engineers Project.
- Boodjarra Gabba Koorling (water in a drying climate), Climate Resilience Forum.
- Kinkin Blackberry Project
- Pollinators a Plenty Project

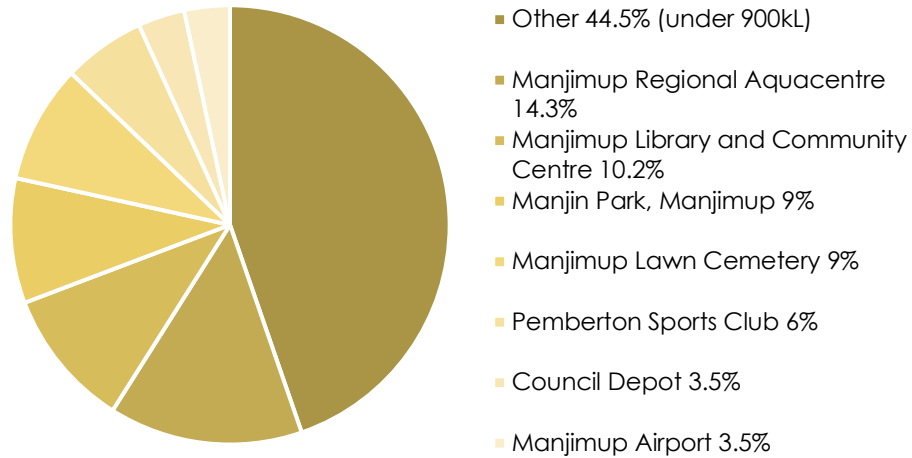
Water and Electricity Usage Monitoring

The Shire of Manjimup's Corporate Business Plan (2022–2026) outlines that by encouraging design features, development practices and behaviours that demonstrate best practice water and energy efficiency, we can reduce water and electricity usage.

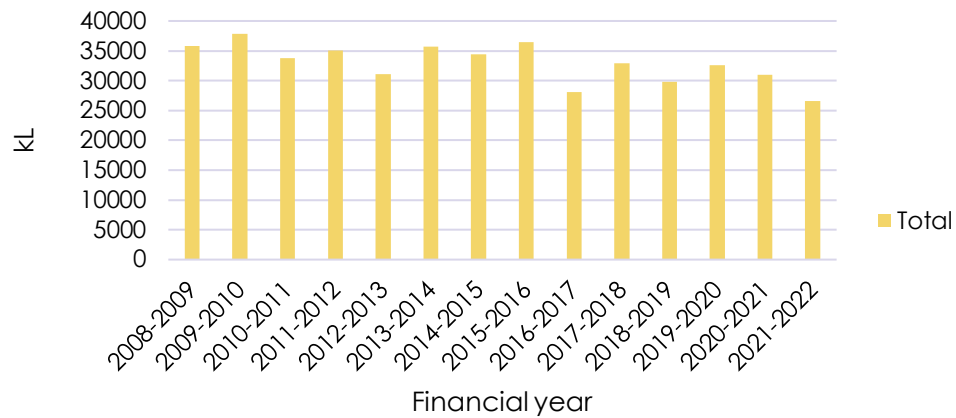
The usage reporting of water and electricity in this report should also be considered with the increases in infrastructure and community use in Shire of Manjimup facilities.

The electricity usage does not include street lighting. In 2021/22, the Shire of Manjimup's water usage decreased by 14% from 2020/21. From 2008/09 to 2021/22, the Shire of Manjimup's water usage decreased by 25%.

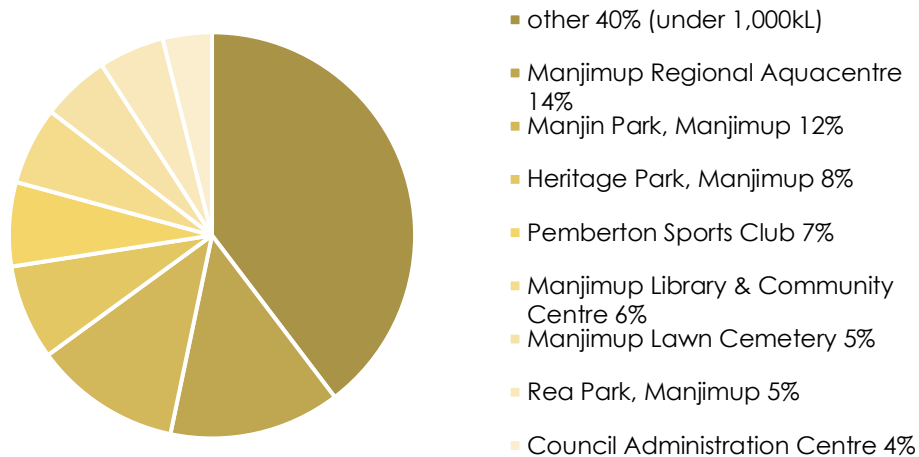
Water Usage By Asset 2021/22 FY



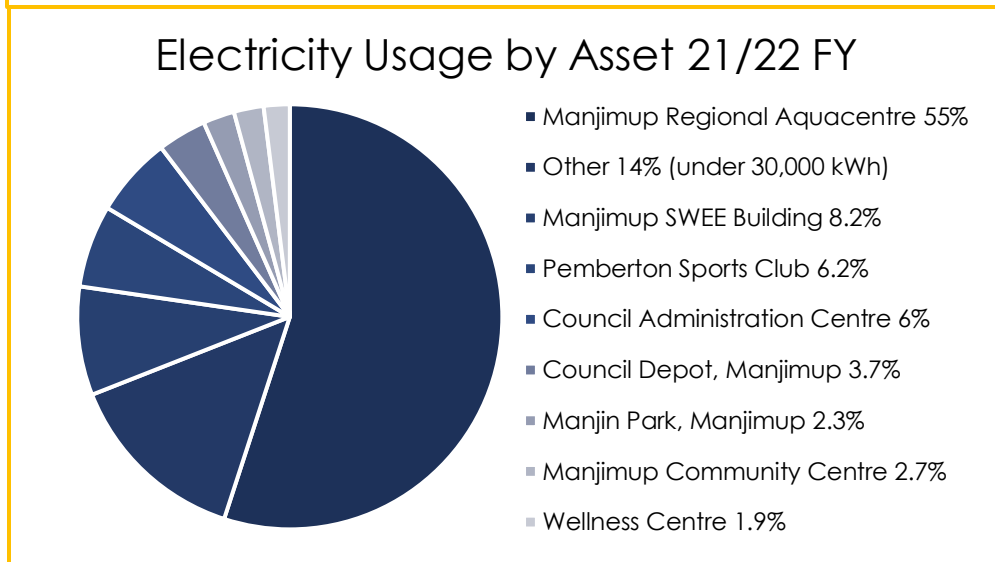
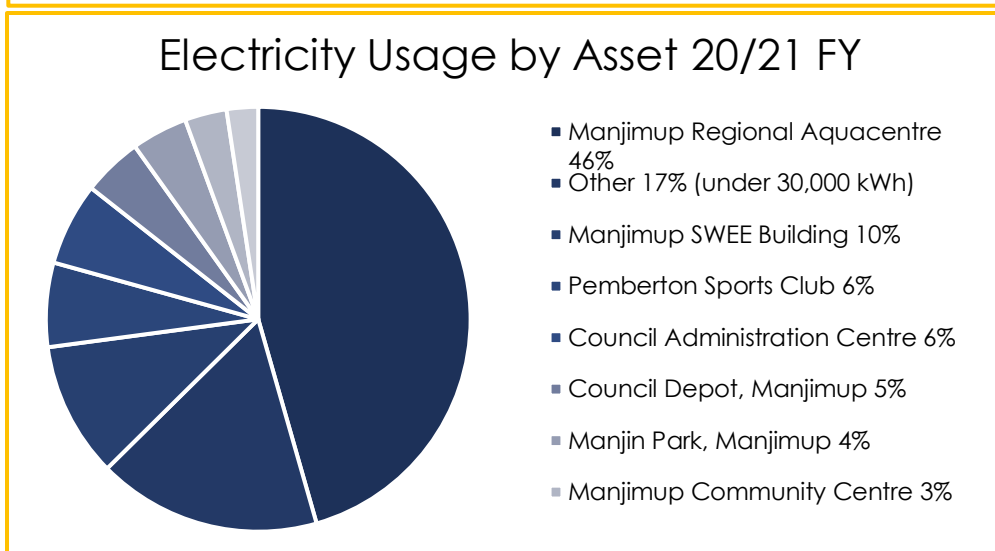
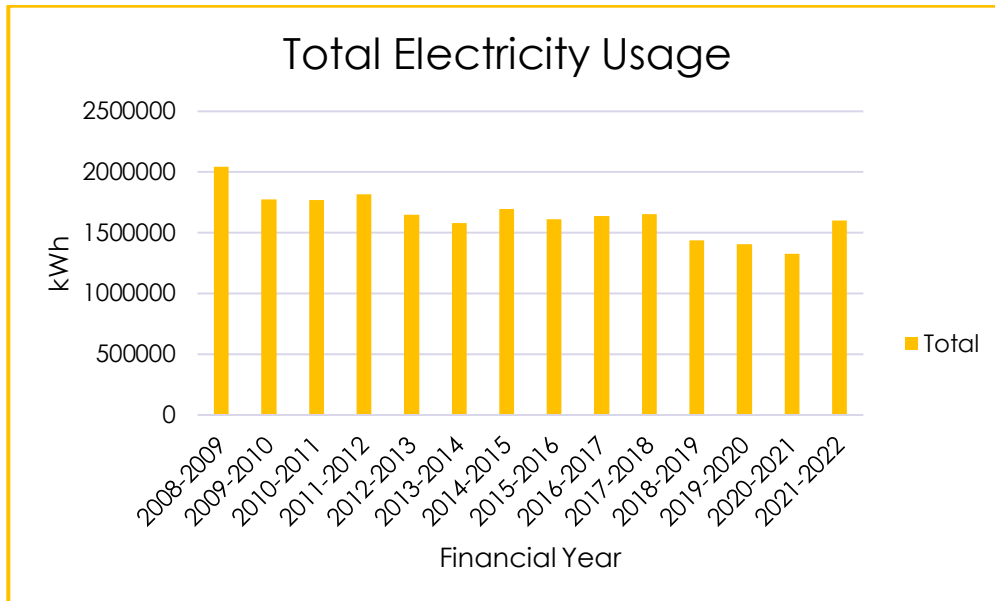
Total Water Usage 21/22 FY



Water Usage by Asset 2020/21 FY



In 2021/22, the Shire of Manjimup's electricity usage has increased by 21% from 2020/21. There is still however a longer-term downward trend as from 2008/09 to 2020/21, the Shire of Manjimup's electricity usage has decreased by 21%.



Events

The Shire of Manjimup congratulate the many individuals and community groups who organise events as they contribute to our local economy, tourism, community pride and wellbeing.

Whilst encouraging public events within the Shire of Manjimup and recognising the many benefits they bring to the community; the Shire also has a responsibility to ensure they are managed in a safe and compliant manner.

Event organisers can apply for a cash contribution from the Shire through the competitive annual community grants process. Contributions to events are based on the impact they have on the local community (i.e., local impact versus regional/state/interstate). Council recognises the opportunity and economic benefit in supporting events that will market and promote the Shire to a target population.

In addition to providing cash contributions to events, the Shire supports local events in many other ways, including:

- Advice on appropriate venues;
- Advice on grant funding and letters of support;
- Promotion and advertising;
- Advice on risk & emergency management and risk & emergency management plans;
- Advice on COVID-19 Safety Plans and managing social distancing;
- Implementation and designs of traffic management plans & event signage;
- Waste Management advice (waste management plans) and assistance (event bins);
- Provision of public toilet cleaning and extra stock; and
- Regulatory approvals (i.e. food, trade, camping permits).

Council approved events in 2021/2022 were:

July 2021
<ul style="list-style-type: none"> • Ride for Roo
August 2021
<ul style="list-style-type: none"> • Karri Rally • Warren Women's Hockey 90th Celebrations • Southern Forests Wedding Expo <i>Cancelled</i>

September 2021

- Regen Fest **Cancelled**
- BulldustNBack
- Manjimup Forest Gathering
- Lower South West Football League Grand Final
- Manjimup Bluegrass Festival
- Southern Forest Vinduro

October 2021

- LifeCycle Ride Canteen
- Quinninup Market Day
- Delirious West
- Pemby Trail Festival
- Manjimup Cherry Festival Blessing of the Blossom **Cancelled**
- KTM Adventure Rally Street Party **Cancelled**
- Vintage Motorcycle Rally
- Manjimup Motors Home Hardware Grand Opening
- Orchidup Open Day
- Manjimup Scouts 90th Anniversary

November 2021

- National Men's Shed Conference **Cancelled**
- Circle of Trees House Concert
- Studio of Classical & Contemporary Dance Concert

December 2021

- Enable Movie Screening
- Manjimup Cherry Harmony Festival
- East Manjimup Primary School End of Year Concert
- Carols by Candlelight & Christmas in the Park
- Christmas in the Park celebrations (Christmas Day)

January 2022

- Pelican State Series Sailing Event
- Tom Curtain's We're Still Here Tour
- Australia Day Pemberton Pool
- Australia Day Walpole
- Kearnan College School Ball

February 2022

- Jazz in Jarrah
- Delirious West 200
- Potters House Concert

March 2022

- Walpole in the Trees Regatta

- Garvan Institute of Medical Research Cycle Walpole & Pemberton
- Southern Forest Campdraft
- Karri Valley Triathlon

April 2022

- Ride for Roo
- Pemberton Youth Zone Inflatable Day
- Manjimup Motorcycle Club State Round
- Karri Cup Mountain Bike Challenge
- Pass the Pinot
- ANZAC Day Memorial Events held across the Shire

May 2022

- WA Gravity Enduro Mountain Bike Race

June 2022

- Manjimup 15,000
- Targa South West **Cancelled**
- Wine & Truffle Experience Pemberley
- Truffle & Wine Festival Manjimup

Other Events

- 2021/2022 Speedway Season: November to April
- Manjimup Farmer's Markets & Walpole Community Markets
- Various minor events such as art exhibitions, openings, markets, fundraising events, library and youth activities
- Some events were cancelled at various times due to COVID-19.

Financial Performance

The financial performance for the Shire of Manjimup for 2021/22 financial year again remained sound, coming in largely on budget after the removal of carry forward works.

The carried forward figure of \$6,836,209 is higher than expected due mainly to the delay in major projects due to the effect of significant contractor a material availability. Listed below are the major items/categories that make up the Carry Forward Surplus, they are:

- Pemberton Co-location Redevelopment (\$1,474,758) municipal/loan \$599,702;
- Manjimup Trail Bike Hub Project \$1,328,285;
- \$3,392,058 Advance payment of Financial Assistance Grant;
- \$1,789,623 Infrastructure road projects;
- \$269,173 various capital jobs (Whole Shire); and
- \$684,275 various abnormal items (Whole Shire).

This level of carry forward may be repeated again 2022/23 as the carry forward projects above must compete with already exhausted resources stretched by the many stimulus packages in place from both the State and Federal Governments.

Operating Income of \$29,215,155 was received being \$2,875,827 under the adopted budget. Whilst the year end operating income is less than 9.8% of the overall income budget there are some moderate variations between income classes. Normal operating revenue was \$3,096,521 ahead of budget due mainly to the prepayment of the Financial Assistance Grant \$3,392,058, this advance payment was subsequently carried forward to be expended in 2022/23 as per the purpose of the grant. The Shire's Fees and Charges category saw an extra \$703,417 collected, this was due to a significant growth in services related to the aged care sector. The area that was under budget was the category of Capital related funding. The budget for capital grants was \$9,769,694 with only \$3,779,555 received. The reason for the shortfall in capital funding, is due to the deferring of a major bridge project with \$3,682,000 of grant funding, as well as grantors paying at certain milestones rather than in advance, in particular Lotterywest for the Pemberton RSL Co-location Development of \$766,466 with the remainder being carry forward projects for new Fire Units, Main Roads bridge works and other minor items.

Operating Expenditure of \$29,910,643 was \$2,084,837 under budget. Generally operational accounts were underspent, with grant funded projects forming the majority of under expenditure for the year. The Manjimup Trail Bike Hub Project made up the majority of unspent funds at \$1,328,285 with other smaller grant funded projects rounding out the difference.

Capital Expenditure was significantly under budget with projects that were not completed in 2021/22 carried forward into 2022/23. They were:

- ✓ Land & Buildings - \$3,652,988 under budget. The major carry forward was the Pemberton Colocation Redevelopment \$1,474,758, the CBD Solar Efficiency Project of \$152,131 and Upgrade of 5D Brockman St \$229,711. The majority of these projects are expected to be completed in 2021/22 with the Pemberton Colocation Redevelopment scheduled for completion in December 2022;
- ✓ Plant & Equipment - \$1,208,409 under budget. Works and Services have delayed the purchase of several major items due to a lack of acceptable replacements, as well as a general supply issue related to international markets and COVID-19; and
- ✓ Infrastructure - \$9,505,288 under budget. This significant underspend is due to a lot of moderate sized projects yet to be completed and one project deferred. The deferred project was major works related to the Mordalup Rd Bridge of \$3,682,000. The other moderate projects are Holleys Rd Bridge \$507,000, Hatchery Road bridges \$207,000, Windy Harbour Campground Extension \$231,361, Walpole Jetty Car Park \$289,000, Dean St drainage \$124,408, Rea Park / Collier St Reserve preparation works \$1,689,795. All projects have been carried forward and should be completed in 2022/23.

New Loans – Whilst the 2021/22 budget proposed 3 new loans being Stage 2a – Recreation/Community Facilities Upgrade \$500,000, Stage 2b – Collier Street/Rea Park Redevelopment \$2,500,000 and Stage 2c – Collier Street/Rea Park Redevelopment \$2,500,000, they were not drawn down as they did not have any corresponding expenditure. The 3 loans will be carried forward into the 2022/23 budget.

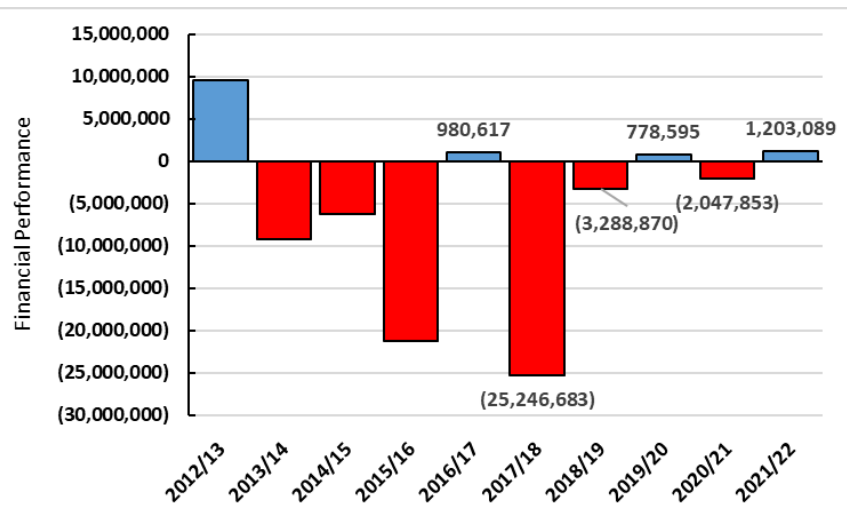
Transfers to Reserve were \$5,418,864 under budget due mainly to not drawing down on Stage 2 – Recreation Facility/Community Amenities Upgrade and a lack of trades putting funding back into the Plant Replacement Reserve.

Transfers from Reserve were \$2,571,987 under budget due mainly to projects not being completed that were funded by reserve. The main items are Plant Replacement \$1,133,664, Upgrade of 5D Brockman St \$209,711 and the Windy Harbour Campground Extension \$319,351.

Financial Performance

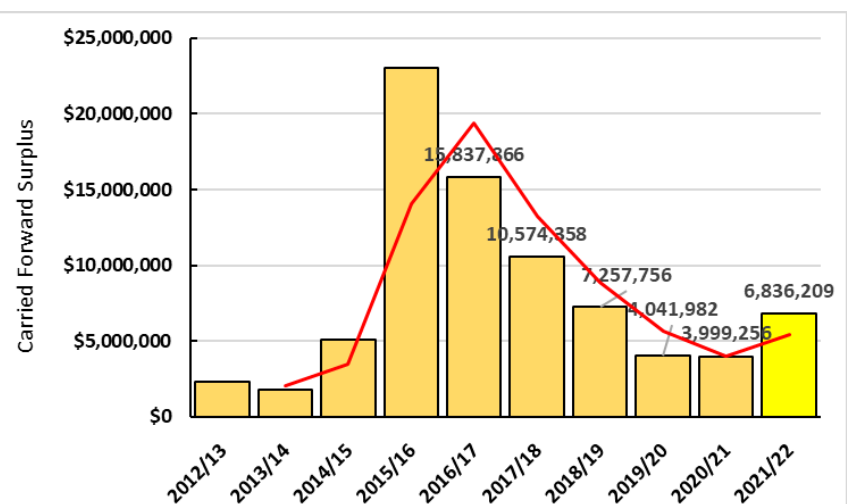
The operating profit for the year was \$1,203,089 compared to a budgeted loss of \$51,008.

