

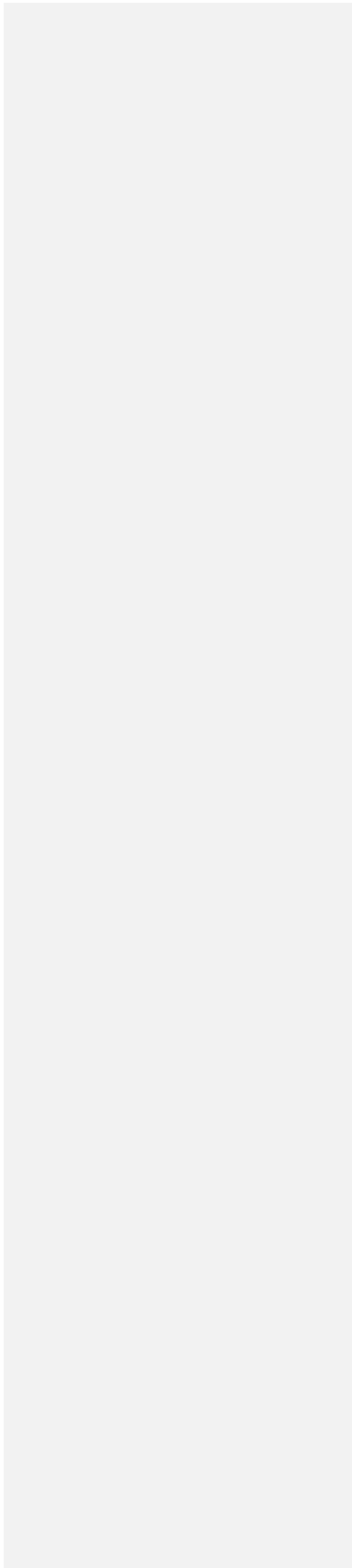


~~Community~~ Strategic Community Plan

Denmark 2031

Draft for Comment

Adopted by Council XXXX / Resolution No. XXXX



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INTRODUCTION

Welcome to the Shire of Denmark's inaugural ~~Community Strategic Plan~~Strategic Community Plan, Denmark 2031-(Draft).

With an exhaustive community consultation process, Council is working to develop a long term vision as a way for us to plan for the future prosperity of our community while retaining what we value.

The Plan endeavours to mirror the community's vision, aspirations and objectives for a horizon of 18 years, beginning in the current financial year, out to the year 2031 – being the life of the Council's adopted Local Planning Strategy 2011 (LPS) and also the State Government's 'Directions 2031 and Beyond' Planning Document.

Of course looking so far into our future cannot be done without learning from and valuing our past.

For those that want to read about how we got here, about where we have come from, then I encourage reading about the rich history of the area, as is available in the wonderful work of Bev McGuiness in her publication 'Denmark: river, town, shire and community' produced during our Centenary of Local Government year in 2011, and the Council's own Shire of Denmark Municipal Heritage Inventory June 2011

This is intended to be the ~~communities~~community's plan, so please take the time to study it and see whether *you* think it has encapsulated the ~~communities'~~community's desires and aspirations out to the year 2031.

I encourage everyone to have an interest in contributing to ~~this draft document and at the conclusion of the document you will find information on making a submission into the draft plan. Please take the opportunity to do so.~~our exciting and vibrant future.



Councillor Ross Thornton
Shire President



Mr Dale Stewart
Chief Executive Officer



BACKGROUND

A ~~Community Strategic Plan~~Strategic Community Plan is the principal strategy and planning document that reflects community long-term vision, values, aspirations and priorities with consideration to local government Area/Place/Regional Plans, local government strategies, and resourcing.¹

The intent of the plan is to:

- Involve the community in the establishment of a long-term vision for the local government through the identification of strategic priorities and aspirations.
- Provide the local government with clear direction and an understanding of the community's well-being, priorities over a longer time frame (social, economic, environmental and civic leadership), and to understand long-term impacts based on research, that will translate to service, asset and land use planning requirements.
- Guide local government priority setting within the Corporate Business Plan.

The roles and responsibilities of the different parts of the organisation are as follows:

- Community
 - Genuine community involvement is essential.
 - Independent and professionally facilitated workshops are preferred.
- Council
 - Approves the process and structure of the community engagement model.
 - Adopts the plan.
 - Adopts the plan following reviews.
- Administration
 - Enables, guides and documents the process.
 - Provides administrative and technical support to the community and council.
 - Understands broad resource implications of the Strategic Community Plan.
 - Integrates the priorities and focus areas into Corporate Business Plan deliverables.

The elements of a ~~Community Strategic Plan~~Strategic Community Plan are as follows:

- A long-term Community Vision.
- Short, medium and long-term community aspirations.
- Objectives to address community wellbeing issues.
- Strategies to address the objectives.
- Strategic (or Key) Performance Indicators (KPIs).
- Means of measurement.

The supporting processes in a ~~Community Strategic Plan~~Strategic Community Plan contain:

- A community engagement strategy outlining stakeholder engagement methods.
- External analysis identifying trends and impacts.
- Alignment to State and National legislation and policy where appropriate.
- An interdependent relationship with local area/place/regional planning, land use planning and local planning scheme.
- Resourcing implications such as service, asset and financial planning.

¹ Department of Local Government n.d., *Integrated planning and reporting guidelines*, Department of Local Government, Perth.

~~Community Strategic Plan~~ Community Plan – Denmark 2031 (Draft)

- The tool for ensuring that identified local community outcomes are considered in any local government, including new and reforming local governments.

~~Community Strategic Plan~~ Strategic Community Plans should be reviewed as follows:

- *Major Review*
Every four years, Council reviews the vision, priorities and aspirations of the plan with full and wide ranging community engagement.
It then renews the plan in line with contemporary community desires.
- *Minor Review*
Every two years following the major review.
A “desktop review” with community consultation and council endorsement.
- *Timing*
Reviews should take place as soon as practicable after Council elections with major reviews aligning with mayoral / presidential elections where held.

The expected outputs and interdependencies remain as follows:

Outputs

- Strategic Community Plan
 - Implementation Plan.

Interdependencies

- Informing or specific issue strategies, e.g.
 - Community Safety Strategy
 - Economic Development Strategy
 - Active Ageing Strategy
 - Health and Well Being Strategy
 - Tourism Strategy.
- Place Based Specific Strategies
 - Nornalup
 - Peaceful Bay.
- Local Planning Strategies.
- Strategic Project Business Cases, e.g.
 - Light Industrial Areas
 - Civic Centre Upgrades
 - Major Road Projects
 - Town Centre Redevelopments
 - Recreation Centres & Proposed Aquatic Facilities.
- Corporate Business Plans
 - Asset Management Plans
 - Workforce Plans
 - Financial Plans
 - Information & Communication Technology (ICT) Plans
 - Operational Plans
 - Services.
- Regional Council involvement and activities.
- Other adopted Strategies and Actions.

METHOD

The direction for a ~~Community Strategic Plan~~Strategic Community Plan (CSP) is that it must consider issues at least ten years hence. It was decided by the Denmark Shire Council that the CSP should look eighteen years into the future – from 2013 to the year 2031. Not only would this coincide with the life of the Local Planning ~~Strategy~~scheme (LPS) but it also coincided with the time period of the Western Australian Planning Commission document, *Directions 2031 and Beyond*.²

To gather data for the CSP, it was agreed that material would be taken from several sources, namely:

- Shire of Denmark 2012/13 Community Needs and Customer Satisfaction Survey (incorporating some 655 individual responses)
- 'Our Culture, Our View': Shire of Denmark Community Cultural Plan 2010-2015
- Survey conducted at the Australia Day Celebration Breakfast, hosted by the Shire of Denmark, on 26 January 2013 which was attended by over 750 people (incorporating 118 individual responses)
- Charters of Shire of Denmark Standing Committees
- Aquatic Facility Referendum, conducted by Shire of Denmark, April 2013
- Four public workshops held at three locations in the Shire of Denmark, March – April 2013 (incorporating some 54 participants)
- One workshop held with Councillors and Senior Staff of Shire of Denmark, March 2013 (incorporating some 13 participants)
- Three workshops held with employees of the Shire of Denmark, April 2013 (incorporating some 53 participants).

Each of the workshops mentioned above followed a similar format, which asked participants to consider:

- A survey of values that the Shire of Denmark should adhere to.
- A SWOT (Strength, Weakness, Opportunity, Threat) analysis. This was slightly modified for the workshops held with the Shire of Denmark employees. Categories considered were Services, Facilities, Customers and Measurement of Success.
- A Mission Statement
- A Vision Statement
- A Maxim or Slogan.

Results were documented and compared. Each workshop had the opportunity to comment on and modify previous opinions and results.

The end results of the workshops and data taken from the previously mentioned surveys and reports form the body of this ~~Community Strategic Plan~~Strategic Community Plan.

² Western Australian Planning Commission, 2010, *Directions 2031 and Beyond: metropolitan planning beyond the horizon*, viewed 19 May 19, 2013, <<http://www.planning.wa.gov.au/doppubpdf/plandirections2031part1.pdf>>

VALUES

Each community and staff workshop group was asked to rank values from a list. The instructions were for the respondents to rate values that the Shire of Denmark should ascribe to, now and in the future. These values may not necessarily have coincided with the personal values of the respondent, although in many cases they did.

Respondents were given ten votes to allocate, over the list of values. They were able to allot them in any pattern, as long as the total number of votes did not exceed ten.

The original list contained 376 values. At the initial workshop attended by Councillors and Senior Staff, respondents were permitted to add their own values to the original list if they could not find a matching value. After the first workshop, the values list was truncated to only those values that received at least two votes, and subsequent workshops voted on this shortened list. Additionally, some of the values that were close in meaning were combined.

This left 24 values for the subsequent community workshops to consider and vote upon. This included one new value of *Sustainability* which was augmented by other values which were identified at other workshops. These all had an environmental focus.

Adding values as the workshops progressed had the unforeseen effect of skewing results, as not all participants had the opportunity to vote on all options. Nevertheless the trends in the identification of values that are important to the community were consistent across the series of workshops and have resulted in the following.

