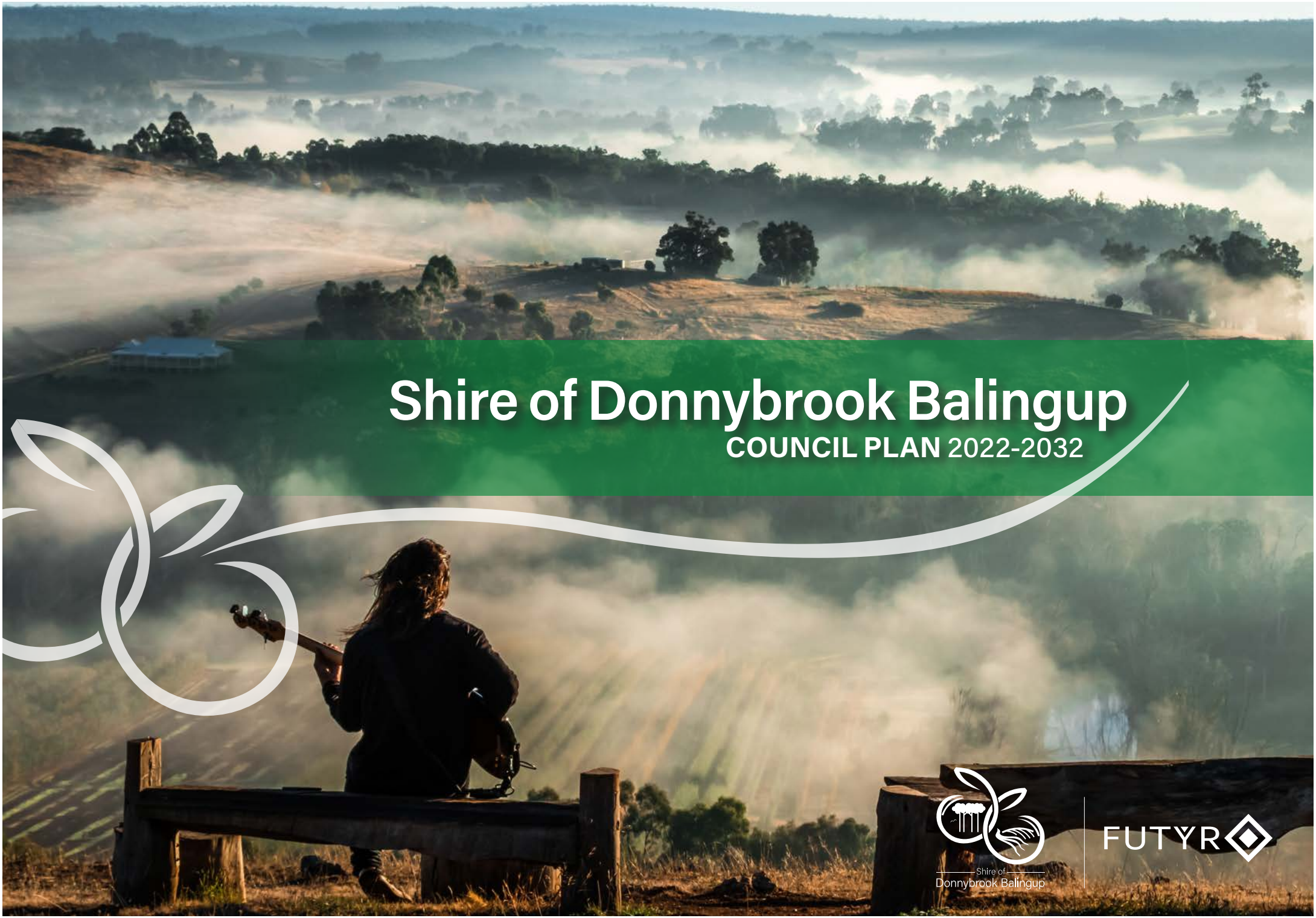


Shire of Donnybrook Balingup

COUNCIL PLAN 2022-2032

Shire of Donnybrook Balingup

FUTYR

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Image Credit
Cover page: Brian Van Allen

Introduction

Welcome to the Shire of Donnybrook Balingup Council Plan 2022-2032. This is our 10 year plan for the future. It combines our Strategic Community Plan and Corporate Business Plan into one succinct document. To keep this plan current and relevant, Council will undertake a minor review of the actions in this plan on an annual basis. A major review will be undertaken every four years.

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?

This plan satisfies a legislative requirement for all local governments to have a plan to shape the future. It follows the Integrated Planning and Reporting Framework guidelines and embraces the FUTYR® strategic planning approach.

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

Executive Message

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.

Together, and on behalf of the Council and community, we are pleased to present our Shire's Council Plan for 2022 to 2032.

The document is our Shire's plan for the future. The Council Plan is a high-level strategy designed to lay out our community vision, guiding our Council's strategic priorities and direction going forward.

Over four hundred community members helped shape this document, by providing their input and feedback through online surveys and extensive community consultation. This increased collaboration with our community is one of the cornerstones of our Shire's future focus, and was essential in defining our priorities, vision, and goals. We're grateful to all who participated and look forward to ongoing consultation with our community.

Of course, as we've seen with unpredictable COVID-19 challenges and disruptions over the last few years, the future is never set in stone. It's why this Plan was designed with flexibility in mind, allowing our Shire to adjust as required to best meet the needs of our community.

