



Shire of
Koorda

Drive in, stay awhile

MINUTES

Ordinary Council Meeting

Held in Shire of Koorda Council Chambers

10 Haig Street, Koorda WA 6475

Tuesday 29 September 2026

Commencing 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 Tuesday, 29 September 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
25 September 2026

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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, Tuesday 29 September 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
Mr D West	Works Supervisor
Miss R Coufos	Executive Support Officer
Mr T Cole	Community Emergency Services Manager (6.02pm)

Members of the Public:

Mr R Garven
Mr B Williams

Apologies:

Nil.

Visitors:

Nil.

Approved Leave of Absence:

Nil.

3. Public Question Time

Mr R Garven:

Appreciate work done on pathway lighting.

In relation to the Caravan Park; suggest signage on Haig Street, suggest offering free camping

Shire President Cr JM Stratford provided the following response:

Noted regarding signage. There is free camping available within the Shire already – however additional free camping may be considered at next budget discussion in May 2027.

4. Disclosure of Interest

Cr GW Greaves declared an Indirect Financial disclosure of interest in relation to item 13.3 2026-2027 Works Program Update as the owner of a new supplier is a family member.

5. Applications for Leave of Absence

Nil.

6. Petitions and Presentations

Nil.

7. Confirmation of Minutes from Previous Meetings

7.1. Ordinary Council Meeting held on 19 August 2026

[Click here](#) to view the August 2026 Ordinary Council Meeting Minutes

Voting Requirements ☒ Simple Majority ☐ Absolute Majority

Officer Recommendation Resolution 010926

Moved Cr GW Greaves

Seconded Cr BH Moore

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 19 August 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

8.1. Minutes of Internal Committee Meetings to be Received

- a. Local Emergency Management Committee Meeting Minutes for meeting held on 3 September 2026
[Click here](#) to view the September 2026 Local Emergency Management Committee Meeting Minutes
- b. Bushfire Advisory Committee Meeting Minutes for meeting held on 3 September 2026
[Click here](#) to view the September 2026 Bushfire Advisory Committee Meeting Minutes

Voting Requirements ☒ Simple Majority ☐ Absolute Majority

Officer Recommendation **Resolution 020926**

Moved Cr GW Greaves

Seconded Cr KA Fuchsbichler

That, in accordance with Sections 5.22(2) and 3.18 of the *Local Government Act 1995*, Council receives the Minutes of the below Internal Committee meetings, as tabled.

- a. Local Emergency Management Committee Meeting Minutes, 3 September 2026**
- b. Bushfire Advisory Committee Meeting Minutes, 3 September 2026**

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

8.2. Minutes of External Committee Meetings to be Received

- a. GECZ Meeting Minutes for meeting held on 13 August 2026
[Click here](#) to view the GECZ Meeting Minutes
- b. NEWROC Meeting Minutes for meeting held on 1 September 2026
[Click here](#) to view the NEWROC Meeting Minutes

Voting Requirements ☒ Simple Majority ☐ Absolute Majority

Officer Recommendation **Resolution 030926**

Moved Cr GL Boyne

Seconded Cr NJ Chandler

That, in accordance with Sections 5.22(2) and 3.18 of the *Local Government Act 1995*, Council receives the Minutes of the below External Committee meetings, as tabled.

- a. GECZ Meeting, 13 August 2026.**
- b. NEWROC Meeting, 1 September 2026.**

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

9. Recommendations from Committee Meetings for Council Consideration

9.1. Compliance Audit Return 2025

Governance and Compliance		
Date	23 September 2026	
Location	Not Applicable	
Responsible Officer	Zac Donovan, Chief Executive Officer	
Author	As Above	
Legislation	<i>Local Government Act 1995 Section 7.13 (i)</i> <i>Local Government (Audit) Regulations 1996 – Reg 13, 14 and 15</i> <i>Local Government Amendment Regulations (no. 4) Reg 15(2)</i>	
Disclosure of Interest	Nil	
Purpose of Report	☐ Executive Decision ☒ Legislative Requirement ☐ Information	
Attachments	Compliance Audit Return 2026 SOKD OAG Interim Management Letter SOKD	

Background:

As per the Local Government Act 1995, each local government is to carry out a Compliance Audit Return for the previous 12 months against certain requirements set by the Department of Local Government, Industry Regulation and Safety (DLGIRS).

Once completed, the CAR is presented to the Audit, Improvement and Risk Committee and then a report is to be presented to Council for adoption of the return. A copy of the completed CAR is included as an attachment for this item.

The Audit, Improvement and Risk Committee has been requested to review the CAR for 2025, if so resolved, present to Council for adoption so the CAR may be submitted prior to 30 September 2026.

Comment:

For previous periods the annual Compliance Audit Return is scheduled to be completed for the previous year, adopted by Council and submitted to the Department 31 March. However, reform regulations introduced from 1 January 2026 requires the CAR to be completed and submitted to the Local Government Inspector by 30 September 2026.

The later CAR completion date will only apply for the 2026 return with all future returns to comply with 31 March. The change for the 2025 return was to facilitate the transition for the newly created oversight role of the Local Government Inspector.

In addition, the amendments permit the Local Government Inspector to limit prescribed CAR requirements (Audit Reg. 15A). As such, the Inspector advised the sector on 1 July 2026 that the 2025 CAR would not include all statutory requirements as set out in Audit Regulation 13.

Consequently, the Shire of Koorda 2025 Compliance Audit Return is provided to the Audit, Improvement and Risk Committee to recommended to Council for adoption at the September Ordinary Meeting of Council.

The CAR reporting is in part supported by the Office of the Auditor General management letter (attached) that the result of the interim audit to primarily evaluate the financial control environment within the Shire was found to be satisfactory with no issues raised.

Consultation:

Tony Brown, Local Government Inspector
Lana Foote, Deputy Chief Executive Officer

Statutory Implications:

Local Government Act 1995 Section 7.13 (i)
Local Government (Audit) Regulations 1996 – Reg 13, 14 and 15
Local Government Amendment Regulations (no. 4) Reg 15(2)

Policy Implications:

Policy G - Legislative Compliance

Strategic Implications:

Shire of Koorda Strategic Community Plan 2026-2036
4.1 – Strengthen engagement and transparency.
4.2 – Deliver Infrastructure and Services Efficiently

Risk Implications:

Risk Profiling Theme	Non-compliance by not meeting the submission deadline
Risk Category	Compliance
Risk Description	As suggested the CAR is a self-report on various compliance requirements. The risk is that CAR is not submitted within the revised deadline.
Consequence Rating	Major (4)
Likelihood Rating	Unlikely (2)
Risk Matrix Rating	Moderate (8)
Key Controls (in place)	Awareness of compliance requirements by AIRC and Council
Action (Treatment)	Timely agenda items
Risk Rating (after treatment)	Adequate

Financial Implications:

Nil additional

Voting Requirements: ☒ Simple Majority ☐ Absolute Majority

Officer Recommendation
Resolution 040926

Moved Cr KA Fuchsbichler

Seconded Cr BJ Harrap

That, in accordance with Regulations 14 and 15 of the *Local Government (Audit) Regulations 1996*, as amended from 1 January 2026, the Audit Risk and Improvement Committee recommends that;

1. Council receives and adopts the 2025 Compliance Audit Return, as presented to the Audit Risk and Improvement Committee on 29 September 2026.
2. The 2025 Compliance Audit Return is submitted to the Local Government Inspector, signed by the Shire President and CEO, prior to 30 September 2026.

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

9.2. CEO Report - Financial Management, Legislative Compliance, Risk Management and Internal Controls Review

Governance and Compliance		
Date	22 September 2026	
Location	Not Applicable	
Responsible Officer	Zac Donovan, Chief Executive Officer	
Author	As above	
Legislation	<i>Local Government Act 1995</i> <i>Local Government (Audit) Regulations 1996 Regulation 17</i> <i>Local Government Regulations Amendment Regulations (No. 4) 2025</i>	
Disclosure of Interest	Nil	
Purpose of Report	☒ Executive Decision ☒ Legislative Requirement ☐ Information	
Attachments	SOKD Financial Management Audit Reg 17 Review - Summary Report	

Background:

As per the Local Government (Audit) Regulations 1996, the CEO of each local government is to review the appropriateness and effectiveness of the entity's systems and procedures in relation to three broad aspects: Financial Management, Legislative Compliance and Risk Management.

Aligned with the State Governments local government reform process, from 1 January 2026, the review of each component does not need to occur concurrently but must be completed at least once every four years with the results reported to the Audit Improvement and Risk Committee.

The AIRC meeting of 18 March 2026, was presented the detailed report provide to the CEO by consultancy Moore Australia who were engaged by the Shire to assist with the process and provide an independent assessment. A project plan to redress the matters raised was presented to the ARIC of 24 June 2026 with an update provided separately later in the ARIC 29 September meeting agenda.

The purpose of this item is for the CEO to provide the ARIC an assessment of the matters raised in the review by Moore Australia and consequently the appropriateness and effectiveness of the Shire's systems and procedures in relation to the three aspects reviewed by regulation.

Comment:

Before the changes of 1 January 2026, the aspects required to be reviewed as part of Regulation 17 were: Risk Management, Internal Controls and Legislative Compliance at the interim of once at least every three years. Under this schedule the Shire of Koorda commenced discussions with Moore Australia in 2025 to ensure the review would be completed in 2026.

Consequently, the review has been undertaken to capture both the components required at the commencement of the review and the changes implemented from 1 January resulting in the current review considering the appropriate and effectiveness of current requirements - Financial Management, Legislative Compliance and Risk Management - and the previous Internal Controls requirement.

The summary report by Moore Australia (attached) which redressed the appropriate and effectiveness of the four aspects, was previously sent out of session to the committee members following the request of 24 June ARIC meeting for Moore Australian to offer their "professional opinion on the appropriateness and effectiveness of the systems applied by the Shire of Koorda".

As detailed in the attached report, for each of the 4 components reviewed – Financial Management, Legislative Compliance, Risk Management and Internal Controls – Moore Australia found the Shire's systems and procedures were largely effective and appropriate for the size of the local government.

The review did identify significant improvements across the components and in a number of instances observed that the capacity of the Shire to meet its compliance and procedural obligations were heavily dependent on the knowledge and integrity of a small number of senior staff.

To help establish the appropriateness of the recommendations by Moore Australia to redress the matters raised, the following tables identify each as either legislative Non-Compliance matters, Control Deficiencies in risks or controls, and those recommendations considered Best Practice.

An additional allocation and table is provided – termed Modify Approach - for those recommendations which may be Control Deficiency or Best Practice components but that for which the recommendations proposed in the Moore Australia report is not considered appropriate for a local government with the financial and human resources of the Shire of Koorda.

The rationale for each of the four tables is as per the following table:

Non-Compliance	Specific legislative requirement which Moore has identified as not being met, or there is a strong basis to conclude the Shire is not complying with legislation.
Control Deficiency	Not necessarily a breach of legislation, but a material weakness in financial, governance, WHS, ICT or operational controls which should be addressed.
Best Practice	A desirable improvement but not a statutory requirement. The Shire can determine how, when or whether it should be implemented.
Modify Approach	Legitimate improvement, but the solution proposed more appropriate to a larger local government and should be scaled to Koorda's size and resources.

The following provides the allocation of the various matters to the respective tables with Non-Compliance the priority to redress, followed by Control Deficiencies and with a lower priority matters which are Best Practice

Matters of Genuine Non-Compliance

Reference	Recommendation	Response
4.2.1	Elected Member, CEO and Employee Attendance at Events – approval and dispute processes do not properly reflect statutory roles	Council President/Deputy President should not be given administrative powers that belong to Council or CEO. Rewrite approval and dispute provisions.
4.2.2	Continuing Professional Development Policy has not been reviewed following the required election cycle.	This is a specific statutory requirement under s5.128. Moore identifies the policy as last reviewed in June 2023.
4.2.4	Donations and Requests to Waive Fees – fees, discounts and waivers need to comply with adopted fees and legislative authority.	Fees should be charged at adopted rates unless a lawful authority exists for a concession/waiver.
4.2.9	Review policies routinely.	Prioritise policies with statutory review requirements and high-risk.
5.1.1	Update Code of Conduct following legislative changes and update induction	Legislative requirement
5.1.3	Corporate Business Plan has not been reviewed annually.	Separate Corporate Business Plan from Integrated Plan and review annually as per Reg. 19DA(4).
5.2.28	Annual Council Member Training Report	Specific statutory reporting obligation
5.2.29	Evidence and monitoring of statutory public notices	Maintain a simple statutory advertising/public notice register.
5.2.31	ARIC meeting fees following SAT determination	Council should formally address the SAT determination and ensure fees/superannuation arrangements comply
5.2.33	Correct statutory information in Annual Report	Omissions and incorrect/outdated legislative references in the 2024/25 Annual Report.

6.1.2	Improve Council minute recording, attachments and publication.	Minutes and publication requirements should be met but do not create duplication
6.2.1	Tender register / tender-related statutory record and publication	Maintain the required tender register and publication arrangements.
6.2.2	Delegation Register – ensure delegations, policy links, review history and exercise are properly recorded	Identified delegations that may not have been properly adopted and gaps in recording review/amendment history.
6.4.1	Record of information about conduct / complaints register under s5.96C	Public record a statutory requirement irrespective of zero issues t record

Control Deficiency

Reference	Recommendation	Response
4.2.5	Ensure procurement requirements are applied consistently, including where exemptions apply.	Particularly important because Moore found examples where quotations and exemption evidence were unavailable.
4.2.5	Sole-source procurement should consider risk and control environment.	Require a short documented justification for sole-source purchases.
4.2.11	Remove operational procedures from Council policies	Removes potential for governance issues and provides clarify CEO/Council roles.
5.1.2	Update Risk Management Framework and remove outdated references.	The issue identified is inconsistency/outdated material rather than statutory breach.
5.1.5	Independent ICT risk review	Cybersecurity deserves independent assurance, but the scope should reflect Koorda's actual risk.
5.1.5	Review risks associated with relying on a single IT provider, including SLA and qualifications.	A small Shire is particularly exposed to key-person and/or provider dependency
5.2.1	Formalise risk-management procedures and reporting to ARIC	Use one consolidated risk register/report rather than multiple departmental systems.
5.2.5	Evidence routine reviews, approvals and independent checks.	Inexpensive and provides strong audit evidence
5.2.7	Improve physical access security to Shire facilities and document risks	A simple risk register entry and access procedure should suffice.
5.2.8	Formal ICT risk evaluation and risk register	Integrate into the corporate risk register rather than create another standalone system.
5.2.11	Secure ABA banking files and prevent unauthorised alteration	Significant fraud-control issue.
5.2.12	Strong verification and authorisation procedures for changes to supplier/employee banking details.	Implement independent callback verification and documented authorisation.
5.2.13	Secure cash handling and documented procedures	Simple cash-handling procedure and reconciliation process is adequate.
5.2.14	Independent review/authorisation of journals and evidence of review	Particularly important where staffing makes segregation difficult
5.2.15	Bank/balance-sheet reconciliation review controls	Reconciliations are fundamental financial controls, although Moore's proposed level of independent review can be scaled to Koorda.
5.2.16	Risk-based stocktakes, reconciliations and stock controls	Frequency should depend on value and risk rather than automatically requiring frequent stocktakes.
5.2.18	Strengthen revenue collection, cash and debtor controls	Identified weaknesses in manual revenue processes and segregation
5.2.20	Formal review of rate-exempt properties	Establish a simple annual register/review process.
5.2.21	Purchase orders, quotations and documented exemptions	Instances where required quotations, purchase orders and exemption evidence were unavailable
5.2.23	Regular review of outstanding purchase orders	Low-cost and useful for monitoring liabilities

5.2.24	Purchasing-card agreements, monthly certification and independent review	independent review can be undertaken by an appropriately senior officer rather than creating another position.
5.2.25	Strengthen third-party contract management	Particularly for contractors delivering services
5.2.26	Review/monitor indirect costs and capitalisation	Normal accounting control rather than an elaborate additional system
5.2.27	Improve electronic and hard-copy recordkeeping and staff training	Recordkeeping obligations are statutory. The particular filing/EDRMS solution is not.
5.3.2	Employee entitlement/master list controls.	Maintain an authoritative record of salary, allowances, leave and entitlements
5.4.1	Verify contractor insurance/licences before work and retain evidence.	Particularly important for higher-risk contractors and works.
6.1.1	Include identified risks in Council/ARIC agenda items	Significant risks should accompany decisions; there is no need to produce a detailed risk assessment for every routine Council matter
6.1.2	Monthly payment list should contain only information required by legislation	Unnecessary sensitive/commercial information should not be published
6.2.4	Register of Development Applications and Building Permits	The key objective is ensuring statutory processing timeframes can be monitored
6.2.6	Register of hazardous materials, including asbestos.	Sensible risk control, particularly where Shire-controlled buildings/assets may contain asbestos
6.2.7	Register of regulatory and health inspections	A central spreadsheet/register is adequate; there is no need for a sophisticated system
6.5.1	WHS audit and follow-up of identified actions.	Risk based Tier 2 audit planned for later in period with request to focus on statutory requirements

Best Practice

Reference	Recommendation	Response
4.2.5	Remove officer purchasing approval limits from Council policy and place them in CEO operational procedures.	Council should set procurement policy; CEO should establish operational delegations/procedures.
4.2.5	Remove supplier "order of priority".	Simplify the policy and focus on value, probity, competition and legislative requirements.
4.2.5	Remove/update Regional Price Preference reference	Remove obsolete or misleading references.
5.4.2	Maintain an insurance claims register.	No formal requirement and low priority

As mentioned, a number of the Control Deficiencies and Best Practice matters have been separated out to identify that while these have value the recommendations as proposed by Moore Australia is not considered appropriate for a Band 4 local government. None of the Non Compliance matters are included in the Modify section as these are non-negotiable requirements.

Modify Recommendation

Reference	Recommendation	Response
4.2.5	Establish controls for contract variations and extensions.	A written justification and appropriate approval should be sufficient; no elaborate process is necessary for a small Shire.
4.2.5	Establish controls for contract variations and extensions	Simplify recommendation. A written justification and appropriate approval should be sufficient; no elaborate process is necessary for a small Shire.
4.2.7	Fraud and Corruption Control Policy to align with AS 8001:2021	Maintain practical fraud-control framework, but compliance with every aspect of AS 8001 is not a statutory requirement.

