



Shire of
Koorda

Drive in, stay awhile



Integrated Strategic Plan

*Incorporating
Strategic Community Plan 2022-2032
Corporate Business Plan 2022-2025*



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OUR VISION

To build a vibrant and sustainable community with shared social values, in which we can live and work in harmony with our environment.



OUR HISTORY

Approximately 240km and 3 hours' drive north-east of Perth situated along the popular 'Wheatbelt Way' self drive trail, Koorda's main industries include wheat, coarse grain and sheep farming. During springtime experience remarkable wildflower displays, with some species unique to the area.

Koorda is famously referred to as 'Corn Dolly Country,' attracting sightseers wanting to learn more about the ancient tradition of creating 'dollies' from stalks and husks of wheat. In 2019, Koorda adopted the catch phrase 'Drive in, stay awhile'.

The town offers great facilities for visitors to enjoy, from its wonderful Wheatbelt scenery, local attractions, museums and Drive In theatre, to sporting recreational services such as a golf course, tennis courts, lawn bowls, children's playgrounds, skate park and much, much more. There are numerous scenic areas to stop at, most with public BBQ and toilet facilities. Mollerin Rock, Newcarlbeon, Koorda Native Flora Reserve and Badgerin Rock are popular spots to enjoy the surroundings and perhaps catch some of the local inhabitants.

OUR VALUES

We will conduct business and gain reputation for:

- Being a community that is friendly, approachable, fair minded and responsive
- Being good stewards of our environment and heritage
- Having a strong sense of and identification with our community
- Acting with honesty and integrity

OUR COMMITMENT TO COMMUNITY

- We will spend local as often as we can
- We will consult and engage with our community
- We will encourage, welcome and value feedback
- We will treat our natural environment as precious and important
- We will be open, fair and impartial in whatever we do
- We will treat people with respect
- We will encourage and support the volunteers in our community

OUR STRATEGIC PRIORITIES

Our strategic priorities have been presented under four key pillars which are;



COMMUNITY SNAPSHOT

COUNTRY OF ORIGIN



Australia	81.8%
England	5.8%
New Zealand	2.4%
Malaysia	0.7%
Philippines	0.7%



MEDIAN INCOME

\$640

Weekly Income

HOUSING TENURE

Owned	48.0%
Mortgage	20.3%
Renting	26.6%



MEDIAN AGE

47



POPULATION



414

HOUSEHOLD TYPES



Couple without Children	48.3%
Couples with Children	40.0%
One Parent Families	11.7%

WHAT WE KNOW ABOUT OUR COMMUNITY

Our Strengths

The strong community spirit, sense of belonging and friendships that exist.

The positive relationship between the Shire and the community.

The sense of safety and security because of a caring community and low crime rate.

The pride people have in the look and feel of the town.

The sporting club which provides a meeting place and sense of pride for the community.

The condition of the roads.

Community events and activities which bring people together.

Unique visitor experience such as the drive-in movie theatre.

Membership of a regional alliance.

Our Challenges

Distance from a regional centre.

Dwindling and aging population.

Loss of and access to local and regional health and education services.

Lack of suitable housing to attract families and business to town.

Volunteer fatigue and the age of volunteers.

Access to funding to achieve community aspirations.

Attracting small business and pressures on business owners.

Shire lack of resources to deliver an ever-increasing range of services.

Attracting community minded people onto Council to provide fresh ideas.

THE NEWROC REGIONAL ALLIANCE

The Shire of Koorda is a member of the North Eastern Wheatbelt Regional Organisation of Councils (NEWROC) Alliance consisting of 7 Local Governments within the northeast wheatbelt. The Koorda Integrated Strategic Plan compliments the NEWROC Strategic Plan which summarises regional priorities and is available on the Shire website.

