

COMMUNITY PRIORITIES	COUNCIL ACTIONS	STATUS	COMMENTS
1.1 - Local people feel safe, engaged, and enjoy a healthy and peaceful lifestyle.	1.1.1 - Maintain strong working relationships with State Agencies. (e.g. WAPOL, Department of Education and WACHS)	Ongoing	Working with the Primary School for 2024 ANZAC Service. Annual Book Award donations paid to neighbouring Schools (Koorda PS, Cadoux PS, Kalannie PS & Wyalkatchem DHS). Council and the Executive Management team continue advocacy for local services. President and ACEO are meeting with WAPOL and WACHS at the 2023 Heads of Agency Breakfast in September to ensure local issues are known and advocacy around improved services are heard. Working with the Health Centre to ensure equipment remains maintained and in working order. Repairs undertaken on blood spinner.
	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.	Ongoing	President and CEO in regular partnership with Shire of Wyalkatchem regarding current and future doctor services. Wyalkatchem has engaged an agency to secure an interim locum service while a tender is conducted for a new service provider. Continued advocacy with WACHS for Koorda Nursing Post Services. Ongoing Liaison with Shire of Wyalkatchem for the future continued provision of GP services.
	1.1.3 - Facilitate and support events that promote the region and deliver a positive economic impact.	Ongoing	Discussions underway with Koorda CRC to develop an substantial event to attract a new cohort of visitors to the town. Priority is for any event to have minimal sunk costs and as such risk to shire. Koorda Community Grants Program (CGP) rolled out in October aims to facilitate and support local events. Annual Contribution towards P&C Community Christmas Tree. Liaison with Koorda CRC for upcoming "Street Party" planned for 14 October. Policy Review Committee investigated Community Grants and will work on the policy and framework to be roll them out in 2023/2024 Budget. (The guidelines look at supporting local events)
1.2 - Local volunteer groups supported through initiatives that reduce volunteer fatigue and strengthen their resilience.	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.	Ongoing	Consultation with Sports Groups and Organisations currently being undertaken to determine the best management model for the Recreation Centre following upgrades. Koorda CGP emails to promote community capacity and encourage people and organisations to help themselves, with the inclusion to support the purchase of equipment or assistance towards workshops/projects. Community Awards to be presented 15th December at Community Christmas Tree. Council provided principal support to local Town Team RAC grant application for 3 projects within the Koorda townsite. Council are working on a "Koorda Awards" program, in lieu of the annual Australia Day awards to recognise local volunteers. President & CEO meet with CRC and local Town Teams volunteers to discuss future initiatives and funding application.
	1.2.2 - Develop and implement a Community Grants Program.	100%	Koorda Community Grants Program (CGP) rolled out in October open from the 1st - 30th November. A pool so \$10,000 is available with groups being able to access up to \$5,000 per application. Applications to be determined by the CGP Committee in December. Successful projects to be acquitted by 25 June 2024.

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	1.2.3 - Make available a list of current grant opportunities to local businesses, clubs and community groups.	Ongoing	Local businesses, clubs and community groups may liaise directly the Koorda CRC (as the Shire's Contract Community Development Officer) for access to its GrantGuru subscription and assistance with any subsequent preparation of grant applications. Weblinks to free online grant directories (GrantGuru and wa.gov.au) also available on the Shire's website.
1.3 - Emergency services are supported with effective planning, risk mitigation, response, and recovery.	1.3.1 - Work with emergency service stakeholders to ensure the Shire and Volunteers meet WHS standards.	Ongoing	Upcoming BFAC meeting planned for 27th March to discuss training and WHS for Volunteers. Further meeting planned for August. LEMC and Bushire Advisory Committee (BFAC) Meetings held 7 September 2023. BFAC meeting tabled new Work Health and Safety Legislation and aims to work through training and PPC/PPE requirements. An MOU with GECZ Shires regarding shared resources during local emergency situations has been developed. NEWROC Shires working on scope to complete an Emergency Services/ Resources Audit.
	1.3.2 - Conduct regular LEMC meetings and exercises.	Ongoing	LEMC meeting planned for 27th March. Agenda item to discuss/debrief following extended power outages in January. Additional meetings scheduled for 27/06, 29/08 & 28/11. LEMC Meetings held 29/06/2023, 07/09/2023 and 30/11/2023. Desktop exercise undertaken 30/11/2023. Participation in NEWROC Emergency Management Day at Trayning on 15/03/2023 includes case study/exercise.