Values in Order (Across 5 Groups)	Average Votes (Across 5 Groups)	Average Rank (Across 5 Groups)	Ranked by Average Votes	Ranked by Average Rank
Transparency / Openness	10.4	2.6	1	1
Integrity	8.4	4.8	2	2
Sustainability	7.6	6.6	3	4
Vision / Leadership	7.2	6.0	4	3
Creativity	6.8	11.2	5	10
Respect	6.2	8.2	6	6
Honesty	6.0	9.4	7	8
Effectiveness / Efficiency	5.8	9.4	8	9
Trustworthiness / Trust	5.6	7.8	9	5
Commitment	5.0	9.2	10	7

The clear intent of the participants was to rate *Transparency* or *Openness* as the prime value that should guide the Shire of Denmark into the future. Not only was this the leader among the community workshops but it also rated highly (2nd) in the workshop conducted for the Councillors and Senior Staff of the Shire.

The Macquarie Dictionary defines *Transparency* as the property or quality of being transparent, namely open, frank or candid. It defines *Openness* as the quality of being accessible or available, generous, liberal or bounteous.

Whether all participants were aware of these definitions when they chose *Transparency / Openness* as their primary value is unknown. What is clear is that they valued a Shire Council which is *open, accessible and candid*.

Similarly, participants valued *Integrity* as a key value in the Shire of Denmark. The Macquarie Dictionary definition of integrity is *soundness of moral principle and character, uprightness, honesty*.

The value of *Sustainability* was not on the original list but was added at the initial workshop. It was argued at every subsequent workshop whether *sustainability* was a value or a process. Nevertheless, it was included in the list and attracted a consistent vote which ranked it within the top four of values from the community's point of view.

Another point of debate was the exact meaning of *sustainability* as it was regularly felt that it was a word that had lost much of its meaning through overuse. The Macquarie Dictionary defines *ecological sustainability* as *the capacity for development that can be sustained into the future without destroying the environment in the process*.

Whether this is the exact meaning that the community intended is again open to debate. Discussions around the word of *sustainability* tended to broaden the meaning from ecological sustainability to sustainability across all operations and policies.

Leadership and *Vision* were combined due to their similarity of meaning. *Leadership*, according to the Macquarie Dictionary, means the ability to lead, viz. to guide in direction, course, action, opinion, etc.; to influence or induce.

Vision means the act or power of perceiving what is not actually present to the eye, whether by some supernatural endowment or by natural intellectual acuteness. It is assumed that participants would require the Shire of Denmark to possess natural intellectual acuteness in their administration of the Shire and community.

It was interesting to compare the results from the community workshops to those attended by the staff of the Shire of Denmark, as the findings showed some differences.

Values in Order (Across 5 Groups)	Average Votes (Across 5 Groups)	Average Rank (Across 5 Groups)	Ranked by Average Votes	Ranked by Average Rank
Sustainability	14.7	2.3	1	1
Effectiveness / Efficiency	13.3	3.7	2	2
Teamwork	13.0	5.0	3	3
Transparency / Openness	11.7	6.7	4	6
Respect	11.3	5.0	5	4
Vision / Leadership	11.0	5.7	6	5
Honesty	10.7	6.7	7	7
Integrity	8.7	7.7	8	8
Commitment	8.3	8.7	9	9
Trustworthiness / Trust	7.7	10.0	10	10

The two different values that appeared clearly in the top four values were *Effectiveness / Efficiency* and *Teamwork*. This is a predictable result from a workforce that is required to produce results that are timely and accurate, and these will often rely on a team-based approach, especially for employees on the outside workforce.

Effectiveness is defined by the Macquarie Dictionary as serving to effect the purpose; producing the intended or expected result, whereas efficiency has a slightly different meaning, namely adequate in operation or performance; having and using the requisite knowledge, skill, and industry; competent; capable. The two values are often used in combination with one another.

Teamwork is defined as the work of a team with reference to coordination of effort and to collective efficiency. The link between teamwork and efficiency is obvious.

To the six values identified above, it is important to note that one workshop above others valued *Creativity* highly, so it has been included as one of the key values that should guide the Shire of Denmark into the future.

Other surveys used to form this document also point to the high value of *creativity* within the community of Denmark. *Creativity* is defined as *the state or quality of being creative, namely resulting from originality of thought or expression*.

The community of Denmark often sees itself as a centre for creativity and it attracts residents who value and recognise the benefits of artistic expression. One of the values that was identified in *Our Culture, Our View: Shire of Denmark Community Cultural Plan 2010 – 2015* was:

- The celebration of inspiration, creativity and innovation.

Inspiration, creativity and innovation are part of our business and our community lives, and are celebrated and explored through our arts and our artists.

Summary

Taking all the contributions of the workshops into account, it is recommended that the Shire of Denmark utilises the following guiding principles (values) on how the organisation works internally and also externally with the community, into the future:

The Shire of Denmark's guiding values are;

- *Sustainability*
- *Effectiveness*
- *Teamwork*
- *Transparency*
- *Respect*
- *Visionary Leadership*
- *Honesty*
- *Integrity*
- *Commitment*
- *Trust*



Figure 1 - Crowd at the Australia Day Breakfast 2011

MISSION

Unlike a vision statement, a Mission Statement describes what the organisation wants now, and it lists the broad goals for which the organisation is formed. Its prime function is internal, to define the key measure or measures of the organization's success and its prime audience is the leadership team and stakeholders.³

The Shire of Denmark's current mission is to create a ...

Harmonious community and a great environment in which to live.⁴

This of course is more akin to a vision statement and does not address what the Shire of Denmark does, and what its current goals are. Therefore, the need for the Community Strategic Plan Strategic Community Plan to address the need for a Mission Statement is timely and necessary.

However, the current Goals of the Shire of Denmark, listed in the same place, come much closer to that of a Mission Statement, and should be read as such. They are divided into five separate sections.

ENVIRONMENTAL MANAGEMENT

To help conserve the natural environment of Denmark and promote its responsible use.

LAND USE AND TOWN PLANNING

To devise and apply planning instruments which minimise the negative impacts of development.

ECONOMIC DEVELOPMENT

To encourage economic activities, locally and in the region, which make appropriate use of Denmark's natural and human resources and its primary produce.

SERVICES FOR THE COMMUNITY

To support the provision of an equitable range of services and facilities.

THE ORGANISATION

To ensure that Council is able to serve the community efficiently, effectively and fairly.⁵

Workshop One (13 participants)

The initial workshop which consisted of Councillors and Senior Staff debated the issue and came up with three different statements that used the same wording but in different orders and format.

The simplest to view was that which divided the key points into separate lines thus:

The Shire of Denmark's mission, through inspirational leadership, is to provide quality services and facilities that contribute to:

³ Diffen 2013, ~~op-cit.~~

⁴ Shire of Denmark 2006, ~~Op-Cit.~~

⁵ Ibid.

- *the sustainability of our environment;*
 - *the enrichment of our community;*
 - *the prosperity of our economy;*
- and are delivered in a responsible manner, while recognising the value of local and regional partnerships at all levels.*

This statement, in its three different formats, was used in subsequent community workshops to stimulate debate and to create alternatives.

Workshop Two (18 participants)

The first of these debates arose over the phrase *“through inspirational leadership”*. This and other workshops felt that this statement might be seen as unnecessary and superfluous, in that ‘inspirational leadership’ would be a quality that would be expected of Councillors and senior staff members whose job it is to guide the policies and operations of the Shire of Denmark.

It was also thought that ‘support’ might be a better word to use than ‘contribute’, while there was a constant search for an alternative word for ‘sustainability’, to no avail. As was shown in the section on values, ‘sustainability’ was originally used to indicate ‘ecological or environmental sustainability’, although using the words ‘ecological’ or ‘environmental’ was seen as potentially limiting.

It was thought that there may be a place for the word ‘resilience’, and the workshop also favoured the use of the words ‘special’ or ‘unique’, although it was pointed out that every organisation, place or community is unique in its own way.

Workshop Three (17 participants)

Apart from thinking that the original statement was too verbose and needed some condensing, this group wished to stress the importance of integrity in the process of local government, and also to emphasise that quality services and facilities needed to remain within the financial means of the organisation.

Like Workshop Two, the participants had some problems with the word ‘contribute’ and suggested that use of the word ‘consider’ would be appropriate.

Workshop Four (11 participants)

In Workshop Four, there was strong support for the inclusion of the section on the environment, and also for the concept of shared responsibility in governance. The words which were suggested included ‘participatory’ or ‘consultative democracy’ or ‘community collaboration’.

The group also considered the use of the word ‘unique’, and preferred to focus on specific attributes of qualities that the Shire of Denmark might possess or aim to achieve.

Again, on the use of the word ‘sustainability’, alternatives in the form of ‘continuity’ or ‘nurturing’ or ‘nourishing’ were suggested, yet none of these received overwhelming support.

While discussing the phrase ‘through inspirational leadership’, alternatives such as ‘strong’ or ‘responsive’ were mentioned. It was also suggested that the addition of the words ‘through foresight’ would be appropriate.

Workshop Five (8 participants)

Workshop Five supported the concepts of ‘resilience’ and ‘adaptability’, as well as the idea of ‘enrichment’. They did not like the term ‘through inspirational leadership’, seeing it as too flowery and noting that it was not supported by the key values that had been identified by their group and others.

Support was also present for the values of integrity, sustainability and a vision for the future.

Two versions of the Mission Statement were crafted:

The Shire of Denmark’s mission is, through transparency and trust, to provide quality services and facilities and enhance the sustainability, enrichment and prosperity of our community.

And

The Shire of Denmark: serving the community with integrity, now and into the future.

Workshop Six (53 participants)

Combining the opinions of the three workshops which were attended by the employees of the Shire of Denmark resulted in the following opinions.

