



Shire of Jerramungup
COMMUNITY PLAN | 2016 - 2026

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INTRODUCTION

The Community Plan forms part of the Integrated Planning and Reporting (IPR) Framework. The Framework was introduced to assist local governments establish local priorities and to link the community's aspirations with the Council's vision and long term strategy. The Community Plan outlines the Shire's strategic direction and highlights priority areas over the next 10 years.

This Community Plan is the second plan that the Shire has implemented under the IPR Framework. In developing this Plan, the Shire facilitated an extensive community consultation process during March 2016. The objective of the consultation was to identify and set community priorities in terms of projects, service levels (where possible) and directions having due regard to the Shire's fiscal and resourcing constraints.

The following sections of this plan explain and detail how Council's vision will be translated into action. The community's aspirations, objectives and key projects have been organised under three Strategic Directions that provide a framework for action.

Strategic Direction 1: Environment

Strategic Direction 2: Community

Strategic Direction 3: Economy

Under each Strategic Direction resides a series of aspirations, objectives and key projects. Some of the highlights of this plan include:

- The construction of the Bremer Bay Town Square and Planning for the Bremer Bay Civic Centre;
- Continued delivery of high quality road and footpath improvement projects;
- Utilising our natural assets and attractions to grow our tourism industry; and
- Investing in local social and sporting infrastructure to enhance recreation and community interaction.

The Shire's Community Plan will be continually reviewed, with the plan's progress reported annually in the Shire's Annual Report.

Thank you for participating in this important planning process.



Cr Robert Lester

President, Shire of Jerramungup

COMMUNITY STRATEGIC PLANNING

The introduction of regulations under section 5.56(2) of the Local Government Act 1995 resulted in all local governments undertaking a comprehensive, coordinated approach to strategic and corporate business planning.

The minimum requirement to meet the intent of section 5.56(2) is the development of a:

- Strategic Community Plan; and
- Corporate Business Plan.

This document addresses the State Government's Strategic Community Planning requirement. This is a strategy and planning document that reflects the longer term (10+ year) community and local government aspirations and priorities.

The plan establishes a vision for the local government's future and its aspirations and service expectations. It will drive the development of local government area, place, regional and resourcing plans such as workforce plans, asset management plans and other informing strategies.

PROCESS

With the direction of Council, the Shire invited residents to attend one of three professionally facilitated workshops held in Jerramungup and Bremer Bay. Community participants appreciated the opportunity to express their views and aspirations, espousing a number of major projects and themes. 57 individuals attended the community workshops representing approximately 5.4% of the local population.

These major projects and themes were collated and presented to Council at a Councillor workshop. Following the Council workshop and a review of past planning documents and community surveys, a draft Community Plan was developed.

Council was presented with the draft Community Plan in July 2016. The draft plan was then put back to the community for further consultation via written submissions prior to Council adopting the final plan by absolute majority by Council in September 2016.

In an effort to minimise cost and maximise corporate and community ownership, the Shire commissioned consultants to facilitate the community workshops whilst producing the final document in house.



VISION

Following the community workshops and after considering the key themes and projects identified, Council endorsed the following statement that describes the desired future state of the community;

**“Progressive, Prosperous
and a Premium Place
to Live and Visit.”**

STRATEGIC DIRECTION

The ambitions and priority areas expressed within the community and Council workshops comprised a number of common themes and major projects. The plan has organised these ambitions giving consideration to social objectives, economic objectives, environmental objectives and factors such as changing demographics and land use.

The Community Plan has been organised under three (3) Strategic Directions;

Strategic Direction 1: Environment

Strategic Direction 2: Community

Strategic Direction 3: Economy

Under each Strategic Direction resides a number of objectives, actions and key projects with some key projects falling under multiple headings. The achievement of these actions will result in the community moving towards its desired future state.



STRATEGIC DIRECTION 1: ENVIRONMENT

The key aspirations within this area reflect the Shire's location and proximity to the Fitzgerald River National Park. The Shire's location is recognised internationally for its biodiversity, pristine coastal environmental and human interaction with the landscape. Land use planning, land capability and natural resource management are addressed in this area.

Where are we now...

- Reliance on old technology.
- Retrofitting existing development with new, higher standards of bushfire protection.
- Legacy of existing infrastructure that was designed and constructed in a high energy consumption era.
- Environmental management that focuses on what is cost effective.

Where do we want to be...

- Continuous improvement in energy efficiency and greenhouse gas reductions.
- A community well prepared to withstand the impacts of bushfires.
- Local energy generation including solar and biomass.
- A community of residents, visitors and businesses that strive to continuously improve their environmental performance.