It is important to note that the variation between 2021/22 actual position compared to budget is due mainly to operating grants that were budgeted for, not and were not expended by 30 June 2022.



Carried Forward Surplus

The carried forward surplus is calculated as current assets (other than restricted assets) less current liabilities (other than those reserve funded). The carried forward surplus was \$6,836,209 again this position has been heavily influenced by the prepayment of the Financial Assistance Grants. After deducting those projects that form part of the 2022/23 annual budget \$6,734,831 carry forward, the unspent carry forward position is \$101,378.

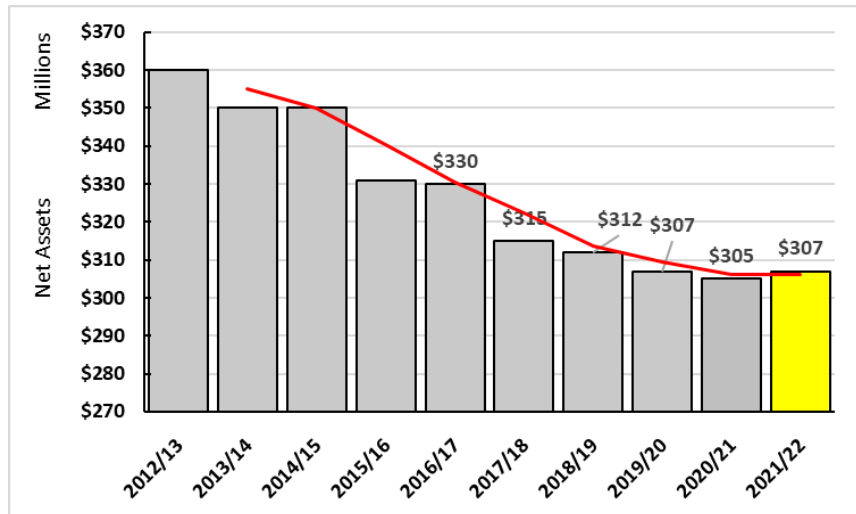


Net Assets

Net assets on 30 June 2021 were \$307m, an increase of \$2m.

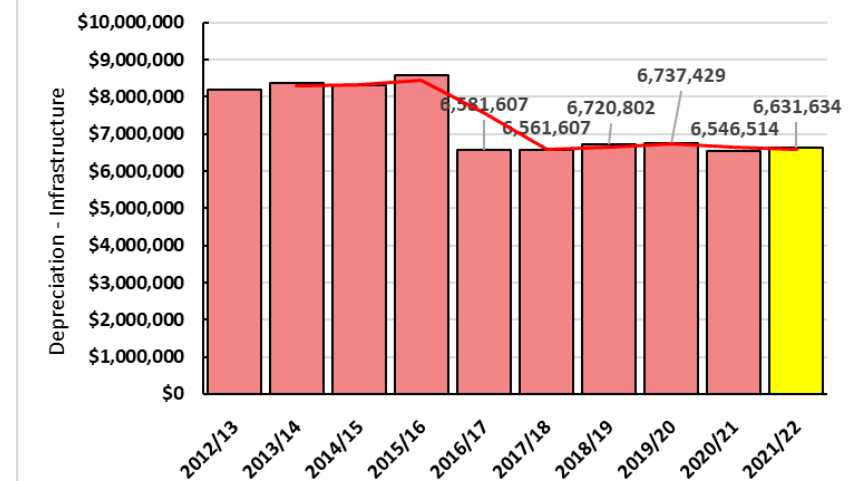
Depreciation on all asset classes totaled \$9.7m.

The main cause of the minor increase in net assets is the revaluation of the asset class Land and Buildings. The revaluation increased Land and Building assets by \$1.97m.



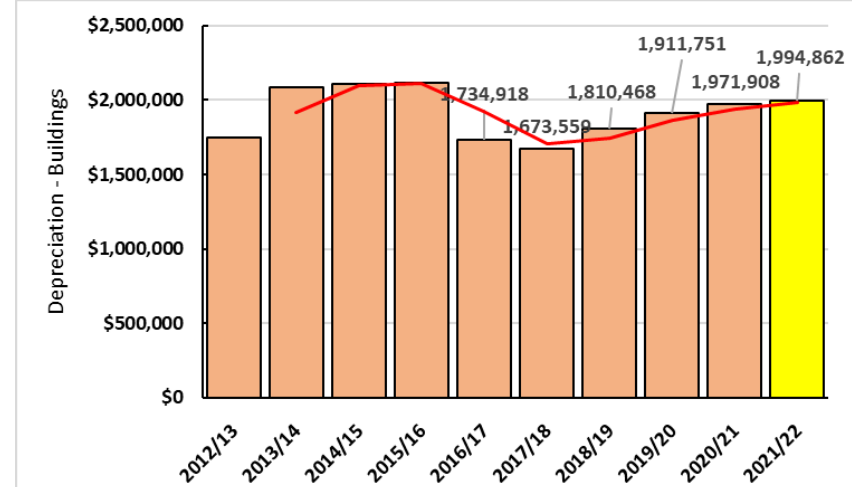
Depreciation - Infrastructure

Depreciation on infrastructure for the year was \$6.6m being an increase of \$85,120 over the previous year.



Depreciation - Buildings

Depreciation on buildings for the year increased by \$22,954 to \$1,994,862.

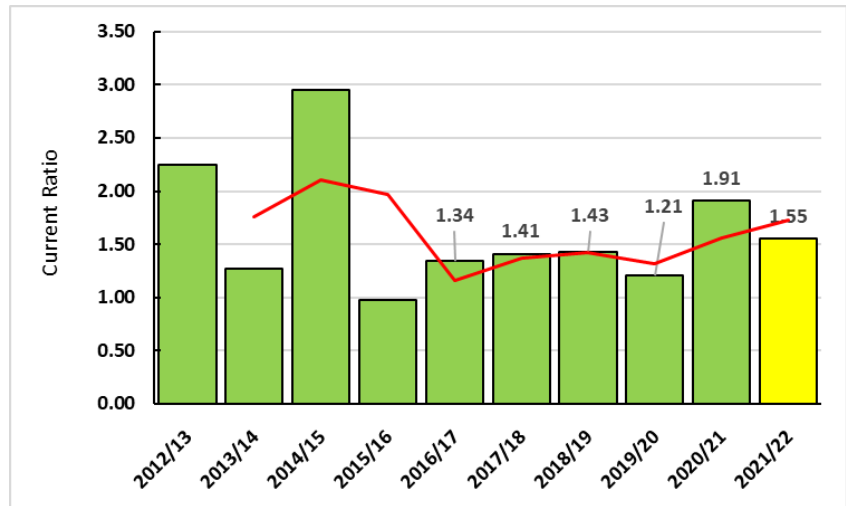


Current Ratio

The current ratio is the ratio of current assets (less restricted assets) over current liabilities.

This ratio was part of the Annual Financial Report but is no longer required, however it has been included due to its importance in tracking current assets to current liabilities.

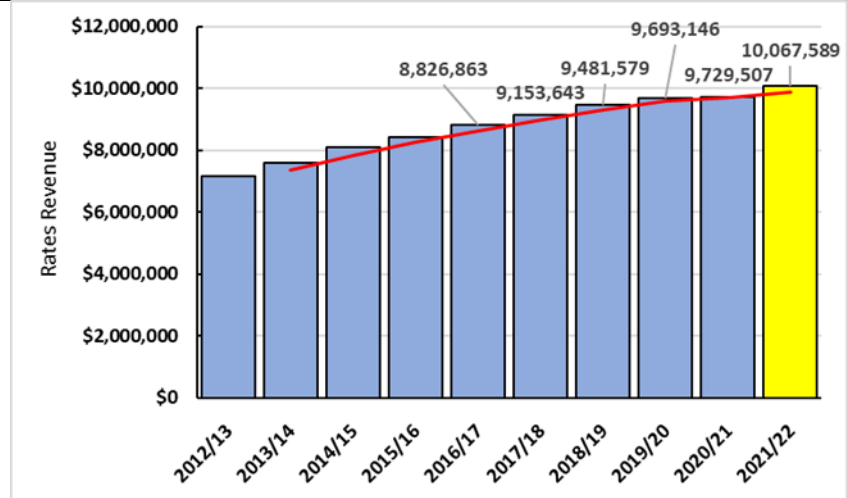
The ratio decreased slightly in 2021/22 to 1.55, the ratio is above 1.0 being the standard set by the Department of Local Government Sports & Cultural Industries.



Rates Revenue

Rates revenue increased in 2021/22 by \$338,082 to \$10.1m.

The 2021/22 financial year saw a budgeted 3.41% percent rate rise across, Unimproved, Gross Rental Value and Minimum Rate properties.

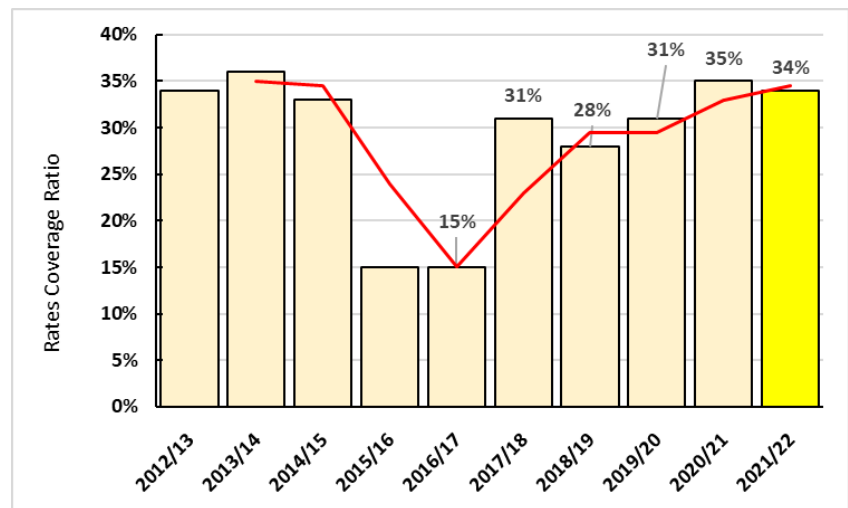


Rates Coverage Ratio

The rates coverage ratio indicates the percentage of total revenue represented by rates.

The rates coverage ratio continued to return to a more traditional level after grant funding for major projects has been finalised.

The rates coverage ratio is 34% for 2021/22.

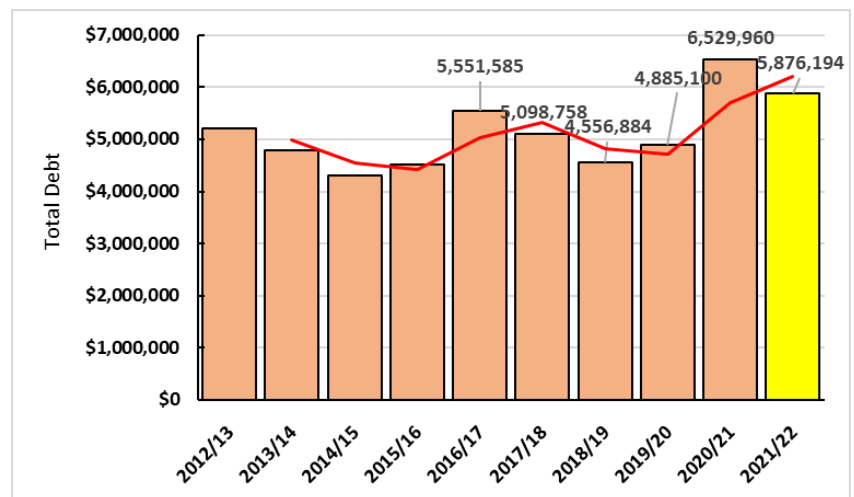


Total Debt

Total debt decreased by \$653,766 to \$5.9m.

The 3 loans set down in the 2021/22 budget were not drawn down and were carried forward into the 2022/23 budget.

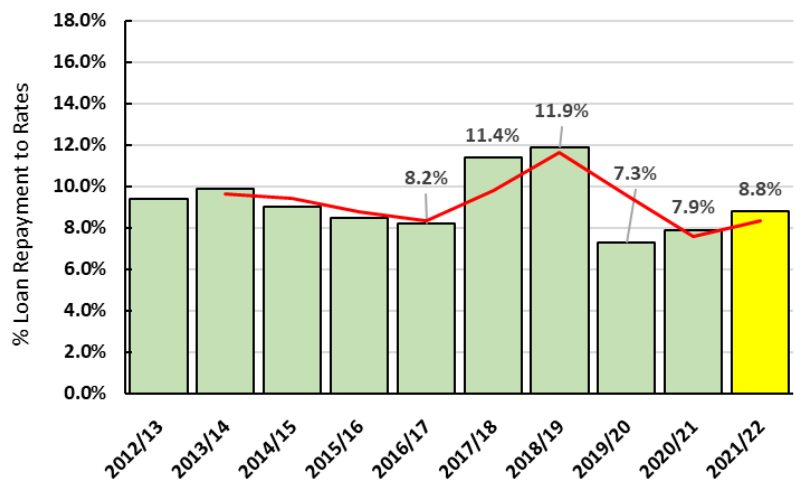
The reduction is due to scheduled repayments made during the 2021/22 financial year.



Debt repayment to rates revenue

The percentage of debt repayment to rates revenue increased to 8.8% being well within the Shire of Manjimup's self-imposed limit of 18%.

Whilst overall debt position dropped in 2021/22 several loans were drawn down late in 2020/21 with the first payments being paid in 2021/22, this meant overall debt went down however the ratio went up.

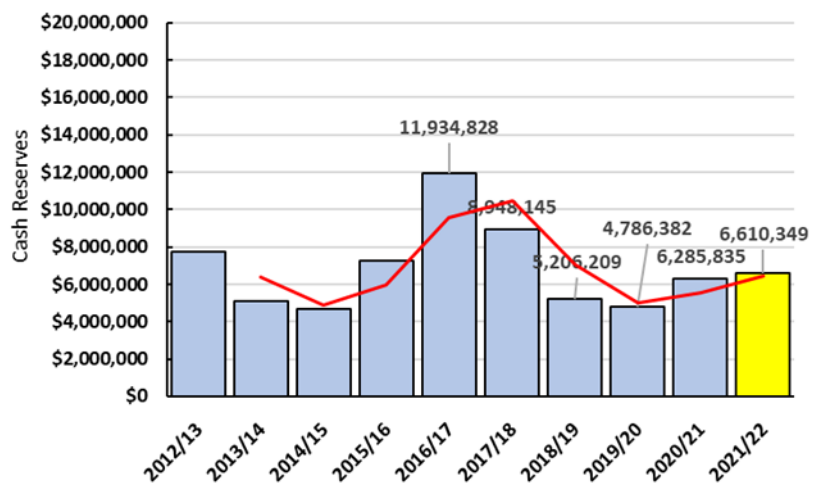


Cash reserves

Cash reserves are maintained for special and identified purposes.

Reserves increased by \$324,514 in 2021/22 to \$6.6m.

This increase is due mainly to the delaying of expenditure due to product availability, particularly in the Plant Replacement Reserve which is holding at the 30 June 2022 \$883k more than budgeted.



Financial Ratios

The Shire of Manjimup is required to publish its asset ratios for the current year and previous 2 years as required under the Financial Management Regulations. These ratios have been tabulated below:

Ratio type	2022	2021	2020
Asset Consumption Ratio*	0.53	0.53	0.55
Asset Renewal Funding Ratio*	0.64	0.63	0.67
Asset Sustainability Ratio*	0.60	0.53	0.53

*All figures have been rounded to two decimal places.

The above ratios are calculated as follows:

Asset Consumption Ratio =
$$\frac{\text{depreciated replacement costs of depreciable assets}}{\text{current replacement cost of depreciable assets}}$$

Asset Renewal Funding Ratio =
$$\frac{\text{NPV of planned capital renewal over 10 years}}{\text{NPV of required capital expenditure over 10 years}}$$

Asset Sustainability Ratio =
$$\frac{\text{capital renewal and replacement expenditure}}{\text{depreciation}}$$

Therefore, the ratios for 2022 are:

Asset Consumption Ratio is \$299,726,843 divided by \$562,854,961 which equals **0.53**.

Asset Renewal Funding Ratio is \$43,506,478 divided by \$68,401,466 which equals **0.64**.

Asset Sustainability Ratio is \$5,784,889 divided by \$9,671,109 which equals **0.60**.

Further detail on the Shire's financial ratios can be obtained from the Annual Financial Report for 2012/2022.

Land Values

Urban Land

GRV properties are revalued every six years. The last GRV revaluation was in 2017/18 and was effective as at 1 July 2018. The next GRV revaluation is scheduled for the 2024/2025 rating year.

Farmland

UV properties are revalued each year. Unimproved values decreased marginally in 2022 by an average of 7.49%.

Libraries

Shire Libraries continued to be busy spaces for children and adults. New memberships grew steadily. Interestingly, the number of members accessing the libraries' eResources increased significantly perhaps due to the constant need to isolate during the second year of COVID. Total checkouts (including eBooks, eAudiobooks and eMagazines) amounted to 16,708 items, a 14% increase on the previous year.

Shire libraries turned the spotlight on collection management in 2022. In an effort to offer a large selection of the latest and most popular titles, there was a greater focus on making the collection more discoverable. Libraries implemented a more patron driven acquisition model and worked closely with buying teams from relevant publisher suppliers to ensure book selections were aligned to borrowers' interests. The addition of shelf talkers with popular author and series names and a separate new section for graphic novels and early reader books were welcomed by Junior borrowers. The libraries' book displays – always a popular feature - were enhanced by the introduction of more interactive elements in order to show off offerings from the collection and to entice borrowers.



The Spooktacular Reads display at the Manjimup Library

Children's Services

Local beekeeper, Karin Bell from Blackwood Honey, presented a fascinating *Hive of Activity* workshop to Kearnan College and Northcliffe District High School science students on the importance of bees as pollinators and honey producers.



A Hive of Activity workshop held in Northcliffe and Manjimup

All Shire libraries continued to host activities that sought to create and strengthen reading habits in children from an early age. These included weekly Rhyme and Story Time sessions, participation in National Simultaneous Storytime, Children's Book Week workshops and the Year One Super Reader program.

Adult Services

The English language class for a new arrival continued in the 2021 and the Manjimup Library's book club remained popular, attracting a core group of at least 7-10 attendees each month.

Guest Authors

Grant funding permitted the staging of Children's Book Week workshops for Year 1 to 6 students in the Shire's four main towns. Western Australian children's book author and illustrator, Kylie Howarth, entertained children with her stories of the ocean, sea creatures and the importance of protecting them.



Manjimup Primary School Students Participating in Children's Book Week Workshop

Lobbying and Submissions

In addition to normal lobbying activities, the Shire produced media releases and initiatives to address the following State and Federal matters that are of importance to the local communities:

- NAIDOC Week.
- Windy Harbour Coastal Hazard Risk Planning.
- Main Roads WA – Eyes on the Road.
- Pulse Oximeters.
- Dementia Friendly Community Recognition.
- Timber Industry Transition Group.
- Local Government Elections.
- Meeting with Minister of Forestry to discuss closure of the native timber industry.
- Invitation to the Premier and Minister of Forestry to address timber workers.

Formal submissions and/or meetings took place regarding the following matters:

- Local Government Reforms.
- Just Transitions Plan.

Marketing & Tourism

The Shire continued its marketing effort during 2021/2022 on promotion of the region and visitor servicing support.

The following marketing and promotional initiatives under the plan were undertaken during the year:

- Financial Contributions:
 - Direct financial support to Manjimup, Pemberton, Northcliffe and Walpole Visitor Centres (\$175,998);
 - Direct financial support to the Southern Forests food Council (\$25,000)
 - Southern Forests and Valleys LTO – key financial partner and member organisation (\$59,778).
- Memberships
 - Membership of Australia's South West (ASW);
 - Membership Tourism Council WA;
 - Membership Australian Regional Tourism; and
 - Membership Museums WA;
- Marketing and Promotional Activities:

- ASW's Holiday Planner, a publication with a print run of over 350,000 copies and distribution through formal channels internationally, interstate and intrastate.
- Participation in the ASW and Tourism WA promotions;
- Participation in Southern Forests & Valley's Tourism Organisation GWN7 TV promotion for the area over a three-month period,
- Participation in ASW Holiday Map & Guide;
- Key advertising and features in various media including; *The West Australian*, *Winter breaks*, *Caravanning Australia*, *GWN7*, *Herald Publishing*; *Prime Me* and *Sunday Times*;
- Thematic promotions – Food and Produce, Active Adventure; Wildflowers and Winter breaks;
- Alignment with significant icons such as the Bibbulmun Track, Munda Biddi Trail and the Walpole Wilderness Area.
- Publications / reprint / distribution
 - Review and reprint (5000) of the visitor information maps for the region, provided free to each of the four Visitor Centres continue to be in high demand;
 - Reprint of 5,000 Southern Forests & Valleys Visitor Guide with distribution state wide (Visitor Centres);
 - Walk and Trail Guides – Walpole, Pemberton and Northcliffe and Manjimup;
- Event and Festival Support
 - Support for numerous events by way of financial (Community Grants), logistical and traffic management.

