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SHIRE OF CUE

STRATEGIC COMMUNITY PLAN

2023 - 2038

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Value

The Shire of Cue – Queen of the Murchison, will be a place that is liveable for residents, profitable for local enterprises and welcoming and accessible for visitors

Mission

Council will provide the leadership to provide and develop service opportunities to meet social, economic and environmental needs for the benefit of, and in partnership with, the Community

Values

Accountability

We will ensure continued compliance with our statutory obligations

Community

We will work towards ensuring that our plans and actions contribute towards the long term sustainability of the Shire of Cue

Heritage

We recognise our shared responsibility as custodians of the district's rich and diverse European and Indigenous heritage

Sustainability

We will work towards ensuring that our plans and actions contribute towards the long term sustainability of the Shire of Cue

Message from the Shire President

It is my pleasure to present the 2023-2038 Strategic Community Plan; a review of the 2017-2027 Strategic Community Plan. The review was facilitated by a team of Shire of Cue Officers with participation from Elected Members, the community and relevant stakeholders.

The Strategic Community Plan 2023-2038 guides the Shire's Corporate Business Plan, Long Term Financial Plan, Workforce Plan, Asset Management Plan and Annual Budget to assist the Shire to respond to the community's needs and future aspirations.

Elected Members and Shire Officers are dedicated to working with the community to achieve the best possible services and infrastructure to meet the needs of the residents and ratepayers of our Shire. Cue is a small town with a strong sense of history and community. The Strategic Community Plan has been developed to help provide the best possible services to benefit the whole community.

The Shire will continuously monitor its progress towards the defined activities that align with the community's needs and aspirations.

I would like to sincerely thank all the community members, staff and stakeholders who contributed to the Strategic Community Plan 2023-2038 and, most importantly, to the future of Cue as a great community to be a part of.

Ross Pigdon
Shire President

Shire Profile

Cue is approximately 660kms north east of Perth on the Great Northern Highway. It is a small town with a strong sense of history and community and according to 2016 census figures (2021 Census statistics are not published until June 2022) is home to around 272 people. Of note is the very high proportion of residents nearing retirement age, with 55-64 year old making up a quarter of the population.

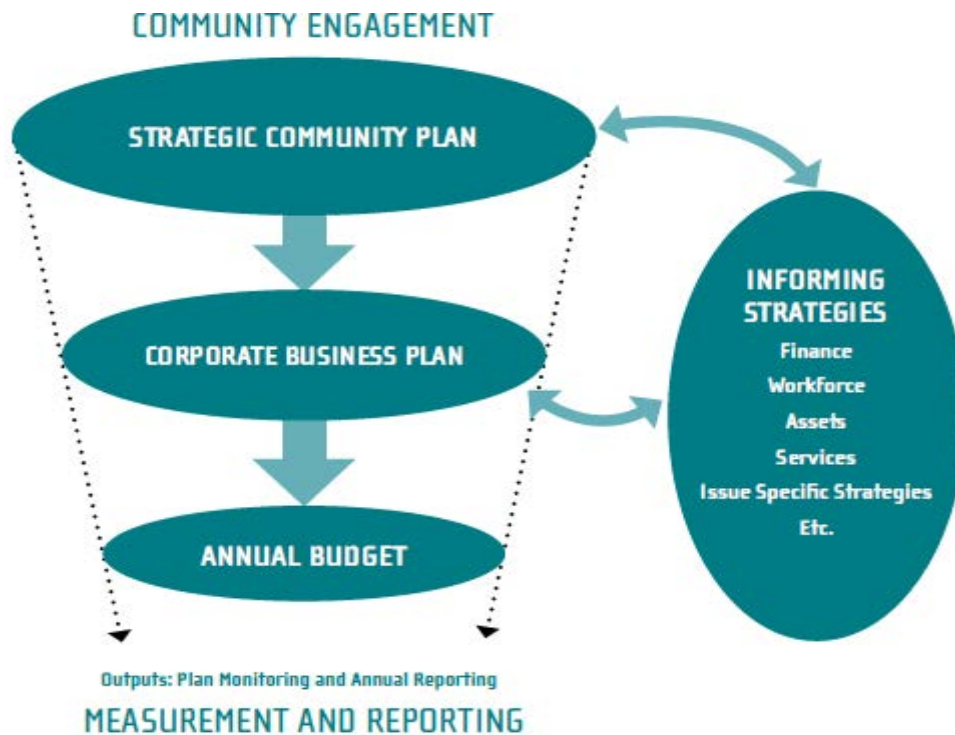
Prior to European settlement Indigenous societies lived in the Murchison Basin. Today descendants of the Wajarri, Badimia, Wutha and Tjupan people still live in Cue and comprise 26% of the Shire's resident population. The Shire of Cue is one of the six major population centres within the Murchison.

