

Shire of Koorda - Integrated Strategic Plan 2024

Current Review Period : January - March 2025

COMMUNITY PRIORITIES & ACTIONS		COMMENTS
1.1: Local people feel safe, engaged, and enjoy a healthy and peaceful lifestyle.		
1.1.1 - Schedule of quarterly President and CEO meetings with regional representatives from: WAPOL, WACHS and Department of Education representatives.		Discussion with Koorda WAPOL OIC regarding emergency preparedness grant application. CBFCOWAPOL Meetings with WAPOL Koorda OIC. Planning for contacts/contingencies over Christmas/New Year period.
1.1.2 - Secure medical practitioner for Koorda for two days per week.		Pilates class being trialled at Recreation Centre from 18 March. Complete.
1.1.3 - Complete agreement with CRC to define and implement a schedule of events and activities to enhance community lifestyle and engagement.		CRC has suite of community activities scheduled at Volunteer Park. Ongoing weekly CEO meetings with CRC to develop community activities and leverage Shire assets/events.
1.2: Local volunteer groups supported through initiatives that reduce volunteer fatigue and strengthen their resilience.		
1.2.1 - Create a register of volunteers' skills and availability and hold an annual event (via CRC agreement) to recognise registered volunteers.		Community event to recognise and thanks Volunteers organised by CRC and held on 8 March at Volunteers Park. Deed of agreement signed with the CRC for the Community Development Officer Role. The CRC is to provide monthly updates to Council, which includes the creation of a volunteer skill register.
1.2.2 - Review and refine community grants program as required.		Community Grants Program to be reviewed with Policy Review. Review sought through acquittal process of inaugural Community Grants Program. Minor adjustments made to CGP Guidelines. To monitor acquittals and update program as required.
1.2.3 - Develop grants communication strategy in concert with CRC to alert community groups to opportunities.		Deed of agreement signed with the CRC for the Community Development Officer Role. The CRC is to provide monthly updates to Council, which includes the creation of a community grant alert.
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 DFES training and WHS standards.		Meeting with Koorda CBFCO regarding identification of Fire Weather Officers and potential for shire to access CESM resource with neighbouring shire. Senior Bushfire Volunteer Training undertaken 12 & 13 March for succession planning. Initial discussions with Chief Bushfire Officer regarding training and succession planning. Recommence following harvest.
1.3.2 - Conduct regular LEMC and BFAC meetings and exercises with outcomes reported to community.		LEMC & BFAC Meetings scheduled for Wednesday 26 March. Undertaking review of bushfire policies and looking at draft bushfire operational procedures. LEMC meeting held 28 November 2024.
1.3.3 - Establish closer links to regional emergency services and participate in regional exercises.		Quarterly attendance at District Emergency Management Committee (DEMC) Meetings. Koorda LEMC planning annual exercise for 2025 and will investigate regional exercise scenario to increase participation and promote regional collaboration. Great Eastern Country Zone signed an MOU in 2022 for resource sharing during bushfires.
2.1: Our local economy grows in a sustainable manner.		
2.1.1 - Review planning framework and scheme to ensure contemporary and compliant and engage community and business input to confirm will meet needs and expectations of stakeholders.		LPS Amendment 2 (L19 Orchard St) and 3 (Grouped Rural Dwellings) advertised in Government Gazette.
2.1.2 - Develop continuity plans for power and telecommunications infrastructure and advocate requirements with other levels of government and regional stakeholders as required.		NEWROC executive meeting (25 Feb) advised two Koorda Telstra sites enabled for emergency power connection however Telstra decline to engage shire in program. Shire to conduct community survey on connectivity and emergency communication services. NEWROC meeting (26 Nov) update on EO work to secure ATUs for Shire. Minister commitment to CEO to investigate inclusion of Koorda. WDC investigating inclusion of Koorda with Telstra dependent on neighbouring connectivity. Telstra will not permit Shire to purchase ATUs.
2.1.3 - Develop local supplier panel to support and streamline local purchasing by Shire.		
2.1.4 - Create economic development strategy in consultation with community and business to identify unique proposition and operational barriers.		NEWROC economic development strategy completed. Provide basis for local consultation.
2.1.5 - Complete community infrastructure projects including Business Buzz and Green Heart townscape projects, and the Recreation Precinct phases 2 and 3.		Recreation Ground site has been handed over the Contractor, and early stages of demolition have commenced. Green Heart Project Plan completed November 2024. Tender for Recreation Precinct upgrades to be considered at December 2024 Special Council Meeting.
2.1.6 - Develop Shire Housing Strategy to include expanded short-term and worker accommodation.		NEWROC Housing Survey currently underway to gauge accommodation needs from local businesses. Council endorsed participation in Wheatbelt Development Commission housing investigation to produce a housing strategy for the Shire at the November 2024 OCM.

