



# DENMARK 2027

**A happy, healthy and eclectic community that embraces creativity, celebrates the natural environment and is invested in a strong local economy. »**

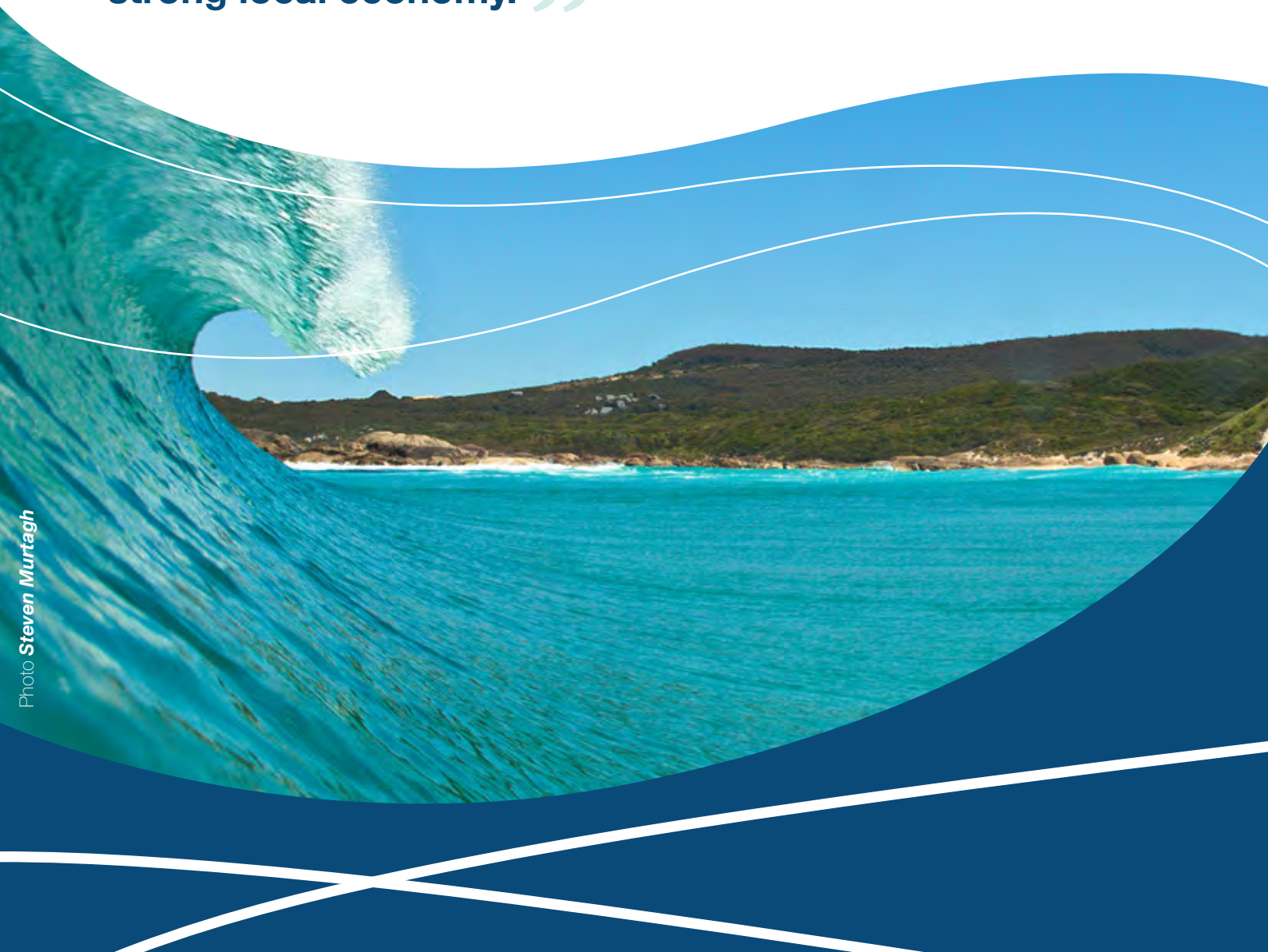


Photo Steven Murtagh

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## Acknowledgments

### Acknowledgment of Country

We acknowledge the Noongar people who are the traditional custodians of this land and pay our respects to Elders, both past and present. We acknowledge and respect their continuing culture and the contribution they make to this region.

### Acknowledgment of Community

We acknowledge our community and thank them for determining the vision for Denmark 2027, through their participation in surveys, competitions, workshops and focus groups in addition to the many conversations held and letters and submissions received.



Photo  
Jan Lewis

## Message from the Shire President



On behalf of the Shire of Denmark, I am pleased to present our Strategic Community Plan, Denmark 2027. The Strategic Community Plan is our highest-level planning document that guides Council's strategic priorities and direction over the next ten years. Denmark 2027 has been developed in partnership with the community and captures the feedback that we received during an extensive community engagement period that featured surveys, competitions, workshops and focus group discussions.

The Denmark 2027 vision statement articulates a collective ambition for our community over the next ten years. The vision is supported by a number of aspirations and objectives that refine, focus and channel our energy and resources towards achieving the village vision.

