



Shire of Jerramungup

STRATEGIC COMMUNITY PLAN 2012-2025



Introduction

In developing this Strategic Plan, Council consulted extensively with the community. The result is a new direction based upon the community's aspirations and priority areas.

The Strategic Community Plan identifies 15 Community Aspirations that have been organised under 4 pillars:

- Pillar 1: Environmental Aspirations
- Pillar 2: Social Aspirations
- Pillar 3: Economic Aspirations
- Pillar 4: Cultural Aspirations

For each aspiration, the Shire has identified activities to work towards over the next 10+ years.

Some of the highlights include;

- The construction of the Bremer Bay Town Centre
- An increased focus on road transport
- An increased focus on tourism and our pristine natural environment

The Shire's progress in delivering the Strategic Community Plan will be continually measured and reported annually.

Thank you for participating in this important planning process.



Robert Lester
President, Shire of Jerramungup

Strategic Community Planning

The introduction of regulations under section 5.56(2) of the Local Government Act 1995, resulted in the Shire's strategic planning framework only partly complying. In response, the Shire initiated a new Strategic Community Planning process based on the Department for Local Government's Integrated Strategic Planning Framework.

The minimum requirement to meet the intent of section 5.56(2) is the development of:

- Strategic Community Plan; and
- Corporate Business Plan.

This document addresses the State Government's Strategic Community Planning requirements. This is a strategy and planning document that reflects the longer term (10+ year) community and local government aspirations and priorities. The plan establishes the community's vision for the local government's future and its aspirations and service expectations. It will drive the development of local government Area/Place/Regional Plans, resourcing and other local government informing strategies (such as workforce, asset management, services) and supporting strategies.

Process

All residents invited to community workshops



With the direction of Council, the Shire invited all residents (1,171 households) and various stakeholders to attend a series of community workshops and stakeholder meetings.

The community engagement process consisted;

- Two workshops in Jerramungup on Tuesday 10 July 2012.
- Two workshops in Bremer Bay on Wednesday 11 July 2012.
- A workshop with Council members and appointed community representatives on Thursday 12 July 2012.
- A "one on one" interview with Chief Executive Officer, Great Southern Development Commission on Tuesday 10 July 2012.
- A telephone interview with the Regional Manager, Department of Sport and Recreation on Tuesday 10 July 2012.
- A "one on one" interview with Regional Director, Southern Agricultural Region, Department of Agriculture and Food on 18 July 2012.

For the residents and stakeholders that were unable to attend the workshops, the Shire welcomed written submissions. The Shire achieved a participation rate of approximately 8%.

All participants appreciated the opportunity to express their views and aspirations, espousing a number of key elements and themes.

In addition to the community consultation, a systematic internal and external analysis was completed. This analysis identified various trends including;

- Decreasing population
- Increasing median age
- Decreasing rates of volunteerism
- Increasing corporate ownership of farms
- General tightening in funding available to local governments
- Limited economic diversity
- Defined tourism period
- High biodiversity values
- Strong tourism potential

A draft strategic plan was prepared in response to the community feedback and systematic analysis. The Strategic Community Plan has been developed to address the challenges of an aging and decreasing population. The strategies contained within the plan address changing rural land uses, building on our high biodiversity values and capitalising on our strong tourism potential. The Shire will work towards achieving the aspirations of our community within an environment of changing climate and general tightening of funding.

Council was presented with a draft Strategic Community Plan in September 2012. The draft plan was then put back to the community for further consultation and input. The final plan was adopted (absolute majority) by Council in November 2012.

In an effort to minimise cost and maximise corporate and community ownership, the Shire commissioned consultants to facilitate the community workshops whilst producing this final document in house.



Vision

In 2025, the Shire of Jerramungup:

- Will be recognised internationally as an active world biosphere reserve. A carbon neutral, well designed, Green Star Community where conservation and the sustainable use of natural resources is monitored, researched and continually refined.
- Will be a safe, inclusive and resilient community. A place where visionary leadership, strong governance, good health, adequate housing, opportunities to work and high standards of education are realised.
- Will be a rural destination where people want to live and visit, linked to external markets by a first class road transport system. A robust economy supported by broad-hectare agriculture, livestock, aquaculture, agroforestry, tourism and an emerging resources sector.
- Will be a location where community comes first and high rates of volunteerism support a range of events and activities. A place where cultural heritage is recognised, embraced and promoted.



