

COMMUNITY PRIORITIES	COUNCIL ACTIONS	STATUS	COMMENTS
1.1 - Local people feel safe, engaged, and enjoy a healthy and peaceful lifestyle.	1.1.1 - Maintain strong working relationships with State Agencies. (e.g. WAPOL, Department of Education and WACHS)	Ongoing	Working with the Health Centre to ensure equipment remains maintained and in working order. Repairs undertaken on blood spinner. Jan/Feb CEO-Koorda Police liaison on various matters. WACHS nursing post staffing issues resulting in return to 2 clinic days resuming 07/03/2023. Significant degree of liaison with Koorda pool management. Shire-sponsored annual school book awards, numerous CEO meetings with Koorda Police, Koorda Health Centre long-term lease finalised
	1.1.2 - Advocate for continued improvements in medical, education and support services from other levels of government and the private sector that facilitates aging, living and learning within the Shire.	Ongoing	Ongoing Liaison with Shire of Wyalkatchem for the future continued provision of GP services. Partnered with Shire of Wyalkatchem to facilitate 6-month contract extension for local GP retention. New Doctor commenced practice at Koorda Health Centre (Nov 2022).
	1.1.3 - Facilitate and support events that promote the region and deliver a positive economic impact.	Ongoing	Policy Review Committee investigated Community Grants and will work on the policy and framework to be roll them out in 2023/2024 Budget. (The guidelines look at supporting local events) Supporting Festival of Small Halls concert for 05/05/2023. Assisted in developing 2023 drive screenings schedule and training of new volunteers. Supported 2022 Drive-in screenings
1.2 - Local volunteer groups supported through initiatives that reduce volunteer fatigue and strengthen their resilience.	1.2.1 - Recognise and support the value of our community volunteers and provide meaningful opportunities to contribute to Shire projects and improving local living.	Ongoing	President & CEO meet with CRC and local Town Teams volunteers to discuss future initiatives and funding application. Assisted Koorda CRC with recruitment and training of volunteer projector operator. Supported Koorda Community Garden Group with Festival of Small Halls initiative. Partnered with Koorda CRC to seek volunteer expressions of interest to assist tidying gardens for people in need. Assisted with Koorda Community Garden water harvesting and reticulation.

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	1.2.2 - Develop and implement a Community Grants Program.	25%	<p>Policy Review Committee investigated Community Grants and will work on the policy and framework to be roll them out in 2023/2024 Budget.</p> <p>Policy to be developed as part of Council's policy review project</p>
	1.2.3 - Make available a list of current grant opportunities to local businesses, clubs and community groups.	100%	<p>Local businesses, clubs and community groups may liaise directly the Koorda CRC (as the Shire's Contract Community Development Officer) for access to its GrantGuru subscription and assistance with any subsequent preparation of grant applications.</p> <p>Weblinks to free online grant directories (GrantGuru and wa.gov.au) also available on the Shire's website. Community to As Koorda CRC (the Shire's contract Community Development Officer) has a Grant Guru subscription, exploring how to make available to the community.</p>
<p>1.3 - Emergency services are supported with effective planning, risk mitigation, response, and recovery.</p>	1.3.1 - Work with emergency service stakeholders to ensure the Shire and Volunteers meet WHS standards.	Ongoing	<p>Kulja Brigade conducted a truck familiarisation day at the Golf Club and assisted with a controlled burn off.</p> <p>An MOU with GECZ Shires regarding shared resources during local emergency situations has been developed. NEWROC Shires working on scope to complete an Emergency Services/ Resources Audit.</p> <p>CEO attendance at DFES Total Fire Ban clarification session on 3 March 2023. CBFCO attendance at Northam DFES DOAC meeting on 14 March 2023. Koorda hosted DFES Regional Pre-season Bush fire Briefing on 19/10/2022. WHS information provided to Shire bush fire control officers as part of formal appointment processes.</p>
	1.3.2 - Conduct regular LEMC meetings and exercises.	Ongoing	<p>LEMC Meeting scheduled for 29/06/2023.</p> <p>Participation in NEWROC Emergency Management Day at Trayning on 15/03/2023 includes case study/exercise.</p> <p>Meeting held 24 November 2022. Bushfire based exercise scheduled for March 2023 (but now deferred due to NEWROC Emergency Management Day on 15/03/2023).</p>

