



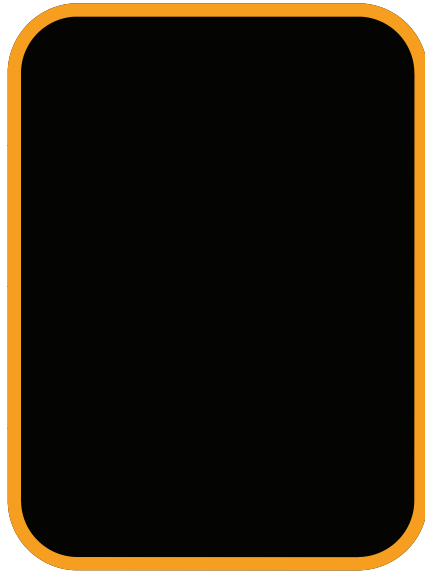
## Contents

Foreword .....	1
Introduction to Strategic Community Plan .....	3
Planning Framework .....	3
The Shire in Profile .....	4
Our Vision: A Place for Community .....	5
Our Goals .....	9
Community Priorities Against Key Areas .....	6
♦ Social: Building a Sense of Community.....	6
♦ Environment: Preserving and Sustaining Our Natural Environment .....	7
♦ Built Environment: Enhanced Lifestyle Choices .....	8
♦ Economic Development: Maximise Development .....	9
♦ Governance: Strengthen Shire Leadership .....	10
♦ Sustainability Performance Index .....	11



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## Foreword



The Shire of Cunderdin 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 "Providing Opportunities for Everyone".

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 Commonwealth Governments, and the private Sector.

Cr Rod Carter  
Shire President



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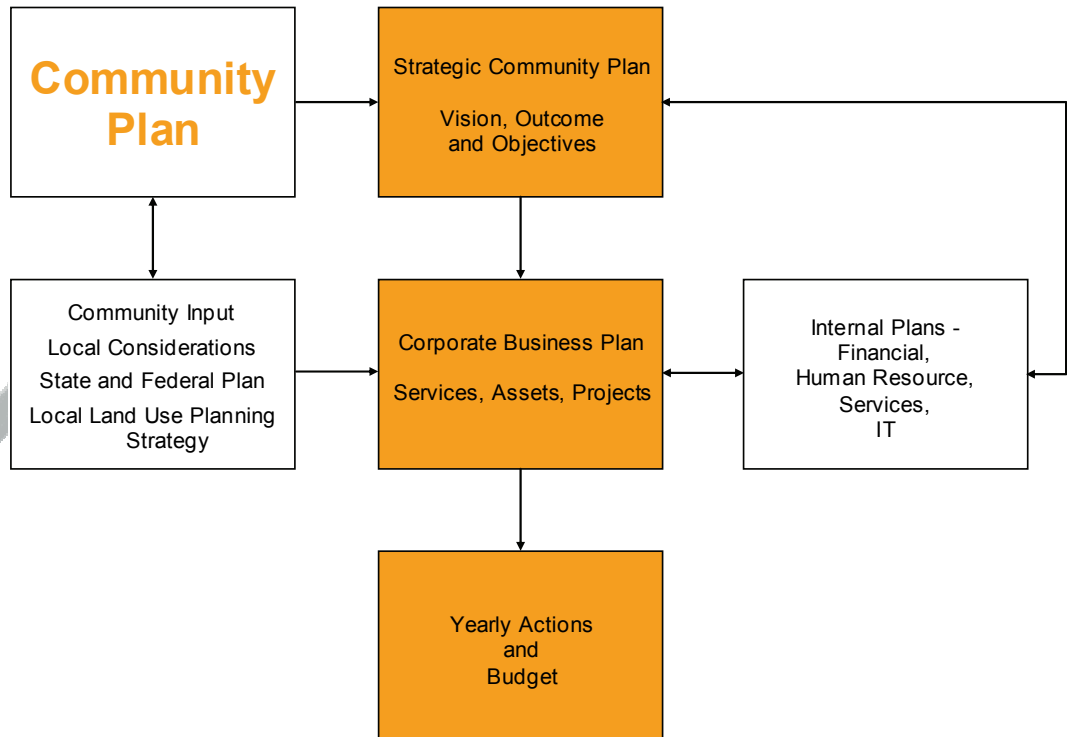
## Introduction to Strategic Community Plan

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. It will enable us, with 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



## The Shire in Profile

### Our Area

The Shire covers an area of 1,872km<sup>2</sup>. Within the Shire, there are a number of parks and reserves, including O'Connor Park, Cunderdin Hill, Meckering Rose Garden, and Youndegin.

