



# Shire of Cunderdin Strategic Community Plan 2013 - 2022



Desktop Review  
February 2016

**Prepared by: The Shire of Cunderdin**

A copy of this Plan is available in alternate formats if required. Please contact the Shire if you require the Plan in an alternate format. (Refer to Disability Access and Inclusion Plan).

If you require further information on anything in this Plan please contact:-

**Shire of Cunderdin**

PO Box 100 (50 Lundy Avenue)  
Cunderdin WA 6407

Phone: 9635 2700 Fax: 9635 1464

[admin@cunderdin.wa.gov.au](mailto:admin@cunderdin.wa.gov.au)

[www.cunderdin.wa.gov.au](http://www.cunderdin.wa.gov.au)

DOCUMENT MANAGMENT			
Version	Reviewed/Adopted	Status	Date Issued
1	Adopted		8 <sup>th</sup> May.2013
2	Reviewed	Draft - superseded	20 <sup>th</sup> February2013
3	Reviewed	Draft - superseded	February 2016
4	Adopted	FINAL Desktop Review	16 <sup>th</sup> June 2016

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 Plans.

At a minimum, a **desk-top review** of the Strategic Community Plan should be undertaken every two years. A **full review** and renewed long term visioning process should be conducted every four years. This will ensure that community priorities and aspirations are kept up-to-date and remain relevant.

The Shire of Cunderdin's *Strategic Community Plan 2013-2022* was adopted by Council in 2013. A desktop review was therefore due to be undertaken in 2015, with a full review by June 2017. The Department does not currently specify the requirements of a desktop review, and also does not require local governments to report back to it on completion of the review. However, a report to Council is required, in order to ensure that the review is formally documented.

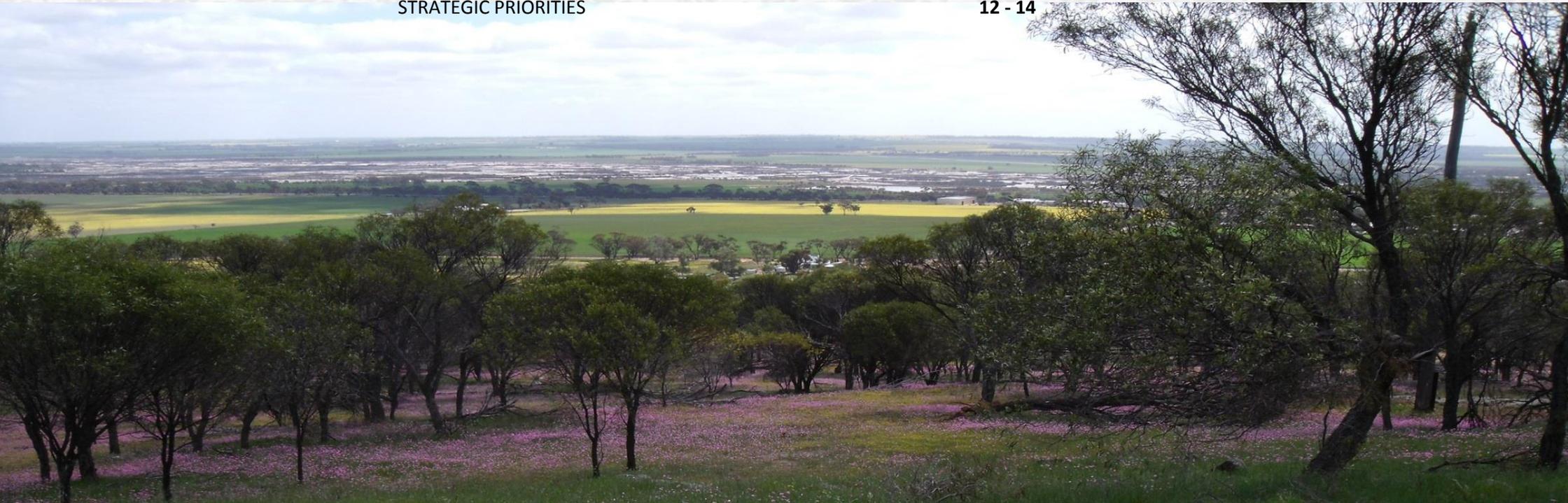
The review of the Plan developed in 2013 along with the full review in 2017 will give indication as to whether the Shire has the ability to financially achieve the aims of the Plan through to 2022. We will continue to work with the Community and State and Federal Governments to achieve the objectives of the Plan.

**Cr R.C. Gibsone**  
**Shire President**



## **CONTENTS**

MESSAGE FROM THE SHIRE PRESIDENT	2
CONTENTS	3
INTRODUCTION	4
INTEGRATED PLANNING AND REPORTING FRAMEWORK	5
INTEGRATED PLANNING FRAMEWORK	6
OVERVIEW OF OUR COMMUNITY	7
THE PLAN'S DEVELOPMENT	8
OUR RESOURCING CAPABILITY	9
OUR VISION: 'Providing Opportunities for Everyone'	10
STRATEGIC DIRECTIONS	11
STRATEGIC PRIORITIES	12 - 14



**As a community it's important for us to have a document that defines how we want to grow into the future. We also need to outline what we want and need as a community now. This document is called a Strategic Community Plan.**

Our Strategic Community Plan reflects what our community has told us and provides the strategic direction for the Shire of Cunderdin into the future.

