Shire of Coolgardie

Mother of the Goldfields

AGENDA

Audit, Risk and Improvement Committee Meeting

12 August 2026

2:00 PM

Council Chambers, Bayley Street, Coolgardie

DISCLAIMER

Members of the public are advised that Council agendas, recommendations, minutes and resolutions are subject to confirmation by Council and therefore, prior to relying on them, one should refer to the subsequent meeting of Council with respect to their accuracy.

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Applicants and other interested parties should refrain from taking any action until such time as written advice is received confirming Council's decisions with respect to any particular issue

ACKNOWLEDGEMENT OF COUNTRY

The Shire of Coolgardie acknowledges the Traditional Owners of the land on which we meet and acknowledges their continuing cultural connection to the Land, Waters and Community. We pay our respect to Elders past and present.

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1 DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS

2 RECORD OF ATTENDANCE / APOLOGIES / APPROVED LEAVE OF ABSENCE

3 DECLARATIONS OF INTEREST

3.1 Declarations of Financial Interests – Local Government Act Section 5.60A

3.2 Declarations of Proximity Interests – Local Government Act Section 5.60B

3.3 Declarations of Impartiality Interests – Shire of Coolgardie Code of Conduct for Council Members, Committee Members and Candidates for Election, Code of Conduct for Employees

4 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

4.1 MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD ON 12 MAY 2026

Date: **30 July 2026**

Author: **Kasey Turner, Executive Assistant**

ATTACHMENTS

Nil

VOTING REQUIREMENT

Simple Majority

OFFICER RECOMMENDATION

That the Minutes of the Audit, Risk and Improvement Committee Meeting held on 12 May 2026 be confirmed as a true and accurate record.

5 REPORTS OF OFFICERS

5.1 Executive Services

5.1.1 INTERIM AUDIT FOR THE YEAR ENDING 30 JUNE 2026

Location: **Shire of Coolgardie**

Applicant: **Nil**

Disclosure of Interest: **Nil**

Date: **07 August 2026**

Author: **Raj Subbiah, Finance Manager**

SUMMARY

This report presents the Interim Management Letter issued by the Office of the Auditor General following completion of the 2025/26 interim audit and outlines management's proposed responses to the findings identified. The report is provided to enable the Audit, Risk and Improvement Committee to review the audit outcomes, consider the adequacy of the proposed management responses and monitor progress in implementing the recommended improvements.

BACKGROUND

Under section 7.2 of the Local Government Act 1995, the accounts and annual financial report of a local government are to be audited each financial year by an auditor appointed by the Auditor General. The audit is conducted in two phases: an interim phase, which evaluates the overall control environment and the key business processes, risks and internal controls relevant to the audit; and a final phase, which supports the audit opinion on the annual financial report.

The interim audit for the year ending 30 June 2026 has been completed in accordance with the OAG audit plan. By letters dated 26 July 2026, Mr Tim Sanya, Senior Director Financial Audit, wrote separately to the Shire President and to the Chief Executive Officer conveying the interim audit results and attaching a listing of deficiencies in internal control and other matters identified during the interim audit.

The OAG has advised that the focus of the interim audit was to evaluate the overall control environment – not for the purpose of expressing an opinion on the effectiveness of internal control – and that the matters reported are limited to those deficiencies of sufficient importance to merit being reported to management. A copy of the letter will also be forwarded to the Minister for Local Government at the time the auditor’s report on the annual financial report is issued.

Management comments have been prepared by the responsible officers and are included in the attachment as provided to the OAG.

COMMENT

The OAG rates findings as Significant, Moderate or Minor, based on the likelihood and potential impact if no action is taken, taking into account both quantitative impact (such as financial loss) and qualitative impact (such as inefficiency, non-compliance, poor service to the public or loss of public confidence). Five findings were raised, are listed below.

Two of the five findings (Findings 2 and 5) were first raised in the 2024-25 audit and have been repeated at the same rating. The remaining three findings are new in 2025-26. No finding was rated Significant.

Finding 1 – Ineffective reconciliation review process (Moderate, new)
The OAG observed that monthly balance sheet reconciliations were prepared by the Finance Manager and reviewed by the Senior Finance Officer, who reports to the Finance Manager. The review process therefore lacked sufficient independence, reducing the effectiveness of the control.
The OAG acknowledged that the Shire has a small finance team, which may inherently limit effective segregation of duties, and suggested that the preparation and review roles be reversed.

Management response: From August 2026, responsibility for preparing monthly balance sheet reconciliations transfers from the Finance Manager to the Senior Finance Officer, with review and approval undertaken by the Finance Manager. Where the Finance Manager is unavailable, an independent review will be performed by the Shire's external finance contractor. This finding is expected to be closed out from 1 August 2026 and evidenced at the final audit.

Finding 2 – Non-compliance with terms of a joint arrangement (Moderate, repeat from 2024-25)
The Shire has a joint arrangement with the Housing Authority (State Housing Commission – Homeswest) for aged housing accommodation in Kambalda. Under the arrangement, the Shire is required to set aside from annual rental income an amount equivalent to 1% of the current replacement cost of the properties for long-term maintenance. The OAG noted that no transfer to reserve had been made during the year and estimated that the accumulated reserve should be approximately $128,000, against a balance at the time of review of $32,500.

Management response: At its Ordinary Meeting held 23 June 2026 (Item 12.3.4), Council resolved by Resolution #110/2026 (carried 4/0) to note that the required reserve balance at 30 June 2026 is $136,271; to authorise an additional transfer of $72,626 from the Municipal Fund to the Aged Accommodation Joint Venture Reserve during 2025/26; and to authorise the consequential amendment to the 2025/26 Annual Budget under section 6.8 of the Local Government Act 1995. Together with the budgeted transfer of $30,000, the total 2025/26 contribution is $102,626, achieving the required reserve balance by 30 June 2026. Supporting documentation has been provided to the audit team and this finding is recorded as completed.

Finding 3 – Purchase of gifts without formal approval (Minor, new)
The OAG identified an instance where a staff member purchased Woolworths gift cards totalling $750 using the Shire's Woolworths in-store card without formal approval. The cards were purchased as a leaving gift for an employee who had resigned. Use of the in-store card requires approval from the relevant department manager before the card is released by the Accounts Payable Officer.

Management response: Verbal approval for the gratuity was obtained from the CEO, consistent with Policy 1.11 (Additional Payments to Employees), and the purchase was within the staff member's delegated authority. On review, management identified that Policy 1.15 (Corporate Credit Card) does not explicitly address gift cards or other cash-equivalent items, allowing a cash-like product to be purchased without a second formal authorisation. Management has since required that the purchase of gift cards or other cash-equivalent items be approved by the CEO on the relevant purchase order, instructed staff to prefer physical gifts where appropriate, advised all in-store card users of the change, and commenced a review of Policies 1.11 and 1.15.

Finding 4 – Absence of contract (Minor, new)
A vending machine has been installed at Kambalda Airport on a trial basis without a formal commercial agreement with the vendor. The OAG noted that an appropriate agreement should have been established prior to installation and that its absence may result in a loss of revenue otherwise due to the Shire.

Management response: Management agrees with the recommendation. A formal agreement will be prepared should Council determine that the arrangement continue beyond the trial period, and future commercial arrangements will be supported by an appropriate written agreement prior to commencement.

Finding 5 – Outstanding rates from a religious group (Minor, repeat from 2024-25)
As at 30 June 2025, the Kurrawang Aboriginal Christian Community owed the Shire $69,414 in outstanding rates, unpaid for more than two years. Collection has not been pursued on the basis that the property is used for mixed purposes and the rates levied may not be appropriate.

Management response: A report on the outstanding rates and the recommended future rating treatment of the property is being prepared for Council's consideration at its August 2026 Ordinary Meeting. Management anticipates the matter will be substantially resolved prior to completion of the final audit, and the relevant Council resolution will be provided to the audit team once available.

Officer observations

- The overall outcome is sound for an interim audit of a local government of the Shire's size: no Significant findings, no matters assessed as affecting the audit opinion, and one of the two prior-year repeat findings already resolved by Council resolution.
- The two repeat findings (2 and 5). Finding 2 is closed. Finding 5 will only be closed once Council determines the rating treatment of the property and the resulting debt position, is scheduled for the August 2026 Ordinary Meeting.
- Findings 1 and 3 both go to segregation of duties and authorisation within a small administration. The controls introduced are already in effect.
- Committee members may wish to satisfy themselves that the Policy 1.11 and 1.15 review (Finding 3) is completed within the 31 December 2026 timeframe, as policy amendments require Council adoption.

CONSULTATION

- Office of the Auditor General
- Chief Executive Officer
- Executive Manager Governance & Workplace
- Operations Manager
- Finance Manager and the Shire's external finance contractor

STATUTORY ENVIRONMENT

Local Government Act 1995

- Section 7.2 – the accounts and annual financial report of a local government are to be audited each financial year.
- Section 7.9 – the auditor is to examine the accounts and annual financial report and report to the Minister, the Council (via the President) and the CEO.
- Section 7.12A – duties of a local government with respect to audits, including the requirement to meet with the auditor at least once each year, examine the auditor's report and determine if any matters raised require action. Where the auditor's report identifies significant matters, the local government must prepare a report on actions taken, give a copy to the Minister within three months and publish it on the Shire's website. No matter in this interim management letter has been rated Significant.
- Section 6.8 – expenditure not included in the annual budget (relevant to the budget amendment authorised by Resolution #110/2026 in respect of Finding 2).

Local Government (Audit) Regulations 1996

- Regulation 16 – functions of an audit committee, including guiding and assisting the local government in carrying out its functions under Part 7 of the Act in relation to audits, and reviewing reports of the auditor and reporting to Council on those matters.

Local Government (Financial Management) Regulations 1996

- Regulation 5 – the CEO is to ensure there are systems and procedures for the proper management of the local government's financial affairs, and is to undertake reviews of the appropriateness and effectiveness of those systems and procedures.

POLICY IMPLICATIONS

Finding 3 requires amendment of Policy 1.15 (Corporate Credit Card) to expressly deal with gift cards and other cash-equivalent items, and a corresponding review of Policy 1.11 (Additional Payments to Employees). Amended policies will be presented to Council for adoption.

No other findings have policy implications.

FINANCIAL IMPLICATIONS

There is no direct cost associated with receiving this report. The financial matters referred to in the findings are:

1. Finding 2 – a total transfer of $102,626 to the Aged Accommodation Joint Venture Reserve in 2025/26, comprising the budgeted $30,000 and the additional $72,626 authorised by Resolution #110/2026, bringing the reserve to the required balance of $136,271 at 30 June 2026. The budget amendment has been authorised under section 6.8 of the Act.

2. Finding 5 – outstanding rates of $69,414. The recoverable amount, and any adjustment to rates levied, will depend on Council's determination of the rating treatment of the property at its August 2026 Ordinary Meeting.

STRATEGIC IMPLICATIONS

Accountable and effective leaders

High quality corporate governance, accountability and compliance

ATTACHMENTS

1. **Interim Management Letter - CEO** ⇩
2. **Interim Management Letter - Shire President** ⇩
3. **Interim Management Report** ⇩

VOTING REQUIREMENT

Absolute Majority

OFFICER RECOMMENDATION

That the Audit, Risk and Improvement Committee: -

1. **RECEIVE the Interim Management Letter from the Office of the Auditor General dated 26 July 2026, addressed to the Shire President and the Chief Executive Officer, together with the attached listing of findings identified during the interim audit for the year ending 30 June 2026;**

2. **NOTE that the interim audit identified five (5) findings, comprising two (2) rated Moderate and three (3) rated Minor, and that no finding was rated Significant or assessed by the Auditor General as having a potential impact on the audit opinion;**

3. **NOTE the management comments, responsible officers and completion dates recorded against each finding, and that Finding 2 (Non-compliance with terms of a joint arrangement) has been resolved by Council Resolution #110/2026.**

OFFICIAL

Office of the Auditor General
Serving the Public Interest

7th Floor, Albert Facey House
469 Wellington Street, Perth

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PERTH WA 6849

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Our Ref: 8645

Ms Sabine Taylor
Chief Executive Officer
Shire of Coolgardie

Email: ceo@coolgardie.wa.gov.au

Dear Ms Taylor

ANNUAL FINANCIAL REPORT
INTERIM AUDIT RESULTS FOR THE YEAR ENDING 30 JUNE 2026

We have completed the interim audit for the year ending 30 June 2026. We performed this phase of the audit in accordance with our audit plan. The focus of our interim audit was to evaluate your overall control environment, but not for the purpose of expressing an opinion on the effectiveness of internal control, and to obtain an understanding of the key business processes, risks and internal controls relevant to our audit of the annual financial report.

Management Control Issues
We would like to draw your attention to the attached listing of deficiencies in internal control and other matters that were identified during the course of the interim audit. These matters have been discussed with management and their comments have been included on the attachment. The matters reported are limited to those deficiencies that were identified during the interim audit that we have concluded are of sufficient importance to merit being reported to management.

This letter has been provided for the purposes of your local government and may not be suitable for other purposes.

We have forwarded a copy of this letter to the President. A copy will also be forwarded to the Minister for Local Government when we forward our auditor's report on the annual financial report to the Minister on completion of the audit.

Feel free to contact me on 6557 7616 if you would like to discuss these matters further.

Yours faithfully

Tim Sanya
Senior Director
Financial Audit
26 July 2026

Attach

OFFICIAL

Office of the Auditor General
Serving the Public Interest

Our Ref: 8645

7th Floor, Albert Facey House
469 Wellington Street, Perth

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Tel: 08 6557 7500
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Mr Paul Wilcox
President
Shire of Coolgardie

Email: shire.president@coolgardie.wa.gov.au

Dear President

ANNUAL FINANCIAL REPORT
INTERIM AUDIT RESULTS FOR THE YEAR ENDING 30 JUNE 2026

We have completed the interim audit for the year ending 30 June 2026. We performed this phase of the audit in accordance with our audit plan. The focus of our interim audit was to evaluate the overall control environment, but not for the purpose of expressing an opinion on the effectiveness of internal control, and to obtain an understanding of the key business processes, risks and internal controls relevant to our audit of the annual financial report.

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This letter has been provided for the purposes of your local government and may not be suitable for other purposes.

We have forwarded a copy of this letter to the CEO. A copy will also be forwarded to the Minister for Local Government when we forward our auditor's report on the annual financial report to the Minister on completion of the audit.

Feel free to contact me on 6557 7616 if you would like to discuss these matters further.

Yours faithfully

Tim Sanya
Senior Director
Financial Audit
26 July 2026

Attach

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SHIRE OF COOLGARDIE

PERIOD OF AUDIT: YEAR ENDING 30 JUNE 2026

FINDINGS IDENTIFIED DURING THE INTERIM AUDIT

Index of findings	Potential impact on audit opinion	Rating	Year first raised
1. Ineffective reconciliation review process	No	Moderate	2026
2. Non-compliance with terms of a joint arrangement	No	Moderate	2025
3. Purchase of gifts without formal approval	No	Minor	2026
4. Absence of contract	No	Minor	2026
5. Outstanding rates from a religious group	No	Minor	2025

Ratings
The ratings in this management letter reflect our assessment of risks based on the likelihood and potential impact if no action is taken. These outcomes consider both quantitative impact (such as financial loss) and qualitative impact (such as inefficiency, non-compliance, poor service to the public or loss of public confidence).

● **Significant** – Findings where there is potentially a significant risk to the entity should the finding not be addressed by the entity promptly. A significant rating could indicate the need for a modified audit opinion in the current year, or in a subsequent reporting period if not addressed. However, even if the issue is not likely to impact the audit opinion, it should be addressed promptly.

● **Moderate** – Those findings which are of sufficient concern to warrant action being taken by the entity as soon as practicable.

● **Minor** – Those findings that are not of primary concern but still warrant action being taken.

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SHIRE OF COOLGARDIE

PERIOD OF AUDIT: YEAR ENDING 30 JUNE 2026

FINDINGS IDENTIFIED DURING THE INTERIM AUDIT

1. Ineffective reconciliation review process

Finding
During the interim audit, we noted that monthly balance sheet reconciliations are prepared by the Finance Manager (FM) and then reviewed by the Senior Finance Officer (SFO), who reports to the Finance Manager.

Rating: **Moderate**

Implication
The current review process lacks sufficient independence, as the reviewer reports directly to the preparer. This reduces the effectiveness of the control and increases the risk that errors, omissions, or reporting inaccuracies may not be identified in a timely manner.

Recommendation
We recommend reassigning the review of the monthly balance sheet reconciliations to an individual senior to the preparer. This change will ensure the objectivity and integrity of the review process, enhancing the detection of potential errors.

We acknowledge that the Shire has a small finance team which may inherently limit effective segregation of duties. The Shire may also consider re-assigning responsibilities whereby the reconciliations are instead prepared by the SFO and reviewed by the FM.

Management comment

Management acknowledges the finding and agrees that the previous control design did not provide an optimal level of reviewer independence. While the arrangement reflected the operational realities of a small finance team, management is committed to continuous improvement of its financial controls.

From August 2026, responsibility for preparing monthly balance sheet reconciliations will transfer from the Finance Manager to the Senior Finance Officer, with review and approval undertaken by the Finance Manager. Where the Finance Manager is unavailable, an independent review will be performed by the Shire's external finance contractor.

Management is satisfied that this revised process will strengthen segregation of duties and provide an appropriate level of assurance over the completeness and accuracy of the Shire's financial reporting processes going forward.

The implementation of this change will happen August 2026.

Responsible person:	Raj Subbiah, Finance Manager
Completion date:	1 August 2026

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ATTACHMENT

SHIRE OF COOLGARDIE

PERIOD OF AUDIT: YEAR ENDING 30 JUNE 2026

FINDINGS IDENTIFIED DURING THE INTERIM AUDIT

2. Non-Compliance with terms of a joint arrangement

Finding
The matter was first raised in 2024-25.

The Shire of Coolgardie has a joint arrangement with the Housing Authority to provide aged housing accommodation in Kambalda. Under this arrangement, the Shire is required to set aside an amount equivalent to 1% of the current replacement cost of the properties from annual rental income for long-term maintenance. We noted that:

a) no transfer to reserves were made during the year, which deviates from the terms of the agreement;
b) high level review of the aged accommodation reserve indicates that accumulated reserve should be approximately $128k (based on 1% of the latest gross replacement cost of $801k over a period of 16 years since the property was acquired) as compared to the current reserve balance of just $32.5k.

Management have advised that an amount of $32k will be transferred to the reserve before the end of the current 2025-26 financial year, with the remaining amount will be transferred in the coming years. Our review of the Council minutes has not identified this issue being formally raised with the Council.

Rating: Moderate (2025: Moderate)

Implication
Failure to consistently transfer the required amount to the reserve indicates non-compliance with the contractual terms of joint arrangement terms which may result in financial loss to the Shire.

Recommendation
We recommend that the Shire implements processes to ensure annual transfers to the Aged Accommodation Reserve are made in accordance with the joint arrangement agreement and that sufficient reserves are maintained for the aged accommodation.

Management comment

Management acknowledges the finding.

At its Ordinary Council Meeting held on 23 June 2026 (Item 12.3.4, Aged Accommodation Joint Venture Reserve), Council resolved, by Council Resolution #110/2026 (carried 4/0), to: (1) note that the required reserve balance at 30 June 2026 is $136,271, and that after allowing for the budgeted reserve transfer of $30,000 in 2025/26, a further transfer of $72,626 is required to achieve this balance; (2) authorise an additional transfer of $72,626 from the Municipal Fund to the Aged Accommodation Joint Venture Reserve during the 2025/26 financial year; and (3) authorise the consequential amendment to the 2025/26 Annual Budget in accordance with section 6.8 of the Local Government Act 1995.

Combined with the existing budgeted transfer of $30,000, this brings the total 2025/26 contribution to the reserve to $102,626, achieving the required reserve balance of $136,271 by 30 June 2026 in accordance with the Joint Venture Agreement with the State Housing Commission (Homeswest).

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ATTACHMENT

SHIRE OF COOLGARDIE

PERIOD OF AUDIT: YEAR ENDING 30 JUNE 2026

FINDINGS IDENTIFIED DURING THE INTERIM AUDIT

Supporting Council documentation, being Item 12.3.4 of the 23 June 2026 Ordinary Council Meeting Agenda and Council Resolution #110/2026, has been provided to the audit team.

Responsible person: Raj Subbiah, Finance Manager
Completion date: Completed

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SHIRE OF COOLGARDIE

PERIOD OF AUDIT: YEAR ENDING 30 JUNE 2026

FINDINGS IDENTIFIED DURING THE INTERIM AUDIT

3. Purchase of gifts without formal approval

Finding
During the interim audit, we identified an instance where a staff member purchased Woolworths gift cards totalling $750 without formal approval, using the Woolworths in-store card, which operates in a manner similar to a corporate credit card. The gift cards were purchased as a leaving gift for an employee who had resigned from the Shire.

We understand that the use of the in-store card requires approval from the relevant department manager before the card can be obtained from the Accounts Payable Officer, who is the custodian of the card. In this instance, a formal approval was not obtained for the purchase.

Rating: Minor

Implication
Purchases made using the Woolworths in-store card without compliance with the Shire's approval process may result in unauthorised or unnecessary expenditure being incurred.

Recommendation
We recommend that formal approval be obtained in accordance with the Shire's purchasing and approval procedures before employees proceed with any purchases, irrespective of the monetary value.

Management comment

Management acknowledges the finding.

The staff member purchased $750 of Woolworths gift cards within their delegated authority, using the Woolworths in-store card, as a gratuity for an employee who had resigned from the Shire. Verbal approval was obtained from the CEO for the gratuity itself, consistent with Policy 1.11 (Additional Payments to Employees), which permits the CEO, in consultation with the relevant Supervisor, to approve a gift card or voucher gratuity to a qualifying employee.

In reviewing this matter, management identified that Policy 1.15 (Corporate Credit Card) does not explicitly address the purchase of gift cards or other cash-equivalent items, and that this gap allowed a cash-like product to be purchased on the in-store card without a second, formal form of authorisation. Management agreed that this heightened the risk of fraud and that the Shire's controls in this area needed to be strengthened.