4.2.8	Risk Management Policy to align with ISO 31000:2018.	Framework can be consistent with ISO 31000 without needing large ISO-style system.
5.1.2	Align framework with ISO 31000 and conduct routine reviews.	Adopt the principles but retain a simple, usable framework.
5.1.5	Develop an ICT Strategic Plan.	A concise ICT risk/security plan may be more appropriate than a substantial strategic plan.
5.1.6	Test Business Continuity/Disaster Recovery Plan annually.	An annual desktop exercise involving key staff should be sufficient. Moore found not tested.
5.2.2	Formalise operational procedures/checklists/workflows	Document only high-risk or repetitive processes where failure could cause financial loss, fraud, legal breach or service disruption.
5.2.4	Improve segregation of duties and introduce independent checks where staffing limits segregation	Need to implement in consideration of staffing constraints.
5.2.9	Comprehensive independent ICT security review.	Priority because cyber risk can be significant even in a small Shire.
5.2.22	Three people independently assess high-value/high-risk procurement	Use "an appropriate level of independent assessment having regard to value, complexity and risk." Moore's three-person proposal is primarily a probity/control mechanism
5.2.32	Formal grants management system/register	A simple grants register with application, conditions, acquittal and reporting dates should be sufficient.
5.3.1	Payroll Masterfile controls; independent checking of payroll and employee entitlements	There needs to be independent review, but proposed comprehensive review every fortnight may be unnecessarily onerous.
5.3.3	Induction of employees, councillors, contractors and volunteers	Employees and councillors should receive appropriate induction. Contractors/volunteers should receive induction where relevant to their role and risk, rather than a blanket process. Moore identified that contractors and volunteers were not currently included.
6.4.2	Community complaints register and monitoring procedures.	Apply simple spreadsheet/register is adequate given Koorda's relatively low complaint volume
6.5.2	Expanded internal audit function	A small, risk-based internal audit program using external/shared/regional resources is much more appropriate.

As provided elsewhere in the agenda, significant progress has been made on about 65 per cent of the matters and recommendations. The CEO commentary provided as to the appropriateness and effectiveness of the various recommendations should be considered separate to any progress report.

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 Strategic Community Plan 2026-2036

4.1 Strengthen engagement transparency and trust

4.2 Deliver infrastructure and services efficiently

4.3 Maintain strong financial sustainability

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:

Nil

Voting Requirements: ☒ Simple Majority ☐ Absolute Majority

Officer Recommendation

Resolution 050926

Moved Cr GL Boyne

Seconded Cr NJ Chandler

That, in accordance with Regulations 16 and 17 of the *Local Government (Audit) Regulations 1996*, the Audit Risk and Improvement Committee recommends:

That Council receives the report as to the appropriateness and effectiveness of the Shire's systems and procedures and application of the review recommendations.

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

9.3. Update on Progress - Financial Management, Legislative Compliance, Risk Management and Internal Controls Review

Governance and Compliance		
Date	21 September 2026	
Location	Not Applicable	
Responsible Officer	Zac Donovan, Chief Executive Officer	
Author	As above	
Legislation	<i>Local Government (Audit) Regulations 1996 – Reg 16 and 17</i>	
Disclosure of Interest	Nil	
Purpose of Report	☐ Executive Decision ☒ Legislative Requirement ☐ Information	
Attachments	2026.09 Update - AR17 & FMR Report	

Background:

The Review of Financial Management, Risk Management, Legislative Compliance and Internal Controls helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance.

From 1 January 2026, reforms to the *Local Government Act 1995* how local governments are to conduct statutory reviews. Under the amended Regulation 17, the CEO must now review the effectiveness and appropriateness of the Shire's systems and procedures for financial management, legislative compliance and risk management, every 4 years, and report the results to the ARIC.

As per the revised Audit Regulation 16, the ARIC must receive and review this report and provide recommendations to Council regarding any improvements to the systems and procedures reviewed.

The ARIC Committee meeting of 18 March (and consequent Ordinary Council meeting of the same date) was presented the detailed report presented to the CEO from a review of the Shire's Regulation 17 requirements by Moore Australia who were contracted by the Shire for the task.

The ARIC Committee meet and OCM of 24 June, were presented with an update of the actions to redress the issues raised. The purpose of this item is to update the ARIOC Committee of the continuing progress on these matters.

Comment:

In all there were 73 areas identified in the Moore review for redress by the Shire of which 26 have been ranked as a high priority. The attached report details the progress on each of the matters.

The summary of the actions completed and those yet to be initiated or completed is attached for consideration.

As shown, since the last quarter nine more matters have been completed and six more commenced to bringing the progress to 64 per cent of all matters being either completed or underway since the report was provided to the Shire in March. More importantly of the 26 matters that were identified as priorities, 13 have been completed with six more underway representing 73 per cent of priority matters.

Consultation:

Lana Foote, Deputy Chief Executive Officer
Administration Staff

Statutory Implications:

Local Government (Audit) Regulations 1996 Regulation 16 and 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 Strategic Community Plan 2026-2036

4.1 Strengthen engagement transparency and trust

4.2 Deliver infrastructure and services efficiently

4.3 Maintain strong financial sustainability

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:

Nil.

Voting Requirements:

☒ Simple Majority ☐ Absolute Majority

Officer Recommendation
Resolution 060926

Moved Cr GL Boyne

Seconded Cr KA Fuchsbichler

That, in accordance with Regulations 16 and 17 of the *Local Government (Audit) Regulations 1996*, the Audit & Risk Committee recommends:

That Council as per the quarterly report document to September 2026 as attached to this item, notes and endorses the actions taken to the identified improvements highlighted in the Financial Management, Risk Management, Legislative Compliance and Internal Controls review.

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

9.4. Quarterly Reporting of the Strategic Community Plan and Workforce Plan

Governance and Compliance		
Date	23 September 2026	
Location	Not Applicable	
Responsible Officer	Zac Donovan, Chief Executive Officer	
Author	As above	
Legislation	<i>Local Government Act 1995;</i> <i>Local Government (Administration) Regulations 1996</i>	
Disclosure of Interest	Nil	
Purpose of Report	☒ Executive Decision ☒ Legislative Requirement ☐ Information	
Attachments	Quarterly Scorecard – September 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 and a Corporate Business Plan. 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 Strategic Community Plan and Corporate Business Plan 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 Strategic Community Plan and Corporate Business Plan) at the Ordinary Council Meeting of 20 April 2022. The plan was updated at the June 2024 OCM. However, the recent Regulation 17 review, identified that combining the two plans into a single document was not appropriate and consequently the Shire has moved to create separate plans.

As such at the OCM of 19 August 2026, Council adopted the Shire of Koorda Strategic Community Plan 2026-2036. The accompanying draft Corporate Business Plan – from which the revised Workforce plan will flow - was presented to the Council Information Forum of 19 August for feedback so to finalise and present to the OCM of 29 September for endorsement.

The draft Shire of Koorda draft Corporate Business Plan 2026-2030 and Workforce Plan 2026 are included on the agenda for the rescheduled OCM of 29 September.

Comment:

As the new Corporate Business Plan and accompanying Workforce Plan is yet to be presented to Council for endorsement, the attached Quarterly Scorecard updated to September 2026 review actions associated with the new Strategic Community Plan 2026-2036 and the existing Workforce Plan 2025.

The Quarterly Scorecard report is provided to Council to assist Council to meet its Integrated Planning and Reporting requirements as per the Local Government Act 1995 and Local Government (Administration) Regulations 1996.

The September 2026 Quarterly Scorecard is provided to the Audit Risk and Improvement Committee to consider with the view to recommend to Council that the Strategic Community Plan and Workforce Plan components be endorsed for publication.

Consultation:

Nil

Statutory Implications:

Local Government Act 1995

Local Government (Administration) Regulations 1996

Policy Implications:

Nil

Strategic Implications:

Shire of Koorda Strategic Community Plan 2026-2036

4.1 – Strengthen engagement and transparency.

4.2 – Deliver Infrastructure and Services Efficiently

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:

Nil

Voting Requirements:

☒ Simple Majority

☐ Absolute Majority

Officer Recommendation

Resolution 070926

Moved Cr GW Greaves

Seconded Cr GL Boyne

That Council:

- 1. Adopts the quarterly reporting documents to September 2026 as attached to this item; and**
- 2. Endorses the publication of the Strategic Community Plan and Workforce Plan components as presented for community 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

10. Announcements by the President without Discussion

Congratulations to the Koorda Hockey & Koorda Netball Clubs on winning their Central Wheatbelt winter sports Premierships.

Well done to the Koorda Museum on their Opening Day.

Huge congratulations to the Koorda Ag Society on another successful Koorda Show

Congratulations to Cr Fuchsbichler on his Life Membership Award with the Koorda Agricultural Society.

Congratulations to Peter McNamara on being awarded an Honorary Freeman of the Shire of Wongan-Ballidu.

Congratulations to the Fremantle Dockers on their finals campaign, and to Justin Longmuir on being voted AFL Coach of the Year by his peers.

I would like to extend sympathy to the Trenorden family on passing Max, the Davies family on the passing of Brian, the Nicholls family on the passing of Brian, and the Watt family on the passing of Pat.

11. OFFICER'S REPORTS – CORPORATE & COMMUNITY

11.1. Monthly Financial Statements

Corporate and Community		
Date	11 September 2026	
Location	Not Applicable	
Responsible Officer	Zac Donovan, Chief Executive Officer	
Author	Lana Foote, Deputy Chief Executive Officer	
Legislation	<i>Local Government Act 1995</i> ; <i>Local Government (Financial Management) Regulations 1996</i>	
Disclosure of Interest	Nil	
Purpose of Report	☐ Executive Decision ☒ Legislative Requirement ☐ Information	
Attachments	August 2026 Financial Activity Statement	

Background:

This item presents the Statement of Financial Activity to Council for the period ending 31 August 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.

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 080926

Moved Cr BJ Harrap

Seconded Cr NJ Chandler

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 August 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

11.2. List of Accounts Paid

Corporate and Community		
Date	10 September 2026	
Location	Not Applicable	
Responsible Officer	Zac Donovan, Chief Executive Officer	
Author	Lana Foote, Deputy Chief Executive Officer	
Legislation	<i>Local Government Act 1995;</i> <i>Local Government (Financial Management) Regulations 1996</i>	
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 12 August 2026 to 08 September 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.

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 090926

Moved Cr BH Moore

Seconded Cr NJ Chandler

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 12 August 2026 to 08 September 2026.

Municipal Voucher V111 to V170	Totalling \$ 463,613.90
Purchase Card Transactions (V120 & V156)	Totalling \$ 10,575.29
	Total \$ 474,189.19

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. OFFICER'S REPORTS – GOVERNANCE & COMPLIANCE

12.1. Rates Recovery Auction Results

Governance and Compliance		
Date	13 September 2026	
Location	Shire of Koorda	
Responsible Officer	Zac Donovan, Chief Executive Officer	
Author	As above	
Legislation	<i>Local Government Act 1995 (sections 6.64 and 6.68) and Schedule 6.3</i>	
Disclosure of Interest	Nil	
Purpose of Report	☒ Executive Decision ☐ Legislative Requirement ☐ Information	
Attachments	Nil	

Background:

On Saturday 12 September the Shire of Koorda exercised its power, under Section 6.56 of the Local Government Act, and commissioned to be sold by auction properties at 40 Greenham and 27 and 51 Smith Streets to recover rates and costs which have been overdue in excess of three years.

The debt recovery process that led to the seizure and sale of the three properties commenced with approval by Council at the Ordinary Council Meeting of 16 April 2025. Being unsuccessful in recovering the amounts owed, the Shire requested Council approve the sale of the properties, which was endorsed at the Ordinary Council Meeting of 18 February 2026. All decisions by Council have been by absolute majority.

The purpose of this item is to update Council on the auction outcomes and the overall result of the rates recovery program now that the last of the long-term debtors has been resolved.

Comment:

The three successful auctions on 12 September realised a combined \$244,000 which, combined with rental income, will resolve the \$133,927.19 owed to the Shire in overdue rates and charges, interest and costs of recovery including selling and transfer fees and any additional legal fees.

In respect to 51 Smith Street, the auction realised \$122,000 which will readily cover the \$47,213.57 owed to the Shire and similarly with 27 Smith Street the \$78,000 sale price is well in excess of the \$40,675.51 owed to the Shire.

In respect to 40 Greenham St, the auction realised \$44,000 which is \$2,038.11 less than the \$46,038.11 owed to the Shire, however in the intervening period between the Shire taking possession of the property and eviction ahead of the auction, the Shire received \$2,200 in rent and so will not be in arrears.

There may be additional legal costs yet incurred by the Shire for 27 and 51 Smith Street due to payment complications regarding the Bankruptcy Trustee who is required to be advised in respect to a co-owner of one of the properties and concerning an associated guarantor provision over the other property.

However, despite some matters to be resolved, the surplus in the sales prices to the existing obligations to the Shire for both 27 and 51 Smith Street is of a significant quantum to meet additional legal costs

anticipated to be no more than \$5,000 per property. As part of the Shire's costs in undertaking the process, these are prioritised for payment under Schedule 6.2 of the Local Government Act 1995.

Following the distribution of funds to the Shire's selling and recovery costs, the Local Government Act 1995 next gives priority to recovery of the Shire's rates and interest on a pro rata basis with any State or Federal government encumbrances (of which there are nil for any of the three properties).

Next funds are allocated to the discharge of any mortgages (which exist on two of the properties) with any funds then remaining to be allocated to the original owners. For the three properties auctioned on 12 September it is not anticipated any significant amount will remain after discharge of mortgages.

As mentioned, on settlement of the three properties on 9 October, the Shire will realise the entire \$131,937 owed in outstanding rates and charges and the costs of undertaking the rates recovery process and for any additional legal fees to be incurred for 27 and 51 Smith Streets.

The return from the three auctions on 12 September is in addition to \$39,176 recovered by settlement of debts by the owners of 33 Smith Street and 383 Henning Road, which were also endorsed by Council for debt recovery at the 18 February OCM, and the \$50,626 recovered by the Shire in previous sales of 1 Allenby Street and 23 Smith Street, for the non-payment of rates, on 4 October 2025.

The recent auctions now conclude action by the Shire on properties that are subject to seizure and sale under sections 6.64 and 6.68 of the Act, as at this point in time. In redressing the seven properties with excessive long-term debts the Shire has recovered in total \$223,729.

Consultation:

Brett Molony, Director, Palisade Corporate Law
Kristyn Harrap, Finance and Payroll Officer

Statutory Implications:

Local Government Act 1995 (sections 6.64 and 6.68) and Schedule 6.3

Policy Implications:

F- Debt Recovery V1.0

Strategic Implications:

Shire of Koorda Strategic Community Plan 2026-2036
4.3 Maintain Strong Financial Sustainability

Risk Implications:

Risk Profiling Theme	Possible poor community perception of Shire
Risk Category	Reputational
Risk Description	Parts of the community may disagree with the debt recovery and eviction process and take a poor view of the Shire.
Consequence Rating	Minor (2)
Likelihood Rating	Unlikely (2)
Risk Matrix Rating	Low (4)
Key Controls (in place)	Structured debt recovery program that supports residents who pay rates
Action (Treatment)	Statutory process and management controls
Risk Rating (after treatment)	Effective

Financial Implications:

Shire will recover all outstanding monies owed and incurred by the process, currently estimated at a combined \$131,937.19

Voting Requirements: ☒ Simple Majority ☐ Absolute Majority

Officer Recommendation

Resolution 100926

Moved Cr GW Greaves

Seconded Cr NJ Chandler

That Council receive the update on the 12 September auctions to recover outstanding rates and the overall outcome of the debt recovery program.

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. Corporate Business Plan 2026-2030

Governance and Compliance		
Date	14 September 2026	
Location	Not Applicable	
Responsible Officer	Zac Donovan, Chief Executive Officer	
Author	As above	
Legislation	<i>Local Government Act 1995 section 5.56 (1)</i> <i>Local Government (Administration) Regulations 1996 Reg.19DA</i>	
Disclosure of Interest	Nil	
Purpose of Report	☐ Executive Decision ☒ Legislative Requirement ☐ Information	
Attachments	DRAFT Shire of Koorda – Corporate Business Plan 2026-2030	

Background:

As per the Local Government Act 1995 (sect. 5.56) and supporting regulations local governments need to “plan for the future of the district,” including the development of a Strategic Community Plan and Corporate Business Plan as part of the State’s Integrated Planning and Reporting Framework.

At the Ordinary Council Meeting of 19 August 2026, Council endorsed the Strategic Community Plan from which the Corporate Business Plan supports through actions to enact the underlying community strategies. As such, and in line with the Regulation 19DA of the Local Government (Administration) Regulations 1996, the Shire is required to have a Corporate Business Plan covering at least four years.

The Corporate Business Plan is required to:

- Set out the priorities of the local government for the period covered by the Plan;
- Give effect to the strategies and priorities identified in the Strategic Community Plan;
- Identify the resources, including financial, asset and workforce requirements, necessary to achieve those priorities;
- Be integrated with the Shire's long-term financial planning, asset management planning and workforce planning;
- Be reviewed annually; and
- Be adopted by an Absolute Majority of Council.

The purpose of this item is to present Council with a draft plan to endorse or amend to serve as the Shire’s Corporate Business Plan for the period 2026 to 2030.

Comment:

As identified as part of the 2026 Regulation 17 review process, and to align with the Integrated Planning and Reporting Framework, the Shire’s former Integrated Strategic Plan has been separated into two standalone documents in the Strategic Community Plan and the Corporate Business Plan.

The Corporate Business Plan has been developed to provide the organisational and operational framework for the delivery of the priorities, strategies and objectives contained within the Shire of Koorda Strategic Community Plan 2026–2036 which was developed through consultation with the community via a survey, presentations and workshops and with Council workshop contributions.