One of the key challenges facing all Local Governments is the ability to deliver the service levels expected while keeping rate rises at a reasonable level. This is why Integrated Planning Legislation defines the need for a 10-Year Financial Plan which incorporates financial KPI's and Ratios.

The Shire of Cunderdin has developed an integrated planning and reporting framework to adequately deliver core services and maintain our existing asset base to meet the needs of our community.

The objective of this framework is to have stronger focus on place shaping and wellbeing, with an increased level of community engagement.

**The integrated planning and reporting framework involves the development and implementation of the following plans:**

- **Strategic Community Plan 2013 – 2022**
- **Long-Term Financial Plan 2013-14 to 2022-23**
- **Integrated Workforce Plan 2013 – 2017**
- **Asset Management Plan November 2011**
- **Corporate Business Plan 2014 – 2017**

# Integrated Planning and Reporting Framework

The Strategic Community Plan 2013–2022 is the overarching plan to guide the Council over the next 10 years. The Plan is broad with a long-term focus and strong emphasis on the community's aspirations, priorities and vision for the future. The Integrated Planning and Reporting Framework require a part review of the Strategic Community Plan every two years and a full review of the Strategic Community Plan every four years.

The Strategic Community Plan 2013–2022 informs our 10-year Strategic Financial Plan. At the core of this planning framework is the four-year Corporate Business Plan which outlines in detail the projects, services, operations and performance measurements required to deliver on the priorities identified in the Strategic Community Plan.

Sustainability, in all its forms, is at the core of the community's expectations and underpins the Shire's Integrated Planning and Reporting Framework.



## Integrated Planning Framework





## Overview of our Community

The Shire of Cunderdin is located 158 kilometres east of Perth, and approximately 60 kilometres east of the regional centre of Northam. The Shire covers an area of 1,872 square kilometres and consists of two localities being Cunderdin and Meckering.

**Cunderdin contains the majority of the population with 800 residents and Meckering 150. The total population of the Shire is approximately 1,460, which is estimated to remain fairly constant over the next ten years.**

Features of the Shire include a wide range of recreational facilities – notably the sporting complex and swimming pool. Services include the hospital and medical centre; playgroup; Cunderdin District High School (K to Year 10); Meckering Primary School; Cunderdin WA College of Agriculture; the Cunderdin Airfield; the Community Resource Centre, and the Cunderdin Day Care Centre. Within the Shire there are a number of parks and reserves, including O'Connor Park, Cunderdin Hill, Meckering Rose Garden and Youngedin.

The Shire of Cunderdin adjoins the local governments of Goomalling, Dowerin and Wyalkatchem to the north, Tammin to the east, Northam to the west and, York and Quairading to the south.

The local economy is reliant on agriculture, with wheat, canola and lupins being the main crops, and sheep production being prominent. Although the local industries and services are based around the agricultural sector, Cunderdin is also home to institutional furniture manufacturing, farm machinery and equipment manufacturing, rural merchandise suppliers, fabrication industries and machinery dealerships. Cunderdin also has only one of six campuses of the Western Australian College of Agriculture in the State.

# The Plan's Development

The Shire, in partnership with community and stakeholders, has developed a shared strategic vision, goals and outcomes spanning from 2013 through to 2022.

Our primary aim is *'to manage growth sustainably through governance, leadership and targeted services and economic growth'*.

In the initial stages of development, research was undertaken 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 and community properties.

**Community members will once again be given the opportunity to be involved in a review of the Plan in mid-2017.** Every four years a full review is to be conducted seeking 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. A 'desktop' review is required to be carried out every 2 years.

## 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 Plan tells 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 \$2,310,000 or \$231,000 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.



## 'Providing Opportunities for Everyone'

### Our Shire will be:

- ◇ A regional place that is progressive and will provide opportunities, offering a unique lifestyle and a sense of belonging;
- ◇ A place that connects people;
- ◇ A place that connects transport; and
- ◇ A place that connects businesses.

### Our Goals are:

#### Social

- ◇ Grow and build the population base;
- ◇ Improve community spirit, collectively caring for each other;
- ◇ Build an active community, increasing participation and ownership.

#### Environmental

- ◇ Sustain and promote the natural environment and resources;
- ◇ Maintain and enhance the area's infrastructure.

#### Economic

- ◇ Strengthen local business and employment capacity;
- ◇ Support and encourage sustainable business growth;
- ◇ Position the area as a regional strategic location and transport hub.



## Strategic Directions

The strategic directions to be considered within our Plan are:-

### 1. Social / Community

Our community will have access to services and facilities to meet their changing needs and wellbeing, to grow and be strengthened through community participation and activities, developing a sense of collective ownership.

