

Corporate **Business Plan** 2022-2025



20 September 2022 - Attachment 9.3.2

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Shire President's Message

I am pleased to present the Shire of Denmark Corporate Business Plan for 2022-2025.

Our Corporate Business Plan is the key planning document that ensures the Shire is working towards community aspirations outlined in our Strategic Community Plan *Denmark 2027*. It also incorporates feedback gained from Community Scorecard surveys which helps us to focus our activities and services. This plan also includes projects and actions which are directly related to the objectives set out in our Sustainability Strategy, endorsed in 2021.

This year's iteration of our Corporate Business Plan reflects a clear focus on sustainable outcomes, and the range of work to be done covers everything from roads, infrastructure and waste to environmental mapping and reporting, operational efficiencies and more. It also sets forth a clear plan for the years ahead, with timelines for projects allowing for forward planning and budgeted goal setting.

We are proud to be delivering the extensive range of services and programs outlined in this plan, and we will continue to work hard to ensure value for money in this challenging economic environment.

It is pleasing to be able to share our busy roadmap of Council priorities for the next four years with our community.

Cr Ceinwen Gearon
Denmark Shire President

Acknowledgement of Country

Shire of Denmark President, Councillors and staff acknowledge the Bibbulmun and Minang people of the Noongar nation, who are the traditional custodians of this land and pay our respects to their Elders, past, present, and emerging. We acknowledge and respect their continuing culture and contributions to this region.

Electronic copies of the Corporate Business Plan are available for download at www.denmark.wa.gov.au. Copies of this document are also available in alternative formats upon request.

Introduction

Our vision is a happy, healthy, and eclectic community that embraces creativity, celebrates the natural environment, and invests in a strong local economy.

We will achieve our vision by:

- providing quality services and infrastructure that meet community needs
- carefully managing our natural environment
- empowering our community to make positive change
- embracing innovation and opportunities

The Corporate Business Plan is our four-year action plan, structured around our eight operational teams. In 2022, we added a Sustainable Projects Team to the Shire's organisational structure to ensure we maintain a strong focus on achieving our long-term sustainability goals. It is exciting to see so many projects that reflect our community's aspirations and are positive steps toward building a healthier planet.

Officers and Councillors have worked together to prepare the 2022-2025 Corporate Business Plan and we acknowledge that we face challenging economic times with escalating costs and delays in contractor availability and the supply of materials. Inflationary pressure will impact our operations, as it does the broader economy. These issues can affect our planned work and services program in the coming years and will be closely monitored to ensure we continue to deliver value for money in volatile economic times.

David Schober
Chief Executive
Officer



Denmark 2027 Planning and Reporting Framework

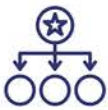
Commitment

We commit to realising our community's vision for the Shire.



ADVOCATE

We support our community and promote local interests to help them flourish



LEAD

We lead projects to deliver strong outcomes and effectively use our networks with government, business, and community to deliver for the community



PARTNER

We seek out new partnerships in addition to strengthening our current relationships on behalf of our community to support the interests of Denmark



FUND

We disperse funding to deliver a range of essential and beneficial services within our community



DELIVER

We deliver and run an extensive range of services and programs to meet community needs, with a strong focus on supporting the local economy



REGULATE

We regulate compliance through legislation, regulations, and local laws to ensure that community members live safely and respectfully in our community

Denmark in Profile

186,007 land area (ha)

4138 rateable properties

6467 population

Community

- 36% Share of population over 60 (Regional WA 24%)
- 9.5% Tertiary study and young workforce 18-34 (Regional WA 19.2%)
- 2434 Local jobs
- 29.4% of our community volunteer (Regional WA 19.3%)
- 716 Emergency Service volunteers

Environment and Land

- 35% Recycling compliance
- 35% Curbside collection diverted from landfill
- 15.3% Land in agriculture
- 70% Land is remnant vegetation

Economy

- \$290M Gross Regional Product (at as 30/6/21)
- \$20M Value of development applications (21/22 Feb FYTD)
- 747 Local businesses
- 320,000 Annual overnight visitors
- Education and Training: Largest industry
- 39% Value of Shire procurement to local business (21/22 FY)

References: .idcommunity, Synergy, ABS ERP 2021, 22/23 Annual Budget

Shire Snapshot



219km sealed roads



435km unsealed roads



16 bridges



76km walking trails



100km paths



1068 street signs



121 Shire reserves



13 BBQs



11 playgrounds



1 airstrip



35,888 Library visits in 21/22



37,828 Recreation Centre visits in 2021



10,379 visitors to Parry Beach Campground in 2020



6 beaches



136 public rubbish bins



114 buildings



19 public toilets



71.6 staff (FTE) in 2022



23 fire appliances



15 fire sheds



961 fire safety property inspections in 21/22



43 Bushfire Ready community groups in 2021



132 items of plant and equipment



7625 Department of Transport transactions



389 property settlements in 21/22

Reference: internal



Community Priorities

- Environmental protection, maintenance and enhancement of our unique natural environment, sustainability and waste management
- Deliver value for money, improve core services and demonstrate innovation
- Improve and build footpaths, trails and cycleways
- Improve services and value to areas outside Denmark townsite
- Respect history and heritage, including Aboriginal heritage
- Improve communication with ratepayers and community on Shire decisions
- Upgrade playgrounds, and protect parks and reserves
- Support tourism and visitor servicing
- Build and maintain local roads and stormwater drainage

References: Denmark 2027; Community Scorecard 2020; Sustainability Working Group 2020; Tourism Strategy Workshops 2021.

Capital Projects Timeline

2022	Ocean Beach Recreation Precinct	Nornalup Jetty	Solar Project
2023	Mountain Bike Trail	Lights Road	
2024	High School Oval Facilities Upgrade	Berridge Park Redevelopment	
2025-31	McLean Park Recreation Centre Upgrade	Library and Civic Centre Upgrade	Waste Facility Upgrade Aquatic Facility



Governance

Our community expects the Governance Team to...

FUND a vibrant and unique tourist destination that celebrates our natural and historical assets
(E1.2 SCP*)

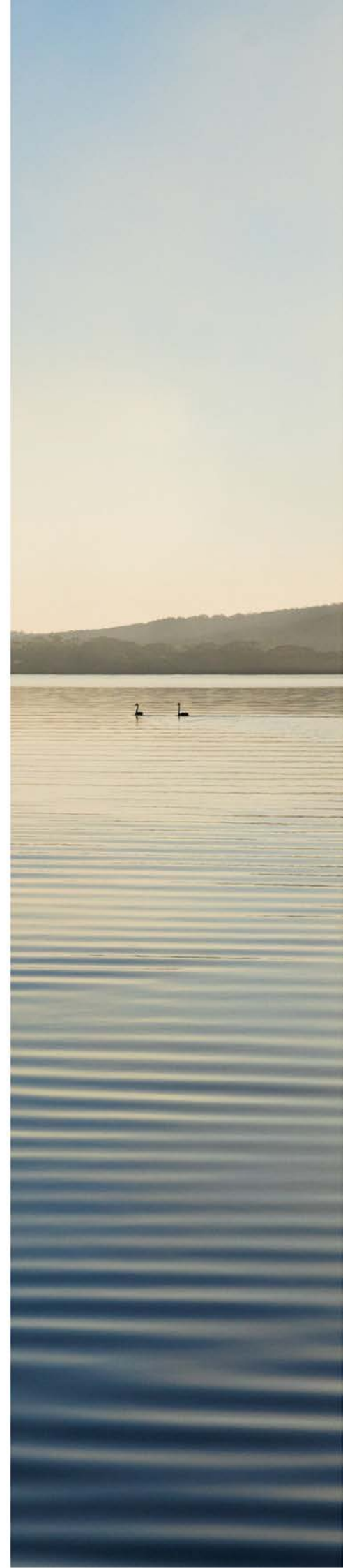
LEAD decisively and make informed and well considered decisions
(L5.3 SCP)