One undercurrent of this Plan is to prioritise attracting and retaining more families with children, as well as young adults to the Shire, all whilst promoting a healthy, safe, proud community. In this Plan, we'll be guided through five core performance areas: people, planet, place, prosperity, and performance.

We look forward to growing in alignment with our community's shared vision, fostering a proud community that enjoys a rural lifestyle, our cultural heritage, and natural environment.



Cr Leanne Wringe
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^2 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.

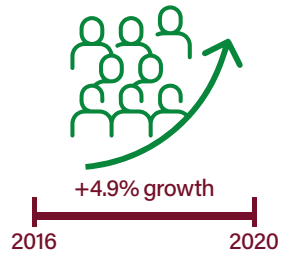
Donnybrook is also famous for its unique and beautiful sandstone. Local sandstone appears in fences, pathways and is the foundation for many historic attractions such as the Soldiers Memorial Hall (1919) and All Saints Church (1906). Donnybrook stone graces a number of Australian landmarks including 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, as highlighted in the beautiful Golden Valley Tree Park, and cosy cafes. 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.

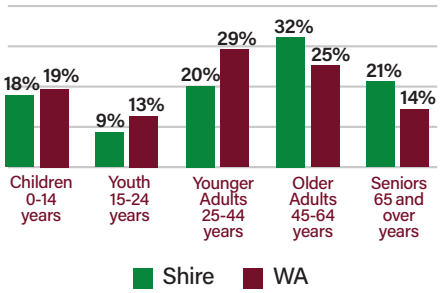
Population



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)

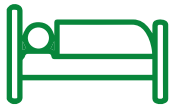


5.2%

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
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://lmip.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.

	People	Planet	Place	Prosperity	Performance
SUSTAINABLE DEVELOPMENT 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.



People

- Supporting our most vulnerable
- Putting patients first

Planet

- Investing in renewable energy and new technologies
- Green jobs and environmental protection

Place

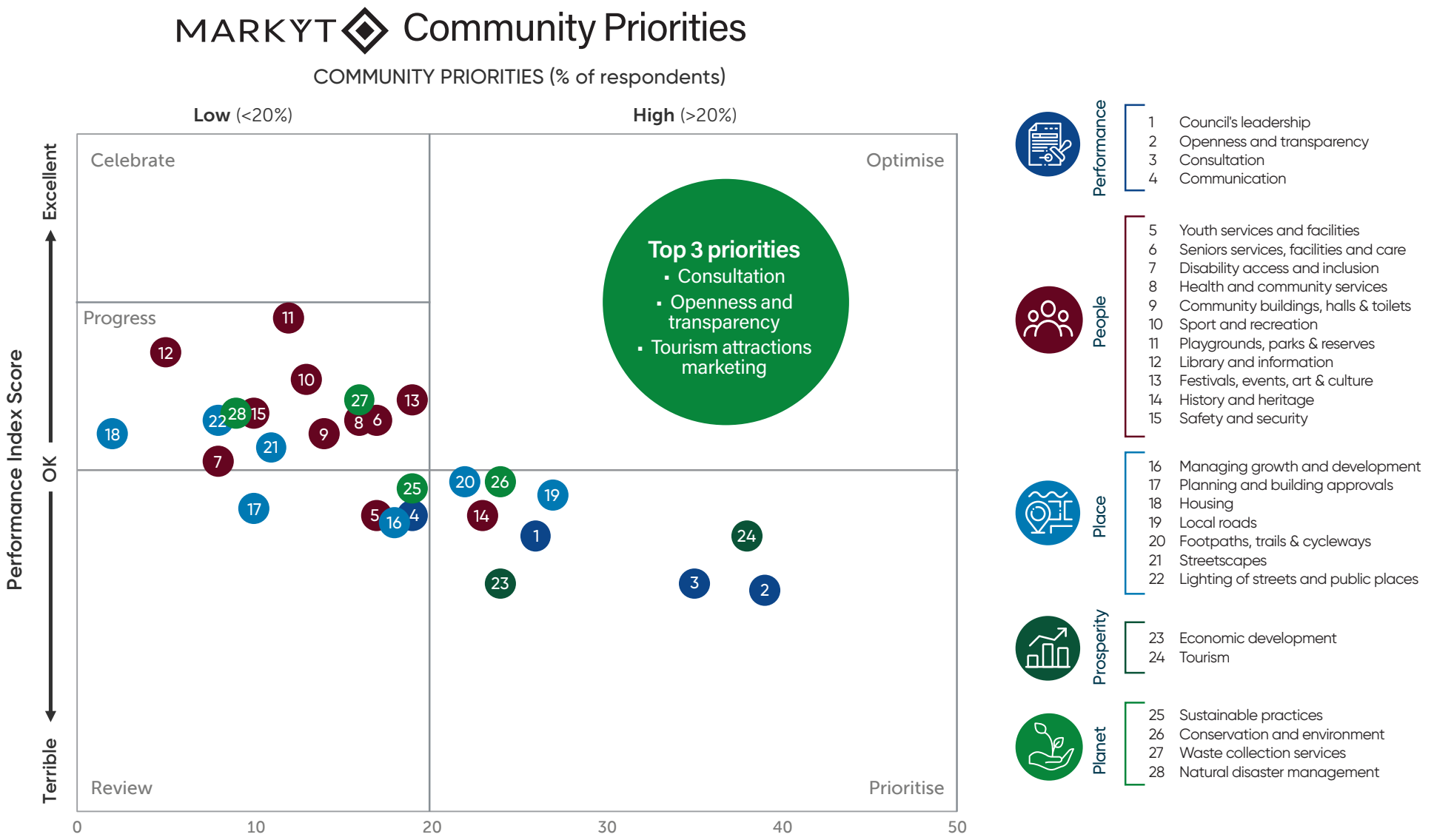
- Building infrastructure
- Maintenance blitz
- Major road construction
- Building community infrastructure
- Housing construction

Prosperity

- Driving industry development
- Unlocking future mining opportunities
- Revitalising culture and the arts
- Supporting small businesses
- Buying local
- Growing WA's food industries
- Investing in our tourism sector
- Boosting local manufacturing
- Rebuilding TAFE and reskilling our workforce
- Building schools for the future
- Unlocking barriers to investment

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.





