



Shire of
Koorda

Drive in, stay awhile

MINUTES

Ordinary Council Meeting

Held in Shire of Koorda Council Chambers

10 Haig Street, Koorda WA 6475

Wednesday 18 March 2026

Commencing 5.00pm

UNCONFIRMED

NOTICE OF MEETING

Dear Elected Members,

Notice is hereby given that the next Ordinary Meeting of Council of the Shire of Koorda will be held on Wednesday, 18 March 2026 in the Shire of Koorda Council Chambers, 10 Haig Street, Koorda.

The format of the day will be:

4.00pm	Audit, Risk & Improvement Committee Meeting
5.00pm	Council Meeting
Following conclusion of Council Meeting	Council Forum

Zac Donovan
Chief Executive Officer
13 March 2026

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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.

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

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

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

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

Signed



Zac Donovan
Chief Executive Officer

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**Shire of Koorda
Ordinary Council Meeting
5.00pm, Wednesday 18 March 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	(5.19pm)
Cr BJ Harrap	
Cr NJ Chandler	
Cr GL Boyne	
Cr BH Moore	

Staff:

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

Members of the Public:

Mr Russell Garven

Apologies:

Visitors:

Approved Leave of Absence:

3. Public Question Time

Public question time opened at 5.01pm.

R. Garven commented on suggestions with community infrastructure.

President: Staff and council will discuss considerations, reminded that suggestions to be brought to the Administration Office.

Public question time closed at 5.10pm.

4. Disclosure of Interest

Nil.

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 18 February 2026

[Ordinary Council Minutes](#)

Voting Requirements Simple Majority Absolute Majority

Officer Recommendation Resolution 010326

Moved Cr BJ Harrap

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 18 February 2026, as presented, be confirmed as a true and correct record of proceedings.

CARRIED 6/0

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

UNCONFIRMED

8. Minutes of Committee Meetings to be Received

8.1. Minutes of External Committee Meetings to be Received

- a. NEWTRAVEL General Meeting Minutes for meeting held on 3 February 2026
[NEWTRAVEL General Meeting Minutes](#)
- b. GECZ Meeting Minutes for meeting held on 12 February 2026
[GECZ Meeting Minutes](#)
- c. NEWROC Council Meeting Minutes for meeting held on 3 March 2026
[NEWROC Council Meeting Minutes](#)

Voting Requirements Simple Majority Absolute Majority

Officer Recommendation Resolution 020326

Moved Cr GW Greaves

Seconded Cr GL Boyne

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. NEWTRAVEL General Meeting, 3 February 2026;
- b. GECZ Meeting, 12 February 2026; and
- c. NEWROC Council Meeting, 3 March 2026.

CARRIED 6/0

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

9. Recommendations from Committee Meetings for Council Consideration

9.1. Consideration of 2026 Audit, Risk & Improvement Committee Terms of Reference V3.0

Governance and Compliance		
Date	12 March 2025	
Location	Not Applicable	
Responsible Officer	Lana Foote, Deputy Chief Executive Officer	
Author	Lana Foote, Deputy Chief Executive Officer	
Legislation	<i>Local Government Act 1995;</i> <i>Local Government (Administration) Regulations 1996</i>	
Disclosure of Interest	Nil	
Purpose of Report	<input checked="" type="checkbox"/> Executive Decision <input checked="" type="checkbox"/> Legislative Requirement <input type="checkbox"/> Information	
Attachments	Implementation Guide: Audit, Risk and Improvement Committees 2026 Audit, Risk & Improvement Committee ToR V3.0	

Background:

This report proposes amendments to the adopted Terms of Reference (ToR) and the name of the Audit and Risk Committee. These changes are necessary to ensure compliance with recent amendments to the *Local Government Act 1995* (Sections 7.1A and 7.1B), Clause 69 of Schedule 9.3, Division 7, and the *Local Government Amendment Regulations 2024*.

The legislative changes require the establishment of an Audit, Risk and Improvement Committee (ARIC), as previously resolved by Council (RES: 200925). Key requirements include the appointment of an independent Presiding Member and Deputy Presiding Member. Independent members were appointed in accordance with RES: 200925 and reaffirmed under RES: 191025 following the 2025 Local Government Ordinary Election.

The introduction of ARICs marks a significant reform, replacing existing audit committees with a new framework designed to enhance risk management and drive continuous improvement across local government operations.

Comment:

The Koorda Audit, Risk and Improvement Committee's Terms of Reference (Version 3.0) have been updated to reflect these legislative changes and are presented for consideration and adoption by the Committee, prior to recommending endorsement at the March 2026 Ordinary Council Meeting.

The LGIRS implementation guide for ARICs outlines the function of the committee:

- receive and review reports related to local government compliance audits required under the Act and regulations;
- make recommendations to council on actions to be taken in relation to those reports;
- receive and review reports on the effectiveness of the local government's systems and procedures in relation to financial management, legislative compliance and risk management;
- make recommendations to council on improvements to those systems and procedures;
- receive and review reports on any actions the local government is required to take under the Act, or has decided to take in relation to a compliance audit report or report into the effectiveness of the local government's systems and procedures; and

- perform any function conferred on the ARIC under the Regulations or another written law.

Consultation:

Zac Donovan, Chief Executive Officer
Ron Back, Independent Presiding Member, Shire of Koorda ARIC.

Statutory Implications:

Local Government Act 1995 (the Act)
Local Government Amendment Act 2024 (the 2024 Amendment Act)
Local Government (Audit) Regulations 1996 (the Audit Regulations)
Local Government (Administration) Regulations 1996 (the Administration Regulations)
Local Government Regulations Amendment Regulations (No. 4) 2025 (the ARIC Amendment Regulations).

Policy Implications:

Amendments to the ToR will align with Council’s policies, statutory requirements and best practices.

Strategic Implications:

Shire of Koorda Integrated Strategic Plan 2024
4.1 – Open and transparent leadership.

Risk Implications:

While it is not a legislative requirement for a Committee to have a TOR, it is common practice and ensures committee members are aware of their role and responsibilities and mitigates the risk of committees acting outside their responsibility.

Financial Implications:

Nil

Voting Requirements: Simple Majority Absolute Majority

Officer Recommendation
Resolution 030326

Moved Cr BH Moore

Seconded Cr NJ Chandler


That the Audit, Risk & Improvement Committee recommends:

That Council adopts the Audit, Risk & Improvement Committee V3.0 Terms of Reference.

CARRIED 6/0

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

9.2. Quarterly Reporting of Integrated Strategic Plan and Workforce Plan

Governance and Compliance		
Date	11 December 2025	
Location	Not Applicable	
Responsible Officer	Zac Donovan, Chief Executive Officer	
Author	Zac Donovan, Chief Executive Officer	
Legislation	<i>Local Government Act 1995;</i> <i>Local Government (Administration) Regulations 1996</i>	
Disclosure of Interest	Nil	
Purpose of Report	<input type="checkbox"/> Executive Decision <input checked="" type="checkbox"/> Legislative Requirement <input checked="" type="checkbox"/> Information	
Attachments	Quarterly Scorecard – March 2026	

Background:

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

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

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

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

Comment:

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

Consultation:

Lana Foote, Deputy Chief Executive Officer

Statutory Implications:

Local Government Act 1995 and relevant subsidiary legislation.

Policy Implications:

Nil

Strategic Implications:

Shire of Koorda Integrated Strategic Plan 2024

4.1 – Open and transparent leadership.

4.1.1 – Ensure efficient use of resources and the governance and operational compliance and reporting meets legislative and regulatory requirements.

4.3 – Forward planning and delivery of services and facilities that achieve strategic priorities.

4.3.2 – Report to Council progress of Council Actions using a quarterly score card and report results to community.

Risk Implications:

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

Financial Implications:

Nil

Voting Requirements: Simple Majority Absolute Majority

Officer Recommendation
Resolution 040326

Moved Cr GL Boyne

Seconded Cr BJ Harrap

That the Audit, Risk & Improvement Committee recommends:


That Council:

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

CARRIED 6/0

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

9.3 Review of Financial Management, Risk Management, Legislative Compliance and Internal Controls – Report to the CEO – March 2026

Governance and Compliance		
Date	12 March 2026	
Location	Not Applicable	
Responsible Officer	Zac Donovan, Chief Executive Officer	
Author	Zac Donovan, Chief Executive Officer	
Legislation	<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	<input checked="" type="checkbox"/> Executive Decision <input checked="" type="checkbox"/> Legislative Requirement <input type="checkbox"/> Information	
Attachments	FRM Report to the CEO - March 2026	

Background:

With the start of 2026, reforms to the *Local Government Act 1995* have changed the way local governments are required to conduct their statutory reviews. The *Local Government Regulations Amendment Regulations (No. 4) 2025* introduced new requirements that replaced Audit Committees with Audit, Risk and Improvement Committees.

Under the amended *Local Government (Audit) Regulations 1996 Regulation 17*, the CEO must now review the effectiveness of the local government's systems and procedures for financial management, legislative compliance and risk management, every 4 years, and report the results to the ARIC.

This reform combines Regulation 17 with the previous financial management review requirements under Financial Management Regulation 5, which has been amended so the financial management system reviews are now undertaken as part of the broader Regulation 17 review.

The CEO is required to report the outcomes of the review of systems and procedures relating to financial management, legislative compliance, and risk management to the ARIC. As per 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.

During 2025, the Shire requested quotes for appropriate consultants to assist the CEO to perform reviews required by legislation relating to the appropriateness and effectiveness of financial management, risk management, legislative compliance systems and procedures as required by legislation.

Moore Australia WA were engaged to assist with this service and attended the Shire from 19 to 21 January 2026 to perform the required fieldwork and prepare a report to assist the CEO in reporting the results of the reviews performed. The review and associated consulting and advisory services were finalised in March 2026.

The purpose of this item is to present the findings identified from the *Local Government (Audit) Regulations 1996 Regulation 17* review to the Audit, Risk and Improvement Committee (ARIC) for consideration and, if satisfactory, recommendation to Council for noting and, where appropriate, acceptance.

Comment:

The attached report includes summarised matters noted during the review, as well as improvements to be considered by the Shire and where applicable, comments from the executive team in response to some findings.

A risk assessment working excel document, summarising the findings and improvements noted within the report has been prepared for internal use by the executive and integration with routine risk management reporting. This risk assessment working document may assist with future status reports for the Shire of Koorda as improvements are implemented and completed.

OPTIONS

It is proposed the ARIC has the following options:

Option 1: The ARIC could choose to recommend to Council that it accepts the controls noted and planned improvements through routine risk management activities and reporting, and notes no additional treatment is required.

Option 2: The ARIC could choose to recommend to Council that further treatment is required for all or a selection of the Findings.

Regardless of the option selected it is suggested that the AIRC should require ongoing assessment and identification of opportunities for improvement to be reported through quarterly risk management updates. And that these updates be provided on an exception basis, that is progressed changes and improvements to the overarching requirements.

As this report offers a more comprehensive assessment of risk management, the Risk Profile item previously presented to the committee is no longer included. The analysis in this report supersedes the earlier findings.

Consultation:

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

Statutory Implications:

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

Policy Implications:

G - Legislative Compliance V1.0
G- Risk management V1.0

Strategic Implications:

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

Risk Implications:

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

Financial Implications:

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

Voting Requirements: Simple Majority Absolute Majority

**Committee Recommendation
Resolution 050326**

Moved Cr GW Greaves

Seconded Cr NJ Chandler

That, the Audit, Risk and Improvement Committee recommends:

That Council:

- 1. Receives the draft report by Moore Australia (WA) on the appropriateness and effectiveness of systems and procedures for Financial Management, Legislative Compliance and Risk Management;**
- 2. Requests the Chief Executive Officer to respond to Moore Australia (WA) on any matters in the report as to errors, omissions and/or misstatements so that the report can be finalised for the Committees consideration at its next meeting;**
- 3. Requests the Chief Executive Officer to prepare an action plan on matters to do with the appropriateness and effectiveness of systems and procedures of the Shire for consideration at the next meeting of the Committee;**
- 4. Requests the Chief Executive Officer to advise the Committee of any additional resources required to complete the action plan in 2026; and**
- 5. Requests Moore Australia (WA) be invited to make a presentation to the Committee of the findings in the final report at the next meeting of the Committee.**

CARRIED 6/0


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

10. Announcements by the President without Discussion

The Shire President extended condolences to the Stanley family on the passing of Ian, the Quinn and Weymouth family on the passing of Lauren and the Treloar family on the passing of John.

11. OFFICER'S REPORTS – CORPORATE & COMMUNITY

11.1. Monthly Financial Statements

Corporate and Community		
Date	10 March 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	<input type="checkbox"/> Executive Decision <input checked="" type="checkbox"/> Legislative Requirement <input type="checkbox"/> Information	
Attachments	February 2026 Financial Activity Statement	

Background:

This item presents the Statement of Financial Activity to Council for the period ending 28 February 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 060326**

Moved Cr GL Boyne


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 28 February 2026, as presented.**

CARRIED 6/0

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

11.2. List of Accounts Paid

Corporate and Community		
Date	10 March 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	<input type="checkbox"/> Executive Decision <input checked="" type="checkbox"/> Legislative Requirement <input type="checkbox"/> Information	
Attachments	List of Accounts Paid	

Background:

This item presents the List of Accounts Paid, paid under delegated authority, for the period 12 February 2026 to 10 March 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 delegate 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 2025/2026 Budget.

Voting Requirements: Simple Majority Absolute Majority

Officer Recommendation
Resolution 070326

Moved Cr GW Greaves

Seconded Cr BH Moore

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 February 2026 to 10 March 2026.


Municipal Voucher V537 to V609	Totalling \$ 346,659.70
Purchase Card Transactions (V544 & V582)	Totalling \$ 3,058.86
	Total \$ 349,718.56

CARRIED 6/0

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

5.19pm – Cr KA Fuchsbichler joined the meeting.

11.3. NEWTRAVEL Contribution 2025/2026

Corporate and Community		
Date	20 February 2026	
Location	Not Applicable	
Responsible Officer	Zac Donovan, Chief Executive Officer	
Author	Lana Foote, Deputy Chief Executive Officer	
Legislation	Nil	
Disclosure of Interest	Nil	
Purpose of Report	<input checked="" type="checkbox"/> Executive Decision <input type="checkbox"/> Legislative Requirement <input type="checkbox"/> Information	
Attachments	Draft NEWTRAVEL MoU Draft NEWTRAVEL Constitution	

Background:

NEWTRAVEL is the regional tourism organisation representing the collective marketing interests of the Shires of Koorda, Dowerin, Wyalkatchem, Trayning, Nungarin, Mukinbudin, Mt Marshall and Westonia. Established in 1997 as a not-for-profit association, NEWTRAVEL was created to promote the Wheatbelt Way self-drive trail and the broader tourism assets of the region.

The Wheatbelt Way, developed in partnership with NEWROC in 2010 through Royalties for Regions funding, has since become a cornerstone of regional tourism, attracting increasing visitation. Visitor data from local accommodation providers shows growth from approximately 1,000 visitors in 2013 to more than 15,000 in 2023/2024.

Each participating Shire contributes annually to the ongoing operations of NEWTRAVEL, with the Shire of Koorda's contribution in 2024–25 being \$8,605. For 2025/2026, Council endorsed an allocation of \$10,000 in the adopted budget, consistent with the proposed Memorandum of Understanding (MoU) options presented earlier in the year.

At the July 2025 NEWROC Executive meeting, the following resolution was passed:

Each Local Government annual membership to be \$15,000, subject to a formal review of the NEWTRAVEL structure and strategy session.

Moved: B McKay | Seconded: T McLennan | CARRIED 6/0

This recommendation aligns with the ongoing review of NEWTRAVEL's constitution and governance structure, which aims to better reflect the organisation's operational scope, strengthen local government engagement, and secure sustainable funding into the future.

The below is an excerpt from the email received by the NEWTRAVEL Executive Officer on 7 November 2025;

On behalf of NEWTRAVEL, I would like to thank your Council for its continued commitment to supporting tourism and destination development across the Wheatbelt Way. Your partnership ensures we can continue to deliver coordinated marketing, destination planning, and local tourism initiatives that benefit all our member communities.

At our Annual General Meeting held on 30 October 2025, members formally adopted the NEWTRAVEL Strategic Plan 2026–2031 and endorsed a revised membership fee structure for the 2025/26 financial year. This decision follows 12 months of discussion and consultation both at NEWTRAVEL and with member Councils and NEWROC about NEWTRAVEL’s future direction, governance, and financial sustainability. It recognises the growing expectations and opportunities in tourism in our region, and ensures NEWTRAVEL is resourced to deliver the goals set out in the new Strategic Plan.

2025/26 Membership Fees

The following membership fees were endorsed at the AGM:

- *Ordinary Membership – Council: \$15,000*
- *Ordinary Membership – Business: \$500*
- *Associate Membership – Business: \$250*
- *Associate Membership – Not-for-Profit: \$50*

This funding will enable NEWTRAVEL to establish a 1.2FTE staffing level and implement key priorities outlined in the Strategic Plan, including:

- *Regional marketing through the Wheatbelt Way brand and partnership campaigns with Australia’s Golden Outback and others.*
- *Supporting destination development and new visitor experiences aligned to local governments Strategic Community Plans and communities’ aspirations.*
- *Strengthening internal capacity, financial resilience, and advocacy for tourism investment across our region.*

Comment:

At the November 2025 OCM, an item was tabled at Council to consider the additional funding of \$5,000 to the 2025/2026 budget allocation of \$10,000. The below was resolved at the meeting.

Officer Recommendation

That Council consider the request for an additional \$5,000 in the 2025/2026 budget.

ALTERNATIVE MOTION

Resolution 061125

Moved Cr GW Greaves

Seconded Cr GL Boyne

That Council endorse initial budget allocation of \$10,000 and consider further request once Governance Reviews & MOU are confirmed.

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

Council was provided with the Draft NEWTRAVEL Constitution and Memorandum of Understanding (MOU) in February 2026 for feedback and review.

In accordance with Council’s previous resolution to endorse an initial budget allocation of \$10,000 and consider a further request once the Governance Review and MOU were confirmed, this item proposes an additional allocation of \$5,000. This will bring the total contribution to the endorsed membership fee of \$15,000, now that the Draft Constitution and MOU have been provided.

Consultation:

Zac Donovan, Chief Executive Officer
Linda Vernon, NEWTRAVEL EO
Council Members
NEWROC

Statutory Implications:

Nil.

Policy Implications:

Nil.

Strategic Implications:

Shire of Koorda Integrated Strategic Plan 2024
2.2 - Tourism helps to diversify and grow our local economy.

Risk Implications:

Risk Profiling Theme	The shire is unable to meet the financial obligations
Risk Category	Reputation
Risk Description	Impact of perception of shire with other participating Shires.
Consequence Rating	Minor (2)
Likelihood Rating	Rare (1)
Risk Matrix Rating	Low (2)
Key Controls (in place)	Financial management of Shire
Action (Treatment)	Financial reporting and management
Risk Rating (after treatment)	Effective

Financial Implications:

If endorsed, there will be an additional \$5,000 allocated within the budget.

Voting Requirements: Simple Majority Absolute Majority

Officer Recommendation
Resolution 080326

Moved Cr NJ Chandler

Seconded Cr GL Boyne

That Council:

1. Notes the finalisation of the NEWTRAVEL Governance Review, including the Draft Constitution and Memorandum of Understanding (MOU);
2. Approves an additional budget allocation of \$5,000 to NEWTRAVEL, bringing Council's total contribution to \$15,000, in line with the endorsed membership fee; and
3. Authorises the Chief Executive Officer to finalise and execute the MOU and any associated documentation.

CARRIED BY ABSOLUTE MAJORITY 5/2

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

Against: Cr GW Greaves, Cr KA Fuchsbichler

5.21pm – SUSPEND STANDING ORDERS

Resolution 090326

Moved Cr GW Greaves

Seconded Cr BH Moore

That standing orders be suspended to discuss item 11.4. 2025/2026 Budget 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

5.27pm – RESUMPTION OF STANDING ORDERS

Resolution 100326

Moved Cr GW Greaves


Seconded Cr NJ Chandler

That standing orders be resumed 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

11.4. 2025/2026 Budget Review

Corporate and Community		
Date	11 March 2026	
Location	Not Applicable	
Responsible Officer	Lana Foote, Deputy Chief Executive Officer	
Author	As above	
Legislation	<i>Local Government Act 1995;</i> <i>Local Government (Financial Management) Regulations 1996</i>	
Disclosure of Interest	Nil	
Purpose of Report	<input checked="" type="checkbox"/> Executive Decision <input checked="" type="checkbox"/> Legislative Requirement <input type="checkbox"/> Information	
Attachments	2025/2026 Budget Review	

Background:

This item is to consider the Shire of Koorda’s financial position as at 28 February 2026 and performance for the period 1 July 2025 to 28 February 2026 in relation to the adopted annual budget and estimated revenue and expenditure for the remainder of the financial year.

The budget review has been prepared to include information required by the *Local Government Act 1995*, *Local Government (Financial Management) Regulations 1996* and Australian Accounting Standards. The report for the period 1 July 2025 to 28 February 2026 show in the attachment has been prepared incorporating year to date budget variations and forecasts to 30 June 2026 and is presented for Council’s consideration.

Consideration of the status of various projects and programs was undertaken to ensure any anticipated variances were captured within the review of the document where possible.

The material variance levels which has been reported for the budget review, have utilised the same materiality levels as the monthly reporting to determine the extend of explanation.

Comment:

The budget review report includes at Note 4 a summary of predicted variances contained within the Statement of Financial Activity, including whether variances are considered to be permanent (where a difference is likely between the current budget and the expected outcome at 30 June) or due to timing (e.g. where a project is likely to be delayed).

Features of the budget review include:

Budget Program	Adopted Budget	Revised Budget	Variance	Variance Reason
Rates	\$1,272,117	\$1,267,117	-\$5,000 = -\$5,000	Early payment discount on rates
Op, Grants, Subsidies & Contribution	\$1,406,330	\$1,650,511	+\$235,377 +\$6,604 +\$2,200 = +\$244,181	Federal Assistance Grants DFES VBFB operating grant Seniors Week Grant
Interest Revenue	\$232,500	\$259,500	+\$20,000 +\$7,000 = +\$27,000	Reserve interest rates higher Municipal bank accrues interest
Other Revenue	\$24,000	\$69,000	+\$45,000 = +\$45,000	Reimbursement of debt collection expenses (rates)
Materials & Contracts	\$1,468,305	\$1,513,305	+\$45,000 +\$5,000 = +\$50,000	Debt Collection Expenses (rates) NEWTRAVEL 25/26 membership
Insurance	\$247,496	\$231,496	-\$16,000 = -\$16,000	Workers Comp (24/25 credit)
Capital Revenue (Non-Operating Grants)	\$1,744,710	\$1,935,514	+\$290,804 -\$100,000 = +\$190,804	DFES Capital Grant (P037) Lotterywest - Rec Playground
Capital Revenue (Proceeds from Disposal of Assets)	\$453,000	\$482,063	+\$29,432 = +\$29,432	P37 FastAttack Fire Ute
Capital Expenses (Buildings)	\$312,200	\$1,042,474	+\$730,274 = +\$730,274	Purchase of 6 Greenham St units
Capital Expenses (Plant & Equipment)	\$1,074,000	\$1,394,236	+\$320,236 = +\$320,236	P037 FastAttack Fire Ute (DFES Capital Grant)
Capital Expenses (Infrastructure Other)	\$874,791	\$833,291	+\$58,500 -\$100,000 = -\$41,500	Rec ground paving & limestone Rec playground works
Transfers from Reserves	\$1,381,477	\$2,139,977	+\$700,000 +\$58,500 = +\$758,500	6 Greenham St (Building Res) Rec Centre paving & limestone (Recreation Res)
Transfers to Reserves	\$215,000	\$235,000	+\$20,000 = +\$20,000	Interest earned on Reserves.
Opening Funding Surplus (Deficit)	\$1,032,696	\$1,014,823	-\$17,873 = -\$17,873	Audited annual financial statements

In considering the above variances and projections within the attached budget review, the closing position has increased from \$0 to \$209,034 reflected in the Statement of Budget Review.

Following completion of the budget review and to properly consider the impact of estimated projections at 30 June 2026, some items have been identified as requiring budget amendment to properly account for these variances where appropriate. Required budget amendments have been included on Note 4 of the attached budget review document for information, and also presented as a separate recommendation to the budget review for Council consideration.

Consultation:

Zac Donovan, Chief Executive Officer
Darren West, Works Supervisor

Statutory Implications:

Regulation 33A of the *Local Government (Financial Management) Regulations 1996* requires:

(1) Between 1 January and 31 March in each financial year a local government is to carry out a review of its annual budget for that year.

(2A) The review of an annual budget for a financial year must —

(a) consider the local government's financial performance in the period beginning on 1 July and ending no earlier than 31 December in that financial year; and

(b) consider the local government's financial position as at the date of the review; and

(c) review the outcomes for the end of that financial year that are forecast in the budget; and

(d) include the following —

(i) the annual budget adopted by the local government;

(ii) an update of each of the estimates included in the annual budget;

(iii) the actual amounts of expenditure, revenue and income as at the date of the review;

(iv) adjacent to each item in the annual budget adopted by the local government that states an amount, the estimated end of year amount for the item.

(2) The review of an annual budget for a financial year must be submitted to council on or before 31 March in that financial year.

(3) A council is to consider a review submitted to it and is to determine* whether or not to adopt the review, any parts of the review or any recommendations made in the review.

**Absolute majority required.*

(4) Within 14 days after a council has made a determination, a copy of the review and determination is to be provided to the Department.

Section 6.8(1)(b) of the *Local Government Act 1995* provides that expenditure can be incurred when not included in the annual budget provided it is authorised in advance by resolution (absolute majority required).

Policy Implications:

There are no known policy implications arising from this report.

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:

The Review must be undertaken between 31 December and 28 February in each financial year, presented to Council on or before 31 March and, lodged with the DLGSC within 14 days of adoption, otherwise the Shire will be non-compliant with the requirements of the *Local Government (Financial Management) Regulations 1996*.

Financial Implications:

Authorisation of expenditure through budget amendments recommended. Other specific financial implications are as outlined in the body of this report.

Voting Requirements: Simple Majority Absolute Majority

**Officer Recommendation
 Resolution 110326**

Moved Cr GL Boyne

Seconded Cr GW Greaves

That Council adopt by absolute majority the 2025/2026 midyear budget review as attached.

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

Voting Requirements: Simple Majority Absolute Majority

**Officer Recommendation
 Resolution 120326**

Moved Cr NJ Chandler

Seconded Cr KA Fuchsbichler


That Council adopt by absolute majority the following budget amendments to the 2025/2026 adopted annual budget:

Operating Revenue	Rates	Decrease provision by	\$5,000
Operating Revenue	Grants, Subsidies & Contributions	Increase provision by	\$244,181
Operating Revenue	Interest Revenue	Increase provision by	\$27,000
Operating Expenditure	Materials & Contracts	Increase provision by	\$50,000
Operating Expenditure	Insurance	Decrease provision by	\$16,000
Capital Revenue	Capital Grants, Subsidies & Contributions	Increase provision by	\$190,804
Capital Revenue	Proceeds from Disposal of Assets	Increase provision by	\$29,432
Capital Expenditure	Land & Buildings	Increase provision by	\$730,274
Capital Expenditure	Plant & Equipment	Increase provision by	\$320,236
Capital Expenditure	Infrastructure Other	Decrease provision by	\$41,500
	Surplus Carried Forward	Decrease provision by	\$17,873
	Transfer from Reserve	Increase provision by	\$758,500
	Transfer to Reserve	Increase provision by	\$20,000

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

11.5 Budget Development 2026-2027

Corporate and Community		
Date	12 March 2026	
Location	Not Applicable	
Responsible Officer	Zac Donovan, Chief Executive Officer	
Author	As above	
Legislation	<i>Local Government Act 1995;</i> <i>Local Government (Financial Management) Regulations 1996</i>	
Disclosure of Interest	Nil	
Purpose of Report	<input checked="" type="checkbox"/> Executive Decision <input checked="" type="checkbox"/> Legislative Requirement <input type="checkbox"/> Information	
Attachments	Nil	

Background:

Each local government is required to develop and adopt an operating (municipal fund) budget for the succeeding financial year as per the Local Government Act 1995 (6.2) and in accordance with the Financial Management Regulations 1996 (part 3) and Australian Accounting Standards.

The annual budget estimates expenditure for operations, services and assets and projects income including grants, fees and charges and earnings, but excluding rate revenue, to define any deficiency. It needs to define the general rates to be raised, fees and charges, any borrowing obligations, funds for reserves and the local government's land transactions and trading activities, if applicable.

The Act requires Council to develop and adopt the annual municipal fund budget and submit it to the Department by August 31, 2026. In addition, the Shire is currently undertaking the required five-yearly review of its Integrated Strategic Plan – which include community consultation – and as such should contribute to budget development and alignment.

The purpose of the item is to set out a timetable for Council to undertake budget planning and adoption and present preliminary strategic direction required on key assets and projects so to commence the process.

Comment:

The process outlined in the table below follows a similar budget development process to that adopted by Council for the past few years – that is that council first sets its priorities separate to financial considerations. Given that the budget development coincides with the 5-yearly review of the Integrated Strategic Plan, there is the opportunity to also consider community feedback in defining priorities.

As shown in the following table, the first step aligned to this Ordinary Council Meeting is for Council to approve the proposed budget development timetable and be presented an outline of the initial projects and initiatives identified by Council during Information Forum discussions and in response to the email request (20 February), and provide insight into the preliminary results of the community survey.

The various steps of the process are aligned with Ordinary Meetings of Council so as to reduce the impost on Councillors and encourage maximum possible participation. Assuming Council approve the proposed budget development process and timetable, the next step will be an item in the 15 April agenda for Council to undertake an activity (as per the 2024 budget development) to prioritise projects and initiatives and define a strategy for any changes to fees and charges.

The following step will be a meeting of the Works Committee prior to the 20 May OCM to review the scheduled works program and proposed asset replacement program. The Council meeting that follows will present the budget's underlying assumptions such as rates adjustments, salary inflators and changes to fees and charges along with cost estimates for previously identified project priorities.

Consequently, it is envisaged that meeting of the 17 June will present to Council a high-level summary of the budget development prior to the consideration of the impact of year end results which will present an additional opportunity for Council to revise its priorities. As proposed, in the budget timetable, the complete 2026/27 Shire of Koorda budget will be presented to Council for endorsement at the 15 July OCM with the contingency of the 19 August OCM should any additional amendments be required and to enable the budget to be endorsed prior to the 31 August statutory deadline.

DATE		OBJECTIVES
18 March	Ordinary Council Meeting	<ul style="list-style-type: none"> • Proposed 2026-27 budget timetable. • Outline preliminary projects and services • Preliminary community consultation outcomes
15 April	Ordinary Council Meeting	<ul style="list-style-type: none"> • Define priorities for projects and service • Define strategy for fees and charges
	<i>Staff Action</i>	<ul style="list-style-type: none"> • Explore costings, quotes, funding for priority projects • Develop underlying budget assumptions • Prepare agenda for Works Committee meeting.
20 May	Works Committee Meeting	<ul style="list-style-type: none"> • Presentation of annual works budget and program to Works Committee to advise budget development.
	Ordinary Council Meeting	<ul style="list-style-type: none"> • Present underlying budget assumptions • Present Project cost estimations
	<i>Staff Action</i>	<ul style="list-style-type: none"> • Develop draft budget (excluding year-end results)
17 June	Ordinary Council Meeting	<ul style="list-style-type: none"> • Present preliminary 2026-27 Shire Budget (excluding year-end results)
	<i>Staff Action</i>	<ul style="list-style-type: none"> • Amend draft 2026-27 Shire Budget as per Council direction
15 July	Ordinary Council Meeting	<ul style="list-style-type: none"> • Present draft 2026-27 Shire of Koorda Budget • For Council to approve or amend further.
	<i>Staff Action</i>	<ul style="list-style-type: none"> • Second and final budget amendment as per Council direction
19 August	Ordinary Council Meeting	<ul style="list-style-type: none"> • Present amended 2026-27 Shire of Koorda Budget • Final opportunity for Council to endorse Budget
31 August	<i>Staff Action</i>	<ul style="list-style-type: none"> • Ensure Shire Budget is forwarded to Department of Local Government by August 31

As per the budget timetable, the second and third action points for the current item is to provide Councillors with an overview of the projects and initiatives proposed to be considered as part of the

2026/27 budget and to summarise preliminary results of the community survey conducted by the Shire as part of the development of the Integrated Strategic Plan.

The proposed projects and initiatives to be included in the budget discussions are drawn from items raised during the monthly Council Information Forums and the response to request to Council via email (20 February) with a deadline of 6 March to suggest projects and ideas for budget discussions concerning the facilities, amenities and services offered by the shire. These are as follows:

Facilities

Recreation Centre: New playground, Refresh undercover area, Repurpose tea rooms, Vertical blinds for main building.

Recreation Precinct: Construct multi-purpose court; Construct tennis courts; Lighting for bowling green; Upgrade oval lighting; Seal carpark, Forklift access to main building roller door

Sports Club Building: Update for golf club use; Waive rates and charges for golf club use.

Drive In: Upgrade to include removing asbestos and making safe projection booth stairs

Town Hall: Install overhead fans

Swimming Pool: Charge entry fee

Yalambee Units: Increase fees and remove single room charge

Amenities:

Housing: Plan for use of 6 Greenham Street units; Revise rental charges to be per bedroom; Revise tenancy conditions regarding number of occupants.

Cemetery: Provide additional seating; Construct a covered area.

Landfill Site: Base loader on site

Services:

Community Events: Request CRC review other towns for enhanced events

Emergency Services: Install Starlink units on Shire fire appliances.

Emergency Generators: Implement a user day rate charge

The preliminary results of the Integrated Strategic Plan survey provide an insight into the priorities identified by the community, albeit in more broader categories than with suggested projects and initiatives by Council and as such should be considered a broad guide to attitudes.

To date there has been 36 respondents to the community survey which is a sufficient sample to represent the mean values of the wider population under the principles of the central limit theorem. That is while a larger response would provide Council with a more accurate insight, the sample size of 36 does provide sound guidance that would be expected to be reflected by the wider community.

The top 9 areas identified by the community are requiring priority were:

- Economic Development and Business Support – with 13 votes
- Rural Roads – 10 votes
- Community Engagement and Consultation – 7 votes
- Sporting Grounds and Oval – 7 votes
- Community Safety and Crime Prevention – 6 votes
- Drive In – 6 votes
- Parks, gardens and Playgrounds – 6 Votes

Of the other areas for which the community was requested to rank that receive multiple votes were:

5 votes: Emergency Services; Tourism Promotion and Servicing

4 votes: Council Leadership, Historic and Heritage Buildings, Swimming Pool, Waste Landfill Facilities

3 votes: Animal Control, Footpaths, Natural Resources, Pest Control

Consultation:

Lana Foote, Deputy Chief Executive Officer
Darren West, Works Supervisor

Statutory Implications:

Local Government Act 1995 (6.2) and Financial Management Regulations 1996 (part 3).

Policy Implications:

G - Legislative Compliance V1.0
W - Asset Management V1.0

Strategic Implications:

Shire of Koorda Integrated Strategic Plan 2024

3.1.1 – Review asset management program to include asset life planning and replacement with defined scheduled maintenance program.

4.1.1 – Ensure efficient use of resources and that governance and operational compliance and reporting meets legislative and regulatory requirements.

4.1.2 – Ongoing refinement of organisational structure and capacity, and alignment of resources with strategic Community, Economic and Environmental priorities.

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 and Budget Development Plan
Action (Treatment)	Nil
Risk Rating (after treatment)	Effective

Financial Implications:

The Shire of Koorda 2026-27 Budget will be developed as a balanced budget.

Voting Requirements: Simple Majority Absolute Majority

Officer Recommendation

Resolution 130326

Moved Cr JM Stratford

Seconded Cr GL Boyne


That Council adopted the proposed budget development approach and accompanying timetable 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

Officer note: amendment to budget timetable with April & May budget meetings being held at the forum in appose to the OCM.

11.6 LEMA Council Review

Corporate and Community		
Date	6 March 2026	
Location	Not Applicable	
Responsible Officer	Zac Donovan, Chief Executive Officer	
Author	As above	
Legislation	<i>Emergency Management Act 2005 Sec.36 and 41</i> <i>State Emergency Management Policy 4.2</i>	
Disclosure of Interest	Nil	
Purpose of Report	<input checked="" type="checkbox"/> Executive Decision <input checked="" type="checkbox"/> Legislative Requirement <input type="checkbox"/> Information	
Attachments	Shire of Koorda draft LEMA	

Background:

Local Emergency Management Arrangements (LEMA) are required to be developed by each local government under section 36 of the Emergency Management Act 2005. It is also required – under State Emergency Management Policy 4.2 – that a Shire’s LEMA be reviewed at least once every 5 years or following a significant event or major change to risk or legislation.

The Shire of Koorda LEMA was last reviewed in 2020 with a review undertaken in 2025 in consultation with the Shire’s Local Emergency Management Committee, as required by the Act, and endorsed by the LEMC at the November meeting. It has since been forwarded to District Emergency Management Committee which provided advice during the development process and has forwarded the document to the State Emergency Management Committee to consider at its May meeting.

The purpose of this item is for Council to endorse the Shire of Koorda LEMA which is attached.

Comment:

Previously fractured and in part disparate emergency management practices existing across a number of agencies was consolidated in 2005 with the Emergency Management Act. In defining responsibilities across government, the Act required local governments to prepare and maintain a LEMA in consultation with its LEMC.

The purpose of the LEMA is to ensure communities are prepared for emergencies both through structured planning and learning from local events. The LEMA intends to serve four main purposes:

- Coordination of Response: Responsibilities of the Shire, emergency services, and other stakeholders.
- Risk Management: Identifies local hazards and evaluates risks, ensuring that mitigation strategies are in place.
- Operational Guidance: For agencies and personnel on roles, responsibilities, and communication protocols.
- Compliance and Governance: Ensure Shire complies with statutory obligations.

As mentioned, the Shire of Koorda LEMA was reviewed in 2025 as part of the five-year requirement. The review involved input from relevant agencies and group involved in the LEMC. The final draft document was endorsed by the Shire’s LEMC at its November meeting and forwarded to the DEMC.

The LEMA was scheduled to be endorsed by Council at the 18 February Ordinary Council Meeting however, while the LEMC meeting minutes were provided to the meeting the LEMA item was overlooked. The Shire's LEMA has since been noted by the DEMC and forwarded to the SEMC for endorsement and will require Council endorsement to be finalised.

Should the SEMC have amendments or recommendations that are additional to the current version of the LEMA, then the document will again return to the LEMC and Council for review and endorsement.

Consultation:

Members of the Shire of Koorda Local Emergency Management Committee who participated in reviewing and endorsing the LEMA were:

Cr Jannah Stratford, President, Shire of Koorda

George Storer, Shire of Koorda Chief Bush Fire Control Officer (CBFCO)

Michael Phillips, Wheatbelt Regional Coordinator, Department of Communities

Matthew Trozzo, Community Paramedic, St John WA

Non-voting participants were:

Matt Chomiak, Acting Area Officer Mortlock, DFES

Shelby Robinson, District Emergency Management Advisor, DFES

Josh Hallion, Area Manager, Northam & Koorda Western Power Depots

Rachelle King, A/Health Service Manager, WACHS

Colleen Scally, Red Cross Koorda

Nick Chandler, Area Manager, CBH

Zac Donovan, Chief Executive Officer

Lana Foote, Deputy Chief Executive Officer

Charli West, LEMC Liaison Officer, Shire of Koorda

Statutory Implications:

Emergency Management Act 2005 Sec.36 and 41

State Emergency Management Policy 4.2

Policy Implications:

G – Legislative Compliance V1.0

Strategic Implications:

Shire of Koorda Integrated Strategic Plan 2024

1.3 – Emergency services are supported with effective planning, risk mitigation, response and recovery

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)	LEMA being progressed through DEMC and SEMC approvals process
Action (Treatment)	Nil
Risk Rating (after treatment)	Effective

Financial Implications:

Nil additional

Voting Requirements: Simple Majority Absolute Majority

**Officer Recommendation
Resolution 140326**

Moved Cr GW Greaves

Seconded Cr KA Fuchsbichler

That Council endorse the Shire of Koorda Local Emergency Management Arrangements document 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

UNCONFIRMED

12. OFFICER'S REPORTS – GOVERNANCE & COMPLIANCE

12.1 Review of Delegations

Governance and Compliance		
Date	11 March 2025	
Location	Not Applicable	
Responsible Officer	Zac Donovan, Chief Executive Officer	
Author	As above	
Legislation	Local Government Act 1995 Sections.5.18 and 5.46(2)	
Disclosure of Interest	Nil	
Purpose of Report	<input type="checkbox"/> Executive Decision <input checked="" type="checkbox"/> Legislative Requirement <input type="checkbox"/> Information	
Attachments	Shire of Koorda Delegations Register 2026 draft	

Background:

Under the provisions of the Local Government Act 1995 Sec.5.18, it is necessary to review delegations at least annually. An extensive review of the Delegation Register was undertaken in April 2023 with a new format adopted. The April 2024 review resulted in four minor amendments with no amendments proposed and resulting from the May 2025 review by Council.

The Delegation Register has again been reviewed and there are no recommended amendments for Council to consider. However, as per the Local Government Act 1995 Sec. 5.46(2), Council, as delegator, is charged with making the final review of the register.

In addition, the 2026 Review of the Financial Management, Risk Management, Legislative Compliance and Internal Controls report by Moore – which is presented to Council in a separate agenda item – identifies a need to include dates of any amendments for each delegation within the register.

As such this item is to provide Council the opportunity to review the draft Shire of Koorda Delegations Register 2026 and endorse the proposed solution to recording amendment history.

Comment:

The draft Shire of Koorda Delegations Register 2026 is attached for Councils consideration, review an amendment as required.

Regarding the requirement to record amendment history – as identified in the 2026 Review of the Financial Management, Risk Management, Legislative Compliance and Internal Controls report at 6.2.2 – a paragraph has been inserted under the Review of Delegations that reads:

A comprehensive review resulting in an entirely new Delegations Register was undertaken by the shire in 2023 (endorsed by Council at the 17 May 2023 OCM). All delegations should therefore be considered as implemented as presented from that date unless otherwise noted on the specific delegation with a later date of amendment.

As such notations are now added to delegations 4.1 Payments from Municipal or trust Funds; 4.3 Power to Invest and Manage Investments; 6.1 Make Request FES Commissioner – Control of Fire; and 6.3 Prohibited Burning Times – Control Activities to recognise these were amended on 17 April 2024 as per Resolution 100424.

In addition the text in the draft Shire of Koorda Delegations Register under Review of Delegations has been revised to reflect the legislation – Sec. 5.46(2) – that delegations are to be reviewed by Council as delegator, and not the CEO as previously stated in the document.

Consultation:

Lana Foote, Deputy Chief Executive Officer
Tanya Browning, Director, Moore Australia (WA)

Statutory Implications:

Local Government Act 1995 Sections.5.18 and 5.46(2)

Policy Implications:

Nil

Strategic Implications:

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

Risk Implications:

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

Financial Implications:

Nil

Voting Requirements: Simple Majority Absolute Majority

Officer Recommendation
Resolution 150326

Moved Cr GL Boyne

Seconded Cr BJ Harrap

That Council endorse the review of the Shire of Koorda Delegations Register for 2026 as completed.

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

5.36pm – SUSPEND STANDING ORDERS

Resolution 160326

Moved Cr GW Greaves

Seconded Cr BJ Harrap

That standing orders be suspended to discuss item 12.2 WALGA Consultation – Full Election Spill and Compulsory Voting.

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

5.52pm – RESUMPTION OF STANDING ORDERS

Resolution 170326

Moved Cr GW Greaves


Seconded Cr KA Fuchsbichler

That standing orders be resumed as per the attendance register.

CARRIED 7/0

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

12.2 WALGA Consultation – Full Election Spill and Compulsory Voting

Governance and Compliance		
Date	11 March 2026	
Location	Shire of Koorda	
Responsible Officer	Zac Donovan, Chief Executive Officer	
Author	As above	
Legislation	Local Government Act Amendment 2023 Local Government Regulations (Amendment Regulations) 2024	
Disclosure of Interest	Nil	
Purpose of Report	<input checked="" type="checkbox"/> Executive Decision <input type="checkbox"/> Legislative Requirement <input type="checkbox"/> Information	
Attachments	Draft – Discussion Paper – Electoral Reform	

Background:

Aligned with the State Government’s ongoing Local Government reform process, the Minister for Local Government Hannah Beazley expressed support last year for the sector to move to a four-year election cycle, with all Councillors elected at the same time, and compulsory voting in council elections.

Currently local government elections are held biennially with half of the positions on Council being open to election with a non-compulsory or voluntary voting requirement on electors.

In response to the Minister’s proposed changes, the WA Local Government Association has contacted both the Department of Local Government, Industry Regulations and Safety and the Minister’s office seeking details of any consultation on these matters, but no further information has been provided.

WALGA is now requesting that each local government provide their position on the two matters – four-year election cycles and compulsory voting – by 27 March to enable a report for its State Council to determine a sector advocacy position.

The purpose of this item is for Council to consider the information provided in the WALGA Draft Discussion Paper – Electoral Reform (attached) and provide a position in response to the questions posed in the paper.

Comment:

WALGA is making the request of all councils to ensure it is prepared for any discussion or consultation on these matters should they be initiated by the Minister or LGIRS. There is the risk that in proactively raising these issues WALGA reignites government interest in matters which may have waned, particularly as the Minister made the comments in June and September last year.

In support of the prospect of four-year election cycles – with a full spill or re-election of all Council members – the Minister proposed at that time that the longer period between elections would redress possible voter fatigue from the current biennial cycle.

As detailed in the draft WALGA discussion paper, the prospect of all position on Council being up for election – and in effect vacated – at the same time could negatively impact knowledge continuity inherent in the existing system and cause issues for smaller shires in securing sufficient candidates.

As to benefits, the discussion paper proposes that moving to a four-year election cycle, and in effect halving the number of elections, would be expected to provide a cost saving to local governments. On this however the cost of compulsory voting – the second matter raised by the Minister – is likely to negate any savings from fewer election cycles. Especially with shires such as Koorda who most commonly do not conduct any voting due to candidates being elected unopposed.

The WALGA discussion paper states a lack of transparency by the WA Electoral Commission “makes it impossible to confidently forecast cost impacts”. However, drawing on WAEC quotes and charges for the 2025 elections and with logical extrapolations, an estimation can be made for the shire.

For the 2025 elections the Shire was quoted approximately \$12,000 to run the elections for 5 vacancies. As all candidates were elected unopposed, there was no need for an actual poll of voters, so the Shire only paid the WA Electoral Commission \$3,800. As such it can be deduced that \$3,800 is the sunk cost of the advertising and administration to conduct the election, and as the Shire does not have wards, that is all electors would have been polled, then the extra \$8,200 is the cost to conduct a vote and count.

Based on these details it is estimated that shire costs for the various scenarios would be as follows:

Election Cycle	Voting Requirement	Per Election	Over 4-Year Period
Two Year Half Spill	Non-Compulsory	\$3,800	\$7,600
Two Year Half Spill	Compulsory	\$12,000	\$24,000
Four Year Full Spill	Non-Compulsory	\$3,800	\$3,800
Four Year Full Spill	Compulsory	\$12,000	\$12,000

As is shown, a change to compulsory voting would have a far greater cost to the Shire than a shift to four-year terms. In that, while a shift to four-year terms would save the Shire (\$3,800 compared to \$7,600), the addition of compulsory voting would increase costs to \$12,000 and twice that is compulsory voting is introduced and the biennial election cycle is retained.

A survey by WALGA in 2024 found that 98% of local government respondents favoured retaining the two-year election cycles – even though there would be a saving in moving to four-year polls. However, as shown above, for Shires such as Koorda which seldom conducts polling, if compulsory voting was introduced to the current biennial cycle, the cost increase for the four-year period would be three-fold.

The Minister announced the prospect of moving to compulsory voting in her pre-recorded address to the 2025 Local Government Convention at which time she also repeated the four-year election cycles. That the Minister has twice raised the four-year elections cycles suggests that while it may not be an immediate priority, it is a transition that is likely to be pursued by government.

Also, while only raised once, the Minister's support for compulsory voting aligns with the ALP traditional support for compulsory voting as it aligns with its goals of social participation and inclusion. And, as also noted in the discussion paper, WA and South Australia are the only Australian States which have non-compulsory voting in local government elections. Voting is compulsory in local government elections in all other states, as is with all state and federal elections.

WALGA's current position is to support non-compulsory/voluntary voting and was supported by 74 per cent of local government respondents to 2024 survey by the Association. The survey however also found that 64 per cent of metropolitan local governments supported compulsory voting, with 61 per cent support among larger Band 1 councils.

For these reasons, it is suggested that Council and the sector should expect that these two matters – four-year election cycles and compulsory voting – will eventuate as genuine electoral reform initiatives by the Minister and the Cook Government.

To that end, and to assist in developing a sector advocacy position, WALGA has requested each local government provide responses to the following questions:

1. Does your Local Government support half spill elections every two years or full spill elections every four years?
2. What are the key considerations informing this view?
3. If full spill elections every four years were introduced, what transitional arrangements and consequential amendments may be required?
4. Any other comments regarding the council election cycle?
5. Does your Local Government support compulsory voting or voluntary voting in Local Government elections?
6. If the frequency of Local Government elections were changed to every 4 years, would your Local Government support compulsory or voluntary voting?
7. What are the key considerations informing this view?
8. Any other comments on compulsory voting in council elections?

Apart from those questions which see "other comments", preliminary options for Council to respond to the WALGA request are included in the recommended motion with Council to select which they prefer or propose an alternative.

Consultation:

Kristy Martin, Executive Manager Member Services, WALGA

Statutory Implications:

Local Government Act Amendment 2023

Local Government Regulations (Amendment Regulations) 2024

Policy Implications:

Nil

Strategic Implications:

Shire of Koorda Integrated Strategic Plan 2024

4.1 – Open and Transparent Leadership

Risk Implications:

Risk Profiling Theme	Additional costs to shire in conducting compulsory voting
Risk Category	Financial Impact
Risk Description	While costs for half the number of elections would be a saving the Shire would have to meet voting costs for compulsory voting which it currently does not incur due to the number of candidates to vacancies.
Consequence Rating	Insignificant (1)
Likelihood Rating	Almost Certain (5)
Risk Matrix Rating	Moderate (5)
Key Controls (in place)	Budget planning.
Action (Treatment)	Nil
Risk Rating (after treatment)	Adequate

Financial Implications:

As detailed in the item, depending on the combination of adopted election cycle and voting requirements, the additional cost to the Shire could be as much as an additional \$17,000.

Voting Requirements: Simple Majority Absolute Majority

Officer Recommendation
Resolution 180326

Moved Cr KA Fuchsbichler

Seconded Cr GW Greaves

That the CEO respond to WALGA with the following positions of Council:

1. Does your Local Government support half spill elections every two years or full spill elections every four years?

b) Existing two-year half-spill election cycles

2. What are the key considerations informing this view?

b) Retention of knowledge with only half spill and easier to attract sufficient candidates

3. If full spill elections every four years were introduced, what transitional arrangements and consequential amendments may be required?

a) Increased training capacity for elected members requisite modules, to be funded by State

b) Cost analysis by the WA Electoral Commission to assist local government budgeting

c) State funded community awareness and education campaign

d) Review of SAT Band allocations to remunerate elected members for increased training as per 3a.

4. Any other comments regarding the council election cycle?

No

5. Does your Local Government support compulsory voting or voluntary voting in Local Government elections?

b) Voluntary

6. If the frequency of Local Government elections were changed to every 4 years, would your Local Government support compulsory or voluntary voting?

b) Voluntary

7. What are the key considerations informing this view?

b) Cost as the shire has consistently not needed to hold elections due to candidates being elected unopposed.

8. Any other comments on compulsory voting in council elections?

Council believes individuals with an interest in local government are already participating in the election process.

