

Strategic Integrated Plan

2025 - 2035



Introduction

This Strategic Integrated Plan is based on a shared vision between the Shire's communities (Kulin, Dudinin, Holt Rock and Pingaring) and Council for the Shire of Kulin local government area.

It focuses on a long-term plan (2025– 2035) and 4yr Delivery Plan (2025/26 – 30/31) that sets out Council's strategies to achieve it.

The Strategic Integrated Plan has been developed using previous plans, data, and surveys as its foundation. It has been 'checked' and priorities reconfirmed by the community and Council to ensure continuity and demonstrated progress towards our vision and purpose.

Our Vision

A healthy, harmonious and progressive community where all people are willing to contribute and enjoy opportunities to be successful.

For the Shire of Kulin to play a significant role in assisting the community to achieve this vision, it will be: A professional and progressive organisation where people enjoy working together to serve the community

Achievements Since the Last Strategic Plan

Our Shire has achieved the following since our last major Strategic Community Plan (2018):

Economic	• Kulin Caravan Park Upgrades • RV 72 Hour free parking • Advocacy for Telecommunications • Member of Wheatbelt Secondary Freight Network • Development of Visit Kulin Branding • Supporting Kulin Child Care Centre to assist local families work in the region
Community	• Kulin Aquatic Centre and Waterslide upgrades • Freebairn Recreation Centre Court Resurfacing • Hockey and Bowling Club Lighting • Kulin Tennis Club Court Resurfacing • All Ages Precinct • Footpath improvements
Environment	• Community Garden • Solar Panels at Freebairn Recreation Centre and Shire of Kulin Administration building • Water catchment improvements • Installation of Generator at Emergency Services Building
Civic Leadership	• Annual Compliance Audit Returns submitted • Audits successfully completed by Auditor General • Asset Revaluations undertaken • Social media presence to promote Council awareness in community • Staff and Councillor training

Shire of Kulin Profile

The Shire of Kulin is an 'outer regional' Local Government area, located 283 kilometres east of Perth. The Shire covers an area of 4790 square kilometres with the main residential centre being the town of **Kulin**.

Dudin is located 37kms south of the Kulin town site. It was developed as a result of the railway line construction and it's Aboriginal name means 'place of much water'. It has a tennis club, cemetery, grain receival site, hall, and public toilets.

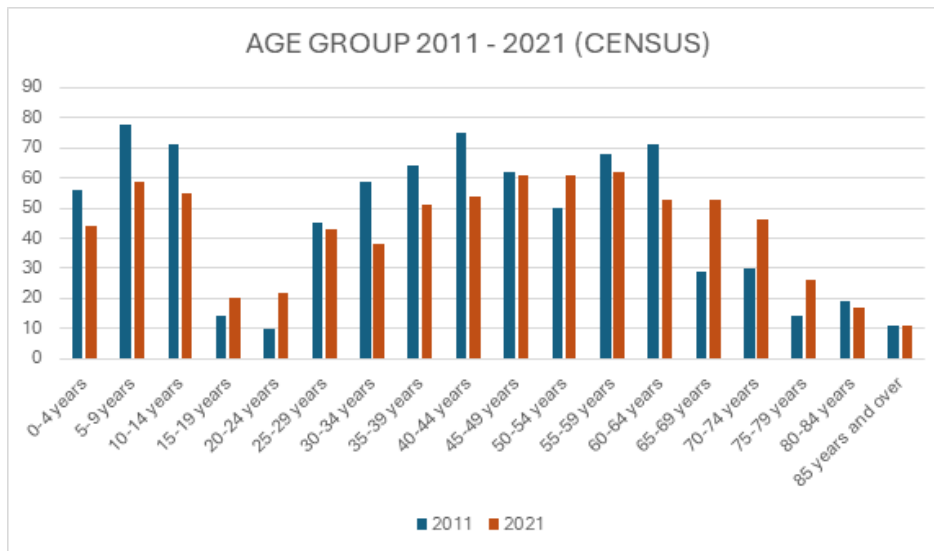
Holt Rock is located 149km east of Kulin, in the eastern point of the Shire. It is situated between Hyden (Shire of Kondinin) and Varley (Shire of Lake Grace). The town is named after the nearby geographical feature that was named by the explorer Frank Hann in 1901. Holt Rock has a grain receival site.