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.



Enable

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



Partner

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



Fund

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



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.



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.


40

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 2020/21, 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.

Image credit: Brian Van Allen

Our plan for the future

Outcome 1. A diverse and growing population

Objectives	Priority Projects	Related Documents	Responsible	22-23	23-24	24-25	25-26
1.1. Attract and retain more families with children, and younger adults.	1.1.1. Establish a Youth Leadership Group to develop a youth plan for Council's consideration.	Beyond 2020 WA Youth Action Plan 2020-22, Department of Communities	Corporate and Community	●	●		
	1.1.2. Develop a campaign to promote the Donnybrook Adventure Zone with the Pump Track, Skate Park and Apple Fun Park.	Bunbury Geographe Visitor Economy Strategy	Executive Services	●			
	1.1.3. Research demand for childcare and afterschool care to establish service gaps and recommended solutions.		Corporate and Community		●		
	1.1.4. Develop and promote programs and services for children and younger adults in the Recreation Centre.		Corporate and Community	●			
1.2. Support older people in the community to positively age in place.	1.2.1. Item removed.						
	1.2.2. Item removed.						
	1.2.3. Develop and promote social and physical development programs for older people in the Recreation Centre.	WA Seniors Strategy	Corporate and Community	●			
1.3. Improve access and inclusion for people facing barriers.	1.3.1. Review the Disability Access and Inclusion Plan.	Disability Action and Inclusion Plan	Corporate and Community	●			
1.4. Encourage recognition and respect for all cultures.	1.4.1. Engage with local Indigenous community members to ensure inclusivity, and build trust and transparency.	Reconciliation Action Plan	Finance and Community		●	●	●

Annual Review Key: *(refer to end of document for previous items & notes)*

= Item Added = Item Amended = Item Removed

● To be covered by operating or capital funding ○ Additional funding required (loans, grants, etc)

Outcome 2. A safe and healthy community

Objectives	Priority Projects	Related Documents	Responsible	22-23	23-24	24-25	25-26
2.1. Improve access to facilities and services to support community health and wellbeing.	2.1.1. Promote external grants currently available for community groups to maintain and develop community facilities.	Shire Community Grants Program	Corporate and Community	●			
	2.1.2. Implement the Donnybrook Community, Sporting, Recreation and Events Precinct (VC Mitchell Park) Project.	VC Mitchell Park Masterplan	Executive Services	●	●		
	2.1.3. Implement technologies that provide greater access to services and programs in the Recreation Centre.		Corporate and Community		●		
	2.1.4. Advocate for health and allied health services to ensure the provision of vital health services and facilities within our Shire.	WACHS Strategic Plan	Corporate Services			●	●
	2.1.5. Facilitate the development of a Public Health Plan, to enable a healthier, more resilient community, well-equipped to address both current and future health challenges.		Operations				●
2.2. Facilitate, encourage and support a diverse range of festivals, community events, arts and cultural activities.	2.2.1. Facilitate a round table discussion between the Shire and local event organisers to explore opportunities to streamline event management.	Driving Change - Road Safety Strategy for WA 2020-2030, Road Safety Commission	Corporate and Community		●		
2.3. Maintain community safety.	2.3.1. Leverage our communication channels and social media platforms to share community and road safety education, driving awareness and engagement.	Driving Change - Road Safety Strategy for WA 2020-2030, Road Safety Commission	Corporate Services			●	●
	2.3.2. Advocate for the State Government to provide safer pedestrian crossings across South Western Highway.	Driving Change - Road Safety Strategy for WA 2020-2030, Road Safety Commission	Executive Services	●	●		
2.4. Encourage responsible animal management.	2.4.1. Develop a communications campaign to encourage responsible dog and cat ownership.	WA 'Stop Puppy Farming' legislation	Operations		●		

Annual Review Key: *(refer to end of document for previous items & notes)*

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● To be covered by operating or capital funding ○ Additional funding required (loans, grants, etc)


COUNCIL CHAMBER

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.

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* and initiated the Warren Blackwood Climate Change Impact Reference Group to provide recommendations for practical and achievable adaption and mitigation strategies.

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.

Image credit: Karis Aplin

Our plan for the future

Outcome 3. The natural environment is well managed for the benefit of current and future generations.

