



Annual Report 2022/2023



Acknowledgements

Acknowledgement of Country

The Shire President, Councillors and Shire of Denmark staff acknowledge the Minang and Bibulmun people of the Noongar nation who are the Traditional Custodians of this land and pay respects to Elders past, present and emerging.

We acknowledge and respect their continuing culture and the contribution they make to this region and our community.

We also extend our respects to all First Nations people living, working or visiting in our Shire.

Other Acknowledgements

Images in this year's *Annual Report* are supplied by Nic Duncan, Serena Kirby, Aeroture, the Shire of Denmark and others.

Alternate Formats and Previous Editions

Electronic copies of Shire of Denmark *Annual Reports* are available for download online via the Shire of Denmark website at www.denmark.wa.gov.au.

Copies of all Shire documents can be made available in alternative formats upon request.

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Welcome Message

I am pleased to present the Shire of Denmark's *2022/2023 Annual Report*, which provides an overview of the Shire's activities in the year gone by.

The 2022/23 year has seen our community fully emerge from Covid restrictions and re-establish a degree of normality in our everyday lives. It is abundantly clear from the building approval numbers in this report, and other evidence, that this new-normal is one where the Denmark Shire, more than ever, represents a place which people want to call home.

This growth represents very real challenges. We know getting a rental is nigh-on impossible and that our homelessness rate is far higher than many of our neighbours. Council continues to work on planning, land-supply, support services and advocacy work to address these challenges. We are also very grateful to the many volunteers and generous donors who work to support those in housing distress.

We have also completed a significant review of our *Strategic Community Plan*, the Shire's highest-order guiding document and the one almost solely shaped by community. In it, you have asked for an ongoing commitment to the environment, a greater focus on roads and youth and improved leadership and accountability from council. We are intent on delivering.

Our work to protect and enhance our natural, social and built environment and to respond to the increasingly obvious risks and challenges of climate change, particularly fire, have been gaining pace.

At the same time, our core role of providing facilities and services is being strengthened. I am pleased to see us catering to ever-increasing numbers of Denmark Public Library and Denmark Recreation Centre users, for example. We are fortunate to have so many fantastic and dedicated staff in the Shire of Denmark, across all parts of the organisation.

We continue to allocate more money to roads each year and have begun realizing an ambitious plan for the renewal and improvement of many important facilities over the next few years, starting with Prawn Rock Channel and the Ocean Beach Surf Club precinct, an upgraded boat and kayak facility at Nornalup and a major revamp of Berridge Park, with a focus on youth facilities, to name just a few. It is also pleasing to see the growth and vibrancy of our agriculture, education, tourism, retail and hospitality and building sectors.

However, growing pains can be, and often are, uncomfortable. As we navigate this next part of Denmark Shire's path together, I encourage you all to play an active role as citizens through volunteering as well as through your social, sporting and work networks. Please remember that we often have different ideas and different ways of being, but in the end we all want what is best for our community.

I wish you all well.

Cr Kingsley Gibson
Deputy Shire President

Our Community Snapshot

Population



6534

Estimated residents 2022

Volunteers



29.4%

Persons aged 15+

Unpaid Care



12.5%

Persons providing assistance to a person with a disability, long term illness or old age

Economic Output



\$757.9 Million

Homeless



84

Estimated

First Nations



1.3%

Aboriginal and Torres Strait Islander population

Number of Jobs



2074

Disability



4.7%

People who need assistance with core activities

Median House Price



\$523,000

Unemployment Rate



3.7%

Top 5 Performing Areas

- **Community Safety and Crime Prevention**
- **Festivals, events, art and cultural activities**
- **Library and information services**
- **Tourism attractions and marketing**
- **Efforts to promote and adopt sustainable practices to manage climate change**

References: 2021 ABS Census data, REIWA and MARKYT Community Scorecard

2022/2023 Elected Members

The next Local Government election in the Shire of Denmark will be held in October 2023.

Council Demographics

67% female, 33% male

22% aged 40-50, 34% aged 51-60, 44% aged 61+

Elected Member	Position/Ward	Term Expiry	Meeting Attendance	Total Meetings Held
Ceinwen Gearon	Shire President	2023	13	16
Kingsley Gibson	Deputy Shire President	2023	16	16
Janine Phillips	Kent/Nornalup	2023	13	16
Jackie Ormsby	Kent/Nornalup	2025	11	16
Donna Carman	Town	2025	15	16
Donald Clarke	Town	2023	16	16
Jan Lewis	Scotsdale/Shadforth	2025	15	16
Nathan Devenport	Scotsdale/Shadforth	2023	15	16
Clare Campbell	Scotsdale/Shafforth	2025	14	16



Committees and Working Groups

Council has a number of **Advisory Committees** which guide and provide recommendations to Council on particular matters. The following Elected Members represented Council at meetings in 2022/2023:

Audit Advisory

- Cr Gibson (3/3)
- Cr Devenport (2/3)
- Cr Ormsby (2/3)
- Cr Carman (3/3)
- Cr Campbell (2/3)
- Cr Clarke (3/3)

Bushfire Advisory

- Cr Gearon (1/4)
- Cr Campbell (3/4)

Disability Advisory

- Cr Carman (2/2)

Local Emergency Management

- Cr Gearon (3/5)
- Cr Ormsby (2/5)
- Cr Campbell (2/5)

Council has a number of **Working Groups** which are tasked with a specific project or objective/s. The following Elected Members represented Council in 2022/2023:

Denmark Bushfire Mitigation

- Cr Ormsby
- Cr Carman
- Cr Campbell

Local Planning Strategy

- Cr Lewis
- Cr Gibson

Strategic Community Plan

- Cr Gibson
- Cr Phillips
- Cr Devenport

Trails Advisory Group

- Cr Gibson
- Cr Carman
- Cr Clarke

Council Delegates

Council is represented on a number of external organisations, agencies and committees as listed below. The following Elected Members represented Council in 2022/2023:

Denmark Aquatic Centre Committee Inc: Cr Clarke

Denmark Arts Inc: Cr Clarke

Denmark Chamber of Commerce Inc: Cr Gibson

Denmark Community Resource Centre Inc Committee: Cr Gearon

Denmark Historical Society Inc: Cr Campbell

Denmark Mountain Bike Club Inc: Cr Gibson

Denmark Residents and Ratepayers Association: Cr Gibson

Great Southern Recreation Advisory Group: Cr Devenport

Great Southern Regional Road Group: Crs Gibson & Lewis (proxy)

Joint Development Assessment Panel: Crs Gibson and Phillips (Crs Carman and Devenport alternate members)

Lake Muir/Denbarker Community Feral Pig Eradication Group: Cr Devenport

Nornalup Ratepayers and Residents Association Inc: Cr Ormsby

Peaceful Bay Progress Association Inc: Cr Phillips

South Coast Alliance Inc: Crs Gearon and Lewis

WA Local Government Association, Great Southern Zone: Crs Phillips and Carman

Walpole Work Camp Committee (Dept. Corrective Services): Cr Phillips

Wilson Inlet Catchment Committee Inc: Cr Lewis

Executive Message

On behalf of our hard-working staff here at the Shire of Denmark, I am proud to reflect on the *2022/23 Annual Report* which highlights the accomplishments, challenges and strategic visioning we have achieved over the past year.

This year's report focuses, in particular, on themes of community engagement, sustainability, volunteering and more, reported against our five *Strategic Community Plan Denmark 2027* pillars: Our Economy, Our Natural Environment, Our Built Environment, Our Community and Our Local Government.

As you read through this report, you'll find our highlights for each pillar, as well as reporting on our *Corporate Business Plan 2022-2025* projects scheduled for this year which our team worked hard to progress or complete for the benefit of our community.

I am particularly proud of the continued focus on community engagement and collaboration, as this report showcases outcomes including:

- Boosted levels of participation at Youth Fest 2023
- All ages input into the concept planning process for our future Berridge Park revitalisation
- Community-led initiatives such as our new Pump Track and Beach Volleyball Courts
- Heightened participation and awareness of Bushfire Ready initiatives
- More than 1700 submissions to our Strategic Community Plan review

- Strong levels of participation in environmental education programs and initiatives
- Reconciliation engagement at our 26 January community event
- Collaboration with local clubs and stakeholders for our Denmark Down Under campaign

All of this, plus many, many more achievements in the past year, serves to highlight how closely our team here at the Shire works with our community with dedication, diligence and professionalism.