PARTNER with business and community to embrace innovation, creativity, resourcefulness and originality
(E1.1 SCP)

LEAD meaningful, respectful and proactive collaboration with the community
(L5.2 SCP)

LEAD actions to recognise and respect our local heritage and Aboriginal history
(C4.4 SCP)

**Reference to Strategic Community Plan objectives.*



Governance

Services and Programs

Existing Services

- Support to Executive and Councillors
- Council and Elector's meetings
- Statutory and regulatory compliance
- Managing leases, memorandums of understanding and agreements
- Corporate planning and reporting
- Local laws and policy development
- Human resources management
- Staff wellness and health services
- Corporate and leadership training
- Workplace health and safety
- News and social media engagement
- Media and public relations support
- Community consultation support
- Website management
- Economic development
- Regional collaboration
- Citizenship ceremonies and civic functions
- Local Government elections

Existing Programs

- Southern Regional TAFE awards
- Denmark Primary School award

Reflections and Challenges Ahead

- In late 2021, the State Government announced the most significant package of major reforms for WA local government since the Local Government Act was introduced in 1995. The proposed reforms are based on six themes:
 - Earlier intervention, effective regulation and stronger penalties
 - Reducing red tape, increasing consistency and simplicity
 - Greater transparency and accountability
 - Stronger local democracy and community engagement
 - Clear roles and responsibilities
 - Improved financial management and reporting*Many of the proposed Local Government Act reforms will require the Shire to obtain, collate and record additional data. This will be put on our website and kept up-to-date.*
- New Work Health and Safety (WHS) laws came into effect in March 2022 and now cover all workers defined as any person who carries out work for a person conducting a business or undertaking. The Shire has increased its resources in WHS to ensure standards required under the law are maintained, and the ramifications of the changes are understood.
- A theme of Respectful Relationships will be a key focus in the year ahead as we look to continuously build and improve on our culture of inclusion, cultural awareness and diversity, with a focus on taking steps towards beginning the journey of a Reconciliation Action Plan.
- Our workforce must have an extensive skill base and be able to evolve to meet our community expectations of our service and project delivery. In the last 12 months, we have been impacted by national skills shortages and competition, particularly in civil infrastructure and construction. An updated Workforce Development Plan will us to ensure the organisation can mitigate these issues likely to continue impacting us in the coming years.
- Employee Support and Culture will introduce drug and alcohol testing in 2022. Testing will bring us in line with industry best practices.
- We are awaiting detail from the Department of Premier and Cabinet on the role of Local Government in monitoring and enforcing national principles for organisations engaged in child-related work. This results from the Council endorsing participation in the National Redress Scheme in 2020.
- Efforts are underway to improve how the Shire communicates with our community, with a particular focus this year on explaining rates and budget documentation and decision making, as well as simplifying the public comment process for consultations by enabling submissions via our Your Denmark page.

Governance

Project	Action	Driver	22/ 23	23/ 24	24/ 25	25/ 26
Website Refresh	FUND the revamping of the Shire website to ensure more effective communication with stakeholders, including updating the history of Denmark on the website with the support of the local Indigenous community	Operational Efficiency	•	•		
Strategic Community Plan	DELIVER a review of the Strategic Community Plan in line with the requirements of the IPR Framework	Local Government Act 1995	•		•	
Employee Award Realignment	DELIVER a review of the requirements for Award changes from the Federal to State Award system	State Govt IR Amendment Act 2021		•		
Tourism Signage	FUND the upgrade to the Community Notice Boards	Tourism Strategy	•	•		
Tourism Management	FUND the Tourism Strategy Governance and Leadership Action Plan	Tourism Strategy		•		
Reconciliation Program (Organisation Wide)	DELIVER a four-year roadmap for the organisation that demonstrates building strong relationships and delivering a range of programs in collaboration with the local Indigenous community, leading to a Reconciliation Action Plan	National Reconciliation/ KPI	•	•	•	•
Review of Financial Contributions to Community Groups	DELIVER a policy and communication plan to Council that reviews the process for setting the annual financial contributions to each community group within the Shire	Operational Efficiency	•	•		

Governance

We Monitor	Source	2020/2021	2021/2022
Population	.id community	6,370	6,422
Local businesses	.id community	742	747
Local jobs vs employed residents	.id community	2,393: 2,869	2,434:2,902
EEO - Gender ratios of staff (M: F: O)	Internal - governance	50:50:0	52:47:1
Workplace Health and Safety - Lost time injuries frequency rate	Internal - governance	21.69	21.7
Denmark Shire website page views	Internal - governance	312,048	386,944
Your Denmark visits	Internal - governance	9,500	16,144

We Reference	Review Date
Strategic Community Plan <i>Denmark 2027</i>	22/23
Long Term Financial Plan	22/23
Workforce Development Plan	2022
Strategic Asset Management Plan	22/23
Local Government Act and Regulations	NA
Workplace Health and Safety Act and Regulations	NA

Community Services

Our community expects the Community Services team to...

DELIVER services that foster a happy, healthy, vibrant and safe community (C4.1 SCP*)

DELIVER services that are inclusive, promote cohesiveness and reflect our creative nature (C4.2 SCP)

LEAD a community that nurtures and integrates natural, cultural and historical values (C4.3 SCP)

ADVOCATE for diverse education and employment opportunities (E1.3 SCP)

LEAD actions that recognise and respect our local heritage and Aboriginal history (C4.4 SCP)

**Reference to Strategic Community Plan objectives.*



Community Services

Services and Programs

Existing Services

- Emergency management
- Mitigation Activity Fund management
- Bushfire brigade and Bushfire Ready support
- Hazard reduction burns
- Event approvals
- Seasonal lifeguard services
- Library services
- Gym, fitness and oval facilities
- Sporting club support
- Animal and livestock control
- Dog and cat registrations
- Snake removal
- Parry Beach campground
- Seniors services
- Disability access and inclusion
- Community development
- Arts and culture support
- McLean House hire support
- Thank a Volunteer and Australia Day

Existing Programs

- Community Grants
- Book a Ranger
- Youth outreach with AYSA
- Library outreach
- Denmark Agricultural College scholarship
- Youth leadership award
- My Community Directory
- School holiday programs
- Seniors activities at Library (board games, reading and book groups)
- Seniors activities at Recreation Centre (Living Longer Living Stronger, chair yoga, table tennis, badminton, zumba)
- Seed library
- Seniors Lunch