Objectives	Priority Projects	Related Documents	Responsible	22-23	23-24	24-25	25-26
3.1. Care for the natural environment, including weed and pest management.	3.1.1. Review weed management practices on Shire managed land.	Federal 'Communities Combating Pest and Weed Impacts' Program	Operations	●			
	3.1.2. Enable more opportunities for community volunteers, students, work for the dole, and prisoner release program participants to take part in environmental projects (i.e. river clean-up, weeding, tree planting, etc).	WA Volunteering Strategy	Operations	○	○	○	○
3.2. Develop community readiness to cope with natural disasters and emergencies.	3.2.1. Partner with DFES to construct the new Argyle-Irishtown Bushfire Brigade Station.	Asset Management Plan	Operations	○	○		
	3.2.2. Partner with Department of Communities to ensure evacuation/welfare centres are fit for purpose.	Local Recovery Plan	Corporate and Community Development	○	○	○	
	3.2.3. Partner with peak community organisations to provide triennial recovery coordination training.	Local Recovery Plan	Corporate and Community Development	●			●
	3.2.4. Provide support for emergency services volunteers.	Shire Bushfire Risk Management Plan	Operations	●	●	●	●

Annual Review Key: *(refer to end of document for previous items & notes)*

= Item Added = Item Amended = Item Removed

Outcome 4. Shared responsibility for sustainability.

Objectives	Priority Projects	Related Documents	Responsible	22-23	23-24	24-25	25-26
4.1. Encourage the adoption of sustainable practices.	4.1.1. Participate in the Warren Blackwood Alliance of Councils Climate Change Impact Reference Group to establish a sub-regional climate change policy.	Cities Power Partnership	Operations	●			
4.2. Develop in line with WA targets, and the Paris Agreement, reduce greenhouse gas emissions to net zero by 2050.	4.2.1. Audit Shire buildings and facilities to determine opportunities and costs associated with introducing renewable energy infrastructure.	Asset Management Plan	Operations			●	
	4.2.2. Implement and expand climate action initiatives that improve energy efficiency, promote sustainability, and support community-led environmental engagement.	Cities Power Partnership	Operations				●

Outcome 5. A sustainable, low-waste, circular economy.

Objectives	Priority Projects	Related Documents	Responsible	22-23	23-24	24-25	25-26
5.1. Reduce waste generation.	5.1.1. Facilitate public education and communication efforts to encourage waste reduction behaviors, including recovery, reuse, and recycling.	WA's Waste Avoidance and Resource Recovery Strategy 2030	Operations		●	●	●
5.2. Increase material recovery and recycling.	5.2.1. Provide separated recycling bins at Shire facilities (e.g. parks, libraries, recreation centres).	WA's Waste Avoidance and Resource Recovery Strategy 2030	Operations		●		
5.3. Reduce landfill.	5.3.1. Implement the Landfill Closure Management Plan.	Landfill Closure Management Plan	Operations	●	●	●	●
	5.3.2. Collaborate with neighbouring councils to review regional waste options to reduce landfill (such as waste to energy facilities).	WA's Waste Avoidance and Resource Recovery Strategy 2030	Operations	●	●	●	●

Annual Review Key: *(refer to end of document for previous items & notes)*

● = Item Added ● = Item Amended ● = Item Removed

● To be covered by operating or capital funding ○ Additional funding required (loans, grants, etc)


EMPIRE
MAXXIS

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, including an accessible walkway.

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 completed with a State Government grant.

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.

Image credit: Sandy Lyons

Our plan for the future

Outcome 6. The built environment is responsibly planned and well maintained.

Objectives	Priority Projects	Related Documents	Responsible	22-23	23-24	24-25	25-26
6.1. Ensure sufficient land is available for residential, industrial and commercial uses.	6.1.1. Review the Local Planning Strategy.	Local Planning Strategy	Operations	●	●		
	6.1.2. Review the Local Planning Scheme.	Local Planning Scheme	Operations	●	●		
	6.1.3. Review Local Planning Policies.	Local Planning Policies	Operations		●	●	
	6.1.4. Advocate for provision of relevant services and infrastructure to facilitate appropriate land development.	South West Regional Planning and Infrastructure Framework	Operations	●	●	●	●
6.2. Encourage the adoption of sustainable design principles.	6.2.1. Support the Energy Efficiency Pilot Program (EEPP) to help residents and businesses build energy literacy and implement efficiency measures through home audit kits, workshops, and resources.	State Grants and Subsidies Programs	Operations			●	●
6.3. Create vibrant, attractive and welcoming towns.	6.3.1. Source designs for updated Shire boundary entry statements with improved lighting.		Operations		●		
	6.3.2. Support community groups to design and implement townscape works in Donnybrook, Balingup and Kirup.	Community Townscape Activities Policy	Operations	○	○	○	○
6.4. Provide attractive, well maintained streetscapes, verges and trees.	6.4.1. Enhance Donnybrook Arboretum.		Operations	●	●		
	6.4.2. Enable growth of the urban tree canopy by funding the supply of a suitable number of trees per annum to support a community tree planting program.	WA's Better Urban Forest Planning Guide	Operations	●	●	●	●
6.5. Provide attractive and sustainable parks, playgrounds and reserves.	6.5.1. Item removed.						

Annual Review Key: *(refer to end of document for previous items & notes)*

● = Item Added ● = Item Amended ● = Item Removed

Our plan for the future

Outcome 7. Heritage assets are valued and respected.

Objectives	Priority Projects	Related Documents	Responsible	22-23	23-24	24-25	25-26
7.1. **Identify, preserve and showcase local heritage.**	7.1.1 Review the Local Heritage Survey, the Shire Heritage List and continue to promote sensitive heritage adaption projects and initiatives.	WA Heritage Council Strategic Plan	Operations	●	●		

Outcome 8. Safe and convenient movement of people in and around the district.