As we look forward to 2023/24, we will continue working collaboratively with our community as we work towards our new community vision: **"A vibrant coastal community, connected to the environment, living the village lifestyle."**

This new vision, created with our community this year for our *Strategic Community Plan Our Future 2033*, will be our focus for the next 10 years, and our commitment to our community is to **"Protect what makes us special, improve our quality of life, and plan for future generations."**

We look forward to taking the first steps towards these worthwhile aspirations in 2023/24.

David King
Chief Executive Officer

Aligning to Denmark 2027

Our operations are guided by our community through our *Strategic Community Plan Denmark 2027* and its five pillars as listed below. One of our *Corporate Business Plan* projects this year was a major review of *Denmark 2027* which was completed in June 2023, culminating in the adoption of a new *Strategic Community Plan Our Future 2033*.

This year's achievements are reported against the pillars from *Denmark 2027* which remained in place as the Shire's principal guiding document until it was replaced by *Our Future 2033* at the end of the financial year in late June 2023.

<p>E1.0 Our Economy <i>We are an attractive location to live, invest, study, visit and work</i></p> <ul style="list-style-type: none"> • 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 	<p>N2.0 Our Natural Environment <i>Our natural environment is highly valued and carefully managed to meet the needs of our community, now and in the future</i></p> <ul style="list-style-type: none"> • 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 	<p>B3.0 Our Built Environment <i>We have a functional built environment that reflects our rural and village character and supports a connected, creative, active and safe community</i></p> <ul style="list-style-type: none"> • 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 	<p>C4.0 Our Community <i>We live in a happy, healthy, diverse and safe community with services that support a vibrant lifestyle and foster community spirit</i></p> <ul style="list-style-type: none"> • 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 	<p>L5.0 Our Local Government <i>The Shire of Denmark is recognised as a transparent, well governed and effectively managed Local Government</i></p> <ul style="list-style-type: none"> • 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 • L5.6 To seek two-way communication that is open and effective
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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.

Our Economy

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Tourism WA and FIFA Women's World Cup 2023 'Denmark Down Under' Campaign

Officers partnered with Tourism WA and a videographer to capture international attention in the lead up to the FIFA Women's World Cup Australia and New Zealand 2023. Featuring the local women's and girl's soccer teams, a video was produced inviting the Danish Women's Football team (and Crown Princess Mary) to come to Denmark, Western Australia, while the team was set to be in WA for the group stage of the tournament.

Launched in May 2023, with support from the Denmark Chamber of Commerce and the Member for Warren Blackwood, the video gained lots of traction online, with multiple news organisations covering the story. The Danish Women's team saw and 'loved' the video, reposting the video - which showed off various tourism features of our Shire - via their Instagram stories to their 104,000 followers in Denmark (Scandinavia), with individual players on the team also reposting the video for their own followers to see.

WA Government Ministers Roger Cook and David Templeman joined Jane Kelsbie, Member for Warren Blackwood, in posting their own video invitation to the Danish team to visit Denmark Down Under during their stay. Thanks to their support, representatives from our local soccer club were invited to attend a closed training session with the team and later to watch a game during the group stages of the World Cup between Denmark and China.



Community Organisation Takes Over Reigns of Container Deposit Scheme at the Tip

In late 2022/23, Green Skills Denmark took control of the Container Deposit Scheme program at the Denmark Waste Transfer Station, delivering the recycling reward program for the community, in a move that allows community-based and led fund-raising in a win for local community groups and keeping cash circulating within the local community.

Commercial Activity Moves into the Denmark Light Industrial Area

Offers have been made on lots within the Denmark Light Industrial Area, designed to enable businesses to gain a foothold in the Denmark economy.

Event Management Outsourced

The management for this year's Australia Day event was outsourced to a local contractor, in another move to support local businesses to operate within our local economy.



Project Tracking

The following projects that address **Our Economy** were listed in the *Corporate Business Plan 2022-2025* for delivery or progression in 2022/2023.

Project	Action	Comment
Electric Vehicle Charging	DELIVER an electric vehicle charging station in the Denmark CBD	A 22-kilowatt dual electric vehicle charger was installed and operational by March 2023 at Hollings Road near Berridge Park, providing a much-needed service to the community and to visitors. Progression of a power upgrade from Western Power is also in the works to facilitate DC fast charging in the CBD, further encouraging electric vehicle users and owners to spend time in the CBD while their vehicles charge.
Tourism Signage	FUND the upgrade to Community Noticeboards	No funding allocated in 2022/23.
Paths and Trails Workforce	PARTNER with external bodies on the creation of a local workforce for paths and trails maintenance	Relationship with Pardelup Prison established in advance of trails and paths maintenance planned for 2023/24.
Venue Hire Program	DELIVER the introduction of a venue hire program through 'Space to Co' to create a more effective booking of Shire facilities to the community	On track for delivery in 2023/24.
Art Exhibition Space	DELIVER the creation of an art space within the Administration Building to support local artists	The layout of the lobby in the Shire Administration Building has been reconfigured in preparation for this initiative to go live. Due for delivery by the end of 2023.
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	Resources allocated to commence in 2023/24.

Our Natural Environment

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A Solution for Trails in Denmark and the Future of Mount Hallowell

Following extensive community debate and consultation about a concept proposal for a trail network on Mount Hallowell, in October 2022 focus turned to the development of trails at a degraded site on Turner Rd to prevent development of trails in the 'core' of the A-class reserve on Mount Hallowell.

A Trails Advisory Group was also established to provide advice on trails development in the Shire and to facilitate stakeholder input into Council decision-making through collaborations.

Environmental Education Workshops

Following the success of community-oriented environmental education programs last year, more environmental education workshops were facilitated by the Shire through not-for-profits for the promotion and protection of the Shire's biodiversity values and to facilitate and encourage sustainable behaviour change. These workshops included community garden workshops, habitat gardening workshops, worm farm and composting workshops, and foreshore vegetation workshops.

Cloth Nappy Initiative

From July 2022, thanks to a collaboration between the Shire, the Department of Health Western Australian Country Health Services and Plastic Reduction Denmark, each new baby born as a resident of the Shire of Denmark is gifted a cloth nappy as a sustainable initiative towards reducing waste to landfill.



Sustainable Christmas Decorations

Thanks to Plastic Reduction Denmark and local school students, the Denmark CBD was once again decked with environmentally friendly bunting in an effort to make sure that unnecessary plastic was not used to decorate our town for the 2022/23 festive season. No new plastic decorations will be purchased in future, and we are making sure to continue to use what we already have until it is no longer usable, at which point it will be phased out of use.

Mug Library

Several local cafes took part in our Mug Library initiative this year. The library consisted of donated mugs, bundled in hampers and distributed to businesses around town in November 2022. This zero-waste initiative to reduce single-use disposable coffee cup items was instigated by local community group Plastic Reduction Denmark, in line with the State Government WA Plan for Plastics ban and has been a priority focus of the Shire's Sustainable Projects Committee through the Shire's *Sustainability Strategy*.

Reusable Coffee Cup Trial

In continued collaboration with local community group Plastic Reduction Denmark, the Shire of Denmark took another step to tackle single use coffee cups, with a three-month subsidy of the ReturnR subscription and starter pack program. Local food retailers were provided with a gifted subscription of a reusable coffee cup starter pack. Participating cafes included the Green Pantry, Teahouse Books, Ravens, Tarifa, Shell, Reminisce Café, Strickland French Hot Bakery and Denmark Gelato.



Weed Management Control Continues

The Shire's weed management program was continued on Shire roads and reserves, specifically targeting blackberries, arum lilies, and eastern state wattles.

In September 2022, community engagement and promotions were carried out, in addition to direct communications to targeted residents, to encourage residents to take action on weedy wattles as part of the annual spring 'blitz' on Eastern States Wattles.

Investigations into Illegal Vegetation Clearing

Investigations were undertaken into illegal vegetation clearing in places across the Shire such as on the foreshore of Wilson Inlet or in areas adjacent to private property with bushfire concerns.

Shire Officers investigated each reported incident to determine the need for revegetation or referral to the Department for Water and Environmental Regulation.

An education program accompanies Shire investigations, with nearby residents to impacted areas directly contacted with information about the value of preserving native flora for the health and biodiversity in our area.

