



Shire of Koorda

Strategic Community Plan 2026-2036





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Foreword by the President

This Plan provides a clear direction for the future of our Shire and reflects the aspirations, priorities and values of our community. It has been shaped through community consultation and engagement, recognising that the future of Koorda is something we must build together.

Koorda is a community with many strengths. We have a strong sense of belonging, dedicated volunteers, active community organisations, a proud agricultural heritage and a unique rural character. Our community has also demonstrated a willingness to contribute ideas, embrace new opportunities and work together to ensure Koorda remains a great place to live, work and visit.

The Strategic Community Plan recognises that we must build on these strengths while responding to the challenges facing our community. These include population change, housing availability, access to essential services, maintaining our infrastructure, supporting local businesses and strengthening economic opportunities.

Our vision is to build a connected, resilient and sustainable community where people feel they belong, opportunities thrive, and future generations can live, work and prosper while preserving Koorda's unique character and environment.

To achieve this vision, the Plan focuses on five key areas: Our Community, Our Economy, Our Environment, Our Organisation and Our Future. These areas provide a framework for Council to focus its efforts, make responsible decisions and measure progress over the coming years.

Importantly, this Plan is not simply a document for Council. It belongs to the whole Koorda community. Its success will depend on continued collaboration between Council, residents, businesses, community groups, volunteers, government agencies and our regional partners.

Council is committed to listening to our community, communicating openly and transparently, and ensuring that decisions are made with the long-term interests of Koorda at their heart. We will continue to advocate for the services, infrastructure and opportunities our community needs, while making the most of the resources available to us.

The coming years will bring both challenges and opportunities. By working together, planning for the future and building on the strong foundations already established, I am confident that Koorda can continue to be a vibrant, connected and resilient community for generations to come.

On behalf of Council, I thank everyone who contributed their time, ideas and feedback to the development of this Strategic Community Plan. Your contribution has helped shape our shared vision for the future.

I look forward to working with our community as we turn this vision into action.