Aspiration 1.1 - Environmental Stewardship

To be an industry leader in implementing new technology and initiatives which deliver environmental benefits to the region.

	Objectives	Measurement
1.1.1	Invest in renewable and energy efficient options for Council buildings.	▲ In renewable power generated
1.1.2	Continue the delivery of fire mitigation strategies across the Shire	▲ In number of controlled burns & maintenance of strategic breaks
1.1.3	Implement modern environmental protocols for Council works and infrastructure delivery	▲ In the number of protocols introduced annually
1.1.4	Formalise a Council position on the prospect of offshore oil and gas exploration and mitigate any potential impact on the Bremer Canyon and associated marine life	Adoption of policy position
1.1.5	Development of modern, accessible, cost effective and innovative waste disposal options	▼ In operating costs of waste services
1.1.6	Promote the Shire's pristine natural environment to attract people to the region and strengthen the local economy	Adoption of destination marketing strategy

Key Agency Partners

- Department of Fire and Emergency Services
- Department of Parks and Wildlife
- South Coast NRM
- Department of Mines and Petroleum
- Department of Environment Regulation
- Tourism WA
- Bremer Bay Community Resource Centre
- Jerramungup Community Resource Centre

Aspiration 1.2 - Environmental Planning and Restoration

To facilitate community programs and initiatives that restore and enhance areas of high environmental value.

	Objectives	Measurement
1.2.1	Partner with local natural resource management groups to preserve and improve the natural environment	▲ In partnership agreements established and projects delivered
1.2.2	Undertake a review of the Coastal Management Plan	Adoption of new Coastal Management Plan
1.2.3	Stabilisation and resolution of the dune system at Fisheries Beach Marina	Successful implementation of stabilisation
1.2.4	Ensure that new development is well designed and sustainable, where community needs are met while conserving our natural and built environment	▲ In properties connected to the reticulated water and sewerage infrastructure

Key Agency Partners

- Department of Fire and Emergency Services
- Department of Parks and Wildlife
- South Coast NRM
- Department of Planning
- Department of Transport
- Department of Water
- Water Corporation



STRATEGIC DIRECTION 2: COMMUNITY

This group of aspirations refers to the capacity of society to provide for the wellbeing of all residents and to do so in a fair and equitable way. This includes good governance and civic leadership, provision of adequate income, feeling safe, good health, food and nutrition, adequate housing, employment opportunities and high standards of education.

Where are we now...

- Focus on structured sport
- High level of planning, coordination and development of key priorities for sporting infrastructure and programs
- Community ownership of sporting infrastructure and facilities
- High volunteer rates
- Minimal public transport and limited public housing options relative to demand
- Outdated health facilities and limited access to allied health services.
- Strong financial position but with a growing demand for community facilities and essential infrastructure

Where do we want to be...

- Expanded focus to include non-structured recreation activities
- Increased support for volunteers
- Improved asset management and renewal for sport and recreation infrastructure and facilities
- Increasing recreational and cultural options
- Modern health facilities and sound access to allied health services within the Shire
- Public transport as an available choice for all trips
- Increased focus on strategic financial position and targeted expenditure of community funds.

Aspiration 2.1 - Community Sport and Recreation

To recognise that sport and recreation is a significant part of the community network and support its growth and development.

	Objectives	Measurement
2.1.1	Continue support for community lead sporting infrastructure improvements and strong sporting clubs	▲ In the number of clubs with strategic plans
2.1.2	Lobby for redevelopment of the Jerramungup School Pool	Completion of redeveloped pool
2.1.3	Support the establishment of a motocross facility	Completion of motocross facility
2.1.4	Improve parking and boat launching at Little Boat Harbour	Redevelopment of Little Boat Harbour
2.1.5	Partner with the community to develop modern facilities for youth	▲ In the number of youth facilities

Key Agency Partners

- Local Sports Clubs
- Department of Education
- Department of Sport and Recreation
- Department of Transport
- Lotterywest
- Bremer Bay Community Resource Centre
- Jerramungup Community Resource Centre



Aspiration 2.2 - Improved Liveability

To develop initiatives and programs, supported by high quality infrastructure that improves lifestyle outcomes and makes the Shire of Jerramungup an attractive place to live.

