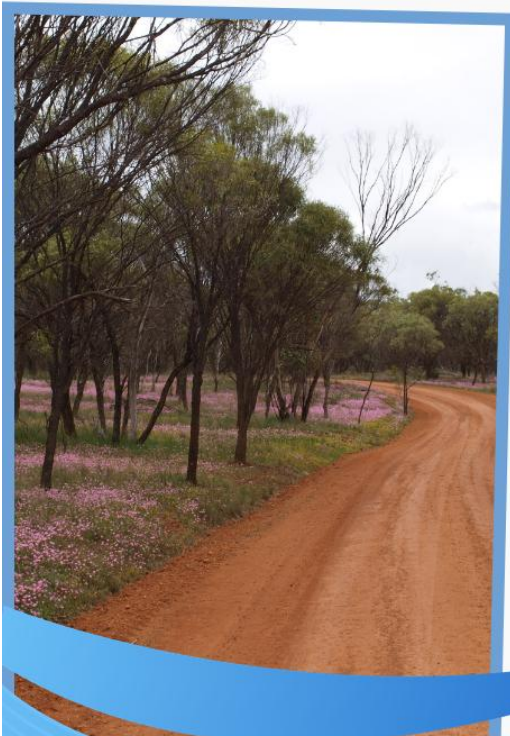
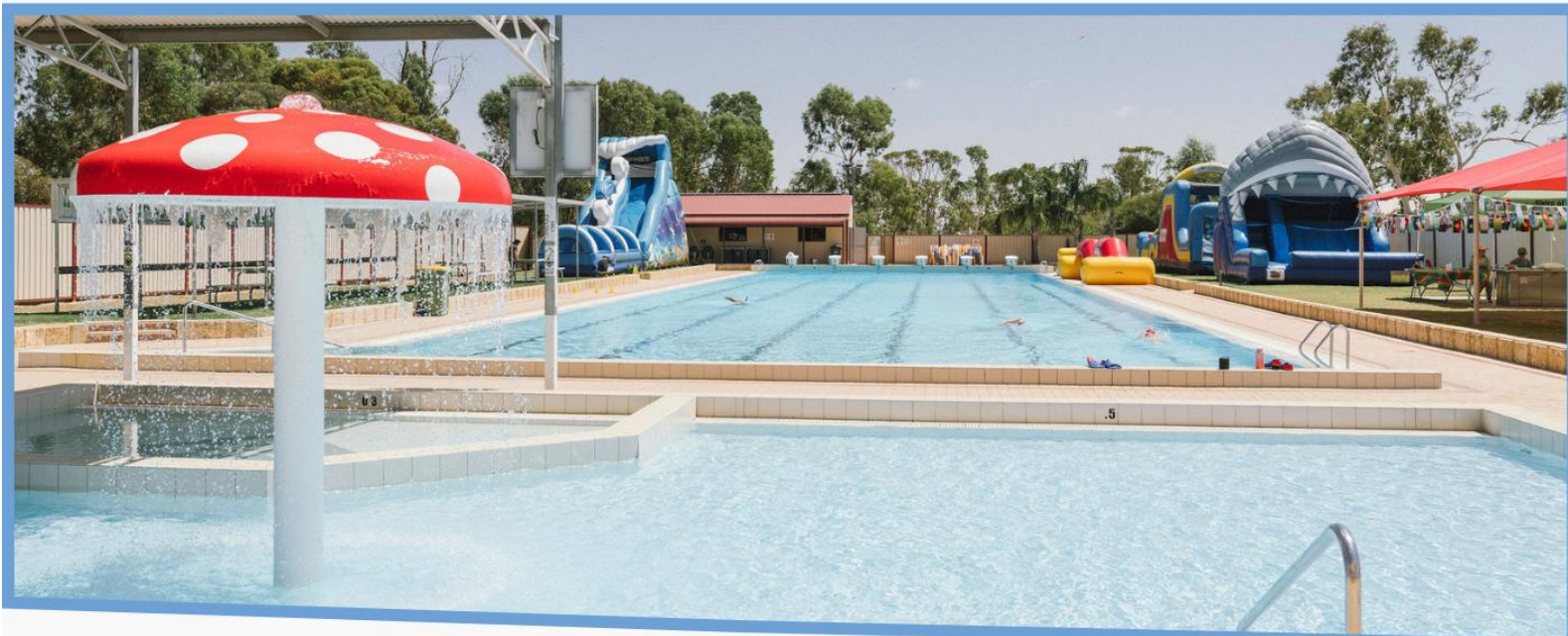