To address this, management has since: required that the purchase of gift cards or any other cash-equivalent item be approved by the CEO on the relevant purchase order; instructed staff to purchase physical gifts in preference to gift cards where appropriate; advised all staff who use the in-store card of these changes; and commenced a review of Policy 1.15 (Corporate Credit Card) and Policy 1.11 (Additional Payments to Employees), both of which will be updated accordingly.

Management considers these actions address the control gap identified, as set out in the factual validation provided to the audit team.

Responsible person:	Leanne Parola, Executive Manager Governance & Workplace
Completion date:	31 December 2026

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ATTACHMENT

SHIRE OF COOLGARDIE

PERIOD OF AUDIT: YEAR ENDING 30 JUNE 2026

FINDINGS IDENTIFIED DURING THE INTERIM AUDIT

4. Absence of Contract

Finding
A vending machine has been installed at Kambalda Airport on a trial basis. However, there is no formal commercial agreement for the operation of this machine with the vendor.

We understand management is currently investigating this matter to assess the need of the machine and determine the appropriate course of action going forward.

Rating: Minor

Implication
The absence of a formal commercial agreement may lead to a loss of revenue that would otherwise be due to the Shire. Notwithstanding that the vending machine was installed on a trial basis, an appropriate agreement should be established prior to its installation.

Recommendation
We recommend that the Shire enter into a formal agreement with external parties prior to undertaking any commercial activities to minimise potential legal risks. The absence of a formal agreement may result in the Shire incurring financial losses.

Management comment
Management notes the finding and agrees with the recommendation.

A formal agreement will be prepared should Council determine that the vending machine arrangement will continue beyond the current trial period. Future commercial arrangements will be supported by an appropriate written agreement prior to commencement.

Responsible person: Kodi Sticklen, Operations Manager
Completion date: 31 December 2026

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ATTACHMENT

SHIRE OF COOLGARDIE

PERIOD OF AUDIT: YEAR ENDING 30 JUNE 2026

FINDINGS IDENTIFIED DURING THE INTERIM AUDIT

5. Outstanding rates from a religious group

Finding
The matter was first raised in 2024-25.

During the audit, we noted that, as at 30 June 2025, the Kurrawang Aboriginal Christian Community owed the Shire $69,414 in outstanding rates, which had remained unpaid for more than two years.

Management has not followed up the collection of this overdue debt on the basis that the property is used for mixed purposes and that the rates levied may not be appropriate. We are however not aware of any proactive action taken either by the Shire to clarify this matter or any objections raised by the rate payer.

During the year, no rates were raised for the above-mentioned religious group, and the prior year balance remains unpaid to date. We are not aware of any other outstanding debtors with similar issues or circumstances.

Management has advised that the matter is expected to be resolved during the current financial year.

Rating: Minor (2025: Minor)

Implication
Failure to follow up and collect debts on a timely basis will result in a financial loss to the Shire. Notwithstanding the standalone amount is not material, it assumes significance in light of the Shire’s delicate cash flow situation.

Further, incorrect rates levied may result in a material misstatement to the financial statements on a cumulative basis if they are unresolved on a timely basis.

Recommendation
We recommend that the Shire periodically review outstanding debtor balances, particularly those overdue by more than one year, to assess their recoverability and ensure that rates are applied in accordance with the Local Government Act.

Management comment

Management notes the finding.

A report regarding the outstanding rates owed by the Kurrawang Aboriginal Christian Community, including the recommended course of action on the property's future rating treatment, is being prepared for presentation to Council at its August 2026 Ordinary Council Meeting.

Management anticipates that Council's consideration of this report will substantially resolve this matter, and the relevant Council resolution will be provided to the audit team once available.

Management anticipates that the matter will be substantially resolved prior to completion of the final audit.

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ATTACHMENT

SHIRE OF COOLGARDIE

PERIOD OF AUDIT: YEAR ENDING 30 JUNE 2026

FINDINGS IDENTIFIED DURING THE INTERIM AUDIT

Responsible person: Raj Subbiah, Finance Manager
Completion date: 31 December 2026

5.2 Operation Services

5.2.1 2025 COMPLIANCE AUDIT RETURN

Location: N/A

Applicant: N/A

Disclosure of Interest: Nil

Date: 02 August 2026

Author: Leanne Parola, Executive Manager Governance and Workplace

SUMMARY

To present the 2025 Compliance Audit Return to the Audit, Risk and Improvement Committee for review in accordance with Regulation 14 of the Local Government (Audit) Regulations 1996 and to recommend that the Committee report the results of its review to Council.

BACKGROUND

Regulation 14 of the Local Government (Audit) Regulations 1996 requires every local government to carry out a compliance audit for the period 1 January 2025 to 31 December 2025 and complete a Compliance Audit Return in the form approved by the Local Government Inspector.

The completed return must be reviewed by the Audit, Risk and Improvement Committee, which is then required to report the results of that review to Council prior to submission to the Local Government Inspector.

COMMENT

The purpose of the annual Compliance Audit Return is for individual local governments to assess their level of compliance with the Local Government Act 1995 and associated Regulations.

The Compliance Audit Return only assess compliance against the Local Government Act 1995 and associated Regulations. During the audit process seven (7) non-conformances were identified and will be addressed in 2026.

The specific legislation addressed by the Compliance Audit Return are:

- Local Government Act 1995
- Local Government (Administration) Regulations 1996
- Local Government (Audit) Regulations 1996
- Local Government (Constitution) Regulations 1996
- Local Government (Elections) Regulations 1996
- Local Government (Financial Management) Regulations 1996
- Local Government (Functions and General) Regulations 1996

The Compliance Audit Return has been undertaken as an internal audit, sourcing evidence of compliance through the Shire's own records. Where relevant, resolution references have been included.

The completed Return shows that, in general, the standard of compliance is good however there are seven (7) areas that were non-compliant as follows:

Question 2 – Has the local government reviewed local laws which have not been reviewed in the previous 8 years, to ensure compliance with Schedule 9.3, Clause 65?

The Shire's Fencing Local Law was adopted in 1996 and has not been reviewed within the past eight (8) years. Quotations are currently being sought to prepare a new Local Law which will replace/repeal it with a more contemporary local law.

Question 24 - Has the CEO prepared and implemented a code of conduct to be observed by employees of the local government? If yes, has the CEO published an up-to-date version of the code of conduct for employees on the local government's website?

The Chief Executive Officer has prepared and implemented a code of conduct for employees, however it was not published on the Shire's website. This has now been rectified.

Question 37 - Does the local government have information available for members of the public to inspect, free of charge as prescribed under section 5.94 and Admin Reg 29, except where restricted under this section?

The Shire makes the information prescribed under section 5.94 of the Local Government Act 1995 and Regulation 29 of the Local Government (Administration) Regulations 1996 available for public inspection free of charge through its official website.

The Tender Register was maintained during the audit period; however, it was identified that some information was not fully up to date and has now been rectified.

Question 38 - Where a person is entitled to inspect information under this Division, can the local government confirm that copies are available and that the price at which it sells copies does not exceed the cost of providing them, unless prescribed otherwise?

Copies of information available for inspection are provided on request, and charges are set in the Schedule of Fees and Charges adopted by Council. The Shire does not hold a documented costing supporting those charges and is therefore not presently able to confirm that every charge is limited to the cost of providing the copy.

Question 39 - Did the CEO publish information on the local government's website in accordance with sections 5.96A(1), (2), (3), and (4) of the Local Government Act 1995?

The Employee Code of Conduct was not on the website, this has since been rectified.

Question 49 - Has the local government reviewed its corporate business plan in accordance with Admin Regulation 19DA(4)? If yes, provide date of review. Does the corporate business plan comply with the requirements of Local Government (Administration) Regulations 1996 19DA(2) & (3)?

The last Corporate Business Plan was for the period 2019-2023. A new Corporate Business Plan is currently being prepared to reflect the new Strategic Community Plan.

Question 55 - Does the local government publish all prescribed information on its official website — including up-to-date policies, required details of council member and employee returns, council member fees and allowances, and relevant public notices — within the specified timeframes and in accordance with legislative requirements?

The Employee Code of Conduct was not on the website, this has since been rectified.

CONSULTATION

Nil

STATUTORY ENVIRONMENT

- *Local Government Act 1995, Section 7.13*
- *Local Government (Audit) Regulations 1996, Regulations 13 - 15*

POLICY IMPLICATIONS

There are no direct policy implications.

FINANCIAL IMPLICATIONS

There are no direct financial implications.

STRATEGIC IMPLICATIONS

Accountable and effective leaders

High quality corporate governance, accountability and compliance

ATTACHMENTS

1. 2025 Compliance Audit Return ⇩

VOTING REQUIREMENT

Simple Majority

OFFICER RECOMMENDATION

That the Audit and Risk Improvement Committee: -

1. **Receives the 2025 Compliance Audit Return as attached;**
2. **Notes the results of the compliance audit review undertaken by administration;**
3. **Notes the identified instances of non-compliance and corrective actions; and**
4. **Reports to Council that it has reviewed the 2025 Compliance Audit Return in accordance with Regulation 14 of the Local Government (Audit) Regulations 1996 and recommends Council adopt the Return.**

Compliance Audit Return 2025

No.	Legislation / Regulations	Reference	Audit Question	Response	Responsible Person	Comments / Evidence	Responsible Officer
1	Local Government Act 1995	s. 2.29	Has every person elected or appointed to a mayor, president, deputy, or councillor role made the required declaration in the prescribed form before a prescribed person, prior to acting in the office?	Yes	Governance / Other	All 4 new Councillors, President and Deputy President made the delcaration prior to acting in their positions - This was completed on the 21/10/2025 prior to the Special Council Meeting	Executive Assistant
2	Local Government Act 1995	s. 3.16	Has the local government reviewed local laws which have not been reviewed in the previous 8 years, to ensure compliance with Schedule 9.3, Clause 65?	No	Governance / Other	The Shire's Fencing Local Law has not technically been reviewed within the past 8 years. Quotations are being sought to prepare a new Local Law which will replace/repeal it.	Executive Assistant
3	Local Government Act 1995	s. 3.57	Subject to Local Government (Functions and General) Regulations 1996, regulation 11(2), did the local government invite tenders for all contracts for the supply of goods or services where the consideration under the contract was, or was expected to be, worth more than the consideration stated in regulation 11(1) of the Regulations?	Yes	Finance		Finance Manager
4	Local Government Act 1995	s. 3.58(3)	Where the local government disposed of property other than by public auction or tender, did it dispose of the property in accordance with section 3.58(3) of the Local Government Act 1995 (unless section 3.58(5) applies)?	Yes	Finance	Disposal that went other than by public auction or tender was the Post Office Complex issue to Judumul Aboriginal Corporation and Shire has followed S3.58(3). Council Resolution 221/2025. Disposal of one (1) used Caterpillar D10 tracked Dozer ("D10") was done in accordance with section 3.58(2) of the Local Government Act 1995 via public tender.	Finance Manager
5	Local Government Act 1995	s. 3.58(4)	Where the local government disposed of property under section 3.58(3) of the Local Government Act 1995, did it provide details, as prescribed by section 3.58(4) of the Act, in the required local public notice for each disposal of property?	Yes	Finance	The Post Office Complex lease to Judumul Aborginal Corporation had local public notice with sumbission period 2 weeks	Finance Manager
6	Local Government Act 1995	s. 3.59(2)(a)	Has the local government prepared a business plan for each major trading undertaking that was not exempt in 2025?	Yes	Finance	The Bluebush Village Disposal to Westgold Resources was advertised as major trading undertaking , with business plan presented in December 2025 and publicly advertised. Final review and consideration was done in the 2026 calendar year.	Finance Manager
7	Local Government Act 1995	s. 3.59(2)(b)	Has the local government prepared a business plan for each major land transaction that was not exempt in 2025?	Yes	Finance	The Bluebush Village Disposal to Westgold Resources was advertised as major trading undertaking , with business plan presented in December 2025 and publicly advertised.	Finance Manager

No.	Legislation / Regulations	Reference	Audit Question	Response	Responsible Person	Comments / Evidence	Responsible Officer
8	Local Government Act 1995	s. 3.59(2)(c)	Has the local government prepared a business plan before entering into each land transaction that was preparatory to entry into a major land transaction in 2025?	Yes	Finance	S3.59(4)-(5)- with the post office proposed lease a statewide public notice was issued, open for comments for 6 weeks as per the requirements. For the disposal of the Bluebush Village the process exceeded the minimum requirements. Public comment was sought on the plan for a period of nine (9) weeks, well in excess of the statutory comment period of six weeks. The Shire undertook a range of consultation and engagement activities on the Business Plan including the following: 1. Placing an Advertisement in the West Australian Newspaper – Sat 20th December 2025 2. Placing an Advertisement in the Kalgoorlie Miner Newspaper – Saturday 20th December 2025 3. Putting a notice on the Shire's website – From 19th December 2025 4. Putting notices on Shire notice boards at Shire Administration offices – From 19th December 2025. 5. Making hard copies of the Business Plan available for public inspection at Recreation Centre and Administration Offices. 6. Hosting three Community Forums on the Business Plan o Bluebush Village Business Plan Community Forum – Kambalda – Tuesday 20th January at 6.30pm – number of attendees 5 o Bluebush Village Business Plan Community Forum – Coolgardie – Wednesday 21st January at 6.30pm – number	Finance Manager
9	Local Government Act 1995	s. 3.59(4)	Has the local government complied with public notice and publishing requirements for each proposal to commence a major trading undertaking or enter into a major land transaction or a land transaction that is preparatory to a major land transaction for 2025?	Yes	Finance	Refer above comments	Finance Manager
10	Local Government Act 1995	s. 3.59(5)	During 2025, did the council resolve to proceed with each major land transaction or trading undertaking by absolute majority?	N/A	Finance	Decision falls in 2026	Finance Manager
11	Local Government Act 1995	s. 5.16 (1)	Were all delegations to committees resolved by absolute majority?	N/A	Governance / Other	No delegations to committees	Executive Assistant
12	Local Government Act 1995	s. 5.16 (2)	Were all delegations to committees in writing?	N/A	Governance / Other	No delegations to committees	Executive Assistant
13	Local Government Act 1995	s. 5.17	Were all delegations to committees within the limits specified in section 5.17 of the Local Government Act 1995?	N/A	Finance	No delegations to committees	Executive Assistant
14	Local Government Act 1995	s. 5.18	Were all delegations to committees recorded in a register of delegations?	N/A	Governance / Other	No delegations to committees	Executive Assistant
15	Local Government Act 1995	s. 5.36(4) & s. 5.37(3)	Were all CEO and/or senior employee vacancies advertised in accordance with Local Government (Administration) Regulations 1996, regulation 18A?	N/A	Governance / Other	There were no CEO or senior employee vacancies advertised in 2025	Executive Assistant

No.	Legislation / Regulations	Reference	Audit Question	Response	Responsible Person	Comments / Evidence	Responsible Officer
16	Local Government Act 1995	s. 5.37(2)	Did the CEO inform council of each proposal to employ or dismiss senior employee? Where council rejected a CEO's recommendation to employ or dismiss a senior employee, did it inform the CEO of the reasons for doing so?	N/A	Governance / Other	As per Policy 1.19, the Shire does not have any senior employees	Executive Assistant
17	Local Government Act 1995	s. 5.39B	Has the local government adopted and maintained model standards that incorporate the prescribed model standards within required timeframes (including amendments), ensured adoption by absolute majority, published an up-to-date version on its official website, and avoided including any inconsistent additional provisions?	Yes	Governance / Other	Policy 1.10 CEO Standards and performance review processes complies with the Act and was available on the Shire official website	Executive Assistant
18	Local Government Act 1995	s. 5.42	Were all delegations to the CEO resolved by an absolute majority? Were all delegations to the CEO in writing?	Yes	Finance	As per Council Resolution #69/2025 and #142/2025	Executive Assistant
19	Local Government Act 1995	s. 5.43	Did the powers and duties delegated to the CEO exclude those listed in section 5.43 of the Local Government Act 1995?	Yes	Finance	Refer to Delegation Register resolved by Council - As per #69/2025 - 27 May 2025 Ordinary Council Meeting Refer to Delegation Register resolved by Council - as per #142/2025 - 26 August 2025 Ordinary Council Meeting	Executive Assistant
20	Local Government Act 1995	s. 5.44(2)	Were all employees delegated authority by the CEO under Section 5.44(1), issued with a written instrument of delegation?	Yes	Finance	15 Letters issued	Executive Assistant
21	Local Government Act 1995	s. 5.45(1)(b)	Were all decisions by the Council to amend or revoke a delegation made by absolute majority?	Yes	Finance	As per Council Resolution #108/2025 - Ordinary Council Meeting held on the 21 July 2025	Executive Assistant
22	Local Government Act 1995	s. 5.46	Has the CEO kept a register of all delegations made under Division 4 of the Local Government Act 1995 to the CEO and to employees? Were all delegations made under Division 4 reviewed by the delegator at least once during the 2024/2025 financial year? Did all persons exercising a delegated power or duty under the Act keep, on all occasions, a written record in accordance with Local Government (Administration) Regulations 1996, regulation 19?	Yes	Finance	All Delegations used were recorded by filling out a Delegation Form, these then were entered into a register and initialled by the EA, filed and recorded in bulk at the end of the year and then archived. Refer to record number NCR11263	Executive Assistant
23	Local Government Act 1995	s. 5.50	If the local government paid a finishing employee an amount in addition to their entitlement, did the local government follow a policy it had adopted and published on the website outlining the circumstances in relation to payments made to terminated employees? If the local government made a payment to a finishing employee that is more than the amount set out in the policy, was local public notice given?	N/A	Finance	No finishing employees were paid an amount in addition to their entitlement. Policy 1.11 Additonal payments to employees is published on the Shire's official website	Administration Manager
24	Local Government Act 1995	s. 5.51A	Has the CEO prepared and implemented a code of conduct to be observed by employees of the local government? If yes, has the CEO published an up-to-date version of the code of conduct for employees on the local government's website?	No	Finance	Management Policy 1.01 Code of Conduct was not published on the Shire's official website	Executive Assistant
25	Local Government Act 1995	s. 5.67	Where a council member disclosed an interest in a matter and did not have participation approval under sections 5.68 or 5.69 of the Local Government Act 1995, did the council member ensure that they did not remain present to participate in discussion or decision making relating to the matter?	Yes	Finance	Refer to minutes also Refer to record number NCR10910 - This is where all 2025 Disclosure of Interest forms are saved	Executive Assistant
26	Local Government Act 1995	s. 5.68(2)	Were all decisions regarding participation approval in relation to Section 5.68(2), including the extent of participation allowed and, where relevant, the information required by the Local Government (Administration) Regulations 1996 regulation 21A, recorded in the minutes of the relevant council or committee meeting?	Yes	Finance	Refer to minutes also Refer to record number NCR10910 - This is where all 2025 Disclosure of Interest forms are saved	Executive Assistant

No.	Legislation / Regulations	Reference	Audit Question	Response	Responsible Person	Comments / Evidence	Responsible Officer
27	Local Government Act 1995	s. 5.69(5)	Were all decisions regarding participation approval in relation to Section 5.69(5), including the extent of participation allowed recorded in the minutes of the relevant council or committee meeting?	Yes	Governance / Other	Refer to minutes also Refer to record number NCR10910 - This is where all 2025 Disclosure of Interest forms are saved	Executive Assistant
28	Local Government Act 1995	s. 5.70	Where an employee had an interest in any matter in respect of which the employee provided advice or a report directly to council or a committee, did that person disclose the nature and extent of that interest when giving the advice or report?	Yes	Governance / Other	Refer to record number NCR10910 - This is where all 2025 Disclosure of Interest forms are saved	Executive Assistant
29	Local Government Act 1995	s. 5.71B(5) and (7)	Where council applied to the Minister to allow the CEO to provide advice or a report to which a disclosure under section 5.71A(1) of the Local Government Act 1995 relates, did the application include details of the nature of the interest disclosed and any other information required by the Minister for the purposes of the application? Was any decision made by the Minister under section 5.71B(6) of the Local Government Act 1995, recorded in the minutes of the council meeting at which the decision was considered?	N/A	Governance / Other		Executive Assistant
30	Local Government Act 1995	s. 5.73	Were disclosures under sections 5.65, 5.70 or 5.71A(3) of the Local Government Act 1995 recorded in the minutes of the meeting at which the disclosures were made?	Yes	Governance / Other	Refer to minutes also Refer to record number NCR10910 - This is where all 2025 Disclosure of Interest forms are saved	Executive Assistant
31	Local Government Act 1995	s. 5.75	Was a primary return in the prescribed form lodged by all relevant persons within three months of their start day?	Yes	Governance / Other		Executive Assistant
32	Local Government Act 1995	s. 5.76	Was an annual return in the prescribed form lodged by all relevant persons by 31 August 2025?	Yes	Governance / Other		Executive Assistant
33	Local Government Act 1995	s. 5.77	On receipt of a primary or annual return, did the CEO, or the Mayor/President, as the case may be, give written acknowledgment of having received the return?	Yes	Governance / Other		Executive Assistant
34	Local Government Act 1995	s. 5.88	Did the CEO keep a register of financial interests which contained the returns lodged under sections 5.75 and 5.76 of the Local Government Act 1995? Did the CEO keep a register of financial interests which contained a record of disclosures made under sections 5.65, 5.70, 5.71 and 5.71A of the Local Government Act 1995, in the form prescribed in the Local Government (Administration) Regulations 1996, regulation 28? After a person ceased to be a person required to lodge a return under sections 5.75 and 5.76 of the Local Government Act 1995, did the CEO remove from the register all returns relating to that person? Have all returns removed from the register	Yes	Governance / Other		Executive Assistant
35	Local Government Act 1995	s. 5.89A	Did the CEO keep a register of gifts which contained a record of disclosures made under sections 5.87A and 5.87B of the Local Government Act 1995, in the form prescribed in the Local Government (Administration) Regulations 1996, regulation 28A? Did the CEO publish an up-to-date version of the gift register on the local government's website?	Yes	Governance / Other	Refer to website	Executive Assistant
36	Local Government Act 1995	s. 5.90A	Did the local government prepare, adopt by absolute majority and publish an up-to-date version on the local government's website, a policy dealing with the attendance of council members and the CEO at events?	Yes	Governance / Other	As per Council Policy 1.17	Executive Assistant
37	Local Government Act 1995	s. 5.94	Does the local government have information available for members of the public to inspect, free of charge as prescribed under section 5.94 and Admin Reg 29, except where restricted under this section?	No	Finance	Yes. The Shire made the information prescribed under section 5.94 of the *Local Government Act 1995* and Regulation 29 of the *Local Government (Administration) Regulations 1996* available for public inspection free of charge through its official website. The Tender Register was maintained during the audit period; however, it was identified that some information was not fully up to date and has since been identified for updating. Evidence: Shire website, Tender Register and records available for public inspection.	Finance Manager

