

Shire of Cunderdin

*Summary of Strategy Session 1
November 2025*



Developing the people of rural WA so *they* can create change in their communities.

BACKGROUND & PURPOSE

150Square was engaged to assist the Shire of Cunderdin with the beginning stages of its Strategic Community Plan Major Review. This document is a summary of a Council and senior leadership team session held on Wednesday 26 November 2025 between 1-3pm.

Attendees:

Cr Harris, Cr Harris, Cr Fulwood, Cr Daly, Cr Snooke, Stuart Hobley, Kay Squibb, Brooke Davidson

Apologies: Cr Smith, Cr Pimlott

The purpose of this document is to provide an overview of conversations and work to date on the Shire of Cunderdin's strategic plan refresh.

PLANNING ASSUMPTIONS

Confirming assumptions during the process of strategic planning is crucial because assumptions form the foundation of decisions, forecasts, and actions. The following planning assumptions were presented to the group and discussed:

INTERNAL

- Intent to continue to allocate financial reserves each year
- Rates will increase each year at approximately 4%
- Reliance on external grants for significant capital works
- Stable leadership
- Land availability will be constrained.
- Medical contribution at approximately 8-9% of rates annually.

EXTERNAL

- Financial Assistance Grants remain unchanged.
- Cyber security risks increase.
- Housing availability for public and private workers is constrained.
- Cost of doing business will continue to increase (inputs, wages, superannuation now 12% etc.)
- Increasing compliance on the Shire.
- GRP stable to increasing / seasonal conditions.
- CPI estimated 3.5% (2.4% recently with a quarterly growth rate at 0.9%).
- Increase in frequency of natural events e.g. bushfires, dry conditions.
- Volunteers are increasingly time and resource poor, with volunteerism declining.
- Alignment to State Government Priorities (recently refreshed in late 2025).

- Ageing community.
- Workforce attraction and retention - tight labour market

RISKS

The following risks were presented in the current strategic community plan and additional risks were identified (*italics*):

COMMUNITY <ul style="list-style-type: none"> • Retention of young people (under 30yrs) • Employment opportunities and career diversity for young people • <i>Quality public and private accommodation</i> • <i>Lack of respite and palliative care for aged residents</i> 	ECONOMY <ul style="list-style-type: none"> • Mobile telecommunication black spots Availability of industrial land • Proximity to Northam (regional centre) • <i>Low unemployment rate (state and region (Wheatbelt))</i> • <i>Key worker housing shortage</i> • <i>Land shortage</i> • <i>Lengthy delays in planning</i>
ENVIRONMENT <ul style="list-style-type: none"> • 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 • <i>Expansion of renewable energy projects</i> 	LEADERSHIP <ul style="list-style-type: none"> • Managing community expectations of Council • Increasing compliance • Access to funding to achieve community aspirations • Consistent communication • <i>Upskilling Council and Staff</i> • <i>Succession planning for leaders</i>

ACHIEVEMENT AGAINST CURRENT SCP

Councillors and senior staff discussed progress against the current strategic community plan:

Strategic Priorities	We know we are succeeding when	Progress / Comments
1. COMMUNITY AND SOCIAL		
1.1 Community members have the opportunity to be active, engaged and connected	Inclusive access to Shire facilities and services	Youth Development Plan developed and adopted Apex Park (Meckering) plan developed and will be activated Strong relationship with the Cunderdin CRC Shire community grants for clubs and gaining momentum Review of the Shire of Cunderdin Disability Access and Inclusion Plan 2024 2029 was completed and
	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	

