



# Strategic Plan 2022 - 2032

## OUR VISION

A thriving and progressive community

## OUR MISSION

To demonstrate proactive, inclusive and responsible leadership in the provision of facilities, infrastructure and services for our community now and into the future.

## Welcome from the Shire President

Thank you to the Cunderdin and Meckering community for helping us shape this exciting plan for our future. We have listened to our ratepayers, residents, and business owners, and through this plan we have developed what is a shared vision. The Shire of Cunderdin Strategic Community Plan is an important document that helps guide the next decade of decision making for Council, leading us closer to our communities vision and priorities.

Through extensive consultation throughout Cunderdin and Meckering, the Strategic Community Plan has captured our community's expectations for the future and helps us define the kind of services to deliver ensuring that we continue to progress and thrive.

The Shire looks forward to working with the community to grow, improve and prosper.

Thank you to everyone who participated in our community consultation.

## Key Points of the Plan

- **Road and footpath** network construction and maintenance
- Developing and activating **community spaces**
- Facilitating and supporting **economic and business growth**
- **Listening and connecting with youth** to help shape our future
- **Renewing and re-branding** the Shire of Cunderdin to attract and retain permanent and transient populations
- Diversity of **accommodation options**
- Responsible and transparent **leadership**

## Achievements since the 2017 - 2027 Strategic Plan

Our Shire has achieved the following since our last major Strategic Community Plan review.

- Completion of the 2.92M Cunderdin Sport and Recreation Centre, funded by Royalties for Region Funding, Lotterywest, Department of Sport and Recreation and Country Local Government Funding.
- Construction of the Cunderdin Health Centre facility as part of the \$500 Million Southern island Health Initiative (SIHI) and Royalties for Regions.
- Construction of the Age Appropriate Accommodation units consisting of 8 two bed, two bath units, a 3x3 palliative care unit and a 3x3 respite Unit.
- Upgrades to the Cunderdin Memorial Swimming Pool with installation of 41 solar photovoltaic cells, upgrading the roofing, fencing and shades.
- Completion of the construction of the Cunderdin Town Dam, enabling runoff surface water to be captured in the dam and then reticulated onto the town oval and other parks and gardens.
- Completion of the construction of a 'Changing Places' facility in Meckering for people with disabilities.
- Completion of the Meckering Fire Shed and purchase of two new Bushfire Trucks, for Meckering and Cunderdin funded by Department of Emergency Services.
- Installation of a new Shed at the Meckering Mens Shed, funding by Lotterywest.
- Installation of a disability toilet facility at O'Connor Park in Cunderdin.
- Completed works at the Cunderdin Museum to restore the No. 3 Pump station flooring, funding received for Australian Heritage Grants.
- Are in the final stages of completing the Shire of Cunderdin Town Planning Scheme and Strategy.

## Council's Commitment to the Community

*Our aim is to keep the community informed*

*Our aim is to lead, listen and involve the community in decision making*

*Our aim is to be inclusive and unite our community*

*Our aim is to be proactive and do what we say we are going to do and if we can not achieve our goals then we will communicate the reasons why*

*Our aim is to be responsible, compliant and manage the organisation to the best of our ability*

*Our aim is to put the right people in the right roles*

*Our aim is to have a continuous improvement mindset*

*Our aim is to work with strategic partners to help achieve our community goals*

## About the Shire of Cunderdin

The Shire of Cunderdin is located 158 kilometres east of Perth, and approximately 52 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 townsite contains the majority of the population with 800 residents and Meckering townsite 100. The total population is estimated to remain fairly constant over the next ten years.

Features of the Shire include a wide range of recreational facilities, 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 Youndegin - Woodthorpe.

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.

- *Estimated **resident population 1,457**: median age of **37yrs***
- *Estimated resident **Aboriginal and Torres Strait Islander population 28***
- *Estimated **19.3%** under 0-14yrs of age; **15.4%** over 65yrs*
- *Estimated **650** people employed*
- ***524 businesses** in the Shire of Cunderdin, with 279 businesses in agriculture (dominant). 316 businesses are single operator, 152 businesses employ between 1-4, and 58 employ more than 5 employees*
- *High national ranking in **trademark applications** (innovation)*
- *High levels of **volunteering***

(Source: CENSUS and INSIGHT)

## How We Developed this Document

Our Strategic Community Plan reinforces our commitment to the people who live, work and visit the communities of Cunderdin and Meckering. The purpose of this document is to provide a clear purpose and strategic direction for our Shire, and to source the funding and support required to address the community priorities detailed later in this document.

It was developed based on

- The State Government's Blueprint for the region and other relevant policies, plans and strategies from both the State and Federal Governments.
- Extensive community engagement on what is important to the people that live within our Shire.
- Input from Elected Members and Staff based on feedback they have received and their strong desire to deliver positive outcomes for their community.
- Current partnerships and projects already being delivered.

### PROGRESS REPORTING

The Shire of Cunderdin has adopted a traffic light based Quarterly Update to report progress against the priorities as detailed in the Corporate Business Plan which will be shared via a Council Item and on the Shire website. In addition, results are formally communicated to the community annually via the legislated Annual Report.

### IPR REVIEWS

This Strategic Community Plan will be subjected to a minor review in 2023 and a major review requiring extensive community engagement in 2025 as legislated. In addition, the Corporate Business Plan will be reviewed and updated annually to reflect any changes to priorities, service levels and the budget.