Jannah Stratford
Shire President

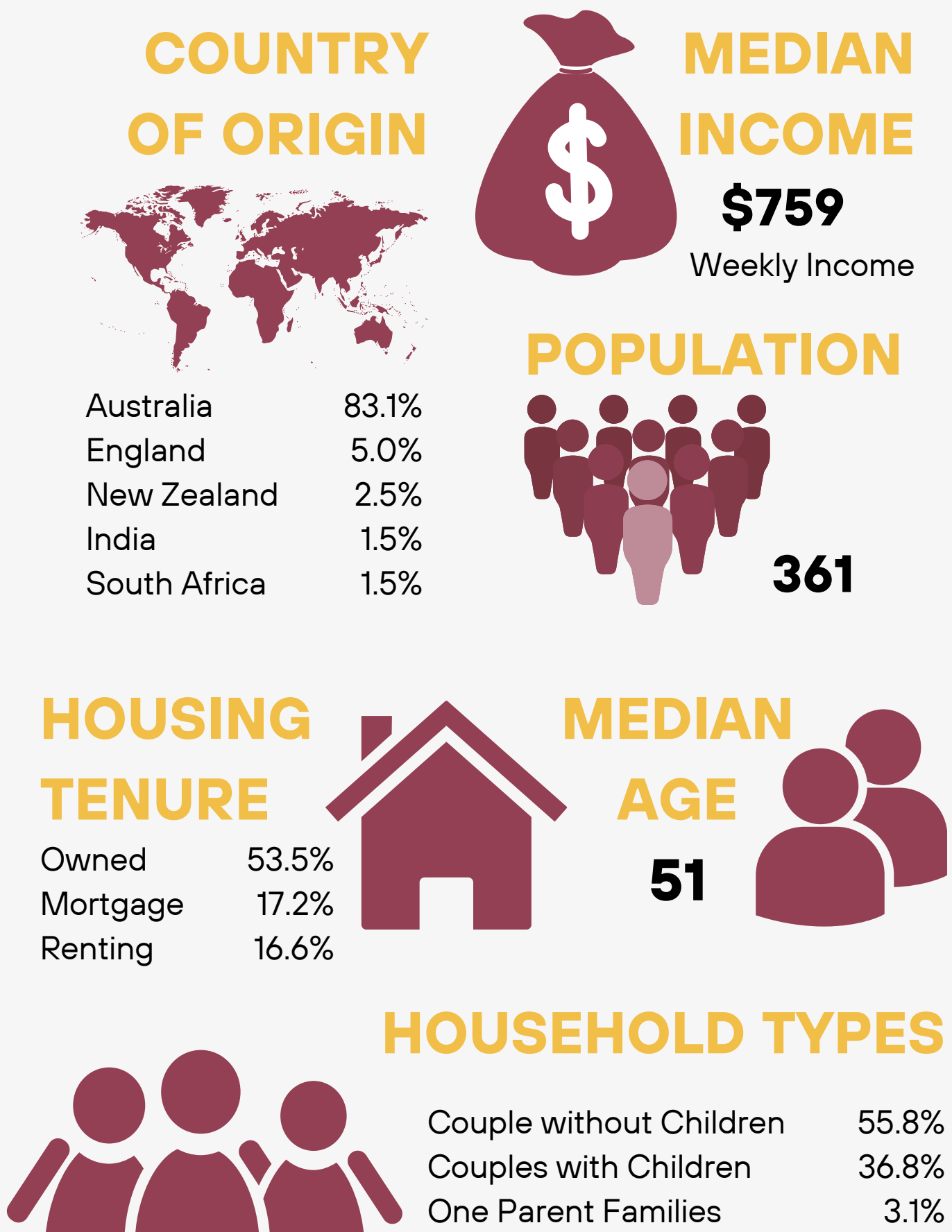
About the Strategic Community Plan

The Strategic Community Plan is the blueprint that will guide the Shire of Koorda over the next ten years.
The Plan sets the strategic direction to 2030 and beyond by specifying the visions, aspirations and focus areas.

Integrated Planning & Reporting Framework		Informing Strategies	
Strategic Community Plan	Community vision, strategic direction, long and medium term priorities and resourcing implications with a horizon of 10 years.	Long Term Financial Plan	10-year financial plan.
Corporate Business Plan	Four-year delivery program, aligned to the Strategic Community Plan and accompanied by four-year financial projections.	Asset Management Strategy	Approach to managing assets to deliver chosen service levels.
		Workforce Plan	Shaping the workforce to deliver organisational objectives now and in the future.
Annual Budget	Financial plan for the current year.	Place & Area Specific Plans	Any other informing strategies.

Strategic Community Plan Reviews

This Strategic Community Plan will be subject to a minor review in 2028 and a major review requiring extensive community engagement in 2030 as legislated. In addition, council priorities will be reviewed and updated annually in the Corporate Business Plan to reflect any changes to regional and local priorities, the budget and to service levels.



Note: 2021 Census Results

Our Shire

Our Strengths		Our Challenges	
Strong community spirit and sense of belonging	Friendly, welcoming and supportive people	Maintaining community trust, engagement and communication	Completing existing projects and maintaining infrastructure
Safe and peaceful rural lifestyle	Sporting clubs, community organisations and volunteering	Population attraction, retention and ageing demographics	Access to health, aged care and support services
Open space, rural character and lifestyle	Community facilities and services	Housing availability and diversity	Economic diversification and business growth
Town presentation and community pride	Unique tourism attractions and local identity	Volunteer sustainability and community capacity	Maintaining key tourism assets
Strong community willingness to contribute	Independence and local decision-making	Planning for Koorda's long-term future	Balancing growth while preserving community character

Our Vision, Values and Commitment to Community



OUR VISION

To build a connected, resilient and sustainable community where people feel they belong, opportunities thrive, and future generations can live, work and prosper while preserving Koorda's unique character and environment.



OUR VALUES

Our values guide how we make decisions, work together and serve our community:

- Community First
- Honesty and Integrity
- Openness and Accountability
- Respect and Inclusion
- Environmental Stewardship
- Innovation and Future Focus



OUR COMMITMENT TO COMMUNITY

We are committed to:

- Supporting local businesses and local procurement wherever practical.
- Engaging with our community, valuing feedback and encouraging participation.
- Communicating openly and acting with transparency, fairness and accountability.
- Treating all people with respect, inclusion and integrity.
- Supporting and recognising volunteers, clubs and community organisations.
- Protecting and enhancing our natural environment and rural character.
- Planning proactively for a sustainable future while preserving the unique identity of Koorda.