KEY STATISTICS FOR THE NEWROC ALLIANCE

Criteria	Dowerin	Mt Marshall	Mukinbudin	KOORDA	Nungarin	Trayning	Wyalkatchem
Area (sq km)	1,867	10,134	3,414	2,662	1,145	1,632	1,743
Sealed Roads (km)	196	307	204	245	249	181	175
Unsealed Roads (km)	773	1,440	732	840	390	594	508
Population	697	550	555	414	240	423	523
No. of Dwellings	410	350	315	298	134	255	332
No. of Employees	34	27	27	19	10	14	14



INTEGRATED PLANNING AND REPORTING FRAMEWORK

This document integrates the Strategic Community Plan and Corporate Business Plan elements of the WA Local Government Integrated Planning and Reporting (IPR) Framework.

The diagram below lists the documents that make up the Shire of Koorda Integrated Planning and Reporting Framework and demonstrates the importance of this document which sets the community's aspirations and council priorities for all the other plans.

The IPR Framework is based on

- The State Government's Blueprint for the region and other relevant policies, plans and strategies from the State and Federal Governments.
- Extensive 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 Koorda has adopted a traffic light based Quarterly Update to report progress to Council and the Community against their documented commitments. In addition, results are formally communicated to the community annually via the legislated Annual Report.

IPR REVIEWS

This Integrated Strategic Plan will be subject to a major review requiring extensive community engagement in 2025 as legislated. In addition, council priorities will be reviewed and updated annually to reflect any changes to regional and local priorities, the budget and to service levels.

SUMMARY OF COMMUNITY ENGAGEMENT

Engagement Activity	Date	Venue	Attendees
Community Light Lunch	23/09/2021	Koorda ES Building	4
Community BBQ	23/09/2021	Koorda Recreation Ground	14
Councillor & Staff Breakfast	24/09/2021	Shire Administration Office	15
Community Survey	Sep-Oct 21	Online and Hard Copy	79
TOTAL			112

WHAT OUR COMMUNITY TOLD US

The following provides a summary of the community priorities emerging from the various engagement forums.

The **peaceful lifestyle, community spirit, caring and supportive locals, facilities, and community safety and security** were recurring reasons that people value living in the Shire.

The **lack of suitable rental accommodation and housing stock** to attract business and workers to the towns.

The need to consider **how to best engage with and support volunteer groups to attract young people** and reduce volunteer burn-out.

The **importance of attracting community minded people, targeted skills, industry and boutique business** to the town and the region.

A **safe and efficient road and footpath network**.

The **opportunities presented by potential mining operations** in neighbouring shires.

The importance of the **local shop and sporting club**, as meeting places for locals.

Access to health services and support for our aging population.

The **importance of and potential to expand local tourism via the look and feel of the town and the unique rural experience** that can be offered.

The opportunity that recent funding provides **to improve the look of the town and make it more inviting to visitors**.



THE SHIRE'S ROLES AND RESPONSIBILITIES

The work of Local Government is varied and affects the day to day lives of most people in our community. This plan lists the facilities and infrastructure that are maintained and renewed by the Shire of Koorda and also provides a summary of the services that are delivered directly by the Shire. In addition, the Shire advocates and provides support for a number of other services that we are not personally responsible for including.

- Day care which is the responsibility of service providers
- Health care which is the responsibility of WA Country Health and health providers
- Major road upgrades and maintenance which are the responsibility of Main Roads
- Privately owned infrastructure and buildings which are the responsibility of the owner
- Reliable power supply which is the responsibility of Western Power
- Telecommunications and the internet which is the responsibility of service providers

HOW YOU CAN CONTRIBUTE

- Attend and support local events and activities
- As a community, celebrate our successes
- Become a volunteer
- Develop leadership and problem-solving skills in young people
- Do regular exercise
- Drive safely
- Get involved in sporting and recreational activities
- Get to know your neighbours
- Have fun in our public spaces
- Join a community group
- Keep your neighbourhood clean and tidy
- Learn about local history
- Limit or recycle waste to reduce what goes to landfill
- Look out for others
- Report infrastructure damage





COMMUNITY PRIORITIES AND COUNCIL ACTIONS BY STRATEGIC PILLAR

Community Priorities

1.1 - Local people feel safe, engaged, and enjoy a healthy and peaceful lifestyle.

1.2 - Local volunteer groups supported through initiatives that reduce volunteer fatigue and strengthen their resilience.

