

STRATEGIC COMMUNITY PLAN 2017-2027

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Our Vision:

'A Place for People, A Place for Community.'



Our Aspirations:

- A community that cares, and a place where community matters
- A great place to live and visit because we take pride in our local area
- A vibrant and active community, inclusive and welcoming for young and old

Message from the Shire President

This plan is our road map to a secure future and will provide guidance to our Council as we make important decisions on behalf of the community over the next 10 years. It incorporates our vision and our aspirations for the future and will allow the Council to prioritise service delivery and projects that have been identified as important to community members.

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

As part of the Western Australian Government's integrated Planning and Reporting Framework (IPRF) requirements, all WA local governments are required to periodically review their Strategic Community Plan.

We will continue to work as a local government in partnership with the community and other key stakeholders to deliver the outcomes captured and outlined in the Plan, using the strategies detailed.

We look forward to continuing our focus to ensure the Shire of Tammin is and remains 'A Place for People, A Place for Community'.

Cr Michael Greenwood
Shire President

Integrated Planning and Reporting Framework

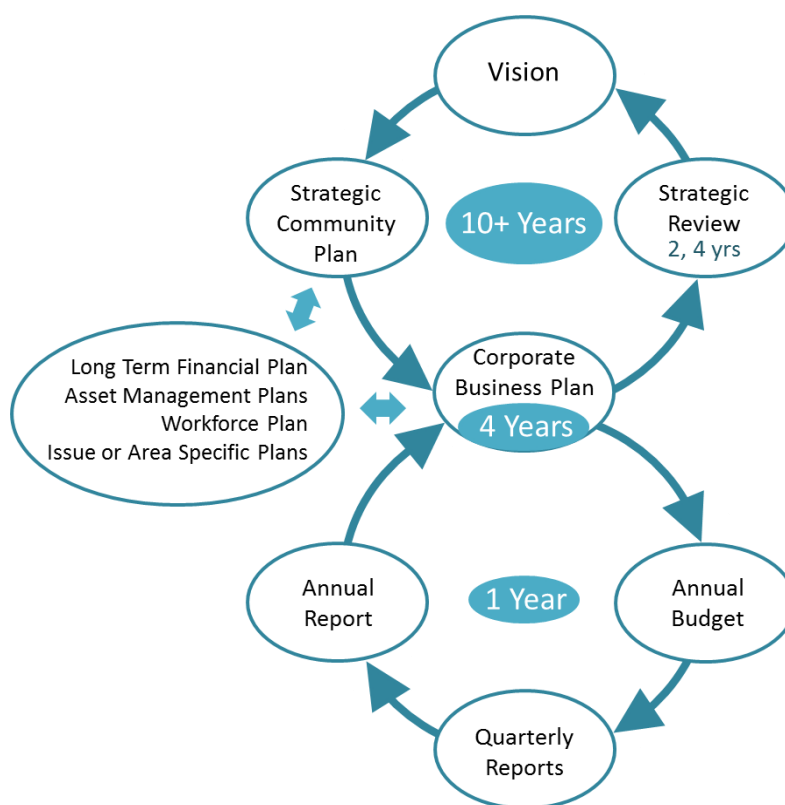
All local governments are required to prepare a plan for the future for their district under Section. 5.56(1) of the Local Government Act 1995. The Plan for the Future comprises the following two key strategic documents¹:

Strategic Community Plan - Council's principal 10-year strategy and planning tool. It is the principal guiding document for the remainder of the Shire's strategic planning as community engagement is central to the Plan.

Corporate Business Plan - Council's 4-year planning document. The core components of this plan include a four-year delivery program, aligned to the Strategic Community Plan and accompanied by four-year financial projections².

Importantly, the Strategic Community Plan and Corporate Business Plan are informed by several other key strategy documents and processes, shown in the following diagram.

Diagram: The Strategic Planning Framework



¹ Local Government (Administration) Regulations 1996, Paragraph 19BA

² Department of Local Government and Communities, Integrated Planning and Reporting: Framework and Guidelines, September 2016

What is the Strategic Community Plan

The Strategic Community Plan is the highest level community based planning document for WA Local Governments. This Plan is designed to be a 'living' document guiding the development of the Shire of Tammin community for at least the next ten years.

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

Strategic planning is a recurring process, requiring constant refinement and review. Every second year a desktop review is scheduled to occur which will alternate with a comprehensive review every four years involving further community consultation.

Structure of the Plan

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

A strategic vision has been developed for each of the six key themes of community interest, being:

Social /Community	Grow and sustain the population through planned provision of services. Maintain the sense of community which is inclusive and welcoming for all:
Environment	Provide leadership and promote local regional sustainability principles and practices. Enhance local natural areas and open spaces;
Housing & Facilities	Our local area will be maintained through the provision of housing and employment choices for all ages, whilst protecting our viable farmland;
Economic Development	Strengthen local business and employment capacity. Support and encourage sustainable business growth;
Infrastructure & Transport	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; and
Civic Leadership	Our Councillors and community leaders have vision, are accessible, act with transparency and integrity, and act in good faith on behalf of their constituents.