Reflections and Challenges Ahead

- The Bayview Rise Bushfire in February 2022 resulted in wide-scale threat, impact and damage to homes and businesses. This traumatic event has impacted livelihoods, disrupted businesses and caused emotional distress. Bushfire Brigade volunteers worked tirelessly to keep the community safe, officers worked as inter-agency and volunteer liaisons and impacted residents' support, and much more. The task of reflecting on the response and set in place improvements are ongoing.
- In 2022/2023 the Local Emergency Management Arrangements will be reviewed and updated. The update will include the plans Recovery process, which will take into account learnings from the 2022 Bayview Rise Bushfire.
- Mitigation Activity Funding supports annual bushfire mitigation work. The Shire has secured a further three-year funding agreement with DFES to continue this work. Mitigation work is led by an officer shared in partnership with the Shire of Plantagenet.
- The Shire continues to support the local Bushfire Ready Program, which has thrived under a volunteer workforce. The groups are a critical asset in the ongoing community education of preparation and responsibility in the event of a bushfire. Continued resourcing of a seasonal Fire Inspection Officer will also increase compliance and community awareness.
- We are working with the Department of Fire and Emergency Services (DFES) and key stakeholders to ensure vulnerable community members have a Bushfire Ready plan for evacuation and personal safety.
- Youth will continue to be a focus of the Shire in 2022/2023. In addition to its agreement with the Department of Communities to deliver case management services to youth at risk, the Shire's McLean Precinct Pump Track and Volleyball Courts project will provide youth-focused infrastructure to promote physical activity and social connection.
- After operating a beach lifeguard patrol service at Ocean Beach Denmark over the Shire's peak tourist season, the Shire has contracted Surf Life Saving Western Australia Incorporated (SLSWA) to deliver the services. Over the 43 patrol days, the service performed 14 rescues, 15 minor first aids and 437 preventative actions.

Community Services

Project	Action	Driver	22/23	23/24	24/25	25/26
Disability Access and Inclusion Plan Review	DELIVER a review of strategies and actions to improve access and inclusion outcomes for people of all abilities within the Shire	Disability Services Act 1993		•		
Sport and Recreation Master Plan Review	DELIVER a review of the Sport and Recreation Master Plan scheduled for review on 24/25. This review is scheduled to occur ahead of the Denmark High School Oval Facilities upgrade to ensure that all future facility and service needs have been considered	Long Term Financial Plan			•	
Library / Civic Centre Review	LEAD consultation with the community on a needs assessment for Library and Civic Centre ahead of concept planning for the redevelopment of these facilities	Long Term Financial Plan				•
McLean Precinct Pump Track and Volleyball Courts	DELIVER the development of a pump track for mountain bikes and volleyball courts	Denmark 2027	•			
Bike Trail	FUND the development of a bike trail between McLean Oval and Berridge Park	Denmark 2027		•		
Community Art	FUND Community Art	Denmark 2027	•	•	•	•
Rec Centre Roof Repairs	DELIVER roof replacement program	Strategic Asset Management Plan		•	•	

Community Services

We Monitor	Source	2020/2021	2021/2022
Bushfire volunteers (firefighters and auxiliary) as a percentage of the population	Internal - Community Services	11.7	7.65
Number of fire safety property inspections	Internal - Community Services	863	961

We Reference	Review Date
Disability Access and Inclusion Plan	23/24
Sport and Recreation Master Plan	24/25
Bushfire Risk Management Plan	24/25
Local Emergency Management Arrangement	22/23

Corporate Services

Our community expects the Corporate Services team to...

DELIVER accountable, transparent, ethical and responsive decisions
(L5.1 SCP*)

DELIVER fiscal responsibility
(L5.4 SCP)

LEAD change, apply technological advancement and pursue regional partnerships that drive business efficiency
(L5.5 SCP)

DELIVER asset management in a consistent and sustainable manner
(B3.4 SCP)

LEAD two-way communication that is open and effective
(L5.6 SCP)

**Reference to Strategic Community Plan objectives.*





Corporate Services

Services and Programs

Existing Services

- Financial administration
- Information management
- Risk management
- Customer service
- Transport licencing
- Grants administration
- Venue hire

Existing Programs

- State Emergency Disaster Relief
- National Emergency Disaster Relief
- Annual not-for-profit donations

Reflections and Challenges Ahead

- Across the Shire has had to endure the escalation of costs due to significant changes to global economic factors, including the ongoing impacts of Covid-19, supply chain disruptions, labour constraints, and effects of the conflict in Ukraine. Where possible, Corporate Services seeks to identify efficiencies in service delivery to maintain the level of services provided to the community and to improve project management resources to ensure the Shire's capital projects are achieved.
- Investing in technology is critical to ensuring that our business operations continue to meet demands to:
 - provide better and more choice of methods of interaction for our customers
 - make processes for customers and staff more efficient, saving time and resources
 - improve security of data to provide trust to customers whose data we hold
 - provide better access to data and analysis of data to more effectively meet compliance and regulatory requirements
 - address the lack of efficient and integrated corporate software systems
- An electronic payroll and workforce management system will be implemented in 2022. The system will streamline payroll processing, provide improved management reporting and allow employees to access information more readily.
- There is a need to undertake significant upgrades to records management systems within the Shire. An upgrade will require a long-term plan over a number of years to transition to IT-based systems that can ensure more efficient and effective storage, retrieval and processing of information.
- Effective risk management will help to ensure the Shire minimises the impact of the risks it faces, thereby improving the Shire's ability to deliver on its Strategic Community Plan and improve outcomes for the community.

Corporate Services

Project	Action	Driver	22/ 23	23/ 24	24/ 25	25/ 26
Stage Three of the Rating Review	DELIVER an equitable rating structure across all properties within the Shire, including modelling split rating, undertaking a community engagement plan and implementing UV review outcomes	Council Resolution 110620	•			
ICT Roadmap/ Strategy	FUND the development of an ICT Strategy to guide future investment and development of the Shire's ICT capability	Long Term Financial Plan	•			
Venue Hire Program (Space to Co)	DELIVER the introduction of a venue hire program through 'Space to Co' to create a more effective booking of Shire facilities to the community	Operational Efficiency	•	•		
Financial software program update	DELIVER the migration from Synergy Soft to Altus to access improvements in technology via the new cloud-based software	Operational Efficiency		•	•	•
HR software program update	DELIVER a HR software program to provide for more efficient and effective recruitment, induction and management of staff records	Operational Efficiency			•	
Environmental impact measuring tool for procurement	DELIVER a review of the Procurement Policy to ensure the inclusion of an objective environmental impact measuring process to guide decision making	Sustainability Action Plan		•		
Document Management	DELIVER an internal document control system that delivers work efficiencies and improves document management functions	Operational Efficiency		•		

Corporate Services

Project	Action	Driver	22/ 23	23/ 24	24/ 25	25/ 26
Phone System Review	DELIVER a review of the current organisations phone system to ensure operational efficiencies	Operational Efficiency	•			
Wireless Point to Point	DELIVER a wireless point-to-point system to ensure efficient connectivity between Shire work sites	Operational Efficiency		•		
Art Exhibition Space	DELIVER the creation of an art space within the Administration building to support local artists	Denmark 2027	•			

Corporate Services

We Monitor	Source	2020/2021	2021/2022
Percentage of total spending to local businesses (%)	Internal - Corporate	31	39
Number of Rateable properties	Internal - Corporate	4097	4138
Number of property transfers	Internal - Corporate	412	389

We Reference	Review Date
Annual Budget	annually
Local Government Act 1995	NA
WA Local Government Accounting Manual	NA
Record Keeping Management Plan	21/22
Shire of Denmark Customer Service Charter	22/23



Sustainable Projects

Our community expects the Sustainable Projects team to...