Parry Beach Preliminary Report Finalised

In early 2022/23, the Parry Beach Preliminary Report and Background Paper were completed, following community consultation. The findings have been incorporated into the review for the Coastal Reserves Management Plan update.

Thriving Parks and Gardens

This year, the hard work of our Parks and Gardens team was noticed by our community, with lots of positive feedback received in 2022/23.

Our teams have been working in recent years to ensure clever planting in public gardens to increase visual amenity and to reduce workload by replacing annual plants with longer-lived, more resilient plants. Plants which require reduced amounts of water and maintenance have been selected and it's showing in the health and beauty of our gardens and parks.

Regional Climate Alliance

Assisted the Regional Climate Alliance for a Sustainable Building Audit at Shire owned assets to guide future works programs was completed for the Administration Building, Denmark Recreation Centre and Shire Works Depot.

Energy efficiency upgrades are scheduled for the Denmark Public Library, Denmark Recreation Centre and the Administration Building, including LED Lighting replacements, energy efficient air-conditioning replacements and a solar battery system for the Library.

Project Tracking

The following projects that address **Our Natural Environment** were listed in the *Corporate Business Plan 2022-2025* for delivery or progression in 2022/2023.

Project	Action	Comment
Climate Dashboard	DELIVER greenhouse gas emissions monitoring for Shire operations	A greenhouse gas monitoring tool was developed through the Regional Climate Alliance. On-going monitoring of Shire operations greenhouse gas emissions is now undertaken each financial year.
Water Re-use Project	DELIVER upgrade to community infrastructure with the McLean Oval Water Reuse Project	Waste Water treatment diversion project commenced in November 2022, with pipelines laid to prepare to irrigate McLean Oval with recycled waste water by summer 2023/24. The project, once operational, will divert tens of thousands of kilolitres of treated waste water from entry into the Wilson Inlet.
Waterwise Efficiency Action Plan Update	DELIVER an update to the Waterwise Efficiency Action Plan	Annual reporting to Water Corporation undertaken in November 2022. Received re-endorsement as accredited Waterwise Council in February 2023. The Sustainable Projects Committee determined at their February 2023 meeting not to pursue with Waterwise accreditation, instead, actions from Waterwise plan have been incorporated into Sustainability Action Plan.
Waste Audit and Education Workshop	DELIVER waste audit on small business and PARTNER with Greenskills on waste education workshop	Recommendations to Council for 2023-24 budget allocation. Local waste audit on small business and household with subsequent waste education workshop was conducted with Green Skills to promote sustainable alternative materials in an effort to reduce waste to landfill through the Sustainability Environmental Education program.
Coastal Reserves (CHARMAP)	DELIVER an updated Coastal Reserves Management Strategy and Action Plan for Shire coastal reserves, including Parry Beach coastal hazard mapping	Consultant appointed and first stage of community and stakeholder consultation completed in May 2023. Drafting of a master plan is due for completion in 2023/24.

Project	Action	Comment
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FOGO	LEAD the implementation of FOGO into the Shire's Waste Management System	Case study work has begun to underpin decision-making on the implementation of Food Organics, Garden Organics (FOGO). Feasibility studies will continue into 2023/24.
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Biochar Project

	FUND the Wilson Inlet Catchment Committee Biochar investigation	With funding from the WA government's Future Carbon program, Wilson Inlet Catchment Committee (WICC) has partnered with Murdoch University, Green Skills and the Shire of Denmark to explore converting the Shire of Denmark's 800 tonnes of green waste per annum into biochar. Biochar is essentially charcoal, packed full of carbon. Biochar can be fed to livestock improving animal health and reducing enteric methane production. This program will include a trial feeding biochar to dairy cattle which has been shown elsewhere to increase milk production substantially.
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Bird Sanctuary Infrastructure	DELIVER permanent fencing and signage for Bird Sanctuary	Permanent fencing was installed in February 2023, with directional signage also placed in strategic locations. Officers are working with the Denmark Bird Group to develop interpretative signage for the site.
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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	A local consultant was appointed to deliver the Weed Strategy review. Preliminary engagement work began in late June 2023, with broader community and stakeholder engagement scheduled to begin in early 2023/24.
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Annual Tree Planting	LEAD the rehabilitation of Shire land, including increasing annual tree planting and revegetation program	Annual program of tree planting and revegetation continued with thousands of plants planted across multiple sites in the Shire. Park trees were also planted in various public open spaces, including a number of natives and deciduous park trees.
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Wilson Inlet Foreshore Management	PARTNER with Wilson Inlet Catchment Committee on foreshore revegetation plans	Strategic mapping of revegetation sites was undertaken this year, with particular focus on re-establishing illegally cleared fringing vegetation on the Wilson Inlet. Community planting days are scheduled for delivery in early 2023/24.
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Our Built Environment

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Progression of draft Local Planning Strategy

After starting preliminary consultation in 2020 to work through the big picture planning issues with a Council Working Group and responding to the latest state planning policies, Council adopted the draft Local Planning Strategy in September 2022. This was subsequently referred on to the Western Australian Planning Commission (WAPC) for permission to advertise. As at June 30, 2023, the draft was still sitting with WAPC.

New Local Planning Policies

Local planning policies were given attention in 2022/23, with new policies addressing ancillary dwellings, building envelopes and Caravan Parks & Camping Grounds adopted by Council.

Several existing policies were updated including outbuildings and rainwater tanks policies, and a number of obsolete policies revoked.

Roadworks Team Busy as Bees

Our roads team responded to over 130 service requests in 2022/23.

Roads maintenance and upgrades included installing 26,000 tonnes of gravel on Mt Lindesay, Ficifiola, Tindale and Vermeulen Roads, in addition to our annual program of maintenance, upgrades, slashing, grading, spraying and more.

A number of capital works projects were also progressed or completed.

Re-sealing Roads Program

Roads including Ocean Beach, Mt Shadforth, Sheoak Drive and Wyman Trail were re-sealed with crumbed rubber seal, a recycled product (used tyres), in alignment with our sustainability objectives.

Promoting Sustainable Home Design

In line with our *Sustainability Strategy* objectives to promote and support sustainability in all aspects of life in the Shire, a Sustainable Homes Brochure was developed to help homeowners integrate sustainability principles into new or existing building projects.

Ocean Beach Lookout Path

A new path from the Ocean Beach Lookout to the beach was completed in May 2023, ready to join up with an access stairway down to Ocean Beach, which is due for completion in late 2023.

Prawn Rock Retaining Wall

In October 2022, the retaining wall along the boardwalk section of the Prawn Rock Channel was replaced to complement the upcoming replacement of the boardwalk. Efforts were made to reduce potential environmental impacts, with large limestone rocks used along with geofabric and rock armour.



Project Tracking

The following projects that address **Our Built Environment** were listed in the *Corporate Business Plan 2022-2025* for delivery or progression in 2022/2023.

Project	Action	Comment
Surf Club Redevelopment	DELIVER upgrades to the Surf Life Saving Club facilities and public facilities at Ocean Beach	Funding has been secured for this project. Final design work will continue in late 2023, with construction expected to commence in early 2024.
Ocean Beach Precinct Upgrades	DELIVER erosion control in order to preserve the recreational precinct	Grant funding applied for to cover costs of reconstructing the sea wall at Ocean Beach, with a goal to get underway by late 2023.
Prawn Rock Channel Upgrades	DELIVER public amenities at Prawn Rock Channel	<p>The project was expanded beyond its original scope to include replacement of ageing infrastructure at the lookout, retaining wall and boardwalk replacement, additional parking at the new ablutions and beach access path and steps.</p> <p>Works commenced in early 2023 to begin implementing the much needed improvements to minimise the human impacts on the popular site ahead of the peak visitation period. Construction is on track for delivery and reopening in time for summer 2023/24.</p>
Solar Panels on Shire Buildings	DELIVER the procurement of additional solar panels for Shire facilities to deliver energy efficiency	<p>Investigations into feasibility of installation of solar panels on all Shire facilities is ongoing. Energy data logging to better understand power needs has been undertaken at several sites.</p>
WOW Trail Stage 2	PARTNER with DBCA on the completion of WOW Trail Stage 2	<p>An extension of Denmark's popular Wilderness Ocean Walk (WOW) Trail began in June 2023. The project will extend the trail to Sinker Bay Carpark. Works on the extension began following flora, fauna and dieback surveys and supervision from Traditional Custodians to ensure minimal disturbance to the natural environment.</p> <p>The 3.2km long, 1.2-metre-wide compacted road base trail surface is expected to be completed and ready for use by late 2023.</p>