	1.3.3 - Investigate regional emergency service arrangements. (Policies, procedures, risk management plans).	Ongoing	An MOU with GECZ Shires regarding shared resources during local emergency situations has been developed. NEWROC Shires working on scope to complete an Emergency Services/ Resources Audit. NEWROC Emergency Management Day on 15/03/2023 arose from and part of NEWROC emergency management initiatives discussed at NEWROC meeting on 28/11/2022.
2.1 - Our local economy grows in a sustainable manner.	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.	Ongoing	Amendment (#3) to the Koorda Local Planning Scheme No. 3. was initiated by Council at the February 2024 Ordinary Council Meeting to "Amend Table 1 - Zoning Table to modify the permissibility of a 'Grouped dwelling' in a 'Rural' zone from an 'X' use to a 'D' use." An Application was received from CBH for an Amendment (#2) to the Koorda Local Planning Scheme No. 3. Allocation in 2023/24 Draft Budget to update the Local Planning Scheme to allow for more than one dwelling on a rural land parcel.

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	2.1.2 - Advocate regionally to reduce economic barriers such as access and reliability of water, electricity, logistics infrastructure and telecommunications.	Ongoing	<p>Participate and assist NEWROC political advocacy campaign to redress power and telecommunication infrastructure issues highlighted by January storms. Successful Seroja Resilience Funding Application. Projects/initiatives completed under this scheme;</p> <ul style="list-style-type: none"> - Purchase of new Fire Tender for the far North of the Shire - Purchase and installation of 5 x 32,000L water tanks to enhance the access of water for bushfire emergencies. - Upgrade of plumbing at the Koorda Memorial Hall, being the second designated Evacuation Centre. Projects still to be completed; - Additional Ablution Block and Generator at Koorda Recreation Centre, being the first designated Evacuation Centre. - Portable Communications Tower - 3 x generators (1 x Health Centre & 2 x Portable) <p>Liaison between Telstra and the Community regarding localised outages.</p>
	2.1.3 - Investigate the viability of a Business/Economy grant program.	On Hold	<p>Following the roll out of the Community Grants Scheme, and review after the first year, feedback will be sought to determine the appetite for any other such grants. Policy to be developed as part of Council's policy review project</p>
	2.1.4 - Promote business network development and collaboration. (e.g. CRC business after dark and Wheatbelt Business Network)	Ongoing	<p>CEO meeting with local Business Owners on March 26th at Koorda IGA for a meet and greet. Koorda CRC facilitated Backpacker sundowner function 03/04/2023. Townscape Plan Shire and CRC have met to discuss 'Meet and Greet' function early 2023.</p>
	2.1.5 - Activate the town centre through community inspired street scaping and initiatives.	Ongoing	<p>Directional Town Signage arrived, and to be installed. Quotes sought for decorative bin covers along main street.</p> <p>Quotes sought for direction town signage. Draft signage planned as per the 2023/24 Townscaping Budget. Planting of large pots along the parking/tourist area on Railway Street has been undertaken to enhance the area. Staff met with sign writers to look at options for Townsite stack signs and heavy vehicle parking. Assisted with Koorda Community Garden water harvesting and reticulation.</p>
2.2 - Tourism helps to diversify and grow our local economy.	2.2.1 - Contribute to regional tourism marketing campaigns. (e.g. NEWTRAVEL/Wheatbelt Way)	Ongoing	<p>Additional contribution provided to NEWTRAVEL to support regional events officer. NEWTRAVEL currently investigating the viability and framework to provide a local event support coordinator to assist with local events. Continuing support of NEWTRAVEL in 2023/24 Draft Budget. NEWTRAVEL membership continued and meetings attended</p>
	2.2.2 - Work towards a high standard of tourism assets and information. (Yalambee, Caravan Park & tourist information boards and brochures)	Ongoing	<p>Quotes sought for Yalambee & Caravan Park entry signs. Final works at Caravan Park (Limestone retaining wall and ablution cover) to be finalised before June 2024.</p> <p>Yalambee and Caravan Park Upgrades entry signage left to complete. At Budget Review, a shelter over the Caravan Park Ablutions will be investigated to ensure there is full walk around cover from the Campers Kitchen out to the last ablutions. Signage will be updated around town as part of the Town scaping Budget Allocation.</p>

