Shire of Koorda

Drive in, stay awhile

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MINUTES

Ordinary Council Meeting

Held in Shire of Koorda Council Chambers
10 Haig Street, Koorda WA 6475
Wednesday 19 August 2026
Commenced 5.00pm

NOTICE OF MEETING

Dear Elected Members,

Notice is hereby given that the next Ordinary Meeting of Council of the Shire of Koorda will be held on Wednesday, 19 August 2026 in the Shire of Koorda Council Chambers, 10 Haig Street, Koorda.

The format of the day will be:

5.00pm	Council Meeting
Following conclusion of Council Meeting	Council Forum

Zac Donovan
Chief Executive Officer
14 August 2026

DISCLAIMER

No responsibility whatsoever is implied or accepted by the Shire of Koorda for any act, omission or statement or intimation occurring during Council or Committee meetings.

The Shire of Koorda disclaims any liability for any loss whatsoever and howsoever caused arising out of reliance by any person or legal entity on any such act, omission or statement or intimation occurring during Council or Committee meetings.

Any person or legal entity who acts or fails to act in reliance upon any statement, act or omission made in a Council or Committee meeting does so at that person's or legal entity's own risk.

In particular and without derogating in any way from the broad disclaimer above, in any discussion regarding any planning application or application for a license, and statement or intimation of approval made by a member or officer of the Shire of Koorda during the course of any meeting is not intended to be and is not to be taken as notice of approval from the Shire of Koorda.

The Shire of Koorda warns that anyone who has any application lodged with the Shire of Koorda must obtain and should only rely on **written confirmation** of the outcome of the application, and any conditions attaching to the decision made by the Shire of Koorda in respect of the application.

To be read aloud if any member of the public is present.

Signed



Zac Donovan
Chief Executive Officer

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Shire of Koorda
Ordinary Council Meeting
5.00pm, Wednesday 19 August 2026

1. Declaration of Opening

The Presiding person welcomes those in attendance and declares the meeting open at 5.00pm.

2. Record of Attendance, Apologies and Leave of Absence

Councillors:

Cr JM Stratford	President
Cr GW Greaves	Deputy President
Cr KA Fuchsbichler	
Cr BJ Harrap	
Cr NJ Chandler	
Cr GL Boyne	
Cr BH Moore	

Staff:

Mr Z Donovan	Chief Executive Officer
Ms L Foote	Deputy Chief Executive Officer
Ms C West	Finance Officer (withdrew 5.35pm)

Members of the Public:

Matthew Mumford	(withdrew 5.47pm)
Bryan Williams	

Apologies:

Nil

Visitors:

Linda Vernon	Executive Officer, CWBA (withdrew 5.35pm)
Carl Fuchsbichler	Board Member, CWBA (withdrew 5.35pm)
Sergeant Ian Lyon	Acting OIC Koorda Police Station (entered 5.45pm)

Approved Leave of Absence:

3. Public Question Time

Nil.

4. Disclosure of Interest

Cr NJ Chandler declared a financial interest in item 12.3. Development Application CBH Bulkheads as he is an employee of CBH and assisted with the application submission.

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5. Applications for Leave of Absence

Resolution 010826

Moved Cr GL Boyne **Seconded Cr GW Greaves**

That Cr NJ Chandler request for leave for the September 2026 Ordinary Council Meeting be approved.

CARRIED: 7/0

For: Cr JM Stratford, Cr GW Greaves, Cr KA Fuchsbichler, Cr BJ Harrap, Cr NJ Chandler, Cr GL Boyne, Cr BH Moore

6. Petitions and Presentations

Central Wheatbelt Biosecurity Association Executive Officer Linda Vernon and board members Carl Fuchsbichler and Mark Sutton to present on the non-renewal of CWBA permits to undertake wild dog controls. Briefing paper attached here.

5.35pm – Carl Fuchsbichler withdrew from Chambers
5.35pm – Linda Vernon withdrew from Chambers
5.35pm – Charli West withdrew from Chambers

7. Confirmation of Minutes from Previous Meetings

7.1. Ordinary Council Meeting held on 15 July 2026

Click here to view the July 2026 Ordinary Council Meeting Minutes

Voting Requirements ☒Simple Majority ☐Absolute Majority

Officer Recommendation
Resolution 020826

Moved Cr NJ Chandler **Seconded Cr GW Greaves**

That, in accordance with Sections 5.22(2) and 3.18 of the *Local Government Act 1995,* the Minutes of the Ordinary Council Meeting held 15 July 2026, as presented, be confirmed as a true and correct record of proceedings.

CARRIED: 7/0

For: Cr JM Stratford, Cr GW Greaves, Cr KA Fuchsbichler, Cr BJ Harrap, Cr NJ Chandler, Cr GL Boyne, Cr BH Moore

8. Minutes of Committee Meetings to be Received

Nil.

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9. Recommendations from Committee Meetings for Council Consideration

Nil.

10. Announcements by the President without Discussion

I would like to send condolences to the McWha family on the passing of Elvie, the Burton family on the passing of Pat, the Innes family on the passing of Keith and the Longmuir family on the passing of Pat.

I would like to extend congratulations to Jay Hammond from the Koorda Wylie St John Ambulance volunteer group for winning the 2026 Wheatbelt North Volunteer Recognition Award.

Congratulations to the Koorda Winter Sports Teams for all making the finals in the Central Wheatbelt. Also congratulations to all the trophy winners awarded at the Club presentations over the weekend.

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11. OFFICER'S REPORTS – CORPORATE & COMMUNITY

11.1. Monthly Financial Statements

Corporate and Community	
Date	12 August 2026
Location	Not Applicable
Responsible Officer	Zac Donovan, Chief Executive Officer
Author	Lana Foote, Deputy Chief Executive Officer
Legislation	*Local Government Act 1995;* *Local Government (Financial Management) Regulations 1996*
Disclosure of Interest	Nil
Purpose of Report	☐Executive Decision ☒Legislative Requirement ☐Information
Attachments	July 2026 Financial Activity Statement

Background:
This item presents the Statement of Financial Activity to Council for the period ending 31 July 2026.

Section 6.4 of the *Local Government Act 1995* requires a local government to prepare financial reports.

Regulations 34 and 35 of the *Local Government (Financial Management) Regulations 1996* set out the form and content of the financial reports, which have been prepared and presented to Council.

Comment:
All financial reports are required to be presented to Council within two meetings following the end of the month that they relate to.

Consultation:
Zac Donovan, Chief Executive Officer
Finance Officers

Statutory Implications:
Council is required to adopt monthly statements of financial activity to comply with Regulation 34 of the *Local Government (Financial Management) Regulations 1996*.

Policy Implications:
Finances have been managed in accordance with the Shire of Koorda policies.

Strategic Implications:
Shire of Koorda Integrated Strategic Plan 2024
4.1.1 - Ensure efficient use of resources and that governance and operational compliance and reporting meets legislative and regulatory requirements.

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Risk Implications:

Risk Profiling Theme	Failure to fulfil statutory regulations or compliance requirements
Risk Category	Compliance
Risk Description	No noticeable regulatory or statutory impact
Consequence Rating	Insignificant (1)
Likelihood Rating	Rare (1)
Risk Matrix Rating	Low (1)
Key Controls (in place)	Governance Calendar, Financial Management Framework and Legislation
Action (Treatment)	Nil
Risk Rating (after treatment)	Adequate

Timely preparation of the monthly financial statements within statutory guidelines is vital to good financial management. Failure to submit compliant reports within statutory time limits will lead to non-compliance with the Local Government Act 1995 and the Local Government (Financial Management) Regulations 1996.

Financial Implications:
Nil

Voting Requirements: ☒Simple Majority ☐Absolute Majority

Officer Recommendation
Resolution 030826

Moved Cr GW Greaves **Seconded Cr KA Fuchsbichler**

That Council, by Simple Majority, pursuant to Regulation 34 of the *Local Government (Financial Management) Regulations 1996*, receives the statutory Financial Activity Statement report for the period ending 31 July 2026, as presented.

CARRIED: 7/0
For: Cr JM Stratford, Cr GW Greaves, Cr KA Fuchsbichler, Cr BJ Harrap, Cr NJ Chandler, Cr GL Boyne, Cr BH Moore

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SHIRE OF KOORDA

MONTHLY FINANCIAL REPORT

(Containing the required statement of financial activity and statement of financial position)

For the period ended 31 July 2026

LOCAL GOVERNMENT ACT 1995
LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

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SHIRE OF KOORDA
STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 JULY 2026

	Note	Adopted Budget Estimates (a)	YTD Budget Estimates (b)	YTD Actual (c)	Variance* $ (c) - (b)	Variance* % ((c) - (b))/(b)	Var.
		$	$	$	$	%	
OPERATING ACTIVITIES							
Revenue from operating activities							
General rates		1,312,860	1,358,242	**1,385,798**	27,556	2.03%	▲
Rates excluding general rates		31,007	30,625	**0**	(30,625)	(100.00%)	▼
Grants, subsidies and contributions		642,575	255,326	**256,051**	725	0.28%	
Fees and charges		866,089	290,540	**304,889**	14,349	4.94%	▲
Interest revenue		237,600	19,800	**23,102**	3,302	16.68%	▲
Other revenue		199,080	840	**3,428**	2,588	308.10%	▲
Profit on asset disposals		183,000	0	**0**	0		
		3,472,211	**1,955,373**	**1,973,268**	**17,895**	0.92%	
Expenditure from operating activities							
Employee costs		(1,918,530)	(169,143)	**(157,316)**	11,827	6.99%	▲
Materials and contracts		(1,269,959)	(192,149)	**(268,739)**	(76,590)	(39.86%)	▼
Utility charges		(312,100)	(27,564)	**(24,434)**	3,130	11.36%	▲
Depreciation		(2,778,240)	(231,520)	**0**	231,520	100.00%	▲
Insurance		(253,442)	(126,721)	**(130,629)**	(3,908)	(3.08%)	
Other expenditure		(111,871)	(250)	**(28)**	222	88.80%	▲
Loss on asset disposals		(21,500)	0	**0**	0		
		(6,665,642)	**(747,347)**	**(581,146)**	**166,201**	22.24%	
Amounts excluded from operating activities	2(c)	2,616,740	231,520	**339**	(231,181)	(99.85%)	▼
Amount attributable to operating activities		**(576,691)**	**1,439,546**	**1,392,461**	**(47,085)**	(3.27%)	
INVESTING ACTIVITIES							
Inflows from investing activities							
Proceeds from capital grants, subsidies and contributions		1,515,762	233,600	**233,789**	189	0.08%	
Proceeds from disposal of property, plant and equipment		450,000	0	**0**	0		
		1,965,762	**233,600**	**233,789**	**189**	0.08%	
Outflows from investing activities							
Acquisition of property, plant and equipment		(1,192,000)	0	**(17,390)**	(17,390)		▼
Acquisition of infrastructure		(2,243,000)	(86,000)	**(64,398)**	21,602	25.12%	▲
Payments for financial assets at amortised cost - term deposits		0	0	**(4,509,880)**	(4,509,880)		▼
		(3,435,000)	**(86,000)**	**(4,591,668)**	**(4,505,668)**	(5239.15%)	
Amounts excluded from investing activities	2(d)	0	0	**4,509,880**	4,509,880		▲
Amount attributable to investing activities		**(1,469,238)**	**147,600**	**152,001**	**4,401**	2.98%	
FINANCING ACTIVITIES							
Inflows from financing activities							
Transfer from reserves		686,996	0	**0**	0		
		686,996	**0**	**0**	**0**		
Outflows from financing activities							
Transfer to reserves		(395,400)	0	**(6,532)**	(6,532)		
		(395,400)	**0**	**(6,532)**	**(6,532)**		
Amount attributable to financing activities		**291,596**	**0**	**(6,532)**	**(6,532)**		
MOVEMENT IN SURPLUS OR DEFICIT							
Surplus or deficit at the start of the financial year	2(a)	1,816,936	1,816,936	**1,815,520**	(1,416)	(0.08%)	
Amount attributable to operating activities		(576,691)	1,439,546	**1,392,461**	(47,085)	(3.27%)	▼
Amount attributable to investing activities		(1,469,238)	147,600	**152,001**	4,401	2.98%	
Amount attributable to financing activities		291,596	0	**(6,532)**	(6,532)		
Surplus or deficit after imposition of general rates		**62,603**	**3,404,082**	**3,353,449**	**(50,633)**	(1.49%)	▼

KEY INFORMATION

▲▼ Indicates a variance between Year to Date (YTD) Budget and YTD Actual data outside the adopted materiality threshold.
▲ Indicates a variance with a positive impact on the financial position.
▼ Indicates a variance with a negative impact on the financial position.
Refer to Note 3 for an explanation of the reasons for the variance.

This statement is to be read in conjunction with the accompanying notes.

SHIRE OF KOORDA
STATEMENT OF FINANCIAL POSITION
FOR THE PERIOD ENDED 31 JULY 2026

	Actual 30 June 2026	Actual as at 31 July 2026
	$	$
CURRENT ASSETS		
Cash and cash equivalents	6,648,377	1,967,629
Trade and other receivables	186,289	1,882,922
Other financial assets	0	4,509,880
Inventories	407	510
TOTAL CURRENT ASSETS	6,835,073	8,360,941
NON-CURRENT ASSETS		
Other financial assets	116,383	116,383
Property, plant and equipment	21,481,140	21,498,530
Infrastructure	94,762,156	94,826,554
TOTAL NON-CURRENT ASSETS	116,359,679	116,441,467
TOTAL ASSETS	123,194,752	124,802,408
CURRENT LIABILITIES		
Trade and other payables	376,152	357,895
Employee related provisions	373,687	373,687
TOTAL CURRENT LIABILITIES	749,839	731,582
NON-CURRENT LIABILITIES		
Employee related provisions	69,813	69,813
Other provisions	563,487	563,487
TOTAL NON-CURRENT LIABILITIES	633,300	633,300
TOTAL LIABILITIES	1,383,139	1,364,882
NET ASSETS	**121,811,613**	**123,437,526**
EQUITY		
Retained surplus	59,446,036	61,065,414
Reserve accounts	4,503,347	4,509,880
Revaluation surplus	57,862,234	57,862,234
TOTAL EQUITY	**121,811,617**	**123,437,528**

This statement is to be read in conjunction with the accompanying notes.

1 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICIES

BASIS OF PREPARATION

This prescribed financial report has been prepared in accordance with the *Local Government Act 1995* and accompanying regulations.

Local Government Act 1995 requirements
Section 6.4(2) of the Local Government Act 1995 read with the *Local Government (Financial Management) Regulations 1996,* prescribe that the financial report be prepared in accordance with the *Local Government Act 1995* and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board were applied with exception to the following:

The *Local Government (Financial Management) Regulations 1996* specify that vested land is a right-of-use asset to be measured at cost, and is considered a zero cost concessionary lease. All right-of-use assets under zero cost concessionary leases are measured at zero cost rather than at fair value, except for vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the Shire to measure any vested improvements at zero cost.

Local Government (Financial Management) Regulations 1996, regulation 34 prescribes contents of the financial report. Supplementary information does not form part of the financial report.

Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the financial report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

PREPARATION TIMING AND REVIEW

Date prepared: All known transactions up to 12 August 2026

The local government reporting entity
All funds through which the Shire controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

All monies held in the Trust Fund are excluded from the financial statements.

Material accounting policies
Material accounting policies utilised in the preparation of these statements are as described within the 2026-27 Annual Budget. Please refer to the adopted budget document for details of these policies.

Critical accounting estimates and judgements
The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

As with all estimates, the use of different assumptions could lead to material changes in the amounts reported in the financial report.

The following are estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year and further information on their nature and impact can be found in the relevant note:

- Fair value measurement of assets carried at reportable value including:
  - Property, plant and equipment
  - Infrastructure
- Impairment losses of non-financial assets
- Expected credit losses on financial assets
- Measurement of employee benefits
- Measurement of provisions

2 NET CURRENT ASSETS INFORMATION

(a) Net current assets used in the Statement of Financial Activity

	Note	Adopted Budget Opening 1 July 2026	Actual as at 30 June 2026	Actual as at 31 July 2026
Current assets		$	$	$
Cash and cash equivalents		6,648,377	6,648,377	1,967,629
Trade and other receivables		142,151	186,289	1,882,922
Other financial assets			0	4,509,880
Inventories		407	407	510
		6,790,935	6,835,073	8,360,941
Less: current liabilities				
Trade and other payables		(330,601)	(376,152)	(357,895)
Employee related provisions		(373,687)	(373,687)	(373,687)
		(704,288)	(749,839)	(731,582)
Net current assets		6,086,647	6,085,234	7,629,359
Less: Total adjustments to net current assets	2(b)	(4,269,711)	(4,269,714)	(4,275,907)
Closing funding surplus / (deficit)		**1,816,936**	**1,815,520**	**3,353,452**

(b) Current assets and liabilities excluded from budgeted deficiency

Adjustments to net current assets				
Less: Reserve accounts		(4,503,344)	(4,503,347)	(4,509,879)
Add: Current liabilities covered by funds held in reserve account				
- Current portion of employee benefit provisions		233,633	233,633	233,972
Total adjustments to net current assets	2(a)	**(4,269,711)**	**(4,269,714)**	**(4,275,907)**

(c) Amounts excluded from operating activities

	Adopted Budget Estimates 30 June 2027	YTD Budget Estimates 31 July 2026	YTD Actual 31 July 2026
	$	$	$
Less: Profit on asset disposals	(183,000)	0	0
Add: Loss on disposal of assets	21,500	0	0
Add: Depreciation	2,778,240	231,520	0
Movement in current liabilities associated funds held in reserve account:			
- Employee benefit provisions			339
Total amounts excluded from operating activities	**2,616,740**	**231,520**	**339**

(d) Amounts excluded from investing activities

Reconciling item - movement between current assets			
- Financial assets at amortised cost - term deposits	0	0	4,509,880
Total amounts excluded from investing activities	**0**	**0**	**4,509,880**

CURRENT AND NON-CURRENT CLASSIFICATION

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. Unless otherwise stated assets or liabilities are classified as current if expected to be settled within the next 12 months, being the local governments' operational cycle.

3 EXPLANATION OF MATERIAL VARIANCES

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date actual materially.
The material variance adopted by Council for the 2026-27 year is $10,000 or 10.00% whichever is the greater.

Description	Var. $	Var. %	
	$	%	
Revenue from operating activities			
General rates Variance for discount on rates. Budget allocated to July, majority of payments in August.	**27,556**	**2.03%** Timing	▲
Rates excluding general rates CBH Ex-Gratia Invoice sent in July.	**(30,625)**	**(100.00%)** Timing	▼
Fees and charges Minor variance due to monthly budget split	**14,349**	**4.94%** Timing	▲
Interest revenue Interest received on Reserves before being locked into term deposits.	**3,302**	**16.68%** Timing	▲
Other revenue Debt recovery costs for rates added to accounts ahead of anticipated budget.	**2,588**	**308.10%** Timing	▲
Expenditure from operating activities			
Employee costs Budget split evenly across year.	**11,827**	**6.99%** Timing	▲
Materials and contracts Materials and contracts subscriptions and purchases took place in July, and budget split over 12 months.	**(76,590)**	**(39.86%)** Timing	▼
Utility charges Budget split evenly across year. Utilities slightly over current budget.	**3,130**	**11.36%**	▲
Depreciation Depreciation not raised on assets until finalisation of audit and prior year annual financial statements.	**231,520**	**100.00%** Timing	▲
Other expenditure Minor variance due to monthly budget split.	**222**	**88.80%** Timing	▲
Amounts excluded from operating activities Depreciation not raised on assets until finalisation of audit and prior year annual financial statements. $339 interest earned on employee leave reserve.	**(231,181)**	**(99.85%)** Timing	▼
Outflows from investing activities			
Acquisition of property, plant and equipment	**(17,390)**		▼
Acquisition of infrastructure Expenditure slightly lower than anticipated capital works budget for Roads ($19k) and Infra Other ($2.5k)	**21,602**	**25.12%**	▲
Surplus or deficit after imposition of general rates As per above explanations.	**(50,633)**	**(1.49%)**	▼

SHIRE OF KOORDA

SUPPLEMENTARY INFORMATION

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BASIS OF PREPARATION - SUPPLEMENTARY INFORMATION

Supplementary information is presented for information purposes. The information does not comply with the disclosure requirements of the Australian Accounting Standards.

1 KEY INFORMATION

Funding Surplus or Deficit Components

Funding surplus / (deficit)

	Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. $ (b)-(a)
Opening	$1.82 M	$1.82 M	$1.82 M	($0.00 M)
Closing	$0.06 M	$3.40 M	$3.35 M	($0.05 M)

Refer to Statement of Financial Activity

Cash and cash equivalents

	$6.48 M	% of total
Unrestricted Cash	$1.97 M	30.4%
Restricted Cash	$4.51 M	69.6%

Refer to 3 - Cash and Financial Assets

Payables

	$0.36 M	% Outstanding
Trade Payables	$0.18 M	
0 to 30 Days		90.1%
Over 30 Days		9.9%
Over 90 Days		0.0%

Refer to 9 - Payables

Receivables

	$0.38 M	% Collected
Rates Receivable	$1.50 M	1.8%
Trade Receivable	$0.38 M	% Outstanding
Over 30 Days		5.8%
Over 90 Days		0.5%

Refer to 7 - Receivables

Key Operating Activities

Amount attributable to operating activities

Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. $ (b)-(a)
($0.58 M)	$1.44 M	$1.39 M	($0.05 M)

Refer to Statement of Financial Activity

Rates Revenue

YTD Actual	$1.39 M	% Variance
YTD Budget	$1.36 M	2.0%

Grants and Contributions

YTD Actual	$0.26 M	% Variance
YTD Budget	$0.26 M	0.3%

Refer to 11 - Grants and Contributions

Fees and Charges

YTD Actual	$0.30 M	% Variance
YTD Budget	$0.29 M	4.9%

Refer to Statement of Financial Activity

Key Investing Activities

Amount attributable to investing activities

Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. $ (b)-(a)
($1.47 M)	$0.15 M	$0.15 M	$0.00 M

Refer to Statement of Financial Activity

Proceeds on sale

YTD Actual	$0.00 M	%
Adopted Budget	$0.45 M	(100.0%)

Refer to 6 - Disposal of Assets

Asset Acquisition

YTD Actual	$0.06 M	% Spent
Adopted Budget	$2.24 M	(97.1%)

Refer to 5 - Capital Acquisitions

Capital Grants

YTD Actual	$0.23 M	% Received
Adopted Budget	$1.52 M	(84.6%)

Refer to 5 - Capital Acquisitions

Key Financing Activities

Amount attributable to financing activities

Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. $ (b)-(a)
$0.29 M	$0.00 M	($0.01 M)	($0.01 M)

Refer to Statement of Financial Activity

Borrowings

Principal repayments	$0.00 M
Interest expense	$0.00 M
Principal due	$0.00 M

Reserves

Reserves balance	$4.51 M
Net Movement	$0.01 M

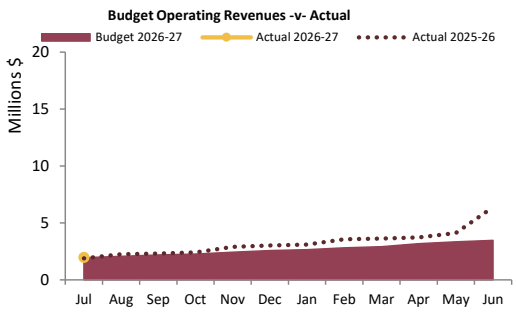
Refer to 4 - Cash Reserves

This information is to be read in conjunction with the accompanying Financial Statements and notes.

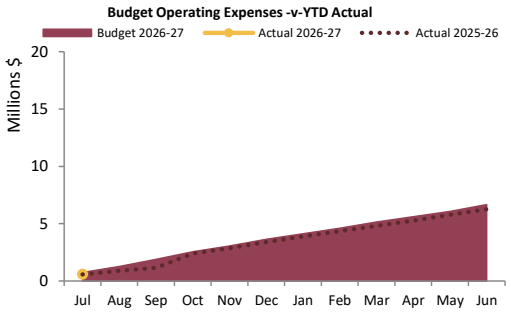
2 KEY INFORMATION - GRAPHICAL

OPERATING ACTIVITIES

OPERATING REVENUE

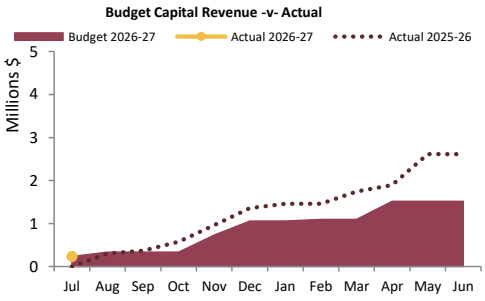


OPERATING EXPENSES

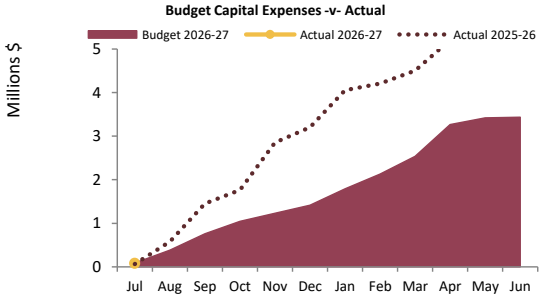


INVESTING ACTIVITIES

CAPITAL REVENUE



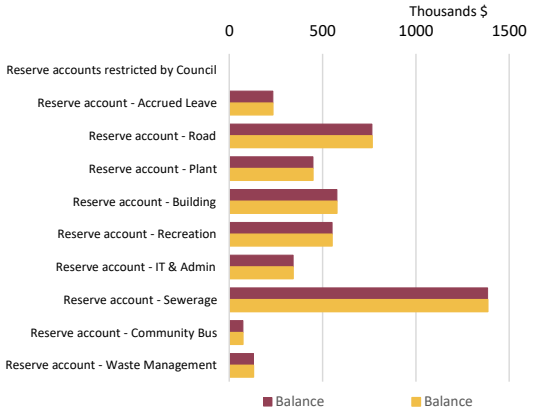
CAPITAL EXPENSES



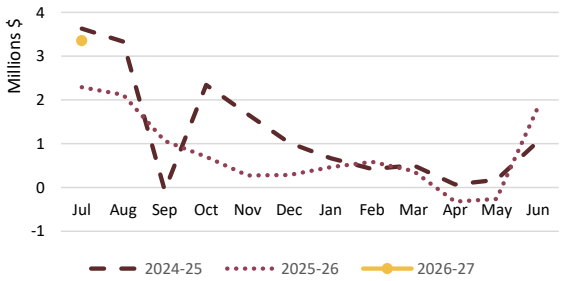
FINANCING ACTIVITIES

BORROWINGS

RESERVES



Closing funding surplus / (deficit)



This information is to be read in conjunction with the accompanying Financial Statements and Notes.

3 CASH AND FINANCIAL ASSETS AT AMORTISED COST

Description	Classification	Unrestricted	Reserve Accounts	Total	Trust	Institution	Interest Rate	Maturity Date
		$	$	$	$			
CBA Municipal Account	Cash and cash equivalents	199,909		199,909		CBA	Variable	
CBA Licensing Account	Cash and cash equivalents	10,680		10,680		CBA	Variable	
CBA Savings Account (Term I	Cash and cash equivalents	1,700,000		1,700,000		CBA	Variable	
CBA ATM Cash Account	Cash and cash equivalents	28,670		28,670		CBA	Variable	
ATM Cash Account	Cash and cash equivalents	27,610		27,610		Cash		
Cash on Hand	Cash and cash equivalents	760		760		Cash		
Term Deposit XXX1	Financial assets at amortised cost	0	4,000,000	4,000,000		CBA	5.07%	7/01/2027
Term Deposit XXX1	Financial assets at amortised cost	0	509,880	509,880		CBA	4.96%	30/09/2026
Total		**1,967,629**	**4,509,880**	**6,477,508**	**0**			
Comprising								
Cash and cash equivalents		1,967,629	0	1,967,628	0			
Financial assets at amortised cost - Term Deposits		0	4,509,880	4,509,880	0			
		1,967,629	**4,509,880**	**6,477,508**	**0**			

KEY INFORMATION

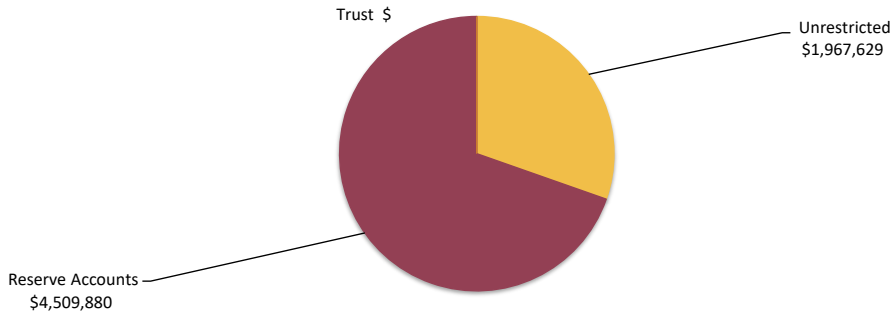
Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Bank overdrafts are reported as short term borrowings in current liabilities in the statement of net current assets.

The local government classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Financial assets at amortised cost held with registered financial institutions are listed in this note other financial assets at amortised cost are provided in Note 8 - Other assets.



4 RESERVE ACCOUNTS

	Budget				Actual			
Reserve account name	Opening Balance	Transfers In (+)	Transfers Out (-)	Closing Balance	Opening Balance	Transfers In (+)	Transfers Out (-)	Closing Balance
	$	$	$	$	$	$	$	$
Reserve accounts restricted by Council								
Reserve account - Accrued Leave	233,633	10,397	0	244,030	233,633	339	0	233,972
Reserve account - Road	765,213	34,052	0	799,265	765,213	1,110	0	766,323
Reserve account - Plant	448,290	19,949	(375,496)	92,743	448,290	650	0	448,940
Reserve account - Building	576,534	125,656	(87,500)	614,690	576,537	836	0	577,373
Reserve account - Recreation	550,821	24,512	(172,000)	403,333	550,821	799	0	551,620
Reserve account - IT & Admin	341,919	15,215	(52,000)	305,134	341,919	496	0	342,415
Reserve account - Sewerage	1,384,106	156,593	0	1,540,699	1,384,106	2,008	0	1,386,114
Reserve account - Community Bus	73,111	3,253	0	76,364	73,111	106	0	73,217
Reserve account - Waste Management	129,717	5,773	0	135,490	129,717	188	0	129,905
	4,503,344	**395,400**	**(686,996)**	**4,211,748**	**4,503,347**	**6,532**	**0**	**4,509,879**

5 CAPITAL ACQUISITIONS

Capital acquisitions	Adopted Budget	YTD Budget	YTD Actual	YTD Variance
	$	$	$	$
Buildings - non-specialised	270,000	0	17,390	17,390
Plant and equipment	922,000	0	0	0
Acquisition of property, plant and equipment	**1,192,000**	**0**	**17,390**	**17,390**
Infrastructure - roads	2,035,000	75,000	55,854	(19,146)
Infrastructure - other	208,000	11,000	8,544	(2,456)
Acquisition of infrastructure	**2,243,000**	**86,000**	**64,398**	**(21,602)**
Total capital acquisitions	**3,435,000**	**86,000**	**81,788**	**(4,212)**
Capital Acquisitions Funded By:				
Capital grants and contributions	1,515,762	233,600	233,789	189
Other (disposals & C/Fwd)	450,000	0	0	0
Reserve accounts				
Reserve account - Plant	375,496	375,496	0	(375,496)
Reserve account - Building	87,500	87,500	0	(87,500)
Reserve account - Recreation	172,000	172,000	0	(172,000)
Reserve account - IT & Admin	52,000	52,000	0	(52,000)
Contribution - operations	782,242	(834,596)	(152,001)	682,595
Capital funding total	**3,435,000**	**86,000**	**81,788**	**(4,212)**

KEY INFORMATION

Initial recognition

An item of property, plant and equipment or infrastructure that qualifies for recognition as an asset is measured at its cost.

Upon initial recognition, cost is determined as the amount paid (or other consideration given) to acquire the assets, plus costs incidental to the acquisition. The cost of non-current assets constructed by the Shire includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition.

Assets for which the fair value as at the date of acquisition is under $5,000 are not recognised as an asset in accordance with *Local Government (Financial Management) Regulation 17A(5).* These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

Individual assets that are land, buildings and infrastructure acquired between scheduled revaluation dates of the asset class in accordance with the Shire's revaluation policy, are recognised at cost and disclosed as being at reportable value.

Measurement after recognition

Plant and equipment including furniture and equipment and right-of-use assets (other than vested improvements) are measured using the cost model as required under *Local Government (Financial Management) Regulation 17A(2).* Assets held under the cost model are carried at cost less accumulated depreciation and any impairment losses being their reportable value.

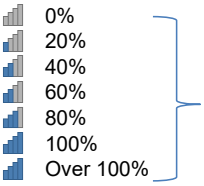
Reportable Value

In accordance with *Local Government (Financial Management) Regulation 17A(2),* the carrying amount of non-financial assets that are land and buildings classified as property, plant and equipment, investment properties, infrastructure or vested improvements that the local government controls.

Reportable value is for the purpose of *Local Government (Financial Management) Regulation 17A(4)* is the fair value of the asset at its last valuation date minus (to the extent applicable) the accumulated depreciation and any accumulated impairment losses in respect of the non-financial asset subsequent to its last valuation date.

5 CAPITAL ACQUISITIONS (CONTINUED) - DETAILED

Capital expenditure total
Level of completion indicators

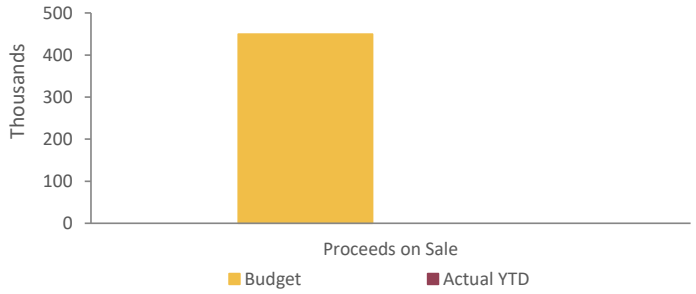


Percentage Year to Date Actual to Annual Budget expenditure where the expenditure over budget highlighted in red.

		Account Description	Adopted Budget	YTD Budget	YTD Actual	Variance (Under)/Over
			$	$	$	$
	BC001	L253 Admin Office - Building (Capital)	20,000	0	0	0
	BC008	L77A ES Building - Building (Capital)	0	0	17,390	(17,390)
	BC024	L17 Drive In - Building (Capital)	190,000	0	0	0
	BC040	L9 (34) Smith St - Building (Capital)	30,000	0	0	0
	BC044	L68 (18) Smith St - Building (Capital)	30,000	0	0	0
						0
	PE0051	P005 Maintenance Ute	47,000	0	0	0
	PE0201	P020 Grader	510,000	0	0	0
	PE0551	P055 Team Leader Ute	57,000	0	0	0
	PE0581	P058 Gardener Ute	59,000	0	0	0
	PE1001	P100 CEO Vehicle	85,000	0	0	0
	PE2001	P200 WS Vehicle	70,000	0	0	0
	PE3001	P300 DCEO Vehicle	78,000	0	0	0
	PE000	Miscellaneous Plan	16,000	0	0	0
						0
	RRG006	Kulja-Kalannie Full Recon	349,000	0	9,813	(9,813)
	RRG006B	Kulja-Kalannie Full Reseal	124,000	0	0	0
	RRG140	Burakin-Wialki Full Recon	401,000	0	2,061	(2,061)
	R2R004	Koorda-Kulja Full Recon (slk 39.70-41.00)	200,000	0	6,460	(6,460)
	R2R004B	Koorda-Kulja Full Recon (slk 42.50-43.50)	220,000	0	1,803	(1,803)
	R2R004C	Koorda-Kulja Full Cement Stabilise	255,000	0	2,301	(2,301)
	R2R088	Kulja Central Clear/Reform/Sheet	90,000	45,000	13,748	31,252
	R2R009	Koorda North West Clear/Reform/Sheet	70,000	0	0	0
	RC001	Koorda-Mollerin Clear/Mulch	79,000	0	0	0
	RC011	Dukin West Clear/Reform/Sheet	90,000	0	3,053	(3,053)
	RC120	Ninghan Road Asphalt Intersection	50,000	0	0	0
	RC128	Scottsman Clear/Reform/Sheet	90,000	30,000	16,616	13,384
	RC140	Burakin-Wialki Asphalt Intersection	17,000	0	0	0
						0
	PC004	Refuse Site Waste Transfer Station	87,000	0	0	0
	PC002B	Rec Centre Playground	110,000	0	0	0
	PC10838	Volunteer Park Footpath Lighting	11,000	11,000	8,544	2,456

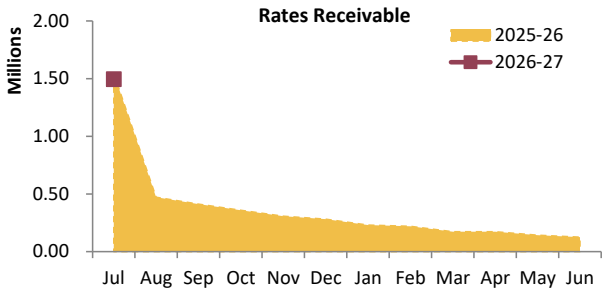
6 DISPOSAL OF ASSETS

Asset Ref.	Asset description	Budget Net Book Value	Budget Proceeds	Budget Profit	Budget (Loss)	YTD Actual Net Book Value	YTD Actual Proceeds	YTD Actual Profit	YTD Actual (Loss)
		$	$	$	$	$	$	$	$
	Plant and equipment								
10990	P005 Maintenance Ute	30,000	22,000	0	(8,000)			0	0
10918	P020 Grader	0	170,000	170,000	0			0	0
11103	P055 Team Leader Ute	40,000	30,000	0	(10,000)			0	0
10989	P058 Gardener Ute	28,000	28,000	0	0			0	0
11118	P100 CEO Vehicle	62,000	75,000	13,000	0			0	0
11117	P200 WS Vehicle	55,000	55,000	0	0			0	0
11119	P300 DCEO Vehicle	73,500	70,000	0	(3,500)			0	0
		288,500	**450,000**	**183,000**	**(21,500)**	**0**	**0**	**0**	**0**



7 RECEIVABLES

Rates receivable	30 Jun 2026	31 Jul 2026
	$	$
Opening arrears previous year	186,709	145,895
Levied this year	1,266,722	1,385,798
Less - collections to date	(1,307,536)	(28,215)
Net rates collectable	**145,895**	**1,503,478**
% Collected	90.0%	1.8%



Receivables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	$	$	$	$	$	$
Receivables - general	0	303,152	12,030	5,283	1,474	321,939
Percentage	0.0%	94.2%	3.7%	1.6%	0.5%	
Balance per trial balance						
Trade receivables						321,939
Other receivables						5,191
GST receivable						38,566
Other receivables - Interest Receivable						13,748
Total receivables general outstanding						**379,444**

Amounts shown above include GST (where applicable)

KEY INFORMATION

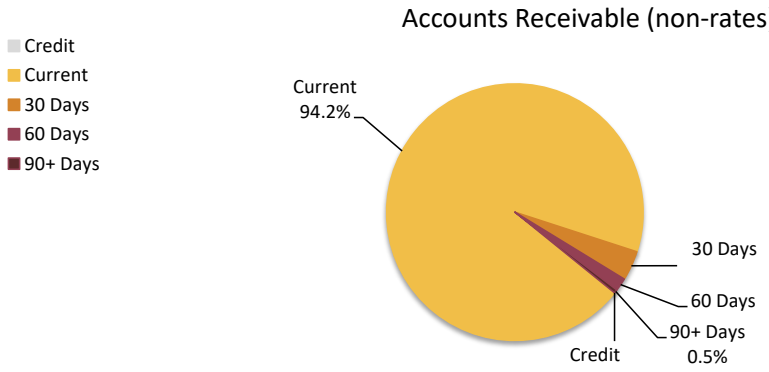
Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

Trade receivables are recognised at original invoice amount less any allowances for uncollectable amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

Classification and subsequent measurement

Receivables which are generally due for settlement within 30 days except rates receivables which are expected to be collected within 12 months are classified as current assets. All other receivables such as, deferred pensioner rates receivable after the end of the reporting period are classified as non-current assets.

Trade and other receivables are held with the objective to collect the contractual cashflows and therefore the Shire measures them subsequently at amortised cost using the effective interest rate method.



8 OTHER CURRENT ASSETS

Other current assets	Opening Balance 1 July 2026	Asset Increase	Asset Reduction	Closing Balance 31 July 2026
	$	$	$	$
Financial assets at amortised cost - term deposits	0	4,509,880		4,509,880
Inventory				
Inventories [describe]	407	16,874	(16,771)	510
Total other current assets	**407**	**4,526,754**	**(16,771)**	**4,510,390**

Amounts shown above include GST (where applicable)

KEY INFORMATION

Inventory
Inventories are measured at the lower of cost and net realisable value.
Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

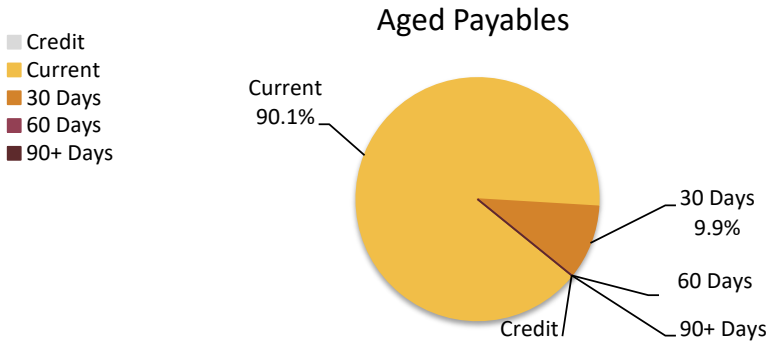
9 PAYABLES

Payables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	$	$	$	$	$	$
Payables - general	0	162,507	17,815	0	0	180,322
Percentage	0.0%	90.1%	9.9%	0.0%	0.0%	
Balance per trial balance						
Sundry creditors						180,322
Other payables - Dept Transport						680
Other payables - Prepaid Rates						7,564
Other payables - Retention and Bonds						66,890
Other payables - GST Payable						26,142
Other payables - PAYG Payables						45,119
Other payables - FBT Liabilities						(5,447)
Other payables - ESL Liabilities						36,904
Other payables - Withholding Tax Liability						(279)
Total payables general outstanding						**357,895**

Amounts shown above include GST (where applicable)

KEY INFORMATION

Trade and other payables represent liabilities for goods and services provided to the Shire prior to the end of the period that are unpaid and arise when the Shire becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition.
The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature.



10 OTHER CURRENT LIABILITIES

Other current liabilities	Note	Opening Balance 1 July 2026	Liability transferred from/(to) non current	Liability Increase	Liability Reduction	Closing Balance 31 July 2026
		$	$	$	$	$
Employee Related Provisions						
Provision for annual leave		217,508	0			217,508
Provision for long service leave		156,179	0			156,179
Total Provisions		373,687	0	0	0	373,687
Total other current liabilities		**373,687**	**0**	**0**	**0**	**373,687**

Amounts shown above include GST (where applicable)

A breakdown of contract liabilities and associated movements is provided on the following pages at Note

KEY INFORMATION

Provisions

Provisions are recognised when the Shire has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.
Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

Employee Related Provisions

Short-term employee benefits

Provision is made for the Shire's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.
The Shire's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the calculation of net current assets.

Other long-term employee benefits

The Shire's obligations for employees' annual leave and long service leave entitlements are recognised as employee related provisions in the statement of financial position.

Long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur. The Shire's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Shire does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

11 GRANTS, SUBSIDIES AND CONTRIBUTIONS

Provider	Unspent grant, subsidies and contributions liability					Grants, subsidies and contributions revenue		
	Liability 1 July 2026	Increase in Liability	Decrease in Liability (As revenue)	Liability 31 Jul 2026	Current Liability 31 Jul 2026	Adopted Budget Revenue	YTD Budget	YTD Revenue Actual
	$	$	$	$	$	$	$	$
Grants and subsidies								
Financial Assistance Grant - General				0		263,745	0	0
Financial Assistance Grant - Roads				0		84,362	0	0
DFES Bush Fire Brigade Operating Grant				0		21,790	5,448	5,448
State Library of WA - Library Grant				0		3,000	0	0
Advocare - Seniors Week Grant (Seniors Luncheon)				0		1,100	0	0
Main Roads WA - Direct Grant Allocation				0		248,178	248,178	248,178
Fuel Tax Credit Scheme				0		20,400	1,700	2,425
	0	**0**	**0**	**0**	**0**	**642,575**	**255,326**	**256,051**

12 CAPITAL GRANTS, SUBSIDIES AND CONTRIBUTIONS

	Capital grant/contribution liabilities					Capital grants, subsidies and contributions revenue		
Provider	Liability 1 July 2026	Increase in Liability	Decrease in Liability (As revenue)	Liability 31 Jul 2026	Current Liability 31 Jul 2026	Adopted Budget Revenue	YTD Budget	YTD Revenue Actual
	$	$	$	$	$	$	$	$
Capital grants and subsidies								
Lotterywest ($100k Drive In Upgrade, $33k Playground)				0		133,000	0	0
Main Roads - Regional Road Group Program				0		584,000	233,600	233,789
Roads to Recovery				0		706,000	0	0
Wheatbelt Secondary Freight Network				0		42,762	0	0
	0	**0**	**0**	**0**	**0**	**1,465,762**	**233,600**	**233,789**
Capital contributions								
Contribution from Koorda CRC - Drive In Project				0		50,000	0	0
	0	**0**	**0**	**0**	**0**	**50,000**	**0**	**0**
TOTALS	**0**	**0**	**0**	**0**	**0**	**1,515,762**	**233,600**	**233,789**

11.2. List of Accounts Paid

Corporate and Community	
Date	12 August 2026
Location	Not Applicable
Responsible Officer	Zac Donovan, Chief Executive Officer
Author	Lana Foote, Deputy Chief Executive Officer
Legislation	*Local Government Act 1995;* *Local Government (Financial Management) Regulations 1996*
Disclosure of Interest	Nil
Purpose of Report	☐Executive Decision ☒Legislative Requirement ☐Information
Attachments	List of Accounts Paid

Background:
This item presents the List of Accounts Paid, paid under delegated authority, for the period 1 July 2026 to 11 August 2026.

Comment:
From 1 September 2023, Regulations were amended that required Local Governments to disclose information about each transaction made on a credit card, debit card or other purchasing cards. Purchase cards may include the following: business/corporate credit cards, debit cards, store cards, fuel cards and/or taxi cards.

The List of Accounts Paid as presented has been reviewed by the Chief Executive Officer.

Consultation:
Zac Donovan, Chief Executive Officer
Finance Team

Statutory Implications:
Regulation 12 and 13 of the *Local Government (Financial Management) Regulations 1996* requires that a separate list be prepared each month for adoption by Council showing creditors paid under delegated authority.

Policy Implications:
Finances have been managed in accordance with the Shire of Koorda policies. Payments have been made under delegated authority.

Strategic Implications:
Shire of Koorda Integrated Strategic Plan 2024
4.1.1 - Ensure efficient use of resources and that governance and operational compliance and reporting meets legislative and regulatory requirements.

UNCONFIRMED

Risk Implications:

Risk Profiling Theme	Failure to fulfil statutory regulations or compliance requirements
Risk Category	Compliance
Risk Description	No noticeable regulatory or statutory impact
Consequence Rating	Insignificant (1)
Likelihood Rating	Rare (1)
Risk Matrix Rating	Low (1)
Key Controls (in place)	Governance Calendar
Action (Treatment)	Nil
Risk Rating (after treatment)	Adequate

Financial Implications:

Funds expended are in accordance with Council's adopted 2026/2027 Budget.

Voting Requirements: ☒Simple Majority ☐Absolute Majority

Officer Recommendation
Resolution 040826

Moved Cr NJ Chandler **Seconded Cr GL Boyne**

That Council, by Simple Majority, pursuant to Section 6.8(1)(a) of the *Local Government Act 1995* and Regulation 12 & 13 of the *Local Government (Financial Management) Regulations 1996*;

Receives the report from the Chief Executive Officer on the exercise of delegated authority in relation to creditor payments from the Shire of Koorda Municipal Fund, as presented in the attachment, and as detailed below:

For the period 1 July 2026 to 11 August 2026.

Municipal Voucher V001 to V110 **Totalling $ 787,951.92**
Purchase Card Transactions (V025, V078 & V100) **Totalling $ 5,181.50**
Total $ 793,133.42

CARRIED: 7/0
For: Cr JM Stratford, Cr GW Greaves, Cr KA Fuchsbichler, Cr BJ Harrap, Cr NJ Chandler, Cr GL Boyne, Cr BH Moore

11.3. CESM DFES Shires MOU

Corporate and Community	
Date	5 August 2026
Location	Not Applicable
Responsible Officer	Zac Donovan, Chief Executive Officer
Author	As above
Legislation	Fire and Emergency Services Act 1998 Emergency Management Act 2005 Bush Fires Act 1954
Disclosure of Interest	Nil
Purpose of Report	☒Executive Decision ☐Legislative Requirement ☐Information
Attachments	MOU CESM - DFES and Shires Koorda, Mt Marshall and Mukinbudin Letter from DFES Commissioner - CESM Program Funding

Background:

As announced on the 25 June, the Shire of Koorda was successful in its application for Department and Fire and Emergency Services funding to share a Community Emergency Services Manager with the Shires of Mt Marshall and Mukinbudin.