- Debate over whether the environment should be maintained, protected or enhanced.
- Confirmation that ‘through inspirational leadership’ as a phrase was redundant. An alternative word was ‘vision’.
- A need to acknowledge the past, respect the present and plan for the future.
- Some of the values that the participants wanted to include in a Mission Statement were ‘pride’, ‘inclusivity’, ‘reliability’, ‘innovation’, ‘encouragement’, ‘quality of life’, ‘foresight’.
- It was suggested that the word ‘continuity’ was an alternative for ‘sustainability’.
- The word ‘vision’ was preferred over the word ‘leadership’.

Different versions of the Mission Statement drafted by these workshops read as follows:

- *Our mission is to create a safe, desirable and respected community, in which to live, whilst respecting our past.*
OR
- *The Shire of Denmark’s Mission is to support the integration of the aspirations and values of our community.*
OR
- *The Shire of Denmark: serving the community and valuing the environment with vision and integrity.*

Summary

Taking all the contributions of the workshops into account and bearing in mind the need to draft a succinct and straightforward Mission Statement, it is recommended that the Shire of Denmark takes the following statement into the future:

The Shire of Denmark aims, through vision and integrity, to serve its whole community and value its natural environment.

VISION

A vision statement is defined as:

A one-sentence statement describing the clear and inspirational long-term desired change resulting from an organization or program's work.⁶

Or alternatively

A Vision Statement outlines where you want to be. [It] communicates both the purpose and values of your business.⁷

Ideally, vision statements should be inspirational, clear, memorable and concise.

A vision statement differs from a maxim or slogan, in that a slogan is often driven by marketing needs and forms a catchy or alliterative statement, designed for use by advertisers or promoters of a product or destination.

In an attempt to define a long-term community vision for Denmark to the year 2031, community workshops were asked to consider the current vision statement and to suggest alternatives and improvements.

In 1996, the vision of the Shire of Denmark read:

A harmonious community and a great environment in which to live

By 2013, the Shire of Denmark's long-term vision for the Shire comprised:

- Character and lifestyle sustained through careful planning
- A robust economy, based on local resources and skills.
- A caring, cohesive community.
- An expanded range of educational services.
- A very attractive district to visit.⁸

In general, it was considered that the 2013 vision statement was too long, consisted of too many separate components, and could be improved by reducing its length and improving its breadth.

The 1996 version, whilst debated, was rejected by many of the workshops, although in some quarters, there was still some support for this statement. Specifically, many workshop participants did not agree that the community was particularly *harmonious*, and that it would be counter-productive to include this word in any future vision statement.

Workshop One

From the first workshop attended by the Councillors and Senior Staff, the following terms were put forward for discussion:

⁶ Top Nonprofits 2011-12, viewed 12 May 2013, <<http://topnonprofits.com/examples/vision-statements/>>

⁷ Diffen, 2013, viewed 12 May 2013, <<http://www.diffen.com/difference/MissionStatementvsVisionStatement>>

⁸ Shire Of Denmark 2006, viewed 12 May 2013, <<http://www.denmark.wa.gov.au/ourcouncil/vision.html>>

- Nurtured
 - Vibrant
 - Prosperous
 - Enriched
 - Safe & Secure
 - Free
 - Harmonious
 - Inspirational
 - Creative
 - Clean & Green
 - Sustainable
 - Diverse
- and
- Lifestyle

After debating the merits of these words, the group put forward a vision which read:

Denmark - Healthy, Vibrant, Enriching and Sustainable

Workshop Two

The second and third workshops, which were held at Nornalup and Peaceful Bay respectively, each wished to expand the term *Denmark* as they felt that using the town's name was not representative of the whole area. They therefore suggested the addition of the words *Community of Denmark*

Workshop Two agreed that the Shire of Denmark's floral emblem (*Corymbia ficifolia* or Red Flowering Gum) and its motif (*Malurus splendens* or Splendid Fairywren) were both appropriate and that the inclusion of elements of the natural environment in the vision statement would reflect the values of the workshop attendees.

In keeping with these sentiments, the workshop put forward words such as *Wilderness* and *Perfect Climate* for inclusion.

Their suggested version of the vision was;

Denmark – Beautiful, Healthy, Vibrant, Enriching and Sustainable

Workshop Three

This workshop introduced concepts of *Diversity, Respect, Welcoming, Embracing and Resilient* into the debate. The workshop also promoted the idea that Denmark was *supportive and receptive to new ideas and positive change*. The participants also supported the philosophy of *Keeping the Balance*.

Workshop Four & Five

New ideas introduced by Workshops 4 and 5 included the statement that Denmark *values its culture and heritage*. In addition, it was suggested that to acknowledge the original aboriginal inhabitants of the land, the word *Country* could be included to reflect this.

The words *collaborative*, *thriving* and *considered* were also suggested. There was strong support for the notions of *creativity* and *artistic* to be included. Two statements that were put forward for consideration read:

Denmark - Creative, Beautiful, Healthy, Vibrant, Enriching and Sustainable.

And

The Community and Environment of Denmark - healthy, happy and safe.

Workshop Six

Workshop 6, attended by members of staff of the Shire of Denmark, added words like *peaceful* and *pristine* (defined as ‘of or relating to the earliest period or state; original; primitive or having its original purity’).

There was some dissension with the word *healthy*, but other concepts introduced included the idea of *leadership*, *affordability*, *inclusivity* and *proactivity*.

Furthermore, one group supported the notion that the vision should truly reflect the future and that it should be an aim or aspiration of the community. Hence the statement should begin with the words:

Denmark in the Year 2031 is ...

And this was then expanded to read:

Denmark in the Year 2031 is a leading example of a dynamic, connected, caring and cohesive collection of communities, at one with the environment.

This suggestion was then amended by the final community workshop to read:

The Shire of Denmark is a vibrant and diverse community that values its environment.

Summary

After taking into account all the contributions towards a Vision Statement that should be short, succinct, but meaningful, it is recommended that the Shire of Denmark takes the following vision ahead to 2031:

Denmark in the Year 2031 is a leading example of a dynamic, connected, caring and cohesive community, in tune with its environment.

ASPIRATIONAL OBJECTIVES & STRATEGIC GOALS

A survey of the available data (see Method) provides indications of the objectives and strategic goals that Denmark as a community should aspire to during the next eighteen years.

These have been subsequently placed into priorities under four different objective ‘thematic’ groups that support the overall ‘Vision’ outlined in the preceding chapter:

- Social,
- Economic,
- Environmental
and
- Governance (Civic leadership)

Many of the concerns that residents and contributors hold, cover two, three or even four of these categories. In these cases, the prime goal / concern has been identified and a goal has been formulated around this feeling or perception.

~~To aid this, the following aspirational objective themes have been developed from the Workshops that support the overall ‘Vision’ outlined in the preceding chapter.~~

OBJECTIVES

Social

Denmark's communities, people and places are connected and creative, vibrant and dynamic, healthy and safe.

Economy

Denmark's economy is diverse and vibrant - its primary industries of tourism and agriculture relying on and enjoying natural and other assets that are sensibly managed and promoted.

Environment

Denmark's natural environment is regionally significant, wild and beautiful, yet so inviting and fragile that its protection and enhancement is carefully balanced in meeting the needs of current and future generations' lifestyle, development and tourism needs.

Governance

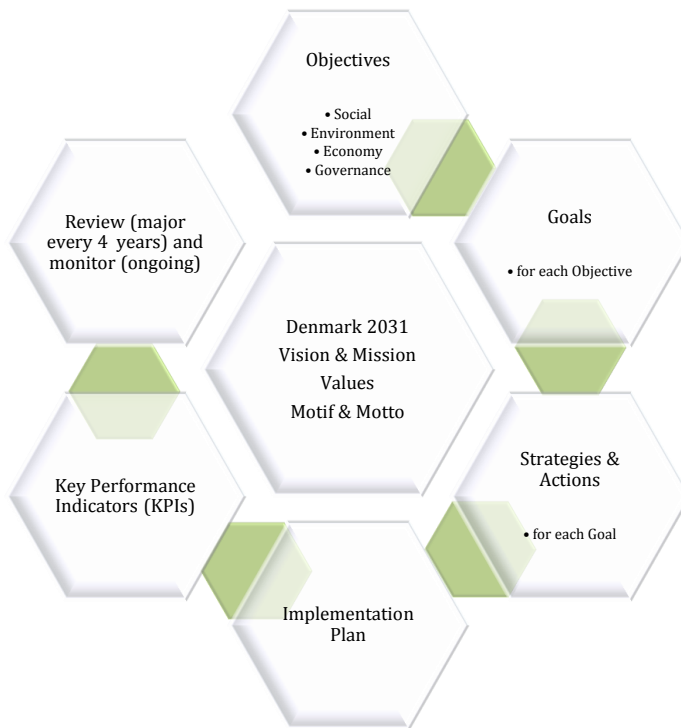
The Shire of Denmark provides renowned leadership in sustainability, is effective with both its consultation with its people and its management of its assets, and provides transparent and fiscally responsible decision making.

These Objectives and their accompanying Strategic Goals will be further complemented by testing the many adopted strategies and actions that Council already has in place, to determine whether they remain current or valid, in assisting to achieve the overall aspirational *Vision* and its guiding *Objectives* and *Goals*.

~~Community Strategic~~ Community Plan – Denmark 2031 (Draft)

After adoption of the ~~Community Strategic Plan~~Strategic Community Plan, the first task ~~would~~ will be the development of an implementation plan and Corporate Business Plan reviewing all of these prior adopted strategies and actions.

The following diagrams describe the key interrelationships between the elements of the ~~Community Strategic Plan~~Strategic Community Plan, Denmark 2031.



SOCIAL

Population

The Denmark community consists of a growing population that has predominantly consisted of those in a high age range. The median age is currently 47.2 years, while the current population (2013) is approximately 5500.

The 2011 Australian Bureau of Statistics figures taken from the census indicate that that population at that time was 5194, with a slight majority (50.8%) of females.

By contrast, the median age for the whole country at the 2011 census was 37.

Population growth has been factored at approximately 2.59% per annum, which would mean that by 2031, Denmark would have a population of approximately 8890. If the population grew at a rate of 3.7% p.a., the population would rise to approximately 12000.⁹

Currently the low population base is seen as a disadvantage with many important services only available in the nearest regional centre of any size, Albany. From the western end of the Shire of Denmark, this can mean a round trip of over 200km.

