

# Shire of Donnybrook Balingup

STRATEGIC COMMUNITY PLAN 2032



FUTYR 

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# Introduction

## Welcome to the Shire of Donnybrook Balingup Strategic Community Plan 2032.

This plan has been developed with more than 500 community members and key partners to consider:

- Where are we now?
- Where do we want to be?
- How do we get there?

It follows the Integrated Planning and Reporting Framework guidelines and satisfies a legislative requirement for all local governments to have a plan to shape the future.

This plan describes:

- A future vision for the Shire of Donnybrook Balingup
- How the Shire will achieve and resource its objectives
- How success will be measured and reported

**In the spirit of reconciliation,  
the Shire of Donnybrook  
Balingup acknowledges the  
Traditional Custodians of the  
land, the Noongar People.  
We pay our respects to their  
Elders, past, present and  
emerging.**

## Executive Message

In Lewis Carroll's 'Alice in Wonderland,' the conversation between a disoriented Alice and the mysterious Cheshire Cat went like this: *"Would you tell me, please, which way I ought to go from here?"* said Alice. *"That depends a good deal on where you want to get to"* said the Cat. *"I don't much care where"* said Alice. *"Then it doesn't matter which way you go"* said the Cat. *"So long as I get somewhere"* Alice added as an explanation. *"Oh, you're sure to do that"* said the Cat, *"if you only walk long enough."*

Popular culture has rearranged the exchange between Alice and the Cheshire Cat to a much more concise truism that we are perhaps more familiar with: "If you don't know where you're going, any road will take you there." This statement holds true no matter what sector you hail from – private, government, not for profit...or an altered reality fiction character!

Western Australia's Local Government Act defines a Strategic Community Plan as the local government's 'plan for the future.' It sets intent for action and defines a preferred destination. It is regularly adjusted as opportunities arise, challenges are presented and milestones achieved. The Strategic Community Plan is a high-level, aspirational strategy, and it is the enabling scaffolding of Corporate Business Plans, Asset Management Plans, Workforce Plans, Annual Budgets and other corporate planning instruments that assist to translate aspiration and strategy into meaningful plans and actions.

This Shire has seen much change in the four years since the last major review of the Strategic Community Plan. With keen interest we look forward to the opportunities, challenges, milestones and accomplishments to come over the next four years.

Of course, much effort and energy has been invested across our community in undertaking this major review of the Strategic Community Plan and we would like to express genuine and whole-hearted thanks to all community members, staff and Councillors who invested many hours in developing this plan. Thank you, and remember....if you don't know where you're going, any road will take you there!



Cr Brian Piesse  
Shire President



Benjamin (Ben) Rose  
Chief Executive Officer

# Donnybrook Balingup at a glance

**The Donnybrook Balingup region is located among the picturesque Preston and Blackwood Valleys, and is bursting with historic, produce-driven towns and hamlets.**

The traditional owners, the Noongar people of the South West, inhabited this country for some 40,000 years before European occupation. The area was known as Kaniyang.

Located 213 kilometres south of Perth and 40 kilometres south east of Bunbury, the Shire covers 1,541 km<sup>2</sup> of farmland, forests, mining leases and Crown land. The district includes the towns of Donnybrook, Balingup and Kirup, and the localities of Argyle, Brookhampton, Lowden, Mullalyup, Mumballup, Newlands, Noggerup, Yabberup and many more.

Rich red clay and loam soils provide a fertile environment for fruit orchards and other horticulture and viticulture pursuits as well as livestock farming. A high number of small holdings and hobby farms provide opportunities for couples and families who wish to enjoy a change in lifestyle, with an easy commute to nearby areas for employment, including Bunbury, Busselton, Collie and Greenbushes.

Colloquially known as the *Apple Capital of Western Australia*, Donnybrook was first settled in 1842 by five Irishmen and named after a suburb of Dublin in Ireland. Orchards were established in the area in the late 1890s with the first Granny Smith apple tree planted in 1900. The fruit industry is one of the largest sectors of the local economy, providing employment for many travellers and backpackers.

Donnybrook is also famous for its unique and beautiful sandstone. Local sandstone appears in fences, pathways and is the foundation

for many historic attractions such as the Soldiers Memorial Hall (1919) and All Saints Church (1906). Donnybrook stone graces a number of Australian landmarks including Federation Square in Melbourne and the Western Australian Supreme Court. Local sandstone continues to be quarried today.

Balingup is described as one of the prettiest towns in Western Australia, renowned for its spring blossom, amazing autumn colours and misty winter mornings. Laid-back, bohemian and creative, Balingup is a magical combination of stunning natural beauty, cosy cafes, and buzzing markets. Cute shops fill the main street, and there is always a quirky event on offer, with the Balingup Medieval Carnivale, the Small Farm Field Day and the Telling Tales festivals among the perennial favourites.

The district has many historic buildings including the Ferndale Homestead, built by the first settler in the Balingup area, Southampton Homestead, Donnybrook Anglican Church, Donnybrook Hotel, Donnybrook Post Office, and the Old Cheese Factory, repurposed as the art and craft centre.

Community facilities in the area include four primary schools, a district high school, district hospital, library, Donnybrook and Balingup Recreation Centres, Apple Fun Park, Donnybrook Heritage Goods Shed Interpretive Centre and Station Square, and the Donnybrook and Balingup Visitor Centres.