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

How the Plan will be used

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

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

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

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

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

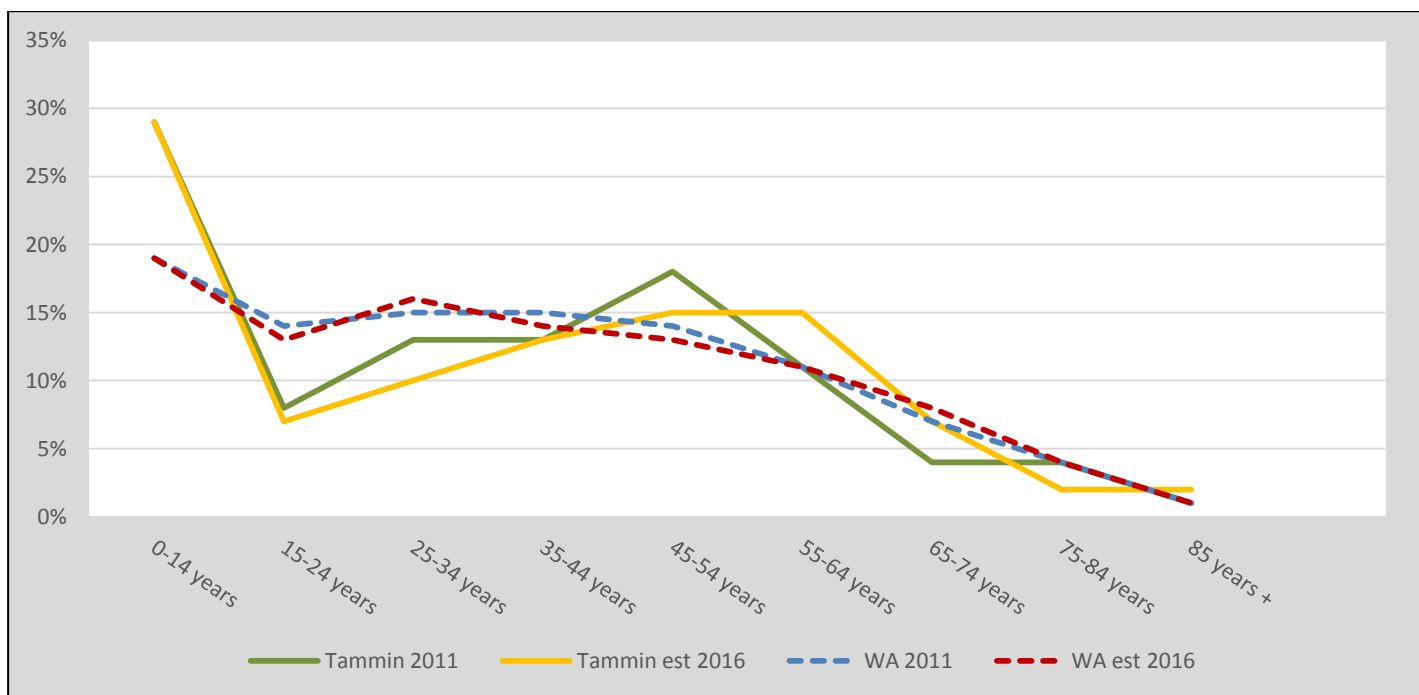
The strategies are prioritised and actions applied (after a further assessment of available resources) through the development of a Corporate Business Plan. Strategic Performance indicators will be used to report back to the community on the Shire's performance in achieving the outcomes.

Profile of the Shire of Tammin

Demographic Trend

In 2016, the Shire of Tammin estimated resident population was 407. The age distribution trends from 2011 – 2016 for both the Shire of Tammin and Western Australia show minor change, as indicated by the green (2011 demographic) and yellow (2016 demographic) lines in the chart below.

% of Population by Age³



When comparing the Shire’s demographic to Western Australia, (reflected by the dotted blue and red lines) there is lower proportion of younger residents in the 15-34 year old age, with many in this group leaving for schooling and early career opportunities. Making up almost 30% of the resident population, children under 14 years of age are the largest demographic, indicating a demand for relevant services. With the number of residents aged between 25 and 64 making up 53% of the resident population, there is large scope for the growth, development and leadership of this community.

³ Australian Bureau of Statistics Census 2016

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 407 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:

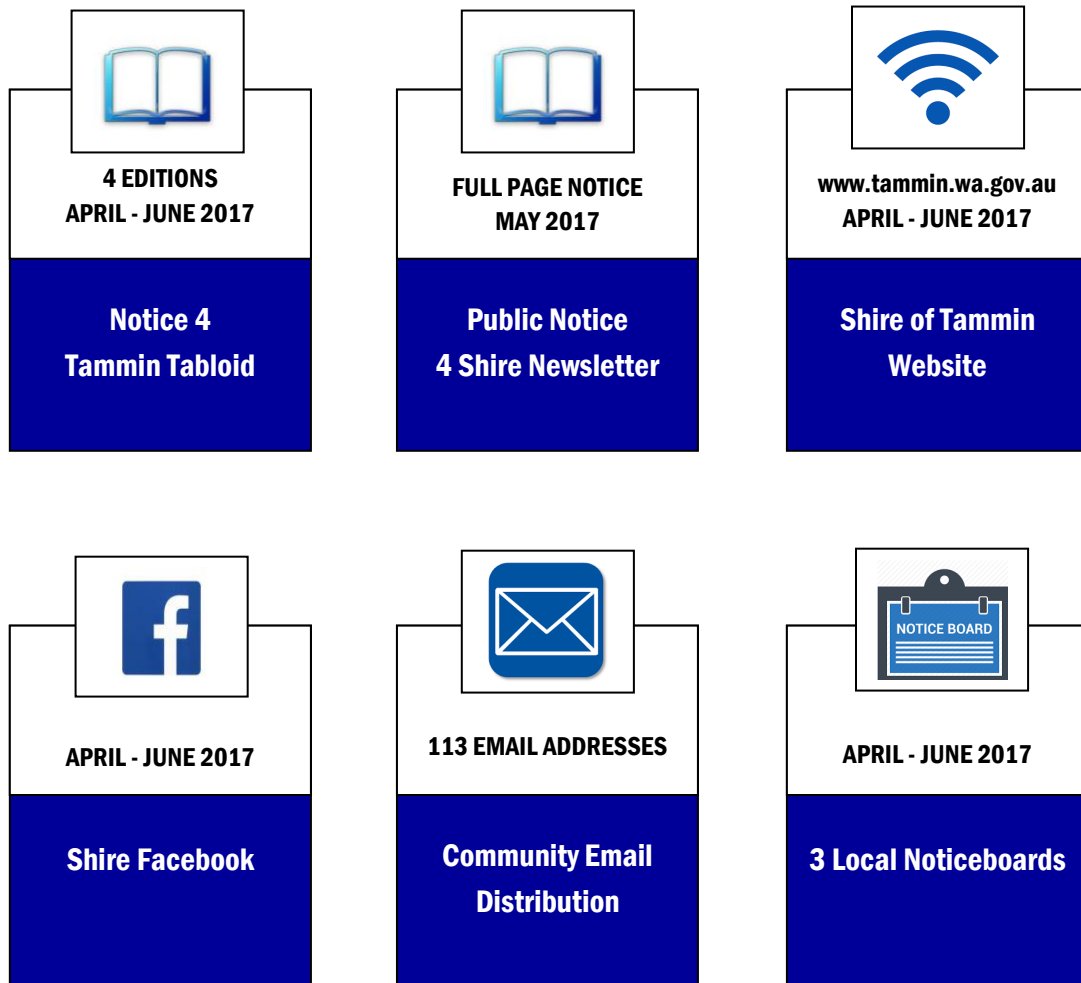
- Decreasing population
- Sustainable diverse community maintaining community spirit and lifestyle
- Drying climate and impacts of climate change
- Farming viability
- Ageing population and increasing numbers of retirees
- Infrastructure maintenance
- Local business viability

Community Engagement

The Strategic Community Plan review process commenced in April 2017 and focused on obtaining feedback in relation to the current status of Council's performance, areas for improvement and long term vision for the community.

A community engagement campaign was promoted and advertised in the local newsletter, local notice boards, the Shire of Tammin website, Facebook page and community email distribution list, with a link to the electronic survey provided.

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



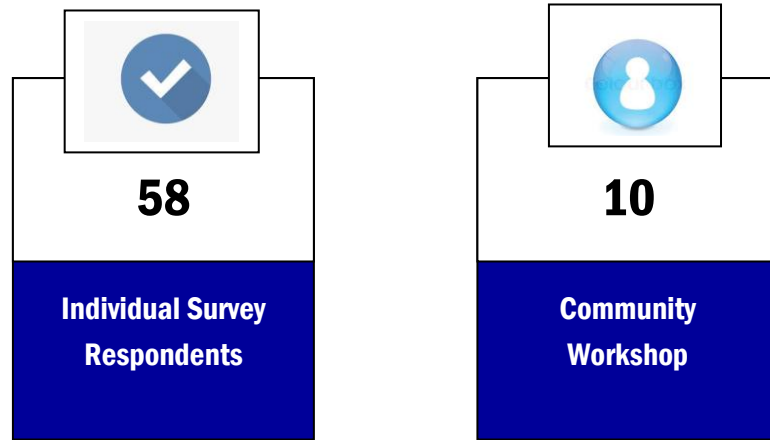
One preliminary workshop was held by the Shire of Tammin on Thursday 27th April 2017 following the Annual Electors Meeting. The workshop provided an overview of the Integrated Planning and Reporting Framework, and prompted discussions with the community on the following topics:

- What do you enjoy about living in the Shire of Tammin?
- What are your top three priorities for the Shire over the next 10 years?
- Is there something „missing“ in the Shire of Tammin that could be adding value