One of the opportunities that will arise from an increase in population is an equivalent rise in available services. This trend has been obvious in the past decades and should continue, with better communication, transport and road facilities, shops and commercial and government services.

It has been identified as a threat that Denmark should not simply become a dormitory suburb of Albany. Rather, it needs to maintain its own identity and economic and social base, to improve local services, employment opportunities and facilities.

Reasons for the high median age range in Denmark vary, but include the facts that:

- Denmark has of more latter years always been increasingly seen as a desirable retirement destination, with a cool climate, relaxed lifestyle, and room to move.
- Denmark property prices have risen significantly in the last 20-30 years, making the region less affordable for younger families.
- The lack of significant and high-performing industries in the area make it less attractive for a younger demographic that needs a regular income to support a family.

The high median age and over 55 demographic also allows Denmark to have one of the highest volunteer rates in the country. The community has been identified as active, intelligent and engaged, with a high awareness of and involvement in civic issues.

Conversely, this can lead to an over-reliance on the baby-boomer age group (those born between 1943 and 1960) to maintain community infrastructure and organisations. This can also mean that there is a monoculture of opinion within the community. This is reflected in many of the surveys that have been consulted to produce this study.

⁹ Shire of Denmark 2011, *Local Planning Strategy*, p. 92, viewed 22 May 2013, <<http://www.denmark.wa.gov.au/councilservices/planning/localplanningstrategy>>

The high median age also promotes a certain conservatism within the community. Despite the fact that Denmark has been identified by many of its residents as a creative community, the fact that many residents have relocated to Denmark later in life means they have made a conscious decision on their choice of community and in many cases, do not wish it to change significantly.

On the other hand, it is noted that eventually the baby-boomer retirement market will end. By 2031, the youngest of the baby-boomers will be 71. The oldest will be in their late 80s. Whether there will be a similar interest or financial ability of the next generation (Generation X) to relocate to coastal communities such as Denmark is unknown. Perhaps it is an opportunity to lay the foundations for a continuation of this population trend within the next decade.

Goal

That the Shire of Denmark closely ~~monitor~~monitors its population growth over the next two decades, ~~and continues~~ to put into place advocacy, policies and infrastructure that reflect the needs of a diverse age range and which will be attractive to both present and new residents.

Lifestyle

While it is a hard concept to define, the character of life in the Shire of Denmark is one that many residents wish to maintain under all circumstances.

It can perhaps best be described as ‘slow-paced and informal country living’, as a contrast to a city lifestyle of action, activity and liveliness. The stresses of city living are not present in Denmark, in terms of noise, speed, traffic congestion, crime and other characteristics of 21st century life in Australia.

Many residents of Denmark have specifically relocated to the region to escape these pressures and are keen to maintain this lifestyle. Most commonly, it is referred to as a ‘village lifestyle’, although it has also been pointed out that this is a description used by the real estate industry, and that a better description could be ‘rural lifestyle’.

In addition, many Denmark residents subscribe to a philosophy of sustainability, that values natural assets and make a deliberate attempt not to degrade the natural environment by their way of life. Denmark is also now recognised as a Transition Town, defined as a:

Grassroots network of communities that are working to build resilience in response to peak oil, climate destruction, and economic instability.¹⁰

The pressures on this way of life will come from:

- greater population,
- insensitive residential developments close to the town,
- subdivision of productive agricultural land,
- a concentration of retail facilities in a few hands,

¹⁰ *Transition towns*, viewed May 26, 2013, <http://en.wikipedia.org/wiki/Transition_Towns#cite_ref-1>

- the loss of public open space and reserves,
- predominance of the car as a mode of transport,
- infiltration of population into wilderness areas of coast and forest.

Many of the goals and policies that will mitigate these effects will be outlined in other parts of this report. However, it needs to be stressed that many respondents to community consultation are strongly in favour of maintaining the current way of life in Denmark, while in no way ignoring the fact the population increase and development are unavoidable over the next eighteen years.

Goal

That the Shire of Denmark ~~continues to endeavour~~ endeavour to maintain and improve the standards and style of living, together with the creative and vibrant culture, that residents and visitors have come to expect.

Education

Despite the high median age, there is also a significant influx of young families into the Denmark area, which has led to increased high school enrolments and pressure on the secondary, primary and pre-primary schools in the region. However most of these educational opportunities are centred on the town of Denmark and those in the western parts of the Shire are mindful of the distances that will still need to be travelled to reach schools.

There has also been a gap identified in the opportunities for post-secondary education in Denmark. Currently there are limited opportunities to study through the Great Southern Institute of Technology (GSIT) Denmark Campus, which is ~~administered from~~ based in Albany. There are also university courses available, but also only based in Albany. Options to study by distance education are increasing with the developments in telecommunications, but there is a need to lobby for greater post-secondary education availability within the Shire of Denmark.

Goal

That the Shire of Denmark ~~continues to~~ work with relevant authorities and organisations that encourage the growth and diversity of educational opportunities and facilities for all age groups both in the town of Denmark and in its outlying communities.

Youth

Conversely, the age group of 20-34 is under-represented in Denmark population figures. A combination of factors, including lack of employment opportunities, limited post-secondary education options, and a downturn in apprenticeships leads to many young people leaving the area to move to larger population centres for tertiary education, travel and job prospects.

If this trend can be reversed, then the spin-off effects from new families moving into the area will be profound. Not only will there be increased demands for more housing, schools, sporting and recreational facilities, there should be a simultaneous increase in the diversity of the community in terms of creativity, energy and variety of opinion.

Any community should thrive with this diversity, and one of the hallmarks of the Shire of Denmark should be that of welcoming newcomers with the subsequent benefit in this

diversity. Opportunities for young people to be involved in decision-making within their own community should also be encouraged.

Goal

That the Shire of Denmark ~~continues to~~ encourage opportunities, employment and facilities for young people, and aims to involve them in decisions made within the community.

Housing

It has also been identified that there is a lack of affordable housing in the Denmark area, and a lack of housing for single people. The national trend towards an increase in single-person households (15.7% in 1976, to 24.3% in 2011) will increasingly be reflected in the Denmark community and that applies to residents of all ages.

Additionally, with the national increases in house and land prices, purchasing a property is becoming less affordable for the average Australian, so an equivalent rise in the availability of rental accommodation should be encouraged.

One area where there is a perceived shortage of housing in Denmark is that of low-cost public housing. While there is a current crisis in public housing in WA, it is feasible that this is one area which can be developed in Denmark, to the benefit of the community as a whole.

Goal

That the Shire of Denmark monitors the availability of low-cost and rental housing in its region, and, if appropriate, encourages and works with relevant authorities, organisations and developers to provide a diverse range of accommodation that caters for the various sectors of the community .

Non-Residents

One of the important factors in the Denmark community is the high level of non-resident population. Denmark has always been a popular holiday town, so there are a large number of absentee landowners. This figure has been put at 43%, and this leads to low participation and engagement in community activities.

This also leads to a certain amount of community resentment towards this sector, in terms of their lack of contribution to activities like volunteer fire-fighting, bushcare, and involvement in community groups.

An over-reliance on tourism, reflected in the high number of absentee landowners, also has the economic effect of seasonality of employment and a subsequent lack of opportunity for full-time, annual work for the young. The peak tourist season of November to May allows adequate employment but the tourist downturn in the winter months means that employment dries up.

Goal

That the Shire of Denmark ~~remains-be cognisant aware~~ of the issue of the high percentage of non-resident ratepayers and maximises the opportunities that they present, whilst minimising any downsides.

Public Safety

A perceived advantage in a high median age group and a relatively low population is a safe community with a low crime rate. This has been appreciated by the resident population in 2013 and it is one aspect of Denmark life that the community is keen to maintain. Whether this will inevitably change with an increased population and a greater range of age groups represented is dependent on careful planning by the authorities to mitigate such a trend.

Careful and considered town planning decisions, both within the CBD and in other areas, will assist Denmark in its efforts to maintain a safe environment for its residents and visitors.

Goal

That the Shire of Denmark ~~continues to~~ work with relevant authorities and organisations to maintain a safe and secure environment for its residents and visitors.

Regional Services

With only one major town within the Shire of Denmark, facilities and services do tend to be concentrated in one place which is not convenient to all. The Local Planning Strategy (2011) has as an Objective:

Support Peaceful Bay, Nornalup and Bow Bridge as future long term growth settlement areas and have regard to protecting landscape and natural resource values and the recommendations of the 1999 Rural Settlement Strategy.¹¹

Residents of the outlying areas and the rural areas surrounding these three settlement areas need to be kept in mind when infrastructure and facilities are planned for the Denmark population. The tyranny of distance and the resulting time that it takes to travel to these services all conspire against those who live in distant parts of the Shire. Improved telecommunications will assist these residents in accessing some of these services in the future.

Goal

That the Shire of Denmark ~~continues to~~ support ~~its~~ objectives ~~that manage to develop the development of~~ long-term growth settlement areas ~~and that maintains ensures~~ an acceptable level of services for ~~all~~ its residents, regardless of where they live.

¹¹ *ibid.*, p. 10.

Health

While Denmark has a relatively new hospital and health services facility (2009), it is obvious from the community surveys and conversations through the consultation phase of the development of this Plan, that some of the ancillary health services continue to need the attention of the Council and community.

Shortages of doctors and trained medical professionals, especially in light of the increasing population, in particular during peak seasonal tourism periods, place increased demands and pressure on what appears to be decreasing funding for community services like the Silver Chain and the Commonwealth Home and Community Care (HACC) service. All of these will need policies, advocacy and processes to help be vigilant to and alleviate these issues.

Increased aging of the Australian population, and Denmark's in particular, will mean that aged care facilities, both in accommodation and in nursing care, will take higher priority, as evidenced by the recent resolution of the Shire of Denmark seeking to highlight the plight of the aged and the need to commence planning for subsequent developmental stages and needs of the Residential Aged Care Facility at the Denmark Heath Service, known as the Blue Wren Lodge.

