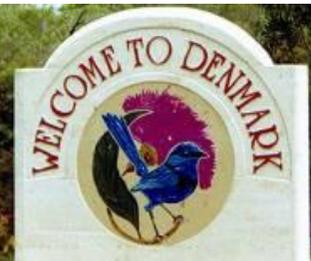




Corporate Business Plan 2016-2020

Adopted by Council 5 July 2016 / Resolution No. 050716



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This plan is available upon request in alternative formats such as large print, electronic format (disk or emailed), audio or Braille.

Introduction

VISION

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

The Shire of Denmark's Corporate Business Plan 2016-2020 is a key component of the Shire's Integrated Planning and Reporting Framework that outlines the implementation of Council's Strategic Community Plan 'Denmark 2031'.

The Strategic Community Plan was adopted by Council in October 2013 after significant community consultation. The strategic direction contained within the Strategic Community Plan helps guide the Shire as to where resources are allocated in future years.

The Corporate Business Plan seeks to activate 'Denmark 2031' and incorporate operations identified as major actions and projects related to the goals contained in the Strategic Community Plan. These major actions and projects are included in the Corporate Business Plan over the four year period commencing July 2016. This plan guides action on prioritised strategies to achieve the Shire's vision, whilst delivering improved services and outcomes for the Shire of Denmark.

MISSION

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

VALUES

Sustainability, effectiveness, teamwork, transparency, respect, visionary leadership, honesty & integrity, creativity, commitment and trust.

MOTTO

Discover Denmark

FLORAL EMBLEM

The Red Flowering Gum
(*Corymbia ficifolia*).



MOTIF

The Splendid Fairywren
(*Malurus splendens*).



Message from the Chief Executive Officer and Shire President



CORPORATE BUSINESS PLAN 2016-2020

We have pleasure in presenting the Corporate Business Plan to the community. This Plan is directly related to the Strategic Community Plan readopted by Council in March 2016. The Corporate Business Plan identifies new and routine actions and projects that the Shire will be engaged in over the four year life of the Plan. The Corporate Business Plan will be reviewed annually to ensure that it remains current and reflects any changed circumstances.

The Strategic Community Plan and Corporate Business Plan are part of an *Integrated Planning and Reporting* framework developed by the Department of Local Government and Communities that all Local Governments are required to comply with. Notwithstanding the legislative nature of the framework, it makes good business sense to plan for the future and seek community comment on its content.

The Shire has an enviable environment with many natural attractions. The Council is keen to build on this foundation and further improve the quality of life of its residents through careful planning and expenditure on essential works and services.

Council is keen to hear your views on the Corporate Business Plan.

Cliff Frewing

Chief Executive Officer

David Morrell

Shire President



Cliff Frewing
Chief Executive Officer



David Morrell
Shire President

Shire of Denmark Profile

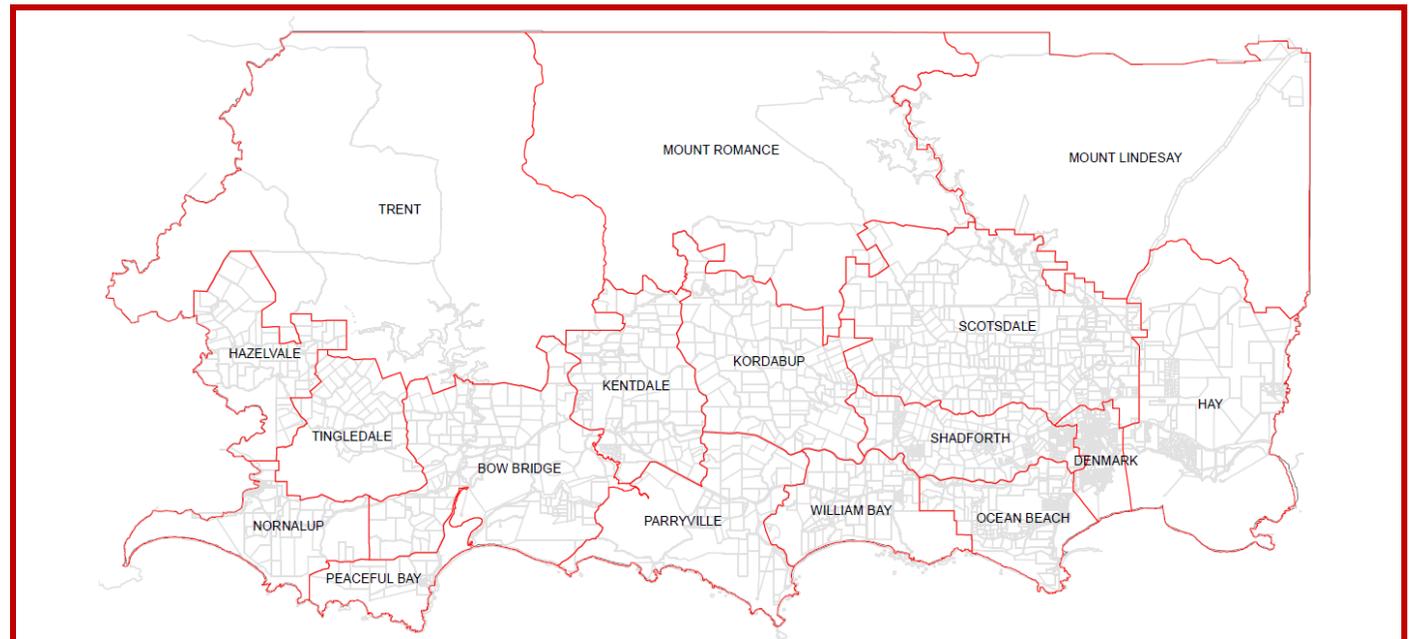


The Shire of Denmark has a resident population of approximately 5,886 and is located on the south coast of Western Australia, bordered by the Southern Ocean and approximately 400kms south of Perth. The Shire has an area of 1,860sq kms and is home to a thriving, diverse community which proudly proclaims its special places and unique environmental heritage, offering experiences as diverse as the scenery it inhabits.

Denmark as a local authority in the State of Western Australia will continue to experience high levels of growth and economic activity well into the future and will continue to meet the changing and increasing demands of its growing population, its four town sites (Denmark, Peaceful Bay, Bow Bridge and Nornalup), and seventeen localities.

Council Statistics 2014-15

Distance from Perth (km) 400
Area (sq km) 1,860
Length of Sealed Roads (km) 251
Length of Unsealed Roads (km) 423
Population 5,886 (ABS Estimation)
Number of Electors 4,781
Number of Dwellings 3,332
Total Rates Levied 5,199,249
Total Revenue 14,022,746
Number of Employees 82 (63.03 FTE)



Tourist Attractions

Walpole Wilderness Area; William Bay National Park (Greens Pool); Valley of the Giants Treetop Walk; Bibbulmun Track; Munda Biddi Trail; Walk Trails; Boutique Breweries & Wineries; Arts & Crafts; Pristine Beaches; Surfing; Canoeing on Rivers & Inlets; Recreational Fishing; Restaurants & Cafes; Tourist Farms (Alpacas, Ostriches, Emus, Exotic Bird Park); Nature Based Adventure Park; Historical Museum; Toffee Factory; Ice Creameries; Cheese Making; Chocolate Making; Range of Tours.