While the Strategic Community Plan establishes the long-term vision, aspirations and objectives of the Koorda community, the Corporate Business Plan identifies 106 actions and initiatives the Shire intends to undertake to progress those strategic outcomes.

The Corporate Business Plan provides a clear link between the Strategic Community Plan and the Shire's other key planning and resource documents, including the Long-Term Financial Plan, Asset Management Plans, Workforce Plan and annual budget.

The Strategic Community Plan 2026-2036 is based around five pillars – Community, Economy, Environment, Organisation and Future. For each of these strategic pillars, the Corporate Business Plan identifies specific actions proposed to be undertaken by the Shire over the life of the Plan.

The Corporate Business Plan is intended to be a practical and adaptable document that guides the Shire's organisational priorities and resource allocation. It will be reviewed annually to reflect completed actions, changes in priorities, emerging opportunities and risks, financial capacity and other matters affecting the Shire's ability to deliver the outcomes identified by the community.

The adoption of the Corporate Business Plan will complete the separation of the previous Koorda Integrated Strategic Plan into two standalone documents and establish the framework for the Shire's ongoing integrated planning and reporting processes.

Consultation:

Community Survey & Workshops
Shire of Koorda Elected Members
Lana Foote, Deputy Chief Executive Officer
Darren West, Works Supervisor
Kim Storer, Manager, Koorda Community Resource Centre

Statutory Implications:

Local Government Act 1995 section 5.56 (1)
Local Government (Administration) Regulations 1996 section 19DA

Policy Implications:

Nil

Strategic Implications:

Actions to support all strategies contained within the Shire of Koorda Strategic Community Plan 2026-2036

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

Financial Implications:

The timing of the implementation of each of the 106 Corporate Business Plan actions is set out in the Corporate Business Plan 2026-2030 and should be a point of reference in budget development for those actions requiring additional funding

Voting Requirements: ☐ Simple Majority ☒ Absolute Majority

**Officer Recommendation
Resolution 110926**

Moved Cr GL Boyne

Seconded Cr GW Greaves

That Council:

- 1. Receives the draft Shire of Koorda Corporate Business Plan 2026-2030 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 19DA of the *Local Government (Administration) Regulations 1996*.**
- 3. Adopts the Shire of Koorda Corporate Business Plan 2026-2030 by Absolute Majority.**

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

12.3. Workforce Plan 2026-2030

Governance and Compliance		
Date	15 September 2026	
Location	Not Applicable	
Responsible Officer	Zac Donovan, Chief Executive Officer	
Author	As above	
Legislation	<i>Local Government (Administration) Regulations 1996 Reg.19DA(3)(c)</i>	
Disclosure of Interest	Nil	
Purpose of Report	☐ Executive Decision ☐ Legislative Requirement ☒ Information	
Attachments	DRAFT Shire of Koorda – Workforce Plan 2026	

Background:

While development of a Workforce Plan is not specified in the Local Government Act 1995, a requirement of a Corporate Business Plan - as per Local Government (Administration) Regulations 1996 Reg.19DA(3)(c) – is to “develop and integrate matters relating to... workforce planning”.

As such with the endorsement by Council of the Shire of Koorda Strategic Community Plan 2026-36 at the Ordinary Council Meeting of 19 August 2026 and the provision of the draft Corporate Business Plan 2026-2030, a supporting Workforce Plan 2026 has been developed and is attached.

The purpose of this item is to present Council with the draft Shire of Koorda Workforce Plan 2026-2030 as aligned with strategic intent of the Shire of Koorda Strategic Community Plan 2026-2026 and the draft Corporate Business Plan 2026-2030 as proposed elsewhere in this agenda.

Comment:

The Workforce Plan 2026–2030 has been developed to provide a framework for ensuring the Shire of Koorda has the workforce capability and capacity required to deliver the priorities and actions identified in the draft Corporate Business Plan 2026-30.

Should Council elect to make changes or amendments to the draft Corporate Business Plan 2026-2030, in considering the document as presented elsewhere in the agenda, then it is likely changes will need to flow to the Workforce Plan 2026-2036 as attached with this item.

While Council does not have a statutory role in endorsing the Workforce Plan, it still needs to have visibility as to ensure the proposed actions are within budget parameters and would be expected to support the delivery of the Strategic Community Plan and Corporate Business Plan.

The draft Shire of Koorda Workforce Plan has been developed in concert with the draft Corporate Business Plan and in consultation with staff, including an all-staff survey in May 2025. That survey identified positives in the team culture and flexibility in the workplace along with a sense of satisfaction in contributing to the community. Areas raised by staff for improvement included better communication from the leadership team, training and development and additional resourcing.

As such in developing the Workforce Plan a number of 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 insights along with analysis of key demographics with the workforce contribute to the four key workplace objectives underpinning the draft Workforce Plan 2026-2030 of:

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.

As per the table below and as detailed in the attached draft Workforce Plan 2026-2030 these objectives each have assigned multiple actions.

OBJECTIVE	Action 1	Action 2	Action 3	Action 4	Action 5
Attracting and selecting the right people	Promote Koorda lifestyle, community and employment opportunities	Advocate for workforce housing initiatives	Maintain contemporary recruitment practices	Establish traineeship pathways	Partner with schools, TAFEs and regional providers
Developing a flexible, innovative and capable workforce	Annual training and development plans	Asset management capability development	Digital capability and systems training	Cross-skilling and workforce flexibility initiatives	Leadership development opportunities
Retaining and engaging valued employees	Flexible work arrangements maintained	Staff wellbeing initiatives implemented	Recognition program implemented	Career development discussions completed	Improve internal communication and collaboration
Developing a strategic workforce for improved organisational performance	Succession plans developed for critical roles	Workforce planning integrated with budgeting and business planning	Maintain contemporary HR policies and procedures	Expand regional workforce partnerships	Review organisational structure periodically

As detailed in the Workforce Plan 2026-2036, success measures are detailed for each of the 20 actions listed previously that are considered required to achieve the four key objectives and support the implementation of the draft Corporate Business Plan 2026-2030.

The Workforce Plan is intended to be a practical and adaptable supporting document. It is proposed to be reviewed annually and aligned with the annual review of the Corporate Business Plan to ensure that workforce priorities continue to reflect the Shire strategy and available resources.

Consultation:

Staff survey and team discussions
Lana Foote, Chief Executive Officer
Darren West, Works Supervisor

Statutory Implications:

Local Government (Administration) Regulations 1996 section 19DA(3)(c)

Policy Implications:

Nil

Strategic Implications:

Shire of Koorda Strategic Community Plan 2026-2036
4.1 Strengthen engagement, transparency and trust
4.2 Deliver infrastructure and services efficiently

Risk Implications:

Risk Profiling Theme	Failure to implement Workforce Plan options
Risk Category	Reputational
Risk Description	Staff may disengage as employees if in having provided input for the development of the Plan it is not adequately implemented
Consequence Rating	Moderate (3)
Likelihood Rating	Rare (1)
Risk Matrix Rating	Low (3)
Key Controls (in place)	Scheduled reviews
Action (Treatment)	Annual and quarterly reviews
Risk Rating (after treatment)	Adequate

Financial Implications:

Much of the Workforce Plan 2026-2026 can be implemented with existing resources. Should actions require additional funding beyond budget allocations, business case will be presented to Council.

Voting Requirements: ☒ Simple Majority ☐ Absolute Majority

**Officer Recommendation
Resolution 120926**

Moved Cr KA Fuchsbichler

Seconded Cr GW Greaves

That Council receives the draft Shire of Koorda Workforce Plan 2026-2030 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

13. OFFICER'S REPORTS – WORKS & ASSETS

5.24pm – SUSPEND STANDING ORDERS

Resolution 130926

Moved Cr GW Greaves

Seconded Cr BH Moore

That standing orders be suspended at 5.24pm to discuss item 13.1 MRWA HVS Koorda-Dowerin Road.

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

5.31pm – RESUME STANDING ORDERS

Resolution 140926

Moved Cr BH Moore

Seconded Cr NJ Chandler

That standing orders be resumed at 5.31pm as per the attendance register.

CARRIED 6/1

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

13.1. MRWA HVS Koorda-Dowerin Road

Works and Assets		
Date	2 September 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 Assessment 1 Sept 2026	

Background:

As pre-empted at the Ordinary Council Meeting of 19 August, Main Roads WA Heavy Vehicle Services have requested a response from the Shire for an application to change a section of the Koorda-Dowerin Road to Restricted Access Vehicle category 6 which would make the status consistent along the length of the road within the Shire.

Currently the Koorda-Dowerin Road has RAV6 status from the Koorda townsite to a mid-point before the Shire of Dowerin border where it reverts to RAV4. A previous application to MRWA HVS requested

roads within Dowerin to be RAV6 which, if allocated to the Shire of Dowerin section of the Koorda-Dowerin Road, would create a gap at the border for the RAV4 section on the Koorda side.

The MRWA HVS request is brought to Council as per the OCM resolution 17 April 2029 requiring that any application beyond RAV 4 is to be referred to Council for consideration. It should be noted that while Council is invited to provide comment the legislation provides authority for the Commissioner of Main Roads to approve road access to RAVs and does not provide authority for Local Governments.

The purpose of the item is therefore to provide Council the opportunity to provide comment to be considered by MRWA HVS in determining the application.

Comment:

Council will recall, last month MRWA HVS forwarded an application to the Shire from Thortek WA Pty Ltd which included a request for “all roads located in the Shire of Dowerin” to be RAV 6 to facilitate 150 movements per annum to transport of 6,000 tonnes of liquid fertilizer.

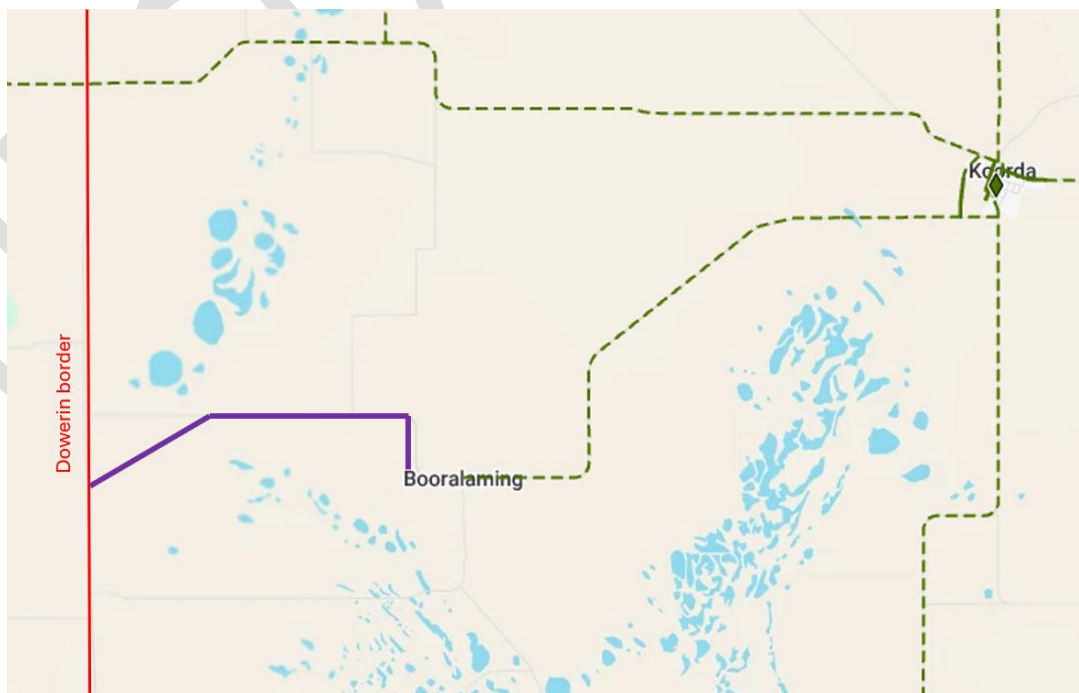
MRWA HVS later withdrew the request of the Shire of Koorda when asked why the Shire of Koorda had been requested to comment on an application which did not identify any roads within the Shire.

The latest request from MRWA HVS on 1 September (attached) mentions having received an application to deliver to a property on Aldred Road, however unlike the previous request in August a copy of the application was not attached with the request.

On request by the Shire, MRWA HVS provided an additional email including a scanned document from the applicant (Thortek WA) identifying the relevant section on the Koorda-Dowerin Road and the department had “confirmed with the applicant via phone” that they require access to Aldred Road.

The email from MRWA HVS also requested a response from the Shire within four weeks, which would not be facilitated by the September OCM being moved to later in the month. The Shire consequently also advised MRWA HVS that the Shire would provide comment on 20 September which was accepted.

As presented with the item at the August OCM, the following graphic shows (in purple) the section of the Koorda-Dowerin Road currently RAV 4 that is the subject of the request for RAV6 status.



In addition, and as reported at the August OCM, the Shire Works Supervisor believes the road could support a change to RAV 6 however cautions that there would likely be significantly more traffic as a

completed RAV6 route than as currently only part of the section. The request does not change the Accredited Mass Management Scheme from the existing AMMS level 1.

Consultation:

Darren West, Works Supervisor

Main Roads WA Heavy Vehicle Services

Statutory Implications:

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

The 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 Strategic Community Plan 2026-2036

4.2 Deliver infrastructure and services efficiently

4.3 Maintain strong financial sustainability

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 additional

Voting Requirements:

☒ Simple Majority

☐ Absolute Majority

Officer Recommendation

Resolution 150926

Moved Cr GL Boyne

Seconded Cr NJ Chandler

That Council support the application for Restricted Access Vehicle category 6 on the Koorda-Dowerin Road to be extended from Koorda to the border with the Shire of Dowerin.

CARRIED: 6/1

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

Against: Cr GW Greaves

5.33pm – SUSPEND STANDING ORDERS

Resolution 160926

Moved Cr KA Fuchsbichler

Seconded Cr GL Boyne

That standing orders be suspended at 5.33pm to discuss item 13.2 MRWA HVS Cadoux-Koorda Road.

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

5.43pm – RESUME STANDING ORDERS

Resolution 170926

Moved Cr BH Moore

Seconded Cr KA Fuchsbichler

That standing orders be resumed at 5.43pm 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

13.2. MRWA HVS Cadoux-Koorda Road

Works and Assets		
Date	15 September 2026	
Location	Not Applicable	
Responsible Officer	Zac Donovan, Chief Executive Officer	
Author	As above	
Legislation	<i>Road Traffic Act 1974; Road Traffic (Vehicle) Regulations 2014</i>	
Disclosure of Interest	Nil	
Purpose of Report	☐ Executive Decision ☒ Legislative Requirement ☐ Information	
Attachments	Email from Main Roads HVS Route Assessment 15 Sept 2026 Application Road Trains Australia Pty Ltd	

Background:

Main Roads WA Heavy Vehicle Services has requested comment from the Shire of Koorda on an application for the section of Cadoux-Koorda Road from the Shire border at Booralaming-Kulja Rd to Felgate Road to be increased to RAV7 (currently RAV6).

In the application, Road Trains Australia Pty Ltd identifies that the request in change of status is to enable two movements per week to transport approximately 12,000 tonnes of chemical and fuel per annum from Coogee Chemicals to Kalgoorlie. That is, the activity has no benefit to local industry.

The Application is brought to Council as per the OCM resolution 17 April 2029 requiring that any application beyond RAV4 is to be referred to Council for consideration.

The purpose of the item is therefore to provide Council the opportunity to provide comment to be considered by MRWA HVS in determining the application.

Comment:

MRWA HVS has said (as per the attached email) that it understands there is previous history relating to Cadoux-Koorda Road, specifically concerning the reinstatement of RAV access from RAV7 to RAV6 and has gone to lengths to request that the Shire be specific and detailed in its response.

Details of the application are detailed in the following and the attached submission by Road Trains Australia Pty Ltd.

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)

In requesting information from Council as to its position, MRWA HVS has requested the Shire provide:

1. Estimated traffic volumes for the relevant road; and
2. Any comments relating to road construction and/or ongoing maintenance, planning conflicts, community amenity, development issues or other matters that may be impacted by adding the road to the requested RAV network.

In reviewing the application, the Shire of Koorda Works Supervisor Darren West does not believe the section detailed by MRWA HVS can sustain the increased impact that would come with effectively opening the Cadoux-Koorda Road to all east-west RAV7 traffic.

As outlined by Mr West, MRWA already has a designated RAV7 route for operators transporting between the metropolitan area and Kalgoorlie, and beyond, but that operators would rather circumvent that route as it requires reducing trailers between Northam and the metropolitan area.

Mr West also spoke with a works representative at the Shire of Wongan-Ballidu who claimed that MRWA HVS had done an assessment “roughly 12 months ago” following a similar application and that it was rejected due to a lack of stacking distance west-bound at the Cadoux railway crossing.

In its email to the Shire, MRWA HVS has advised that it will undertake its own onsite assessment and consider safety matters in accordance with its Standard Restricted Access Vehicle (RAV) Route Assessment Guidelines and Guidelines for Approving RAV Access.

The Shire has been requested to provide its response within four weeks of receipt of the request on 14 September 2026 which provides a response timeframe to approximately 12 October 2026.

MRWA HVS has advised that it will conduct its own onsite assessment and consider the safety aspects of the application as part of its Route Assessment Process and proposes that any response from the Shire should consider:

- the current condition and construction standard of Cadoux-Koorda Road;
- the ability of the road to accommodate the proposed RAV 7 configuration;
- the anticipated frequency of approximately two movements per week;
- potential additional pavement deterioration and maintenance requirements;
- impacts on existing local road users and community amenity;
- any known development, planning or land-use conflicts;

- the benefits of facilitating an efficient freight route through the district; and
- whether any additional conditions, restrictions or monitoring should be considered by MRWA HVS.

The Shire of Koorda Works Supervisor will attend the OCM of 29 September to speak to the item and answer any questions of Council.