### Our Economy

Our prime industry is in broad farming, but has diversified with the population residing primarily in the town area, and the increase in rural service industries providing employment. Local services, such as health and education are provided and important to the local community.

### Our People

The population of 1,250 is residing primarily in town, with 30% 55 years and over, but with a projected increase of the 20-39 age bracket. The community is diverse, and values lifestyle choices in a cohesive, safe and relaxed community.

### Our Environment

The local environment is valued, with a focus on maintaining the local biodiversity. Climate change is a major issue and represents risks, not only to resource management, but also on the reliance of farming and cars.

### 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:

- ◆ Climate change.
- ◆ Sustainable farming and loss of biodiversity and vegetation.
- ◆ Affordable housing demand.
- ◆ Reliance on cars for transport.
- ◆ Economic growth and diversity.
- ◆ Increasing number of aged.
- ◆ Diversification of businesses and industry.
- ◆ Support services for community, eg health.

## **Our Vision: Providing Opportunities for Everyone**

### **Our Shire will be:**

- ◆ A regional place that is progressive, and will provide opportunities, and offers unique lifestyles, a sense of belonging;
- ◆ A place that connects people;
- ◆ A place that connects transport; and
- ◆ A place that connects businesses.

### **Our Aim**

To manage growth sustainably through governance, leadership, and targeted service and economic growth.

## **Our Goals**

### **Social**

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

### **Environmental**

- ◆ Maintain and enhance 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.





## Community Priorities Against Key Areas

### Social: Building a Sense of Community

#### Our Vision

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

Our objectives and priorities are built from our shared outcomes.

Outcomes	Objectives	Priorities
Connective Inclusive Community	Strengthen Community Participation and Ownership	<ul style="list-style-type: none"> <li>◆ Facilitate events and community projects.</li> <li>◆ Provide activity for youth and aged.</li> </ul>
	Maintain and Build Service Capacity	<ul style="list-style-type: none"> <li>◆ Improve meeting places for all ages, including aged and youth by providing a multi purpose facility (Cunderdin Sports and Community Amenity Project).</li> <li>◆ Participate in a regional plan to develop aged care services.</li> <li>◆ Develop service plans, role and levels of service.</li> <li>◆ Assist the facilitation of regional health services.</li> </ul>

## Environment: Preserving and Sustaining Our Natural Environment

### Our Vision

- ◆ Our natural environment will be enhanced and preserved for future generations, protecting and maintaining our bush, reserves, and recreation areas.
- ◆ Our community will display responsible stewardship of our natural resources, effectively managing resource consumption and reducing waste.

Our objectives and priorities are built from our shared outcomes.

Outcomes	Objectives	Priorities
Sustainable Resource Management	Enhance the Shire's Sustainability through Efficient Use of Natural Resources	<ul style="list-style-type: none"><li>◆ Develop a Water Management Plan (water use, run off, storm water, and water harvesting).</li><li>◆ Continue to participate in the SEAVROC Regional Waste Management Strategic Plan.</li><li>◆ Explore alternative energy sources for council buildings/facilities.</li></ul>
Sustained Natural Environment	Maintain and Enhance the Local Environment	<ul style="list-style-type: none"><li>◆ Maintain open spaces, trees, and areas, giving consideration to the highway and recreation areas.</li><li>◆ Preserve natural environment with attention to Cunderdin Hill and Bulgin Rock.</li></ul>

## Built Environment: Enhanced Lifestyle Choices

### Our Vision

- ◆ Our community will have access to facilities and services as their requirements change.
- ◆ Our local community will be proud of their assets, infrastructure, and amenities, which are well maintained.
- ◆ Our communities will have choices as housing needs change.
- ◆ Our local economy will thrive with choice of development areas.