Local Industries

Tourism; Viticulture; Hospitality; Retail; Artisans & Crafts; Cottage Industries; Agriculture; Organics; Aquaculture; Fishing; Environmental Research & Action; Education; Health Services; Healing & Wellbeing Services; Building & Trades; Mechanical Services; Earthmoving & Construction.

Significant Local Events

Denmark Market Days – December, January and Easter; Dreams of the Bay Art Exhibition Peaceful Bay – January; Australia Day Breakfast Featuring Citizen Awards Presentations & Naturalisation Ceremony; Annual Excellence in Woodcraft Exhibition – March; Great Southern Taste – March; Southern Ocean Classic Mile – Easter; Denmark Festival of Voice – June; Great Southern Art & Craft Trail – September; Brave New Works – November.

Organisational Structure

Kent/Nornalup Ward Councillors

Kelli Gillies (2017)

Roger Seeney (2019)

Shadforth/Scotsdale Ward Councillors

Mark Allen (2017)

Yasmin Bartlett (2019)

Peter Caron (2017)

Jan Lewis (2019)

Town Ward Councillors

Ceinwen Gearon (2019)

David Morrell (2017)

Rob Whooley (2019)

Chief Executive Officer

Cliff Frewing

Director of Finance & Administration

Kim Dolzadelli

Director of Infrastructure Services

Gilbert Arlandoo

Director of Planning & Sustainability

Annette Harbron

Director of Community & Regulatory Services

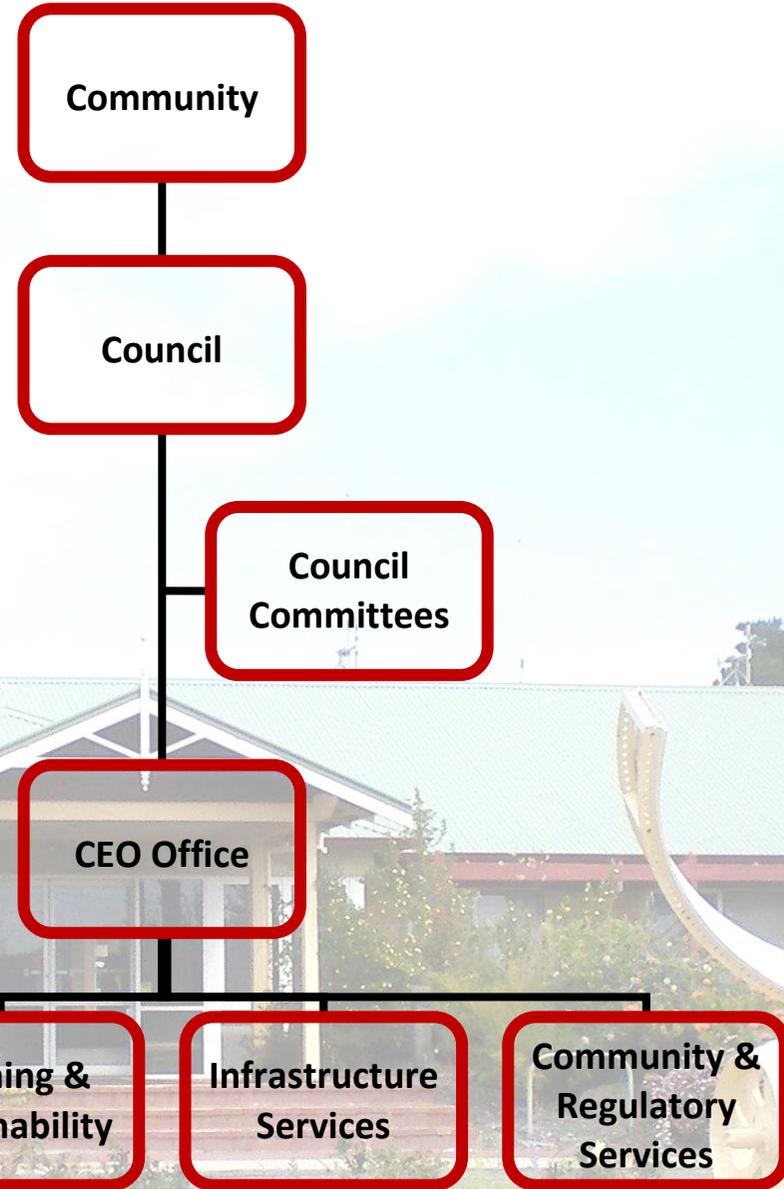
Gregg Harwood

Shire President

David Morrell (elected 2015)

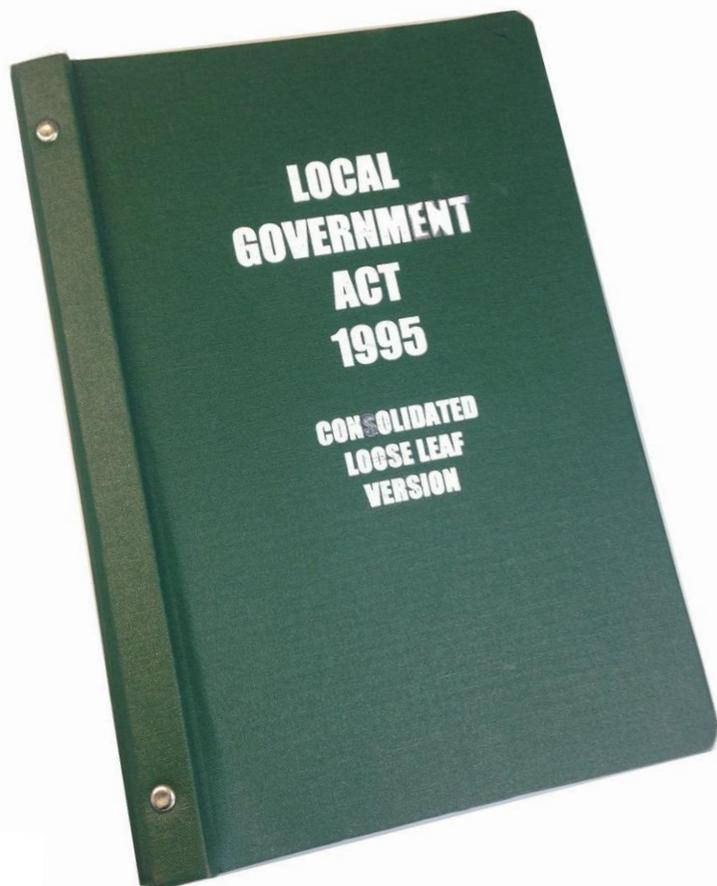
Deputy Shire President

Kelli Gillies (elected 2015)



Legislative Framework

In order to fulfil the statutory obligations of section 5.56 of the Local Government Act 1995, the Local Government (Administration) Regulations 1996 require each Local Government to adopt a Strategic Community Plan and Corporate Business Plan as part of their 'Plan for the Future'.