1.3 - Emergency services are supported with effective planning, risk mitigation, response, and recovery.

We know we are succeeding when

- Community survey results and feedback indicate high satisfaction with the services and facilities provided.
- Community activities and events bring people together and engender community spirit.
- Volunteer groups are thriving and feel that they are supported by the Shire.
- The Shire effectively partners with emergency services and the Local Emergency Management Committee (LEMC) to ensure community safety.



Community Priorities	Council Actions	21 22	22 23	23 24	24 25
<p>1.1 - Local people feel safe, engaged, and enjoy a healthy and peaceful lifestyle.</p>	<p>1.1.1 - Maintain strong working relationships with State Agencies. (e.g. WAPOL, Department of Education and WACHS)</p> <p>1.1.2 - Advocate for continued improvements in medical, education and support services from other levels of government and the private sector that facilitates aging, living and learning within the Shire.</p> <p>1.1.3 - Facilitate and support events that promote the region and deliver a positive economic impact.</p>	✗	✗	✗	✗
<p>1.2 - Local volunteer groups supported through initiatives that reduce volunteer fatigue and strengthen their resilience.</p>	<p>1.2.1 - Recognise and support the value of our community volunteers and provide meaningful opportunities to contribute to Shire projects and improving local living.</p> <p>1.2.2 - Develop and implement a Community Grants Program.</p> <p>1.2.3 - Make available a list of current grant opportunities to local businesses, clubs and community groups.</p>	✗	✗	✗	✗
<p>1.3 - Emergency services are supported with effective planning, risk mitigation, response, and recovery.</p>	<p>1.3.1 - Work with emergency service stakeholders to ensure the Shire and Volunteers meet WHS standards.</p> <p>1.3.2 - Conduct regular LEMC meetings and exercises.</p> <p>1.3.3 - Investigate regional emergency service arrangements. (Policies, procedures, risk management plans).</p>	✗	✗	✗	✗

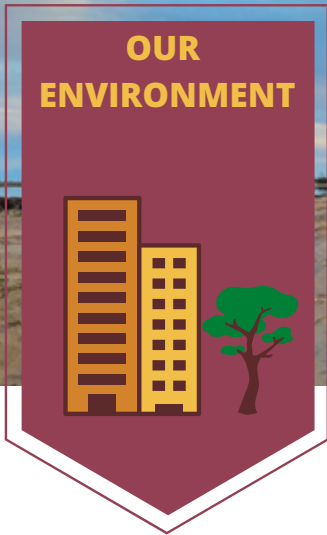


COMMUNITY PRIORITIES AND COUNCIL ACTIONS BY STRATEGIC PILLAR

Community Priorities	We know we are succeeding when
<p>2.1 - Our local economy grows in a sustainable manner.</p>	<ul style="list-style-type: none"> - Our land planning strategy and scheme provides opportunities for business growth and jobs. - The feel of our town and support of local business is well branded and recognised. - There is ongoing activation of our town centre with new or expanding business. - Housing and rental stock assists in the attraction and retention of the local workforce.
<p>2.2 - Tourism helps to diversify and grow our local economy</p>	<ul style="list-style-type: none"> - Visitors receive timely and accurate information about our attractions and services. - We work with local stakeholders and regional tourism groups to promote our attractions and experiences. - We continually enhance and promote our tourism assets and experiences in a coordinated manner.



Community Priorities	Council Actions	21 22	22 23	23 24	24 25
<p>2.1 - Our local economy grows in a sustainable manner.</p>	<p>2.1.1 - Ensure that our planning framework is modern and meets the needs of the relevant zoning stakeholders, such as industry, residential, small business and any emerging opportunities.</p> <p>2.1.2 - Advocate regionally to reduce economic barriers such as access and reliability of water, electricity, logistics infrastructure and telecommunications.</p> <p>2.1.3 - Investigate the viability of a Business/Economy grant program.</p> <p>2.1.4 - Promote business network development and collaboration. (e.g. CRC business after dark and Wheatbelt Business Network)</p> <p>2.1.5 - Activate the town centre through community inspired street scaping and initiatives.</p>		<p>✗</p>	<p>✗</p>	<p>✗</p>
<p>2.2 - Tourism helps to diversify and grow our local economy</p>	<p>2.2.1 - Contribute to regional tourism marketing campaigns. (e.g. NEWTRAVEL/Wheatbelt Way)</p> <p>2.2.2 - Work towards a high standard of tourism assets and information. (Yalabee, Caravan Park & tourist information boards and brochures)</p>	<p>✗</p>	<p>✗</p>	<p>✗</p>	<p>✗</p>