With the establishment of the Southern Forest and Valleys Local Tourism Organisation (LTO) there has been a focus on development partnerships and regional approaches to marketing the region. The Shire of Manjimup has made a significant funding commitment to support the LTO administration over the first 5 years. The Southern Forests & Valleys Tourism partnership with the Warren Blackwood Alliance of Councils (WBAC) in collaboration with the Shires of Bridgetown-Greenbushes, Nannup and Manjimup, Boyup Brook (Balingup) and Donnybrook.



Property Care Team

The Property Care Team works under the banner of the Shire of Manjimup Parks and Gardens (as the Shire is a registered an Australian Disability Enterprise). They carry out various tasks which include all types of garden and yard maintenance. The team has taken on tasks such as paving and path maintenance, street furniture installation and also assisted in the



construction of a number of works for the Manjimup Town Centre Revitalisation project and assisting with the ongoing maintenance from the project. The team also carries out several private works which include DBCA Manjimup grounds maintenance, Church of Latter-Day Saints in Bridgetown and maintenance works at a local truffle farm and other small businesses in the region. Camille Parke is the Property Care Team Coordinator to run the team. Her role is to oversee the day to day working of the team and to generate new private works.

Ranger Services and Emergency Management

The primary role of the Ranger and Emergency Services section is to provide the community with valuable and essential services, with a focus on community safety. These services and roles include, but not limited to:

- Animal control including dogs, cats and livestock;
- Animal welfare issues – conducting preliminary inspections and liaising with animal welfare agencies;
- Bushfire preparedness and response;
- Management of Bush Fire Brigades and equipment;
- Training of Bush Fire Brigades;
- Emergency Management – maintenance of Emergency Management Arrangements, Recovery and Evacuation Plans;
- Conduct bushfire mitigation works on shire-controlled lands;
- Parking and activities on thoroughfares; and

- Enforcement of numerous other legislation.

Ranger Incident Investigations

Shire Rangers completed over 3458 tasks throughout the year, these tasks include but are not limited to animal control, parking, litter, fire and litter. The following is a summary of those activities and a comparison with the previous year:

Task	2020-2021	2021-2022
Dog Impound	109	93
Dog Euthanised	2	0
Dog Warning	280	290
Dog Infringement	18	22
Dog Attack	17	10
Dog Complaint	203	143
Cat Impound	69	39
Cat Euthanised	55	13
Cat Warning	23	55
Cat Infringement	5	1
Cat Complaint	63	31
Other Impound	2	0
Other Euthanised	1	1
Other Complaint	151	13
Trapping	149	32
Welfare	39	20
Wildlife	14	5
Straying Stock	29	9
<i>Total Animals</i>	1229	659
Fire Inspection	1519	2392
Fire Warning	199	73
Fire Advice	300	59
Fire Infringement	61	42
<i>Total Fire</i>	2079	2587

OTHER DUTIES		
Litter Warning	11	22
Litter Infringement	0	0
Litter Complaint	23	15
Parking Warning	68	49
Parking Infringement	0	0
Parking Complaint	33	13
Thoroughfares Warning	125	44
Thoroughfares Infringement	1	0
Thoroughfares Complaint	14	3
Disability Warning	22	0
Disability Infringement	0	2
Camping Warning	39	8
Camping Infringement	0	5
Camping Complaint	14	6
Cameras	40	38
Towing	1	1
<i>Total Other</i>	391	212
TOTAL TASKS FOR YEAR	3699	3458

Parking and Activities on Thoroughfares

The educational approach taken with respect to parking and activities on thoroughfares combined with several media releases resulted in significantly less incidents during the 2021/22 financial year. A combined total of 93 warnings issued for matters related to parking compared to 215 the previous year.

Animal Control

Shire Rangers operate the Shire's Animal Management Facility where animals are impounded and cared for whilst in the care of the Shire. Where possible impounded animals are either returned to their owners or rehomed.

Educational approaches taken in 2020/21 were consolidated with a stronger enforcement approach. Whilst more formal warnings were issued in respect of dogs, significantly less incidents involving cats and less animals were impounded.

Shire Rangers continue to be actively engaged in community education in attempts to combat issues of animal owners not picking up after their dogs and stray animals. The trapping of nuisance cats also continues to be a high priority, with substantially less complaints received regarding cats. Cameras continue to be a vital tool, being placed to gather evidence in regard to straying cats or feral animals.



Bushfire

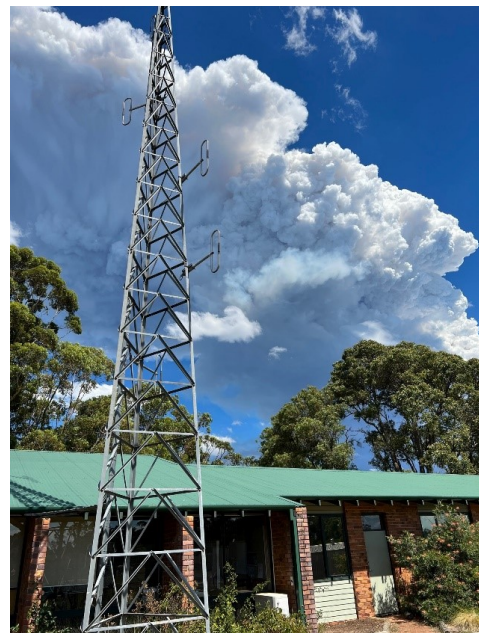
The Shire of Manjimup is responsible for 20 Volunteer Bush Fire Brigades with over 1,300 members located within the Shire. The Shire maintains 16 Emergency Services Levy appliances, 6 Brigade / Shire owned appliances and 50 slip-on fast fill units together with 13 Bushfire Brigades fire stations and 14 strategic water tanks and many other firefighting water facilities. Four new water tanks for firefighting were constructed in Mordalup, Yanmah, Ringbarkers and Springfield bush fire brigade areas.

A number of brigade members were unable to participate in training and fire responses due to the State Government mandates relating to COVID-19 vaccinations.

Although some minor works were not completed within the financial year, the Smithbrook Brigade Shed and renovated/extended Northcliffe Fire Stations were made operational.

Bushfire Response and Training

During the year, our Bush Fire Brigades responded to some 53 fire related incidents within the Shire of Manjimup, including two level 2 fires being Toponup and Flybrook. In addition, brigades members assisted with several large fires throughout Western Australia, including Bridgetown, Busselton, Augusta Margaret and Denmark Fires. Shire Officers were also called into action, establishing and operating an Evacuation Centre at the Manjimup Recreation Centre for 2 days, until the fire at Bridgetown was under control and residents were able to return to their homes and communities. The Walpole Evacuation Centre was also activated. Many Shire Officers played a significant role in supporting the operation of the centres, being called into action over that weekend.



Limited training courses were held due to the impact of COVID-19 pandemic restrictions. Brigades also held their own in-house fire appliance awareness training.

The Ranger and Emergency Services department has a Fire Duty Officer rostered on 24 hours a day throughout the high threat period for approximately 27 weeks. This role supports the Shire of Manjimup Bush Fire Brigade network.

Bushfire Prevention

Bushfire prevention remains an area of focus for the department. The Shire has a large number of bushfire prone Reserves throughout the district and managing these Reserves is complex. Finding the correct balance between environment, biodiversity, fuel loads and public safety is challenging.

The Shire of Manjimup has both a Fuel Hazard Reduction and Mitigation Plan and a Bushfire Risk Management Plan. These documents are designed to reduce the threat of bushfires on the community. In the 2021 - 2022 year the Shire of Manjimup received \$287,240 of Grant funding from the Department of Fire and Emergency Services as a result of the Shire of Manjimup Bushfire Risk Management Plan. Additionally capital funding of approximately \$291,560 of Capital Grants were received under ESL funding arrangements.

The following is a summary of all activities associated with preventative fire control and bushfire activities.

Area / Task	Numbers / Comments
Planned burns completed	Nil completed COVID 19 restrictions / weather
Area of planned burns completed	Nil completed COVID 19 restrictions / weather
Area Slashed	80.3 Hectares
Area Mulched	13 Hectares
Firebreaks	20 km
Strategic Fire Access	8 Km
Bush Fire Advisory Committee	3

Area / Task	Numbers / Comments
Meeting	
Local Emergency Management Committee Meeting	4
Number of Permits to Burn issued by Fire Control Officers	263
Firefighting appliances serviced	30
Fire danger rating index signs	5 across the district

Significantly more firebreak inspections were conducted during the financial year. It is however pleasing to report that the 2,392 inspections resulted in significantly fewer formal warnings, advice and infringements being issued.

Recreation

Manjimup Regional AquaCentre

AquaCentre saw a decrease of patronage and staff during times where COVID-19 vaccination mandates were introduced. However, the pool remained open throughout.

AquaCentre were promoted to gold standard recognition in the Waterwise Aquatic Facilities Program.

KidSport

The Shire has continued its partnership with the Department of Local Government, Sport and Cultural Industries to deliver the KidSport program for youth wishing to participate in sport in the region. An increased total of 216 vouchers were issued in 2021/22 to assist children to play the sport of their choice; \$21,793 was funded over the financial year (compared to \$15,787 in 2020/21), with basketball, soccer, football and swimming lessons the main sports.

Recreation Facilities

Regular meetings of the Manjimup Recreation Advisory Committee, established to advice Council through ongoing engagement from and consultation with sports

representatives and the wider community for the future development of Manjimup's recreation facilities.

Council has continued to provide support funds under the Recreation Centre Support Program in 2020/21 to the Pemberton, Northcliffe and Walpole Recreation Centres. In recognition of the important role that these centres play in the provision of services and programs to their communities, these funds are provided to assist the centres to operate in a sustainable matter.

Preliminary investigations for the major redevelopment of the recreation facilities at Collier Street and Rea Park in Manjimup are almost complete. Planning phase is ongoing. Costings and design development for key project components has commenced. Funding secured for power upgrade and field lighting. The implementation of this redevelopment is a key component of the Shire's efforts in striving towards meeting the future direction of the town's sport and recreational facilities mix.

Continuation of Manjin Recreation Plaza Officer role to work with young people to make the plaza an inclusive and family-friendly place.

Trails

Manjimup Trail Bike Hub project implementation. Stage 1 route planning and mapping is ongoing. Trail Centre construction tender awarded.

Business case for Pemberton Trails Town under development by Department of Biodiversity, Conservation and Attractions (DBCA). Concept design for trails in Pemberton Arboretum being developed by DBCA. Shire staff on project Reference Group.

Planning commenced for rail trail development, Manjimup to Pemberton.

Input in planning and representation on the Community Reference Group for the Great Southern Adventure Trails, which includes the establishment of the Walpole and Nornalup Inlets Paddle Trails and the Valley of the Giants Trails Network.

Continuation of development of Warren Blackwood Stock Route (a long-distance horse trail from Bridgetown to Scott River and Broke Inlet). This is a project undertaken by the Warren Blackwood Alliance of Councils.

Roads, Bridges & Drainage

Road and Infrastructure Construction (excluding bridges)

Construction infrastructure expenditure covers the following categories:

- Sealed road construction;
- Bitumen road reseals;
- Gravel road re-sheeting;
- Drainage; and
- Footpaths.

Major reconstruction projects were undertaken on Perup Road, Windy Harbour Road, Pump Hill Road, North Walpole Road, Wheatley Coast Road, two bends on Mordalup Road were reconstructed and a section of West Boundary Road was cement stabilised, reformed and sealed.

Reseal projects were programmed for many roads however contractor availability was severely impacted by COVID-19 resulting in the need to reschedule most resealing jobs for the forthcoming financial year.

Footpath projects were completed on Pier Street/Park Avenue in Walpole and on Brockman Street in Manjimup.

Drainage

All 2021/2022 road reconstruction projects included some replacement and/or upgrade of the storm water culverts. Drainage upgrade works were carried out 80 Rose Street and Blechynden Street in Manjimup and Dean Street and Karri Rise in Pemberton.

Bridge construction

Main Roads WA completed design works for a major upgrade to a bridge on Mordalup Road with on-ground works planned for the 2021/2022 through to 2023/24 financial year.

Capital Works Summary – Works undertaken during (linear metres)

Ward	Reconstruction/Widening			Reseal		Re-sheet	Footpath
	Total	Asphalt	Spray	Asphalt	Spray		
Central	1100		1100			1000	264
Coastal	1200	1200				500	
East	2300		2300		1000	2400	
North						2100	
South	1000		1000			200	312
West	800	300	500			3200	
Totals	6400	1500	4900		1000	9400	576

Key projects for each construction infrastructure category

Construction	Actual	Budget
Roads – Diamond Tree Rd (SLK 7.1-7.25)	\$51,139	\$40,000
Roads – Channybearup Rd (SLK TBD)	\$50,460	\$120,000
Roads – Graphite Rd (SLK 0.5-0.8)	\$23,594	\$450,000
Roads – Mordalup Rd (SLK 19 & SLK 22)	\$206,211	\$196,000
Roads - North Walpole Rd (SLK 6.3-7.5)	\$134,550	\$450,000
Roads – Old Vasse Rd Feasibility Study (20/21)	\$14,060	\$25,967
Roads – Old Vasse Rd (SLK TBD)	\$248	\$120,000
Roads - Perup Rd (SLK 30.6-31.8)	\$449,030	\$450,000
Roads - Pump Hill Rd	\$358,984	\$337,883
Roads - Wheatley Coast Rd (SLK 13.6-14.6)	\$456,121	\$450,000
Roads - Windy Harbour Rd (SLK 1.0-2.2)	\$540,107	\$525,000
Totals	\$2,284,504	\$3,164,850

Reseals	Actual	Budget
Reseal – Unsealed Roads in Townsites (Johnson Cres North)	\$1,768	\$131,259
Reseal – Browns Rd	\$6,501	\$40,000
Line marking	\$9,911	\$40,000
Reseal – West Boundary Rd - Springall to Ipsen St	\$109,148	\$96,182
Reseal – Yates St Turnaround	\$20,640	\$45,000
Totals	\$147,968	\$352,441
Gravel Road Resheeting	Actual	Budget
Bottomley Rd	\$26,788	\$27,000
Churches Rd	\$22,498	\$29,631
Clarke Rd	\$12,760	\$13,141
Fox Rd	\$86,624	\$86,000
Old Vasse Rd	\$63,642	\$70,000
Paganini Rd	\$70,495	\$80,092
Riverway Rd	\$26,355	\$27,000
Waughs Rd	\$24,692	\$25,000
Windy Harbour various	\$6,862	\$10,000
Totals	\$340,716	\$367,864
Drainage	Actual	Budget
Blechynden St C/F	\$10,050	\$18,945
Dean St (Karri Rise to Brockman)	\$133,191	\$124,408
Pemberton Heritage Precinct	\$16,114	\$15,987
Unnamed Lane (Zamia to Meerup L1 to L5)	\$10,168	\$31,673
Repair Rural Road Culverts	\$22,176	\$20,000
80 Rose St	\$32,210	\$50,000
Stormwater Upgrade Northcliffe Pioneer Museum Carpark	\$14,842	\$26,000
Totals	\$238,751	\$287,013

Footpaths	Actual	Budget
NC Recreation Centre to CBD	\$18,306	\$16,580
Brockman St Accessible Pathway Moore to Bath St LRC	\$123,996	\$123,122
Round 2		
Retro Fit Kerb Ramps and Gaps	\$3,645	\$15,000
Pier St / Park St Walpole	\$99,187	\$100,000
Kerbing – Various Replacements	\$5,140	\$45,000
Totals	\$250,274	\$299,702
ROAD MAINTENANCE SUMMARY		
Road maintenance (refer below)	\$2,969,854	
Budget (refer below)	\$2,784,395	
% budgeted road maintenance program completed	100%	
ROAD MAINTENANCE COMPONENTS	ACTUAL	BUDGET
Bridge maintenance	\$175,179	\$160,337
Carpark maintenance	\$32,308	\$10,995
Gravel site assessment	-\$68	\$0
Road maintenance - rural sealed	\$795,740	\$803,064
Road Maintenance - rural un-sealed	\$1,565,657	\$1,197,414
Road maintenance - urban	\$217,966	\$197,034
Road signs	\$22,035	\$75,000
Storm damage	\$208,868	\$127,185
Street cleaning	\$118,913	\$100,000
Road maintenance - vegetation removal	\$8,435	\$273,703
TOTAL	\$3,145,033	\$2,944,732
Less bridge maintenance	\$175,179	\$160,337
Total road maintenance (excl. bridges)	\$2,969,854	\$2,784,395

Road maintenance

Expenditure on road maintenance for the 2020/21 financial year was \$2,968,854 which is approximately 2.5% above the previous year largely due to necessary expenditure on road maintenance costs, particularly on rural unsealed roads.

Bridge maintenance

During this financial year all bridge maintenance work was carried out by Shire of Manjimup staff however a consultant was used to undertake inspections for reporting to MRWA.

Road Construction

Approximately 4,900 linear metres of roads were reconstructed or widened during the year.



Perup Road construction project, before and after.



Wheatley Coast Road reconstruction, before and after.

Gravel Road Re-sheeting

Approximately 9.4 kilometres of gravel re-sheeting was undertaken in 2021/22 on the following roads: Bottomley Rd, Churches Rd, Clarke Rd, Fox Rd, Old Vasse Rd, Paganini Rd, Riverway Rd and Waughs Rd.



Fox Road, Pemberton



Churches Road, Jardee

Reseals

As stated previously, due to the COVID-19 emergency, delivery of reseal works were severely impacted, resulting in only the West Boundary Road project being completed. Approximately one kilometre of sprayed bitumen was placed on top of a reformed and stabilised pavement.



West Boundary Road, Manjimup

Footpaths

A total of 576m of new path was constructed during the year.



Brockman Street, Manjimup



Pier Street, Walpole

Seniors, Aged, Disabilities and Respite Services

The financial year 2021/22 has continued to be a year of changes to the standards and legislations within the Aged and Disability sectors due to both the Aged Care and Disability Royal Commissions into Quality and Safety. Manjimup Home and Community Care (MHCC) have continued to assess, monitor, and improve their quality of care and services against the quality standards.

At the beginning of 2022, COVID-19 became a reality for our community and the MHCC COVID-19 emergency plan was put into action. The MHCC team had been preparing and actioning COVID-19 infection control practices since 2020 and were ready to deal with the safety and continuity of care of consumers as well as maintain training with employees and volunteers and implement government directives.

Unfortunately keeping consumers COVID safe resulted in the temporary closure of the Wellness and Respite Community Centre, and some group activities and events. However, home care and essential support services continued with little disruption due to employees following infection prevention and control procedures and closely monitoring consumers health and wellbeing. Whilst group activities stopped, MHCC were kept extra busy keeping in touch with consumers and families via the phone

and one on one visits to those who were unwell and at risk of social isolation. Thankfully social activities recommenced with infection control, mask wearing and social distancing practices.

COVID-19 has not been all bad. It has pushed Manjimup Home and Community Care to be more creative and rethink how we deliver support services and find innovative ways to continue with meetings, events, and training such as increasing the use of information technology and social media. For example, during National Volunteer Week in December, we created a video of employees thanking our volunteers and posted it to our Face Book page.

In November, Shire employees and Councillors attended a dementia workshop at the Wellness and Respite Community Centre. Cr Wendy Eiby and Cr Kenneth Lawrence accepted a “working towards a dementia-friendly community” certificate on behalf of the Shire of Manjimup which was awarded from the peak body, Dementia Australia, to recognise its steps and commitment to actively work towards becoming dementia - friendly.

Cherry Glades Manjimup Seniors Affordable Housing Project

WA State Labor Government have shelved development of future stages of this much needed affordable housing project. Unfortunately, the old school site has now been split in two, one with the focus on social housing for over 55's and the other transferred to Development WA with no current actions proposed.

This is a major blow to the Manjimup community after a decade of negotiation and lobbying resulted in Stage 1 of the Senior's Affordable Housing project in Manjimup successfully deliver the first 9 silver standard houses. All 9 houses have been sold. The housing project was a partnership between the State Government and the Shire of Manjimup.