Under the Local Government (Administration) Regulations 1996, a Corporate Business Plan is required to:

- set out, consistently with any relevant priorities set out in the strategic community plan for the district, a Local Government's priorities for dealing with the objectives and aspirations of the community in the district; and
- govern a Local Government's internal business planning by expressing a Local Government's priorities by reference to operations that are within the capacity of the Local Government's resources; and
- develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.

The Shire of Denmark's Corporate Business Plan fulfils this requirement and assists with delivering improved services and outcomes for the residents and ratepayers of the Shire of Denmark.

Integrated Planning and Reporting

'Integrated planning and reporting' provides Local Governments a framework for establishing local priorities and also provides the links to operational functions. Three major parties are involved in the development of an integrated plan: the Local Government Administration; the Council; and the Community. Each party has unique roles and responsibilities for effective and sustainable integrated planning and reporting. The Local Government (Administration) Regulations 1996 requires each Local Government to adopt a Strategic Community Plan and a Corporate Business Plan.

A successful integrated planning and reporting process will deliver the following outcomes:

- A Strategic Community Plan that clearly links the Community's aspirations with the Council's vision and long term strategy;
- A Corporate Business Plan that integrates resourcing plans and specific Council plans with the Strategic Community Plan; and
- A clearly stated vision for the future viability of the Local Government area.

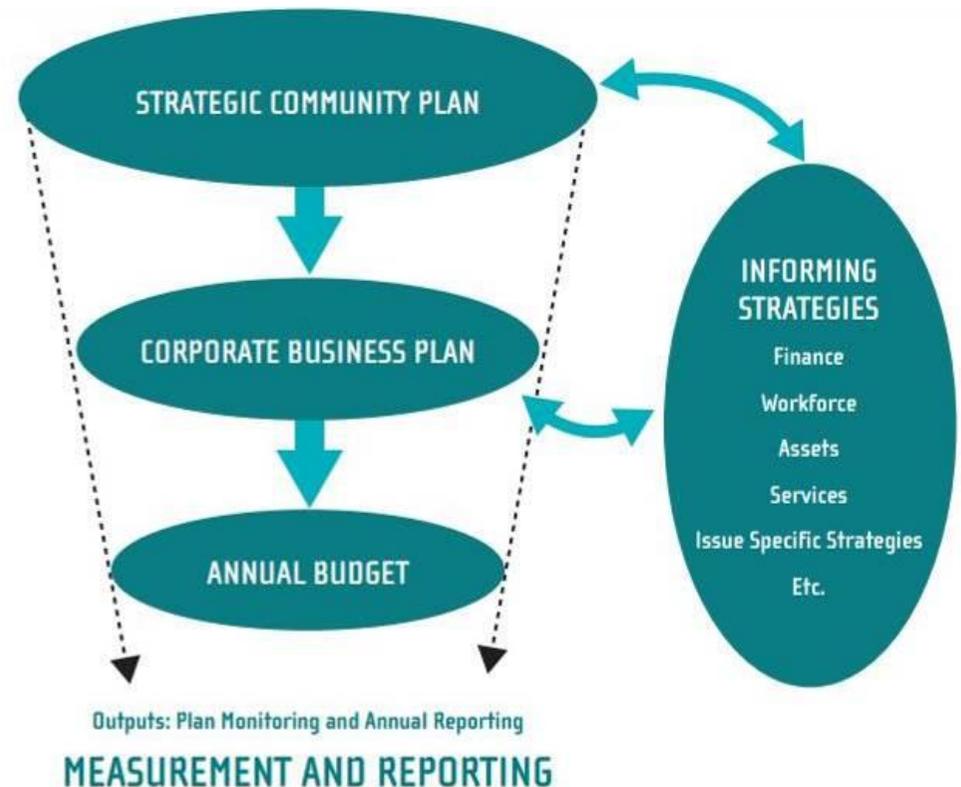
The Integrated Planning and Reporting Framework and Guidelines have been developed as part of the State Government's Local Government Reform Program. They reflect a nationally consistent approach to integrated planning as expressed by the Council of Australian Governments' Local Government Planning Ministers' Council.

The Framework:

- Recognises that planning for a Local Government is holistic in nature and driven by the community;

- Builds organisational and resource capability to meet community needs;
- Optimises success by understanding the integration and interdependencies between the components; and
- Emphasises performance monitoring so that Local Governments can adapt and respond to changes in community needs and the business environment.

The Integrated Planning and Reporting model is represented in diagrammatic form as follows:



Strategic Community Plan



Social Objective

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

Environment Objective

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.



Economic Objective

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

Governance Objective

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.