Aspirations

The aspirations and priority areas expressed within the community and Council workshops comprised a number of common themes. The themes were grouped into four pillars that reflect the key components in achieving sustainability from a community perspective;

Pillar 1: Environmental Aspirations

The key aspirations within this area reflect the Shire's location and proximity to the Fitzgerald River National Park. The Shire's location is recognised internationally for its biodiversity, pristine coastal environment and human interaction with the landscape. Land use planning, land capability and natural resource management are addressed in this area.

Pillar 2: Social Aspirations

This group of aspirations refers to the capacity of society to provide for the wellbeing of all residents and do so in a fair and equitable way. This includes good governance and civic leadership, provision of adequate income, feeling safe, good health, food and nutrition, adequate housing, employment opportunities, high standards of education and access to sport and recreation facilities.

Pillar 3: Economic Aspirations

The key themes relating to this aspiration were based on responsible fiscal policy, asset management and the provision of good quality and well utilised infrastructure. The continuation of broad hectare agriculture as a key industry and the improvement of road infrastructure are addressed under this pillar.

Pillar 4: Cultural Aspirations

This group of aspirations refer to recognising our past and the contribution that previous generations have made. Embracing and recognising history and culture will facilitate a sense of place and community vibrancy. This can often drive economic development by providing a location that people want to live and visit.

Active citizenship (volunteerism) featured prominently.



Environmental	Activity	Key components	Measurement
Aspiration 1: A carbon neutral community where renewable energy, water harvesting and fossil fuel alternatives are explored, tested and applied.	Contribute to Regional Economic Development Strategy (GSDC)	<ul style="list-style-type: none"> • Biomass • Wind 	<ul style="list-style-type: none"> ↑ Percentage of alternative power generated
	Implement Local Planning Policy 17: Water Conservation (existing)	<ul style="list-style-type: none"> • Mandate rainwater tanks 	<ul style="list-style-type: none"> ↑ Number of new rainwater tanks as measured by approvals ↓ Consumption per household
Aspiration 2: A growing community that embraces well designed and sustainable development.	Implement Local Planning Strategy (existing)	<ul style="list-style-type: none"> • Provision of commercial, residential and industrial land 	<ul style="list-style-type: none"> • Number of commercial, residential and industrial lots available.
	Develop Local service strategy (new)	<ul style="list-style-type: none"> • Provision of reliable water, power and sewerage 	<ul style="list-style-type: none"> ↑ Number of properties connected to the reticulated water and sewerage infrastructure
Aspiration 3: An environmentally conscious community where reduced waste to landfill is supported by best practice facilities.	Implement Regional Waste Management Plan (existing)	<ul style="list-style-type: none"> • Regional landfill facility in Ravensthorpe • Upgrade of transfer facilities • Review opening hours • Recreational vehicle sewerage "dump" • Development of a composting system 	<ul style="list-style-type: none"> ↓ Amount of waste to landfill ↑ Resident satisfaction rating with condition of active and former waste management facilities
Aspiration 4: An environmentally astute community where human needs are met while conserving our natural and built environment.	Review Dieback Management Strategy (existing)	<ul style="list-style-type: none"> • Education • Vehicle wash down • Install dieback signage 	<ul style="list-style-type: none"> ↓ Number of dieback infestations
	Develop Natural Resource Management Plan (New)	<ul style="list-style-type: none"> • Coastal management • Group coordination • NRM Officer • Partnerships with key agencies 	<ul style="list-style-type: none"> ↑ Resident satisfaction rating with progress and approach to NRM
	Implement Fitzgerald Biosphere Renomination (existing)	<ul style="list-style-type: none"> • Education • Awareness • Participation • Ownership 	<ul style="list-style-type: none"> • Successful renomination of Fitzgerald Biosphere
	Develop Climate Change Policy (New)	<ul style="list-style-type: none"> • Carbon footprint • Land use • Coastal infrastructure and setbacks 	<ul style="list-style-type: none"> ↓ Estimated amount of greenhouse gas emissions created through energy consumption by the Shire
	Review Municipal Inventory (existing)	<ul style="list-style-type: none"> • Local heritage value • State significance 	<ul style="list-style-type: none"> ↑ Number of assets classified as Local heritage value or State significance

