



Shire of
Koorda

Drive in, stay awhile

CONFIRMED

MINUTES

Ordinary Council Meeting

Held in Shire of Koorda Council Chambers

10 Haig Street, Koorda WA 6475

Wednesday 18 March 2026

Commencing 5.00pm

NOTICE OF MEETING

Dear Elected Members,

Notice is hereby given that the next Ordinary Meeting of Council of the Shire of Koorda will be held on 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

CONFIDENTIAL

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		 Shire of Koorda <small>Drive in, stay awhile</small>
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

CONFIRMED

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 ad 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:

- general principles to guide behaviour
- requirements relating to behaviour, and
- 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

CONFIRMED

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: *Shallford*

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

Date: 22 April 2026