Conversely, if Denmark is to attract more younger families, as seems likely, then maternity facilities also need improvement, as the Denmark Hospital currently does not make provision for birthing.

Goal

That the Shire of Denmark ~~continues to~~ work with relevant authorities and organisations to maintain and improve health services at all levels within the region.

Recreation

The opinion that Denmark is a haven for arts and the creative community is strong and well recognised for its contribution to the cultural, social as well as economic strengths of the Shire. Evidence for this is consistently large attendances at cultural events, regular festivals and popular Arts Markets. Council policies and support of organisations like the Denmark Arts Council encourage arts and cultural events to thrive. Consistent lobbying of State Government and other arts and philanthropic organisations should enable this trend to continue.

The opportunity for physical and outdoor recreation, both passive and organised, is also strong, together with the recognised health and well being benefits that accrue to the individual and community at large. The commitment and passion of the Denmark community to participate and organise activities for all ages and interests is encouraged and supported by the Shire of Denmark which provides high-quality facilities.

The growth in popularity of eco-tourism in the early 21st century will allow the Shire of Denmark to become a trail hub. Already trails of international repute such as the Bibbulmun Track (walking) and Munda Bididi Trail (cycling) pass through the Shire. There are further opportunities to develop this type of passive recreation base for the benefit of both residents and visitors.

~~Strong community support for an aquatic centre, a facility that is provided by many local government authorities, has been evident in the last two decades. This has culminated (2013) in a referendum held by the Shire of Denmark. The referendum addressed to all 3,989 first-named ratepayers, 43% of whom are non-resident, invited support for the proposition that rates should be increased by a fixed dollar amount equivalent to 11.45% of the 2012/13 rates (\$4.67M) for up to ten years to raise the capital and thereafter to subsidise the operating costs of the facility. Despite the prospect of a ten-year wait without the facility, 1012 (42%) of those ratepayers who returned the ballot paper gave it support. Residents in rental properties (27%) had no vote. The outcome demonstrated that the matter of an aquatic facility for the Shire would need to be revisited during the life of this plan.~~

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~~Strong community support for an aquatic centre, a facility that is provided by many local government authorities, has been evident in the last decade and beyond. This has culminated (2013) in a referendum held by the Shire of Denmark. The referendum was however lost by 58% to 42%. The outcome demonstrated that the matter of an aquatic facility for the Shire was one that will need to be revisited again during the life of this Plan.¹²~~

It is noted that facilities such as an aquatic centre are a significant demand on the rates base, and the community must be consulted widely on such decisions.

Lobbying of other State and Federal government agencies to assist in the provision and maintenance of these facilities is often crucial.

Goal

~~That the Shire of Denmark monitor all forms of recreational and cultural facilities and services, and take careful account of the level of community support for those in determining the improvements or new facilities to be supported together with their relative contribution to personal and community well being.~~

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~~That the Shire of Denmark continues to monitor community support for all forms of recreational facilities and implements and advocates for improvements and new facilities in conjunction with the community where able to do so.~~

¹² Shire of Denmark, Minutes of Council Meeting, 16 April 2013, Council Resolution & Officer Recommendation Item 8.5.2.



Figure 2 Pixel Trix & Bollig Design Group Concept Plan of the proposed Denmark Aquatic Centre 2013

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Figure 2 Denmark Surf Club, Ocean Beach (Photograph courtesy Cr J Sampson)

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ENVIRONMENT

Natural Environment

One of the key features of the Denmark region that is consistently mentioned in community surveys is the importance of the natural environment. It appears to be one of the key reasons for baby-boomer migration to Denmark, it has been an attraction for the younger generation since the hippie days of the 1970s, and it continues to be a major platform for tourism marketing as it has been for many decades.

The ability and foresight of the community, planners and land managers to maintain the quality of the environment without overly compromising the ability of residents to farm or develop land for other purposes has been positively noted. The inclusion of environmental features on the Shire of Denmark Municipal Heritage Inventory (2011) indicates the high value placed on the natural environment by the Shire and its residents.¹³

The opportunity to build on Denmark's image as clean, green and unspoiled is seen as important by many residents. It will provide economic impetus for the community in terms of tourism dollars, and will continue to act as an attraction for inter- and intra-state migration. This will have the effect of boosting Denmark's population with a flow-on effect of improving services and facilities.

Ways to utilise the natural environment to maximise the impact of tourism are also seen as important. The growing popularity of eco-tourism in Australia will encourage regions such as Denmark to develop tourist attractions such as walk and bicycle trails, camping facilities, as well as specific projects on coastal and in forest areas.

The provision of public open space is also seen as vital for residents and visitors. Denmark is blessed with space in abundance, in its developed areas, its coastline and its forests, and it should be noted that this space should not be compromised by inappropriate development. In particular, access to the spectacular coastline should not be limited by private ownership or restriction.

Goal

That the Shire of Denmark acknowledges the importance of the natural environment to the residents of Denmark and the region, and works with residents and all relevant agencies to maintain a high standard of environmental protection and its integration with community life.

Climate Change

The effects of climate change are acknowledged, although the full impact at this stage is unknown. What is clear is that the climate is undergoing significant changes, whether caused naturally or by human intervention. Temperatures are rising and rainfall is reducing globally, and Denmark is no exception.

However it was acknowledged also that climate change presents opportunities for the Shire of Denmark that need to be considered. Warmer temperatures in Denmark may provide greater

¹³ Shire of Denmark 2011, *Municipal Heritage Inventory*, viewed 22 May 2013, <<http://www.denmark.wa.gov.au/councilservices/planning/heritage>>

internal migration from hotter parts of the country, where the population is looking to find cooler areas to live, whether that be through the desires to take advantage of a ‘Tree Change’ or ‘Sea Change’, or perhaps the newer phenomena of ‘Tech Changers’, or ‘Climate Changers’ – individuals and families looking for safety, cooler climates with good technology to enable ‘work anywhere’, in an attractive location on the coast.

Denmark has already seen this phenomenon for a decade and it is predicted to continue for the life of this Plan.

This in particular may affect the next wave of baby boomers, retirees, who have long seen the Denmark climate as equable, and Fly In – Fly Out (FIFO) and Drive ~~Out-In~~ – Drive ~~In-Out~~ (DIDO) workers, who may be looking for an attractive home base.

Lower rainfall may however also negatively affect the Shire of Denmark, in that, with an annual average rainfall of 1089 mm, and albeit still amongst the wettest regions in the State, a long term predicted drop in rainfall, and associated impacts on runoff to the catchment, require that adequate planning needs to be further undertaken in water storage and distribution, such that the events of the severe water restrictions and carting that took place in 2007/08 do not ~~re-occur~~ recur.

Rainfall changes may also impact on agricultural production, opening up new crops and practices that need a slightly warmer, drier climate. Traditional agriculture, which has been hampered by falling prices and an ageing workforce, may be able to gain a new lease of life with innovative thinking and clever marketing, to take advantage of subtle changes in the climate.

Goal

That the Shire of Denmark ~~continues to~~ monitor the effects of climate change and implements and advocates for policies that will not only mitigate any adverse effects, but also take advantage of any opportunities created.

Fire Management

Conversely, a lack of planning for a drier climate and extreme climate events, could well impact negatively on fire management practices. Australia-wide, the increased incidence of bushfires in the last two decades has placed emergency management services under extreme pressures, and Denmark has been considered fortunate to escape disasters such as have occurred in other parts of WA and the nation.

Concern has been expressed about the preparedness of emergency management services to deal with bushfires, and the local authorities, as well as their State counterparts will need to plan carefully for increased bushfire activity due to the combined nature of rising temperatures, extreme climate events and the associated extended seasonal risks that will accrue.

In particular, communication services and availability generally between volunteer bushfire brigades and other emergency services personnel continues to be a cause for concern, as is the steadily rising average age of members of brigades and the declining rates of volunteerism

within communities within Western Australia and Denmark. All of these areas need to be closely monitored and addressed as the threat of bushfire increases annually.

Goal

That the Shire of Denmark ~~continues to~~ work collaboratively with relevant agencies to maintain a high level of planning, communication and infrastructure for effective fire and emergency management.

Waterways

One of the prime advantages that Denmark holds, both as a tourist destination and as a residential location, is its coastal location, and its proximity to rivers and coastal inlets. The waterways are of importance to the residents and visitors both as a source of recreation but also as productive locations for maritime industries.

So it is no surprise that many of those surveyed hold strong opinions on the health of the waterways. The annual debate over the opening of the natural sandbar across Wilson Inlet, to allow a release for the build-up of water in the Inlet and so reduce the prospect of local flooding, has generated many pages of literature over the years.¹⁴ Policies have been developed to maximise the effect of the bar opening, yet these do not necessarily satisfy the whole population.

Other issues noticed in recent times have been:

- unpleasant odours emanating from Wilson Inlet,
- effluent disposal into the inlet,
- the rise in sea levels, possibly caused by climate change,
- restricted and below-standard access to waterways and rivers

The potential to use the inlets in the Shire of Denmark for economic benefits such as aquaculture and fishing have also been put forward. Denmark has had an inlet fishing industry for over a century, and with increased demand for locally-produced food, encouragement could be given to this type of development.

Goal

That the Shire of Denmark acknowledges the importance of rivers, inlets and coastline to residents, visitors and the local economy, and implements and advocates for policies with other relevant authorities and organisations to maintain these to a high standard of health and amenity.

¹⁴ For example, Water and Rivers Commission, *Managing the bar and the Inlet*, 2002, viewed 2 June 2013, <<http://www.wicc.southcoastwa.org.au/reports/wi6/wi6.html>>

ECONOMIC

Agriculture

Agriculture continues to be a key economic indicator of the viability of the community. Since the beginning of European settlement in the region, farming has always been of prime importance. Setbacks over the years such as the unsuitability of the soils and terrain, downturns in prices, difficulties in reaching markets, and the gradual reduction in the farming population have all had their effect. Yet Denmark seems to be resilient enough to ride out these setbacks and agriculture remains of significant importance to the community.