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	1.3.3 - Investigate regional emergency service arrangements. (Policies, procedures, risk management plans).	Ongoing	<p>An MOU with GECZ Shires regarding shared resources during local emergency situations has been developed. NEWROC Shires working on scope to complete an Emergency Services/ Resources Audit.</p> <p>NEWROC Emergency Management Day on 15/03/2023 arose from and part of NEWROC emergency management initiatives discussed at NEWROC meeting on 28/11/2022. LEMC endorsed changes on 24/11/2022. Bush Fire exercise scheduled for March 2023 (but now deferred due to NEWROC Emergency Management Day on 15/03/2023).</p>
<p>2.1 - Our local economy grows in a sustainable manner.</p>	2.1.1 - Ensure that our planning framework is modern and meets the needs of the relevant zoning stakeholders, such as industry, residential, small business and any emerging opportunities.	Ongoing	<p>Allocation in 2023/24 Draft Budget to update the Local Planning Scheme to allow for more than one dwelling on a rural land parcel.</p> <p>Telstra mobile telephone tower for Koorda townsite development approval (DA) granted 15/12/2022, CBH workers accommodation DA granted 13/02/2023, Drumin Tree Farm DA granted 01/03/2023 and CRISP Wireless internet tower for North Koorda granted 07/03/2023.</p> <p>Two development applications being presented to Council on 15/12/2022. Shire staff and planning consultant working with CBH on workers accommodation development application received November 2022.</p>
	2.1.2 - Advocate regionally to reduce economic barriers such as access and reliability of water, electricity, logistics infrastructure and telecommunications.	Ongoing	<p>STC Seroja Resilience Grant considered in 2023/24 Draft Budget to ensure reliable resources during natural disasters can be maintained. (Investigating battery back up for telecommunications and generators for back up power to Emergency Evacuation Centres. Guidelines still to be released)</p> <p>Telstra (Dec 2022) and CRISP Wireless (Mar 2023) infrastructure works approved (see 2.1.1 above). 275 kL non-potable emergency water tank installed Feb 2023 at Collier Dam.</p> <p>Involved with NEWROC energy project (CEO on NEWROC energy sub-committee) Shire partnering DWER for an emergency water tank at Collier Dam.</p>

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	2.1.3 - Investigate the viability of a Business/Economy grant program.	On Hold	Following the roll out of the Community Grants Scheme, and review after the first year, feedback will be sought to determine the appetite for any other such grants. Policy to be developed as part of Council's policy review project
	2.1.4 - Promote business network development and collaboration. (e.g. CRC business after dark and Wheatbelt Business Network)	25%	Koorda CRC facilitated Backpacker sundowner function 03/04/2023. Townscape Plan Shire and CRC have met to discuss 'Meet and Greet' function early 2023.
	2.1.5 - Activate the town centre through community inspired street scaping and initiatives.	Ongoing	Staff met with sign writers to look at options for Townsite stack signs and heavy vehicle parking. Allocation in the 2023/24 Draft Budget for street scaping projects. Workshop held 20/02/2023 with Townscape Plan 'Business Buzz' businesses. Assisted with Koorda Community Garden water harvesting and reticulation.
2.2 - Tourism helps to diversify and grow our local economy.	2.2.1 - Contribute to regional tourism marketing campaigns. (e.g. NEWTRAVEL/Wheatbelt Way)	Ongoing	Continuing support of NEWTRAVEL in 2023/24 Draft Budget. NEWTRAVEL membership continued and meetings attended
	2.2.2 - Work towards a high standard of tourism assets and information. (Yalambee, Caravan Park & tourist information boards and brochures)	Ongoing	Asphalt drive way completed at Yalambee Units. Quotation received for Yalambee driveway asphalt received and cost included as a budget review item. Paving of Caravan Park ablution area planned for Mar/Apr 2023. Refurbishment works continued at Yalambee and caravan park. New brochures printed
3.1 - Shire owned facilities are renewed and maintained in a strategic manner to meet community needs.	3.1.1 - Manage Shire Assets sustainably using the Strategic Resourcing Plan.	Ongoing	Allocation in the 2023/24 Draft Budget for the updating of the Strategic Resourcing Plan. Asset Revaluations have included condition reporting to ensure staff can monitor individual asset conditions when considering current and future updates and recommended replacement plans. Significant degree of work on Rec Ground Pavilion upgrade. CWA Hall ceiling works completed and floor coverings now being replaced. 2022/23 Shire Budget adopted 29/06/2022 informed by Strategic Resourcing Plan
	3.1.2 - Develop and implement online user maintenance request system	Ongoing	Continuing community education in the platform available to log requests. Works requests via Shire website now available