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3.1 - Shire owned facilities are renewed and maintained in a strategic manner to meet community needs.	3.1.1 - Manage Shire Assets sustainably using the Strategic Resourcing Plan.	Ongoing	Strategic Resourcing Plan to be updated inline with Integrated Strategic Plan review, and will feed into the 2024/2025 Budget. Allocation in the 2023/24 Budget for the updating of the Strategic Resourcing Plan. Asset Revaluations have included condition reporting to ensure staff can monitor individual asset conditions when considering current and future updates and recommended replacement plans. Significant degree of work on Rec Ground Pavilion upgrade. CWA Hall ceiling works completed and floor coverings now being replaced. 2022/23 Shire Budget adopted 29/06/2022 informed by Strategic Resourcing Plan
	3.1.2 - Develop and implement online user maintenance request system	100%	Continuing community education in the platform available to log requests. Works requests via Shire website now available
3.2 - Safe, efficient, and well maintained road, and footpath infrastructure.	3.2.1 - Continue to improve the road and footpath network by maximising external funding sources and delivering infrastructure projects to a high standard.	Ongoing	Another comprehensive road works program was adopted within the 2023/24 budget. LRCI Phase 4b was announced with Koorda being allocated approx \$253k for regional roads, footpath, parking bay projects etc. Construction of a new footpath on Haig Street. Allocation in 2023/24 Draft Budget for a new footpath on Greenham Street (North). 100% of Regional Road Group recoups completed. Roads proposed for RAV network change undergoing MRWA for assessment. Works undertaken on Mulji and Koorda-Kulja Roads. Shire staff commenced a restricted access vehicle research project to assist Council review its existing RAV ratings for local roads. Regional Road Group-supported sealing works completed on Dowerin-Koorda Road and Burakin-Wialki Road.
	3.2.2 - Implement an effective, proactive road maintenance program that is sensitive to industry seasonality.	Ongoing	WSFN Delivery Plan for 2023/2024 includes a budget allocation of \$100,000 for the Koorda-Wyalkatchem Road (slk: 11.14 – 17.30) to commence preparation works with clearing permits, road designs & soil testing for future upgrades. Maintenance grading undertaken as required subject to road construction requirements (as per 3.2.1). Urgent gravel road grading works prioritised during harvest 2022.
3.3 - A high standard of sustainable waste services.	3.3.1 - Develop and effectively implement Waste Management and Landfill Rehabilitation Project.	Ongoing	Council Closure Management Plans will be implemented once there is an outcome on a NEWROC Regional Landfill site. Council adopted a Waste Management Plan and Koorda Landfill Closure Management Plan in November 2022.
	3.3.2 - Continue to work towards a Regional Waste solution with NEWROC.	Ongoing	CEO and Councillors attended field trip at the Bendering Regional Refuse Site in the Shire of Kondinin, and additional visit to the Narembeen Transfer Station to gauge concepts for the NEWROC Regional Waste solution. At the November 2023 Council meeting, Council endorsed an application by NEWROC to the Federal Government's Regional Precincts Partnership Program for waste management planning. Wyalkatchem Landfill facility (probable NEWROC regional waste site) nearing completion of DWER clearing assessment. NEWROC waste project still under consideration.
3.4 - Conservation of our natural environment for future generations.	3.4.1 - Support renewable energy initiatives and encourage further renewable industry development.	Ongoing	EOI for solar power and battery back up system for the Recreation Centre submitted as a group application with NEWROC. Proposed participation in NEWROC-wide electric vehicle (EV) included in Mar 2023 council budget review. Currently working through NEWROC on its energy project

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	3.4.2 - Partner with Wheatbelt NRM and DWER for future grant and project opportunities.	Ongoing	Liaison with Wheatbelt NRM to secure free trees to replant dead trees in avenue of trees and trees around town. Participated and promoted DPIRD pest parrot and cockatoo management strategy consultation. DWER and Shire collaborating to install water tank at Mt Collier Dam
	3.4.3 - Increase community awareness and preparedness for the impacts of climate change and its major local risks such as bush fires.	Ongoing	CEO participated in WALGA online EM-SAP webinar (Emergency Management Sector Adaption Plan) on consideration and requirements for emergency services adapting to climate change impacts. Discussions at LEMC & Bush Fire Advisory Committee Meetings held 7/09/2023 regarding upcoming bush fire season. Updates to Shire Website to ensure Fire & Emergency Service information is easily accessible. Due to prevailing bush fire risk, prohibited burning period extended by two weeks. NEWROC emergency management day includes briefing and discussion on climate change impacts on NEWROC communities. Promotion of firebreak, total fire ban and harvest and movement ban requirements completed.
