

OUR PLAN FOR THE FUTURE

Shire of Dardanup | Council Plan 2024 - 2034



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Introduction

Welcome to Shire of Dardanup’s Council Plan. This plan combines our Strategic Community Plan and Corporate Business Plan into one succinct document.

This plan has been developed with more than 600 community members and key partners to consider:

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

This plan 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 10-year vision for the Shire of Dardanup that will set us on the path towards our longer-term 2050 Vision.
- How the Council will achieve and resource its objectives
- How success will be measured and reported

Executive message

It is with great pride that we present the Shire of Dardanup's Council Plan 2024-2034. Developed in consultation with our community, Council and key stakeholders, this plan combines our Strategic Community Plan and Corporate Business Plan to set out the vision, aspirations and objectives for our community over the next decade.

Encompassing a broad range of places, people and activities, the Shire of Dardanup is a thriving community set across unique and varied landscapes. To ensure the area's diversity and vibrancy is preserved and enhanced into the future, the Shire adopts a robust planning environment. Our Council Plan provides a roadmap for delivering and advocating for services and facilities to meet community needs.

Community participation in various engagement activities, including workshops, surveys and advisory groups, has helped clearly define local priorities and shape the Shire's vision for the future. Our thanks go to the community members who contributed to development of this plan and supporting strategies by sharing views, opinions and voicing what matters. We have heard you, and we are excited to work together to deliver on your priorities.

We encourage the community to continue getting involved; to collaborate and partner with us as we endeavour to meet local community needs.

The Council Plan will act as a blueprint for success and we invite you to join us on the Shire of Dardanup's exciting journey over the next decade.

The Shire of Dardanup acknowledges the Noongar people as the traditional owners of the land upon which the shire is situated. In doing this, we recognise and respect their continuing culture and contribution they make to the life of this region and pay our respects to their elders, past, present and emerging.



André Schönfeldt
Chief Executive Officer



Cr Tyrrell Gardiner
Shire President

Shire of Dardanup at a glance

In everything we do, we aim to set the standard, raise the bar and be the THINK Ahead Shire. Our people are forward-thinking and dynamic with an eye to a bright future and many exciting projects on the horizon.

Nestled in the Darling Scarp and Whicher Ranges around 180 kilometres south of Perth, the Shire of Dardanup has been identified as a premier catchment for Western Australia's future urban and industrial expansion. The Shire is focused on managing this growth responsibly.

Dardanup is derived from an Aboriginal name meaning low lying ground by the water. Many natural waterways criss-cross the landscape providing refuge for South West flora and fauna, including the critically endangered Western Ringtail Possum, Southern Brown Bandicoot and Bottlenose Dolphins.

The shire is rich in Aboriginal and European history. The original inhabitants were the Noongar people. In 1830, the Bunbury area was settled by Europeans for use as a military post and a port. The Dardanup district played a role in the export of horses and timber sleepers to India. In the late 19th and early 20th centuries the region experienced a period of growth with construction of the South Western railway line from Perth and subsequent expansion of the timber industry.

Eaton, currently the main townsite, was originally established as a riverside fishing village.

It has grown into a thriving urban area with a diverse population. It is estimated that Eaton and Millbridge will have a population of 15,000 people when fully developed.

Dardanup township has a village character, surrounded by a stunning hinterland of rolling green hills used for livestock, orchards and viticulture. Major attractions include Ferguson Valley, Dardanup Heritage Park and Heritage Trail, Gnomesville, Crooked Brook Forest, Wellington Dam, Wellington Forest Discovery Centre and Mt Lennard Mountain Bike Trail. Ferguson Valley is increasingly known for its burgeoning wine industry, boutique breweries, art galleries, markets and eateries.

Burekup township is situated near the Collie River. Originally known as Boorekup, the town's name is derived from the Indigenous Australian name for a local wildflower. Burekup has traditionally attracted residents who service surrounding rural activities. More recently the town has been attracting new lifestyle residents who commute to nearby employment centres.

The Shire is planning a new and exciting city of Wanju to accommodate 60,000 new residents and 20,000 new homes. The Shire of Dardanup is thinking ahead.

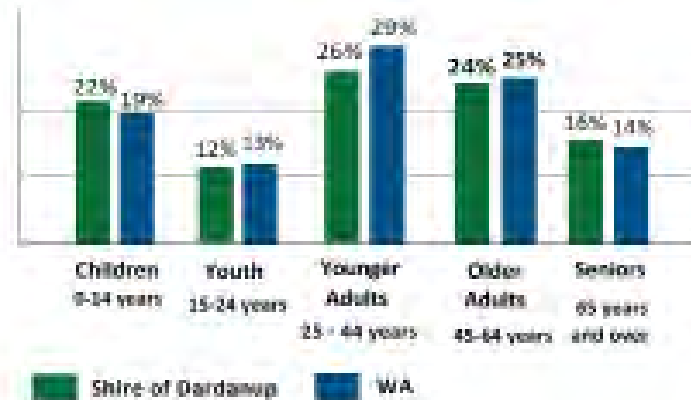
Wanju is set to re-define modern urban planning and design with a strong commitment to sustainable living practices, smart city technologies and innovative design outcomes. The nearby expansion of Waterloo Industrial Park will support strong economic growth and local jobs.

Population



Age Profile

ABS estimated resident population, 30 June 2020



Households that speak a non-English language

2021 ABS Census



3.9%
WA: 23.2%

Need assistance with core activities

2021 ABS Census



4.6%
Regional WA

Gross Regional Product

June 2021



\$773M

Most Valuable Industries

June 2021 Remplan



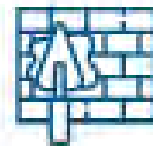
Rental, Hiring & Real Estate Services

\$135M



Manufacturing

\$107M



Construction

\$58M

Unemployment Rate

June 2021



6.2%

WA: 6.1%

Median House Price

Eaton 2021, REIWA



\$367,500

Regional WA: \$429,000

Priorities

Priorities shift over time in response to what's happening locally and globally. To provide quality of life outcomes Local Government 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.