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

Nil.

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

Officer Recommendation Resolution 190326

Moved Cr KA Fuchsbichler


Seconded Cr GL Boyne

That Council accepts late item 14.1. Review of Code of Conduct Elected Members, Committee Members and Candidates to the March 2026 Council 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

14.1. Review of Code of Conduct Elected Members, Committee Members and Candidates

Governance and Compliance		
Date	18 March 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 (Model Code of Conduct) Regulations 2021</i>	
Disclosure of Interest	Nil	
Purpose of Report	<input type="checkbox"/> Executive Decision <input checked="" type="checkbox"/> Legislative Requirement <input type="checkbox"/> Information	
Attachments	DRAFT 2026 Code of Conduct Elected Members, Committee Members and Candidates	

Background:

The purpose of this report is for Council to adopt the Shire's Code of Conduct for Council Members, Committee Members and Candidates, due to the flow on effects of the implementation of the Local Government Reform on 1st January 2026. Specifically, referring to the introduction of the Local Government Inspector.

The Code of Conduct for Council Members, Committee Members and Candidates includes:

- (a) general principles to guide behaviour
- (b) requirements relating to behaviour, and
- (c) provisions specified to be rules of conduct.

The Shire of Koorda Code of Conduct is based on *the Local Government (Model Code of Conduct) Regulations 2021* and complies with 5.104. (7) of the *Local Government Act 1995* which states that the CEO must publish an up-to-date version of the local government's adopted code of conduct on the local government's official website.

Comment:

Revisiting the Code of Conduct regularly presents a best practice approach. A revised Code of Conduct is presented following any updates to relevant legislation which requires consideration by Council with a view to being adopted.

The revised Code of Conduct for Council Members, Committee Members and candidates is based on the Model Code of Conduct as updated by the Department of Local Government, Industry Regulation and Safety.

Key Changes to the Code of Conduct include:

- Reference to the Inspector in 11(4), (a) & (b).
- Inclusion of the following:
- 14A Appointment of monitor
- 14B Performance of local government's functions under cl.12 and 13
- Conduct Breaches are now dealt with under Part 8A Division 5 of the Act.

The model code should be adopted within 3 months of the regulations coming into effect (1 January 2026). This late item has been drafted to meet the adoption deadline of 1 April 2026.

Consultation:

Zac Donovan, Chief Executive Officer

WALGA

Tanya Browning, Director, Moore Australia (WA)

Statutory Implications:

Local Government Act 1995

Local Government (Model Code of Conduct) Regulations 2021

Local Government (Local Government Inspector) Regulations 2026

Policy Implications:

Nil.

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)	LG Alerts. FMR & AR 17 Review.
Action (Treatment)	Nil
Risk Rating (after treatment)	Adequate

Financial Implications:

Nil

Voting Requirements:

Simple Majority Absolute Majority

**Officer Recommendation
Resolution 200326**

Moved Cr GW Greaves

Seconded Cr NJ Chandler

That Council, by Absolute Majority, adopts the updated Code of Conduct for Council Members, Committee Members and Candidates, as attached to this item.

CARRIED BY ABSOLUTE MAJORITY 7/0

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

UNCONFIRMED

15. Elected Members' Motions

Nil.

16. Matters Behind Closed Doors

Nil.

17. Closure

The Presiding person thanked everyone for their attendance and declared the meeting closed at 5.57pm.

Signed: _____

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

Date: 20 April 2026

UNCONFIRMED



RURAL WATER COUNCIL OF WA (INC)

Meeting held at the Westonia Bowling, Diorite Street, Westonia
Friday 24 October 2025 commencing at 10:02 am

Minutes

1 OPENING & WELCOME

The President and Chair of the meeting, Cr T Sachse, welcomed attendees, declared the meeting open and introduced Cr M Crees, President Shire of Westonia. Cr Crees welcomed everyone to Westonia, noted that it was a significant drive for some delegates to attend this meeting, displayed the new Westonia promotional shirt and invited delegates to a tour of the towns museums following the meeting.

2 ATTENDANCE & APOLOGIES

2.1 Attendance

Cr Tony Sachse	Shire of Mount Marshall (President & Chair of Meeting)
Cr Julie Chester	Shire of Goomalling (by Video)
Ms Tanika McLennan	Shire of Mukinbudin (by Video)
Cr Chris Bray	Shire of Narembeen
Cr Gary Coumbe	Shire of Nungarin
Cr Rebecca Johnson	Shire of Victoria Plains (by Video)
Mr Sean Fletcher	Shire of Victoria Plains
Cr Mark Crees	Shire of Westonia
Cr Ross Della Bosca	Shire of Westonia
Cr Shaun Kalajzic	Shire of Wongan-Ballidu
Cr Jarrod Hood	Shire of Wongan-Ballidu
Mrs Rosemary Madacsi	Individual Member (by Video)
Mrs Susan Dew	Shire of Dowerin (Observer)
Ms Rennae Thorpe	A/Manager Rural Water Planning, Department of Water and Environmental Regulation (by Video)
Dr Richard George	Senior Principal Research Scientist, Department of Primary industries & Regional Development
Dr Bonny Stutsel	Research Fellow Centre for Water & Spatial Science UWA and Department of Primary Industries & Regional Development
Robert Dew	Executive Officer

The President requested delegates to introduce themselves.

2.2 Apologies

Cr David Dewar	Shire of Chittering
Ms Melinda Prinsloo	Shire of Chittering
Cr Robert Trepp	Shire of Dowerin
Mr Gavin Treasure	Shire of Dumbleyung
Cr Jannah Stratford	Shire of Koorda
Cr Kurt Fuchsbichler	Shire of Koorda
Delegates	Shire of Merredin
Cr Gary Shadbolt	Shire of Mukinbudin
Cr Michael McKeown	Shire of Toodyay
Delegates	Shire of York
Mrs Eileen O'Connell	Individual Member
Ms Rebecca Bowler	Manager Customer & Stakeholder, Goldfields & Agriculture Region, Water Corporation
Mr Joe Mills	Region Manager Goldfields & Agricultural Region, Water Corporation
Ms Renee Manning	Managing Director, Wheatbelt Development Commission
Ms Renata Paliskis	CEO, Wheatbelt Natural Resource Management

3 DECLARATIONS OF INTEREST

There were no declarations of Interest.

4 ANNOUNCEMENTS

The President welcomed new delegates and acknowledged retiring delegates.

5 GUEST SPEAKERS

Dr Richard George (Department of Primary Industries and Regional Development) gave a presentation on the WaterSmart Farms project.

Dr Bonny Stutsel (Department of Primary Industries and Regional Development and University of WA) gave a presentation on the WaterSmart Dams project.

Mrs R Madacsi asked if there was an understanding of recharge of ground water and sustainability in the future. Dr George replied that water tables are rising; looked at taking levels back to historical levels; situation created by the policy of clearing "a million acres a year" to boost agricultural production; do not want ground water to come to the surface and the first action taken is to drop water tables; still learning the security of these systems.

Mrs R Madacsi referred to the disposal of reject water from desalination plants and commented that this was a problem if not dealt with properly. Dr George replied that for the range of desalination projects looked at 20% rejected water into saline bores, farmers with extensive drainage networks utilised these to dispose of reject water. Desalination plants should avoid processing super-saline water; desalination best if water one-third the salinity of sea water; desalination plants no more saline than existing creeks or flat lands. Trials are being conducted using treated water to irrigate saltbush (Katanning Research Station); at 30 sites farmer installed desalination plants tracking discharge and impacts upstream and downstream. Discharge from desalination plants requires assessment. Working with companies supplying desalination plants to make sure farmers are aware of best practise.

Cr C Bray commented that he hadn't put together the fact that clearing of land had created the big new aquifers; that the Narembeen dam had been closed for the first time; and that a mining company bore had higher water yields. Dr George commented that most areas in the Wheatbelt had ground water and that some was easy to extract.

Mr S Fletcher referred to the Gillingarra Paleochannel and that the copper mine proposal to extract water was going through environmental review. He commented that recharge rates were unknown. Dr George replied that the project was on the interface between the regulated area on the West side and the unregulated area on the East side. A team from the Department of Water and Environmental Regulation was looking at the proposal. Ms R Thorpe advised that the project was still under assessment and although she did not work in the area, she was happy to follow up any questions on notice.

Mrs R Madacsi commented that the Avon area had good water supply but it was high in iron content and enquired if this was a localised issue and whether it was under consideration. Dr George replied that projects along paleochannel waters on the edge of the Wheatbelt included the Beverley-Brookton Paleochannel Mapping Project and the Beaufort paleochannel surveys in the Shires of Kojonup, West Arthur and Woodanilling. These areas are outside proclaimed areas. The projects will provide supplementary information before going into the regulatory space.

Cr T Sachse commented that it made economic sense when comparing the price of desalinated water with scheme water. Dr George replied that on farm desalination units produced 10-40 kL per day and industry needed 50-100 kL per day. Trying to provide security of water. The Merredin desalination unit costs were 30-40% higher if using tight membranes with lesser membranes being more economic.

Dr Stutsel commented that desalination was not the place to start. Should look at the economics of using surface water.

Dr George commented that he had just returned from the upper Eyre Peninsula in South Australia. Like the Northern and Eastern Wheatbelt scheme water was around \$3 per kL. Growers were trying to break away from scheme water, security was not guaranteed, and the capital cost to the State Government to maintain the infrastructure. Every farm on the scheme has leak protection installed. SA Water charges for every litre of water used. Farmers adopting plastic water catchment for security off grid – big capital cost to get into but then cents per kL to run.

Cr T Sachse enquired how many local governments had plastic lined catchments. He recommended that information be provided to local governments on the Community Water Supplies Partnerships Program.

Cr S Kalajzic asked why the old granite catchments were not used more. Dr George replied that granite rocks have low efficiency and, in many cases, the old catchments were held by others. Ms R Thorpe commented that in relation to local government owned catchments the Department of Water and Economic Regulation was happy to help with funds under the AA Dams or Community Water Supplies Partnership Programs. If catchments were Department of Water and Economic Regulation or local government owned happy to partner on projects, harder if not and if aboriginal owner could not assist.

Mrs R Madacsi referred to two community owned dams in the Toodyay area where the Community Associations were struggling for funding. Mrs R Thorpe replied that the Community Water Supplies Partnership Program could be an avenue for funding and that the Department can have discussions with the Associations involved.

Dr Stutsel advised that today's presentations could be shared and that she would provide the links for the presentations. (<https://linkt.ee/watersmartfarms>)

Cr R Della Bosca commented that there was a definite lack of knowledge by farmers on the programs available.

The meeting requested that the Executive Committee look at funding programs available, including coming out of drought, with a view to providing information to local governments and the community.

The President thanked Dr George and Dr Stutsel for their attendance and presentations.

6 MINUTES

6.1 Confirmation of Minutes

Minutes of the meeting held at Water Corporation, Cunderdin on 7 April 2025 are submitted for confirmation. Copies of these Minutes have been circulated to all members and delegates.

RECOMMENDATION

That the Minutes of the meeting held 7 April 2025, as printed and circulated, be confirmed.

RESOLUTION

Chris Bray moved and Rosemary Madacsi seconded –

That the Minutes of the meeting held 7 April 2025, as printed and circulated, be confirmed.

CARRIED

6.2 Business Arising from the Minutes

(a) Water Funding (Item 11.9)

Last meeting resolved that the Executive Committee prepare a paper of retention of the farm water grants scheme for farms in the dryland agricultural areas. The meeting also requested details of the framework of the old farm water grant scheme and, when available, information on the expansion of the Community Water Supplies Partnerships Program.

These matters are still to be followed up as unfortunately since the last meeting the Executive Committee has not been able to meet.

RECOMMENDATION

For Noting

The meeting requested that the Executive Committee continue to follow up.

(b) Advocacy and Role of the Rural Water Council

Last meeting resolved -

- (a) That the Executive Committee meet with Ms Renee Manning, Wheatbelt Development Commission, to prepare a draft advocacy plan.
- (b) That the draft advocacy plan be distributed to all members for their input.
- (c) That as soon as practicable following members input, the Executive Committee prepare a recommendation on an advocacy plan for consideration at a future meeting.

These matters are still to be followed up as unfortunately since the last meeting the Executive Committee has not been able to meet.

Ms R Manning has suggested that as part of the next steps for the Group they may like to consider forming a water reference group. She was aware of the Goldfields Esperance Water Reference Group, that has representation from agencies, and local government, and provided the following background –

- A few years ago, the Goldfields Esperance VROC invited the then Minister for Water to a meeting and resolved to formalise a “water working group” for the region.
- At that meeting, the Minister asked for Department of Water and Environmental Regulation and Water Corporation to be included as members.
- The group formalised a Terms of Reference, which was agreed to by the Minister for Water.
- The group members include GEDC, 3 x GVROC, 2 x DWER (regional managers), Water Corporation (asset manager).
- The group has helped steer the Goldfields Esperance Regional Drought Resilience Plan and has proved a useful forum for resolving issues across the region.
- At the moment, GEDC chairs the group, and provides secretariat support.

Ms Manning commented that while this could be a model the Rural Water Council to consider moving towards, there is a bit to consider, including pitching the concept collectively to the Minister; and identifying what structure would work that suits the regions current governance arrangements and diverse water challenges.

RECOMMENDATION

For Discussion

The meeting requested that the brief provided by Ms Manning be circulated to members and delegates and that comments be requested for consideration by the Group.

(c) Other

No other matters were brought forward.

7 REPORTS

7.1 Water Corporation Report

Presentation of the Water Corporation’s report

RECOMMENDATION

That the Water Corporation’s report be received.

No Report.

7.2 Department of Water and Environmental Regulation Report

Presentation of the Department of Water and Environmental Regulation's report

RECOMMENDATION

That the Department of Water and Environmental Regulation's report be received.

Ms R Thorpe commented on –

- Rainfall in December.
- Rural Water Planning:
 - Community Water Supplies Partnership Program – Grants up to \$100,000. Applicants must contribute a minimum of 30 per cent of the total project cost. This contribution may include cash or in-kind funding. Approx \$8.4m of funding provided (not including co-contribution) over 126 projects.
 - AA Dams and Strategic Community Water Supply – 2024 35 local government projects. \$2m completed, \$1m in progress and \$2.3m in planning.
 - Strategic Community Water Supply Reports – Department prepares draft for local government approval. 15 reports completed. Local governments requested to contact the Department if they would like to participate.
 - Water Deficiency Declarations – 3 declarations at present.
 - Warralakin Tank – 8m long concrete tank. Department participating with the Shire of Westonia. Tin roof has been removed. Tank cleaned out (15 m³ debris removed). Recoated concrete with remedial product to prevent leaks. Hex-Cover floating cover installed.

RESOLUTION

Rosemary Madacsi moved and Ross Della Bosca seconded –

That the Department of Water and Environmental Regulation's report be received.

CARRIED

7.3 Wheatbelt Development Commission

Presentation of the Wheatbelt Development Commission's report.

RECOMMENDATION

That the Wheatbelt Development Commission's report be received.

Dealt with earlier (see Item 6.2 (b)).

7.4 District Reports

Presentation by delegates of district reports.

Merredin (Craig Watts)

Irrigation program and works

- Dam 1 (treated water) 100% full
- Dam 2 (stormwater runoff) 95%
- Dam 3 (stormwater runoff) 35%
- Dam 4 (stormwater runoff) 100%
- Railway Dam (stormwater runoff) under 40%.

The Treated water systems have been running all winter at 50% have recently started turning back up to 100%. Stormwater systems were run when needed to supplement the MRCLC oval at 50%, and to keep the irrigation tank filled at Merritville. Desalination water is currently being pumped into Dam 3 for more water storage to be then pumped on to either Dam 1 or 2 depending on the need.

Two new desalination pumps have been purchased and installed in our town bores to boost volume of water going to the desalination plant. Two of our irrigation pumps have been sent out to be serviced so that they are right for the summer period as part of our preventative maintenance program. A larger holding tank has been installed at Roy Little Park to increase capacity for irrigating this green space. The Merredin CBH stormwater catchment dam is being pumped into Shire Dam 4 boosting Shire waters volumes for summer watering.

Desalination Plant

We have extended the “project” with the Water Corporation for another 3 years, with a view to trialling reuse of old RO filters from potable water desalination plants. The old RO filters are at end of life to produce potable standard water but are expected to be able to provide irrigation quality water. This will delay their eventual disposal. The Shire is also considering installing additional prefilters to the system and will be part of the 2026/2027 budget deliberations.

On 12 September a contractor changed the membranes in the desalination plant with 3 seawater ones and 3 brackish water membranes, in doing this it has improved our in and output numbers. Our Permeate Tank currently sits between 80% and 50%. Permeate flow is currently running between 100 L/min to 80 L/min. Brine reject flow is running between 112 L/min and 117 L/min.

Community Water Supplies Partnership Program

The Shire of Merredin as part of WEROC Inc. submitted an application to the Community Water Supplies Partnership Program in mid-May 2025, with the aim of securing funding to develop water strategies for each of the seven WEROC local governments. The Department of Water and Environmental Regulation has advised that due to a high volume of submissions, applications were assessed in multiple rounds. Successful applicants from rounds 2 and 3 were announced on 25 June and 25 July, respectively. WEROC's application has been included in round 4 with an outcome expected to be announced in the coming month.

Mount Marshall (Tony Sachse)

At the writing, 20 October 2025, year-to-date rainfall recordings of 248 mm at the Bencubbin DPIRD site (Bencubbin Airstrip), and 288 mm at the Beacon DPIRD site (Beacon Airstrip). Excellent August rainfall across the Shire has meant surface water flows have at least part filled farm dams in most parts. This will reduce demand for Water Corporation water for the purpose of watering stock over the summer.

Even with a late “break” to the season, being early June for most of the Shire, decile 5 -7 winter rainfall has meant above average crop and pasture production for most of the Shire, although rainfall has again been patchy in different locations. These rainfall deciles can vary significantly in only a few kilometres. The rainfall has also meant for a reasonable wildflower season attracting tourists to the region. All of our tourist locations have been popular especially in late winter and spring.

The Shire of Mt Marshall are very supportive of the press release on 11 June 2025 by Water Minister Hon Don Punch announcing water supply to the Goldfields and Wheatbelt will be bolstered through a \$543 million 2025-26 State Budget commitment to fast-track the first stage of critical long-term upgrades to the Goldfields and Agricultural Water Supply Scheme (GAWSS). These upgrades will help meet the increased scheme capacity of 7.2 million litres daily requirement by 2027.

Toodyay (Rosemary Madacsi)

Agriculture

Since the last report in April, rain events and a wet July and August (79–82 mm) has produced a rainfall average consistent with recent years. Soil profiles and dams are full, streams flowing with flooding of low-lying land. Combined with a mild spring, growers anticipate an average season despite dry sowing, or supplementary feeding for longer than usual.

Community

Household supplies continue to be variable outside reticulated areas. Although storage capacity under *Local Planning Scheme No 5* requires each dwelling to have a minimum tank capacity of 120,000 litres, older properties may not have this capacity as planning approval is not required for tanks 5000 L or less, which favours incremental purchase of smaller tanks. Although 10,000 L is required to be reserved for firefighting, tank capacity is not always indicative of actual storage availability, if the catchment capacity is limited. Therefore, bores, community dams or standpipes are essential to supply.

High evaporation of dam water is a significant issue to property owners and community water associations, as is aging infrastructure. In Morangup, site of two community supply dams, evaporation approximates 850 mm. The Regal Hills dam estimates a loss of 5,950 m³ of water per annum due to evaporation and more through liner leaks. The Rolling Green supply has not estimated the holding capacity or surface area, nor evaporative loss, as supply is simply topped up by bores.

This emphasises the importance in a drying climate how to effectively reduce evaporation and fund infrastructure upgrades, whether privately or publicly owned. The immediate issues are how to improve storage capacity and catchment, reduce evaporation and manage the localised impact of groundwater extraction on residential supplies and the ecology.

Victoria Plains (Sean Fletcher)

The Shire has continued to advocate for, and once again been successful for CWSP funding regarding a number of projects:

- Water supply redundancy at the Parker Rd, Calingiri. The Shire was able to recently complete a second bore as a backup should the main bore fail. The pump is solar powered;
- Replaced the Goudge Rd water tank, Calingiri. The previous tank was 21 years old and showed signs of extensive corrosion;
- Designs were produced for the inclusion of water cells in the Shire's trucks;
- Recently received approval of \$216,000 to improve water access for firefighting and community use and built drought resilience in an area without scheme water as follows
 - An emergency bore and standpipe on Gillingarra-Glentromie Rd;
 - Monitoring bore for Gillingarra Reserve.

Victoria Plains is currently applying for Commonwealth Disaster Recovery Round 3 funding for firefighting and community use at the Mogumber Library. Currently, water is carted into a tank in the Mogumber location. The application also includes seeking funding to build the water truck bodies with a water cell designed through funding under the CWSP.

We have renovated an old mobile fill standpipe for roadworks/emergency water this summer. This can be used at different locations as required.

Water Corporation has upgraded the water treatment process for both Calingiri and Bolgart. For Calingiri, this included upgrading of the water mains, the inclusion of new isolation valves and two cabinets that will allow automatic connection to the storage tank to enable chlorinated water to enter the main as required.

CBH has commenced works on the western side of the old Calingiri-New Norcia Road Intersection. The water supply pipe from the Goudge Road Tank has been lowered to ensure that there is no disruption of the water supply regarding the Calingiri Oval and for the standpipes in town.



Parker Road Bore



Chlorination Cabinet - Calingiri



Mobile Standpipe



CBH – Calingiri

RECOMMENDATION

That Region Reports be received.

RESOLUTION

**Mark Crees moved and Gary Coumbe seconded –
 That Region Reports be received.**

CARRIED

7.5 Other

There were no other reports.

8 FINANCE

8.1 Financial Reports

Statement of Receipts and Payments for the period 1 January 2025 to 30 September 2025 (attached).
 The Group's current cash balance is \$5,359.85. Invoices for 2025 membership have been issued.

RECOMMENDATION

That the financial report for the period 1 January 2025 to 30 September 2025 be received.

RESOLUTION

**Sean Kalajzic moved and Chris Bray seconded –
 That the financial report for the period 1 January 2025 to 30 September 2025 be received.**

CARRIED

8.2 Accounts for Payment

The following accounts are presented for payment –

<u>Payee</u>	<u>For</u>	<u>Amount</u>
<u>Accounts to be Paid</u>		
R W & S Dew	Secretarial Service April 2025 to October 2025	1,580.79
	TOTAL (including GST)	<u>1,580.79</u>

RECOMMENDATION

That the accounts as listed above, totalling \$1,580.79 be passed for payment.

RESOLUTION

**Mark Crees moved and Gary Coumbe seconded –
That the accounts as listed above, totalling \$1,580.79 be passed for payment.**

CARRIED

9 BUSINESS

9.1 Members

Mr Lawrie Short has advised that due to health issues he is no longer able to participate in the great work that the Rural Water Council has achieved over a number of very rewarding years. He thanked delegates for their diligence in participating to achieve a very affective service throughout the Wheatbelt and beyond. He also acknowledged the dedicated service pf all Water Corporation officers who have attended industriously to so many upgrades, repairs and the general effective operation of their service.

Mrs Eileen O'Connell has advised that she was unsuccessful at the recent local government elections. She is hoping to continue as a member of the Group.

Mr Dwight Coad has advised that he did not renominate as a Councillor for the Shire of Wongan-Ballidu at this year's local government elections. He advised that he has spoken to the Council about the importance of the Rural Water Council and implored them to keep a presence. Mr Coad commented that it had been a pleasure working with the Rural Water Council over the last 4 years and he wished everyone all the best for the future.

RECOMMENDATION

That Mr Lawrie Short's resignation be accepted, that Mrs Eileen O'Connell's and Mr Dwight Coad's advice that they are no longer members for their respective Councils be noted and that Mr Short, Mrs O'Connell and Mr Coad be thanked for they input and service to the Rural Water Council.

RESOLUTION

**Mark Crees moved and Rosemary Madacsci seconded –
That Mr Lawrie Short's resignation be accepted, that Mrs Eileen O'Connell's and Mr Dwight Coad's advice that they are no longer members for their respective Councils be noted and that Mr Short, Mrs O'Connell and Mr Coad be thanked for they input and service to the Rural Water Council.**

CARRIED

9.2 Bank Signatures

The Group's Rules (Rule 19.1) provide that all cheques and other negotiable instruments of the Group and all electronic payments must be signed, made or authorised (as applicable) by any two Executive Committee members or one Executive Committee member and the Administrator.

The current persons authorised to operate the banks accounts are Cr Tony Sachse, Mr Lawrie Short and the Executive Officer (as Administrator). With Mr Short's resignation the authorisation will need to be updated.

RECOMMENDATION

That the persons authorised to operate the Group's bank accounts, including online banking be Cr Tony Sachse (President), _____ (Executive Committee Member) and Robert Dew (Executive Officer) and that Mr Lawrie Short's name be removed.

RESOLUTION

**Ross Della Bosca moved and Chris Bray seconded –
That the persons authorised to operate the Group's bank accounts, including online banking be Cr Tony Sachse (President), Mrs Rosemary Madasci (Executive Committee Member) and Robert Dew (Executive Officer) and that Mr Lawrie Short's name be removed.**

CARRIED

9.3 Western Wheatbelt

Discussion on water issues specific to the Western Wheatbelt (comprising, but not limited to, the Shires of Gingin, Dandaragan, Chittering, Toodyay) including water allocations and usage. **NOTED**

10 URGENT BUSINESS (as permitted by the Presiding Member)

10.1 Executive Committee

At the 2024 elections Mr Lawrie Short and Mr Dwight Coad were elected to the Group's Executive Committee. The resignation of Mr Short and Mr Coad's advice that he was no longer a member of the Shire of Wongan-Ballidu leaves vacancies on the Executive Committee.

It was noted that the next meeting, scheduled for March 2026, would be the Group's AGM and as this would be the first meeting following the 2025 local government elections an election for members of the Executive Committee would be held.

RESOLUTION

Mark Crees moved and Chris Bray seconded –

That (a) Cr Shaun Kalajzic be appointed to the fill the first casual vacancy on the Executive Committee and (b) the other casual vacancy remain unfilled until the 2026 Annual General Meeting.

CARRIED

10.2 Membership

Membership applications have been received from –
Mrs Eileen O'Connell (Individual Member); and
Wheatbelt NRM (Member Association).

RESOLUTION

Shaun Kalajzic moved and Rosemary Madasci seconded –

That the membership applications from Mrs Eileen O'Connell and the Wheatbelt NRM be accepted.

CARRIED

10.3 Minutes

Cr Chris Bray requested that Minutes of meetings be circulated to members and delegates earlier.

NOTED

11 DATE, TIME AND PLACE OF NEXT MEETING

Future meetings are scheduled for –

- Friday 13 March 2026 (AGM)
- Friday 10 July 2026
- Friday 9 October 2026

RECOMMENDATION

That the next meeting of the Rural Water Council be held Friday 13 March 2026 at the Water Corporation's Depot in Cunderdin.

RESOLUTION

Jarrood Hood moved and Gary Coumbe seconded –

That the 2026 meeting schedule be adopted and the next meeting of the Rural Water Council be held Friday 13 March 2026 at the Water Corporation's Depot in Cunderdin.

CARRIED

12 CLOSURE

There being no further business the Chair thanked delegates for their participation, the Shire of Westonia for hosting the meeting, Dr Richard George and Dr Bonny Stutsel for their presentations and declared the meeting closed at 12:00 noon.

Following the meeting delegates –

- Joined the representatives from the Shire of Westonia in a tour of the Hood-Penn and Coopers Garage Museums.
- Joined Dr Richard George in on-site visit to Mr Jeremy Dean’s property, South Burracoppin, to view his on-farm desalination project (reverse osmosis plant) and deep fractured rock bore.

CERTIFICATION

These Minutes were confirmed by the meeting held on

Signed:
(Chairman of meeting at which the Minutes were confirmed)

**STATEMENT OF RECEIPTS AND PAYMENTS
 FOR PERIOD 1 JANUARY 2025 TO 30 September 2025**

	<u>Actual</u> <u>For Year</u>	<u>Estimate</u> <u>For Year</u>
RECEIPTS		
Membership		
Associations		
Current Year	0.00	5,100
Previous Year	0.00	200
Individuals	0.00	300
Interest Earned	0.00	0
TOTAL RECEIPTS	\$0.00	5,600
 PAYMENTS		
Advocacy	0.00	1,800
Meeting Expenses		
Catering	0.00	200
Internet (Starlink)	0.00	0
Secretarial Service	852.50	4,600
TOTAL PAYMENTS	\$852.50	6,600
 CASH SUMMARY		
Opening Balance	6,212.35	6,212
Plus Receipts	0.00	5,600
	6,212.35	11,812
Less Payments	852.50	6,600
Closing Balance	\$5,359.85	5,212
 BANK RECONCILIATION		
Cheque Account Balance (as at 30/9/2025) (Westpac)	5,359.85	
Plus Deposits made but not shown on Statement	0.00	
	5,359.85	
Less Cheques issued but not shown on Statement	0.00	
Balance as per Cash Book	\$5,359.85	



.....
 Robert Dew
 EXECUTIVE OFFICER

SHIRE OF KOORDA

MONTHLY FINANCIAL REPORT

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

For the period ended 31 March 2026

LOCAL GOVERNMENT ACT 1995

LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

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

Note	Amended	YTD	YTD	Variance*	Variance*	Var.
	Budget	Budget	Actual	\$	%	
	Estimates	Estimates	Actual	(c) - (b)	((c) - (b))/(b)	
	(a)	(b)	(c)			
	\$	\$	\$	\$	%	
OPERATING ACTIVITIES						
Revenue from operating activities						
General rates	1,267,117	1,267,117	1,266,771	(346)	(0.03%)	
Rates excluding general rates	30,625	30,625	30,625	0	0.00%	
Grants, subsidies and contributions	1,650,511	1,223,999	1,321,536	97,537	7.97%	▲
Fees and charges	709,998	585,400	580,571	(4,829)	(0.82%)	
Interest revenue	259,500	194,250	197,825	3,575	1.84%	
Other revenue	69,000	52,747	86,238	33,491	63.49%	▲
Profit on asset disposals	118,000	98,000	96,076	(1,924)	(1.96%)	
Fair value adjustments to financial assets at fair value through profit or loss	0	0	56,669	56,669	0.00%	▲
	4,104,751	3,452,138	3,636,311	184,173	5.34%	
Expenditure from operating activities						
Employee costs	(1,512,032)	(1,121,372)	(1,124,513)	(3,141)	(0.28%)	
Materials and contracts	(1,513,305)	(1,231,711)	(1,189,433)	42,278	3.43%	▲
Utility charges	(291,640)	(218,724)	(207,632)	11,092	5.07%	▲
Depreciation	(2,481,130)	(1,860,861)	(1,963,186)	(102,325)	(5.50%)	▼
Insurance	(231,496)	(231,496)	(230,977)	519	0.22%	
Other expenditure	(118,261)	(73,807)	(64,389)	9,418	12.76%	▲
Loss on asset disposals	(28,000)	(28,000)	(25,253)	2,747	9.81%	
	(6,175,864)	(4,765,971)	(4,805,383)	(39,412)	(0.83%)	
Non cash amounts excluded from operating activities	2(c) 2,399,402	1,790,861	1,842,636	51,775	2.89%	▲
Amount attributable to operating activities	328,289	477,028	673,564	196,536	41.20%	
INVESTING ACTIVITIES						
Inflows from investing activities						
Proceeds from capital grants, subsidies and contributions	1,935,514	1,935,514	1,745,579	(189,935)	(9.81%)	▼
Proceeds from disposal of assets	482,432	457,432	443,063	(14,368)	(3.14%)	▼
	2,417,946	2,392,946	2,188,642	(204,303)	(8.54%)	
Outflows from investing activities						
Acquisition of property, plant and equipment	(2,436,710)	(2,436,710)	(2,250,741)	185,969	7.63%	▲
Acquisition of infrastructure	(3,020,291)	(2,877,791)	(2,254,337)	623,454	21.66%	▲
	(5,457,001)	(5,314,501)	(4,505,078)	809,423	15.23%	
Amount attributable to investing activities	(3,039,055)	(2,921,555)	(2,316,436)	605,119	20.71%	
FINANCING ACTIVITIES						
Inflows from financing activities						
Transfer from reserves	2,139,977	0	1,150,000	1,150,000	0.00%	▲
	2,139,977	0	1,150,000	1,150,000	0.00%	
Outflows from financing activities						
Transfer to reserves	(235,000)	0	(169,466)	(169,466)	0.00%	▼
	(235,000)	0	(169,466)	(169,466)	0.00%	
Amount attributable to financing activities	1,904,977	0	980,534	980,534	0.00%	
MOVEMENT IN SURPLUS OR DEFICIT						
Surplus or deficit at the start of the financial year	2(a) 1,014,823	1,014,823	1,036,202	21,379	2.11%	▲
Amount attributable to operating activities	328,289	477,028	673,564	196,536	41.20%	▲
Amount attributable to investing activities	(3,039,055)	(2,921,555)	(2,316,436)	605,119	20.71%	▲
Amount attributable to financing activities	1,904,977	0	980,534	980,534	0.00%	▲
Surplus or deficit after imposition of general rates	209,034	(1,429,704)	373,864	1,803,569	126.15%	▲

KEY INFORMATION

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

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

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

	Actual 30 June 2025	Actual as at 31 March 2026
	\$	\$
CURRENT ASSETS		
Cash and cash equivalents	1,541,079	519,395
Trade and other receivables	251,500	241,964
Other financial assets	5,848,061	4,867,527
Inventories	7,471	20,246
Other assets	69,334	0
TOTAL CURRENT ASSETS	7,717,444	5,649,131
NON-CURRENT ASSETS		
Other financial assets	59,715	116,383
Property, plant and equipment	15,892,316	17,294,731
Infrastructure	93,509,077	94,276,314
TOTAL NON-CURRENT ASSETS	109,461,107	111,687,429
TOTAL ASSETS	117,178,552	117,336,560
CURRENT LIABILITIES		
Trade and other payables	477,117	281,702
Contract liabilities	223,084	0
Employee related provisions	357,992	357,992
TOTAL CURRENT LIABILITIES	1,058,194	639,694
NON-CURRENT LIABILITIES		
Employee related provisions	66,221	66,221
Other provisions	507,658	507,658
TOTAL NON-CURRENT LIABILITIES	573,879	573,879
TOTAL LIABILITIES	1,632,073	1,213,573
NET ASSETS	115,546,479	116,122,987
EQUITY		
Retained surplus	55,374,085	56,931,127
Reserve accounts	5,848,061	4,867,529
Revaluation surplus	54,324,333	54,324,333
TOTAL EQUITY	115,546,479	116,122,989

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

SHIRE OF KOORDA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MARCH 2026

1 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICIES

BASIS OF PREPARATION

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

Local Government Act 1995 requirements

Section 6.4(2) of the Local Government Act 1995 read with the *Local Government (Financial Management) Regulations 1996*, prescribe that the financial report be prepared in accordance with the *Local Government Act 1995* and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board were applied where no inconsistencies exist.

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

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

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

PREPARATION TIMING AND REVIEW

Date prepared: All known transactions up to 07 April 2026

THE LOCAL GOVERNMENT REPORTING ENTITY

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

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

MATERIAL ACCOUNTING POLICIES

Material accounting policies utilised in the preparation of these statements are as described within the 2025-26 Annual Budget. Please refer to the adopted budget document for details of these policies.

Critical accounting estimates and judgements

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

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

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

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

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

SHIRE OF KOORDA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MARCH 2026

2 NET CURRENT ASSETS INFORMATION

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

	Amended Budget Opening	Actual as at	Actual as at
Note	1 July 2025	30 June 2025	31 March 2026
	\$	\$	\$
Current assets			
Cash and cash equivalents	7,389,140	1,541,079	519,395
Trade and other receivables	230,119	251,500	241,964
Other financial assets		5,848,061	4,867,527
Inventories	7,471	7,471	20,246
Other assets	69,334	69,334	0
	7,696,064	7,717,444	5,649,131
Less: current liabilities			
Trade and other payables	(477,116)	(477,117)	(281,702)
Capital grant/contributions liabilities	(223,084)	(223,084)	0
Employee related provisions	(357,992)	(357,992)	(357,992)
	(1,058,192)	(1,058,194)	(639,694)
Net current assets	6,637,872	6,659,250	5,009,437
Less: Total adjustments to net current assets	2(b) (5,623,049)	(5,623,049)	(4,635,572)
Closing funding surplus / (deficit)	1,014,823	1,036,202	373,865

(b) Current assets and liabilities excluded from budgeted deficiency

Adjustments to net current assets			
Less: Reserve accounts	(5,848,061)	(5,848,061)	(4,867,527)
Add: Current liabilities not expected to be cleared at the end of the year			
- Current portion of employee benefit provisions held in reserve	225,012	225,012	231,955
Total adjustments to net current assets	2(a) (5,623,049)	(5,623,049)	(4,635,572)

(c) Non-cash amounts excluded from operating activities

	Amended Budget Estimates	YTD Budget Estimates	YTD Actual
	30 June 2026	31 March 2026	31 March 2026
	\$	\$	\$
Adjustments to operating activities			
Less: Profit on asset disposals	(118,000)	(98,000)	(96,076)
Less: Fair value adjustments to financial assets at amortised cost	0	0	(56,669)
Add: Loss on asset disposals	28,000	28,000	25,253
Add: Depreciation	2,481,130	1,860,861	1,963,186
Movement in current employee provisions associated with restricted cash	8,272		6,942
Total non-cash amounts excluded from operating activities	2,399,402	1,790,861	1,842,636

CURRENT AND NON-CURRENT CLASSIFICATION

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

SHIRE OF KOORDA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MARCH 2026

3 EXPLANATION OF MATERIAL VARIANCES

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date actual materially.
The material variance adopted by Council for the 2025-26 year is \$10,000 or 10.00%.

Description	Var. \$	Var. %	
	\$	%	
Revenue from operating activities			
Grants, subsidies and contributions	97,537	7.97%	▲
Sports Club invoices for Bowling Green following completion which was sooner than anticipated within the budget.		Timing	
Other revenue	33,491	63.49%	▲
Payout from LGIS for Members Equity Account (\$27k) used to pay off first 2025 Insurance Instalment. Minor variance to Debt Collection Costs and Transport Licensing Commission		Timing	
Fair value adjustments to financial assets at fair value through profit or loss	56,669	0.00%	▲
Adjustments to WALGA House Trust Valuation at 30 June 2025.		Permanent	
Expenditure from operating activities			
Materials and contracts	42,278	3.43%	▲
Currently under allocated budget.		Timing	
Utility charges	11,092	5.07%	▲
Budget split evenly across year. Utilities under current budget allocation.		Timing	
Depreciation	(102,325)	(5.50%)	▼
Following completion of plant replacement program, depreciation higher ahead of anticipated budget (\$28k Recreation, \$38k Roads, \$34k Plant)		Timing	
Other expenditure	9,418	12.76%	▲
Slight variances under budget for Elected Member expenses. Community Grant \$4k behind anticipated schedule, awaiting acquittals to process final payments.		Timing	
Non cash amounts excluded from operating activities	51,775	2.89%	▲
Depreciation and asset disposal variances as above.		Timing	
Inflows from investing activities			
Proceeds from capital grants, subsidies and contributions	(189,935)	(9.81%)	▼
RRG (\$147k) behind anticipated budget, final second 40% claim for Kalannie-Kulja Reseal processed in April (\$32k). Final WSFN claim (\$43k) to be processed once current funds expended.		Timing	
Proceeds from disposal of assets	(14,368)	(3.14%)	▼
One plant item (P40 Gardener Ute) left to be disposed of. Sale of P10 Mollerin Truck not included in budget.		Timing	
Outflows from investing activities			
Acquisition of property, plant and equipment	185,969	7.63%	▲
Plant \$125k behind budget (P40 Ute to be purchased \$50k allocation and \$74k of variances between budget and actual). Buildings \$61k behind anticipated budget. Full breakdown on note 5.		Timing	
Acquisition of infrastructure	623,454	21.66%	▲
Other Infrastructure \$32k ahead of anticipated budget and Roads \$656k behind anticipated budget, works invoiced in April. Further break down on note 5.		Timing	
Inflows from financing activities			
Transfer from reserves	1,150,000	0.00%	▲
As per Council RES: 231125 - transfer of \$700,000 from Council Building Reserve for purchase of 6 Greenham St Units. \$450,000 (of \$496,975 allocation) transferred from Recreation Reserve for Bowling Green re-location project.			
Outflows from financing activities			
Transfer to reserves	(169,466)	0.00%	▼
Interested earned on renewal of term deposit after investment from 1 July to 31 March 2026. Renewed until the end of June at a rate of 4.78%.		Timing	
Surplus or deficit at the start of the financial year	21,379	2.11%	▲
Variance to opening balance following 2024/2025 audit.			
Surplus or deficit after imposition of general rates	1,803,569	126.15%	▲
As per above explanations.			

SHIRE OF KOORDA
SUPPLEMENTARY INFORMATION
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BASIS OF PREPARATION - SUPPLEMENTARY INFORMATION

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

**SHIRE OF KOORDA
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MARCH 2026**

1 KEY INFORMATION

Funding Surplus or Deficit Components

Funding surplus / (deficit)				
	Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
Opening	\$1.01 M	\$1.01 M	\$1.04 M	\$0.02 M
Closing	\$0.21 M	(\$1.43 M)	\$0.37 M	\$1.80 M

Refer to Statement of Financial Activity

Cash and cash equivalents		
	\$	% of total
Unrestricted Cash	\$0.52 M	9.6%
Restricted Cash	\$4.87 M	90.4%

Refer to 3 - Cash and Financial Assets

Payables		
	\$	% Outstanding
Trade Payables	\$0.18 M	
0 to 30 Days		100.0%
Over 30 Days		0.0%
Over 90 Days		0.0%

Refer to 9 - Payables

Receivables		
	\$	% Collected
Rates Receivable	\$0.19 M	87.1%
Trade Receivable	\$0.05 M	
Over 30 Days		16.0%
Over 90 Days		13.1%

Refer to 7 - Receivables

Key Operating Activities

Amount attributable to operating activities			
Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
\$0.33 M	\$0.48 M	\$0.67 M	\$0.20 M

Refer to Statement of Financial Activity

Rates Revenue		
	\$	% Variance
YTD Actual	\$1.27 M	
YTD Budget	\$1.27 M	(0.0%)

Grants and Contributions		
	\$	% Variance
YTD Actual	\$1.32 M	
YTD Budget	\$1.22 M	8.0%

Refer to 11 - Grants and Contributions

Fees and Charges		
	\$	% Variance
YTD Actual	\$0.58 M	
YTD Budget	\$0.59 M	(0.8%)

Refer to Statement of Financial Activity

Key Investing Activities

Amount attributable to investing activities			
Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
(\$3.04 M)	(\$2.92 M)	(\$2.32 M)	\$0.61 M

Refer to Statement of Financial Activity

Proceeds on sale		
	\$	%
YTD Actual	\$0.44 M	
Amended Budget	\$0.48 M	(8.2%)

Refer to 6 - Disposal of Assets

Asset Acquisition		
	\$	% Spent
YTD Actual	\$2.25 M	
Amended Budget	\$3.02 M	(25.4%)

Refer to 5 - Capital Acquisitions

Capital Grants		
	\$	% Received
YTD Actual	\$1.75 M	
Amended Budget	\$1.94 M	(9.8%)

Refer to 5 - Capital Acquisitions

Key Financing Activities

Amount attributable to financing activities			
Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
\$1.90 M	\$0.00 M	\$0.98 M	\$0.98 M

Refer to Statement of Financial Activity

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

Reserves	
Reserves balance	\$4.87 M
Net Movement	(\$0.98 M)

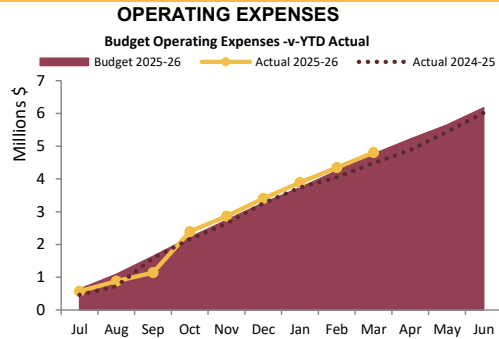
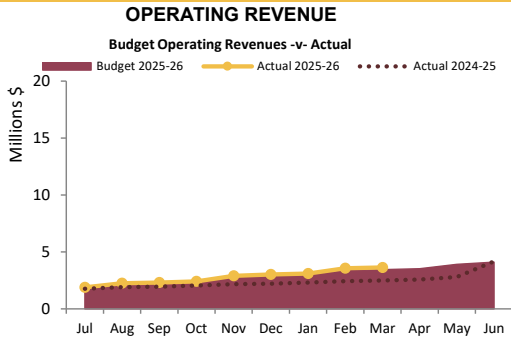
Refer to 4 - Cash Reserves

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

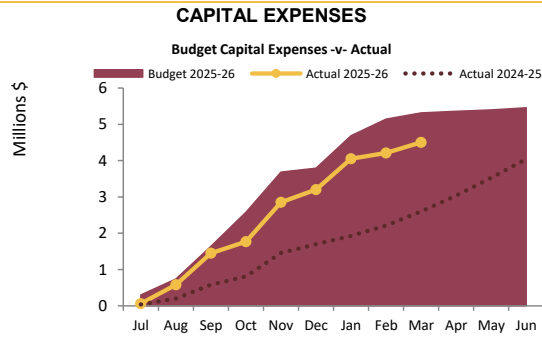
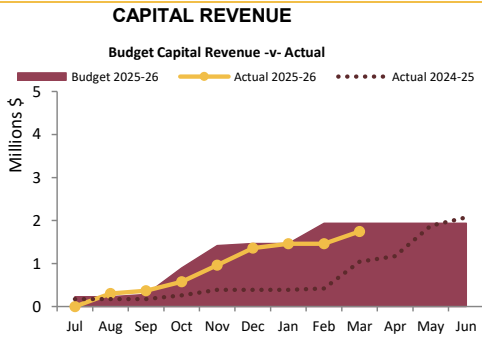
**SHIRE OF KOORDA
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MARCH 2026**

2 KEY INFORMATION - GRAPHICAL

OPERATING ACTIVITIES



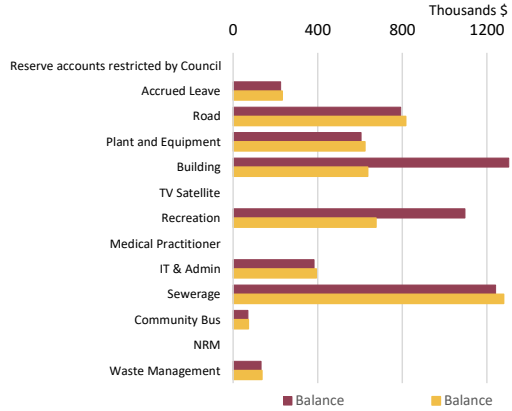
INVESTING ACTIVITIES



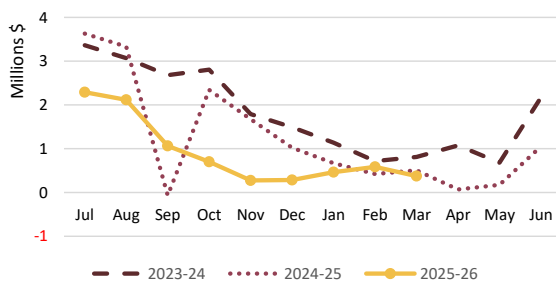
FINANCING ACTIVITIES

BORROWINGS

RESERVES



Closing funding surplus / (deficit)



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

**SHIRE OF KOORDA
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MARCH 2026**

3 CASH AND FINANCIAL ASSETS AT AMORTISED COST

Description	Classification	Unrestricted	Reserve Accounts	Total	Trust	Institution	Interest Rate	Maturity Date
CBA Municipal Account	Cash and cash equivalents	\$ 187,827	\$	\$ 187,827	\$	CBA	Variable	
CBA Licensing Account	Cash and cash equivalents	11,143		11,143		CBA	Variable	
CBA Savings Account	Cash and cash equivalents	263,385		263,385		CBA	Variable	
CBA ATM Cash Account	Cash and cash equivalents	21,400		21,400		CBA	Variable	
ATM Cash Account	Cash and cash equivalents	34,880		34,880		Cash		
Cash on Hand	Cash and cash equivalents	760		760		Cash		
Term Deposit XXX1	Financial assets at amortised cost	0	4,867,527	4,867,527		CBA	4.19%	31/03/2026
Total		519,395	4,867,527	5,386,921	0			
Comprising								
Cash and cash equivalents		519,395	0	519,394	0			
Financial assets at amortised cost - Term Deposits		0	4,867,527	4,867,527	0			
		519,395	4,867,527	5,386,921	0			

KEY INFORMATION

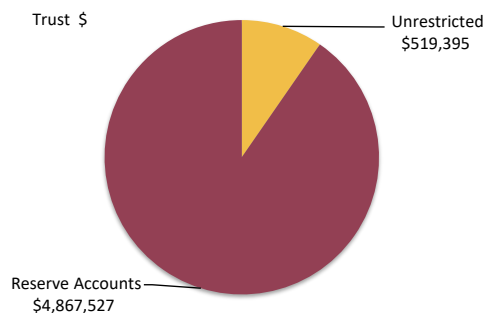
Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of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

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

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

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

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



**SHIRE OF KOORDA
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MARCH 2026**

4 RESERVE ACCOUNTS

Reserve account name	Budget				Actual			
	Opening Balance	Transfers In (+)	Transfers Out (-)	Closing Balance	Opening Balance	Transfers In (+)	Transfers Out (-)	Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$
Reserve accounts restricted by Council								
Accrued Leave	225,012	9,042		234,054	225,012	6,942	0	231,955
Road	605,107	31,820	(520,000)	116,927	791,875	24,432	0	816,307
Plant and Equipment	791,875	24,315	(57,000)	759,190	605,107	18,669	0	623,777
Building	907,929	36,483	(912,002)	32,410	1,303,058	33,373	(700,000)	636,431
TV Satellite	35,787	1,438		37,225			0	0
Recreation	1,096,243	44,060	(565,975)	574,328	1,096,243	29,688	(450,000)	675,930
Medical Practitioner	334,607	13,445		348,052			0	0
IT & Admin	382,273	15,361	(75,000)	322,634	382,273	11,794	0	394,067
Sewerage	1,241,540	49,888		1,291,428	1,241,540	38,305	0	1,279,846
Community Bus	70,414	2,829		73,243	70,413	2,172	0	72,586
NRM	24,735	994		25,729			0	0
Waste Management	132,539	5,325	(10,000)	127,864	132,539	4,089	0	136,628
	5,848,061	235,000	(2,139,977)	3,943,084	5,848,061	169,466	(1,150,000)	4,867,527

5 CAPITAL ACQUISITIONS

Capital acquisitions	Amended		YTD Actual	YTD Variance
	Budget	YTD Budget		
	\$	\$	\$	\$
Buildings	1,042,474	1,042,474	981,019	(61,455)
Plant and equipment	1,394,236	1,394,236	1,269,722	(124,514)
Acquisition of property, plant and equipment	2,436,710	2,436,710	2,250,741	(185,969)
Infrastructure - roads	2,187,000	2,092,000	1,436,297	(655,703)
Infrastructure - other	833,291	785,791	818,040	32,249
Acquisition of infrastructure	3,020,291	2,877,791	2,254,337	(623,454)
Total capital acquisitions	5,457,001	5,314,501	4,505,078	(809,423)
Capital Acquisitions Funded By:				
Capital grants and contributions	1,935,514	1,935,514	1,745,579	(189,935)
Other (disposals & C/Fwd)	482,432	457,432	443,063	(14,368)
Reserve accounts				
Road	520,000		0	0
Plant and Equipment	57,000		0	0
Building	912,002		700,000	700,000
Recreation	565,975		450,000	450,000
IT & Admin	75,000		0	0
Waste Management	10,000		0	0
Contribution - operations	899,078	2,921,555	1,166,436	(1,755,120)
Capital funding total	5,457,001	5,314,501	4,505,078	(809,423)

KEY INFORMATION

Initial recognition

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

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

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

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

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

Measurement after recognition

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

Reportable Value

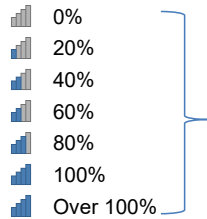
In accordance with *Local Government (Financial Management) Regulation 17A(2)*, the carrying amount of non-financial assets that are land and buildings classified as property, plant and equipment, investment properties, infrastructure or vested improvements that the local government controls.