No.	Legislation / Regulations	Reference	Audit Question	Response	Responsible Person	Comments / Evidence	Responsible Officer
38	Local Government Act 1995	s. 5.96	Where a person is entitled to inspect information under this Division, can the local government confirm that copies are available and that the price at which it sells copies does not exceed the cost of providing them, unless prescribed otherwise?	No	Finance	Comments: Copies of information available for inspection are provided on request, and charges are set in the Schedule of Fees and Charges adopted by Council. The Shire does not hold a documented costing supporting those charges and is therefore not presently able to confirm that every charge is limited to the cost of providing the copy.	Finance Manager
39	Local Government Act 1995	s. 5.96A	Did the CEO publish information on the local government's website in accordance with sections 5.96A(1), (2), (3), and (4) of the Local Government Act 1995?	No	Governance / Other	Employee Code of Conduct was not on the website	Comms Officer
40	Local Government Act 1995	s. 5.104	Did the local government prepare and adopt, by absolute majority, a code of conduct to be observed by council members, committee members and candidates that incorporates the model code of conduct? Did the local government adopt additional requirements in addition to the model code of conduct? If yes, does it comply with section 5.104(3) and (4) of the Local Government Act 1995? Has the CEO published an up-to-date version of the code of conduct for council members, committee members and candidates on the local government's website?	Yes	Governance / Other	Refer to website	Executive Assistant
41	Local Government Act 1995	s. 5.128	Did the local government prepare and adopt (by absolute majority) a policy in relation to the continuing professional development of council members?	Yes	Governance / Other	As per Council Policy 2.10	Executive Assistant
42	Local Government Act 1995	s. 7.12A(3), (4) and (5)	Where the local government determined that matters raised in the auditor's report prepared under section 7.9(1) of the Local Government Act 1995 required action to be taken, did the local government ensure that appropriate action was undertaken in respect of those matters? Where matters identified as significant were reported in the auditor's report, did the local government prepare a report that stated what action the local government had taken or intended to take with respect to each of those matters? Was a copy of the report given to the Minister within three months of the audit report being received by the local government? Within 14 days after the	Yes	Finance	After annual Audit Report. CEO response and Audit Management Action Report (18/6/25) were prepared and recevied by the Audit committee (Res 91/2025) and (Res 94/2025). Council resolved on 8/7/25 to forward the action reports to the Minister under S7.12A(4) and published it under on the website within 14 days under S7.12A(5)	Finance Manager
43	Local Government (Administration) Regulations 1996	Reg 18F	Was the remuneration and other benefits paid to a CEO on appointment the same remuneration and benefits advertised for the position under section 5.36(4) of the Local Government Act 1995?	N/A	Finance	No person was appointed to the position of Chief Executive Officer following an advertised process under section 5.36(4) during the period. The position was held on an acting and then temporary basis by a person acting for a term not exceeding one year, for which advertising is not required by reason of section 5.36(5A) . Council resolved to commence recruitment for the permanent position on 25 November 2025 (Resolution #205/2025); any appointment will reflect in the 2026 Compliance Audit Return.	Finance Manager
44	Local Government (Administration) Regulations 1996	Reg 19AB	Does the code of conduct contain the requirement that a local government employee (not including the CEO) must not accept a prohibited gift from an associated person?	Yes	Governance / Other	Refer to Code of Conduct 1.01 of Management Policy	Executive Assistant
45	Local Government (Administration) Regulations 1996	Reg 19AC	Does the local government's code of conduct include requirements for the recording, storing, disclosure, and use of information relating to gifts accepted by local government employees (excluding the CEO) from associated persons, in accordance with regulatory requirements?	Yes	Governance / Other	Refer to Code of Conduct 1.01 of Management Policy	Executive Assistant
46	Local Government (Administration) Regulations 1996	Reg 19AE	Does the local government's code of conduct include requirements addressing employee behaviour in the performance of duties, interactions with others, use and disclosure of information, use of local government resources and finances, the keeping of records, and the reporting and management of suspected breaches and misconduct, in accordance with regulatory requirements?	Yes	Governance / Other	Refer to Code of Conduct 1.01 of Management Policy	Executive Assistant

No.	Legislation / Regulations	Reference	Audit Question	Response	Responsible Person	Comments / Evidence	Responsible Officer
47	Local Government (Administration) Regulations 1996	Reg 19B	Did the local government include in its annual report all information required under section 5.53(2)(g) and (i) and regulation 3A(2), including number of employees in salary bands over $130,000, remuneration and allowances paid, ordered payments, CEO remuneration, council member meeting attendance, available demographic information about council members, and details of any modifications to the strategic community plan or significant modifications to the corporate business plan?	Yes	Governance / Other	Refer to Annual Report 2024-2025	Comms Officer
48	Local Government (Administration) Regulations 1996	Reg 19C	Has the local government adopted by absolute majority a strategic community plan? If yes, provide the date of the most recent review	Yes	Finance	Reviewed 2022, a new Strategic Community Plan is currently being advertised for public submissions	Executive Assistant
49	Local Government (Administration) Regulations 1996	Reg 19DA	Has the local government reviewed its corporate business plan in accordance with Admin Regulation 19DA(4)? If yes, provide date of review. Does the corporate business plan comply with the requirements of Local Government (Administration) Regulations 1996 19DA(2) & (3)?	No	Governance / Other	The last Corporate Business Plan was for the period 2019-2023. A new Corporate Business Plan is currently being prepared to reflect the new Strategic Community Plan	Executive Assistant
50	Local Government (Administration) Regulations 1996	Reg 22	Asked as part of question s. 5.75		Finance		
51	Local Government (Administration) Regulations 1996	Reg 23	Asked as part of question s. 5.76		Finance		
52	Local Government (Administration) Regulations 1996	Reg 28	Asked as part of question s. 5.88(1)		Finance		
53	Local Government (Administration) Regulations 1996	Reg 28A	Asked as part of question s. 5.89A(1)		Finance		
54	Local Government (Administration) Regulations 1996	Reg 29	Asked as part of question s. 5.94		Finance		
55	Local Government (Administration) Regulations 1996	Reg 29C	Does the local government publish all prescribed information on its official website — including up-to-date policies, required details of council member and employee returns, council member fees and allowances, and relevant public notices — within the specified timeframes and in accordance with legislative requirements?	No	Finance	The Shire's Code of Conduct for Employees was not on the Shire's website	Comms Officer
56	Local Government (Administration) Regulations 1996	Reg 35	Has every local government council member completed and passed the Council Member Essentials course, consisting of the five required modules and delivered by an approved provider, within 12 months of being elected?	Yes	Finance	All Councillors in 2025 had completed the Mandatory trainings - Refer to training register on website and all certificates can be found against Councillors internal records	Executive Assistant
57	Local Government (Administration) Regulations 1996	Reg 36	Does the local government appropriately identify and document council members who are exempt from the training requirements under section 5.126(1), including verifying that the member: has completed an approved course within the specified 5-year period prior to election, or completed the LGASS00002 Elected Member Skill Set before 1 July 2019 within the relevant timeframe, or qualifies for the transitional exemption applicable to council members in office at the commencement of the 2019 regulatory amendments?	N/A	Finance		Executive Assistant
58	Local Government (Audit) Regulations 1996	Reg 10	Was the auditor's report for the financial year ending 30 June 2025 received by the local government within 30 days of completion of the audit?	Yes	Finance	Stamped financials received from OAG 04.12.2026. Forwarded to DLGC 15.12.2025 by CEO Aaron Cook	Finance Manager
59	Local Government (Audit) Regulations 1996	Reg 17	Did the CEO review the appropriateness and effectiveness of the local government's systems and procedures in relation to risk management, internal control and legislative compliance in accordance with Local Government (Audit) Regulations 1996 regulation 17 within the three financial years prior to 31 December 2025? If yes, provide date of council's resolution to accept the report.	Yes	Finance	September 2022, Council resolution #197/2022	Executive Assistant
60	Local Government (Constitution) Regulations 1998	Reg 11FA	Did the CEO provide the Minister a report as to the result of the election within 14 days of the declaration and in the form of Form 20 of the Local Government (Elections) Regulations 1997, modified as necessary?	Yes	Finance	Conducted by the WAEC	Executive Assistant

No.	Legislation / Regulations	Reference	Audit Question	Response	Responsible Person	Comments / Evidence	Responsible Officer
61	Local Government (Constitution) Regulations 1998	Reg 13	Were all required oaths, affirmations and declarations under section 2.42 (in relation to Commissioners) made in the correct form (Form 8), before the appropriate authorised person?	Yes	Finance		Executive Assistant
62	Local Government (Elections) Regulations 1997	Reg 30G	Did the CEO establish and maintain an electoral gift register and ensure that all disclosure of gifts forms completed by candidates and donors and received by the CEO were placed on the electoral gift register at the time of receipt by the CEO and in a manner that clearly identifies and distinguishes the forms relating to each candidate in accordance with regulations 30G(1) and 30G(2) of the Local Government (Elections) Regulations 1997? Did the CEO remove any disclosure of gifts forms relating to an unsuccessful candidate, or a successful candidate that completed their term of office, from the electoral gift register, and retain those forms separately for a period of at	Yes	Governance / Other		Executive Assistant
63	Local Government (Financial Management) Regulations 1996	Reg 5	Has the CEO ensured efficient systems and procedures are established under provisions set out in Financial Management Regulations 5(1)(a) to (g)?	Yes	Finance	Systems and procedures are established for each of the matters in regulation 5(1)(a) to (g), supported by Council policies for recorrd keeping, rates recovery, debt collection, purchasing and payment authorisation, together with the Register of Delegations, the monthly lists of accounts presented to Council, and the annual budget and monthly financial reporting process. Weaknesses identified are being addressed under management Report and further reported to the ARIC.	Finance Manager
64	Local Government (Financial Management) Regulations 1996	Reg 6	Has the local government ensured that any employee delegated responsibility for day-to-day accounting or financial management operations is not also delegated the responsibility for conducting internal audits, reviewing their own duties, or for managing, directing or supervising someone who carries out these functions?	N/A	Finance	The audit function is separate (external Auditor RSM and ARIC- Independent Chair) from the officers who run day to day accounting Functions .	Finance Manager
65	Local Government (Financial Management) Regulations 1996	Reg 7	Did the local government ensure it has regard to the needs of the inhabitants of the district as a whole and not keep separate ward accounts or determine expenditure on the basis of revenue from a ward?	N/A	Finance	The Shire does not have separate ward accounts.	Finance Manager
66	Local Government (Financial Management) Regulations 1996	Reg 8	Does the local government maintain separate accounts with a bank or other financial institution for money to be held in the municipal fund, trust fund and for reserve account purposes?	Yes	Finance	The Shire maintins a Municipal Fund, Trust Fund and cash reserve Accounts so thereby compling with Reg 8	Finance Manager
67	Local Government (Financial Management) Regulations 1996	Reg 9	Did the local government keep separate financial records for each trading undertaking and each major land transaction?	Yes	Finance	The Shire accounting clearly segregates its main trading undertaking activities in the financial statements.	Finance Manager
68	Local Government (Financial Management) Regulations 1996	Reg 11	Has the local government developed procedures for the authorisation of, and the payment of, accounts in accordance with Local Government (Financial Management) Regulations 11(1), (2) and (3)?	Yes	Finance	The Shire has a Creditor Payments Procedure that documents the processes for the review, verification, authorisation and payment of accounts, including the required approval processes and internal controls.	Finance Manager
69	Local Government (Financial Management) Regulations 1996	Reg 12	Were payments made from the municipal fund or trust fund made by the CEO under a delegated authority or authorised, in accordance with regulation 13(2), in advance by a council resolution?	Yes	Finance	Yes. Payments from the Municipal Fund and Trust Fund are authorised by the CEO under delegated authority, as documented in the Shire's Delegations Register.	Finance Manager
70	Local Government (Financial Management) Regulations 1996	Reg 13	Can the local government confirm that, where the CEO has been delegated authority to make payments from the municipal or trust fund, the CEO prepared accurate monthly lists that are presented at the next ordinary council meeting and recorded in the minutes that include the payee's name, payment amount, payment date, and sufficient information to identify each transaction where payments have already been made; or include the payee's name, payment amount, sufficient information to identify each transaction, and the date of the council meeting (to which the list will be presented) for accounts requiring council approval?	Yes	Finance	Yes. A monthly list of payments is prepared by the Finance Team and presented to each Ordinary Council Meeting by the CEO. The payment list is recorded in the Council minutes and includes the payee's name, payment amount, payment date and sufficient information to identify each transaction, in accordance with the Local Government (Financial Management) Regulations 1996. Evidence: Monthly List of Accounts for Payment and Ordinary Council Meeting minutes.	Finance Manager

No.	Legislation / Regulations	Reference	Audit Question	Response	Responsible Person	Comments / Evidence	Responsible Officer
71	Local Government (Financial Management) Regulations 1996	Reg 13A	Did the local government prepare a list each month of all payments made using employee-authorised credit, debit or other purchasing cards, and include the payee's name, the amount of the payment, the date of the payment, sufficient information to identify the payment, and present the list at the next ordinary council meeting (and record in the minutes)?	Yes	Finance	Yes. Payments made using employee-authorised credit, debit and purchasing cards are included in the Monthly List of Payments presented to each Ordinary Council Meeting. The report includes the payee's name, payment amount, payment date and sufficient information to identify each transaction, and is recorded in the Council minutes. Evidence: Monthly List of Payments report and Ordinary Council Meeting minutes.	Finance Manager
72	Local Government (Financial Management) Regulations 1996	Reg 19	Has the local government established and documented internal control procedures to enable identification of the nature and location of all investments and any related transactions?	Yes	Finance	Yes. The Shire has documented internal control procedures for the management of investments through its Investment Policy. Investments and related transactions are supported by CEO-approved investment documentation, maintained in dedicated investment records, recorded in the financial management system through journal entries, and monitored via the weekly finance investment table.	Finance Manager
73	Local Government (Financial Management) Regulations 1996	Reg 19C	Has the local government ensured that all investments made under section 6.14(1) comply with statutory restrictions set out in Financial Management Reg. 19C?	Yes	Finance	The Shires invesetment policy are governed by Policy 1.05	Finance Manager
74	Local Government (Functions and General) Regulations 1996	Reg 7	Asked as part of question s. 3.59(2)		Governance / Other		
75	Local Government (Functions and General) Regulations 1996	Reg 9	Asked as part of question s. 3.59(2)		Governance / Other		
76	Local Government (Functions and General) Regulations 1996	Reg 10	Asked as part of question s. 3.59(2)		Governance / Other		
77	Local Government (Functions and General) Regulations 1996	Reg 11A	Did the local government comply with its current purchasing policy, adopted under the Local Government (Functions and General) Regulations 1996, regulations 11A(1) and (3) in relation to the supply of goods or services where the consideration under the contract was, or was expected to be, $250,000 or less or worth $250,000 or less?	Yes	Finance	The Shire has a purhcasing Policy under regulations 11A - Policy 1.06 Procurment and Purchasing. Purchases during the period were in accordance to the policy.	Finance Manager
78	Local Government (Functions and General) Regulations 1996	Reg 11	Asked as part of question s. 3.57				
79	Local Government (Functions and General) Regulations 1996	Reg 12	Did the local government consider the implications of Local Government (Functions and General) Regulations 1996, Regulation 12 when deciding to enter into multiple contracts rather than a single contract?	Yes	Finance	The Shire Purchasing policy (Policy 1.06) requires that purchasing requirements not be split to avoid purchasing thresholds. Where the Shire has entered into multiple contracts rather than a single contract duirng this period was based on operational reasons and not for avoiding tender requirement.	Finance Manager
80	Local Government (Functions and General) Regulations 1996	Reg 14(1), (3) and (5)	If the local government sought to vary the information supplied to tenderers, was every reasonable step taken to give each person who sought copies of the tender documents, or each acceptable tenderer notice of the variation?	Yes	Finance	All tender information and documentation was uploaded to Tenderlink. Variation/clarification to tenders were either provided as an addendum or in the tender forum included in Tenderlink	Finance Manager
81	Local Government (Functions and General) Regulations 1996	Reg 15	Did the local government's procedure for receiving and opening tenders comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 15 and 16?	Yes	Finance	Tenders publicly invited during the period were open for atleast 14 days as required by Regualtion 15 and opened in accordance with Reg 16.	Finance Manager
82	Local Government (Functions and General) Regulations 1996	Reg 16	Asked as part of question Reg 15		Governance / Other		
83	Local Government (Functions and General) Regulations 1996	Reg 17	Did the information recorded in the local government's tender register comply with the requirements of the Local Government (Functions and General) Regulations 1996, Regulation 17 and did the CEO make the tenders register available for public inspection and publish it on the local government's official website?	Yes	Finance	Shire maintains a tender register. Information is published on the Shire's website.	Finance Manager

No.	Legislation / Regulations	Reference	Audit Question	Response	Responsible Person	Comments / Evidence	Responsible Officer
84	Local Government (Functions and General) Regulations 1996	Reg 18(1) and (4)	Did the local government reject any tenders that were not submitted at the place, and within the time, specified in the invitation to tender? Were all tenders that were not rejected assessed by the local government via a written evaluation of the extent to which each tender satisfies the criteria for deciding which tender to accept?	Yes	Finance	The Shire may reject tenders not submitted at the time and place as set out in the tender. All tenders have been uploaded on Tenderlink and submission to Tenderlink (electronic tenderbox) and if not uploaded accordingly would not be assessed. Submitted tenders are reviewed for compliance prior to evaluation and then evaluated based on the tendered qualitative and pricing criteria.	Finance Manager
85	Local Government (Functions and General) Regulations 1996	Reg 19	Did the CEO give each tenderer written notice containing particulars of the successful tender or advising that no tender was accepted?	Yes	Finance	Following each decision the CEO gave each tenderer written notice of the outcome in accordance with Reg 19.	Finance Manager
86	Local Government (Functions and General) Regulations 1996	Reg 21	Does the local government's advertising and expression of interest processes for limiting who can tender comply with the requirements of the Local Government (Functions and General) Regulations 1996, Regulations 21 and 22?	N/A	Finance		Finance Manager
87	Local Government (Functions and General) Regulations 1996	Reg 22	Asked as part of question Reg 21		Governance / Other		
88	Local Government (Functions and General) Regulations 1996	Reg 23	Did the local government reject any expressions of interest that were not submitted at the place, and within the time, specified in the notice or that failed to comply with any other requirement specified in the notice? Were all expressions of interest that were not rejected under the Local Government (Functions and General) Regulations 1996, Regulation 23(1) & (2) assessed by the local government? Did the CEO list each person as an acceptable tenderer?	N/A	Finance	Shire did not seek EOI from tenderers under Reg 21 during the period . All public tenders were open to any potential and interested tenderers.	Finance Manager
89	Local Government (Functions and General) Regulations 1996	Reg 24	Did the CEO give each person who submitted an expression of interest a notice in writing of the outcome in accordance with Local Government (Functions and General) Regulations 1996, Regulation 24?	N/A	Finance	No EOI were sought from prospective tenderers under Reg 21 during the period . CEO not required to give notice of outcome under Regulation 24	Finance Manager
90	Local Government (Functions and General) Regulations 1996	Reg 24AD(2), (4) and (6)	Did the local government invite applicants for a panel of pre-qualified suppliers via Statewide public notice in accordance with Local Government (Functions & General) Regulations 1996 regulations 24AD(4) and 24AE? If the local government sought to vary the information supplied to the panel, was every reasonable step taken to give each person who sought detailed information about the proposed panel or each person who submitted an application notice of the variation?	N/A	Finance	The Shire did not set up any panel of pre-qualified suppliers during the period. No Statewide public notice inviting applications to join a panel was required or given, and because no invitation was issued, no variation of panel information arose. The panels used by the Shire during the year were set up in previous years.	Finance Manager
91	Local Government (Functions and General) Regulations 1996	Reg 24AE	Asked as part of question Reg 24AD(2), (4) and (6)		Governance / Other		
92	Local Government (Functions and General) Regulations 1996	Reg 24AF	Asked as part of question Reg 24AD(2), (4) and (6)		Governance / Other		
93	Local Government (Functions and General) Regulations 1996	Reg 24AG	Did the information recorded in the local government's tender register about panels of pre-qualified suppliers comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 24AG?	N/A	Finance	No pre-qualified panel tenders were issued in 2025.	Finance Manager
94	Local Government (Functions and General) Regulations 1996	Reg 24AH(1) and (3)	Did the local government reject any applications to join a panel of prequalified suppliers that were not submitted at the place, and within the time, specified in the invitation for applications? Were all applications that were not rejected assessed by the local government via a written evaluation of the extent to which each application satisfies the criteria for deciding which application to accept?	N/A	Finance	The Shire did not invite applications to join a panel of pre-qualified suppliers during the period and no applications received.	Finance Manager
95	Local Government (Functions and General) Regulations 1996	Reg 24AI	Did the CEO send each applicant written notice advising them of the outcome of their application?	N/A	Finance	Nobody applied to join a panel in 2025, so there was nobody for the CEO to write to.	Finance Manager
96	Local Government (Functions and General) Regulations 1996	Reg 24E	Where the local government gave regional price preference, did the local government comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 24E and 24F?	N/A	Finance	The Shire has an adopted Regional Price Preference policy, which is published on its official website. No regional price preference was given in relation to any tender during the period, and accordingly no question of compliance with regulations 24E or 24F arose.	Finance Manager
97	Local Government (Functions and General) Regulations 1996	Reg 24F	Asked as part of question Reg 24				

5.3 Commercial Services

5.3.1 QUARTERLY FINANCIAL REPORT – 30 JUNE 2026 AND SUBMISSION TO THE DEPARTMENT OF LOCAL GOVERNMENT, INDUSTRY REGULATION AND SAFETY

Location: **Shire of Coolgardie**

Applicant: **Shire of Coolgardie**

Disclosure of Interest: **Nil**

Date: **7 August 2026**

Author: **Martin Whitely, Consultant**

SUMMARY

The purpose of this report is to provide the Audit and Risk Committee with the Shire's Independent Quarterly Report and Quarter 4 Financial Statements for the period ended 30 June 2026 that were submitted to the Department of Local Government, Industry Regulation and Safety (LGIRS) in accordance with the Ministerial Expectations issued to the Shire.