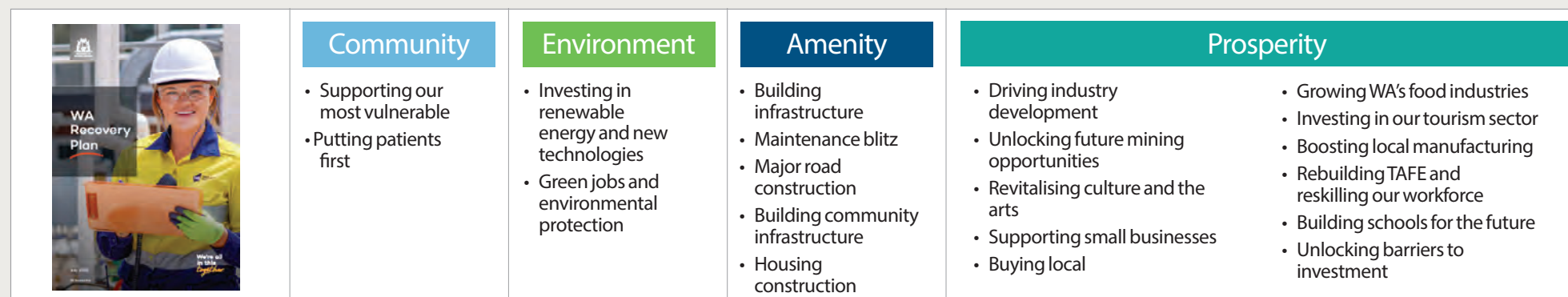
Global priorities

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. Seventeen goals were agreed by all UN member states, including Australia. Our Council 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.



Local priorities

To understand local needs and priorities, the Shire of Dardanup commissioned an independent review. In 2021, 606 community members completed a MARKYT® Community Scorecard. The top priorities are community safety and crime prevention, youth services and facilities, and playgrounds, parks and reserves.



Kaizen = service areas for continuous improvement

Our purpose

The Shire of Dardanup exists to meet the needs of current and future generations through an integration of environmental protection, social advancement and economic prosperity.

Our mission

The Shire aims to provide effective leadership in encouraging balanced growth and development of the shire while recognising diverse community needs.

We fulfil our purpose through the following roles:



Advocate

We lead and represent the community on key issues.



Facilitate

We coordinate local groups and agencies to achieve positive community benefits.



Partner

We form strategic alliances in the interests of the community.



Provide

We provide community infrastructure, essential services and community engagement activities to meet local needs.



Fund

We help to fund organisations to deliver essential community services.



Regulate

We enforce statutory requirements.

Our values - TRACES

The Shire of Dardanup is building a culture where openness and transparency are the norm and where we all hold ourselves accountable to deliver excellence for our customers and community.



Our Vision

The Shire of Dardanup is a healthy, self-sufficient and sustainable community, that is connected and inclusive, and where our culture and innovation are celebrated.



Our Plan on a page

To achieve the Vision, the community helped shape a plan for the future.

There are five core performance areas in this plan - Community, Environment, Amenity, Prosperity and Leadership. These areas are interrelated, and each must be satisfied to deliver excellent quality of life.

For each area, there is an overarching aspirational statement and desired outcomes. These are summarised below.

Over the following pages, we explore each area in more detail. We describe the current situation, recent achievements, what we will keep doing, and our plan for the future. “What we will keep doing” covers business as usual activities, with a focus on continuous improvement. “Our plan for the future” describes priority projects to meet local needs and objectives. When deciding on priority projects, Council considers a range of comprehensive supporting strategies and community suggestions.

					
	Community	Environment	Amenity	Prosperity	Leadership
ASPIRATION	We have a safe and vibrant community that is inclusive and welcoming for all ages and interests.	There is a healthy and balanced respect for the environment, while retaining our lifestyle values, community spirit and identity.	Our facilities and infrastructure make the shire an attractive and desirable place to live, work and visit.	The shire has a vibrant, diversified economy built from our pillars of agriculture, forestry, manufacturing, mining and tourism.	We have strong civic leadership supported by responsible and transparent corporate governance.
OUTCOMES	1. A safe community. 2. A healthy and active community. 3. Art and culture are valued and celebrated. 4. A connected and inclusive community.	5. The natural environment is managed responsibly for the benefit of current and future generations. 6. Shared responsibility for climate action. 7. A resilient community equipped to respond to natural disasters.	8. Liveable neighbourhoods with diverse and more affordable housing. 9. Vibrant, attractive and welcoming towns and community spaces. 10. It is safe and easy to move around the shire.	11. A self-sufficient, fast growing and diverse economy with high local employment. 12. A destination of choice for visitors.	13. The Shire's leadership group is valued and respected for being visionary, professional, equitable and accountable. 14. The community is well informed and highly engaged.



Community



We have a safe and vibrant community that is inclusive and welcoming for all ages and interests.

Current situation

The Shire of Dardanup's investment in sport and recreation facilities, parks, playgrounds, library services, festivals and events have been well received by the local community.

In 2021, sport and recreation received a performance index score of 71 out of 100, up from 58 in 2011. Playgrounds, parks and reserves received a score of 71, up from 57 points. Library services received a score of 70, up from 63. Festivals, events, art and culture increased from 55 to 65 points.

The community would like the Council to focus on improving community safety and crime prevention, with concerns about anti-social behaviour. Community suggestions include greater police presence, better lighting and additional CCTV cameras.

Youth services are the second highest priority overall. The community would like more recreational spaces and activities for youth, and a broader range of school holiday programs.

Although the Shire is performing well with sport, recreation and leisure services and facilities, the community would like continued improvement in these areas to enhance quality of life for all ages.

Recent achievements

New Playgrounds & Equipment: Lofthouse Park, Cadell Park and Karrak Park

The dated playgrounds received \$393,000 of refreshing new equipment creating exciting and vibrant play areas. The installation of water fountains and shade sails were part of the feedback received from the community through the digital ideas wall.

Wells Recreation Park Changerooms

A \$1 million purpose-built facility, delivering both male and female change facilities. The inclusion of female change facilities supports the increasing participation of girls and women across a range of local sporting clubs.

Carramar Park Precinct

In partnership with RAC, the \$250,000 new precinct includes landscaped open area, public art and an extensive accessible space that allows the area to be activated for events such as the Movies by Moonlight, Summer Sounds and the Bull and Barrel.

R&J Fishwick Pavilion

The new \$2.1 million home for the Eaton Cricket Club and the Eaton Junior Football Club offers outstanding sporting infrastructure supporting the continual growth of sport in our community.

Ferguson Valley Art Trail – first installation

With the assistance of Department of Local Government, Sport & Cultural Industries, the sculpture is located at the Pile Road pull-in bay and scenic view-point. The installation consists of steel rings spaced to allow for sunlight to travel through.