	Objectives	Measurement
2.2.1	Support local cultural activities and events	▲ In the number of events delivered annually
2.2.2	Expand investment in passive and non-sporting recreation infrastructure - parks, gardens, walk trails, community gym	▲ In investment surrounding non-sport infrastructure
2.2.3	Beach infrastructure and amenities replacement and renewal	Renewed beach infrastructure
2.2.4	Improved shared paths, trails and cycleways	▲ In the metres of sealed paths and trails
2.2.5	Development of a youth strategy	Delivery of youth strategy
2.2.6	Provide attractive town sites with fit for purpose facilities and services for retirees	Implementation of Access and Inclusion Plan
2.2.7	Lobby for improved public transport links	▲ In the number of public transport options available
2.2.8	Increased housing availability options (ownership, rentals, workers accommodation)	▼ In the number of people on rental waiting lists

Key Agency Partners

- Lotterywest
- Tourism WA
- Department of Regional Development
- Great Southern Development Commission
- Department of Sport and Recreation
- Department of Transport
- Department of Housing
- Department of Planning
- Disability Services Commission
- Department of Parks and Wildlife
- South Coast NRM
- Bremer Bay Community Resource Centre
- Jerramungup Community Resource Centre

Aspiration 2.3 - Healthy and Happy Community

To promote and deliver programs, initiatives and infrastructure that contribute to a healthier, happier community.

	Objectives	Measurement
2.3.1	Develop a men's shed in Bremer Bay	Delivery of a men's shed in Bremer Bay
2.3.2	Develop a men's shed in Jerramungup	Delivery of a men's shed in Jerramungup
2.3.3	Facilitate the construction of new health centres in Bremer Bay and Jerramungup	Delivery of new health centres in Bremer Bay and Jerramungup
2.3.4	Investigate the provision of housing for visiting professional services	Develop housing strategy
2.3.5	Support for visiting services including medical and legal	▲ In support services for visiting professionals
2.3.6	Provide local opportunities to access health and wellbeing services	▲ In the number of health services delivered locally
2.3.7	Provide equitable access and inclusion to all Council facilities and events	Implementation of Access and Inclusion Plan
2.3.8	Advocate for high standards of education to be delivered locally including K-12	▲ In the range of education services provided
2.3.9	Continue to support day care facilities that help parents engage in sustainable paid work	▲ In accessibility of childcare services

Key Agency Partners

- Lotterywest
- Department of Regional Development
- Great Southern Development Commission
- WA Country Health Service
- Department of Health
- Department of Housing
- Disability Services Commission
- Department of Education
- Bremer Bay Community Resource Centre
- Jerramungup Community Resource Centre



Aspiration 2.4 - Emergency Management and Climate Change

To ensure that the Shire of Jerramungup is well prepared and resourced to mitigate the impacts of natural disasters and climate change.

	Objectives	Measurement
2.4.1	Maintain a high standard of emergency planning and preparedness	All emergency plans are current and endorsed by partner agencies.
2.4.2	Retain strong relationships and support to volunteer emergency services	▲ In volunteer satisfaction with level of support provided
2.4.3	Facilitate an expansion of Police presence in Bremer Bay	▲ In operational hours spent in Bremer Bay
2.4.4	Maintain a proactive approach to climate change and minimise its effects on community assets.	Completed review of policies and works practices which may be impacted by climate change

Key Agency Partners

- Department of Fire and Emergency Services
- Department of Health / WA Country Health
- Local Bushfire Brigades and VES Units
- Department of Child Protection
- Department of Parks and Wildlife
- Department of the Environment
- Department of Agriculture
- Climate Council
- Western Australian Police
- State Emergency Management Committee
- Lotterywest
- Local Sports Clubs

Aspiration 2.5 - Civic Leadership

To provide strong civic leadership and governance systems that are open and transparent.

	Objectives	Measurement
2.5.1	Maintain a high standard of community consultation and engagement	▲ In community satisfaction in consultation and engagement
2.5.2	Maintain a highly accountable and transparent governance network and decision making process	▲ In community satisfaction in transparency
2.5.3	Participate in governance and staff development projects to build local capacity and expertise	▲ In training programs delivered and completed
2.5.4	Foster strong partnerships with community groups to deliver a broad range of high quality and valued services.	▲ In community satisfaction in their relationship with the Shire
2.5.5	Attract and retain a highly competent local workforce	Maintain staff turnover rate below 15%

Key Agency Partners

- Department of Local Government

STRATEGIC DIRECTION 3: ECONOMY

The key themes relating to this aspiration are based on responsible fiscal policy, asset management and the provision of good quality and well utilised infrastructure. The continuation of broad hectare agriculture as a key industry and the improvement of road infrastructure are addressed under this theme.

Where are we now...

- Limited economic diversity
- Strong and robust agricultural sector
- Reliant on externally sourced products and services
- Well defined tourist period
- Outdated transport and telecommunications network struggling to meet modern day user demands

Where do we want to be...