Social	Activity	Key components	Measurement
Aspiration 5: An active community supported by fit for purpose sport and recreation facilities.	Review Sport Infrastructure Strategy (existing)	<ul style="list-style-type: none"> • Upgrade lighting Boxwood Hill Sports Club • New tennis facility Jerramungup Sports Club • Jerramungup Sports Pavilion upgrade • Continued maintenance of community sporting facilities 	↑ Resident satisfaction rating with condition of sport and recreation assets provided by the Shire
	Develop Recreation Strategy (New)	<ul style="list-style-type: none"> • Establish Community Arts Committee • Community bus • Increased pool usage • Trails plan • Community art program • Development of boat launching facilities 	↑ Number of new recreation programs
Aspiration 6: An engaged and informed community, defined by strong civic leadership, sound governance and transparent decision making.	Implement Integrated Communications and Customer Service Strategy (existing)	<ul style="list-style-type: none"> • Website review • Community newsletter review • Customer service app development • Develop welcome packs for new residents 	↑ Resident satisfaction rating with Shire communication
	Develop Workforce Plan (new)	<ul style="list-style-type: none"> • Resource sharing • Training and professional development • Succession • Locating of staff resources in Bremer Bay 	↓ Staff turnover rates
	Review Code of Conduct (existing)	<ul style="list-style-type: none"> • Better decision making • Greater community participation • Greater accountability 	↑ Resident satisfaction rating with Councillor conduct and transparency of decision making processes
Aspiration 7: A healthy community where residents feel safe, secure and self-assured.	Implement Medical Services and Infrastructure Strategy (existing)	<ul style="list-style-type: none"> • Retain local health professionals • New health facility in Bremer Bay • Refurbish health facility in Jerramungup • Provide quality housing for health professionals 	<ul style="list-style-type: none"> • Self reported health statistics ↑ Physical activity ↓ Smoking, alcohol consumption
	Implement Local Emergency Management Arrangements (existing)	<ul style="list-style-type: none"> • Bushfire preparedness • Resource to risk • Supply of fire appliances • Development of Jerramungup and Bremer Bay airstrip suitable for emergency use 	↑ Resident satisfaction rating with preparedness for bushfires and other emergencies
	Implement Bremer Bay Town Centre Master Plan (existing)	<ul style="list-style-type: none"> • Provision for aged care accommodation 	↑ Number of commercial and mixed use blocks available in Bremer Bay
Aspiration 8: A community that embraces lifelong learning where education is accessible to people of all ages.	Initiate facility sharing and community education programs (new)	<ul style="list-style-type: none"> • Early intervention programs (Smart Start) • Shared facilities e.g. pool, parks & reserves • Vocational training opportunities 	↑ Proportion of children scoring "not developmentally vulnerable" when starting school

Economic	Activity	Key components	Measurement
Aspiration 9: An economically diverse community where primary industry is supported by a strong secondary and service industry.	Develop Economic Development Strategy (New)	<ul style="list-style-type: none"> • Investment attraction • Major infrastructure • Work with Grange Resources in the development of Southdown Magnetite Project • Improvements to South Coast Highway (including passing lanes) 	<ul style="list-style-type: none"> ↑ Economic diversity of the local Government area as determined by 'Industry of Employment' Census Data ↑ Percentage of households in the Shire with internet connection
	Review Buy Local Policy (existing)	<ul style="list-style-type: none"> • Build capacity of local business • Retain financial resources locally 	<ul style="list-style-type: none"> ↑ Percentage of local government revenue retained within local economy
	Review Tourism Strategy (existing)	<ul style="list-style-type: none"> • Destination marketing • Promotion • Development of tourist information centre 	<ul style="list-style-type: none"> ↑ Condition of Visitor Information Centres and other tourism infrastructure provided by the Shire
Aspiration 10: A community where transport infrastructure is constructed and maintained using best practice principles.	Develop Asset Management strategy (New)	<ul style="list-style-type: none"> • Good quality rural and urban roads • Contemporary directional and business signage • Completion Jerramungup Revitalisation Project • Heavy haulage access • New truck parking bays • Good quality footpaths • Continued maintenance and improvement of parks and gardens 	<ul style="list-style-type: none"> ↑ Resident satisfaction rating with suitability and adequacy of roads, footpaths etc
Aspiration 11: A community where revenue is maximised and rating methodology is fair, equitable and transparent.	Develop Revenue Strategy (New)	<ul style="list-style-type: none"> • Employment of grants officer • Borrowings • Investigate grant methodology • Development contributions scheme 	<ul style="list-style-type: none"> ↑ Amount of non-operating revenue sourced
	Review 10 Year Financial Plan (existing)	<ul style="list-style-type: none"> • Rate setting statement • Plant replacement • Borrowings 	<ul style="list-style-type: none"> ↑ Resident satisfaction with rating methodology
Aspiration 12: A community that provides a range of good quality and affordable private and government housing options aimed at attracting and retaining residents.	Develop Housing Plan (New)	<ul style="list-style-type: none"> • Staff housing in Bremer Bay • Good quality housing for professional staff in Jerramungup and Bremer Bay • Affordable community housing • Register of farm houses suitable for rent 	<ul style="list-style-type: none"> ↑ Resident satisfaction rating with quality and quantity of Shire housing ↑ Number of aged care units