Shire of Dardanup Library, Administration and Community Building

The heart of municipal operations, the two-storey complex houses the Eaton Library, Council Chambers, Administration Centre, Café, and a state-of-the-art Make-It Space.

What we will keep doing

Council will continue to deliver and improve a range of services and facilities that contribute to achievement of the Community aspiration and outcomes.

- Free inclusive and accessible Community Events.
- Community consultation and engagement.
- Building positive relationships with traditional landowners.
- Ongoing facility and infrastructure development.



Our plan for the future

Outcome 1: A Safe Community.

Objectives	Priority Projects	Linked Strategies	Responsible	24-25	25-26	26-27	27-28	28+
1.1 Support the community to feel safe while using Shire facilities and public spaces	1.1.1 Review the Community Safety and Crime Prevention Plan 2018-2023.		Manager Community Development			●		
	1.1.2 Undertake Crime Prevention Through Environmental Design (CPTED) audits of Dardanup Civic Precinct (to include a review of lighting and CCTV).	Community Safety & Crime Prevention Plan 2018-2023; ICT Strategic Plan 2020-2030	Manager Infrastructure Planning & Design; Manager Information Services			□ ○		
	1.1.3 Undertake Crime Prevention Through Environmental Design (CPTED) audits of Burekup townsite (to include a review of lighting and CCTV).	Community Safety & Crime Prevention Plan 2018-2023; ICT Strategic Plan 2020-2030	Manager Infrastructure Planning & Design; Manager of Information Services			○ □		
	1.1.5 Apply for funding for lighting improvements in priority locations through programs such as the Regional Roads Better Lighting program.		Manager Infrastructure Planning & Design; Manager Community Development				● □	
	1.1.6 Conduct an audit of CCTV cameras in business and public locations to map coverage and identify gaps.	ICT Strategic Plan 2020-2030	Manager Infrastructure Planning & Design; Manager Information Services			○		
	1.1.7 Investigate options to collaborate with local businesses to establish a shared CCTV network.	ICT Strategic Plan 2020-2030	Manager Infrastructure Planning & Design; Manager Information Services			□ ○ ●		
1.2 Encourage responsible animal management	1.2.1 Provide a new fenced dog exercise area.	Eaton Millbridge Community Facilities Plan; Asset Management Plan – Parks & Reserves	Manager Infrastructure Planning & Design				□ ○	□ ○

Outcome 2: A healthy and active community.

Objectives	Priority Projects	Linked Strategies	Responsible	24-25	25-26	26-27	27-28	28+
2.1 Facilitate improved access to health and community services	2.1.1 Review the Public Health Plan 2021-2025.	Public Health Plan 2021-2025	Manager Development Services		●			
2.2 Increase participation in sport, recreation and leisure activities	2.2.1 Implementation of the Sport and Recreation Plan in line with the Asset Management Plans.	Eaton Millbridge, Burekup, Dardanup Community Facilities Plan; Sport and Recreation Plan Part A 2020-2030; Asset Management Plan - Buildings	Manager Community Development			●	●	●
	2.2.4 Acquire land to enable future expansion of Wells Recreation Reserve (3ha site to the west of the existing oval).	Sport & Recreation Plan Part A 2020-2030; Dardanup Community Facilities Plan 2021	Manager Infrastructure Planning & Design				○	○

Outcome 3: Art and culture are valued and celebrated.

Objectives	Priority Projects	Linked Strategies	Responsible	24-25	25-26	26-27	27-28	28+
3.1 Grow participation in arts, culture and community events	3.1.1 Review of the Place and Community Plan.	Place & Community Plan 2020-2030	Manager Community Development			●		
3.2 Promote and celebrate diversity	3.2.1 Collaborate with Reconciliation Australia to prepare a Shire specific Reconciliation Action and Aboriginal Engagement Plan.	Place & Community Plan 2020-2030	Manager Community Development	●				

Outcome 4: A compassionate and inclusive community.

Objectives	Priority Projects	Linked Strategies	Responsible	24-25	25-26	26-27	27-28	28+
4.2 Support vulnerable groups, including aged persons and those with disability	4.2.1 Review the Disability Access and Inclusion Plan every 5 years in accordance with the Disability Services Act 1993.	Place & Community Plan 2020-2030	Manager Community Development			●		



Environment



There is a healthy and balanced respect for the environment, while retaining our lifestyle values, community spirit and identity.

Current situation

The Shire of Dardanup is mindful of the growing importance of sustainability and the Shire's role in protecting and preserving natural assets.

A large proportion of the shire falls within National Parks or State Forests that are managed by Federal and State Government agencies. There are many natural bodies of water to care for too, including Collie River, Ferguson River, Crooked Brook, Joshua Creek and Millar's Creek. The Shire is committed to collaborating with key partners to conserve these natural assets.

The community is calling for more focus on conservation and environmental management, and increased awareness and adoption of sustainable practices. These areas scored 51 out of 100 in the MARKYT® Community Scorecard. Efforts to maintain and enhance the river and waterways scored slightly higher at 56 out of 100.

The community would like more community education on sustainable practices and greater use of green energy sources. They would also like more innovative and sustainable waste management solutions, and greater involvement in long-term waste management planning to ensure decisions

Recent achievements

Leicester Reserve Possum Sanctuary
A new sanctuary is helping to rescue Western Ringtail Possums from the brink of extinction.

The project was managed by the Leschenault Catchment Council with support from the Shire of Dardanup, a \$20,000 funding grant from WIRES, Landcare Australia, and a team of local volunteers.

Kalgulup Regional Park Management Plan

This plan was developed to sustainably manage Kalgulup Regional Park's unique natural and cultural values while allowing an appropriate level of recreational use by the community.

More waste diverted from landfill

A new 3 bin FOGO service was introduced in October 2021, helping the community to increase the amount of household rubbish diverted from landfill.

Investing in solar energy

Ninety-six solar panels were installed on the roof of the new Eaton Bowling Club/Eaton Senior Citizens Centre, saving an estimated 41.5t in CO2 emissions every year.

New infrastructure to manage natural disasters

In January 2020, the Shire opened the new \$600,000 purpose-built Dardanup Central Bushfire Brigade Building with State Government funding. The Waterloo Bushfire Brigade Building also received a \$490,000 renovation and extension.

What we will keep doing

Council will continue to deliver and improve a range of services and facilities that contribute to achievement of the environment aspiration and outcomes.