Denmark 2027 will drive the development of important strategies that we require to effect change in a comprehensive and considered manner. The Plan will also drive major reviews including the development of a new land use planning framework and key projects including a revitalised CBD, a new industrial area, as well as upgrades to infrastructure, cultural and recreational facilities across the whole Shire.

A new consultation framework will underpin the Shire's approach to community engagement and project development and refinement. This will aim to

increase community awareness, seek support for Shire initiatives and hopefully reduce distrust, friction and disharmony in our community.

In closing, I would like to thank the community for participating in the review process and sharing their vision for the Shire of Denmark. The information that we have gathered has directly shaped the aspirations and objectives of Denmark 2027 and will be used to develop important strategies and plans over the next twelve months. We look forward to working with all members of our community to achieve our vision.

Shire President  
December 2017



## Understanding the Strategic Community Plan

Denmark 2027 outlines the long-term vision, values, aspirations and priorities for our community over the next ten years. It is our highest level strategic document that guides the decisions of Council and ensures that our staff and operations are aligned to achieve our community's aspirations, now and into the future.

Denmark 2027 forms part of Integrated Planning and Reporting Framework legislated under the Local Government Act 1995. This framework requires each Local Government to engage with their community to understand local priorities and aspirations and then develop a plan for the future.

The Shire of Denmark and the community share ownership of Denmark 2027 and the responsibility for ensuring its success. Implementation of the Strategic Community Plan will require a partnership approach between Council, our community and a number of key agencies and stakeholders.

## Integrated Planning and Reporting Framework

### Community Engagement

Identifies what is important to the community over the ten-year period. A comprehensive engagement program occurs every four years to review and, if required, reset the community vision. A **Community Satisfaction Survey** occurs every two years to obtain community feedback on the implementation of the SCP.

### Strategic Community Plan (SCP) 10 years

Sets the overall vision and strategic direction of our region for a ten-year period, following extensive community consultation. The SCP identifies community aspirations and objectives and develops purpose specific strategies to achieve the aspirations.

### Corporate Business Plan (CBP) 4 years

Activates the priorities in the SCP and aligns purpose specific strategy **projects** and **actions** to each year of delivery. Resources, finances and assets are considered over a four-year period and aligned to ensure each team within the organisation is working towards the aspirations and priorities contained within the SCP.

### Annual Budget 1 year

Allocates funds and resources to deliver purpose specific strategy programs, projects and tasks during each year of the CBP.

### Measurement and Reporting

**The Annual Report** reviews the progress of the SCP and CBP every year.

**A Quarterly Report** is also produced throughout the year to track the Shire of Denmark's progress at regular intervals.

### Informing Strategies

Supporting and informing the CBP and SCP are strategies and plans that provide information about the revenue, assets, expenditure, staff and time required to support the achievement of the community aspirations and objectives.

- Long Term Financial Plan
- Workforce Plan
- Asset Management Plan
- Project Management Framework
- Community Engagement Policy
- Purpose Specific Strategies and Plans

## Review Cycle

### Strategic Community Plan

Reviewed every two years, alternating between a Minor Strategic (Desktop) Review and a Major Strategic Review and coinciding with a Community Satisfaction Survey

### Corporate Business Plan

Reviewed annually

### Informing Strategies

Reviewed as required, or every four years



## Strategic Community Plan Overview

Denmark 2027 is broken into five key themes:

- Our Economy;
- Our Natural Environment;
- Our Built Environment;
- Our Community; and
- Our Local Government.

Each theme has an aspiration and a number of objectives that activate community feedback and bring priorities to life.

Purpose specific strategies and plans will be developed to work towards achieving the community’s aspirations and objectives. These strategies and plans will be created using the feedback that was received during the Denmark 2027 community engagement period.

Actions and projects identified in the purpose specific strategies and plans will be budgeted and implemented via the Corporate Business Plan. The success of these strategies and plans will be measured and reported on each year.

**All purpose specific strategies and plans are subject to community engagement and will be adopted by Council.**

Denmark 2027 will focus on delivering and implementing purpose specific strategies and plans to support each community objective and aspiration. Existing strategies and plans will be reviewed over the life of this plan and new strategies and plans will be submitted for consideration and adoption during the first year of the Corporate Business Plan.