The part funding of the CESM position by DFES assist the Shires with the management of fire and emergency services compliance, training and succession planning and lessen the demands on each Shire's Chief Bush Fire Officers and senior volunteers. In correspondence (attached), Commissioner Darren Klem said it was a positive step forward in strengthening regional emergency management.

The CESM funding awarded to the three Shires is one of only four positions allocated as part of the State Budget with the other recipients being the Shires of Merredin, Bruce Rock and Narembeen, the Shires of Boddington and Wandering and the Shire of Dandaragan.

As host for the shared CESM, the Shire of Koorda has responsibility to conduct the recruitment process and organise housing, office accommodation, and vehicle lease, all of which are contingent on the memorandum of understanding with DFES.

The purpose of the item is to present Council the Memorandum of Understanding to facilitate agreement so to not delay the commencement of the position.

Comment:

The Memorandum of Understanding (attached) is for a period of three years with an option of an additional three years. It has been reviewed by DFES and signed by the Commissioners with Council requested to endorse the CEO to sign the document on behalf of the Shire.

A central part of the MOU is the allocation of funding. As per the table on page 7 of the document, as the combined rate income of the three shires exceeds $3m but not $10m, the funding ratio for the position and all costs will be 40 per cent by the Shires and 60 per cent from DFES.

The table (page 11) has the annual budget and cost allocation between the parties and that each local government will be required to meet $22,662 in costs per annum. The financial responsibilities of the Shires include proportionate costs of salary and on costs, mobile phone, vehicle expenses and training.

As the host Shire, Koorda is responsible for conducting the recruitment and selection process, arranging the vehicle – including an interim vehicle while approved vehicle is fitted out – providing office

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space and mobile phone, offering rental option and completing all financial management including invoicing DFES and the other two Shires. It is for this reason the Shire's annual budget has $190,000 allocated in CESM expenditure with $165,000 to be received in reimbursements.

Regarding the CESM recruitment process, the position was advertised for two weeks and attracted 11 applicants. A review of the applications was conducted via Teams with DFES Avon District Officer Murray McBridge and the Chief Executive Officers from the three Shires. It was determined to interview five candidates – two of which are interstate and will be interviewed via Teams – with the other three to be interviewed Friday 21 August at the Koorda Council Chambers.

The meeting also clarified the supply of an interim vehicle for the CESM as the vehicle to be leased for the purpose will require up to six months to fit out prior to delivery. DFES confirmed that the proposal to hire a vehicle during the interim would be covered by the terms of the MOU funding.

Consultation:
Murray McBridge, DFES Avon District Officer
Tanika McLennan, CEO Shire of Mukinbudin
Ben McKay, CEO Shire of Mt Marshall
Blaire Herbert, Business Development Executive, Summit Fleet Leasing
Lana Foote, Deputy Chief Executive Officer

Statutory Implications:
Fire and Emergency Services Act 1998
Emergency Management Act 2005
Bush Fires Act 1954

Policy Implications:
Nil

Strategic Implications:
Shire of Koorda Integrated Strategic Plan 2024
1.3 – Emergency Services are supported with effective planning, risk mitigation, response and recovery
4.1 - Open and Transparent Leadership.

Risk Implications:

Risk Profiling Theme	Potential additional financial impost
Risk Category	Financial
Risk Description	It is possible that in practice the operation of the CESM may create costs t the shires that are not identified in the MOU and shared by DFES.
Consequence Rating	Insignificant (1)
Likelihood Rating	Possible (3)
Risk Matrix Rating	Low (3)
Key Controls (in place)	Financial management
Action (Treatment)	Invoicing and processing
Risk Rating (after treatment)	Adequate

Financial Implications:
Nil additional

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Voting Requirements: ☒Simple Majority ☐Absolute Majority

Officer Recommendation
Resolution 050826

Moved Cr GW Greaves **Seconded Cr KA Fuchsbichler**

That Council endorse the CEO to sign on behalf of the Shire of Koorda the MOU with DFES for the provision of the Community Emergency Service Manager to be shared between the shires of Koorda, Mt Marshall and Mukinbudin.

CARRIED: 7/0

For: Cr JM Stratford, Cr GW Greaves, Cr KA Fuchsbichler, Cr BJ Harrap, Cr NJ Chandler, Cr GL Boyne, Cr BH Moore

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11.4. Local Government Convention

Corporate and Community	
Date	30 July 2026
Location	Not Applicable
Responsible Officer	Zac Donovan, Chief Executive Officer
Author	As above
Legislation	Nil
Disclosure of Interest	Nil
Purpose of Report	☒Executive Decision ☐Legislative Requirement ☐Information
Attachments	Nil

Background:

Each year the WA Local Government Association holds an annual conference to accommodate the association's Annual General Meeting and afford Elected Members and staff the opportunity to gain knowledge and insight from industry, political and inspirational speakers and enhance sector networks.

The 2026 WALGA Convention will be held from Wednesday 16 September to Friday 18 September. The program is available at Program | WALGA Local Government Convention 2026. For reference, the Koorda Agricultural Society Show is on the following Saturday 19 September.

Comment:

Regarding the convention program, in a change from previous years, on the first day the Mayors and Presidents Forum will be held from 9am, followed by a Heads of Agency Lunch for which the number of attendees from each local government will be limited. As in previous years there is an opportunity for all Elected Members to network at a Welcome Drinks event from 6pm to 9pm at an additional cost.

The first full day of the convention on Thursday 17 September, will feature opening addresses including the WALGA President and State Opposition Leader Basil Zempilas, along with a keynote speech entitled Protecting Democracy: Recognising and Building Resilience to Foreign Interference.

After morning tea, a discussion session with Local Government Minister Hon. Hannah Beazley and Opposition spokesperson Kirrilee Warr will be mediated by Business News journalist Gary Adshead, followed by choice of two breakout sessions – on Connected Communities and Social Cohesion or the Way Forward for the Regions. After lunch will be the WALGA AGM until close. A second networking event - The Kingsman Soiree – will be open to delegates to attend, again at an additional cost.

The final day of the convention will commence with the Icons Breakfast featuring Olympic Gold Medal swimmer Ariane Titmus and her coach Dean Boxall, and for which an extra charge applies. The main session will commence with State Agencies providing insights on Housing Priorities followed by a session on Mayor/President and CEO working relationships. Next will be a choice of breakout sessions – Building a Positive Online Presence or Navigating Native Title – followed closing keynote address.

Currently the Shire has rooms booked at the Parmelia Hilton for all Elected Members for the evenings of Wednesday and Thursday 16 and 17 September and Tuesday 15 September for the President to attend the Mayors and Presidents Forum at 9am the next day.

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Pricing for the various days and additional events are as follows:

Convention Components	Cost
Full Delegate - both Wednesday and Thursday	$1300
Single Day Delegate – Wednesday or Thursday	$650
Welcome Drinks - Wednesday 6pm-9pm	$130
Gala Cocktail – Tuesday 6.30pm-10.30pm	$200
Icons Breakfast – Wednesday 7am-8.45am	$120

For the WALGA AGM the Shire can send two voting delegates and up to three proxies. It is proposed that the President and Deputy President be nominated at the Shire's two delegates and the CEO as one of the proxies. The Shire also has the opportunity to provide motions to the AGM.

Councillors G.L. Boyne, K.A. Fuchsbichler and B.H. Moore have provided apologies and will not attend the Local Government Convention for 2026.

Consultation:
Bec Trezona, Events Officer, WALGA

Statutory Implications:
Nil

Policy Implications:
Nil

Strategic Implications:
Shire of Koorda Integrated Strategic Plan 2024
4.1 - Open and Transparent Leadership.
4.2 - Investment in the skills and capabilities of our elected members and staff.

Risk Implications:

Risk Profiling Theme	Reputational regarding non-attendance or expenditure
Risk Category	Reputational
Risk Description	Sector reputational risk and potential loss of knowledge in non-attendance, however alternative community reputational risk for expenditure to attend.
Consequence Rating	Insignificant (1)
Likelihood Rating	Possible (3)
Risk Matrix Rating	Low (3)
Key Controls (in place)	Governance and financial controls
Action (Treatment)	Governance
Risk Rating (after treatment)	Adequate

Financial Implications:
Nil unbudgeted expenditure.

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Voting Requirements: ☒Simple Majority ☐Absolute Majority

Officer Recommendation
Resolution 060826

Moved Cr KA Fuchsbichler **Seconded Cr BH Moore**

That Council endorse:

1. Accommodation necessary to attend the WALGA Convention at the PCEC be provided as per:
Tuesday 15 September: Cr JM Stratford
Wednesday 16 September: Cr JM Stratford, Cr GW Greaves, Cr BJ Harrap
Thursday 17 September: Cr JM Stratford, Cr GW Greaves, Cr BJ Harrap

2. The following Shire of Koorda representatives attend the 2026 WALGA Convention as per:
Wednesday 16 September:
Mayors and Presidents Forum: Cr JM Stratford
Welcome Drinks: Cr JM Stratford, Cr GW Greaves, Cr NJ Chandler, Cr BJ Harrap

Thursday 17 September:
Morning Session: (9am-2.30) Cr JM Stratford, Cr GW Greaves, Cr NJ Chandler, Cr BJ Harrap, ZV Donovan (CEO)
WALGA AGM: Cr JM Stratford, Cr GW Greaves, Cr NJ Chandler, Cr BJ Harrap, ZV Donovan (CEO)

3. The following as the Shire's delegates to the AGM:
Voting Delegate 1: Cr JM Stratford
Voting Delegate 2: Cr GW Greaves
Proxy 1: ZV Donovan, CEO

CARRIED: 7/0
For: Cr JM Stratford, Cr GW Greaves, Cr KA Fuchsbichler, Cr BJ Harrap, Cr NJ Chandler, Cr GL Boyne, Cr BH Moore

UNC

12. OFFICER'S REPORTS – GOVERNANCE & COMPLIANCE

12.1. Strategic Community Plan 2026-2036

Governance and Compliance	
Date	10 August 2026
Location	Not Applicable
Responsible Officer	Zac Donovan, Chief Executive Officer
Author	Lana Foote, Deputy Chief Executive Officer
Legislation	Local Government Act 1995 section 5.56 (1)
Disclosure of Interest	Nil
Purpose of Report	☐Executive Decision ☒Legislative Requirement ☐Information
Attachments	Strategic Community Plan 2026-2036

Background:

The *Local Government Act 1995* (sect. 5.56) and the supporting regulations require local governments throughout Western Australia to 'plan for the future of the district,' including the development of a Strategic Community Plan as part of the State Government's Integrated Planning and Reporting Framework.

In accordance with Regulation 19C of the *Local Government (Administration) Regulations 1996*, the Shire of Koorda is required to maintain a rolling ten-year Strategic Community Plan.

The Strategic Community Plan is required to:

- Set out the Vision, Aspirations and Objectives of the community in the district;
- Be reviewed (major) at least every four years;
- Have regard to the Shire's future resources and capacity, strategic performance indicators and demographic trends; and
- Be adopted by an Absolute Majority of Council.

The Koorda Integrated Strategic Plan (combining the Strategic Community Plan and Corporate Business Plan) was most recently subject to a minor review in 2024. As this was a minor review, the process was undertaken by Administration and focused on updating identified priorities and making amendments to the existing Plan.

As part of the 2026 review process, and to align with the Integrated Planning and Reporting Framework, the Integrated Strategic Plan has been separated into two standalone documents: the Strategic Community Plan and the Corporate Business Plan.

Comment:

As the 2026 Strategic Community Plan review constitutes a major review, a comprehensive community engagement process was undertaken. This included a community survey, community workshops and Council workshops to collect feedback and inform the development of the attached Strategic Community Plan.

The 2026 Strategic Community Plan is structured around five strategic pillars:

- Community
- Economy

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- Environment
- Organisation
- Future

The new "Future" pillar has been introduced in response to community feedback and emerging trends identified throughout the consultation process.

Once the Strategic Community Plan is adopted, the Corporate Business Plan will be prepared for Council consideration. The Corporate Business Plan will identify the actions, responsibilities and resourcing requirements necessary to deliver the strategic outcomes outlined in the Strategic Community Plan.

The draft Strategic Community Plan and associated strategies were presented at a community workshop held on 28 July 2026. The workshop provided an overview of the community survey results and demonstrated how the feedback received informed the development of the Plan and its strategic priorities.

Consultation:
Community Survey & Workshops
Shire of Koorda Elected Members
Zac Donovan, Chief Executive Officer
Darren West, Works Supervisor
Kim Storer, Koorda Community Resource Centre

Policy Implications:
Nil

Strategic Implications:
The Strategic Community Plan is the Shire's principal strategic planning document and establishes the community's vision, aspirations and objectives for the next ten years. The Plan provides the framework for the development of the Corporate Business Plan, Long Term Financial Plan, Workforce Plan and Asset Management Plans and guides Council decision-making and resource allocation.

Financial Implications:
The Strategic Community Plan itself does not commit Council to specific expenditure. Financial implications arising from the strategies and objectives contained within the Plan will be considered through the development of the Corporate Business Plan, Long Term Financial Plan and annual budget processes.

Risk Implications:

Risk Profiling Theme	Failure to have statutory requirements of a Corporate Business Plan and Strategic Community Plan
Risk Category	Compliance
Risk Description	Non-compliance of Local Government regulations
Consequence Rating	Moderate (3)
Likelihood Rating	Rare (1)
Risk Matrix Rating	Low (3)
Key Controls (in place)	Scheduled reviews
Action (Treatment)	Undertake annual and periodic reviews
Risk Rating (after treatment)	Adequate

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Statutory Implications:
Local Government Act 1995 section 5.56 (1)
Local Government (Administration) Regulations 1996 section 19C
Local Government (Administration) Regulations 1996 section 19DA

Voting Requirements: ☐Simple Majority ☒Absolute Majority

Officer Recommendation
Resolution 070826

Moved Cr GL Boyne **Seconded Cr NJ Chandler**

That Council:

1. Receives the draft Shire of Koorda Strategic Community Plan 2026-2036 as presented.

2. Notes that the Strategic Community Plan has been prepared in accordance with Section 5.56 of the *Local Government Act 1995* and Regulation 19C of the *Local Government (Administration) Regulations 1996*, including the requirement for community consultation, a minimum ten-year planning horizon, and a major review at least every four years.

3. Adopts the Shire of Koorda Strategic Community Plan 2026-2036 by Absolute Majority.

4. Authorises the CEO to make minor administrative, formatting and typographical amendments to the document prior to publication.

5. Requests CEO to prepare the Corporate Business Plan aligned to the adopted Strategic Community Plan for future Council consideration.

CARRIED BY ABSOLUTE MAJORITY: 7/0
For: Cr JM Stratford, Cr GW Greaves, Cr KA Fuchsbichler, Cr BJ Harrap, Cr NJ Chandler, Cr GL Boyne, Cr BH Moore

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5.43pm – SUSPEND STANDING ORDERS
Resolution 080826

Moved Cr KA Fuchsbichler **Seconded Cr BH Moore**

That standing orders be suspended at 5.43pm to discuss item 12.2 Development Application 3 Allenby Street.

CARRIED 7/0
For: Cr JM Stratford, Cr GW Greaves, Cr KA Fuchsbichler, Cr BJ Harrap, Cr NJ Chandler, Cr GL Boyne, Cr BH Moore

5.45pm – Sergeant Ian Lyon, Acting OIC Koorda Police Station entered the Chambers.

5.46pm – RESUME STANDING ORDERS
Resolution 090826

Moved Cr BH Moore **Seconded Cr BJ Harrap**

That standing orders be resumed at 5.46pm as per the attendance register.

CARRIED 7/0
For: Cr JM Stratford, Cr GW Greaves, Cr KA Fuchsbichler, Cr BJ Harrap, Cr NJ Chandler, Cr GL Boyne, Cr BH Moore

12.2. Development Application 3 Allenby

Governance and Compliance	
Date	3 August 2026
Location	Not Applicable
Responsible Officer	Zac Donovan, Chief Executive Officer
Author	As above
Legislation	Planning and Development Act 2005 Shire of Koorda Local Planning Scheme No.3 Building Act 2011
Disclosure of Interest	Nil
Purpose of Report	☒Executive Decision ☐Legislative Requirement ☐Information
Attachments	Development Application – 3 Allenby Street Draft DA Approval – Moveable Building 3 Allenby Street

Background:
The property at 3 Allenby Street has recently been sold and the new owner would like to update a current structure on the property to comply with building requirements to be approved as a habitable premises. The building has previously not been approved for construction by the Shire.

Currently the owner, when visiting the site from Kalgoorlie, resides in a caravan also located at the address. The owner has been in contact with the Shire's contracted building services to determine what is required to meet compliance and has engaged a private building surveyor for advice.

The purpose of the item is for Council to consider approval for the structure on condition that it is brought up to standard as a habitable residence.

Comment:
The Development Application relates to a structure that has been on the property for more than three years and well prior to the recent purchase by the current owner. There is no record that the Shire approved the construction with the only Development Application previously lodged for the site concerning construction of an industrial scale shed which was rejected as being in a residential area.

The current Development Application describes the structure as a "one-bedroom transportable". The Shire of Koorda Local Town Planning Scheme No.3 includes a Local Planning Policy No. 1 Moveable Buildings, which lists a transportable building as a structure "designed and constructed at a location other than where they are intended to be established".

On exterior inspection the structure currently on site could be classed as "moveable" in that the components could be disassembled and relocated; however the nature of the construction could not be confidently considered able to sustain transport as with a self-contained unit or donga.

The Planning Policy on Moveable Buildings requires Councils planning consent and that "generally the Council is not in favour" of moveable buildings in the townsite however will "consider each application on its merits".

Along with requiring a building licence and meet standards acceptable to Council the policy also requires the proponent lodge a bond or bank guarantee with Council prior to construction. It is proposed that the requirement of a bond or bank guarantee – which is not mandated for other residential Development Applications – not be applied to the current application as the structure is already in place. That is the requirement was imposed to ensure completion where in this case the structure is already in situ.

In addition, should Council reject the Development Application, there is the option for the Shire to issue a direction requiring the structure to be removed or demolished and the land to be restored. However, it is proposed that Council should consider adopting a more conciliatory approach given that the owner has recently purchased the property, has stated he wants to "become a part of the community" and has the intent to comply with necessary requirements to be habitable.

That said, as per the draft DA approval, attached for Council's consideration, conditions include the proponent submit a Certificate of Building Compliance (Form BA18) from a registered building surveying contractor and a BAL as the residence falls within a bushfire prone area of the townsite. The BAL will determine if the building complies with fire risk ratings and the CBC will establish if the building complies with standards and to apply for a Building Approval Certificate for retrospective approval.

Approval of the structure would also ensure that the Shire is able to correctly rate the property as currently, rates are calculated on the basis of the property being a vacant block.

Consultation:
Nathan Gough, Principal Building Surveyor, Shire of Chittering
Wayne Harris, Coordinator Health Services, City of Wanneroo

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Statutory Implications:
Planning and Development Act 2005
Shire of Koorda Local Planning Scheme No.3
Building Act 2011

Policy Implications:
Nil

Strategic Implications:
Shire of Koorda Integrated Strategic Plan 2024
4.1 - Open and Transparent Leadership.

Risk Implications:

Risk Profiling Theme	Building standards and approvals
Risk Category	Compliance
Risk Description	Redress previously non-approved construction and ensure complies with building requirements.
Consequence Rating	Minor (2)
Likelihood Rating	Unlikely (2)
Risk Matrix Rating	Low (4)
Key Controls (in place)	Open communication with proponent
Action (Treatment)	Application process
Risk Rating (after treatment)	Adequate

Financial Implications:
Nil

Voting Requirements: ☒Simple Majority ☐Absolute Majority

Officer Recommendation
Resolution 100826

Moved Cr BH Moore **Seconded Cr NJ Chandler**

That Council:

1. Approve the Development Application for the construction works for a habitable moveable building at 3 Allenby Street, Koorda with the following conditions:
(i) Evidence of a Certificate of Building Compliance (Form BA18) to the satisfaction of the local government.
(ii) Evidence of Bushfire Attack Level compliance to the satisfaction of the local government.
(iii) Evidence of a BA01 Application for a retrospective building permit (certified) to the satisfaction of the local government.

CARRIED: 7/0
For: Cr JM Stratford, Cr GW Greaves, Cr KA Fuchsbichler, Cr BJ Harrap, Cr NJ Chandler, Cr GL Boyne, Cr BH Moore

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Cr NJ Chandler declared a financial interest in item 12.3 Development Application CBH Bulkheads as he is an employee of CBH.

5.47pm – Cr NJ Chandler withdrew from Chambers and did not partake in discussions

5.47pm – Matthew Mumford withdrew from Chambers and did not return

12.3. Development Application CBH Bulkheads

Governance and Compliance	
Date	11 August 2026
Location	Not Applicable
Responsible Officer	Zac Donovan, Chief Executive Officer
Author	As above
Legislation	Planning and Development Act 2005 Shire of Koorda Local Planning Scheme No.3 Building Act 2011
Disclosure of Interest	Nil
Purpose of Report	☒Executive Decision ☐Legislative Requirement ☐Information
Attachments	Application for Development Approval – Shire of Koorda Development Application Covering Letter Site Plan- Koorda Standard Elevation Drawings Standard DOG Elevation plan Delegation of Authority – Lodgement of Planning and Bulilding Permits

Background:

The Shire has received a Development Application from CBH Group for two new open storage bulkheads ahead of the harvest season. The application is in keeping with previous approvals granted by the Shire to expand the capacity on the site.

In its application correspondence to the Shire (attached), CBH recounts a record harvest the previous year and "the innovative practices of growers" and land changing over to cropping from sheep as the reasons for preparing for "larger crops sooner than originally contemplated".

The purpose of this item is to consider for approval the Development Application as presented subject to any reasonable conditions Council may want to include.

Comment:

As mentioned previously the Development Application is consistent with other similar approvals, and the proposed additional bulkheads are within the general industry zoning of the Shire of Koorda Local Planning Scheme No.3. The CBH correspondence recognises this, though refers to the Shire of Dowerin's planning scheme, which is assumed to be in error.

Regardless the CBH correspondence highlights three areas for Council to consider in determining the application – Noise and Dust Management, Stormwater Management and Traffic Management. It is proposed that Council would also consider the benefit to the local industry and community.

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As per the correspondence, first to the issue of Noise and Dust Management, CBH commits to ensuring noise, including traffic and construction, does not exceed prescribed levels and to undertake frequent monitoring of noise and dust with dust mitigation as required.

During harvest season, the Shire does not normally receive complaints regarding noise or dust from the community or town businesses and given the proposed bulkheads are on the opposite side of the site to the town, the issue of dust and noise is further mitigated.

Regarding Stormwater Management, CBH states in the correspondence that “all stormwater runoff will be retained and managed onsite” through a series of culverts, drains and pipes to onsite basins and a proposed basin at the south end of the planned bulkheads, as shown on the site plan (attached).

Given the comparative small scale of the additional bulkheads to the existing infrastructure, the proposed additional basin, the record of the site in retaining stormwater and that the activity will be during a lower rainfall period, it is suggested Council should be satisfied with these provisions.

On the issue of traffic management, CBH highlights that the amount of traffic from receipt of grain would remain unchanged regardless as to if the DA is approved as “the receival task is driven by local production”. In the correspondence CBH proposes that the addition of the bulkheads will reduce truck movements that may otherwise be required. In that without the additional bulkheads, the site could reach capacity and then gain would need to be transported offsite to enable receivals to continue.

The logic that the additional bulkheads would accommodate more grain and reduce the need to move gain offsite holds up until the point that not approving the DA would increase road movements, as CBH has the option of using rail. On this point Council need also consider that the greater capacity at the Koorda site also enables greater capacity for grain transfers from other sites as occurred last season.

As mentioned, CBH does not raise the benefit to the local community in expanding the sites capacity and it is suggested this should not be overlooked. The expansion of the site should be seen as a positive for the future of the facility and the support it provides for the local farming industry. The increased capacity also has potential to require additional workforce to add to benefit local business.

Consultation:
Nathan Gough, Principal Building Surveyor, Shire of Chittering

Statutory Implications:
Planning and Development Act 2005
Shire of Koorda Local Planning Scheme No.3
Building Act 2011

Policy Implications:
Nil

Strategic Implications:
Shire of Koorda Integrated Strategic Plan 2024
4.1 - Open and Transparent Leadership.

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Risk Implications:

Risk Profiling Theme	Additional road maintenance costs.
Risk Category	Financial
Risk Description	Increased cost of road maintenance should the additional bulkheads be used to facilitate storage at the site of grain other than that by properties within the shire and transport of that grain from the site by road.
Consequence Rating	Major (4)
Likelihood Rating	Possible (3)
Risk Matrix Rating	High (12)
Key Controls (in place)	Commitment in correspondence
Action (Treatment)	Application process
Risk Rating (after treatment)	Adequate

Financial Implications:

Nil

Voting Requirements: ☒Simple Majority ☐Absolute Majority

Officer Recommendation
Resolution 110826

Moved Cr GL Boyne **Seconded Cr BH Moore**

That Council approve the Development Application for Two Open Storage Bulkheads on Lot 21 on Deposited Plan 46674 with the following conditions and advice notes:
1. Construction includes the new drainage basin, to the south of the proposed bulkheads, as shown on the plan submitted in support of the application to capture stormwater runoff.

Advice Notes
1. If the development, the subject of this approval, is not substantially commenced within a period of 24 months from the date of the approval, the approval will lapse and be of no further effect. For the purposes of this condition, the term "substantially commenced" has the meaning given to it in the Planning and Development (Local Planning Schemes) Regulations 2015 as amended from time to time.
2. If an applicant or owner is aggrieved by this determination, there is a right of review by the State Administrative Tribunal in accordance with the Planning and Development Act 2005 Part 14. An application must be made within 28 days of the determination.
3. The applicant is advised that granting of development approval does not constitute a building permit and that an application for relevant building permits must be submitted to the Shire of Koorda and be approved before any work requiring a building permit can commence on site.

CARRIED: 6/0
For: Cr JM Stratford, Cr GW Greaves, Cr KA Fuchsbichler, Cr BJ Harrap, Cr GL Boyne, Cr BH Moore

5.50pm – Cr NJ Chandler re-entered the chambers

12.4. Health Local Law Review Outcome

Governance and Compliance	
Date	17 July 2026
Location	Koorda Shire
Responsible Officer	Zac Donovan, Chief Executive Officer
Author	As above
Legislation	Local Government Act 1995 (sections 3.12, 3.13 and 3.16) Public Health Act 2016
Disclosure of Interest	Nil
Purpose of Report	☒Executive Decision ☐Legislative Requirement ☐Information
Attachments	Advice – M Gregory Legal Koorda Health Local Law Public Submission Response to Submission – M Gregory Legal

Background:
The Ordinary Council meeting of 20 May endorsed the Shire commence a review of its Health Local Law. It was identified as the only one of the Shire's six local laws that required review prior to 2033 and by 2040 in the case of the Koorda Caravan Park Local Law which was only made last year.

Amendments to the Local Government Act 1995, from the ongoing sector reform process, now require local laws to be reviewed every 15 years instead of the previous 8-year cycle. However local laws that had not been reviewed since 2018 are required to be reviewed before moving to 15-year reviews.

The Health Local Law is overdue for review as it was last undertaken prior to 2017 and as such it is not afforded the 15-year review cycle. Consequently, the 20 May OCM endorsed the Shire commence the review with a concurrent review of legislation, by the same counsel who assisted with the creation of the Caravan Park Local Law, and the statutory six-week public submission period.

Both the public submission period and the initial review of current health legislation have been completed. The purpose of this item is to provide Council and update on the process and recommendation as to how to proceed.

Comment:
The public submission period for the Shire of Koorda Heath Local Law concluded on 6 July and the Shire received one written submission – which is attached to the item. Though only one submission was lodged, the individual did go into extensive detail redressing 25 separate points.

The legal counsel engaged to commence the initial review to identify changes to health legislation since the last update of the Health Local Law in 2017, also reviewed the points raised in the public submission and provided commentary from a legal standpoint where appropriate, which is also attached.

However, critical to how the review of the Koorda Health Local Law is the initial findings of the reviewing changes to Western Australian health legislation with which the local law will have to align but not duplicate. As detailed in the attached advice, there has been considerable change to health legislation in WA since 2017.

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Described in the attached legal advice as a “once in a century revamp”, the changes that have been implemented through the Public Health Act 2016 would require a complete overhaul of the Koorda Health Local Law rather than a series of amendments as first envisaged and as per previous reviews. The advice also alerts the Shire that further changes to health legislation are scheduled to be implemented by December this year.

Under the Local Government Act 1995 sec. 3.16(4), in undertaking a review of a local law, Council must determine whether it “considers that the local law should be repealed, be amended or remain unchanged.” The legal advice, which will be the recommendation to Council, is that the Koorda Health Local Law should remain unchanged at this point in time.

Given there are additional changes to the WA health legislation to be implemented within the next 12 months, it is suggested that while it has been identified that significant changes will be required to the Health Local Law, to update it at this time, that albeit overdue, it would be soon out of date on completion.

Consequently, it is recommended that Council redress the statutory obligations by determining the review of the Koorda Health Local Law is that it be “unchanged” and in recognition that amendments are required to capture legislative changes, that it be reviewed within 12 months when it is expected all legislative changes have been implemented and are apparent.

Legal counsel engaged by the Shire also recommended that WALGA be requested to provide a model or template Health Local Law to the sector as the extent of the legislative changes should mean that all local governments, and in particular Band 3 and 4 Shires, will be in a similar position to Koorda.

Consultation:
Mark Gregory, M Gregory Legal
Lana Foote, Deputy Chief Executive Officer

Statutory Implications:
Local Government Act 1995 (sections 3.12, 3.13 and 3.16)
Public Health Act 2016

Policy Implications:
Nil

Strategic Implications:
Shire of Koorda Integrated Strategic Plan 2024
4.1 - Open and Transparent Leadership

Risk Implications:

Risk Profiling Theme	Failure to fulfil statutory regulations or compliance requirements
Risk Category	Compliance
Risk Description	Some temporary non-compliance
Consequence Rating	Minor (2)
Likelihood Rating	Unlikely (2)
Risk Matrix Rating	Low (2)
Key Controls (in place)	Timetable as presented in item
Action (Treatment)	Nil
Risk Rating (after treatment)	Adequate

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Financial Implications:
Nil additional

Voting Requirements: ☐Simple Majority ☒Absolute Majority

Officer Recommendation
Resolution 120826

Moved Cr GL Boyne **Seconded Cr GW Greaves**

That Council:
1. Determine the review of the Shire of Koorda Health Local Law be that it be unchanged.

2. Undertake a review of the Shire of Koorda Health Local Law within 12 months or commenced once all changes to the Health Act 2016 have been implemented and are apparent. and

3. Formally write to WALGA requesting a model Health Local Law be developed for the sector which captures all aspects of the legislative changes.

CARRIED BY ABSOLUTE MAJORITY: 7/0
For: Cr JM Stratford, Cr GW Greaves, Cr KA Fuchsbichler, Cr BJ Harrap, Cr NJ Chandler, Cr GL Boyne, Cr BH Moore

UNCONFIRMED

13. OFFICER'S REPORTS – WORKS & ASSETS

13.1. MRWA HVS Koorda-Dowerin Road

Works and Assets	
Date	11 April 2026
Location	Not Applicable
Responsible Officer	Zac Donovan, Chief Executive Officer
Author	As above
Legislation	*Road Traffic Act 1974; Road Traffic (Vehicle) Regulations 2014*
Disclosure of Interest	Nil
Purpose of Report	☐Executive Decision ☐Legislative Requirement ☒Information
Attachments	Email from Main Roads HVS Route Assessmentt Thortek WA Pty Ltd Application to MRWA

Background:

Main Roads WA Heavy Vehicle Services have received an application from Thortek WA Pty Ltd to facilitate a transport route from a bulk fertiliser supplier in Kwinana to "all roads in Dowerin so as to deliver to farms". Thortek WA has requested RAV 6 to cart an estimated 6000 tonne across 150 movements per annum.

The application (attached) does not list or request access to any roads in the Shire of Koorda however the Shire received an email from MRWA HVS claiming to have received an application to change the status of the Koorda-Dowerin Road from RAV 4 to RAV 6.

Enquiry confirmed the application would not apply to the Shire of Koorda however the application does have significant implications for which Council should be aware. The purpose of this item is to inform Council ahead of any decision being required on the Koorda section of the Koorda-Dowerin Road.

Comment:

Council previously resolved (April 2019) that any application beyond RAV 4 is to be referred to Council for consideration. Currently the Koorda-Dowerin Road that is within the Shire of Koorda is only partly RAV 6, with a RAV 4 section to the Dowerin border likely to be the subject of a later application.

While the current application to MRWA HVS does not currently concern the Shire of Koorda, the email and accompanying table demonstrates that Council may soon be required to have a position on extending the RAV 6 status on the Koord-Dowerin Road.

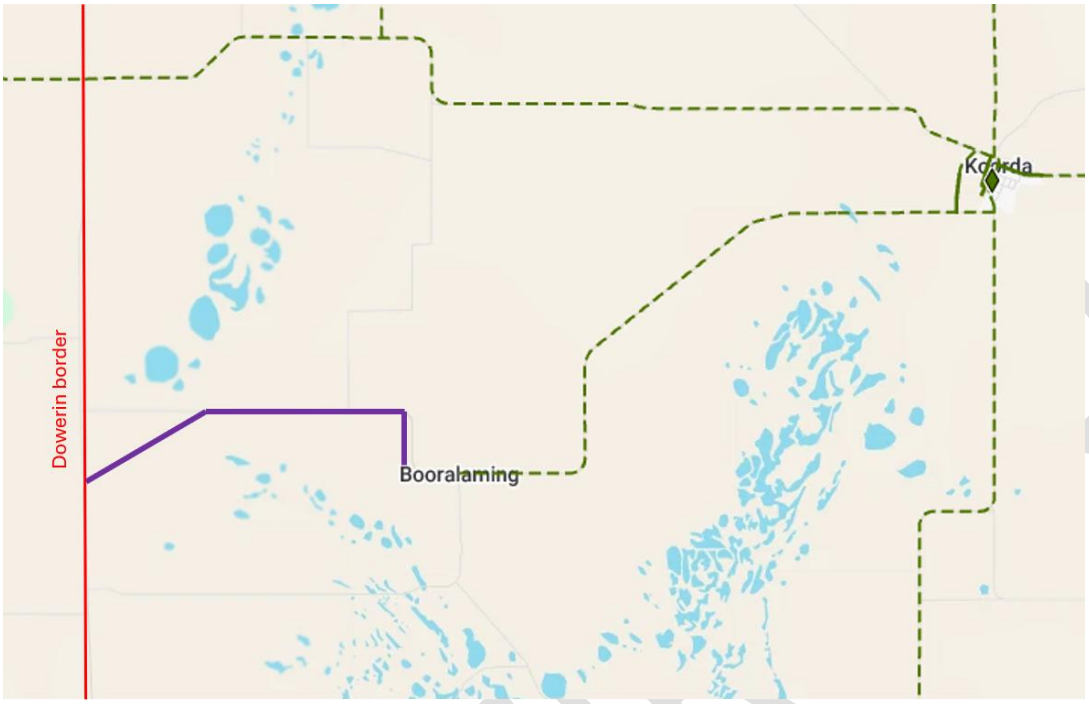
The table included in the attached email from MRWA HVS is as follows:

Dimension Requirements						Road Manager to Complete	
Road No.	Road Name	From Location (SLK)	To Location (SLK)	Current Network	Requested Network	Traffic Volumes (VPD)	Comments
4110003	Koorda - Dowerin Rd	Koorda - Dowerin Rd (15)	Koorda – Dowerin Road at the Shire of Dowerin border (24.78)	Tandem Drive Network 4	Tandem Drive Network 6		
Mass Requirements						**Road Manager to Complete**	
Road No.	**Road Name**	**From Location (SLK)**	**To Location (SLK)**	**Current Mass Level**	**Requested Mass Level**	**Support (Y / N)**	**Comments**
4110003	Koorda - Dowerin Rd	Koorda - Dowerin Rd (15)	Koorda – Dowerin Road at the Shire of Dowerin border (24.78)	AMMS Level 1	AMMS Level 1 (No change)		

The following graphic presents the existing rating of the road, showing the RAV 6 (conditional) status extending from the Koorda townsite but terminating part way to the border with the Shire of Dowerin (depicted by a broken green line).

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As shown if the RAV 6 status was implemented for the portion of the road within the Shire of Dowerin, the RAV 6 status would end at the border and not reapply until part way to Koorda, creating a gap (depicted in purple) and as such technically restrict RAV6 transport between the shires.



The Shire of Dowerin is yet to decide if it will support the application but should they do it is likely to complete RAV 6 status on the road that the "gap" section would be subject to an application and notice from MRWA HVS, which will require the Koorda Shire Council to determine its position.

It is believed that at the time the RAV 6 status was applied to the section of the road, the latter section was not included as not being adequate on assessment. Significant upgrades have been made to the road since that time, and it is consistent from the town to the Dowerin border.

The RAV 6 section of the Koorda-Dowerin Road, includes the current conditions that the operator needs to email the Shire, copying in MRWA HVS, and detailing the planned task, estimated tonnages and vehicle movements. There is also a condition regarding an unsealed road segment, however this is redundant as the road is now entirely sealed.

As the Shire accepted RAV 6 on the first part of the Koorda-Dowerin Road it could be expected to support the change in status for the remaining section. However, while the Shire Works Supervisor believes the road could support a change to RAV, he cautions that there would likely be significantly more traffic as a completed RAV6 route than occurs currently as only a part section to Booralaming.

As mentioned, there is no requirement for Council to make a determination at this point. The purpose of the item is to inform Council of the emerging situation so as to prepare in light of the direction that all applications beyond Rav 4 need to be referred to Council for comment and consideration.

That said, the Road Traffic (Vehicles) Act 2012 provides authority for the Commissioner of Main Roads to approve road access to RAVs and does not provide authority for Local Governments, or other road managers, to approve or decline RAV access.

Consultation:
Darren West, Works Supervisor
Main Roads WA Heavy Vehicle Services

Statutory Implications:

Road Traffic (Vehicles) Act 2012 provides authority for the Commissioner of Main Roads to approve RAV status and access.

Land Administration Act 1997 Section 55 and Local Government Act 1995 Section 3.53(2) provides the Shire management responsibility for local roads.

Policy Implications:

The resolution of April 2019 was for all requests exceeding RAV4 to be considered by Council.

Strategic Implications:

Shire of Koorda Integrated Strategic Plan 2022

2.3.2 – Maintain an efficient, safe and quality local road network.

Risk Implications:

Risk Profiling Theme	Likely increased wear and tear to affected roads and increased maintenance costs for ratepayers.
Risk Category	Property Damage and Financial Impact
Risk Description	Localised damaged rectified by routine internal procedures.
Consequence Rating	Minor (2)
Likelihood Rating	Likely (4)
Risk Matrix Rating	Moderate (8)
Key Controls (in place)	Reallocation of road grant funding.
Action (Treatment)	Advocacy
Risk Rating (after treatment)	Adequate

Financial Implications:

Nil

Voting Requirements: ☒Simple Majority ☐Absolute Majority

Officer Recommendation
Resolution 130826

Moved Cr GW Greaves **Seconded Cr NJ Chandler**

That Council receive the information.

CARRIED: 7/0

For: Cr JM Stratford, Cr GW Greaves, Cr KA Fuchsbichler, Cr BJ Harrap, Cr NJ Chandler, Cr GL Boyne, Cr BH Moore

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14. Urgent Business Approved by the Person Presiding or by Decision

Nil.

15. Elected Members' Motions

Nil.

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16. Matters Behind Closed Doors

5.56pm – Ms Lana Foote withdrew from Chambers and did not return

It is recommended that Council close the meeting to members of the public in accordance with section 5.23(4)(i) of the Local Government Act 1995, as the matter contains information of a commercial value concerning a person other than the Shire.

Officer Recommendation
Resolution 140826

Moved Cr KA Fuchsbichler **Seconded Cr GW Greaves**

That Council closes the meeting to the public at 5.56pm in accordance with s5.23 (4) (i) of the Local Government Act, as item 16.1 Oval Maintenance Tractor Options contains information of a commercial value concerning a person other than the Shire.

CARRIED: 7/0
For: Cr JM Stratford, Cr GW Greaves, Cr KA Fuchsbichler, Cr BJ Harrap, Cr NJ Chandler, Cr GL Boyne, Cr BH Moore

5.56pm – Bryan Williams withdrew from Chambers
5.56pm – Sergeant Ian Lyon withdrew from Chambers

5.58pm – SUSPEND STANDING ORDERS
Resolution 150826

Moved Cr JM Stratford **Seconded Cr BH Moore**

That standing orders be suspended at 5.58pm to discuss item 16.1 Oval Maintenance Tractor Options.

CARRIED 7/0
For: Cr JM Stratford, Cr GW Greaves, Cr KA Fuchsbichler, Cr BJ Harrap, Cr NJ Chandler, Cr GL Boyne, Cr BH Moore

6.08pm – RESUME STANDING ORDERS
Resolution 160826

Moved Cr GL Boyne **Seconded Cr BH Moore**

That standing orders be resumed at 6.08pm as per the attendance register.

CARRIED 7/0
For: Cr JM Stratford, Cr GW Greaves, Cr KA Fuchsbichler, Cr BJ Harrap, Cr NJ Chandler, Cr GL Boyne, Cr BH Moore

16.1. Oval Maintenance Tractor Options

Works and Assets	
Date	3 August 2026
Location	Not Applicable
Responsible Officer	Zac Donovan, Chief Executive Officer
Author	As above
Legislation	*Local Government Act 1995*
Disclosure of Interest	Nil
Purpose of Report	☒Executive Decision ☒Legislative Requirement ☐Information
Attachments	2018 Kubota Dual Speed Tractor 2023 Case Utility Tractor

Officer Recommendation
Resolution 180826

Moved Cr NJ Chandler **Seconded Cr BH Moore**

That Council re-open the meeting to the public at 6.12pm as per the attendance register.

CARRIED: 7/0
For: Cr JM Stratford, Cr GW Greaves, Cr KA Fuchsbichler, Cr BJ Harrap, Cr NJ Chandler, Cr GL Boyne, Cr BH Moore

6.13pm – Bryan Williams returned to Chambers
6.13pm – Sergeant Ian Lyon returned to Chambers

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17. Closure

The Presiding person thanked everyone for their attendance as well as questions asked and raised this evening. The Shire President, on behalf of the Council, would also like to wish Lana and Reyner well on their upcoming special delivery. The meeting was declared closed at 6.13pm.

Signed: _____

Presiding Person at the meeting at which the minutes were confirmed.

Date: 16 September 2026

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Shire of Koorda

Drive in, stay awhile

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MINUTES

Local Emergency Management Committee Meeting

Held in Shire of Koorda Council Chambers
10 Haig Street, Koorda WA 6475
Thursday 3 September 2026
Commencing 3.30pm

NOTICE OF MEETING

Dear Local Emergency Management Committee Members,

Notice is hereby given that a Local Emergency Management Committee of the Shire of Koorda will be held on Thursday 3 September 2026 in the Shire of Koorda Council Chambers, 10 Haig Street, Koorda, commencing at 3.30pm.

Zac Donovan
Chief Executive Officer
1 September 2026

DISCLAIMER

No responsibility whatsoever is implied or accepted by the Shire of Koorda for any act, omission or statement or intimation occurring during Council or Committee meetings.

The Shire of Koorda disclaims any liability for any loss whatsoever and howsoever caused arising out of reliance by any person or legal entity on any such act, omission or statement or intimation occurring during Council or Committee meetings.

Any person or legal entity who acts or fails to act in reliance upon any statement, act or omission made in a Council or Committee meeting does so at that person's or legal entity's own risk.

In particular and without derogating in any way from the broad disclaimer above, in any discussion regarding any planning application or application for a license, and statement or intimation of approval made by a member or officer of the Shire of Koorda during the course of any meeting is not intended to be and is not to be taken as notice of approval from the Shire of Koorda.

The Shire of Koorda warns that anyone who has any application lodged with the Shire of Koorda must obtain and should only rely on **written confirmation** of the outcome of the application, and any conditions attaching to the decision made by the Shire of Koorda in respect of the application.

To be read aloud if any member of the public is present.

Signed



Zac Donovan
Chief Executive Officer

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Shire of Koorda
Local Emergency Management Committee Meeting
4.30pm, Thursday, 25 September 2026

Microsoft Teams Meeting Link - Shire of Koorda LEMC Meeting | Meeting-Join | Microsoft Teams

Meeting ID: 486 838 443 201 173 Passcode: 5er32tC2

1. Declaration of Opening

The Chairperson, Deputy Shire President Cr Gary Greaves, declared the meeting open at 3.35pm.

2. Record of Attendance and Apologies

Attendance:
Cr Gary Greaves, Deputy President, Shire of Koorda (Chair)
George Storer, Shire of Koorda Chief Bush Fire Control Officer (CBFCO)
Vivienne Gardiner, Regional Coordinator Emergency Relief, Department of Communities (via MS Teams)
Jennie McGowan, Community Paramedic, St John WA

Visitors:
Zac Donovan, CEO, Shire of Koorda
Charli West, LEMC Liaison Officer, Shire of Koorda
Natalie Bell, District Emergency Management Advisor, DFES (via MS Teams)
Adam Storer, Bushfire Control Officer, Koorda BFB
Christine Cotter-Ward, Vice Chair, Wyalkatchem-Koorda St John WA Subcentre (via MS Teams)
Matt Chomiak, Acting Area Officer, DFES
Carl Fuchsbichler, Shire of Koorda, Deputy Chief Bush Fire Control Officer (4.07pm)

Apologies:
Paul Casey, Team Leader, Northam & Koorda Western Power Depots
Lana Foote, DCEO, Shire of Koorda
Glen Metcalfe, Water Corporation & Wyalkatchem Fire & Rescue
Will Nightingale, Chair, Wyalkatchem-Koorda St John WA Subcentre
Lesley Foote, MCS, Koorda Primary School
Susan Chambers, A/District Director, WACHS
Rachelle-Louise King, A/Health Service Manager, WACHS
Cr Jannah Stratford, President, Shire of Koorda
Jo Spadaccini, A/Regional Coordinator, Department of Communities

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3. Confirmation of Previous Minutes

Click here to view.

Moved: George Storer	Seconded: Vivienne Gardiner
That the minutes of the Koorda Local Emergency Management Committee meeting held on 27 November 2025 at the Shire of Koorda Council Chambers, as circulated, be confirmed as a true and accurate record.	
	Carried
FOR: Cr GW Greaves, G Storer, V Gardiner, J McGowan	

Action Items and Business Arising from Previous Meeting
N/A

4. Correspondence In and Out

4.1. Correspondence In
SEMC Letter regarding LEMA – Click here to view
4.2 Correspondence Out
4.3 Information Tabled

5. Review of LEMC Membership and Contact List Updates

Click here to view the Contact List.

Recent Updates:

- Removed Karen Crooke and Tim Zanotti and added Marcela Roberts as the Koorda Primary School Principal.
- Updated Acting Sergeant Jas Bowes as current OIC.
- Removed Shelby Robinson as the DFES District EM Advisor and added Natalie Bell.
- Removed Philippa Reppington and added Michelle Baines (A/District Director Eastern WB) to the distribution list.
- Removed Steven Petchell and added Will Nightingale as the St John Chair.
- Removed Tracy Dickson and added Christine Cotter-Ward (Vice Chair St John) to the distribution list.
- Wyalkatchem-Koorda Health Service has moved management to the Western Wheatbelt under the direction of A/District Director Susan Chambers. Removed Michelle Baines (A/District Director Eastern WB) and added Susan to the distribution list.
- Add CESM information when that becomes available.

6. Local Emergency Management (Standing Items)

6.1 Post Incident Reports
N/A
6.2 Post Exercise Reports
N/A
6.3 Exercise Schedule
N/A
6.4 Review Local Emergency Management Arrangements
N/A

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7. Agenda Items

7.1 Adoption of Local Emergency Management Committee Terms of Reference

Click here to view the ToR.

Moved: Geroge Storer	Seconded: Vivienne Gardiner
That the LEMC Terms of Reference be adopted with the provision of the CESM role being added.	
	Carried
FOR: Cr GW Greaves, G Storer, V Gardiner, J McGowan	

8. Agency/Member Reports

Department of Fire & Emergency Services – Natalie Bell

Click here to view

Department of Fire & Emergency Services – Matt Chomiak

Prevention:

- Bushfire Risk Mitigation Liaison Officers conducting School bushfire risk assessments as required in the regions prior to summer.
- DFES has launched an advertising campaign to better inform Western Australians about the risks posed by lithium-ion batteries and how to buy, store and use them safely. Visit dfes.wa.gov.au/lithiumion

Preparedness:

- Shire of Koorda in partnership with DFES, Shire of Mukinbudin & Shire of Mt Marshall have employed a Community Emergency Services Manager (CESM). They start in the role 7th September 2026.
- Training courses for volunteers and development of staff competencies underway. An Incident Controller course held locally in Koorda 1st - 3rd September 2026.
- Review underway of incoming State Operational Support Fleet at the DFES Northam office & strategic placement (Additional vehicles for the Goldfields/ midlands region over the high threat period).
- New bushfire hand held radio's for bush fire brigades. Arrived and training planned for implementation before summer.
- Bushfire Safety for Workers is an online course developed collaboratively by Australian fire agencies, including AFAC, to help workers understand and prepare for bushfire risk. The course provides practical guidance on recognising bushfire hazards, preparing for travel, responding to bushfire warnings and taking appropriate action during a bushfire emergency. Content aligns with the Australian Fire Danger Rating System (AFDRS), Australian Warning System (AWS) and AusAlert.