2.2: Tourism helps to diversify and grow our local economy.	
2.2.1 - Undertake redevelopment of Drive-In facilities and develop and implement promotion strategy.	Drive-In Renovation project on hold to investigate supporting grant funding.
2.2.2 - Investigate enhancing tourist experience with free Wi-Fi at Yalambee Units and Caravan Park.	TV dishes to be installed at Yalambee units in February as part of closure of rebroadcast service in June 2025. Ablution cover works at the Caravan Park have commenced.
2.2.3 - Investigate a unique event that leverages the Shire's assets to attract visitors and tourists.	
3.1: Shire owned facilities are renewed and maintained in a strategic manner to meet community needs.	
3.1.1 - Review asset management program to include asset life planning and replacement with defined scheduled maintenance program.	Executive Management Team participated at a workshop on 7 March for updating the Shire of Koorda Strategic Community Plan, which incorporates the Long Term Financial Plan and Asset Management Plan.
3.1.2 - Develop and implement online user maintenance request system.	System implemented. To continue improvements to streamline end user experience and increase efficiencies within Shire.
3.2: Safe, efficient, and well maintained road, and footpath infrastructure.	
3.2.1 - Review and enhance existing road construction and maintenance strategy to align with changing funding provision and opportunities.	New policy under development on requests for private road construction, to be presented at April OCM. Tree removal planned for corner of Ninghan Rd and Railway St to redress damage to pavement and road.
3.2.2 - Road asset review to determine routes and develop works program required to support future industry requirements.	Item endorsed at August 2024 Council Meeting to facilitate local industry during harvest, by allowing critical roads to be afforded Restricted Access Vehicle ratings of RAV 7 for the period between 1 October 2024 to 31 January 2025 (Subject to specific conditions. Full list of roads available in minutes).
3.3: A high standard of sustainable waste services.	
3.3.1 - Construct waste transfer station to extend life of existing landfill and to prepare for regional solution.	Initial project outline presented at February OCM. Additional planning to be presented to April OCM. Draft survey prepared to circulate to Koorda owners/occupiers for the Koorda Refuse Site to be issued 17 March. CEO and Works Supervisor working on project proposal for Koorda Transfer Station.
3.3.2 - Continue to work towards a Regional Waste solution with NEWROC.	Shire of Mt Marshall confirmed with NEWROC identified site. November NEWROC meeting resolved that Mount Marshall and Wyalkatchem CEOs continue to develop costings for regional solution.
3.4: Conservation of our natural environment for future generations.	
3.4.1 - Develop Shire strategy for renewable energy options to trial prior to implementation.	NEWROC EO to report on renewable energy workshop on 27 November.
3.4.2 - Partner with Wheatbelt NRM and DWER for future grant and project opportunities.	Initial stages of WDC project to define Shire and region housing needs and capacity. Will provide basis for Shire housing strategy and subsequent grant applications.
3.4.3 - Identify climate change initiative that Shire can implement and involve community in development and implementation.	Switch Your Thinking has partnered with the Western Australian Government to deliver an Energy Efficiency Pilot Program during 2025, to help residents and small to medium-sized build energy literacy and implement energy efficiency measures. Launching in late-February, the Pilot Program is working with 55 local governments across Western Australia (Koorda being one) to provide access to relevant, accessible energy efficiency education (such as home energy audit kits and workshops. The Koorda Library houses a do-it-yourself "Energy Audit Kit" for residents/business owners to undertake energy audits at their home/business.
4.1: Open and Transparent Leadership.	
4.1.1 - Ensure efficient use of resources and that governance and operational compliance and reporting meets legislative and regulatory requirements.	Interim Audit undertaken 10-13 March. Audit Exit Meeting held in November 2024. Consideration of final Audit Report, Annual Financial Statements and Annual Report to be considered at December 2024 Meetings.
4.1.2 - Ongoing refinement of organisational structure and capacity, and alignment of resources with strategic Community, Economic and Environmental priorities.	CEO recruitment process complete. CEO recruitment item at December OCM. Council endorsed NEWROC Economic Development Strategy at August 2024 OCM.
4.1.3 - Develop communications strategy and scheduled tactics to engage and report outcomes to community and business stakeholders.	Renewed focus on use of Facebook with assigned staff resource.
4.1.4 - Initiate annual customer satisfaction and perceptions survey and report results to community.	Community surveys underway on worker housing, and waste dump improvements with a survey on communications planned for April.

