SHIRE OF
CUNDERDIN

Corporate Business Plan
2021 – 2025

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Revision History

Rev No	Date	Reason for Revision
1.0	15.06.2023	Annual Review
2	19.06.2024	Annual Review

Shire Vision

A thriving and progressive community

1. Planning Framework

Under Local Government (Administration) Regulations 1996 Regulation 19DA (3), a Corporate Business Plan for a district is to:

a) set out, consistently with any relevant priorities in the Strategic Community Plan, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and
b) govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and
c) develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.

In the preparation of the annual budget the local government is to have regard to the contents of the Plan for the Future to comply with Section 6.2(2) of the Local Government Act 1995. Development of the Plan has also been influenced by the Department of Local Government, Sport and Cultural Industries

1.1 Strategic Community Plan

The Shire of Cunderdin community had a strong involvement and voice in the development of the Strategic Community Plan. The following strategic priorities were set as a result of this engagement.

SOCIAL AND COMMUNITY
1.1 Community members have the opportunity to be active, engaged and connected
1.2 A healthy and safe community is planned for
1.3 Advocate for the provision of quality health services, health facilities and programs in the Shire
1.4 Support emergency services planning, risk mitigation, response and recovery

ECONOMY
2.1 Facilitate local business retention and growth
2.2 Renew and improve the visibility of the Shire of Cunderdin brand
2.3 Build economic capacity
2.4 Encourage local workforce participation

BUILT ENVIRONMENT
3.1 Safe, efficient and well maintained road infrastructure
3.2 Enhance connectivity between places
3.3 Enhance public spaces and townscapes
3.4 Protect and preserve heritage

NATURAL ENVIRONMENT
4.1 Maintain a high standard of environmental health services
4.2 Conservation of our natural environment
4.3 Demonstrate sustainable practices of waste management

CIVIC LEADERSHIP
5.1 Shire communication is consistent, engaging and responsive
5.2 Forward planning and implementation of plans
5.3 Implement systems and processes that meet legislative and audit obligations

1.2 Purpose of the Corporate Business Plan

The Corporate Business Plans defines the facilities, services, programs and projects the Shire will undertake to deliver the community priorities that are detailed in the adopted Community Strategic Plan. Appended to the plan is a financial forecast for the next 4 years taken from the long-term financial plan.

The list of Community Priorities section later in the plan also provides the basis for quarterly reporting using a simple traffic light system. This information will be shared with Council and the Community on a quarterly basis via an OCM Item and the Shire's web-site.

The Corporate Business Plan is reviewed and updated annually to reflect any changes to the long-term financial plan, service levels and to include any new programs, projects or strategic initiatives.

2. Risks and Challenges

The Shire of Cunderdin considers the following strategic risks and challenges in developing this 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/ Wifi ▪ Availability of industrial land / residential ▪ 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	**Governance and Leadership** ▪ Managing community expectations of Council ▪ Increasing compliance ▪ Access to funding to achieve community aspirations ▪ Consistent communication ▪ Upskilling Council and Staff

The Shire of Cunderdin considers the following internal risks in developing this plan:

Risk Category	Risk Description	Impact	Mitigation
Leadership	Councillor and staff succession and renewal	High	○ Workforce Plan addresses this area ○ Job descriptions and job sharing for key senior staff ○ Professional development for staff and Councillors

	Managing community expectations of Council	Medium	○ Regular, consistent and clear communication to the community on multiple platforms ○ Agendas and minutes available to the public ○ Reporting on IPR documents in an accessible format
Human Resources	Staff attraction and retention	High	○ Promote Shire of Cunderdin and the community, lifestyle and opportunities ○ Professional development for staff ○ Housing quality and availability
	Aging workforce	Medium	○ Workforce planning ○ Policies and processes ○ Job sharing ○ Skills assessments ○ Recruitment processes
	Council and Administration relationship breakdown	High	○ Regular Shire President and CEO meetings ○ Performance review process undertaken ○ Code of Conduct and relevant policies ○ Professional development for Councillors and staff
Financial	Stabilising the rate base	High	○ Long Term Financial Plan ○ Service Levels ○ Marketing activities ○ Tourism and Economic Development Plan
	Increasing employee costs	Medium	○ Long term financial plan ○ Workforce plan addresses this ○ Annual budget matched to service levels ○ Budget process
	Misappropriation of funds	High	○ Annual audit and the process ○ Financial reporting is clear and transparent ○ Policies and procedures