# Strategic Community Plan Denmark 2027

## Community Vision

A happy, healthy and eclectic community that embraces creativity, celebrates the natural environment and is invested in a strong local economy

Theme: Our Economy	Theme: Our Natural Environment	Theme: Our Built Environment	Theme: Our Community	Theme: Our Local Government
<p>Aspiration:</p> <p>We are an attractive location to live, invest, study, visit and work</p>	<p>Aspiration:</p> <p>Our natural environment is highly valued and carefully managed to meet the needs of our community, now and in the future</p>	<p>Aspiration:</p> <p>We have a functional built environment that reflects our rural and village character and supports a connected, creative and active community</p>	<p>Aspiration:</p> <p>We live in a happy, healthy, diverse and safe community with services that support a vibrant lifestyle and foster community spirit</p>	<p>Aspiration:</p> <p>The Shire of Denmark is recognised as a transparent, well governed and effectively managed Local Government</p>
<p>Objectives</p> <ul style="list-style-type: none"> <li>• Strategies &amp; Plans</li> <li>• Measures</li> <li>• Community Actions</li> </ul>	<p>Objectives</p> <ul style="list-style-type: none"> <li>• Strategies &amp; Plans</li> <li>• Measures</li> <li>• Community Actions</li> </ul>	<p>Objectives</p> <ul style="list-style-type: none"> <li>• Strategies &amp; Plans</li> <li>• Measures</li> <li>• Community Actions</li> </ul>	<p>Objectives</p> <ul style="list-style-type: none"> <li>• Strategies &amp; Plans</li> <li>• Measures</li> <li>• Community Actions</li> </ul>	<p>Objectives</p> <ul style="list-style-type: none"> <li>• Strategies &amp; Plans</li> <li>• Measures</li> <li>• Community Actions</li> </ul>

## Our Community Profile

The Shire of Denmark has a resident population of approximately 5,964 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 passionate, diverse community who reside across the four town sites of Denmark, Peaceful Bay, Bow Bridge and Nornalup.

