

Shire of Kulin Corporate Business Plan 2025/26 – Progress Commentary

Ref	2025/26 Deliverable	Commentary / Progress
Strategic Pillar 1 – Economy Goal 1: Safe, capable and efficient transport network		
1.1	Deliver and monitor a 10year Road Management Program	10 year road construction plan has been developed to assist in the preparation of the long term financial plan and asset management plan. Council continued delivery of its annual road construction and maintenance program. This included the construction of over \$4.6m in road & footpath construction and a road maintenance program expenditure of \$1.2m
1.2	Review road asset management, including hierarchy of road network to deliver a sustainable RAV network considerate of future rating increases	Review of the road network and asset information continued through annual road planning and asset management activities. A comprehensive review of the road hierarchy and sustainable RAV network was not finalised during 2025/26 and remains an area for further work.
1.3	Review community feedback on the road network and align to Council's road management plans, budget and external funding	Various community consultation opportunities are provided throughout the year, including Crossroads breakfasts, the Annual Electors' Meeting and the annual budget submission process. These provide the community with opportunities to give feedback on the road network, including maintenance priorities and required expenditure. Feedback received is considered as part of Council's road planning, external funding submissions and annual budget preparation.
1.4	Develop and implement a Gravel Source Strategy and Policy	A formal Gravel Source Strategy and Policy was not completed during 2025/26. Gravel availability and sourcing continued to be managed operationally as part of Council's road construction program, with development of a formal strategy remaining a future priority
1.5	Maximise funding for roads through external funding opportunities	Significant external road funding was secured. The adopted 2025/26 Budget included approximately \$4.1 million in capital grants for road construction, including \$2.5 million through the Wheatbelt Secondary Freight Network, \$600,000 through the Regional Road Group and \$960,000 through Roads to Recovery. Staff continue to actively pursue further grant opportunities, particularly through the Safer Local Roads and Infrastructure Program (SLRIP). This has included meetings with the Federal funding body to better understand why the Shire's previous application was unsuccessful and engagement of a consultant to assist with preparation of a future application. SLRIP applications close on the 31 January 2027 and the Shire expect to apply for funding for Kulin Holt Rock Road.
1.6	Advocate for reduced the freight burden on local road networks, including the re-establishment of Tier 3 rail.	Council maintained representation on the Regional Road Group and Wheatbelt Secondary Freight Network during 2025–27 and continues to support advocacy for the re-establishment of the Tier 3 rail network.
Strategic Pillar 1 – Economy Goal 2: Increase awareness and visitation to our communities		
2.1	Maintain membership with Roe Tourism and actively engage in tourism initiatives and partnerships that benefit both local and regional tourism.	Council maintained formal representation with the Roe Tourism Association, with two Shire representatives appointed for the 2025–27 period.
2.2	Enhance the Pingaring RV stop over.	Council initially allocated funding for the installation of a shower facility at the Pingaring RV stopover. Following further investigation, it was determined that the existing building was not suitable for the proposed installation without more substantial works. Alternative options were explored, including installation of a septic system and RV dump point, with quotes obtained for possible consideration in the 2026/27 Budget. After reviewing the likely cost, anticipated level of use and operational limitations associated with a septic system, Council determined that the project did not represent good value for money at this stage.

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2.3	Enhance the Holt Rock visitor experience whilst protecting natural bushland.	No specific action was progressed during 2025/26. The priority remains identified for future consideration.
2.5	Develop an events plan and accompanying marketing strategy for current and new events.	Council and the CRC continued to deliver and promote a range of community events during the year. A standalone Events Plan and accompanying marketing strategy was not completed during 2025/26.
2.6	Promote the Kulin Aquatic Centre as part of the visitor experience.	The Aquatic Centre continued to feature prominently in community and visitor activities. Overall attendance remains strong, supporting the Aquatic Centre's role as an important summer attraction and contributing to Kulin's visitor experience.
2.7	Increase promotion of sport and recreation facilities to drive community participation and usage.	Sporting and recreation activities continued to be actively promoted through the Kulin Update and Social Media pages
2.9	Investigate strategies to activate, increase usage or repurpose Shire owned assets.	This initiative was not progressed during 2025/26. Opportunities to increase utilisation, activate or repurpose Shire-owned assets remain a future consideration as part of ongoing asset and strategic planning.
2.10	Undertake a review of the Dudinin, Pingaring and Kulin Halls, in consultation with the community, to inform future planning and decision-making.	A formal review of the Dudinin, Pingaring and Kulin Halls was not completed during 2025/26. Ongoing maintenance, usage and community requirements continued to be considered through normal asset and budget planning.
2.11	Provide support for the Dudinin Tennis Club Centenary	The Dudinin Tennis Club celebrated its centenary in September 2025, with the event promoted and acknowledged through the Kulin Update. Council provided financial and in-kind support through the 2025/26 Budget, including staff assistance with preparation of the tennis club facilities for the event, provision of a centenary plaque and generator hire.
Strategic Pillar 1 – Economy Goal 3: Collaborate to grow our local economy		
3.1	Collaborate with key stakeholders to advance economic and community priorities.	Extensive collaboration occurred through RoeROC, State Government agencies and other stakeholders, including regional renewable-energy advocacy, joint ERP planning and the Department of Communities workforce housing project.
3.3	Consult with the community and businesses to develop a community benefit framework for renewable energy and mining projects.	Substantially progressed. Council participated in a regional submission on the State renewable-energy guideline in July 2025 and advocated for stronger community benefit arrangements, including a minimum \$1,000/kW contribution standard. In March 2026 Council's submission on the Renewable Energy Planning Code sought mandatory Social Impact Assessments and Community Benefit Agreements.
3.4	Advocate for telecommunications infrastructure to eliminate blackspots, improve power reliability to towers and digital access throughout the Shire.	Council continued to advocate for improved telecommunications across the Shire, particularly in relation to mobile blackspots, tower coverage and reliability of power supply to telecommunications infrastructure. Telecommunications also remains a regional priority through RoeROC.