Town Planning

The following is a summary of the key activities undertaken in 2021/22 that were beyond the normal statutory function were:

Director

- Attended National Planning Congress in Tasmania and Regional Planning Conference in Northam;
- Acted as Chief Executive Officer in absence of CEO for the periods of 4 October to 29 October 2021 and 20 June 2021 until the end of the financial year;
- Conducted Councillor inductions for newly elected members Donelle Buegge and Jenny Wilcox and conducted swearing in of new Councillors, the appointment of the Shire President and Deputy;
- Conducted elected member workshop to progress the identification of ideas for projects in response to State Governments Timber Industry Announcement;
- Attended various meetings with Shire President in respect of Housing and the impact of the timber industry announcement by the State Government;
- Attended Manjimup, Pemberton, Northcliffe and Walpole Town Centre Revitalisation Committees;
- Along with Manager of Planning Services - Attended several meetings with Department of Planning, Lands and Heritage over progression of Local Planning Strategy and Associated Local Planning Scheme No 5;
- Attended various regional workshops on the review of Fire Management Requirements and Dams;
- Finalised legal matters with respect to two unauthorised dams and a case involving the unauthorised clearing of land;
- Issued several modified penalties for unauthorised activities including clearing;
- Completed performance reviews for Statutory Planning Officer, Customer Liaison Officer, Manager of Building Services, Principal Environmental Health Officer, Environmental Health Officer, Community Emergency Services Manager and Windy Harbour Caretaker;
- Prepared and reviewed agenda items for Council meetings and attended those meetings;
- Attended Senior Management Team Meetings for agenda review;

- Prepared various alternative recommendations relating to agenda items as requested by Elected Members;
- Conducted departmental meetings with employees following each Council meeting;
- Review of various Delegated Reports relating to planning applications processed by Manager of Planning Services;
- Monitored weekly lists relating to development applications to be considered by DCU and provided comments as required;
- Liaised with the Manager of Building Services over the finalisation of works associated with 5D Brockman Street;
- Actioned various matters in respect of day-to-day operations;
- Processed Purchase Orders and Invoices/Payments as required; and
- Ongoing administration of Windy Harbour;

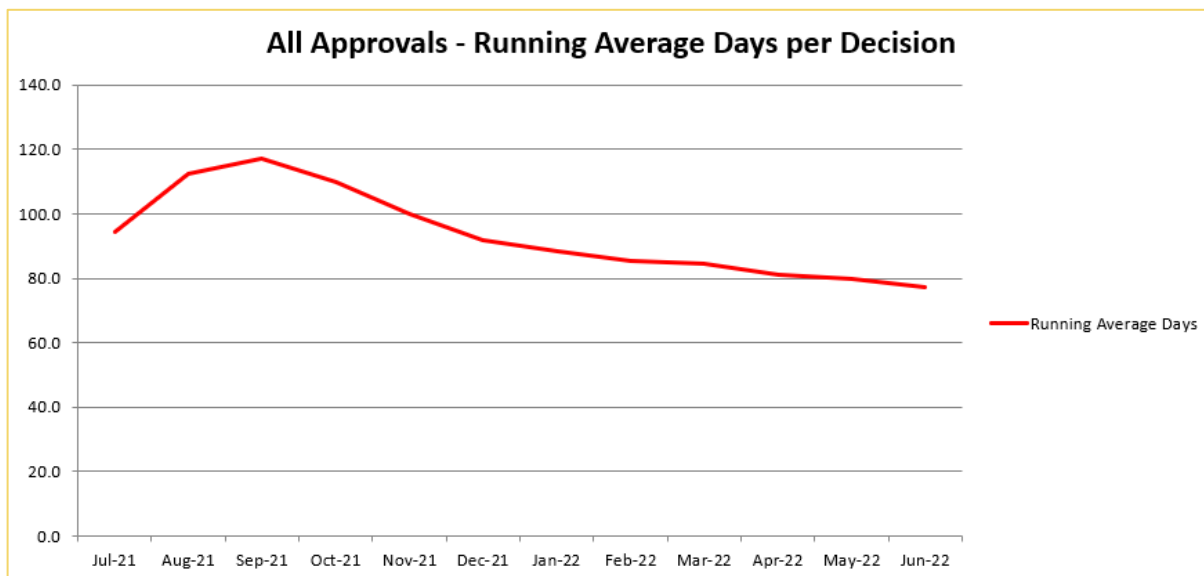
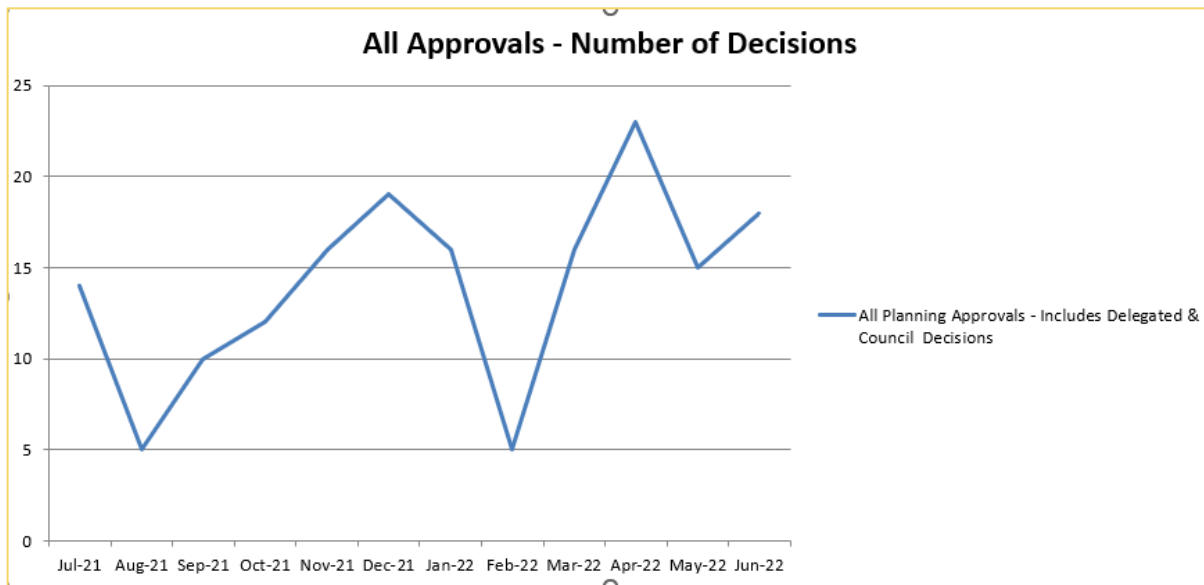
Planning Applications

In 2021/22 there was a slight decrease in the level of planning approvals sought with a total of 169 applications being determined, having a total value of \$22.1M. The previous financial year (2020/21) saw a significant increase in the number of planning applications, jumping from 151 in 2019/20 to 190, with a total value of \$27.4M.

Of these, 55 applications were determined by Council, the remainder (114) were determined under delegated authority. The average number of days to process a planning application was 54 days for all applications. Those applications determined under delegated authority were processed in an average of 61 days, well below required statutory timeframes.

Subdivisions

The Western Australian Planning Commission referred a total of 14 applications for subdivision to the Shire for consideration and comment. This represented 2 more subdivision application than 2020/21.



Amendments

Scheme Amendment 24, amending the scheme provisions relating to Lot 107 Burma Road was finalised. Whilst several new scheme amendments were initiated, the Minister for Planning refused one relating to Lot 2 South Coast Highway and the remainder are yet to progress to advertising.

Trade Undertakings and Major Land Transactions

In accordance with the Financial management Regulations, the Shire is required to report on any trade undertakings or major land transactions. None of either occurred in the 2021/2022 Financial Year.

Waste Management

Overview

The Shire of Manjimup operates a licensed landfill at the Manjimup Recycling and Refuse Centre (MRRC) and three registered transfer stations (Northcliffe, Pemberton and Walpole). Each of these sites is managed by an independent contractor. A small, registered landfill pit at Windy Harbour is operated by the settlement Caretaker. The waste facilities are complemented by an extensive kerbside collection service.

Waste Local Law

The Shire of Manjimup Landfill and Waste Transfer Station Facilities Local Law 2006 was reviewed, and Council began the process of repealing it and adopting a new Waste Local Law 2022.

Waste collection

The Shire entered into a new five-year contract for kerbside and public waste and recycling collection services, with potential for up to five years of extension. Cleanaway was awarded the contract by Council at its January 2022 meeting.

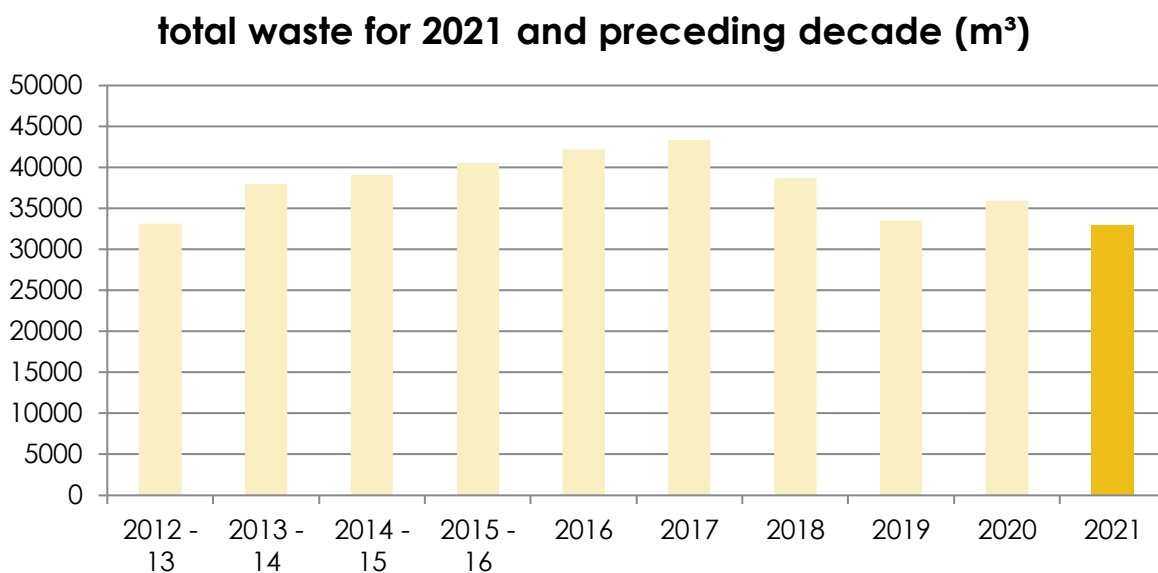
Cleanaway's services include provision of regular kerbside bin collection, street and public bin servicing, transfers of hook-lift bulk bins from the three transfer stations, and an annual verge side hard waste collection service. Waste was taken to the MRRC landfill and commingled recyclables to Cleanaway's Materials Recovery Facility in Perth.

The annual verge side hard waste collection again showed good take-up from householders, perhaps in part resulting from ongoing increased time at home under COVID isolation requirements. The weight of household hard waste removed was 150 tonnes of which 37% (mainly scrap metal) was diverted from landfill.

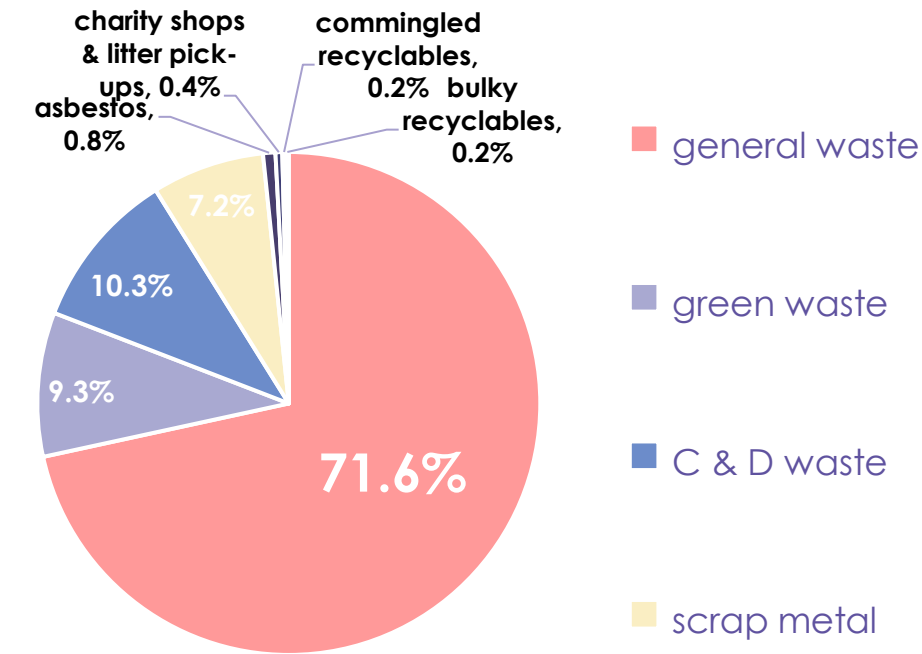
Manjimup Recycling & Refuse Centre (MRRC)

Solid waste was received at the MRRC from the Shire's municipal services and operational activities, from domestic gardening and clean-up activities, from rural properties, commercial and agricultural activities, and from various construction and demolition projects.

The total weight of waste received at the MRRC during the year was 15,520 tonnes. This represented a 15% decrease over the previous reporting year, and a 22% decrease on the annual figure from five years earlier. These decreases were driven largely by the significant reduction in construction and demolition waste disposed following the completion of several years of major municipal and civic reconstruction projects across Manjimup and its surrounds.



General waste continues to make up between two thirds and three quarters of all waste by weight. The proportion of all waste which is garden green waste has tended to climb over the past five years from about 15% by weight in 2015/16 to just over 20% in the most recent year. Construction and demolition wastes have reduced in proportion to other wastes over the past three years, reflecting, perhaps, the cyclic nature of construction projects across the Shire.



Proportions of solid wastes (tonnes) received MRRC 2021/22

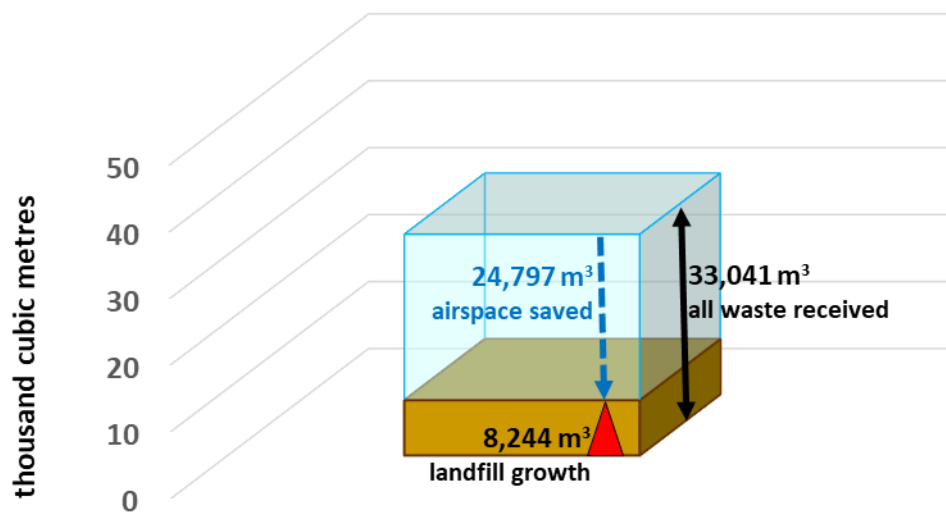
Landfill

The 15,520 tonnes of waste received at the MRRC during the year represented about 33,000 m³ of waste at point of arrival. During the same period, however, the spatial volume of the landfill increased by only 8,244 m³, with almost 25,000 m³ of airspace being saved for future landfilling operations.

This 75% saving in landfill void space take-up is the result of diversion of certain waste materials from landfill (scrap metal, commingled household recyclables and bulky recyclables including mattresses, tyres and e-waste), as well as diligent compacting of the residual landfill by the Shire's site contractor. Maintaining this high efficiency ratio is key to continuing the life of the MRRC landfill to its maximum potential.

The volumetric survey which measured landfill growth was provided by our site management contractors but carried out by independent surveyors using a drone, enabling a very high level of accuracy.

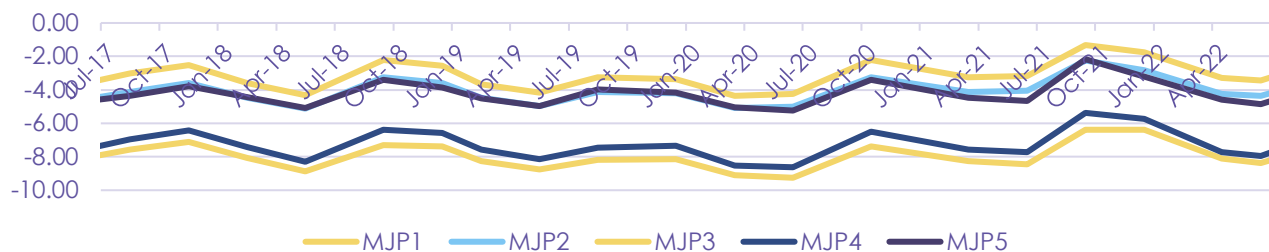
landfill airspace saved by diversion and compacting



Environmental monitoring

Groundwater under the MRRC and transfer stations continued to be monitored for annual and seasonal fluctuations in the depth of the water table below the surface.

depth of water below surface at bore location (m)



Monitoring in September 2021 revealed that the water table below the MRRC and each of the three transfer stations had risen during the year to its highest level since 2011 when depth to groundwater was first recorded. However, the ongoing pattern of seasonal fluctuations has prevailed. The record heights were likely tied to rainfalls across the Shire being higher than average during the winter of 2021.

The groundwater monitoring program also seeks to identify signs of leachate intrusion into the groundwater, looking for the emergence of any trends towards increasing

concentrations of particular chemical parameters. No significant trends were detected during the year.

Recycling

Council continues to strongly support recycling through its allocation of significant budgets to this key activity. The two areas of focus are household commingled recycling and resource recovery from bulky recyclables.

The Shire's commingled recycling contractor (Cleanaway) continued to provide a reliable destination for our household recyclable material collected through the Shire's regular fortnightly kerbside yellow-lid bin collection service (817 tonnes), and through drop-off bulk bins at the MRRC and at the three transfer stations (161 tonnes). However, Cleanaway reports that across the South West region approximately 26% of material collected for recycling is contamination which must be sent to landfill. These figures suggest that for each person resident in the Shire of Manjimup, just over 70 kg of commingled recyclable material was successfully collected and processed during the year.

Other waste streams diverted from landfill for resource recovery included scrap metal, e-waste (computers, televisions and other electric or electronic items), vehicle tyres, mattresses, vehicle and household batteries, cooking oil and motor oil, printer cartridges, mobile phones and fluorescent light tubes. All of these materials were received in significant volumes.

Council's investment of funds and effort into the diversion of these bulky waste materials from landfill is critical to the management of all waste generated in the Shire of Manjimup. Comprehensive recycling has the triple benefits of our reduced reliance on new, raw resources, the minimisation of risk to the environment through fire and leachate pollution of our groundwater, and the minimisation in growth of our landfill. Each of these has very significant long-term benefits to all of us.

Liquid waste facility

The Liquid Waste Facility (LWF) is located within the MRRC premises and is licensed to receive five categories of controlled liquid waste.

The amount of controlled liquid waste received for disposal at the LWF was 619 tonnes, an 11% decrease on the previous year. Almost two thirds of this waste was from septic tank systems, typically coming from rural residences without a reticulated sewer system. Waste from grease traps (including those in commercial kitchens) made up most of the remaining third.

The LWF continues to function as designed and has been pivotal in the provision of a service very necessary to rural residents and to the hospitality sector across the Shire.

Youth & Family Services

Great Start School Program

The Shire of Manjimup, together with Manjimup Mitre 10 Retravisio and their suppliers, continued to deliver the Great Start School Program for a fifth year. The aim of the Great Start School Program is to assist disadvantaged children to start school with the basic necessities to help them get the most out of their education. Resources for the school packs were sourced by Manjimup Mitre10 Retravisio through its suppliers Dulux and Taubmans, and included a backpack, lunch box, drink bottle, ruler, pencil case, pencils and a notebook. The program was promoted across the Shire, where families or children were referred to the Shire of Manjimup by organisations that assist those in need i.e., Churches, Relationships Australia, Anglicare, Manjimup Combined Churches Emergency Relief, and local schools. The hope is that although these children and their families are experiencing some type of disadvantage or crisis, they will stay on the path of active participation in their education, so they can gain the same out of their schooling as their classmates and reach their full potential.

Communication, Connection, and Networks

The Shire of Manjimup continues to be a partner in the Warren Blackwood Early Years Network (WBEYN) to support, advance and advocate on behalf of the community, organisations and youngest citizens. Other partners in this network represent health and mental health organisations, Playgroup Australia, Family Centres, early year's educators and Parenting Connections. The Shire is also an ongoing partner in the Warren Blackwood Human Services Network, which aims to exchange ideas and information by human service & community development practitioners working within the Warren-Blackwood region.