Project	Action	Comment
Nornalup All Abilities Launch and Jetty	PARTNER with DBCA to deliver an all access launch and jetty for Nornalup	Detailed design commenced. Expectations are for delivery late 2023.
Peace Street Blackspot	DELIVER Peace St Blackspot	Completed by June 2023, with final linemarking for completion in early 2023/24.
Lights Road Upgrade	DELIVER upgrade to Lights Road	In June 2023, the Lights Road upgrade was completed. The important and increasingly popular traffic link between Lights Beach and South Coast Highway was upgraded within budget and with minimal environmental impact
Springdale Footpath Link	DELIVER Springdale footpath link	In May 2023, funding of \$245,000 was secured through the WA Bicycle Network Grants Program, to link the footpath at the WA College of Agriculture to Woodward Heights at Springdale. The design phase for this project is set to begin in early 2024, with the construction of the 1km-long footpath set to be underway by December 2024.
Denmark CBD	DELIVER refurbishment to the stage and backstage/green room space at Denmark Civic Centre	This project came about thanks to an election commitment by the current Member of Warren Blackwood and was delivered thanks to State Government funding in May 2023.
All Abilities Carpark	DELIVER an upgrade to one all abilities carpark per year	Dedicated all abilities parking bay included in Prawn Rock Precinct upgrades, on track for completion in early 2023/24.
Flood Mitigation Works	DELIVER an annual program of flood mitigation works to address urgent flooding issues in the community	All capital works projects delivered this year included drainage improvements in design
Planning Framework Review	DELIVER a review of the entire local planning framework	A draft reviewed Local Planning Strategy was completed in September 2022, then forwarded to the WA Planning Commission for permission to go to the final stage of community consultation. The Local Planning Strategy is on track to be finalised in 2023/24.
Riverside Drive Footpath	DELIVER construction of Riverside Drive to MacPherson Drive footpath link	In May 2023, the footpath along South Coast Highway in Nornalup was completed.

Our Community

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Highlights

Strong Community Engagement and Involvement with Strategic Community Plan Major Review

As the draft of the new *Strategic Community Plan* was developed, extensive feedback was sought from the community in the period from August 2022 to June 2023.



More than 1700 people responded from a population of 6534, an amazing achievement from the benchmark of 500. The engagement sought feedback from target demographics identified by the Strategic Community Plan Working Group, including:

- people who live outside the township
- rural residents
- residents of the Western localities of the Shire of Denmark
- parents with young families
- youth
- seniors
- people with lived experience of disability
- First Nations Australians
- people who had never engaged with Shire of Denmark engagement before.

All of the target demographics were reached during the engagement.

Following this, community priorities were identified. These were:

- local roads and storm water drainage
- services and facilities for youth
- environmental conservation and protection
- economic development
- housing availability and affordability
- engagement and decision making

A new community vision “A vibrant coastal community, connected to the environment, living the village lifestyle” was formed, and the plan was endorsed by Council at a Special Meeting in late-June 2023.

Shire of Denmark Becomes Member of Reconciliation WA

In a step to demonstrate a commitment to respectful relationship building and Reconciliation between First Nations community members and the Shire of Denmark, Denmark Shire President Ceinwen Gearon announced in January 2023 that the Shire of Denmark had become a member of Reconciliation WA.

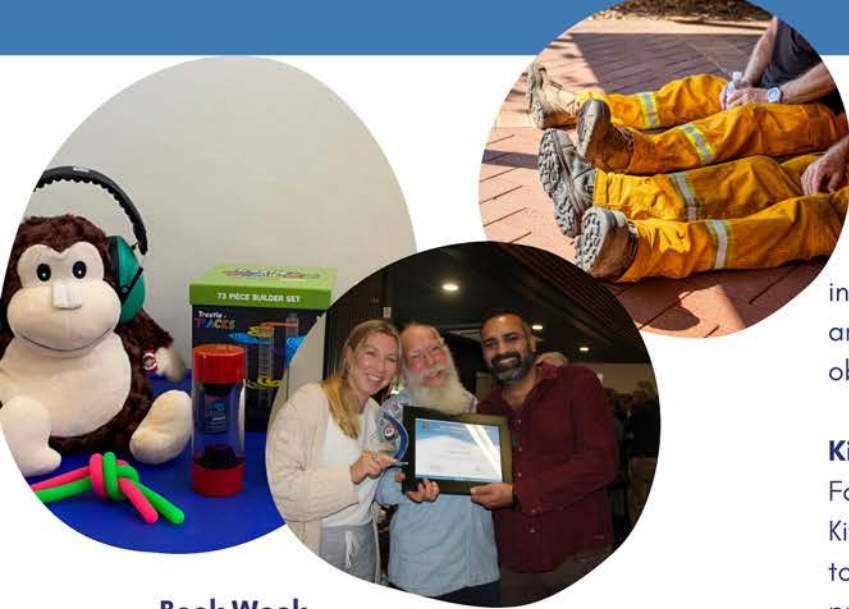
Council voted to acknowledge the Uluru Statement of the Heart

In October 2022, Council made a public commitment to acknowledge and accept the invitation of the Uluru Statement from the Heart. At the October Ordinary Council Meeting, Councillors unanimously resolved to acknowledge the Uluru Statement as an address to the Australian people, inviting the nation to create a better future.



School Outreach

The Denmark Public Library was happy to host Kwoorabup Nature School’s own book launch this year. Children at the school created their own books, then went to the library where they had their very own book launch.



Book Week

The Denmark Public Library had a lot of fun this year with Children’s Book Week. From 20 – 26 August 2022, our Library staff got dressed up as book characters, visited local schools for fun class visits, and even hosted a mad hatters tea party. Author Cristy Burne also visited classes at Denmark Primary School and Kwoorabup Nature School to share her love of writing and science.

The Sketchbook Project

In January 2023, our Library received a number of sketchbooks for the Sketchbook Project. The Sketchbook Project is a collaborative and visual experience that provides an opportunity for young people to share their own personal stories and passions with the wider community across Western Australia. Young people aged 12–26 were invited to fill a blank sketchbook with whatever art their heart desires– poetry, painting, drawings, collages, recipes, origami, anything. All submitted sketchbooks were exhibited as part of the 2023 Youth Week WA KickstART Festival (14 – 28 April) at the State Library of WA. The sketchbooks then embarked on a tour of regional and suburban libraries in an ongoing event called The Travelling Sketchbook Exhibition.

Multi-Sensory Time Kits

In February 2023, five multisensory kits aimed at triggering recollections of the past were added to the Denmark Library Collection. Included in these kits are items to remind people living with dementia of activities such as visiting the beach, working in a dairy or a farm and baking and gardening. Each kit

includes a DVD that incorporates the sights and sounds of places and activities, plus objects to taste, smell and touch.

Kids Sensory Kits

Following the success of the Multi-Sensory Time Kits, sensory kits for children were also added to the Denmark Library Collection. These kits provide children with opportunities for learning, exploration, and personal growth, and include kits that focus on relaxation, emotions, focus, movement and more.

Regular/School Holiday Programs

In 2022/23, the Library had lots of success in continuing their regular and school holiday programs, such as the Lego Club, movie screenings, Badge Making, Author visits, as well as programs for adults such as Shakespeare Reading Group, Poetry Reading, and Novel Idea Book Club.

Volunteer Appreciation Day

The Volunteer Appreciation Day event in May 2023 was a huge success, being the first year that it was integrated with the Denmark Citizen of the Year awards. The event recognised Mark Parre as Citizen of the Year for 22/23, Senior Citizen of the Year as Bradley Kneebone, Youth Citizen of the Year as Annabelle Adams, and Group Citizen of the Year as Denmark Village Theatre. Also announced were the Sportsperson of the Year Awards, with Lucia Edwards winning Junior Sportsperson of the Year and Danielle Carne winning Senior Sportsperson of the Year. The event gained the biggest turnout it has ever had, with youth groups and sporting clubs turning up who had never attended before.