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3.5	Deliver local access to high standard childcare services.	Kulin Child Care Centre services continued throughout the year, with strong utilisation demonstrating the ongoing importance of the service to local families. Community consultation was undertaken regarding the potential expansion of childcare services and facilities, with survey feedback indicating strong community demand and a positive experience among existing users of the Centre. The results support continued investment in childcare as an important service for supporting local families, workforce participation and population retention.
Strategic Pillar 1 – Economy Goal 4: Increase housing and land options		
4.1	Update the Town Planning Scheme.	Progressed. Council considered the statutory Report of Review for Local Planning Scheme No. 2 in July 2025. The review was described as the first formal step in reviewing the planning framework, with development of a joint RoeROC Local Planning Strategy identified as the next step before an omnibus amendment or replacement scheme.
4.3	Develop and implement a Shire housing strategy to maintain, enhance, and expand Shire housing stock	Council continued to address identified housing needs during 2025/26. The housing construction project was increased from three to four new homes, with GROH committing to lease three of the new dwellings. This will also result in two existing GROH-leased Shire properties being returned for Shire use. Council has also continued to improve its existing housing stock, including a substantial renovation of 19 Wright Street.
4.4	Seek opportunities, funding and partnerships for the delivery of worker housing options.	A significant workforce housing partnership was progressed with the Department of Communities, with GROH committing to lease three of the four new dwellings being constructed by the Shire. The Shire also participated in the RoeROC Key Worker Housing submission, supporting a regional approach to securing additional housing investment for essential and key workers across the participating communities.
Strategic Pillar 2 – Community Goal 6: Safe, caring and healthy lifestyle		
6.1	Continue the provision of a GP service for two days in Kulin	The Shire transitioned to and partnered with St Luke's Family Practice during 2025/26, with strong appointment numbers demonstrating continued demand for the local GP service. St Luke's has indicated a willingness to continue providing the service, and it is expected the Shire will undertake a tender process for the future provision of GP services to support continuity and longer-term certainty.
6.2	Facilitate opportunities for visiting ancillary health services in Kulin	Visiting health services continued to be facilitated, including physiotherapy, chiropractic visits, nurses clinics and Central Agcare counselling.
6.5	Develop a sport and recreation facilities plan for facility renewal and upgrades in partnership with clubs, across all towns.	Council continued to work with sporting clubs regarding facility maintenance and improvement priorities. During the year the Shire surveyed the sporting clubs to determine their priorities which will form part of the facilities plan.
6.7	Safe and inclusive public open spaces and streets	Council continued its normal maintenance and improvement of public open spaces and streets during 2025/26. Works included planning for the Gordon Street footpath, maintenance of parks, gardens and verges, tree pruning and removal where required, and responding to community requests relating to public areas and accessibility.
Strategic Pillar 2 – Community Goal 7: Young people can stay to learn and grow in our community		
7.1	Advocate to retain the highest level of education at Kulin DHS.	Council continued to support Kulin District High School and initiatives that assist with attracting and retaining families in Kulin. This included housing and childcare initiatives, support for teacher and key-worker housing, use of Council facilities for school activities and assistance with maintenance of the school oval and shared facilities. Council also continued to provide workplace learning opportunities for local students.