- Waste management
- Waste education
- Environmental management
- Management of Kalgulup Park
- Weed management
- Storm water drainage
- Adoption of renewable energy
- Mosquito management
- Emergency management
- Coastal hazard management
- Firebreaks



Our plan for the future

Outcome 5: The natural environment is managed responsibly for the benefit of current and future generations.

Objectives	Priority Projects	Linked Strategies	Responsible	24-25	25-26	26-27	27-28	28+
5.2 Manage environmental health concerns, including noise and mosquitos	5.2.1 Partner with adjoining Local Governments and State Government agencies to provide an integrated approach to mosquito management.	Public Health Plan 2021-2025	Manager Development Services	●	●	●	●	●

Outcome 6: Shared responsibility for climate action.

Objectives	Priority Projects	Linked Strategies	Responsible	24-25	25-26	26-27	27-28	28+
6.1 Increase awareness and adoption of sustainable practices	6.1.1 Partner with the Peron Naturaliste Partnership to adopt a regional approach for climate action.		Director Sustainable Development	●	●	●	●	●
	6.1.2 Develop a sustainability charter and plan with clear targets and expectations for sustainable living.	Shire of Dardanup - Vision 2050	Director Sustainable Development			● □ ○		

Objectives	Priority Projects	Linked Strategies	Responsible	24-25	25-26	26-27	27-28	28+
6.2 Adopt innovative and more sustainable waste management solutions	6.2.1 Review the long-term waste management strategy to ensure plans are in the best interests of the local community.		Manager Operations				● ○	
	6.3.2 Consider options to use electric or hydrogen vehicles.		Deputy Chief Executive Officer		●			



Current situation

The Shire of Dardanup is one of the leading Councils for managing growth and development, providing planning and building approvals, and enabling access to housing that meets local community needs. The overall place to live score increased by 10 points between 2011 and 2021.

These core strengths will be important for assisting a fast-growing community, with the new city of Wanju expected to attract 60,000 new residents and almost 20,000 new homes.

The community would like the Shire to continue its focus on balanced and sustainable growth – minimising urban sprawl and protecting native trees and shrubs.

Local roads, footpaths and cycleways are strong performers relative to other councils, but remain a priority area for continuous improvement. The community would like the Shire to prioritise road safety, connectivity and traffic flow, and extend the network of footpaths and cycleways.

Playgrounds, parks and reserves are also strong performers with a performance score of 71, up from 57 in 2011. While this is slightly ahead of the industry average, it is 15 points behind the industry leader. The community would like a new, large playground in Millbridge, more age-appropriate playground equipment and nature play spaces.

Recent achievements

State Government supports future growth

The State Government agreed to changes in land use for the Wanju and Waterloo districts, approving Structure Plans and Greater Bunbury Region Scheme Amendments to support population and economic growth.

Peninsula Lakes playground

A new pirate themed playground was constructed in Peninsula Lakes Park with various play equipment, shade sails, seating and kickaround goals.

Improved pedestrian access

The Shire upgraded, extended and improved a number of footpaths, including the construction of a pedestrian crossing over the railway line in Dardanup.

Better roads and bridges

The Shire invested in the extension of Eaton Drive, reconstruction and widening of Venn Road and Harris Road, and repair of Panizza Road bridge.

What we will keep doing

Council will continue to deliver and improve a range of services and facilities that contribute to achievement of the Amenity aspiration and outcomes.

- Planning and building approvals
- Town centre development
- Streetscapes
- Playgrounds, parks and reserves
- Collie River Foreshore
- Community halls and facilities
- Roads, crossovers and bridges
- Traffic management
- Parking management
- Cycling networks
- Footpaths and trails



Our plan for the future

Outcome 8: Liveable neighbourhoods with diverse and more affordable housing.

Objectives	Priority Projects	Linked Strategies	Responsible	24-25	25-26	26-27	27-28	28+
8.1 Support responsible planning and development	8.1.2 Review the Local Planning Strategy in accordance with regulatory requirements.		Manager Development Services		●			
	8.1.3 Develop and adopt Development Contribution Plans for Wanju and Waterloo.		Director Sustainable Development	●				
	8.1.5 Develop a policy for heritage buildings and places.		Manager Development Services	●				
8.3 Advocate for more affordable and diverse housing	8.3.1 Develop a prospectus for the Wanju Residential Development Area.		Director Sustainable Development				●	●

Outcome 9: Vibrant, attractive and welcoming towns and community spaces.

Objectives	Priority Projects	Linked Strategies	Responsible	24-25	25-26	26-27	27-28	28+
9.1 Strengthen the vibrancy of our town centres	9.1.2 Develop the Ferguson Valley Place Plan.		Director Sustainable Development			●		
9.2 Provide an urban tree canopy and attractive streetscapes	9.2.1 Review the verge treatment policy and process of approval to encourage businesses and residents to improve the appearance, maintenance and safety of private verges.	Eaton Millbridge Community Facilities Plan	Manager Assets	●				
9.3 Provide quality community facilities	9.3.4 Review the Eaton Millbridge Community Facilities Plan immediate and short-term improvements	Eaton Millbridge Community Facilities Plan	Manager Infrastructure Planning and Design				○	○
	9.3.5 Review the Burekup Community Facilities Plan immediate and short-term improvements.		Manager Infrastructure Planning and Design				○	○
	9.3.6 Review the Dardanup Community Facilities Plan immediate and short-term improvements.	Dardanup Community Facilities Plan 2021; Asset Management Plan - Buildings	Manager Infrastructure Planning and Design				○	○
9.5 Provide safe and accessible access to waterways for recreational activities	9.5.2 Investigate requirements for fish cleaning stations.		Manager Infrastructure Planning & Design	●				
	9.5.3 Investigate opportunities to improve recreational access to Collie River at Leicester Reserve in Eaton.		Manager Infrastructure Planning & Design		●			

Outcome 10: It is safe and easy to move around the Shire.

