



# STRATEGIC COMMUNITY PLAN

2017 - 2027

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## ***Our Vision***

***“A proud community enjoying our rural lifestyle, cultural heritage and natural environment.”***

## Foreword

We are proud to present the Shire of Donnybrook-Balingup Strategic Community Plan 2017 – 2027. The Plan shares our visions and aspirations for the future and outlines how we will, over the next decade, work towards a brighter future for the Shire of Donnybrook-Balingup community.

This Plan could not have been produced without the input of the local community. We are grateful to the community for their response and especially to those who took the time to provide input into the Plan. Your responses gave us valuable insight into your aspirations for the future.

We believe we have captured the community's aspirations and have reflected these in our desired outcomes. As a local government, we will work in partnership with the community and other key stakeholders to deliver these outcomes using the strategies we have detailed in this Plan.

We look forward to continuing our focus to ensure the Shire of Donnybrook-Balingup community is 'a proud community enjoying our rural lifestyle, cultural heritage and natural environment'.

Angelo Logiudice  
PRESIDENT

Benjamin Rose  
CHIEF EXECUTIVE OFFICER

May 2017

# Integrated Planning and Reporting Framework

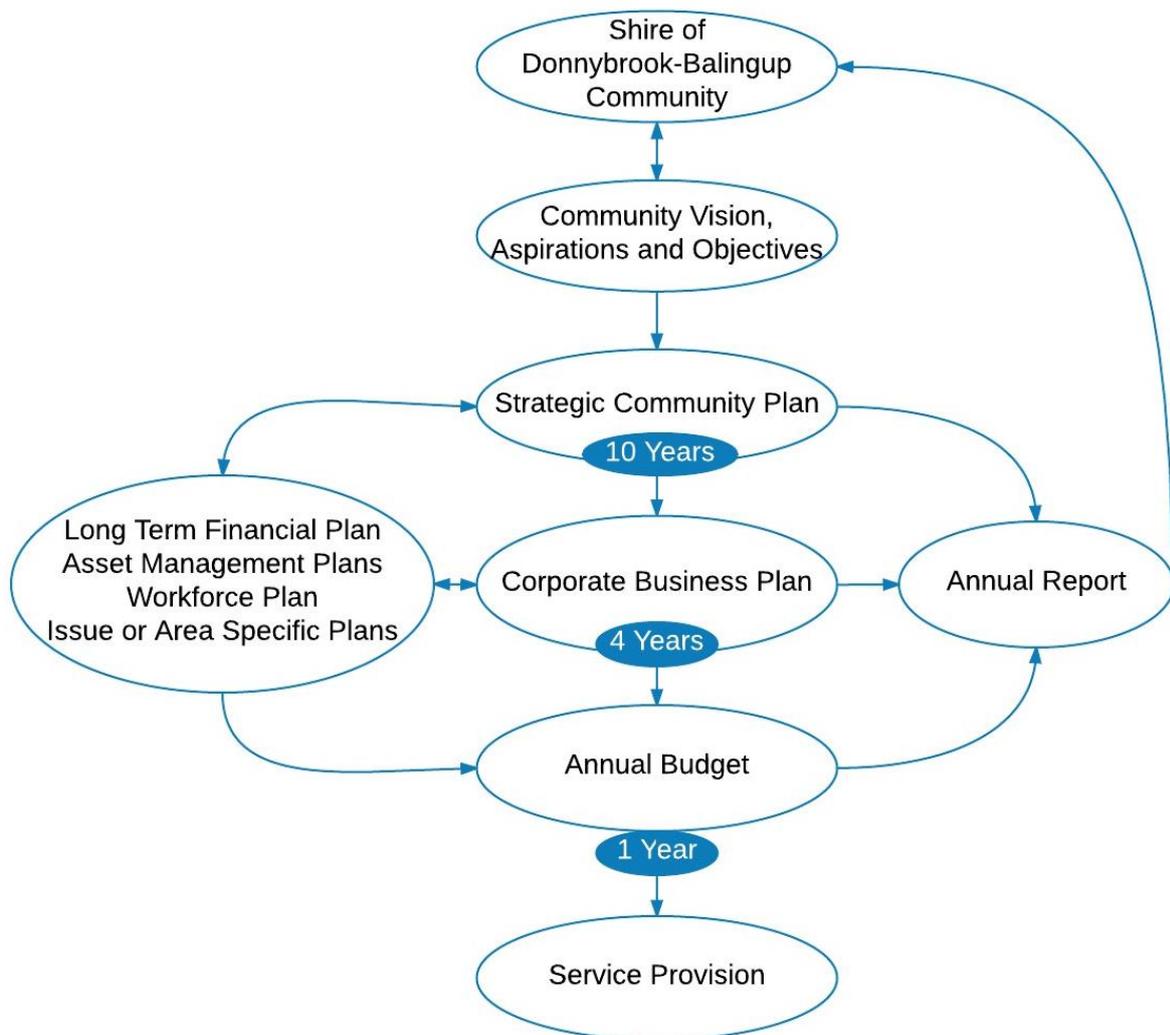
All Western Australian local governments are required to prepare a Plan for the Future for their district under *Section 5.56(1) of the Local Government Act 1995*. The Plan for the Future comprises the following two key strategic documents<sup>1</sup>:

**Strategic Community Plan** – Council’s principal 10-year strategy and planning tool. It is the principal guiding document for the remainder of the Shire’s strategic planning and community engagement process and is central to the Plan.<sup>2</sup>

**Corporate Business Plan** – Council’s 4-year planning document. The core components of this Plan include a four-year delivery program, aligned to the Strategic Community Plan and accompanied by four-year financial projections.<sup>2</sup>

Importantly, the Strategic Community Plan and Corporate Business Plan are informed by several other key plans and processes. The connection between the community and the Shire’s strategic plans and documents developed to guide the Shire in delivering services to the community are shown in the diagram below. The term of each key plan is shown in the blue ovals.

