

SHIRE OF TAMMIN

Strategic Community Plan

2012 - 2022

**A place for people,
a place for community . . .**



Department of **Local Government**
Department of **Regional Development and Lands**



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Foreword



The Shire of Tammin Strategic Community Plan maps out our vision and represents a clear direction for the next ten years.

The Plan will serve as the key strategic planning tool, and it contains the primary aims, strategies and priorities to advance the Shire's vision of "A Place for People, A Place for Community".

My thanks go to the members of the community who played a vital role in providing the input and ideas via workshops, one to one meetings, and responding to a questionnaire. Elected Member input needs to be recognised, which revealed a close alignment with the community aspirations.

In implementing this Plan, and maintaining its relevance through regular reviews, the objectives of the Strategic Community Plan will be effectively delivered by working in partnership with the community, other Shires, State and Federal Governments, and the private Sector.

Cr Scott Uppill
Shire President



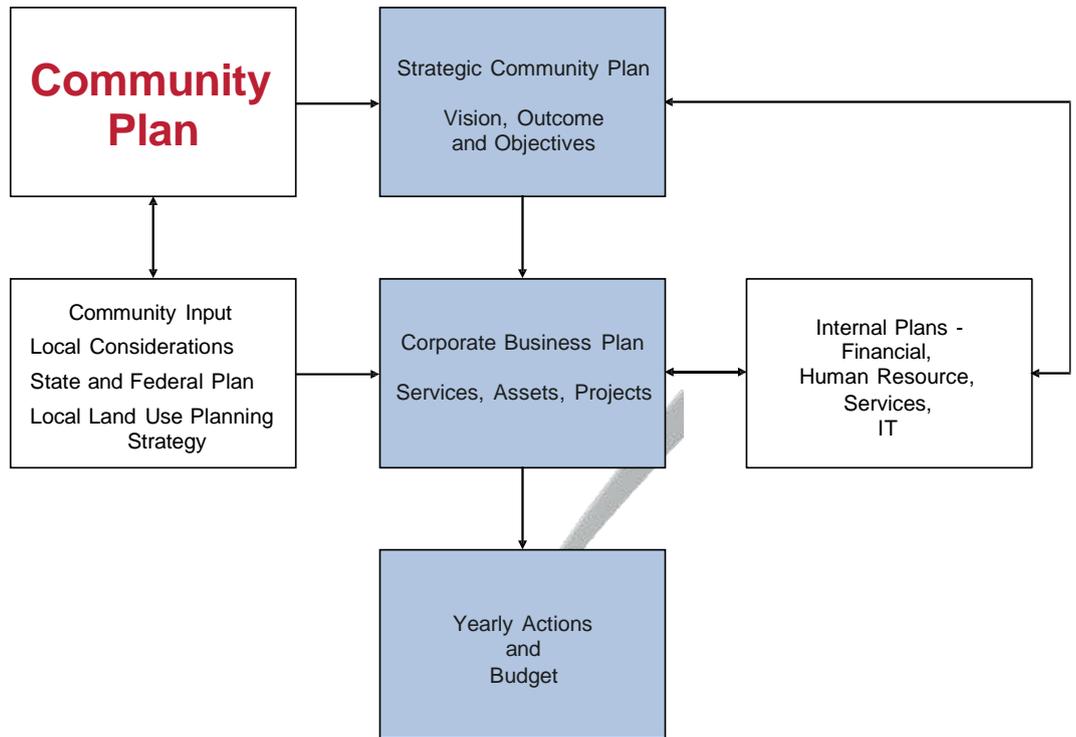
Introduction to Strategic Community Plan

Our Strategic Community Plan (SCP) is a Council visionary document for the next ten years, based on community input and our research (Reference: Community Plan), to ensure our future is sustainable. Whilst it is recognised that not all outcomes can be delivered immediately, the Plan will guide our decisions over the next ten years.

The Corporate Business Plan identifies what we will achieve in the shorter term, and the steps we will take to reach our long term vision, and will enable us and the community to review and monitor our progress towards achieving our aspirations.