However the nature of agriculture has changed over the years. No longer does all agriculture require large tracts of land for traditional pursuits like beef or dairy cattle. Smaller-scale horticultural industries have been developed that use Denmark's relatively high rainfall and cool climate. The wine industry that developed strongly in the 1980s and 1990s appears to have passed its peak with national over-production an issue.

There is also a move towards local production and sustainability to counter the global issue of high food miles. The costs of transporting food are proving problematic for communities such as Denmark that are remote from major population centres. The global price of oil has steadily risen and this shows no sign of slowing. One measure to address this is the development of local outlets for primary producers, either through farmers' markets or specialist shops which stock local produce.

The Denmark community has also, since the 1970s at least, seen itself as self-sufficient and has attracted residents on that basis. The prospects of a more localised food and agricultural industry, with niche products such as organic –and cooperative or community based approaches seem well-based. The additional benefit of a well-resourced and thriving College of Agriculture will also add to this advantage and this is further recognised and supported in the Council's complimentary Local Planning Strategy 2011.

The availability and retention of land for agricultural industry will remain an issue over the next decades. Increasing population and a demand for housing and small-scale rural lifestyle blocks may squeeze agriculture away from prime farming land.

State and local governments need to remain mindful of these pressures and resist the temptation to approve developments that will compromise the viability of agriculture even further.

Goal

That the Shire of Denmark ~~continues to~~ acknowledge agriculture as a diverse and prominent industry in the region, and implements and advocates for policies and strategies that will assist farming to improve its effectiveness and viability position within the local economy.

Development

The issue of appropriate development for the townsite and surrounding areas of Denmark will remain an area that reflects many different opinions. Having stated that the retired community of Denmark may be essentially conservative in its views, and wishes to retain the status quo, it

is inevitable that the population of Denmark will grow, so therefore more housing, shops and facilities will be required.

The key element in this inevitable development will be to make it appropriate, well-researched, balanced, timely and of high quality.

The Local Planning Strategy (2011), ~~reached-adopted~~ after wide community consultation, sets out a basis for this development.¹⁵ The Central Business District of shops and offices will expand beyond its current envelope, while medium- to high-density housing options will no doubt be put forward for approval.

There will also be pressure to release agricultural land for the purposes of rural lifestyle subdivision, close to the town of Denmark and the other identified settlements of Nornalup, Peaceful Bay and Bow Bridge for subdivision.

The Local Planning ~~S~~Strategy scheme makes it clear that ~~much of the~~ responsibility for approval of ~~the release of land for~~ subdivision lies with the WA ~~Department of Planning~~ Planning Commission, so it is incumbent on the Shire of Denmark to work with ~~that~~ that Department of Planning and WA Planning Commission to reach outcomes that are acceptable to the community and developers alike.

Along with land development, facilities and infrastructure for the supply of communication networks, power and water for a growing population and visitor numbers must be addressed. This infrastructure must be developed with both the natural environment and emergency management in mind, so that it does not compromise either element.

Goal

That the Shire of Denmark ~~continues to~~ closely monitor development and associated infrastructure needs in the region, and acts in conjunction with other authorities and agencies to plan development which is sensitive, timely and appropriate to the community's needs.

Employment

Denmark, while the economic base is quite diverse, lacks large industry and therefore the ability to provide employment for large sectors of the population. The role of agriculture and fishing, once a staple of employment, has diminished over recent years. Falls in commodity process and increased automation has led these industries to employ less people.

In addition, the proximity to a large regional centre, Albany, encourages State and Federal governments to base their regional operations there rather than in Denmark. While the health and education sectors will always need locally-based employees, administration is being increasingly centred in Albany, Perth and Canberra. The consistent improvements in technology have also caused this centralisation.

The difficulty in providing training and employment opportunities for young people has been highlighted elsewhere. Exceptions are within the tourism and small business sector, but

¹⁵ Shire of Denmark 2011, *Local Planning Strategy*, viewed 22 May 2013, <<http://www.denmark.wa.gov.au/councilservices/planning/localplanningstrategy>>

tourism is highly seasonal, and small business requires start-up capital. Neither of these situations is ideal for young people.

However it has been noted that there are opportunities for innovative business development ideas in Denmark, especially given the advances in communication technology that will continue to improve. Some of these ~~opportunities~~ ideas may come from ideas based ~~around~~ event development and management, the vibrant and creative arts community, climate change, sustainability, local scale food production –and alternative energy sources and the strong local wellness industry.

With the lack of employment opportunities in the community, this leads to a relatively low income base, which in turn leads small business, in particular, to rely on visitors to maintain their economic viability.

The real growth in employment opportunities for Denmark residents in recent years has been in the Fly In – Fly Out (FIFO) sector. This is almost entirely dependent on the mining industry. While this has provided employment with high salaries for many residents, the social impact on families of this lifestyle is yet to be felt. Increased FIFO employment will also impact on local clubs and societies, and on the high level of volunteerism that is prevalent in Denmark.

On the benefit side, the increased income that will be brought into the Denmark community will aid the local economy through spending and long-term investment.

With the growing feeling that the mining boom has peaked, it is unknown whether these job opportunities will continue for Denmark residents. Similarly, prospects of the development of mines and mining exports in the southern regions of the State will be dictated by the state of commodity prices, and will impact on the job opportunities of Denmark residents who could then turn to a Drive In – Drive Out lifestyle.

Goal

That the Shire of Denmark ~~identify~~ identifies the key economic drivers in the region and ~~develops~~, ~~implements~~ and ~~advocates~~ for policies that will provide and assist viable and acceptable employment opportunities for residents and ratepayers.

Transport

Denmark is, and has been since the late 1950s, almost totally reliant on road transport for access and delivery of produce and visitors. While the road network is regarded as more than adequate, it is acknowledged that this is an expensive facility to maintain, and can only successfully be achieved with a rate base that is able to contribute to this.

Even so, there are still many roads within the Shire area that would benefit from upgrades and bituminisation. This includes roads that link neighbouring local government areas (LGAs) and those that connect communities within the Shire.

Specifically, the road network through the townsite of Denmark is seen as potentially dangerous and limiting, in that there is only one bridge from the town over the Denmark River to the east. Lower speed limits are also seen as necessary, to maintain a safe environment for older residents and children.

To cater for increasing tourist and resident traffic, policies regarding future car parking options in the central townsite would be necessary, particularly for the growing number of longer vehicles and cars towing caravans.

With the growing emphasis on healthy lifestyles, the increasing price of petrol and on alternative energy options, provision also needs to be made for cyclists, both within town with parking options, and around residential areas, to encourage cycling as exercise, recreation and as a viable form of transport.

Another specific comment that has been raised is the lack of viable public transport options, both around Denmark and between Denmark and Albany. However, several attempts in recent years to provide such a service have not been successful, so unless demand increases and translates into regular patronage, this is not seen as a likely short term option, but nonetheless, one that continue to be explored in the life of the Plan.

Goal

That the Shire of Denmark acknowledges the importance of transport through and within its area, and, with the help of other relevant authorities and agencies, develops, implements and advocates for policies that provide quality, efficient and effective transport infrastructure and options.

Communication

Developments in the mobile phone network, the digital television spectrum and in Internet communication over the past two decades have seen vast improvements within the Denmark community, and further afield. There is no reason to think that similar advances will not occur over the next period.

The advent of the National Broadband Network (NBN), in whatever final form it will take, will impact the ability of Denmark residents to:

- access educational opportunities more easily
- work in home-based businesses and conduct online commerce
- maintain social networks with remote friends and family more simply
- access health and welfare information in more detail and more quickly.

All of these developments will encourage more full-time residents into the Shire of Denmark as the region will no longer be as remote from major population centres as before. The opportunities for telecommuting by employees of national and international corporations will be expanded, and even workers in the public sector may find that their work may involve less travel.

Goal

That the Shire of Denmark acknowledges the importance of high quality and reliable communication networks, and assists and advocates for the timely growth, capacity and improvement of the mse networks.

Energy

Denmark residents are very aware of the fact that the availability of fossil fuels is slowing, which has led to rapid recent increases in the costs of energy, both domestic and commercial. There is no indication that these rises will lessen in the years ahead.

Adaptation to this regime of energy cost and availability has led to many responses, mainly involving the development and use of alternative energy sources. In the past decade, there has been a rapid uptake of domestic solar energy options, and the construction and launch of the Denmark Community Windfarm in 2013 has seen a public response to this issue of growing importance.

Other potential sources of alternative energy, such as wave and tidal energy, should not be ignored, given Denmark's coastal location. There is also the potential to develop a biomass industry from the waste products of the forestry industry to add to the energy alternatives.

Along with the potential financial benefits of increasing the use of alternative energy options, the additional benefit of enhancing Denmark's image as a leader in sustainable energy uptake has been seen as a major advantage. The ability to act as an example to other communities will give Denmark a position of leadership amongst rural shires of similar size and situation, Australia-wide.

Goal

That the Shire of Denmark ~~continues to~~ set an example in the use of ~~alternative~~ energy, and encourages authorities, agencies, businesses and residents to support both the use of alternative methods of power, industry and transport, as well improving on their efficient use.

Tourism

It is acknowledged that tourism is Denmark's most important industry and prime economic base. The environment, accessible and affordable natural attractions, equable climate, good access by road, a range of accommodation options, and a welcoming community are all assets that continue to bring visitors to the area.

However there are pressures on the tourism industry that will continue to challenge business operators and local government. There is intense competition for the tourism dollar nationally and internationally. The current high level of the Australian dollar makes it cheap for Australians to travel overseas and correspondingly expensive for international visitors. Australia is traditionally not a cheap destination so local operators need to ensure that they offer good value for money.

The Global Financial Crisis that hit many nations harder than it did Australia has limited the financial ability of many Europeans and Americans in particular to travel. The lack of direct air or train travel to Denmark limits access to some tourists.

There is also a peak tourist period in Denmark that runs from December to May. Outside these periods, many tourism operators struggle to remain profitable, so it is important to try to extend this peak period to other times of the year by innovative marketing and by developing other attractions and assets.