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

5 CAPITAL ACQUISITIONS (CONTINUED) - DETAILED

Capital expenditure total

Level of completion indicators

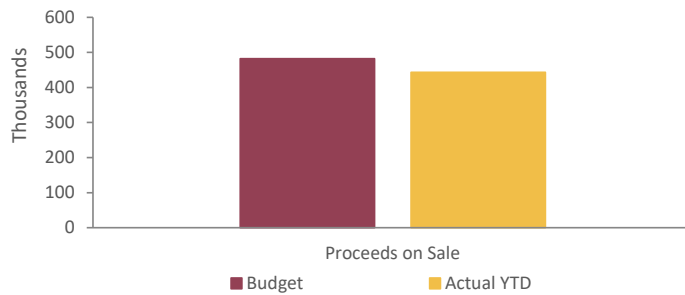


Percentage Year to Date Actual to Annual Budget expenditure where the expenditure over budget highlighted in red.

		Amended			Variance	
Account Description		Budget	YTD Budget	YTD Actual	(Under)/Over	
		\$	\$	\$	\$	
	BC001	L253 Admin Office - Building (Capital)	30,000	30,000	0	30,000
	BC016B	Rec Ground Ablutions	223,500	223,500	228,085	(4,585)
	BC040	L9 (34) Smith St - Building (Capital)	10,200	10,200	11,220	(1,020)
	BC044	L68 (18) Smith St - Building (Capital)	42,500	42,500	5,885	36,615
	BC054	L271 (3) Greenham St - Building (Capital)	6,000	6,000	5,555	445
	BC066	L200 (6) Greenham St - Building (Capital)	730,274	730,274	730,274	0
	PE0021	P002 Ute Mechanic	55,000	55,000	46,894	8,106
	PE0091	P009 Semi Side Tipper	150,000	150,000	125,430	24,570
	PE0131	P013 Excavator	110,000	110,000	102,850	7,150
	PE0181	P018 Prime Mover	270,000	270,000	264,705	5,295
	PE0401	P040 Ute Gardener	50,000	50,000	0	50,000
	PE0591	P059 Skidsteer	130,000	130,000	110,200	19,800
	PE0661	P066 Ute Works Crew	55,000	55,000	54,322	678
	PE1001	P100 CEO Vehicle	85,000	85,000	73,698	11,302
	PE2001	P200 WS Vehicle	68,000	68,000	68,877	(877)
	PE3001	P300 DCEO Vehicle	75,000	75,000	76,532	(1,532)
	PE000	Himac Rake	26,000	26,000	25,978	22
	PE0371	Fire Ute Fastattack (DFES Capital Grant)	320,236	320,236	320,236	0
	RRG006	Kulja-Kalannie Full Recon	355,000	355,000	341,586	13,414
	RRG006B	Kulja-Kalannie Reseal	120,000	120,000	27,833	92,167
	RRG140	Burakin-Wialki Full Recon	390,000	390,000	367,869	22,131
	R2R003	Koorda-Dowerin Asphalt Intersection	39,000	39,000	45,603	(6,603)
	R2R004	Koorda-Kulja Full Recon	390,000	390,000	165,227	224,773
	R2R004B	Koorda-Kulja Asphalt Intersection	35,000	35,000	19,356	15,644
	R2R004C	Koorda-Kulja Reseal	180,000	180,000	40,749	139,251
	R2R007	Booralaming-Kulja Reseal	32,000	32,000	1,989	30,011
	R2R017	Martin Reform/Sheet	70,000	70,000	80,999	(10,999)
	R2R138	Haig Asphalt Intersection	60,000	60,000	39,017	20,983
	R2R137	Railway Asphalt Intersection	61,000	61,000	88,574	(27,574)
	R2R002	Cadoux-Koorda 24/25	0	0	27,846	(27,846)
	RC002	Cadoux-Koorda WSNF Works	60,000	60,000	10,953	49,047
	RC135	Koorda-Wyalkatchem WSNF Works	45,000	45,000	23,416	21,584
	RC002B	Cadoux-Koorda Reseal	50,000	50,000	9,993	40,007
	RC007	Booralaming-Kulja Reform/Sheet	80,000	80,000	0	80,000
	RC010	Mollerin Rock South Reform/Sheet	80,000	20,000	0	20,000
	RC014	Maher Road	0	0	3,905	(3,905)
	RC046	Downie Clearing	20,000	5,000	12,216	(7,216)
	RC052	Green Road	0	0	5,773	(5,773)
	RC103	Warren Reform/Sheet	100,000	100,000	123,393	(23,393)
	FC091	Footpath Repairs	20,000	0	0	0
	PC004	Refuse Site CCTV	10,000	10,000	7,905	2,095
	PC002B	Rec Centre Playground	50,000	12,500	34,502	(22,002)
	PC005	Bowling Green	694,791	694,791	741,959	(47,168)
	IO015	Caravan Park BBQ	10,000	10,000	17,210	(7,210)
	IO005	Shire Depot CCTV	10,000	10,000	0	10,000
	PC006	Rec Ground Retaining & Paving	58,500	48,500	16,464	32,036
		5,457,001	5,314,501	4,505,078	809,423	

6 DISPOSAL OF ASSETS

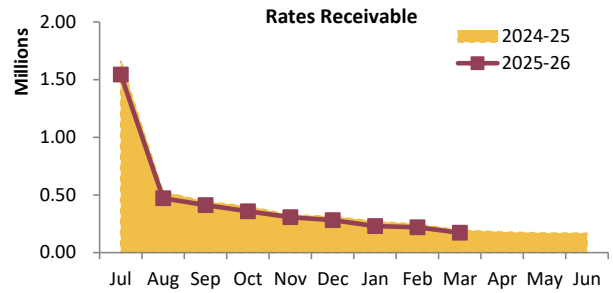
Asset Ref.	Asset description	Budget				YTD Actual			
		Net Book Value	Proceeds	Profit	(Loss)	Net Book Value	Proceeds	Profit	(Loss)
		\$	\$	\$	\$	\$	\$	\$	\$
Plant and equipment									
10901	P002 Ute Mechanic	7,500	35,000	27,500	0	2,332	22,727	20,395	0
10908	P009 Semi Side Tipper	25,000	20,000	0	(5,000)	24,963	41,191	16,228	0
10912	P013 Excavator	0	30,000	30,000	0	0	36,316	36,316	0
10916	P018 Prime Mover	70,000	90,000	20,000	0	60,832	59,361	0	(1,471)
10935	P040 Ute Gardener	9,500	25,000	15,500	0			0	0
10948	P059 Skidsteer	0	25,000	25,000	0	0	22,577	22,577	0
10996	P066 Ute Works Crew	38,000	30,000	0	(8,000)	36,300	33,727	0	(2,572)
11110	P100 CEO Vehicle	75,000	75,000	0	0	72,004	63,641	0	(8,363)
11109	P200 WS Vehicle	65,000	58,000	0	(7,000)	64,976	55,455	0	(9,522)
11107	P300 DCEO Vehicle	73,000	65,000	0	(8,000)	72,870	69,545	0	(3,325)
10909	P010 Fire Tender			0	0	8,531	9,091	560	0
	P037 Fire Ute (returned to DFES)	29,432	29,432	0	0	29,432	29,432	0	0
		392,432	482,432	118,000	(28,000)	372,240	443,063	96,076	(25,253)



7 RECEIVABLES

Rates receivable

	30 June 2025	31 Mar 2026
	\$	\$
Opening arrears previous year	151,329	186,709
Levied this year	1,274,465	1,266,771
Less - collections to date	(1,239,085)	(1,265,724)
Net rates collectable	186,709	187,756
% Collected	86.9%	87.1%



Receivables - general

	Credit	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$	\$
Receivables - general	0	11,204	0	388	1,744	13,336
Percentage	0.0%	84.0%	0.0%	2.9%	13.1%	
Balance per trial balance						
Trade receivables						13,336
Other receivables						6,719
GST receivable						34,154
Total receivables general outstanding						54,208

Amounts shown above include GST (where applicable)

KEY INFORMATION

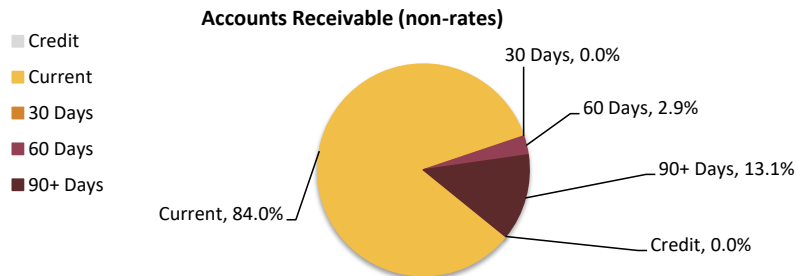
Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

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

Classification and subsequent measurement

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

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



8 OTHER CURRENT ASSETS

	Opening Balance 1 July 2025	Asset Increase	Asset Reduction	Closing Balance 31 March 2026
Other current assets	\$	\$	\$	\$
Financial assets at amortised cost	5,848,061	(980,534)		4,867,527
Inventory				
Fuel	7,471	117,618	(104,843)	20,246
Other assets				
Contract assets	69,334		(69,334)	0
Total other current assets	5,924,865	(862,916)	(174,177)	4,887,773

Amounts shown above include GST (where applicable)

KEY INFORMATION

Inventory

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

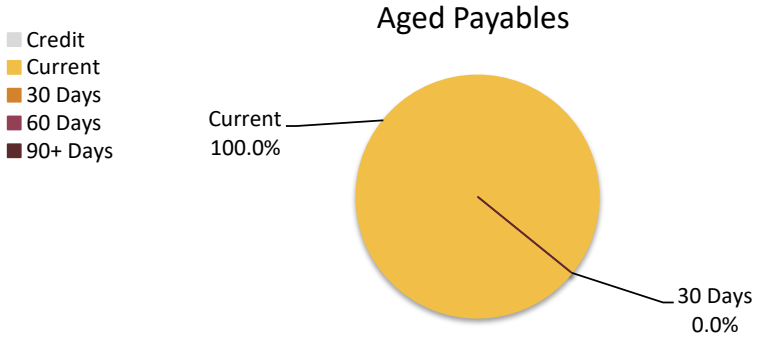
9 PAYABLES

Payables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$	\$
Payables - general	0	176,220	0	0	0	176,220
Percentage	0.0%	100.0%	0.0%	0.0%	0.0%	
Balance per trial balance						
Sundry creditors						176,220
Other payables - Dept Transport						1,143
Other payables - Prepaid Rates						15,524
Other payables - Retention and Bonds						66,120
Other payables - GST Payable						2,549
Other payables - Payroll Creditors						614
Other payables - PAYG Payables						26,780
Other payables - FBT Liabilities						(11,412)
Other payables - ESL Liabilities						4,443
Other payables - Withholding Tax Liability						(279)
Total payables general outstanding						281,702

Amounts shown above include GST (where applicable)

KEY INFORMATION

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



10 OTHER CURRENT LIABILITIES

	Note	Opening Balance 1 July 2025	Liability transferred from/(to) non current	Liability Increase	Liability Reduction	Closing Balance 31 March 2026
		\$	\$	\$	\$	\$
Other current liabilities						
Other liabilities						
Contract liabilities		223,084	0		(223,084)	0
Other Liabilities - Councillor Nomination Fee		0	0	500	(500)	0
Total other liabilities		223,084	0	500	(223,584)	0
Employee Related Provisions						
Provision for annual leave		196,715	0			196,715
Provision for long service leave		161,277	0			161,277
Total Provisions		357,992	0	0	0	357,992
Total other current liabilities		581,077	0	500	(223,584)	357,992

Amounts shown above include GST (where applicable)

A breakdown of contract liabilities and associated movements is provided on the following pages at Note 11

KEY INFORMATION

Provisions

Provisions are recognised when the Shire has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

Employee Related Provisions

Short-term employee benefits

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

The Shire's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the calculation of net current assets.

Other long-term employee benefits

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

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

Contract liabilities

An entity's obligation to transfer goods or services to a customer for which the entity has received consideration (or the amount is due) from the customer.

Capital grant/contribution liabilities

Grants to acquire or construct recognisable non-financial assets to identified specifications be constructed to be controlled by the Shire are recognised as a liability until such time as the Shire satisfies its obligations under the agreement.

**SHIRE OF KOORDA
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MARCH 2026**

OPERATING ACTIVITIES

11 GRANTS, SUBSIDIES AND CONTRIBUTIONS

Provider	Unspent grant, subsidies and contributions liability					Grants, subsidies and		
	Liability	Increase in Liability	Decrease in Liability	Liability	Current Liability	Amended Budget	YTD Budget	YTD Revenue
	1 July 2025		(As revenue)	31 Mar 2026	31 Mar 2026	Revenue	Budget	Actual
	\$	\$	\$	\$	\$	\$	\$	\$
Grants and subsidies								
Financial Assistance Grant - General				0		840,624	630,468	630,468
Financial Assistance Grant - Roads				0		414,753	311,065	311,065
DFES Bush Fire Brigade Operating Grant				0		27,274	22,107	22,107
Contribution from Koorda Sports Club				0		100,000	0	100,000
Library Grant				0		5,000	5,000	3,000
Seniors Week Grant				0		3,300	3,300	3,300
Main Roads Direct Road Grant				0		229,560	229,560	229,560
Fuel Tax Credit Scheme				0		30,000	22,500	22,037
	0	0	0	0	0	1,650,511	1,223,999	1,321,536

SHIRE OF KOORDA
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MARCH 2026

INVESTING ACTIVITIES

12 CAPITAL GRANTS, SUBSIDIES AND CONTRIBUTIONS

Provider	Capital grant/contribution liabilities					Capital grants, subsidies and		
	Liability 1 July 2025	Increase in Liability	Decrease in Liability (As revenue)	Liability 31 Mar 2026	Current Liability 31 Mar 2026	Amended Budget Revenue	YTD Budget	YTD Revenue Actual
	\$	\$	\$	\$	\$	\$	\$	\$
Capital grants and subsidies								
DFES Cyclone Seroja Local Government Resilience Fund	223,084			223,084	223,084	223,084	223,084	223,084
CSRFF - Bowling Green Project				0	0	97,816	97,816	97,816
Regional Road Group Grant				0	0	575,048	575,048	427,875
Wheatbelt Secondary Freight Network (WSFN) Grant				0	0	42,762	42,762	0
Roads to Recovery Grant				0	0	706,000	706,000	706,000
DFES Capital Grant for KD037 Fastattack Replacement				0	0	290,804	290,804	290,804
	223,084	0	0	223,084	223,084	1,935,514	1,935,514	1,745,579

**Monthly Report - List of Accounts Paid
Submitted to Council 22 April 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 V610 to V695 and direct bank transactions totalling \$625,345.41 submitted to each member of the Council, on Wednesday the 22 April 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
V610	11/03/2026	Shire of Koorda	Employee Wages	\$ 52,506.89
V611	11/03/2026	Beam Superannuation	Employee Superannuation Payment	\$ 11,708.97
V612	13/03/2026	Able Power	Generator Purchase	\$ 990.00
V613	13/03/2026	Armadale Lock & Key Service	Keys for Pool Gates	\$ 190.50
V614	13/03/2026	Cr BJ Harrap	Councillor Payment	\$ 2,430.00
V615	13/03/2026	Cr BH Moore	Councillor Payment	\$ 2,430.00
V616	13/03/2026	Central Wheatbelt Football League	CW Winter Sports 2026 Executive Officer Role Contribution	\$ 3,000.00
V617	13/03/2026	CSSTech	Medical Centre Phone System Monthly Operating Charges	\$ 157.30
V618	13/03/2026	Elders Rural Services Aus	2 x 1L Cislin 25 for Oval	\$ 264.00
V619	13/03/2026	G Thorpe Enterprises	Contract Maintenance Various Buildings	\$ 1,473.77
V620	13/03/2026	Cr GW Greaves	Councillor Payment	\$ 3,719.84
V621	13/03/2026	Cr GL Boyne	Councillor Payment	\$ 2,489.41
V622	13/03/2026	Cr JM Stratford	Councillor Payment	\$ 9,270.00
V623	13/03/2026	Koorda Great Southern Fuels	Bulk Diesel & Admin Cards (See Below)	\$ 24,375.81
V624	13/03/2026	Koorda Meats and Moore	Consumables Community Consultation Session	\$ 63.74
V625	13/03/2026	KTY Electrical Services	Repairs & Maintenance - Oval Ticket Box, Portable Generators & Memorial Hall	\$ 1,964.78
V626	13/03/2026	Cr KA Fuchsbichler	Councillor Payment	\$ 2,568.61
V627	13/03/2026	M Gregory Legal	Legal Services	\$ 455.40
V628	13/03/2026	MCG Architects PL	Architectural Report	\$ 6,072.00
V629	13/03/2026	Cr NJ Chandler	Councillor Payment	\$ 2,530.00
V630	13/03/2026	Pool Assist	Pool System Maintenance	\$ 2,000.00
V631	13/03/2026	RB Motors	Plant Service	\$ 549.10
V632	13/03/2026	Red Dust Landscape Supplies	Materials - Rec Ground	\$ 13,037.20
V633	13/03/2026	Shire of Wongan Ballidu	Medical Services March 2026	\$ 10,083.34
V634	13/03/2026	Synergy	Electricity Accounts	\$ 12,237.99
V635	13/03/2026	WA Contract Ranger Services	Ranger Services	\$ 940.50
V636	13/03/2026	Wallis Computer Solutions	IT Software/Licensing & Hardware	\$ 11,649.05
V637	19/03/2026	Ecoscape Australia PL	Flora Surveys	\$ 12,261.15
V638	19/03/2026	Harcher Wheatbelt	Cleaning Products	\$ 540.80
V639	19/03/2026	Koorda Ladies Hockey Club	Community Grants Program	\$ 1,885.00
V640	19/03/2026	Koorda Supermarket	Meeting & Office Consumables,	\$ 157.31
V641	19/03/2026	KTY Electrical Services	Repairs & Maintenance - Rec Ground	\$ 2,870.67
V642	19/03/2026	Moore Australia WA PL	Training	\$ 1,485.00
V643	19/03/2026	Powerforce Midland	Plant Purchase	\$ 1,800.00
V644	19/03/2026	RBC Rural	Printer Meterplan	\$ 235.65

Great Southern Fuel Supplies				
V623	1/02/2026	DCEO Card	P300 Fuel Purchase	\$ 163.96
	3/02/2026	CEO Card	P100 Fuel Purchase	\$ 79.42
	10/02/2026	WS Card	Mowers Fuel Purchase	\$ 150.71
	10/02/2026	WS Card	Jerry Cans Fuel Purchase	\$ 73.81
	13/02/2026	CEO Card	P100 Fuel Purchase	\$ 98.50
	15/02/2026	DCEO Card	P300 Fuel Purchase	\$ 147.20
	24/02/2026	CEO Card	P100 Fuel Purchase	\$ 155.72
				\$ 869.32
Credit Card				
V663	2/03/2026	Crisp Wireless	Internet Accounts	\$ 852.90
	4/03/2026	The West Australian	The West Subscription	\$ 32.00
	10/03/2026	Bunnings Group	Hardware Consumables	\$ 747.10
	13/03/2026	Safety Culture	Subscription	\$ 316.80
	17/03/2026	Total Tools PL	Tools	\$ 1,878.00
	19/03/2026	Total Tools PL	Tools	\$ 479.00
	19/03/2026	Koorda Meats & Moore	Catering	\$ 127.50
				\$ 4,433.30
Great Southern Fuel Supplies				
V692	3/03/2026	WS Card	Jerry Cans Fuel Purchase	\$ 135.62
	6/03/2026	CEO Card	P100 Fuel Purchase	\$ 181.38
	7/03/2026	DCEO Card	P300 Fuel Purchase	\$ 184.39
	9/03/2026	CEO Card	P100 Fuel Purchase	\$ 97.45
	10/03/2026	CBFCO Card	P037 Fuel Purchase	\$ 155.83
	19/03/2026	DCEO Card	P300 Fuel Purchase	\$ 118.55
	20/03/2026	CEO Card	P100 Fuel Purchase	\$ 130.75
	23/03/2026	Admin Card	Jerry Cans Fuel Purchase	\$ 271.29
	24/03/2026	WS Card	P001 Fuel Purchase	\$ 141.81
	25/03/2026	WS Card	Generators Fuel Purchase	\$ 230.14
	26/03/2026	CEO Card	P100 Fuel Purchase	\$ 141.80
				\$ 1,789.01

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Images courtesy of <https://www.koorda.wa.gov.au> and [Instagram@shireofkoorda](#)

EXECUTIVE SUMMARY

Persons living in the Shire of Koorda have good health outcomes although there is an incidence of overweight and obese persons, who do not exercise to the minimum requirement resulting to an increase in conditions attributed to poor health outcomes such as cancer (Prostate, Lung and Melanoma), coronary heart diseases, arthritis and diabetes.

The shire population has more men (54.7%) than women (45.3%), very few children under 16 years and a very low aboriginal population. The prominent age groups are those persons over 55 years and a median age of 51 years, much higher than the Western Australian average of 38 years.

While it is accepted that persons living in rural areas have limited access to medical services and are required to travel further for specialist services, there is a demonstrated need from this report that the local population will need to plan for access to mobility prevention programs to minimize the health risks associated with aging, smoking and poor application of good nutrition practices.

While most children and adults fared well for nutrition, the absence of daily exercise is leading to an increase in the number of overweight and obese children and adults in the community. And in time, overweight and obese persons are more likely to develop poorer health lifestyle outcomes.

A study involving the Shire of Dalwallinu for land cropping activities provides an insight to the effect of climate change on human health. Less planting due to increased temperatures and drying autumn-winter and increased summer rainfall may lead to an increase in mental health conditions. Whereas present mental health statistics are less than the WA average.

Within the community, cigarette smoking is more prevalent than vaping. The rise in lung cancer cases has been directly linked to both smoking and vaping behaviours.

Alcohol consumption is similar to the Western Australian average, but the rate of hospitalisation and deaths from alcohol consumption is higher.

Mental health issues are less than the Western Australian average but the rate of accidental injuries from transport accidents and self-harm incidents for men and women is noticeably higher.

Mobility and accidental falls of an aging population will need future attention.

Strategies to increase cancer prevention of Lung cancer, Prostate cancer and Melanoma are noted for inclusion in the public health plan.

INTRODUCTION

In February 2026, consultants were invited to prepare a public health plan for the Shire of Koorda. The process of compiling a plan acceptable for this task requires the review of all appropriate health data and associated information from a variety of reputable sources, compilation of a Health & Wellbeing Survey of residents of the Shire and preparation of a Public Health Plan for adoption by the Shire of Koorda.

This report forms the first stage of the process, generally known as the Health Profile Report.

New public health legislation in Western Australia was adopted in 2016 by Parliament and known as the *Public Health Act 2016*. The Act introduced public health planning for the first time as a shared responsibility between the State Government, Local Government, and non-government agencies.

Therefore, every Local Government Authority (LGA) is required to develop a Public Health Plan. The process of developing a plan may take this form:

Phase 1 -	A Health Profile- a review of current data on health risks,
Phase 2 -	A consultation process, and
Phase 3 -	A Strategic Plan - a plan to manage the public health risks identified and is required to be presented to the Department of Health.

This report, the Health Profile, gathers data for the Shire of Koorda as part of the Wheatbelt Region.

The Public Health Plan (the *Public Health Act 2016*) is intended to be incorporated into the LGA Strategic Community Plan and be a contributing plan for the Council’s Corporate Plan (made under the *Local Government Act 1995*).

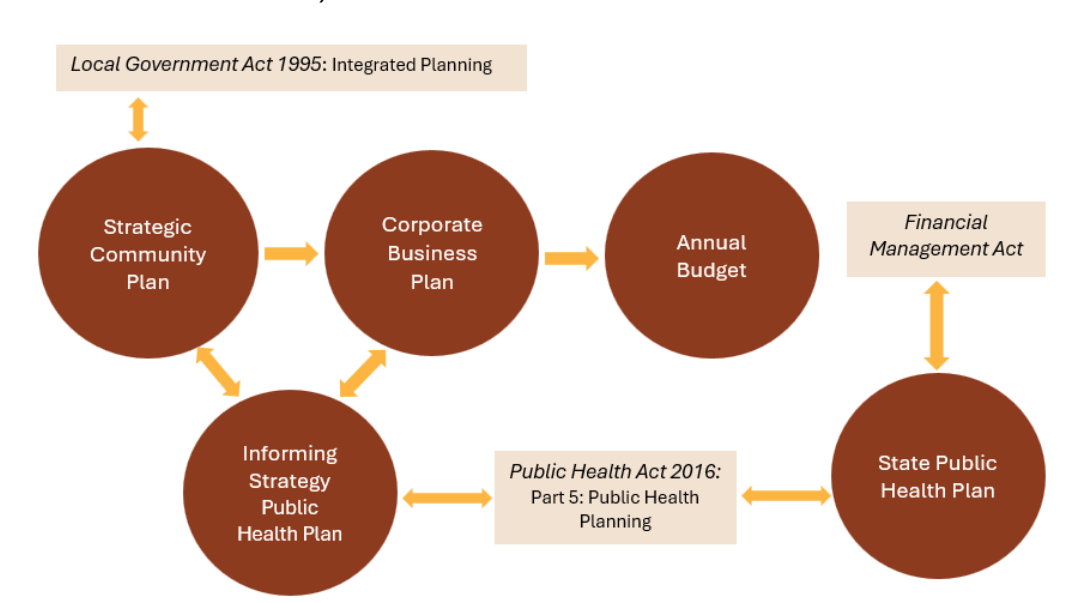


Figure 1: Linkages between Part 5; public health planning of the Public Health Act 2016, and local government planning for the future requirements under Section 5.56 of the Local Government Act 1995.

The *Public Health Act* defines public health as:

- a. The wider health and wellbeing of the community, and
- b. The combination of safeguards, policies and programs designed to protect, maintain, promote, and improve the health of individuals and their communities and to prevent and reduce the incidence of illness and disability.

“The aim of the State Public Health Plan (the SPHP), is to outline a roadmap for the next 5 years to achieve the vision of enhancing health, wellbeing and quality of life for Western Australians.”

“The goal of the SPHP is to promote and enable optimal health and wellbeing while protecting against health risks to ensure the highest quality of life for all – both in routine public health management and in times of crisis.”

“The scope of the SPHP encompasses key areas of public health policy that supports the goal. The scope of SPHP is statewide with high level objectives which are intended to be applicable to a range of stakeholders. “

The SPHP identifies the following objectives, being

- Promote
- Prevent
- Protect
- Enable

And two overarching objectives, which are

- Aboriginal health and wellbeing,
- Equity, and inclusion.

All Local Governments in WA are required to comply with the Integrated Planning and Reporting Framework (IPRF). The core components are:

1. Strategic Community Plan

- Strategy for 10+ years,
- Provides the vision, outcomes, and Council’s strategic priorities,
- Identifies long and medium-term objectives,
- Determines allocation of resources,
- Shaped by community input.

2. Corporate Business Plan

- Four-year delivery plan,
- Aligned to Strategic Community Plan,
- Financial projections.

3. Annual Budget

- Financial statements and policies for one year.

The Strategic Community Plan responds to three questions put to the community and the local government:

- Where are we now?
- Where do we want to be?
- How do we get there?

The Integrated Planning Framework addresses these needs by providing a process to:

- Ensure community input is obtained.
- Determine long term (10+ years) objectives.
- Identify the resourcing to deliver against the long term objectives.
- Clearly articulate long term financial implications and strategies.

Public health is...			
	Safe and nutritious food		The way our communities are designed
	Walking trails and cycle routes		Smoke and alcohol-free environments
	Recreational facilities, sports grounds and parks		Events, places and activities that bring people together
	Safe housing		Maintaining high levels of immunisation
			Safe drinking water
			Waste management
			Health information and educational programmes
			Optimal mental health and wellbeing

Figure 2: Examples of Public Health Programs

Past environmental health plans tended to concentrate on only environmental health issues such as food preparation, noise control, dust & odours, building construction, plumbing, public events, mosquito control, vectors causing disease, waste management etc.

The new public health plans review the causes of ill-health such as heart disease, diabetes, cancers, obesity, smoking and infectious diseases while incorporating strategies for both environmental health and public health.

This is the difference between the traditional environmental health plans and the new public health plans.

Services presently offered by local government that include public health:

- **Infrastructure and property services**, including local roads, footpaths, drainage, waste collection and management.
- **Provision of recreation facilities**, such as parks, sports fields, golf courses, swimming pools, sport centres, halls, camping grounds and caravan parks.
- **Health services** such as water and food inspection, immunisation services, toilet facilities, noise control, meat inspection, animal control and public events.
- **Community services**, such as child-care, aged care and accommodation, community care and welfare services.
- **Building services**, including inspections, licensing, certification, and enforcement.
- **Planning and development approval.**
- **Administration of facilities**, such as airports and aerodromes, ports and marinas, cemeteries, parking facilities and street parking.
- **Cultural facilities and services**, such as libraries, art galleries and museums.
- **Water and sewerage services**, and
- **Other services** such as abattoirs, saleyards and group purchasing schemes.
- **Local Government Health Law enforcement.**



PLANNING FOR PUBLIC HEALTH

There is now a need to develop a new direction in planning for health. There is a need for an integrated approach to the provision of services to address not only environmental health but chronic disease, mental health issues, communicable diseases, and other issues common in our communities.

Priority Populations

This plan applies to the health and wellbeing of all people in WA. However, it is recognized that targeted interventions to reduce health inequities and to assist those in the community who have a higher risk of exposure to health risk factors is essential. The main priority populations for this plan include population groups with a higher prevalence of risk factors than the general population. These groups include:

- Aboriginal people,
- Those living in low socioeconomic circumstances,
- People with mental illness,
- People with disabilities,
- Carers and families of people with sickness and disability,
- Populations living in rural and remote areas, and
- Some Culturally and Linguistically Diverse (CALD) populations, particularly those people who have recently arrived in Australia.

There are several initiatives that local government can do or are already implementing in their communities to influence the health of the people in the community, by:

- Making community events alcohol and tobacco free,
- Ensuring Council owned facilities serve healthy food options,
- Establishing local farmers markets or food co-ops serving affordable healthy foods,
- Supporting gardening initiatives for growing fresh fruit and vegetables,
- Planning for sun protection in outdoor areas,
- Planting shade trees and street trees,
- Enforcing a built environment strategy that incorporates healthy active by design principles,
- Enforcing a no smoking policy in all Council buildings,
- Participating in food sampling programs,
- Implementing mosquito management programs,
- Providing safe entries into buildings for disabled persons.

A **Health Profile** is the background evidence which provides an analysis of the health status and health determinants of the population of the Shire of Koorda and provides an overview of the public health needs and risks of the community.

A **Health and Well Being Survey** with several questions about current health lifestyles and attitudes asking how the health of people living in the community might be improved.

A **Strategic Plan** outlines the objectives and policy priorities that focus on achieving positive public health outcomes through promotion, improvement and protection of public health and the development and delivery of public health services.

The following infographic is a representation of statistics for Koorda LGA based on 2021 Census data obtained from the Australian Bureau of Statistics. The information provides a community snapshot in time as of the most recent census night, based on place of usual residence. It contains a sample of the many different social determinants which collectively shape people's health and wellbeing outcomes.

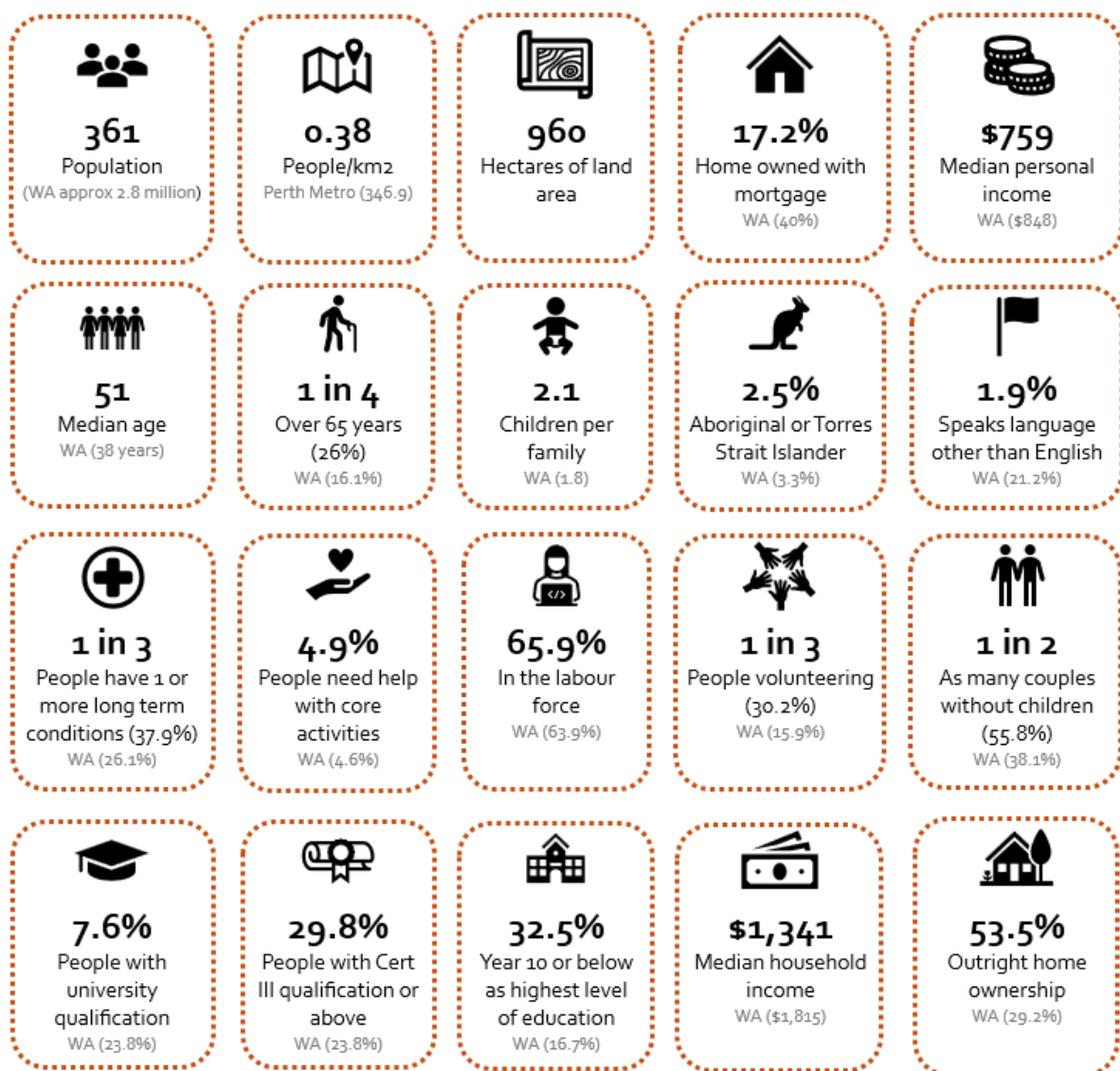


Figure 3: Community Snapshot for the Shire of Koorda

[Reference: ABS Census 2021]

DEMOGRAPHIC FACTORS

WHAT IS THE PROFILE OF PERSONS LIVING WITHIN THE SHIRE OF KOORDA?

As at June 2024, 373 people live in the Shire of Koorda, represented by 54.7% male and 45.3% female based on 2021 Census of Population. Of these people, only 10 persons of Aboriginal & Torres Strait origin were reported in the 2021 Census, all being female with a median age of 20 years.

[Reference: Health and Wellbeing Profile: Shire of Korda 2015 – 2024). DOH, January 2026]

Of note is that there are very few children living in the shire, only 15%, and only 1 person in the 15–19-year age group at the time of Census. The over 55-year age group accounts for 44% of the local population. The median age is 51 years which is 13 years older than the state average.

The local government area of the Shire of Koorda covers 2,836 square kilometres.

Local industries include crop production of wheat, lupins, canola, barley, oats and triticale, wool and meat production.

Population

Shire of Koorda Population compared with Western Australia (State average)

Age	Koorda	%	Western Australia	%
Median Age	51		38	
0 – 4 years	18	4.9	161,753	6.1
5 – 9 years	30	8.2	172,654	6.5
10 – 14 years	18	4.9	171,377	6.4
15 – 19 years	12	3.3	153,263	5.8
20 – 24 years	5	1.4	158,817	6.0
25 – 29 years	12	3.3	176,045	6.6
30 – 34 years	18	4.9	196,312	7.4
35 – 39 years	19	5.2	200,904	7.6
40 – 44 years	22	6.0	178,589	6.7
45 – 49 years	27	7.4	174,632	6.6
50 – 54 years	28	7.7	173,622	6.5
55 – 59 years	25	6.8	162,778	6.1
60 – 64 years	36	9.9	150,667	5.7
65 – 69 years	34	9.3	132,186	5.0
70 – 74 years	27	7.4	115,196	4.3
75 – 79 years	17	4.7	78,012	2.9
80 – 84 years	11	3.0	53,115	2.0
>85 years	6	1.6	50,106	1.9

Table 1: Ages of persons by grouping

[Reference: 2021 Census Population and Housing. ABS]

Population Measures

Population measure	Number	Percentage (%)
Aboriginal	9	2.4
Persons born overseas	74	19.9
Persons who do not speak English at home	22	6.1
Persons who are unemployed	8	3.8
Families with annual income below \$64,999	26	29.9

Table 2: Population measures

[Reference: 2021 Census Population and Housing. ABS]

All Private Dwellings

All Private dwellings	246
Average number of people per household	2.2
Median weekly household income	\$1,341.00
Median weekly mortgage payments	\$748.00
Median weekly rent	\$129.00
Average number of motor vehicles per dwelling	2.3

Table 3: Private dwellings

[Reference: 2021 Census Population and Housing. ABS]

Education

Type of Education	Number	%	WA %	Australia %
Preschool	10	12.5	5.6	6.3
Primary	43	53.8	27.6	27
Secondary	7	8.8	21.8	21.2
Tertiary	9	11.2	21.3	23.3

Table 4: Education Achievements

[Reference: 2021 Census Population and Housing. ABS]

Cultural Diversity

Country of Birth (top responses)

All people	Koorda	%	WA %	Australia %
Australia	297	82.3	62	66.9
England	18	5.0	7.4	3.6
New Zealand	15	4.2	2.8	2.1

Table 5: Country of birth

[Reference: 2021 Census Population and Housing. ABS]

Country of Birth of Parents

All people	Koorda	%	WA %	Australia %
Both parents born overseas	56	15.3	41.6	36.7
Father only born overseas	21	5.7	6.2	6.6
Mother only born overseas	25	6.8	6.2	4.9
Both parents born in Australia	247	67.3	37.9	45.9

Table 6: Country of birth of parents

[Reference: 2021 Census Population and Housing. ABS]

Religious Affiliation (top responses)

	Koorda	%	WA %	Australia %
No religion, so described	169	46.8	42.5	38.4
Anglican	70	19.4	10.1	9.8
Catholic	63	17.5	18.7	20
Not Stated	25	6.9	7.5	6.9
Uniting Church	13	3.6	1.6	2.6

Table 7: Religious Affiliations

[Reference: 2021 Census Population and Housing. ABS]

Income and Work

Participation in the Labour Force (People aged 15 years and older)

Participation	Koorda	%	WA %	Australia %
In the labour force	199	65.9	63.9%	61.1
Not in the labour force	91	30.1	29.8%	33.1
Not stated	8	2.6	6.3%	5.8

Table 8: Income and Work

[Reference: 2021 Census Population and Housing. ABS]

Employment Status

Participation	Koorda	%	WA %	Australia %
Worked full time	126	63.3	57.1%	55.9
Worked part time	53	26.6	32%	31.2
Away from work	14	7	5.8%	7.8
Unemployed	8	4	5.1%	5.1

Table 9: Employment Status

[Reference: 2021 Census Population and Housing. ABS]

Industry of Employment (top responses)

Industry	Koorda	%	WA %	Australia %
Grain – sheep, grain - beef cattle farming	40	20.7	0.3	0.2
Other grain growing	29	15	0.3	0.2
Local Government administration	21	10.9	1,4	1.3
Sheep farming (specialised)	10	5.2	0.2	0.2
Grain storage services	10	5.2	0	0

Table 10: Industry of Employment

[Reference: 2021 Census Population and Housing. ABS]

Median Weekly Income

	Koorda	WA	Australia
Personal	\$759.00	\$848.00	\$805.00
Family	\$1,524.00	\$2,214.00	\$2,120.00

Table 11: Median weekly income

[Reference: 2021 Census Population and Housing. ABS]



HEALTH RISK FACTORS FOR REGIONAL INHABITANTS

There is a wealth of information regarding risk factors for regional inhabitants, which is very relevant to the challenges facing the population of the Shire.

Rural Health

Australians living in rural and remote areas face unique challenges due to their geographic location and often have poorer health outcomes than people living in metropolitan areas. People living in rural and remote areas have higher rates of hospitalisations, deaths and injury and have poorer access to, and use of, primary health care services, than people living in major cities. The information outlined below is sourced from the Australian Institute of Health and Welfare's web pages from April 2024 on Rural and Remote Health. All references are available on the website.

<https://www.aihw.gov.au/reports/rural-remote-australians/rural-and-remote-health>

Health Risk Factors and Remoteness

Health risk factors such as smoking, overweight and obesity, diet, high blood pressure, alcohol consumption and physical activity can influence health outcomes and the likelihood of developing disease or health disorders.

The AIHW National Drug Strategy Household Survey (NDSHS) collects information on tobacco smoking, alcohol consumption and illicit drug use among the general population in Australia. Data for daily tobacco smoking from the latest NDSHS 2022–2023 shows the proportion of people aged 14 and over who smoke daily increases with increasing remoteness, from 7% for those living in Major cities to 10.5% for 'Inner regional' areas, 11.4% for 'Outer regional' areas and 20.4% for those living in 'Remote' and 'very remote' areas. Since 2019, these proportions have declined slightly in all remoteness areas, except in 'Remote' and 'very remote' areas.

In 2022, based on self-reported data from the Australian Bureau of Statistics' National Health Survey (NHS) and after adjusting for age, it was estimated that people living in 'Inner regional', 'Outer regional' and 'Remote' areas were more likely to engage in risky behaviours, such as smoking and consuming alcohol at levels that put them at increased risk of alcohol-related diseases or injuries, compared with people living in 'Major cities'.

The graphs below illustrate the areas where rural and remote areas are at the greatest risk. All the risk factors are available on the website.

<https://www.aihw.gov.au/reports/rural-remote-australians/rural-and-remote-health>

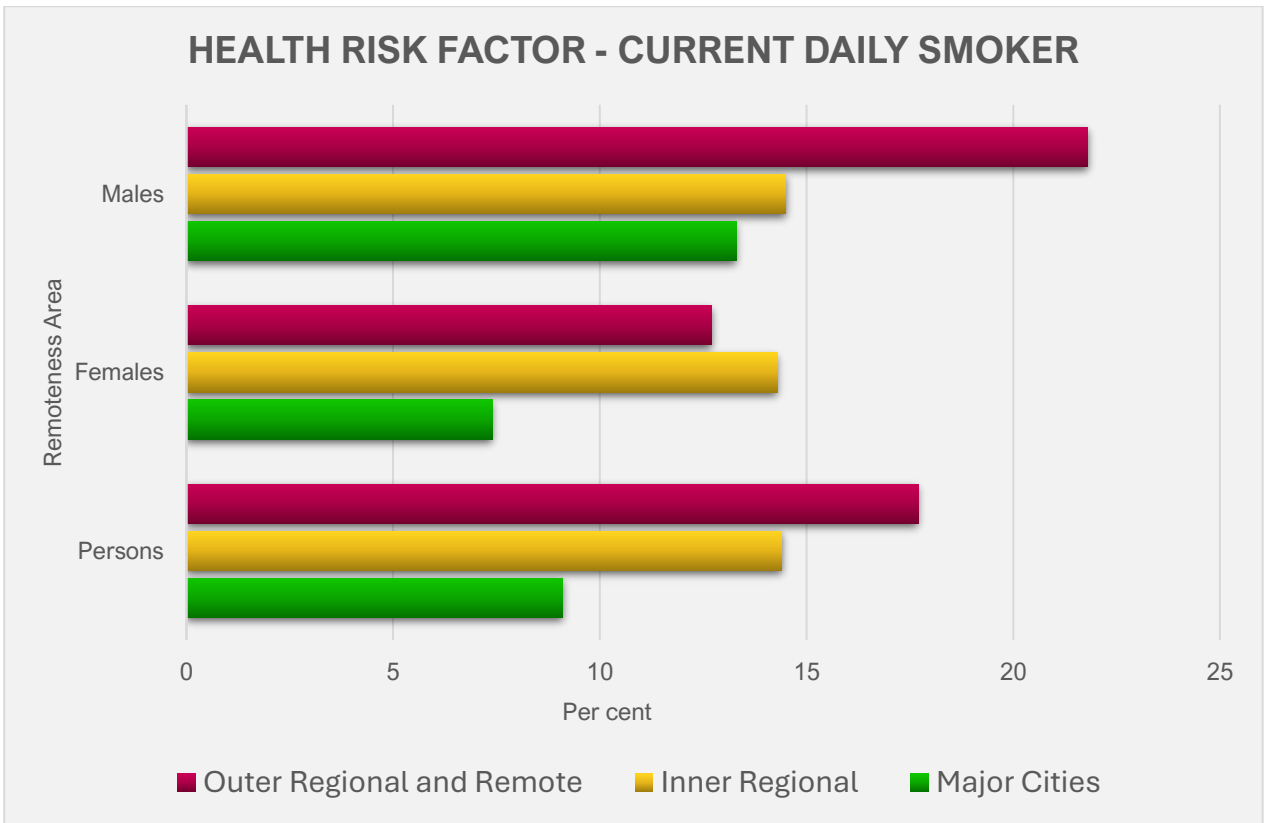


Figure 4: Health Risk Factor – Current Daily Smoker

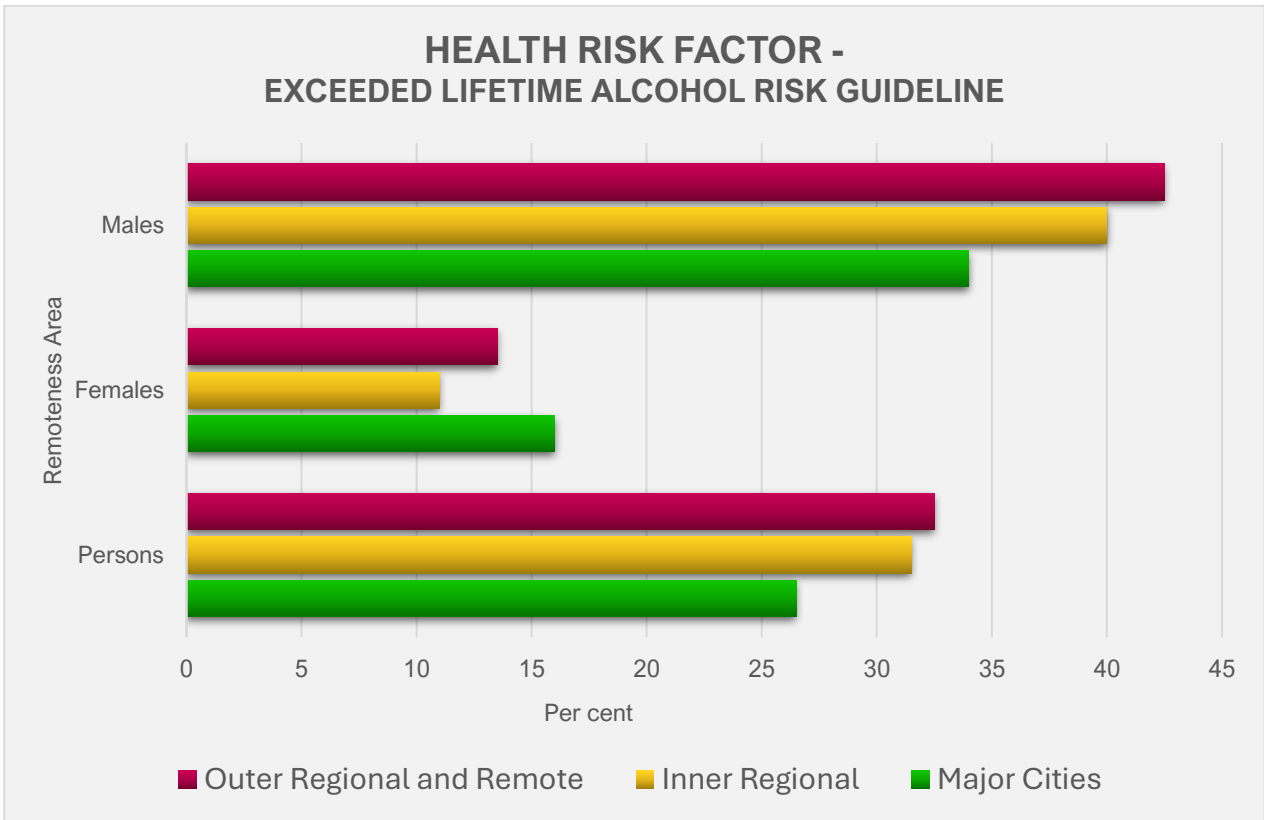


Figure 5: Health Risk Factor – Exceeded Lifetime Alcohol Risk Guideline

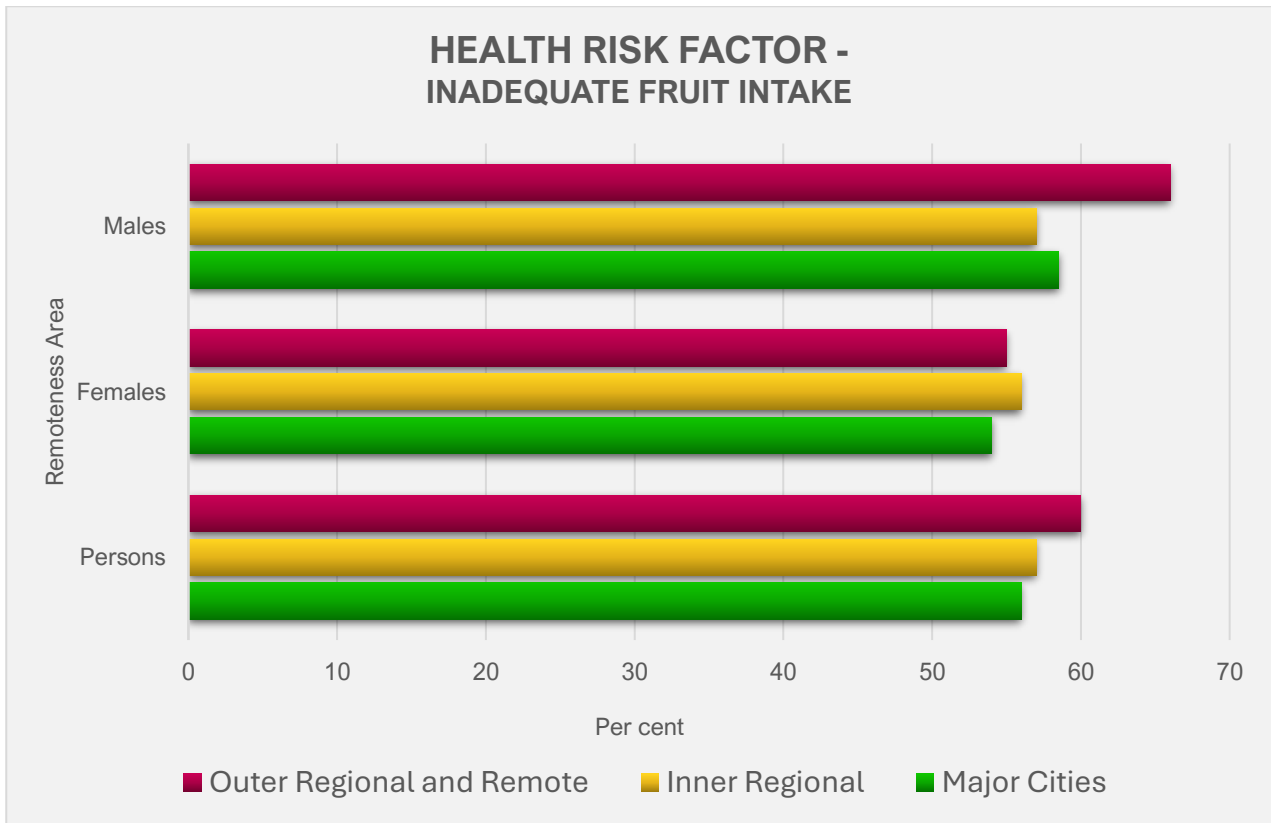


Figure 6: Health Risk Factor – Inadequate Fruit Intake

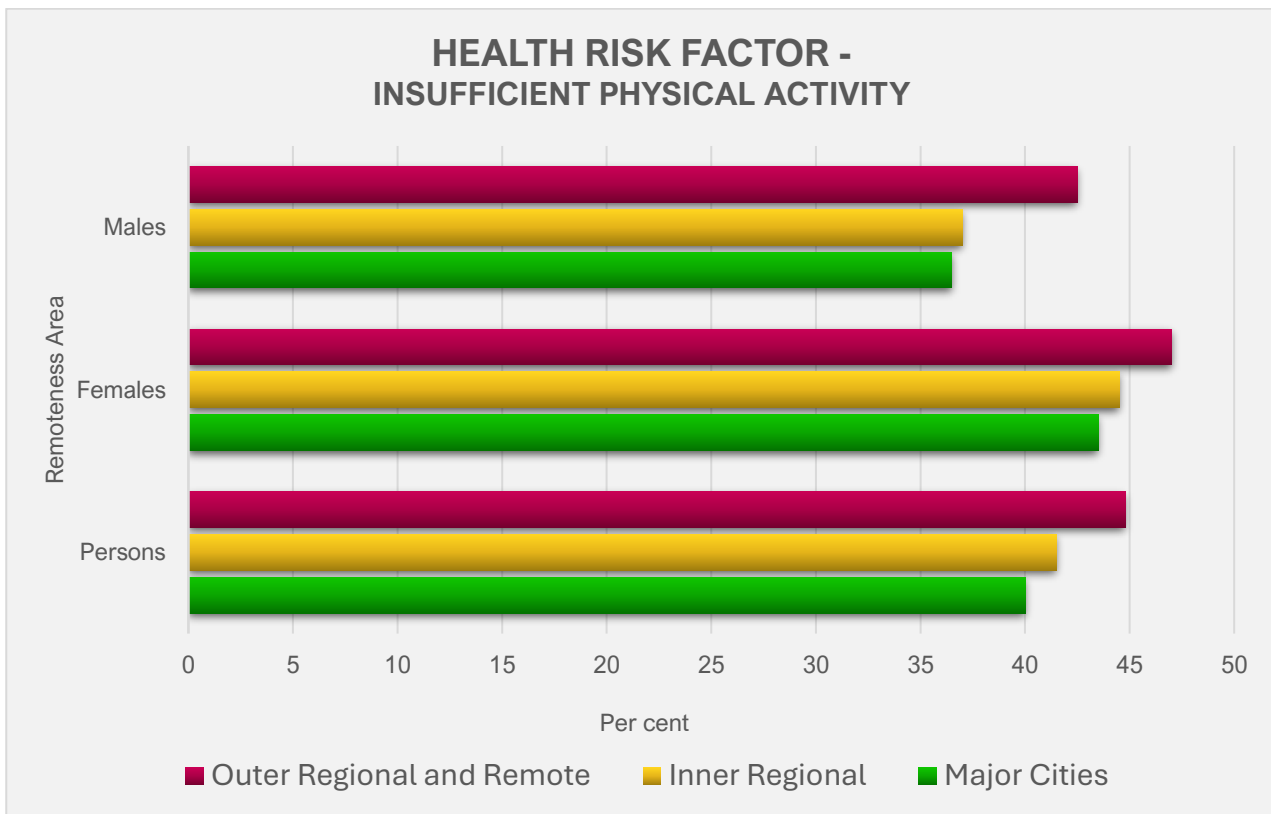


Figure 7: Health Risk Factor – Insufficient Physical Exercise

Family, Sexual and Domestic Violence

Family, domestic, and sexual violence is a major health and welfare issue in Australia. The ABS 2021–2022 Personal Safety Survey estimated that 8 million adults had been victims of physical and/or sexual violence from a partner since the age of 15.