Our objectives and priorities are built from our shared outcomes.

Outcomes	Objectives	Priorities
Planned Growth	Balanced Land Use Planning for Housing and Development	<ul style="list-style-type: none"> <li>◆ Review land use strategy to provide for diverse housing needs, considering affordability, lifestyle, and Independent Living Units (ILU's) for the aged.</li> <li>◆ Provide land use for commercial and industrial growth, light commercial, and the airfield.</li> </ul>
Enhanced and Maintained Infrastructure	Improve Town Centre	<ul style="list-style-type: none"> <li>◆ Upgrade town centre, and main street upgrade.</li> <li>◆ Maintain Town Hall frontage.</li> </ul>
	Maintain Assets and Infrastructure	<ul style="list-style-type: none"> <li>◆ Develop Asset Management Plans for community facilities and assets.</li> </ul>
	Improve Access and Safety	<ul style="list-style-type: none"> <li>◆ Review roads, kerbs, and footpath safety and access (consider gophers and wheelchairs).</li> </ul>
	Improve Main Distributor Roads	<ul style="list-style-type: none"> <li>◆ Improve the major corridors and entry points to the Shire through weed control and other aesthetic improvements.</li> </ul>

## Economic Development: Maximise Development

### Our Vision

- ◆ Our local economy will thrive and prosper, taking advantage of our strategic transport position.
- ◆ We will attract light industrial growth, develop employment and skill opportunities for our growing community.

Our objectives and priorities are built from our shared outcomes.

Outcomes	Objectives	Priorities
Economic Growth	Maximise Business Development Opportunities	<ul style="list-style-type: none"> <li>◆ Develop a Regional Economic Plan.</li> <li>◆ Encourage new businesses through information incentives and land use provision.</li> </ul>
	Create Youth Skill Based Employment	<ul style="list-style-type: none"> <li>◆ Partner with Agricultural College to create a skill based training centre and apprenticeships at the Cunderdin Airfield.</li> </ul>
	Strengthen the Transport Corridor	<ul style="list-style-type: none"> <li>◆ Facilitate the development of the airport and surrounds.</li> <li>◆ Participate in a Regional Tourist Plan (consider aviation, Golden Pipeline, earthquake site).</li> </ul>
	Provide Affordable Residential and Industrial Land	<ul style="list-style-type: none"> <li>◆ Partner with Landcorp/Regional Development for the release of additional blocks of land.</li> </ul>

## Governance: Strengthen Shire Leadership

### Our Vision

- ◆ We will provide leadership and build a sustainable place through our regional and government partnerships.
- ◆ We will be accountable, making decisions for the good of the community.
- ◆ We will engage with our community, building a cohesive community and support community participation.

Our objectives and priorities are built from our shared outcomes.

Outcomes	Objectives	Priorities
Sustainable Resource Management	Build Financial Capability	<ul style="list-style-type: none"> <li>◆ Develop and maintain Strategic Financial Plans, Asset Management Plans, and Risk Management Plans.</li> <li>◆ Implement Service Plans, IT Plans, and Place Plans.</li> <li>◆ Explore diverse income streams, including grants.</li> </ul>
	Develop Workforce Capability	<ul style="list-style-type: none"> <li>◆ Develop Workforce and Human Resource (HR) Plan.</li> </ul>
Enhanced Leadership	Provide Leadership	<ul style="list-style-type: none"> <li>◆ Lobby and advocate for improved services, infrastructure and transport.</li> <li>◆ Develop partnerships with government and agencies for improved services.</li> </ul>
	Build Community Capacity	<ul style="list-style-type: none"> <li>◆ Support, develop and coordinate a strong volunteer base.</li> <li>◆ Develop a Community Participation Plan.</li> </ul>

## Sustainability Performance Index

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

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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