Seniors Week

From 6–13 November 2022, the Shire of Denmark, in partnership with the Denmark Community Resource Centre, hosted a series of activities for Seniors Week. Residents over 60 years of age were invited to join the free

Denmark Seniors Celebration lunch, the theme of which was “the hats we wear” which celebrated the diverse roles our seniors play in the community.

Youth Fest

This year, Youth Fest was the best yet! In April 2023, the Shire of Denmark, Department of Communities and the Denmark Local Drug Action Group worked together to set up Youth Fest at McLean Sports Precinct. Featuring skateboarding, mountain biking, anime drawing workshops, yoga classes, photobooths, and even a listening post to give youth a chance to meet local Elected Members, the Youth Fest was hailed as a huge success, with the highest numbers ever attending a Youth Fest in Denmark.



Roller Discos

After a three-year hiatus, the Roller Skates were dusted off on 1 July for the end of term Roller Disco. More than 300 people attended the ‘Bright and Bold’-themed event that provided an entertaining night out for Denmark families. The Roller Discos have since been held every quarter at the Denmark Recreation Centre with a different theme each time.

Homeschool Sports

In 2022, the Denmark Recreation Centre ran Home School Sports for home-schooled students in the region. The sessions were programmed to improve physical fitness, health, cognitive development, personal well-being and social integration with a variety of team based and individual sports and activities.

International Day of People with Disability

The Denmark Recreation Centre hosted the 2022 International Day of People with Disability, holding an all-abilities sports program, for people of all abilities to come and try out different sports. A number of activities took place, including chair yoga, dance and various multisport. The Centre has partnered with WADSA to deliver a number of Come and Try Multisport Days throughout the year.



Rec Centre Fit23 Program

More than 70 members participated in the Fit23 Challenge at the Denmark Recreation Centre in 2023. The challenge: attend 23 fitness classes in eight weeks to receive a limited-edition shirt and go into the draw to win a swag of prizes. The results: a boost in fitness class participation and a boost for member motivation.

Reopened Evening Classes

This year, evening classes reopened and became a hit at the Denmark Recreation Centre. For members of the community who don’t have time before work, or have kids or other priorities, this means they have the same opportunities to attend classes they may have otherwise missed.

The creche at the Recreation Centre also had a higher usage rate than ever before, helping parents to get the exercise they may want, without having to worry over young children.

Garage Sale Trail 2022

The annual Garage Sale Trail event 2022 saw many positive waste reduction impacts in the Denmark community. More than 2,323 local participants residents were involved as sellers or shoppers at 305 garage sales and stalls, seeing 64,992 kilograms locally of reusable items saved from going to landfill. These numbers were a substantial lift on the 2021 event, when 1781 locals participated at 73 garage sales with 13,087 kilograms of pre-loved items being diverted from landfill.



Book a Ranger Program

The annual 'Book a Ranger' program ran through the months of October and November to help residents identify actions they need to take to prepare their property for bushfire season. Free appointments were available with a ranger who would then come out and provide advice on compliance with Firebreak and Fuel Management Notice 22/23.

Australia Day Event

The 2023 'Kwoorabup Festival' Australia Day Event was a success, hosted at Berridge Park with a good turn out of community members on hand to enjoy the local food, entertainment, fun and games.



Shire officers worked with local Reconciliation advocate James Back to host an information booth with resources and friendly chats ready for any community members keen to learn more about the Uluru Statement of the Heart and Reconciliation WA.

McLean Precinct

The McLean Precinct was activated following

the construction of the new pump track in October 2022, and then continued with the construction of the new beach volleyball court in February 2023. Both projects were made possible by community volunteers and donations, along with contributions from the Shire of Denmark.

Big Bang Science Club

This year, our Library was lucky enough to participate in a pilot program, the Big Bang Science Club, which was supported by the State Library of Western Australia, as a partner in the provision of public library services of WA. The program, which began in January 2023, has provided a series of hands on, fun STEM workshops for children aged 5-12 years, with an aim to increase Science, Technology, Engineering and Maths resources in regional Western Australian libraries. The Big Bang Science workshops have been a great success, focusing on using the natural curiosity of children to develop skill, knowledge and confidence to discover more about science.

Community Grants Program

In November 2022, nine community groups were named as recipients of 2022 Shire of Denmark Community Grants, sharing a combined value of \$25,000. Successful applicants included Chamber of Blessings/Denmark Arts Inc, Denmark Community Rowing Association, Denmark FM/Denmark Community Resource Centre, Denmark Gymnastics, Denmark Machinery

Restoration Group Inc, Denmark Mountain Bike Club Inc, Green Skills Inc, Nornalup Residents and Ratepayers Association and Riding for the Disabled Association Denmark Centre Inc. Applications were assessed by demonstrated need and alignment with both the Shire of Denmark Strategic Community Plan and Shire of Denmark Sustainability Strategy.

Berridge Park Revitalisation Consultation

Concept design consultants linked up with Youth Fest in April 2023 to deliver community engagement targeted on youth connection to gather input and ideas to feed into the concept designing process for the Berridge Park Revitalisation concept planning. Plenty of kids present at Youth Fest got involved in the engagement, ensuring youth voices will be heard and featured in the later-stages of the design process.

Bushfire Ready Groups

With continued support, Bushfire Ready volunteer numbers grew to 55 groups around the Shire of Denmark. On Saturday November 26, Bushfire Ready Denmark hosted a free Community Information Day at the Civic Centre, which included a short documentary of the February bushfire, a presentation on how to be bushfire ready, and gave the community a chance to meet bushfire brigade captains and members, as well as Bushfire Ready facilitators.



Volunteer Spotlight Series

Funded through a Volunteering WA grant, the Shire of Denmark was able to fund local journalists for Denmark Bulletin and Denmark FM to publish features on local volunteers in our community, talking about the benefits of volunteering. The Volunteer Spotlight Series was warmly received by our community.



Local vollies who were featured included:

- Lez Baines, Chief Bushfire Control Officer
- Lindsey Sesin, Creator and Coordinator of Soupy
- Mitchell Hockley, WA VFRS
- James Back, Reconciliation Advocate
- Isobel Wilson, Denmark Food Pantry
- Murray Brooker, Bushfire Ready
- Luka Milbourne, Denmark Community Foundation
- Kayla Emmerton, Horsepower Coach
- Bev Seeney, Black Dog Ride
- Rohan McDougall, St Johns Ambulance
- Belinda Ross, Denmark Running Club

Beach Summer Safety

Surf Life Saving WA, contracted by the Shire to manage safety in conjunction with the Denmark Surf Life Saving Club at Ocean Beach in the summer months, input 589 preventative measures and performed six rescues at Ocean Beach in summer 2022/23.

Project Tracking

The following projects that address **Our Community** were listed in the *Corporate Business Plan 2022-2025* for delivery and progression in 2022/2023.



Project	Action	Comment
McLean Precinct Pump Track and Volleyball Courts	DELIVER the development of a pump track for mountain bikes and volleyball courts	New pieces of community infrastructure! The successful construction of the pump track and beach volleyball courts was made possible by community volunteers and donations. The community-led projects provide infrastructure for fun and healthy outdoor exercise for our local youth and has brought new life to the McLean Park Precinct.
Dual Naming	LEAD the dual naming process with the objective of confirming and submitting Indigenous place names to Landgate, then promote those place names with on-site signage	In early 2023, support was obtained from the Indigenous community, Wagyl Kaip and South West Land and Sea Council on dual naming of 18 iconic landscape features across the Shire. The next step for delivery in 2023/24 is to progress the names to Landgate.
Kwoorabup Park Playground Upgrade	DELIVER an upgrade to Kwoorabup Park playground area	Works commenced to simplify the park layout to improve maintenance outcomes, community safety and visual amenity. Works planned for 2023/24 to improve the boardwalk and wetland area, addressing weeds and other issues with revegetation.
Berridge Park/ Youth Precinct Concept Planning	DELIVER a plan for vibrant, sustainable and integrated youth hub/ precinct in a central location	Consultant engaged to work with officers and community to develop concept plans for the revitalisation of Berridge Park and its linkages to the McLean Youth Precinct. The first stage of community consultation for the drafting process was completed in April 2023 in conjunction with Youth Fest. Concept development and further engagement due for completion by the end of 2023.
Community Art	FUND community art	\$10,000 awarded to a local organisation for a community art event, which subsequently did not go ahead. The \$10,000 was carried over to 2023/24.