4.1 - Open and Transparent Leadership.	4.1.1 - Ensure the use of resources is effective, efficient and reported regularly. (e.g. Financial Management)	Ongoing	Final audit visit undertaken in Aug/Sept. Quarterly report update on actions taken in regard to the FMR report. Interim Audit undertaken in May. Action Plan for improvements identified in Moore Australia FM & Reg 17 Review to be tabled at Audit Committee and Council Meetings in June. Unqualified ('clean') 2021/22 external audit completed Dec 2022.
	4.1.2 - Identify business improvement opportunities to enhance operational effectiveness. (e.g. implement any recommended actions from audit/OAG reports)	Ongoing	Continued improvements being worked on by the Executive Management team inline with the Financial Management Review undertaken by an external Consultant in May 2023. 63% of recommendations have been completed, 9% almost complete, 16% commenced and 12% yet to commence. Continued improvement opportunities identified and implemented as staff work through the FMR Report and recommended actions. Utilising OAG reports and recommendations (Verifying Employee Identity & Credentials) during procedure and policy creation. OAG management letter items referred to Shire administration Dec 2022. 2022 DLGSC Compliance Audit Return to 22/03/2023 Audit and Council meetings.
	4.1.3 - Develop and implement Customer Service Charter & External Stakeholder communication plan.	Ongoing	Draft Customer Service Charter included in the March 2024 Council Meeting Agenda for Council consideration/endorsement. Community Engagement Charters are being considered as part of the Local Government Act Reform. The first tranche included a number of important non-electoral changes, some of which are to be implemented on proclamation, but most require the development of regulations and guidance materials before being implemented. These regulations and materials will be created via consultation with the local government sector. Most of these reforms will not be ready for implementation until 2024.

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4.2 - Investment in the skills and capabilities of our elected members and staff.	4.2.1 - Promote continued professional development amongst elected members and staff.	Ongoing	<p>Two Admin Staff have signed up for a Cert 3 in Local Government being run by WALGA. Elected Member training underway for 2023 Elected Members. Business case to be presented to council for additional senior staff development aligned with role responsibilities.</p> <p>Creation and implementation of a comprehensive "Councillor Induction Program" for new Councillors. Elected Members attended the 2023 WALGA Convention in September.</p> <p>Continuing Professional Development for Elected Members has been endorsed by the Policy Review Committee and Council in June 2023.</p> <p>Allocation in the 2023/24 Budget for Staff training. Staff Training opportunities identified during annual performance reviews.</p>
	4.2.2 - Progress 'Team Koorda' initiative. (e.g. Workforce Plan)	Ongoing	<p>Introduction of monthly "Crewsletter" in September which goes to all staff members. Staff encouraged to send in any topics they would like considered/project highlights to be included.</p> <p>Monthly updates on Council Decision, upcoming events and other important information.</p> <p>Staff Meeting held in August to go through new Employee Code of Conduct and Employee Policy creation and implementation.</p> <p>Majority of staff participated in corporate skin cancer screening program on 14/03/2023. From 01/01/2023 Shire now under WA Industrial Relations system.</p>
4.3 - Forward planning and delivery of services and facilities that achieve strategic priorities.	4.3.1 - Actively participate in regional collaboration initiatives. (e.g. NEWROC regional subsidiary)	Ongoing	<p>Continued attendance at NEWROC Council & Executive Meetings and Quarterly GECZ Meetings. NEWROC Regional Subsidiary still a work in progress.</p>
	4.3.2 - Regularly report on progress of strategic plan initiatives using a quarterly score card.	Ongoing	<p>Quarterly reports tabled at Audit and Council Meetings, and following endorsement advertised in the Narkal Notes and on the Shire Website.</p>

WORKFORCE OBJECTIVES	ACTIONS/DELIVERABLES	OWNER	DONE	STATUS	COMMENTS
1 - Attracting and selecting the right people	1.1 - Develop an employment brand for the Shire of Koorda.	DCEO	✓	100%	Completed 2021/2022.