Pingaring is a small town in the Shire of Kulin, it also falls in the Shire of Lake Grace. The name of the town is the Indigenous Australian name of a nearby spring that was first recorded by surveyors in 1926. Pingaring has a grain receival site, general store, agricultural supplies, golf course, hall, public toilets and community centre.

Jitarning is located 22km south west from Kulin and was proclaimed a town in 1917. It has a grain receival site.

10yr Snapshot

	2011	2021
Population	826	769
Median age	41yrs	44yrs
Families	226	196
Number of indigenous residents	3.14%	2.99%
Median weekly household income	\$918	\$1,820
Primary school students	116	84
Secondary school students	29	24
Population employed full time	46%	63%
Population employed part time	43%	27.5%
Unemployed	2.8%	1.5%
Occupations (top 3)	Managers, laborers, professionals	Managers, laborers, professionals
Main industries	Sheep / beef and grain farming, school education, local government	Grain-Sheep / Grain-Beef, other grain growing, local government
% of people that volunteer	44.1%	41.1%
SEIFA		1045 (below 1000 is disadvantaged)



How we developed this Plan

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.

This Plan includes the Strategic Community Plan (10yrs) and Corporate Business Plan (4yr deliverables).

The plan was developed based on community engagement with priorities identified by the people who live within the Shire; input from Elected Members and Staff based on feedback they have received and their strong desire to deliver positive outcomes for their community; and current partnerships and projects already being delivered.

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



Strategic Priorities

From the voices of the community in 2025 the following priorities were highlighted as the most important and have been continued into this Strategic Integrated Plan:

ECONOMIC	COMMUNITY
▪ Roads can accommodate the freight task ▪ Housing options and availability ▪ Reliable power at telecommunication towers ▪ Delivery of events that are not relied upon by volunteers ▪ Main street aesthetics ▪ Activation of Shire owned assets ▪ Building the visitor experience ▪ Assembly of residential and industrial land ▪ Childcare services	▪ Population retention and attraction ▪ Retention and succession of volunteers to lead community and business groups ▪ Joint partnerships with sports clubs for renewal or upgrade to recreation facilities ▪ Facilitation of visiting primary health care and retention of a GP service
ENVIRONMENT	CIVIC LEADERSHIP
▪ Disaster preparedness and response ▪ Water infrastructure and supply ▪ Waste management in outlying towns	▪ Attraction and retention of skilled local workforce ▪ Collaboration amongst ROEROC ▪ Cybersecurity ▪ Technology integration into Council processes and services

Community Voices

Activity	Participants
Community Workshops (Dudinin, Kulin, Holt Rock, Pingaring)	91
Sporting and Community Groups Workshop	21
Sporting / Community Groups Survey	15
Resident and Ratepayer Survey	30
Business Survey	5
Total engagement	162

Our 10 Year Plan on a Page

There are four strategic pillars to our Strategic Integrated 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	Economy	Community	Environment	Civic Leadership
Statement of Strategic Outcome	Key enabling infrastructure and services to support the local and regional economy.	Our communities have a sustainable population, whilst maintaining our community values.	Protection of the natural and built environment for future generations.	Responsible, accountable and transparent leadership to deliver our priorities
Goals	1. Safe, capable and efficient transport network 2. Increase awareness and visitation to our communities 3. Collaborate to grow our local economy 4. Increase housing and land options	5. Provide opportunity to grow our resident population 6. Safe, caring and healthy lifestyle 7. Young people can stay to learn and grow in our community	8. Sustainable Council and community practices 9. Protection of natural and built assets 10. Reduced impact of pests and weeds on the environment and economy	11. High standard of governance 12. Accurate forward planning to achieve community priorities 13. Residents, businesses and community groups feel heard
SGD Alignment	8 9 17	3 4 17	6 12 13 15	16
4yr Delivery Plan				

Australia was one of 193 countries to commit to the Sustainable Development Goals (SDGs) by the United Nations to provide a global roadmap for all countries to work toward a better world for current and future generations. Implementation of the Goals at a local level can enhance services to meet the needs of local communities. Each of the Shire of Kulin's goals are aligned to the SDGs.



