

Shire of Koorda

Corporate Business Plan 2026-2030





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Foreword by the Chief Executive Officer

It is encouraging to present the Shire of Koorda Corporate Business Plan 2026-2030, which provides a clear and practical framework for delivering the priorities identified by Council and our community over the next four years.

The Corporate Business Plan is an important part of the Shire's Integrated Planning and Reporting Framework. It translates the long-term aspirations of the Strategic Community Plan into achievable actions, linking our strategic priorities with annual budgets, workforce planning, asset management and financial sustainability.

In doing so, it provides a clear line of sight between the vision we have for Koorda and the work undertaken by the Shire each day.

The Plan aims to build a connected, resilient and sustainable community where people feel they belong, opportunities thrive, and future generations can live, work and prosper by recognising both the strengths of the community and the challenges ahead.

Over the next four years, the Shire will focus on five key areas: strengthening our community, supporting a sustainable and diverse economy, protecting our natural and built environment, delivering strong and accountable governance, and planning for Koorda's future.

These priorities are deliberately practical and include improvements to recreation infrastructure, accessibility and footpaths, strategic housing development, business and tourism support, environmental initiatives, improved community engagement, asset management and organisational capability.

A key feature of this Plan is its recognition that Koorda's future depends not only on what the Shire can deliver directly, but also on the partnerships we develop. Collaboration with the Koorda CRC, NEWROC, government agencies, local businesses, community organisations and residents will be essential to attracting investment, securing external funding, improving housing opportunities and building local capacity.

The Plan also acknowledges the importance of responsible financial management with increasing costs, revenue limitations, workforce pressures, and asset renewal presenting genuine challenges. As such the Shire must make informed decisions about priorities, resources and service levels while actively pursuing grants, partnerships and other opportunities to strengthen its financial capacity.

Progress on the actions outlined in the Plan will be monitored through reporting to Council, annual reviews alongside the budget, community surveys and public reporting. This will ensure that our community can see not only what we intend to achieve, but how we are progressing against those commitments.

The Plan sets out the work ahead for Shire through Council, staff, community organisations, businesses and residents to continue building a strong, connected and sustainable future for Koorda.

Zac Donovan
Chief Executive Officer

About the Corporate Business Plan

This Corporate Business Plan:

- Converts the Strategic Community Plan into a practical four-year delivery program.
- Identifies priorities, actions and responsibilities.
- Guides annual budgeting and resource allocation.
- Links service delivery, capital works, workforce planning and asset management.
- Supports informed decision-making.
- Establishes measurable performance indicators to monitor progress.

Integrated Planning & Reporting Framework	
Strategic Community Plan	Community vision, strategic direction, long and medium term priorities and resourcing implications with a horizon of 10 years.
Corporate Business Plan	Four-year delivery program, aligned to the Strategic Community Plan and accompanied by four-year financial projections.
Annual Budget	Financial plan for the current year.



The Corporate Business Plan forms a key part of the Shire's Integrated Planning and Reporting Framework. It sits between the 10-year Strategic Community Plan and the annual budget, ensuring resources are directed toward achieving community priorities. Informing strategies include the Long-Term Financial Plan, Workforce Plan, Asset Management Strategy and other supporting plans.

The Corporate Business Plan provides the framework for:

- Delivery of services.
- Capital works planning.
- Financial planning.
- Workforce development.
- Performance monitoring and reporting.

Corporate Business Plan Reviews

The Corporate Business Plan will be reviewed annually alongside budget development and updated to reflect changing priorities, funding opportunities, service requirements and emerging risks. A major review will occur following future Strategic Community Plan reviews.

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.

Delivery of the Plan and link to Workforce Plan

Assumptions

The delivery of this Plan is based on the following assumptions:

- Financial sustainability through responsible rate revenue and external funding.
- Availability of grant funding for major projects.
- Workforce capacity remains sufficient to meet service demands.
- Partnerships with Koorda CRC, NEWROC, State Government and community groups continue.
- Asset renewal commitments remain aligned with available funding.
- External economic and regulatory conditions remain relatively stable.

Workforce Implications

Delivery of this Corporate Business Plan requires a workforce capable of supporting community services, infrastructure delivery and governance obligations.