Recent Achievements

1

Our Community

- Local Emergency Management Arrangements (LEMA) updated and Bushfire Operational Guidelines adopted.
- New fire appliances received: Fast Attack Ute & Kulja Fire Tender.
- Over \$31,000 paid across 13 projects since introducing community grants in 2024.
- Advocated for a shared Community Emergency Services Manager.
- Public Health plan consultation commenced.
- Shire's Disability & Access Inclusion Plan 2025-2030 was adopted after community consultation.

2

Our Economy

- NEWROC Housing Study.
- Wheatbelt Way Accommodation and Market Expansion project.
- Agreement executed with DFES for communications tower access.
- Harvest Road RAV increase for harvest period to support grain movement on Shire roads.

Recent Achievements

3

Our Environment

- Upgrades to Waste Facility (CCTV & Fencing).
- Bowling Green re-location project completed.
- New ablutions installed at Recreation Facility through Seroja Resilience Fund.
- Shire townsite tree planting and maintenance policy renewed and updated.
- Adoption of Local Planning Policy for Tree Farms and Plantation Projects.

4

Our Organisation

- Introduced monthly “Minutes to a Page” to advise community of Council Meeting outcomes.
- Completed 3 yearly review of Financial Management, Risk Management, Legislative Compliance and Internal Controls.
- Workforce Plan 2025-2029 adopted.
- Successful 2025 Election process – back to full Council of 7 members.
- Independent Chairperson for Audit, Risk & Improvement Committee recruited.