The course is suitable for workers, supervisors and organisations whose staff travel or work in bushfire-prone environments. Click here to view the flyer

St John WA - Jennie McGowan, Community Paramedic

- Covering in the position for Annual Leave.
- Volunteers are doing well but always a need for more.
- Discussion around how the subcentre is funded and the fundraising that is needed to stay financial.

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Wyalkatchem-Koorda St John WA Subcentre – Christine Cotter-Ward

- Grants for Starlink minis.
- There is a lack of volunteers specifically in Koorda.
- Keep an eye out for any grants that may be able to assist.

Department of Communities - Vivienne Gardiner

- Out of Session item – Confirming the Koorda facilities listed on the State Evacuation Register as the Koorda Recreation Centre and the Koorda Memorial Hall.
- Jo will complete functional assessments.

Shire of Koorda CBFCO – George Storer

- Wanting to clarify the Fire Weather Districts. Click here to view the information sheet.

Shire of Koorda – Zac Donovan

- Organising Starlink for the Fire Brigade appliances.
- Reiterated CESM starting in September.

9. General Business

9.1 Code of Conduct

Click here to view.

To note – at the March Ordinary Council Meeting, Council adopted an updated Code of Conduct for Council Members, Committee Members and Candidates.

9.2 Desktop Exercise

To be completed by Department of Communities and a future meeting.

10. Next Meeting Dates

4.30pm Thursday, 26 November 2026

11. Meeting Closure

Cr Greaves thanked those present for attending, and declared the meeting closed at 4.16pm.

Signed: _____

Presiding Person at the meeting at which the minutes were confirmed.

Date: 26 November 2026

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APPENDIX I – Terms of Reference

Local Emergency Management Committee

Terms of Reference

1. Name

The name of the committee is the Shire of Koorda Local Emergency Management Committee.

2. Head of Power

The committee is established by Council under section 38 of the *Emergency Management Act 2005.*

3. Definitions

TERM	DEFINITION
Act	The *Emergency Management Act 2005*.
Council	The body consisting of all council members sitting formally as the Council of Shire of Koorda ("**the Shire**").
Chief Executive Officer	The Chief Executive Officer (CEO) of the Shire of Koorda.
Committee	Shire of Koorda Local Emergency Management Committee.
Council Member	A person elected under the Act as a member of Council. Shire of Koorda council members include the Shire President, Deputy Shire President and Councillors (as defined by the Act).
DFES	Department of Fire and Emergency Services.
External Member	A person who is not a council member appointed to the committee with requisite skills, knowledge and experience that compliment the committee's objectives.
HMAs	Hazard Management Agencies.
LEC	Local Emergency Co-ordinator.
LEMA	Local Emergency Management Arrangements.
Member	A person appointed to this committee.

4. Objectives

The aim of the LEMC is to collaborate with local support organisations, hazard management agencies, and industry representatives, to collectively build a resilient community that is prepared to respond and recover from an emergency.

The LEMC objectives are to;

- Develop local emergency management arrangements (LEMA) that are practical to all stakeholders and service agencies.
- Ensure that LEMA are contemporary and relevant to the community and addresses all possible risks and scenarios.
- Participate in inter-local government relations to further emergency management cooperation within the emergency management district.
- Build resilience and engage with the community through safety and awareness campaigns, and by disseminating information through social media, media outlets, and public events.
- Participate in interagency training exercises that improve the capabilities and knowledge of the LEMC, local stakeholders, and hazard management agencies.
- Exercise the LEMA to test their effectiveness in practical applications, and actively strive for continuous improvement.
- Share meeting minutes, committee member experiences and proposed actions with local government elected members, State agencies and the local community.
- Strategise ways to mitigate potential emergencies and to improve recovery arrangements.

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Key duties and responsibilities include providing advise and assist the Shire of Koorda in ensuring that local emergency management arrangements are established for its district.

- Liaise with public authorities and other persons in the development, review and testing of local emergency management arrangements.
- Carry out other emergency management activities as directed by the State Emergency Management Committee or prescribed by the regulations.
- Perform at least one emergency training exercise a year to assist improve the capabilities of their community to prepare for, respond to and recover from emergencies.
- Prepare and submit an annual report on activities undertaken by the LEMC during the financial year to the District Emergency Management Committee for the district.

5. Powers

The Committee is a formally appointed committee of Council and is responsible to that body.

The Committee has no delegated authority and no authority to implement its recommendations without resolution of Council.

The Committee does not have any management functions and cannot involve itself in management processes or procedures.

The Committee recommendations are advisory only and shall not be binding on Council.

6. Membership

The membership of the LEMC includes the President (as the local government representative), the Local Emergency Coordinator and representatives, as nominated, from relevant government agencies and other statutory authorities.

- Special guests may be invited to attend committee meetings as determined by the LEMC Executive Officer, in consultation with the LEMC Chair.
- Each voting member should nominate a proxy to the Executive Officer within their agency or organisation to attend if the appointed member is absent.
- Non-attendance at meetings of voting members without a justifiable apology, or that have not been represented by their proxy will be asked to provide an explanation to the Chairperson. Repeated non-attendance may result in the Chairperson notifying the District Emergency Management Committee.
- Members representing agencies and organisations that can no longer participate in the committee should advise the Executive Officer of their resignation and nominate an alternative representative for membership.
- Committee membership will be reviewed at each meeting by the LEMC Executive to ensure that it is representative of the community and the potential risks and scenarios.
- New members may join the LEMC via resolution of the committee.

A full membership list can be found in Schedule 1, at the end of this Terms of Reference.

7. Presiding Member

The LEMC Presiding Member and Deputy Presiding Member are determined within the “Shire of Koorda – Local Emergency Management Arrangements 2020 – V01.”

Position	Incumbent
Chairperson	Shire of Koorda President, Deputy, Councillor or CEO
Deputy Chairperson	Koorda Police Station Officer in Charge/LEC

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The role of the Chairperson and Deputy Chairperson are also included in the LEMA.

Local Role	Description of Responsibility
Chairperson	Provide leadership and support to the LEMC to ensure effective meetings and high levels of emergency management planning and preparedness for the Local Government district is undertaken.
Deputy Chairperson	Provides leadership and support to the LEMC in the absence of the Chair.

8. Meetings
A meeting will be held at least once per quarter throughout the financial year. These meetings are generally the last Thursday of; March, June, August and November.

The schedule will be advised by the Executive Officer and any additional meetings will be convened if and as required at the discretion of the Chairperson.

9. Minutes
The minutes of the meeting shall be recorded and prepared as per the provisions of section 5.22 of the Act.

The content of the minutes shall be in accordance with regulation 11 of the *Local Government (Administration) Regulations 1996*.

10. Reporting
Recommendations recorded in the minutes arising from the Committee's deliberations shall be presented to the earliest available ordinary meeting of Council.

In the event of a tied vote, where the Presiding Member has exercised a casting vote, the matter will be referred to Council for deliberation.

11. Terms of Appointment
Appointment to the Committee will be determined by the Council following ordinary local government elections, for a term to expire on the date of the subsequent ordinary local government elections.

If a member of the Committee resigns prior to an ordinary local government election, Council will appoint a replacement.

12. Code of Conduct
The Shire's Code of Conduct for Council Members, Committee Members and Candidates applies to all members of the Committee.

13. Voting
Shall be in accordance with section 5.21 of the Act.

Each voting member of the Committee present at a meeting is entitled to one vote and are required to vote, subject to the provisions of the Act regarding interests.

In the event of a tied vote, the Presiding Member will have a casting vote.

14. Alterations to Terms of Reference
The Committee is to conduct a review of its terms of reference providing Council with recommendations for any changes, in the first instance after twelve months of operation, with subsequent reviews to be held every two years prior to the local government ordinary election.

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15. Termination of Committee

Termination of the Committee shall be at the discretion of Council and in accordance with the Act.

Review History

Date	Council Resolution	Description of review/amendment
18/12/2023	RES: 071223	Terms of Reference Adopted
30/11/2023		Terms of Reference endorsed by LEMC
23/10/2023	RES: 191023	Committee re-established

Schedule 1 - Membership

Executive	
Chairperson (**Voting**)	Shire of Koorda President, Deputy President or Councillor
Deputy Chairperson (**Voting**)	Koorda Police Station Officer in Charge/Appointed LEC
Executive Officer	Shire of Koorda DCEO or staff member
Local Recovery Coordinator	Shire of Koorda CEO
Administrative Support	Koorda Community Resource Centre/Shire of Koorda Manager/Staff Member

HMAs	
Shire of Koorda (**Voting**)	Chief Bush Fire Control Officer
Parks and Wildlife	District Fire Coordinator
DFES	District/Area Officer
Dept. of Transport	Regional Manager
Dept. of Health	Regional Director
Dept. of Agriculture and Food	Site Manager
WA Police	Officer in Charge, Koorda Police Station
Welfare Support	
Centrelink	Team Leader
Community Services (**Voting**)	District Emergency Services Officer
Red Cross	Representative, Koorda Branch
Salvation Army	Lieutenant
CWA	Representative, Koorda Branch
Utilities	
Main Roads WA	Local Manager
Additional Members as directed by the Shire of Koorda	
St John Ambulance (**Voting**)	Regional Manager/Community Paramedic Koorda and Wyalkatchem Subcentre
Shire of Koorda	Works Supervisor
DFES	Regional Superintendent
WALGA	Representative
Department of Education	Koorda Primary School
CBH Group Koorda	Koorda Area Manager
Great Southern Fuel Services	Koorda Depot

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Shire of Koorda

Drive in, stay awhile

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MINUTES

Bushfire Advisory Committee Meeting

To be held in Shire of Koorda Council Chambers
10 Haig Street, Koorda WA 6475
Thursday 3 September 2026
Commencing 4.30pm

NOTICE OF MEETING

Dear Bushfire Advisory Committee Members,

Notice is hereby given that a Bushfire Advisory Management Committee of the Shire of Koorda will be held on Thursday 3 September 2026 in the Shire of Koorda Council Chambers, 10 Haig Street, Koorda, commencing at 4.30pm.

Zac Donovan
Chief Executive Officer
1 September 2026

DISCLAIMER

No responsibility whatsoever is implied or accepted by the Shire of Koorda for any act, omission or statement or intimation occurring during Council or Committee meetings.

The Shire of Koorda disclaims any liability for any loss whatsoever and howsoever caused arising out of reliance by any person or legal entity on any such act, omission or statement or intimation occurring during Council or Committee meetings.

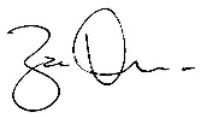
Any person or legal entity who acts or fails to act in reliance upon any statement, act or omission made in a Council or Committee meeting does so at that person's or legal entity's own risk.

In particular and without derogating in any way from the broad disclaimer above, in any discussion regarding any planning application or application for a license, and statement or intimation of approval made by a member or officer of the Shire of Koorda during the course of any meeting is not intended to be and is not to be taken as notice of approval from the Shire of Koorda.

The Shire of Koorda warns that anyone who has any application lodged with the Shire of Koorda must obtain and should only rely on **written confirmation** of the outcome of the application, and any conditions attaching to the decision made by the Shire of Koorda in respect of the application.

To be read aloud if any member of the public is present.

Signed



Zac Donovan
Chief Executive Officer

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Shire of Koorda
Bushfire Advisory Committee Meeting
4.30pm, Thursday, 3 September 2026

Microsoft Teams Meeting Link - Shire of Koorda BFAC Meeting | Meeting-Join | Microsoft Teams
Meeting ID: 494 509 488 945 213 Passcode: RS2qS32H

1. Declaration of Opening

Shire of Koorda CEO, Zac Donovan, declared the meeting open at 4.32pm

1.1 Election of Presiding and Deputy Presiding Member

The Committee are to elect a Presiding Member and, if desired, Deputy Presiding Member from amongst themselves in accordance with s5.12 of the Local Government Act 1995:

(1) The members of a committee are to elect a presiding member from amongst themselves in accordance with Schedule 2.3, Division 1 as if the references in that Schedule—
(a) to "office" were references to "office of presiding member"; and
(b) to "council" were references to "committee"; and
(c) to "councillors" were references to "committee members".

(2) The members of a committee may elect a deputy presiding member from amongst themselves but any such election is to be in accordance with Schedule 2.3, Division 2 as if the references in that Schedule—
(a) to "office" were references to "office of deputy presiding member"; and
(b) to "council" were references to "committee"; and
(c) to "councillors" were references to "committee members"; and
(d) to "mayor or president" were references to "presiding member".

George Storer was nominated in writing by Gary Greaves as Presiding Member, with George indicating consent to the nomination. As no other nomination was received, George was declared elected to the office of Presiding person.

The Presiding Person assumed the Chair.

2. Record of Attendance and Apologies

Attendance: George Storer, Chief Bushfire Control Officer - Chairperson
Carl Fuchsbichler, Deputy Chief Bushfire Control Officer
Zac Donovan, CEO, Shire of Koorda
Gary Greaves, Captain, Kulja Brigade
Adam Storer, Bushfire Control Officer

Visitors: Matt Chomiak, Acting Area Officer Mortlock, DFES
Charli West, Shire of Koorda
Brad Harrap, Volunteer, Koorda BFB

Apologies: Cr Jannah Stratford, President, Shire of Koorda
Ryan Greaves, Volunteer, Kulja BFB

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3. Confirmation of Previous Minutes

Click here to view.

Moved: Gary Greaves	Seconded: Carl Fuchsbichler

That the minutes of the Koorda Bushfire Advisory Committee meeting held on 4 September 2025 at the Shire of Koorda Council Chambers, as circulated, be confirmed as a true and accurate record.

Carried

FOR: G Storer, C Fuchsbichler, Z Donovan, G Greaves & A Storer

Action Items and Business Arising from Previous Meeting

- N/A

4. Correspondence In and Out

4.1. Correspondence In

DOAC Meeting Minutes 10 March 2026 - Click here to view

4.2 Correspondence Out

4.3 Information Tabled

5. Agenda Items

5.1 Adoption of the Bushfire Advisory Committee Terms of Reference

Click here to view the ToR.

Moved: Gary Greaves	Seconded: Adam Storer

That the Koorda Bushfire Advisory Committee Terms of Reference be adopted with the provision of the adding the CESM role.

Carried

FOR: G Storer, C Fuchsbichler, Z Donovan, G Greaves & A Storer

5.2 Water Tank Locations

Discussion regarding the relocation of the tank from the Emergency Services Building.

Decision: Recommend to Council - Tank at the Recreation Centre to be located in central position near the generator in the western carpark and elevated on a base of limestone blocks. The tank from Emergency Service Building to be relocated from Shire Depot to Koorda air strip and to be connected to water with meter and card reader.

5.3 Application for Western Power Grant for Appliance Starlink Funding

For discussion. The Shire will apply for a grant to install Starlink on brigade appliances with the Shire covering the operating costs.

5.4 Shared CESM Commencing 7 September

For discussion. We have secured a new CESM, Trent, who will begin down in Northam on 7 September. This is a joint venture with the Shires of Mt Marshall and Mukinbudin.

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6. General Business

6.1 Code of Conduct

Click here to view.

To note – At the March Ordinary Council Meeting, Council adopted an updated Code of Conduct for Council Members, Committee Members and Candidates.

6.1 Chief Bushfire Control Officer Role

The current CBFCO has only indicated they will continue in the position for 1 more year. The CBFCO and the brigades will bring to the CEO a succession plan and recommendation for a new CBFCO to present to Council for appointment.

6.4 Roundtable Discussion

Department of Fire and Emergency Services – Matt Chomiak

- CESM will begin on 7 September. Will touch base with Trent.
- New radios have arrived and training will need to be completed on how to use these. How the radios are distributed is up to the brigade.

General Discussion

- Adam asked who had the authority to hand over an incident to DFES. It is the CBFCO who will make the assessment of an incident and request handover to DFES.
- Discussion around other agency's Hazard Plans and whether we have access to these.
  Action: Confirm the Shire have a copy of these with the LEMA and if not, to follow up.
- The standards for farmer's PPE and their appliances when entering a fireground.
  Action: Matt to send through information for advertising locally.
- A reminder about how important it is to report fires through 000 for faster response times.
  Action: Advertise locally through the Narkals and Facebook.

8. Next Meeting Dates

25 March 2027

9. Meeting Closure

The Chairperson thanked those in attendance and declared the meeting closed at 5.22pm

Signed: _____

Presiding Person at the meeting at which the minutes were confirmed.

Date: 25 March 2027

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APPENDIX I – Terms of Reference

Bushfire Advisory Committee

Terms of Reference

1. Name

The name of the committee is the Shire of Koorda Bushfire Advisory Committee (BFAC).

2. Head of Power

The committee is established by Council under section 67 of the *Bush Fires Act 1954.*

3. Definitions

TERM	DEFINITION
BF Act	The *Bush Fires Act 1954*.
Chief Executive Officer	The Chief Executive Officer (CEO) of the Shire of Koorda.
Committee	Shire of Koorda Bushfire Advisory Committee.
Council	The body consisting of all council members sitting formally as the Council of Shire of Koorda ("**the Shire**").
Member	A person appointed to this committee.

4. Objectives

To provide advice to the local government on matters pertaining to obligations contained within the Bush Fires Act, organising, managing, resourcing and training volunteer bush fire brigades.

This committee provides a very worthwhile role in engaging with brigades and gaining feedback and input on policy and strategy.

- Recommend and regularly review Council's policies relating to the delivery of fire prevention, preparedness, response and recovery.
- Provide support and guidance to all Bush Fire Brigades within the Shire and to assist those brigades to fulfil their objectives.
- Establish and maintain an operational command and control structure by developing procedures to enhance the ability of the brigades to carry out operations, activities and training efficiently and effectively.
- Ensure co-operation and co-ordination between all brigades within the Shire and between all other brigades/units and stakeholders in their efforts and activities.
- Advise Council regarding all matters relating to prosecutions for breaches of the Bush Fires Act 1954.
- Advise regional officers in the area and any other relevant person or organisation on matters referred to the committee.
- Committee to respond to Council on agenda items submitted from council.
- Perform any other function assigned to the Committee under section 67 of the Bush Fires Act, Fire and Emergency Services Act, various Acts and Regulations or Council policy.

5. Powers

- The Committee is a formally appointed committee of Council and is responsible to that body.
- The Committee does not have any delegated authority.
- Committee recommendations must be adopted by Council during a formal Council meeting before they can be implemented.
- Members of the Committee are not permitted to speak to the media as representatives of the Committee unless approved by Council.

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6. Membership

The committee shall consist of the following members:

- Shire President,
- Shire CEO,
- The Chief Bush Fire Control Officer,
- The Deputy Chief Bush Fire Control Officer,
- Koorda Brigade Captain,
- Kulja Brigade Captain,
- Bush Fire Control Officers, and
- Shire Works Supervisor

7. Committee

Presiding Person

During the first meeting of the Committee after ordinary Local Government elections, the Committee shall appoint one of their number to be the Presiding Person.

The role of the Presiding Person includes:

- Ensuring all Committee members have an opportunity to participate in discussions in an open and encouraging manner and;
- Where a matter has been debated significantly and no new information is being discussed, to call the meeting to order and ask for the debate to be finalised and the motion to be put

Secretary

A Shire employee will fulfil the role of non-voting Secretary.

8. Meetings

The committee shall meet at least two times annually. These meetings are generally prior to the March and August Local Emergency Management Committee (LEMC) meetings.

Additional meetings shall be convened at the discretion of the presiding person.

9. Minutes

The minutes of the meeting shall be recorded and prepared as per the provisions of section 5.22 of the Act.

The content of the minutes shall be in accordance with regulation 11 of the *Local Government (Administration) Regulations 1996*.

10. Reporting

Recommendations recorded in the minutes arising from the Committee's deliberations shall be presented to the earliest available ordinary meeting of Council.

In the event of a tied vote, where the Presiding Member has exercised a casting vote, the matter will be referred to Council for deliberation.

11. Terms of Appointment

Appointment to the Committee will be determined by the Council following ordinary local government elections, for a term to expire on the date of the subsequent ordinary local government elections.

If a member of the Committee resigns prior to an ordinary local government election, Council will appoint a replacement.

12. Code of Conduct

The Shire's Code of Conduct for Council Members, Committee Members and Candidates applies to all members of the Committee.

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13. Voting

Shall be in accordance with section 5.21 of the Act.

Each voting member of the Committee present at a meeting is entitled to one vote and are required to vote, subject to the provisions of the Act regarding interests.

In the event of a tied vote, the Presiding Member will have a casting vote.

14. Alterations to Terms of Reference

The Committee is to conduct a review of its terms of reference providing Council with recommendations for any changes, in the first instance after twelve months of operation, with subsequent reviews to be held every two years prior to the local government ordinary election.

15. Termination of Committee

Termination of the Committee shall be at the discretion of Council and in accordance with the Act.

Related Documents (Legislation/Local Law/Policy/Procedure/Delegation)

Part V, Section 67 of the Bush Fire Act 1954

Review History

Date	Council Resolution	Description of review/amendment
17/04/2024	RES: 040424	Terms of Reference Adopted
27/03/2024		Terms of Reference endorsed by BFAC
23/10/2023	RES: 191023	Committee re-established

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Great Eastern Country Zone Minutes

13 August 2026

Hosted by the Shire of Bruce Rock
Shire Hall, 54 Johnson St
Commenced at 9:30am

ZONE STRATEGIC PRIORITIES

The following items are the Zone's priority issues, as resolved at the April 2026 Zone meeting:

- Regional Health Services to include:
  - Hospitals
  - Aged Care
  - Future of Nurse Practitioner Service
- Energy, Transport and Road Network
- Regional Housing and GROH
- Telecommunications
- Agricultural Land Use
- St John Ambulance Service
- Education
- Waste Management
- Regional Subsidiaries

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1. OPENING, ATTENDANCE AND APOLOGIES

1.1. OPENING

The Chair opened the meeting at 9:35am.

1.2. ATTENDANCE

MEMBERS	**2 Voting Delegates from each Member Council**
Shire of Bruce Rock	President Cr Ramesh Rajagopalan Cr Stephen Strange Mr Mark Furr, Chief Executive Officer, non-voting
Shire of Cunderdin	President Cr Alison Harris Mr Stuart Hobley, Chief Executive Officer, non-voting
Shire of Dowerin	President Cr Darrel Hudson Cr Robert Trepp
Shire of Kellerberrin	Cr Emily Ryan Mr Raymond Griffiths, Chief Executive Officer, voting delegate
Shire of Kondinin	Deputy President, Cr Beverley Gangell Mr Bruce Wright, Chief Executive Officer, non-voting
Shire of Merredin	President Cr Donna Crook Cr Paul Boehme Mr Craig Watts, Chief Executive Officer, deputy delegate
Shire of Mount Marshall	President Cr Tony Sachse
Shire of Mukinbudin	President Cr Gary Shadbolt Ms Tanika McLennan, Chief Executive Officer, non-voting
Shire of Narembeen	President Cr Holly Cusack Deputy President, Cr Hannah Bald Raj Sunner, Executive Manager Corporate Services
Shire of Nungarin	President Cr Pippa de Lacy
Shire of Tammin	Deputy President, Cr Tanya Nicholls Mr Andrew Malone, Chief Executive Officer, non-voting
Shire of Trayning	President Cr Melanie Brown Mr Peter Naylor, Chief Executive Officer, non-voting
Shire of Yilgarn	President Cr Bryan Close Mr Ben Forbes, Chief Executive Officer, non-voting

Shire of Wyalkatchem	Cr Rob Lawson Kerr Mr Tom Kettle, Chief Executive Officer, non-voting

GUESTS

WALGA President	Mayor Mark Irwin
Main Roads WA	Mr Mohammad Siddiqui, Regional Manager Wheatbelt Ms Vicky Eckersley, Customer Services Manager
Wheatbelt Development Commission	Ms Renee Manning, A/Chief Executive Officer
CBH Group	Ms Emma Haak, Planning and Approvals Lead Mr Timothy Roberts, Specialist - Regulatory Approvals
Lumen Wheatbelt Study Hubs	Ms Hannah Crute, Projects and Communications Officer
Department of Water and Environmental Regulation	Ms Renae Thorpe, A/Manager Water Planning, Approvals - Statewide Delivery

WALGA

Mr Sam McLeod, Manager Commercial Services
Ms Habiba Farrag, State Council Governance Officer

1.3. APOLOGIES

MEMBERS

Shire of Dowerin	Cr Ashley Jones Mrs Manisha Barthakur, Chief Executive Officer, non-voting
Shire of Kondinin	Cr Toni Smeed
Shire of Koorda	President Cr Jannah Stratford Deputy President, Cr Gary Greaves Mr Zac Donovan, Chief Executive Officer, deputy voting delegate
Shire of Mt Marshall	Deputy President, Cr Nicholas Gillett Mr Ben McKay, Chief Executive Officer, non-voting
Shire of Narembeen	Ms Rebecca McCall, Chief Executive Officer, deputy voting delegate
Shire of Nungarin	Cr Gary Coumbe Mr David Nayda, Chief Executive Officer, non-voting
Shire of Tammin	President Cr Charmaine Thomson
Shire of Westonia	President Cr Mark Crees Deputy President, Cr Ross Della Bosca Mr Bill Price, Chief Executive Officer

Shire of Wyalkatchem	President Cr Christy Petchell Deputy President, Cr Mischa Stratford
Shire of Yilgarn	Cr Donna Newbury

GUESTS

Regional Development Australia WA	Mr Josh Pomykala, Director Regional Development
Water Corporation	Ms Rebecca Bowler, Manager Customer & Stakeholder – Goldfields & Agricultural Region
Wheatbelt District Emergency Management Committee	Ms Shelby Robinson

MEMBERS OF PARLIAMENT

Hon Melissa Price MP, Member for Durack
Mr Rick Wilson MP, Member for O'Connor
Hon Steve Martin MLC
Mr Lachlan Hunter MLA, Member for Central Wheatbelt
Mr Peter Rundle MLA, Member for Roe

2. ACKNOWLEDGEMENT OF COUNTRY

We, the Great Eastern Country Zone of WALGA acknowledge the continuing connection of Aboriginal people to Country, culture and community, and pay our respects to Elders past and present.

3. DECLARATIONS OF INTEREST

Elected Members must declare to the Chairman any potential conflict of interest they have in a matter before the Zone as soon as they become aware of it. Councillors and deputies may be directly or indirectly associated with some recommendations of the Zone and State Council. If you are affected by these recommendations, please excuse yourself from the meeting and do not participate in deliberations.

Nil.

4. ANNOUNCEMENTS

Nil.

5. LOCAL GOVERNMENT 'VIRTUAL HOST'

A Zone member Local Government is invited to make a short (10 minutes) presentation on what is occurring in their Local Government.

The Shire of Bruce Rock made a presentation at this meeting.

The **Shire of Dowerin** is invited to make a presentation to next Zone meeting, in November.

6. GUEST SPEAKERS

Guest Speaker Protocols

- *The main speaker or keynote address to the Zone will be generally 30 minutes with 15 minutes for questions*
- *Other guest speakers will have a time limit of 20 minutes with 10 minutes for questions.*

6.1. WALGA PRESIDENT'S REPORT

WALGA President, Mayor Mark Irwin AM, provided the President's Report.

RECOMMENDATION

Moved: **Shire of Cunderdin**
Seconded: **Shire of Bruce Rock**

That the WALGA President's Report be received.

CARRIED

6.2. SPEAKERS FOR THE AUGUST ZONE MEETING

6.2.1. LUMEN WHEATBELT STUDY HUBS

Ms Hannah Crute, Projects and Communications Officer

Lumen Wheatbelt Study Hubs provided an overview of the program and the services provided.

Noted

6.2.2. DEPARTMENT OF WATER AND ENVIRONMENTAL REGULATION

Ms Renae Thorpe, A/Manager Water Planning, Approvals - Statewide Delivery

Noted

7. MEMBERS OF PARLIAMENT

Nil.

8. AGENCY REPORTS

Agency Reports Protocols
The Zone appreciates and prefers written updates (circulated with the Agenda) wherever possible. Agency representatives are invited to make brief (5 minute) remarks if the speaker wishes to prove context or a further update on a specific matter.

The Zone appreciates if time can be left for questions, typically for around 10 minutes. Briefings on a significant policy proposal or contentious topic are to be dealt with by the agency representative attending as a Guest or Keynote Speaker (item 6).

8.1. DEPARTMENT OF LOCAL GOVERNMENT, INDUSTRY REGULATION AND SAFETY

The Department of Local Government, Industry Regulation and Safety report was submitted for the Zone. (Attachment 2)

Noted

8.2. WHEATBELT DEVELOPMENT COMMISSION

Ms Renee Manning, A/Chief Executive Officer

A verbal update was provided to the Zone.

Noted

8.3. REGIONAL DEVELOPMENT AUSTRALIA WHEATBELT

Mr Josh Pomykala, Director Regional Development is an apology to the meeting.

The Regional Development Australia Wheatbelt report was distributed with the Agenda.

Noted

8.4. WATER CORPORATION

Please see the media release here relating to the announcement of the **winning bid for the GAWSS upgrade**:

WA-based Georgiou Group and SRG Global McConnell Dowell Joint Venture have secured contracts for the pipeline replacement works to deliver the $543 million upgrade of the Goldfields and Agricultural Water Supply Scheme (GAWSS).

The upgrades will enable an additional 7.2ML of additional daily capacity across the scheme.

Works will include:

- Replacements and upgrades of 44.5 kilometres of ageing pipeline, mostly the original pipe, in the Shires of Merredin, Westonia, and Yilgarn, with new sections installed primarily below ground alongside the existing route
- Valve upgrades to improve network reliability
- Upgrades to the Binduli Reservoir in Kalgoorlie, doubling the water storage capacity

Burracoppin tank update:

- The Burracoppin tank is located in the Shire of Merredin. A minor leak was first reported a few years ago and was reported to have worsened significantly in May.
- To take the tank offline to try and fix it immediately, with no interim solution, would have impacted the 50 services receiving water from this part of the scheme.
- Water Corporation has now isolated the old tank and bypassed it with two 50-kilolitre temporary tanks installed on site to avoid water continuing to be lost.
- Permanent replacement options are currently being assessed.

Noted

8.5. CBH

Ms Emma Haak, Planning and Approvals Lead

A verbal update was provided to the Zone.

Noted

8.6. MAIN ROADS

Ms Vicky Eckersley, Customer Services Manager

Questions were provided to Ms Eckersley to Main Roads.

Noted

9. MINUTES

9.1. CONFIRMATION OF MINUTES FROM THE GREAT EASTERN COUNTRY ZONE MEETING HELD ON 11 JUNE 2026

The revised Minutes of the Great Eastern Country Zone meeting held on 11 June 2026 were provided with the Agenda.

RECOMMENDATION

Moved: **Shire of Cunderdin**
Seconded: **Shire of Trayning**

That the Minutes of the meeting of the Great Eastern Country Zone held on 11 June 2026 be confirmed as a true and accurate record of the proceedings.

CARRIED

9.2. BUSINESS ARISING FROM THE MINUTES OF THE GREAT EASTERN COUNTRY ZONE MEETING HELD ON 11 JUNE 2026

Nil.

9.3. MINUTES OF THE GREAT EASTERN COUNTRY ZONE EXECUTIVE COMMITTEE MEETING HELD ON 21 JULY 2026

The Minutes of the Great Eastern Country Zone Executive Committee meeting held on 21 July 2026 were provided as an attachment.

RECOMMENDATION

Moved: **Shire of Nungarin**
Seconded: **Shire of Narembeen**

That the Minutes of the Great Eastern Country Zone Executive Committee meeting held on 21 July 2026 be received.

CARRIED

9.4. BUSINESS ARISING FROM THE GREAT EASTERN COUNTRY EXECUTIVE COMMITTEE MEETING HELD ON 21 JULY 2026

9.4.1. ZONE FORUM

The next Zone Forum is scheduled for 11 March 2027, to be hosted by the Shire of Cunderdin. The Zone has expressed a strong desire for the program to be directly relevant to member Local Governments. The working theme of "***Growing the Wheatbelt in a Changing World***" provides for sessions to consider global/national trends and issues and examine how they may impact on the Wheatbelt.

The Zone's Executive has been considering how to design the Forum to maximise impact and relevance for Zone Members, while managing costs. At its July meeting, the Executive Committee resolved to recommend a Zone-led model, with Zone members being invited to design sessions relevant to specific issues. A proposed framework of the Forum is presented below:

Session	Topic	Potential WALGA SME Assistance	Responsible Members "Session Group"	Potential Speakers/Ideas
Welcome breakfast (from 7 am)				
Session 1 (~70 mins)	**Growing returns** (Supporting industry and employment in the Wheatbelt - perhaps Ag, Energy, Manufacturing)	Economics	Bruce Rock, Dowerin, Kellerberrin	Relevant Ministers/Decision-makers; DPIRD (biomass etc.); Wheatbelt Development Commission; Agronomist; Interstate keynote; Energy policy specialists; success stories from local businesses
Morning Tea (10am)				
Session 2a (~60 mins)	**Growing and caring** (Health, Housing, and/or Wellbeing)	Community	Merredin, Kondinin, Cunderdin	DoHW; Minister for Housing; DevelopmentWA; WACHS; Rural Health West; Minister for Health; Mental Health Orgs; Minister for Education
Session 2b (~60 mins)	**Growth and movement** (The future of agricultural and mining supply chains)	Infrastructure	Yilgarn, Westonia, Trayning	Arc Infrastructure; CBH; Main Roads; WAPOL; Road Safety Commission; trucking companies; transport researchers
Lunch (1 pm)				
Session 3 (~70 mins)	**Growing Resilience** (Emergency Management and essential infrastructure - e.g. telecoms, fuel, water)	EM Community	Mount Marshall, Tammin, Wyalkatchem, Koorda	DFES; Fuel Coordinator; Community organisations; Disaster management experts; Telstra; Water Corp; Western Power
Afternoon Tea (3:30 pm)				

Session	Topic	Potential WALGA SME Assistance	Responsible Members "Session Group"	Potential Speakers/Ideas
Session 4 (~60 mins)	**Growing the future** (Advocacy and development for the leaders of tomorrow; community development; equity/inclusion)	Advocacy; Community	Narembeen, Nungarin, Mukinbudin	Current and former leaders (MPs, community leaders, Noongar elders, council members, member CEOs, sector legends, journalists etc.); advocacy specialists, etc.
Sundowner (5 pm)				

The Group of Zone members (including delegates and any support staff from their Local Governments) assigned to each session (the "Session Group") is therefore asked to determine and agree:

1. The format of each session - including whether it involves:
    a. A single keynote address (with or without audience Q+A),
    b. Consecutive presentations (with or without Q+A),
    c. Panel discussions (with or without Q+A),
    d. Audience workshop-style table discussions
    e. Other content

2. The list of desired speakers for the session, with:
    a. The intended role of each speaker:
        i. within the proposed format (are they delivering a keynote, participating in a panel, taking audience questions, etc.); and
        ii. particular topics or things the speaker is requested to address

    with enough detail for WALGA to convert into personalised email requests.
    b. Additional/substitute speakers, with a clear order of preference, to enable WALGA to recruit enough speakers for the intended session format.

A template for this purpose has been prepared overleaf:

Template: Zone Forum Session Summary (to be fully completed by each Session Group)

Session number and topic:	[E.g. Session 1 - Growing returns – Future of grain growing and new tourism opportunities in the central Wheatbelt)]			
Format:	[Please describe – whether it involves: 1. A single keynote address (with or without audience Q+A), 2. Consecutive presentations (with or without Q+A), 3. Panel discussions (with or without Q+A), 4. Audience workshop-style table discussions 5. Other content Please describe how you would like time within the session to be allocated with as much detail as possible.]			
What key focus areas or issues do you want to explore in this session?	[Please describe the main focus of what is to be presented, and what you want the audience to come away with at the end of the session. What will the audience most like? What would be most valuable for the audience? How does the proposed format ensure the audience get the most value from this topic?]			
Proposed number of speakers and roles within session	[Describe how many speakers you would like within the session, and what you would like them to do. For example, you might specify: 1. One main keynote speaker, with one secondary speaker, followed by both participating in audience Q+A 2. Three very brief presentation followed by a panel discussion 3. Three consecutive short presentations and then a panel discussion with audience Q+A at the end 4. A facilitated workshop – including a briefing and then input from each table 5. Etc			
Requested Speakers	**Who is this speaker?**	**What is their intended role within the proposed format (what would you like this speaker to do)?**	**What topics, issues, or ideas would you like this speaker to address?**	**Who would be the best substitute if this person is not available?**
Most preferred speaker:	[Insert the name of a person]	[Are they delivering a keynote, participating in a panel, taking audience questions, etc.?]	[What do you want them to focus on? Topics to address and any subjects to avoid?]	[Insert the name of a person]
Second preferred speaker:	[Insert the name of a person]	[Are they delivering a keynote, participating in a panel, taking audience questions, etc.?]	[What do you want them to focus on? Topics to address and any subjects to avoid?]	[Insert the name of a person]
Third preferred speaker:	[As above]	[As above]	[As above]	[As above]
Fourth preferred speaker:	[As above]	[As above]	[As above]	[As above]
Fifth preferred speaker:	[As above]	[As above]	[As above]	[As above]
Sixth preferred speaker:	[As above]	[As above]	[As above]	[As above]
Seventh preferred speaker:	[As above]	[As above]	[As above]	[As above]

[To complete the template, please replace all text in square brackets]

It is proposed that each Session Group will:

1. Meet or discuss separately to develop their session no later than **the end of September** (each Session Group is to organise their own meeting, WALGA officers may be able to attend if requested);
2. Once agreed, complete and return the template to WALGA no later than **16 October 2026**;
3. Provide a brief (2 minute) summary of the proposed format at the **November Zone meeting** (which will provide an opportunity for discussion and any final refinement of the program across the sessions);
4. Liaise with WALGA and meet with the MC to finalise their session and brief speakers, etc. between **November and March**.

The session groups have been suggested based on Local Governments likely to have an interest in the topics. Delegates would be welcome to swap between sessions groups or be involved in multiple session groups, in the interest of developing the best possible program.

RECOMMENDATION

Moved: **Shire of Trayning**
Seconded: **Shire of Merredin**

That the Great Eastern Country Zone:

1. **Endorse the proposed Forum program design approach;**
2. **Appoint the member delegates to the Session Groups (allowing any swapping between groups by agreement between delegates);**
3. **Request Session Groups provide their completed template to the Executive Officer by 16 October 2026; and**
4. **Request Session Groups provide a summary of their proposed session at the November Zone meeting.**

CARRIED

10. WALGA STATE COUNCIL EXECUTIVE REPORTS

10.1. STATE COUNCILLOR REPORT

Cr Stephen Strange

RECOMMENDATION

Moved: **Shire of Wyalkatchem**
Seconded: **Shire of Mukinbudin**

That the State Councillor Report be received.

CARRIED

10.2. STATUS REPORT

Noted

Agenda Item	Zone Resolution	WALGA Response	Update Last Provided	WALGA Contact
13 November 2025 Zone Agenda Item **16.2 Review of the Community Sporting and Recreation Facilities Fund (CSRFF)**	That the Great Eastern Country Zone: 1. Express its concern at the ongoing review of the Community Sporting and Recreation Facilities Fund (CSRFF) without a timeline for completion or confirmation of the program's future structure or funding levels. 2. Request WALGA to advocate to the Minister for Sport and Recreation and the Department of Creative Industries, Tourism and Sport (CITS) for: a. Public release of the CSRFF review's scope, commencement date and expected completion timeline; b. Confirmation of the program's continuation and funding levels beyond the review period, with increases to reflect inflation, demand, and regional construction costs; c. Commitment that CSRFF will remain a merit-based, transparent, and equitable program accessible to regional and metropolitan communities alike; and d. Urgent communication of future funding round dates to enable regional local governments and community clubs to plan projects effectively. 3. Request WALGA to highlight to the Minister that the lack of certainty around CSRFF is jeopardising the fruition of regional projects vital to community wellbeing, participation, and sustainability.	In July the CITS website was updated to advise that the review of the CSRFF and CNLP is being conducted between July and November 2026 ahead of funding rounds opening in February 2027. WALGA advocated strongly for meaningful sector consultation in the review as well as further information on the impact on current and future rounds. WALGA has agreed to lead Local Government consultation on behalf of CITS in July – August, including a short CITS survey and targeted workshops. An WALGA Members survey will gather additional insights to create a robust evidence base of Local Government feedback and inform the sector-wide response to the review and broader WALGA advocacy. WALGA will continue to engage with CITS on the review, including recommending ongoing engagement with Local Governments on the anticipated updated program guidelines and reopening of funding rounds in February 2027. The sector consultation and data analysis undertaken by WALGA will inform ongoing advocacy relating to CSRFF, CNLP and community infrastructure investment. CSRFF funding has been maintained at $12 million per annum across the forward estimates in the 2026-27 State Budget.	**August 2026**	**Nicole Matthews** **Executive Manager Policy** **nmatthews@walga.asn.au** **9213 2039**
13 February 2025 Zone Agenda Item **14.1 WA Telstra Automatic Transfer**	That the Great Eastern Country Zone requests WALGA organise a roundtable with WALGA, Telstra, Department of Fire and Emergency Services and Department of Primary Industries and Regional	Negotiations with Telstra / InfraCo and the State Government through DPIRD are continuing with the objective of implementing clear backup generator deployment	**June 2026**	**Ian Duncan** **Executive Manager Infrastructure** **iduncan@walga.asn.au**

Unit Pilot Deployment Program	Development to discuss the drafting of Community Support Agents Agreement for the implementation of the WA Telstra Automatic Transfer Unit Pilot Deployment Program.	arrangements in place for the 2026/27 high threat season. Progress has been made in relation to required qualifications and training for people to connect the generators to an ATU. Significant challenges remain regarding the indemnities sought by Telstra from Local Governments and / or the State Government.		**9213 2031**

11. ZONE REPORTS

11.1. CHAIR REPORT

President Cr Tony Sachse

Welcome to our fourth meeting for 2026.

The Zone Executive met on 21st July 2026. The Minutes of the meeting are attached.

The Shire of Bruce Rock are hosting and providing the 10-minute presentation today.

Special Welcome to WALGA President Cr Mark Irwin. We look forward to your address and update on WALGA business.

We also have the Wheatbelt LUMEN Study Hubs presenting today.

Thank you also to all the Agency representatives for sending in their respective reports and to those who are attending today.

Many thanks to our Executive Officer Sam McCeod and Executive Assistant Habiba Farrag from WALGA for their great support to our Zone. Thanks again to the Shire of Bruce Rock for hosting us today.

RECOMMENDATION

Moved: **Shire of Yilgarn**
Seconded: **Shire of Merredin**

That the Zone Chair's report be received.

CARRIED

11.2. WHEATBELT DISTRICT EMERGENCY MANAGEMENT COMMITTEE (DEMC)

President Cr Tony Sachse

Natalie Bell is now the District Emergency Management Advisor for the Wheatbelt District. She is filling the role for Shelby Robinson until February next year while she is on extended leave.

The last meeting of the Wheatbelt DEMC was an Annual Exercise, on **Wednesday 6 May 2026** from **10am-1pm**. The meeting and exercise related to the consequences of a prolonged water disruption across our region, and its impacts on communities and essential services. At the time of writing the minutes for this have not yet been distributed. There is a EM Webinar scheduled for Wednesday 26th August. This presentation is by Telstra who will provide insight on their Accessible Satellite Apps.

The Wheatbelt Operational Area Support Group (OASG)/ISG is now meeting on an as needed basis.

RECOMMENDATION

Moved: **Shire of Narembeen**
Seconded: **Shire of Tammin**

That the Wheatbelt District Emergency Management Committee Report be received.

CARRIED

12. ZONE BUSINESS

12.1. MAJOR LAND TRANSACTION PROVISIONS – REGIONAL WORKFORCE HOUSING PROJECTS

By Shire of Narembeen

PURPOSE
To seek WALGA Great Eastern Country Zone support for advocacy to the State Government regarding amendment of the *Local Government (Functions and General) Regulations 1996* to provide greater flexibility for local government-led workforce housing projects undertaken for a public purpose.

BACKGROUND
Rural and regional local governments across Western Australia are increasingly being required to take a direct role in facilitating housing delivery due to ongoing housing shortages, workforce attraction challenges and limited private sector development in smaller communities.

Many local governments are now investing significant capital into workforce housing projects to support the attraction and retention of essential personnel including teachers, police officers, health professionals, emergency service personnel and local government employees.

Under the current legislative framework, workforce housing projects may become subject to the Major Land Transaction provisions contained within section 3.59 of the *Local Government Act 1995.*

Whilst the policy intent of the Major Land Transaction provisions is understood and supported, the provisions can unintentionally capture relatively modest workforce housing projects in regional communities.

The Major Land Transaction threshold is currently the lesser of $2,000,000 or 10% of a local government's annual operating expenditure. For many rural and regional local governments, the applicable threshold is therefore significantly less than $2,000,000.

For example, a local government with annual operating expenditure of approximately $9 million would be captured at a threshold of approximately $900,000. In today's construction market, this may equate to as few as two workforce dwellings.

As a consequence, local governments seeking to deliver housing for teachers, police officers, health professionals, local government employees and other essential workers can quickly become subject to Major Land Transaction requirements despite the project being undertaken for a clear public purpose and without any commercial profit motive.

A practical challenge is that workforce housing projects are often captured because a long-term lease is considered a form of land transaction or disposal under the legislation, notwithstanding the local government retains ownership of both the land and dwellings.

In many cases, the local government is not selling land, divesting assets or undertaking a commercial venture. Rather, it is investing significant capital and assuming financial risk to deliver housing outcomes that support essential government services and broader community wellbeing.

DISCUSSION

The current housing shortage across regional Western Australia has resulted in local governments increasingly partnering with State Government agencies and other stakeholders to deliver workforce housing solutions.

Recent examples include Government Regional Officers Housing (GROH), key worker housing initiatives and regional workforce accommodation projects being pursued by individual local governments and regional groupings such as NEWROC, ROEROC, WEROC and 4WDL.

There may be merit in reviewing the exemption provisions contained within the *Local Government (Functions and General) Regulations 1996 to* determine whether local government workforce housing projects delivered for a public purpose should be afforded separate consideration (be exempt) from Major Land Transaction Provisions).

Any such amendment could be limited to projects where:

- The primary purpose is workforce attraction and retention;
- The housing supports essential government services or identified workforce shortages;
- The local government retains ownership of the land and housing assets;
- The project is not being undertaken for commercial profit; and
- The project demonstrably addresses housing market failure within regional communities.

Such an approach would continue to preserve transparency and accountability whilst reducing unnecessary administrative burden and supporting the delivery of regional housing outcomes.

SECRETARIAT COMMENT

WALGA recognises that lack of available housing is a significant constraint for regional Local Governments. As a result, a growing number of Local Governments are increasingly compelled to provide housing to attract and retain key workers.

Further investigation may identify opportunities to reduce red tape for local governments. This may be suitable in circumstances where key projects meet pre-determined public purpose criteria.

In addition, it would be reasonable to review the value thresholds prescribed for Major Land Transactions to consider whether they reflect current property and construction values, and future market growth. While the tender threshold prescribed in the *Local Government (Functions and General) Regulations 1996* was increased in 2020, values prescribed for Major Land Transactions and Major Trading Undertakings have not been adjusted since 2011. Some values prescribed for exempt disposals of property have not been increased since the regulations were introduced in 1996.

RECOMMENDATION

Moved: **Shire of Narembeen**
Seconded: **Shire of Wyalkatchem**

That the WALGA Great Eastern Country Zone:

1. **Supports advocacy to the Minister for Local Government and to the Minister for Planning and Lands; Housing and Works seeking a review of the Major Land Transaction exemption provisions contained within the *Local Government (Functions and General) Regulations 1996* as they relate to local government-led workforce housing projects undertaken for a public purpose.**
2. **Requests WALGA State Council investigate and advocate for regulatory amendments which recognise workforce housing projects delivered by local governments to support essential services, workforce attraction and workforce retention in regional Western Australia.**
3. **Requests WALGA engage with the Department of Local Government, Industry Regulation and Safety and relevant State Government agencies to identify opportunities to reduce unnecessary regulatory barriers impacting delivery of local government workforce housing projects.**

CARRIED

12.2. RURAL HEALTH ADVOCACY UPDATE

By Hannah Godsave, Manager Community Policy

POLICY IMPLICATIONS

This work aligns to WALGA Advocacy Position 3.2.2 Rural and Remote Healthcare Services:

The Western Australian and Australian Governments are responsible for ensuring that all West Australians have equitable access to primary healthcare services, regardless of their location. Local Governments should not have to step in to support the provision of these services for their communities.

1. *WALGA calls on the Western Australian and Australian Governments to address the systemic failures in the provision of rural and remote primary healthcare services, including through:*
    a. *the development and implementation of adequate, appropriate and sustainable funding models*

b. incentivising rural and remote healthcare workforce recruitment and retention.

2. *Local Governments should be reimbursed for costs incurred to support the provision of primary healthcare services until sustainable funding and workforce models are in place.*

September 2025

COMMENT

WALGA continues to advocate for measures to address the cost impost borne by Local Governments supporting GP services. The WALGA 2025 General Practice Support Survey Report (the Report) identified that in 2024-25, West Australian Local Governments incurred over $9.5 million in costs associated with supporting GP services.