Key workforce priorities include:

- Retention of skilled staff.
- Succession planning.
- Building technical capability in asset management.
- Supporting economic and community development functions.
- Strengthening leadership capability across the organisation.

The Workforce Plan must also support attraction of new workers to the district through workforce housing advocacy, traineeship pathways and partnerships that build local skills capacity.

Functional Responsibilities	
Governance & Corporate Services	CEO and Administration
Community Development	Shire and Koorda CRC
Economic Development	Shire and Regional Partners
Infrastructure & Works	Works Team
Asset Management	Works Team and Executive
Finance	DCEO and Administration
Planning & Compliance	Administration and Executive
Environmental Services	Shire and Community Partners

Organisational Development Priorities

- Structured staff training and development plans.
- Professional development opportunities for elected members.
- Workforce housing advocacy.
- Improved workforce attraction and retention strategies.
- Greater regional collaboration and shared service opportunities.

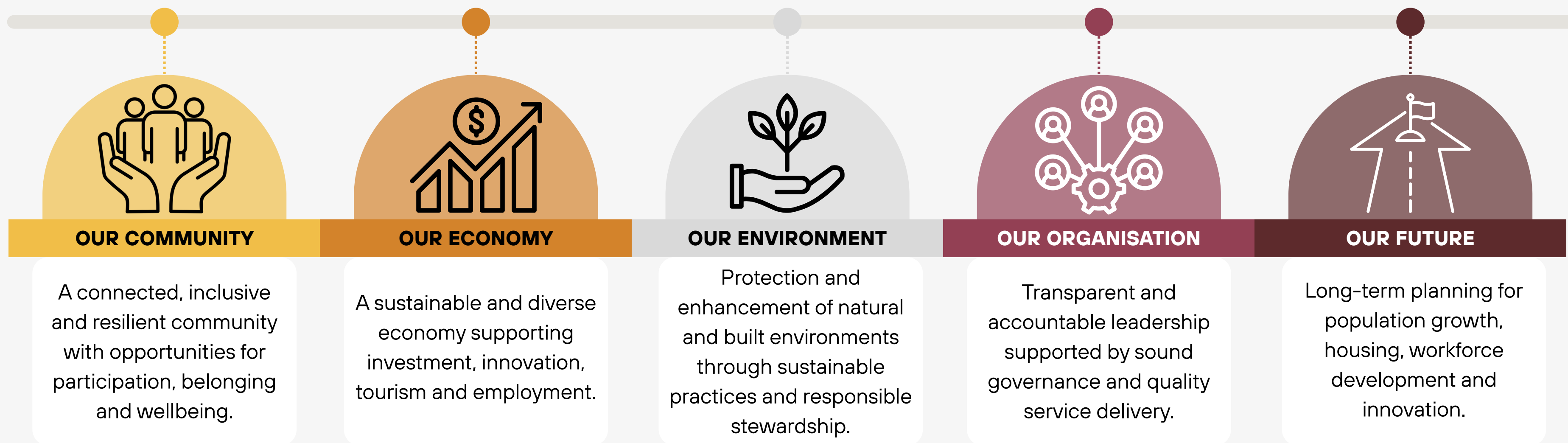
Our Service Areas

The Shire of Koorda delivers a wide range of services that support the community's quality of life, economic development, environmental stewardship, infrastructure needs and organisational sustainability. These services are aligned with the Strategic Community Plan 2026-2036 and are designed to meet community expectations while balancing legislative requirements, available resources and long-term financial sustainability. The following section outlines the key services provided by the Shire, the current level of service, and any planned changes or enhancements over the next four years to support the achievement of strategic objectives.