Objectives	Priority Projects	Linked Strategies	Responsible	24-25	25-26	26-27	27-28	28+
10.1 Provide a safe active transport network to encourage more walking and cycling	10.1.2 Investigate opportunities to construct a footbridge over Millars Creek in Millbridge .		Manager Infrastructure Planning & Design		○			
10.2 Advocate for improved access to public and shared transport services	10.2.3 Develop an Integrated Land Use Transport Plan that encourages and supports the use of alternative types of transport.		Director Infrastructure				□	□
10.3 Improve road safety, connectivity and traffic flow	10.3.1 Support road safety initiatives through the Shire's communication channels.		Director Infrastructure	●	●	●	●	●
	10.3.4 Scope requirements for new traffic treatments along Eaton Drive.	Eaton Millbridge Community Facilities Plan; Asset Management Plan - Roads & Bridge	Manager Infrastructure Planning & Design	●				





Current situation

The Shire of Dardanup has a strong economy, with the Gross Regional Product valued at \$773 million in 2021. It is rated as the industry leader as a place to own or operate a business, with a score of 71 out of 100 in the MARKYT® Community Scorecard.

The Shire is planning for economic growth and diversification to support a fast-growing community. It is progressing Waterloo Industrial Park, building strategic alliances with industry groups, local businesses and government agencies, seeking to attract significant investments to the region, and advocating for improved infrastructure, utilities and telecommunications.

Current efforts in these areas are appreciated by the community. Economic development, including efforts to attract investors, attract and retain businesses, grow tourism and create job opportunities received a score of 55 out of 100 in the MARKYT® Community Scorecard. While this may seem low, it is 11 points ahead of the industry average. The Shire will continue finding ways to meet community needs and expectations for economic growth and development.

As a place to visit, the local community scores the Shire of Dardanup 72 out of 100. This is 4 points ahead of the industry average but trails the industry leader by 16 points. The community would like the Shire to improve local infrastructure and place marketing to attract more visitors.

Recent achievements

Bunbury Geographe Tourism Partnership

The Shire joined this partnership to help build the region's image, drive visitation and boost the economy. Recent activities include Lost and Found 2021 where 20 unique events were provided to attract lovers of live music and local produce.

Ferguson Valley directional signage

Council developed a new directional signage policy to assist in promoting the Ferguson Valley brand with improved safety, cohesion and compliance with relevant standards and guidelines.

Support for Ferguson Valley Marketing Inc.

Funding was provided to this not-for-profit, membership based, local tourism organisation to help attract visitors to Ferguson Valley and surrounds.

Bull and Barrel Festival

The Shire has been a long-term sponsor of this festival which is arranged by a committee of local volunteers. The festival attracts around 20,000 visitors each year.

Gnomesville enhancements

The Gnomesville Master Plan is being progressed to improve local tourism attractions. In 2019, the Shire planted 950 seedlings to improve landscaping and in 2020 a new bus pull-in bay, pathways, formal crossover to the car park, and new toilets were constructed.

What we will keep doing

Council will continue to deliver and improve a range of services and facilities that contribute to achievement of the Prosperity aspiration and outcomes.

- Economic development
- Place marketing
- Bunbury Geographe Tourism Partnership



Our plan for the future

Outcome 11: A self-sufficient, fast growing and diverse economy with high local employment.

Objectives	Priority Projects	Linked Strategies	Responsible	24-25	25-26	26-27	27-28	28+
11.1 Support industry and business growth	11.1.1 Partner with WALGA's South West Country Zone and Bunbury Geopraphe Economic Alliance to attract major investment in the region.		Chief Executive Officer	●	●	●	●	●
	11.1.2 Continue membership of Bunbury Geopraphe Chamber of Commerce and Industry and Bunbury Geopraphe Economic Alliance to build strategic alliances with industry groups, local businesses and government agencies.		Chief Executive Officer	●	●	●	●	●
	11.1.6 Continue to program and deliver the Make-It-Space innovation hub and develop the model to further encourage participation of community.		Manager Place and Community Engagement	● ■	● ■			

Objectives	Priority Projects	Linked Strategies	Responsible	24-25	25-26	26-27	27-28	28+
11.2 Encourage life-long learning	11.2.1 Facilitate the delivery of education and training courses in the new Eaton Library and Eaton Community Hub.		Manager Community Development	●	●	●	●	●
	11.2.2 Facilitate opportunities for youth work experience and employment at the Shire of Dardanup.		Manager HR	●	●	●	●	●

Outcome 12: A destination of choice for visitors.

Objectives	Priority Projects	Linked Strategies	Responsible	24-25	25-26	26-27	27-28	28+
12.1 Grow visitor numbers by improving tourism infrastructure, experiences and marketing	12.1.1 Fund partnerships to promote the region and attract visitors to the Shire of Dardanup.		Chief Executive Officer	●	●	●	●	●
	12.1.4 Review visitor signage and information needs across the Shire, including welcome signage in Noongar language/s.		Manager Infrastructure Planning & Design	●				
	12.1.5 Introduce free WIFI access points at Dardanup and Eaton libraries.	ICT Strategic Plan 2020-2030	Manager Information Services				○	○
	12.1.6 Investigate a digital visitor portal within the Eaton Fair precinct.		Chief Executive Officer			○		





Leadership



We have strong civic leadership supported by responsible and transparent corporate governance.

Current situation

The Shire of Dardanup's leadership, governance and value for money scores are above industry average in the MARKYT® Community Scorecard.

The community feels the Shire has been improving in the development and communication of a clear vision for the future. Level of agreement improved from 36% to 48% between 2011 and 2021, and is now 13% points ahead of the industry average.

There is need to improve community engagement. Community consultation received a score of 49 and communication scored 52 out of 100.

Council realises it must find more effective ways to raise community awareness, knowledge and understanding of Shire activities. It must also improve the way it involves the community in Council decision-making.

The community has requested more regular updates across various platforms and a new website with more straightforward navigation. Engagement needs to be more inclusive where everyone has a chance to be heard.

Recent achievements

A vision for 2050

Council engaged the community to develop a blue print for the future. Vision 2050 describes the community's aspirations for major projects to deliver a more healthy, self-sufficient and sustainable community that is connected and inclusive, and where our culture and innovation are celebrated.

High community engagement

In 2022, the Shire invited all community members aged 14 years and older to participate in a community survey. Over 600 community members completed a MARKYT® Community Scorecard, evaluating more than 40 service areas and submitting 22,300 words with their ideas and suggestions on how the Shire of Dardanup could be improved.

New advisory groups

A series of place-based and topic-based advisory groups were established to inform Councillors and the Shire's administration about community views on proposals aligned with the groups' objectives. The groups are composed of Councillors, community members and key stakeholders.

A new and improved website

The Shire will launch a new website on 1 July 2022 to improve communication and access to online services.