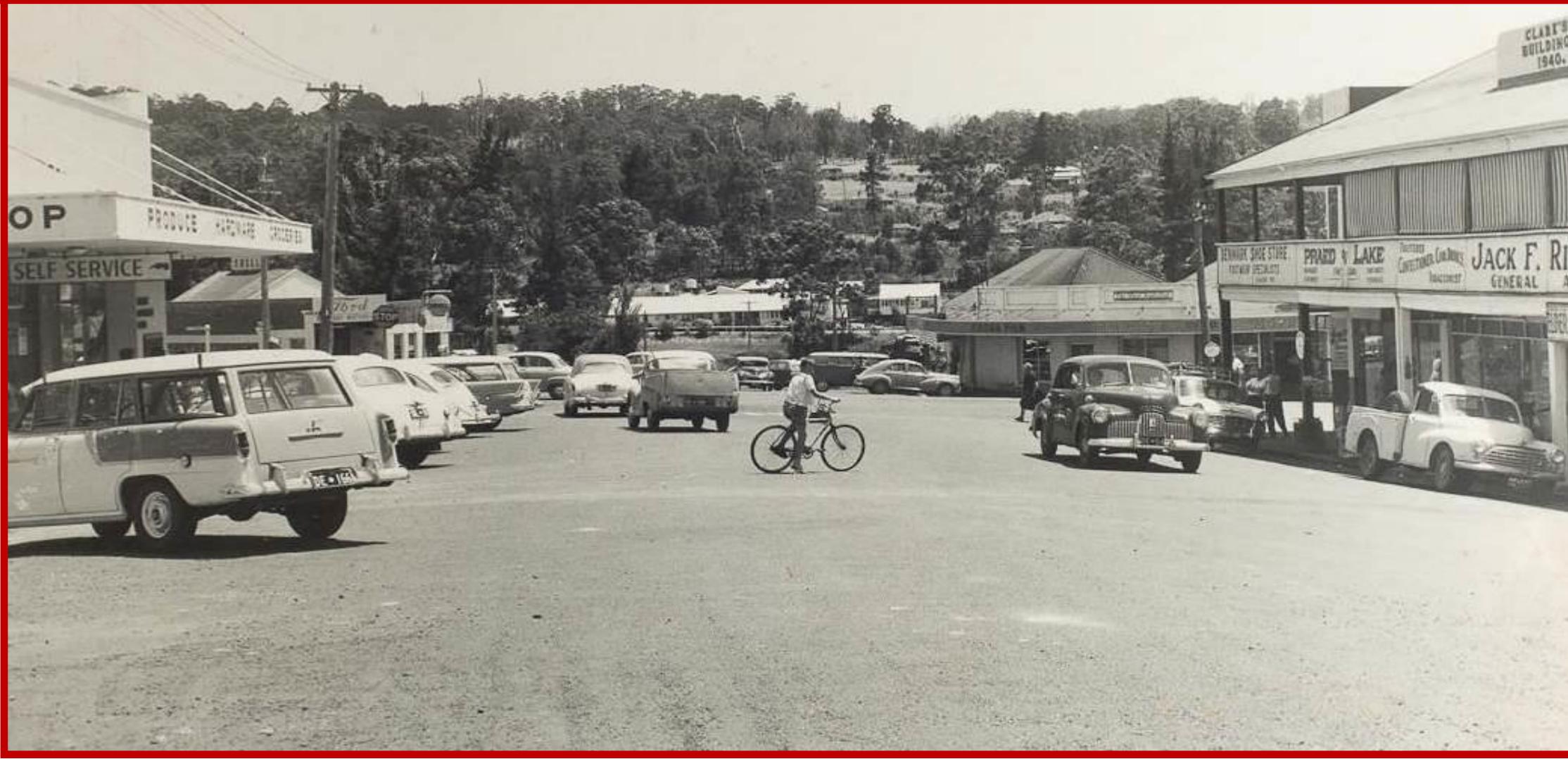


The Shire of Denmark's Strategic Community Plan 'Denmark 2031' developed a long term vision with four key objectives and goals comprising Social; Environment; Economic; and Governance.

The Corporate Business Plan utilises the framework developed in the Strategic Community Plan in order to link strategic initiatives, actions, and projects with the objectives and goals of the Plan.

The functional actions and projects listed in the detailed section of this Plan are those ongoing activities that are routinely performed by the Shire that relate to each of the four Objectives identified in the Strategic Community Plan. In addition, this Plan also identifies Capital expenditure and New Works that are planned in relation to each of these Objectives over each of the four years commencing 1 July 2016.

Corporate Business Plan



1.Social Objective

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

GOALS <i>That the Shire of Denmark...</i>	Strategic Initiative	Action / Project	Operating / Capital	2016/17	2017/18	2018/19	2019/20	Ongoing
1.1 Population: ...closely monitors its population growth over the next two decades, 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.	1.1.1	Advocate for the provision and promotion of services and facilities that meet the needs of the community.	Operating	✓	✓	✓	✓	✓
	1.1.2	Support the provision of active ageing activities and services for seniors.	Operating	✓	✓	✓	✓	✓
	1.1.3	Support the provision of services for people with disability through the implementation the Shire's Disability Access and Inclusion Plan and review annually.	Operating	✓	✓	✓	✓	✓
	1.1.4	Monitor Shire population and demographic statistics.	Operating	✓	✓	✓	✓	✓
	1.1.5	Consider the diverse needs of various groups and communities in planning for the services required to cater for population growth.	Operating	✓	✓	✓	✓	✓
	1.1.6	Implement the Local Planning Strategy implementation items as required.	Operating	✓	✓	✓	✓	✓
1.2 Lifestyle: ...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.	1.2.1	Progress the Community Halls and Buildings Renewal Project.	Capital		✓	✓		
	1.2.2	Implement the public realm works from the Plane Tree Precinct Development Concept Plan and support the lessees in developing their buildings, obtaining grant funds wherever possible.	Capital	✓	✓			
	1.2.3	Continue to implement the Indigenous Dual Naming Project actions.	Operating	✓	✓			
	1.2.4	Acknowledge and support the European heritage and Aboriginal roles in the future development of Denmark.	Operating	✓	✓	✓	✓	✓
	1.2.5	Maintain and plan parks, gardens, recreational areas and open space at standards acceptable to the community.	Operating	✓	✓	✓	✓	✓
	1.2.6	Establish outdoor amenities that suit the needs of the community.	Operating	✓	✓	✓	✓	✓
	1.2.7	Consider arts and culture in all relevant areas of urban and social planning.	Operating	✓	✓	✓	✓	✓
	1.2.8	Support, encourage and advocate for the hosting of local events and festivals.	Operating	✓	✓	✓	✓	✓

1.3 Education: ...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.	1.3.1	Develop partnerships with educational institutions to create an 'environment of learning'.	Operating	✓	✓	✓	✓	✓
	1.3.2	Promote and support the provision of library services that suit the needs of the community, including education and lifelong learning programs.	Operating	✓	✓	✓	✓	✓
	1.3.3	Review the Shire's involvement in early childhood education and care including use of Shire facilities for these services whilst continuing to support 'A Smart Start' and 'Better Beginnings' early childhood education programs through the Library.	Operating	✓	✓	✓	✓	✓
1.4 Youth: ...encourage opportunities, employment and facilities for young people, and aims to involve them in decisions made within the community.	1.4.1	Identify and support mentoring programs that assist in youth development and leadership, including the dissemination of information on youth development and leadership programs leading to a Youth Development Plan.	Operating	✓	✓	✓	✓	✓
	1.4.2	Encourage the hosting of apprenticeships and traineeships in the district.	Operating	✓	✓	✓	✓	✓
1.5 Housing: ...monitor 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.	1.5.1	Guide local development in accordance with the Town Planning Scheme.	Operating	✓	✓	✓	✓	✓
	1.5.2	Require local development compliance with the Town Planning Scheme.	Operating	✓	✓	✓	✓	✓
	1.5.3	Investigate, promote and support affordable housing development through collaboration with both public and private housing providers to ensure appropriate housing is available in the district, whilst encouraging variety in land use and housing options to promote a diverse population and stronger community.	Operating	✓	✓	✓	✓	✓
1.6 Non-Residents: ...be cognisant of the issue of the high percentage of	1.6.1	Continue to support the use of residential properties for holiday home (short-term) use, whilst minimising impacts on adjoining properties, to increase (tourism) accommodation stock.	Operating	✓	✓	✓	✓	✓

non-resident ratepayers and maximises the opportunities that they present, whilst minimising any downsides.	1.6.2	Acknowledge the importance of the financial contribution to the Shire's ratepayer base that non-residents provide, whilst posing a limited impact on the Shire's resources.	Operating	✓	✓	✓	✓	✓
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1.7 Public Safety: ...work with relevant authorities and organisations to maintain a safe and secure environment for its residents and visitors	1.7.1	Provide animal control in accordance with legislative requirements.	Operating	✓	✓	✓	✓	✓
	1.7.2	Educate the community regarding rules and requirements associated with keeping animals in rural and urban areas.	Operating	✓	✓	✓	✓	✓
	1.7.3	Support the functions of Community Emergency Services in achieving required actions and goals.	Operating	✓	✓	✓	✓	✓
	1.7.4	Educate the community in matters of emergency prevention and preparedness.	Operating	✓	✓	✓	✓	✓
	1.7.5	Maximise community safety through the management of the risks associated with fire, natural events and large scale emergencies, whilst supporting initiatives to improve community safety.	Operating	✓	✓	✓	✓	✓
	1.7.6	Develop partnerships with hazard management agencies to help plan for emergency events.	Operating	✓	✓	✓	✓	✓
	1.7.7	Consult regularly with community groups regarding volunteer requirements and support initiatives regarding community safety and security.	Operating	✓	✓	✓	✓	✓
	1.7.8	Promote and support planning and activities that encourage a safe and responsible community.	Operating	✓	✓	✓	✓	✓