DELIVER preservation and protection of the natural environment (N2.1 SCP*)

DELIVER reduced human impact on natural resources, reduce waste and utilise renewable energy (N2.3 SCP)

LEAD adaptation to climate change (N2.4 SCP)

DELIVER community assets that are flexible, adaptable and of high quality (B3.2 SCP)

DELIVER public spaces and infrastructure that are accessible and appropriate for our community (B3.1)

**Reference to Strategic Community Plan objectives.*

Sustainable Projects

Services and Programs

Existing Services

- Project management
- Biodiversity management
- Environmental Impact Assessments
- Bushland reserve management
- Coastal monitoring, rehabilitation and management
- Carbon reduction initiatives
- Native vegetation clearing investigations
- Native bush clearing applications and approvals
- Energy and water monitoring
- Invasive species management
- Waste reduction initiatives

Existing Programs

- Water efficiency program
- Wilson Inlet Management Strategy and Action Plan implementation
- Environmental education program
- Garage Sale Trail
- Cloth Nappy Initiative
- Revegetation joint initiatives
- Plastic Free July
- Sydney Golden Wattle blitz
- Pre- and post- Local Government burn flora surveys

Reflections and Challenges Ahead

- The Shire is committed to being a community leader and role model in sustainable practices and carbon reduction initiatives. In September 2019, Council declared a state of Climate Emergency and aligned itself to 2016 Paris Agreement Targets, including a 50% reduction of current Shire Greenhouse Gas emissions (GHG by) 2030 and net zero GHG emissions from Shire operations by 2050.
- Reviewing the current Coastal Reserves Management Strategy and Action Plan to include Parry Beach Reserve will enable appropriate management of coastal areas into the future, taking into account demands from increasing visitor use as well as coastal erosion and climate change impacts.
- Monitoring, investigating and implementing sustainable power supply options (including pumped hydro and solar power) are important steps towards achieving emissions reductions.
- Progression of Dual Naming provides an opportunity for reflection and engagement with Traditional Owners.
- Investigate the support received for electric vehicle (EV) infrastructure and encourage other modes of transport through the construction of paths and trails.
- As the Shire moves towards its goal to implement Food Organic Garden Organic, (FOGO) our team is working on a business case along with agreements, procurement and education.
- A number of factors (such as weather events, funding disappointments, increased costs and design challenges) have impacted the progression of the Ocean Beach and Prawn Rock Channel precinct project. Heavy usage, erosion and user conflicts continue to impact the area. There is still more work to be done in this space to ensure a good outcome for the entire community.
- Revision of the weed strategy is due to progress.

Sustainable Projects

Project	Action	Driver	22/ 23	23/ 24	24/ 25	25/ 26
Sustainability: Zero Carbon Energy/ Zero Waste/ Sustainable Water						
Climate Dashboard	DELIVER greenhouse gas emissions monitoring for Shire operations	Sustainability Action Plan	•	•	•	•
Solar Panels on Shire Buildings	DELIVER the procurement of additional solar panels for Shire facilities to deliver energy efficiency	Sustainability Action Plan	•	•	•	•
LED Street Lighting	DELIVER LED street lighting as part of a long-term energy savings plan	Sustainability Action Plan		•		
Water Re-use Project	DELIVER upgrade to community infrastructure with the McLean Oval Water Re-use project	Strategic Asset Management Plan	•			
Waterwise Efficiency Action Plan Update	DELIVER an update to the Waterwise Efficiency Action Plan	Waterwise Efficiency Action Plan	•			
Waste Audit and Education Workshop	DELIVER waste audit on small business and PARTNER with Greenskills on waste education workshop	Sustainability Action Plan	•			
FOGO	LEAD the implementation of FOGO into the Shire's Waste Management system	Sustainability Strategy	•	•		
Biochar Project	FUND the Wilson Inlet Catchment Committee Biochar investigation	Sustainability Strategy	•			
Sustainability: Transport and Travel						
Electric Vehicle Charging	DELIVER an electric vehicle charging station in CBD	Sustainability Action Plan	•			

Sustainable Projects

Project	Action	Driver	22/ 23	23/ 24	24/ 25	25/ 26
Arena Fuels	PARTNER with Local Governments across the State to secure funding for EV infrastructure	Sustainability Strategy	•	•		
Sustainability: Asset Development/ Sustainable Materials						
Berridge Park / Youth Precinct Concept Planning	DELIVER a plan for a vibrant, sustainable and integrated youth hub/precinct in a central location	Long Term Financial Plan		•		
Surf Club Re-development	DELIVER upgrades to the Surf Life Saving Club facilities and public facilities at Ocean Beach	Long Term Financial Plan	•	•		
Prawn Rock Channel Upgrades	DELIVER public amenities at Prawn Rock Channel	Strategic Asset Management Plan	•	•		
Ocean Beach Precinct Upgrades	DELIVER erosion control in order to preserve the recreational precinct	Strategic Asset Management Plan	•	•		
WOW Trail Stage 2	PARTNER with DBCA on the completion of WOW Trail Stage 2	Regional Trails Masterplan	•	•		
Trails and Paths Mapping	PARTNER with Trails WA to ensure that all local trails are featured on the Trails WA app	Sustainable Tourism Strategy		•		
Nornalup All Abilities Launch and Jetty	PARTNER with DBCA to deliver an all access launch and jetty for Nornalup	Disability Access and Inclusion Plan/ Strategic Asset Management Plan	•			

Sustainable Projects

Project	Action	Driver	22/ 23	23/ 24	24/ 25	25/ 26
Sustainability: Land and Nature						
Bird Sanctuary Infrastructure	DELIVER permanent fencing and signage for Bird Sanctuary	Council Resolution 080622	•			
Weed Strategy and Action Plan Update	DELIVER an updated Weed Strategy and Action Plan for Shire bushland, foreshore and coastal reserves with a view to implement weed control action over the next 10 years	Operational Efficiency	•			
Coastal Reserves (CHARMAP)	DELIVER an updated Coastal Reserves Management Strategy and Action Plan for Shire coastal reserves, including Parry Beach coastal hazard mapping	Sustainability Action Plan	•			
Dieback Mapping and Treatment	DELIVER dieback mapping and treatment for Peace St and Redgum Lane reserves	Sustainability Action Plan				•
Wilson Inlet Foreshore Management	PARTNER with Wilson Inlet Catchment Committee on foreshore revegetation plans	Wilson Inlet Management Strategy	•			
Sustainability: Culture and Community						
Dual Naming Project	LEAD the Dual Naming process with the objective of confirming and submitting to Landgate Indigenous place names, then promote those place names with on-site signage	Denmark 2027	•	•	•	•
Heritage Reserve Site	DELIVER concept plans for Reserve 15022/22944 (Heritage site near bridge on South Coast Hwy)	Denmark 2027		•		

Sustainable Projects

We Monitor	Source	2020/2021	2021/2022
Scheme water consumption (kilolitres)	Internal - Sustainable Projects	9313	7225
Energy consumption (gigajoules)	Internal - Sustainable Projects	1328.81	1300.67
Cases referred to DWER Pollution Watch and DWER Waterways Compliance	Internal - Sustainable Projects	4	19

We Reference	Review Date
Water Efficiency Action Plan	21/22
Strategic Waste Management Plan	21/22
Weeds Strategy and Action Plan	10/11
Sustainability Strategy and Action Plan	31/32
Regional Trails Masterplan	NA
Coastal Reserves Management Strategy	21/22
Wilson Inlet Management Strategy	23/24
Wilson Inlet Foreshore Reserves Management Plan	18/19
Mount Hallowell Reserve Management Plan	18/19
Ocean Beach and Peaceful Bay Coastal Hazard Risk Management and Adaption Plan	27/28
Ocean Beach and Peaceful Bay Coastal Monitoring Action Plan	29/30
Dieback Risk Study	NA



Waste and Reserves

Our community expects the Waste and Reserves team to...