Consultation:

Darren West, Works Supervisor

Main Roads WA Heavy Vehicle Services

Statutory Implications:

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

The 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 Strategic Community Plan 2026-2036

4.2 Deliver infrastructure and services efficiently

4.3 Maintain strong financial sustainability

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 additional

Voting Requirements: ☒ Simple Majority ☐ Absolute Majority

Officer Recommendation
Resolution 180926

Moved Cr KA Fuchsbichler

Seconded Cr JM Stratford

Council instruct the CEO to request the Works Supervisor to respond in a timely manner to the request of MRWA HVS advising that by resolution Council opposes the change in status to RAV7 for the Cadoux-Koorda Road on the grounds of:

- 1. Anticipated increased and unsustainable damage to the road surface.**
- 2. The proponent has available an existing RAV7 designated route to Kalgoorlie.**
- 3. The proponent's activities offer no benefit to the ratepayers of the Shire of Koorda.**
- 4. The application is an attempt to avert using the appropriate route established by MRWA.**
- 5. Approving the application will enable all east-west transport to use the route.**
- 6. Approving the route will result in RAV7 vehicles traversing through built up residential areas.**

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

During Council discussion of the agenda item 13.3 2026-2027 Works Program Update, Cr GW Greaves declared an Indirect Financial Interest and left the chambers. It was during discussion that the name of a new supplier (not named in the agenda item) was revealed and Cr Greaves immediately declared a family relationship and withdrew from the chamber.

5.49pm – Cr GW Greaves withdrew from Chambers

13.3. 2026-2027 Works Program Update

Works and Assets		
Date	24 September 2026	
Location	Not Applicable	
Responsible Officer	Zac Donovan, Chief Executive Officer	
Author	As Above	
Legislation	Local Government Act 1995 Local Government (Financial Management Regulations) 1996	
Disclosure of Interest	Nil	
Purpose of Report	☒ Executive Decision ☐ Legislative Requirement ☒ Information	
Attachments	SOKD Roadworks Program 2026-27 Revised Grants Commission – SOKD Update	

Background:

At the time of setting the Shire of Koorda Works program for the 2026-2027 financial year the middle east conflict that caused a spike in global oil prices had been underway for almost three months and bringing uncertainty as to the eventual impact on costs of key roadworks components.

Consequently, the 20 May Ordinary Meeting of Council, in considering the proposed roadworks program, agreed a prudent contingency to revisit the situation after the first quarter of the financial period and hold an additional Works Committee meeting in September.

At that time, it was assumed that after the passage of four months, the situation in the middle east would have greater clarity and the Shire would be better able to establish the budget impact on associated consumables such as fuel and bitumen.

Unfortunately, the conflict in the middle east continues with no expectation of a resolution in the near term which has resulted in no clearer position for the Shire as to the adequacy of funding of the 2026-2027 roadworks program.

The purpose of this item is to provide Council with an update on the Shire roadworks program and the contingencies being considered in place of calling an additional Works Committee meeting.

Comment:

While the situation in the middle east remains uncertain and consequently the impact on key components in delivering the Shire's roadworks program, there has been significant developments that have favoured the Shire's capacity in additional grant funding and improved terms for some suppliers.

Attached is correspondence from the WA Local Government Grants Commission detailing the additional adjustment to the Shire's Financial Assistance Grants for the financial year. As Council will recall the Shire is allocated an estimated 80 per cent of its annual grant in the previous June.

The Shire consequently budgeted to receive the additional 20 per cent or \$348,107, however the additional grant payment has totalled \$512,906 – a \$164,799 increase on that expected at time of

budget of which \$47,934 is an increase to the direct roads funding component. This is significant as only \$8,000 of the \$2.122m works program is funded by the Shire.

The additional funding has not as yet been allocated to maintaining the works program and will be preserved as a contingency up until at least the end of the December quarter when it is expected to be greater clarity on the actual impact on the roadworks program.

However, in addition to additional Financial Assistance Grant funding, the Shire Works Supervisor has negotiated improved terms across some components associated with the roadworks program that has helped offset increasing costs in other components.

A summary of the significant adjustments is provided in the following table:

Component	2025-2026	2026-2027	Net Impact	Rationale
Blue-metal Aggregate	\$79/t	\$67/t	\$30,000	Change in supplier
Bitumen	\$1.25/l	\$1.55/l	(\$48,200)	Increase due to oil price increases
Wetmix	\$2.16/sqm	\$1.42/l	\$47,000	Existing contractor with improved terms

Though, as mentioned, the evolving situation in the middle east remains unclear, the Shire has adjusted roadworks projects to remain within current budget allocations. For example, the attached revised roadworks program shows that while the asphalt works have been completed on the intersections at Burakin Wialki and Ninghan roads the coverage was limited to redress the priority areas.

In addition, it is proposed for the reseal for Kulja-Kalanie Road (RRG006B) will proceed but be reduced by 200 metres which will provide an anticipated saving of \$8,000. However, this is one of the bitumen projects that is likely to be reviewed again in December and potentially be allocated additional funding.

Along with the previously mentioned intersections, the roadworks so far completed from the program include clear reform sheet on Scotsman (RC128) and Kulja Central (R2R088) with works commenced on the full reconditioning of Kulja Kalanie (RRG006).

The Shire Works supervisor has identified the clear reform sheet for Dukin West (RC011) as the project that will be postponed, with a saving of \$90,000, should the situation worsen on costs.

Consultation:

Darren West, Works Supervisor

Statutory Implications:

Local Government Act 1995

Local Government (Financial Management Regulations) 1996

Policy Implications:

Nil

Strategic Implications:

Shire of Koorda Strategic Community Plan 2026-2036

4.1 Strengthen engagement, transparency and trust

4.2 Deliver infrastructure services efficiently

4.3 Maintain strong financial sustainability

Risk Implications:

Risk Profiling Theme	Failure to complete projects on budget
Risk Category	Project
Risk Description	Variation to scope and or objective requiring restructure of project requiring Council approval.
Consequence Rating	Major (4)
Likelihood Rating	Unlikely (2)
Risk Matrix Rating	Moderate (8)
Key Controls (in place)	Project reporting.
Action (Treatment)	Comprehensive plans provided by the item.
Risk Rating (after treatment)	Adequate

Financial Implications:

As detailed in attachments

Voting Requirements: ☒ Simple Majority ☐ Absolute Majority

Officer Recommendation Resolution 190926

Moved Cr BJ Harrap

Seconded Cr NJ Chandler

That Council:

1. Receive the update on the 2026-2027 Shire of Koorda Works Program
2. The CEO reports back to the December Ordinary Meeting of Council or earlier if there is a significant change in circumstances affecting the delivery of the Works Program.

CARRIED: 6/0

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

5.52pm – Cr GW Greaves returned to Chambers

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

Nil.

15. Elected Members' Motions

Nil.

16. Matters Behind Closed Doors

5.52pm – Mr Z Donovan, Mr D West & Miss R Coufos withdrew from Chambers

5.52pm – Mr B Williams withdrew from Chambers

5.52pm – Mr R Garven withdrew from Chambers and did not return

It is recommended that Council close the meeting to the public in accordance with the Local Government Act section 5.23 (2) (b) as the matter relates to recruitment or employment of the CEO including a review of performance under section 5.38.

Officer Recommendation Resolution 200926

Moved Cr

Seconded Cr

That Council closes the meeting to the public at 5.52pm in accordance with s5.23 (2) (b) of the Local Government Act, as item 16.1 CEO Performance Review Outcome relates to recruitment or employment of the CEO including review of performance under section 5.38.

CARRIED: /

For:

16.1 CEO Performance Review Outcome

Governance and Compliance		
Date	13 September 2026	
Location	Shire of Koorda	
Responsible Officer	Zac Donovan, Chief Executive Officer	
Author	As above	
Legislation	<i>Local Government Act 1995 (sec. 5.38 and 5.39A)</i> <i>Local Government (Administration) Regulations 1996 (div. 3)</i>	
Disclosure of Interest	Nil	
Purpose of Report	☒ Executive Decision ☐ Legislative Requirement ☐ Information	
Attachments	CEO Performance Review - Summary Report CEO KPI Self-Assessment Report CEO Annual Performance Review Report CEO Performance Review - Remuneration Report KPIs Reference Report	

Officer Recommendation
Resolution 240926

Moved Cr BH Moore

Seconded Cr KA Fuchsbichler

That Council accepts late item 16.2. CEO Resignation and Recruitment to be received to the September 2026 Ordinary Council Meeting Agenda for consideration.

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

16.2. CEO Resignation and Recruitment

It is recommended that Council close the meeting to the public in accordance with the Local Government Act Sec. 5.23 (2)(a) as it is a matter affecting an employee and (c) a contracted entered into or that may be entered into by a local government and which relates to a matter to be discussed at the meeting.

Corporate and Community		
Date	29 September 2026	
Location	Not Applicable	
Responsible Officer	Cr Jannah Stratford, President	
Author	As above	
Legislation	<i>Local Government Act 1995, Sec. 5.39 (A) and (B)</i> <i>Local Government (Administration) Regulations 1996 (Sch. 2, Div. 2)</i>	
Disclosure of Interest	Nil	
Purpose of Report	☒ Executive Decision ☐ Legislative Requirement ☐ Information	
Attachments	SOKD Standards for CEO Recruitment, Performance and Termination CEO Resignation Letter ZD 25092026 RFQ – CEO Shire of Koorda (Lydia Highfield)	

Officer Recommendation
Resolution 260926

Moved Cr GL Boyne

Seconded Cr BH Moore

That Council re-open the meeting to the public at 6.01pm 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

6.02pm – Mr Z Donovan, Mr D West & Miss R Coufos returned to Chambers

6.02pm – Mr B Williams returned to Chambers

6.02pm – Mr T Cole entered Chambers

17. Closure

The Presiding person thanked everyone for their attendance and the meeting was declared closed at 6.03pm.

Signed: _____

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

Date: 21 October 2026

UNCONFIRMED



Shire of
Koorda

Drive in, stay awhile

MINUTES

Audit, Risk & Improvement Committee Meeting

Held in Shire of Koorda Council Chambers

10 Haig Street, Koorda WA 6475

Tuesday 29 September 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 Tuesday 29 September 2026 in the Shire of Koorda Council Chambers, 10 Haig Street, Koorda, commencing at 4.00pm.

Zac Donovan
Chief Executive Officer
24 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
Audit, Risk & Improvement Committee Meeting
4.00pm, Tuesday 29 September 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
Cr JM Stratford	Member
Cr NJ Chandler	Member
Cr BH Moore	Member

Staff:

Mr Z Donovan	Chief Executive Officer
Miss R Coufos	Executive Support Officer

Visitors:

Mr R Garven

Apologies:

Cr GL Boyne

Approved Leave of Absence:

Nil.

3. Public Question Time

Nil.

4. Disclosure of Interest

Nil.

5. Confirmation of Minutes from Previous Meetings

5.1. Audit, Risk & Improvement Committee Meeting held on 24 June 2026
[Click here to view the previous minutes](#)

Voting Requirements ☒ Simple Majority ☐ Absolute Majority

Officer Recommendation

Moved Cr BH Moore 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 24 June 2026, 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

Nil.

7. Officer's Reports

7.1. Compliance Audit Return 2026

Governance and Compliance		
Date	23 September 2026	
Location	Not Applicable	
Responsible Officer	Zac Donovan, Chief Executive Officer	
Author	As Above	
Legislation	<i>Local Government Act 1995 Section 7.13 (i)</i> <i>Local Government (Audit) Regulations 1996 – Reg 13, 14 and 15</i> <i>Local Government Amendment Regulations (no. 4) Reg 15(2)</i>	
Disclosure of Interest	Nil	
Purpose of Report	☐ Executive Decision ☒ Legislative Requirement ☐ Information	
Attachments	Compliance Audit Return 2026 SOKD OAG Interim Management Letter SOKD	

Background:

As per the Local Government Act 1995, each local government is to carry out a Compliance Audit Return for the previous 12 months against certain requirements set by the Department of Local Government, Industry Regulation and Safety (DLGIRS).

Once completed, the CAR is presented to the Audit, Improvement and Risk Committee and then a report is to be presented to Council for adoption of the return. A copy of the completed CAR is included as an attachment for this item.

The Audit, Improvement and Risk Committee has been requested to review the CAR for 2025, if so resolved, present to Council for adoption so the CAR may be submitted prior to 30 September 2026.

Comment:

For previous periods the annual Compliance Audit Return is scheduled to be completed for the prior year, adopted by Council and submitted to the Department 31 March. However, reform regulations introduced from 1 January 2026 requires the CAR to be completed and submitted to the Local Government Inspector by 30 September 2026.

The later CAR completion date will only apply for the 2025 return with all future returns to comply with 31 March. The change for the 2025 return was to facilitate the transition for the newly created oversight role of the Local Government Inspector.

In addition, the amendments permit the Local Government Inspector to limit prescribed CAR requirements (Audit Reg. 15A). As such, the Inspector advised the sector on 1 July 2026 that the 2025 CAR would not include all statutory requirements as set out in Audit Regulation 13.

Consequently, the Shire of Koorda 2025 Compliance Audit Return is provided to the Audit, Improvement and Risk Committee to recommended to Council for adoption at the September Ordinary Meeting of Council.

The CAR reporting is in part supported by the Office of the Auditor General management letter (attached) that the result of the interim audit to primarily evaluate the financial control environment within the Shire was found to be satisfactory with no issues raised.

Consultation:

Tony Brown, Local Government Inspector

Lana Foote, Deputy Chief Executive Officer

Statutory Implications:

Local Government Act 1995 Section 7.13 (i)

Local Government (Audit) Regulations 1996 – Reg 13, 14 and 15

Local Government Amendment Regulations (no. 4) Reg 15(2)

Policy Implications:

Policy G - Legislative Compliance

Strategic Implications:

Shire of Koorda Strategic Community Plan 2026-2036

4.1 – Strengthen engagement and transparency.

4.2 – Deliver Infrastructure and Services Efficiently

Risk Implications:

Risk Profiling Theme	Non-compliance by not meeting the submission deadline
Risk Category	Compliance
Risk Description	As suggested the CAR is a self-report on various compliance requirements. The risk is that CAR is not submitted within the revised deadline.
Consequence Rating	Major (4)
Likelihood Rating	Unlikely (2)
Risk Matrix Rating	Moderate (8)
Key Controls (in place)	Awareness of compliance requirements by AIRC and Council
Action (Treatment)	Timely agenda items
Risk Rating (after treatment)	Adequate

Financial Implications:

Nil additional

Voting Requirements: ☒ Simple Majority ☐ Absolute Majority

Officer Recommendation

Moved Mr R Back

Seconded Cr NJ Chandler

That, in accordance with Regulations 14 and 15 of the *Local Government (Audit) Regulations 1996*, as amended from 1 January 2026, the Audit Risk and Improvement Committee recommends that;

1. Council receives and adopts the 2025 Compliance Audit Return, as presented to the Audit Risk and Improvement Committee on 29 September 2026.
2. The 2025 Compliance Audit Return is submitted to the Local Government Inspector, signed by the Shire President and CEO, prior to 30 September 2026.

CARRIED 4/0

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

7.2. CEO Report - Financial Management, Legislative Compliance, Risk Management and Internal Controls Review

Governance and Compliance		
Date	22 September 2026	
Location	Not Applicable	
Responsible Officer	Zac Donovan, Chief Executive Officer	
Author	As above	
Legislation	<i>Local Government Act 1995</i> <i>Local Government (Audit) Regulations 1996 Regulation 17</i> <i>Local Government Regulations Amendment Regulations (No. 4) 2025</i>	
Disclosure of Interest	Nil	
Purpose of Report	☒ Executive Decision ☒ Legislative Requirement ☐ Information	
Attachments	SOKD Financial Management Audit Reg 17 Review - Summary Report	

Background:

As per the Local Government (Audit) Regulations 1996, the CEO of each local government is to review the appropriateness and effectiveness of the entity's systems and procedures in relation to three broad aspects: Financial Management, Legislative Compliance and Risk Management.

Aligned with the State Governments local government reform process, from 1 January 2026, the review of each component does not need to occur concurrently but must be completed at least once every four years with the results reported to the Audit Improvement and Risk Committee.

The AIRC meeting of 18 March 2026, was presented the detailed report provide to the CEO by consultancy Moore Australia who were engaged by the Shire to assist with the process and provide an independent assessment. A project plan to redress the matters raised was presented to the ARIC of 24 June 2026 with an update provided separately later in the ARIC 29 September meeting agenda.

The purpose of this item is for the CEO to provide the ARIC an assessment of the matters raised in the review by Moore Australia and consequently the appropriateness and effectiveness of the Shire's systems and procedures in relation to the three aspects reviewed by regulation.

Comment:

Before the changes of 1 January 2026, the aspects required to be reviewed as part of Regulation 17 were: Risk Management, Internal Controls and Legislative Compliance at the interim of once at least every three years. Under this schedule the Shire of Koorda commenced discussions with Moore Australia in 2025 to ensure the review would be completed in 2026.

Consequently, the review has been undertaken to capture both the components required at the commencement of the review and the changes implemented from 1 January resulting in the current review considering the appropriate and effectiveness of current requirements - Financial Management, Legislative Compliance and Risk Management - and the previous Internal Controls requirement.

The summary report by Moore Australia (attached) which redressed the appropriate and effectiveness of the four aspects, was previously sent out of session to the committee members following the request of 24 June ARIC meeting for Moore Australian to offer their "professional opinion on the appropriateness and effectiveness of the systems applied by the Shire of Koorda".

As detailed in the attached report, for each of the 4 components reviewed – Financial Management, Legislative Compliance, Risk Management and Internal Controls – Moore Australia found the Shire's systems and procedures were largely effective and appropriate for the size of the local government.

The review did identify significant improvements across the components and in a number of instances observed that the capacity of the Shire to meet its compliance and procedural obligations were heavily dependent on the knowledge and integrity of a small number of senior staff.

To help establish the appropriateness of the recommendations by Moore Australia to redress the matters raised, the following tables identify each as either legislative Non-Compliance matters, Control Deficiencies in risks or controls, and those recommendations considered Best Practice.

An additional allocation and table is provided – termed Modify Approach - for those recommendations which may be Control Deficiency or Best Practice components but that for which the recommendations proposed in the Moore Australia report is not considered appropriate for a local government with the financial and human resources of the Shire of Koorda.