3. Service Delivery aligned to Community Priorities; 2021 - 2024

1. COMMUNITY AND SOCIAL

SCP	Community Priority	#	Actions	21 22	22 23	23 24	24 25	Status	Review Comment
1.1	Community members have the opportunity to be active, engaged and connected	1.	Implement the Shire's Disability Access and Inclusion Plan	✓	✓	✓	✓	Complete	Completed
		2.	Work with the Youth Council to prioritise their strategies and assist in the implementation of them	✓	✓	✓	✓	Ongoing	
		3.	Advocate for the retention of the WA Agricultural College, Cunderdin DHS and Meckering Primary School	✓	✓	✓	✓	Ongoing	
		4.	Promote the KidsSport program	✓				Invalid	Responsibility of Clubs.
		5.	Engage the community in the design of O'Connor Park and Apex Park	✓	✓	✓	✓	Ongoing	O'Connor Park Complete.
		6.	O'Connor Park and Memorial Park upgrades completed and promoted			✓	✓	Complete	Complete
		7.	Collaborate with the CRC and local groups to deliver community events and initiatives that are diverse and inclusive to local needs	✓	✓	✓	✓	Ongoing	

1.2		8.	Facilitate initiatives that focus on community connection and cohesion outcomes across both communities	✓	✓	✓	✓	Ongoing	
	A healthy and safe community is planned for	9.	Develop a Sport and Recreation Facilities Master Plan for whole of Shire	✓	✓			Under Review	
		10.	Implement the Sport and Recreation Facilities Master Plan					Under Review	
		11.	Improve street lighting in the town centres					Ongoing	
		12.	Install CCTV in identified areas of the town centres		✓	✓	✓	Ongoing	
		13.	Together with the CRC deliver targeted support and guidance to local volunteer organisations	✓	✓	✓	✓	Ongoing	
		14.	Continue to lobby key stakeholders to ensure the necessary support is provided for emergency volunteer services who support our communities	✓	✓	✓	✓	Ongoing	
		15.	Develop an Aged Friendly Community Plan	✓	✓			Under Review	
1.3	Advocate for the provision of quality health services, health facilities and programs in the Shire	16.	Lobby stakeholders to ensure the necessary health and aged care services are accessible across the Shire	✓	✓	✓	✓	Ongoing	

		17.	Work with neighbouring local governments and key stakeholders to have a collaborative approach to the provision of medical and allied health services to the region	✓	✓	✓	✓	Ongoing	
		18.	Maintain and expand the Sandalwood Village alongside facilitating support services locally to age in place					Ongoing	
1.4	Support emergency services planning, risk mitigation, response and recovery	19.	Joint planning with stakeholders at a local and sub regional level for disaster preparedness and emergency response	✓	✓	✓	✓	Ongoing	
		20.	Scenario planning and training	✓	✓	✓	✓	Ongoing	