Women living outside ‘Major cities’ were 1.5 times as likely to have experienced partner violence than women living in ‘Major cities’ (23% compared with 15%). For men living outside of ‘Major cities’, 6.6% experienced partner violence compared with 5.9% of men living in ‘Major cities’.

Chronic Conditions

Chronic conditions are long-lasting and have persistent effects throughout a person’s life. They are becoming increasingly common and are influenced by a wide variety of factors.

In 2022, based on self-reported data from the NHS and after adjusting for age, people living outside ‘Major cities’ had higher rates of arthritis, and mental and behavioural conditions, while chronic obstructive pulmonary disease was higher in ‘Outer regional’ and ‘Remote’ areas compared with ‘Major cities’.

People living outside ‘Major cities’ have lower usage of chronic disease management services, which can be due to availability of services or the health and age of the population within an area.

Cancer

The age-standardised incidence rate of all cancers combined was highest in ‘Inner regional’ and ‘Outer regional’ areas in 2012–2016 (513 and 512 per 100,000 people, respectively), slightly lower in ‘Major cities’ and ‘Remote’ areas (both 487 cases per 100,000 people), and lowest in ‘Very remote’ areas (422 cases per 100,000 people).

However, the incidence rate for all cancers combined for ‘Very remote’ areas may be influenced by lower population screening participation rates, later detection of cancer and lower life expectancy due to death from other causes. ‘Very remote’ areas had the highest incidence rate for cervical cancer, liver cancer, cancer of unknown primary site, uterine cancer and head and neck cancers (including lip).

In the period 2012–2016, people living in ‘Major cities’ had the highest 5-year observed survival for all cancers combined (63%) compared with 61% for all other areas, except for ‘Very remote’ areas which had the lowest survival rate (55%).

Burden of Disease

Burden of disease refers to the quantified impact of a disease or injury on a population, which captures overall health loss, that is, years of healthy life lost through premature death or living with ill health.

In 2018, after adjusting for age, the total burden of disease and injury in Australia increased with increasing remoteness. The total burden was lowest in 'Major cities' (174 DALY per 1,000 population) rising to 200 and 204 for 'Inner' and 'Outer regional' areas, respectively, and 244 DALY per 1,000 population in 'Remote' and 'Very remote' areas. This pattern was mostly driven by fatal burden (years of life lost due to premature death).

Figure 5 below shows that for some chronic conditions, the burden of disease increased with increasing remoteness, such as coronary heart disease, type 2 diabetes, chronic kidney disease, lung conditions, and suicide and self-inflicted injuries. The burden of disease decreased with increasing remoteness for anxiety, back pain, and dementia.

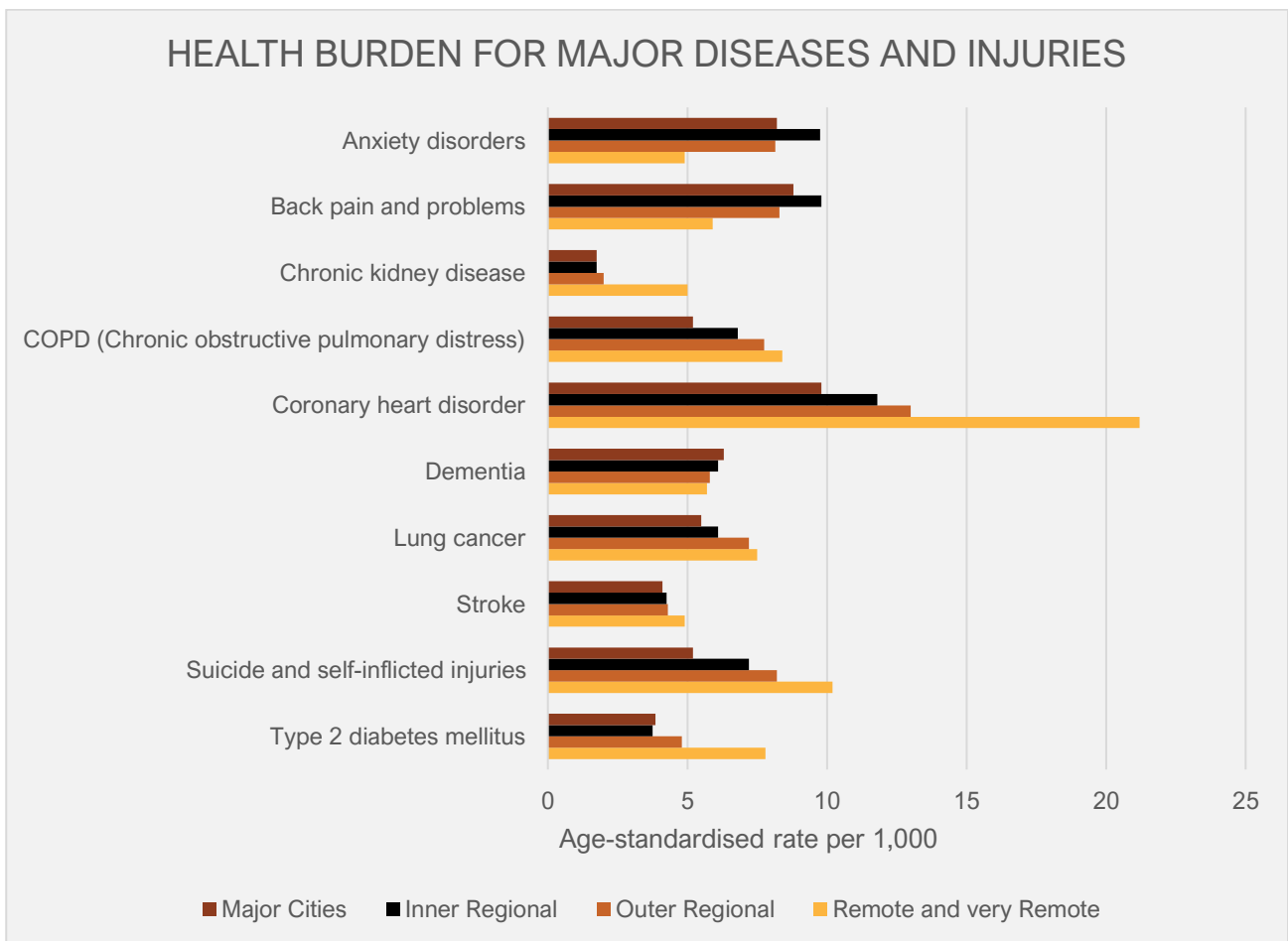


Figure 8: Health Burden for major diseases and injuries, by remoteness area, 2018

Death

People living in 'Rural' and 'Remote' areas are more likely to die at a younger age than their counterparts in 'Major cities'. They have higher mortality rates and higher rates of potentially avoidable deaths than those living in 'Major cities'.

In 2021, age-standardised mortality rates increased as remoteness increased for males and females. Compared with all of Australia:

- People living in 'Inner' or 'Outer regional' areas had a mortality rate 1.1 times as high.
- People living in 'Remote' areas had a mortality rate 1.2 times as high.
- People living in 'Very remote' areas had a mortality rate 1.5 times as high.
- Males had a higher mortality rate than females in all remoteness areas.

	Major Cities	Inner Regional	Outer Regional	Remote	Very Remote
Median age at death (Males)	80	79	77	73	67
Age-standardised rate (death per 100,000) Males	569	636	675	711	925
Rate ratio (Males)	0.95	1.06	1.13	1.19	1.55
Median age at death (Females)	85	84	83	79	69
Age-standardised rate (death per 100,000) Females	409	456	477	514	644
Rate ratio (Females)	0.96	1.07	1.12	1.20	1.51

Table 12: Median age at death, mortality rate, and rate ratio (relative to all of Australia), by sex and remoteness area, 2021

Note: Rate ratios are calculated as the age-standardised rate for the geographic area of interest divided by the age-standardised rate for the reference group (all of Australia).



Leading Causes of Death

Between 2017–2021, when comparing mortality rates for Australia overall, the leading causes of death varied by remoteness area.

Coronary heart disease was the leading cause of death across all remoteness areas. Age-standardised rates were between 1.1 and 1.7 times higher outside of ‘Major cities’ than for Australia overall.

The top 7 causes of death were the same for ‘Major cities’, ‘Inner regional’ and ‘Outer regional’ areas.

Land transport accidents were a leading cause of death in ‘Remote’ and ‘Very remote’ areas. The rate of dying due to land transport accidents was nearly 3 times as high for ‘Remote’ areas and nearly 4 times as high for ‘Very remote’ areas, compared with Australia overall.

	Major Cities	Inner Regional	Outer Regional	Remote	Very Remote
1	Coronary heart disease	Coronary heart disease	Coronary heart disease	Coronary heart disease	Coronary heart disease
2	Dementia including Alzheimer disease	Dementia including Alzheimer disease	Dementia including Alzheimer disease	Lung Cancer	Diabetes
3	Cerebrovascular disease	Cerebrovascular disease	Lung Cancer	Chronic obstructive pulmonary disease	Lung Cancer
4	Lung Cancer	Lung Cancer	Chronic obstructive pulmonary disease	Dementia including Alzheimer disease	Chronic obstructive pulmonary disease
5	Chronic obstructive pulmonary disease	Chronic obstructive pulmonary disease	Cerebrovascular disease	Cerebrovascular disease	Suicide
6	Colorectal cancer	Colorectal cancer	Colorectal cancer	Diabetes	Cerebrovascular disease
7	Diabetes	Diabetes	Diabetes	Suicide	Dementia including Alzheimer disease
8	Accidental falls	Prostate cancer	Prostate cancer	Colorectal cancer	Land transport accidents
9	Heart failure	Heart failure	Suicide	Land transport accidents	Kidney failure
10	Prostate cancer	Cancer of unknown or ill-defined primary site	Cancer of unknown or ill-defined primary site	Prostate cancer	Other ill-defined causes
Rate ratio (compared with all Australia)					
<=1.0	1.1–1.24	1.25–1.49	1.5–1.9	2.0–2.9	3.0–4.0

Table 13: Leading cause of death by remoteness are, with comparison of mortality rates to Australia overall, 2017-2021.

Potentially Avoidable Deaths

The rate of potentially avoidable deaths (deaths under the age of 75 from conditions that are potentially preventable through primary or hospital care), such as cancer screening and transport accidents increased as remoteness increased.

In 2021, 16% of all deaths in Australia were potentially avoidable. For males and females, the rate increased with increasing remoteness (Figure 7: Table S7). After adjusting for age and comparing with 'Major cities', the rates of potentially avoidable deaths were:

1.3 and 1.2 times as high in 'Inner regional' areas for males and females.

1.5 times as high in 'Outer regional' areas for both males and females.

2–3 times higher in 'Remote' and 'Very remote' areas.

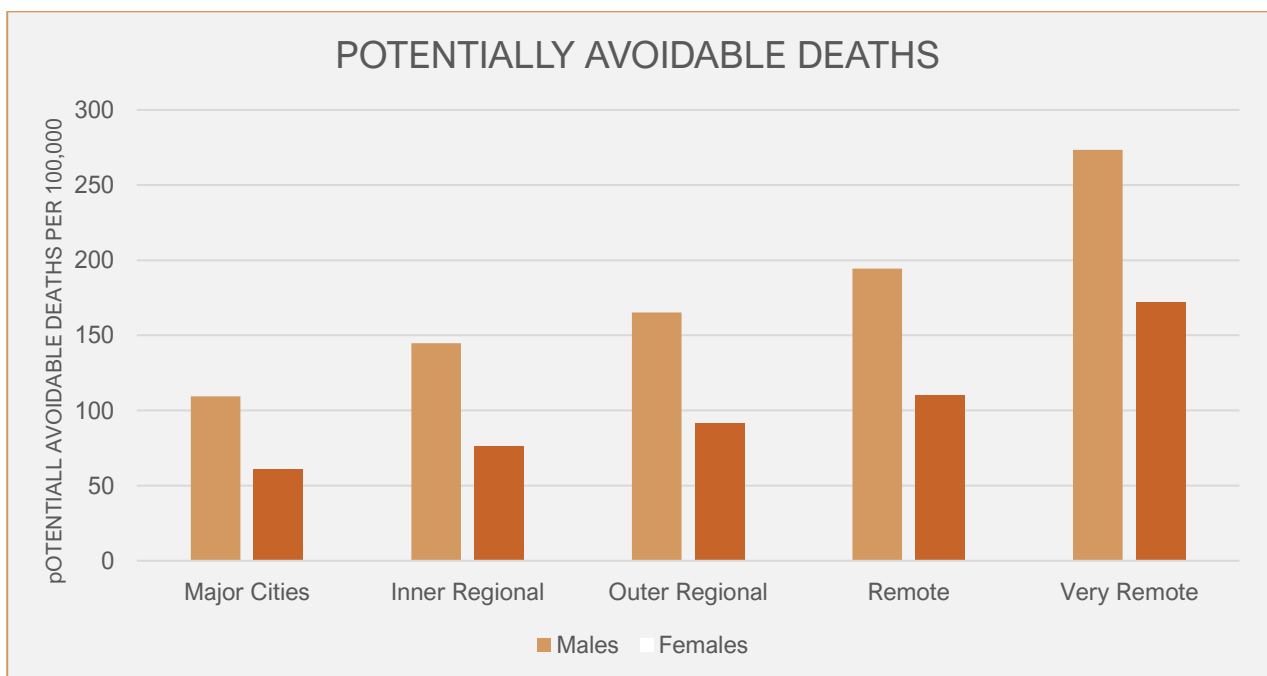


Figure 9: Potentially avoidable deaths by sex and remoteness area, 2021



Life Expectancy

Estimates of life expectancy at birth represent the average number of years that a newborn baby can expect to live, assuming current age-specific death rates are experienced through their lifetime. In 2020–2022, life expectancy at birth was lower for those living outside of metropolitan areas (greater capital city).

	Males	Females	Persons
Greater Sydney	82.5	86.2	84.3
Rest of NSW	79.5	84.1	81.7
Greater Melbourne	82.3	86.0	84.1
Rest of Victoria	79.5	84.1	81.8
Greater Brisbane	81.2	85.3	83.2
Rest of Queensland	80.3	84.8	82.5
Greater Adelaide	81.3	85.4	83.3
Rest of South Australia	80.1	84.3	82.2
Greater Perth	82.4	86.5	84.4
Rest of Western Australia	79.4	83.7	81.5
Greater Hobart	80.6	85.1	82.8
Rest of Tasmania	79.9	83.7	81.8
Greater Darwin	79.1	84.6	81.8
Rest of Northern Territory	71.6	75.8	73.7

Table 14: Life expectancy by sex for greater capital city and rest of state 2020-2022.

Access to Health Care

People living in ‘Remote’ and ‘Very remote’ areas can face barriers to accessing and using health care, due to various challenges: geographic spread, low population density, limited infrastructure, and the higher costs of delivering rural and remote health care can limit the availability of services.

The additional time and transportation costs to access health care services also means people in ‘Remote’ and ‘Very remote’ areas may delay access to preventive and primary health care and rely on hospital care to have their needs met.

Primary Health Care

Medicare claims data from 2022–2023 show that the number of non-hospital non-referred attendances per person, such as general practitioner (GP) visits, were lowest in ‘Remote’ communities and ‘Very Remote’ communities. However, bulk-billing rates were highest in ‘Very Remote’ communities (89%), lowest in ‘Regional’ centres (75%) and similar across all other areas.

Cancer Screening

Participation in bowel, breast, and cervical cancer screening varies with remoteness:

In 2020–2021, the bowel cancer screening participation rate for people aged 50–74 was highest for people living in ‘Inner Regional’ areas (43%) and lowest for people living in ‘Very remote’ areas (25%).

In 2020–2021, the breast cancer screening participation rate for females aged 50–74 was highest in ‘Outer Regional’ and ‘Inner Regional’ areas at 55% and 52%, respectively, and lowest for participants living in ‘Very Remote’ areas at 37%.

In 2018–2022, the cervical screening participation rate for females aged 25–74 years was similar but declined across remoteness areas, from 70% in ‘Major cities’ to 65% in ‘Outer regional’ areas and 60% in ‘Very remote’ areas.

Health Workforce

Australians living in ‘Rural’, ‘Remote’ and ‘Very remote’ communities generally have poorer access to healthcare than people in ‘Regional centres’ and ‘Metropolitan areas’ and may need to travel long distances or relocate to attend health services or receive specialised treatment. The clinical FTE rate indicates the full-time equivalent number of health professionals working clinical hours relative to the population. In 2016–2021 the clinical FTE per 100,000 population was:

Highest in metropolitan areas many health professionals including specialists - all doctors other than GPs who require a referral from another doctor, occupational therapists, dentists, pharmacists, physiotherapists, psychologists.

Lowest in small rural towns, for all health professionals (including GPs) except for pharmacists.



Hospitalisations

In 2021–2022, the number of hospitalisations per 1,000 people was similar for ‘Major cities’ and ‘Regional areas. People living in ‘Very remote’ areas were hospitalised at almost twice the rate as people living in ‘Major cities’ and those in ‘Remote’ areas at 1.3 times the rate, with no improvement since 2013–2014.

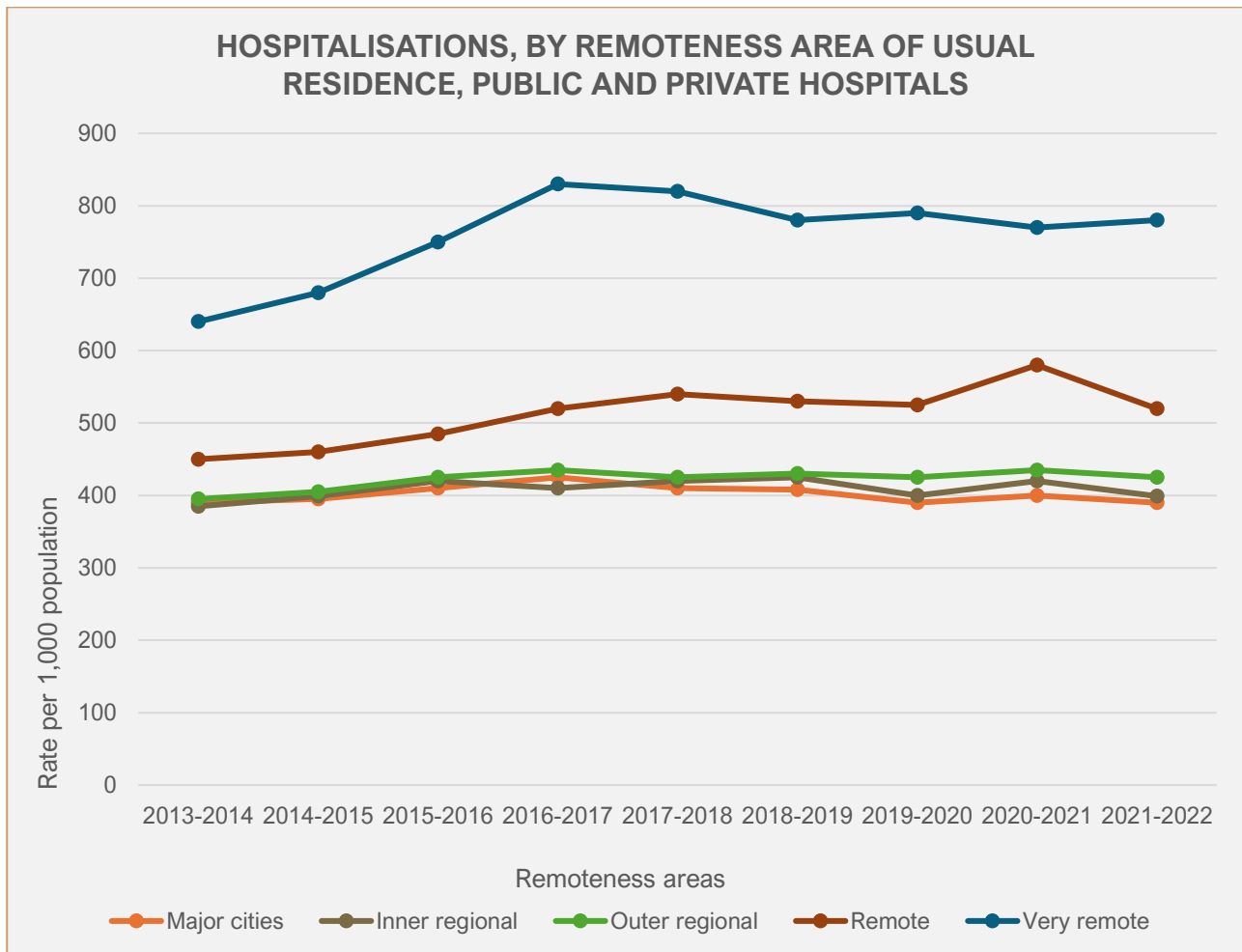


Figure 10: Hospitalisations, by remoteness area of usual residence public and private hospitals, 2013-2014 to 2021-2022

Overall, there was a decrease in the rate of all hospitalisations in 2021–2022 across all remoteness areas except for ‘Very remote’ areas, which could be due to the impact of COVID-19 on provision of healthcare services and reduced flow of patients seeking in-hospital care.

People in ‘Major cities’ have higher rates of rehabilitation care hospitalisations compared with people living in other areas. In 2021-2022, there were 14 hospitalisations per 1,000 population living in ‘Major cities’ compared with 8 for ‘Inner regional’ areas, 6 for ‘Outer regional’ areas, 3 for both ‘Remote’ and ‘Very remote’ areas. In part, this may reflect the distribution of private hospitals across remoteness areas, as private hospitals accounted for 81% of rehabilitation care separations.

Potentially Preventable Hospitalisations

Potentially preventable hospitalisations (PPH) are for conditions where hospitalisation could have potentially been prevented through the provision of appropriate individualised preventative health interventions and early disease management, usually delivered in primary care and community-based settings. The rate of PPH increases with remoteness and is highest in 'Very remote' and 'Remote' areas.

When compared with 'Major cities', the rate of PPH in 2021–2022 was:

- Slightly higher in 'Inner regional' and 'Outer regional' areas (1.1 and 1.2 times as high, respectively),
- 2–3 times as high for people living in 'Remote' and 'Very remote' areas (AIHW 2023d).

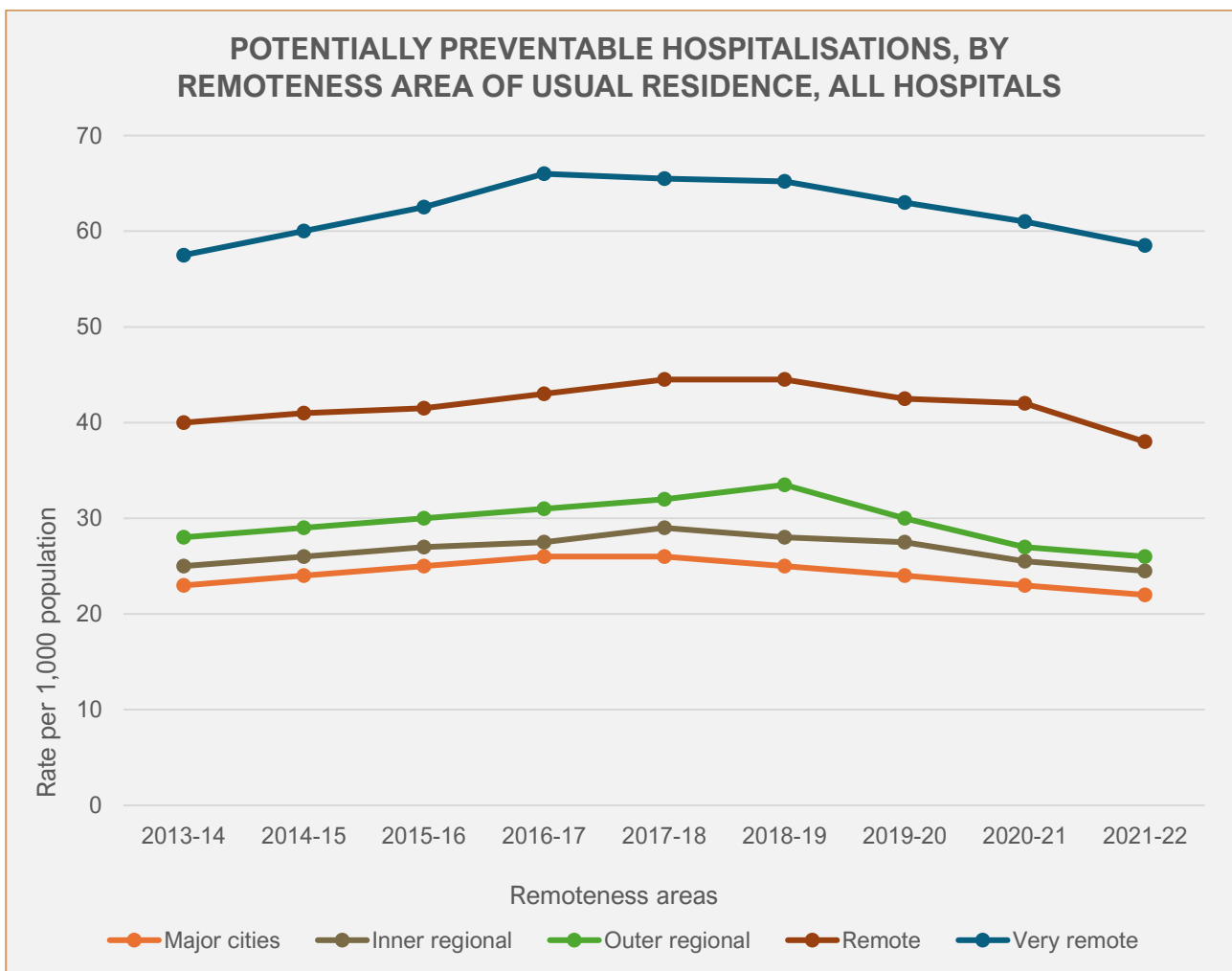


Figure 11: Potentially preventable hospitalisations, by remoteness area of usual residence, all hospitals 2013-2014 to 2021-2022

CHANGES TO THE PHYSICAL ENVIRONMENT – CLIMATE CHANGE

Climate change refers to a change in the pattern of weather, which affects oceans, land surfaces and ice sheets, occurring over decades or longer. Human activities, such as burning fossil fuels, agriculture and deforestation have resulted in an increase in atmospheric greenhouse gas (GHG) concentrations. These gases trap heat in the atmosphere, which heats the land and oceans and changes weather patterns.

[Reference: *IPCC* (Intergovernmental Panel on Climate Change) 2014. Climate Change 2014: Contribution of working groups I, II and III to the fifth assessment report of the Intergovernmental Panel on Climate Change]

Climate Change in the Dalwallinu Area, Western Australia

The Department of Primary Industries and Regional Development provides this agri-climate profile of historical and projected climate information to support farm business managers in their response to a changing climate in the Dalwallinu area of Western Australia.

The Department of Agriculture selected several shires in Western Australia, for review, including Dalwallinu and Merredin, and Dalwallinu Shire has a common boundary with the Shire of Koorda, the intended effects of farming activities may be the better discussion for review.

Why This Information is Important

Climate change and climate variability have already affected Western Australian (WA) broadacre crop and animal production. Producers have been able to meet these challenges by adopting innovative farming systems to maintain farm profitability and sustainability. Future climate change will present further opportunities and challenges for producers.

Records show that rainfall decreased and temperatures increased over the last century. Climate projections for the south-west of WA are for declining rainfall and higher temperatures.

The grainbelt of WA contributes more than \$4.5 billion to WA's economy per year. Dalwallinu is 220 kilometres north-east of Perth on the eastern edge of the northern grainbelt. This agri-climate profile provides an analysis of records and projections for a range of climate variables relevant to farm businesses in the Dalwallinu area.

Changes at a Glance

The observed trends in Dalwallinu's climate include:

Rainfall

- The total annual rainfall has decreased by 3% from 1939–1974 to 1975-2010.
- The growing season rainfall (April to October) declined by 10% since the mid-1970s with a further 15% since 2000.
- The chance of two consecutive drought years has increased from 5% in the period 1939-1974 to 14% in the period 1975-2010. Around the mid-1970s there was a shift to consistently drier winter conditions.
- There has been a combination of fewer days with big rainfall events (greater than 5 mm), fewer days with rain and rainfall events of smaller size. The increase in summer rainfall has mainly resulted from bigger rainfall events in December and January.

Temperature

- Since the 1970s, mean monthly maximum temperatures have significantly increased in the months April to July but they have remained unchanged in the rest of the year.
- Average monthly minimum temperatures have significantly increased in April, May, and November.
- The number of days with extreme temperatures, or maximum temperature above 35°C has remained relatively the same.
- The number of frost days, or days with minimum temperatures below 2°C, has significantly decreased in August and remained unchanged in September and October.

Projected Changes (2035 – 2064)

Projections were obtained using the emission scenario A2 and downscaled data from the CSIRO Global Climate Model CCAM.

Rainfall

Rainfall projections indicate a continuation of the patterns observed of drying autumn-winter and increase summer rainfall.

Temperature

Temperature projections indicate a continuation of the patterns observed over the past decades of increasing monthly maximum temperatures.

[Reference: *Our changing climate Dalwallinu at a Glance* – GRDC, CSIRO, Aus Govt. Dept of Agriculture, Fishery & Forestry. WA Forestry Authority 2011.]

Climate Change Effects on People

Climate change affects some population groups more than others. Groups at greater risk include older people, children, people with chronic conditions and many health issues, outdoor workers, people living in rural and remote areas, those living in low-lying, flood or bushfire-prone areas, and socioeconomically disadvantaged groups.

Extreme Weather Events

Extreme weather events include heat waves, drought, bushfires, violent storms, heavy rainfall events and flooding.

With climate change, the intensity and/or frequency of these events will increase. The number of days with dangerous fire weather conditions has increased, and is projected to continue increasing

[Reference: BOM (Bureau of Meteorology) & CSIRO (Commonwealth Scientific and Industrial Research Organisation); 2018 State of the climate, 2018]

Without adaptation and mitigation, the health impacts of these events will increase.

[Reference Beggs PJ et al The 2019 report of the MJA-Lancet countdown on health and climate change: a turbulent year with mixed progress. Medical Journal of Australia 211(11): 490–491]

Bushfires

The frequency and intensity of bushfires is increasing in Australia, and it is important, therefore, to understand the effects of these events on human health and ways to mitigate these effects.

Numerous studies have described the impact of bushfires on human health.

Between 1967 and 2013, bushfires accounted for 433 deaths (173 alone during 'Black Friday in 2009) and more than 8,000 injuries.

[Reference: Geoscience Australia n.d. Bushfire. Canberra: Geoscience Australia]

Bushfires increase the risk of burns, physical trauma such as injury from car accidents, psychological trauma such as post-traumatic stress, depression, substance abuse and domestic violence.

[Reference: Australia's Health 2018 Chapter 4, p.172]

A follow-up study of psychological outcomes 5 years after the 2009 Black Saturday bushfires found that 22% of people who had been in communities highly affected by the fires were suffering probable post-traumatic stress disorder (PTSD), major depressive episode or severe distress, compared with 5.6% of people who had been in regions that were less affected by the fires. Levels of PTSD for those with any exposure to bushfires were markedly higher than for those measured in the general population

[Reference: Bryant RA et al. 2018. Longitudinal study of changing psychological outcomes following the Victorian Black Saturday bushfires. *Australian & New Zealand Journal of Psychiatry* 52(6):542–551]

Drought

Australia is drought-prone and many areas have a dry climate. Long periods of below-average rainfall adversely affect the natural environment, and have flow-on effects for human health

[Reference: AIHW 2011; Kalis MA et al, Public health and drought. *Public health and drought Journal of Environmental Health* 72(1):10–11]

From 2001–02 to 2007–08, people living in drought-affected areas in rural Australia had higher levels of distress than people living in urban areas. A 2012 study found an increased risk of suicide among males aged 30–49 living in rural areas of Australia during periods of drought between 1970 and 2007. They found that increasing drought was associated with a 15% increased relative risk of suicide among men aged 30–49.

[Reference: Hanigan IC, et al 2012. *Suicide and drought in New South Wales, Australia, 1970–2007*. *Proceedings of the National Academy of Sciences of the United States of America* 109(35):13950–5]

Ultraviolet Radiation

Ultraviolet radiation (UV) from the sun is essential for good health as it helps the body manufacture vitamin D. However, it is also known to cause a number of cancers, such as non-melanoma skin cancers (including basal and squamous cell carcinomas), melanoma (including melanoma in situ) and cancer of the eye. UV may be responsible for 20% of cataracts globally.

[Reference: *The known health effects of UV (the skin)*, Geneva: WHO.]

In 2015, UV exposure was responsible for 0.8% of the total burden of disease in Australia.

[Reference: *Health and the environment: a compilation of evidence*. Cat. no. PHE 136. Canberra: AIHW]

In 2017–18, an estimated 410,800 Australians had cataracts.

[Reference: ABS (Australian Bureau of Statistics) 2018. *National Health Survey: First results, 2017-18* ABS cat. no. 4364.0.55.001. Canberra: ABS]

In 2019, an estimated 15,200 new cases of melanoma and 23,700 new cases of melanoma in situ of the skin were diagnosed in Australia, while 1,700 deaths were attributed to melanoma. This compares to 8,700 cases of and 970 deaths due to melanoma in 2000.

[Reference: *Cancer in Australia 2019*. Cancer series no. 119. Cat. no. CAN 123. Canberra: AIHW]

Exposure to UV can be moderated by protective behaviours. However, only 47% of adults and 33% of adolescents typically employ 2 or more of these (hat, sunscreen, shade, clothing).

[Reference [Cancer Australia 2019. *Sunburn and sun protection*. Canberra: Cancer Australia].

Impact of Heat Waves

A heatwave is defined as three or more days of high maximum and minimum temperatures that are unusual for a location and are monitored by the Bureau of Meteorology. It is expected that extreme heat events, such as heatwaves, will occur more often and with greater intensity in the future.

[Reference: *About the heatwave service*. Melbourne: Bureau of Meteorology 2018]



Vector-borne Diseases

Disease vectors (such as mosquitoes) and disease micro-organisms (such as bacteria and viruses) are a natural part of the Australian environment.

Vector-borne diseases in Australia include Ross River virus, Barmah Forest virus, Murray Valley encephalitis, Kunjin and dengue. Cases of malaria in Australia currently occur only because of international travel.

Changes in climate are likely to extend the geographic spread and lengthen the transmission seasons of important vector-borne diseases and increase the likelihood of food- and water-borne disease.

Since 1950, there has been a 14% increase in the main dengue mosquito's capacity to transmit disease to humans. This is projected to increase into the future

[Reference: *The MJA-Lancet count down on health and climate change: Australian policy inaction threatens lives*. Medical Journal of Australia 209(11):474]



HEALTH RISK FACTORS FOR SHIRE OF KOORDA INHABITANTS

The material below has been provided by the Epidemiology Directorate of the Department of Health WA. [source: Health and Wellbeing Profile: Shire of Koorda. 2015 – 2024]

It is sourced from;

- The WA Health and Wellbeing Surveillance System - The HWSS is designed to provide information at a population level using computer-assisted telephone interviewing
- WA Hospital Morbidity Data Collection- The HMDC records all inpatient episodes of care from all public and private acute hospitals, public and private psychiatric hospitals and private day surgeries in WA.
- WA Cause of Death Unit Record File
- WA Notifiable Infectious Diseases Database

Aged Standardised Rates (ADR)

Age-standardised rates help compare health data fairly between places or groups that have different age mixes. Some towns have more older people, and some have more younger people. Because age affects health risks, their raw numbers can't be compared directly. ASRs fix this by adjusting the data, so every place is treated as if it had the same age structure. So, an ASR is an adjusted rate, not the real number – but it makes the comparisons more accurate.

[Reference: Key Priority Areas – Shire of Koorda. Epidemiology Unit. Department of Health]

Nutrition

Diet has an important effect on health and can influence the risk of diseases such as coronary heart disease, type 2 diabetes, stroke and some cancers. The Australian Dietary Guidelines outlines the recommended daily serves of fruit and vegetables for adults and children

[Reference: NHMRC, 2013]

Children

In 2024, 68.6% of residents aged 2–15-year-olds ate the recommended serves of fruit daily. This was lower than the WA average of 75.4%.

And 10.7% of residents 2–15-year-olds ate the recommended serves of vegetables daily, which was like the WA average of 10.9%.

Children aged 1-15 years ate fast food (4.8%) more than twice per week, lower than WA average of 6.2%.

Children aged 1-15 years drank sugar-sweetened soft drinks or energy drinks 10.4% more than twice per week, like the WA average of 8.5%.

Adults

In 2024, 34.8% of residents aged 16-years and older ate the recommended serves of fruit daily. This was similar than the WA average of 33.4%.

4.9% of residents aged 16 years and older ate the recommended serves of vegetables daily, which was like the WA average of 4.7%.

Adults 16 years and older ate fast food 5.9% more than twice per week, lower than WA average of 6.0%.

Adults 16 years and older drank sugar-sweetened soft drinks or energy drinks 16.7% more than twice per week, like the state average of 16.8%.

Physical Inactivity and Sedentary Behaviour

Physical activity reduces the risk of cardiovascular disease, some cancers and type 2 diabetes, and helps improve musculoskeletal health, maintain body weight and reduce symptoms of depression (WHO 2009).

Data for the prevalence of insufficient physical activity and sedentary behaviour was sourced from the HWSS.

Children

In 2024, 65.5% of Shire of Koorda residents aged 5–15 years did not complete the recommended amount of weekly physical activity, like WA average of 62.3%.

An estimated 31.6% of Shire of Koorda residents aged 0–15-year-olds spent more time than the recommended time in screen-based sedentary leisure activities in 2024, lower than the WA average of 43.9%.

Adults

In 2024, 40.9 of Shire of Koorda residents aged 18 years and above did not complete the recommended amount of weekly physical activity, like WA average of 39.1%.

An estimated 37.7% of Shire of Koorda residents aged 18 years and above spent more time than the recommended time in screen-based sedentary leisure activities in 2024, like the WA average of 37.4%.

Overweight and Obesity

Overweight and obesity in adults are associated with cardiovascular disease, type 2 diabetes, some cancers, musculoskeletal disorders (osteoarthritis), dementia and a range of other conditions.

[Reference: AIHW 2017]

Children

In 2024, an estimated 15.9% of Shire of Koorda residents aged 5-15 years were overweight, which was slightly higher than the WA average of 15%.

An estimated 11.9% of Shire of Koorda residents aged 5-15 years were obese in 2024, slightly higher than the WA average of 10.2%.

Adults

In 2024, an estimated 39.1% of Shire of Koorda residents aged 16 years and above were overweight, which was slightly higher than the WA average of 37.4%.

An estimated 45.4% of Shire of Koorda residents aged 16 years and above were obese in 2024, like the WA average of 45.2%.

Recommendation to Reduce Obesity and Overweight Persons

DOH recommends key actions to reduce persons who are obese and/or overweight shall join community activity groups, take workplace active breaks, participate in healthier club/ event food and encourage good nutrition skills programs.



Smoking Related Harm

Tobacco use, including past and current use and exposure to second-hand smoke, increases the risk of several health conditions, including cancer, respiratory diseases and cardiovascular disease (AIHW, 2018).

In 2024, an estimated 17.2% of the Shire of Koorda residents aged 18 years and above currently smoked, higher than the WA average of 13.5%.

Male residents (19.5%) who were current smokers, higher than state average of (16.6%) compared to female residents 13.7%, higher than WA average of 10.7%.

In 2024, an estimated 5.7% of Shire of Koorda residents aged 18 years and above currently vaped, lower than the WA average of 7.9%.

Male residents (6.7%) who were current vapers, lower than state average of (8.4%) compared to female residents 4.4%, lower than WA average of 7.4%.

Recommendation to Reduce Tobacco Consumption

DOH recommends key actions to reduce persons who smoke or vape shall be to encourage Quit support through GPs and Pharmacies, AUDIT screening, Club alcohol policy upgrades, safe transport options and Smoke Free Me / Vape Free Me programs.

Tobacco Attributable Hospitalisations

In 2024, data obtained for hospitalisations of tobacco attributable diseases, was 451.4 per 100,000 persons, which was higher than the WA average of 366.8 per 100,000 persons.

Male residents were 518.2 per 100,000 residents, higher than WA average of 399.1 per 100,000 persons. Female residents were 361.9 per 100,000 like 339.1 per 100,000.

Tobacco Attributable Deaths

In 2021, data obtained for hospitalisations of tobacco attributable deaths was 64.5 per 100,000 persons, which was higher than the WA average of 48.7 per 100,000 persons.

Male residents were 74.3 per 100,000 residents, higher than WA average of 61.4 per 100,000 persons. Female residents were 48.6 per 100,000 higher than 37.7 per 100,000.

Alcohol Related Harm

Alcohol Use Prevalence

Alcohol use increases the risk of some health conditions, including coronary heart disease, stroke, high blood pressure, and liver and pancreatic disease. It also increases the risk of violence and anti-social behaviour, accidents and mental illness (AIHW, 2017).

In 2023, an estimated 13.9% of Shire of Koorda residents, aged 16 years and above drank alcohol at levels considered to be high risk for short term harm (i.e., no more than 4 standard drinks on a single occasion). The WA average was 11.9%.

Male residents were 19% drank at high risk levels, like WA average of 17.5%. Female consumption was 6.9% like the WA average of 6.8%.

In 2023, an estimated 32.2% of Shire of Koorda residents, aged 16 years and above drank alcohol at levels considered to be high risk for long term harm (i.e. no more than 2 standard drinks on any one day). The WA average was 29.1%.

Male residents were 37.3% drank at high risk levels, like the WA average of 38.7%. Female consumption was 24.9% which was higher than WA average of 20.4%.

Alcohol Attributable Hospitalisations

In 2024, the ASR of alcohol-attributable hospitalisations among Shire of Koorda residents of all ages was 750.3 per 100,000 persons higher than WA average of 665.4 per 100,000 persons.

Male residents were 904.7 per 100,000 persons higher than state average of 816.5 per 100,000 persons. Female consumption was 522.2 per 100,000 which was like the WA average of 517.4 per 100,000.

Alcohol Attributable Deaths

In 2021, the ASR of alcohol-attributable deaths among Shire of Koorda residents of all ages was 41 per 100,000 persons higher than WA average of 26 per 100,000 persons.

Male residents were 57.2 per 100,000 persons higher than WA average of 26 per 100,000 persons. Female deaths were 19.4 per 100,000 which was like the WA average of 14.5 per 100,000.

Illicit Drug-related Harm

In 2024, the ASR of illicit drug-attributable hospitalisations among Shire of Koorda residents of all ages was 184.2 per 100,000 persons was like WA average of 181.8 per 100,000 persons.

Male residents were 176.9 per 100,000 persons of all ages was like the WA average of 175.8 per 100,000 persons. Female hospitalisations were 195.2 per 100,000 which was like the WA average of 188.4 per 100,000.

Illicit Drug-attributable Deaths

In 2021, the ASR of illicit drug-attributable deaths among Shire of Koorda residents of all ages was 9 per 100,000 persons was like state average of 9.4 per 100,000 persons.

Male residents were 11.3 per 100,000 persons of all ages was higher than WA average of 12.2 per 100,000 persons. Female hospitalisations were 6.4 per 100,000 which was like the WA average of 6.6 per 100,000.



Mental Health

Mental Health Conditions Prevalence

People with a mental health condition are at an increased risk of experiencing other disorders including physical disorders and diabetes (AIHW, 12017).

For mental health conditions in the Shire of Koorda population in 2024.

	Koorda	WA State Ave
Persons aged 16 & above diagnosed with a mental health condition	19.3%	25%
Stress related condition	9.5%	16.3%
For anxiety	12%	16.3%
For depression	11.3%	13.7%

Table 15: Mental health conditions

Psychological Distress Prevalent

In 2024, an estimated 19.8% of Shire of Koorda residents aged 16 years and above had high or very high psychological distress, like state average of 21.7%. By gender, males in Koorda were 17.8% (WA Ave. 18.3%) and females were 22.8% (WA Ave. 24.9%).

Injury-related Harm

Injury Prevalence

Children

In 2024, 26.8% of Shire of Koorda residents 0 - 15 reported that they had been injured in the past 12 months requiring treatment from a health professional. This was lower than the WA average of 29.6%. Male residents of this age group were 31.9 (WA Ave. 31.2%) and female were 23.5% like WA Ave. of 25.5%.

Adults

In 2024, 27.3% of Shire of Koorda residents aged 16 years and above reported that they had been injured in the past 12 months requiring treatment from a health professional. This was like than the WA average of 26%. Male residents of this age group were 31.9 (WA Ave. 31.2%) and female were 23.5% like WA Ave. of 25.5%.

Recommendation to Improve Fall Prevention & Healthy Aging

DOH recommends key actions to reduce persons experiencing accidental falls and to improve mobility while healthy aging. They are persons undertaking strength and balance programs (Injury Matters), conducting healthy home checks, medication / vision reviews and improve lighting and footpaths.

Injury Related Hospitalisations

In 2024, the ASR of injury-related hospitalisations among Shire of Koorda residents of all ages due to accidental falls was 1,177.8 per 100,000 persons was higher than the WA ASR of 1,031 per 100,000 persons.

Male residents were 1,114.7 per 100,000 persons of all ages was higher than WA average of 992.9 per 100,000 persons. Female hospitalisations were 1,285.3 per 100,000 which was higher than the WA average of 1,061.2 per 100,000.

Type of Injury	Koorda - ASR per 100,000 persons	WA - ASR per 100,000 persons
Accidental falls	1,177.8	1,031
Assault & neglect	46.5	106.4
Transport accidents	571.7	236.9
Intentional self-harm	70.3	106.6
Accidental poisoning	65.2	52.3
Accidental drowning, submersion or threats to breathing	30.7	21.8

Table 16: Reported Injuries

Recommendations by DOH to Reduce Transport Related Injuries

DOH recommends key actions to reduce transport-related injuries to persons, include road safety and fatigue campaigns (SOCKS Week) and quad bike and PPE safety.

Injury-related Deaths

In 2021, the ASR of injury-related deaths among Shire of Koorda residents of all ages due to accidental falls was 12.3 per 100,000 persons was lower than the WA ASR of 15.3 per 100,000 persons.

Male residents were 13.2 per 100,000 persons of all ages was lower than WA average of 16.1 per 100,000 persons. Female hospitalisations were 11.1 per 100,000 which was lower than the WA average of 14.5 per 100,000.

Koorda's self-harm death rate is above the WA average. Both men (29.6 / 20 WA Ave.) & women (10.3 / 7.1 WA Ave.) have issues in this regard.

Type of Injury	Koorda - ASR per 100,000 persons	WA - ASR per 100,000 persons
Accidental falls	12.3	15.3
Assault & neglect	1.4	0.8
Transport accidents	26.6	7.2
Intentional self-harm	21.1	13.5
Accidental poisoning	7	7.6
Accidental drowning, submersion or threats to breathing	1.4	1.5

Table 17: Injury-related deaths

Recommendations to Reduce Self-harm Incidents

DOH recommends key actions to reduce self-harm incidents include Mental Health First Aid, Peer Support, Afterhours telehealth navigation, stigma reduction and Holyoake support and education.