Known as the Queen of the Murchison, Cue was once the centre of the Murchison Goldfields that boasted a population of around 10,000. Cue continues to support both gold and iron ore mining as well as pastoral and tourism industries, including through a mine camp in the town of Cue, which hosts about 414 employees.



How to use this Plan

The Strategic Community Plan is a long term plan that sets out the Council's vision and strategies to achieve it. The plan is reviewed on a regular basis and every two years. This is part of WA's Integrated Planning and Reporting Framework illustrated below:



The new framework aims to ensure that:

- The community is involved in significant decisions
- The organisation is focused on the right priorities
- Assets are affordable and support the right services
- The Plan can be adapted while maintaining sustainability; and
- Other agencies are engaged on how to achieve better outcomes with and for the community.

Community Engagement

The Cue Community were invited to share their visions and aspirations for the future, and to participate in the review and update of this Strategic Community Plan.

The Strategic Community Plan was promoted in the local newspaper (Dryblower), on local notice boards, Shire of Cue website & Facebook page.

The engagement approach utilised a range of methods including targeted stakeholder discussions, surveys distributed to Councillors, Pastoralists, Shire Admin & Depot Staff, local businesses and e-surveys were advertised and a link provided on the Shire's website.

We received a response from 36 individuals after completing the survey.

The input received covered all aspects of community life including social, economic, environment and leadership.

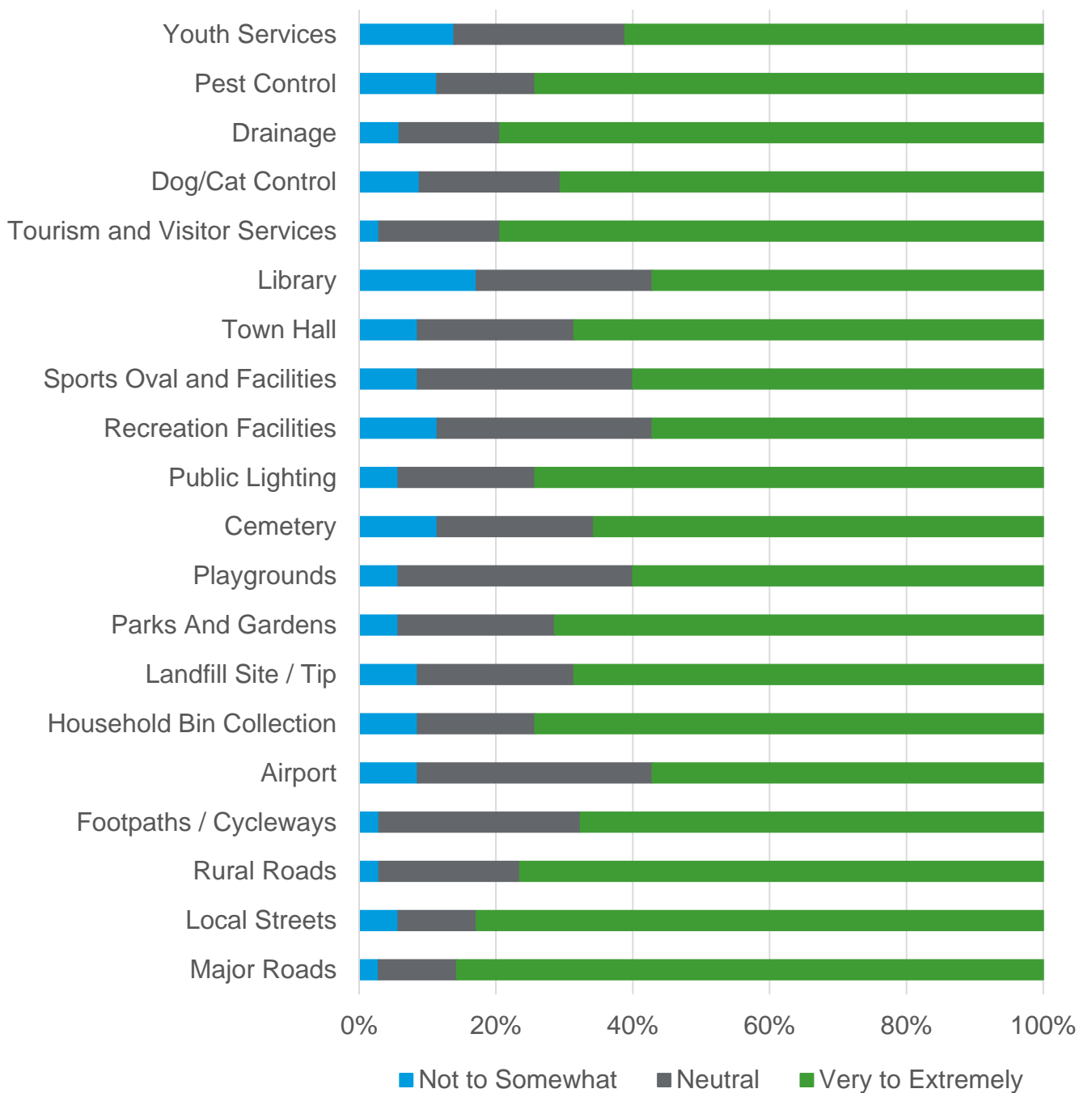
Throughout the process of community engagement, more than 20 percent of the community across the Shire provided input into the development of the plan.



