



2013/14 Annual Report



Celebrating Our Diversity

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Shire President's Report



In the 2013/2014 year, Council's focus has remained on continuing to implement initiatives and projects to enhance economic growth, encourage investment, promote the region as a unique tourism and culinary destination, and drive population retention and growth.

There were some financial road blocks along the way, one of which was the termination of the Country Local Government Fund program, resulting in a loss of cash which several capital projects relied upon in order to be fulfilled. As usual, it required the Council to prioritise, exercise patience and get creative. Alternative funding was sought, resources from elsewhere in the budget were diverted and some projects were delayed until a more feasible approach was determined. Unfortunately, funds that had been assured from the Regional

Development Australia Fund and allocated to the Pemberton Main Street project were also withdrawn, causing a twelve month time-lag in the completion of this project.

To balance out the disappointments, we have also celebrated a number of achievements and successes, born from several years of research, planning, lobbying and relationship building. In late March 2014, the Hon. Terry Redman MLA announced the allocation of \$2 million of Royalties for Regions funding for the Seniors Housing Project. The current concept for this project is that approximately 31 individual units will be built on the old Manjimup Primary School site to provide a safe, liveable and affordable neighbourhood for over 55s. This project has been initiated due to community demand and as the project has progressed, community support has strengthened.

The draft *South West Regional Blueprint*, developed by the South West Development Commission together with Regional Development Australia, was released for comment in early 2014. Opportunities within the Shire of Manjimup that were identified during the planning phase of the Manjimup SuperTowns projects featured prominently in the *blueprint*, which will strengthen the Shire's stance in our pursuit for funding on a State and Federal level in the future.

The State Budget was handed down in May. The 'Growing our South' fund was announced, and promises \$600 million over five years to deliver funding for major infrastructure projects and initiatives to bring the South West, Great Southern, Peel and Wheatbelt regions up to speed with the northern regions, who have already benefited significantly from similar schemes. Projects funded under this scheme will be aligned with the priorities identified in the regional blueprints. An additional \$292 million was announced, to be put towards commencing some of the key projects that featured in the various regional blueprints that have been developed across the state.

Interest in the region has certainly grown, with the Shire hosting visitors from organisations such as Landcorp and Rio Tinto/Sodexo. These visits allow us to showcase opportunities that exist for these organisations within the region.

The SuperTowns projects have been one of the Shire's main focuses in previous years, and that certainly didn't change this year. A number of the Royalties for Regions funded projects have gained serious momentum in the 2013/14 period, in particular, two programs that form a part of the overall Agricultural Expansion Project - the Southern Forests Food Council and the Southern Forests SEED Program. These projects go hand-in-hand to promote the region on a global scale as a provider of quality produce, and to promote career opportunities in the agriculture industry.

Some major changes took place on Council following the election of October 2013. Three new Councillors were welcomed – Carla Logan and Paul Omodei to the Central Ward and Cliff Winfield to the East Ward. Tom Fahey (Coastal Ward), Denise Jenkins (Central Ward), David Tapley (South Ward) and I (West Ward) were all re-elected. A ballot resulted in my re-election as Shire President until October 2015, with Cr Dean Bavich as the Deputy Shire President. Congratulations and thanks goes to the outgoing Councillors Jamie Jones (four years), Ray Curo (16 years) and Robert Taylor (12 years) who all contributed so greatly to the community during their terms on Council.

In February of 2014, the Shire's Chief Executive Officer of over seven years, Jeremy Hubble, announced his resignation and completed his tenure with the Shire in April.

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After a lengthy application and interview process, at the ordinary Council meeting of 26 June 2014 the Council resolved to appoint Mr Andrew Campbell as the new Chief Executive Officer. Having started his career with the Shire in 1993 as an Environmental Health Officer, Mr Campbell has since graduated through the ranks to the senior management position of Director of Statutory Services which he held for seven years, before being appointed to the role of CEO.

Aside from the 'business as usual' operations of the Shire, the year that was looked a little like this:

July 2013	<p>Significant achievement/s....</p> <ul style="list-style-type: none"> The world-class adventure playground at the Manjimup Timber and Heritage Park, constructed as a part of the SuperTowns 'Town Centre Revitalisation' project, was completed just in time for school holidays. <p>In the Council Chamber....</p> <ul style="list-style-type: none"> Draft <i>Access and Inclusion Plan 2013-2018</i> out for public comment for a period of 21 days; and Adoption of the <i>Arts and Culture Strategic Plan 2013-2023</i>.
August 2013	<p>In the Council Chamber....</p> <ul style="list-style-type: none"> Council endorsed the awarding of a tender for the supply of street light poles for Mottram street, which forms a part of the SuperTowns 'Town Centre Revitalisation' project; and Adoption of the Shire of Manjimup <i>Access and Inclusion Plan 2013-2018</i>.
September 2013	<p>Significant achievement/s....</p> <ul style="list-style-type: none"> Shire of Manjimup was awarded with the 'Healthy Community Award for a WA Local Government under 15,000 in population'. A "Regional Tourism Forum" was held in Manjimup by the Warren Blackwood Alliance of Councils. This FREE community event featured an impressive line-up of guest speakers and has resulted in the investigation of the feasibility of a Local Tourism Organisation, to meet regularly to foster the relationships needed to promote the region on a global scale. The Shire was awarded grant funding from Keep Australia Beautiful for a Walpole Tipping Recycling Trailer. <p>In the Council Chamber....</p> <ul style="list-style-type: none"> Council endorsed the removal of Capital Projects from the budget that were impacted by the termination of the Country Local Government Fund program. In addition, Council endorsed that three priority projects – Roof Replacement at the Manjimup Indoor Sports Stadium, contribution to the Manjimup Pistol Club for building works, and sewerage connection and wastewater dump point in Pioneer Park Walpole - be funded by the Shire's Strategic Asset Development Reserve.
October 2013	<p>Significant achievement/s....</p> <ul style="list-style-type: none"> Local Government elections were held. The official opening of the Playground and History House took place at the Manjimup Timber and Heritage Park, with special guest the Hon Terry Redman. An urban art project, constructed by youth from across the Shire and facilitated by artist Gavin Walker, was unveiled in Blyth Way, Manjimup. The Shire's HACC was awarded Lotterywest grant funding to assist with the costs of the Outward Bound Camp for ten young men with a disability. <p>In the Council Chamber....</p> <ul style="list-style-type: none"> Adoption of the <i>Shire of Manjimup Environmental Management and Sustainability Strategy 2013</i>; and Council endorsed the land upon which the Pemberton Aged Care is located to be transferred to a conditional freehold title, registered to Pemberton Aged Accommodation Inc.

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November 2013	<p>Significant achievement/s....</p> <ul style="list-style-type: none"> The Shire was awarded a grant from the WA Department of Transport, under the Coastal Adaptation & Protection Scheme (CAPS), to undertake a photo-monitoring exercise along the Windy Harbour foreshore. The Shire was awarded funding from the Department of Communities to go towards the Shire's 'Thank a Volunteer Day' celebrations. <p>In the Council Chamber....</p> <ul style="list-style-type: none"> Adoption of the <i>Shire of Manjimup Youth Strategic Plan 2013-2023</i>; Planning approval granted for the Vic Conte Community Garden in Pemberton, including gazebo and pergola; Funding of \$185,821 that was to come from the Regional Development Australia Fund was withdrawn, which had been subsequently been allocated to the Pemberton Mainstreet Project following the withdrawal of funding from the Country Local Government Fund.
December 2013	<p>In the Council Chamber....</p> <ul style="list-style-type: none"> Council endorsed a submission on the Water Corporation's <i>South West Water Forever</i> document
January 2014	<p>Significant achievement/s....</p> <ul style="list-style-type: none"> The Shire was awarded funding from the Local Government Energy Efficiency Program to part-fund the installation of a solar hot water system at the Manjimup Timber and Heritage Park (Top Notch Cafe) and a four heat pump hot water service at the Manjimup Regional AquaCentre. <p>In the Council Chamber....</p> <ul style="list-style-type: none"> Council adopted a resolution to authorise staff to proceed with construction in-house of building façade upgrades in Brockman Street, in view of the absence of a suitable tender being offered; and Council endorsed that the Medical Professionals Housing Project go to tender as the final Royalties for Regions Country Local Government Fund project.
February 2014	<p>In the Council Chamber....</p> <ul style="list-style-type: none"> Feedback on the <i>Draft South West Regional Blueprint</i>, prepared by Regional Development Australia South West and the South West Development Commission, was endorsed by Council. Council received a report which resulted from a group of councillors visiting a number of RV friendly towns to view arrangements and talk to local government representatives about facilities, opportunities, benefits and issues associated with being an RV Friendly Town.
March 2014	<p>In the Council Chamber....</p> <ul style="list-style-type: none"> Council endorsed the contribution of \$7,000 for the purchase of an Emergency Response Vehicle for Smith Brook Bush Fire Brigade. Council gave in-principle support to the extension of retail trading hours, and endorsed to seek comment on the proposed extension for a period of four weeks. Tender awarded for the Medical Professionals Housing Project.
April 2014	<p>In the Council Chamber....</p> <ul style="list-style-type: none"> Council resolved that the playground in the Manjimup Timber and Heritage Park will not be named.
May 2014	<p>Significant achievement/s....</p> <ul style="list-style-type: none"> The Shire was awarded grant funding from Curtin University for the installation of 'no smoking' signs in playgrounds throughout the Shire. This saw the Shire collaborating with the Manji Mens Shed for the installation of the signs.

	<p>In the Council Chamber....</p> <ul style="list-style-type: none"> • Council endorsed Local Planning Scheme No:4 Amendment 11 which modifies the residential zoning of Lot 319 Moore Street (former Manjimup Primary School site) from R20 to R30, and adopted the associated structure plan.
June 2014	<p>Significant achievement/s....</p> <ul style="list-style-type: none"> • The Ground Source Heat Pump project at the Manjimup Regional AquaCentre was completed. <p>In the Council Chamber....</p> <ul style="list-style-type: none"> • Council endorsed the naming of laneways in Manjimup, Pemberton and Northcliffe to honour the European pioneering families and ethnic groups; • Adoption of the <i>Shire of Manjimup Sport and Recreation Strategic Plan 2014-2024</i>; • Council resolved to request the Minister of Commerce to approve an extension to retail trading hours, in the Manjimup Townsite, to achieve the following retail trading hours: <ul style="list-style-type: none"> ◦ Monday to Friday – 8am to 9pm ◦ Saturday – 8am to 5pm; and ◦ Sunday and Public Holidays – 11am to 5pm (excluding Christmas, Good Friday and Anzac Day public holidays). • Council resolved to appoint Andrew Campbell to the role of Chief Executive Officer, in accordance with the recommendations of the consultant's report included as a confidential attachment.

To conclude, I'd like to note that the Community Satisfaction Survey was conducted in 2014, which revealed that the rate of satisfaction in the community has increased by 11.5%. This is a result that the Shire is very proud of, and we will endeavour to continue to provide services, over and above, that improve the liveability of our community.

Once again, I would like to acknowledge the ongoing support and contributions made by my fellow councillors, staff, funding partners, volunteers and ratepayers.

Until next year,



Wade DeCampo
SHIRE PRESIDENT

Chief Executive Officer's Report

Agricultural Expansion Project



During 2013/14, as part of the Manjimup SuperTown Agricultural Expansion project, the Southern Forests Food Council (SFFC) was awarded with \$5m and was subsequently established to represent the interests of local producers, and culinary and agri-tourism operators within the Southern Forests region. The SFFC launched the Genuinely Southern Forests regional brand in November 2013, and has undertaken marketing and promotional activities to build awareness and educate local, national and international markets on the quality and diversity of the region's produce.



Some of the activities that the SFFC has undertaken during the 2013/14 year include.

Period	Activities
November 13	'Genuinely Southern Forests' brand Launch.
December 13	Feature display at Margaret River Gourmet Escape.
January 14	Office opening and launch of the brand code of practice.
February 14	EO visits Singapore to commence 5 stage process to develop an <i>Export Market Development Strategy</i> for the Southern Forests region.
March 14	Genuinely Southern Forests youtube video launched.
March 14	First 'Genuinely Southern Forests' branded potatoes launched – 'Karri Country Potatoes'.
March 14	Two-day visit from Singaporean Importers, who were presented with all of the best in-season produce that the region has to offer.
March 14	Export workshop held for Southern Forests Food Council members. 3 Singapore importers/retailers attended the workshop.
April 14	The West Australian Fresh magazine – the Deep South.
	Produce launch and display at the Good Grocer, Applecross.
	Advertisements commenced on GWN and WINTV.
	Food and Hotel Asia Singapore Expo – A trade display at the expo which focused on promoting and informing the industry about the region's great food offerings, gathering information and knowledge, and building relationships and connections with potential markets for Genuinely Southern Forests produce.

	Genuinely Southern Forests produce promotion at IGA Leederville. Billboard advertising on the Forrest Highway (Cauliflower, 40 years of pink, Truffle Kerfuffle).
May 14	Celebrating '40 years of pink'. Southern Forests representative, Al Blakers is one of only two WA ambassadors invited by Tourism Australia to Sydney for the launch of the Restaurant Australia campaign.
June 14	Genuinely Southern Forests produce promotion at the Boatshed Market in Cottesloe. Australia's South West networking evening and board meeting. Inaugural 'Truffles for Muscles' auction of the first Truffle of the Season – a 266g gem – that went for \$5,500, thanks to auctioneer Tiny Holly. SFFC and Tourism WA hosted international media delegates. 100% Genuinely Southern Forests farmers long table lunch at 2014 Truffle Kerfuffle.

In addition, the Southern Forests SEED Program has been developed to raise the profile of careers in agriculture and provide support to students and researchers in agriculture and food science in the region. This component is aimed at increasing interest in agriculture as a career path by fostering relationships between industry and education providers.

In the six months between January and June, 2014, the Southern Forests SEED Program has engaged with 119 teachers, 119 school students, 16 university students and 111 people from the agricultural industry, all with great success. Activities of the SEED Program have been mentioned in numerous media forms from print to radio, web and magazines as well as some spin-off press coverage of local farming champions (The West Australian Ed! Section 27 May and 24 Jun, 2014).



Curtin University Agribusiness students were brought to Manjimup to gain exposure to a diverse range of intensive agricultural systems and sustainable farming, May 2014.



SEED Program 2 day Enrichment Tour, Yr 10 Manjimup Senior High School, involving local farmers and food businesses, DAFWA and Warren Catchments Council, March 2014.



Ag Inspirations four day program, selected Yr 9 students from four schools and involved DAFWA, local farmers, agVivo, Landmark, NAB, Southern Forests Food Council, Warren Catchments Council, ABC Radio and Foragers.



Truffle Kerfuffle '14 'Primary School Pressure Cook-off' with Louise FitzRoy from Paddock to Plate and local chefs in June 2014.

Agriculture and Food Strategy

The Manjimup Agricultural Strategy has also been developed, which identifies future transformational projects in the agricultural sector. The second stage of this component of the overall Agricultural Expansion Project is now underway, which involves a more detailed analysis of the feasibility of potential projects. This includes an assessment of local interest and demand, and an analysis of potential project partners and funding sources.

Awards

Customer Service

The Shire's "Golden Shovel" customer service awards were introduced in 2009 to reinforce the Shire's commitment to improving customer service. Feedback from recent community satisfaction survey report suggests that we have to improve the customer service on the following items:

- Road network upgrading;
- Maintenance of existing roads;
- Providing youth opportunities;
- Economic development;
- Footpaths;
- Drainage; and
- Litter and illegal dumping.

Customer Service Award winners for 2013 were:

- John Old;
- Jason Giadresco; and
- Spencer Roberts.



***"GOLDEN SHOVEL" Customer Service Awards for 2013
John Old, Jason Giadresco, and Spencer Roberts (Left to Right)***

HACC Network Warren Blackwood

The Shire of Manjimup has been awarded the 2013 State Winner Heart Foundation's Healthy Community Award for a West Australian Local Government (under 15,000 populations).

Australia Day 2014

The annual Australia Day event and awards are rotated through the four towns in the Shire with the 2014 awards held in Walpole. Award winners were:



Community Group winner – Tidy Town Walpole



***Australia Day Under 25's Winner; Maddison Smith
(Parents Mr & Mrs Smith accept on her behalf)***



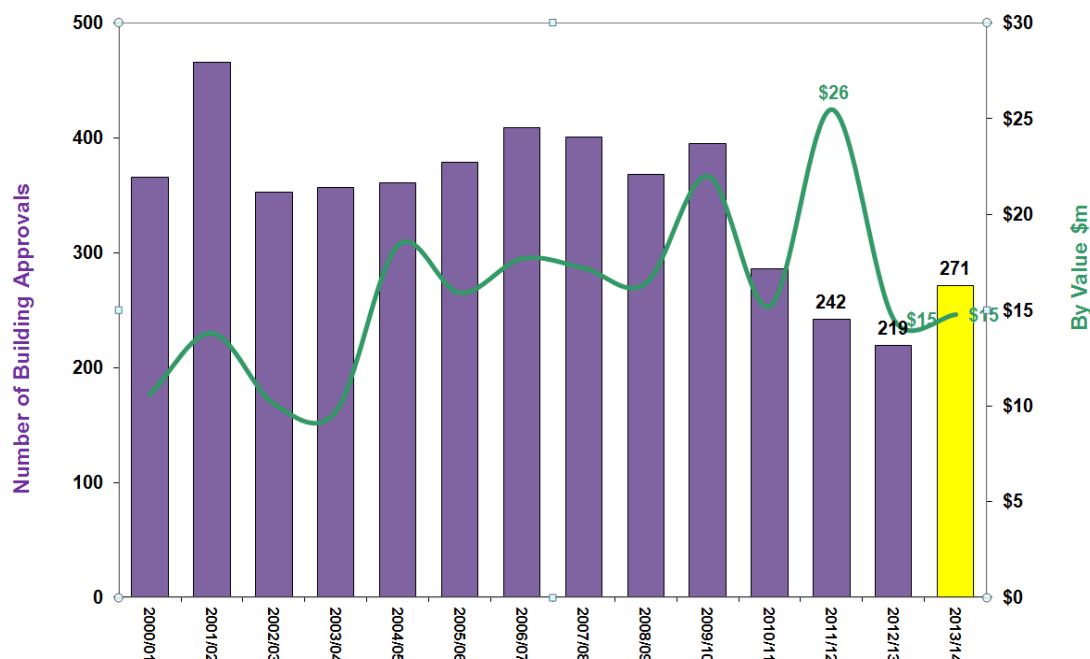
***Australia Day Over 25's Winner; Harry Arnott
(Albany Constable accepts on his behalf)***

Building & reserve improvements

Building statistics

In 2013/14, the number of building applications increased by 23.7% to 271. The value of building approvals remained as the previous year with \$15m.

The average number of days taken to assess a building application (both certified and uncertified) was 6 days.



Major building works undertaken during the year were:

Building & reserve improvements	Budget	Actual
Manjimup – History House	0	0
Manjimup – Indoor Sports Pavilion re-roof & vent	150,000	114,450
Manjimup – New work shop - timber park	30,000	32,973
Manjimup – Cat Pound Stage 2	95,000	37,553
Manjimup – Playground	12,275	18,106
Walpole - Chemical toilet dump point	30,000	5,000
Windy Harbour – Boat ramp toilet block	50,000	40,000
Northcliffe – Clem Collins Stand refurbishment	10,000	8,000
Manjimup – Manjin Park improvements due to vandalism	0	10,000



Manjimup – Indoor sports pavilion reroof and vent

Community Grants

The community grant process is a competitive process with Council allocating funding that best achieves the objectives of bringing activity into the district and providing benefits to the youth.

The amount of direct cash handed out by the Shire of Manjimup as Community grants increased by 15% in 2013/14 to \$135,428 as follows:

Community grants	Budget	Actual
Community groups	99,928	88,232
Youth	37,000	37,000

Culture and Arts

In 2013/2014 Council formally adopted its inaugural Shire of Manjimup Arts and Culture Strategic Plan, Celebrating our Diversity 2013 – 2023.