2. ECONOMY

SCP	Community Priority	#	Actions	21 22	22 23	23 24	24 25	Status	Review Comment
2.1	Facilitate local business retention and growth	1.	Key infrastructure supports the agricultural industry	✓	✓	✓	✓	Ongoing	
		2.	Support local business development initiatives where possible, via our policy position	✓	✓	✓	✓	Ongoing	
		3.	Continue to activate the Airport and Airfield including runaway upgrade	✓	✓	✓	✓	Ongoing	
		4.	Advocate for improved communications infrastructure by lobbying stakeholders to meet the needs of the district, both residential and commercial, now and into the future	✓	✓	✓	✓	Ongoing	
2.2	Renew and improve the visibility of the Shire of Cunderdin brand	5.	Together with the communities, develop a brand for the Shire and integrate it into a whole of Shire and community / business marketing and communications framework	✓	✓			Ongoing	
		6.	Develop a Shire of Cunderdin Marketing Action Plan to promote our lifestyle, work opportunities and family focused community		✓			Ongoing	Under Review
		7.	Allocate resources and work towards achieving the Marketing Action Plan		✓	✓	✓	Ongoing	Under Review
		8.	Update and improve visitor information infrastructure as well as online, face to face and print communication channels	✓	✓	✓	✓	Ongoing	

2.3	Build economic capacity	9.	Renewal and maintenance of Shire owned housing	✔	✔	✔	✔	Ongoing	
		10.	Determine and respond as required to the current and future demand for industrial and residential land	✔	✔	✔	✔	Ongoing	
2.4	Encourage local workforce participation	11.	Support the provision of childcare in our communities	✔	✔	✔	✔	Ongoing	
		12.	Shire workforce to include trainees and apprentices	✔	✔	✔	✔	Ongoing	

3. BUILT ENVIRONMENT

SCP	Community Priority	#	Actions	21 22	22 23	23 24	24 25	Status	Review Comment
3.1	Safe, efficient and well maintained road infrastructure	1.	Update, review and achievement of the 10yr Road Works Program	✓	✓	✓	✓	Ongoing	
		2.	Update, review and achievement of the Road Asset Management Plan including network hierarchy and service levels	✓	✓	✓	✓	Ongoing	
		3.	Achievement towards the Footpath Management Plan	✓	✓	✓	✓	Ongoing	
		4.	Advocacy towards funding and improvements to state and federal owned roads	✓	✓	✓	✓	Ongoing	
		5.	With the community, develop preferred pedestrian connections across the Great Eastern Hwy and advocate for them				✓	Ongoing	
3.2	Enhance connectivity between places	6.	Engage with Main Roads and the Public Transport Authority to improve access to the Cunderdin Train Station					Ongoing	
		7.	Forward plan with key stakeholders for the enhancement of town centres.				✓	Ongoing	
		8.	Implement plans for the enhancement of town centres as well as the townscape aesthetics		✓	✓	✓	Ongoing	
		9.	Together with families make improvements to the cemeteries	✓	✓		✓	Ongoing	

		10.	Continue to implement the water capture and storage plan - Water Efficiency Management Plan	✓	✓	✓	✓	Ongoing	
3.3	Enhance public spaces and townscapes	11.	Manage and maintain the Council's parks, gardens and open spaces at appropriate service levels and standards	✓	✓	✓	✓	Ongoing	
		12.	Improve public ablutions across the Shire			✓		Ongoing	
		13.	Plan for enhancements to the Meckering Earthquake Garden			✓	✓	Ongoing	
3.4	Protect and preserve heritage	14.	Promote and where required, support the Cunderdin Museum and Pump Station	✓	✓	✓	✓	Ongoing	
		15.	Maintain and plan for significant improvements of the Cunderdin Town Hall	✓	✓	✓	✓	Ongoing	

4. NATURAL ENVIRONMENT

SCP	Community Priority	#	Actions	21 22	22 23	23 24	24 25	Status	Review Comment
4.1	Maintain a high standard of environmental health services	1.	Deliver statutory requirements in Environmental Health	✓	✓	✓	✓	Ongoing	
4.2	Conservation of our natural environment	2.	Work in collaboration with groups and organisations to deliver projects and programs that promote and protect the district's natural resources as well as agricultural industry	✓	✓	✓	✓	Ongoing	
		3.	Work with key stakeholders to manage and protect natural reserves	✓	✓	✓	✓	Ongoing	
		4.	Liaise with stakeholders to improve facilities at Cunderdin Hill, whilst still protecting the natural asset				✓	Ongoing	
		5.	Continue to participate in the Bushfire Risk Management Planning program	✓	✓	✓	✓	Ongoing	
4.3	Demonstrate sustainable practices of waste management	6.	Continue to improve waste management and recycling	✓	✓	✓	✓	Ongoing	