## Population



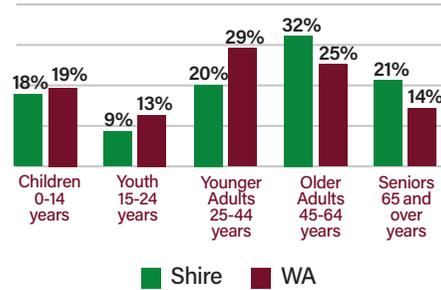
+4.9% growth

2016 → 2020

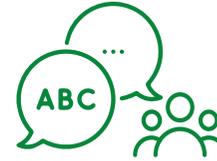
**5,870 → 6,157**

## Age Profile

(2016)



## Households that speak a non-English language



**5.5%**

WA: 19.4%

## Aboriginal and/or Torres Strait Islander people



**1.7%**

WA: 3.1%

## Median house price

(Donnybrook, 2020/21)



**\$342,500**

WA: \$465,312

## Gross Regional Product

(June 2020)



**\$357M**

2.2% of GRP in South West region

## Highest value industries

(2020)



Agriculture, forestry and fishing

**\$103M**



Rental, hiring and real estate

**\$63M**



Construction

**\$22M**

## Number of businesses

(2020)



**729**

2017: 709  
+2.8% growth

## Unemployment rate

(March 2021)



**5.2%**

WA: 4.8%

## Overnight visitors

(2018-2020)  
3 year average



**53,200**

Average stay  
3.8 nights

### Sources:

Population: ABS, 2020, <https://dbr.abs.gov.au/region.html?lyr=lga&rgn=52870>

Age profile, non-English language and Aboriginal / Torres Strait Islander people: ABS Census, 2016, [https://quickstats.censusdata.abs.gov.au/census\\_services](https://quickstats.censusdata.abs.gov.au/census_services)

GRP: Remplan, 2020, <https://app.remplan.com.au/rdasouthwest/economy/industries/gross-regional-product?state=1xGXS8!VwpyHJ7OWI75ypbik1kBRUYi7hL03CEhGhahJhZVL>

Value added: Remplan, ABS 2016 Census Place of Work Employment (Scaled), ABS 2017 / 2018 National Input Output Tables, and ABS June 2020 Gross State Product

Number of businesses: 2020, <https://dbr.abs.gov.au/region.html?lyr=lga&rgn=52870>; 2017, <https://economic-indicators.id.com.au/?Year=2018&StateId=5>

Unemployment rates: <https://lmp.gov.au/default.aspx?LMIP/Downloads/SmallAreaLabourMarketsSALM/Estimates>

Visitor nights: Tourism WA, 2020 Visitor Data by LGA, <https://www.tourism.wa.gov.au/Markets-and-research/Destination-insights/Pages/Local-Government-Area-fact-sheets.aspx#/>

# Priorities

Priorities shift over time in response to what's happening locally and globally. To provide quality of life outcomes, the Shire of Donnybrook Balingup must stay abreast of and adapt to changes in the political, environmental, social, technological, economic and legal landscape. We must also respond to changing community expectations.

## Global Priorities

The United Nations' Sustainable Development Goals (SDGs) provide a global roadmap to increase prosperity, end social injustice and poverty, and improve health and wellbeing, all while protecting the environment for current and future generations. 17 goals were agreed by all UN member states, including Australia. The Shire of Donnybrook-Balingup will be a catalyst for change; promoting and facilitating the achievement of goals and relevant targets in the local community. Learn more about the SDGs at <https://sdgs.un.org/goals>.



## State Priorities

In 2020, the COVID-19 pandemic exposed worldwide vulnerabilities, drawing attention to the need for healthy communities and resilient economies. The State Government of Western Australia responded with a WA Recovery Plan. Learn more about the Government of Western Australia's priorities at [www.wa.gov.au/government/wa-recovery](http://www.wa.gov.au/government/wa-recovery).



# Local Priorities

To understand local needs and priorities, the Shire of Donnybrook Balingup commissioned an independent review in 2019, when 441 community members completed a MARKYT® Community Scorecard. The top priorities were openness and transparency, consultation, and tourism. Secondary priorities included leadership, economic development, roads, footpaths, trails and cycleways, conservation and environmental management, and preserving and promoting local history and heritage.

## MARKYT Community Priorities

COMMUNITY PRIORITIES (% of respondents)



## Vision

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



# Shire of Donnybrook Balingup's role

The Shire of Donnybrook Balingup exists to provide, facilitate and advocate for services and facilities to improve quality of life for all residents, ratepayers, workers, investors and visitors.

In support of the Local Government Act 1995 (Section 1.3 (3) Role of Local Government), the Shire will use its best endeavours to meet the needs of current and future generations through an integration of environmental protection, social advancement and economic prosperity.

To fulfil our purpose, we will satisfy the following roles:



## Advocate

We will be a voice for the local community, promoting local interests in relation to climate action, health, safety and more.



## Fund

We will help to fund organisations to deliver essential community services, such as aged care, tourism, festivals and events.



## Enable

We will facilitate discussions, make connections, seek funding, and assist where we can, to support the achievement of desirable outcomes.



## Provide

We will directly provide a range of services to meet community needs, including town planning services, parks and gardens, playgrounds, sport and recreation facilities, library services, CCTV, lighting of streets and public places, ranger services, roads, paths and trails, environmental management, and much more.



## Partner

We will form strategic alliances in the interests of the community.