Key Community Art and Culture projects include:

- The Pemberton Balustrade Project;
- Celebrating Our Harvest;
- Youth Urban Art Project Blyth Way; and
- Round House refurbishment in the Timber and Heritage Park in preparation for the relocation of the State Timber Museum.



Youth Urban Art Project Blyth Way



Pemberton Balustrade Artscape View

Emergency Management

The Shire of Manjimup is responsible for 26 bush fire brigades within the Shire. During the year, our bush fire brigade's responded to 25 separate fire incidents and were deployed outside of the Shire of Manjimup on several occasions to help with wildfires in other districts.

The Bush Fire Advisory Committee (BFAC) meet quarterly to make recommendation to Council on bush fire related issues. BFAC is made up of a Chief Bush Fire Control Officer, Deputy Chief Bush Fire Control Officer, Senior Fire Control Officer, Training Coordinator, Shire staff, DFES and DPAW emergency management staff and Bush Fire Brigade zone representatives from the Shire bush fire network.

The Firebreak and Fuel Hazard Reduction Notice is produced by the Shire of Manjimup each year, and sets clear regulations that land owners must comply with to make their property and the surrounding community safe from wildfire.

The Shire of Manjimup has a large number of forested reserves throughout the district. Managing these reserves is complex and finding the right balance between environment, biodiversity, fuel loads and public safety is challenging.

During the year, 111 hectares was burnt by the Shire of Manjimup around all of the town sites. The aim of this exercise was to reduce the risk to the community in the event of a wildfire. Mulching fuels and maintaining firebreaks on Shire reserves is carried out annually and all reserves are inspected on a regular basis.

The Shire has a statutory role under the *Emergency Management Act 2005*. The Act essentially requires local governments to prepare:

- Emergency Management Risk Management Plans (adopted 2007);
- Evacuation Plans (adopted 2010); and
- Recovery Plans (adopted 2011).

The Shire of Manjimup's Local Emergency Management Committee (LEMC) meet on a regular basis throughout the year and members are involved in the State Bush Fire exercise that tests the bush fire emergency management arrangements.

Fire weather index signs are maintained in all four towns and Quinninup. These signs indicate the warning level for the day and are reviewed on a daily basis during the Restricted and Prohibited burning season.

New BFB / SES buildings	Budget	Actual
Linfarne / Ringbarkers BFB	64,810	64,810
Springfield BFB	93,155	93,155
Walpole SES	321,060	321,060



Pictured L-R: John Tilman from DFES, Remo Pessotto from the Shire of Manjimup, Sheryl Isles, Greg Montgomery, Shire President Wade DeCampo and Mick Eastwood.

Bushfire volunteers Mick Eastwood, Greg Montgomery and Sheryl Isles received long service medals from Lower South West Department of Fire and Emergency Services Superintendent John Tilman.

Environmental

Environment and Sustainability Strategy

In October 2013, after community consultation and feedback, Council adopted the *Shire of Manjimup Environmental Management & Sustainability Strategy*. This document aims to provide Council with a starting point for engagement with residents on matters of environment and sustainability. It offers a number of positive actions for consideration by Council, residents and community groups in pursuit of their own or common goals.

Landcare

The Shire of Manjimup maintained its long-standing commitment to landcare in 2013/14, providing a 4WD vehicle for the Warren Catchments Council (WCC) to carry out community landcare projects. Council also continued to provide funding (\$7,000) to the WCC to continue the Warren Ribbons of Blue water quality monitoring and action program. WCC also won a Shire of Manjimup Community Youth grant of \$3,000 for its ongoing Junior Landcare program. Council further supported WCC through the provision of various fee-for-service environmental activities for Council. Cr Tapley represented Council on the WCC committee of management.

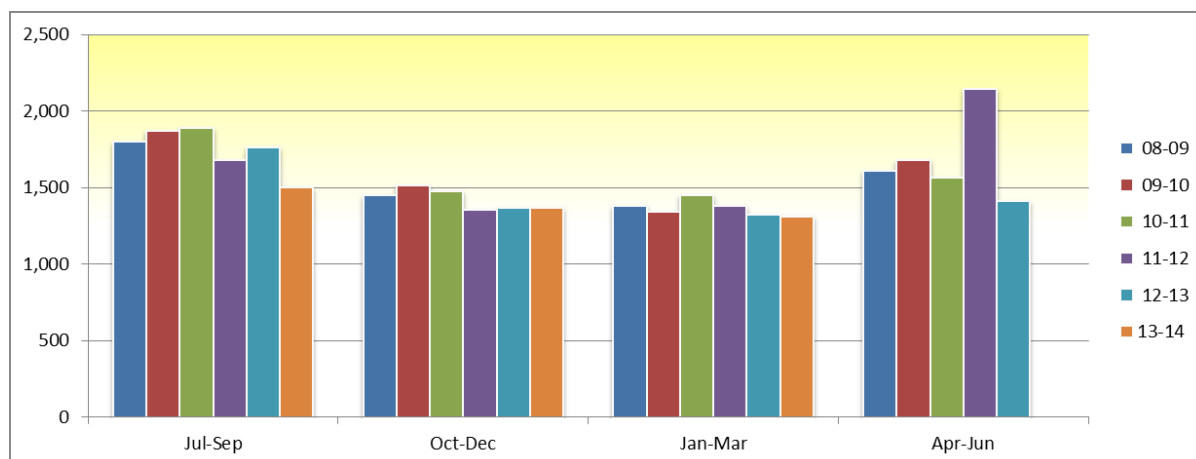


Carbon footprint

Council was awarded a \$30,000 grant through the Australian Government Department of Industry Local Government Energy Efficiency Program (LGEEP) to install energy-efficient water heating to community facilities. Solar hot water was installed at the Manjimup Timber & Heritage Park's Top Notch Café and an air-source heat pump and storage tanks system was installed to provide hot water to the shower blocks at the Manjimup Regional Aqua Centre (MRAC).

In 2013/14 the Shire continued to use independent environmental monitors Planet Footprint to measure our carbon footprint and to generate baseline data against which the effects of energy efficiency initiatives can be measured.

At the end of the 3rd quarter of the 2013/14 financial year, the Shire's organisation-wide electricity consumption had decreased by 6% compared to the same period of the previous financial year:

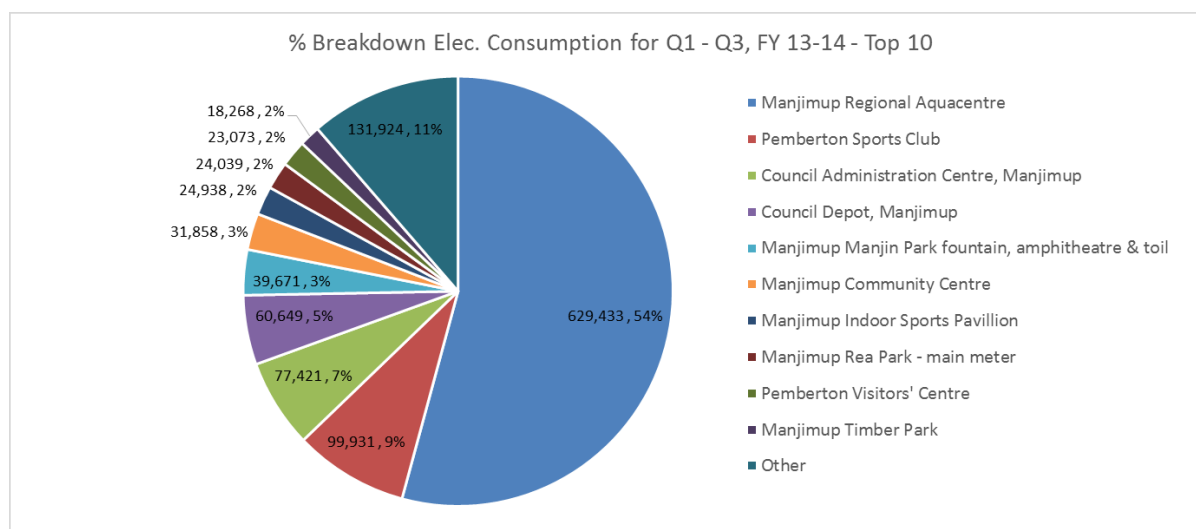


However, over the same period, the organisation-wide average effective cost of power rose from \$0.228 / kWh to \$0.260 / kWh, an increase of 14%.

It is anticipated that the Shire's change of retail electricity provider at the start of Q4 2013/14 FY will result in some easing in future cost increases.

Similarly, it is expected that the installation of ground-source heat pumps at the MRAC (through a Commonwealth CEEP grant) to provide thermal energy for pool water heating will result in further easing of organisation-wide electricity consumption.

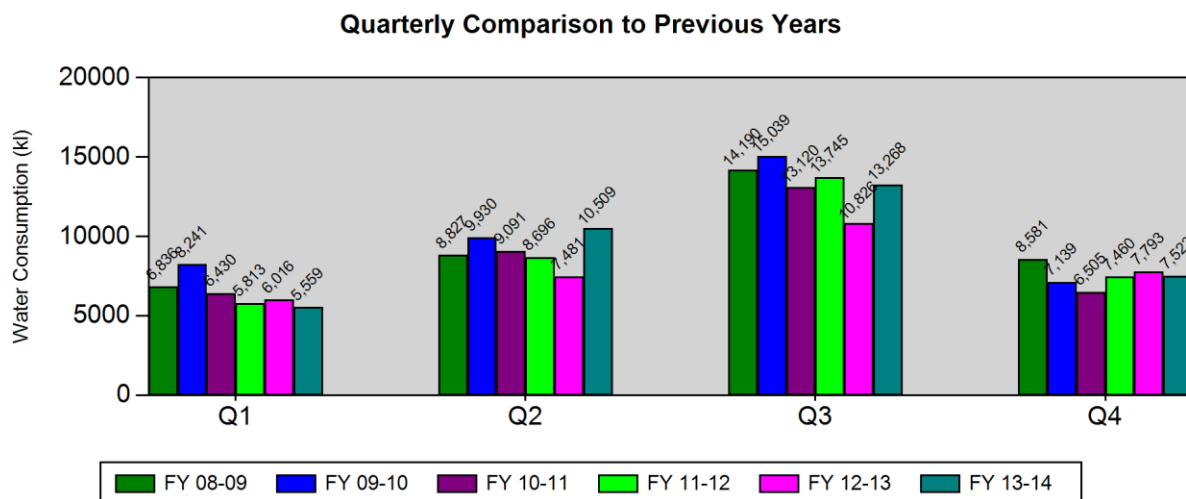
Council's ten largest consumers of electricity are shown graphically:



The MRAC continues to be the dominant user of energy. However, the corollary is that any gains in efficiency at MRAC will have a significant and positive effect on the Shire's organisation-wide carbon footprint – and, importantly, on its overall electricity expenditure.

Water consumption

In 2013/14 the Shire continued to use independent environmental monitors Planet Footprint to measure our water consumption and to generate baseline data against which the effects of water efficiency initiatives can be measured.



Consumption of water across the organisation rose by 16% over last financial year, while the cost of water in total rose by 19% over last financial year.

Feral animals

Funding of \$5,000 was provided to the Lake Muir Denbarker Community Feral Pig Eradication Group (LMDCFPEG) to support them in their continued community-based feral pig control program around the Lake Muir and Walpole Wilderness districts.

Coastal process monitoring

Council received a grant (\$13,500) through the WA Department of Transport's Coastal Adaptation & Protection program to carry out an eight month photo-monitoring exercise along the foreshore of the Windy Harbour coastal reserve. The project provided an opportunity to build a visual record of changes to the foreshore due to the naturally-occurring coastal processes which impact on infrastructure such as the boat ramp and pedestrian access stairways. Reference to this data will assist in future planning for changes or development of coastal infrastructure at Windy Harbour. The photo-monitoring was carried out by Warren Catchments Council on behalf of the Shire.

Environmental Health

During the 2013/14 year the following activities were undertaken by the Environmental Health team;

- A regulatory focus has been applied to residents who are living in sheds illegally. The objective is to achieve compliance under *Health Act* and *Building Code of Australia*.
- Sampling of winter groundwater at Windy Harbour was performed with test results confirming minimal contamination issues. There had been concerns that due to location of the rising ground water and the close proximity of leach drains the pooling water may have been contaminated.
- Involvement with the Water Corporation in relation to sewerage overflows due to storm and ground water infiltration into the sewerage system. The Water Corporation undertook a program to identify prohibited stormwater connections which involved smoke testing to identify houses that have storm water systems incorrectly connected to the sewerage system.
- Involvement with the Water Corporation in relation to sewerage overflows due to dumping of oils into the sewerage system.
- Auditing of Public Buildings has continued to determine maximum accommodation limits.
- Worked with the Department of Environmental Regulation (DER) to amend the septage site licence reflecting changes required under Contaminated Sites legislation and to progress the closure of the existing Kurandra Rd site.

- Collaborating with the Technical Service team to design the new facility which will be located at the Manjimup Landfill Site, Ralston Rd, to open mid 2015. Work approvals for new facility are being finalised.
- As part of Shire's compliance with DER licence conditions for the Manjimup Liquid Waste Facility (Kurandra Road) the following have been submitted:
 - The annual report; and
 - The closure management plan.
- Actively working with Community Services in reviewing the Shire's events manual to make the process more user friendly. This has led to a review of the application process for community groups wishing to hold one-off fundraisers and stallholders wishing to participate at events. The review has resulted in overall process improvement, with the new process saving time and resources.
- Water sampling program for off-scheme caravan parks, chalets and food premises is ongoing. Whilst the Environmental Health Services team conduct microbiological testing, residents who require sampling for hardness or chemical analysis were advised to contact independent laboratories.
- Sampling of private bores at Windy Harbour for testing, as a part of risk management strategy employed to minimise the risk to public health, was carried out between 14th and 22nd April 2014.
- A "House Unfit for Human Habitation" order was placed on a premises during the period. Staff worked with owners, tenants, various state agencies and utility providers to resolve the situation.
- Reviewed Council policies on Sewage Connections (5.1.1 and 5.1.2.) The review revealed that it would be more practical to have the policies combined and this has been adopted by Council.
- Presentation to year 10 students at the 2014 Careers Expo held at Manjimup Senior High School on the roles of Local Government officers.
- Collaborated with Department of Parks and Wildlife and the Shire's Building Services in performing inspections of dwellings for compliance of the *Health Act* and *Building Code of Australia*, as part of the formalisation of leases at Broke Inlet, Calcup Hill and Gardiner River.
- Attended two reported clandestine drug labs.
- Followed-up investigations of four reported cases of Ross River virus
- Attended / undertook training for:
 - Hazardous Materials;
 - Noise regulations; and
 - Construction White Card.

Tasks	2013/2014
	Number of
Septic tank approvals issued	38
Formal complaints responded to	27*
Water samples taken for analysis	231
Caravan and camping ground inspections undertaken	8*
Food premises assessments carried out	78*
New food business registrations issued	23
Stall holder's licences issued	37
Lodging house accommodation premises inspected	16*
Food Business Annual renewals	124

* Indicative of initial inspections / responses only. Follow-up visits / actions not included.

Events

In addition to the direct cash provided to Events through the Community Grants program, the Shire provided \$38,898 logistical and marketing support for a number of events as follows:

- Event assistance – signage etc (Works) \$ 20,405
- Event set up / clean up (Parks & Gardens) \$ 3,755
- Event road traffic management plans (Tech Services) \$ 8,741
- Toilet cleaning, extra stock (Building Services) \$ 660
- Trade, liquor & food permits etc (Health Services) \$ 2,445

Council supported events (those in **bold** were events run by the Shire) in 2013/14 were:

2013	EVENT	2014	EVENT
August	Manjimup Farmers Market	January	Manjimup farmers Market
September	Manjimup Farmers Market		Manjimup Speedway
	Pemberton Arts Group Annual Expo		Walpole Skate Park Launch
	Manjimup Farmers Market		Avag'day in Walpole
October	Timber Park Opening		Pemberton Australia Day
	Steps for Stessy		Twilight Concert in Pemberton
	Manjimup farmers Market	February	Manjimup farmers Market
	Quinninup Market Day		Jazz in the Jarrah
	Walk For Cancer		Deanmill Workers Club Annual Log Chop
	JB Ipsen Golf Tournament		Manjimup Speedway
	Manjimup Farmers Market	March	Manjimup farmers Market
November	Taylor's Fun Fair Carnival		Walpole Regatta
	Amanda Curtin - Author Talk		Karri Cup
	Amanda Curtin - Writing Workshop		Pemberton Classic
	Crank'n @ Roundtu-It		Warren District Agricultural Show
	Bogan Bingo Fundraiser Night		Manjimup Speedway
	Op Shop & Vintage Ball		Big Brook Triathlon
	Manjimup Speedway		Music @ The Mill
	Northcliffe 85th Birthday Bonanza		Karri Valley Triathlon
	Light Demonstration	April	Manjimup farmers Market
	Manjimup Farmers Market		Our Voice Our Impact: Express Yourself 14 Youth festival
December	Walpole Fun Run		Walpole Easter Markets
	Cherry Harmony Festival		Walpole Enduro
	Wings Over Northcliffe		Relentless Blue XC Race
	Late Night Trading	May	Manjimup farmers Market
	Carols by Candlelight		WA Gravity Enduro
	Pemberton New Years Eve Celebrations		Donnelly Rally
			40 Years of Pink Lady; Luncheon
			Killarnee Targa South West
			WA Gravity Enduro
		June	Manjimup 15000 Motorcross
			Manjimup farmers Market
			Net-Ball
			Truffle Kerfuffle
			"Three Musketeer" Charity Swim

During the year there were also various minor events such as art Exhibitions, Library visiting authors and Youth Activities.



Walpole Skate Park Launch – 25 January 2014



Manjimup Anzac Day Ceremony



Official Launch of the Timber & Heritage Park Playground – 11 October 2013

Financial Performance

The Shire of Manjimup's financial performance for 2013/14 again remained sound, coming in largely on budget (after allowing for unexpended carried forward works).

Income of \$20,706,566 was \$2,231,298 below the revised budget. \$2,235,022 of the shortfall was due to grant funded projects, and income from profit on sale of assets being carried forward into the 2014/15 financial year.

Operating expenditure was \$29,890,433, \$531,586 below the budget.

Carried forward surplus for 2013/14 was \$1,369,111. After adjusting for grants received in advance and carried forward works not completed in the 2013/14 year, the carried forward surplus was \$9,201.

Capital expenditure was significantly under budget, with projects not completed needing to be carried forward to 2014/2015. Specifically;

- ✓ Land and buildings were \$1.9m under budget due mainly to delays with Medical Professionals Housing and SuperTown projects;
- ✓ Infrastructure was \$2.7m under budget due to delays in R4R and SuperTowns approvals;
- ✓ Plant and machinery was \$1.2m under budget due to delays in plant changeovers.
- ✓ Motor vehicles were \$8k under budget;
- ✓ Furniture & equipment was \$106k under budget;

No new loans were drawn down in 2013/14, but \$344,435 of unexpended loans funds were carried forward, predominately due to the delays in construction of the Walpole SES building.

Assets disposed were \$358,000 under budget, mainly due to delivery delays for plant change over.

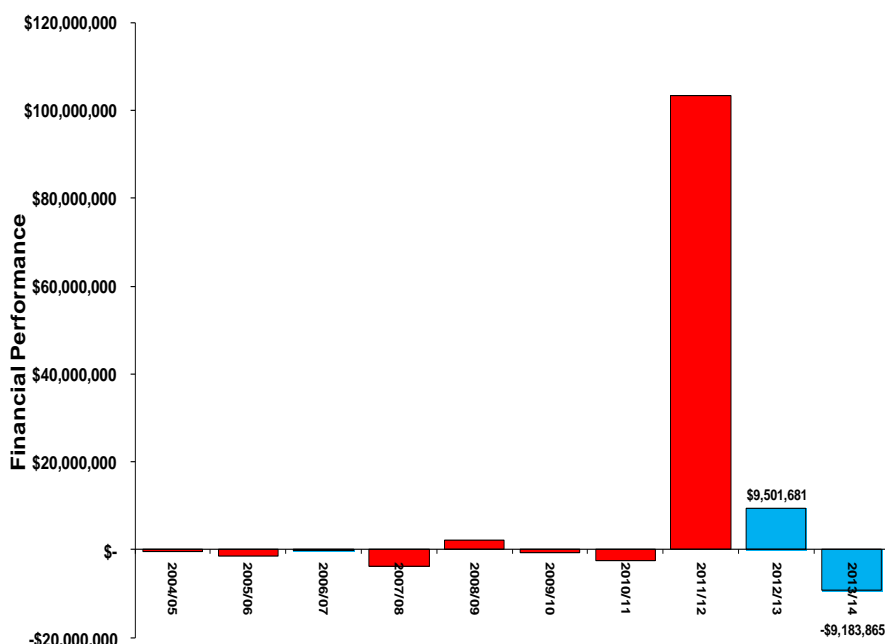
Transfers to reserves were \$948,827 ahead of budget but this is largely due to transfers of unexpended grant income to the Grants in Advance Reserve.