DELIVER preservation and protection of the natural environment (N2.1 SCP*)

DELIVER reduced human impact on natural resources, reduce waste and utilise renewable energy (N2.3 SCP)

LEAD adaptation to climate change (N2.4 SCP)

LEAD two-way communication that is open and effective (L5.6 SCP)

*Reference to Strategic Community Plan objectives.

Waste and Reserves

Services and Programs

Existing Services

- Playgrounds and parks
- Pest control
- Revegetation
- Nursery and seed bank operations
- Streetscapes
- Denmark Waste Management and Reuse Facility
- Container Deposit Scheme
- Peaceful Bay Transfer Station
- Kerbside waste and recycling collection service
- Industrial and commercial waste services

Existing Programs

- Community and school revegetation and nursery education
- Volunteer revegetation activities
- E-waste and other recycling collection drives

Reflections and Challenges Ahead

- Our parks and reserve assets provide community open space, ecological function, space for recreation and sport, and also make our Shire a beautiful place. We continue to maintain and improve these spaces. Kwoorabup Park has been flagged as a high-use space and needs work to improve aesthetics and ecological function.
- The Shire's playgrounds require a plan to consolidate and or create new playgrounds to ensure our playground assets meet our communities needs and provide engaging active spaces for families young and old. Auditing of playgrounds was completed in 2021/2022 to inform this process.
- The Kwoorabup Park Boardwalk revegetation project is almost complete and on track for completion in winter 2022.
- Population growth and busy tourist seasons continue to put pressure on Waste Services.
- The Bin Lid Changeover project has been completed, bringing the Shire in line with the National Standard of bin lid colours. Ongoing education is required to mitigate recycling contamination rates.
- Changing weather patterns requires our parks and gardens and revegetation projects to adapt.
- Achieving our goal of zero waste to landfill by 2030 is both a challenge and an opportunity. Difficulties include FOGO, processing, funding and resourcing.

Waste and Reserves

Project	Action	Driver	22/ 23	23/ 24	24/ 25	25/ 26
Kwoorabup Park Playground Upgrade	DELIVER an upgrade to Kwoorabup Park playground area	Internal Assessment	•	•		
Annual Tree Planting	LEAD the rehabilitation of Shire land, including increasing annual tree planting and revegetation program	Denmark 2027	•	•	•	•
Transfer Station Capacity Upgrade	DELIVER additional infrastructure at the transfer station including hook lift bin	Operational Efficiency	•	•		
CDS Shed Upgrade	DELIVER upgrade to the CDS shed loading area	Operational Efficiency	•			
Paths and Trails Workforce	PARTNER with external bodies on the creation of a local workforce for paths and trails maintenance	Operational Efficiency	•	•	•	•

Waste and Reserves

We Monitor	Source	2020/2021	2021/2022
Number of trees planted by the Shire	Internal - Waste and Reserves	885	4500
Kerbside recycling tonnage per head of population	Internal - Waste and Reserves	0.08	0.08
Residential waste to landfill tonnage per head of population (kerbside plus transfer station)	Internal - Waste and Reserves	0.33	0.32
Kerbside recycling contamination rates (%) (derives from Cleanaway data - Great Southern region)	Internal - Waste and Reserves	34.38	34.14

We Reference	Review Date
Strategic Waste Management Plan	21/22
Sustainability Strategy and Action Plan	25/26



Civil Infrastructure

Our community expects the Civil
Infrastructure team to...

DELIVER community assets that are
flexible, adaptable and of high quality
(B3.2 SCP*)

DELIVER fiscal responsibility (L5.4 SCP)

FUND and manage assets in a consistent
and sustainable manner (B3.4 SCP)

DELIVER public spaces and infrastructure
that are accessible and appropriate for
our community (B3.1 SCP)

**Reference to Strategic Community Plan objectives.*

Civil Infrastructure

Services and Programs

Existing Services

- Road maintenance
- Delivery of capital works
- Department of Transport vehicle inspections
- Bushfire service fleet maintenance
- Bridge maintenance
- Maintenance of plant and equipment
- Plant and equipment replacement
- Footpath maintenance
- Standpipe maintenance

Existing Programs

- No spray register

Reflections and Challenges Ahead

- A Masterplan for the redevelopment of the depot site is required as relocation is not planned within a 10-year timeframe. The plan will provide an opportunity to introduce sustainable energy and water use design features, ensuring that future development contributes to carbon reduction targets and sustainability. A number of safety and efficiency issues concerning the depot's layout and operations have been identified and will be addressed as part of the master planning process.
- A project is scheduled to ensure the Shire has a long-term plan for accessing affordable, reliable and appropriate road construction material to meet the road construction needs of the Shire. The consideration of alternative construction materials will form part of this investigation.
- Changing climatic conditions will continue to be challenging for the completion of the annual road maintenance schedule and new projects. As weather patterns change, roads may deteriorate faster than normal, and events such as floods and major storms may lead to additional maintenance requirements and delays to civil project timelines.
- The availability of contractors has been difficult, but our works crew has worked hard to achieve their targets, with internal components of projects completed as we await contractors to complete their components.

Civil Infrastructure

Project	Action	Driver	22/ 23	23/ 24	24/ 25	25/ 26
Depot Re-development Master Plan	DELIVER a Master Plan with a staged approach to asset and facilities upgrades at the depot with a focus on sustainable resource use including recycling water, renewable energy options and ongoing operations of the seed bank and nursery	Operational Efficiency		•	•	
Road Construction Resource Planning	DELIVER a plan to future-proof road construction material availability and to consider alternative construction materials to meet the road construction needs of the Shire	Strategic Asset Management Plan		•		
Depot Upgrade	DELIVER appropriate and sustainable washdown facilities for depot fleet as recommended in the Depot Redevelopment Master Plan	Sustainability Action Plan			•	•
Depot Ablution Facility	DELIVER an additional ablution facility at the Depot	WHS		•		
Skid Steer Slasher	FUND the purchase of a skid steer mounted slasher to support maintenance of walk trails and narrow verges	Operational Efficiency		•		
Skid Steer Broom	FUND the purchase of a front mount rotary broom to sweep roads prior and after sealing and for use on footpaths and various trails	Operational Efficiency		•		
Excavator	FUND the purchase of an excavator to assist with efficient clearing of drains, performing box out jobs during road construction, assisting with tree pruning and mulching.	Operational Efficiency			•	

Civil Infrastructure

We Monitor	Source	2020/2021	2021/2022
Hours lost to clean up after storms and fire	Internal - Civil Infrastructure	2034	1410
Kilometres of roads graded	Internal - Civil Infrastructure	523	571
Number of service requests lodged	Internal - Civil Infrastructure	934	660

We Reference	Review Date
Strategic Asset Management Plan	21/22
LGIS Regional Risk Coordinator Plan	ongoing
Work Health and Safety Act 2020	NA



Technical Services

Our community expects the Technical Services team to...