### Local Attractions and Activities

Wilderness Ocean Walk; William Bay National Park; Greens Pool; Madfish Bay; Waterfall Beach; Lights Beach; Ocean Beach; Peaceful Bay; Mt. Lindesay Wildflowers; Frankland River; National Parks; Valley of the Giants Tree Top Walk; Bibbulmun Track; Munda Biddi Trail; Cycle and Four Wheel Drive Trails; Boutique Breweries and Wineries; Art Galleries and Studios; Surfing; Canoeing and Boating; Recreational Fishing; Restaurants and Cafés; Animal and Exotic Bird Farms; Nature Based Adventure Park; Historical Museum; Locally Made Produce Stalls

### Significant Local Events

Denmark Arts Markets - December, January and Easter; Dreams of the Bay Art Exhibition Peaceful Bay - January; Australia Day Breakfast Featuring Citizenship Awards Presentations and 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 and Craft Trail - September; Brave New Works - November; Community Christmas Parade - December

Photo  
*Angela Dickinson*

### Local Industries

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



Source: <http://profile.id.com.au/denmark>

Estimated resident population 5,964	Male 49.6%	Female 50.4%
Median age 49	Families 1,552	Average children per family (families with children) 1.8
Average people per household 2.3	Private dwellings 3,375	Volunteers 1,441
Local businesses 695	Local jobs 1,959	Employed residents 2,504
Unemployment rate 6.86%	Largest industry Agriculture, Forestry and Fishing	Gross regional product \$0.25 billion

## Shire of Denmark Trends

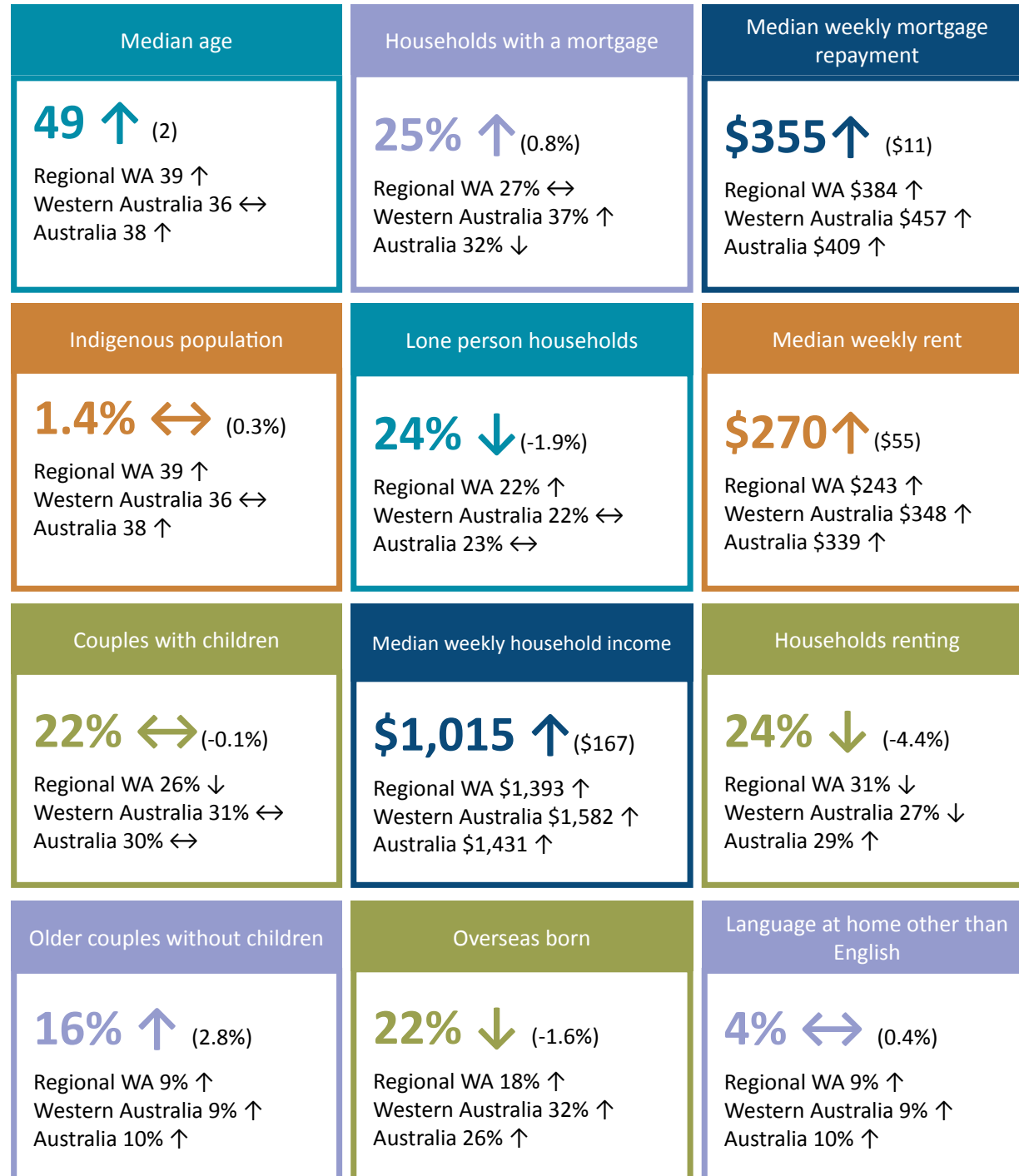
- Ageing population
- Increase in older couples without children
- Increase in the need for assistance for core activities
- Higher than average English ancestry
- Below average full-time employment
- Higher than average part-time employment
- Higher than average voluntary work
- Decrease in households renting
- Higher than average median weekly rent
- Below average median weekly income
- High percentage of residents who live and work in the area
- High percentage of absentee landowners