		adopted by Council on 27th March 2024. Youth Development Officer employed by the Shire
1.2 A healthy and safe community is planned for	Sport and recreation facilities are upgraded in a planned, cohesive and timely manner	Additional CCTV installed Basketball court resurface in progress Swimming Pool refurbishment New shelters were installed at the Cunderdin Basketball and Netball courts. Cunderdin bowling greens replaced. Electronic scoreboard at the oval. Wellness Hub progressing
	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	
1.3 Advocate for the provision of quality health services, health facilities and programs in the Shire	Retention of local health facilities, visiting allied health and volunteer health services	Provision of GP Medical students participating in an Immersion Program from Curtin University were hosted by the Cunderdin community Sandalwood Village planning underway Continued advocacy for overnight accommodation and palliative care at the Cunderdin Health Centre
	Sandalwood Village enables independent living	
1.4 Support emergency services planning, risk mitigation, response and recovery	Collaboratively plan and respond to emergency situations identified in Local Emergency Management Arrangement (LEMA)	LEMA ongoing with additional work to be undertaken A Junior Fire Brigade Cadets Program was commenced In March 2024 an Emergency Services Day was held Employment of a Community Emergency Services Manager to guide Fire Control Officers in the Bushfire Brigades The Shire of Cunderdin Bushfire Risk Management Plan was adopted

STRATEGIC
PRIORITIES

WE KNOW WE ARE SUCCEEDING WHEN

Progress/Comments

2. ECONOMY		
2.1 Facilitate local business retention and growth	Industry is diverse, supported and connected	Town Planning Scheme updated Airfield lighting upgrade EOI for café released and activated Potential for the old hospital site to be developed Crisp Wireless presence across the Shire NBN Broadband upgrades
	Support and advocacy for agriculture	
	The airfield is activated in partnership with key stakeholders	
	Reduction in the number of mobile black spots across the Shire	
2.2 Renew and improve the visibility of the Shire of Cunderdin brand	Attraction and retention of permanent and transient populations	Continued promotion and marketing of attractions and activities across the Shire Potential – Tourism Plan
	Visitors receive timely and accurate information about our Shire attractions and services	
	Improved online presence and awareness of what we have to offer	
2.3 Build economic capacity	Diverse housing options are available	WEROC Key Worker Housing Study Short term accommodation to be discussed
	Land and infrastructure can accommodate commercial and residential growth	
2.4 Encourage local workforce participation	Residents can access local, inclusive and modern childcare facilities and services	Childcare service retained Shire continues to employ trainees
	Traineeships and apprenticeships are offered in the Shire of Cunderdin	

STRATEGIC PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN	Progress/Comments
3. BUILT ENVIRONMENT		
3.1 Safe, efficient and well maintained road infrastructure	Achievement of the 10yr road plan goals and strategies	Gravel strategy to be developed
3.2 Enhance connectivity between places	Safe access across the Great Eastern Hwy and to the train stations	Secondary Freight funding and road upgrades Meckering Mosaic Pathway activated
	Maintenance and extension of the footpath network	
3.3 Enhance public spaces and townscapes	Central business district amenities are welcoming and attractive	Continued improvements of the central business district – street signs

	Access and aesthetic improvements at the cemetery	O'Connor Park public toilets upgraded
	Improved water capture and storage for enhanced green public and recreation spaces	
	Clean, accessible and modern public toilets	
3.4 Protect and preserve heritage	Promotion and improved awareness of the Cunderdin Museum and Pump Station	Collaboration with the Cunderdin Museum and continued promotion Town Hall façade painted
	Cunderdin Town Hall façade is maintained	
4. NATURAL ENVIRONMENT		
4.1 Maintain a high standard of environmental health services	Compliance with environmental health legislation	Continued provision of EHO
4.2 Conservation of our natural environment	Protection of nature reserves and reduction of invasive species	Minor Cunderdin Hill improvements
	Sustainable development of Cunderdin Hill	
4.3 Demonstrate sustainable practices of waste management	Waste to population ratio decreases	Kerbside collection improved Access to transfer station improved with a swipe card system

STRATEGIC PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN	Progress/Comments
5. CIVIC LEADERSHIP		
5.1 Shire communication is consistent, engaging and responsive	Residents and community groups believe they are being listened to and fairly treated	Integrated plans developed and reported against Numerous surveys and working groups inform Council decisions To be developed – Community Engagement Policy
	Performance against targets reported to the community	
5.2 Forward planning and implementation of plans	Accountable and transparent decision making	Regular reporting to the community against the plans
	Financial sustainability in achieving community aspirations	
5.3 Implement systems and processes that meet legislative and audit obligations	External Audits and Reviews confirm compliance with relevant legislation.	No adverse findings in the Annual Audit Training and development for Councilors and staff ongoing
	Capability of our organization is continually improved	



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