# INTEGRATED STRATEGIC PLAN 2026 - 2036



## 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

This Integrated Strategic Plan builds upon our previous Strategic Community Plan (2022–2032). In 2026 we conducted a major review to confirm what matters most to our communities, and to continue our long-term direction for Cunderdin and Meckering.

This plan sets out what we will focus on, how we will work with partners, and how we will measure progress over the next ten years. Importantly, it also recognises that we must work within the local government remit - using our responsibilities for planning, assets and services, alongside partnerships and advocacy- to deliver practical outcomes that improve day to day liveability. A clear priority for our community is housing - both the availability of residential land and affordable options for families, essential workers and older residents. Alongside this, we will prioritise a safe and reliable road network, fit-for-purpose sport and recreation facilities, and initiatives that strengthen local economic and business growth, so our towns remain attractive places to live, work and invest.

Delivering this Plan will take collaboration and a shared commitment. The Shire looks forward to working with residents, community groups, local business and all levels of government to grow, improve and prosper—thank you to everyone who contributed through our community consultation and helped shape these priorities.

Cr Alison Harris, Shire President

## Key Points of the Plan

- **Road and shared path** network construction and maintenance
- **Residential land development** and **housing**
- **Sport and recreation** facility surfaces and amenities
- Facilitating and supporting **economic and business growth**
- Continued beautification and aesthetics of **townsites**
- Community **safety** and amenity
- Continued **communication and engagement** by the Shire

## Achievements from the 2022 - 2032 Strategic Community Plan

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

|  |   |
|--|---|
| <b>COMMUNITY</b>   |   |
| <ul style="list-style-type: none"> <li>Community members have the opportunity to be active, engaged and connected</li> <li>A healthy and safe community is planned for</li> <li>Advocate for the provision of quality health services, health facilities and programs in the Shire</li> <li>Support emergency services planning, risk mitigation, response and recovery</li> </ul> | <ul style="list-style-type: none"> <li>Youth Development Plan developed and implemented</li> <li>O'Connor Park Redevelopment completed</li> <li>Meckering Earthquake Garden completed</li> <li>Adopted Disability Access &amp; Inclusion Plan 2024/29</li> <li>Youth Development Officer employed by the Shire</li> <li>Additional CCTV installed</li> <li>New shelters at basketball and netball courts</li> <li>Basketball court resurface in progress</li> <li>Swimming pool refurbishment</li> <li>Cunderdin bowling greens replaced</li> <li>Electronic scoreboard at the oval</li> <li>Wellness Hub progressing</li> <li>Facilitate Fire Brigade Cadets Program</li> <li>Employment of a Community Emergency Services Manager</li> <li>Bushfire Risk Management Plan adopted</li> </ul> |
| <b>ECONOMY</b>   |   |
| <ul style="list-style-type: none"> <li>Facilitate local business retention and growth</li> <li>Renew and improve the visibility of the Shire of Cunderdin brand</li> <li>Build economic capacity</li> <li>Encourage local workforce participation</li> </ul>   | <ul style="list-style-type: none"> <li>Town Planning Scheme updated</li> <li>Airfield lighting upgrade</li> <li>EOI for café released and activated</li> <li>Crisp Wireless presence across Shire</li> <li>NBN Broadband upgrades</li> <li>Continued promotion of attractions &amp; activities across the Shire</li> <li>WEROC Key Worker Housing Study</li> <li>Childcare service retained - REED</li> <li>Shire continues to employ trainees</li> </ul>   |
| <b>BUILT AND NATURAL ENVIRONMENT</b>   |   |
| <ul style="list-style-type: none"> <li>Safe, efficient and well-maintained road infrastructure</li> <li>Enhance connectivity</li> <li>Enhance public spaces and townscapes</li> <li>Protect and preserve heritage</li> <li>Conservation of our natural environment</li> <li>Demonstrate sustainable practices of waste management</li> </ul>                                       | <ul style="list-style-type: none"> <li>Secondary freight funding &amp; road upgrades</li> <li>Meckering Mosaic Pathway activated</li> <li>Continued improvements of the central business district – street signs</li> <li>O'Connor Park public toilets upgraded</li> <li>Collaboration with the Cunderdin Museum and continued promotion</li> <li>Town Hall façade painted</li> <li>Cunderdin Hill improvements</li> <li>Kerbside collection improved</li> <li>Access to Cunderdin transfer station improved with a swipe card system</li> </ul>  |
| <b>LEADERSHIP</b>  |   |
| <ul style="list-style-type: none"> <li>Shire communication is consistent, engaging and responsive</li> <li>Forward planning and implementation of plans</li> <li>Implement systems and processes that meet legislative and audit obligations</li> </ul>  | <ul style="list-style-type: none"> <li>Integrated plans developed and reported against</li> <li>Numerous surveys and working groups inform Council decisions</li> <li>Regular reporting to the community against the plans</li> <li>No adverse findings in the Annual Audit</li> <li>Training and development for Councillors and staff ongoing</li> </ul>  |