5. GOVERNANCE AND LEADERSHIP

SCP	Community Priority	#	Actions	21 22	22 23	23 24	24 25	Status	Review Comment
5.1	Shire communication is consistent, engaging and responsive	1.	Shire communication is aligned to policy and best practice engagement standards	✓	✓	✓	✓	Ongoing	
		2.	Review and implementation of Council's Customer Service Charter	✓	✓	✓	✓	Ongoing	
		3.	Employ professional customer service workforce who have the required knowledge and training to ensure a good standard of Customer Service	✓	✓	✓	✓	Ongoing	
		4.	Quarterly reports to Council, staff and the community on achievement of SCP and CBP outcomes (internal and external)	✓	✓	✓	✓	Ongoing	
5.2	Forward planning and implementation of plans	5.	Work with external organisations to collaboratively plan, fund and achieve our plans	✓	✓	✓	✓	Ongoing	
		6.	Annual reviews of Council's LTFP to ensure the long term financial stability of the Shire	✓	✓	✓	✓	Ongoing	

		7.	Continue representation on relevant Boards, Committees and Working groups to influence positive local and regional outcomes	✔	✔	✔	✔	Ongoing	
5.3	Implement systems and processes that meet legislative and audit obligations	8.	Continual improvement in governance and operational policies, processes and implementation	✔	✔	✔	✔	Ongoing	
		9.	Councillor training is provided and completed	✔	✔	✔	✔	Ongoing	
		10.	Professional development for staff is encouraged and completed	✔	✔	✔	✔	Ongoing	

4. Measurements of Success

The intended outcome of this Plan is to align the community's visions and aspirations for the future of the Shire of Cunderdin to the Shire's objectives. Success will be measured by both quantifiable and non-quantifiable outcomes. Measurements of success provide an indication of whether the Shire is meeting the objectives and will be monitored and reported. The strategic performance indicators and desired trend for each objective are provided in the table below

SOCIAL AND COMMUNITY	• 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 • 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 • Volunteers and community groups feel supported and empowered • Retention of local health facilities, visiting allied health and volunteer health services • Sandalwood Village enables independent living • Collaboratively plan and respond to emergency situations identified in Local Emergency Management Arrangement (LEMA)
ECONOMY	• 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 • 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 • Diverse housing options are available • Land and infrastructure can accommodate commercial and residential growth • Residents can access local, inclusive and modern childcare facilities and services • Traineeships and apprenticeships are offered in the Shire of Cunderdin
BUILT ENVIRONMENT	• Achievement of the 10yr road plan goals and strategies • Safe access across the Great Eastern Hwy and to the train stations • Maintenance and extension of the footpath network • 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 • Promotion and improved awareness of the Cunderdin Museum and Pump Station • Cunderdin Town Hall façade is maintained

NATURAL ENVIRONMENT	• Compliance with environmental health legislation • Protection of nature reserves and reduction of invasive species • Sustainable development of Cunderdin Hill • Waste to population ratio decreases
CIVIC LEADERSHIP	• Residents and community groups believe they are being listened to and fairly treated • Performance against targets reported to the community • Accountable and transparent decision making • Financial sustainability in achieving community aspirations • External Audits and Reviews confirm compliance with relevant legislation. • Capability of our organization is continually improved

5. Long Term Financial Plan

6. Financial Management

Purpose	To allocate resources to maintain services, deliver and maintain infrastructure and determine the level of rates required to fund services and projects.
Guiding Principles	**Seek Long Term Financial Sustainability.** The Shire seeks long term financial sustainability over the 10 Year Financial Plan. This is measured, and reported yearly, by various financial ratios. **Maintain a Balanced Budget.** Both the 10 Year Financial Plan and the Annual budget are prepared to be balanced meaning the Shire plans to deliver all services and infrastructure from available resources, and not operate at a deficit. **Prudent Use of Borrowings.** The Shire will be prudent in its use of long-term borrowings to fund asset and infrastructure projects. **Prudent Use of Reserves.** The Shire maintains a number of financial reserves to assist with maintaining a balanced budget and to support longer term financial planning.
Key Inputs	• Strategic Community Plan • Corporate Business Plan • Integrated Resourcing Plan • Long Term Financial Plan
How Reviewed	• Twice annually via the budget review process • Three yearly financial management review and internal controls and risks
How Reported	• Monthly via Officer Report to Council • Annually via the Annual Report

7. Asset Management

Purpose	To protect and enhance our natural and built environment in an ever-changing environment and to build, maintain and renew Shire assets in a financially sustainable manner
Guiding Principles	• Sustainable financial performance • Well informed investment decisions • Improved management of risk • More efficient service delivery • Improved social responsibility • Demonstrated compliance • Enhanced community consultation
Key Inputs	• Asset Management Policy and Framework • Asset condition data • Community Service level expectations • Technical Service levels
How Reviewed	• Annually to update financial modelling from new data • Major review of the Policy and Framework every 4 years
How Reported	• Asset ratios • Capital works program reporting

8. Workforce Management

Purpose	To enhance the capacity of the workforce to meet community needs by ensuring the organisation has the required staff, capabilities, and resources to meet current and future service demands.
Guiding Principles	• Attract, reward, and retain the best talent • Develop people and build capability • Foster a culture of teamwork, safety, health, and wellbeing. • Connect with local people and local business • Network and resource share within the region and the LG sector
Key Inputs	• Employee and community demographics • Service delivery commitments • Current risks and opportunities • Budget and resources available • Performance reviews
How Reviewed	• Monitored regularly by Management Team • Full review and update every 4 years.
How Reported	• Operational and risk management reporting • Annual Report

9. Risk Management and Governance

Purpose	To share information, gather views and opinions, develop options, build consensus, and make effective decisions that consider stakeholder input.
Guiding Principles	• Integral part of organisational processes • Informs decision making • Explicitly addresses uncertainty • Systematic, structured, and timely • Based on the best available information • Tailored to suit environment • Takes human and cultural factors into account • Transparent and inclusive • Facilitates continual improvement and enhancement of the organisation
Key Inputs	• Risk Reporting Framework • Compliance Calendar • Officer Reports,
How Reviewed	Risk Management and Governance falls on all levels of the organisation including Council, the Management Team, staff and persons who perform functions or deliver services on behalf of the Shire. • Council is responsible for ensuring that Council strategy and operations are managed within an effective risk management framework. • The Audit & Risk Committee, working with the CEO is responsible for reviewing the: Risk exposure of the Council and recommending to Council the acceptable level of risk tolerance.
How Reported	• Reviewed by Management Team monthly • Reported to Audit and Risk committee every 6 months

10. Community Engagement

Purpose	To share information, gather views and opinions, develop options, build consensus, and make effective decisions that consider stakeholder input.
Guiding Principles	Taken from IAP2 seven drivers of contemporary engagement practice): • Public participation is based on the belief that those who are affected by a decision have the right to be involved in the decision-making process. • Public participation includes the promise that the public's contribution will influence the decision. • Public promotion promotes sustainable decisions by recognising and communicating the needs and interests of all participants including decision makers. • Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision • Public participation seeks input from participants in designing how they participate. • Public participation provides participants with the information they need to participate in a meaningful way. • Public participation communicates to participants how their input affected the decision.
Key Inputs	• Community Engagement Toolkit • Various engagement techniques that are identified for each engagement activity such as Community and Stakeholder workshops, Surveys, Social Media, Face to Face Interviews, Submissions, Pop up engagement hubs.
How Reviewed	• The framework is constantly monitored with each engagement activity subjected to a lesson's learnt review to consider better ways to engage into the future.
How Reported	• Consultation section in Officer Reports to Council. • Summary of key engagement activities in the Annual Report.