What we will keep doing

Council will continue to deliver and improve a range of services and facilities that contribute to achievement of the Leadership aspiration and outcomes.

- Council's leadership
- Advocacy and lobbying
- Governance
- Strategy and risk management
- Financial management
- Information technology
- Human resource management
- Workplace health and safety
- Community engagement
- Marketing and communications
- Customer service



Our plan for the future

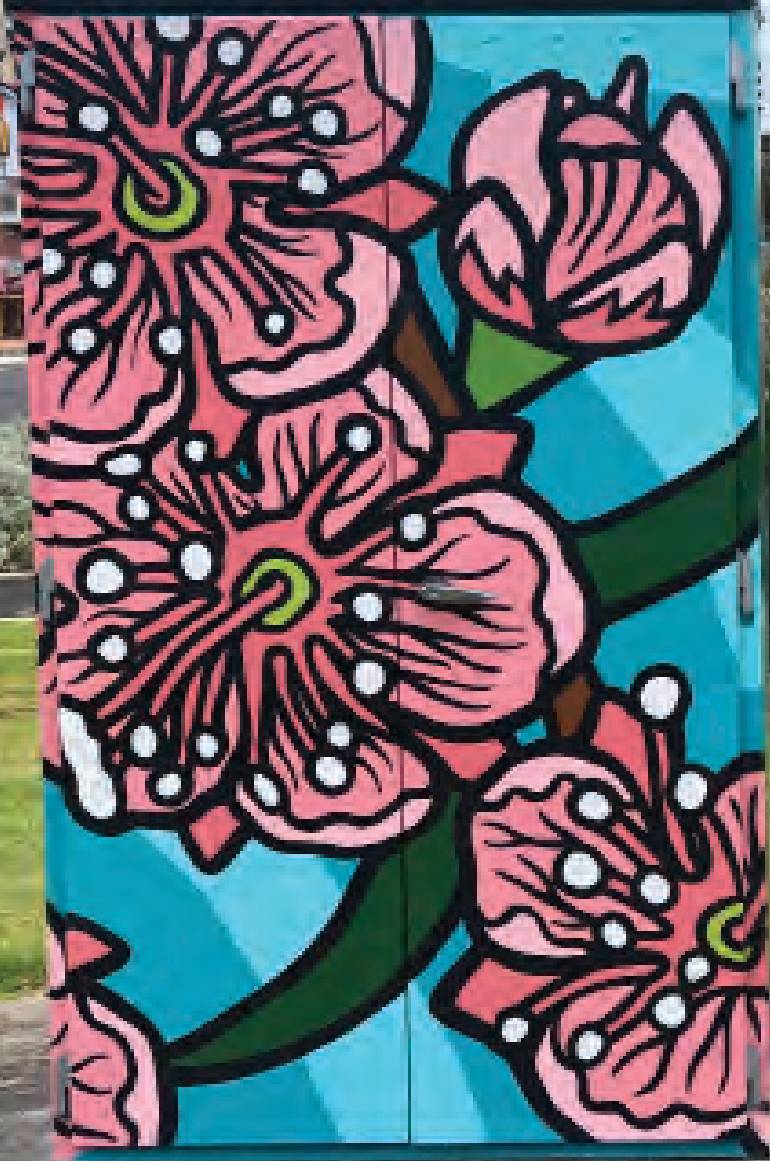
Outcome 13: The Shire's leadership group is valued and respected for being visionary, professional, equitable and accountable.

Objectives	Priority Projects	Linked Strategies	Responsible	24-25	25-26	26-27	27-28	28+
13.1. Adopt best practice governance	13.1.1 Conduct a major review of the Strategic Community Plan once every four years and a minor review once every two years.		Deputy Chief Executive Officer		●		●	
	13.1.2 Conduct an annual review of the Council Plan (Corporate Business Plan elements).		Deputy Chief Executive Officer	●	●	●	●	●
	13.1.3 Conduct an annual review of Council's Long Term Financial Plan (including Asset Management Plans, Workforce Plan and other strategic plans).		Deputy Chief Executive Officer	●	●	●	●	●
	13.1.4 Undertake a biennial community survey to benchmark service levels and map community priorities.		Deputy Chief Executive Officer	●		●		
13.2 Manage the Shire's resources responsibly	13.2.2 Undertake a biennial employee engagement survey.		Manager HR & Governance		●		●	

Objectives	Priority Projects	Linked Strategies	Responsible	24-25	25-26	26-27	27-28	28+
13.3 Investigate and adopt innovative and SMART technologies to improve business efficiencies and the customer experience	13.3.4 Implement a contemporary enterprise resource planning (ERP) system to manage and integrate day-to-day business activities such as accounting, procurement, project management, risk management and compliance.	ICT Strategic Plan 2020- 2030	ERP Project Manager; Manager Information Services; Deputy Chief Executive Officer	● ○	● ○			
13.4 Foster strategic alliances and resource sharing opportunities	13.4.1 Participate in regional initiatives through the Bunbury Geographe Group of Councils to address emerging, overlapping and interconnected issues and initiatives.	Place & Community Plan 2020-2030	Chief Executive Officer	●	●	●	●	●
	13.4.2 Participate in the WALGA South West Zone.		Chief Executive Officer	●	●	●	●	●

Outcome 14: The community is well informed and highly engaged.

Objectives	Priority Projects	Linked Strategies	Responsible	24-25	25-26	26-27	27-28	28+
14.1. Increase community awareness, knowledge and understanding of Shire activities and key messages	14.1.1 Communicate the Shire's vision and communicate the progress towards achieving the vision.	Communications Plan 2021	Communications Officer (Media)	●	●	●	●	●
	14.1.4 Provide multilingual communications and access to translation services via the Shire's website.	Communications Plan 2021	Communications Officer (Media)				□	□
14.2 Ensure equitable, inclusive and transparent engagement and decision- making	14.2.1 Engage the Youth Advisory Group in the planning, design and activation of local spaces and places.	Place and Community Plan 2020-2030	Manager Community Development	●	●	●	●	●
	14.2.2 Foster and recognise Aboriginal culture and heritage in the region by encouraging engagement with Elders and/or relevant community controlled organisations for projects where relevant.	Place and Community Plan 2020-2030	Manager Community Development	●	●	●	●	●



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 Federal governments, Lotterywest and others, rates, fees and charges and cash reserves.

Please see the Shire of Dardanup's Long Term Financial Plan at www.dardanup.wa.gov.au for more information.