The report also provides an update on the Shire's financial recovery, governance reforms and progress against the Ministerial Expectations.

BACKGROUND

Following the Minister's correspondence dated 22 December 2025, the Shire has continued to provide quarterly reporting to LGIRS detailing progress against the Ministerial Expectations and the implementation of its Financial Recovery Plan.

The Quarter 4 reports for the period ending 30 June 2026 have now been completed and submitted to the Department together with a covering letter from the Chief Executive Officer outlining the significant progress achieved during the reporting period.

COMMENT

The Quarter 4 reports demonstrate significant progress in improving the Shire's financial sustainability and governance position during the 2025/26 financial year.

The Quarterly Report provides a comprehensive assessment of the Shire's performance against the Ministerial Expectations together with updates on:

- integrated planning and reporting;
- financial sustainability;
- debt management;
- governance improvements;
- risk management;
- workforce capability; and
- ongoing organisational reform.

Key financial achievements during the reporting period include:

- settlement of the sale of Bluebush Village on 2 June 2026;
- application of the sale proceeds to repay the Shire's existing loan portfolio;

- repayment of all Commonwealth Bank borrowings on 30 June 2026 resulting in no outstanding borrowings at balance date;
- cash and cash equivalents increasing to approximately $5.36 million;
- cash-backed reserves increasing to $690,354;
- adoption of the 2026/27 Annual Budget on 28 July 2026; and
- continued improvement in the Local Government Financial Indicator (LGFI) score to 83, with three of the four applicable financial ratio benchmarks now achieved.

The Quarter 4 Financial Statements shows:

- Operating revenue exceeded the amended budget by approximately $2.21 million.
- Operating expenditure was approximately $1.36 million below amended budget.
- Rates revenue exceeded budget by approximately $258,000 as a result of interim rating not processed.
- Fees and Charges exceeded budget by approximately $1.40 million.
- Employee costs were approximately $1.09 million below budget due primarily to staff vacancies.
- Interest revenue exceeded amended budget by approximately $121,000.

The report identifies several strategic risks that continue to be actively monitored, including:

- liquidity management;
- delivery of externally funded capital projects;
- workforce capability and recruitment;
- implementation of the refinanced borrowing arrangements;
- long-term financial sustainability.

Management considers these risks are appropriately recognised and continue to be addressed through the Financial Recovery Plan, Long Term Financial Plan and Integrated Planning and Reporting Framework.

CONSULTATION

- Local Government Inspector
- Councillors
- Senior Staff

STATUTORY ENVIRONMENT

Local Government Act 1995, Part 8 – Scrutiny of the affairs of local governments

POLICY IMPLICATIONS

There are no direct policy implications.

FINANCIAL IMPLICATIONS

There are no direct financial implications

STRATEGIC IMPLICATIONS

Accountable and effective leaders

High quality corporate governance, accountability and compliance

Ensuring a well-informed Council makes good decisions for the community

Demonstrating sound financial management and plans for the Shire's long term financial sustainability

Ensuring the Shire of Coolgardie is well positioned to meet future needs

ATTACHMENTS

1. **Report to Inspector** ⇩
2. **LGIRS Q4 Report** ⇩

VOTING REQUIREMENT

Simple Majority

OFFICER RECOMMENDATION

That the Audit and Risk Committee: -

1. **Receive the Independent Quarterly Report and Quarter 4 Financial Statements for the period ended 30 June 2026.**

2. **Note the continued progress achieved against the Ministerial Expectations and Financial Recovery Plan.**

3. **Note the significant improvement in the Shire's financial sustainability, governance and debt management position during the 2025/26 financial year.**

Quarterly Report to the Inspector
31 July 2026

EXECUTIVE SUMMARY QUARTERLY REPORT – PERIOD ENDING 30 JUNE 2026

PURPOSE

This report provides a clear line of sight over the Shire of Coolgardie's current compliance status, financial position and key risks, in accordance with the Ministerial Expectations issued on 22 December 2025. It supports transparent reporting between the Shire and the Minister's office and specifically addresses the requirements arising from the Show Cause Notice.

Beyond meeting a statutory obligation, the report also serves as a strategic assessment of the Shire's recovery. It considers whether current operational outcomes are aligned with the governance reforms required to support long-term financial sustainability, municipal viability and restored confidence in the Shire's governance capacity.

BACKGROUND

The Shire of Coolgardie operates within a rigorous regulatory oversight framework administered by the Department of Local Government, Industry Regulation and Safety (LGIRS). This oversight was formalised following correspondence from the Minister for Local Government dated 22 December 2025, which set out specific Ministerial Expectations relating to the Shire's financial recovery, governance performance and reporting obligations.

The Shire acknowledges that this oversight is not elective. It arises from historical financial instability and requires the Shire to demonstrate measurable progress through disciplined governance reform, transparent financial reporting and the completion of key statutory planning documents.

This report is therefore a critical strategic instrument for the Chief Executive Officer and Council. It assesses the Shire's progress against the current regulatory requirements and provides evidence of the actions being taken to restore financial sustainability, strengthen governance capacity and rebuild confidence with the Minister, the Department, Council and the community.

The current reporting regime originated from Ministerial Show Cause Notice 84-08758, issued following escalating concerns about the Shire's financial position. Those concerns were compounded by the 2023 State Administrative Tribunal ruling regarding Polaris Metals, which found that the Shire had incorrectly applied valuation bases to mining assessments over four financial years, resulting in a liability of $1,839,386.

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The matter highlighted significant weaknesses in historical governance and financial oversight, including high staff turnover and a lack of awareness regarding the settlement status by former senior officers. In response, the Shire was required to develop a Financial Recovery Plan, restate its 2023/24 financial reports and provide ongoing evidence of recovery through quarterly reporting.

The Financial Recovery Plan reflects the Shire's commitment to good governance, financial responsibility and the long-term wellbeing of the Shire of Coolgardie.

CEO Assurance

The current administration has clear oversight of the Shire of Coolgardie's financial position, liabilities and key risks. All known historical matters have been disclosed, incorporated into current planning and are being addressed through disciplined, evidence-based decision-making.

The Shire remains committed to restoring the Minister's confidence in Council's governance capacity by maintaining transparency, meeting compliance obligations and demonstrating measurable progress against the required reforms.

1. **Compliance Status**

   The Shire acknowledges that Ministerial oversight is not elective and remains fully committed to meeting both the intent and the details of the reporting framework.

Ministerial Reporting Milestones

Reporting Period	Data Coverage	Submission Deadline
Quarter 1 (SoC Q2)	October to December 2025	31 January 2026
Quarter 2 (SoC Q3)	January to March 2026	30 April 2026
Quarter 3 (SoC Q4)	April to June 2026	07 August 2026
Quarter 4 (SoC Q1)	July to September 2026	31 October 2026

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Ministerial Expectations for Q3 (SoC Q4) Report

Minister's Expectation	Status	Management Comment / Action Required
Quarterly Updates on FRP & LTFP Implementation	Met	Period ending 30 June 2026 update provided via this report.
Statement of Comprehensive Income (with Estimated Actuals)	Met	Compliant & Reported Separately in template
Statement of Cash Flows (including Estimated Actuals)	Met	Compliant & Reported Separately in template
Statement of Financial Position (with Estimated Actuals)	Met	Compliant – Including Forecast to 30 June 2027
Updated Debt Position & Reserve Balances	Met	Separated into 2 separate categories (1) Debt & (2) Reserves 1. Total Debt - $249,474 - consisting of $0 in loans and $249,474 in lease liabilities. Existing borrowings of $5,461,616 were refinanced, not newly borrowed; as the prior facilities had to be closed before the replacement could be established, the refinanced facility settled on 03 July 2026 and is recognised in 2026/27. Repaying the loan portfolio within the year means a full year of loan principal falls into debt service costs, and the Debt Service Coverage Ratio finished at 1.65 against a benchmark of 2.00. 2. Reserves - $690,354 - increased from $257,825 at 01 July 2025 following transfers of $432,529 during the year, exceeding the budgeted closing balance of $617,425. 3. The additional payment into the Aged Accommodation Reserve addressing the matter raised in the final audit management letter for the year ended 30 June 2025.
Adopted Long-Term Financial Plan (LTFP) & Asset Management Plan	Met	LTFP adopted by Council in September 2025. Reviewed and updated LTFP by Council 24 March 2026 before again being amended and endorsed at the OCM on 28 April 2026 to reflect the sale of Bluebush Village. Asset Management Plan adopted by Council 24 March 2026. 2026/27 Annual Budget adopted by Council 28 July 2026.

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Shire of Coolgardie
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Compliance Progress: Reporting & Planning Milestones

Item Description	Due Date	Current Status (Met/Not Met)
Submit high-level timetable for Integrated Planning and Reporting Framework (IPRP)	17 Nov 2025	Met
Quarterly Update (Oct–Dec 2025)	31 Jan 2026	Met
Workforce Plan	31 Mar 2026	Met
Long-Term Financial Plan (LTFP)	31 Mar 2026	Met
Asset Management Plan (AMP)	31 Mar 2026	Met
Quarterly Update (Jan-Mar 2026)	30 April 2026	Met
Quarterly Update (Apr–Jun 2026)	07 Aug 2026	Met
Strategic Community Plan (Minor Review)	31 Aug 2026	Not Met (On Target)
Corporate Business Plan	31 Aug 2026	Not Met (On Target)
Quarterly Update (Jul-Sep 2026)	31 Oct 2026	Not Met

Current Financial Position

1. The Shire recorded a closing funding deficit of ($318,830) as at 30 June 2026, compared with an opening deficit of ($3,544,614) at 01 July 2025 — a favourable movement of $3.23 million across the year. The net result for the period was $9.41million.

2. Operating revenue grew from $30.70 million at SoC Q3 to $36.02 million for the full year, finishing $2.21 million (6.55%) ahead of the amended budget of $33.81 million.

3. Revenue finished ahead of budget in every category; however the Shire remains in a recovery phase.

4. Total operating expenditure rose from $21.31 million at SoC Q3 to $29.14 million for the full year, finishing $1.36 million (4.46%) below the amended budget of $30.50 million.

5. This position reflects the transition from temporary stabilisation to long-term structural financial resilience. It has been driven by:
   - The divestment of Bluebush Village, which settled on 02 June 2026 for $22,055,000 (GST inclusive), realising proceeds of $20.05 million,
   - Positions left unfilled across the workforce, and
   - The application of the sale proceeds was used to extinguish significant loan facilities

6. Cash and cash equivalents of $5.36 million at 30 June 2026, reducing from $11.48 million at the end of SoC Q3. The SoC Q3 report correctly predicted this decline, noting that surplus cash would be consumed as the Shire cleared outstanding creditors, contract liabilities and capital infrastructure backlogs in the final quarter.

7. **Key areas of focus include**:
   a. Capital Grant Funding finished below budget. Against an amended budget of $5.78 million, $4.04 million was recognised for the year — a negative variance of $1.74 million (30.09%). Capital grant and contract liabilities of $497,364 are carried forward at 30 June 2026. The reduction in funding is aligned with the reduced capital works program.
   b. Capital Works Execution. Total capital expenditure for the year was $7.44 million against an amended budget of $9.03 million — a variance of $1.59 million (17.65%). The Shire delivered $5.03 million of capital works in the fourth quarter alone, substantially closing the backlog reported at SoC Q3, with the residual program carried forward into the 2026/27 capital works program adopted by Council on 28 July 2026.
   c. Following settlement of the sale of the Bluebush Accommodation Village to Westgold Resources Ltd for $22.055 million (GST inclusive) on 2 June 2026, the Statement of Comprehensive Income records a “Loss on Disposal of Asset” of $1.59 million. While this sale was strategically necessary to eliminate debt, it has triggered a substantial accounting loss for this period.
   d. Operational utility charges finished marginally under budget at $2.01 million, $26,793 (1.31%) below the amended budget.
   e. In contrast to the position reported at SoC Q3, operational funding finished ahead of budget. Operating Grants, Subsidies & Contributions totaled $2.92 million against an amended budget of $2.70 million (a 7.88% positive variance), reflecting mining the advance payment of the Financial Assistance Grant.

Critical Revenue Analysis

- Revenue growth continued to be led by "Fees & Charges", which increased from $13.67 million at SoC Q3 to $17.10 million for the full year, finishing $1.40 million (8.93%) above the amended budget of $15.70 million. This confirms earlier observations that the Shire's short-term turnaround was dependent on the commercial performance and high occupancy of Bluebush Village up to settlement. Revenue from Bluebush Village has been removed from the revised LTFP endorsed by Council at the April 2026 Ordinary Council Meeting and from the 2026/27 Budget adopted on 28 July 2026.

- The Shire finished ahead of its amended operating grant budget. For the year, the Shire recognised $2.92 million in operating grants, subsidies and contributions against an amended budget of $2.70 million (a 7.88% positive variance).

- A 38.80% positive variance in interest earnings ($120,891 above budget, $432,491 in total) reflects the active investment of surplus funds generated by early rate collections and deferred spending.

Interest and Cash Flow Management

Category	Performance	Strategic Impact
Interest Earnings	38.80% Above Budget ($432,491)	Additional interest generated from rates and the investment of surplus funds. Interest earnings will reduce in 2026/27.
Interest Expenses	4.77% Below Budget ($1,507,780)	The favourable variance reflects the early payout of the loans, hence no interest accrual required for the period ended 30 June 2026. With the loan portfolio repaid in full on 30 June 2026, finance costs are forecast to fall to $331,211 in 2026/27, and the Debt Service Coverage Ratio is expected to return above benchmark. The sale of the Village is estimated to save approximately $5 million in interest payments over the next 10 years.

Expenditure Profile and Human Capital Risks

The Shire recorded a 17.48% underspend in Employee Costs ($5.16 million actual vs $6.26 million amended budget), compared with a 17.67% underspend reported at SoC Q3 ($4.01 million actual vs $4.87 million budget). While this improves the bottom line, it presents a strategic risk:

- This variance follows a "deliberate continued decision to suspend recruitment" in 2024/25 to preserve cash.
- While leaving positions unfilled provides a short-term cash benefit, continuing this trend risks institutional burnout and compromised service delivery. The Financial Recovery Plan's goal of "restoring positions" is being sacrificed for immediate liquidity, which is unsustainable for long-term Shire health.
- Backfilling and recruitment for critical vacancies have continued (including CEO recruitment and the engagement of contractors for executive roles), as the Shire recognises that filling these positions is essential to maintain operational stability and support the delivery of high-quality services. As these roles are progressively filled the positive variance in employee costs is expected to close; the adopted 2026/27 Budget provides for employee costs of $7.28 million.

Bluebush Village – Divestment

On 24 March 2026, Council resolved to sell Bluebush Village to Westgold Resources Ltd for $22,055,000 (GST inclusive), following a public tender process undertaken in September 2025. Settlement of the sale occurred on 02 June 2026. The financial implications for the Shire of the transaction are significant. They are detailed in full within the "Business Plan for a Major Land Transaction and Major Trading Undertaking, Proposed Disposal of Bluebush Village to Westgold Resources Ltd" which was approved by Council at the 16 December 2025 Ordinary Council Meeting.

The transaction is reflected in the 2025/26 result through proceeds from sale of $20.05 million, recognition of a $1.59 million "Loss on Disposal of Asset". At the Ordinary Council Meeting held on 23 June 2026, Council further resolved that the net proceeds be applied to repay the Shire's existing borrowings. This sale represents the shift from "defensive austerity" to a long-term structural fix.

2. Key Financial Ratios and Ministerial Indicators

The Local Government Financial Indicator (LGFI) score and the specific ratios requested by the Minister serve as proxies for the SoC's long-term sustainability. At 30 June 2026, the Shire met the industry benchmark for three of the four ratios. The debt service coverage ratio finished below benchmark at 1.65 once lease principal repayments are counted as debt service costs. The three ratios met are materially influenced by a one-off asset sale and by continued expenditure restraint and sustaining them will require ongoing discipline.

Shire of Coolgardie
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The current ratio finished the year at 1.01, marginally above the industry benchmark of 1.0 and closely consistent with the 0.99 forecast in the LTFP. The ratio has moderated from 2.20 at 31 March 2026 as surplus cash was consumed in the fourth quarter to clear backlogs in infrastructure capital works, outstanding creditors and contract liabilities.

The debt service coverage ratio finished the year at 1.65, below the benchmark of 2.00. Debt service costs include principal repaid on both loans and leases. The ratio fell from 6.93 at 31 March 2026 because the full $25.46 million loan portfolio was repaid in the final quarter. Cash and cash equivalents at 30 June 2026 were $5.36 million, well above the $2.84 million forecast at SoC Q3.

In previous Quarterly Reports to the Inspector, the Shire committed to improved financial discipline through its reserve accumulation strategy. The position at 30 June 2026 is as follows:

- Transfers to reserves of $432,529 were made during 2025/26 against a budget of $359,600. This increased the reserve balance from $257,825 at 01 July 2025 to $690,354 at 30 June 2026, exceeding the budgeted closing balance of $617,425 by $72,929. The additional transfer relates primarily to the Aged Accommodation Reserve, which received $103,875 against a budget of $31,211. This additional transfer was strategically made to address a matter of non-compliance raised in the 2024-25final audit management letter.
- Strategic Intent: Proactively “quarantining” these funds ahead of the original 2026/27 FRP schedule is a positive signal to the Minister.
- A Debt Management Reserve was established at the October 2025 OCM for the purpose of establishing funds to meet future loan repayments.
- A significant achievement incorporated within the adopted 2026/27 Annual Budget was the establishment of the Debt Management Reserve. The proposed transfer of $726,739 represents the full amount of loan principal and interest repayments due during the 2027/28 financial year for the refinanced borrowings. This initiative forms an important component of the Shire's Financial Recovery Plan by demonstrating a proactive approach to future debt servicing, reducing financial risk and ensuring that future loan obligations are fully funded in advance. Importantly, it also continues to strengthen external confidence in the Council and management team's commitment and capacity to address the financial challenges facing the Shire through disciplined long-term financial planning and responsible fiscal management.

The Shire's accumulation strategy now redirects surplus operational funds toward service delivery, asset renewal and broad reserve strengthening. The LTFP also prioritises the progressive rebuilding of reserve balances to ensure the Shire can manage unexpected costs or delays in external grant funding. The adopted 2026/27 Budget provides for transfers that would increase the reserve balance to $2.33 million at 30 June 2027.

The Shire of Coolgardie has achieved a significant recovery across all financial ratios for the 2025/26 financial year. The data indicates a transition from severe financial distress in 2023/24 to a materially stabilised position at 30 June 2026, driven by the extinguishment of debt, operational cost controls and the sale of Bluebush Village.

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Summary Of Local Government Financial Indicator (LGFI)

Ratio	Status	Key Driver
Current Ratio	Met	Ratio 1.01, down from 2.20 at 31 March 2026 as capital works consumed surplus cash and year-end payables increased.
Debt Service Ratio	Below	Ratio 1.65, against a benchmark of 2.00. The full $25.46 million loan portfolio was repaid on 30 June 2026 from the Bluebush Village sale proceeds.
Operating Surplus	Met	Ratio 0.26. Strong non-rate revenue (Bluebush Village up to settlement) and unified positions reducing wage costs. The sale of the Village will negatively impact this ratio from 2026/27, as the $10.96 million of Fees and Charges revenue derived from it in 25/26 will not recur.
Net Financial Liabilities	Met	Ratio 0.13, down from 1.13 at 30 June 2025. Total debt reduced from $26.24 million as at 31 March 26 to $249,474 (lease liabilities only) following repayment of all borrowings on 30 June 2026. Refinanced borrowings of $5,461,616 settled on 03 July 2026.

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The LGFI assesses a local government's liquidity, solvency, and financial flexibility through a score out of 100, where a result of 70 or above indicates solid financial health.

The LGFI is calculated using four specific financial ratios:

LGFI Ratios	
Current Ratio	The Current ratio provides insights to the ability of a local government to meet its short-term financial obligations out of unrestricted current assets. **The benchmark score is 1.**
Debt Service Coverage	The Debt Service Coverage ratio is the measurement of a local government's ability to repay its debt including lease payments. **The benchmark score is 2**.
Operating Surplus	The Operating Surplus ratio is a measure of a local government's ability to cover its operational costs and generate funds available for capital funding or other purposes. **The benchmark score is 0**.
Net Financial Liabilities	The Net Financial Liabilities ratio contrasts the level of debt of a local government to its operating revenue. **The benchmark score is 0.3**.

At 30 June 2026 the Shire met the industry benchmark for three of the four ratios, including the Net Financial Liabilities Ratio, which had previously been identified as the Shire's most challenging indicator. The debt service coverage ratio finished below benchmark at 1.65.

Current and Projected Performance

The SoC's LGFI scores reflect the trajectory of its recovery:

- Prior Position (Financial Distress):
  - The SoC LGFI score was 27 for the 2023/24 financial year and 36 for 2024/25.
  - These low scores acted as a prompt for scrutiny regarding revenue, expenses and service delivery, reflecting the Shire's liquidity challenges and high debt levels.

- Current Position and Projected Recovery:
  - The Shire recorded an LGFI score of 83 at 30 June 2026, above the score of 70 that indicates solid financial health and below the LTFP forecast of 87 for FY26.
  - The LTFP forecasts the score will reach 96 by FY36.

Current Ratio (Liquidity):

- **Benchmark:** >1.0 **(Standard: Met)**

- **Trend:** The Shire has moved from a critical liquidity crisis to a position marginally above benchmark.
  - FY24 Actual: 0.17 **(Severe distress)**
  - FY25 Actual: 0.57
  - FY26 Actual: 1.01

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Analysis:

- The industry benchmark for a healthy current ratio is greater than 1.0. The Shire finished the year at 1.01, having moved through 2.48 at September 25, 2.11 at December 2025 and 2.20 at March 2026.