Our Local Government

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Corporate Business Plan Project Tracking page 31



Highlights

Improved Accessibility for Customers at Shire Administration Building Foyer and Denmark Recreation Centre

Changes made to Shire Administration Building Foyer and entrance to the Denmark Recreation Centre will deliver improved accessibility outcomes for members of our community with diverse needs. The installation of automatic doors at the Rec Centre will improve accessibility for movement impaired community members, while the installation of an audio loop at the Administration Building will assist those who are hard of hearing.

Arena Future Fuels Grant

During 2022/23, the Shire worked with the Western Australian Local Government Association (WALGA) on an application to the Arena Future Fuels grant to accelerate fleet transition to electric vehicles.

Planning Engagement Made Easy

A Planning and Development section has been set up in our engagement platform Your Denmark to allow for streamlined community consultations for public comment processes around Development Applications, planning policy changes and more. It's a one stop shop for engagement, making it easier for community members and other stakeholders to share their views with us.

Internet Connectivity Enhanced

Capabilities for NBN were increased at both the Shire Administration Building and Works Depot sites to allow for improved productivity and efficiency.

Public Health Plan Completed

The Shire's first *Public Health Plan* was adopted in September 2022, following community consultation which began in 2019, lead by the Public Health Plan Working Group and a consultant. Upon adopting the new plan, Council requested the CEO review a number of relevant Council policies.

Planning and Building Information Made Accessible with User-friendly Info Sheets

A suite of eighteen information sheets were prepared in 2022/23, introducing a range of common development related topics in easy-to-understand language. The information sheets will be added to in future years, with the goal of providing bite-sized, easy-to-understand and jargon free information around complicated topics, particularly related to Planning and Building information.

Internal Compliance Procedures Drafted

Internal compliance procedures have been drafted with a view to ensuring that development complies with the requirements of the relevant planning and building legislation, that there is a consistent and proportionate approach to undertaking compliance and enforcement action, there is transparency, procedural fairness and the principles of natural justice are applied, and that consistent decision-making processes and subsequent actions to be taken.

Project Tracking

The following projects that address **Our Local Government** were listed in the *Corporate Business Plan 2022-2025* for delivery or progression in 2022/2023.

Project	Action	Comment
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	Project commenced, due for completion in 2023/24.
Strategic Community Plan Review	DELIVER a review of the Strategic Community Plan in line with the requirements of the IPR Framework	Major review completed between August 2022 and June 2023. Nearly 1800 community responses were captured during the engagement process which included surveys, mini-questionnaires, competitions, workshops and a public comment period. <i>Our Future 2033</i> was adopted by Council at a Special Meeting in June 2023.
Reconciliation Program (Organisation Wide)	DELIVER a four-year road map 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	In October 2022, Council voted to formally accept the invitation of the <i>Uluru Statement from the Heart</i> and to promote awareness about the Statement within the community. The Shire is building relationships with the First Nations community by adopting an approach focused on supporting Indigenous-led initiatives. Cultural Awareness Training for Shire staff is scheduled for delivery in 2023/24.
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	Project commenced, with finalisation of differential rating complete. Remaining steps of split-rating review on track for delivery in 2023/24.
ICT Roadmap/ Strategy	FUND the development of an ICT Strategy to guide future investment and development of the Shire's ICT capability	Consultant appointed and project commenced April 2023, due for completion in 2023/24.

Project	Action	Comment
Arena Fuels	PARTNER with Local Governments across the State to secure funding for EV infrastructure	The Shire is part of the WA Local Government Association aggregate Arena Future Fuels grant submission for corporate electric vehicle fleet charging infrastructure which has progressed to full application stage.
Transfer Station Capacity Upgrade	DELIVER additional infrastructure at the transfer station including hook lift bin	This project was rolled over for delivery in 2023/24.
CDS Shed Upgrade	DELIVER upgrade to the Container Deposit Scheme shed loading area	This project was rolled over for delivery in 2023/24.
Shire Facilities Upgrade	DELIVER upgrade to the transport testing facility in the Administration Building	Private booth installed in Administration Building foyer for Hazard Perception tests.
Sustainable Fleet	DELIVER a reduction of the carbon footprint for the corporate fleet including consideration of electric or hybrid options	On-going. As fleet vehicle leases expire for internal combustion engine vehicles, they are replaced by electric vehicles.
Asset Valuation	DELIVER a comprehensive valuation and condition rating of all assets	On track for completion by early 2023/24.
Update Local Laws	DELIVER updates to the local laws for waste, health and trading in public places and fencing	Review of fencing local law commenced with assistance of external consultant.
Compliance Framework	DELIVER a Council endorsed approach to development related compliance matters	A compliance framework has been drafted including internal procedure, workflows and template letters. The draft framework will be considered by Council in 2023/24.
Phone System Review	DELIVER a review of the current phone system to ensure operational efficiencies	System reviewed in preparation for a Request for Quote to replace phone system in early 2023/24.

Key Statistics

Statistic		21/22	22/23
Community Services			
Denmark Public Library	Physical Loans	44,378	45,282
Denmark Public Library	eResource Usage	17,563	21,603
Denmark Public Library	Reference Enquiries	7,683	8,606
Denmark Public Library	eResource Enquiries	442	364
Denmark Public Library	Programs for Adults and Kids	185	242
Denmark Public Library	Program Attendance	1,873	2,764
Denmark Public Library	Customer Visits	35,888	41,584
Denmark Public Library	Online Catalogue Visits	4,924	6,867
Denmark Public Library	Seed Library Users	448	386
Denmark Recreation Centre	Total Attendance	40,473	44,845
Denmark Recreation Centre	Gym Visits	17,276	18,243
Denmark Recreation Centre	Fitness Class Attendees	5,490	7,486
Denmark Recreation Centre	Sports Hall Attendees	16,808	17,116
Denmark Recreation Centre	Creche Visits	NA	598
Public Safety			
Call out - Snakes		7	17
Call out - Straying Stock		34	46
Call out - Injured or Dead Kangaroos		34	14
Call out - Dog Attacks		12	5
Call out - Barking Dogs		11	6
Call out - Dogs Found		85	57
Call out - General		NA	57
Property Fire Inspections		961	1,330
Book a Ranger Appointments		15	18
Bushfire Ready Groups		41	55
Environmental Health			
Onsite Conventional Septic System Approvals		40	28
Aerobic Treatment Unit Approvals		10	8
Water Samples		214	146
Food Samples		0	0
Event Approvals		20	44
Asbestos Fibre Identification Samples		1	1
Food Premises Assessments		159	96
Stall Holder Licenses		50	23

Statistic	21/22	22/23			
Environmental Health					
Section 39 Certificates	4	2			
Alfresco and Dining Licenses	11	13			
Childcare and Family Daycare Inspections	2	2			
Trading in Thoroughfare and Public Place Permits	3	3			
Holiday Home Accommodation Inspections	28	24			
Peaceful Bay Leasehold Property Inspections	9	11			
Temporary Accommodation Approvals	3	1			
Lodging House Inspections	2	2			
Home Inspections (regarding noise, air pollution etc)	56	36			
Public Building Inspections	12	13			
Meat Inspections	79	92			
Caravan and Camping Inspections	9	9			
Building Approvals					
Single Dwelling	55 (\$20,420,065)	65 (\$24,698,227)			
Additions to Single Dwelling	34 (\$1,250,850)	47 (\$1,529,115)			
Outbuildings	25 (\$723,189)	81 (\$2,330,734)			
Rural Outbuildings	20 (\$971,120)	10 (\$415,723)			
Commercial and Industrial	7 (\$1,486,500)	6 (\$371,000)			
Planning Applications					
Proposal Type	Number of Applications	Cost of Development	Delegated Authority	Council	SJDAP
Single House	29	\$12,276,831	29		
Single House Additions/ Alterations	16	\$1,384,625	16		
Second House	5	\$3,550,000	5		
Ancillary Accommodation	9	\$560,000	9		
Rural Pursuit	2		2		
Holiday Home (standard)	15		15		
Holiday Home (large)	4		4		
Holiday Accommodation	3		3		
Outbuilding	21	\$929,716	21		
Rural Outbuilding	10	\$324,970	10		
Change of Use	6	\$582,000	6		
Signage	2	\$4000	2		
Use Not Listed	1	\$50,000	1		