Service Area	Current Service Level	Planned Changes
Community Services	- Community grants - Community events - Volunteer support programs - Youth and seniors activities	- Increased participation monitoring - Expanded youth engagement initiatives - Enhanced volunteer recognition and support
Infrastructure Services	- Road maintenance - Footpaths - Parks and gardens - Waste management	- Accessibility upgrades - Improved asset condition monitoring - Recreation infrastructure renewal
Economic Development Services	- Tourism promotion - Business engagement - Regional advocacy	- Development of Koorda Business Prospectus - Housing Strategy implementation - Attraction of new investment opportunities
Governance Services	- Council support - Compliance - Community communication	- Improved engagement framework - Enhanced reporting and transparency - Governance improvement activities
Environmental Services	- Waste management - Environmental compliance - Biodiversity protection - Public open space management	- Sustainability awareness programs - Recycling education initiatives - Town beautification program

Strategic Direction & Priorities

The Strategic Community Plan identifies five focus areas:



Ten-Year Priorities

Key long-term priorities include:

- Increased participation across all age groups.
- Improved accessibility and infrastructure.
- Strong support for volunteers and community groups.
- Local business growth and tourism development.
- Housing and workforce attraction.
- Environmental sustainability.
- Community engagement and trust.
- Financial sustainability and organisational resilience.

Four-Year Priorities (2026-2030)

Over the next four years Council will focus on:

- Delivery of recreation precinct improvements.
- Housing strategy implementation.
- Business and tourism development initiatives.
- Accessibility and footpath upgrades.
- Asset management improvements.
- Strengthening workforce capability.
- Community engagement and communication improvements.
- Financial sustainability and governance improvements.
- Environmental sustainability, recycling and town beautification initiatives.



Strategic Priorities & Actions

1.1 - Increase participation across all age groups

Priorities	Actions	Responsibility	Timeline
1.1.1 - Annual Community Events Program	- Develop annual events calendar with minimum eight events per annum. - Secure sponsorship and grant funding where available. - Promote events through multiple communication channels. - Annual community survey to refine events program.	Shire with CRC	Annual
1.1.2 - Community Participation and Membership Tracking System	- Develop attendance recording processes. - Create club membership data collection templates. - Report annual local clubs and community participation.	- CRC - CRC - Shire with CRC	Annual
1.1.3 - Intergenerational Community Activities Program	- Deliver minimum of 3 youth-focused activities per annum. - Deliver minimum of 3 seniors' engagement activities per annum. - Partner with local clubs and community groups to lift participation.	- CRC - CRC - CRC	Annual

1.2 - Improve Safety, Accessibility and Recreation Infrastructure

Priorities	Actions	Responsibility	Timeline
1.2.1 - Footpath and Pavement Improvement Program	- Complete annual pavement inspections. - Deliver scheduled pavement upgrades. - Monitor progress against 2030 completion target.	Shire Works	Annual
1.2.2 - Accessibility Improvement Program	- Conduct annual accessibility audit as part of DAIP reporting. - Identify priority accessibility upgrades and set 5-year plan. - Complete a minimum of 2 accessibility projects annually.	Shire Works	Annual
1.2.3 - Recreation Infrastructure Renewal	- Engage consultant for condition assessment of recreation assets. - Develop 10-year asset renewal program based on priorities. - Deliver Stage 2 of Recreation Precinct Development (multi-use courts).	Shire	2027-28 Budget 2028 2029



Strategic Priorities & Actions

1.3 - Support Youth, Volunteers and Community Groups

Priorities	Actions	Responsibility	Timeline
1.3.1 - Community Grants Program	• Allocate budget for annual community grant funding. • Promote funding opportunities through multiple communications channels. • Funding recipients to publicly promote outcomes and report to Council.	• Shire • Shire • Funding recipients	Annual
1.3.2 - Volunteer Development Program	• Maintain volunteer database and promote registration. • Deliver 2 volunteer recognition activities per annum. • Provide volunteer training opportunities.	CRC	Annual
1.3.3 - Youth Development Program	• Establish youth engagement initiatives. • Partner with schools and community groups. • Measure youth participation levels.	CRC	Annual



2.1 - Support local business and attract investment

Priorities	Actions	Responsibility	Timeline
2.1.1 - Koorda Business Prospectus	• Survey and workshop to define investment opportunities and barriers. • Establish plan to redress barriers to investment in Shire. • Develop prospectus to attract business investment in Shire.	• Shire • Shire • Shire	2027
2.1.2 - Business Development Initiative	• Survey local businesses on preferred training needs. • Develop training workshops for local businesses. • Facilitate 2 business networking events per annum. • Implement 3 business development projects annually.	• CRC • CRC • CRC • Shire	Annual
2.1.3 - Investment Attraction Program	• Develop strategy to provide services to Aitken Road industrial blocks. • Budget to advertise Prospectus statewide business community.	Shire	• 2028 • 2027-28 Budget