WALGA is progressing advocacy efforts to advance the priorities and strategic objectives of the revised Rural and Remote Healthcare Services Advocacy Position endorsed by State Council in September 2025 across three related streams:

- raising awareness of the scale of support Local Governments are providing and that this is not a Local Government responsibility, including in:
    - meetings with State and Federal Ministers, Members of Parliament and the National Rural Health Commissioner
    - discussions with key health stakeholders including key State Government agencies
    - a submission and evidence provided to the Commonwealth Inquiry into rural, regional and remote Medicare access and funding
    - presenting at the Local Government Rural Health Funding Alliance Canberra Session in June 2026
    - sharing insights and progress with ALGA and Local Government Associations, including sharing the WALGA survey methodolgy to support the collection of nationally comparable data.
- calling for sector reimbursement, including the $9.5 million per annum reimbursement fund ask within the WALGA 2026-27 Federal and State Budget Submissions
- facilitating cross-sector collaboration with health organisations to develop and advocate for sustainable service and funding model reforms that would reduce or remove the need for Local Government support and identifying opportunities to engage with the Commonwealth and State Governments' strategic reform direction.

Building on the existing partnership with Rural Health West, WALGA has brought together key health organisations to investigate practical, WA focussed alternative service and funding models. This approach also provides joint advocacy opportunities to increase the reach and impact of WALGA advocacy. The group provides a strong foundation for the development of sustainable, system-wide policy solutions responsive to the needs of communities, service providers and government stakeholders. The group includes: the Royal Australian College of General Practitioners WA, Australian Medical Association WA Rural Doctors Group, Health Consumers' Council WA, and Curtin University Medical School. The work has also been informed by input from WA Country Health Service, the WA Primary Health Alliance and the Office of the Chief Medical Officer. The work has also been informed by WALGA's discussions with the National Rural Health Commissioner in late July.

The group's findings and recommendations will be shared and tested with Members ahead of finalisation. WALGA is also considering mechanisms to support ongoing Member

engagement and collaboration on this issue, including opportunities for participation in advocacy activities.

WALGA welcomes ongoing Member engagement and collaboration on this important issue. Local Governments are uniquely placed to demonstrate the real community and human impacts of this issue, which is critical to ensuring advocacy is credible, meaningful and effective.

Noted

12.3. H5 BIRD FLU UPDATE

WALGA has prepared an item for noting, available in the State Council Agenda (item 10.6) which provides an update on WALGA's activities to support Local Government Members since the outbreak.

Noted

12.4. ZONE MUTUAL AID MEMORANDUM OF UNDERSTANDING

By Catherine Feeney, LEMA Implementation Project Officer, and Sam McLeod, Zone Executive Officer

At the February meeting, the Zone agreed to a simplified process to renew and note the long standing in-principle agreement intended to encourage the voluntary provision of mutual aid between Local Government members in times of emergency and post-incident recovery. Several Zones have established similar mutual aid arrangements.

The Zone previously adopted a standing Mutual Aid Memorandum of Understanding (MOU) as a non-binding framework to support cooperation between member Local Governments during emergencies and post incident recovery.

The MOU does not create legal or financial obligations and preserves CEO discretion regarding the provision of any assistance, subject to local capacity and operational priorities.

Instead of formal signing and ratification, the Zone is requested to reaffirm a general commitment to the principles in the MOU. This reaffirmation is proposed to occur prior to the high-threat season to maintain awareness and readiness.

Following the Zone's resolution, each member Local Government is each invited to endorse the principles outlined in the MOU.

The purpose of Council endorsement is to acknowledge support for the principles of cooperation and ensure broad awareness of the MOU. WALGA has also prepared a pro-forma draft Council item template for inclusion in upcoming Council meeting papers for this purpose.

Importantly, decisions regarding the provision of personnel, plant, equipment or services remain the operational decisions of the Chief Executive Officer.

ATTACHMENTS

- GECZ MOU for Mutual Aid 2026
- MOU for Mutual Aid - Draft Agenda Item Template

RECOMMENDATION

Moved: **Shire of Yilgarn**
Seconded: **Shire of Narembeen**

That the WALGA Great Eastern Country Zone:

1. **Notes and reaffirms commitment to the principles expressed in the Memorandum of Understanding for Mutual Aid in Emergencies and Post-Incident Recovery; and**
2. **Encourages Zone members to:**
   a. **Present the MOU for the consideration of its Council; and**
   b. **Consider integrating the MOU into its Local Emergency Management Arrangements.**

CARRIED

12.5. REQUEST TO PRESENT – DEPARTMENT OF CREATIVE INDUSTRIES, TOURISM AND SPORT (CITS)

The Department of Creative Industries, Tourism and Sport (CITS) is responsible for supporting and growing Western Australia's creative industries, tourism, sport and active recreation sectors. The Department works in partnership with government, industry and community stakeholders to deliver social, cultural and economic benefits across the State. CITS is interested in engaging further with Local Governments through the Zones.

For those Zones that are interested, the presentation will provide an overview of CITS, including its responsibilities, strategic priorities and key areas of focus. The session will explore the Department's role in supporting communities across Western Australia and highlight opportunities for engagement and collaboration between CITS and Local Governments. The presentation will conclude with a question-and-answer session, providing Zone members with the opportunity to discuss matters of interest relevant to their communities and regions.

RECOMMENDATION

Moved: **Shire of Trayning**
Seconded: **Shire of Merredin**

That the Great Eastern Country Zone <u>supports</u> a presentation from the Department of Creative Industries, Tourism and Sport (CITS) at a future Zone meeting and that questions be provided to the WALGA Secretariat prior to the CITS representative attending the Zone meeting.

CARRIED

12.6. CONSULTATION OPPORTUNITIES

Nil.

13. WALGA STATE COUNCIL AGENDA

Zone Delegates are invited to read and consider the WALGA State Council Agenda, which has been provided as an attachment with this Agenda and can be found via the link here.

The Zone can provide comment or submit an alternative recommendation on any of the items, including the items for noting. The Zone comment will then be presented to the State Council for consideration at their meeting.

The State Council Agenda items requiring a decision of State Council are extracted for Zone consideration below.

13.1. RETIREMENT OF ADVOCACY POSITIONS ACHIEVED BY REFORM – STATE COUNCIL AGENDA ITEM 8.1

By Felicity Morris, Manager Governance and Procurement

EXECUTIVE SUMMARY

- WALGA has been undertaking a process of reviewing and updating Advocacy Positions.
- Five Advocacy Positions within Section 2 (Governance and Organisational Services) of the Advocacy Position Manual have been reviewed, with a recommendation to retire these Positions as their intended outcomes have been achieved through legislative changes.
- The Governance Advisory Group considered these positions at their meeting held on 22 July 2026 and recommends the retirement of these positions to State Council.

POLICY IMPLICATIONS

This report recommends that the below items be retired from the existing WALGA Advocacy Positions Manual.

2.5.17 – Clear Lease Requirements for Candidate and Vote Eligibility

The Local Government sector supports reforms to prevent the use of 'sham leases' in Council elections, including:

1. *Requiring a minimum lease period of 12 months for anyone to register a person to vote or run for Council;*
2. *Making home-based businesses ineligible to register a person to vote or run for Council because any residents are already eligible voter(s) for that address;*
3. *Clarifying the minimum criteria for leases eligible to register a person to vote or run for Council; and*
4. *Publishing the basis of eligibility for each candidate (e.g. type of property and suburb of property), including in the candidate pack for electors.*

2.5.19 Re-Counts

The Local Government sector supports the introduction of standard processes for vote re-counts if there is a very small margin (e.g. 10 or fewer votes) between

candidates, inclusive of Regulations that specify the circumstances in which the Returning Officer must arrange for some or all of the votes to be re-counted.

2.5.27 – Annual Review of Certain Employee's Performance

Section 5.38 of the Local Government Act 1995 should be deleted, or amended so there is only a specific requirement for Council to conduct the Chief Executive Officer's annual performance review.

2.5.33 – Vexatious and Frivolous Complainants

A statutory provision should be developed, permitting a Local Government to:

1. *Enable discretion to refuse to further respond to a complainant where the CEO of the Local Government is of the opinion that the complaint is trivial, frivolous or vexatious or is not made in good faith, or has been determined to have been previously properly investigated and concluded, similar to the terms of section 18 of the Parliamentary Commissioner Act 1971.*
2. *Provide for a complainant, who receives a Local Government discretion to refuse to deal with that complainant, to refer the Local Government's decision for third party review.*
3. *Enable Local Government discretion to declare a member of the public a vexatious or frivolous complainant for reasons, including abuse of process; harassing or intimidating an individual, Elected Member or employee of the Local Government; or unreasonably interfering with the operations of the Local Government.*

2.6 Group Ticket Voting

The Local Government sector supports the removal of group ticket voting from the Legislative Council electoral system, and supports reforms modelled on the Senate reforms of 2016.

BACKGROUND

The Governance Advisory Group currently oversees approximately 100 Advocacy Positions on a wide range of issues. As part of a comprehensive review program, the WALGA Governance team is assessing these positions to identify opportunities to streamline and strengthen existing Advocacy Positions, while also updating or retiring those that have become outdated or superseded. At the meeting held on 22 July 2026, the Governance Advisory Group agreed to recommend to State Council the retirement of the positions outlined in this report.

COMMENT

Following recent legislative changes, particularly the ongoing reforms to the *Local Government Act 1995* (the Act), several positions have been identified for retirement as their objectives have been achieved.

2.5.17 – Clear Lease Requirements for Candidate and Vote Eligibility

This Position was adopted at the February 2022 Special State Council meeting.

Amendments to the Act and *Local Government (Elections) Regulations* 1997 have achieved the following:

- Requirement of a right of occupation for a period of 12 months prior to an enrolment eligibility claim (Section 4.32(3)).
- Occupation of a residence does not constitute occupation for the basis of enrolment, with the effect that home based businesses are ineligible, while residents are enrolled on the residents' roll (Elections r.10A(2)(a)).

- Detailed minimum requirements for leases to constitute a basis for enrolment (Section 4.23, Elections r.10A, 12B, 12C).
- The basis of enrolment eligibility (resident, owner or occupier) must be identified by the Returning Officer and included in the information that must be published about each candidate for election (Elections r.29A).

Given that all elements of Position Statement 2.5.17 have been addressed through legislative reform, it is recommended that this Advocacy Position be retired.

2.5.19 Re-Counts

This Position was adopted at the December 2023 State Council meeting.

Amendments to the *Local Government (Elections) Regulations 1997* in 2025 introduced a new Part 12D, establishing requirements for mandatory recounts if the margin is less than a defined re-count threshold.

Given that the objective of the Position has now been achieved, it is recommended that this policy position be retired.

2.5.27 – Annual Review of Certain Employee's Performance

Section 5.38 of the Act has been amended to specify that the Local Government (Council) is responsible for the Chief Executive Officer's performance review, while the CEO is responsible for ensuring that the performance of each other employee for more than 1 year is reviewed.

When the *Local Government Amendment Act 2023* takes full effect, Section 5.38 will be further amended to expand on the process required for a CEO performance review and remove all references to employees other than the CEO.

As the required change has been achieved it is recommended that Position 2.5.27 be retired.

2.5.33 – Vexatious and Frivolous Complainants

This Position was adopted at the March 2019 State Council meeting.

On 1 January 2026, amendments to the Act took effect inserting a new Part 5, Division 11 – Restricting communication about complaints.

The new provisions:

- Provide CEOs with the authority to restrict communication with complainants in certain circumstances, including where the complaint has been responded to, would divert substantial resources, is vexatious, misconceived, frivolous or without substance.
- Provide a mechanism for review and oversight by the Local Government Inspector.

Considering these legislative changes, it is proposed that that Position 2.5.33 be retired, as the intent of the Advocacy Position has been substantially addressed through the Act.

2.6 Group Ticket Voting

This Position was adopted at the June 2021 State Council meeting.

Amendments to the *Electoral Act 1907* have implemented reforms that abolish group ticket voting and introduce optional preferential voting for the Legislative Council. These changes

were affected through legislative amendments, including the removal of Part IV (ss. 104–133) by the *Electoral Amendment (Finance and Other Matters) Act 2023*.

Given that the objective of Position 2.6 has now been achieved, it is recommended that this Advocacy Position be retired.

WALGA RECOMMENDATION

That State Council retire the following Advocacy Positions:
1. 2.5.17 – Clear Lease Requirements for Candidate and Vote Eligibility
2. 2.5.19 – Re-Counts
3. 2.5.27 – Annual Review of Certain Employee's Performance
4. 2.5.33 – Vexatious and Frivolous Complainants
5. 2.6 – Group Ticket Voting

RECOMMENDATION

Moved: **Shire of Cunderdin**
Seconded: **Shire of Tammin**

That the Great Eastern Country Zone supports the WALGA recommendation for State Council Agenda item 8.1 as contained in the State Council Agenda and as provided above.

CARRIED

13.2. CIRCULAR ECONOMY ADVOCACY POSITION – STATE COUNCIL AGENDA ITEM 8.2

By Rebecca Brown, Policy Manager, Environment and Waste

EXECUTIVE SUMMARY
- A new Advocacy Position on circular economy is proposed.
- To focus future advocacy, a draft Advocacy Position was developed for sector feedback, supported by a Background Paper.
- The paper identified the potential that transitioning to a circular economy has to reduce cost of living pressures, maximise use of resources and reduce a range of environmental impacts associated with the manufacture, distribution and post consumption management of products.
- The Advocacy Position was endorsed by the Municipal Waste Advisory Council at its final meeting on 18 June 2026 and noted by the Environment, Planning and Waste Advisory Group at its 13 July 2026 meeting.

STRATEGIC PLAN IMPLICATIONS
This item aligns with WALGA's Strategic Pillars:
- **Influence:** Lead advocacy on issues important to Local Government and lead policy development for the Local Government sector.
- **Support**: Anticipate, understand and respond to Member needs.

POLICY IMPLICATIONS
A new policy position on circular economy is proposed:

1. *Local Government supports the principle of a circular economy and recognises its potential to:*
    a. *maximise the value and use of resources through a products life cycle*
    b. *minimise environmental and financial impacts associated with the manufacture, distribution and post consumption management of products.*
2. *Local Government calls on the:*
    a. *State Government to undertake a detailed study to determine how Western Australia can move toward a circular economy.*
    b. *Australian Government to:*
        i. *establish and maintain a regulated product stewardship framework for products entering the Australian market*
        ii. *set standards to ensure products are designed to be durable, reused, repaired and recycled at their highest value*
        iii. *implement Right to Repair Legislation, including incentives, training and cost-effective insurance options.*
    c. *Australian and State Governments to take a collaborative approach to:*
        i. *identify and remove legislative barriers to enable more circular approaches*
        ii. *streamline Government approvals processes and facilitate innovation*
        iii. *embed circular procurement practices across Government*
        iv. *support and provide incentives for recovered materials infrastructure and market development for priority materials across Western Australia.*

BACKGROUND

Circular economy is defined as 'an economic strategy that maintains the value of materials for as long as possible and ensures materials are used efficiently across all phases of their life cycle'. WALGA submissions on the review of the State Waste Strategy identified that an overall State Government position on a circular economy for Western Australia is needed, recommending that State Government, in consultation with Local Governments, develop a position and plan for a circular economy in Western Australia which includes consideration of costs, benefits and options.

WALGA's submission to the Productivity Commission Inquiry into Opportunities in the Circular Economy further highlighted priority action areas to promote circularity. This included the important role of procurement, the need for quality assurance and market development for recovered materials, specific programs and incentives to shift consumer behaviours, the Right to Repair and a mandated product stewardship framework.

A defined circular economy position and plan is required to back up the vision and identify the role of each sector in achieving a circular economy, both nationally and in Western Australia. There has been only limited discussion outside of the waste management context on what a circular economy is and its potential.

COMMENT

In April 2026, WALGA released the Circular Economy Advocacy Position Background Paper. The Paper outlines that transitioning to a circular economy has the potential to reduce cost of living pressures, maximise use of resources and reduce a range of environmental impacts associated with the manufacture, distribution and post consumption management of products.

In drafting the draft Circular Economy Advocacy Position, WALGA drew on international, national and local circular economy policies and activities to identify the barriers and opportunities to move toward a circular economy in WA. The Advocacy Position outlines the actions needed from all levels of Government to change legislation and policies where required, put in place relevant incentives and lead by example.

Consultation on the Paper and draft Advocacy Position was carried out from 20 April to 15 May 2026. Responses were received from 10 Local Governments, five Metropolitan and five Regional. Of the submissions received, eight supported the Advocacy Position without amendments and two supported the Advocacy Position with minor suggested changes, which have been incorporated.

WALGA updated the Advocacy Position following feedback from the Municipal Waste Advisory Council at its 18 June 2026 meeting. The Advocacy Position was noted by the Environment, Planning and Waste Advisory Group at its 13 July 2026 meeting.

WALGA RECOMMENDATION

That State Council endorse the following new Circular Economy Advocacy Position:

1. *Local Government supports the principle of a circular economy and recognises its potential to:*
    a. *maximise the value and use of resources through a products life cycle; and*
    b. *minimise environmental and financial impacts associated with the manufacture, distribution and post consumption management of products.*
2. *Local Government calls on the:*
    a. *State Government to undertake a detailed study to determine how Western Australia can move toward a circular economy.*
    b. *Australian Government to:*
        i. *establish and maintain a regulated product stewardship framework for products entering the Australian market;*
        ii. *set standards to ensure products are designed to be durable, reused, repaired and recycled at their highest value; and*
        iii. *implement Right to Repair Legislation, including incentives, training and cost-effective insurance options.*
    c. *Australian and State Governments to take a collaborative approach to:*
        i. *identify and remove legislative barriers to enable more circular approaches;*
        ii. *streamline Government approvals processes and facilitate innovation;*
        iii. *embed circular procurement practices across Government; and*
        iv. *support and provide incentives for recovered materials infrastructure and market development for priority materials across Western Australia.*

RECOMMENDATION

Moved: **Shire of Mukinbudin**
Seconded: **Shire of Wyalkatchem**

That the Great Eastern Country Zone supports the WALGA recommendation for State Council Agenda item 8.2 as contained in the State Council Agenda and as provided above.

CARRIED

13.3. OTHER STATE COUNCIL AGENDA ITEMS

Zone Delegates are invited to raise for discussion, questions or decision any of the items in the State Council Agenda, including the items for noting, Advisory Group Reports or the Key Activity Reports.

14. EMERGING ISSUES

14.1. PUBLIC HEALTH ACT

Shire of Koorda

Moved: **Shire of Yilgarn**
Seconded: **Shire of Bruce Rock**

That the Great Eastern Country Zone requests WALGA's advice on the resources available to Local Governments to assist in the preparation of local laws under the new Public Health Act framework.

CARRIED

14.2. COMMUNITY WATER SUPPLIES

Shire of Mt Marshall

Moved: **Shire of Mt Marshall**
Seconded: **Shire of Dowerin**

That the Great Eastern Country Zone Executive Committee write a letter on Community Water Supplies Partnership Program and Agricultural Areas/Strategic Community Water Supply Programs on future and recurrent funding.

CARRIED

15. NEXT MEETING

The next Executive Committee meeting will be held on Tuesday, 27 October 2026 commencing at 8:00am, via MSTeams.

The next Great Eastern Country Zone meeting will be held on Thursday, 12 November 2026 commencing at 9:30am. This meeting will be hosted by the **Shire of Dowerin**.

16. CLOSURE

There being no further business, the Chair declared the meeting closed at 12:43pm.

North Eastern Wheatbelt
Regional Organisation of Councils

COUNCIL MEETING

MINUTES

Tuesday 1 September 2026
Shire of Koorda Council Chambers

9.30am Morning Tea
10.00am Council Meeting

www.newroc.com.au
E caroline@newroc.com.au

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NORTH EASTERN WHEATBELT REGIONAL ORGANISATION OF COUNCILS

Agenda for the Council Meeting to be held on Tuesday 1 September 2026 at the Shire of Koorda Council Chambers commencing at 10am

AGENDA

1. OPENING AND ANNOUNCEMENTS

The NEWROC President welcomed everyone and opened the meeting at 9.57 am

2. RECORD OF ATTENDANCE AND APOLOGIES

2.1. ATTENDANCE

Cr Robert Trepp	NEWROC Chair, Deputy President, Shire of Dowerin
Cr Melanie Brown	President, Shire of Trayning
Cr Pippa De Lacy	President, Shire of Nungarin (TEAMS)
Cr Jannah Stratford	President, Shire of Koorda
Cr Gary Shadbolt	President Shire of Mukinbudin
Cr Tony Sachse	President, Shire of Mt Marshall
Cr Chris Loton	Councillor, Shire of Wyalkatchem
Manisha Barthakur	CEO, NEWROC and CEO, Shire of Dowerin
Peter Naylor	CEO, Shire of Trayning
David Nayda	CEO, Shire of Nungarin (TEAMS)
Zac Donovan	CEO, Shire of Koorda
Tom Kettle	CEO, Shire of Wyalkatchem
Ben McKay	CEO, Shire of Mt Marshall
Caroline Robinson	Executive Officer, NEWROC (TEAMS)
Maddison Sumpton	Administration, NEWROC

2.2. APOLOGIES

Tanika McLennan	CEO, Shire of Mukinbudin
Cr Christy Petchell	President, Shire of Wyalkatchem

2.3. GUESTS

NIL

2.4. LEAVE OF ABSENCE APPROVALS / APPROVED

NIL

3. DECLARATIONS OF INTEREST AND DELEGATIONS REGISTER

3.1. DELEGATION REGISTER

Please find below a delegations register as per the new policy adopted in March 2017:

DESCRIPTION OF DELEGATIONS	DELEGATEE	DELEGATED TO	APPROVAL
Records Management	CEO	NEWROC EO	Council
NEWROC Financial Management	CEO	NEWROC EO	Council Dec 2017
Bendigo Bank Signatory (NEWROC)	CEO	NEWROC EO	Council Dec 2017
Bendigo Bank Signatory (Shire of Dowerin)	Council	CEO	Council Dec 2017
NEWROC Website	CEO	NEWROC EO	Council June 2017

4. PRESENTATIONS

NIL

5. MINUTES OF MEETINGS

Minutes of the Council Meeting held on 7 July 2026 have previously been circulated.

RESOLUTION

That the Minutes of the Council Meeting held on 7 July 2026 be received as a true and correct record of proceedings.

Moved Cr Stratford	Seconded Cr Sachse	Carried 7/0

Minutes of the Executive Meeting held on 4 August 2026 have previously been circulated.

RESOLUTION

That the Minutes of the Executive Meeting held on 4 August 2026 be received.

Moved Cr Brown	Seconded Cr Sachse	Carried 7/0

5.1. BUSINESS ARISING

Status update on strategic projects

STRATEGIC PROJECT	DECISION	UPDATE
Joint ROC Forum	RESOLUTION (March 2026) • Notes outcomes of the Joint ROC Event • Considers and determines priority next steps arising from the event • Executive proposes actions and presents to Council (circular resolution to enable this and timeliness)	• Annual report sent to all invites and attendees of the ROC Forum. • Briefing provided to Director of RDA Wheatbelt on NEWROC priorities and projects. Canberra trip in September. • Presentation to the Inquiry to Local Government Financial Sustainability on Aug 28th.
Key Workforce Housing Project	The joint application to the Regional Housing Support Fund was submitted in January 2026 (three Shires).	• Crown Land Assembly exercise completed for a DPLH meeting. Provided to Grant Arthur, WDC. • Unsuccessful application of RHSF. • Potential for a regional housing application to the Federal Government with WEROC and ROEROC.
Regional Waste Project	RESOLUTION (May 2026)	• Funding received. • Project Plan developed.

STRATEGIC PROJECT	DECISION	UPDATE
	Council adopt the 26/27 budget, with the waste management project — subject to a successful grant application — funded from NEWROC reserves.	• Grant executed. • Project Manager requested. • Stage 2 financials to be updated, quote requested from 2 providers.

6. FINANCIAL MATTERS

6.1. INCOME, EXPENDITURE, PROFIT AND LOSS, BALANCE

FILE REFERENCE	42-2 Finance Audit and Compliance
AUTHOR	Caroline Robinson
DISCLOSURE OF INTEREST	Nil
ATTACHMENT NUMBER	
CONSULTATION	

COMMENT

Account transactions for the period 1 July to 31 August 2026.

Date	Description	Reference	Credit	Debit	Running Balance
BB NEWROC Funds-5557					
Opening Balance			**158,468.00**	**0.00**	**158,468.00**
01 Jul 2026	Xero Australia	XERO	0.00	78.00	158,390.00
12 Jul 2026	Payment: Incredible People Pty Ltd	INV-2430	0.00	5,024.58	153,365.42
12 Jul 2026	Payment: Bencubbin CRC	Literary Luncheon (incorrect)	0.00	660.00	152,705.42
12 Jul 2026	Payment: Sally J Design	Inv1048	0.00	220.00	152,485.42
12 Jul 2026	ATO		0.00	3,582.00	148,903.42
12 Jul 2026	ATO		0.00	213.00	148,690.42
12 Jul 2026	Payment: 150Square	INV-0503	0.00	7,334.43	141,355.99
01 Aug 2026	Bendigo Bank	Bank Fee	0.00	2.40	141,353.59
03 Aug 2026	Xero Australia	XERO	0.00	78.00	141,275.59
17 Aug 2026	Bendigo Bank	Bank Fee	0.00	30.00	141,245.59
27 Aug 2026	Payment: 150Square	INV-0570	0.00	3,923.88	137,321.71
27 Aug 2026	Payment: Beacon CRC	Literay Luncheon	0.00	660.00	136,661.71
27 Aug 2026	Payment: Bencubbin Community Resource Centre	INV-3831 (Records)	0.00	100.00	136,561.71
Total BB NEWROC Funds-5557			**0.00**	**21,906.29**	**136,561.71**
Closing Balance			**136,561.71**	**0.00**	**136,561.71**
Total			**0.00**	**21,906.29**	**136,561.71**

Balance Sheet

North Eastern Wheatbelt Regional Organisation of Councils
As at 31 August 2026

	31 AUG 2026
Assets	
Bank	
BB NEWROC Funds-5557	136,561.71
BB Term Deposit Account-1388	324,363.98
Total Bank	**460,925.69**
Current Assets	
Sundry Debtors Control	2,828.00
Total Current Assets	**2,828.00**
Total Assets	**463,753.69**
Liabilities	
Current Liabilities	
ATO Integrated Client Account	3,876.00
GST	(2,132.70)
Rounding	0.21
Sundry Creditors Control	7,555.75
Unpaid ATO Liabilities	(9,214.00)
Total Current Liabilities	**85.26**
Total Liabilities	**85.26**
Net Assets	**463,668.43**
Equity	
Current Year Earnings	(8,268.43)
Retained Earnings	471,936.86
Total Equity	**463,668.43**

RESOLUTION

That the income and expenditure from 1 July to 31 August 2026 and balance sheet be received.

Moved Cr Shadbolt	Seconded Cr Sachse	Carried 7/0

7. MATTERS FOR DECISION

7.1. WASTE PROJECT – GRANT FUNDING

FILE REFERENCE	103-1 Waste Management
AUTHOR	Caroline Robinson
DISCLOSURE OF INTEREST	Nil
ATTACHMENT NUMBER	Project Plan Project Manager Scope
CONSULTATION	

BACKGROUND

The Shire of Dowerin has executed the grant agreement on behalf of the NEWROC.

COMMENT

Member CEOs have contributed to the Project Plan, which is included in the agenda.

Discussion at the August Executive meeting included the following matters:

- Each waste transfer station design will need to be tailored to local infrastructure and landfill conditions.
- Councils may contribute additional cash or in-kind works to their individual sites.
- The Dowerin Work Camp may be an option for labour support.
- The Executive has requested a project manager (external / sub contracted) to oversee procurement, grant deliverables and overall project coordination. A scope has been included in the agenda and distributed to one potential individual.

OFFICER RECOMMENDATION

That NEWROC Council receives the project plan.

The NEWROC engages a project manager for the project from NEWROC funds at a cost of $___

AMENDED RESOLUTION

That NEWROC Council receives the project plan.

The NEWROC Council obtains quotes to engage a project manager for the project.

The NEWROC circulates a flyingr motion pending the outcome of the quote.

Moved Cr Stratford	Seconded Cr Brown	Carried 7/0

7.2. WASTE PROJECT – STAGE 2

FILE REFERENCE	103-1 Waste Management
AUTHOR	Caroline Robinson
DISCLOSURE OF INTEREST	Nil
ATTACHMENT NUMBER	Quote - IWS
CONSULTATION	Rural Infrastructure IWS Projects

COMMENT

At the August Executive meeting, CEOs discussed stage 1 and stage 2 of the waste project. CEOs were asked to consider the key risks associated with stage two of the project, being the proposed regional facility, so that early mitigation actions could be identified and incorporated into project planning.

The summary below identifies key strategic, financial, governance, community and delivery risks for consideration and discussion.

- The regional site at Bencubbin is supported in principle by the Shire of Mt Marshall Council however, a specific site has not been formally endorsed. This creates uncertainty regarding the final service model, host arrangements, land tenure, approvals, procurement, capital cost and delivery timeframe. If the preferred site is not supported, or if one or more member Councils does not participate, transport distances and operating costs may increase, and economies of scale may reduce.
- The proposed transfer stations and regional facility may be more expensive than current service arrangements and infrastructure. Member Councils may be unable to commit the required funds, external funding may not be secured, and previous cost estimates or assumptions may require updating. Differences between member Shires, including whether they provide recycling, general waste kerbside collection, or both services, will also affect the financial model.
- One or more NEWROC members may choose not to participate. Changes to Councillors, CEOs or project personnel may affect continuity, decision-making and project momentum. A clear governance framework, including any future heads of agreement, will be required before the project proceeds.
- Councillor and community understanding of the proposed service model is varied. Expectations may differ from the transfer station design and service model presented by ASK Waste Management. Further communication will be required so communities understand proposed fees and charges, site operating arrangements, staffing or contractor options, and the likely implications for current waste services.

The Executive also identified the following matters requiring further consideration:

- Potential changes to fees and charges, including how costs would be apportioned between participating Shires;
- Staffing, contractor and site management requirements for both transfer stations and any regional facility; The capacity of CEOs and administration teams to progress stage 1 and stage 2 of the project alongside existing operational responsibilities;
- Whether kerbside collection and site operations should be delivered by contractors, internally by member Shires, or through a hybrid model;

- Transport, travel and operating costs associated with each potential service model and site location;
- Community perception, service expectations and the need for clear communication about proposed changes, costs and site operating arrangements;
- Councillor capacity to make an informed decision without updated costings, viability analysis, governance arrangements and service model information;
- The need for a clear governance framework, including any heads of agreement, before member Councils make further commitments;
- The need to update capital cost estimates and operating cost assumptions for any proposed regional site; and
- State Government requirements, policy direction and opportunities to seek WALGA advice on regional waste planning and future funding pathways.

Since the Executive meeting the NEWROC EO has met with Rural Infrastructure and IWS Projects. NEWROC has requested a quote to update cost estimates and financial analysis of a regional facility.

OFFICER RECOMMENDATION

That NEWROC engage appropriate support to update the cost estimates and financial analysis for stage two, including assessment of the minimum participation and financial viability requirements for a regional facility to proceed, the implications of different numbers of participating Shires, and comparison of contractor-delivered and internally delivered kerbside waste collection models.

NEWROC requests the Shire of Mt Marshall review the three sites previously identified by Ask Waste Management and nominate their preferred location to assist in the stage two financial analysis process.

That NEWROC invite Avon Waste to the next Executive meeting to discuss its potential involvement in stage one and stage two of the waste project.

That NEWROC invite Rebecca Brown, Policy Manager Environment and Waste at WALGA, to the next Executive meeting to provide advice on State Government requirements, policy direction and regional waste planning considerations.

AMENDED

That NEWROC engage BEC- IWS Projects to update the cost estimates and financial analysis for stage two, including assessment of the minimum participation and financial viability requirements for a regional facility to proceed, the implications of different numbers of participating Shires, and comparison of contractor-delivered and internally delivered kerbside waste collection models.

NEWROC requests the Shire of Mt Marshall, as soon as practical, review the three sites previously identified by Ask Waste Management and nominate their preferred location to assist in the stage one financial analysis process.

That NEWROC invite Avon Waste to the next Executive meeting to discuss its potential involvement in stage one and stage two of the waste project.

That NEWROC invite Rebecca Brown, Policy Manager Environment and Waste at WALGA, to the next Executive meeting to provide advice on State Government requirements, policy direction and regional waste planning considerations.

Moved Cr Brown	Seconded Cr Shadbolt	Carried 7/0

7.3. HOUSING SUPPORT PROGRAM

FILE REFERENCE	090-1 Housing General
AUTHOR	Caroline Robinson
DISCLOSURE OF INTEREST	Nil
ATTACHMENT NUMBER	
CONSULTATION	RoeROC EO WEROC EO Shire of Narembeen CEO

BACKGROUND

The Australian Government has announced a $2 billion Housing Support Program – Local Infrastructure Fund to assist local governments and state-owned utilities to deliver critical 'last mile' infrastructure that unlocks new housing development.

The Fund is intended to support practical enabling infrastructure such as local roads, footpaths, cycle paths, lighting, bridges and culverts, stormwater and drainage, water and wastewater infrastructure, electricity infrastructure, and public transport enabling works. It will not fund state-delivered infrastructure, social or community infrastructure, or the direct construction of housing.

Funding will be delivered in two rounds of $1 billion each, with at least $500 million reserved nationally for regional projects. Western Australia's indicative allocation is $214.2 million, including $53.6 million for regional projects. Applications for the first round are expected to open later in 2026, with a second round expected in mid-2027.

Projects will be assessed against the number of well-located homes unlocked relative to the funding sought, delivery timeframe, project readiness and evidence of need. Preference is expected to be given to projects that can be completed by 30 June 2029. Applications are likely to require project scope, detailed designs or plans, cost estimates, funding profile, timeline, milestones, risk assessment, evidence of dwelling yield, evidence of funding shortfall and confirmation that the proposal is supported by relevant State planning and housing priorities.

COMMENT

NEWROC has been invited to consider partnering with WEROC and RoeROC to prepare a regional application. A joint meeting has been held with the Executive Officers and the Shire of Narembeen CEO, with Narembeen prepared to act as the lead host. A regional approach would require one coordinated business case across the ROCs and a clear list of priority lots in each participating Shire that align with the grant criteria.

Key preparation issues include confirming eligible infrastructure needs, obtaining accurate quantity surveyor or technical cost estimates, confirming any co-contribution capacity, and addressing gaps where infrastructure costs are not yet captured in Town Action Plans.

RESOLUTION

That NEWROC proceed with preparation of a regional Housing Support Program – Local Infrastructure Fund application with WEROC and RoeROC (when the grant is announced and guidelines are released).

The NEWROC supports the proposed lead host arrangement in principle, and requests member Shires to provide priority lot, infrastructure, costing, evidence of need and co-contribution information.

ACTION

That NEWROC EO request letters of support from CEACA and other organisations to support future application.

Moved Cr Stratford	Seconded Cr Sachse	Carried 7/0

8. MATTERS FOR DISCUSSION

8.1. HEALTH LOCAL LAWS – PUBLIC HEALTH ACT 2016 TRANSITION

FILE REFERENCE	
AUTHOR	Zac Donovan
DISCLOSURE OF INTEREST	Nil
ATTACHMENT NUMBER	
CONSULTATION	Sam McLeod, WALGA

BACKGROUND

In March 2024, the Department of Health's Chief Health Officer wrote to local government CEOs outlining the staged implementation of the Public Health Act 2016. The Department's implementation information indicates that the Public Health Act 2016 is being progressively introduced and is intended to modernise Western Australia's public health regulatory framework, including the repeal of much of the Health (Miscellaneous Provisions) Act 1911.

As part of the transition, local governments are expected to review the way public health matters are regulated and enforced at the local level. This may require each local government to prepare a new health local law, or substantially amend existing local laws, so that local law provisions align with the new legislative framework.

COMMENT

Preparing a health local law is likely to be complex and resource intensive, particularly for smaller local governments without dedicated in-house governance or legal resources. If each local government separately engages external legal support to prepare substantially similar local laws, there is likely to be duplication of effort and cost across the sector.

At this stage, it is understood that WALGA does not have a confirmed plan to prepare a model or template health local law for local governments to adapt. A sector-wide template, model local law or fee-for-service support option may reduce duplication, improve consistency and provide a more cost-effective pathway for member local governments.

Members are asked to discuss whether NEWROC should support a coordinated approach to the development of new health local laws, including advocacy to WALGA and consideration of a regional project if sector-wide support is not available.

Matters for discussion include:

- whether member local governments are likely to require new or substantially amended health local laws arising from the Public Health Act 2016 transition;
- whether WALGA should be requested to prepare a model or template health local law, or provide coordinated sector support;
- whether a fee-for-service WALGA model would be supported if it is more cost-effective than individual legal briefings by each Shire;

- whether NEWROC should consider a regional procurement or shared legal/governance project if WALGA support is not available; and
- what information member Shires require to understand timing, cost, resourcing and implementation implications.

RESOLUTION

That NEWROC discuss the implications of the Public Health Act 2016 transition for member local governments and consider whether to request WALGA to develop a model or template health local law for the sector. If WALGA is unable to provide this support, NEWROC may wish to consider progressing a regional project to obtain shared assistance.

AMENDED

That NEWROC discuss the implications of the Public Health Act 2016 transition for member local governments.

NEWROC advocate to WALGA at its next Zone meeting to develop a model or template health local law for the sector.

Moved Cr de Lacy	Seconded Cr Stratford	Carried 7/0

8.2 EO KPIs

FILE REFERENCE	042-2 Executive Officer
AUTHOR	Caroline Robinson
DISCLOSURE OF INTEREST	Nil
ATTACHMENT NUMBER	
CONSULTATION	

BACKGROUND

The following EO KPIs were agreed to by Council in July 2026.

TIER 1 HIGH PRIORITY (12 months)	
A1. Progress towards funding for residential land headworks (as per the NEWROC workforce housing strategy and individual member Town Action plans) *Readiness – evidence base documented*	A2. Progress towards funding for residential housing construction (as per the NEWROC workforce housing strategy and individual member Town Action plans) A2. Investigate housing 'group procurement' *Readiness – evidence base documented*
B. Progress funding towards the planning of the NEWROC Microgrid. *Readiness – feasibility study completed, Western Power support, no governing structure to implement*	C. Secure funding for waste transfer stations in the NEWROC. *Readiness – evidence base documented and in principle agreement for regional site, budget allocations in each member Council*
TIER 2 MEDIUM PRIORITY (12 months)	
D. Progress towards a solution to reduce annual rate contributions towards the provision of GP services in communities. *Readiness – evidence base documented, Alliance established*	E. Advocate for second round of funding for the Wheatbelt Secondary Freight Network. *Readiness – WSFN established and proof of concept*
TIER 3 LOW PRIORITY	
H. Investigation into the purpose of a Regional Subsidiary for housing. *Readiness – foundational documents developed, needs revision and Council endorsement / public commentary.*	

A regional subsidiary remains a potential governance mechanism for NEWROC to deliver shared regional priorities, including housing or waste, where a more formal delivery structure is required. Under the Local Government Act 1995, two or more local governments may form a regional subsidiary with Ministerial approval. Department guidance describes a regional subsidiary as a separate legal entity, managed by a board and governed by a Minister-approved charter, which can assist local governments to pool resources, deliver shared services and address region-specific issues.

NEWROC has previously developed foundational material, including model rules and a draft business plan. These documents would require review and amendment before any formal proposal proceeds, particularly to confirm the specific purpose of the subsidiary, proposed participating local governments, service or project scope, financial contributions, governance arrangements and implementation pathway.

The regional subsidiary work could be progressed in stages. For waste, we may wait until updated financial analysis for stage two has been determined and whether a subsidiary is the preferred governance model. For housing, a regional subsidiary may provide a future governance shell if member Councils wish to pursue funding for headworks and housing as well as procurement of modular housing.

Council is asked to provide feedback on whether the Executive should continue preliminary work on a regional subsidiary framework, including reviewing the existing model rules and business plan, identifying which project area would be most suitable, and monitoring current local government reform relating to regional subsidiaries.

RESOLUTION

Submitted for discussion.

AMENDED

Council instructs NEWROC Executives along with EO to discuss and action the investigation of a regional subsidiary for waste at its next meeting.

Moved Cr Stratford	Seconded Cr Loton	Carried 7/0

9. MATTERS FOR INFORMATION

9.1. LOCAL GOVERNMENT RURAL HEALTH FUNDING ALLIANCE

FILE REFERENCE	071-1 Health General
AUTHOR	Caroline Robinson
DISCLOSURE OF INTEREST	Caroline Robinson is engaged by the LGRHA
ATTACHMENT NUMBER	WACHS Letter Zone updates WALGA update
CONSULTATION	

COMMENT

The Local Government Rural Health Funding Alliance has provided the attached update to the WALGA Zones in rural WA.

Correspondence from the Department of Health and Aged Care and the WA Country Health Service is also included for members' information.

The Alliance presented at the public hearing on Local Government Financial Sustainability on 28 August.

OFFICER RECOMMENDATION

Information is received.

Moved Cr Sachse	Seconded Cr Shadbolt	Carried 7/0

10. GENERAL UPDATES

- Attendance at the Inquiry into Local Government Financial Sustainability (Manisha and Cr Brown) on August 28 2026, in Northam.
- Annual Report is included in the attachments and can be shared with Councillors and the community
- DPLH Meeting (WDC).
- Shared services update (Town Planner).
- LG Professionals Conference – Manisha to present
- WA Country Ambulance Agreement and Cr Hudson on the ABC.
- WSFN Meeting 29 September. Seek to promote the 42 Shires working together (governance).
- CWSP grants ending 1 July 2027.
- RAV vehicle movements – Main Roads traffic counters with camera's are out on some roads.
- NEWROC dinner – 17th September Meat & Wine Co, EO to distribute an RSVP form.

11. 2026 MEETING SCHEDULE

DATE	MEETING	HOST SHIRE
6 October	Executive and NEWTRAVEL	Shire of Nungarin
3 November	Council	Shire of Wyalkatchem

12. CLOSURE

NEWROC President closed the meeting at 12.03 pm.

ANNUAL CALENDAR OF ACTIVITIES

MONTH	ACTIVITY
January	
February	• Council refreshes itself on NEWROC Vision, Mission, Values (review Vision and Mission every other year) • Council reviews NEWROC project priorities / strategic plan
March	• WDC attendance to respond to NEWROC project priorities • Submit priority projects to WDC, Regional Development and WA Planning
April	• NEWROC Budget Preparation
May	• NEWROC Draft Budget Presented • NEWROC Executive Officer Contract/Hourly Rate Review (current contract expires June 2027)
June	• NEWROC Budget Adopted
July	
August	• Information for Councillors pre-election • NEWROC Audit
September	
October	• NEWROC CEO and President Handover (every 2yrs)
November	• NEWROC Induction of new Council representatives (every other year) • Review NEWROC MoU (every other year)
December	• NEWROC Christmas / End of Year Drinks

NEWROC ROTATION

Shire of Mt Marshall
Shire of Nungarin
Shire of Wyalkatchem
Shire of Koorda
Shire of Mukinbudin
Shire of Trayning
Shire of Dowerin (Oct 2025 – Oct 2027)

Shire of Koorda

Drive in, stay awhile

UNCONFIRMED

MINUTES

Audit, Risk & Improvement Committee Meeting

Held in Shire of Koorda Council Chambers
10 Haig Street, Koorda WA 6475
Wednesday 24 June 2026
Commencing 4.00pm

NOTICE OF MEETING

Dear Audit, Risk & Improvement Committee Members,

The next Audit & Risk Committee Meeting of the Shire of Koorda will be held on Wednesday 24 June 2026 in the Shire of Koorda Council Chambers, 10 Haig Street, Koorda, commencing at 4.00pm.

Zac Donovan
Chief Executive Officer
17 June 2026

DISCLAIMER

No responsibility whatsoever is implied or accepted by the Shire of Koorda for any act, omission or statement or intimation occurring during Council or Committee meetings.

The Shire of Koorda disclaims any liability for any loss whatsoever and howsoever caused arising out of reliance by any person or legal entity on any such act, omission or statement or intimation occurring during Council or Committee meetings.

Any person or legal entity who acts or fails to act in reliance upon any statement, act or omission made in a Council or Committee meeting does so at that person's or legal entity's own risk.

In particular and without derogating in any way from the broad disclaimer above, in any discussion regarding any planning application or application for a license, and statement or intimation of approval made by a member or officer of the Shire of Koorda during the course of any meeting is not intended to be and is not to be taken as notice of approval from the Shire of Koorda.

The Shire of Koorda warns that anyone who has any application lodged with the Shire of Koorda must obtain and should only rely on **written confirmation** of the outcome of the application, and any conditions attaching to the decision made by the Shire of Koorda in respect of the application.

To be read aloud if any member of the public is present.

Signed



Zac Donovan
Chief Executive Officer

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Shire of Koorda
Audit, Risk & Improvement Committee Meeting
4.00pm, Wednesday 24 June 2026

1. Declaration of Opening

The Presiding person welcomes those in attendance and declares the meeting open at 4.00pm.

2. Record of Attendance, Apologies and Leave of Absence

Committee Members:

Mr Ron Back	Presiding Member (MS Teams)
Cr JM Stratford	Member
Cr NJ Chandler	Member
Cr BH Moore	Member

Staff:

Mr Z Donovan	Chief Executive Officer
Ms L Foote	Deputy Chief Executive Officer

Visitors:

Mr R Garven	(4.13pm)
Cr GW Greaves	(4.24pm)

Apologies:

Ms Tanya Browning	Director, Moore Australia

Approved Leave of Absence:

Nil.

3. Public Question Time

Nil.

4. Disclosure of Interest

Nil.

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5. Confirmation of Minutes from Previous Meetings

5.1. Audit, Risk & Improvement Committee Meeting held on 18 March 2026

Click here to view the previous minutes

Voting Requirements ☒Simple Majority ☐Absolute Majority

Officer Recommendation

Moved Cr NJ Chandler **Seconded Cr JM Stratford**

That, in accordance with Sections 5.22(2) and 3.18 of the *Local Government Act 1995,* the Minutes of the Audit, Risk & Improvement Committee Meeting held 17 December 2025, as presented, be confirmed as a true and correct record of proceedings.

CARRIED 4/0

For: Mr R Back, Cr JM Stratford, Cr NJ Chandler, Cr BH Moore

6. Presentations

Ms Tanya Browning, Director, Moore Australia has prepared a recorded presentation on the Review of Financial Management, Risk Management, Legislative Compliance and Internal Controls.

4.13pm - Mr R Garven entered the Chambers

4.24pm - Cr GW Greaves entered the Chambers

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7. Officer's Reports

7.1. Quarterly Reporting of Integrated Strategic Plan and Workforce Plan

Governance and Compliance	
Date	12 June 2026
Location	Not Applicable
Responsible Officer	Zac Donovan, Chief Executive Officer
Author	Zac Donovan, Chief Executive Officer
Legislation	*Local Government Act 1995;* *Local Government (Administration) Regulations 1996*
Disclosure of Interest	Nil
Purpose of Report	☐Executive Decision ☒Legislative Requirement ☒Information
Attachments	Quarterly Scorecard – June 2026

Background:
Section 5.56(1) of the Local Government Act 1995 requires all local governments to have a plan for the future of the district and under the Local Government (Administration) Regulations 1996, all local governments in Western Australia are required to have adopted two key documents: a Strategic Community Plan (SCP) and a Corporate Business Plan (CBP). Together these documents drive the development of each local government's Annual Budget.

The Integrated Planning and Reporting Framework and Guidelines (2016) issued by the DLGSC that guides the SCP and CBP process require that regular monitoring and reporting of these plans are undertaken. This quarterly update forms part of this key reporting process.

Council adopted the Integrated Strategic Plan 2022-2032 (which incorporates both the SCP & CBP) at its meeting held 20 April 2022. In 2024 a desktop review of the plan was undertaken and the updated plan was adopted at the June 2024 OCM as per resolution 120624.

Community consultation has been completed to update the Strategic Community Plan, as a major review is due in 2026. It is anticipated that the plan will be drafted for consideration along with the 2026/2027 draft budget cycle.

Comment:
To assist Council to meet its IPR requirements under the Local Government Act 1995, the Local Government (Administration) Regulations 1996, Shire staff have prepared the quarterly report, as attached to this item, for the Committee to consider and, if appropriate, recommend to Council that the quarterly scorecard be adopted and the Integrated Strategic Plan and Workforce Plan components be endorsed for publication.

Consultation:
Lana Foote, Deputy Chief Executive Officer

Statutory Implications:
Local Government Act 1995 and relevant subsidiary legislation.

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Policy Implications:

Nil

Strategic Implications:

Shire of Koorda Integrated Strategic Plan 2024
4.1 - Open and transparent leadership.
4.1.1 - Ensure efficient use of resources and the governance and operational compliance and reporting meets legislative and regulatory requirements.
4.3 - Forward planning and delivery of services and facilities that achieve strategic priorities.
4.3.2 - Report to Council progress of Council Actions using a quarterly score card and report results to community.

Risk Implications:

The Risk Theme Profile identified as part of this report is Failure to Fulfil Compliance Requirements. The consequence could be Compliance if the requirements of both the Local Government Act 1995 and the Local Government (Administration) Regulations 1996 are not met in terms of the Shire having a plan for the future of the district. Another consequence could be Reputational if the public perceives that the Shire does not have the business planning tools in place to manage ratepayer money in transparent and accountable manner. The measure of Consequence is Minor, and the likelihood is Unlikely, giving an overall risk rating of Low. Both risks will be mitigated through adherence to the Integrated Planning and Reporting framework.