Financial Performance

The operating loss for the year was \$9.2m compared to a budgeted loss of \$6.4m.

It is important to note that the operating loss is inclusive of significant abnormal items being:

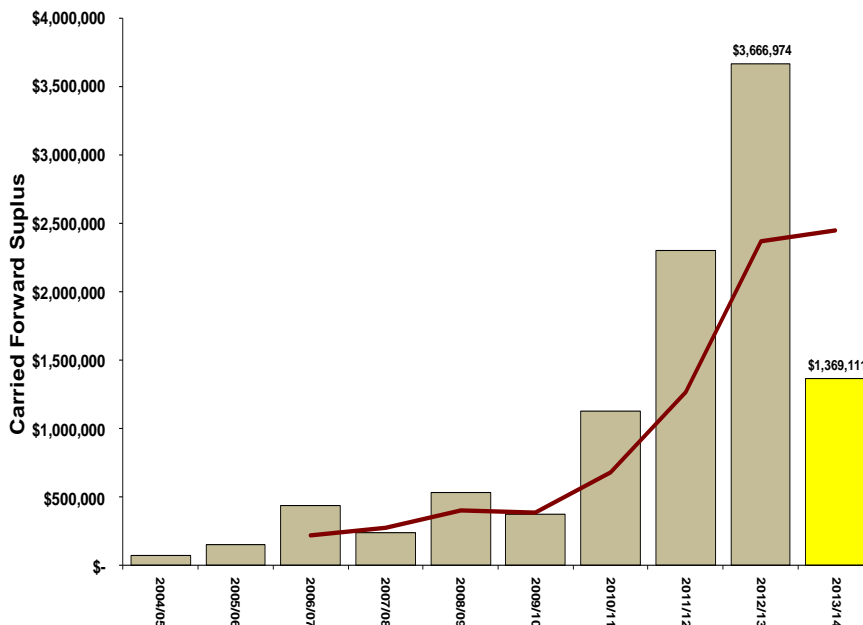
- \$2m shortfall in capital revenue to be claimed in the 2014/15 financial year.
- \$268k of Profit on sale of assets being carried forward into 2014/15.
- \$773k loss due to the transfer of 2 x Low Income Houses to Depart of Housing and Works.
- \$229k of HACC reserve funds funding normal operations



Carried Forward Surplus

The carried forward surplus is calculated as current assets (other than restricted assets) less current liabilities (other than those reserve funded).

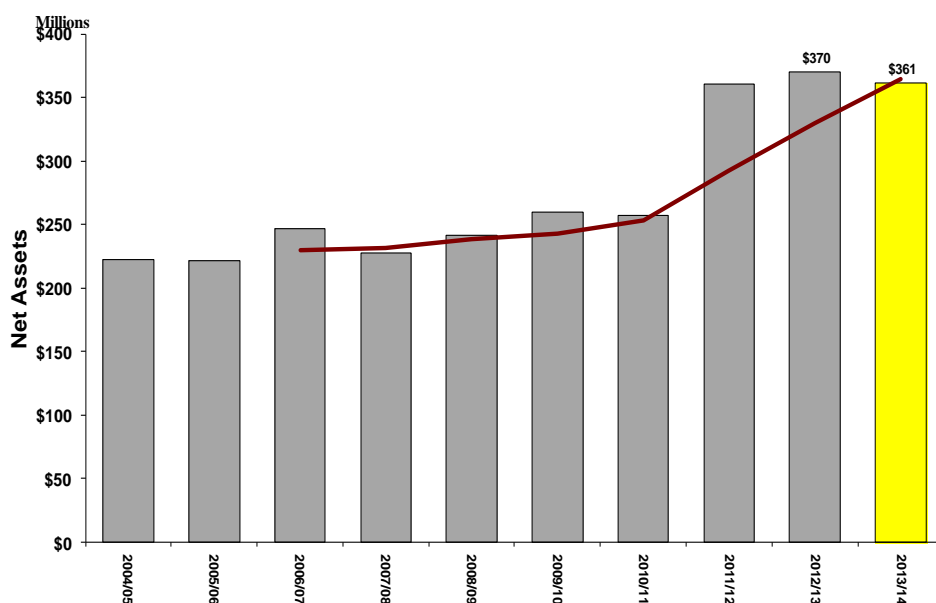
The carried forward surplus was \$1,369,111 however after deducting grants received in advance and adjusting for the level of carried forward works funded from 2013/14 rates, the net carried forward position was a modest surplus of \$9,201.



Net Assets

Net assets at 30 June 2014 were \$361m a decrease of \$9.2m (mainly the progression of the SuperTown projects using Grants in Advance as well as the imbalance between depreciation and capital renewal expenditure).

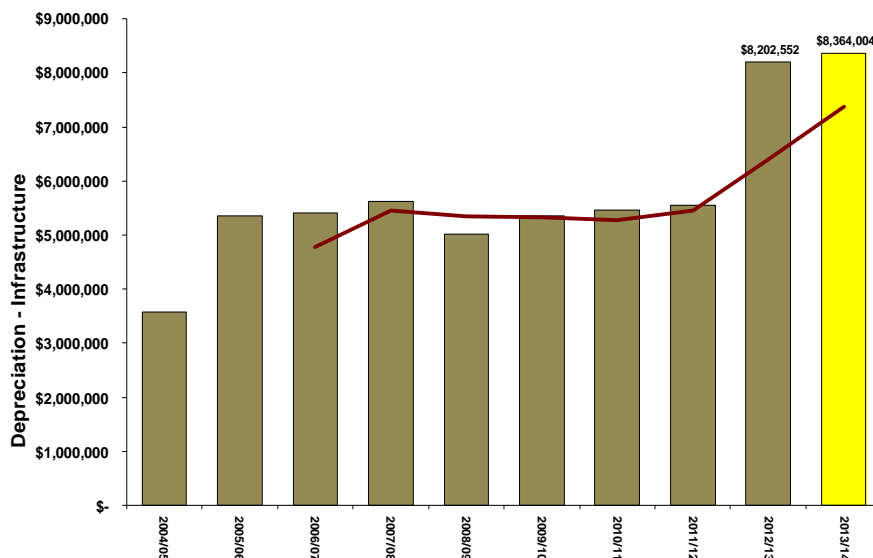
Depreciation on all asset classes totalled \$11.9m up \$707k.



Transfers from reserves were \$1.4m under budget primarily due to delays in Super Town projects funded by grants received in advance.

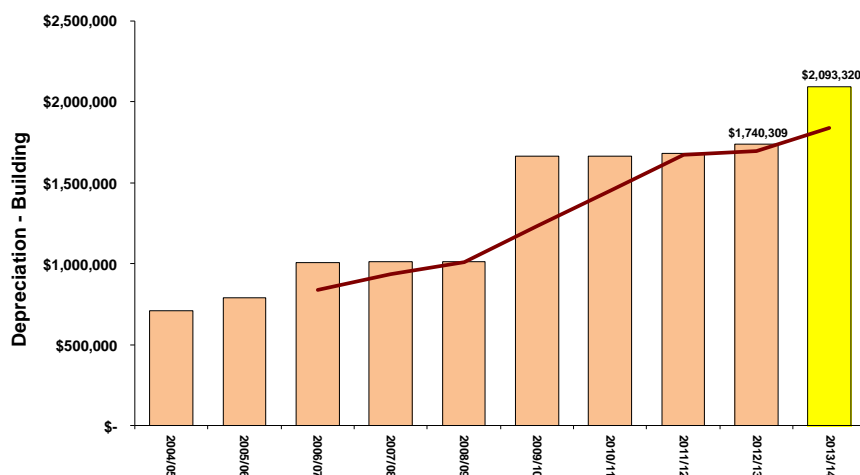
Depreciation - Infrastructure

Depreciation on infrastructure for the year was relatively steady at \$8.4m.



Depreciation - Buildings

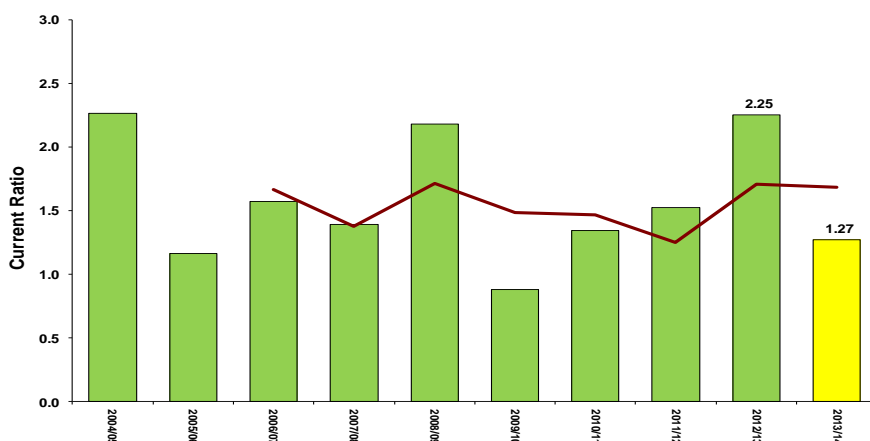
Depreciation on buildings for the year was \$2.1m, up \$353k on last year. This was due to the revaluation of building assets in the previous financial year seeing a significant increase in overall value.



Current Ratio

The current ratio is the ratio of current assets over current liabilities.

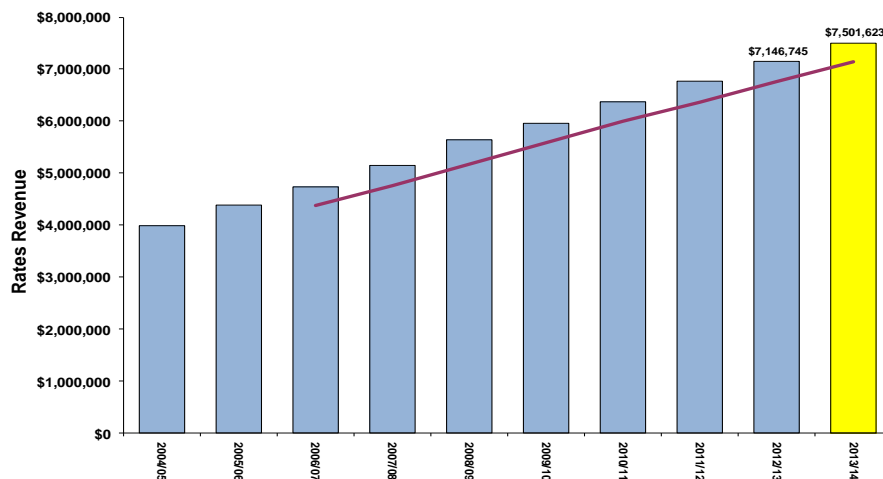
The ratio still sits well above 1 at 1.27 in 2013/14.



Rates Revenue

Rates revenue increased in 2013/14 by 4.7% to \$7.5m.

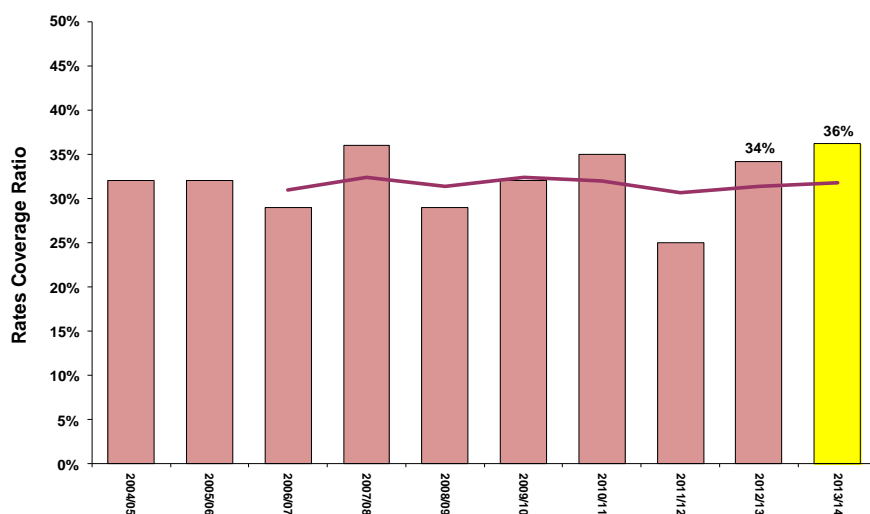
The rate increase includes real rates growth resulting from subdivisions together with general increase in rates on existing properties.



Rates Coverage Ratio

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

Rates coverage ratio increased in 2013/14 to 36% as the percentage of grant funding reduced.

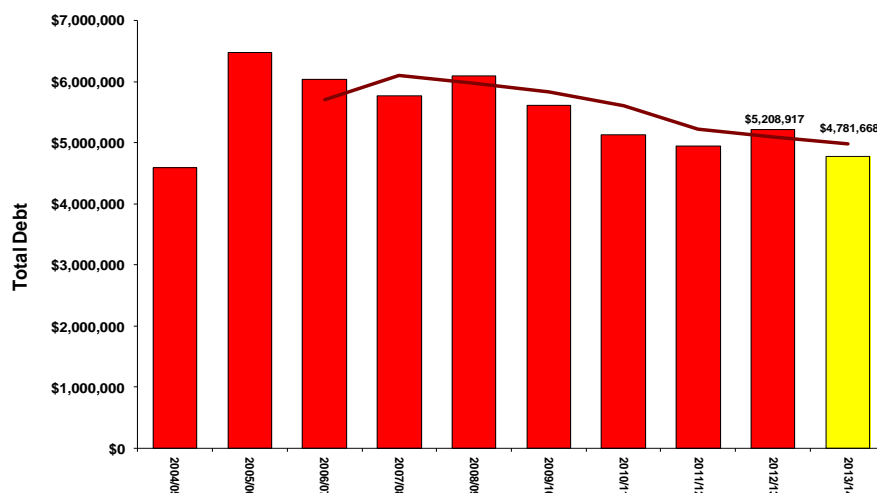


Total Debt

Total debt reduced by 8.9% to \$4.8m.

Debt is only borrowed for capital projects.

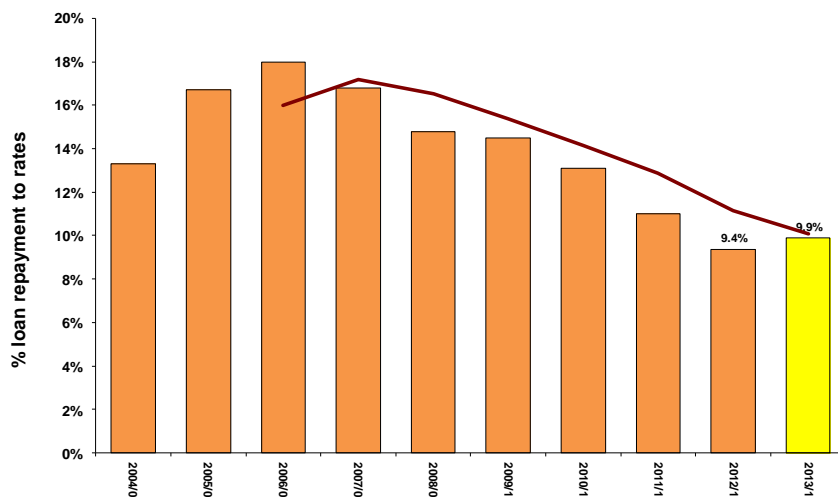
Debt levels will likely taper off over future years as old debt continues to be retired.



Debt repayment to rates revenue

The percentage of debt repayment to rates revenue increased from 9.4% to 9.9%, remaining well within Councils' self imposed limit of 18%.

This ratio will improve over ensuing years as old debt is retired.

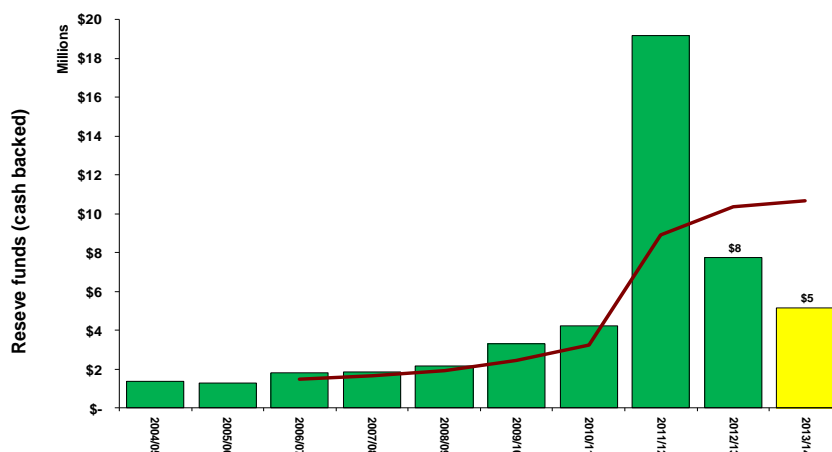


Cash reserves

Cash reserves are maintained for special and identified purposes.

Reserves decreased by \$7.7m in 2013/14 to \$5.1m mainly due to the reduction in the level of grants received in advance.

Normal untied reserve funds decreased by \$300,000 to \$2.4m.



Land Values

Urban land

GRV properties are re-valued every four years. The GRV valuation occurred in 2013/14 and is effective as at 1 July 2014.

Farmland

UV properties are re-valued each year. Unimproved values decreased in 2013/2014 by an average of 5.8%.

Libraries

During the 2013/14, Manjimup Libraries hosted many displays including an Art display from a HACC organised art group, a display of the Brockman St tiles, the Travelling Sketchbook Exhibition from State Library, the Family History Group's display and Historical Society displays.

Several author presentations were hosted by libraries and a well attended writing workshop with author Amanda Curtin. Other authors included Sharon Cully and Linda Bettenay.

Pemberton Public Library purchased new furniture including sofas and a children's table and chairs to brighten up their library. A new office chair and footrest was purchased for Northcliffe Library.

Better beginnings packs for Kindergarten and Pre-Primary school children were delivered to every school in our area in an effort to promote literacy. Each child receives a pack including a book to take home. The Better Beginnings program for children continues with the library finding it difficult to keep up with the numbers required.

Training, Shire staff and regional staff meetings, State Library facilitated workshops and seminars are important for staff to attend and all Shire Library staff had a chance to attend and benefit from the informative speakers and the networking. Training included Library Futures and Visions seminars, Oral Histories workshop, childhood literacy programs, culturally sensitive training, collection development including culling and weeding, and OHS training.

Libraries hosted programs such as the Book Cubby in Walpole and National Simultaneous Story time in Manjimup and supported Read Write Now.

Rhyme Time and Story Time sessions continue with Child Health staff and volunteer support. Volunteers are also very helpful in completing tasks such as packaging books into satchels to return with the courier.

E-Books for loan launched in September 2012 allowing members free downloadable books and audio.

EBooks Use	2012/13(from Sep '12)	2013/14
EBooks Users	171	753
EBooks borrowed	588	1764

The number of library books lent in 2013/14 was 76,172 with an increase of 2%.

Library Statistics:

- ✓ Borrower visits rose by 4% to 44,075.
- ✓ New members were down 6% to 409.
- ✓ Reference enquiries were rise 26% to 16,708.



