

Strategic Community Plan 2017-2027

A progressive, diverse and caring community, with
access to modern services and infrastructure, in a
unique part of the world

THE INTEGRATED PLANNING AND REPORTING FRAMEWORK

There has been a major paradigm shift in the way that Local Government will go about its business in the future. The Integrated Planning and Report Framework, legislated in late 2011, has been established to allow Local Governments to plan for the future and to equip their organisations to respond to short, medium and long term community requirements.

The three major components of this framework include the:

Strategic Community Plan;

An overarching plan that will guide the future direction of Council's policies, plans, projects and decision making over the next ten years to 2027.

Corporate Business Plan;

A plan for the Shire as an organisation to activate the strategies identified in the Strategic Community Plan and drive Shire operations to 2020.

Annual Budget;

The allocation of resources required to deliver the Strategic Community Plan and the Corporate Business Plan. The annual budget will be derived from an annual review of the Corporate Business Plan.

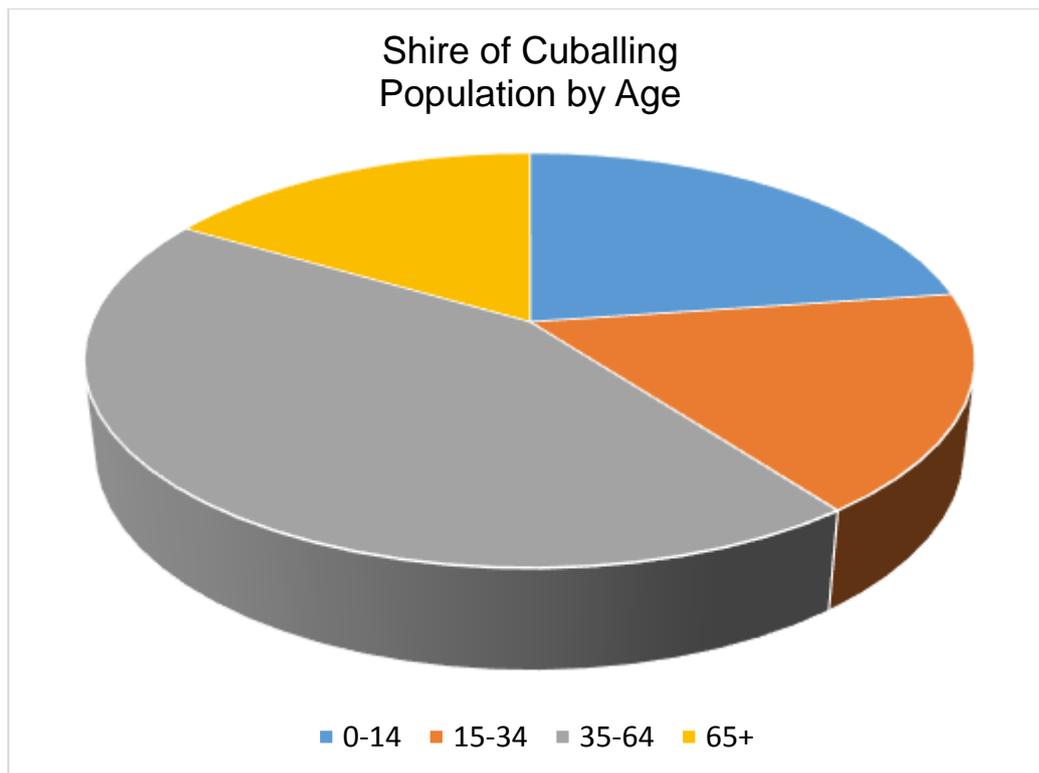
THE SHIRE OF CUBALLING COMMUNITY

The Shire of Cuballing is primarily an agricultural shire that incorporates the small towns sites of Popanyinning, Cuballing and Yornaning in the Wheatbelt Region of Western Australia.

The Shire of Cuballing has an estimated population of around 897 (ABS- 3218.0 Regional Population Growth, Australia) and is located 190 kilometres south east of Perth on the Great Southern Highway.

Unlike much of the wheatbelt, the Shire of Cuballing has had a growing population (22% in the last decade) with an increasing number of people seeking the benefits that a small, friendly community, like the towns of Cuballing and Popanyinning, offer. Cuballing has a population of about 350. Popanyinning has a smaller population of about 250. The remainder of the Shire population lives outside the townsite boundaries on farming and lifestyle properties.

The population of the Shire of Cuballing is largely families with children. The most numerous age demographics are people aged between 35 and 64 and under 20.



Living in Cuballing, there is access to a comprehensive suite of sporting facilities, community service organisations and amenities. The larger centres of Narrogin, to the south, and Pingelly, to the north, provide schools, shopping, banking and medical facilities.

OUR NATURAL LANDSCAPE

The Shire of Cuballing is in the Hotham River catchment. The Hotham joins the Williams River to form the Murray River which flows into the Peel Harvey Inlet. The Hotham River starts at the southern and eastern boundaries of the shire and provides its northern boundary.

Of the 28,000 ha of Dryandra State Forest, 17,500 ha is in the Shire of Cuballing. The Dryandra State Forest is a rare remnant of the open eucalyptus woodlands that covered the area before clearing for agriculture.

The Lions Village at Dryandra provides a great place for groups and families to explore the woodland and learn more about the unique wildlife of the area, with the endangered animals breeding centre at Barna Mia providing a unique experience.

The Dryandra State Forest is linked through roadside vegetation and wildlife corridors on private property and to the Shire of Cuballing's Yornaning Dam. Yornaning Dam is a freshwater dam built to supply railway steam engines with fresh water in the early 1900's. It is home to a large amount of bird life and has a recreation area and nature trails.

OUR ECONOMY

The economy of the Shire of Cuballing is based around the agricultural industry. In addition to the broad acre farming enterprises the main employers in the Shire of Cuballing are Birds Silos and Shelters, McDougall Weldments, Whitfords Fertilisers and Whangagin Grains. A number of more intensive agricultural enterprises, including cattle feedlots and piggeries, have developed in the Shire. The CBH Receival Site in Yornaning currently provides seasonal employment, but is expected to close by 2026.

Increasingly transport links are key economic driver of agricultural industries. The Shire of Cuballing has the tier 2 railway line and Great Southern Highway running north-south through the centre of the Shire. The Cuballing East Road has been identified as a Grain Freight Route linking grain growing areas to the east with the Great Southern Highway through to delivery centres in Brookton.

The close proximity of the towns of Narrogin and Pingelly allows local residents to work in these larger towns and enjoy the semi-rural lifestyle of the two towns of Cuballing and Popanyinning. Cuballing is served by the Cuballing Tavern and the Cuballing Road House. Popanyinning has the general store and café.

The potential for economic growth in Cuballing is good. Tourism is also a growing industry in Cuballing with the Dryandra State Forest and the Dryandra Regional Equestrian Centre as major draw cards. Nature and heritage trails in Popanyinning provide an avenue for tourists to experience the local history and wildflowers. Local accommodation includes Lazeaway Holiday Park, the Cuballing Tavern, the Lions Dryandra Village and privately owned Bed & Breakfasts.

RECREATIONAL AND SPORTING FACILITIES

The Shire of Cuballing prides itself on its sporting facilities. The Dryandra Regional Equestrian Centre is the base for the Dryandra Pony Club and Dryandra Regional Equestrian Association. This venue attracts large numbers of riders from around the state with regular equestrian events.

Other recreational resources include the Cuballing Recreation Centre hosting Cricket and Tennis facilities, the Cuballing Golf Course, the Popanyinning Tennis Courts, the Cuballing Skateboard Park and playgrounds. New recreational activities include the Ducks Nuts Motorbike Park.

In February the Shire of Cuballing hold the annual Cuballing Music Festival at the Cuballing Recreation Centre. This event features local musicians and is a family orientated event.

RESOURCE CAPACITY

The table below highlights the trend in the population and resourcing position of the Shire of Cuballing over the 5 year period between the last two Census', 2006 and 2011 through to 2016.

Resource Profile	2006 (05/06 where applicable)	2011 (11/12 where applicable)	2016 (15/16 where applicable)
Population	817	891	897 (estimated)
Number of Electors		567	624
Employees			14 Full Time
			5 Part Time/Casual
	15 FTE	14 FTE	15.4 FTE
Rates	521,614	698,309	993,139
Other Grants	1,240,688	3,635,876	1,736,981
Capital Expenditure	905,889	1,914,767	1,500,980
Operational Expenditure	1,635,408	3,249,967	3,354,244
Value of Assets	15,556,439	19,548,195	50,388,085

The Shire continues to be in a strong financial position. In 2015 the Shire of Cuballing was ranked 2nd of all the 141 Western Australian local governments in the Financial Health Indicator published by the Department of Local Government.

The Shire of Cuballing's Corporate Business Plan 2016-2021 will detail the actions and projects aligned to the strategies of the Strategic Community Plan 2016-2027.

The associated operational and capital expenses have been identified over the four year period of the Corporate Business Plan and the 10 year period of the Long Term Financial Plan, and reconciled against the Shire's revenue streams for the same period. This verifies that the Strategic Community Plan can be appropriately actioned and funded through the Corporate Business Plan and the Long Term Financial Plan.

Both these Plans reference the Shire's Asset Management Plan and the Workforce Plan.

THE STRUCTURE OF THE PLAN

The Strategic Community Plan is structured around four themes. Each theme has associated goals, strategies and outcomes which success will be measured against.

Social:	Our community, neighbourhoods, recreation and culture.
Environment:	Our environment, resource management and services.
Economic:	Our economy, infrastructure, systems, services and management.
Civic Leadership:	Our Council, services, policies and engagement.

The Strategic Community Plan is set out in the following manner.

Vision	An overarching statement that describes the future desires of the community.
Themes	Four key themes which underpin the development of goals and strategies.
Goals	Statements that describe what the community wants to achieve.
Strategies	What we will do to meet the goals.
Actions	Activities and initiatives required to deliver the Strategies will be identified in the Corporate Business Plan.
Outcomes	The end result for the community once the strategies have been implemented and goals achieved.
Performance Indicators	The indicators of progress toward achieving implementation.

VISION

A progressive, diverse and caring community, with access to modern services and infrastructure, in a unique part of the world.

MISSION

To provide the leadership, facilities, infrastructure and services that will serve the needs of our community.

CORE VALUES

- Transparency – by being open and accountable.
- Honesty – by acting with integrity and building trust.
- Respect – by being tolerant, helpful and showing empathy and care for others.
- Dedication – in the continual pursuit of excellence.
- Proactivity – through forward thinking and being positive.
- Cohesiveness – through teamwork, unity and shared ownership.

STRATEGIC DRIVERS

The following key drivers of population, community and economic development for the 10 years to 2026 have been identified for the Shire of Cuballing:

- Agriculture – key employment and economic generation industry.
- Lifestyle – rural living is attractive to families and retirees.
- Recreation – access to a range of quality facilities and programs for children, youth and adults.
- Access – better transport links to accommodate increased economic and population growth.
- Tourism – leverage off existing visitors to Dryandra and for local recreation events.
- Housing – availability and affordability of housing to attract more people to the Shire.
- Health – access to hospital, aged care, medical and specialist services.
- Education – access to primary and high school facilities, childcare services and further education programs.

STRATEGIC PLAN FRAMEWORK

The table below provides an overview of the Shire of Cuballing's Strategic Goals.

Community - Our Community, Neighbourhoods, Recreation and Culture			
A healthy and caring community which has strong support for all ages and abilities.	A safe community where residents feel secure and comfortable at home, work and play.	A healthy community engaging in positive and rewarding lifestyles with access to recreational and leisure opportunities.	A vibrant community, enjoying access to a wide range of quality arts and cultural activities.
Environment - Our Environment, Resource Management and Services			
Valuing our unique environment and ensuring the natural resources within the Shire are recognised as an important asset and managed in a sustainable manner.	Recognising the environmental and recreational value of Council reserves, and managing them in a way that will preserve them for future generations to enjoy.	Aiming for the equitable and sustainable development of land within the Shire of Cuballing that provides a genuinely desirable lifestyle.	Managing waste and recycling in a manner that is environmentally sustainable and meets the expectations of the community.
Economy - Our Economy, Infrastructure, Systems and Services			
Community infrastructure and services delivered in a timely manner, are well utilised, effective and meet the expectations of the community.	Transport systems that are functional, efficient, economical and safe, coupled with continuous improvement to meet the safety and amenity needs of the community.	Managing community assets in a whole of life and economically sustainable manner.	Promoting sustainable and diverse economic development opportunities that make the Shire of Cuballing an attractive place to live, work and visit.
Governance & Organisation - Our Council, Services, Policies and Engagement			
An independent Council that is supported by an excellent organisation.	Governance structures that ensure accountable, transparent and ethical decision making.	Building the organisation and managing its structure, finances and assets in a sustainable manner.	A Council that proactively engages with all elements of its community in order to make decisions that reflect positively on the future of Cuballing.

SOCIAL - Our Community, Neighbourhoods, Recreation and Culture.

Goals

- A healthy and caring community which has strong support for all ages and abilities.
- A safe community where residents feel secure and comfortable at home, work and play.
- A healthy community engaging in positive and rewarding lifestyles with access to recreational and leisure opportunities.
- A vibrant community, enjoying access to a wide range of quality arts and cultural activities.

	Strategy	Outcome
1.1	Create a vibrant social environment that is accessible and inclusive for all ages and abilities.	The community feel welcome involved and connected to each other.
1.2	Create a vibrant built environment that is accessible and inclusive and reflects the Shire's identity and local heritage.	Active, attractive and affordable towns which the community are proud of and engaged in.
1.3	Encourage and support volunteers and community groups.	Active and growing volunteer and community groups.
1.4	Facilitate improved access to health and welfare programs and education opportunities.	The community has access to a broad range of improving health and welfare programs and education opportunities.
1.5	Provide and promote sport, recreation and leisure facilities and programs.	A variety of accessible sport and recreation opportunities and activities.
1.6	Support local arts and cultural activities.	A variety of arts and cultural activities can be pursued by locals
1.7	Create and maintain a safe environment for the community.	A feeling of safety within our neighbourhoods and a sense of being looked out for.
1.8	Manage environmental health risks in the Shire.	A Shire which seeks to mitigate environmental health risks to ensure a healthy and safe community.

ENVIRONMENT - Our Environment, Resource Management and Services

Goals

- Valuing our unique environment and ensuring the natural resources within the Shire are recognised as an important asset and managed in a sustainable manner.
- Recognising the environmental and recreational value of Council reserves, and managing them in a way that will preserve them for future generations to enjoy.
- Aiming for the equitable and sustainable development of land within the Shire of Cuballing that provides a genuinely desirable lifestyle.
- Managing waste and recycling in a manner that is environmentally sustainable and meets the expectations of the community.

	Strategy	Outcome
2.1	Protect, restore and enhance the Shire's natural assets.	An environment which is effectively managed for future generations and for the intrinsic value of its biodiversity.
2.2	Educate the community on ways to use our environment responsibly and build environmental awareness.	A community which values and respects the environment.
2.3	Provide equitable access for all users to our environment while balancing the protection of natural assets.	A range of parks, reserves and trails which the broadest community can access.
2.4	Sustainably manage our waste, water, energy use and facilities and investigate opportunities to reduce their impacts on our environment.	A sustainable and progressive approach to managing the impacts of waste, water and energy use on the environment.
2.5	Plan for and adapt to changes in our climate and the impacts of increased water and energy vulnerability.	A Shire which address the challenges and opportunities presented by climate change and water and energy vulnerability.

ECONOMY - Our Economy, Infrastructure, Systems and Services.

Goals

- Community infrastructure and services delivered in a timely manner, are well utilised, effective and meet the expectations of the community.
- Transport systems that are functional, efficient, economical and safe, coupled with continuous improvement to meet the safety and amenity needs of the community.
- Managing community assets in a whole of life and economically sustainable manner.
- Promoting sustainable and diverse economic development opportunities that make the Shire of Cuballing an attractive place to live, work and visit.

	Strategy	Outcome
3.1	Deliver a diverse range of affordable services and infrastructure across the Shire.	A range of services, facilities and programs that the broadest community can access.
3.2	Ensure essential services and infrastructure are aligned to community needs now and in the future.	Services and infrastructure which meets the needs of the broadest community and responds to changing priorities.
3.3	Deliver and advocate for a diverse and safe transport system which is efficient and meets the needs of all users.	A diverse and safe transport system that balances the needs of all users including pedestrians, cyclists, private vehicles, public transport and freight.
3.4	Create and strengthen partnerships to advocate for and deliver community facilities, and services and major infrastructure.	The community has access to a range of education, health, cultural, recreational and transport opportunities to maximise their potential.
3.5	Maintain a robust asset management practices and maintenance programs.	Assets which meet the expectations of the community.
3.6	Facilitate and guide high quality and efficient building and development across the Shire.	A community with high quality and efficient buildings and development.
3.7	Advocate and plan for local economic development in a sustainable manner.	A growing community supported by improved job opportunities and diversity in our industries, businesses and housing.

GOVERNANCE & ORGANISATION - Our Council, Services, Policies and Engagement.

- An independent Council that is supported by an excellent organisation.
- Governance structures that ensure accountable, transparent and ethical decision making.
- Building the organisation and managing its structure, finances and assets in a sustainable manner.
- A Council that proactively engages with all elements of its community to make decisions that reflect positively on the future of the Shire of Cuballing.

	Strategy	Outcome
4.1	Councillors provide strong and visionary leadership.	A clear direction for the future.
4.2	Maintain a clear, transparent and ethical decision making process.	Openness and transparency in Council decisions.
4.3	Ensure open and consistent communication between the Shire and the community.	The community is aware of Council decisions and activities.
4.4	Actively engage with the community to inform decision making and improve conversations within the community.	The community have a variety of opportunities to be involved and are able to make meaningful contributions to decision making.
4.5	Be innovative in the management of Shire operations, services, staff and resources to create a resilient and financially stable Shire.	A Shire that is progressive, sustainable, resilient and adaptive to changes.
4.6	Employees actively contribute to improved operational service delivery and ensure excellent customer service.	Employees continually improve the operational service delivery and the community receives excellent customer service.

PERFORMANCE MEASUREMENT

The following strategic measures or key performance indicators will be monitored and reported annually, to track the Shire's progress in achieving the outcomes identified in the Strategic Community Plan.

Strategy		Outcome	Performance Indicators
SOCIAL - Our Community, Neighbourhoods, Recreation and Culture			
1.1	Create a social environment that is accessible and inclusive for all ages and abilities.	The community feel welcome involved and connected to each other.	Completion of Disability Access and Inclusion Plan objectives.
1.2	Create a vibrant built environment that is accessible and inclusive and reflects the Shire's identity and local heritage.	Active, attractive and affordable towns which the community are proud of and engaged in.	Community satisfaction with townsite streetscapes and appearances.
			Community satisfaction with Council's conservation of heritage buildings and sites.
1.3	Create a vibrant social environment that is accessible and inclusive for all ages and abilities.	Assist or conduct events that allow the community to come together.	Conduct four community events each year.
			Community satisfaction with community events.
1.4	Encourage and support volunteers and community groups.	Active and growing volunteer and community groups.	Rate of community volunteering.
			Conduct one volunteer recognition event year.
1.5	Facilitate improved access to health and welfare programs and education opportunities.	The community has access to a broad range of improving health and welfare programs and education opportunities.	Community satisfaction with access to adequate health and medical facilities.
			Construct four independent aged living units in Cuballing.
			Operate at full capacity four independent aged living units in Cuballing.
			Community satisfaction access to adequate educational facilities.

Strategy		Outcome	Performance Indicators
1.6	Provide and promote sport, recreation and leisure facilities and programs.	A variety of accessible sport and recreation opportunities and activities.	Complete KidsSport program.
			Community satisfaction with recreation facilities.
			Community satisfaction with recreation pathways.
1.7	Support local arts and cultural activities.	A variety of arts and cultural activities can be pursued by locals.	Conduct a cultural event such as the Cuballing Music festival.
			Conduct a childrens cultural event such as the Cuballing Movie night.
			Support the Regional Library in Narrogin.
1.8	Create and maintain a safe environment for the community.	A feeling of safety within our neighbourhoods and a sense of being looked out for.	Number of offences against public property.
			Community perception of safety and security in public places.
1.9	Manage environmental health risks in the Shire.	A Shire which seeks to mitigate environmental health risks to ensure a healthy and safe community.	Percentage of scheduled inspections of health food premises undertaken.
ENVIRONMENT - Our Environment, Resource Management and Services			
2.1	Protect, restore and enhance the Shire's natural assets.	An environment which is effectively managed for future generations and for the intrinsic value of its biodiversity.	Community satisfaction with management of biodiversity of Shire reserves.
2.2	Educate the community on ways to use our environment responsibly and build environmental awareness.	A community which values and respects the environment.	Community satisfaction with Shire support of local community environmental initiatives.

Strategy		Outcome	Performance Indicators
2.3	Provide equitable access for all users to our environment while balancing the protection of natural assets.	A range of parks, reserves and trails which the broadest community can access.	Community satisfaction with access to Shire Popanyinning walk trails and other Shire natural reserves.
2.4	Sustainably manage our waste, water, energy use and facilities and investigate opportunities to reduce their impacts on our environment.	A sustainable and progressive approach to managing the impacts of waste, water and energy use on the environment.	Reduction of waste entering landfill.
			Community satisfaction with kerbside waste and recycling collection.
2.5	Plan for and adapt to changes in our climate and the impacts of increased water and energy vulnerability.	A Shire which address the challenges and opportunities presented by climate change and water and energy vulnerability.	Percentage change in the Shire's water consumption.
			Community satisfaction with the Shire's advocacy for water reuse projects.
ECONOMIC - Our Economy, Infrastructure, Systems and Services			
3.1	Deliver a diverse range of affordable services and infrastructure across the Shire.	A range of services, facilities and programs that the broadest community can access.	Community satisfaction with Cuballing and Popanyinning cemeteries.
			Community satisfaction with gravel road maintenance services.
3.2	Ensure essential services and infrastructure are aligned to community needs now and in the future.	Services and infrastructure which meets the needs of the broadest community and responds to changing priorities.	Community satisfaction with road construction activities.
3.3	Deliver and advocate for a diverse and safe transport system which is efficient and meets the needs of all users.	A diverse and safe transport system that balances the needs of all users including pedestrians, cyclists, private vehicles, public transport and freight.	Completion of two road safety activities or initiatives each year.

Strategy		Outcome	Performance Indicators
3.4	Create and strengthen partnerships to advocate for and deliver community facilities, and services and major infrastructure.	The community has access to a range of education, health, cultural, recreational and transport opportunities to maximise their potential.	Community satisfaction with parks, gardens and public spaces.
3.5	Maintain a robust asset management practices and maintenance programs.	Assets which meet the expectations of the community.	Asset consumption ratio.
			Asset sustainability ratio.
			Asset renewal funding ratio.
3.6	Facilitate and guide high quality and efficient building and development across the Shire.	A community with high quality and efficient buildings and development.	Community satisfaction with public buildings.
3.7	Advocate and plan for local economic development in a sustainable manner.	A growing community supported by improved job opportunities and diversity in our industries, businesses and housing.	Support and participate in the Dryandra Regional Visitors Centre.
			Community satisfaction with Council's tourism strategy.
GOVERNANCE & ORGANISATION - Our Council, Services, Policies and Engagement			
4.1	Councillors provide strong and visionary leadership.	A clear direction for the future.	Community satisfaction with Council's support and advocacy for the community.
4.2	Maintain a clear, transparent and ethical decision making process.	Openness and transparency in Council decisions.	Hold the Annual Electors Meeting before 31 st December each year.
4.3	Ensure open and consistent communication between the Shire and the community.	The community is aware of Council decisions and activities.	Community satisfaction with Council's communication with the community.

Strategy		Outcome	Performance Indicators
4.4	Actively engage with the community to inform decision making and improve conversations within the community.	The community have a variety of opportunities to be involved and are able to make meaningful contributions to decision making.	Community satisfaction with Council's engagement with the community.
4.5	Be innovative in the management of Shire operations, services, staff and resources to create a resilient and financially stable Shire.	A Shire that is progressive, sustainable, resilient and adaptive to changes.	Improving Operating surplus/(debt) ratio.
			Improving Rates Coverage Ratio.
			Compliance with legislative requirements of Local Government Act.
			Compliance with the State Records Act.
			Increased revenue from the Shire's commercial services including Building Services and Private works.
			Improving performance in the Shire's OSH activities.
4.6	Employees actively contribute to improved operational service delivery and ensure excellent customer service.	Employees continually improve the operational service delivery and the community receives excellent customer service.	Reduction in Staff turnover.
			Community satisfaction with customer services.

STRATEGIC PLAN IMPLEMENTATION AND REVIEW

The Strategic Community Plan drives the development of the Corporate Business Plan and both are integrated with and informed by the Council's Asset Management, Workforce and Long Term Financial Plans. Together they form the Local Government Integrated Planning and Reporting Framework.

The integration of strategic, business, asset, service and financial plans means the Shire's resources are aligned to the strategic directions and aspirations of the Shire of Cuballing and its community.

Implementation of this Strategic Plan is achieved through the corporate and service level actions and projects that are identified through the Corporate Business Planning process.

Key performance indicators at the strategic and operational levels provide valuable information on how efficiently the Shire is delivering its services, actions and projects and how successful it is in achieving its outcomes and goals set out in the Strategic Community Plan.

A strategic review of the Strategic Community Plan is scheduled for completion in June 2019 ie two years from adoption by Council.

A full review of the Strategic Community Plan with community consultation is scheduled for completion in June 2021 ie four years from adoption by Council.