The rationale for each of the four tables is as per the following table:

Non-Compliance	Specific legislative requirement which Moore has identified as not being met, or there is a strong basis to conclude the Shire is not complying with legislation.
Control Deficiency	Not necessarily a breach of legislation, but a material weakness in financial, governance, WHS, ICT or operational controls which should be addressed.
Best Practice	A desirable improvement but not a statutory requirement. The Shire can determine how, when or whether it should be implemented.
Modify Approach	Legitimate improvement, but the solution proposed more appropriate to a larger local government and should be scaled to Koorda's size and resources.

The following provides the allocation of the various matters to the respective tables with Non-Compliance the priority to redress, followed by Control Deficiencies and with a lower priority matters which are Best Practice

Matters of Genuine Non-Compliance

Reference	Recommendation	Response
4.2.1	Elected Member, CEO and Employee Attendance at Events – approval and dispute processes do not properly reflect statutory roles	Council President/Deputy President should not be given administrative powers that belong to Council or CEO. Rewrite approval and dispute provisions.
4.2.2	Continuing Professional Development Policy has not been reviewed following the required election cycle.	This is a specific statutory requirement under s5.128. Moore identifies the policy as last reviewed in June 2023.
4.2.4	Donations and Requests to Waive Fees – fees, discounts and waivers need to comply with adopted fees and legislative authority.	Fees should be charged at adopted rates unless a lawful authority exists for a concession/waiver.
4.2.9	Review policies routinely.	Prioritise policies with statutory review requirements and high-risk.
5.1.1	Update Code of Conduct following legislative changes and update induction	Legislative requirement
5.1.3	Corporate Business Plan has not been reviewed annually.	Separate Corporate Business Plan from Integrated Plan and review annually as per Reg. 19DA(4).
5.2.28	Annual Council Member Training Report	Specific statutory reporting obligation
5.2.29	Evidence and monitoring of statutory public notices	Maintain a simple statutory advertising/public notice register.
5.2.31	ARIC meeting fees following SAT determination	Council should formally address the SAT determination and ensure fees/superannuation arrangements comply
5.2.33	Correct statutory information in Annual Report	Omissions and incorrect/outdated legislative references in the 2024/25 Annual Report.

6.1.2	Improve Council minute recording, attachments and publication.	Minutes and publication requirements should be met but do not create duplication
6.2.1	Tender register / tender-related statutory record and publication	Maintain the required tender register and publication arrangements.
6.2.2	Delegation Register – ensure delegations, policy links, review history and exercise are properly recorded	Identified delegations that may not have been properly adopted and gaps in recording review/amendment history.
6.4.1	Record of information about conduct / complaints register under s5.96C	Public record a statutory requirement irrespective of zero issues t record

Control Deficiency

Reference	Recommendation	Response
4.2.5	Ensure procurement requirements are applied consistently, including where exemptions apply.	Particularly important because Moore found examples where quotations and exemption evidence were unavailable.
4.2.5	Sole-source procurement should consider risk and control environment.	Require a short documented justification for sole-source purchases.
4.2.11	Remove operational procedures from Council policies	Removes potential for governance issues and provides clarify CEO/Council roles.
5.1.2	Update Risk Management Framework and remove outdated references.	The issue identified is inconsistency/outdated material rather than statutory breach.
5.1.5	Independent ICT risk review	Cybersecurity deserves independent assurance, but the scope should reflect Koorda's actual risk.
5.1.5	Review risks associated with relying on a single IT provider, including SLA and qualifications.	A small Shire is particularly exposed to key-person and/or provider dependency
5.2.1	Formalise risk-management procedures and reporting to ARIC	Use one consolidated risk register/report rather than multiple departmental systems.
5.2.5	Evidence routine reviews, approvals and independent checks.	Inexpensive and provides strong audit evidence
5.2.7	Improve physical access security to Shire facilities and document risks	A simple risk register entry and access procedure should suffice.
5.2.8	Formal ICT risk evaluation and risk register	Integrate into the corporate risk register rather than create another standalone system.
5.2.11	Secure ABA banking files and prevent unauthorised alteration	Significant fraud-control issue.
5.2.12	Strong verification and authorisation procedures for changes to supplier/employee banking details.	Implement independent callback verification and documented authorisation.
5.2.13	Secure cash handling and documented procedures	Simple cash-handling procedure and reconciliation process is adequate.
5.2.14	Independent review/authorisation of journals and evidence of review	Particularly important where staffing makes segregation difficult
5.2.15	Bank/balance-sheet reconciliation review controls	Reconciliations are fundamental financial controls, although Moore's proposed level of independent review can be scaled to Koorda.
5.2.16	Risk-based stocktakes, reconciliations and stock controls	Frequency should depend on value and risk rather than automatically requiring frequent stocktakes.
5.2.18	Strengthen revenue collection, cash and debtor controls	Identified weaknesses in manual revenue processes and segregation
5.2.20	Formal review of rate-exempt properties	Establish a simple annual register/review process.
5.2.21	Purchase orders, quotations and documented exemptions	Instances where required quotations, purchase orders and exemption evidence were unavailable
5.2.23	Regular review of outstanding purchase orders	Low-cost and useful for monitoring liabilities

5.2.24	Purchasing-card agreements, monthly certification and independent review	independent review can be undertaken by an appropriately senior officer rather than creating another position.
5.2.25	Strengthen third-party contract management	Particularly for contractors delivering services
5.2.26	Review/monitor indirect costs and capitalisation	Normal accounting control rather than an elaborate additional system
5.2.27	Improve electronic and hard-copy recordkeeping and staff training	Recordkeeping obligations are statutory. The particular filing/EDRMS solution is not.
5.3.2	Employee entitlement/master list controls.	Maintain an authoritative record of salary, allowances, leave and entitlements
5.4.1	Verify contractor insurance/licences before work and retain evidence.	Particularly important for higher-risk contractors and works.
6.1.1	Include identified risks in Council/ARIC agenda items	Significant risks should accompany decisions; there is no need to produce a detailed risk assessment for every routine Council matter
6.1.2	Monthly payment list should contain only information required by legislation	Unnecessary sensitive/commercial information should not be published
6.2.4	Register of Development Applications and Building Permits	The key objective is ensuring statutory processing timeframes can be monitored
6.2.6	Register of hazardous materials, including asbestos.	Sensible risk control, particularly where Shire-controlled buildings/assets may contain asbestos
6.2.7	Register of regulatory and health inspections	A central spreadsheet/register is adequate; there is no need for a sophisticated system
6.5.1	WHS audit and follow-up of identified actions.	Risk based Tier 2 audit planned for later in period with request to focus on statutory requirements

Best Practice

Reference	Recommendation	Response
4.2.5	Remove officer purchasing approval limits from Council policy and place them in CEO operational procedures.	Council should set procurement policy; CEO should establish operational delegations/procedures.
4.2.5	Remove supplier "order of priority".	Simplify the policy and focus on value, probity, competition and legislative requirements.
4.2.5	Remove/update Regional Price Preference reference	Remove obsolete or misleading references.
5.4.2	Maintain an insurance claims register.	No formal requirement and low priority

As mentioned, a number of the Control Deficiencies and Best Practice matters have been separated out to identify that while these have value the recommendations as proposed by Moore Australia is not considered appropriate for a Band 4 local government. None of the Non Compliance matters are included in the Modify section as these are non-negotiable requirements.

Modify Recommendation

Reference	Recommendation	Response
4.2.5	Establish controls for contract variations and extensions.	A written justification and appropriate approval should be sufficient; no elaborate process is necessary for a small Shire.
4.2.5	Establish controls for contract variations and extensions	Simplify recommendation. A written justification and appropriate approval should be sufficient; no elaborate process is necessary for a small Shire.
4.2.7	Fraud and Corruption Control Policy to align with AS 8001:2021	Maintain practical fraud-control framework, but compliance with every aspect of AS 8001 is not a statutory requirement.
4.2.8	Risk Management Policy to align with ISO 31000:2018.	Framework can be consistent with ISO 31000 without needing large ISO-style system.

5.1.2	Align framework with ISO 31000 and conduct routine reviews.	Adopt the principles but retain a simple, usable framework.
5.1.5	Develop an ICT Strategic Plan.	A concise ICT risk/security plan may be more appropriate than a substantial strategic plan.
5.1.6	Test Business Continuity/Disaster Recovery Plan annually.	An annual desktop exercise involving key staff should be sufficient. Moore found not tested.
5.2.2	Formalise operational procedures/checklists/workflows	Document only high-risk or repetitive processes where failure could cause financial loss, fraud, legal breach or service disruption.
5.2.4	Improve segregation of duties and introduce independent checks where staffing limits segregation	Need to implement in consideration of staffing constraints.
5.2.9	Comprehensive independent ICT security review.	Priority because cyber risk can be significant even in a small Shire.
5.2.22	Three people independently assess high-value/high-risk procurement	Use "an appropriate level of independent assessment having regard to value, complexity and risk." Moore's three-person proposal is primarily a probity/control mechanism
5.2.32	Formal grants management system/register	A simple grants register with application, conditions, acquittal and reporting dates should be sufficient.
5.3.1	Payroll Masterfile controls; independent checking of payroll and employee entitlements	There needs to be independent review, but proposed comprehensive review every fortnight may be unnecessarily onerous.
5.3.3	Induction of employees, councillors, contractors and volunteers	Employees and councillors should receive appropriate induction. Contractors/volunteers should receive induction where relevant to their role and risk, rather than a blanket process. Moore identified that contractors and volunteers were not currently included.
6.4.2	Community complaints register and monitoring procedures.	Apply simple spreadsheet/register is adequate given Koorda's relatively low complaint volume
6.5.2	Expanded internal audit function	A small, risk-based internal audit program using external/shared/regional resources is much more appropriate.

As provided elsewhere in the agenda, significant progress has been made on about 65 per cent of the matters and recommendations. The CEO commentary provided as to the appropriateness and effectiveness of the various recommendations should be considered separate to any progress report.

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 Strategic Community Plan 2026-2036

4.1 Strengthen engagement transparency and trust

4.2 Deliver infrastructure and services efficiently

4.3 Maintain strong financial sustainability

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:

Nil

Voting Requirements: ☒ Simple Majority ☐ Absolute Majority

Officer Recommendation

Moved Cr JM Stratford

Seconded Cr NJ Chandler

That, in accordance with Regulations 16 and 17 of the *Local Government (Audit) Regulations 1996*, the Audit Risk and Improvement Committee recommends:

That Council receives the report as to the appropriateness and effectiveness of the Shire's systems and procedures and application of the review recommendations.

CARRIED 4/0

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

7.3. Update on Progress - Financial Management, Legislative Compliance, Risk Management, and Internal Controls Review

Governance and Compliance		
Date	21 September 2026	
Location	Not Applicable	
Responsible Officer	Zac Donovan, Chief Executive Officer	
Author	As above	
Legislation	<i>Local Government (Audit) Regulations 1996 – Reg 16 and 17</i>	
Disclosure of Interest	Nil	
Purpose of Report	☐ Executive Decision ☒ Legislative Requirement ☐ Information	
Attachments	2026.09 Update - AR17 & FMR Report	

Background:

The Review of Financial Management, Risk Management, Legislative Compliance and Internal Controls helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance.

From 1 January 2026, reforms to the *Local Government Act 1995* how local governments are to conduct statutory reviews. Under the amended Regulation 17, the CEO must now review the effectiveness and appropriateness of the Shire's systems and procedures for financial management, legislative compliance and risk management, every 4 years, and report the results to the ARIC.

As per the revised Audit Regulation 16, the ARIC must receive and review this report and provide recommendations to Council regarding any improvements to the systems and procedures reviewed.

The ARIC Committee meeting of 18 March (and consequent Ordinary Council meeting of the same date) was presented the detailed report presented to the CEO from a review of the Shire's Regulation 17 requirements by Moore Australia who were contracted by the Shire for the task.

The ARIC Committee meet and OCM of 24 June, were presented with an update of the actions to redress the issues raised. The purpose of this item is to update the ARIOC Committee of the continuing progress on these matters.

Comment:

In all there were 73 areas identified in the Moore review for redress by the Shire of which 26 have been ranked as a high priority. The attached report details the progress on each of the matters.

The summary of the actions completed and those yet to be initiated or completed is attached for consideration.

As shown, since the last quarter nine more matters have been completed and six more commenced to bringing the progress to 64 per cent of all matters being either completed or underway since the report was provided to the Shire in March. More importantly of the 26 matters that were identified as priorities, 13 have been completed with six more underway representing 73 per cent of priority matters.

Consultation:

Lana Foote, Deputy Chief Executive Officer
Administration Staff

Statutory Implications:

Local Government (Audit) Regulations 1996 Regulation 16 and 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 Strategic Community Plan 2026-2036

4.1 Strengthen engagement transparency and trust

4.2 Deliver infrastructure and services efficiently

4.3 Maintain strong financial sustainability

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:

Nil.

Voting Requirements:

☒ Simple Majority

☐ Absolute Majority

Officer Recommendation

Moved Cr JM Stratford

Seconded Cr BH Moore

That, in accordance with Regulations 16 and 17 of the *Local Government (Audit) Regulations 1996*, the Audit, Risk & Improvement Committee* recommends:

That Council as per the quarterly report document to September 2026 as attached to this item, notes and endorses the actions taken to the identified improvements highlighted in the Financial Management, Risk Management, Legislative Compliance and Internal Controls review.

CARRIED 4/0

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

7.4. Quarterly Reporting of the Strategic Community Plan and Workforce Plan

Governance and Compliance		
Date	23 September 2026	
Location	Not Applicable	
Responsible Officer	Zac Donovan, Chief Executive Officer	
Author	As above	
Legislation	<i>Local Government Act 1995;</i> <i>Local Government (Administration) Regulations 1996</i>	
Disclosure of Interest	Nil	
Purpose of Report	☒ Executive Decision ☒ Legislative Requirement ☐ Information	
Attachments	Quarterly Scorecard – September 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 and a Corporate Business Plan. 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 Strategic Community Plan and Corporate Business Plan 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 Strategic Community Plan and Corporate Business Plan) at the Ordinary Council Meeting of 20 April 2022. The plan was updated at the June 2024 OCM. However, the recent Regulation 17 review, identified that combining the two plans into a single document was not appropriate and consequently the Shire has moved to create separate plans.

As such at the OCM of 19 August 2026, Council adopted the Shire of Koorda Strategic Community Plan 2026-2036. The accompanying draft Corporate Business Plan – from which the revised Workforce plan will flow - was presented to the Council Information Forum of 19 August for feedback so to finalise and present to the OCM of 29 September for endorsement.

The draft Shire of Koorda draft Corporate Business Plan 2026-2030 and Workforce Plan 2026 are included on the agenda for the rescheduled OCM of 29 September.

Comment:

As the new Corporate Business Plan and accompanying Workforce Plan is yet to be presented to Council for endorsement, the attached Quarterly Scorecard updated to September 2026 review actions associated with the new Strategic Community Plan 2026-2036 and the existing Workforce Plan 2025.

The Quarterly Scorecard report is provided to Council to assist Council to meet its Integrated Planning and Reporting requirements as per the Local Government Act 1995 and Local Government (Administration) Regulations 1996.

The September 2026 Quarterly Scorecard is provided to the Audit Risk and Improvement Committee to consider with the view to recommend to Council that the Strategic Community Plan and Workforce Plan components be endorsed for publication.

Consultation:

Nil

Statutory Implications:

Local Government Act 1995
Local Government (Administration) Regulations 1996.

Policy Implications:

Nil

Strategic Implications:

Shire of Koorda Strategic Community Plan 2026-2036

4.1 – Strengthen engagement and transparency.

4.2 – Deliver Infrastructure and Services Efficiently

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:

Nil

Voting Requirements:

☒ Simple Majority ☐ Absolute Majority

Officer Recommendation

Moved Mr R Back

Seconded Cr NJ Chandler

That the Audit, Risk & Improvement Committee recommends:

That Council:

- 1. Adopts the quarterly reporting documents to September 2026 as attached to this item; and**
- 2. Endorses the publication of the Strategic Community Plan and Workforce Plan components as presented for community information.**

CARRIED 4/0

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

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

Nil.

9. Date of Next Meeting

4.00pm Wednesday 16 December 2026.

10. Closure

The Chairperson thanked everyone for their attendance and closed the meeting at 4.15pm.

Signed: _____

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

Date: 16 December 2026

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	<i>Local Government Act 1995.</i>
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.

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.

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).

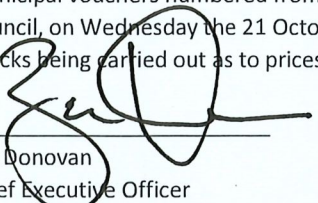
Local Government (Financial Management) Regulations 1996 (current consolidation from 1 January 2026).