Lobbying and submissions

In addition to normal lobbying activities, the Shire made formal submissions during the year in respect of the following matters of importance to the local community:

- Emergency Services Air Support
- South West Water Forever
- Review of Small Business Development Centres
- Mobile Phone Coverage Program
- Regional Visitor Centre funding
- South West Regional Blueprint
- Forest Management Plan
- Planning reform proposal



A forum covering the topics of mobile phone blackspots and the National Broadband Network (NBN) was held in Manjimup.

Pictured above (L-R): The Hon Paul Fletcher MP and Rick Wilson MP, federal member for O'Connor.

Marketing, Tourism & Business Development

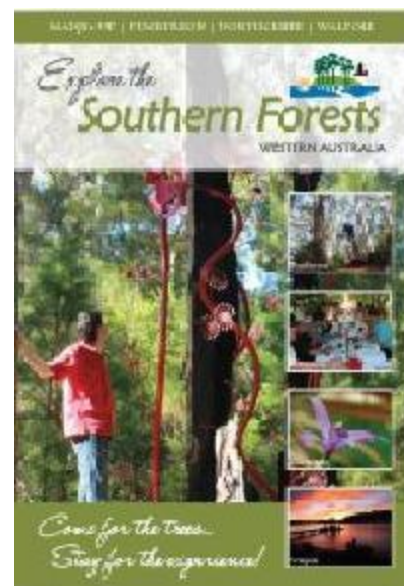
Marketing



The Shire continued its marketing effort during 2013/14 with a total expenditure of \$261,016 (up 29%) on district promotion.

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

- Direct financial support to the four Visitor Centres;
- Warren Blackwood Strategic Alliance membership;
- Gold membership of Australia's South West and participation in ASW's Holiday Planner, a publication with a print run of over 350,000 copies and distribution through formal channels internationally, interstate and intrastate;
- Provision of 20,000 free tear away visitor information maps for the district. The maps are provided free to each of the four Visitor Centres and continue to be in high demand;
- Following the success of the *Explore the Southern Forests* visitor guide, the four Visitor Centres in the Shire consider the next logical step would be to have a single website. The website is currently under construction and will be up and running by the end of 2014.
- Support for numerous events by way of financial, logistical and traffic management.
- Alignment with significant icons such as the Bibbulmun Track, Munda Biddi Trail and the Walpole Wilderness Area.



Tourism

A Tourism Forum held at the Manjimup Town Hall on the 3 September 2013, hosted by Warren Blackwood Alliance of Councils in collaboration with the Shires of Bridgetown-Greenbushes, Nannup and Manjimup and various tourism organisations and businesses. The outcome of the Forum has lead to investigating the feasibility of setting up a Local Tourism Organisation (LTO) to act as umbrella for tourism in the lower south west. Support for the LTO has been excellent to date.

Business development

Review of retail trading hours

In response to a request by Coles, Council considered extended trading hours in Manjimup. Following the positive response from the Manjimup Chamber of commerce, the Shire of Manjimup proceeded with the application to the Department of Commerce for extended trading hours in Manjimup.

South West Development Commission

The Shire hosted the Landcorp Board on 1 April. Jeremy Hubble and Bevan Eatts, Chair of the Southern Forests Food Council (SFFC), presented to the board on progress made on the 'SuperTown' projects, and how future growth plans align with the *South West Regional Blueprint*.



Pictured: Chair of the Landcorp Board Monty House front centre, joined by Landcorp board and Executive Staff, as well as representatives from the Shire of Manjimup and SFFC.

World of Energy

Shire staff prepared an EOI for \$5m Federal Government funding for the World of Energy building at the Manjimup Timber & Heritage Park. Whilst invited to lodge a full submission, the application was unsuccessful.

Sister City

The Sister City relationship with Jiashan County stagnated during the year. Council reconsidered its continued interest confirming a desire to progress the relationship further. The Shire recently joined the China/Australia Association to help facilitate this. In September 2013, the Shire President and CEO attended the State Dinner celebrating the 25th Anniversary of the Sister State relationship with Zhejiang Province, PRC.

Property Care Team

In July 2013, ACTIV Industries shut down their disability supported employment program in the town of Manjimup. The Shire of Manjimup saw an opportunity, and committed to employing the team of five staff members and their full time supervisor as the "Property Care Team" as a part of the Parks and Gardens crew. The Supervisor's role is to support the employees at all times, and to procure and maintain private works. The team also play an important support role across all departments at various times. In 2014/2015 the Shire of Manjimup will strive to achieve the National Disability Standards Quality Assurance Certification to secure ongoing supervision funding support for the team.

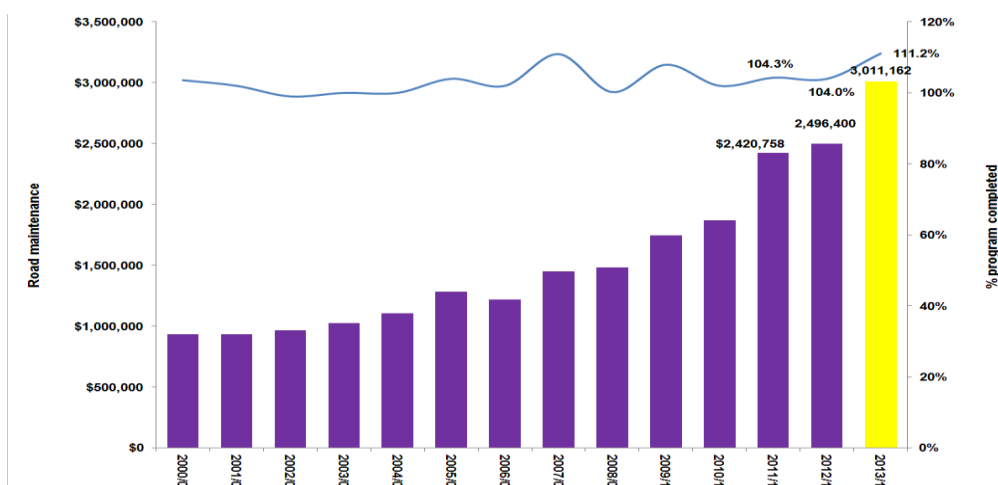
Providing a continuous employment opportunity for these five young men was an important decision made to retain these men and their families and support networks within our local community.



Roads, Bridges & Drainage

Road maintenance

Total road maintenance expenditure in 2013/14 was \$3,011,162 up 20% on expenditure from the previous year. A continued programmed approach is being applied to road maintenance, with focus on regular grading, removal of roadside vegetation, reinstatement of road side drainage, replacement of guideposts and to compact the road base of graded roads using stand-alone rollers working with graders during winter and spring.



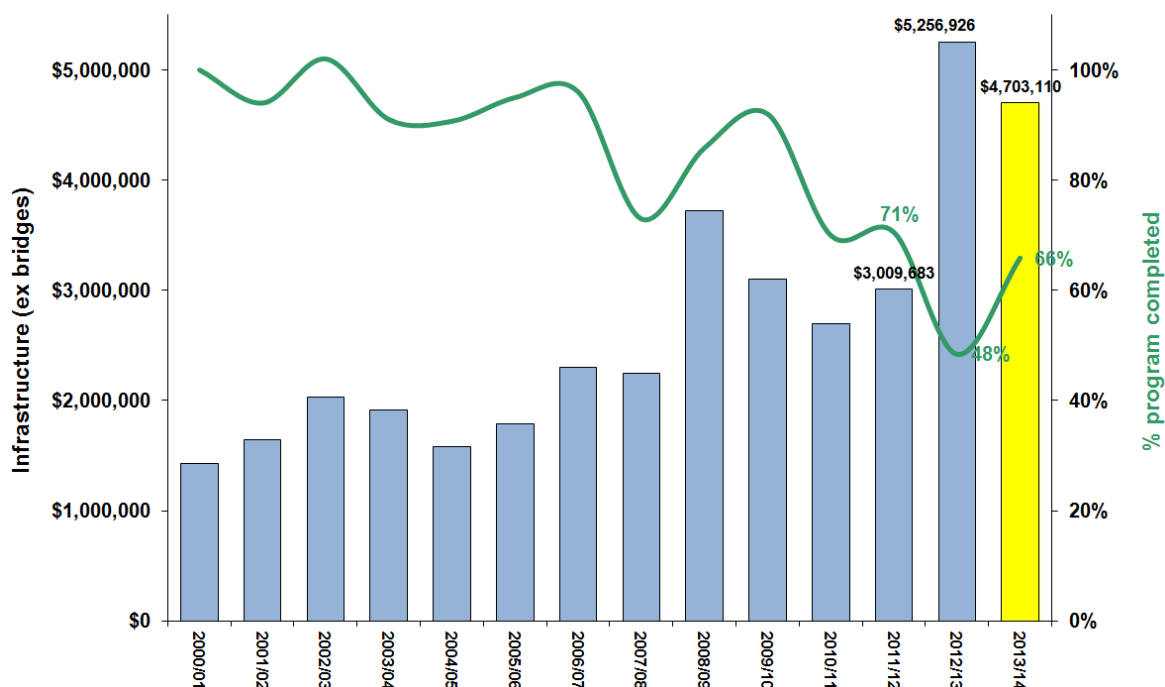
The widespread storm events of spring 2013 resulted in significant over-expenditure of that budget line. The Shire is expecting to be reimbursed \$97,000 of this expense through a claim made under the Western Australia Natural Disaster Relief and Recovery Arrangements (WANDRRA).

Road Maintenance	Budget 13/14	Actual 13/14
Car park maintenance	9,800	8,918
Gravel site assessment	220,000	252,918
Road maintenance - rural sealed	635,000	635,383
Road maintenance - rural unsealed	1,072,762	1,244,669
Road maintenance - urban	176,000	120,823
Road signs	141,521	118,000
Storm damage	111,500	283,777
Street cleaning	87,700	111,216
Tree maintenance	34,644	41,376
Road maintenance - vegetation removal	200,000	182,138
Road maintenance - kerb replacement	20,000	11,944
Total road maintenance	\$2,708,927	\$3,011,162

Road and Infrastructure construction (ex bridges)

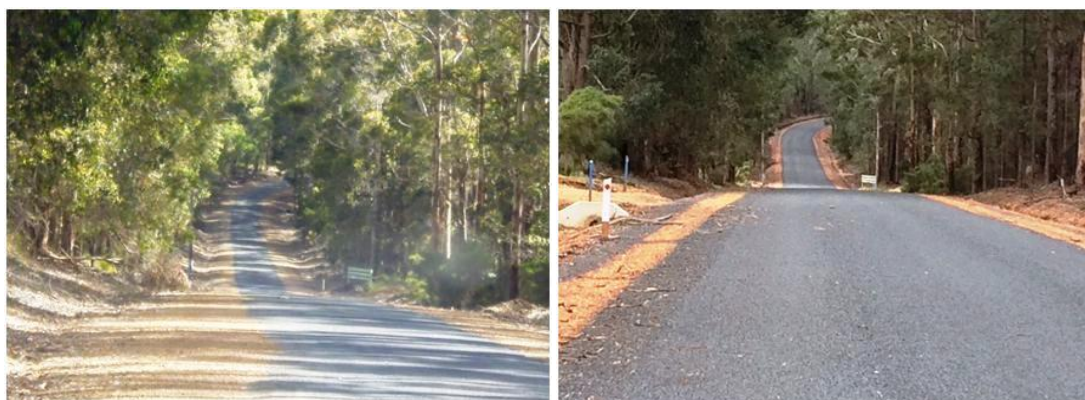
Total expenditure on infrastructure (excluding bridges) in 2013/14 was \$4,703,110 which is 20% down on the previous year's expenditure.

66% of the 2013/14 infrastructure capital program budget was expended. The most significant non-expenditures occurred with projects not completed as a result of sealing works delayed by wet conditions during autumn. These projects will have funds carried forward to be completed next financial year.





Bridge Road before (Left, looking east) and after (right, looking west) Construction & Sealing



Middlesex Road before (left) and after (right) Construction & Sealing

Infrastructure comprised the following groups:

Infrastructure Category	Budget	Actual
Bridges	1,281,000	792,319*
Drainage	340,049	131,740
Footpaths	332,760	400,193
Miscellaneous (including Pemberton main street)	337, 202	253,193
Road construction	2,558,961	1,948,021
Bitumen reseals	326,133	303,044
Gravel road resheeting	359,707	258,454
Super Towns	2,882,539	1,471,465
Total infrastructure	8,418,351	5,495,429
*Less Bridges	(1,281,000)	(792,319)
Total infrastructure (ex bridges)	7,137,351	4,703,110

Whilst the ability to address deteriorating infrastructure is limited due to the relatively small rate base and limited construction season, the issue cannot be ignored and Council has placed a high strategic priority on improving infrastructure. A summary of key projects for each infrastructure category follows;

Drainage –

	Budget	Actual
Anunaka Park compensation basin	95,049	60,931
Drainage - Mottram Street	80,000	0
Culvert repairs & upgrades - Northcliffe	115,000	64,344
Upgrade - Park Ave to Walpole St	50,000	6,465



Anunaka Park compensation basin

Construction of the Anunaka Park compensation basin and associated infrastructure will be completed next summer.

Footpaths – A total of 3200 linear metres of footpaths were constructed including the following significant projects:

	Budget	Actual
King Jarrah path	232,000	313,636
Main Street paving	18,000	18,070
Walpole Street	34,000	42,223
Widdeson/Brockman Street	33,260	26,264



Sealing of Perup Road shared path.

Miscellaneous works – the following significant projects were undertaken:

	Budget	Actual
Recreation Centre car park	150,000	49,459
Main street upgrade	54,179	27,732
Sports Club car park	35,700	34,893



Pemberton Sports Club car park - before (Left) and after (Right) construction and sealing.

Road construction works undertaken in 2013/14 included the following significant projects:

	Budget	Actual
Devon St	5,000	1,988
Hospital Ave	53,717	7,900
Ipsen Street	20,972	16,341
Young Street	39,415	39,960
Lock St	48,000	42,771
Meerup St	15,552	30,161
North Street	45,000	26,708
Middleton Rd	98,331	36,225
DEC Fire Damage Repair	91,402	45,009
Windy Harbour Rd	512,214	534,965
Middlesex Rd	278,000	274,632
Perup Rd reconstruction	312,700	312,743
Perup Rd reseals	45,497	125,740
Graphite Rd	72,000	60,540
Pier St	32,153	32,620
Bridge Rd	308,118	244,586
Brockman St	34,722	32,630
Ellis St	64,182	55,764
Widdeson St	22,383	19,206
Channybearup Rd	149,681	142,402
Glauders & Cascades Rds	51,998	52,909

Gravel road resheeting 6.6 km's of gravel resheeting was undertaken in 2013/14 included the following significant projects:

	Budget	Actual
Double Bridges Rd	37,541	31,143
Muirillup Rd	35,000	39,304
Tattenham Rd	35,000	20,266
Springdale Rd	20,000	16,289
Dingup Rd	35,000	36,568
Ralston Rd	50,000	39,518
Mitchelldean Rd	75,000	65,826
Fox Rd	35,000	22,811

Works Summary – Works undertaken during 2013/14 (linear metres)

Ward	Reconstruction	Asphalt	Reseal	Seal	Resheet	Kerb	Footpath
Central	0	965	0	0	0	300	2500
Coastal	2000	450	0	3700	2500	0	0
East	1800	0	3200	1800	1500	0	0
North	0	0	1700	0	2800	0	0
South	600	300	400	600	0	400	400
West	0	500	4000	0	500	400	200
	4400	2215	9300	8200	7300	1100	3200

Bridge maintenance

All bridge maintenance and occasional bridge construction work is carried out by the Shire of Manjimup. The value of maintenance work carried out in 2013/14 was \$99,668 a decrease of 1%.

Bridge construction

Bridge construction work scheduled to be done by Main Roads WA in 2013/14 was **\$ 1,281,000**. Work to the bridge on Wheatley Coast Road was completed by the end of the financial year, but no invoice had been received from Main Roads Western Australia.

Bridge	Budget	Actual
Wheatley Coast Rd, 3921	495,000	0
Peppermint Grove Road, 3865	396,000	399,262
Ned's Road, 3886A	390,000	393,057
Total	\$ 1,281,000	\$ 792,319

Private works

Works staff carried out private works (eg. bridges and edge sealing for neighbouring Shires, road construction) in 2013/14 totalling \$154,015 (up 3% on the previous year) delivering a profit to the Council of \$13,616 (up 20% on the prior year).

Recreation

Manjimup Regional AquaCentre

The installation of the new Ground Source Heat Pumps has been finalised. This project, financed by the Shire and significant Federal funding, aims to use geothermal heat to heat the pools and thereby reduce the ever-increasing cost of electricity. Another upgrade was the decoupling of the lap and leisure pools to allow heating each pool to a temperature acceptable to the patrons. Patrons of the Manjimup Regional AquaCentre can now enjoy consistently warm water temperatures throughout the seasons.



To improve cost recovery and thus to reduce the financial burden of the AquaCentre on the Shire budget, an extensive performance analysis has been undertaken. Based on the results of this analysis, a number of recommendations have been made and are currently being implemented.

Manjimup Vacation Care Program

The Shire was regrettably forced to close Manjimup Vacation Care Programme. The program has struggled to be sustainable due to the demanding licensing, legislation and staff qualification requirements. Whilst a twelve month review has identified that a break-even scenario may be achievable, the inflexible and rigorous legislative and licensing requirements will remain problematic. Council endorsed that the Vacation Care Programme in Manjimup be suspended until such time that legislative and licensing measures are more reasonable and attainable.

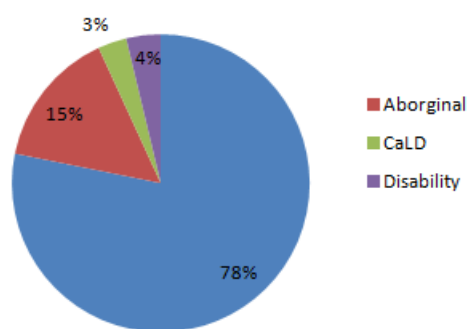
Kidsport

During the year, the Shire partnered with the Department of Sport and Recreation to deliver the Kidsport program for youth wishing to participate in sport in our district.

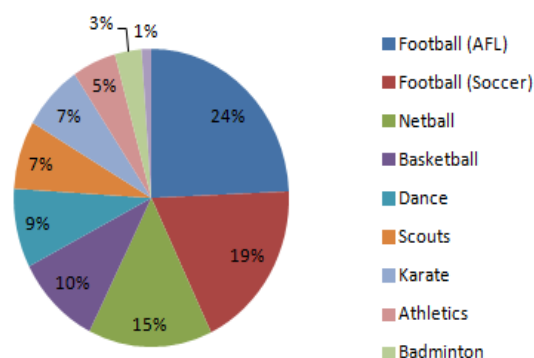
The Kidsport program resulted in 321 vouchers being issued to assist 281 children, participate in 42 clubs over the year. 70% of these children had now registered with a club. The amount of \$75,699 was spent over the past 3 years.



Diversity



Top 10 Sports Activities



Sport and Recreation Strategic Plan

The first *Shire of Manjimup Sport and Recreation Strategic Plan* from 2002 was reviewed and updated to the *Shire of Manjimup Sport and Recreation Strategic Plan 2014-2024*. The Plan incorporates infrastructure recommendations for all recreation buildings, ovals, etc. in each town within the Shire. Other main recommendations are with reference to support for clubs and community groups, walking and bicycling trails, and activities for youth and seniors. As part of this Strategic Plan, a Master Plan for the sporting precincts in Manjimup will be undertaken in 2014-2015, for which funding has been secured.

Other recreation

A new roof and vents were installed in the Manjimup Indoor Sports Pavilion. The Warren Pistol Club acquired funds for the construction of a new club house.

Town Planning

Key activities undertaken beyond the normal statutory function were:

- Review of local planning policies; and
- Commencement of Local Planning Strategy review.

Supertown Growth Planning

During 2013/14, as a part of Supertown, Manjimup Timber and Heritage Park Playground was officially opened to public on 11th October 2013 with the official ribbon cutting ceremonies by the Hon Terry Redman MLA.