1.7 Public Safety (continued)	1.7.9	Advocate and seek funds for appropriate lighting in streets and public places, whilst ensuring appropriate street lighting is provided for in new and existing developments.	Operating	✓	✓	✓	✓	✓
	1.7.10	Investigate the implementation of CCTV in the CBD.	Operating	✓	✓	✓	✓	✓
	1.7.11	Engage with local law enforcement agencies to ensure integration of service provisions.	Operating	✓	✓	✓	✓	✓
1.8 Regional Services: ...support objectives that manage the development of long-term growth settlement areas that ensures an acceptable level of services for its residents, regardless of where they live.	1.8.1	Continue Cemetery upgrades and improvements, including both renewal and maintenance projects.	Capital / Operating	✓	✓	✓	✓	✓
	1.8.2	Investigate a Regional Waste Facility.	Operating	✓	✓			
	1.8.3	Develop an understanding of the issues and barriers to people that impact on the delivery of services within the Shire.	Operating	✓	✓	✓	✓	✓
	1.8.4	Collaborate with the State Government to ensure that local planning development and long term growth needs are met.	Operating	✓	✓	✓	✓	✓
	1.8.5	Support a coordinated approach to regional water resource management.	Operating	✓	✓	✓	✓	✓
	1.8.6	Continue to support the provision of regional library services.	Operating	✓	✓	✓	✓	✓
	1.8.7	Actively work with neighbouring Councils on a regional approach to planning and development issues.	Operating	✓	✓	✓	✓	✓
	1.8.8	Continue to implement the objectives contained in the Lower Great Southern Alliance MOU.	Operating	✓	✓	✓	✓	
1.9 Health: ...work with relevant authorities and organisations to maintain and improve health services at all levels within the region.	1.9.1	Advocate to retain and preferably increase health professional to population ratios in the district (doctors, dentists, specialists, and other health professionals).	Operating	✓	✓	✓	✓	✓
	1.9.2	Establish and maintain relationships with medical and hospital services in Denmark and the region whilst advocating for improved facilities.	Operating	✓	✓	✓	✓	✓
	1.9.3	Support the provision of active ageing and social activities for seniors.	Operating	✓	✓	✓	✓	✓
	1.9.4	Facilitate the provision of quality accommodation for the aged.	Operating	✓	✓	✓	✓	✓
	1.9.5	Identify gaps in service and facility provisions.	Operating	✓	✓	✓	✓	✓
	1.9.6	Ensure public health and building legislative requirements are met and undertake inspections of food premises to ensure they meet compliance requirements.	Operating	✓	✓	✓	✓	✓
	1.9.7	Undertake food safety and public health promotion.	Operating	✓	✓	✓	✓	✓

1.9 Health (continued)	1.9.8	Ensure outdoor dining and trading are conducted to the benefit of both retailers and the community.	Operating	✓	✓	✓	✓	✓
	1.9.9	Promote public health as an important community issue.	Operating	✓	✓	✓	✓	✓
	1.9.10	Work with the State Government to control infectious diseases in accordance with the Health Act 1911 and Health Local Law.	Operating	✓	✓	✓	✓	✓
	1.9.11	Monitor health threats and notices issued by the Health Department and ensure the action required is carried out as soon as possible.	Operating	✓	✓	✓	✓	✓
1.10 Recreation: ...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.	1.10.1	Improve the Regional Bicycle Network in line with Council's Bike Plan and Regional Trails Hub.	Capital			✓	✓	✓
	1.10.2	Upgrade and construct paths and trails in line with the Priority Table for Path Development.	Capital	✓	✓	✓	✓	✓
	1.10.3	Support the Denmark Surf Club Redevelopment/Upgrade.	Capital		✓	✓		
	1.10.4	Implement the works provided for in the Prawn Rock Channel Precinct Concept Plan, obtaining grant funding wherever possible.	Capital	✓	✓			
	1.10.5	Investigate the feasibility of a Mountain Bike Trail.	Operating		✓			
	1.10.6	Investigate improvements to parks and reserves and implement improvements where appropriate.	Capital	✓	✓	✓	✓	✓
	1.10.7	Develop the Heritage Precinct Railway Reserve Station No. 3 in line with the Concept Plan.	Capital		✓	✓	✓	
	1.10.8	Construct toilet facilities at the Equestrian Centre development.	Capital		✓			
	1.10.9	Implement the McLean Park Precinct improvements.	Capital	✓	✓	✓	✓	✓
	1.10.10	Progress the Denmark Rivermouth Foreshore Enhancement Project.	Capital		✓	✓		
	1.10.11	Investigate opportunities for the Denmark Tree Top Walk.	Capital					✓
	1.10.12	Implement Stage 2 of the Riverside Project.	Capital		✓	✓	✓	
	1.10.13	Review opportunities and use of the Riverside Band Stand.	Capital		✓			
	1.10.14	Progress planning for the High School Oval development.	Operating	✓		✓		
	1.10.15	Implement staged development of Kwoorabup Park.	Capital		✓	✓	✓	✓
	1.10.16	Maintain and improve sporting and recreation facilities (including dog parks) in the District based on catchment needs.	Operating	✓	✓	✓	✓	✓
	1.10.17	Develop a playground upgrade and replacement strategy.	Operating	✓	✓	✓	✓	✓
	1.10.18	Identify opportunities for co-hosting and rationalisation of recreation facilities.	Operating	✓	✓	✓	✓	✓