## Local Government Trends

- Changing service demands
- Expanding non-core services
- Expectation to minimise rates
- Long term planning
- Increased risk
- Strategic alignment

## Global Megatrends

- Rapid urbanisation
- Natural resource scarcity
- Changing world economy
- Climate change and environmental decline
- Ageing population
- Digital economy and connectivity
- Increasing expectations
- Innovation
- Displaced People



## Key:

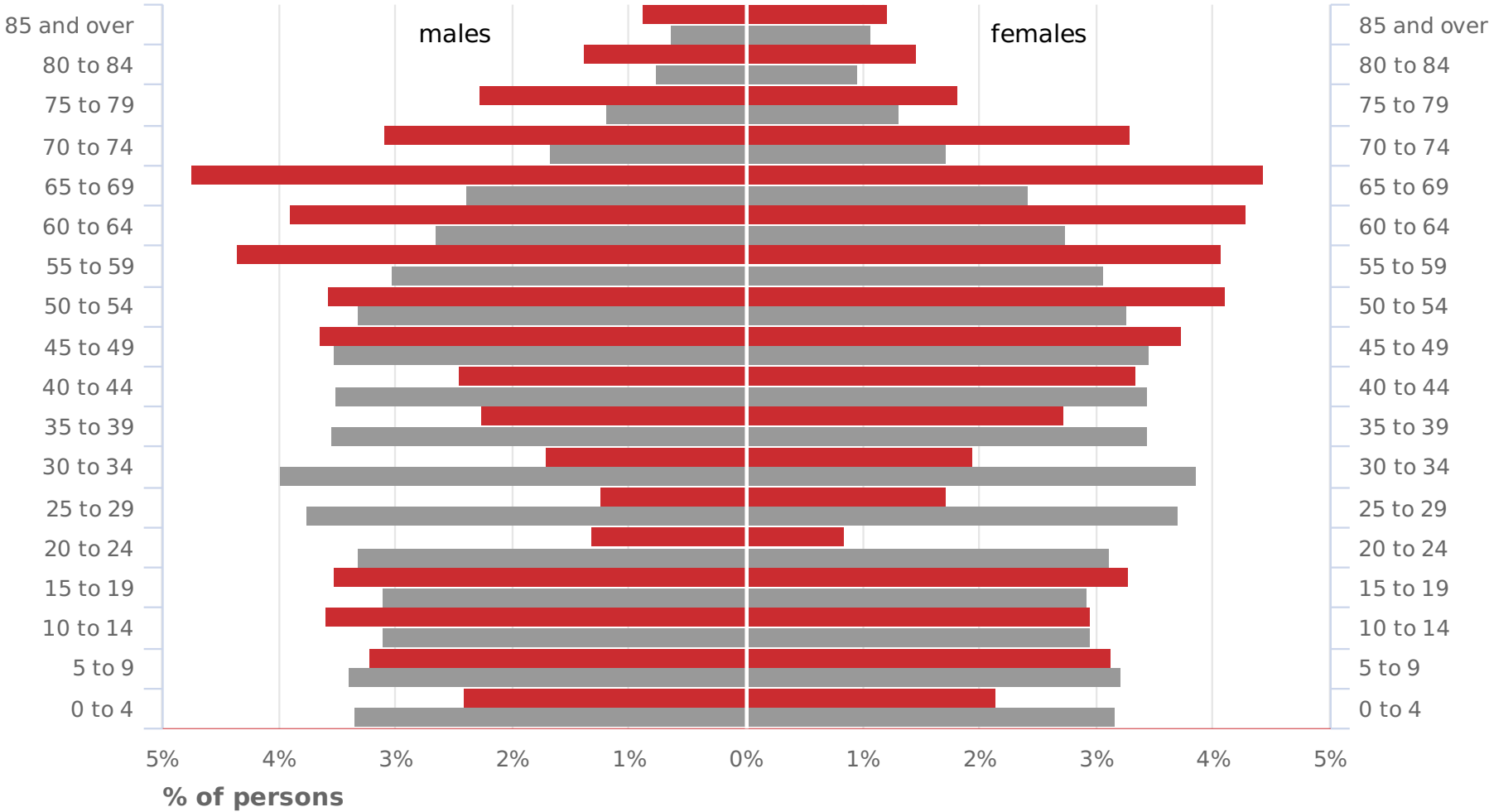
↑ Increased since previous Census

↔ No significant change since previous Census (less than ±0.5%)

↓ Decreased since previous Census

# Age-sex pyramid, 2016

■ Shire of Denmark ■ Western Australia



Source: Australian Bureau of Statistics, Census of Population and Housing, selected years between 1991-2016 (Enumerated data).  
Compiled and presented in profile.id by .id, the population experts.





## Developing Our Strategic Community Plan

In order to develop Denmark 2027, we have sought the views of as many members of our community as possible. Our community shared their ideas during a four-stage engagement process, 'Denmark 2027: Have Your Say!', which comprised surveys, competitions, workshops and focus groups during March to August 2017. Each stage of the process allowed for greater community input, with increasing levels of public participation.

Denmark 2027 encompasses the views sought during this period and strives to be inclusive whilst balancing diverse views within our community. Maintaining an equilibrium between competing community priorities and limited resources will be a focus for the Shire of Denmark during the life of the plan.

## Community Participation

## Denmark 2027: HAVE YOUR SAY!

### Four Stages of Community Engagement

Stage One:  
Surveys

Stage Two:  
Competitions

Stage Three:  
Workshops

Stage Four:  
Focus Groups

Engagement Method	Level of Engagement*	Participation
Community Survey	Consult	523
Youth Survey	Consult	117
Staff Survey	Consult	23
Visions of Denmark Photo Competition	Consult	9
My Vision for Denmark Drawing Competition	Consult	3
Councillor Workshop (including Executive Team)	Involve/Collaborate	10
Peaceful Bay Community Workshop	Involve/Collaborate	16
Denmark Community Workshop	Involve/Collaborate	65
Staff Workshop	Involve/Collaborate	60
Workshop DIY Kits	Involve/Collaborate	88
Focus Group: Sustainable Population and Development	Collaborate	40
Focus Group: Development of Agriculture, Tourism and Small Business	Collaborate	59
Focus Group: Housing Availability and Affordability	Collaborate	39
Focus Group: Decision Making and Community Engagement	Collaborate	35
Focus Group: Bushfire Management and Planning	Collaborate	40
<b>TOTAL:</b>		<b>1127</b>

Plus submissions, letters, emails, telephone conversations, radio interviews, social media posts, media releases and advertising.

\*Community engagement during the major review followed the iap2 spectrum of public participation as per the Shire of Denmark's Community Engagement Policy and Framework. To view a copy of the Policy and Framework visit [www.denmark.wa.gov.au/governance-documents-and-forms.aspx](http://www.denmark.wa.gov.au/governance-documents-and-forms.aspx)



# Our Community Told Us...

## 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

Children have their say!

## In 2027 I would like Denmark to be...

A home for lots of animals with trees and bush and fruit everywhere.



New Things:  
A big sign that says 'Denmark', some big hotels, a kids club, a water playground.

Improved things:  
A bigger history museum, a bigger shopping centre, more wind turbines.



The same but with more swimming pools. I would like to have more Thai restaurants and a cleaner environment. I don't like the litter around.