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<p>3.2 - Safe, efficient, and well maintained road, and footpath infrastructure.</p>	<p>3.2.1 - Continue to improve the road and footpath network by maximising external funding sources and delivering infrastructure projects to a high standard.</p>	<p>Ongoing</p>	<p>Construction of a new footpath on Haig Street. Allocation in 2023/24 Draft Budget for a new footpath on Greenham Street (North). 100% of Regional Road Group recoups completed. Roads proposed for RAV network change undergoing MRWA for assessment. Works undertaken on Mulji and Koorda-Kulja Roads. Shire staff commenced a restricted access vehicle research project to assist Council review its existing RAV ratings for local roads. Regional Road Group-supported sealing works completed on Dowerin-Koorda Road and Burakin-Wialki Road.</p>
	<p>3.2.2 - Implement an effective, proactive road maintenance program that is sensitive to industry seasonality.</p>	<p>Ongoing</p>	<p>WSFN Delivery Plan for 2023/2024 includes a budget allocation of \$100,000 for the Koorda-Wyalkatchem Road (slk: 11.14 – 17.30) to commence preparation works with clearing permits, road designs & soil testing for future upgrades. Maintenance grading undertaken as required subject to road construction requirements (as per 3.2.1). Urgent gravel road grading works prioritised during harvest 2022.</p>
<p>3.3 - A high standard of sustainable waste services.</p>	<p>3.3.1 - Develop and effectively implement Waste Management and Landfill Rehabilitation Project.</p>	<p>Ongoing</p>	<p>Wyalkatchem Landfill facility (probable NEWROC regional waste site) nearing completion of DWER clearing assessment. Staff currently reviewing draft Waste Management Strategy and Landfill Facility Closure Plan received July 2022</p>
	<p>3.3.2 - Continue to work towards a Regional Waste solution with NEWROC.</p>	<p>Ongoing</p>	<p>Wyalkatchem Landfill facility (probable NEWROC regional waste site) nearing completion of DWER clearing assessment. NEWROC waste project still under consideration. Council adopted a Waste Management Plan and Koorda Landfill Closure Management Plan in November 2022.</p>
<p>3.4 - Conservation of our natural environment for future generations.</p>	<p>3.4.1 - Support renewable energy initiatives and encourage further renewable industry development.</p>	<p>Ongoing</p>	<p>Proposed participation in NEWROC-wide electric vehicle (EV) included in Mar 2023 council budget review. Currently working through NEWROC on its energy project</p>
	<p>3.4.2 - Partner with Wheatbelt NRM and DWER for future grant and project opportunities.</p>	<p>Ongoing</p>	<p>Participated and promoted DPIRD pest parrot and cockatoo management strategy consultation. DWER and Shire collaborating to install water tank at Mt Collier Dam</p>

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	3.4.3 - Increase community awareness and preparedness for the impacts of climate change and its major local risks such as bush fires.	Ongoing	<p>Updates to Shire Website to ensure Fire & Emergency Service information is easily accessible.</p> <p>Due to prevailing bush fire risk, prohibited burning period extended by two weeks. NEWROC emergency management day includes briefing and discussion on climate change impacts on NEWROC communities.</p> <p>Promotion of firebreak, total fire ban and harvest and movement ban requirements completed.</p>
4.1 - Open and Transparent Leadership.	4.1.1 - Ensure the use of resources is effective, efficient and reported regularly. (e.g. Financial Management)	Ongoing	<p>Interim Audit undertaken in May. Action Plan for improvements identified in Moore Australia FM & Reg 17 Review to be tabled at Audit Committee and Council Meetings in June.</p> <p>Unqualified ('clean') 2021/22 external audit completed Dec 2022. Preparation for and site visit by Moore Australia on 21/02/2023-22/02/2023 undertaking combined financial management and Reg 17 reviews.</p> <p>Statutory financial reports presented monthly to Council. 2021/21 Audit due for completion December 2022.</p>
	4.1.2 - Identify business improvement opportunities to enhance operational effectiveness. (e.g. implement any recommended actions from audit/OAG reports)	Ongoing	<p>Utilising OAG reports and recommendations (Verifying Employee Identity & Credentials) during procedure and policy creation.</p> <p>OAG management letter items referred to Shire administration Dec 2022. 2022 DLGSC Compliance Audit Return to 22/03/2023 Audit and Council meetings. Anticipating combined financial management and Reg 17 review report Apr 2023.</p> <p>New office hours implemented July 2022</p>
	4.1.3 - Develop and implement Customer Service Charter & External Stakeholder communication plan.	Ongoing	<p>Draft customer satisfaction survey to be presented to 22/03/2023 Council Forum.</p> <p>Staff research, including consultation with NEWROC and other Shire's commenced.</p>