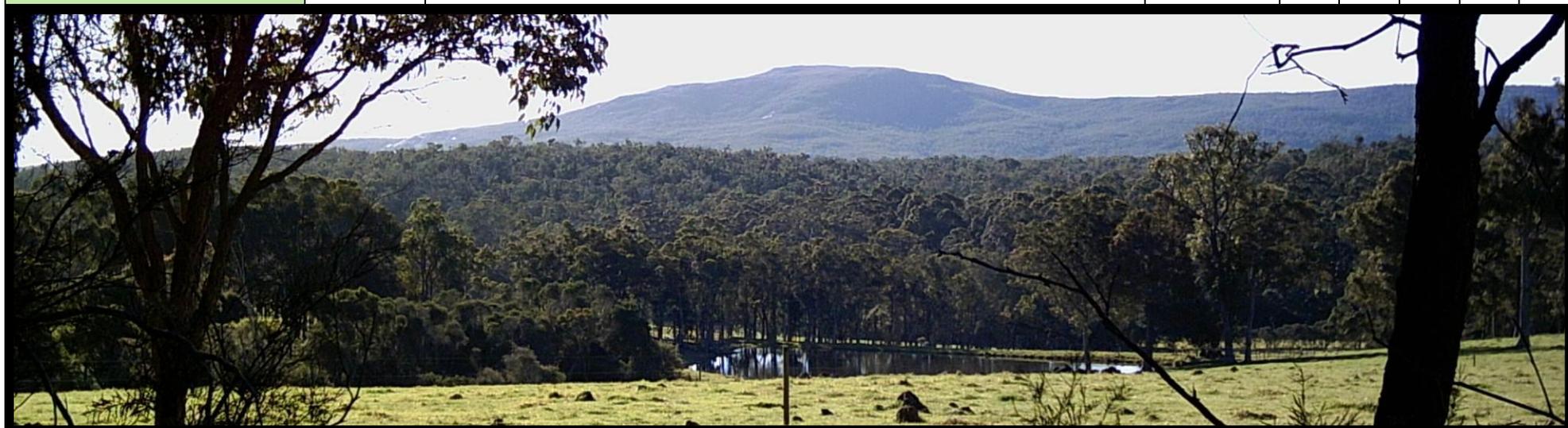
1.10 Recreation (continued)	1.10.19	Identify and develop a database of facilities and services in the district and their use.	Operating	✓	✓	✓	✓	✓
	1.10.20	Establish a marketing strategy based on optimising the use of facilities and increasing program attendances.	Operating	✓	✓	✓	✓	✓
	1.10.21	Encourage and support the establishment of new sport and recreation clubs in the district.	Operating	✓	✓	✓	✓	✓
	1.10.22	Review and develop a revised conceptual Master Plan for the McLean Oval Precinct.	Operating	✓	✓			
	1.10.23	Review, develop and maintain options, including a staged approach, for the establishment of a comprehensive heated indoor Aquatic Centre, within the McLean Park Sporting Precinct.	Capital	✓	✓	✓	✓	✓
	1.10.24	Prepare and implement a Business Plan for the Recreation Centre.	Operating	✓	✓	✓	✓	✓
	1.10.25	Maintain positive relations with the Department of Education and Training regarding shared use of recreation facilities.	Operating	✓	✓	✓	✓	✓
	1.10.26	Encourage the delivery of volunteer training opportunities offered through the Club Development Officer program.	Operating	✓	✓	✓	✓	✓
	1.10.27	Provide grant and funding assistance to community groups and clubs, and assist with coordinating their promotion.	Operating	✓	✓	✓	✓	✓
	1.10.28	Encourage and support community groups to host public events.	Operating	✓	✓	✓	✓	✓

2.Environment Objective

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.

GOALS <i>That the Shire of Denmark...</i>	Strategic Initiative	Action / Project	Operating / Capital	2016/17	2017/18	2018/19	2019/20	Ongoing
2.1 Natural Environment: ...acknowledge 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.	2.1.1	Reduce the distribution and abundance of weeds within Council controlled roads and reserves, and on private property.	Operating	✓	✓	✓	✓	✓
	2.1.2	Manage natural resources in a sustainable manner on land owned or managed by the Shire.	Operating	✓	✓	✓	✓	✓
	2.1.3	Educate the community on native vegetation clearing requirements.	Operating	✓	✓	✓	✓	✓
	2.1.4	Support programs to control feral animals throughout the Shire.	Operating	✓	✓	✓	✓	✓
	2.1.5	Maintain the Council's land and reserves in accordance with the relevant legislation.	Operating	✓	✓	✓	✓	✓
	2.1.6	Maintain the natural values present on bush reserves controlled by the Shire including Dieback management.	Operating	✓	✓	✓	✓	✓
	2.1.7	Identify and monitor areas affected by salinity impacting on Council land.	Operating	✓	✓	✓	✓	✓
	2.1.8	Design drainage and roads so not to adversely impact on the natural environment.	Operating	✓	✓	✓	✓	✓
	2.1.9	Ensure the Shire's waste management site is environmentally compliant and operating at best practice.	Operating	✓	✓	✓	✓	✓
	2.1.10	Promote waste minimisation through education and improved infrastructure and resources within the waste management site.	Operating	✓	✓	✓	✓	✓
2.2 Climate Change: ...monitor the effects of climate change and implements and advocates for policies that will not only mitigate any	2.2.1	Support community education and promotion of energy and water efficiency.	Operating	✓	✓	✓	✓	✓
	2.2.2	Work with relevant organisations to hold a program of workshops to encourage more sustainable practices around the home.	Operating	✓	✓	✓	✓	✓
	2.2.3	Reduce environmental impact and encourage sustainability in all aspects of Shire operations.	Operating	✓	✓	✓	✓	✓

adverse effects, but also take advantage of any opportunities created.	2.2.4	Develop management plans that improve the performance of Council operations to address global warming.	Operating	✓	✓	✓	✓	✓
	2.2.5	Develop partnerships with State Government agencies to identify initiatives to reduce the use of reticulated potable water.	Operating	✓	✓	✓	✓	✓
	2.2.6	Implement strategies to conserve water, while still retaining amenity, sport and recreation, and biodiversity outcomes.	Operating	✓	✓	✓	✓	✓
	2.2.7	Investigate, promote and encourage proposals for re-use of waste water.	Operating	✓	✓	✓	✓	✓
	2.2.8	Support a co-ordinated approach to local water resource management, including drainage.	Operating	✓	✓	✓	✓	✓
	2.2.9	Assess coastal vulnerability of high risk Shire assets along the coastline.	Operating	✓	✓	✓	✓	✓



2.3 Fire Management: ...work collaboratively with relevant agencies to maintain a high level of planning, communication and infrastructure for effective fire and emergency management.	2.3.1	Support the community in emergency and fire management planning, preparedness, response and recovery.	Operating	✓	✓	✓	✓	✓
	2.3.2	Maximise community safety through the management of the risks associated with fire.	Operating	✓	✓	✓	✓	✓
	2.3.3	Involve bushfire brigade volunteers in training opportunities to meet their volunteer requirements whilst recognising the contribution volunteers make to the community.	Operating	✓	✓	✓	✓	✓
	2.3.4	Undertake fire fuel reduction burns and other works on Shire, strategic private, and Government held land.	Operating	✓	✓	✓	✓	✓

2.3 Fire Management (continued)	2.3.5	Maintain and expand strategic fire access routes.	Operating	✓	✓	✓	✓	✓
	2.3.6	Review the Fire Regulation Notice and ensure compliance.	Operating	✓	✓	✓	✓	✓
2.4 Waterways: ...acknowledge 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.	2.4.1	Upgrade Peaceful Bay's water supply and sewerage.	Capital			✓	✓	✓
	2.4.2	Work collaboratively with the Department of Water, Department of Transport, Water Corporation and other Government agencies to ensure the best outcomes for our waterways.	Operating	✓	✓	✓	✓	✓
	2.4.3	Maintain an elementary human contact focused bacterial water quality monitoring program in conjunction with the Health Department of Western Australia, Department of Water and the Department of Fisheries.	Operating	✓	✓	✓	✓	✓