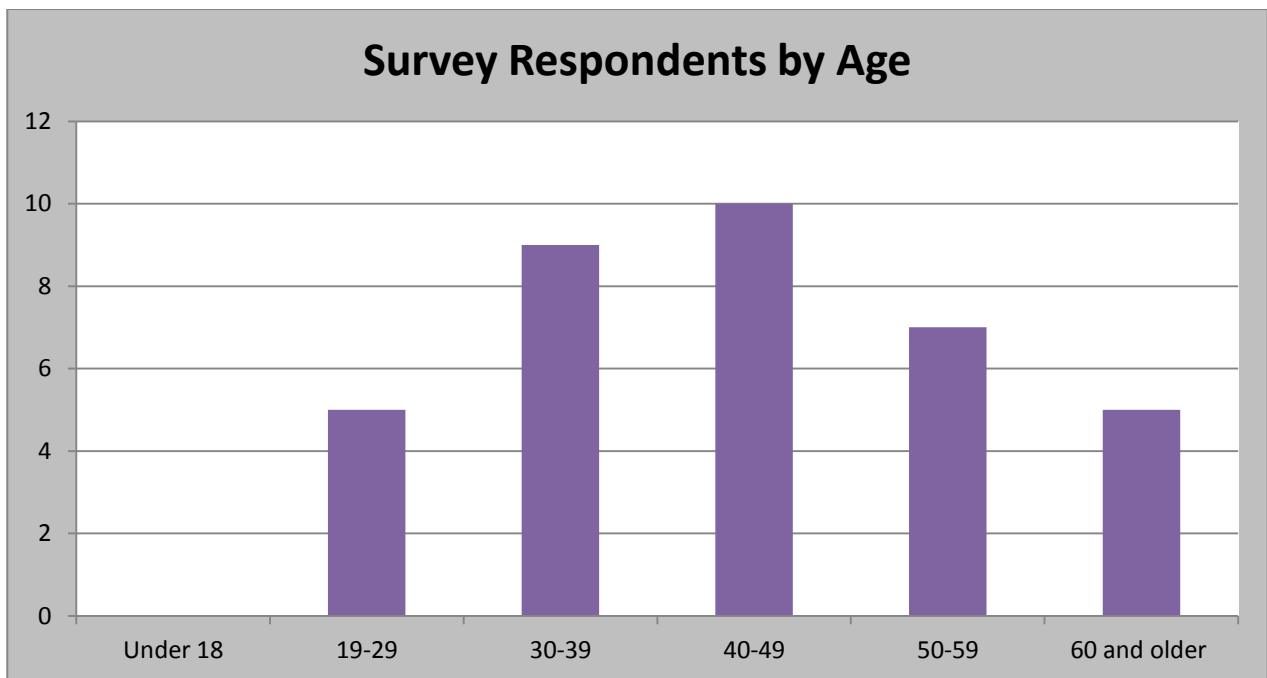
Responses were received from 68 individuals, either completing the survey or attending the community workshop. A summary of the community response received is provided on the following pages.

Community Response

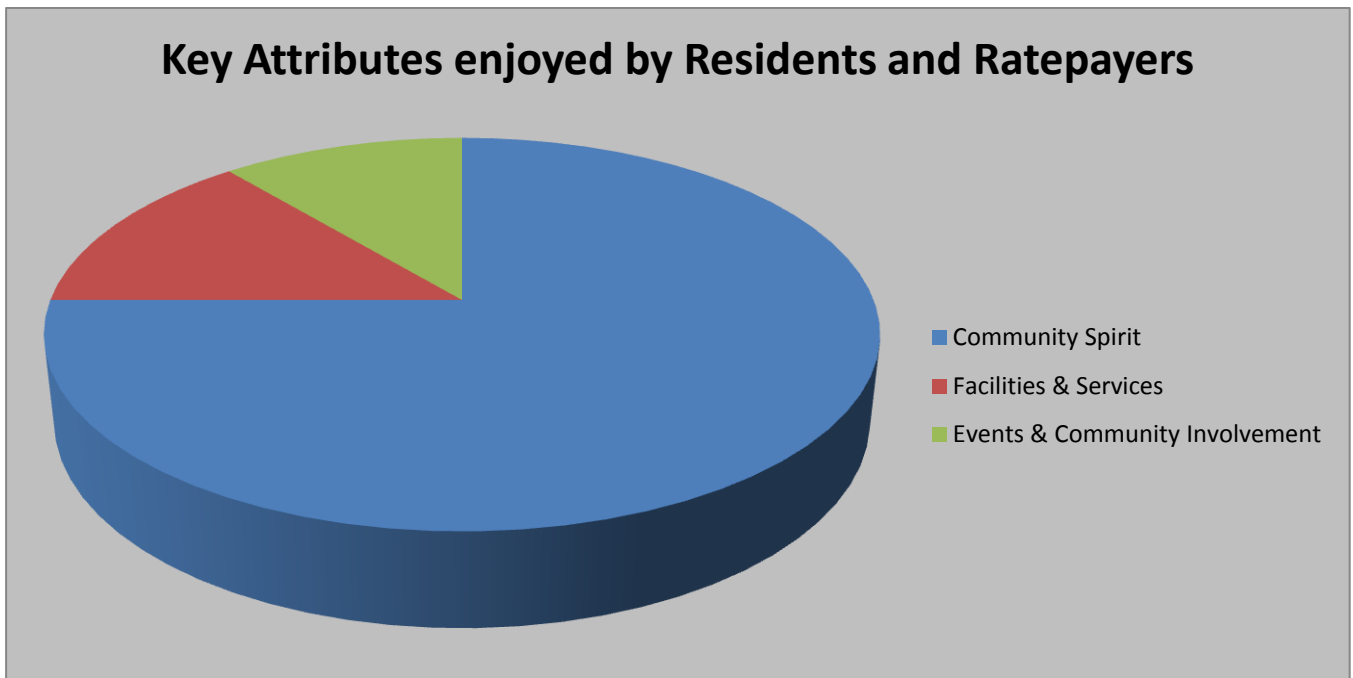
The community engagement has provided valuable insight into the key issues and aspirations of residents and ratepayers.