Planning Applications					
Proposal Type	Number of Applications	Cost of Development	Delegated Authority	Council	SJDAP
Commercial and Industrial	5	\$1,640,000	5		
Dam	0		0		
Extractive Industry	2		2		
Rainwater Tank	7	\$38,895	7		
Holiday Home Approval Renewal	16		16		
Subsequent (retrospective) Approval	17	\$394,975	17		
Amendments to Planning Approvals	15	\$295,000	15		
Totals	185	\$20,646,387	185		

Statistic	21/22	22/23
Corporate Services		
Incoming Correspondence Recorded	14,007	13,865
Outgoing Mail Recorded	6,045	5,541
Internal Memos Recorded	2,648	1,721
Freedom of Information Requests	4	2
Public Interest Disclosures	0	0
Department of Transport Licencing Transactions Total	7,675	7266
Department of Transport Licencing Transactions Average per Month	640	606
Major Contributions and Donations	\$303,322	\$274,259
CEO Approved Donations	\$1000	\$1200
Rate Waivers	\$59,985	\$73,034
Awards	\$3600	\$2300
Waste Services		
Kerbside Bin Services (residential)	NA	2462
Public Place Bin Services	136	138
Total Waste to Landfill	2076.78t	2010.41t
Governance		
Minor Complaints Recorded (<i>see page 37</i>)	0	0
Gift and Travel Declarations	0	0
Number of Local Laws Created/Adopted/Amended	0	1
Citizenship Ceremonies	4	2
New Citizens Conferred	18	5

Statistic	21/22	22/23
Governance		
Your Denmark Total Visits	6600+	13,194
Facebook Reach	104,416	368,310
Facebook Page Visits	41,056	24,153
Website Page Views	386,944	325,380
SMS Alerts Subscribers	1,664	1,887
e-Newsletter Subscribers	525	1,781
News Items Published to Website	203	140
Total Approximate Number of Shire References in Media	351	300
Technical Services		
Lime Quarry Sales	na	6500†

Compliance

Register of Complaints

A local government is required to keep a register of minor complaints that result in a finding by the Behaviour Complaints Committee. During 2022/23 there were no minor complaints recorded in the Register.

Compliance Audit Return (CAR)

Each year a local government is required to carry out a compliance audit return for the period 1 January to 31 December. In the period 1 January 2022 to 31 December 2022, the Shire had only one area of non-compliance related to timing for adopting a revised code of conduct for Councillors, committee members and candidates. A copy of the CAR is available on Council's website.

Financial Returns

All Elected Members, designated employees and employees who have delegated authority under the *Local Government Act 1995* and section 2014(2), (3) or (5) of the *Planning and Development Act 2005*, must complete a Primary Return within three months of commencing a relevant position. An Annual Return must then be completed prior to 31 August each year. All required Financial Returns were submitted on time in 2022/23.

Delegations of Authority

Delegations provide Council employees with the power to carry out certain functions and duties and make determinations which would ordinarily be required to be determined by a formal Council decision. The Council can delegate to the CEO the exercise of any of its powers or duties under various Acts, apart from those specified in section 5.43 of the *Local Government Act 1995*. The CEO may sub-delegate to any employee any of those powers or duties, other than the power of delegation, subject to any conditions imposed by the Council. The Act requires the CEO to keep a

register of Delegations and for those delegations to be reviewed once annually. A copy of the Register can be found on the Shire's website.

Gift and Travel Declarations

Council Members and Designated Employees are required to declare notifiable gifts within 10 days of their acceptance. In 2022/23 there were no declarations of notifiable gifts or travel made. All declarations made are recorded in a public register which is available at the Shire Office or on the Shire's website.

Public Interest Disclosures

As a public authority, the Shire has an obligation to provide information under the *Public Interest Disclosure Act 2003*. No public interest disclosures were received during 2022/23.

Citizenship Ceremonies

Australian Citizenship Ceremonies are important events. Whilst fulfilling the requirements under Australian citizenship law, they also offer Local Governments an opportunity to welcome new citizens as full members of the Australian community. Local Governments have delegated authority from the Federal Government to officiate Citizenship Ceremonies with the Shire President, Deputy Shire President or the CEO able to preside at the service. In 2022/23, two ceremonies were held, welcoming five new Australian citizens.

Local Laws

During 22/23 Council adopted one new local law (the Cats Local Law), at the 20 September 2022 Ordinary Council Meeting. The Local Law was published in the Government Gazette: No 151, 21 October 2022, 4979, and was approved by the Joint Standing Committee on Delegated Legislation in February 2023.

Record Keeping Report

The Shire of Denmark Records Disaster Management Plan (RDMP) was completed and submitted to the State Records Office in April 2023. The RDMP is a required component of the Record Keeping Plan which outlines the Shire's risks, mitigation activities and processes in the event of a disaster such as a fire.

The Shire continues to provide records training to all new staff within one month of commencement. We have implemented an enhanced program which includes: an online training and assessment component covering the requirement to keep business evidence as a responsibility of all Shire officers; online training on the use of the electronic Documents & Records Management System (eDRMS); and individual training on the processes of recording business evidence. Staff are provided a copy of the RKP as well as the RIMPPM (Records Information Management Policy and Process Manual) and advised of their responsibility to comply. Training is also provided in an ongoing manner with support made available to all staff during working hours.

The training program is evaluated with the following procedures to determine that all staff receive sufficient training and are keeping adequate business evidence:

- Inclusion of recordkeeping as a Performance Requirement in staff Annual Performance Reviews
- Maintaining statistical evidence to monitor the number of records created, thus gauging staff participation in recording

There is a plan to evaluate the improved training program once it has been completed by a significant number of employees.

The Records Assistant completed training with an external provider which included courses in

Records Management, Keyword Classification, and Records Disposal.

In 2022/23, the Shire recorded 13,865 (14,007 in 2021/22) pieces of incoming correspondence, 5541 (6,045 in 2021/22) pieces of outgoing correspondence and 1721 (2,648 in 2021/22) internal memos. 39 boxes of records were archived.

A major audit of archived records was undertaken at the external storage facility utilised by the Shire of Denmark. This audit was considered necessary to accurately identify and correctly dispose of archived records. A total of 201 boxes of records were destroyed. Many of these records were overdue for destruction but a previous lack of resourcing had not allowed this to take place sooner. An evaluation of the Records Procedure Manual is planned for 2023/24.

2022/23 Employee Remuneration

In accordance with Section 5.53(2) (g) of the *Local Government Act 1995* and Section 19B of the *Local Government (Administration) Regulations 1996*, the following information is provided with respect to employees' annual salary entitlements. Set out below, in bands of \$10,000, is the number of employees of the Shire remunerated with an annual salary of \$130,000 or more. The figures below represent a cash base salary but do not include vehicle allowances, non-monetary benefits such as professional memberships or superannuation of up to 14.5%.

Salary Range	Number of Employees
\$140,000 - 149,999	2

The CEO remuneration package totalled \$257,000.

Risk Management

Shire's policy is to achieve best practice (aligned with AS/NZS ISO 31000:2018 Risk Management) in managing all risks that may affect the Shire, its customers, people, assets, functions, objectives, operations, or members of the public.

A Risk Management Framework ensures:

- strong corporate governance
- compliance with relevant legislation, regulations, and internal policies
- compliance with Integrated Planning and Reporting requirements
- uncertainty and its effects on objectives are understood

This Framework aims to balance a documented, structured and systematic process with the current size and complexity of the Shire.

Freedom of Information Report

In 2022/23, the Shire received two valid applications for access to non-personal information. Both applications were completed within 2022/23. There were no applications for Internal Review. The Shire collected a total of \$660 comprising of the statutory application fee of \$30 per application and the remainder for the time spent processing the applications. The average time to complete each application was 35 days of the 45 permitted. The Shire of Denmark Information Statement can be accessed on the Shire's website.

Disability, Access and Inclusion

Under the Disability Services Act 1993, all Western Australian public authorities are required to develop and implement a Disability Access and Inclusion Plan, addressing seven desired outcomes:

1. People with disability have the same opportunities as other people to access the services of the Shire of Denmark and any events organised by the Shire of Denmark.

2. People with disability have the same opportunities as other people to access the buildings and other facilities of the Shire of Denmark.

3. People with disability receive information from the Shire of Denmark in a format that enables them to access the information as readily as other people are able to access it.