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

**Monthly Report - List of Accounts Paid
Submitted to Council 21 October 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 V171 to V256 and direct bank transactions totalling \$503,831.86 submitted to each member of the Council, on Wednesday the 21 October 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
V171	9/09/2026	Shire of Koorda	Employee Wages	\$ 54,751.65
V172	9/09/2026	Beam Superannuation	Employee Superannuation Payment	\$ 11,790.14
V173	11/09/2026	Allpest WA	Termite Inspections	\$ 11,908.83
V174	11/09/2026	AMPAC Debt	Debt Recovery Costs	\$ 874.50
V175	11/09/2026	Australian Communications & Media Authority	Annual Licence	\$ 61.00
V176	11/09/2026	Avon Waste	Bulk Waste Collection	\$ 6,591.15
V177	11/09/2026	Central Wheatbelt Plumbing & Contracting	Plumbing Works	\$ 4,178.44
V178	11/09/2026	Dept of Local Government, Industry Regs & Safety	August BSL	\$ 56.65
V179	11/09/2026	Dept of Fire & Emergency Services	August ESL	\$ 25,872.39
V180	11/09/2026	ITR Pacific PL	Plant Parts	\$ 8,250.00
V181	11/09/2026	Koorda Ag Parts	Various Repairs & Maintenance Consumables	\$ 885.50
V182	11/09/2026	Koorda Supermarket	Meeting, Office, Cleaning & Depot Consumables	\$ 130.68
V183	11/09/2026	KTY Electrical Services	Repairs & Maintenance	\$ 2,742.71
V184	11/09/2026	Moore Australia	Consultancy Services	\$ 22,000.00
V185	11/09/2026	Northam Carpet Court	Carpet	\$ 2,850.00
V186	11/09/2026	Officeworks	Stationery	\$ 148.74
V187	11/09/2026	Roadform	Road Construction Materials	\$ 2,033.63
V188	11/09/2026	Shire of Wongan	Medical Services	\$ 10,083.34
V189	11/09/2026	Synergy	Electricity Accounts	\$ 4,148.33
V190	11/09/2026	WA Contract Ranger	Ranger Services	\$ 693.00
V191	11/09/2026	Wheatbelt Liquid	Compostable Toilet Services	\$ 1,650.00
V192	11/09/2026	ATO	August BAS	\$ 2,477.00
V193	16/09/2026	BTR Haulage	Cartage	\$ 466.85
V194	16/09/2026	G Thorpe Enterprises PL	Contract Maintenance	\$ 995.00
V195	16/09/2026	Harcher Wheatbelt	Consumables	\$ 1,330.50
V196	16/09/2026	Koorda CRC	Room Hire	\$ 80.00
V197	16/09/2026	Koorda LPO	August Statement	\$ 160.80
V198	16/09/2026	RBC Rural	Meterplan Charge	\$ 287.41
V199	16/09/2026	Rising Sun Events PL	Agricultural Show Entertainment	\$ 13,200.00
V200	16/09/2026	Synergy	Electricity Accounts	\$ 2,163.04
V201	16/09/2026	Telstra Corp LTD	Mobile Account	\$ 0.07
V202	16/09/2026	The Walt Disney Company	Movie Hire	\$ 1,118.98
V203	16/09/2026	Truck Centre WA PL	Plant Parts	\$ 48.55
V204	16/09/2026	Wallis Computer Solutions	Annual Billing	\$ 61,814.23
V205	17/09/2026	M Gray	Bond Return	\$ 345.04
V206	17/09/2026	S Mallan	Bond Return	\$ 660.36
V207	17/09/2026	S Bowden	Refund	\$ 240.00
V208	18/09/2026	Dept of Transport & Major Infrastructure	Vehicle Licence	\$ 173.95
V209	23/09/2026	T Richards	Bond Return	\$ 470.70

V210	23/09/2026	Shire of Koorda	Employee Wages	\$ 55,315.40
V211	23/09/2026	Beam Superannuation	Employee Superannuation Payment	\$ 12,365.54
V212	25/09/2026	City of Albany	Library System	\$ 6,303.00
V213	25/09/2026	Eric Anderson Central Carpet Cleaning	Carpet Cleaning	\$ 685.00
V214	25/09/2026	G Thorpe Enterprises PL	Contract Maintenance	\$ 2,000.00
V215	25/09/2026	Koorda Meats & Moore	Catering	\$ 35.28
V216	25/09/2026	KTY Electrical Services	Repairs & Maintenance	\$ 2,629.67
V217	25/09/2026	Marty Grant Bulldozing	Road Construction Material	\$ 4,742.10
V218	25/09/2026	Shire of Chittering	Building Services	\$ 499.95
V219	25/09/2026	Shire of Merredin	Advertising	\$ 490.00
V220	25/09/2026	Synergy	Electricity Account	\$ 130.16
V221	25/09/2026	Telstra Corp LTD	Bulk Accounts	\$ 728.19
V222	25/09/2026	Truck Centre WA PL	Plant Parts	\$ 4,243.53
V223	25/09/2026	WA Contract Ranger Services	Ranger Services	\$ 693.00
V224	25/09/2026	Water Corporation	Bulk Accounts	\$ 9,640.82
V225	29/09/2026	Afgri Equipment	Plant Parts	\$ 1,863.18
V226	29/09/2026	Agristock (WA) PTY LTD	Consumables	\$ 772.87
V227	29/09/2026	BOC Limited	Container Service	\$ 125.01
V228	29/09/2026	Copyright Agency	Licence	\$ 1,476.85
V229	29/09/2026	Dormakaba	Repairs & Maintenance	\$ 1,956.51
V230	29/09/2026	Harcher Wheatbelt	Consumables	\$ 196.00
V231	29/09/2026	Marty Grant Bulldozing	Road Construction Material	\$ 19,800.00
V232	29/09/2026	Officeworks LTD	Stationery	\$ 193.85
V233	29/09/2026	The Watershed Water Systems	Garden Consumables	\$ 685.50
V234	29/09/2026	Credit Card	See Below	\$ 2,045.08
V235	7/10/2026	Shire of Koorda	Employee Wages	\$ 63,652.20
V236	7/10/2026	Beam Superannuation	Employee Superannuation Payment	\$ 12,788.97
V237	8/10/2026	Alarm Monitoring Perth	Alarm Monitoring	\$ 139.30
V238	8/10/2026	AMPAC Debt Recovery WA PL	Debt Recovery Costs	\$ 1,287.00
V239	8/10/2026	Avon Waste	Bulk Waste Collection	\$ 5,765.45
V240	8/10/2026	CSSTech	Monthly Operating Charges	\$ 78.65
V241	8/10/2026	Koorda CRC	CDO Role	\$ 8,250.00
V242	8/10/2026	Koorda LPO	September Statement	\$ 109.80
V243	8/10/2026	Linfox Armaguard PL	Delivery Charge	\$ 312.97
V244	8/10/2026	M Gregory Legal	Legal Services	\$ 910.80
V245	8/10/2026	Midland Mowers	Plant Parts	\$ 121.50
V246	8/10/2026	ORIX Australia Corp LTD	Vehicle Hire	\$ 270.26
V247	8/10/2026	Saffron Cakes & Catering	Catering	\$ 391.50
V248	8/10/2026	Slater Gartrell Sports	Replace Cricket Pitch	\$ 7,054.30
V249	8/10/2026	Smoke & Mirrors AV	Audio Equipment Koorda Show	\$ 3,427.00
V250	8/10/2026	Supagas PL	Rental Charge	\$ 99.00
V251	8/10/2026	Synergy	Electricity Account	\$ 119.22
V252	8/10/2026	Team Global Express PL	Freight	\$ 34.29
V253	8/10/2026	The Watershed Water Systems	Freight	\$ 75.00
V254	8/10/2026	WA Contract Ranger Services	Ranger Services	\$ 693.00
V255	8/10/2026	WestWide Auto Electrics	Plant Parts	\$ 2,405.00
V256	13/10/2026	ATO	September BAS	\$ 8,497.00
			GRAND TOTAL	\$ 503,831.86
Credit Card				
V234	2/09/2026	Credit Card	Fraudulent Transactions	\$ 1,453.70
	2/09/2026	Crisp Wireless	Internet Accounts	\$ 852.90
	9/09/2026	Satellite Phone Sales	Satellite Phone Account	\$ 100.00
	14/09/2026	Sarahs Flowers	Flowers	\$ 155.85
	16/09/2026	The West Australian	The West Subscription	\$ 32.00
	16/09/2026	Credit Card	Fraudulent Transactions Refund	-\$ 1,453.70
	24/09/2026	Country Comfort In	Accommodation	\$ 904.33
				\$ 2,045.08



BUSHFIRE RISK PLANNING COORDINATOR GRANT AGREEMENT

October 2026

THIS GRANT AGREEMENT is made on of

BETWEEN:

The State of Western Australia acting through its Department of Fire and
Emergency Services
("Grantor")

And

The Local Government of Dalwallinu A.B.N. (if applicable)
("1st Organisation")

And

The Local Government of Koorda A.B.N. (if applicable)
("2nd Organisation")

And

The Local Government of Mukinbudin A.B.N. (if applicable)
("3rd Organisation")

And

The Local Government of Dowerin A.B.N. (if applicable)
("4th Organisation")

And

The Local Government of Trayning A.B.N. (if applicable)
("5th Organisation")

RECITALS

The 1st, 2nd, 3rd, 4th and 5th Organisations have applied to the Grantor for financial assistance to undertake the Approved Purpose and the Grantor has agreed to provide a grant subject to the terms and conditions of this Agreement.

THE PARTIES AGREE as follows:

1. DEFINITIONS AND INTERPRETATION

In this Agreement, unless the context otherwise requires:

Agreement means this Grant Agreement, including its recitals and any schedules or annexures (if any).

Acquittal occurs when the Grantor has advised the Organisation that the reports and financial information provided by the Grantee in accordance with clause 3.6 are satisfactory.

Approved Purpose means the purpose or purposes set out in item 1 of Schedule 1.

Audit means the verification and certification the Grant has been spent in accordance with this Agreement by either an independent registered company auditor (as defined by the Corporations Act 2001) or the Office of the Auditor General for Western Australia.

Auditor means an accountant in public practice, who is a certified public practitioner (or equivalent) and is a member of either Chartered Accountants Australia and New Zealand (CAANZ), CPA Australia or the Institute of Public Accountants (IPA) and who is independent from the Organisation. Auditor must be registered as a company auditor or equivalent under a law in force in Western Australia.

Auditor General means the Auditor General established by the Auditor General Act 2006.

BRM means Bushfire Risk Management

BRMC means Bushfire Risk Mitigation Coordinator

BRMS means Bushfire Risk Management System

BRPC means Bushfire Risk Planning Coordinator

Business Day means a day other than a Saturday, Sunday or public holiday in Western Australia.

Grant Funds means the amount or amounts specified in item 6 of Schedule 1.

Grantee refers to the 1st Organisation in this Agreement.

Organisation means either the 1st, 2nd, 3rd, 4th and 5th Organisation or all as the context requires.

Party means each of the Grantor or the 1st, 2nd, 3rd, 4th and 5th Organisation as the context requires and **Parties** means all of them.

Program means the initiative or activities to be undertaken with the Grant Fund specified in item 2 of Schedule 1.

SBM means State Bushfire Mitigation

2. PAYMENT OF GRANT FUNDS

Subject to the terms and conditions of this Agreement, the Grantor will pay to the Grantee, on behalf of the Organisation, the Grant Funds in accordance with the payment schedule specified in item 6 of Schedule 1.

3. OBLIGATIONS OF ORGANISATION

3.1 Use of Grant Payment

The Organisation will use the Grant Funds solely for the Approved Purpose.

3.2 No Changes

The Organisation will not make any changes to the Approved Purpose without the prior written consent of the Grantor.

3.3 No Endorsement

The Organisation agree that nothing in this Agreement constitutes an endorsement by the Grantor of any goods or services provided by the Organisation.

3.4 Request for Information

The Organisation is to provide the Grantor with any documents or information relating to this Agreement or the program within ten (10) business days of receiving such a request from the Grantor.

3.6 Accounts and Reporting

- (a) The Organisation is to comply with Reporting Requirements as specified in Schedule 2 and such additional information as requested by the Grantor.
- (b) The Organisation is to keep proper financial records, including invoices and receipts, in accordance with generally accepted accounting principles and practices.
- (c) All reporting of financial information is to be certified by the Chairperson, CEO or equivalent of the Organisation.

3.7 Special Conditions of Grant

The Organisation agrees to comply with the special conditions (if any) specified in item 4 of Schedule 1.

3.8 General Undertaking of Organisation

The Organisation must:

- (a) at all times duly perform and observe its obligations under this Agreement and will promptly inform the Grantor of any occurrence, which might adversely affect its ability to do so in a material way;
- (b) undertake its responsibilities under this Agreement with integrity, good faith and probity in accordance with good corporate governance practices;
- (c) not, nor attempt to, sell, transfer, assign, mortgage, charge or otherwise dispose of or deal with any of its rights, entitlements and powers or obligations under this Agreement;
- (d) comply with all State and Commonwealth laws, rules, regulations and by-laws;
- (e) cooperate fully with the Grantor in the administration of this Agreement; and

- (f) upon reasonable notice, provide the Grantor or its agents, with access at any reasonable time and from time to time to the Organisation's premises, financial records, other documents, equipment and other property directly related to the Approved Purpose for the purpose of audit and inspection by the Grantor in order to verify compliance by the Organisation with this Agreement.

4. REPAYMENT AND RETENTION OF GRANT FUNDS

The Grantee, on behalf of the Organisation, must repay the Grantor any funds that the Grantor has paid which are not used in accordance with this Agreement unless there has been written agreement otherwise between the parties. The Grantee must promptly repay the Grantor all unspent Grant Funds associated with this Agreement.

5. LIMITATION OF LIABILITY

The Grantor does not accept any responsibility or liability for the success or otherwise of the Approved Purpose and is not liable for any losses which may be suffered by the Organisation in undertaking the Approved Purpose.

6. FREEDOM OF INFORMATION ACT 1992 AND FINANCIAL MANAGEMENT ACT 2006

- (a) The Organisation acknowledges and agrees that this Agreement and information regarding it is subject to the *Freedom of Information Act 1992* and that the Grantor may publicly disclose information in relation to this Agreement, including its terms and the details of the Organisation.
- (b) The parties acknowledge and agree that, despite any provision of this Agreement to the contrary, the powers and responsibilities of the Auditor General under the *Financial Management Act 2006* are not limited or affected by this Agreement.
- (c) The Organisation must allow the Auditor General, or an authorised representative, to have access to and examine the Organisation's records and information concerning this Agreement.

7. NOTICES

Any notice or other communication that may or must be given under this Agreement:

- (a) must be in writing;
- (b) may be given by an authorised officer of the Party giving notice;
- (c) may be:
 - (i) hand delivered or sent by prepaid post to the address of the Party receiving the notice as set out in item 5 of Schedule 1; or
 - (ii) sent by email to the email address of the Party receiving the notice as set out in item 5 of Schedule 1;
- (d) subject to paragraph (e), is taken to be received:

- (i) in the case of hand delivery, on the date of delivery;
- (ii) in the case of post, on the third Business Day after posting;
and
- (iii) in the case of email, on the date of transmission; and
- (e) if received after 5.00 pm or on a day other than a Business Day, is taken to be received on the next Business Day.

8. DEFAULT AND TERMINATION

8.1 Event of Default by the Organisation

An Event of Default occurs if:

- (a) the Organisation breaches any of its obligations under this Agreement which continues without remedy for ten (10) business days after notice in writing has been served on the Organisation by the Grantor;
- (b) the Organisation becomes insolvent or is deemed to be insolvent under the *Corporations Act 2001* (Cth); or
- (c) if the Grantor has reasonable grounds to believe that the Organisation is unwilling or unable to comply with its obligations under this Agreement.

8.2 Effect of Event of Default

If an Event of Default occurs, the Grantor may either:

- (a) terminate the Agreement by providing a further ten (10) business days notice in writing to the Organisation of the Event of Default; or
- (b) suspend payment of the Grant Funds until the Event of Default is remedied; or
- (c) recall all unspent Grant Funds, relating to the salaries, in accordance with Annex A.

8.3 Termination

The Agreement may be terminated by mutual consent and agreement by all parties.

8.4 Recommencement of Grant Payment

The Grantor may, in its absolute discretion, recommence payment of the Grant Funds if and when the Organisation has rectified the Event of Default as per clause 8.2(b) and 8.2(c). If the Agreement is terminated under clause 8.2(a) it is considered terminated and recommencement cannot occur.

8.5 Acquittal

Acquittal of each financial year's Grant Funds is required at the end of the respective financial year in accordance with Schedule 2. This arrangement will be in place for the entire Agreement period. Where applicable, payment of the Grant Funds is dependent on the successful acquittal of the previous

year's grant. Acquittal of the final financial year's Grant Fund will signal termination by performance of the Agreement.

9. GOODS AND SERVICES TAX (GST)

- (a) For the purposes of clause 9:
 - (i) "GST" means the goods and services tax applicable to any taxable supplies as determined by the GST Act; and
 - (ii) "GST Act" means *A New Tax System (Goods and Services Tax) Act 1999 (Cth)* and includes all associated legislation and regulations;
 - (iii) the terms "supply", "tax invoice", "taxable supply" and "value" have the same meanings as in the GST Act.
- (b) If the supply of anything under this Agreement is a taxable supply under the GST Act, the Grant Funds shall be inclusive of GST.
- (c) The obligation of the Grantor to pay the GST on any supply by the Organisation under this Agreement is conditional upon the prior issue by the Organisation to the Grantor of a tax invoice, which complies with the GST Act. This provision applies notwithstanding any law to the contrary.
- (d) If the parties agree that the Grantor will issue the Organisation with a Recipient Created Tax Invoice (RCTI), then the parties hereby agree that:
 - (i) the Grantor will issue a RCTI in respect of GST payable on the supply of the program and the Organisation will not issue tax invoice in respect of that supply;
 - (ii) the Organisation warrants that it is registered for the purposes of GST and the Organisation will notify the Grantor in writing if it ceases to be registered for the purposes of GST during the term of this Agreement ("the Term");
 - (iii) the Grantor warrants that it is registered for the purposes of GST and the Grantor will notify the Organisation in writing if it ceases to be registered for the purposes of GST, or if it ceases to satisfy the requirements of the *GST Act* during the Term; and
 - (iv) the Grantor will indemnify and keep indemnified the Grantee for GST and any related penalty that may arise from an understatement of the GST payable on the supply of the program for which the Grantor issues a RCTI under this Agreement.

10. RELATIONSHIP

The Parties agree that nothing in this Agreement may be construed to make either of them a partner, agent, employee or joint venturer of the other.

11. WAIVER

- (a) No right under this Agreement shall be deemed to be waived except by notice in writing signed by both parties.

- (b) A waiver by either party will not prejudice that party's rights in relation to any further breach of this Agreement by the other party.
- (c) Any failure to enforce this Agreement, or any forbearance, delay or indulgence granted by one party to the other party, will not be construed as a waiver of any rights.

12. ENTIRE AGREEMENT

This Agreement constitutes the entire agreement between the parties and supersedes all communications, negotiations, arrangements and agreements, whether oral or written, between the parties with respect to the subject matter of this Agreement.

13. VARIATION

Any modification, amendment or other variation to this Agreement must be made in writing and duly executed by all parties.