## 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 824 residents and Meckering townsite 232. 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 and services include the Cunderdin Health Centre; 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 1,341**: median age of **37yrs***
- *An estimated 300 people live on rural properties around Cunderdin and Meckering.*
- *Estimated resident **Aboriginal and Torres Strait Islander population 3.1%***
- *Estimated **22%** under 0-14yrs of age; **18%** over 65yrs*
- *Estimated **581** people employed (F/T, P/T), working age population total 865*
- ***185 businesses** in the Shire (106 non employing, 53 with 1-4 employees, 18 with 5-19 employees and 5 businesses with 20 plus employees)*
- ***Main industries:** agriculture, mining, construction, retail, education and training, public administration and safety*
- *High national ranking in **trademark applications** (innovation)*
- *High levels of **volunteering** (30.8%)*

(Source: data.gov.au)

## How We Developed this Document

This Integrated Strategic 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.
- 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 this Integrated Strategic Plan (includes the Strategic Plan and 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 Plan will be subjected to a minor review in 2028 and a major review requiring extensive community engagement in 2030 as legislated.

## Summary of Community Engagement (2026)

| ENGAGEMENT   | REACH      |
|--|------------|
| Community workshops in Cunderdin and Meckering       | 54         |
| Senior sessions in Cunderdin and Meckering           | 19         |
| Youth Council  | 10         |
| Resident and ratepayer survey (online and hard copy) | 57         |
| <b>TOTAL</b>   | <b>140</b> |

## OUR 10 YEAR PLAN ON A PAGE

There are four strategic pillars to our Plan. Within each pillar, there is a statement of strategic outcome and there are details of what we will focus on (strategic priorities), aside from our ‘business as usual’ approach and desire for continuous improvement. We will report against the strategic priorities.

| Strategic Pillar            | Community  | Economy   | Environment  | Civic Leadership  |
|-----------------------------|--|---|--|---|
| <b>Community Priorities</b> | 1.1 Community members have the opportunity to be active, engaged and connected.<br>1.2 A healthy and safe community<br>1.3 Advocate for the provision of quality health services, health facilities and programs in the Shire<br>1.4 Retain young people and families in our community | 2.1 Safe, efficient and well maintained road infrastructure<br>2.2 Housing and land options to support the local and regional economy<br>2.3 Encourage visitors to stay longer in our Shire<br>2.4 Facilitate local business retention and growth | 3.1 Demonstrate sustainable practices of waste management<br>3.2 Strengthen the community’s preparedness and response to changes in the environment<br>3.3 Management of our natural environment | 4.1 Implement systems and processes that meet legislative and audit obligations<br>4.2 Shire communication is consistent, engaging and responsive |