Current informing corporate documents to this Plan:

- Annual Budget
- Asset Management Plan
- Workforce Plan
- Long Term Financial Plan
- Local Planning Strategy and Scheme

Key assumptions and associated challenges in this Plan:

- Our population and rate base will remain stable;
- CPI will not exceed a 10yr average of 4%;
- We can attract external funding from Federal and State Government for capital projects;
- We can attract and retain a local, skilled workforce and the wages remain stable;
- Volunteers continue to offer their time and energy towards community priorities and emergency services;
- Agricultural production will be average;
- Average to increasing number of local natural disasters (bushfire, flood, storms);
- The provision of GP and childcare costs do not rise disproportionately;

We fulfill our vision, mission and purpose through the following roles:

- Advocate:** We lead and represent the community on key issues
- Partner:** We collaborate with other organisations to deliver services and projects
- Deliver:** We provide services and infrastructure
- Facilitate:** We coordinate and enable other organisations
- Regulate:** We enforce statutory requirements

Progress Reporting

The Shire of Kulin 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.

Integrated Planning and Review Cycle

Strategic Integrated Plan	2027 (minor)	2029 (major)
Long Term Financial Plan		
Asset Management Plan		
Workforce Plan		

Strategic Pillar 1: Economy

Statement of Strategic Outcome: *Key enabling infrastructure and services to support the local and regional economy.*

GOAL 1. Safe, capable and efficient transport network		DELIVERY YEAR			
PRIORITY STRATEGIES	OUR ROLE	25/26	26/27	27/28	28/29
1.1 Deliver and monitor a 10year Road Management Program	Deliver	●	●	●	●
1.2 Review road asset management, including hierarchy of road network to deliver a sustainable RAV network considerate of future rating increases	Deliver	●	●	●	●
1.3 Review community feedback on the road network and align to Council's road management plans, budget and external funding	Deliver	●	●	●	●
1.4 Develop and implement a Gravel Source Strategy and Policy	Deliver	●			
1.5 Maximise funding for roads through external funding opportunities	Deliver and Partner	●	●	●	●
1.6 Advocate for reduced the freight burden on local road networks, including the re-establishment of Tier 3 rail.	Advocate	●	●	●	●

GOAL 2. Increase awareness and visitation to our communities		DELIVERY YEAR			
PRIORITY STRATEGIES	OUR ROLE	25/26	26/27	27/28	28/29
2.1 Maintain membership with Roe Tourism and actively engage in tourism initiatives and partnerships that benefit both local and regional tourism.	Partner and Deliver	●	●	●	●
2.2 Enhance the Pingaring RV stop over.	Deliver	●			
2.3 Enhance the Holt Rock visitor experience whilst protecting natural bushland.	Deliver	●			
2.4 Investigate heritage, walk and bike trail development across the Shire	Deliver		●		●
2.5 Develop an events plan and accompanying marketing strategy for current and new events.	Partner and Deliver	●	●	●	●
2.6 Promote the Kulin Aquatic Centre as part of the visitor experience.	Deliver	●	●	●	●
2.7 Increase promotion of sport and recreation facilities to drive community participation and usage.		●	●	●	●
2.8 Coordinate planning and delivery of main street enhancements in each town.	Deliver			●	
2.9 Investigate strategies to activate, increase usage or repurpose Shire owned assets.	Deliver	●	●	●	●
2.10 Undertake a review of the Dudinin, Pingaring and Kulin Halls, in consultation with the community, to inform future planning and decision-making.	Deliver	●			
2.11 Provide support for the Dudinin Tennis Club Centenary	Deliver	●			