- These mid-year ratios were a sign of "temporary stabilisation, not structural recovery". They were inflated by the front-loaded levying and collection of annual rates in the first half of the financial year, and by the refinancing of short-term debt into long-term interest-only facilities, which temporarily removed immediate repayment liabilities from the calculation.

- As forecast, this position did not hold. At 30 June 2026 current assets were $9.27 million and current liabilities $9.17 million. The reduction from SoC Q3 reflects the consumption of cash reserves in the final quarter to deliver the backlog of capital infrastructure projects and to pay down outstanding creditors and contract liabilities.

Debt Service Coverage Ratio (DSCR):

- **Benchmark:** >2.0 **(Standard: Not met)**

- **Trend:** The ratio has fallen below benchmark in the year the loan portfolio was repaid.
  - FY24 Actual: 0.68 (Distress)
  - FY25 Actual: 1.28
  - FY26 Actual: 1.65

Analysis:

- The ratios of 24.55 at September 25, 11.05 at December 25 and 6.93 at March 26 look strong but mean little. The Shire repaid no loan principal in those quarters, so the only debt costs in the calculation were interest and lease principal. With the full $25.46 million loan portfolio repaid on 30 June 2026 from the proceeds of the Bluebush Village sale, the ratio finished at 1.65, below the benchmark of 2.00. The 2025/26 result would have been even stronger had the Shire not repaid all existing borrowings at 30 June 2026 as part of the refinancing process. As the replacement borrowings were not drawn until early July 2026, the adjusted operating result for 2025/26 continued to include the full cost of servicing the existing borrowings, while the financial benefits associated with the significantly reduced debt balance will not be fully reflected until the 2026/27 financial year.

- The Shire refinanced $5,461,616 of existing borrowings, drawn on 3 July 2026. Principal and interest obligations on that facility will be reflected in the 2026/27 ratio.

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Shire of Coolgardie
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Operating Surplus Ratio:

- **Benchmark:** Greater than 0.00 **(Standard: Met)**

- **Trend:** The Shire has converted a structural deficit into a reported surplus.
  - FY24 Actual: (0.23)
  - FY25 Actual: (0.02)
  - FY26 Actual: 0.26

Analysis:

- The Shire finished the year at 0.26, comfortably above the industry benchmark of greater than 0.00 and ahead of the 0.21 forecast in the LTFP. This compares with a structural deficit of (0.23) in the 2023/24 financial year crisis and (0.02) in 2024/25. The ratio moderated through the year from 0.63 at September 25 and 0.44 at December 25 to 0.32 at March 26.

- The sale of Bluebush Village will have a negative impact on this ratio from 2026/27, as the Shire will lose this non-rate revenue stream. The adopted 2026/27 Budget forecasts a net result of ($1.66 million) and sustaining a positive operating surplus ratio will depend on maximising other own-source revenue.

Net Financial Liabilities Ratio (Debt Burden):

- **Benchmark:** Less than 0.30 **(Standard: Met)**

- **Trend:** Previously the Shire's most challenging ratio; now met following full repayment of borrowings.
  - FY24 Actual: 1.43 (Very High Risk).
  - FY25 Actual: 1.13
  - FY26 Actual: 0.13

Analysis:

- Net financial liabilities have reduced from $35.23 million at 30 June 2025 to $4.64 million at 30 June 2026.

- Following settlement of the Bluebush Village sale on 2 June 2026, Council resolved at the Ordinary Council Meeting held on 23 June 2026 to apply the net proceeds to repay the Shire's borrowings. The full $25.46 million loan portfolio was repaid on 30 June 2026 and the ratio has fallen to 0.13, well inside the 0.30 industry benchmark.

Operating Revenue:

While the sale of Bluebush Village has reduced outstanding borrowings to nil at 30 June 2026, it also removes a valuable revenue stream, which contributed $10.96 million of Fees & Charges revenue in 2025/26. Although some operating costs associated with Bluebush Village will also be avoided; the loss of this revenue places additional pressure on the Shire to maximise and sustain income from its other significant non-rates revenue sources, particularly landing fees at the Kambalda Aerodrome and revenue from the receipt of Class II waste at the Coolgardie Waste Facility. The adopted 2026/27 Budget forecasts total operating revenue of $22.60 million.

For the period ended 30 June 2026, the Shire's total operating revenue was $36.02 million, representing a positive variance of $2.21 million (6.55%) against the amended budget of $33.81 million.

Key components of this performance include:

- **Fees and Charges:** This was the primary driver of the revenue surplus, totalling $17.10 million. This exceeded the amended budget of $15.70 million by $1.40 million (8.93%), largely reflecting the reimbursement of utility costs.
- **Interest Revenue:** Interest earnings performed strongly at $432,491, which was $120,891 (38.80%) above the amended budget of $311,600.
- **Other Revenue:** Actual receipts were $450,447, a 94.69% ($219,076) increase over the amended budget of $231,371.
- **Operating Grants, Subsidies & Contributions:** This stream brought in $2.92 million, exceeding the amended budget of $2.70 million by $213,051 (7.88%), reflecting mining contributions towards road maintenance.
- **General Rates:** Revenue from rates was $15.12 million, a positive variance of $258,423 (1.74%) against the amended budget. The Shire is waiting on valuations requested from Landgate which will result in a reduction in rate revenue when these interim rates are processed.
- Overall, every operating revenue category finished ahead of the amended budget, producing a full-year operating revenue position $2.21 million better than forecast.

Operating Expenditure:
The Shire's operating expenditure profile for FY2025/26 reflected a deliberate strategy of financial restraint. The surplus was largely achieved through unfilled positions within employee costs and the benefits of debt restructuring reducing finance costs, rather than through structural changes to service delivery or efficiency gains. While this approach was effective in restoring short-term financial stability, the continued suppression of labour expenditure is unlikely to be sustainable over the longer term without impacting service capacity and organisational capability. Increased management costs associated with Bluebush Village (linked directly to a percentage of revenue and therefore rising in line with improved performance) were largely offset by savings realised across other areas of the organisation.

This demonstrates a proactive approach to cost control; however, it also reinforces the reliance on internal expenditure reductions rather than broader service transformation to maintain financial balance.

For the period ended 30 June 2026, the Shire's total operating expenditure was $29.14 million, which is $1.36 million (4.46%) below the amended budget of $30.50 million.

The performance across major expenditure categories is as follows:

- **Employee Costs:** Actual spending was $5.16 million, representing a saving of $1,093,908 (17.48%) compared to the amended budget of $6.26 million, reflecting budgeted positions that were not filled.
- **Materials and Contracts:** Expenditure was $11.18 million, which is $507,350 (4.34%) under the amended budget of $11.69 million, reflecting lower maintenance costs relating to roads, waste and other operating activities.
- **Utility Charges:** These costs came in at $2.01 million, $26,793 (1.31%) below the amended budget of $2.04 million.
    - **Depreciation:** Actual depreciation was $6.94 million, which is $367,184 (5.59%) higher than the amended budget of $6.57 million, reflecting the right-of-use asset relating to the Bluebush Village lease that was paid out during the year.
    - **Finance Costs:** These totalled $1.51 million, a saving of $75,460 (4.77%) against the amended budget of $1.58 million, reflecting the early repayment of all loans hence there being no interest accrued at 30 June 2026.
    - **Insurance:** Costs were $569,843, slightly over the amended budget of $563,000 by $6,843 (1.22%), reflecting a workers compensation adjustment.
    - **Other Expenses:** Actual expenditure was $1.77 million, which is $29,483 (1.64%) below the amended budget of $1.80 million.

Overall, total operating expenditure remained below budget, primarily due to lower-than-anticipated employee costs and materials and contracts.

Capital Revenue:

The original budget for capital grants and contributions was $5.87 million, which was revised to $5.78 million at the March 2026 budget review.

For the year ended 30 June 2026, capital grant revenue recognised totalled $4.04 million against the amended budget of $5.78 million — a negative variance of $1.74 million (30.09%). The reduced level of revenue is due to several projects being deferred and revenue still be recognised at a later date once works have been completed.

Contract grant and contract liabilities of $603,586 are recognised at 30 June 2026. While this is a significant reduction from the $2,089,524 there are still funds to be expenses relating to the road projects and other minor programs.

The Regional Road Group, LRCI Phase 4 liabilities were fully released to revenue during the year as the works were completed and invoiced.

Capital Expenditure:

Capital expenditure for the year ended 30 June 2026 totalled $7.44 million against an amended budget of $9.03 million — a variance of $1.63 million (19.16%). This represents a substantial acceleration from the $2.37 million reported at 31 March 2026, with $5.07 million delivered in the final quarter.

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The road program accounted for $6.57 million of total capital expenditure against an amended budget of $7.51 million. Major works completed include the Regional Road Group program on Coolgardie North Road, Victoria Rock Road and Nepean Road, together with the LRCI Phase 4 works on Jaurdi Hills Road. Specialised buildings expenditure of $667,842 was substantially the construction of three units at 11 Goodenia Court.

Cash and Cash Equivalents:

The Shire has completed the year in a materially stronger liquidity position. Cash holdings have recovered from a critical unrestricted deficit of $0.93 million in June 2024 to $5.36 million at 30 June 2026, of which $690,354 is restricted as cash-backed reserves. The recovery has been driven by the sale of Bluebush Village, the strong commercial performance of the Village up to settlement, and disciplined expenditure management.

The cash and cash equivalents balance of $5.36 million at 30 June 2026 represents a favourable movement of $1.44 million against the $3.92 million held at 01 July 2025, and is $2.52 million above the $2.84 million forecast in the SoC Q3 report. The balance has moderated from $11.48 million at 31 March 2026, reflecting the delivery of $5.03 million of capital works and the settlement of creditor and contract liability balances in the final quarter.

Additional details regarding the Shire's cash position include:

- **Year-to-Date Performance:** The closing cash balance is $1.44 million higher than the $3.92 million held at the beginning of the financial year.
- **Net Cash Flow:** For the year ended 30 June 2026, the Shire recorded a net increase in cash held of $1.44 million.
- **Restricted Cash (Reserves):** Of the total cash held, $690,354 is restricted in reserve accounts, leaving unrestricted cash of $4.67 million.
- **Operating Inflows:** Net cash provided by operating activities reached $13.75 million, driven largely by receipts from rates ($14.52 million) and fees and charges ($17.10 million).
- **Investing and Financing Flows:** Investing activities generated a net inflow of $14.97 million, reflecting $20.05 million of proceeds from the sale of Bluebush Village offset by $7.44 million of capital works. Financing activities recorded a net outflow of $27.28 million, comprising $25.46 million of loan principal repayments and $1.82 million of lease principal repayments.

Surplus / (Deficit) Position:

For the year ended 30 June 2026, the Shire of Coolgardie's surplus/deficit position is as follows:

- **Closing Funding Position:** The Shire recorded a closing funding deficit of ($318,830) as at 30 June 2026.

- **Opening Position:** This represents a significant improvement from the start of the financial year, which began with a deficit of ($3,544,614) — a favourable movement of $3.23 million.

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- **Budget Comparison:** The adopted budget provided for a balanced position at 30 June 2026. The closing deficit of ($318,830) represents a variance of $318,830 against that position and arises principally from $1.74 million of capital grant revenue that will now be recognised in 2026/27.

- **Net Result for the Period:** The net result for the period was $9.43 million against an amended budget of $7.58 million. Total comprehensive income was $9.41 million after a $12,104 reduction in the asset revaluation surplus.

During the budget review process, Council endorsed a series of amendments to address the forecast ($991,664) deficit position reported at the December 2025 Ordinary Council Meeting. These adjustments resulted in the budget being revised back to a balanced budget position. The Shire finished the year marginally short of that position, recording a closing funding deficit of ($318,830).

The improvement in the Shire's financial position across the year is the result of a combination of factors, including:

- The identification and implementation of cost efficiencies across operations during the financial year;
- The prioritisation of capital works, including the deferral of non-essential projects;
- Ongoing and proactive review and management of operational expenditure;
- Strong occupancy levels at Bluebush Village up to settlement, contributing positively to revenue; and
- A disciplined organisational focus on financial sustainability and improved financial management practices.

This outcome demonstrates the Shire's continued commitment to strengthening its financial position while maintaining the delivery of essential services and progressing key strategic priorities.

While the Shire has delivered a materially improved financial position at 30 June 2026, this result is not without inherent risk and will require ongoing monitoring and disciplined financial management.

Current Assets:

While the asset base has grown, the "Current Ratio" (Current Assets ÷ Current Liabilities) provides the true measure of solvency.

- FY24: 0.17 (the Shire was in severe distress)
- FY25 Actual: 0.57
- FY26 Actual: 1.01

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The current asset position at 30 June 2026 is $9.27 million, against current liabilities of $9.17 million — a net current asset position of $92,053. By way of comparison, the Shire reported a net current liability position of ($5.10 million) as at 30 June 2025, representing a favourable movement of $5.20 million. Net assets have increased from $138.22 million to $147.63 million over the same period.

A key area relates to the level of trade and other payables at 30 June 2026, which reflects the concentration of capital works delivery in the final quarter of the year.

The Shire will monitor the settlement of these balances during the first quarter of 2026/27, alongside the recognition of carried-forward capital grant revenue, to ensure that the liquidity position achieved at year end is maintained.

It is important to note that the 2025/26 financial year included the delivery of a significant backlog of infrastructure projects and the acquittal of a substantial portion of outstanding contract liabilities. Accordingly, the cash position at year end is lower than the mid-year peak would suggest, despite the Shire's improved underlying financial performance and liquidity management.

Current Liabilities:
The SoC's liabilities position has undergone a significant structural shift. Total liabilities have reduced from $42.05 million at 30 June 2025 to $14.18 million at 30 June 2026, driven by the repayment of the entire loan portfolio and the payout of the Bluebush Village lease.

As at 30 June 2026, current liabilities totalled $9.17 million. This compares with $6.73 million at 31 March 2026 and $11.74 million at 30 June 2025. The movement from the March position reflects trade and other payables of $7.12 million arising from the concentration of capital works delivery in the final quarter.

Trade & Other Receivables:
As at 30 June 2026, total current receivables stood at $3.76 million, comprising rate receivables of $954,203 and trade receivables of $2.81 million. Trade and other receivables totaled $3.76 million as at 30 June 2026, compared with $2.54 million at 30 June 2025. The increase is largely attributable to trade receivables associated with the final road works invoiced in June 2026. These balances are being actively followed up and are expected to reduce during the first quarter of 2026/27, with the adopted 2026/27 Budget forecasting a closing balance of $1.96 million.

Trade & Other Payables:
The profile of Trade and Other Payables reflects the concentration of capital works delivery in the final quarter of the year. Payables have increased from $5.36 million at 30 June 2025 to $7.12 million at 30 June 2026, having reduced to $2.16 million at 31 March 2026. The adopted 2026/27 Budget forecasts this balance reducing to $2.69 million by 30 June 2027 as the year-end capital works creditors are settled.

The trade payables balance as at 30 June 2026 reflects the timing of capital works delivery, with a number of projects finalised in late May and June. This has resulted in a higher than normal level of invoices falling within the 30-day payment period at year end. Contract liabilities of $603,586 are also recognised within current liabilities.

Borrowings (Principal Outstanding):

As at 30 June 2026 the SoC has no outstanding borrowings. The Shire commenced the year with a loan portfolio of $25,463,497.00 held with the Commonwealth Bank of Australia, the majority of which related to the Bluebush Village worker accommodation facility. The portfolio was structured across two facilities: a $12.96 million facility at a fixed interest rate over a 10-year term incorporating a 3-year interest-only period, carrying quarterly interest of $174,000; and a $12.50 million facility on 5-year interest-only terms, carrying quarterly interest of approximately $175,000. No principal repayments were made during the first three quarters as a result of these interest-only arrangements.

Following settlement of the sale of Bluebush Village on 2 June 2026, Council resolved at the Ordinary Council Meeting held on 23 June 2026 that the net proceeds of the sale be applied to repay the Shire's existing borrowings. In accordance with that resolution, both Commonwealth Bank of Australia facilities were closed and repaid in full on 30 June 2026.

As the refinancing arrangement required the existing debt to be discharged before the new facility could be established, the refinanced funds were not drawn down until 03 July 2026. Consequently, the Shire had no outstanding borrowings as at 30 June 2026, with the refinanced debt of $5,461,616 recognised in the 2026/27 financial year following receipt of the loan proceeds. Lease liabilities of $249,474 remain outstanding at 30 June 2026, reduced from $2,066,011 at 01 July 2025 following the payout of the Bluebush Village Stage 2 buildings lease.

Cash Reserves:

Cash and cash equivalents totalled $5.36 million as at 30 June 2026. This balance includes cash-backed reserves of $690,354, following transfers of $432,529 during the 2025/26 financial year against a budget of $359,600.

Council remains committed to building cash reserves in a disciplined and sustainable manner to ensure adequate funding is set aside to support future infrastructure renewal and replacement requirements. The adopted 2026/27 Budget provides for further transfers that would increase the reserve balance to $2.33 million at 30 June 2027.

Statutory Liabilities and Risk Mitigation

Accounting for historical liabilities is essential to the integrity of the draft LTFP and satisfying Ministerial scrutiny regarding past oversights.

SAT Polaris Metals Valuation Ruling

A State Administrative Tribunal ruling verified a $1.83 million liability (discounting the $2.4M estimate in the Show Cause Notice) due to incorrect mining rate assessments over four years.

- A repayment plan is scheduled in two equal instalments across the 2025/26 and 2026/27 financial years.

- The initial omission of this liability from the budget was due to a "lack of awareness by the former CEO and CFO" regarding the settlement status. The current administration has corrected this by integrating the liability into revised planning, demonstrating superior data control and a commitment to transparency.

Section 6.40(3) of the Local Government Act 1995 provides that overpaid rates may be offset against future rate liabilities (currently approximately $230,000 per annum). The Shire's initial response proposed repayment over a four-year period.

For the purposes of the Long-Term Financial Plan and cash flow projections, management has conservatively assumed repayment over a two-year period.

At this stage, Shire has agreed to repay over a 4 year period $450,000 before June 2026, $900,000 June 2027, $450,000 June 2028 & Balance of $39,395.80 before June 2029.

Integrated Planning and Reporting Framework (IPRF) Alignment

The Shire is actively integrating its core planning documents to ensure that community aspirations align with its financial reality and recovery efforts. The primary purpose of this process is to assess whether the strategic intent outlined across the Shire's various plans can be achieved without compromising long-term financial stability. As of the latest reporting, the status of the key IPRF pillars is as follows:

- **Asset Management Plan (AMP)**: A revised AMP was endorsed at the March 2026 Ordinary Council Meeting, ensuring that infrastructure funding requirements and renewal backlogs re accurately reflected in the Shire's forward financial projections.

- **Long-Term Financial Plan (LTFP)**: The LTFP has been fully prepared and models the 10-year financial trajectory (including the strategic sale of Bluebush Village), serving as the critical link between strategic intent and actual resourcing. The updated LTFP was endorsed at the March 2026 Ordinary Council Meeting then updated further and endorsed at the April 2026 OCM to reflect the sale of Bluebush Village.

- **Council Plan (Strategic Community Plan (SCP) and Corporate Business Plan (CBP):** The Shire's overarching 2018–2028 SCP is currently undergoing a full review, which is scheduled to be completed by the end of August 2026. The inaugural workshop was held with Councillors on 28 April 2026. Community feedback sessions have been held in August 2026. The Council Plan will be submitted to the August 2026 OCM for adoption.

- **Annual Report:** 2024/2025 Annual Report was adopted by Council in December 2025.

Shire of Coolgardie
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Pillar: Leadership, Governance and Council Effectiveness

Key Related Documents:

- Strategic Community Plan
- Corporate Business Plan
- Annual Report

To strengthen leadership, governance and council effectiveness, the Shire implemented targeted mentoring and coaching for Councillors to build capability, improve decision-making and clarify roles and responsibilities. These initiatives align with IPRF expectations for transparent, disciplined performance monitoring that translates community aspirations into long-term strategic direction and sound governance.

Actions taken to date:

- Cr Corey Matthews resigned from Council on 25 June 2026.
- The Shire President has set an election date of 3 December 2026.
- Councillors completed 'Managing the CEO' training in May 2026.

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Pillar: Organisational Capability and Service Sustainability

Key Related Documents:

- Strategic Community Plan
- Corporate Business Plan
- Workforce Plan
- Asset Management Plan
- Long Term Financial Plan

To meet the Organisational Capability and Service Sustainability pillar, the Shire is aligning workforce, asset and financial planning to ensure services remain effective, sustainable and deliverable. This includes identifying capability gaps, critical-role coverage and succession needs, while using asset and financial plans to guide long-term service impacts. Improved data reliability and resource alignment will strengthen organisational capability and support sustainable service delivery.

Actions taken to date:

- The Workforce Plan was reviewed, updated and then endorsed at the 26 May 2026 OCM.

A full review of the Strategic Community Plan and Corporate Business Plan (Council Plan) has commenced. The inaugural workshop with Councillors was held on 28 April 2026 and will be presented to the 25 August 2026 OCM.

Pillar: People, Culture and Workforce Stability

Key Related Documents:

- Corporate Business Plan
- Workforce Plan
- Long Term Financial Plan

To meet the People, Culture and Workforce Stability pillar, the Shire is strengthening workforce capability by aligning staffing levels, skills and structures to long-term service needs. Consistent with IPRF expectations, this is supported by evidence-based planning and ongoing performance monitoring, with a focus on addressing capability gaps, improving recruitment and retention, supporting an ageing workforce, and strengthening training, performance management and succession planning.

Actions taken to date:

- Previous reports by Consultants reviewing cultural and other issues have been reviewed. The Delivering Outcomes Report had significant impact on the organisation with a number of senior staff exiting.
- Actions implemented:
  - The Culture Pulse Survey closed on 01 May 2026. Results have been shared with staff. A working group has been established to respond to survey results.
  - A human resources / workplace requirements audit is currently being conducted.
  - A whistleblowers hotline will be launched end of August 2026 and will provide a confidential option for any staff to report matters causing them concern, allegations of wrong doing or any other matters.
  - The Work Health and Safety Issues identified in the Delivering Outcomes report have substantially been addressed.
  - The results have been reported to the Audit, Risk and Improvement Committee (ARIC) and Council on 28 April 2026.