Strategic Priorities & Actions

2.2 - Encourage economic diversification and innovation

Priorities	Actions	Responsibility	Timeline
2.2.1 - Signature Event Development	- Establish event working group with Council and CRC. - Develop event concept and business case. - Secure funding and sponsorship for signature event. - Deliver annual event.	- Shire and CRC - Shire - Shire and CRC - Shire and third parties as required	2027 2027 2027 2028
2.2.2 - Visitor Economy Data Project	- Implement accommodation data collection and analyse for trends. - Share information and liaise with accommodation providers. - Report accommodation and tourism performance annually.	- Shire and Newtravel - Shire and CRC - Shire	2027
2.2.3 - Visitor Experience Packages	- Engage tourism businesses to develop Koorda visitor package. - Promote packages through multiple channels and regional tourism. - Review with providers and report visitor uptake of visitor packages.	- Shire and CRC - Shire, CRC, Newtravel - CRC and Shire	2026 2026 - Annual

2.3 - Advocate for improved infrastructure and services that support economic growth

Priorities	Actions	Responsibility	Timeline
2.3.1 - Housing Strategy	- Develop housing strategy for Koorda townsite. - Participate in regional funding submissions for headworks. - Investigate shared equity and incentives for housing development.	- Shire - Shire and NEWROC - Shire	2026 - Annual 2027
2.3.2 - Workforce Housing Program	- Include workforce housing program as part of Housing Strategy. - Advocate to government agencies for funding support. - Investigate shared equity program with local businesses.	- Shire - Shire and NEWROC - Shire and business	2026 - Ongoing 2027

Strategic Priorities & Actions

3.1 - Protect biodiversity and natural resources

Priorities	Actions	Responsibility	Timeline
3.1.1 - Planning Compliance Program	• Monitor compliance with Development Application (DA) approvals. • Conduct inspection program of planning compliance in townsite. • Provide Council annual report on DA progress and compliance.	Shire	Annual
3.1.2 - Biodiversity Management Initiative	• Conservation compliance on roads and infrastructure projects. • Support activities of local and relevant environmental agencies and groups.	Shire	Annual

3.2 - Improve sustainability practices and awareness

Priorities	Actions	Responsibility	Timeline
3.2.1 - Environmental Awareness Program	• Access sustainability workshops and programs for community. • Support local school programs to enhance environmental awareness. • Capture and report participation in community and school programs.	CRC	Annual
3.2.2 - Waste and Recycling Improvement Program	• Conduct 2 community education projects on use of recycling bins. • Signage at land disposal site to increase recycling activity. • Maintain waste separation initiative at land fill.	• CRC • Shire • Shire	• Annual • 2026 • Ongoing

3.3 - Maintain attractive, clean, resilient public spaces

Priorities	Actions	Responsibility	Timeline
3.3.1 - Town Beautification Program	• Deliver 2 townsite beautification projects per annum. • Survey for community preference and satisfaction with townsite.	Shire	Annual
3.3.2 - Public Open Space Maintenance Program	• Maintain proactive town and garden maintenance. • Develop customer service commitment on redressing reported issues.	• Shire Works • Shire	Ongoing



Strategic Priorities & Actions

4.1 - Strengthen engagement, transparency, and trust

Priorities	Actions	Responsibility	Timeline
4.1.1 - Community Engagement Framework	- Develop community engagement strategy to apply multiple channels. - Conduct community information sessions for major initiatives. - Capture and report interactions with engagement activities.	Shire	Annual
4.1.2 - Community Satisfaction Survey	- Conduct annual community perceptions and satisfaction survey. - Achieve response for 95% confidence level with 5% margin for error. - Communicate survey results with community via multiple channels.	Shire	Annual