COMMUNITY PRIORITIES AND COUNCIL ACTIONS BY STRATEGIC PILLAR

Community Priorities

We know we are succeeding when

3.1 - Shire owned facilities are renewed and maintained in a strategic manner to meet community needs.

- Asset maintenance and preservation is in line with community needs and Shire financial resources.

3.2 - Safe, efficient, and well-maintained road, and footpath infrastructure.

- We deliver a safe and fit for purpose road and footpath network.
- Upgrades and improvements are delivered on time on budget.

3.3 - A high standard of sustainable waste services.

- Local and regional waste strategies to reduce, reuse and recycle are implemented.

3.4 - Conservation of our natural environment for future generations.

- There is regional collaboration and community engagement in the management of invasive species.
- There is effective management of nature reserves for the enjoyment of locals and visitors.



Community Priorities	Council Actions	21 22	22 23	23 24	24 25
<p>3.1 - Shire owned facilities are renewed and maintained in a strategic manner to meet community needs.</p>	<p>3.1.1 - Manage Shire Assets sustainably using the Strategic Resourcing Plan.</p> <p>3.1.2 - Develop and implement online user maintenance request system</p>	✗	✗ ✗	✗	✗
<p>3.2 - Safe, efficient, and well-maintained road, and footpath infrastructure.</p>	<p>3.2.1 - Continue to improve the road and footpath network by maximising external funding sources and delivering infrastructure projects to a high standard.</p> <p>3.2.2 - Implement an effective, proactive road maintenance program that is sensitive to industry seasonality.</p>	✗ ✗	✗ ✗	✗ ✗	✗ ✗
<p>3.3 - A high standard of sustainable waste services.</p>	<p>3.3.1 - Develop and effectively implement Waste Management and Landfill Rehabilitation Project.</p> <p>3.3.2 - Continue to work towards a Regional Waste solution with NEWROC.</p>	✗ ✗	✗ ✗	✗ ✗	✗ ✗
<p>3.4 - Conservation of our natural environment for future generations.</p>	<p>3.4.1 - Support renewable energy initiatives and encourage further renewable industry development.</p> <p>3.4.2 - Partner with Wheatbelt NRM and DWER for future grant and project opportunities.</p> <p>3.4.3 - Increase community awareness and preparedness for the impacts of climate change and its major local risks such as bush fires.</p>	✗ ✗ ✗	✗ ✗ ✗	✗ ✗ ✗	✗ ✗ ✗



OUR ORGANISATION



COMMUNITY PRIORITIES AND COUNCIL ACTIONS BY STRATEGIC PILLAR

Community Priorities

We know we are succeeding when

4.1 - Open and transparent leadership.

- Audits confirm we deliver sound strategic planning, financial and asset management practices.

4.2 - Investment in the skills and capabilities of our elected members and staff.

- Elected members are trained and supported to make well informed decisions.

- We invest in the wellbeing and development of staff.

4.3 - Forward planning and delivery of services and facilities that achieve strategic priorities.

- We provide a high standard of customer service.

- We report performance against targets in our plans to council and the community.

- We are recognised for working together in a manner that benefits of our local community, the business sector and the region.