## Regulate

We will regulate compliance with legislation and local laws related to town planning, animal management, public health, litter, noise, pollution, signage, parking, and much more.



# People



## A healthy, safe and inclusive community.

### Current situation

Library services, and sport and recreation services were two of the Shire's top three scoring areas in the 2019 MARKYT® Community Scorecard. When compared to similar participating councils, the Shire is a leader in seniors' services, disability services and access to health and community services.

The Shire proudly hosts and supports a variety of community events every year such as the Donnybrook Station Markets, Balingup Medieval Carnivale, Donnybrook Food and Wine Festival, Balingup Small Farm Field Day, and True Grit.

There is a need to attract and retain more youth and younger adults to balance the population profile.

The community would like more youth services and attractions, improved access to health specialists, aged care and mental health services, and greater recognition of volunteers and community groups. There is also interest in having a new arts and creative learning centre.

### Services and facilities

The Shire will continue to provide and enable services and facilities that support achievement of the People aspiration and outcomes:

- Youth and family services
- Services and facilities for seniors
- Tuia Lodge aged care accommodation
- Health and community services
- Disability access and inclusion
- Festivals and events
- Interpretive Centre management
- Recreation and sporting facilities
- Donnybrook and Balingup Recreation Centres
- Donnybrook and Balingup community libraries
- Donnybrook Station Markets
- Donnybrook Cemetery
- Balingup Cemetery
- Volunteer support services
- Community safety and crime prevention
- Animal management

The Shire will strive for continuous improvement in these service areas to meet current and changing community needs.

### Recent achievements



#### Community grants

In 2019/20, the Shire provided major community grants, up to \$2,000 each, to 11 clubs and organisations and provided minor community grants, up to \$500 each, to 9 local community clubs and organisations.



#### Outdoor summer film season

Received \$11,000 in funding from Lotterywest to present free outdoor films in Donnybrook and Balingup, and at the annual Community Concert.



#### Tuia Lodge

Partnered with Hall and Prior Health and Aged Care Group to outsource the long-term operation of Tuia Lodge. This will include refurbishment of the facility and extend the range of aged care services available in the area.



#### Home delivery library service

Introduced a free library home delivery service for residents who are unable to travel to the library because of illness, age or disability. This includes residents in Tuia Lodge and patients in Donnybrook Hospital.



## Our plan for the future

Outcomes	Objectives	Supporting Strategies
1 A diverse and growing population.	1.1 Attract and retain more families with children, and younger adults. 1.2 Support older people in the community to positively age in place. 1.3 Improve access and inclusion for people facing barriers. 1.4 Encourage recognition and respect for all cultures.	<ul style="list-style-type: none"> <li>• Growing Donnybrook Balingup Growth Plan</li> <li>• Disability Access and Inclusion Plan</li> <li>• Bunbury-Wellington 2050 Cycling Strategy</li> <li>• VC Mitchell Park Masterplan</li> </ul>
2 A safe and healthy community.	2.1 Improve access to facilities and services to support community health and wellbeing. 2.2 Facilitate, encourage and support a diverse range of festivals, community events, arts and cultural activities. 2.3 Maintain community safety. 2.4 Encourage responsible animal management.	

## What we will do

Each year, the Council considers community needs and budget constraints and agrees on local priorities. A full list of actions and special projects is published in the Corporate Business Plan available at [www.donnybrook-balingup.wa.gov.au](http://www.donnybrook-balingup.wa.gov.au). Here's a sample of current commitments:



**Partner** with youth agencies and young people to fund and deliver events and activities for young people.



**Advocate** for a formal Donnybrook Health Precinct.



**Provide** a pump track in Donnybrook.



**Enable** the design and development of an Artbeat Trail.



**Provide** Indigenous signage along local trails.



# Planet



## Shared commitment to sustainability, leaving each place better than we found it.

### Current situation

There is great pride in the district's natural assets, including Preston River, Golden Valley Tree Park and Blackwood River. People would like improved access to nature for recreational activities such as hiking, horse riding, bird watching, canoeing and cycling.

The community would like a stronger focus on sustainability with exploration of opportunities for regenerative farming, arboriculture and silviculture.

Community aspirations include cleaner waterways, better access to green energy, expansion of Wellington National Park, environmentally friendly weed management, sustainable waste management, and improved education on sustainable practices. The community suggests unused spaces are revegetated with edible plants and bee pollinator attractors, and that pine plantations are reclaimed and repurposed for agriculture.

In the 2019-2020 financial year, 53% of kerbside waste was diverted from landfill. This was more than the year before and above the State Government's kerbside waste diversion target of 50%.

### Services and facilities

The Shire will continue to provide and enable services and facilities that support achievement of the Planet aspiration and outcomes:

#### Environmental services

- Sustainability and climate action
- Reserve management
- Vegetation management
- Water management

#### Emergency services

- Volunteer bushfire services
- Flood mitigation and management

#### Waste services

- Waste collection services
- Recycling services
- Food Organic Garden Organic (FOGO)
- Waste management facilities

The Shire will strive for continuous improvement in these service areas to meet current and changing community needs.

### Recent achievements



#### Climate action

Joined the *Cities Power Partnership* with a commitment to increase renewable energy options and improve the energy efficiency of Shire services and facilities.



#### Waterwise program

Partnered with the Watercorp to deliver the *Showerhead Swap program*, offering up to two new water efficient showerheads for each household located within the Shire.