**4yr Delivery Plan (Corporate Business Plan)**

| 1. COMMUNITY   |  |                  |          |          |          |          |
|--|--|------------------|----------|----------|----------|----------|
| Community Priority   | Priority Actions   | Our Role         | 26<br>27 | 27<br>28 | 28<br>29 | 29<br>30 |
| 1.1 Community members have the opportunity to be active, engaged and connected.                        | 1.1.1 Continue to support emergency health and fire volunteers, infrastructure and equipment where possible        | Deliver Partner  | ●        | ●        | ●        | ●        |
|  | 1.1.2 Access to standpipes and water storage for industry and emergencies  | Deliver          | ●        | ●        | ●        | ●        |
|  | 1.1.3 Continue to maintain Town halls in Cunderdin and Meckering   | Deliver          | ●        | ●        | ●        | ●        |
|  | 1.1.4 Forward plan Meckering Earthquake 60yr celebration   | Partner          |          | ●        | ●        |          |
|  | 1.1.5 Support positive leisure, learning and recreational activities and facilities, local events and celebrations | Deliver Partner  | ●        | ●        | ●        | ●        |
| 1.2 A healthy and safe community   | 1.2.1 Implement the Disability Access and Inclusion Plan   | Deliver          | ●        | ●        | ●        | ●        |
|  | 1.2.2 Implement prioritised strategies identified in the Age-Friendly Communities Plan.                            | Deliver          | ●        | ●        | ●        | ●        |
|  | 1.2.3 Implement priority actions of the Cunderdin Public Health Plan   | Deliver          | ●        | ●        | ●        | ●        |
|  | 1.2.4 Subject to the budget, support the provision of GP services in the Shire                                     | Partner          | ●        | ●        | ●        | ●        |
|  | 1.2.5 Advocate to WACHS for overnight patients and palliative care at the Cunderdin Health Centre                  | Advocate         | ●        | ●        |          |          |
|  | 1.2.6 Continued improvement of townsite street lighting in Cunderdin and Meckering                                 | Advocate         | ●        | ●        | ●        | ●        |
|  | 1.2.7 Enforcement of local laws  | Deliver          | ●        | ●        | ●        | ●        |
| 1.3 Advocate for the provision of quality health services, health facilities and programs in the Shire | 1.3.1 Develop a Sport and Recreation Facilities Renewal and Maintenance Plan                                       | Deliver Partner  | ●        | ●        |          |          |
|  | 1.3.2 Engage with sports associations to encourage junior sport  | Advocate Partner | ●        | ●        |          |          |

|   |  |                 |   |   |   |   |
|---|--|-----------------|---|---|---|---|
|   | 1.3.3 Improvements to Meckering Apex Park                                    | Partner Deliver | ● | ● |   |   |
|   | 1.3.4 Forward plan the expansion of Sandalwood Village                       | Deliver Partner |   | ● | ● |   |
| 1.4 Retain young people and families in our community | 1.4.1 Continue to implement the priorities identified in the Youth Strategy  | Deliver         | ● | ● | ● | ● |
|   | 1.4.2 Continue the employment of a Youth Officer                             | Deliver         | ● | ● | ● | ● |
|   | 1.4.3 Continue the Cunderdin Youth Council                                   | Deliver         | ● | ● | ● | ● |
|   | 1.4.4 Advocate for the retention of existing childcare services enhancements | Advocate        | ● | ● | ● | ● |