Implementing this Plan will demand that the Shire not only continues to deliver and represent the community, but recognises that we can't deliver alone. We will work in partnership with other Shires, State and Federal Governments, and the private sector, to advocate delivery of our Plan.

Our Planning Framework



Our Resourcing Capability

Our financial capabilities are limited by our capacity to grow our revenue streams, which includes our ability to source external funding from grant programs and how much our community can sustain in the way of rate increases.

Our Asset Management Plans tell us that we currently do not have the funding levels to meet our building and structure asset renewal and replacement requirements over the next 10 years, with a 10 year funding gap of \$350,000 or \$35,000 per year. Our Roads and Bridges

Asset Management Plan shows we have a renewal funding gap that is currently beyond our financial capacity; unless we can source additional grant funding and change our financial management approach we will not close this gap.

Our Long Term Financial Plan modelling details a range of financial management strategies we can implement that will assist us to begin to address the funding gap for Asset Renewal requirements, and also allow us to deliver the outcomes our community has asked to provide. Some of the actions and strategies identified in our priorities are contingent upon external grant funding and the Council will be working hard to secure these funding sources so we can deliver our communities outcomes.

Our initial workforce planning assessment, based on forecast trends, highlights that our workforce will remain relatively constant over the planning period. Our workforce is aging and we will need to implement a series of workforce planning and succession strategies to ensure we capture important corporate knowledge before some of our employees retire.

Review of Our Plan

We will undertake a desktop review of our Strategic Community Plan every two years; and a full review every four years where we will seek further input from our community. This will ensure that our Plan continues to be relevant and that we are able to respond to the demands of the current environment. The first desktop review was completed in February 2014.

How the Plan was Developed

The Shire, in partnership with community and stakeholders, has developed a shared strategic vision, goals and outcomes.

In the initial stages of development, research was undertaken across the quadruple bottom line to ensure our community and Council were able to make informed and appropriate priority decisions for our local community. This included a review of the external Federal and State Government Plans, and long term demographic changes and impacts, risks, and the challenges facing our community, to ensure we are a sustainable and growing community.

Community feedback was critical to understand our identity in building our shared vision, and to provide the opportunity to develop key areas of need, opportunity, and community priorities. Community were given the opportunity to be involved in a number of ways. Recent community surveys and feedback were analysed, representative interest groups were interviewed, a survey provided feedback for all the community (at the front counter and via the web site), and a large representative focus group, where participants were randomly selected to attend and give feedback community feedback was themed and analysed to produce a Community Plan, which will be continually used to ensure future decisions and priorities are reflective of the local community. The Community Plan was used as the basis to develop our Council Strategic Planning Outcomes and Objectives. Our identity and local vision for the next ten years is underpinned by environmental, social, and economic goals, which were developed from community priorities and the research analysis.

In the consideration of priorities, articulated within the Plan, community ideas and projects were considered within our resource capacity, both financial and asset.

Our primary aim, *“to sustain and build our local area capacity through local employment and strengthened community development”*, and our goals, have been our focus in choosing our priorities, based on our concerns to sustain our local area through building and diversifying our local area employment capacity, and strengthening our social inclusiveness and social capital, whilst not losing our past identity.

Our shared vision, aim and goals, will assist Council in future decisions.

Note:

This plan was adopted by Council in March 2012.

This version of the Shire of Tammin Strategic Community Plan includes minor amendments adopted by Council when reviewed (desktop) by Council in February 2014.

The Shire in Profile

Our Area

The Shire covers an area of 1,087km². Within the Shire we have numerous facilities and open spaces, such as 'Kadjinny Kep' and Donnan Park. Our Shire is predominately agricultural based, but supports a growing town based community.

Our Economy

The local industry and employment is agriculture and farming based, with increasing land use opportunities to build local commercial and employment growth within the town, whilst protecting the viability of the local farming capacity. We need to take advantage of our position as a transport route and hub to build long term economic capacity.

Our People

The population of 460 (rural 290, urban 170) is significantly diverse, presenting challenges in managing an ageing and a significant indigenous population.

Our Environment

The local area farming viability is significant and represents key challenges in a drying climate and economic constraints. The Shire values the local biodiversity and will work towards minimising the impacts of climate change.