#### Blackberry eradication program

Partnered with Shires of Collie and Dardanup to secure \$945,798 in Federal Government funding to help eradicate blackberry in local catchments and waterways.



#### Drought relief funding

Secured \$1 million in funding from the Federal Government's *Drought Communities Program*. This has been used to undertake projects that will improve the Shire's preparedness for potential drought in the future.



#### Beelerup Fire Station

Opened the new Beelerup Fire Station in partnership with the Department of Fire and Emergency Services and Beelerup Bush Fire Brigade.



## Our plan for the future

Outcomes	Objectives	Supporting Strategies
3 The natural environment is well managed for the benefit of current and future generations.	3.1 Care for the natural environment, including weed and pest management. 3.2 Develop community readiness to cope with natural disasters and emergencies.	<ul style="list-style-type: none"> <li>• Growing Donnybrook Balingup Growth Plan</li> <li>• Sustainability Strategy</li> <li>• Cities Power Partnership</li> <li>• WA's Waste Avoidance and Resource Recovery Strategy 2030</li> </ul>
4 Shared responsibility for sustainability.	4.1 Encourage the adoption of sustainable practices. 4.2 Conserve and manage water resources. 4.3 In line with the WA targets, and the Paris Agreement, reduce greenhouse gas emissions to net zero by 2050.	
5 A sustainable, low-waste, circular economy.	5.1 Reduce waste generation. 5.2 Increase material recovery and recycling. 5.3 Reduce landfill.	

## What we will do

Each year, the Council considers community needs and budget constraints and agrees on local priorities. A full list of actions and special projects is published in the Corporate Business Plan available at [www.donnybrook-balingup.wa.gov.au](http://www.donnybrook-balingup.wa.gov.au). Here's a sample of current commitments:



**Provide** an environmental policy to ensure long term protection of the natural environment.



**Enable** community education to improve recycling practices.



**Provide** renewable energy (solar and battery storage) on Council buildings and consider renewable energy options in the design of all future buildings.



# Place



## A responsibly planned district with a retained sense of community and country charm.

### Current situation

Donnybrook Balingup is well regarded as a place to live with 80% of residents rating it as good or excellent.

With the population expected to grow by 13% over the next 15 years, responsible growth and development is a priority. The community would like to preserve significant heritage, village-style aesthetics and the country vibe.

Playgrounds, parks and reserves receive high performance ratings; five points above industry average in the 2019 MARKYT® Community Scorecard. There is great sense of pride in Donnybrook's Apple Fun Park and Balingup's Golden Valley Tree Park. Suggested enhancements include a nature playground and the development and activation of sport and recreation places.

The Shire maintains 286km of sealed roads and 450km of unsealed roads. Maintaining these roads, and building new roads, are high priorities for the community.

Paths, trails and cycleways also rate as a higher priority. The community would like more trails along the river and better networked paths and cycleways to connect with schools and places of interest.

### Services and facilities

The Shire will continue to provide and enable services and facilities that support achievement of the Place aspiration and outcomes:

- Town planning
- Building control
- Asset management
- Town centre development and activation
- Community buildings, halls and toilets
- Playgrounds, parks and reserves
- Apple Fun Park
- Golden Valley Tree Park
- History and heritage
- Traffic management
- Parking facilities
- Roads, crossovers and bridges
- Streetscapes, trees and verges
- Footpaths, trails and cycleways
- Lighting
- Storm water drainage

The Shire will strive for continuous improvement in these service areas to meet current and changing community needs.

### Recent achievements



#### Golden Valley Tree Park

Partnered with GVTP Committee to develop infrastructure improvements.



#### Kirup Mill Park

Funded path network improvements in partnership with the Kirup Progress Association.



#### Town Centre revitalisation

Partnered with State and Federal governments to provide \$2.35m in funding for redevelopment of the Station Square precinct and the Donnybrook Heritage Goods Shed Interpretative Centre.



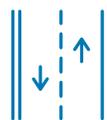
#### Apple Fun Park revitalisation

Secured \$1.5 million under the Federal Government's Building Better Regions Fund to revitalise the Donnybrook Apple Fun Park.