Financial Implications:

Nil

Voting Requirements: ☒Simple Majority ☐Absolute Majority

Officer Recommendation

Moved Cr JM Stratford **Seconded Cr BH Moore**

That the Audit, Risk & Improvement Committee recommends:

That Council:

1. **Adopts the quarterly reporting documents to June 2026 as attached to this item; and**

2. **Endorses the publication of the Integrated Strategic Plan and Workforce Plan components for community information.**

CARRIED 4/0

For: Mr R Back, Cr JM Stratford, Cr NJ Chandler, Cr BH Moore

NFIRMED

7.2 Action on Review of Financial Management, Risk Management, Legislative Compliance and Internal Controls

Governance and Compliance	
Date	12 June 2026
Location	Not Applicable
Responsible Officer	Zac Donovan, Chief Executive Officer
Author	Zac Donovan, Chief Executive Officer
Legislation	*Local Government Act 1995* *Local Government (Audit) Regulations 1996 Regulation 17* *Local Government Regulations Amendment Regulations (No. 4) 2025*
Disclosure of Interest	Nil
Purpose of Report	☒Executive Decision ☒Legislative Requirement ☐Information
Attachments	2026.06 Update - AR17 & FMR Report

Background:

The Shire of Koorda ARIC meeting of 18 March 2026 was presented the Report to the CEO from consultancy Moore Australia for consideration. The report detailed the initial findings of the review of the Shire's systems and procedures for financial management, legislative compliance and risk management, as per the *Local Government (Audit) Regulations 1996* Regulation 17.

Under amendments to the *Local Government (Audit) Regulations 1996* Regulation 17, as part of reforms to the Local Government Act 1995, the review includes the previous financial management review (under Financial Management Regulation 5) so the financial management system reviews are now undertaken as part of the broader Regulation 17 review.

The March ARIC meeting requested the CEO to redress any omissions or errors in the report with Moore Australia so to prepare an action plan for the committee to consider at this meeting (17 June 2026), and to identify any additional resources required to complete the plan within the review period.

The following item intends to update the ARIC on the Moore Report to the CEO and the implementation plan to redress issues raised including recognition of those items completed.

Comment:

In developing the plan to redress the matters raised, there were several points questioned by the AIRC chair, committee and staff which first required clarification. These matters are tabled I the following, outlining the issue raised and the clarification provided:

SECTION	COMPONENT	ISSUE RAISED	CLARIFICATION
4.2.3	Elected Member Entitlements	Changes to Local Government Act 1995 to limit insurance entailments may not be reflected in shire policy.	Confirmation that LGIS update on cover with insurance renewals will provide basis to review policy.
4.2.4	Donations and Requests to Waiver fees	Budget does not address considerations for waiving fees and charges for community groups.	Recognition that all delegations are reported to Council. Statutory budget needs to disclose information in notes.

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5.2.1	Risk Management Procedures	Observed differing levels of awareness of risk management procedures, particularly with depot and maintenance staff.	Anticipated to be redressed with Tier 2 Work Health and Safety review in development and scheduled to be completed October 2026.
5.2.4/5	Segregation of Duties and Internal Controls	Concern that individuals were able to be involved in multiple steps of various processes.	Primarily related to IT controls which do not allow for segregation of duties but mitigated by detective controls.
5.2.7	Access to Shire Facilities	Requested clarification as to facilities for which access controls are problematic.	Concerns were over; - unrestricted access to the landfill site by residents and others - library door to office is not restricted - cash drawer is not locked
5.2.17	Trust Fund	Legislation requires separate trust bank account to be maintained.	Shire does not use trust account and needs to require bank not to close account.
5.2.31	Independent Member Committee Meeting Attendance Fees	SAT determination, post Shire of Koorda AIRC chair appointment, required Council resolves fee paid represents value for money.	To be redressed with note to budget fees and charges to be adopted by Council.
6.4.1	Official Complaints Register and Record of Information about Conduct	Legislative changes require complaints register to be maintained of shire website.	As Shire did not have complaints to record, queried if register required. Even if no complaints still required to have register on website.

In all there are 73 areas identified for redress by the Shire of which 26 have been ranked as a high priority. The distribution of the components categorised as high risk were distributed as follows:

- Operational and Financial Procedures 14 actions to be prioritised out of 33 identified
- Strategic and Operational Plans 5 to be prioritised from 6 identified
- Council and AIRC had 1 priority of 4 identified
- Strategic and Operational Registers 2 priorities of the 8 identified
- Policies had 2 priority actions of the 12 identified
- Complaint Handling had 1 priority of 2 identified
- Audit Practices had 1 priority risk of 3 identified
- Human Resource Management had only 3 medium risks, and
- Insurance had 2 medium risks identified.

In redressing the developing an action plan to redress the 73 matters raised in the review, priority is afforded to the 26 areas of highest risk, but not without recognising opportunities to remove medium identified risks as part of normal business operations and reporting.

To this end, since the Report to the CEO was provided by Moore Australia (prior to the March AIRC meeting), action has been taken on almost 60% of the 73 matters raised with 22 completed, 10 almost complete and 10 more having commenced.

The summary of actions completed and initiated is attached for consideration by the AIRC. It is intended to for the CEO and Deputy CEO to work through the remaining 65 points to complete prior to the next scheduled review in 2030 with priority given to those with higher risk to the organisation.

It is anticipated that this timeframe can be completed without additional resources being allocated to the task and create an additional financial burden for the shire budget and ratepayers.

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Consultation:
Lana Foote, Deputy Chief Executive Officer
Darren West, Works Supervisor
Tanya Browning, Director, Moore Australia (WA)

Statutory Implications:
Local Government (Audit) Regulations 1996 Regulation 17
Local Government Regulations Amendment Regulations (No. 4) 2025

Policy Implications:
G - Legislative Compliance V1.0
G - Risk management V1.0

Strategic Implications:
Shire of Koorda Integrated Strategic Plan 2024
4.1 Open and Transparent Leadership

Risk Implications:

Risk Profiling Theme	Failure to fulfil statutory regulations or compliance requirements
Risk Category	Compliance
Risk Description	Some temporary non-compliance
Consequence Rating	Minor (2)
Likelihood Rating	Unlikely (2)
Risk Matrix Rating	Low (4)
Key Controls (in place)	Local Government Act and regulations
Action (Treatment)	Progression of risk management activities as identified
Risk Rating (after treatment)	Effective

Financial Implications:
The review was included in the 2025/2026 budget. It isn't anticipated that any recommended improvements at this stage still incur any additional costs to allocations within the operating budget.

Voting Requirements: ☒Simple Majority ☐Absolute Majority

Amended* Officer Recommendation

Moved Mr R Back **Seconded Cr NJ Chandler**

1. That the item remain in committee and further correspondence be made with Moore Australia as to their professional opinion on the appropriateness and effectiveness of the systems applied by the Shire of Koorda under the Reg 17 review.

2. Requests the CEO to report back on progress of actions achieved at each quarterly ARIC meeting.

CARRIED 4/0

For: Mr R Back, Cr JM Stratford, Cr NJ Chandler, Cr BH Moore

***Reason for amendment: Professional opinion not clear on the appropriateness and effectiveness of the systems applied by the Shire of Koorda**

CONFIRMED

7.3. Review of Shire of Koorda Business Continuity and Disaster Recovery Plan

Governance and Compliance	
Date	12 June 2026
Location	Not Applicable
Responsible Officer	Zac Donovan, Chief Executive Officer
Author	Lana Foote, Deputy Chief Executive Officer
Legislation	*Local Government Act 1995; Local Government (Audit) Regulations 1996*, AS/NZS ISO 31000:2018
Disclosure of Interest	Nil
Purpose of Report	☒Executive Decision ☐Legislative Requirement ☐Information
Attachments	Koorda Business Continuity and Disaster Recovery Plan V2.0 2026

Background:

The Business Continuity and Disaster Recovery Plan (BC&DRP) was originally adopted in 2024 and is now due for review, as part of the Shire's commitment to ensuring plans remain current, effective, and aligned with organisational and legislative requirements.

This review represents a scheduled update after two (2) years since adoption, and incorporates lessons learned, improved practices, and alignment with updated policies and risk management approaches.

Comment:

The Shire of Koorda Business Continuity and Disaster Recovery Plan (BC&DRP) aims to ensure the continuity of business operations with minimal disruption in the event of an incident or disaster. Without such a plan, the Shire may face significant challenges managing an incident effectively, particularly in circumstances where timely, coordinated decision-making is critical.

As highlighted within the attached DRAFT V2.0 BC&DRP, this updated version of the BC&DRP introduces several key improvements to strengthen the Shire's preparedness, response, and recovery capability, including:

- Implementation of a Business Impact Analysis (BIA) to formally identify critical business functions and define recovery priorities, including Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO),
- Enhanced IT Systems and Cyber Incident Response framework, aligned with the Shire's Cyber Security and Data Breach Response Policy, including integration of the Data Breach Response Team and structured response process,
- Expanded scenario-specific checklists, particularly for loss of IT and cyber incidents, to improve operational response clarity during incidents,
- Inclusion of remote work capability considerations to support continuity of operations during disruptions,
- Strengthened supplier continuity planning, identifying key dependencies and backup arrangements,
- Formalised testing and exercising program, including tabletop exercises, simulation exercises, and IT disaster recovery testing, and
- Improved review and continuous improvement framework, including post-incident debriefs and ongoing plan updates.

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Through these enhancements, the Plan provides a more structured, practical, and comprehensive approach to business continuity and disaster recovery planning. The updated BC&DRP better equips the Shire to minimise the impact of disruptive events, maintain critical services, and support the community during and following an incident.

It is recommended that Council adopt the updated Business Continuity and Disaster Recovery Plan Version 2.0.

Consultation:
Zac Donovan, Chief Executive Officer
Darren West, Works Supervisor
Administration Staff

Statutory Implications:
Regulation 17 of the Local Government (Audit) Regulations 1996 requires the CEO to review the appropriateness and effectiveness of a local government's systems and procedures in relation to risk management, internal control and legislative compliance.

The BC&DRP is an informing plan to these systems and procedures.

Policy Implications:
Policy "G - Risk Management"
Policy "G - Cyber Security and Data Breach Response"
Risk Management Framework

Strategic Implications:
Shire of Koorda Integrated Strategic Plan 2024
1.3 - Emergency services are supported with effective planning, risk mitigation, response, and recovery.
2.1.2 - Develop continuity plans for power and telecommunications infrastructure and advocate requirements with other levels of government and regional stakeholders as required.
4.1 - Open and Transparent Leadership.
4.3 - Forward planning and delivery of services and facilities that achieve strategic priorities.

Risk Implications:
The BC&DRP provides a structured approach to business continuity and disaster recovery. Through the provision of preventative measures and recovery procedures, the impact of any potential disaster may be significantly reduced.

Financial Implications:
There were no financial implications for this process as the BC&DRP has been developed in-house. The actions included in the BC&DRP will have financial implications to Council, however these are unknown and will depend on the scenario in which the BC&DRP is to be put into effect.

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Voting Requirements: ☒Simple Majority ☐Absolute Majority

Officer Recommendation

Moved Cr JM Stratford **Seconded Cr NJ Chandler**

That, in accordance with Regulation 17 of the *Local Government (Audit) Regulations 1996*, the Audit, Risk & Improvement Committee recommends;

That Council receives and adopts the reviewed Business Continuity and Disaster Recovery Plan V2.0 2026, as presented and attached to this item.

CARRIED 4/0

For: Mr R Back, Cr JM Stratford, Cr NJ Chandler, Cr BH Moore

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8. Urgent Business Approved by the Person Presiding or by Decision

Nil.

9. Date of Next Meeting

September TBC - date to be changed for attendance at WALGA convention.

10. Closure

The Chairperson thanked everyone for their attendance and closed the meeting at 4.44pm.

Signed: _____

Presiding Person at the meeting at which the minutes were confirmed.

Date: 16 September 2026

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APPENDIX I – Terms of Reference

Audit, Risk & Improvement Committee

Terms of Reference

1. Name

The name of the committee is the Shire of Koorda Audit, Risk & Improvement Committee (ARIC).

2. Head of Power

These Terms of Reference (ToR) are established under section 5.8 of the Local Government Act 1995 (the Act) and give effect to the Act's requirement to establish an Audit, Risk and Improvement Committee (ARIC) (Part 7, Division 1A), as inserted by the Local Government Amendment Act 2024 and supported by the Local Government Regulations Amendment Regulations (No. 4) 2025. The ToR must be read in conjunction with the Local Government (Audit) Regulations 1996 and the Local Government (Financial Management) Regulations 1996 as amended from 1 January 2026.

3. Definitions

TERM	DEFINITION
Act	*Local Government Act 1995*.
ARIC	Audit, Risk & Improvement Committee of the Shire of Koorda.
Audit Regulations	Local Government (Audit) Regulations 1996 (WA)
Council	The Council of the Shire of Koorda.
CEO	The Chief Executive Officer of the Shire of Koorda.
Financial Management Regulations	Local Government (Financial Management) Regulations 1996 (WA)

4. Purpose and Objectives

Provide independent advice and assurance to Council on financial reporting, risk management, governance and continuous improvement.

Oversee and make recommendations arising from reports under Part 7 of the Act, compliance audits, and CEO reviews of systems and procedures under regulation 17 of the Audit Regulations.

Monitor implementation of actions that the Shire is required to take under the Act or has committed to in response to audit and review findings, including actions reported under section 7.12A.

5. Powers

The ARIC is an advisory committee of Council. It has no executive or management functions and cannot direct Shire staff. Council may delegate to the ARIC only powers and duties permitted by section 7.1C of the Act. Decisions of the ARIC are made by simple majority (section 7.1CA).

6. Functions of the Committee

Receive and review reports on, and recommend to Council actions to be taken in relation to: (i) audits under Part 7 of the Act; (ii) compliance audits; and (iii) reviews under regulation 17 of the Audit Regulations.

Receive and review reports on the appropriateness and effectiveness of, and recommend to Council improvements to, systems and procedures in relation to: (i) financial management; (ii) legislative compliance; and (iii) risk management.

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Receive and review reports on, and recommend to Council improvements to, the implementation of any actions the Shire: (i) is required to take under section 7.12A(3); (ii) has stated it has taken or intends to take under section 7.12A(4)(a); (iii) has otherwise decided to take in response to reports or recommendations referred to above; and (iv) has stated it has done or proposes to do in written advice under sections 8.6(1)(a) or 8.23(4)(a).

Perform any other function conferred on the ARIC by the Audit Regulations or another written law.

7. CEO reviews of systems and procedures (Audit Reg. 17)

The CEO must review the appropriateness and effectiveness of systems and procedures in relation to financial management, legislative compliance and risk management, with each of these matters reviewed not less than once every four (4) financial years. The CEO must report the results of each review to the ARIC, which will consider the report and make recommendations to Council on any actions required.

8. Compliance Audit Return (CAR)

The ARIC will review the annual Compliance Audit Return prepared in accordance with the Audit Regulations, including the prescribed statutory requirements listed in regulation 13. The ARIC will recommend to Council any actions arising. In accordance with regulation 15, the signed Compliance Audit Return and other prescribed information must be provided to the Local Government Inspector.

9. External and internal audit oversight

External audit: The Office of the Auditor General is responsible for financial audits of local governments. The ARIC will meet with the external auditor as required, receive the auditor's reports, and recommend actions to Council, including monitoring implementation of agreed actions (section 7.12A).

Internal audit: The ARIC will review and recommend the internal audit plan, consider internal audit reports and monitor management's implementation of recommendations.

10. Risk management, business continuity and continuous improvement

The ARIC will oversee the Shire's enterprise risk management framework, business continuity and disaster recovery planning, and drive a culture of continuous improvement in governance, financial management and service delivery.

11. Membership and independence

Presiding Member: an independent person (cannot be a council member of any local government).

Deputy Presiding Member: an independent person (cannot be a council member of any local government).

Members: Council will appoint additional members (council members and/or independent persons) as it considers appropriate. No employee of the Shire may be a member and no member may be nominated by, or appointed to represent, an employee.

Deputies: Council may appoint deputies in accordance with section 5.11A of the Act (noting deputies to the Presiding or Deputy Presiding Member must also be independent and not council members).

12. Terms and remuneration

Terms of appointment will be determined by Council and are ordinarily aligned to the local government election cycle. Independent members may be remunerated in accordance with Council policy.

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13. Meetings, quorums and voting

Meetings will be held at least quarterly, with additional meetings scheduled as required to discharge statutory obligations. A quorum is determined under section 5.19 of the Act. Decisions of the ARIC are made by simple majority (section 7.1CA). Unless otherwise provided by law, meetings are conducted in accordance with the Act, regulations and the Shire's meeting procedures.

14. Shared ARICs

The Shire may enter into an agreement with one or more local governments to establish a shared ARIC in accordance with section 7.1CB of the Act and regulations 4 to 6 of the Audit Regulations, subject to Council approval.

15. Ethical standards and conflicts of interest

Members must comply with the Act (including Division 6 – Disclosure of Financial, Proximity and Impartiality Interests), the Shire's Code of Conduct, and maintain confidentiality of information. Independent members must declare any actual or perceived conflicts of interest.

Related Documents (Legislation/Local Law/Policy/Procedure/Delegation)

Local Government Act 1995 (as amended by the Local Government Amendment Act 2024).
Local Government (Audit) Regulations 1996 (current consolidation from 1 January 2026).
Local Government (Financial Management) Regulations 1996 (current consolidation from 1 January 2026).

Review History

Date	Council Resolution	Description of review/amendment
18/03/2026	RES: 030326	V3.0 – ToR fully rewritten to include name change, implement 2026 ARIC reforms, including independence, expanded functions, shared ARICs, updated CAR and Reg. 17 processes.
18/12/2023	RES: 111223	Terms of Reference Adopted V2.0
23/10/2023	RES: 191023	Committee Re-established (inclusion of Risk)
15/09/2021	RES: 060921	Terms of Reference Adoption V1.0

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2025 Compliance Audit Return

Local Government Authority: The Shire of Koorda

Local Government Act 1995

s. 2.29

Has every person elected or appointed to a mayor, president, deputy, or councillor role made the required declaration in the prescribed form before a prescribed person, prior to acting in the office?

Response: Yes

s. 3.16

Has the local government reviewed local laws, which have not been reviewed in the previous 8 years, to ensure compliance with Schedule 9.3, Clause 65?

Response: Yes

s.3.57

Subject to Local Government (Functions and General) Regulations 1996, regulation 11(2), did the local government invite tenders for all contracts for the supply of goods or services where the consideration under the contract was, or was expected to be, worth more than the consideration stated in regulation 11(1) of the Regulations?

Response: Yes

s. 3.58(3)

Where the local government disposed of property other than by public auction or tender, did it dispose of the property in accordance with section 3.58(3) of the Local Government Act 1995 (unless section 3.58(5) applies)?

Response: Yes

s. 3.58(4)

Where the local government disposed of property under section 3.58(3) of the Local Government Act 1995, did it provide details, as prescribed by section 3.58(4) of the Act, in the required local public notice for each disposal of property?

Response: Yes

s. 3.59(2)(a)

Has the local government prepared a business plan for each major trading undertaking that was not exempt in 2025?

Response: N/A

s. 3.59(2)(b)

Has the local government prepared a business plan for each major land transaction that was not exempt in 2025?

Response: N/A

s. 3.59(2)(c)

Has the local government prepared a business plan before entering into each land transaction that was preparatory to entry into a major land transaction in 2025?

Response: N/A

s. 3.59(4)

Has the local government complied with public notice and publishing requirements for each proposal to commence a major trading undertaking or enter into a major land transaction or a land transaction that is preparatory to a major land transaction for 2024?

Response: N/A

s. 3.59(5)

During 2025, did the council resolve to proceed with each major land transaction or trading undertaking by absolute majority?

Response: N/A

s. 5.16 (1)

Were all delegations to committees resolved by absolute majority?

Response: N/A

s. 5.16 (2)

Were all delegations to committees in writing?

Response: N/A

s. 5.17

Were all delegations to committees within the limits specified in section 5.17 of the Local Government Act 1995?

Response: N/A

s. 5.18

Were all delegations to committees recorded in a register of delegations?

Response: N/A

s. 5.36(4) and s. 5.37(3)

Were all CEO and/or senior employee vacancies advertised in accordance with Local Government (Administration) Regulations 1996, regulation 18A?

Response: Yes

s. 5.37(2)

Did the CEO inform council of each proposal to employ or dismiss senior employee?

Response: N/A

Where council rejected a CEO's recommendation to employ or dismiss a senior employee, did it inform the CEO of the reasons for doing so?

Response: N/A

s. 5.39B

Has the local government adopted and maintained model standards that incorporate the prescribed model standards within required timeframes (including amendments), ensured adoption by absolute majority, published an up-to-date version on its official website, and avoided including any inconsistent additional provisions?

Response: Yes

s. 5.42

Were all delegations to the CEO resolved by an absolute majority?

Response: Yes

Were all delegations to the CEO in writing?

Response: Yes

s. 5.43

Did the powers and duties delegated to the CEO exclude those listed in section 5.43 of the Local Government Act 1995?

Response: Yes

s. 5.44(2)

Were all employees delegated authority by the CEO under Section 5.44(1), issued with a written instrument of delegation?

Response: Yes

s. 5.45(1)(b)

Were all decisions by the Council to amend or revoke a delegation made by absolute majority?

Response: Yes

s. 5.46

Has the CEO kept a register of all delegations made under Division 4 of the Act to the CEO and to employees?

Response: Yes

Were all delegations made under Division 4 of the Act reviewed by the delegator at least once during the 2024/2025 financial year?

Response: Yes

Did all persons exercising a delegated power or duty under the Act keep, on all occasions, a written record in accordance with Local Government (Administration) Regulations 1996, regulation 19?

Response: Yes

s. 5.50

If the local government paid a finishing employee an amount in addition to their entitlement, did the local government follow a policy it had adopted and published on its website outlining the circumstances in relation to payments made to terminated employees?

Response: Yes

If the local government made a payment to a finishing employee that is more than the amount set out in the policy, was local public notice given?

Response: N/A

s. 5.51A

Has the CEO prepared and implemented a code of conduct to be observed by employees of the local government?

Response: Yes

Has the CEO published an up-to-date version of the code of conduct for employees on the local government's website?

Response: Yes

s. 5.67

Where a council member disclosed an interest in a matter and did not have participation approval under sections 5.68 or 5.69 of the Local Government Act 1995, did the council member ensure that they did not remain present to participate in discussion or decision making relating to the matter?

Response: Yes

s. 5.68(2)

Were all decisions regarding participation approval in relation to Section 5.68(2), including the extent of participation allowed and, where relevant, the information required by the Local Government (Administration) Regulations 1996 regulation 21A, recorded in the minutes of the relevant council or committee meeting?

Response: Yes

s. 5.69(5)

Were all decisions regarding participation approval in relation to Section 5.69(5), including the extent of participation allowed recorded in the minutes of the relevant council or committee meeting?

Response: Yes

s. 5.70

Where an employee had an interest in any matter in respect of which the employee provided advice or a report directly to council or a committee, did that person disclose the nature and extent of that interest when giving the advice or report?

Response: N/A

s. 5.71B(5) and (7)

Where council applied to the Minister to allow the CEO to provide advice or a report to which a disclosure under section 5.71A(1) of the Local Government Act 1995 relates, did the application include details of the nature of the interest disclosed and any other information required by the Minister for the purposes of the application?

Response: N/A

Was any decision made by the Minister under section 5.71B(6) of the Local Government Act 1995, recorded in the minutes of the council meeting at which the decision was considered?

Response: N/A

s. 5.73

Were disclosures under sections 5.65, 5.70 or 5.71A(3) of the Local Government Act 1995 recorded in the minutes of the meeting at which the disclosures were made?

Response: Yes

s. 5.75

Was a primary return in the prescribed form lodged by all relevant persons within three months of their start day?

Response: Yes

s. 5.76

Was an annual return in the prescribed form lodged by all relevant persons by 31 August 2025?

Response: Yes

s. 5.77

On receipt of a primary or annual return, did the CEO, or the Mayor/President, as the case may be, give written acknowledgment of having received the return?

Response: Yes

s. 5.88

Did the CEO keep a register of financial interests which contained the returns lodged under sections 5.75 and 5.76 of the Local Government Act 1995?

Response: Yes

Did the CEO keep a register of financial interests which contained a record of disclosures made under sections 5.65, 5.70, 5.71 and 5.71A of the Local Government Act 1995, in the form prescribed in the Local Government (Administration) Regulations 1996, regulation 28?

Response: Yes

After a person ceased to be a person required to lodge a return under sections 5.75 and 5.76 of the Local Government Act 1995, did the CEO remove from the register all returns relating to that person?

Response: Yes

Have all returns removed from the register in accordance with section 5.88(3) of the Local Government Act 1995 been kept for a period of at least five years after the person who lodged the return(s) ceased to be a person required to lodge a return?

Response: Yes

s. 5.89A

Did the CEO keep a register of gifts which contained a record of disclosures made under sections 5.87A and 5.87B of the Local Government Act 1995, in the form prescribed in the Local Government (Administration) Regulations 1996, regulation 28A?

Response: Yes

Did the CEO publish an up-to-date version of the gift register on the local government's website?

Response: Yes

s. 5.90A

Did the local government prepare, adopt by absolute majority and publish an up-to-date version on the local government’s website, a policy dealing with the attendance of council members and the CEO at events?

Response: Yes

s. 5.94

Does the local government have information available for members of the public to inspect, free of charge as prescribed under section 5.94 and Admin Reg 29, except where restricted under this section?

Response: Yes

s. 5.96

Where a person is entitled to inspect information under this Division, can the local government confirm that copies are available and that the price at which it sells copies does not exceed the cost of providing them, (unless prescribed otherwise)?

Response: Yes

s. 5.96A

Did the CEO publish information on the local government's website in accordance with sections 5.96A(1), (2), (3), and (4) of the Local Government Act 1995?

Response: Yes

s. 5.104

Did the local government prepare and adopt, by absolute majority, a code of conduct to be observed by council members, committee members and candidates that incorporates the model code of conduct?

Response: Yes

Did the local government adopt additional requirements in addition to the model code of conduct?

Response: N/A

Has the CEO published an up-to-date version of the code of conduct for council members, committee members and candidates on the local government’s website?

Response: Yes

s. 5.128

Did the local government prepare and adopt (by absolute majority) a policy in relation to the continuing professional development of council members?

Response: Yes

s. 7.12A(3), (4) and (5)

Where the local government determined that matters raised in the auditor's report prepared under section 7.9(1) of the Local Government Act 1995 required action to be taken, did the local government ensure that appropriate action was undertaken in respect of those matters?

Response: Yes

Where matters identified as significant were reported in the auditor's report, did the local government prepare a report that stated what action the local government had taken or intended to take with respect to each of those matters?

Response: N/A

Within 14 days after the local government gave a report to the Minister under section 7.12A(4)(b) of the Local Government Act 1995, did the CEO publish a copy of the report on the local government's official website?

Response: N/A

r. 18F

Were the remuneration and other benefits paid to a CEO on appointment the same remuneration and benefits advertised for the position under section 5.36(4) of the Local Government Act 1995?

Response: Yes

r. 19AB

Does the code of conduct contain the requirement that a local government employee (not including the CEO) must not accept a prohibited gift from an associated person?

Response: Yes

r. 19AC

Does the local government's code of conduct include requirements for the recording, storing, disclosure, and use of information relating to gifts accepted by local government employees (excluding the CEO) from associated persons, in accordance with regulatory requirements?

Response: Yes

r. 19AE

Does the local government's code of conduct include requirements addressing employee behaviour in the performance of duties, interactions with others, use and disclosure of information, use of local government resources and finances, the keeping of records, and the reporting and management of suspected breaches and misconduct, in accordance with regulatory requirements?

Response: Yes

r. 19B

Did the local government include in its annual report all information required under section 5.53(2)(g) and (i) and regulation 3A(2), including number of employee's in salary bands over $130,000, remuneration and allowances paid, ordered payments, CEO remuneration, council member meeting attendance, available demographic information about council members, and details of any modifications to the strategic community plan or significant modifications to the corporate business plan?

Response: Yes

r. 19C

Has the local government adopted by absolute majority a strategic community plan?

Response: Yes

Adoption date or the date of the most recent review: 26/06/2024

r. 19DA

Has the local government reviewed its corporate business plan in accordance with Admin Regulation 19DA(4)?

Response: No

Comments: Corporate Business Plan has previously been part of the Integrated Strategic Plan adopted by Council which included the Community Strategic Plan and was reviewed biennially. This practice has been abandoned, and new (and separate) Strategic Business Plan and Corporate Business Plan are being initiated in 2026.

Does the corporate business plan comply with the requirements of Local Government (Administration) Regulations 1996 19DA(2) & (3)?

Response: Yes

r. 22

No response required. This is covered by s5.75.

r. 23

No response required. This is covered by s5.76.

r. 28

No response required. This is covered by s5.88(1).

r. 28A

No response required. This is covered by s5.89A(1).

r. 29

No response required. This is covered by s5.94.

r. 29C

Does the local government publish all prescribed information on its official website— including up-to-date policies, required details of council member and employee returns, council member fees and allowances,

and relevant public notices—within the specified timeframes and in accordance with legislative requirements?

Response: Yes

r. 35

Has every local government council member completed and passed the Council Member Essentials course, consisting of the five required modules and delivered by an approved provider, within 12 months of being elected?

Response: Yes

r. 36

Does the local government appropriately identify and document council members who are exempt from the training requirements under section 5.126(1), including verifying that the member:

- has completed an approved course within the specified 5-year period prior to election, or
- completed the LGASS00002 Elected Member Skill Set before 1 July 2019 within the relevant timeframe, or
- qualifies for the transitional exemption applicable to council members in office at the commencement of the 2019 regulatory amendments?

Response: Yes

Comments: All elected members training records are published on the shire website

Local Government (Audit) Regulations 1996

r. 10

Was the auditor's report for the financial year ending 30 June 2025 received by the local government within 30 days of completion of the audit?

Response: Yes

r. 17

Did the CEO review the appropriateness and effectiveness of the local government's systems and procedures in relation to risk management, internal control and legislative compliance in accordance with Local Government (Audit) Regulations 1996 regulation 17 within the three financial years prior to 31 December 2025?

Response: Yes

Comments: Council resolution to accept the CEO report was 28 June 2023 - within the required period. However, field below will not enable entry of any date prior to 1 January 2025

Date of council's resolution to accept the report: 01/01/2025

r. 11FA

Did the CEO provide the Minister a report as to the result of the election within 14 days of the declaration and in the form of Form 20 of the Local Government (Elections) Regulations 1997, modified as necessary?

Response: Yes

r. 13

Were all required oaths, affirmations and declarations under section 2.42 (in relation to Commissioners) made in the correct form (Form 8), before the appropriate authorised person?

Response: Yes

Local Government (Elections) Regulations 1997

r. 30G

Did the CEO establish and maintain an electoral gift register and ensure that all disclosure of gifts forms completed by candidates and donors and received by the CEO were placed on the electoral gift register at the time of receipt by the CEO and in a manner that clearly identifies and distinguishes the forms relating to each candidate in accordance with regulations 30G(1) and 30G(2) of the Local Government (Elections) Regulations 1997?

Response: Yes

Did the CEO remove any disclosure of gifts forms relating to an unsuccessful candidate, or a successful candidate that completed their term of office, from the electoral gift register, and retain those forms separately for a period of at least two years in accordance with regulation 30G(4) of the Local Government (Elections) Regulations 1997?

Response: N/A

Did the CEO publish an up-to-date version of the electoral gift register on the local government's official website in accordance with regulation 30G(5) of the Local Government (Elections) Regulations 1997?

Response: Yes

Local Government (Financial Management) Regulations 1996

r. 5

Has the CEO ensured efficient systems and procedures are established under provisions set out in Financial Management Regulations 5(1)(a) to (g)?

Response: Yes

r. 6

Has the local government ensured that any employee delegated responsibility for day-to-day accounting or financial management operations is not also delegated the responsibility for conducting internal audits, reviewing their own duties, or for managing, directing or supervising someone who carries out these functions?

Response: Yes

r. 7

Did the local government ensure it has regard to the needs of the inhabitants of the district as a whole and not keep separate ward accounts or determine expenditure on the basis of revenue from a ward?

Response: Yes

r. 8

Does the local government maintain separate accounts with a bank or other financial institution for money to be held in the municipal fund, trust fund and for reserve account purposes?

Response: Yes

Comments: As the shire does not retain any funds in a Trust Fund, the account is constantly closed by the bank - at which time the shire is required to open a new account to comply.

r. 9

Did the local government keep separate financial records for each trading undertaking and each major land transaction?

Response: N/A

r. 11

Has the local government developed procedures for the authorisation of, and the payment of, accounts in accordance with Local Government (Financial Management) Regulations 11(1), (2) and (3)?

Response: Yes

r. 12

Were payments made from the municipal fund or trust fund made by the CEO under a delegated authority or authorised, in accordance with regulation 13(2), in advance by a council resolution?

Response: Yes

r. 13

Can the local government confirm that, where the CEO has been delegated authority to make payments from the municipal or trust fund, the CEO prepared accurate monthly lists that are presented at the next ordinary council meeting and recorded in the minutes?

- includes the payee's name, payment amount, payment date, and sufficient information to identify each transaction where payments have already been made; or
- includes the payee's name, payment amount, sufficient information to identify each transaction, and the date of the council meeting (to which the list will be presented) for accounts requiring council approval.

Response: Yes

r. 13A

Did the local government prepare a list each month of all payments made using employee-authorised credit, debit or other purchasing cards, and include the payee’s name, the amount of the payment, the date of the payment, sufficient information to identify the payment, and present the list at the next ordinary council meeting (and record in the minutes)?

Response: Yes

r. 19

Has the local government established and documented internal control procedures to enable identification of the nature and location of all investments and any related transactions?

Response: Yes

r. 19C

Has the local government ensured that all investments made under section 6.14(1) comply with statutory restrictions set out in Financial Management Reg. 19C?

Response: Yes

r. 7

No response required. This is covered by s3.59(2).

r. 9

No response required. This is covered by s3.59(2).

r. 10

No response required. This is covered by s3.59(2).

r. 11A

Did the local government comply with its current purchasing policy, adopted under the Local Government (Functions and General) Regulations 1996, regulations 11A(1) and (3) in relation to the supply of goods or services where the consideration under the contract was, or was expected to be, $250,000 or less or worth $250,000 or less?

Response: Yes

r. 11

No response required. This is covered by s3.57.

r. 12

Did the local government consider the implications of Local Government (Functions and General) Regulations 1996, Regulation 12 when deciding to enter into multiple contracts rather than a single contract?

Response: Yes

r. 14(1), (3) and (5)

If the local government sought to vary the information supplied to tenderers, was every reasonable step taken to give each person who sought copies of the tender documents, or each acceptable tenderer notice of the variation?

Response: Yes

r. 15

Did the local government's procedure for receiving and opening tenders comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 15 and 16?

Response: Yes

r. 16

No response required. This is covered by r. 15.

r. 17

Did the information recorded in the local government's tender register comply with the requirements of the Local Government (Functions and General) Regulations 1996, Regulation 17 and did the CEO make the tenders register available for public inspection and publish it on the local government's official website?

Response: Yes

r. 18(1) and (4)

Did the local government reject any tenders that were not submitted at the place, and within the time, specified in the invitation to tender?

Response: N/A

Were all tenders that were not rejected assessed by the local government via a written evaluation of the extent to which each tender satisfies the criteria for deciding which tender to accept?

Response: N/A

r. 19

Did the CEO give each tenderer written notice containing particulars of the successful tender or advising that no tender was accepted?

Response: N/A

r. 21

Does the local government’s advertising and expression of interest processes for limiting who can tender comply with the requirements of the Local Government (Functions and General) Regulations 1996, Regulations 21 and 22?

Response: N/A

r. 22

No response required. This is covered by r. 21.

r. 23

Did the local government reject any expressions of interest that were not submitted at the place, and within the time, specified in the notice or that failed to comply with any other requirement specified in the notice?

Response: N/A

Were all expressions of interest that were not rejected under the Local Government (Functions and General) Regulations 1996, Regulation 23(1) & (2) assessed by the local government? Did the CEO list each person as an acceptable tenderer?

Response: N/A

r. 24

Did the CEO give each person who submitted an expression of interest a notice in writing of the outcome in accordance with Local Government (Functions and General) Regulations 1996, Regulation 24?

Response: N/A

r. 24AD(2), (4) and (6)

Did the local government invite applicants for a panel of pre-qualified suppliers via Statewide public notice in accordance with Local Government (Functions & General) Regulations 1996 regulations 24AD(4) and 24AE?

Response: N/A

If the local government sought to vary the information supplied to the panel, was every reasonable step taken to give each person who sought detailed information about the proposed panel or each person who submitted an application notice of the variation?

Response: N/A

r. 24AE

No response required. This is covered by r. 24AD(2), (4) and (6).

r. 24AF

No response required. This is covered by r. 24AD(2), (4) and (6).

r. 24AG

Did the information recorded in the local government's tender register about panels of pre-qualified suppliers comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 24AG?

Response: N/A

r. 24AH(1) and (3)

Did the local government reject any applications to join a panel of prequalified suppliers that were not submitted at the place, and within the time, specified in the invitation for applications?

Response: N/A

Were all applications that were not rejected assessed by the local government via a written evaluation of the extent to which each application satisfies the criteria for deciding which application to accept?

Response: N/A

r. 24AI

Did the CEO send each applicant written notice advising them of the outcome of their application?

Response: N/A

r. 24E

Where the local government gave regional price preference, did the local government comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 24E and 24F?

Response: N/A

r. 24F

No response required. This is covered by r. 24E.

I certify this is a true and accurate copy of the 2025 Compliance Audit Return, as adopted by Council at the meeting of _____ 2026.

CEO	Date
Mayor or President	Date

Office of the Auditor General
Serving the Public Interest

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Our Ref: 7940-002

Mr Zac Donovan
Chief Executive Officer
Shire of Koorda

Email: ceo@koorda.wa.gov.au

Dear Mr Donovan

ANNUAL FINANCIAL REPORT
INTERIM AUDIT RESULTS FOR THE YEAR ENDING 30 JUNE 2026

We have completed the interim audit for the year ending 30 June 2026. We performed this phase of the audit in accordance with our audit plan. The focus of our interim audit was to primarily evaluate your financial control environment, and to obtain an understanding of the key business processes, risks and internal controls relevant to our audit of the annual financial report

The result of the interim audit was satisfactory. An audit is not designed to identify all internal control deficiencies that may require management attention. It is possible that irregularities and deficiencies may have occurred and not been identified as a result of our audit.

This letter has been provided for the purposes of your local government and may not be suitable for other purposes.

We have forwarded a copy of this letter to the President. A copy will also be forwarded to the Minister for Local Government when we forward our auditor's report on the annual financial report to the Minister on completion of the audit.

Feel free to contact me on 6557 7680 if you would like to discuss these matters further.

Yours faithfully

Stephanie Kaharudin
Assistant Director
Financial Audit
22 May 2026

MOORE

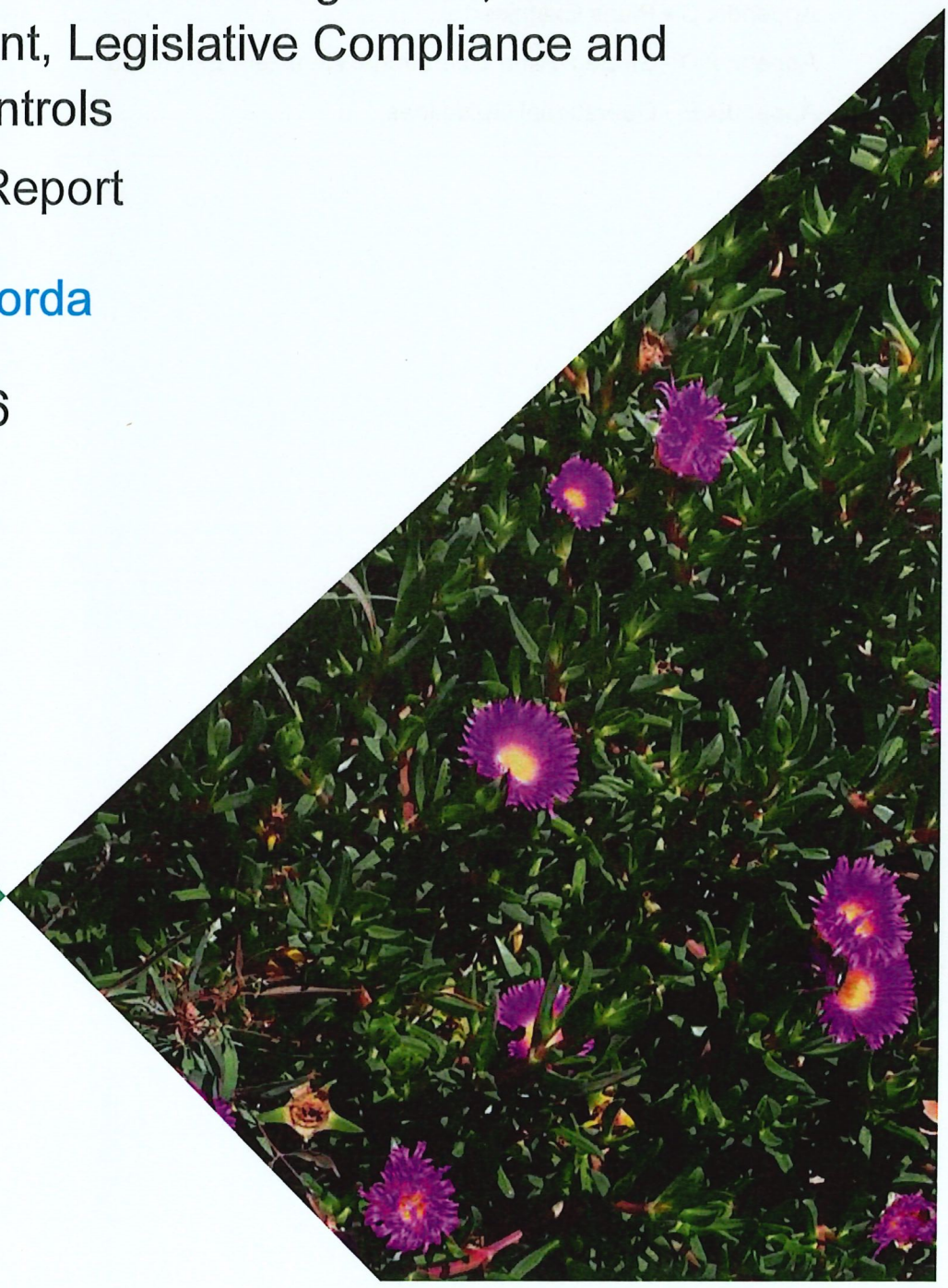
COMMERCIAL IN CONFIDENCE

Review of Financial Management, Risk Management, Legislative Compliance and Internal Controls

Summary Report

Shire of Koorda

March 2026



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1.0 Engagement Overview

1.1 Scope of Services

The Shire of Koorda (the Shire) engaged Moore Australia (WA) in November 2025 to provide consultancy and advisory services with a dual purpose, firstly to provide a report to assist the CEO to perform select reviews required by legislation. This engagement set out to assist the CEO to report to the Audit, Risk and Improvement Committee (ARIC) on the appropriateness and effectiveness of the Shire's risk management, internal controls and legislative compliance systems and procedures as required by the *Local Government (Audit) Regulations 1996* regulation 17. Secondly, to examine financial management systems to highlight the appropriateness and effectiveness of these systems and procedures to assist the CEO in undertaking a review as required by *Local Government (Financial Management) Regulations 1996* regulation 5(2)(c).

Reforms to legislation applicable from 1 January 2026 through the *Local Government Regulations Amendment Regulations (No. 4) 2025,* removed regulation 5(2)(c) from the *Local Government (Financial Management) Regulations 1996* and updated regulation 17 of the *Local Government (Audit) Regulations 1996,* to require the CEO review the appropriateness and effectiveness of systems and procedures relating to financial management, legislative compliance and risk management. Considering the scope of our existing engagement with the Shire still addresses required compliance requirements of both the updated *Local Government (Audit) Regulations 1996* regulation 17 and the former regulation 5(2)(c) of the *Local Government (Financial Management) Regulations 1996*, there was no change to the proposed approach and methodology as a result of the regulatory changes.

For efficiency, these services were undertaken simultaneously, and the results contained in this single report. Financial management systems and procedures are considered a subset of broader overall risk management, legislative compliance and internal controls. The matters examined in respect of financial management systems are detailed in Appendix A. Where opportunities for improvement were identified, they are reported within the relevant section of the risk management, legislative compliance and internal controls framework design, implementation and evaluation sections of this report.

The results of the examination of risk management, legislative compliance and internal controls are to be reviewed by the CEO and reported by the CEO to the Audit, Risk and Improvement Committee (ARIC). The ARIC is required to review the CEO's report and on-report to Council. The report from the ARIC to Council is required to have attached a copy of the CEO's initial report to the ARIC.

1.2 Foreshadowed Legislation and Reform

Our site visit was undertaken in January 2026, at this time changes to legislation and regulations were being progressively implemented through current reforms, most recently *Local Government Regulations Amendment Regulations (No. 4) 2025*. This report and findings reflect compliance and matters identified against legislation current at the time of the review. Where possible, we have noted within our report areas where legislative changes may affect improvements noted, as well as reflected updated regulatory references where applicable.

1.0 Engagement Overview (continued)

As noted previously, the following procedures reflect our procedures aligning to the scope of services in our engagement agreement and acknowledge the new regulatory requirements in place since 1 January 2026.

1.3 Procedures – Financial Management Review

Our procedures for the Financial Management Review, now reportable under regulation 17 of the *Local Government (Audit) Regulations 1996* (formerly regulation 5(2)(c) of the *Local Government (Financial Management) Regulations 1996*, encompassed a review of the Shire's financial systems including, but not necessarily limited to:

- Custody and security of money and investments held;
- Rates;
- Maintenance and security of financial records;
- Accounting and controls for revenue and expenses;
- Accounting and controls for assets and liabilities;
- Accounting and controls for trust transactions;
- Authorisation of purchases;
- Authorisation of payments;
- Borrowings;
- Maintenance and processing of payroll;
- Stock controls and costing records;
- Record keeping for financial records;
- Preparation of budgets and budget reviews; and
- Preparation of financial reports.

Our procedures and approach have been developed over a number of years, taking into account our extensive local government background and seeks to examine both financial systems and procedures in use.

The consulting services to assist the CEO to undertake the financial management review does not examine systems and procedures which are non-financial in nature and did not specifically test for legislative breaches. These were examined as part of the analysis of risk management, legislative compliance and internal control systems and processes.

1.0 Engagement Overview (continued)

1.4 Procedures – Risk Management, Legislative Compliance and Internal Controls Review

Our procedures to assist the CEO to perform their systems and procedures review, as required by regulation 17 of the *Local Government (Audit) Regulations 1996*, encompassed the following services:

- A review of the risk management systems policies, procedures and plans in place at the Shire;
- Evaluate the non-financial/operational internal control systems and procedures at the Shire;
- Assess systems and procedures for maintaining legislative compliance; and
- Prepare a report of matters identified during our engagement to assist the CEO to assess the appropriateness and effectiveness of the relevant systems and procedures in accordance with regulation 17 of the *Local Government (Audit) Regulations 1996*.

To undertake these procedures, we applied the following methodology:

- Conduct interviews with key personnel involved in risk management, financial management and the Shire's adherence to legislative requirements;
- Identify the extent of commitment and mandate to risk management principles, using AS/NZS ISO 31000:2018 as the framework, within the overall risk management framework;
- Review each component of risk management, legislative compliance and internal controls after considering the overall risk environment, governance structure and internal control environment;
- Assess the gaps, if any, between the current processes and the expected risk management, internal controls and legislative compliance systems and procedures and recommend suggested improvements; and
- Report to the CEO to assist their assessment on the appropriateness and the effectiveness of current systems and procedures.

The service was undertaken through a high level review given the scale, variety and breadth of non-financial activities and considered, as a minimum, the issues identified by the Department of Local Government, Industry Regulation and Safety to Local Government Operational Guideline Number 09 – Audit in Local Government (listed in Appendix E).

1.5 Conflicts of Interest

We were previously engaged in 2024 by the Shire of Koorda to provide Integrated Planning and Reporting Services. Our work involved direct staff engagement and subsequent reporting, and we did not process any entries within the Shire's financial systems.

We do not view this as conflicting with this consulting and advisory engagement for the Shire of Koorda given select financial reports are public documents subject to scrutiny by the Office of the Auditor General and their contract auditors. We are not privy to any additional confidential information as part of this work which would or could impact our independence.

We obtained approval from the Shire to utilise information we have obtained as part of our engagement with the Shire of Koorda to state within our report we are examining reports or information we have assisted in compiling. We believe the transparent reporting of our involvement in the preparation of some information, our discussions with management on the matter and given the audit processes for local government, should be sufficient to mitigate any conflicts of interest.

2.0 Review Context

2.1 Review Context - Shire of Koorda

Understanding the external and internal context in which the Shire operates, relevant to financial management, risk, the internal control environment and legislative compliance obligations, as it seeks to achieve its overall strategic objectives is important to the review of the related systems and procedures.

The external and internal environmental influences identified during the review are set out below:

External Influences	Internal Influences
Increasing community expectations in relation to service levels and delivery.	The objectives and strategies contained in the current Plan for the Future.
Rapid changes in information technology, changing the service delivery environment.	The timing and actions contained in the current Plan for the Future.
Increased compliance requirements due to government policy and legislation.	Organisational size, structure, activities and location.
Cost shifting by the Federal and State governments.	Human resourcing levels and staff retention.
Climate change and subsequent response.	The financial capacity of the Shire.
Reducing external funding for infrastructure and operations.	Maintenance of corporate records.
Increasing risk of cyber attack resulting in compromised or lost data.	Allocation of resources to achieve strategic outcomes.
Changing regulatory requirements.	
Changing global economic environment.	