| 2. ECONOMY   |   |                 |          |          |          |          |   |
|--|---|-----------------|----------|----------|----------|----------|---|
| Community Priority   | Priority Actions  | Our Role        | 26<br>27 | 27<br>28 | 28<br>29 | 29<br>30 |   |
| 2.1 Safe, efficient and well-maintained road infrastructure            | 2.1.1 Continually update and implement and monitor the 10-year Road Management Program  | Deliver         | ●        | ●        | ●        | ●        |   |
|  | 2.1.2 Regularly review road asset management and road hierarchy network   | Deliver         | ●        | ●        | ●        | ●        |   |
|  | 2.1.3 (a) Update the Shared Path Plan to include the Meckering townsite<br>(b) Implement the 10-year Shared Path Plan inclusive of ramp access at identified sites<br>(c) Shared path completion and improved shared path network in Meckering and Cunderdin townsites. | Deliver         |          | ●        |          | ●        | ● |
|  | 2.1.4 Develop and implement a Gravel Source Management Strategy and Policy  | Deliver         | ●        | ●        | ●        | ●        |   |
|  | 2.1.5 Maintain gravel roads   | Deliver         | ●        | ●        | ●        | ●        |   |
|  | 2.1.6 Advocate for improved and safe access across the Great Eastern Hwy and to the train stations  | Advocate        | ●        | ●        | ●        | ●        |   |
|  | 2.1.7 Advocate for continued external funding of the Wheatbelt Secondary Freight Network  | Advocate        | ●        | ●        | ●        | ●        |   |
| 2.2 Housing and land options to support the local and regional economy | 2.2.1 Implement the Town Action Plan and the WEROC Key Worker Housing study   | Deliver Partner | ●        | ●        | ●        | ●        |   |
|  | 2.2.2 Identify and coordinate residential and industrial land assembly and headworks  | Deliver Partner | ●        | ●        | ●        |          |   |
|  | 2.2.3 Continue to allocate reserves to headworks and residential land and housing, to match external funding applications   | Deliver Partner | ●        | ●        | ●        | ●        |   |
| 2.3 Encourage visitors to stay longer in our Shire                     | 2.3.1 Consistent branding and visitor information across Shire and AGO platforms  | Deliver         | ●        | ●        | ●        | ●        |   |

|     |  |   |  |                    |   |   |   |   |
|-----|--|---|--|--------------------|---|---|---|---|
|     | 2.3.2  | Grow major events within the Shire  | Deliver<br>Partner   | ●                  | ● | ● | ● |   |
|     | 2.3.3  | Promote the Cunderdin Museum and Pump Station   | Deliver  | ●                  | ● | ● | ● |   |
|     | 2.3.4  | Investigate ways to repurpose and activate the Meckering Showgrounds with the Showgrounds Committee | Partner  |                    |   | ● | ● |   |
|     | 2.3.5  | Sustainable management & development at Cunderdin Hill  | Deliver  | ●                  | ● | ● | ● |   |
| 2.4 | Facilitate local business retention and growth | 2.4.1   | Identify and coordinate industrial land assembly and headworks                       | Deliver<br>Partner |   | ● | ● |   |
|     |  | 2.4.2   | Identify and improve Airfield facilities for increased activation                    | Deliver            |   |   | ● |   |
|     |  | 2.4.3   | Continue to offer traineeships and apprenticeships at the Shire of Cunderdin         | Deliver            | ● | ● | ● | ● |
|     |  | 2.4.4   | Advocate for improved tele-communication coverage across the Shire                   | Advocate           | ● | ● | ● | ● |
|     |  | 2.4.5   | Investigate solutions and funding to attract and retain key workers across the Shire | Partner            | ● | ● | ● | ● |