An engaged and well supported workforce

The Shire is committed to attracting, training and retaining a skilled and engaged workforce to achieve the outcomes in the Council Plan. The Workforce Plan is regularly reviewed to ensure workforce resources are aligned with organisation and community needs.

As of 2022, the Shire employed 120 full time equivalent staff to deliver services.

Please see the Shire's Workforce Plan at www.dardanup.wa.gov.au for more information.

Managing risk

The Shire of Dardanup's (Council) Risk Management and Governance Framework is comprised of Council's Risk Management Policy and Council's Risk Management Governance Framework document. It sets out the Council's approach to identification, assessment, management, reporting and monitoring of risks. All components of this document are based on AS/NZS ISO 31000:2018 Risk Management - Guidelines.

It is essential that all areas of the Council adopt these procedures to ensure:

- Strong corporate governance.
- Compliance with relevant legislation, regulations and internal policies.
- Integrated Planning and Reporting requirements are met.
- Uncertainty and its effects on objectives are understood.

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

Service area planning

Service Teams are responsible for delivering priority projects in this plan, along with existing services and facilities, to meet statutory requirements and community needs. Service Teams are continuously seeking ways to increase business efficiencies, improve the customer experience and generate greater value from their budget spend.

The following table summarises the number of employees in each Service Team, expressed as the full-time equivalent (FTE).

Directorate	Service Teams	Employees (FTE)
Office of the CEO	Executive	2
	Communications	0.8
Corporate Governance	Executive	2
	Finance	9.3
	Information Services	11.9
	Governance	7.8
	Human Resources	4.3
Sustainable Development	Executive	2
	Place and Community	10.3
	Development Services	14.6
	Recreation	13.4
Infrastructure Services	Executive	2
	Assets	4
	Operations	31.6
	Planning and Design	3.5
Total		119.5

Forecast Statement of Funding

The following Forecast Statement of Funding (operations) is extracted from the Long Term Financial Plan to provide an indication of the net funding available from operational activities. The forecast statement should be read in conjunction with the overall Long Term Financial Plan and its underlying assumptions and predictions.

OPERATING ACTIVITIES	24/25	25/26	26/27	27/28
	\$	\$	\$	\$
Net Current Assets at Start of Financial Year	652,816	465,057	316,278	262,313
Revenue from Operational Activities				
General Purpose Funding - <i>Excluding General Rates</i>	2,673,912	2,781,409	2,738,846	2,708,558
Governance	800	809	818	828
Law, Order & Public Safety	337,272	345,696	354,336	363,252
Health	29,050	30,495	31,973	33,558
Education and welfare	500	500	500	500
Housing	0	0	0	0
Community Amenities	2,199,016	2,300,393	2,418,077	2,519,153
Recreation and Culture	1,804,147	1,819,665	1,831,127	1,844,081
Transport	181,799	182,190	186,589	191,123
Economic Services	155,750	162,351	169,499	177,118
Other Property Services	136,253	141,640	119,826	182,849
Total Revenue	7,518,499	7,765,148	7,851,591	8,021,020
Expenditure from Operating Activities				
General Purpose Funding	(664,546)	(566,415)	(598,186)	(712,981)
Governance	(1,722,061)	(1,836,051)	(1,778,358)	(1,903,534)
Law, Order & Public Safety	(2,451,912)	(2,571,410)	(2,453,932)	(2,339,506)
Health	(726,847)	(757,793)	(789,951)	(833,567)
Education and Welfare	(1,263,743)	(1,194,959)	(1,226,304)	(1,258,354)

	24/25	25/26	26/27	27/28
	\$	\$	\$	\$
Expenditure from Operating Activities Continued				
Housing	0	0	0	0
Community Amenities	(4,373,030)	(4,505,709)	(4,588,912)	(4,663,611)
Recreation and Culture	(9,588,748)	(9,860,150)	(10,084,437)	(11,007,898)
Transport	(8,140,250)	(8,395,624)	(8,394,577)	(8,387,532)
Economic Services	(612,566)	(634,185)	(645,049)	(660,579)
Other Property Services	(224,830)	(221,482)	(244,950)	(246,263)
Total Expenses	(29,768,532)	(30,543,778)	(30,804,654)	(32,013,825)
Net Result Excluding Rates	(22,250,033)	(22,778,630)	(22,953,064)	(23,992,806)
Operating Activities Excluded				
(Profit)/Loss on Asset Disposals	(730,000)	0	0	0
Movement in Deferred Pensioner Rates	0	0	0	0
Movement in Employee Benefit Provisions	0	0	0	0
Movement in Contract Liabilities (Grant Revenue)	0	0	0	0
Depreciation of Assets	6,666,364	6,730,984	6,744,771	6,799,005
Net Non-Cash Operating Activities	5,936,364	6,730,984	6,744,771	6,799,005
Amount Attributable to Operating Activities	(16,313,669)	(16,047,645)	(16,208,293)	(17,193,801)

The following capital and financing activity portion of the Forecast Statement of Funding is extracted from the Long-Term Financial Plan to provide an indication of the source and application of funds for the capital program. The Forecast Statement should be read in conjunction with the overall Long Term Financial Plan and its underlying assumptions and predictions.

Just as Council's adopted Long Term Financial Plan is used to provide the capacity for Council's Capital Works Program, the adopted Corporate Business Plan will be factored into the future update of the Long Term Financial Plan.

	24/25 \$	25/26 \$	26/27 \$	27/28 \$
Non-operating Grants, Subsidies and Contributions	3,640,291	1,486,693	1,749,369	1,246,162
Purchase of Land Held for Resale	0	0	0	0
Purchase of Land & Buildings	(751,069)	(30,776)	(1,280,760)	(318,972)
Purchase of Plant & Equipment	(10,000)	(10,000)	(10,000)	(10,000)
Purchase of Motor Vehicles	(885,576)	(934,311)	(437,634)	(1,136,035)
Purchase of Furniture & Fittings	(830,300)	(767,053)	(940,335)	(246,241)
Infrastructure Assets	(3,351,452)	(1,943,079)	(2,594,695)	(2,150,509)
Advances to Community Groups	0	0	0	0
Proceeds for Disposal of Assets	1,069,897	250,270	125,644	304,041
Amount Attributable to Investing Activities	(1,118,209)	(1,948,256)	(3,388,410)	(2,311,554)
FINANCING ACTIVITIES	24/25 \$	25/26 \$	26/27 \$	27/28 \$
Repayment of Debentures	(541,021)	(599,200)	(622,796)	(608,154)
Proceeds from New Debentures	1,600,000	0	0	0
Lease Principal Repayments	(148,535)	(63,637)	(63,913)	(64,194)
Proceeds from Self-Supporting Loans	0	0	0	0
Transfers to Cash Backed Reserves (restricted assets)	(6,217,677)	(4,276,414)	(4,907,050)	(5,021,382)
Transfers from Cash Backed Reserves (restricted assets)	5,721,845	4,812,188	5,995,788	4,969,458
Amount Attributable to Financing Activities	414,612	(127,062)	402,029	(724,271)
Budget Deficiency Before General Rates	(17,017,265)	(18,122,963)	(19,194,674)	(20,229,626)
Estimated Amount to be Raised from General Rates	16,829,506	17,974,184	19,140,709	20,358,650
Net Current Assets at End of Financial Year - Surplus/(Deficit)	465,057	316,278	262,313	391,337