Notifiable Infectious Diseases

Data for infectious disease notifications was sourced from WANIDD. (Western Australian Notifiable Infectious Diseases Database).

Type of Illness	Koorda - ASR per 100,000 persons	WA - ASR per 100,000 persons
Blood-borne diseases	37.4	44.1
Enteric diseases	196.2	218.9
Sexually transmitted diseases	220.6	600.6
Vaccine preventable diseases	287.8	714.1
Vector-borne diseases	27.5	21.1

Table 18: Notifiable Infectious diseases

Cancer Prevention (Lung, Prostate, Melanoma)

Persons living in the Shire of Koorda were recorded to have higher rates of lung cancer, prostate cancer and melanoma than the WA Average. Predominantly men than women, ex-smokers, and persons working in the outdoor including farmers were well represented.

Recommendations to Reduce the Incidence of Some Types of Cancer

The following activities were recommended by the DOH to reduce the incidence of cancers in the Shire of Koorda include Symptom awareness, QUIT support, Skin checks & UV protection, GP referral pathways, SunSmart education, Smoke Free Me program implementation.

Endocrine and Nutritional Conditions of Men

Male hospitalisations for endocrine and nutritional disorders for men are significantly higher than WA Average. Overweight and obese men are often included including those with chronic disease.

Recommendations to Encourage Men Not to Become Men Who are Obese with Chronic Conditions

Men are encouraged to seek assistance from AUSDRISK (Diabetes Type 2) screening, dietician clinics and medication adherence support.



SOCIO-ECONOMIC INDEXES FOR AREAS (SEIFA)

Socio-Economic Disadvantage

Socio-Economic Indexes for Areas (SEIFA) is an ABS product that ranks areas in Australia according to relative socio-economic advantage and disadvantage. The indexes are based on information from the five-yearly *Census of Population and Housing*.

The *Index of Relative Socio-Economic Advantage and Disadvantage (IRSAD)* summarise information about the economic and social conditions of people and households within an area, including both relative advantage and disadvantage measures.

- A low score indicates relatively greater disadvantage and lack of advantage in general.
- A high score indicates a relative lack of disadvantage and a greater advantage in general.

In the 2021 Census, Dowerin's score was 980, Mt Marshall's score was 980, Trayning 909, and Wyalkatchem 899.

The SEIFA Index (2021) for the Shire of Koorda is 946.

The lower SEIFA scores tend to be in areas with higher ratios of Aboriginality, indicating that Aboriginal people are more likely to be at higher disadvantage compared with non-Aboriginal people.



CHILDREN'S HEALTH CENSUS

The *Australian Early Development Census (AEDC)* is a census of children that measures how children are developing as they enter school. Information from the AEDC helps communities to know how their children are faring.

There were no children assessed within the Shire of Koorda.

Australian Early Development Census (AEDC)

In 2009, Australia became the first country in the world to collect national data on the developmental health and wellbeing of all children starting school. The success of the 2009 data collection laid the foundation for the Australian Government's commitment to ongoing Australian Early Development Census (AEDC) data collections every three years, with the most recent in 2021.

The AEDC measures the development of children in Australia in their first year of full-time school. AEDC data is collected using an adapted version of the Early Development Instrument, which was developed in Canada.

The Australian version of the Early Development Instrument consists of approximately 100 questions across five key domains, which are closely linked to child health, education and social outcomes.

The AEDC uses early development tests to measure how young children have developed as they start their first year of full-time school. A teacher completes a checklist for each child across the five areas of early childhood development:

- physical health and wellbeing,
- social competence,
- emotional maturity,
- language and cognitive skills (school-based),
- communication skills and general knowledge.

The scores of all Australian children are ranked and:

- children ranked in the bottom 10% are classed as 'Developmentally Vulnerable',
- children ranked between 10% & 75% are deemed 'At Risk',
- children ranked in top 75% are classed 'On Track'.

Across Australia, in 2021, 22% of children were classed as developmentally vulnerable in one or more domains.

METHODOLOGY

This involved sourcing data from the following sources:

1. WA Epidemiological Branch data Shire of Koorda *Health and Wellbeing Profile 2015 – 2024*.
2. *Health and Wellbeing Surveillance System (HWSS)* and to Social Health Atlas of Australia compare health behaviours and risk factors between Koorda LGA and WA (State).
3. Australian Bureau of Statistics – *2021 Koorda Census All persons QuickStats*
4. Australian Education Development Census (AEDC)
5. *State Public Health Plan 2025 – 2030* of Western Australia
6. *Our Changing Climate Dalwallinu at a Glance*. – GRDC, CSIRO, Aus Gov – Dep of Agriculture, Fisheries and Forestry (2011).
7. *Injury Matters Prevention to Recovery – Local Government Guide to Promoting Safety and Preventing Injury*. (2025).



Koorda Town Action Plan

NEWROC

In collaboration with the Shire of Koorda



North Eastern Wheatbelt
Regional Organisation of Councils

Version Control

Version 6.1	Text and map edit	09.03.2026
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1.0 INTRODUCTION

Housing choice is crucial to the development of diverse, vibrant and sustainable communities and regional centres. It allows a wide range of people to contribute to the economic and social development of their communities by providing a workforce for industry and delivering essential, community and support services.

Since COVID-19 hit in 2019, many of the State's regional communities have experienced a significant reduction in the availability of housing. Reduced flow of capital, tradespeople and materials has manifested in record low vacancy rates, limited new supply and reduced housing choice. The situation has undoubtedly been exacerbated by longer term market failures that have led to historically low levels of housing investment in regional WA.

Strong building and property sector capacity is fundamental to enabling key sector growth. The development of diverse, vibrant and sustainable communities requires housing choice, including a mix of product types, price-points, density and tenure options. In this sense, housing represents critical economic infrastructure and is essential towards catering for growth, workforce capacity and liveability.

Unfortunately, the housing infrastructure of regional WA from a supply, choice and land development capacity perspective, is failing. Property market and regional planning data shows a clear disconnect between:

- Subdivision approval for residential land and actual supply of serviced, titled, lots available to the market for development; and
- Rates of dwelling construction relative to current and future demand.

Responding to the Market-Failure Challenge

Many regions are conducting studies to understand their housing issues. When viewed from a whole-of-WA regional perspective, the challenges and potential interventions required in each region are quite similar. High construction costs, extended timeframes for new builds and record low rental vacancy rates are restricting WA's regional population growth and restraining economic diversification and expansion. 'Market failure' represents a situation in which, for a diverse range of reasons, the private sector is unable to meet the needs

and requirements of a community. Issues of market depth/liquidity, capital intensity and feasibility are common factors in situations where markets fail.

Regional communities are more susceptible to issues of market failure, due to their comparative remoteness, small size/lack of demand, critical mass and labour force constraints. This is particularly the case for housing, where the cost of construction often exceeds median market prices.

A failure to address regional housing capacity will render a lasting opportunity cost for the Wheatbelt and WA.

1.1 PROJECT SCOPE

Re-positioning WA's regions to address market-failure and increase housing choice will be vital towards building long-term capacity to cater for population and workforce needs. This project proposal represents a coordinated sub-regional initiative that aims to respond to regional market failure, increase housing supply and deliver enhanced regional workforce capability.

Progressing region-specific housing solutions to-date has been limited by a lack of data, the absence of feasibility tested development models, and the need for economic modelling of cost-benefits. This scope therefore aims to build the evidence base needed to inform next-step actions to the delivery of investment-ready projects.

Townsite Assessments – Readiness to Respond to Demand

A key component of this work will involve a review of townsite lots zoned to allow for residential development with a specific focus on current servicing status and how they may be constrained for development with reference to tenure, planning constraints and access to services.

At a high level, this assessment will aim to capture those factors that can serve to impede and/or enhance development options. This work will not involve an audit of individual lots to the extent that this information could serve as due diligence to inform investment decision making. The townsite assessments will, however, provide a snapshot of 'readiness' in terms of how towns are broadly positioned to respond to housing demand.

Market Testing and Feasibility Assessments of Housing Options

A consultant specializing in development feasibility will be engaged to provide costings for development options on five sites as part of a 'feasibility template' that (with appropriate contingencies) will be transferable to other towns within the NEWROC sub-region. The feasibility tested options will assist to inform decision making around project and funding proposals.

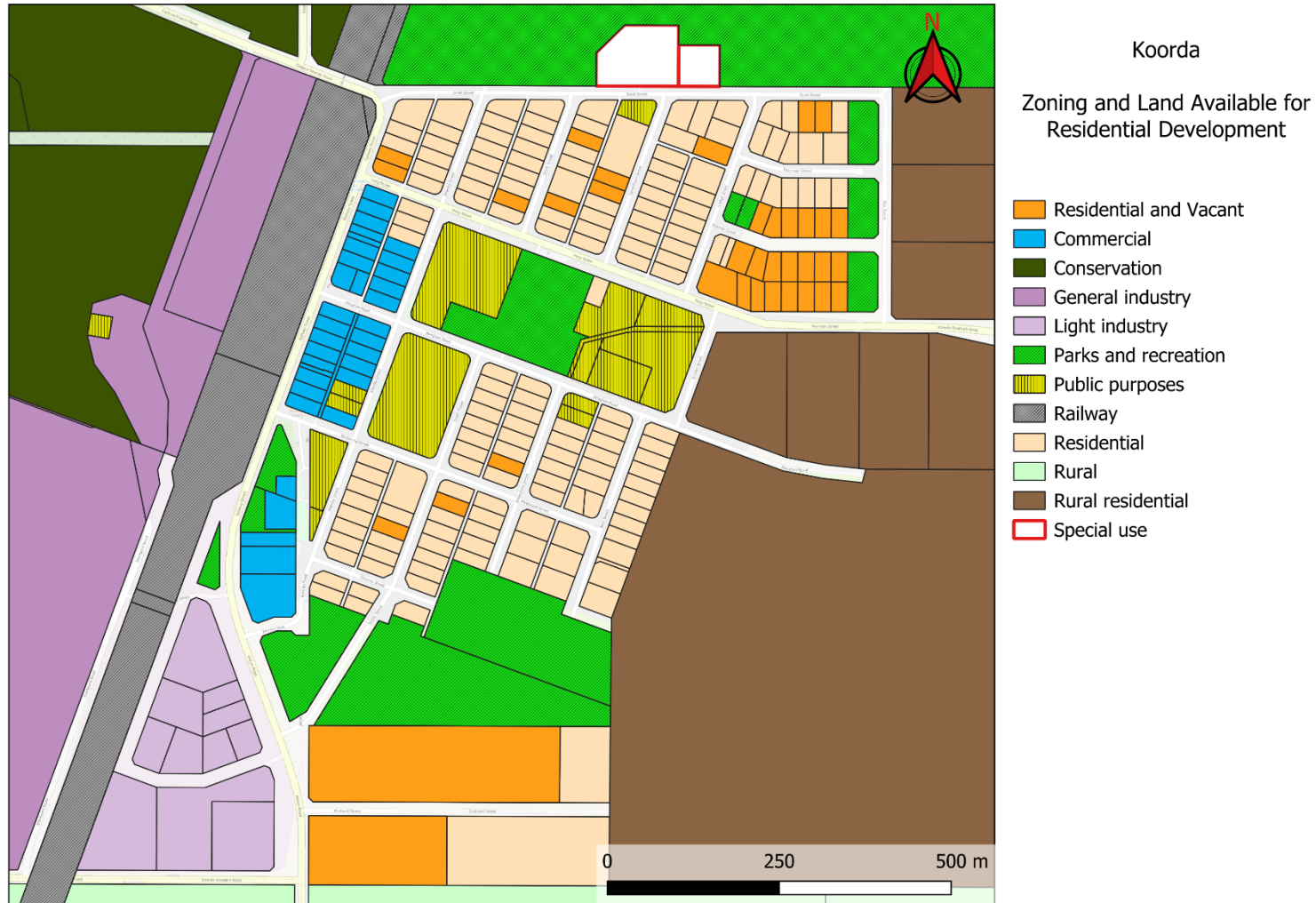
Preparation of 'Town Action Plans'

In response to market failure, NEWROC has supported its member Councils in the preparation of Town Action Plans that guide the enablement of market-led solutions to land development and housing construction. The development of these plans has been aided by technical support from consultant Region Plan and stakeholder coordination from the Wheatbelt Development Commission. This work seeks to reduce investment barriers by identifying the development options and intervention actions needed to increase supply of a broader range of housing types that meet workforce accommodation needs. The tables provided in this report are intended to serve as the basis for what will essentially be a 'living document' that will assist Shires in progressing the next-step actions needed from a planning and servicing perspective. Potential economic development, governance, and advocacy initiatives will also be considered.

The maps within this Town Action Plan were compiled from a range of source material for the express purpose of identifying lots with potential for residential development in the short, medium and long-term, and to inform proposed local government actions to facilitate development. These maps should not be used for feasibility assessment or due diligence for investment decisions. The service maps do not indicate connections to individual lots, and in all cases the respective utility organisation should be contacted to determine information such as system capacity and connection costs as part of any investment decision.

2.0 RESIDENTIAL DEVELOPMENT CAPACITY ASSESSMENT

2.1 Townsite Planning Context and Vacant Lots with Residential Potential



The Shire of Koorda is located approximately 240km northeast of Perth, covers an area of 2,836km² and had an estimated population of 373 in 2024. As a NEWROC member, the Shire of Koorda was a part of the workforce housing investigation undertaken by consultants JE Planning, Econisis and Chadwick Consulting.

The investigation concluded that the estimated housing demand within the Shire is 4-7 times greater than the current rate of supply. Between 2019-2024, 3 dwellings were constructed within the Shire, or 0.5 dwellings per year on average. To meet the estimated housing demand, 5-8 dwellings will need to be constructed each year for the next 7 years. A comprehensive approach will be needed to unlock new land supply, facilitate investment and allow for the construction of a greater range of housing typologies.

The townsite of Koorda currently has 36 lots which are vacant and zoned as residential. This includes lots that are private freehold, local government owned and state crown land. The table below categorises the vacant lots by area. It should be noted the 2 lots sized >1ha would require further planning to facilitate subdivision and investment would be required to develop these lots.

Lot size	Quantity
<1000sqm	6
1000-1999sqm	27
2000-9999sqm	1
>1Hectare	2

Table 1: Residential Lots by Area

An assessment of the servicing status of vacant land within the townsite zoned as ‘Residential’ has shown that 9 lots (25% of vacant residential land) are partially serviced, meaning that such lots are lacking at least one adjacent water, sewer, or power connection opportunity. 14 lots (39%) are fully serviced, and 13 (36%) lots are not serviced¹. The townsite has 34 vacant lots with freehold or crown reserve certificates of title (this does not include vacant crown land lots). All these titled lots are designated as R30 and could in theory yield a total of 226 dwellings, subject to servicing capacity and cost. The unoccupied area of Lot 200, designated as R30, could in theory yield 5 additional dwellings.

With 14 fully serviced lots there is an opportunity to respond to demand for residential land in the near term. Several local government held lots present as possibilities for housing development, subject to further investigation and feasibility testing of options. 17% of vacant residential land holdings are currently local government assets, and 61% of vacant residential land is State Crown Land. 6 of the 14 lots that are fully serviced are shire-owned indicating potential for future grouped or multiple dwellings.

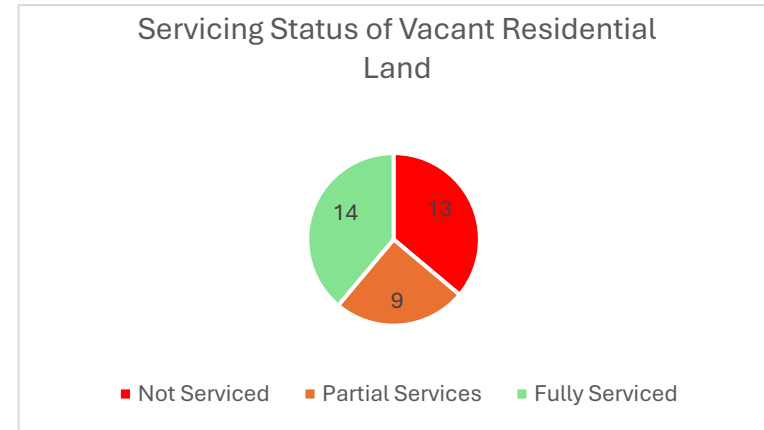
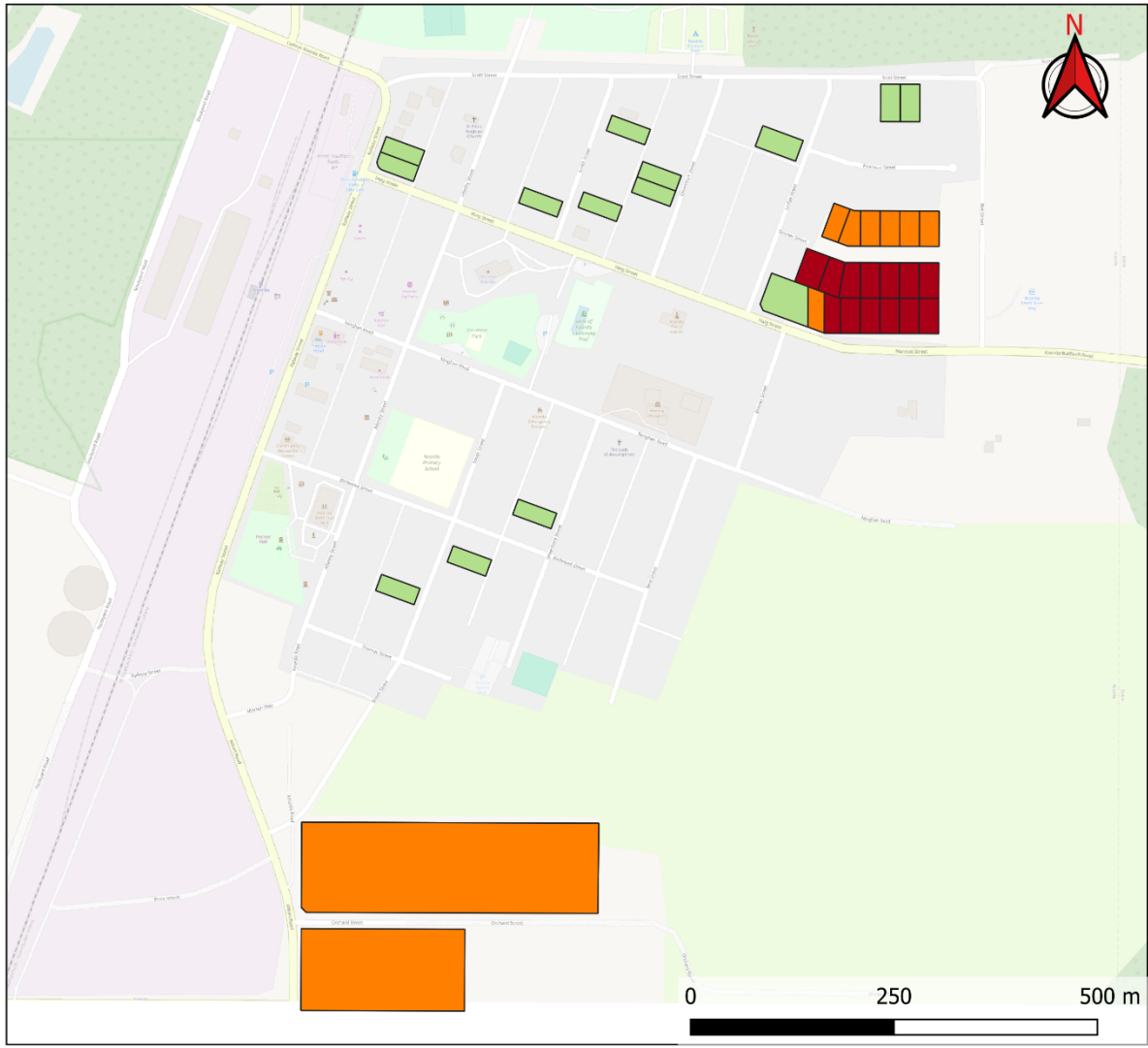


Figure 1: Servicing Status of Vacant Residential Land

1. A fully serviced lot has water, power and sewage services running adjacent to the lot. A partially serviced lot has at least one of the utilities adjacent to the lot. Not serviced means that all utilities will require extension to reach the lot. In nearly all cases costs associated with connections to the individual lot and distribution of utilities within the lot will be required.

2.2 Townsite Map Showing Servicing Status of Vacant Residential Lots¹

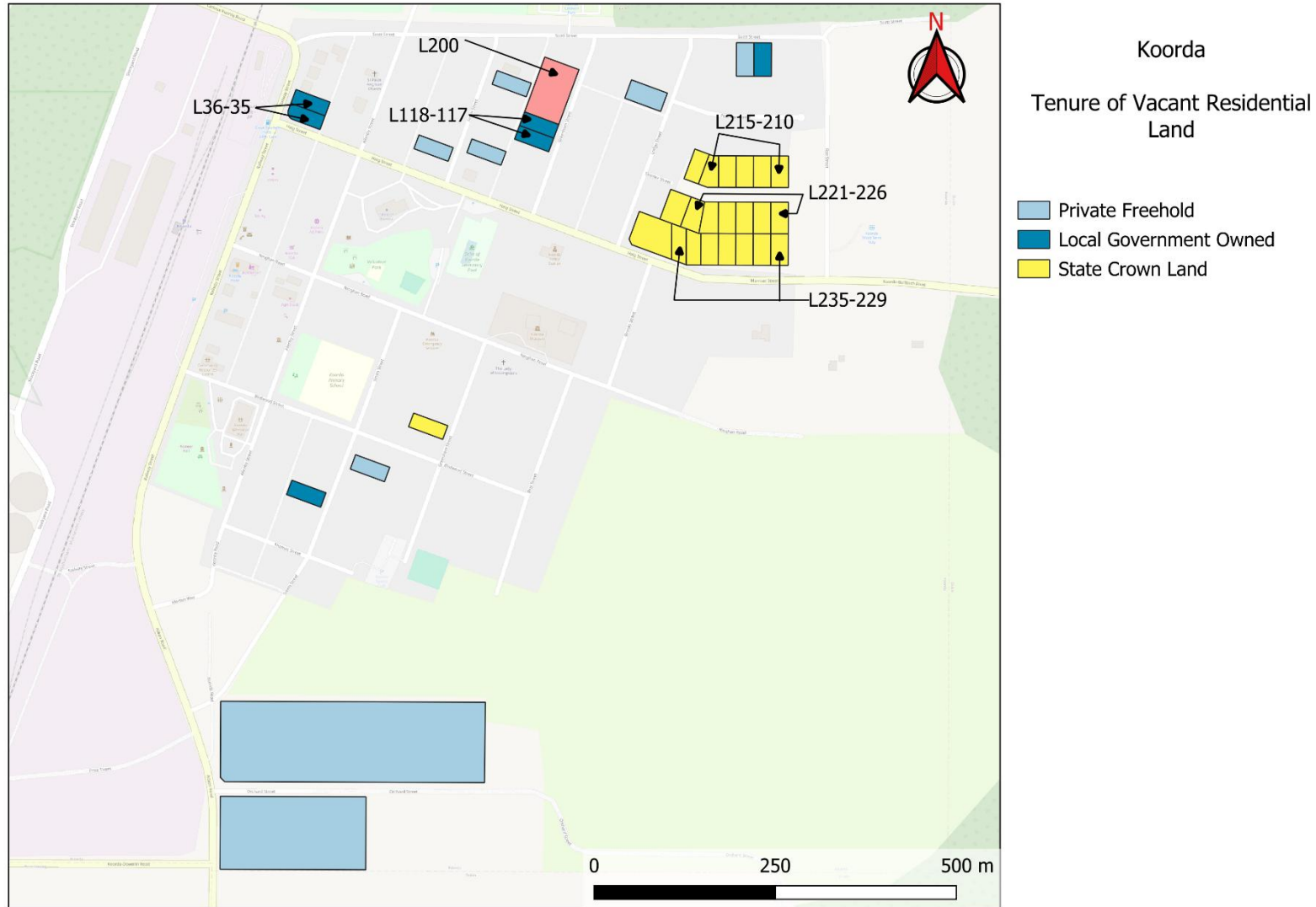


Koorda
Land Available for Residential
Development

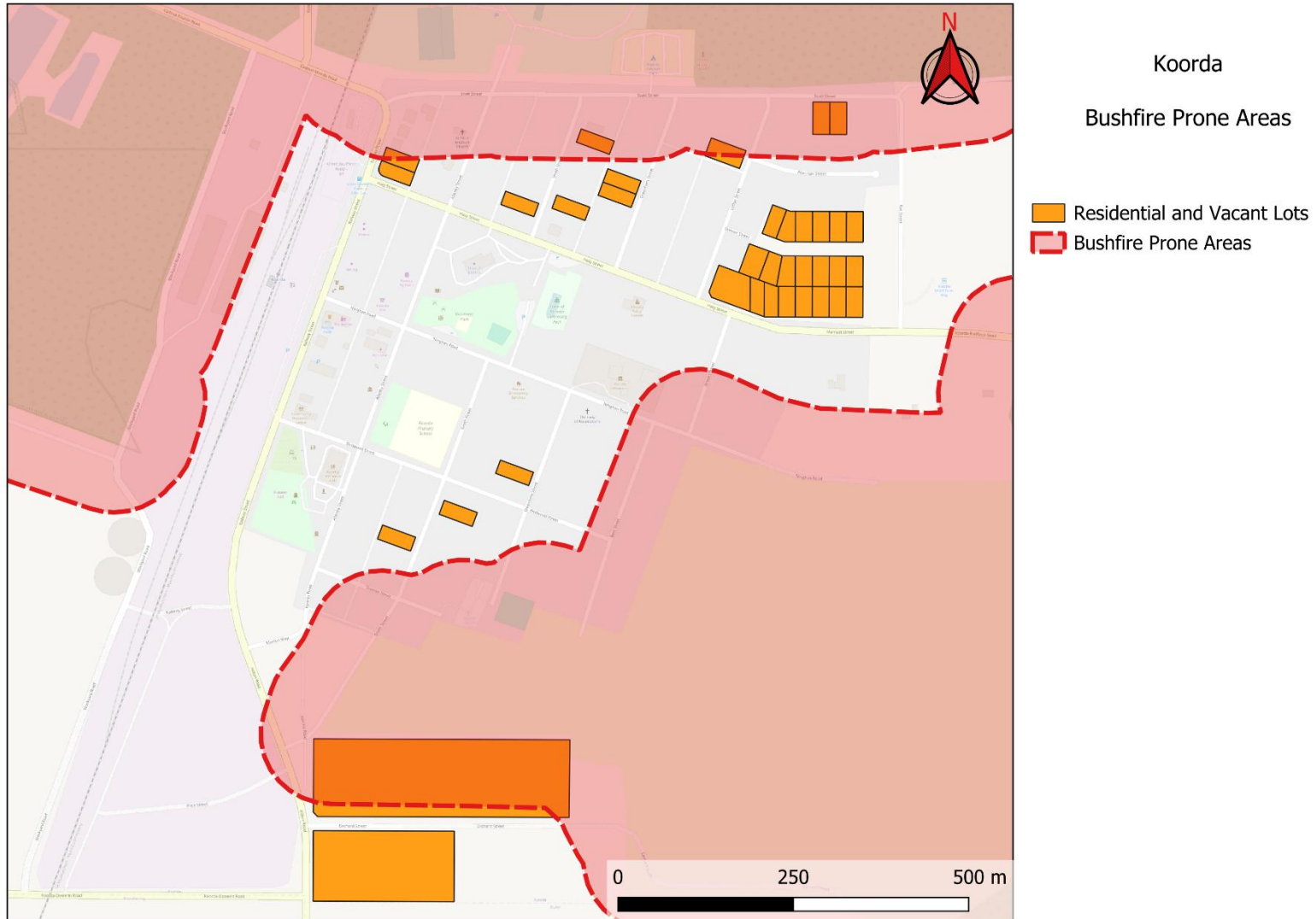
- Fully Served
- Partially Served
- Not Served

3.0 TOWNSITE CONSTRAINTS AND SERVICING CONTEXT

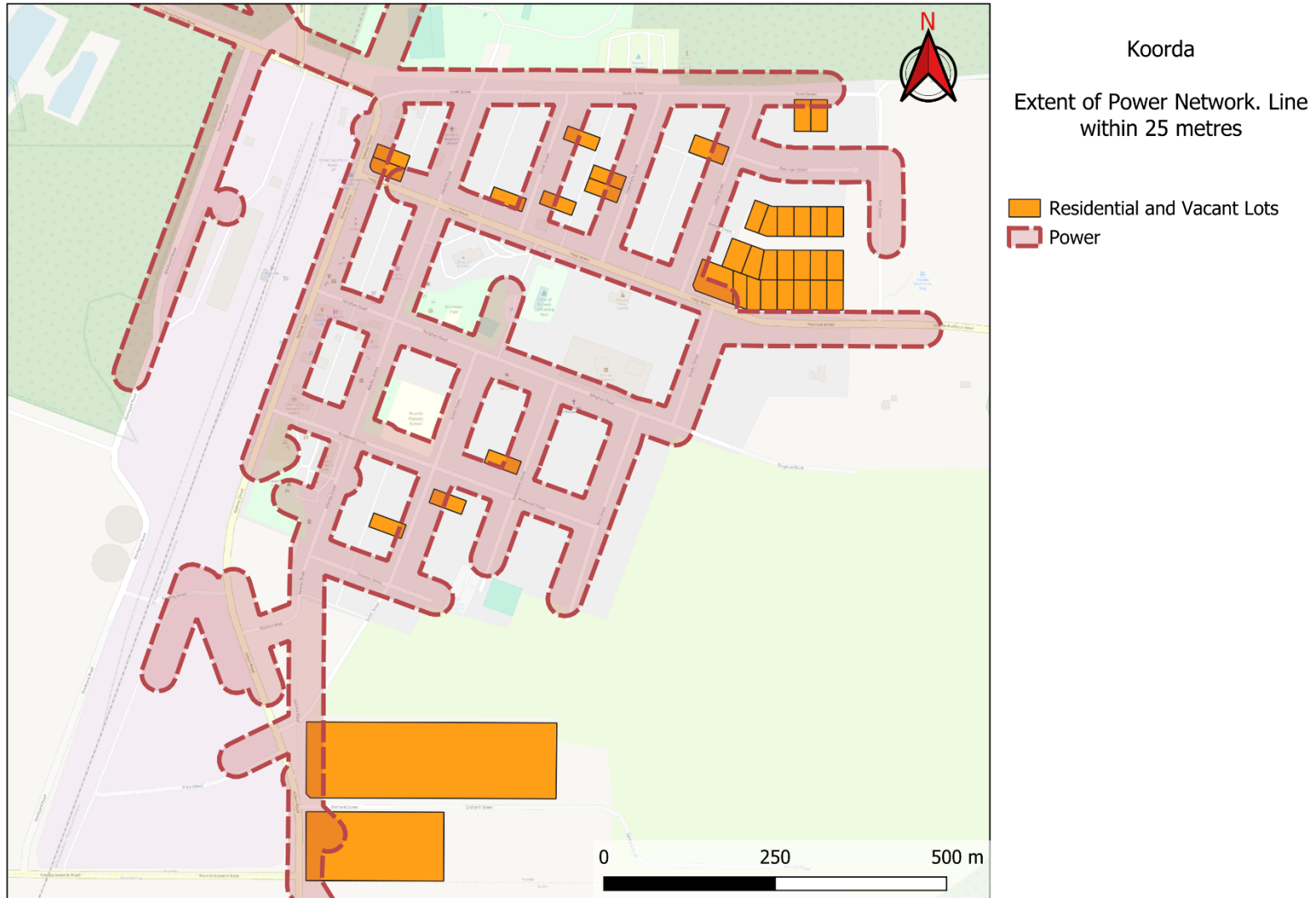
3.1 Townsite Map Showing Tenure



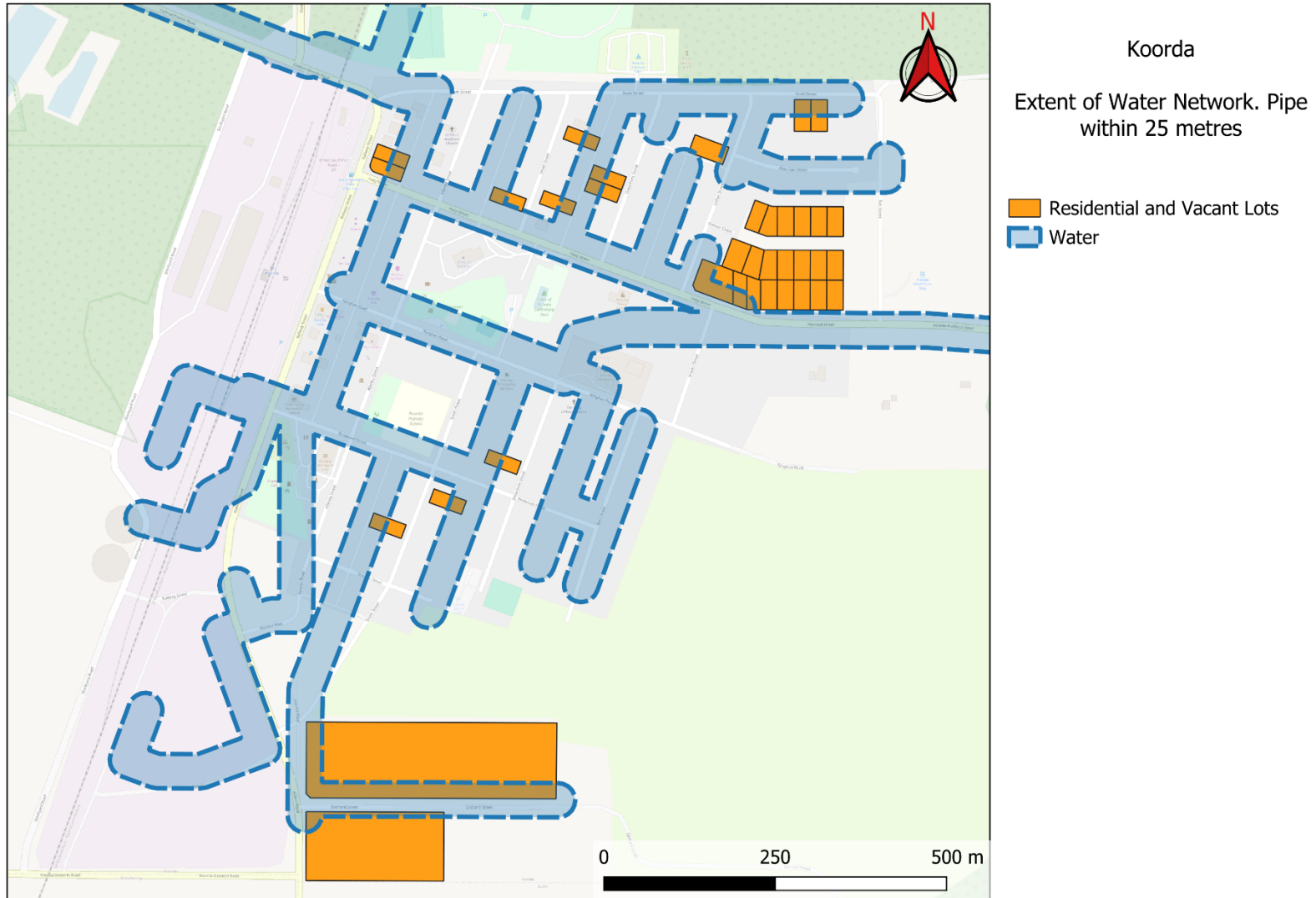
3.2 Townsite Map Showing Designated Bushfire Hazard Context



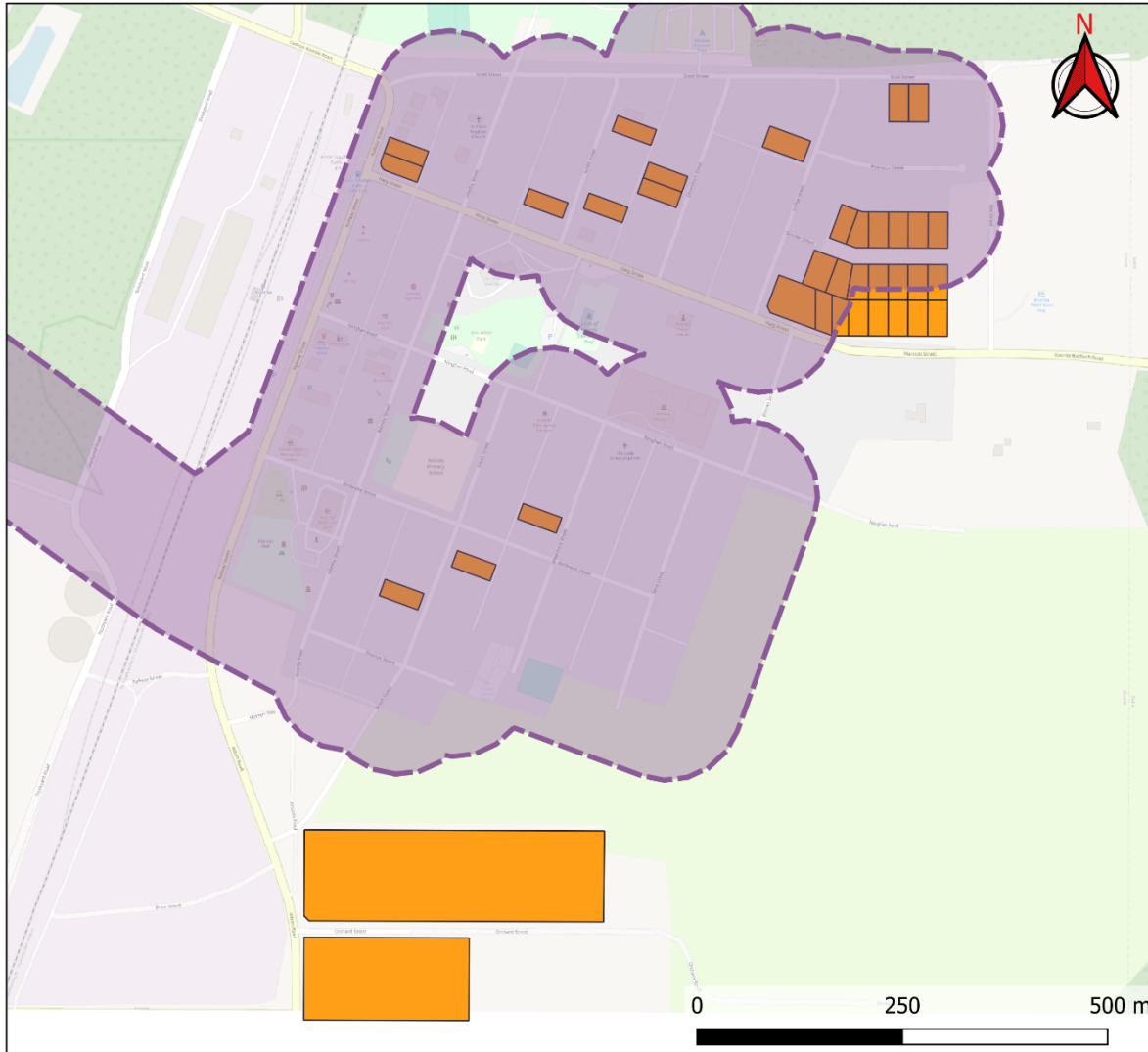
3.3 Townsite Map Showing Extent of Power Services



3.4 Townsite Map Showing Extent of Water Services



3.5 Townsite Map Showing Extent of Sewer Services



Koorda

Extent of Sewer Network. Pipe within 91 metres.

- Residential and Vacant Lots
- Sewer Network

4.0 TOWN ACTION PLAN – RESIDENTIAL LAND AND HOUSING

Short Term – Commence immediately, Medium Term – Commence within 12 months for completion within 2 years, Long Term – Commence within 12 months with actions either ongoing or there is doubt about completion dates.

Item 4.1	Planning	Action	Timeframe	Comment
4.1.1	Planning	Amend Part 3 of the Shire of Koorda Local Planning Scheme No. 3 'Zones and Use of Land' to include in the objectives of the 'Residential Zone': <i>To encourage infill development where possible to increase the supply of a greater range of housing typologies and housing choice</i>	Medium Term	As per JE Planning's NEWROC Workforce Housing Investigation, 59% of workforce housing demand is 2 bed 1 bath dwellings and 34% of demand is for 3 bed 1 bath dwellings. With 46% of households being lone households there is evidence of an inadequate supply of smaller housing options for older age groups, youth, seasonal workers, and drive-in/drive-out workers. A more concerted effort across planning and infrastructure provision is required to meet the demand for alternate housing typologies and increase the range of housing choice for workforce accommodation.
4.1.2	Planning	Prepare a 'Workforce Accommodation' local planning policy.	Medium Term	The survey results from the employing businesses that responded to JE Planning's WEROC Workforce Housing Investigation indicate a requirement for 1.6 additional employees for each business. This equates to 44 additional workers that could potentially be employed if they could be attracted. Quality housing is a fundamental requirement for staff attraction to the Wheatbelt. The preparation of a local planning policy would provide direction and guidance to address this need and allow for shire and community preferences to be formalised regarding workforce accommodation specifics such as scale and design of accommodation and guides for lighting, vehicle movements and required facilities.

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4.1.3	Planning	Liaise and collaborate with Water Corporation and Western Power to ensure capacity for future development sites.	Short Term	<p>Liaise with Water Corporation and Western Power to ensure capacity for both the water and power networks to cater for future development.</p> <p>Assess the cost to extend services within Lot 200 in the short term. Connect services to Lots 117 and 118 for medium density residential development in conjunction with the development of Lot 200.</p>
4.1.4	Planning	Engage with Development WA to seek support for land servicing.	Medium Term	Drawing on the collective resources of this TAP, and the NEWROC Business Case, liaise with DevelopmentWA on options for support in developing Lot 200 and Lots 118 and 117.
4.1.5	Planning	Council to consider undertaking a staged residential land development strategy and necessary planning to facilitate implementation.	Medium term	<p>Crown Lots 210-215, 221-226, 229-235 present longer-term opportunities for development and the Shire will develop a staged development strategy that priority lists planning actions required.</p> <p>Collaboration with DPLH to determine processes for access to these crown lots for medium density residential development will inform the staged strategy plan.</p>
4.1.6	Planning	Investigate potential planning actions required from the bushfire prone area surrounding the Koorda townsite.	Medium Term	17% of the vacant residential land within the Koorda townsite is located within bushfire prone areas (see map 3.2). Mitigating the bushfire risk may enable development by reducing costs and shortening timeframes.
4.2	Economic Development	Action	Timeframe	Comment
4.2.1	Economic Development	Work with partner local governments sub-regionally to undertake 5-yearly audits of residential, industrial and commercial activity to track demand and supply and identify opportunities to respond at a local and regional level.	Medium Term	It is important to keep the information on housing needs, opportunities and issues up to date to facilitate attraction of public and private investment.

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				<p>Investigate sales and building permit data to understand what product type is preferred in order to inform future planning actions.</p> <p>Additionally, there is an opportunity to explore the use and sharing of strategic planning resources at a sub-regional level. This may include the sharing of GIS and other mapping software.</p>
4.2.2	Economic Development	Use levers available to local government to incentivise investment in development of priority sites for housing and short stay accommodation.	Long Term	This could include, but not be limited to, levers such as offering land for free or a reduced rate, assisting with site development, differential rating and partnering with private investors.
4.2.3	Economic Development	Collaborate with relevant sub-regional local governments and businesses to improve local and regional property management capacity.	Long Term	There is an opportunity to investigate the merit and potential models to assist with property development and management over multiple local governments. Explore developing a regional model (such as CEACA or a NEWROC based entity) to facilitate and manage sub-regional projects, including housing.
4.2.4	Economic Development	Prepare an <i>Investment Prospectus</i> to provide awareness of investment opportunities seizing on local and regional drivers of growth and demand.	Medium Term	Such a document can serve to highlight priorities to inform public and private decision making around investment in land development and housing. There may be merit in considering a multiple Shire approach to this investment attraction.
4.2.5	Economic Development	Work sub-regionally to improve data capture processes and shared access to data relating to housing and land supply, property market activity, economic indicators and key sector trends.	Medium Term	There is a need to coordinate more effectively in accessing and sharing of data across local government, including data sourced from State and Federal government, and private data sources.
4.2.6	Economic Development	Foster partnerships between government, private sector and community group stakeholders to progress housing solutions that make use of local government land assets.	Medium Term	It will be important in the long term to coordinate sub regional activity across the public, private and community sectors to achieve economies of scale in development.

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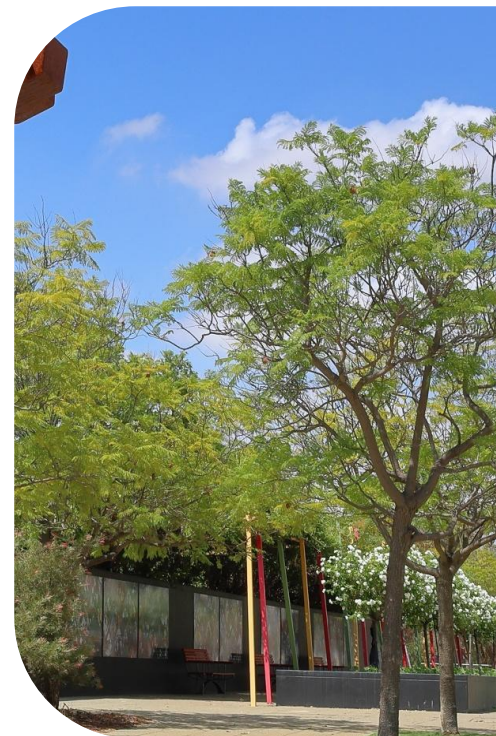
4.2.7	Economic Development	Work with NEWROC to continually monitor housing market analysis to ensure that planning and economic development actions are aligned with the market and commercial realities.	Medium Term	Undertake on a three yearly basis indefinitely.
Item 4.3	Governance & Advocacy	Action	Timeframe	Comment
4.3.1	Advocacy	Advocate to key service agencies such as Water Corp and Western Power to ensure that program delivery and service provision better aligns with and responds to development needs and feasibility considerations.	Long Term	This could include advocacy for a greater focus on staged infrastructure upgrades that align with Shire strategic planning and housing demand.
4.3.2	Governance	Identify options to work with and/or establish a regionally based Community Housing Provider to facilitate supply of affordable housing and independent living options.	Medium Term	There is a growing focus on the role of Community Housing Providers in provision of affordable housing. While there is a complex process required to gain this accreditation, this may improve access to Government funding.
4.3.3	Advocacy	Advocate to the Department of Planning, Lands and Heritage (DPLH) to progress priority planning actions.	Medium Term	Example areas of focus include divestment of crown land for residential (or other) purposes and assistance with progressing priority planning actions.
4.3.4	Advocacy	Work with sub-regional partners to engage with the Department of Housing and Works business development unit and Government Regional Officer Housing (GROH) program to ensure program delivery is informed by regional demand analysis and feasibility testing of housing options.	Medium Term	
4.3.5	Advocacy	Work collaboratively with WALGA to advocate for policy actions and program delivery across key agencies.	Medium Term	For example, advocacy relating to Local Government Act provisions around regional subsidiaries, regional planning capacity, targeted stamp duty reform for regional and Government housing funding program criteria.

Lot Specific Action Timeframe Summary

	Lots	Action
Short Term	Lot 200	Purchase Lot 200 from CEACA and develop a plan for a least 3 more units on that block.
Medium Term	Lot 118 and 117	Identify and carry out any planning actions required to maximise opportunities in conjunction with the adjoining Lot 200. This should include gaining development costs to enable these lots to be project ready for at least 4 units.
	Lots 36 and 37	Identify and carry out any planning actions required, including gaining costings, to maximise opportunities to attract investment for unit development on these lots.
Long Term	Crown Lots 210-215, 221-226, 229-235	Work with DPLH (Crown Land) to determine which of these lots the Shire may be able to access, and the processes required to facilitate use of these for housing development. Commence necessary processes in line with housing development strategy as per 4.1.5 above.

**KEY WORKER HOUSING
INVESTMENT FOR
NEWROC:**

COST BENEFIT ANALYSIS



Client: North Eastern Wheatbelt Regional Organisation of Councils (NEWROC)

Title: NEWROC Key Worker Housing

Version: FINAL

Date: Friday, 5 December 2025



Prepared for:

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VERSION CONTROL

VERSION	PURPOSE	AUTHOR	REVIEWER	APPROVER	APPROVAL DATE
DraftA	Draft for internal review	JB	MW	MW	28/11/2025
DraftB	Draft for client review	JB/MW	EW	MW	28/11/2025
FINAL	Final report including Koorda, Nungarin and Trayning	MW	EW	MW	05/12/2025

APPROVAL FOR ISSUE

APPROVER	CONTACT	SIGNATURE	DATE
Mark Wallace PRINCIPAL	T: 0431 676 254 E: mark.wallace@econisis.com.au		05/12/2025 Friday, 5 December 2025

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EXECUTIVE SUMMARY

Introduction

- The North Eastern Wheatbelt Regional Organisation of Councils (NEWROC) Inc, in partnership with the Wheatbelt Development Commission, engaged Econisis to prepare a cost benefit analysis and preliminary business case for key worker housing initiatives in the NEWROC region.
- NEWROC is the North Eastern Wheatbelt Regional Organisation of Councils. NEWROC is a collaboration of local governments that work to coordinate regional planning and deliver programs that support economic development and liveability across the north eastern Wheatbelt. The project area is the NEWROC membership, comprising the shires of Dowerin, Koorda, Mukinbudin, Mount Marshall, Nungarin, Trayning and Wyalkatchem. The Shire of Wongan Ballidu has also been included in the project, although it is not a member of NEWROC.
- The NEWROC WORKFORCE HOUSING INVESTIGATION 2025 (NWHI) for the region presents evidence to confirm the extent of the key housing need across the Shires.
- The purpose of this report is to assess the benefits and impacts of Key Worker Housing investment in the NEWROC Region.

Project Context

- The North Eastern Wheatbelt Regional Organisation of Councils, NEWROC, is a voluntary partnership of seven local government areas, namely Dowerin, Koorda, Mount Marshall, Mukinbudin, Nungarin, Trayning and Wyalkatchem. The organisation was formed to strengthen inter-council cooperation and coordinate region-level planning and advocacy; it is governed by councillors from member shires and supported by administrative arrangements that include an executive officer and shared governance documents. NEWROC covers roughly 22,000 square kilometres in the north-eastern Wheatbelt. The organisation functions as a delivery vehicle for regionally scaled economic development.
- The total population of the catchment area is 4,581 people according to 2024 ABS data. It has been slowly declining since 2001 and WA Tomorrow forecasts expect it to decline to 4,270 people by 2036. Population growth within the region is constrained by the availability of housing to meet the needs of new workers and their families.
- The project is defined as a shortlist of development-ready sites that have been identified to provide key worker housing in the NEWROC region. The shortlisted sites provide a maximum of 26 key worker modular long-term residential dwellings. A further 9 dwellings across two sites were also identified as “shovel ready” in Tammin and Bruce Rock and have been assessed using unit value estimates.

Cost Benefit Analysis

- A cost benefit analysis (CBA) is the most commonly used, and most comprehensive, of the economic evaluation techniques.
- Econisis has identified numerous key benefits for consideration in the Benefit Statement including:
 - Construction Supply Chain Benefits
 - Economic Contribution of Key Workers
 - Household Expenditure-Based Economic Impacts
 - Social Benefit of Housing Access
 - Housing Market Normalisation
 - Residual Asset Value
- The project has a strong economic and social benefit breakdown with a majority split for economic benefits.