14. DISPUTE RESOLUTION

Before resorting to external dispute resolution mechanisms, the Parties shall in good faith attempt to settle by negotiation any dispute in relation to this Agreement, and where practical, each Party shall refer the matter to personnel who have authority to intervene and facilitate some form of resolution.

Executed by the Parties hereto:

For and on behalf of the Grantor:

Darren Klemm AFSM

Signature of Authorised Person

Print full name of Authorised Person

Dated _____

Fire and Emergency Services Commissioner

Position of Authorised Person

For and on behalf of the 1st Organisation:

Signature of Authorised Person

Print full name of Authorised Person

Dated _____

Position of Authorised Person

For and on behalf of the 2nd Organisation:

Signature of Authorised Person

Print full name of Authorised Person

Dated _____

Position of Authorised Person

For and on behalf of the 3rd Organisation:

Signature of Authorised Person

Print full name of Authorised Person

Dated _____

Position of Authorised Person

For and on behalf of the 4th Organisation:

Signature of Authorised Person

Print full name of Authorised Person

Dated _____

Position of Authorised Person

For and on behalf of the 5th Organisation:

Signature of Authorised Person

Print full name of Authorised Person

Dated _____

Position of Authorised Person

SCHEDULE 1

DEFINITION OF PROGRAM OR SERVICE TO BE FUNDED

1. Approved Purpose of Grant

The Approved Purpose of the Grant is to enable the Organisation to pay the salary and non-salary components of a BRPC role, as described in Annex A, to work with stakeholders and plan, complete and evaluate BRM activities.

2. Program Definition and/or Anticipated Activities

The BRM Program is the identification and classification of bushfire risk within the participating local government(s) respective areas. The program involves the development and implementation of a Regional BRM Plan in respect of the identified risk(s), through the utilisation of shared resources and the cooperation between local governments, State Agencies, private owners and/or occupiers of land.

BRM Plans document the bushfire related risk to community assets and outline treatments to mitigate these risks. The BRPC, through the coordination of local government mitigation activities, performs a vital role in managing bushfire risk within local communities. The BRPC is responsible for developing a Regional BRM plan.

a) Responsibilities of the Organisation

- i) The Organisation, through the BRPC, will prepare and submit the reports as specified in Annex B to DFES SBM.
- ii) The Organisation agrees that the BRPC position will be employed under and administered by the Grantee, for the period covered by this Agreement.
- iii) The Organisation must cooperate fully with Grantor in respect of the administration of this Agreement.
- iv) The Organisation must properly provide for the care, safety, security and protection of all records as defined herein, (whether created by Grantor, the Organisation or any other person) that are in their custody or control.
- v) Unless the Grantor agrees otherwise in writing, the Organisation must provide everything necessary to enable it to fully comply with all its obligations under this Agreement.
- vi) The Organisation must take out and maintain insurance in relation to all insurable liabilities of the Organisation under this Agreement, as specified in Schedule 1 of this Agreement.
- vii) The Organisation agrees to use local or regional human resources, products and services for the BRM Program wherever possible.
- viii) The Organisation must obtain oversight of the BRPC's daily activities to ensure they work within the terms of this Agreement and achieve the program's objectives, as per the BRM induction package, in a timely manner.

- ix) The Organisation must nominate a suitable employee/s to manage the BRPC's obligations, as identified in this Agreement, and must provide their contact details to the Grantor.
- x) The Grantee agrees to procure and maintain Workers Compensation Insurance or comparable Personal Accident Insurance for the position of the BRPC.

b) Responsibilities of the Grantor

- i) The Grantor will provide direction and support to the BRPC to ensure the identified local governments achieve an endorsed BRM Plan.
- ii) The Grantor will provide strategic assistance and advice to the Organisation concerning the implementation of their BRM Plan.
- iii) The Grantor will provide templates, guidelines and the procedures (where available) necessary for the Organisation to implement their BRM Plan.
- iv) The Grantor will provide technical expert advice and support through the Bushfire Risk Management Officer assigned to the Region or, where not allocated, through the SBM.
- v) The Grantor will provide training to the BRPC in the BRM process and the use of the BRMS.
- vi) The Grantor will inform the Organisation of any updates or changes to the BRM process or BRMS.
- vii) The Grantor will provide BRMS Information Technology support to the Organisation.
- viii) The Grantor will ensure that the licence for the use of BRMS remains in force, at its own cost, for the duration of the grant period.
- ix) The Grantor will provide the Organisation with the required template to complete the acquittal of the Grant Funds.

c) Appointment of the BRPC

The following conditions must be adhered to during the appointment of the BRPC:

- i) The selection process for the position of the BRPC will be managed by the Grantee in consultation with all parties to this Agreement.
- ii) The Grantor will be entitled to nominate at least one representative to the selection panel if a panel is required.
- iii) The BRPC will undertake the role as per the agreed Job Description Form (JDF) as set out at Annex G.
- iv) The BRPC will be an employee of the Grantee and will be employed under the relevant Local Government Industry Award or a contract arrangement for the duration of the grant period unless a Variation is sought.

- v) Although the Grantee will host the BRPC, the BRPC's time (Annex E) and equipment will be shared between the Organisations in this Agreement, where applicable, to ensure the success of the BRM program for all participants.
- vi) The Grantor and the Grantee will maintain regular communication regarding the progress and management of the BRPC. The Grantor and Grantee reserve the right to terminate the BRPC's contract following failure to achieve the specified key performance indicators.

d) Training

- i) The Grantor will provide the BRPC with the necessary BRM and BRMS training, through self-paced and/or workplace delivery strategies.
- ii) The Grantor will coordinate the BRPC induction process.
- iii) The Organisation will direct the BRPC to adhere to the conditions, processes and procedures contained within the induction package.

3. Agreement Term

This Agreement is effective from 01 July 2026 to 30 June 2027, as outlined in item 4 Schedule 1.

Unless terminated earlier, this Agreement will be considered fully performed and terminated at the time of acquittal of the final year's Grant Fund.

4. Special Conditions of Grant

The period of the Agreement for the Organisation will be 12 months from 01 July 2026 – 30 June 2027. All Organisation parties to the Agreement, and sharing the services of the BRPC, will abide by the terms of the Agreement.

a) Use of BRMS

- i) A BRMS account will be established by the Grantor following successful completion of the identified training by the BRPC.
- ii) All BRMS technical queries will be made to the Grantor through the BRMS Administrator.
- iii) Parties acknowledge that the performance of BRMS is dependent on the internet speeds of each Organisation.

b) BRMS and BRM Material

- i) The BRMS logo and all BRM program materials including Induction Manual, Guidelines, Handbook, training manuals and brochures will be provided by the Grantor to the Organisation royalty-free to be used only as set out in this Agreement.

- ii) The Grantor's ownership of the intellectual property rights in the materials must be acknowledged whenever the materials are published, copied or circulated.
- iii) The Organisation will provide the Grantor with public recognition on all literature and promotional material for the BRM program, in the format approved by the Grantor.
- iv) The Organisation may not amend the BRM program material in any way, unless approved by the Grantor in writing.
- v) Should the Grantor amend BRM material in any way then the Organisation are obliged to ensure they publish and/or circulate the most recent version.
- vi) The BRM program material may not be used by the Organisation for commercial gain.

c) Unavailability of BRPC

Where the appointed BRPC is unavailable at any time during the Agreement term, the Grantee will promptly advise the Grantor and propose a substitute. Any substitute must be approved by the Grantor. The Grantor may not unreasonably withhold its approval of a substitute, but it may give its approval subject to such conditions, as it reasonably considers necessary to protect its interests under this Agreement.

d) Intellectual Property Rights

- i) A proportion of the Intellectual Property Rights in BRMS is owned by Amristar Solutions Pty Ltd. The Organisation acknowledges that the use of BRMS is subject to a licence agreement between the owners of the Intellectual Property Rights and the Grantor.
- ii) Upon expiry of the BRMS licence agreement, the Organisation shall no longer make use of BRMS unless with written permission of the owner of the Intellectual Property Rights and the Grantor.
- iii) The obligations of the Organisation under this clause are continuing obligations and survive expiration or termination of this Agreement.
- iv) The Organisation further acknowledge that the Intellectual Property Rights in the data supplied to them for the purposes of mapping are owned by the entities that provide these layers to the Organisation and the terms of any agreement that the data provider may require must be adhered to. In addition, the Confidentiality provisions of this Agreement will apply to the data.
- v) Relevant information and images contained in the BRM Planning Guidelines and templates are published in accordance with the SAI Global licencing agreement. The agreement does not extend to additional documents outside of specified material.

e) Confidentiality

- i) The Grantor may publicly disclose the identity of the Grantee, the value of this Agreement and a description of the BRM program.
- ii) The Organisation acknowledges that this Agreement, and information held or compiled by the Grantor or the State of Western Australia in relation to this Agreement, is subject to the *Freedom of Information Act 1992*.
- iii) In addition to the general definition of Confidential Information the following information is specified as confidential: all information and documentation provided by external parties for use in the BRMS that relates to critical infrastructure and/or threatened environmental areas and/or culturally sensitive areas and/or is specified by the external party as confidential.
- iv) The Organisation must keep all Confidential Information confidential. The Organisation must not use or disclose the Confidential Information to any person except:
 - 1) where necessary for the purpose of performing tasks within the BRM program; or
 - 2) as authorised in writing by the Grantor or the external party, as the case may be; or
 - 3) to the extent that the Confidential Information is public knowledge (other than because of a breach of this clause by the Organisation); or
 - 4) as required by any law, judicial or parliamentary body or governmental agency; or
 - 5) when required (and only to the extent required) to the Organisation professional advisers, and the Organisation must ensure that such professional advisers are bound by the confidentiality obligations imposed on the Organisation under this clause.
- v) Except to the extent that the Organisation are required by law to retain any records, the Organisation must return all records containing Confidential Information immediately at the expiration or termination of this Agreement.

f) Data Security

The Organisation must:

- i) prohibit and prevent any officer, employee, contractor or agent of the Organisation who does not have the appropriate level of security clearance from gaining access to BRMS or the Confidential Information and without limiting this requirement, use reasonable endeavours to prevent any unauthorised person from gaining access to BRMS or the Confidential Information; and
- ii) notify the Grantor immediately, and comply with all directions of the Grantor, if an Organisation becomes aware of any contravention of data security requirements.

g) Access

- i) The Organisation must keep accurate, complete and current written record in respect of this Agreement and must comply with the directions of the Grantor in relation to the keeping of records, whether those directions relate to the period before or after the expiry of this Agreement.
- ii) The Organisation must allow the Grantor to have reasonable access to all records associated with the BRMP program that are in the custody or control of the Organisation and to examine, audit, copy and use these records. For this purpose, subject to the Grantor giving reasonable prior notice, the Organisation(s) must allow the Grantor to have reasonable access to any premises used or occupied in connection with the BRMP program.
- iii) The Organisation must do everything necessary to obtain any third-party consents, which are required to enable the Grantor to have access to records under this clause.
- iv) The Organisation acknowledges that the Grantor will have access to all data within BRMS.
- v) A participating Organisation will not have access to any other Organisation's data unless shared assets and/or treatments warrant this requirement. Approval for sharing the data must be provided to the respective Organisation and the Grantor so that the necessary BRMS access privileges can be granted.

h) Indemnity

Each party ("Indemnifying Party") shall indemnify and keep indemnified the other parties ("Indemnified Parties") against all liabilities, damages, losses, costs, and expenses incurred by the Indemnified Parties and caused by:

- i) any breach of this Agreement by the Indemnifying Party;
- ii) any negligent or wrongful act or omission of the Indemnifying Party, its officers, employees, or agents in connection with this Agreement;
- iii) any claim, demand, or proceeding made or brought against any of the Indemnified Parties by a third party arising out of or in connection with the conduct, negligence, or breach of this Agreement by the Indemnifying Party.

i) Insurance

- i) The following insurance is required:
 - 1) The Grantee: Workers Compensation Insurance or comparable Personal Accident Insurance for the position of the BRPC for the duration of the employment contract.
 - 2) Each Organisation: Professional indemnity insurance and Public Liability Insurance for the duration of this Agreement plus six months after termination.
- ii) Each Organisation must provide the Grantor with sufficient evidence of the insurances required under this clause (including, if requested, a copy of any policy) and provide a certificate of currency of insurance, as requested by the Grantor at any time.

- iii) If an Organisation becomes aware of any event or incident occurring, which gives rise or is likely to give rise to a claim under any insurance required under this clause, it must as soon as reasonably practicable notify the Grantor in writing of that event or incident.
- iv) Failure to comply with this clause will not invalidate or otherwise affect any indemnities, liabilities and releases of this Agreement.
- v) The obligations of the Organisation under this clause are continuing obligations and survive expiration or termination of this Agreement for so long as the obligations of the Organisation under this clause continue.
- vi) Nothing in this clause limits an Organisation's other liabilities under this Agreement.

j) Notices

Notices or other communication can be sent by email to the email address of the recipient as set out in item 5 of Schedule 1.

k) Grant Funds

The Grantee will ensure that the bank account into which the Grant Funds are deposited is not overdrawn at any time during the term of this Agreement.

5. Notice Addresses

- | | | |
|-----|---|---|
| (a) | Grantor :
Registered Mail:

Email: | Fire and Emergency Services Commissioner
Bushfire Risk Management Branch
GPO Box P1174 Perth, WA 6844
BRMP@dfes.wa.gov.au |
| (b) | Organisation:
Registered Mail:
Email: | Shire of Mukinbudin
PO Box 67, Mukinbudin WA 6479
admin@mukinbudin.wa.gov.au |
| (c) | Organisation:
Registered Mail:
Email: | Shire of Koorda
PO Box 20, Koorda WA 6475
shire@koorda.wa.gov.au |
| (d) | Organisation:
Registered Mail:
Email: | Shire of Dalwallinu
PO Box 141, Dalwallinu WA 6609
shire@dalwallinu.wa.gov.au |
| (e) | Organisation:
Registered Mail:
Email: | Shire of Dowerin
PO Box 111, Dowerin WA 6461
dowshire@dowerin.wa.gov.au |
| (f) | Organisation:
Registered Mail:
Email: | Shire of Trayning
PO Box 95, Trayning WA 6488
admin@trayning.wa.gov.au |

PAYMENT SCHEDULE

6. Method of payment and total amount of Grant Funds

Payment of the Grant Funds (exclusive of GST) will be made in the amounts detailed below and within ten (10) business days of receipt of an invoice from the Grantee.

PAYMENT SCHEDULE	AMOUNT TO BE PAID (\$)	PAYMENT DATE
2026-27 DFES 100% funding	Grant Amount TOTAL \$173,548	Within ten (10) business days of receipt of an invoice from the Grantee

7. Vehicle

It is recommended that the vehicle used by the BRPC meets the proposed specifications (Annex C).

8. System Requirements

The Information Communications Technology (ICT) equipment used by the BRPC should meet the minimum specifications (Annex D) to ensure adequate performance of BRMS.

SCHEDULE 2

REPORTING REQUIREMENTS

1. Acquittance Report

The Grant Funds must be acquitted on an annual basis within 30 business days of the Grantor providing the Grantee with an Acquittance Report template. The Grantee must provide the Grantor with a completed and signed Acquittance Report, which is to include:

- a. A final statement of income and expenditure consisting of:
 - i. an expenditure/financial statement (exclusive of GST) signed by the Chief Executive Officer or Accountable Officer, detailing budgeted expenditure in accordance with the Approved Budget and actual expenditure on the BRM program described in the request; and
 - ii. An extract from the payroll system that evidences a breakdown of the BRPC salary.

The Organisation must ensure that:

- i. any unexpended funds held by the Organisation are returned to the Grantor as per invoice payment terms.
 - ii. financial accounts and records to enable identification of the grant, payments and receipts will be maintained and provided when requested.
- b. Audited Inspection
- i. Upon receipt of the Organisations financial reports the Grantor may request an inspection of the financial records by an Auditor appointed by the Grantor. Costs associated with this audit will be paid by the Grantor.
 - ii. If a preliminary survey by the appointed Auditor reveals that the appropriate accounting standards have not been complied with; the Grantor may recommend that any further payments of Grants be withheld, or Grant Funds are returned to the Grantor, until agreed action has been taken.

2. BRM Plans

The BRPC is required to complete the BRM plan milestone report on a monthly basis (Annex B).

3. Treatment Reports

The BRPC is required to provide DFES and the Shire of xxxx with an update on the status of their mitigation program (Annex B).

4. Business Plan

The Business Plan describes the key tasks to be completed by the BRPC and performance indicators to ensure the desired outcomes are achieved. The plan enables the respective LGs and DFES to manage the BRPC's workload and provides a mechanism to establish and maintain effective LG mitigation programs.

ANNEX A

Approved Budget

	Grant Period
ITEM Funded	2026-27 (DFES 100%)
SALARY	
Salary/Wages	\$106,083.82
ON COSTS	
Workers Compensation Superannuation Leave	\$27,221.11
Subtotal Salary	\$133,304.93
ICT COST	
Laptop Computer, accessories and data card	\$3,405.27
Mobile Phone & Usage	\$1,891.82
VEHICLE COSTS	
Lease/Service	\$15,922.80
Fuel	\$11,350.91
OTHER	
Other (inc equipment and PPE)	\$1,891.82
Training	\$1,576.52
Travel Allowance	\$4,204.04
Other (furniture/fittings/administration)	-
Subtotal Ancillary Costs	\$40,243.18
GRAND TOTAL (EX GST) rounded	\$173,548.11

Approved Grant

	Grant Period
ITEM Funded	2026-27 (DFES 100%)
TOTAL (EX GST)	\$173,548

ANNEX B

Reporting

The BRPC is responsible for preparing, submitting and coordinating the approval of all the deliverables stated in the BRPC's Business Plan and must complete the BRM Plan Milestone Report on a monthly basis.

