

# Shire of Koorda - Integrated Strategic Plan 2024

Current Review Period : October - December 2025

COMMUNITY PRIORITIES & ACTIONS		COMMENTS
<b>1.1: Local people feel safe, engaged, and enjoy a healthy and peaceful lifestyle.</b>		
1.1.1 - Schedule of quarterly President and CEO meetings with regional representatives from: WAPOL, WACHS and Department of Education representatives.		New Police Officer attended November LEMC meeting. New Police Officer scheduled to attend December Ordinal Council Meeting. CEO met with police officer and CRC manager on 11 December regarding community issues. 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.
<b>1.2: Local volunteer groups supported through initiatives that reduce volunteer fatigue and strengthen their resilience.</b>		
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.		<b>Final round of Community Grants for 2025/2026 to be considered at December 2025 meetings. Applicants encouraged to provide regular feedback to ensure program is accessible.</b>
1.2.3 - Develop grants communication strategy in concert with CRC to alert community groups to opportunities.		Subscribed to Grant Guru. Koorda CRC to advise local groups and organisations of any applicable grants.
<b>1.3: Emergency services are supported with effective planning, risk mitigation, response, and recovery.</b>		
1.3.1 - Work with emergency service stakeholders to ensure the Shire and Volunteers meet DFES training and WHS standards.		<b>Bushfire Operational Guidelines adopted.</b> <b>Local Emergency Management Arrangements (LEMA) endorsed at November LEMC meeting for final adoption at the December OCM and referral to DFES.</b> <b>Shared CESM resource application unsuccessful. To remain in contact with DFES to advocate for local service.</b>
1.3.2 - Conduct regular LEMC and BFAC meetings and exercises with outcomes reported to community.		<b>Dates set for 2026 LEMC &amp; BFAC Meetings.</b> <b>Quarterly meetings scheduled for LEMC as required, and biannual BFAC meetings scheduled.</b> <b>Following LEMA adoption, consideration around desktop exercise to test the LEMA.</b>
1.3.3 - Establish closer links to regional emergency services and participate in regional exercises.		<b>CEO working with regional office and local MLA to secure shared CESM.</b> 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. Great Eastern Country Zone signed an MOU in 2022 for resource sharing during bushfires.
<b>2.1: Our local economy grows in a sustainable manner.</b>		
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.		<b>CEO formal request of Planning Minister - with support of local MLA - for state planning policy to include rehabilitation trust as defined in the shire tree farming policy.</b> <b>Shire's tree farming policy shared with NEWROC to assist other member Councils.</b> Shire Tree Farming Policy has been adopted. 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.	<b>Final stages of negotiations with DFES for communications tower access. Likely to be completed in New Year.</b> 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.
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.	<b>Recreation Precinct: Bowling green relocation complete. Final minor works being completed ahead of handover. Grant acquittals being processed. At the November 2025 OCM Council endorsed; earth works to retain/landscape the West side of the building, landscaping works between the building and bowling green and around the existing playgroup area.</b> Greenheart Project: Complete
2.1.6 - Develop Shire Housing Strategy to include expanded short-term and worker accommodation.	<b>NEWROC Housing Strategy report complete with findings and reports included in December Councillor Information.</b> <b>NEWTravel Accommodation and Market Expansion Project: Final report due to be ready in December.</b>
<b>2.2: Tourism helps to diversify and grow our local economy.</b>	
2.2.1 - Undertake redevelopment of Drive-In facilities and develop and implement promotion strategy.	<b>CEO working with CRC to develop low cost repair options for Drive In. Drive In promotion: Ongoing.</b> <b>Closed for the 2025 season. 2026 season planning is underway.</b>
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
<b>3.1: Shire owned facilities are renewed and maintained in a strategic manner to meet community needs.</b>	
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.
3.1.2 - Develop and implement online user maintenance request system.	<b>To commence website upgrades early 2026.</b> Online system implemented. To continue improvements to streamline end user experience and increase efficiencies within Shire.
<b>3.2: Safe, efficient, and well maintained road, and footpath infrastructure.</b>	
3.2.1 - Review and enhance existing road construction and maintenance strategy to align with changing funding provision and opportunities.	<b>Continuation of Harvest Road RAV increase. Endorsement of RAV 7 status for the period 1 October 2025 to 31 January 2026.</b> The following works policies have been adopted; "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.	<b>Continuation of Harvest Road RAV increase. Endorsement of RAV 7 status for the period 1 October 2025 to 31 January 2026. (Full list of roads available in July 2025 Minutes)</b>
<b>3.3: A high standard of sustainable waste services.</b>	
3.3.1 - Construct waste transfer station to extend life of existing landfill and to prepare for regional solution.	<b>CCTV installed at entrance and inside Landfill site to ensure proper waste disposal and observe trends.</b>
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.
<b>3.4: Conservation of our natural environment for future generations.</b>	
3.4.1 - Develop Shire strategy for renewable energy options to trial prior to implementation.	<b>Western Power has provided formal correspondence to support Micro Grid proposal.</b>
3.4.2 - Partner with Wheatbelt NRM and DWER for future grant and project opportunities.	Grant opportunities monitored. To be circulated if/when available to community or relevant applicants.
3.4.3 - Identify climate change initiative that Shire can implement and involve community in development and implementation.	Switch Your Thinking do-it-yourself "Energy Audit Kit" available to borrow from the Library for residents/business owners to undertake energy audits at their home/business.
<b>4.1: Open and Transparent Leadership.</b>	
4.1.1 - Ensure efficient use of resources and that governance and operational compliance and reporting meets legislative and regulatory requirements.	<b>Following the finalisation of the 2024/2025 Financial Audit, there were no findings. The Annual Report is to be endorsed at the December 2025 Meeting, with an Annual Electors Meeting to be planned early in 2026. Preparations are underway for the 3-yearly review of the Financial Management, Risk Management, Legislative Compliance and Internal Controls.</b>
4.1.2 - Ongoing refinement of organisational structure and capacity, and alignment of resources with strategic Community, Economic and Environmental priorities.	<b>Workforce Plan 2025-2029 adopted at September 2025 OCM.</b> Shire exploring engagement of Dowerin Work Camp employment program.
4.1.3 - Develop communications strategy and scheduled tactics to engage and report outcomes to community and business stakeholders.	Monthly "Council Meeting Minutes Summary" advertised 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.	<b>Following local survey - the Shire's Disability Access &amp; Inclusion Plan (2025-2030) was reviewed, updated and adopted in November 2025.</b>
<b>4.2: Investment in the skills and capabilities of our elected members and staff.</b>	
4.2.1 - Develop professional development programs for staff and elected members.	<b>Elected Member Training: Great Eastern Country Zone holding in-person training for newly elected members in early 2026.</b> <b>Staff members encouraged to undertake regular training applicable to their roles.</b>