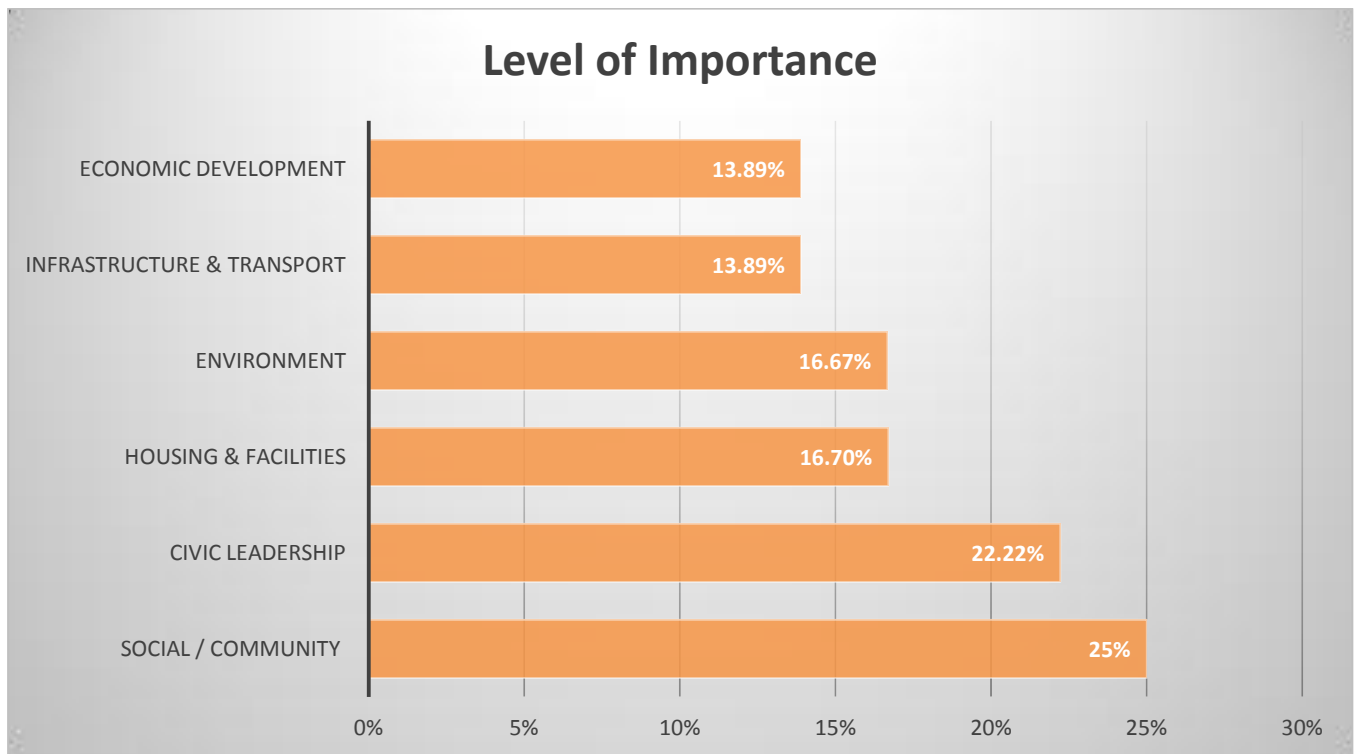
Importantly for the Council, these views have established clear priorities and subsequently shaped the visions, values, objectives and strategies documented in this report. The community survey responses were from various age groups as represented in the chart below.