- CEO recruitment has been substantially completed with contract negotiations underway with the successful candidate. It is anticipated that a public announcement will be made after the 25 August 2025 OCM.

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Pillar: Financial Governance and Management Discipline

Key Related Documents:

- Long Term Financial Plan
- Annual Budget & Reporting
- Corporate Business Plan
- Asset Management Plan
- Workforce Management Plan

To meet the Financial Governance and Management Discipline pillar, the Shire is strengthening governance systems to ensure transparent, evidence-based decisions aligned with resourcing capacity. This includes disciplined planning, robust internal controls, integrated asset, workforce and financial planning, and reliable compliance and reporting systems to support accountability and continuous improvement.

Actions taken to date:

- ARIC meeting was held on 28 April 2026 and next meeting scheduled for 12 August 2025.
- The interim independent Audit Report has been received and will be submitted to the 12 August 2026 ARIC meeting. The report identified 5 findings 2 moderated (self-reported by the Shire) and 3 Minor, none of which will impact the audit opinion

SHIRE OF COOLGARDIE
PERIOD OF AUDIT: YEAR ENDING 30 JUNE 2026
FINDINGS IDENTIFIED DURING THE INTERIM AUDIT

Index of findings	Potential impact on audit opinion	Rating	Year first raised
1. Ineffective reconciliation review process	No	Moderate	2026
2. Non-compliance with terms of a joint arrangement	No	Moderate	2025
3. Purchase of gifts without formal approval	No	Minor	2026
4. Absence of contract	No	Minor	2026
5. Outstanding rates from a religious group	No	Minor	2025

- The Compliance Audit Return (CAR) has been completed and will be submitted to the 12 August 2026 ARIC. The employee code of conduct was identified as non-compliant as it was not available on the Shire's website.

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Pillar: Risk Assurance and Compliance Uplift

Key Related Documents

- Long Term Financial Plan
- Annual Reporting and Performance Management
- Corporate Business Plan

To meet the Risk Assurance and Compliance Uplift pillar, the Shire is strengthening governance systems to identify risks early, meet compliance obligations and ensure internal controls operate effectively. This includes improving compliance reporting, information accuracy for Council and system-based controls to support transparent, accountable decision-making and proactive risk management.

Actions taken to date:

- Long Term Financial Plan was adopted by Council at the 28 April 2026 OCM.
- Council Plan will be submitted to the 25 August 2026 OCM for adoption.
- Planning has commenced to enhance staff capability in governance, risk and compliance.
- Inquiries are being conducted on strengthening system-based controls including contractor and procurement compliance.

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Pillar: Systems, Technology and Information Management

Key Related Documents:

- Long Term Financial Plan
- Asset Management
- Corporate Business Plan

To meet the Systems, Technology and Information Management pillar, the Shire is strengthening the reliability, integration and governance of its information systems to ensure accurate, timely data supports planning, reporting and decision-making. This includes improving data integrity, record-keeping, reporting systems and system-based controls to reduce manual workarounds and support transparent, accountable governance.

Actions taken to date:

- Long Term Financial Plan was adopted by Council at the 28 April 2026 OCM.
- Council Plan will be submitted to the 25 August 2026 OCM for adoption.
- Exploration has commenced on the stabilisation of core systems supporting finance, payroll and reporting
  - Current Information, Communications and Technology systems are not supporting a modern way of working, rather increasing manual workarounds that increase governance risk
  - Exploration includes laying foundations for future digital uplift (without committing to cost)
  - Ensure that framework covers governance, cybersecurity, data quality, business continuity, system integration and digital capability uplift.
  - Develop a 3 – 5-year system stabilisation and digital uplift roadmap, including integration improvements for the organisation.

Pillar: Community / Stakeholder Confidence and Regulatory Engagement

Key Related Documents:

- Annual Reporting
- Performance Management
- Corporate Business Plan

The Shire of Coolgardie is strengthening community and stakeholder confidence through transparent reporting, proactive engagement and clear communication aligned with the IPRF. Ongoing engagement with the Department, the Inspector, Council and the community demonstrates the Shire's commitment to open governance, accountability and responsive, evidence-based decision-making.

Actions taken to date:

- Formalised meeting and reporting protocol with the Inspector to ensure timely, accurate submissions for performance monitoring and ongoing review.
- Research and design has commenced to publish a 'plain English" summary of key financial updates, improved responsiveness, clarity and candour in communications.
- Commitment to early disclosure of emerging issues.
- Building confidence through behaviour, not just compliance.
- Council Plan will be submitted to the 25 August 2026 OCM for adoption.

Strategic Outlook

The SoC has completed 2025/26 with a net result of $9.43 million, a materially strengthened balance sheet and no outstanding borrowings, having transitioned from the net operating loss of 2024/25. The underlying position nevertheless remains dependent on disciplined expenditure management and on replacing the own-source revenue previously derived from Bluebush Village. The move from a "defensive" posture to long-term sustainability now depends on the disciplined execution of the adopted 2026/27 Budget and the LTFP.

The SoC remains resilient and committed to a culture of financial discipline and transparency, ensuring that no further historical liabilities remain hidden from Ministerial or public view. The Pillars above are reform initiatives and are intentionally aligned to the IPRF to ensure that financial recovery is supported by strengthened governance, organisational capability and sustainable service planning.

The backfilling and recruitment for vacancies has commenced, with engagement of contractors to backfill Executive Manager, Community, Development & Regulatory Service, Executive Manager Infrastructure and Assets, Executive Manager Governance & Workplace and Waste Management Manager in please; while we prepare to go to market to recruit for full time employees.

Addressing workforce vacancies remains essential to maintaining operational stability, service continuity and compliance with the Shire's governance, work health and safety, and risk management obligations. Strengthening organisational culture, staff wellbeing and workforce capability will support improved performance, resilience and the proactive identification and management of operational and compliance risks.

Key Risks Requiring Active Management

Active management of the Shire's key risks is essential to maintaining operational stability, service continuity and long-term financial sustainability. Ongoing oversight of human capital, capital program delivery and debt exposure supports compliance, strengthens governance accountability and provides assurance that emerging risks are identified, monitored and addressed in a timely and transparent manner.

1. Liquidity Risk: The Shire finished the year with unrestricted cash of $4.67 million, above the LTFP target range of $3 million to $4 million. Maintaining this position depends on continued expenditure restraint and on replacing the own-source revenue previously derived from Bluebush Village.

2. Human Capital Risk: Prolonged understaffing is unsustainable and presents a medium-term risk to service delivery and organisational resilience.

3. Capital Program Risk: Capital grant revenue of $4.04 million was recognised against an amended budget of $5.78 million, with $497,364 of capital grant and contribution liabilities carried forward. Recognition of $444,093 of that amount is dependent on completion of the associated works during 2026/27.

4. Debt Exposure: Borrowings were extinguished at 30 June 2026 and the Net Financial Liabilities Ratio has fallen to 0.13, inside the industry benchmark. The Debt Service Coverage Ratio finished at 1.65, below the benchmark of 2.00, because the whole loan portfolio was repaid within a single year. Existing borrowings of $5,461,616 were refinanced and settled on 3 July 2026; debt levels will need to be managed within the parameters of the LTFP.

These risks are known, quantified and actively monitored.

Closing Assurance Statement

As Chief Executive Officer, I provide this assurance that the report presents a full, accurate and transparent account of the Shire of Coolgardie's financial position, governance performance, compliance status and operational progress for the reporting period. All known historical matters, liabilities and material risks have been identified and disclosed to the best of the administration's knowledge, based on the information available at the time of reporting. The Shire has taken deliberate and measurable steps to strengthen internal controls, improve the reliability of financial and governance reporting, and embed disciplined planning and oversight consistent with the Integrated Planning and Reporting Framework.

The Shire remains fully committed to meeting both the intent and the requirements of the Ministerial Expectations and the Inspector's oversight. Management will continue to monitor financial, governance, workforce and compliance risks through structured reporting, timely escalation and evidence-based decision-making. The administration will maintain open, timely and constructive engagement with the Department and the Inspector, including early disclosure of emerging matters and clear reporting on the progress of required reforms.

The Shire is firmly focused on restoring long-term financial sustainability, strengthening governance capability and rebuilding stakeholder confidence through transparent, accountable and compliant administration. As Chief Executive Officer, I acknowledge responsibility for driving the organisational reforms underway and for ensuring that the Shire continues to act with candour, discipline and professionalism throughout this period of regulatory oversight. Council, the Minister, the Department, the Inspector and the community can be assured that the administration remains committed to stable, ethical and competent leadership, supported by ongoing monitoring, continuous improvement and a clear focus on sustainable service delivery.

Sabine Taylor
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SHIRE OF COOLGARDIE

INDEPENDENT QUARTERLY REPORTING
(for the Department of Local Government, Industry Regulation and Safety)

FOR THE PERIOD ENDED 30 JUNE 2026

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SHIRE OF COOLGARDIE
STATEMENT OF COMPREHENSIVE INCOME
FOR THE PERIOD ENDED 30 JUNE 2026

	25/26 Adopted Budget	25/26 Amended Budget	25/26 YTD Actual	26/27 Forecast	Variance $'s	Variance %	
Revenue							
Rates	14,863,651	14,863,651	15,122,074	15,161,907	258,423	1.74%	▲
Operating Grants, Subsidies & Contributions	2,353,700	2,703,658	2,916,710	1,450,782	213,051	7.88%	▲
Fees & Charges	12,910,362	15,700,575	17,103,256	5,562,117	1,402,681	8.93%	▲
Interest	111,600	311,600	432,491	320,700	120,891	38.80%	▲
Other Revenue	371,371	231,371	450,447	105,911	219,076	94.69%	▲
	30,610,684	**33,810,855**	**36,024,978**	**22,601,417**	**2,214,123**	**6.55%**	▲
Expenditure							
Employee Costs	(7,156,837)	(6,256,837)	(5,162,929)	(7,281,283)	1,093,908	17.48%	▲
Materials & Contracts	(11,450,564)	(11,687,969)	(11,180,619)	(9,637,338)	507,350	4.34%	▲
Utilities	(1,837,710)	(2,037,710)	(2,010,917)	(1,000,310)	26,793	1.31%	▲
Depreciation	(8,790,851)	(6,572,122)	(6,939,306)	(7,048,824)	(367,184)	(5.59%)	▼
Interest Expenses	(1,583,240)	(1,583,240)	(1,507,780)	(331,211)	75,460	4.77%	▲
Insurance	(613,000)	(563,000)	(569,843)	(536,978)	(6,843)	(1.22%)	▼
Other Expenses	(1,357,616)	(1,800,394)	(1,770,911)	(1,556,472)	29,483	1.64%	▲
	(32,789,819)	(30,501,272)	(29,142,304)	(27,392,416)	1,358,968	4.46%	▲
	(2,179,135)	**3,309,583**	**6,882,674**	**(4,790,999)**	**3,573,091**		
Capital Grants, Subsidies & Contributions	5,865,534	5,780,325	4,040,749	3,280,007	(1,739,576)	(30.09%)	▼
Profit On Disposal Of Asset	0	0	0	34,000	0		
Loss On Disposal Of Asset	0	(1,603,000)	(1,592,730)	(185,000)	10,270	(0.64%)	
Fair value adjustments to financial assets at fair value through profit or loss	0	94,448	94,448	0	0		▲
	5,865,534	4,271,773	2,542,467	3,129,007	(1,729,306)		
Net result for the period	**3,686,399**	**7,581,356**	**9,425,141**	**(1,661,992)**	**1,843,785**		
Other comprehensive income for the period							
Items that will not be reclassified subsequently to profit or loss							
Changes in asset revaluation surplus	0	0	(12,104)	0	(12,104)	N/A	
Total other comprehensive income for the period	**0**	**0**	**(12,104)**	**0**	**(12,104)**		
Total comprehensive income for the period	**3,686,399**	**7,581,356**	**9,413,037**	**(1,661,992)**	**1,831,681**		

SHIRE OF COOLGARDIE
STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 JUNE 2026

	Original Budget Estimates	Amended Budget Estimates	YTD Actual	26/27 Forecast	Variance $	Variance %
OPERATING ACTIVITIES						
Revenue from operating activities						
General rates	14,863,651	14,863,651	15,122,074	15,161,907	258,423	1.74%
Grants, subsidies and contributions	2,353,700	2,703,658	2,916,710	1,450,782	213,051	7.88%
Fees and charges	12,910,362	15,700,575	17,103,256	5,562,117	1,402,681	8.93%
Interest revenue	111,600	311,600	432,491	320,700	120,891	38.80%
Other revenue	371,371	231,371	450,447	105,911	219,076	94.69%
Fair value adjustments to investment property through profit or loss	0	94,448	94,448	0	0	
	30,610,684	**33,905,303**	**36,119,426**	**22,635,417**	**2,214,123**	6.53%
Expenditure from operating activities						
Employee costs	(7,156,837)	(6,256,837)	(5,162,929)	(7,281,283)	1,093,908	17.48%
Materials and contracts	(11,450,564)	(11,687,969)	(11,180,619)	(9,637,338)	507,350	4.34%
Utility charges	(1,837,710)	(2,037,710)	(2,010,917)	(1,000,310)	26,793	1.31%
Depreciation	(8,790,851)	(6,572,122)	(6,939,306)	(7,048,824)	(367,184)	(5.59%)
Finance costs	(1,583,240)	(1,583,240)	(1,507,780)	(331,211)	75,460	4.77%
Insurance	(613,000)	(563,000)	(569,843)	(536,978)	(6,843)	(1.22%)
Other expenditure	(1,357,616)	(1,800,394)	(1,770,911)	(1,556,472)	29,483	1.64%
Loss on Asset Disposals	0	(1,603,000)	(1,592,730)	(185,000)	10,270	(0.64%)
	(32,789,819)	**(32,104,272)**	**(30,735,034)**	**(27,577,416)**	**1,369,238**	(4.26%)
Non cash amounts excluded from operating activities	8,840,851	8,130,674	8,901,592	7,272,824	770,918	9.48%
Amount attributable to operating activities	**6,661,716**	**9,931,705**	**14,285,984**	**2,330,825**	4,354,279	43.84%
INVESTING ACTIVITIES						
Inflows from investing activities						
Proceeds from sale of property, plant and equipment	0	20,006,256	20,050,000	65,000	43,744	0.22%
Proceeds from capital grants, subsidies and contributions	5,865,534	5,780,325	4,040,749	3,280,007	(1,739,576)	(30.09%)
	5,865,534	25,786,581	24,090,749	3,345,007	(1,695,832)	(6.58%)
Outflows from investing activities						
Payments for investment property	0	0	0	0	0	
Payments for property, plant and equipment	(898,716)	(855,514)	(828,148)	(1,303,000)	27,366	3.20%
Payments for construction of infrastructure	(8,193,668)	(8,177,133)	(6,610,236)	(7,298,501)	1,566,897	19.16%
	(9,092,384)	(9,032,647)	(7,438,384)	(8,601,501)	(101,568)	1.12%
Non-cash amounts excluded from investing activities	0	0	0	0	0	
Amount attributable to investing activities	(3,226,851)	16,753,933	16,652,365	(5,256,494)	(1,797,400)	10.73%
Inflows from financing activities						
Proceeds from new borrowings	0	5,461,616	0	5,461,616	(5,461,616)	(100.00%)
	0	5,461,616	0	5,461,616	(5,461,616)	(100.00%)
Outflows from financing activities						
Payments for principal portion of loans	0	(25,463,597)	(25,463,497)	(344,748)	100	(0.00%)
Repayment of overdraft	0	0	0	0	0	
Payments for principal portion of lease liabilities	(1,816,538)	(1,816,538)	(1,816,538)	(229,471)	0	0.00%
Transfer to reserves	(359,600)	(432,226)	(432,529)	(1,642,898)	(303)	(0.07%)
	(2,176,138)	(27,712,361)	(27,712,564)	(2,217,117)	(203)	(0.00%)
Amount attributable to financing activities	(2,176,138)	(22,250,745)	(27,712,564)	3,244,499	(5,461,819)	(24.55%)
MOVEMENT IN SURPLUS OR DEFICIT						
Surplus or deficit at the start of the financial year	(1,258,727)	(3,544,614)	(3,544,614)	(318,830)	(0)	(0.00%)
Amount attributable to operating activities	6,661,716	9,931,705	14,285,984	2,330,825	4,354,279	43.84%
Amount attributable to investing activities	(3,226,851)	16,753,933	16,652,365	(5,256,494)	(101,568)	0.61%
Amount attributable to financing activities	(2,176,138)	(22,250,745)	(27,712,564)	3,244,499	(5,461,819)	(24.55%)
Surplus or deficit after imposition of general rates	**0**	**890,279**	**(318,830)**	**0**	**(5,563,387)**	**624.90%**

SHIRE OF COOLGARDIE
STATEMENT OF CASH FLOWS
FOR THE PERIOD ENDED 30 JUNE 2026

	25/26 Original Budget	25/26 YTD Actual	26/27 Forecast
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Rates	14,863,651	14,523,769	15,136,907
Grants, subsidies and contributions	2,855,200	1,996,177	2,943,782
Fees and charges	12,910,361	17,103,256	5,562,117
Interest revenue	111,600	432,491	320,700
Goods and services tax received	1,370,709	2,118,905	1,503,242
Other revenue	371,371	450,447	105,911
	32,482,892	**36,625,045**	**25,572,659**
Payments			
Employee costs	(7,156,837)	(5,112,272)	(7,388,562)
Materials and contracts	(13,103,299)	(9,305,660)	(13,792,994)
Utility charges	(1,837,710)	(2,010,917)	(1,000,310)
Finance costs	(1,583,240)	(1,751,888)	(781,211)
Insurance paid	(613,000)	(569,843)	(536,978)
Goods and services tax paid	(1,342,118)	(2,351,020)	(1,173,079)
Other expenditure	(1,357,616)	(1,770,911)	(1,556,472)
	(26,993,820)	**(22,872,511)**	**(26,229,606)**
Net cash provided by operating activities	**5,489,072**	**13,752,534**	**(656,947)**
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for purchase of property, plant & equipment	(898,716)	(828,148)	(1,303,000)
Payments for construction of infrastructure	(8,193,668)	(6,610,236)	(7,298,501)
Payments for investment property	0	0	0
Proceeds from capital grants, subsidies and contributions	3,470,842	2,354,018	2,676,421
Proceeds from sale of investment property	0	20,045,220	0
Proceeds from sale of property, plant & equipment	0	4,780	65,000
Net cash provided by (used in) investing activities	**(5,621,542)**	**14,965,634**	**(5,860,080)**
CASH FLOWS FROM FINANCING ACTIVITIES			
Loan Principal Repayments	0	(25,463,497)	(344,748)
Lease Principal Repayments	(1,816,539)	(1,816,538)	(229,470)
Proceeds from new borrowings	0	0	5,461,616
Payments for financial assets at fair values - term deposits	0	0	0
Repayment of overdraft	0	0	0
Proceeds from overdraft	0	0	0
Net cash provided by (used in) financing activities	**(1,816,539)**	**(27,280,035)**	**4,887,398**
Net increase (decrease) in cash held	(1,949,009)	1,438,134	(1,629,630)
Cash at beginning of year	3,813,651	3,921,549	5,359,682
Cash and cash equivalents at the end of the year	**1,864,642**	**5,359,682**	**3,730,052**

SHIRE OF COOLGARDIE
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2026

	24/25 Actual	25/26 YTD Actual	26/27 Forecast
CURRENT ASSETS			
Cash and cash equivalents	3,921,549	5,359,682	3,730,057
Rate Receivables	1,065,203	954,203	954,203
Trade Receivables	1,469,949	2,807,624	1,002,461
Other Financial Assets	0	0	0
Inventories	156,263	12,020	10,000
Other assets	19,302	131,660	0
TOTAL CURRENT ASSETS	**6,632,266**	**9,265,190**	**5,696,722**
NON-CURRENT ASSETS			
Rates and statutory receivables	177,110	177,110	202,110
Other Trade Receivables	87,500	51,500	33,500
Other financial assets	99,524	193,972	193,972
Property, plant and equipment	37,945,264	37,342,441	37,016,482
Infrastructure	113,181,807	114,536,728	116,443,884
Right-of-use assets	4,850,265	244,520	0
Investment Property	17,290,000	0	0
TOTAL NON-CURRENT ASSETS	**173,631,471**	**152,546,270**	**153,889,947**
TOTAL ASSETS	**180,263,737**	**161,811,460**	**159,586,669**
CURRENT LIABILITIES			
Trade and other payables	5,357,321	7,121,495	2,691,261
Other liabilities	2,089,524	603,586	0
Lease liabilities	1,816,537	229,471	11,794
Borrowings	0	0	458,607
Employee related provisions	432,031	318,584	352,203
Other provisions	2,040,179	900,000	450,000
TOTAL CURRENT LIABILITIES	**11,735,592**	**9,173,137**	**3,963,865**
NON-CURRENT LIABILITIES			
Lease liabilities	249,474	20,003	8,209
Borrowings	25,463,497	0	4,658,261
Employee related provisions	114,684	113,580	113,580
Other provisions	4,484,467	4,875,679	4,875,679
TOTAL NON-CURRENT LIABILITIES	**30,312,122**	**5,009,262**	**9,655,730**
TOTAL LIABILITIES	**42,047,714**	**14,182,399**	**13,619,595**
NET ASSETS	**138,216,023**	**147,629,061**	**145,967,074**
EQUITY			
Retained surplus	47,021,443	56,014,057	52,709,172
Reserve accounts	257,825	690,354	2,333,252
Revaluation surplus	90,936,755	90,924,651	90,924,651
TOTAL EQUITY	**138,216,023**	**147,629,061**	**145,967,074**