## E1.0

### Our Economy

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

- E1.1 To have a locally supported resilient, stable and innovative business community that embraces 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 and active 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 to make consistent 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



# Our Economy



## E1.0

*The aspiration and objectives within this area reflect our seasonal economy, reliance on small business and our sustainable competitive advantage.*

*We will:*

- *Increase local expenditure and reduce leakage;*
- *Formalise a collaborative approach to destination marketing;*
- *Revitalise the central business district (CBD);*
- *Implement an 'open for business' approach; and*
- *Support new investment and research opportunities.*

## Aspiration

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

# E1.0

## *Our community objectives are...*

- E1.1 To have a locally supported resilient, stable and innovative business community that embraces 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
- To recognise the importance of agriculture in our local economy and protect prime agricultural land

## *Our strategies and plans to achieve this include...*

### **Existing**

- Destination Marketing Strategy: Collaborative approach to destination marketing in partnership with the Lower Great Southern Economic Alliance
- Regional Price Preference Policy: Provides a price preference to local businesses to maximise the use of local goods, services and works
- Tourism Development Strategy: Collaborative approach to tourism development in partnership with the Lower Great Southern Economic Alliance

## **New**

- Regional Economic Development Strategy: Collaborative approach to economic stimulation in partnership with the Lower Great Southern Economic Alliance
- Land Development Strategy: Reviews and aligns Shire land assets to improve use, retention and disposal
- CBD Revitalisation Strategy: Guides the creation of a more vibrant, active and lively central business district

## *Our measures of success will include...*

- Community Satisfaction Survey
- Development and implementation of our strategies and plans
- Monitoring economic, demographic and employment statistics and trends
- Monitoring visitor numbers and trends
- Monitoring education enrolments, statistics and trends

## *State and Federal strategies and plans that inform our objectives include...*

- Great Southern Regional Blueprint
- Great Southern Regional Planning & Infrastructure Framework
- Lower Great Southern Strategy 2016
- Southern Prospects 2011-2016
- State Government Strategy for Tourism in Western Australia 2020
- State Planning Strategy 2050

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# E1.0

## *Community members can help by...*

- Shopping locally for goods and services
- Attending local events and festivals
- Encouraging family and friends to visit our region
- Enrolling in local education institutions

## *Our key partners include...*

- Denmark Arts
- Denmark Chamber of Commerce
- Denmark Education Providers
- Denmark Historical Society
- Department of Education
- Department of Primary Industries and Regional Development
- Developers
- Great Southern Development Commission
- Local Businesses
- Lower Great Southern Economic Alliance
- Neighbouring Councils
- Tourism WA





# Our Natural Environment

## N2.0

*The aspiration and objectives within this area reflect our location, stunning forests and coastline and irreplaceable natural assets.*

*We will:*

- *Promote incentives that encourage environmentally sensitive development;*
- *Formalise a collaborative approach to waste management;*
- *Encourage the expansion of the infill sewerage program; and*
- *Implement controls and guidelines to ensure development is sensitive to the natural environment.*

### Aspiration

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



# N2.0

## *Our community objectives are...*

- 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

## *Our strategies and plans to achieve this include...*

### **Existing**

- Coastal Reserves Management Strategy and Action Plan 2010-2020: Provides for the management of Shire coastal reserves
- Weeds Strategy & Action Plan: Framework for managing and reducing environmental weeds on Shire managed lands
- Wilson Inlet Foreshore Reserves Management Plan: Aims to protect the ecological and heritage values of the Wilson Inlet foreshore while providing for recreation

- Coastal Hazard Risk Management Adaption Plan for Ocean Beach & Peaceful Bay: A risk based approach to managing the impact of coastal hazards at Ocean Beach and Peaceful Bay
- Strategic Waste Management Plan: Provides guidance on future landfill and collection services

### **New**

- Sustainability Strategy: Provides guidance on how the Shire operates ethically, socially, environmentally, culturally, and economically
- Water Efficiency Action Plan: Sets goals and actions to improve water use

## *Our measures of success will include...*

- Community Satisfaction Survey
- Development and implementation of our strategies and plans
- Monitoring building, environmental and waste statistics and trends

## *State and Federal strategies and plans that inform our objectives include...*

- Classification Framework for Public Open Space
- Great Southern Regional Blueprint
- Great Southern Regional Planning & Infrastructure Framework
- Lower Great Southern Strategy 2016
- National Greenhouse and Energy Reporting Scheme
- National Waste Policy
- Southern Prospects 2011-2016
- State Planning Strategy 2050
- State Sustainability Strategy
- State Water Plan
- Water Forever – Towards Climate Resilience
- Western Australian Waste Strategy – Creating the Right Environment

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# N2.0

## *Community members can help by...*

- Reducing, reusing and recycling
- Installing energy and water saving features
- Considering environmentally efficient designs when building new homes
- Volunteering with local community groups that care for our environment
- Protecting and planting local native vegetation on your property

## *Our key partners include...*

- Aboriginal Community Members, Elders and Representatives
- Denmark Environment Centre
- Denmark Weed Action Group
- Department of Biodiversity, Conservation and Attractions
- Department of Water and Environmental Regulation
- Green Skills
- Lower Great Southern Economic Alliance
- Neighbouring Councils
- South West Aboriginal Land and Sea Council
- Water Corporation
- Wilson Inlet Catchment Committee
- Wilson Inlet Restoration Group



Photo  
**Angela Dickinson**



# Our Built Environment

## B3.0

*The aspiration and objectives within this area reflect our built heritage, quality and well utilised infrastructure and the importance of sound asset management. We will:*

- *Increase our asset sustainability and renewal ratios;*
- *Develop a new planning framework that is flexible, responsive and complements our rural vista;*
- *Redevelop the McLean Park precinct; and*
- *Encourage innovative building technologies.*