Through the Engage and Empower Project, the Shire is a member of the WA Youth Development Network to connected community and youth development officers across local governments in the discussion, sharing and collaboration of youth-driven initiatives. The Shire is also a member of the Warren Blackwood Youth Mental Health & AOD Collaborative to increase coordination and integration of youth, mental health and AOD services to improve access and health outcomes for young people in the Warren Blackwood Region.

Youth Groups Support

Through the Community Grants, the Shire provides financial support annually to the youth groups within the Shire. In 2022 these were: Revolution Youth in Manjimup, Pemberton Sports Club in Pemberton, and NYTRO in Northcliffe. This financial support allowed these youth groups to employ youth workers, and to offer youth activities.

Research – Shire Youth Survey

To ensure the Shire remains connected to the wants and needs of local youth, the Shire-wide Youth Survey was conducted and analysed in 2021/22. Building on data from the 2013 and 2018 surveys, the survey provides insight into the evolving wants and needs of local youth with the purpose of informing youth initiatives within the Shire of Manjimup. The 2021/22 Survey reported data on 296 local youth aged 12 to 25 years across the Shire.

Engage and Empower

As the need to improve youth wellbeing and engagement within the Shire of Manjimup has been evident for a number of years, the Shire has commenced the Youth Engage and Empower Project. The project is a collaboration between the Shire of Manjimup, youth groups, schools and youth agencies, and funded from Foundation for Rural Regional Renewal Tackling Tough Times Together (\$60,000), and the Criminal Property Confiscation Grants Program (\$95,053), with \$41,074 from the Shire of Manjimup. With a focus on young people aged 12 to 25 years within the Shire of Manjimup, the project aims to support youth mental health and resilience, assist youth to develop a sense of community belonging and engagement, develop leadership and life skills and support the development of the local youth services sector. Commenced July 2021, the project has provided support to a wide range of areas including youth zone support, increased focus on mental health support and AOD awareness, increased connection and collaboration between youth and local government, and facilitating new events and skill development opportunities for young people across the region and is due for completion in June 2023.

Connecting Youth and Local Government

Through the Engage and Empower Project, the Shire has increased connection between Youth and Council/Local Government through the Big Minds 4 Bright Futures workshop in 2022, by engaging students in local issues and engaging students in presenting within formal Council meetings. In conjunction, the creation and commencement of a Shire of Manjimup Youth Advisory Group independent of the education system is providing a space for youth aged between 13 and 24 years to lead in event organisation, grant applications and serve as a primary point of contact between local youth and the Shire.

Alcohol and Other Drug Harm Reduction

The Shire continued with the Southern Forest Alcohol and Other Drug Committee (SFAODC), a formal partnership agreement between the Shire of Manjimup, St John of God Bunbury's South West Alcohol and Drug Service and the WA Country Health Service. In 2018 the Committee was accepted as a Local Drug Action Team (LDAT), with the aim to support communities to work together to prevent and minimise the

harm caused by alcohol and other drugs. The Shire is also a committee member of the Manjimup Local Drug Action Group (LDAG) Inc., a non-profit organisation that aims to take action to prevent and reduce alcohol and other drug related harm.

After the delivery withdrawal of the Fathering Project in 2021, the SFAODC was successful in redirecting unspent funds (\$14,990) to the 'Engage and Empower 2022 AOD Program'. This project aims to minimise the harm caused by alcohol and other drugs through community-driven awareness and prevention in a series of youth activities, including town movie nights, subsidised AOD training opportunities and community art mentorship.

OTHER INFORMATION

Freedom of Information

The *Freedom of Information (FOI) Act 1992* is applicable to the Shire of Manjimup. The FOI Coordinator for the Shire of Manjimup is Senior Administration & Property Officer, the Decision Maker is the Director of Business, and the Chief Executive Officer is the FOI Internal Review Officer.

During 2021/22, the Shire of Manjimup received one (1) request for information under the *Freedom of Information Act*. The average time to process each request was 36 days. In accordance with Section 96(1) the Shire of Manjimup has produced an "Information Statement" and is available at the Shire office in Manjimup or by contacting the FOI officer.

Year	21/22	20/21	19/20	18/19	17/18	16/17	15/16	14/15	13/14	12/13
New applications	1	5	3	2	4	0	2	3	1	3
Average process time (days)	36	33	25	20	26	N/A	38	28	8	37

Record Keeping Compliance

The Shire of Manjimup is committed to good and compliant record keeping practices and complies with required legislation including the *State Records Act 2000*.

Record statistics generally indicate a trend of reduced written correspondence reflecting increased emails received.

	21/22	20/21	19/20	18/19	17/18	16/17	15/16	14/15	13/14	12/13
Correspondence IN	21,730	22,266	18,036	18,472	18,310	16,064	10,625	9,474	10,461	10,875
Correspondence OUT	7,363	6,411	5,255	5,518	6,217	5,526	9,980	11,183	12,603	12,218
Cheques issued	205	292	308	365	499	657	886	1,024	1,126	1,340
Hard copy Invoices processed	677	1,210	1,439	1,728	2,622	3,200	3,917	4,557	5,157	5,057

Occupational Health & Safety

As mentioned, the year has been dominated by COVID-19, with changes to how we work, including moving Community Services into a separate building at the Heritage Park and shifting departments around, and employees working from home. It was encouraging to note that much of our system and supporting processes were used to help manage our response to the pandemic.

The current OSH Officer commenced in September 2021 and has been working on several policies and procedures, improving contractor engagement and helping small business transition to the new WHS laws, updating details of contractors and encouraging safety awareness through information gained from WorkSafe WA.

Shire workplaces have been inspected, as required, by our health and safety representatives although this has been relatively spasmodic due to reasons associated with the COVID-19 pandemic and restrictions this has had on the Shire work group. The same can be said of worker safety meetings, toolbox meetings and our very own safety committee, all affected by the pandemic.

Other notable achievements during the year include:

- Update of five policies and procedures, covering the new WHS Act and regulations. These also include new risk assessments, new quick and easier checklists and simpler guidelines for general safe work procedures.
- Influenza vaccination roll out, conducted by Ambassadors Pharmacy.
- Ongoing assessment of the Shire of Manjimup's WHS Plan, a new document that will offer guidance and information on our WHS System.
- Four safety committee meetings were held, new system of action plan was introduced to capture minutes, actions and responsibilities of these actions plus all other interactions within the committee, reducing the amount of reporting and duplication.
- The committee had three resignations, while two new members joined from the Depot and Home and Community Care. Although nominations were called, WHS has had no interest from the main Administration Office.

- Other items WHS has been working on, although most will be under review in 2022/23 year, include:
 - Roles and responsibility policy – an item that come about during the 2017 OHS Audit, draft completed and being submitted for review.
 - WHS Legal compliance procedure – a process that enables the Shire to have a formal route of compliance to WHS.
 - Emergency evacuation procedures – a generic and site-specific set of procedures for emergency situations, generic procedures are detailed and cover most situations that may have an emergency impact, these are for managers, supervisors and wardens. Site-specific are summary of instructions for that particular site for use by all workers within that site.

Ongoing Provision of Health Monitoring

The workplace health program for 2021/22 maintained a focus on skin health, with 48 employees undertaking skin cancer checks. The annual Flu Vaccinations program had a decreased uptake with 54 staff being vaccinated however the roll out and availability of COVID-19 vaccinations had a significant impact. The Shire participated in a new early intervention physiotherapy program that provided employees the opportunity to undergo an assessment and treatment for non-work-related symptoms. Seven employees were part of the initiative that was intended to provide early treatment in an effort to avoid possible future work-related injuries. Health promotion programs provided to staff included Online Mindfulness sessions, a Pre-Fit program providing customized injury prevention exercises and personalized Ergonomic assessments of workstations.

Reporting on Occupational Health and Safety

The Shire received 9 workers compensation claims for the financial year to June 2022, which is down 2 to the 2020/2021 financial year. Of the 9 workers compensations claims 1 resulted in LTI (Lost Time Injuries) and 1 claim was declined by the insurer. In order for the Shire to successfully manage workers compensation and injury management there needs to be not only a focus on preventing accident and ill-

health in the workplace, but to support workers which are more seriously affected and require their return to work managed through a process of rehabilitation.

Employee Turnover

Staff turnover increased in the 2021/2022 financial year, partially due to COVID-19 vaccination mandates introduced by the State Government. The Shire continues to implement our People Plan to further improve the working environment and productivity. Induction and behaviour standards have been a key focus during the 2021/2022 financial year with a new online induction and training platform under development.

Employee Turnover Statistics

	2022	2021	2020	2019	2018	2017	2016	2015	2014
# Of Staff (FTE's)	126.7	125.1	122.9	122.9	123.7	122.5	123	123	119
# Grant funded staff FTE's (included in above total)	19.6	19	17.4	17.4	17.8	15.7	17.5	16	12
# Core FTE's (excluding grant funded positions)	107.1	106.1	105.5	105.5	105.9	106.8	105.5	107	107
# Staff employed (including fulltime, part time and casual i.e., not FTE positions but total number separate individuals)	221	216	212	200	195	196	184	162	164
# Appointments (permanent staff)	25	4	10	14	11	6	9	11	26
# terminations & resignations (permanent staff)	18	12	12	11	14	16	11	13	10
% Staff turnover (Termination / FTE)	14.20%	9.59%	9.76%	8.95%	11.32%	13%	10%	11%	8.5%

COUNCIL STATISTICS

Ward and Locality Map



Distance from Perth	301km
Area (sq. km)	7,028
Length of Sealed Roads	514 km
Length of Unsealed Roads	818 km
Population	9,112
Number of electors	6,468
Number of dwellings	5,016
Total Rates Levied	\$10,067,589
Total Revenue	\$29,215,155

Council Meetings and Record of Attendance

During 2021/22, 16 Council meetings were held. One Council meeting was held in each of Pemberton, Northcliffe and Walpole. The below table provides an overview of individual councillor attendance over this time.

Councillor	Ward	2021/22 Meeting Attendance		
		Possible	Attended	Leave/Apology
Cr Omodei	Central	16	16	0
Cr Winfield	East	16	15	1
Cr Skoss	North	16	15	1
Cr Tapley (Until 16 October 2021)	South	5	5	0

Councillor	Ward	2021/22 Meeting Attendance		
		Possible	Attended	Leave/Apology
Cr Willcox (From 21 October 2021)	South	11	10	1
Cr Lawrence	West	16	16	0
Cr Ventris	West	16	15	1
Cr Eiby	Coastal	16	15	1
Cr Taylor	Central	16	14	2
Cr Dawson Vidovich	Central	16	14	2
Cr Jenkins	Central	16	14	2
Cr Buegge (From 21 October 2021)	Central	11	10	1
Cr Darin (Until 16 October 2021)	Central	5	4	1

Council Decisions and Officer Prepared Agenda Items

A total of 329 Agenda items in the 2021/2022 financial year were considered by Council with an average of 20.56 items each Council meeting. There were 7 Officer Recommendations were substantively changed by Council prior to resolution.



Public Interest Disclosure

The *Public Interest Disclosure Act 2003* (amended 2012) applies to the Shire of Manjimup. The public disclosure officer for the Shire of Manjimup is Ms Gail Ipsen Cutts, who is required to report annually to the Commissioner via the online reporting to the 'Integrity and Conduct Survey'.

In 2021, Council reviewed and updated "Council Policy 1.2.7 - Support for Staff who make Public Interest Disclosures" reflecting the public sector standard guidelines. PID awareness was included in the standard Councillor and staff induction process. From 2021 all new staff will receive PID Awareness Training as a formal part of their organisational induction.

Funding Acknowledgements

Appreciation is extended to the following funding agencies for their generous financial support towards Council's 2020/21 program:

- Australian Government Department of Infrastructure, Transport, Regional Development and Local Government – Roads to Recovery, FAG, RADS;
- Australian Government Department of Health and Ageing – HACC, Healthy Communities;
- Australian Government - Natural Resource Management;
- Australian Government – Local Government Energy Efficiency Program;
- Australian Government Department of Families – Healthy Relationships Program;
- Australian Government – Department of Veterans Affairs
- Children's Book Council of Australia (WA Branch);
- CANWA – Community Art Project;
- COTA WA;
- Dementia Australia;
- Department of Justice, Criminal Property Confiscation Grants Program – Youth Engage & Empower Project;
- Foundation for Rural and Regional Renewal, Tackling Tough Times Together – Youth Engage & Empower Project;
- The Good Things Foundation;
- Heritage Council of WA;
- Lotterywest – Pemberton Community Co-location Project.
- National Stronger Regions Fund;
- Seniors Week- Council on the Ageing;
- Disability Services Commission;

- Local Government Insurance Services;
- Manjimup Community Op Shop;
- Manjimup Lions Club;
- Manjimup Rotary Club;
- Country Arts WA;
- Department of Primary Industries and Regional Development, Regional Recovery Partnership Program – Manjimup Trail Bike Hub;
- Southern Forest Arts;
- South West Development Commission;
- Department of Local Government, Sport and Cultural Industries – CSRFF, KidSport;
- Department of Environmental Protection;
- Department of Transport – Recreational Boating Scheme, Recreation Trails Regional, Airport Development Scheme;
- Main Roads WA – RRG, Regional Bike Network, LG & Community Safety, TIRES;
- Department of Fire and Emergency Services;
- Queensland University of Technology;
- South West Catchments Council;
- Telstra Corporation; and
- Western Australian Local Government Grants Commission.



Report on Complaints made against Councillors

In accordance with Section 5.53 of the Local Government Act and the associated Local Government (Rules of Conduct) Regulations 2007, there were no complaints made against Councillors for the financial year 2021/22.

Report on Councillor Training to 30 June 2022

In accordance with the *Local Government Act 1995*, the Shire of Manjimup is to keep a register of training undertaken by Councillors over the course of each financial year. The current register is available to be viewed at www.manjimup.wa.gov.au.

Payment of Councillor Sitting Fees

In accordance with Financial Management Regulation 44, the sitting fees paid to Councillors over the course of the 2021/22 Financial Year can be found on Page 31 of the Annual Financial Report.

Prescribed Information for Payments to Employees

Section 5.53 (g) of the Local Government Act 1995 requires disclosure of information as prescribed in relation to payments made to employees. For the 2020/21 year,

there were no payments made to employees for which prescribed information is required to be disclosed.

Number of Employees	Payment Range
7	\$100,000 - \$110,000
0	\$110,000 - \$120,000
5	\$120,000 - \$130,000
1	\$130,000 - \$140,000
2	\$140,000 - \$150,000
2	\$150,000 - \$160,000
0	\$160,000 - \$170,000
0	\$170,000 - \$180,000
0	\$180,000 - \$190,000
0	\$190,000 - \$200,000
0	\$200,000 - \$210,000
0	\$210,000 - \$220,000
1	\$220,000 - \$230,000

Strategic Community Plan and Corporate Business Plan

In accordance with Section 5.56 of the *Local Government Act 1995*, and Regulation 19CA and 19C of the Local Government (Administration) Regulations the following plans were formally adopted by Council in June 2013. The Strategic Community Plan was revised in 2017 and 2019, and a major revision undertaken in June 2021.

- The Strategic Community Plan covers a period of 10 years. This plan is to be reviewed every four years.
- The Corporate Business Plan covers a period of 4 years. This plan is to be reviewed annually.

The Shire of Manjimup has a comprehensive 10 year forward planning framework in place which can be viewed on the Shire website at www.manjimup.wa.gov.au. A report on achievements from our Corporate Business Plan can be found on pages 88 -126.

Conclusion

The 2021/22 financial year has again been very challenging for the Shire organisation. As with the previous year, the largest event to dominate this financial year was the COVID-19 pandemic, which necessitated the Shire to continue rethinking how it goes about its delivery of service to the local community. The management of the social, economic and environmental circumstances brought about COVID-19 pandemic and the ongoing delivery of the Shire's programs and services drew considerable effort on both Council and Shire staff. Staff and Councillors are to be congratulated for their understanding and efforts during this demanding time.



The completed Revitalisation of Manjimup's Town Centre is now delivering significant economic development benefits for the community which should increase over time as potential opportunities are identified through marketing and other mechanisms designed to promote the Shire of Manjimup. The need to maintain 'business as usual' in light of the ongoing COVID-19 pandemic is critical to the organisation and as a result an increased focus on this has provided service delivery stability across the organisation.

Working relationships between employees and Council are clearly defined and continue to be productive. It is considered that these relationships remain open at all times to assist the organisation to deliver the best results for the community in line with the Strategic Community Plan and updated Corporate Business Plan.

Financially, the Shire continues to have very robust, transparent and accountable financial systems and funds are spent rationally to benefit the community in accordance with the Strategic Community Plan and adopted Annual Budget. The

Shire prides itself on providing strong governance arrangements and for a number of years has rated highly compliant with financial and non-financial statutory measures.

In 2022/23 the Shire is looking forward to facilitating growth in the region by continuing to work with the commercial and not for profit sectors on prospective new projects and expansion of existing businesses in the region. Enabling proponents to access the Shire's key personnel via the Development Control Unit and Senior Management Team has enabled greater understanding of Shire's development requirements resulting in time efficient and less complicated approvals being issued.

Currently, the Shire has a very competent team of personnel in all levels and areas, with the Senior Management Team being highly qualified and experienced to lead the Shire, alongside Council, as the community and organisation strategic and transformational objectives continue to take shape. Shire staff are our biggest asset and significant work has been put into the development of the Shire's potential future senior leaders, and the current Senior Management Team will continue with these programs into 2022/23.

Finally, I would like to acknowledge the commitment and contribution of our dedicated staff plus our volunteers and the outstanding support of our funding agencies in 2021/22. Going forward, I look forward to prosperous times ahead for our whole community.



Andrew Campbell
CHIEF EXECUTIVE OFFICER
SHIRE OF MANJIMUP



Our Corporate Business Plan Actions FINANCIAL YEAR 2021 -2022



Our Natural Environment

Community Goals				
1.1	Natural landscapes, habitats and resources are sustainably managed for the benefit of existing and future generations.			
1.2	Development is managed sustainably, and our environment is valued through policy and regulation.			
1.3	Our region is recognised for its iconic, world-class natural environment that can be enjoyed by all.			
1.4	Potential climate change impacts are anticipated and responded to.			
1.5	Waste management strategies are expanded, and a greater range of options provided to ensure we minimise the negative impacts on our environment.			
Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
A1. Support initiatives that protect and nurture biodiversity and endemic species.				
A1.1 Implement strategies contained in the <i>Environmental Management and Sustainability Strategy 2013</i>	Initiatives undertaken	Development and Regulation / All Directorates	Annual	Achievements/Activities – <ul style="list-style-type: none"> Continued support of weed control and revegetation programs. Spraying associated with onion weed control at Windy Harbour. Aim to reduce overall energy requirements despite increase in number of buildings and facilities. Funding allocated for significant projects. Warren Blackwood Alliance of Council's looking to aggregate initiatives to realise economies of scale. Subregional Climate Change Action Plan adopted by WBAC. Project scoped and grant application submitted for new LED playing field lighting at Rea Park & Collier Street.
A2. Implement measures to protect and enhance the amenity and diversity of the visual landscape.				
A2.1 Development Assessments are undertaken in accordance with the provisions of the <i>Local Planning Scheme #4</i> and consider the amenity where appropriate	Number of relevant complaints	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Note increasing use in sea containers. Nil land use complaints received.
A3. Implement measures to mitigate or control the negative impact of feral animals on our natural environment.				
A3.1 Provide financial support to community based feral animal eradication groups	Assisted to annually report on outcomes	Office of the CEO	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Continued funding of local community groups undertaking eradication of feral animals.
A3.2 Work with stakeholders to form a partnership and strategic plan to manage feral animals across the Shire	Partnership is formed and agreed course of action determined	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> \$5,000 to Feral Pig Eradication at Lake Muir. Continued challenge will be rabbit and pig control at Windy Harbour. Completed pests program using grant funding obtained for weed and pest control (\$200,000). Detailed consultation with the community over the management of pests.
A3.3 Pest and feral animal mitigation program	Complete in accordance with funding	Development and Regulation	Ongoing	<ul style="list-style-type: none"> Ongoing.
A4. Improve weed management on land.				