The Shire has completed the freehold acquisition of Lot 883 Giblett Street (Manjimup Muffler and Towbar) as part of the Supertown Revitalisation of Manjimup's Town Centre project and the building was relocated to the Manjimup Speedway Club.

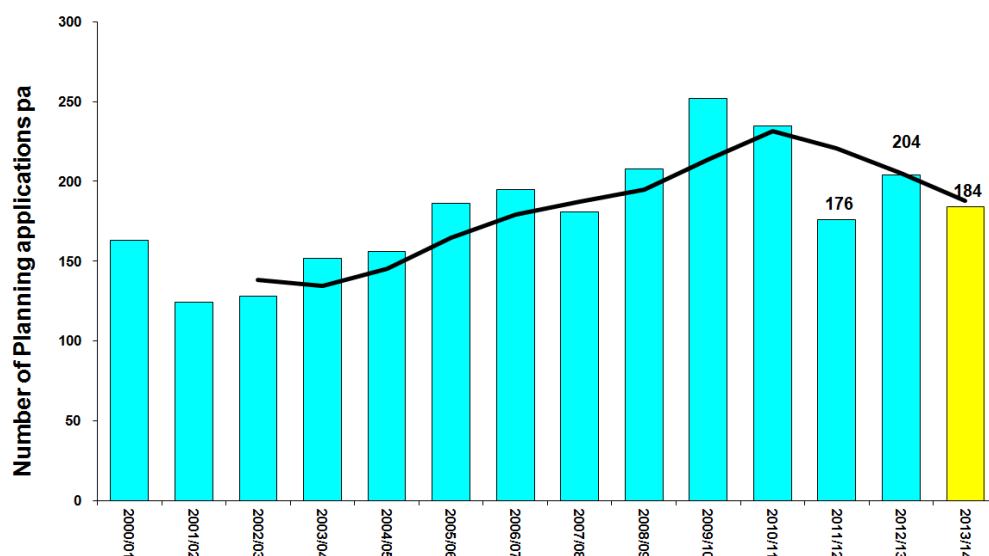
Also, the Shire is awaiting for a response to a draft tripartite legal agreement from the Public Transport Authority and Brookfield Rail regarding Ipsen Street re-opening.

Planning Applications

In 2013/14 there was a 9.8% increase in the number of planning applications to 184. The values of planning applications also dropped to \$11.2m, representing a decrease of 0.7% over the prior year.

The average number of days to process a planning application was 24 days (rise from 16.6).

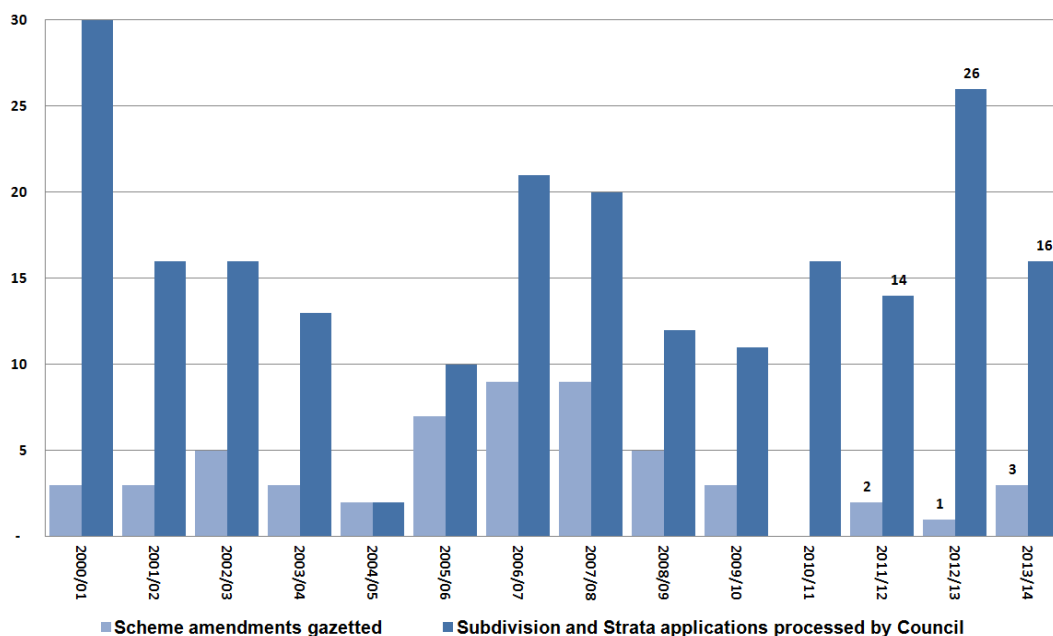
75% of planning applications were approved under delegated authority.



Subdivisions & Scheme Amendments

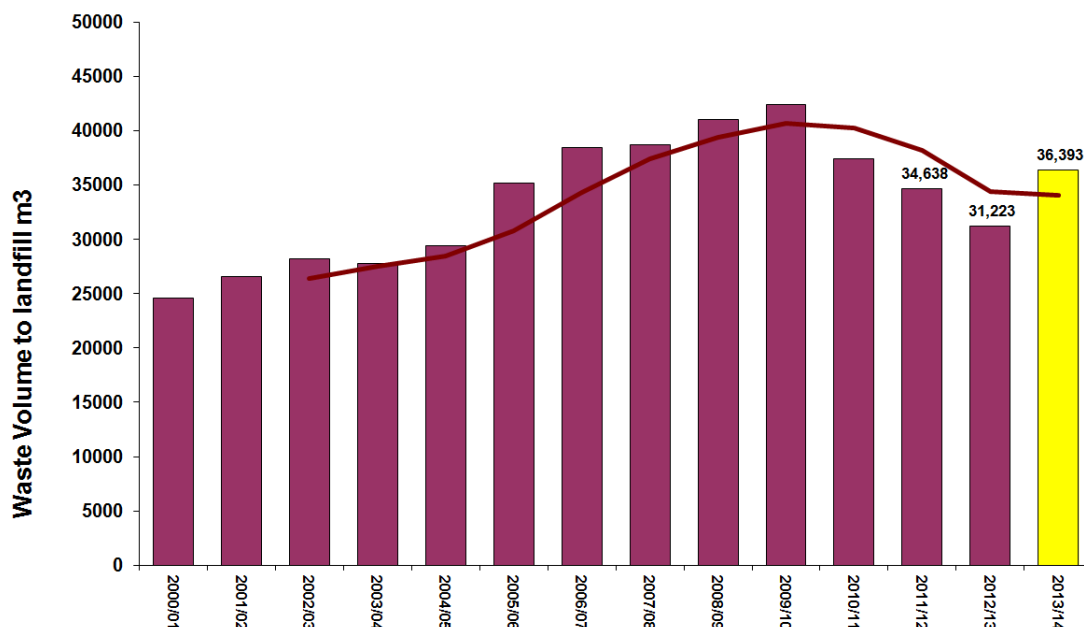
Applications for subdivisions and strata are decreased by 38% in 2013/14 to 16.

Scheme amendments approved by the Minister for Planning rose by 67% to 3, reflecting a trend for changes to the local planning scheme gazetted 3.5 years ago.



Waste Management

Waste recycling initiatives have had a dramatic effect on improving community satisfaction. Council's recycling initiatives had a notable effect on the volume of waste deposited into landfill, increasing by 17% in 2013/14 to 36,393m³ as illustrated below:

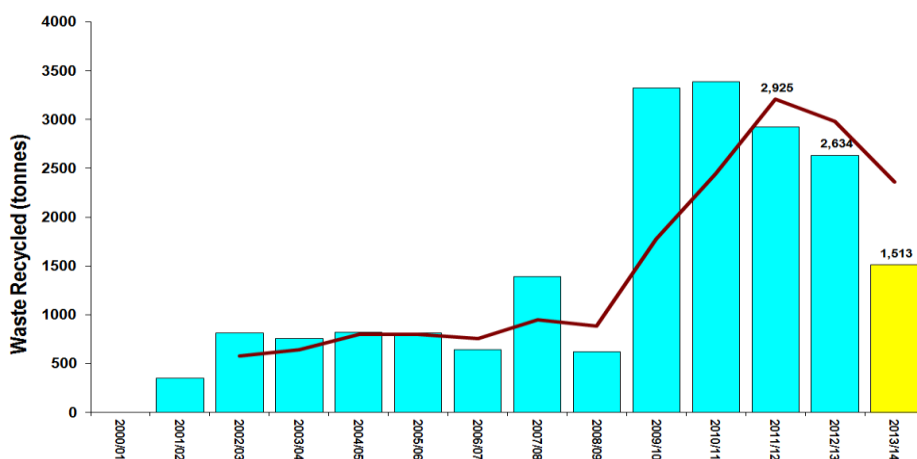


In conjunction with Department of Parks and Wildlife & Main Roads Western Australia, the Shire continued to provide peak waste bulk disposal facilities at key transit points, successfully reducing the amount of waste deposited in our bush or road verge.

The Shire also provides a road side bulk collection service in May of each year.

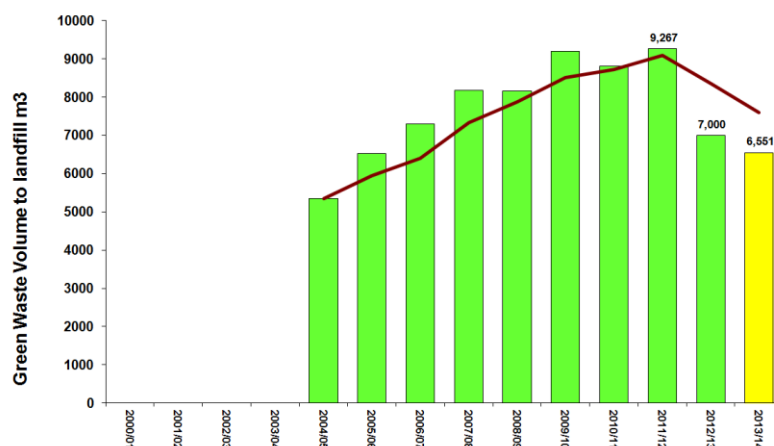
Recycling

Recycled waste further decreased by 43% to 1,511 tonnes.

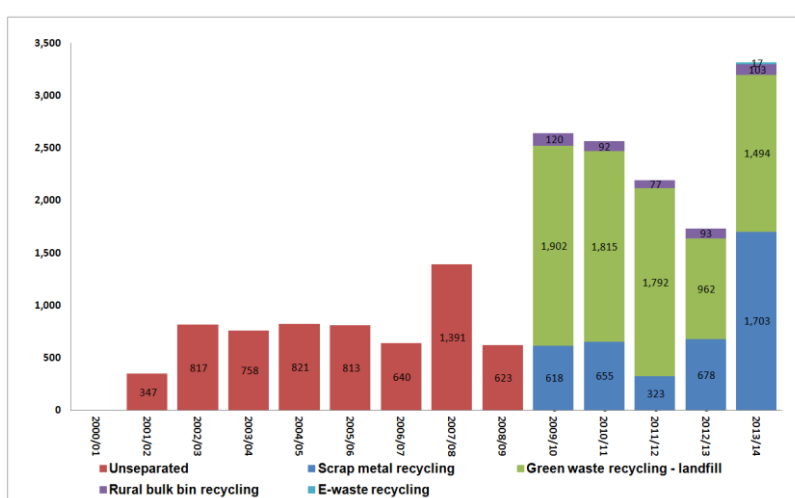


**Shire of Manjimup
Annual Report
For the year ended 30 June 2014**

Green waste further decreased by 7% to an estimated 6,551 m3.



Type of waste recycled



The Shire's Waste Management Officer continues to provide a part time waste management consultancy to the Shire of Bridgetown-Greenbushes and the Shire of Nannup.

During the year, two new bulk-roll top tarp recycling bins were provided by a grant from the WA Waste Authority Regional Funding Program.



Bulk Roll top tarp Recycling Bin

Social Services

HACC (Home and Community Care)

2013/14 further consolidated the HACC services in Manjimup.

The Shire of Manjimup Home and Community Care (HACC) program participated in a Quality Review process in January 2014.

Services have continued to expand, focusing on a wellness approach that promotes a “doing with, not for” concept. With support, many clients are building on their abilities and skills, and improving their social, emotional and physical wellbeing.

Successful grants have led to a variety of inclusive activities for clients, with or without disabilities, including the Brockman Street community art project.



The following three Community Care Common Standards and the eighteen expected outcomes relating to the standards were assessed, and all outcomes were met, ensuring continuous improvement and a quality service for the community:

- Effective Management;
- Appropriate Access and Service Delivery; and
- Service User Rights and Responsibilities

Well Being Warren Blackwood Project

This collaborative regional project targeting health, nutrition and increased participation in physical activity has delivered:

- 36 seasonal cooking and nutrition classes;
- 23 Healthy Eating, Activity Lifestyle (HEAL) programs;
- 35 AustCycle skills programs; and
- Supported the establishment of 4 community gardens.



Nordic Walking

Shire of Manjimup Alcohol Southern Forests Alcohol Think Again

This project takes a community based approach to reducing alcohol related harm, and has involved raising awareness through print media (local newspapers and newsletters), radio advertisements (Hot FM and Radio FM), networking with licensees to support responsible drinking environments and gathering baseline knowledge data which can be used to compare results at a later date.



Alcohol Management Project Launch

Youth sport inclusion project

This project was aimed at building community capacity, whilst fostering the inclusion of the marginalised and socially isolated, and allowing young people with a disability or with significant barriers to participate in sport and recreation.

Youth Services

Youth Services & Activities

The Shire of Manjimup believes that young people are one of our community's greatest assets and endorses the view that the Shire of Manjimup should be a youth friendly community.

The Shire of Manjimup Customer Satisfaction Survey 2011 identified 'youth' as a priority. Thus, in 2013/14, the Shire provided \$32,742 in community grants for youth related activities. Many of these activities were partnered or undertaken by third parties and in 2013/14 the Shire increased the funding to \$37,000.



Shire of Manjimup Youth Strategic Plan 2013-2023

Community and youth consultation was undertaken to review the *Youth Strategic Plan 2013-2023*. Upon finalisation of consultation, a fully reviewed plan was released for public comment. Once public comment was accepted, and the plan reviewed again, it was put before the Council to be adopted. The adopted plan provides a recorded commitment that the Shire of Manjimup values young people and acknowledges their identity in the wider community, accepting the important role and responsibility it has in improving the quality of life for all young people. The *Youth Strategic Plan 2013-2023* has been identified by Council as a priority to enable long term, integrated planning.

Walpole Skate Park Launch

The Walpole skate park launch was greatly enjoyed by many youth during the Australia Day long weekend. The skate park launch celebrated the completion of the skate bowl and surrounding area including a half court, shade sails and water fountain. The Shire engaged Skate Board Australia, who held workshops, competitions and demonstrations, accompanied by a free lunch. Past Youth Council members who several years ago raised the notion of a skate park in Walpole attended the official ceremony, led by Shire President, Wade DeCampo and attended by dignitaries including Hon Terry Redman and Lotterywest's Jacquie Thomas, General Manager – Grants and Community Development.

Holiday Bus

December saw the Shire's Holiday Bus providing excursions to Adventure World from Manjimup and Pemberton. All trips were well utilised.

Shire of Manjimup Youth Scholarship Awards – Winners 2013

The Shire provided \$5,400 in youth scholarships and awards for 2013/14. Nominations were made by school principals, with the following receiving the awards for 2013:

Recipient Name	School of Recipient	Award
Elizabeth Kezich	Kearnan College	ATAR Dux Award
Rhianna Cullinan	Denmark High School	Community Spirit & Leadership Award
Angel Shaddick	Big Picture Training Centre	Community Spirit & Leadership Award
Holly Webster	Big Picture Training Centre	Community Spirit & Leadership Award
Kori Thompson	Walpole Primary School	Community Spirit Award
Jena MacDonald	Manjimup Primary School	Community Spirit Award

Gemma Brown	<i>Pemberton District High School</i>	<i>Community Spirit Award</i>
Anthony Ellis	<i>St Joseph's Primary School</i>	<i>Community Spirit Award</i>
Cooper Longbottom	<i>East Manjimup Primary School</i>	<i>Community Spirit Award</i>
Ruby Horn	<i>Kearnan College</i>	<i>Community Spirit Award</i>
Imogen Dodd	<i>Northcliffe District High School</i>	<i>Community Spirit Award</i>
Jamal Dodson	<i>Manjimup Education Support Centre</i>	<i>Community Spirit Award</i>
Brodie Hibberd	<i>Manjimup Senior High School</i>	<i>Leadership Award</i>
James Mazzarolo	<i>Kearnan College</i>	<i>Leadership Award</i>
Jordan Turner	<i>Pemberton District High School</i>	<i>Leadership Award</i>
Kate Wardell-Johns	<i>Manjimup Senior High School</i>	<i>Runner Up ATAR Dux</i>
Danielle King	<i>Manjimup Senior High School</i>	<i>Runner Up VET Dux</i>
Kellie Austin	<i>Kearnan College</i>	<i>VET Dux Award</i>

Youth Workers

The *Youth Strategic Plan* has a strong youth development focus, and the Shire provided the financial assistance for four youth workers through our Shire district, all of whom continue to support youth between the ages of 11 - 25 years in our communities.

The Shire of Manjimup hosts the Shire of Manjimup Youth Network (SOMYN) designed to foster partnerships and healthy working relationships across all areas of youth health and well being. These relationships and working partnerships are greatly valued and supported. A budget of \$1,000 is allocated to assist in supporting the SOMYN, Community Services are allocated \$6,000 for Community transport – some of which is used to support the youth zones and events while of the \$2,000 allocated to Community Services for advertising- again some is used to support events held in partnership. The youth mentors are highly mobile and can arrange to talk with youth and support young people on anything from family problems, difficulties at school, relationships, feeling down, alcohol and other drug issues, accommodation, education, training and employment, income support or even legal issues.

As part of the support offered the network, the Shire of Manjimup Community Development officer facilitated a meeting between the Perth Local Drug Action Group (LDAG), Pemberton Sports Club and the Northcliffe Family Centre, with view to the Sports Club and Family Centre becoming LDAG members. The Pemberton Sports Club and the Northcliffe Family Centre have taken up the opportunity to become LDAG's, which assists them in addressing alcohol and drug issues within the community while giving them access to mentoring, leadership camps and a wider range of grant funding.

The Shire of Manjimup, in partnership with several of organisations from the Shire of Manjimup Youth Network and the Department of Local Government and Communities, saw the National Youth Week 'Our Voice Our Impact' youth festival held in Quininnup. The festival day was attended by 64 youth from all over the shire and incorporated art, circus and drumming workshops as well as a photo booth, pizza making, a water slide and a movie night.



Alcohol Management Plan

The Alcohol Management Project was launched in October 2012, and in June 2013 a partnership between St John of God and the Shire of Manjimup was formed to employ a part time Alcohol Management Project Officer to focus on reducing alcohol abuse in the community. Over the past year the project officer, Assunta Di Francesco has developed a series of posters to tackle the issue of youth drinking, facilitated licensee forums and gained great uptake in the Good Sports program. The project is achieving many milestones and it will take a long-term continued commitment to change the culture around alcohol. It is believed that in the future, with the perseverance and continued education of the community, the project will assist with changing behaviour with regard to alcohol consumption.

Community Bus

The Community Bus, managed by the Manjimup Community Resource Centre, continues to be popular. The community bus has now had new seat covers installed to protect the upholstery and the sign writing completed. The funds for the seat covers and sign writing were obtained through the sale of the old bus.



Community Safety & Crime Prevention Plan

The *Community Safety and Crime Prevention Plan* is currently being reviewed. The review is needed to keep the plan current and working as a living document. Community workshops have been held in Manjimup, Northcliffe, Pemberton and Walpole, and an online survey was used to gain broad community input. Results have also been taken from the Shire's 2014 Community Satisfaction Survey to compliment the information obtained directly from the workshops. The Community workshops were not as well attended as they had been during the last review, which may reflect preliminary findings; that the community as a whole generally feels that the Shire of Manjimup is a safe place to live.