4.2: Investment in the skills and capabilities of our elected members and staff.	
4.2.1 - Develop professional development programs for staff and elected members.	Management and follow up of outstanding Elected Member training requirements.
4.2.2 - Align staff culture development program with practical skills development and strategic planning.	All staff attended first aid training in July 2024
4.2.3 - Set Elected Member SAT band allocation at 80 per cent for Band 4 Local Government.	80% allocation included in 2024/2025 draft budget. Elected Members adopted the below allocations for the final 2024/2025 Budget; 43% President allowance, 26% President Annualised Meeting Fee and 45% Elected Member Annualised Meeting Fee.
4.3: Forward planning and delivery of services and facilities that achieve strategic priorities.	
4.3.1 - Enhance service delivery through mutually beneficial partnerships with neighbouring Local Governments and Band 1 Local Governments.	Partnership with the City of Wanneroo for Health Services and Shire of Chittering for Building Services.
4.3.2 - Report to Council progress of Council Actions using a quarterly score card and report results to community.	Advertised 2024 Integrated Strategic Plan review for comment to the community in July 2024.

Shire of Koorda - Workforce Plan 2022

Current Review Period : October 24 - December 24

WORKFORCE OBJECTIVE & ACTIONS	COMMENTS
1: Attracting and selecting the right people.	
1.1 - Develop an employment brand for the Shire of Koorda.	COMPLETED - Employment brand developed and utilised for all job vacancies.
1.2 - Provide flexible work arrangements and promote the positive workplace.	COMPLETED - Flexible arrangements in place.
1.3 - Develop an appropriate induction and orientation process.	COMPLETED - 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.	Final performance review of senior staff (DCEO and Works Supervisor) and annual planning/objectives scheduled for March to include training and development.
2.2 - Continually review and upgrade finance and administration systems to improve performance.	Executive Management Team investigating internal audit functions. NEWROC executive group to hold workshop in New Year to explore shared services opportunities. Shire terminated LG Best Practice reporting support.
2.3 - Encourage all staff to contribute to a workplace culture that values safety and eliminates workplace injuries.	CEO initial planning meeting with LGIS for Tier 2 Safety Assessment in September. Work Supervisor liaising with LGIS to reintroduce Take 5 job start program. LGIS 3 steps to safety assessment has been scheduled for early 2025.
3: Retaining and engaging our valued workforce	
3.1 - Provide opportunities for staff to act in other roles that will support their development.	Ongoing.
3.2 - Foster and value openness by encouraging effective communication throughout the shire.	Workforce Plan to be updated prior to June 2025. To engage with staff for a short employee satisfaction survey and use results to update the Workforce Plan. Consideration to align with long term financial planning project currently underway. Ongoing. Project to be implemented to review Workplace Plan and to include all staff input and consultation.
3.3 - Review current meeting structure and introduce meetings that improve performance.	Ongoing.
3.4 - Encourage participation in whole of organisation social activities.	Ongoing. Annual Christmas function well attended by Staff and Council Members.
3.5 - Review our performance management framework and create a simplified performance review process that aligns to our strategic objectives.	DCEO and Work Supervisor performance objectives to be finalised in March. Performance Management Framework in place is relevant. Annual reviews of framework undertaken before each review period to ensure it
4: Developing a strategic workforce for improved performance.	
4.1 - Develop an Employee Code of Conduct.	Completed. Annual employee acknowledgement of Code undertaken within June 2024 performance reviews.
4.2 - Develop position-based information that includes job task instructions, key contacts, and a calendar.	Documentation exists. To periodically review to ensure information is up to date and relevant.
4.3 - Develop succession plans for key roles.	To review/develop plans in line with 2022 Workforce Plan review.
4.4 - Develop a contemporary suite of human resource policies and procedures.	Policies being drafted for review and adoption.