- Diverse and prosperous local economy
- A majority of products and services are sourced locally and from within the Great Southern
- Expanded tourist period
- Highly effective transport and telecommunication networks

Aspiration 3.1 - Industry Development

To provide an attractive environment for industry development and expansion.

	Objectives	Measurement
3.1.1	Implement the Shire's Economic Growth Project Plan	Implementation of Growth Plan
3.1.2	Improvement/Expansion of the Fisheries Beach Marina	Delivery of expanded Marina capacity and quality of infrastructure
3.1.3	Improved power reliability	▼ In the number of power failures
3.1.4	Improved access to water	▲ In the number of properties connected to the reticulated water service
3.1.5	Provide land availability to attract a machinery dealership to Jerramungup	▲ In the number of commercial/light industrial lots
3.1.6	Finalise a policy position on offshore oil and gas exploration	Adoption of policy position

Key Agency Partners

- Department of Regional Development
- Great Southern Development Commission
- Department of Transport
- Western Power
- Department of Water
- Water Corporation
- Department of Planning
- Department of Lands
- Landcorp
- Telstra
- Department of Mines and Petroleum
- Department of Environment Regulation

Aspiration 3.2 - Economic Diversity

To support initiatives which develop strong, diverse and resilient local businesses.

	Objectives	Measurement
3.2.1	Continue the development of the Bremer Bay Town Centre including the town square and designs for the civic centre	Implementation and delivery of the town square
3.2.2	Implement policies and initiatives to support local small business and agricultural prosperity	▲ In business satisfaction with support provided by the Shire
3.2.3	Implement policies and initiatives to attract new businesses to town	▲ In the number of businesses operating with the Shire
3.2.4	Participate in the successful UNESCO renomination of the Fitzgerald Biosphere and leverage its economic potential	Confirmation of UNESCO endorsement
3.2.5	Establish and maintain strategic partnerships with neighbouring Council's to improve services and opportunities for the community	▲ In the number of services shared and projects delivered

Key Agency Partners

- Department of Regional Development
- Great Southern Development Commission
- Lotterywest
- Department of Commerce
- Small Business Development Commission
- Department of Agriculture
- Fitzgerald Biosphere Group
- Department of Parks and Wildlife
- South Coast NRM
- Neighbouring Local Governments
- Tourism WA
- Bremer Bay Community Resource Centre
- Jerramungup Occasional Child Care Association



Aspiration 3.3 - Tourism Promotion and Development

To assist local business and community groups to expand a year round resilient tourism and service industry.

	Objectives	Measurement
3.3.1	Develop a destination marketing strategy focusing on Bremer Bay as a premium natural destination	Delivery of destination marketing strategy
3.3.2	Invest in publicly accessible RV facilities, dump points, water, rubbish disposal	Certification as an RV friendly town (Jerramungup and Bremer Bay)
3.3.3	Maximise the economic value of the Shire's natural attractions including the Fitzgerald National Park, Bremer Canyon and local coastline	Delivery of destination marketing strategy
3.3.4	Improved road access to Point Anne and Fitzgerald National Park	Delivery of new road infrastructure

Key Agency Partners

- Tourism WA
- Department of Parks and Wildlife
- Department of Transport
- Main Roads WA
- Bremer Bay Community Resource Centre

Aspiration 3.4 - Service and Infrastructure Provision

To lobby, advocate for and deliver a first class transport and telecommunications network.

	Objectives	Measurement
3.4.1	Continued improvements on the local road network	▲ In community satisfaction with road network
3.4.2	Formalise a local road hierarchy to determine levels of service provided on different roads	Implementation of road hierarchy
3.4.3	Lobby for improved roads including widening of South Coast Highway and better access to Fitzgerald River National Park.	Improvements in South Coast Highway including widening and construction of overtaking lanes
3.4.4	Commence implementation of the Bremer Bay Airport master plan	Delivery of sub projects identified in master plan
3.4.5	Develop reliable freight and postal services to ensure businesses and residents receive goods in a viable timeframe	▲ In community satisfaction in freight and postal services
3.4.6	Reliable and fast telecommunications such as mobile phone, internet/broadband	▲ In coverage areas within the Shire, Universal access to NBN

Key Agency Partners

- Main Roads WA
- Department of Transport
- Department of Regional Development
- Telstra
- Department of Communications and the Arts
- NBN Co

COMMUNITY SERVICE LEVEL SATISFACTION SURVEYS

A key component in measuring the success of the Community Strategic Plan is the undertaking of a community survey that will be used as a tool to gather information, measure community attitudes and ascertain the Shire's overall performance from a service delivery and resource allocation perspective.

It is anticipated that this survey will be circulated at least every two years. The feedback from this survey will be incorporated into the Shire's annual report and will be used as a planning and development tool to further refine and improve the Shire's overall performance.