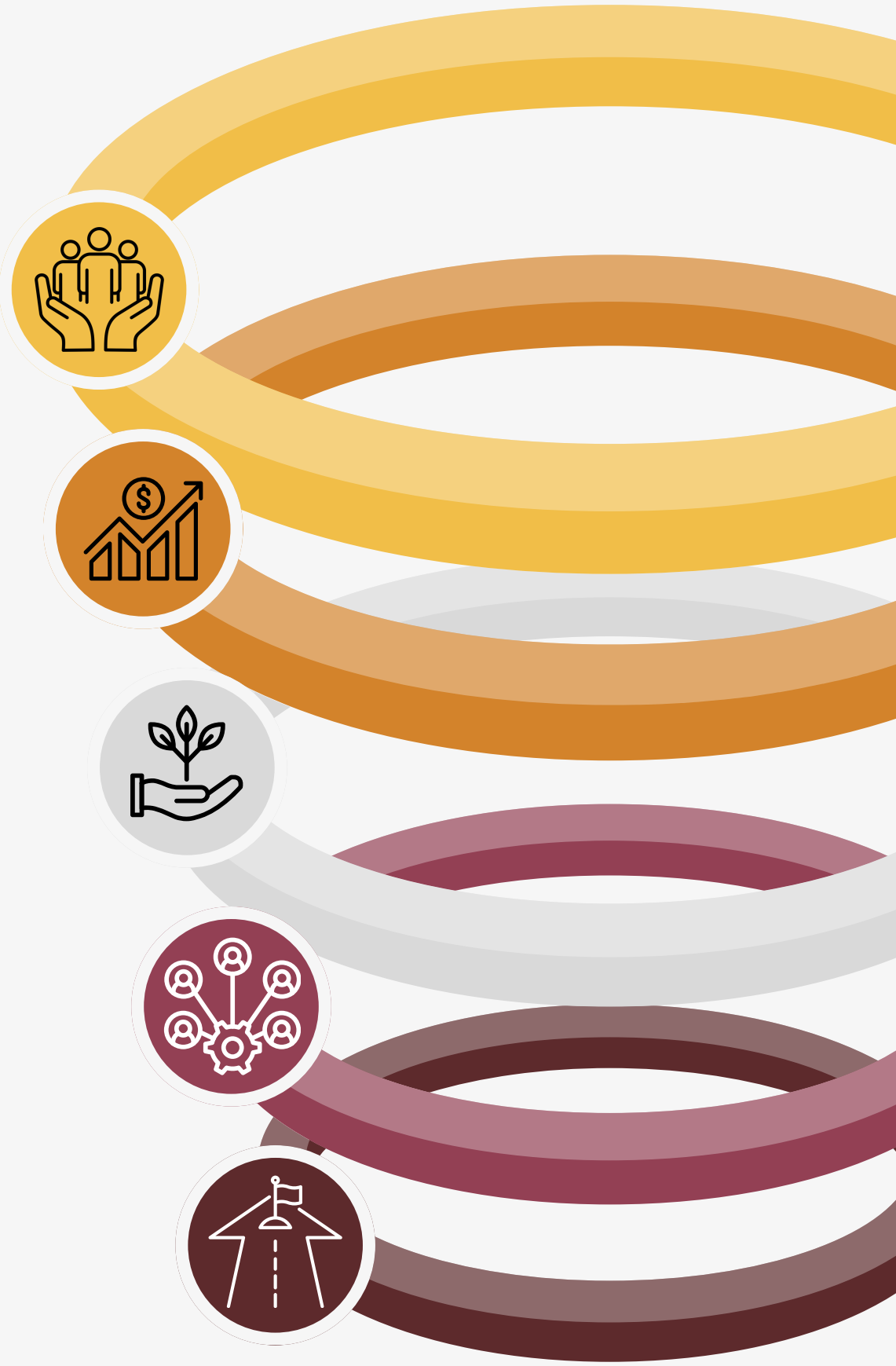
Community Consultation Report

In reviewing the Strategic Community Plan a comprehensive survey was undertaken. Although only 43 responses were received for the survey, this equates to 12% of the Shire’s population, meeting the minimum requirement for 10%.

Engagement Activity	Date	Venue	Reach
Community Afternoon Tea	03/03/2026	Koorda Recreation Ground	10
Community BBQ	05/03/2026	Koorda Recreation Ground	13
Email to Staff to Participate	05/03/2026	Online	23
Email to Businesses to Participate	09/03/2026	Online	16
Community Survey	Feb-Mar 26	Online and Hard Copy	43
TOTAL			105

SURVEY RESPONDENTS TOP 3 VALUES

- Community & Belonging
 - Friendliness & Social Ties
 - Safety & Security
 - Facilities & Services
- Sport & Recreation
 - Peace & Quiet
 - Open Space & Rural Lifestyle



Community Consultation Report

POSITIVE SIGNALS

- Appreciation for current work being done
- Community willing to share ideas and contribute
- Desire for collaboration and innovation

TOP CONCERNS

- Leadership transparency and genuine community engagement
- Future-focused planning to avoid stagnation
- Support for young people and seniors
- Economic diversification and business attraction

SURVEY RESPONDENTS TOP THINGS THE SHIRE SHOULD FOCUS ON IN THE NEXT THREE YEARS

- Equal 1st: Economic Development/Business Support and Rural Roads
- 2nd: Sporting Grounds & Oval
- 3rd: Community Engagement & Consultation
- Equal 4th: Community Safety/Crime Prevention, Drive In, Parks/Gardens/ Playgrounds and Tourism Promotion/Servicing



Community Consultation Report

Community survey results provide an important measure of how effectively the Shire's services, programs and initiatives are meeting community needs and aspirations. This feedback informs the ongoing review of the Strategic Community Plan, helping ensure the Shire remains aligned with its vision of "building a connected, resilient and sustainable community where people feel they belong, opportunities thrive, and future generations can live, work and prosper while preserving Koorda's unique character and environment."

Through this process, the Shire can better understand community priorities and continually improve service delivery, communication and future planning.

OUR COMMUNITY

- Strong sense of pride, belonging and connection, with community groups and volunteers central to wellbeing and cohesion.
- Key gaps include access to health services, support for volunteers, ageing population needs and retaining young people.
- Strong expectation for delivery of existing infrastructure projects and improved communication on progress.