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<p>4.2 - Investment in the skills and capabilities of our elected members and staff.</p>	<p>4.2.1 - Promote continued professional development amongst elected members and staff.</p>	<p>Ongoing</p>	<p>An updated Continuing Professional Development for Elected Members has been endorsed by the Policy Review Committee and will be tabled at the June 2023 Council Meeting. Allocation in the 2023/24 Draft Budget for Staff training. Staff Training opportunities identified during annual performance reviews. President, Deputy President and CEO attended GECZ Conference in Merredin on 28/02/2023. 4 Councillors and 2 executives attended WALGA Convention in October 2022.</p>
	<p>4.2.2 - Progress 'Team Koorda' initiative. (e.g. Workforce Plan)</p>	<p>Ongoing</p>	<p>Majority of staff participated in corporate skin cancer screening program on 14/03/2023. From 01/01/2023 Shire now under WA Industrial Relations system. Staff encouraged to take recreational leave (in line with OAG audit and TeamKoorda principles). All staff meeting held 29/11/2022 to discuss transition to WA Industrial Relations system. Works team briefing on works prohibited during declared fire bans.</p>
<p>4.3 - Forward planning and delivery of services and facilities that achieve strategic priorities.</p>	<p>4.3.1 - Actively participate in regional collaboration initiatives. (e.g. NEWROC regional subsidiary)</p>	<p>Ongoing</p>	<p>President and CEO attended NEWROC Council meeting 27/04/2023 in Bencubbin. President and CEO attended NEWROC Council meeting in Dowerin on 20/02/2023. CEO participated in NEWROC Exec Teams meeting concerning local capital funding on 02/03/2023. NEWROC Regional Subsidiary Charter adopted. WALGA Great Eastern Country Zone and NEWROC meetings attended.</p>
	<p>4.3.2 - Regularly report on progress of strategic plan initiatives using a quarterly score card.</p>	<p>Ongoing</p>	<p>Forth Quarter report being tabled at June Audit and Council meeting. Third quarterly report to Audit and Council meetings on 22/03/2023. Second quarterly report emailed to Councillors 'out-of session' on 09/12/2022. First quarterly report adopted by Council and published in Narkal Notes and online.</p>

WORKFORCE OBJECTIVES	ACTIONS/DELIVERABLES	OWNER	DONE	STATUS	COMMENTS
1 - Attracting and selecting the right people	1.1 - Develop an employment brand for the Shire of Koorda.	DCEO	✓	100%	Completed 2021/2022.
	1.2 - Provide flexible work arrangements and promote the positive workplace.	EMT	✓	100%	Flexible arrangements in place
	1.3 - Develop an appropriate induction and orientation process.	EMT & Payroll	✓	100%	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.	EMT & all employees	✓	100%	Part of annual performance reviews completed July 2022
	2.2 - Continually review and upgrade finance and administration systems to improve performance.	DCEO & Finance		75%	New finance system implementation progressing well. Will monitor Audit Report and recommendations to determine if any improved modules are required in the future.
	2.3 - Encourage all staff to contribute to a workplace culture that values safety and eliminates workplace injuries.	EMT & all employees		On Hold	To be considered as part of Code of Conduct consultations (see 4.1 below)
3 - Retaining and engaging our valued workforce	3.1 - Provide opportunities for staff to act in other roles that will support their development.	EMT	✓	100%	
	3.2 - Foster and value openness by encouraging effective communication throughout the shire.	EMT & all employees		On Hold	To be considered as part of Code of Conduct consultations (see 4.1 below)
	3.3 - Review current meeting structure and introduce meetings that improve performance.	EMT		Not Started	
	3.4 - Encourage participation in whole of organisation social activities.	EMT & all employees	✓	100%	Well attended and successful (based on comments received) Christmas function on 02/12/2022.
	3.5 - Review our performance management framework and create a simplified performance review process that aligns to our strategic objectives.	EMT & Payroll		25%	WALGA templates being considered by EMT early 2023
4 - Developing a strategic workforce for improved performance	4.1 - Develop an Employee Code of Conduct.	EMT		50%	Draft Code of Conduct developed for staff consultation. Consultation process to be completed on 30 June 2023, for consideration and adoption of final Employee Code of Conduct.
	4.2 - Develop position-based information that includes job task instructions, key contacts, and a calendar.	EMT		Not Started	Being considered as part of Council's policy review project
	4.3 - Develop succession plans for key roles.	EMT		25%	Recent vacancies and appointments have attracted a younger demographic
	4.4 - Develop a contemporary suite of human resource policies and procedures.	EMT & Payroll		25%	Being considered as part of Council's policy review project. Policy manual split up to separate "Council" and "Organisational/Staff" policies. Once the Council Policy Review is complete, staff will undertake a review of the Organisation/Staff Policy Manual and use OAG Reports/Recommendations and WALGA Policy templates to ensure current policies are contemporary and compliant.