## Summary of Community Engagement (2021)

ENGAGEMENT	REACH
Seniors Coffee and Chat	12
Meckering Community Drop In	7
Youth Council and Cunderdin DHS School Leadership group	7
Cunderdin Community Meeting	21
Council session including senior staff	9
Random and targeted phone calls	14
Community Survey	148
Business drop ins	17
<b>TOTAL</b>	<b>235</b>

## Strategic Priorities

Community members were asked to rank the following strategic priorities in order of importance to them with the resulting order being.

STRATEGY	HIGH PRIORITY	MEDIUM PRIORITY
Access to health services		
Access to services and facilities for people with disabilities		
Bush fire prevention and control		
Conservation and environmental management		
Development of the Town Centres		
Economic development		
Facilities, services and care available for seniors		
Events, arts and cultural activities		
Sport and recreation facilities		
Promotion of our community		
Tourism development		
Safety and security		
Services and facilities for youth		
Access to health services		

Emerging issues raised by community members at the various engagement forums:

- Preserving our community's **safety and security**
- Continued access to high quality and diverse **local health services**
- Attraction and retention of **young people**
- **Road and footpath** improvements and maintenance
- Capturing **tourism opportunities**
- Diversity of **industry, career and education opportunities**
- Upgrading **O'Connor Park (Cunderdin)** and **Apex Park (Meckering)**
- **Sport and recreation playing facilities** developed in a sustainable manner
- **Improved mobile telecommunications** services outside of the two localities
- **Safe access** across the **Great Eastern Hwy** and to the **train stations**

## Strategic Direction

STRATEGIC PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN
<b>1. COMMUNITY AND SOCIAL</b>	
1.1 Community members have the opportunity to be active, engaged and connected	Inclusive access to Shire facilities and services
	Youth Council helps guide engagement and initiatives with young people
	O'Connor Park and Apex Park are welcoming and active spaces
	The Shire supports positive leisure, learning and recreation outcomes
1.2 A healthy and safe community is planned for	Well attended local events and celebrations
	Sport and recreation facilities are upgraded in a planned, cohesive and timely manner
	Street lighting and CCTV improves feelings of safety and security
	Promotion and advocacy of community health and wellbeing
1.3 Advocate for the provision of quality health services, health facilities and programs in the Shire	Volunteers and community groups feel supported and empowered
	Retention of local health facilities, visiting allied health and volunteer health services
1.4 Support emergency services planning, risk mitigation, response and recovery	Sandalwood Village enables independent living
	Collaboratively plan and respond to emergency situations identified in Local Emergency Management Arrangement (LEMA)

STRATEGIC PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN
<b>2. ECONOMY</b>	
2.1 Facilitate local business retention and growth	Industry is diverse, supported and connected
	Support and advocacy for agriculture
	The airfield is activated in partnership with key stakeholders
	Reduction in the number of mobile black spots across the Shire
2.2 Renew and improve the visibility of the Shire of Cunderdin brand	Attraction and retention of permanent and transient populations
	Visitors receive timely and accurate information about our Shire attractions and services
	Improved online presence and awareness of what we have to offer
2.3 Build economic capacity	Diverse housing options are available
	Land and infrastructure can accommodate commercial and residential growth
2.4 Encourage local workforce participation	Residents can access local, inclusive and modern childcare facilities and services
	Traineeships and apprenticeships are offered in the Shire of Cunderdin

STRATEGIC PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN
<b>3. BUILT ENVIRONMENT</b>	
3.1 Safe, efficient and well maintained road infrastructure	Achievement of the 10yr road plan goals and strategies
3.2 Enhance connectivity between places	Safe access across the Great Eastern Hwy and to the train stations
	Maintenance and extension of the footpath network
3.3 Enhance public spaces and townscapes	Central business district amenities are welcoming and attractive
	Access and aesthetic improvements at the cemetery
	Improved water capture and storage for enhanced green public and recreation spaces
	Clean, accessible and modern public toilets
3.4 Protect and preserve heritage	Promotion and improved awareness of the Cunderdin Museum and Pump Station
	Cunderdin Town Hall façade is maintained
<b>4. NATURAL ENVIRONMENT</b>	
4.1 Maintain a high standard of environmental health services	Compliance with environmental health legislation
4.2 Conservation of our natural environment	Protection of nature reserves and reduction of invasive species
	Sustainable development of Cunderdin Hill
4.3 Demonstrate sustainable practices of waste management	Waste to population ratio decreases

STRATEGIC PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN
<b>5. CIVIC LEADERSHIP</b>	
5.1 Shire communication is consistent, engaging and responsive	Residents and community groups believe they are being listened to and fairly treated
	Performance against targets reported to the community
5.2 Forward planning and implementation of plans	Accountable and transparent decision making
	Financial sustainability in achieving community aspirations
5.3 Implement systems and processes that meet legislative and audit obligations	External Audits and Reviews confirm compliance with relevant legislation.
	Capability of our organization is continually improved

### Strategic Risks for the Shire of Cunderdin

The following risks were identified by Council and the community, mitigation of these risks are included in the Strategic Community Plan, Corporate Business Plan, Workforce Plan and Long-term Financial Plan.

#### COMMUNITY

- Retention of young people (under 30yrs)
- Employment opportunities and career diversity for young people
- Quality public and private accommodation
- Lack of respite and palliative care for aged residents

#### ECONOMY

- Mobile telecommunication black spots
- Availability of industrial land
- Proximity to Northam (regional centre)

#### ENVIRONMENT

- Changing of the climate and its impact on the organisation as well as farming in the district
- Waste and recycling management compliance and regulation changes

#### LEADERSHIP

- Managing community expectations of Council
- Increasing compliance
- Access to funding to achieve community aspirations
- Consistent communication
- Upskilling Council and Staff

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