DELIVER community assets that are flexible, adaptable and of high quality (B3.2 SCP*)

DELIVER public spaces and infrastructure that are accessible and appropriate for our community (B3.1 SCP)

FUND and manage assets in a consistent and sustainable manner (B3.4 SCP)

DELIVER decisive and well considered decisions (L5.3 SCP)

**Reference to Strategic Community Plan objectives.*

Technical Services

Services and Programs

Existing Services

- Shire building maintenance and management
- Plant and equipment management
- Engineering standards and development standards
- Project management for delivery of capital works projects
- Geospatial information systems data management
- Airport maintenance
- Airport hangar leases
- Signage
- Public facilities cleaning and maintenance
- Lime quarry operations
- Corporate fleet management
- Crossover applications
- Stormwater management
- Timber haulage requirements
- Compliance for inlet openings
- Disaster recovery funding arrangements
- Road closure and traffic management
- Asset renewal

Existing Programs

- Dial before you dig
- Timber roads organisation group
- Public utilities network group

Reflections and Challenges Ahead

- The focus on State and Federal Governments delivering Covid-19 relief packages to Local Governments through enhanced capital works projects has recently led to a sharp increase in project workload. If this trend continues, the Shire will need to re-evaluate how it resources the delivery of major capital works projects already in the pipeline and new initiatives that could be announced.
- The focus on sustainable building and construction materials needs close scrutiny to ensure that the risk and useful life of new materials is well understood. The associated cost of moving to a more sustainable product also needs to be factored into the initial scoping and costing of projects.
- Key actions from the Sustainability Strategy, such as reducing the carbon footprint for the corporate fleet, as well as the overall target to reduce the Shire's carbon emissions by half by 2030 and to be carbon neutral/net zero emissions by 2050, will take considered planning and scoping.
- Disaster storm events in 2020 and 2021 caused widespread damages to Shire roads and drainage infrastructure. To fully recover from these events which had significant financial impacts, we are working to repair the remainder of the outstanding damages and recouping the monies spent.

Technical Services

Project	Action	Driver	22/ 23	23/ 24	24/ 25	25/ 26
Shire Facilities Upgrade	DELIVER upgraded storage facilities at the rear of the Administration Building	WHS		•		
Shire Facilities Upgrade	DELIVER upgrade to the transport testing facility in the Administration Building	Denmark 2027	•			
Peace Street Blackspot	DELIVER Peace Street Blackspot	Denmark 2027	•			
Lights Road Upgrade	DELIVER upgrade to Lights Road	Denmark 2027	•	•		
Denmark CBD	DELIVER refurbishment to the stage and backstage/green room space at Denmark Civic Centre	2021 State Government Election commitment	•			
All Abilities Carpark	DELIVER an upgrade to one all abilities carpark per year	Disability Access and Inclusion Plan	•	•	•	•
Berridge-Thornton Park Link	DELIVER a pathway link between Berridge Park and Thornton Park under the bridge	Denmark 2027		•		
Riverbend Lane Footbridge	DELIVER a footbridge at Riverbend Lane	Denmark 2027		•		
Springdale Footpath	DELIVER Springdale footpath link	Denmark 2027	•	•	•	
Riverside Drive Footpath	DELIVER construction of Riverside Drive to MacPherson Drive footpath link	Denmark 2027	•			
Rail Trail Completion	DELIVER the completion of the Rail Trail (Parker Road to Peaceful Bay)	Denmark 2027				•

Technical Services

Project	Action	Driver	22/ 23	23/ 24	24/ 25	25/ 26
All Abilities Access to Peaceful Bay	DELIVER a design and feasibility study to deliver an all abilities path for beach access at Peaceful Bay	Disability Access and Inclusion Plan		•	•	
Peaceful Bay Toilet Facilities	DELIVER a toilet block at the Peaceful Bay boat ramp carpark area	Sustainable Tourism Strategy		•		
Nornalup Jetty Upgrades	DELIVER an upgrade to Nornalup jetty, boat ramp and carpark area	Sustainable Tourism Strategy	•			
Sustainable Fleet	DELIVER a reduction of the carbon footprint for the corporate fleet including consideration of electric or hybrid options	Sustainability Action Plan	•	•	•	•
Laing Park Dog Exercise Area	DELIVER construction of dog exercise facilities at Laing Park	Denmark 2027			•	
Asset Valuation	DELIVER a comprehensive valuation and condition rating of all assets	Strategic Asset Management Plan	•	•	•	
Flood Mitigation Works	DELIVER an annual program of flood mitigation works to address urgent flooding issues in the community	Denmark 2027	•	•	•	•

Technical Services

We Monitor	Source	2020/2021	2021/2022
Number of low emissions corporate fleet vehicles (hybrid or electric)	Internal - Technical Services	3	5
Number of RFQs submitted by local businesses (up to \$250k)	Internal - Technical Services	11	13
Number of tenders submitted by local businesses (over \$250k)	Internal - Technical Services	2	1
Kilometres of road sealed	Internal - Technical Services	10.22	8.76
Kilometres of gravel resheets	Internal - Technical Services	11.17	2.5

We Reference	Review Date
Strategic Asset Management Plan	21/22

Building, Planning and Health

Our community expects the Building Planning and Health team to...

DELIVER accountable, transparent, ethical and responsive decisions (L5.1 SCP*)

ADVOCATE and encourage responsible development (N2.2)

DELIVER a planning framework that is visionary, supports connectivity and enables participation (B3.3)

LEAD a community that nurtures and integrates natural, cultural and historical values (C4.3)

DELIVER decisive, consistent and well-considered decisions (L5.3)

**Reference to Strategic Community Plan objectives.*



Building, Planning and Health Services and Programs

Existing Services

- Planning advice
- Preparation of building statistics
- Assessment of development applications & subdivision proposals
- Administer Scheme Amendments and Structure Plans
- Investigate and undertake compliance action for unauthorised developments and land use
- Assess and certify building permit applications
- Building inspections
- Assess and authorise effluent disposal systems
- Swimming pool inspections
- Health inspections for food premises
- Holiday home inspections
- Trading in public places inspections
- Food premises and vendor licences
- Camping and caravan park licences
- Liquor licensing
- Covid 19 - education and compliance
- Water testing and sampling
- Noise monitoring
- Air quality testing
- Holiday accommodation compliance
- Temporary accommodation permits
- Trading in public places permits

Reflections and Challenges Ahead

- The team's key focus is reviewing the Local Planning Framework, which includes the Local Planning Strategy, Scheme, structure plans, planning policies, local laws and heritage inventory, over the next 24 months.
- Considerable progress has been made in reviewing and preparing a new Local Planning Strategy. This strategy will guide development within the Shire of Denmark over the next 15 years, emphasising ecologically sustainable development and outlining a pathway to realise our collective vision for land management and development across the Shire.
- It is anticipated that the Local Planning Strategy will be adopted by Council early in the financial year and, once approved by the WA Planning Commission, will be advertised for public comment.
- The coming year should see substantial progress on the review of the Shire's aged Local Planning Scheme. The Scheme will focus on sustainable development, and it will be in a format that is streamlined and is open and understandable to everyone.
- 2021/2022 has been a very busy year with a significant number of development applications and enquiries driven in part by a strong sea and tree change movement across the state and a very active real estate market. This increase has required a more significant commitment of resources to process an increased number of applications with increasingly complex queries.
- Increased real estate turnover and improved aerial photography have raised many compliance matters. Considerable unapproved development has been noted throughout the Shire. A formal Compliance Procedure will be prepared this year to streamline and guide consistent decision-making in this area.
- An important resource to help manage the increased workload will be better utilising the Shire's website to provide a better interface for planning, building and environmental health customers wanting to access online resources and have real-time feedback on the status of applications.