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
A4.1 Implement strategies contained in the <i>Manjimup Weed Strategy 2008</i>	Initiatives undertaken	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Continued mapping weeds and activities in various areas with Weed Action Group. NRM Roadside Weeds Mapping. Future challenge will be achieving control of VTT, and onion weed in Windy Harbour.
A4.2 Support Ribbons of Blue to manage weeds in the area	Annual outcomes report received from Ribbons of Blue / Manjimup Timber and Heritage Park water quality testing meets government guidelines	Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Support provided as needed.
A4.3 Undertake weed management on urban and rural road verges and in Shire reserves	Visibility and height of weeds / presence of weeds in road clearance envelope / successful implementation of rural road spraying program	Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Ongoing operational activity.
A4.4 Participate in the Manjimup Weed Action Group to share information on weeds of potential risk in the area and their possible management techniques	Number of meetings	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Ongoing participation at all meetings. Future challenges in that there is a growing range of weed species identified.
A5. Manage fuel hazards to minimise the risk of serious fire threat to ecosystems, human life and property.				
A5.1 Implement the <i>Fuel Hazard Reduction & Mitigation Plan 2015 - 2018</i>	Initiatives undertaken in accordance with the Plan	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> 36 Shire Reserves, totalling 88ha received treatment to reduce the risk of bushfire in past fire season. Need for increased prescribed burning to address drying climate in the future. Works in accordance with Fuel Hazard Reduction and Mitigation Plan 2019-2024 finalised.
A5.2 Encourage and assist with the management of fuel hazards on all other land, including state managed land in and abutting town sites	Number of wildfire events on relevant land	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> The number of events attended by Bush Fire Brigades increased, although and no major fire events. Challenging given the vast area of unmanaged state land.

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
A6. Manage natural waterways and lakes to encourage water flow and catchments for self-sustaining purposes.				
A6.1 Provide support to Warren Catchments Council to enhance and mitigate risks to our natural water ways	A vehicle is provided	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Annual support and contribution maintained.
A7. Implement controls to protect air and water quality.				
A7.1 Seek expert advice from relevant government agencies when potential risks to air or water quality have been identified or when air or water quality have been compromised	Hazards identified / advice received	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Nil events recorded.
A8. Effectively use development and land policies to protect and rehabilitate the environment whilst balancing the needs of the community.				
A8.1 Enforce the environmental protection provisions of the <i>Local Planning Scheme #4</i>	Number of prosecutions and retrospective approvals	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> One offender identified; court action completed. Future Challenge: Identification of offenders where clearing on public land. Numerous modified penalties issued.
A9. Encourage design features, development practices and behaviours that demonstrate best practice water and energy efficiency.				
A9.1 Undertake initiatives to reduce energy consumption, improve energy efficiency and increase the use of renewable energy in regard to Shire operations	Energy supply costs / percentage of renewable energy source	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Use of Solar Bollards. Development of proposed solar panel system at Brockman Street Precinct and Shire Administration building.
A9.2 Undertake initiatives to reduce water consumption, improve water efficiency and capture or reuse water in regard to Shire operations	Volume of water scheme use	All Directorates	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Installation of sensor/automatic taps and low flush toilets at Public Toilets (85%). Development of Water Capture System to be considered in future. Achieving a reduction in use despite increased buildings and facilities considered a future issue. Ongoing review of utility accounts highlighting an area of unexplained increased usage. AquaCentre obtained Gold Waterwise Aquatic Centre recognition. Ongoing promotion to event organisers to not use single use plastics. Provision of free water station for all community events.
A9.3 Enforce compliance with energy and water efficiency requirements of the <i>Building Code of Australia</i>	Number of new developments exceeding minimum requirements / average efficiency ratings	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Enforcement achieved in accordance with normal processes.

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
A10. Encourage all aspects of sustainable farming and agriculture.				
A10.1 Support agricultural and food production strategies that encourage sustainable water and land use and agro-ecology	Initiatives supported	Office of the CEO	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Continued liaison with SFFC. Progressing Manjimup Agricultural Expansion Strategy priority projects to attract investment. Advocating agricultural initiatives to the State Government as a result of community compensation packages resulting from the Timber Industry reduction.
A11. Support initiatives to curtail or prosecute littering, pollution and unauthorised clearing of vegetation.				
A11.1 Enforce compliance with the <i>Litter Act 1979</i>	Number of contractor clean-up call out hours	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Officers continue to proactively identify problem areas and respond to complaints/incidents as required. Increased activities undertaken in terms of investigations and infringements issued.
A11.2 Enforce compliance with <i>Planning & Development Act 2005</i> and <i>Environmental Protection Act 1986</i> in relation to unauthorised land clearing	Number breaches	of Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> As stated A8.1. Action undertaken and completed under Local Planning Scheme provisions for clearing. Successful court action against two landowners for unauthorised dam construction.
A11.3 Enforce compliance with the <i>Health (Miscellaneous Provisions) Act 1911</i> and <i>Environmental Protection Act 1986</i> in relation to pollution.	Number breaches	of Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> No formal application.
A12. Provide safe recreational-access to our natural assets whilst protecting environmental values and educating the community on how to enjoy their visit responsibly.				
A12.1 Provide environmental health and building compliance services to support the sustainability and safety of holiday huts located in state forest or national parks	Supports provided	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Ongoing support for Donnelly River Huts.
A12.2 Implement strategies contained in the <i>Broke Inlet Management Plan 2009-2029</i>	Initiatives undertaken	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Activities limited to foreshore stabilisation and weed control, pending land tenure change. Modification of existing land tenure as recommended to be considered in the future.
A12.3 Develop new infrastructure and access to the Walpole foreshore	Development completed and operational	Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Considered where opportunity and funds are available.
A13. Enforce compliance with designated camping areas.				
A13.1 Enforce compliance with <i>Caravan Parks and Camping Grounds Regulations 1997</i>	Number relevant complaints	of Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Developing issue with the use of Caravans as accommodation due to acknowledged Housing Crisis. Several landowners approached over issue, yet to be resolved.

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
A14. Undertake climate change impact assessments, implement mitigation strategies and use them to inform land use and infrastructure plans.				
A14.1 Undertake a climate change impact assessment	Assessment undertaken and mitigating strategies identified	Development and Regulation	To be confirmed	Achievements/Activities – <ul style="list-style-type: none"> Shire has participated in a regional project.
A14.2 Implementation of climate change mitigation strategies	Initiatives undertaken	Development and Regulation	To be confirmed	Achievements/Activities – <ul style="list-style-type: none"> Shire has participated in Regional Program, due for release in July 2022.
A14.3 Trapping and monitoring of mosquito populations	Production of monitoring reports	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> No formal trapping program at present. Future funding to be secured for a trapping program.
A14.4 Prepare a 25-year planning framework for coastal retreat management in Windy Harbour	Prepare plan	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Grants obtained, consultants appointed and project underway.
A15. Continue to diversify waste management options and encourage waste avoidance, reduction, reuse and recycling.				
A15.1 Implement waste management community education campaigns	Campaigns undertaken	Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Works underway.
A15.2 Work in partnership with stakeholders and communities to implement new waste management strategies and diversify options	New initiatives undertaken	Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Ongoing, with continued roadside collections.
A16. Provide and maintain public rubbish bins to minimise overflow and littering.				
A16.1 Partner with state agencies to provide effective waste control in peak tourist areas and during peak times	Number of complaints	Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Works underway
A17. Undertake a review of the organisation's environmental strategic planning documents.				
A17.1 Review and implement the <i>Natural Environment Strategy 2008</i>	Document reviewed Initiatives undertaken	Development and Regulation	To be confirmed	Achievements/Activities – <ul style="list-style-type: none"> Not yet undertaken.
A17.2 Review and implement the <i>Environmental Management & Sustainability Strategy 2013</i>	Document reviewed Initiatives undertaken	Development and Regulation	To be confirmed	Achievements/Activities – <ul style="list-style-type: none"> Not yet undertaken.
A17.3 Review and implement the <i>Shire's Weed Strategy 2008</i>	Document reviewed Initiatives undertaken	Development and Regulation/ Works and Services	To be confirmed	Achievements/Activities – <ul style="list-style-type: none"> Not yet undertaken.
A17.4 Review the Shire's <i>Risk Management Framework</i> to incorporate 'Climate Change' as an organisational and community risk	Document reviewed Initiatives undertaken	Office of CEO/Business	Complete	Achievements/Activities – <ul style="list-style-type: none"> Risk Framework reviewed.

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
A18. Pursue regional climate related opportunities through Warren Blackwood Alliance of Councils				
A18.1 Collaborate regionally with other local governments to deliver climate related initiatives	Initiatives undertaken	Office of CEO/ Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Climate change adaptation alliance formed with Warren Blackwood Alliance of Councils.
A19. Partner with Western Australian Local Government Association (WALGA) and government agencies to address climate – related issues.				
A19.1 Utilise WALGA's Climate Change Action Framework to guide the Shire's climate related actions where appropriate	Initiatives undertaken	All Directorates	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Considered where appropriate.
A20. Advocate to State and Commonwealth Governments to act decisively on climate-related issues.				
A20.1 Support the initiatives of the State and Commonwealth governments to develop and implement clear national climate mitigation/adaption measures.	Advocacy actions undertaken where appropriate to the local government	Office of CEO	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Ongoing advocacy. Participating in the Synergy EV Highway project. Council to consider the opportunities with WBAC regional partnerships.
A20.2 Support State and Commonwealth initiatives to foster the transition to a resilient, low carbon economy.	Advocacy actions undertaken where appropriate to the local government	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Provide initiative support where appropriate.
A20.3 Actively seek State and Commonwealth funding for climate adaptation/mitigation measures.	Funding acquired	All Directorates	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Will pursue funding as opportunities arise.
A21. Advocate for sustainable water supply and security for our local communities.				
A21.1 Advocate for the secure, sustainable supply of potable drinking water to all Shire communities.	Advocacy actions undertaken	Office of CEO	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Ongoing advocacy focussed on Northcliffe, Walpole and Quinninup. Meetings with Water Corporation to discuss strategic initiatives.
A21.2 Undertake to reuse domestic wastewater where appropriate	Initiatives undertaken	Development and Regulation/Works & Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Provide initiative support where appropriate.
A21.3 Encourage landowners to install and maintain rainwater harvesting infrastructure to service their properties	Advocacy actions undertaken	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Provide initiative support where appropriate.

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
A22. Advocate for sustainable renewable energy supply and security for our communities.				
A22.1 Support State and Commonwealth initiatives to utilise effective renewable energy solutions in all Shire communities	Supports provided	Office of CEO/ Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Solar program implemented. EV Highway project underway.
A22.2 Encourage Shire landowners to utilise effective renewable energy solutions	Supports provided	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Provide initiative support where appropriate.
A23. Undertake community engagement activities to raise awareness of Shire climate-related actions and sustainability activities.				
A23.1 Educate and advise local communities on actions and activities the Shire is undertaking	Education activities undertaken	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Activities undertaken when possible.
A23.2 Undertake to learn from other organisations in developing and executing climate-related initiatives	Learning activities undertaken	All Directorates	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Peer monitoring ongoing. Opportunities through the WBAC partnership.
A24. Advocate for the installation of Electric Vehicle (EV) charging infrastructure across the Shire				
A24.1 Identify suitable locations within each Shire town for the provision of EV charging infrastructure	Locations identified	Development and Regulation/ Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Working through new sites in Walpole and Manjimup, subject to lease arrangements.
A24.2 Secure grant funding or work with the private sector to establish EV charging infrastructure	Grant funding secured	Office of CEO/Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> RAC EV charging in Pemberton operational. Synergy EV charging in Manjimup and Walpole agreed.

Our Prosperity

Community Goals				
2.1	New people and new businesses are attracted to the region.			
2.1	Existing core industries, such as agriculture and timber, are resilient, innovative and sustainable.			
2.2	The local economy is diversified and supports a range of industries and job opportunities.			
2.3	Industry and development is not hindered by excessive or complex compliance regulations.			
2.4	Local business thrives because it has access to information and support, and because the community maximises the use of local resources, services and products.			
2.5	The region grows in reputation as a world-class culinary, agricultural, environmental and trails tourism destination.			
2.6	Our quality primary and secondary education opportunities are maintained and access to a range of life-long learning and training opportunities is broadened.			
Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
B1. Build on the Manjimup town's capacity as a regional service centre for the Warren Blackwood.				
B1.1 Undertake a range of transformational activities in the Manjimup Timber & Heritage Park	Progress against project milestones	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Implementation of Plan commenced and ongoing. Plan adopted December 2021 Manjimup Heritage Park Management & development plan in draft.
B1.2 Complete footpath, traffic and parking infrastructure renewal projects in Manjimup CBD	Progress against project milestones	Development and Regulation/ Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Footpath program complete. New Carparking in Brockman Street between Rose and Mount Streets, adding to previously completed works off Johnson Crescent and adjacent to Reject Shop.
B1.3 Investigate, pre-plan and advocate for the extension of the Linear Park footpath from Seven Day Road through to Northcliffe	Initiatives undertaken	Office of CEO	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Economic Impact Assessment and Cost Benefit Analysis completed. Projected positive return on investment. Funding strategy to be determined.
B2. Attract business-class accommodation services to Manjimup.				
B2.1 Market the hotel development prospectus to potential investors	Potential investors identified and engaged / investment occurs	Business	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Lease finalised. Development of site commenced.
B3. Undertake high impact campaigns to encourage new residents; targeting identified cohorts to relocate to priority areas of the Shire.				

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
B3.1 Seize initiatives and opportunities as they arise to promote the liveability of our communities	Population growth outcomes created	Office of CEO	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Encourage primary production and ancillary activities. Work with local business to assist with barriers and issues Jobs created through Town Centre Revitalisation Project. Encouragement of new investment. Lobbying for the facilitation of services. Advocating for new industry as part of Native Timber Industry transition. 2021 Census data indicating smaller reduction in population than predicted. Stabilisation of population has occurred since 2016.
B3.2 Work with the local community to develop population growth strategies in Walpole to improve the viability of key services	Targeted strategies identified / population growth outcomes created	Office of CEO	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Town Revitalisation in Walpole ongoing. Local Planning Strategy review considering Walpole future development.
B4. Support sustainable agricultural expansion, value-adding and downstream processing, research and development, culinary and agri-tourism, land protections, and continued support for the Southern Forests Food Council.				
B4.1 Protect priority agricultural land through Local Planning Scheme #4 zonings	Development applications and subdivisions	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Actively working to obtain Council and WAPC endorsement to revised Local Planning Strategy and Scheme. Held meetings with Department of Planning, Lands and Heritage over Draft Local Planning Strategy/Scheme.
B4.2 Contribute to Southern Forests Food Council marketing.	Contribution made	Community Services	Complete	Achievements/Activities – <ul style="list-style-type: none"> Partnered with LTO and Food Council – State on a Plate. \$25,000 contributed 21/22. Partnering on events and promotions as relevant.
B5. Collaborate with other stakeholders to develop a transient and seasonal worker strategy to balance their safety, accommodation and employment needs with the needs and aspirations of the residential community.				
B5.1 Facilitate issue resolution in regard to transient and seasonal workers	Resolutions supported	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Recommend modification of new LPS to increase flexibility in respect of workers accommodation locations and consider increasing length of stay to cover extended fruit season.

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
B6. Encourage sustainable forest and timber industries, such as eco and adventure tourism, forest and fire management, craft wood, farmed timber and agroforestry.				
B6.1 Seize initiatives and opportunities as they arise	Economic development outcomes created	Office of CEO	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Initiatives being advocated for as part of Native Timber Industry transition.
B7. Encourage wellness industries related to rehabilitation, mental and physical health, aged and disabilities related services and wellness tourism.				
B7.1 Advocate for and support related programs and industries, subject to suitability with Local Planning Scheme and Local Planning Strategy.	Initiatives supported	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Ongoing programs. Support Wesley Centre on links for community suicide workshop in Northcliffe. Stakeholder in establishment of the WB Youth Mental Health Group. Youth Engage and Empower project. COVID-19 recovery project rollout. Pemberton Recovery support.
B8. Advocate for industry and links to intrastate, interstate and global markets and develop relationships that may assist the prosperity of our region.				
B8.1 Review and update the Warren Blackwood Regional Growth Plan	Plan is reviewed and new version adopted	Office of CEO	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Shire has provided input into the South West regional planning at a State and Commonwealth level. Economic development forming part of Strategic Community Plan and related documents.
B8.2 Seize initiatives and opportunities as they arise	Economic development outcomes created	Office of CEO	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> A number of "commercial in confidence" initiatives in development.
B8.3 Review the benefits of our international sister-city relationship and explore the benefits of a similar relationship with a metropolitan local government authority	Benefits of existing sister-city relationship reviewed / Perth metropolitan sister-city feasibility and benefits explored	Office of CEO	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Preliminary discussions with metropolitan local governments have been undertaken.

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
B8.4 Create an open dialogue with the State Government to foster and build working relationships	Targeted lobbying of State Government	Office of CEO	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Met with State Ministers on a number of issues. Regular meetings with State and Federal politicians.
B9. Encourage and support initiatives to encourage extended service provision and activate town centres.				
B9.1 Provide free Wi-Fi in all town centres	Free Wi-Fi established in all four town centres	Business	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Installed in Manjimup, Pemberton and Northcliffe. Walpole to be finalised in April/May when the Pioneer Toilet Block refurbishment has been completed. Installed in all townsites, with Walpole to be online at the time of completion of new toilet block.
B9.2 Advocate for infrastructure and human service provision in all town sites and settlements	Targeted lobbying of state agencies	Office of the CEO	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Raised issues with elected members and heads of agencies on a number of issues.
B10. Ensure the regulatory environment is easy to navigate and development, business and industry friendly.				
B10.1 Communicate the regulatory requirements of health, building and planning services clearly and simply	Customer satisfaction surveys / information sheets reviewed annually	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Information sheets subject of ongoing review in associated with reviews of Planning Policies. First review undertaken, with an increased number of information sheets now available. Maintain/update sheets as updates to policy and scheme occur.
B10.2 Assist development, business and industry interests to navigate the regulatory environment	Development Control Unit (DCU) meetings to assist prospective proponents	Office of CEO/Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Development Control Unit available to prospective developers to discuss their intentions and receive statutory advice.
B11. Establish purchasing preferences for the use of local resources, services and products.				
B11.1 Follow Council's adopted Regional Price Preference Policy (2.3.8) when making purchases	Mitigate breaches of the Policy	Business	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Policy used as part of tendering and ordering process and assessment.
B12. Provide development opportunities and support local small businesses to thrive.				

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
B12.1 Engage with local small business associations and chambers to seek feedback on initiatives or projects that may affect them	Consultations held	All Directorates	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Consultation ongoing. Working with the Pemberton Chamber of Commerce to deliver Pemberton Co-location project. Native Timber Industry transition has created open dialogue with CoC representatives.
B12.2 Explore economic development opportunities the Shire district	Initiatives undertaken	Office of CEO		Achievements/Activities – <ul style="list-style-type: none"> Ongoing. Current timber industry decision focus.
B12.3 Support the development of a Light Industrial Area in Pemberton	Advocate and undertake initiatives where possible	Office of CEO/Development and Regulation		Achievements/Activities – <ul style="list-style-type: none"> Collaboration initiated with SWDC to explore Crown Land rationalisation for light industrial opportunities in Pemberton.
B13. Establish a Local Tourism Organisation to coordinate the efforts of government and industry in marketing and developing visitor services, amenities and attractions across the region.				
B13.1 Continue to support the Local Tourism Organisation	Supports provided	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Partnership marketing Projects commenced. Council agreed to enter partnership with WBAC Tourism SF&V LTO and continue funding contribution. Wrap up of previous unsuccessful model. Annual funding allocated as per 5-year Plan. LTO model being totally reviewed and new model to commence late 2021. SFVLTO model unsuccessful and now managed under WBAC. Working in collaboration on various promotional campaigns. Future determined by Council in May-June.
B13.2 Encourage the establishment and promotion of a state-level iconic visitor experience in the Southern Forests	Iconic experience identified and endorsed	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Working with various State agencies and organisations to continue investing in Tourism and experiential opportunities. Participation in Destinations Management Plan Project (Tourism WA and ASW) There are a number of iconic heroes that bring people to the region these are strongly promoted and marketed: Premium produce, wines, Heritage Park, Walpole Wilderness, Mountain Bike trails, Forests, Munda Biddi, Bibbulmun, National and Marine parks and Biodiversity hotspots, wildflowers. Always looking to for unique opportunities with the Wow affect. Heritage Park has a certain degree of WOW attraction for visitor, and this will continue to be explored.
B14. Encourage and support quality Southern Forests visitor servicing and marketing.				