4.2.2 - Align staff culture development program with practical skills development and strategic planning.	Managers and Staff encouraged to keep an eye out for appropriate training.
4.2.3 - Set Elected Member SAT band allocation at 80 per cent for Band 4 Local Government.	60% allocation included in 2025/2026 Budget with view to progressive achievement of 80% objective.
<b>4.3: Forward planning and delivery of services and facilities that achieve strategic priorities.</b>	
4.3.1 - Enhance service delivery through mutually beneficial partnerships with neighbouring Local Governments and Band 1 Local Governments.	Partnerships continue to be maintained 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.	Quarterly reporting undertaken and reported to Council and the Community.

# Shire of Koorda - Workforce Plan 2025

Current Review Period : October - December 2025

WORKFORCE OBJECTIVE & ACTIONS	COMMENTS
<b>1: Attracting and selecting the right people.</b>	
1.1 - Strengthen the Shire's employment brand, promoting lifestyle, housing, and community benefits that support recruitment to rural areas.	Consistent branding and messaging implemented within advertising for vacancies.
1.2 - Provide flexible work arrangements and promote the Shire as an inclusive and family-friendly workplace.	Flexible work arrangements in place.
1.3 - Develop a contemporary induction and orientation program that links employee roles to the Shire's strategic objectives and values.	Induction process in place. To continue to refine.
1.4 - Explore innovative attraction strategies (e.g. regional talent sharing, graduate programs, partnerships with local schools and TAFEs).	Not commenced
<b>2: Developing a flexible, innovative and capable workforce.</b>	
2.1 - Provide structured professional development pathways aligned to both organisational needs and individual aspirations.	Professional development a focus in annual performance reviews. Staff also encouraged to advise managers of any job appropriate training they may like to undertake.
2.2 - Review and upgrade financial, administrative, and digital systems to improve efficiency, data quality, and service delivery.	Review of financial management controls planned for early 2026. Internal audit plan to drafted for March Audit, Risk & Improvement Committee.
2.3 - Embed a strong workplace health, safety, and wellbeing culture that supports compliance with WHS and DFES training standards.	LGIS Tier 2 review scheduled for February
2.4 - Develop cross-skilling and digital capability programs to increase flexibility and service continuity.	Not commenced
<b>3: Retaining and engaging our valued workforce</b>	
3.1 - Provide acting opportunities and career pathways that build capability and support succession planning.	Expansion of skill base for staff to learn aspects of colleagues jobs to be able to assist during periods of leave. Job task instructions created to ensure seamless handover in unexpected leave.
3.2 - Foster a culture of open communication and collaboration across all levels of the organisation.	Monthly "Council Meeting Minutes Summary" to inform staff of recent Council resolutions.
3.3 - Review meeting structures to ensure they are purposeful, productive, and aligned with strategic outcomes.	Weekly admin team meetings when required.
3.4 - Encourage participation in whole-of-organisation and community activities that strengthen belonging and wellbeing.	Annual Christmas Function well attended by Staff & Councillors.
3.5 - Review and simplify the performance management framework to focus on growth, recognition, and alignment with strategic objectives.	Simplified performance management framework in place. Reviewed annually prior to annual review to ensure appropriate.
3.6 - Recognise and celebrate workforce contributions in line with how the Shire recognises volunteers and community efforts.	Quarterly team breakfast/lunch.
<b>4: Developing a strategic workforce for improved performance.</b>	
4.1 - Develop clear role documentation (job task instructions, key contacts, and annual calendars) that align staff duties with ISP priorities.	Continued refinement to documentation. Microsoft planner utilised to plan annual and future compliance tasks. Job task instructions created frequently when new tasks arise within the admin team.
4.2 - Develop succession and workforce continuity plans for critical and specialist roles.	Expansion of skill base for staff to learn aspects of colleagues jobs to be able to assist during periods of leave. Job task instructions created to ensure seamless handover in unexpected leave.
4.3 - Maintain contemporary human resource policies and procedures that support compliance, transparency, and equity.	Draft employee policies to be reviewed and endorsed, to finalise early 2026.
4.4 - Align workforce planning with forward service and infrastructure planning, ensuring the Shire has the right skills for delivery.	Workforce plan 2025-2029 update considered forward service and infrastructure planning.
4.5 - Partner with neighbouring Shires and regional bodies to share training and workforce development opportunities.	NEWROC working on joint training sessions in early 2026.