2026-27 BRM Plan Milestone Report				
Local Government:				
DFES Officer:				
BRPC:				
Reporting Period:				
Milestone	Forecast Completion Date	% Complete	Actual Completion Date	Comments - notes on progress or variations
Complete draft BRM Plan using the BRMP Guidelines templates (excluding BRMP Asset Risk Register)				
Identify all Assets in BRMS (Human Settlement, Economic, Environmental & Cultural)				
Complete all Risk Assessments in BRMS against identified Assets				
Draft BRM Plan submitted to OBRM for review and BRMS data quality assured by BMB				
BRM Plan endorsed by OBRM				
Final BRM Plan submitted to local government Council for approval				
BRM Plan approved by local government Council				

ANNEX C

Recommended Base Vehicle Specifications

- Diesel 4 x 4 including low range capability
 - Dual Cab ute with secure lockable canopy
- Air conditioned
- Reversing Camera and sensors
- Tinted windows
- Heavy Duty Bullbar
- Driving Lights
- Cell Fi (Phone booster) if available from hire company
- Automatic transmission
- Seat covers
- Heavy duty floor mats
- DFES and Local Government logos

ANNEX D

Recommended Minimum System Requirements

Hardware	Tablet/laptop and docking station Desktop single monitor	Specifications to suit minimum system requirements on software
Web Browser	Google Chrome (Windows and Linux)	Latest stable version supported / preferred browser for BRMS
	Microsoft Edge	Latest stable version supported
	Microsoft Internet Explorer (Windows)	Version 11 (Internet Explorer's Compatibility View is not supported)
	Mozilla Firefox (Windows and Linux)	Latest stable version supported
Applications	Microsoft Office Pro (word, excel, outlook, publisher)	Latest version
	Microsoft Visio/Project	Latest version
	Microsoft Outlook	Latest version
	Adobe Acrobat pro	Latest version
	Local Government mapping and records management system	Latest version
Operating System	Windows	Windows 10 or latest version
Mobile Phone	Smart Phone	Latest version

ANNEX E

Bushfire Risk Planning Coordinator Allocation

The BRPC will work within the following Organisations to assist with the development, implementation and monitoring of each local government's bushfire mitigation programs.

Year of Support	Grantee (Host LG)	Organisation (Local Government)	Support Days per Fortnight
2026-27	Shire of Dalwallinu	Shire of Mukinbudin Shire of Koorda Shire Dalwallinu Shire of Dowerin Shire of Trayning	Support equally distributed across all LGs

ANNEX F

Location:

The BRPC will be employed (hosted) by the Shire of Dalwallinu for the period of the grant.

ANNEX G

Bushfire Risk Planning Coordinator

Job Description Form

The Government of Western Australia's Bushfire Risk Management (BRM) program is a state-wide initiative that is responsible for the development and implementation of local government BRM Plans. The program involves the collaboration of stakeholders, across all land tenure, to identify and mitigate bushfire risk within local communities.

The Role

The Bushfire Risk Planning Coordinator (BRPC) is responsible for developing local government Bushfire Risk Management plans. The BRPC works closely with relevant stakeholders to identify and prioritise mitigation activities within designated local governments.

Key Duties/Responsibilities

- Facilitates the management of bushfire risk to the community, assets and infrastructure by developing a Bushfire Risk Management (BRM) Plan through the use of BRMS and in collaboration with DFES regional officers.
- Provides advice to local government, State Agencies, industry and major landholders in the BRM Planning process and the use of BRMS.

- Develops and maintains professional relationships with stakeholders to ensure the delivery of services as specified in the BRM Planning Grant Agreement between the Department of Fire and Emergency Services and local government.
- Consults with stakeholders to facilitate the planning, development and review of BRM Plans.
- Remain up to date with all BRMS training requirements set by DFES.
- Identify community assets in BRMS and conduct risk assessments on these assets, through site inspections where appropriate.
- Assists with managing the budget requirements relevant to the BRM Planning program.
- Assist with operational policy development and the development of BRMS through constructive feedback to DFES.
- Review local government(s) bushfire risks to determine treatment priorities, including Annual Scheduled Treatment Plan and 3-year Indicative Treatment Plan.
- Liaise with DFES' BRMO, CESM (where appointed) and other relevant stakeholders to confirm and document appropriate treatment strategies for LG bushfire risks within the BRM Plan.
- Manage contractors to ensure the agreed mitigation works are performed on time, within budget and to the required standards.
- Perform risk re-assessments following the completion of treatment activities and ensure risk assessments have been completed using the current BRM methodology.
- Liaise with DFES' BRMO, and other landholders, to support the effective implementation of "tenure-blind" mitigation programs.
- Complete reports and other requests for BRM information, as required, within established timeframes.
- Provide BRM training, where appropriate, to LG staff and volunteers.

Selection Criteria

Essential Pre-requisite

1. Possession of a current unrestricted C Class Western Australian driver's licence (as a minimum) which must remain valid for the duration of employment.

Essential

1. Demonstrated experience and knowledge of emergency management and bushfire risk management, including understanding of the role of landholders and agencies in the management of bushfire risk.
2. Demonstrated conceptual, analytical and problem-solving skills.
3. Understanding and experience in the application of risk management principles.
4. Well-developed communication and interpersonal skills, with demonstrated ability to liaise, consult and negotiate effectively with a wide range of stakeholders including contractors, government officers, industry and private landowners.
5. Proven ability to plan, prioritise and organise workloads to meet agreed timeframes
6. Proven experience working with ICT based systems including ability to effectively perform data entry, analysis and reporting.

Highly Desirable

1. Experience applying bushfire mitigation strategies that sustain the natural environment by maintaining conservation values and bio-diversity.
2. Experience in rural fire management including planned burning and firefighting, with an understanding of the principles of bushfire behaviour and suppression activities.
3. Experience applying and managing external grants and funding.
4. Knowledge and understanding of DFES' Bushfire Risk Management System.
5. Experience in managing projects

Advocacy on Wild Dog Mitigation

By the Shire of Koorda

BACKGROUND

Up until June, the CWBA has coordinated wild dog controls on private land and that of the Department of Biodiversity, Conservation and Attractions. However, following a decision of the Yamatji Nation Joint Management Body, DBCA withdrew the permits for the Yamatji Conservation Estate.

The concern is that without wild dog mitigation on the Yamatji Conservation Estate, the animal numbers will increase and leave the Aboriginal lands and cause stock losses on private properties and risks to community safety in neighbouring towns.

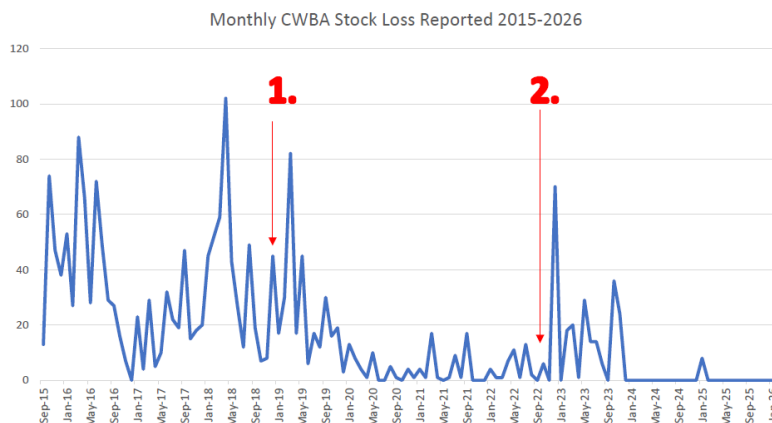
The decision to withdraw the wild dog control permits immediately effects about 340,000 hectares of DBCA land within and adjacent the shires of Dalwallinu, Morawa and Perenjori but if not redressed has the potential to impact shires further south and within the Great Eastern Country Zone.

Since the suspension of the permits in June, there have been wild dog sightings in the shires of Dalwallinu, Perenjori and Morawa and two stock attacks in each of Perenjori and Morawa.

The effectiveness of the wild dog mitigation measures is depicted in the following graphic which shows monthly stock loss from attacks and the impact of the introduction of the controls from late 2027 and the spike in 2022 when permits were previously suspended for a short period.

This section should provide relevant background information including your Local Government's Council decision, where applicable.

Stock Losses from Wild Dogs



1. First MoU with DBCA Mid-West in January 2019 negotiated and RP Permits issued for control activities by CWBA on Govt managed lands (24% of operational area of the 2.26M ha inside the State Barrier Fence) in the region.
2. RP Permits ceased on 31 December 2022 for DBCA managed lands and control activities did not re-commence until March 2023 once new RP Permits were issued for a 3 month period and then extended. Current Permits expire 31 March 2026 and the future of these are still unknown at 5 March 2026.

The CWBA is adamant it is not seeking to bypass Aboriginal interests or joint management arrangements but want to “work collaboratively to find a solution that recognises these responsibilities while also protecting agricultural production, livestock welfare and regional communities”.

To date the CWBA has met with the Environment Minister's Chief of Staff and had positive discussions though have not received any further correspondence or progress since. And have also tentatively secured a meeting with the Yamatji Southern Regional Corporation next week however the day of any meeting is yet to be confirmed.

The CWBA is consequently now requesting the GECZ request WALGA to assist its advocacy efforts as detailed in the recommendation. In addition to the item before the GECZ, the Shire of Morawa is also planning an item for the Northern Country Zone.

RECOMMENDATION

That WALGA urgently advocate to the State Government to facilitate discussions between DBCA, Traditional Owner representative bodies, recognised biosecurity groups and affected local governments to:

- Establish workable land access arrangements for declared pest management.
- Investigate and support practical buffer control arrangements along the agricultural interface to reduce the risk of wild dogs moving onto farming properties.
- Establish a clear and timely process for resolving permit and access issues that impact the delivery of coordinated declared pest management program.

SECRETARIAT COMMENT

This section will be completed by WALGA after the item is submitted for inclusion on the Agenda. If the recommendation is for WALGA to act or advocate on a particular issue, the Secretariat Comment will note any work already being undertaken by WALGA.



Classification: Official
Our Ref: 25-001757-39

Attention: Local Government Chief Executive Officer

Via email

Dear Local Government CEO

**DEPARTMENT OF HEALTH UPDATE ON LOCAL LAWS MADE UNDER THE
HEALTH (MISCELLANEOUS PROVISIONS) ACT 1911**

In March 2024, the Department of Health's (the Department) Chief Health Officer wrote to local government CEO's outlining a staged approach for the implementation of the *Public Health Act 2016*. The correspondence included an indicative implementation timetable that proposed the repeal of the local law provisions of the *Health (Miscellaneous Provisions) Act 1911* by the end of 2026, subject to completion of the Department's regulatory review program.

While progress has been made on the regulatory review program, completion has taken longer than anticipated. As a result, the repeal of the local law provisions of the *Health (Miscellaneous Provisions) Act 1911* will not occur before the end of 2026. The [Department's website](#)¹ has been updated to reflect this revised timeframe.

Local governments should note that this delay does not affect their obligations under the *Local Government Act 1995*, including requirements for the periodic review of local laws.

If you have any questions on this matter, please email the Department at publichealthact@health.wa.gov.au

Yours sincerely

Dr Clare Huppatz PSM
CHIEF HEALTH OFFICER
DEPUTY DIRECTOR GENERAL
PUBLIC AND ABORIGINAL HEALTH DIVISION

5 August 2026

¹ www.health.wa.gov.au/About-us/Public-Health-Act/Timeline-to-implement-the-Public-Health-Act-2016/Stage-5-phased-implementation

Health Local Law - Public Health Act Transition

By the Shire of Koorda

BACKGROUND

In correspondence to all local governments on 5 August, the WA Chief Health Officer advising that the review to modernise the public health regulatory framework, including the repeal of much of the Health (Miscellaneous Provisions) Act 1911 would not be completed by the end of 2026.

For local governments for which the statutory review of their health Local Health Law is due are faced with either retaining outdated requirements or making amendments which are likely to be soon surpassed when the new legislation is finalised.

Eventually however, given the extensive nature of the legislative review, that all local governments will need to bring forward the review of their Health Local Law to be compliant with new legislation and likely need to prepare a new Health Local Law.

The task of preparing a new Health Local Law, or even making substantial additions and changes, to address the new legislation 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.

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.

However, WALGA advice is that currently it has no plans to develop a template Health Local Law as the legislative requirements are yet to be defined. It is reasonable that WALGA could not be expected to develop a template until the new legislation is defined, however as this issue will impact the majority of member local governments, it is not unreasonable to expect assistance.

Consequently, the Shire of Koorda with the support of the six other NEWROC local governments requests the support of the Great Eastern Country Zone to request that WALGA commit to develop a template Health Local Law following clarification of the legislation.

RECOMMENDATION

That the Great Eastern Country Zone request that WALGA commit to developing a template Health Local Law to be adapted by local governments within 12 months of the completion of the new public health regulatory framework.

Governance & Compliance

Appointment of an Acting Chief Executive Officer

Objective

To establish policy, in accordance with Section 5.39C of the Local Government Act 1995 ('the Act'), that details the Shire of Koorda's processes for appointing an Acting or Temporary Chief Executive Officer (CEO) for periods of less than 12 months of planned or unplanned leave or an interim vacancy in the substantive office.

Policy

This policy applies to the statutory position of Chief Executive Officer (CEO) of the Shire of Koorda.

Definitions

TERM	DEFINITION
Acting CEO	Means a person employed or appointed to fulfil the statutory position of CEO during a period where the substantive CEO remains employed, but is on planned or unplanned leave.
Temporary CEO	Means a person employed or appointed to fulfil the statutory position of CEO for the period of time between the end of the substantive CEO's employment and the appointment and commencement of a newly appointed substantive CEO.

1. Approval of Leave

- The Council is to approve the taking of leave by the Chief Executive Officer for periods of between one (1) to six (6) weeks, and the accompanying requirement to appoint an Acting Chief Executive Officer.
- Leave by the CEO for any reason of at least two (2) days to be reported (with rationale) to the next Ordinary Council Meeting.
- The Shire President is to be notified as soon as practical when the CEO takes leave of no more than one day (such as Rostered Days Off and Personal Leave).

2. Acting or Temporary CEO Requirements and Qualifications

- When the CEO is on planned or unplanned leave, or the CEO's employment with the Local Government has ended, an Acting or Temporary CEO is to be appointed in accordance with this Policy to fulfil the functions of CEO as detailed in Section 5.41 of the *Local Government Act 1995*, and other duties as set out in the Act and associated Regulations.
- Through this policy and in accordance with section 5.36(2)(a) of the Act, the Council determines that employee appointed to the substantive position Deputy CEO is considered suitably qualified to perform the role of Acting or Temporary CEO.
- A person appointed to act in the position of Deputy CEO is not included in the determination set out in subclause 2(b) above.

3. Appointment of an Acting CEO - planned or unplanned leave for periods up to 6 weeks

- The CEO is authorised to appoint the Deputy CEO in writing as Acting CEO, where the CEO is on planned or unplanned leave for periods not exceeding 6 weeks, subject to the CEO's consideration of the Deputy CEO's performance, availability, operational requirements and where appropriate, the equitable access to the professional development opportunity.
- The CEO must appoint an Acting CEO for any leave periods greater than 5 days and less than 6 weeks.
- The CEO is to immediately advise all Council Members when and for what period of time the Deputy CEO is appointed as Acting CEO.
- Council may, by resolution, extend an Acting CEO period beyond 6 weeks if the substantive CEO remains unavailable or unable to perform their functions and duties.

4. Appointment of an Acting CEO - for extended leave periods greater than 6 weeks but less than 12 months.

- a) This clause applies to the following periods of extended leave:
 - i. Substantive CEO's Extended Planned Leave which may include accumulated annual leave, long service leave or personal leave; and
 - ii. Substantive CEO's Extended Unplanned Leave which may include any disruption to the substantive CEO's ability to continuously perform their functions and duties.
- b) The Council will, by resolution, appoint an Acting CEO for periods greater than 6 weeks but less than 12 months, as follows:
 - i. Appoint one employee, or multiple employees for separate defined periods, as Acting CEO to ensure the CEO position is filled continuously for the period of extended leave; or
 - ii. Conduct an external recruitment process in accordance with clause 5(a)(iii).
- c) The President (or in their absence the Deputy President) will liaise with the CEO, or in their unplanned absence the Governance Officer to coordinate Council reports and resolutions necessary to facilitate an Acting CEO appointment.
- d) Subject to Council's resolution, the President (or in their absence the Deputy President) will execute in writing the Acting CEO appointment with administrative assistance from the Governance Officer.

5. Appoint Temporary CEO – Substantive Vacancy

- a) In the event that the substantive CEO's employment with the Shire of Koorda is ending, the Council when determining to appoint a Temporary CEO may either:
 - i. by resolution, appoint Deputy CEO as the Temporary CEO for the period of time until the substantive CEO has been recruited and commences their employment with the Local Government; or
 - ii. by resolution, appoint the Deputy CEO as the interim Temporary CEO for the period of time until an external recruitment process for a Temporary CEO can be completed; or
 - iii. following an external recruitment process in accordance with the principles of merit and equity prescribed in section 5.40 of the Act, appoint a Temporary CEO for the period of time until the substantive CEO has been recruited and commences employment with the Local Government.
- b) The President (or in their absence the Deputy President) will liaise with an Administration Officer to coordinate Council reports and resolutions necessary to facilitate a Temporary CEO appointment.
- c) The President (or in their absence the Deputy President) is authorised to execute in writing the appointment of a Temporary CEO in accordance with Council's resolution/s, with administrative assistance from the Governance Officer.

6. Remuneration and conditions of Acting or Temporary CEO

- a) Unless Council otherwise resolves, an employee appointed as Acting CEO shall be remunerated at no less than 85% of the cash component only of the substantive CEO's total reward package.
- b) Council will determine by resolution, the remuneration and benefits to be offered to a Temporary CEO when entering into a contract in accordance with the requirements of Sections 5.39(1) and (2)(a) of the Act.
- c) Subject to relevant advice, the Council retains the right to terminate or change, by resolution, any Acting or Temporary CEO appointment.

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

Local Government Act 1995, Section 5.36, 5.39C & 5.40

Review History

Date	Council Resolution	Description of review/amendment
20/05/2026	RES: 060526	V1.1. Approval of Leave procedure amended.
18/10/2023	RES: 171023	Policy re-write to include; appointments for more than 6 weeks but less than 12 months, qualification requires and remuneration and conditions.
19/05/2021	RES: 050521	Adoption of Policy