4. People with disability receive the same level and quality of service from the staff of the Shire of Denmark as other people receive.

5. People with disability have the same opportunities as other people to make complaints to the Shire of Denmark

6. People with disability have the same opportunities as other people to participate in any public consultation with the Shire of Denmark.

7. People with disability have the same opportunities as other people to obtain and maintain employment with the Shire of Denmark.

Progress for the 2022/2023 year includes:

- An Audio Loop was installed in Council Chambers
- Multiple improvements in the Shire Administration Building reception area, including seats with arm rests, walking stick holders and a hearing augmentation device
- Automatic accessible doors were installed at the Denmark Recreation Centre entrance
- All Shire community events held in accessible locations
- All-abilities sports day held at the Denmark Recreation Centre on International Day of People with Disability
- Tactile paving and pram ramp installed to the new footpath at Nornalup
- Denmark Public Library continues to provide dyslexic fonts on all public access computers
- Multi-sensory time kits available at Library
- Neurodiverse kits available at Library
- Accessibility friendly and inclusive consultations

Elected Member Training

Continuing Professional Development for
Elected Members Register (as at June 2023)

Elected Member	First Elected	Last Elected	Course/Workshop	Status
Cr Gearon	17.10.15	19.10.19	<ul style="list-style-type: none"> Meeting Procedures and Debating Serving on Council Understanding Local Government Meeting Procedures Conflicts of Interest Understanding Financial Reports and Budgets 	<ul style="list-style-type: none"> Competent In Progress In Progress In Progress In Progress In Progress
Cr Gibson	21.10.17	19.10.19	<ul style="list-style-type: none"> Serving on Council Understanding Local Government Meeting Procedures Conflicts of Interest Understanding Financial Reports and Budgets 	<ul style="list-style-type: none"> Competent Competent Competent Competent Competent
Cr Lewis	15.10.11	16.10.21	<ul style="list-style-type: none"> Planning Practices - The Essentials Serving on Council Understanding Local Government Meeting Procedures Conflicts of Interest Understanding Financial Reports and Budgets 	<ul style="list-style-type: none"> Completed In Progress In Progress In Progress In Progress In Progress
Cr Phillips	29.11.16	19.10.19	<ul style="list-style-type: none"> Serving on Council Understanding Local Government Meeting Procedures Conflicts of Interest Understanding Financial Reports and Budgets 	<ul style="list-style-type: none"> Competent Competent Competent Competent Competent
Cr Ormsby	16.10.21	16.10.21	<ul style="list-style-type: none"> Serving on Council Understanding Local Government Meeting Procedures Conflicts of Interest Understanding Financial Reports and Budgets 	<ul style="list-style-type: none"> In Progress In Progress In Progress In Progress In Progress

Elected Member	First Elected	Last Elected	Course/Workshop	Status
Cr Devenport	16.10.21	16.10.21	<ul style="list-style-type: none"> • Serving on Council • Understanding Local Government • Meeting Procedures • Conflicts of Interest • Understanding Financial Reports and Budgets 	<ul style="list-style-type: none"> • In Progress • In Progress • In Progress • In Progress • In Progress
Cr Carman	16.10.21	16.10.21	<ul style="list-style-type: none"> • Understanding Local Government • Meeting Procedures • Conflicts of Interest • Understanding Financial Reports and Budgets • Serving on Council 	<ul style="list-style-type: none"> • Competent • Competent • Competent • Competent • In Progress
Cr Campbell	16.10.21	16.10.21	<ul style="list-style-type: none"> • Serving on Council • Understanding Local Government • Meeting Procedures • Conflicts of Interest • Understanding Financial Reports and Budgets 	<ul style="list-style-type: none"> • Competent • Competent • Competent • Competent • Competent
Cr Clarke	16.10.21	16.10.21	<ul style="list-style-type: none"> • Serving on Council • Understanding Local Government • Meeting Procedures • Conflicts of Interest • Understanding Financial Reports and Budgets • Planning Practices - Essentials 	<ul style="list-style-type: none"> • Competent • Competent • Competent • Competent • Competent • Competent

Looking Ahead to 2023/24

In addition to projects listed to roll over earlier in this report, the following projects are listed in the *Corporate Business Plan 2022–2025* for delivery or progression in 2023/24.

Project	Action
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
Employee Award Realignment	DELIVER a review of the requirements for Award changes from the Federal to State Award system
Tourism Signage	FUND the upgrade to the Community Notice Boards
Tourism Management	FUND the Tourism Strategy Governance and Leadership Action Plan
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
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
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
Bike Trail	FUND the development of a bike trail between McLean Oval and Berridge Park
Community Art	FUND Community Art
Rec Centre Roof Repairs	DELIVER roof replacement program
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
Financial software program update	DELIVER the migration from Synergy Soft to Altus to access improvements in technology via the new cloud-based software
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

Project	Action
Document Management	DELIVER an internal document control system that delivers work efficiencies and improves document management functions
Wireless Point to Point	DELIVER a wireless point-to-point system to ensure efficient connectivity between Shire work sites
Climate Dashboard	DELIVER greenhouse gas emissions monitoring for Shire operations
Solar Panels on Shire Buildings	DELIVER the procurement of additional solar panels for Shire facilities to deliver energy efficiency
LED Street Lighting	DELIVER LED street lighting as part of a long-term energy savings plan
FOGO	LEAD the implementation of FOGO into the Shire's Waste Management system
Arena Fuels	PARTNER with Local Governments across the State to secure funding for EV infrastructure
Berridge Park /Youth Precinct Concept Planning	DELIVER a plan for a vibrant, sustainable and integrated youth hub/precinct in a central location
Surf Club Re-development	DELIVER upgrades to the Surf Life Saving Club facilities and public facilities at Ocean Beach
Prawn Rock Channel Upgrades	DELIVER public amenities at Prawn Rock Channel
Ocean Beach Precinct Upgrades	DELIVER erosion control in order to preserve the recreational precinct
WOW Trail Stage 2	PARTNER with DBCA on the completion of WOW Trail Stage 2
Trails and Paths Mapping	PARTNER with Trails WA to ensure that all local trails are featured on the Trails WA app
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
Heritage Reserve Site	DELIVER concept plans for Reserve 15022/22944 (Heritage site near bridge on South Coast Hwy)

Project	Action
Kwoorabup Park Playground Upgrade	DELIVER an upgrade to Kwoorabup Park playground area
Annual Tree Planting	LEAD the rehabilitation of Shire land, including increasing annual tree planting and revegetation program
Transfer Station Capacity Upgrade	DELIVER additional infrastructure at the transfer station including hook lift bin
Paths and Trails Workforce	PARTNER with external bodies on the creation of a local workforce for paths and trails maintenance
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
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
Depot Ablution Facility	DELIVER an additional ablution facility at the Depot
Skid Steer Slasher	FUND the purchase of a skid steer mounted slasher to support maintenance of walk trails and narrow verges
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
Shire Facilities Upgrade	DELIVER upgraded storage facilities at the rear of the Administration Building
Lights Road Upgrade	DELIVER upgrade to Lights Road
All Abilities Carpark	DELIVER an upgrade to one all abilities carpark per year
Berridge-Thornton Park Link	DELIVER a pathway link between Berridge Park and Thornton Park under the bridge
Riverbend Lane Footbridge	DELIVER a footbridge at Riverbend Lane
Springdale Footpath	DELIVER Springdale footpath link
All Abilities Access to Peaceful Bay	DELIVER a design and feasibility study to deliver an all abilities path for beach access at Peaceful Bay

Project	Action
Peaceful Bay Toilet Facilities	DELIVER a toilet block at the Peaceful Bay boat ramp carpark area
Sustainable Fleet	DELIVER a reduction of the carbon footprint for the corporate fleet including consideration of electric or hybrid options
Asset Valuation	DELIVER a comprehensive valuation and condition rating of all assets
Flood Mitigation Works	DELIVER an annual program of flood mitigation works to address urgent flooding issues in the community
Planning Framework Review	DELIVER a review of the entire local planning framework
Update Local Laws	DELIVER updates to the local laws for Waste, Health and Trading in Public Places and Fencing
Delivering Online Resources	DELIVER online information packages for development applications and building approvals
Sustainable Development	ADVOCATE for incorporating ecologically sustainable design principles into new development