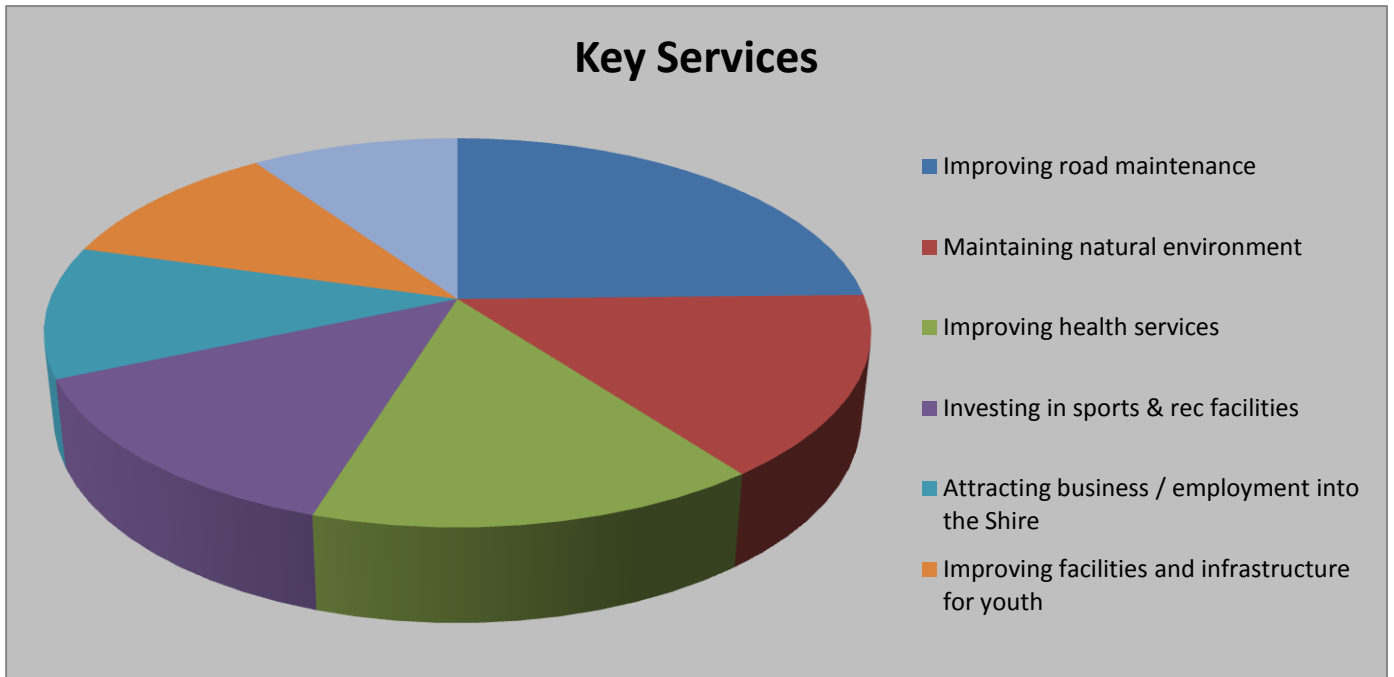
The following presents a summary of the key findings following an assessment of all survey responses:



With regards to the Council's Strategic Directions, the following was identified by level of importance:



The key services that respondents would like Council to focus on over the next 10 years (in order of importance) are:



Visions and Outcomes

Based on the community feedback received, the Shire of Tammin has set out six key Strategic Directions focus areas. A vision has been defined for each of the six key focus areas, being: social / community, environment, housing & facilities, economic development, infrastructure & transport and civic leadership. Each of the six visions has a number of desired outcomes the Shire is aiming to achieve over the life of the Plan.

Desired outcomes of working towards each strategic objective in achieving the Shire's vision are provided below:

	<p>SOCIAL / COMMUNITY</p> <p>Grown and sustain the population through planned provision of services. Maintain the sense of community, which is inclusive and welcoming for all.</p>	<p>Outcome 1.1</p> <p>Outcome 1.2</p>	<p>A connected, supportive and diverse community that fosters inclusion, resilience and self-sufficiency</p> <p>A growing, healthy and safe community</p>
	<p>ENVIRONMENT</p> <p>Provide leadership and promote local regional sustainability principles and practices. Enhance local natural areas and open spaces.</p>	<p>Outcome 2.1</p> <p>Outcome 2.2</p>	<p>A well maintained attractive environment servicing the needs of the community</p> <p>Protect and enhance our natural environment and reserves</p>
	<p>HOUSING & FACILITIES</p> <p>Our local area will be maintained through the provision of housing and employment choices for all ages, whilst protecting our viable farmland.</p>	<p>Outcome 3.1</p> <p>Outcome 3.2</p>	<p>Improved quality and maintenance of our infrastructure</p> <p>Housing needs are met, and the town's business capacity improved</p>
	<p>ECONOMIC DEVELOPMENT</p> <p>Strengthen local business and employment capacity. Support and encourage sustainable business growth.</p>	<p>Outcome 4.1</p> <p>Outcome 4.2</p>	<p>Support and foster industry, initiative and innovation in seeking new opportunities to enhance our Shire's economic health</p> <p>An attractive destination for visitors</p>
	<p>INFRASTRUCTURE & TRANSPORT</p> <p>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.</p>	<p>Outcome 5.1</p> <p>Outcome 5.2</p>	<p>A well-connected and serviced community accessible to all</p> <p>Improved road maintenance</p>
	<p>CIVIC LEADERSHIP</p> <p>Our Councillors and community leaders have vision, are accessible, act with transparency and integrity, and act in good faith on behalf of their constituents.</p>	<p>Outcome 6.1</p> <p>Outcome 6.2</p>	<p>Strong governance and leadership, demonstrating fair and equitable community values</p> <p>An efficient and effective organisation</p>

The tables on the following pages detail the strategies developed to achieve these desired outcomes and the strategic performance indicators to provide and indication of whether the Shire is meeting the objectives will be monitored and reported. As the Shire strives to achieve these outcomes, the community will be kept informed of the progress through means of the Annual Report.