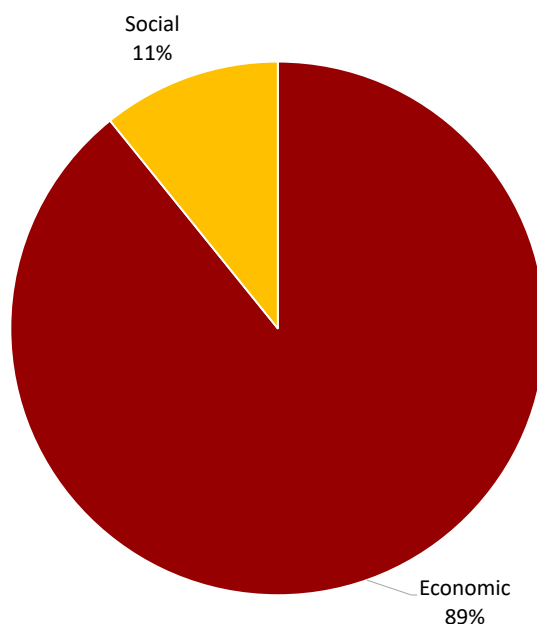


Figure 1 Composition of Benefit Categories, at the 7% Discount Rate

- Econisis estimated the Project is expected to yield a net present value of between \$28.50m over 20 years at the 4% discount rate and \$11.94m at the 10% discount rate.
- The positive Net Present Value translates to a Benefit Cost Ratio (ratio of benefits to costs) of between 2.79 at the 4% discount rate to 1.81 at the 10% discount rate. The economic nature of the project means the 7% discount is most relevant, meaning that every \$1 invested in this project is expected to return \$2.22 in economic and social benefits.

Table 1 Summary of Cost Benefit Analysis Results

Summary	4%	7%	10%
Total Costs	\$15.91	\$15.29	\$14.81
Capital Costs	\$14.09	\$13.90	\$13.72
Maintenance	\$1.81	\$1.39	\$1.09
Total Benefits	\$44.41	\$33.93	\$26.75
Construction Supply Chain Benefits	\$1.00	\$0.99	\$0.97
Economic Contribution of Key Workers	\$31.95	\$24.44	\$19.24
Household Expenditure-Based Economic Impacts	\$5.42	\$4.14	\$3.26
Social Benefit of Housing Access	\$2.91	\$2.23	\$1.75
Housing Market Normalisation	\$1.81	\$1.39	\$1.09
Residual Asset Value	\$1.31	\$0.74	\$0.43
NPV	\$28.50	\$18.64	\$11.94
BCR	2.79	2.22	1.81

- Overall, the BCRs for the project reflect a strong benefit to the community when the identified benefits and costs from the town centre revitalisation are considered.
- Based on the per dwelling present value cost (capital and maintenance) over 20 years at the 7% discount rate of \$590,000 and the present value of benefits at \$1.30m, each key worker housing dwelling in the NEWROC region is expected to generate a net present value of \$720,000.

Table 2 Key Worker Housing Unit Costs and Benefits, NEWROC, 7% Discount Rate

Present Value (7%)	Unit Value
Costs – Capital and Maintenance (\$m)	\$0.59
Benefits (\$m)	\$1.30
Net Present Value (\$m)	\$0.72
BCR	2.22

- In the case of Koorda, Nungarin and Trayning each of which identified shovel ready projects with the capacity to deliver 3 dwellings each, this would result in a present value of costs (capital and maintenance) over 20 years at 7% of \$1.76m and benefits valued at \$3.91m each. This translates to a net present value of \$2.15m to maintain a BCR at 7% discount rate at 2.22

Table 3 Key Worker Housing Unit Costs and Benefits, NEWROC, Koorda, Nungarin and Trayning, 7% Discount Rate

Unit Values	NEWROC per Dwelling	Koorda (3 Dwellings)	Nungarin (3 Dwellings)	Trayning (3 Dwellings)
Cost	\$0.54	\$1.76	\$1.76	\$1.76
Benefit	\$1.25	\$3.91	\$3.91	\$3.91
NPV	\$0.71	\$2.15	\$2.15	\$2.15
BCR	2.31	2.22	2.22	2.22

Economic Impact Assessment

- Econisis has undertaken an Economic Impact Assessment using input/output transaction tables regionalised using detailed local employment data sets.
- The delivery of key worker housing will support \$24.9m in economic output and \$7.8m in Gross Value Added over two years during the construction phase. This will support 13.1 FTEs during this time.

Conclusion

- The NEWROC Key Worker Housing would provide a host of benefits to the region, with the project estimated to have a net present value between \$11.94m and \$28.50m.
- The main benefit is the significantly increased economic contributions of key workers. Current housing shortages are preventing key workers from moving into the area, and increasing housing supply will facilitate for these workers to enter the NEWROC workforce and contribute to the local economy. These new workers would produce significant value added to the local economy, estimated to be between \$19.24m and \$31.95m over 20 years.
- Other benefits are the household and visitor expenditure from these new workers and their households. Increased housing supply brings new families who will spend at local businesses, stimulating the economy. There are also social benefits to providing housing supply which include enhanced productivity, health savings, and reduced crime, among others.
- This evaluation finds that the sum of these economic and social benefits outweigh the estimated cost of the project. This is reflected in the high NPV and BCR values. At the standard 7% discount rate, the BCR is 2.22. This means that for every dollar spent on the project, there are \$2.2 of benefits produced.
- This return has application to other key worker projects with similar cost profiles in the NEWROC region, with the average new key worker dwelling constructed yielding \$1.3m in benefits over 20 years.
- According to the results of the Economic Impact Assessment, this construction phase of the project is expected to generate \$24.9m in economic output and \$7.8m in Gross Value Added over two years. This economic activity will support 13.1 FTEs across the entire construction phase.
- Overall, the results confirm that the project will generate significant value for the regional and State economies, facilitating economic activity that otherwise would be constrained by housing capacity and availability challenges.

1 INTRODUCTION

This section gives an overview of the background, purpose, and scope of the report.

1.1 Background and Context

Econisis has been engaged by the Wheatbelt Development Commission to undertake a value for money and cost benefit analysis of the NEWROC Key Worker Housing development project.

NEWROC is the North Eastern Wheatbelt Regional Organisation of Councils. NEWROC is a collaboration of local governments that work to coordinate regional planning and deliver programs that support economic development and liveability across the north eastern Wheatbelt. The project area is the NEWROC membership, comprising the shires of Mukinbudin, Mount Marshall, Koorda, Wyalkatchem, Nungarin, Trayning and Dowerin. The Shire of Wongan Ballidu has also been included in the project, although it is not a member of NEWROC.

Small local housing markets and dispersed communities mean that individual shires rarely provide the scale needed for commercially feasible housing development. Aggregating demand across the subregion intends to create sufficient scale for feasible development and to identify where government intervention is required to close the gap left by the market.

The evidence to date points to a shortage of smaller, low maintenance and appropriately located dwellings that better match the needs of many key workers. Contributing factors include small and ageing populations, limited recent dwelling construction and constrained land and service capacity in towns. These constraints reduce the ability of local employers and service providers to attract and retain staff and increase pressure on existing rental markets.

1.2 Report Purpose and Structure

The purpose of this assignment is to test whether targeted investment in purpose built workforce housing across the NEWROC subregion delivers economic and social benefits that justify public and private funding.

The report comprises the following sections:

- **Introduction** – This section provides an overview of the report, its purpose and structure.
- **Project Context** – This section profiles relevant NEWROC socioeconomic characteristics, as well as details the projects and its context.
- **Cost Benefit Analysis** – This section outlines the CBA methodology utilised, assumptions, benefits assessed, and results of the CBA.
- **Economic Impact Assessment** – This section states results of an input-output based regional assessment of the economic impacts of construction and operational expenditure.
- **Conclusions and Findings** – This section summarises the findings and outcomes of the analysis.

1.3 Statistical Geography

NEWROC is a voluntary organisation of Councils and includes seven Local Governments in the North Eastern sub-region of the Wheatbelt, WA. The NEWROC key worker housing project includes all members of NEWROC as well as the Shire of Wongan Ballidu. Relevant local governments include:

- Shire of Dowerin
- Shire of Koorda
- Shire of Mt Marshall
- Shire of Mukinbudin

- Shire of Nungarin
- Shire of Trayning
- Shire of Wyalkatchem
- Shire of Wongan Ballidu



Figure 2 NEWROC Location

1.4 Glossary and Abbreviations

The following terms and abbreviations are referenced in this report.

Table 4 Glossary and Abbreviations

Term/Abbreviation	Definition
ABS	Australian Bureau of Statistics
EIA	Economic Impact Assessment
Externalities	External Costs or Benefits not captured in market prices
FTE	Full time equivalent
GVA	Gross Value Added
IO	Input-output
LGA	Local Government Area
NEWROC	North Eastern Wheatbelt Regional Organisation of Councils
NPV	Net Present Value
OIA	Office of Impact Analysis

2 PROJECT CONTEXT

This section profiles relevant NEWROC socioeconomic characteristics, as well as details the projects and its context.

2.1 Location Profile

2.1.1 Wheatbelt

The Wheatbelt occupies approximately 154,862 square kilometres east and north of Perth, encompassing more than 200 towns within about 42 local government areas and a resident population of roughly 75,000. The region's climate and soil profiles underpin an agricultural production system dominated by broadacre cropping and grazing. Key commodities include wheat, other cereals, canola and sheep products. The value chain relies on distributed grain receipt and storage facilities, freight links by road and rail to coastal export ports, and a local agribusiness sector that supplies machinery, inputs and primary processing services.

The Wheatbelt remains a significant contributor to state export earnings and employment, supporting tens of thousands of jobs and multi-billion dollar annual output across agriculture, logistics, light manufacturing and emerging resources and renewable energy services. Structural constraints include an ageing population, net population decline across many towns, exposure to seasonal variability and global commodity price volatility, and the need for ongoing investment in freight and service infrastructure. Regional coordination and investment planning are led by bodies such as the Wheatbelt Development Commission, which focuses on workforce development, infrastructure funding and programs designed to strengthen service delivery and economic resilience¹.

2.1.2 NEWROC

The North Eastern Wheatbelt Regional Organisation of Councils, NEWROC, is a voluntary partnership of seven local government areas, namely Dowerin, Koorda, Mount Marshall, Mukinbudin, Nungarin, Trayning and Wyalkatchem. The organisation was formed to strengthen inter-council cooperation and coordinate region-level planning and advocacy; it is governed by councillors from member shires and supported by administrative arrangements that include an executive officer and shared governance documents. NEWROC covers roughly 22,000 square kilometres in the north-eastern Wheatbelt. The organisation functions as a delivery vehicle for regionally scaled economic development².

2.2 Socio-Economic Attributes

2.2.1 Population

From 2001 to 2024, the catchment population declined from 5,658 to 4,581, a reduction of around 19%³. Using WA Tomorrow population forecasts, Econisis has modelled future population trajectories under Lower, Central, and Upper growth scenarios. Based on the Central scenario, the population is projected to continue its gradual decline to approximately 4,270 by 2036. Under the Lower scenario, the population is expected to fall more sharply to around 3,072, while the Upper scenario forecasts moderate growth, reaching about 5,446 by 2036.

¹ Wheatbelt Development Commission (2025) Wheatbelt, accessed at wheatbelt.wa.gov.au

² NEWROC (2025) North Eastern Wheatbelt Regional Organisation of Councils, accessed at newroc.com.au

³ Government of Western Australia (2025), WA Tomorrow 12 Population Forecasts, accessed at <https://www.wa.gov.au/organisation/departments-of-planning-lands-and-heritage/western-australia-tomorrow-12-population-forecasts>

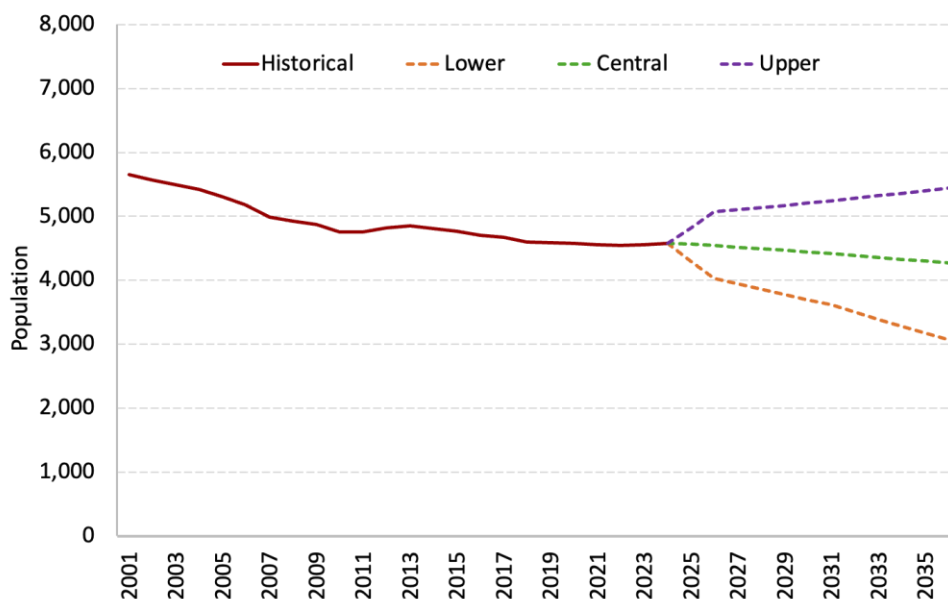


Figure 3 Catchment Historical and Forecasted Population, 2001 – 2036

2.2.2 Census Socio-Economic Profile

A summary of key attributes of the catchment from the 2021 Census of Population and Housing is provided in the table below.

Table 5 Census Socioeconomic Profile, Catchment LGAs, WA and Australia, 2021⁴

Indicators	Koorda	Mt Marshall	Mukinbudin	Dowerin	Nungarin	Trayning	Wyalkatchem	Wongan-Ballidu	Western Australia	Australia
Headline Indicators										
Population	361	459	579	715	255	298	470	1,297	2,660,026	25,422,788
Median Age	51	47	44	45	49	55	54	44	38	38
Average Household Size	2.2	2.3	2.3	2.3	2.1	1.9	1.9	2.3	2.5	2.5
Share of Population 0-14 (%)	18.0%	15.9%	21.7%	21.8%	12.4%	10.6%	11.9%	18.7%	19.0%	18.2%
Share of Population 65+ (%)	26.0%	18.8%	20.1%	25.9%	26.8%	28.8%	33.4%	22.4%	16.1%	17.2%
Born in Australia	82.3%	81.9%	78.4%	81.7%	68.6%	71.1%	74.7%	78.9%	62.0%	66.9%
Education Attendance										
Pre-School	10	10	7	16	0	0	0	25	45,452	484,185
Primary	43	35	50	69	16	9	31	123	222,555	2,075,224
Primary - Government	53.8%	32.4%	29.4%	31.6%	11.1%	13.2%	29.1%	34.0%	19.3%	18.5%
Primary - Catholic	0.0%	0.0%	0.0%	1.5%	11.1%	0.0%	0.0%	0.0%	4.5%	5.2%
Primary - other non-Government	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.6%	2.2%
Secondary	7	11	31	33	7	11	14	36	175,841	1,629,624
Secondary - Government	3.8%	2.8%	13.6%	12.2%	10.0%	19.1%	14.6%	9.8%	12.7%	12.2%
Secondary - Catholic	0.0%	3.7%	0.0%	0.0%	0.0%	4.4%	0.0%	0.0%	4.5%	4.8%

⁴ ABS (2022) Census of Population and Housing 2021, accessed at abs.gov.au

Indicators	Koorda	Mt Marshall	Mukinbudin	Dowerin	Nungarin	Trayning	Wyalkatchem	Wongan-Ballidu	Western Australia	Australia
Secondary - other non-Government	0.0%	2.8%	2.8%	3.1%	0.0%	0.0%	0.0%	0.0%	4.6%	4.2%
Tertiary	9	16	19	16	5	5	13	36	172,239	1,789,994
Tertiary - Vocational education	3.8%	6.5%	4.5%	3.1%	0.0%	8.8%	11.7%	8.6%	7.4%	7.8%
Tertiary - University of other higher education	6.2%	3.7%	4.5%	4.1%	8.9%	4.4%	2.9%	3.0%	13.9%	15.4%
Income										
Personal	\$759	\$868	\$756	\$758	\$640	\$512	\$582	\$767	\$848	\$805
Family	\$1,524	\$1,802	\$1,875	\$1,531	\$1,268	\$1,125	\$1,481	\$1,757	\$2,214	\$2,120
Household	\$1,341	\$1,396	\$1,547	\$1,197	\$1,087	\$864	\$916	\$1,269	\$1,815	\$1,746
Households										
Couple family without children	35.1%	30.2%	36.2%	31.2%	33.3%	32.8%	26.3%	29.0%	28.0%	27.6%
Couple family with children	23.2%	26.4%	27.1%	23.7%	23.3%	12.0%	15.2%	22.2%	32.0%	31.1%
One parent family	2.0%	7.7%	6.3%	7.8%	8.9%	10.4%	7.4%	11.1%	11.0%	11.3%
Other family	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.4%	1.0%	1.0%	1.2%
Lone Person Households	37.1%	33.0%	28.1%	35.3%	34.4%	44.8%	45.6%	34.0%	25.0%	25.1%
Group Households	2.6%	2.7%	2.3%	2.0%	0.0%	0.0%	4.1%	2.5%	3.0%	3.8%
Dwelling Occupancy										
Occupied	66.0%	61.3%	73.4%	72.3%	83.8%	57.7%	64.5%	83.4%	89.1%	89.9%
Unoccupied	34.0%	38.7%	25.3%	26.4%	16.2%	43.2%	35.8%	16.6%	10.9%	10.1%
Dwelling Type										
Separate house	98.1%	96.0%	100.0%	96.1%	92.5%	95.4%	96.2%	94.0%	79.7%	72.3%
Semi-detached, row or terrace house, townhouses	0.0%	3.4%	0.0%	1.4%	0.0%	2.3%	2.9%	5.0%	13.0%	12.6%
Flat or apartment	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.5%	14.2%
Other dwelling	0.0%	0.0%	0.0%	3.5%	4.3%	0.0%	0.0%	1.7%	0.6%	0.6%
Tenure										
Owned outright	53.5%	49.4%	49.8%	47.2%	51.6%	56.5%	50.2%	43.8%	29.2%	31.0%
Owned with a mortgage	17.2%	13.2%	16.7%	20.9%	12.9%	13.0%	17.2%	20.9%	40.0%	35.0%
Rented	16.6%	21.8%	21.9%	20.6%	19.4%	19.8%	22.0%	28.4%	27.3%	30.6%
Other tenure type	5.7%	15.5%	12.1%	8.5%	9.7%	6.9%	8.1%	5.2%	2.1%	2.0%
Tenure type not stated	5.7%	1.7%	1.4%	3.2%	3.2%	4.6%	1.9%	1.9%	1.4%	1.5%

Key findings from the socio-economic profile include:

- All the LGAs have substantially older median ages than the Western Australia average, indicating an ageing population across the region. Median ages range from 44 to 55 years compared with 38 years for WA.
- School and tertiary education participation is lower than the state average, with university or other higher education participation especially low across most of the LGAs (typically under 9 percent compared with 13.9 per cent for WA).

- Personal, family and household incomes are generally below the WA average. Personal incomes are mostly lower than the WA median of \$848 per week, although Mt Marshall records a slightly higher personal income. Family and household incomes are also well below WA levels.
- Average household size in the catchment is smaller than the WA average, at around 1.9 to 2.3 persons compared with 2.5 for WA, reflecting smaller household units.
- Couple families without children are the most common household type across the region, and lone person households are markedly higher than the WA average. Several LGAs record lone person household shares above 35 per cent compared with 25 per cent for WA.
- A large share of dwellings across the catchment are unoccupied relative to WA, particularly in Trayning (about 43 per cent), Mt Marshall (about 39 per cent), Wyalkatchem (about 36 per cent) and Koorda (about 34 per cent).
- The vast majority of dwellings are separate houses, far exceeding the WA share, and outright ownership is much higher across the catchment than the WA average. Mortgage rates are lower and private rental shares are generally below WA levels, consistent with older populations and lower mortgage activity.

2.2.3 Unemployment

Limited data exists for a majority of the LGAs within the catchment and as such a three point time series comparing the June 2024, December 2024, and June 2025 quarters has been done. For every LGA which comprises NEWROC the unemployment rate has improved strongly from June 2024 to June 2025, decreasing by an average of 2.0% to reach 1.6%. Over the same period, WA unemployment rates remained stable around 3-4%. This potentially reflects a strengthening of the NEWROC economy and increasing economic activity.

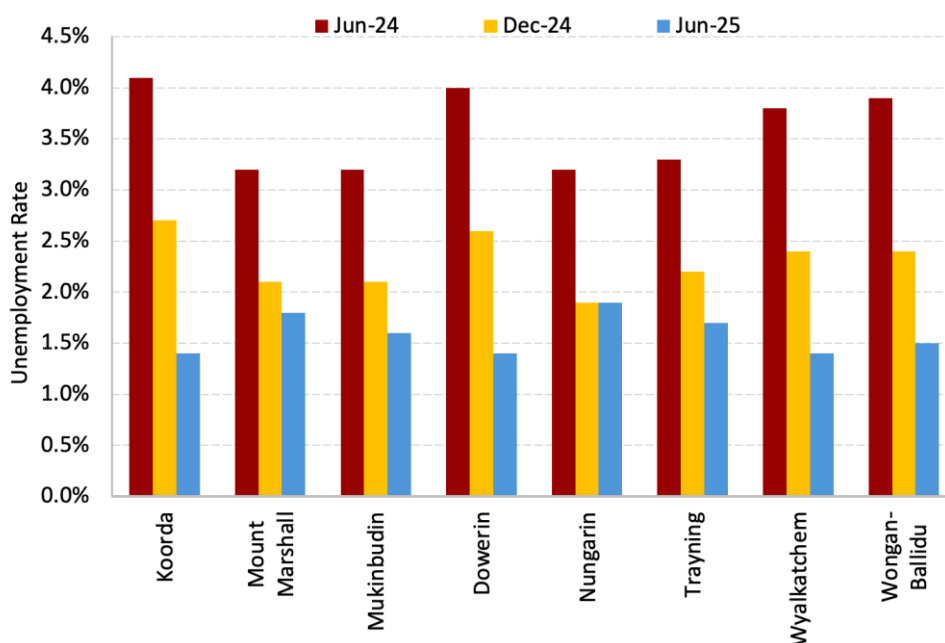


Figure 4 Catchment LGA Unemployment Rates, June 2024 – June 2025⁵

2.2.4 Business Registrations

Wongan-Ballidu LGA has the greatest share of business registrations within the catchment with 213 registrations as of 2024. This is followed by Dowerin at 131, and Mukinbudin at 109. This indicates a higher level of commercial activity in this region. Nungarin had the least registrations at 36.

⁵ Australian Government Department of Employment and Workplace Relations (2025), Small Area Labour Markets, accessed at <https://www.dewr.gov.au/employment-research/resources/salm-smoothed-lga-datafiles-asgs-2023-september-quarter-2024>

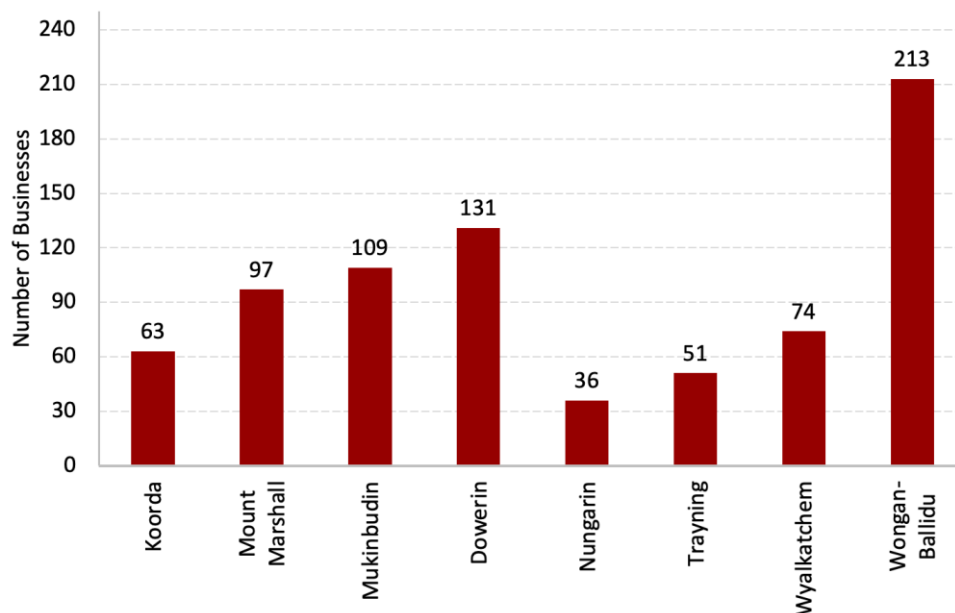


Figure 5 Count of Business Registrations by LGA, 2024⁶

The count of total business registrations in the catchment has fluctuated over the last five years, ranging from a maximum of 806 businesses in 2022 to a recent low of 774 in 2024. This represents a decrease of 3.1%.

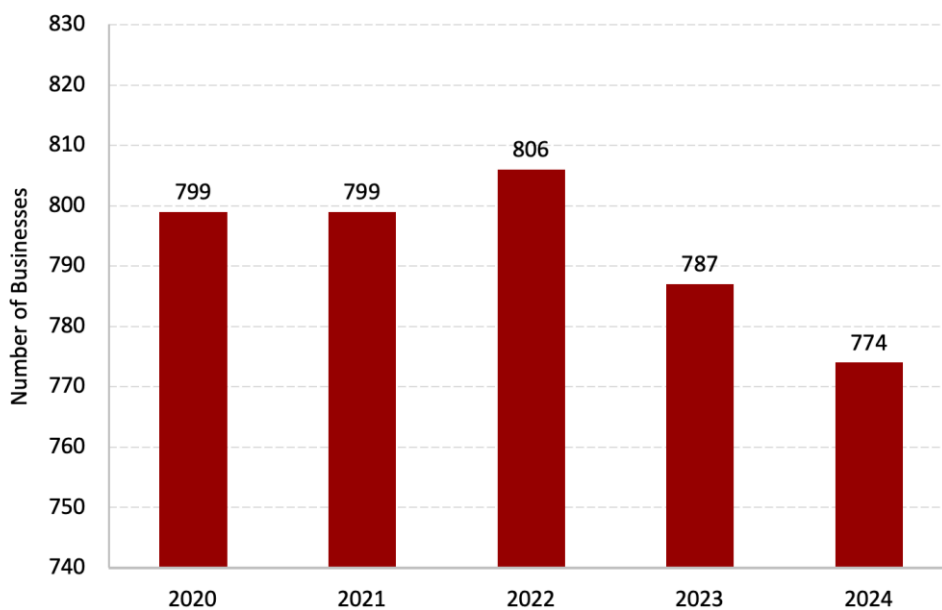


Figure 6 Count of Business Registrations, Catchment Area, 2020 – 2024⁷

As of 2024, 437 business are registered within the catchment in the Agriculture, Forestry and Fishing industry, this comprises the vast majority of businesses registered. The second largest industry is Rental, hiring and real estate services, comprised of just 68 businesses, followed by Construction at 40 businesses.

⁶ Australian Bureau of Statistics (2024), Counts of Australian Businesses, accessed at <https://www.abs.gov.au/statistics/economy/business-indicators/counts-australian-businesses-including-entries-and-exits/latest-release#>

⁷ See above.

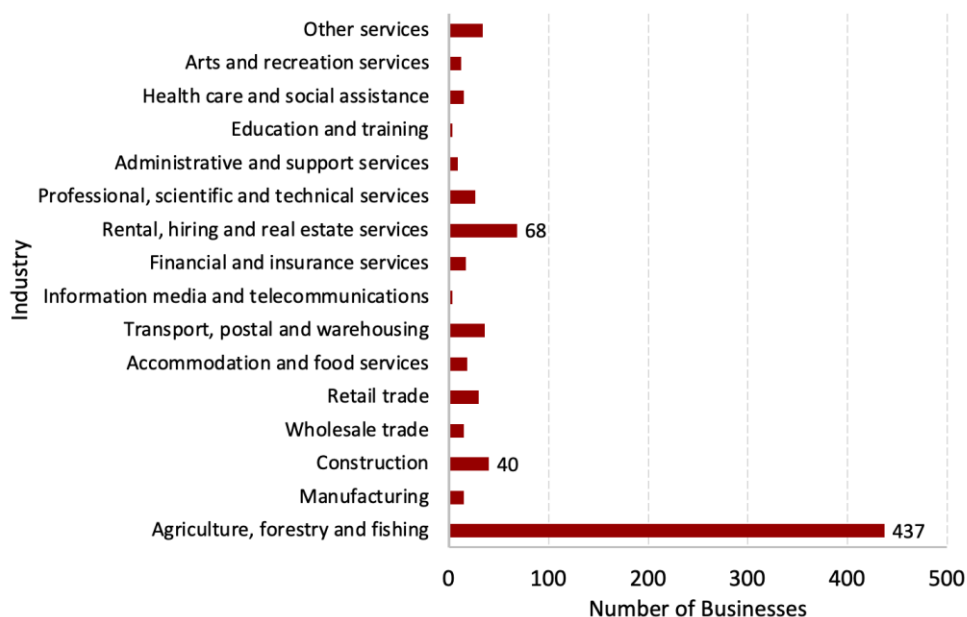


Figure 7 Count of Business Registrations by Industry, Catchment Area, 2024⁸

2.3 Role of Housing in Key Worker Attraction and Retention

Housing supply in regional and remote communities is essential for attracting and keeping key workers. Because of this, using worker productivity values is an appropriate way to quantify the opportunity cost of not delivering necessary housing. Without adequate accommodation, the economic and social contribution that these workers would generate in the community is not captured.

2.3.1 What is Worker Productivity?

Worker productivity represents the amount of Gross Value Added produced per worker in an economy. Gross Value Added is the total value created through economic activity and makes up most of a region’s or nation’s Gross Product.

By dividing total GVA by the number of workers, an estimate of the average economic output per worker can be calculated. The same method can be applied at the industry level by using Industry Value Added and the number of workers in that industry, allowing differences in productivity between industries to be identified.

Using REMPLAN data for Western Australia, Econisis has calculated worker productivity estimates for both individual industries and the overall economy.

Table 6 Worker Productivity, Western Australia⁹

Industry sector	GVA	Workers	Worker Productivity
Accommodation & Food Services	\$6,049,693,698	89,363	\$67,698
Administrative & Support Services	\$4,103,923,940	42,251	\$97,132
Agriculture, Forestry & Fishing	\$7,722,546,223	31,176	\$247,708
Arts & Recreation Services	\$2,477,174,977	22,117	\$112,003
Construction	\$25,706,134,987	121,303	\$211,917
Education & Training	\$15,883,382,427	119,759	\$132,628
Electricity, Gas, Water & Waste Services	\$8,053,627,764	15,908	\$506,263
Financial & Insurance Services	\$13,900,479,250	29,233	\$475,506

⁸ See above.

⁹ REMPLAN (2025) Economic and Employment, Western Australia accessed at <https://app.remplan.com.au/eda-westernaustralia/economy/industries/employment?state=IGv2szlelXMC6yQNu3wVnqteKmG0SDHdfP7nrl2ljs3pOpNfP7yhRfBIGG2qINAZ>

Industry sector	GVA	Workers	Worker Productivity
Health Care & Social Assistance	\$24,481,664,569	186,114	\$131,541
Information Media & Telecommunications	\$3,529,274,791	10,442	\$337,988
Manufacturing	\$15,190,556,361	72,002	\$210,974
Mining	\$199,949,942,220	105,960	\$1,887,032
Other Services	\$4,875,768,760	52,983	\$92,025
Professional, Scientific & Technical Services	\$18,395,303,542	94,061	\$195,568
Public Administration & Safety	\$17,582,541,937	80,903	\$217,329
Rental, Hiring & Real Estate Services	\$36,790,596,786	19,497	\$1,886,988
Retail Trade	\$11,916,155,281	119,926	\$99,363
Transport, Postal & Warehousing	\$12,808,285,604	62,352	\$205,419
Wholesale Trade	\$7,478,901,557	33,449	\$223,591
Total/Average	\$436,895,954,675	1,308,799	\$333,814
Total/Average Net Real Estate and Mining	\$200,155,415,668	1,183,342	\$169,144
Education, Health, Public Admin/Safety Only Average	\$57,947,588,933	386,776	\$149,822

On average, a worker in Western Australia generates \$333,188 in value added per year. This average is lifted by a few highly productive industries, particularly Mining and Rental, Hiring and Real Estate Services. Excluding these sectors drops the estimate to \$169,144 per worker.

Because this still combines public and private sector activity, a public sector proxy can be created by averaging the worker productivity of Education and Training, Health Care and Social Assistance and Public Administration and Safety. Using this method produces a lower figure of \$149,822 per worker. In contrast, a review of the NEWROC Shires reveals a similar, albeit slightly higher value of \$155,687 per worker for these industries.

These estimates reflect Western Australia as a whole, consistent with the level of data available from REMPLAN and the ABS.

2.3.2 Benefits of a Sub-Regional Approach to Key Worker Housing

Taking a sub-regional approach to key worker housing is essential for strengthening project feasibility and ensuring delivery remains viable. A coordinated delivery model across multiple NEWROC communities provides the scale needed to reduce the risks that normally come with small, isolated projects.

This approach also helps lower overall costs. Spreading mobilisation, overhead and supply chain expenses across a larger number of dwellings reduces unit costs and enables housing to be delivered in a structured and efficient way across the sub region as part of a single, integrated program.

2.4 Summary of Proposal

2.4.1 Core Projects

Chadwick Consulting was engaged by Wheatbelt Development Commission to assess the development concept feasibility in the townsites of Beacon (Mt Marshall), Dowerin, Wyalkatchem, Wongan-Hills (Wongan-Ballidu), and Mukinbudin.

These feasibility assessments include:

- **Beacon** – provides for the construction of four dwellings across two lots at Lots 305 & 306 Askew Street, Beacon.

Table 7 Costs for Lot 305 & 306 Askew St, Beacon

Lots 305 & 306 Askew Street, Beacon	Costs
Headworks, connections and fees	\$302,751
Site works, internal services and landscaping	\$220,000
Planning and technical costs provision	\$32,200
Construction	\$1,323,000
Four 2-bed, 1-bath	\$322,350 per dwelling
Design and construction contingency	10%
TOTAL	\$2,159,644
Per dwelling	\$539,911

- **Dowerin** – provides for the construction of four dwellings on a portion of Lot 28 Goldfields Rd, Dowerin

Table 8 Costs for Portion of Lot 28 Goldfields Rd, Dowerin

Portion of Lot 28 Goldfields Rd, Dowerin	Costs
Headworks, connections and fees	\$266,120
Site works, internal services and landscaping	\$330,000
Planning and technical costs provision	\$32,000
Construction	\$1,335,000
Three 2-bed, 1-bath	\$307,000 per dwelling
One 3-bed, 2-bath	\$414,000 per dwelling
Design and construction contingency	15%
TOTAL	\$2,257,588
Per dwelling	\$564,397

- **Wyalkatchem** – provides for the construction of four dwellings across Lot 438 Gamble St, Wyalkatchem

Table 9 Costs for Lot 438 Gamble St, Wyalkatchem

Lot 438 Gamble St, Wyalkatchem	Costs
Headworks, connections and fees	\$444,208
Site works, internal services and landscaping	\$220,000
Planning and technical costs provision	\$48,000
Construction	\$1,228,000
Four 2-bed, 1-bath	\$312,000 per dwelling
Design and construction contingency	15%
TOTAL	\$2,231,239
Per dwelling	\$557,810

- **Wongan-Hills** – provides for the construction of ten dwellings on Lot 501 Coomer St, Wongan-Hills.

Table 10 Costs for Lot 501 Coomer St, Wongan-Hills

Lot 501 Coomer St, Wongan-Hills	Costs
Headworks, connections and fees	\$81,857
Site works, internal services and landscaping	\$550,000
Planning and technical costs provision	\$16,500
Construction	\$3,364,000
Four 2-bed, 1-bath	\$313,000 per dwelling
Four 2-bed, 2-bath	\$318,000 per dwelling
Two 2-bed, 2-bath	\$420,000 per dwelling
Design and construction contingency	15%
TOTAL	\$4,614,211
Per dwelling	\$461,421

- **Mukinbudin** – provides for the construction of four dwellings on Lots 25 & 26 Muka East SP Area, Mukinbudin.

Table 11 Costs for Lots 25 & 26 Muka East SP Area, Mukinbudin

Lots 25 & 26 Muka East SP Area, Mukinbudin	Costs
Headworks, connections and fees	\$1,269,392
Site works, internal services and landscaping	\$204,000
Construction	\$1,228,000
Four 2-bed, 1-bath	\$312,000 per dwelling
Design and construction contingency	15%
TOTAL	\$3,106,601
Per dwelling	\$776,650

These housing investment concepts are supported by high-level costings based on the following assumptions, inclusions, and contingencies:

- Dwelling costs are based on costs provided by Northam-based modular builders, Evoke Living. These costs account for the costs associated with construction in the Wheatbelt region, and include:
 - Pad, house, driveways, carports (one carport for one bedroom, two carports for two or more bedrooms).
 - Liveable but not excessive specification that seeks to balance the cost of delivery against the desire to attract key workers into appropriate and comfortable homes. This includes standard kitchen cabinetry and fit-out specifications, middle-tier vinyl planking, air-conditioning to living spaces, a verandah to the outdoor living space, and carports (not garages).
- Two-bedroom, one-bathroom dwellings are based on an indicative internal floor areas of 63 m².
- Three-bedroom, two-bathroom dwellings are based on an indicative internal floor areas of 123 m².
- Lot density and dwelling configuration has been chosen to align with the demand demonstrated in the NEWROC Workforce Housing Investigation 2025 report prepared by JE Planning, with input from the relevant Shires and WDC.
- Initial investigations of planning frameworks, bushfire risk, and power, sewer and water network capacities have been undertaken.

- Estimated costs of any required capacity and network extension upgrades are included where necessary.
- No provision has been made for gas supply to the properties.
- A standardised provision is included for onsite drainage. This requirement may differ between sites, but accounting for the relatively small hard surface footprints of the modelled dwellings, it is unlikely these costs will dramatically impact project feasibility.
- Provision has been made for minor earthworks only. Desktop analysis indicates predominantly clear and level terrain on the subject sites.
- Bushfire planning costs are based on development industry averages. Confirmation by an accredited bushfire planning consultant is required to validate final requirements.
- A 10-15% design and construction contingency, representing the uncertainty of costing construction without site surveys, engineering reports and validated design concepts.
- Costs are estimated as of November 2025 and do not include market-rate escalation.

2.4.2 Other “Shovel-Ready” Projects

In addition to the five costed sites, there are project-ready sites in Koorda, Nungarin and Trayning. These sites have clear development capacity and comparable servicing conditions. Although detailed costings were not undertaken for this stage, the CBA results can reasonably be applied to these locations.

The selected sites were chosen to reflect the main development conditions across the NEWROC towns. Beacon was included because services are not directly adjacent and there is no sewerage, which is comparable to the shovel ready sites in Nungarin and Trayning. The broader mix of sites provides sound coverage of typical servicing and development scenarios in the subregion. This allows the costings and CBA results to be applied in a consistent way to other shovel ready sites, including those in Koorda, Nungarin and Trayning.

- **Koorda** – Lot 200, 6 Greenham Street. Services (power, water, sewerage) are adjacent. The lot can accommodate three 2x1 units. The lot is owned by CEACA (Central East Aged Care Alliance). Two adjoining Shire-owned lots provide additional capacity.
- **Nungarin** – Lot 300, corner of Second Avenue and Waterhouse Street. Two units exist on the site, with capacity for a further three 2x1 units. Power and water are adjacent. Nungarin does not have sewerage. The lot is owned by CEACA (Central East Aged Care Alliance). Two adjoining Shire-owned lots increase development potential.
- **Trayning** – Lots 119 and 120, 35 and 33 Glass Street. Shire-owned lots with power and water adjacent. Trayning does not have sewerage. The two lots can accommodate three 2x1 units. The lot is Local Government owned and two adjoining lots may be available for future transfer.

In the short term, investment should be directed at the identified shovel ready projects. In the medium term, further work will be required to clarify trunk infrastructure costs and support additional key worker dwelling opportunities across the NEWROC towns

3 COST BENEFIT ANALYSIS

This section outlines the CBA methodology utilised, assumptions, benefits assessed and results of the CBA.

3.1 Methodology

A CBA is the most commonly used, and most comprehensive, of the economic evaluation techniques. This approach is the most appropriate to assess the net economic benefits that accrue from development options, when compared against the base case.

The CBA steps include:

- Identify the quantifiable benefits that can be monetised;
- Calculate the value (in monetary terms) of the quantified incremental benefits and capital costs in net present value (NPV) terms using the discount rates;
- Calculate the benefit cost ratio (BCR) – the total present value of all net benefits compared to the present value of capital costs to determine the ratio to which incremental net benefits exceed (or undershoot) incremental costs related with the upgrade; and
- Undertake a sensitivity testing.

3.1.1 Discount Rates

Discounting is the reverse of adding (or compounding) interest. It reduces the monetary value of future costs and benefits back to a common time dimension – the base date. Discounting satisfies the view that people prefer immediate benefits over future benefits (social time preference), and it also enables the opportunity cost to be reflected (opportunity cost of capital). Recognising the potential for multiple audiences for the business cases, real discount rates of 4, 7 and 10% have been applied. This complies with recommendations set by the Office of Impact Analysis at the Federal Government level and WA Treasury Standard Business Case template.

Modelling of quantifiable benefits and costs are developed over a 20-year timeframe.

3.1.2 Cost of Capital Approach

The cost benefit analysis undertaken in this report represents a “cost of capital” assessment. This approach focuses primarily on the up-front capital costs of the project with reduced consideration of ongoing operational costs (beyond whole of lifecycle maintenance cost impacts).

The reason for this approach is twofold:

- Firstly, it reflects the stage of the project design and concept that the Cost Benefit Analysis is testing – early-stage concepts typically have a capital cost estimate but may not have detailed cash flow cost estimates. As such, the “cost of capital” approach does not consider ongoing cashflow consideration which includes discounting any financial revenues that could be secured by the project to offset unknown operational costs;
- Secondly, this analysis supports an economic business case that specifically seeks to develop or address the validity of potential capital investment in the project. As such, evidence is required, through the CBA, of the potential return on investment (in the form of economic and social benefits) to inform this capital decision.

3.1.3 Comparison with the Base Case

For these assessments, Econisis has undertaken a cost benefit assessment of the net additional benefits and costs above and beyond the base case for each project. NPVs and BCRs generated as part of the Cost Benefit Analysis are reflective of the net increase in economic and social benefits beyond the status quo in each location and for each project.

3.1.4 Assumptions

Econisis has made the following additional assumptions applicable across one or more of the projects assessed.

Table 12 Assumptions Table

Assumption	Details
Annual Maintenance Cost	1% of Capital Costs annually
Length of Construction Phase	2 years
Supply Chain Multiplier	7.1% ¹⁰
Average Worker Productivity WA, Education, Health, Public Admin/Safety Industries Only	\$155,687.55 ¹¹
Number of New Households	26 long-term residential
Number of Key Workers per Household	1.25 (based on adjusted household sizes for different dwelling sizes)
Attribution Rate of Worker Productivity to Housing Access	50%
Average Household Yearly Expenditure	\$33,000 ¹²
Worker GVA to Expenditure Conversion Rate	50%
Health Cost Savings per Household	\$3,085.06 ¹³
Reduced Domestic Violence per Household	\$2,681.99 ¹⁴
Enhanced Human Capital per Household	\$2,002.24 ¹⁵
Reduced Costs of Crime per Household	\$ 919.42 ¹⁶
Education Benefits per Household	\$ 183.01 ¹⁷
Annual Value of Normalisation of Housing Market	1% of Capital Cost

3.2 Benefits Statement

This section provides a statement of the identified benefits, their relevance to the scenarios and the method of calculation.

3.2.1 Identified Benefits

A range of direct economic and social benefits of the Project have been identified. Those benefits which are capable of being monetised for inclusion in the CBA are outlined in the table below.

Table 13 Benefit Statement

Benefit	Theme/Description	Method of Calculation
Construction Supply Chain Benefits	Benefits to the WA and regional construction industry of the non-residential capital investment.	Applied a first round GVA economic multiplier of 7.1% to the capital expenditure. Based on WA specific regionalised input/output transaction table. Assumed a construction phase of 2 years.
Direct Economic Contribution of New Key Worker Households	The key workers moving into the houses will be able to be work in the region. This benefit measures their productivity by working in the local economy.	The relative productivity of an individual- worker was calculated by dividing the GVA of the Education, Health and Public Safety/Admin industries in WA by the number of workers in these industries. This was multiplied by the 28 new long-term households.

¹⁰ Based on WA specific regionalised input/output table of non-residential capital expenditure.

¹¹ REMPLAN (2025) Economic and Employment, Wheatbelt region (specific to NEWROC) accessed at <https://app.remplan.com.au/wheatbelt-region/community/summary>

¹² Market Info 2022 (Market Data Systems)

¹³ SGS (2021) Give Me Shelter accessed at <https://sgsep.com.au/projects/give-me-shelter>. Adjusted to \$2024/25

¹⁴ See above.

¹⁵ See above.

¹⁶ See above.

¹⁷ See above.

Benefit	Theme/Description	Method of Calculation
		It was assumed that there will be 1.25 key workers per household. An attribution rate of 50% was applied to account for other factors contributing to a worker’s productivity e.g. the company they work for.
Household Expenditure Benefit	The contribution to the local economy of the new households’ spending at local retail businesses.	An average household’s retail related expenditure is \$33,000 per year ¹⁸ . This was applied to the 28 new long-term households and a GVA to expenditure conversion rate of 50% was applied.
Social Benefit of Housing Access	The social benefits of housing access include health cost savings, reduced domestic violence, enhanced human capital, reduced costs of crime, and education benefits.	These social benefits were quantified and collated by SGS Economics in their 2022 ‘Give Me Shelter’ report. The combined total of these benefits per household is \$8,872 ¹⁹ . This was applied to the 28 long-term households.
Housing Market Normalisation	Benefit relating to housing market normalisation due to no functioning housing market currently.	Multiplied the construction cost of the homes by 1% each year.
Residual Asset Value	A static residual value compares the direct and indirect costs associated with the construction of a dwelling with the notional market value of that dwelling.	Calculated by dividing the construction cost by 25 years and multiplying it by 5 (for the remaining years at the end of the assessment. Applied in the final year of the assessment (20 years after construction).

3.3 CBA Results

This section provides an overview of the present value and composition of costs and benefits for the project. It includes an outline of the Benefit Cost Ratios and Net Present Value results for each project.

3.3.1 Costs

The evaluation estimates the present value of costs to range from \$15.91m at the 4% discount rate to \$14.81m at the 10% discount rate. The majority of this is the capital cost, with the remainder comprising the annual maintenance cost.

¹⁸ Market Info 2022 (Market Data Systems)

¹⁹ SGS Economics and Planning (2022) Give Me Shelter. Accessed at https://sgsep.com.au/assets/main/SGS-Economics-and-Planning_Give-Me-Shelter.pdf

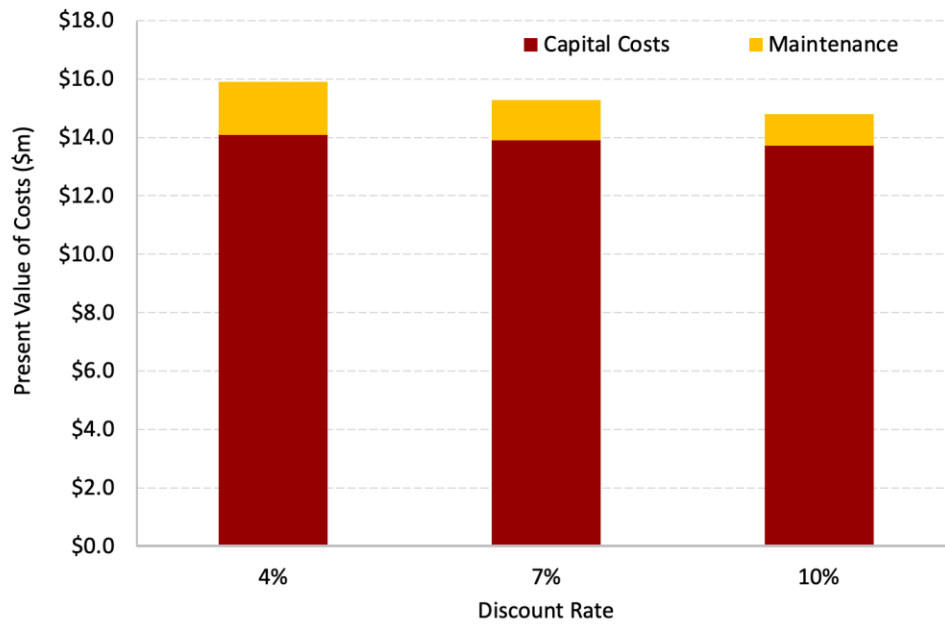


Figure 8 Present Value of Costs, by Discount Rate

3.3.2 Value of Benefits

Overall, the benefits of the project are approximately \$33.93m at the 7% discount rate. This ranges from \$26.75m at the 10% discount rate to \$44.41m at 4%.

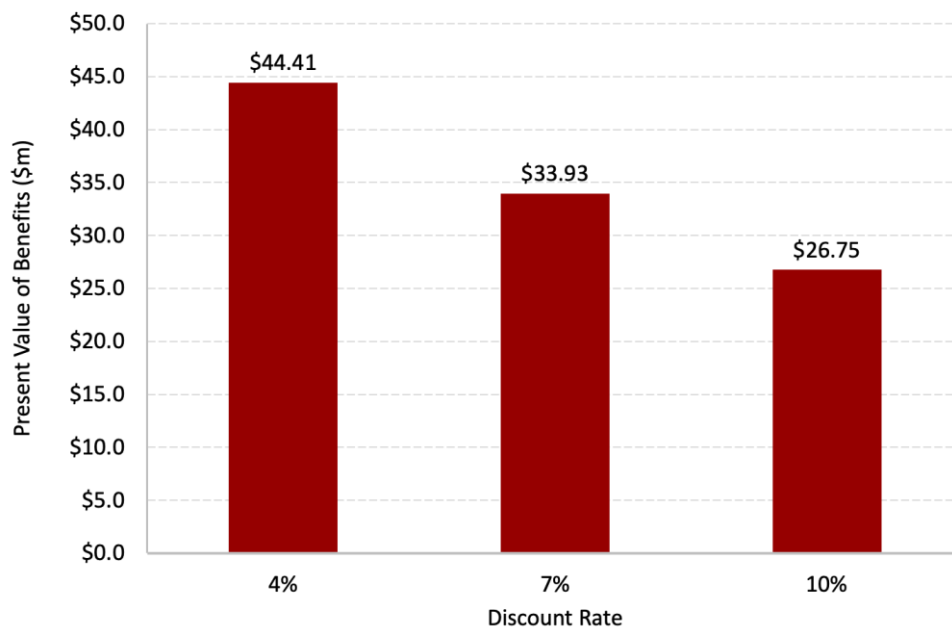


Figure 9 Present Value of Benefits

The largest benefit expected over the 20-year assessment period for the project (at a 7% discount rate) is the economic contribution of key workers (both short and long-term stays), accounting for \$24.44m. Following this are Household Expenditure and Social Benefit of Housing Access, which account for \$4.14m and \$2.23mm respectively. All other benefits are valued at less than \$1.40m at the 7% discount rate over 20 years.