Community Priorities	Council Actions	21 22	22 23	23 24	24 25
<p>4.1 - Open and Transparent Leadership.</p>	<p>4.1.1 - Ensure the use of resources is effective, efficient and reported regularly. (e.g. Financial Management)</p> <p>4.1.2 - Identify business improvement opportunities to enhance operational effectiveness. (e.g. implement any recommended actions from audit/OAG reports)</p> <p>4.1.3 - Develop and implement Customer Service Charter & External Stakeholder communication plan.</p>	<p>✗</p> <p>✗</p>	<p>✗</p> <p>✗</p> <p>✗</p>	<p>✗</p> <p>✗</p> <p>✗</p>	<p>✗</p> <p>✗</p>
<p>4.2 - Investment in the skills and capabilities of our elected members and staff.</p>	<p>4.2.1 - Promote continued professional development amongst elected members and staff.</p> <p>4.2.2 - Progress 'Team Koorda' initiative. (e.g. Workforce Plan)</p>	<p>✗</p> <p>✗</p>	<p>✗</p> <p>✗</p>	<p>✗</p> <p>✗</p>	<p>✗</p> <p>✗</p>
<p>4.3 - Forward planning and delivery of services and facilities that achieve strategic priorities.</p>	<p>4.3.1 - Actively participate in regional collaboration initiatives. (e.g. NEWROC regional subsidiary)</p> <p>4.3.2 - Regularly report on progress of strategic plan initiatives using a quarterly score card.</p>	<p>✗</p> <p>✗</p>	<p>✗</p> <p>✗</p>	<p>✗</p> <p>✗</p>	<p>✗</p> <p>✗</p>

STRATEGIC PRIORITIES

Community members were asked to rank the following strategic priorities in order of importance to them with the resulting order being;

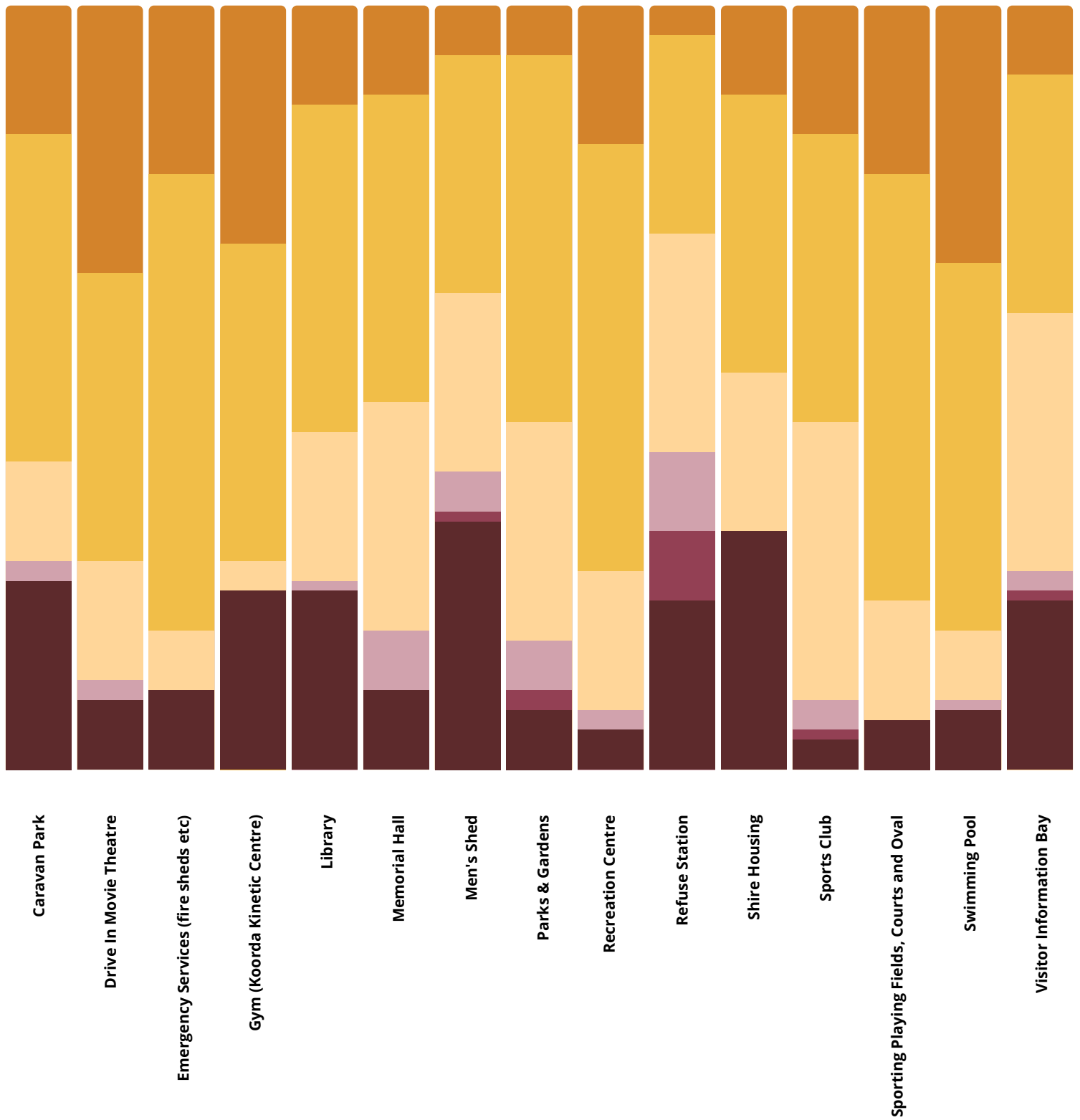
Strategy	High Priority	Medium Priority
Access to health services	82%	17%
Bush fire prevention and control	65%	32%
Road and footpath network	65%	30%
Safety and security	59%	32%
Facilities, services and care available for seniors	56%	32%
Sport and recreation facilities	55%	38%
Economic development	43%	50%
Access to services and facilities for people with disabilities	43%	31%
Development of Town Centre	41%	48%
Services and facilities for youth	36%	56%
Natural resource management	34%	49%
Tourism development	32%	57%
Community events organised by the Shire and CRC	30%	51%
Events, arts and cultural activities	17%	51%