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
B14.1 Implement strategies contained in the Marketing Strategy 2010 (under review)	Initiatives undertaken	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Preparing BID to host the ART Convention 2024. New marketing Plan to be development now that the WBAC SF&V has officially commenced. The development of the new Marketing Plan had been postponed whilst the LTO became established. With the change in LTO model – new development of the Shire's plan is set to commence shortly.
B14.2 Support Local Visitor Centres	Supports provided	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Organising SF VC quarterly meetings and Famils. 4 Visitor centres receive an annual combined figure of \$180,000 direct to the VC. All VC are central to the Shire's Marketing activities and are regarded as key partners. Manjimup Art Gallery arranged advertising in 2022 Southern Regions Art and Craft Map promoting artists and galleries in the area. Map will be distributed via South-West Visitor Centres.
B15. Further develop the 'Trails Hub' tourism destination concept and facilitate the implementation of a range of trail options connecting to and linking key destinations.				
B15.1 Partner with Department of Biodiversity, Conservation and Attractions and the Bibbulmun and Munda Biddi Foundations to maintain or improve trails on SoM managed land.	Contributions made to trail maintenance or upgrades	Community Services/Works & Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Bibbulmun Key Anniversary 2022-23 some local partnered celebrations. Meetings held with both organisations. Some significant Milestone anniversaries pending. DBCA initiative, in consultation with the Shire, for trailhead at Walpole Pioneer Park.
B15.2 Support initiatives contained in the South West Mountain Bike Master Plan 2015	Supports provided	Community Services/Works & Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Business Case undertaken Business case for Pemberton Trails Town under development by DBCA. Concept design for trails in Pemberton Arboretum being developed by DBCA. Shire staff on project Reference Group. Promote Mountain Bike activities on a regular basis by installing signage, promote/develop parking areas etc. Please refer to Community Services Report for details

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
B15.3 Encourage and facilitate the next stage of implementation of the <i>Manjimup Trail Bike Hub</i>	Incorporated body established and plans created	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Trail Hub Tender awarded – completion expected Dec 2022. Stage 1 route planning and ongoing. RFT for D&C of Trail Centre in progress. Concept design for proposed Trail Bike Centre finalised and Development Approval obtained. Program Manager recruited.
B15.4 Support Pemberton to become an accredited Trail Town	Develop and implement initiatives	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Ongoing.
B15.5 Support and maintain the Warren Blackwood Stock Route on Shire-managed land	Support and maintenance provided	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Awaiting installation of signage at campsite and marketing of Route (by Project Manager/ Warren Blackwood Alliance of Councils).
B15.6 Lobby and support the development of rail trails using existing corridors	Meet requirements of Plan developed by Department of Transport	Community Services/ Office of CEO	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Planning commenced rail trail development Manjimup to Pemberton. Proposed rail trail Manjimup-Pemberton included in Pemberton Trails Town business case.
B15.7 Support the development of recreational trails throughout the Shire	Supports provided	Community Services		Achievements/Activities – <ul style="list-style-type: none"> Several trails' projects in progress, incl. Pemberton, Valley of the Giants, Walpole/ Nornalup Paddle Trails, Manjimup Trail Bike Hub, and path upgrade between Northcliffe Rec Grounds and town.
B16. Support services and infrastructure to encourage caravan and RV tourism.				
B16.1 Make provision for long vehicles when developing or upgrading parking areas	Confirmation long vehicles have been accommodated	Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Long Vehicle bays incorporated into Town Centre Revitalisation program.
B16.2 Work with communities to determine priorities for new	New infrastructure priorities identified	Works and Services		Achievements/Activities – <ul style="list-style-type: none"> Other works considered in every approved infrastructure project.

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
caravan and RV infrastructure				
B17. Encourage tertiary education, research and development and training centres to the region, particularly to complement local industries (tourism, agriculture, forestry and forest management, biological and environmental sciences).				
B17.1 Seize initiatives and opportunities as they arise	Outcomes created	Office of CEO	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Ongoing advocacy.
B18. Engage youth and business in identifying and implementing actions to address the barriers and gaps in youth apprenticeships, traineeships, cadetships and employment.				
B18.1 Take opportunities to support local youth employment and training	Number of traineeships / numbers of youth employed by Shire	All Directorates	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Youth Engage Project: Providing of free youth RSA training through South Regional TAFE and Aveling Training. MHCC host students from TAFE and Manjimup Senior High School in community services, Aged and Disability and business studies. School Based, Part time and Full-time Traineeships are made available.

Our Community

Community Goals				
3.1	The range of support services in our community are useful, empowering and aligned to community needs now and in the future.			
3.2	The health and wellbeing of people of all ages and circumstances is supported within their own community.			
3.3	We respond to an ageing demographic by cultivating age-friendly communities that are also inherently dementia and disability friendly.			
3.4	A range of efficient, safe and accessible public transport options are provided across the region.			
3.5	Our whole community participates in strategies to ensure we are minimising risks in regards to bushfire and other natural emergencies.			
3.6	Residents feel safe, secure and comfortable at home, work and at play.			
3.7	Our community is vibrant, dynamic and fun because we have access to a broad range of art, cultural, social and recreational opportunities.			
3.8	Diversity, inclusivity and harmony are the foundations of our strong community spirit, and we celebrate and honour our diverse cultures, heritage and lifestyles.			
Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
C1. Encourage co-locations, partnerships and resource sharing to deliver community services.				
C1.1 Progress the Pemberton Co-location Project to develop a new shared and co-managed facility for the Pemberton Visitor Centre, Community Resource Centre and Public Library and associated groups	Progress against project milestones / a new facility is funded and built	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Progressing albeit slowly. Construction progressing but delayed due to impacts of COVID_19 on supply, labour and material costs. Grant application being prepared with Pemberton CRC for the fit out and Place making of the Hub. 7 community groups as partners. MOUs completed. Lease progress endorsed by Council.
C1.2 Investigate Co-location options for the Walpole Visitor Centre, Community Resource Centre and Public Library	Recommendations investigated and course determined	Community Services	To be reassessed	Achievements/Activities – <ul style="list-style-type: none"> Postponed.
C2. Support volunteer community groups, encourage participation (particularly in the areas of emergency management) and acknowledge contributions to the community.				
C2.1 Provide training and support to local volunteer emergency response teams	Emergency services volunteer participation	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Training programs co-ordinated by Community Emergency Services Manager.
C2.2 Ensure serviceable level of bush fire-fighting equipment and machinery	Annual maintenance schedule is implemented	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Annual Maintenance Schedule completed and reviewed in preparation for fire season.

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
C2.3 Support and encourage the development of local sport and recreation clubs	Supports provided / sports ground usage rates	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Club newsletter published when required to advise clubs of development and grant opportunities. One on one support provided as needed.
C2.4 Provide annual Community Grants to community groups and not-for-profit organisations for projects or activities that have a focus on benefiting communities within the Shire (2% of previous FY rates)	Grants provided	Community Services	Annual	Achievements/Activities – <ul style="list-style-type: none"> Grant applications assessed by Council. Announcements in July/August 2022. Grant round 2022/23 open Feb-Mar. Applicants for grants round 2021/22 advised. Follow up of grant acquittals 2020/21.
C2.5 Provide acknowledgement and support to a diverse range of local volunteer groups (both operational and financial support)	Support and acknowledgement provided e.g., 'Thank a Volunteer Day', Australia Day Awards	All Directorates (budget sits with Community Services)	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Funds distributed to community groups in each town to organise a TaVD activity. Core daily liaison. Manjimup Art Gallery supported the Cherry Harmony Festival Committee by providing logistical and promotional support and six weeks access to Gallery space at no charge for the staging of the Cherry Harmony Festival Art Awards exhibition.
C2.6 Seek to retain and improve the retention of emergency services volunteers within the Shire	Retention of/ increase in emergency services volunteers yearly	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Ongoing.
C3. Increase the availability of mental health, alcohol and other drug addiction, domestic violence and homelessness support.				
C3.1 Advocate for services and support programs and industries as needs identified	Advocacy undertaken and initiatives supported	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> \$14,990 from ADF approved toward youth project. Community Action Plan for Fathering Project acquitted. Approval sought from grant body to use remaining funds for Youth Engage Project. Southern Forest Alcohol and Other Drug (SFAOD) meetings held. Support provided for Community Action Plan funding.
C4. Maintain public libraries in all four towns and continue to expand and modernise services and activities.				

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
				Achievements/Activities –
C4.1 Continue to provide free public library services	Key service initiatives undertaken	Community Services	Ongoing	<ul style="list-style-type: none"> Rhyme and Story Time restarted at each Library location. Third year of Year 1 Super Reader program initiated at all Shire primary schools Core business. Manjimup Library developed and staged A Hive of Activity workshops at the Northcliffe District High School and Manjimup Library for Year 4-6 science students. Manjimup Library funded and organised 11 Children's Book Week workshops featuring guest author/illustrator, Kylie Howarth. The workshops were staged in conjunction with local schools in Walpole, Pemberton, Northcliffe and Manjimup.
C5. Actively engage children and young people to better understand and encourage services and initiatives that respond to their needs and aspirations.				
				Achievements/Activities –
C5.1 Implement strategies contained in the Youth Strategy 2013-2023	Initiatives undertaken	Community Services	Ongoing	<ul style="list-style-type: none"> YAG framework finalised and recruitment to commence in first quarter 22/23 Student/council sessions held in Walpole & Manjimup. Four further sessions postponed due to Covid-19. Youth Survey data analysis completed. Review and suggestions in progress. Youth Survey held. Data analysis in progress. Youth Engage & Empower Project: Officer recruited; project commenced.
				Achievements/Activities –
C5.2 Investigate and advocate for development of a dedicated youth space in Manjimup	Obtain grant funding to progress. Identification of a suitable location.	Community Services		<ul style="list-style-type: none"> Operational options for a Youth space being explored. DoE supportive of Youth space at old regional Building. Department of Education building (49 Rose Street) suggested under MOU agreement –pending confirmation. Grant application in progress. Possible venues / locations being investigated. Funding avenues being explored. Sustainable Model to be determined.
C6. Advocate for the provision of out-of-school and school holiday programs.				
				Achievements/Activities –
C6.1 Facilitate out of school programs across the shire	Programs conducted	Community Services	Ongoing	<ul style="list-style-type: none"> Manjimup Visitor Centre providing school holiday activities in Manjimup Heritage Park. "Hunt in the Heritage Park" booklet in the Park continues to be popular for young families and school aged children. EMPS continue delivering after school care and investigating the opportunity to expand this model to vacation care as well. Walpole CRC and Pemberton CRC undertaking programmes.

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
C6.2 Provide annual Youth Grants to support youth groups, workers or projects operating within the shire	Youth services supported	Community Services	Annual	Achievements/Activities – <ul style="list-style-type: none"> As per Annual Grants. Pemberton Youth Zone re-established – scheduled to run fortnightly from April 2022. Community Grants provided to 3 youth groups within each town. Contribution made to chaplaincy at Manjimup Senior High School.
C7. Improve early-years development and education outcomes.				
C7.1 Investigate the possibility of an education foundation (future fund) targeted at improving early-years education outcomes	Feasibility investigated and recommendations produced	Community Services	Targeted for 2021	Achievements/Activities – <ul style="list-style-type: none"> No capacity to develop at present.
C7.2 Finalise and commence implementation of strategies contained in the <i>Early Years Strategy 2019</i>	Strategy is formally adopted / initiatives undertaken	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Ongoing – Network is well established and working independently.
C8. Improve access to services that allow residents to stay well in their own community and manage their health conditions.				
C8.1 Continue provision of the Commonwealth Home Support Program through Manjimup HCC	Individuals supported / hours of support	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Registered CHIPS (Home support) Provider.
C8.2 Provide disability support services through Manjimup HCC	Individuals supported / hours of support	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Registered National Disability Insurance Agency provider.
C8.3 Provide Home Care Packages through Manjimup HCC	Individuals supported / hours of support	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Home Care Package provider.
C8.4 Deliver respite care through Manjimup HCC	Individuals supported / hours of support	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Ongoing.
C9. Plan and develop a diverse range of affordable housing options to meet the needs of older people, people with disabilities and other vulnerable groups.				

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
C9.1 Partner with the state Housing Authority to redevelop the Manjimup Primary School site for the Senior Housing Project (Lobby for Stage 2)	Number of houses delivered	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Negotiations with development WA commenced. Ongoing for Stages 2 and 3 – current housing and construction overload is proving problematic. Dept Housing have changed focus on the project and will deliver 6 social modular houses on site to address housing shortages. Houses to be for over 55. Essentially the project as has been sidelined. Will need to negotiate progress of houses on vacant sits as the housing market settles. Half site has been handed to Development WA – need to recommence negotiations with them to progress commitment to the Cherry Glades project.
C10. Continue to encourage and support age, dementia and disability-friendly initiatives across all domains of community life.				
C10.1 Implement strategies contained in the <i>Age-friendly Communities Plan 2016-2026</i>	Initiatives undertaken	All Directorates	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Seniors Housing investigation in Cherry Glades next stages.
C10.2 Implement strategies contained in the <i>Access & Inclusion Plan 2018-2023</i>	Initiatives undertaken	All Directorates	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Investigating addition of accessible play equipment.
C10.3 Undertake a review of the <i>Access & Inclusion Plan</i> every 5 years	Plan is reviewed and new version adopted every 5 years	Community Services	Complete	Achievements/Activities – <ul style="list-style-type: none"> Plan reviewed in 2018. Next review due 2023. Annual reporting achieved.
C10.4 Implement recommendations from dementia-friendly communities pilot program	recommendations implemented	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Ongoing activity.
C11. Engage with all stakeholders and establish improved public transport information, delivery and options across the Warren Blackwood region.				
C11.1 Lobby for improved access to and availability of public transport options	Lobbying activities undertaken	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Assistance to Walpole CRC to take over Silver Chain bus as a community bus. Shire continues to provide transport subsidy for community bus hire and use for events.

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
C11.2 Make information available to the community regarding the range of transport options available across all communities, including public, commercial, private (e.g., Ride Share & Travel Partners) and not-for-profit providers and any accessible features or subsidy schemes	Information available and reviewed annually	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> MHCC currently providing information. To be further investigated as resources become available.
C11.3 Provide community bus transport to and from major Shire events and activities	Events where transport support is provided	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Provided for key Shire partners and events.
C12. Support communities to acquire and upgrade 'community buses.				
C12.1 Provide support to communities seeking to purchase or upgrade community buses	Supports provided	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Support provided as required. Walpole advised as above.
C13. Plan for emergency and natural disaster response, management, evacuation and recovery.				
C13.1 Implement the Local Emergency Management Committee (LEMC) emergency arrangements as required	All LEMC plans are reviewed after a significant emergency or disaster	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Ongoing.
C13.2 Provide funds for the renewal or replacement of bush fire equipment, machinery and infrastructure	Asset renewal complies with Department of Fire and Emergency Services Local Government Grants Scheme guidelines	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> All expenditure undertaken in accordance with adopted budget.

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
C13.3 Implement strategies to improve the long-term welfare and resilience of community members after an emergency or disaster	Strategies undertaken evaluated after a significant emergency or disaster	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Continue to support emergency relief agencies in the Shire through the Covid-19 Emergency Relief funding, and establish Emergency Relief Agencies Network Support Pemberton community mental health initiatives. Operated Welfare Centres in Manjimup and Walpole for bushfires. Encourage collaboration between agencies through Emergency Relief Network meetings. Lotterywest funding for COVID-19 emergency relief acquitted. Continue to support emergency relief agencies in the Shire through the Covid-19 Emergency Relief funding and establish Emergency Relief Agencies Network. Pemberton Recovery support
C14. Manage domestic animals and livestock to ensure the safety of both the animal and the community.				
C14.1 Enforce compliance with the Cat Act 2011	Number of cat registrations	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Registration numbers have increased, however complaints regarding cats represented one third of complaints regarding domestic animals in the July-Sept 2019 quarter. Trapping of Nuisance Cats and ongoing education of ratepayers.
C14.2 Enforce compliance with the Dog Act 1976	Number of dog registrations	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Whilst registration numbers have increased the number of complaints regarding dogs and the number of dogs impounded per month remain relatively high. Registration numbers have increased. A total of 101 dog impoundments.
C14.3 Enforce compliance with the Local Government (Miscellaneous Provisions) Act 1960 in regard to the containment of livestock	Number of incidences involving escaped livestock	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Aim to reduce number of stray stock cases through education and enforcement.
C14.4 Amend the Shire of Manjimup Dog Local Laws and prepare new local laws	Laws are repealed and replaced	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> No action at this time.
C15. Manage environmental health risks in the community.				

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
C15.1 Develop a Public Health Plan	Plan is developed and implemented	Development and Regulation	To be confirmed	Achievements/Activities – <ul style="list-style-type: none"> No action at this stage.
C15.2 Implement strategies contained in the Public Health Plan	Initiatives undertaken	Development and Regulation	To be confirmed	Achievements/Activities – <ul style="list-style-type: none"> No action at this stage.
C15.3 Develop a Public Buildings Inspection Program	Plan is developed and implemented	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Qualified resources required to keep up with inspection regime.
C15.4 Implement strategies contained in the Public Buildings Inspection Program	Initiatives undertaken	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Qualified resources required to keep up with inspection regime.
C16. Undertake a broad range of safe behaviour and risk awareness campaigns.				
C16.1 Community awareness campaigns in emergency management	Campaigns undertaken	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Aim to expand program to other areas of Shire. COVID-19 has impacted on delivery.
C16.2 Community awareness campaigns in public safety and health	Campaigns undertaken	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Food safety awareness campaign undertaken. Regular newsletters issued by Environmental Health.
C16.3 Community awareness campaigns in community safety and crime prevention	Campaigns undertaken	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Shire in partnership with St John of God – currently under review.
C16.4 Implement strategies contained in the Southern Forests Alcohol and Other Drugs Strategic Plan 2016-2018	Initiatives undertaken	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Activities as outlined in the Plan ongoing.
C17. Support the maintenance of law and order and initiatives to prevent crime.				
C17.1 Implement strategies contained in the Community Safety and Crime Prevention Plan 2014-2018	Initiatives undertaken	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Activities as outlined in the Plan ongoing.

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
C17.2 Utilise CCTV in crime hot spots or where genuine risk of crime against persons or public assets is identified	Initiatives implemented	Development and Regulation/All Directorates	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> CCTV system in Manjimup CBD continues to function well and assist Police. Separate CCTV installed at Manjimup Court House, Library and roundabout at Ipsen/Rose Streets.
C17.3 Utilise Crime Prevention Through Environmental Design (CPTED) principles in the development or renewal of facilities and assets	Projects utilising design principles	Development and Regulation/Works & Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Principles being utilised in all townscape design and infrastructure.
C18. Create, support and promote a broad range sporting, recreational and social opportunities that are accessible and inclusive for all ages and abilities.				
C18.1 Implement strategies contained in the Sports & Recreation Strategic Plan 2014-2024 in regard to community and club development and support	Initiatives undertaken	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Assisting Northcliffe Rec Association with facility development (gazebo, BBQ). Activities as outlined in the Plan ongoing; see C2. Ongoing activities, incl. for youth and seniors, at AquaCentre. Rea Park & Collier St Redevelopment - Lighting & Power Upgrade project being implemented. Preliminary MRCR investigations nearly completed. Revised Master Plan supported in principle by Advisory Committee and Council. Costings and design development commenced. Grant application successful for new playing field lighting. Trails projects; see B15. Ongoing financial assistance to associations operating town recreation centres (Pemberton, Northcliffe and Walpole).
C18.2 Apply Council's adopted Donations Policy (2.3.4) in regard to participation in sport, recreation, art and culture	Donations made	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> 4 donations made.
C18.3 Administer state funded Kid Sport Vouchers	Number of vouchers issued	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Activity ongoing, now available at AquaCentre.
C19. Support public events to ensure they are successful and safe.				
C19.1 Provide annual Event Grants to individuals or groups to assist with the marketing and promotional costs of hosting of public events in the shire	Grants provided	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Grants provided annually.

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
C19.2 Provide organisers with an Organiser's Manual for Public Events and other advice and approvals to support their event's success	Number of approved public events	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Events Package and one on one sessions provided.
C19.3 Develop traffic management plans for not-for-profit groups organising public events	Number of public events supported with traffic management plans	Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Incorporated into every approved event.
C19.4 Provide in-kind infrastructure maintenance support to assist local venues to host public events	Support provided	Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Incorporated into every approved event.
C19.5 Make waste management and recycling packages available to public event organisers	Number of bookings of events waste management package	Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Incorporated into every approved event.
C20. Facilitate, develop and promote a broad range of cultural and art capabilities, facilities, events and achievements.				
C20.1 Implement strategies contained in the Arts & Culture Strategic Plan 2013-2023	Initiatives undertaken	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Introducing... exhibition highlighting the work of young emerging artists Wild Inspiration exhibition featuring stunning paintings of flora, fauna and town and landscapes of the area by local artist, Barbara Maumill. Two successful grant applications resulted in improvements/ enhancements to Art Gallery including, repainting, new promotional and wayfinding signage and additional exhibition space and equipment. Heritage Park hosted two private business holding two arts workshops and two virtual reality days. The Manjimup Cherry Harmony Festival Art Awards exhibition attracted a large number of visitors in the lead-up, during and after the Festival.
C21. Install and maintain quality public artworks for everyone to enjoy.				
C21.1 Develop an inventory of artworks in public spaces including condition reports and maintenance responsibility	Inventory complete and maintenance or renewal requirements determined	Community Services	Targeted for 2023	Achievements/Activities – <ul style="list-style-type: none"> Yet to commence.