In May 2015 the Community Survey was distributed to residents and ratepayers of the Shire – 81 surveys were returned representing approximately 8% of the population. The full

survey report is available on the Shire's website. The tables below extracted from this report provide an overview of the trends in future direction and future resource commitment feelings of the respondents at the time. Generally speaking these results are consistent with the community consultation and workshops undertaken in March 2016 and have assisted in the development of this Community Plan.

FUTURE DIRECTION OF COUNCIL

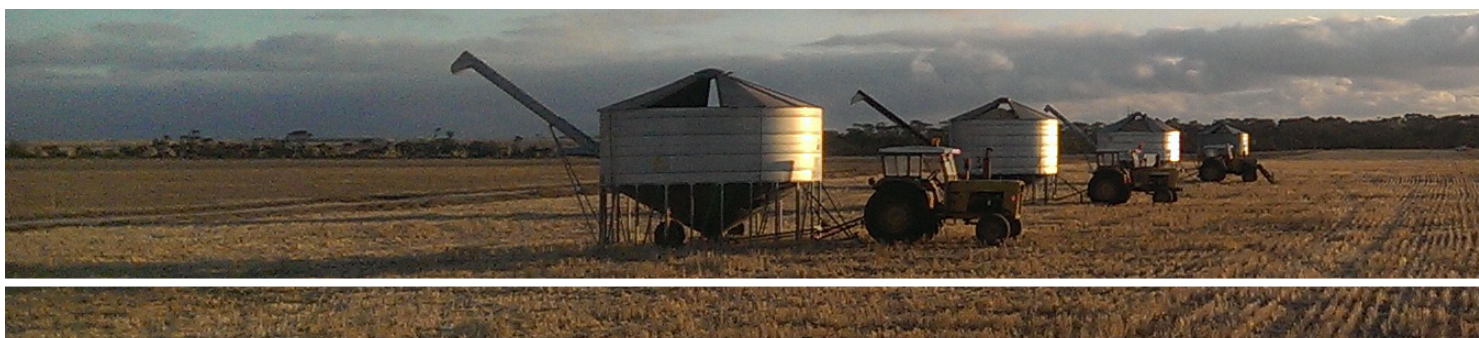
Issues ranked by priority, 1 = highest priority / 10 = lowest priority

Future Direction	Total Responses	Avge Response (Rounded)		
		2015	2013	2010
Roads – Upgrading & Maintenance	77	3	3	3
Improving Access to Health Services within the Shire	75	4	-	-
Bushfire Protection & Emergency Services	76	4	3	3
Lobbying for Improvements to Main Roads within the Shire	77	4	-	-
Seniors, Youth, Sporting Facilities/Services	76	6	5	5
Footpaths & Street Lighting	75	7	5	5
Parks, Gardens, Town Halls	75	7	6	5
Waste Management / Recycling / Greenwaste	74	7	5	6
Tourism Promotion	76	8	-	-
Central Business Districts	75	8	7	6
Environment & Climate Change	74	8	7	7
Ranger Services	75	9	7	7

FUTURE RESOURCE COMMITMENT

Issues ranked by priority, 5 = highest priority / 1 = lowest priority

Future Direction	Total Responses	Avge Response (Rounded)		
		2015	2013	2010
Council should attempt to attract and retain appropriately trained and qualified staff	79	5	4	4
Council should encourage commercial activities	78	4	4	4
Council should ensure that its buildings and facilities are repaired and replaced as necessary according to usage.	80	4	4	4
Council should encourage home based businesses	80	4	4	4
Council should encourage heavy industry start up	78	4	4	4
Council should encourage more performers and entertainment to come to Jerramungup and Bremer Bay.	78	4	4	4
Council should be more active in promoting the region	79	4	4	4
Council should share resources with other local governments in the region	78	4	4	4
Council should provide more youth facilities and activities	78	4	3	4
Council should provide more seniors facilities and activities	79	4	3	4
Council should install alternative power generation on its building (Solar panels/wind generators)	79	4	3	4
Council should financially support community groups who attract and service tourists	79	3	3	4



FUTURE RESOURCE COMMITMENT (CONT.)