	1.2 - Provide flexible work arrangements and promote the positive workplace.	EMT	✓	100%	Flexible arrangements in place
	1.3 - Develop an appropriate induction and orientation process.	EMT & Payroll	✓	100%	New employee packs developed and provided.
2 - Developing a flexible, innovative and capable workforce	2.1 - Encourage employees to identify professional development and training opportunities.	EMT & all employees		Ongoing	DCEO has drafted Operational Policies for review by EMT on Professional Development Part of annual performance reviews completed July 2022. Continued improvements being worked on by the Executive Management team inline with the Financial Management Review undertaken by an external Consultant in May 2023. 63% of recommendations have been completed, 9% almost complete, 16% commenced and 12% yet to commence.
	2.2 - Continually review and upgrade finance and administration systems to improve performance.	DCEO & Finance		75%	Any improvements that have been identified in the FMR report will be looked into to improve efficiencies. New finance system implementation progressing well. Will monitor Audit Report and recommendations to determine if any improved modules are required in the future.
	2.3 - Encourage all staff to contribute to a workplace culture that values safety and eliminates workplace injuries.	EMT & all employees		50%	Regional Risk Co-ordinator undertaking an OHS workshop with the Works Crew on 3 April to discuss OHS roles and responsibilities and Safe Work Method Statements. Code of Conduct adopted. To continue encouraging staff to contribute to workplace culture in regard to workplace health and safety.
3 - Retaining and engaging our valued workforce	3.1 - Provide opportunities for staff to act in other roles that will support their development.	EMT		Ongoing	Ongoing.
	3.2 - Foster and value openness by encouraging effective communication throughout the shire.	EMT & all employees		Ongoing	Introduction of monthly "Crewsletter" in September which goes to all staff members. Staff encouraged to send in any topics they would like considered/project highlights to be included. Monthly updates on Council Decision, upcoming events and other important information. Employee Code of Conduct workshop help with staff 24 July 2023 to understand the changes to the new Code of Conduct adopted 1 July 2023.
	3.3 - Review current meeting structure and introduce meetings that improve performance.	EMT		25%	Informal meetings currently take place when/if required to ensure all staff members are on the same page for an upcoming event or task. To work on a more structured toolbox/meeting plan as part of the Risk Profile review recommendations.
	3.4 - Encourage participation in whole of organisation social activities.	EMT & all employees		Ongoing	Well attended and successful (based on comments received) Christmas function on 02/12/2022.
	3.5 - Review our performance management framework and create a simplified performance review process that aligns to our strategic objectives.	EMT & Payroll		75%	DCEO has drafted a "Performance and Development Review Policy and Procedure" which is to be reviewed by the EMT before Staff consultation and adoption. Updated performance review templates used for 2023 reviews. To monitor templates to ensure they remain relevant to employees positions. WALGA templates being considered by EMT early 2023
4 - Developing a strategic workforce for improved performance	4.1 - Develop an Employee Code of Conduct.	EMT	✓	100%	Employee Code of Conduct adopted 1 July 2023. Staff workshop held in August to go through the Code of Conduct and new Employee Secondary Employment Policy.
	4.2 - Develop position-based information that includes job task instructions, key contacts, and a calendar.	EMT		50%	Comprehensive procedures exist for majority of tasks being undertaken by the Admin team. As part of the Risk Profile, works will commence on developing position based information for the Outside crew. Key contact lists are available throughout the organisation, and a corporate calendar exists for important events.
	4.3 - Develop succession plans for key roles.	EMT		25%	Recent vacancies and appointments have attracted a younger demographic
	4.4 - Develop a contemporary suite of human resource policies and procedures.	EMT & Payroll		50%	The DCEO has drafted the below policies for consideration by the EMT before referral to the staff for comment prior to adoption. - Annual Leave & Long Service Leave Management - Disciplinary Policy - Discrimination, Harassment and Bullying Policy - Employee Recruitment and Selection - Grievance Policy - Performance and Development Review Policy and Procedure - Performance Improvement Policy - Social Media - Employees HR forms have undergone a brand refresh aligning with WALGA templates to ensure consistency and relevancy. Being considered as part of Council's policy review project. Policy manual split up to separate "Council" and "Organisational/Staff" policies. Once the Council Policy Review is complete, staff will undertake a review of the Organisation/Staff Policy Manual and use OAG Reports/Recommendations and WALGA Policy templates to ensure current policies are contemporary and compliant.