Social /Community Strategies

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

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

Outcome 1.1 A connected, supportive and diverse community that fosters inclusion, resilience and self-sufficiency

- 1.1.1 Continue to develop and support a healthy inclusive and accessible community providing facilities and services for all ages, abilities, visitors and tourists
(Cunderdin-Tammin Age Friendly Communities Plan 2017; Shire of Tammin, Tammin Town Centre Visioning Plan 2017)
- 1.1.2 Continue to support and strengthen community groups and networks
- 1.1.3 Actively promote and support community events and activities

Outcome 1.2 A growing, healthy and safe community

- 1.2.1 Maintain and enhance sport and recreation facilities
- 1.2.2 Improve recreation for all ages
- 1.2.3 Support provision of emergency services and encourage community volunteers

Strategic Performance Indicators

Social media activity
(increase posts and engagement rate)

Crime statistics
(maintain low crime rate)

Recreation facilities usage rates
(increase in usage)



Strategic Performance Indicators

Statutory asset management ratios
(maintain healthy ratios)

Crime statistics
(maintain low crime rate)

Recreation facilities usage rates
(increase in usage)

Environment Strategies

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

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

Outcome 2.1 A well maintained attractive environment servicing the needs of the community

- 2.1.1 Develop a sustainable approach for the management of waste, including waste facility, recycle and resource recovery plan
- 2.1.2 Review planning and building practices to promote sustainability
- 2.1.3 Implement water usage plan (stormwater, Shire water use, water catchment)

Outcome 2.2 Protect and enhance our natural environment and reserves

- 2.2.1 Enhance the town's open spaces and roadsides
(Shire of Tammin, Tammin Town Centre Visioning Plan 2017)
- 2.2.2 Revegetate local areas as required
(Shire of Tammin, Tammin Town Centre Visioning Plan 2017)



Strategic Performance Indicators

Statutory asset management ratios
(maintain healthy ratios)

Housing and Facilities Strategies

Our local area will be maintained through the provision of housing and employment choices for all ages, whilst protecting our viable farmland.

The following outcome and strategies have been identified to achieve this vision.

Outcome 3.1 Improved quality and maintenance of our infrastructure

- 3.1.1 Upgrade and maintain our infrastructure to ensure transport routes are safe
- 3.1.2 Continue to assist the facilitation of regional health services

Outcome 3.2 Housing needs are met, and the town's business capacity improved

- 3.2.1 Review land use strategy to ensure housing and land size choices available include aged care accommodation and hobby farms
(Cunderdin - Tammin Age Friendly Communities Plan 2017)
- 3.2.2 Review land use strategy to ensure commercial opportunities are maximised and facilitate wastes plan expansion and a designated industrial site



Economic Development Strategies

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

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

Outcome 4.1 Support and foster industry, initiative and innovation in seeking new opportunities to enhance our Shire’s economic health

-
- 4.1.1 Facilitate local industry growth by participating in the development of a Regional Economic Plan
 - 4.1.2 Support alternative energy industries and develop business location opportunities through land use planning and facilitation

Outcome 4.2 An attractive destination for visitors

-
- 4.2.1 Maintain and enhance local iconic attractions and infrastructure
(Shire of Tammin, Tammin Town Centre Visioning Plan 2017)
 - 4.2.2 Participate in the Regional Tourism Strategy (Yorkrakine Rock signage); promote Tammin as a place to visit, live and work

Strategic Performance Indicators

Population statistics
(stable / increasing population base)

No. of development approvals
(increase)

Assessed vacancy rates
(business and residential)
(decrease)

No. of building approvals
(increase)

Visitor statistics
(increase)



Strategic Performance Indicators

Statutory asset management ratios
(maintain healthy ratios)

Infrastructure & Transport Strategies

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.

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

Outcome 5.1 A well-connected and serviced community accessible to all

- 5.1.1 Advocate for the needs of our residents for improved levels of health, water, energy, communications and transport infrastructure to be provided by State Government, to meet increasing demand and to support our growth as a community
- 5.1.2 Develop partnerships with government agencies for improved services.

Outcome 5.2 Improved road maintenance

- 5.2.1 Review roads, kerbs and footpaths for safety breaches. Consider the use of gophers and wheelchairs utilising these facilities
(Cunderdin - Tammin Age Friendly Communities Plan 2017)



Civic Leadership Strategies

Our Councillors and community leaders have vision, are accessible, act with transparency and integrity, and act in good faith on behalf of their constituents.

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

Outcome 6.1 Strong governance and leadership, demonstrating fair and equitable community values

- 6.1.1 Deliver sustainable governance through transparent and robust policy and processes
- 6.1.2 Undertake the civic duties of Council with the highest degree of ethics

Outcome 6.2 An efficient and effective organisation

- 6.2.1 Ensure sound long-term financial management and deliver value for money
- 6.2.2 Provide community leadership and lobby Federal and State Government to strengthen service provision within the Shire. Explore diverse income streams including grants

Strategic Performance Indicators



Statutory financial ratios
(maintain healthy ratios)

Employee retention rates
(maintain / increase)

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

Services and Facilities

Services and facilities provided by the Shire have been linked with the relevant strategy in the Plan as set out below. The table provides a connection between the services and facilities and the desired outcomes and community vision for the Shire of Tammin.