3.Economic Objective

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

GOALS <i>That the Shire of Denmark...</i>	Strategic Initiative	Action / Project	Operating / Capital	2016/17	2017/18	2018/19	2019/20	Ongoing
3.1 Agriculture: ...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.	3.1.1	Finalise Stage 1 of the Lime Quarry Restoration project.	Capital	✓	✓			
	3.1.2	Encourage and promote the use of agricultural land.	Operating	✓	✓	✓	✓	✓
	3.1.3	Ensure that local planning development and long term growth needs are met to ensure a viable agriculture sector.	Operating	✓	✓	✓	✓	✓
	3.1.4	Acknowledge and work collaboratively with the Denmark Agriculture College.	Operating	✓	✓	✓	✓	✓
3.2 Development: ...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.	3.2.1	Finalise the Demark East Development Precinct industrial land subdivision works.	Capital			✓	✓	
	3.2.2	Work with other Government bodies on Local and State regional planning and development issues.	Operating	✓	✓	✓	✓	✓
	3.2.3	Encourage development that is consistent with the individual character of town sites.	Operating	✓	✓	✓	✓	✓
	3.2.4	Investigate opportunities to rationalise or devolve obsolete buildings, landholdings and other assets.	Operating	✓	✓	✓	✓	✓
	3.2.5	Liaise with utility providers to ensure that adequate power, water and sewer services are available in the Shire.	Operating	✓	✓	✓	✓	✓
	3.2.6	Provide supportive planning and development guidance on appropriate major land developments.	Operating	✓	✓	✓	✓	✓
	3.2.7	Guide local development and require compliance in accordance with the Planning Scheme policy.	Operating	✓	✓	✓	✓	✓

3.2 Development (continued)	3.2.8	Ensure conditions relative to development approvals and building permits are complied with and issued in a timely and efficient manner.	Operating	✓	✓	✓	✓	✓
3.3 Employment: ...identify the key economic drivers in the region and develop, implement and advocate for policies that will provide and assist viable and acceptable employment opportunities for residents and ratepayers.	3.3.1	Promote the district as a successful business destination and encourage business development.	Operating	✓	✓	✓	✓	✓
	3.3.2	Advocate for increased resources for business development.	Operating	✓	✓	✓	✓	✓
	3.3.3	Assist in the dissemination of information for employment and training programs for local business.	Operating	✓	✓	✓	✓	✓
	3.3.4	Where appropriate, assist with the promotion and marketing of local businesses.	Operating	✓	✓	✓	✓	✓
	3.3.5	Promote the long term growth of the district by encouraging diverse, profitable and sustainable business.	Operating	✓	✓	✓	✓	✓
	3.3.6	Facilitate the attraction of value adding and compatible new industries to the region.	Operating	✓	✓	✓	✓	✓
	3.3.7	Maintain and strengthen relationships with local businesses and the Denmark Chamber of Commerce.	Operating	✓	✓	✓	✓	✓
	3.3.8	Actively liaise with the Great Southern Development Commission and other State and Local Governments regarding State and Council initiatives that may benefit the region.	Operating	✓	✓	✓	✓	✓
3.4 Transport: ...acknowledge 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 amenity.	3.4.1	Undertake construction in relation to Roads to Recovery projects including road resealing and gravel resheeting, blackspot upgrades and reserve rehabilitation.	Capital	✓	✓	✓	✓	✓
	3.4.2	Bridge upgrades in line with Main Roads WA funding.	Capital	✓	✓	✓	✓	✓
	3.4.3	Undertake upgrades to the Nornalup Denmark Heritage Rail Trail.	Capital	✓	✓	✓	✓	
	3.4.4	Construct the Denmark Wilderness Ocean Walk and Ride Trail.	Capital	✓				
	3.4.5	Plan for the Shire Depot relocation.	Capital			✓	✓	✓
	3.4.6	Implement and manage the construction phases of the Denmark East Development Precinct project.	Capital	✓	✓	✓		
	3.4.7	Maintain and improve road and pathway infrastructure (including dual use paths) to appropriate standards.	Operating / Capital	✓	✓	✓	✓	✓
	3.4.8	Identify the need for road resumptions for future road construction and maintenance and instigate those resumptions.	Operating	✓	✓	✓	✓	✓
	3.4.9	Manage drainage infrastructure in a sustainable manner which minimises flooding on private property and public infrastructure.	Operating	✓	✓	✓	✓	✓

3.4 Transport (continued)	3.4.10	Identify and record infrastructure asset systems to provide the basis for future infrastructure requirements.	Operating	✓	✓	✓	✓	✓
	3.4.11	Review the provision of on and off street parking.	Operating	✓	✓	✓	✓	✓
	3.4.12	Support the Roadwise Program.	Operating	✓	✓	✓	✓	✓
	3.4.13	Ensure the provision of directional, service and tourism signage is integrated into the urban and rural landscape and the amenity of the locality is maintained and protected.	Operating	✓	✓	✓	✓	✓
	3.4.14	Ensure that all signs and other road safety devices are adequately maintained and replaced when required.	Operating	✓	✓	✓	✓	✓
	3.4.15	Ensure the Council has an efficient and cost effective plant and machinery management program.	Operating	✓	✓	✓	✓	✓



3.5 Communication: ...acknowledges the importance of high quality and reliable communication networks, and assists and advocates for the timely growth, capacity and improvement of them.	3.5.1	Advocate for improved mobile telephone and internet infrastructure in Denmark and the region.	Operating	✓	✓	✓	✓	✓
	3.5.2	Promote free WIFI access within the Denmark CBD.	Operating		✓	✓	✓	✓
	3.5.3	Ensure that communication needs of emergency services groups are provided and maintained at the required standard.	Operating	✓	✓	✓	✓	✓
3.6 Energy: ...set an example in the use of alternative energy, and encourages authorities, agencies and residents to support alternative methods of	3.6.1	Continue to investigate the use of renewable energy sources and storage options for Council buildings and infrastructure.	Operating	✓	✓	✓	✓	✓
	3.6.2	Support the dissemination of information to the community with respect to energy efficiency measures.	Operating	✓	✓	✓	✓	✓
	3.6.3	Continue to improve efficient power usage and introduction of energy efficient lighting and equipment in Council buildings.	Operating	✓	✓	✓	✓	✓
	3.6.4	Ensure Western Power is notified of street light faults.	Operating	✓	✓	✓	✓	✓