Issues ranked by priority, 5 = highest priority / 1 = lowest priority

Future Direction	Total Responses	Avge Response (Rounded)		
		2015	2013	2010
Council should support the creation of “hobby farms” in Rural Areas (1-4 hectares)	79	3	3	3
Council's approach under the Point Henry Fire Management Strategy is appropriate	75	3	-	-
There should be more and better quality footpaths	79	3	4	4
Council should subsidise community groups who lease Shire owned buildings/facilities	77	3	3	4
Council should encourage more cultural activities	79	3	3	3
Council should support higher density development within the town site	77	3	3	3
The Shire should have an environmental and climate change strategy	80	3	3	3
Council should provide more recreational walk trails, cycling paths and horse riding trails	77	3	3	3
Council's current roadwork's budget is adequate	77	3	3	3
Council should upgrade and extend street lighting in the town site	78	3	3	3
Fees and allowances paid to Elected Members should be increased to encourage more people to nominate for Council	79	3	3	3
Council should levy all ratepayers for environmental projects	79	2	2	2
Council should increase rates to pay for better footpaths	80	2	2	2



CURRENT RESOURCE CAPACITY

The 2015 audited Annual Financial Report reflected the following Shire resource profile as at 30/06/15.

Resource	Current Level
Employees	24 Full Time Equivalents
Infrastructure Assets Fair Value	\$173,624,275
Property Plant and Equipment Fair Value	\$26,796,807
Cash Backed Reserves	\$1,139,430
Borrowings	\$873,060
Annual Rates Revenue	\$2,917,277
Annual Operating Revenue	\$6,606,611
Annual Operating Expenditure	\$6,562,208

FUTURE RESOURCE CAPACITY

Future resource capacity is partially dependent on other levels of government however the following long term trends are expected in each resource level.

Resource	Forecast Future Trend
Employees	Increasing by approx. 0.5 FTE annually
Infrastructure Assets Fair Value	Increasing above inflation
Property Plant and Equipment Fair Value	Stable
Cash Backed Reserves	Increasing above inflation
Borrowings	Remaining relatively stable
Annual Rates Revenue	Increasing 3-5% annually
Annual Operating Revenue	Increasing above inflation
Annual Operating Expenditure	Increasing 3-5% annually

The above forecasts will be developed to a much higher level of detail as the Shire updates the Corporate Business Plan, Asset Management Plan and Long Term Financial Plan. Annual service levels will be confirmed through the annual budget.



CORPORATE INTEGRATION

This strategy and planning document reflects the longer term (10+ year) community and local government aspirations and priorities.

This plan is supported by an internal business planning tool that translates Council/community priorities into operations within the resources available. This Corporate Business Plan details the services, operations and projects the Shire will deliver over the defined period, the processes for delivering these and the associated cost.

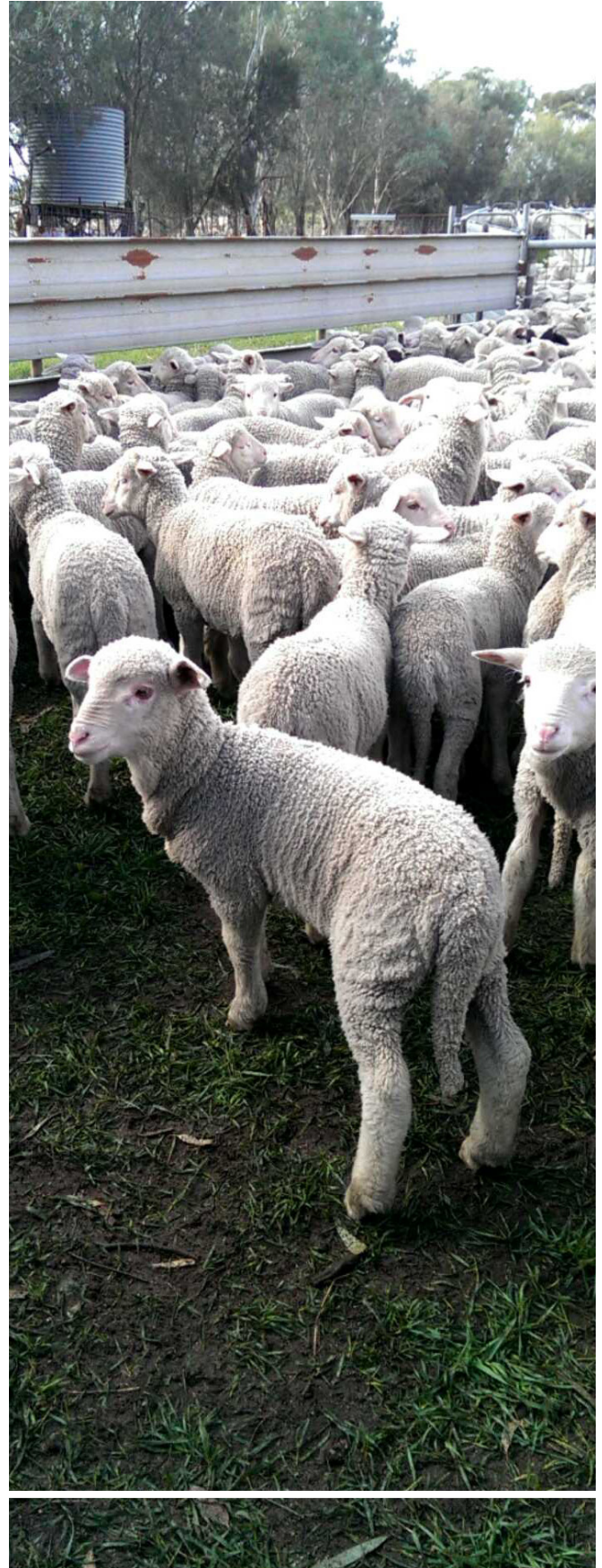
The Corporate Business Plan contains team operational, technical delivery and financial plans. The Corporate Business Plan informs the annual budget.