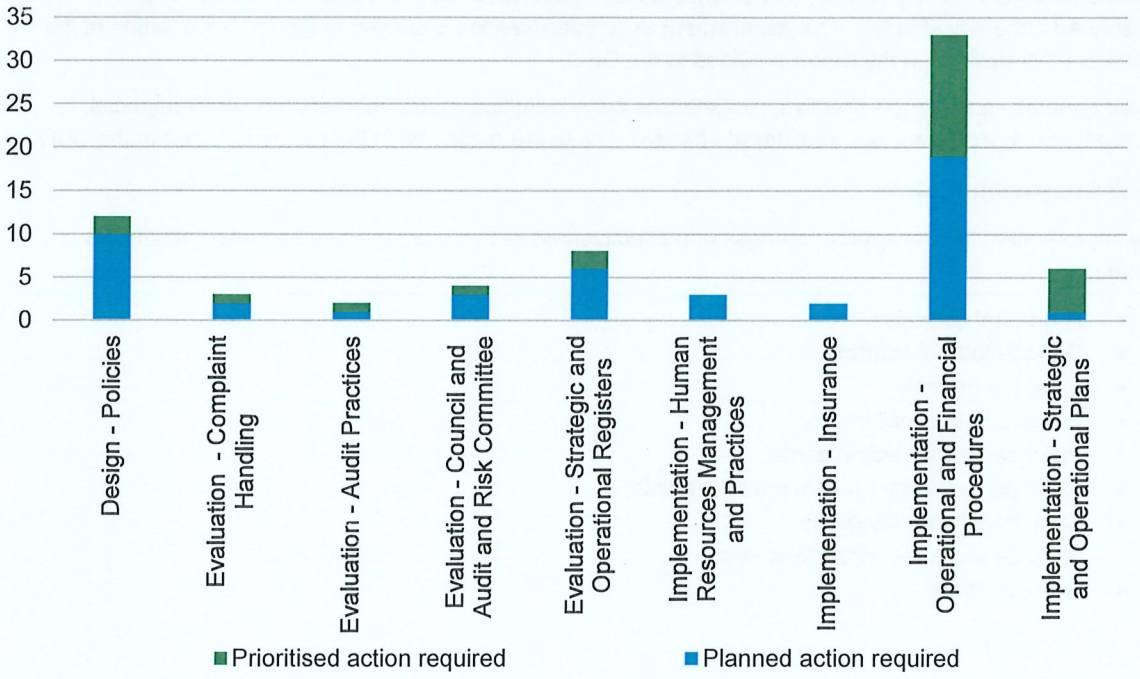
3.0 Review Summary

3.1 Overall

Operations of a regional local government seek to provide numerous services across multiple business areas to deliver the objectives and aspirations of the community. This involves commitment and dedication from staff, and while local government operations are diverse, they are also complex and involve a number of people making decisions across a large number of areas of operations. The Shire of Koorda is highly reliant on a small team of senior decision makers to govern its operations whilst trying to ensure sound financial and risk management through internal controls and seeking to achieve a high level of compliance. These efforts were highlighted throughout our review with management noting planned action across a number of matters raised. The maintenance of continued and sustained efforts toward improvements, high levels of compliance and effective controls is encouraged into the future.

The onsite component of our services was undertaken (performed in January 2026) by first determining an appropriate framework for the Shire against which current policies, procedures and actions could be assessed and is described further in section 5.0. A number of areas for improvement were identified during the review. As the Shire has limited resources the areas identified for improvement have been split between those requiring prioritised action and those requiring planned action as it will require resources and time to address a number of the matters raised.

The chart below reflects the number of improvements identified for prioritised and planned action within each area of the framework examined.



3.1.1 Number of Improvements Identified by Framework Element

Details of each matter and improvement identified under the framework elements has been provided to the CEO and management within a separate document. Key improvements are provided for each of the examined areas, financial management, risk management, internal control and legislative compliance within the report provided to the CEO.

3.0 Review Summary (continued)

3.2 Financial Management

The Shire has a number of financial management system controls to cover the wide variety of operations undertaken. Council has responsibility for the adoption of the annual budget and annual report, review of the monthly statement of financial activity and review of the monthly list of payments. Responsibility for the financial management of the Shire rests with the CEO, as detailed under *Local Government (Financial Management) Regulations 1996* regulation 5.

3.2.1 Appropriateness

Considering the size, resources, variety of operations and the context in which the Shire operates, documented internal control procedures relating to financial management systems, are considered largely appropriate as a means of maintaining a high level of control over the financial management of the Shire, subject to control weaknesses being addressed.

Weaknesses were identified with some current financial controls and procedures. These are explained within a separate report provided to the CEO. Our assessment as to appropriateness is subject to identified weaknesses being addressed, and provided internal control procedures are routinely and consistently applied.

3.2.2 Effectiveness

Considering the results of other elements of financial management systems and processes where documented and routinely tested, the current practices undertaken by the Shire of Koorda may be considered generally effective. Our assessment as to effectiveness is subject to the implementation of the improvements detailed in the report provided to the CEO.

Whilst generally considered effective, weaknesses were identified where internal controls for financial management systems are not considered effective. These are explained in the report provided to the CEO.

3.2.3 Improvements

Key improvements to the appropriateness and effectiveness of these procedures and internal controls include:

- IT general controls;
- General journal controls;
- Revenue controls;
- Procurement controls;
- Purchasing transaction cards;
- Changes to banking and masterfile details;
- Cash handling procedures;
- Balance sheet reconciliations; and
- Stock controls.

3.0 Review Summary (continued)

3.3 Risk Management

Risk management activities in local government should aim to facilitate an integrated and organisation wide approach to risk management practices. These activities would generally include routine and consistent consideration of risks (existing, new and emerging), as well as mitigations available to minimise risk levels, from both a 'top down' perspective as well as 'bottom up' perspective. These activities should be consistently applied through operational systems, processes and controls.

The Shire updated its Risk Management Policy, to align to ISO 31000:2018 in June 2023. The policy references the current Risk Management Standard ISO 31000:2018 and sets out the types of activities and considerations which should be undertaken to review and report on risks. The risk management policy and supporting risk management framework forms the basis for risk management activities within the Shire.

3.3.1 Appropriateness

Currently, a documented entity wide Risk Management Policy is in existence to guide the implementation of risk management throughout the Shire. The policy refers to the current Risk Management Standard, AS/NZ ISO 31000:2018, and a Risk Management Framework has been prepared to support execution of the policy. Update of the policy and framework for improved alignment to the current standard is encouraged to help ensure the appropriateness of risk management practices.

Considering the size, resources, operations and the context in which the Shire operates, a documented risk management policy and procedures aligned to ISO 31000:2018 is considered an appropriate means of uniformly supporting decision making and documenting the organisation's response to risks.

3.3.2 Effectiveness

The risk management policy has been developed to reflect the Shire's commitment to organisation wide risk management principles, systems and processes aimed at optimising the achievement of objectives, embedding controls to mitigate risk, improving corporate governance and planning for continuity of critical operations. To assist with the delivery and application of these processes, updates and further development of risk management systems and processes are required to be implemented throughout the organisation in order for risk management processes and procedures to be considered effective.

3.3.3 Improvements

Key matters for improvements to risk management practices and policies are summarised as follows:

- Update the risk management framework to improve alignment to the current Risk Management Standard, ISO 31000:2018 and consider any required complementary policy review;
- Continue to progress the routine application risk management activities to existing practices in accordance with the adopted risk management policy and procedures;
- Develop and maintain an ICT strategic plan;
- Review contractor insurance to ensure contractors have appropriate insurance;
- Undertake a comprehensive ICT security review;
- Maintain reporting of risks as required by adopted policy; and
- Ensure appropriate management of operational risks for high risk areas.

3.0 Review Summary (continued)

3.4 Internal Control

A formal internal control policy was adopted by the Shire in April 2024. The policy aims to guide the Shire to apply a risk based approach to evaluating the internal controls, systems and procedures, as well as providing a mechanism whereby regular review and updates occur.

The principles of internal controls are not limited to administrative and financial control activities as they extend to all facets of operations. While the CEO is generally responsible for developing and maintaining internal control frameworks, all levels of the organisation should be accountable for the documentation and implementation of systems, controls, processes and procedures in their own area of responsibility. They all perform a function in the internal control framework.

Internal controls are of critical importance to operations and should provide for appropriate segregation of duties, experienced and qualified staff, risk management, documented procedures and effective monitoring and adherence. However inherent limitations will always be present in internal control frameworks and mechanisms where routine review and regular updates occur and may assist to ensure control environments are suitable.

We observed officers are aware a number of improvements to internal controls are required to be reviewed and noted a number of improvements to internal controls have recently been, or are currently being, developed with the objective of improving the existing framework and reducing gaps where weaknesses have been identified.

3.4.1 Appropriateness

Considering the size, resources, operations and the internal/external context in which the Shire operates, the internal control framework, procedures and systems as described to us are considered appropriate for most areas of operations, subject to the identified improvements being in place. We identified internal controls where further improvements may be implemented, as described within the report provided to the CEO.

3.4.2 Effectiveness

Considering the overall results of monitoring and compliance practices undertaken by the Shire of Koorda, the current internal control framework, procedures and systems (where documented and routinely tested) may be considered effective. Our assessment as to effectiveness is subject to the implementation of the improvements provided in the report to the CEO addressing weaknesses where breakdown in controls have contributed to non compliance matters and other risks.

3.4.3 Improvements

Detail of the recommended improvements to the current internal control framework, procedures and systems are provided in detail to the CEO with selected key improvements to internal controls summarised as follows:

- Progress activation of the internal controls policy, promoting a risk-based approach to the further development and maintenance of documented internal controls and procedures. Continual risk based assessment of appropriate controls throughout the organisation will assist to identify the need for new controls and identify existing outdated and unnecessary controls to be discontinued;
- Test and maintain the Business Continuity and Disaster Recovery Plan;
- Update / develop and maintain a number of registers to improve existing internal controls;
- Undertake appropriate training at induction and at regular intervals to ensure staff are fully aware of, and understand, relevant internal controls;
- Develop documented key internal control procedures, checklists or workflow diagrams;
- Define procedures to manage changes to internal controls; and
- Implement financial management control recommendations.

3.0 Review Summary (continued)

3.5 Legislative Compliance

General principles of good governance often refer to the application of appropriate policies and procedures to assist with ensuring appropriate measures are in place to uphold high levels of legislative compliance. The resources allocated to these structures will vary according to the context of individual local government operations. Formalised processes are designed to provide a consistent structure to guide the prioritisation of resources toward achieving compliance requirements and integration into the operations of the local government.

A legislative compliance policy to communicate expectations of Council in relation to legislative breaches and regulatory compliance was adopted in June 2023. Legislative compliance at the Shire of Koorda is also largely dependent upon the knowledge and experience of senior staff and their individual desire to achieve high levels of legislative and regulatory compliance.

3.5.1 Appropriateness

While reliance on experienced senior staff for legislative compliance may be considered appropriate in some instances, it also carries high risk where the number of experienced senior staff is low.

Considering local governments generally maintain a low risk appetite for breaches of legislation, a documented legislative compliance policy is considered appropriate and good governance. A number of areas were noted where improvements for managing compliance may be made, these are detailed in a separate report provided to the CEO.

3.5.2 Effectiveness

Maintaining legislative compliance is heavily reliant on the knowledge, experience and commitment of senior staff, to identify and prevent breaches of legislation. As a consequence, staff turnover, competing priorities and variations in workloads may have a significant negative impact on legislative compliance. Therefore, one of the most effective controls in maintaining legislative compliance is a motivated, stable, experienced and knowledgeable senior management group in addition to a compliance framework to ensure required compliance tasks are considered and actioned.

Some instances of non-compliance with legislative requirements were identified during our review. Apart from the identified breaches of legislation, and in the instances where effectiveness was able to be assessed, the current legislative compliance framework may be considered effective. Our assessment as to effectiveness is subject to the implementation of the improvements detailed in the report provided to the CEO.

3.5.3 Improvements

Improvements to the current legislative compliance framework, including ongoing development of processes to monitor and report on legislative compliance have been identified and are summarised as follows:

- Maintain the legislative compliance policy to consider current strategic objectives and practicalities of policy requirements in relation to legislative compliance and management of compliance breaches;
- Maintain statutory registers as required by legislation;
- Maintain record keeping in accordance with approved plans and implement improvements advised by the State Records Office;
- Further development and approval of authorised checklists for functions which require a high level of legislative compliance; and
- Develop and maintain a staff training matrix and coordinate training across the Shire. A risk based training matrix should help ensure staff with the responsibility for preventing, identifying and reporting breaches of legislation, are offered relevant training to ensure their knowledge of legislative requirements is maintained and qualifications are maintained and up to date where required.

4.0 Methodology

4.1 Review Methodology – Financial Management Review

The objective of this review is to assist the CEO of the Shire of Koorda in meeting their responsibilities under Regulation 5 of the *Local Government (Financial Management) Regulations 1996*. As of 1 January 2026, this requirement has been superseded by the *Local Government Regulations Amendment Regulations (No. 4) 2025*, which puts this requirement under the regulation 17 review.

In performing this consulting service, we examined documented policies / procedures, undertook walkthroughs of key systems and procedures and performed limited detailed testing procedures to identify weaknesses and identify opportunities for improvement in the financial management system and report to the CEO on the appropriateness and effectiveness of the control environment within the Shire.

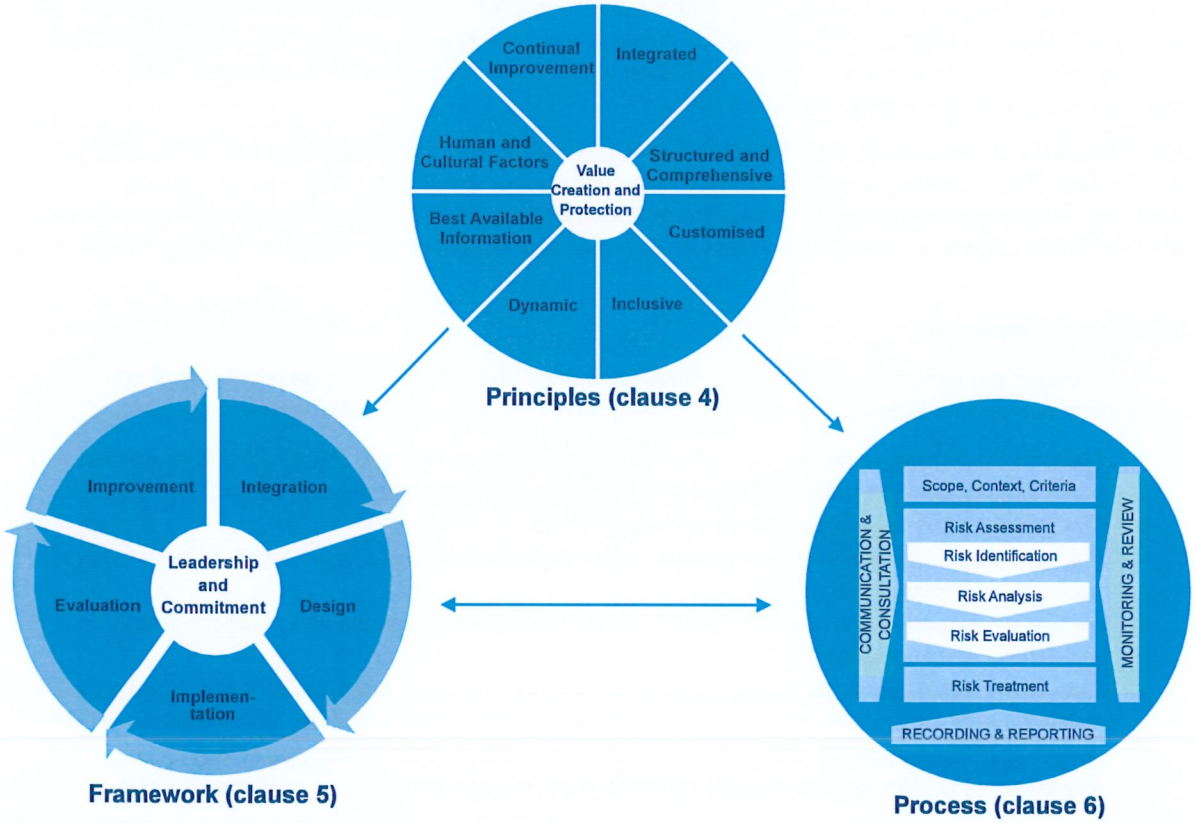
4.2 Review Methodology – Risk Management, Legislative Compliance and Internal Controls

The primary goal of this service is to assist the CEO in their assessment as to the appropriateness and effectiveness of the Shire systems and procedures in relation to risk management, legislative compliance and internal controls.

Internal controls are designed to treat risks and form part of the risk management process. Non-compliance with legislation is one of the risks that would usually be identified as a consequence of applying a risk management process.

The Australian Standard for Risk Management, ISO 31000:2018(E), identifies three components in the application of risk management, being Principles, Framework and Process, as set out in Diagram 1 below.

Diagram 1. Risk Management Principles, Framework and Process



Source: Australia/New Zealand Standard ISO 31000:2018

4.0 Methodology (continued)

4.2 Review Methodology – Risk Management, Legislative Compliance and Internal Controls (continued)

In undertaking this consulting engagement, we have applied the three ISO 31000:2018 framework components, as set out on the previous page, to the review topics (risk management, internal controls and legislative compliance). This involves a process incorporating the five risk management framework components, Integration, Design, Implementation, Evaluation and Improvement, into the review of systems and processes:

- Identify the extent of leadership and commitment to the principles;
- Assess the extent of integration of risk management within the Shire;
- Assess the design of the current framework through an understanding of the Shire and the context within which it operates (risk management, legislative compliance and internal controls) after considering the overall context in which the review occurs;
- Assess the implementation of the current framework;
- Assess the extent of evaluation of the current framework and its effectiveness in supporting the Shire's objectives;
- Assess the current framework and improvements to the suitability, adequacy and effectiveness of the framework;
- Examine the current process for the Shire's systematic application of policies, procedures and practices to the activities of communicating and consulting, establishing context, assessing, treating, monitoring, reviewing, recording and reporting risk, internal controls and legislative compliance; and
- Report to the CEO to assist their assessment on the appropriateness and effectiveness of current systems and procedures.

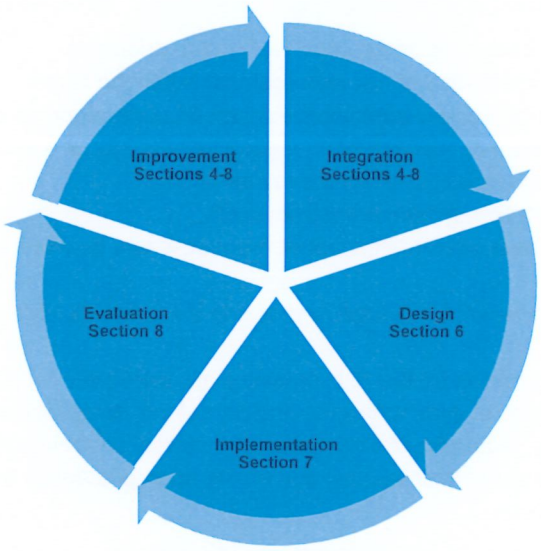
This evaluation is based on interviews with key staff, examination of requested documentation listed in the Appendices and reference to any external audit reports or reviews previously conducted.

5.0 Appropriate Framework

5.1 Risk Management, Internal Control and Legislative Compliance

The following framework was identified as being appropriate for risk management, internal control and legislative compliance for the Shire of Koorda, after consideration of the current internal and external influences, detailed in section 2.1.

Diagram 2. Risk Management, Internal Control and Legislative Compliance Framework



Source: Australia/New Zealand Standard ISO 31000:2018

A high-level analysis of risk management systems, internal controls and legislative compliance was undertaken which precluded detailed testing in all areas.

The results of our service, as outlined and detailed within the report to the CEO for implementation of improvements, are set out with reference to the structure of the above framework. We assessed the following areas:

Design	Implementation	Evaluation
4.1 Strategic Plans	5.1 Strategic and Operational Plans	6.1 Council and Audit and Risk Committee
4.2 Council Policies	5.2 Operational and Financial Procedures	6.2 Strategic and Operational Registers
	5.3 Human Resource Management and Practices	6.3 Annual Compliance Audit Returns
	5.4 Insurance	6.4 Complaint Handling
		6.5 Audit Practices
		6.6 Reviews required by the CEO

Integration along with Leadership and Commitment were assessed within each of the elements of the framework.

6.0 Other Matters

Disclaimer

Since the service provided in terms of this engagement comprise an advisory engagement and is not an assurance engagement, we are not required to verify the reliability, accuracy or completeness of the information provided to us by management in undertaking the consulting engagement. Accordingly, we do not express an audit opinion or a review conclusion to convey assurance for the service/s performed within our report.

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Appendix A - Financial Management Systems Review

The following assessments were undertaken to evaluate the appropriateness and effectiveness of financial management system controls. Where we were unable to examine systems and procedures, comment has been provided throughout our report.

System	Description of Assessment
Bank reconciliation and petty cash management	Examination of procedures and review of maintenance and management practices undertaken by staff.
Trust funds	Examination of trust funds to determine proper accountability in the Shire's financial management system and compliance with regulatory requirements.
Receipts and receivables	Examination of end of day banking procedures to determine if they were adequate in ensuring cash collection is being recorded and allocated properly to the general ledger. The receivables system including raising of invoices was also reviewed with limited testing in respect to allocation/posting.
Rates	The Shire's rating procedures were examined to determine if they were adequate in ensuring rates were being imposed or raised correctly. This also included inspection of the rate record, rate notices, instalment notices, valuation reconciliations and general ledger. We randomly selected and tested rate notices which included: • sighting the notices; • re-performing the calculations; • ascertaining whether the valuations applied agree to Landgate's valuation roll/report and rate levies imposed are as per adopted budget; • ensuring the rate system is properly updated; and • checking proper posting to the general ledger.
Purchases, payments and payables (including purchase orders)	Random selection of payment transactions to determine whether purchases were authorised/budgeted and payments were supported, certified/authorised and correctly allocated. The Shire's purchases, payments and payables system was also examined to determine if adequate controls were in place in ensuring liabilities are properly recorded and payments are properly controlled.
Payroll	A sample of employees were randomly selected from pay runs during the reporting period and detailed testing of each employee's pay was performed to help ensure: • the employee existed; • the correct rate of pay was used; • non-statutory deduction authorities are on hand; • time sheets were properly completed and authorised; • hours worked were properly authorised; and • allocations were reasonable and correctly posted. The Shire's payroll system was also reviewed to determine if adequate controls were in place to help ensure wages and salaries are properly processed and payments are properly controlled.

6.0Appendix A - Financial Management Systems Review (continued)

System	Description of Assessment
Purchasing card procedures	A review of the Shire's purchasing card procedures was performed to determine if adequate controls were in place. We randomly selected and tested credit card transactions to determine whether they are legitimate and usual in the context of the Shire's operations. This included: • sighting tax invoices; • ascertaining whether the transaction is for bona fide Shire business; and • determining whether transactions are in line with the Shire's policy.
Fixed assets (including depreciation, acquisition, and disposal of property)	The fixed assets system including controls over acquisition and disposal of assets, updating of the fixed assets register, depreciation of fixed assets and reconciliation of the fixed assets register to the general ledger was examined. A sample of asset additions and disposals were judgmentally selected, and testing performed to ensure: • the tax invoices existed; • correct posting to the general ledger; • fixed assets register was promptly updated; and • classification of assets was correct. In addition, a sample of assets were judgmentally selected and testing performed to ensure the depreciation rates used are in line with the Shire's policy.
Cost and administration allocation	The Shire's cost and administration allocation system was examined to determine if indirect costs have been properly reallocated to various jobs/programs. This included review of the allocation basis and rates used to ensure they are appropriate and regularly reviewed.
Financial reports controls	The format of the annual report, annual financial report and monthly financial reports were reviewed for compliance with legislative requirements.
Budget and budget review	The 2025-26 budget document and documents surrounding budget adoption were reviewed to ensure compliance with regulatory requirements. The 2024-25 budget review was examined for statutory compliance.
Borrowings	Reconciliation of borrowings to the WATC loan schedules were examined where applicable.
Inventory	Inventory reconciliations and stock take procedures were examined.

Appendix B - Council Policies Examined

The Council Policies examined as part of the review were as follows:

Administration
A - Annual Council Christmas Function
A - Bereavement Policy (including flying of Koorda Flag at half mast)
A - Change Management
A - Chief Executive Officer Performance Review Policy
A - Elected Members, CEO and Employee Attendance at Events Policy
A - Freeman of the Shire of Koorda - Guidelines for Appointments
A - Internet, Email Usage and Access to IT Systems Policy
A - Use of Shire of Koorda Logo
Bushfire
B - Harvest and Vehicle Movement Bans
B - Roadside-Verge Burning
B - Use of Shire Equipment and Resources for Firefighting Purposes
Elected Members
EM - Continuing Professional Development – Elected Members
EM - Elected Member Entitlements
EM - Elected Member Service Recognition
EM - Elected Member Social Media and Communications
Finance
F - Cash Handling
F - Corporate Purchasing Cards
F - Debt Recovery
F - Donations and Requests to Waiver fees
F - Financial Hardship
F - Financial Reserves and Provision for Accrued Leave
F - Grants - Community Grants Program
F - Investments
F - Purchasing Policy
Governance & Compliance
G - Appointment of an Acting Chief Executive Officer
G - Child Protection Code of Conduct
G - Child Protection Policy
G - Child Protection Procedures
G - Code of Conduct Behavioural Complaints Management
G - Complaints Management

6.0Appendix B - Council Policies Examined (continued)

Governance & Compliance (Continued)
G - Conducting Electronic Meetings and Attendance by Electronic Means
G - Council Meeting Systems
G - Cyber Security & Data Breach Response
G - Development, Review and Amendment of Policies
G - Fraud and Corruption Control
G - Information and Records Management
G - Internal Control
G - Legislative Compliance
G - Privacy Policy
G - Risk Management
G - Shire of Koorda Dress Code for Australian Citizenship Ceremonies
G - Use of the Shire of Koorda Common Seal-Executing of Legal Documents
Property, Planning & Land
P - Fencing Contributions - Shire Owned Properties
Works & Assets
W - Access Road Construction and Road Reserve Closure
W - Asset Management
W - Consumption of Alcohol on Shire Property
W - Material Supply and Royalties
W - Plant and Equipment Replacement
W - Recreational Vehicles and Overflow Camping Grounds
W - Roads - Construction, Clearing and Grading
W - Rural Deep Drainage and Surface Water
W - Street Lighting
W - Townsite Tree Planting and Maintenance
W - Vandalism Rewards
W - Wildflower Harvesting and Animal/Fauna Removal
Local Planning Policies
LPP - Tree Farms and Plantation Projects
Operational
O - Employee Secondary Employment

Appendix C - Plans Examined

The Plans examined as part of the review were as follows:

Plan	Status
Shire of Koorda - Integrated Strategic Plan 2024	Adopted 20 April 2022
Strategic Resource Plan 2020 - 2035	Adopted 29 June 2020
Workforce Plan	2025 - 2029
Code of Conduct for Council Members, Committee Members and Candidates	Adopted 17 March 2021
Code of Conduct for Employees	Adopted 03 July 2023
Local Emergency Management Arrangements (LEMA)	2020
Business Continuity & Disaster Recovery Plan	March 2024
Record Keeping Plan	Approved by SRO 5 August 2022
Annual Budget	2025-26
Annual Report	2024-25

Appendix D - Strategic and Operational Registers Examined

The registers examined as part of the review were as follows:

Registers
Tender Register
Delegations Register
Financial Interest Register
Gift Register (required by legislation)
Gift Register (required by Employee Code of Conduct)
Complaints Register
Risk Register
Contracts & Leases Register
Portable & Attractive Items Register
Swimming Pool Inspection Register
Official Complaints Register

Appendix E - Operational Guidelines

Risk Management

The internal control and risk management systems and programs are a key expression of a local government's attitude to effective controls. Good audit committee practices in monitoring internal control and risk management programs typically include:

Reviewing whether the local government has an effective risk management system and material operating risks to the local government are appropriately considered;

Reviewing whether the local government has a current and effective Business Continuity Plan (including disaster recovery) which is tested from time to time;

Assessing the internal processes for determining and managing material operating risks in accordance with the local government's identified tolerance for risk, particularly in the following areas:

- *potential non-compliance with legislation, regulations and standards and local government's policies*
- *important accounting judgements or estimates prove to be wrong*
- *litigation and claims*
- *misconduct, fraud and theft*
- *significant business risks, recognising responsibility for general or specific risk areas, for example, environmental risk, occupational health and safety, and how they are managed by the local government*

Obtaining regular risk reports, which identify key risks, the status and the effectiveness of the risk management systems, to ensure identified risks are monitored and new risks are identified, mitigated and reported;

Assessing the adequacy of local government processes to manage insurable risks and ensure the adequacy of insurance cover, and if applicable, the level of self-insurance;

Reviewing the effectiveness of the local government's internal control system with management and the internal and external auditors;

Assessing whether management has controls in place for unusual types of transactions and/or any potential transactions that might carry more than an acceptable degree of risk;

Assessing the local government's procurement framework with a focus on the probity and transparency of policies and procedures/processes and whether these are being applied;

Should the need arise, meeting periodically with key management, internal and external auditors, and compliance staff, to understand and discuss any changes in the local government's control environment; and

Ascertaining whether fraud and misconduct risks have been identified, analysed, evaluated, have an appropriate treatment plan which has been implemented, communicated, monitored and there is regular reporting and ongoing management of fraud and misconduct risks.

Legislative Compliance

'The compliance programs of a local government are a strong indication of attitude towards meeting legislative requirements. Audit committee practices in regard to monitoring compliance programs typically include:

a) *Monitoring compliance with legislation and regulations*

b) *Reviewing the annual Compliance Audit Return and reporting to Council the results of that review*

6.0Appendix E - Operational Procedures (continued)

Legislative Compliance (continued)

c) *Staying informed about how management is monitoring the effectiveness of its compliance and making recommendations for change as necessary*

d) *Reviewing whether the local government has procedures for it to receive, retain and treat complaints, including confidential and anonymous employee complaints*

e) *Obtaining assurance that adverse trends are identified and review management's Plans to deal with these*

f) *Reviewing management disclosures in financial reports of the effect of significant compliance issues*

g) *Reviewing whether the internal and / or external auditors have regard to compliance and ethics risks in the development of their Audit Plan and in the conduct of audit projects, and report compliance and ethics issues to the audit committee*

h) *Considering the internal auditor's role in assessing compliance and ethics risks in their Plan;*

i) *Monitoring the local government's compliance frameworks dealing with relevant external legislation and regulatory requirements*

j) *Complying with legislative and regulatory requirements imposed on audit committee members, including not misusing their position to gain an advantage for themselves or another or to cause detriment to the local government and disclosing conflicts of interest*

Internal Controls

'Internal control is a key component of a sound governance framework, in addition to leadership, long-term planning, compliance, resource allocation, accountability and transparency. Strategies to maintain sound internal controls are based on risk analysis of the internal operations of a local government.

An effective and transparent internal control environment is built on the following key areas:

a) *integrity and ethics;*

b) *policies and delegated authority;*

c) *levels of responsibilities and authorities;*

d) *audit practices;*

e) *information system access and security;*

f) *management operating style; and*

g) *human resource management and practices.*

Internal control systems involve policies and procedures that safeguard assets, ensure accurate and reliable financial reporting, promote compliance with legislation and achieve effective and efficient operations and may vary depending on the size and nature of the local government.

6.0Appendix E - Operational Procedures (continued)

Internal Controls (continued)

Aspects of an effective control framework will include:

a) *delegation of authority;*
b) *documented policies and procedures;*
c) *trained and qualified employees;*
d) *system controls;*
e) *effective Policy and process review;*
f) *regular internal audits*
g) *documentation of risk identification and assessment; and*
h) *regular liaison with auditor and legal advisors.*

The following are examples of controls that are typically reviewed:

a) *separation of roles and functions, processing and authorisation;*
b) *control of approval of documents, letters and financial records;*
c) *comparison of internal data with other or external sources of information;*
d) *limit of direct physical access to assets and records;*
e) *control of computer applications and information system standards;*
f) *limit access to make changes in data files and systems;*
g) *regular maintenance and review of financial control accounts and trial balances;*
h) *comparison and analysis of financial results with budgeted amounts;*
i) *the arithmetical accuracy and content of records;*
j) *report, review and approval of financial payments and reconciliations; and*
k) *comparison of the result of physical cash and inventory counts with accounting records.*

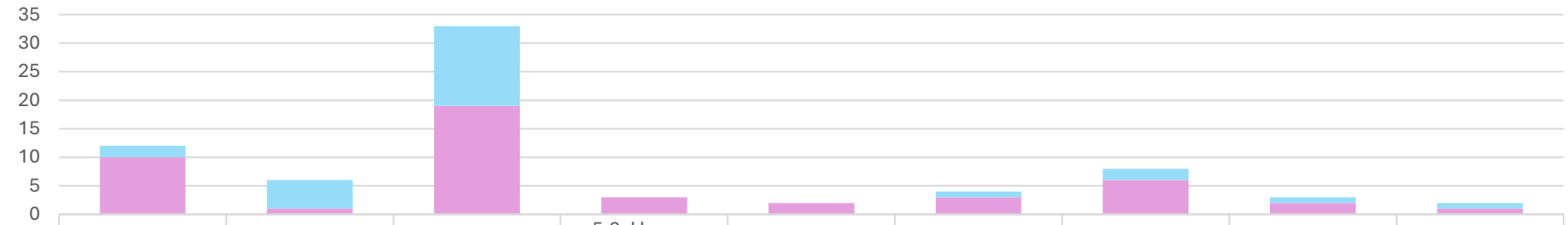
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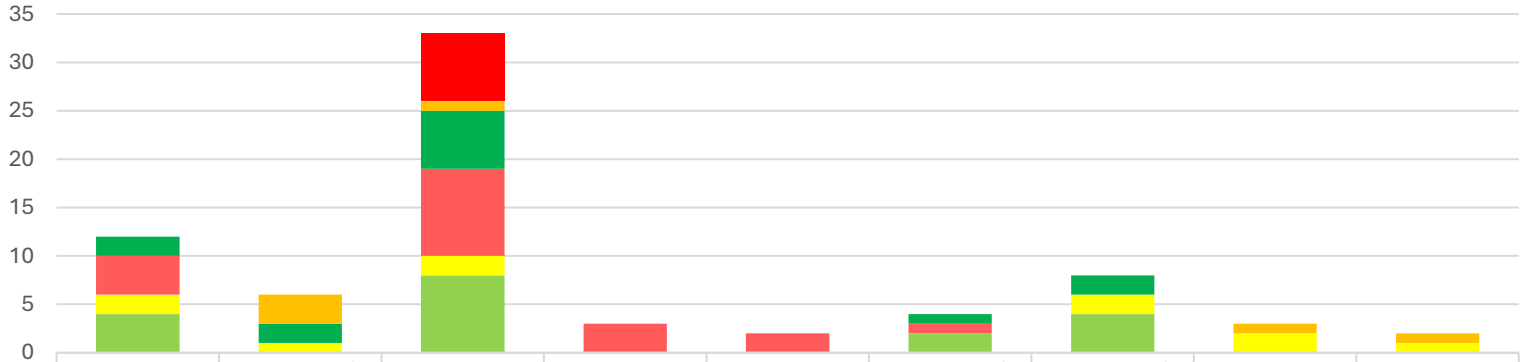
2026 AR17 & FMR Risk Assessment Quarterly Report

Graph 1: overview of all findings and priorities from 2026 AR17 & FMR Risk Assessment



	4.2. Design - Policies	5.1. Strategic and Operational Plans	5.2. Operational and Financial Procedures	5.3. Human Resources Management and Practices	5.4. Insurance	6.1. Council and Audit and Risk Committee	6.2. Strategic and Operational Registers	6.4. Complaint Handling	6.5. Audit Practices
Prioritised action required "IMPORTANT"	2	5	14	0	0	1	2	1	1
Planned action required "MEDIUM"	10	1	19	3	2	3	6	2	1

Graph 2: Current progress made on all findings and priorities from 2026 AR17 & FMR Risk Assessment



	4.2. Design - Policies	5.1. Strategic and Operational Plans	5.2. Operational and Financial Procedures	5.3. Human Resources Management and Practices	5.4. Insurance	6.1. Council and Audit and Risk Committee	6.2. Strategic and Operational Registers	6.4. Complaint Handling	6.5. Audit Practices
"Important" Prioritied PRIORITISED Not Commenced	0	0	7	0	0	0	0	0	0
"Important" Prioritied PRIORITISED In Progress	0	3	1	0	0	0	0	1	1
"Important" Prioritied PRIORITISED Completed	2	2	6	0	0	1	2	0	0
"Medium" Planned PLANNED Not Commenced	4	0	9	3	2	1	0	0	0
"Medium" Planned PLANNED In Progress	2	1	2	0	0	0	2	2	1
"Medium" Planned PLANNED Completed	4	0	8	0	0	2	4	0	0

PRIORITY KEY
Planned
Prioritised

STATUS KEY	Current Report	Previous Report
Complete	42% (31)	30% (22)
Almost Complete	10% (7)	14% (10)
Commenced	12% (9)	14% (10)
Yet to Commence	36% (26)	42% (31)
TOTAL FINDINGS (73)		

Findings	Priority	Status	Comment
Section: 4.2 Design - Policies			
4.2.1 Elected Member, Chief Executive Officer and Employee Attendance at Events Policy	Planned	Complete	Completed May 2026. RES: 070526
4.2.2 Continuing Professional Development	Prioritised	Complete	Completed May 2026. RES: 070526
4.2.3 Elected Member Entitlements	Prioritised	Complete	Completed May 2026. RES: 060526
4.2.4 Donations and Requests to Waiver fees	Planned	Complete	Completed May 2026. RES: 060526
4.2.5 Purchasing Policy	Planned		
4.2.6 Appointment of an Acting Chief Executive Officer	Planned	Complete	Completed May 2026. RES: 060526
4.2.7 Fraud and Corruption Control	Planned	Almost Complete	Policy to be considered at future ARIC Meeting.
4.2.8 Risk Management Policy	Planned	Almost Complete	Policy to be considered at future ARIC Meeting.
4.2.9 Policy Review	Planned	Complete	Completed May 2026. RES: 050526
4.2.10 Policy Publication	Planned		
4.2.11 General Policy Actions	Planned		
4.2.12 Policy Reference to Legislation and External information	Planned		
Section: 5.1 Implementation - Strategic and Operational Plans			
5.1.1 Code of Conduct for Council Members, Committee Members and Candidates	Prioritised	Complete	Completed - adopted as per RES: 200326 at March 2026 OCM. Uploaded to website.
5.1.2 Risk Management Framework	Planned	Almost Complete	Plan to be considered at future ARIC Meeting.
5.1.3 Corporate Business Plan	Prioritised	Almost Complete	Item to September 2026 OCM to adopt.
5.1.4 Strategic Resource Plan	Prioritised	Commenced	
5.1.5 ICT Strategic Plan	Prioritised	Commenced	IT providers to include quote to complete in 2026/27.
5.1.6 Business Continuity / Disaster Recovery Plan	Prioritised	Complete	Reviewed plan recommended for adoption at June 2026 ARIC.
Section: 5.2 Implementation - Operational and Financial Procedures			
5.2.1 Risk Management Procedures	Planned	Almost Complete	Plan to be considered at future ARIC Meeting.
5.2.2 Operational Procedures, Checklists, Workflow Diagrams	Planned		
5.2.3 Procedure Changes	Prioritised		
5.2.4 Segregation of Duties and Internal Controls	Planned		
5.2.5 Evidencing Routine Reviews, Authorisations and Approvals	Planned		
5.2.6 Document Control	Planned		

5.2.7 Access to Shire Facilities	**Prioritised**	**Complete**	Restricted access to Shire Office - Complete Landfill access - Council decision.
5.2.8 ICT Risk Evaluation	**Prioritised**	**Commenced**	IT providers to include quote to complete in 2026/27.
5.2.9 ICT Security	**Prioritised**		
5.2.10 ICT User Access	**Prioritised**	**Complete**	Changes to ICT User access tracked through online portal with IT Consultants. User access regularly reviewed.
5.2.11 Electronic Banking Transactions	**Prioritised**		
5.2.12 Changes to Banking Details	**Planned**	**Complete**	Noted/Completed - Provided creditor procedure outlining process to change bank details.
5.2.13 Security Controls for Cash Handling	**Prioritised**	**Complete**	Policy "F - Cash Handling V1.0" exists. Increased security controls at admin office where cash handled. Online booking system live with new website for Caravan Park & Yalambee Bookings.
5.2.14 General Journals	**Planned**		
5.2.15 Balance Sheet Reconciliations	**Planned**		
5.2.16 Stock Controls	**Prioritised**		
5.2.17 Trust Fund	**Planned**		
5.2.18 Revenue Controls at Shire Facilities	**Prioritised**	**Complete**	Procedure in place for Debtors batch creation (and any associated credit notes). One officer prepares and a second checks/updates. Debtors' transactions confirmed/checked during end of month processes. Online payment facility now live on website for Yalambee & Caravan Park bookings.
5.2.19 Fees and Charges	**Prioritised**	**Complete**	Noted/Completed - One off with CEACA fees and end of year closure. In the past we have been complaint and given sufficient public notice.
5.2.20 Rates	**Planned**	**Complete**	Noted/Completed - Only one exempt property in the past. No longer relevant, will add note to end of year rates processing to review exempt properties.
5.2.21 Procurement	**Prioritised**		
5.2.22 Procurement Assessment	**Prioritised**		
5.2.23 Outstanding Purchase Orders	**Planned**	**Complete**	Process added to end of month procedures.
5.2.24 Purchasing Cards	**Planned**	**Complete**	Signed acknowledgements for all card holders.
5.2.25 Contract Management	**Prioritised**		
5.2.26 Overhead and Administration Allocations	**Planned**	**Complete**	Completed as part of Annual Budget process.

5.2.27 Record Keeping Practices	**Planned**	**Commenced**	Ongoing process to transfer records into electronic document and records management system. Current system approved within Shire record keeping plan.
5.2.28 Report on Council Member Training	**Planned**	**Complete**	Completed from 2020/2021 and uploaded to website.
5.2.29 Public Notice	**Planned**	**Complete**	Evidence recorded on back of notices placed in notice board to record date added and date removed. Scanned into system as proof of required notice period.
5.2.30 Information Required to be Published on Official Local Government Website	**Planned**	**Complete**	Elected Member Fee Report per financial year - Complete Annual Returns Report, remove names and only include positions - Complete
5.2.31 Independent Member Committee Meeting Attendance Fees	**Prioritised**	**Complete**	
5.2.32 Grants Management	**Planned**		
5.2.33 Annual Report	**Planned**		
Section: 5.3 Implementation - Human Resources Management & Practices			
5.3.1 Payroll Processing, Exception Reporting, Authorisation and Employee Masterfile Setup	**Planned**		
5.3.2 Staff Training	**Planned**		
5.3.3 Induction Processes	**Planned**		
Section: 5.4 Implementation – Insurance			
5.4.1 Contractor Insurance	**Planned**		
5.4.2 Insurance Claims	**Planned**		
Section: 6.1 Evaluation - Council and Audit and Risk Committee			
6.1.1 Council and Audit Risk and Improvement Committee	**Planned**		
6.1.2 Council and Committee Minutes	**Planned**	**Complete**	Reason for changes to recommendations recorded within minutes. Monthly Financial Statements included in minutes published on website.
6.1.3 Monthly List of Payments	**Planned**	**Complete**	Only includes basic information for payment description to reduce risk of scammers using data to mimic suppliers.
6.1.4 Monthly Financial Report	**Prioritised**	**Complete**	Cross check report provided to CEO to review each month. Monthly Financial Statements included in minutes published on website.
Section: 6.2 Evaluation - Strategic and Operational Registers			
6.2.1 Tender Register	**Planned**	**Complete**	Updated and on website.
6.2.2 Delegation Register	**Prioritised**	**Complete**	Delegation review completed and updated with amendment dates recorded in Delegations Register on each relevant delegation.
6.2.3 Contracts / Leases / Agreements Register	**Prioritised**	**Complete**	
6.2.4 Development Applications and Building Permits Register	**Planned**	**Complete**	

6.2.5 Investment Register	**Planned**	**Complete**	Completed. Register created and process added to EOM procedures.
6.2.6 Register of Hazardous Materials	**Planned**	**Complete**	Registers exist for hazardous materials & asbestos. Shortcut saved within “Council Registers” folder for easy access.
6.2.7 Regulatory and Health Inspection Register	**Planned**	**Almost Complete**	Register exists. To be updated.
6.2.8 Swimming Pool Inspection Register	**Planned**	**Almost Complete**	Register exists. To be updated.
Section: 6.4 Evaluation - Complaint Handling			
6.4.1 Official Complaints Register and Record of Information about Conduct	**Planned**	**Commenced**	
6.4.2 Community Complaints Procedures	**Planned**	**Commenced**	
6.4.3 Public Interest Disclosure Procedures	**Prioritised**	**Commenced**	
Section: 6.5 Evaluation - Audit Practices			
6.5.1 Workplace Health and Safety (WHS) Audit	**Prioritised**	**Commenced**	Works commenced for Tier 2 safety assessment booked in with LGIS in October 2026.
6.5.2 Internal Audit	**Planned**	**Commenced**	Plan to be considered at future ARIC Meeting.

Shire of Koorda - Strategic Community Plan 2026

Current Review Period : July - September 2026

COMMUNITY PRIORITIES & ACTIONS	COMMENTS
1. Strengthen Community Safety, Liveability, Connection and Belonging.	
1.1 - Increase participation across all age groups	**Community & Council Catch Up:** provided overview of 26/27 budget and Survey results from Strategic Community Plan - 3 members of the public attended. **Community Events Program**: Koorda Agricultural Show: Held Saturday 19 September. Council contribution of $20,000 included in 2026/2027budget to supportKoorda and Districts Agricultural Society. 2026 Seniors Luncheon: Grant secured ($3000) to assist with hosting of annual luncheon. To be held Thursday 12 November.
1.2 - Improve safety, accessibility, and recreation infrastructure	**Accessibility Projects**: Installation of rail along ramp at Recreation Centre from main pavilion to car park. Grant application for renewal of Drive In includes provision of disability access toilet. **Recreation Infrastructure Renewal:** 2026/2027 budget included window furnishings to new pavilion extension and forklift ramp. Window furnishings installed 27 August. Forklift ramp works to commence late September.
1.3 - Support youth, volunteers, and community groups	**Community Grants Program**: Annual allocation of $20,000 approved within the 2026/2027 Budget. Round 1 of the project was open for July 2026 - no applications were received. **Volunteer Training Opportunities**: CRC hosted "Constitution Workshop" for volunteers from local clubs and community organisations on 12 September 2026. Had 9 attendees
2. Grow and the Local Economy and Tourism	
2.1 - Support local business and attract investment.	**Business Development:** CRC held Business After Dark meeting 17 August at the hotel. Was attended by 14 people comprising local businesses and shire representatives.
2.2 - Encourage economic diversification and innovation.	**Signature Event Development:** Travelling circus currently liaising with the Shire and CRC to investigate viability and logistics around coming to Koorda Recreation Ground in in September/October. **Visitor Economy Data Project:** Data Collection: New Shire website now provides online accommodation bookings. Booking statistics to be captured monthly and provided to NEWTRAVEL. Visitor Report: 8% increase to recorded visitors in Shire Accommodation for 2025/2026 (1972 visitors). 62% of visitors stayed at the Caravan Park, with 49% of visitors staying from July to October. $210,000 received in income from Shire Accommodation facilities, a 14.5% increase from previous years. 82% of income derived from Yalambee short-term accommodation units. Nine Drive In screenings held during 2025/2026. A total of 919 visitors attending, averaging 91 visitors per session (up from 89 in the previous year). March 2026 had the most visitors, recording 202 patrons through the gate.
2.3 - Advocate for improved infrastructure and services that support economic growth.	**Housing Strategy:** Development of Housing Strategy delayed for delivery of Corporate Business Plan and Workforce Plan. Housing Plan intended to be devlivered before the end of the calender year.
3. Protect and Enhance Natural and Town Environment	
3.1 - Protect biodiversity and natural resources	**Planning Compliance Program:** Planning Approvals Register: Register of development applications created to monitor compliance with approvals. Three development applications were received and approved during 2025/2026 to a value of $8.14m. Regional waste preparatory works. Regional Waste Grant: NEWROC to appoint consultant to undertake review of regional waste project costings and project consultant to coordinate requirements of landfill site for grant funding allocation.
3.2 - Improve sustainability practices and awareness	**Waste Recycling Improvement Program**: Annual collection calendar circulated with all Shire rate notices in Rate Information Brochure. Overview included for items that can and cannot be recycled.

3.3 - Maintain attractive, clean, resilient public spaces	**Town Beautification Project**: Additional four bin surrounds (part of 2024/2025 budget) installed around town.