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7.3	Supporting the delivery of family friendly and youth focused community events through the CRC.	The CRC continued to coordinate and promote an extensive program of community events through the Kulin Update, including Australia Day activities, Anzac Day services, community activities and sporting events.
Strategic Pillar 3 – Environment Goal 8: Sustainable Council and community practices		
8.1	Deliver a high standard of waste management services and infrastructure across townsites.	Council maintained its partnership with Avon Waste for kerbside collection and removal of waste from the transfer station, while the Kulin Transfer Station continued to operate three days per week. The Shire also provided twice-yearly roadside bulk rubbish collection opportunities, enabling residents to dispose of hard waste that is not suitable for normal kerbside collection.
8.2	Continue to conduct public education on recycling and waste reduction.	Public education continued through the Kulin Update, including information concerning illegal dumping, responsible disposal and use of the transfer station.
8.3	Deliver EHO services.	Environmental health services continued, including food-premises regulation, onsite effluent approvals, accommodation inspections, water quality, public building safety and other statutory functions.
Strategic Pillar 3 – Environment Goal 9: Protection of natural and built assets		
9.1	Advocate for a CESM	Through RoeROC, the Shire participated in a regional application for a Community Emergency Services Manager (CESM), supporting a collaborative approach to strengthening emergency management capability and resourcing across the participating local governments.
9.2	Map and continue to improve water infrastructure and supply for emergency preparedness and response	Remedial works were undertaken to the Pingaring Rock Catchment Tank inlet and pipework, together with works to the Pingaring Rock Wall and Pingaring Tank Roof. An application was also submitted to DWER for further water infrastructure improvements, including catchment cleaning, town dam cleaning and expansion.
9.3	Ensure currency of the LEMA and undertake regular scenario planning.	LEMA meetings and emergency management planning continued throughout the year, supporting the ongoing review and currency of local emergency management arrangements.
9.4	Facilitate opportunities to ensure emergency service volunteers are trained and resourced across towns.	Fire-control preparedness and resourcing continued throughout the year, including ongoing brigade coordination and development of the 2025/26 Firebreak Order, which incorporated operational requirements and provisions to support effective fire prevention and suppression activities.
9.5	Drought preparedness (Pingaring)	Drought resilience at Pingaring was substantially progressed through completion of repairs to the Pingaring Rock Catchment Tank inlet and pipework, funding for a new 360,000 L community tank, and further grant funding for the Rock Wall and Tank Roof projects.
Strategic Pillar 3 – Environment Goal 10: Reduced impact of pests and weeds on the environment and economy		
10.1	Participation in the Eastern Wheatbelt Biosecurity Group	Participation continued. Council appointed representatives to the Eastern Wheatbelt Biosecurity Group for 2025–27.
10.2	Deliver ranger services	Ranger services continued throughout the year, with Council continuing to engage WA Contract Ranger Services to support dog and cat control and assist with the Shire's statutory animal management responsibilities..

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Strategic Pillar 4 – Civic Leadership Goal 11: High standard of governance		
11.1	Report to the community on progress of our Integrated Strategic Plan (six monthly)	Progress against the Integrated Strategic Plan is reported to the community through the Shire's Annual Report, which provides an annual summary of achievements and progress against Council's strategic priorities.
11.2	Develop a Workforce Plan	Workforce planning continued through annual workforce and budget considerations; however, preparation of the formal Workforce Plan was not finalised during 2025/26. This work is intended to progress following adoption of the Long Term Financial Plan so that workforce requirements can be aligned with Council's longer-term financial capacity and strategic priorities.
11.3	Offer opportunities and learning that fosters future elected members	In August 2025 the Shire hosted/screened a WALGA webinar in Council Chambers for people interested in becoming a Shire Councillor and invited prospective candidates to register through the Shire.
11.4	Implement mitigation strategies for our workforce that lead essential and key Shire services	Workforce risks were addressed through a number of initiatives, including the workforce housing project and the KCCC employee training and development grant supporting qualification and retention of childcare staff.
11.5	Continue to collaborate and investigate shared services and resourcing through ROEROC	RoeROC collaboration continued during 2025/26. The Shared Services Working Group progressed the ERP project using WALGA scoping and assessment resources and also coordinated regional workforce development initiatives.
11.6	Implement, improve and monitor mitigation systems for potential corporate cybersecurity breaches, subject to the budget	The Shire investigated engaging an external contractor to undertake a cybersecurity systems audit during 2025/26. The audit was not completed during the year and is expected to be undertaken in 2026/27, providing an independent review of existing controls and opportunities to strengthen cybersecurity risk mitigation.
Strategic Pillar 4 – Civic Leadership Goal 12: Accurate forward planning to achieve community priorities		
12.1	Ensure Council's Long Term Financial Plan aligns with our strategic priorities	Preparation of the Long Term Financial Plan was progressed throughout 2025/26, with work undertaken to ensure the Plan aligns with Council's strategic priorities and future financial requirements. Finalisation and adoption of the Long Term Financial Plan is expected during 2026/27.
12.2	Investigate the best option and budget for financial management systems for effective governance and administration of Council.	Substantial progress was made through the RoeROC ERP project, with tender documentation developed during 2025/26. The tender process is expected to commence in 2026/27, with implementation of a new ERP system planned for 2027/28.