MEASUREMENT & REVIEW

The success of this plan will be measured and reported annually within the Shire's Annual Report.

A minor review of this Plan will be conducted in 2 years time, whilst a full review will be undertaken in 4 years time.



AT A GLANCE...

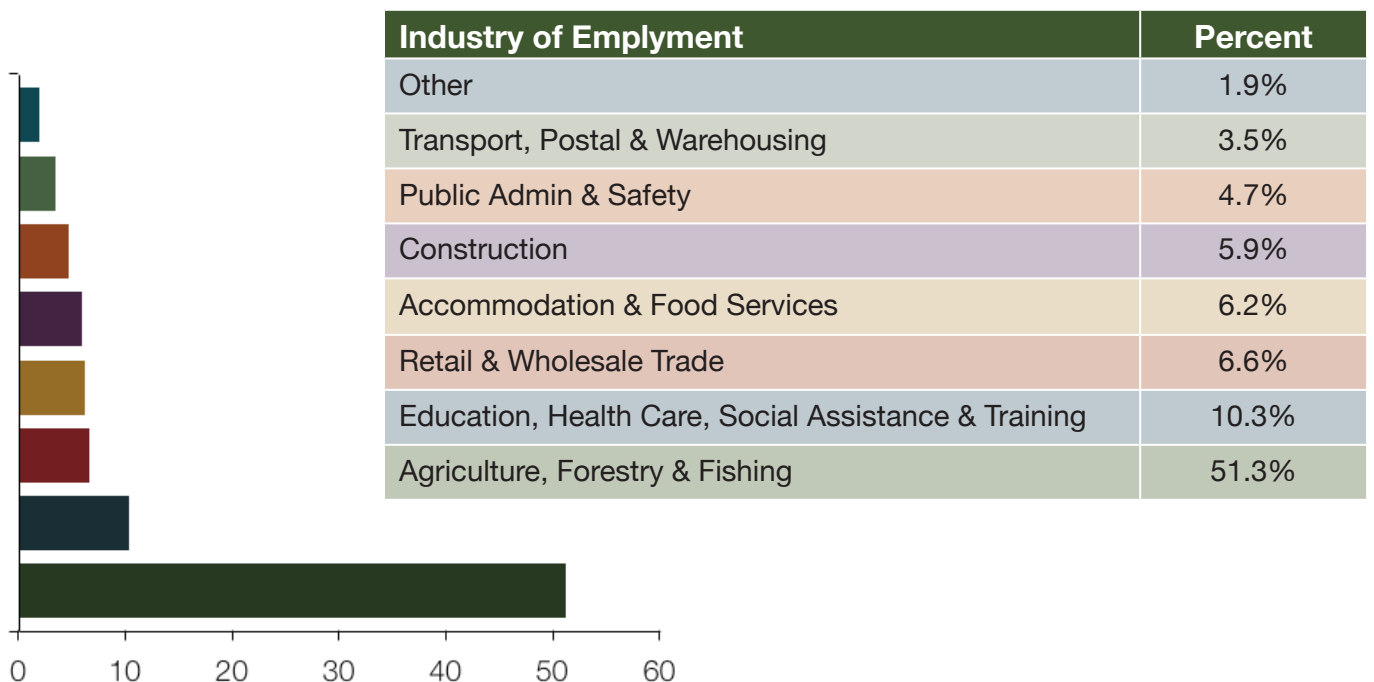
The Shire of Jerramungup was established on 1 July 1982. It is located in the Great Southern region of Western Australia, about 180 kilometres northeast of Albany and about 440 kilometres southeast of the state capital, Perth.

The Shire covers an area of 6,507 square kilometres and has a population of approximately 1,085. The area is recognised for its grain and livestock production with sheep, beef, cattle and grain farming the main industry.