COMMUNITY FACILITIES

Facility	Service Objective
Caravan Park	To provide an attractive, safe and inviting facility and experience for visitors to help grow tourism.
Community Buildings, Halls & Public Toilets	To provide meeting places and facilities that are valued by the community and well used.
Drive In Movie Theatre	To provide a unique and entertaining experience for local people and tourists.
Emergency Services (fire sheds etc)	To provide fit for purpose facilities for essential emergency services.
Library	To provide library services that engage the local community and encourage life-long learning.
Parks & Gardens	To manage and maintain parks and gardens, so that they are attractive and well used.
Refuse Station	To provide waste services which are convenient to the community while meeting our legislative requirements.
Shire Housing	To provide fit for purpose housing that attracts and provides a comfortable home to key stakeholders and staff.
Sporting Playing Fields, Courts and Oval	To provide sporting facilities and a meeting place that is valued by the community and well used.
Swimming Pool	To provide a safe and active facility for children and families to enjoy.
Visitor Information Bays	To provide inviting spaces to visitors in prominent places that provides information and makes them want to stay.

HOW OUR COMMUNITY RATED OUR COMMUNITY FACILITIES

Do Not Use
 Poor
 Below Average
 OK
 Good
 Excellent

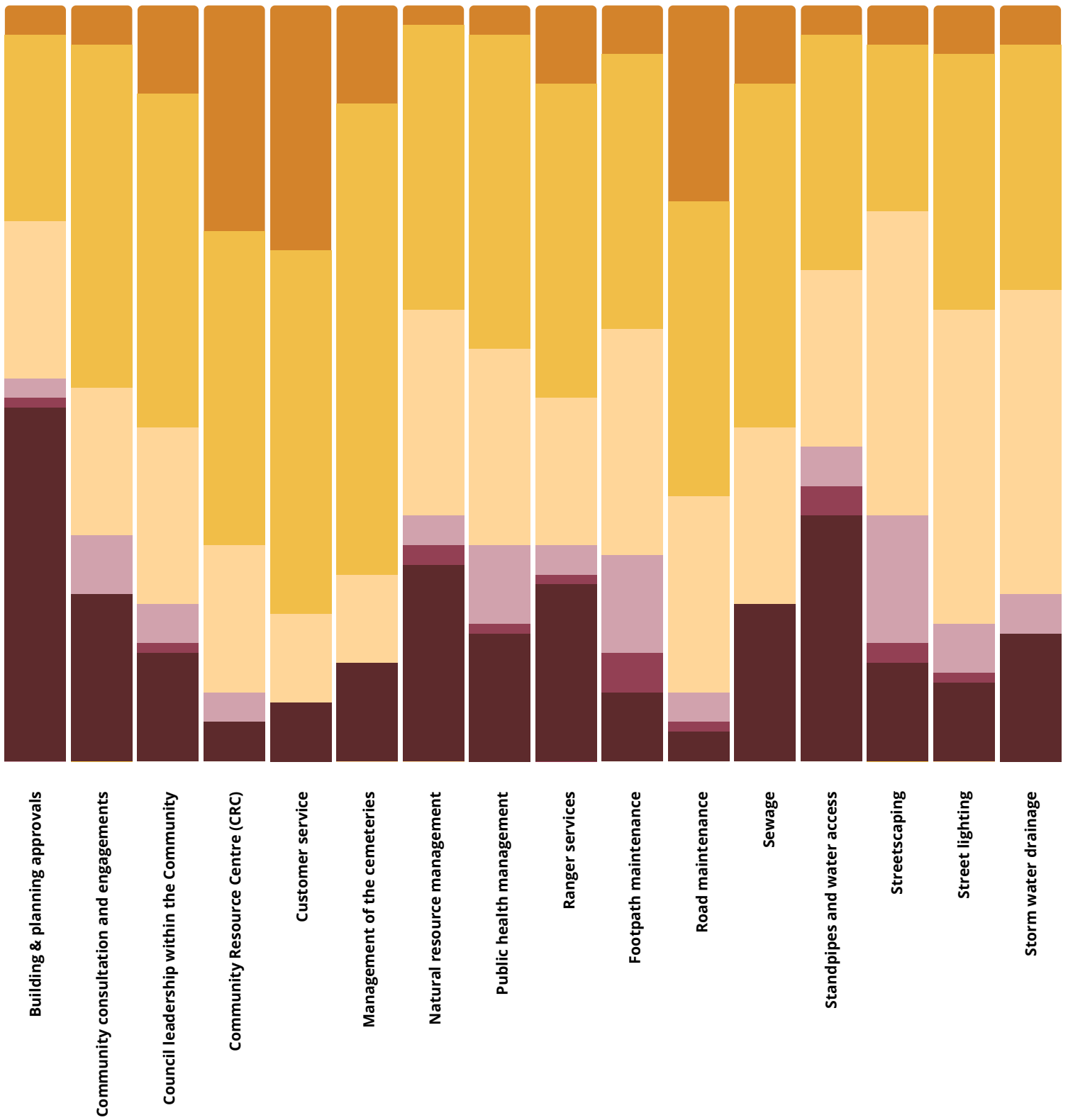


SHIRE SERVICES

Asset Group	Service Objective
Building & planning approvals	To develop the shire and its infrastructure while ensuring compliance with legislative requirements.
Community consultation and engagements	To keep the community informed through various communication platforms and involve them in relevant issues, events and projects.
Council leadership within the Community	To connect with and listen to local people and provide a clear and consistent strategic direction.
Community Resource Centre (CRC)	To provide a central meeting space for the community which supports business and volunteer groups and promotes tourism.
Customer service	To provide a high level of customer service and access to convenient payment options.
Management of the cemeteries	To provide a peaceful and dignified place to bury our dead so that they can be visited by and remembered by loved ones.
Natural resource management	To conserve, enhance, promote, and rehabilitate the natural environment to ensure appropriate management and use.
Public health management	To provide health services that contributes to the health and wellbeing of local residents and visitors.
Ranger services	To monitor and enforce compliance with relevant legislation and local laws.