Our Key Challenges and Risks

Our Plan needs to manage our identified risks and local issues, which have been identified and considered within our Plan.

Issues identified and addressed:

- ◆ Decreasing population.
- ◆ Sustainable diverse community maintaining community spirit and lifestyle.
- ◆ Drying climate and impacts of climate change.
- ◆ Farming viability.
- ◆ Ageing population and increasing numbers of retirees.
- ◆ Infrastructure maintenance.
- ◆ Local business viability.

Our Vision: A Place for People, A Place for Community

- ◆ Tammin has a community that cares, and is a place where community matters.
- ◆ Tammin will be a great place to live and visit because we take pride in our local area, with enhanced local natural areas and open spaces.
- ◆ Our community is vibrant and active, inclusive and welcoming, a community for young and old, a community where people are treated equally and feel safe.

Our Aim

To sustain and build our local area capacity through local employment and strengthened community development.

Our Goals

Social

- ◆ Grow and sustain the population through planned provision of services.
- ◆ Maintain the sense of community, which is inclusive and welcoming for all.

Environmental

- ◆ Provide leadership and promote local and regional sustainability principles and practices.
- ◆ Enhance local natural areas and open spaces.

Economic

- ◆ Strengthen local business and employment capacity.
- ◆ Support and encourage sustainable business growth.



Community Priorities Against Key Areas

Social: Building a Sense of Community

Our Vision

- ◆ Our community will be inclusive and inviting; a place where all people, young and old, are accepted and valued.
- ◆ Community leadership and involvement will ensure our different communities recreate, network and interact, building strong relationships and support.
- ◆ Our diverse community has access to services within their local area.

Our objectives and priorities are built from our shared outcomes.

Outcomes	Objectives	Priorities
Strong and Inclusive Community	Strengthen community Groups and Networks	◆ Develop a social plan to include welcome events, social and family groups.
An Active Community	Improve Recreation for all Ages	◆ Support clubs. ◆ Promote youth activities.
Community Service Enhancement	Improve Local Access to Services	◆ Strengthen emergency services. ◆ Implement service plans, defining roles and partnerships.

Environment: Preserving and Sustaining Our Natural Environment

Our Vision

- ◆ We will live sustainably in our natural environment.
- ◆ Our local bush spaces will be enjoyed by our community and we will ensure our local environment is protected and enhanced.
- ◆ We will provide leadership and be recognised for sustainable practices through our active support in regional recycling and resource recovery.

Our objectives and priorities are built from our shared outcomes.

Outcomes	Objectives	Priorities
Sustainable Waste Management	Ensure Waste Management	<ul style="list-style-type: none"> ◆ Develop a sustainable approach for the management of waste, including waste facility, recycle, and resource recovery plan.
Sustainable Living	Promote and Strengthen the Efficient Use of Natural Resources	<ul style="list-style-type: none"> ◆ Educate the local community in sustainable practices. ◆ Review planning and building approvals to incorporate sustainable practices. ◆ Implement water usage plan (stormwater, Shire water use, water catchment).
Enhanced Local Environment	Protect, Maintain and Enhance Our Local Environment	<ul style="list-style-type: none"> ◆ Enhance the town's open spaces and roadsides. ◆ Revegetate local areas as required.

Built Environment: Enhanced Lifestyle Choices

Our Vision

- ◆ Our local area will be maintained through the provision of housing and employment choices for all ages, whilst protecting our viable farmland.
- ◆ Our local town, amenities and facilities will be maintained and enhanced, ensuring that our town is one that community loves to be in and is proud of.

Our objectives and priorities are built from our shared outcomes.

Outcomes	Objectives	Priorities
Improved Quality and Maintenance of Our Infrastructure	Upgrade and Maintain Our Infrastructure	◆ Develop and implement an Asset Management Plan, including roads, footpaths, signage and parks.
	To Ensure Transport Routes are Safe	◆ Develop a Road Safety Plan (highway crossing, trains).
Housing Needs Met	Facilitate Affordable Diverse Housing Requirements	◆ Review land use strategy to ensure housing and land size choices are available, including aged care accommodation and hobby farms.
Improved Business Capacity	Create Land Use Capacity for Industry	◆ Review land use strategy to ensure commercial opportunities are maximised and facilitate wastes plan expansion and a designate industrial site.