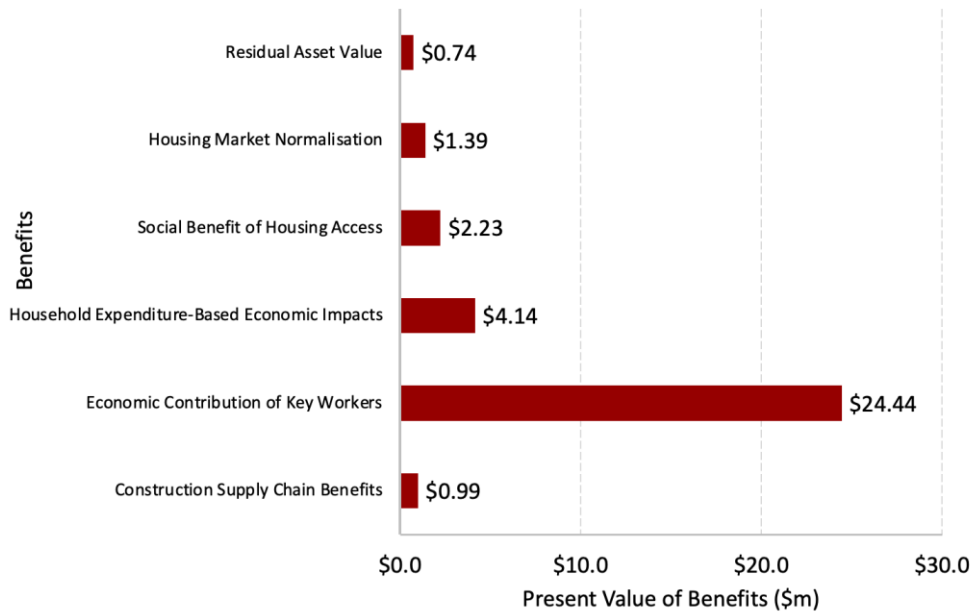


Figure 10 Present Value of Benefits (\$m)

Each benefit was categorised as either social or economic. The majority of the benefit of this project is economic, with 11% of benefits being social. This is due to the significant value of worker contribution benefits. This result emphasises the fact that investment in key worker housing in the NEWROC sub region is principally an investment in economically enabling infrastructure.

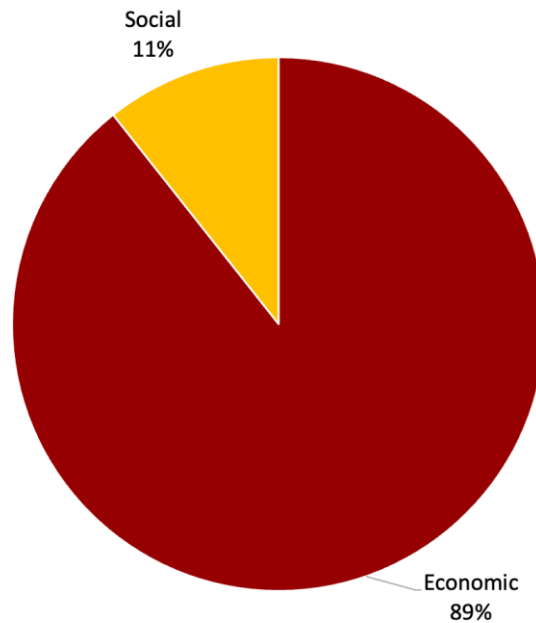


Figure 11 Composition of Benefits at the 7% Discount Rate

3.3.3 NPV and BCR

Comparing the present value of benefits to that of costs, Econisis estimates the project will yield a net present value of between \$28.50m over 20 years at the 4% discount rate and \$11.94m at the 10% discount rate. All net present value estimates are above \$0, meaning that the present value of the benefits is greater than that of the costs across all discount rates.

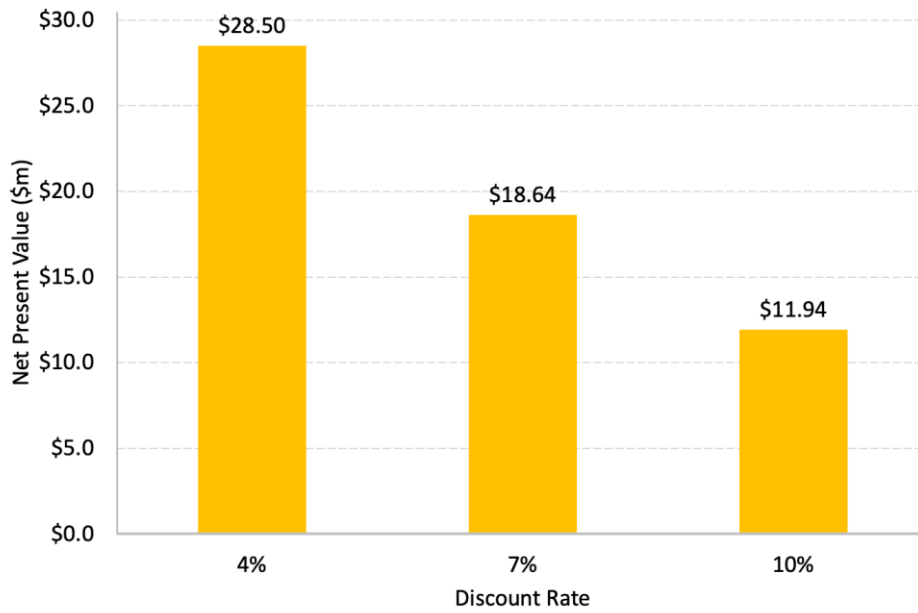


Figure 12 Net Present Value by Discount Rate

The benefit cost ratios ranged from 2.79 at the 4% discount rate to 1.81 at the 10% discount rate. Any BCR above 1.0 is regarded as positive. This reflects the fact that benefits that accrue in the future have a higher degree of uncertainty, and while this is addressed to an extent by the discount rates, a higher BCR provides the project a greater “buffer” that it will indeed yield benefits greater than the costs. In this instance, the predominantly economic nature of the assets means that the 7% discount rate BCR of 2.22 is most relevant.

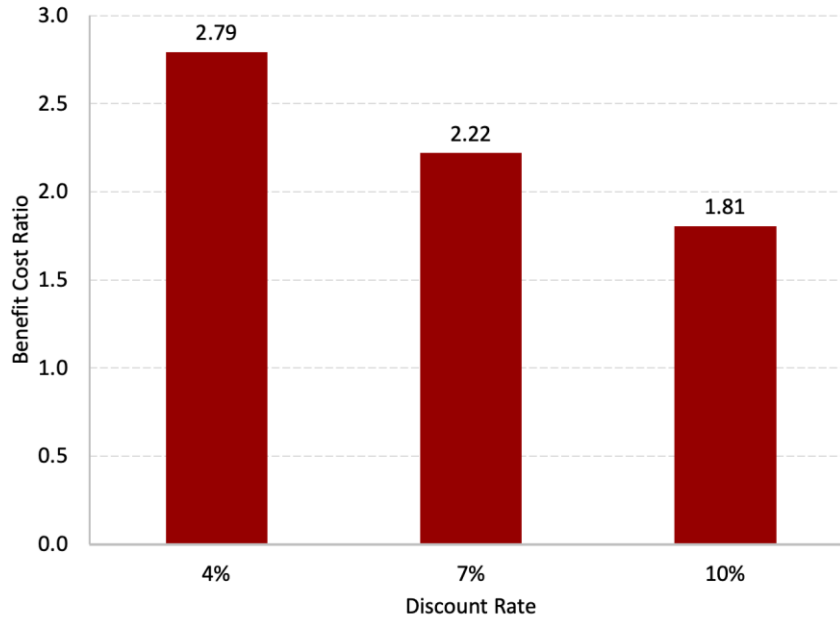


Figure 13 Benefit Cost Ratio by Discount Rate

The below table summarises the results of the cost benefit analysis.

Table 14 Summary of Cost Benefit Analysis Results

Summary	4%	7%	10%
Total Costs	\$15.91	\$15.29	\$14.81
Capital Costs	\$14.09	\$13.90	\$13.72
Maintenance	\$1.81	\$1.39	\$1.09
Total Benefits	\$44.41	\$33.93	\$26.75
Construction Supply Chain Benefits	\$1.00	\$0.99	\$0.97
Economic Contribution of Key Workers	\$31.95	\$24.44	\$19.24
Household Expenditure-Based Economic Impacts	\$5.42	\$4.14	\$3.26
Social Benefit of Housing Access	\$2.91	\$2.23	\$1.75
Housing Market Normalisation	\$1.81	\$1.39	\$1.09
Residual Asset Value	\$1.31	\$0.74	\$0.43
NPV	\$28.50	\$18.64	\$11.94
BCR	2.79	2.22	1.81

Overall, the results confirm that the project will generate significant value for the regional and State economies, facilitating economic activity that otherwise would be constrained by housing capacity and availability challenges.

3.3.4 Sensitivity Tests

Three sensitivity tests of the Program were undertaken which examined:

- Test 1 - 1 Key Worker per Dwelling
- Test 2 - Worker Productivity Benefits Extend for Only 10 Years
- Test 3 - No Residual Value

The results of the BCRs at the 7% discount rate for the main scenario and the three Sensitivity Tests are outlined below.

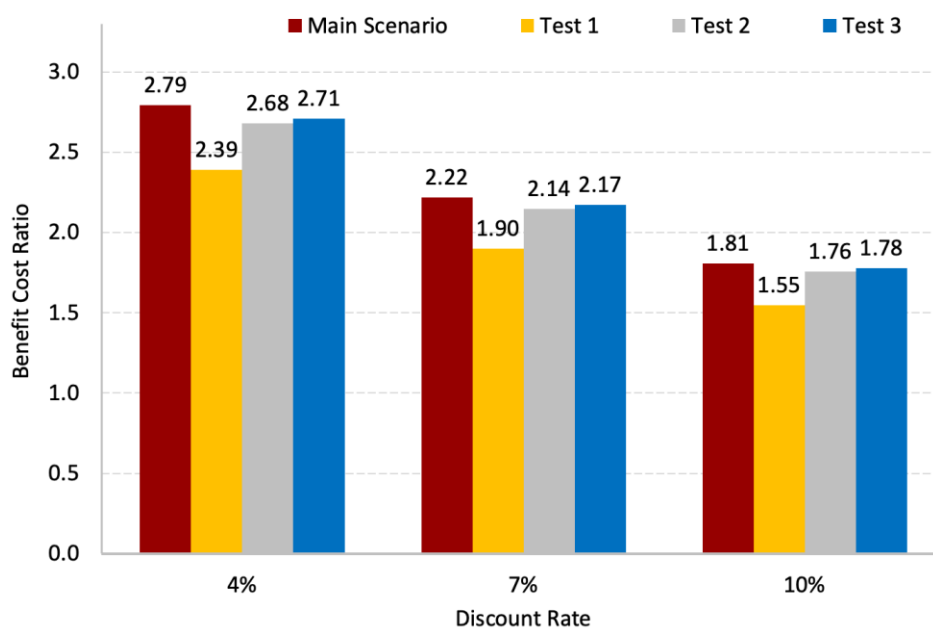


Figure 14 Sensitivity Tests

Test 1 resulted in the BCR decreasing to between 2.39 at the 4% discount rate and 1.55 at 10%. This change is not significant and demonstrates that when the number of key workers per dwelling is decreased, the benefits associated with workforce and household formation remain positive.

Test 2 results in a marginal decline in the BCR to 2.68 at 4% and 1.76 at 10%, though the BCRs remain positive. This reflects the fact that even if the length of time during which worker economic productivity is effectively halved, the benefits of this initial period of additional workforce capacity continues to generate positive impacts.

Test 3 saw only a marginal decline in BCRs across all discount rates. This test revealed that despite removing residual values, the impact of discounting on the present value of the assets, the short lifespan assumed in the CBA (i.e. 25 years), and the fact that the role of the dwellings is only indirectly related to general housing market dynamics and instead is focused on key worker capacity building, the project still provides a strong value for money opportunity.

Overall, the sensitivity testing provides the resilience of the results, with changes to major variables only marginally impacting the results. This supports the value for money associated with the project.

3.4 Unit Values

The analysis within the CBA has application to a wider range of housing projects with other NEWROC towns. There is a high level of consistency in the costs and benefits accrued by key worker housing projects.

Unit Values The analysis within the CBA has application to a wider range of housing projects with other NEWROC towns. There is a high level of consistency in the costs and benefits accrued by key worker housing projects.

The following table provides insights into the costs and benefits of key worker housing projects in the NEWROC on a per dwelling benefits. This unit cost analysis provides flexibility for the results of the cost benefit analysis to be applied to other projects, including shovel ready projects, in the absence of site specific cost.

Table 15 Key Worker Housing Unit Costs and Benefits, NEWROC, 7% Discount Rate

Present Value (7%)	Unit Value
Costs – Capital and Maintenance (\$m)	\$0.59
Benefits (\$m)	\$1.30
Net Present Value (\$m)	\$0.72
BCR	2.22

Based on the per dwelling present value cost (capital and maintenance) over 20 years at the 7% discount rate of \$590,000 and the present value of benefits at \$1.30m, each key worker housing dwelling in the NEWROC region is expected to generate a net present value of \$720,000.

This would achieve the BCR equivalent of 2.22 at the 7% discount rate in line with the core projects.

In the case of Koorda, Nungarin and Trayning each of which identified shovel ready projects with the capacity to deliver 3 dwellings each, this would result in a present value of costs (capital and maintenance) over 20 years at 7% of \$1.76m and benefits valued at \$3.91m each. This translates to a net present value of \$2.15m to maintain a BCR at 7% discount rate at 2.22

Table 16 Key Worker Housing Unit Costs and Benefits, NEWROC, Koorda, Nungarin and Trayning, 7% Discount Rate

Unit Values	NEWROC per Dwelling	Koorda (3 Dwellings)	Nungarin (3 Dwellings)	Trayning (3 Dwellings)
Cost	\$0.54	\$1.76	\$1.76	\$1.76
Benefit	\$1.25	\$3.91	\$3.91	\$3.91
NPV	\$0.71	\$2.15	\$2.15	\$2.15
BCR	2.31	2.22	2.22	2.22

4 ECONOMIC IMPACT ASSESSMENT

This section provides a summary of the economic impact assessment methodology, assumptions and results, for the Project.

4.1 Methodology and Approach

At the core of an Economic Impact Assessment is Input–Output (IO) tables. IO tables are part of the national accounts by the ABS and provide detailed information about the supply and use of products in the Australian economy, and the structure of and inter–relationships between Australian industries.

IO tables are converted, through statistical analysis, into a series of Economic Multipliers. These Multipliers represent the relationship between the direct activity (expenditure or production) associated with a Project and the wider economy.

The results of an EIA are generally presented as both direct effects, that is effects from the direct activity of the Project or event, and indirect effects, which are additional effects from further rounds of spending in the supply chain. A third or consumption effect, resulting from rounds of consumer spending generated by the additional income in the region can also be calculated.

There are two broad levels of Multipliers that can be utilised for Impact Assessments:

1. **Simple Multipliers** – including the Direct or Initial Effect, First Round and Industry Supply Chain effects.
2. **Total Multipliers** – including the Simple Multipliers plus subsequent Induced Production and Household Consumptions effects.

Impact Assessments can assess:

- **Output** - the actual dollar amount spent on the Project in the Region.
- **Income** - the number of wages and salaries paid to labour.
- **Employment** - the full-time equivalent (FTE) per annum employment generated by the Project; and
- **Value Added** - the value added to materials and labour expended on the Project.

Econisis has undertaken an Impact Assessment for the WA state economy, focused solely on **Simple Multipliers**. For the WA economic impacts, this entailed the following tasks:

3. Transaction tables were developed from National IO tables for the WA State economy. For the WA economy, the Regional Transaction Table was calculated by applying employment-based location quotients for the Region, based on the results of the 2016/2021 Census of Population and Housing. This has the effect of excluding spending on imports to the Region since they generate no local economic activity.
4. Economic Multipliers were then generated for WA economy across 119 industry categories defined by the ABS.
5. Construction and operational expenditure and production associated with the development were allocated across 119 industry categories.
6. Economic impacts associated with the Project are calculated.

4.1.1 Criticisms of Impact Assessments

Economic Impact Assessments based on IO-tables and Economic Multipliers have been criticised by Government and academia. Econisis recognises Economic Multipliers are based on limited assumptions that can result in multipliers being a biased estimator of the benefits or costs of a Project.

Shortcomings and limitations of Multipliers for economic impact analysis include:

- **Lack of supply**–side constraints: The most significant limitation of economic impact analysis using multipliers is the implicit assumption that the economy has no supply–side constraints. That is, it is

assumed that extra output can be produced in one area without taking resources away from other activities, thus overstating economic impacts. The actual impact is likely to be dependent on the extent to which the economy is operating at or if it is near capacity.

- **Fixed prices:** Constraints on the availability of inputs, such as skilled labour, require prices to act as a rationing device. In assessments using multipliers, where factors of production are assumed to be limitless, this rationing response is assumed not to occur. Prices are assumed to be unaffected by policy and any crowding out effects are not captured.
- **Fixed ratios for intermediate inputs and production:** Economic impact analysis using multipliers implicitly assumes that there is a fixed input structure in each industry and fixed ratios for production. As such, impact analysis using multipliers can be seen to describe average effects, not marginal effects. For example, increased demand for a product is assumed to imply an equal increase in production for that product. In reality, however, it may be more efficient to increase imports or divert some exports to local consumption rather than increasing local production by the full amount.
- **No allowance for purchasers' marginal responses to change:** Economic impact analysis using multipliers assumes that households consume goods and services in exact proportions to their initial budget shares. For example, the household budget share of some goods might increase as household income increases. This equally applies to industrial consumption of intermediate inputs and factors of production.
- **Absence of budget constraints:** Assessments of economic impacts using multipliers that consider consumption induced effects (type two multipliers) implicitly assume that household and government consumption is not subject to budget constraints.
- **Not applicable for small regions:** Multipliers that have been calculated from the national IO table are not appropriate for use in economic impact analysis of Projects in small regions. For small regions multipliers tend to be smaller than national multipliers since the inter-industry linkages are normally relatively shallow. Inter-industry linkages tend to be shallow in small regions as they usually do not have the capacity to produce the wide range of goods used for inputs and consumption, instead importing a large proportion of these goods from other regions.

4.1.2 Adjustments to Improve EIA Reliability

Despite this, IO tables and Economic Multipliers remain popular due to their ease of use and communication of results. Econisis has undertaken a number of steps and made appropriate adjustments to the EIA methodology to address and mitigate these concerns.

Econisis has only used **Simple Multipliers** in the Assessment. This has the effect of discounting Household Consumption impacts from the assessment. By doing so, only those industries with a first round or supply chain connection are considered. This has the effect of making the results of the EIA conservative and suitable to inform decision making.

Additionally, Econisis has developed economic multipliers for the **WA economy only**. This has the effect of internalising and limiting the extent of the economic impact outside of the State.

Econisis regards the use of Economic Multipliers as part of this Assessment as appropriate and reliable. The results of the assessment are conservative, defensible and suitable for informing decision making.

4.2 Summary of Results

The following tables provide a breakdown of the direct and indirect economic impacts of the Project during construction.

4.2.1 Construction Phase

Econisis has allocated the construction costs for the housing development across the following sectors of the WA economy:

- Residential Building Construction (80%)

- Heavy and Civil Engineering Construction (10%)
- Professional, Scientific and Technical Services (5%)
- Public Administration and Regulatory Services (5%).

For the purpose of this assessment, Econisis has assumed a 2 year construction phase in line with the CBA.

Overall, this construction phase of the project is expected to generate \$24.9m in economic output and \$7.8m in Gross Value Added over two years.

Table 17 Construction Phase Economic and Employment Impacts, 2 Year Phase

Indicators	Direct Impact	First Round	Industry Support	Simple Multiplier
Output (\$m)	\$14.4	\$7.0	\$3.6	\$24.9
Incomes (\$m)	\$1.9	\$1.5	\$0.8	\$4.2
Employment (FTEs)	3.5	2.1	6.8	13.1
GVA (\$m)	\$3.8	\$2.6	\$1.4	\$7.8

This economic activity will support 13.1 FTEs across the entire construction phase.

Table 18 Construction Phase Economic and Employment Impacts, Annual Impact

Indicators	Direct Impact	First Round	Industry Support	Simple Multiplier
Output (\$m)	\$7.2	\$3.5	\$1.8	\$12.5
Incomes (\$m)	\$1.0	\$0.7	\$0.4	\$2.1
Employment (FTEs)	3.5	2.1	6.8	13.1
GVA (\$m)	\$1.9	\$1.3	\$0.7	\$3.9

5 CONCLUSIONS

The NEWROC Key Worker Housing would provide a host of benefits to the region, with the project estimated to have a net present value between \$11.94m and \$28.50m.

The main benefit is the significantly increased economic contributions of key workers. Current housing shortages are preventing key workers from moving into the area, and increasing housing supply will facilitate for these workers to enter the NEWROC workforce and contribute to the local economy. These new workers would produce significant value added to the local economy, estimated to be between \$19.24m and \$31.95m over 20 years.

Other benefits are the household and visitor expenditure from these new workers and their households. Increased housing supply brings new families who will spend at local businesses, stimulating the economy. There are also social benefits to providing housing supply which include enhanced productivity, health savings, and reduced crime, among others.

This evaluation finds that the sum of these economic and social benefits outweigh the estimated cost of the project. This is reflected in the high NPV and BCR values. At the standard 7% discount rate, the BCR is 2.22. This means that for every dollar spent on the project, there are \$2.2 of benefits produced.

This return has application to other key worker projects with similar cost profiles in the NEWROC region, with the average new key worker dwelling constructed yielding \$1.3m in benefits over 20 years.

According to the results of the Economic Impact Assessment, this construction phase of the project is expected to generate \$24.9m in economic output and \$7.8m in Gross Value Added over two years. This economic activity will support 13.1 FTEs across the entire construction phase.

Overall, the results confirm that the project will generate significant value for the regional and State economies, facilitating economic activity that otherwise would be constrained by housing capacity and availability challenges.

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Wyalkatchem

Investment in Key Worker Housing in the North Eastern Wheatbelt Regional Organisation of Councils (NEWROC)

PRELIMINARY BUSINESS CASE

V1.0 December 2025

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DOCUMENT APPROVAL

This document has been endorsed as follows:	
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Position	

CONTACT OFFICER

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Abbreviations

Abbreviation	Description
ABS	Australia Bureau of Statistics
BCR	Benefit Cost Ratio
CBA	Cost Benefit Analysis
EIA	Economic Impact Assessment
Externalities	External Costs or Benefits not captured in market prices
FTE	Full Time Equivalent
GFA	Gross Floor Area
GVA	Gross Value Added
HA	Hectare
NEWROC	North Eastern Wheatbelt Regional Organisation of Councils
NPV	Net Present Value
IO	Input-Output
KWHA	Key Worker Housing Analysis
LGA	Local Government Area
NPV	Net Present Value
PV	Present Value
OBPR	Office of Best Practice
SQM	Square Metres
WDC	Wheatbelt Development Commission
YTD	Year to Date

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1 EXECUTIVE SUMMARY

Proposal

Funding for the construction of affordable residential accommodation dwellings across the North Eastern Wheatbelt Regional Organisation of Councils (NEWROC) to meet key worker accommodation and housing needs in the regional communities for the benefit of the local economies.

Need

The NEWROC Workforce Housing Investigation (NWHI) highlights a significant shortage of worker housing across the NEWROC subregion. Demand is estimated to be several times higher than current construction trends. Key insights from the NWHI include:

- Housing demand in the NEWROC subregion is estimated to be about four times higher than current construction rates.
- By 2031, the estimated workforce housing requirement ranges from an additional 185 to 307 dwellings, implying a need for approximately 26 to 44 workforce dwellings per year.
- The broader additional dwelling demand across the subregion to 2031 is estimated at 264 to 420 dwellings.
- The current under provision of housing for private and public sector workers is estimated to range between 149 and 271 dwellings across the subregion.
- A business community survey found that 64 percent of responding businesses reported a worker shortage, with an average of 1.4 additional staff required per responding business.
- The survey indicates 62.5 percent of responding businesses provide some form of housing for their workers, but 35 percent of workers are dissatisfied with employer provided housing and 65 percent are dissatisfied with rental accommodation, indicating gaps in both quantity and quality of supply.
- Short term needs may be met from vacant residential land where servicing is available, but medium and long term supply depends on planning, servicing and staged investment.

Rationale for Investment

NEWROC communities are susceptible to housing market failure because of their remoteness, small population base and limited demand critical mass. Construction and servicing costs in many towns exceed market sale prices which makes private sector delivery unfeasible at scale. A coordinated, sub-regional program that aggregates demand and is supported by State and Commonwealth enabling investment is required to reduce the risks associated with housing construction, preserve essential local services and support economic activity.

Options

Vacant residential land availability across the main townsites has been reviewed by the Wheatbelt Development Commission. Across the NEWROC towns a total of approximately 384 vacant residential lots exist in principle, but tenure, servicing, environmental overlays and suitability limit immediate delivery. The feasibility review identified 26 potential dwellings for development across five core sites:

- Lots 305 and 306 Askew Street, Beacon

- Portion of Lot 28 Goldfields Road, Dowerin
- Lot 438 Gamble Street, Wyalkatchem
- Lot 501 Coomer Street, Wongan-Hills (Wongan-Ballidu)
- Lots 25 & 26 Muka East SP Area, Mukinbudin

Local Government Development and Ownership, either directly or through a community housing organisation, represents the preferred delivery solution for the NEWROC study area. Other mechanisms such as rating incentives are unlikely to be sufficient to address the structural market failure on their own. Financial subsidy support to market or community providers and build-to-rent models have potential in partnership with public contributions, but depend on uptake and remaining capital requirements.

A further 9 dwellings across two sites were also identified as “shovel ready” in Kooda, Nungarn and Trayning and have been assessed using unit value estimates.

Evaluation

A Cost Benefit Analysis of the preferred option was undertaken by Econisis. The appraisal identifies a range of monetised economic and social benefits including:

- Construction supply chain benefits
- Direct economic contribution of key worker households
- Household expenditure-based economic impacts
- Social benefits of housing access (health, education, safety and human capital)
- Housing market normalisation effects
- Residual asset value

The results of the CBA indicate the project generates positive net benefits across standard discount rates. The CBA and related financial analysis used construction and servicing cost estimates prepared in November 2025 and applied a 20 year appraisal period. The core feasibility assessment estimates total provision costs for the 26 dwellings of approximately \$14.0 million with an average estimated construction and servicing cost per dwelling of about \$552,665.

Table 1 Summary of Cost Benefit Analysis Results

Summary	4%	7%	10%
Total Costs	\$15.91	\$15.29	\$14.81
<i>Capital Costs</i>	<i>\$14.09</i>	<i>\$13.90</i>	<i>\$13.72</i>
<i>Maintenance</i>	<i>\$1.81</i>	<i>\$1.39</i>	<i>\$1.09</i>
Total Benefits	\$44.41	\$33.93	\$26.75
<i>Construction Supply Chain Benefits</i>	<i>\$1.00</i>	<i>\$0.99</i>	<i>\$0.97</i>
<i>Economic Contribution of Key Workers</i>	<i>\$31.95</i>	<i>\$24.44</i>	<i>\$19.24</i>
<i>Household Expenditure-Based Economic Impacts</i>	<i>\$5.42</i>	<i>\$4.14</i>	<i>\$3.26</i>
<i>Social Benefit of Housing Access</i>	<i>\$2.91</i>	<i>\$2.23</i>	<i>\$1.75</i>
<i>Housing Market Normalisation</i>	<i>\$1.81</i>	<i>\$1.39</i>	<i>\$1.09</i>
<i>Residual Asset Value</i>	<i>\$1.31</i>	<i>\$0.74</i>	<i>\$0.43</i>
NPV	\$28.50	\$18.64	\$11.94

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Summary	4%	7%	10%
BCR	2.79	2.22	1.81

BCRs and NPVs are positive for the 26-dwelling project sites at all discount rates, with BCRs exceeding 2.0 at 4% and 7% discount rates. Overall, the results confirm that the project will generate significant value for the regional and State economies, facilitating economic activity that otherwise would be constrained by housing capacity and availability challenges.

Based on the per dwelling present value cost (capital and maintenance) over 20 years at the 7% discount rate of \$590,000 and the present value of benefits at \$1.30m, each key worker housing dwelling in the NEWROC region is expected to generate a net present value of \$720,000.

Table 2 Key Worker Housing Unit Costs and Benefits, NEWROC, 7% Discount Rate

Present Value (7%)	Unit Value
Costs – Capital and Maintenance (\$m)	\$0.59
Benefits (\$m)	\$1.30
Net Present Value (\$m)	\$0.72
BCR	2.22

In the case of Koorda, Nungarin and Trayning each of which identified shovel ready projects with the capacity to deliver 3 dwellings each, this would result in a present value of costs (capital and maintenance) over 20 years at 7% of \$1.76m and benefits valued at \$3.91m each. This translates to a net present value of \$2.15m to maintain a BCR at 7% discount rate at 2.22

Table 3 Key Worker Housing Unit Costs and Benefits, NEWROC, Koorda, Nungarin and Trayning, 7% Discount Rate

Unit Values	NEWROC per Dwelling	Koorda (3 Dwellings)	Nungarin (3 Dwellings)	Trayning (3 Dwellings)
Cost	\$0.54	\$1.76	\$1.76	\$1.76
Benefit	\$1.25	\$3.91	\$3.91	\$3.91
NPV	\$0.71	\$2.15	\$2.15	\$2.15
BCR	2.31	2.22	2.22	2.22

The core project has the capacity to deliver \$24.9m in economic output to the WA economy over the construction phase (assuming 2 years). This included \$7.8m over 2 years of Gross Value Added to the regional economy. This economic activity will also support approximately 13.1 FTEs across the entire construction phase.

Table 4 Construction Phase Economic and Employment Impacts, 2 Year Phase, Core Projects

Indicators	Direct Impact	First Round	Industry Support	Simple Multiplier
Output (\$m)	\$14.4	\$7.0	\$3.6	\$24.9
Incomes (\$m)	\$1.9	\$1.5	\$0.8	\$4.2
Employment (FTEs)	3.5	2.1	6.8	13.1
GVA (\$m)	\$3.8	\$2.6	\$1.4	\$7.8

Preliminary Implementation Advice

A likelihood and consequence based risk assessment was undertaken. No extreme risks were identified. One major risk was identified that project-related housing assets may have a negative residual market value on delivery because construction costs can exceed sale prices

in small regional markets. This risk is mitigated by the recommended own-and-lease model for Local Government ownership, and by seeking State financial contributions which reduce negative equity exposure. Other project risks include cost escalation, lower than expected demand and Local Government capacity to manage assets. The business case includes sensitivity testing and contingency provisions (10 to 15 percent) within site cost estimates.

Governance options considered include:

- Individual Local Government project management and delivery
- Establishment of a regional community housing entity to manage procurement, delivery and operations
- Engagement of an established community housing organisation as a delivery partner
- Partnership with State Government agencies (DevelopmentWA, Department of Communities) for procurement and delivery

Retaining a strong Local Government role in asset operation and tenanting is important to ensure local needs are met and to preserve local employment and knowledge.

Recommendations

This preliminary business case and associated analysis and evidence confirm the recommendation that:

Government funding should be provided to support the delivery of long-term residential dwellings across NEWROC to house key workers in the region.

Additionally it is recommended that:

Focus of investment in the short-term in NEWROC should direct to identified “shovel ready” projects. Additionally medium term focus should be directed to the facilitation of additional key worker dwelling delivery opportunities where greater understanding of trunk infrastructure costs is required.

2 PROJECT PURPOSE

2.1 Introduction

Key-worker housing shortages and affordability pressures are becoming more widespread across regional Australia, undermining the capacity of towns to attract and keep essential staff. In the NEWROC subregion these pressures are driven by small, dispersed labour markets, largely flat or slowly declining populations, market values that can sit below replacement costs, and practical constraints to new development — all of which point to the need for coordinated government support.

The NEWROC Workforce Housing Investigation (NWHI) presents the evidence of current and projected demand for worker housing across the NEWROC Study Area (the Shires of Dowerin, Koorda, Mt Marshall, Mukinbudin, Nungarin, Trayning, Wongan-Ballidu, and Wyalkatchem) through to 2031.

This Preliminary Business Case has been prepared using the Western Australian Government Business Case Template to support NEWROC councils when engaging State and Federal agencies for funding to service land and deliver new key-worker housing.

2.2 Proposal Background

2.2.1 The Wheatbelt Region

The Wheatbelt region covers 154,862 square kilometres and contains a broad mix of landscapes — from the coastal waters of the Central Coast to the productive plains of the Central Midlands and Wheatbelt South, the rolling Avon Valley and the distinctive terrain of the Central East¹.

The region is organised into five sub-regions (Avon, Central Coast, Central East, Central Midlands and Wheatbelt South), each served by a sub-regional centre (typically Northam, Jurien Bay, Merredin, Moora and Narrogin) and each with its own economic and population drivers.

Wheatbelt's resident population is approximately 78,500 people (and remains highly dispersed across more than 200 towns and communities). The region is administered by 42 local governments and has no single dominant metropolitan centre.

With an estimated Gross Regional Product of about \$9.12 billion, the Wheatbelt has a diverse and expanding economic base (led by agriculture but increasingly supported by mining, transport and logistics, manufacturing and construction) positioning the region to continue contributing strongly to State and national growth².

2.2.2 Statistical Geography

NEWROC is a voluntary organisation of Councils and includes seven Local Governments in the North Eastern sub-region of the Wheatbelt, WA. The NEWROC key worker housing project

¹ Wheatbelt Development Commission (2025) Economic Profile, accessed at <https://wheatbelt.wa.gov.au/economic-profile/>

² REMPLAN (2025) Wheatbelt Region Demographic, accessed at <https://app.rempla.com.au/wheatbelt-region/community/summary>

2.2.3 NEWROC Housing Investigation

The NEWROC Workforce Housing Investigation (NWHI) highlights a significant shortage of worker housing across the NEWROC subregion. The NWHI quantifies demand for worker housing in the Shires of Dowerin, Koorda, Mt Marshall, Mukinbudin, Nungarin, Trayning, Wongan-Ballidu, Wyalkatchem, and projects needs through to 2031. This analysis is conservative and is intended to support the development of business cases and grant applications.

Key insights from the NWHI include:

- Housing demand in the subregion is estimated to be four times higher than current construction rates.
- By 2031, the estimated demand for workforce housing ranges from an additional 185 to 307 dwellings, implying a requirement of approximately 26 to 44 new worker accommodation units per year.
- The current under provision of housing for private and public sector workers is estimated to range between 149 and 271 dwellings across the subregion.
- A business community survey found that 64 percent of responding businesses reported a worker shortage, with an average of 1.4 additional staff required per responding business.
- The survey indicates 62.5 percent of responding businesses provide some form of housing for their workers, most commonly business owned dwellings. The report also records that 35 percent of workers are dissatisfied with the quality of employer provided housing and 65 percent are dissatisfied with rental accommodation, showing gaps in both quantity and quality of supply.
- Short term housing needs may be addressed from existing vacant residential land where servicing is available, but longer term supply depends on planning and servicing.
- The Shires of Mukinbudin and Dowerin are identified as likely to face shortages of vacant, residential zoned land unless servicing, subdivision or higher density planning is advanced. Other shires are more likely to have suitable land subject to planning and servicing.

2.2.4 Socio-Demographic and Housing Profile

According to the ABS census data 2021 (ABS 2021), the aggregate population of the NEWROC subregion in 2021 was 4,434, representing a gradual decline of 192 people since 2011. This data also indicates a reduction of 41 dwellings since 2011. These statistics may be due to some ABS classification changes (boundary shift) over time or actual activity (i.e., demolition or dwelling deemed uninhabitable).

Table 5 Population and Total Dwellings Trends by Local Government Area (LGA), 2011 – 2021

LGA	Mukinbudin	Mt Marshall	Koorda	Wyalkatchem	Nungarin	Trayning	Dowerin	Wongan-Ballidu	Total
2011									
Population	490	486	437	523	230	348	678	1,434	4,626
Dwellings	299	357	273	332	128	231	378	770	2,768

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LGA	Mukinbudin	Mt Marshall	Koorda	Wyalkatchem	Nungarin	Trayning	Dowerin	Wongan-Ballidu	Total
2016									
Population	555	527	414	516	257	350	690	1,331	4,640
Dwellings	305	350	242	314	132	215	376	755	2,689
2021									
Population	579	459	361	470	255	298	715	1,297	4,434
Dwellings	329	314	246	356	130	248	424	680	2,727

The population distribution across the catchment shires is diverse. The Shire of Wongan-Ballidu is the largest population centre, comprising 29.3% of the subregion, followed by the Shire of Dowerin at 16.1%. This is followed by the shire of Mukinbudin at 13.1%, and then Mt Marshall and Wyalkatchem at ~10.5%. Nungarin is the smallest shire relative to population at 5.8%.

Table 6 NEWROC Population Distribution and Household Size, 2021

LGA	Mukinbudin	Mt Marshall	Koorda	Wyalkatchem	Nungarin	Trayning	Dowerin	Wongan-Ballidu	Total
Population	579	459	361	470	255	298	715	1,297	4,434
Population share	13.1%	10.4%	8.1%	10.6%	5.8%	6.7%	16.1%	29.3%	100.0%
Total dwellings	329	314	246	356	130	248	424	680	2,727
Household size	2.3	2.3	2.2	1.9	2.1	1.9	2.3	2.3	2.2

The subregion's average household size (i.e. average household occupancy) is 2.2 people. The proportion of lone households represents 35.9%, which is an increase of 5.6% of households since 2011. The proportion of people aged 65+ has increased by 8% since 2011, representative of an ageing population. Family households have reduced, with the representation of children and youth shifting from 22.6% to 17.6% of the population. The proportion of grouped households (non-related people sharing a house) has remained relatively stable between 2011 and 2021.

Table 7 NEWROC Housing Composition 2011 – 21

NEWROC Trends (Averages)	2011	2016	2021
Share of population 0-14	22.6%	20.1%	17.6%
Share of population 65+	16.4%	19.5%	24.4%
Family households	67.6%	66.4%	62.1%
Lone person households	30.3%	31.2%	35.9%
Group households	2.1%	2.4%	2.0%

Table 8 NEWROC Housing Occupancy, Type and Tenure Trends 2011 – 21

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NEWROC Trends	2011	2016	2021
Dwelling Occupancy			
Occupied	71.2%	74.1%	72.9%
Unoccupied	28.8%	25.9%	26.8%
Dwelling Type			
Separate house	93.9%	97.2%	96.1%
Semi-detached, row or terrace house, townhouse etc	1.3%	1.4%	2.5%
Flat or apartment	3.6%	0.3%	0.0%
Other dwelling	1.0%	0.9%	1.6%
Tenure Type			
Owned outright	44.0%	46.7%	48.5%
Owned with a mortgage	22.1%	20.0%	17.9%
Rented	24.7%	25.0%	22.9%
Other tenure type	5.9%	6.8%	8.4%
Tenure type not stated	3.0%	2.6%	2.6%

The NEWROC subregion housing occupancy type and tenure indicate the following trends across the census periods:

- The level of dwelling occupancy has marginally increased overall, with occupied dwellings 71.2% (2011), 74.1% (2016) and 72.9% (2021), and unoccupied dwellings 28.8% (2011), 25.9% (2016) and 26.8% (2021).
- Single houses are the dominant dwelling typology, representing about 96% of the housing stock in 2021 (93.9% in 2011, 97.2% in 2016, 96.1% in 2021).
- There has been a small increase in grouped dwellings (semi-detached, row or terrace, townhouse), from 1.3% in 2011 to 2.5% in 2021.
- Flats and apartments are negligible by 2021 (3.6% in 2011, 0.3% in 2016, 0.0% in 2021).
- Home ownership composition has shifted rather than collapsed: owned outright rose from 44.0% (2011) to 48.5% (2021) while owned with a mortgage fell from 22.1% (2011) to 17.9% (2021). Combined owner occupation remained around two thirds of dwellings (66.1% in 2011, 66.7% in 2016, 66.4% in 2021).
- Rented dwellings declined modestly from 24.7% (2011) to 22.9% (2021). Other tenure types, which may include employer provided and not for profit community housing, increased from 5.9% (2011) to 8.4% (2021).
- Tenure type not stated was 3.0% (2011), 2.6% (2016) and 2.6% (2021).

The statistical reliability of ABS data based on smaller population catchments can also be low; therefore, the statistics on the rate of occupied/unoccupied dwellings may need verification. Also, understanding the tenure, age, condition, and location of unoccupied dwellings may provide some understanding of why the percentage of unoccupied dwellings is relatively high.

A review of reasons for unoccupied dwellings relevant to NEWROC found the following:

- Some vacant houses need major repairs or modernisation such as new kitchens, bathrooms, floor coverings and painting, and owners judge the cost of upgrades to be uneconomic.
- Some houses are left empty because they are satellite farm dwellings used only occasionally when the farmer is working that block.

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- Older farm houses located very close to a newer main homestead are often retained for storage or occasional use and are not considered suitable for rental.
- Some farmers will not rent out farmhouses because of previous bad experiences with tenants.
- Many unoccupied properties are farm dwellings that have been allowed to fall into disrepair; owners prefer leaving them empty rather than managing rentals, so some are now beyond reasonable repair.
- Farmers who buy adjacent properties frequently already have a house and do not need the second dwelling, leaving it vacant.
- Occupational health and safety concerns, especially the risks to children on working farms, make some owners reluctant to rent out farm properties.
- Some unoccupied dwellings are also held by absentee owners and are not made available for rent, limiting the effective supply of housing within townsites.

Population Forecasts provided through WA Tomorrow No.12 (WAT12) are based on growth rates projected from ABS 2024 estimated regional population. WAT12 provides the latest population forecasts by age and sex for Western Australia and its regions. These forecasts, which extend to 2036, are the official projections from the WA Government and replace the previous forecasts in WA Tomorrow Population Report No. 11 (2019).

The report uses forecast bands to show a range of possible population outcomes, with an 'Upper Band' and 'Lower Band' illustrating the range. Based on past forecasting accuracy, there is an 80% chance that the actual population will fall within these bands. WAT12 recommends that the 'Central Band' forecast provides the best estimate of future population trends based on historical data. WAT12 'Central Band' forecast is included below and projects a decline of 286 people between 2021-2036 in the subregional population, which is consistent with the current population trend of slow decline. The 'Upper Band' forecasts an increase of an estimated 890 people across the subregion.

Projected population decline in the NEWROC towns is influenced not only by demographic trends but also by constraints in attracting and retaining a workforce. Limited availability of suitable housing, including reduced access to Government Regional Officers' Housing (GROH), restricts the ability of employers to bring in new staff. These housing shortages contribute to lower in-migration and reinforce the longer-term downward population trajectory.

Table 9 WA Tomorrow Population Forecast Central Band, 2021 – 2036

WATomorrow No. 12	2021	2026	2031	2036
Mukinbudin	593	586	556	530
Mt Marshall	467	452	427	396
Koorda	373	373	363	353
Wyalkatchem	484	495	495	490
Nungarin	263	261	246	231
Trayning	307	306	301	291
Wongan-Ballidu	1,336	1,340	1,319	1,289
Dowerin	733	730	710	690
Total	4,556	4,544	4,417	4,270

2.3 Project Context / Service Need

While the NEWROC subregion has experienced a gradual population decline over recent Census periods, forecasts suggest that this decline is expected to remain slow and steady. Some LGAs within the subregion have shown periods of stabilisation or minor growth, indicating that towns across the area retain the potential to sustain local economic activity over time. Addressing the current shortage of key workers and suitable worker accommodation is critical to maintaining these activities and supporting future population and workforce retention.

'State Planning Policy 3.0 (SPP3) Urban Growth and Settlement' (WAPC, 2006) outlines that local governments should assess housing demand and identify the type and location of additional housing needed to meet future population and workforce requirements. SPP3 also highlights the importance of ensuring an appropriate mix of housing types that align with changing household composition and local demand. The NEWROC Workforce Housing Investigation (2025) recognises the need to diversify housing supply across the subregion to better match dwelling types with workforce needs, including smaller, low-maintenance dwellings and flexible rental options suitable for key workers and families.

While the NEWROC subregion shows signs of modest decline, the rate of change remains gradual, and some shires have recorded increases in population and employment. These patterns indicate that local economies continue to function and could sustain growth if workforce accommodation constraints are addressed. A shortage of housing suitable for workers is a key limiting factor for local businesses and service delivery.

Business, community, and local government surveys undertaken for the NEWROC Workforce Housing Investigation highlight widespread concern about the lack of available and appropriate housing. Key priorities from local employers regarding worker housing needs included:

1. Increased short-term worker accommodation or short-stay housing for seasonal and transient workers.
2. General lack of available housing in towns.
3. Attractive and modern housing options suitable for couples and families with backyards.
4. Additional rental housing and smaller units or grouped dwellings for single workers.
5. Replacement or refurbishment of older dwellings to bring them to a modern standard.
6. Avoiding the use of dongas and caravan parks for housing, which is seen as undesirable and unsustainable.

The NEWROC subregional workforce and housing needs assessment draws on detailed analysis by LGA, presented in the 'Local Government Profile and Workforce Housing Needs' chapter. Forecast trends for the study area have been translated into a high-level estimate of workforce housing demand through to 2031. From 2019 to 2024, a total of 52 new dwellings were constructed across the NEWROC subregion, averaging approximately 9 dwellings per year.

The overall demand for additional dwellings is projected to be around five times current building activity, requiring between 264 and 420 additional dwellings by 2031. Within this total, there is an estimated shortfall of 149 to 271 public and private sector workforce dwellings. To adequately accommodate both public and private sector workforce requirements between 2025 and 2031, an additional 185 (low estimate) to 307 (high estimate) dwellings will be required.

Table 10 The NEWROC Study Area Housing Needs Analysis

NEWROC Subregion Housing Needs Analysis (Workforce Housing)						
	Assessment Category	High Scenario (A) 2025-2031	Conservative Scenario (B) 2025-2031	Current Trends Scenario (C)	Scenario A Worker Housing	Scenario B Worker Housing
A	Lone Households (cap figure)	352	214			
A1	Aged Accommodation	89	54		0	0
A2	Public Sector Worker Accommodation	86	58		87	58
A3	Private Sector Worker Accommodation	184	92		184	91
B	Shire Building Activity	60	60	60	36	36
	Additional Dwellings to 2031	420	264	61	306	185
	Average per annum	60	38	9	44	26

To meet current building activity and increased workforce housing requirements, it is recommended that 38-60 dwellings be constructed each year over the next 7 years across the subregion, with at least 26-44 dwellings being for workforce accommodation. This figure may incrementally address worker housing shortages and maintain ongoing replacement stock and additional dwellings for the broader community.

The Shires have also supported the delivery of age-appropriate housing through their participation in the Central East Aged Care Alliance (CEACA), which has provided dedicated accommodation for the region's ageing population. This demonstrates the commitment of Shires in NEWROC to investigate and implement alternate affordable accommodation models to meet regional housing needs.

2.4 Policy Setting

2.4.1 State Government

2.4.1.1 Department of Communities and GROH

The WA Department of Housing and Works is the primary agency responsible for delivering affordable and social housing across the state. Its functions span construction, property management, housing finance and human services, with a core focus on supporting households that cannot secure appropriate housing through the private market. Communities works with private sector partners, community housing providers and other government agencies to deliver housing outcomes in metropolitan, regional and remote areas.

Its responsibilities include:

- Managing more than 36,000 public housing dwellings, and a further 8,000 dwellings in partnership with community housing organisations
- Administering approximately 5,000 Government Regional Officer Housing (GROH) properties for government employees

- Providing and supporting housing in 122 remote Aboriginal communities
- Constructing new social housing and overseeing the maintenance and refurbishment of existing stock³.

The Government Regional Officer Housing program is delivered by the Department of Housing on behalf of Communities. The program provides accommodation for government employees across Western Australia. Around 5,500 GROH dwellings are managed in more than 250 locations, with approximately 55 percent owned by the Department and the remainder leased from the private market. Additional supply is secured through new construction, spot purchases and leasing arrangements.

To meet increasing demand for government employee housing, Communities maintains a range of partnerships with the private sector. These include leasing arrangements with property owners, engagement with real estate agents to identify suitable properties for purchase or lease, and agreements with builders and developers to deliver new dwellings⁴.

2.4.1.2 Regional Development Assistance Program

DevelopmentWA is a key contributor to housing supply in regional Western Australia. Its Regional Development Assistance Program (RDAP), supported by State Government funding, assists local governments to progress residential land and development projects that would otherwise be commercially unviable.

The program was established to address the high and often prohibitive costs of development in regional areas, where limited market demand can restrict or prevent private sector investment. By reducing these barriers, RDAP helps to increase serviced land availability in towns where private land supply is constrained or absent.

Through RDAP, the State provides funding to support projects that contribute to the growth and revitalisation of regional communities. Proposals are assessed against published criteria, with the expectation that successful projects will result in built-form outcomes delivered by a third-party developer or partner.

Local governments can apply to DevelopmentWA for RDAP assistance to advance priority land development projects within their boundaries, enabling them to unlock sites, reduce development risk and facilitate new housing supply⁵.

2.4.1.3 State Infrastructure Strategy

Housing is identified as a key issue and is focused in the State Infrastructure Strategy. Access to housing is a critical enabler for community wellbeing and economic participation. However, WA's household structures are changing, living costs are increasing and more people are seeking social housing support services.

Housing has long been recognised as an issue that no state government can address on its own. Participation by federal and local governments, as well as community and not-for-profit providers and private industry, is required for a balanced system that reduces cost and maximises choice.

³ Department of Communities (2024) Housing accessed at <https://www.wa.gov.au/organisation/departments-of-communities/housing>

⁴ Department of Communities (2024) GROH Fact Sheet accessed at https://www.wa.gov.au/system/files/2023-07/groh_fact_sheet.pdf

⁵ Development WA (2024) RDAP accessed at <https://developmentwa.com.au/our-work/rdap>

Five housing related recommendations were identified in the State Infrastructure Strategy including:

- Recommendation 71 - Improve long-term planning and inform investment for social and affordable housing
- Recommendation 72 - Prioritise further investment in social and affordable housing
- Recommendation 73 - Enable and diversify social and affordable housing providers and housing choice
- Recommendation 74 - Respond to the need for affordable and available housing in regional areas
- Recommendation 75 - Improve Aboriginal housing outcomes and enable options for housing infrastructure⁶

This project relates specifically to Recommendations 72 and 74 of the State Infrastructure Strategy.

2.4.1.4 Housing Diversity Pipeline Program

The Department of Planning, Lands and Heritage is working with other State agencies to identify surplus government land suitable for release to the market for innovative housing development. The program aims to expand housing choice and enable projects that may incorporate social housing. It moves away from conventional delivery models by inviting industry to put forward design-led solutions that increase land and housing supply. The Housing Diversity Pipeline provides a mechanism for government and the private sector to collaborate on new, fit-for-purpose housing outcomes across Western Australia.

2.4.2 Australian Government

The Housing Australia Future Fund (HAFF) and the National Housing Accord are key Commonwealth initiatives intended to expand social and affordable housing supply. Together they are expected to support delivery of 20,000 new social dwellings and 20,000 new affordable homes nationally over five years, with Housing Australia administering the programs.

The HAFF is a \$10 billion fund managed by the Future Fund Board, with investment returns used to finance 20,000 social and 10,000 affordable homes over five years, including housing targeted to acute need. Most HAFF allocations will flow through the Housing Australia Future Fund Facility.

The National Housing Accord Facility provides the financing mechanism for delivering affordable homes under the National Housing Accord⁷. Complementing this, the Australian Government has launched the \$1.5 billion Housing Support Program (HSP) to help meet the Accord's target of 1.2 million additional well-located homes over five years from 1 July 2024. The HSP includes three funding streams. Up to \$500 million is available to state, territory and local governments over 2023–24 and 2024–25 to increase housing supply by supporting enabling infrastructure, improving local amenity, and strengthening planning capacity.

⁶ Infrastructure WA (2024) Housing accessed at <https://www.infrastructure.wa.gov.au/state-infrastructure-strategy/term/housing>

⁷ Housing Australia (2024) Housing Australia Future Fund Facility and National Housing Accord Facility accessed at <https://www.housingaustralia.gov.au/housing-australia-future-fund-facility-and-national-housing-accord-facility>

Eligible projects include:

- Infrastructure that services new housing, such as water, power, sewerage and road connections.
- Infrastructure that provides community amenities supporting new development, such as community centres and parks.
- Initiatives that enhance planning capability, including resources to accelerate housing delivery for well-located areas⁸.