**Diagram: The Strategic Planning Framework**



<sup>1</sup>Local Government (Administration) Regulations 1996, Paragraph 19BA.

<sup>2</sup>Department of Local Government, Sport and Cultural Industries, Integrated Planning and Reporting: Framework and Guidelines, September 2016

# What is the Strategic Community Plan

The Strategic Community Plan is the highest-level planning document in the Integrated Planning and Reporting process. This Plan is designed to be a 'living' document that guides the development of the Shire of Donnybrook-Balingup community for at least the next ten years.

One of the key features of the Strategic Community Planning process is community engagement and the part it plays in influencing the Shire's strategic direction as it seeks to achieve the community's long term vision and aspirations.

Strategic community planning is a recurring process, requiring constant refinement and review. Every second year a desktop review of this Plan is scheduled to occur which will alternate with a comprehensive review every four years to ensure the Plan remains in line with the community's vision, aspirations and objectives.

## Structure of the Plan

Based on community engagement, the Plan sets out the vision for the Shire's future and captures the community's aspirations and values.

A strategic objective has been developed for each of four key themes of community interest, being:

- **Economic:** A strong, diverse and resilient economy;
- **Environment:** Respect for our heritage, natural and built environment;
- **Social:** A healthy, safe and inclusive community; and
- **Leadership:** Effective leadership and civic responsibility.

Desired outcomes for each objective have been determined and strategies to achieve the outcomes established. In undertaking the review, the Shire had regard for the community's feedback, current and future resources, strategic performance indicators and demographic trends. Commentary on each of these is provided within the Plan.

For each strategic objective, the following information has been provided:

- a summary of the major issues highlighted by the community;
- a selection of community comments;
- tables of strategies to achieve the desired outcomes; and
- strategic performance indicators to monitor achievement of desired outcomes.

## How the Plan will be used

The Plan outlines how the Shire will, over the long term, work towards a brighter future for the Shire of Donnybrook-Balingup community as it seeks to achieve its vision inspired by the community's aspirations for the future.

Looking to the future, the Strategic Community Plan will influence how the Shire uses its resources to deliver services to the community. The Plan forms the primary driver for all other planning undertaken by the Shire.

The Shire of Donnybrook-Balingup intends to use the Strategic Community Plan in several ways, including:

- Guide Council priority setting and decision making;
- Be a mechanism for the ongoing integration of local planning initiatives;
- Inform the decision making of other agencies and organisations, including community and State Government;
- Provide a rationale to pursue grants and other resources by demonstrating how specific projects align with the aspirations of our community, within the strategic direction of the Shire;
- Inform potential investors and developers of our community's key priorities, and the way we intend to grow and develop;
- Engage local businesses, community groups and residents in various ways to contribute to the Shire's future; and
- Provide a framework for monitoring progress against our vision.

Importantly, plans are only effective if adequate resources are dedicated to ensure they can be delivered.

The strategies are prioritised and actions applied (after a further assessment of available resources) through the development of a Corporate Business Plan. Strategic performance indicators will be used to report back to the community on the Shire's performance in achieving the outcomes.



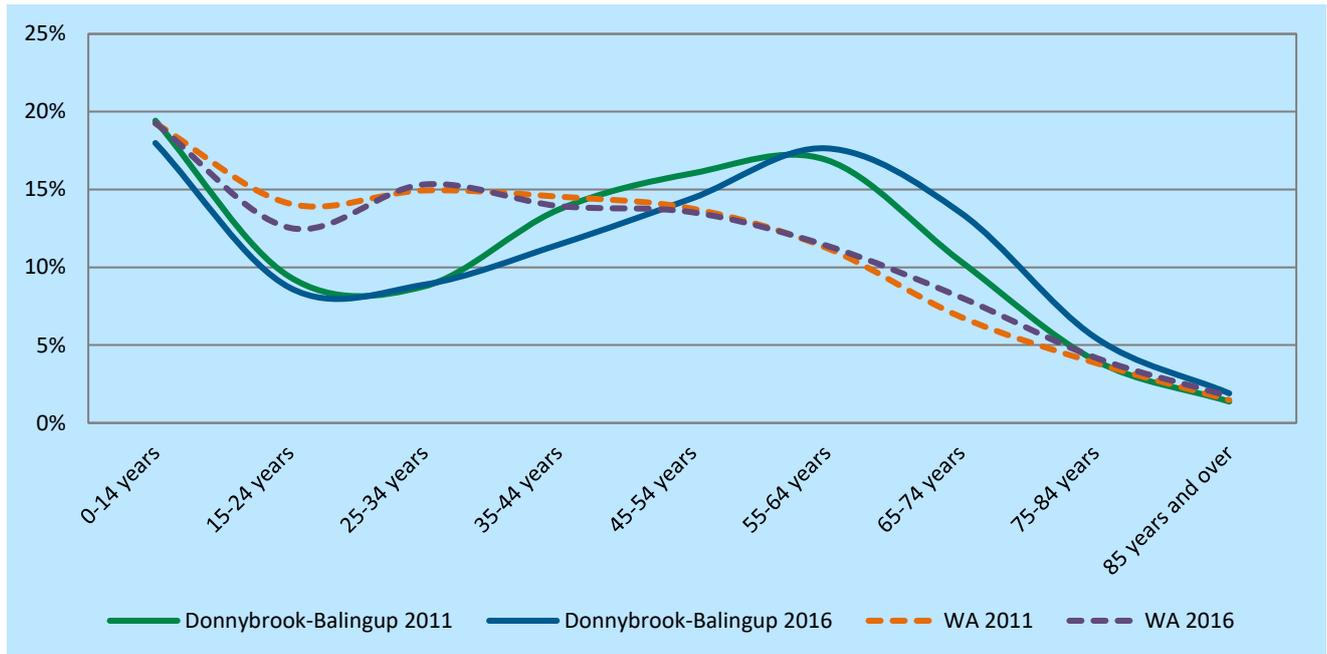
*“a wonderful community kind,  
supportive and engaged set in  
one of the most beautiful natural  
settings in the world.”*

# Profile of the Shire of Donnybrook-Balingup

## Demographic Trend

In 2016, the Shire of Donnybrook-Balingup population was 5,888 an increase of 8% from 2011. The age distribution trends from 2011 to 2016 for the Shire of Donnybrook-Balingup has shown minor change, as indicated by the green (2011 demographic) and blue (2016 demographic) lines in the chart below.