The development of alternative assets can probably be facilitated by assistance from federal and state sources. Therefore, the community needs to be prepared to lobby for this assistance in the face of intense competition from elsewhere in the country. The prospect of increased regional collaboration in the marketing of tourism assets is also important.

It may be that Denmark has become too reliant on tourism and will need to diversify its economic base to forestall any other unforeseen challenges to the tourism industry. The ability to develop a diverse economic base is a great challenge for a smaller local authority.

Two areas that appear to be under-developed in Denmark is that of indigenous tourism and greater utilisation of its bountiful and beautiful natural resources. There is a growing interest in and demand for indigenous tourism products, and the opportunities for programs to be developed along these lines are significant.

Goal

That the Shire of Denmark acknowledges the importance of tourism to the region, and, by innovative policies, practices and partnerships, facilitates and encourages the greater year-round sustainability of tourism, whilst monitoring and managing its impacts.

GOVERNANCE

Planning

Much of Denmark's future development and growth will depend on sound planning decisions, a point that has not been lost on most of the community's responses. While it will never be possible to please all the residents and ratepayers with every planning decision, the Local Planning Strategy (2011) is a sound document to take the Shire ahead over the next 20 years.¹⁶

Consultation over the final form of that document was wide-ranging over a number of years, and its contents should be used to inform any planning decisions that the Shire will be required to make.

Much of the public comment for this document relating to planning decisions and issues related to the subdivision of urban and rural lots. While it was recognised that there is a shortage of affordable housing in Denmark, there was strong public opinion that subdivision should be undertaken carefully and that the size of lots for housing should be of reasonable dimensions, befitting a rural, not a metropolitan, community.

When discussing the subdivision of rural land, there were diverging opinions. It was seen as important not to subdivide prime agricultural land, yet there was opinion that some rural land should be able to be subdivided to allow families to remain on the land. The ability of farmers to clear land for future use for agriculture has also been raised.

However, many of these arguments may not be resolved by local government as these decisions remain the domain of the Western Australian ~~Department of Planning~~ Planning Commission, which is currently opposed to the division of rural land into 2 ha. (= 5 acre) lots.

¹⁶ Shire of Denmark 2011, *Local Planning Strategy*, p. 1, viewed 22 May 2013, <<http://www.denmark.wa.gov.au/councilservices/planning/localplanningstrategy>>

Denmark residents are very keen not to lose the compact nature of the Denmark Central Business District, although it has been acknowledged that it will need to expand beyond its present reach. In addition, several respondents emphasised the benefits of maintaining the complementary architecture styles that are currently used within the CBD.

This provides a pleasing uniformity of character and also ensures that Denmark does not lose the heritage values that it has built up over the 120 years of the existence of the townsite. The planning authorities have been urged to maintain this characteristic of Denmark buildings.

Goal

That the Shire of Denmark works with other relevant authorities and agencies to develop and implement planning policies and decisions that not only reflect the wishes of the community, but also provide the region with appropriate development options.

Structure

The Shire of Denmark is currently governed by an elected Council of 12 members (soon to reduce down to 9 effective from October 2013), with elections held for half the Council every two years. Each member serves a four-year term, and represents one of three wards: Town (4 members), Scotsdale/Shadforth (5 members), and Kent/Nornalup (3 members).



Back Row (left to right): Cr Ian Osborne, Cr Alex Syme, Cr Barbara Marshall, Cr Kelli Gillies, Cr Roger Seeney & Cr Jan Lewis

Front Row (left to right): Cr John Sampson (Deputy Shire President), Cr Dawn Pedro, Cr Ross Thornton (Shire President), Cr Belinda Rowland & Cr Adrian Hinds

Absent from the photograph: Cr David Morrell

Figure 33 - Councillors of the Shire of Denmark 2013

Over the years, these proportions have varied, and the Shire President is elected by the Councillors and not by the popular vote of the electors. Elections are held every two years, on the third Saturday in October.

The structure of local government in Western Australia is under the jurisdiction of the WA State Parliament, enforced by the *Local Government Act 1995*. In turn, each local government has the power to pass and administer local laws relevant to its community.

While the general view of the community appears to be satisfied with the make-up and performance of the Council of the Shire of Denmark, it is acknowledged that this is quite flexible and is dependent on the abilities, knowledge and commitment of the members that make up the Council.

At the last election held in 2011, no seats were contested, with just enough candidates to fill the vacancies that existed. This is becoming an increasingly common scenario in local government throughout Australia and is one of the factors that encourages the State Government to consider (a) a reduction in the size of many Councils, and (b) amalgamation of some of the 138 local governments that currently exist.

This can also lead to perception that the Council is unrepresentative of the community, yet the community can hardly complain if residents are not prepared to stand for election. It is clear that Councillors hold a great deal of responsibility with a corresponding requirement to commit a large amount of time to the job which is not well remunerated.

A converse local argument may well be that the community are well satisfied with their current representation. The recent (2013) Biennial Customer Satisfaction and Community Needs Survey, undertaken by the Shire of Denmark and completed by 655 respondents, noted that 76.34% of respondents rated the overall performance of Councillors of the Shire as satisfactory, good or excellent.

Given the increasing financial and family or work (time) pressures on Australians, a later retirement age, more reliance on the voluntary sector, yet a declining culture of volunteerism, it is not surprising that interest in standing for Council election is ~~however,~~ waning around the country.

Council will need to address these issues and attempt to meet the various needs of the community in the best way possible. A culture of commitment, transparency, trust and reliability needs to be transmitted to the community. As an employer, the Shire of Denmark needs to be able to attract, train and retain the best quality local government officers, right across the whole area of local government responsibilities.

The organisation needs to be constantly mindful of the needs, skills and commitment of its employees. The relatively low turnover of employees is symptomatic of a caring employer with a positive culture, and the Shire of Denmark needs to maintain this high standard.

The importance of corporate memory in an organisation is being downplayed across the Australian and international business and administrative community, yet it should remain a significant advantage in any corporate entity.

In addition, to maintain a high quality of elected officials and officers, the Shire of Denmark needs to invest in sufficient training to keep abreast of all the developments that are bound to occur and impact the area over the next decades. This will also positively affect the possibility of high staff and Councillor turnover.

The spectre of local government amalgamation across Western Australia has now been a constant factor over the past two decades at least. In an effort to increase financial and administrative efficiencies, consecutive State Governments have pursued policies which aim to amalgamate under-performing and unsustainable local government authorities (LGAs).

While, by 2013, very few LGAs have been amalgamated or dissolved, there is no indication that these policies will disappear, so the Shire of Denmark needs to be mindful of this possibility, and to put forward alternatives to this aim, if that is its wish.

Already the Shire of Denmark has replied to the invitation of the Minister for Local Government to respond to the proposals of the State Government on local government amalgamations.¹⁷ In this document, it is firmly stated and reinforced by a strong business case that the Shire of Denmark wishes to retain its autonomy as an independent LGA, and this opinion has been backed by community support over many surveys.

There may be also a case for the Shire of Denmark's boundaries to be adjusted, to include areas like the locality of Walpole (currently part of the Shire of Manjimup) and the localities of Young's Siding and the Nullaki Peninsula (part of the City of Albany). Each of these options have been raised by the community in recent times and was a feature of the Shire of Denmark's submission into Structural Reform Options in 2009.¹⁷

Goal

That the Shire of Denmark ~~continues to ensure~~ that it has a structure that is transparent, trustworthy, flexible, consultative and collaborative, and ~~is able continues~~ to attract and retain a high standard of Councillors and Senior Management.

Funding

Funding for the Shire of Denmark comes from three main sources – the local rate base, State Government, and Federal Government. The first source is restricted by the number of ratepayers and the rate that is set annually by the Shire of Denmark to cover the expenses planned for the forthcoming year. The latter two sources are determined by the grants that are available from the two levels of government and the projects that the Shire of Denmark has planned, and which have successfully attracted these grants.

Sources of funding from all three areas are by no means certain. The state of the national economy will determine the availability of Federal and State grants, and this is beyond the direct control of the Shire of Denmark. In particular, the State government's Royalties for Regions Country Local Government Fund (CLGF) has provided the Shire of Denmark with a consistent source of funds over recent years.

What can be done is to demonstrate that the Shire of Denmark is a responsible financial manager with realistic and achievable plans, consistent with the community view. This should ensure that at least the Shire's applications for Federal and State funding would have a reasonable chance of success.

Goal

That the Shire of Denmark ~~continues to be~~ fiscally responsible ~~and continue both its and seek to~~ ~~development of both~~ safe income generating assets and the maximisation of external funding, that will benefit the community and assist in meeting its ~~various~~ aims and obligations.

¹⁷ Shire of Denmark, 2009, *Reform Submission: local government structural & electoral reform in Western Australia*.

Co-operation & Community Input

While it has been stated clearly above that the Shire of Denmark wishes to remain as an independent and autonomous Shire, this is not to restrict the prospects of co-operation with neighbouring Local Government Authorities. Denmark adjoins the Shires of Manjimup, Plantagenet, and the City of Albany.

It is also part of the Great Southern region, an area that encompasses 11 local government authorities over 39,000 square kilometres. The Shire of Denmark is in the far south-western corner of the region.

Issues such as rubbish disposal and recycling, transport corridors, waterway health, climate change response, health facilities and communication technology improvements can all be addressed on a co-operative regional basis with economic and social benefits as a result. The value of a co-ordinating body such as the Great Southern Development Commission and other local forums that encourage co-operation should not be underestimated.



Figure 334 - The Shire of Denmark & the City of Albany signing a MOU regarding Regional Grant Funding

Denmark is seen by its residents as a vibrant, innovative, educated and cohesive community that appreciates a chance for its opinions to be heard. Results from successive community surveys (both formal and informal), a Shire referendum, lively debates in the local press, a high participation rate in voting for Shire elections – all these factors point to great public involvement in community decisions.

The Shire of Denmark should continue to use community input and opinion to inform and guide its planning and infrastructure decisions, along with an increased use of research data for forward planning. This is especially important when planning facilities for an increasing population with the possibility of a changing demographic.