Cultural	Activity	Key components	Measurement
Aspiration 13: A culturally aware community that recognises its heritage and the contribution that war settlement and indigenous people have made.	Develop Cultural Mapping (New)	<ul style="list-style-type: none"> • Recognition of localities • Cemetery refurbishment • Recognising history 	↑ Resident satisfaction rating with cemeteries and ashes placement sites
Aspiration 14: An involved community where volunteering is fostered, encouraged, and supported.	Develop Volunteer strategy (New)	<ul style="list-style-type: none"> • Addressing decreasing participation rates • Recognising volunteers • Continued participation in Club Development Officer Scheme 	↑ Increased volunteering participation rates
Aspiration 15: A community that provides programs and facilities to people with varying needs	Review Disability Access and Inclusion Plan (existing)	<ul style="list-style-type: none"> • Planning for better access • Inclusion • Community support 	↑ Resident satisfaction rating with access to buildings and facilities



Current and future resource capacity

This planning process identified a number of strategic projects, additional resources and improvements to service levels across a range of Shire functions. Each of these initiatives was considered against the financial parameters contained within the Shire's 10 year financial management plan.

This assessment process identified that the Shire did not have the resource capacity to deliver specific strategies in the areas of seniors and youth. The key components within these areas e.g. additional aged accommodation and recreation facilities were incorporated into broader strategy areas requiring fewer resources.

To deliver the community's aspirations, the Shire's workforce will need to increase by approximately 0.5 FTE per annum. The Shire will also need to better utilise debt to leverage additional non-operating grants to deliver the capital works program.

Corporate integration

This strategy and planning document reflects the longer term (10+ year) community and local government aspirations and priorities.

This plan is supported by an internal business planning tool that translates Council/community priorities into operations within the resources available. This Corporate Business Plan details the services, operations and projects the Shire will deliver over the defined period, the processes for delivering these and the associated cost.

The Corporate Business Plan contains team operational, technical delivery and financial plans.

The Corporate Business Plan informs the annual budget.



Measurement

The success of this plan will be measured and reported annually within the Shire's Annual Report.

Review

A strategic review of this document will occur two years from when it is adopted. A full review of the Strategic Community Plan will occur four years from when it is adopted.

Notice will be given to the Community when the Strategic Community Plan is adopted, reviewed or modified.



At A Glance

The Shire of Jerramungup was established on 1 July 1982. It is located in the Great Southern region of Western Australia, about 180 kilometres northeast of Albany and about 440 kilometres southeast of the state capital, Perth.

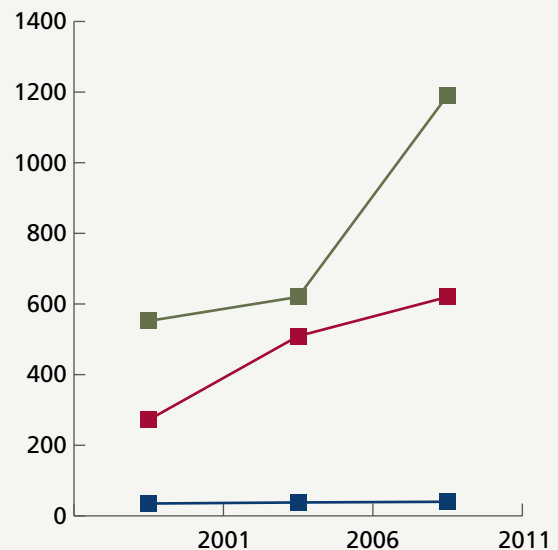
The Shire covers an area of 6,507 square kilometres and has a population of approximately 1,055.

The area is recognised for its grain and livestock production with sheep, beef, cattle and grain farming the main industry.