Objectives	Priority Projects	Related Documents	Responsible	22-23	23-24	24-25	25-26
8.1. Improve road safety, connectivity and traffic flow for all users.	8.1.1. Advocate via the Regional Roads Group for the State Government to upgrade and improve key regional transport infrastructure.	South West Regional Planning and Infrastructure Framework	Operations		●	●	●
8.1. Provide sufficient parking for all needs.	8.2.1. The review of the Shire's Parking & Parking Facilities Local Law will consider the diverse parking needs for trucks, RVs, cars, motorbikes, gophers, e-rideables, and bicycles.	WALGA Local Government Car Parking Guideline	Operations		●	●	●
8.3. **Provide safe, well connected paths for pedestrians, cyclists and gophers.**	8.3.1. Review the Shire's pathway strategy including the development of a 5-year expansion and renewal path program.	Shire Pathways and Trails Expansion Strategy	Operations	●			
	8.3.2. Provide a recreational loop extending from Bridge Street to Dale Street and consider extending upstream and downstream to facilitate longer recreational journeys.	Bunbury-Wellington 2050 Cycling Strategy	Operations		○	○	
8.4. **Improve access to public transport.**	8.4.1. Item removed.						
	8.4.2. Advocate for Transport WA to provide safer bus stops along school bus routes.		Operations	●			

Annual Review Key: *(refer to end of document for previous items & notes)*

= Item Added = Item Amended = Item Removed

● To be covered by operating or capital funding ○ Additional funding required (loans, grants, etc)



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 Visitor Centre
- Balingup Visitor 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 Centre and Balingup Visitor 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.

Image credit: Dickson and Smith

Our plan for the future

Outcome 9. A thriving economy.

Objectives	Priority Projects	Related Documents	Responsible	22-23	23-24	24-25	25-26
9.1. Build and strengthen stakeholder relations.	9.1.1. Item removed.						
9.2. Attract and retain a diverse mix of businesses and investment opportunities.	9.2.1. Partner with Regional Development Australia, South West Development Commission, and the Donnybrook-Balingup Chamber of Commerce and Industry to develop a local Economic Development Strategy for the Shire of Donnybrook Balingup.	Diversify WA - State Government Economic Development Strategy	Executive Services	○	○		
9.3. Enable appropriate infrastructure to support and enhance business.	9.3.1. Advocate for Development WA to further develop Sandhills Industrial Area.	WA Industrial Lands Authority 3 Year Snapshot	Executive Services	●	●		
9.4. Facilitate access to quality education, training and work opportunities.	9.4.1. Through the Workforce Plan explore opportunities for apprenticeships and traineeship to provide more employment opportunities in the Shire of Donnybrook Balingup organisation.	Workforce Plan	Executive Services	●	●	●	●

Annual Review Key: *(refer to end of document for previous items & notes)*

= Item Added = Item Amended = Item Removed

Outcome 10. A popular destination for visitors and tourists.

Objectives	Priority Projects	Related Documents	Responsible	22-23	23-24	24-25	25-26
10.1. Encourage more people to stop, shop and experience the Shire of Donnybrook Balingup.	10.1.1. Develop a Tourism and Economic Development strategy.	Bunbury Geographe Visitor Economy Strategy	Finance and Community Services	●	●	●	●
	10.1.2. Item removed.						
	10.1.3. Support the local backpacker industry (possibly through the Donnybrook Balingup Chamber of Commerce and Industry) to host events and community BBQs to attract, engage with, and retain backpackers.		Corporate and Community Development	●			
	10.1.4. Item removed.						
	10.1.5. Enhance community engagement to promote the use of Shire facilities and services.		Finance and Community Services		●	●	●
10.2. Improve visitor infrastructure and services.	10.2.1. Item removed.						

Annual Review Key: *(refer to end of document for previous items & notes)*

= Item Added = Item Amended = Item Removed

● To be covered by operating or capital funding ○ Additional funding required (loans, grants, etc)


ACTIVE LISTENING
Top Koala

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

Outcome 11. Strong, visionary leadership.

Objectives	Priority Projects	Related Documents	Responsible	22-23	23-24	24-25	25-26
11.1. Provide strategically focused, open and accountable governance.	11.1.1. Provide an annual review of key informing strategies to the Integrated Planning and Reporting Framework to inform the Annual Budget.	Asset Management Plan Council Plan Long Term Financial Plan Workforce Plan	Executive Services	●	●	●	●
	11.1.2. Provide a review of local laws.	Shire Local Laws	Executive Services	●			●
	11.1.3. Facilitate access to mandatory councillor training.	WALGA Training Program	Executive Services	●	●	●	●
11.2. Improve community consultation and engagement.	11.2.1. Develop a Community Engagement Plan.	International Association of Public Participation Framework	Executive Services		○		
	11.2.2. Provide a biennial community survey to benchmark service levels and determine community priorities.	Community Scorecard	Executive Services		●		●
	11.2.3. Review best practice approaches for conducting council meetings and consider recommendations to enhance community engagement.	DLGSC Operational Guidelines	Executive Services	●			
	11.2.4 Live stream council meetings.	DLGSC Operational Guidelines	Executive Services	●			
	11.2.5 Develop a campaign to populate the Shire's customer database to support more efficient and effective engagement with community members.		Executive Services	●			

Annual Review Key: *(refer to end of document for previous items & notes)*

= Item Added = Item Amended = Item Removed

Outcome 12. A well respected, professionally run organisation.

Objectives	Priority Projects	Related Documents	Responsible	22-23	23-24	24-25	25-26
12.1. Deliver effective and efficient operations and service provision.	12.1.1. Facilitate grants that reduce the Shire expenditures, uncover alternative revenue options, and leverage Council resources to address key community priorities and implement significant projects.		Corporate Services			●	●
	12.1.2. Item removed.						
	12.1.3. Review Shire IT, including business and customer service software (such as intramaps).		Corporate and Community	●	●		
	12.1.4. Provide an improved booking system for Shire services, events and facilities (including transit parks, sporting ovals, community halls etc).	WA Government Digital Strategy 2021-2025	Corporate and Community		●		
	12.1.5 Review plans for appropriate Shire administration facilities to meet Council, employee and customer needs.		Executive Services	●			
	12.1.6 Provide a Building Service Level Hierarchy Framework.		Executive Services			●	
12.2. Continuously improve workplace culture.	12.2.1. Review the Workforce Plan.	Workforce Plan	Executive Services	●			
	12.2.3. Provide an employee engagement program.		Executive Services	●			

Outcome 13. Increased community capacity.

Objectives	Priority Projects	Related Documents	Responsible	22-23	23-24	24-25	25-26
13.1. Enable community organisations and community champions to deliver services and projects to meet local needs.	13.1.1. Support community initiatives through community grants, donations, and in-kind support via Shire Support Initiatives (SSI).	Community Grants Funding Scheme Policy	Finance and Community Services	●	●	●	●
	13.1.2. Develop a standardised community lease for community and sporting groups.		Executive Services	●			
	13.1.3. Provide annual events to encourage and recognise community volunteers.	WA Volunteering Strategy	Finance and Community Services				●

Annual Review Key: *(refer to end of document for previous items & notes)*

= Item Added = Item Amended = Item Removed

● To be covered by operating or capital funding ○ Additional funding required (loans, grants, etc)

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.

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
Total (FTE)	**50.0**	**13.4**	**63.4**

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.
- An Internal Audit Program.

Image credit: Brian Van Allen


PEACE PERGOLA
"LEST WE FORGET"

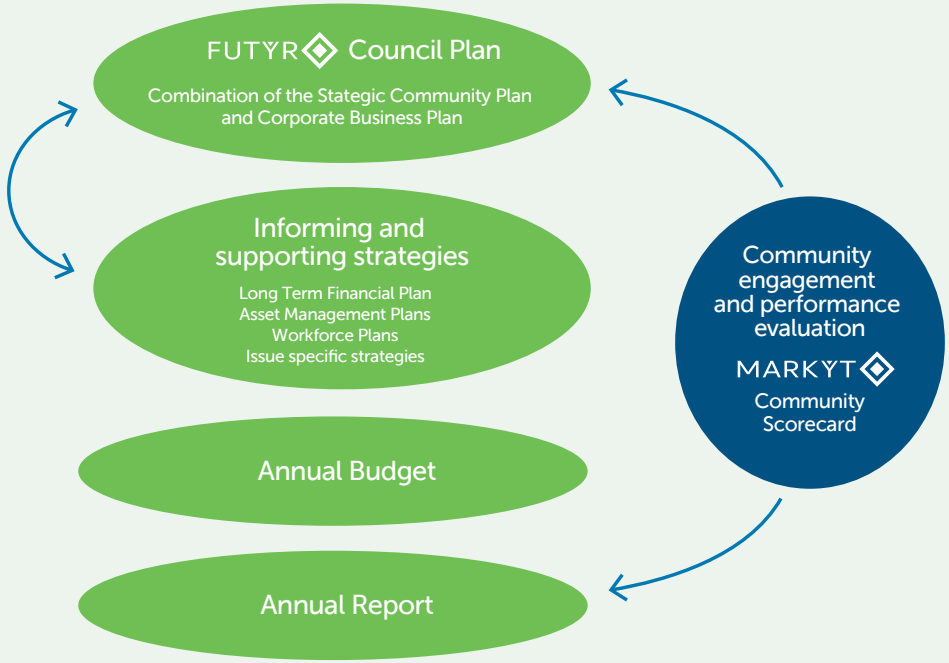
Developing and Reporting

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.

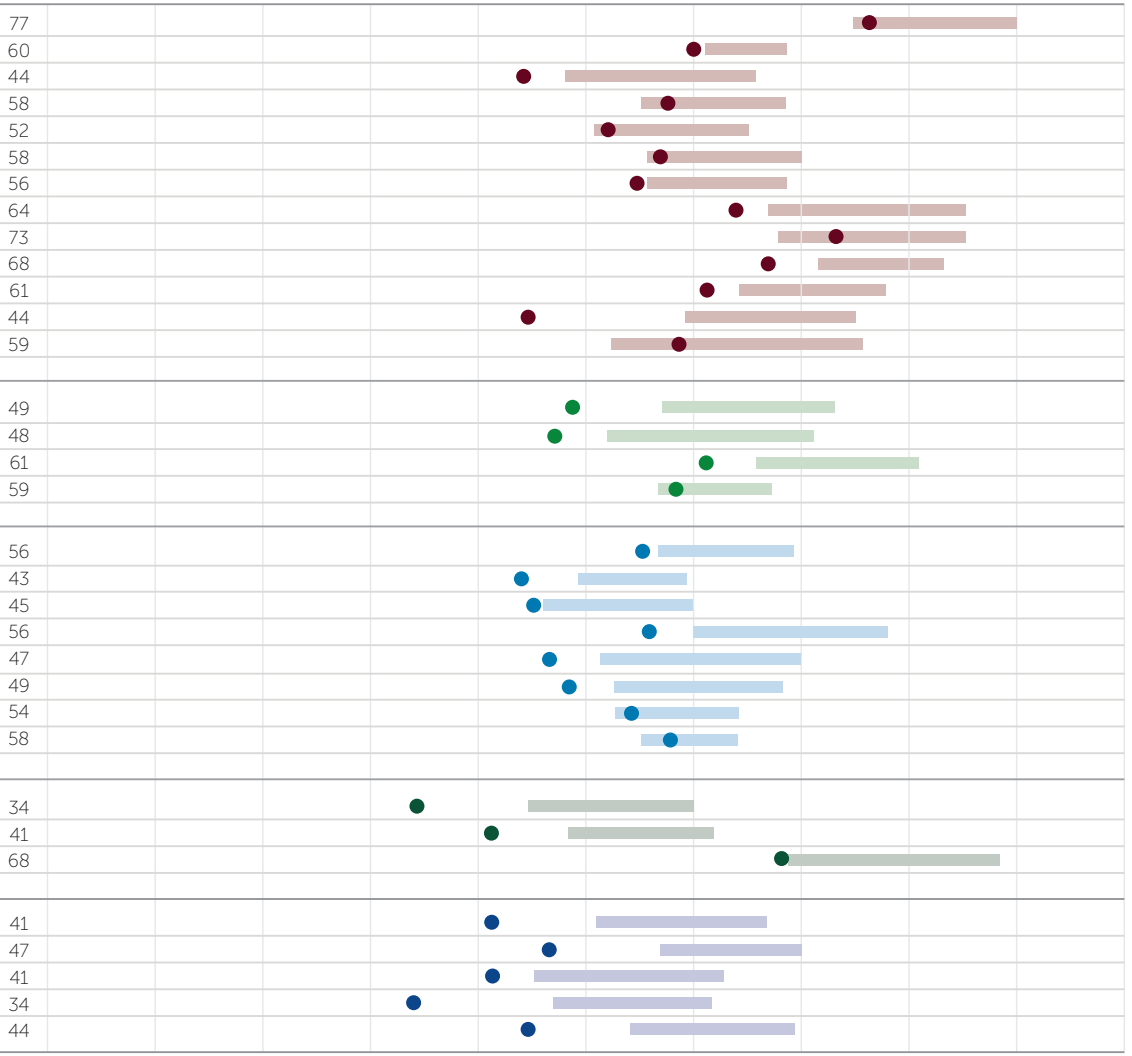
MARKYT Community Scorecard	Shire of Donnybrook Balingup Community Survey		Apple Fun Park Community Survey	Pump Track Community Survey	VC Mitchell Park Community Survey	Conversation Café Workshops			
						Progress Associations	Open Space	Place making	Access & Inclusion
441	71	9,098	578	233	156	74	34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

People	Place to live	77
	Sense of community	60
	Youth services and facilities	44
	Seniors services, facilities and care	58
	Disability access and inclusion	52
	Health and community services	58
	Access to housing	56
	Sport and recreation	64
	Playgrounds, parks and reserves	73
	Library and information	68
	Festivals, events, art and culture	61
	History and heritage	44
	Safety and security	59
Planet	Conservation and environment	49
	Sustainable practices	48
	Waste collection services	61
	Emergency management	59
Place	Character and identity	56
	Managing growth and development	43
	Planning and building approvals	45
	Buildings, halls and toilets	56
	Local roads	47
	Footpaths, trails and cycleways	49
	Streetscapes	54
	Lighting of streets and public places	58
Prosperity	Economic development	34
	Tourism attractions and marketing	41
	Place to visit	68
Performance	Council's leadership	41
	Governing organisation	47
	Value for money from rates	41
	Consultation	34
	Communication	44



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.



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

www.donnybrook-balingup.wa.gov.au

Shire of
Donnybrook Balingup

Previous Council Plan Items

Please note that the following items are are no longer in place but have been listed with the original wording from the Council Plan prior to the annual review conducted in the 2024-2025 period as a reference. The items listed in the main body of the Council Plan are current as per Council Resolution 123/06-25. For further details of the review, please refer to the minutes and corresponding attachments from the Ordinary Council Meeting held in June 2025.

Review Summary	Priority Projects	Related Documents	Responsible	22-23	23-24	24-25	25-26
Strategy no longer needed as already done via programs at Libraries and Rec Centre.	1.2.1. Provide a Positively Ageing in Place Strategy, in collaboration with local service providers, to enable improved access to aged care accommodation, services and facilities.	WA Seniors Strategy, WA Housing Strategy	Corporate and Community			○	
No longer requires action as already done via programs at Libraries and Rec Centre.	1.2.2. Promote the availability of digital literacy classes for seniors at the Community Resource Centre through the Shire's communication channels.	WA Digital Inclusion Strategy	Executive Services	●			
Updated to better reflect the role the Shire continues to play, also empasises the importance of direct involvement and partnership with the Indigenous community.	1.4.1. Enable development of a community-led Reconciliation Action Plan.	Reconciliation Action Plan	Corporate and Community		●		
Changed from Partner to Advocate and project now also allocated to 25/26.	2.1.4. Partner with health and allied health organisations (e.g. WACHS, Hall and Prior, St Johns Ambulance) to consolidate the Donnybrook health precinct as a viable and vital suite of local health services and facilities.		Corporate and Community	●	●	●	
Updated to reflect a shift towards leveraging the Shire's own communication platforms to effectively deliver messaging compared to relying solely on external partnerships.	2.3.1. Partner with WA Police to distribute community and road safety education in the community and local schools.	Driving Change - Road Safety Strategy for Western Australia 2020-2030, Road Safety Commission	Operations	●	●	●	●
Now provides an avenue to continue supporting sustainability initiatives and community environmental groups following the conclusion of the Cities Power Partnership.	4.2.2. Provide energy efficient lighting across the Shire, in line with the Shire's Cities Power Partnership pledge.	Cities Power Partnership	Operations	○	○	○	○
Developing a new strategy is unnecessary, item now focuses on facilitating implementation of existing measures via education and communication efforts.	5.1.1. Produce a Local Waste Strategy to identify measures to reduce waste going to landfill and establish public education and communication approaches to encourage waste reduction behaviours, including recovery, reuse, and recycling.	WA's Waste Avoidance and Resource Recovery Strategy 2030	Operations	●	●		

= Item Amended = Item Removed ● = To be covered by operating or capital funding ○ = Additional funding required (loans, grants, etc.)

Previous Council Plan Items

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Review Summary	Priority Projects	Related Documents	Responsible	22-23	23-24	24-25	25-26
Updated to reflect shift from general information sharing to actively supporting the Energy Efficiency Pilot Program (EEPP).	6.2.1. Share information on the Shire's website to improve community awareness about sustainable design principles, and access to subsidies and grants.	State Grants and Subsidies Programs	Operations		●	●	●
Updated to reflect the Shire's financial commitment in supporting the community tree planting program.	6.4.2. Enable growth of the urban tree canopy by making a suitable number of trees available per annum to support a community tree planting program.	WA better Urban Forrest Planning Guide	Operations	●	●	●	●
Removed as completed.	6.5.1. Support Kirup Progress Association to seek funding opportunities to develop the Mill Park concept.	Kirup Mill Park Master Plan	Operations	●	●	●	●
Updated to reflect Council's approved channel of advocacy.	8.1.1. Advocate for the State Government to upgrade and improve key regional transport infrastructure.	South West Regional Planning and Infrastructure Framework	Executive Services	●	●	●	●
Developing a new strategy is unnecessary, item now focuses on facilitating diverse parking needs during review of the Shire's Parking and Parking Facilities Local Law.	8.2.1. Provide a parking strategy, considering diverse parking needs for trucks, RVs, cars, motorbikes, gophers, e-rideables and bicycles.	WALGA Local Government Car Parking Guideline	Operations		●		
Removed as Council has decided to shift its focus to other priorities.	8.4.1. Scope community need for improved access to shared and public transport.	Public Transport Authority Strategic Plan	Community Development		●		
Removed.	9.1.1. Develop a Key Stakeholder Engagement Plan (e.g. Government agencies, tourism bodies, major employers) to establish and strengthen strategic relationships.	International Association of Public Participation Framework	Executive Services		●		
Developing a Tourism and Economic Development Engagement Strategy will define Council's role in local tourism marketing, ensuring efficient resourcing, stakeholder collaboration, and sustainable economic growth.	10.1.1. Partner with the Bunbury Geographe Tourism Partnership (BGTP) and Southern Forests Blackwood Valley Tourism Association (SFBVTA) to develop local tourism marketing initiatives.	Bunbury Geographe Visitor Economy Strategy	Executive Services	●	●	●	●
Removed as Council has determined that this goal has been achieved.	10.1.2. Provide wayfinding signage to improve awareness and access to places of interest.		Operations	○	○	○	

= Item Amended = Item Removed ● = To be covered by operating or capital funding ○ = Additional funding required (loans, grants, etc.)

Previous Council Plan Items

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Review Summary	Priority Projects	Related Documents	Responsible	22-23	23-24	24-25	25-26
Removed as Council has decided to shift its focus to other priorities.	10.1.4. Advocate for Glen Mervyn Dam eco-tourism opportunities.	Bunbury Geographe Visitor Economy Strategy	Executive Services	●	●		
Updated to make the objective more comprehensive and adaptable, shifting to enhance community engagement through various initiatives instead of developing a single marketing campaign.	10.1.5. Develop a marketing campaign to promote Shire facilities and services (such as the heated pool in Donnybrook Recreation Centre) to visitors and residents in neighbouring communities.		Executive Services		●		
Removed as successfully achieved.	10.2.1. Advocate for realignment of the Munda Biddi Trail through the centre of Donnybrook.	Bunbury-Wellington 2050 Cycling Strategy	Executive Services	●	●	●	●
Changes provide more clarity and focuses on facilitating grants to effectively address community priorities and implement significant projects.	12.1.1. Prepare grant applications to secure funds needed to address community priorities and implement major projects.		Executive Services	●	●	●	●
Council has deferred the internal audit to allow for an updated scope, following the recent Financial Management Systems Review and Audit Regulation 17 Review.	12.1.2. Provide and deliver an Internal Audit Program.	DLGSC Operational Guidelines	Corporate and Community	●	●	●	●
Updated to better communicate the types of support Council provides, aiming to improve communication and transparency of costs associated with in-kind support. Also reaffirms Council's commitment to financial stability.	13.1.1. Fund community organisations through the Community Grants Funding Scheme.	Community Grants Funding Scheme Policy	Corporate and Community	●	●	●	●
Updated to shift focus from general partnerships to specific, actionable annual events, providing a consistent way to outline how Council will encourage and recognise community volunteers.	13.1.3. Partner with key stakeholders to support, encourage and recognise community volunteers.	WA Volunteering Strategy	Corporate and Community	●	●	●	●

● = Item Amended ● = Item Removed ● = To be covered by operating or capital funding ○ = Additional funding required (loans, grants, etc.)