**% of Population by Age Group<sup>3</sup>**



In comparison to the Western Australia demographic (reflected by the dotted orange and purple lines), the Shire has a lower proportion of younger residents in the 15-34 year old age, with many in this group leaving for schooling and early career opportunities. Making up 18% of the population, children under 14 are the largest demographic, indicating a need for childhood related services. In contrast, the number of people aged from 45 to 74 years is noticeably higher than the State average with the percentage over 55 increasing from 2011 to 2016, this may be due to the combination of long term residents remaining in the Shire and people of this age group choosing to settle in the area for the lifestyle.

<sup>3</sup> Australian Bureau of Statistics Census 2016, Donnybrook-Balingup (S) (LGA52870) General Community Profile, downloaded 27 June 2016.

# Donnybrook-Balingup Natural and Built Environment

## The Natural Landscape

Nestled at the foot of the Darling Scarp, the Shire of Donnybrook-Balingup boasts beautiful scenery, forests and rural activities such as orchards and wineries. The district includes the towns of Donnybrook, Balingup and Kirup and the localities of Argyle, Brookhampton, Lowden, Mullalyup, Mumballup, Newlands, Noggerup, Yabberup and Irishtown.

The Shire covers 1,541 km<sup>2</sup> of agricultural farmland, State forest and national parks, mining leases, Crown land and townsites. The majority of the Shire is within the Preston River catchment area. The landscape predominantly consists of rolling hills and valleys. Rich red clay and loam soils provide a fertile environment for fruit orchards and other horticulture and viticulture pursuits as well as livestock farming. Orchards were first established in the area in the late 1890s with the first Granny Smith apple tree planted in 1900. Orchards provide employment for many visiting backpackers and the fruit industry is still one of the largest sectors of the local economy. Other agricultural based industries such as vineyards, horticulture, sheep, cattle and forestry are also important. There is a high number of small holdings and hobby farms, these provide opportunities for residents to commute to nearby areas of employment and for those seeking a lifestyle change later in life.

Donnybrook is also well known for its unique sandstone that is sourced from local quarries and has been used to construct many buildings in the area. However, tourism is becoming increasingly important with the natural landscape combining with the attractions of wineries, cideries, range of accommodation options, trails, galleries, crafts, local produce and cafés/restaurants being promoted by both the Donnybrook and Balingup Visitor Centres.

## The Built Environment

The town of Donnybrook was gazetted in 1894 and in the following year Balingup was declared a township. Donnybrook is located approximately 213 kilometres south of Perth and 40 kilometres south east of Bunbury. Balingup is located 37 kilometres south east of Donnybrook. The district is bordered by the City of Busselton and the Shire of Capel to the west and the Shires of Bridgetown-Greenbushes and Nannup to the south, Boyup Brook to the east and Collie and Dardanup to the north.

The area includes a number of historic buildings including the Ferndale homestead which was built by the first settler in the Balingup area, the Southampton homestead constructed in 1862, the Donnybrook Anglican Church, the Donnybrook Hotel, the Donnybrook Post Office and the Soldiers Memorial Hall. The growth of dairy farming in the area resulted in the construction of a cheese factory in Balingup in 1933 which still stands and is now used as an arts and crafts centre.

Community facilities available in the area include four primary schools, a district high school, childcare, playgroup, district hospital, medical centre, dental clinic, chemist, supermarkets, banks, post offices, churches, hardware, trade and agricultural agencies, newsagency, service stations, real estate agents, bakeries and tourist oriented businesses such as cafés, specialty stores and galleries. Sporting and recreational activities include libraries, recreation centres, indoor pool, tennis courts, netball courts, bowling clubs, golf clubs, walk trails and ovals for cricket, football and soccer.

To service the agricultural and other industries, along with residents and visitors to the district, the Shire maintains 286km of sealed roads and 450 km of unsealed roads.



*“Good air, good food, beautiful scenery, good-sized population, good community”*