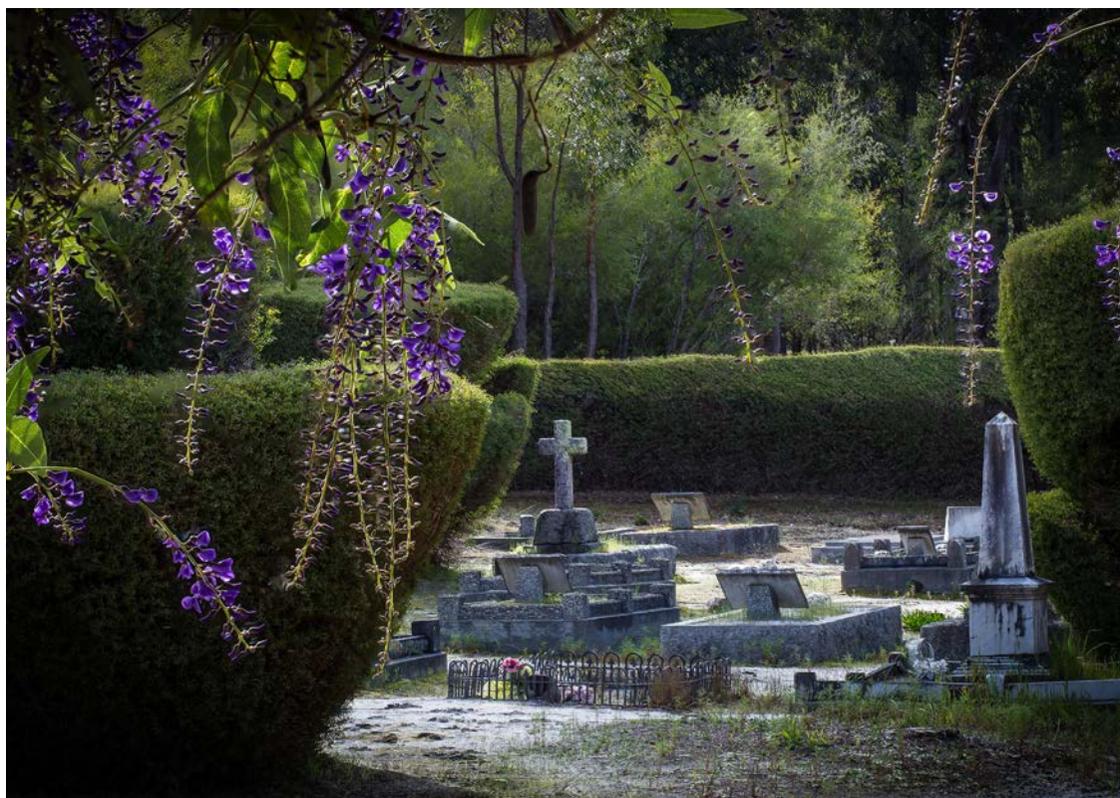
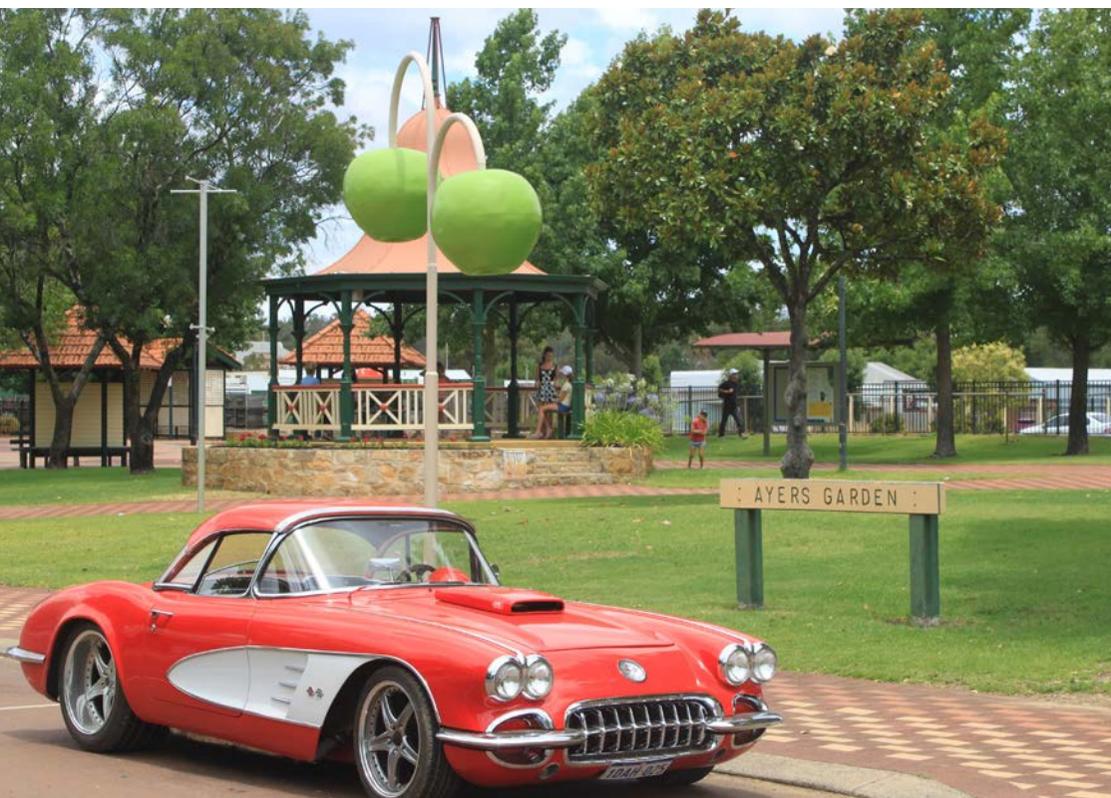
#### VC Mitchell Park redevelopment project

Planning and design of the Donnybrook Community, Sports, Recreation and Events Precinct at VC Mitchell Park using \$250,000 early grant funding from a total \$6m funding provided by the State Government COVID Recovery Plan.



#### Accessible shared pathway construction

Completed construction of an accessible shared pathway connecting outer residential areas of Donnybrook to the town centre. This was achieved with a grant of \$192,500 from the Department of Transport.