4.2 - Deliver infrastructure and services efficiently

Priorities	Actions	Responsibility	Timeline
4.2.1 - Capital Works Delivery Program	- Develop annual capital works program as part of annual budget process. - Set delivery milestones and expenditure parameters. - Report summary of progress on works to Council each quarter.	Shire Works	- Annual - Annual - Quarterly
4.2.2 - Asset Management Improvement Program	- Update visual record of road asset condition annually. - Engage consultant for review of key asset lifecycle and condition. - Provide mid-year report on works and asset status and renewal projects.	Shire Works	- Annual 2028-29 Budget - Annual
4.2.3 - Organisational Capacity Development	- Develop structured training and development plan for all staff. - Identify for Councillors professional development opportunities.	Shire	Annually



Strategic Priorities & Actions

4.3 - Maintain strong financial sustainability

Priorities	Actions	Responsibility	Timeline
4.3.1 - Long Term Financial Plan	- Review long-term financial plan and update 10-year forecasts. - Align capital works and asset planning to plan and present Council. - Revisit long-term financial plan and adjust at mid-year budget review.	Shire	2026 2026 - Annual
4.3.2 - Governance and Compliance Program	- Complete annual compliance and reporting requirements. - Implement recommendations of Financial, Risk Management Review. - Complete review, update and development of policies as required.	Shire	- Annual 2027 - Annual



5.1 - Support population growth and housing

Priorities	Actions	Responsibility	Timeline
5.1.1 - Population Attraction Program	- Advocate on reliability of core utilities in power and telecommunications. - Develop plan for targeted promotion of Koorda lifestyle opportunity. - Create relocation pack to support enquiries and include on website.	- Shire - Shire and CRC - Shire and CRC	- Ongoing 2028 2028
5.1.2 - Residential Growth Initiative	- Develop Housing Strategy to provide options to increase supply. - Regional advocacy with NEWROC to open Crown land for development. - Regional advocacy with NEWROC for headworks funding.	- Shire - Shire and NEWROC - Shire and NEWROC	2026 - Ongoing - Ongoing



Strategic Priorities & Actions

5.2 - Build workforce capacity and skills

Priorities	Actions	Responsibility	Timeline
5.2.1 - Workforce Skills Partnership	- Review organisational structure for contemporary service requirements. - Identify training needs in workforce aligned with performance reviews. - Investigate third party providers for 2 all of staff development activities.	- Shire - Shire - Shire and providers	2027 2026 2027
5.2.2 - Shire Traineeship Program	- Develop traineeship business case for 2 positions (office and outside). - Establish trainee positions depending on budget allocation. - Develop structured trainee program and recruit for 2 positions.	- Shire and CRC - Shire - Shire	2028 2028-29 Budget 2029

5.3 - Strengthen partnerships and innovation

Priorities	Actions	Responsibility	Timeline
5.3.1 - Funding Partnerships Program	- Develop schedule of annual grant funding opportunities. - Develop relationships with grant funding bodies and agencies. - Secure 2 grants per annum in addition to annual funding allocations.	- Shire - Shire and CRC - Shire and CRC	2027 - Ongoing - Annual
5.3.2 - Regional Collaboration and Innovation Program	- Formalise service partnerships with local government providers. - Introduce 2 shared initiatives to NEWROC per annum. - Develop and maintain working relationships with emergency services.	Shire	2027 - Annual - Ongoing