# Community Engagement

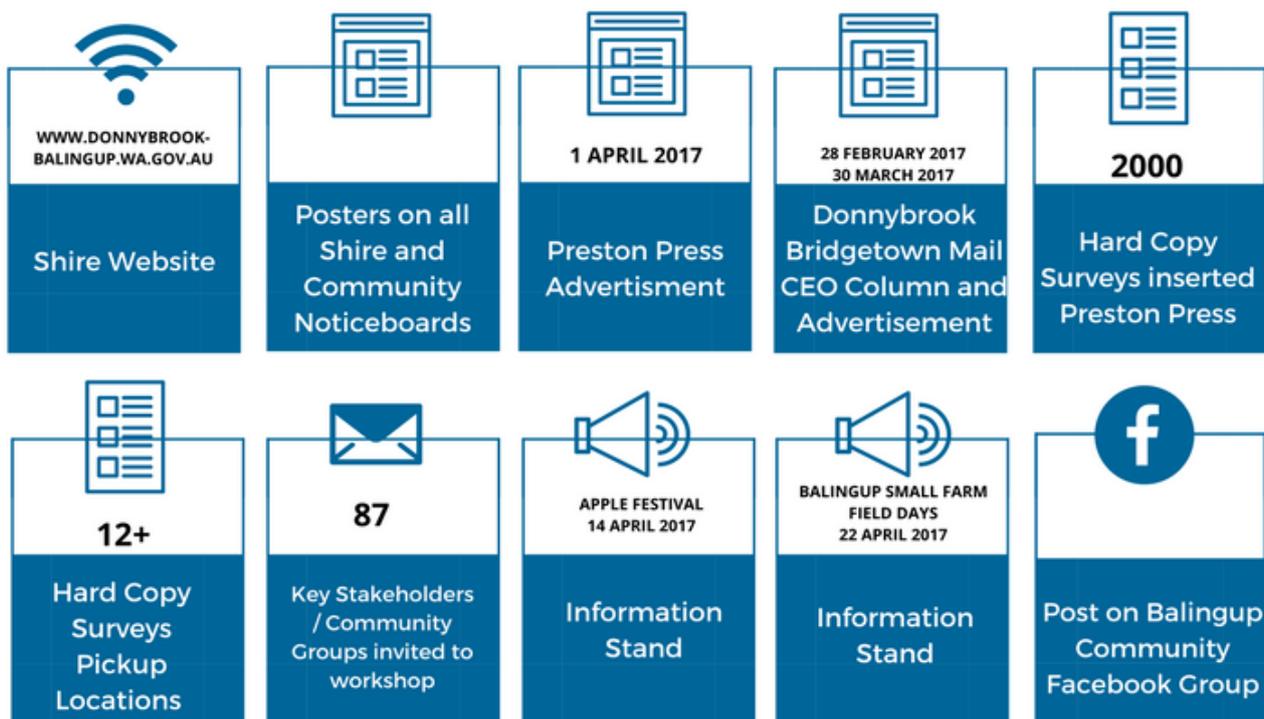
The Strategic Community Plan review process commenced in February 2017 sought to obtain the communities aspirations, vision and objectives for the future as well as obtaining feedback in relation to Shire services and facilities.

The campaign was promoted and advertised in the local press and local newsletters, on local notice boards, the Shire of Donnybrook-Balingup website, via email to 87 community contacts (twice) and on a community Facebook page, including a link to the electronic survey form. The survey was included in the Preston Press and available at more than 10 locations in Donnybrook, Balingup and Mullalyup.

Information stands were at the Shire Administration Office (ongoing), Apple Festival (14 April 2017) and Balingup Small Farm Field Days (22 April 2017).

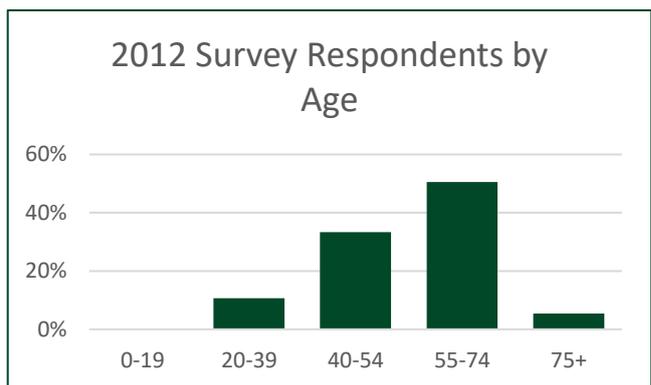
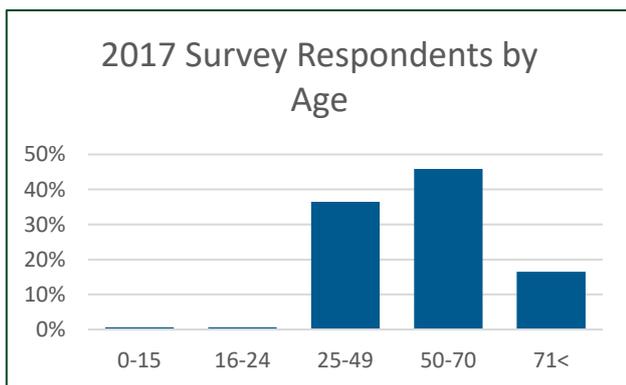
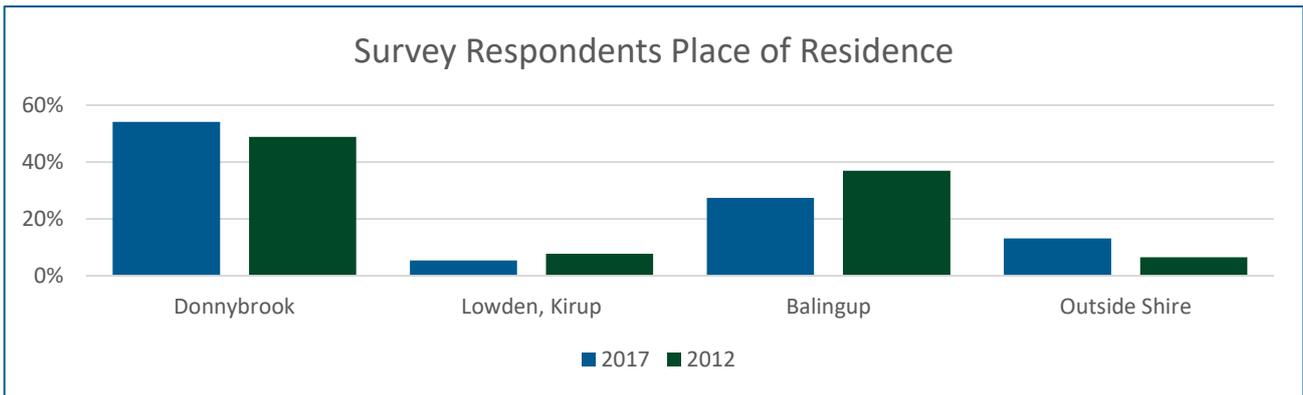
Two community workshops were held, one in Donnybrook on 1 May 2017 and the other in Balingup on 2 May 2017. A key stakeholder workshop was also held in Donnybrook on 2 May 2017.