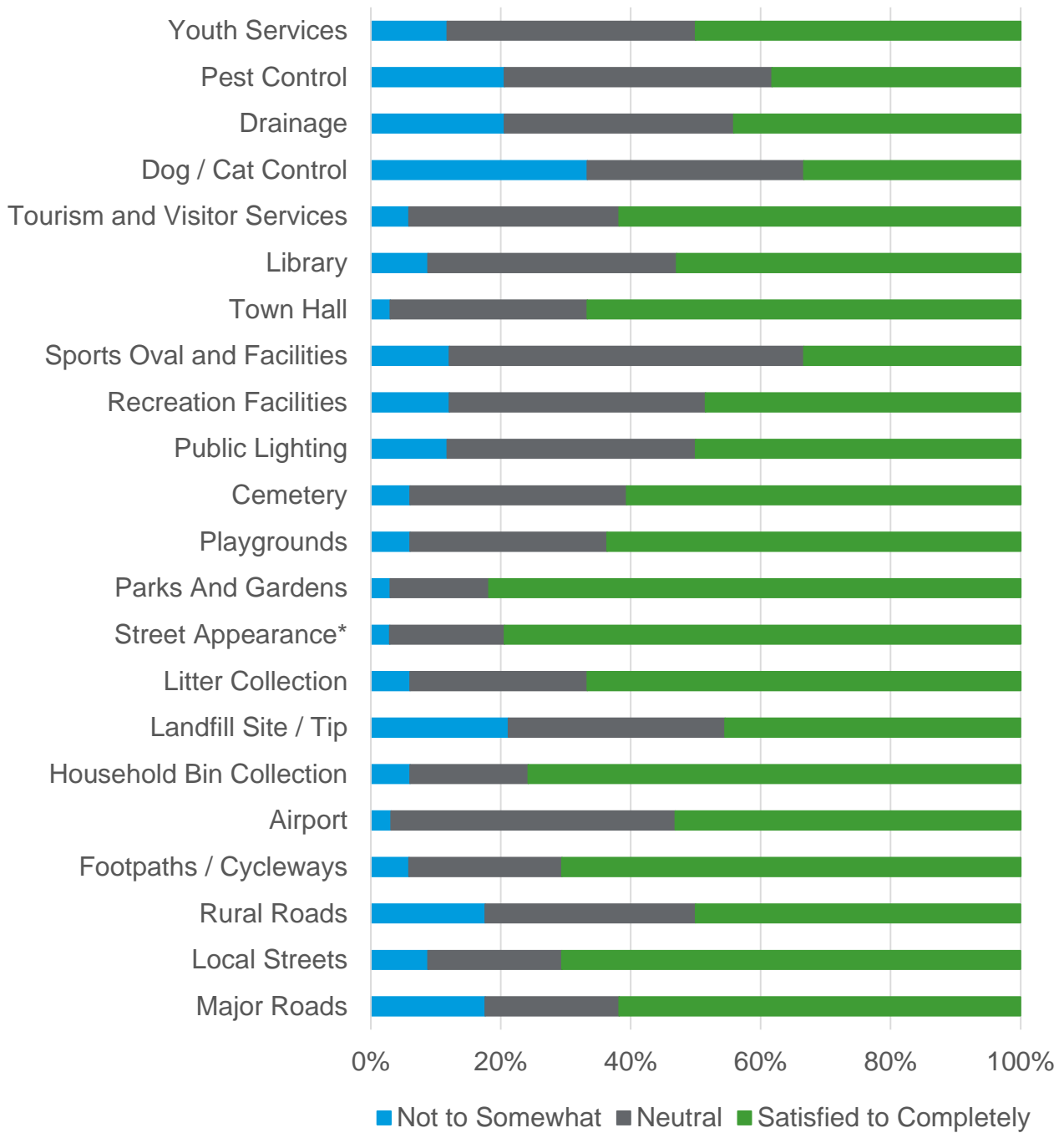
Community Response

The Community surveys have provided valuable insight into the key issues and aspirations as identified by the local residents. Importantly for the council, these views have established clear priorities and subsequently shaped the values, visions, strategies and objectives as documented in this report.

The following graph shows the importance of the services provided by the Shire. The results show the respondents felt the services provided were important.



The following graph shows the satisfaction with the current levels of services provided by the Shire. The results show the respondents felt satisfied or neutral towards the levels of service.



* - Street appearance relates to trees and verges.

Economic Objective

The community responded they would like to continue the focus on tourism in town by focussing on our old buildings and history. Increasing tourism and opportunities associated with mining developments will help drive our economic growth. The respondents would like the Shire to help facilitate access to more business services in town.

Desired Outcomes and Strategies

The following desired outcomes and strategies have been identified as being required to achieve this objective.

Outcome 1.1 Maximise local economic opportunities to benefit the whole community

1.1.1	Work with the commercial sector to grow and support local infrastructure and services
1.1.2	Develop main street shopping and commercial precinct by working with property owners to maintain and improve our heritage listed buildings
1.1.3	Utilise the land available in the area for a range of new business to be self-sustaining
1.1.4	Monitor and review town planning scheme to ensure it encourages development that maximises opportunities for the town
1.1.5	To facilitate services in the town

Outcome 1.2 Develop strategies to increase number of tourists visiting the Shire

1.2.1	Investigate strategies to increase visitor accommodation options in the Shire
