

Shire of Koorda - Integrated Strategic Plan 2024

Current Review Period : July - September 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.	CEO met with new Koorda Primary School Principal OIC returned to Koorda - catch up meeting planned. Discussion with Koorda WAPOL OIC regarding emergency preparedness grant application. CBFCO/WAPOL 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.	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 reviewed and amendments made prior to round 1 for 2025/2026. Community Grants Program reviewed at June 2025 Governance Meeting. Next round is open from 1 July to 31 July with applications to be considered in August 2025. 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.	Grant Guru subscription renewed. 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.	Draft Bushfire Operational Guidelines considered at the September Bushfire Advisory Committee Meeting prior to final adoption. Application submitted to DFES for a shared CESM resource with the Shires of Mt Marshall & Mukinbudin. Response from DFES on hold awaiting funding from State Government (expected July 2026). 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.	Liaising with St John Ambulance to arrange a simulation exercise to include shire bushfire volunteers and works staff. Reviewed and amended Bushfire Policies to be considered at June 2025 Council Meeting. Plans have commenced for group LEMC exercise. Next LEMC meeting to be held Wednesday 25 June.
1.3.3 - Establish closer links to regional emergency services and participate in regional exercises.	CEO attended DFES two-day fire season preparation workshop in Bruce Rock and met with senior WAPOL and DFES representatives. Attended Emergency Management Webinar on Storm and Flood Preparedness. To attend via teams Quarterly District Emergency Management Committee (DEMC) meetings 18 June. 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.	Shire Tree Farming Policy has been adopted. CEO met with State Government Minister and representative to promote state adoption of rehabilitation scheme for tree farms and carbon sequestration projects. Draft Local Planning Policy - Tree Farms and Plantation Projects to be considered for endorsement at the June 2025 Council Meeting. Following this a public consultation period will commence for the community to provide any feedback before final adoption. 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.	CEO attended webinar on potential for new NBN low orbiting satellite trial to surpass need for Telstra ATU system during emergency loss of communications. Potential for NBN Raised with Telstra representative at NEWROC council meeting (27 May) prospect of Koorda staff being included in ATU training. Non committal response. 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.	Not commenced
2.1.4 - Create economic development strategy in consultation with community and business to identify unique proposition and operational barriers.	NEWROC progressing micro grid concept with update at NEWROC council meeting (27 May). 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.	Bowling Green project nearing completion. Bowling Green re-locations currently underway at Recreation Centre. Council to consider preferred Recreation Centre Management Model at June 2025 Council Meeting in a hope to liaise with clubs to finalise the preferred model. Railway Street truck bay works complete. Footpath works almost complete for new footpaths on Greenham Street (North) and Scott Street (East) Green Heart Project Plan completed November 2024.
2.1.6 - Develop Shire Housing Strategy to include expanded short-term and worker accommodation.	First draft of NEWROC Housing Strategy has been tabled at NEWROC Executive Meeting for review and comment. DCEO attended Department of Communities Wheatbelt Housing Forum in Northam on 8 May to provide input as they prepare place based regional housing plans. DCEO on steering committee for NEWTravel Accommodation and Market Expansion Project. 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 promoted in two-page editorial in 4 September edition of Farm Weekly. 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.	To be commenced
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.	The 2025-2035 Strategic Resourcing Plan (incorporating the long term financial plan and asset management plan) is currently being drafted for consideration at a future Council Meeting. 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.	RFQ issued to 4 digital providers for upgrade to shire website with scope to review community reporting portals. for Microsoft Planner utilised to track progress of online maintenance requests. Additional functionality to be investigated with revision of shire website. 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.	The following works policies have been drafted for consideration at the June 2025 Council Meeting; "W - Access Road Construction and Road Reserve Closure," "W - Roads - Construction, Clearing and Grading" 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.	CCTV installed at entrance of Landfill site to monitor use. Additional CCTV in 25/26 budget for inside Landfill site to observe trends and promote proper waste disposal. Community survey ran for 6 weeks for future landfill requirements, 27 responses were received. Council endorsed to further develop options for reduced public access to the Landfill Site during budget development. The Landfill site has now been fenced, and CCTV will soon be installed to monitor usage. Additional CCTV planned as part of 2025-26 budget. Initial project outline presented at February OCM. 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.	Final audit site visit undertaken in August, currently no preliminary findings to report. No findings or management letter issued from Auditors following the 2024/25 Interim Audit. Final Audit Field work scheduled for 25-28 August 2025.
4.1.2 - Ongoing refinement of organisational structure and capacity, and alignment of resources with strategic Community, Economic and Environmental priorities.	Draft Workforce Plan 2025-2029 tabled at September 2025 OCM for consideration. Shire exploring engagement of Dowerin Work Camp employment program. 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.	CEO and President met with representative of Koorda Bowling Club as part of continuing updates on Bowling Green construction process. Introduction of "Council Meeting Minutes Summary" introduced in March to inform community of recent Council resolutions. 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 Survey undertaken in May to encourage feedback to be considered within the Disability Access and Inclusion Plan which is currently being reviewed. 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.	2025 Local Government Election Nominations closed 4 September 2025. Five nominations were received for the five vacant positions. New Councillors to undertake mandatory training when duties commence. Annual Staff performance reviews underway and nearing completion. 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.	Deputy CEO and Maintenance and Property Officer attended separate Australian Institute of Management courses to enhance team alignment. Workforce Engagement and Planning Survey undertaken in April/May with Shire staff to assist in the 2025 Workforce plan update. Manual handling/ergonomic workshops held with Staff in June 2025. Introduction of weekly Administration team meetings in May and addition of quarterly team events to commence in June 2025. 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.	60% allocation included in 2025/2025 Draft Budget with view to progressive achievement of 80% objective. 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.	City of Wanneroo EHO attended shire to assist local hospitality businesses and shire to ensure facilities and process met community health standards. 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 : July - September 2025

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.	Staff performance reviews undertaken in June 2025. 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.	Quarterly reporting of improvements made tabled at Quarterly Audit meeting in regard to Financial Management. Consultants being engaged to perform 3 yearly review of Financial Management, Risk Management, Legislative Compliance and Internal Controls - currently planned for January 2026. No findings or recommendations came out of the 2024/25 Interim Audit. 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.	Manual handling/ergonomic workshops held with Staff in June 2025. 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.	Based off workforce engagement & planning survey, 2025-2029 Workforce Plan has been drafted for consideration. Workforce Engagement and Planning Survey undertaken in April/May with Shire staff to assist in the 2025 Workforce plan update. 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.	Introduction of weekly Administration team meetings in May and addition of quarterly team events to commence in June 2025.
3.4 - Encourage participation in whole of organisation social activities.	Planning underway for annual Council Function. Ongoing.
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 reviews undertaken for 2025, documentation to be completed. 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 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 2025 Workforce Plan review.
4.4 - Develop a contemporary suite of human resource policies and procedures.	NEWROC investigating capacity for shared HR service. Policies being drafted for review and adoption.