4. Build Trust Through Leadership and Engagement and delivery of Quality Services and Infrastructure	
4.1 - Strengthen engagement, transparency, and trust	**Community Survey:** Conduct in March 2027 to assist budget planning
4.2 - Deliver infrastructure and services efficiently	
4.3 - Maintain strong financial sustainability	**Governance and Compliance Program:** Audit: Final onsite audit visit for 2025/2026 was undertaken the last week of August 2026. Impairment schedule completed and sent to auditors 21 September. Annual Compliance Audit Return: To be tabled at September 2026 Audit, Risk & Improvement Committee Meeting for OCM and dispatch to Local Government Inspector by 30 September. Financial Risk Management Reviews: Since receiving recommendation report in early 2026, as of September 2026; 42% items have been completed, 22% items have commence/are almost complete, with the final 36% yet to commence.
5. Plan for a Sustainable and Thriving Future.	
5.1 - Support population growth and housing	Dependent on completion of Housing Strategy and adoption by Council
5.2 - Build workforce capacity and skills	
5.3 - Strengthen partnerships and innovation	**Funding Partnership Program:** Partnerships: Successful advocacy to secure Government funding to employ a Community Emergency Services Manager (CESM) shared with DFES and the Shires of Mt Marshall & Mukinbudin. Interviews held for the position in August with cabdidate appointed and commenced 7 September 2026. Grant Funding: Grant application submitted to Lotterywest fro part funding of upgrades to the Koorda Drive In, outcome expected December. Application also lodged with Lotterywest to part fund installation of a new playground at the Recreation Centre, outcome expected December. **Local Government Collaboration Program:** Planning: Extended agreement with City of Wanneroo to assist with Shire planning matters following retirement of previous planning consultant. Environmentakl Health: City of Wanneroo Environmental Health Officer conducted annual inspections of local businessness and Shire facilities on 23 and 24 September. Agreements: Need to formalise agreements with City of Wanneroo to support with EHO and Planning Services and Shire of Chittering to support Building Services.

SHIRE OF KOORDA

MONTHLY FINANCIAL REPORT

(Containing the required statement of financial activity and statement of financial position)

For the period ended 31 August 2026

LOCAL GOVERNMENT ACT 1995
LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

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SHIRE OF KOORDA
STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 AUGUST 2026

	Note	Adopted Budget Estimates (a) $	YTD Budget Estimates (b) $	YTD Actual (c) $	Variance* $ (c) - (b) $	Variance* % ((c) - (b))/(b) %	Var.
OPERATING ACTIVITIES							
Revenue from operating activities							
General rates		1,312,860	1,313,242	**1,343,967**	30,725	2.34%	▲
Rates excluding general rates		31,007	30,625	**0**	(30,625)	(100.00%)	▼
Grants, subsidies and contributions		642,575	344,052	**387,158**	43,106	12.53%	▲
Fees and charges		866,089	340,682	**357,252**	16,570	4.86%	▲
Interest revenue		237,600	39,599	**50,610**	11,011	27.81%	▲
Other revenue		199,080	1,680	**5,076**	3,396	202.14%	▲
Profit on asset disposals		183,000	0	**0**	0		
		3,472,211	**2,069,880**	**2,144,063**	**74,183**	3.58%	
Expenditure from operating activities							
Employee costs		(1,918,530)	(325,974)	**(278,717)**	47,257	14.50%	▲
Materials and contracts		(1,269,959)	(288,914)	**(377,858)**	(88,944)	(30.79%)	▼
Utility charges		(312,100)	(53,545)	**(33,519)**	20,026	37.40%	▲
Depreciation		(2,778,240)	(463,040)	**0**	463,040	100.00%	▲
Insurance		(253,442)	(126,721)	**(130,629)**	(3,908)	(3.08%)	
Other expenditure		(111,871)	(500)	**(4,014)**	(3,514)	(702.80%)	▼
Loss on asset disposals		(21,500)	0	**0**	0		
		(6,665,642)	**(1,258,694)**	**(824,737)**	**433,957**	34.48%	
Amounts excluded from operating activities	2(c)	2,616,740	463,040	**339**	(462,701)	(99.93%)	▼
Amount attributable to operating activities		**(576,691)**	**1,274,226**	**1,319,665**	**45,439**	3.57%	
INVESTING ACTIVITIES							
Inflows from investing activities							
Proceeds from capital grants, subsidies and contributions		1,515,762	333,600	**333,789**	189	0.06%	
Proceeds from disposal of property, plant and equipment		450,000	0	**0**	0		
		1,965,762	**333,600**	**333,789**	**189**	0.06%	
Outflows from investing activities							
Acquisition of property, plant and equipment		(1,192,000)	0	**(17,390)**	(17,390)		▼
Acquisition of infrastructure		(2,243,000)	(382,926)	**(223,497)**	159,429	41.63%	▲
Payments for financial assets at amortised cost - term deposits		0	0	**(4,509,880)**	(4,509,880)		▼
		(3,435,000)	**(382,926)**	**(4,750,767)**	**(4,367,841)**	(1140.65%)	
Amounts excluded from investing activities	2(d)	0	0	**4,509,880**	4,509,880		▲
Amount attributable to investing activities		**(1,469,238)**	**(49,326)**	**92,902**	**142,228**	288.34%	
FINANCING ACTIVITIES							
Inflows from financing activities							
Transfer from reserves		686,996	0	**0**	0		
		686,996	**0**	**0**	**0**		
Outflows from financing activities							
Transfer to reserves		(395,400)	0	**(6,532)**	(6,532)		
		(395,400)	**0**	**(6,532)**	**(6,532)**		
Amount attributable to financing activities		**291,596**	**0**	**(6,532)**	**(6,532)**		
MOVEMENT IN SURPLUS OR DEFICIT							
Surplus or deficit at the start of the financial year	2(a)	1,816,936	1,816,936	**1,815,520**	(1,416)	(0.08%)	
Amount attributable to operating activities		(576,691)	1,274,226	**1,319,665**	45,439	3.57%	▲
Amount attributable to investing activities		(1,469,238)	(49,326)	**92,902**	142,228	288.34%	▲
Amount attributable to financing activities		291,596	0	**(6,532)**	(6,532)		
Surplus or deficit after imposition of general rates		**62,603**	**3,041,836**	**3,221,555**	**179,719**	5.91%	▲

KEY INFORMATION

▲▼ Indicates a variance between Year to Date (YTD) Budget and YTD Actual data outside the adopted materiality threshold.
▲ Indicates a variance with a positive impact on the financial position.
▼ Indicates a variance with a negative impact on the financial position.
Refer to Note 3 for an explanation of the reasons for the variance.

This statement is to be read in conjunction with the accompanying notes.

SHIRE OF KOORDA
STATEMENT OF FINANCIAL POSITION
FOR THE PERIOD ENDED 31 AUGUST 2026

	Actual 30 June 2026	Actual as at 31 August 2026
	$	$
CURRENT ASSETS		
Cash and cash equivalents	6,648,377	3,068,733
Trade and other receivables	186,289	539,224
Other financial assets	0	4,509,880
Inventories	407	2,237
TOTAL CURRENT ASSETS	6,835,073	8,120,074
NON-CURRENT ASSETS		
Other financial assets	116,383	116,383
Property, plant and equipment	21,481,140	21,498,530
Infrastructure	94,762,156	94,985,652
TOTAL NON-CURRENT ASSETS	116,359,679	116,600,565
TOTAL ASSETS	123,194,752	124,720,639
CURRENT LIABILITIES		
Trade and other payables	376,152	248,923
Employee related provisions	373,687	373,687
TOTAL CURRENT LIABILITIES	749,839	622,610
NON-CURRENT LIABILITIES		
Employee related provisions	69,813	69,813
Other provisions	563,487	563,487
TOTAL NON-CURRENT LIABILITIES	633,300	633,300
TOTAL LIABILITIES	1,383,139	1,255,910
NET ASSETS	**121,811,613**	**123,464,729**
EQUITY		
Retained surplus	59,446,036	61,092,618
Reserve accounts	4,503,347	4,509,880
Revaluation surplus	57,862,234	57,862,234
TOTAL EQUITY	**121,811,617**	**123,464,732**

This statement is to be read in conjunction with the accompanying notes.

1 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICIES

BASIS OF PREPARATION

This prescribed financial report has been prepared in accordance with the *Local Government Act 1995* and accompanying regulations.

Local Government Act 1995 requirements
Section 6.4(2) of the Local Government Act 1995 read with the *Local Government (Financial Management) Regulations 1996,* prescribe that the financial report be prepared in accordance with the *Local Government Act 1995* and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board were applied with exception to the following:

The *Local Government (Financial Management) Regulations 1996* specify that vested land is a right-of-use asset to be measured at cost, and is considered a zero cost concessionary lease. All right-of-use assets under zero cost concessionary leases are measured at zero cost rather than at fair value, except for vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the Shire to measure any vested improvements at zero cost.

Local Government (Financial Management) Regulations 1996, regulation 34 prescribes contents of the financial report. Supplementary information does not form part of the financial report.

Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the financial report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

PREPARATION TIMING AND REVIEW

Date prepared: All known transactions up to 10 September 2026

The local government reporting entity
All funds through which the Shire controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

All monies held in the Trust Fund are excluded from the financial statements.

Material accounting policies
Material accounting policies utilised in the preparation of these statements are as described within the 2026-27 Annual Budget. Please refer to the adopted budget document for details of these policies.

Critical accounting estimates and judgements
The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

As with all estimates, the use of different assumptions could lead to material changes in the amounts reported in the financial report.

The following are estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year and further information on their nature and impact can be found in the relevant note:
- Fair value measurement of assets carried at reportable value including:
  - Property, plant and equipment
  - Infrastructure
- Impairment losses of non-financial assets
- Expected credit losses on financial assets
- Measurement of employee benefits
- Measurement of provisions

2 NET CURRENT ASSETS INFORMATION

(a) Net current assets used in the Statement of Financial Activity

	Note	Adopted Budget Opening 1 July 2026	Actual as at 30 June 2026	Actual as at 31 August 2026
Current assets		$	$	$
Cash and cash equivalents		6,648,377	6,648,377	3,068,733
Trade and other receivables		142,151	186,289	539,224
Other financial assets			0	4,509,880
Inventories		407	407	2,237
		6,790,935	6,835,073	8,120,074
Less: current liabilities				
Trade and other payables		(330,601)	(376,152)	(248,923)
Employee related provisions		(373,687)	(373,687)	(373,687)
		(704,288)	(749,839)	(622,610)
Net current assets		6,086,647	6,085,234	7,497,464
Less: Total adjustments to net current assets	2(b)	(4,269,711)	(4,269,714)	(4,275,907)
Closing funding surplus / (deficit)		**1,816,936**	**1,815,520**	**3,221,557**

(b) Current assets and liabilities excluded from budgeted deficiency

Adjustments to net current assets				
Less: Reserve accounts		(4,503,344)	(4,503,347)	(4,509,879)
Add: Current liabilities covered by funds held in reserve account				
- Current portion of employee benefit provisions		233,633	233,633	233,972
Total adjustments to net current assets	2(a)	**(4,269,711)**	**(4,269,714)**	**(4,275,907)**

(c) Amounts excluded from operating activities

	Adopted Budget Estimates 30 June 2027	YTD Budget Estimates 31 August 2026	YTD Actual 31 August 2026
	$	$	$
Less: Profit on asset disposals	(183,000)	0	0
Add: Loss on disposal of assets	21,500	0	0
Add: Depreciation	2,778,240	463,040	0
Movement in current liabilities associated funds held in reserve account:			
- Employee benefit provisions			339
Total amounts excluded from operating activities	**2,616,740**	**463,040**	**339**

(d) Amounts excluded from investing activities

Reconciling item - movement between current assets			
- Financial assets at amortised cost - term deposits	0	0	4,509,880
Total amounts excluded from investing activities	**0**	**0**	**4,509,880**

CURRENT AND NON-CURRENT CLASSIFICATION

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. Unless otherwise stated assets or liabilities are classified as current if expected to be settled within the next 12 months, being the local governments' operational cycle.

3 EXPLANATION OF MATERIAL VARIANCES

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date actual materially.
The material variance adopted by Council for the 2026-27 year is $10,000 or 10.00% whichever is the greater.

Description	Var. $	Var. %	
	$	%	
Revenue from operating activities			
General rates CBH Ex-Gratia Rates	**30,725**	**2.34%** Timing	▲
Rates excluding general rates CBH Ex-Gratia Rates	**(30,625)**	**(100.00%)** Timing	▼
Grants, subsidies and contributions Financial Assistance Grant annual allocation $164k higher than anticipated.	**43,106**	**12.53%** Permanent	▲
Fees and charges Minor variance due to monthly budget split	**16,570**	**4.86%** Timing	▲
Interest revenue Interest received on Reserves before being locked into term deposits.	**11,011**	**27.81%** Timing	▲
Other revenue Debt recovery costs for rates added to accounts ahead of anticipated budget.	**3,396**	**202.14%** Timing	▲
Expenditure from operating activities			
Employee costs Budget split evenly across year.	**47,257**	**14.50%** Timing	▲
Materials and contracts Materials and contracts subscriptions and purchases took place in July, and budget split over 12 months.	**(88,944)**	**(30.79%)** Timing	▼
Utility charges Budget split evenly across year. Utilities under current budget allocation due to rain, usually higher expenditure in summer months once dam reserve has dried up.	**20,026**	**37.40%** Timing	▲
Depreciation Depreciation not raised on assets until finalisation of audit and prior year annual financial statements.	**463,040**	**100.00%** Timing	▲
Other expenditure WALGA Convention Accommodation ahead of anticipated budget.	**(3,514)**	**(702.80%)** Timing	▼
Amounts excluded from operating activities Depreciation not raised on assets until finalisation of audit and prior year annual financial statements. $339 interest earned on employee leave reserve.	**(462,701)**	**(99.93%)** Timing	▼
Outflows from investing activities			
Acquisition of property, plant and equipment Fencing replacment at ES Building.	**(17,390)**	 Timing	▼
Acquisition of infrastructure Expenditure lower than anticipated capital works budget for Roads ($156k) and Infra Other ($2.5k)	**159,429**	**41.63%**	▲
Surplus or deficit after imposition of general rates As per above explanations.	**179,719**	**5.91%**	▲

SHIRE OF KOORDA

SUPPLEMENTARY INFORMATION

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BASIS OF PREPARATION - SUPPLEMENTARY INFORMATION

Supplementary information is presented for information purposes. The information does not comply with the disclosure requirements of the Australian Accounting Standards.

SHIRE OF KOORDA
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 AUGUST 2026

1 KEY INFORMATION

Funding Surplus or Deficit Components

Funding surplus / (deficit)

	Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. $ (b)-(a)
Opening	$1.82 M	$1.82 M	$1.82 M	($0.00 M)
Closing	$0.06 M	$3.04 M	$3.22 M	$0.18 M

Refer to Statement of Financial Activity

Cash and cash equivalents

	$7.58 M	% of total
Unrestricted Cash	$3.07 M	40.5%
Restricted Cash	$4.51 M	59.5%

Refer to 3 - Cash and Financial Assets

Payables

	$0.25 M	% Outstanding
Trade Payables	$0.13 M	
0 to 30 Days		77.7%
Over 30 Days		22.3%
Over 90 Days		0.0%

Refer to 9 - Payables

Receivables

	$0.07 M	% Collected
Rates Receivable	$0.47 M	68.4%
Trade Receivable	$0.07 M	% Outstanding
Over 30 Days		45.4%
Over 90 Days		13.3%

Refer to 7 - Receivables

Key Operating Activities

Amount attributable to operating activities

Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. $ (b)-(a)
($0.58 M)	$1.27 M	$1.32 M	$0.05 M

Refer to Statement of Financial Activity

Rates Revenue

YTD Actual	$1.34 M	% Variance
YTD Budget	$1.31 M	2.3%

Grants and Contributions

YTD Actual	$0.39 M	% Variance
YTD Budget	$0.34 M	12.5%

Refer to 11 - Grants and Contributions

Fees and Charges

YTD Actual	$0.36 M	% Variance
YTD Budget	$0.34 M	4.9%

Refer to Statement of Financial Activity

Key Investing Activities

Amount attributable to investing activities

Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. $ (b)-(a)
($1.47 M)	($0.05 M)	$0.09 M	$0.14 M

Refer to Statement of Financial Activity

Proceeds on sale

YTD Actual	$0.00 M	%
Adopted Budget	$0.45 M	(100.0%)

Refer to 6 - Disposal of Assets

Asset Acquisition

YTD Actual	$0.22 M	% Spent
Adopted Budget	$2.24 M	(90.0%)

Refer to 5 - Capital Acquisitions

Capital Grants

YTD Actual	$0.33 M	% Received
Adopted Budget	$1.52 M	(78.0%)

Refer to 5 - Capital Acquisitions

Key Financing Activities

Amount attributable to financing activities

Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. $ (b)-(a)
$0.29 M	$0.00 M	($0.01 M)	($0.01 M)

Refer to Statement of Financial Activity

Borrowings

Principal repayments	$0.00 M
Interest expense	$0.00 M
Principal due	$0.00 M

Reserves

Reserves balance	$4.51 M
Net Movement	$0.01 M

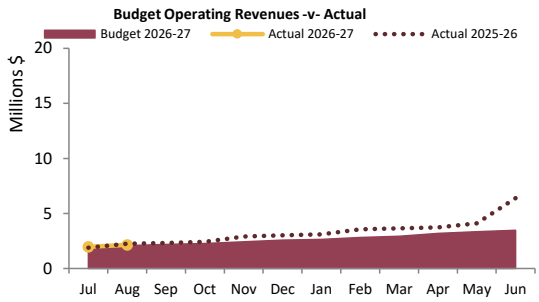
Refer to 4 - Cash Reserves

This information is to be read in conjunction with the accompanying Financial Statements and notes.

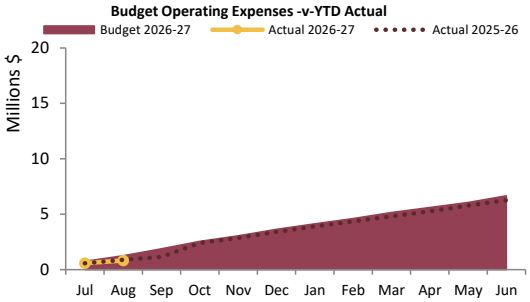
2 KEY INFORMATION - GRAPHICAL

OPERATING ACTIVITIES

OPERATING REVENUE

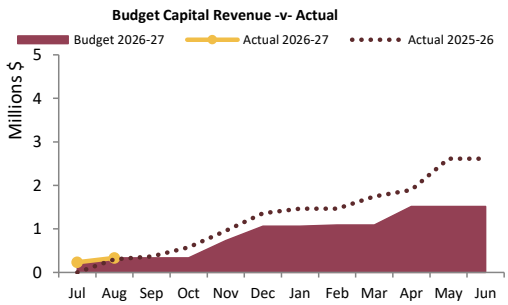


OPERATING EXPENSES

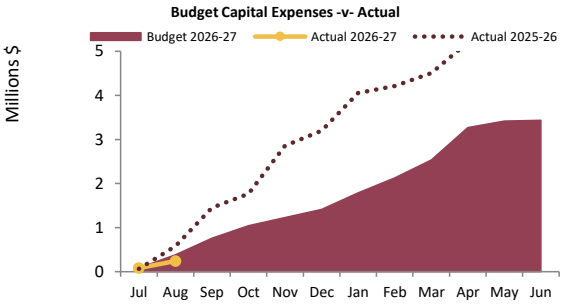


INVESTING ACTIVITIES

CAPITAL REVENUE



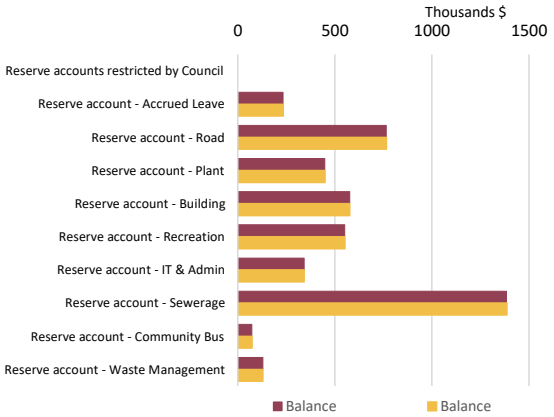
CAPITAL EXPENSES



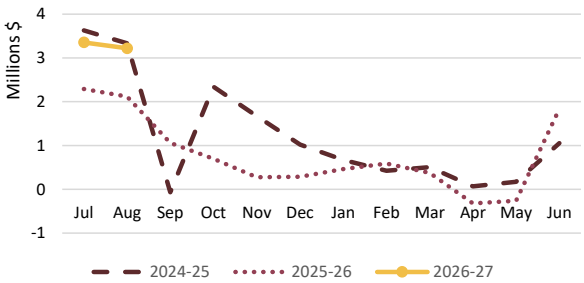
FINANCING ACTIVITIES

BORROWINGS

RESERVES



Closing funding surplus / (deficit)



This information is to be read in conjunction with the accompanying Financial Statements and Notes.

3 CASH AND FINANCIAL ASSETS AT AMORTISED COST

Description	Classification	Unrestricted	Reserve Accounts	Total	Trust	Institution	Interest Rate	Maturity Date
		$	$	$	$			
CBA Municipal Account	Cash and cash equivalents	144,294		144,294		CBA	Variable	
CBA Licensing Account	Cash and cash equivalents	12,343		12,343		CBA	Variable	
CBA Savings Account (Term I	Cash and cash equivalents	2,855,056		2,855,056		CBA	Variable	
CBA ATM Cash Account	Cash and cash equivalents	18,800		18,800		CBA	Variable	
ATM Cash Account	Cash and cash equivalents	37,480		37,480		Cash		
Cash on Hand	Cash and cash equivalents	760		760		Cash		
Term Deposit XXX1	Financial assets at amortised cost	0	4,000,000	4,000,000		CBA	5.07%	7/01/2027
Term Deposit XXX1	Financial assets at amortised cost	0	509,880	509,880		CBA	4.96%	30/09/2026
Total		**3,068,733**	**4,509,880**	**7,578,613**	**0**			
Comprising								
Cash and cash equivalents		3,068,733	0	3,068,733	0			
Financial assets at amortised cost - Term Deposits		0	4,509,880	4,509,880	0			
		3,068,733	**4,509,880**	**7,578,613**	**0**			

KEY INFORMATION

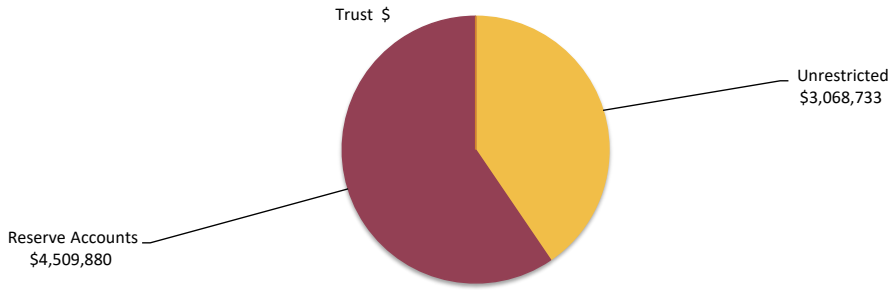
Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Bank overdrafts are reported as short term borrowings in current liabilities in the statement of net current assets.

The local government classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Financial assets at amortised cost held with registered financial institutions are listed in this note other financial assets at amortised cost are provided in Note 8 - Other assets.



4 RESERVE ACCOUNTS

	Budget				Actual			
Reserve account name	Opening Balance	Transfers In (+)	Transfers Out (-)	Closing Balance	Opening Balance	Transfers In (+)	Transfers Out (-)	Closing Balance
	$	$	$	$	$	$	$	$
Reserve accounts restricted by Council								
Reserve account - Accrued Leave	233,633	10,397	0	244,030	233,633	339	0	233,972
Reserve account - Road	765,213	34,052	0	799,265	765,213	1,110	0	766,323
Reserve account - Plant	448,290	19,949	(375,496)	92,743	448,290	650	0	448,940
Reserve account - Building	576,534	125,656	(87,500)	614,690	576,537	836	0	577,373
Reserve account - Recreation	550,821	24,512	(172,000)	403,333	550,821	799	0	551,620
Reserve account - IT & Admin	341,919	15,215	(52,000)	305,134	341,919	496	0	342,415
Reserve account - Sewerage	1,384,106	156,593	0	1,540,699	1,384,106	2,008	0	1,386,114
Reserve account - Community Bus	73,111	3,253	0	76,364	73,111	106	0	73,217
Reserve account - Waste Management	129,717	5,773	0	135,490	129,717	188	0	129,905
	4,503,344	**395,400**	**(686,996)**	**4,211,748**	**4,503,347**	**6,532**	**0**	**4,509,879**

5 CAPITAL ACQUISITIONS

Capital acquisitions	Adopted Budget	YTD Budget	YTD Actual	YTD Variance
	$	$	$	$
Buildings - non-specialised	270,000	0	17,390	17,390
Plant and equipment	922,000	0	0	0
Acquisition of property, plant and equipment	**1,192,000**	**0**	**17,390**	**17,390**
Infrastructure - roads	2,035,000	371,926	214,953	(156,973)
Infrastructure - other	208,000	11,000	8,544	(2,456)
Acquisition of infrastructure	**2,243,000**	**382,926**	**223,497**	**(159,429)**
Total capital acquisitions	**3,435,000**	**382,926**	**240,887**	**(142,039)**
Capital Acquisitions Funded By:				
Capital grants and contributions	1,515,762	333,600	333,789	189
Other (disposals & C/Fwd)	450,000	0	0	0
Reserve accounts				
Reserve account - Plant	375,496	375,496	0	(375,496)
Reserve account - Building	87,500	87,500	0	(87,500)
Reserve account - Recreation	172,000	172,000	0	(172,000)
Reserve account - IT & Admin	52,000	52,000	0	(52,000)
Contribution - operations	782,242	(637,670)	(92,902)	544,768
Capital funding total	**3,435,000**	**382,926**	**240,887**	**(142,039)**

KEY INFORMATION

Initial recognition

An item of property, plant and equipment or infrastructure that qualifies for recognition as an asset is measured at its cost.

Upon initial recognition, cost is determined as the amount paid (or other consideration given) to acquire the assets, plus costs incidental to the acquisition. The cost of non-current assets constructed by the Shire includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition.

Assets for which the fair value as at the date of acquisition is under $5,000 are not recognised as an asset in accordance with *Local Government (Financial Management) Regulation 17A(5).* These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

Individual assets that are land, buildings and infrastructure acquired between scheduled revaluation dates of the asset class in accordance with the Shire's revaluation policy, are recognised at cost and disclosed as being at reportable value.

Measurement after recognition

Plant and equipment including furniture and equipment and right-of-use assets (other than vested improvements) are measured using the cost model as required under *Local Government (Financial Management) Regulation 17A(2).* Assets held under the cost model are carried at cost less accumulated depreciation and any impairment losses being their reportable value.

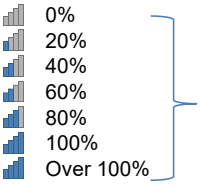
Reportable Value

In accordance with *Local Government (Financial Management) Regulation 17A(2),* the carrying amount of non-financial assets that are land and buildings classified as property, plant and equipment, investment properties, infrastructure or vested improvements that the local government controls.

Reportable value is for the purpose of *Local Government (Financial Management) Regulation 17A(4)* is the fair value of the asset at its last valuation date minus (to the extent applicable) the accumulated depreciation and any accumulated impairment losses in respect of the non-financial asset subsequent to its last valuation date.

5 CAPITAL ACQUISITIONS (CONTINUED) - DETAILED

Capital expenditure total
Level of completion indicators

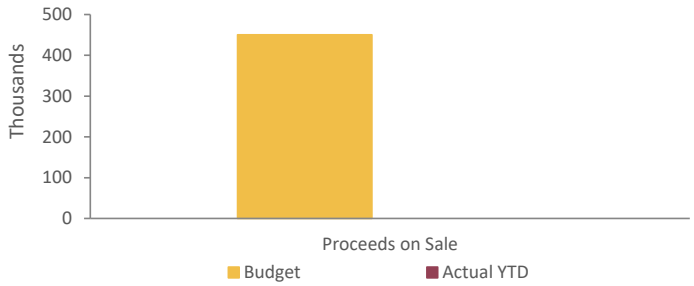


Percentage Year to Date Actual to Annual Budget expenditure where the expenditure over budget highlighted in red.

		Account Description	Adopted Budget	YTD Budget	YTD Actual	Variance (Under)/Over
			$	$	$	$
	BC001	L253 Admin Office - Building (Capital)	20,000	0	0	0
	BC008	L77A ES Building - Building (Capital)	0	0	17,390	(17,390)
	BC024	L17 Drive In - Building (Capital)	190,000	0	0	0
	BC040	L9 (34) Smith St - Building (Capital)	30,000	0	0	0
	BC044	L68 (18) Smith St - Building (Capital)	30,000	0	0	0
						0
	PE0051	P005 Maintenance Ute	47,000	0	0	0
	PE0201	P020 Grader	510,000	0	0	0
	PE0551	P055 Team Leader Ute	57,000	0	0	0
	PE0581	P058 Gardener Ute	59,000	0	0	0
	PE1001	P100 CEO Vehicle	85,000	0	0	0
	PE2001	P200 WS Vehicle	70,000	0	0	0
	PE3001	P300 DCEO Vehicle	78,000	0	0	0
	PE000	Miscellaneous Plan	16,000	0	0	0
						0
	RRG006	Kulja-Kalannie Full Recon	349,000	69,800	28,230	41,570
	RRG006B	Kulja-Kalannie Full Reseal	124,000	0	0	0
	RRG140	Burakin-Wialki Full Recon	401,000	50,126	21,351	28,775
	R2R004	Koorda-Kulja Full Recon (slk 39.70-41.00)	200,000	0	11,371	(11,371)
	R2R004B	Koorda-Kulja Full Recon (slk 42.50-43.50)	220,000	0	1,803	(1,803)
	R2R004C	Koorda-Kulja Full Cement Stabilise	255,000	0	2,923	(2,923)
	R2R088	Kulja Central Clear/Reform/Sheet	90,000	90,000	63,460	26,540
	R2R009	Koorda North West Clear/Reform/Sheet	70,000	35,000	0	35,000
	RC001	Koorda-Mollerin Clear/Mulch	79,000	0	0	0
	RC011	Dukin West Clear/Reform/Sheet	90,000	0	3,053	(3,053)
	RC120	Ninghan Road Asphalt Intersection	50,000	50,000	49,147	854
	RC128	Scottsman Clear/Reform/Sheet	90,000	60,000	16,616	43,384
	RC140	Burakin-Wialki Asphalt Intersection	17,000	17,000	17,000	0
						0
	PC004	Refuse Site Waste Transfer Station	87,000	0	0	0
	PC002B	Rec Centre Playground	110,000	0	0	0
	PC10838	Volunteer Park Footpath Lighting	11,000	11,000	8,544	2,456

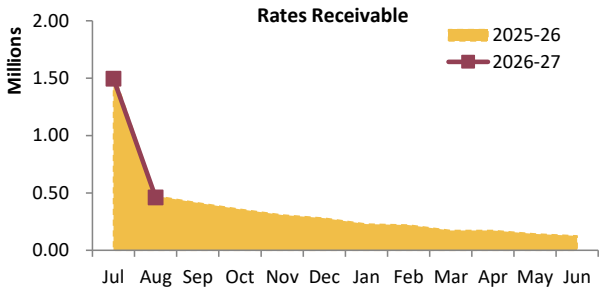
6 DISPOSAL OF ASSETS

Asset Ref.	Asset description	Budget Net Book Value	Budget Proceeds	Budget Profit	Budget (Loss)	YTD Actual Net Book Value	YTD Actual Proceeds	YTD Actual Profit	YTD Actual (Loss)
		$	$	$	$	$	$	$	$
	Plant and equipment								
10990	P005 Maintenance Ute	30,000	22,000	0	(8,000)			0	0
10918	P020 Grader	0	170,000	170,000	0			0	0
11103	P055 Team Leader Ute	40,000	30,000	0	(10,000)			0	0
10989	P058 Gardener Ute	28,000	28,000	0	0			0	0
11118	P100 CEO Vehicle	62,000	75,000	13,000	0			0	0
11117	P200 WS Vehicle	55,000	55,000	0	0			0	0
11119	P300 DCEO Vehicle	73,500	70,000	0	(3,500)			0	0
		288,500	**450,000**	**183,000**	**(21,500)**	**0**	**0**	**0**	**0**



7 RECEIVABLES

Rates receivable	30 Jun 2026	31 Aug 2026
	$	$
Opening arrears previous year	186,709	145,895
Levied this year	1,266,722	1,343,967
Less - collections to date	(1,307,536)	(1,018,878)
Net rates collectable	**145,895**	**470,984**
% Collected	90.0%	68.4%



Receivables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	$	$	$	$	$	$
Receivables - general	0	5,445	0	3,195	1,322	9,963
Percentage	0.0%	54.7%	0.0%	32.1%	13.3%	
Balance per trial balance						
Trade receivables						9,963
Other receivables						1,346
GST receivable						23,811
Other receivables - Interest Receivable						33,120
Total receivables general outstanding						**68,240**

Amounts shown above include GST (where applicable)

KEY INFORMATION

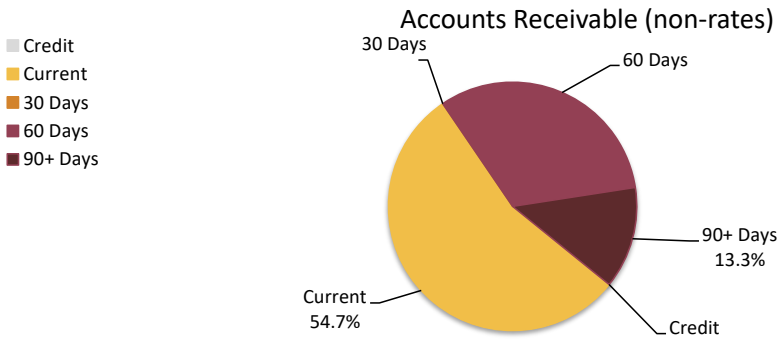
Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

Trade receivables are recognised at original invoice amount less any allowances for uncollectable amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

Classification and subsequent measurement

Receivables which are generally due for settlement within 30 days except rates receivables which are expected to be collected within 12 months are classified as current assets. All other receivables such as, deferred pensioner rates receivable after the end of the reporting period are classified as non-current assets.

Trade and other receivables are held with the objective to collect the contractual cashflows and therefore the Shire measures them subsequently at amortised cost using the effective interest rate method.



8 OTHER CURRENT ASSETS

Other current assets	Opening Balance 1 July 2026	Asset Increase	Asset Reduction	Closing Balance 31 August 2026
	$	$	$	$
Financial assets at amortised cost - term deposits	0	4,509,880		4,509,880
Inventory				
Inventories [describe]	407	39,103	(37,273)	2,237
Total other current assets	**407**	**4,548,983**	**(37,273)**	**4,512,117**

Amounts shown above include GST (where applicable)

KEY INFORMATION

Inventory
Inventories are measured at the lower of cost and net realisable value.
Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

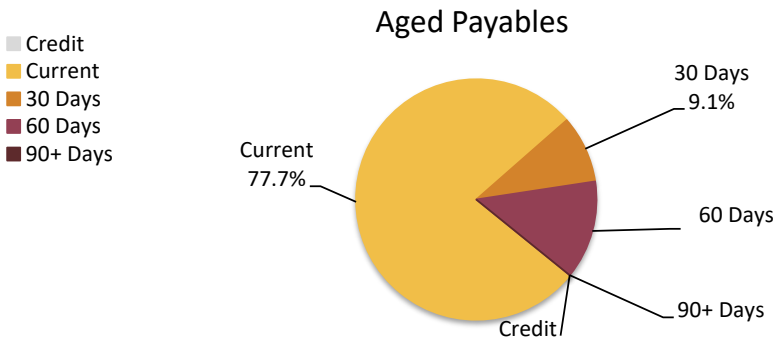
9 PAYABLES

Payables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	$	$	$	$	$	$
Payables - general	0	104,599	12,197	17,815	0	134,611
Percentage	0.0%	77.7%	9.1%	13.2%	0.0%	
Balance per trial balance						
Sundry creditors						134,611
Other payables - Dept Transport						2,343
Other payables - Prepaid Rates						9,833
Other payables - Retention and Bonds						66,890
Other payables - GST Payable						3,148
Other payables - PAYG Payables						26,792
Other payables - FBT Liabilities						(5,447)
Other payables - ESL Liabilities						11,032
Other payables - Withholding Tax Liability						(279)
Total payables general outstanding						**248,923**

Amounts shown above include GST (where applicable)

KEY INFORMATION

Trade and other payables represent liabilities for goods and services provided to the Shire prior to the end of the period that are unpaid and arise when the Shire becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition.
The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature.



10 OTHER CURRENT LIABILITIES

Other current liabilities	Note	Opening Balance 1 July 2026	Liability transferred from/(to) non current	Liability Increase	Liability Reduction	Closing Balance 31 August 2026
		$	$	$	$	$
Employee Related Provisions						
Provision for annual leave		217,508	0			217,508
Provision for long service leave		156,179	0			156,179
Total Provisions		373,687	0	0	0	373,687
Total other current liabilities		**373,687**	**0**	**0**	**0**	**373,687**

Amounts shown above include GST (where applicable)

A breakdown of contract liabilities and associated movements is provided on the following pages at Note

KEY INFORMATION

Provisions

Provisions are recognised when the Shire has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.
Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

Employee Related Provisions

Short-term employee benefits

Provision is made for the Shire's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.
The Shire's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the calculation of net current assets.

Other long-term employee benefits

The Shire's obligations for employees' annual leave and long service leave entitlements are recognised as employee related provisions in the statement of financial position.

Long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur. The Shire's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Shire does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

11 GRANTS, SUBSIDIES AND CONTRIBUTIONS

Provider	Unspent grant, subsidies and contributions liability					Grants, subsidies and contributions revenue		
	Liability 1 July 2026	Increase in Liability	Decrease in Liability (As revenue)	Liability 31 Aug 2026	Current Liability 31 Aug 2026	Adopted Budget Revenue	YTD Budget	YTD Revenue Actual
	$	$	$	$	$	$	$	$
Grants and subsidies								
Financial Assistance Grant - General				0		263,745	65,936	95,153
Financial Assistance Grant - Roads				0		84,362	21,091	33,074
DFES Bush Fire Brigade Operating Grant				0		21,790	5,448	5,448
State Library of WA - Library Grant				0		3,000	0	0
Advocare - Seniors Week Grant (Seniors Luncheon)				0		1,100	0	0
Main Roads WA - Direct Grant Allocation				0		248,178	248,178	248,178
Fuel Tax Credit Scheme				0		20,400	3,400	5,306
	0	**0**	**0**	**0**	**0**	**642,575**	**344,052**	**387,158**

12 CAPITAL GRANTS, SUBSIDIES AND CONTRIBUTIONS

	Capital grant/contribution liabilities					Capital grants, subsidies and contributions revenue		
Provider	Liability 1 July 2026	Increase in Liability	Decrease in Liability (As revenue)	Liability 31 Aug 2026	Current Liability 31 Aug 2026	Adopted Budget Revenue	YTD Budget	YTD Revenue Actual
	$	$	$	$	$	$	$	$
Capital grants and subsidies								
Lotterywest ($100k Drive In Upgrade, $33k Playground)				0		133,000	0	0
Main Roads - Regional Road Group Program				0		584,000	233,600	233,789
Roads to Recovery				0		706,000	100,000	100,000
Wheatbelt Secondary Freight Network				0		42,762	0	0
	0	**0**	**0**	**0**	**0**	**1,465,762**	**333,600**	**333,789**
Capital contributions								
Contribution from Koorda CRC - Drive In Project				0		50,000	0	0
	0	**0**	**0**	**0**	**0**	**50,000**	**0**	**0**
TOTALS	**0**	**0**	**0**	**0**	**0**	**1,515,762**	**333,600**	**333,789**

Monthly Report - List of Accounts Paid
Submitted to Council 16 September 2026

The following list of accounts has been paid under delegation, by the Chief Executive Officer, since the previous list of accounts. Municipal vouchers numbered from V111 to V170 and direct bank transactions totalling $474,189.19 submitted to each member of the Council, on Wednesday the 16 September 2026, have been checked and are fully supported by vouchers and duly certified invoices with checks being carried out as to prices, computations and costing.

Zac Donovan
Chief Executive Officer

No.	Payment Date	Supplier Name	Description of Purchase	Payment made by delegated authority
V111	12/08/2026	Shire of Koorda	Employee Wages	$ 52,226.78
V112	12/08/2026	Beam Superannuation	Employee Superannuation Payment	$ 11,494.06
V113	13/08/2026	Agwest Machinery	Consumables	$ 53.99
V114	13/08/2026	AMPAC Debt Recovery	Debt Recovery Costs	$ 2,956.89
V115	13/08/2026	Asset Valuation Advisory	Consultancy Services	$ 495.00
V116	13/08/2026	CSSTech	Monthly Operating Charges	$ 176.33
V117	13/08/2026	E & MJ Rosher PL	Plant Parts	$ 2,273.28
V118	13/08/2026	G Thorpe Enterprises	Contract Maintenance	$ 4,251.75
V119	13/08/2026	Koorda Ag Parts	Various Repairs & Maintenance Consumables	$ 24,405.70
V120	13/08/2026	Koorda GSFS	Bulk Diesel, Oil & Admin Cards (See Below)	$ 28,594.55
V121	13/08/2026	LGISWA	EAP for Employees & Volunteers	$ 2,419.15
V122	13/08/2026	Petchell Mechanical	Plant Repairs & Servicing	$ 904.08
V123	13/08/2026	Rural Paving & Landscape	Pavers	$ 5,817.35
V124	13/08/2026	SD Mechanical Solutions PL	Plant Servicing	$ 6,598.26
V125	13/08/2026	Synergy	Electricity Account	$ 2,259.83
V126	13/08/2026	Talbot Walsh	Freight	$ 55.00
V127	13/08/2026	WA Contract Ranger Services	Ranger Services	$ 693.00
V128	13/08/2026	WALGA	Subscriptions & Training	$ 26,728.87
V129	21/08/2026	Avon Waste	Bulk Waste Collection	$ 5,772.93
V130	21/08/2026	Central Wheatbelt Plumbing & Contracting	Plumbing Works	$ 1,497.32
V131	21/08/2026	Hersey's Safety	PPE Consumables	$ 2,199.99
V132	21/08/2026	KTY Electrical Services	Repairs & Maintenance	$ 693.00
V133	21/08/2026	Marty Grant Bulldozing	Road Construction Material	$ 39,600.00
V134	21/08/2026	Northam Districts Glass PL	Window Replacement	$ 790.00
V135	21/08/2026	Officeworks LTD	Stationery	$ 138.40
V136	21/08/2026	RBC Rural	Meterplan Charge	$ 388.10
V137	21/08/2026	Shire of Wongan Ballidu	Medical Services	$ 10,083.34
V138	21/08/2026	Stirling Asphalt	Road Construction Material	$ 72,761.15
V139	21/08/2026	Supagas PL	Rental Charge	$ 495.00
V140	21/08/2026	Synergy	Electricity Account	$ 1,933.84
V141	21/08/2026	Telstra Corp LTD	Phone Account	$ 0.28
V142	21/08/2026	Wallis Computer Solutions	IT Services	$ 260.21
V143	21/08/2026	Wongan Hills Hardware	Consumables	$ 129.00
V144	26/08/2026	Shire of Koorda	Employee Wages	$ 53,647.44
V145	26/08/2026	Beam Superannuation	Employee Superannuation Payment	$ 11,820.25
V146	28/08/2026	G Thorpe Enterprises	Contract Maintenance	$ 379.12
V147	28/08/2026	Gups Mobile Welding	Building Repairs	$ 276.00
V148	28/08/2026	Harcher Wheatbelt	Consumables	$ 162.90
V149	28/08/2026	Hydra Storm	Storm Pipes	$ 13,822.60
V150	28/08/2026	KTY Electrical	Repairs & Maintenance	$ 3,456.15
V151	28/08/2026	Team Global Express	Freight	$ 101.46
V152	28/08/2026	Telstra Corp LTD	Bulk Accounts	$ 668.89
V153	28/08/2026	WA Contract Ranger Services	Ranger Services	$ 635.25

V154	28/08/2026	WALGA	Training & Conference Registration	$	5,781.60
V155	28/08/2026	Koorda Hotel (Whisper Corp)	Quarterly Lunch	$	225.00
V156	31/08/2026	Credit Card	See Below	$	9,795.99
V157	4/09/2026	Agristock WA PL	Consumables	$	378.50
V158	4/09/2026	BOC Limited	Container Service	$	124.46
V159	4/09/2026	Eric Anderson Central Carpet Cleaning	Carpet Cleaning	$	275.00
V160	4/09/2026	G Thorpe Enterprises	L09 Smith Maintenance	$	5,420.75
V161	4/09/2026	Harcher Wheatbelt	Consumables	$	777.25
V162	4/09/2026	Koorda GSFS	Bulk Diesel, Oil & Admin Cards (See Below)	$	35,436.82
V163	4/09/2026	LG Best Practices PL	Consultancy Services	$	264.00
V164	4/09/2026	Linfox Armaguard	Delivery Charge	$	329.45
V165	4/09/2026	Northam Carpet Court	Blinds	$	12,000.00
V166	4/09/2026	Officeworks LTD	IT Equipment & Stationery	$	1,346.37
V167	4/09/2026	Reward Hospitality	Consumables	$	328.88
V168	4/09/2026	Shire of Chittering	Building Services	$	999.90
V169	4/09/2026	State Library of WA	Library Services	$	10.30
V170	4/09/2026	Synergy	Electricity Account	$	6,578.43
			GRAND TOTAL	**$**	**474,189.19**
Great Southern Fuel Supplies					
V120	5/07/2026	DCEO Card	P300 Fuel Purchase	$	154.29
	10/07/2026	DCEO Card	P300 Fuel Purchase	$	163.99
	10/07/2026	CEO Card	P100 Fuel Purchase	$	216.60
	24/07/2026	CEO Card	P100 Fuel Purchase	$	244.42
				$	779.30
Credit Card					
V156	27/07/2026	Ink Station	Printer Ink	$	299.70
	31/07/2026	Accor Tribe Perth	Accommodation	$	2,060.00
	3/08/2026	Crisp Wireless	Internet Accounts	$	852.90
	5/08/2026	Joondalup Resort	Accommodation	$	954.00
	6/08/2026	Satellite Phone Sales	Satellite Phone Account	$	100.00
	10/08/2026	Joondalup Resort	Accommodation	$	44.30
	10/08/2026	Joondalup Resort	Accommodation	$	100.00
	11/08/2026	WALGA	Registration	$	762.30
	19/08/2026	The West Australian	The West Subscription	$	32.00
	19/08/2026	The Parmelia Hilton Perth	Accommodation	$	4,384.29
	20/08/2026	Koorda Meats & Moore	Catering	$	127.50
	26/08/2026	Primivo (First Aid Kits Aus)	Radio/Torch	$	79.00
				$	9,795.99

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.

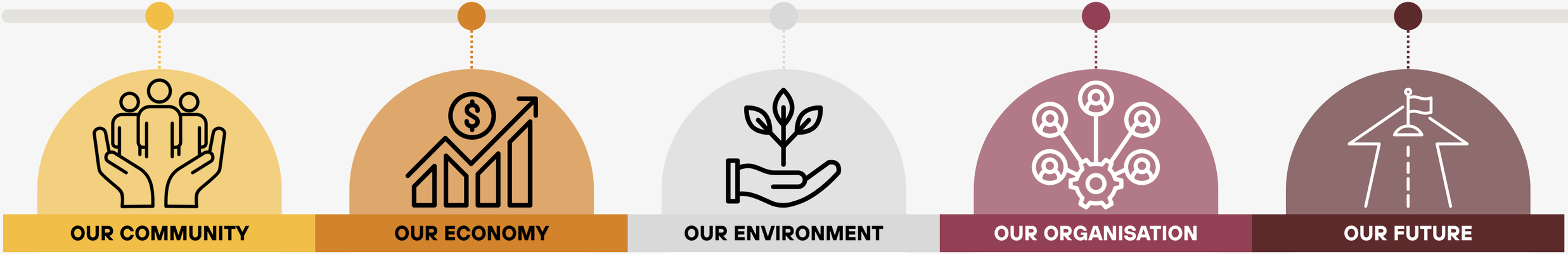
Our Service Areas

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:



OUR COMMUNITY

A connected, inclusive and resilient community with opportunities for participation, belonging and wellbeing.

OUR ECONOMY

A sustainable and diverse economy supporting investment, innovation, tourism and employment.

OUR ENVIRONMENT

Protection and enhancement of natural and built environments through sustainable practices and responsible stewardship.

OUR ORGANISATION

Transparent and accountable leadership supported by sound governance and quality service delivery.

OUR FUTURE

Long-term planning for population growth, housing, workforce development and innovation.