Other Information

Freedom of Information

The *Freedom of Information Act 1992* is applicable to the Shire of Manjimup. The FOI officer for the Shire of Manjimup was Jasmine Bames, the FOI Principal Officer was Andrew Campbell and the FOI Review Officer was Jeremy Hubble.

During 2013/14, the Shire of Manjimup received only one (1) request for information under the Freedom of Information Act. The time to process this application was eight (8) days.

In accordance with Section 96(1) the Shire of Manjimup has produced an "Information Statement" and is available at the Shire offices in Manjimup or by contacting the FOI officer.

Freedom of Information											
	13/14	12/13	11/12	10/11	09/10	08/09	07/08	06/07	05/06	04/05	03/04
New applications	1	3	2	5	5	3	8	3	1	3	9
Average time to process (days)	8	37	46	35	32	44	38	39	9	14	24

Record Keeping Compliance

The Shire of Manjimup is committed to strict record keeping practices, and complies with the required legislation including the *State Records Act 2000*. Under this Act, a Record Keeping Plan was submitted and approved by the State Records Commission in April 2010, for a period of five years. The plan is due for review again in 2015. Seven year old financial records were disposed by RMS in Bunbury after audit by AMD.

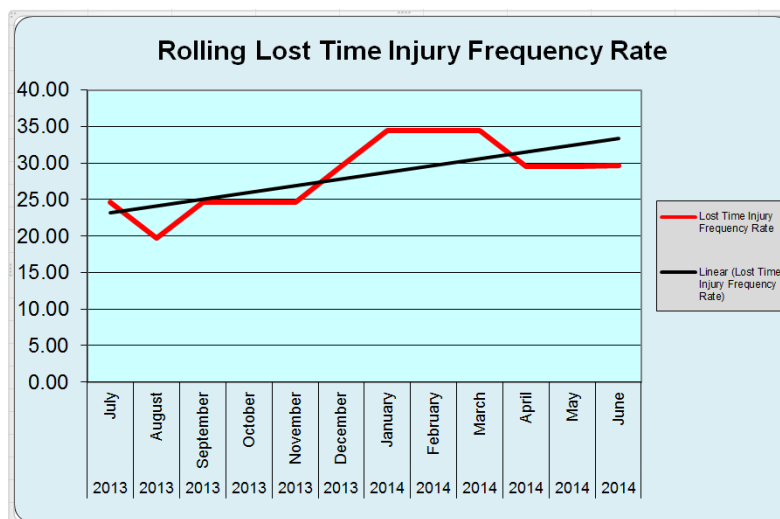
Record statistics indicate a trend of reduced correspondence reflecting increased email traffic.

	13/14	12/13	11/12	10/11	09/10	08/09	07/08	06/07	05/06	04/05
Correspondence IN	10,461	10,875	12,512	12,734	12,702	13,842	14,894	14,661	15,069	15,055
Correspondence OUT	12,603	12,218	20,012	19,379	14,310	15,142	15,055	17,836	12,996	15,888
Cheques issued	1,126	1,340	1,507	1,590	1,657	1,920	2,075	2,265	2,845	2,926
Invoices processed	5,157	5,057	5,139	4,755	4,763	5,016	4,533	4,951	4,770	4,625

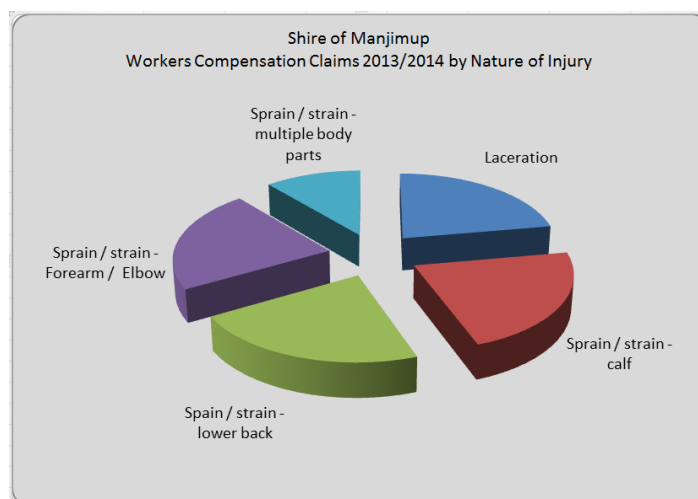
Safety

The Shire of Manjimup continues to develop and improve the safety management systems in the workplace. Preparation has commenced for the system review in the lead-up to the next LGIS Audit, scheduled for May 2015. Long term workers compensation claims are being managed effectively and return to work programs are developed and implemented to facilitate unfit workers to return to the workplace in a restricted capacity. The Lost Time Injury Frequency rate has increased 5 points to 29 and reduction of this is required over the next 12 months to ensure that the Gold Diligence in Safety Award is maintained by the Shire of Manjimup.

During 2013/14 there were a total of nine (9) claims for workers compensation submitted by workers within the 12 month period. Of the nine claims lodged, six (6) were serious enough to incur lost time away from the workplace. The claims are predominantly sprains and strains resulting from manual tasks. The most serious claim occurred when a worker slipped on a concrete pipe whilst clearing a drain on a gravel embankment. He was wearing a blower vacuum strapped to his back at the time of the fall, which impacted on the multiple injuries sustained to his back, neck and knees. Due to the severity of the injury, the incident has been reported to the regulator and the worker has undergone surgery. The injured worker has been totally unfit for work for an extended period and is now fit for restricted duties, facilitated by a graduated return to work program approved by his General Practitioner.



The nature of injuries sustained was consistent with the average for local government, with sprains and strains representing the majority of injuries.



Staff

The Shire considers it has a role to play providing cadetship, traineeship and apprentice opportunities for local school leavers. During the year, the Shire entered into a partnership arrangement with Rio Tinto, to provide a further two trainee positions in the civil and mechanical fields.

Shire staff also participated in several fund raising activities during the year for Leukaemia and Mens Health.

Staff turnover remains low at 8.5% (industry average 13.66%) reflecting a stable and content workforce.

	2014	2013	2012	2011	2010	2009
# of Staff (FTE's)	119.59	113	112	109	103	102
# grant funded staff FTE's (included in above total)	12	13	12	12	9	
# core FTE's (excluding grant funded positions)	107	100	100	97	94	
# staff employed (including fulltime, part time and casual i not FTE positions but total number separate individuals)	164	163	158	137	137	149
# appointments (permanent staff)	26	17	19	26		
# terminations & resignations (permanent staff)	10	18	12	26	26	14
% staff turnover (Termination / FTE)	8.5%	15%	11%	19%	19%	10%

Council Statistics

Council statistics (compiled by the West Australian Municipal Association and printed in the Municipal Directory for 2013).



Distance from Perth	301
Area (sq km)	7,028
Length of Sealed Roads	514 km
Length of Unsealed Roads	818 km
Population	9,514
Number of electors	6,407
Number of dwellings	4,931
Total Rates Levied	\$7.3m
Total Revenue	\$21m
Number of employees (FTE)	119

Council Meetings and Record of Attendance

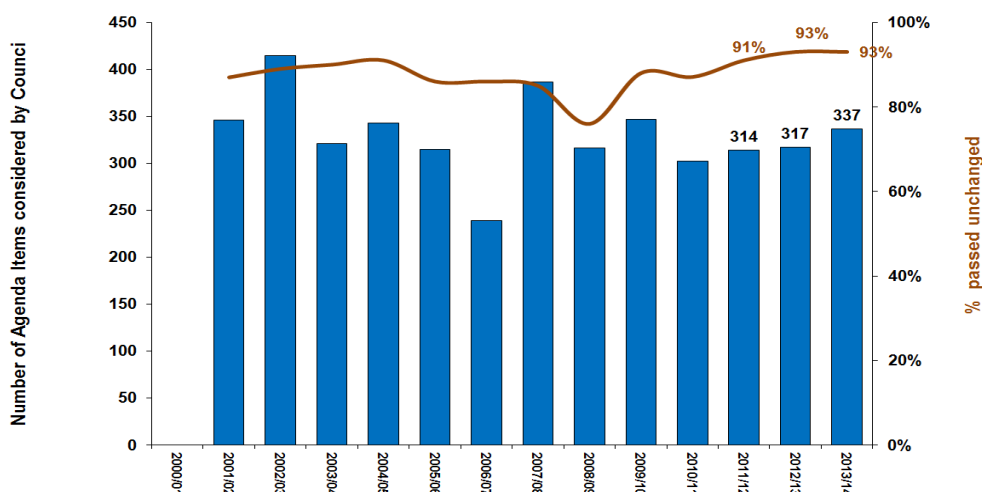
During 2013/14, 17 Council meetings were held, with one meeting held in each of the outer towns of Pemberton, Northcliffe and Walpole. Outer town meetings were normally followed with a formal Council dinner, with guests invited from that town.

The average Council meeting duration was 62 minutes, with the shortest meeting 17 minutes and the longest meeting 122 minutes. Listed below is the record of attendance by each Councillor:

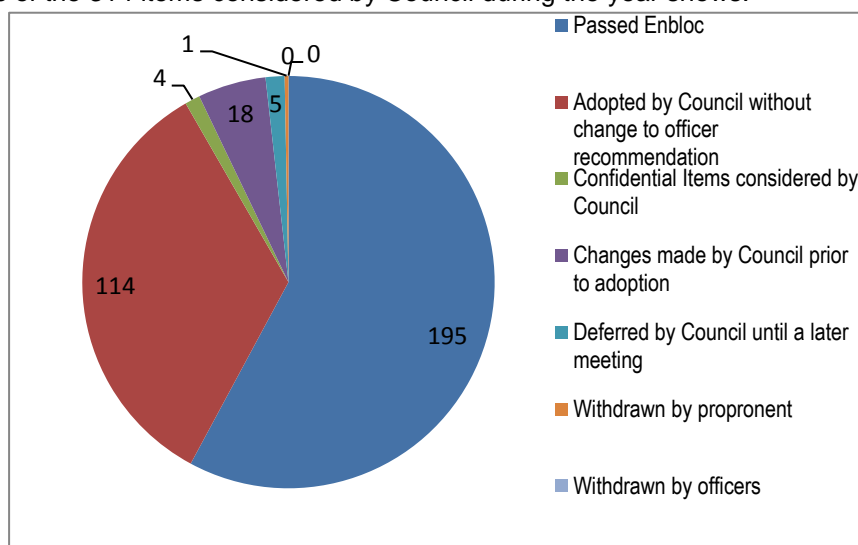
Councillor	Ward	2013/14 Meeting Attendance		
		Possible #	Attended #	Leave/ Apology
Cr Wade DeCampo (Shire President)	West	17	17	0
Cr Bavich (Deputy President)	Central	17	14	3
Cr Chodorowski	West	17	16	1
Cr Daubney	North	17	16	1
Cr Fahey	Coastal	17	16	1
Cr Jenkins	Central	17	16	1
Cr Tapley	South	17	17	0
Cr Karamfiles	Central	17	15	2
Cr Winfield	East	11	11	0
Cr Omodei (Elected 19 Oct 2013)	Central	11	10	1
Cr Logan (Elected 19 Oct 2013)	Central	11	11	0
Cr Jones (Resigned 13 Sept 2013)	Central	5	5	0
Cr Ray Curo (Not re-elected 19 Oct 2013)	East	6	5	1
Cr Taylor (Not re-elected 19 Oct 2013)	Central	6	4	2

Council Decisions and Officer Prepared Agenda Items

Council considered a total of 337 Agenda items in the 2013/14 financial year at an average of 20 items each per meeting. A summary of how those agenda items were dealt with by Council is outlined below:



An analysis of the 314 items considered by Council during the year shows:



Public Interest Disclosure

The Public Interest Disclosure Act 2003 applies to the Shire of Manjimup. The public disclosure officer for the Shire of Manjimup is Gail Ipsen Cutts, who is required to report annually to the Commissioner

In October 2005, Council adopted “**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.

Funding Acknowledgments

Appreciation is extended to the following funding agencies for their generous financial support towards Council's 2013/14 program:

- Australian Government: Department of Infrastructure, Transport, Regional Development and Local Government – Roads to Recovery, FAG, RADS,
- Australian Government: Department of Communities – Youth Outreach Program
- 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
- State: Healthways
- State: LotteryWest
- Local Government Insurance Services – Experience Fund
- State: Country Arts WA
- State: South West Development Commission
- State: Office of Crime Prevention
- State: Department of Local Government – Strategic Planning Capacity Building
- State: Department of Regional Development – Royalties for Regions, Supertowns
- State: Department of Sport and Recreation – DSRFF, Youth Sport
- State: Department Environmental Regulation
- State: Department of Parks and Wildlife
- State: Department of Transport – Recreational Boating Scheme, Recreation Trails
- State” Main Roads WA – RRG, Regional Bike Network, LG & Community Safety, TIRES
- State: Department of Fire and Emergency Services - AWARE funding, ESL

Report on Complaints made against Councillors

In accordance with Section 5.53 of the *Local Government Act 1995* and the associated *Local Government (Rules of Conduct) Regulations 2007*, the complaints made against Councillors for 2013/14 were:

Number of entries in the register:	3
How the complaints were handled:	One matter was referred to the Department of Local Government with confirmation that no further action was required. Two matters of alleged minor breach were referred to the Standards Panel and are now awaiting consideration.

Prescribed 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 2013/14 year, there were payments made to employees for which prescribed information is required to be disclosed.

Number of Employees	Payment Range
4	\$100,000 - \$110,000
1	\$110,000 - \$120,000
2	\$120,000 - \$130,000
0	\$130,000 - \$140,000
0	\$140,000 - \$150,000
0	\$150,000 - \$160,000
1	\$160,000 - \$170,000

Report on Strategic Community Plan and Corporate Business Plan

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 1996*, the following plans were formally adopted by Council in June 2013:

- *Strategic Community Plan* covering a period of 10 years. This plan is to be reviewed every four years.
- *Corporate Business Plan* covering a period of 4 years. This plan is to be reviewed every two years.

There were no changes made to the above plans which were adopted during the year.

The Shire of Manjimup has a comprehensive 10 year forward planning framework in place which can be viewed on our website www.manjimup.wa.gov.au

A report of achievements in our strategic planning can be found on pages 46 – 59.

Conclusion

As mentioned earlier by the Shire President, 2013/14 was clearly a year of delivery on a number of major initiatives including the SuperTown projects and completion of forward plans and strategies.

Significant work was also done to best position the Shire of Manjimup for likely changes in future Royalties for Regions funding, particularly engaging in the *South West Blueprint* process. I wish to acknowledge the leadership and commitment shown by Council and the continued harmonious working relationship between the political and administrative functions.

2014/15 represents a new era in the executive leadership at the Shire of Manjimup. The departure of the Shire's CEO of seven years, Mr Jeremy Hubble, is to be recognised. The achievements of Mr Hubble during his time as CEO should never be underestimated. On behalf of the Shire of Manjimup, best wishes are extended to Mr Hubble and his family in their future endeavours.

Finally, I would also like to acknowledge the commitment of our dedicated Senior Management Team, Managers and staff, plus the wonderful contribution made by our volunteers and the outstanding support of our funding agencies. I look forward to prosperous times ahead for our community.



ANDREW CAMPBELL
CHIEF EXECUTIVE OFFICER



STRATEGIC PLANNING ACHIEVEMENT REPORT

OUR LANDSCAPE - Custodians of our natural landscape and resources

Desired Community Outcome:				Community Strategies from Strategic Community Plan:					
We value, and work to nurture and enhance, our natural environment and prioritise protection of our natural resources and landscape in all our endeavours				Strategy 1.1: Sustainably manage our unique natural environment for the benefit of existing and future generations. Strategy 1.2: Anticipate and respond to potential climate change impacts. Strategy 1.3: Protect prime agricultural land through effective land use strategies.					
	Council objective	Council strategy	Council Action/ Deliverable(s)	Key Performance Indicator (KPI)	Responsible Unit	Link to SCP	Target Date	Council Priority	2013/14 Initiated, Achieved and/or continued in next year
	Objective 13. Improve the Shire's energy efficiency and environmental performance.	Strategy 1. Promote sustainable development.	Action #1. Continue to promote and support litter reduction programs in the Shire including the provision of jointly funded peak holiday season disposal bins.	Continued funding of litter reduction programs	Works and Services	strategy 1.1	Annual	High	Activities/ Achievements- <ul style="list-style-type: none"> - Continued providing services on waste collection including hard wastes Future Challenges- <ul style="list-style-type: none"> - Ensuring domestic waste from residents is not impacting on bin volumes
			Action #2. Continue to undertake action targets outlined in the Shire of Manjimup Environment and Sustainability Strategy.	Number of Shire of Manjimup Natural Environment Strategy Objectives and Action Targets achieved	Statutory Services	strategy 1.1,	Annual	Medium	Activities/Achievements- <ul style="list-style-type: none"> - working with the Warren Catchments Council to photo-monitor the foreshore at Windy Harbour - Energy Efficiency Program - Weed control program - Offset planting projects Future Challenges – <ul style="list-style-type: none"> - Implementation of Environmental management strategy including source of funding
			Action #3. Preserve the heritage of the region.	Review MHI periodically	Statutory Services	strategy 1.3	1/06/2014	Medium	Activities/ Achievements- <ul style="list-style-type: none"> - Heritage List is designed to ensure that heritage matters are given due regard when Planning Applications are considered over the property Future Challenges- <ul style="list-style-type: none"> - Review the MHI

OUR PROSPERITY - Nurturing healthy industry, innovation and a diverse economy

Desired Community Outcome:				Community Strategies from Strategic Community Plan:					
Desired Community Outcome: Our community prospers, because we: <ul style="list-style-type: none"> we recognise the vital contribution of our primary industries we provide opportunities for economic growth we support and foster industry initiative and innovation to enhance development we will not pursue growth at any cost we will support the diversification of our economy. 				Strategy 2.1: Strengthen and diversify our primary industries, including agriculture, forestry and tourism. Strategy 2.2: Develop a more self-reliant community by maximising the use of local resources. Strategy 2.3: Pursue sustainable and appropriate economic growth for the community. Strategy 2.4: Provide an encouraging environment that stimulates sustainable growth in the shire. Strategy 2.5: Build on Manjimup's role as a subregional centre where appropriate resources and services are					
	Council objective	Council strategy	Council Action/ Deliverable(s)	Key Performance Indicator (KPI)	Responsible Unit	Link to SCP	Target Date	Council Priority	2013/14 Initiated, Achieved and/or continued in next year
	Objective 8. Increased awareness of the Shire as a desirable place to visit.	Strategy 3. Facilitate economic activity.	Action #4. Review, update and implement where possible the objectives and strategies outlined in the Shire of Manjimup Marketing Strategy.	Number of Shire of Manjimup Marketing Strategy initiatives undertaken	Corporate Services	strategy 2.1, 2.5	Annual	High	Activities/ Achievements- - Southern forests tourism website design in progress Future Challenges- - Review and future direction of Manjimup Marketing Strategy
			Action #5. Preserve horticulture activity and water resources by protecting priority agriculture land.	Area of productive agricultural land zoned Priority Agriculture by the Local Planning Scheme	Statutory Services	strategy 1.3	Annual	High	Activities/ Achievements- - Establish appropriate protection mechanisms in statutory land use planning processes Future Challenges- - Establish appropriate protection mechanisms in statutory land use planning processes
			Action #6. Implement the recommendations identified in the Council's Economic Development Strategy and Plan. Ensure appropriate resourcing and resource opportunities are available to implement recommendations.	Number of Shire of Manjimup Economic Development Strategy and Plan objectives and actions achieved	Corporate Services	strategy 2.1, 2.5	Annual	High	Activities/ Achievements- - Review of draft Economic Development Strategy & Plan Future Challenges – - Finalise & Adopt Economic Development Strategy & Plan
		Strategy 2. Develop sister city relationship.	Action #7. Consider sister city relationship with a key trading partner.	Annual report summarising progress	Corporate Services	strategy 2.5	Annual	Medium	Activities/ Achievements- - Joined Australia China Business Council Future Challenges – - Review value of Chinese sister city relationship with Jiashan.