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
C21.2 Undertake maintenance or renewal of Shire artworks in public spaces	Public art maintained in accordance with the schedule	Works and Services/Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Considered when opportunity and funds exist.
C22. Document and conserve local historical records, stories and artefacts and make them available for everyone to study and enjoy.				
C22.1 Implement strategies contained in the <i>Heritage Connections Project Implementation Plan 2014-2024</i>	Initiatives prioritised and undertaken	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Some funds annually set aside in a Reserve, to save sufficient amount to implement the Plan. Probable relaunch 22/23 by leveraging grant funding.
C22.2 Implement Manjimup Timber & Heritage Park interpretation strategies	Initiatives undertaken	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Planning underway.
C22.3 Undertake a significance assessment and preservation needs analysis for Shire's own historical records and artefacts	Assessment and analysis completed	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> No work undertaken.
C22.4 Provide support to local history groups	Supports provided	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Support provided as required. Several historical groups have received a community grant.
C23. Work with stakeholders to preserve and share local Indigenous tradition and culture, including identified sites of significance.				
C23.1 Support initiatives to preserve and share local indigenous tradition and culture where opportunities arise	Initiatives supported	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> NAIDOC week recognition and promotion Reconciliation Breakfast Facilitated GP Down South undertaken bushtucker planting in the Manjimup Heritage Park as part of NAIDOC Week. Aboriginal name proposal being prepared for the new Pemberton Community Hub. Aboriginal interpretation strategies and actions incorporated into draft Manjimup Heritage Park Management & Development Plan. NAIDOC online with leaders lunch.

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
C23.2 Implement the outcomes as identified in the Reconciliation Action Plan	Actions undertaken in accordance with the Reconciliation Action Plan	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> • Inaugural RAP Advisory meeting Held. • Activities being planned. • Council approved the establishment of a RAP Advisory Committee in December 2021. • Final endorsement of RAP by Reconciliation Australia achieved in October 2021. • Waiting final endorsement of RAP by Reconciliation Australia. • Focus group meetings.

Our Infrastructure

Community Goals				
4.1	Infrastructure gaps in regard to energy, water, sewerage, and information and communication technology services are resolved.			
4.2	Community infrastructure is delivered and maintained at a level of service that is aligned with community needs now and in the future.			
4.3	Land use planning strategies support the sustainable development and growth of our communities.			
4.4	Town centres are accessible, attractive and inviting whilst maintaining their unique characters.			
4.5	Parks and open spaces are attractive and create opportunities for people to come together, socialise and enjoy a range of activity.			
4.6	Sport and recreation facilities sustain a broad range of pursuits.			
4.7	Community infrastructure planning responds to an ageing demographic and is also inherently dementia and disability friendly.			
4.8	Places of heritage value are recognised and retained.			
4.9	Transport infrastructure and networks provide for the safe movement of all users.			
Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
D1. Encourage local and regional renewable energy infrastructure and industry development and improvements to reliability of energy supply.				
D1.1 Lobby for improved dependability of energy supply across all communities, with improvements urgently sought in the Northcliffe and Quinninup area	Lobbying activities undertaken	Office of CEO	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Shire signed up to transition to 100% renewable energy under WALGA program. Walpole Community Power project initiated.
D2. Minimise any disadvantage to residents not able to access the National Broadband Network (NBN).				
D2.1 Lobby relevant government agencies to maximise community access to the National Broadband Network (NBN) and quality alternatives	Lobbying activities undertaken	Office of CEO	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Ongoing. Gap analysis undertaken by Regional Development Australia. Multiple areas identified in the Shire of Manjimup.
D3. Pursue improved mobile phone coverage across the region.				
D3.1 Lobby for further improvements to mobile phone coverage across the region	Lobbying activities undertaken	Office of CEO/Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Submissions made to National Blackspot program. Telstra have been active in addressing Council and community on issues. New phone tower planned to be installed on Perup Road.
D4. Undertake planning for the provision of potable water and deep sewerage infrastructure where identified gaps exist.				
D4.1 Lobby relevant government agencies to improve water services and infrastructure to support industry diversification and downstream processing	Lobbying activities undertaken	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Meetings have occurred with Water Corporation regarding a number of issues, particularly related to insufficient water pressure.
D5. Develop and maintain community infrastructure to a service-level that meets the community's needs.				
D5.1 Review and update the Asset Management Plan - Roads, Footpaths and Drainage	Plan is reviewed and new version adopted	Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Operational activity.

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
D5.2 Implement the 10-year Forward Capital Works Program in relation to local road and bridge upgrades and renewals	Program is implemented within approved budget	Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Operational activity.
D5.3 Maintain local roads in accordance with Council's adopted Road Hierarchy Policy (9.1.14)	Program is implemented within approved budget	Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Operational activity.
D5.4 Undertake Roman Road Condition Assessments	Condition assessment is undertaken every 5-7 years	Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Operational activity.
D5.5 Review and update the Building Asset Management Plan 2009-2029	Plan is reviewed and new version adopted	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Consolidated review well progressed being made to inform budget discussions. To be finalised March 2022. Appropriate resources needed to complete.
D5.6 Undertake a review of the 10-year Building Maintenance Plan 2010-2020	Plan is reviewed and new version adopted	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Review well progressed, but finalisation delayed due to commitments of building maintenance officers. Appropriate resources needed to complete.
D5.7 Maintain assets in accordance with the 10-year Building Maintenance Plan	Assets are maintained in accordance with the plan	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Maintenance in accordance with adopted budget, modified to address urgent matters. New Maintenance Plan to be prepared at a future date.
D5.8 Continue upgrading waste management infrastructure	Upgrades are progressed in accordance with the schedule	Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Commenced upgrade of internal service roads.
D5.9 Develop a Cemeteries Management Plan (new)	Plan is developed and implemented	Business	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> To be finalised late 2022.
D5.10 Implement the 15-year Forward Capital Works Program 2021-2036 in relation to drainage	Program is implemented within approved budget	Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Works were carried out in accordance with Council adopted 2021/22 budget and as weather and Works Program allows
D5.11 Redevelop the Walpole Jetty car park and facilities	Grant funding secured	Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Community consultation undertaken. Successful application for RBFS grant funding in October 2021, with works TBC June 2023.
D5.12 Develop a new maintenance and renewal plan for the Manjimup Regional AquaCentre plant and infrastructure	New plan is developed	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Several sections of the Asset Management Plan for AquaCentre have been completed.

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
D5.13 Implement the <i>Manjimup Regional AquaCentre Maintenance and Renewal Plan</i>	Maintenance is undertaken in accordance with the schedule and approved budget	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Implemented once Plan is available for use. New Air Conditioning equipment to be finetuned during this FY.
D5.14 Review the <i>Heritage Park Master Plan 2012</i> and the <i>Heritage Park Management & Development Plan 2006-2016</i> to develop a new management and maintenance plan once the current revitalisation project have been completed	New plan is developed	Community Services	Complete	Achievements/Activities – <ul style="list-style-type: none"> Adopted December 2021.
D6. Plan for and manage Windy Harbour holiday settlement infrastructure needs.				
D6.1 Finalise, review and update the <i>Windy Harbour Management Plan 2007-2017</i> , including provision for new land release	Plan is reviewed and new version adopted	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Preliminary review of current recommendation status completed. Implementation of balance of recommendations and preparation of new Management Plan to be completed. Concept plans developed for caravan park and additional short-term accommodation within the park. Formal review to be undertaken in 2021/22.
D7. Review or amend the Local Planning Scheme to meet the changing needs of community and industry.				
D7.1 Review and update the <i>Local Planning Strategy</i> every 5 years	Strategy reviewed every 5 years	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Consultants nearing completion of review. Undertook meetings with Department of Planning Lands and Heritage.
D7.2 Review and update the <i>Local Planning Scheme</i> every 5 years	Scheme reviewed every 5 years	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Review partially completed in house.
D8. Develop town centres to showcase their unique characters and encourage vibrant, mixed-use commercial and public spaces.				
D8.1 Undertake town centre revitalisations and main street upgrades in towns and communities	Initiatives undertaken	Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Ongoing.
D8.2 Facilitate local involvement in Town Centre Revitalisation Committees to determine priorities and endorse revitalisation plans	Community engagement	Works and Services/Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Directors of Development and Regulation, Community Services and Works / Manager of Parks Operations attend meetings as required.
D9. Regulate tourism-based and commercial roadside signage to ensure it is appropriate, well-maintained and does not negatively impact on landscape visual amenity.				

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
D9.1 Implement a roadside signage audit schedule across the Shire for the purposes of checking compliance and quality	Signage audit schedule is determined and implemented	Development and Regulation/ Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Audit of Manjimup undertaken. Balance of other townsites remain. Resourcing to complete audit an issue.
D10. Provide for public parks and playgrounds that are accessible and attractive with well-maintained amenities and equipment.				
D10.1 Complete the Anunaka Park redevelopment	Obtain grant funding to complete	Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Considered when funds and opportunity exist.
D10.2 Implement the 15-year Forward Capital Works Program 2021-2036- and 15-year Playground Renewal Program in relation to playgrounds	Program is implemented within approved budget	Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Considered when funds and opportunity exist.
D10.3 Maintain public parks and gardens in accordance with the Council adopted Standard of Maintenance for Parks Assets within the Shire Policy (10.2.2) and approved budget	Maintenance meets Council's approved level of service	Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Considered when funds and opportunity exist.
D11. Maintain public gardens and roadside tree plantings with attractive, cost efficient, low maintenance and appropriate species for the location.				
D11.1 Undertake road-side tree planting and replacement in accordance with the Council adopted Street Tree Planting and Replacement Policies	Policy implemented	Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Program successfully completed for 2021/22.
D12. Assist communities to build and maintain sport and recreation facilities whilst encouraging co-locations, collaborations and resource sharing wherever possible.				
D12.1 Implement strategies contained in the four town Recreation Facility Master Plans	Initiatives undertaken	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> CSRFF grant application Manjimup Tennis Club resubmitted – successful. Rea Park & Collier Street Redevelopment underway. New amenities building Imperials completed and acquitted. Meeting held at Northcliffe Rec Grounds in relation to path/car park development and maintenance.
D12.2 Implement strategies contained in the Sports & Recreation Strategic Plan 2014-2024 in regard to infrastructure	Initiatives undertaken	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Activities linked to plan ongoing.
D13. Support the development of a state-level sporting facility in the township of Manjimup.				

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
D13.1 Lobby and advocate in accordance with identified opportunities and feasibility	Lobbying activities undertaken	Community Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Rea Park/Collier Street redevelopment commenced
D14. Maintain a Municipal Heritage Inventory and include controls to protect places of significance.				
D14.1 Review and update the <i>Municipal Heritage Inventory 2008</i>	Plan is reviewed and new version adopted	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Review well advanced, to be completed in house. Completion expected during 2022/23 financial year.
D15. Undertake long-term regional transport infrastructure planning, giving consideration to future road, rail and air transport needs and user safety.				
D15.1 Work with relevant state departments to upgrade and provide safe, sustainable road infrastructure that assists the movement of industry, agricultural products and tourism	State and federal funding secured annually / percentage of approved budget expenditure	Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Participate in Regional Road Group and other initiatives as opportunity arises to secure funding.
D15.2 Advocate for ongoing upgrades to the South Western Highway to accommodate future traffic volumes	Confirmed schedule of works to be delivered by Main Roads WA	Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Works on South Western Highway between Pemberton Crossroads and Walpole continuing.
D15.3 Review the <i>Manjimup Airfield Development Plan 2014-2019</i>	Plan is reviewed and new version adopted	Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Programmed for financial year 2021/22.
D15.4 Implement strategies contained in the <i>Manjimup Airfield Development Plan</i>	Initiatives undertaken	Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Considered when funds and opportunity exist.
D16. Provide adequate and safe parking facilities in town sites and enforce compliance with ACROD regulations and local laws.				
D16.1 Implement the 10-year <i>Forward Capital Works Program 2016-2026</i> in relation to roads and parking planning	Customer satisfaction surveys / design standards compliance audit every 5 years	Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Ongoing works and projects as approved by the Road Infrastructure Committee and Council.
D16.2 Enforce compliance disability parking regulations	Number of complaints, warnings and infringements	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Education/enforcement by Rangers as required.

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
D16.3 Develop parking strategies for each Shire town	New local laws developed and implemented	Development Regulation	and Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Under investigation. Parking strategy in Manjimup complete. Pemberton in development.

Our Local Government

Community Goals				
5.1	All elected members and Shire employees uphold the values of professionalism, proactivity, reliability, integrity and courtesy.			
5.2	The Shire's long-term planning and activities deliver on the community's goals and aspirations.			
5.3	Our elected members represent the best interests of the community.			
5.4	Community participation in decision making is maximised.			
5.5	The Shire communicates effectively with all its communities.			
5.6	The Shire is a resilient and financially stable organisation that uses public funds responsibly.			
5.7	Asset management plans are developed and implemented to maintain community assets at the appropriate standard.			
5.8	The Shire continuously improves organisational performance and service delivery.			
Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
E1. Develop an organisational culture that upholds the values of professionalism, proactivity, reliability, integrity and courtesy in all its dealings.				
E1.1 Pursue awards and other formal recognition of achievement from external agencies	Formal accolades received	All Directorates	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Considered when opportunity exists. Commendation previous achieved for Linear Park for award with Planning Institute of Australia (PIA). PIA award received and Ministers Commendation for Brockman Street. Submission to History Council Awards for Manjimup Heritage Park – yet to be announced. Leadership in Local Government Award. Awards received for Young Women's Expo, Messy Play Day. HACC received award for Wellness and Respite Centre. Economic Development Award received for Town Centre Revitalisation Stage 1.
E1.2 Provide staff awards on the basis of demonstration of organisational Values	Formal accolades given	Office CEO	of Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Activity done annually.
E1.3 Work with the Leadership Group to develop a Customer Service Charter	Whole-organisation Customer Service Charter developed and adopted	Office CEO	of Not Active	Achievements/Activities – <ul style="list-style-type: none"> Committee was disbanded. Customer Service Charters for LGs under consideration State-wide. Awaiting outcome of LG Act review.
E1.4 Ensure the Shire's Mission, Values and Code of Conduct provide specific guidance for organisational culture	Shire's Mission, Values and Code of Conduct are current, and staff are involved in reviews	Office CEO	of Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Code of Conduct reviewed bi-annually.
E1.5 Conduct regular Leadership Group meetings with a focus on organisation culture	One Leadership Forum annually / six breakfast meetings per annum	Office CEO	of Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Occurs on quarterly basis.

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
E1.6 Conduct regular all-staff meetings with a focus on developing a shared Vision, Mission and Values	All-staff meetings held biannually	Office of CEO	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Meetings undertaken annually, and more regularly within Directorates.
E1.7 Maintain regular internal communications to recognise staff contributions to our shared Mission and Corporate Business Plan	12 'Staff Snapshots' are produced annually	Office of CEO	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Activity occurring through regular print and electronic communications.
E2. Integrate the Shire's activities with the community's goals and vision whilst managing the long-term financial viability of the organisation.				
E2.1 Pursue 'advanced' standards in regard to the Local Government Integrated Planning and Reporting Framework	Outcomes of an internal standards assessment every 2 years	Office of CEO/Business	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Further development work of Asset Management Plans and Long-Term Financial Plans underway. Continuous improvement at each review interval.
E2.2 Review the Strategic Community Plan in accordance with Local Government Regulations and community's goals and vision	Major review every 4 years / desktop review every 2 years	Office of CEO/Business	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Completed in accordance with statutory requirements.
E2.3 Update the Corporate Business Plan annually to ensure it integrates with the Strategic Community Plan	Plan is updated annually to project the Shire's 4-year resource commitments to support the Strategic Community Plan	Office of CEO/Business	To be completed in 2022	Achievements/Activities – <ul style="list-style-type: none"> Completed in accordance with statutory requirements.
E2.4 Maintain a current Workforce Plan	Plan is reviewed annually and updated in light of any significant change	Office of CEO	Complete	Achievements/Activities – <ul style="list-style-type: none"> Plan updated.
E2.5 Maintain a current Asset Management Strategy	Plan is reviewed annually and updated in light of any significant change	Business	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Under review by external consultant.
E2.6 Update the Long-Term Financial Plan annually	Plan is updated annually to project Shire's 10-year financial commitments	Business	To be completed in 2023	Achievements/Activities – <ul style="list-style-type: none"> Planning in place, review to run parallel with Strategic Community Plan and Corporate Business Plans.
E2.7 Review and update the Plant Purchase and Replacement Schedule	Schedule is updated and costed	Works and Services	Complete	Achievements/Activities – <ul style="list-style-type: none"> Completed May 2022.

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
E3. Actively participate in regional, state and national alliances to return benefit to the community.				
E3.1 Actively participate in the Warren Blackwood Alliance of Councils	Alliance meetings attended / regional initiatives undertaken	Office of CEO	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Significant work undertaken. Continued development of LTO. Climate change initiative Trails initiative.
E3.2 Actively participate in the South West Zone of the Western Australian Local Government Association	Zone meetings attended / regional initiatives undertaken	Office of CEO	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Meetings attended by CEO and Shire President.
E4. Develop policy established from well-researched and evidence-based data.				
E4.1 Council and Management Policies are kept current at all times	Number of expired policies reported at the time the Annual Report is formulated	Office of the CEO	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Policy Framework complete. Reviews of Policy ongoing as specified.
E5. Assist and train elected members to provide strong and visionary leadership.				
E5.1 Councillors to undertake training in areas relevant to performing duties as an elected member	Number of Councillors attending training / number of statutory breaches determined	Office of CEO	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Training of new councillors undertaken as required. Changes to Local Government Act will see additional requirements.
E6. Encourage greater community involvement in the Council election process.				
E6.1 Retain postal voting as a mechanism to improve voter turnout in Council elections	In-person and postal-voter turnout rates	Office of the CEO	Complete	Achievements/Activities – <ul style="list-style-type: none"> Activity complete.
E7. Keep the community well informed about Shire activities and provide genuine opportunities for the community to participate in decision making.				
E7.1 Implement strategies contained the <i>Communications Plan 2014</i>	Strategies undertaken	Office of CEO	Complete	Achievements/Activities – <ul style="list-style-type: none"> Activity achieved.
E7.2 Review and update the <i>Communications Plan 2014</i>	Plan is reviewed and new version adopted	Office of CEO	Targeted for 2022	Achievements/Activities – <ul style="list-style-type: none"> Plan to be reviewed and updated in 2022/23.
E7.3 Undertake community engagement planning as a standard component of project management, where the project is likely to have an impact on any community member(s)	Public participation in decision making / community engagement initiatives undertaken / customer satisfaction surveys	All Directorates	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Undertaken as required. Achieved for major projects.

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
E7.4 Develop an organisational Governance Framework	Plan is developed and adopted	Office of CEO	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Initial 'best practice' research undertaken.
E7.5 Review the <i>Shire of Manjimup Standing Orders Local Law 2013</i>	Local Law is reviewed	Office of CEO		Achievements/Activities – <ul style="list-style-type: none"> Awaiting LG Reform process to complete.
E8. Increase elected member interactions with constituents to better represent the diverse needs and priorities of the different communities within the Shire.				
E8.1 Ensure Shire activities are conducted equitably across the region	Shire events, activities and meetings held in each town / community grants distribution across towns	All Directorates	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Council Meetings conducted in all major towns. Australia Day celebrations rotated across major towns.
E8.2 Facilitate constituent meetings with elected members and CEO to discuss progress against the <i>Strategic Community Plan</i> and <i>Corporate Business Plan</i>	Number of meetings facilitated	Office of the CEO	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Initiatives considered in all reports to Council. Standing item in Council Briefing Sessions. Annual Electors Meeting held in accordance with statutory requirements.
E9. Identify and mitigate organisational risks.				
E9.1 Maintain an organisation-wide <i>Risk Management Framework and Risk Register</i> to mitigate risks in all aspects of business	<i>Risk Management Plan</i> is current	Business	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Risk Management process under review. Contractor Management Policy being developed.
E9.2 Manage workplace occupational safety and health (OSH) risks to employees, volunteers, visitors and contractors	Performance against OSH Lead Indicators / initiatives undertaken	Office of the CEO	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> See E9.1 above.
E10. Identify poor performing services areas, and the needs and aspirations of the community, and set targets for improving community satisfaction.				
E10.1 Customer satisfaction surveys are regularly undertaken and used to inform the <i>Strategic Community Plan</i> as well as priorities for quality improvement	Customer satisfaction survey report and recommendations every 4 years	Business	Undertaken in 2020	Achievements/Activities – <ul style="list-style-type: none"> Completed FY 20/21 as part of Strategic Community Plan process. Council consulted on content.

Action	KPI	Responsible Directorate	Status	2021/22 Initiated, Achieved and/or continued in next year
E11. Embrace and increase the use of new technologies to better deliver services and communicate with the community.				
E11.1 Seek opportunities to better use technologies to deliver or improve services and communications	New initiatives undertaken	All Directorates (budget sits with Office of the CEO)	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> • Considered when funds and opportunity exist. • New core operating systems being refined. • Antenno has allowed for a direct portal between residents and staff when reporting issues in the Shire. • CCTV in Heritage Park and CBD. • New website. • Improved use of social media by organisation. • System Scrutiny against cyber-attack.