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



OUR ENVIRONMENT

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

OUR ORGANISATION

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

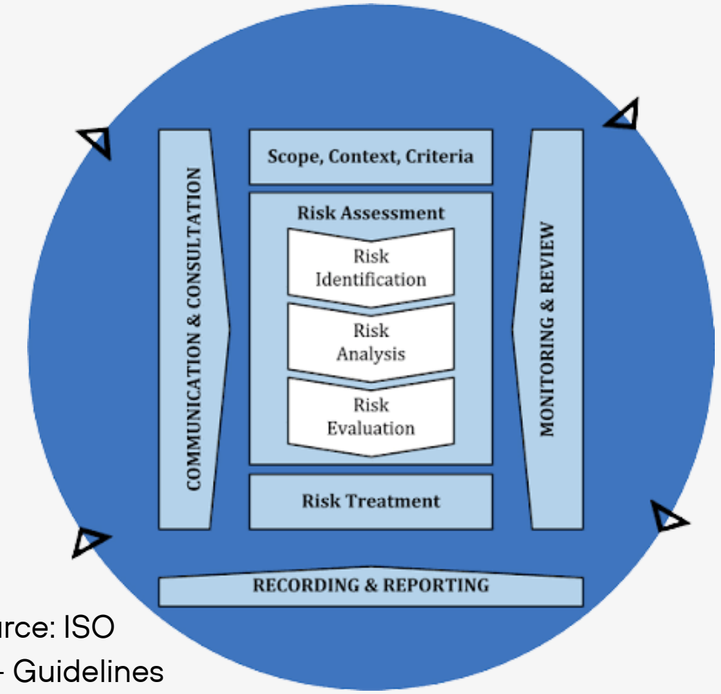
Risk Management

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.

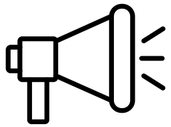
03



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.

Shire of Koorda

Drive in, stay awhile



Workforce Plan

2026 - 2030

The Shire of Koorda 2026-2030 Workforce Plan was endorsed by Council at the September 2026 Ordinary Council Meeting as per resolution xx0826.



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SHIRE 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.



INTRODUCTION

The Workforce Plan 2026-2030 outlines how the Shire of Koorda will attract, develop, retain and support a workforce capable of delivering the priorities contained within the Strategic Community Plan 2026-2036 and the Corporate Business Plan 2026-2030. The plan identifies current and future workforce requirements, capability needs, workforce risks and strategies to ensure the organisation remains sustainable, resilient and responsive to community expectations.

Workforce planning is about ensuring the Shire has the right number of people, with the right skills, in the right jobs, at the right time to meet current and future service delivery requirements. As one of the four core informing strategies within the Western Australian Local Government Integrated Planning and Reporting Framework, the Workforce Plan aligns with and supports the Strategic Community Plan, Corporate Business Plan, Long Term Financial Plan and Asset Management Plans. It provides a structured approach to identifying current and future workforce requirements and implementing strategies that enable the organisation to effectively meet community expectations, legislative obligations and organisational priorities over the next four years and beyond.

The Workforce Plan assists Council and management to plan for the future, anticipate change and proactively manage workforce challenges and opportunities. At a strategic level, it considers the community's aspirations, priorities and objectives identified within the Strategic Community Plan and translates these into workforce capacity and capability requirements, ensuring the organisation is equipped to deliver services, infrastructure and outcomes that support the long-term wellbeing of the Koorda community.

The Plan focuses on four key workforce objectives:

1. Attracting and selecting the right people.
2. Developing a flexible, innovative and capable workforce.
3. Retaining and engaging valued employees.
4. Developing a strategic workforce for improved organisational performance.

The Workforce Plan is designed to support the attraction, retention and development of a capable workforce while remaining flexible and responsive to the changing needs of the organisation and the community. It identifies workforce strategies that will strengthen organisational capability, improve service delivery and support the successful implementation of the Corporate Business Plan.

In developing this Plan, a number of current and emerging workforce challenges have been identified, including:

- Recruitment and retention of suitably qualified staff in a regional location.
- An ageing workforce and associated succession planning risks.
- Increasing legislative, governance and compliance obligations.
- Rising community expectations for service delivery and engagement.
- Regional and sector-wide skills shortages.
- Reliance on volunteers and community partnerships to support local outcomes.
- Increasing cost pressures and ongoing cost shifting from State and Federal Governments.
- Maintaining organisational capacity, capability and resilience within a small local government environment.

- Competition for skilled employees from larger local governments, government agencies and private industry.
- The need to continue developing leadership capability and organisational knowledge to support future succession requirements.

These challenges also present opportunities for the Shire to strengthen workforce resilience through innovation, workforce development, regional collaboration, succession planning and the continued enhancement of workplace culture.

The Workforce Plan is guided by the Shire's values:

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

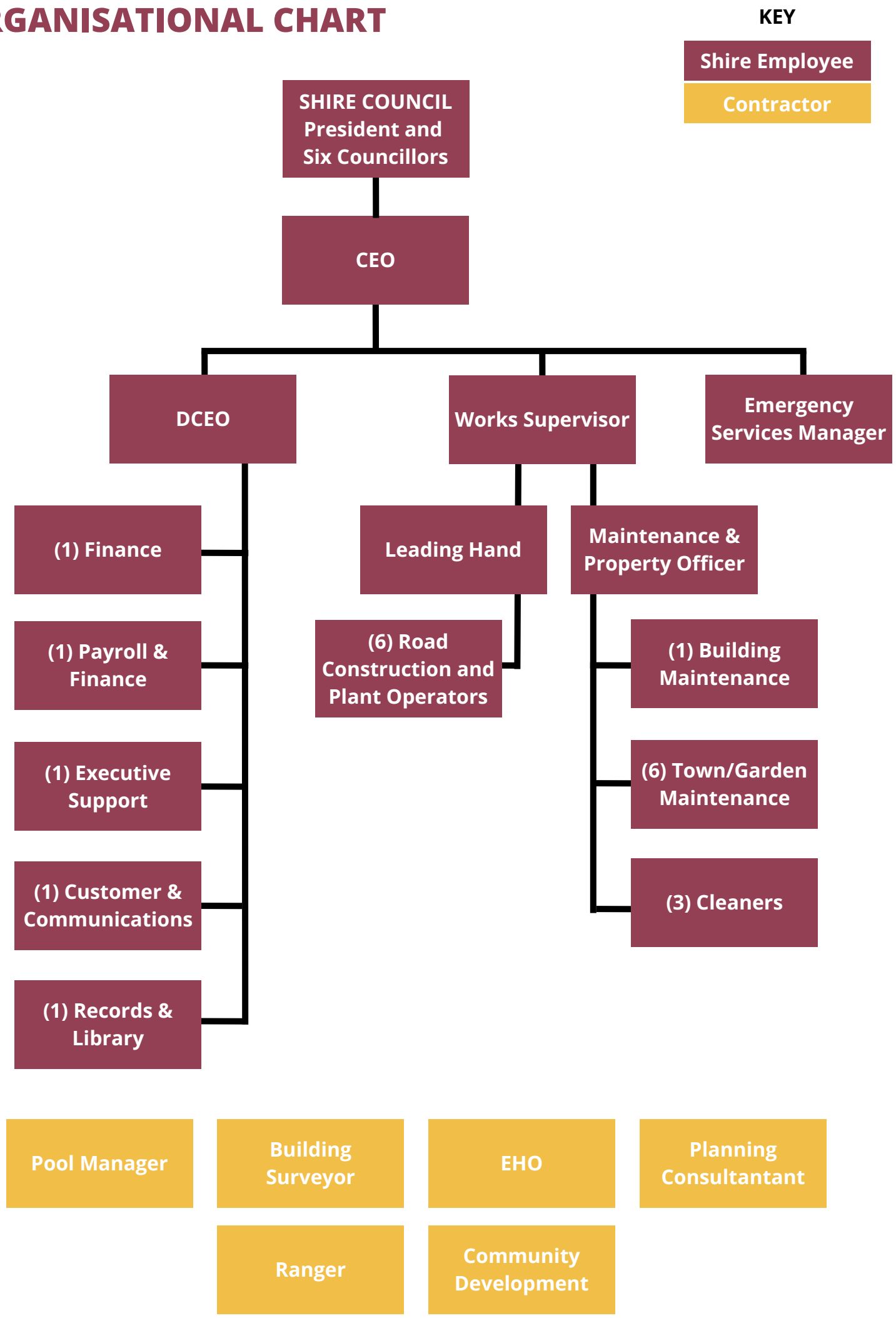
These values underpin workforce decisions, leadership practices, organisational culture and the delivery of services to the community.

This Plan covers the period 2026-2030 and will be reviewed annually in conjunction with the Corporate Business Plan, annual budget process and other informing strategies to ensure it remains aligned with organisational priorities, workforce needs and community expectations.

By addressing workforce challenges through targeted strategies and ongoing workforce planning, the Shire aims to build a skilled, adaptable and engaged workforce capable of delivering quality services, supporting community aspirations and ensuring the long-term sustainability of the organisation.



ORGANISATIONAL CHART



ORGANISATIONAL STRUCTURE

Business Unit	Responsibilities	Positions	Key Partnerships
CEO	• Responsible for the organisation and has powers delegated by Council • Governance and Corporate Planning • Risk Management • Emergency management • Economic Development • Human Resources • Engagement and Communications	• Chief Executive Officer • Executive Support Officer Total Staff: 1.75 FTE	• NEWROC • Department of Primary Industries and Regional Development • Department of Local Government, Sport and Cultural Industries • WA Local Government Association (WALGA) • Great Eastern Country Zone (GECZ) • Regional Development Australia (RDA) Wheatbelt • Wheatbelt Development Commission • Department of Fire and Emergency Services (DFES)
Corporate & Community	• Administration • Customer service • Compliance • Property management • Licensing • Library • Cemetery • Recreation • Tourism • Community and economic development	• Deputy CEO • Executive Support Officer • Customer & Communication Officer • Records & Library Officer • Finance Officer Total Staff: 2.60 FTE	• WA Country Health Service • Department of Transport • Department of Sport and Recreation • Lotterywest • State Library • St John Ambulance • WA Police • Department of Commerce • Department of Biosecurity, Conservation and Attractions • NEWTravel • Tourism WA • Local community groups • Royal Life Saving • LG Professionals

ORGANISATIONAL STRUCTURE

Business Unit	Responsibilities	Positions	Key Partnerships
Finance	• Financial management • Budgets • Payroll • Monthly and annual reports • Compliance • Asset management • Long term financial planning	• Deputy CEO • Finance Officer • Payroll & Finance Officer Total Staff: 1.85 FTE	• Department of Local Government, Industry Regulation & Safety • Office of the Auditor General
Regulatory Services	• Building approvals • Planning approvals • Refuse site • Environmental health • Waste water • Ranger services	• Environmental Health Officer - Consultant • Ranger - Contractor • Building Surveyor - Consultant • Planning - Consultant Total Staff: 0 FTE	• Building Commission • Waste Authority • Department of Water and Environmental Regulation • Department of Health • Department of Planning, Heritage and Lands • NEWROC
Works & Services	• Road works and maintenance • Building maintenance • Plant and equipment maintenance • Parks and gardens • Recreation grounds maintenance	• Works Supervisor • Leading Hand • Maintenance & Property Officer • Road Construction and Plant Operators • Town Maintenance • Cleaners Total Staff: 16.5 FTE	• Main Roads WA • Water Corporation • WA Return, Recycle, Renew (WARRR)

WORKFORCE PROFILE

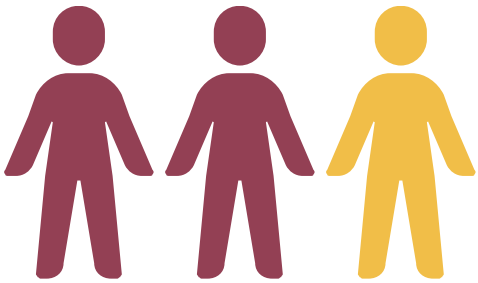
54% MALE
46% FEMALE

5.23 YEARS AVERAGE TENURE

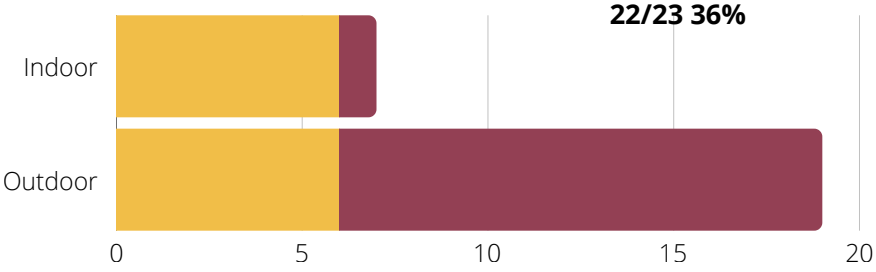
AVERAGE AGE **46**

9% STAFF TURNOVER

25/26 7%
24/25 12%
23/24 9%
22/23 36%

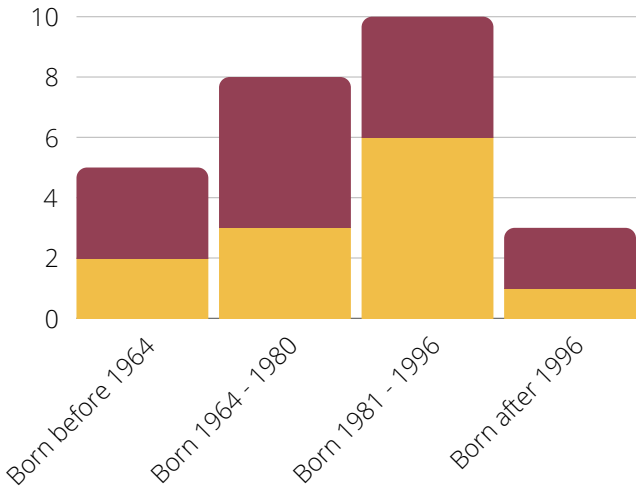


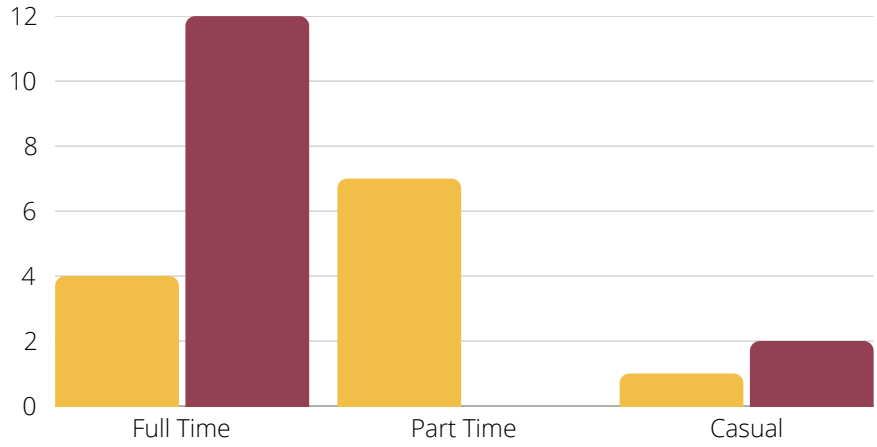
Leadership gender balance
2 Males | 1 Female



Gender balance by workplace
Indoor 86% Female, 14% Male | Outdoor 32% Female, 68% Male

Gender by generation

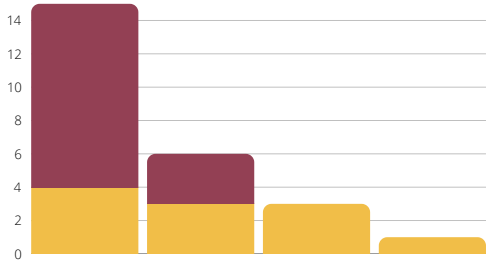




Gender by employment status
64% Full Time | 28% Part Time | 8% Casual

Comparison of gender by generation between 2022 and 2026

2022 gender by generation



Gender by generation (%) 2022 & 2026

	before 1964	1964-1980	1981-1996	after 1996
2022	60%	24%	12%	4%
2026	19%	31%	38%	12%

Key observations from 2022 to 2026.

- Relatively mature workforce. However, since 2022 the average age has reduced from 57 to 46.
- Generational movement from 2022 to 2026 (as per above graph and table)
- Stable gender balance. (2022: 54% Male/46% Female - 2026: 52% Male/48% Female)
- Turnover has reduced significantly since 2022/23

LOCAL GOVERNMENT SECTOR ANALYSIS

The Australian Local Government Association (ALGA) 2026 Local Government Workforce Skills and Capability Survey was released in June 2026 and gathers contemporary insights into the national workforce profile of Australia's local government sector and to determine current and future workforce needs and priorities.

Local government is a major national employer with 218,000 people employed across 538 councils – a sector that experienced an average of 2.2 percent annual growth between 2018 and 2025. It plays an important role as an anchor organisation and in increasing productivity through utilising endogenous talent and innovation. The Western Australia Local Government industry-sector employed 26,500 people as of June 2025. This represents an average annual growth rate of 2.4 per cent per year (2018 to 2025). Western Australia has a relatively high proportion of local councils with fewer than 100 employees.

Key findings taken from Western Australian local councils are summarised below:

- **Service Delivery Context:** Shifting service delivery requirements driven by changing community needs and expectations are having an impact on delivering essential and community services. Local councils across Western Australia are increasingly adapting their service delivery models, including utilisation of shared resources to meet an expanding remit.
- **Skills Audit and Assessment:** Occupational shortages are not isolated issues but represent systemic workforce challenges. Local councils identified persistent skill gaps with a significant focus on interpersonal skills which are becoming more important as occupations evolve and require greater interaction with stakeholders and community members to align to expectations.
- **Training Needs and Challenges:** While VET more generally remains the most relevant training pathway, access coupled with relevancy, means the importance of alternative training pathways is growing. A quarter of local councils cannot source relevant training locally. There is also concern that some VET courses do not sufficiently cover critical skills including relationship building, community engagement, and effective communication, leading to unmet training needs.
- **Future Workforce Outlook:** The factors impacting future skilling needs are the same as those driving increased complexity in service provision today including new occupations expected to emerge in digital transformation, regulation, community services and the environment.
- **Gender Profile:** The gender balance in full-time roles has improved slightly since 2017 while the part-time split has remained essentially unchanged with women accounting for around four in five part-time workers. Men's share of casual employment has increased, suggesting shift in how flexible work is distributed across genders.
- **Turnover:** Average unplanned turnover in responding local councils rose to 13.3 per cent from 7.8 per cent in 2018.
- **Length of Service:** The workforce is heavily concentrated in shorter-tenure cohorts, with 46 per cent of employees having tenure of 1-5 years and a further 21 per cent with less than 1 year of service. The dominance of the 1–5-year tenure group suggests that retention challenges are not limited to early-career employees but persist through the first five years of employment.
- **Age Profile:** Since 2018, the Western Australia workforce age profile has shifted toward both the youngest and oldest cohorts. Growth in the 15-19 cohort reflects increased entry-level recruitment consistent with the sector's growing focus on workforce pipelines. However, the expanding 65+ cohort indicates an increasing reliance on older employees, which may heighten risks around succession and workforce sustainability.

Source: 2026 Western Australia Report 2025-2026 Local Government Skills

INTERNAL ENVIRONMENT ANALYSIS

Key organisational strengths include:

- Stable and committed workforce.
- Strong community connection.
- Positive organisational culture.
- Broad employee skill sets.
- Established regional partnerships.
- Supportive Council and leadership team.

Challenges include:

- Small workforce limits internal succession opportunities.
- Difficulty attracting specialist skills to regional areas.
- Competition from larger local governments and industry employers.
- Housing availability impacting workforce attraction.
- Increasing compliance and governance obligations.
- Reliance on key personnel for specialist knowledge.

These challenges are consistent with community concerns regarding population retention, housing availability and workforce attraction identified during Strategic Community Plan consultation.

EXTERNAL LABOUR MARKET

The Wheatbelt labour market continues to experience challenges associated with:

- Skilled labour shortages.
- Competition from mining, agriculture and construction sectors.
- Rising salary expectations.
- Limited availability of rental accommodation.
- Ageing regional population.
- Reduced availability of specialist technical expertise in rural locations.

Housing availability remains a significant workforce attraction constraint and is recognised as both a community and organisational priority.

LABOUR MARKET TRENDS AND PROJECTIONS

The following trends are expected to influence workforce planning over the next four years:

- Increased competition for skilled staff.
- Greater demand for flexible work arrangements.
- Increased need for digital skills and technology capability.
- Growing compliance obligations across local government.
- Increasing pressure on small regional organisations to share services and partner regionally.
- Continued need for workforce housing solutions.
- Stronger focus on leadership development and succession planning.

Regional collaboration and shared service arrangements are likely to become increasingly important in maintaining service delivery capacity.

EMPLOYEE COSTS

Financial Year	Actual Wage Declaration
2022/2023	$ 1,350,670
2023/2024	$ 1,119,380
2024/2025	$ 1,290,890
2025/2026	$ 1,470,038

TRAINING AND DEVELOPMENT

	Administration		Works	
Financial Year	Budget	Actual	Budget	Actual
2022/2023	$ 5,000	$ 13,947	$ 10,000	$ 28,218
2023/2024	$ 15,000	$ 18,022	$ 25,000	$ 21,600
2024/2025	$ 30,000	$ 23,950	$ 33,650	$ 31,770
2025/2026	$ 30,000	$ 17,800	$ 34,000	$ 64,690

EXIT RATES

Financial Year	Number	Reasons
2022/2023	8	Retired (4), Resigned (1), Terminated (1), Casuals (2)
2023/2024	2	Retired (1), Resigned (1)
2024/2025	3	Retired (1), Resigned (2)
2025/2026	2	Retired (1), Terminated (1)

WORKFORCE IMPLICATIONS FROM THE STRATEGIC COMMUNITY PLAN AND CORPORATE BUSINESS PLAN

Broad implications of the Strategic Community Plan

The Strategic Community Plan identifies five strategic themes that will influence workforce requirements over the next 10 years.

1. Our Community

Strategic Focus

- Increase participation across all age groups.
- Improve safety, accessibility and recreation infrastructure.
- Support youth, volunteers and community groups.

Workforce Implications

- Increased community development and stakeholder engagement capability.
- Strong volunteer management and coordination skills.
- Project management capacity to deliver accessibility and recreation improvements.
- Enhanced grant administration, event management and community partnership skills.
- Greater focus on customer service and community engagement training.

2. Our Economy

Strategic Focus

- Support local business and investment attraction.
- Encourage economic diversification, tourism and innovation.
- Advocate for infrastructure and services that support growth.
- Develop and implement a housing strategy.

Workforce Implications

- Increased economic development capability.
- Skills in investment attraction, business engagement and advocacy.
- Tourism development and destination marketing expertise.
- Project management skills for housing and economic development initiatives.
- Enhanced grant funding and partnership development capability.

Potential Capacity Challenge: The Shire may not have sufficient internal resources to deliver all economic development outcomes without shared services, contractors or regional partnerships.

3. Our Environment

Strategic Focus

- Protect biodiversity and natural resources.
- Improve sustainability practices.
- Deliver town beautification and maintain resilient public spaces.

Workforce Implications

- Greater environmental planning and sustainability capability.
- Skills in natural resource management and environmental compliance.
- Increased operational workforce capacity to undertake beautification projects.
- Training in climate resilience and environmental risk management.
- Asset maintenance and parks and gardens expertise.

4. Our Organisation

Strategic Focus

- Strengthen community engagement and transparency.
- Deliver infrastructure and services efficiently.
- Maintain strong financial sustainability and governance.

Workforce Implications

- Strong governance, compliance and risk management capability.
- Ongoing development of leadership and management skills.
- Financial management and long-term planning expertise.
- Asset management and capital project delivery skills.
- Increased demand for digital systems, reporting and data analysis capability.
- Enhanced communication and community consultation skills.

This objective aligns strongly with the Workforce Plan priorities of developing a capable workforce, improving organisational performance and succession planning.

5. Our Future

Strategic Focus

- Support population growth and housing diversity.
- Build workforce capacity and skills.
- Strengthen partnerships and innovation.

Workforce Implications

- Development of traineeship and graduate pathways.
- Succession planning for critical roles.
- Increased investment in learning and development.
- Strong partnership-building and stakeholder engagement capability.
- Attraction and retention initiatives to support population growth.
- Innovation, technology and continuous improvement skills.

The Workforce Plan objective to build a flexible, innovative and capable workforce directly supports this strategic area.

Corporate Business Plan Workforce implications

The Corporate Business Plan identifies the following workforce priorities:

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

Planned initiatives creating workforce implications include:

- Housing Strategy implementation.
- Workforce Housing Program.
- Asset Management Improvement Program.
- Organisational Capacity Development.
- Workforce Skills Partnership.
- Shire Traineeship Program.
- Regional Collaboration Program

Alternative Service Delivery Considerations

To address rural workforce constraints, the Shire will continue to consider:

- Shared service arrangements with neighbouring and larger local governments.
- Regional workforce collaboration through NEWROC.
- Contract specialist services where appropriate.
- Consultant support for technical asset management functions.
- Partnerships with Koorda CRC and regional organisations.
- External providers for specialised training programs.

Workforce Gaps, Issues and Risks

Risk	Impact
Difficulty attracting skilled staff	Reduced service delivery capability
Housing shortages	Reduced recruitment success
Loss of key employees	Loss of corporate knowledge
Small workforce structure	Limited succession opportunities
Increasing compliance requirements	Capability and workload pressures
Limited specialist expertise	Greater reliance on contractors
Ageing workforce	Future succession risks

HOW OUR PEOPLE FEEL ABOUT THE ORGANISATION

A workforce survey was undertaken in May 2025 to better understand staff satisfaction, training and development needs and issues and barriers to performing their roles. The next survey is due to be undertaken in 2027.

What staff told us makes the Shire an attractive work place:



The following table summarised the positive findings and areas for improvement:

Positives	Areas for Improvement
Team culture and camaraderie Friendly, supportive colleagues and a strong sense of teamwork.	**Communication** Improve information flow and understanding of roles across all staff.
Community impact Contributing to beautifying the town and supporting the local community.	**Training and development** More opportunities for skills development and role clarity.
Job satisfaction Variety of work, operating equipment, and the sense of accomplishment in visible results.	**Resourcing** Ensure fully functioning plant and equipment, with adequate funding.
Flexibility and support Workplace flexibility around leave and appointments.	**Team connection** More activities or opportunities to bring inside and outside crews together.

OUR COMMITMENT TO EACH OTHER AND OUR COMMUNITY

We will conduct business and gain a reputation for being:

Honest: This means we are up front, transparent, and tell the truth and ensure that we address concerns and mistakes rather than hiding or ignoring them.

Reliable: This means we turn up on time, do what we say we will do and help each other when someone needs a hand.

Respectful: This means we encourage different views and perspectives, allow people to be themselves and treat each other as we would like to be treated.

Fair: This means we share the load, treat everyone fairly and work by a single set of rules and values that ensure consistency.

Positive: This means we acknowledge and celebrate our successes, encourage good natured humour, and own our mistakes rather than looking to blame others.

Friendly: This means we are approachable, greet each other and are open and willing to listen to the views of others even when we don't agree with them.

Accountable: This means we do what we are employed to do to the best of our ability and ensure we focus on positive community outcomes.

EMPLOYEE INCENTIVES

The Shire of Koorda currently offers a variety of workplace rewards and incentives including:

- Payment above award wages
- Additional superannuation contribution options
- Flexible work arrangements
- Housing at reduced rental rates for selected positions
- Accommodation allowance
- Uniform allowance
- Contemporary plant and equipment
- Training and professional development opportunities
- Salary packaging
- Employee Health and Wellbeing subsidy
- First Aid training
- Study leave and contribution to qualifications, licences and skill development
- Employee Assistance Program and free counselling
- Ambulance Cover
- Complimentary gym membership

EQUAL OPPORTUNITY IN THE WORKPLACE

Workforce planning and diversity planning are complementary in achieving an ideal workforce. Workforce diversity is a business imperative and is part of good human resource management practice. An inclusive and accepting workplace has benefits for all employees. A diverse and respectful workforce will attract and retain quality employees, which translates into sound business decisions and effective service delivery.

All staff are encouraged to embrace equity and diversity within the organisation. The Shire of Koorda values Equal Employment Opportunity (EEO) and diversity and aims to ensure that the work environment is free from racial and sexual harassment and that employment practices are not biased or discriminate unlawfully against employees or potential employees. The Shire's employment programs and practices recognise and include strategies for EEO groups to achieve workforce diversity.

The following are the principles that will be followed to ensure diversity, respect, and equal opportunity within the Shire of Koorda:

- A positive, inclusive, and harassment-free workplace culture is communicated and promoted within the organisation.
- Managers and leaders are aware of their EEO responsibilities.
- Performance management criteria for managers and leaders include the ability to attract and retain a diverse workforce and promote an inclusive work culture.
- There is an effective grievance resolution process where staff are able to raise concerns and issues.
- Workplace culture is monitored and assessed to determine that it is inclusive and free from harassment and unlawful discrimination.
- Recruitment and selection practices provide equal opportunity and flexibility for all employees and potential employees.
- Retention practices are in place to identify, develop and retain staff from all diversity groups (e.g. induction processes, training and development opportunities, working hours and conditions, flexible work options and performance management).
- The organisation monitors and assesses employment practices to ensure they contribute positively to attracting and retaining a diverse workforce.
- Demographic data is systematically collected to monitor and report on diversity.

The table on the following page shows the calculated equity index.

DISTRIBUTION (EQUITY INDEX)

Equity Group	2021 Actual	2026 Actual
Women	11	12
Women - Indoor	5	6
Women - Outdoor	6	6
People from culturally diverse backgrounds	0	0
Culturally diverse backgrounds - Indoor	0	0
Culturally diverse backgrounds - Outdoor	0	0
Aboriginal Australians	0	0
People with disability	1	1
People with disability - Indoor	0	0
People with disability - Outdoor	1	1



WORKFORCE OBJECTIVES AND ACTIONS

1 - Attracting and selecting the right people

Recruit employees with the capability, values and commitment required to support the Shire's strategic priorities.

Action	Measure
1.1 - Promote Koorda lifestyle, community and employment opportunities	Recruitment campaign developed annually
1.2 - Advocate for workforce housing initiatives	Housing initiatives incorporated into Housing Strategy
1.3 - Maintain contemporary recruitment practices	Recruitment timeframes monitored
1.4 - Establish traineeship pathways	Business case completed and traineeship positions established
1.5 - Partner with schools, TAFEs and regional providers	Minimum two partnership activities annually

2 - Developing a flexible, innovative and capable workforce

Build workforce capability to deliver increasingly complex services and projects.

Action	Measure
2.1 - Annual training and development plans	100% staff participation
2.2 - Asset management capability development	Relevant training completed
2.3 - Digital capability and systems training	Annual training provided
2.4 - Cross-skilling and workforce flexibility initiatives	Critical positions cross-trained
2.5 - Leadership development opportunities	Leadership training completed

3 - Retaining and engaging our valued workforce

Create an engaged, supportive and resilient workplace.

Action	Measure
3.1 - Flexible work arrangements maintained	Employee satisfaction monitored
3.2 - Staff wellbeing initiatives implemented	Annual wellbeing activities
3.3 - Recognition program implemented	Annual recognition activities
3.4 - Career development discussions completed	Annual review process completed
3.5 - Improve internal communication and collaboration	Staff survey results improve

4 - Developing a strategic workforce for improved performance

Build organisational capacity and leadership to ensure the Shire can deliver its Integrated Strategic Plan.

Action	Measure
4.1 - Succession plans developed for critical roles	Critical role plans completed
4.2 - Workforce planning integrated with budgeting and business planning	Annual review completed
4.3 - Maintain contemporary HR policies and procedures	Annual policy review conducted
4.4 - Expand regional workforce partnerships	Minimum one regional initiative annually
4.5 - Review organisational structure periodically	Structure reviewed by 2027

SUPPORTING POLICIES AND PROCESSES

The Workforce Plan will be supported by:

- Recruitment and Selection Policy
- Employee Code of Conduct
- Performance Development Framework
- Workplace Health and Safety Framework
- Learning and Development Procedures
- Workforce Planning Processes
- Equal Opportunity and Diversity Principles

RISK MANAGEMENT

The major workforce risks are:

- Recruitment and retention challenges.
- Housing availability constraints.
- Loss of organisational knowledge.
- Skills shortages.
- Workforce fatigue and wellbeing.
- Increasing compliance obligations.

Mitigation strategies include succession planning, cross-skilling, workforce housing advocacy, professional development and regional collaboration.

MONITORING AND REVIEW

The Workforce Plan will be reviewed annually as part of the Integrated Planning and Reporting Framework and will align with annual Corporate Business Plan and Budget reviews. Performance will be measured against the workforce indicators identified within this plan.

Annual reporting should include:

- Workforce profile updates.
- Turnover analysis.
- Recruitment outcomes.
- Training and development outcomes.
- Succession planning progress.
- Workforce risks.
- Achievement of Workforce Plan actions.

Good morning,

Main Roads Heavy Vehicle Services (HVS) has received an application to add the following road, within the Shire of Koorda, onto the Restricted Access Vehicle (RAV) Network. The applicant has expressed that they require access to a farming property located before Aldred Rd 4110087. Please see attached map for your reference.

Requested Road(s) & RAV Network:

Dimension Requirements					
Road No.	**Road Name**	**From Location (SLK)**	**To Location (SLK)**	**Current Network**	**Requested Network**
4110003	Koorda - Dowerin Rd	Koorda - Dowerin Rd (15)	Koorda – Dowerin Road at the Shire of Dowerin border (24.78)	Tandem Drive Network 4 Tri Drive 1	Tandem Drive Network 6
Mass Requirements					
Road No.	**Road Name**	**From Location (SLK)**	**To Location (SLK)**	**Current Mass Level**	**Requested Mass Level**
4110003	Koorda - Dowerin Rd	Koorda - Dowerin Rd (15)	Koorda – Dowerin Road at the Shire of Dowerin border (24.78)	AMMS Level 1	AMMS Level 1 (No change)

For details of the vehicle combinations approved on the requested networks, please refer to the following RAV Category Charts:

- Tandem Drive Prime Mover, Trailer Combinations Restricted Access Vehicle (RAV) Categories

In accordance with our Route Assessment Process, we seek the following input from the appropriate Shire of Koorda representative to assist HVS in deciding whether or not to approve RAV access:

- Estimated traffic volumes for each road listed.
- Any comments relating to road construction and/or ongoing maintenance, planning conflicts, community amenity, development issues etc. that may be impacted by adding the above road onto the requested RAV network.
-

Please note HVS will conduct onsite assessments and consider all the safety aspects of approving RAV access in accordance with our Standard Restricted Access Vehicle Route Assessment Guidelines and Guidelines for Approving RAV Access.

It would be appreciated if you could provide the estimated traffic volumes and any comment to HVS within **four (4) weeks** of this email. If you are unable to meet this timeframe, please advise us so we can inform the applicant.

Please ensure you provide sufficient reasoning if this application is not supported, as this will be used to justify our decision to the applicant.

To assist with providing your input, the following information is provided for your reference:

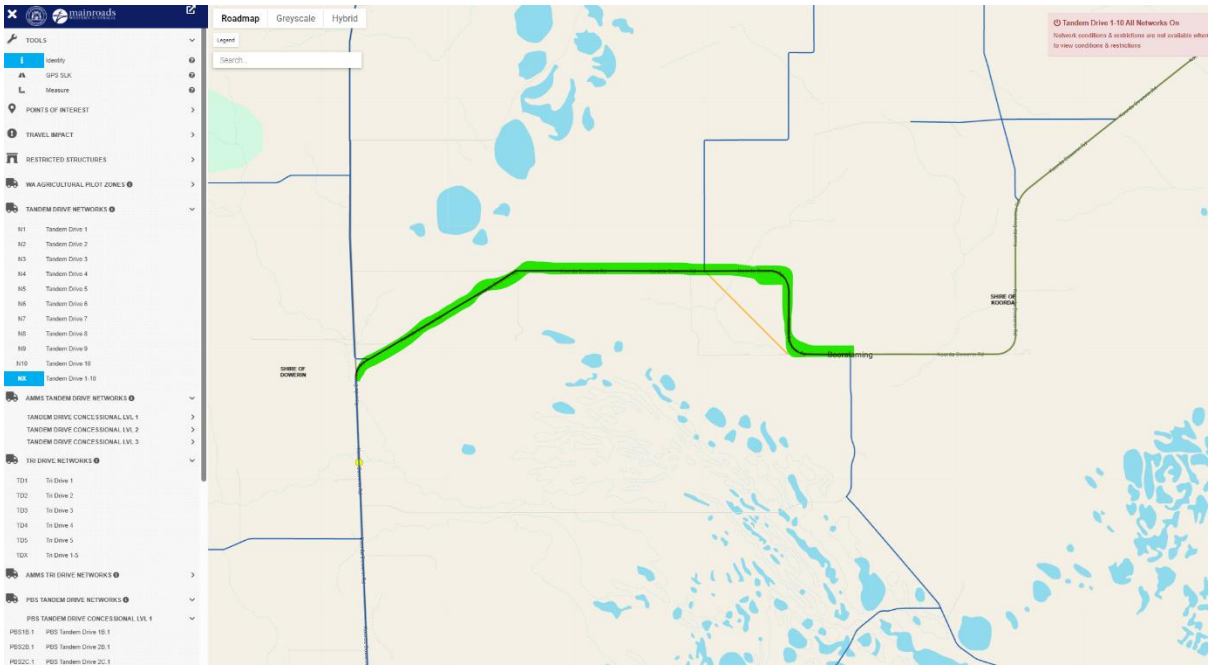
- RAV Access Approval & Review Policy
- Common Class 2 & 3 Restricted Access Vehicle (RAV) Configurations
- RAV Access Benefits

The reference for this request is D26#647782.

Should you require any further information or assistance regarding this request, please contact the HVS Route Assessment team on 138 486 or hvsrouteassessments@mainroads.wa.gov.au.

Regards,
Rachel.

Highlighted section of Koorda - Dowerin Rd not on Tandem Drive 6:



HVSrouteassessments



Main Roads acknowledges the traditional custodians throughout Western Australia and their continuing connection to the land, waters and community. We pay our respects to all members of the Aboriginal communities and their cultures; and to Elders both past and present.

Good morning,

Main Roads Heavy Vehicle Services (HVS) has received an application to add the following road, within the Shire of Koorda, onto the Restricted Access Vehicle (RAV) Network. HVS understands there is previous history relating to this road, specifically regarding the reinstatement of RAV access from Tandem Drive Network 7 to Tandem Drive Network 6, however HVS has now received an application to upgrade the level of RAV access. Can the Shire please advise whether it supports the proposed upgrade, or if its position remains unchanged?

Requested Road & RAV Network:

Dimension Requirements					
Road No.	**Road Name**	**From Location (SLK)**	**To Location (SLK)**	**Current Network**	**Requested Network**
4110002	Cadoux - Koorda Rd	Koorda - Wongan Hills Rd (0.00)	Felgate Rd (21.23)	• Tandem Drive Network 6 • Tri Drive Network 2 • PBS Tandem Drive Network 2B	• Tandem Drive Network 7
Mass Requirements					
Road No.	**Road Name**	**From Location (SLK)**	**To Location (SLK)**	**Current Mass Level**	**Requested Mass Level**
4110002	Cadoux - Koorda Rd	Koorda - Wongan Hills Rd	Felgate Rd (21.23)	AMMS Level 1 (No change)	AMMS Level 1 (No change)

For details of the vehicle combinations approved on the requested networks, please refer to the following RAV Category Charts:

- Tandem Drive Prime Mover, Trailer Combinations Restricted Access Vehicle (RAV) Categories

In accordance with our Route Assessment Process, we seek the following input from the appropriate Shire of Koorda representative to assist HVS in deciding whether or not to approve RAV access:

- Estimated traffic volumes for each road listed.
- Any comments relating to road construction and/or ongoing maintenance, planning conflicts, community amenity, development issues etc. that may be impacted by adding the above road(s) onto the requested RAV network.

Please note HVS will conduct onsite assessments and consider all the safety aspects of approving RAV access in accordance with our Standard Restricted Access Vehicle Route Assessment Guidelines and Guidelines for Approving RAV Access.

It would be appreciated if you could provide the estimated traffic volumes and any comment to HVS within **four (4) weeks** of this email. If you are unable to meet this timeframe, please advise us so we can inform the applicant.

Please ensure you provide sufficient reasoning if this application is not supported, as this will be used to justify our decision to the applicant.

To assist with providing your input, the following information is provided for your reference:

- RAV Access Approval & Review Policy
- Common Class 2 & 3 Restricted Access Vehicle (RAV) Configurations
- RAV Access Benefits

The reference for this request is D26#985741.

Should you require any further information or assistance regarding this request, please contact the HVS Route Assessment team on 138 486 or hvsrouteassessments@mainroads.wa.gov.au.

Regards,
Rachel.

HVSrouteassessments



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mainroads WESTERN AUSTRALIA

Application to Add or Amend a Road on a Restricted Access Vehicle Network

This form is to be completed when applying to have road(s) assessed to be added to a RAV Network. All route assessment applications will be assessed in accordance with the *RAV Access Approval & Review Policy* and associated documents, available on the Access Requirements in WA page on our website.

Applicant Details

Operator Name: Road Trains of Australia Pty Ltd

Contact Name: Matthew Thomason Contact Number: 0456937686

Email: matt.thomason@rta.net.au

RAV Network(s) to be Assessed

Tandem Drive RAV Network	RAV 7 (36.5m)	Oversize Road Train & B-Double	ORT2 (36.5m)
PBS Tandem Drive Network	.....	Oversize Divisible Network	------
Tri Drive Network	.....	8TPA Low Loader Network	.....
PBS Tri Drive Network	.....	Platform Trailer Relocation	.....
Accredited Containerised Freight	.....	Beam Platform Trailer Relocation	.....
Road Trains with Long Trailers	.....	Concessional Livestock	.....

PBS Specific Access (e.g. Level 2B, 31.5m A-Double) MRWA / VA #

Concessional Mass Level to be Assessed

Requested Mass Level: AMMS Level 1

Note: Level 1 concessional mass is applied to the equivalent base Tandem Drive, Tri Drive or PBS Network(s) listed in the above section.

Concessional Mass Levels

	Tandem Axle Group	Tri Axle Group	Quad Axle Group (PBS)
Level 1	17.0t	21.5t	24.0t
Level 2	17.0t	22.5t	27.0t
Level 3	17.5t	23.5t	28.5t

Transport Task Details

Estimated Annual Tonnage (t): 12000 Estimated Loaded Movements: 2 per week

Brief explanation of transport task: BP Bridging Fuel with B-Double and Dog from Coogee Chemicals to ATOM BP Terminal in Kalgoorlie

List all roads for the intended route (for campaign haulage tasks only): Include start and end location and attach a map.

FROM COOGEE CHEMICALS THROUGH WONGAN HILLS UP TO HOSPITAL ROAD ACROSS TO CADOUX FROM CADOUX TO KOORDA THEN ACROSS TO BULLFINCH DOWN TO SOUTHERN CROSS AND THEN ON TO KALGOORLIE

Roads to be Assessed

List required road(s) that are not currently approved for the required level of RAV Access:

Wongan Hills- Cadoux Road Between Hospital Road and Cadoux

Cadoux-Koorda road between Cadoux and Koorda

Koorda-Wongan Hills Road between Cardoux and Koorda

Email completed form to: hvsrouteassessments@mainroads.wa.gov.au
Heavy Vehicle Services Main Roads WA
PO Box 374 | WELSHPOOL DC | WA 6986 | Telephone: 138 486
www.mainroads.wa.gov.au

2026/2027 Roadworks Program

ACCOUNT	ROAD	WORKS	COST $000	RRG	FED	STATE	RTR	SHIRE	SECTION		LENGTH	Comment M^2
				FUNDING SOURCE					START	END		
RRG006	Kulja-Kalannie	Full Recon	349	233	116				8.60	11.40	2.80	Unchanged
RRG006B	Kulja-Kalannie	Reseal	124	83		41			3.00	6.00	3.00	200m Less
RRG140	Burakin-Wialki	Full Recon	401	268	133				28.10	30.90	2.80	Unchanged
R2R004	Koorda-Kulja	Full Recon	200				200		39.70	41.00	1.30	Unchanged
R2R004B	Koorda-Kulja	Full Recon	220			69	151		42.50	43.50	1.00	Unchanged
R2R004C	Koorda-Kulja	Full Cement Stabilise	255				255		11.00	11.60	0.60	
R2R088	Kulja Central	Clear Reform Sheet	90		60		30		18.00	22.00	4.00	Unchanged
R2R009	Koorda North West	Clear Reform Sheet	70				70		8.00	11.00	3.00	Unchanged
RC001	Koorda Mollerin	Clear Mulch	79		79				16.80	33.00	16.20	Contractor
RC128	Scotsman	Clear Reform Sheet	90		90				3.80	5.20	1.40	Unchanged
RC011	Dukin West	Clear Reform Sheet	90		90				13.00	16.80	3.80	Unchanged
RC140	Burakin Wialki	Asphalt intersections	44		44				11.30	11.40	0.10	Did Less m2
RC120	Ninghah Road	Asphalt intersection	23		23				0.10	0.13	0.03	Did less m2
RC002	Cadoux-Koorda	WSFN Works (24/25 CF)	40		22	12		6				Final works from 24/25
RC135	Koorda-Wyalkatchem	WSFN Works (24/25 CF)	13		7	4		2				Final works from 24/25
	Footpaths		20			20						Repairs
		TOTAL CONSTRUCTION	**2108**	**584**	**664**	**146**	**706**	**8**				

Government of **Western Australia**
WA Local Government Grants Commission

Our Ref: fA17702882
Enquiries: Grants Commission
Phone: 08 6551 4803
Email: grants.commission@lgirs.wa.gov.au

Mr Zac Donovan
Chief Executive Officer
Shire of Koorda
PO Box 20
KOORDA WA 6475

Dear Mr Donovan

WESTERN AUSTRALIAN LOCAL GOVERNMENT GRANTS COMMISSION - 2026-27 FINAL FINANCIAL ASSISTANCE GRANT ALLOCATIONS

The WA Local Government Grants Commission (Commission) has been advised by the Commonwealth Minister for Local Government that the 2026-27 Financial Assistance Grants (FA Grants) have been approved.

Western Australia's share of the 2026-27 FA Grant funding pool is $448,646,433 (includes adjustment for 2025-26), comprising of $277,650,942 in General Purpose funding ($221,927,692 paid in advance in June 2026) and $170,995,491 in Local Road funding ($136,160,929 paid in advance in June 2026).

General Purpose Grants are distributed in accordance with the *Local Government (Financial Assistance) Act 1995* (Cth), the National Principles and the Commission's assessment of relative need. Consistent with the Commission's policy, grant allocations are not subject to annual caps on increases or decreases, ensuring available funding is distributed as equitably as possible across local governments. Local Roads Grants continue to be allocated using the asset preservation model.

The Financial Assistance Grants for the Shire of Koorda in 2026-27 are as follows:

Advance Payment paid in June 2026	
General Purpose Grant:	$1,436,255
Local Roads Grant:	$790,638
Remaining payment to be made in 2026-27 Financial Year	
General Purpose Grant:	$380,610
Local Roads Grant:	$132,296
Special Project Grants	
Bridges:	$0
Aboriginal Access Roads:	$0
Total 2026-27 FA Grant payments	$2,739,799
Total General Purpose Grant:	$1,816,865
Total Road Grants (incl special projects):	$922,934

A comprehensive schedule of the FA grant allocations and the supporting balanced budget calculations will be available on the Commission's website:

https://www.wa.gov.au/government/document-collections/western-australian-local-government-grants-commission

Quarterly Payments to Local Governments

The first quarterly payment was made on 17 August 2026. The remaining three quarterly payments are expected to be deposited in the middle of November, February and May of the 2026-27 financial year.

Financial Impact of Advance Payments

In June 2026, local governments received an advance payment representing around 80 per cent of their estimated 2026-27 FA Grant entitlement. The advance payments do not represent an exact 80 per cent of each individual local government's 2026–27 grant allocation. This is because the advance payment is calculated using a simplified methodology based on last year's allocation and does not incorporate changes to the distribution methodology that may apply in 2026–27.

In accordance with Australian Accounting Standards, this income is required to be recognised on receipt - in the financial year in which the funds are received by the local government. This means the advance payment is to be recognised as revenue for 2025-26, as control passes to the local government on receipt of the grant.

The remaining approximate 20 per cent will be paid through the normal quarterly payment process following the Commission's determination of final grant allocations.

Special Project Grants

Special Project Grant allocations for Bridges and Aboriginal Access Roads will be paid alongside the quarterly FA Grant instalments. Main Roads WA (MRWA) contributes $1 for every $2 allocated by the Commission under both programs, subject to funds being expended on approved projects. Local governments are reminded to maintain appropriate records of expenditure for annual audit and reporting purposes.

Bridges Program

The Commission has allocated a total of $7,942,722 to local governments through its Bridges Program to assist local governments with the preservation and replacement of bridges on local roads. Allocations are based on recommendations from the Bridge Committee, which includes representatives from the Western Australian Local Government Association (WALGA) and MRWA. Local governments should consult MRWA before commencing any bridge works.

Aboriginal Access Roads Program

The Commission has allocated a total of $3,971,360 to local governments in funding to improve access roads servicing remote Aboriginal communities. Allocations are guided by the Aboriginal Roads Committee, comprising representatives from the Commission, WALGA, the National Indigenous Australians Agency, MRWA, the Department of the Premier and Cabinet, the Department of Communities, the Department of Planning, Lands and Heritage, and the Department of Local Government, Industry Regulation and Safety.

Local governments are reminded that Aboriginal communities should be appropriately consulted before works commence. Funding is provided for road improvements and gravel re-sheeting and is not intended for routine maintenance, which is supported through Commonwealth road funding distributed in accordance with asset preservation needs.

Should you have any queries about any of the included information, please contact the Grants Commission on 6551 4803 or by email grants.commission@lgirs.wa.gov.au. Queries relating specifically to Bridges and Aboriginal Access Roads allocations may be directed to Dr Chris Berry at chris.berry@lgirs.wa.gov.au.

Yours sincerely



Shannon Wood
Manager Board Governance and Reporting

31 August 2026