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		Strategy 3. Facilitate economic activity.	Action #8. Promote Manjimup as the regional centre for the Warren-Blackwood region.	Number of promotion activities undertaken each year	Corporate Services	strategy 2.5	Annual	Medium	Activities/ Achievements- <ul style="list-style-type: none"> - Council request the Minister to approve an extension to retail trading hours, in the Manjimup Townsite, as community has less interest on this. - Approval for the funding with R4R for a new hospital in Manjimup is a fantastic outcome for the community Future Challenges- <ul style="list-style-type: none"> - Lobby and participate in the commencement of construction of the new WD hospital
			Action #9. Pursue development of e-commerce capabilities. Council to lobby telecommunication service providers to improve capacity and quality of telecommunication networks in the region to help build e-commerce presence for the Warren Blackwood region.	Number of e-commerce related within the Shire or communication capacity increases	Corporate Services	strategy 2.3, 2	Annual	Medium	Activities/ Achievements- <ul style="list-style-type: none"> - Submission made to Federal " Mobile Coverage program Discussion Paper" - Fixed Wireless NBN proposed. Future Challenges- <ul style="list-style-type: none"> - Large area to cover for mobile networks. - Wired NBN lobbying.
			Action #10. Engage an Economic Development Officer within Council.	Economic Development Officer employed	Corporate Services	strategy 2.1, 2.5	Annual	Low	Activities/ Achievements- <ul style="list-style-type: none"> - No action. Future Challenges- <ul style="list-style-type: none"> - Funding resources.

OUR COMMUNITY - A connected, resilient and inclusive community

Desired Community Outcome:				Community Strategies from Strategic Community Plan:					
We are a connected, friendly, `industrious and diverse community that fosters resilience and self-sufficiency, where people feel safe, capable and supported in their endeavours.				Strategy 3.1: Strengthen our community identity and spirit, recognising the diversity of our people, cultures and places. Strategy 3.2: Proactively create safe, healthy and liveable Shire. Strategy 3.3: Encourage and facilitate community contribution to making the Shire of Manjimup a place to live, work and visit. Strategy 3.4: Make useful and empowering resources available to build an inclusive community. Strategy 3.5: Foster a sense of belonging to "one community" and supporting each other.					
	Council objective	Council strategy	Council Action/ Deliverable(s)	Key Performance Indicator (KPI)	Responsible Unit	Link to SCP	Target Date	Council Priority	2013/14 Initiated, Achieved and continued in next year
11	Objective 2. The community is aware of the challenges faced by the Shire and strategies being pursued.	Strategy 9. Provide the public with relevant and timely information.	Action #11. Continue to review and implement a public communication program linked to a time critical calendar.	Implementation of the Shire of Manjimup's communication programme initiatives	Corporate Services	strategy 3.1 3.4	Annual	Priority	Activities/ Achievements- <ul style="list-style-type: none"> - Customer Satisfaction Survey results were comparatively outstanding compared with previous measurements with an increment in the measure of 11.5%. - Launched Facebook page for Shire scene, advertising, press releases & public notices. Future Challenges – <ul style="list-style-type: none"> - Programs activities identified in the Communication Strategy
12	Objective 6. Risks for which the Shire is responsible are reduced.	Strategy 11. Reduce fuel loads on Shire managed reserves.	Action #12. Maintain the Manjimup Fuel Hazard Reduction Strategy and continue to undertake a rolling program of hazard reduction burns on Council's reserves in or near townships. Continue to fund fire control team to work with the community carrying out fuel reduction burns on road verges outside town boundaries.	Length of road verge and area of all reserves undergoing fuel hazard reduction measures.	Statutory Services	strategy 1.1 3.2	Annual	Priority	Activities/ Achievements- <ul style="list-style-type: none"> - Fuel hazard reduction burning carried out on Shire controlled reserves in all four towns Future Challenges- <ul style="list-style-type: none"> - Annual completion of Fuel Hazard Reduction Strategy targets across the district
13	Objective 4. Develop core organisational competencies in the area of strategic	Strategy 4. Enhance Disability Access and Inclusion within the Shire.	Action #13. Review, update and implement the strategies and tasks outlined in the Implementation Plan of Manjimup Disability Access and Inclusion Plan.	Implementation of Disability Access and Inclusion Plan initiatives	Community Services	strategy 3.1 3.2, 3.3,3.4 3.5	Annual	High	Activities/ Achievements- <ul style="list-style-type: none"> - Access and Inclusion Strategic Plan reviewed Future Challenges – <ul style="list-style-type: none"> - Implementation of Access Inclusion Strategic Plan

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14	importance.	Strategy 5. Supporting the Shire's youth.	Action #14. Review, update and implement the strategies and planned actions outlined in the Implementation Plan of the Manjimup Youth Strategy Plan.	Implementation of the Manjimup Youth Strategy Plan initiatives	Community Services	strategy 3.1 3.2, 3.3,3.4 3.5	Annual	High	Activities/ Achievements- - Youth Strategy Plan reviewed & adopted Future Challenges- - Implementation of Youth Strategy Plan
15		Strategy 6. Supporting the Shire's aging.	Action #15. Continue to review and implement the objectives and the strategies outlined in the Active Aging Strategic Plan "Seniors planning for their Future".	Implementation of the Shire of Manjimup Active Aging Strategic Plan initiatives	Community Services	strategy 3.1 3.2, 3.3,3.4 3.5	Annual	High	Activities/ Achievements- - EOI requested for Senior Housing opportunity with possibility of 'shared equity' Future Challenges- - Review of Active Ageing Strategic Plan - Expanding HACC Services to Pemberton & Bridgetown
16	Objective 6. Risks for which the Shire is responsible are reduced.	Strategy 12. Prepare for emergencies and natural disasters.	Action #16. Continue to develop strong inter agency relationships with other Hazard Management Authorities.	Relationships summarised in Council's Annual Report	Statutory Services	strategy 3.2	Annual	High	Activities/ Achievements- - Quarterly progress report and LEMC meetings. Future Challenges- - Keeping HMA enthusiasm in the LEMC process.
17		Strategy 14. Provide a reliable public response mechanism.	Action #17. Continue to provide a 24/7 call centre response service.	Number of calls received per month	Statutory Services	strategy 3.2	Annual	High	Activities/ Achievements- - Service provided. Future Challenges- - Continuation of appropriate call out response as events become more regular.
18	Objective 2. The community is aware of the challenges faced by the Shire and strategies being pursued.	Strategy 10. Encourage and assist community groups to develop their own capacity.	Action #18. Encourage and support the community through providing mentoring, networking and support services to non-profit and community care organisations to build capacity.	Capacity building initiatives undertaken.	Corporate Services	strategy 3.3	Annual	Medium	Activities/ Achievements- - Shire engaged with various NFP's and Community Care organisations pby providing relevant advice relating to structure, functioning and financial control. Future Challenges- - Large demand for Shire assistance. This requires managing.

19		Strategy 9. Provide the public with relevant and timely information.	Action #19. Develop community briefings and workshops on topics of community, safety, health and wellbeing and keep the community informed.	Number of community briefing workshops held each year.	Statutory Services / Community Services	strategy 3.3, 3.4, 3.5	Annual	Medium	Activities/ Achievements- <ul style="list-style-type: none"> - Emergency Services and community development community briefings held regularly. Future Challenges- <ul style="list-style-type: none"> - Resources to conduct these activities.
20	Objective 4. Develop core organisational competencies in the area of strategic importance.	Strategy 7. Supporting safety in the community.	Action #20. Continue to review and implement the strategies and the actions outlined in the Shire of Manjimup Community Safety Plan.	Implementation of the Shire of Manjimup Community Safety Plan initiatives	Community Services	strategy 3.1, 3.2, 3.3, 3.4, 3.5	Annual	Medium	Activities/ Achievements- <ul style="list-style-type: none"> - Review of Community Safety Plan initiated - Consultation carried out for Community Safety Plan review Future Challenges- <ul style="list-style-type: none"> - Adoption of Community Safety plan - Implementation of Strategies
21	Objective 6. Risks for which the Shire is responsible are reduced.	Strategy 12. Prepare for emergencies and natural disasters.	Action #21. Continue to undertake the objectives and actions outlined in the Manjimup Emergency Management Plan. Prepare a program of activation exercises to test the plan.	Valid Plans and number of activation test exercises conducted	Statutory Services	strategy 1.1	Annual	Medium	Activities/ Achievements- <ul style="list-style-type: none"> - LEMC plans in place. Future Challenges- <ul style="list-style-type: none"> - Testing the plan.
22		Council Strategy 13. Raise volunteer participation levels (particularly in the area of emergency management).	Action #22. Continue to provide support to volunteer emergency services.	Emergency Services Levy funding provided awarded to emergency services agencies	Statutory Services	strategy 3.2	Annual	Medium	Activities/ Achievements- <ul style="list-style-type: none"> - Attended the Volunteer's liability, expert panel discussion: Protection of Volunteers - Community Emergency Service Management program Future Challenges- <ul style="list-style-type: none"> - Impact of FIFO workforce.
23	Objective 8. Increased awareness of the Shire as a desirable place to visit.	Strategy 3. Facilitate economic activity.	Action #23. Review, update and implement the strategies and planned actions outlined in the Implementation Plan of the Arts and Cultural Plan.	Number of Shire of Manjimup Arts and Cultural Plan objectives and actions achieved	Community Services	strategy 3.1, 3.3, 3.4, 3.5	Annual	Medium	Activities/ Achievements- <ul style="list-style-type: none"> - Adoption of Arts & Cultural Plan 2013-2023 Future Challenges- <ul style="list-style-type: none"> - Implementation of strategies of Arts & Cultural Plan

24		Strategy 8. Promote the district to primary markets such as Perth metropolitan.	Action #24. Provide marketing funding to key festivals and events that attract visitors.	Number of Council controlled or sponsored local events held throughout the Shire	Community Services	strategy 3.1	Annual	Medium	Activities/ Achievements- - Warren Blackwood Regional events calendar distributed Future Challenges- - Financial resources.
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OUR INFRASTRUCTURE - Efficient & proactive service provision and planning

Desired Community Outcome:				Community Strategies from Strategic Community Plan:					
Health, water, energy, communications and transport infrastructure is delivered and maintained at a level of service to support our growth as a community and the achievement of our goals.				Strategy 4.1: Optimise investment for a safe and reliable transport network. Strategy 4.2: Provide appropriate and financially sustainable community infrastructure that supports a standard of living Strategy 4.3: Manage public assets prudently and in a financially sustainable manner. Strategy 4.4: Support initiatives that promote recycling and reuse of resources.					
	Council objective	Council strategy	Council Action/ Deliverable(s)	Key Performance Indicator (KPI)	Responsible Unit	Link to SCP	Target Date	Council Priority	2013/14 Initiated, Achieved and continued in next year
	Objective 11a Shire infrastructure network to be adequate, its condition improved, and the cost burden shared, most notably in the area of road maintenance.	Strategy 15. Council owned assets managed in line with industry standard approach to asset management.	Action #25. Undertake the actions identified within the Shire of Manjimup Asset Management Strategy and Asset Management Plans including consideration of rationalisation of assets.	Number of Shire of Manjimup Asset Management Strategy improvement actions achieved	Works and Services	strategy 4.1 4.2, 4.3, 4.4	Annual	Priority	Activities/ Achievements- - Current Level of Service is identified Future Challenges- - Improvement of the current Asset Management Plan - Review of the Asset Management policy
	Council Objective 11b. Shire infrastructure network to be adequate, its condition improved, and the cost burden shared, most notably in the area of road construction.	Council Strategy 20. Roads, Footpaths and Drainage infrastructure are adequate and maintained.	Action #26. Adopt, regularly review and adequately resource the implementation of the Shire of Manjimup's Roads, Footpaths and Drainage Assets Asset Management Plan including rationalisation and "fit for purpose" considerations.	Operations, maintenance and renewal activities outlined in Asset Management Plan completed	Works and Services	strategy 4.1, 4.2, 4.3,	Annual	Priority	Activities/ Achievements- - Current Level of Service is identified Future Challenges- - Full implementation of planned maintenance

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	Council Objective 1. Energies and resources to be focused on core functions.	Council Strategy 17. Collaboration in sharing arrangements for non-core services.	Action #27. Establish alliances and partnerships with private and government infrastructure providers and lobby for service levels in the Shire.	Level of engagement with State and Commercial providers	Corporate Services/ Works and Services	strategy 4.2 4.3	Annual	High	Activities/ Achievements- <ul style="list-style-type: none"> - Relationships continue to be built with Western Power, Water Corporation and Telstra for key infrastructure Future Challenges- <ul style="list-style-type: none"> - External funding availability
	Objective 11b. Shire infrastructure network to be adequate, its condition improved, and the cost burden shared, most notably in the area of road construction.	Strategy 20. Roads, Footpaths and Drainage infrastructure are adequate and maintained.	Action #28. Provide a focus on gravel supplies.	Estimated gravel supply quantity and strategic location	Works and Services	strategy 4.1 4.2, 4.3,	Annual	High	Activities/ Achievements- <ul style="list-style-type: none"> - Forecast of requirement of gravel for next 10 year period Future Challenges- <ul style="list-style-type: none"> - Monitoring gravel supply
	Objective 5. Planning to be well in advance of development or works occurring.	Strategy 19. Parks, sporting and community facilities demand is anticipated and facilities appropriate.	Action #29. Audit all playgrounds and skate parks for safety and Australian standards compliance.	Audit report completed	Works and Services	strategy 4.2 4.3	Annual	High	Activities/ Achievements- <ul style="list-style-type: none"> - Carried out maintenance works as per the maintenance plan Future Challenges- <ul style="list-style-type: none"> - Expansion of asset data
	Objective 10. Shire facilities are maintained at an acceptable standard.	Strategy 15. Council owned assets managed in line with industry standard approach to asset management.	Action #30. Continue to review and implement the objectives and the strategies outlined in the Windy Harbour Management Plan.	Number of Windy Harbour Management Plan Objectives and Action Targets achieved	Statutory Services	strategy 4.2 4.3, 4.4	Annual	Medium	Activities/ Achievements- <ul style="list-style-type: none"> - Preparing an operational policy to assist in the assessment of tree removal applications subject to clearing controls Future Challenges- <ul style="list-style-type: none"> - Report on Windy Harbour Management Plan

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			Action #31. Undertake a formal rationalisation study of Council owned, leased and operated buildings to identify opportunities to implement cost savings without compromising customer service standards.	Rationalisation study completed	Statutory Services	strategy 4.2 4.3,	1/06/2014	Medium	Activities/Achievements- - Maintenance program carried out as per the annual schedule. Future Challenges- - Building maintenance Program prioritisation, rationalisation and implementation
	Objective 11c Shire infrastructure network to be adequate, its condition improved, and the cost burden shared, most notably in the area of recycling.	Strategy 21. Commence a recycling collection service.	Action #32. Review alternative uses for non-commercial recyclable material.	Annual Review	Works and Services	strategy 4.4	Annual	Medium	Activities/ Achievements- - E-Waste recycling in progress - Building concrete waste recycling initiated Future Challenges- - Alternative waste process for general waste , composting etc
	Objective 3. Provide excellent Customer Service.	Strategy 16. Set benchmarks for service delivery.	Action #33. Undertake a benchmarking exercise to determine the levels of service for local-government-managed infrastructure provided by other Councils of similar size within south west region, Western Australia and Australia.	Completed benchmarking study	Works and Services / Services	strategy 4.2 4.3, 3.3,	1/12/2014	Medium	Activities/ Achievements- - Development Application and Building Permit turnaround data analysed. Future Challenges- - Benchmarking exercise to determine level of service
	Objective 5. Planning to be well in advance of development or works occurring.	Strategy 18. Road networks are functional and anticipate future expansion.	Action #34. Prepare and review townsite strategies.	Strategies reviewed and adopted	Statutory Services	strategy 4.2 4.3	Annual	Medium	Activities/ Achievements- - Scheme amendments - Adopted modified Local Planning Policies Future Challenges- - Review & adopt the Local Planning Strategies

			Action #35. Implement Townscape Development plans for townsite CBD's including underground power where practicable.	Progress report on achievements	Works and Services	strategy 4.2 4.3	Annual	Medium	Activities/ Achievements- <ul style="list-style-type: none"> - Construction work for underground power at Motram St Manjimup - Pemberton Main street upgrade Future Challenges- <ul style="list-style-type: none"> - Project funding for continuation of SuperTown Plans
		Council Strategy 19. Parks, sporting and community facilities demand is anticipated and facilities appropriate.	Action #36. Continue to implement the recommendations of the Shire's Sport and Recreation Plan.	Number of Shire of Manjimup Sport and Recreation Plan recommended actions achieved.	Community Services	strategy 4.2 4.3	Annual	Medium	Activities/ Achievements- <ul style="list-style-type: none"> - Reviewed and adopted of Sports & Recreation plan Future Challenges- <ul style="list-style-type: none"> - Implementation of recommendation of Sports & Recreation Plan

OUR CIVIC LEADERS - Governed and represented with vision and integrity

Desired Community Outcome:				Community Strategies from Strategic Community Plan:					
Our community leaders have a vision for the community, are accessible, open, transparent and integrity, and act in good faith on behalf of their constituents.				Strategy 5.1: Embrace the Integrated Planning and Reporting Framework Strategy 5.2: Embrace strategic planning processes and appropriate policy development. Strategy 5.3: Engage in transparent decision-making processes and promote individual accountability. Strategy 5.4: Provide appropriate forums to maximise community participation in decision making. Strategy 5.5: Effectively communicate with the community.					
	Council objective	Council strategy	Council Action/ Deliverable(s)	Key Performance Indicator (KPI)	Responsible Unit	Link to SCP	Target Date	Council Priority	2013/14 Initiated, Achieved and next year
	Objective 1. Energies and resources to be focused on core functions.	Strategy 35. Focus on core competencies.	Action #37. Assign a resource focus toward economic development, road maintenance, road construction and drainage.	% expenditure and new funding allocated towards economic development, road and drainage construction and maintenance	Corporate Services	strategy 5.1, 5.3, 4.2, 4.3	Annual	Priority	Activities/ Achievements- - Reviewed & Adopted Forward Capital Works Plan 2010/11-2019/20 Future Challenges- - Implement Forward Capital works plan as per the priority & allocate budget - Timely review & adoption of the plan
	Objective 12. Expenditure to be minimized and contained within fiscal constraints.	Strategy 29. Identify opportunities to cut costs.	Action #38. Pursue amalgamation and other joint services opportunities.	Annual review of action	Corporate Services	strategy 5.1, 5.2, 5.3	Annual	High	Activities/ Achievements- - Currently providing external servicing to Nannup and Bridgetown-Greenbushes Future Challenges- - Identify the projects and activities can be carried out as a joint service with neighbouring Shires
	Objective 12. Expenditure to be minimized and contained within fiscal constraints.	Strategy 30. Increased focus on fiscal responsibility.	Action #39. Limit entry into services and activities provided by others unless there is adequate compensation or available resources.	Annual review of action / reports to Council	Corporate Services	strategy 5.1, 5.2, 5.3	Annual	High	Activities/ Achievements- - Property Care Team employed but with an ideal for them to be self sustainable. Future Challenges- - Informing smart business decisions