Economic Development: Maximise Development

Our Vision

- ◆ We will build and sustain our community through facilitating employment opportunities.
- ◆ Our economy will thrive, support sustainable businesses and facilitate the growth of industry.

Our objectives and priorities are built from our shared outcomes.

Outcomes	Objectives	Priorities
Industry and Employment Growth	Facilitate Local Industry Growth	<ul style="list-style-type: none"> ◆ Participate in the development of a Regional Economic Plan. ◆ Maximise opportunities to create a transport and access hub (heavy vehicle stopover, mechanical trailer bay), and encourage trades people.
	Support and Facilitate Sustainable Businesses	<ul style="list-style-type: none"> ◆ Support alternative energy industries. ◆ Develop business location opportunities through land use planning and facilitation.
Increased Economic Capacity	Promote Tammin as a Place to Visit, Live and Work	<ul style="list-style-type: none"> ◆ Participate in Regional Tourism Strategy (Hunts Well, Yorki Rock, signage). ◆ Promote and facilitate Tammin as an affordable place to live (fly in - fly out).

Governance: Strengthen Shire Leadership

Our Vision

- ◆ We will provide leadership and make informed decisions for the benefit of the community.
- ◆ We will provide good governance to ensure our local area is sustainable and advocate and lobby on behalf of our community for the provision of services and infrastructure.
- ◆ We will work in partnership with our community and support our community as leaders.

Our objectives and priorities are built from our shared outcomes.

Outcomes	Objectives	Priorities
Accountable Governance	Ensure Responsible Management of Resources	<ul style="list-style-type: none"> ◆ Create long and short term financial and risk plans. ◆ Develop Asset Management Plans. ◆ Develop Human Resources (HR) Plan. ◆ Develop IT Plan. ◆ Implement Service Plans. ◆ Seek appropriate funding and grants.
Partnership with Community	Provide Opportunities for Community Leadership	<ul style="list-style-type: none"> ◆ Support community volunteers. ◆ Provide opportunities for community engagement. ◆ Support local clubs and services.

Sustainability Performance Index

Performance of the Shire of Tammin (or the region if amalgamated), will be measured against a sustainability index, based on a balanced scorecard. Whilst four indices of performance are lag indicators to measure and report on, lead indicators have been identified for monitoring and review by the leadership teams.

Performance Measures

Index	Lag Indicators	Lead Indicators
Resource Index	Financial: <ul style="list-style-type: none"> ◇ Local Government Financial Performance Measures Actual Results. 	Financial <ul style="list-style-type: none"> ◇ Operating surplus ratio between 0% - 15%. ◇ Current ratio greater than 100%. ◇ Rates coverage ratio equal to or greater than 40%. ◇ Debt coverage ratio of at least 200%.
	Assets: <ul style="list-style-type: none"> ◇ Local Government Asset Management Performance Measures and Actual Results. 	Assets <ul style="list-style-type: none"> ◇ Asset consumption ratio between 50% - 75%. ◇ Asset sustainability ratio between 90% - 110%. ◇ Asset renewal funding ratio between 95% - 105%.
Capability Index	Percentage of Business Excellence Assessment Improvement (Every Two Years).	<ul style="list-style-type: none"> ◇ 5% identified improvements achieved. ◇ 20% of processes reviewed.
Customer Index	Customer Perception Survey.	<ul style="list-style-type: none"> ◇ Customer complaints. ◇ Customer Requests.
	Partnership Survey.	<ul style="list-style-type: none"> ◇ Number of partnership meetings.
	Community Report.	<ul style="list-style-type: none"> ◇ Actions against Community Plan.
People Index	Employee Survey.	<ul style="list-style-type: none"> ◇ 10% training performance measurement turnover. ◇ Safety - Long Term Injuries (LTI's).

The Strategic Community Plan Actions Against Plan will be monitored through the Corporate Business Plan reporting framework on a quarterly basis, and reported to the community on an annual basis.

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