## Our plan for the future

Outcomes	Objectives	Supporting Strategies
6 The built environment is responsibly planned and well maintained.	6.1 Ensure sufficient land is available for residential, industrial and commercial uses. 6.2 Encourage the adoption of sustainable design principles. 6.3 Create vibrant, attractive and welcoming towns. 6.4 Provide attractive, well maintained streetscapes, verges and trees. 6.5 Provide attractive and sustainable parks, playgrounds and reserves.	<ul style="list-style-type: none"> <li>▪ Local Planning Scheme No 7</li> <li>▪ Growing Donnybrook Balingup Growth Plan</li> <li>▪ Cities Power Partnership</li> <li>▪ Bunbury-Wellington 2050 Cycling Strategy</li> <li>▪ Pathway Trails Expansion Strategy</li> <li>▪ Disability Access and Inclusion Plan</li> <li>▪ Local Planning Strategy</li> </ul>
7 Heritage assets are valued and respected.	7.1 Identify, preserve and showcase local heritage.	
8 Safe and convenient movement of people into and around the district.	8.1 Improve road safety, connectivity and traffic flow for all users. 8.2 Provide sufficient parking for all needs. 8.3 Provide safe, well connected paths for pedestrians, cyclists and gophers. 8.4 Improve access to public transport.	

## What we will do

Each year, the Council considers community needs and budget constraints and agrees on local priorities. A full list of actions and special projects is published in the Corporate Business Plan available at [www.donnybrook-balingup.wa.gov.au](http://www.donnybrook-balingup.wa.gov.au). Here's a sample of current commitments:



**Provide** implementation of the Donnybrook Community, Sporting, Recreation and Events Precinct.



**Provide** a review of the Shires Local Planning Scheme and Local Planning Strategy.



**Provide** more paths along the river and linking residential areas to schools.



# Prosperity



## A strong, diverse and resilient economy.

### Current situation

Economic development is a priority area. There is need for new industry development, more value add businesses, and for the agricultural sector to increase exports in dairy, sheep, cattle, horticulture and viticulture.

There are regional aspirations for enhanced international recognition and demand for South West wine and food, and for growth in digital media, technology and communications.

Donnybrook Balingup is an attractive tourism destination. It is the gateway to the Southern Forrest and Valleys. As a place to visit, the Shire is scoring 68 out of 100, two points above the industry average in the 2019 MARKYT® Community Scorecard.

To become a more attractive and viable tourist destination, community suggestions include reinvigorating the *Harvest Highway* campaign, more nature-based tourism attractions, and more place-based marketing. The Shire also needs more high-end visitor accommodation.

The ageing population presents considerable challenges for future workforce development strategies. The Shire must provide a more competitive and compelling value proposition to attract and retain younger workers.

### Services and facilities

The Shire will continue to provide and enable services and facilities that support achievement of the Prosperity aspiration and outcomes:

- Economic development
- Industrial development
- Tourism, attractions and marketing
- Donnybrook Visitors Centre
- Balingup Visitors Centre
- Event management
- Visitor rest rooms
- Health inspections and food safety
- Trading in Public Places licences
- Signage management
- Education and training opportunities

The Shire will strive for continuous improvement in these service areas to meet current and changing community needs.

### Recent achievements



#### Tourism grants

Continued support of the Donnybrook Regional Tourism Association and the Balingup and Districts Tourism Association by granting each organisation \$35,000 through the Community Grants Program for the Donnybrook Visitor's Centre and Balingup Visitor's Centre, respectively.



#### Glen Mervyn Dam Eco-Tourism Development

Partnered with the Shire of Collie to seek funding for development of visitor facilities at Glen Mervyn Dam as a significant visitor recreation precinct.



#### Trail Towns TV series

Partnered with other Shires in the Warren Blackwood Alliance to provide funding for an episode of the Trail Towns TV series on SBS which features cycling destinations throughout Australia. The episode focused on local cycle trails, facilities and a number of local businesses.



## Our plan for the future

Outcomes	Objectives	Supporting Strategies
9 A thriving economy.	9.1 Build and strengthen stakeholder relations. 9.2 Attract and retain a diverse mix of businesses and investment opportunities. 9.3 Enable appropriate infrastructure to support and enhance business. 9.4 Facilitate access to quality education, training and work opportunities to attract and retain students.	<ul style="list-style-type: none"> <li>Warren Blackwood Prospectus</li> <li>Warren Blackwood Sub-Regional Growth Plan</li> <li>Growing Donnybrook Balingup Growth Plan</li> <li>Bunbury Geographe Sub-Regional Planning Strategy</li> <li>South West Regional Futures Strategy</li> <li>Bunbury Geographe Growth Plan (Blueprint)</li> </ul>
10 A popular destination for visitors and tourists.	10.1 Encourage more people to stop, shop and experience the Shire of Donnybrook Balingup. 10.2 Improve tourist and visitor infrastructure and services.	

## What we will do

Each year, the Council considers community needs and budget constraints and agrees on local priorities. A full list of actions and special projects is published in the Corporate Business Plan available at [www.donnybrook-balingup.wa.gov.au](http://www.donnybrook-balingup.wa.gov.au). Here's a sample of current commitments:



**Enable** the introduction of new events and revitalisation of existing events to attract visitors.



**Enable** Glen Marvyn Dam eco-tourism opportunities.



**Enable** marketing and promotion of the Harvest Highway.



**Provide** wayfinding signage to improve awareness and access to places of interest.



# Performance



## Open, robust conversations and harmonious outcomes.

### Current situation

The Shire has shown strong financial management and governance, with substantial cash-backed Reserves and impressive grant funding secured. The Shire's focus is always financial stability looking towards a prosperous future.

The Shire has successfully advocated for funding to deliver key projects and community services. This includes COVID-19 recovery measures, improved roads, expansion of aged care services, development of sport and recreation facilities, town centre revitalisation, growing tourism in the region, environmental management and waste management.