A summary of the community communications and engagement is provided below.



# Community Response

Extensive community consultation was undertaken in 2012 as part of the development of the 2012-2022 Strategic Community Plan. The results of this engagement were taken into consideration in the review and development of the 2017-2027 Strategic Community Plan to maximise alignment and confirm the community’s vision for the future of the district. The community engagement provided valuable insight into the key issues and aspirations as identified by the residents and ratepayers. Importantly for the Council, these views have established and confirmed clear priorities and shaped the visions, values, objectives and strategies documented in this Plan. The community survey responses were from a range of age groups and locations, as represented in the charts below (2017 blue columns and 2012 green columns).



A summary of the community responses received from the engagement processes in 2012 and 2017 is provided below. With a total population of approximately 5,582 (2011 ABS Est), 4.9% of the population completed the survey or actively participated in the engagement processes in 2012, and in 2017 with estimated population (2015 ABS Est) of 5,849 the response was from 3.73%.

Icon	2017	2012	Event/Process
	175	172	Individual Survey Responses
	6	44	Community Workshop in Donnybrook 1 May 2017 12 April 2012 & 2012 Community Apple Tree Event
	32	59	Community Workshop in Balingup 2 May 2017 12 April 2012 & 29 May 2012
	5	-	Key Stakeholder Workshop in Donnybrook 2 May 2017

## Community Response (continued)

Survey respondents rated their perspective of the importance and their level of satisfaction with current and anticipated Shire services. Base on the survey results, the relative importance and satisfaction of various Shire services, community facilities and infrastructure was determined. The changing trend from the 2012 community engagement has been considered and is identified in the chart below.

Services and facilities with a higher than average importance to the community are reflected in the top half of the chart below. Services and facilities the community is most satisfied with are reflected in the right half of the chart below.

### Relative Importance and Satisfaction with the Shire's Services and Facilities

Q4 - High Importance/ Low Satisfaction	Trend from 2012	Q3 - High Importance/ High Satisfaction	Trend from 2012
<ul style="list-style-type: none"> <li>Health services</li> <li>Long term planning</li> <li>Financial management</li> <li>Crime prevention</li> <li>Town planning</li> <li>Community consultation   engagement</li> <li>Environmental initiatives</li> <li>Public toilets</li> <li>Disability access   inclusion</li> <li>Local tourism promotion funding support</li> <li>Recreation centres</li> <li>Roads   verges   footpaths</li> <li>Vegetation management</li> <li>Economic development</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>Q3</li> <li>-</li> <li>-</li> <li>-</li> <li>-</li> <li>Q3</li> <li>-</li> <li>Q2</li> <li>Q1</li> <li>-</li> <li>-</li> <li>Q2</li> </ul>	<ul style="list-style-type: none"> <li>Bushfire services</li> <li>Emergency services</li> <li>Parks   gardens   reserves</li> <li>Waste management</li> <li>Appearance of town centres</li> <li>Aged services</li> <li>Rubbish   recycling kerbside collection</li> <li>Aged person accommodation</li> <li>Seniors services</li> <li>Support for volunteers</li> <li>Customer service</li> <li>Library   library services</li> <li>Playgrounds</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> <li>-</li> <li>-</li> <li>Q4</li> <li>-</li> <li>-</li> <li>-</li> <li>Q4</li> <li>-</li> <li>-</li> <li>-</li> <li>-</li> </ul>
Q2 - Low Importance/ Low Satisfaction	Trend from 2012	Q1 - Low Importance/ High Satisfaction	Trend from 2012
<ul style="list-style-type: none"> <li>Youth services   scholarships</li> <li>Tourism management</li> <li>Regional tourism promotion funding support</li> <li>Health administration   inspection</li> <li>Heritage assets</li> <li>Walk trails   bridle trails</li> <li>Regional collaboration</li> <li>Disabled person accommodation</li> <li>Indigenous relations</li> <li>Club development</li> <li>Council buildings maintenance</li> <li>Industrial development</li> <li>Museum management</li> </ul>	<ul style="list-style-type: none"> <li>Q4</li> <li>-</li> <li>-</li> <li>Q1</li> <li>-</li> <li>-</li> <li>-</li> <li>-</li> <li>-</li> <li>-</li> <li>Q1</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>Stormwater drainage</li> <li>Provision of car parking areas</li> <li>Ranger services</li> <li>Visitor centre services</li> <li>Street lighting</li> <li>Sporting facilities</li> <li>Building control</li> <li>Community halls</li> <li>Festival   event support</li> <li>Shire initiated community events</li> <li>Cemetery management</li> <li>Skate parks</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>Q3</li> <li>-</li> <li>Q3</li> <li>-</li> <li>-</li> <li>Q2</li> <li>-</li> <li>Q2</li> <li>-</li> <li>-</li> <li>Q2</li> </ul>

## Objectives and Outcomes

Based on the community feedback received, the Shire of Donnybrook-Balingup has set out four key objectives within this Plan as it delivers services to the community. An objective has been defined for each of four key themes, being: social, economic, environment and leadership. Each of the four objectives has a number of desired outcomes the Shire is aiming to achieve over the 10+ years of this Plan.

The following summarises the desired outcomes of working toward the strategic objectives in achieving the Shire's vision. The tables on the following pages detail the strategies developed to achieve these desired outcomes and the strategic performance indicators to provide an indication of whether the Shire is meeting the objectives and will be monitored and reported.