OUR ECONOMY

- Agriculture remains the backbone, with strong support for economic resilience and diversification.
- Need for better support for local businesses, increased tourism activation and attraction of residents and workers.
- Housing shortages identified as a key barrier to economic growth and service sustainability.



Community Consultation Report

03

OUR ENVIRONMENT

- Priority on maintaining existing infrastructure (roads, footpaths, drainage, facilities) over new developments.
- Town presentation and well-maintained public spaces are highly valued.
- Support for practical environmental initiatives (waste, water, renewable energy) suited to a rural context.

04

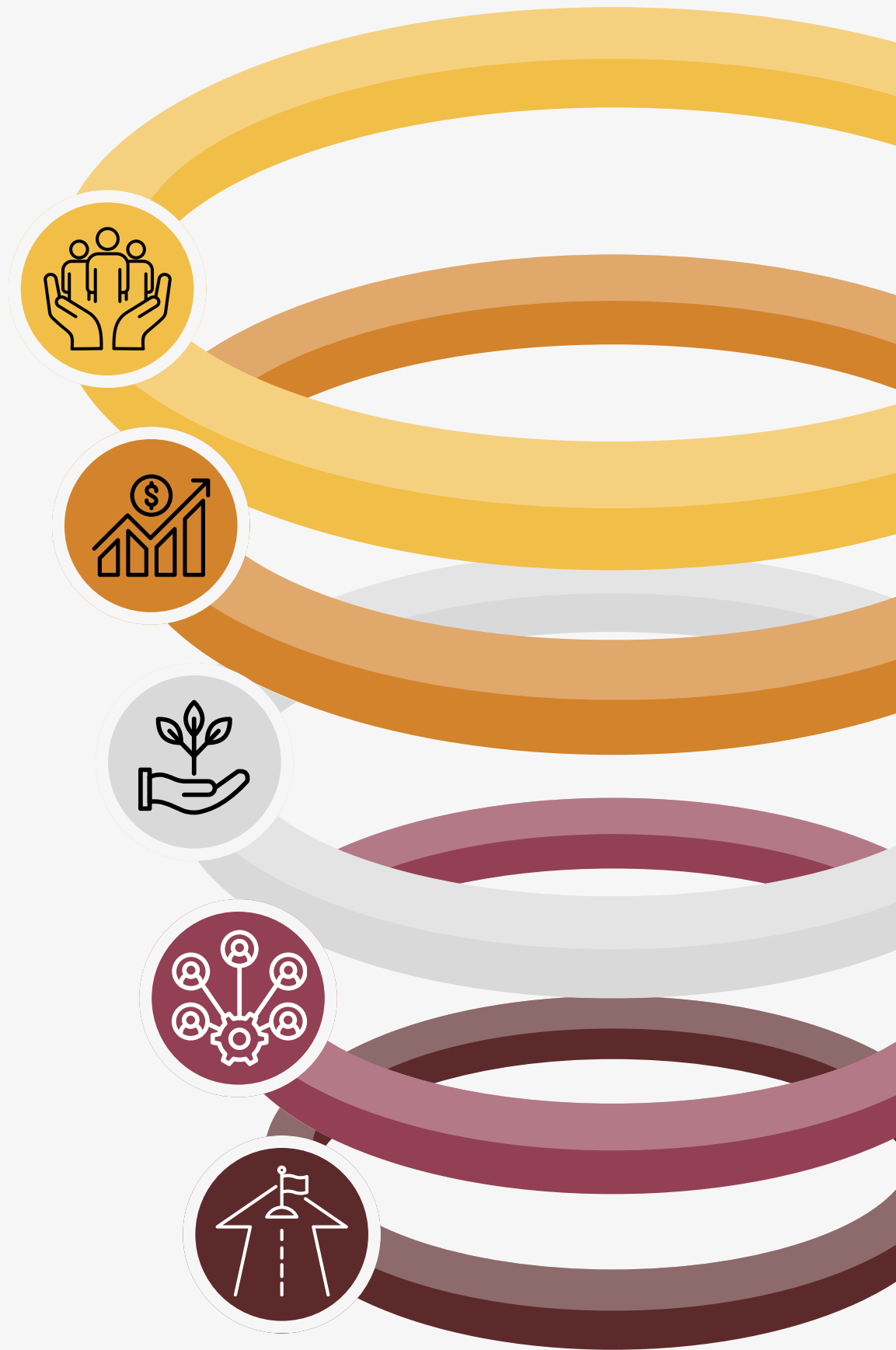
OUR ORGANISATION

- High expectations for leadership, transparency and effective communication.
- Desire for earlier community engagement, clearer decision-making processes and regular progress updates.
- Building trust through consistent follow-through and strong governance is critical.