Building, Planning and Health

Project	Action	Driver	22/ 23	23/ 24	24/ 25	25/ 26
Planning Framework Review	DELIVER a review of the entire local planning framework	Planning and Development Act 2005/ KPI	•	•	•	
Planning Policies	DELIVER associated policies for the Local Planning Strategy	Planning and Development Act 2005			•	
Heritage Inventory Review	DELIVER a heritage inventory review to update the list of heritage places and introduce a decision-making framework for development of heritage listed places	Planning and Development Act 2005			•	
Update Local Laws	DELIVER updates to the local laws for Waste, Health and Trading in Public Places and Fencing	Local Government Act	•	•	•	•
Compliance Framework	DELIVER a Council endorsed approach to development related compliance matters	Planning and Development Act 2005	•			
Delivering Online Resources	DELIVER online information packages for development applications and building approvals	Operational Efficiency		•	•	•
Sustainable Development	ADVOCATE for incorporating ecologically sustainable design principles into new development	Sustainability Action Plan		•		
Tree Preservation	DELIVER a significant trees list and tree preservation order policy under the Shire's Town Planning Scheme	Sustainability Action Plan			•	

Building, Planning and Health

We Monitor	Source	2020/2021	2021/2022
Percentage of approvals (planning and building) assessed within statutory timeframes	Internal - Sustainable Development	Building - 100% Planning - 98.4%	Building - 100% Planning - 93.5%
Value of development applications	Internal - Sustainable Development	\$24,684,638	\$25,934,191
Housing affordability* (median house price)	Realestate.com.au	\$420,000	\$505,000
Absentee landownership/ Occupancy Rates	Internal - Sustainable Development	29.2%	27.7%
Holiday homes numbers as a percentage of absentee landownership/ housing stock	Internal - Sustainable Development	9%	10%

We Reference	Review Date
Planning and Development Act and Regulations	NA
Local Planning Strategy and Scheme	Underway
Building Act and Regulations	NA
National Construction Code	NA
Health, Food, Caravan Park and Camping, and Environmental Protection Acts	NA

Forecast Statement of Funding

Forecast Statement of Funding

FOR THE PERIOD 2022-23 to 2025-26

	2022-23	2023-24	2024-25	2025-26
	\$	\$	\$	\$
FUNDING FROM OPERATIONAL ACTIVITIES				
Revenues				
Rates	7,635,814	7,628,210	7,922,818	8,239,400
Operating grants, subsidies and contributions	1,878,571	2,259,477	2,297,296	2,335,762
Profit on asset disposal	55,900	650,000	0	
Fees and charges	3,666,496	3,668,923	3,778,991	3,892,361
Interest earnings	196,794	71,781	71,617	72,149
Other revenue	33,456	196,102	200,024	204,024
	13,467,031	14,474,492	14,270,746	14,743,696
Expenses				
Employee costs	(7,231,666)	(6,906,526)	(7,079,190)	(7,256,169)
Materials and contracts	(4,527,962)	(3,891,490)	(3,963,379)	(4,031,150)
Utility charges	(243,705)	(232,172)	(237,977)	(243,926)
Depreciation on non-current asset	(3,487,325)	(4,164,799)	(4,248,109)	(4,338,424)
Loss on asset disposal	(21,000)	0	0	0
Interest expense	(130,079)	(112,932)	(110,718)	(107,392)
Insurance expense	(461,206)	(442,109)	(450,951)	(459,970)
Other expenditure	(267,700)	(454,251)	(458,793)	(463,381)
	(16,370,643)	(16,204,279)	(16,549,116)	(16,900,412)
	(2,903,612)	(1,729,787)	(2,278,370)	(2,156,716)
Funding Position Adjustments				
Depreciation on non-current assets	3,487,325	4,164,799	4,248,109	4,338,424
Net profit and losses on disposal	(34,900)	(650,000)	0	0
Movement in provisions	1870	0	0	0
Net Funding from Operational Activities	550,683	1,785,012	1,969,739	2,181,708
FUNDING FROM CAPITAL ACTIVITIES				
Inflows				
Proceeds on disposal	171,500	730,000	105,000	172,000
Proceeds from self supporting loans	23,729	22,474	21,061	21,756
Non-operating grants, subsidies and contributions	5,083,502	3,315,242	1,236,528	1,151,531
Outflows				
Purchase of property, plant and equipment	(5,693,624)	(1,415,950)	(1,820,270)	(1,107,512)
Purchase of infrastructure	(4,653,043)	(3,878,954)	(1,908,757)	(2,799,002)
Net Funding from Capital Activities	(5,067,936)	(1,227,188)	(2,366,437)	(2,561,227)
FUNDING FROM FINANCING ACTIVITIES				
Inflows				
Transfer from reserves	1,997,975	543,779	534,503	1,559,692
New Borrowings	1,520,000	0	1,000,000	0
Outflows				
Transfers to reserves	(846,168)	(757,008)	(757,435)	(769,701)
Repayment of past borrowings	(263,209)	(324,623)	(370,075)	(410,474)
Repayment of long term leases	(84,117)	(19,972)	(10,295)	0
Net Funding from Financing Activities	2,324,481	(557,824)	396,698	379,517
Estimated Surplus/Deficit July 1 B/Fwd	2,192,772			
Estimated Surplus/Deficit June 30 C/Fwd	0	0	0	0

Community Priorities Denmark 2027

They like and value...

- the natural beauty and bushland
- the community spirit
- the close-knit community
- the friendly, diverse range of people
- the beaches and ocean
- the arts and cultural community
- access to the ocean, river and farmland
- the small country town 'feel'
- clean air, water and the environment
- the diverse range of community activities available
- the village atmosphere
- the relaxed lifestyle
- the peace and quiet
- the climate

Ideas for creating jobs and economic growth...

- advertising and promoting tourism
- providing financial support for more creative arts, festivals and events development
- showcasing eco-tourism, including Noongar cultural heritage
- encouraging and supporting small local businesses
- completing and growing a new industrial sector
- and renewing the old area in town to encourage businesses from Albany to come to Denmark
- supporting 'buy local' campaigns
- expanding care services and facilities for the elderly
- expansion of TAFE and other facilities and courses in Denmark
- the provision of youth traineeships
- construction of a swimming pool
- improved phone and internet facilities to promote business

The key issues that we will face include...

- population growth
- employment for the permanent population, especially youth
- protection of, and prevention of degradation of, the natural environment
- defining future developments to retain Denmark's village atmosphere
- environmental sustainability of development and tourism
- infrastructure for water, energy and waste disposal
- fire hazards
- services for the elderly
- ensuring small business sustainability
- water supply problems
- managing increased tourism
- housing affordability
- overdevelopment
- controlling subdivision developments including new housing blocks
- the need for infrastructure to cope with increased population and tourism

Their vision for Denmark...

- environmental protection
- sustainable development
- the Shire to stay the same as it is now
- a business growth plan
- considering and encouraging tourism
- supporting arts and culture within the region
- a functional Council
- embracing creative development
- to be vibrant
- to be diverse
- to improve facilities and amenities for locals
- to have a visionary town planning scheme
- to encourage employment, especially for youth

Ideas to make the Shire a better place to live or visit include...