	<b>ECONOMIC</b> <i>A strong, diverse and resilient economy</i>	Outcome 1.1	A diverse, prosperous economy, supporting local business and population growth
		Outcome 1.2	Available land for residential, industrial and commercial development
		Outcome 1.3	An attractive visitor and tourist destination

	<b>ENVIRONMENT</b> <i>Respect for our heritage, natural and built environment</i>	Outcome 2.1	An attractive and maintained built environment
		Outcome 2.2	Respected heritage assets
		Outcome 2.3	A natural environment for the benefit of current and future generations
		Outcome 2.4	Efficient and effective waste management

	<b>SOCIAL</b> <i>A healthy, safe and inclusive community</i>	Outcome 3.1	An engaged, supportive and inclusive community
		Outcome 3.2	Well supported community groups and facilities
		Outcome 3.3	A safe and healthy community environment for all ages

	<b>LEADERSHIP</b> <i>Effective leadership and civic responsibility</i>	Outcome 4.1	A strategically focused, open and accountable local government
		Outcome 4.2	A respected, professional and trusted organisation

As the Shire strives to achieve these outcomes, the community will be kept informed of the progress by means of the Annual Report.



## Comments from the Community:

*“maintain sustainable growth, create more jobs and continue to preserve our wonderful natural assets”*

*“grow but maintain its charm”*

*“support and grow small/local businesses”*

*“encouragement of innovative business ventures in industries outside of mining or agriculture that provide locals with interesting career opportunities within the Shire”*

## Economic Objective

### A strong, diverse and resilient economy

#### Community Feedback

The community recognised the contribution to the economy of its large agricultural industry, in particular the orchard industry, and local businesses. Maintaining existing business whilst supporting new development and industry is important to the community.

Donnybrook is one of the largest packing locations for the region’s orcharding industry and the agricultural industry is one of the principal economic drivers for the district and creates substantial employment opportunities. Climate and biosecurity risks were identified as threats to the district’s agricultural industry and economy.

#### Economic Aspirations and Opportunities

The Shire of Donnybrook-Balingup community would like to see an increase in economic diversity. The Shire of Donnybrook-Balingup has a lot to offer with a beautiful environment, an attractive climate, a friendly community and a relaxed, country lifestyle within easy reach of regional and metropolitan centres. This creates many opportunities for tourism.

Water, power and communication services to support local industry and the community were viewed as one of the most significant constraints on the development of the local economy. Opportunities exist to ensure adequate land is available in the future to support the economic growth of the district.



# Economic Objective

## A strong, diverse and resilient economy

The following outcomes and strategies have been identified to achieve this objective.

### Outcome 1.1 A diverse, prosperous economy, supporting local business and population growth

- |       |  |
|-------|--|
| 1.1.1 | Promote, maintain and diversify investment in the district         |
| 1.1.2 | Provide appropriate infrastructure to support and enhance business |

### Outcome 1.2 Available land for residential, industrial and commercial development

- |       |   |
|-------|---|
| 1.2.1 | Support and promote appropriate development of land within the district |
| 1.2.2 | Seek opportunities for land development by the Shire                    |

### Outcome 1.3 An attractive visitor and tourist destination

- |       |  |
|-------|--|
| 1.3.1 | Actively promote the district as an attractive destination |
| 1.3.2 | Provide, develop and maintain visitor infrastructure       |

## Strategic Performance Indicators:

**Population statistics**  
*(stable / increasing population base)*

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**No. of development approvals**  
*(increase)*

---

**No. of building approvals**  
*(increase)*

---



## Comments from the Community:

*“continue to improve the infrastructure and amenities we currently have to help support the people who live in the shire and the visitors who come to our town”*

*“we have a unique and beautiful area to live with a great sense of community. People have a care and concern for others and our environment”*

*“Our Shire is a jewel in the southwest”*

## Environment Objective

### Respect for our heritage, natural and built environment

#### Community Feedback

The Shire of Donnybrook-Balingup community values its beautiful natural environment with areas of tree covered bushland blending with agricultural land.

Existing built infrastructure, including roads, parks and reserves, buildings and other infrastructure contribute to a valued lifestyle.

#### Environment Aspirations and Opportunities

The community cherish the local attractions, both the built heritage and natural environment and would like these to be protected and enhanced for the enjoyment of current and future generations. The promotion of these attractions and the district as a tourist destination is identified as a future opportunity.

Maintaining and enhancing the Shire’s significant natural environment along with the built infrastructure are important to the community. Important to achieving this is the provision of effective waste management services and minimisation of waste in the district.



# Environment Objective

## Respect for our heritage, natural and built environment

The following outcomes and strategies have been identified to achieve this objective.

### Outcome 2.1 An attractive and maintained built environment

- |       |   |
|-------|---|
| 2.1.1 | Maintain, renew and improve infrastructure within allocated resources |
| 2.1.2 | Provide effective and efficient regulatory services                   |

### Outcome 2.2 Respected heritage assets

- |       |   |
|-------|---|
| 2.2.1 | Maintain Shire heritage assets within available resources |
|-------|---|

### Outcome 2.3 A natural environment for the benefit of current and future generations

- |       |  |
|-------|--|
| 2.3.1 | Efficient use of resources to minimise environmental impacts         |
| 2.3.2 | Effective planning and management policies for land use              |
| 2.3.3 | Partner with key stakeholders for effective environmental management |

### Outcome 2.4 Efficient and effective waste management

- |       |   |
|-------|---|
| 2.4.1 | Undertake efficient waste management services |
| 2.4.2 | Promotion of waste minimisation               |

### Strategic Performance Indicators:

**Statutory asset management ratios**  
*(maintain healthy ratios)*

**Patronage of natural attractions**  
*(increase)*

**Compliance with waste management regulations**  
*(maintain compliance)*



## Comments from the Community:

*“Absolutely wonderful place to live”*

*“Maintain its small country town charm while providing a future for young people”*

*“It has a genuine community spirit, people are friendly and engage with the advancement of the towns facilities and activities that help families stay involved and committed to the community.”*

*“I love the people, scenery and healthy lifestyle”*

## Social Objective

### A healthy, safe and inclusive community

#### Community Feedback

A strong sense of community and the country lifestyle were two factors highly valued by residents of the Shire of Donnybrook-Balingup and make living in the area special. An important part of this was the contribution made by the volunteers that underpin the many community groups and organisations.