### Aspiration

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

# B3.0

## *Our community objectives are...*

- 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

## *Our strategies and plans to achieve this include...*

### **Existing**

- Municipal Heritage Inventory 2011: Conservation of places and areas of historic heritage significance
- Disability Access and Inclusion Plan 2013-2018: Strategies to improve access and inclusion in the Shire
- Local Planning Strategy 2011: Guides future growth of the Shire over a 20-year period
- Town Planning Scheme No.3: Guides and controls land use and development
- Paths & Trails Network Plan: Guides and improves paths and trails within the Shire
- Denmark Airfield Land Use Strategy: Provides a framework for future development of the airfield and immediate surrounds
- Nornalup Character Study: Enhances and protects the character of the Nornalup settlement
- Age Friendly Community Study: Aims to understand and improve the quality of life for residents as they age

### **New**

- Asset Management Strategy and Plans: Outlines how the Shire's asset portfolio will meet the service delivery needs of the community into the future
- Sport and Recreational Infrastructure Strategy: Provides the vision and actions to guide sport and recreation into the future
- Affordable Housing Strategy: Provides the vision and actions required to ensure investors and developers can provide affordable housing options
- Trails Hub Master Plan: Provides the framework to plan and improve the quality, type, number of and access to trails
- Public Open Space Strategy: Provides a framework to manage the Shire's recreation and open space assets now and into the future
- Peaceful Bay Community Plan: Outlines how the Shire will plan the future development of Peaceful Bay
- Nornalup Community Plan: Outlines how the Shire will plan the future development of Nornalup

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# B3.0

## *Community members can help by...*

- Using our existing facilities
- Looking after our community infrastructure and reporting maintenance requirements to the Shire

## *Our measures of success will include...*

- Community Satisfaction Survey
- Development and implementation of our strategies and plans
- Monitoring patronage and facility usage figures
- Monitoring asset ratios

## *Our key partners include...*

- Denmark Historical Society
- Department of Communities
- Department of Mines, Industry Regulation and Safety
- Department of Planning, Lands and Heritage
- Department of Primary Industries and Regional Development
- Department of Sport and Recreation
- Department of Transport
- Local Community Groups
- Lower Great Southern Economic Alliance
- Main Roads WA
- Neighbouring Councils
- Western Australian Planning Commission

## *State and Federal strategies and plans that inform our objectives include...*

- Active Living for All Framework
- Affordable Housing Strategy 2010-2020: Opening Doors to Affordable Housing
- An Age Friendly WA – The Seniors Strategic Planning Framework
- Classification Framework for Public Open Space
- Count Me In – Disability Future Directions Strategy
- Great Southern Regional Blueprint
- Great Southern Regional Planning & Infrastructure Framework
- Lower Great Southern Strategy 2016
- Roads 2030
- Southern Prospects 2011-2016
- State Planning Strategy 2050
- WA Bike Network Plan 2012-2021
- Western Australian Sport and Recreation Industry Strategic Directions 6 2016-2020
- Western Australian State CCTV Strategy

A scenic view of a river with a boat and a rainbow. The river is calm, reflecting the surrounding trees and the sky. A small boat with a green cover is docked on the right bank. A faint rainbow is visible in the water in the foreground. The background shows a dense line of trees under a clear blue sky.

# Our Community

## C4.0

*The aspiration and objectives within this area reflect the capacity of our community to provide for the wellbeing of all residents in a fair and equitable way. We will:*

- *Increase the range of events and festivals during non-peak periods;*
- *Undertake a ‘tenure blind’ approach to bushfire risk management planning;*
- *Support and encourage our strong volunteer base; and*
- *Create and support opportunities for people to come together.*

### Aspiration

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

# C4.0

## *Our community objectives are...*

- 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

## *Our strategies and plans to achieve this include...*

### Existing

- Aboriginal Cultural Heritage Management Plan for Southern Section of Kwoorabup Beelia (Denmark River): Protects the Aboriginal heritage value of the Denmark River foreshore
- Indigenous Dual Naming Project: Supports and acknowledges Indigenous cultural heritage and history through acknowledging the traditional names of identified iconic landscape features within the Shire of Denmark
- Bushfire Prevention Plan: Guides local bushfire prevention, preparation, response and recovery
- Local Emergency Management Plans: Guides local emergency and disaster prevention, preparation, response and recovery

### New

- Library Services Strategy: Supports literacy and lifelong learning through Library services
- Emergency Management Strategy: Improves community outcomes and resilience during emergency events
- Community Development Strategy: Guides development, wellbeing, participation and relationship building across all demographics
- Events Strategy: Encourages and supports community vibrancy and spirit through events, festivals and the arts
- Public Health Plan: Protects, improves and promotes public health and wellbeing in the Shire

## *Community members can help by...*

- Using our existing services
- Volunteering with local community organisations
- Looking after neighbours and friends

## *Our measures of success will include...*

- Community Satisfaction Survey
- Development and implementation of our strategies and plans
- Monitoring population, health and community participation statistics and trends
- Monitoring event and service attendance figures and trends