Developing the Plan

The Local Government Act 1995 requires all local governments to plan for the future.

Councils are required to adopt a 10 year Strategic Community Plan, 4 year Corporate Business Plan and Annual Budget that are integrated with asset management plans, a workforce plan and a long-term financial plan.

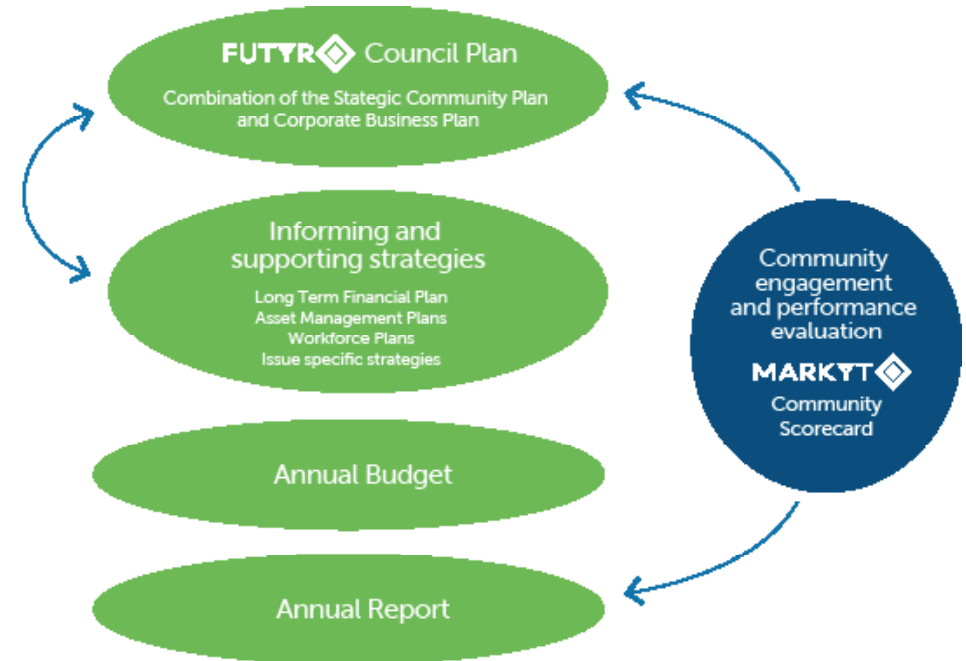
To streamline reporting and strengthen integration, we have combined the Strategic Community Plan and Corporate Business Plan into one succinct document - our Council Plan.

In 2022, Council embraced the FUTYR® approach to review the Strategic Community Plan and Corporate Business Plan. This is a community-led, integrated and streamlined approach designed specifically for local government. It involved:

- Desktop review of demographic trends.
- Detailed review of current plans and strategies to align and integrate outcomes and actions.
- Community perceptions survey and benchmarking using the MARKYT® Community Scorecard.
- Series of workshops with Elected Members and staff.
- An internal staff review of asset performance and the asset replacement lifecycle.

We express our deepest thanks to all community members who assisted with the development of this Council Plan. We heard from a good cross section of people in the local community, including youth, families, seniors, people with disability, people with diverse cultural backgrounds, local businesses owners and managers and representatives from local community organisations.

To track progress against outcomes in this plan, Council will monitor real and perceived performance levels from various sources. Results will be reported in the Annual Report. Please visit dardanup.wa.gov.au to access the latest Annual Report.



MARKYT 

Community Scorecard

606

community
members

MARKYT 

Community VoiceBank

22,300

word count of ideas
and suggestions

Shire of Dardanup
2050 Vision

Group workshops, town
meetings, community
summit, online platform
and expert interviews.

MARKYT
Community Scorecard

The Shire of Dardanup 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.



2021 Performance Measures

Service	Score	Target	Comparison	Visualisation
Place to live	84			
Youth services and facilities	54			
Family and children services	62			
Seniors' services and facilities	61			
Disability access and inclusion	59			
Respect for Aboriginal cultures	65			
Volunteer recognition and support	59			
Safety and crime prevention	49			
Lighting of streets and public places	59			
Animal management	58			
Health and community services	68			
Sport and recreation	71			
Eaton Recreation Centre	74			
Library and information services	70			
Festivals, events, art and culture	65			
History and heritage	56			
Sustainability and climate change	51			
Conservation and environment	51			
River and waterways	56			
Waste collection services	63			
Food, health, noise, pest, pollution	56			
Natural disaster management	57			
Growth and development	58			
Planning and building	59			
Housing	68			
Community buildings, halls, toilets	61			
Playgrounds, parks and reserves	71			
Streetscapes and verges	56			
Footpaths, trails and cycleways	63			
Local roads	59			
Traffic management	60			
Boat Ramps	70			
Economic development	55			
Place to own or operate a business	71			
Place to visit	72			
Town centre development	63			
Education and training	56			
Council's leadership	55			
Governing organisation	62			
Value for money from rates	50			
Advocacy and lobbying	50			
Technology and Innovation	59			
Consultation	49			
Communication	52			
Customer service	64			

Connect and celebrate with us as we journey to a healthy, self-sufficient and sustainable community.

Please reach out to a local councillor or the responsible officer at Shire of Dardanup to share your thoughts and ideas.

In person: 1 Council Drive, Eaton 6232
Phone: (08) 9724 0000
Email: records@dardanup.wa.gov.au



www.dardanup.wa.gov.au