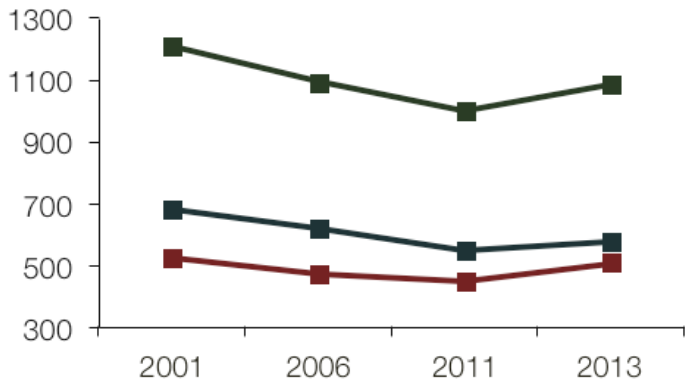
Trends – Jerramungup Local Government Area

• Stable population	• Decreasing rates of volunteerism
• High reliance on sheep, beef, cattle and grain	• Increasing, yet still defined tourism period
• Increasing median personal and family income	• Increasing median age
• Centralisation of Government Departments	• Increasing corporate ownership of farms
• Emerging Orca Whale and Bremer Canyon experience market	• General tightening in funding available to local governments
• Increasing visitation rates	• Increasing compliance and changing industry standards

Employment Industries



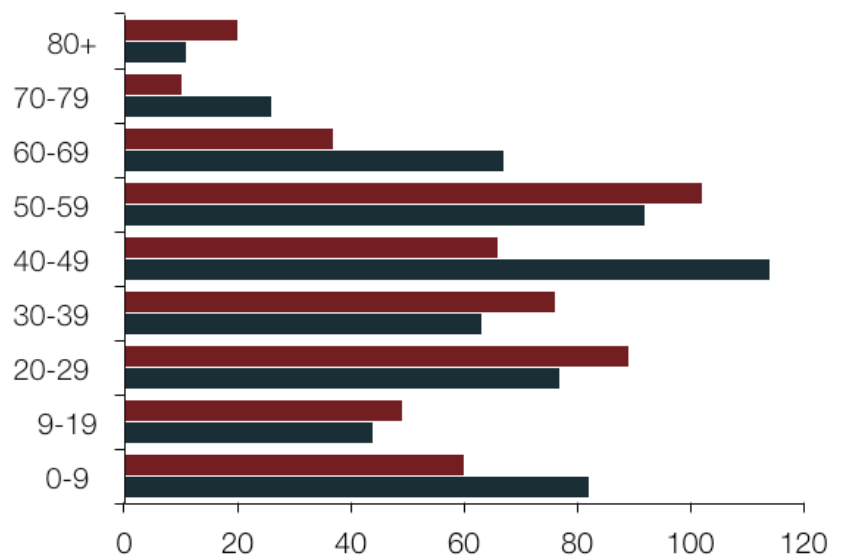
Population by Gender



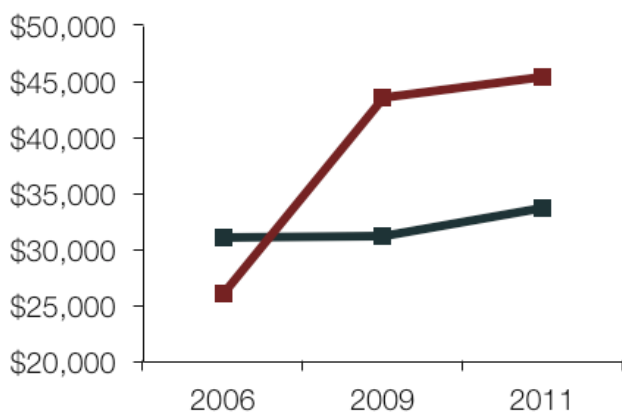
Year	Male	Female	Total
2001	681	527	1208
2006	618	474	1092
2011	548	450	998
2013	576	509	1,085

Age Distribution

Age	Male	Female
0-9	82	60
9-19	44	49
20-29	77	89
30-39	63	76
40-49	114	66
50-59	92	102
60-69	67	37
70-79	26	10
80+	11	20



Average Income



Year	Average Wage and Salary Income	Average Total Income (Ex Govt Payments)
2006	\$31,021	\$26,000
2009	\$31,172	\$43,505
2011	\$33,674	\$45,403



Shire of Jerramungup

8 Vasey Street
Jerramungup WA 6337

P: (08) 9835 1022

E: council@jerramungup.wa.gov.au

www: www.jerramungup.wa.gov.au