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	Objective 14. The Shire to be fiscally sound so that it has the flexibility to respond to opportunities or disasters should they arise.	Strategy 31. Restrict further debt financing to manageable levels.	Action #40. Manage debt to ensure ability to comfortably pay back.	Loan repayments not to exceed 17% of rate revenue	Statutory Services	strategy 5.1, 4.1, 4.3, 4.2	Annual	High	Activities/ Achievements- - Loan repayments within self imposed limits. Future Challenges- - Demand for financial resources.
		Strategy 32. Achieve flexibility and safeguarding by using reserve funds.	Action #41. Increase Reserve Funds to ensure funding is available for future commitments.	% reserve funds (excluding unspent grants) / annual revenue	Statutory Services	strategy 5.1, 4.1, 4.3, 4.2	Annual	High	Activities/ Achievements- - Increased in line with budget opportunity Future Challenges- - Significant further increases required
	Objective 15. The financial burden on ratepayers is reasonable based on a desire to approximate the average of that for south west councils.	Strategy 34. Seek separate increase for any special initiatives.	Action #42. Review relativities between UV and GRV rate base in line with Grants Commission assessments.	Annual review	Statutory Services	strategy 5.1, 5.3, 4.2, 4.3	Annual	High	Activities/ Achievements- - Rates are reviewed for 2014/15 Future Challenges- - GRV revaluation in 2014
	Objective 3. Provide excellent Customer Service.	Strategy 26. Promote a customer service culture.	Action #43. Keep the organisation informed of activities of other sections, progress on projects and workloads through internal communication methods.	Regular internal communication bulletin sent	Corporate Services	strategy 5.5	Regular	High	Activities/ Achievements- - Circulation of Monthly bulletin of "Thursday thoughts" to all staff Future Challenges- - Time taken for level of reporting expected.
		Strategy 27. Monitor benchmarks for service delivery.	Action #44. Monitor achievement of benchmarks to remuneration via Enterprise Agreements.	EBA used to monitor service delivery	Corporate Services	strategy 5.5	Annual	High	Activities/ Achievements- - Staff survey for review the agreements Future Challenges- - Review of Enterprise agreement and adoption
		Strategy 28. Develop systems that support customer service.	Action #45. Continue to resource a Customer Response Management system.	Time taken to respond to complaints, number of complaints per annum, and number of service requests per annum	Statutory Services	strategy 5.5	Annual	High	Activities/ Achievements- - System available but limited in use Future Challenges- - Review Customer Response Management System

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	Objective 4. Develop core organisational competencies in the area of strategic importance.	Strategy 36. Review and amend policies that impede and introduce new policies supportive of core functions.	Action #46. Regularly review levels of delegated authority to match responsibility.	Annual review of delegation register	Corporate Services	strategy 5.2	Annual	High	Activities/ Achievements- - Annual review completed Future Challenges- - Delegation register review once every financial year
		Strategy 37. Foster skills and knowledge transfer to local youth.	Action #47. Provide opportunities for local apprenticeships, traineeships and cadetships.	Number of apprentices, trainees or cadets employed per annum	Corporate Services	strategy 5.3	Annual	High	Activities/ Achievements- - Providing cadetship, traineeship and apprentice opportunities for school leavers Future Challenges- - Limited scope for placements
	Council Objective 6. Risks for which the Shire is responsible are reduced.	Strategy 30. Increased focus on fiscal responsibility.	Action #48. Governance is maintained at a high level of compliance.	Annual Compliance Audit Return achievement	Corporate Services	strategy 5.1, 5.2, 5.3	Annual	High	Activities/ Achievements- - High compliance result achieved Future Challenges- - Maintaining current compliance levels
	Objective 7. A diverse and competent Council engaging with its community.	Strategy 23. Raise awareness of outer town issues and make it easy for the public to communicate with the Council.	Action #49. Maintain the ward system and hold a Council meeting in each town at least once a year.	Number of Council meetings held in each town.	Corporate Services	strategy 5.4, 5.5	Annual	High	Activities/ Achievements- - Council held one meeting in each outer town in rolling basis Future Challenges- - Continue to schedule to hold a Council meeting in each town once a year
		Strategy 24. Enhance the public image of the Council by maintaining high standards of conduct and undertaking training.	Action #50. Maintain strong relationships between Council and the administration through good information, communication and joint planning.	Attendance by Council and relevant administration staff are Council meetings	Corporate Services/ Works and Services/ Statutory Services/ Community Services	strategy 5.1, 5.3	Annual	High	Activities/ Achievements- - Council / administration relationship strong. Information, briefings and workshops are a regular part of business Future Challenges- - Time and effort required can distract from other activities

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	Objective 9. External funding for Shire services and facilities to be maximised.	Strategy 25. Develop influential relationships.	Action #51. Allocate sufficient resources to invest time in visiting key funding providers and discussing mutual opportunities.	Number of meetings held with key stakeholders	Corporate Services	strategy 4.2, 4.3, 5.1	Annual	High	Activities/ Achievements- <ul style="list-style-type: none"> Meetings regularly held with infrastructure providers, SWDC, RDASW, and various other State Agencies and elected representatives. Future Challenges- <ul style="list-style-type: none"> Time restraints and the need to prioritise
			Action #52. Allocate sufficient resources to lobby the State Government and service providers for upgrades to essential infrastructure.	Number of submissions to service providers for upgrades to essential infrastructure.	Corporate Services	strategy 5.1, 5.3	Annual	High	Activities/ Achievements- <ul style="list-style-type: none"> Opportunities taken where possible Future Challenges- <ul style="list-style-type: none"> Time restraints and the need to prioritise
	Objective 14. The Shire to be fiscally sound so that it has the flexibility to respond to opportunities or disasters should they arise.	Strategy 33. Implement "user pays" philosophy.	Action #53. Review all fees and charges for use of Shire ovals, buildings, playing fields and other infrastructure.	Review of fees and charges completed	To be assigned	strategy 4.2, 4.3	1/12/2013	Medium	Activities/ Achievements- <ul style="list-style-type: none"> Council reviewed the fees and charges. Future Challenges- <ul style="list-style-type: none"> Annual review of fees & charges
	Objective 3. Provide excellent Customer Service.	Strategy 26. Promote a customer service culture.	Action #54. Organisation wide participation in customer service training.	Percentage of staff completed customer service training	Corporate Services	strategy 5.4	Annual	Medium	Activities/ Achievements- <ul style="list-style-type: none"> Customer service training provided where required. Future Challenges- <ul style="list-style-type: none"> Organise Customer service training for staff who required.
			Action #55. Continue to undertake customer service awards.	Annual customer service awards program	Corporate Services	strategy 5.4	Annual	Medium	Activities/ Achievements- <ul style="list-style-type: none"> Council staff awarded with "Golden Shovel" customer service award Future Challenges- <ul style="list-style-type: none"> Continue the "Golden Shovel" Customer Service awards annually

			Action #56. Undertake Customer and employee surveys to identify improvement areas.	Completion of survey	Corporate Services	strategy 5.5	Tri-annual	Medium	Activities/ Achievements- - Customer Satisfaction Survey results were increased in the measurement of 11.5% compared with previous measurements Future Challenges- - Identify the opportunity to increase the Customer Survey Result improvement
			Action #57. Encourage and support personal development training.	Training days completed per person	Corporate Services/ Statutory Services/ Works and Services/ Community Services	strategy 5.3, 3.4, 2	Annual	Medium	Activities/ Achievements- - Staff attended the training program as required. Future Challenges- - Identify training and capability development for staff who required
		Strategy 28. Develop systems that support customer service.	Action #58. Ongoing use modern technology to support mobile information for the organisation.	Complete screening study to identify opportunities for mobile applications/information services	Corporate Services	strategy 5.5	1/01/2014	Medium	Activities/ Achievements- - Fibre optic Future Challenges- - Wi-Fi for Brockman St
	Objective 4. Develop core organisational competencies in the area of strategic importance.	Strategy 36. Review and amend policies that impede and introduce new policies supportive of core functions.	Action #59. Develop risk management framework.	Risk management framework adopted.	Corporate Services	strategy 5.2	Annual	Medium	Activities/ Achievements- - Risk Management framework adopted - Stage 1 – Identify Risk has been completed - Stage 2- Analyse Risk in Progress. Future Challenges- - Risk Evaluation & treatment process - Monitor & Review of risk management framework

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	Objective 7. A diverse and competent Council engaging with its community.	Strategy 22. Raise participation levels for Council elections through promotion and assessment of alternative methods of voting.	Action #60. Focus on advertising Council elections and actively promote the desire for diversification at Council election time.	Voter turnout (Number of voters as % of enrolled population)	Corporate Services	Strategy 5.4, 5.5	Biannual	Mediu	Activities/ Achievements- <ul style="list-style-type: none"> - Declarations and commencement of early voting - Raised Councillor Profile for those continuing. Future Challenges- <ul style="list-style-type: none"> - Continuation of current efforts
		Strategy 24. Enhance the public image of the Council by maintaining high standards of conduct and undertaking training.	Action #61. Training for Elected Members.	Number of elected member training programs undertaken per annum	Corporate Services	Strategy 5.1, 5.3	Annual	Mediu	Activities/ Achievements- <ul style="list-style-type: none"> - Councillors attended LG week and new councillors WALGA training Future Challenges- <ul style="list-style-type: none"> - Identify Training required & schedule courses

Report under the Disability Services Act 1993 – Performance Outcomes

The Shire of Manjimup's "Access & Inclusion Plan 2013-2018" was reviewed and adopted by Council on 22 August 2013.

During the year, the Disability Access and Inclusion Committee met on four occasions.

The following significant AIP initiatives were undertaken during the year:

- Designation of additional disable parking bays;“
- Construction of Accessible public amenities at Windy Harbour Boat Ramp
- Renovations to public amenities in the RoundHouse function space, Manjimup Timber and Heritage, to enable universal access.
- Ongoing upgrades/new works to walk/cycle ways and pram ramps across shire.
- Completion of a sealed dual link from the Manjimup Town site to the tourist attraction of King Jarrah – the new link being 3.5km
- Employed a team of 5 young men (ex ACTIV workers), who would have been made redundant with the closure of ACTIV commercial arm.
- Training for all AquaCentre Staff in correct means to assist mobility impaired to access and exit the pool (inclusive of hoist, water wheelchair and general)
- Roll out of Health and Wellbeing programmes to residents with disabilities – food sensations, learn to cycle, and HEAL.
- Successful grant for the purchase of a bicycle to enable a disabled resident to continue cycling.
- Donation of tricycles to individuals with disabilities and service providers to support the continuation of cycling.
- Questionnaire to capture specific access and inclusion requirements for a proposed affordable senior's housing development.
- Completion of concept design and grant application to construct a Wellbeing and Lifestyle Centre as a one stop shop for HACC, Respite, Dementia Care and Network clients.
- Beatball, focusing on encouraging children/youth with disabilities to have a go at sport - 5 programmes held in Manjimup and Pemberton
- Completion of the Count Me In Project – Youth Sport Inclusion Project.
- Completion of a 'Count Me In' Film project which firstly trained young people with disabilities to be the film crew and secondly to make a film about living with a disability in our shire.

The performance measures of the Shire of Manjimup in achieving the five key outcome areas outlined in the 2013 Plan are summarised below:

Outcome 1: People with disabilities have the same rights and opportunities as other people to access the services of and any events organised by the Shire of Manjimup.	
STRATEGY	ASSESSED PERFORMANCE
1.1 Conduct an audit of all front-line services to assess the mechanisms and resources currently in place to adapt to the needs of people with disabilities	An audit has been completed for AquaCentre, Libraries, HACC, Customer Services
1.2 Ensure all contractors or agents planning or delivering services or works on behalf of the Shire are aware of their obligations under the Disability Services Act 1993	Information relating to the contractor's obligations are included tender documents and inductions
1.3 The Shire of Manjimup (or its contractors or agents) plans and evaluates its public events, including festivals, meetings and consultations, to consider access and inclusion	An Accessible Events Checklist is completed for all events organised by the Shire (or its contractors or agents)
1.4 Where an event meets the criteria to be deemed accessible it will be communicated in the event's marketing materials	Events marketed as accessible

1.5 The promotional materials and/or registration forms for events, where applicable, to include Please advise of any access / dietary requirements or communication support you may need to participate	Undertaken
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Outcome 2: People with disabilities have the same rights and opportunities as other people to access the buildings and other facilities of the Shire of Manjimup.

STRATEGY	ASSESSED PERFORMANCE
2.1 Conduct ongoing reviews of all existing Shire owned buildings and facilities to identify barriers to access and inclusion	Improvements to access are reported in the Shire's Annual Report
2.2 Continue to build new and upgrade existing footpaths to meet universal access requirements	Ongoing rollout of universal access footpaths or cycle path upgrades undertaken each financial year as per ten year plan; Review of ten-year forward plan of footpath works to be undertaken; Completion of a sealed dual link from the Manjimup Town site to the tourist attraction of King Jarrah – the new link being 3.5km
2.3 Ensure all new Shire infrastructure developments and redevelopments provide access to people with disabilities within legislative parameters	All new developments or redevelopments to satisfy the current: <ul style="list-style-type: none"> • Building Act 2011 • Building Code of Australia • Disability (Access to Premises Buildings) Standards 2010 • Australian Standard 1428
2.4 Maintain a register of ACROD parking in Manjimup, Pemberton, Northcliffe and Walpole in terms of quantity and location and include a comment on: <ul style="list-style-type: none"> • whether each town has satisfied the minimum ratio of ACROD bays • which 'Standard' the bay complies with (old or new standards) 	Review the Policy 5.2.4 Disabled Parking Bays Identification and Enforcement every five years to ensure the register is current
2.5 Infringements are to be issued where non-compliance occurs in relation to ACROD bays	Regular ongoing compliance checks across all four towns continued by the Shire Rangers and a record of the number of infringements issued is kept
2.6 Where reasonable and practical the Shire will endeavour to incorporate design features (not just access pathways) that improve accessibility and inclusion of children in playground redevelopments	Adventure playground redevelopment incorporated multiple access and inclusion design aspects.

Outcome 3: People with disabilities receive information from the Shire of Manjimup in a format that will enable them to access the information as readily as other people are able to access it.

STRATEGY	ASSESSED PERFORMANCE
3.1 Improve community awareness that Council information can be made available in alternative formats upon request	Included on some mediums but future works required.
3.2 Improve staff awareness of accessible information needs and how to obtain information in other formats	All reasonable and practical requests for information to be provided in alternative formats are fulfilled
3.3 Ensure that the Shire's website meets contemporary good practice	The Web site review aims to incorporate best practise according to the World Wide Web Consortium (W3C) guidelines
3.4 Shire promotional materials, newsletters	Promotional materials and documentation

and documentation regarding services, facilities and customer feedback are to be developed in an accessible format using clear and concise language	regarding services, facilities and customer feedback are to comply with the State Government Access Guidelines for Information, Services and Facilities
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Outcome 4: People with disabilities receive the same level and quality of service as other people from the staff of the Shire of Manjimup

STRATEGY	ASSESSED PERFORMANCE
4.1 Improve staff awareness of access and inclusion issues and improve skills to provide a quality customer service to people with disabilities	All new staff are provided with the information required to understand their obligations in equitable customer service for people with a disability as part of their induction Autonomous learning resources are available for all staff to improve their own awareness; Access and Awareness training undertaken by HACC and AquaCentre staff. Cultural awareness training provided in house.
4.2 Improve the Councillors awareness of access and inclusion issues and support them to communicate, where required, with people with disabilities	Councillors are provided with the information required to understand the Shire's objectives in relation to access and inclusion as part of their induction
4.3 Volunteers assisting the Shire with delivery of a service to customers are supported in providing a quality service to people with disabilities	Volunteers, where appropriate, are provided with the information required to understand the obligation to deliver equitable customer service for people with a disability as part of their induction and included in training that may be on offer.

Outcome 5: People with disabilities have the same rights and opportunities as other people to make complaints to the Shire of Manjimup.

STRATEGY	ASSESSED PERFORMANCE
5.1 Ensure that current grievance mechanisms are accessible for people with disabilities in an appropriate format	Refer to Strategies 3.1 and 3.3
5.2 Improve staff knowledge so they can facilitate and support the receipt of complaints from people with a disability	Refer to Strategies 3.2 and 4.1
5.3 Ensure that grievance processes and outcome satisfaction survey forms are available in formats to meet the needs of people with disabilities	Refer to Strategy 3.4

Outcome 6: People with disabilities have the same rights and opportunities as other people to participate in any public consultation by the Shire of Manjimup

STRATEGY	ASSESSED PERFORMANCE
6.1 Ensure people with disabilities are provided an opportunity to comment on facilities, services or events delivered by the Shire of Manjimup (See also Strategy 8.4)	Comment is specifically sought from people with disabilities, their families or carers in relation to: <ul style="list-style-type: none"> customer satisfaction surveys evaluations of existing facilities, services or events planning for new facilities services or events community consultations Where applicable, contractors or agents are instructed to seek comment from people with disabilities, their families or carers in relation to the above
6.2 Promote the existence and role of the	The relevant information is available on the

Shire's Access & Inclusion Advisory Committee to the community	Shire's website or in other formats, on request
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Outcome 7: People with disabilities have the same rights and opportunities as other people to obtain and maintain employment with the Shire of Manjimup

STRATEGY	ASSESSED PERFORMANCE
7.1 The Shire's recruitment strategies ensure equal employment opportunity	Equal Employment Opportunity Annual Returns are completed Adaptive equipment and work processes are provided to staff or prospective staff where reasonable and practical; Shire commencing Quality Assurance.
7.2 The Shire actively promotes itself as an equal opportunity employer	Job vacancies are promoted across a wide spectrum of networks
7.3 The Shire considers people with disabilities for traineeships, apprenticeships, work experience and work placement	Currently employ 6 individuals under a supported employment programme. All placement requests by people with disabilities or their training provider are given the same consideration as requests by people without disability Adaptive equipment and work processes are provided to trainees or prospective trainees where reasonable and practical

Outcome 8: The Shire of Manjimup strategically manages the monitoring and review of the Access & Inclusion Plan

STRATEGY	ASSESSED PERFORMANCE
8.1 The Access & Inclusion Advisory Committee meets quarterly to monitor and review the Plan's implementation	4 meetings held per year
8.2 Regularly report progress on the implementation of the Plan	A report is contained in the Shire's Annual Report An annual progress report is provided to the Disability Services Commission
8.4 Review Council's Access & Inclusion Policy every five years	Reviewed and adopted by Council in August 2013.
8.5 The Access & Inclusion Advisory Committee makes recommendations to Council on matters arising not clearly dealt with by the Plan	The Committee uses Council's Access & Inclusion Plan Policy Statement as a guiding document to consider any matter arising that are not clearly covered by the Plan
8.6 Commence broad community consultation to review the existing Plan	A report on the individuals, agencies and key stakeholders engaged in the consultation Various methods or formats of consultation were used. Plan was open for public consultation and feedback for 4 weeks and through one on one session and public meetings.
8.7 The Shire's Access & Inclusion Plan is reviewed at least every five years	Access & Inclusion Plan formally amended by Council, a copy of the amended plan lodged with the Disability Services Commission

Outcome 9: The Shire of Manjimup strategically manages the monitoring and review of the Access & Inclusion Plan

STRATEGY	ASSESSED PERFORMANCE
9.1 Support and encourage partnership networks of local organisations that are best placed to collectively plan and coordinate strategies to address the needs of our local disability communities	Develop and maintain a database of local or regional stakeholder agencies and organisations Partnerships formed for specialised community art projects, facility design and social activities for women and men with disabilities.

9.2 Provide relevant funding advice and support to groups and individuals on their access and inclusion projects. Support may be provided to: <ul style="list-style-type: none"> • identify funding sources • assist with proof reading and editing funding applications • provide letters of support 	Customer satisfaction survey undertaken in first half 2014. Various letters of support provided
9.3 Advise those organising public events within the Shire on best practice for accessibility	The number of event organisers provided with relevant advice on access and inclusion A section on access and inclusion has been incorporated and updated in the Shire's Organiser's Manual: Public Events
9.4 Encourage excellence and best practice in access and inclusion	Promote and engage with: <ul style="list-style-type: none"> • Access & Inclusion Awards • Ambassador programs • Relevant scholarships • Disability Awareness Week Communicate good news stories regarding the Shire's or community's achievements in access and inclusion to the media
9.5 Advise local developers (commercial or private) on the statutory obligations that maximise accessibility	Undertaken via legislative compliance and consultative practices.
9.6 Advocate to local community groups, businesses and tourist venues the requirements for and benefits flowing from the provision of accessible venues	
9.7 Advocate for and support the process to develop improved public transport delivery and options in the Warren Blackwood	Accessible public transport is offered for key shire events.
9.8 Advocate for the ongoing improvement to broadband and other communications technology infrastructure throughout the Shire	No specific KPI – this is an ongoing strategic direction for the Shire
9.9 Where spaces are available in relevant access and inclusion training courses provided to Shire employees those spaces will be offered to members of the local community at cost	Ongoing.