### 3. ENVIRONMENT

| Community Priority   | Priority Actions  | Our Role            | 26<br>27 | 27<br>28 | 28<br>29 | 29<br>30 |
|--|---|---------------------|----------|----------|----------|----------|
| 3.1 Demonstrate sustainable practices of waste management                              | 3.1.1 Meet community needs and improve access to all waste sites  | Deliver             | ●        | ●        | ●        | ●        |
|  | 3.1.2 Provide community recycling and waste education   | Deliver             | ●        | ●        | ●        | ●        |
|  | 3.1.3 Maintain high standard of EHO services and use LHAC services as needed  | Deliver             | ●        | ●        | ●        | ●        |
| 3.2 Strengthen the community's preparedness and response to changes in the environment | 3.2.1 Prepare the community and Shire assets for more frequent natural events   | Deliver<br>Partner  | ●        | ●        | ●        | ●        |
|  | 3.2.2 Implement recommendations of the WEROC Water Supply Security Strategy to reduce reliance on scheme water        | Deliver             | ●        | ●        |          |          |
|  | 3.2.3 Plan for renewable energy projects and ensure they deliver value to the community – Community Benefit Framework | Advocate<br>Partner | ●        | ●        | ●        | ●        |
|  | 3.2.4 Where appropriate support initiatives in line with the Wheatbelt Drought Resilience Plan                        | Partner             | ●        | ●        | ●        | ●        |
| 3.3 Management of our natural environment  | 3.3.1 Improve local road verge management   | Deliver             | ●        | ●        | ●        | ●        |
|  | 3.3.2 Weeds, pests and feral animal control in Shire reserves and community partnership with farmers / land holders   | Deliver<br>Partner  | ●        | ●        | ●        | ●        |

| 4. CIVIC LEADERSHIP   |  |                 |          |          |          |          |
|---|--|-----------------|----------|----------|----------|----------|
| Community Priority  | Priority Actions   | Our Role        | 26<br>27 | 27<br>28 | 28<br>29 | 29<br>30 |
| 4.1 Implement systems and processes that meet legislative and audit obligations | 4.1.1 Investigate options for a new financial management ERP (Enterprise Resource Planning) software                       | Deliver         |          | ●        | ●        |          |
|   | 4.1.2 Ongoing investigation of opportunities for shared services and resourcing through WEROC                              | Deliver Partner | ●        | ●        | ●        | ●        |
| 4.2 Shire communication is consistent, engaging and responsive                  | 4.2.1 Quarterly report to Council and the community on progress against our Integrated Strategic Plan                      | Deliver         | ●        | ●        | ●        | ●        |
|   | 4.2.2 Consistently share information on our platforms and engage with our residents and ratepayers on projects/initiatives | Deliver         | ●        | ●        | ●        | ●        |

## Strategic Risks for the Shire of Cunderdin

The following risks were identified by Council and the community, mitigation of these risks are included in this Plan and informing plans.



### COMMUNITY

- Attraction and retention of families
- Employment opportunities and career diversity for young people
- Residential land availability
- Housing availability
- Volunteering is declining, competing needs
- Opportunities for youth sports teams



### ECONOMY

- Mobile telecommunication black spots
- Availability of industrial land
- Proximity to Northam (as a regional centre)
- Increasing freight task on our local roads
- High headworks charges
- Rising cost of doing business



### ENVIRONMENT

- Changing of the climate and its impact on the organisation as well as farming in the district
- Water security and reliance on scheme water



### LEADERSHIP

- Managing community expectations of Council
- Increasing compliance
- Limited funding to achieve community aspirations
- Consistent communication to the communities
- Access to skills

## INTEGRATED STRATEGIC PLAN REVIEW CYCLE

This Integrated Strategic Plan is part of the Integrated Planning and Reporting Framework that all Local Governments in Western Australia follow and is illustrated below:



This Integrated Strategic Plan will be subjected to a minor review in 2028 and a major review requiring extensive community engagement in 2030 as legislated.

| Plan                      | Minor Review | Major Review |
|---------------------------|--------------|--------------|
| Integrated Strategic Plan | 2028         | 2030         |
| Long Term Financial Plan  |              |              |
| Asset Management Plan     |              |              |
| Workforce Plan            |              |              |

## PROGRESS REPORTING

The Shire of Cunderdin has adopted a traffic light based quarterly update to report progress, 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.

Shire of Cunderdin  
Po Box 100  
Cunderdin WA 6407

37 Lundy Avenue, Cunderdin WA 6407

Phone: 9635 2700

Email: [admin@cunderdin.wa.gov.au](mailto:admin@cunderdin.wa.gov.au)

Website: [www.cunderdin.wa.gov.au](http://www.cunderdin.wa.gov.au)