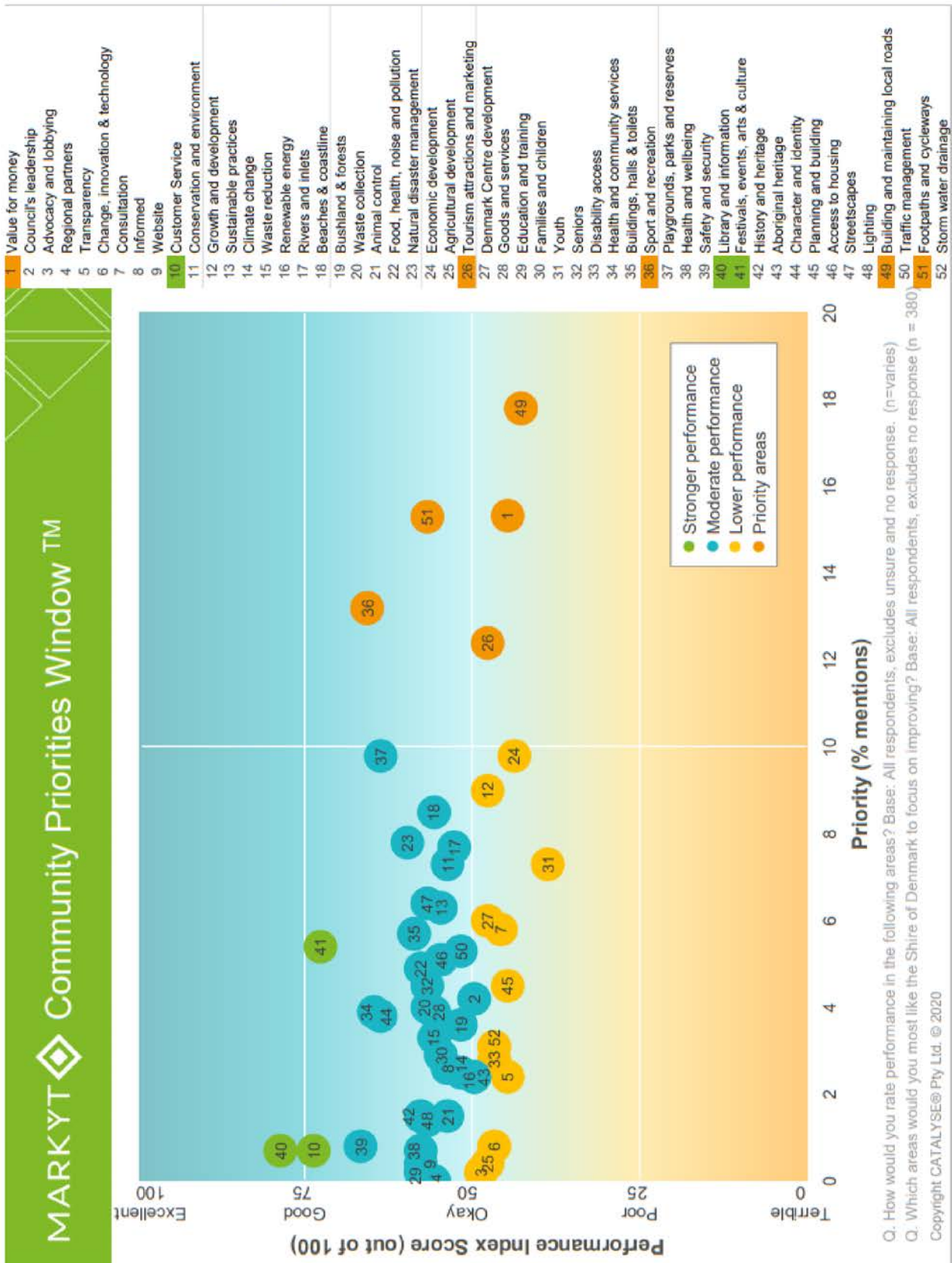
- preservation and appreciation of the natural environment
- installation of a pool and/or hydrotherapy spa
- more community consultation and community involvement with Council projects
- continued and expanded funding for the arts community
- more events including festivals and community gatherings
- provision of extra parking in town and at other busy spots
- provision of transport services in and around town and Albany
- a fire prevention campaign

Priorities to achieve their vision...

- a functional Council
- environmental protection
- sustainable development
- improved amenities and facilities for locals
- developing tourism
- improved communication with ratepayers and the community on Shire decisions
- supporting the development and growth of arts and culture
- a hydrotherapy pool and/or aquatic centre
- improved road development and maintenance
- development of a business growth plan for all sized businesses in the area

These priorities were identified during the Denmark 2027 Community Survey, to access a full copy of the Survey Report visit the website www.denmark.wa.gov.au/governance-documents-and-forms.aspx

Community Priorities Community Scorecard



Strategic Community Plan Aspirations and Objectives

E1.0

Our Economy

We are an attractive location to live, invest, study, visit and work

- E1.1 To have a stable and locally supported business community that embraces innovation, creativity, resourcefulness and originality
- E1.2 To be a vibrant and unique tourist destination, that celebrates our natural and historical assets
- E1.3 To have diverse education and employment opportunities
- E1.4 To recognise the importance of agriculture in our local economy and protect prime agricultural land

N2.0

Our Natural Environment

Our natural environment is highly valued and carefully managed to meet the needs of our community, now and in the future

- N2.1 To preserve and protect the natural environment
- N2.2 To promote and encourage responsible development
- N2.3 To reduce human impact on natural resources, reduce waste and utilise renewable energy
- N2.4 To acknowledge and adapt to climate change

B3.0

Our Built Environment

We have a functional built environment that reflects our rural and village character and supports a connected, creative, active and safe community

- B3.1 To have public spaces and infrastructure that are accessible and appropriate for our community
- B3.2 To have community assets that are flexible, adaptable and of high quality to meet the purpose and needs of multiple users
- B3.3 To have a planning framework that is visionary, supports connectivity and enables participation
- B3.4 To manage assets in a consistent and sustainable manner
- B3.5 To have diverse and affordable housing, building and accommodation options

C4.0

Our Community

We live in a happy, healthy, diverse and safe community with services that support a vibrant lifestyle and foster community spirit

- C4.1 To have services that foster a happy, healthy, vibrant and safe community
- C4.2 To have services that are inclusive, promote cohesiveness and reflect our creative nature
- C4.3 To create a community that nurtures and integrates natural, cultural and historical values
- C4.4 To recognise and respect our local heritage and Aboriginal history

L5.0

Our Local Government

The Shire of Denmark is recognised as a transparent, well governed and effectively managed Local Government

- L5.1 To be high functioning, open, transparent, ethical and responsive
- L5.2 To have meaningful, respectful and proactive collaboration with the community
- L5.3 To be decisive and well considered decisions
- L5.4 To be fiscally responsible
- L5.5 To embrace change, apply technological advancement and pursue regional partnerships that drive business efficiency
- L5.6 To seek two-way communication that is open and effective

These five pillars represent the community's feedback and the way forward for the Shire of Denmark. Naturally some decisions may reflect a greater alignment to one aspiration over another, however Council and staff consider the impact that a decision will have across all pillars when considering projects, activities and requests.

Plans and Strategies

These documents can be accessed at www.denmark.wa.gov.au

Strategic Community Plan *Denmark 2027*

Long Term Financial Plan

Strategic Asset Management Plan

Workforce Development Plan

Annual Budget

LGIS Regional Risk Coordinator Plan

Disability Access and Inclusion Plan

Record Keeping Management Plan

Department of Transport Agency Agreement

Local Planning Strategy

Local Planning Scheme

Local Planning Policies

Structure Plans

Coastal Reserves Management Strategy and Action Plan

Sustainability Strategy

Weeds Strategy and Action Plan

Strategic Waste Management Plan

Water Efficiency Action Plan

Mount Hallowell Reserve Management Plan

Bushfire Risk Management Plan

Sport and Recreation Master Plan

Regional Trails Masterplan

Sustainable Tourism Strategy