2.5 Rationale for Intervention

While private markets are the preferred method in Australia and most Western countries, for the supply of goods and services to the population, such markets are subject to failure. "Market failure" represents a situation in which, for a diverse range of reasons, the private sector is unable to meet the needs and requirements of a community. Issues of market depth/liquidity, capital intensity and feasibility are common factors in situations where markets fail.

Regional communities such as those in NEWROC are more susceptible to issues of market failure due to their comparative remoteness, small size/lack of demand critical mass and labour force constraints. This is evident in both new construction and renovation activity, where delivery costs frequently exceed local market values. These conditions are reinforced by broader market constraints, including higher deposit requirements imposed by banks for regional lending, which further limits private investment and restricts the supply of suitable housing.

This is further exacerbated by

- The absence of recent DevelopmentWA-led residential land development in the subregion has further constrained land supply, leaving local governments to manage subdivision, servicing and release activities independently.
- The withdrawal of Government Regional Officers' Housing (GROH) from the NEWROC towns has reduced the availability of State-supplied housing for essential workers. As a result, Shires are increasingly required to use their own housing stock to accommodate teachers, health staff and other critical personnel, further constraining the supply of dwellings available to local employers.

Additionally, local government housing should be prioritised for local government employees, rather than being diverted to accommodate State-employed essential workers, which is reducing the availability of housing for Shire workforce needs.

The average estimated market cost of housing in the NEWROC subregion between 2016 and 2025 in the table below is based on ABS data.

Table 11 Average Estimated Market Cost of Housing

Year	Mukinbudin	Mt Marshall	Koorda	Wyalkatchem	Nungarin	Trayning	Wongan-Ballidu	Dowerin	Average

⁸ Infrastructure Australia (2024) Housing Support Program, accessed at <https://www.infrastructure.gov.au/territories-regions-cities/cities/housing-support-program>

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2016	\$77,000	\$80,000	\$56,000	\$77,000	\$83,000	\$96,000	\$197,000	\$140,000	\$100,750
2017	\$82,000	\$85,000	\$65,000	\$100,000	\$65,000	\$75,000	\$167,000	\$182,000	\$102,625
2018	\$88,000	na	\$87,000	\$107,000	\$10,000	\$510,000	\$233,000	\$141,000	\$168,000
2019	\$133,000	\$37,000	\$25,000	\$131,000	\$55,000	na	\$150,000	\$85,000	\$88,000
2020	\$102,000	\$35,000	\$53,000	\$70,000	\$35,000	\$45,000	\$178,000	\$160,000	\$84,750
2021	\$56,000	\$65,000	\$30,000	\$79,000	\$12,000	\$60,000	\$122,000	\$135,000	\$69,875
2022	\$97,000	\$90,000	\$96,000	\$138,000	\$70,000	\$55,000	\$177,000	\$152,000	\$109,375
2023	\$70,000	\$60,000	\$110,000	\$120,000	\$120,000	\$133,000	\$220,000	\$131,000	\$120,500
2024	\$168,000	\$32,000	\$100,000	\$125,000	\$89,000	\$50,000	\$180,000	\$240,000	\$123,000
2025	\$175,000	\$100,000	\$119,000	\$132,000	\$97,000	\$11,000	\$242,000	\$250,000	\$140,750

This is below the replacement cost of dwellings in the current market, even with modular construction methods, highlighting the housing market failure within NEWROC.

2.5.1 Benefits of a Sub-Regional Approach to Key Worker Housing

The adoption of a sub-regional approach to key worker housing delivery is regarded as critical to ensuring the feasibility and viability of project delivery is maximised and that the risk to delivery of small project scale is mitigated.

In this case, it is recognised that the delivery of key worker housing across different communities of NEWROC as part of a single procurement approach and method would provide the delivery partner with the necessary critical mass to manage issues of remoteness, workforce management, supply chain management and housing product delivery in a structured and proactive manner.

This enables project costs to be minimised by allowing sunk costs, ramp up and deployment costs and supply chain costs to be amortised over a larger number of dwellings while allowing for the delivery of housing in different communities within the same sub-region to be managed holistically as part of a single procurement and delivery package.

2.6 Stakeholders

Stakeholder engagement underpins the project outline. The collection of data informs the NEWROC workforce housing analysis (worker housing needs analysis) through the following engagement processes:

- Business Community Survey (Business Community Stakeholders)
- Local Government Housing Survey
- State Agency Stakeholder Survey (SGAS)
- Liaison with WA Country Health Service (WACHS) and Department of Communities (Government Regional Officers Housing Program (GROH)).

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This Stakeholder Outcomes report summarises the findings and outcomes of the engagement activities. The NEWROC Housing Needs Investigation Report will include a comparative data analysis of the engagement outcomes presented, considering broader ABS data and a Literature Review.

The stakeholder group table identifies the stakeholders involved in the project, the level of engagement, and the terms of reference supporting the engagement activities and outcomes.

Table 12 Stakeholder Groups

	Consultation Level – keywords	Communication Methods/Terms of Reference
Project Control Group – <ul style="list-style-type: none"> Wheatbelt Development Commission NEWROC Organisation of Councils Shire of Wongan-Ballidu Consultants (Project Management)	Involve Collaborate	<ul style="list-style-type: none"> Confirm project process and content Confirm objectives Develop key messages Emails/phone calls/teams calls/meetings Teams presentation Confirm recommendations
Working Group <ul style="list-style-type: none"> Shire of Mukinbudin Shire of Mt Marshall Shire of Koorda Shire of Wyalkatchem Shire of Nungarin Shire of Trayning Shire of Wongan- Ballidu Shire of Dowerin (Steering Group)	Inform Involve Consult Collaborate Empower	<ul style="list-style-type: none"> Provide data, local knowledge and other technical information. Complete the Local Government survey/questionnaire. All LGAs to engage local businesses and other key employers (& community stakeholders) to seek responses on the community business survey. Emails/ and phone calls Teams meeting/ final presentation Document review
State Agency/ Service Agency Stakeholders <ul style="list-style-type: none"> WA Country Health Services Department of Community Services - GROH Police Local Public Schools 	Inform Consult Involve	<ul style="list-style-type: none"> Building awareness Gather views/information Emails/ and phone calls Feedback
Business Community Stakeholders <ul style="list-style-type: none"> Agriculture Commercial and retail Mining Not for Profit Hospitality Trades 	Inform Consult	<ul style="list-style-type: none"> Gather views/information. Survey Emails/phone calls Feedback

3 STRATEGIC OPTIONS IDENTIFICATION AND ANALYSIS

3.1 Potential Solutions

3.1.1 Vacant Residential Land Analysis

The Wheatbelt Development Commission is conducting a vacant land assessment across the NEWROC main townsites. The assessment details are contained in the 'NEWROC Development Capacity Assessment and Town Action Plan'. An initial high-level review is provided below to consider housing demand predicted in this report in relation to residential land supply in the main townsites of the NEWROC Shires.

Based on the WDC data, there are approximately 384 vacant residential-zoned lots across the townsites of Dowerin, Koorda, Mt Marshall, Mukinbudin, Nungarin, Trayning, Wongan-Ballidu, Wyalkatchem. Overall, the comparison between the dwelling forecast data and vacant land availability suggests that the NEWROC subregion generally appears to have sufficient residential-zoned vacant land to accommodate additional dwelling demand through to 2031, subject to servicing and delivery constraints. The ability to cater to demand will be dependent on the provision of adequate infrastructure and the servicing of the land to support development, forward planning, and the willingness of private landowners to sell or subdivide. The level of servicing provided to these lots will be detailed in the final Housing Action Plan and will determine access to the vacant zoned land, development capacity, and the towns' ability to respond to immediate projects.

Challenges are evident in the Shires of Wongan-Ballidu and Dowerin, which are likely to face shortages of vacant, residential-zoned land unless significant improvements in servicing, subdivision and planning for higher-density development are undertaken. While these local governments may be able to meet short-term workforce housing demand under a low growth scenario (assuming all available land is adequately serviced), planning for additional zoned and serviced land for the medium to long term may be required.

Table 13 LGA vacant lots and NWHI forecast worker housing demand

	Scenario A - High		Scenario B - Low		Vacant "Residential" zoned Land (main townsite)
LGA	Additional Dwellings to 2031	Total Worker housing	Additional Dwellings to 2031	Total Worker housing	Vacant Residential Lots
Shire of Mukinbudin	39	26	29	19	19
Shire of Mt Marshall	41	26	33	19	62
Shire of Koorda	36	23	26	16	34
Shire of Wyalkatchem	58	35	39	23	90
Shire of Nungarin	12	8	7	4	62
Shire of Trayning	37	24	25	16	18
Shire of Wongan-Ballidu	134	83	103	61	78
Shire of Dowerin	63	40	45	27	21
Total	420	265	307	185	384

The NWHI housing demand analysis indicates that housing needs across the NEWROC subregion are about four times greater than current building activity. Specifically, workforce housing demand is projected to require between 26 and 44 new dwellings per year across the subregion up to 2031 to address the current shortfall and maintain existing construction trends.

The private sector faces multiple barriers to meeting this demand, including limited rental supply, constrained land availability, high construction costs and difficulty accessing suitable finance. State government delivery models that depend in part on leasing or renting properties do not fully resolve these market failures and can add further complexity. Consequently, local governments are under increasing pressure to respond to worker accommodation needs.

The NWHI recommends a sustained program of smaller, grouped dwelling products delivered at scale to address unmet worker household demand while preserving replacement and broader community construction activity. Given the evident market failure in parts of the subregion, the report emphasises that supplementary State and Federal funding will be critical to the viability and timely delivery of workforce housing.

3.1.2 Housing Delivery Models

Case study research and review of other key worker housing projects nationally in NSW⁹, Queensland¹⁰, Victoria¹¹ and South Australia¹² confirmed that key worker housing supply and affordability challenges are increasingly common across regional areas in Australia. The

⁹ NSW DPI (2022) Regional Housing Taskforce accessed at <https://www.planning.nsw.gov.au/Policy-and-Legislation/Housing/Housing-Package/Regional-housing/Regional-Housing-Taskforce>

¹⁰ Queensland Treasury (2022) Housing Investment Fund accessed at <https://www.treasury.qld.gov.au/programs-and-policies/housing-investment-fund/>

¹¹ Planning Vic (2022) Big Housing Build accessed at <https://www.planning.vic.gov.au/permits-and-applications/big-housing-build>

¹² HomeSeeker SA (2022) Welcome to HomeSeeker SA accessed at <https://homeseker.sa.gov.au/>

combination of small labour markets, flat and declining populations, comparative low median house prices and development feasibility issues create an environment in which coordinated government intervention is required.

While State and national governments are best placed to provide financial support to incentivise and address fiscal shortfalls in key worker housing supply and development, Local Governments have the potential to play a critical implementation role in directly facilitating new key worker housing projects. This includes working independently or in collaboration with State Government and community housing organisations.

Local Government responses and actions in recent years have been varied, ranging from providing land supply and planning support, investment and demographic information provision and infrastructure and land development funding incentives and waivers. However, the most direct role of councils in other States has been through the direct development of key worker housing.

This includes through the provision/gifting of residential land to private developers and community housing organisations for agreed development for key worker and affordable housing, as well as direct development and owners of housing under affordable rental models.

A challenge with direct housing ownership for regional local governments however has been the issue of negative equity – with land and construction development costs commonly exceeding market prices in small regional markets, leading to Council budgets and balance sheets being impacted by asset write downs. As such, State and national Government's must play a critical role of removing this fiscal burden from local government, providing bridging grants and finance to allow Councils to play a direct role in key worker housing provision in a targeted and responsive manner.

A review of key worker housing projects nationally has added to this analysis and allowed for the refinement and delineation of 5 potential government-related housing delivery models for the NEWROC area. These include:

- **Local Government Development and Ownership** – the local governments receive capital funding support to develop housing for which they retain ownership and enter short- and long-term leases with key worker households.
- **Market/Community Housing Financial Development Subsidy** – the provision of a financial development subsidy to address the net residual value gap in the development of key worker housing by private market, business and community and social organisations.
- **Build to Rent Partnership Model** – providing local government of occupancy and tenancy for build-to-rent housing providers.
- **Local Government Rating Incentives** – providing local government rating incentives that improve the commercial return on investment of private sector housing development, particularly for build to rent.
- **Headworks and Land Services Contributions** – financial contributions by the State Government to headworks and other infrastructure and servicing costs associated with the development of residential land for key worker housing.

3.2 Preferred Project Options

3.2.1 Short-Listed Sites

Vacant residential land supplies are constrained by tenure, ownership, servicing, environmental overlays and suitability for investment. The Wheatbelt Development Commission reviewed land within the major townships of the NEWROC LGAs and confirmed that number of lots across the region meeting short-listing criteria was limited. Across them 26 potential dwellings were identified for development over 5 sites:

- Lot 305 & 306 Askew St, Beacon
- Lot 28 Goldfields Rd, Dowerin
- Lot 438 Gamble St, Wyalkatchem
- Lot 501 Coomer St, Wongan-Hills
- Lot 25 & 26 Muka East SP Area, Mukinbudin

Note that further projects are shovel ready and the findings of this assessment based on the nominated and short-listed sites can be applied to other comparable projects.

3.2.2 Other ‘Shovel Ready’ Sites

In addition to the five costed sites, there are project-ready sites in Koorda, Nungarin and Trayning. These sites have clear development capacity and comparable servicing conditions. Although detailed costings were not undertaken for this stage, the CBA results can reasonably be applied to these locations.

The selected sites were chosen to reflect the main development conditions across the NEWROC towns. Beacon was included because services are not directly adjacent and there is no sewerage, which is comparable to the shovel ready sites in Nungarin and Trayning. The broader mix of sites provides a sound coverage of typical servicing and development scenarios in the subregion. This allows the costings and CBA results to be applied in a consistent way to other shovel ready sites, including those in Koorda, Nungarin and Trayning.

- **Koorda** – Lot 200, 6 Greenham Street. Services (power, water, sewerage) are adjacent. The lot can accommodate three 2x1 units. The lot is owned by CEACA (Central East Aged Care Alliance). Two adjoining Shire-owned lots provide additional capacity.
- **Nungarin** – Lot 300, corner of Second Avenue and Waterhouse Street. Two units exist on the site, with capacity for a further three 2x1 units. Power and water are adjacent. Nungarin does not have sewerage. The lot is owned by CEACA (Central East Aged Care Alliance). Two adjoining Shire-owned lots increase development potential.
- **Trayning** – Lots 119 and 120, 35 and 33 Glass Street. Shire-owned lots with power and water adjacent. Trayning does not have sewerage. The two lots can accommodate three 2x1 units. The lot is Local Government owned and two adjoining lots may be available for future transfer.

In the short term, investment should be directed to the identified shovel ready projects. In the medium term, further work will be required to clarify trunk infrastructure costs and support additional key worker dwelling opportunities across the NEWROC towns

3.2.3 Preferred Delivery Options

The suitability and preferences of the housing delivery and development options identified in section 3.1.2 have been assessed using a Multi-Criteria Analysis (MCA) approach.

3.2.3.1 MCA Approach

A Multi-Criteria Assessment or MCA is an appraisal and evaluation technique that accounts for the role of economic, social and environmental factors in decision-making. Unlike CBA or SROI it does not require the monetization (monetary valuation) of social and environmental outcomes.

An MCA incorporates a series of measures across a criterion with the results of the measures aggregated up to a single result for the criteria as a whole. The results can be weighted or unweighted, with the latter providing a simpler and cleaner output at the potential risk of individual criteria/measures disproportionately impacting the results.

This has followed the Guide to Multi-Criteria Analysis – Technical Guide of the Assessment Framework, July 2021 from Infrastructure Australia. This process is outlined in the following diagram.

The key steps in the design and application of the MCA include:

- Setting objectives
- Setting criteria, measures and weights
- Defining how measures are scored
- Applying the MCA.

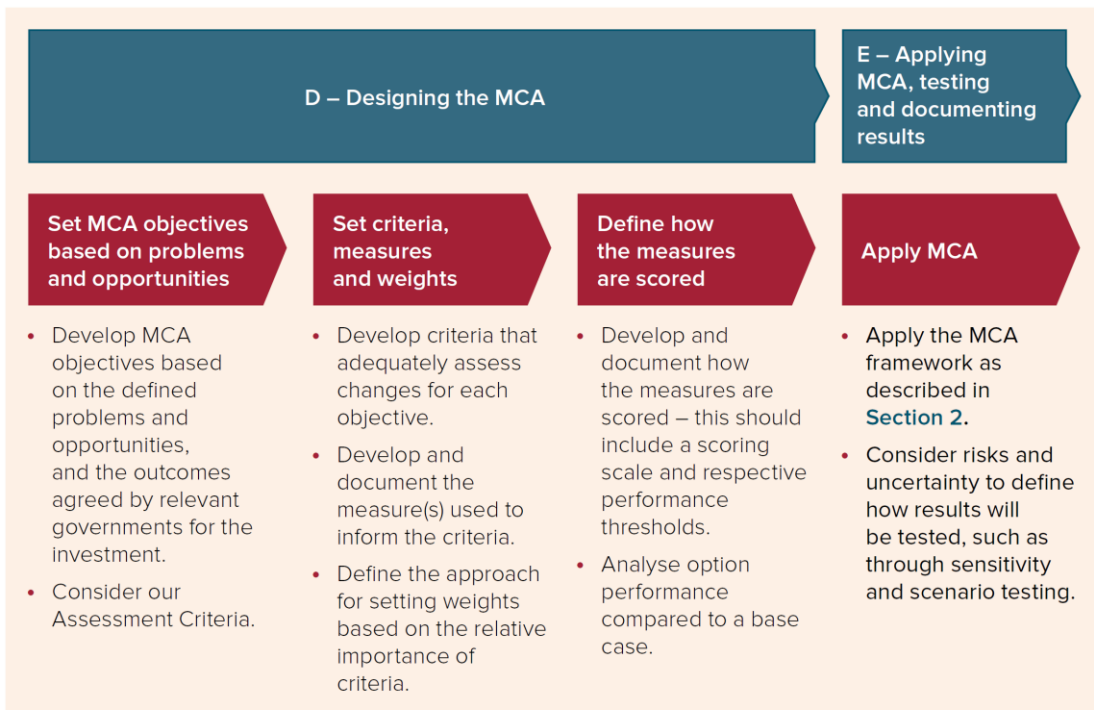


Figure 2 Overview of MCA Design Process¹³

Scoring measures:

- <5: Not suitable
- 5-9: Low level of suitability
- 10-14: Reasonable level of suitability
- 15-20: High level of suitability

3.2.3.2 Suitability Criteria

The assessment has utilised a qualitative unweighted and weighted approach to assessing the fundamental suitability of different delivery models to addressing key constraints and barriers to the development of key worker housing in the study area and the extent to which the models will facilitate housing delivery.

Key Criteria and their weightings include:

- **Residual Value/Feasibility Gap** – the extent to which residual asset values and feasibility gap are addressed (40%)
- **Housing Delivery Certainty** - extent to which the model delivers housing to the market (20%)
- **Market-Failure Solution** - extent to which non-financial barriers causing regional housing market-failure are addressed. This can include infrastructure and servicing (20%)
- **Non-Government Involvement** - extent to which non-government investment is induced or supported (10%)
- **Control of Delivery and Operational Risks** - extent to which government has control or management over risks of delivery and operations of the housing (10%)

The results of the MCA are illustrated below and summarised in the following table.

¹³ IA (2021) Guide to Multi-Criteria Analysis – Technical Guide of the Assessment Framework, July 2021 accessed at <https://www.infrastructureaustralia.gov.au/sites/default/files/2021-07/Assessment%20Framework%202021%20Guide%20to%20multi-criteria%20analysis.pdf>

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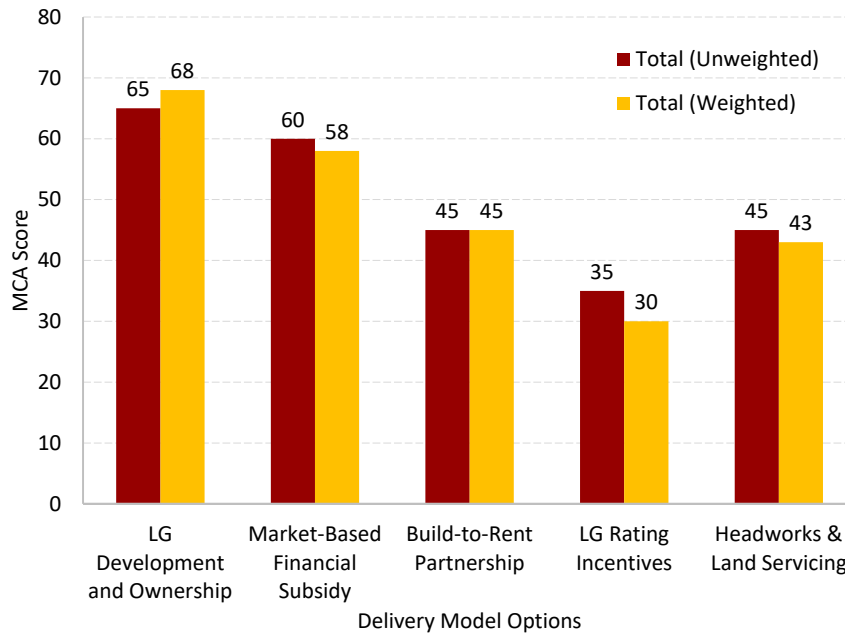


Figure 3 Delivery Option MCA Scores, Weighted and Unweighted

Overall, Local Government Development and Ownership (directly or through a community housing organisation) represents the preferred solution in the NEWROC Study Area. Other options struggle in light of the regional nature of the market and the significant gap between market prices and feasibilities. This is particularly the case for options relating to Local Government Rating Incentives, which is unlikely to be sufficient to change fundamental market failure attributes in the area.

While land availability is an issue in some locations, a small number of suitable sites have been identified for development in the short-term, requiring only moderate investments in site servicing.

The provision of a financial subsidy to private sector and community-based key worker housing models does have some potential, particularly based on a co-investment model with market, employer and community housing partners. However, this model heavily dependent on the rate of take up and capacity of organisations within the region to meet the remaining capital requirements of the developments.

Build-to-Rent models are increasingly attractive where Government and other organisations can provide certainty of long-term leasing rates and tenancy. This model has potential long-term benefits and there are examples of its implementation in locations in the Pilbara and larger communities where feasibility issues are due to affordability, and not market size and negative residual values. Rental returns are generally positive in the region based on low median house prices according to Regional Economic Analysis research, particularly for existing established housing where median prices are below replacement costs. This is also likely to still require some form of financial or land related contribution to the Project from the public sector to ensure its viability.

4 PROJECT EVALUATION

4.1 Evaluation Approach

The preferred options have been evaluated across several domains including:

- Financial Feasibility Analysis of the preferred option.
- WA Treasury and Australian Government Office of Impact Analysis-compliant cost benefit analysis, assessing economic, social and environmental benefits.
- Economic and Employment Impact Assessment, based on WA-specific regional economic multipliers.

4.2 Financial Analysis

4.2.1 Construction Cost Estimates

Chadwick Consulting was engaged by NEWROC to assess the development concept feasibility in the townsites of Beacon (Mt Marshall), Dowerin, Wyalkatchem, Wongan-Hills (Wongan-Ballidu), and Mukinbudin.

These housing investment concepts are supported by high-level costings based on the following assumptions, inclusions, and contingencies:

- Dwelling costs are based on costs provided by Northam-based modular builders, Evoke Living. These costs account for the costs associated with construction in the Wheatbelt region, and include:
 - Pad, house, driveways, carports (one carport for one bedroom, two carports for two or more bedrooms).
 - Liveable but not excessive specification that seeks to balance the cost of delivery against the desire to attract key workers into appropriate and comfortable homes. This includes standard kitchen cabinetry and fit-out specifications, middle-tier vinyl planking, air-conditioning to living spaces, a veranda to the outdoor living space, and carports (not garages).
- Two-bedroom, one-bathroom dwellings are based on an indicative internal floor areas of 63 m².
- Three-bedroom, two-bathroom dwellings are based on an indicative internal floor areas of 123 m².
- Lot density and dwelling configuration has been chosen to align with the demand demonstrated in the NEWROC Workforce Housing Investigation 2025 report prepared by JE Planning, with input from the relevant Shires and WDC.
- Initial investigations of planning frameworks, bushfire risk, and power, sewer and water network capacities have been undertaken.
- Estimated costs of any required capacity and network extension upgrades are included where necessary.
- No provision has been made for gas supply to the properties.
- A standardised provision is included for onsite drainage. This requirement may differ between sites, but accounting for the relatively small hard surface footprints of the modelled dwellings, it is unlikely these costs will dramatically impact project feasibility.

- Provision has been made for minor earthworks only. Desktop analysis indicates predominantly clear and level terrain on the subject sites.
- Bushfire planning costs are based on development industry averages. Confirmation by an accredited bushfire planning consultant is required to validate final requirements.
- A 10-15% design and construction contingency, representing the uncertainty of costing construction without site surveys, engineering reports and validated design concepts.
- Costs are estimated as of November 2025 and do not include market-rate escalation.

The total cost for the provision of the 26 residential accommodation dwellings is estimated to be approximately \$14m with an average estimated cost for servicing and construction of each dwelling being \$552,665. Cost estimates provided for each of the sites, based on the expected yield is outlined in the tables below.

These feasibility assessments include:

- **Beacon** – provides for the construction of four dwellings across two lots at Lots 305 & 306 Askew Street, Beacon. These lots represent Local Government owned land, with all services are close but not adjacent. There is currently no sewer connection.

Table 14 Costs for Lot 305 & 306 Askew St, Beacon

Lots 305 & 306 Askew Street, Beacon	Costs
Headworks, connections and fees	\$302,751
Site works, internal services and landscaping	\$220,000
Planning and technical costs provision	\$32,200
Construction	\$1,323,000
Four 2-bed, 1-bath	\$322,350 per dwelling
Design and construction contingency	10%
TOTAL	\$2,159,644
Per dwelling	\$539,911

- **Dowerin** – provides for the construction of four dwellings on a portion of Lot 28 Goldfields Rd, Dowerin. These lots represent Local Government owned land, with all services are close but not adjacent.

Table 15 Costs for Portion of Lot 28 Goldfields Rd, Dowerin

Portion of Lot 28 Goldfields Rd, Dowerin	Costs
Headworks, connections and fees	\$266,120
Site works, internal services and landscaping	\$330,000
Planning and technical costs provision	\$32,000
Construction	\$1,335,000
Three 2-bed, 1-bath	\$307,000 per dwelling
One 3-bed, 2-bath	\$414,000 per dwelling
Design and construction contingency	15%
TOTAL	\$2,257,588
Per dwelling	\$564,397

- **Wyalkatchem** – provides for the construction of four dwellings across Lot 438 Gamble St, Wyalkatchem. These lots represent Local Government owned land, with all services are close but not adjacent.

Table 16 Costs for Lot 438 Gamble St, Wyalkatchem

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Lot 438 Gamble St, Wyalkatchem	Costs
Headworks, connections and fees	\$444,208
Site works, internal services and landscaping	\$220,000
Planning and technical costs provision	\$48,000
Construction	\$1,228,000
Four 2-bed, 1-bath	\$312,000 per dwelling
Design and construction contingency	15%
TOTAL	\$2,231,239
Per dwelling	\$557,810

- **Wongan-Hills** – provides for the construction of ten dwellings on Lot 501 Coomer St, Wongan-Hills. These lots represent Local Government owned land, with all services are close but not adjacent.

Table 17 Costs for Lot 501 Coomer St, Wongan-Hills

Lot 501 Coomer St, Wongan-Hills	Costs
Headworks, connections and fees	\$81,857
Site works, internal services and landscaping	\$550,000
Planning and technical costs provision	\$16,500
Construction	\$3,364,000
Four 2-bed, 1-bath	\$313,000 per dwelling
Four 2-bed, 2-bath	\$318,000 per dwelling
Two 2-bed, 2-bath	\$420,000 per dwelling
Design and construction contingency	15%
TOTAL	\$ 4,614,211
Per dwelling	\$461,421

- **Mukinbudin** – provides for the construction of 4 dwellings on Lots 25 & 26 Muka East SP Area, Mukinbudin. These lots represent Local Government owned land, with all services are close but not adjacent.

Table 18 Costs for Lots 25 & 26 Muka East SP Area, Mukinbudin

Lot	Costs
Headworks, connections and fees	\$1,269,392
Site works, internal services and landscaping	\$204,000
Construction	\$1,228,000
Four 2-bed, 1-bath	\$312,000 per dwelling
Design and construction contingency	15%
TOTAL	\$3,106,601
Per dwelling	\$776,650

4.3 Cost Benefit Analysis

4.3.1 Benefits to be Delivered

A range of direct economic and social benefits of the Preferred Option have been identified. Those benefits which are capable of being monetised for inclusion in the CBA are outlined in the table below.

Table 19 Benefits Statement

Benefit	Theme/Description	Method of Calculation
Construction Supply Chain Benefits	Benefits to the WA and regional construction industry of the non-residential capital investment.	Applied a first round GVA economic multiplier of 7.1% to the capital expenditure. Based on WA specific regionalised input/output transaction table. Assumed a construction phase of 2 years.
Direct Economic Contribution of New Key Worker Households	The key workers moving into the houses will be able to be work in the region. This benefit measures their productivity by working in the local economy.	The relative productivity of an individual-worker was calculated by dividing the GVA of the Education, Health and Public Safety/Admin industries in WA by the number of workers in these industries. This was multiplied by the 28 new long-term households. It was assumed that there will be 1.25 key workers per household. An attribution rate of 50% was applied to account for other factors contributing to a worker's productivity e.g. the company they work for.
Household Expenditure Benefit	The contribution to the local economy of the new households' spending at local retail businesses.	An average household's retail related expenditure is \$33,000 per year ¹⁴ . This was applied to the 28 new long-term households and a GVA to expenditure conversion rate of 50% was applied.
Social Benefit of Housing Access	The social benefits of housing access include health cost savings, reduced domestic violence, enhanced human capital, reduced costs of crime, and education benefits.	These social benefits were quantified and collated by SGS Economics in their 2022 'Give Me Shelter' report. The combined total of these benefits per household is \$8,872 ¹⁵ . This was applied to the 28 long-term households.
Housing Market Normalisation	Benefit relating to housing market normalisation due to no functioning housing market currently.	Multiplied the construction cost of the homes by 1% each year.
Residual Asset Value	A static residual value compares the direct and indirect costs associated with the construction of a dwelling with the notional market value of that dwelling.	Calculated by dividing the construction cost by 25 years and multiplying it by 5 (for the remaining years at the end of the assessment. Applied in the final year of the assessment (20 years after construction).

4.3.2 Summary of CBA Results

This section provides an overview of the present value and composition of costs and benefits for the project outlined in the *Econisis Report – NEWROC Key Worker Housing CBA Final*.

¹⁴ Market Info 2022 (Market Data Systems)

¹⁵ SGS Economics and Planning (2022) Give Me Shelter. Accessed at https://sgsep.com.au/assets/main/SGS-Economics-and-Planning_Give-Me-Shelter.pdf

The below table summarises the results of the cost benefit analysis.

Comparing the present value of benefits to that of costs, Econisis estimates the project will yield a net present value of between \$11.94m at the 10% discount rate to \$28.50m at the 4% discount rate. All net present value estimates are above \$0, meaning that the present value of the benefits is greater than that of the costs across all discount rates.

Table 20 Summary of Cost Benefit Analysis Results

Summary	4%	7%	10%
Total Costs	\$15.91	\$15.29	\$14.81
<i>Capital Costs</i>	<i>\$14.09</i>	<i>\$13.90</i>	<i>\$13.72</i>
<i>Maintenance</i>	<i>\$1.81</i>	<i>\$1.39</i>	<i>\$1.09</i>
Total Benefits	\$44.41	\$33.93	\$26.75
<i>Construction Supply Chain Benefits</i>	<i>\$1.00</i>	<i>\$0.99</i>	<i>\$0.97</i>
<i>Economic Contribution of Key Workers</i>	<i>\$31.95</i>	<i>\$24.44</i>	<i>\$19.24</i>
<i>Household Expenditure-Based Economic Impacts</i>	<i>\$5.42</i>	<i>\$4.14</i>	<i>\$3.26</i>
<i>Social Benefit of Housing Access</i>	<i>\$2.91</i>	<i>\$2.23</i>	<i>\$1.75</i>
<i>Housing Market Normalisation</i>	<i>\$1.81</i>	<i>\$1.39</i>	<i>\$1.09</i>
<i>Residual Asset Value</i>	<i>\$1.31</i>	<i>\$0.74</i>	<i>\$0.43</i>
NPV	\$28.50	\$18.64	\$11.94
BCR	2.79	2.22	1.81

The benefit cost ratios ranged from 2.79 at the 4% discount rate to 1.81 at the 10% discount rate. Any BCR above 1.0 is regarded as positive, with BCRs at or approaching 3.0 particularly positive. This reflects the fact that benefits that accrue in the future have a higher degree of uncertainty, and while this is addressed to an extent by the discount rates, a higher BCR provides the project a greater “buffer” that it will indeed yield benefits greater than the costs. In this instance, the predominantly economic nature of the assets means that the 7% discount rate of 2.22 is most relevant.

Overall, the results confirm that the project will generate significant value for the regional and State economies, facilitating economic activity that otherwise would be constrained by housing capacity and availability challenges.

4.4 Unit Values

4.4.1 Unit Costs and Benefits

The analysis within the CBA has application to a wider range of housing projects with other NEWROC towns. There is a high level of consistency in the costs and benefits accrued by key worker housing projects.

The following table provides insights into the costs and benefits of key worker housing projects in the NEWROC on a per dwelling benefits. This unit cost analysis provides flexibility for the results of the cost benefit analysis to be applied to other projects in the absence of site specific cost.

Table 21 Key Worker Housing Unit Costs and Benefits, NEWROC, 7% Discount Rate

Present Value (7%)	Unit Value
Costs – Capital and Maintenance (\$m)	\$0.59
Benefits (\$m)	\$1.30
Net Present Value (\$m)	\$0.72

BCR

2.22

Based on the per dwelling present value cost (capital and maintenance) over 20 years at the 7% discount rate of \$590,000 and the present value of benefits at \$1.30m, each key worker housing dwelling in the NEWROC region is expected to generate a net present value of \$720,000. This would achieve the BCR equivalent of 2.22 at the 7% discount rate in line with the core projects.

In the case of Koorda, Nungarin and Trayning each of which identified shovel ready projects with the capacity to deliver 3 dwellings each, this would result in a present value of costs (capital and maintenance) over 20 years at 7% of \$1.76m and benefits valued at \$3.91m each. This translates to a net present value of \$2.15m to maintain a BCR at 7% discount rate at 2.22

Table 22 Key Worker Housing Unit Costs and Benefits, NEWROC, Koorda, Nungarin and Trayning, 7% Discount Rate

Unit Values	NEWROC per Dwelling	Koorda (3 Dwellings)	Nungarin (3 Dwellings)	Trayning (3 Dwellings)
Cost	\$0.54	\$1.76	\$1.76	\$1.76
Benefit	\$1.25	\$3.91	\$3.91	\$3.91
NPV	\$0.71	\$2.15	\$2.15	\$2.15
BCR	2.31	2.22	2.22	2.22

4.4.2 Benefits Realisation and Management

The following table outlines the framework for the realisation and management of benefits identified in the CBA.

Table 23 Benefits Realisation Plan

Benefit	Theme/Description	Responsible Stakeholder	Requirement
Construction Supply Chain Benefits	Benefits to the WA and regional construction industry of the non-residential capital investment.	Proponent	Ensure that procured housing and construction products and solutions are sourced from WA companies.
Direct Economic Contribution of New Key Worker Households	The key workers moving into the houses will be able to be work in the region. This benefit measures their productivity by working in the local economy.	Proponents, Housing Managers	Ensure that tenants of housing are actively engaged in sectors requiring key workers in the regional economy.
Household Expenditure Benefit	The contribution to the local economy of the new households spending at local retail businesses.	Proponents Local Governments Local Business	Ensure that tenants of housing are able to access key goods and services to support their household's daily functioning.
Social Benefit of Housing Access	The social benefits of housing access include enhanced labour market productivity, health cost savings, reduced domestic violence, enhanced human capital, reduced costs of crime, and education benefits.	Proponents GROH Community Housing Providers	Ensure that tenants of housing are unable to access private market housing and that the key worker housing represents the only accommodation option available.

Benefit	Theme/Description	Responsible Stakeholder	Requirement
Housing Market Normalisation	Benefit relating to housing market normalisation due to no functioning housing market currently.	NA	Incidental benefit linked to new housing supply.
Residual Asset Value	A static residual value compares the direct and indirect costs associated with the construction of a dwelling with the notional market value of that dwelling.	Proponent	Ensure ongoing maintenance is undertaken to preserve asset value over the long-term.

4.5 Employment and Economic Impact

At the core of an Economic Impact Assessment is Input–Output (IO) tables. IO tables are part of the national accounts by the ABS and provide detailed information about the supply and use of products in the Australian economy, and the structure of and inter–relationships between Australian industries.

IO tables are converted, through statistical analysis, into a series of Economic Multipliers. These Multipliers represent the relationship between the direct activity (expenditure or production) associated with a Project and the wider economy.

The results of an EIA are generally presented as both direct effects, that is effects from the direct activity of the Project or event, and indirect effects, which are additional effects from further rounds of spending in the supply chain. A third or consumption effect, resulting from rounds of consumer spending generated by the additional income in the region can also be calculated.

There are two broad levels of Multipliers that can be utilised for Impact Assessments:

1. **Simple Multipliers** – including the Direct or Initial Effect, First Round and Industry Supply Chain effects.
2. **Total Multipliers** – including the Simple Multipliers plus subsequent Induced Production and Household Consumptions effects.

Impact Assessments can assess:

- **Output** - the actual dollar amount spent on the Project in the Region.
- **Income** - the number of wages and salaries paid to labour.
- **Employment** - the full-time equivalent (FTE) per annum employment generated by the Project; and
- **Value Added** - the value added to materials and labour expended on the Project.

Econisis has undertaken an Impact Assessment for the WA state economy, focused solely on **Simple Multipliers**. For the WA economic impacts, this entailed the following tasks:

1. Transaction tables were developed from National IO tables for the WA State economy. For the WA economy, the Regional Transaction Table was calculated by applying employment-based location quotients for the Region, based on the results of the 2016/2021 Census of Population and Housing. This has the effect of excluding spending on imports to the Region since they generate no local economic activity.
2. Economic Multipliers were then generated for WA economy across 119 industry categories defined by the ABS.

3. Construction and operational expenditure and production associated with the development were allocated across 119 industry categories.
4. Economic impacts associated with the Project are calculated.

4.5.1 Criticisms of Impact Assessments

Economic Impact Assessments based on IO-tables and Economic Multipliers have been criticised by Government and academia. Econisis recognises Economic Multipliers are based on limited assumptions that can result in multipliers being a biased estimator of the benefits or costs of a Project.

Shortcomings and limitations of Multipliers for economic impact analysis include:

- **Lack of supply-side constraints:** The most significant limitation of economic impact analysis using multipliers is the implicit assumption that the economy has no supply-side constraints. That is, it is assumed that extra output can be produced in one area without taking resources away from other activities, thus overstating economic impacts. The actual impact is likely to be dependent on the extent to which the economy is operating at or if it is near capacity.
- **Fixed prices:** Constraints on the availability of inputs, such as skilled labour, require prices to act as a rationing device. In assessments using multipliers, where factors of production are assumed to be limitless, this rationing response is assumed not to occur. Prices are assumed to be unaffected by policy and any crowding out effects are not captured.
- **Fixed ratios for intermediate inputs and production:** Economic impact analysis using multipliers implicitly assumes that there is a fixed input structure in each industry and fixed ratios for production. As such, impact analysis using multipliers can be seen to describe average effects, not marginal effects. For example, increased demand for a product is assumed to imply an equal increase in production for that product. In reality, however, it may be more efficient to increase imports or divert some exports to local consumption rather than increasing local production by the full amount.
- **No allowance for purchasers' marginal responses to change:** Economic impact analysis using multipliers assumes that households consume goods and services in exact proportions to their initial budget shares. For example, the household budget share of some goods might increase as household income increases. This equally applies to industrial consumption of intermediate inputs and factors of production.
- **Absence of budget constraints:** Assessments of economic impacts using multipliers that consider consumption induced effects (type two multipliers) implicitly assume that household and government consumption is not subject to budget constraints.
- **Not applicable for small regions:** Multipliers that have been calculated from the national IO table are not appropriate for use in economic impact analysis of Projects in small regions. For small regions multipliers tend to be smaller than national multipliers since the inter-industry linkages are normally relatively shallow. Inter-industry linkages tend to be shallow in small regions as they usually do not have the capacity to produce the wide range of goods used for inputs and consumption, instead importing a large proportion of these goods from other regions.

4.5.2 Adjustments to Improve EIA Reliability

Despite this, IO tables and Economic Multipliers remain popular due to their ease of use and communication of results. Econisis has undertaken a number of steps and made appropriate adjustments to the EIA methodology to address and mitigate these concerns.

Econisis has only used **Simple Multipliers** in the Assessment. This has the effect of discounting Household Consumption impacts from the assessment. By doing so, only those

industries with a first round or supply chain connection are considered. This has the effect of making the results of the EIA conservative and suitable to inform decision making.

Additionally, Econisis has developed economic multipliers for the **WA economy only**. This has the effect of internalising and limiting the extent of the economic impact outside of the State.

Econisis regards the use of Economic Multipliers as part of this Assessment as appropriate and reliable. The results of the assessment are conservative, defensible and suitable for informing decision making.

4.6 Summary of Results

The following tables provide a breakdown of the direct and indirect economic impacts of the Project during construction.

4.6.1 Construction Phase

Econisis has allocated the construction costs for the housing development across the following sectors of the WA economy:

- Residential Building Construction (80%)
- Heavy and Civil Engineering Construction (10%)
- Professional, Scientific and Technical Services (5%)
- Public Administration and Regulatory Services (5%).

For the purpose of this assessment, Econisis has assumed a 2 year construction phase in line with the CBA.

Overall, this construction phase of the project is expected to generate \$24.9m in economic output and \$7.8m in Gross Value Added over two years.

Table 24 Construction Phase Economic and Employment Impacts, 2 Year Phase, Core Projects

Indicators	Direct Impact	First Round	Industry Support	Simple Multiplier
Output (\$m)	\$14.4	\$7.0	\$3.6	\$24.9
Incomes (\$m)	\$1.9	\$1.5	\$0.8	\$4.2
Employment (FTEs)	3.5	2.1	6.8	13.1
GVA (\$m)	\$3.8	\$2.6	\$1.4	\$7.8

This economic activity will support 13.1 FTEs across the entire construction phase.

Table 25 Construction Phase Economic and Employment Impacts, Annual Impact, Core Projects

Indicators	Direct Impact	First Round	Industry Support	Simple Multiplier
Output (\$m)	\$7.2	\$3.5	\$1.8	\$12.5
Incomes (\$m)	\$1.0	\$0.7	\$0.4	\$2.1
Employment (FTEs)	3.5	2.1	6.8	13.1
GVA (\$m)	\$1.9	\$1.3	\$0.7	\$3.9

5 PRELIMINARY IMPLEMENTATION ANALYSIS

5.1 Risk Evaluation and Management

The following represents a preliminary risk assessment of the Project. This employs a likelihood and consequences based weighted risk assessment methodology to allocate a risk score (1-5 based on the level of certainty of occurring and the severity of the consequences) to each risk assessed. Risks deemed as High or Extreme can then be subject to Project specific mitigation mechanisms to ameliorate the potential impact of those risks.

An overview of the of the risk matrix is outlined below.

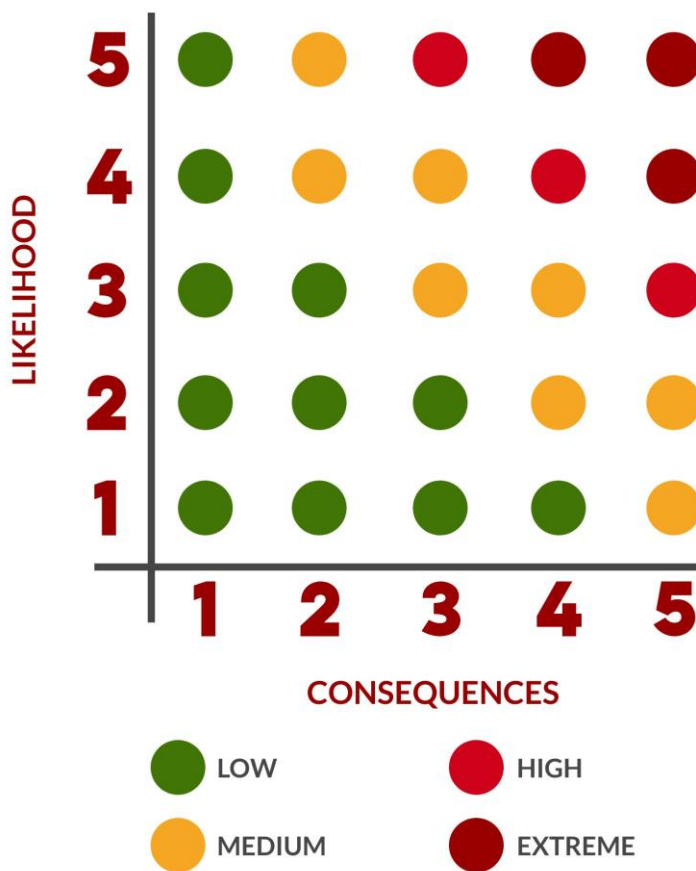


Figure 4 Risk Assessment Matrix

The results of the risk assessment for the Project are summarised in the table below.

NEWROC Key Worker Housing Investment Preliminary Business Case

Table 26 Preliminary Risk Assessment

Risk	Description	Likelihood	Consequences	Score	Explanation
Project-related housing assets have a negative value upon delivery.	The construction value of housing exceeds that of the market value of the product, resulting in negative values and write downs on the assets.	4	4	16	Mitigated by the intention for the Local Governments to retain ownership of the houses and lease them to key workers. Negative residual value will not be realised as no intention for asset to be sold. Portion of negative value write down offset by financial contribution from State Government
Demand for housing by key workers is less than expected	The demand for housing by key workers in the region is less than expected.	2	3	6	Demand analysis provides strong evidence of demand that significantly exceeds proposed supply. Expected that demand and need will outstrip project capacity in the short-term.
Housing construction costs escalate above expected values	Site specific concept designs or market forces may result in housing construction costs escalating above current estimates.	4	3	9	Construction cost escalation rates are expected to continue to moderate in the short-to-medium terms from recent historical highs, decreasing market-related risks. Modular and prefabricated construction methods analysed as part of the financial analysis provide further opportunity for cost management. Financial cost estimates also include regional and project contingencies.
Housing assets devalue over time	Housing assets devalue over time due to use and wear.	2	4	8	Expected that housing will be subject to annualised maintenance. Real 1% maintenance value on assets included as part of whole of lifecycle costings in CBA. Residual asset values based on replacement cost in CBA but included in 20 th year.
Economic contribution of workers lower than expected	Economic contribution of key workers accommodated in the housing is lower than expected, reducing economic return on investment	3	3	9	GVA per worker applied in CBA excludes distorting impacts of mining sectors and focuses principally on average worker productivity in sectors linked to key and critical workers. Adjusted to latest data now further removed from impact of COVID-19 economic conditions.

Risk	Description	Likelihood	Consequences	Score	Explanation
					Sensitivity testing confirmed lower key worker yield per dwelling does not undermine value for money of investment.
Local Government capacity to manage housing assets limited	The local government's lack the financial and operational capacity to manage housing tenancies and assets into the long-term.	2	2	4	All local government involved have experience in assets and lease management including maintenance. Strong occupancy rates expected to generate partial revenue streams from housing assets which will enable a degree of self-funding of financial imposts on Councils.
Procurement efficiency and scale risks from individual Local Government procurement	Governance options below identify opportunity for each individual Local Government to drive their own procurement process for the dwellings, reducing capacity to capture efficiencies and scale economies from a single collective procurement process.	2	4	8	Managed through the governance of the project in partnership with the State Government. Market-based EOI process covering all Council's as a single project recommended.

No Extreme Risks were identified in the project. One Major Risk was identified due to prevailing negative value conditions in the region's housing market. However, such negative value is unlikely to be realized due to own-and-lease model proposed in the delivery model analysis and governance options. Financial contribution by the State Government will also alleviate such impacts.

5.2 Governance Arrangements

Project governance, covering procurement, delivery and ongoing operations, can be arranged in several ways.

The most direct option is for each Local Government involved in the project that has housing opportunities to take individual and discrete responsibility for procuring, delivering and operating the dwellings as the owner. This model recognises the spatially distributed nature of the project investments and allows each council to manage the accommodation risks specific to their towns.

However, this decentralised approach does incur opportunity costs compared with more centralised governance models. For example, efficiencies could be achieved by collectively procuring housing construction services through a single Expression of Interest and a single

design and build process. That would likely require one entity, either one of the councils or a newly formed organisation, to be responsible for engaging and procuring the construction, with each Local Government contributing proportionally; ownership and day-to-day management, including tenancing, operations and maintenance, would then be decentralised back to the individual Local Governments.

Another option is to establish a bespoke regional community housing entity with shareholding by each Local Government to act as a single overarching organisation responsible for procurement, project management and ongoing operations. Under this model the dwellings would be owned by the regional community housing entity, which would act under the direction of the Local Governments in relation to tenancing and maintenance. This centralises administration, procurement and asset management, but would require councils to vest land and other contributing assets to the entity.

A variation of this model is to partner with an existing Community Housing Organisation for delivery. In this external management approach, the Organisation would hold the assets and be responsible for management, maintenance and tenancing. That shifts some risk from the Local Governments to the CHO but also reduces councils' direct input and influence on tenancing decisions. It may also remove jobs, people and local knowledge from the towns, which runs counter to the objective of building worker accommodation that supports the local economy.

Finally, the State Government, through the Department of Communities, Development WA or another state body, could build and own key worker housing in the NEWROC communities. This would align State funding contributions with management and governance responsibilities and draw on existing community housing expertise. However, it would significantly reduce Local Government influence over supply and could result in tenancies being allocated according to State priorities, for example health, justice and education, rather than the specific key worker needs identified by the councils. While the priorities of State and Local Governments are likely to be closely aligned, particularly for public sector housing, it is important that the governance model maintains a strong connection with the involved Local Governments.

5.3 Next Steps

Upon successfully securing funding, it is recommended that a procurement and project management plan be established to guide further steps in the delivery and implementation of the project. Recommended next steps for consideration:

- Consult with State Government agencies to obtain in-principle support for the projects and to confirm the suitability of the proposed governance and delivery arrangements.
- Engage a market design partner to prepare detailed designs and cost estimates for the key worker accommodation development.
- Include these designs and costings in a targeted investment application and funding submission to the State Government or other identified agencies. Minor revisions to the financials and the cost-benefit analysis in this business case may be required.

If funding is secured, establish a procurement and project management plan to guide the next stages of delivery and implementation.

6 RECOMMENDATIONS

This preliminary business case and associated analysis and evidence confirm the recommendation that:

Government funding should be provided to support the delivery of long-term residential dwellings across NEWROC to house key workers in the region.

Additionally it is recommended that:

Focus of investment in the short-term in NEWROC should direct to identified “shovel ready” projects. Additionally medium term focus should be directed to the facilitation of additional key worker dwelling delivery opportunities where greater understanding of trunk infrastructure costs is required.

7 APPENDICES

NEWROC Workforce Housing Investigation – JE Planning, 2025

Econisis Report - NEWROC Key Worker Housing CBA FINAL – Econisis, 2025