05

OUR FUTURE (EMERGING THEME)

- Strong awareness of the need for long-term planning and proactive leadership.
- Focus on attracting and retaining families, supporting ageing residents, and embracing innovation.
- Interest in future opportunities (renewable energy, digital connectivity, new industries) while maintaining local identity.



Focus Areas & Aspirations to 2030

The key objectives Council aims to achieve under each pillar to support the community vision.



Strategic Priorities

Strategy

Success Measure



Strengthen Community Safety, Liveability, Connection and Belonging

1.1 - Increase participation across all age groups	- Record attendance at Shire events and increase by 10% - Record club and community group memberships
1.2 - Improve safety, accessibility, and recreation infrastructure	- Complete pavement infrastructure by 2030 - Complete 2 accessibility projects annually
1.3 - Support youth, volunteers, and community groups	Fully expend annual community grants program budget



Grow and the Local Economy and Tourism

2.1 - Support local business and attract investment	- Complete 3 business development projects annually - Develop and market a Koorda business prospectus
2.2 - Encourage economic diversification and innovation	- Develop an iconic event to attract visitors to the shire - Capture and report accommodation data from website - Liaise with local business to create Koorda visitor package
2.3 - Advocate for improved infrastructure and services that support economic growth	Define and activate housing strategy

Strategic Priorities

Strategy

Success Measure



Protect and Enhance Natural and Town Environment

3.1 - Protect biodiversity and natural resources	• Review and enforce planning policies and approvals
3.2 - Improve sustainability practices and awareness	• Increase environmental program participation by 25% in 24 months
3.3 - Maintain attractive, clean, resilient public spaces	• Implement at least 2 beautification projects annually



Build Trust Through Leadership and Engagement and delivery of Quality Services and Infrastructure

4.1 - Strengthen engagement, transparency, and trust	• Achieve 70% satisfaction in annual community surveys • Survey to deliver 95% confidence at 10% error margin
4.2 - Deliver infrastructure and services efficiently	• Deliver all capital works programs on time and within budget
4.3 - Maintain strong financial sustainability	• Complete long term financial plan • Maintain compliance with governance and audit requirements annually

Strategic Priorities

Strategy

Success Measure



Plan for a Sustainable and Thriving Future

5.1 - Support population growth and housing	• Stabilise or grow population by 5% by 2030
5.2 - Build workforce capacity and skills	• Liaise with Koorda CRC to develop skills development program • Develop Shire traineeship program for 2027-28 Budget
5.3 - Strengthen partnerships and innovation	• Establish 5 new funding partnerships by 2030

Measuring and Reporting on Progress

01



Progress Report

The Shire reviews the Strategic Community Plan every two years and a progress report is prepared and published on its website as part of this review, which allows residents to see progress against specific goals.

02



Project Reports

This report lists the Shire's major projects for the year. Progress reports are provided quarterly to Council and are available to the community through publication in Council Minutes.

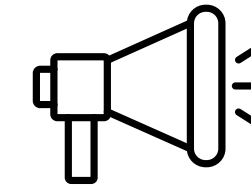
03



Annual Report

At the end of each financial year, the Shire publishes its Annual Report, which provides a comprehensive update on budget, informs residents of key achievements over the previous 12 months and states plans for future major projects.

04



Shire Updates

Residents can follow the Shire's social media to view the weekly Shire newsletter, which contains details of major projects, programs, events, and activities which align with the delivery of the Shire's Strategic Community Plan.

05



Annual Survey

As part of the most recent plan update, an annual community survey of residents will be conducted to inform the Shire of resident satisfaction.