1.2.2	Showcase our heritage and mining attractions
1.2.3	Develop new tourism attractions to enhance and encourage visitors to stay longer
1.2.4	To work with the Department of Mines to develop designated gold prospecting areas
1.2.5	Maintain a tourism strategy and theme



Leadership Objective

The primary feedback on civic leadership related to the need for the Shire and Councillors to be the ambassadors for the Town. They would also like the Shire and Councillors to engage and be more active within the community. Finally, the respondents said they would like the Shire to advocate for better services and infrastructure, on its behalf.

Desired Outcomes and Strategies

The following desired outcomes and strategies have been identified as being required to achieve this objective.

Outcome 2.1 A strategically focused and unified Council functioning efficiently

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- | | |
|-------|---|
| 2.1.1 | Continued professional development of Elected Members and Staff |
| 2.1.2 | Continue to improve and review organisational plans |
| 2.1.3 | Maintain accountability and financial responsibility |

Outcome 2.2 Strengthen our communities' position for the future

-
- | | |
|-------|---|
| 2.2.1 | Effective community and stakeholder engagement |
| 2.2.2 | Maintain a strong customer focus |
| 2.2.3 | Provide support to community and education groups |
| 2.2.4 | Continue to enhance the culture of our town |

"I feel Cue is lovely town in which to work and live as the amenities provided by the shire are well-suited to residents"

Community Comment

"It's great to see the town being cared for and more needs to be done to protect and enhance the main street of town"

Community Comment

Social Objective

The main themes arising from the respondents related to health services and housing, such as mental health services and housing for pensioners. The community would also like more recreational facilities in Town.