power, industry and transport, as well as improving on their efficient use.	3.6.5	Work in collaboration with Local, State and private sectors to promote energy efficient measures and sources.	Operating	✓	✓	✓	✓	✓
	3.6.6	Ensure new developments meet required energy efficiency standards through building approval processes in accordance with legislative requirements.	Operating	✓	✓	✓	✓	✓
3.7 Tourism: ...acknowledge 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.	3.7.1	Continue to support new sustainable tourism development (across accommodation, activity, attraction, amenity, access sectors) that will contribute to growth in tourism; as well as supporting improvements to existing tourism.	Operating	✓	✓	✓	✓	✓
	3.7.2	Continue to support small business and entrepreneurial opportunities around tourism and other community enterprise.	Operating	✓	✓	✓	✓	✓
	3.7.3	Continue to engage in the management of local natural areas with associated recreation and tourism uses.	Operating	✓	✓	✓	✓	✓
	3.7.4	Work to further develop Denmark's iconic tourism product and its marketing to prospective visitors, and support the growth of a dynamic arts and creative sector with links to the tourism industry.	Operating	✓	✓	✓	✓	✓
	3.7.5	Promote and support local and regional tourism initiatives.	Operating	✓	✓	✓	✓	✓
	3.7.6	Finalise the Destination Marketing Strategy and Tourism Development Strategy in partnership with Alliance Partners and relevant tourism bodies.	Operating	✓	✓	✓	✓	✓
	3.7.7	Collaborate with tourism peak bodies to promoting and developing the region e.g. Great Southern Development Commission (regional Blueprint), Denmark Tourism Inc., Tourism Western Australia, Australia's South West.	Operating	✓	✓	✓	✓	✓
	3.7.8	Provide infrastructure and services to support local tourism.	Operating	✓	✓	✓	✓	✓
	3.7.9	In recognition of Denmark's potential to develop world-class nature-based tourism assets, continue to support and promote new trail development to complement the existing Munda Biddi and Bibbulmun Tracks e.g. the Wilderness Ocean Walk (WOW) and Ride Trail experience.	Operating	✓	✓	✓	✓	✓
	3.7.10	Support the creation of a single Local Tourism Organisation (LTO), in collaboration with Albany and Plantagenet, that is consistent with the Great Southern Alliance, which represents, coordinates and plans for the interests of the industry including regional branding and strategy development.	Operating	✓	✓	✓	✓	✓

4. Governance Objective

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.

GOALS <i>That the Shire of Denmark...</i>	Strategic Initiative	Action / Project	Operating / Capital	2016/17	2017/18	2018/19	2019/20	Ongoing
4.1 Planning: ...work 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.	4.1.1	Ensure quality, consistent and responsive development and building assessment approval processes and enforcement.	Operating	✓	✓	✓	✓	✓
	4.1.2	Ensure that a system of processes through which the Shire conducts its decision making and directs, controls, and monitors the operation of the organisation, is implemented and maintained.	Operating	✓	✓	✓	✓	✓
	4.1.3	Review existing planning policies and prepare new policies as required whilst providing Council and staff with policies that cover a range of issues and provide a basis for determining applications.	Operating	✓	✓	✓	✓	✓
	4.1.4	Create and implement an Environmental Health Plan.	Operating	✓	✓	✓	✓	✓
	4.1.5	Create and implement an Asset Maintenance Plan inclusive of a Peaceful Bay Water Supply Plan.	Operating	✓	✓	✓	✓	✓
	4.1.6	Create and implement a Coastal Built Structure Plan.	Operating	✓	✓	✓	✓	✓
	4.1.7	Prepare Local Planning Scheme No. 4.	Operating	✓	✓			



4.2 Structure: ...ensures that it has a structure that is transparent, trustworthy, flexible, consultative and collaborative, and is able to attract and retain a high standard of Councillors and Senior Management.	4.2.1	Ensure the corporate structure is aligned with the Shire's strategic direction.	Operating	✓	✓	✓	✓	✓
	4.2.2	Ensure that agendas and minutes are prepared and Council and Committee meetings are held in accordance with the appropriate legislation, Local Law, policies and corporate standards.	Operating	✓	✓	✓	✓	✓
	4.2.3	Develop the skills and information required for Councillors and senior staff to represent the interests of the Shire and provide ongoing training that emphasises the role of corporate governance.	Operating	✓	✓	✓	✓	✓
	4.2.4	Recognise the importance of, and provide for, the professional development of Shire staff members.	Operating	✓	✓	✓	✓	✓
	4.2.5	Maintain a safe working environment, ensuring legislative and internal compliance.	Operating	✓	✓	✓	✓	✓
4.3 Funding: ...be fiscally responsible and seek to develop both safe income generating assets and the maximisation of external funding that will benefit the community and assist in meeting its aims and obligations.	4.3.1	Represent and promote the Council at appropriate Regional, State and Federal forums.	Operating	✓	✓	✓	✓	✓
	4.3.2	Identify grant funding opportunities as a means of financing (fully or partially) Council projects.	Operating	✓	✓	✓	✓	✓
	4.3.3	Ensure that projects and infrastructure are assessed on whole of life costings.	Operating	✓	✓	✓	✓	✓
	4.3.4	Ensure that grant conditions and reporting requirements are clearly known and adhered to.	Operating	✓	✓	✓	✓	✓
	4.3.5	Implement a central grants register that records pertinent deadlines and conditions to ensure compliance with grant conditions.	Operating	✓	✓	✓	✓	✓
	4.3.6	Work collaboratively with community groups and organisations to maximise successful grant applications.	Operating	✓	✓	✓	✓	✓
	4.3.7	Promote the shared position of Club Development Officer to assist clubs and community organisations ensure that appropriate funding sources are identified.	Operating	✓	✓	✓	✓	✓
4.4 Co-operation & Community Input: ...acknowledge that it also has a regional role, and endeavours to work collaboratively with neighbouring Local	4.4.1	Actively work with neighbouring Councils on a regional approach to relevant Local Government issues.	Operating	✓	✓	✓	✓	✓
	4.4.2	Collaborate with the State Government to ensure that local planning development and long term growth needs are met.	Operating	✓	✓	✓	✓	✓
	4.4.3	Liaise with neighbouring Councils and appropriate Government departments on the development of a Regional Economic Development Strategy.	Operating	✓	✓	✓	✓	✓

Governments, the State Government and external organisations, whilst remaining responsive to the voice of its own community.	4.4.4	Support a coordinated approach to regional water resource management.	Operating	✓	✓	✓	✓	✓
	4.4.5	Inform and engage with the community in accordance with the Council's adopted Community Engagement Framework.	Operating	✓	✓	✓	✓	✓
	4.4.6	Support strategic alliances, community groups, stakeholder forums and advisory committees that assist the Shire in policy development and service planning.	Operating	✓	✓	✓	✓	✓
	4.4.7	Liaise with the Chamber of Commerce to establish areas where the two organisations can effectively work together to achieve mutually beneficial outcomes.	Operating	✓	✓	✓	✓	✓
	4.4.8	Provide delegation mechanisms to enable the day to day business of the Council to be handled by the administration.	Operating	✓	✓	✓	✓	✓
	4.4.9	Encourage and support the continuation of a local independent media presence.	Operating	✓	✓	✓	✓	✓
	4.4.10	Deliver timely, accurate and consistent information to our customers, whilst ensuring customer service is accessible and convenient to the whole community thus maintaining a positive image of the Shire.	Operating	✓	✓	✓	✓	✓
	4.4.11	Investigate and utilise new technology and features to engage with the public and continue to improve the Shire's website presence.	Operating	✓	✓	✓	✓	✓
	4.4.12	Provide statutory and other relevant information to internal and external stakeholders on a timely basis.	Operating	✓	✓	✓	✓	✓