The opinions of new residents should also not be under-estimated, in that they can bring different ideas from other parts of the country to ultimately benefit the community of Denmark.

Goal

That the Shire of Denmark ~~continues to~~ acknowledge that it also has a regional role, and endeavours to work collaboratively with neighbouring local governments, the State Government and external organisations, whilst remaining responsive to the voice of its own community.

MOTTO

Most organisations around the world have developed a motto or slogan to promote their business or product. Local Government Authorities in Australia are no exception.

A slogan is designed to be snappy, memorable, simple, truthful, and there is no obvious restriction on modesty. It is purely to promote the brand, in this case Denmark, as a place to live, a place to visit or a place to do business. It can be alliterative, rhyming or repetitious to get its message across, preferably in less than 140 characters.¹⁸

Its place is on official and unofficial correspondence, billboards or signage, vehicle licence plates, television advertisements, tourist brochures – anywhere that it can be seen, easily read and remembered.

Two unofficial slogans appear to have become accepted in Denmark over the past two decades. ‘Discover Denmark’ and ‘Where The Forest Meets The Sea’ were the slogans that have been most widely, if unofficially, used by tourism authorities. The personalised licence plate series issued by the Shire of Denmark features the slogan ‘Discover Denmark’.

In addition, Denmark Tourism Incorporated have been using the slogan ‘Denmark – The Wilderness Shire’ in its publicity materials. The Denmark Chamber of Commerce has also promoted ‘Denmark – It’s Only Natural’ in recent times.

These two slogans - ‘Discover Denmark’ and ‘Where The Forest Meets The Sea’ - were the starting points for discussion. Several possible slogans were suggested by the series of workshops and these featured the words:

- Wilderness
- Natural
- Sustainable
- Dream
- Bountiful
- Creative
- Green
- Escape
- Tranquil
- Delightful

¹⁸ Williams, Matt, 2009, *Close-Up: What really makes a good ad slogan?*, Campaign, 11 September 2009, viewed 16 June 2013, <http://www.adslogans.co.uk/site/pages/slogan-features/slogans-in-the-news/what-really-makes-a-good-ad-slogan.php>.

- Delicious
- Diverse
- Desirable

During the workshops, it was pointed out that 'Where The Forest Meets The Sea' comes from a children's illustrated book by Jeannie Baker (1987) which actually describes the rainforest at Daintree, North Queensland. It is perhaps appropriate, but not entirely accurate, as a slogan for Denmark, as there is only a small part of the Shire of Denmark where the forest does meet the sea – in the far west of the Shire near Nornalup.

No one slogan had overwhelming support, but those that were put forward and did gain some approval included:

- Denmark – Remarkably Natural
- Sustainable Denmark
- Denmark – a Bountiful Biosphere
- Denmark Naturally
- Denmark – It's Only Natural
- Denmark – Perfectly Natural
- Wilderness Meets Sea
- The Perfect Escape
- Denmark – Infinite Great Reasons To Stay
- Denmark – Delightful, Delicious and Diverse
- Denmark – Share Our Secret
- Denmark – Your Lifestyle Choice

There were also many variations on the themes and words that were suggested.

The information gathered during the community consultation process did not favour any one slogan or motto. Rather, it appeared that the community was satisfied with 'Discover Denmark' as their motto, in the absence of one new striking combination of words that would be an improvement on the current version.

The adoption or development of a motto or slogan is not necessarily a required part of the ~~Community Strategic Plan~~ Strategic Community Plan process. Also, it appears that the Shire of Denmark has never officially adopted a Shire motto, however both the motto's 'Discover Denmark' and 'Where The Forest Meets The Sea' continue to be used by the Shire of Denmark on official business and other promotional materials.

Partnerships and consultation with the Denmark Chamber of Commerce Incorporated and Denmark Tourism Incorporated in particular would of course be required and beneficial in this exercise if a change was to be proposed. However, there is a need for further consultation, and the Shire of Denmark might consider a public competition and / or inclusion as a specific question in the next Community Needs and Customer Satisfaction Survey, scheduled for 2014/15.

It is important to find a motto that is memorable, and truly reflects the Denmark brand. It is also necessary to gain community unanimity, or at least support, for this important marketing asset.

Summary

After taking into account all the contributions towards a Motto that should be promoted by the Shire of Denmark and the community in general, it is recommended that the Shire of Denmark [register with IP Australia, 'Discover Denmark', 'Where The Forest Meets The Sea' as well as 'Denmark Naturally' and in the interim,](#) reaffirms its current primary Motto, which is;

Discover Denmark

MOTIF & FLORAL EMBLEM

The faunal motif of the Shire of Denmark is the Splendid Fairywren (*Malurus splendens*). This bird is widely known in Western Australia as the Blue Wren, and it is found over much of the Australian continent, including the greater part of the southern half of Western Australia.

Its habitat ranges from forest to semi-arid areas, but, being a small bird, it prefers well-vegetated areas for shelter and protection. It eats mainly insects but supplements its diet with seeds. It is prominent around most parts of the Shire of Denmark.

It should be noted that there are several species of Fairywren in Australia, including the Red-winged Fairywren (*Malurus elegans*) which is actually endemic to the southwestern corner of Western Australia. It is the largest of the fairywrens, and it lives in scrubby vegetation of the type found in the Karri and Tingle forests around Denmark. There is some evidence that its numbers are declining.

Both species of Fairywren are very attractive and ideally suited to the role of faunal emblem or motif of a Shire. The Splendid Fairywren, since it is widespread, is used in many places throughout Australia as an emblem, so the Shire of Denmark is by no means unique in its adoption. This however is no reason to abandon its use. However, there is an argument to adopt the Red-winged Fairywren as the faunal emblem, but the Shire of Denmark needs to weigh up the cost and inconvenience of such a change, against the value of zoological accuracy and specificity.

The floral emblem of the Shire of Denmark is *Corymbia ficifolia* or Red Flowering Gum. This species was, until 2009, known as the *Eucalyptus ficifolia*, when it was reclassified into the *Corymbia* genus. Also in the *Corymbia* genus is its close relative, *Corymbia calophylla* or West Australian marri, which is widespread. These two species can be very difficult to tell apart. Its range is very specific. It is found in the western part of the Shire of Denmark, although it is not considered under threat in the wild. It is marked within the Shire of Denmark by Ficifolia Road, which leads on to Conspicuous Cliffs, one of the prime tourist drives in this part of the Shire [and also a State designated Flora Road](#).

It is considered most appropriate that such a unique species should remain as the floral emblem of the Shire of Denmark. Its red flowers, usually quite visible as they bloom outside the main part of the foliage, are spectacular and also correspond with part of the main holiday season in Denmark, around Christmas and in early summer.

Summary

The combination of the blue plumage of the Splendid Fairywren and the red flowers of the Red Flowering Gum is eye-catching and it is considered appropriate and therefore recommended that the two emblems remain as motifs for the Shire of Denmark as follows;



MEASURES OF OUR SUCCESS

Of course simply adopting a ~~Community Strategic Plan~~ Strategic Community Plan is not the end of it. One must put processes in place to ensure that the Plan is reviewed, monitored and measured.

Pursuant to law, the Plan must be reviewed at least every four years, however the task will also be critical immediately after each biennial local government election (in October of every second year) to gain continuing elected member support and to ensure the elements within the Plan remain relevant and current.

It is intended that each of the adopted goals within the Plan will have at least one documented measure of success – or Key Performance Indicator (KPI) and it is intended to report on these to the community annually through its Annual Report and at other times as appropriate.

Appendix 10 to the Plan details the various broad measures developed by the employees of the Shire of Denmark that may be relevant to specific goals and it is intended to develop baseline benchmarks that can be assessed and monitored over time.

In addition the Council will continue its comprehensive Biennial Customer Ssatisfaction and Community Needs Survey that canvassed the community's satisfaction to many of Councils services and facilities and processes in 2013, 2011 and 2008.

For the next Survey in 2015, specific questions will be developed that directly enable the community to comment on our effectiveness in achieving the Objectives and Goals included this Plan.

One of the critical questions commenced in the 2013 survey was:

“Overall, how do you rate the performance of the Shire of Denmark in planning (and meeting) for the needs of residents and ratepayers?”

The baseline response from 2013 was that 91.1% of the respondent's rated Council's performance as satisfactory or better. This key measure will again be utilised every two year to help determine the community's satisfaction levels.

From a financial performance, the Council will utilise ratios that have been developed as benchmarks for the local government industry by the Department of Local Government and Communities.

These ratios are;

- the current ratio; ~~and~~
- the asset consumption ratio; ~~and~~
- the asset renewal funding ratio; ~~and~~
- the asset sustainability ratio; ~~and~~
- the debt service cover ratio; ~~and~~
- the operating surplus ratio; ~~and~~
- the own source revenue coverage ratio.

APPENDICES

Appendix 1 - Australia Day “Think Tank” Questionnaire (January 2013)

Appendix 2 - 2012/13 Community Needs & Customer Satisfaction Survey Report (April 2013)

Appendix 3 - Suggested Vision responses extracted from 2012-13 Community Survey

Appendix 4 - Community, Councillors & Employees ~~Community Strategic Plan~~Strategic Community Plan Planning Workshop Power Point Presentation (Collated Results) (April 2013)

Appendix 5 - Workshop 1 – Councillors & Senior Staff Environmental Scan Results (March 2013)

Appendix 6 - Workshop 2 – Nornalup Environmental Scan Results (April 2013)

Appendix 7 - Workshop 3 – Peaceful Bay Environmental Scan Results (April 2013)

Appendix 8 - Workshop 4 – Denmark #1 Environmental Scan Results (April 2013)

Appendix 9 - Workshop 5 – Denmark #2 Environmental Scan Results (April 2013)

Appendix 10 - Workshop 6 – Employees Analysis of Services, Facilities, Customers & KPIs Results (April 2013)

Appendix 11 - Community Input Questionnaire (May 2013)

Appendix 12 - Employee Input Questionnaire (May 2013)

Appendix 13 – ~~Community Strategic Plan~~Strategic Community Plan – Denmark 2031 Snapshot