Trends – Jerramungup Local Government Area

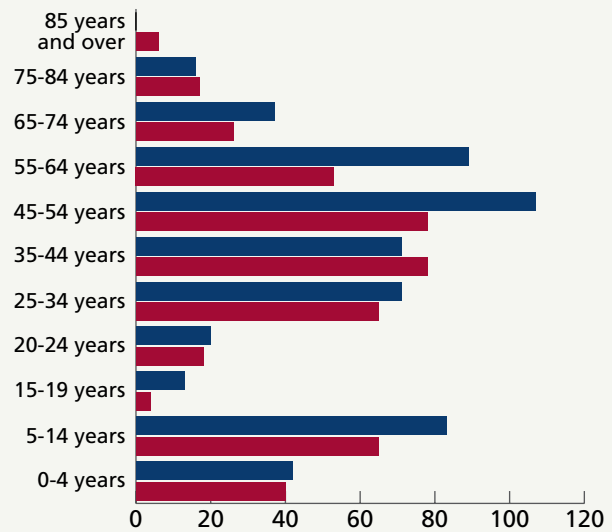
- Decreasing population
- Increasing median age
- Increasing median personal and family income
- Decreasing rates of volunteerism
- Increasing corporate ownership of farms
- Challenge of local government structural reform and retaining communities of interest
- Increase in carbon farming and agroforestry
- High reliance on sheep, beef, cattle and grain
- Centralisation of Government Departments
- Increasing visitation rates
- Defined tourism period
- General tightening in funding available to local governments
- Strong interest from developers, funding difficult to source
- Increasing compliance and changing industry standards

	2001	2006	2011
Median age of persons	35	38	40
Median total personal income (\$/weekly)	272	509	620
Median total family income (\$/weekly)	552	1,033	1,191

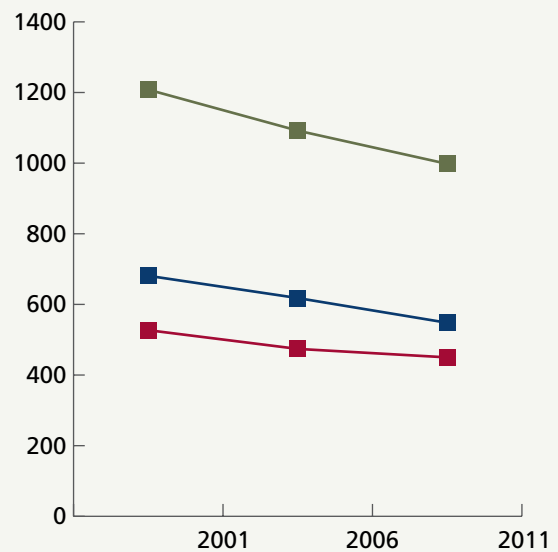


Age Distribution 2011

Age group	Males	Females
0-4 years	42	40
5-14 years	83	65
15-19 years	13	4
20-24 years	20	18
25-34 years	71	65
35-44 years	71	78
45-54 years	107	78
55-64 years	89	53
65-74 years	37	26
75-84 years	16	17
85 years and over	0	6



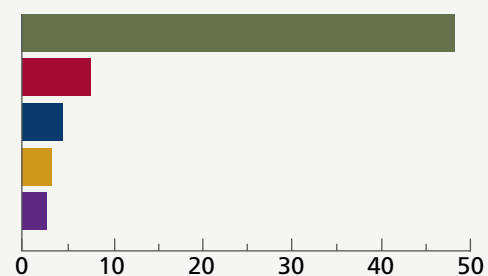
	2001	2006	2011
Males	681	618	548
Females	527	474	450
Total	1208	1092	998



Industry of Employment

2006

	Percent
Sheep, Beef Cattle and Grain Farming	48.30%
School Education	7.00%
Accommodation	4.50%
Agriculture and Fishing Support Services	3.30%
Local Government Administration	2.50%





Our mission statement

The Shire of Jerramungup will provide leadership to maintain our identity by promoting social and economic development whilst embracing our unique natural environment

To achieve our mission we will:

- Treat each other with respect.
- Act honestly and with integrity at all times.
- Be accountable for our own actions.
- Use our initiative.

For further information in relation to this document, please contact the **Chief Executive Officer** on **(08) 9835 1022** or ceo@jerramungup.wa.gov.au



Shire of Jerramungup

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