Desired Outcomes and Strategies

The following desired outcomes and strategies have been identified as being required to achieve this objective.

Outcome 3.1 Community infrastructure that meets the needs of our residents

3.1.1	Increase affordable housing options for existing residents and to attract new families
3.1.2	Investigate opportunities to improve health services in town to provide greater and more timely access for the community
3.1.3	Provide, maintain and improve community infrastructure and facilities
3.1.4	Monitor and investigate measures to ensure water sustainability
3.1.5	Investigate renewable energy options for the district

Outcome 3.2 Encourage community participation and services

3.2.1	Develop community facilities to provide places and activities for young people
3.2.2	Increase Aboriginal involvement and engagement in the development of the community
3.2.3	Encourage healthy living and social interaction
3.2.4	Support provision of emergency services, support and encourage community volunteers
3.2.5	Support a safe community environment
3.2.6	Lobby to improve transport options

Environmental Objective

The community values its remote location, natural environment and heritage assets and is committed to help protect these into the future. By protecting and promoting all aspects of our environment will help ensure the sustainability and viability of our Shire.

Desired Outcomes and Strategies

The following desired outcomes and strategies have been identified as being required to achieve this objective.

Outcome 4.1 To protect and uphold our natural environment

4.1.1	Support biosecurity management within our shire
4.1.2	Encourage locals and visitors to participate in keeping our natural bushlands free of rubbish
4.1.3	Sustainable environmental protection
4.1.4	Showcase and protect areas of natural significance
4.1.5	Advocate for environmental protection with regards to mining and commercial operations

Outcome 4.2 Protect our indigenous cultural heritage and landscape

4.2.1	Maintain and protect areas of cultural significance
4.2.2	Seek protection and recognition of cultural sites where appropriate



Environmental Objective

Outcome 4.3 Maintain and improve our built environment

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- 4.3.1 Maintain, improve and renew infrastructure
 - 4.3.2 Maintain the integrity of heritage assets
 - 4.3.3 Preserve heritage assets for future generations

Outcome 4.4 Optimise waste management strategies in the shire

-
- 4.4.1 Support recycling and explore related programs
 - 4.4.2 Encourage community participation in streetscape improvements
 - 4.4.3 Promote a tidy town and surrounding bushlands
 - 4.4.4 Implement actions that reduce the amount of waste which requires disposal

Outcome 4.5 Implement sustainability and protection strategies for the future of the area

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- 4.5.1 Ensure local planning strategies consider the local environment
 - 4.5.2 Support town and tourism strategies within the region



Implementation

The Strategic Community Plan 2023-2038 is the overarching planning document for the community.

The Shire is committed to implementing its part of the Strategic Community Plan, through the development of a four year Corporate Business Plan.

The Corporate Business Plan is a set of priorities and actions which directly relate to the goals and strategies in the Strategic Community Plan. The Corporate Business Plan identifies the roles of the Shire and if any additional resources will be required. The Shire's role in responding to the Strategic Community Plan may be as provider, partner, facilitator or advocate. A series of informing plans underpin the Corporate Business Plan, all of which enable the activation of the Strategic Community Plan.

In responding to the Strategic Community Plan through the Corporate Business Plan, the Shire of Cue will consider its resourcing and role in relation to all of the goals and strategies. Not all of the Shire's actions require additional resources.

The Corporate Business Plan provides for 'business as usual' for the core services currently delivered by the Shire and includes additional priorities from the Strategic Community Plan.

The key focus area in the Strategic Community Plan which may require additional resourcing from the Shire, is economic development associated with the planning and implementation of new activities.



Services and Facilities

Services and facilities provided by the Shire are linked with the relevant strategy of the Strategic Community Plan using the following table.