The community recognised and appreciated the various sporting and recreational facilities available in the district as well as the education and health services.

Maintaining a sense of safety and support for emergency services was also important to the community.

#### Social Aspirations and Opportunities

The community wants to retain its strong sense of a community lifestyle and welcoming country town feel. It also seeks an increase in the integration and unity amongst the towns within the Shire of Donnybrook-Balingup.

Retention and development of education services were identified as important. The medical, health and aged care services and facilities are seen as essential to the district, with an expressed desire for these to be further developed.



## Social Objective

### A healthy, safe and inclusive community

The following outcomes and strategies have been identified to achieve this objective.

#### Outcome 3.1 An engaged, supportive and inclusive community

- |       |  |
|-------|--|
| 3.1.1 | Facilitate, encourage and support a diverse range of festivals, community events, arts and cultural activities |
| 3.1.2 | Actively engage with the community   |

#### Outcome 3.2 Well supported community groups and facilities

- |       |  |
|-------|--|
| 3.2.1 | Provide and maintain appropriate community facilities        |
| 3.2.2 | Encourage and support volunteers and community organisations |

#### Outcome 3.3 A safe and healthy community environment for all ages

- |       |   |
|-------|---|
| 3.3.1 | Promote 'ageing in place'                                   |
| 3.3.2 | Promote retention of youth and families within the district |
| 3.3.3 | Support a safe, healthy and active community                |

#### Strategic Performance Indicators:

**Social media activity**  
*(establish and maintain a level of social media presence)*

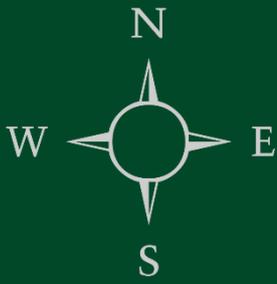
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**Community participation levels in activities and events**  
*(increase number of participants / attendees)*

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**Disability Access and Inclusion Plan**  
*(progress in line with outcomes)*

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## Comments from the Community:

*“so far I think the services available are great”*

*“That it continues to be a place where ‘community’ is valued. Elected Councillors work harmoniously/ co-operatively to grow the Shire”*

# Leadership Objective

## Effective leadership and civic responsibility

### Community Feedback

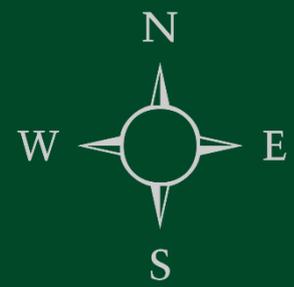
The community prides itself on offering a country lifestyle and a welcoming friendly community. To retain these important traits, the community acknowledged that unity was essential.

The community wants the Shire to continue to advocate for increased services and infrastructure on its behalf, with promotion and growth of the district supported.

### Leadership Aspirations and Opportunities

The community would like the Shire to continue to service the needs of the district through the provision and delivery of a high level of governance and accountability.

The Council is committed to strategic forward thinking, strong representation and providing the community with leadership. This is aligned to the aspirations of the community.



## Leadership Objective

### Effective leadership and civic responsibility

The following outcomes and strategies have been identified to achieve this objective.

#### **Outcome 4.1 A strategically focussed, open and accountable local government**

<b>4.1.1</b>	Provide accountable and strategic leadership
<b>4.1.2</b>	Continue to enhance communication and transparency

#### **Outcome 4.2 A respected, professional and trusted organisation**

<b>4.2.1</b>	Effective and efficient operations and service provision
<b>4.2.2</b>	Provide a positive, professional culture

### Strategic Performance Indicators:

**Statutory financial ratios**  
*(maintain healthy ratios)*

---

**Employee retention rates**  
*(maintain / increase)*

---

**Integrated planning and reporting status**  
*(implementation of strategies and actions in accordance with Corporate Business Plan)*



*“a great example of an innovative community where original and interesting things happen”*

## Services and Facilities

Services and facilities provided by the Shire have been linked with the relevant strategies in the Plan in the following table. The table provides a connection between the services and facilities and the desired outcomes and community vision for the Shire of Donnybrook-Balingup.