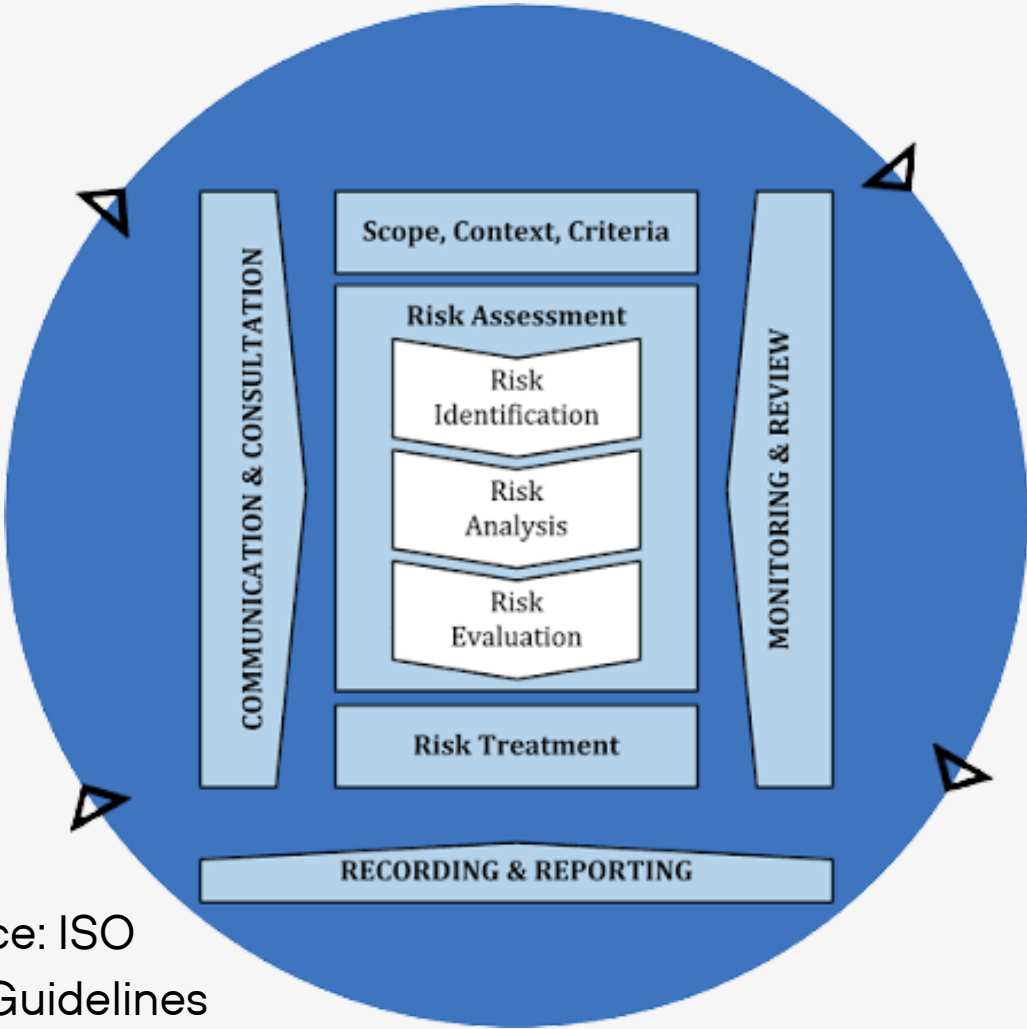
Risk Management

The Shire of Koorda is committed to identifying, measuring, and managing risks to capitalise on opportunities and achieve the objectives of the Shire’s strategic plans.

To achieve this, the Shire has adopted a risk management framework aligned to AS ISO 31000:2018 Risk management – Guidelines. The framework is comprised of a Risk Management Policy, Risk Management Strategy & Procedures Manual, Risk Assessment and Acceptance Criteria, and Risk Profiles within the Shire’s strategic and operational risk registers.

All components of the framework are integrated and set out the Shire’s approach to the identification, assessment, management, reporting and monitoring of risks, which in turn form an essential part of everyday decision making and business planning.

The Shire of Koorda Business Continuity and Disaster Recovery Plan compliments this framework, ensuring that the Shire can continue to provide essential services to the community and its stakeholders in the event of a crisis or major incident.



Risk Management Process. Source: ISO 31000:2018 Risk Management – Guidelines

Risk Area	Key Risk
Financial Sustainability	Rising costs and limited revenue growth
Workforce	Recruitment and retention challenges
Infrastructure	Asset renewal backlog
Community Expectations	Failure to meet service expectations
Housing Availability	Workforce attraction constraints
Compliance	Legislative and regulatory obligations
Economic Development	Limited private investment
Climate and Environment	Extreme weather and emergency events

- Mitigation measures include:
- Long-term financial planning.
 - Workforce planning and housing advocacy.
 - Asset management improvements.
 - Annual risk reviews.
 - Strong governance and compliance systems.
 - Grant funding and partnership development.

Measuring and Reporting on Progress

01



Progress Report

The Shire reviews the Corporate Business Plan in line with the annual budget 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.

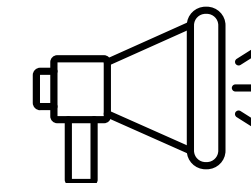
03



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 Integrated Planning.

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.