Facility / Service	Strategic Reference			
Community Facilities				
Parks and sporting facilities	3.1.3			
Recreational services	3.1.3			
Library	3.1.3			
Town Hall	3.1.3			
Playground	4.3.1			
Water Park	4.3.1			
Public Toilets	4.3.1			
Historic Buildings	4.3.2			
Cemetery	4.3.1			
Tourist Precinct	1.2.3	1.2.4	3.2.5	
Infrastructure				
Townsite Road and Footpaths	4.3.1			
Rural Road Network	1.1.1	4.3.1		
Street Lighting	1.1.2	4.3.1		
Employee Housing	4.3.1			
Heritage	1.2.2	4.2.1	4.2.2	4.3.3
Airport	1.2.5	3.2.5	4.3.1	
Quality of Town Centre	1.1.2	3.1.3	4.5.2	
Drainage and Storm Water	4.3.1			
Community Services				
Youth Services	2.2.5	3.2.1		
Crime Prevention	3.2.5			
Indigenous Relations	3.2.2	4.2.2		

Services and Facilities

Facility / Service	Strategic Reference			
<i>Shire Services</i>				
Council's Customer Service	2.1.1	2.2.2	4.2.2	
Long Term Planning	2.1.2	4.3.3		
Financial Management	2.1.3	4.3.1		
Community Engagement	2.2.1	3.2.1	3.2.2	4.4.3
Economic Development	1.2.1	1.2.3	1.2.5	3.1.1
Event Management	3.2.3			
Emergency Services	2.2.1	3.2.4		
Environmental Initiatives	4.1.1	4.1.2	4.1.3	
Regional Collaboration	2.2.1	3.1.2	3.2.5	
Council Leadership	2.2.1	3.2.5		
Support for Volunteers	2.2.3	3.2.4		
Building Control	4.5.1			
Tourism Promotion	1.2.1	1.2.3	1.2.4	1.2.5
Town Planning	1.1.2	1.1.3	1.1.4	4.4.2
Ranger Services	3.2.5	4.1.1		
General Waste Services	4.1.1	4.4.3	4.4.4	
Pest Control	4.1.1	4.4.2		
Recycling	4.4.1	4.4.4		
Health Administration / Inspection	4.1.1	4.5.1		
Child Care and Playgroup	2.2.3	3.2.3		
Landscaping	3.1.3	4.4.2		
Community Bus	2.2.3	3.2.3	3.2.4	
Affordable Housing	1.2.1	3.1.1		

Measuring Success

The Shire will conduct a desktop review of the ten-year Strategic Community Plan every two years and a full review of the plan every four years. The Shire will monitor the plan to track progress towards achieving the goals and outcomes. Every two years, the Shire will report to the community against the strategies in this plan, providing an update on progress. Progress against the plan will also be reported in the Shire's Annual Report. The reviews allow the plan to be a living document that continues to reflect the on-going aspirations and priorities of the residents of the Shire of Cue. The following Key Performance Indicators provide a broad framework to measure success against the outcomes in the Strategic Community Plan:

Objectives		Measures
Economic	<ul style="list-style-type: none"> We can help grow the local economy Showcasing our attractions increases the number of people visiting the area Visitors stay longer in our community Short-term employees can reside in the Shire Increased customer spending and employment in the Shire 	<ul style="list-style-type: none"> New business start ups Business growth Number of jobs in the Shire of Cue per 100 resident workers Increase in building approvals Number of visitors to the Shire
Leadership	<ul style="list-style-type: none"> Community contribution to how local issues are managed Effective communication on key decisions A sustainable and progressive local government 	<ul style="list-style-type: none"> Proportion of people who have trust and confidence in council Proportion of people who felt confident that their say was taken into consideration
Social	<ul style="list-style-type: none"> Essential services help us to prosper as a community Increased growth and participation in our community Our community can more easily access the range of services they need at the time they need them Young people are active and contributing positively in our community Stronger, inclusive communities across the Shire that define our identity 	<ul style="list-style-type: none"> Growth in Shire of Cue population Increase in building approvals Residents satisfaction with Council services Persons undertaking voluntary work for an organisation or group
Environment	<ul style="list-style-type: none"> Protection of our resources to maintain and increase productivity We recognise, protect and uphold the value of our natural landscape and encourage visitors to do the same 	<ul style="list-style-type: none"> Active management of Local Government natural areas of conservation value Proportion of people who feel a sense of pride in their natural landscape