SHIRE OF COOLGARDIE
DETERMINATION OF SURPLUS OR DEFICIT
FOR THE PERIOD ENDED 30 JUNE 2026

	25/26 Adopted Budget 30 June 2026	25/26 YTD Actual 30 June 2026	26/27 Forecast 30 June 2027
(a) Net Current Assets used in the Statement of Financial Activity			
Current assets			
Cash and cash equivalents	1,864,642	5,359,682	3,730,057
Trade and other receivables	2,084,325	3,761,827	1,956,664
Inventories	14,214	12,020	10,000
Other assets	1,637	131,660	0
	3,964,818	9,265,190	5,696,722
Less: current liabilities			
Trade and other payables	(2,936,527)	(7,121,495)	(2,691,261)
Contract Liabilities	0	(603,586)	0
Lease liabilities	(235,201)	(229,471)	(11,794)
Borrowings	0	0	(458,607)
Employee related provisions	(460,866)	(318,584)	(352,203)
Other provisions	0	(900,000)	(450,000)
	(3,632,594)	(9,173,137)	(3,963,865)
Net current assets			
Less: Total adjustments to net current assets	(332,224)	(410,883)	(1,732,850)
Closing funding surplus / (deficit)	**0**	**(318,829)**	**6**

(b) Current assets and liabilities excluded from budgeted deficiency

	25/26 Adopted Budget 30 June 2026	25/26 YTD Actual 30 June 2026	26/27 Forecast 30 June 2027
Adjustments to net current assets			
Less: Reserve accounts	(617,425)	(690,354)	(2,333,252)
Add: Current liabilities not expected to be cleared at end of year			
- Current portion of borrowings	0	0	458,607
- Current portion of lease liabilities	235,201	229,471	11,794
- Employee benefit provisions	50,000	50,000	130,000
Total adjustments to net current assets	**(332,224)**	**(410,883)**	**(1,732,850)**

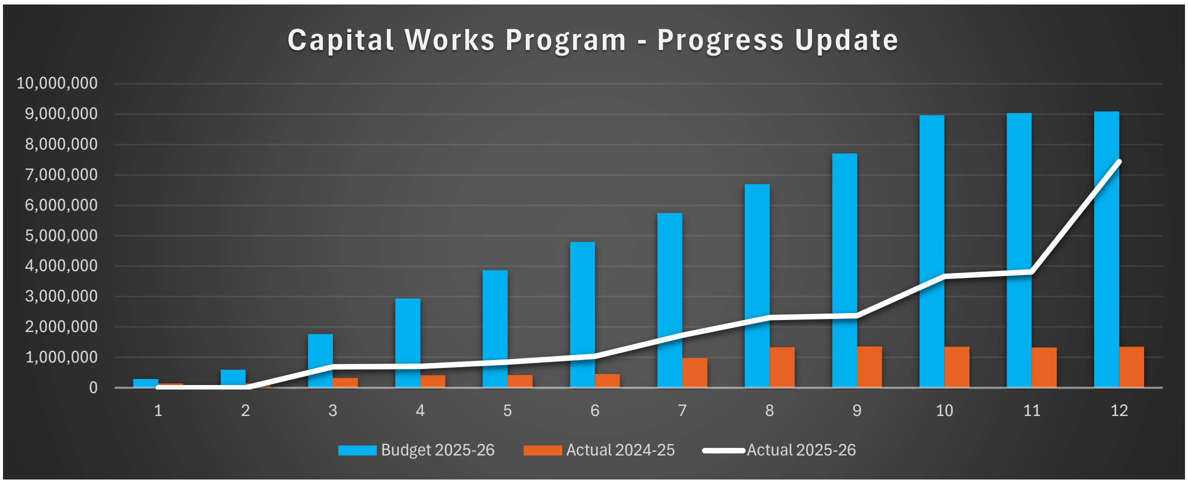
(c) Non-cash amounts excluded from operating activities

	25/26 Adopted Budget 30 June 2026	25/26 YTD Actual 30 June 2026	26/27 Forecast 30 June 2027
Adjustments to operating activities			
Less: Profit on asset disposals	0	0	(34,000)
Less: Fair value adjustments to financial assets at fair value through profit or loss	0	(94,448)	0
Add: Loss on disposal of assets	0	1,592,730	185,000
Add: Depreciation	8,790,851	6,939,306	7,048,824
Movement in current employee provisions associated with restricted cash	50,000	50,000	80,000
Non-cash movements in non-current assets and liabilities:			
Pensioner deferred rates	0	0	(25,000)
Trade Receivables	0	36,000	18,000
Other Provisions	0	379,108	0
Employee benefit provisions	0	(1,104)	0
Non-cash amounts excluded from operating activities	**8,840,851**	**8,901,592**	**7,272,824**

SHIRE OF COOLGARDIE
CAPITAL WORKS PROGRAM
FOR THE PERIOD ENDED 30 JUNE 2026

Account Description	Original Budget	Amended Budget	YTD Budget	YTD Actual	Variance
		$	$	$	$
Specialised Buildings					
Kambalda Youth Facility / Precinct	100,000	0	0	0	0
11 Goodenia Court - Construction Of 3 Units	475,000	630,000	630,000	628,771	1,229
Kcrf Building Upgrades And Renewals	20,000	0	0	0	0
Kambalda Recreation Centre - Stadium Floor	30,000	39,071	39,071	39,071	0
Coolgardie Recreation Centre	50,000	0	0	0	0
Coolgardie Cultural & Community Hub	20,000	0	0	0	0
Total Specialised Buildings	**695,000**	**669,071**	**669,071**	**667,842**	**1,229**
Furniture & Equipment					
It Upgrades And Replacements	53,716	53,716	53,716	47,578	6,138
Total Furniture & Equipment	**53,716**	**53,716**	**53,716**	**47,578**	**6,138**
Plant & Equipment					
Small Plant Purchases	30,000	20,000	20,000	0	20,000
Hino 700 Series (Ex Kooya Lease P351)	0	61,818	61,818	61,818	0
Hino 500 Series (Ex Kooya Lease P355)	0	50,909	50,909	50,909	0
Parks & Gardens Truck	120,000	0	0	0	0
Total Plant & Equipment	**150,000**	**132,727**	**132,727**	**112,727**	**20,000**
Roads					
Coolgardie North Road Construction	312,000	312,000	312,000	0	312,000
Bayley Street	25,000	25,000	25,000	0	25,000
23-24 Rrg Coolgardie North Rd - Slk 14.90 To Slk 17.10	1,279,811	950,765	950,765	1,185,409	(234,644)
24-25 Rrg Coolgardie North Rd - Slk 10.91 To 11.51	188,145	344,230	344,230	324,230	20,000
24-25 Rrg Coolgardie North Rd - Slk 18.10 To 26.90	477,084	477,084	477,084	482,267	(5,183)
24-25 Rrg Coolgardie North Rd - Slk 13.40 To 17.50	314,472	314,472	314,472	314,472	0
25-26 Rrg Coolgardie North Rd - Slk 6.35 To 9.76	285,000	408,851	408,851	410,919	(2,068)
25-26 Rrg Coolgardie North Rd - Slk 22.20 To 26.90	600,000	888,987	888,987	915,414	(26,427)
Rrg - Coolgardie North Rd Seal Slk 18.10 - Slk 22.20	0	872,781	872,781	807,012	65,769
25-26 Rrg Nepean Rd - Slk 1.90 To 4.30	270,000	448,220	448,220	441,150	7,070
25-26 Rrg Victoria Rock Rd - Slk 0.75 To 1.75	150,000	222,814	222,814	290,660	(67,846)
24-25 Rrg Victoria Rock Rd - Slk 0.15 To 0.75	255,341	114,431	114,431	147,511	(33,080)
Regional Road Group - Jaurdi Hills Road	345,000	345,000	345,000	0	345,000
Lrci Phase 4 - Jaurdi Hills Road	0	0	0	344,027	(344,027)
Rtr Coolgardie Projects - Budget Purposes Only	418,484	0	0	0	0
Rtr Kambalda Projects - Budget Purposes Only	425,331	0	0	0	0
Flood Damage General	275,000	250,000	250,000	167,221	82,779
Flood Damage - Coolgardie N Road	0	0	0	22,920	(22,920)
Durkin Road Construction	168,000	168,000	168,000	0	168,000
Ladyloch Road Construction	1,000,000	1,000,000	1,000,000	606,766	393,234
Rtr - Lefroy Street (Bayley To Sylvester) Slk 0.00 To 0.11	60,000	0	0	0	0
Rtr Lefroy Street (Woodward To Bayley) - Slk 0.00 To 0.07	45,000	0	0	0	0
Ford Street	0	0	0	0	0
Ford Street (Woodward To Bayley Street) Slk 0.00 To 0.12	150,000	65,000	65,000	0	65,000
Southern Bypass Road - Gravel Sheeting Slk 0.00 - 1.67	0	300,000	300,000	0	300,000
Total Roads	**7,043,668**	**7,507,635**	**7,507,635**	**6,459,977**	**1,047,658**

Account Description	Budget	Budget	Budget	Actual	Variance
		$	$	$	$
Footpaths					
Footpath Renewal - Coolgardie	100,000	100,000	100,000	0	100,000
Footpath Renewal - Kambalda	130,000	130,000	130,000	0	130,000
Total Footpaths	**230,000**	**230,000**	**230,000**	**0**	**230,000**
Drainage					
Drainage Renewal - Coolgardie	75,000	75,000	75,000	0	75,000
Drainage Renewal - Kambalda	125,000	125,000	125,000	0	125,000
	200,000	**200,000**	**200,000**	**0**	**200,000**
Sewerage					
Coolgardie Sewerage - Water Re-Use System	75,000	55,000	55,000	0	55,000
Total Sewerage	**75,000**	**55,000**	**55,000**	**0**	**55,000**
Parks & Gardens					
Park Infrastructure Renewal - Kambalda	37,500	0	0	0	0
Park Infrastructure Renewal - Coolgardie	37,500	0	0	0	0
Total Parks & Gardens	**75,000**	**0**	**0**	**0**	**0**
Other Infrastructure					
Kambalda Dog Pound	50,000	0	0	0	0
Coolgardie Park Lighting	60,000	60,000	60,000	20,568	39,432
Coolgardie Satellite Television Broadcasting Service	30,000	34,498	34,498	34,498	0
Cool Truck Bay Bund Wall	80,000	40,000	40,000	34,371	5,629
Kambalda Refuse Site	100,000	0	0	0	0
Coolgardie Tip - New Cell	250,000	50,000	50,000	20,450	29,550
Total Other Infrastructure	**570,000**	**184,498**	**184,498**	**109,888**	**74,610**
TOTAL CAPITAL EXPENDITURE	**9,092,384**	**9,032,647**	**9,032,647**	**7,398,012**	**1,634,635**



SHIRE OF COOLGARDIE
FORWARD CAPITAL WORKS SCHEDULE
FOR THE PERIOD ENDED 30 JUNE 2027

Project Description	Estimated Completion	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Management Comments
Specialised Buildings														
Coolgardie Office Refurbishment	Oct-26													2026/27 Budget adopted 28 July 2026
Kambalda Shire Administration Building	May-27													2026/27 Budget adopted 28 July 2026
Kambalda Youth Facility / Precinct	Jan-27													2026/27 Budget adopted 28 July 2026
Nickletown Flounders	Nov-26													2026/27 Budget adopted 28 July 2026
Kambalda Men'S Shed	Nov-26													2026/27 Budget adopted 28 July 2026
Kcrf - Solar Panels	Aug-26													2026/27 Budget adopted 28 July 2026
Coolgardie Recreation Centre	Feb-27													2026/27 Budget adopted 28 July 2026
Coolgardie Montana Seniors Village	Oct-26													2026/27 Budget adopted 28 July 2026
5 Dundas Street, Kambalda - Capital Improvements	Oct-26													2026/27 Budget adopted 28 July 2026
78 Saltbush Road, Kambalda West - Capital Improvements	May-27													2026/27 Budget adopted 28 July 2026
Coolgardie Railway Station - Caretakers Flat	Sep-26													2026/27 Budget adopted 28 July 2026
Coolgardie Rsl	Aug-26													2026/27 Budget adopted 28 July 2026
Furniture & Equipment														
General Furniture Replacement	Apr-27													2026/27 Budget adopted 28 July 2026
It Upgrades And Replacements	Mar-27													2026/27 Budget adopted 28 July 2026
Meraki Ict Equipment	Nov-26													2026/27 Budget adopted 28 July 2026
Plant & Equipment														
Small Plant Purchases	Jun-27													2026/27 Budget adopted 28 July 2026
Mosa Generator 11Kva	Oct-26													2026/27 Budget adopted 28 July 2026
Kambalda Ranger 2X4	Sep-26													2026/27 Budget adopted 28 July 2026
Ranger Vehicle Pod	Sep-26													2026/27 Budget adopted 28 July 2026
Turf Oval Aerator	Sep-26													2026/27 Budget adopted 28 July 2026
Coolgardie Recreation Centre - Evacuation Generator	Feb-27													2026/27 Budget adopted 28 July 2026
Metro Counters	Feb-27													2026/27 Budget adopted 28 July 2026
Parks & Gardens Truck	Oct-26													2026/27 Budget adopted 28 July 2026
Roads														
Bayley Street	Apr-27													2026/27 Budget adopted 28 July 2026
Regional Road Group - Coolgardie North Road	Dec-26													2026/27 Budget adopted 28 July 2026
Regional Road Group - Jaurdi Hills Road	Dec-26													2026/27 Budget adopted 28 July 2026
R2R - King Street - Reseal	Oct-26													2026/27 Budget adopted 28 July 2026
R2R - Macdonald Street - Reseal	Oct-26													2026/27 Budget adopted 28 July 2026
R2R - Jobson Street - Reseal	Oct-26													2026/27 Budget adopted 28 July 2026
R2R - Casuarina Road - Reseal	Oct-26													2026/27 Budget adopted 28 July 2026
R2R - Quandong Road - Reseal	Oct-26													2026/27 Budget adopted 28 July 2026
R2R - Gum Nut Place - Reseal	Oct-26													2026/27 Budget adopted 28 July 2026
R2R - Durkin Road & Gordon Adams Road - Intersection Upgrade	Oct-26													2026/27 Budget adopted 28 July 2026
R2R - Kambalda Aerodrome Access Road - Seal	Apr-27													2026/27 Budget adopted 28 July 2026
Coolgardie North Road Construction	Nov-26													2026/27 Budget adopted 28 July 2026
Durkin Road Construction	Oct-26													2026/27 Budget adopted 28 July 2026
Ladyloch Road Construction	Feb-27													2026/27 Budget adopted 28 July 2026
Ladyloch Road Intersection	Apr-27													2026/27 Budget adopted 28 July 2026

Project Description	Estimated Completion	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Management Comments
Footpaths														
Footpath Renewal - Coolgardie	Oct-26													2026/27 Budget adopted 28 July 2026
Footpath Renewal - Kambalda	Oct-26													2026/27 Budget adopted 28 July 2026
Bluebush Road Footpath Construction	Oct-26													2026/27 Budget adopted 28 July 2026
Drainage														
Drainage Renewal - Coolgardie	May-27													2026/27 Budget adopted 28 July 2026
Drainage Renewal - Kambalda	May-27													2026/27 Budget adopted 28 July 2026
Sewerage														
Coolgardie Sewerage - Water Re-Use System	Jun-27													2026/27 Budget adopted 28 July 2026
Parks & Gardens														
Kambalda Parks Playground Equipment	Apr-27													2026/27 Budget adopted 28 July 2026
Donkin Park Infrastructure	Apr-27													2026/27 Budget adopted 28 July 2026
Coolgardie Recreation Centre Playground Capital	Nov-26													2026/27 Budget adopted 28 July 2026
Coolgardie Playground Renewal	Apr-27													2026/27 Budget adopted 28 July 2026
Coolgardie Skate Park & Shade Sails	Oct-26													2026/27 Budget adopted 28 July 2026
West Oval Capital	Oct-26													2026/27 Budget adopted 28 July 2026
Standpipe	Sep-26													2026/27 Budget adopted 28 July 2026
Other Infrastructure														
Kambalda Dog Pound	Jun-27													2026/27 Budget adopted 28 July 2026
Coolgardie Park Lighting	Nov-26													2026/27 Budget adopted 28 July 2026
Electronic Traffic Speed Signs	Oct-26													2026/27 Budget adopted 28 July 2026
Town Entrance Statements	Nov-26													2026/27 Budget adopted 28 July 2026
Coolgardie Pool Refurbishment	Nov-26													2026/27 Budget adopted 28 July 2026
Kambalda Pool Refurbishment	Nov-26													2026/27 Budget adopted 28 July 2026
Coolgardie Satellite Television Broadcasting Service	Nov-26													2026/27 Budget adopted 28 July 2026
Kambalda Refuse Site	Jun-27													2026/27 Budget adopted 28 July 2026
Coolgardie Tip - New Cell	Dec-26													2026/27 Budget adopted 28 July 2026

SHIRE OF COOLGARDIE
CAPITAL FUNDING ANALYSIS
FOR THE PERIOD ENDED 30 JUNE 2026

Provider		Capital grant/contribution liabilities: Liability 1 July 2025	Increase in Liability	Decrease in Liability	Current Liability 30 June 2026	Capital grants, subsidies and contributions revenue: Original Budget	Amended Budget	YTD Budget	YTD Actual	Management Comments
		$	$	$	$	$		$	$	
CAPITAL GRANTS & SUBSIDIES										
Recreation and Culture										
Kambalda Youth Centre Facility		0	0	0	0	100,000	0	0	0	Project deferred to 2026/27
Transport										
Regional Road Group - 2023/24 Program										
Coolgardie North Road	SLK's - 14.90 to 17.10	682,566	0	(460,846)	221,720	853,208	853,208	853,208	822,103	Works completed & invoiced June 2026
Regional Road Group - 2024/25 Program										
Coolgardie North Road	SLK's - 10.91 to 11.51	50,172	0	0	50,172	125,430	125,430	125,430	125,430	Works completed & invoiced June 2026
Coolgardie North Road	SLK's - 18.10 to 26.90	127,222	0	0	127,222	318,056	318,056	318,056	318,056	Works completed & invoiced June 2026
Coolgardie North Road	SLK's - 13.40 to 17.50	83,859	0	0	83,859	209,648	209,648	209,648	209,648	Works completed & invoiced June 2026
Victoria Rock Road	SLK's - 0.15 to 0.75	68,091	0	0	68,091	170,227	170,227	170,227	170,227	Works completed & invoiced June 2026
Regional Road Group - 2025/26 Program										
Coolgardie North Road	SLK's - 6.35 to 9.76	0	75,809	0	75,809	190,000	190,000	190,000	190,000	Works completed & invoiced June 2026
Coolgardie North Road	SLK's - 18.10 to 22.20	0	211,468	0	211,468	0	528,669	528,669	528,669	Works completed & invoiced June 2026
Coolgardie North Road	SLK's - 22.20 to 26.90	0	159,598	0	159,598	400,000	400,000	400,000	400,000	Works completed & invoiced June 2026
Victoria Rock Road	SLK's - 0.75 to 1.75	0	39,900	0	39,900	100,000	100,000	100,000	100,000	Works completed & invoiced June 2026
Nepean Road	SLK's - 1.90 to 4.30	0	71,819	0	71,819	180,000	180,000	180,000	180,000	Works completed & invoiced June 2026
Jaurdi Hills Road	SLK's - 0.00 to 3.00	0	91,769	0	91,769	230,000	230,000	230,000	230,000	Works completed & invoiced June 2026
State Black Spot - 2024/25 Program										
Durkin Road	SLK's - 0.00 to 0.15	280,000	0	(280,000)	0	0	0	0	0	Funds returned as per Council Resolution #157/2025
HSVPP- 2024/25 Program										
Ladyloch Road	Truck Bay Intersection	0	0	0	0	792,000	792,000	792,000	316,800	Works to be finalised in 2026/27
Flood Damage										
Coolgardie North Road	Various SLK's	0	0	0	0	0	200,000	200,000	0	Works to be finalised in 2026/27
Roads to Recovery - 2023/24 Program										
Ford Street	SLK's - 0.00 to 0.12	55,101	0	0	55,101	120,164	55,101	55,101	1,830	Balance of funds to be returned
Roads to Recovery - 2025/26 Program										
Lefroy Street	SLK's - 0.00 to 0.11	0	0	0	0	60,000	0	0	0	Project deferred to 2026/27
Lefroy Street	SLK's - 0.00 to 0.07	0	0	0	0	45,000	0	0	0	Project deferred to 2026/27
Coolgardie Townsite	Various SLK's	0	0	0	0	418,484	0	0	0	Project deferred to 2026/27
Kambalda Townsite	Various SLK's	0	0	0	0	425,331	0	0	0	Project deferred to 2026/27
Southern Bypass Road	SLK's - 0.00 to 3.00	0	0	0	0	0	300,000	300,000	0	Project deferred to 2026/27
LRCI - Phase 4 Roads										
Jaurdi Hills Road		218,401	0	(218,401)	0	364,001	364,001	364,001	364,001	Project completed & final grant acquittal to be completed
LRCI - Phase 4 Infrastructure										
Coolgardie & Kambalda Footpaths		0	0	0	0	83,985	83,985	83,985	83,985	Project completed in 2024/25
		1,565,412	650,363	(959,247)	1,256,528	5,185,534	5,100,325	5,100,325	4,040,749	
CAPITAL CONTRIBUTIONS										
Transport										
Road Haulage Funds										
Beacon		200,000	0	0	200,000	200,000	200,000	200,000	0	Funds to be recognised on completion of works
BML		146,112	0	0	146,112	312,000	164,043	164,043	0	Invoice Adjustment as per Council Resolution #182/2025
Westgold		168,000	0	0	168,000	168,000	168,000	168,000	0	Funds to be recognised on completion of works
Various		0	0	0	0	0	147,957	147,957	0	Funds to be recognised on completion of works
		514,112	0	0	514,112	680,000	680,000	680,000	0	
TOTAL CAPITAL FUNDING, GRANTS & CONTRIBUTIONS		**2,079,524**	**650,363**	**(959,247)**	**1,770,640**	**5,865,534**	**5,780,325**	**5,780,325**	**4,040,749**	