GOAL 3. Collaborate to grow our local economy.		DELIVERY YEAR			
PRIORITY STRATEGIES	OUR ROLE	25/26	26/27	27/28	28/29
3.1 Collaborate with key stakeholders to advance economic and community priorities.	Deliver and Partner	●	●	●	●
3.2 Investigate a business incubation hub in Kulin.	Deliver		●		
3.3 Consult with the community and businesses to develop a community benefit framework for renewable energy and mining projects.	Deliver	●	●		
3.4 Advocate for telecommunications infrastructure to eliminate blackspots, improve power reliability to towers and digital access throughout the Shire.	Advocate	●	●	●	●
3.5 Deliver local access to high standard childcare services.	Deliver	●	●	●	●

GOAL 4. Increase housing and land options.		DELIVERY YEAR			
PRIORITY STRATEGIES	OUR ROLE	25/26	26/27	27/28	28/29
4.1 Update the Town Planning Scheme.	Deliver	●	●		
4.2 Identify and coordinate residential and industrial land assembly and headworks.	Deliver and Partner		●	●	
4.3 Develop and implement a Shire housing strategy to maintain, enhance, and expand Shire housing stock	Deliver	●	●		
4.4 Seek opportunities, funding and partnerships for the delivery of worker housing options.	Deliver and Partner	●	●	●	●

Strategic Pillar 2: Community

Statement of Strategic Outcome: *Our communities have a sustainable population, whilst maintaining our community values.*

GOAL 5. Provide opportunity to grow our resident population		DELIVERY YEAR			
PRIORITY STRATEGIES	OUR ROLE	25/26	26/27	27/28	28/29
5.1 Develop and implement a population strategy to attract, retain and stabilise our population, local workforce and to support the volunteer base and their leaders in our communities.	Deliver and Partner		●		

GOAL 6. Safe, caring and healthy lifestyle		DELIVERY YEAR			
PRIORITY STRATEGIES	OUR ROLE	25/26	26/27	27/28	28/29
6.1 Continue the provision of a GP service for two days in Kulin	Partner and Deliver	●	●	●	●
6.2 Facilitate opportunities for visiting ancillary health services in Kulin	Facilitate	●	●	●	●
6.3 Investigate the Staying in Place aged care model	Facilitate			●	
6.4 Develop an Aged Friendly Community Plan	Deliver		●		
6.5 Develop a sport and recreation facilities plan for facility renewal and upgrades in partnership with clubs, across all towns.	Deliver and Partner	●	●		
6.6 Develop and implement a 10-year bike and footpath plan inclusive of ramp access at identified sites	Deliver		●		
6.7 Safe and inclusive public open spaces and streets	Deliver and Partner	●	●	●	●

GOAL 7. Young people can stay to learn and grow in our community		DELIVERY YEAR			
PRIORITY STRATEGIES	OUR ROLE	25/26	26/27	27/28	28/29
7.1 Advocate to retain the highest level of education at Kulin DHS.	Advocate	●	●	●	●
7.2 Develop and implement a Youth Plan.	Deliver		●		
7.3 Supporting the delivery of family friendly and youth focused community events through the CRC.	Deliver	●	●	●	●

Strategic Pillar 3: Environment

Statement of Strategic Outcome: *Protection of the natural and built environment for future generations.*

GOAL 8. Sustainable Council and community practices		DELIVERY YEAR			
PRIORITY STRATEGIES	OUR ROLE	25/26	26/27	27/28	28/29
8.1 Deliver a high standard of waste management services and infrastructure across townsites.	Deliver	●	●	●	●
8.2 Continue to conduct public education on recycling and waste reduction.	Deliver	●	●	●	●
8.3 Deliver EHO services.	Deliver	●	●	●	●