Continued on following page

# C4.0

## *Our key partners include...*

- Aboriginal Community Members, Elders and Representatives
- Denmark Arts
- Denmark Community Resource Centre
- Denmark Police, Fire Brigades, Ambulance, SES, Surf Life Saving and other Emergency Services
- Department of Communities
- Department of Fire and Emergency Services
- Department of Health
- Department of Local Government, Sport and Cultural Industries
- Department of Planning, Lands and Heritage
- Local Community Groups, Religious Organisations and Sporting Clubs
- Lotterywest
- Lower Great Southern Economic Alliance
- Neighbouring Councils
- South West Aboriginal Land and Sea Council
- WA Country Health Service

## *State and Federal strategies and plans that inform our objectives include...*

- Active Living for All Framework
- An Age Friendly WA – The Seniors Strategic Planning Framework
- Closing the Gap in Indigenous Health Outcomes
- Count Me In – Disability Future Directions Strategy
- Framework Agreement between State and Local Government for the Provision of Public Library Services in Western Australia
- Great Southern Regional Blueprint
- Great Southern Regional Planning & Infrastructure Framework
- Lower Great Southern Strategy 2016
- Southern Prospects 2011-2016
- State Planning Strategy 2050
- WA Police Crime Prevention Strategy 2011-2014
- WA Police Tough on Graffiti Strategy 2015-2017
- Western Australian Sport and Recreation Industry Strategic Directions 6 2016-2020





# Our Local Government

## L5.0

*The aspiration and objectives within this area reflect the requirement for good governance, professional service delivery and sound fiscal management. We will:*

- *Review the community consultation policy and framework to improve the quality of community engagement;*
- *Improve customer service satisfaction;*
- *Implement a 10 Year Long Term Financial Plan; and*
- *Increase the Shire's Financial Health Indicator (FHI).*

### Aspiration

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



# L5.0

## *Our community objectives are...*

- 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 to make consistent 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

## *Our strategies and plans to achieve this include...*

### **Existing**

- Record Keeping Plan: Ensures the accurate creation, management and disposal of Shire records
- Business Continuity & Recovery Plan: Mitigates risk and proactively plans for disruptive events
- Community Engagement Policy & Framework: Aims to encourage and facilitate community participation and enhance decision-making

- Customer Service Charter: Commitment to providing quality services
- Policy Manual: Enables the effective management of resources and ensures equitable decision making processes
- Delegations Register: Records all Delegations of Authority
- Strategic Community Plan: Understands community priorities and guides Council decision making and strategic direction

### **New**

- Communication and Engagement Strategy: Aims to improve the quality of community engagement and communication
- Project Management Guidelines: Provides guidance on project planning, management and control
- Customer Service Strategy: Aims to improve the quality of customer service
- Long Term Financial Plan: Guides the Shire's longer-term financial resourcing requirements and ensures the delivery of services and actions that support the Strategic Community Plan
- Workforce Plan: Outlines and plans for the human resources, capabilities, and competencies required to achieve the Shire's strategic objectives
- Information Technology Strategy: Ensures that the Shire has the necessary ICT equipment and resources to achieve the Shire's strategic objectives

## *Community members can help by...*

- Participating in community engagement activities and attending information sessions
- Providing feedback on services and staff interactions
- Attending Council Meetings
- Nominating for Council or for a position on a Council Committee or Working Group

## *Our measures of success will include...*

- Community Satisfaction Survey
- Development and implementation of our strategies and plans
- Annual Statutory Compliance Assessment
- Annual Financial Audit Performance
- Monitoring community feedback, complaints, voter turnout and participation
- Percentage of projects delivered on time and within budget

Continued on following page

# L5.0

## *Our key partners include...*

- Council Committees and Working Groups
- Department of Local Government, Sport and Cultural Industries
- Local Community Groups
- Local Government Professionals
- Lower Great Southern Economic Alliance
- Neighbouring Councils
- Resident and Ratepayer Associations
- WA Local Government Association

## *State and Federal strategies and plans that inform our objectives include...*

- Department of Local Government Integrated Planning and Reporting Framework
- Department of Local Government Operational Guidelines
- Local Government Compliance Framework

Photo  
**Steven Murtagh**



# Achieving Our Vision

## Our Vision

**A happy, healthy and eclectic community that:**

- embraces creativity;
- celebrates the natural environment; and
- is invested 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; and
- embracing innovation and opportunities.



## Aligning Our Resources

	Current Capacity	Future Capacity
Human Resources	63.1 FTE	Increasing
Infrastructure Assets (Fair Value)	\$263,621,636	Consolidating
Property Plant and Equipment (Fair Value)	\$34,216,137	Consolidating
Cash Backed Reserves	\$2,930,743	Stable
Borrowings	\$3,021,085	Increasing
Annual Rates Revenue	\$5,905,630	Increasing
Annual Operating Revenue	\$8,236,413	Increasing
Annual Operating Expenditure	\$14,104,501	Increasing

Current as at 30 June 2017



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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.