Services	Economic	Environment	Social	Leadership
Building control	1.2.1	2.1.1   2.1.2		
Bushfire services		2.3.3	3.3.3	
Community consultation   engagement			3.1.2	4.1.2
Customer service		2.1.2   2.4.1	3.1.1   3.2.1	4.2.1
Economic development	1.1.1   1.1.2   1.2.1			
Emergency services		2.3.3	3.3.3	
Environmental initiatives		2.3.1   2.3.2   2.3.3   2.4.1   2.4.2		
Festival   event support			3.1.1	
Financial management				4.1.1   4.2.1
Health administration   inspection		2.1.2		
Industrial development	1.2.1   1.2.2			
Local tourism promotion funding support	1.3.1   1.3.2			4.1.2
Long term planning	1.1.1   1.2.1	2.1.1   2.3.1   2.4.1   4.1.1		4.2.1
Ranger services		2.1.2		
Regional collaboration	1.1.1   1.3.1	2.3.3   2.4.1		4.1.1
Regional tourism promotion funding support	1.3.1			
Rubbish   recycling kerbside collection		2.4.1		
Shire initiated community events			3.1.1	
Tourism management	1.3.1   1.3.2			
Town planning	1.1.1   1.2.1	2.3.2		
Vegetation management		2.3.3		
Aged person accommodation			3.3.1	
Appearance of town centres	1.3.2	2.1.1		
Cemetery management		2.1.1		
Community halls		2.1.1	3.2.1	
Council buildings maintenance		2.1.1		4.2.2
Disability access   inclusion			3.2.1	
Disabled person accommodation			3.2.1	
Heritage assets		2.2.1		
Library   library services			3.2.1	
Museum management			3.2.2	
Parks   gardens   reserves		2.1.1		
Playgrounds			3.2.1   3.3.2	
Provision of car parking areas	1.1.2   1.3.2	2.1.1		
Public toilets	1.3.2	2.1.1	3.2.1	
Recreation centres		2.1.1	3.2.1   3.3.3	
Roads   verges   footpaths	1.1.2	2.1.1		
Skate parks			3.2.1   3.3.2	
Sporting facilities		2.1.1	3.2.1   3.3.3	
Stormwater drainage	1.1.2	2.1.1		
Street lighting	1.1.2	2.1.1		
Visitor centre services	1.3.1   1.3.2			
Walk trails   bridle trails	1.3.1	2.1.1   2.3.3		
Waste management		2.4.1   2.4.2		
Aged services			3.3.1	
Club development			3.2.2	4.1.1
Crime prevention	1.1.1		3.3.3	
Health services	1.1.1		3.3.3	
Seniors services			3.3.1   3.3.3	
Support for volunteers		2.3.3	3.2.2	4.1.1
Youth services   scholarships			3.2.1   3.3.2	

## Resource Capacity

This Strategic Community Plan was developed with an understanding of our current resource capacity, both financial, workforce and asset resources. Whilst future resource capacity is not currently known, expected future resource capacity was considered in the development of this Plan.

At the 30 June 2016, the Shire had the following current resource profile<sup>4</sup>. Future resource capacity is partially dependent on other levels of government however the following long term trends expected in each resource level are provided in the table below.

Resource	Current	Trend
Workforce	61 FTE	Stable
Infrastructure Assets	\$121,102,822	Increasing
Property, Plant and Equipment	\$17,750,658	Stable
Cash Backed Reserves	\$2,063,172	Increasing
Borrowings	\$536,791	Reducing
Annual Rates Revenue	\$2,244,042	Stable/Increasing
Annual Revenue	\$4,206,418	Stable/Increasing
Annual Expenditure	\$6,158,917	Stable/Increasing

Review and further development of Asset Management Plans, the Workforce Plan and the Long Term Financial Plan will further influence expected future resource levels for consideration during Corporate Business Planning and Annual Budget processes.

<sup>4</sup> Shire of Donnybrook-Balingup Annual Financial Report 2015-16

# Strategic Risk Management

It is important to consider the external and internal context in which the Shire of Donnybrook-Balingup operates, relative to risk, in order to understand the environment in which the Shire seeks to achieve its strategic objectives.

The external and internal factors identified and considered during the preparation of this Plan are set out below.

## External Factors

- Increasing community expectations in relation to service levels and service delivery.
- Rapid changes in information technology changing the service delivery environment.
- Increased compliance requirements due to Government Policy and Legislation.
- Cost shifting by Federal and State Governments.
- Reducing external funding for infrastructure and operations.
- Increasing population and economic development resulting in greater pressure on the natural environment and its resources.
- Changes in agricultural practices and the associated social impacts.
- Increasing community expectations and regulations in relation to waste management.
- Climate change and subsequent response.

## Internal Factors

- The objectives and strategies contained in the Council's current Strategic Community Plan.
- The timing and actions contained in the Council's Corporate Business Plan.
- Organisational size, structure, activities and location.
- Human resourcing levels and staff retention.
- Current organisational strategy and culture.
- The financial capacity of the Shire.
- Allocation of resources to achieve strategic outcomes.
- Maintenance of corporate records.
- Current organisational systems and processes.



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A young girl with blonde hair tied back, wearing a teal t-shirt with a colorful elephant graphic and red shorts, standing on the left side of the group.

A young girl with brown hair, wearing a grey tank top and patterned shorts, holding a volleyball in the center of the group.

An adult woman with brown hair, wearing a dark blue polo shirt, standing behind the girls in the center.

A young girl with blonde hair, wearing a purple t-shirt with the text 'FITNESS IS FUN!' and a black skirt, standing in the center-right of the group.

A young girl with brown hair, wearing a grey tank top with yellow accents and dark shorts, standing on the right side of the group.

*"we have a unique and beautiful area to live with a great sense of community"*

## References and Acknowledgements

Acknowledgement and appreciation is expressed to the ratepayers and residents of the Shire of Donnybrook-Balingup for their time and effort in being a part of the community engagement process and for their invaluable input into the Strategic Community Plan.

The Shire of Donnybrook-Balingup Strategic Community Plan 2017 – 2027, has been developed by engaging the community and other stakeholders. Council's Elected Members, management and staff have also had input to the development of the Plan. Much of the information contained in this Plan has been derived from documents in the public domain and liaison with key stakeholders and the community.

Reference to the following documents or sources was made during the preparation of the Plan:

Shire of Donnybrook-Balingup Strategic Community Plan 2013 - 2023;

Council website: [www.donnybrook-balingup.wa.gov.au](http://www.donnybrook-balingup.wa.gov.au);

Australian Bureau of Statistics, 2011 Census; and

Shire of Donnybrook-Balingup Annual Financial Report 2015 – 2016.

### Review of the Plan

In accordance with statutory requirements, the Strategic Community Plan is reviewed and updated on a four-year review cycle including community consultation, with a desktop review being undertaken every two years.

### Document Management

Status: Adopted | V2.2

Date of Adoption: 28 June 2017



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