In the 2019 MARKYT® Community Scorecard, the community prioritised Council's leadership, transparency and consultation as key areas to address. Community members want to feel their views and ideas are being heard and valued, and they would like more information about Shire spending.

### Services and facilities

The Shire will continue to provide and enable services and facilities that support achievement of the Performance aspiration and outcomes:

- Council's leadership
- Advocacy and lobbying
- Governance
- Strategic and business planning
- Financial management
- Risk management and compliance
- Workforce management
- Information technology
- Community engagement
- Marketing and communications
- Customer service

The Shire will strive for continuous improvement in these service areas to meet current and changing community needs.

### Recent achievements



#### State Government Community Cabinet

In July 2020, the Shire supported the State Premier and Cabinet Ministers to host a Community Cabinet as part of their tour of the Collie Preston electorate. The Shire President and CEO addressed the State Cabinet on local Shire needs and key projects.



#### More grant funds

In our 2020-2021 Budget, the Shire leveraged State and Federal funding to the value of \$19m, for the biggest capital works and projects program on record. These projects are expected to provide employment opportunities and growth for the local economy.



#### High performance areas

Comparing our performance to a subset of similar local governments in the 2019 MARKYT® Community Scorecard, the Shire was leading in five key service areas: playgrounds; sport and recreation facilities; disability access; seniors care; and, health and community services.



## Our plan for the future

Outcomes	Objectives	Supporting Strategies
11 Strong, visionary leadership.	11.1 Provide strategically focused, open and accountable governance. 11.2 Improve community consultation and engagement.	<ul style="list-style-type: none"> <li>• Long Term Financial Plan</li> <li>• Annual Budget</li> <li>• Asset Management Plans</li> </ul>
12 A well respected, professionally run organisation.	12.1 Deliver effective and efficient operations and service provision. 12.2 Continuously improve workplace culture.	
13 Increased community capacity.	13.1 Enable community organisations and community champions to deliver services and projects to meet local needs.	

## What we will do

Each year, the Council considers community needs and budget constraints and agrees on local priorities. A full list of actions and special projects is published in the Corporate Business Plan available at [www.donnybrook-balingup.wa.gov.au](http://www.donnybrook-balingup.wa.gov.au). Here's a sample of current commitments:



**Provide** and deliver an Internal Audit Program.



**Provide** a regular community perceptions survey to evaluate service levels and community priorities.



**Provide** an annual review of the Long Term Financial Plan aligned with the Strategic Community Plan.

# Resourcing the Plan

## Strong commitment to value

The Shire is committed to providing the community with value for money. Long term financial planning and annual budgeting is undertaken to responsibly manage expenditure.

Shire services, facilities and special projects are funded through various revenue streams. This includes grants from State and Commonwealth government, Lotterywest and others, rates, fees and charges, and cash reserves.

Revenue is mostly allocated to education and welfare (26%), transport (25%), and recreation and culture (19%). Proportions are based on the 2020/21 budget.

Please see the *Long Term Financial Plan* for more information.

## An engaged workforce

The Shire is committed to attracting, training and retaining a skilled and engaged workforce to achieve the outcomes in the Strategic Community Plan. On a four yearly cycle following adoption of the Strategic Community Plan, the Workforce Plan is reviewed to ensure workforce resources are aligned with community needs.

As of July 2021, the Shire employed 63.4 full time equivalent (FTE) staff to deliver services.

Directorate	Full time	Part Time	Total
Office of the CEO	7.0	1.0	8.0
Corporate & Community Services	10.0	9.1	19.1
Operations	33.0	3.3	36.3
<b>Total (FTE)</b>	<b>50.0</b>	<b>13.4</b>	<b>63.4</b>

## Managing risk

To mitigate for inherent business risks associated with the provision of Shire services, the Shire follows a framework for risk management in all of its activities. The Shire's Audit and Risk Management Committee is currently reviewing this framework to improve risk management practices.

The current framework includes:

- Annual review of insurance levels of assets by the CEO to ensure these are adequate.
- Investment of surplus funds (including cash reserves) into term deposits or Treasury bonds in line with the Financial Management Regulations.
- Engaging experienced and qualified personnel in areas of high risk with provision of training and equipment needed to manage risk.
- Assessment of risks associated with the assumptions made in the Long Term Financial Plan.
- Where assumptions in the Long Term Financial Plan have a high level of uncertainty, analysis of potential financial impacts is carried out.



# Developing and Reporting

The Local Government Act 1995 requires all local governments to plan for the future. Council must adopt a Strategic Community Plan, Corporate Business Plan and Annual Budget. Planning must be integrated with asset management, workforce planning and long-term financial planning.

This Strategic Community Plan will have a minor review in two years and a major review in four years. The Corporate Business Plan and Annual Budget will be reviewed annually. We will complete regular community scorecards to evaluate community perceptions of our performance.

When developing its plans, the Shire considers the Integrated Planning and Reporting Framework and Guidelines, and various informing strategies. Informing strategies cover asset management, workforce planning, financial planning, and specific areas of need and concern in the local community.

In 2021, the Shire embraced elements of the FUTYR® approach to strategic planning. This is a community-led, integrated and streamlined approach designed specifically for local government.



## Community Engagement

We express our deepest thanks to community members who assisted with the review and development of this Strategic Community Plan and supporting strategies.