SHIRE OF COOLGARDIE
PERFORMANCE ASSESSED AGAINST LTFP
FOR THE PERIOD ENDED 30 JUNE 2026

(A) STATEMENT OF FINANCIAL ACTIVITY	25/26 LTFP	25/26 Actual	Variance	Management Comment
Revenue				
General rates	14,863,651	15,122,074	258,423	Interim rates still to be processed
Grants, subsidies and contributions	1,632,302	2,916,710	1,284,408	Financial assistance grant advance payment
Fees and charges	15,700,574	17,103,256	1,402,682	Additional revenue from Bluebush Village
Interest revenue	311,600	432,491	120,891	Interest earned from surplus funds invested
Other revenue	231,371	450,447	219,076	Utility costs reimbursed (offset by expenditure)
Fair value adjustments through profit or loss	94,448	94,448	0	
	32,833,946	**36,119,426**	**3,285,480**	
Expenditure				
Employee costs	(6,256,837)	(5,162,929)	1,093,908	Budgeted positions not filled
Materials and contracts	(11,767,970)	(11,180,619)	587,351	Cost efficiencies implemented
Utility charges	(2,037,710)	(2,010,917)	26,793	Mining Camp water usage (75% recovered)
Depreciation	(6,572,122)	(6,939,306)	(367,184)	Bluebush Village investment property
Finance Costs	(1,583,240)	(1,507,780)	75,460	Loan Refinancing
Insurance	(563,000)	(569,843)	(6,843)	Workers compensation adjustment
Other expenditure	(1,800,394)	(1,770,911)	29,483	Additional provision for rates write off
Loss on Asset Disposals	(1,603,000)	(1,592,730)	10,270	Sale of Bluebush Village
	(32,184,273)	**(30,735,034)**	**1,449,239**	
Non cash amounts excluded from operating activities				
Adjustments to operating activities				
Movement in employee benefit provisions	50,000	50,000	0	
Less: Fair value adjustments to financial assets at fair value through profit or loss	(94,448)	(94,448)	0	
Add: Loss on disposal of assets	1,603,000	1,592,730	(10,270)	Sale of Bluebush Village
Add: Depreciation	6,572,122	6,939,306	367,184	Bluebush Village investment property
Non-current assets and liabilities:				
Trade Receivables	0	36,000	36,000	Movement in non current trade receivable
Other provisions	0	379,108	379,108	Movement in non current rates provision
Employee benefit provisions	0	(1,104)	(1,104)	Movement in non current employee provision
	8,130,674	**8,901,592**	**770,918**	
Amount attributable to operating activities	**8,780,347**	**14,285,983**	**5,505,636**	
INVESTING ACTIVITIES				
Inflows from investing activities				
Proceeds from sale of property, plant and equipment	0	20,050,000	20,050,000	Sale proceeds from Bluebush Village
Capital Grants, Subsidies & Contributions	5,780,325	4,040,749	(1,739,576)	Refer to Capital Funding note
	5,780,325	24,090,749	18,310,424	
Outflows from investing activities				
Payments for property, plant and equipment	(862,788)	(828,148)	34,640	Refer to Capital Works note
Payments for construction of infrastructure	(7,977,132)	(6,610,236)	1,366,896	Refer to Capital Works note
	(8,839,920)	(7,438,384)	1,401,536	
Amount attributable to investing activities	**(3,059,595)**	**16,652,365**	**19,711,960**	
Outflows from financing activities				
Payments for principal portion of loans	0	(25,463,597)	(25,463,597)	Loan Refinancing
Payments for principal portion of lease liabilities	(1,816,538)	(1,816,538)	0	
Transfer to reserves	(359,600)	(432,529)	(72,929)	Transfer to aged accommodation reserve
	(2,176,138)	(27,712,664)	(25,536,526)	
Amount attributable to financing activities	**(2,176,138)**	**(27,712,664)**	**(25,536,526)**	
MOVEMENT IN SURPLUS OR DEFICIT				
Surplus or deficit at the start of the financial year	(3,544,614)	(3,544,614)	0	
Amount attributable to operating activities	8,780,347	14,285,983	5,505,636	As per movements above
Amount attributable to investing activities	(3,059,595)	16,652,365	19,711,960	As per movements above
Amount attributable to financing activities	(2,176,138)	(27,712,664)	(25,536,526)	As per movements above
Surplus or deficit after imposition of general rates	**0**	**(318,930)**	**(318,930)**	

KEY STRATEGIC PROJECTS

Bluebush Village

At the March 2026 Ordinary Council Meeting (OCM), Council resolved to sell Bluebush Village to Westgold Resources Limited for a purchase price of $22,055,000 (GST inclusive). This decision followed a public tender process undertaken in September 2025, which was initiated after the potential divestment of the asset was first identified in June 2025 as part of the Shire's broader financial sustainability strategy to reduce financial risk, lower debt levels and improve cash flow. Settlement of the sale occurred on 2 June 2026.

At the Ordinary Council Meeting held on 23 June 2026, Council further resolved that the net proceeds from the sale of Bluebush Village be applied to repay the Shire's existing borrowings. In accordance with this resolution, the two existing Commonwealth Bank of Australia loan facilities were repaid in full on 30 June 2026. As the refinancing arrangement required the existing debt to be discharged before the new facility could be established, the replacement loan was not drawn down until 3 July 2026. Consequently, the Shire had no outstanding borrowings as at 30 June 2026, with the refinanced debt recognised in the 2026/27 financial year following receipt of the loan proceeds.

SHIRE OF COOLGARDIE
DEBT MANAGEMENT
FOR THE PERIOD ENDED 30 JUNE 2026

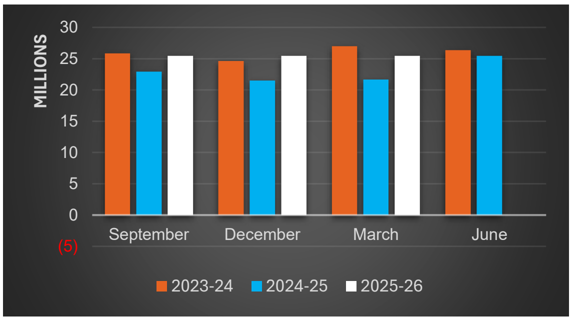
BORROWINGS

Loan Details	Institution	Opening Balance	New Loans	Principal Repayments	Principal Outstanding
Bluebush Village - Stage 1 Buildings	CBA	7,287,029	0	(7,287,029)	0
Bluebush Village - Stage 2 Construction	CBA	1,834,724	0	(1,834,724)	0
Bluebush Village - Stage 1 Executive Rooms	CBA	316,757	0	(316,757)	0
Goodenia Court Units	CBA	847,827	0	(847,827)	0
Coolgardie Aquatic Facilities	CBA	77,782	0	(77,782)	0
Kambalda Aquatic Facilities	CBA	1,085,793	0	(1,085,793)	0
Kambalda Aquatic Facilities	CBA	368,687	0	(368,687)	0
Coolgardie Post Office	CBA	332,758	0	(332,758)	0
CBA Overdraft Facility	CBA	812,140	0	(812,140)	0
Bluebush Village - Stage 1 Construction	CBA	4,646,000	0	(4,646,000)	0
Coolgardie Class III Waste Facility	CBA	1,463,100	0	(1,463,100)	0
Kambalda Aerodrome Refurbishment	CBA	439,000	0	(439,000)	0
Bluebush Village - Stage 2 Construction	CBA	1,874,995	0	(1,874,995)	0
Cashflow Assistance	CBA	4,076,905	0	(4,076,905)	0
		25,463,497	**0**	**(25,463,497)**	**0**

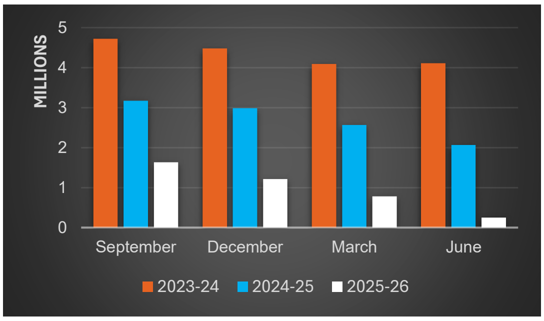
LEASES

Leasing Details	Institution	Opening Balance	New Leases	Principal Repayments	Principal Outstanding
Hino 700 Series (P351)	Kooya	66,576	0	(66,576)	0
Hino 700 Series (P355)	Kooya	66,169	0	(66,169)	0
Administration Electronic Whiteboards	BENQ	10,714	0	(10,715)	(1)
Administration ICT Equipment	Meraki	18,163	0	(14,163)	4,000
Kambalda Gym Equipment	TechnoGym	44,650	0	(27,671)	16,979
Kambalda Gym Equipment	TechnoGym	20,726	0	(10,816)	9,910
Coolgardie Gym Equipment	TechnoGym	41,837	0	(10,724)	31,113
Caterpillar Loader	Vestone	150,998	0	(80,034)	70,964
Caterpillar Compactor	Vestone	247,907	0	(131,399)	116,508
Bluebush Village - Stage 2 Buildings	Vestone	1,398,271	0	(1,398,271)	0
		2,066,011	**0**	**(1,816,538)**	**249,473**

Borrowings (Principal Outstanding)



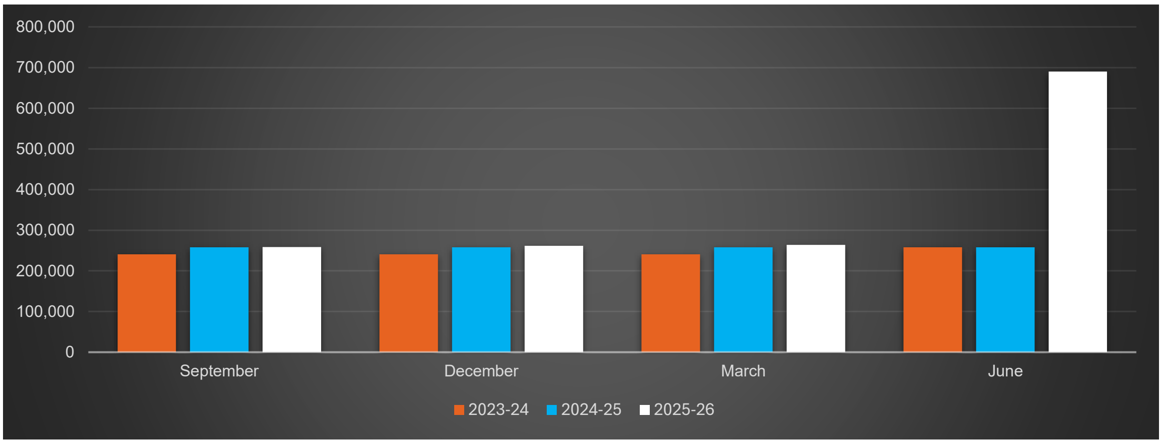
Leases (Principal Outstanding)



SHIRE OF COOLGARDIE
CASH BACKED RESERVES
FOR THE PERIOD ENDED 30 JUNE 2026

	Budget				Actual			
Reserve Account Name	Opening Balance	Transfers In (+)	Transfers Out (-)	Closing Balance	Opening Balance	Transfers In (+)	Transfers Out (-)	Closing Balance
Plant & Equipment	76,901	52,863	0	129,764	76,901	52,954	0	129,855
Sewerage	59,725	82,224	0	141,949	59,725	82,294	0	142,019
Infrastructure Renewal	88,677	53,302	0	141,979	88,677	53,406	0	142,083
Aged Accommodation	32,522	31,211	0	63,733	32,522	103,875	0	136,397
Leave Entitlements	0	50,000	0	50,000	0	50,000	0	50,000
Road Contributions	0	40,000	0	40,000	0	40,000	0	40,000
Landfill Remediation	0	50,000	0	50,000	0	50,000	0	50,000
Debt Management	0	0	0	0	0	0	0	0
	257,825	**359,600**	**0**	**617,425**	**257,825**	**432,529**	**0**	**690,354**

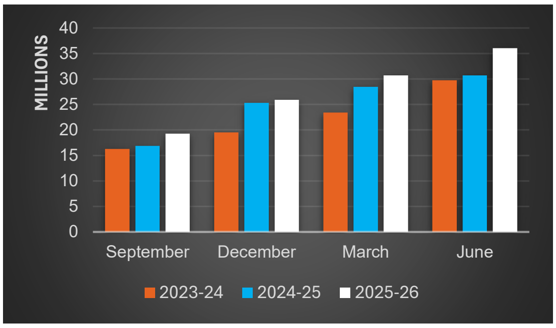
Cash Backed Reserves



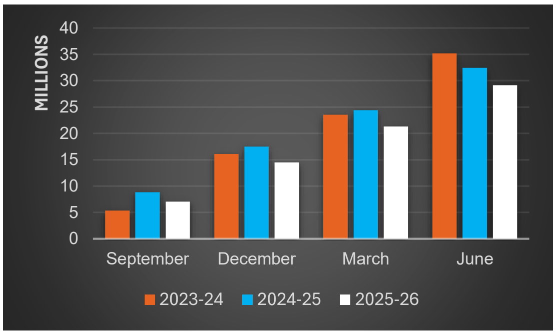
SHIRE OF COOLGARDIE
GRAPHICAL INFORMATION
FOR THE PERIOD ENDED 30 JUNE 2026

OPERATING ACTIVITIES

Operating Revenue

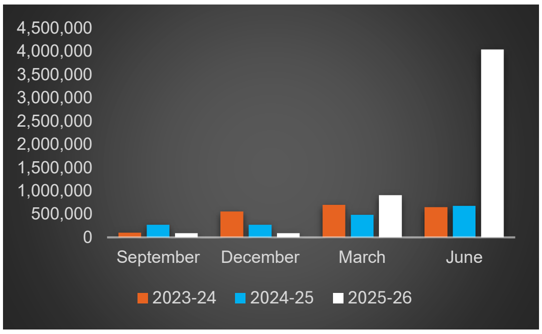


Operating Expenditure

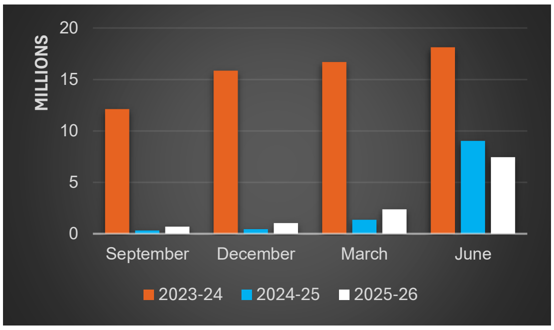


INVESTING ACTIVITIES

Capital Revenue

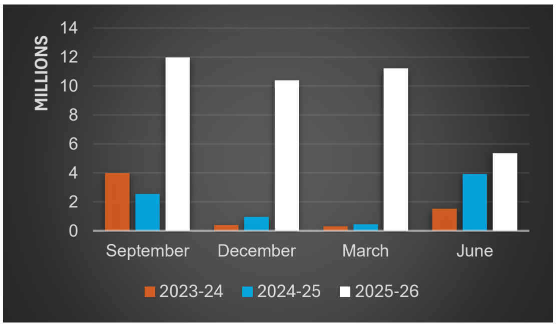


Capital Expenditure

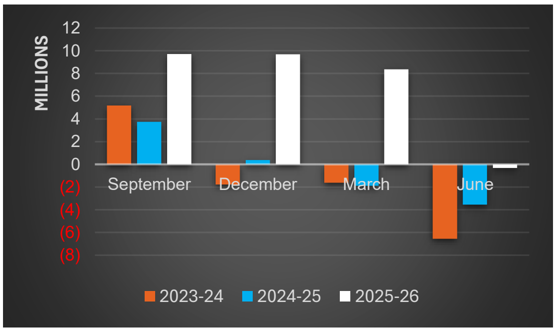


FINANCIAL ACTIVITIES

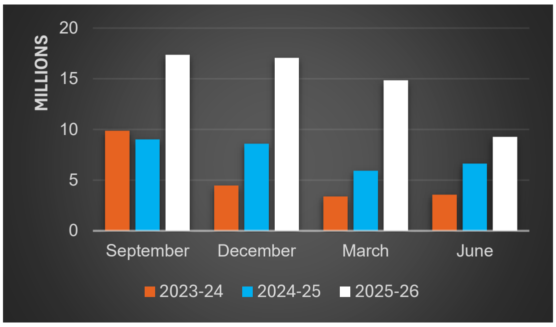
Cash and Cash Equivalents



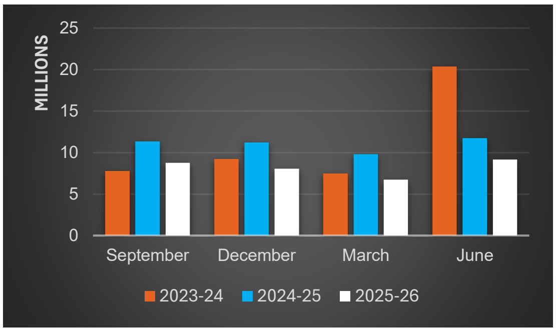
Surplus / (Deficit) Position



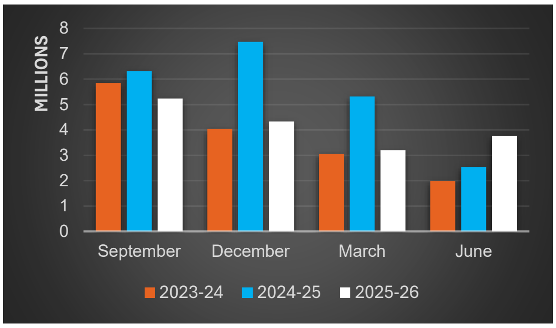
Current Assets



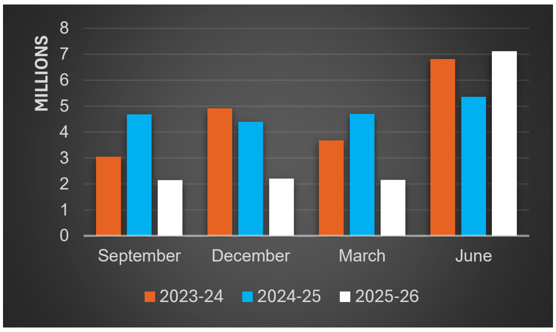
Current Liabilities



Trade & Other Receivables

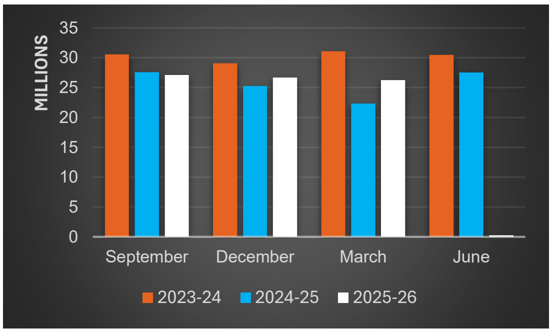


Trade & Other Payables

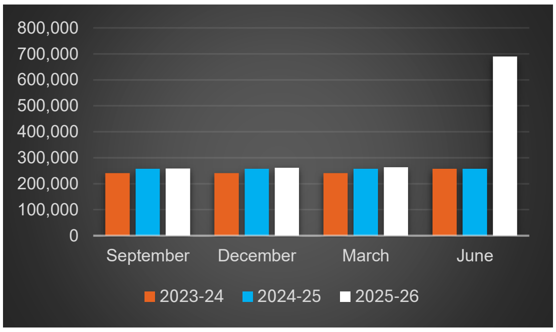


FINANCING ACTIVITIES

Borrowings (Principal Outstanding)

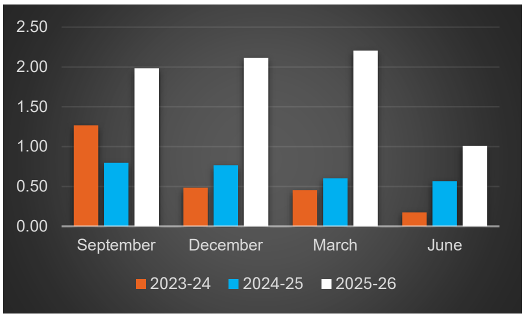


Cash Reserves

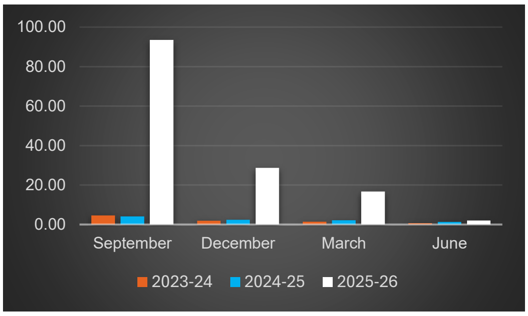


SHIRE OF COOLGARDIE
FINANCIAL RATIOS
FOR THE PERIOD ENDED 30 JUNE 2026

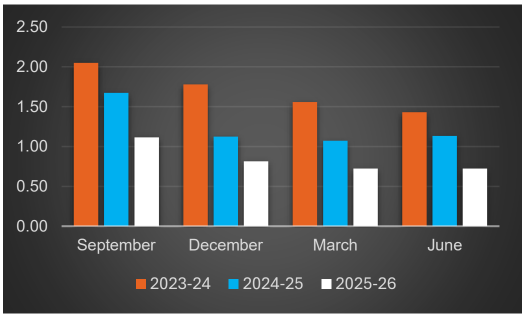
Current Ratio



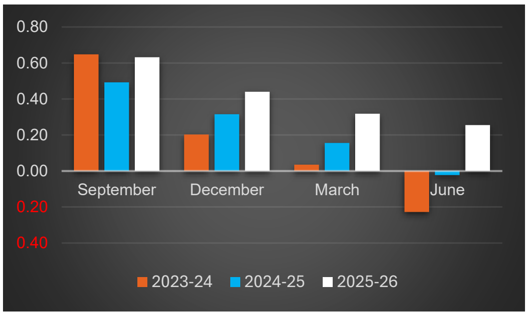
Debt Service Coverage Ratio



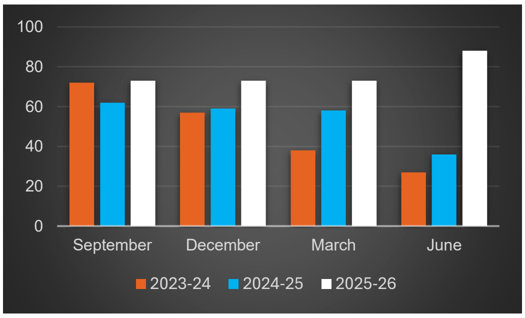
Net Financial Liabilities Ratio



Operating Surplus Ratio



Local Government Financial Indicator



6 NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF MEETING

6.1 Elected Members

6.2 Shire Officers

7 CLOSURE OF MEETING