GOAL 9. Protection of natural and built assets		DELIVERY YEAR			
PRIORITY STRATEGIES	OUR ROLE	25/26	26/27	27/28	28/29
9.1 Advocate for a CESM	Advocate	●			
9.2 Map and continue to improve water infrastructure and supply for emergency preparedness and response	Deliver	●	●	●	●
9.3 Ensure currency of the LEMA and undertake regular scenario planning.	Partner and Deliver	●	●	●	●
9.4 Facilitate opportunities to ensure emergency service volunteers are trained and resourced across towns.	Facilitate and Partner	●	●	●	●
9.5 Drought preparedness (Pingaring)	Partner and Deliver	●	●	●	●

GOAL 10. Reduced impact of pests and weeds on the environment and economy		DELIVERY YEAR			
PRIORITY STRATEGIES	OUR ROLE	25/26	26/27	27/28	28/29
10.1 Participation in the Eastern Wheatbelt Biosecurity Group	Partner and Deliver	●	●	●	●
10.2 Deliver ranger services	Deliver	●	●	●	●

Strategic Pillar 4: Civic Leadership

Statement of Strategic Outcome: *Responsible, accountable and transparent leadership to deliver our priorities*

GOAL 11. High standard of governance		DELIVERY YEAR			
PRIORITY STRATEGIES	OUR ROLE	25/26	26/27	27/28	28/29
11.1 Report to the community on progress of our Integrated Strategic Plan (six monthly)	Deliver	●	●	●	●
11.2 Develop a Workforce Plan	Deliver	●			
11.3 Offer opportunities and learning that fosters future elected members	Deliver	●	●	●	●
11.4 Implement mitigation strategies for our workforce that lead essential and key Shire services	Deliver	●	●	●	●
11.5 Continue to collaborate and investigate shared services and resourcing through ROEROC	Partner and Deliver	●	●	●	●
11.6 Implement, improve and monitor mitigation systems for potential corporate cybersecurity breaches, subject to the budget	Deliver	●	●	●	●

GOAL 12. Accurate forward planning to achieve community priorities		DELIVERY YEAR			
PRIORITY STRATEGIES	OUR ROLE	25/26	26/27	27/28	28/29
12.1 Ensure Council's Long Term Financial Plan aligns with our strategic priorities	Deliver	●			
12.2 Investigate the best option and budget for financial management systems for effective governance and administration of Council.	Deliver	●	●	●	●
12.3 Assess and implement community infrastructure consolidation following comprehensive engagement with the local community.	Deliver			●	●

GOAL 13. Residents, businesses and community groups feel heard		DELIVERY YEAR			
PRIORITY STRATEGIES	OUR ROLE	25/26	26/27	27/28	28/29
13.1 Develop and implement a Community Engagement Framework	Deliver			●	

Strategic Risks for the Shire of Kulin

The following risks were identified by Council and mitigation of these risks are included in the Strategic Community Plan, Corporate Business Plan, Workforce Plan and Long-term Financial Plan.

Community	Economy
• Population stabilisation and growth • Availability of volunteers and the number is reducing • Sustaining our positive culture in Council and in our not for profit clubs and associations • Succession planning at Council and in community leadership positions • Children boarding away and families spending increased time in Perth • Retention of a local GP • Reliance on partnering with State Government for primary health care access	• Secure supply of gravel • Freight task • Closure of the rail line • Currency of Town Planning Scheme • Impact of tree planting and carbon farming on productive land • Accommodation shortfall (Shire and local businesses) • Upkeep and expansion of Shire housing stock
Environment	Civic Leadership
• Impact of renewable energy projects on the community and productive agricultural land • Disaster preparedness and response • Water infrastructure and supply	• ERP cost • Cybersecurity threats • Increased compliance in the sector • Maintenance costs for facilities • Unused buildings that could be activated • Attraction of staff with specific skill sets for roles • Ability of staff to take leave with adequate cover • Our success; we have set a high standard to maintain • Reputational risk with key services/facilities (childcare, pool etc)