MARKYT  Community Scorecard	Shire of Donnybrook Balingup Community Survey		Apple Fun Park Community Survey	Pump Track Community Survey	VC Mitchell Park Community Survey	Conversation Café Workshops			
						Progress Associations	Open Space	Place making	Access & Inclusion
<b>441</b> Community members	<b>71</b> Community members	<b>9,098</b> Word count of ideas and suggestions	<b>578</b> Community members	<b>233</b> Community members	<b>156</b> Community members	<b>74</b> Community members	<b>34</b> Community members	<b>18</b> Community members	<b>11</b> Community members

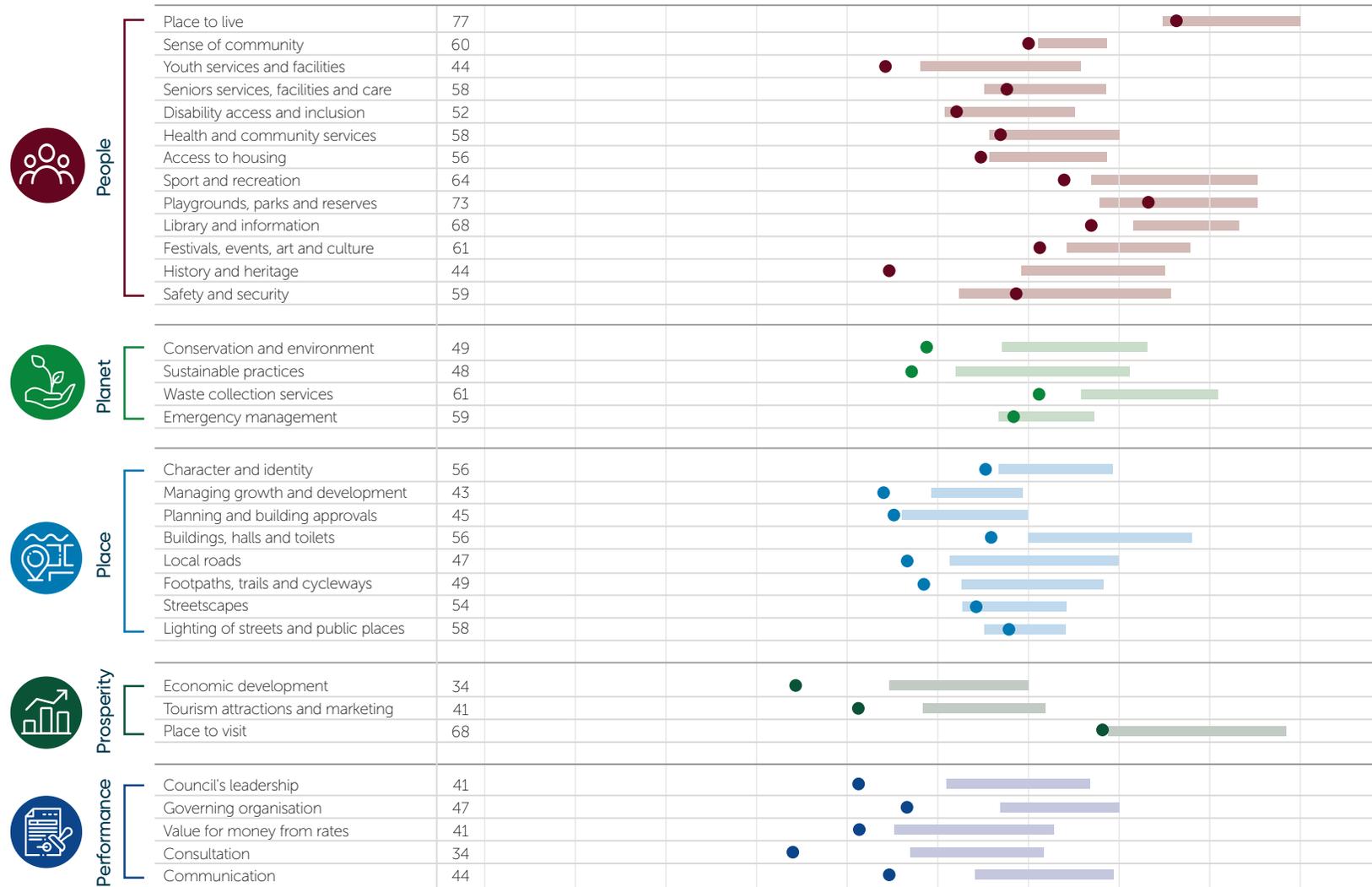
# MARKYT Community Scorecard

The Shire of Donnybrook Balingup aims to participate in an independent study to monitor and benchmark performance every two years.

The Shire aims to be above the MARKYT® industry average and strives to be the industry leader in all areas.

This chart shows the Shire's Performance Index Score out of 100 compared to the MARKYT® Industry Standards. The preferred target zone is shown as coloured bars.

## 2019 Performance Measures



### LEGEND

- Shire of Donnybrook Balingup, 2019 performance score
- Target Zone. Shading shows industry average to industry high from the MARKYT® Community Scorecard. For further information, visit [catalyse.com.au/markyt](http://catalyse.com.au/markyt).

## Want to help make Donnybrook Balingup a place for all to enjoy?

Please reach out to your elected member or the responsible officer at the Shire of Donnybrook Balingup to share your thoughts and ideas.

In person: 1 Bentley Street, Donnybrook  
Phone: (08) 9780 4200  
Email: [shire@donnybrook.wa.gov.au](mailto:shire@donnybrook.wa.gov.au)



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



Shire of  
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