HOW OUR COMMUNITY RATED OUR SHIRE SERVICES

Do Not Use
 Poor
 Below Average
 OK
 Good
 Excellent



COMMUNITY INFRASTRUCTURE

Asset Group	Service Objective
Drainage & Stormwater	To plan, renew and maintain infrastructure to a safe operating standard in a manner that meets the needs of our community.
Footpaths	To plan, renew and maintain infrastructure to a safe operating standard in a manner that meets the needs of our community.
Roads	To plan, renew and maintain infrastructure to a safe operating standard in a manner that meets the needs of our community.
Sewerage	To plan, renew and maintain infrastructure to a safe operating standard in a manner that meets the needs of our community.
Street Lighting	To plan, renew and maintain infrastructure to a safe operating standard in a manner that meets the needs of our community.

COMMUNITY ENGAGEMENT

Purpose	To share information, gather views and opinions, develop options, build consensus, and make effective decisions that consider stakeholder input.
Guiding Principles	<p>Taken from iap2 seven drivers of contemporary engagement practice:</p> <ul style="list-style-type: none">• Based on the belief that those who are affected by a decision have the right to be involved in the decision-making process.• Includes the promise that the public's contribution will influence the decision.• Promotes sustainable decisions by recognising and communicating the needs and interests of all participants including decision makers.• Seeks out and facilitates the involvement of those potentially affected by or interested in a decision.• Seeks input from participants in designing how they participate.• Provides participants with the information they need to participate in a meaningful way.• Communicates to participants how their input affected the decision.
Key Inputs	<ul style="list-style-type: none">• Community Engagement Toolkit.• Various engagement techniques that are identified for each engagement activity such as Community and Stakeholder workshops, Surveys, Social Media, Face to Face Interviews, Submissions, Pop up engagement hubs.
How Reviewed	<ul style="list-style-type: none">• By ensuring feedback received is used to inform the decision-making process.
How Reported	<ul style="list-style-type: none">• Consultation section of Ordinary Council Meeting items.• Summary of key engagement activities in the Annual Report.

RESOURCE MANAGEMENT (INTEGRATING ASSET, FINANCE, AND WORKFORCE PLANNING)

Purpose	To use our people and resources to protect and enhance our infrastructure and natural environment and to deliver Shire services in a financially sustainable manner.
Guiding Principles	<ul style="list-style-type: none">• Sustainable financial performance.• Well informed investment decisions.• Skilled and motivated workforce.• Improved management of risk.• Improved social responsibility.• Demonstrated compliance.• Enhanced community consultation.
Key Inputs	<ul style="list-style-type: none">• Resourcing Plan.• Asset condition data.• Community service level expectations.• Technical and quality requirements.
How Reviewed	<ul style="list-style-type: none">• Annually to update financial modelling using current data.• Major review of the Resourcing Plan every 4 years.
How Reported	<ul style="list-style-type: none">• Quarterly Update.• Annual Report.• Plant Replacement and Utilisation reporting.• Asset ratios.

RISK MANAGEMENT

Purpose	To ensure that relevant risks and opportunities have been identified, assessed and mitigated as part of any decision or action.
Guiding Principles	<ul style="list-style-type: none">• Integral part of organisational processes.• Informs decision making.• Explicitly addresses uncertainty.• Systematic, structured, and timely.• Based on the best available information.• Tailored to suit environment.• Takes human and cultural factors into account.• Transparent and inclusive.• Facilitates continual improvement and enhancement of the organisation.
Key Inputs	<ul style="list-style-type: none">• Risk Reporting Framework .• Governance Compliance Calendar.• Officer Reports.
How Reviewed	<p>Risk Management and Governance falls on all levels of the organisation including Council, the Management Team, Staff and Persons who perform functions or deliver services on behalf of the Shire.</p> <ul style="list-style-type: none">• Council is responsible for ensuring that Council strategy and operations are managed within an effective risk management framework.• The Audit Committee, working with the CEO is responsible for reviewing the risk exposure of the Council and recommending to Council the acceptable level of risk tolerance.• Regulation 17 review every 3 years.
How Reported	<ul style="list-style-type: none">• Risk section of Ordinary Council Meeting Items.• Audit Committee meeting minutes.