### 2. Environment

Our community will display responsible stewardship of our natural resources, managing resource consumption and reducing waste, preserving and protecting buildings and places of heritage and indigenous significance.

### 3. Housing and Facilities

Our communities will have choices as their housing needs change, and will have access to a choice of facilities and services.

### 4. Economic Development

Our local economy will thrive and prosper, taking advantage of our strategic transport position, developing employment and skills opportunities.

### 5. Infrastructure and Transport

Our community will be proud of their assets, infrastructure and amenities which are well maintained.

### 6. Civic Leadership

Our community can be assured that we will undertake the civic duties of Council with the highest degree of ethics and sustainable, accountable governance.



The following strategic priorities and outcomes have been developed to support each of the strategic directions:-

## 1. Social / Community

Our community will have access to services and facilities to meet their changing needs and wellbeing, to grow and be strengthened through community participation and activities, developing a sense of collective ownership.

- S1.1 To develop and support a healthy inclusive and accessible community by providing facilities and services for all ages, abilities, visitors and tourists. Improve meeting places by providing multi-purpose facilities.
- S1.2 Assist the facilitation of regional health services and develop aged care services.
- S1.3 Support, develop and coordinate a strong volunteer base.
- S1.4 Review and implement the Local Emergency Management Plan and implement, review and monitor the Disability Access and Inclusion Plan
- S1.5 Develop and implement an Aboriginal Engagement Strategy.

## 2. Environment

Our community will display responsible stewardship of our natural resources, managing resource consumption and reducing waste, preserving and protecting buildings and places of heritage and indigenous significance.

- E2.1 Foster and promote sustainable water, waste management and energy management practices including continued participation in the **Water Efficiency Management Plan (WEMP)** and **SEAVROC Regional Waste Management Strategic Plan**.
- E2.2 Maintain and enhance the local environment, improve major distributor roads.
- E2.3 Preserve and protect buildings and places of heritage and indigenous significance, burial sites and the natural environment.
- E2.4 Improve the major corridors and entry points to the Shire through weed control and other aesthetic improvements.

## Strategic Priorities Cont'd

### 3. Housing and Facilities

Our communities will have choices as their housing needs change, and have access to a choice of facilities and services.

- HF3.1 Review land use strategy to provide for diverse housing needs, considering affordability, lifestyle and Independent Living Units (ILU's) for the aged.
- HF3.2 Provide land use for commercial and industrial growth, light commercial and the airfield.
- HF3.3 Upgrade the town centres and main street. Maintain the Town Halls frontages.
- HF3.4 Assist the facilitation of regional health services.

### 4. Economic Development

Our local economy will thrive and prosper, taking advantage of our strategic transport position, developing employment and skills opportunities.

- ED4.1 Develop a **Regional Economic Plan**.
- ED4.2 Encourage new businesses through information incentives and land use provision.
- ED4.3 Explore diverse income streams, including grants.
- ED4.4 Facilitate the development of the airport and surrounds. Partner with the Agricultural College to create a skills based training centre and apprenticeships at the Cunderdin Airfield.
- ED4.5 Participate in a **Regional Tourist Plan** (consider aviation, Golden Pipeline, earthquake site).
- ED4.6 Partner with Landcorp / Regional Development for the release of additional blocks of land.

## Strategic Priorities Cont'd

### 5. Infrastructure and Transport

Our community will be proud of their assets, infrastructure and amenities which are well maintained.

- IT5.1 Lobby and advocate for improved services, infrastructure and transport, taking advantage of our strategic transport position.
- IT5.2 Develop partnerships with government and agencies for improved services.
- IT5.3 Review roads, kerbs and footpaths for safety breaches. Consider the use of gophers and wheelchairs utilising these facilities.

### 6. Civic Leadership

Our community can be assured that we will undertake the civic duties of Council with the highest degree of ethics and sustainable, accountable governance.

- CL6.1 Continue to develop best practice policy and procedure frameworks to effectively guide decision-making in an accountable and transparent manner.
- CL6.2 Undertake the civic duties of Council with the highest degree of ethics.
- CL6.3 Provide community leadership and lobby Federal and State Government to strengthen service provision within the Shire. Explore diverse income streams, including grants.
- CL6.4 Improve organisational planning, processes and systems. Develop a Workforce and Human Resources Plan. Implement Strategic Plans, Asset Management Plan, Disability Access and Inclusion Plan and Risk Management Plan.

Performance of the Shire of Cunderdin will be measured against a sustainability index, based on a balanced scorecard. The Strategic Community Plan will be monitored through the Corporate Business Plan reporting framework, and reported to the community on an annual basis.

## Shire of Cunderdin

PO Box 100  
Cunderdin WA 6407

50 Lundy Avenue, Cunderdin WA 6407

Phone: 9635 2700 - Fax: 9635 1464

Email: [admin@cunderdin.wa.gov.au](mailto:admin@cunderdin.wa.gov.au)

Website: [www.cunderdin.wa.gov.au](http://www.cunderdin.wa.gov.au)