	SHIRE SERVICES		COMMUNITY FACILITIES
	Strategic Reference		Strategic Reference
	Building control 2.1.2 3.2.1 3.2.2 4.1.2		2.2.1 2.2.2 3.2.1 3.2.2
	Bush fire services 2.2.1 1.2.3 2.2		4.2.1 5.2.1
	Community consultation / engagement 1.1.1 1.1.2 1.1.3		
	Customer Service 1.1.2 1.1.3 6.1 6.2		
	Economic development 3.2.2 4.1.1 4.1.2 4.2.1 4.2.2		
	Emergency water supply 1.2.3 2.1.3		
	Environmental initiatives 2.1.1. 2.1.2 2.1.3 2.2.1 2.2.2		
	Festival /event management 1.1.1 1.1.2 1.1.3		
	Financial Management 6.2.1 6.2.2		
	General rubbish collection 1.1.1 2.1.1		
	Health administration / inspection 1.2.3 3.1.1 3.1.2 5.1.1 5.1.2		
	Landscaping 2.2.1 2.2.2		
	Long term planning 6.1.1 6.1.2 6.2.1 6.2.2		
	Maintenance - other infrastructure 1.1.1 1.2.1 1.2.2 3.1.1 4.2.1		
	Maintenance - roads 3.1.1 5.2.1		
	Medical services 1.2.3 3.1.1 3.1.2 5.1.1 5.1.2		
	Pest control 1.1.1 5.1.1		
	Ranger services 1.1.1 5.1.1		
	Recycling 2.1.1 2.1.1 2.1.3 5.1.1 5.1.2		
	Regional collaboration 5.1.1 5.1.2		
	Support for volunteers 1.1.1 1.1.2 1.1.3 1.2.3		
	Tourism management 1.1.1 4.2.1 4.2.2		
	Town planning 1.1.1 2.1.2 2.2.1 3.1.1 3.2.1 3.2.25.1.1 5.2.1		
	Waste management 1.1.1 1.1.3 2.1.1 2.1.1 2.1.3 3.2.2		
		Appearance of town centre	
		Cemetery	1.1.1
		Community / town hall	1.1.1 1.2.1 1.2.1
		Community housing	1.1.1 3.2.1
		Heritage assets	2.1.2 4.2.1
		Independent living units	1.1.1 3.2.1
		Library	1.1.1
		Parks /gardens / oval	1.1.1 1.2.1 1.2.2 2.2.1 2.2.2
		Public toilets	1.1.1
		Reserves / public open spaces	2.2.1 2.2.2
		Roads / verges / footpaths	5.2.1
		Sewerage and drainage	2.1.1 2.1.3 5.1.1
		Sport / recreation facilities	1.1.1 1.2.1 1.2.2
		Visitor centre	1.1.1 1.1.3 4.2.2
			COMMUNITY SUPPORT & SERVICES
			Strategic Reference
		Club development	1.1.2 1.1.3 1.2.1
		Disability access and inclusion	1.1.1 3.1.1 3.1.2 3.2.1 5.1.1 5.2.1
		Seniors services	1.1.1 1.1.2 1.2.1 1.2.2 5.1.1
		Youth services	1.1.1 1.1.2 1.2.1 1.2.2 5.1.1 5.2.1

Our Resourcing Capabilities

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 infrastructure asset renewal and replacement requirements over the next 10 years.

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.

Current Resource Capacity

At the 30 June 2017, the Shire had the following resource profile⁴.

Resource	Level
Workforce	8 FTE
Infrastructure Assets	\$62,925,587
Property, Plant & Equipment	\$7,424,117
Cash Backed Reserves	\$1,305,310
Borrowings	\$352,515
Annual Rates Revenue	\$942,285
Annual Revenue	\$2,306.085
Annual Expenditure	\$3,405.860

⁴ Shire of Tammin 2016-17 Annual Financial Budget

Future Resource Capacity

Future resource capacity is partially dependent on other levels of government however the following long term trends are expected in each resource.

Resource	Trends
Workforce	Stable
Infrastructure Assets	Increasing
Property, Plant & Equipment	Stable
Cash Backed Reserves	Increasing
Borrowings	Reducing
Annual Rates Revenue	Stable / Increasing
Annual Revenue	Stable / Increasing
Annual Expenditure	Stable / Increasing

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

Strategic Risk Management

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

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

External Factors	Internal Factors
Increasing community expectations in relation to service levels and service delivery.	The objectives and strategies contained in the current Council's Strategic Community Plan.
Rapid changes in information technology changing the service delivery environment.	The timing and actions contained in the Council's Corporate Business Plan.
Increased compliance requirements due to Government Policy and Legislation.	Organisational size, structure, activities and location.
Cost shifting by Federal and State Governments.	The financial capacity of the Shire.
Reducing external funding for infrastructure and operations.	Allocation of resources to achieve strategic outcomes.
Increasing community expectations and regulations in relation to waste management.	Maintenance of corporate records.
Government responses in relation to social services.	Current organisational systems and processes.
Climate change and subsequent responses.	

References and Acknowledgements

Acknowledgements and a thank you is made to the people of the Shire of Tammin for their time and effort in being a part of our community engagement and for their invaluable input into our Strategic Community Plan.

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

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

- Shire of Tammin Strategic Community Plan 2012 - 2022;
- Council website: www.tammin.wa.gov.au;
- Australian Bureau of Statistics 2011/2016, Tammin (S) (LGA 58190), Population and People Profile, <http://stat.abs.gov.au>;
- Shire of Tammin Annual Financial Report 2016 - 17;
- Shire of Tammin Community Consultation for the Four-Year Review of the Strategic Community Plan Outcomes Report;
- Cunderdin - Tammin Age Friendly Communities Plan 2017; and
- Shire of Tammin, Tammin Town Centre Visioning Plan, November 2017.

Review of the Plan

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

Document Management

Status: draft Major Review of the Strategic Community Plan 2017-2027

Date of Adoption: