Shire of Coolgardie

Mother of the Goldfields

CONFIRMED

MINUTES

Ordinary Council Meeting

24 March 2026

6.30pm

Kambalda Recreation Centre, Barnes Drive, Kambalda

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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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MINUTES OF SHIRE OF COOLGARDIE
ORDINARY COUNCIL MEETING
HELD AT THE KAMBALDA RECREATION CENTRE, BARNES DRIVE, KAMBALDA
ON TUESDAY, 24 MARCH 2026 AT 6.30PM

1 DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS

Shire President, Paul Wilcox, opened the meeting at 6.30pm and welcomed his fellow Councillors, staff and members of the public, and thanked them for their attendance.

1.1 ACKNOWLEDGMENT OF COUNTRY

"The Shire of Coolgardie acknowledges the Traditional Owners of the land, on which we meet and pay our respects to Elders past, present and emerging"

2 DECLARATION OF COUNCIL MEMBERS

The Shire President invites Council Members to declare that they have read the agenda and supporting documents and able to make informed decision on all matters accordingly.

3 RECORD OF ATTENDANCE / APOLOGIES / APPROVED LEAVE OF ABSENCE

PRESENT:

Cr Paul Wilcox (Shire President), Cr Anthony Ball (Deputy President), Cr Tammee Keast, Cr Daphne Simmons, Cr Corey Matthews, Cr Julie-Ann Williams

IN ATTENDANCE:

Sabine Taylor (Chief Executive Officer), Rebecca Horan (Executive Manager Governance and Workplace), Leanne Parola (Executive Manager Community Development and Regulatory Services), Raj Subbiah (Finance Manager), Kevin Wilson (Financial Consultant), Martin Whitely (Financial Consultant) via electronic means

APOLOGIES

Nil

LEAVE OF ABSENCE

Nil

MEMBERS OF THE PUBLIC

Allan Mitchell, Rose Mitchell, Jan McLeod, Kathy Brooking, Macey Turner

4 DECLARATIONS OF INTEREST

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

Chief Executive Officer, Sabine Taylor declared a financial interest in item 15.1 Contract of Employment – Temporary Chief Executive Officer.

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

4.3 Declarations of Impartiality Interests – Shire of Coolgardie Code of Conduct for Council Members, Committee Members and Candidate for Election, Code of Conduct for Employee

5 RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

Ordinary Council Meeting 24 February 2026

Jan McLeod – Widgiemooltha

3. **What is going to happen to the pavilion which is in storage somewhere in Coolgardie and was removed without permission?**

   Chief Executive Officer response:
   The Pavilion is currently located at the Coolgardie Railway Station site, adjacent to the Men's Shed, where it has remained since approximately 2006. It is presently covered with a tarp for protection. Available records do not indicate the reason for its relocation or who authorised or carried out the move.

4. **Will the pavilion be relocated on its original site?**

   Chief Executive Officer response:
   At this stage, the project is not identified as a priority, though it may be revisited and discussed with Council as appropriate.

7. **Why were the locks and barrels at 11 Goodenia Court replaced?**

   Chief Executive Officer response:
   It is common practice for transportable or modular homes to be supplied keyed alike during delivery. This allows the manufacturer and transport/install contractors to access all dwellings efficiently while they are in transit, being installed, and undergoing final works.

   For security reasons, and prior to tenants taking possession, the locks were changed to ensure each dwelling had separate keys.

13. **Has the leasing of vehicles at the Coolgardie Waste Facility been cost-effective?**

    Chief Executive Officer response:
    The tip opening hours were reduced to better match usage and lower operational costs such as staffing and fuel. However, the machinery lease remained a fixed monthly cost, so the savings from reduced hours did not significantly improve the cost-effectiveness of the equipment.

16. **A late Agenda Item was given at the OCM 22 October 2024 12.1.4 Budget Amendment – back rates**

    Property 1$1,439,005.57 – Total
    Property 2$1,900,094.17 – Total

    It was stated by the then CEO, Mr. J Trail that he had spoken to the mining companies and they will pay without debate.

    Recommendation That Council;
    1. **Approve an increase in rates revenue of $1,143,116.10 in 2024/2025 FY… to Ac/No 030179-100 – General Rates…**
    2. **Approve an increase in rates revenue of $2,195,893.6 in 2024/2025 FY to Ac/No 030184-100-General Back Rates…**
    3. **Consider the allocation of $3,339,009.74 in the 2024/2025 Budget Review**

Moved by Cr Simmons 2nded by Cr Matthews – no opposition

What has happened to these monies?

Where have they been accounted?

Were they actually paid by the mining companies to the Shire?

Chief Executive Officer response:
Both properties were to be rated on a UV basis. In practice, this was not the case, as one of the properties was required under the contractual agreement to be rated on a GRV basis. Consequently, the property rated on GRV basis generated a significantly lower amount of rates, and the resulting difference has since been written off. Payments are currently being received for both assessments. Further the above are dealt in accordance with accounting policies and the recent audits have confirmed this.

6 PUBLIC QUESTION TIME

Questions asked at the meeting

Jan McLeod - Widgiemooltha

1. **What is the occupancy of the camp for February 2026?**

   Shire President response:
   Occupancy was 84.9% during the month of February.

2. **What is "the considerable financial risk to the Shire"? as stated on p.12 of the agenda if the process of disposing of BBV takes an extra 6-8 months; especially when the Village is making a profit?**

   Shire President response:
   While it's correct that the village is currently making a profit the current occupancy of the camp mainly comprises of short term tenancies / short term contracts that are not guaranteed beyond the time frame stated of six to eight months. There is currently no guarantees that the occupancy will remain high over that period of 6 to 8 months, hence the additional financial risk to the Shire.

   Chief Executive Officer response:
   There are bookings that are currently in place and the majority of them are on a month to month basis.

3. **What is the reputational risk when the reputation of the Shire is at an all-time low after the Local Govt Minister, the Hon. Hannah Beazley stated that the situation re the Shire was "Unprecedented"?**

   Shire President response:
   The unprecedented situation of the Shire that was outlined by the Minister absolutely represented a reputational risk to the Shire. Additionally, the officer recommendation in relation to the item that you're referring to has formed a view that for Council to have gone down this path and continue with this process, only then to resolve not to proceed would also result in a reputational risk to the Shire.

   Ultimately, that reputational risk needs to be weighed up by all Councillors who will form a view on that in line with their consideration of the item.

4. **How have the points raised in the 3 submissions been "considered and responded to" p.9 4c) when on p.13 the three (3) public submissions have only been NOTED? I have not had a response to the points raised in my submission?**

   Shire President response:
   In relation to the three submissions being considered and responded to, this is part of the Council's job tonight as far as considering that item that they need to consider and respond to those questions if they choose. The noting that's outlined in the agenda is essentially the officer recommendation has noted that there are three submissions that have been received, but ultimately it's down to the Councillors to respond to those and consider them in relation to the decision.

   From my own personal perspective, not foreshadowing that item, I have read all the submissions in relation to these items and plan to provide my own responses in consideration of that item. My understanding is that that satisfies the need, to consider and respond to those items. Generally, the officers would not respond to that because it's actually a matter for Council to consider, not something for officers to provide advice on.

5. **Why is Council giving more credence to the independent assessment panel, who do not live in the Shire, and assessed the $ value only by stating "the Alternate Offer provided the greatest value for money to the Shire" p.15 and not to the people that live in the Shire who are against losing the land?**

   Shire President response:
   The comment about Council giving more credence to the independent assessment panel not necessarily the case as it's obviously a matter for each individual Councillor and how much weight they place on the opinion of that independent assessment panel.

   The independent assessment Panel formed part of the officer recommendation, so this was their expert advice in that regard. Ultimately it is a question for each individual Councillor and how much weight they apply to that view.

6. **What is allowed in a Commercial zoning under the Local Town Planning Scheme? This information was not able to be sourced when I enquired a fortnight ago?**

   Shire President response:
   The CEO has looked up that information for you and has a copy available to provide you.

7. **Why hasn't Council resolved to have an extraordinary election as Council has resolved to leave seats vacant in the past and the Shire did not have the level of debt that it has now?**

   Shire President response:
   There is an item on the agenda to consider holding a special election or and extraordinary election. No decision has been made at this time.

8. **Will the cost of holding an extraordinary election incur GST?**

   Shire President response:
   Yes, but that will be claimed back from the ATO and standard GST credit in terms of how that is managed.

9. Considering the logistics, how and why does this Council support compulsory voting?

Shire President response:
The officer recommendation in relation to the electoral reforms item came as a result of Councillors providing feedback regarding their own views around matters to do with compulsory voting and also four year terms that then form the basis of the officer recommendation.

What I will note is that compulsory voting does take place in the region for federal and state elections and that appears to be managed quite well. It is quite likely that if there was a change that was proposed that State government level there would be a very large review of how that would actually look and how the elections would take place.

10. How will mining tenement holders, mining companies and prospectors, be able to vote in Council elections if voting is compulsory as they contribute to over 80% of the rates and are entitled to have a vote?

Shire President response:
You can only enrol to vote in a district if you occupy a rateable land and I would refer back to my previous answer around if compulsory voting was to come in the eligibility for doing that would largely be a question for the WAC and the Minister on how that would play out. I cannot foreshadow how that would change over time or if it would change.

11. How will the electrical works, $30,000 p.107 & installation of air-conditioning and hot water p.108 affect the heritage of the building?

Shire President response:
Any proposed alterations or maintenance repairs are actually dealt with in Section 12 and 13 of the lease that's provided as part of the agenda item, which relates to how that process needs to occur. To summarise it, essentially the Shire remains as the lessor and any approvals around heritage concerns and development needs to involve the Shire moving forward.

12. p.109 Heritage Compliance and Risk Management has been noted but not answered. What are the answers to these questions & others which have been raised in the submissions since the Coolgardie Post Office Complex is heritage listed?

Shire President response:
All works need to be compliant with the relevant statutory requirements which includes the Heritage Acts 2018, the State Register of Heritage places requirements and the Heritage Council of WA Guidelines or directions. There's also various building planning, health and safety laws. It is similar to the answer that I provided to your 11th question around how that would actually happen and the Shire would be involved in managing any heritage compliant and risk management issues moving forward.

COUNCIL RESOLUTION #26/2026

Moved: Cr Anthony Ball
Seconded: Cr Julie-Ann Williams

That Council extend Public Question Time for a further 15 minutes.

In Favour: Crs Paul Wilcox, Anthony Ball, Tammee Keast, Daphne Simmons, Corey Matthews and Julie-Ann Williams

Against: **Nil**

CARRIED 6/0

13. **Will Council read out questions & answers submitted for PQT, author not present, so that the Gallery has knowledge of other concerns / questions relating to the Shire? If not, why not?**

    Shire President response:
    The standard procedure is for answers to questions that are asked in absentia are generally taken on notice and replied to as soon as practicable to the person who's asked those questions, and the answers are also provided in the agenda for the following Ordinary Council Meeting.

    The issue with allowing other people's questions to be asked is that we have no ability to verify the asker of those questions other than potentially a piece of paper. If any other people in the Community are interested in finding about other issues, they can review the responses to questions such as yours during Question Time, any other questions that are taken on notice and then any questions that are asked by people who aren't able to attend the meeting.

14. **Will Council consider Zoom access for those people who are unable to travel to attend meetings?**

    Chief Executive Officer response:
    There are some Councils that do live stream and that allows the community to actually view that. Band 3 and 4 Councils it is not compulsory for us and there are no plans in the near future for us to live stream, but certainly we will take that into consideration.

15. **What is EFT 30239 JLL Pty Ltd $56,694.80 for?**

    Shire President response:
    This figure relates to the lease payments for the Coolgardie Courthouse Building.

Questions submitted in writing but not asked at the meeting

Bruce Olsen – 23 Sylvester Street, Coolgardie

1. **What can the Council provide rubbish containers that the Truck Drivers can use in regards to the Norseman Road Tar Sealed Truck Parking area rubbish that is littering the area?**

   Some drivers have been seen dropping their rubbish on the ground and not bothering using the present bins. truck drivers do not bother to care for Coolgardie nor Kambalda Truck Rest areas. I would suggest that these be closed to truck drivers.

   This is the town's entrance statement a line of rubbish the length of the minor truck park.

   Chief Executive Officer response:
   The concern raised is being discussed with Main Roads for resolution. Noted that areas approaching both townships have issues regarding littering in the vicinity of highway laybys.

2. **The Heavy Vehicle Diesel Engine Truck air conditioners are noisy along with the Refrigerated Diesel Engine units. Can the Council ban the vehicles from using these in the Coolgardie Truck Depot?**

   No two trucks are the same and along with rest stops being 7 to 8 hours long this means that in a 24 hour period 3 different vehicles use the same parking spot.
   The Council appears not to be monitoring this increasing Tonal Noise issue.

   Various Explosive trucks are still parking in the Truck Depot ignoring the Council's signage.

   Chief Executive Officer response:
   The Shire is currently monitoring the Truck Stop area post completion of the upgrade works in relation to enforcement matters requiring attention.

   A noise assessment of the site is proposed to be undertaken by acoustic specialists to determine the need for further regulatory measures. Sound loggers will be installed at noise sensitive locations. The Shire will advise further once the results of the detailed noise assessment are fully obtained.

3. **The Truck Depot parking spaces have been used by trailers and other bits of machinery left by the drivers taking up 9 parking spaces. This means that the noise levels would be lower if the entire truck depot was used for storing unused vehicles. Can the Council arrange for more to be parked in there?**

   Chief Executive Officer response:
   The Truck Rest Area is sign posted for 24 hour maximum limit stay to primarily mitigate driver fatigue across the road network. Users may park trailers or secure floats with machinery attached, however cannot exceed the permitted period of stay without incurring infringements.

4. **The obnoxious sewage smell at the back of the Vibe has been wafting towards Bailey Street for the last 4 mornings. What is the Council doing in regards to stopping this?**

   Chief Executive Officer response:
   We are aware of the odour coming from the Vibe Pump Station area and have been looking into it. Over the past few days, we've been cleaning and checking the pump station to clear any build-up that could be causing the smell.

   We are also organising for a contractor to attend and carry out a more thorough inspection to make sure there aren't any underlying issues.

   In the meantime, we will keep monitoring the area and continue with cleaning to reduce the impact as much as possible.

   If you notice any patterns with the smell, like certain time of the day, feel free to let me know. That assists us with tracking it down.

5. **Bayley Street traffic speed is still too high has the Shire decided to install revenue raising speed cameras at the Eastern end of Coolgardie?**

   Chief Executive Officer response:
   Concerns regarding speeding offences on Bayley Street will be raised with the local Police for enforcement.

The Shire if currently considering the installation of electronic speed feedback signs on both approaches to the town to mitigate speeds. Discussions are being held with Road Wise advisors prior to confirming the new measure to be put in place.

6. **The Long Term Financial Plan 2026 onwards will not download readable as when the documents for today's meeting is opened there are just blank pages on my computer.**

   Can this be looked into and the issue if there is one fixed?

   Chief Executive Officer response:
   The administration staff investigated this matter and could not find any issues that need to be fixed by opening these documents on our Shire of Coolgardie website to view. You should be able to view them online and not have any problems.

   Our Systems Administrator advised the issue is most likely at your end if you are trying to download the document to your computer and could be either of the below causing issues:

   1. It is a PDF and you may not have an Adobe licence
   2. It is a large document and you may not have enough data / storage on your computer to allow for it to fully download and save.

   It is hard to say without physically being able to see what issues you are running into, but we are happy to help where we can.

7 APPLICATIONS FOR LEAVE OF ABSENCE

Nil

8 CONFIRMATION OF MINUTES OF PREVIOUS MINUTES

8.1 MINUTES OF THE ORDINARY COUNCIL MEETING HELD ON 24 FEBRUARY 2026

Date: **24 March 2026**

Author: **Kasey Turner, Executive Assistant**

ATTACHMENTS

Nil

VOTING REQUIREMENT

Simple Majority

OFFICER RECOMMENDATION

That the Minutes of the Ordinary Council Meeting held on 24 February 2026 be confirmed as a true and accurate record.

COUNCIL RESOLUTION #27/2026

Moved: **Cr Tammee Keast**
Seconded: **Cr Daphne Simmons**

That the Minutes of the Ordinary Council Meeting held on 24 February 2026 be confirmed as a true and accurate record.

In Favour: **Crs Paul Wilcox, Anthony Ball, Tammee Keast, Daphne Simmons, Corey Matthews and Julie-Ann Williams**

Against: **Nil**

CARRIED 6/0

9 ANNOUNCEMENTS BY PRESIDING PERSON WITHOUT DISCUSSION

9.1 ANNOUNCEMENTS BY PRESIDING OFFICER

Date: **24 March 2026**

Author: **Paul Wilcox, Shire President**

I would like to take a moment to acknowledge the service and contributions of two individuals who have each, in their own way, made a lasting impact on the Shire of Coolgardie — Rebecca Horan and Tracey Rathbone.

Firstly, I wish to recognise Bec Horan, who will be concluding an extraordinary 25 years of service with the Shire in early April, with this evening being her final Council meeting. Over her time, Bec has held a wide range of roles across the organisation — from Compliance Records Officer and Human Resource Officer, through to senior leadership positions including Director Governance and Administration and Executive Manager Governance and Workplace. Her career reflects not only longevity, but growth, adaptability and a deep commitment to public service.

Across those 25 years, Bec worked under approximately eight Chief Executive Officers and alongside hundreds of staff, contributing to major projects that have helped shape our communities — including Bluebush Village, the Kambalda Community Recreation Facility, upgrades to our pools, the Kambalda Airport and the Coolgardie Truck Stop.

Importantly, Bec's contribution cannot be measured by projects alone. She has been a constant presence through some of the most challenging periods in the Shire's history — including financial pressures, governance challenges and times of significant organisational uncertainty. During these periods, Bec's professionalism, resilience and willingness to support her colleagues never wavered.

Following the previous permanent CEO being stood down in November 2024, she carried a heavy workload, at one point forming part of an executive team that only comprised of herself and the former Acting CEO Aaron Cook in navigating complex and demanding circumstances and a high degree of scrutiny from external parties. Her knowledge of the organisation, her work ethic and her commitment to both staff and community have been invaluable. On behalf of Council, I sincerely thank Bec for her outstanding service and wish her every success and happiness in the next chapter of her life. In acknowledgement of her service, Council would like to present Bec with a small token of our appreciation.

I would also like to acknowledge the resignation of Tracey Rathbone from Council on March 10th. Tracey has served the community with dedication and care during her time as a Councillor, contributing thoughtfully to Council discussions and decision-making. Her willingness to stand for public office and represent the interests of her community is something that deserves recognition and respect. She was first elected to Council in 2011 and has served continuously since then, including many years as the Deputy President.

In her resignation, Tracey reaffirmed her support for the Council and the organisation, which speaks to her commitment to the broader interests of the Shire. We thank her for her service, her contribution to local government and the role she has played during a challenging period.

On behalf of Council, I extend our sincere appreciation to both Bec and Tracey. We acknowledge the time, effort and personal commitment each has given to the Shire of Coolgardie, and we wish them both all the very best for the future.

9.2 PRESIDENT'S REPORT - MARCH 2026

Date: 24 March 2026

Author: Paul Wilcox, Shire President

As we move through March, it has been another active and important period for the Shire of Coolgardie, with a continued focus on planning, engagement and strengthening our organisation for the future.

This month provided a great opportunity to connect informally with residents at the Snag and a Chinwag BBQ held at the Coolgardie truck stop on February 26th, following the completion of upgrade works including asphalting, line marking and installation of signage. It was pleasing to see a strong turnout, with community members taking the time to stop by, share their thoughts and have open conversations with Councillors, staff, local police, Main Roads and a variety of other stakeholders. These types of events are an important way for us to stay accessible and engaged with the community outside of formal meetings.

A key focus for Council remains the recruitment of a permanent Chief Executive Officer, with the position now formally advertised and applications closing towards the end of March. Securing strong, stable leadership is critical as we continue our work to improve governance, rebuild organisational culture and deliver long-term financial sustainability. Shortlisting of candidates is expected to be completed in mid April with interviews following on from this for suitable applicants in early May.

Relevant to the ongoing improvements around governance practices, in March Councillors also completed the "Serving on Council" module of the mandatory WALGA training, which also satisfies another requirement set by the Minister and Local Government Inspector as part of the monitoring requirements for the remainder of the year. In this course, Councillors were provided with invaluable knowledge around managing their relationships between their fellow elected members, the CEO and community, and their expected behaviours under the Code of Conduct. We are all looking forward to continuing this learning in April when we complete the three remaining modules and improving our knowledge to better serve the community.

This month I would also like to acknowledge the significant contributions of Tracey Rathbone, who resigned from her Councillor position on March 10th after a continuous period of service dating back to 2011, and Rebecca Horan, our Executive Manager Governance and Workplace, who will be leaving the administration in early April following 25 years of employment. Their understanding of historical matters that continue to influence the Shire's activities in the present day will be sorely missed and I wish them both well in their future endeavours.

I thank all those who have taken the time to engage with Council this month. Your input is valued and plays an important role in shaping the future of our Shire.

10 PETITIONS / DEPUTATIONS / PRESENTATIONS / SUBMISSIONS

Nil

11 REPORTS OF COMMITTEES

Nil

12 REPORTS OF OFFICERS

12.1 Executive Services

12.1.1 CONSIDERATION OF PUBLIC SUBMISSIONS - S3.59 BUSINESS PLAN: PROPOSED DISPOSAL OF BLUEBUSH VILLAGE TO WESTGOLD RESOURCES LTD

Location: **Bluebush Village, Kambalda**

Applicant: **Westgold Resources Ltd**

Disclosure of Interest: **Nil**

Date: **24 March 2026**

Author: **Sabine Taylor, Chief Executive Officer**

SUMMARY

Report seeks:

1. Council consideration of public submissions on the S3.59 Business Plan (Business Plan) regarding the proposed disposal of Bluebush Village to Westgold Resources Pty Ltd.

2. Council direction regarding whether it wishes to proceed or not proceed with the proposed transaction as outlined in the Business Plan.

BACKGROUND

The Shire has discussed the potential disposal of Bluebush Village on several occasions over the past ten months. The potential disposal has progressed in accordance with various statutory provisions contained within the Local Government Act and has now reached a critical decision point for the Council. The table below highlights the key decision points/milestones in this proposal thus far.

No	Item	Date	Action
1	In Principal Approval	24/6/25	Council 'in-principal' approval to commence Bluebush Village disposition process.
2	Tender Specification Approval	9/9/25	Council considers Draft Request for Tender (RFT) documents for the proposed disposition of Bluebush Village and approves the public release of the RFT.
3	Tender Period	Sept - Oct 2025	RFT was advertised in accordance with section 3.58 of the Local Government Act. Tender process included site visits, addenda, clarifications and external probity oversight. Tender period closed on 28/10/25. A total of four (4) tender bids were received from the following tenderers: • Astral Resources • Goldfields Investments Pty Ltd • Westgold Resources Ltd (Complying offer) • Westgold Resources (Alternate offer)
4	Tender Evaluation	Nov 2025	A Council approved tender evaluation panel assessed all submissions against the compliance and weighted criteria and identified a recommended preferred tenderer
5	Tender Award – Preferred Bidder Status	25/11/25	Council considered the Tender Evaluation report and resolved the following: *That Council:*

No	Item	Date	Action
			1. Award Preferred Tenderer status for Tender 01/2025 – Disposal of the Bluebush Accommodation Village to Westgold Resources Ltd (ABN 60 009 260 306), on the basis of *a. the Alternative Offer being the designated Preferred Tender received, for the purchase price of $22,055,000.00 (including GST), which includes the purchase of t7he remaining portion of Lot 500 in addition to all of Lot 501 and the Bluebush Accommodation Village,* *b. the Westgold Conforming Tender be additionally considered as the secondary preferred Tender for consideration, for the purchase price of $20,130,000 (including GST), which only includes the existing Bluebush Village Site.* *2. Authorise the Chief Executive Officer to issue a Conditional Letter of Award and contract to Westgold Resources Ltd, requiring payment of the 2% deposit within the specified timeframe for the preferred Alternative Tender submission.* *3. Approve the preparation of the Business Plan including the Westgold preferred Alternative Tender Submission and the secondary preferred conforming Tender submission required under section 3.59 of the Local Government Act 1995 (WA) for the proposed major land transaction, for Council final consideration prior to approval for public advertising.* *4. Resolve that the proposed disposal and settlement cannot be finalised until:* *a. the Business Plan has been approved for advertising,* *b. public notice has been undertaken for a minimum of six weeks,* *c. any submissions received have been considered and responded to as required, and* *d. a further report is presented to Council seeking a final decision on the disposal.* *5. Note that, subject to final Council approval following the statutory process, settlement and land transfer are anticipated to occur in February/March 2026.*
6	Advice to Westgold	26/11/2025	Following Council endorsement, the Shire sent a conditional letter of award detailing the basis of the award to Westgold. A deposit of $441,000 has been paid in trust to the Shire's solicitors in accordance with the provisions included under the request for tender.
7	Draft S3.59 Business Case	5/12/2025	A Preliminary Draft Business Case was prepared.
8	Preliminary Discussions	8/12/2025	Meeting held with Westgold to discuss contents of Business Plan. Purpose of the meeting was to ensure that Draft Business Plan accurately reflected Westgold's

No	Item	Date	Action
			offer and did not disclose commercially sensitive information. No substantive changes were made to the Business Plan post this meeting.
9	Briefing Session	9/12/25	Westgold presented to the Shire Council at the scheduled monthly Council Briefing session.
10	Council consideration of S3.59 Business Plan	16/12/2025	Council considers the Draft Business Plan and resolves to release the business plan for public comment/submissions.
11	Community Consultation	Dec – 25 – Feb 26	A variety of statutory and non-statutory community engagement activities were undertaken to advise the community of the proposed transaction and elicit community comment
12	Community Comment/Submission Period Closes	17/2/26	Public submission period closed. A total of three (3) submissions were received.
13	Council Consideration of submissions	16/3/26	Council considers submissions and determines whether to proceed or not proceed with the proposed transaction.

Section 3.59 of the Local Government Act 1995 details the process governing Commercial Enterprises by local governments, including Major Land Transactions and Major Trading Undertakings.

A Major Land Transaction is defined by the Act to be a land transaction that is not exempt under the Act, and where the total value of:

- The consideration under the transaction; and
- Anything done by the local government for achieving the purposes of the transaction;is more, or is worth more, than $2 million.

A Major Trading Undertaking is defined as a trading undertaking that:

- in the last completed financial year, involved; or
- in the current financial year or the financial year after the current financial year, is likely to involve; expenditure by the local government of more than $5 million for the purposes of this definition.

A Trading Undertaking means an activity carried on by a local government with a view to producing profit. The proposed disposal of the Bluebush Village to Westgold Resources Ltd meets the definition of a Major Land Transaction and a Major Trading Undertaking.

Before the Shire enters into a Major Land Transaction or a Major Trading Undertaking it was/is required to prepare a Business Plan that includes an overall assessment of Major Trading Undertaking and Major Land Transaction. A Business Plan that is compliant with the above provisions was drafted and approved for release by the Council in December 2025.

In addition to meeting the statutory requirements of S3.59, the Business Plan outlines the history of the Bluebush Village development and discloses all relevant financial information pertaining to the Village including construction costs, financing arrangements/loan liabilities and operating performance of the camp since it opened. The proposed disposal price and an independent valuation of the assets is also disclosed. This information has been provided to deliver a fully informed, open and transparent process regarding the proposed transaction.

Public comment was sought on the plan for a period of nine (9) weeks, well more than the statutory comment period of six weeks.

S.3.59(5) of the *Local Government Act* states that:

> *After the last day for submissions, the local government is to consider any submissions made and may decide* to proceed with the undertaking or transaction as proposed or so that it is not significantly different from what was proposed.*
>
> ** Absolute majority required.*

COMMENT

The public release of the Business Plan is consistent with the direction set by the Shire Council.

While the Business Plan highlighted that the Council has nominated Westgold Resources Ltd as the preferred tenderer of the Village assets (either as is or with the inclusion of additional land into the proposed disposal) it clearly stipulated that the Shire has not confirmed that this transaction will occur as community comment/engagement on the proposal is mandatory prior to the Shire considering whether it wishes to commit to the proposed disposal.

The Business Plan provided four options for the community's consideration/comment. Those options were:

- *Option 1: Accept the compliant offer from Westgold*
- *Option 2: Accept the Alternate Offer from Westgold*
- *Option 3: Do Not Accept Any Offer – Continue to Operate Bluebush Village under current arrangements*
- *Option 4: Do not Accept Offer - Shire initiates new process to lease the land in lieu of Freehold purchase.*

Three submissions were received on the Business Plan (detailed below) and Council is now required to decide whether it wishes to proceed or not proceed with the transaction.

CONSULTATION

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
    - Bluebush Village Business Plan Community Forum – Kambalda – Tuesday 20th January at 6.30pm – number of attendees 5
    - Bluebush Village Business Plan Community Forum – Coolgardie – Wednesday 21st January at 6.30pm – number of attendees 3
    - Bluebush Village Business Plan Financials Community Forum – Kambalda – Thursday 12th February at 7.00pm – number of attendees 5

Additionally, while not Shire initiated, the decision to advertise the Business Plan and a summary of the contents of the Business Plan was the subject of newspaper articles in the Kalgoorlie Miner.

Three (3) public submissions were received by the closing time for submissions. At the time of writing, no late submissions had been received. Full copies of the submissions have been attached to this report. A summary of the submissions along with a comment from the Administration is tabled below.

Submitter	Submission Summary	Administration Comment
B.D.G Olson	Do not sell any land.	Noted – Submitter does not support proceeding with proposed transaction.
Marilyn Ward	Supports: • Option 1 – Sell Bluebush Village; or • Option not listed: Selling just the Bluebush Village assets and not the land that they sit on.	Noted – Submitter does not support selling land that is additional to the Bluebush Village. Would prefer just the built form assets are rather than land and buildings
Jan McLeod	Provided history/commentary on previous decisions re Bluebush Village development. Against selling land. Preference to sell the Bluebush Village building assets and not the Land that they sit on.	Noted – Submitter does not support selling. Would prefer just the built form assets are rather than land and buildings

While the public submissions indicate some support for the disposal of the Bluebush Village buildings and not the Bluebush Village land, that option was not proposed by tenderers during the RFT process and hence was not considered in detail in the Business Plan.

Resolving to undertake the disposal of just the Bluebush Village buildings would constitute a significant change to the transaction proposed in the Business Plan and hence that direction could not be legally/legitimately resolved by Council at this point in time.

If Council determined that leasing land and disposing the buildings was/is the preferred strategy for the Bluebush Village, it wound need to resolve to NOT PROCEED with the proposed Business Plan transaction and initiate a new disposal process that stipulates that Council is seeking proposal for the disposal of buildings/lease of land in lieu of freehold acquisition of the Bluebush Village. Given statutory processes that would be required, that process is likely to take 6-8 months to complete and would come at considerable financial and reputational risk to the Shire.

OPTIONS

Given the provisions of S3.59(5) of the Local Government Act (1995), the Council must make a decision that gives the direction to:

1. PROCEED with transaction as proposed in the Business Plan;

2. PROCEED with transaction as proposed in the Business Plan with minor modifications/alterations that do not significantly different to what was proposed in the plan; or

3. NOT PROCEED with the as proposed in the Business Plan;

To achieve this, four alternative resolutions are listed below for Council's consideration. Each is a legally valid approach for the Council to take:

Option 1: Sell Bluebush Village Land and Buildings (Westgold Compliant Offer)

That Council:

1. NOTES the three (3) public submissions that were received on the S3.59 Business Plan: Land Transaction and Major Trading Undertaking – Proposed Sale of Bluebush Village to Westgold Resources Ltd (Business Plan)

2. Resolves to PROCEED with the transaction listed as Option 1 in the Business Plan and disposal of the Bluebush Village land and buildings to Westgold Resources for $20,130,000 (GST Inclusive) *

   * Absolute Majority required

Option 2 – Sell Bluebush Village Land and Buildings plus the additional adjacent land (Westgold Alternate Offer)

That Council:

1. NOTES the three (3) public submissions that were received on the S3.59 Business Plan: Land Transaction and Major Trading Undertaking – Proposed Sale of Bluebush Village to Westgold Resources Ltd (the Business Plan)
2. Resolves to PROCEED with the transaction listed as Option 2 in the Business Plan and disposal of the Bluebush Village land and buildings and the adjacent land parcel to Westgold Resources Ltd for $22,055,000 (GST Inclusive)

   * Absolute Majority required

Option 3 – Not Proceed with the Transaction

That Council:

1. NOTES the three (3) public submissions that were received on the S3.59 Business Plan: Land Transaction and Major Trading Undertaking – Proposed Sale of Bluebush Village to Westgold Resources Ltd (the Business Plan)
2. Resolves to NOT PROCEED with the transaction Business Plan *
3. NOTES that, based on this decision, the Bluebush Village will continue to be owned and operated by the Shire of Coolgardie.
4. REQUESTS that the CEO prepare a report to a future Council meeting that identifies options for the future ownership and/or management of the Bluebush Village that do not involve the disposal of land that is owned by the Shire in Kambalda.

** Simple Majority required*

Option 4 – Defer Consideration

That Council;

1. NOTES the three (3) public submissions that were received on the S3.59 Business Plan: Land Transaction and Major Trading Undertaking – Proposed Sale of Bluebush Village to Westgold Resources Ltd (the Business Plan)
2. Resolves to DEFER consideration of the Business Plan to allow Council additional time to consider the implications of the proposed transaction.

NB. A Valuation of the Bluebush Village camp was provided by an independent, licensed valuer on the 31 September 2025. Under the provisions of the Local Government Act, valuations must be undertaken within six (6) months of the disposal transactions. If this decisions is deferred to after the 31st March 2026, a new independent valuation of the camp will be required.

VALUE FOR MONEY

In assessing the four options presented in the Business Plan, consideration has been given not only to the purchase price offered but also to broader value for money factors. Value for money in this context includes financial return, risk allocation, long-term financial sustainability, operational responsibility, and the Shire's ability to redeploy capital to other priorities.

The table below provides a high-level comparison of how each option performs against these value for money considerations.

Value for Money Factor	**Option 1: Westgold Conforming Offer**	**Option 2: Westgold Alternate Offer**	**Option 3: Retain Village**	**Option 4: New Process**
Financial Return	$20.13M revenue to Shire. In addition, post disposal the property will also return to the rating base generating ongoing rates revenue for the Shire.	$22.055M revenue (highest return) Post disposal the property will also return to the rating base generating ongoing rates revenue for the Shire (higher than option 1 based on land value and size).	Continued revenue dependent on market demand and mining activity, while the Shire retains responsibility for ongoing maintenance and future refurbishment of the camp facilities.	Leasing the land will not recompense the Shire for infrastructure (plumbing, electrical etc).
Debt Reduction	Allows significant reduction of Village debt	Highest debt reduction capacity	Debt retained by Shire, dependent on village bookings	Debt retained until outcome Given the second-hand nature of the camp facilities, any disposal of buildings only would provide only limited recovery of the debt incurred in establishing the camp.
Risk Transfer	Operational and financial risks transferred to Westgold	Operational and financial risks transferred to Westgold	Risks and exposure remain with Shire	Risks and exposure remain with Shire
Strategic Flexibility	Capital released to reduce debt and focus on operational recovery of the Shire	Greater capital released	Capital tied up in Village	Uncertain Limited value for money compared to the options presented through the completed RFT process
Operational Responsibility	Village operation transferred to private sector with experience in running camps	Village operation transferred to private sector with experience in running camps	Shire retains operational responsibility, including maintenance and	Uncertain future operator

Value for Money Factor	Option 1: Westgold Conforming Offer	Option 2: Westgold Alternate Offer	Option 3: Retain Village	Option 4: New Process
			refurbishment of the camp	
Procurement Certainty	Outcome from completed RFT process	Outcome from completed RFT process	No procurement outcome	New procurement required (6–8 months)
Overall Value for Money	**Moderate**	**Highest overall value for money**	**Uncertain as financial performance of the Village into the future is not known**	**Uncertain as return not known.**

The comparison above demonstrates that while several options remain technically available to Council, the Option 2: Westgold Alternate Offer both resolves the Shire's current financial exposure and transfers the operational risks associated with the village.

NEXT STEPS

While it is noted that there has been some community commentary against the proposed disposal of Council owned land, both the previous and current Shire Council's have been aware of the proposal to dispose both the land and buildings. Every Council decision made on this matter to date has supported continuation of the disposal process. Given this support and the relatively low level of community opposition to the proposed transaction, it is recommended that the Council PROCEEDS with the transaction listed in the Business Plan.

When reviewing the tender submissions that were received post the closing of tenders for the acquisition of Bluebush Village, the independent tender assessment panel unanimously supported the Westgold Resources Ltd Alternate Offer (ie Option 2 above) as that panel believed the Alternate Offer provided the greatest value for money to the Shire. Given this assessment, the Shire Administration recommends that Council proceed with Option 2 – Westgold Resources Ltd Alternate Offer and that Council dispose of the Bluebush Village land and building and the adjacent land to Westgold Resources.

If Council does resolve to PROCEED with the transaction (i.e. either Option 1 or 2 listed above) a formal contract will need to be executed between the Shire and Westgold Resources Ltd. That contract will need to reflect the details that were contained within the Shire's tender specification, the Westgold Resources Tender Bid and the approved option under the Business Plan. Preliminary discussions have been undertaken with Westgold Resources re the form of that contract and the contents/commitments to be contained within the contract and/or ancillary documentation as required.

These discussions have focused on:

- Ensuring that the contract specifics and special terms and conditions (as included in the Shire's RFT and the relevant approved option, if approved by Council) are included in the sales contract. This includes all legal and legislative compliance requirements.
- Ensuring that the contract complies with Landgate and WA settlement requirements.
- Including reference to the requirement to assign the Shire's existing camp operator contract to Westgold Resources (indicated by Westgold for assignment to be their preferred option).
- Ensuring that the contract includes provisions that require Westgold Resources to honour pre-existing camp bookings (including finalisation of any assignments required to facilitate this).
- Drafting appropriate contract clauses that enshrine Westgold Resources commitment to provide temporary accommodation at the Village to essential services personnel. Westgold Resource's tender

offer was to provide a minimum of three (3) rooms for this purpose 'at cost'. The 'at cost' charge is the rate that the camp operations contractor is charging Westgold Resources without any additional cost or profit margin added.

- Clarifying/confirming that the disposal is being predicated on an 'as-is-where-is' basis and that the seller (i.e. the Shire) makes no warrantees regarding the ability to connect to mains power through Western Power.

Other non-contract matters that have informally raised by Councillors and/or the community have also been discussed. These include:

- Footpath retention: The Shire is seeking confirmation/commitment from Westgold regarding retaining pedestrian access if the additional land is purchased. While this item will not be part of the sales contract as it was not part of the RFT, Westgold Resources Alternate Offer or the Business Plan, Westgold has indicated that it is amenable to providing a commitment to retain pedestrian access (i.e. a footpath) around the land that they are proposing to acquire. A draft side letter commitment to this effect has been provided to the Shire but will need review and finalisation upon finalisation of the final award.
- Short Term Development Plans: Westgold has indicated that their initial plans are to 'refresh' the camp by undertaking additional tree planting and landscaping. Westgold have indicated that they expect that the number of vehicles at the Village would drop as they intend to bus workers to/from site.
- Longer Term Development Plans: Westgold Resources have indicated they do not have any major longer-term plans to expand the facilities at Bluebush Village beyond the current footprint. They have noted that any potential expansion would be the subject of separate planning and building approvals. These approvals have statutory processes and community consultation requirements.
- Buy back provisions: The potential for a 'buy-back' provision has been raised but not progressed as this would create a major deviation and amendment from what was approved as part of the request for tender as well as the offer(s) made by Westgold. A buy back was not countenanced in the RFT or by Westgold in the tender process. Inclusion of a buy-back provision at this late stage of the negotiations would be considered a significant alteration to the request for tender as previously approved by Council and the Business Plan and hence is unlikely to be able to be enacted/enforced at this stage.

Given that:

1. The formal contract is required to reflect the process/commitments that have been through the Shire's tender process and the approved option under the Business Plan;
2. Comments/concerns that have been raised by Councillors and the community regarding contractual and non-contractual items have been addressed;
3. The execution and finalisation of the contract is relatively administrative in nature and only formalises the specific details around the offer (e.g. price, what is included/excluded);
4. The timeline in the RFT indicated proposed settlement of the property in February/March 2026; and that
5. The Shire Administration has engaged specialists in contract management/preparation to prepare the proposed Contract of Sale,

it is also recommended that Council authorise the CEO to finalise the contract and any ancillary assignments and execute appropriate legal documents that reflect the transaction listed in the Business Plan.

Alternatively, Council could request that the final contract of sale be presented to Council for their review/endorsement. Given the reasons listed above, this approach is not recommended.

STATUTORY ENVIRONMENT

- *Local Government Act (1995) - S3.59 - Major land transactions and trading undertakings*
- *Local Government Act (Functions and General) Regulations (1996)*
- *Local Government Act S3.58 – Disposal of property*

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

The financial implications to the Shire of the proposed transaction are significant. They are detailed in full within the Business Plan.

As at 31 January 2026 the Shire's total Borrowings were $25,463,597. The borrowings are made up of the following significant components:

Item	Total ($)	%
Loans associated with Bluebush Village	**15,959,505**	**63%**
Overdraft/Cashflow Assistance Borrowings	4,889,045	19%
Loans associated with Aquatic facilities	1,532,262	6%
Loans associated with Waste Facilities	1,463,100	6%
Other loans	1,180,585	5%
Loans associated with Aerodrome	439,000	1%
TOTAL	**$25,463,497**	**100%**

If the disposal proceeds, the Shire would receive more than $20M (GST inclusive) for the purchase of the Bluebush Village assets. These funds would primarily be used to retire the Bluebush Village related borrowings with residual funds being available for the Shire to utilise at its discretion.

If undertaken, the transaction would fundamentally change the Shire's Annual Budget and Long-Term Financial Plan.

If the Council elects to not proceed with the transaction, the Village would continue to be owned/operated by the Shire. In this scenario, the operating surpluses from the Village (which are currently high due to good occupancy rates) would be retained by the Shire but the local government's debt levels would remain very high. Additionally, operational risks and associated financial risks would be retained by the Shire.

STRATEGIC IMPLICATIONS

A thriving local economy

Supporting and encouraging mining and processing industries

Accountable and effective leaders

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

ATTACHMENTS

1. **Draft Business Plan Bluebush Village - Westgold Resources**
2. **Submission - Bruce Olsen**
3. **Submission - Jan McLeod**
4. **Submission - Marilyn Ward**

VOTING REQUIREMENT

Absolute Majority

OFFICER RECOMMENDATION

That Council:

1. NOTES the three (3) public submissions that were received on the S3.59 Business Plan: Land Transaction and Major Trading Undertaking – Proposed Sale of Bluebush Village to Westgold Resources Ltd (Business Plan)

2. Resolves to PROCEED with the transaction listed as Option 2 in the Business Plan and disposal of the Bluebush Village land and buildings and the adjacent land parcel to Westgold Resources for $22,055,000 (GST Inclusive) *

   * *Absolute Majority required*

3. NOTES that to implement the Business Plan transaction, a final Contract will need to be drafted and executed between the Shire and Westgold Resources Limited

4. NOTES that the Contract will be required to reflect the details and commitments made in the Shire's Request for Tender, the Westgold Resources Ltd Alternate Bid any clarifications provided.

5. NOTES that the CEO has engaged suitably skilled/qualified individuals and/or companies to assist in preparing the proposed Contract of Sale and facilitate the delivery and settlement of the proposed transaction.

6. AUTHORISES the CEO to finalise, sign and execute the Contract of Sale once it is complete.

COUNCIL RESOLUTION #28/2026

Moved: Cr Anthony Ball
Seconded: Cr Tammee Keast

That Council:

1. **NOTES the three (3) public submissions that were received on the S3.59 Business Plan: Land Transaction and Major Trading Undertaking – Proposed Sale of Bluebush Village to Westgold Resources Ltd (Business Plan)**

2. **Resolves to PROCEED with the transaction listed as Option 2 in the Business Plan and disposal of the Bluebush Village land and buildings and the adjacent land parcel to Westgold Resources for $22,055,000 (GST Inclusive) ***

   **** Absolute Majority required***

3. **NOTES that to implement the Business Plan transaction, a final Contract will need to be drafted and executed between the Shire and Westgold Resources Limited**

4. **NOTES that the Contract will be required to reflect the details and commitments made in the Shire's Request for Tender, the Westgold Resources Ltd Alternate Bid any clarifications provided.**

5. **NOTES that the CEO has engaged suitably skilled/qualified individuals and/or companies to assist in preparing the proposed Contract of Sale and facilitate the delivery and settlement of the proposed transaction.**

6. **AUTHORISES the CEO to finalise, sign and execute the Contract of Sale once it is complete.**

In Favour: **Crs Paul Wilcox, Anthony Ball, Tammee Keast, Daphne Simmons, Corey Matthews and Julie-Ann Williams**

Against: **Nil**

CARRIED 6/0

Shire of Coolgardie
Mother of the Goldfields

BUSINESS PLAN

For

Major Land Transaction and Major Trading Undertaking

Proposed Disposal of Bluebush Village to Westgold Resources Ltd.

16 December 2025

DRAFT

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1.0 PURPOSE

The purpose of this Business Plan is to:

- Inform the community of the Shire of Coolgardie of the details of a proposal to dispose of the Shire owned Bluebush Accommodation Village to Westgold Resources Ltd by way of sale.
- Advise the community and any other affected parties of the proposed terms of the disposal.
- Provide opportunity for the community to consider and make informed submissions to the Shire of Coolgardie on the Business Plan; and
- Satisfy the requirements of Section 3.59 of the Local Government Act 1995.

2. BACKGROUND

2.1 Shire of Coolgardie

The Shire of Coolgardie (Shire) is a regional local government within the Goldfields region of Western Australia. The Shire is home to an estimated 3,478 people (as at 2021). Over the 2015-20 period, the permanent population was estimated to have declined by an average of 3.02% per annum, though this does not accurately capture transient population levels. Current indications are that population levels have shown modest increase in recent years up to 3,779 people in 2024.

The Vision of the Shire Council (as expressed in the Strategic Community Plan) is:

To create an inclusive, safe, and vibrant community and thriving local community.

The community's goals are to:

- build a sense of place and belonging;
- build a safe and healthy community; and
- celebrate our culturally diverse community.

The Shire operates a suite of 'traditional' local government services and facilities across the townships within its District. The cost of operating these services and facilities is progressively increasing and, as assets age, maintenance and asset renewal costs are increasing.

Primary sources of revenue for most Local Governments are rate income that is derived annually from property owners within the District. The number of households, the value of housing stock, land values and the level of commercial or industrial activity all influence the level of revenue local government can extract from its rate base.

Over the recent past the Shire of Coolgardie has been pursued growth in revenue from sources other than rates. This strategy actively pursued the development of business opportunities within the Shire that aimed to;

- Grow the Shire's income base,
- Support local businesses and jobs,
- Assist development of local mining industry; and
- Align with the Shire's vision.

Particular business development activities that have been undertaken include:

- Transient Workforce Accommodation Leases: Through the provision of leased land to facilitate the construction of Camp Accommodation
- Transient Workforce Accommodation Development: Through the development and operation of the Bluebush Accommodation Village in Kambalda
- Waste Facility Development: Investment in the development of a Class 3 Waste Facility
- Airport Development and Promotion: Through the development/upgrade of facilities at the Kambalda airport and the active promotion of the airstrip as safe, reliable alternate for charter flight operations.

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These business undertakings have involved the Shire accessing relatively significant amounts of debt financing via bank loans with short loan durations creating an aggressive repayment schedule. The business undertakings have had varying levels of commercial success with some performing very well and others being not as financially successful.

In more recent times the Shire has been required to place far greater emphasis on its cashflow position as lower than projected cash flows were impacting on the Shire's capacity to pay creditors and maintain its loan repayments.

Due to these outcomes, the Shire has indicated a desire to reduce its high debt levels and remove the risk of variable income. To assist in achieving this objective, the Shire is indicated a desire to dispose of one of its most significant commercial investments, the land and assets known as Bluebush Accommodation Village in Kambalda.

Throughout the second half of 2025 the Shire operated a Request for Tender (RFT) process to identify potential bidders/buyers of the Bluebush Accommodation Village along with the price that they are willing to pay and any conditions associated with a proposed purchase. As a result of this process, at the November Ordinary Meeting of Council, the Shire identified Westgold Resource Ltd (Westgold) as the preferred bidder for the potential disposal of the Bluebush Accommodation Village.

2.2 Bluebush Accommodation Village

2.2.1 Location

The Bluebush Accommodation Village occupies a significant portion of the eastern side of Bluebush Road, a primary thoroughfare through Kambalda. The site offers convenient access to key local infrastructure, including the recreation centre, local school and a shopping centre.

The Bluebush Accommodation Village is zoned Commercial and located across two properties that are owned by the Shire:

Land Description	Certificate of Title	Property Street Adress	Included
Part of Lot 500 on Deposited Plan 424604	Volume 4072 Folio 66	60 Bluebush Road Kambalda West 6442	120 SPQ rooms, 2 laundries, and ancillary items
Lot 501 on Deposited Plan 424604	Volume 4072 Folio 67	44 Bluebush Road Kambalda West 6442	199 SPQ rooms, 8 executive SPQ rooms, 4 laundries, kitchen/dining, gym, recreation room and male/female toilets and ancillary items

The northern section of the Bluebush Accommodation Village has been constructed on a portion of Lot 500. The Shire was intending to excise the northern section of the camp by way of a boundary adjustment as part of the disposal process. The diagram below illustrated the land parcels in relation to the Bluebush Accommodation Village built form.

2.2.2 Development History

The Bluebush Accommodation Village is a purpose-build demountable style accommodation facility developed by the Shire in response to a critical shortage of local worker accommodation when it was first planned, noting that it was expected to generate revenue for the community at that time.

The Bluebush Accommodation Village was developed in distinct Stages. At its meeting on the 22 March 2022 the Council considered a report titled *'Tender 02/2022 - Supply and Installation of Workers Accommodation Village at Kambalda.'* That report highlighted the procurement process that had been undertaken to purchase and install a 200-room accommodation village. At that meeting the Shire Council unanimously approved the tender recommendation and the subsequent development of Stage 1 of the Bluebush Accommodation Village. The relevant contract documents were executed, and the Bluebush Accommodation Village was developed with Stage 1 opening in November 2022, eight (8) months after the contract award.

At a Special Council Meeting on 14 February 2023 the Shire considered a further report titled *'RFT 12/2022 - Proposed Kambalda Accommodation Village Expansion Project.'* That report highlighted a tender process that had been undertaken to source a supplier/developer for additional rooms at Bluebush Accommodation Village. Council considered this report and unanimously resolved to support the reports recommendation which was to award a tender for the construction of the additional rooms, along with associated ancillary works. Stage 2 of the Bluebush Accommodation Village was subsequently developed with this Stage opening in October 2023. In both instances, Business Plans for the development were prepared and publicly advertised with Council considering submissions from the public prior to contract award.

The Shire currently operates the camp via a management contract with a 3rd party camp management provider. The camp management firm was selected via a competitive tendering process. The Shire's contract with the camp management firm expires on the 26th of November 2026. The contract includes an option to extend the management term by twelve months. The camp management firm is providing a number of minor assets including kitchen equipment (such as pots, pans), bed linen and towels and other non-fixed furnishings. Westgold has been advised of the nature of the contract and the assets that are owned by the camp management firm or hired from third parties.

2.2.3 Bluebush Accommodation Village Finances

2.2.3.1 Construction Cost

The Shire constructed the Bluebush Accommodation Village facilities by coordinating the purchasing and/or building a significant portion of the infrastructure and assets. The stage 1 assets (SPQs, kitchen, dining room etc) have been leased from a third party under a lease to buy option. The lease to buy contract included buy-out provisions. Since opening of the Bluebush Accommodation Village, the Shire exercised its right to buy the stage 1 assets and owns the assets outright.

While most of the assets and infrastructure are Shire owned, a financial rental agreement currently exists over the stage 2 extension assets (100 rooms and two laundry blocks) at the Bluebush Accommodation Village. The Shire confirmed the early settlement of those assets from the financing company and anticipates that this acquisition will be complete prior to the disposal process for the Bluebush Accommodation Village being completed (if the disposal transaction proceeds). If the Shire triggers the 'early settlement' provisions of the financial rental agreement before the 26 February 2026, the total payable for the acquisition of the stage 2 rooms and laundries will be $735,318 excl. GST and the break fee will be an additional $8,892.85 excl GST. It should be noted that the final rental payment is due in June 2026 and the Shire then acquires the stage 2 camp assets in full.

The price/s offered by Westgold when the Shire sought proposals through the RFT process all assumed that the Bluebush assets on Lot 500 and 501 would be owned by the Shire (not leased) by the time of settlement. If the disposal transaction is to proceed, the Shire has negotiated provisions with the financing company of the facilities to acquire full ownership of the stage 2 assets (100 rooms and 2 laundries) prior to the disposal contract with Westgold being fully executed/delivered.

Of note, the Bluebush Accommodation Village was initially constructed on a Crown Reserve (ie State Government owned land) that had a vesting order in favour of the Shire that permitted the Bluebush Accommodation Village development to be built. Lots 500 and 501, the land upon which the Bluebush Accommodation Village was built on, were subsequently purchased by the Shire of Coolgardie in 2025. The Shire is now Freehold owners of the land.

In total the Shire has spent $24.88M on Capital Costs to develop the Bluebush Accommodation Village. That figure includes all development costs including the land purchase costs, construction contract costs and previously approved/undertaken lease buyouts lease provisions. It does not include lease payout provisions/purchasing for the remaining lease (ie remaining two instalments totalling $735,318 excl. GST and the break fee of $8,892.85 excl GST). The table below highlights the capital expenses on the Bluebush Accommodation Village via financial year.

	21/22	22/23	23/24	24/25	TOTAL
Stage 1	1,873,542	7,893,016	9,246705	29,081	**19,042,343**
Stage 2		1,023,933	4,495,329		**5,519,263**
Land				323,092	**323,092**
TOTAL*	**1,873,542**	**8,916,949**	**13,742,034**	**352,173**	**24,884,698**

** All figures are GST Exclusive*

2.2.3.2 Financing the Construction of Bluebush Accommodation Village

The Shire of Coolgardie primarily funded the construction and acquisition through loan finance that was provided to the Shire from the Commonwealth Bank and more recently the ANZ Bank. In total $22.5M of loan funding was gained for the $24.88M in Capital Expenditure. The gap between loan finance and the total capital costs (ie $2.38M) was funded through Shire funds. The table below details the drawdown of the loans.

Loans	21/22	22/23	23/24	24/25	TOTAL
Stage 1	2,000,000	6,250,000	9,250,000		**17,500,000**
Stage 2		2,500,000	2,500,000		**5,000,000**

Loans	21/22	22/23	23/24	24/25	TOTAL
	2,000,000	8,750,000	11,750,000	0	**22,500,000**

Since the opening of the Bluebush Accommodation Village Shire has progressively paid down the loan balances. Additionally, in early 2025 the loans were refinanced to assist in the Shire's cashflow needs. The status of Council's loans is reported to the Council each month in the month financial report. Specifically, *Note 9 - Borrowings of the Statement of Financial Activity* highlights the loan balances. The 31 October 2025 Statement of Financial Activity (included in the 25 November 2025 Council Agenda) indicated that the principal outstanding for loans that are attributable to Bluebush Accommodation Village were/are (excluding the finance rental agreement with Vestone):

Loan	***Principal Outstanding ($)***
Bluebush Accommodation Village – Stage 1 Building (CBA refinanced)	7,287,029
Bluebush Accommodation Village – Stage 1 Construction (ANZ refinanced)	4,646,000
Bluebush Accommodation Village – Stage 3 Executive Rooms (CBA refinanced)	316,757
Stage 1: Subtotal	***12,249,786***
Bluebush Accommodation Village – Stage 2 Construction (CBA refinanced)	1,834,724
Bluebush Accommodation Village – Stage 2 Construction (ANZ refinanced)	1,874,995
Stage 2 Subtotal	***3,709,719***
TOTAL	**$15,959,505**

2.2.3.3 Operating Performance

The operating performance of the Bluebush Accommodation Village has been largely predicated on room occupancy rates. Occupancy rates at the Bluebush Accommodation Village have been variable since the Bluebush Accommodation Village opened some three years ago with the occupancy hitting lows of 30% for months at a time, but are currently high (over 80%) with short term projections being that occupancy will remain at or above this level in the near term.

The table below highlights the operating performance from a financial perspective for the Bluebush Accommodation Village. Note the figures exclude loan/lease repayments and depreciation but highlight that, from an operating perspective, the Bluebush Accommodation Village has been profitable in every year since it has opened.

	2022/23	2023/24	2024/25	2025/26 *	TOTAL
Gross Income ($)	5,492,572	10,120,228	8,744,244	8,743,035	**$33,100,079**
Less: Gross Operating Expenditure ($)	2,569,305	5,132,885	5,115,454	5,114,618	**$17,932,262**
Gross Profit ($)**	**2,923,267**	**4,987,343**	**3,628,790**	**3,630,416**	**$15,169,816**

** 1 July – 31 October period*
*** All figures are GST Exclusive*

Financing of Stage 2 Assets

The table below highlights costs that have been attributed to the stage 2 finance rental.

Financing	23/24	24/25	25/26	TOTAL PAYMENTS TO DATE*
Stage 2 – 100 rooms and 2 laundries	1,213,274.70	2,022,124.50	808,849.80	**$4,044,249.00**

** All figures are GST Inclusive*

Like Borrowings, Lease/Financing Liabilities are reported to Council each month in the Statement of Financial Activity under *Note 10* of the Monthly Financial report. Note 10 in the 31 October 2025 Council report lists the lease liabilities relating to the Bluebush Accommodation Village as being $1,064,172. As outlined earlier, discussions have been held with the lessor regarding the Shire paying out the lease provisions early and acquiring the rooms before the Bluebush Accommodation Village is potentially sold to Westgold. The pay-out figure is higher than the lease liability as it includes both a rental fee and a break fee of $9,782.14 incl. GST.

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2.2.3.4 Bluebush Accommodation Village – Disposal Process

The proposal to dispose of Bluebush Accommodation Village has been discussed and debated by Council on numerous occasions over the past six (6) months. The Table below summarises the processes and decisions that have been made to get this potential disposal process to the point that is at currently.

	Item	Date	Action
1	In Principal Approval	24/6/25	Council 'in-principal' approval to commence disposition process.
2	Tender Specification Approval	9/9/25	Council considers Draft RFT documents for the proposed disposition of Bluebush Accommodation Village and approves the release of the RFT.
3	Tender Period	Sept - Oct 2025	Tender was advertised in accordance with section 3.58 of the Local Government Act. Tender process including site visits, addenda, clarifications and probity oversight. Tender period closed on 28/10/25. A total of four (4) tender bids were received from the following tenderers: • Astral Resources • Goldfields Investments Pty Ltd • Westgold Resources Ltd (Complying offer) • Westgold Resources (Alternate offer)
4	Tender Evaluation	Nov 2025	A Council approved evaluation panel assessed all submissions against the compliance and weighted criteria and identified a recommended preferred tenderer. The tender evaluation process was overseen by an independent probity officer with a letter of probity and due diligence conformance provided as part of the tender evaluation recommendation.
5	Tender Award – Preferred Bidder Status	25/11/25	Council considered the Tender Evaluation report and resolved the following: *That Council:* *1. Award Preferred Tenderer status for Tender 01/2025 – Disposal of the Bluebush Accommodation Village to Westgold Resources Ltd (ABN 60 009 260 306), on the basis of* *a. the Alternative Offer being the designated Preferred Tender received, for the purchase price of $22,055,000.00 (including GST), which includes the purchase of t7he remaining portion of Lot 500 in addition to all of Lot 501 and the Bluebush Accommodation Village,* *b. the Westgold Conforming Tender be additionally considered as the secondary preferred Tender for consideration, for the purchase price of $20,130,000 (including GST), which only includes the existing Bluebush Village Site.*

	Item	Date	Action
			2. Authorise the Chief Executive Officer to issue a Conditional Letter of Award and contract to Westgold Resources Ltd, requiring payment of the 2% deposit within the specified timeframe for the preferred Alternative Tender submission. *3. Approve the preparation of the Business Plan including the Westgold preferred Alternative Tender Submission and the secondary preferred conforming Tender submission required under section 3.59 of the Local Government Act 1995 (WA) for the proposed major land transaction, for Council final consideration prior to approval for public advertising.* *4. Resolve that the proposed disposal and settlement cannot be finalised until:* *a. the Business Plan has been approved for advertising,* *b. public notice has been undertaken for a minimum of six weeks,* *c. any submissions received have been considered and responded to as required, and* *d. a further report is presented to Council seeking a final decision on the disposal.* *5. Note that, subject to final Council approval following the statutory process, settlement and land transfer are anticipated to occur in February/March 2026.*
6	Advice to Westgold	01/12/2025	Following Council endorsement, the Shire sent a conditional letter of award and contract to Westgold.
7	Draft S3.59 Business Case	5/12/2025	A Preliminary Draft Business Case was prepared.
8	Business Case Circulation	10/12/2025	As the Business Case may have been considered to contain commercially sensitive information, the document was sent to Westgold for review.
9	Preliminary Discussions	12/12/2025	Meeting scheduled to be held with Westgold to discuss contents of Business Plan
10	Council consideration of S3.59 Business Plan	16/12/2025	Council considers the Draft Business Plan and resolves whether it wishes to release the business plan for public comment/submissions.

Council is now seeking public comment on the S3.59 Business Plan (this document). Given that the consultation period includes the Xmas/New Year period the Shire has extended the public consultation period from the minimum prescribed period of six (6) weeks to nine (9) weeks. At the conclusion of the consultation period Council will receive and consider all submissions that are made and will decide whether to proceed with the transaction or not.

2.3 Westgold Resources Ltd

As outlined above, Westgold Resources Ltd were selected by the Shire Council as the preferred tenderer for the The Bluebush Accommodation Village. Westgold is one of Australia's leading gold producers with operations concentrated in the Murchison and southern Goldfield's regions of Western Australia. It is a publicly listed company with approx. 944M shares on offer and a market capitalisation of approx. $5.6B.

In recent times Westgold has expanded its operations in the Goldfields with the acquisition of Karora Resources in late 2024. Westgold has over 20 years experience owning and operating FIFO villages and currently operates five (5) villages across regional WA with a total of 1,354 rooms.

Westgold has indicated that their Board has approved expenditure to either acquire a suitable existing FIFO village or construct a new village of appropriate scale within the Shire of Coolgardie.

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3. KEY TERMS OF PROPOSED DISPOSAL

3.1 Price

Under the terms of Westgold's offer, it will purchase the Bluebush Accommodation Village assets on an 'as-is-where-is' basis from the Shire of Coolgardie. That essentially means that, if approved, on the date of settlement Westgold will legally own the land and buildings that make up the the Bluebush Accommodation Village.

Two bids were submitted by Westgold – a conforming bid and an alternate bid. The RFT process stated that the disposal was on an 'as-is-where -is-basis' but did indicate that alternate bids could be provided if conforming bid was also submitted. The prices offered by Westgold were:

Conforming Bid	Alternate Bid
$20,130,000 (GST Inc)	$22,055,000 (GST Inc)

Both of Westgold's offers are cash offers that are not conditional on finance. Westgold has advised that all internal approvals have been obtained to purchase the Bluebush Accommodation Village. The proposed payment structure for both bids is, if one is accepted:

- 2% deposit on offered price payable immediately.
- Balance of offer price payable at settlement (estimated as Feb/Mar 2026).

The primary difference between the compliant bid and the alternate bid is the amount of land that is proposed to be acquired and the additional purchase price in consideration for the additional land. The compliant bid seeks to only purchase the land that the Bluebush Accommodation Village is physically situated on (All of Lot 501 and Part of Lot 500). In the alternate bid, Westgold is proposing to purchase all of Lot 500 and all of Lot 501 from the Shire.

For clarity, the Bluebush Accommodation Village is primarily built on Lot 501 but the stage 2 assets (100 rooms and 2 laundries) have been constructed on Lot 500. The Shire owns both of these lots. Lot 500 is approximately 17,285m2 with the the Bluebush Accommodation Village being built on approximately 7,450m2 of the southern portion of the lot (43% of the total lot area). Westgold's alternate offer is seeking to add the undeveloped portion of the lot (approximately 9,835m2 or 57% of the total lot area) into the purchase.

The alternate bid indicates that Westgold will pay an additional $1,925,000 (GST Inc) for the acquisition of the additional land, equivalent to approximately $196/m2.

The compliant offer also includes requests to:

- Include a Due Diligence Condition that provides Westgold with 30 days to, at its cost, undertake enquiries regarding the assets, existing customer accommodation contracts/bookings, facilities management contracts and the timeline for Western Power's delivery of mains power to the Property; and
- Inclusion of Special Condition within the contract that requires the Shire to undertake planning/approval works to with the WAPC to adjust the boundary alignments to ensure that the whole of The Bluebush Accommodation Village is contained on one land parcel.

It should be noted that should Council accept either Tender offer by Westgold, Council will earn rates on the property into the future and this is additional income outside of the disposal of the asset.

3.2 Valuation

In March 2025 the Shire commissioned an independent valuation of the Bluebush Accommodation Village from a licensed property valuation firm – Acumentis. The purpose of the valuation for internal accounting needs and to prepare for the potential/possible disposal of the asset.

The Valuation Report indicated that Valuing FIFO camps was a particularly difficult task as there are numerous methods in which a valuation could be undertaken. It should be noted that when valuing the Bluebush Accommodation Village, Acumentis were provided with the FY24 financial figures and occupancy rates for the Bluebush Accommodation Village up to March 2025. At that time the Bluebush Accommodation Village occupancy levels were lower than is currently being experienced.

The Acumentis Valuation (dated 5/8/25) put the Market Value of the Bluebush Accommodation Village on an as-is-where-is basis at $19.8M (GST Inclusive). The Westgold bid to purchase the Bluebush Accommodation Village (conforming bid) is 1.6% higher than this figure, noting that the Bid was received on 28/10/25.

3.3 Other Commitments

Through the Shire run tender process, Westgold Resources Ltd has also confirmed that:

- It plans to continue operate the Bluebush Accommodation Village as a high-quality, well-maintained accommodation village.
- It intends on retaining the existing camp operations contract with the existing provider until the end of that contract term (18/11/26).
- It will honour all existing accommodation contracts/bookings.
- It will commit to reserving rooms at the Bluebush Accommodation Village for short term critical service providers required by the Shire including doctors, dentists and other health professionals.
- It will source supplies, logistics and maintenance services locally to ensure ongoing benefits to the Shire's economy. This includes a commitment to giving preference to suppliers in Kambalda, Coolgardie and Kalgoorlie whenever such engagements remain commercially competitive.
- It will continue to support local community groups and work with the Shire to support the delivery of the Shire's Strategic Community Plan and the Shire's Creative and Cultural Plan.
- It understands that local government rates will be due and payable annually on the Bluebush Accommodation Village once they have purchased the property.

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4.0 STATUTORY PROVISIONS

Section 3.59 of the Local Government Act 1995 details the process governing Commercial Enterprises by local governments, including Major Land Transactions and Major Trading Undertaking.

A Major Land Transaction is defined by the Act to be a land transaction that is not exempt under the Act, and where the total value of:

- The consideration under the transaction; and
- Anything done by the local government for achieving the purposes of the transaction is more, or is worth more, than $2 million.

A Major Trading Undertaking is defined as a trading undertaking that:

- in the last completed financial year, involved; or
- in the current financial year or the financial year after the current financial year, is likely to involve expenditure by the local government of more than $5 million for the purposes of this definition.

The Trading Undertaking means an activity carried on by a local government with a view to producing profit.

The proposed disposal of the Bluebush Accommodation Village to Westgold Resources Ltd meets the definition of a Major Land Transaction and a Major Trading Undertaking.

Before the Shire enters into a Major Land Transaction or a Major Trading Undertaking, it is required to prepare a Business Plan that includes an overall assessment of Major Trading Undertaking and Major Land Transaction including:

- expected effect on the provision of facilities and services by the Shire;
- expected effect on other persons providing facilities and services in the district;
- expected financial effect on the Shire;
- expected effect on the Shire's Plan for the future;
- the ability of the Shire to manage the performance of the transactions; and
- any other matter prescribed for the purposes of the subsection.

The Local Government Act 1995 also requires the Shire to give state-wide public notice that:

- the Shire proposes to enter into a Major Land Transaction and Major Trading Undertaking described in the notice; and
- a copy of the Business Plan may be inspected or obtained at any place specified in the notice.

The Shire is to make a copy of the Business Plan available for public inspection in accordance with the notice. The Shire is to also publish a copy of the Business Plan on its official website. Submissions about the proposed land transaction or undertaking may be made to the Shire before a day to be specified in the notice, being a day that is not less than six weeks after the notice is given.

After the last day for submissions, the Shire is to consider any submissions made and may decide by absolute majority to proceed with the undertaking and transaction as proposed or so that it is not significantly different from what was proposed.

5.0 ASSESSMENT OF TRANSACTION

5.1 Expected effect on the provision of facilities and services by the Shire

As the Bluebush Accommodation Village is an existing, operating facility within the Townsite of Kambalda and Westgold plans to continue to operate the facility much like the Shire has, the disposal of the Bluebush Accommodation Village is not expected to have any material impact on the facilities and services provided by the Shire nor adverse economic impact on local businesses. It is envisaged that, if sold, Shire administrative resources will be freed up to work on other Local Government matters.

5.2 Expected effect on other persons providing facilities and services in the region

As the Bluebush Accommodation Village is an existing, operating facility within the Townsite of Kambalda and Westgold plans to continue to operate the facility much like the Shire has, the disposal of the Bluebush Accommodation Village to Westgold is not expected to have any material impact on other persons providing facilities and services in the region.

If the disposal proceeds, Westgold has committed to honouring existing bookings at the facility and has indicated an intention to continue with the existing camp management contractor until at least late 2026.

5.3 Expected financial effect on the Shire

If the Shire proceeds with the disposal of the Bluebush Accommodation Village, the Shire's financial position will be fundamentally different than it currently is. The disposal revenue of either $20,130,000 or $21,055,000, depending on which offer is selected, would be used to retire debt that is associated with the construction of the Bluebush Accommodation Village and paydown the remaining lease/buyout costs. These debts currently include a total of $16,778,136.94 incl. GST:

- $15,959,505 (Loans) and
- $818,631.94 (early settlement and break fee for stage 2 finance rental agreement)

of the total remaining Council debt budgeted for 30 June 2026 of $25.5 million.

Residual funds available after debt repayment could be used for a range of other purposes including:

- Paying down further Shire debts;
- Supporting the development of additional facilities and/or services in the District;
- Investing funds in other assets;
- Placing the funds into Reserve Accounts to fund future works;
- Rate relief; and/or
- A combination of the above matters.

5.4 Expected effect on the Shire's Plan for the future

The Shire's Vision is for 'A connected, progressive & welcoming community.' The following three pillars within the Plan for the Future are relevant to this decision.

PILLAR 1	PILLAR 2	PILLAR 3
Accountable and Effective Leadership	Thriving Economy	Effective Management of Infrastructure

The Shire's Community Strategic Plan list several other informing plans that require financial resources to implement strategies listed therein. The additional revenues obtained through the proposed disposal arrangement would provide resources to assist in the achievement of goals and deliver of strategies listed in Council endorsed plans.

While not a specific component of the Shire's Strategic Planning Framework, the Shire has recently

developed and adopted a Financial Recovery Plan in response to questioning and commentary by the WA State Government re the Shire's finances. That plan stated clear priorities for the Shire being:

- Protect the Shire's ability to operate
- Strengthen its financial governance
- Responsibly manage debt
- Grow income from other sources
- Keep costs under control
- Maintain or improve service levels, and
- Take care of infrastructure.

The Financial Recovery Plan specifically refers to the need/plan to reduce Shire debt levels and specifies that the proposed disposal of the Bluebush Accommodation Village is a key initiative to deliver the Recovery Plan.

5.5 The ability of the Shire to manage the performance of the transactions

The proposed disposal of the Bluebush Accommodation Village is a significant transaction for the Shire of Coolgardie. While the Shire staff have considerable skills and experience in procurement and commercial transactions, a range of external support has been bought in to assist with this proposed transaction. This has included seeking support from:

- An Independent asset/land valuer
- A consulting firm providing procurement, tendering and contract management support
- A management consultancy firm that has experience in large-scale Local Government commercial transactions
- A probity auditing service to ensure that the Tender process complied with the Local Government Act provisions.

If the Council agrees to progress with the disposal of the Bluebush Accommodation Village:

- The commercial consultant will assist in discussions/negotiations with Westgold;
- A legal firm will be engaged to review contract documentation prior to finalisation; and
- A settlement agent will be engaged to assist with the statutory land transfer processes.

5.6 Other matters

In accordance with section 3.58(4)(c) of the Local Government Act 1995, the Shire has obtained the market value of the disposition and provided to the public as part of this Business Plan.

If the transaction outlined in this Business Plan proceeds, the Shire will need to undertake a significant review of both the 2024/25 Budget and the Shire's Long Term Financial Plan as the transaction will have a fundamental impact on the financial projections for the Shire for both the short and long term. Appropriate statutory processes will be followed and the Council and the community will be appropriately informed as the process progresses.

6. OPTIONS

While the Shire has nominated Westgold as the preferred tenderer for the purchase of The Bluebush Accommodation Village, at this point in time, it has not committed to disposing the assets.

If the Shire does not proceed with the disposal of the Bluebush Accommodation Village, the asset will remain in the ownership of the Shire and the Shire will continue to operate the facility. The Shire's debt levels would remain high in the short/medium term but would likely progressively reduce as operational surpluses from the Bluebush Accommodation Village are used to pay down loan principal amounts.

If retained in the longer term, there is a potential for a financial windfall to the Shire as, once the Bluebush Accommodation Village related loans are paid off, there is potential for significant financial upside. Having said that, the facilities are progressively ageing and will require refurbishment/renewal at some point to remain contemporary, there is no guarantee that the Bluebush Accommodation Village will operate as a profit-making entity in the medium/long term and significant Shire administration resources are currently dedicated to Village related matters rather than other local government services/facilities.

Four distinct options have been developed for consideration/comment (see below). The pros and cons of each option have also been briefly listed. While Council has indicated a preference for Option 2 (alternate bid) or Option 1 (conforming bid) the other options that involve not accepting any bids remain as viable alternatives.

Option 1: Accept the compliant offer from Westgold ($20,130,000)

Pros

- Shire disposes of the Bluebush Accommodation Village for a value that exceeds the independent valuation that it has received.
- Shire debts levels significantly reduced.
- Shire retains the undeveloped portion of Lot 500 for future use and/or development
- Residual funds available post debt repayment that can be used for other purposes
- Shire receives increased rate income as Westgold would pay rates on the Bluebush Accommodation Village
- Shire staff focus can be removed from the Bluebush Accommodation Village and placed back onto other Council business.
- Risk associated with occupancy rates and potential losses in revenue is removed
- Requirement for repairs, upkeep and facility upgrades is not an additional burden on Shire income.

Cons

- Shire permanently lose ownership of the land and loses control of the operations of the Bluebush Accommodation Village.
- Loss of any possible upside in village operational performance and or valuation increase into the future.

Option 2: Accept the alternate offer from Westgold ($22,055,000)

Pros

- Shire disposes of the Bluebush Accommodation Village for a value that exceeds the independent valuation that it has received.
- Shire receives additional $1,925M (GST Inc.) for the disposal of land that it purchased for significantly less that this amount and has no current or future plans to use/develop.
- Shire debts levels significantly reduced.
- Significant residual funds available post debt repayment that can be used for other purpose.
- Shire receives increased rate income as Westgold would pay rates on the Bluebush Accommodation Village and on the additional acquired land.

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- Shire staff focus can be removed from the Bluebush Accommodation Village and placed back onto other Council business.
- Risk associated with occupancy rates and potential losses in revenue is removed
- Requirement for repairs, upkeep and facility upgrades is not an additional burden on Shire income.

Cons

- Shire permanently loses ownership of the land and loses control of the operations of the Bluebush Accommodation Village.
- Shire loses the ability to use/develop the undeveloped portion of Lot 500 for alternative purposes.
- Loss of any possible upside in Village operational performance and or valuation increase into the future.
- The footpath would need to be relocated to the verge for the access to the school, however the cost of relocation is a small impost compared to the additional remuneration received for the remaining portion of Lot 500.

Option 3: Do Not Accept Offer – Continue to Operate The Bluebush Accommodation Village under current arrangements

Pros

- Shire retains ownership of the land and assets
- Potential long-term upside financial gains in capital value and/or continued good occupancy leading to operational performance and financial returns to Council/community.
- Shire retains control over room pricing and can determine which companies/individuals occupy the Bluebush Accommodation Village into the future.

Cons

- Shire debt levels remain high.
- Shire retains market risk related to the ownership and operation of an accommodation village and fluctuating mining conditions.
- Shire administration time and resources spent on village activities rather than traditional local government services/facilities.
- Asset renewal will be required in future requiring additional capital expenditure.
- When current large short term occupancy contracts run out, urgent replacement contracts will need to be entered into.
- The income earnt from the Bluebush Accommodation Village would need to be significant, ie current levels, to ensure that Council is able to maintain its debt, cover capital and maintenance expenses, and contribute back to Council providing a positive revenue stream.
- The retention of the debt would result in Council's Going Concern issues remaining in place for a significant period of time until the majority of the debt was repaid.
- Due to the retention of the debt, Council would also not be in a position, if needed, to borrow funds for other significant projects or actions required.

Option 4: Do not Accept Offer - Shire initiates new process to lease the land and assets in lieu of Freehold purchase.

Pros

- Shire retains the land and assets
- Alternative models of land and asset management/operation could be explored that provide guaranteed revenues with a lower risk profile than the current operating model. (ie lease

payment, profit share arrangements or a combination of these items)

- Shire retains ability to develop portion of Lot 500.

Cons

- Significant Shire resources have been spent on the RFT and S3.59 Business Case development processes to date. A new process would incur similar additional costs but may not deliver better value for money outcomes for the Shire.
- Potential reputational damage to the Shire on the basis that Shire has indicated its intentions via numerous decisions that it intends to dispose of the Bluebush Accommodation Village. Bidders have responded to the Shire's RFT in good faith. Changing the proposed method of disposal at this stage could potentially be seen as poor corporate conduct.
- Alternative bids were permitted in the current Tender process, with no tenderer offering to lease the property/assets in lieu of purchasing them on an 'as is where is basis.'
- If the lessee cannot secure occupancy levels for profitability, the asset could be returned back to Council management earlier than expected.
- The Bluebush Accommodation Village asset, if leased would continue to depreciate and require capital for repairs, maintenance, upkeep and upgrades, requiring financial input from Council.
- Staff time would be required to be allocated to managing the lease and Council obligations
- The lease payment amount, currently unknown, would need to be significant to ensure that Council is able to maintain its debt, cover capital expenses, and contribute back to Council providing a positive revenue stream.
- The retention of the debt would result in Council's Going Concern issue remaining in place for a significant period of time until the majority of the debt was repaid.
- Due to the retention of the debt Council would also not be in a position, if needed, to borrow funds for other significant projects or actions required.

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7.0 TIME FRAMES

The Business Plan for the Major Land Transaction and Major Trading Undertaking for the disposal of The Bluebush Accommodation Village to Westgold will be publicly advertised, as required under the Local Government Act 1995.

Following the public advertising period, the Shire will consider all submissions that are made and may decide (by absolute majority) to proceed with the Major Land Transaction and Major Trading Undertaking as described in this Business Plan in accordance with section 3.59 of the Local Government Act 1995 or may decide to not proceed with the transaction.

The current proposed timeframes for this transaction (should it proceed) are tabled below:

Date	Action/Outcome
16th December 2025	Shire Council considers Business Plan
17th December – 17th February 2026	Advertising period. While the Local Government Act requires a six (6) week public advertising period, given that this matter is being considered over the Xmas/New Year period, the Shire is proposing to advertise and seek comments for an extended period – approximately nine (9) weeks.
24 February 2026	Shire Council considers public submissions on Business Plan and determines whether to proceed with the transaction or not.
24th March 2026	If the Council agrees to dispose of the land and assets, settlement is scheduled to occur 28 days after the Council decision

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8.0 LODGEMENT OF SUBMISSIONS

Submissions on the intended disposition are to be made in writing and to be received no later than 4.00pm, 17 February 2026. While submissions will be received in any format, submitters are encouraged to indicate which Option they would prefer Council to take, noting that four alternate options have been detailed in Section 6 of this Business Plan.

Submissions to be addressed to the:

Chief Executive Officer
Shire Coolgardie
Irish Mulga Drive
KAMBALDA, WA, 6442

Submissions may also be submitted electronically to mail@coolgardie.wa.gov.au.

DRAFT

From: mail
To: Executive
Subject: FW: ICR49749 - Blue Bush Submission
Date: Tuesday, 17 February 2026 2:36:55 PM

Good afternoon Exec,

Below submission from Bruce Olsen.

mail

P (08) 9080 2111

Irish Mulga Drive, Kambalda WA 6442
Sylvester Street, Coolgardie WA 6429
PO Box 138, Kambalda WA 6442

Shire of Coolgardie

The Shire of Coolgardie accepts no liability for the content of this email, or for the consequences of any actions taken on the basis of the information provided, unless that information is subsequently confirmed in writing. Any views or opinions presented in this email are solely those of the author and do not necessarily represent those of the company.

From: Bruce <bdgolsen@yahoo.com>
Sent: Tuesday, 17 February 2026 7:32 AM
To: mail <mail@coolgardie.wa.gov.au>
Subject: ICR49749 - Blue Bush Submission

Morning

In regard to Blue Bush Mining Camp

My submission is that the Shire do not sell any land.

Sell the buildings.

B.D.G.Olsen

0456560641

JAN M'LEOD ①
WIDGIEMOOLTHA
17-2-26

THE CHIEF EXECUTIVE OFFICER
SHIRE OF COOLGARDIE
KAMBALDA WA 6442

RE: SUBMISSION - BUSINESS PLAN
PROPOSED DISPOSAL OF BLUEBUSH VILLAGE
TO WESTGOLD RESOURCES

Dear Sabine,

I am enclosing some information from the original Business Plan for the Development & Operation of Worker Accommodation Village - September 2021.

NOTE: Originally the Crown Reserve 47229 was vested in the Shire of Coolgardie for the purpose of
RECREATION & AGED ACCOMMODATION
27TH JUNE 2021 changed to
RECREATION, AGED PERSONS & WORKERS ACCOMMODATION
see p②
LATER it was changed to Commercial.

STATEMENT FROM THE THEN SHIRE PRESIDENT Cr Malcolm Cullen, prior to the PUBLIC MEETING held in Kambalda.
see p③

(2)

PROPERTY DETAILS

Current Owner	Currently Crown Reserve 47229 is vested in the Shire of Coolgardie for the purpose of Recreation and Aged Accommodation. Council resolved on 27th July 2021 to change the management order to Recreation, Aged persons and Workers Accommodation
Address	Lot 562 Salmon Gum Road, Kambalda West, Western Australia
Title Particulars	Lot 562 on Plan 070932 Currently Crown Reserve 47229 vested in the Shire of Coolgardie
Total Land Area	Area 4.65 hectares
Zoning	The site is zoned Special Use Aged Persons Accommodation and Recreation under Local Planning Scheme No 5. Workforce accommodation is an "A" – use under the Scheme, which means by Council determination of the proposal following advertising.

(3)

Statement from Shire President - Proposed Workers Accomodation Village in Kambalda

published on Monday, 4 October 2021 at 1:06:09 PM

"I have read with interest the comments on the proposal for an accommodation village in Kambalda. It is encouraging to see the interest and amount of people who will attend the info session. I am looking forward to talking to you on Thursday evening, but I wanted to give you an indication of the Shire's thinking to date in relation to the financial windfall that operating a village in town would bring.

A number of processes are currently running parallel. This includes continued discussions with mining companies, an EOI, tender and business plans for the supply of villages to lease in Kambalda and Coolgardie. This information along with submissions from the community will come to Council over the next 6-8 weeks for consideration.

Staff conversations with the resource companies has focused on the creation of specific funds that firstly recognise the contribution the companies are making but also specify where the money would be spent.

It is very pleasing to see the enthusiasm and willingness the companies have for ensuring that the profit is allocated to the community. These include but not limited to Kambalda West District High School, Kambalda Primary School, to community organisation and programs such as St John Ambulance Sub Centre, Kambalda Volunteer Fire Brigade, Kambalda Men's Shed, Kambalda Cultural and Arts Group, Flounders Car Club, Kambalda Tee Ball Association, Kambalda West Playgroup, Kambalda Junior Football Program, Meals on Wheels, Increase in medical services in Kambalda, New toddlers playground areas at Kambalda Aquatic Centre and Lions Park, potential upgrade of Kambalda Skate Park and Aged Care Units

The draft business plan suggests an anticipated injection of cash over 5 years of $7.2 million and 6 years of $10 million into a community future fund. It is proposed that over the first 2-3 years something in the order of $2.2million will be allocated from the fund accordingly;

- Upgrade Aged Care Units $600,000
- St John Ambulance Sub Centre $200,000
- Kambalda Volunteer Fire Brigade $200,000
- Kambalda West District High School - $200,000
- Kambalda Primary School - $200,000
- Kambalda Men's Shed $100,000
- Kambalda Cultural and Arts Group - $100,000
- Flounderers Car Club - $100,000
- Kambalda Tee Ball Association - $50,000
- Kambalda Junior Football Program - $50,000
- Meals on Wheels – increase of up to $50,000 per annum
- Year 11 and 12 Vet Programme at Kambalda High School - $50,000 per annum
- Additional medical services in Kambalda – increase of up to $120,000 per annum
- New Toddlers playground areas at Kambalda Aquatic Centre and Lions Park – up to $110,000\
- Potential upgrade of Kambalda Skate Park – $80,000

I trust to see you on Thursday."

Malcolm Cullen
Shire President

④

- INFORMATION on the PROPOSED ACCOMMODATION VILLAGE - KAMBALDA : 2 pages, please read carefully. see p⑤ & ⑥
- QUESTIONS from John Williams which I tried to ask at the public meeting but was shut down : 1 page see p⑦
- A PETITION was circulated in the community and the reasons against it attached, 1 page see p⑧
  Many people wrote their own individual submissions; THE PETITION which had to be on the Shire's provided Petition form did <u>not</u> include the date, which was one of the reasons that the Council deemed it invalid.

Here now we come to this BUSINESS PLAN
Proposed Disposal of Bluebush Village to Westgold Resources Ltd - 16 December 2025

My stance is SELL the camp LEASE THE LAND. The Shire leases the land that the 2 most recent camps are built on, ie. Focus & Evolution camps, in Coolgardie.

When I asked about this it was that Westgold wanted the land as well. That stands to

(5)

Oct 7, 2021

Shire of Coolgardie
Mother of the Goldfields

Please find below information on the proposed Accommodation Village in Kambalda

$4M = whole project

- Business Plan estimated net profit over 5 years - $7.2 million
- Estimated net profit over 6 years - $10 million
- All funds to be placed in a Reserve Fund for future community events, activities, programmes and infrastructure.
- This would provide the Shire with seed funding to leverage future Federal and State grants given requirements for Local Governments to matching funding provided by State and Federal agencies.
- Estimated initial contribution out of profits to the community of $2.2 million
- Would enable rates to be kept to under 2% for the next 5 years
- 92% of Shire's rate revenue or $8.12 million paid by the Mining Companies, associated contractors and people employed by the mining companies or contractors
- 75% of staff employed in the Shire work for Mining Companies or associated contractors – estimated at 1740 people
- CEO has met with and/or spoken to Mining General Manager's or Chief Operating Officers on numerous occasions in regard to demand for accommodation
- All have maintained lack of accommodation is critical to their operations
- Willingness of mining companies to take rooms in the proposed Kambalda Village on the basis all profits to be set aside for community activities, events, programmes and infrastructure
- CEO met with Executive Director of Compass Group (owners of ESS) to discuss the proposed village and Compass future plans
- CEO had a conversation with District High School and Kambalda Police
- President, Deputy President and CEO met with local hoteliers
- CEO spoken to senior executive of Civeo
- 5 Senior Executives from companies approached the CEO at diggers and dealers asking whether the Shire could assist in the provision of accommodation
- Operating costs in Business Plan based on actual figures of villages currently operating in the Shire including all running costs and utility costs
- Revenue figures based on conversations and meetings between CEO and General Manager's and/or Chief Operating Officers and willingness to take rooms at an agreed price. This is reflected in the revenue figures in Business Plan

(6)

Shire of Coolgardie
Mother of the Goldfields

- Village is proposed to be leased – consequently if mining downturn occurs village is able to be removed and power, water and sewerage infrastructure remains in place for future opportunities
- Proposed loan funding is for installation of the village
- Separate Tender Packages (Installation) for water, sewerage, electrical, site works, ancillary works for installation proposed to enable local contractors to tender – estimated value $3.5 million – based on installation costs of villages currently in the Shire
- Operation of village to be tendered to enable local people to be employed and work at the village – estimated up to 6 full time jobs created – enables local interested parties including hoteliers to tender for operation of village
- No proposed wet mess
- Shire managed village enables reinforcement to operator and mining companies for local businesses to be supported and local residents to be employed wherever possible. This would be written into any legal agreements between the Shire and potential operator and the mining companies.
- Entry to village proposed of Bluebush Road – no traffic proposed on Salmon Gums Road
- Proposed village to be located not directly opposite the school but in Southwest section of the proposed location in the Business Plan bounded by Bluebush Road
- Proposed village would have very small carpark given most people staying in village would be arrive and go to site by bus
- Local contractors wherever possible would be engaged for any maintenance required for grounds, water, sewerage and power given at the proposed village given management of village would be under the auspice of the Shire. This could also include Shire staff. This requirement would be included in legal agreement with operator. This expenditure has been included in the business plan financial model.
- Monthly financial management report on village operations would be included in monthly Council agenda

(7)

from John Williams
PRIOR to his nomination Cr Cowell was told that they were all answered at PUBLIC MEETING OCT 7th 2021
AGM

WORKERS ACCCOMMODATION VILLAGE WORRIES

I just looked up the Shire's website and had a read of the Business Plans for Workers Accommodation Villages (Sept 2021) and as a resident I am a bit worried.

From what I understand there has been little community consultation and we have only a short time left to consult and debate the Shire's proposal.

After a very quick review due to the lack of time here are my initial questions I wish to put to the Shire:

1. The timing and lack of community consultation is extremely worrying. Why have this crucial discussion in the middle of a council election and during the school holidays?
2. The Coolgardie and Kambalda Business Plans lack basic checks and balances such as SWAT analysis and stakeholder consultation, why is this?
3. Why is the Shire appearing to overstep its mandate into the domain of the private sector?
4. Why is the Shire with no experience in this area considering something that is usually the domain of the private sector?
5. Why would the Shire not think this would be a conflict of interest and possibly stifle development by affecting its decison making on other forms of accommodation?
6. Why is there no analysis whatsoever provided of current accommodation providers?
7. The proposal appears to make a lot of money so why wouldn't private developers be interested and do a better job?
8. Why is there no detail on design? The residents don't want more dongas they want buildings so where is a design concept?
9. There is little in the Business Plan about its contribution to community:

"As the owner of this village, the Shire will take steps to introduce programs and activities to integrate mining workers' village life into community life."

This seems too broad so what specifically are these programs the Shire is proposing?

10. Would this not be taking the Shire away from its main focus of looking after the interests of current residents?
11. The Business Plan says ...

The community's goals are to:

- build a sense of place and belonging;
- build a safe and healthy community; and
- celebrate our culturally diverse community.

So how in anyway does the Shire's work camp proposal embrace any of these themes?

I am current running for council but this is not about politics. For those that do think its about politics...

This was writtern and authorised by John Dennis Williams of 33 Bayley St Coolgardie

(8)

OPPOSING the Major Land Transactions / Trading Undertakings of a 200 rm workers accommodation in Kambalda and a 300 rm " " in Coolgardie.

for the following reasons:

- against FIFO,
- against being in competition to local accommodation providers & business owners,
- money not being generated nor spent in town,
- prefer residential accommodation / development for long-term benefits,
- traffic congestion and location issues,
- ratepayers will be responsible for the $9M loan.

reason as then Westgold would have to pay lease rates and Council Rates - Transient Worker Accommodation just as those in Coolgardie do.
Therefore Council again did the Community an injustice by including the land.

Council should not agree to the Alternate Bid from Westgold which includes the land to Trigona Place. Once sold it is highly likely that Westgold would expand the current accommodation due to the current buoyant mining sector.

Therefore there are only 2 choices
i) sell the land and camp as is, or
ii) start the process again, and just sell the camp - lease the land.

The Community did not ask for the financial predicament that the Shire is facing. The camp needs to be sold for the financial return. This means a reduction in assets and once interest payments on outstanding loans are due, this results in an increase in liabilities.

It is of concern that these longer term implications have not been mentioned under

(10)

5.3 Expected financial effect on the Shire and

5.4 Expected effect on the Shire's Plan for the future
(p. 15 Business Plan)

and the effect that Council's decision will have on the Shire's Local Government Financial Indicator which includes the

- Debt Services Cover Ratio
- Current Ratio
- Operating Surplus Ratio
- Net Financial Liability Ratio

The future affect of Council's decision on the financial statements is critical to the Shire being 'a going concern', the ability to pay debt and still have adequate sources of revenue.

Yours faithfully,

J. McLeod

JAN McLEOD
83 KINGSWOOD ST
WOOLEMOOLOO
17-2-2026
0427 208023

Marilyn Ward
4 Canteen Court
KAMBALDA W.A. 6442

Email: marilyn.ward@bigpond.com
Mobile: 041 9928 788

Monday, 16 February 2026

Chief Executive Officer
Shire of Coolgardie
Irish Mulga Drive
KAMBALDA WEST W.A. 6442

Dear Sir / Madam,

SUBMISSION FOR THE FUTURE OF THE BLUEBUSH VILLAGE

After attending the Council meeting on Thursday, 12 February 2026 and reading through the Business Plan dated 16 December 2025 – I would like to tender my submission.

I would prefer the Council to take OPTION 1 and consider OPTION 5 (MW)

OPTION 1:

My reasons for this option:

- Help the Shire clear their huge debt
- Retain ownership of remaining part of Lot 500 – valuable resource
- Clean cut removal of the Camp from the Shire
- Removes Risk

Points influencing my decision:

- Martin's presentation at meeting on 12 Feb FAILED to convince me that the Shire should continue to run the Camp.
  - Needed 50% - 60% occupancy to break even – more to succeed.
    Failing to meet these numbers = MORE DEBT, WITHOUT CLEARING ORIGINAL DEBT
- Keep control of the remaining part of Lot 500 – *even if there will be any additional cost to the Shire to complete subdi*
  (I consider that any $$$ cost would be a good investment for the future !!!)
  - Removing potential for any future expansion of the Camp
  - Option 2 made a generous $$$ offer – *but I think it is not worth the risk*
  - Rezoned "Commercial" – ***Part Lot 500 is a valuable, "hard to come by" resource in the middle of town - why sell to a Mining Company without knowing their future plans.***

OPTION 5 (MW):

Would it be at all possible for the Shire to sell off the Camp (the Asset) but retain the ownership of the land – Lot 500 & Lot 501 ??

- The Shire will be the Landlord, receiving rent = creating Revenue
- If in the future the Camp gets "relocated" and the land is vacated, the Shire will still have ownership and not a Mining Company.
- Allows more space for future development of existing parties ie Possibly building more units for the Seniors Village or expanding of the Fire Station – possibly a Running Track.

I hope this is something you will consider 😊

In closing, I will add that I was **never in favour** of the Shire **building** the Camp. It was not part of their Primary Business Unit and it should have been left to a company that runs and knows Camps – eg Kambalda Village , Civeo and the likes.

Now that the Camp is built, up and running, I still believe it does not fit into the Shire's Primary Business Unit. The Shire have engaged a Contract Company to "RUN" the Camp – *which is no risk to them, but all risk to the Shire*. **Please change this.**

IN SUMMARY:
Please sever all ties to the Camp, retain as much land as possible and reduce as much debt as you can.

Yours sincerely

M. K. Ward

M. K. Ward

12.1.2 CODE OF CONDUCT FOR COUNCIL MEMBERS, COMMITTEE MEMBERS AND CANDIDATES

Location: **Nil**

Applicant: **Nil**

Disclosure of Interest: **Nil**

Date: **24 March 2026**

Author: **Rebecca Horan, Executive Manager Governance and Workplace**

SUMMARY

That Council adopt the amended Model Code of Conduct for Council Members, Committee Members and Candidates as prescribed in the Local Government (Model Code of Conduct) regulations 2021.

BACKGROUND

The *Local Government (Model Code of Conduct) Regulations 2021* prescribe a Model Code of Conduct that applies to Council Members, Committee Members and Candidates across Western Australian local governments.

The amendments to the Regulations provide for the new role of the Local Government Inspector, strengthen governance and provide clearer processes for managing behavioural breach complaints.

These amendments require local governments to adopt the updated Model Code of Conduct by no later than the 31st March 2026 to ensure compliance with the revised regulatory framework. The CEO must publish the updated Code of Conduct in the Shire's website.

COMMENT

The amendments to the Model Code of Conduct introduce several key changes, including:

- The establishment of the **Local Government Inspector** role to assist in the assessment and management of behavioural breach complaints.
- Greater clarification regarding **decision-making responsibilities** for behavioural breach complaints.
- Updated processes intended to improve transparency, consistency and fairness in the management of complaints relating to Council Member conduct.

While the Model Code of Conduct is prescribed by regulation and must be adopted by local governments, the amendments require the Shire to update its internal governance documents to ensure alignment with the revised framework.

In response to these amendments, the Shire has undertaken a review of its internal complaint management documentation. As a result:

- The **Complaint Management Policy** has been reviewed and updated.
- Associated **procedures** have been amended to reflect the revised complaint handling process.
- The **complaint form** has been updated to ensure it captures the required information for behavioural breach complaints under the revised regulations.

These updates will assist in ensuring that complaints relating to Council Member conduct are managed consistently and in accordance with the amended regulatory requirements.

CONSULTATION

Steven Tweedie, Governance Consultant

STATUTORY ENVIRONMENT

- *Local Government Act 1995*
- *Local Government (Model Code of Conduct) Regulations 2021*

POLICY IMPLICATIONS

Policy 1.04 – Council Code of Conduct Division 3 (Behaviour) Complaint Handling has been reviewed and amended to align with the amendments to the Model Code of Conduct.

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

Accountable and effective leaders

High quality corporate governance, accountability and compliance

ATTACHMENTS

1. Model Code of Conduct for Council Members, Committee Members and Candidates
2. Policy 1.04 Council Code of Conduct Division 3 (Behaviour) Complaint Handling.

VOTING REQUIREMENT

Absolute Majority

OFFICER RECOMMENDATION

That Council:

1. Adopts the amended Model Code of Conduct for Council Members, Committee Members and Candidates as prescribed in the Local Government (Model Code of Conduct) Regulations 2021.

2. Adopts amended Policy 1.04 Council Code of Conduct Division 3 (Behaviour) Complaint Handling.

COUNCIL RESOLUTION #29/2026

Moved: Cr Anthony Ball
Seconded: Cr Corey Matthews

That Council:

1. **Adopts the amended Model Code of Conduct for Council Members, Committee Members and Candidates as prescribed in the Local Government (Model Code of Conduct) Regulations 2021.**

2. **Adopts amended Policy 1.04 Council Code of Conduct Division 3 (Behaviour) Complaint Handling.**

In Favour: **Crs Paul Wilcox, Anthony Ball, Tammee Keast, Daphne Simmons, Corey Matthews and Julie-Ann Williams**

Against: **Nil**

CARRIED 6/0

CODE OF CONDUCT FOR COUNCIL MEMBERS, COMMITTEE MEMBERS AND CANDIDATES 2021

This Code of Conduct for Council Members, Committee Members and Candidates was adopted by Council by Absolute Majority on February 23 2021

Division 1 — Preliminary provisions

1. Citation

This is the *Shire of Coolgardie Code of Conduct for Council Members, Committee Members and Candidates.*

2. Terms used

(1) In this code —

Act means the *Local Government Act 1995*;

candidate means a candidate for election as a council member;

complaint means a complaint made under clause 11(1);

publish includes to publish on a social media platform.

(2) Other terms used in this code that are also used in the Act have the same meaning as they have in the Act, unless the contrary intention appears.

Division 2 — General principles

3. Overview of Division

This Division sets out general principles to guide the behaviour of council members, committee members and candidates.

4. Personal integrity

(1) A council member, committee member or candidate should —

(a) act with reasonable care and diligence; and

(b) act with honesty and integrity; and

(c) act lawfully; and

(d) identify and appropriately manage any conflict of interest; and

(e) avoid damage to the reputation of the local government.

(2) A council member or committee member should —

(a) act in accordance with the trust placed in council members and committee members; and

(b) participate in decision-making in an honest, fair, impartial and timely manner; and

(c) actively seek out and engage in training and development opportunities to improve the performance of their role; and

(d) attend and participate in briefings, workshops and training sessions provided or arranged by the local government in relation to the performance of their role.

5. Relationship with others

(1) A council member, committee member or candidate should —

(a) treat others with respect, courtesy and fairness; and

(b) respect and value diversity in the community.

(2) A council member or committee member should maintain and contribute to a harmonious, safe and productive work environment.

6. Accountability

A council member or committee member should —

(a) base decisions on relevant and factually correct information; and

(b) make decisions on merit, in the public interest and in accordance with statutory obligations and principles of good governance and procedural fairness; and

(c) read all agenda papers given to them in relation to council or committee meetings; and

(d) be open and accountable to, and represent, the community in the district.

Division 3 — Behaviour

7. Overview of Division

This Division sets out —

(a) requirements relating to the behaviour of council members, committee members and candidates; and

(b) the mechanism for dealing with alleged breaches of those requirements.

8. Personal integrity

(1) A council member, committee member or candidate —

(a) must ensure that their use of social media and other forms of communication complies with this code; and

(b) must only publish material that is factually correct.

(2) A council member or committee member —

(a) must not be impaired by alcohol or drugs in the performance of their official duties; and

(b) must comply with all policies, procedures and resolutions of the local government.

9. Relationship with others

A council member, committee member or candidate —

(a) must not bully or harass another person in any way; and

(b) must deal with the media in a positive and appropriate manner and in accordance with any relevant policy of the local government; and

(c) must not use offensive or derogatory language when referring to another person; and

(d) must not disparage the character of another council member, committee member or candidate or a local government employee in connection with the performance of their official duties; and

(e) must not impute dishonest or unethical motives to another council member, committee member or candidate or a local government employee in connection with the performance of their official duties.

10. Council or committee meetings

When attending a council or committee meeting, a council member, committee member or candidate —

(a) must not act in an abusive or threatening manner towards another person; and

(b) must not make a statement that the member or candidate knows, or could reasonably be expected to know, is false or misleading; and

(c) must not repeatedly disrupt the meeting; and

(d) must comply with any requirements of a local law of the local government relating to the procedures and conduct of council or committee meetings; and

(e) must comply with any direction given by the person presiding at the meeting; and

(f) must immediately cease to engage in any conduct that has been ruled out of order by the person presiding at the meeting.

11. Complaint about alleged breach

(1) A person may make a complaint, in accordance with subclause (2), alleging a breach of a requirement set out in this Division.

(2) A complaint must be made —

(a) in writing in the form approved by the local government; and

(b) to a person authorised under subclause (3); and

(c) within 1 month after the occurrence of the alleged breach.

(3) The local government must, in writing, authorise 1 or more persons to receive complaints and withdrawals of complaints.

12. Dealing with complaint

(1) After considering a complaint, the local government must, unless it dismisses the complaint under clause 13 or the complaint is withdrawn under clause 14(1), make a finding as to whether the alleged breach the subject of the complaint has occurred.

(2) Before making a finding in relation to the complaint, the local government must give the person to whom the complaint relates a reasonable opportunity to be heard.

(3) A finding that the alleged breach has occurred must be based on evidence from which it may be concluded that it is more likely that the breach occurred than that it did not occur.

(4) If the local government makes a finding that the alleged breach has occurred, the local government may —

(a) take no further action; or

(b) prepare and implement a plan to address the behaviour of the person to whom the complaint relates.

(5) When preparing a plan under subclause (4)(b), the local government must consult with the person to whom the complaint relates.

(6) A plan under subclause (4)(b) may include a requirement for the person to whom the complaint relates to do 1 or more of the following —

(a) engage in mediation;

(b) undertake counselling;

(c) undertake training;

(d) take other action the local government considers appropriate.

(7) If the local government makes a finding in relation to the complaint, the local government must give the complainant, and the person to whom the complaint relates, written notice of —

(a) its finding and the reasons for its finding; and

(b) if its finding is that the alleged breach has occurred — its decision under subclause (4).

13. Dismissal of complaint

(1) The local government must dismiss a complaint if it is satisfied that —

(a) the behaviour to which the complaint relates occurred at a council or committee meeting; and

(b) either —

(i) the behaviour was dealt with by the person presiding at the meeting; or

(ii) the person responsible for the behaviour has taken remedial action in accordance with a local law of the local government that deals with meeting procedures.

(2) If the local government dismisses a complaint, the local government must give the complainant, and the person to whom the complaint relates, written notice of its decision and the reasons for its decision.

14. Withdrawal of complaint

(1) A complainant may withdraw their complaint at any time before the local government makes a finding in relation to the complaint.

(2) The withdrawal of a complaint must be —

(a) in writing; and

(b) given to a person authorised under clause 11(3).

14A. Appointment of monitor

(1) The Inspector may appoint a monitor for the local government to assist the local government to deal with matters raised by a complaint.

(2) If the Inspector appoints a monitor —

(a) the Inspector may direct the local government to defer further dealing with the complaint until the monitor reports to the Inspector on the outcome of the monitoring assignment; and

(b) the local government must comply with the direction.

Shire of Coolgardie – Code of Conduct for Council Members, Committee Members and Candidates February 2021

[Clause 14A inserted: SL 2025/208 r. 45.]

14B. Performance of local government's functions under cl. 12 and 13

(1) The local government's functions under clauses 12 and 13 must be performed by the council.

(2) Despite subclause (1), the council may, by resolution carried with an absolute majority of the council, authorise a committee of the council comprising council members only to perform a function for and on behalf of the local government.

(3) Despite subclause (1), the council may, by resolution carried with an absolute majority of the council, authorise a person who is none of the following to perform a function for and on behalf of the local government —

(a) a member of the council of any local government;

(b) a member of the governing body of any regional subsidiary;

(c) an employee of any local government or regional subsidiary;

(d) an employee of WALGA or the Local Government Professionals Australia (WA);

(e) a member of the governing body of, or an employee of, a body corporate the activities of which are, wholly or partly, advocating or otherwise acting for, or on behalf of, 1 or more of the following —

(i) local governments;

(ii) members of councils;

(iii) employees of local governments.

(4) A resolution made under subclause (3) must include the following —

(a) a statement to the effect that the council is satisfied that the person being authorised is suitably qualified and experienced to perform the function;

(b) an explanation as to why the council is satisfied as referred to in paragraph (a);

(c) a statement to the effect that the council is satisfied that the person being authorised is impartial and has no close association with any member of the council or any employee of the local government.

(5) Nothing in this clause prevents an employee of the local government from providing, in relation to the performance of a function, any advice or other assistance to the council, a committee authorised under subclause (2) or a person authorised under subclause (3).

[Clause 14B inserted: SL 2025/208 r. 45.]

15. Other provisions about complaints

(1) A complaint about an alleged breach by a candidate cannot be dealt with by the local government unless the candidate has been elected as a council member.

(2) The procedure for dealing with complaints may be determined by the local government to the extent that it is not provided for in this Division.

Division 4 — Rules of conduct

Notes for this Division:

1. Under section 5.105(1) of the Act a council member commits a minor breach if the council member contravenes a rule of conduct. This extends to the contravention of a rule of conduct that occurred when the council member was a candidate.
2. A minor breach is dealt with by a standards panel under section 5.110 of the Act.

16. Overview of Division

(1) This Division sets out rules of conduct for council members and candidates.

(2) A reference in this Division to a council member includes a council member when acting as a committee member.

17. Misuse of local government resources

(1) In this clause —

electoral purpose means the purpose of persuading electors to vote in a particular way at an election, referendum or other poll held under the Act, the *Electoral Act 1907* or the *Commonwealth Electoral Act 1918*;

resources of a local government includes —

(a) local government property; and

(b) services provided, or paid for, by a local government.

(2) A council member must not, directly or indirectly, use the resources of a local government for an electoral purpose or other purpose unless authorised under the Act, or by the local government or the CEO, to use the resources for that purpose.

18. Securing personal advantage or disadvantaging others

(1) A council member must not make improper use of their office —

(a) to gain, directly or indirectly, an advantage for the council member or any other person; or

(b) to cause detriment to the local government or any other person.

(2) Subclause (1) does not apply to conduct that contravenes section 5.93 of the Act or *The Criminal Code* section 83.

19. Prohibition against involvement in administration

(1) A council member must not undertake a task that contributes to the administration of the local government unless authorised by the local government or the CEO to undertake that task.

(2) Subclause (1) does not apply to anything that a council member does as part of the deliberations at a council or committee meeting.

20. Relationship with local government employees

(1) In this clause —

local government employee means a person —

(a) employed by a local government under section 5.36(1) of the Act; or

(b) engaged by a local government under a contract for services.

(2) A council member or candidate must not —

(a) direct or attempt to direct a local government employee to do or not to do anything in their capacity as a local government employee; or

(b) attempt to influence, by means of a threat or the promise of a reward, the conduct of a local government employee in their capacity as a local government employee; or

(c) act in an abusive or threatening manner towards a local government employee.

(3) Subclause (2)(a) does not apply to anything that a council member does as part of the deliberations at a council or committee meeting.

(4) If a council member or candidate, in their capacity as a council member or candidate, is attending a council or committee meeting or other organised event (for example, a briefing or workshop), the council member or candidate must not orally, in writing or by any other means —

(a) make a statement that a local government employee is incompetent or dishonest; or

(b) use an offensive or objectionable expression when referring to a local government employee.

(5) Subclause (4)(a) does not apply to conduct that is unlawful under *The Criminal Code* Chapter XXXV.

21. Disclosure of information

(1) In this clause —

closed meeting means a council or committee meeting, or a part of a council or committee meeting, that is closed to members of the public under section 5.23(2) of the Act;

confidential document means a document marked by the CEO, or by a person authorised by the CEO, to clearly show that the information in the document is not to be disclosed;

document includes a part of a document;

non-confidential document means a document that is not a confidential document.

(2) A council member must not disclose information that the council member —

(a) derived from a confidential document; or

(b) acquired at a closed meeting other than information derived from a non-confidential document.

(3) Subclause (2) does not prevent a council member from disclosing information —

(a) at a closed meeting; or

(b) to the extent specified by the council and subject to such other conditions as the council determines; or

(c) that is already in the public domain; or

(d) to an officer of the Department; or

(e) to the Minister; or

(f) to a legal practitioner for the purpose of obtaining legal advice; or

(g) if the disclosure is required or permitted by law.

22. Disclosure of interests

(1) In this clause —

interest —

(a) means an interest that could, or could reasonably be perceived to, adversely affect the impartiality of the person having the interest; and

(b) includes an interest arising from kinship, friendship or membership of an association.

(2) A council member who has an interest in any matter to be discussed at a council or committee meeting attended by the council member must disclose the nature of the interest —

(a) in a written notice given to the CEO before the meeting; or

(b) at the meeting immediately before the matter is discussed.

(3) Subclause (2) does not apply to an interest referred to in section 5.60 of the Act.

(4) Subclause (2) does not apply if a council member fails to disclose an interest because the council member did not know —

(a) that they had an interest in the matter; or

(b) that the matter in which they had an interest would be discussed at the meeting and the council member disclosed the interest as soon as possible after the discussion began.

(5) If, under subclause (2)(a), a council member discloses an interest in a written notice given to the CEO before a meeting, then —

(a) before the meeting the CEO must cause the notice to be given to the person who is to preside at the meeting; and

(b) at the meeting the person presiding must bring the notice and its contents to the attention of the persons present immediately before any matter to which the disclosure relates is discussed.

(6) Subclause (7) applies in relation to an interest if —

(a) under subclause (2)(b) or (4)(b) the interest is disclosed at a meeting; or

(b) under subclause (5)(b) notice of the interest is brought to the attention of the persons present at a meeting.

(7) The nature of the interest must be recorded in the minutes of the meeting.

23. Compliance with plan requirement

If a plan under clause 12(4)(b) in relation to a council member includes a requirement referred to in clause 12(6), the council member must comply with the requirement.

Policy Number 1.04 Council Code of Conduct Division 3 (Behaviour) Complaint Handling

Policy Objective

To establish, in accordance with Clause 15(2) of Schedule 1 of the Local Government (Model Code of Conduct) Regulations 2021 and Shire of Coolgardie Code of Conduct for Council Members, Committee Members and Candidates (Code of Conduct), the procedure for dealing with complaints about alleged breaches of the behaviour requirements included in Division 3 of the Code of Conduct.

Definitions

Act means the Local Government Act 1995

Behaviour Complaints Officer for the purposes of Division 3 of the Code, means:

- the Shire President for dealing with complaints about Council Members or candidates for elections that become Council Members but excluding those made by the Shire President,
- the Deputy President for dealing with complaints made by the President excluding those made about the Deputy President,
- the Deputy President for dealing with complaints about the President,
- the CEO for referral to Council, for complaints about the Deputy President made by the President,
- the CEO for complaints made jointly by the President and Deputy President or made about the President and Deputy President.
- The Behavioural Complaints Officer performs administrative and procedural functions in managing complaints and may appoint a Complaint Assessor or Investigator or refer a complaint to the Local Government Inspector where appropriate.

Behavioural breaches

Section 8A.2

A behavioural breach occurs when a council member fails to meet the behavioural standards set out in their local government's adopted code of conduct.

The Code must incorporate the model code prescribed in the Local Government (Model Code of Conduct) Regulations 2021 which outlines behavioural expectations in three key areas:

- personal integrity
- relationships with others

- council or committee meetings.

Local governments may also include additional requirements, provided they align with the model code.

Breach means a breach of Division 3 of the Shire of Coolgardie Code of Conduct for Council Members, Committee Members and Candidates.

Candidate means a candidate for election as a Council Member, whose nomination has been accepted by the Returning Officer under s.4.49 of the Act but does not include a Council Member who has nominated for re-election.

A person is a Candidate from the date on which their nomination is accepted, until the Returning Officer declares the election result in accordance with s.4.77 of the Act.

Candidate Complaint means a Complaint alleging a Breach by a Candidate

Code of Conduct means the Code of Conduct for Council Members, Committee Members and Candidates adopted by the Shire of Coolgardie.

Committee Member - includes any Council Member, local government employee or unelected member of the community, in any of those cases, who has been appointed by the council to be a member of a council committee.

Complaint means a complaint made under clause 11(1) of the Code of Conduct

Complainant means a person complaining of a behaviour breach by a Council or Committee Member of the Shire or a candidate.

Complaint Assessor means a person appointed by the Behaviour Complaints Officer in accordance with this Policy.

Complaint Documents means the Complaint Form and any supporting information, evidence, or attachments provided by the Complainant.

Complaint Form means the form approved under clause 11(2)(a) of the Code of Conduct by Council resolution.

Conduct breaches and recurrent breaches

Section 8A.3

A council member commits a conduct breach if they:

- contravene a rule of conduct in the model code of conduct prescribed in the Local Government (Model Code of Conduct) Regulations 2021.
- violate a local law made under the Act relating to conduct at council or committee meetings.

The rules of conduct include:

- misuse of local government resources

- securing personal advantage or disadvantaging others
- prohibition against involvement in administration
- relationship with local government employees
- disclosure of information
- disclosure of interests
- compliance with plan requirement.

A recurrent breach happens when a council member commits a conduct breach after already being found to have committed two or more previous conduct breaches.

Council means the Council of the Shire of Coolgardie.

Council Member means a person who is currently serving a term of office as an elected member of the Council in accordance with the Act.

Council or Committee Meeting means a formal meeting of the Council or a Committee that is called and convened in accordance with the Act. It does not include informal meetings, such as workshops or briefings.

Evidence means the available facts or information which go to indicate whether or not an allegation of a breach is true or valid. Local governments must use evidence provided by the complainant and by the person to whom the complaint relates, as well as any other available evidence, to decide whether a breach has occurred.

Finding means a finding made in accordance with clause 12(1) of the Code of Conduct as to whether the alleged Breach has or has not occurred.

Local Government Inspector Local Government Inspector means a person appointed under the Local Government Act 1995 to perform functions relating to the investigation or assessment of complaints about elected member conduct, including behaviour breaches under the Local Government (Model Code of Conduct) regulations 2021.

Plan means a Plan that may be prepared and implemented under clause 12(4)(b) of the Code of Conduct, to address the behaviour of the person to whom the complaint relates (the Respondent), if a Finding has been made that a Breach has occurred.

Report means the report for the council of the outcome of the investigation of a Complaint dealing with the following:

1) whether or not the Investigator considers that the behaviour the subject of the Complaint has occurred,

2) the evidence relied on by the Investigator under clause 12(3) of the Code for that conclusion; and

3) a recommendation as to whether no further action should be taken on the Complaint, or as to the terms of the plan under clause 12(4)(b) of the Code.

Response Documents means the response provided by the Respondent to the Complaint and

includes any supporting information or evidence that is supplied.

Other terms used in this Policy that are also used in the LG Act have the same meanings as they have in the Act unless the contrary intention appears.

Specified breaches

Section 8A.4

A council member who commits a specified offence commits a specified breach. A specified offence is:

- • an offence under a provision listed in Schedule 8A.1 of the Act.
- • an offence under a written law, other than a local law, that is prescribed by regulations as a specified offence.

A list of all specified offences is available on the Inspector's website - www.wa.gov.au/organisation/local-government-inspector/information-and-guidance

Procedural fairness

The principles of procedural fairness, or natural justice, will apply when dealing with a Complaint under this Policy. In particular:

- the Respondent will be afforded a reasonable opportunity to be heard before any findings are made, or a plan implemented,
- the decision maker should be objective and impartial, with an absence of bias or the perception of bias; and
- any findings made will be based on proper and genuine consideration of the evidence.

Any person involved in the assessment or investigation of a complaint must disclose any actual, potential or perceived conflict of interest and must not participate in the decision-making process where such a conflict exists.

Decision Making Responsibility

The determination of behaviour breach complaints will occur in accordance with the Model Code of Conduct.

Depending on the circumstances, a complaint may be:

- assessed and determined by the Behaviour Complaints Officer;
- investigated and determined by a Complaint Assessor or Investigator appointed by the Behaviour Complaints Officer, or
- referred to the Local Government Inspector for assessment and determination.

Council will not determine whether a behaviour breach has occurred in relation to one of its members except where required to consider or implement an action plan following a determination.

Accessibility

The Shire of Coolgardie will ensure that information on how to make a complaint, including this Policy, is available at the Shire of Coolgardie's Administration Buildings and on the Shire's website.

The Shire of Coolgardie will make information available in alternative formats if requested.

Any person wishing to make a complaint may contact the Behaviour Complaints Officer if they require assistance in completing the complaint form or otherwise navigating the complaints process.

Making a complaint

Complaint Assessor

The Complaint Assessor is appointed by the Behaviour Complaints Officer in accordance with this Policy.

The Complaint Assessor is an impartial third party who will undertake the functions specified in this Policy. In undertaking their functions, the Complaint Assessor will apply the Principles of this Policy.

The Complaint Assessor will liaise with the Behaviour Complaints Officer to manage the administrative requirements of dealing with the Complaint in accordance with this Policy.

Initiating a Complaint

- Any person may make a Complaint alleging a behaviour breach.
- A Complaint must be in writing on the Shire's approved form – 'Complaint About Alleged Behaviour Breach form'.
- The complainant must lodge the Complaint with the Shire's Behaviour Complaints Officer.
- The complainant must provide with the Complaint, details of the alleged behaviour breach together with any supporting evidence.
- The Complaint must be lodged within one month of the occurrence of the alleged behaviour breach.
- A Complaint must be submitted by the complainant.

A Complaint is required to include the name and contact details of the Complainant therefore anonymous complaints cannot be accepted.

Where a Complaint Form omits required details, the Behaviour Complaints Officer will invite the Complainant to provide this information for the Complaint to be progressed.

Where a Complaint is made more than 1 month after the alleged breach, the Behaviour Complaints Officer will give the Complainant written notice that the Complaint cannot be made [clause 11(2)(c) of the Code of Conduct].

The Behaviour Complaints Officer may provide any Complaint to the Investigator.

Notice to Complainant

Within 7 days after receiving a Complaint, the Complaints Officer will provide written notice to the Complainant that:

(i) confirms receipt of the Complaint;

(ii) outlines the process that will be followed and possible outcomes;

(iii) explains the application of confidentiality to the complaint; and

(iv) includes a copy of this Policy.

Notice to Respondent

Within 14 days after receiving a Complaint, the Complaints Officer will provide written notice to the Respondent that:

(i) advises that a Complaint has been made in accordance with the Code and this Policy,

(ii) includes a final copy of the Complaint Documents,

(iii) outlines the process that will be followed, the opportunities that will be afforded to the Respondent to be heard and the possible outcomes; and

(iv) includes a copy of this Policy.

Order of Complaints

Complaints will normally be dealt with in the order in which they are received.

If more than one Complaint is received that relates to the same alleged behaviour, the Officer may decide to progress those Complaints concurrently.

Complaints about Candidates

A Complaint in relation to a Candidate must be made in accordance with the above, but cannot be dealt with unless the Candidate is subsequently declared elected as a Council Member.

Within 7 days after receiving a Candidate Complaint, the Complaints Officer will provide written notice:

(i) to the Complainant confirming receipt, and advising of the procedure for candidate complaints; and

(ii) to the Respondent, including a summary of the complaint, and advising of the procedure for candidate complaints.

No action will be taken until the results of the election are declared by the Returning Officer.

If the respondent is elected, then the complaint will be dealt with in accordance with this

Policy. Timeframes that would otherwise commence on the receipt of a Complaint will be taken to commence on the election date.

If the Respondent is not elected, the Complaints Officer will provide the Complainant with notice that the Respondent has not been elected and that the Complaint cannot be dealt with [clause 15(1) of the Code of Conduct]

Alternative Dispute Resolution

The Shire of Coolgardie recognises that Alternative Dispute Resolution may support both parties reach a mutually satisfactory outcome that resolves the issues giving rise to the Complaint.

Alternative Dispute Resolution requires the consent of both parties to the Complaint and may not be appropriate in all circumstances.

To commence the process, the Behaviour Complaints Officer will, as the first course of action upon receiving a complaint, offer the Complainant and the Respondent the option of Alternative Dispute Resolution.

If both parties agree to participate in Alternative Dispute Resolution, the Behaviour Complaints Officer will pause the formal process.

The objective of Alternative Dispute Resolution will be to reach an agreed resolution that satisfies the Complainant that the formal process is no longer required, allowing them to withdraw the Complaint, in accordance with this Policy.

For example, an offer by a Respondent to issue a voluntary apology in response to a Complaint, even in the absence of a request from the Complainant, qualifies for consideration as Alternative Dispute Resolution.

If Alternative Dispute Resolution is commenced, both the Complainant and Respondent may decline to proceed with the process at any time.

The process may also be terminated on the advice of a third party who is helping the Local Government, such as a facilitator or mediator.

If Alternative Dispute Resolution is terminated or does not achieve an agreed outcome that results in the withdrawal of the Complaint, the Behaviour Complaints Officer will resume the formal process required under this Policy.

Fees and Costs in the complaints process

a) No fee is payable to lodge a Complaint under this Policy.

b) The Investigator or a mediator appointed pursuant to the Policy may charge the Shire a fee to cover the costs of dealing with the Complaint whether a breach is ultimately found.

c) Any fee charged by an Investigator or a mediator, is to be based on the time spent in connection with the Complaint and may be established in advance on a quotation or otherwise in accordance with the Shire's procurement/purchasing policies.

Dealing with Complaints

a) The Complaint Assessor will undertake an assessment of the Complaint in accordance with the process outlined in the Notices given under this Policy. The Complaint Assessor must ensure that the Respondent is provided with a reasonable opportunity to be heard before forming any opinions or drafting the Complaint Report or recommendations.

b) Search of Local Government Records

The Complaint Assessor may request the Behaviour Complaints Officer to search for any relevant records in the Shire of Coolgardie's Record Management System.

If the behaviour is alleged to have occurred at a Council or Committee Meeting, the Behaviour Complaints Officer will be requested to identify any Local Government records that provide evidence that may support a decision as to whether:

- the behaviour occurred at a Council or Committee Meeting,
- the behaviour was dealt with by the person presiding at the meeting, and/or
- the Respondent has taken remedial action in accordance with the Shire of Coolgardie

The Complaints Assessor must provide the Respondent with a copy of any records that are identified. In addition, where clarification or additional information has been sought from the Complainant by either the Behaviour Complaints Officer or the Complaint Assessor, copies must also be provided to the Respondent.

Mediation

The Investigator must offer mediation to both parties as the first option for dealing with a Complaint and before progressing with the consideration or determination of the Complaint.

If issues raised in the Complaint are resolved to the satisfaction of both parties in mediation and otherwise before the determination of the Complaint, the complainant must lodge a Withdrawal of Complaint in writing with the Behaviour Complaints Officer.

Assessment and Determination of Complaint.

Before deciding in relation to a Complaint, the Investigator must provide the Council Member or Committee Member to whom the Complaint relates with an opportunity to respond to the allegations in the Complaint and to provide their own comments and evidence for consideration within 14 days of the notification of the Complaint to them by the Behaviour Complaints Officer.

After considering a Complaint, the Investigator or Complaint Assessor must determine whether the alleged behaviour occurred or whether the matter should be referred to the Local Government Inspector for external assessment and determination.

The determination must be made within 21 days:

a) from receiving a Complaint from the Behaviour Complaints Officer; or

b) from receiving a copy of the response to the allegations by the person to whom the Complaint relates, whichever is the latter.

A determination by the Investigator that the alleged behaviour breach has occurred must be based on evidence from which it may be concluded that it is more likely that the breach occurred than that it did not occur.

Having decided on the alleged behaviour breach, the Investigator must inform the Behaviour Complaints Officer by providing a determination and reasons for it in a Determination and Reasons Report (Report).

The Report must be provided to the Behaviour Complaints Officer within 14 days of making the determination.

The Behaviour Complaints Officer may also refer the Report and supporting material to the Local Government Inspector where the matter is considered appropriate for external review or determination.

If the Investigator decides that the alleged breach has occurred, the Report must make a recommendation if further action is required and make a recommendation on the plan to address the behaviour of the person to whom the Complaint relates (action plan).

The Investigator may recommend to the Behaviour Complaints Officer to recommend that Council dismiss a Complaint in accordance with clause 13 of the Code, and if the Investigator concludes that the behaviour the subject of the Complaint is an offence under a local law that deals with meeting procedures, the Complaint should not be dealt with further as a behaviour breach but should be referred to the Behaviour Complaints Officer.

The Investigator's deliberations and determination are to be confidential and reported only to the Behaviour Complaints Officer, but subject to any consultation with the person to whom the Complaint relates under the following clause.

Complaint Report

The Complaint Assessor will prepare a Complaint Report that will:

- outline the process followed, including how the Respondent was provided with an opportunity to be heard,
- include the Complaint Documents, the Response Documents, and any relevant Local Government Records as attachments; and
- include recommendations on each decision that may be made by the Complaints Committee; and
- include reasons for each recommendation, with reference to this Policy.

If the Complaint Report recommends that a Plan is prepared and implemented in accordance with clause 12(4)(b) of the Code of Conduct and this Policy, the Complaint Report must include a Proposed Plan.

The Complaint Assessor will liaise with the Behaviour Complaints Officer to include the Complaint Report in the Agenda for a meeting of the Complaints Committee.

The Behaviour Complaints Officer will be responsible for preparation of an Officer Report

with the Complaint Report provided as a confidential attachment.

The recommendations of the Complaint Report will be provided as the Officer Recommendations.

Action Plans

The Proposed Plan should be designed to provide the Respondent with the opportunity and support to demonstrate the professional and ethical behaviour expected of elected representatives expressed in the Code of Conduct.

The Proposed Plan may also outline:

- the actions to be taken to address the behaviour(s),
- who is responsible for the actions,
- any assistance the Local Government will provide to assist achieve the intent of the Plan; and
- a reasonable timeframe for the Plan action(s) to be addressed by the Respondent.

When preparing an action plan under this Policy, the Investigator must consult with the person to whom the Complaint relates.

The Council or Committee Member must be provided with the opportunity to be involved in matters such as the timing of meetings or training.

An action plan may include a requirement for the person to whom the Complaint relates to do one or more of the following –

a) engage in mediation,

b) undertake counselling,

c) undertake training; or

d) take other actions the local government considers appropriate.

An action plan should be designed to provide the Council or Committee Member with the opportunity and support to demonstrate the professional and ethical behaviour expected of elected representatives.

The plan should outline:

a) the behaviour(s) of concern,

b) the actions to be taken to address the behaviour(s),

c) who is responsible for the actions; and

d) an agreed timeframe for the actions to be completed.

Report to Council (Where required)

Council does not determine whether a behaviour breach has occurred unless the matter is

specifically required to be considered by Council under the Code of Conduct.

Council's role is limited to considering any recommended action plan or organizational response following determination.

The Behaviour Complaints Officer must provide a confidential report to council including:

- a copy of the Complaint,
- the Report of the Investigator together with the evidence received by the Investigator and any submissions or other communications from the parties,
- a recommendation on the question whether a behaviour breach has occurred,
- a recommendation as to whether any and if so, what further action is required; and
- if further action is required, a recommendation must be provided to the council on an action plan to address the behaviour of the person to whom the Complaint relates.

Council Consideration of Outcome

Where a determination has been made that a behaviour breach has occurred, Council may be requested to consider and support the implementation of an action plan recommended by the Investigator or Complaint Assessor.

Council must not participate in determining whether a behaviour breach has occurred unless required by legislation.

This may involve first considering whether the behaviour occurred, on the balance of probabilities, and then whether that behaviour constituted a breach of a requirement of Division 3 of the Code of Conduct.

The council must not make a finding that a behaviour breach has occurred without first having given the person to whom the Complaint relates a reasonable opportunity to be heard.

A finding that the alleged behaviour breach has occurred must be based on evidence from which it may be concluded that it is more likely that the breach occurred than that it did not occur.

If the council makes a finding that the alleged breach has occurred, it may resolve to –

a) take no further action; or

b) prepare and implement an action plan recommended by the Investigator with or without modifications as it thinks fit.

Based on the Investigator's Report, the evidence and any further comments or submissions by the parties, the council may:

a) dismiss the Complaint in accordance with this Policy; or

b) find that the alleged breach has occurred; or

c) find that the alleged breach has not occurred; or

d) if the finding is that the breach has occurred, decide that no further action is required; or

e) if the finding is that a breach has occurred, decide that further action is required and consider the adoption of an action plan; or

f) adopt an action plan to address the behaviour of the person to whom the Complaint relates.

If the council makes a finding that the alleged breach has occurred, it must give reasons for that finding.

Behaviour Complaints Officer acting on Council finding.

When the council makes a finding in relation to a Complaint, the Behaviour Complaints Officer must give the complainant and the person to whom the Complaint relates written notice of –

a) the finding and the reasons for the finding; and

b) if the finding is that the alleged breach has occurred, council's decision on the course of action to be taken including the options in clauses outlined above

Referral to Inspector

The Behaviour Complaints Officer may refer a complaint or investigation material to the Local Government Inspector where:

- the complaint raises broader governance concerns;
- the complaint may be more appropriately dealt with externally;
- a conflict of interest or perceived bias may exist in local assessment; or
- guidance or intervention from the department responsible for local government is required.

Confidentiality of Complaints

The fact of a Complaint having been made and the details of a Complaint and the processes undertaken in connection with a Complaint including the referral to an Investigator are confidential matters and should not be disclosed unless and until the council has made a formal finding of breach in respect of the Complaint.

The Shire of Coolgardie will take all reasonable steps to maintain confidentiality when dealing with the Complaint, to protect both the Complainant and Respondent.

Council Members, Local Government employees and contractors who have a role in handling a specific complaint will be provided with sufficient information to fulfil their role.

They must manage this information securely and must not disclose or inappropriately use this information.

Complainants will be advised of the level of confidentiality they can expect, and that breaches

of confidentiality on their part may prejudice the progress of their Complaint.

Dismissal of Complaint

The council must dismiss a Complaint where:

a) the behaviour occurred at a council or committee meeting, and the behaviour was dealt with at that meeting; and

b) either:

the behaviour was dealt with by the person presiding at the meeting; or

a) the person responsible for the behaviour has taken remedial action in accordance with the local law of the local government that deals with meeting procedures.

b) In any event behaviour that is an offence under a local law that deals with meeting procedures cannot be dealt with as a behaviour breach.

Withdrawal of Complaint

A Complainant may withdraw their Complaint at any time before a Finding has been made in relation to the Complaint.

A Complainant may withdraw a Complaint by advising the Complaints Officer in writing that they wish to do so.

After receiving a written withdrawal of the Complaint, the Complaints Officer will take all necessary steps to terminate the process commenced under this Policy.

Compliance with Plan requirement

The Behaviour Complaints Officer is to monitor the actions in timeframes set out in an action plan.

Should the Councillor not comply with the plan within the specified timeframe, the Chief Executive Officer is to refer the matter to the Local Government Inspector as a breach of regulation 23 of the Local Government (Model Code of Conduct) Regulations 2021.The Behaviour Complaints Officer must provide a report advising Council of any failure to comply with a requirement included in a Plan.

Restricting communication with a complainant

The purpose of the Shire's Code of Conduct is to guide the decisions, actions and behaviours of Council Members, Committee Members, and candidates for election as a Council Member.

The objective of this Policy is to deal with matters relating to breaches of the behaviour requirements in Division 3 of the Code of Conduct, and all Complaints under this Policy should be made with that objective in mind.

Consequently, Complaints such as the following are inappropriate to be dealt with under this Policy:

a) Complaints made with the intent of addressing personal grievances or disagreements,

b) Complaints made to express dissatisfaction with a Council or Committee Member's lawfully made decisions or performance of their role,

c) Conduct breaches under Division 4 of the Code of Conduct,

d) Conduct breaches, or recurrent behavioural breaches ; and

e) Allegations of corruption (which should be referred to the WA Police, or the CCC).

Vexatious or unreasonable persistence complaints

Under certain circumstances, a local government Chief Executive Officer (CEO) may determine that the local government will no longer communicate with a complainant regarding a specific complaint or category of complaints.

This decision may be made if:

- the local government has previously responded to the complainant about the same issue; or
- the complaint is assessed as vexatious, misconceived, frivolous, or lacking substance.

In either case, the CEO must be satisfied that continuing to respond would divert an unreasonable proportion of the local government's resources from its other operations.

The decision to restrict communication cannot be applied to a council member or a committee member.

Issuing a notice of restricted communication

If a CEO decides to restrict communication, they must issue a formal notice to the complainant using a letter template approved by the Local Government Inspector. The notice must include:

- the decision to restrict communication
- the subject matter or category of subject matter to which the decision applies
- the duration of the restriction (not exceeding 12 months from the date of the notice)
- a summary of the local government's previous response to the complainant (if applicable)
- the reasons why the complaint is considered vexatious, misconceived, frivolous, or without substance (if applicable)
- reasons why responding would unreasonably impact the local government's operations
- information on how the complainant can lodge a complaint with the Inspector regarding the CEO's decision.

Related Sources

www.wa.gov.au/system/files/2025-12/breach_complaints_guideline.pdf

Local Government Act 1995 - Part 5, Division 9; Part 8A

Local Government (Local Government Inspector) Regulations 2025 - Part 2

Local Government (Model Code of Conduct) Regulations 2021 - r. 3A, Schedule 1

Shire of Coolgardie Code of Conduct for Council Members, Committee Members and Candidates for election

Guidelines on Complaint Handling (Ombudsman Western Australia) January 2017 AS/NZS 10002-2014 Guidelines for Complaint Management in Organizations

Responsible Department: Executive Services
Responsible Officer: CEO
Delegation link (if any):
Date First Adopted: May 2021
Review dates: November 2023, March 2026

12.1.3 LOCAL GOVERNMENT EXTRAORDINARY ELECTION 2026

Location: Nil

Applicant: Nil

Disclosure of Interest: Nil

Date: 24 March 2026

Author: Rebecca Horan, Executive Manager Governance and Workplace

SUMMARY

The purpose of this report is to seek Council's endorsement for the Western Australian Electoral Commission (WAEC) to conduct as a postal election an Extraordinary Election to fill the position of Councillor due to the resignation of Councillor Tracey Rathbone effective 10th March 2026.

BACKGROUND

The Western Australian Electoral Commission (WAEC) has scheduled the 2026 Local Government Extraordinary Election for Thursday, 25th June 2026. As part of the Council's preparations for the election, it must consider the method of election and the appointment of a returning officer, if someone other than the Chief Executive Officer is appointed.

The Council has previously endorsed conducting local government elections via postal vote, managed by the WAEC. The WAEC is currently seeking confirmation from the Shire of Coolgardie regarding its preferred approach for the 2026 Extraordinary Election.

Under the Local Government Act 1995, the Council has the option to conduct the election either in-person or by postal vote. If the Council chooses a postal election, the WAEC will oversee the process, and the election costs will be fully recovered by the WAEC on a cost-recovery basis.

The Shire of Coolgardie has one vacant Councillor position to fill, with the term of the newly appointed Councillor set to expire at the next Ordinary Election in October 2027.

COMMENT

Council has received written confirmation from the Electoral Commissioner agreeing to oversee the conduct of the 2026 Local Government Extraordinary Election as a postal election.

Local government elections can either be conducted by postal vote, where voters cast their ballots by mailing or delivering them to an electoral officer on or before election day, or through in-person voting.

The WAEC is responsible for administering postal elections in Western Australia and can also conduct in-person elections upon request in exceptional circumstances. By designating the Electoral Commission to manage these elections, local governments ensure that the process is carried out independently and impartially.

The WAEC has provided the Shire with an estimated cost of $17,000.00 (excluding GST) to conduct a postal election for the 2026 Extraordinary Election. This estimate is based on the election being held to fill one vacancy, involving approximately 2,100 electors, with the vote counting to take place at the Shire of Coolgardie's premises.

The estimate includes the following: -

- The method of election will be postal
- 1 Councillor vacancy
- 2100 electors
- Response rate of 35%
- Appointment of local Returning Officer
- The Shire providing all other electoral officers to assist in the conduct of the election
- The count to be conducted at a premises within the Shire of Coolgardie using Count WA

Costs not incorporated in this estimate include: -

- Non-statutory advertising (i.e. additional advertisements in community newspapers and promotional advertising).
- Cost of any Shire staff to assist the Returning Officer during the election process or on election day or night (whether paid directly by the Shire, or by WARC, and billed to the Shire.

Having regard to the matters outlined above, there are several options available to Council as to how they wish to run the 2026 Extraordinary Election: -

1. Postal election – run by the Electoral Commission
2. Voting in person – run by the local government
3. Voting in person – run by a Shire of Coolgardie appointed external returning Officer, agreed to by WAEC

It is recommended that Option 1 be adopted, given: -

Advantages for Electors:

- Convenience of casting a vote in their own homes – particularly for voters with disability or who are aged or without access to transport.
- Provision of candidate profiles to each elector to assist in their decision-making.
- Time to contact candidates and make an informed decision.
- Reduced costs in time and travel in casting a vote.

Advantages for Candidates:

- Availability of an experienced Returning Officer “at arm’s length” from local government business.
- Detailed candidates’ guides prepared by the Electoral Commission.
- An opportunity to reach all eligible electors at no cost through the candidate profile.
- Confidence that the election is being run by the State’s independent Electoral Commission.
- Elected candidates have an increased support base.

Advantages for the Local Government:

- All eligible electors are given information about the election.
- Electors can vote more easily as there are virtually no barriers to voting.
- Elections are seen to be conducted by the impartial Western Australian Electoral Commission.
- The workload for the Chief Executive Officer is reduced in an area that is not core business.

- The vast majority of elector and candidate enquiries are received and resolved by either the Returning Officer or the Electoral Commissioner.
- Statutory requirements are fulfilled.
- A full election report (including statistics) is prepared by the Electoral Commission for presentation to Council.
- Materials and equipment used in the processes meet contemporary electoral standards.
- Economies of scale can reduce some of the costs.
- Elected Councillors have a high level of support from the local community due to the broader turnout at postal elections.

There is a possibility that an election would not be required, if only one nomination was received for the one Vacancy, in which case the costs to the Shire will be significantly less, than if the full election process was undertaken.

CONSULTATION

- WAEC
- Chief Executive Officer, Sabine Taylor

STATUTORY ENVIRONMENT

- *Local Government Act 1995, Part 4*
- *Local Government (Elections) Regulations 1997*

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

The WAEC conduct elections on behalf of local governments on a full cost recovery basis. The Shire has received an estimate of $17,000.00 (exc GST) from the WAEC to conduct the 2026 Local Government Extraordinary Election as a postal election.

Funding for the election has been included in the 2025/2026 budget review.

STRATEGIC IMPLICATIONS

Accountable and effective leaders

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

High quality corporate governance, accountability and compliance

ATTACHMENTS

1. **Shire of Coolgardie - Election date and cost estimate - 2026 Extraordinary Election**
2. **WAEC - Written Agreement - 2026 Local Government Extraordinary Election**

VOTING REQUIREMENT

Absolute Majority

OFFICER RECOMMENDATION

That Council:

1. Declare in accordance with section 4.20(4) of the Local Government Act 1995, the Electoral Commissioner to be responsible for the conduct of the 2026 extraordinary election, together with any other polls which may be required.

2. Decide, in accordance with section 4.61(2) of the Local Government Act 1995 that the method of conducting the election will be as a postal election.

COUNCIL RESOLUTION #30/2026

Moved: Cr Tammee Keast
Seconded: Cr Anthony Ball

That Council:

1. **Declare in accordance with section 4.20(4) of the Local Government Act 1995, the Electoral Commissioner to be responsible for the conduct of the 2026 extraordinary election, together with any other polls which may be required.**

2. **Decide, in accordance with section 4.61(2) of the Local Government Act 1995 that the method of conducting the election will be as a postal election.**

In Favour: **Crs Paul Wilcox, Anthony Ball, Tammee Keast, Daphne Simmons, Corey Matthews and Julie-Ann Williams**

Against: **Nil**

CARRIED 6/0

WESTERN AUSTRALIAN
Electoral Commission

Ms Sabine Taylor
Chief Executive Officer
Shire of Coolgardie
PO Box 138
KAMBALDA WA 6442

Dear Ms Taylor,

Date for Local Government Extraordinary Election 2026

Thank you for your recent email advising of the resignation of Councillor Tracey Rathbone and confirming that an extraordinary election will therefore be required for the Shire of Coolgardie.

I note that as per section 4.9(1) of *the Local Government Act 1995,* Council has one (1) month after the vacancy occurring (the day the resignation is received) to decide on and fix the election day for the extraordinary election. The *Local Government Act 1995* allows for either the WAEC to conduct the extraordinary election or for the Local Government to conduct the election in-house, with the CEO as the Returning Officer.

To assist your Council in making this decision, I am writing to advise you that the earliest date that the Western Australian Electoral Commission (WAEC) can conduct an extraordinary election is **Thursday 25 June 2026**. This is also our preferred date for the election.

This letter also serves as your cost estimate. The WAEC has estimated the cost to conduct this election at approximately **$17,000** (ex GST). This cost has been based on the following assumptions:

- The method of election will be postal
- 1 Councillor vacancy
- 2100 electors
- response rate of approximately 35%
- appointment of a local Returning Officer
- the Shire providing all other electoral officers to assist in the conduct of the election
- count to be conducted at your office using CountWA.

The WA Electoral Commission conducts elections on the basis of full accrual cost recovery, in accordance with *the Local Government (Elections) Regulations 1997.* This means if the actual costs to conduct the election are less or greater than what we have estimated, the final cost may differ from the estimate we have provided.

Western Australian Electoral Commission
Level 2, 66 St Georges Terrace, PERTH WA 6000
GPO Box F316, PERTH WA 6841

T | (08) 9214 0400
E | waec@waec.wa.gov.au
W | elections.wa.gov.au

We aim to keep additional costs at a minimum, however examples of where cost increases may arise include:

- you select Australia Post Priority Service for the lodgement of your election package
- casual staff are required to be provided for the issuing of Replacement Election Packages;
- casual staff are required to be provided to assist the Returning Officer on election day or with the count at night
- unanticipated cost increases from our suppliers

Please advise us in writing as soon as practicable that you accept to take this cost estimate to Council, so I can provide you with my written agreement to conduct the election in a separate letter. Both the cost estimate letter and the written agreement letter then need to be taken to Council for a decision.

The WA Electoral Commission is available to you to provide any further advice or support. If you have any queries please contact Phil Richards, Manager Election Events, at lgelections@waec.wa.gov.au.

Yours sincerely

Dennis O'Reilly
ELECTORAL COMMISSIONER

16 March 2026

WESTERN AUSTRALIAN
Electoral Commission

Ms Sabine Taylor
Chief Executive Officer
Shire of Coolgardie
PO Box 138
KAMBALDA WA 6442

Dear Ms Taylor,

Written Agreement: 2026 Local Government Extraordinary Election

Thank you for your correspondence dated 17 March 2026 in which you accept to take the Western Australian Electoral Commission's cost estimate for your 2026 local government extraordinary election to your next Council meeting.

I am pleased to provide this letter as my written agreement to be responsible for the conduct of your local government extraordinary election. In order to finalise this agreement, please submit the following motions to Council for a postal election as required under the *Local Government Act 1995*:

1. declare, in accordance with section 4.20(4) of the *Local Government Act 1995*, the Electoral Commissioner to be responsible for the conduct of the 2026 extraordinary election, together with any other elections or polls which may be required;

2. decide, in accordance with section 4.61(2) of the *Local Government Act 1995* that the method of conducting the election will be as a postal election.

Please note:

- the above motions must be presented to Council as drafted and cannot be amended in any way
- both the Cost Estimate letter, and this Written Agreement letter should be attached to the item for Council's consideration
- the above motions must be passed by an absolute majority

Once the Council passes the above mentioned motions, please forward confirmation to us via the email address below. We will then proceed with arrangements for your ordinary election.

The WA Electoral Commission is available to you to provide any further advice or support. For any queries, please contact please contact Phil Richards, Manager Election Events via email at lgelections@waec.wa.gov.au.

Yours sincerely,

D O'Reilly

Dennis O'Reilly
ELECTORAL COMMISSIONER

18 March 2026

Western Australian Electoral Commission
Level 2, 66 St Georges Terrace, PERTH WA 6000
GPO Box F316, PERTH WA 6841

T | (08) 9214 0400
E | waec@waec.wa.gov.au
W | elections.wa.gov.au

12.1.4 COUNCIL POSITION - ELECTORAL REFORM DISCUSSION PAPER

Location: Not applicable

Applicant: Not applicable

Disclosure of Interest: The author has no interest to disclose

Date: 24 March 2026

Author: Rebecca Horan, Executive Manager Governance and Workplace

SUMMARY

To consider a Council position on the Western Australian Local Government Association (WALGA) Electoral Reform Discussion Paper.

BACKGROUND

WALGA is seeking Council-endorsed feedback from Local Governments to inform a sector-wide response to anticipated State Government proposals for Local Government electoral reform.

As outlined in the attached InfoPage and accompanying Discussion Paper, the State Government is expected to progress reforms relating to:

- the introduction of full spill elections every four years; and
- compulsory voting at Local Government elections.

The Discussion Paper summarises these emerging reform considerations and provides example questions Local Governments may wish to address.

COMMENT

The Goldfields Voluntary Regional Organisation of Councils has requested member Councils take an agenda item to their March Ordinary Meetings of Council for a position to be adopted which can then be fed back up the line to inform WALGAs position.

CONSULTATION

The Chief Executive Officer provided a copy of the WALGA InfoPage and Discussion Paper to all Councillors on 15 February 2026 for feedback.

Councillor feedback indicates qualified support in principle for the proposed introduction of compulsory voting and consideration of a four-year local government election cycle, while emphasising the importance of careful implementation to manage governance, cost and operational risks.

Compulsory voting is broadly seen as having the potential to strengthen democratic legitimacy by increasing voter participation, improving representativeness and reducing the influence of highly motivated minority groups. Higher turnout is considered likely to enhance community confidence in councils and reinforce the relevance of local government, given its direct impact on everyday services and decision-making.

However, Councillors noted that compulsory voting would require a fundamental change to current election arrangements, including administration by the WA Electoral Commission, strong voter education and clear compliance mechanisms. There is a strong view that reforms must be accompanied by adequate State funding to avoid cost-shifting to local governments, particularly smaller and regional authorities.

It is also recognised that compulsory voting alone may not reduce voter fatigue unless election processes are simplified and made more accessible.

A move to a four-year election cycle is seen as offering potential benefits in terms of strategic planning certainty, reduced disruption from caretaker periods and improved continuity for long-term projects. At the same time, concerns were raised about the governance risks associated with full spill elections, particularly the potential loss of experience and corporate knowledge if a large proportion of councillors are newly elected. Any change to election cycles would therefore require strong induction, training and transition arrangements to maintain effective governance.

Feedback also highlights that perceived voter fatigue may relate more to election timing and process complexity than frequency alone. Regional and remote challenges — including distance to polling locations, postal voting limitations and increasing administrative pressures — were identified as significant considerations, with support for exploring improved systems and future voting innovations.

Overall, Councillor feedback supports electoral reform provided it is implemented holistically, with appropriate resourcing, WAEC administration, strong education campaigns and recognition of the operational realities faced by regional and remote local governments.

STATUTORY ENVIRONMENT

The Western Australian Government is expected to propose amendment the Local Government Act 1995 to introduce:

- full spill elections every 4 years and
- compulsory voting at Local Government elections

POLICY IMPLICATIONS

There are no direct Policy Implications.

FINANCIAL IMPLICATIONS

There are no direct Financial Implications in Council determining a position on Electoral Reforms, however the implementation of compulsory voting at Local Government elections would be likely to increase the cost of elections.

STRATEGIC IMPLICATIONS

Accountable and effective leaders

Developing strategic partnerships with regional, State and Federal governments

ATTACHMENTS

1. **WALGA InfoPage**
2. **WALGA Discussion Paper**

VOTING REQUIREMENT

Simple Majority

OFFICER RECOMMENDATION

That Council:

1. Support in principle proposed reforms to Local Government electoral arrangements, including the introduction of compulsory voting and consideration of a four-year election cycle; and

2. Advise WALGA that Council's support is conditional upon:
    a. compulsory Local Government elections being administered by the WA Electoral Commission;

b. the State Government providing adequate and ongoing funding to ensure no cost-shifting to local governments;

c. appropriate governance safeguards, induction and transition arrangements being implemented should a four-year full spill election model be adopted;

d. electoral reforms addressing accessibility challenges faced by regional and remote communities; and

e. comprehensive voter education and continued consultation with the local government sector; and

3. Request that Council's position be included in WALGA's sector-wide advocacy on Local Government electoral reform.

COUNCIL RESOLUTION #31/2026

Moved: Cr Tammee Keast
Seconded: Cr Anthony Ball

That Council:

1. **Support in principle proposed reforms to Local Government electoral arrangements, including the introduction of compulsory voting and consideration of a four-year election cycle; and**

2. **Advise WALGA that Council's support is conditional upon:**
   a. **compulsory Local Government elections being administered by the WA Electoral Commission;**

   b. **the State Government providing adequate and ongoing funding to ensure no cost-shifting to local governments;**

   c. **appropriate governance safeguards, induction and transition arrangements being implemented should a four-year full spill election model be adopted;**

   d. **electoral reforms addressing accessibility challenges faced by regional and remote communities; and**

   e. **comprehensive voter education and continued consultation with the local government sector; and**

3. **Request that Council's position be included in WALGA's sector-wide advocacy on Local Government electoral reform.**

In Favour: **Crs Paul Wilcox, Anthony Ball, Tammee Keast, Daphne Simmons, Corey Matthews and Julie-Ann Williams**

Against: **Nil**

CARRIED 6/0

INFOPAGE

To: All Local Governments **From:** Kirsty Martin, Executive Manager Member Services

Date: 13 February 2026

Subject: Sector Consultation – Electoral Reform Discussion Paper

Operational Area:	Governance
Key Issues:	Local Governments are requested to provide Council-endorsed feedback to inform WALGA's advocacy on Local Government electoral reforms expected to be proposed by the State Government, specifically: • full spill elections every 4 years; and • compulsory voting at Local Government elections
Action Required:	Response to WALGA **by 4:00pm Friday 27 March 2026**

WALGA is undertaking sector engagement regarding Local Government electoral reforms expected to be proposed by the State Government.

In June 2025, Hon Hannah Beazley MLA, Minister for Local Government, expressed support for a four-year election cycle, citing concerns about voter fatigue and the rising costs of conducting biennial elections. These messages were repeated in Minister Beazley's address at WALGA's 2025 Local Government Convention, which also raised the possibility of compulsory voting. These comments have prompted renewed interest and discussion across the sector.

WALGA has contacted both the Department of Local Government, Industry Regulations and Safety (LGIRS) and the Minister's office seeking details of any consultation on these matters, but no further information has been provided.

By proactively progressing this consultation, WALGA is seeking to obtain sector feedback that will ensure WALGA's positions reflect the sector's current views and enable timely, well-informed and effective engagement with the anticipated State Government reform proposals.

Attached to this Infopage is a brief Discussion Paper. The Discussion Paper outlines some example considerations that Local Governments may choose to address when preparing their feedback. It is not intended to present an exhaustive or prescriptive list.

Local Governments are requested to provide Council endorsed responses to the Discussion Paper by 27 March 2026. This feedback will inform an item to be presented to State Council.

For more information, please contact Kirsty Martin on 9213 2051 or Felicity Morris on 9213 2093. Please send responses to governance@walga.asn.au

Electoral Reform Discussion Paper

1. Background

1.1. Purpose

The purpose of this discussion paper is to request Council-endorsed Local Government feedback to inform WALGA's advocacy on Local Government electoral reforms expected to be proposed by the State Government, specifically:

- full spill elections every 4 years; and
- compulsory voting at Local Government elections

These options have been raised in statements by the Minister for Local Government, Hon Hannah Beazley MLA, but no formal proposals have yet been provided for consultation. While WALGA has relevant advocacy positions (discussed further below), the purpose of this discussion paper is to undertake early sector engagement to ensure WALGA's positions reflect the sector's current views and enable timely, well-informed and effective engagement with the anticipated State Government reform proposals.

1.2. WALGA existing advocacy positions

1.2.1. Elections

WALGA has established advocacy positions reflecting the sector's support of voluntary voting and elections of half the offices on Council every two years. These advocacy positions are provided in Appendix 1.

In late 2024 WALGA conducted a review of its Elections Advocacy Positions to ensure they reflected the sector's contemporary view.

Local Government responses at that time indicated strong (98%) support for half spills every two years, which was reflected in the adopted Advocacy Position 2.5.16 Elections.

While voluntary voting was supported by an overall majority of responses (74%), compulsory voting was supported by a majority (64%) of metropolitan respondents and a majority (61%) of Class 1 and 2 respondents.

State Council requested that the WALGA secretariat undertake further investigation of the implications of compulsory and voluntary participation in Local Government elections before reporting back to State Council.

In the interim, Advocacy Position 2.5.15 Participation in Local Government Elections was retained, expressing support for voluntary voting with a note that further work was being undertaken.

This investigation was ongoing when the Minister for Local Government raised the prospect of further Local Government election reform.

A State by State comparison of electoral statistics is provided in Appendix 2.

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1.2.2. Election costs

In 2024, WALGA conducted a review of five Local Government biennial election cycles up to and including the 2023 Local Government elections. The review demonstrated significant cost increases and concerns about the lack of transparency in costings provided by the Western Australian Electoral Commission (WAEC).

In September 2024, State Council adopted Advocacy Position 2.5.18 Local Government Elections Analysis 2015-2023, calling for an independent audit of the WAEC's cost allocation methods and the introduction of Service Level Agreements to ensure transparency of costing methodology.

Cost implications are a relevant consideration in assessing the appropriateness of any proposed electoral reform. However, the current lack of transparency in costing methodology makes it impossible to confidently forecast cost impacts.

This discussion paper seeks to identify the factors associated with each reform proposal that may affect election costs. This is further complicated by the interaction of possible reform options and external economic factors.

WALGA has requested that the Department of Local Government, Regulation and Industry Safety (LGIRS) and the Western Australian Electoral Commission, undertake modelling to identify the cost implications of any proposed reforms.

A comparison of available electoral costs data, State by State, is included as Table 4 in Appendix 2.

WALGA has contacted other Local Government associations to ask if they have experienced changes in costs associated with compulsory four-year, all-in all-out, local government elections. As this has been the approach in most jurisdictions for some time, responses were largely unable to address changes in cost.

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2. Election Frequency

Current situation

Western Australia holds biennial elections, with half of the offices on Council elected every two years for four-year terms. All other Australian jurisdictions hold full spill elections every four years (four-year terms).

Considerations

Considerations include:

- Voter participation and fatigue
- Continuity, knowledge retention and mentorship for new Council Members
- Stable whole-of-Council mandate and collective accountability
- Capacity for candidate recruitment
- Administrative requirements
- Extraordinary vacancies and backfilling
- Timing and transitional arrangements

Re-election rates

WALGA has analysed the composition of Councils following the last two Local Government elections in other Australian jurisdictions, all of which have full spill elections. A comparison of available data on re-election rates is included as Table 2 in Appendix 2.

This data suggests that on average, re-elected Council Members make up between 47% and 57% of Council following full spill elections.

By comparing over 700 consecutive ordinary election results, the review identified nine occasions when the membership of Council following an ordinary election was 100% different from the Council following the previous ordinary election. However, four of these local governments held mid-term extraordinary elections, meaning the changes in membership occurred over two or more elections within a four-year period.

Costs

In one respect, a change to a four-year cycle would reduce costs by reducing the number of elections. However, the cost of each election may increase. The WAEC uses the number of vacancies to inform quotations for the conduct of elections. Full spill elections would double the number of vacancies, with possible increased costs associated with printing and postage and increased staffing for the count.

WALGA cannot definitively determine an overall cost impact to Local Government without the requisite cost-modelling from the WAEC. WALGA has requested that the WAEC provide this modelling to LGIRS. The cost impact of a change in election frequency may also vary between Local Governments.

Questions

1. Does your Local Government support half spill elections every two years or full spill elections every four years?
2. What are the key considerations informing this view?
3. If full spill elections every four years were introduced, what transitional arrangements and consequential amendments may be required?
4. Any other comments?

3. Compulsory or Voluntary Voting

Current situation

Voting in Local Government elections is voluntary in Western Australia and South Australia. All other Australian jurisdictions have compulsory voting.

Considerations

Considerations include:

- Voter participation and democratic legitimacy
- Voter engagement, awareness and/or fatigue
- Administrative and enforcement requirements
- Application to owner and occupier rolls

Participation rates

A comparison of available participation data is included as Table 3 in Appendix 1.

Costs

DRAFT

The WAEC uses expected participation rates to inform quotations for the conduct of elections. It is likely that an increased participation rate would increase election costs through higher reply-paid charges and increased staffing for the count. However, in-person elections become more cost effective than postal elections at higher participation rates.

WALGA cannot definitively determine an overall cost impact to Local Government without the requisite cost-modelling from the WAEC. WALGA has requested that the WAEC provide this modelling to LGIRS. The cost impact of compulsory voting may also be different for each Local Government depending on their current participation rates and methods for holding elections, and whether these would change significantly.

Tasmania implemented compulsory voting in Local Government elections in 2022. Local Government Association Tasmania (LGAT) advised that this resulted in reasonably significant cost increases. The Tasmanian Electoral Commission reported a $9.32 per elector cost for the first compulsory Local Government elections in 2022, a 35% increase from $6.92 in 2018. An analysis of the factors contributing to this increase is not available and it may be challenging to draw direct comparisons between Tasmania and WA.

It is likely that the cost impact of compulsory voting would be moderated if elections also transition to a 4 yearly cycle.

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WALGA

Questions

5. Does your Local Government support compulsory voting or voluntary voting in Local Government elections?
6. If the frequency of Local Government elections were changed to every 4 years, would your Local Government support compulsory or voluntary voting?
7. What are the key considerations informing this view?
8. Any other comments?

DRAFT

Appendix 1- WALGA Elections Advocacy Positions

2.5.15 Participation in Local Government Elections

Position Statement	The Local Government sector supports voluntary participation in Local Government elections. *Noting that State Council at its 6 December 2024 State Council meeting resolved that the WALGA Secretariat further investigate implications of compulsory and voluntary participation in Local Government elections and report back to State Council.*
Background	Voluntary participation in Local Government elections is a long-established position of the Local Government sector, and was confirmed as a result of sector feedback received during the Local Government reform process.
State Council Resolution	December 2024 - 090.5/2024 February 2022 – 312.1/2022 December 2020 – 142.6/2020 March 2019 – 06.3/2019 December 2017 – 121.6/2017 October 2008 – 427.5/2008
Supporting Documents	Advocacy Positions for a New Local Government Act WALGA submission: Local Government Reform Proposal (February 2022)

2.5.16 Elections

Position Statement	The Local Government sector supports: 1. Councillors serve four-year terms with elections every two years and half of the Council positions spilled at each election. 2. First-Past-The-Post (FPTP) voting system for Local Government elections. If Optional Preferential Voting (OPV) remains as the primary method of voting, the sector supports the removal of the 'proportional' part of the voting method for general elections. 3. First-Past-The-Post (FPTP) voting system for internal Council elections.

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4. Councils holding elections by means of in-person, postal and/or electronic voting.
5. Current legislative provisions of Mayor/President of Class 1 and Class 2 Local Governments being directly elected by the community and Class 3 and Class 4 Local Governments determining whether its Mayor or President is elected by the Council or by the community.

Background

The sector positions on Local Government elections have been long-established. This was confirmed as a result of sector feedback received during the Local Government reform process.

Following the 2023 Local Government Elections where legislative reforms to Local Government elections processes were first implemented, sector wide consultation was conducted on key elements of the elections advocacy positions to determine if they accurately reflected the sector's contemporary view.

State Council Resolution

December 2024 - 091.5/2024

February 2022 – 312.1/2022

December 2020 – 142.6/2020

March 2019 – 06.3/2019

December 2017 – 121.6/2017

October 2008 – 427.5/2008

2.5.18 Local Government Elections Analysis 2015-2023

Position Statement

That WALGA advocate to the State Government:

1. For an independent Local Government election audit, focusing on the Western Australia Electoral Commission's (WAEC) service delivery and cost allocation methods and costing applications used, to confirm that marginal cost recovery principles are applied and that the costing program is being effectively managed.
2. For the requirement for the WAEC to develop and implement Service Level Agreements with Local Governments, similar to those agreements currently used in New South Wales and Victorian Local Government elections and that includes:
   a. transparency of costing methodology,
   b. direct engagement with Local Governments pre and post elections, and
   c. the roles and responsibilities of the WAEC and Local Governments in the conduct of elections.

DRAFT

3. For a review of the legislative framework that would allow for more than one election services provider to conduct Local Government elections.
4. For a mandated WAEC Report to Parliament specific to Local Government elections post each election cycle, outlining costs, results, voter turnout and matters for improvement both in the conduct of elections and the legislation, if relevant.

Background	A comprehensive review and analysis of five election cycles up to and including the 2023 Local Government election against the backdrop of legislative reforms to the Local Government electoral process in Western Australia was carried out by WALGA. With a focus on postal elections conducted exclusively by the Western Australian Electoral Commission (WAEC), the analysis has found evidence of the rising cost and reduced service level of conducting Local Government elections in Western Australia. Elected Member feedback, costs vs service comparisons and engagement by the sector with WALGA's governance services over the 2023 Local Government election period, are the basis for the position outlined above.
State Council Resolution	September 2024 - 065.4/2024

DRAFT

Appendix 2 - Election Statistics

The data in the following tables is derived from publicly available reports issued by the respective State Electoral Commissions for the elections they conducted. The different content and format of reporting in each jurisdiction can make direct comparisons challenging.

Table 1: Comparative overview

Jurisdiction	Compulsory/optional voting	Frequency	Postal/In Person
Western Australia	Optional	Half spill every 2 years	Postal or in person
South Australia	Optional	Full spill every 4 years.	Postal.
Northern Territory	Compulsory	Full spill every 4 years	Postal or in person.
Queensland	Compulsory	Full spill every 4 years.	Postal or in person.
New South Wales	Compulsory	Full spill every 4 years.	In person.
Victoria	Compulsory	Full spill every 4 years.	Postal
Tasmania	Compulsory	Full spill every 4 years.	Postal

Table 2: Average percentage of returning Council Members (at individual Council level)

States with full spills only. Calculated using publicly reported ordinary election results including elections conducted by private providers.

State	Most recent election year Average % of Council Members who were Council Members the previous term	Previous election year Average % of Council Members who were Council Members the previous term
Queensland	2024 47%	2021 49%
New South Wales	2024 54%	2021 49%
Victoria	2024 46%	2020 47%
South Australia	2022 57%	2018 48%
Tasmania	2022 53%	2018 54%

DRAFT

Table 3: Percentage of all elected candidates who were returning Council Members (at State level)

States with full spills only. Official state level percentage reported by electoral commissions for elections they conducted.

State	Most recent election year % of returning Council Members	Previous election year % of returning Council Members
Queensland	2024 43.2%	2021 46.0%
New South Wales	2021 56.8%	2016/17 (amalgamations) 60.6%
Victoria	2024 43.0%	2020 51.9%
South Australia	2022 50.0%	2018 55.3%
Tasmania	2022 46.0%	2018 48.0%

Table 4: Election participation rates

State	Election Year	Election Year	Election Year
WA	2023 31.2%	2021 30.2%	2019 29.1%
NSW	2024 84.54%	2021 *(2020 postponed)* 83.56%	2016/2017 (*amalgamations*) 2017: 79.58% 2016: 79.27%
NT	2025 *Official report not yet available*	2021 61.3%	2017 58.5%
QLD	2024 82.31%	2020 *(COVID impacted)* 77.71%	2016 83.04%
SA	2022 32.9%	2018 31.6%	2014 31.99%
TAS	2022 *(First election with compulsory voting)* 84.79%	2018 58.72%	2014 54.58%
VIC	2024 81.46%	2020 81.47%	2016 72.15%

DRAFT

Table 5: Election costs

Election costs invoiced to Local Governments.

State	Election Year	Election Year	Election Year
WA	2023 *postal elections only* $5.17 per elector 1,763,392 electors (115 districts)	2021 *postal elections only* $4.06 per elector 1,727,712 electors (92 districts)	2019 *postal elections only* $3.70 per elector 1,619,431 electors (86 districts)
NSW	2024 $55.67million 5,242,086 electors (125 councils)	2021 $46million *(budgeted)* 4,838,137 electors (122 councils)	2016/2017 2017 $19.17 million 2.73 million electors (45 councils) 2016 $14.11 million 1.97million electors (76 councils)
NT	2025 NA	2021 $1,864,193 142,546 electors	2017 $1,593,775 133,927 electors
SA	2022 $8.93million (ex GST) $6.93 per elector (ex GST)	2018 $6.57million (ex GST) $5.41 per elector (ex GST)	2014 $4.36million (ex GST) $3.77 per elector (ex GST)
TAS	2022 *voting became compulsory* $9.32 per elector 410,975 electors	2018 $6.92 per elector 356,810 electors	2014 *first all-in all-out* $5.59 per elector 375,355 electors

Note: Data in this table is taken from reports published by the relevant Electoral Commissions. Due to differences in the ways electoral costs are apportioned, a per elector cost is only provided if it was reported. Data for QLD and VIC is not clearly discernible in Election Reports, and therefore not presented in this table.

DRAFT

12.2 Operation Services

12.2.1 WINDER DISPLAY PROJECT

Location: **Kambalda Cultural and Arts Group – 2 Marianthus Road Kambalda West**

Applicant: **Jan McLeod**

Disclosure of Interest: **Nil**

Date: **24 March 2026**

Author: **Leanne Parola, Executive Manager Community Development and Regulatory Services**

SUMMARY

Jan McLeod has provided additional information in support of her application to re-start the Winder Display Project at the Kambalda Cultural and Arts Centre in Kambalda West.

BACKGROUND

Council considered an application to re-start the Winder Display Project at the Kambalda Cultural and Arts Centre in Kambalda West at the Ordinary Meeting held 16 December 2025 and resolved:

That Council:

1. *Advise Ms McLeod that there are a range of matters that need to be addressed prior to Council providing formal approval for the Winder Project and, as such, "In Principle Support" for the project concept is provided at this time.*
2. *Instructs the CEO to provide a letter to Jan McLeod indicating that 'in principle support' has been provided on the basis of this project not requiring any financial commitment from the Shire. This correspondence can then be provided by Jan McLeod to any people or organisations who wish to be involved in the project as an indication that it is supported by Council in principle.*

COMMENT

The Agenda Item referred to the Ordinary Meeting of Council on 16 December 2025 included a number of items to be resolved prior to formal approval by Council. Ms McLeod has provided additional information including a budget proposal for the relocation of the Winder currently located at KBD's yard and confirmation of the business proposed to carry out works.

The winder will be relocated using a prime mover supplied by KBD, float supplied by Versatile Contracting and works being undertaken by Adroit Mining Services.

The proposed site for the winder is outside of the Kambalda Cultural & Arts Centre lease area with other historical items currently on display which are in an area maintained and controlled by the Shire. The display is accessible and free of charge to members of the public and tourists at all times.

CONSULTATION

Staff met with Jan McLeod and Wayne Williams from the Kambalda Cultural and Arts Centre on site to discuss the proposed layout of the display.

STATUTORY ENVIRONMENT

Nil

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

The attached letter from Jan McLeod confirms that there will be no financial costs to the Shire for the relocation of the winder as sponsorship will be sought from Mining Companies for the costs in the quote from Adroit Mining Services, but there will be some financial costs to the Shire due to the CEO and administration officers time involved with liaising on this project.

While there are no financial implications in the 2025/26 annual budget, there may be future costs to maintain the display.

STRATEGIC IMPLICATIONS

Accountable and effective leaders

Demonstrating that decisions are developed through inclusive community engagement

An inclusive, safe and vibrant community

Supporting and growing our arts and culture sector

Effective management of infrastructure, heritage and environment

Supporting and encouraging local and regional tourism

ATTACHMENTS

1. Winder Project Budget

VOTING REQUIREMENT

Simple Majority

OFFICER RECOMMENDATION

That Council:

1. Approve the proposed relocation of the Winder to the area in front of the Kambalda Cultural & Arts Centre subject to the following conditions:
    a. Provision of a copy of Adroit Mining Services' Insurance Certificate to confirm Public Liability Cover.

    b. Winder to be cleaned to remove any gravel or material that may come loose before transportation.

    c. If works are to be undertaken on Shire land to refurbish the winder and/or other displayed equipment, such as sanding, the existing paint work needs to be tested for lead-based material and dealt with by specialist if required.

    d. Exact location for installation and setting out at the Art Centre subject to agreement with the CEO prior to transport.

    e. CEO to negotiate a Memorandum of Understanding (MOU) in relation to the ownership of the Winder.

MOTION

Moved: Cr Julie-Ann Williams
Seconded: Cr Corey Matthews

That Council:

1. **Approve the proposed relocation of the Winder to the area in front of the Kambalda Cultural & Arts Centre subject to the following conditions:**
    a. **Provision of a copy of Adroit Mining Services' Insurance Certificate to confirm Public Liability Cover.**

    b. **Winder to be cleaned to remove any gravel or material that may come loose before transportation.**

    c. **If works are to be undertaken on Shire land to refurbish the winder and/or other displayed equipment, such as sanding, the existing paint work needs to be tested for lead-based material and dealt with by specialist if required.**

    d. **Exact location for installation and setting out at the Art Centre subject to agreement with the CEO prior to transport.**

    e. **CEO to negotiate a Memorandum of Understanding (MOU) in relation to the ownership of the Winder.**

COUNCIL RESOLUTION #32/2026

Moved: Cr Tammee Keast
Seconded: Cr Anthony Ball

That Council accept the alternative recommendation for consideration.

That Council:

That Council:

1. **Approve the proposed relocation of the Winder to the area in front of the Kambalda Cultural & Arts Centre subject to the following conditions:**
    a. **Provision of a copy of Adroit Mining Services' Insurance Certificate to confirm Public Liability Cover.**

    b. **Winder to be cleaned to remove any gravel or material that may come loose before transportation.**

    c. **If works are to be undertaken on Shire land to refurbish the winder and/or other displayed equipment, such as sanding, the existing paint work needs to be tested for lead-based material and dealt with by specialist if required.**

    d. **Exact location for installation and setting out at the Art Centre subject to agreement with the CEO prior to transport.**

    e. **CEO to negotiate a Memorandum of Understanding (MOU) in relation to the ownership of the Winder.**

    f. **There will be no financial cost to the Shire for the relocation of the Winder. Sponsorship will be sought from mining companies for the costs.**

In Favour: **Crs Paul Wilcox, Anthony Ball, Tammee Keast, Daphne Simmons, Corey Matthews and Julie-Ann Williams**

Against: **Nil**

CARRIED 6/0

Cr Tammee Keast's reason for an alternative recommendation:

To strengthen the recommendation by specifying that this project will not have any financial costs to the Shire.

COUNCIL RESOLUTION #33/2026

Moved: Cr Julie-Ann Williams
Seconded: Cr Corey Matthews

That Council:

1. **Approve the proposed relocation of the Winder to the area in front of the Kambalda Cultural & Arts Centre subject to the following conditions:**
    a. **Provision of a copy of Adroit Mining Services' Insurance Certificate to confirm Public Liability Cover.**

    b. **Winder to be cleaned to remove any gravel or material that may come loose before transportation.**

    c. **If works are to be undertaken on Shire land to refurbish the winder and/or other displayed equipment, such as sanding, the existing paint work needs to be tested for lead-based material and dealt with by specialist if required.**

    d. **Exact location for installation and setting out at the Art Centre subject to agreement with the CEO prior to transport.**

    e. **CEO to negotiate a Memorandum of Understanding (MOU) in relation to the ownership of the Winder.**

    f. **There will be no financial cost to the Shire for the relocation of the Winder. Sponsorship will be sought from mining companies for the costs.**

In Favour: **Crs Paul Wilcox, Anthony Ball, Tammee Keast, Daphne Simmons, Corey Matthews and Julie-Ann Williams**

Against: **Nil**

CARRIED 6/0

J. McLEOD
WIDGIEMOOLTHA
20-1-2026

THE CEO
SHIRE OF COOLGARDIE
SABINE TAYLOR

SHIRE OF COOLGARDIE
RECORD No .....
OFFICER ...JEANNE.....
30 JAN 2026
FILE No ..ICR 49646.....
ACTION DATE.....

Dear Sabine,

Please find attached the budget proposal for the relocation of the winder currently located at KBD's yard. The winder will be transported with

- prime mover supplied by KBD,
- float supplied by Versatile Contracting,
- works undertaken by Adroit Mining Services.

Plans for the location of the winder and existing equipment have already been submitted with my letter of the 1-12-2025 : WINDER PROJECT

Again I state that this will be of no cost to the Shire as sponsorship will be sought from mining companies.

If you have any further requirements please address them to Jan McLeod ; phone 0427 208023

Yours faithfully,

J. McLeod

JAN McLEOD
20-1-2026

ADROIT MINING SERVICES

info@adroitms.com.au
(08) 9027 3851
PO Box 356, Kambalda, WA, 6442
www.adroitms.com.au
@adroitms.com.au
@adroitminingservices

18/01/2026

Winder Move and Loco Relocation

BUDGET PROPOSAL ONLY

Attn: Jan McLeod

Further to recent correspondence and discussions, on behalf of Adroit Mining Services it is my pleasure to submit this proposal as per your request. Adroit Mining Services understanding of the task/s are clearly outlined in the scope of works.

SCOPE

AMS to provide preliminary pricing to the Art Centre to assist with funding in support of Kambalda's 60th Anniversary.

Scope pricing based on:

- Removing and replacing fencing as required (approx. 100mtrs)
- Ground preparation in both areas proposed including new sleeper/rail sections
- Relocation of existing Loco, Bogger and Granby to front/centre next to display Jumbo
- Re-use of existing rails
- Relocation of Winder from KBD to the Art Centre inclusive of Trucking and Craneage
- Directional change of sheave block as discussed an as per plan provided

WORKSHOP SUPPLY	$10,045.00
INSTALL	$26,138.00
EQUIPMENT/CRANE/SEMI/EARTHMOVING	$16,392.00
TOTAL	$52,575.00

Time Frames approx.. 7 shifts

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@adroitminingservices

QUALIFICATIONS

- Work area/s need to be clear and accessible, free issue
- Time frames for install based on AMS availability
- AMS will provide in-kind assistance, however, it is not included in this proposal and can discussed once all particulars are finalised
- No administration, project management, material or equipment mark ups have been applied
- Budget estimates provided are through AMS Vendors/Suppliers with exclusive rates
- Correct instructions to be given to all parties affected directly or indirectly by any works
- All SOC requirements are to be handled externally, through the project lead, void of AMS involvement
- Works to be completed as per AMS scope
- Sleepers to be provided free issue as discussed
- No allowance has been made for any surface treatment or remedial repairs
- Fencing will be like for like with no guarantee on colour or style still being available
- Proposal based on sound structural integrity of components for lifting
- AMS will not be held accountable for any damage to existing components
- Traffic management will be limited to traffic cones and tape only
- Proposal valid for 30 days
- All Pricing excludes GST

I trust that this suits your requirements, on behalf of AMS, I would like to thank you for giving us the opportunity to submit this proposal if you have any further questions please feel free to contact me on the details below.

Kind Regards

Kane Piggott
Managing Director

MBL 0478 644 156 | kpiggott@adroitms.com.au |***ABN 72 601 766 536***

12.2.2 JUDUMUL ABORIGINAL CORPORATION - COMMUNITY LEASE

Location:	**Coolgardie Post Office Complex, 56 Bayley Street, Coolgardie**
Applicant:	**Judumul Aboriginal Corporation**
Disclosure of Interest:	**Nil**
Date:	**24 March 2026**
Author:	**Leanne Parola, Executive Manager Community Development and Regulatory Services**

SUMMARY

For Council to consider the draft lease agreement for Judumul Aboriginal Corporation for the allocated portions of the Coolgardie Post Office Complex (as per Annexure 1 of the Draft lease) for community, cultural and social service activities.

BACKGROUND

The draft lease agreement was presented to the Ordinary Meeting of Council held 16 December 2025 where it was resolved:

That Council:

1. *AUTHORISE the Chief Executive Officer to negotiate a Lease between the Shire of Coolgardie and Judumul Aboriginal Corporation subject to section 3.58 (3), Local Government Act 1995 for the allocated portions (as set out in Annexure 1 of the draft lease) of the Coolgardie Post Office Complex, 56 Bayley Street, Coolgardie, on the following terms;*
   a. *Term of lease 5 years commencing on the commencement date and expiring one day prior to the fifth anniversary of the commencement date with an option of a 5 year further term.*
   b. *Annual Rent of $1 per year excluding GST payable on demand.*
   c. *Outgoings, Maintenance and Capital Works – full responsibility of Judumul Aboriginal Corporation.*

2. *If no submissions are received Council authorises the Chief Executive Officer, the power to decide to dispose of the property and for the Chief Executive Officer to execute the lease agreement under common seal;*

3. *If any submissions are received, these are to be referred to Council to consider before making a decision on the proposal.*

Public notice of the proposed lease was given in December 2025 with the closing date for submissions on 14 January 2026.

COMMENT

The Coolgardie Post Office complex has undergone a significant transformation over the past four years with a refurbishment across eight of the tenancies as well as fire remediation works in 2022/2023.

Judumul Aboriginal Corporation is a long-standing local organisation delivering community development, cultural programs, training, and early childhood services. The organisation has proposed the activation of several rooms/areas (as per Annexure 1 of the draft lease) within the Complex for community use.

Judumul Aboriginal Corporation previously occupied parts of the Complex under community user agreements during the refurbishment period and has now formally requested a five-year lease with an option for a further five years.

The draft lease proposed for Judumul Aboriginal Corporation provides:

a. a 5-year term, with an option for a further 5-year term,

b. peppercorn rent ($1 per annum if demanded) in recognition that Judumul will be responsible for all maintenance, repairs, capital works and statutory approvals,

c. use of the Premises for community development, cultural programs, training, wellbeing and related community activities,

d. responsibilities to ensure heritage compliance for all works, as the Coolgardie Post Office Complex is a State-heritage-listed building,

e. obligations relating to shared areas, ensuring access is maintained for other tenants and users of the facility.

A desktop market rent report was completed by Goldfields Valuation Services.

CONSULTATION

Public notice of the proposed lease was given in December 2025 with the closing date for submissions on 14 January 2026.

Five submissions were received by the due date and are attached. While several submitters acknowledged the positive contribution of Judumul Aboriginal Corporation to the local community, the majority of submissions raised concerns regarding the proposed lease terms, process, and implications for the Shire and broader community.

The key issues raised are summarised below:

1. Financial Considerations and Lease Value

- Submitters expressed concern regarding the proposed peppercorn rent of $1 per annum, noting that the advertised market rental value is estimated at $20,000–$25,000 per annum.
- It was submitted that foregoing market rental income represents a loss of potential revenue to the Shire.
- Several submissions referenced the Shire's current financial position, including debt levels and ministerial oversight, and questioned whether the proposed lease aligns with the Shire's financial recovery objectives.
- Concerns were raised that ratepayers are contributing to financial recovery through increased rates while a significant Shire asset is proposed to be leased at a nominal rate.

Officer Comment

The Shire leases a number of properties to local community groups through Common Use Agreements for $400 per annum which would be significantly less than market value and has a peppercorn lease with St Johns Ambulance for another property.

The Judumul Aboriginal Corporation is largely grant funded, and while many funding bodies will not fund operational costs such as rent, they do fund building maintenance and capital works.

The peppercorn rent of $1 was negotiated with Judumul Aboriginal Corporation paying all maintenance and capital costs. If a full commercial rent was charged, the Shire would be responsible for these costs.

Judumul Aboriginal Corporation have advised that they are waiting for the lease to be signed so they can carry out necessary electrical works to the building totalling over $30,000. This amount far exceeds the market value for annual rental.

They are also planning to install air conditioning and hot water in the first year of the lease.

2. Community Access and Use of the Facility

- Multiple submitters raised concerns that the proposed lease would limit or remove general community access to areas of the Post Office Complex, particularly the hall.
- It was noted that the precinct had been refurbished for multi-purpose community use, including events, functions, markets, and other activities.
- Submitters suggested that exclusive or long-term occupation by a single organisation could reduce opportunities for broader community use and activation of the site.

Officer Comment

Judumul Aboriginal Corporation advised the Councillors Information Session held 10 February 2026 that they intend to hire out the hall and other areas to the public and community groups at rates similar to those offered in neighbouring local governments.

If the lease is agreed to, Judumul Aboriginal Corporation intend to set up the Millennium Kids Exhibition previously shown at the WA Museum Boola Bardip until NAIDOC Week 2026. It would still be possible to hold events in conjunction with the exhibition.

They will also honour existing leases and arrangements, with future leases being based on the same or lower rent and providing Coolgardie Week Committee exclusive use of the area for three weeks in September each year.

The gallery area is currently available to hire from the Shire, with very few bookings taken other than by Judumul Aboriginal Corporation who have been paying the relevant hire fees.

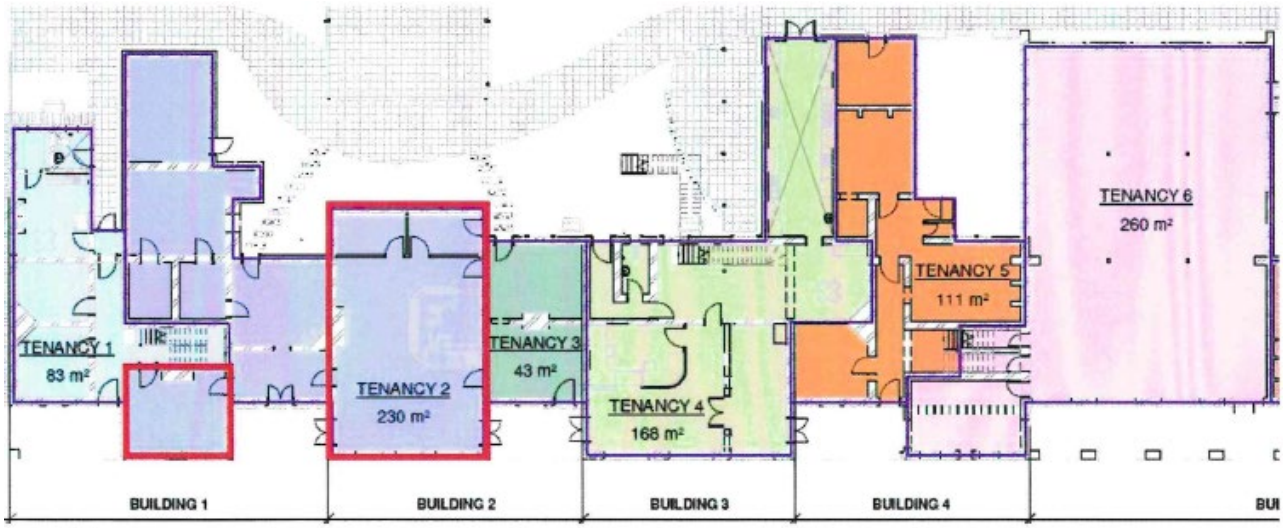
3. Transparency and Decision-Making Process

- Submissions raised concerns regarding the process followed in selecting the proposed lessee, including:
    - The absence of an open Expression of Interest or tender process.
    - Limited information provided to the public regarding alternative options or potential lessees.
- Concerns were also raised about the lack of clarity regarding the leased area, with specific reference to:
    - Annexure 1 (lease plan) not being publicly available.
    - Difficulty interpreting the diagram included in earlier correspondence.
- Some submitters expressed concern that community consultation occurred late in the process.

Officer Comment

The concerns about the lack of an open expression of interest or tender process are noted. The Shire had called for expressions of interest from businesses and community groups to occupy areas of the Coolgardie Post Office Precinct in 2022. This resulted in Judumul Aboriginal Corporation being granted a Community Club User Agreement effective 1 March 2023 to 28 February 2025.

This agreement included the areas boarded in red below:



The tenancy area was extended later in 2023 to include tenancy areas 1 and 5 verbally by a former Chief Executive Officer.

During the term of the Agreement, Judumul Aboriginal Corporate met the agreement terms and maintained their areas in good condition, respecting the historical significance of the building.

The proposed lease will include all tenancy areas 1 to 5 and the gallery portion of area 6. The proposed use for each area is outlined within the attachments.

4. Heritage Compliance and Risk Management

- The Coolgardie Post Office Complex is subject to multiple heritage listings.
- Submissions raised concerns regarding:
    - The extent to which responsibility for heritage compliance, maintenance, and capital works would be delegated to the lessee.
    - How the Shire would monitor compliance with the Heritage Act 2018.
    - How potential breaches or proposed works (including electrical works) would be identified, reported, and managed.
- Submitters sought clarification on the Shire's ongoing oversight role in relation to heritage obligations.

Officer Comment

Judumul Aboriginal Corporation provided the attached information to Councillors before the Councillors Information Session held 10 February 2026. It is clear that that they respect the building's heritage status, understand the Heritage Conservation Management Plan dated April 2020 and have used it to set their proposed maintenance schedule for the duration of the lease.

The Judumul Aboriginal Corporation have the ability to attract funding to be able to maintain/improve the property, whereas the Shire does not have the resources to do so at this point in time.

The draft lease includes the following clause:

3) The Lessee must ensure all works comply with all relevant statutory requirements, including:

(a) the Heritage Act 2018 (WA);

(b) State Register of Heritage Places requirements;

(c) Heritage Council of Western Australia guidelines or directions;

(d) building, planning, health and safety laws; and

(e) any other approval required at law.

The draft Lease also provides the Shire with the right to enter the premises to undertake property inspections to ensure compliance with the terms of the lease.

5. Alternative Uses and Revenue Opportunities

- Several submissions suggested alternative approaches that may balance community benefit and financial outcomes, including:
    - Leasing parts of the complex at market or near-market rates.
    - Retaining the hall for community hire.
    - Leasing residential components to generate income or address local accommodation shortages.
    - Mixed-use arrangements allowing multiple users rather than a single lessee.
- It was suggested that these options may provide greater flexibility and financial return for the Shire.

Officer Comment

An expression of interest process was carried out in 2022 for expressions of interest from business and community groups to occupy areas of the Coolgardie Post Office Precinct.

Two areas of the building were leased by other parties for $1,200 each per annum, with two other areas leased to Judumul Aboriginal Corporation for $400 per annum.

If the Shire leased parts of the complex at market or near-market rates, they would be required to pay any maintenance/capital costs which in a heritage building have the potential to be more than the lease income, bringing the Complex into the same situation as other buildings leased and maintained by the Shire at a loss including:

Lease/CUA Details	**Annual Rent/Outgoings (exc GST)**
St John Ambulance Shed	$1
Lease of Kambalda East Hall - Men's Shed	Annual Rent $400
Kambalda Cultural and Arts Group Inc	Annual Rent $400
Churchwest	Annual Rent $430 / Annual Outgoings $120
Barefoot Bands	Annual Rent $430 / Annual Outgoings $120
Coolgardie Horse and Pony Association inc	Annual Rent $430
Nickeltown Flounderers Inc	Annual Rent $430 / Annual Outgoings $120
Coolgardie RSL	Annual Rent $430
Coolgardie Day	Annual Rent $430 / Annual Outgoings $120
Burnz Fitness	Annual Rent $430 / Annual Outgoings $120
Kambalda Swimming Club Rooms	Annual Rent $400 / Annual Outgoings $200
Equestrian Area at Coolgardie Oval	Annual Rent $400
Kambalda Aquatic Facility Kiosk	Annual Rent $100

At the Councillors' Information Session held 10 February 2026, Judumul Aboriginal Corporation made it clear that they intend to offer the hall for community and commercial hire at rates similar to other community/local government facilities in the region. There would be nothing preventing the hall being utilised for markets or other events when not hired by other users.

The Judumul Aboriginal Corporation were asked if they would be leasing the residential components out for that purpose and advised that neither of the flats were considered suitable for residential purposes, particularly the one with an internal bathroom.
Judumul Aboriginal Corporation proposes to instal air conditioning in Area 1 and share the ground floor portion with Golden You Leadership.

6. Governance and Community Confidence

- Some submitters expressed broader concerns regarding governance, transparency, and decision-making within the Shire.
- Reference was made to a perceived pattern of decisions being made without sufficient community input.
- The proposal was viewed by some as contributing to reduced public confidence in Council decision-making processes.

Officer Comment
The lack of public confidence in Council decision-making processes as a result of decisions made over the past few years is acknowledged and understood. The proposal to lease the area to Judumul Aboriginal Corporation was advertised for public submissions, with only five submissions being received.

The current Councillors and administration are making every effort to be as open and transparent as possible in our decision making. A copy of the draft lease and information provided by Judumul Aboriginal Corporation is attached for public information.

STATUTORY ENVIRONMENT

Local Government Act 1995

3.58. Disposing of property

(3) A local government can dispose of property other than under subsection (2) if, before agreeing to dispose of the property —

(a) it gives local public notice of the proposed disposition —

(i) describing the property concerned; and

(ii) giving details of the proposed disposition; and

(iii) inviting submissions to be made to the local government before a date to be specified in the notice, being a date not less than 2 weeks after the notice is first given;

and

(b) it considers any submissions made to it before the date specified in the notice and, if its decision is made by the council or a committee, the decision and the reasons for it are recorded in the minutes of the meeting at which the decision was made.

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Proposed rent: $1.00 per annum (if demanded)

Outgoings: payable by the Lessee directly where applicable

No cost to the Shire for maintenance, repairs, capital works or heritage compliance, as these obligations fall entirely on the Lessee.

STRATEGIC IMPLICATIONS

A thriving local economy

Advocating for training and employment opportunities delivered in the Shire

Encouraging and attracting new investment and advocating for local employment

Accountable and effective leaders

Advocating for services that support our community needs

High quality corporate governance, accountability and compliance

An inclusive, safe and vibrant community

Continuing to support the children and youth of our community

Continuing to promote the local Aboriginal culture and history

Facilitating events and active programs for seniors, youth and the Aboriginal community

Effective management of infrastructure, heritage and environment

Encouraging cultural and historical community projects and activities

ATTACHMENTS

1. **Judumal Submissions**
2. **Judumul Additional Information**
3. **Draft Judumul Lease**

VOTING REQUIREMENT

Simple Majority

OFFICER RECOMMENDATION

That Council:

1. Authorise the Chief Executive Officer to negotiate and execute a Lease between the Shire of Coolgardie and Judumul Aboriginal Corporation for the allocated portions (as set out in Annexure 1 of the draft lease) of the Coolgardie Post Office Complex, 56 Bayley Street, Coolgardie, on the following terms:

    a. Term of lease 5 years commencing on the commencement date and expiring one day prior to the fifth anniversary of the commencement date with an option of a 5 year further term.

    b. Annual Rent of $1 per year excluding GST payable on demand.

    c. Outgoings, Maintenance and Capital Works – full responsibility of Judumul Aboriginal Corporation.

COUNCIL RESOLUTION #34/2026

Moved: Cr Tammee Keast
Seconded: Cr Daphne Simmons

That Council:

1. **Authorise the Chief Executive Officer to negotiate and execute a Lease between the Shire of Coolgardie and Judumul Aboriginal Corporation for the allocated portions (as set out in Annexure 1 of the draft lease) of the Coolgardie Post Office Complex, 56 Bayley Street, Coolgardie, on the following terms:**

   a. **Term of lease 5 years commencing on the commencement date and expiring one day prior to the fifth anniversary of the commencement date with an option of a 5 year further term.**

   b. **Annual Rent of $1 per year excluding GST payable on demand.**

   c. **Outgoings, Maintenance and Capital Works – full responsibility of Judumul Aboriginal Corporation.**

In Favour: **Crs Paul Wilcox, Tammee Keast and Corey Matthews**

Against: **Crs Anthony Ball, Daphne Simmons and Julie-Ann Williams**

Casting Vote

In Favour: **Cr Paul Wilcox**

Against: **Nil**

CARRIED 4/3

The Presiding Member, Paul Wilcox, advised that given the votes were tied 3 In Favour, 3 Against, pursuant to s5.22(3) of the Local Government Act 1995, as Presiding Member he is required to exercise a casting vote.

The Presiding Member advised that this is at his absolute discretion, and in this instance he casts the casting vote In Favour of the motion, and accordingly the motion is CARRIED 4/3.

Kasey Turner

From: alan@outbackyonder.com
Sent: Wednesday, 14 January 2026 12:00 PM
To: mail
Cc: Cr. Paul Wilcox
Subject: ICR49539 - Proposal for lease of Coolgardie Post Office Complex - Council Resolution #221/2025

You don't often get email from alan@outbackyonder.com. Learn why this is important

Dear Sir/ Madam,

I refer to the recent council meeting minutes from 16 December 2025 - In particular the proposal by Judumul Aboriginal Corporation to negotiate a lease for portions of the Coolgardie Post Office Complex.
The council resolution number is #221/2025.

The Coolgardie Post Office Complex is listed under four heritage listings; these are:

- State Register of Heritage Places: Registered (since 30 September 1994).
- Register of the National Estate: Permanent (since 21 March 1978).
- National Trust: Classified (since 11 June 1973).
- Municipal Inventory (Shire of Coolgardie): Adopted (Category 1, 27 July 1995).

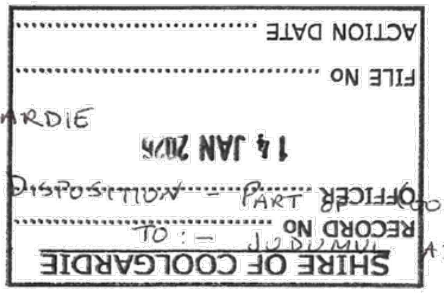
- Approval from the Heritage Council (at a minimum) is required for any actions that can damage, alter, demolish, remove, or despoil (in whole or in part) any parts of the premises.
- It is noted in the lease proposal that Judumul would be fully responsible for Outgoings, Maintenance and Capital Works, and partially responsible for heritage compliance for all works.
- My primary concern is that the Shire of Coolgardie may be delegating too much responsibility to Judumul for the compliance of the Heritage Act 2018. How will the Shire of Coolgardie ensure that Judumul complies with the Act and what checks will be in place to ensure that Judumal reports any breaches or potential breaches of the ACT to the Shire of Coolgardie and that the Heritage Council is also fully informed of this information? This should also include the electrical work mentioned in Judumul's letter of 15 November 2025, mentioned in the council minutes.
- Another concern is Annexure 1 of the draft lease has not been included in the minutes, so the actual proposed area is not publicly provided. Judumul's letter of 15 November 2025 has a diagram of the proposed area however it is out of focus and not legible - The highlighted area they have drawn

appears to not follow any specific borders however this is just an observation and may appear this way due to the diagram being out of focus. Public release of Annexure 1 should be considered.

- My final concern is that the proposed lease intends to charge a minimum fee (peppercorn rent) for the duration of the lease. Judumul have the means to pay via their commercial interests and various grants that they procure, the full market value of the lease. This should be a consideration.
- Regards
-
- Alan McCall
- 8 Sylvester St
- Coolgardie
- Mob: 0433 218 149
-

JAN McLEOD
WIDGIEMOOLTHA via
NORSEMAN WA 6443
13-01-2026

THE CEO
SHIRE OF COOLGARDIE



SUBMISSION : DISPOSITION - PART OF COOLGARDIE POST OFFICE COMPLEX TO JUDUMUL ABORIGINAL CORPORATION

Dear Sabine,

I am against the disposition to Judumul Aboriginal Corporation for $1 p.a. excl GST.

REASONS : The PO Complex is a State-listed-heritage building. As such I would like to know :-

i) What maintenance is required ?
ii) What repairs need to be made ?
iii) Are there rising damp issues ?
iv) Are there capital works which need to be done
  i) now ?
  ii) in the future ?
v) What are the compliance requirements as it is a State-listed-heritage building ?
vi) Is the Judumul Aboriginal Corporation able to finance all maintenance, capital works now or in the future plus repairs ?
vii) What allocated portions of the Complex will the Corporation lease ? (confidential - why ?)
viii) Are the former flats included as the Shire should be renting them out as a source of revenue ?

Since the above information is not available, I am against this disposition to the Judumul Aboriginal Corporation for $1 p.a., excl GST.

I am also against the Shire passing on the responsibility of capital works and maintenance of a State-heritage-listed building which is for the community to enjoy, to a not-for-profit volunteer group which may not have the member nor financial stability to undertake works on such a building.

Yours sincerely,
J. McLeod 13-01-2026

Kasey Turner

From: Rod Higgins <rocweld.aust@bigpond.com>
Sent: Thursday, 8 January 2026 8:45 AM
To: mail
Subject: Objection

You don't often get email from rocweld.aust@bigpond.com. Learn why this is important

Formal Submission Objecting to the Proposed Disposal of Part of the Coolgardie Post Office Complex Community Use Areas

Your Name
Rodney Higgins
14 Hunt Street
Coolgardie, WA 6429
Rocweld.Aust@bigpond.com
0427266036

Date: 5 January 2026

To: Acting Chief Executive Officer
President and Councillors
Shire of Coolgardie
PO Box 138
Kambalda WA 6442
Email: mail@coolgardie.wa.gov.au

Subject: Formal Objection to the Proposed Disposal of Part of the Coolgardie Post Office Complex Community Use Areas, Bayley Street, Coolgardie (Local Public Notice – Lease Proposal, Closing Date 14 January 2026)

Dear Chief Executive Officer, President and Councillors

I am writing to formally object to the Shire of Coolgardie's proposed disposal by way of lease of part of the Coolgardie Post Office Complex Community Use Areas, Bayley Street, Coolgardie, to the Judumul Aboriginal Corporation, as advertised in the Local Public Notice dated December 2025.
The proposed terms include:

- A lease price of $1.00 exc GST per annum;
- A market value estimated at $20,000.00 - $25,000 exc GST per annum;
- The lessee being responsible for all outgoings, maintenance, and agreed capital upgrades.

While I acknowledge the importance of supporting community organisations, I strongly oppose this proposal on the grounds that it represents an inappropriate and irresponsible use of public assets at a time when the Shire is facing severe financial challenges.

The Shire of Coolgardie is currently under intense scrutiny and strict oversight by the Minister for Local Government, the Hon. Hannah Beazley MLA, following serious concerns

about financial mismanagement, significant debt (approximately $27 million), and governance issues. In 2025, the Minister issued a show-cause notice and, while opting not to suspend the council, imposed rigorous monitoring, mandatory financial training for councillors, and clear expectations for rebuilding the Shire's financial position, with a target to become debt-free by 2035.

In this context, entering into a long-term lease agreement that effectively subsidises the lessee by forgoing market-rate rental income (potentially $20,000–$25,000 per annum) is fiscally irresponsible. This arrangement amounts to a substantial non-financial concession that the Shire can ill afford, particularly when ratepayers are already bearing the burden of significant financial recovery measures.

Recent rate increases, including a substantial hike in mining rates for the 2025–26 financial year (approximately 97% after adjustments from an initial proposal of 119%), have placed additional pressure on residents, businesses, and the mining sector. These increases were intended to address the Shire's dire financial situation and fund essential infrastructure and services. Yet, community feedback indicates that services are perceived as diminishing despite these higher rates, further eroding public trust.

Forgoing fair market revenue from a valuable community asset such as the Coolgardie Post Office Complex — a historically significant site that could generate meaningful income for the Shire — is unacceptable and contrary to prudent financial management. This proposal risks exacerbating the Shire's financial difficulties and undermining the recovery efforts mandated under ministerial oversight.

I urge the Shire Council to:

1. Reject this proposal in its current form;
2. Explore options that secure fair market value rental income while still supporting community use, if appropriate; and
3. Prioritise revenue-generating dispositions of assets to support debt reduction and improved service delivery for all ratepayers.

This disposal, as proposed, is a disgrace and does not align with the responsible governance expected under the current financial recovery framework. I request that my submission be fully considered before any determination is made and that I be advised of the outcome.

Yours Sincerely
Rodney Higgins

Note: This submission is provided prior to the closing date of Wednesday, 14 January 2026, at 4pm, as specified in the notice.

Kasey Turner

From: Sandra Rudd <sandrarudd@bigpond.com>
Sent: Tuesday, 13 January 2026 7:21 PM
To: mail
Subject: ICR49536 - Post Office Blocks for Lease

You don't often get email from sandrarudd@bigpond.com. Learn why this is important

To the acting CEO , President Paul Wilcox, councillors Tony Ball, Daphne Simmons, Corey Matthew's, Tracey Rathbone, Tammie Keast and Julie-Anne Williams

I would like to formally express my concern regarding the proposal to lease the entire Coolgardie Post Office precinct to the Judamul Aboriginal Corporation under a peppercorn arrangement.

While I acknowledge that Judamul has delivered some positive projects for the Coolgardie community and created employment opportunities for local residents, I cannot justify granting them exclusive access to the entire site — including the offices, the flat(s), and the hall — particularly at such a minimal lease price. This feels deeply unfair to the broader Coolgardie Shire community.

My understanding was that, following refurbishment, these buildings were intended to be accessible to the whole community, not reserved for a small group. The hall alone has enormous potential for community use — market days, private functions, pop-up shops, and other events that could bring life and activity back into the town.

Alternatively, leasing parts of then m precinct to local businesses could generate much-needed revenue for the Shire rather than giving it away for virtually nothing.
It is extremely concerning that such a significant asset could be leased out for an unacceptably low amount, especially given that this recommendation came from a former acting CEO who appeared to have little regard for the long-term interests of the Shire.

Unfortunately, the council's willingness to proceed with this decision suggests a worrying pattern of poor judgement.
This precinct has enormous potential. With the current rental shortage, the flat(s) could be leased to generate income to help address the Shire's substantial debt, or alternatively used for emergency accommodation. There are many opportunities available — all of which will be lost if this lease proceeds in its current form.
I strongly urge you to reconsider this decision.

Once again, the community has been excluded from discussions about decisions that are supposed to be made *on behalf* of the community. This ongoing pattern of pushing decisions through without genuine consultation is deeply concerning. Not only are these choices being made behind closed doors, but they also fail to take into account the significant debt the council has already created — a financial hole that will only deepen if these so-called "great decisions" continue to be made without transparency or community input.

Regards,
Sandra Rudd
Concerned local citizen

1

Kasey Turner

From: tanhiggins01@gmail.com
Sent: Wednesday, 14 January 2026 8:28 AM
To: mail
Subject: Submission Objection to Lease Proposal - Part of Coolgardie Post Office Complex

Dear Acting CEO, President and Councillors

I am a resident/ Ratepayer and I wish to formally object to the proposed lease of part of the Coolgardie Post Office Complex, to Judumul Aboriginal Corporation for $1.00 per annum (ex GST) as advertised in the local public notice published on 19 December 2025.
While I fully support greater involvement of local Aboriginal people and organisations in Coolgardie, I strongly opposed to this particular proposal for the following reasons.

1.The lease is effectively a gift of public assets funded by ratepayers The advertised market rental value is between $20,000 and $25,000 per annum (ex GST) leasing the premises for only $1 per year represents a significant financial loss to the Shire and its Ratepayers.

2. Loss of genuine public / community access to the Community use areas, these spaces were specifically refurbished to be multi purpose community facilities- gallery, function space and general community use.

3. Lack of transparency and competitive process There appears to have been no open expressions of interests process or tender for these valuable Community spaces The community deserves to know why this particular lessee was chosen and whether other local groups or businesses were given the opportunity to apply on the same or similar terms.

Yours Sincerely
Tania Higgins
14 Hunt Street
Coolgardie WA

Sent from my iPad

1

Kasey Turner

From: mail
Sent: Monday, 5 January 2026 1:10 PM
To: Executive
Subject: FW: ICS49459 - Post office block lease

Good afternoon Exec,

Please see the below concerns received re Judumul Lease.

Record number: ICS49459

Kind regards,

mail

P (08) 9080 2111

Irish Mulga Drive, Kambalda WA 6442
Sylvester Street, Coolgardie WA 6429
PO Box 138, Kambalda WA 6442

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-----Original Message-----
From: Toni Gale <derektoni@bigpond.com>
Sent: Saturday, 20 December 2025 10:04 AM
To: mail <mail@coolgardie.wa.gov.au>
Subject: ICS49459 - Post office block lease

[You don't often get email from derektoni@bigpond.com. Learn why this is important at https://aka.ms/LearnAboutSenderIdentification]

To CEO Aaron Cook, President Paul Wilcox, Sabine Taylor, councillors Tony Ball, Daphne Simmons, Corey Matthew's, Tracey Rathbone, Tammie Keast and Julie-AnneWilliams

I would like to express my concern on the leasing of the whole post office block to Judamul Aboriginal corporation at a peppercorn lease. I admit they are doing great projects for the Coolgardie community and providing employment to local people but I can't justify them having the whole block of offices, flat and hall.
Why can't the whole community have access to the fantastic hall for market days, private functions, pop up shops.... etc. It has unlimited potential. I wanted to use it last year but was told the electrics were problem and the hall couldn't be used. I am assuming this has now been fixed .
Also with the rental shortage, could the council not lease the flat out to at least provide a small income or even emergency accommodation?

Regards
Toni Gale
Concerned local citizen

Judumul Aboriginal Corporation

ABN 39 780 488 179 ICN 8660

INFORMATION FOR BRIEFING SESSION – 10 FEBRUARY 2026.

A review of the minutes of the Ordinary Meeting of the Shire of Coolgardie in December 2025 referred to "further information" requested by some members. The minutes do not refer to any specific information, and on listening to the audio recording it was noticed that the reason for further information was to inspect the building and gather further information. To date, Judumul has not received any request for information or request to visit the premises. I am hopeful that the following may answer some of the questions which appear to remain unasked.

Judumul originally requested to pay the Community Organisation lease of $400 for each section of the building it leased. We were advised that we do not meet the criteria for this class of lease. Following the presentation of requests to lease, and the purpose of use for each building to the Chief Executive Officers between 30 September 2024 and 4 September 2025 a Peppercorn rental in return for maintaining the building and responsibility for outgoings was agreed.

During the period March 2023 when we signed a Community Organisation Lease and the current date, and recognising the financial circumstances of the Shire of Coolgardie Judumul took responsibility for the following expenditure.

CAPITAL AND MAINTENANCE EXPENDITURE

Expenditure to 30 June 2025

Air conditioner in Building 3 workroom	$7,095
Three Phase power in Building 3 Workroom	$4,675
Preventative Maintenance on existing Air conditioners Buildings 2 and 3	$ 792
TOTAL	**$12,562**

Our letter formally requesting a lease which was presented to Council at it's December 2025 ordinary meeting referred to agreed capital works.

Summary of works to be commenced immediately on execution of lease. These items are budgeted and funds immediately available.

Building 1 or 4 air conditioning - 3 units	$13,240
Compliance Electrical work to proposed leased area (Buildings 1 to 4)	$ 7,637
TOTAL	**$20,877**

Address – 58 Bayley Street Coolgardie WA
Postal Address – PO Box 32 Coolgardie WA 6429
Email – ceo@judumul.org.au
Website – www.judumul.org.au

There is no piped hot water available in the complex. This will also be rectified in the first year of the lease. There are three hot water units installed, but none have been commissioned.

For the information of Members, we have used the Conservation Management Plan dated April 2020 to set our proposed maintenance schedule for the duration of the lease.

MAINTENANCE SCHEDULE AND COMMENTS

Extract from Conservation Management Plan dated April 2020

The primary care for the place lies with the owners. Ongoing and timely maintenance is the most important element in the conservation of the place, executed in accordance with relevant policies, including the use of professional advice and appropriately qualified contractors.

Generally the place is in fair condition, not have(sic) received regular maintenance, and it will require both immediate and ongoing maintenance to protect the significant fabric....

RECOMMENDED MAINTENANCE SCHEDULE

8.2.1 *Eradicate vermin (particularly birds and rodents) and seal the building to prevent further infestation.*

Judumul sought permission to undertake the eradication of pigeons to Buildings 1 to 4 in 2025 following the multiple incursions into the building. We have used a combination of close-of-gap strategies and deterrent devices which have been mostly successful. The process is on-going as the birds continue to breed and roost in Building 5 (the Post Office wing) where it seems not preventative measures are being taken.

Trapping of rodents is used mainly for monitoring as these pests are no longer a major issue. The incidence of rodents mirrors the pigeon infestation.

The following maintenance has been programmed by Judumul since March 2023. This maintenance was based on schedule 8.3 of the Conservation Management Plan (15.04.2020)

8.3.1 AS NEEDED

Keep vegetation away from the perimeter of structures

Promptly remove graffiti

Judumul whipper snips all vegetation each week. To date we have been graffiti-free

8.3.2 WEEKLY

Ensure all exit points are unobstructed.

Check all lighting and safety features are in good working order, including emergency lighting, fire detection, alarm systems, exhaust systems etc.

All exit points in area leased and/or occupied by Judumul and all external exit points are checked for obstructions each week when other maintenance is undertaken.

Safety lighting in Building 3 is checked weekly. Judumul does not have access to other systems installed in the building. We check that the pump which controls the black water system is turned on and ensure that all fire extinguishers are services and accessible.

8.3.3 MONTHLY

Inspect all plumbing and check for leaks or blockages

Inspect all doors and other moving parts for wear

Ensure ventilation points are clear

The following is maintained for all leased and occupied areas (including Desert Rain Design's lease area)

Plumbing is checked each weekday and isolated until a licenced plumber arrives.

Doors and moving parts are checked and repaired or isolated within the working day. We have three doors blocked or sealed (east door in building 3, east door in building 2, and door upper floor between building 3 and 4.

Ensure ventilation points are clear

All known ventilation points in building leased or occupied are checked for obstruction each month.

8.3.4 QUARTERLY

Inspect all rainwater systems

Inspect any known areas of damp penetration

Rainwater system on the south veranda of building 2 (Desert Rain Design lease) require attention as downpipe has insufficient capacity and overflows down the wall of the building causing dampness to wall.

Rainwater system on the north side of building 5 (Post Office) requires remediation as the overflow has caused damp penetration to the east wall of building 4. The damp damaged will be repaired when the cause has been resolved (not part of Judumul's proposed lease area).

Rising damp in prison cells – we are investigating the source of this.

Inspect subsoil drainage areas and check external ground levels have not built up against building structure.

We are unaware of subsoil drainage plan.

Ground levels were raised against the buildings by Shire workers in 2023 in an effort to address flooding and access problems to the rear of buildings. No efforts have been made to rectify this.

Inspect any known areas of structural failure for movement or deterioration

No known areas of structural failure.

Keep plantings and gardens within proximity to buildings well pruned and clear of all footings, ensuring any reticulation outlets are directing water away from buildings or significant elements.

Judumul has no plantings or gardens that drain to the soil, and no reticulation.

8.3.5 ANNUALLY

Inspect buildings for termites and other pests, treat as necessary

Inspect masonry for any indications of deterioration to stone, brickwork or pointing

Inspect exterior timber joinery for deterioration, prepare and finish as necessary

Clean gutters and rod downpipes to ensure free flowing. Clean out drainage sumps

Inspect for rising damp or water penetration and repair immediately as necessary

Inspect and repair glazing as necessary, making sure glazing is secure

Inspect roof cladding, flashings and rainwater goods and repair as necessary

Inspect building for cracks and signs of movement or other failure

Inspect floors for signs of wear, particularly loose boards or raised nail heads

Inspect veranda balustrades and railings for signs of disrepair

Sweep chimneys to operating fireplaces

It is expected that all these items will be signed off prior to the execution of lease for all leased areas. A building report covering these items dated within one year of the signing of the lease will be accepted should the Shire of Coolgardie provide Judumul with a copy of that report.

Judumul will provide a report demonstrating that all checks have been complete will be presented to the Shire of Coolgardie within one month of each annual anniversary of the execution of the lease.

8.3.6 FIVE YEARLY

Inspect metal roofing, fixings, wall flashings, box gutters and downpipes for corrosion and repair as necessary to match existing.

It is expected that all these items will be signed off prior to the execution of lease for all leased areas. A building report covering these items dated within one year of the signing of the lease will be accepted should the Shire of Coolgardie provide Judumul with a copy of that report.

Judumul will provide a report demonstrating that all checks have been complete will be presented to the Shire of Coolgardie within one month of the five year anniversary of the execution of the lease.

8.3.7 PAINTING CYCLE

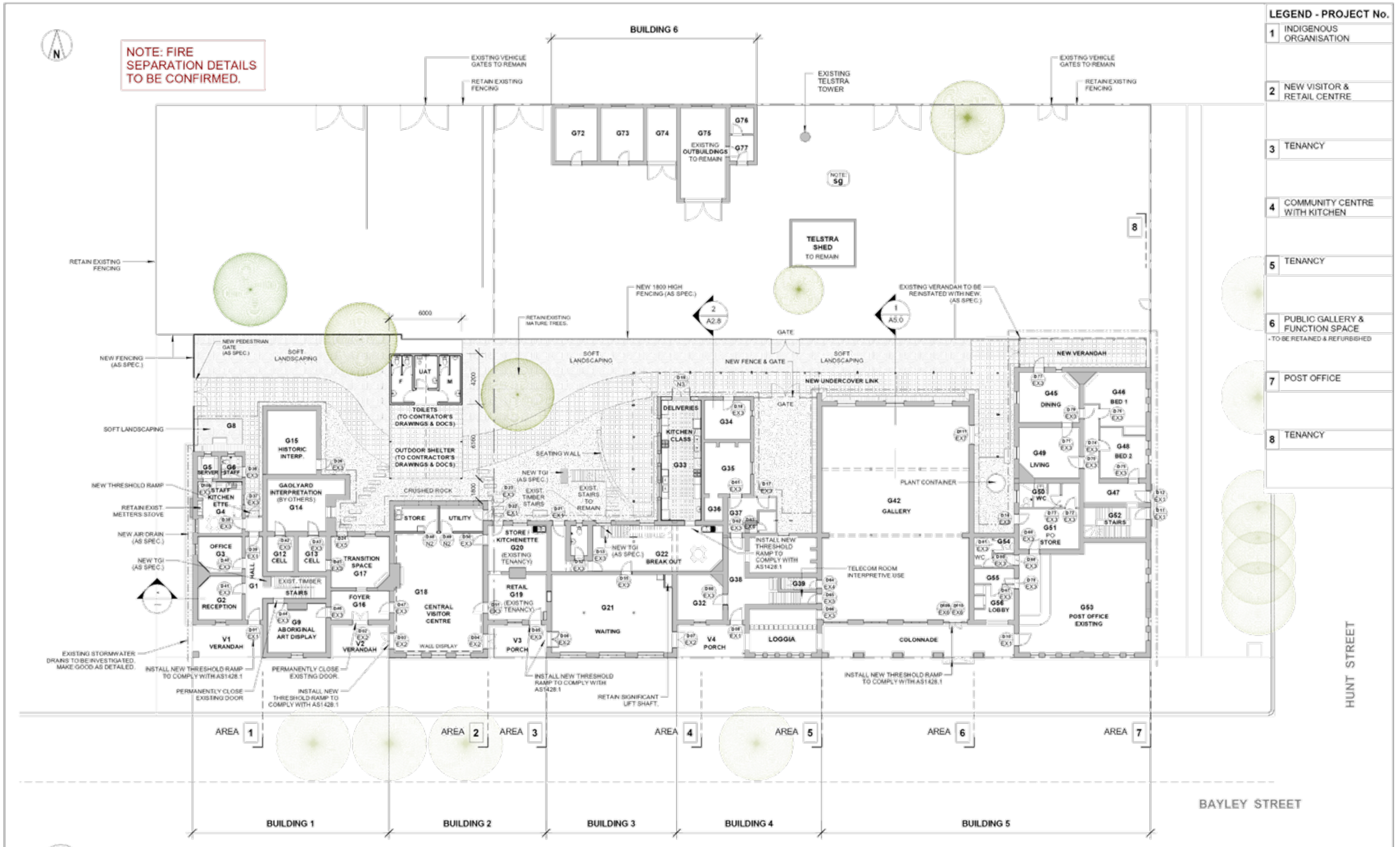
Regular interior repainting programme 7-10 year cycle

Regular External repainting programme – 7 year cycle

Rust treatment of exposed steelwork (ie lock-up cells and Exercise Yard) – 5 year cycle

Painting cycle will be addressed should the option of extend the lease at the completion of the five-year period.

Following is attached plans of the building so that references to buildings by numbers can be understood. Judumul has requested lease of buildings 1,2,3, 4, the Gallery area of Building 5 and Building 6. This corresponds to Area 1-6 plus Building 6.



1 PROPOSED GROUND FLOOR PLAN
1 : 200

AS CONSTRUCTED

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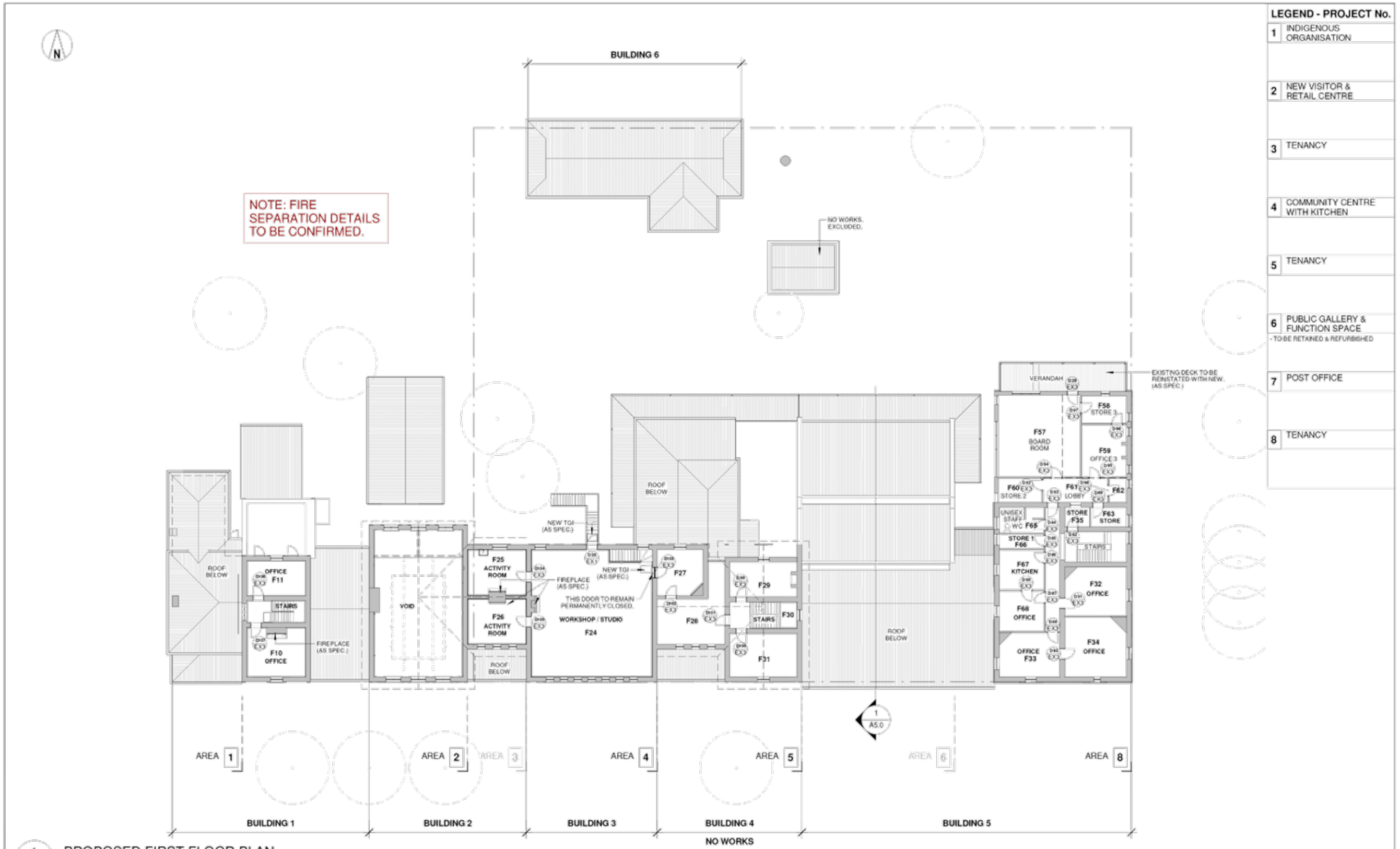
rev	date	description
	16.11.2022	AS CONSTRUCTED

H+H architects

project COOLGARDIE POST OFFICE COMPLEX
56 BAYLEY ST, COOLGARDIE, WA
client SHIRE OF COOLGARDIE

drawing PROPOSED GROUND FLOOR PLAN
cad file -
drawn PG project number 8328-19
scale 1 : 200 @ A2
date NOV. 2022
dwg no. A2.2 rev



1 PROPOSED FIRST FLOOR PLAN
1 : 200

AS CONSTRUCTED

LEGEND - PROJECT No.

1. INDIGENOUS ORGANISATION
2. NEW VISITOR & RETAIL CENTRE
3. TENANCY
4. COMMUNITY CENTRE WITH KITCHEN
5. TENANCY
6. PUBLIC GALLERY & FUNCTION SPACE - TO BE RETAINED & REFURBISHED
7. POST OFFICE
8. TENANCY

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rev	date	description
	16.11.2022	AS CONSTRUCTED

H+H architects
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E admin@hharchitects.com.au

project: COOLGARDIE POST OFFICE COMPLEX
56 BAYLEY ST, COOLGARDIE, WA
client: SHIRE OF COOLGARDIE

drawing: PROPOSED FIRST FLOOR PLAN
cad file -
drawn PG | project number 8128-19

scale 1 : 200 @ A2
date NOV. 2022
dwg no. A2.3 | rev.

Community Lease

Part of the Coolgardie Post Office Complex – Community Use Areas

Shire of Coolgardie

Judumul Aboriginal Corporation

McLEODS
Barristers & Solicitors
Stirling Law Chambers | 220-222 Stirling Highway | CLAREMONT WA 6010
Tel - (08) 9383 3133 | Fax - (08) 9383 4935
Email - mcleods@mcleods.com.au
Ref - TF - COOL-24822

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Details

Parties

Shire of Coolgardie

Irish Mulga Drive, Kambalda WA 6442
(**Lessor**)

Judumul Aboriginal Corporation

ABN 39 780 488 179 | ICN 8660

of 58 Bayley Street, Coolgardie WA 6429
(**Lessee**)

Background

A The Lessor is registered as the proprietor in fee simple in the land described in **Item 1** of the Schedule (**Land**).

B The Lessee has requested that the Lessor grant it a lease of that portion of the Land described in **Item 1** of the Schedule (**Premises**), and the Lessor has agreed subject to the Parties entering into this agreement.

C The Premises form part of a State-heritage-listed site. The Lessee accepts responsibility for all maintenance, repairs and certain Agreed Works for the Premises and must comply with all heritage approvals and requirements.

Agreed terms

1. Defined terms and interpretation

1.1 Defined terms

In this Lease, unless otherwise required by the context or subject matter -

Agreed Works means the works on the Premises proposed to be carried out by the Lessee as specified in Item 1 of the Schedule;

Amounts Payable means the Rent and any other money payable by the Lessee under this Lease;

Authorised Person means -

(a) an agent, employee, licensee or invitee of the Lessor; and

(b) any person visiting the Premises with the consent or implied consent of any person mentioned in paragraph (a);

Basic Consideration means all consideration (whether in money or otherwise) to be paid or provided by the Lessee for any supply or use of the Premises and any goods, services

or other things provided by the Lessor under this Lease (other than tax payable pursuant to this clause);

CEO means the Chief Executive Officer for the time being of the Lessor or any person appointed by the Chief Executive Officer to perform any of her or his functions under this Lease;

CPI means the Consumer Price Index (All Groups) Perth number published from time to time by the Australian Bureau of Statistics or its equivalent determined in accordance with clause 4;

Commencement Date means the date of commencement of the Term specified in Item 4 of the Schedule;

Encumbrance means a mortgage, charge, lien, pledge, easement, restrictive covenant, writ, warrant or caveat and the claim stated in the caveat;

Further Term means each further term specified in Item 3 of the Schedule;

Good Repair means good and substantial tenantable repair and in clean, good working order and condition;

GST has the meaning that it bears in the GST Act;

GST Act means *A New Tax System (Goods and Services Tax) Act 1999 (Cth)* and any legislation substituted for, replacing or amending that Act;

GST Adjustment Rate means the amount of any increase in the rate of tax imposed by the GST Law;

GST Law has the meaning that it bears in section 195-1 of the GST Act;

GST Rate means 10%, or such other figure equal to the rate of tax imposed by the GST Law;

Input Tax Credit has the meaning that it bears in section 195-1 of the GST Act.

Interest Rate means the rate at the time the payment falls due being 2% greater than the Lessor's general overdraft rate on borrowings from its bankers on amounts not exceeding $100,000.00, which rate cannot exceed the rate prescribed by, and imposed in accordance with, section 6.13 of the *Local Government Act 1995*;

Land means the land described at Item 1 of the Schedule;

Lease means this deed as supplemented, amended or varied from time to time;

Lessee's Obligations means the agreements and obligations set out or implied in this Lease or imposed by law to be performed by any person other than the Lessor;

Lessor's Obligations means the agreements and obligations set out or implied in this Lease, or imposed by law to be performed by the Lessor;

Notice means each notice, demand, consent or authority given or made to any person under this Lease;

Party means the Lessor or the Lessee according to the context;

Premises means the premises described at Item 1 of the Schedule;

Rent means the rent specified in Item 5 of the Schedule;

Rent Review Date means a date identified in Item 8 of the Schedule;

Schedule means the Schedule to this Lease;

Tax Invoice has the meaning which it bears in section 195-1 of the GST Act;

Taxable Supply has the meaning which it bears in section 195-1 of the GST Act.

Term means the term of years specified in Item 2 of the Schedule and any Further Term; and

Termination means expiry by lapse of time or sooner determination of the Term or any period of holding over.

1.2 Interpretation

In this Lease, unless expressed to the contrary -

(a) words using -

(i) the singular include the plural;

(ii) the plural include the singular; and

(iii) any gender includes each gender;

(b) a reference to -

(i) a natural person includes a body corporate or local government; and

(ii) a body corporate or local government includes a natural person;

(c) a reference to a professional body includes a successor to or substitute for that body;

(d) a reference to a Party includes its legal personal representatives, successors and assigns and if a Party comprises two or more persons, the legal personal representatives, successors and assigns of each of those persons;

(e) a reference to a statute, ordinance, code, regulation, award, town planning scheme or other law includes a regulation, local law, by-law, requisition, order or other statutory instruments under it and any amendments to re-enactments of or replacements of any of them from time to time in force;

(f) a reference to a right includes a benefit, remedy, discretion, authority or power;

(g) a reference to an obligation includes a warranty or representation and a reference to a failure to observe or perform an obligation includes a breach of warranty or representation;

(h) a reference to this Lease or provisions or terms of this Lease or any other deed, agreement, instrument or contract include a reference to -

(i) both express and implied provisions and terms; and

(ii) that other deed, agreement, instrument or contract as varied, supplemented, replaced or amended;

(i) a reference to writing includes any mode of representing or reproducing words in tangible and permanently visible form and includes facsimile transmissions;

(j) any thing (including, without limitation, any amount) is a reference to the whole or any part of it and a reference to a group of things or persons is a reference to any one or more of them;

(k) if a Party comprises two or more persons the obligations and agreements on their part bind and must be observed and performed by them jointly and each of them severally and may be enforced against any one or more of them;

(l) the agreements and obligations on the part of the Lessee not to do or omit to do any act or thing include -

(i) an agreement not to permit that act or thing to be done or omitted to be done by an Authorised Person; and

(ii) an agreement to do everything necessary to ensure that that act or thing is not done or omitted to be done;

1.3 Headings

Headings do not affect the interpretation of this Agreement.

1.4 Schedules etc

Each Schedule (and an Annexure or document incorporated by reference, if any) forms part of this Agreement. In the event of any conflict or inconsistency between any part of –

(a) the terms and conditions contained in the clauses of this Agreement;

(b) a Schedule;

(c) an Annexure, if any; and

(d) a document incorporated by reference, if any,

the material mentioned in any one of paragraph (a)-(d) of this **clause 1.4** has precedence over material mentioned in a subsequent paragraph, to the extent of any conflict or inconsistency.

Lessee's rights and obligations

2. Quiet enjoyment

Except as provided in the Lease, subject to the performance of the Lessee's Obligations the Lessee may quietly hold and enjoy the Premises during the Term without any interruption or disturbance from the Lessor or persons lawfully claiming through or under the Lessor.

3. Rent and other payments

The Lessee AGREES with the Lessor -

3.1 Rent

To pay to the Lessor the Rent in the amount and manner set out at **Item 5** of the Schedule from the Commencement Date clear of any deductions whatsoever.

3.2 Outgoings

(a) To pay to the Lessor or to such person as the Lessor may from time to time direct punctually all the following outgoings or charges (if applicable), assessed or incurred in respect of the Premises -

(i) local government services and other charges, including but not limited to rubbish collection charges;

(ii) charges for disposal of stormwater, meter rent and excess water charges;

(iii) telephone, electricity, gas and other power and light charges including but not limited to meter rents and the cost of installation of any meter, wiring, internet connections or telephone connection;

(iv) premiums and other costs arising from the insurance obtained by the Lessor pursuant to **clause 23**. For the avoidance of doubt, the parties agree:

(A) that if such premium or cost does not include a separate assessment or identification of the Premises or the Land, the Lessee must pay a proportionate part of such premium or cost determined by the Lessor acting reasonably; and

(B) such insurance will include insurance for the full replacement value of buildings; and

(v) any other consumption charge or cost, statutory impost or other obligation incurred or payable by reason of the Lessee's use and occupation of the Premises.

(b) If the Premises are not separately charged or assessed the Lessee will pay to the Lessor a proportionate part of any charges or assessments referred to in **clause 3.2(a)** being the proportion that the Premises bears to the total area of the land or premises included in the charge or assessment.

3.3 Interest

Without affecting the rights, power and remedies of the Lessor under this Lease, to pay to the Lessor interest on demand on any Amounts Payable which are unpaid for 35 days computed from the due date for payment until payment is made and any interest payable under this paragraph will be charged at the Interest Rate.

3.4 Costs

(a) To pay to the Lessor on demand -

(i) all duty, fines and penalties payable under the *Duties Act 2008* and other statutory duties or taxes payable on or in connection with this Lease;

(ii) all registration fees in connection with this Lease; and

(iii) all legal costs of and incidental to the instructions for the preparation, execution and stamping of this Lease and all copies.

(b) To pay to the Lessor all costs, legal fees, disbursements and payments incurred by or for which the Lessor is liable in connection with or incidental to -

(i) the Amounts Payable or obtaining or attempting to obtain payment of the Amounts Payable under this Lease;

(ii) any breach of an obligation or agreement by the Lessee or an Authorised Person;

(iii) the preparation and service of a notice under Section 81 of the *Property Law Act 1969* requiring the Lessee to remedy a breach even though forfeiture for the breach may be avoided in a manner other than by relief granted by a Court;

(iv) any work done at the Lessee's request; and

(v) any action or proceedings arising out of or incidental to any matters referred to in this **clause 3.4** or any matter arising out of this Lease.

4. Rent review

(1) The Rent will be reviewed on and from each Rent Review Date to determine the Rent to be paid by the Lessee until the next Rent Review Date.

(2) The review will be based on CPI on the dates specified in **Item 8** of the Schedule.

(3) The CPI rent review will increase the amount of Rent payable during the immediately preceding period by the percentage of any increase in CPI having regard to the quarterly CPI published immediately prior to the later of the Commencement Date or the last Rent Review Date as the case may be and the quarterly CPI published immediately prior to the relevant Rent Review Date. If there is a decrease in CPI having regard to the relevant CPI publications the Rent payable from the relevant Rent Review Date will be the same as the Rent payable during the immediately preceding period. Should the CPI be discontinued or suspended at any time or its method of computation substantially altered, the parties shall endeavour to agree upon the substitution of the CPI with an equivalent index.

(4) Notwithstanding the provisions of this clause, the Rent payable from any Rent Review Date will not be less than the Rent payable in the period immediately preceding such Rent Review Date.

(5) The Lessor may institute a rent review notwithstanding the Rent Review Date has passed and the Lessor did not institute a rent review on or prior to that Rent Review Date, and in which case the Rent agreed or determined shall date back to and be payable from the Rent Review Date for which such review is made.

5. Accrual of interest on amounts payable

Interest on Amounts Payable accrues on a daily basis.

6. Payment of money

Any Amounts Payable to the Lessor under this Lease must be paid to the Lessor at the address of the Lessor referred to in the Lease or as otherwise directed by the Lessor by Notice from time to time.

7. Insurance

7.1 Insurance required

The Lessee must effect and maintain with insurers approved by the Lessor (noting the Lessor's and the Lessee's respective rights and interest in the Premises) for the time being -

(a) adequate public liability insurance for a sum not less than the sum set out at **Item 7** of the Schedule in respect of any one claim or such greater amount as the Lessor may from time to time reasonably require;

(b) where the Lessor so requires, insurance to cover the Lessee's fixtures, fittings, equipment and stock against loss or damage by fire, fusion, smoke, lightning, flood, storm, tempest, earthquake, sprinkler leakage, water damage and other usual risks against which a lessee can and does ordinarily insure in their full replacement value, and loss from theft or burglary.

7.2 Details and Receipts

In respect of the insurances required by **clause 7.1** the Lessee must -

(a) on demand supply to the Lessor details of the insurances and give to the Lessor copies of the certificates of currency in relation to those insurances;

(b) promptly pay all premiums and produce to the Lessor each policy or certificate of currency and each receipt for premiums or certificate of currency issued by the insurers; and

(c) notify the Lessor immediately -

(i) when an event occurs which gives rise or might give rise to a claim under or which could prejudice a policy of insurance; or

(ii) when a policy of insurance is cancelled.

7.3 Not to invalidate

The Lessee must not do or omit to do any act or thing or bring or keep anything on the Premises which might;

(a) render any insurance effected under **clause 7.1** on the Premises, or any adjoining premises, void or voidable;

(b) cause the rate of a premium to be increased for the Premises or any adjoining premises (except insofar as an approved development may lead to an increased premium).

7.4 Reports

Each party must report to the other promptly in writing and in an emergency verbally -

(a) any damage to the Premises of which they are or might be aware; and

(b) any circumstances of which they are aware and which are likely to be a danger or cause any damage or danger to the Premises or to any person who is lawfully using or may lawfully use the Premises.

7.5 Settlement of claim

The Lessor may, but the Lessee may not without prior written consent of the Lessor, settle or compromise any claims under any insurance required by **clause 7.1.**

7.6 Lessor as attorney

The Lessee appoints the Lessor as the Lessee's attorney during the Term -

(a) in respect to all matters and questions which may arise in relation to any insurances required by **clause 7.1**;

(b) with full power to demand, sue for and recover and receive from any insurance company or society or person liable to pay the insurance money as are payable for the risks covered by the insurances required by **clause 7.1**;

(c) to give good and effectual receipts and discharges for the insurance; and

(d) to settle, adjust, arbitrate and compromise all claims and demands and generally to exercise all powers of absolute owner.

7.7 Lessee may be required to pay excess on insurances

The Lessee AGREES with the Lessor that it shall be responsible to pay any excess payable in connection with the insurances referred to in **clause 7.1.**

7.8 Lessee's equipment and possessions

The Lessee ACKNOWLEDGES it is responsible to obtain all relevant insurances to cover any damage and/or theft to its property. The Lessor does not take any responsibility for the loss or damage of the Lessee's property.

8. Indemnity

8.1 Lessee responsibilities

The Lessee is responsible and liable for all acts or omissions of the Lessee's Agents on the Premises and for any breach by them of any covenants or terms in this Lease required to be performed or complied with by the Lessee.

8.2 Indemnity

(1) The Lessee indemnifies, and shall keep indemnified, the Lessor from and against all actions, claims, costs, proceedings, suits and demands whatsoever which may at any time be incurred or suffered by the Lessor, or brought, maintained or made against the Lessor, in respect of:

(a) damage to third party or Lessor's property; and

(b) the death of, or injury suffered by, any person,

to the extent caused by, contributed to, or arising out of, or in connection with:

(c) the use of the Premises by the Lessee or the Lessee's Agents;

(d) any work carried out by or on behalf of the Lessee on the Premises;

(e) the Lessee's activities, operations or business on the Premises;

(f) the presence of any Contamination, Pollution or Environmental Harm in on or under the Premises or adjoining land caused or contributed to by the act, neglect or omission of the Lessee or the Lessee's Agents;

(g) any default by the Lessee in the due and punctual performance, observance and compliance with any of the Lessee's covenants or obligations under this Lease; or

(h) an act or omission of the Lessee.

(2) For the avoidance of doubt, the Lessee will not be liable for, and will not indemnify those indemnified against, any of the matters to which the indemnity in **clause 8.2(1)** applies to the extent that such matters arose out of or were contributed to by, any act, neglect, default or omission by the Lessor or its officers, employees, agents or contractors.

8.3 Obligations Continuing

The obligations of the Lessee under this clause 8:

(a) are unaffected by the obligation of the Lessee to take out insurance, and the obligations of the Lessee to indemnify are paramount, however if insurance money is received by the Lessor for any of the obligations set out in this clause 8 then the Lessee's obligations under **clause 8.2** will be reduced by the extent of such payment.

(b) continue after the expiration or earlier determination of this Lease in respect of any act, deed, matter or thing occurring or arising as a result of an event which occurs before the expiration or earlier determination of this Lease.

8.4 No indemnity for Lessor's negligence

The parties agree that nothing in this clause shall require the Lessee to indemnify the Lessor, its officers, servants, or agents against any loss, damage, expense, action or claim arising out of a negligent or wrongful act or omission of the Lessor, or its servants, agents, contractors or invitees.

8.5 Release

(1) The Lessee:

(a) agrees to occupy and use the Premises at the risk of the Lessee; and

(b) releases to the full extent permitted by law, the Lessor from:

(i) any liability which may arise in respect of any accident or damage to property, the death of any person, injury to any person, or illness suffered by any person, occurring on the Premises or arising from the Lessee's use or occupation of the Premises;

(ii) loss of or damage to the Premises or personal property of the Lessee; and

(iii) all claims, actions, loss, damage, liability, costs and expenses arising from or connected with (directly or indirectly) the presence of any Contamination,

Pollution or Environmental Harm in, on or under the Premises or surrounding area

except to the extent that such loss or damage arises out of a negligent or wrongful act or omission of the Lessor, or its servants, agents, contractors or invitees.

(2) The release by the Lessee continues after the expiration or earlier determination of this Lease in respect of any act, deed, matter or thing occurring or arising as a result of an event which occurs before the expiration or earlier determination of this Lease.

9. Use

9.1 Restrictions on use

(1) Generally

The Lessee must not and must not suffer or permit a person to -

(a) use the Premises or any part of it for any purpose other than for the purposes for which the Premises are held by the Lessee, as set out at **Item 6** of the Schedule; or

(b) use the Premises for any purpose which is not permitted under any local or town planning scheme, local laws, acts, statutes or any law relating to health.

(2) No offensive or illegal acts

The Lessee must not and must not suffer or permit a person to do or carry out on the Premises any harmful, offensive or illegal act, matter or thing.

(3) No nuisance

The Lessee must not and must not suffer or permit a person to do or carry out on the Premises anything which causes a nuisance, damage or disturbance to the Lessor or to owners or occupiers of adjoining properties.

(4) No dangerous substances

The Lessee must not and must not suffer or permit a person to store any dangerous compound or substance on or in the Premises, otherwise than in accordance with the following provisions -

(a) any such storage must comply with all relevant statutory provisions;

(b) all applications for the approval or renewal of any licence necessary for such storage must be first referred to the Lessor;

(c) the Lessor may within its absolute discretion refuse to allow the storage of any particular dangerous compound or substance on the Premises; and

(d) upon the request of the Lessor, the Lessee will provide a list of all dangerous compounds or substances stored on the Premises.

(5) No harm or stress

The Lessee must not and must not suffer or permit a person to do any act or thing which might result in excessive stress or harm to any part of the Premises.

(6) No signs

The Lessee must not and must not suffer or permit a person to display from or affix any signs, notices or advertisements on the Premises without the prior written consent of the Lessor.

(7) No smoking

The Lessee must not suffer or permit a person to smoke inside any building or other enclosed area on the Premises.

(8) Consumption of alcohol

The Lessee must not suffer or permit a person to use or allow the Premises to be used for the consumption of alcohol without first obtaining the written consent of the Lessor.

(9) Sale of Alcohol

The Lessee will not sell or supply liquor from the Premises or allow liquor to be sold or supplied from the Premises without the prior written consent of the Lessor and then only in accordance with the provisions of the *Liquor Control Act 1988*, *Health (Food Hygiene) Regulations 1993*, *Liquor Licensing Regulations 1989* and any other relevant written laws that may be in force from time to time.

(10) Removal of rubbish

The Lessee must keep the Premises free from dirt and rubbish and to store and keep all trade waste and garbage in proper receptacles.

(11) No pollution

The Lessee must do all things necessary to prevent pollution or contamination of the Premises by garbage, refuse, waste matter, oil and other pollutants.

(12) No personal profit

The Lessee must not suffer or permit a person to use or allow the Premises to be used for the personal profit of an individual person or persons.

9.2 No warranty

The Lessor gives no warranty -

(a) as to the use to which the Premises may be put; or

(b) that the Lessor will issue any consents, approvals, authorities, permits or licences required by the Lessee under any statute for its use of the Premises.

9.3 Premises subject to restriction

The Lessee accepts the Premises for the Term subject to any existing prohibition or restriction on the use of the Premises.

9.4 Indemnity for costs

The Lessee indemnifies the Lessor against any claims or demands for all costs, on a solicitor client basis, incurred by the Lessor by reason of any claim in relation to any matters set out in this clause 9.

10. Casual hire of Premises

10.1 Casual hire

(1) The Lessee may hire out the Premises or any part thereof on a casual basis only PROVIDED -

(a) such use is consistent at all times with the Permitted Purpose;

(b) the Lessee ensures any hirer complies strictly with the relevant terms of this Lease; and

(c) the Lessee obtains the Lessor's prior written consent for any hire arrangements, which consent may be withheld by the Lessor in its absolute discretion.

(2) For the purposes of this Lease, "casual hire" means any hire of the Premises by the Lessee to a third party for a period of and not more than 48 hours in any calendar month and does not include any formal transfer, assignment or sublease of the Premises.

10.2 Lessee remains responsible for Premises at all times

The Lessee ACKNOWLEDGES that at all times, including when the Premises are hired to a third party, it remains responsible for the Premises, including without limitation any damage that may be caused or occurs during any hire period.

11. Keys and access

11.1 No additional copies without approval

Unless otherwise approved by the Lessor in writing, the Lessee must not have additional sets of keys copied or cut.

11.2 Notify the Lessor of lost keys

(1) The Lessee must notify the Lessor of any loss of keys immediately; and

(2) To ensure all keys conform with the Lessor's master keys, the Lessor will arrange for replacement keys to be issued to the Lessee at the Lessee's cost.

11.3 No change of locks without approval

(1) The Lessee must not change any of the Premises' locks, without the prior approval of the Lessor.

(2) If the locks are changed the Lessee must provide the Lessor with keys to access all areas of the Premises.

11.4 Cost of re-entry

If the Lessor requires access to the Premises pursuant to its powers under this Lease, and is unable to access the Premises due to an unauthorised change in locks, the Lessor may take all such measures to enter the Premises and to re-secure the Premises, and the Lessee will bear all costs associated with such measures.

12. Maintenance, repair and cleaning

12.1 Generally

(1) Notwithstanding any other provision of this Lease, and overriding all inconsistent terms, the Lessee is solely responsible, at its cost, for all maintenance, repairs, replacements and Agreed Works of any kind relating to the Premises, including all services, fixtures and fittings.

(2) The Lessee must keep the Premises in **Good Repair** at all times, having regard to the heritage significance of the place and the requirements applicable under heritage legislation and guidelines.

(3) The Lessee must ensure all works comply with all relevant statutory requirements, including:

(a) the *Heritage Act 2018 (WA)*;

(b) State Register of Heritage Places requirements;

(c) Heritage Council of Western Australia guidelines or directions;

(d) building, planning, health and safety laws; and

(e) any other approval required at law.

(4) The Lessee must obtain and pay for all required statutory, planning, building and heritage approvals before commencing any works, and must ensure all such works are undertaken by suitably qualified, licenced and experienced tradespersons or contractors.

12.2 Maintain surroundings

(1) The Lessee must regularly inspect and maintain in good condition any part of the Premises which surrounds any buildings including but not limited to any flora, gardens lawns, shrubs, hedges and trees.

(2) The Parties agree that with the exception of minor pruning, any pruning of trees must be undertaken by the Lessor.

(3) If any flora, trees or lawn dies the Lessor must replace the flora, trees or lawn at its own expense.

(4) The Lessee must care for such trees on the Premises as the Lessor may from time to time reasonably require.

(5) The Lessee may not remove any trees, shrubs or hedges without first consulting with and obtaining the approval of the Lessor, except where necessary for urgent safety reasons.

12.3 Pest control

The Lessee must keep the Premises free of any vermin or any other recognised pests and the cost of extermination will be borne by the Lessee.

12.4 Responsibility for securing the Premises

(1) Securing Premises

The Lessee must ensure the Premises, including Lessor's and Lessee's fixtures and fittings, are appropriately secured at all times.

(2) Installation of Security Systems

Subject to prior written approval from the Lessor, the Lessee may install a security system to the Premises, PROVIDED the Lessee -

(a) pays for all costs associated with the installation and ongoing monitoring of the security system; and

(b) provides the Lessor with access keys or alarm codes.

12.5 Comply with all reasonable conditions

The Lessee must comply with all reasonable conditions that may be imposed by the Lessor from time to time in relation to the Lessee's maintenance of the Premises.

12.6 Acknowledgement of state of repair of Premises

The Lessee acknowledges that it has inspected the structure of the Premises internally and externally prior to the execution of this Lease and enters into the Lease with full knowledge of the structural state and state of repair of the Premises.

13. Alterations

13.1 Restriction

The Lessee must not without prior written consent from the Lessor or any other person from whom consent is required under this Lease or required under statute in force from time to time, including but not limited to the planning approval of the Lessor under a local or town planning scheme of the Lessor -

(a) make or allow to be made any alteration, addition or improvements to or demolish any part of the Premises;

(b) undertake any works that would impact the heritage fabric, structural integrity or building services of the Premises, or

(c) subject to the performance of the Lessee's obligations in **clause 12**, remove any flora or fauna, alter or cut down any flora, or sell, remove or otherwise dispose of any flora, sand, gravel, timber or other materials from the Premises.

13.2 Consent

(1) If the Lessor and any other person whose consent is required under this Lease or at law consents to any matter referred to in **clause 13.1** the Lessor may -

(a) give such consent subject to conditions; and

(b) require that the works be carried out in accordance with plans and specifications approved by the Lessor or any other person giving consent; and

(c) require that any works be carried out to the satisfaction of the Lessor under the supervision of an engineer or other consultant.

(2) If the Lessor is requested to consent to any matter referred to in **clause 13.1** -

(a) the Lessor gives no warranty that the Lessor will issue any consents, approvals, authorities, permits or policies under any statute for such matters; and

(b) the Lessee must apply for and obtain all such consent approvals, authorities, permits or policies as are required at law before undertaking any alterations, additions, improvements or demolitions.

13.3 Cost of Works

All works undertaken under this **clause 13** will be carried out at the Lessee's expense.

13.4 Conditions

If any of the consents given by the Lessor or other persons whose consent is required under this Lease or at law require other works to be done by the Lessee as a condition of giving consent, then the Lessee must at the option of the Lessor either -

(a) carry out those other works at the Lessee's expense; or

(b) permit the Lessor to carry out those other works at the Lessee's expense, in accordance with the Lessor's requirements.

14. Report to Lessor

The Lessee must immediately report to the Lessor -

(1) Vandalism

Any act of vandalism or any incident which occurs on or near the Premises which involves or is likely to involve a breach of the peace or become the subject of a report or complaint to the police and of which the Lessee is aware or should be aware.

(2) Pollution

Any occurrence or circumstances in or near the Premises of which it becomes aware, which might reasonably be expected to cause, in or on the Premises, pollution of the environment.

(3) Notices, etc

All notices, orders and summonses received by the Lessee and which affect the Premises and immediately deliver them to the Lessor.

(4) Defects

Any accident to or defect or want of repair in any services or fixtures, fittings, plant or equipment in the Premises and of any circumstances known to the Lessee that may be or may cause a risk or hazard to the Premises or to any person on the Premises.

15. Provision of information

The Lessee AGREES to provide to the Lessor, upon the Lessor's request, where applicable -

(a) a copy of the Lessee's audited annual statement of accounts for each year;

(b) advice of any changes in its office holders or its rules of association during the Term; and

(c) any information on the Lessee's membership and other information on the Lessee reasonably required by the Lessor.

16. No assignment, subletting and charging

16.1 No assignment or sub-letting without consent

The Lessee must not assign this Lease nor sub-let, part with possession, or dispose of the Premises or any part of the Premises without the prior written consent of the Lessor and any other persons whose consent is required under the terms of this Lease or at law.

16.2 Lessor's Consent to Assignment and Sub-letting

Provided all parties whose consent is required, under this Lease or at law, to an assignment or sub-letting, give their consent and any assignment or sublease is for a purpose consistent with the use of the Premises permitted by this Lease then the Lessor may not unreasonably withhold its consent to the assignment or Sub-letting of the leasehold estate created by this Lease if -

(a) the proposed assignee or sublessee is a respectable and responsible person of good financial standing capable of continuing the permitted use for non-profit making community purposes;

(b) all Amounts Payable due and payable have been paid and there is no existing unremedied breach, whether notified to the Lessee or not, of any of the Lessee's Covenants;

(c) the Lessee procures the execution by -

(i) the proposed assignee of a deed of assignment; or

(ii) the proposed sublessee of a deed of sublease,

to which the Lessor is a party and which deed is prepared and completed by the Lessor's solicitors; and

(d) the assignment contains a covenant by the assignee or sublessee with the Lessor to pay all Amounts Payable and to perform and observe all the Lessee's Covenants.

16.3 Where sublessee is a community group

If the proposed sublessee is a community group, whether or not a body corporate or unincorporated, the Lessor may not require a deed of sublease under **clause 16.2(c)**.

16.4 Consents of Assignee Supplementary

The covenants and agreements on the part of any assignee will be supplementary to the Lessee's Covenants and will not release the assigning lessee from the Lessee's Covenants.

16.5 Property Law Act 1969

Sections 80 and 82 of the *Property Law Act 1969* are excluded.

16.6 Costs for assignment and sub-letting

If the Lessee wishes to assign or sub-let the leasehold estate created by this Lease the Lessee must pay all reasonable professional and other costs, charges and expenses, incurred by the Lessor or other person whose consent is required under this Lease, of and incidental to -

(a) the enquiries made by or on behalf of the Lessor as to the respectability, responsibility and financial standing of each proposed assignee or sublessee;

(b) any consents required under this Lease or at law; and

(c) all other matters relating to the proposed assignment or sub-letting,

whether or not the assignment or sub-letting proceeds.

16.7 No mortgage or charge

The Lessee must not mortgage nor charge the Premises.

16.8 No mortgage or charge

The Lessee must not mortgage nor charge the leasehold interest in the Premises.

17. No caveat or other interest

17.1 No caveat or other interest

The Lessee nor any person on behalf of the Lessee must not lodge any absolute caveat, subject to claim or any other interest including any lease, sublease, mortgage, charge over the Land or Premises or part thereof, without the prior written consent of the Lessor.

17.2 Removal of interest

If any caveat or other interest is lodged without the consent of the Lessor, the Lessee irrevocably appoints the Lessor (or any person authorised by the Lessor for that purpose) jointly and severally -

(a) for the Term;

(b) for any holding over under this Lease; and

(c) for a period of six (6) months after Termination of this Lease,

to be the agent and attorney of the Lessee in its name and on its behalf to sign and lodge at Landgate -

(d) a withdrawal of any absolute caveat lodged by or behalf of the Lessee;

(e) a withdrawal of any caveat lodged by on or behalf of the Lessee and not withdrawn on Termination; and

(f) a surrender of the estate granted by this Lease.

17.3 Costs of removal, Indemnity and Ratification

(1) The Lessee undertakes to ratify all the acts performed by or caused to be performed by the Lessor, its agent or attorney under this clause.

(2) The Lessee indemnifies the Lessor against any loss arising from any act done under **clause 17.**

18. Statutory obligations and notices

18.1 Comply with Statutes

The Lessee must -

(a) comply promptly with all statutes, local laws, heritage legislation, heritage guidelines and consent requirements, in force from time to time relating to the Premises;

(b) apply for, obtain and maintain in force all consents, approvals, authorities, licences and permits required under any statute for the use of the Premises specified at **clause 9.1**;

(c) ensure that all obligations in regard to payment for copyright or licensing fees are paid to the appropriate person for all performances, exhibitions or displays held on the Premises; and

(d) comply promptly with all orders, notices, requisitions or directions of any competent authority relating to the Premises or to the business the Lessee carries on at the Premises.

18.2 Indemnity if fails to comply

The Lessee indemnifies the Lessor against -

(a) failing to perform, discharge or execute any of the items referred to in **clause 18.1;** and

(b) any claims, demands, costs or other payments of or incidental to any of the items referred to in **clause 18.1.**

19. Obligations on expiry or termination of lease

19.1 Restore Premises

Prior to Termination, the Lessee at the Lessee's expense must restore the Premises to a condition consistent with the performance by the Lessee of the Lessee's Obligations under this Lease fair wear and tear excepted.

19.2 Remove Lessee's property prior to termination

Prior to Termination, the Lessee must remove from the Premises all property of the Lessee including the Lessee's signs, fixtures, fittings, plant, equipment and other articles upon the Premises in the nature of trade or tenant's fixtures brought upon the Premises by the Lessee (other than air-conditioning plant and fire equipment, security alarms and security systems and other fixtures and fittings which in the opinion of the Lessor form an integral part of the Premises) and promptly make good, to the satisfaction of the Lessor, any damage caused by the removal.

19.3 Lessor can remove Lessee's property on re-entry

On re-entry the Lessor will have the right to remove from the Premises any property of the Lessee and the Lessee indemnifies the Lessor against all damage caused by the removal of and the cost of storing such property.

19.4 Peacefully Surrender

On Termination the Lessee must -

(a) peacefully surrender and return to the Lessor the Premises in a condition consistent with the performance of the Lessee's Obligations under this Lease;

(b) surrender to the Lessor all keys and security access devices and combination for locks providing an access to or within the Premises held by the Lessee whether or not provided by the Lessor;

19.5 Obligations to continue

The Lessee's obligations under this clause will continue, notwithstanding the end or Termination of this Lease.

Lessor's rights and obligations

20. Provide keys

The Lessor will provide the Lessee with one (1) set of keys for access to the Premises and all rooms therein upon the signing of the Lease.

21. Lessor's right of entry

21.1 Entry on reasonable notice

The Lessee must permit entry by the Lessor or any Authorised Person onto the Premises without notice in the case of an emergency, and otherwise upon reasonable notice -

(a) (i) at all reasonable times;

(ii) with or without workmen and others; and

(iii) with or without plant, equipment, machinery and materials;

(b) for each of the following purposes -

(i) to undertake property inspections to inspect the state of repair of the Premises and to ensure compliance with the terms of this Lease;

(ii) to carry out any survey or works which the Lessor considers necessary, however the Lessor will not be liable to the Lessee for any compensation for such survey or works provided they are carried out in a manner which causes as little inconvenience as is reasonably possible to the Lessee;

(iii) to comply with the Lessor's Obligations or to comply with any notice or order of any authority in respect of the Premises for which the Lessor is liable; and

(iv) to do all matters or things to rectify any breach by the Lessee of any term of this Lease but the Lessor is under no obligation to rectify any breach and any rectification under this clause is without prejudice to the Lessor's other rights, remedies or powers under this Lease.

21.2 Costs of Rectifying Breach

All costs and expenses incurred by the Lessor as a result of any breach referred to at **clause 21.1(b)(iv)** together with any interest payable on such sums will be a debt due to the Lessor and payable to the Lessor by the Lessee on demand.

22. Limit of Lessor's liability

22.1 No liability for loss on Premises

The Lessor will not be liable for loss, damage or injury to any person or property in or about the Premises however occurring.

22.2 Limit on Liability for Breach of Lessor's obligations

(1) The Lessor is only liable for breaches of the Lessor's Obligations set out in this Lease which occur while the Lessor is registered as the management body for the Land.

(2) The Lessor will not be liable for any failure to perform and observe any of the Lessor's Obligations due to any cause beyond the Lessor's control.

23. Building insurance

The Lessor shall effect and keep effected policies of insurance in relation to any risk relating to the Lessor's ownership or interest in the Land and the Premises including, without limitation, insurance for fire, Lessor's fixtures and fittings. For the avoidance of doubt, the Lessor's building insurance does not cover the cost of maintenance or repairs required under this Lease, all of which are the sole responsibility of the Lessee.

Mutual agreements

24. Damage or destruction of Premises

If the Premises or any part of the Premises are totally or partially destroyed so as to require major rebuilding either party may within 2 months of the destruction or the damage terminate this Lease with immediate effect by giving Notice to the other party

25. Option to renew

25.1 Exercise of option

If the Lessee at least one month, but not earlier than 6 months, prior to the date for commencement of the Further Term gives the Lessor a Notice to grant the Further Term as specified in **Item 2** of the Schedule and -

(a) all consents and approvals required by the terms of this Lease or at law have been obtained; and

(b) there is no subsisting default by the Lessee at the date of service of the Notice in -

(i) the payment of Amounts Payable; or

(ii) the performance or observance of the Lessee's Obligations,

(c) the Lessor agrees to the grant

the Lessor may, in its sole discretion, grant to the Lessee a lease for the Further Term at the Rent and on the same terms and conditions other than this **clause 25** in respect of any Further Term previously taken or the subject of the present exercise and on such other terms and conditions as the Lessor may consider appropriate.

26. Holding over

If the Lessee remains in possession of the Premises after the expiry of the Term with the consent of the Lessor, the Lessee will be a monthly tenant of the Lessor at a rent equivalent to one twelfth of the Rent for the period immediately preceding expiry of the Term and otherwise on the same terms and conditions of this Lease provided that all consents required under this Lease or at law have been obtained to the Lessee being in possession of the Premises as a monthly tenant.

27. Default

27.1 Events of Default

A default occurs if -

(a) the Lessee is in breach of any of the Lessee's Obligations for 28 days after a Notice has been given to the Lessee to rectify the breach or to pay compensation in money;

(b) where the Lessee is an association which is incorporated under the *Associations Incorporations Act* 1987, the association is wound up whether voluntarily or otherwise;

(c) where the Lessee is an association which is incorporated under the *Associations Incorporations Act* 1987, the Lessee passes a special resolution under the *Associations Incorporation Act 1997* altering its rules of association in a way that makes its objects or purposes inconsistent with the use permitted by this Lease;

(d) a mortgagee takes possession of the property of the Lessee under this Lease;

(e) any execution or similar process is made against the Premises on the Lessee's property;

(f) the Premises are vacated; or

(g) a person other than the Lessee or a permitted sublessee or assignee is in occupation or possession of the Premises or in receipt of a rent and profits.

27.2 Forfeiture

On the occurrence of any of the events of default specified in **clause 27.1** the Lessor may -

(a) without notice or demand at any time enter the Premises and on re-entry the Term will immediately determine;

(b) by notice to the Lessee determine this Lease and from the date of giving such notice this Lease will be absolutely determined; and

(c) by notice to the Lessee elect to convert the unexpired portion of the Term into a tenancy from month to month when this Lease will be determined as from the giving of the notice and until the tenancy is determined the Lessee will hold the Premises from the Lessor as a tenant from month to month under **clause 26**,

but without affecting the right of action or other remedy which the Lessor has in respect of any other breach by the Lessee of the Lessee's Obligations or releasing the Lessee from liability in respect of the Lessee's Obligations.

27.3 Lessor may remedy Lessee's default

If the Lessee -

(a) fails or neglects to pay the Amounts Payable by the Lessee under this Lease; or

(b) does or fails to do anything which constitutes a breach of the Lessee's Obligations,

then, after the Lessor has given to the Lessee notice of the breach and the Lessee has failed to rectify the breach within a reasonable time, the Lessor may without affecting any right, remedy or power arising from that default pay the money due or do or cease the doing of the breach as if it were the Lessee and the Lessee must pay to the Lessor on demand the Lessor's cost and expenses of remedying each breach or default.

27.4 Acceptance of Amount Payable By Lessor

Demand for or acceptance of the Amounts Payable by the Lessor after an event of default has occurred will not affect the exercise by the Lessor of the rights and powers of the Lessor by the terms of the Lease or at law and will not operate as an election by the Lessor to exercise or not to exercise any right or power.

27.5 Essential Terms

Each of the Lessee's Obligations in **clauses** 3 (Rent and Other Payments), 7 and **23** (Insurance), 8 (Indemnity), **8.1** (Use), **12** (Maintenance, Repair and Cleaning), **16** (No Assignment, Subletting and Charging) and **30** (Goods and Services Tax) is an essential term of this Lease but this clause **27** does not mean or imply that there are no other essential terms in this Lease.

27.6 Breach of Essential Terms

If the Lessee breaches an essential term of this Lease then, in addition to any other remedy or entitlement of the Lessor -

(a) the Lessee must compensate the Lessor for the loss or damage suffered by reason of the breach of that essential term;

(b) the Lessor will be entitled to recover damages against the Lessee in respect of the breach of an essential term; and

(c) the Lessee AGREES with the Lessor that if the Term is determined -

(i) for breach of an essential term or the acceptance by the Lessor of a repudiation of this Lease by the Lessee; or

(ii) following the failure by the Lessee to comply with any notice given to the Lessee to remedy any default,

the Lessee must pay to the Lessor on demand the total of the Amounts Payable under this Lease which would have been payable by the Lessee for the unexpired balance of the Term as if the Term had expired by lapse of time together with the losses incurred or reasonably expected to be incurred by the Lessor as a result of the early determination including but not limited to the costs of re-letting or attempting to re-let the Premises;

(d) the Lessee agrees that the obligation set out in this **clause 27.6(c)** will survive termination or any deemed surrender at law of the estate granted by this Lease;

(e) the Lessee may deduct from the amounts referred to at **clause 27.6(c)** the Rent and other money which the Lessor reasonably expects to obtain by re-letting the Premises between the date of Termination and the date on which the Term would have expired by lapse of time; and

(f) the Lessor must take reasonable steps to mitigate its losses and endeavour to re-let the Premises at a reasonable rent and on reasonable terms but the Lessor is not required to offer or accept rent or terms which are the same or similar to the rent or terms contained or implied in this Lease.

28. Disputes

28.1 Appointment of arbitrator

Except as otherwise provided any dispute arising out of this Lease is to be determined by a single arbitrator under the provisions of the *Commercial Arbitration Act 1985* and the Lessor and the Lessee may each be represented by a legal practitioner.

28.2 Payment of amounts payable to date of award

The Lessee must pay the Amounts Payable without deduction to the date of the award of the Arbitrator or the date of an agreement between the Parties whichever event is the earlier, and if any money paid by the Lessee is not required to be paid within the terms of the award of the Arbitrator or by agreement between the Lessor and the Lessee then the Lessor will refund to the Lessee the monies paid.

29. Consents

If for any reason whatsoever this Lease requires the consent of the Western Australian Planning Commission or other consent under the *Planning and Development Act* 2005, then this Lease is made expressly subject to and conditional on the granting of that consent in accordance with the provisions of the *Planning and Development Act* 2005.

30. Goods and services tax

(1) Lessee must Pay

If GST is payable on the Basic Consideration or any part thereof or if the Lessor is liable to pay GST in connection with the lease of the Premises or any goods, services or other Taxable Supply supplied under this Lease then, unless the Lessor is liable for the payment of a given Taxable Supply, as from the date of any such introduction or application -

(a) the Lessor may increase the Basic Consideration or the relevant part thereof by an amount which is equal to the GST Rate; and

(b) the Lessee shall pay the increased Basic Consideration on the due date for payment by the Lessee of the Basic Consideration.

(2) Increase in GST

If, at any time, the GST Rate is increased, the Lessor may, in addition to the GST Rate, increase the Basic Consideration by the GST Adjustment Rate and such amount shall be payable in accordance with **clause 30(1)(a).**

(3) GST invoice

Where the Basic Consideration is to be increased to account for GST pursuant to **clause 30(2),** the Lessor shall in the month in which the Basic Consideration is to be paid, issue a Tax Invoice which enables the Lessee to submit a claim for a credit or refund of GST.

31. Additional terms and conditions

Each of the terms and conditions (if any) specified in Item 9 of the Schedule are part of this Lease and are binding on the Lessor and the Lessee as if incorporated into the body of this Lease.

General provisions

32. Notice

32.1 Form of delivery

A Notice to a person must be in writing and may be given or made -

(a) by a delivery to the person personally; or

(b) by addressing it to the person and leaving it at or posting it by registered post to the address of the Party appearing in this Lease or any other address nominated by a Party by notice to the other.

32.2 Service of Notice

A Notice to a person is deemed to be given or made -

(a) if by personal delivery, when delivered;

(b) if by leaving the Notice at an address specified in **clause 32.1**, at the time of leaving the Notice provided the Notice is left during normal business hours; and

(c) if by post to an address specified in **clause 32.1**, on the second business day following the date of posting of the Notice.

32.3 Signing of Notice

A Notice to a person may be signed -

(a) if given by an individual by the person giving the Notice -

(b) if given by a corporation by a director, secretary or manager of that corporation; or

(c) if given by a local government, by the CEO or a person authorised to sign on behalf of the local government; or

(d) by a solicitor or other agent of the person, corporation or local government giving the Notice.

33. Amendments to lease

Subject to such consents as are required by this Lease or at law, this Lease may be varied by the agreement of the parties in writing.

34. Waiver

34.1 No general waiver

Failure to exercise or delay in exercising any right, power or privilege in this Lease by a Party does not operate as a waiver of that right, power or privilege.

34.2 Partial exercise of right power or privilege

A single or partial exercise of any right, power or privilege does not preclude any other or further exercise of that right, power or privilege or the exercise of any other right, power or privilege.

35. Acts by agents

All acts and things which the Lessor is required to do under this Lease may be done by the Lessor, the CEO, an officer or the agent, solicitor, contractor or employee of the Lessor.

36. Statutory powers

The powers conferred on the Lessor by or under any statutes for the time being in force are, except to the extent that they are inconsistent with the terms and provisions expressed in this Lease, in addition to the powers conferred on the Lessor in this Lease.

37. Further assurance

The Parties must execute and do all acts and things necessary or desirable to implement and give full effect to the terms of this Lease.

38. Severance

If any part of this Lease is or becomes void or unenforceable, that part is or will be severed from this Lease to the intent that all parts that are not or do not become void or unenforceable remain in full force and effect and are unaffected by that severance.

39. Moratorium

The provisions of a statute which would but for this clause extend or postpone the date of payment of money, reduce the rate of interest or abrogate, nullify, postpone or otherwise affect the terms of this Lease do not, to the fullest extent permitted by law, apply to limit the terms of this Lease.

40. Governing law

This Lease is governed by and is to be interpreted in accordance with the laws of Western Australia and, where applicable, the laws of the Commonwealth of Australia.

Schedule

Item 1 Premises

Land

Lot 2105 on Deposited Plan 165661 (Volume 1409 Folio 888), at 56 Bayley Street, Coolgardie WA 6429

Premises

Part of the Community Use Areas of the Coolgardie Post Office complex (as shown in Annexure 1).

Item 2 Term

5 years commencing on date (to be confirmed) and expiring on date (to be confirmed).

Item 3 Further term

5 Years

Item 4 Commencement date

Date (to be confirmed)

Item 5 Rent

Rent

$1.00 excl. GST per year, if demanded.

Outgoings

Nil. Outgoings are the responsibility of the Lessee directly.

Payment

Payable in advance in equal monthly instalments with the first payment due on the Commencement Date.

Item 6 Use

Community development, cultural programs, training, wellbeing services, administrative activities, events, exhibitions, workshops, storage, and any activities reasonably ancillary to these purposes.

Item 7 Public liability insurance

$20,000,000 (Ten Million Dollars)

Item 8 Rent review dates

Not Applicable.

Item 9 Additional terms and conditions

Notwithstanding any other provision of this Lease, and to the extent of any inconsistency these obligations take precedence over all other terms and conditions, the Lessee acknowledges and agrees as follows:

1. **Maintenance and Agreed Works**
   The Lessee is responsible for all Agreed Works, maintenance, repairs, replacements and the following works for the Premises, including but not limited to:
   a. kitchen fit-out;
   b. installation of air-conditioning and hot water system;
   c. required electrical work identified in the Lessor's audit within the Premises;
   d. utilities, fixtures, fittings and services proposed by and to be used by the Lessee;
   e. any other maintenance, replacement, upgrade and/or capital works agreed to in writing between the Lessor and the Lessee from time to time.

2. **Heritage Compliance**
   The Lessee must ensure all works comply with all applicable heritage requirements, including but not limited to requirements under:
   a. the Heritage Act 2018 (WA);
   b. the State Register of Heritage Places;
   c. any policies, guidelines or directions issued by the Heritage Council of Western Australia or the Department of Planning, Lands and Heritage.

   The Lessee acknowledges the building is heritage-listed, and all works must be undertaken only by appropriately qualified and suitably experienced tradespersons, consultants or contractors, and only in accordance with all required heritage and statutory approvals.

3. **Statutory Approvals**
   The Lessee is responsible for obtaining and paying for all statutory approvals, including heritage, planning, building, health, and any other approvals required by law for maintenance, repairs, alterations, additions, improvements or capital works.

4. **Shared Areas and Access**
   The Lessee must ensure that the use of any shared areas does not obstruct, impede or interfere with access by the Lessor, other tenants, licensees, invitees or authorised users of the broader Post Office complex.

   Shared areas must be kept clear of rubbish, stored items, equipment, furniture, displays, signage or any other obstruction, unless the Lessor has given prior written approval.

   The Lessee must ensure all staff, volunteers, contractors, clients and invitees comply with this requirement.

Signing page

EXECUTED 202___

THE COMMON SEAL of the **Shire of Coolgardie** is affixed in the presence of -

Chief Executive Officer

(Print full name)

Shire President

(Print full name)

Signed by **Judumul Aboriginal Corporation ABN 39 780 488 179 | ICN 8660** by its authorised representative:

Office Holder Sign

Witness Sign

Office held

Office held

Full name

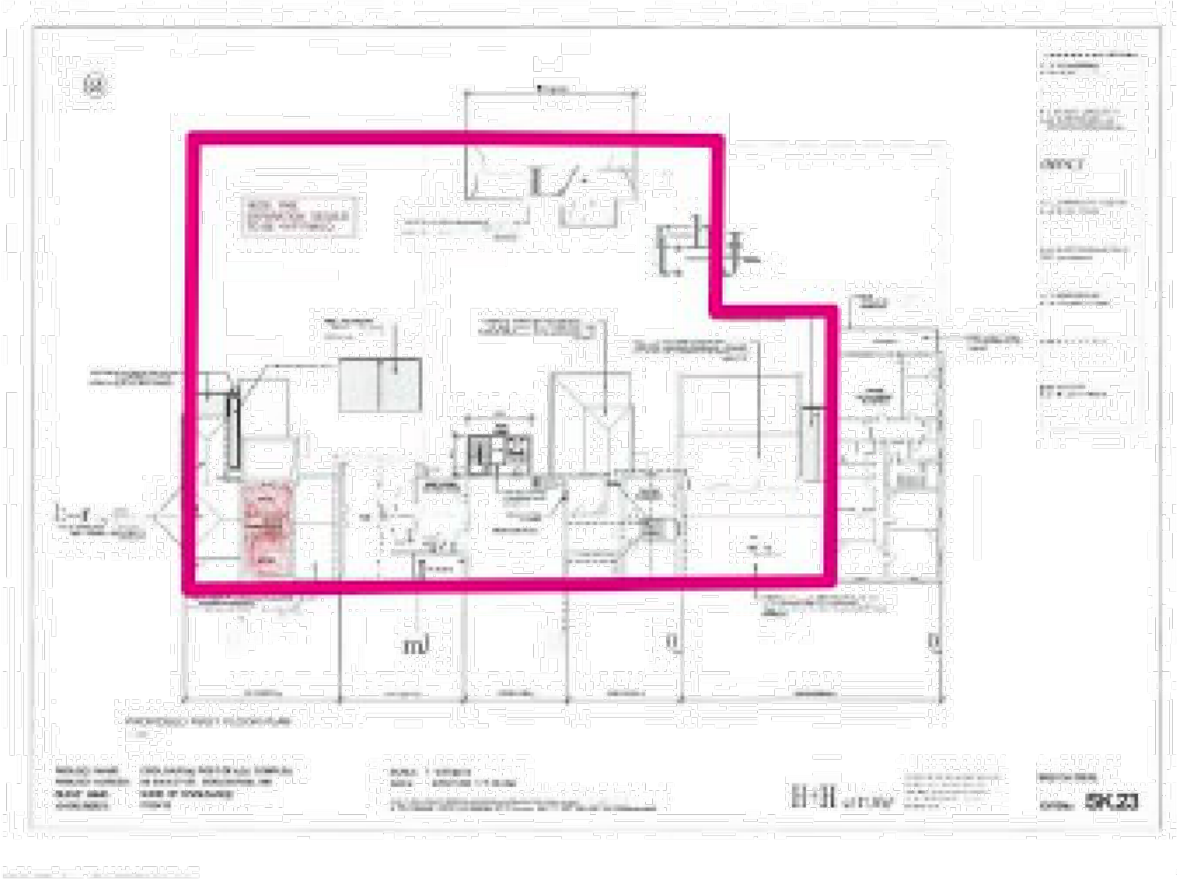
Full name

Address

Address

© McLeods

Annexure 1 – Sketch of the Premises



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COUNCIL RESOLUTION #35/2026

Moved: Cr Daphne Simmons
Seconded: Cr Anthony Ball

That Council adjourn the meeting for 10 minutes to 8.17pm.

In Favour: Crs Paul Wilcox, Anthony Ball, Tammee Keast, Daphne Simmons, Corey Matthews and Julie-Ann Williams

Against: Nil

CARRIED 6/0

The meeting was adjourned at 8.07pm.

COUNCIL RESOLUTION #36/2026

Moved: Cr Anthony Ball
Seconded: Cr Corey Matthews

That Council resume the meeting the meeting.

In Favour: Crs Paul Wilcox, Anthony Ball, Tammee Keast, Daphne Simmons, Corey Matthews and Julie-Ann Williams

Against: Nil

CARRIED 6/0

The meeting resumed at 8.17pm.

12.2.3 KAMBALDA TOWNSITE - EXPLORATION CONSENT E15/1354

Location: **Kambalda**

Applicant: **Torque Metals Limited**

Disclosure of Interest: **Nil**

Date: **24 March 2026**

Author: **Jana Joubert, Town Planning Consultant**

SUMMARY

To advise Council of a request from Torque Metals to conduct exploration activities over a portion of two parcels of Undamaged Crown land (UCL), within the Townsite of Kambalda.

BACKGROUND

The Exploration Licence E15/1354 was granted by the then Department of Energy, Mines, Industry Regulation and Safety, now the Department of Mines, Petroleum and Exploration (DMPE) in 2014.

The site is partially situated over the nominated Kambalda Townsite and as such comments are sought from the Shire.

In support of the request the applicant has advised that: -

- Torque intends to conduct some exploration activities within E15/1354, in particular RC drilling of up to 8 holes to a maximum depth of 300m within the overlapping area pursuant to a Programme of Work (PoW 206447) lodged with the Department of Mines, Petroleum and Exploration (DMPE).
- Torque currently has a drill rig at its nearby Paris Gold Project, also in the Coolgardie area, which will be utilised if consent is given so that the PoW may be approved by DMPE.

COMMENT

Under the *Mining Act 1978*, with respect to townsites, the Minister is to first consult and obtain the recommendation of the local municipality and the Minister for Planning, Lands and Heritage (the DPLH) before he can grant consent to mine.

Accordingly, Exploration Licence E15/1354 states that the consent to explore on Kambalda Townsite is granted subject to the following further condition:

> *Access to the land within Kambalda Townsite for mining purposes being subject to the approval of the local Authority or relevant reserve vestees, and limited to such mining activities as may be approved by the Executive Director, Resource and Environmental Compliance at the Department of Mines, Petroleum and Exploration*

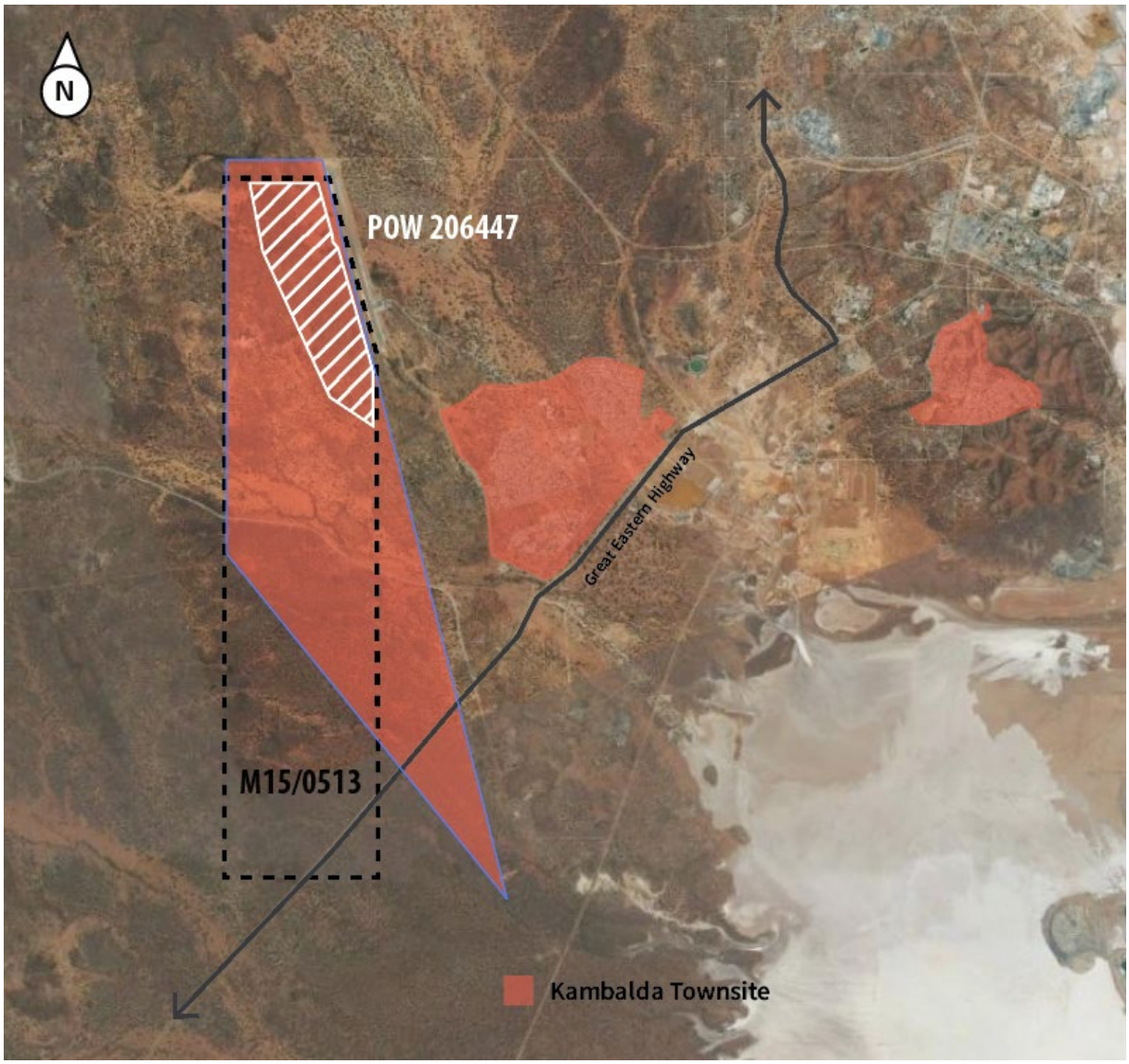
Torque is therefore seeking the approval of the Shire of Coolgardie as the local authority to conduct drilling activities within that portion of E15/1354 that overlaps the Kambalda Townsite pursuant to a Programme of Work (PoW 206447) lodged with the DMPE.

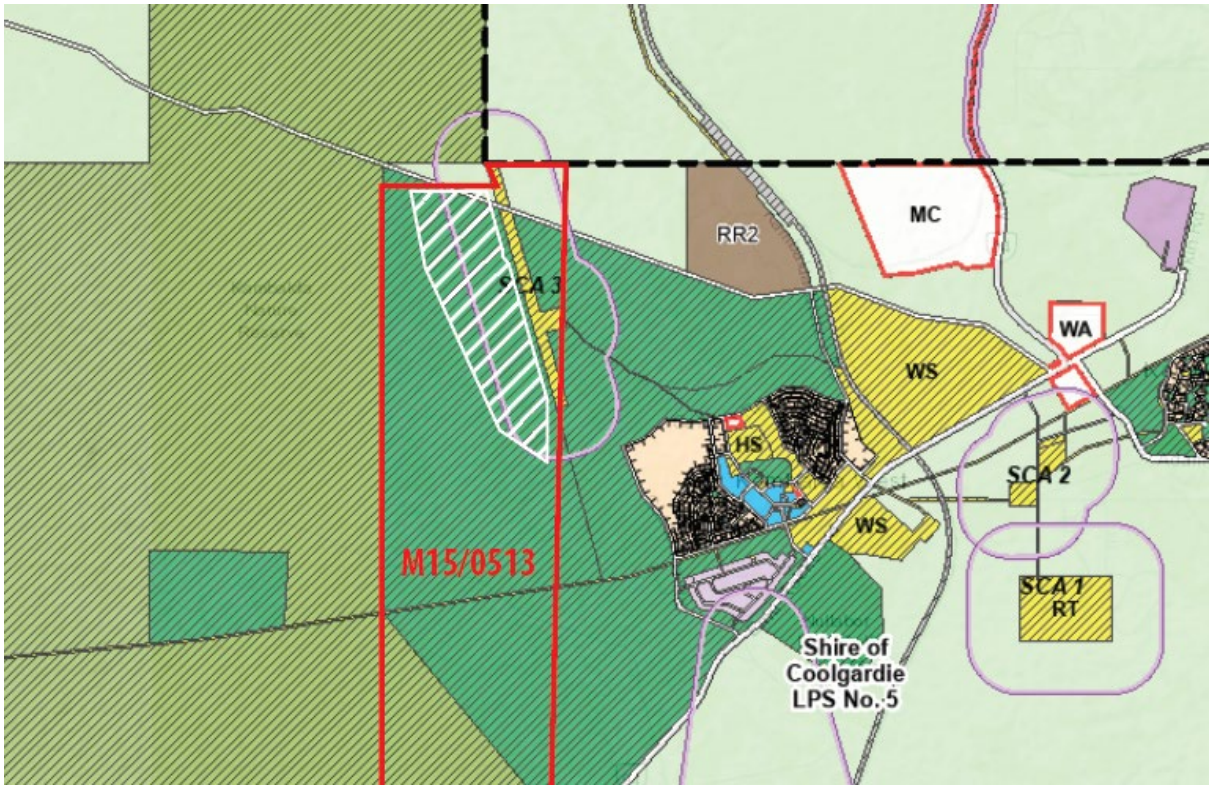
The proposed exploration area and drilling site (PoW 206447) are shown on the plan below (marked in white).

Native flora and fauna matters are primarily managed through State regulatory processes. The proposed exploration activities are subject to an approved Program of Work (PoW), which requires the proponent to address environmental impacts, including vegetation clearing and fauna considerations, in accordance with the Mining Act and associated guidelines.

Where clearing is required, this is either authorised through the PoW (for low-impact activities) or separately regulated under the Environmental Protection Act 1986 (WA) via DWER. These processes include assessment of potential impacts on native vegetation, habitats and any threatened species.

Accordingly, appropriate environmental considerations are addressed through these established State approval frameworks, and no additional flora or fauna assessment is required at the local government level as part of this request.





The site is zoned Public Open Space under the Shire's Local Planning Scheme No 5. The site is also impacted by Special Control Area (SCA) No. 3 - Kambalda airstrip, the objectives of which area to:

a. identify land which may be affected by the Kambalda airstrip;

b. ensure that the use and development of land is compatible;

c. minimise impacts on residential and other sensitive uses; and

d. protect the operational airspace of the airstrip.

Notwithstanding, the proposed exploration drilling activities do not impact on:

- Any development on private land; or
- Any Shire roads or infrastructure; or
- The Kambalda townsite sustainability, built form character, local residential and lifestyle amenity; or
- Economic activity or investment in the townsite.

It is recommended that the Shire advise Torque Metals that there are no objections to exploration drilling activities on the site.

Options

With respect to the proposal, the following options are available to Council: -

Option 1: Support the proposal.

Option 2: Not support the proposal.

Option 3: Defer the proposal for further information

CONSULTATION

Torque Metals, DMPE and internal officers.

STATUTORY ENVIRONMENT

- *Local Planning Scheme No.5*
- *Mining Act 1978*

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

A thriving local economy

Encouraging the development of local business education and support

Supporting local businesses in the Shire

Accountable and effective leaders

Developing strong partnerships with stakeholders for the benefit of our community

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

ATTACHMENTS

1. Torque Metals - Plan

VOTING REQUIREMENT

Simple Majority

OFFICER RECOMMENDATION

That Council:

1. SUPPORTS the request for exploration consent from Torque Metals Limited pursuant to PoW 206447, to satisfy Condition 18 of Exploration License E15/1354 subject to the following condition:
    a. All exploration activities are to be undertaken in accordance with the approved Programme of Work and any disturbance to Shire infrastructure is to be reinstated to the satisfaction of the Shire.

COUNCIL RESOLUTION #37/2026

Moved: Cr Tammee Keast
Seconded: Cr Corey Matthews

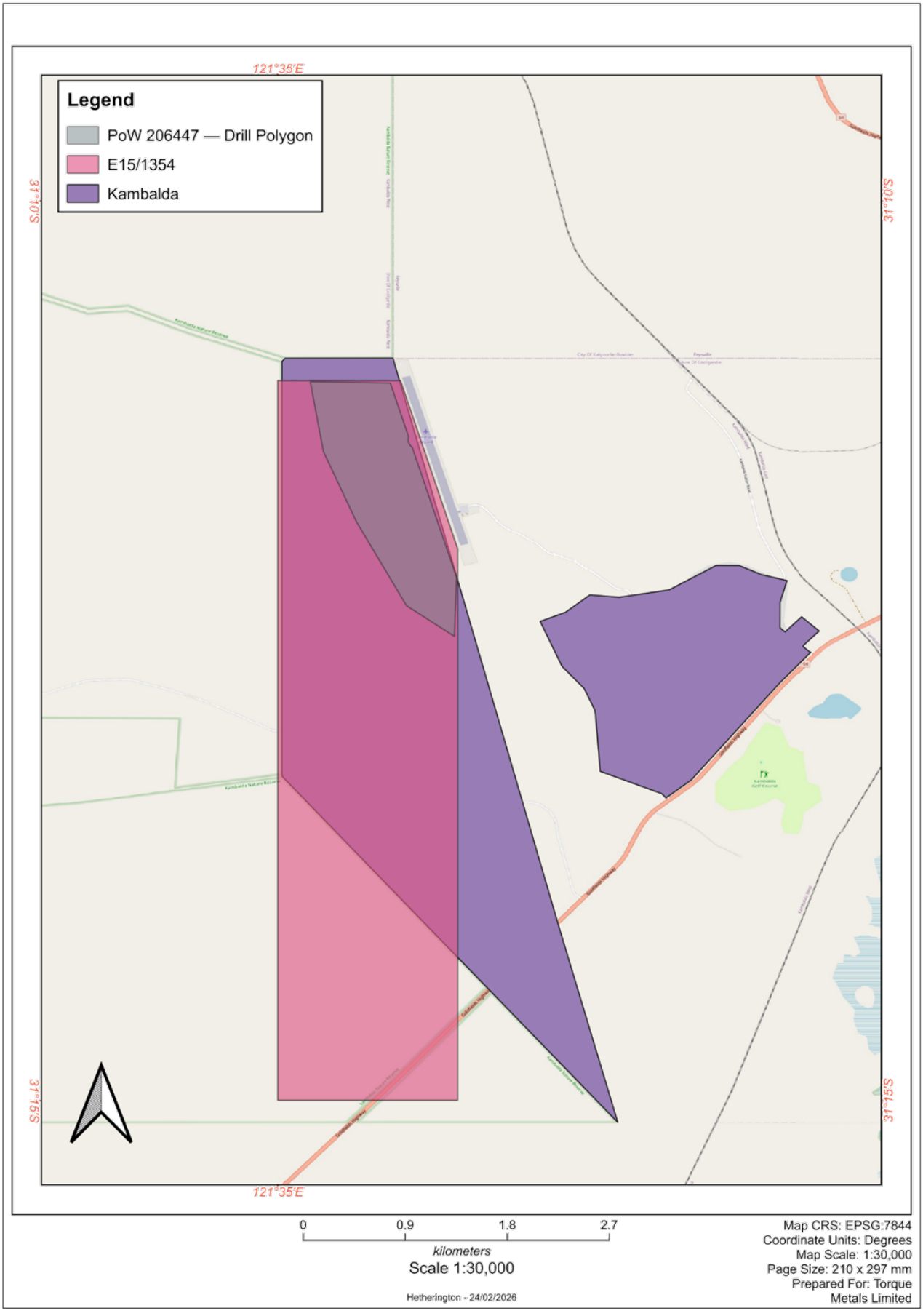
That Council:

1. **SUPPORTS the request for exploration consent from Torque Metals Limited pursuant to PoW 206447, to satisfy Condition 18 of Exploration License E15/1354 subject to the following condition:**
   a. **All exploration activities are to be undertaken in accordance with the approved Programme of Work and any disturbance to Shire infrastructure is to be reinstated to the satisfaction of the Shire.**

In Favour: **Crs Paul Wilcox, Anthony Ball, Tammee Keast, Daphne Simmons, Corey Matthews and Julie-Ann Williams**

Against: **Nil**

CARRIED 6/0


121°35'E
Legend
PoW 206447 — Drill Polygon
E15/1354
Kambalda
31°10'S
31°15'S
0
0.9
1.8
2.7
kilometers
Scale 1:30,000
Hetherington - 24/02/2026
Map CRS: EPSG:7844
Coordinate Units: Degrees
Map Scale: 1:30,000
Page Size: 210 x 297 mm
Prepared For: Torque
Metals Limited

12.2.4 RENEWAL OF SECTION 19.367 DMPE REFERRAL

Location: **Coolgardie Townsite**

Applicant: **Department of Mines, Petroleum and Exploration (DMPE)**

Disclosure of Interest: **Nil**

Date: **24 March 2026**

Author: **Jana Joubert, Town Planning Consultant**

SUMMARY

The Shire has received a request for comments from the Department of Mining, Petroleum and Energy (DMPE) with regards to the renewal of Section 19/367 for a further 2 years. Under the provisions of section 19 of the *Mining Act 1978*, the section 19 areas are created for a period of two years, and then may be extended for periods of up to, but not exceeding two years, at the Minister's discretion.

The current notice is due to expire on the 19th of April 2026.

BACKGROUND

There are two Section 19 (S19) notices covering the Coolgardie townsite, compromising S19/364 and S19/367.

The Shire has been continuously supporting the renewal of the Section 19/367 notice covering land within the Coolgardie Townsite.

Council at its meeting on 27 February 2024 resolved to:

1. *SUPPORT the further extension for a period of two years of s19/367 with a new expiry date of 19 April 2026.*
2. *SUPPORT actions associated with pursuing freehold Land Tenure and transfer ownership to the Shire of Coolgardie of Unallocated Crown Land (Pin 1020798).*

The Shire is currently reviewing the status of the land tenure process and will continue to progress the required actions to facilitate the future development of the land. This process may involve statutory requirements and consultation relating to native title under relevant legislation.

SITE DESCRIPTION

The site is currently classified as Unallocated Crown Land (UCL). Vehicular access to the site is via Victoria Rock Road on the northwest side of the site and Nepean Road to the east boundary. An existing track links these roads and traverses through the site. Refer to **Attachment 1**.

COMMENT

Section 19/367 was created in 2016 for 'a Proposed Industrial Area' and was established at the request of the Shire of Coolgardie in consultation with the then Department of Mines, Industry Regulation and Safety (DMIRS), now referred to as the Department of Mines, Petroleum and Exploration (DMPE).

Under Section 19 of the *Mining Act (1978),* the Minister, or his delegate, may exempt any land, (not being private land or land that is the subject of a mining tenement or of an application therefore), from mining or any specified provisions of the Mining Act.

A S19 can only exist by Ministerial approval and Gazettal and although a S19 can be created over any land it can never co-exist with private land or mining tenure. The creation, variation or cancellation of a S19 must be published in the Government Gazette. The S19 will expire if is not extended.

The Shire is continuing to progress the identification and development of suitably located industrial land that can be made available as freehold or long-term leasehold land, providing certainty of tenure for businesses and industry. There is currently a limited supply of appropriately zoned and serviced industrial land within the Shire, and the release of additional industrial land is therefore strategically important to supporting economic activity, local employment, and business growth within the district.

The Shire's Local Planning Strategy puts emphasis on the following aims:

- Develop and enhance the amenity and economic prosperity of the Shire and facilitate the release of suitably zoned and unconstrained land for development.
- Provide for an adequate land supply in key townsites and around the district for a variety of land use types.

It is therefore recommended that the Shire request the renewal of Section 19/367 for a further two-year period to maintain protection of the proposed industrial area while the Shire continues to review and progress the actions associated with securing freehold land tenure and the transfer of the relevant Unallocated Crown Land (UCL) to the Shire of Coolgardie.

Options

With respect to the proposal, the following options are available to Council: -

Option 1: Support the renewal request.

Option 2: Advise the renewal request is not required.

CONSULTATION

Department of Mines, Petroleum and Exploration

STATUTORY ENVIRONMENT

- *Shire of Coolgardie Planning Scheme No.5*
- *The Planning and Development Act 2005*
- *The Planning and development (Local Planning Schemes) Regulations 2015.*
- *The Mining Act 1978.*

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

A thriving local economy

Encouraging the development of local business education and support

Supporting local businesses in the Shire

Accountable and effective leaders

Developing strong partnerships with stakeholders for the benefit of our community

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

ATTACHMENTS

1. S19-367 Tengraph Map

VOTING REQUIREMENT

Simple Majority

OFFICER RECOMMENDATION

That Council support the further extension of Section 19/367 – Proposed Industrial Area for a period of two years with the new expiry date of 19 April 2028.

COUNCIL RESOLUTION #38/2026

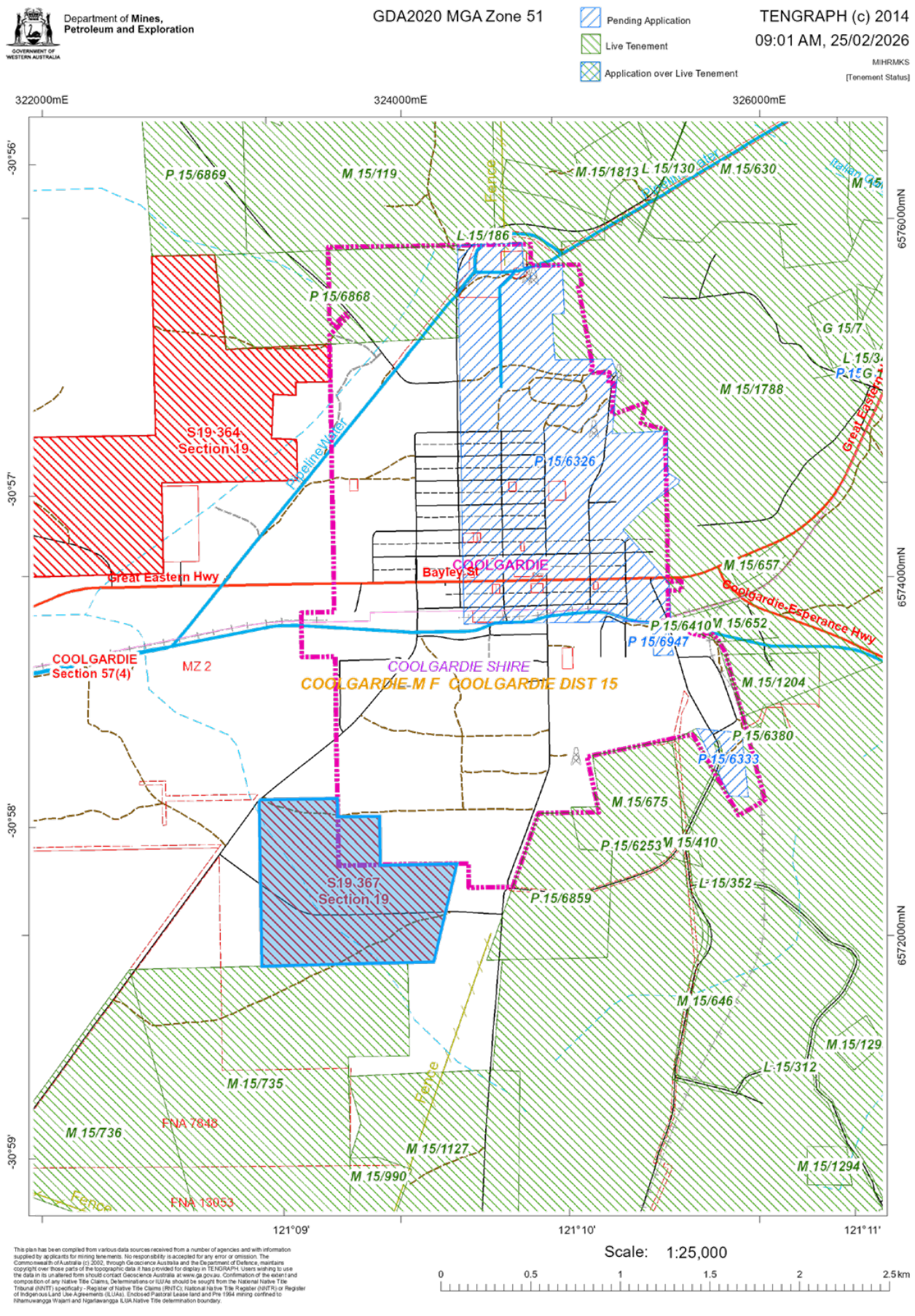
Moved: Cr Anthony Ball
Seconded: Cr Daphne Simmons

That Council support the further extension of Section 19/367 – Proposed Industrial Area for a period of two years with the new expiry date of 19 April 2028.

In Favour: Crs Paul Wilcox, Anthony Ball, Tammee Keast, Daphne Simmons, Corey Matthews and Julie-Ann Williams

Against: Nil

CARRIED 6/0



This plan has been compiled from various data sources received from a number of agencies and with information supplied by applicants for mining tenements. No responsibility is accepted for any error or omission. The Commonwealth of Australia (c) 2002, through Geoscience Australia and the Department of Defence, maintains copyright over those parts of the topographic data it has provided for display in TENGRAPH. Users wishing to use the data in its unaltered form should contact Geoscience Australia at www.ga.gov.au. Confirmation of the extent and composition of any Native Title Claims, Determinations or ILUAs should be sought from the National Native Title Tribunal (NNTT) specifically - Register of Native Title Claims (RNTC), National Native Title Register (NNTR) or Register of Indigenous Land Use Agreements (ILUAs). Enclosed Pastoral Lease land and Pre 1994 mining confined to Nharnuwangga Wajarri and Ngarlawangga ILUA Native Title determination boundary.

12.2.5 DEBTOR WRITE OFF - BELLINI BULK HAULAGE PTY LTD

Location: **Shire of Coolgardie**

Applicant: **Nil**

Disclosure of Interest: **Nil**

Date: **24 March 2026**

Author: **Raj Subbiah, Finance Manager**

SUMMARY

This report recommends that Council approve the outstanding balance of $32,258.60 for Bellini Bulk Haulage Pty Ltd to be written off.

BACKGROUND

In an email received by the Shire on 28 May 2024, Bellini Bulk Haulage Pty Ltd advised that they were unlikely to haul any additional ore into Coolgardie.

The original CA07 application submitted by Bellini Bulk Haulage Pty Ltd was for two haulage campaigns with a total value of $129,034.10, as approved by Council Resolution #17/2024. In accordance with this resolution, 50% of the total amount was required to be paid prior to the commencement of the campaign.

Bellini has subsequently advised that the actual tonnes hauled were significantly lower than originally estimated in their application and had requested consideration from the Shire regarding the outstanding balance of $32,258.60 relating to the first invoice.

The sequence of events is outlined below:

- The first invoice was issued on 08 March 2024 for $64,517.20 (GST inclusive).
- A second invoice, representing the remaining balance of the approved amount, was not issued.
- The company paid only 50% of the first invoice, and the remaining balance related to the portion of work which Bellini has indicated did not proceed, as the haulage did not occur.

As outlined in the attached correspondence from Alison Brown, Director of Bellini Group WA Pty Ltd, the dispute regarding the outstanding amount appears to relate primarily to the Shire charging for additional tonnes that were not ultimately hauled.

COMMENT

Irrespective of whether the outstanding balance is correct or disputed, the amount of $32,258.60 has been overdue for a considerable period and it is unlikely that the company will make payment.

In accordance with Shire Policy 2.19 – Debt Collection, any bad debts exceeding $500 must be presented to Council for approval prior to being written off.

The current outstanding balance of $32,658.60 relating to Bellini Bulk Haulage Pty Ltd has been reported in the past two Annual Financial Statements as having a 100% likelihood of being written off. Any decision by Council to write off this balance will affect the Shire's financial position for the 2025/26 financial year and will be reflected as part of the mid-year budget review.

Section 6.8 of the *Local Government Act 1995* required that any expenditure incurred outside of the adopted budget be authorised in advance by absolute majority of Council.

CONSULTATION

Sabine Taylor – Chief Executive Officer

STATUTORY ENVIRONMENT

Local Government Act 1995

6.8. Expenditure from municipal fund not included in annual budget

(1) A local government is not to incur expenditure from its municipal fund for an additional purpose except where the expenditure —

(a) is incurred in a financial year before the adoption of the annual budget by the local government; or

(b) is authorised in advance by resolution; or*

(c) is authorised in advance by the mayor or president in an emergency.

** Absolute majority required.*

POLICY IMPLICATIONS

Policy 2.19 - Bad debts over $500 (other than rates or service charges) are to be brought to Council for write off on an annual basis or more often if required.

FINANCIAL IMPLICATIONS

There are financial implications relating to this item as the $32,258.60 is not included in the current provision for doubtful debts balance.

STRATEGIC IMPLICATIONS

Accountable and effective leaders

High quality corporate governance, accountability and compliance

ATTACHMENTS

1. Invoices

VOTING REQUIREMENT

Absolute Majority

OFFICER RECOMMENDATION

That Council:

1. Approve the outstanding balance of $32,258.60 for Bellini Bulk Haulage Pty Ltd to be written off, and

2. The amount to be written off forms part of the budget review amendments to be endorsed by Council.

MOTION

Moved: Cr Tammee Keast
Seconded: Cr Anthony Ball

That Council:

1. **Approve the outstanding balance of $32,258.60 for Bellini Bulk Haulage Pty Ltd to be written off, and**

2. **The amount to be written off forms part of the budget review amendments to be endorsed by Council.**

COUNCIL RESOLUTION #39/2026

Moved: Cr Paul Wilcox
Seconded: Cr Tammee Keast

That Council accept the alternative recommendation for consideration.

That Council:

1. **Approve the outstanding balance of $32,258.60 for Bellini Bulk Haulage Pty Ltd to be written off, and**

2. **The amount to be written off forms part of the budget review amendments to be endorsed by Council.**

3. **Requests the CEO to examine the process by which haulage contracts are awarded in the Shire and provide advice to Council at a later date regarding potential improvements that could be made.**

In Favour: **Crs Paul Wilcox, Anthony Ball, Tammee Keast, Daphne Simmons, Corey Matthews and Julie-Ann Williams**

Against: **Nil**

CARRIED 6/0

Shire President, Paul Wilcox reason for an alternative recommendation:

To improve our processes to ensure there are better outcomes in the future and not repeated behaviours.

COUNCIL RESOLUTION #40/2026

Moved: Cr Tammee Keast
Seconded: Cr Anthony Ball

That Council:

1. **Approve the outstanding balance of $32,258.60 for Bellini Bulk Haulage Pty Ltd to be written off, and**

2. **The amount to be written off forms part of the budget review amendments to be endorsed by Council.**

3. **Requests the CEO to examine the process by which haulage contracts are awarded in the Shire and provide advice to Council at a later date regarding potential improvements that could be made.**

In Favour: **Crs Paul Wilcox, Anthony Ball, Tammee Keast, Daphne Simmons, Corey Matthews and Julie-Ann Williams**

Against: **Nil**

CARRIED 6/0

Shire of Coolgardie
Mother of the Goldfields

Irish Mulga Drive, Kambalda WA 6442
Sylvester Street, Coolgardie WA 6429
PO Box 138, Kambalda WA 6442
OFFICE HOURS: 8.00 am - 4.00 pm Monday to Friday

Phone : (08) 9080 2111 Fax : (08) 9027 3125
Email : mail@coolgardie.wa.gov.au
Web: www.coolgardie.wa.gov.au
ABN: 89 883 388 617

TAX INVOICE

BELLINI BULK HAULAGE PTY LTD
PO BOX 2539,
BOULDER WA 6432

INVOICE IN9647
DATE 08/03/2024
CUSTOMER NUMBER 26247
Page No Page 1 of 3

DESCRIPTION	AMOUNT
Haulage Campaign CR#17/2024 (Initial 50%) Period: 01 March 2024 to 28 February 2025 Mt Burgess Pit 1: Total for Coolgardie North Road $83,006.00 (inc GST) = (50%) $41,503.00 Total for Carins Road $23,562.00 (inc GST) = (50%) $11,781.00 PIT 1 CAMPAIGN (50%) =$53,284.00 (inc GST) (TOTAL OF PIT 1 CAMPAIGN $106,568.00 inc GST) 1.00 @ 53284.00 ea	53,284.00 *
** indicates item includes GST*	
Payment Due in 7 Days Thank You	***TOTAL PAYABLE*** **$64,517.20**

REMITTANCE ADVICE

SHIRE OF COOLGARDIE

NAME: **BELLINI BULK HAULAGE PTY LTD** **CUSTOMER NO:** **26247**
BALANCE DUE: **$64,517.20** **INVOICE NO:** **IN9647**

BPAY	**Biller Code: 366260** **Account No: 2000508427**	**Telephone & Internet Banking - BPAY®** Contact your bank or financial institution to make this payment from your cheque, savings, credit card, debit or transaction account. More info: www.bpay.com.au ®Registered to BPAY Pty Ltd ABN 69 079 137 518	
BPOINT	**Biller Code: 1001034** **Account No: 2000508427**	**INTERNET** Visit www.coolgardie.wa.gov.au **PHONE** Call 1300 276 468	
By Mail	Detach this slip and make cheques payable to: **SHIRE OF COOLGARDIE** PO Box 138, KAMBALDA WA 6442		
In person	Cash, Cheque or EFTPOS Please present this account intact when at the Shire Offices in either Kambalda or Coolgardie.		
By EFT	Please contact the Finance Department on 08 9080 2111 for **NEW** banking details. Make sure you quote 'Invoice Number' as a reference when you make the payment		

Shire of Coolgardie
Mother of the Goldfields

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Sylvester Street, Coolgardie WA 6429
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Phone : (08) 9080 2111 Fax : (08) 9027 3125
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Web: www.coolgardie.wa.gov.au
ABN: 89 883 388 617

TAX INVOICE

BELLINI BULK HAULAGE PTY LTD
PO BOX 2539,
BOULDER WA 6432

INVOICE **IN9647**
DATE 08/03/2024
CUSTOMER NUMBER 26247
Page No Page 2 of 3

DESCRIPTION	AMOUNT
Haulage Campaign CR#17/2024 (Initial 50%) Period: 01 March 2024 to 28 February 2025 Mt Burgess Pit 2: Total for Coolgardie North Road $16,601.20 (inc GST) = (50%) $8,300.60 Total for Carins Road $4,712.40 (inc GST) = (50%) $2,356.20 Total for Jaurdi Hills Road $1,152.80 = (50%) $576.40 PIT 2 CAMPAIGN (50%) = $11,233.20 (inc GST) (TOTAL OF Pit 2 campaign $22,466.40 inc GST) 1.00 @ 11233.20 ea	11,233.20 *
** indicates item includes GST*	

Payment Due in 7 Days Thank You

TOTAL PAYABLE **$64,517.20**

REMITTANCE ADVICE

SHIRE OF COOLGARDIE
NAME: **BELLINI BULK HAULAGE PTY LTD** **CUSTOMER NO:** **26247**
BALANCE DUE: **$64,517.20** **INVOICE NO:** **IN9647**

BPAY	**Biller Code: 366260** **Account No: 2000508427**	**Telephone & Internet Banking - BPAY®** Contact your bank or financial institution to make this payment from your cheque, savings, credit card, debit or transaction account. More info: www.bpay.com.au ®Registered to BPAY Pty Ltd ABN 69 079 137 518	
BPOINT	**Biller Code: 1001034** **Account No: 2000508427**	**INTERNET** Visit www.coolgardie.wa.gov.au **PHONE** Call 1300 276 468	
By Mail	Detach this slip and make cheques payable to: **SHIRE OF COOLGARDIE** PO Box 138, KAMBALDA WA 6442		
In person	Cash, Cheque or EFTPOS Please present this account intact when at the Shire Offices in either Kambalda or Coolgardie.		
By EFT	Please contact the Finance Department on 08 9080 2111 for **NEW** banking details. Make sure you quote 'Invoice Number' as a reference when you make the payment		

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TAX INVOICE

BELLINI BULK HAULAGE PTY LTD
PO BOX 2539,
BOULDER WA 6432

INVOICE **IN9647**
DATE 08/03/2024
CUSTOMER NUMBER 26247
Page No Page 3 of 3

DESCRIPTION	AMOUNT
Total of both Campaigns is $129,034.40 inc GST. Require Bellini Bulk Haulage PL to pay 50% = $64,517.20 prior to either campaign commencing. 1.00 @ 0.00 ea * Local Govt. Charge $58,652.00 GST charge $5,865.20	
** indicates item includes GST*	

Payment Due in 7 Days Thank You

TOTAL PAYABLE **$64,517.20**

REMITTANCE ADVICE

SHIRE OF COOLGARDIE
NAME: **BELLINI BULK HAULAGE PTY LTD** **CUSTOMER NO:** **26247**
BALANCE DUE: **$64,517.20** **INVOICE NO:** **IN9647**

BPAY	**Biller Code: 366260** **Account No: 2000508427**	**Telephone & Internet Banking - BPAY®** Contact your bank or financial institution to make this payment from your cheque, savings, credit card, debit or transaction account. More info: www.bpay.com.au ®Registered to BPAY Pty Ltd ABN 69 079 137 518	
BPOINT	**Biller Code: 1001034** **Account No: 2000508427**	**INTERNET** Visit www.coolgardie.wa.gov.au **PHONE** Call 1300 276 468	
By Mail	Detach this slip and make cheques payable to: **SHIRE OF COOLGARDIE** PO Box 138, KAMBALDA WA 6442		
In person	Cash, Cheque or EFTPOS Please present this account intact when at the Shire Offices in either Kambalda or Coolgardie.		
By EFT	Please contact the Finance Department on 08 9080 2111 for **NEW** banking details. Make sure you quote 'Invoice Number' as a reference when you make the payment		

12.2.6 LIST OF PAYMENTS - FEBRUARY 2026

Location: **Nil**

Applicant: **Nil**

Disclosure of Interest: **Nil**

Date: **24 March 2026**

Author: **Raj Subbiah, Finance Manager**

SUMMARY

For Council to receive the list of accounts for February 2026.

BACKGROUND

The Local Government (Financial Management) Regulations 1996, Regulation 13(3)(b) requires that Council receive a list of accounts paid in the month, and that this be recorded in the minutes. Council has delegated to the Chief Executive Officer that authority to make these payments from Municipal and Trust Funds.

COMMENT

Presented in this item is a table of accounts (invoices) and includes that cheque (or EFT) identifier for the transaction, the entity, date, and amount paid, description of the goods, service, or other that relates to the payment. Extra details of invoices relating to payments are included for the information of Councillors.

The schedule of payment made under delegated authority as summarised below and recommended to be received by Council, has been checked and is supported by vouchers and invoices which have been duly certified as to the receipt of goods and provision of services, and verification of prices and costings.

Significant Payments for the month of February 2026 are: -

1. Sirrom Village Services – Management of Bluebush Village
2. Hosmar – Resurfacing Works Coolgardie Truck Stop
3. Plumbing Gas & Electrical – 11 Goodenia Landscaping and Various Other Works

CONSULTATION

Nil

STATUTORY ENVIRONMENT

Local Government (Financial Management) Regulations 1996, Regulation 13 – Lists of Accounts

POLICY IMPLICATIONS

CS-PROCUREMENTS POLICY. Policy CS-11 sets the guidelines with regards to the purchase of goods or services provided.

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

Accountable and effective leaders

Maintain integrated strategic and operational plans

High quality corporate governance, accountability and compliance

ATTACHMENTS

1. List of Payments - February 2026

VOTING REQUIREMENT

Simple majority

OFFICER RECOMMENDATION

That Council:

1. Receive listing (attached) of accounts paid during the month of February 2026 by the Chief Executive Officer under delegated authority of Council.
   a. Municipal accounts totalling $2,107,223.91 on municipal vouchers EFT30201 – EFT30344 and Direct Debits

   b. Credit Cards Totalling $7,849.12

   c. Fuel Account Payments Totalling $65,090.61

   d. Woolworths Card Payment Totalling $1,061.72

COUNCIL RESOLUTION #41/2026

Moved: Cr Tammee Keast
Seconded: Cr Corey Matthews

That Council:

1. **Receive listing (attached) of accounts paid during the month of February 2026 by the Chief Executive Officer under delegated authority of Council.**
   a. Municipal accounts totalling $2,107,223.91 on municipal vouchers EFT30201 – EFT30344 and Direct Debits

   b. Credit Cards Totalling $7,849.12

   c. Fuel Account Payments Totalling $65,090.61

   d. Woolworths Card Payment Totalling $1,061.72

In Favour: **Crs Paul Wilcox, Anthony Ball, Tammee Keast, Daphne Simmons, Corey Matthews and Julie-Ann Williams**

Against: **Nil**

CARRIED 6/0

Shire of Coolgardie
Payments by Delegated Authority
01 February to 28 February 2026
EFT's

EFT	Date	Name	Description		Amount
EFT30201	04/02/2026	Telstra Limited	Landlines For Various Soc Locations To 04 Jan 2026	$	4,757.70
EFT30202	12/02/2026	3E Advantage Pty Ltd	Printer Services For The Shire Of Coolgardie January 2026	$	3,128.95
EFT30203	12/02/2026	Aerodrome Management Services	Kambalda Airport - Periodic Compliance Support 25/26 21/01/2026 - 28/02/2026	$	4,923.71
EFT30204	12/02/2026	Air Liquide	Monthly Cylinder Hire Fees For Kambalda Depot Dec 2025	$	73.13
EFT30205	12/02/2026	Ampol	Diesel For Soc Fleet January 2026	$	7,182.79
EFT30206	12/02/2026	Aquatic Services Wa	Replacement Prominent Multifunction Valve, Size I, 10 Bar	$	727.00
EFT30207	12/02/2026	Ast Transport Allan Spencer Trust	Hire Of Prime Mover And Side Tipper For 9 Days In January - Cart Dirt To Kambalda Tip	$	12,672.00
EFT30208	12/02/2026	Atf Services Pty Ltd	Temporary Fencing Hire Extension - Lady Loch Road 06/12/2025 - 03/01/2026	$	805.18
EFT30209	12/02/2026	Australia Post	Australia Post For December 2025	$	987.88
EFT30210	12/02/2026	Bidfood Kalgoorlie	Catering Supplies For February Meetings	$	103.06
EFT30211	12/02/2026	Bp Australia Limited	Fuel For Soc Fleet January 2026	$	6,572.51
EFT30212	12/02/2026	Brent Andrew Waddell	Rates Refund For Assessment A182844	$	496.70
EFT30213	12/02/2026	Building And Energy Department	Bsl January 2026	$	169.95
EFT30214	12/02/2026	Bunnings Buildings Supplies	Board For Tip Hut	$	305.02
EFT30215	12/02/2026	Burnz Fitness & Pt Burnz	Australia Day - Icecream Queen - Inflatable Hire Jan 2026	$	720.00
EFT30216	12/02/2026	Casair Pty Ltd -Complete Aviation Group	Repayment Of Casair Liability As Per Council Resolution #09/2025 Feb 2026 (1 invoice)	$	22,000.00
EFT30217	12/02/2026	Charlie Shiosaki	Staff Reimbursement - Fuel	$	70.80
EFT30218	12/02/2026	Childrens Book Council Of Australia Wa Branch	Annual membership 2026/2027	$	80.00
EFT30219	12/02/2026	Cleanaway Pty Ltd	Kurrawang Weekly Kerbside Waste Collection January 2026	$	150.33
EFT30220	12/02/2026	David John Mortensen	Staff Reimbursement - White Card	$	89.00
EFT30221	12/02/2026	Dormakaba Australia Pty Ltd	Repair Fault With Automatic Sliding Doors - Kcrf	$	467.50
EFT30222	12/02/2026	Eagle Petroleum (Wa) Pty Ltd	Diesel For Blue Bush Village and Fuel Consumbales Jan 2026 (3 invoices)	$	27,620.80
EFT30223	12/02/2026	Environex International Pty Ltd	Coolgardie Pool Servicing	$	813.08
EFT30224	12/02/2026	Ess Kambalda Village	Meals On Wheels - Estimate Meals For January 2026	$	5,149.76
EFT30225	12/02/2026	Eurofins Arl Pty Ltd	Testing For The Tip	$	402.60
EFT30226	12/02/2026	First National Real Estate	Rent For 13/8 Myoporum Street, Kambalda West - 19/02/2026 - 18/03/2026	$	1,390.47
EFT30227	12/02/2026	Foxtel Management Ptt Ltd	Lr Facilites Kamgym Annual Foxtel Subsciption February 2026	$	155.00
EFT30228	12/02/2026	Gibson Soak Water Co - The	Gibson Soak Water For Kambalda Office	$	122.00
EFT30229	12/02/2026	Goldfields Engraving	Name Plaque For Executive Manager Community Development And Regulatory Services And Ceo	$	88.00
EFT30230	12/02/2026	Goldfields Locksmiths - Tns	Service Call And Additional Keys Cut	$	1,081.60
EFT30231	12/02/2026	Goodnews Newsagency	Newspapers Jan 2026	$	326.10
EFT30232	12/02/2026	Harvey Norman Av/It Superstore	Digital Inclusion Grant - Gaming Headset	$	98.00
EFT30233	12/02/2026	Hosmar Pty Ltd	Resurfacing Works At Bayley Street/Great Eastern Highway - Coolgardie Truck Stop As Per Rft 03-2025 (1 invoice)	$	588,538.75
EFT30234	12/02/2026	Hse Collective	Whs Consultant Services As Per Rft01/2022 Jan 2026	$	4,560.00
EFT30235	12/02/2026	Iga Coolgardie - Moran Store	Monthly Consumables December 2025	$	88.34
EFT30236	12/02/2026	Ingenua Pty Ltd	Engineering Support As Per Rft Jan 2026	$	6,352.28
EFT30237	12/02/2026	Integrated Ict - Market Creations	Managed Services Agreement Jan 2026	$	21,782.91
EFT30238	12/02/2026	It Vision - Readytech	Annual Licence Fees - Synergy And Altus	$	25,372.80
EFT30239	12/02/2026	Jll - Jones Lang Lasalle (Wa) Pty Ltd	Re-Entry Of Monthly Outgoings On Original Invoice 3450602 Period 01/07/2022 - 30/06/2024 (1 Invoice)	$	59,694.80
EFT30240	12/02/2026	Jointly Planning And Mapping - Jana Bothma Joubert	Provision For Town Planning And Strategic Projects And Land For Jan 2026	$	3,036.00
EFT30241	12/02/2026	Kalgoorlie Case & Drill Pty Ltd	M18 Fuel Outdoor Power Head W/ Line	$	549.00
EFT30242	12/02/2026	Kambalda Hotel - Jsd Holdings	Staff Christmas Party Catering - Grazing Board 27/11/2025	$	1,474.00
EFT30243	12/02/2026	Kambalda Volunteer Fire	Australia Day - Kambalda Volunteer Fire Brigade	$	550.00
EFT30244	12/02/2026	Kathies Kiosk	Kambalda Australia Day Kathies Kiosk Supply Tea/Coffee And Krushies	$	250.00
EFT30245	12/02/2026	Kb Security Pty Ltd	Cctv Upgrades And Repairs For Coolgardie - Admin	$	15,290.00
EFT30246	12/02/2026	Landgate	Uv Interim - Rural Areas	$	96.96
EFT30247	12/02/2026	Lee-Anne Ober	Rates And Property Services For Sep 2025, Nov 2025, Dec 2025	$	14,768.60
EFT30248	12/02/2026	Lg Best Practices Pty Ltd	Executive Manager Community Development 15-30 Jan 2026	$	10,761.91
EFT30249	12/02/2026	Llew Withers	Preparation And Development Of A Public Health Plan For The Shire Of Coolgardie Jan 2026	$	5,049.00
EFT30250	12/02/2026	Mitre 10 Kalgoorlie	Supplies For Retic Repairs To Various Parks	$	343.00

Shire of Coolgardie
Payments by Delegated Authority
01 February to 28 February 2026
EFT's

EFT	Date	Name	Description		Amount
EFT30251	12/02/2026	Napa Kalgoorlie	Adef375 , Engine Flush .	$	552.22
EFT30252	12/02/2026	Neal Winship	Painting Of The Truck Stop Jan 2026	$	1,475.00
EFT30253	12/02/2026	Nicole Flynn	Staff Reimbursement - Airfare for Training	$	383.76
EFT30254	12/02/2026	Nov Australia Pty Ltd	Hire Of Genset For Coolgardie Waste Jan 2026	$	1,050.50
EFT30255	12/02/2026	Omnicom Media Group Australia	Advertising Of The Eoi For An Independent Panel Member For Ceo Recruitment	$	3,602.32
EFT30256	12/02/2026	Oztrology Pty Ltd	Oztrology Cards For Coolgardie Visitor Centre Stock	$	385.00
EFT30257	12/02/2026	Plumbing Gas And Electrical	11 Goodenia Landscaping & Various Works Jan 7 Feb 2026 (8 invoices)	$	210,736.55
EFT30258	12/02/2026	Project37 Contracting	Project Management For 11 Goodenia Court, Kambalda West	$	2,145.00
EFT30259	12/02/2026	Pryce Mining Services Pty Ltd	Hire Of Genset At Bluebush Village - January 2026	$	14,293.08
EFT30260	12/02/2026	Red Dirt Rubber- Tulau	Repairs To Kambalda Waste Facility Loader	$	1,947.00
EFT30261	12/02/2026	Refresh Waters Pty Ltd	Water For Coolgardie Waste Facility Jan 2026	$	300.00
EFT30262	12/02/2026	Rocweld Aust Pipeline Specalist	Water Tank Valve Repairs	$	2,730.00
EFT30263	12/02/2026	Rsea Pty Ltd	Bulk Shire Polos Order For Staff	$	2,102.27
EFT30264	12/02/2026	Sarah Cole	Australia Day Photography In Kambalda -Jan 2026	$	700.00
EFT30265	12/02/2026	Satellite Television And Radio	Upgrade Transmitter Toorak Hill Coolgardie Digital Tv Service - As Per	$	15,179.12
EFT30266	12/02/2026	Sheridan'S	Medallions For Australia Day 2026	$	974.16
EFT30267	12/02/2026	Shire Of Coolgardie	3000890 Cvc Transwa Ticket Sale Commission January 2026	$	36.08
EFT30268	12/02/2026	Sirrom Village Services Pty Ltd	Management Of Bluebush Village For January 2026 (1 invoice)	$	502,963.82
EFT30269	12/02/2026	Slimline Warehouse	X2 A3 Snap Frame Stands For Citizenship Ceremonies	$	396.86
EFT30270	12/02/2026	St John Ambulance Kalgoorlie	Kcrf Defib Replacement Adult Pads	$	884.00
EFT30271	12/02/2026	Steven Tweedie	Provision Of General Governance Advice Council Resolution #43/2022 - Jan	$	759.00
EFT30272	12/02/2026	Swimming Wa Incorporated	Community Assistance Fund For - Swimming Wa	$	2,000.00
EFT30273	12/02/2026	Swissplus Id Pty Ltd	Microchip Scanning Wand And Bag	$	1,044.35
EFT30274	12/02/2026	Sykes Transport Wa	Freight For Pool	$	743.31
EFT30275	12/02/2026	Synergy	Electricity Charges For Various Soc Locations Nov 2025 - Jan 2026 (9 invoices)	$	41,141.18
EFT30276	12/02/2026	Tammee Louise Keast	Milage Claim For Councillor January 2026	$	380.16
EFT30277	12/02/2026	Team Global Express Pty Ltd	Freight Charges Jan 2026	$	291.38
EFT30278	12/02/2026	Technogym Australia Pty Ltd	Repairs To Belts, Benches, Bike	$	825.00
EFT30279	12/02/2026	Teresita Casia Price	Staff Reimbursement - Cleaning Supplies	$	25.79
EFT30280	12/02/2026	The Animal Hospital	Euthanisation Of Dog	$	110.25
EFT30281	12/02/2026	Tyrepower Kalgoorlie - D&T S	Supply 4 New Tyres For Cat 262D Bobcat	$	2,106.00
EFT30282	12/02/2026	Uniqco International Pty Ltd	Adhoc Contract Management Support Jan 2026	$	7,315.00
EFT30283	12/02/2026	Versatile Plant & Contracting Pty	Kambalda Airport - Runway Maintenance January 2026	$	12,509.48
EFT30284	12/02/2026	Wa Local Government	Registration For Ea To Attend Virtual Course - 22/06/2026	$	682.00
EFT30285	12/02/2026	Water Corporation	Water Use And Services Charges For 2 Barnes Dr Kambalda West Lot 2 30/09/2025 - 1/12/2025	$	5,818.04
EFT30286	12/02/2026	Western Airport Services	Kambalda Airport - Airport Baggage Handling Fee - January 2026 (1 invoice)	$	39,600.00
EFT30287	12/02/2026	Winc Australia Pty Ltd	Stationery And Cleaning Supplies	$	3,489.47
EFT30288	12/02/2026	Woolworths Ltd	Groceries Items For Various Events Jan 2026	$	1,061.72
EFT30289	26/02/2026	Air Liquide	Gas Bottle Hire January 2026 Kambalda Depot	$	73.13
EFT30290	26/02/2026	Bidfood Kalgoorlie - Goldline	Australia Day Breakfast Supplies - Coolgardie And Kambalda 2026	$	1,055.64
EFT30291	26/02/2026	Blackwoods Son Limited	Clear Safety Glasses And Mop For The Kam Truck Stop	$	89.67
EFT30292	26/02/2026	Bunnings Buildings Supplies	Cool Admin Building Cable Ties And Protectors	$	351.08
EFT30293	26/02/2026	Canine Control - Trephleene Pty	Contract Ranger Assistance 8-15 Feb 2026	$	12,100.00
EFT30294	26/02/2026	Cleanaway Pty Ltd	Provision Of Refuse Collection Services (Residential Wheelie Bin Services & Collection Services) Jan 2026	$	28,785.44
EFT30295	26/02/2026	Clever Patch	Art Supplies For Coolgardie Rec Centre Events	$	304.43
EFT30296	26/02/2026	Coolgardie Primary School P&C	Equipment Hire And Support For Australia Day 2026	$	300.00
EFT30297	26/02/2026	Daniel Otto Trott	Rates Refund For Assessment A1354	$	440.00
EFT30298	26/02/2026	Davric Australia	Vc Souveniors	$	359.26
EFT30299	26/02/2026	Digga West	Parts For The Bobcat Sweeper Attachment	$	1,907.18
EFT30300	26/02/2026	Eagle Petroleum (Wa) Pty Ltd	Diesel For Blue Bush Feb 2026	$	24,813.41
EFT30301	26/02/2026	Easy Signs Pty Ltd	Tear Drop Banners For Various Soc Locations Coolgardie	$	953.13
EFT30302	26/02/2026	Emyjor Services - Grb	Backflow Testing For Bluebush Village Rpz 12.02.2026	$	484.00
EFT30303	26/02/2026	Fiesta Canvas	Donkin Park Sail Repairs Storm 17/1/26	$	2,321.00
EFT30304	26/02/2026	Geoffrey Harcombe	Environmental Health And Consultancy Services - Offsite Hours For Jan & Feb	$	1,650.50
EFT30305	26/02/2026	Goldfields Locksmiths - Tns	Kamgym Red Fobs X20 And Green Fobs X20	$	1,090.68
EFT30306	26/02/2026	Goldfields Printing Co - Jemo Pty Ltd	Business Cards For Chief Executive Officer And Executive Manager Community Development And Regulatory Services	$	242.00
EFT30307	26/02/2026	Goldfields Records Storage	Storage Of Archive Boxes For Shire Of Coolgardie January 2026	$	205.73
EFT30308	26/02/2026	Hart Sport	Coolfitness Aqua Class Equipment And Freight	$	867.51

Shire of Coolgardie
Payments by Delegated Authority
01 February to 28 February 2026
EFT's

EFT	Date	Name	Description		Amount
EFT30309	26/02/2026	Harvey Norman Av/It Superstore	Computer Equipment Grant - G0807	$	1,571.00
EFT30310	26/02/2026	Hesperian Press	Stock For The Coolgardie Vc	$	547.85
EFT30311	26/02/2026	Hse Collective	Whs Consultant Services As Per Rft01/2022 Febuary 2026	$	1,320.00
EFT30312	26/02/2026	Integrated Ict - Market Creations Technology Pty Ltd	20 X Adobe Licences - Annual Licence Fee And Other Various Monthly IT Services Feb 2026	$	13,630.01
EFT30313	26/02/2026	Jointly Planning And Mapping	Provision For Town Planning And Strategic Projects For January 2026	$	5,148.00
EFT30314	26/02/2026	Kalgoorlie Refrigeration And Airconditioning	Diagnosis Of One Tree Daycare Main Office Aircon	$	915.75
EFT30315	26/02/2026	Kambalda West District High School	Community Assistance Fund - Kwdhs Rugby Tour Perth 2026	$	2,000.00
EFT30316	26/02/2026	Kennards Hire Pty Ltd	Warden Finnerty'S Portaloo Hire And Pump Out Feb 2026	$	123.20
EFT30317	26/02/2026	Lashique Beauty	Face Painter For Australia Day 2026 Coolgardie	$	240.00
EFT30318	26/02/2026	Lg Best Practices Pty Ltd	Finance 101 - 2 Attendees	$	3,080.00
EFT30319	26/02/2026	Malcolm Haley	Refund Of Bbv Incorrect Accommodation Charges	$	740.00
EFT30320	26/02/2026	Mister Signs	Supply No Through Road Signs For Coolgardie	$	748.00
EFT30321	26/02/2026	Mitre 10 Kalgoorlie	Hunter I25 For Ovals	$	7,375.00
EFT30322	26/02/2026	Napa Kalgoorlie	100Bar , L.E.D. Autolamps	$	235.68
EFT30323	26/02/2026	Natalie Gay Murray	Staff Reimbursement - White Card	$	89.00
EFT30324	26/02/2026	New Harmony Trading Pty Ltd	Service Provision Under Rft 03/2023 - LG Services For Jan 26	$	1,485.00
EFT30325	26/02/2026	Plumbing Gas And Electrical	Bluebush Village Grease Trap Maintenance Jan 2026	$	7,831.48
EFT30326	26/02/2026	Public Transport Authority WA	Transwa Ticket Sales Jan 26	$	99.36
EFT30327	26/02/2026	Red Dirt Rubber Industries	Strip And Inspection Of The Kambalda Loader Spare Tyre	$	319.00
EFT30328	26/02/2026	Red Dot	Prizes For February Pingo - Coolgardie	$	188.78
EFT30329	26/02/2026	Rentokil Initial Pty Ltd	Pest Control Services 2026	$	10,285.00
EFT30330	26/02/2026	Repco - Gpc Pacific Pty Ltd	P26Dslaic000130, Intake Cleaner	$	88.84
EFT30331	26/02/2026	Resources Trading Hub -	Ppe For Recycled Water And Sewerage	$	1,262.13
EFT30332	26/02/2026	Rocweld Aust Pipeline Specalist	Vibe Pump Station Pump Repairs	$	1,892.00
EFT30333	26/02/2026	Shenton Enterprises	Pool Vacuum Cleaner Service & Repairs Kambalda Pool	$	2,960.00
EFT30334	26/02/2026	Shire Of Coolgardie	Transwas Commission Jan 26	$	65.56
EFT30335	26/02/2026	Signs Plus - Plus Creative	Name Badges For Executive Officer And Executive Manager	$	49.00
EFT30336	26/02/2026	Supagas Pty Limited	Lpg Gas Supply For Kambalda Recreation Centre	$	4,215.98
EFT30337	26/02/2026	Sykes Transport Wa	Pumps For Kambalda Pool	$	612.30
EFT30338	26/02/2026	Synergy	Street Lights Kambalda Various Soc Locations Feb 2026 (7 invoices)	$	18,933.33
EFT30339	26/02/2026	Versatile Plant & Contracting Pty	Kambalda Airport - Runway Maintenance Feb 2026 (2 invoices)	$	39,591.20
EFT30340	26/02/2026	Vision Intelligence Pty Ltd	Kambalda Airport - Hire Of Solar Cctv Cameras	$	1,848.00
EFT30341	26/02/2026	Wa Local Government	Professional Development/Training For Ceo And Councillors	$	7,467.14
EFT30342	26/02/2026	Water Corporation	Various SoC Water Usage And Service Charges Feb 2026	$	14,783.98
EFT30343	26/02/2026	Westrac Pty Ltd	Repairs For P345	$	9,550.06
EFT30344	26/02/2026	Winc Australia Pty Ltd	Cleaning And Supplies For Kambalda Public Toilets And Bbv	$	72.60
				$	**1,984,785.86**

Shire of Coolgardie
Payments by Delegated Authority
01 February to 28 February 2026
Direct Debits

Direct Debit	Date	Name	Description		Amount
DD10353.1	3/02/2026	Fleetcare	Payroll Deductions/Contributions	$	811.31
DD10355.1	3/02/2026	Australian Taxation Office	Payg For Period 21.01.2026 - 03.02.2026 #285	$	42,840.00
DD10355.2	3/02/2026	Beam Clearing House	Superannuation For Period 21.01.2026 - 03.02.2026 #285	$	21,041.13
DD10367.1	17/02/2026	Fleetcare	Payroll Deductions/Contributions	$	811.31
DD10369.1	17/02/2026	Australian Taxation Office	Payg For Period 04.02.2026-17.02.2026 Payrun 286	$	37,348.00
DD10369.2	17/02/2026	Beam Clearing House	Superannuation For Period 04.02.2026-17.02.2026 Payrun 286	$	19,586.30
				$	**122,438.05**

Shire of Coolgardie
Payments by Delegated Authority
01 February to 28 February 2026
Credit Cards

Date	Description	Value	Card
27-Jan-26	Virgin - Pool Technician Adjusted Flights Kgi > Per 10 Feb 2026	$ 240.00	2147
30-Jan-26	Virgin - Executive Manager Community Development Flights Kgi > Per Return 13 - 23 Feb 2026	$ 384.64	2147
24-Feb-26	Virgin - Exec. Manager Community Development & Regulatory Services Kgi > Per Return 13-23 Mar 26	$ 384.64	2147
23-Feb-26	Virgin - Communications & Media Officer Flights Per > Kgi 10 Mar 2026	$ 361.40	2147
23-Feb-26	Virgin - Communications & Media Officer Flights Kgi > Per 08 Mar 2026	$ 323.90	2147
20-Feb-26	Paypal - Mayflowerwa Farewell Gift	$ 100.00	2147
23-Feb-26	Parking Fee Ceo At The Kalgoorlie Airport 20/02/2026 - 23/02/2026	$ 50.18	2147
16-Feb-26	Parking Fee Ceo At The Kalgoorlie Airport 13/02/2026 - 16/02/2026	$ 50.18	2147
12-Feb-26	Payment Received	-$ 520.00	2147
23-Jan-26	Kmart Australia Day Prizes	$ 40.00	2859
24-Jan-26	Mail Chimp - Subscription January 26	$ 19.12	2859
25-Jan-26	Woolworths - Australia Day Breakfast Supplies (Gst Inc)	$ 11.50	2859
25-Jan-26	Woolworths - Australia Day Breakfast Supplies (Non Gst)	$ 288.00	2859
10-Feb-26	Virgin - Ceo Flights Kgi > Per 27 Feb - 02 Mar 2026	$ 664.01	2859
10-Feb-26	Starlink - Coolgardie Depot Wifi Monthly Charge	$ 99.00	2859
10-Feb-26	Starlink - Kambalda Airport Wifi Monthly Cahrge	$ 139.00	2859
10-Feb-26	Starlink - Coolgardie Tip Wifi Monthly Charge	$ 99.00	2859
10-Feb-26	Starlink - Kambalda Tip Wifi Monthly Charge	$ 99.00	2859
10-Feb-26	Starlink - Coolgardie Tv Antenna Wifi Monthly Charge	$ 139.00	2859
10-Feb-26	Virgin - Ceo Flights Kgi > Per 20 - 23 Feb 2026	$ 698.43	2859
30-Jan-26	Virgin - Ceo Flights Kgi > Per 13 - 16 Feb 2026	$ 647.82	2859
19-Feb-26	Virgin - Ceo Flights Kgi > Per 27 Feb - 03 Mar 2026 (Fee For Adjusted Flight)	$ 109.00	2859
19-Feb-26	Womans International Day Event - Package	$ 407.00	2859
24-Feb-26	Virgin - Ceo Flights Kgi > Per 20-23 Mar 2026	$ 384.64	2859
23-Feb-26	Virgin - Ceo Flights Kgi > Per 06-09 Mar 2026	$ 384.64	2859
19-Feb-26	Parker Black & Forest - Salto Fobs For Regular And Corporate Gym Membership	$ 1,260.99	2859
6-Feb-26	Seek - Advertising Of The Executive Manager Governance And Workplace Position	$ 456.50	2859
24-Feb-26	Mail Chimp - Subscription Feb 26	$ 18.55	2859
2-Feb-26	Square Subscription - Feb 26	$ 109.00	2859
4-Feb-26	Kalgoorlie Mitre 10 - Goodenia Housing Numbers	$ 67.44	2842
4-Feb-26	Coyles Mower & Chainsaw - Small Part Repairs	$ 35.20	2842
4-Feb-26	Site Ware Direct - Ppe For Various Staff	$ 166.98	2842
25-Feb-26	Morans Coolgardie Truckstop Bbq Supplies	$ 130.36	2842
		$ 7,849.12	

Shire of Coolgardie
Payments by Delegated Authority
01 February to 28 February 2026
Fuel Cards

Supplier	Ampol	Plant #	Fuel Card #	Registration	Plant Description		Usage Litres		Amount
Invoice Date	31.01.2026	P266	7071 3401 0686 9802	CG5779	(CJD) Volvo BL71 Backhoe Loader	69		$	125.12
Invoice Paid	12.02.2026	P273	7071 3400 8231 1282	Small Plant	Mowers, brushcutters, chainsaws	68.05		$	113.37
		P273	7071 3400 9146 6523	Small Plant	Mowers, brushcutters, chainsaws	148.94		$	254.43
		P315	7071 34008 168 1867	1EIY029	Toro Mower	54.16		$	98.04
		P344	7071 3400 8207 7529	CG6097	Vw Amorak	81.33		$	143.81
		P349	7071 3400 8758 6631	KBC596D	Hyundai I Load Van	50.81		$	91.68
		P360	7071 3400 8979 2070	CG6084	Isuzu Npr75-190	91.65		$	163.16
		P365	7071 3400 9189 1902	CG6159	Toyota Rav 4	168.02		$	279.53
		P370	7071 3400 9610 8476	CG479	Mitsubishi Triton Glx Ute	319.47		$	578.42
		P373	7071 3400 9471 4382	1HGL412	Ranger 2021	179.1		$	320.93
		P374	7071 3400 9500 2688	CG6234	Mitsubishi Triton Glx	210.37		$	383.65
		P376	7071 3400 9540 6756	1HJB260	Ford Ranger	69.68		$	124.44
		P380	7071 3400 9753 7905	1HNX785	Gianni Ferrari PG280	68.37		$	122.87
		P383	7071 3400 9321 1927	Compactor	Caterpillar 826K Compactor	705.54		$	1,261.93
		P388	7071 3401 0020 0335	1HVC502	Ford Escape	134.32		$	223.02
		P395	7071 3401 0355 5529	CG6270	Mazda BT Coolgardie Works	179.18		$	324.94
		P397	7071 3401 0355 5727	CG6272	Mitsubishi Triton - Coolgardie Works	93.48		$	168.95
		T1013	7071 3401 0567 1522	Hire Genset	Hire Genset Coolgardie	1126.5		$	2,036.69
		P398	7071 3401 0355 5776	CG6211	Mitsubishi Triton - Coolgardie Works	203.52		$	367.81
								$	7,182.79

Supplier	BP	Plant #	Fuel Card #	Registration	Vehicle	Usage Litres		Amount
Invoice Date	31.01.2026	P273	7050 15304261 00999	Small Plant	Mowers, BrushCutters, Chainsaws	67.83	$	105.28
Invoice Paid	12.02.2026	P216	7050 90000774 51762	1DOT173	CAT 930H Loader	161.16	$	270.80
		P293	7050 15304261 00791	1EBB757	Fuso 2012 Tip Model	201.81	$	332.05
		T1004	7050 90000774 19199	Generator	Generator at Kambalda Tip	228.90	$	377.05
		P305	7050 15304261 00825	1EFH177	Kubota Tractor	47.13	$	77.63
		P344	7050 15304261 01039	CG6097	VW Amorok	143.92	$	239.71
		P345	7050 15304261 01229	CG6103	Caterpillar Loader HV033	766.18	$	1,269.48
		P348	7050 15304261 01062	CG148	2017 Ford Ranger	82.54	$	135.67
		P355	7050 15304261 01146	1GSR486	Hino 500	121.62	$	204.36
		P357	7050 15304261 01138	CG6142	Caterpillar 262DAC	164.68	$	271.62
		P362	7050 15304261 01187	CG6196	Ford Ranger	169.41	$	280.94
		P364	7050 15304261 01534	CG6177	Toyota RAV4	94.99	$	146.55
		P365	7050 15304261 01328	CG6159	Toyota RAV 4	246.77	$	388.49
		P372	7050 15304261 01344	1HGY906	Ford Ranger	176.06	$	292.86
		P374	7050 15304261 01369	CG6234	Mitsubishi Triton	207.55	$	348.84
		P385	7050 15304261 01476	1HTZ098	Volkswagen Amarok	129.91	$	215.66

Shire of Coolgardie
Payments by Delegated Authority
01 February to 28 February 2026
Fuel Cards

		P386	7050 15304261 01484	CG5961	Ford Ranger	254.29	$	419.41
		P387	7050 15304261 01500	Loader	Cat Track Dozer	521.01	$	856.38
		P394	7050 15304261 01559	CG6260	Mazda BT-50	44.72	$	73.51
		P396	7050 15304261 01575	CG6256	Mitsubishi Triton GLX	160.26	$	266.22
							$	**6,572.51**
Supplier	**Eagle**	**Invoice**	**Invoice Date**	**Invoice Paid**	**Location**	**Litres**		**Amount**
		B69242	14.01.2026	12.02.2026	Kambalda Bluebush Village	6,200	$	11,768.59
		B71224	29.01.2026	12.02.2026	Kambalda Bluebush Village	7,800	$	14,753.31
		B71244	05.02.2026	26.02.2026	Kambalda Bluebush Village	7,100	$	13,366.82
		B71409	11.02.2026	26.02.2026	Kambalda Bluebush Village	6,100	$	11,446.59
							$	**51,335.31**

Shire of Coolgardie
Payments by Delegated Authority
01 February to 28 February 2026
Woolworths Cards

Invoice Date	Invoice Paid	Invoice No	Description	Card		Amount
02/01/2026	12.02.2026	TI-03B72-178DEB	Supplies And Nappies Coolpool	Kambalda	$	25.50
04/01/2026	12.02.2026	TI-03B72-178DEC	School Holiday Program Refreshments	Coolgardie	$	193.03
06/01/2026	12.02.2026	TI-03B72-178DED	Supplies For Events	Kambalda	$	19.80
08/01/2026	12.02.2026	TI-03B72-178DEE	Supplies For Events	Coolgardie	$	24.43
09/01/2026	12.02.2026	TI-03B72 178DEF	School Holiday Program Refreshments	Coolgardie	$	104.30
15/01/2026	12.02.2026	TI-03B72-17DF0	Bath Mats & Towel	Coolgardie	$	86.40
16/01/2026	12.02.2026	TI-03B72-178DF1	Supplies And Nappies Coolpool	Kambalda	$	134.60
20/01/2026	12.02.2026	TI- 03B72-178DF2	Supplies And Nappies Coolpool	Kambalda	$	37.40
29/01/2026	12.02.2026	TI-03B72-178DF4	Supplies Skate Park Event	Coolgardie	$	22.40
29/01/2026	12.02.2026	TI-03B72-178DF5	Supplies Skate Park Event	Coolgardie	$	91.75
29/01/2026	12.02.2026	TI-03B72-178DF3	Supplies For Breakfast With A Mate Cooolgardie Rec	Coolgardie	$	322.11
					$	**1,061.72**

12.2.7 MONTHLY FINANCIAL STATEMENTS FOR THE MONTH ENDED 28 FEBRUARY 2026

Location: **Shire of Coolgardie**

Applicant: **Shire of Coolgardie**

Disclosure of Interest: **Nil**

Date: **24 March 2026**

Author: **Raj Subbiah, Finance Manager**

SUMMARY

This report recommends that the Monthly Statement of Financial Activity report for the period ending 28 February 2026 is presented to Council for adoption.

BACKGROUND

In accordance with regulation 34 of the *Local Government (Financial Management) Regulations,* the Shire is to prepare a Monthly Financial Statement for approval by Council.

The format for monthly reporting was introduced by the Department of Local Government from 01 July 2005; the change was implemented to provide elected members with a better idea of operating and capital revenues and expenditures. The requirement is for a Statement of Financial Activity with a report detailing material variances. The Financial Report presented includes this as well as other statements and supplementary information.

Section 6.4 of the Local Government Act 1995 requires that financial reports be prepared and presented in the manner and form prescribed in the *Local Government (Financial Management) Regulations*. Regulation 34 has been amended to require that Councils report on the sources and applications of funds on a monthly basis and that the report be noted by Council.

COMMENT

Attached for consideration is the completed Monthly Financial Report.

The document includes Statements of Financial Activity by Program, and Nature and Type, notes to the financial statements, an explanation of material variance as well as a summary of bank account balances at 28 February 2026, loan repayments, and reserve account status.

In accordance with the *Local Government (Financial Management) Regulations*, a report must be compiled on variances greater than the percentage agreed by Council which is currently 10% or $10,000. With the report prepared at program level, comments have been made regarding variances. A nil variance is equal to 100%, meaning that the year-to-date actual is identical to the year-to-date budget. Comments are therefore provided where variance values are <90% or >100% and the dollar variance exceeds $10,000.

CONSULTATION

Nil

STATUTORY ENVIRONMENT

- *Local Government Act 1995 Section 6.4*
- *Local Government (Financial Management) Regulations 1996 Section 34*

34. Financial activity statement required each month (Act s. 6.4)

(1A) In this regulation —

committed assets *means revenue unspent but set aside under the annual budget for a specific purpose.*

(1) A local government is to prepare each month a statement of financial activity reporting on the revenue and expenditure, as set out in the annual budget under regulation 22(1)(d), for that month in the following detail —

(a) annual budget estimates, taking into account any expenditure incurred for an additional purpose under section 6.8(1)(b) or (c); and

(b) budget estimates to the end of the month to which the statement relates; and

(c) actual amounts of expenditure, revenue and income to the end of the month to which the statement relates; and

(d) material variances between the comparable amounts referred to in paragraphs (b) and (c); and

(e) the net current assets at the end of the month to which the statement relates.

(2) Each statement of financial activity is to be accompanied by documents containing —

(a) an explanation of the composition of the net current assets of the month to which the statement relates, less committed assets and restricted assets; and

(b) an explanation of each of the material variances referred to in sub regulation (1)(d); and

(c) such other supporting information as is considered relevant by the local government.

(3) The information in a statement of financial activity may be shown —

(a) according to nature and type classification; or

(b) by program; or

(c) by business unit.

(4) A statement of financial activity, and the accompanying documents referred to in sub regulation (2), are to be —

(a) Presented at an ordinary meeting of the council within 2 months after the end of the month to which the statement relates; and

(b) Recorded in the minutes of the meeting at which it is presented.

(5) Each financial year, a local government is to adopt a percentage or value, calculated in accordance with the AAS, to be used in statements of financial activity for reporting material variances.

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

The Financial Report is information only and there are no financial implications relating to this item.

STRATEGIC IMPLICATIONS

Accountable and effective leaders

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

High quality corporate governance, accountability and compliance

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

ATTACHMENTS

1. Monthly Financial Statements - February 2026

2. Management Report - February 2026
3. Major Trading Undertakings - February 2026

VOTING REQUIREMENT

Simple majority

OFFICER RECOMMENDATION

That Council receive the Monthly Financial Activity Statement for the period 01 July 2025 to 28 February 2026.

COUNCIL RESOLUTION #42/2026

Moved: Cr Anthony Ball
Seconded: Cr Daphne Simmons

That Council receive the Monthly Financial Activity Statement for the period 01 July 2025 to 28 February 2026.

In Favour: Crs Paul Wilcox, Anthony Ball, Tammee Keast, Daphne Simmons, Corey Matthews and Julie-Ann Williams

Against: Nil

CARRIED 6/0

SHIRE OF COOLGARDIE

MONTHLY FINANCIAL REPORT

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

For the period ended 28 February 2026

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

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SHIRE OF COOLGARDIE
STATEMENT OF FINANCIAL POSITION
FOR THE PERIOD ENDED 28 FEBRUARY 2026

	Actual 30 June 2025	Actual as at 28 February 2026
	$	$
CURRENT ASSETS		
Cash and cash equivalents	3,663,724	12,099,407
Trade and other receivables	2,535,152	3,464,598
Other financial assets	257,825	263,949
Inventories	156,263	156,558
Other assets	19,302	30,897
TOTAL CURRENT ASSETS	6,632,266	16,015,409
NON-CURRENT ASSETS		
Trade and other receivables	264,610	246,610
Other financial assets	99,525	193,972
Property, plant and equipment	37,945,264	37,687,549
Infrastructure	113,181,807	111,254,715
Right-of-use assets	4,850,265	4,645,451
Investment property	17,290,000	17,290,000
TOTAL NON-CURRENT ASSETS	173,631,471	171,318,297
TOTAL ASSETS	180,263,737	187,333,706
CURRENT LIABILITIES		
Trade and other payables	5,357,321	2,456,741
Other liabilities	2,089,524	2,297,674
Lease liabilities	1,816,537	889,821
Bank Overdraft	0	0
Employee related provisions	432,031	390,332
Other provisions	2,040,179	1,877,824
TOTAL CURRENT LIABILITIES	11,735,592	7,912,392
NON-CURRENT LIABILITIES		
Lease liabilities	249,474	249,474
Borrowings	25,463,497	25,463,497
Employee related provisions	114,684	114,684
Other provisions	4,484,467	4,484,467
TOTAL NON-CURRENT LIABILITIES	30,312,122	30,312,122
TOTAL LIABILITIES	42,047,714	38,224,514
NET ASSETS	**138,216,023**	**149,109,192**
EQUITY		
Retained surplus	47,021,443	57,908,489
Reserve accounts	257,825	263,948
Revaluation surplus	90,936,755	90,936,755
TOTAL EQUITY	**138,216,023**	**149,109,192**

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

SHIRE OF COOLGARDIE
STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 28 FEBRUARY 2026

	Note	Amended Budget Estimates (a)	YTD Budget Estimates (b)	YTD Actual (c)	Variance* $ (c) - (b)	Variance* % ((c) - (b))/(b)	Var.
		$	$	$	$	%	
OPERATING ACTIVITIES							
Revenue from operating activities							
General rates		14,863,651	15,177,523	**15,058,120**	(119,403)	(0.79%)	
Grants, subsidies and contributions		2,353,700	1,518,107	**1,147,114**	(370,993)	(24.44%)	▼
Fees and charges		14,810,361	10,740,491	**12,328,708**	1,588,217	14.79%	▲
Interest revenue		211,600	177,582	**305,103**	127,521	71.81%	▲
Other revenue		371,371	230,914	**192,998**	(37,916)	(16.42%)	▼
Share of net profit of associates accounted for using the equity method		0	0	**0**	0	0.00%	
Fair value adjustments to financial assets at fair value through profit or loss		0	0	**94,448**	94,448	0.00%	
		32,610,683	**27,844,617**	**29,126,491**	**1,281,874**	4.60%	
Expenditure from operating activities							
Employee costs		(6,556,837)	(4,420,216)	**(3,383,490)**	1,036,726	23.45%	▲
Materials and contracts		(12,200,564)	(7,545,183)	**(6,890,720)**	654,463	8.67%	
Utility charges		(1,837,710)	(1,226,598)	**(1,267,677)**	(41,079)	(3.35%)	
Depreciation		(8,790,851)	(5,866,355)	**(4,695,984)**	1,170,371	19.95%	▲
Finance costs		(1,583,240)	(1,169,620)	**(888,556)**	281,064	24.03%	▲
Insurance		(613,000)	(613,000)	**(569,843)**	43,157	7.04%	
Other expenditure		(1,913,423)	(1,549,645)	**(1,076,804)**	472,841	30.51%	▲
		(33,495,625)	**(22,390,617)**	**(18,773,074)**	**3,617,543**	16.16%	
Non cash amounts excluded from operating activities	2(c)	8,840,851	5,866,355	**4,619,536**	(1,246,819)	(21.25%)	▼
Amount attributable to operating activities		**7,955,909**	**11,320,355**	**14,972,953**	**3,652,598**	32.27%	
INVESTING ACTIVITIES							
Inflows from investing activities							
Proceeds from capital grants, subsidies and contributions		5,865,534	4,484,510	**539,755**	(3,944,755)	(87.96%)	▼
		5,865,534	**4,484,510**	**539,755**	**(3,944,755)**	(87.96%)	
Outflows from investing activities							
Payments for property, plant and equipment		(898,716)	(836,811)	**(667,417)**	169,394	20.24%	▲
Payments for construction of infrastructure		(8,193,668)	(5,863,584)	**(1,638,948)**	4,224,636	72.05%	▲
		(9,092,384)	**(6,700,395)**	**(2,306,365)**	**4,394,030**	65.58%	
Amount attributable to investing activities		**(3,226,850)**	**(2,215,885)**	**(1,766,610)**	**449,275**	20.28%	
FINANCING ACTIVITIES							
Inflows from financing activities							
Proceeds from new borrowings		0	0	**0**	0	0.00%	
Transfer from reserves		0	0	**0**	0	0.00%	
		0	**0**	**0**	**0**	0.00%	
Outflows from financing activities							
Payments for principal portion of lease liabilities		(1,816,539)	(942,957)	**(926,716)**	16,241	1.72%	
Transfer to reserves		(359,600)	(6,400)	**(6,123)**	277	4.33%	
		(2,176,139)	**(949,357)**	**(932,839)**	**16,518**	1.74%	
Amount attributable to financing activities		**(2,176,139)**	**(949,357)**	**(932,839)**	**16,518**	1.74%	
MOVEMENT IN SURPLUS OR DEFICIT							
Surplus or deficit at the start of the financial year	2(a)	(3,544,614)	(3,544,614)	**(3,544,614)**	0	0.00%	
Amount attributable to operating activities		7,955,909	11,320,355	**14,972,953**	3,652,598	32.27%	▲
Amount attributable to investing activities		(3,226,850)	(2,215,885)	**(1,766,610)**	449,275	20.28%	▲
Amount attributable to financing activities		(2,176,139)	(949,357)	**(932,839)**	16,518	1.74%	
Surplus or deficit after imposition of general rates		**(991,694)**	**4,610,499**	**8,728,890**	**4,118,391**	89.33%	▲

KEY INFORMATION

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

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

SHIRE OF COOLGARDIE
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 28 FEBRUARY 2026

1 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICIES

BASIS OF PREPARATION

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

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

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

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

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

PREPARATION TIMING AND REVIEW

Date prepared: All known transactions up to 10 March 2026

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

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

MATERIAL ACCOUNTING POLICES
Material accounting policies utilised in the preparation of these statements are as described within the 2024-25 Annual Budget. Please refer to the adopted budget document for details of these policies.

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

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

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

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

- Fair value measurement of assets carried at reportable value including:
  - Property, plant and equipment
  - Infrastructure
- Impairment losses of non-financial assets
- Expected credit losses on financial assets
- Assets held for sale
- Investment property
- Estimated useful life of intangible assets
- Measurement of employee benefits
- Measurement of provisions
- Estimation uncertainties and judgements made in relation to lease

SHIRE OF COOLGARDIE
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 28 FEBRUARY 2026

2 NET CURRENT ASSETS INFORMATION

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

	Note	Amended Budget Opening 1 July 2025	Actual as at 30 June 2025	Actual as at 28 February 2026
Current assets		$	$	$
Cash and cash equivalents		3,921,549	3,663,724	12,099,407
Trade and other receivables		2,535,152	2,535,152	3,464,598
Other financial assets		0	257,825	263,949
Inventories		156,263	156,263	156,558
Other assets		19,302	19,302	30,897
		6,632,266	6,632,266	16,015,409
Less: current liabilities				
Trade and other payables		(5,357,321)	(5,357,321)	(2,456,741)
Contract Liabilities		(2,089,524)	(2,089,524)	(2,297,674)
Lease liabilities		(1,816,537)	(1,816,537)	(889,821)
Bank Overdraft		0	0	0
Employee related provisions		(432,031)	(432,031)	(390,332)
Other provisions		(2,040,179)	(2,040,179)	(1,877,824)
		(11,735,592)	(11,735,592)	(7,912,392)
Net current assets		(5,103,326)	(5,103,326)	8,103,017
Less: Total adjustments to net current assets	2(b)	1,558,712	1,558,712	625,873
Closing funding surplus / (deficit)		**(3,544,614)**	**(3,544,614)**	**8,728,890**

(b) Current assets and liabilities excluded from budgeted deficiency

Adjustments to net current assets				
Less: Reserve accounts		(257,825)	(257,825)	(263,948)
Add: Current liabilities not expected to be cleared at the end of the year				
- Current portion of lease liabilities		1,816,537	1,816,537	889,821
Total adjustments to net current assets	2(a)	**1,558,712**	**1,558,712**	**625,873**

(c) Non-cash amounts excluded from operating activities

	Amended Budget Estimates 30 June 2026	YTD Budget Estimates 28 February 2026	YTD Actual 28 February 2026
	$	$	$
Adjustments to operating activities			
Less: Fair value adjustments to financial assets at fair value through profit or los	0	0	(94,448)
Add: Depreciation	8,790,851	5,866,355	4,695,984
Movement in current employee provisions associated with restricted cash	50,000	0	0
Non-cash movements in non-current assets and liabilities:			
- Trade Receivables	0	0	18,000
Total non-cash amounts excluded from operating activities	**8,840,851**	**5,866,355**	**4,619,536**

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

SHIRE OF COOLGARDIE
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 28 FEBRUARY 2026

3 EXPLANATION OF MATERIAL VARIANCES

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

Description	Var. $	Var. %	
	$	%	
Revenue from operating activities			
Grants, subsidies and contributions CDC Support Hub	(370,993)	(24.44%)	▼
Fees and charges Bluebush Village $1,209 Income Housing $37k & Other $341k)	1,588,217	14.79%	▲
Interest revenue Interest on Term Deposits	127,521	71.81%	▲
Other revenue Workers Compensation Claim	(37,916)	(16.42%)	▼
Employee costs Not all budgeted positions filled to date	1,036,726	23.45%	▲
Utility charges Bluebush Village Utility costs	0	0.00%	
Depreciation ROU Asset classed as Investment Property therefore not depreciated	1,170,371	19.95%	▲
Finance costs 2024-25 Interest Accrual (costs included in 25/26 budget)	281,064	24.03%	▲
Insurance Insurance premiums less than budgeted	43,157	7.04%	
Other expenditure Rates written off	472,841	30.51%	▲
Non cash amounts excluded from operating activities Depreciation costs highlighted above	(1,246,819)	(21.25%)	▼
Inflows from investing activities			
Proceeds from capital grants, subsidies and contributions RRG & RTR Road funding due to projects only just commencing	(3,944,755)	(87.96%)	▼
Outflows from investing activities			
Payments for property, plant and equipment Plant Replacement Program	169,394	20.24%	▲
Payments for construction of infrastructure Road Renewal Program	4,224,636	72.05%	▲
Surplus or deficit after imposition of general rates As per the above explanations	4,118,391	89.33%	▲

SHIRE OF COOLGARDIE

SUPPLEMENTARY INFORMATION

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BASIS OF PREPARATION - SUPPLEMENTARY INFORMATION

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

SHIRE OF COOLGARDIE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 28 FEBRUARY 2026

1 KEY INFORMATION

Funding Surplus or Deficit Components

Funding surplus / (deficit)

	Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. $ (b)-(a)
Opening	($3.54 M)	($3.54 M)	($3.54 M)	$0.00 M
Closing	($0.99 M)	$4.61 M	$8.73 M	$4.12 M

Refer to Statement of Financial Activity

Cash and cash equivalents

	$12.36 M	% of total
Unrestricted Cash	$9.62 M	77.8%
Restricted Cash	$2.74 M	22.2%

Refer to 3 - Cash and Financial Assets

Payables

	$2.46 M	% Outstanding
Trade Payables	$1.86 M	
0 to 30 Days		85.4%
Over 30 Days		14.7%
Over 90 Days		12.7%

Refer to 8 - Payables

Receivables

	$1.55 M	% Collected
Rates Receivable	$1.91 M	88.0%
Trade Receivable	$1.55 M	% Outstanding
Over 30 Days		24.3%
Over 90 Days		16.6%

Refer to 6 - Receivables

Key Operating Activities

Amount attributable to operating activities

Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. $ (b)-(a)
$7.96 M	$11.32 M	$14.97 M	$3.65 M

Refer to Statement of Financial Activity

Rates Revenue

YTD Actual	$15.06 M	% Variance
YTD Budget	$15.18 M	(0.8%)

Grants and Contributions

YTD Actual	$1.15 M	% Variance
YTD Budget	$1.52 M	(24.4%)

Refer to 12 - Grants and Contributions

Fees and Charges

YTD Actual	$12.33 M	% Variance
YTD Budget	$10.74 M	14.8%

Refer to Statement of Financial Activity

Key Investing Activities

Amount attributable to investing activities

Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. $ (b)-(a)
($3.23 M)	($2.22 M)	($1.77 M)	$0.45 M

Refer to Statement of Financial Activity

Proceeds on sale

YTD Actual	$0.00 M	%
Amended Budget	$0.00 M	

Asset Acquisition

YTD Actual	$1.64 M	% Spent
Amended Budget	$8.19 M	(80.0%)

Refer to 5 - Capital Acquisitions

Capital Grants

YTD Actual	$0.54 M	% Received
Amended Budget	$5.87 M	(90.8%)

Refer to 5 - Capital Acquisitions

Key Financing Activities

Amount attributable to financing activities

Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. $ (b)-(a)
($2.18 M)	($0.95 M)	($0.93 M)	$0.02 M

Refer to Statement of Financial Activity

Borrowings

Principal repayments	$0.00 M
Interest expense	($0.86 M)
Principal due	$25.46 M

Refer to 9 - Borrowings

Reserves

Reserves balance	$0.26 M
Net Movement	$0.01 M

Refer to 4 - Cash Reserves

Lease Liability

Principal repayments	($0.93 M)
Interest expense	($0.02 M)
Principal due	$1.14 M

Refer to Note 10 - Lease Liabilites

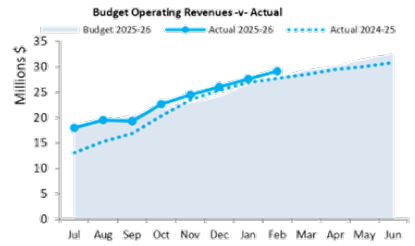
This information is to be read in conjunction with the accompanying Financial Statements and notes.

SHIRE OF COOLGARDIE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 28 FEBRUARY 2026

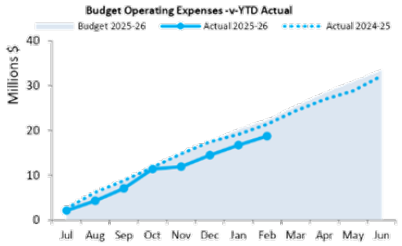
2 KEY INFORMATION - GRAPHICAL

OPERATING ACTIVITIES

OPERATING REVENUE

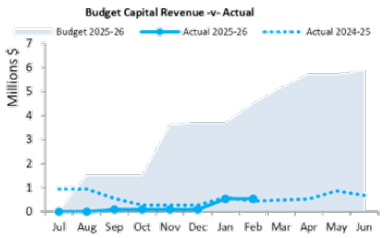


OPERATING EXPENSES

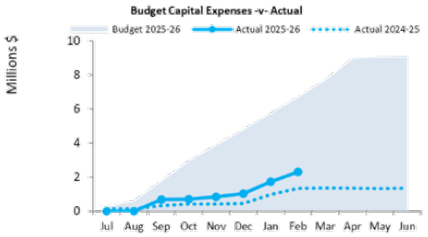


INVESTING ACTIVITIES

CAPITAL REVENUE



CAPITAL EXPENSES

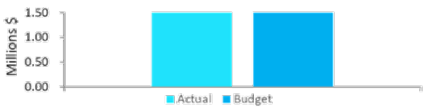


FINANCING ACTIVITIES

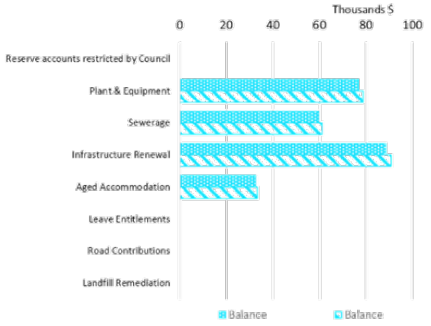
BORROWINGS

Principal Repayments

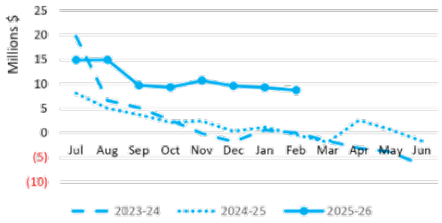
Principal Outstanding



RESERVES



Closing funding surplus / (deficit)



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

SHIRE OF COOLGARDIE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 28 FEBRUARY 2026

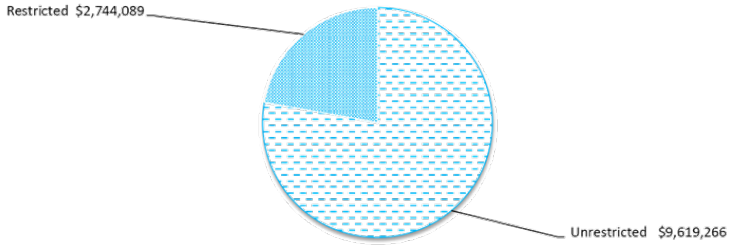
3 CASH AND FINANCIAL ASSETS AT AMORTISED COST

Description	Classification	Unrestricted	Restricted	Total	Trust	Institution	Interest Rate	Maturity Date
		$	$	$	$			
CBA Municipal Cash at Bank / Overdraft Facility - GEN	Cash and cash equivalents	2,977,577	0	2,977,577	0	CBA	N/A	N/A
Cash On Hand	Cash and cash equivalents	840	0	840	0	ANZ	N/A	N/A
CBA - Term Deposit Reserves	Financial assets at amortised cost	0	263,948	263,948	0	CBA	4.28%	27/04/2026
CBA Muni Restricted Cash at Bank	Cash and cash equivalents	12,825	0	12,825	0	CBA	Variable	N/A
CBA - Short Term Deposit Road Funding	Cash and cash equivalents	0	665,700	665,700	0	CBA	4.33%	22/04/2026
CBA Trust Cash at Bank	Cash and cash equivalents	0	182,467	182,467	0	CBA	N/A	N/A
CBA - Short Term Deposit 02	Cash and cash equivalents	1,525,418	0	1,525,418	0	CBA	4.05%	5/03/2026
CBA - Short Term Deposit 03	Cash and cash equivalents	1,525,433	0	1,525,433	0	CBA	4.05%	11/03/2026
CBA - Short Term Deposit 04	Cash and cash equivalents	3,049,732	0	3,049,732	0	CBA	4.08%	12/03/2026
Unspent Grants Term Deposit	Cash and cash equivalents	527,441	1,631,974	2,159,415	0	CBA	0.25%	At Call
Total		**9,619,266**	**2,744,089**	**12,363,355**	**0**			
Comprising								
Cash and cash equivalents		9,619,266	2,480,141	12,099,407	0			
Cash and cash equivalents		0	263,948	263,948	0			
		9,619,266	**2,744,089**	**12,363,355**	**0**			

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

The local government classifies financial assets at amortised cost if both of the following criteria are met:
- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Financial assets at amortised cost held with registered financial institutions are listed in this note other financial assets at amortised cost are provided in Note 7 - Other assets.



SHIRE OF COOLGARDIE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 28 FEBRUARY 2026

4 RESERVE ACCOUNTS

	Budget				Actual			
Reserve account name	Opening Balance	Transfers In (+)	Transfers Out (-)	Closing Balance	Opening Balance	Transfers In (+)	Transfers Out (-)	Closing Balance
	$	$	$	$	$	$	$	$
Reserve accounts restricted by Council								
Plant & Equipment	76,901	52,863	0	129,764	76,901	1,827	0	78,728
Sewerage	59,725	82,224	0	141,949	59,725	1,419	0	61,144
Infrastructure Renewal	88,677	53,302	0	141,979	88,677	2,104	0	90,781
Aged Accommodation	32,522	31,211	0	63,733	32,522	773	0	33,295
Leave Entitlements	0	50,000	0	50,000	0	0	0	0
Road Contributions	0	40,000	0	40,000	0	0	0	0
Landfill Remediation	0	50,000	0	50,000	0	0	0	0
	257,825	**359,600**	**0**	**617,425**	**257,825**	**6,123**	**0**	**263,948**

SHIRE OF COOLGARDIE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 28 FEBRUARY 2026

5 CAPITAL ACQUISITIONS

Capital acquisitions	Amended Budget	YTD Budget	YTD Actual	YTD Variance
	$	$	$	$
Buildings - specialised	695,000	651,000	658,164	(7,164)
Furniture and equipment	53,716	35,811	8,618	27,193
Plant and equipment	150,000	150,000	635	149,365
Acquisition of property, plant and equipment	**898,716**	**836,811**	**667,417**	**169,394**
Infrastructure - Roads	7,043,668	5,241,084	1,551,479	3,689,605
Infrastructure - Footpaths	230,000	40,000	0	40,000
Infrastructure - Drainage	200,000	0	0	0
Infrastructure - Sewerage	75,000	75,000	0	75,000
Infrastructure - Parks & Ovals	75,000	37,500	0	37,500
Infrastructure - Other Infrastructure	570,000	470,000	87,469	382,531
Acquisition of infrastructure	**8,193,668**	**5,863,584**	**1,638,948**	**4,224,636**
Total of PPE and Infrastructure.	**9,092,384**	**6,700,395**	**2,306,365**	**(4,394,030)**
Total capital acquisitions	**9,092,384**	**6,700,395**	**2,306,365**	**4,394,030**
Capital Acquisitions Funded By:				
Capital grants and contributions	5,865,534	4,484,510	539,755	3,944,755
Contribution - operations	3,226,850	11,184,905	1,766,610	(9,418,295)
Capital funding total	**9,092,384**	**15,669,415**	**2,306,365**	**(5,473,540)**

KEY INFORMATION

Initial recognition

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

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

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

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

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

Measurement after recognition

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

Reportable Value

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

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

SHIRE OF COOLGARDIE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 28 FEBRUARY 2026

INVESTING ACTIVITIES

5 CAPITAL ACQUISITIONS (CONTINUED) - DETAILED

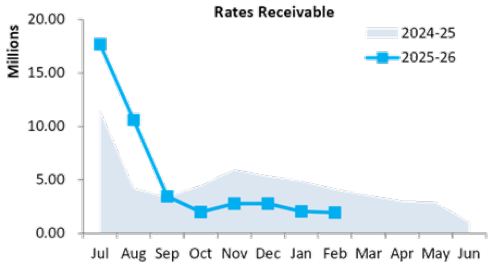
Account	Description	Amended Budget	YTD Budget	YTD Actual	Variance Under/ (Over)
Non Specialised Buildings					
Nil		0	0	0	0
Total Non Specialised Buildings		**0**	**0**	**0**	**0**
Specialised Buildings					
C13179	Kambalda Youth Facility	100,000	80,000	0	80,000
C13122A	11 Goodenia Court - Construction Of 3 Units	475,000	475,000	619,093	(144,093)
C11073	Kcrf Building Upgrades And Renewals	20,000	16,000	0	16,000
C11150	Kambalda Recreation Centre - Stadium Floor	30,000	24,000	39,071	(15,071)
C11032	Coolgardie Recreation Centre	50,000	40,000	0	40,000
C13039	Coolgardie Cultural & Community Hub	20,000	16,000	0	16,000
Total Specialised Buildings		**695,000**	**651,000**	**658,164**	**(7,164)**
Furniture & Equipment					
C04003	It Upgrades And Replacements	53,716	35,811	8,618	27,193
Total Furniture & Equipment		**53,716**	**35,811**	**8,618**	**27,193**
Plant & Equipment					
C13078	Small Plant Purchases	30,000	30,000	635	29,365
C12065	Parks & Gardens Truck	120,000	120,000	0	120,000
Total Plant & Equipment		**150,000**	**150,000**	**635**	**149,365**
Roads					
R002	Coolgardie North Road Construction	312,000	234,000	0	234,000
R153	Bayley Street	25,000	0	0	0
RRG002A	23-24 Rrg Coolgardie North Rd - Slk 14.90 To Slk 17.10	1,279,811	959,858	460,846	499,012
RRG002B	24-25 Rrg Coolgardie North Rd - Slk 10.91 To 11.51	188,145	141,109	0	141,109
RRG002C	24-25 Rrg Coolgardie North Rd - Slk 18.10 To 26.90	477,084	357,813	0	357,813
RRG002D	24-25 Rrg Coolgardie North Rd - Slk 13.40 To 17.50	314,472	235,854	0	235,854
RRG002E	25-26 Rrg Coolgardie North Rd - Slk 6.35 To 9.76	285,000	213,750	0	213,750
RRG002F	25-26 Rrg Coolgardie North Rd - Slk 22.20 To 26.90	600,000	450,000	0	450,000
RRG004A	25-26 Rrg Nepean Rd - Slk 1.90 To 4.30	270,000	202,500	0	202,500
RRG005B	25-26 Rrg Victoria Rock Rd - Slk 0.75 To 1.75	150,000	112,500	0	112,500
RRG005A	24-25 Rrg Victoria Rock Rd - Slk 0.15 To 0.75	255,341	191,506	0	191,506
RRG052	Regional Road Group - Jaurdi Hills Road	345,000	258,750	344,027	(85,277)
RTRCOOL	Rtr Coolgardie Projects - Budget Purposes Only	418,484	313,863	0	313,863
RTRKAM	Rtr Kambalda Projects - Budget Purposes Only	425,331	318,998	0	318,998
FD001	Flood Damage General	275,000	183,333	180,667	2,666
FD001A	Flood Damage - Coolgardie N Road	0	0	22,920	(22,920)
R039	Durkin Road Construction	168,000	126,000	0	126,000
R053	Ladyloch Road Construction	1,000,000	750,000	541,189	208,811
RTR022B	Rtr - Lefroy Street (Bayley To Sylvester) Slk 0.00 To 0.11	60,000	45,000	0	45,000
RTR022C	Rtr Lefroy Street (Woodward To Bayley) - Slk 0.00 To 0.07	45,000	33,750	0	33,750
RTR034A	Ford Street (Woodward To Bayley Street) Slk 0.00 To 0.12	150,000	112,500	1,830	110,670
Total Roads		**7,043,668**	**5,241,084**	**1,551,479**	**3,689,605**
Footpaths					
RF002	Footpath Renewal - Coolgardie	100,000	40,000	0	40,000
RF003	Footpath Renewal - Kambalda	130,000	0	0	0
Total Footpaths		**230,000**	**40,000**	**0**	**40,000**

	Drainage					
	RD200	Drainage Renewal - Coolgardie	75,000	0	0	0
	RD100	Drainage Renewal - Kambalda	125,000	0	0	0
	Total Drainage		**200,000**	**0**	**0**	**0**
	Sewerage					
	C10007	Coolgardie Sewerage - Water Re-Use System	75,000	75,000	0	75,000
	Total Sewerage		**75,000**	**75,000**	**0**	**75,000**
	Parks & Gardens					
	PO100	Park Infrastructure Renewal - Kambalda	37,500	18,750	0	18,750
	PO200	Park Infrastructure Renewal - Coolgardie	37,500	18,750	0	18,750
	Total Parks & Gardens		**75,000**	**37,500**	**0**	**37,500**
	Other Infrastructure					
	C13143	Kambalda Dog Pound	50,000	50,000	0	50,000
	C13178	Coolgardie Park Lighting	60,000	60,000	0	60,000
	C11104	Coolgardie Satellite Television Broadcasting Service	30,000	30,000	34,498	(4,498)
	C13180	Cool Truck Bay Bund Wall	80,000	80,000	34,371	45,629
	RS004	Kambalda Refuse Site	100,000	0	0	0
	C1015	Coolgardie Tip - New Cell	250,000	250,000	18,600	231,400
	Total Other Infrastructure		**570,000**	**470,000**	**87,469**	**382,531**
						0
	Investment Property					
	Nil		0	0	0	0
	Total Investment Property		**0**	**0**	**0**	**0**
						0
	TOTAL CAPITAL EXPENDITURE		**9,092,384**	**6,700,395**	**2,306,365**	**4,394,030**

SHIRE OF COOLGARDIE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 28 FEBRUARY 2026

6 RECEIVABLES

Rates receivable	30 June 2025	28 Feb 2026
	$	$
Opening arrears previous year	874,878	1,065,203
Levied this year	12,711,267	15,058,120
Less - collections to date	(12,520,942)	(14,192,124)
Gross rates collectable	**1,065,203**	**1,931,199**
Allowance for impairment of rates receivable	(56,402)	(21,402)
Net rates collectable	**1,008,801**	**1,909,797**
% Collected	92.2%	88.0%



Receivables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	$	$	$	$	$	$
Receivables - general	(1)	1,014,857	96,918	6,125	222,530	1,340,429
Percentage	0.0%	75.7%	7.2%	0.5%	16.6%	
Balance per trial balance						
Trade receivables						1,340,429
Other receivables						6,000
GST receivable						185,860
Pensioner Rebates						22,512
Total receivables general outstanding						**1,554,801**

Amounts shown above include GST (where applicable)

KEY INFORMATION

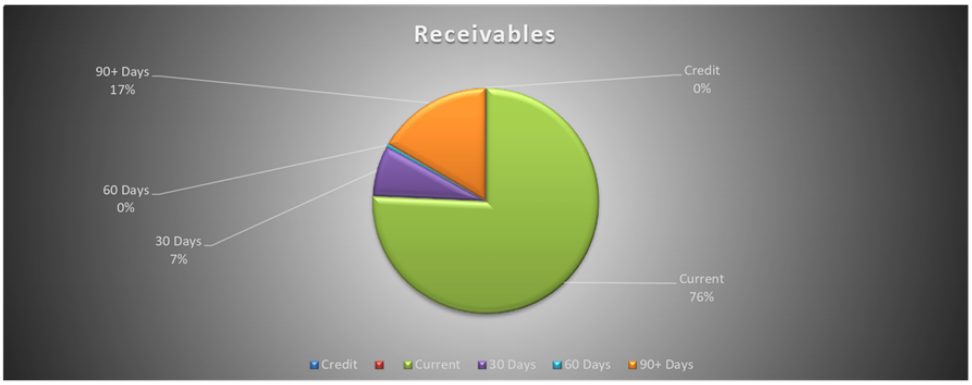
Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

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

Classification and subsequent measurement

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

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



SHIRE OF COOLGARDIE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 28 FEBRUARY 2026

7 OTHER CURRENT ASSETS

Other current assets	Opening Balance 1 July 2025	Asset Increase	Asset Reduction	Closing Balance 28 February 2026
	$	$	$	$
Other financial assets at amortised cost				
Term Deposit Reserves	257,825	6,124	0	263,949
Inventory				
Visitor Centre Stock	7,539	295	0	7,834
Gravel Basecourse	148,724	0	0	148,724
Other assets				
Accrued income	19,302	11,595	0	30,897
Total other current assets	**433,390**	**18,014**	**0**	**451,404**

Amounts shown above include GST (where applicable)

KEY INFORMATION

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

SHIRE OF COOLGARDIE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 28 FEBRUARY 2026

OPERATING ACTIVITIES

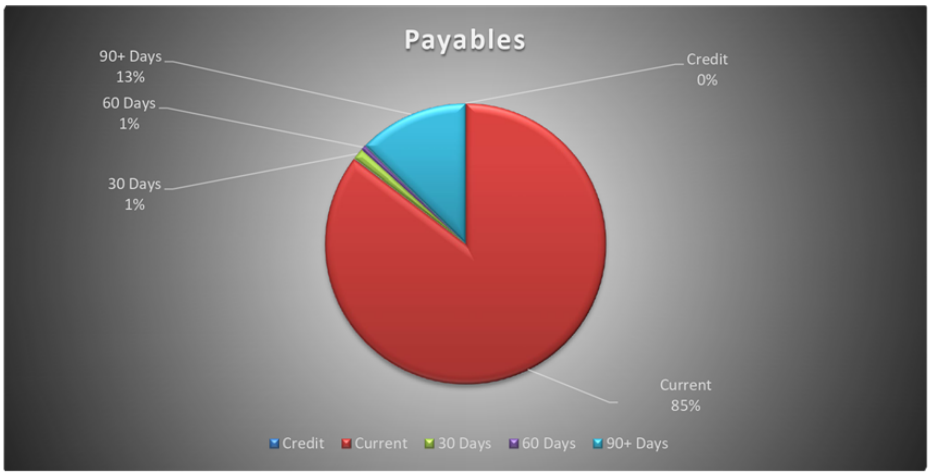
8 PAYABLES

Payables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	$	$	$	$	$	$
Payables - general	0	1,590,038	25,539	10,898	235,885	1,862,359
Percentage	0.00%	85.40%	1.40%	0.60%	12.70%	
Balance per trial balance						
Sundry creditors						1,862,357
Accrued salaries and wages						9,419
ATO liabilities						134,522
Prepaid Rates						169,260
ESL Levy						3,623
Bonds & Deposits						188,187
Accrued Expenses						89,373
Total payables general outstanding						**2,456,741**

Amounts shown above include GST (where applicable)

KEY INFORMATION

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



SHIRE OF COOLGARDIE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 28 FEBRUARY 2026

FINANCING ACTIVITIES

9 BORROWINGS

Repayments - borrowings

Information on borrowings Particulars	Institution	Loan No.	1 July 2025	New Loans Actual	New Loans Budget	Principal Repayments Actual	Principal Repayments Budget	Principal Outstanding Actual	Principal Outstanding Budget	Interest Repayments Actual	Interest Repayments Budget
			$	$	$	$	$	$	$	$	$
Bluebush Village - Stage 1 Buildings (CBA Refinanced)	CBA	125	7,287,029	0	0	0	0	7,287,029	7,287,029	(59,099)	(390,484)
Bluebush Village - Stage 2 Construction (CBA Refinanced)	CBA	125	1,834,724	0	0	0	0	1,834,724	1,834,724	(66,744)	(98,316)
Bluebush Village - Stage 1 Executive Rooms (CBA Refinanced)	CBA	125	316,757	0	0	0	0	316,757	316,757	(226,770)	(17,157)
Goodenia Court Units (CBA Refinanced)	CBA	125	847,827	0	0	0	0	847,827	847,827	(26,296)	(45,248)
Coolgardie Aquatic Facilities (CBA Refinanced)	CBA	125	77,782	0	0	0	0	77,782	77,782	(7,071)	(4,168)
Kambalda Aquatic Facilities (CBA Refinanced)	CBA	125	1,085,793	0	0	0	0	1,085,793	1,085,793	(33,774)	(58,183)
Kambalda Aquatic Facilities (CBA Refinanced)	CBA	125	368,687	0	0	0	0	368,687	368,687	(11,459)	(19,757)
Coolgardie Post Office (CBA Refinanced)	CBA	125	332,758	0	0	0	0	332,758	332,758	(6,077)	(17,831)
CBA Overdraft Facility (CBA Refinanced)	CBA	125	812,140	0	0	0	0	812,140	812,140	(23,930)	(41,106)
Bluebush Village - Stage 1 Construction (ANZ Refinanced)	CBA	126	4,646,000	0	0	0	0	4,646,000	4,646,000	(149,633)	(278,760)
Coolgardie Class III Waste Facility (ANZ Refinanced)	CBA	126	1,463,100	0	0	0	0	1,463,100	1,463,100	(47,102)	(87,786)
Kambalda Aerodrome Refurbishment (ANZ Refinanced)	CBA	126	439,000	0	0	0	0	439,000	439,000	(14,165)	(26,340)
Bluebush Village - Stage 2 Construction (ANZ Refinanced)	CBA	126	1,874,995	0	0	0	0	1,874,995	1,874,995	(60,398)	(112,500)
Cashflow Assistance	CBA	126	4,076,905	0	0	0	0	4,076,905	4,076,905	(131,281)	(244,614)
Overdraft Facility	CBA	N/A	0	0	0	0	0	0	0	0	(27,500)
Total			**25,463,497**	**0**	**0**	**0**	**0**	**25,463,497**	**25,463,497**	**(863,799)**	**(1,469,750)**
Current borrowings			0					0			
Non-current borrowings			25,463,497					25,463,497			
			25,463,497					**25,463,497**			

Bank overdrafts and bank loans are secured by a floating charge over the rates of the Shire of Coolgardie.

KEY INFORMATION
The Shire has elected to recognise borrowing costs as an expense when incurred regardless of how the borrowings are applied.

Fair values of borrowings are not materially different to their carrying amounts, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short term nature.

SHIRE OF COOLGARDIE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 28 FEBRUARY 2026

10 LEASE LIABILITIES

Movement in carrying amounts

Information on leases Particulars	Lease No.	1 July 2025	New Leases Actual	New Leases Budget	Principal Repayments Actual	Principal Repayments Budget	Principal Outstanding Actual	Principal Outstanding Budget	Interest Repayments Actual	Interest Repayments Budget
		$	$	$	$	$	$	$	$	$
Hino 700 Series (P351)	6320171	66,576	0	0	(14,578)	(66,576)	51,998	0	(976)	(280)
Hino 700 Series (P355)	6344997	66,169	0	0	(11,255)	(66,169)	54,914	0	(1,025)	(1,142)
BENQ Whiteboards	2073290	10,714	0	0	(7,739)	(10,714)	2,975	0	(402)	(328)
Meraki IT Equipment	190006130	18,163	0	0	(9,377)	(14,164)	8,786	3,999	(391)	(489)
TechnoGym - Kambalda Gym 1	147-0106194-002	44,650	0	0	(15,803)	(27,761)	28,847	16,889	(1,629)	(2,137)
TechnoGym - Kambalda Gym 2	187-1185-187-003	20,726	0	0	(9,580)	(10,816)	11,146	9,910	(1,225)	(1,653)
TechnoGym - Coolgardie Gym	187-1185-187-002	41,837	0	0	(6,947)	(10,634)	34,890	31,203	(1,307)	(1,923)
Vestone - Loader	COO01052022-YG-01	150,998	0	0	(66,326)	(80,034)	84,672	70,964	(6,739)	(7,642)
Vestone - Compactor	COO01052022-YG-01	247,907	0	0	(108,892)	(131,399)	139,015	116,508	(11,063)	(12,547)
Vestone - Kambalda 120 Person Camp	CAS-109046-NOW	1,398,271	0	0	(676,219)	(1,398,272)	722,052	(1)	0	(85,349)
Total		**2,066,011**	**0**	**0**	**(926,716)**	**(1,816,539)**	**1,139,295**	**249,472**	**(24,757)**	**(113,490)**
Current lease liabilities		1,816,537					889,821			
Non-current lease liabilities		249,474					249,474			
		2,066,011					**1,139,295**			

All lease repayments were financed by general purpose revenue.

KEY INFORMATION
At inception of a contract, the Shire assesses if the contract contains or is a lease. A contract is or contains a lease, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. At the commencement date, a right of use asset is recognised at cost and lease liability at the present value of the lease payments that are not paid at that date. The lease payments are discounted using that date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the Shire uses its incremental borrowing rate.

All contracts classified as short-term leases (i.e. a lease with a remaining term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

11 OTHER CURRENT LIABILITIES

Other current liabilities	Note	Opening Balance 1 July 2025	Liability transferred from/(to) non current	Liability Increase	Liability Reduction	Closing Balance 28 February 2026
		$	$	$	$	$
Other liabilities						
Contract liabilities		10,000	0	8,000	(8,000)	10,000
Capital grant/contributions liabilities		2,079,524	0	798,320	(590,170)	2,287,674
Total other liabilities		2,089,524	0	806,320	(598,170)	2,297,674
Employee Related Provisions						
Provision for annual leave		267,086	0	0	(41,699)	225,387
Provision for long service leave		164,945	0	0	0	164,945
Total Provisions		432,031	0	0	(41,699)	390,332
Other Provisions						
Casair Dispute		200,793	0	0	(162,355)	38,438
Provision for Rates Disputes		1,839,386	0	0	0	1,839,386
Total Other Provisions		2,040,179	0	0	(162,355)	1,877,824
Total other current liabilities		**4,561,734**	**0**	**806,320**	**(802,224)**	**4,565,830**

Amounts shown above include GST (where applicable)

A breakdown of contract liabilities and associated movements is provided on the following pages at Note 12 and 13

KEY INFORMATION

Provisions

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

Employee Related Provisions

Short-term employee benefits

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

Other long-term employee benefits

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

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

Contract liabilities

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

Capital grant/contribution liabilities

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

SHIRE OF COOLGARDIE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 28 FEBRUARY 2026

OPERATING ACTIVITIES

12 GRANTS, SUBSIDIES AND CONTRIBUTIONS

Provider	Unspent grant, subsidies and contributions liability Liability 1 July 2025	Increase in Liability	Decrease in Liability (As revenue)	Liability 28 Feb 2026	Current Liability 28 Feb 2026	Grants, subsidies and contributions revenue Amended Budget Revenue	YTD Budget	YTD Revenue Actual
	$	$	$	$	$	$	$	$
Grants and subsidies								
General Purpose Funding								
Financial Assistance Grants - General Purpose	0	0	0	0	0	294,245	220,684	208,381
Governance								
Australia Day	0	8,000	0	8,000	8,000	0	0	8,000
Law, Order & Public Safety								
DFES - Bushfire Grant	0	0	0	0	0	12,790	10,593	10,593
Education & Welfare								
Kambalda Community Resource Centre	0	0	0	0	0	132,558	89,372	98,131
Kambalda Recreation Centre	0	0	0	0	0	9,300	6,200	6,221
Coolgardie Community Resource Centre	0	0	0	0	0	127,201	85,800	99,075
Kambalda Community Resource Centre								0
Recreation & Culture								
Youth Services Grant	0	0	0	0	0	10,000	10,000	0
Transport								
Main Roads - Direct Grant	0	0	0	0	0	194,516	194,516	194,516
Financial Assistance Grants - Roads	0	0	0	0	0	344,590	258,443	262,196
Economic Services								
CDC Support Hub	0	0	0	0	0	360,000	0	0
	0	**8,000**	**0**	**8,000**	**8,000**	**1,485,200**	**875,608**	**887,113**
Contributions								
General Purpose Funding								
Governance								
Donations	0	0	0	0	0	2,000	1,000	5,455
Donations	0	0	0	0	0	0	0	1,418
Health								
Goldfields - Womens Health Care	0	0	0	0	0	35,000	35,000	0
Education & Welfare								
Goldfields - Meals on Meals	0	0	0	0	0	50,000	25,000	45,455
Community Amenities				0				
Sewerage Contributions	0	0	0	0	0	0	0	171,636
Sewerage Contributions	0	0	0	0	0	0	0	1,818
Transport				0				
Mining Contributions	0	0	0	0	0	0	0	0
Mining Haulage Funds	0	0	0	0	0	780,000	580,000	34,219
Economic Services				0				
Donations	0	0	0	0	0	1,500	1,500	0
Recreation & Culture								
Evolution - Youth Futures Lifeguard Program	10,000	0	0	10,000	10,000	0	0	0
	10,000	**0**	**0**	**10,000**	**10,000**	**868,500**	**642,500**	**260,001**
TOTALS	**10,000**	**8,000**	**0**	**18,000**	**18,000**	**2,353,700**	**1,518,107**	**1,147,114**

SHIRE OF COOLGARDIE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 28 FEBRUARY 2026

13 CAPITAL GRANTS, SUBSIDIES AND CONTRIBUTIONS

	Capital grant/contribution liabilities						Capital grants, subsidies and contributions revenue			
Provider	Liability 1 July 2025	Increase in Liability	Decrease in Liability (As revenue)	Liability 28 Feb 2026	Current Liability 28 Feb 2026		Amended Budget Revenue	YTD Budget	YTD Revenue Actual
	$	$	$	$	$		$	$	$
Capital grants and subsidies									
Recreation and Culture									
Kambalda Youth Centre Facility	0	0	0	0	0		100,000	100,000	0
Transport									
Main Roads - Heavy Vehicle Safety & Productivity Program	0	0	0	0	0		1,239,986	1,094,386	447,986
Main Roads - Regional Road Group	1,011,910	650,363	(91,769)	1,570,504	1,570,504		2,776,569	2,221,145	91,769
Main Roads - Black Spot	280,000	0	(280,000)	0	0		1,068,979	1,068,979	0
Department of Infrastructure - Roads to Recovery	55,101	0	0	55,101	55,101		0	0	0
LRCI - Phase 4 Roads	218,401	0	(218,401)	0	0		0	0	0
	1,565,412	**650,363**	**(590,170)**	**1,625,605**	**1,625,605**	**0**	**5,185,534**	**4,484,510**	**539,755**
Capital contributions									
General Purpose Funding									
Transport									
Road Haulage Funds	514,112	147,957	0	662,069	662,069		680,000	0	0
	514,112	**147,957**	**0**	**662,069**	**662,069**		**680,000**	**0**	**0**
TOTALS	**2,079,524**	**798,320**	**(590,170)**	**2,287,674**	**2,287,674**		**5,865,534**	**4,484,510**	**539,755**

SHIRE OF COOLGARDIE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 28 FEBRUARY 2026

14 BUDGET AMENDMENTS

Amendments to original budget since budget adoption. Surplus/(Deficit)

GL/Job	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Balance
				$	$	$	$
	Budget adoption						0
	2024/25 Audited Closing Deficit	#231/2025	Opening surplus(deficit)			(2,285,887)	(2,285,887)
093100	Bluebush Village Camp Rental Income	#231/2025	Operating revenue		2,500,000		214,113
120775	Airport Landing Fees	#231/2025	Operating revenue			(300,000)	(85,887)
100185	Coolgardie Waste - Contaminated	#231/2025	Operating revenue			(400,000)	(485,887)
100186	Coolgardie Waste - Class 2	#231/2025	Operating revenue			(100,000)	(585,887)
100187	Coolgardie Waste - Class 3	#231/2025	Operating revenue		200,000		(385,887)
030278	Interest on Investments	#231/2025	Operating revenue		100,000		(285,887)
E0401	Executive Services - Members of Council	#231/2025	Operating expenses		350,000		64,113
E0402	Finance/Administration and Associated Costs	#231/2025	Operating expenses		150,000		214,113
A1405	Occupational Health & Safety	#231/2025	Operating expenses		60,000		274,113
A0431	Training And Conferences	#231/2025	Operating expenses		20,000		294,113
A1402	Staff Training	#231/2025	Operating expenses		20,000		314,113
093260	Accommodation Management	#231/2025	Operating expenses			(1,250,000)	(935,887)
A1202	Kambalda Airport Operating	#231/2025	Operating expenses			(75,000)	(1,010,887)
A1203	Baggage Handling Fees	#231/2025	Operating expenses		175,000		(835,887)
A1204	Kambalda Aerodrome Runway Maintenance	#231/2025	Operating expenses		250,000		(585,887)
A1002	Contract For Household Waste - General	#231/2025	Operating expenses		60,000		(525,887)
C1013	Coolgardie Class Iii Operating Costs	#231/2025	Operating expenses		30,000		(495,887)
T1013	Coolgardie Refuse Site Maintenance	#231/2025	Operating expenses		60,000		(435,887)
030183	Debit - Rates Written-Off	#231/2025	Operating expenses			(555,807)	(991,694)
					3,975,000	**(4,966,694)**	**(991,694)**

Shire of Coolgardie

Matters Identified for the period ended 28 February 2026

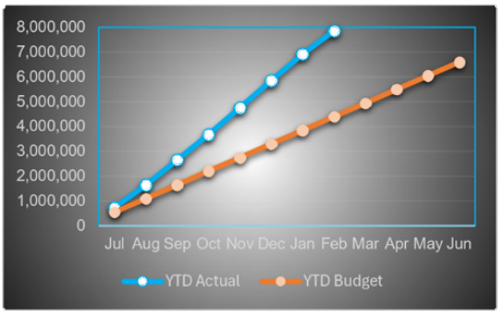
Topic	Matter Raised	Date Identified	Date Reviewed	Explanation	Action Required	Priority	Management Comment	Status
Going Concern	Surplus / (Deficit) Position	Jan-25	Feb-26	The Shire reported a Surplus position of $8,728,890 at 28 February 2026 (Jan-26: $9,281,180 Surplus).	Management to continually monitor the current position to identify and potential financial risks and to ensure the long term financial sustainability of the organisation	HIGH	As a comparative there was a deficit position of $358,062 at 28 February 2025. This represents a $9,086,952 favourable variance to the same reporting period 12 months prior.	Ongoing
Going Concern	Net current liability	Jan-25	Feb-26	The Shire reported a net current asset position of $8,103,017 at 28 February 2026 (Jan-26: $8,591,774 Surplus).	Management to continually monitor the current position to ensure all short term commitments can be met.	HIGH	As a comparative the net liability at 28 February 2025 of ($2,970,656) resulting in a $11,073,673 favourable variance to the same reporting period 12 months prior.	Ongoing
Going Concern	Cash Position	Jan-25	Feb-26	For the period ended 28 February 2026 the Shire's cash & cash equivalent position is $12,363,356 (Jan-26: $13,028,784). Trade Receivables are $3,464,598 (Jan-26: $3,501,674) while Trade Payables are $2,456,741 (Jan-26: $2,523,256).	Rates & Trade Receivables need to be reviewed to assess the likelihood of outstanding balances being received.	HIGH	As a comparative the cash position at 28 February 2025 was $1,148,578 resulting in a $11,214,778 favourable difference to the reporting period 12 months prior.	Ongoing
Subsidiary Ledgers	Capital Grants & Subsidies Liability	Jan-25	Feb-26	There is currently a balance of $2,297,674 (Jan-26: $2,297,674) in Capital Grants & Contract Liabilities.	Management to carefully monitor the current position to ensure all short term commitments can be met.	HIGH	Completion of funded projects have been included in the 2025/26 Draft Budget. Road projects commenced in Q3 of the 25/26 financial year and once obligations have been met the revenue will be recognised.	In Progress
Liabilities	Trade Payables	Jan-25	Feb-26	Sundry Creditors are $1,862,359 (Jan-26: $1,906,495) at 28 February 2026 . $235,884 or 13% of these creditors have been outstanding for 90+ days.	Management need to manage short term cash flow to allow payment of creditors to maintain good working relationships current suppliers.	MEDIUM	The amount sitting in 90+ days relates to a longstanding dispute which is hoped to be resolved soon.	In Progress
Current Assets	Inventories	Jan-25	Feb-26	Road base stockpile worth $148,724 purchased in August & September 2024 needs to be reconciled during the month when/if allocated to various works programs.	Management need to ensure measures are in place to accurately track stock movements during the month.	MEDIUM	Road base will be allocated to road projects in the coming months.	In Progress

Bluebush Village
Business Unit Reporting for the period ended 28 February 2026

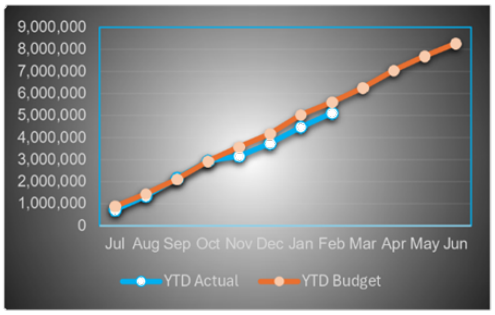
	YTD Budget	YTD Actual	Variance
Revenue			
Fees & Charges	6,299,024	7,851,981	1,552,957
Other Revenue	0	0	0
	6,299,024	7,851,981	1,552,957
Expenditure			
Operational Costs	(3,986,806)	(4,548,540)	(561,734)
Depreciation	(1,547,153)	0	1,547,153
Interest Expenses	(733,744)	(562,644)	171,100
Other	(36,000)	(1,643)	34,357
	(6,303,703)	(5,112,827)	1,190,876
Non cash amounts excluded from operating activities	1,547,153	0	(1,547,153)
Amount attributable to operating activities	**1,542,474**	**2,739,154**	**1,196,680**
Financing activities			
Proceeds from borrowings	0	0	0
Loan principal repayments	0	0	0
Lease principal repayments	(676,219)	(676,219)	0
Amount attributable to financing activities	**(676,219)**	**(676,219)**	**0**
Surplus / (Deficit)	**866,255**	**2,062,935**	**1,196,680**

GRAPHICAL INFORMATION

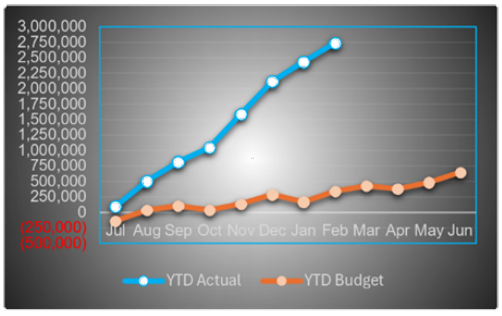
Operating Revenue



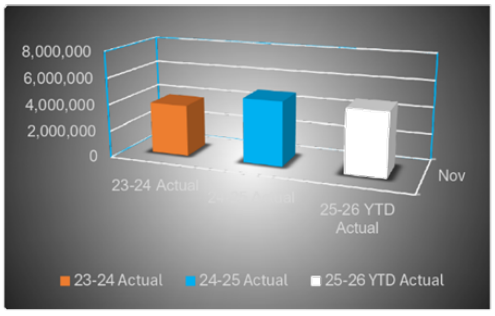
Operating Expenditure



Surplus / Deficit (Excludes Depreciation)



Revenue - 3 Year Comparative

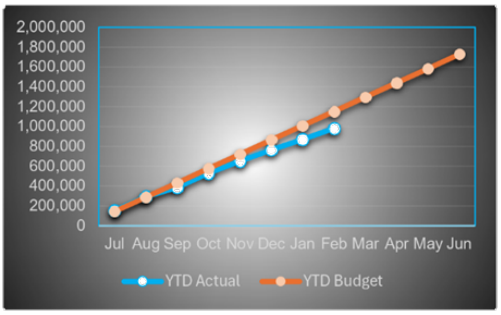


Waste Facilities
Business Unit Reporting for the period ended 28 February 2026

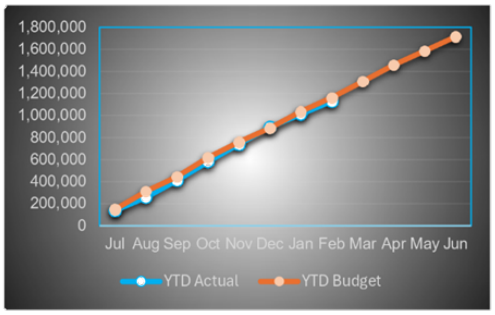
	YTD Budget	YTD Actual	Variance
Revenue			
Fees & Charges	952,333	981,230	28,896
Other Revenue	0	108	108
	952,333	981,338	29,004
Expenditure			
Operational Costs	(573,288)	(483,092)	90,196
Depreciation	(421,924)	(572,715)	(150,791)
Interest Expenses	(65,840)	(47,102)	18,738
Other	(21,716)	(26,358)	(4,642)
	(1,082,768)	(1,129,267)	(46,499)
Non cash amounts excluded from operating activities	421,924	572,715	150,791
Amount attributable to operating activities	**291,490**	**424,786**	**133,296**
Financing activities			
Proceeds from borrowings	0	0	0
Loan principal repayments	0	0	0
Lease principal repayments	0	0	0
Amount attributable to financing activities	**0**	**0**	**0**
Surplus / (Deficit)	**291,490**	**424,786**	**133,296**

GRAPHICAL INFORMATION

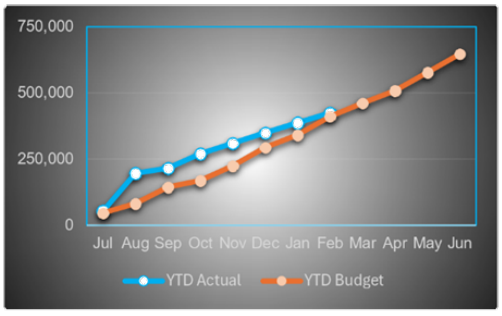
Operating Revenue



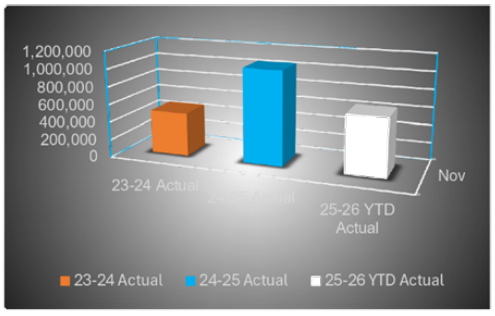
Operating Expenditure



Surplus / Deficit (Excludes Depreciation)



Revenue - 3 Year Comparative

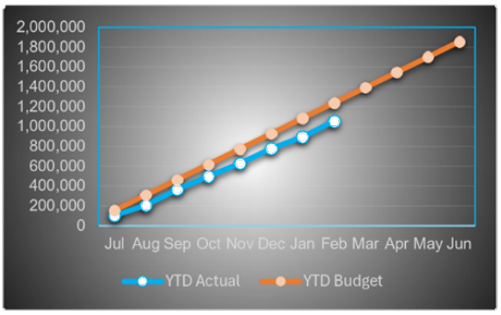


Kambalda Aerodrome
Business Unit Reporting for the period ended 28 February 2026

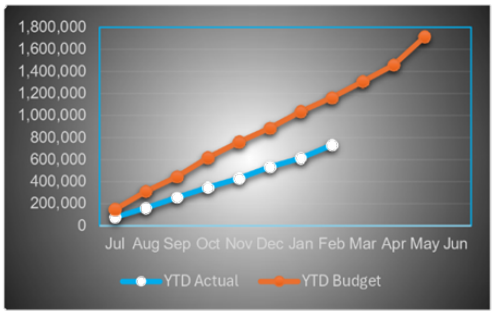
	YTD Budget	YTD Actual	Variance
Revenue			
Fees & Charges	1,137,600	1,052,954	(84,646)
Other Revenue	0	0	0
	1,137,600	1,052,954	(84,646)
Expenditure			
Operational Costs	(774,712)	(717,716)	56,996
Depreciation	0	0	0
Interest Expenses	(19,755)	(14,165)	5,590
Other	0	0	0
	(794,467)	(731,881)	62,586
Non cash amounts excluded from operating activities	0	0	0
Amount attributable to operating activities	**343,133**	**321,073**	**(22,061)**
Financing activities			
Proceeds from borrowings	0	0	0
Loan principal repayments	0	0	0
Lease principal repayments	0	0	0
Amount attributable to financing activities	**0**	**0**	**0**
Surplus / (Deficit)	**343,133**	**321,073**	**(22,061)**

GRAPHICAL INFORMATION

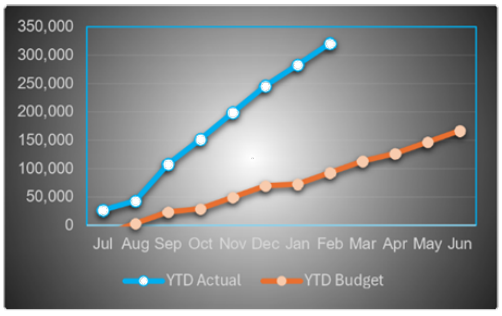
Operating Revenue



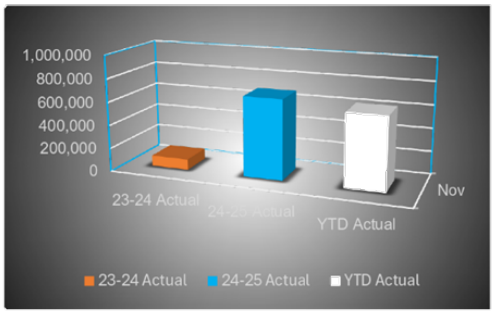
Operating Expenditure



Surplus / Deficit (Excludes Depreciation)



Revenue - 3 Year Comparative



12.2.8 2025-2026 BUDGET REVIEW

Location: Nil

Applicant: Nil

Disclosure of Interest: Nil

Date: 24 March 2026

Author: Raj Subbiah, Finance Manager

SUMMARY

This report recommends that Council review and adopt the documentation tabled for the 2025-2026 Budget Review.

BACKGROUND

In accordance with Regulation 33A of the Local Government (Financial Management) Regulations, between 1 January and the last day of February in each financial year a local government is to carry out a review of its annual budget for that year. As a minimum requirement the review of the annual budget is required to consider the financial position of a local government for the period ending no earlier than 31 December each financial year.

Regulation 33A of the Local Government (Financial Management) also requires a local government to submit the budget review to the Council on or before 31 March in that financial year.

The budget review process for the 2025/26 financial year has been completed for the period beginning 1 July 2025 through to 28 February 2026.

COMMENT

Council adopted the 2025/26 Annual Budget with a closing position of $0.

Following a review by Management and the finalisation of the Annual Audit for the period ended 30 June 2025, Council resolved to undertake a series of budget amendments to the 2025/26 Annual Budget to reflect the financial impact of matters identified through the audit process and updated financial information.

The review identified a number of material variances between the adopted budget and actual performance, requiring adjustment to ensure that the budget more accurately reflects the Shire's current financial position and expected outcomes for the 2025/26 financial year.

Key adjustments included:

Opening Position / Prior Year Adjustment
Recognition of an increased 2024/25 closing deficit of $3.54 million compared to the budgeted deficit of $1.26 million, resulting in a required adjustment of approximately $2.29 million**.**

Bluebush Village Operations
Increase in rental revenue reflecting stronger than anticipated performance (+$2.5 million).
Corresponding increase in management and operating costs (-$1.25 million**)** associated with service delivery.

Airport Operations
Reduction in landing fee revenue reflecting lower than expected activity (**-**$300,000).

Increase in aerodrome maintenance expenditure to address operational and compliance requirements (+$350,000).

Waste Management
Reduction in waste fee revenue (-$300,000) based on current trends.
Increase in waste maintenance costs (+$150,000) to ensure ongoing service delivery.

Interest Revenue
Increase in interest earnings (+$100,000) reflecting improved cash returns and market conditions.

Employee Costs
Adjustments across executive and administration employee costs to reflect updated staffing structures, vacancies and resourcing requirements (+$600,000).

Rates Written Off
Recognition of higher than anticipated rates write-offs (-$555,807), reflecting updated recoverability assessments.

These amendments ensured that the 2025/26 Annual Budget remained accurate, transparent and aligned with the Shire's financial position, and provides a more reliable basis for ongoing financial management, reporting and decision-making.

In accordance with Regulation 33A of the Local Government (Financial Management) Regulations 1996, a further extensive review of the Shire's financial operations was undertaken for the first eight months of the 2025/26 financial year, covering the period 1 July 2025 to 28 February 2026.

A comprehensive list of proposed budget amendments arising from this review is detailed in Note 5 of the Budget Review document. In summary, the proposed amendments are forecast to improve the Shire's operating position, reducing the projected operating deficit previously endorsed at the December 2025 Ordinary Council Meeting from $991,694 to a balanced position ($0) at 30 June 2026.

This significant improvement is the result of a combination of factors, including:

- The identification and implementation of cost efficiencies across operations during the first six months of the financial year;
- The prioritisation of capital works, including the deferral of non-essential projects;
- Ongoing and proactive review and management of operational expenditure;
- Continued strong occupancy levels at Bluebush Village, 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 it is a positive outcome to present a Budget Review forecasting a balanced position at 30 June 2026, this result is not without inherent risk and will require ongoing monitoring and disciplined financial management.

A key area of risk relates to the Shire's road capital works program, which is still in the early stages of delivery. While the review identified that a significant portion of the 2025/26 Roads to Recovery program (approximately $733,815) will be deferred to the 2026/27 financial year, there remains in excess of $5 million in Regional Road Group (RRG) works to be completed within the current financial year.

Although a formal tender process was endorsed at the December 2025 Ordinary Council Meeting, and the awarded contract was within the Shire's approved budget, the delivery of this program will require careful management. In particular, any variations, scope changes or unforeseen site conditions have the potential to result in additional costs, which could adversely impact the Shire's financial position if not appropriately controlled.

In addition, ongoing operational performance across key trading activities must continue to be closely monitored. This is particularly relevant for:

- Bluebush Village
- Waste Facilities
- Kambalda Aerodrome

These business units have the potential to generate both positive financial outcomes and unplanned cost pressures, depending on utilisation levels, operational efficiencies and external factors.

While it is acknowledged that unforeseen expenditure and circumstances may arise, the critical factor will be how these are managed. Maintaining strong financial oversight, timely reporting and proactive decision-making will be essential to ensure that the Shire retains its forecast balanced budget position at 30 June 2026.

CONSULTATION

- Shire Staff and Management
- Elected Members
- Finance Consultant, Matin Whitely

STATUTORY ENVIRONMENT

- *Local Government Act 1995 Section 6.4*
- *Local Government (Financial Management) Regulations 1996 Section 33*

33A. Review of budget

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

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

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

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

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

(d) include the following —

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

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

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

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

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

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

**Absolute majority required.*

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

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

The financial implications of the budget review have been explained in the attached document. Any proposed amendments have been made to bring the budget in line with the audited financial statements for the financial year ended 30 June 2026.

STRATEGIC IMPLICATIONS

Accountable and effective leaders

High quality corporate governance, accountability and compliance

ATTACHMENTS

1. 2025-2026 Budget Review Final

VOTING REQUIREMENT

Absolute Majority

OFFICER RECOMMENDATION

That Council:

1. Approve the Budget Review for the period ended 28 February 2026 carried out in accordance with the Local Government Financial Management Regulations 1995 Section 33A.

2. Approve the amendments to the adopted budget as outlined in “Note 5 – Budget Amendments” in the 2025/26 Budget Review document.

3. Authorise the CEO to implement the required budget amendments to reflect those changes adopted in “Note 5 – Budget Amendments” within the 2025/26 Budget Review document.

COUNCIL RESOLUTION #43/2026

Moved: Cr Tammee Keast
Seconded: Cr Corey Matthews

That Council:

1. **Approve the Budget Review for the period ended 28 February 2026 carried out in accordance with the Local Government Financial Management Regulations 1995 Section 33A.**

2. **Approve the amendments to the adopted budget as outlined in "Note 5 – Budget Amendments" in the 2025/26 Budget Review document.**

3. **Authorise the CEO to implement the required budget amendments to reflect those changes adopted in "Note 5 – Budget Amendments" within the 2025/26 Budget Review document.**

In Favour: **Crs Paul Wilcox, Anthony Ball, Tammee Keast, Daphne Simmons, Corey Matthews and Julie-Ann Williams**

Against: **Nil**

CARRIED 6/0

Shire of Coolgardie
BUDGET REVIEW REPORT
FOR THE PERIOD ENDED 28 FEBRUARY 2026

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

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Shire of Coolgardie
STATEMENT OF BUDGET REVIEW
(Nature or Type)
FOR THE PERIOD ENDED 28 FEBRUARY 2026

	Note	Budget v Actual Original Budget (a)	YTD Actual (b)	Predicted Variance Permanent (c)	Year End (a) + (c)	Material Variance
		$	$	$	$	
Opening Funding Surplus(Deficit)	4.6.2	(1,258,727)	(3,544,614)	(2,285,887)	(3,544,614)	▼
Revenue from operating activities (excluding rates)						
Operating grants, subsidies and contributions	4.1.1	2,353,700	1,147,114	(721,398)	1,632,302	▼
Fees and charges	4.1.2	12,910,361	12,328,708	2,790,213	15,700,574	▲
Interest earnings	4.1.3	111,600	305,103	200,000	311,600	▲
Other revenue	4.1.4	371,371	192,998	(140,000)	231,371	▼
Profit on disposal of assets	4.1.5	0	0	0	0	
Fair value adjustments to financial assets at fair value through profit and loss	4.1.6	0	94,448	94,448	94,448	▲
		15,747,032	**14,068,372**	**2,223,263**	**17,970,295**	
Expenditure from operating activities						
Employee costs	4.2.1	(7,156,837)	(3,383,490)	900,000	(6,256,837)	▲
Materials and contracts	4.2.2	(11,450,564)	(6,890,720)	(317,406)	(11,767,970)	▼
Utility charges (electricity, gas, water etc.)	4.2.3	(1,837,710)	(1,267,677)	(200,000)	(2,037,710)	▼
Depreciation on non-current assets	4.2.4	(8,790,851)	(4,695,984)	2,218,729	(6,572,122)	▲
Interest expense	4.2.5	(1,583,240)	(888,556)	0	(1,583,240)	
Insurance expense	4.2.6	(613,000)	(569,843)	50,000	(563,000)	▲
Other expenditure	4.2.7	(1,357,616)	(1,076,804)	(442,778)	(1,800,394)	▼
Loss on asset disposal	4.2.8	0	0	0	0	
		(32,789,818)	**(18,773,073)**	**2,208,545**	**(30,581,272)**	
Funding Balance Adjustment						
Add Back Depreciation	4.6.3	8,790,851	4,695,984	(2,218,729)	6,572,122	▼
Adjust (Profit)/Loss on Asset Disposal	4.6.3	0	0	0	0	
Fair value adjustments to financial assets at fair value through profit and loss	4.6.3	0	(94,448)	(94,448)	(94,448)	▼
Movement in Non Current Trade Receivables	4.6.3	0	18,000	0	0	
Movement in Pensioner Deferred Rates	4.6.3	0	0	0	0	
Movement in Employee Benefit Provisions (Current)	4.6.3	50,000	0	0	50,000	
Movement in Employee Benefit Provisions (Non Current)	4.6.3	0	0	0	0	
Movement in Other Provisions (Non Current)	4.6.3	0	0	0	0	
Amount attributable to operating activities		**(8,201,935)**	**(85,165)**	**2,118,631**	**(6,083,302)**	
INVESTING ACTIVITIES						
Non-operating grants, subsidies and contributions	4.3.1	5,865,534	539,755	(85,209)	5,780,325	▼
Proceeds from Disposal of Assets	4.3.2	0	0	0	0	
Land & Buildings	4.4.1	(695,000)	(658,164)	25,929	(669,071)	▲
Furniture & Equipment	4.4.2	(53,716)	(8,618)	0	(53,716)	
Plant & Equipment	4.4.3	(150,000)	(635)	10,000	(140,000)	▲
Roads	4.4.4	(7,043,668)	(1,551,479)	(213,965)	(7,257,634)	▼
Drainage	4.4.5	(200,000)	0	0	(200,000)	
Parks & Ovals	4.4.6	(75,000)	0	75,000	0	▲
Footpaths	4.4.7	(230,000)	0	0	(230,000)	
Sewerage	4.4.8	(75,000)	0	20,000	(55,000)	▲
Infrastructure Other	4.4.9	(570,000)	(87,469)	335,502	(234,498)	▲
Right of Use Assets	4.4.10	0	0	0	0	
Amount attributable to investing activities		**(3,226,850)**	**(1,766,610)**	**167,256**	**(3,059,594)**	
FINANCING ACTIVITIES						
Proceeds from Loans	4.5.1	0	0	0	0	
Proceeds from Leases	4.5.2	0	0	0	0	
Proceeds from Self Supporting Loans	4.5.3	0	0	0	0	
Transfer from Reserves	4.5.4	0	0	0	0	
Transfer to Reserves	4.5.5	(359,600)	(6,124)	0	(359,600)	
Repayment of Debentures	4.5.6	0	0	0	0	
Repayment of Lease Liabilities	4.5.7	(1,816,539)	(926,716)	0	(1,816,539)	
Amount attributable to financing activities		**(2,176,139)**	**(932,841)**	**0**	**(2,176,139)**	
Budget deficiency before general rates		**(14,863,651)**	**(6,329,230)**	**0**	**(14,863,650)**	
Estimated amount to be raised from general rates	4.6.1	**14,863,651**	**15,058,120**	0	**14,863,651**	
Closing Funding Surplus(Deficit)	2	**0**	**8,728,890**	**0**	**0**	

SHIRE OF COOLGARDIE
NOTES TO AND FORMING PART OF THE BUDGET REVIEW REPORT
FOR THE PERIOD ENDED 28 FEBRUARY 2026

BASIS OF PREPARATION

The budget review comprises financial statements which have been prepared in accordance with the Local Government Act 1995 and accompanying regulations.

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

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

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

Financial reporting disclosures in relation to assets and liabilities required by the Australian Accounting Standards have not been made unless considered important for the understanding of the budget review or required by legislation.

The local government reporting entity
All funds through which the Shire of Coolgardie controls resources to carry on its functions have been included in the financial statements forming part of this budget review. All monies held in the Trust Fund are excluded from the financial statements.

Rounding Off Figures
All figures shown in this budget review report, other than a rate in the dollar, are rounded to the nearest dollar.

2025/26 Actual Balances
Balances shown in this budget review rep 2025/26 Actual are as forecast at the time of budget review preparation and are subject to final adjustments.

Budget comparative figures
Unless otherwise stated, the budget comparative figures shown in the budget review relate to the original budget estimate for the relevant item of disclosure.

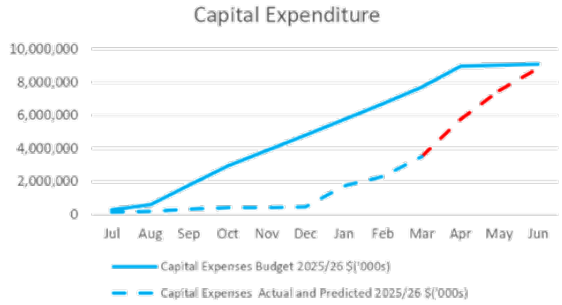
Judgements, estimates and assumptions
The preparation of the annual budget review in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

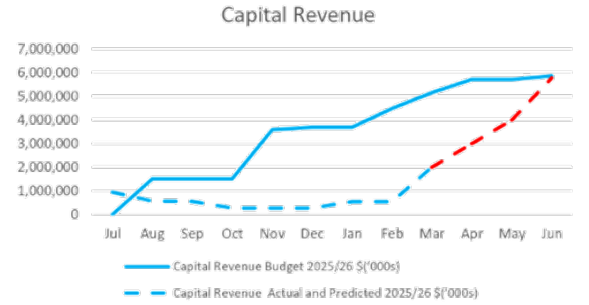
The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent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

The balances, transactions and disclosures impacted by accounting estimates are as follows:

- estimated fair value of certain financial assets
- estimation of fair values of land and buildings and investment property
- impairment of financial assets
- estimation uncertainties and judgements made in relation to lease accounting
- estimated useful life of assets

SHIRE OF COOLGARDIE
SUMMARY GRAPHS - BUDGET REVIEW
FOR THE PERIOD ENDED 28 FEBRUARY 2026



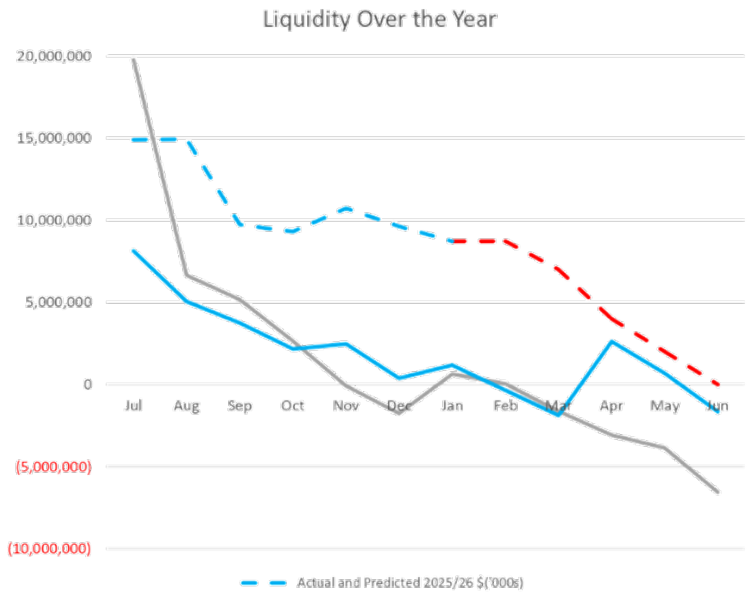


This information is to be read in conjunction with the accompanying financial statements and notes.

Shire of Coolgardie
NOTES TO THE BUDGET REVIEW REPORT
FOR THE PERIOD ENDED 28 FEBRUARY 2026

Note 3: NET CURRENT FUNDING POSTION

	Note	30 June 2025	28 February 2025	28 February 2026
		$	$	$
Current Assets				
Cash & Cash Equivalents		3,921,549	1,142,433	12,363,356
Rates Receivable		1,065,203	4,142,960	1,931,199
Sundry Debtors		1,469,949	2,063,472	1,533,399
Inventories		156,263	161,669	156,558
Other Assets		19,302	42,387	30,897
		6,632,266	7,552,921	16,015,409
Less: Current Liabilities				
Payables		(5,357,320)	(5,091,748)	(2,456,741)
Short Term Borrowings		0	0	0
Borrowings		0	(2,139,736)	0
Contract Liabilities		(2,089,524)	(2,174,258)	(2,297,675)
Lease Liabilities		(1,816,538)	(730,683)	(889,822)
Provisions		(2,472,209)	(2,390,066)	(2,268,156)
Unadjusted net current assets		(5,103,326)	(4,973,570)	8,103,017
Less: Reserves - restricted cash		(257,825)	(257,825)	(263,949)
Add: Current portion long term borrowings		0	2,139,736	0
Add: Lease Liabilities		1,816,537	730,683	889,822
Adjusted net current assets - surplus/(deficit)		**(3,544,614)**	**(2,360,976)**	**8,728,890**



Shire of Coolgardie
NOTES TO THE BUDGET REVIEW REPORT
FOR THE PERIOD ENDED 28 FEBRUARY 2026

Note 4: PREDICTED VARIANCES

Comments/Reason for Variance	Variance $
4.1 OPERATING REVENUE (EXCLUDING RATES)	
4.1.1 OPERATING GRANTS, SUBSIDIES & CONTRIBUTIONS	
Financial Assistance Grants - General Purpose	(16,402)
Meals on Wheels	(4,545)
Reimbursement of sewerage pond liner	154,545
Mining Road Contributions	(500,000)
Financial Assistance Grants - Roads	5,004
CDC Support Hub	(360,000)
4.1.2 FEES AND CHARGES	
Goodenia Court Units	75,750
Bluebush Village Rental Income (Endorsed December OCM)	2,500,000
Bluebush Village Rental Income	800,000
Coolgardie Waste - Demolition / Construction	(95,000)
Coolgardie Waste - Tyres	(50,000)
Coolgardie Waste - Asbestos	(50,000)
Coolgardie Waste - Contaminated	(400,000)
Coolgardie Waste - Class 2	(100,000)
Coolgardie Waste - Class 3	200,000
Kambalda Waste - Asbestos	75,000
Kambalda Waste - Class 2	40,000
Kambalda Waste - Commercial	(140,000)
Liquid Waste	100,000
Kambalda Gym Memberships	15,000
Coolgardie Gym Memberships	5,000
Airport Landing Fees	(300,000)
Building Services	(20,000)
Coolgardie Post Office	(15,537)
Coolgardie Camp Water Usage Reimbursements	150,000
4.1.3 INTEREST EARNINGS	
Interest on surplus municipal funds	200,000
4.1.4 OTHER REVENUE	
Rates Legal Costs Recovered	(140,000)
4.1.5 PROFIT ON ASSET DISPOSAL	
No Material Variance	0

Shire of Coolgardie
NOTES TO THE BUDGET REVIEW REPORT
FOR THE PERIOD ENDED 28 FEBRUARY 2026

Note 4: PREDICTED VARIANCES

Comments/Reason for Variance	Variance $
4.1.6 FAIR VALUE ADJUSTMENTS TO FINANCIAL ASSETS THROUGH PROFIT & LOSS	
WALGA House Trust Units	94,448
4.2 OPERATING EXPENSES	
4.2.1 EMPLOYEE COSTS	
Executive Services Salaries - Council Resolution #231/2025	350,000
Administration & Operational Salaries - Council Resolution #231/2025	100,000
Finance & Administration Salaries - Council Resolution #231/2025	150,000
Staff & Elected Member Gifts	(2,000)
Staff Functions	7,500
Professional Development	2,000
Drug Testing	2,000
Staff Child Care Services	5,000
Professional Membership	1,000
Coolgardie CRC Salaries	80,000
Community & Economic Development	100,000
Staff Overheads Recovered	(85,000)
Outside Staff Training	10,000
West Kambalda Bins Public Areas	10,000
Lions Park Kambalda West	10,000
Road & Street Maintenance	104,500
West Oval	10,000
West Kambalda Footpaths	7,500
West Kambalda Footpaths	7,500
West Kambalda Verge	15,000
Coolgardie Street Verge Maintenance	15,000
4.2.2 MATERIAL AND CONTRACTS	
Australia Day	2,194
Seniors Christmas Lunch	2,400
Occupational Health & Safety Contract Services	10,000
Contract Services	(300,000)
Workplace Subscriptions	10,000
Legal Fees	(130,000)
Ranger Services	3,000
Volunteer Fire Brigade	5,000
Fire Fighting Services	12,000

Shire of Coolgardie
NOTES TO THE BUDGET REVIEW REPORT
FOR THE PERIOD ENDED 28 FEBRUARY 2026

Note 4: PREDICTED VARIANCES

Comments/Reason for Variance	Variance $
Kambalda Pound Maintenance	5,000
Doctor Motor Vehicle Costs	(10,000)
Funded Counselling Services	35,000
Health & Wellbeing Services	12,000
Coolgardie Medical Services	120,000
Mosquito Control	6,000
Seniors Activities Programs	10,000
Coolgardie Youth Activities	1,500
Kambalda Youth Activities	1,500
Coolgardie CRC Marketing & Promotion Costs	5,000
Staff Housing Repairs & Maintenance - 1 Gimlet Court Kambalda	2,500
Staff Housing Repairs & Maintenance - 11 Wildflower Court Kambalda	2,500
Staff Housing Repairs & Maintenance - 11 Goodenia Court Maintenance	5,000
Staff Housing Repairs & Maintenance - 5 Dundas Court, West Kambalda	7,500
Kambalda Aged Accommodation	10,000
Bluebush Village Repairs & Maintenance	(200,000)
Bluebush Village Management Costs (Endorsed December OCM)	(1,250,000)
Bluebush Village Management Costs	(400,000)
Coolgardie Waste Operations (Endorsed December 2025)	150,000
Ground Water Monitoring	38,000
Kambalda Waste Operations	(50,000)
Coolgardie Waste Operations	(40,000)
Sewerage Operations	(100,000)
Town Planning Related Costs	12,000
Town Planning Contractors Costs	(35,000)
Kambalda Recreation Centre - Café	(9,000)
Kambalda Recreation Centre - Child Care	(8,000)
Kambalda Recreation Centre - General	25,000
Coolgardie Swimming Pool	60,000
Kambalda Swimming Pool	20,000
Kambalda East Hall	(6,000)
Coolgardie Bowling Club	10,000
Coolgardie Roads Board	7,000
Kambalda Tennis Courts	5,000
Indigenous & Migration Program	20,000
Community Development Operations	15,000
Community Development Planning	10,000
Community Event Programs	20,000
Museum Collections	7,500

Shire of Coolgardie
NOTES TO THE BUDGET REVIEW REPORT
FOR THE PERIOD ENDED 28 FEBRUARY 2026

Note 4: PREDICTED VARIANCES

Comments/Reason for Variance	Variance $
Kambalda Gym Operations	2,500
Kambalda Gym Minor Purchases	2,500
Coolgardie Gym Operations	5,000
Coolgardie Gym Minor Purchases	2,500
Road Maintenance	410,000
Kambalda Aerodrome (Endorsed December OCM)	350,000
Kambalda Aerodrome - Operational Costs	(60,000)
Kambalda Aerodrome - Runway Maintenance	75,000
Weed & Pest Control	20,000
Coolgardie Information Bays	10,000
Tourism Subscriptions	10,000
Building Services	40,000
Coolgardie Post Office	15,000
CDC Support Hub	360,000
Economic Development Contract Services	10,000
Economic Development Branding & Promotion	45,000
Integrated Planning	(60,000)
Feasibility Studies	10,000
Staff Uniforms - Admin	20,000
Corporate Advertising	(20,000)
Goldfields Records Facility	(20,000)
Annual Software Subscriptions	30,000
Coolgardie Administration Building	10,000
Consultants - Administration	(25,000)
Private Works - Kambalda Site Clean up	50,000
Private Works - Coolgardie Site Clean up	50,000
Staff Uniforms - Outside	10,000
Road Valuations	50,000
Fuel & Oils	55,500
Workshop Consumables	10,000
Parts & Repairs	85,000
Administration Costs Recovered	(195,000)
Administration Allocations - Rate Revenue	35,000
Administration Allocations - Elected Members	50,000
Administration Allocations - Sanitation	35,000
Administration Allocations - Transport	30,000
Administration Allocations - Economic Development	45,000
Plant Operation Costs Recovered	(150,500)
Plant Operational Costs - Coolgardie Class III Operating Costs	50,000

Shire of Coolgardie
NOTES TO THE BUDGET REVIEW REPORT
FOR THE PERIOD ENDED 28 FEBRUARY 2026

Note 4: PREDICTED VARIANCES

Comments/Reason for Variance	Variance $
Plant Operational Costs - Coolgardie Refuse Site Maintenance	50,000
Plant Operational Costs - Routine Road Maintenance	50,500
4.2.3 UTILITY CHARGES	
Coolgardie Camp Water Usage (reimbursed by mining companies)	(150,000)
Bluebush Village Water Usage	(50,000)
4.2.4 DEPRECIATION (NON CURRENT ASSETS)	
Bluebush Village Investment Property	953,964
Bluebush Village Right of Use Asset	1,264,765
4.2.5 INTEREST EXPENSES	
No Material Variance	0
4.2.6 INSURANCE EXPENSES	
Workers Compensation - Admin	25,000
Workers Compensation - Outside Staff	25,000
4.2.7 OTHER EXPENDITURE	
Rates Write Off	(555,807)
Legal Costs for Rates Recovery	140,000
Council Elections	(10,000)
Local Government Week	13,743
Councillor Training	(28,000)
Community Chest	25,000
Coolgardie Day	2,727
Kambalda Christmas Tree	1,818
Debtor Write Off	(32,259)
4.2.8 LOSS ON ASSET DISPOSAL	
No Material Variance	0

Shire of Coolgardie
NOTES TO THE BUDGET REVIEW REPORT
FOR THE PERIOD ENDED 28 FEBRUARY 2026

Note 4: PREDICTED VARIANCES

Comments/Reason for Variance	Variance $
4.3 CAPITAL REVENUE	
4.3.1 NON OPERATING GRANTS, SUBSIDIES & CONTRIBUTIONS	
Kambalda Youth Facility	(100,000)
Flood Damage	200,000
RRG Funding - 25/26 Coolgardie North Road (Seal)	528,669
2019-2024 RTR Funding	(65,063)
2025-26 RTR Funding deferred	(648,815)
4.3.2 PROCEEDS FROM DISPOSAL OF ASSETS	
No Material Variance	0
4.4 CAPITAL EXPENSES	
4.4.1 LAND AND BUILDINGS	
Kambalda Youth Facility	100,000
11 Goodenia Court - Construction Of 3 Units	(155,000)
Kambalda Recreation Centre - Building Upgrades And Renewals	20,000
Kambalda Recreation Centre - Stadium Floor	(9,071)
Coolgardie Recreation Centre	50,000
Coolgardie Cultural & Community Hub	20,000
4.4.2 FURNITURE AND EQUIPMENT	
No Material Variance	0
4.4.3 PLANT AND EQUIPMENT	
Small Plant Purchases	10,000
4.4.4 INFRASTRUCTURE ASSETS - ROADS	
RRG Funded - Coolgardie North 23/24 Project	(100,000)
RRG Funded - Coolgardie North 25/26 Seal	(872,781)
2025/26 RTR - Miscellaneous Coolgardie Projects	418,484
2025/26 RTR - Miscellaneous Kambalda Projects	425,331
2025/26 RTR - Southern Bypass Road	(300,000)
Flood Damage	25,000
2025/26 RTR - Lefroy Street (Bayley To Sylvester)	60,000
2025/26 RTR - Lefroy Street (Woodward To Bayley)	45,000
RTR Ford Street (Woodward To Bayley Street)	85,000

Shire of Coolgardie
NOTES TO THE BUDGET REVIEW REPORT
FOR THE PERIOD ENDED 28 FEBRUARY 2026

Note 4: PREDICTED VARIANCES

Comments/Reason for Variance	Variance $
4.4.5 INFRASTRUCTURE ASSETS - DRAINAGE	
No Material Variance	0
4.4.6 INFRASTRUCTURE ASSETS - PARKS & OVALS	
Park Infrastructure Renewal - Kambalda	37,500
Park Infrastructure Renewal - Coolgardie	37,500
4.4.7 INFRASTRUCTURE ASSETS - FOOTPATHS	
No Material Variance	0
4.4.8 INFRASTRUCTURE ASSETS - SEWERAGE	
Coolgardie Sewerage - Water Re-Use System	20,000
4.4.9 INFRASTRUCTURE ASSETS - OTHER	
Coolgardie Satellite Television Broadcasting Service	(4,498)
Cool Truck Bay Bund Wall	40,000
Kambalda Refuse Site	100,000
Coolgardie Tip - New Cell	200,000
4.4.10 RIGHT OF USE ASSETS	
No Material Variance	0
4.5 OTHER ITEMS	
4.5.1 PROCEEDS FROM LOANS	
No Material Variance	0
4.5.1 PROCEEDS FROM LEASES	
No Material Variance	0
4.5.3 PROCEEDS FROM SELF SUPPORTING LOANS	
No Material Variance	0
4.5.4 TRANSFER FROM RESERVES (RESTRICTED ASSETS)	
No Material Variance	0
4.5.5 TRANSFER TO RESERVES (RESTRICTED ASSETS)	
No Material Variance	0

Shire of Coolgardie
NOTES TO THE BUDGET REVIEW REPORT
FOR THE PERIOD ENDED 28 FEBRUARY 2026

Note 4: PREDICTED VARIANCES

Comments/Reason for Variance	Variance $
4.5.6 REPAYMENT OF DEBENTURES	
No Material Variance	0
4.5.7 REPAYMENT OF LEASES	
No Material Variance	0
4.6.1 RATE REVENUE	
No Material Variance	0
4.6.2 OPENING FUNDING SURPLUS(DEFICIT)	
Opening Surplus as per 2024/25Audited Financial Statements	(2,285,887)
4.6.3 NON-CASH WRITE BACK OF PROFIT (LOSS)	
Depreciation	(2,218,729)
Fair value adjustments to financial assets at fair value through profit and loss	(94,448)
Profit / Loss on Sale of Assets	0
Total Predicted Variances as per Annual Budget Review	**0**

Shire of Coolgardie
BUDGET REVIEW REPORT
FOR THE PERIOD ENDED 28 FEBRUARY 2026

Note 5: BUDGET AMENDMENTS

				$	$	$	$	
	Budget Adoption		Closing Surplus(Deficit)				**0**	
	Actual Opening Surplus per Draft Financial Report	**Council Res.** #231/2025	Opening Surplus(Deficit)			(2,285,887)	**(2,285,887)**	
030183	Debit - Rates Written-Off	#231/2025	Operating Income			(555,807)	**(2,841,694)**	Write off of rate assessment incorrectly rated
030278	INCOME - INTEREST	#231/2025	Operating Income		200,000		**(2,641,694)**	Interest from surplus funds invested in term deposits
040100	Executive Services - Members of Council	#231/2025	Operating Expenditure		350,000		**(2,291,694)**	Salaries allocated less than budget
040110	Human Resources and Associated Costs	#231/2025	Operating Expenditure		100,000		**(2,191,694)**	Salaries allocated less than budget
040200	Finance/Administration and Associated Costs	#231/2025	Operating Expenditure		150,000		**(2,041,694)**	Salaries allocated less than budget
093100	Bluebush Village Camp Rental Income	#231/2025	Operating Income		2,500,000		**458,306**	Higher occupancy rates
093260	Accommodation Management	#231/2025	Operating Expenditure			(1,250,000)	**(791,694)**	Higher management costs due to higher occupancy levels
100185	Coolgardie Waste - Contaminated	#231/2025	Operating Income			(400,000)	**(1,191,694)**	Lower than anticipated volumes of waste received
100186	Coolgardie Waste - Class 2	#231/2025	Operating Income			(100,000)	**(1,291,694)**	Lower than anticipated volumes of waste received
100187	Coolgardie Waste - Class 3	#231/2025	Operating Income		200,000		**(1,091,694)**	Higher than anticipated volumes of waste received
100108	Refuse Site Maintenance	#231/2025	Operating Expenditure		150,000		**(941,694)**	Reduced operational costs
120775	Airport Landing Fees	#231/2025	Operating Expenditure			(300,000)	**(1,241,694)**	Lower no. of flights
120709	Relating to Aerodromes	#231/2026	Operating Expenditure		350,000		**(891,694)**	Reduced operating costs due to fewer flights
	March 2026 Budget Review Amendments							
030275	INCOME - GRANTS COMMISSION GENERAL GRANT	Proposed	Operating Income			(16,402)	**(908,096)**	25/26 grant finalisation
030189	Legal Costs for Rates Recovery	Proposed	Operating Expenditure		140,000		**(768,096)**	Rates recovery process being completed in-house
030100	Rates Legal Costs Recovered	Proposed	Operating Expenditure			(140,000)	**(908,096)**	Rates recovery process being completed in-house
030161	Debit - Administration Allocation Rates	Proposed	Operating Expenditure		35,000		**(873,096)**	Administration cost savings reallocated (nil impact)
A0461	Local Government Week	Proposed	Operating Expenditure		13,743		**(859,353)**	Fewer attendees at function
A0463	Councillor Training	Proposed	Operating Expenditure			(28,000)	**(887,353)**	Additional training resulting from Ministerial directions
D0433	Staff Functions	Proposed	Operating Expenditure		7,500		**(879,853)**	No Christmas function
S0482	Council Elections	Proposed	Operating Expenditure			(10,000)	**(889,853)**	Addition provision for extraordinary election
D0451	Community Chest	Proposed	Operating Expenditure		25,000		**(864,853)**	Fewer applications received than expected
D0454	Staff & Elected Member Gifts	Proposed	Operating Expenditure			(2,000)	**(866,853)**	Additional farewells for staff & councillors
D0492	Australia Day	Proposed	Operating Expenditure		2,194		**(864,659)**	Savings from materials & contracts associated with the event
D1110	Coolgardie Day	Proposed	Operating Expenditure		2,727		**(861,932)**	Savings from materials & contracts associated with the event
D1114	Kambalda Christmas Tree	Proposed	Operating Expenditure		1,818		**(860,114)**	Savings from materials & contracts associated with the event
D1115	Seniors Christmas Lunch	Proposed	Operating Expenditure		2,400		**(857,714)**	Savings from materials & contracts associated with the event
A0439	Professional Development	Proposed	Operating Expenditure		2,000		**(855,714)**	Less executive staff with contractual obligations
A0440	Drug Testing	Proposed	Operating Expenditure		2,000		**(853,714)**	Additional provision allowed for in budget
A0442	Staff Child Care Services	Proposed	Operating Expenditure		5,000		**(848,714)**	Additional resources allocated in the budget

				$	$	$	$	
E0405	Professional Membership	Proposed	Operating Expenditure		1,000		(847,714)	Less executive staff with contractual obligations
A1405	Occupational Health & Safety Contract Services	Proposed	Operating Expenditure		10,000		(837,714)	More services completed in-house
040162	Administrative Allocation Members and Executive	Proposed	Operating Expenditure		50,000		(787,714)	Administration cost savings reallocated (nil impact)
S0415	Contract Services	Proposed	Operating Expenditure			(300,000)	(1,087,714)	Additional provision for contract services
A0459	Workplace Subscriptions	Proposed	Operating Expenditure		10,000		(1,077,714)	Reduction in subscriptions previously used
L009	Legal Costs	Proposed	Operating Expenditure			(130,000)	(1,207,714)	Costs associated with finalisation of executive positions
A0511	Volunteer Fire Brigade	Proposed	Operating Expenditure		5,000		(1,202,714)	Expenditure reduced in line with grant funding
D0502	Fire Fighting Services	Proposed	Operating Expenditure		12,000		(1,190,714)	Provisional amount budgeted for support services not required
A0400	Ranger Services	Proposed	Operating Expenditure		3,000		(1,187,714)	Fewer education programs delivered
A0503	Kambalda Pound Maintenance	Proposed	Operating Expenditure		5,000		(1,182,714)	Additional provision allowed in budget for pound maintenance
D0702	Doctor Motor Vehicle Costs	Proposed	Operating Expenditure			(10,000)	(1,192,714)	Unbudgeted Motor Vehicle Costs
D0710	Funded Counselling Services	Proposed	Operating Expenditure		35,000		(1,157,714)	Funded services ceased in prior financial year
D0712	Health & Wellbeing Services	Proposed	Operating Expenditure		12,000		(1,145,714)	Provisional allocation for additional programs
D0760	Coolgardie Medical Services	Proposed	Operating Expenditure		120,000		(1,025,714)	Allocation deferred to 26/27
T0701	Mosquito Control	Proposed	Operating Expenditure		6,000		(1,019,714)	Additional allocation made for mosquito control
080474	Income - Relating To Aged Disabled & Senior Citizens	Proposed	Operating Income			(4,545)	(1,024,260)	Budget allocation incorrectly included GST
S0805	Seniors Activities Programs	Proposed	Operating Expenditure		10,000		(1,014,260)	Additional allocation provided in budget
Y002	Coolgardie Youth Activities	Proposed	Operating Expenditure		1,500		(1,012,760)	Reduction in Coolgardie programs
Y003	Kambalda Youth Activities	Proposed	Operating Expenditure		1,500		(1,011,260)	Reduction in Kambalda programs
E0807	Coolgardie CRC Salaries	Proposed	Operating Expenditure		80,000		(931,260)	Not all budgeted positions filled
A08C3	Coolgardie CRC Marketing & Promotion Costs	Proposed	Operating Expenditure		5,000		(926,260)	Provisional allocation for additional marketing
BH10	Staff Housing Repairs & Maintenance	Proposed	Operating Expenditure		2,500		(923,760)	Provisional allocation made in original budget
BH13	Staff Housing Repairs & Maintenance	Proposed	Operating Expenditure		2,500		(921,260)	Provisional allocation made in original budget
BH23	Staff Housing Repairs & Maintenance	Proposed	Operating Expenditure		5,000		(916,260)	Provisional allocation made in original budget
SH55	Staff Housing Repairs & Maintenance	Proposed	Operating Expenditure		7,500		(908,760)	Provisional allocation made in original budget
BH25	Kambalda Aged Housing Repairs & Maintenance	Proposed	Operating Expenditure		1,500		(907,260)	Provisional allocation made in original budget
BH26	Kambalda Aged Housing Repairs & Maintenance	Proposed	Operating Expenditure		1,500		(905,760)	Provisional allocation made in original budget
BH27	Kambalda Aged Housing Repairs & Maintenance	Proposed	Operating Expenditure		1,500		(904,260)	Provisional allocation made in original budget
BH28	Kambalda Aged Housing Repairs & Maintenance	Proposed	Operating Expenditure		1,500		(902,760)	Provisional allocation made in original budget
BH29	Kambalda Aged Housing Repairs & Maintenance	Proposed	Operating Expenditure		1,500		(901,260)	Provisional allocation made in original budget
BH30	Kambalda Aged Housing Repairs & Maintenance	Proposed	Operating Expenditure		1,500		(899,760)	Provisional allocation made in original budget
BR89	Kambalda Aged Housing Repairs & Maintenance	Proposed	Operating Expenditure		1,000		(898,760)	Provisional allocation made in original budget
090276	INCOME - OTHER HOUSING(GOODENIA COURT UNITS)	Proposed	Operating Income		75,750		(823,010)	Rental received now units have been constructed
093100	Bluebush Village Camp Rental Income	Proposed	Operating Income		800,000		(23,010)	Continued higher occupancy rates
093211	Bluebush Village Water Usage	Proposed	Operating Expenditure			(50,000)	(73,010)	Provision for additional water usage
093245	Depreciation - Bluebush Village	Proposed	Operating Expenditure	953,964			(73,010)	Bluebush Village Investment Property
093245	Depreciation - Bluebush Village	Proposed	Operating Expenditure	1,264,765			(73,010)	Bluebush Village Right of Use Asset
093250	Repairs & Maintenance	Proposed	Operating Expenditure			(200,000)	(273,010)	Additional allocation due to higher occupancy levels
093260	Accommodation Management	Proposed	Operating Expenditure			(400,000)	(673,010)	Higher management costs due to higher occupancy levels
100181	Coolgardie Waste - Demolition / Construction	Proposed	Operating Income			(95,000)	(768,010)	Lower than anticipated volumes of waste received
100183	Coolgardie Waste - Tyres	Proposed	Operating Income			(50,000)	(818,010)	Lower than anticipated volumes of waste received

				$	$	$	$	
100184	Coolgardie Waste - Asbestos	Proposed	Operating Income			(50,000)	(868,010)	Lower than anticipated volumes of waste received
A1007	Ground Water Monitoring	Proposed	Operating Expenditure		38,000		(830,010)	Monitoring completed in-house
T1004	Kambalda Waste Operations	Proposed	Operating Expenditure			(50,000)	(880,010)	Generator hire & other operational costs
T1013	Coolgardie Waste Operations	Proposed	Operating Expenditure			(40,000)	(920,010)	Generator hire & other operational costs
100162	Administration Allocation Waste Disposal	Proposed	Operating Expenditure		35,000		(885,010)	Administration cost savings reallocated (nil impact)
100284	Kambalda Waste - Asbestos	Proposed	Operating Income		75,000		(810,010)	Reclassification of waste categories
100286	Kambalda Waste - Class 2	Proposed	Operating Income		40,000		(770,010)	Reclassification of waste categories
100287	Kambalda Waste - Commercial	Proposed	Operating Income			(140,000)	(910,010)	Lower volumes of waste received after reclassification
100306	INCOME SEWERAGE COOLGARDIE	Proposed	Operating Income		154,545		(755,464)	Reimbursement of sewerage pond liner
100378	Liquid Waste	Proposed	Operating Income		100,000		(655,464)	Higher than anticipated volumes of waste received
T1012	Sewerage Coolgardie	Proposed	Operating Expenditure			(100,000)	(755,464)	Increased operational costs associated with liquid waste
A1062	Town Planning and Regional Development	Proposed	Operating Expenditure		12,000		(743,464)	Town Planning Related Costs
A1063	Town Planning and Regional Development	Proposed	Operating Expenditure			(35,000)	(778,464)	Town Planning Contractors Costs
BM1111	Swimming Pool Coolgardie	Proposed	Operating Expenditure		60,000		(718,464)	Scope of works reduced
BR1110	Swimming Pool Kambalda	Proposed	Operating Expenditure		20,000		(698,464)	Reduction in contractors & materials required
BL1102	Kambalda East Hall	Proposed	Operating Expenditure			(6,000)	(704,464)	Additional repairs required
BL1112	Coolgardie Bowling Club	Proposed	Operating Expenditure		10,000		(694,464)	Reduction in contractors & materials required
BL1305	Coolgardie Roads Board	Proposed	Operating Expenditure		7,000		(687,464)	Reduction in contractors & materials required
T1128	Kambalda Tennis Courts	Proposed	Operating Expenditure		5,000		(682,464)	Reduction in contractors & materials required
A1125	Indigenous & Migration Program	Proposed	Operating Expenditure		20,000		(662,464)	Reduction in programs or programs deferred
A1127	Community Development Operations	Proposed	Operating Expenditure		15,000		(647,464)	Reduction in programs or programs deferred
A1140	Community Development Planning	Proposed	Operating Expenditure		10,000		(637,464)	Reduction in programs or programs deferred
CE999	Community Event Programs	Proposed	Operating Expenditure		20,000		(617,464)	Reduction in programs or programs deferred
E1101	Community & Economic Development	Proposed	Operating Expenditure		100,000		(517,464)	Reduction in salaries resulting from additional positions not filled
A1103	Museum Collections	Proposed	Operating Expenditure		7,500		(509,964)	Reduction in programs or programs deferred
BL1104	Kambalda Recreation Centre - Café	Proposed	Operating Expenditure			(9,000)	(518,964)	Replace Dishwasher & Deep Fryer
BL1118	Kambalda Recreation Centre - Child Care	Proposed	Operating Expenditure			(8,000)	(526,964)	Replace Air conditioner
BR1101	Kambalda Recreation Centre - General	Proposed	Operating Expenditure		25,000		(501,964)	Reduction in contractors & materials required
111174	Kambalda Youth Facility	Proposed	Capital Income			(100,000)	(601,964)	Project deferred until 2026/27
111405	Kambalda Gym Income	Proposed	Operating Income		15,000		(586,964)	Additional memberships due to higher Bluebush numbers
111450	Kambalda Gym	Proposed	Operating Expenditure		2,500		(584,464)	Kambalda Gym Operational savings
111480	Minor Equipment under $5,000	Proposed	Operating Expenditure		2,500		(581,964)	Reduction in minor equipment purchases
111505	Coolgardie Gym Income	Proposed	Operating Income		5,000		(576,964)	Additional memberships
111550	Coolgardie Gym	Proposed	Operating Expenditure		5,000		(571,964)	Coolgardie Gym Operational savings
111580	Minor Equipment under $5,000	Proposed	Operating Expenditure		2,500		(569,464)	Reduction in minor equipment purchases
M0001	Road Maintenance - Salaries	Proposed	Operating Expenditure		104,500		(464,964)	Additional plant operator positions budgeted not filled
M0001	Road Maintenance - Materials & Contracts	Proposed	Operating Expenditure		410,000		(54,964)	Road maintenance completed in-house
120275	Income - Limited Cartage Campaign	Proposed	Operating Income			(500,000)	(554,964)	Contributions reduced in line with maintenance costs
120200	Income - Flood Damage	Proposed	Operating Income		200,000		(354,964)	Funding allocated for approved storm event
120201	Income Roads - Regional Road Group	Proposed	Operating Income		528,669		173,705	25/26 Coolgardie North Road seal project
120202	Roads Income - Roads to Recovery	Proposed	Operating Income			(65,063)	108,642	Finalisation of 2019-2024 program funding

				$	$	$	$	
120202	Roads Income - Roads to Recovery	Proposed	Operating Income			(648,815)	(540,173)	2024-29 Funding deferred until 2026/27
120220	FAGS - Road Grant	Proposed	Operating Income		5,004		(535,169)	25/26 grant finalisation
120262	Administration Allocation Tech Services	Proposed	Operating Expenditure		30,000		(505,169)	Administration cost savings reallocated (nil impact)
A1202	Relating to Aerodromes	Proposed	Operating Expenditure			(60,000)	(565,169)	Kambalda Aerodrome - Operational Costs
A1204	Relating to Aerodromes	Proposed	Operating Expenditure		75,000		(490,169)	Kambalda Aerodrome - Runway Maintenance
130109	Rural Service - Control	Proposed	Operating Expenditure		20,000		(470,169)	Weed & pest control (contractor allocation)
T1302	Coolgardie Information Bays	Proposed	Operating Expenditure		10,000		(460,169)	Reduced scope of works
D1399	Tourism Subscriptions	Proposed	Operating Expenditure		10,000		(450,169)	Additional allocation allowed in budget
A1320	Building Services	Proposed	Operating Expenditure		40,000		(410,169)	Building services now completed in-house
130320	Building Control	Proposed	Operating Income			(20,000)	(430,169)	Lower than budgeted fees & charges
130400	Coolgardie Post Office	Proposed	Operating Income			(15,537)	(445,706)	Lower than budgeted fees & charges
BR1316	Coolgardie Post Office	Proposed	Operating Expenditure		15,000		(430,706)	Lower maintenance required
130735	Income - CDC Support Hub	Proposed	Operating Income			(360,000)	(790,706)	Budget allocation removed (nil impact)
130640	Expenditure - CDC Support Hub	Proposed	Operating Expenditure		360,000		(430,706)	Budget allocation removed (nil impact)
130662	ADMINISTRATION ALLOCATION ECONOMIC DEVELOPMENT	Proposed	Operating Expenditure		45,000		(385,706)	Administration cost savings reallocated (nil impact)
A1330	Contract Services	Proposed	Operating Expenditure		10,000		(375,706)	Reduction in contractors required
A1331	Branding & Promotion	Proposed	Operating Expenditure		45,000		(330,706)	Reduction in branding & promotion
A1333	Economic Development Planning Services	Proposed	Operating Expenditure			(60,000)	(390,706)	Additional allocation for integrated planning
A1334	Feasibility Studies	Proposed	Operating Expenditure		10,000		(380,706)	Reduction in feasibility studies
040275	Miscellaneous	Proposed	Operating Income	94,448			(380,706)	Movement in WALGA trust units (non-cash)
A0404	Staff Uniforms - Admin	Proposed	Operating Expenditure		20,000		(360,706)	Full budget allocation not required
A04852	Workers Compensation - Admin	Proposed	Operating Expenditure		25,000		(335,706)	Reduction in insurance due to overstatement of prior year salaries
A0426	Corporate Advertising	Proposed	Operating Expenditure			(20,000)	(355,706)	Increase provision for integrated planning requirements
A0466	Goldfields Records Facility	Proposed	Operating Expenditure			(20,000)	(375,706)	Shire's contribution towards the Records Facility running costs
A04221	Annual Software Subscriptions	Proposed	Operating Expenditure		30,000		(345,706)	Reduction in number of annual software subscriptions
BR0401	Coolgardie Administration Building	Proposed	Operating Expenditure		10,000		(335,706)	Reduced Building Maintenance
A0408	Consultants - Administration	Proposed	Operating Expenditure			(25,000)	(360,706)	Allocation for additional support
040338	Debtor write Off	Proposed	Operating Expenditure			(32,259)	(392,965)	Debtor write off relating to road contributions
140267	Credit - Overheads Allocated To Works	Proposed	Operating Expenditure			(195,000)	(587,965)	Cost savings to be adjusted against other jobs
WP60	Private Works - Kambalda Site Clean up	Proposed	Operating Expenditure		50,000		(537,965)	Reduced contribution towards clean up
WP61	Private Works - Coolgardie Site Clean up	Proposed	Operating Expenditure		50,000		(487,965)	Reduced contribution towards clean up
A1404	Staff Uniforms - Outside	Proposed	Operating Expenditure		10,000		(477,965)	Full budget allocation not required
A1412	Workers Compensation - Outside Staff	Proposed	Operating Expenditure		25,000		(452,965)	Reduction in insurance due to overstatement of prior year salaries
A1413	Road Valuations	Proposed	Operating Expenditure		50,000		(402,965)	Road Valuations not required
140267	Credit - Overheads Allocated To Works	Proposed	Operating Expenditure			(85,000)	(487,965)	Cost savings to be adjusted against other jobs
A1402	Outside Staff Training	Proposed	Operating Expenditure		10,000		(477,965)	Staff Overhead Costs offset against allocation adjustment
T1001	West Kambalda Bins Public Areas	Proposed	Operating Expenditure		10,000		(467,965)	Staff Overhead Costs offset against allocation adjustment
T1108	Lions Park Kambalda West	Proposed	Operating Expenditure		10,000		(457,965)	Staff Overhead Costs offset against allocation adjustment
T1204	West Oval	Proposed	Operating Expenditure		10,000		(447,965)	Staff Overhead Costs offset against allocation adjustment
T1205	West Kambalda Footpaths	Proposed	Operating Expenditure		7,500		(440,465)	Staff Overhead Costs offset against allocation adjustment

				$	$	$	$	
T1209	West Kambalda Footpaths	Proposed	Operating Expenditure		7,500		(432,965)	Staff Overhead Costs offset against allocation adjustment
T1203	West Kambalda Verge	Proposed	Operating Expenditure		15,000		(417,965)	Staff Overhead Costs offset against allocation adjustment
T1219	Coolgardie Street Verge Maintenance	Proposed	Operating Expenditure		15,000		(402,965)	Staff Overhead Costs offset against allocation adjustment
140308	Fuel & Oils	Proposed	Operating Expenditure		55,500		(347,465)	Lower than anticipated usage
140309	Workshop Consumables	Proposed	Operating Expenditure		10,000		(337,465)	Additional allocation allowed in original budget
140310	Parts & Repairs	Proposed	Operating Expenditure		85,000		(252,465)	Additional allocation allowed in original budget
140367	Credit - Plant Operation Costs Allocated To Works	Proposed	Operating Expenditure			(150,500)	(402,965)	Cost savings to be adjusted against other jobs
C1013	Coolgardie Class Iii Operating Costs	Proposed	Operating Expenditure		50,000		(352,965)	Plant Operation Costs offset against allocation adjustment
T1013	Coolgardie Refuse Site Maintenance	Proposed	Operating Expenditure		50,000		(302,965)	Plant Operation Costs offset against allocation adjustment
M0001	Routine Road Maintenance	Proposed	Operating Expenditure		50,500		(252,465)	Plant Operation Costs offset against allocation adjustment
140774	Income - Relating To Unclassified	Proposed	Operating Income		150,000		(102,465)	Coolgardie mining camp utility costs (100% recovered)
140709	Expense - Relating To Unclassified	Proposed	Operating Expenditure			(150,000)	(252,465)	Coolgardie mining camp utility costs (100% recovered)
C13179	Kambalda Youth Facility	Proposed	Capital Expenses		100,000		(152,465)	Project deferred until 2026/27
C13122A	11 Goodenia Court - Construction Of 3 Units	Proposed	Capital Expenses			(155,000)	(307,465)	Additional site works & landscaping costs
C11073	Kcrf Building Upgrades And Renewals	Proposed	Capital Expenses		20,000		(287,465)	Project deferred until 2026/27
C11150	Kambalda Recreation Centre - Stadium Floor	Proposed	Capital Expenses			(9,071)	(296,536)	Additional repairs required
C11032	Coolgardie Recreation Centre	Proposed	Capital Expenses		50,000		(246,536)	Project deferred until 2026/27
C13039	Coolgardie Cultural & Community Hub	Proposed	Capital Expenses		20,000		(226,536)	Project deferred until 2026/27
C13078	Small Plant Purchases	Proposed	Capital Expenses		10,000		(216,536)	Additional Allocation allowed for in original budget
RRG002A	23-24 Rrg Coolgardie North Rd - Slk 14.90 To Slk 17.10	Proposed	Capital Expenses			(100,000)	(316,536)	25/26 Coolgardie North Road seal project
RRG002G	Rrg - Coolgardie North Rd Seal Slk 18.10 - Slk 22.20	Proposed	Capital Expenses			(872,781)	(1,189,317)	25/26 Coolgardie North Road seal project
RTRCOOL	2025/26 RTR - Miscellaneous Coolgardie Projects	Proposed	Capital Expenses		418,484		(770,833)	Projects deferred until 2026/27
RTRKAM	2025/26 RTR - Miscellaneous Kambalda Projects	Proposed	Capital Expenses		425,331		(345,502)	Projects deferred until 2026/27
RTR159	2025/26 RTR - Southern Bypass Road	Proposed	Capital Expenses			(300,000)	(645,502)	New project added for 2025-26 program
FD001	Flood Damage	Proposed	Capital Expenses		25,000		(620,502)	Works ceased as not eligible for flood damage claim
RTR022B	2025/26 RTR - Lefroy Street (Bayley To Sylvester)	Proposed	Capital Expenses		60,000		(560,502)	Projects deferred until 2026/27
RTR022C	2025/26 RTR - Lefroy Street (Woodward To Bayley)	Proposed	Capital Expenses		45,000		(515,502)	Projects deferred until 2026/27
RTR034A	RTR Ford Street (Woodward To Bayley Street)	Proposed	Capital Expenses		85,000		(430,502)	Scope of works reduced in line with funding received
PO100	Park Infrastructure Renewal - Kambalda	Proposed	Capital Expenses		37,500		(393,002)	Project deferred until 2026/27
PO200	Park Infrastructure Renewal - Coolgardie	Proposed	Capital Expenses		37,500		(355,502)	Project deferred until 2026/27
C11104	Coolgardie Satellite Television Broadcasting Service	Proposed	Capital Expenses			(4,498)	(360,000)	Additional works completed
C13180	Cool Truck Bay Bund Wall	Proposed	Capital Expenses		40,000		(320,000)	Project completed under budget
RS004	Kambalda Refuse Site	Proposed	Capital Expenses		100,000		(220,000)	Project deferred until 2026/27
C1015	Coolgardie Tip - New Cell	Proposed	Capital Expenses		200,000		(20,000)	Scope of works reduced
C10007	Coolgardie Sewerage - Water Re-Use System	Proposed	Capital Expenses		20,000		0	Scope of works reduced
Amended Budget Cash Position as per Council Resolution				**2,313,177**	**10,714,165**	**(10,714,165)**	**0**	

12.3 Commercial Services

12.3.1 LONG TERM FINANCIAL PLAN 2026-2036

Location: **Shire of Coolgardie**

Applicant: **Shire of Coolgardie**

Disclosure of Interest: **Nil**

Date: **24 March 2026**

Author: **Martin Whitely, Consultant**

SUMMARY

Council is requested to consider and adopt the Shire of Coolgardie's Long Term Financial Plan (LTFP) 2026–2036. The LTFP forms a key component of the Shire's Integrated Planning and Reporting Framework (IPRF) and provides the ten-year financial strategy to support the delivery of the Strategic Community Plan and Corporate Business Plan in a financially sustainable manner.

BACKGROUND

Section 5.56(1) of the Local Government Act 1995 requires a local government in Western Australia to plan for the future of the district. To assist local governments to meet the strategic planning responsibilities pursuant to this section, the now Department of Creative Industries, Sport and Tourism developed an Integrated Planning and Reporting (IPR) Framework.

The Local Government (Administration) Regulations 1996, in particular Regulation 19C and Regulation 19DA respectively, outline the requirements for a local government to have a Strategic Community Plan and Corporate Business Plan. While the requirement to have a LTFP is not specified with the Local Government Act 1995 or associated Regulations, it is a required "informing strategy" as part of Integrated Planning and Reporting Framework Guidelines.

The purpose of the LTFP is to give Council, staff, and the community a clear picture of the Shire's financial capacity over the next decade and how that capacity will support the delivery of services and projects identified in the Strategic Community Plan and Corporate Business Plan

COMMENT

The LTFP 2026–2036 provides a clear and disciplined financial strategy to guide the delivery of the community's aspirations as identified in the Strategic Community Plan 2018–2028. It establishes a framework for informed and responsible decision-making that balances long-term financial sustainability with the ongoing delivery of essential services, investment in infrastructure, and the prudent management of debt and cash flow.

The LTFP is a living document, designed to be responsive and adaptable to change. It will be reviewed and updated on a regular basis, including as part of the annual budget process, and as material changes are identified or impacts emerge. This ensures that the Plan remains relevant in the context of evolving economic conditions, funding availability, legislative requirements, community expectations and Council priorities.
Importantly, the LTFP will continue to be closely aligned with the Shire's broader Integrated Planning and Reporting framework. This includes maintaining strong alignment with key strategic documents, particularly the Strategic Community Plan and the Corporate Business Plan, both of which are scheduled for review within the next six months. As these documents are updated, the LTFP will be refined accordingly to ensure consistency between community priorities, service delivery objectives and long-term financial capacity.

Through this iterative and integrated approach, the Shire will ensure that financial planning remains robust, transparent and aligned with both current needs and future aspirations.

Background

A central feature of the Long Term Financial Plan (LTFP) is the Shire's commitment to achieving long-term financial sustainability while continuing to deliver essential infrastructure and services to the community. This includes a strategic focus on:

- Repaying all existing borrowings within the 10-year planning period;
- Addressing the current backlog of required infrastructure renewal and capital works;
- Continuing to provide, maintain and enhance community facilities and services;
- Making provision for future debt commitments through the establishment and ongoing funding of a Debt Management Reserve;
- Rebuilding cash reserves and strengthening the Shire's unrestricted cash position; and
- Maintaining sustainable and responsible rate increases across the 10-year period.

Collectively, these measures aim to ensure that the Shire is able to balance financial discipline with service delivery, while positioning the organisation to respond to future challenges and opportunities in a sustainable manner.

Capital Works and Strategic Priorities

The LTFP provides for the full clearance of the current backlog of capital works in FY26. Thereafter, it sustains an average annual capital spend of $9.24 million to maintain, renew, and expand the Shire's infrastructure base.

Several of these projects, including the Coolgardie Swimming Pool refurbishment, Bayley Street revitalisation, and Microgrid System rely on substantial external grant funding. Their inclusion in the plan reflects Council's preparedness to deliver if funding is secured, while acknowledging the risk that some projects may need to be deferred, re-scoped or abandoned if grants are not forthcoming.

Rating Strategy

The rating strategy is designed with long term sustainability in mind. From FY27–FY36, rate increases are capped at 4% per annum, ensuring stability and affordability for ratepayers. In addition, to ensure fairness and stability in rate revenue outcomes, all Landgate revaluations will be carefully managed to ensure the rate in the dollar reflects proposed rate increases.

Financial Capacity and Outcomes

The LTFP demonstrates that the Shire has the financial capacity to maintain service delivery and deliver key infrastructure, while meeting its debt reduction goals. By FY36, the Shire is projected to achieve:

- Debt reduction: borrowings reduced from $25.71m in FY26 to nil in FY35.
- Reserves growth: reserves increase from $0.62m in FY26 to $11.34m.
- Cash flow recovery: cash and cash equivalents grow to $10.09m.
- Unrestricted cash: $4.26m by FY36, ensuring liquidity for operational stability.
- Average capital investment: $9.24m annually.

Importantly, the Shire's Local Government Financial Indicator (LGFI) score improves significantly from 27 in FY24 to 92 in FY36, demonstrating the positive impact of disciplined financial management.

Conclusion

The LTFP 2026–2036 provides a responsible and achievable roadmap to address current financial challenges, repay debt, rebuild reserves, and deliver on the community's aspirations.

Through disciplined debt management, conservative revenue assumptions, and ongoing reviews of service delivery, the Shire is well positioned to strengthen its financial sustainability and deliver long term prosperity for its community.

Importantly, the LTFP is a living document, reviewed annually to reflect changing circumstances ensuring that Council continues to operate transparently, prudently, and in line with the community's long term needs.

CONSULTATION

- Shire Councillors
- Chief Executive Officer
- Shire Staff
- External Contractors

STATUTORY ENVIRONMENT

- *Local Government Act 1995 – Section 5.56 (Planning for the future).*
- *Local Government (Administration) Regulations 1996 – Regulation 19C (Strategic Community Plan)*
- *Local Government (Administration) Regulations 1996 – Regulation 19DA (Corporate Business Plan)*
- *Integrated Planning and Reporting Framework and Guidelines*

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

The LTFP is an informing strategy and does not, in itself, commit Council to expenditure. It provides financial guidance to inform the preparation of the Annual Budget and Corporate Business Plan, ensuring that operational and capital programs are affordable and sustainable. The LTFP demonstrates to the community, stakeholders, and funding partners that the Shire has a clear strategy for long-term financial sustainability.

STRATEGIC IMPLICATIONS

Accountable and effective leaders

Maintain integrated strategic and operational plans

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

High quality corporate governance, accountability and compliance

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

ATTACHMENTS

1. Long Term Financial Plan 2026-2036

VOTING REQUIREMENT

Absolute Majority

OFFICER RECOMMENDATION

That Council adopt the Shire of Coolgardie Long Term Financial Plan 2026-2036 as per the attached document.

COUNCIL RESOLUTION #44/2026

Moved: Cr Anthony Ball
Seconded: Cr Tammee Keast

That Council adopt the Shire of Coolgardie Long Term Financial Plan 2026-2036 as per the attached document.

In Favour: **Crs Paul Wilcox, Anthony Ball, Tammee Keast, Daphne Simmons, Corey Matthews and Julie-Ann Williams**

Against: **Nil**

CARRIED 6/0

Shire of Coolgardie
Long Term Financial Plan 2026 – 2036

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Executive Summary

The Shire of Coolgardie's Long Term Financial Plan (LTFP) sets out a clear and disciplined financial strategy to guide the delivery of the community's aspirations as identified in the Strategic Community Plan over the next ten years. It establishes a framework for responsible decision making that balances the need to maintain financial sustainability with the ongoing delivery of essential services, investment in community infrastructure, and prudent management of debt and cash flow.

Covering the period from 1 July 2025 to 30 June 2036, the LTFP uses the 2025/26 Amended Annual Budget as its baseline year. By grounding the model in the most current financial position, the plan provides realistic and transparent projections of income, expenditure, and capital commitments. Importantly, the LTFP is not a static document. It will be reviewed and updated annually to reflect changes in economic conditions, community priorities, and Council decisions, ensuring the strategy remains both relevant and responsive throughout the decade ahead.

The LTFP has been prepared with careful consideration of the Shire's current and future financial commitments and operational needs. It incorporates the refinancing of existing debt to ease short-term repayment pressures, while ensuring all borrowings are fully repaid by FY35. The plan also reflects the Shire's current levels of service and the staffing resources required to deliver these services, recognising that maintaining service standards is a key community expectation. In developing the financial projections, Council has factored in existing expenditure trends and organisational spending habits, alongside a conservative approach to forecasting future revenue sources to avoid over reliance on uncertain income streams. This balanced approach ensures the LTFP remains realistic, financially sustainable, and responsive to both current circumstances and long-term objectives.

To ensure the plan remains both responsible and achievable, Council will undertake regular reviews of its financial position. Expenditure will be systematically evaluated to identify efficiencies, revenue streams will be closely monitored to assess performance and long-term sustainability, and opportunities for the sale or rationalisation of non-core infrastructure will be actively explored. Collectively, these measures will provide the flexibility to adapt to changing circumstances while ensuring resources are directed towards the services and infrastructure of greatest value to the community.

Importantly, the LTFP serves as a critical framework for Council's decision making by linking financial capacity with strategic priorities. This alignment ensures that resources are allocated efficiently, projects are delivered within realistic funding parameters, and the community can have confidence that the Shire is operating in a prudent, transparent, and accountable manner.

Purpose and Context

The Shire has made significant investments in strategic infrastructure such as Bluebush Village, the Coolgardie Waste Facility and the Kambalda Aerodrome. These initiatives were designed to diversify revenue streams, reduce reliance on rates, and position the Shire for long-term economic growth. While these investments have generated additional cash flow, progress has been slower than anticipated and has resulted in high debt levels and early period cash flow pressures.

This level of debt, combined with slower than expected returns on the new infrastructure assets, has placed considerable pressure on the Shire's liquidity and restricted its ability to deliver new projects or maintain existing services without urgent financial management interventions. Cash flow issues became particularly evident in late 2024, leading to a temporary freeze on non-discretionary expenditure and the deferral of several capital works projects until stability could be restored.

At 30 June 2024, the Shire's total debt stood at $30.50 million, a level that was creating significant cash flow pressures and limiting financial flexibility. To address this, all loan borrowings were refinanced in the first half of FY25. This loan refinancing provided immediate relief to the Shire's cash flow position by restructuring repayment schedules, extending loan terms, and introducing interest-only repayment periods in the early years. This restructuring has created essential breathing space, enabling the Shire to maintain core services, recommence deferred infrastructure works, and rebuild reserves, while still being able to meet its long-term repayment obligations in future years.

But importantly, despite these refinancings, the LTFP projects that all debt will be fully extinguished within the 10-year period, with borrowings reducing from $27.53 million in FY25 to nil by FY35. This outcome reflects the Shire's strong commitment to financial discipline and ensures that short-term measures to relieve cash flow pressures do not compromise the long term goal of achieving complete debt repayment and financial sustainability.

To further strengthen this commitment, a Debt Management Reserve was established, with any surplus funds in the early years of the plan to be transferred into this reserve. This will support cash flow management and provide the Shire with the capacity to meet future loan repayments as they fall due. This proactive approach ensures that surplus operating capacity is directed towards reducing debt exposure, rather than being absorbed into recurrent spending.

Actions to Stabilise and Strengthen Finances

This plan outlines the actions that have been and will be taken to stabilise the Shire's finances, pay down debt, rebuild reserves, and ensure the Shire's financial position is secure. A key focus is the management of the Shire's high debt levels, which were incurred as a result of strategic infrastructure investment. The LTFP sets out a pathway to gradually reduce borrowings to nil over the 10-year horizon, while avoiding the need for any new borrowings during this period.

In parallel, the plan places strong emphasis on improving cash flow management. A key objective is to rebuild unrestricted cash reserves, ensuring the Shire has sufficient liquidity to comfortably meet its financial commitments during the period leading up to the annual collection of rates and receipt of grant funding. Achieving reserve targets will also strengthen the Shire's capacity to manage unexpected costs or delays in external funding, providing a financial buffer that enables Council to maintain stability, avoid disruption to essential services, and respond proactively to emerging community needs or investment opportunities.

Equally important is the Shire's commitment to maintaining operating efficiency. The plan includes a comprehensive review of all services, operations, and staffing levels to ensure costs are controlled without compromising the delivery of essential services to the community. By implementing more efficient service delivery models, identifying savings opportunities, and leveraging external funding where available, the Shire can maintain service quality while steadily reducing reliance on rate increases. Together, these measures provide a disciplined and responsible framework that not only addresses immediate financial challenges but also positions the Shire for long term sustainability and growth.

Strategic Priorities

At the commencement of FY26, the Shire faced a significant backlog of capital infrastructure works. This backlog will be fully cleared in the first year of the LTFP, without the need for any additional borrowings. Eliminating the backlog not only ensures that critical infrastructure requirements are addressed promptly, but also allows the Shire to return to normal operational rhythms, and commence the process of rebuilding both cash reserves and unrestricted cash. Over the 10-year life of the plan, the Shire will continue to invest heavily in its asset base, ensuring that infrastructure is maintained, renewed or expanded in a sustainable and financially responsible manner.

Key priority projects to be incorporated into the 10-year plan:

- Road Infrastructure Renewal Program
- Kambalda Aged Accommodation
- Coolgardie Swimming Pool Refurbishment
- Waste and Sewerage Facility Upgrades
- Bayley Street Revitalisation
- Micro Grid System
- Plant Replacement Program

Financial Capacity

The LTFP demonstrates the Shire's capacity to sustain an average of $9.24 million in annual capital expenditure across the 10-year period, supported by rate increases of no more than 4% between FY27 and FY36 with minimal forecast growth. Funding of major projects is contingent on securing external grant funding, and in some cases, projects may be deferred or not delivered if such funding is not achieved.

The plan is structured around achieving a balanced budget from FY26 onwards, with an optimum unrestricted cash target of between $3-5 million. This level of liquidity ensures the Shire can comfortably meet financial obligations in the months leading into the annual rates collections and financial assistance grant receipts.

Financial Outcomes

Key financial highlights of the LTFP include:

- Debt reduction: total borrowings reduced from $25.71 million in FY26 to nil by FY35.
- No new borrowings proposed.
- Cash flow recovery: cash and cash equivalents of $10.09 million by FY36.
- Reserves growth: reserves increase from $0.62 million in FY26 to $5.83 million in FY36.
- Unrestricted cash of $4.26 million

Rating Strategy

This year Council reviewed its rating strategy to introduce additional Unimproved Value (UV) rating categories for Prospecting, Exploration, and Other Mining. This change ensures that rating categories more accurately reflect the differing levels of land usage and impact associated with each activity. A similar review will be undertaken in coming years for Gross Rental Value (GRV) categories, with the aim of refining residential, commercial, and industrial classifications to maintain fairness and equity across the rating system.

The overall strategy has been designed with long-term financial sustainability in mind. It applies a modest 4% annual rate increase from FY27–FY36, ensuring stability in revenue generation without overburdening ratepayers. In particular, UV valuations are reviewed annually and can have a significant impact on the Shire's rate revenue. By carefully adjusting the rate in the dollar, Council will ensure that any future rate increases take into account changes in property valuations provided by Landgate, maintaining fairness and stability across the rating system.

Risks and Funding Dependencies

A key risk within the LTFP is the reliance on external grant funding for several major community projects. While most funding allocations are confirmed, three projects include unconfirmed external contributions:

- Coolgardie Swimming Pool Refurbishment: $3 million grant funding required for the $6 million project.
- Bayley Street Revitalisation: $5 million grant funding required for the $7.5 million project.
- Micro Grid Facility: $3 million grant funding required for the $4 million project.

It would be unrealistic not to include these projects within the LTFP, as excluding them would leave the Shire unable to responsibly plan for their completion. Their inclusion demonstrates both the Shire's intent and preparedness to deliver should funding be secured. However, there remains a risk that some projects may need to be deferred, re-scoped, or not completed if the required funding cannot be obtained.

Measuring Performance

The LTFP will be monitored against the Local Government Financial Indicator (LGFI) to assess performance and sustainability over time. In FY24, the Shire's LGFI score was 27, reflecting the current financial challenges and recovery measures underway. The LTFP forecasts the LGFI to achieve a score of 72 by the end of FY26, before peaking at 92 at the conclusion of the plan in FY36. This improvement demonstrates the effectiveness of the strategies implemented and the Shire's strengthened financial position. This substantial improvement highlights the Shire's commitment to long-term sustainability, prudent financial management, and the delivery of stable, reliable services to the community.

The Shire of Coolgardie's LTFP provides a realistic and responsible roadmap for delivering on the community's aspirations while ensuring financial sustainability. Through disciplined financial management, a focus on building reserves and unrestricted cash, and a commitment to reducing debt, the Shire is well placed to meet current challenges and secure long-term prosperity for its community.

Background

Gold Discovery and Establishment

The development of the Shire of Coolgardie has been closely linked to the economic cycles of the Eastern Goldfields region of Western Australia. This historical overview provides context for the Long-Term Financial Plan by outlining key events that have shaped the Shire's development, economic structure and financial environment.

1890's – Gold Discovery and Establishment of the District

1892 – Gold was discovered in the region by Arthur Bayley and William Ford, triggering one of the largest gold rushes in Australian history.

1893–1895 – Coolgardie rapidly became the administrative and commercial centre of the Eastern Goldfields and one of the largest towns in Western Australia at the time.

1895 – Establishment of the Coolgardie Municipality to provide local governance during the peak of the Goldfields boom.

During this period the region experienced rapid population growth and significant infrastructure development including roads, water supply infrastructure and civic facilities.

Early 1900's – Regional Consolidation

As mining activity stabilised and populations shifted towards Kalgoorlie, Coolgardie transitioned from the primary Goldfields centre to a regional service hub.

Local government structures evolved over time through the consolidation of municipalities and road districts to reflect changing population patterns, eventually resulting in the formation of the modern Shire of Coolgardie local government district.

1960's – Nickel Boom and Development of Kambalda

1966 – Discovery of significant nickel deposits near Kambalda by Western Mining Corporation.

Late 1960s – 1970s – Rapid development of Kambalda East and Kambalda West to support the nickel mining industry.

The nickel boom resulted in significant population growth, large-scale housing and infrastructure development, and expansion of community services and facilities across the district.

1980's – 2000's – Mining Cycles and Population Change

The latter decades of the 20th century saw several cycles of growth and contraction in the mining industry.

Key impacts included fluctuations in population levels, changing housing demand, periodic mine closures and restarts, and varying levels of economic activity within the Kambalda region.

These cycles influenced the Shire's long-term planning requirements and infrastructure demand.

2000's to 2010's – Regional Stabilisation

During the early 2000s the Shire experienced a period of relative stability, with mining activity continuing across the region and the Shire maintaining a range of community infrastructure and services.

The Shire continued to manage extensive assets including road networks, community and recreation facilities, waste management infrastructure, public buildings and community services.

As with many regional local governments, the cost of maintaining infrastructure relative to the Shire's population base has remained an ongoing challenge.

2010's – Infrastructure Investment and Strategic Projects

Over the past decade the Shire has pursued several strategic initiatives aimed at improving regional liveability, supporting economic activity and enhancing community infrastructure.

These initiatives have included upgrades to community infrastructure, development of regional tourism and recreation assets, and investment in municipal infrastructure.

While these initiatives have delivered benefits to the community, they have also contributed to financial pressures when projects have required borrowing or generated ongoing operational costs.

2024-2025 – Financial Challenges and Recovery Measures

During the period leading up to the 2024–2025 financial year the Shire faced increasing financial pressures associated with debt obligations related to previous capital projects, constrained cash reserves, infrastructure maintenance demands and limited revenue growth due to a relatively small ratepayer base.

In response, the Shire implemented a Financial Recovery Plan aimed at strengthening governance, improving financial oversight and establishing a pathway to long-term financial sustainability.

Present Day

Today the Shire continues to play an important role in supporting the Goldfields economy and community. While challenges remain, particularly in relation to financial sustainability and asset management, the Shire has taken steps to improve its financial position and governance framework.

The preparation of the Long-Term Financial Plan is a key component of the Shire's financial recovery and strategic planning processes and will guide responsible financial decision-making over the coming decade.

The table below shows the key characteristics of the Shire of Coolgardie as per the 2021 Census data provided.

Category Description	2021 Coolgardie Census Data	2021 State (WA) Census Data
People and Population		
Population	3478	2,660,026
Male: Female ratio	54:46:00	50:50
Median age	38	38
Children and young teens (0-14)	20.0%	19.0%
Working age (15-64)	68.7%	65.0%
Seniors (65+)	11.3%	16.1%
Median household income	1893	1,815
Tertiary qualification	6.5%	21.3%
Weekly rent	200	340
Rent affordability (as a % household income)	10.6%	18.7%
Cultural Diversity (Ancestry)		
Australian	22.2%	29.7%
English	30.2%	37.6%
Australian Aboriginal	8.9%	3.0%
Scottish	7.8%	8.7%
Irish	6.4%	8.8%
Religion		
Catholic	10.4%	18.7%
Anglican	8.6%	10.1%
Christian	3.0%	3.4%
No Religion / Not Stated	43.1%	42.5%
Employment Status		
Worked full-time	63.9%	57.1%
Worked part-time	20.9%	32.0%
Away from work	9.5%	5.8%
Unemployed	5.5%	5.1%
Industry of Employment		
Gold Ore Mining	30.7%	1.3%
Local Government Administration	4.1%	1.4%
Other Mining Support Services	3.8%	0.7%
Supermarket and Grocery Stores	3.6%	2.4%
Other Basic Non Ferrous Metal Manufacturing	3.4%	0.1%

Introduction

Long Term Financial Plan

The LTFP spans a ten (10) year period and is designed to ensure that the Shire of Coolgardie is well positioned to achieve the objectives of its overarching Strategic Community Plan. The LTFP is a key component of the Shire's integrated planning framework, providing the financial foundation to guide internal decision making and confirm that the planned capital program is both deliverable and sustainable, without placing the long term financial health of the organisation at risk.

Recognising the dynamic nature of the assumptions on which it is based, the LTFP will be reviewed regularly and updated as required to ensure it remains relevant and fit for purpose. Unforeseen events, shifts in strategic direction, or the availability of additional grant funding are all factors that must be carefully considered in relation to the currency of the plan. Even seemingly minor variations can have a cumulative effect on the Shire's long-term financial position and its capacity to deliver capital works, underscoring the importance of continuous monitoring and adjustment.

Long Term Financial Plan Objectives

The financial objectives of the LTFP are to:

- Develop an adaptable, forward-looking financial model that provides a clear indication of the sustainability of Council's proposed actions, enabling the organisation to respond effectively to the evolving needs of the community.
- Ensure that all strategic decisions are made within Council's agreed parameters and financial benchmarks.
- Strengthen transparency and accountability in Council's financial management, providing the community with confidence in decision-making processes.
- Promote continuous financial improvement by encouraging cost control, fostering the early identification of financial challenges, and supporting the consideration of alternative funding models where appropriate.

Financial Strategies

The Shire of Coolgardie recognises that simply increasing rates is not a sustainable solution to meeting the Shire's financial and service delivery demands. Council is committed to providing infrastructure and services to the community in a manner that is both affordable and financially responsible.

To achieve this, the Shire will continue to diversify revenue sources, review service delivery models, and contain expenditure to ensure value for money for ratepayers. Accordingly, the LTFP is underpinned by the following financial strategies and principles:

- Maintain a fair and equitable rating structure.
- Continue to provide support to community organisations.
- Promote greater use of Shire operated facilities.
- Acknowledge that not all facilities can operate on a full cost recovery basis.
- Increase revenue from non-rating sources wherever possible.
- Maximise grant funding opportunities to support both operational activities and infrastructure requirements.
- Apply cost recovery practices to services deemed to be commercial in nature.
- Regularly review service delivery methods to identify alternative or more efficient approaches.
- Identify services that could benefit from a regional or shared delivery model.
- Invest in new technologies that deliver long-term operational efficiencies.
- Implement and maintain responsible debt management practices to maximise economic opportunities.
- Maintain existing infrastructure to an acceptable and sustainable standard.
- Seek a minimum of 50% external funding support for new community facilities.
- Where appropriate, replace existing facilities with multi-purpose facilities to reduce future capital and operational expenditure.

Strategic Direction

The LTFP highlights the Shire's capacity to deliver on the goals and aspirations identified in the Community Strategic Plan and Corporate Business Plan. It extends the financial outlook beyond the four-year Corporate Business Plan to cover a ten-year period, providing an indicative assessment of the Shire's long-term financial sustainability.

The primary purpose of the LTFP process is to assess whether the strategic intent outlined in the Shire's integrated planning documents can be achieved without compromising the long term financial stability of the organisation. It serves as a vital tool for aligning available resources with community priorities, while ensuring the ongoing viability of Shire operations.

The LTFP provides essential information for evaluating resourcing requirements to achieve community objectives in a financially sustainable manner. While the financial projections are based on current assumptions and estimates, they are intended to present an overview of likely outcomes. As the Shire's operations evolve, changes to the Corporate Business Plan may necessitate regular updates to the LTFP to ensure ongoing accuracy and relevance.

The LTFP also forms a key component of the Integrated Planning and Reporting Framework, which brings together the Community Strategic Plan, Corporate Business Plan, Asset Management Plans, Workforce Plans, Issue- and Area-Specific Plans, the Long-Term Financial Plan, and the Annual Budget. Together, these documents create a cycle of planning, delivery, and review that ensures the Shire's activities remain strategically focused, financially sustainable, and responsive to community needs.

Strategic Community Plan

The Shire's Strategic Community Plan 2018–2028 is a key document that helps guide the future direction of the Shire, with a strong focus on capturing and advancing the aspirations and goals of the community. A minor review has been scheduled to be completed by the end of June 2026.

Community Vision

A connected, progressive and welcoming community.

Strategic Priorities

Each theme has several strategic priorities feeding into it, as shown below. While current activities and service levels will continue over the short to medium term in many cases, the priorities show what the Shire will focus on over the coming years. These priorities will be updated at least every four years as the Plan is reviewed and refreshed.

Accountable and Effective Leaders

- Engagement and consultation
- Transparent, accountable and effective governance
- Advocate for the community

An Inclusive, Safe and Vibrant Community
- Build a sense of place and belonging
- A safe and healthy community
- Celebrate our culturally diverse community

A Thriving Economy
- Build economic capacity
- Facilitate local business development and retention
- Provide support for traineeship development

Effective Management of Infrastructure, Heritage and Environment
- Value local culture and heritage
- Sustainable management resources
- Enhance our built environment

Corporate Business Plan
The Corporate Business Plan is the key document responsible for translating the strategic direction of the Shire, as articulated in the Strategic Community Plan 2018–2028 into practical actions. The Corporate Business Plan is scheduled for completion by September 2026.

Delivering on the community's aspirations and goals requires the development and implementation of strategies identified within the Strategic Community Plan. Given the limitations of available financial resources, this requires careful operational planning and prioritisation to ensure strategies are delivered in a way that is both achievable and sustainable.

The Corporate Business Plan formalises this process by outlining the specific initiatives, projects, and services to be delivered, and aligning them with the Shire's financial capacity. It serves as the critical link between the Strategic Community Plan and the Annual Budget, putting the Shire's long-term vision into action through clearly defined, resourced, and measurable commitments.

Annual Budget
The annual budget process is guided by the Shire's strategic and business planning activities and is undertaken in accordance with the requirements of the Local Government Act 1995 and the Local Government (Financial Management) Regulations 1996. It is reviewed each year to ensure compliance, accuracy, and relevance, and serves as the mechanism for updating the Corporate Business Plan and other associated planning documents within the Shire's Integrated Planning and Reporting Framework.

Importantly, the annual budget represents the operational expression of the Shire's long term planning. It translates the community's aspirations, as outlined in the Strategic Community Plan, into funded projects and services, while also ensuring alignment with the financial parameters set out in the LTFP. In this way, the budget provides the bridge between strategy and delivery, ensuring that resources are directed towards the highest priorities in a responsible and sustainable manner.

Workforce Plan
The Workforce Plan outlines the human resources required to deliver the objectives of the Community Strategic Plan and sets out the strategies to address the challenges facing the Shire's workforce. It provides a strategic framework for managing both current and future organisational needs, ensuring that the Shire is equipped with the right skills, capacity, and structure to achieve its goals. The Workforce Plan will be reviewed in the 2025/26 financial year.

Key objectives of the Workforce Plan include:
- Identifying critical skills and positions within the organisation.
- Assessing gaps between the current workforce and future workforce requirements.
- Analysing internal and external challenges that may impact workforce capability.
- Developing strategies to address these gaps and mitigate risks associated with workforce challenges.

Asset Management Plan

The Asset Management Plan (AMP) provides a detailed assessment of the status of the Shire's infrastructure assets and identifies the renewal requirements necessary to maintain or enhance the Shire's levels of service to the community. A revised AMP will be tabled for endorsement at March 2026 Ordinary Council Meeting.

The plan adopts a whole-of-life approach, integrating operational, maintenance, renewal, and acquisition planning with appropriate funding levels to ensure that assets continue to deliver the required standard of service. The AMP also outlines the levels of infrastructure maintenance required to sustain service delivery, ensuring that the Shire can meet community expectations in a way that is both affordable and sustainable.

In addition, the AMP will assess whether certain assets should be maintained, renewed, or rationalised on a cost-versus-usage basis, ensuring that investment in infrastructure is directed towards assets that provide the greatest value to the community relative to their upkeep. This approach supports responsible asset management by aligning renewal decisions with actual demand, service outcomes, and long-term financial sustainability.

Reported levels of service and associated risks are carefully considered in the development of these plans, and asset performance will be regularly measured, monitored, and reported to support accountability and continuous improvement.

Importantly, the AMP plays a critical role in informing the LTFP by identifying the timing and cost of future renewal and replacement needs. This ensures that capital works programs are financially sustainable, renewal backlogs are managed responsibly, and infrastructure funding requirements are accurately reflected in the Shire's forward financial projections. In this way, the AMP provides the evidence base for long-term investment decisions, ensuring that the Shire's assets are managed in a way that supports community expectations, service delivery outcomes, and overall financial sustainability.

Risk Management

The Shire has established a Risk Management Framework aligned with the International Standard for Risk Management AS/NZS ISO 31000:2018. The current Risk Management Framework will be reviewed in the 2025/26 financial year. The risk framework provides a structured and consistent approach to identifying, assessing, and managing risks across all areas of the organisation. By embedding risk management into everyday operations, the Shire ensures that potential threats are identified early, mitigation strategies are implemented, and opportunities for improvement are realised.

The framework is designed to be proactive rather than reactive, ensuring that the quality and continuity of service delivery are not adversely affected by unforeseen events or emerging challenges. It also ensures that risks are considered in the context of the Shire's strategic objectives, financial capacity, and community expectations, rather than being treated in isolation.

Risk management is fully integrated into the Shire's business planning processes, including the development of the Strategic Community Plan, Corporate Business Plan, LTFP, and supporting strategies. This integration ensures that exposure to risk is minimised and that decision-making is informed, transparent, and accountable. Regular monitoring, reporting, and review processes will ensure that the framework remains relevant and responsive to changing circumstances.

Importantly, the framework also informs the development of the LTFP by identifying and assessing risks associated with financial sustainability, asset renewal, service delivery, and external funding. Specific risks relevant to the Shire include:

- Bluebush Village occupancy levels, which directly affect revenue streams and the viability of the facility.
- Downturns in the mining sector, which could significantly reduce activity at the Coolgardie Waste Facility and Kambalda Aerodrome, while also impacting broader employment and economic activity within the Shire.
- Closure or reduction of mining operations, which would have a direct effect on the Shire's rates base and lead to a decline in rates revenue.

By proactively identifying and planning for these risks, the Shire is better positioned to safeguard its financial position, protect essential services, and maintain long-term sustainability in the face of changing economic conditions

Model Assumptions

Financial Assumptions

Like any plan there are underlying assumptions on which the basis of the plan is derived. It is important to emphasise that the projects identified in the LTFP are to be used as guidance and do not financially commit the Shire to implement those projects identified. Rather, they act as a guide towards drafting the Annual Budget and as such the LTFP, along with other associated plans, will be reviewed each year by Council during the Annual Budget process.

Underlying Principles

The following principles have been applied within the plan;

- Existing service levels will be maintained to meet community expectations.
- A fair, equitable, and sustainable rating strategy will be applied to ensure the long term financial stability of the Shire.
- Funding opportunities will be actively pursued to support the delivery of new infrastructure and the renewal of existing assets.
- Existing infrastructure will be maintained in line with agreed service level reviews, ensuring assets remain fit for purpose and financially sustainable.

Major Projects

The following key projects have been identified as priorities within the plan;

- Road Infrastructure Renewal Program
- Kambalda Aged Accommodation
- Waste Management Facilities
- Sewerage Upgrades
- Coolgardie Swimming Pool Refurbishment
- Bayley Street Upgrade
- Micro Grid System

Key Assumptions

The following table summarises the two key variables applied within the plan;

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Rates*	8.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
CPI	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

* Rate increases for FY26 is the percentage increase applied to the rate in the dollar before any differential rating has been applied. Rate increases for FY27-36 reflect increases on rates revenue generated from the previous year.

Revenue Assumptions

The following table summarises the key revenue assumptions applied within the plan;

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Rates*	8.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Operating Grants	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Fees & Charges	8.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Capital Grants	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Interest	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other Revenue	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

* Rate increases for FY26 are the percentage increases applied to the rate in the dollar before any differential rating has been applied. Rate increases for FY27-36 reflect increases on rates revenue generated from the previous year.

RATES

Rates and Annual Charges represent the Shire's principal source of revenue, accounting for approximately 45% of total revenue (before Capital Grants) in FY26. The Shire's rates base is heavily influenced by the resources sector, with around 75% of total rates revenue generated from mining related properties and services.

The LTFP also assumes that rate increases will be capped at no more than 4% per annum from FY27 through to FY36, balancing the Shire's need to generate sufficient revenue with the importance of maintaining affordability for ratepayers. This disciplined approach to rate setting reflects Council's commitment to responsible financial management, while continuing to deliver services and infrastructure that meet community expectations.

FEES AND CHARGES

Fees and Charges represent the Shire's second largest source of revenue, accounting for approximately 48% of total revenue (before Capital Grants) in FY26.

Revenue of $14.86 million is forecast to be raised in FY26, with the majority generated from the Bluebush Village accommodation facilities in Kambalda. Bluebush Village is expected to generate approximately $9.90 million, representing 63% of total fees and charges revenue for the year.

Other significant contributors include:

- Kambalda Aerodrome – 10%
- Coolgardie Waste Facility – 6%
- Mining Lease Agreements – 3%

Additional revenue streams include charges for waste management services (domestic and commercial bin collection), sewerage and liquid waste services, and a smaller proportion from statutory services such as animal registrations, building approvals, and town planning application fees.

The generation of strong operating revenues from these non-rating sources reduces reliance on rates and enables Council to apply operating surpluses towards reinvestment in strategic projects, supporting the delivery of new infrastructure, service improvements, and long-term community benefits.

However, there is inherent risk surrounding the assumptions underpinning fees and charges revenue, as much of it is dependent on the strength of the mining sector. The three largest sources; Bluebush Village, Kambalda Aerodrome and the Coolgardie Waste Facility are all directly linked to mining activity. The LTFP adopts a conservative approach to mitigate this risk, modelling only 50% occupancy at Bluebush for Years 1–5 of the plan, and reducing this further to 30% occupancy in Years 6–10. Even with these cautious assumptions, a sudden downturn in mining activity would significantly affect all three major revenue streams. While some associated costs would also decrease in such a scenario, the net impact on the Shire's finances would remain material.

This risk is not unique to the Shire of Coolgardie, it is a reality for all local governments whose economies are tied to the mining sector. Accordingly, the Shire recognises the importance of pursuing opportunities outside of mining, while also leveraging the current strength of the sector to diversify income sources and build long term financial resilience.

OPERATIONAL GRANTS, SUBSIDIES AND CONTRIBUTIONS

The Shire historically receives approximately 5% of its operating revenue from various operational grants.

Some of these grants, such as the Commonwealth Financial Assistance Grant and the Main Roads Direct Grant, are untied and received annually. These funding streams provide a reliable source of income and have historically increased in line with CPI. Other funding sources, such as support for the Community Resource Centres in Coolgardie and Kambalda, are tied to the delivery of specific services. While these grants are service based, they have been relatively consistent from year to year and have also generally been indexed in line with CPI.

In contrast, certain funding sources are more project-specific and therefore less predictable. For example, the Shire has recently received other funding to deliver community led support services. However, as future allocations remain uncertain, this revenue has not been projected beyond the current funding arrangements in the LTFP.

This approach ensures that the plan remains financially prudent by only including operational grants where there is a reasonable degree of certainty, while acknowledging the risks associated with short term or project specific funding.

INVESTMENT INCOME

The Shire will invest funds that are surplus to its immediate operational requirements. Within the LTFP, it is assumed that any surplus funds will be invested in a diversified portfolio of term deposits and/or securities, in accordance with the Shire's investment policies.

For the purposes of long term financial modelling, interest rates have been aligned with the CPI applied throughout the plan. The LTFP has intentionally not sought to speculate on potential interest rate volatility, ensuring that projections remain conservative, transparent, and free from undue assumptions about future market fluctuations.

REIMBURSEMENTS AND OTHER REVENUE

The Shire receives minor revenue and reimbursements from a range of sources, which collectively form a small component of overall income, contributing just 1% of total revenue (before Capital Grants) in FY26.

Historically, this account has also included insurance recoveries, though it is important to note that such recoveries are typically offset by matching expenses and therefore have no net financial impact.

For the purposes of the LTFP, no assumptions have been made regarding future insurance recoveries, reflecting a conservative approach to forecasting. Other minor revenue streams are projected to increase in line with CPI over the duration of the plan.

CAPITAL GRANTS AND CONTRIBUTIONS

The Shire receives regular Capital Grants to fund or subsidise the delivery of strategic capital projects.

Road-related funding streams, such as the Regional Road Group program, have been indexed in line with CPI, while Roads to Recovery funding has been included past the current program which ends in FY29.

The certainty of other grant programs, such as the Local Roads and Community Infrastructure Program, remains less predictable. Accordingly, the LTFP only includes funding allocations that are considered highly likely to be received. Projects identified over the 10-year life of the plan are included on the basis that they will only proceed where all, or a substantial proportion of, external funding is secured to cover their costs.

This approach ensures that the capital works program remains both realistic and financially sustainable, avoiding undue reliance on uncertain funding while still positioning the Shire to leverage opportunities as they arise.

Expenditure Assumptions

The following table summarises the key expenditure assumptions applied within the plan;

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Employee Costs	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Materials & Contracts	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Utility Charges	3.00%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%
Finance Costs	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Insurance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other Expenditure	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

EMPLOYEE COSTS

Employee costs encompass salaries and wages, leave entitlements, superannuation contributions, training, and workers' compensation expenses. They represent significant operating expenditure for the Shire, accounting for approximately 20% of forecast operating expenses in FY26.

For the purposes of the LTFP, employee costs have been projected to increase in line with CPI, estimated at 3% per annum over the life of the plan. This approach reflects both anticipated cost pressures and the Shire's commitment to ensuring that workforce resources remain sufficient to deliver the service levels expected by the community.

It also recognises that service levels must be reviewed regularly to ensure staffing levels remain appropriate and sustainable. This process ensures that the organisation can adapt to changing community needs, manage costs effectively, and align workforce capacity with the Shire's financial and strategic priorities.

MATERIALS AND CONTRACTS

Materials, contracts, and other expenses include all expenditures required to maintain Shire facilities and deliver services to the community. This category represents the largest fixed expense for the Shire of Coolgardie, accounting for approximately 39% of forecast operating expenses in FY26.

The most significant component within this category relates to the management and maintenance of the Kambalda accommodation facilities, which represents around 47% of total costs. Additional major costs include the operation of the Kambalda Aerodrome (8%) and the Coolgardie Waste Facility (5%). Collectively, approximately 59% of material and contract costs in FY26 are attributable to facilities in some way linked to the mining sector services, which the Shire has strategically developed to diversify its revenue base beyond rates.

While these facilities are central to the Shire's revenue diversification strategy, they also expose the Shire to sector-specific risks. Any downturn in the mining industry could have a significant impact on both revenues and associated costs. For this reason, ongoing review of operations and service delivery models is critical to ensure financial sustainability, efficiency, and value for money.

All costs in this category have been indexed in line with CPI for the duration of the LTFP.

FINANCE COSTS

Although interest on loans represent only around 5% of operating expenditure, they remain a significant financial commitment for the Shire. Recognising this, Council has placed strong emphasis on the importance of repaying borrowings as a priority, with the aim of improving cash flow and strengthening the Shire's financial position in the short to medium term.

Minimising exposure to rising interest rates is paramount, and as such the Shire has adopted a cautious approach to debt management. Where possible, any surplus funds will be applied to accelerate debt reduction, further reducing financial risk and improving long term sustainability.

In line with this commitment, the LTFP makes no provision for additional borrowings. Instead, the focus is on steadily reducing the existing debt portfolio and ensuring that future capital projects are funded through a combination of external grants, prudent financial management, and the progressive rebuilding of reserves.

UTILITY COSTS

Utility costs represent approximately 7% of the Shire's operating expenditure. For the purposes of the LTFP, these costs have been projected to increase in line with CPI. However, they will need to be monitored carefully, as historically utility costs, particularly energy, have often increased at a rate significantly higher than CPI.

A key driver of current expenditure is the reliance on temporary generator power at the Bluebush Village, Kambalda Aerodrome, and the Coolgardie Waste Facilities. These arrangements continue to be reviewed, as they represent a significant ongoing cost. In the longer term, the Shire intends to pursue more permanent energy solutions to reduce reliance on generators. While this will likely require some initial capital investment, it is expected to generate substantial operating cost savings over time.

INSURANCE COSTS

Insurance costs represent approximately 2% of the Shire's operating expenditure. For the purposes of the LTFP, these costs have been projected to increase in line with CPI, consistent with historical trends. Insurance coverage will be reviewed regularly to ensure that appropriate levels of protection are maintained, and any changes in the Shire's risk profile, asset base, or operating environment are reflected in future forecasts.

OTHER COSTS

Other costs represent approximately 6% of the Shire's operating expenditure. This category typically includes expenditure associated with health service arrangements, elected member costs, and rates recovery activities, as well as a range of minor costs such as statutory fees and charges, taxes, provisions for bad debts, and donations or subsidies provided to community groups.

FAIR VALUE ADJUSTMENTS

The Shire of Coolgardie holds non-current assets which are required under Regulation 17A of the Local Government (Financial Management) Regulations 1996 to be revalued at least once every 5 years. The LTFP does not include any projections related to fair value adjustments to avoid an inaccurate representation of the Shire of Coolgardie's asset base.

Capital Assumptions

CAPITAL WORKS AND INFRASTRUCTURE

The Shire of Coolgardie has developed a ten (10) year Infrastructure Renewal Program which outlines the proposed expenditure requirements for new infrastructure assets, ongoing asset management and the replacement of existing assets. This program provides a forward-looking view of the Shire's anticipated capital works requirements over the next decade.

It is important to note that the Infrastructure Renewal Program is not a formally adopted plan of Council, but rather an indicative estimate based on the best available information at the time of preparation. The cost and timing estimates, together with the assumptions underpinning the program, are prepared by management using the most recent and reliable data available. As such, the program should be viewed as a planning tool to guide future decision-making and prioritisation, with all projects subject to Council approval and the availability of funding at the time of implementation.

Some of the highlights throughout the course of the plan include;

Project	Estimated Cost	Timing
Road Infrastructure Renewal Program	$46,482,517	FY26-36
Bayley Street Upgrade	$7,525,000	FY28-29
Coolgardie Swimming Pool	$6,200,000	FY27-28
Land & Buildings	$5,092,861	FY26-36
Plant Replacement Program	$4,515,000	FY26-36
Micro Grid System	$4,000,000	FY31-32
Footpath Renewal Program	$3,617,187	FY26-36
Coolgardie Sewerage Upgrades	$3,405,686	FY26-36
Waste Management Facilities	$2,750,000	FY26-36
Other Infrastructure Renewal	$2,471,384	FY26-36
Parks & Ovals	$2,000,000	FY25-35

DEPRECIATION

Depreciation is the systematic allocation of the cost of the Shire's infrastructure, property, plant, and equipment over their estimated useful lives, and it represents approximately 22% of the Shire's operating expenditure. Depreciation is calculated in accordance with Australian Accounting Standards and the Local Government (Financial Management) Regulations 1996, ensuring consistency and compliance across reporting periods.

While it accounts for a significant proportion of reported costs, depreciation is a non-cash item, meaning it does not represent an actual outflow of funds and therefore does not directly impact the Shire's cash flow position. Instead, it reflects the gradual consumption of the economic value of assets over time. Depreciation rates are reviewed regularly to ensure they accurately reflect the useful life of the Shire's assets.

The table below shows the current details of the asset classes and useful lives applied to each of them;

Asset Class	Useful Life
Land & Buildings	3-50 years
Furniture & Equipment	3-40 years
Plant & Equipment	5-20 years
Roads - Formation	not depreciated
Roads	15-90 years
Footpaths	20-60 years
Drainage	75 years
Parks & Ovals	5-50 years
Sewerage	10-100 years
Kerbing	60 years
Other Infrastructure	2-50 years
Landfill Assets	6.5 years
Right of Use Assets	3-7 years

Financial Reporting

The LTFP and the assumptions and projections used within are supported by a resulting suite of financial statements covering the 10 year period FY25 to FY36.

The financial suite of documents used to support the LTFP includes;

(a) Statement of Comprehensive Income
This statement outlines all Council's sources of income, including Capital Grants and contributions and all operating expenses, including depreciation. This statement does not include capital expenditure. The net operating result for each year is calculated as total operating income less total operating expenses. The result is then shown as a surplus or a (deficit) and is a measure of Council's performance.

(b) Statement of Financial Activity
This is a forecast summary starting with the operating surplus or (deficit) from each year and adding back depreciation being a non-cash item. The summary considers other funding inflows and outflows to display a net cash result which is then managed via the reserves to ensure that Council maintains appropriate funding levels to support activities.

(c) Statement of Financial Position
The Statement of Financial Position details what Council owns (assets) and what it owes (liabilities) at a given point in time. Council's net worth is determined by deducting total liabilities from total assets, which results in Equity.

(d) Statement of Cash Flows
The Statement of Cash Flows summarises the actual flows of cash for each year and explains the change in cash balance held from the start of the year to the end of the year. The report shows where Council has received cash from and what it has spent it on.

(e) Statement of Reserves
The Statement of Reserves details Council's reserve balances at the start of each year and the end of each year. All reserves are cash backed assets. Reserves are held to provide for future upgrade or provision of new infrastructure and assets.

(f) Infrastructure Renewal Program
This a summary of the proposed capital expenditure for existing or proposed new infrastructure throughout the course of the plan. The summary includes depreciation and information relating to the disposal of any assets within each of the asset classifications.

Statement of Comprehensive Income

	2026 $'000	2027 $'000	2028 $'000	2029 $'000	2030 $'000	2031 $'000	2032 $'000	2033 $'000	2034 $'000	2035 $'000	2036 $'000
REVENUE											
Rates	14,864	15,458	16,077	16,720	17,388	18,084	18,807	19,560	20,342	21,156	22,002
Operating Grants & Contributions	1,632	2,150	2,204	2,268	2,335	2,403	2,473	2,546	2,621	2,698	2,777
Fees & Charges	15,701	12,699	13,201	13,723	14,266	11,462	11,811	11,448	11,900	12,370	12,859
Interest on Investments	312	194	285	380	394	517	477	510	563	586	527
Other Revenue	231	218	225	232	239	246	253	261	269	277	285
TOTAL REVENUE	**32,740**	**30,719**	**31,992**	**33,323**	**34,622**	**32,712**	**33,821**	**34,325**	**35,695**	**37,087**	**38,450**
EXPENDITURE											
Employee Costs	6,257	6,957	7,166	7,381	7,602	7,830	8,065	8,307	8,556	8,813	9,077
Materials & Contracts	11,768	10,663	11,558	11,947	12,351	9,981	10,284	10,597	10,920	11,254	11,600
Utility charges	2,038	2,129	2,225	2,325	2,429	2,539	2,653	2,772	2,897	3,027	3,164
Depreciation	6,572	8,679	8,423	8,696	9,056	9,366	9,622	9,873	10,103	10,343	10,657
Interest expense	1,583	1,450	1,445	1,394	1,302	1,162	932	685	425	150	0
Insurance expense	563	580	597	615	634	653	672	692	713	735	757
Other expenditure	1,760	1,220	1,256	1,293	1,331	1,370	1,410	1,451	1,494	1,538	1,583
TOTAL EXPENDITURE	**30,541**	**31,678**	**32,670**	**33,651**	**34,705**	**32,901**	**33,638**	**34,377**	**35,108**	**35,860**	**36,838**
Loss on Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0
Profit on Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0
Capital Grants & Contributions	5,780	1,721	3,254	5,588	4,567	1,900	3,400	3,400	1,950	1,950	2,050
Fair value adjustments through profit & loss	94	0	0	0	0	0	0	0	0	0	0
Fair value adjustments to right of use assets	0	0	0	0	0	0	0	0	0	0	
Fair value adjustments to investment property	0	0	0	0	0	0	0	0	0	0	
NET RESULT FOR PERIOD	**8,073**	**762**	**2,576**	**5,260**	**4,484**	**1,711**	**3,583**	**3,348**	**2,537**	**3,177**	**3,662**
Changes in asset revaluation surplus	0	0	0	0	0	0	0	0	0	0	0
TOTAL COMPREHENSIVE INCOME FOR PERIOD	**8,073**	**762**	**2,576**	**5,260**	**4,484**	**1,711**	**3,583**	**3,348**	**2,537**	**3,177**	**3,662**

Statement of Financial Activity

	2026 $'000	2027 $'000	2028 $'000	2029 $'000	2030 $'000	2031 $'000	2032 $'000	2033 $'000	2034 $'000	2035 $'000	2036 $'000
Opening Surplus / (Deficit)	(3,545)	0	0	0	0	0	0	0	0	0	0
Result from Operating Activities	2,293	(959)	(678)	(328)	(83)	(189)	183	(52)	587	1,227	1,612
NON CASH AMOUNTS EXCLUDED FROM OPERATING ACTIVITIES											
(Profit) / Loss on Sale of Assets	0	0	0	0	0	0	0	0	0	0	0
Fair value adjustments through profit & loss	(94)	0	0	0	0	0	0	0	0	0	0
Depreciation	6,572	8,679	8,423	8,696	9,056	9,366	9,622	9,873	10,103	10,343	10,657
Movements in assets and liabilities	50	(1,000)	0	0	(1,000)	0	0	0	(500)	(1,500)	0
Amount attributable to Operating Activities	6,528	7,679	8,423	8,696	8,056	9,366	9,622	9,873	9,603	8,843	10,657
INVESTING ACTIVITIES											
Purchase of Property, Plant & Equipment	(863)	(1,550)	(950)	(950)	(950)	(950)	(950)	(950)	(950)	(1,050)	(1,050)
Purchase of Infrastructure	(8,016)	(5,021)	(8,144)	(11,304)	(8,600)	(7,050)	(7,742)	(7,176)	(6,583)	(8,516)	(12,272)
Purchase of Investment Property	0	0	0	0	0	0	0	0	0	0	0
Capital grants, subsidies and contributions	5,780	1,721	3,254	5,588	4,567	1,900	3,400	3,400	1,950	1,950	2,050
Proceeds from sale of assets	0	0	190	190	190	190	190	190	190	190	190
Amount attributable to investing activities	(3,099)	(4,850)	(5,650)	(6,476)	(4,793)	(5,910)	(5,102)	(4,536)	(5,393)	(7,426)	(11,082)
FINANCING ACTIVITIES											
Proceeds from Borrowings	0	0	0	0	0	0	0	0	0	0	0
Proceeds from Overdraft Facility	0	0	0	0	0	0	0	0	0	0	0
Repayment of Borrowings	0	0	(385)	(1,588)	(1,680)	(3,983)	(4,213)	(4,459)	(4,719)	(4,436)	0
Repayment of Overdraft Facility	0	0	0	0	0	0	0	0	0	0	0
Repayment of Lease Liabilities	(1,817)	(229)	(12)	(8)	0	0	0	0	0	0	0
Transfers from Reserves	0	0	667	1,919	2,066	5,683	4,513	4,855	5,485	3,631	0
Transfers to Reserves	(360)	(1,640)	(2,365)	(2,214)	(3,566)	(4,967)	(5,004)	(5,680)	(5,563)	(1,839)	(1,187)
Amount attributable to financing activities	(2,177)	(1,870)	(2,095)	(1,891)	(3,180)	(3,267)	(4,704)	(5,285)	(4,797)	(2,644)	(1,187)
Operating Surplus / (Deficit)	0	0	0	0	0	0	0	0	0	0	0

Statement of Cash Flows

	2026 $'000	2027 $'000	2028 $'000	2029 $'000	2030 $'000	2031 $'000	2032 $'000	2033 $'000	2034 $'000	2035 $'000	2036 $'000
Cashflows from Operating Activities											
Rates	14,391	15,614	16,327	16,720	17,388	18,084	18,807	19,560	20,342	21,156	22,002
Operating Grants & Contributions	1,632	2,150	2,204	2,268	2,335	2,403	2,473	2,546	2,621	2,698	2,777
Fees & Charges	15,716	13,383	13,201	13,723	14,266	11,462	11,811	11,448	11,900	12,370	12,859
Other Revenue	543	412	510	612	633	763	730	771	832	863	812
Employee Costs	(6,260)	(6,957)	(7,166)	(7,381)	(7,602)	(7,830)	(8,065)	(8,307)	(8,556)	(8,813)	(9,077)
Materials & Contracts	(14,403)	(11,438)	(12,158)	(12,147)	(12,351)	(9,981)	(10,284)	(10,597)	(10,920)	(11,254)	(11,600)
Utility charges	(2,038)	(2,129)	(2,225)	(2,325)	(2,429)	(2,539)	(2,653)	(2,772)	(2,897)	(3,027)	(3,164)
Finance costs	(1,583)	(1,450)	(1,445)	(1,394)	(1,302)	(1,162)	(932)	(685)	(425)	(150)	0
Insurance paid	(563)	(580)	(597)	(615)	(634)	(653)	(672)	(692)	(713)	(735)	(757)
Other Expenditure	(1,608)	(2,600)	(1,256)	(1,293)	(1,331)	(1,370)	(1,410)	(1,451)	(1,494)	(1,538)	(1,583)
Net Cash Provided (or Used) in Operating Activities	**5,828**	**6,405**	**7,395**	**8,168**	**8,973**	**9,177**	**9,805**	**9,821**	**10,690**	**11,570**	**12,269**
Cashflows of Investing Activities											
Proceeds from sale of Property, Plant & Equipment	0	0	190	190	190	190	190	190	190	190	190
Capital Grants & Contributions	3,691	1,721	3,254	5,588	4,567	1,900	3,400	3,400	1,950	1,950	2,050
Payments for purchase of Property, Plant & Equipment	(863)	(1,550)	(950)	(950)	(950)	(950)	(950)	(950)	(950)	(1,050)	(1,050)
Payments for construction of Infrastructure	(8,016)	(5,021)	(8,144)	(11,304)	(8,600)	(7,050)	(7,742)	(7,176)	(6,583)	(8,516)	(12,272)
Payments for Investment Property	0	0	0	0	0	0	0	0	0	0	0
Net Cash Provided (or Used) in Investing Activities	**(5,188)**	**(4,850)**	**(5,650)**	**(6,476)**	**(4,793)**	**(5,910)**	**(5,102)**	**(4,536)**	**(5,393)**	**(7,426)**	**(11,082)**
Cashflows of Financing Activities											
Proceeds from Borrowings	0	0	0	0	0	0	0	0	0	0	0
Proceeds from Overdraft Facility	0	0	0	0	0	0	0	0	0	0	0
Repayment of Borrowings	0	0	(385)	(1,588)	(1,680)	(3,983)	(4,213)	(4,459)	(4,719)	(4,436)	0
Repayment of Overdraft Facility	0	0	0	0	0	0	0	0	0	0	0
Repayment of Lease Liabilities	(1,817)	(229)	(12)	(8)	0	0	0	0	0	0	0
Net Cash Provided (or Used) in Financing Activities	**(1,817)**	**(229)**	**(397)**	**(1,596)**	**(1,680)**	**(3,983)**	**(4,213)**	**(4,459)**	**(4,719)**	**(4,436)**	**0**
Net increase (decrease) in cash held	(1,177)	1,325	1,347	95	2,500	(716)	491	826	578	(292)	1,187
Cash and cash equivalents at beginning of year	3,922	2,745	4,070	5,418	5,513	8,013	7,297	7,788	8,614	9,192	8,900
Cash and cash equivalents at the end of the year	**2,745**	**4,070**	**5,418**	**5,513**	**8,013**	**7,297**	**7,788**	**8,614**	**9,192**	**8,900**	**10,087**

Statement of Financial Position

	2026 $'000	2027 $'000	2028 $'000	2029 $'000	2030 $'000	2031 $'000	2032 $'000	2033 $'000	2034 $'000	2035 $'000	2036 $'000
CURRENT ASSETS											
Cash and cash equivalents	2,745	4,070	5,418	5,513	8,013	7,297	7,788	8,614	9,192	8,900	10,087
Rate receivables	1,016	750	500	500	500	500	500	500	500	500	500
Trade receivables	1,184	500	500	500	500	500	500	500	500	500	500
Inventories	10	10	10	10	10	10	10	10	10	10	10
Total Current Assets	**4,955**	**5,330**	**6,428**	**6,523**	**9,023**	**8,307**	**8,798**	**9,624**	**10,202**	**9,910**	**11,097**
NON-CURRENT ASSETS											
Trade and other receivables	265	265	265	265	265	265	265	265	265	265	265
Other financial assets	194	194	194	194	194	194	194	194	194	194	194
Property, plant and equipment	37,654	37,786	37,067	36,313	35,537	34,738	33,918	33,075	32,210	31,423	30,607
Infrastructure	115,835	114,077	115,278	119,401	120,481	119,723	119,423	118,329	116,433	116,253	119,544
Right-of-use assets	4,796	4,301	4,301	4,301	4,301	4,301	4,301	4,301	4,301	4,301	4,301
Investment Property	17,290	17,290	17,290	17,290	17,290	17,290	17,290	17,290	17,290	17,290	17,290
Total Non-Current Assets	**176,033**	**173,913**	**174,394**	**177,763**	**178,067**	**176,511**	**175,390**	**173,454**	**170,693**	**169,726**	**172,201**
TOTAL ASSETS	**180,988**	**179,243**	**180,822**	**184,286**	**187,090**	**184,818**	**184,188**	**183,078**	**180,895**	**179,636**	**183,298**
CURRENT LIABILITIES											
Trade and other payables	2,575	1,800	1,200	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Lease liabilities	229	12	8	0	0	0	0	0	0	0	0
Borrowings	0	385	1,588	1,680	3,983	4,213	4,459	4,719	4,436	0	0
Employee related provisions	432	432	432	432	432	432	432	432	432	432	432
Other Provisions	1,380	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	**4,616**	**2,629**	**3,229**	**3,112**	**5,415**	**5,645**	**5,891**	**6,151**	**5,868**	**1,432**	**1,432**
NON-CURRENT LIABILITIES											
Lease liabilities	20	8	0	0	0	0	0	0	0	0	0
Borrowings	25,463	25,078	23,490	21,810	17,827	13,615	9,155	4,436	0	0	0
Employee related provisions	115	115	115	115	115	115	115	115	115	115	115
Other provisions	4,484	4,374	4,374	4,374	4,374	4,374	4,374	4,374	4,374	4,374	4,374
Total Non-Current Liabilities	**30,083**	**29,575**	**27,979**	**26,299**	**22,316**	**18,103**	**13,644**	**8,925**	**4,489**	**4,489**	**4,489**
TOTAL LIABILITIES	**34,699**	**32,204**	**31,207**	**29,411**	**27,731**	**23,748**	**19,535**	**15,076**	**10,357**	**5,921**	**5,921**
NET ASSETS	**146,289**	**147,038**	**149,615**	**154,875**	**159,359**	**161,070**	**164,653**	**168,001**	**170,538**	**173,715**	**177,377**
EQUITY											
Retained surplus	54,735	53,844	54,722	59,687	62,671	65,098	68,190	70,712	73,171	78,140	80,615
Reserve accounts	618	2,258	3,955	4,250	5,751	5,035	5,526	6,352	6,430	4,638	5,825
Revaluation surplus	90,937	90,937	90,937	90,937	90,937	90,937	90,937	90,937	90,937	90,937	90,937
TOTAL EQUITY	**146,289**	**147,038**	**149,614**	**154,874**	**159,358**	**161,069**	**164,652**	**168,000**	**170,537**	**173,714**	**177,376**

Statement of Reserves

	2025 $'000	2026 $'000	2027 $'000	2028 $'000	2029 $'000	2030 $'000	2031 $'000	2032 $'000	2033 $'000	2034 $'000	2035 $'000	2036 $'000
LEAVE RESERVE												
Opening Balance	0	0	50	52	53	55	56	133	137	456	470	484
Transfer to Reserve	0	50	2	2	2	2	77	4	319	14	14	65
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0	0	0
Balance at 30 June	0	50	52	53	55	56	133	137	456	470	484	548
PLANT RESERVE												
Opening Balance	72	77	130	134	138	193	199	280	288	497	311	467
Transfer to Reserve	5	53	4	4	55	6	81	8	209	15	155	14
Transfer from Reserve	0	0	0	0	0	0	0	0	0	(200)	0	0
Balance at 30 June	77	130	134	138	193	199	280	288	497	311	467	481
SEWERAGE RESERVE												
Opening Balance	56	60	142	146	276	334	344	430	443	456	220	326
Transfer to Reserve	4	82	4	130	58	10	85	13	13	14	107	332
Transfer from Reserve	0	0	0	0	0	0	0	0	0	(250)	0	0
Balance at 30 June	60	142	146	276	334	344	430	443	456	220	326	658
LANDFILL REINSTATEMENT RESERVE												
Opening Balance	0	0	50	52	53	105	108	186	192	197	203	359
Transfer to Reserve	0	50	2	2	52	3	78	6	6	6	156	11
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0	0	0
Balance at 30 June	0	50	52	53	105	108	186	192	197	203	359	370
INFRASTRUCTURE RENEWAL RESERVE												
Opening Balance	83	89	142	963	2,359	2,495	2,997	1,520	1,663	1,601	1,480	2,474
Transfer to Reserve	6	53	821	1,678	467	888	223	443	334	79	994	374
Transfer from Reserve	0	0	0	(282)	(331)	(386)	(1,700)	(300)	(396)	(200)	0	0
Balance at 30 June	89	142	963	2,359	2,495	2,997	1,520	1,663	1,601	1,480	2,474	2,848

Statement of Reserves (continued)

	2025 $'000	2026 $'000	2027 $'000	2028 $'000	2029 $'000	2030 $'000	2031 $'000	2032 $'000	2033 $'000	2034 $'000	2035 $'000	2036 $'000
AGED ACCOMMODATION RENEWAL RESERVE												
Opening Balance	30	33	64	66	68	120	123	202	208	214	221	377
Transfer to Reserve	2	31	2	2	52	4	79	6	6	6	157	391
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0	0	0
Balance at 30 June	33	64	66	68	120	123	202	208	214	221	377	769
ROAD CONTRIBUTIONS RESERVE												
Opening Balance	0	0	40	41	41	41	41	116	116	116	0	150
Transfer to Reserve	0	40	1	0	0	0	75	0	0	0	150	0
Transfer from Reserve	0	0	0	0	0	0	0	0	0	(116)	0	0
Balance at 30 June	0	40	41	41	41	41	116	116	116	0	150	150
DEBT MANAGEMENT RESERVE												
Opening Balance	0	0	0	805	967	908	1,882	2,169	2,480	2,814	3,525	0
Transfer to Reserve	0	0	805	548	1,529	2,654	4,269	4,524	4,793	5,430	106	0
Transfer from Reserve	0	0	0	(385)	(1,588)	(1,680)	(3,983)	(4,213)	(4,459)	(4,719)	(3,631)	0
Balance at 30 June	0	0	805	967	908	1,882	2,169	2,480	2,814	3,525	0	0
TOTAL RESERVES												
Opening Balance	241	258	618	2,258	3,955	4,250	5,751	5,035	5,526	6,352	6,430	4,638
Transfer to Reserve	17	360	1,640	2,365	2,214	3,566	4,967	5,004	5,680	5,563	1,839	1,187
Transfer from Reserve	0	0	0	(667)	(1,919)	(2,066)	(5,683)	(4,513)	(4,855)	(5,485)	(3,631)	0
TOTAL RESERVES AT 30 JUNE	258	618	2,258	3,955	4,250	5,751	5,035	5,526	6,352	6,430	4,638	5,825

Infrastructure Renewal Program

	2026 $'000	2027 $'000	2028 $'000	2029 $'000	2030 $'000	2031 $'000	2032 $'000	2033 $'000	2034 $'000	2035 $'000	2036 $'000
INVESTMENT PROPERTY											
Opening Balance	17,290	21,603	21,603	21,603	21,603	21,603	21,603	21,603	21,603	21,603	21,603
Accumulated Depreciation	0	0	0	0	0	0	0	0	0	0	0
Sub-total	17,290	21,603	21,603	21,603	21,603	21,603	21,603	21,603	21,603	21,603	21,603
Asset Revaluations	0	0	0	0	0	0	0	0	0	0	0
Transfers	4,313	0	0	0	0	0	0	0	0	0	0
Acquisitions											
- Capital New	0	0	0	0	0	0	0	0	0	0	0
- Capital Renewal	0	0	0	0	0	0	0	0	0	0	0
Disposal	0	0	0	0	0	0	0	0	0	0	0
Depreciation	0	0	0	0	0	0	0	0	0	0	0
Sub-total	21,603	21,603	21,603	21,603	21,603	21,603	21,603	21,603	21,603	21,603	21,603
Proceeds from Sale of PPE	0	0	0	0	0	0	0	0	0	0	0
Book Value of PPE Disposed	0	0	0	0	0	0	0	0	0	0	0
Profit / (Loss) on PPE	0	0	0	0	0	0	0	0	0	0	0
PROPERTY, PLANT & EQUIPMENT											
Opening Balance	48,117	48,980	50,530	51,100	51,670	52,240	52,810	53,380	53,950	54,520	55,190
Accumulated Depreciation	(10,172)	(11,326)	(12,744)	(14,033)	(15,357)	(16,703)	(18,072)	(19,462)	(20,875)	(22,310)	(23,767)
Sub-total	37,945	37,654	37,786	37,067	36,313	35,537	34,738	33,918	33,075	32,210	31,423
Asset Revaluations	0	0	0	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0	0	0	0
Acquisitions											
- Capital New	630	300	0	0	0	0	0	0	0	100	100
- Capital Renewal	233	1,250	950	950	950	950	950	950	950	950	950
Disposal	0	0	(380)	(380)	(380)	(380)	(380)	(380)	(380)	(380)	(380)
Depreciation	(1,154)	(1,418)	(1,289)	(1,324)	(1,346)	(1,368)	(1,391)	(1,413)	(1,435)	(1,457)	(1,486)
Sub-total	37,654	37,786	37,067	36,313	35,537	34,738	33,918	33,075	32,210	31,423	30,607
Proceeds from Sale of PPE	0	0	190	190	190	190	190	190	190	190	190
Book Value of PPE Disposed	0	0	190	190	190	190	190	190	190	190	190
Profit / (Loss) on PPE	0	0	0	0	0	0	0	0	0	0	0

Infrastructure Renewal Program (continued)

	2026 $'000	2027 $'000	2028 $'000	2029 $'000	2030 $'000	2031 $'000	2032 $'000	2033 $'000	2034 $'000	2035 $'000	2036 $'000
INFRASTRUCTURE											
Opening Balance	197,354	205,370	210,391	218,536	229,840	238,440	245,490	253,231	260,407	266,990	275,506
Accumulated Depreciation	(84,172)	(89,535)	(96,315)	(103,258)	(110,439)	(117,959)	(125,767)	(133,808)	(142,078)	(150,557)	(159,253)
Sub-total	**113,182**	**115,835**	**114,077**	**115,278**	**119,401**	**120,481**	**119,723**	**119,423**	**118,329**	**116,433**	**116,253**
Asset Revaluations	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Acquisitions											
- Capital New	50	300	800	800	800	800	800	800	800	800	800
- Capital Renewal	7,966	4,721	7,344	10,504	7,800	6,250	6,942	6,376	5,783	7,716	11,472
Depreciation	(5,363)	(6,779)	(6,943)	(7,182)	(7,520)	(7,808)	(8,042)	(8,270)	(8,478)	(8,696)	(8,981)
Sub-total	**115,835**	**114,077**	**115,278**	**119,401**	**120,481**	**119,723**	**119,423**	**118,329**	**116,433**	**116,253**	**119,544**
TOTAL NET ASSETS	**153,489**	**151,863**	**152,345**	**155,714**	**156,018**	**154,462**	**153,341**	**151,404**	**148,643**	**147,676**	**150,151**
RIGHT OF USE ASSETS											
Opening Balance	7,555	3,242	3,242	3,242	3,242	3,242	3,242	3,242	3,242	3,242	3,242
Accumulated Depreciation	(2,705)	(2,760)	(3,242)	(3,242)	(3,242)	(3,242)	(3,242)	(3,242)	(3,242)	(3,242)	(3,242)
Sub-total	**4,850**	**483**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Asset Revaluations	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Acquisitions											
- Capital New	0	0	0	0	0	0	0	0	0	0	0
- Capital Renewal	0	0	0	0	0	0	0	0	0	0	0
Disposal	0	0	0	0	0	0	0	0	0	0	0
Depreciation	(55)	(483)	0	0	0	0	0	0	0	0	0
Proceeds from Sale of ROU Assets	0	0	0	0	0	0	0	0	0	0	0
Book Value of PPE Disposed	0	0	0	0	0	0	0	0	0	0	0
Profit / (Loss) on PPE	0	0	0	0	0	0	0	0	0	0	0
TOTAL RIGHT OF USE ASSETS	**4,796**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Sensitivity Analysis

The following analysis examines the potential financial impacts of applying different escalation rates to the Shire's key revenue and expenditure streams over the 10-year life of the LTFP. This analysis is designed to test the resilience of the Shire's financial projections under varying economic conditions, and to identify the potential risks associated with external cost pressures and revenue fluctuations.

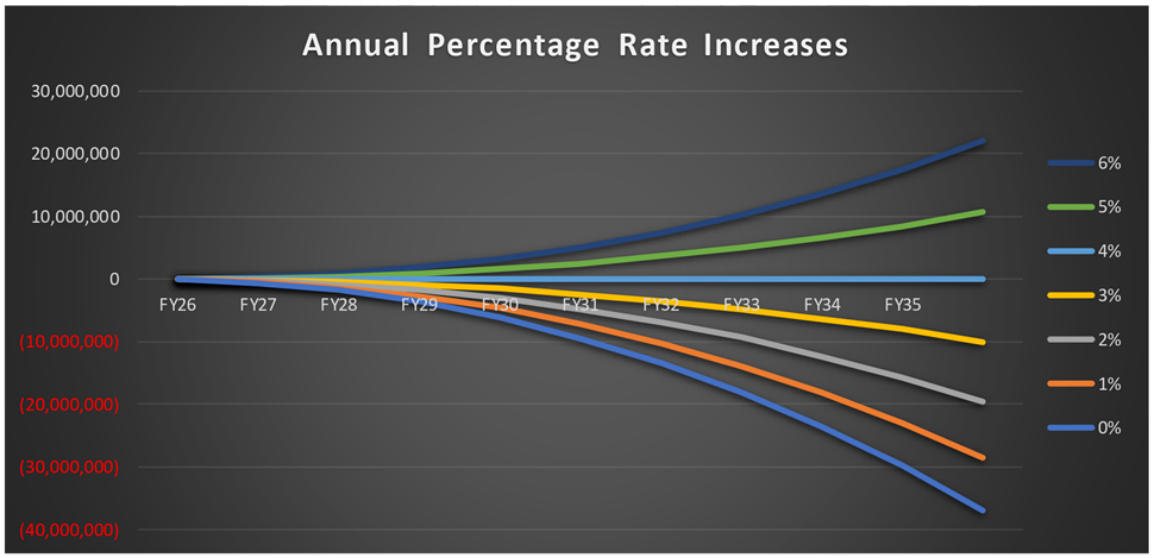
The external benchmarks used in the modelling include the CPI for January 2025 as published by the Australian Bureau of Statistics, the Perth Wage Price Index for June 2025, and the Reserve Bank of Australia (RBA) 10-year bond rate. These indicators provide a realistic basis for assessing likely movements in operating costs, wage growth, and the cost of capital over the planning horizon.

By modelling a range of escalation scenarios for rates revenue, employee costs, and materials and contracts expenditure, the analysis highlights both the opportunities for cost containment and the risks of increased financial pressure. The outcomes guide the selection of prudent escalation rates for inclusion in the LTFP and provide a framework for annual review to ensure assumptions remain aligned with prevailing economic conditions.

Rates

The sensitivity analysis undertaken for the LTFP examined a range of scenarios to assess the revenue impacts of different annual rate increases over the 10-year period.

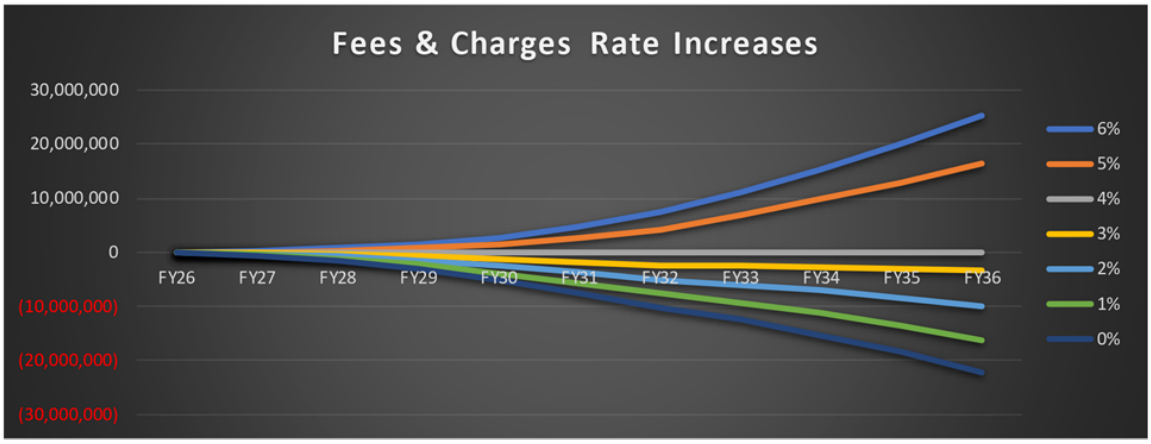
The draft LTFP applies a 4% annual increase in rate revenue, compared to the Reserve Bank of Australia's 10-year bond rate of 4.76% at January 2026. The modelling indicates that maintaining rates at current levels with no annual increase would result in a cumulative revenue loss of $36.96 million over the 10 years, while applying a 6% annual increase would generate an additional $22.10 million in rates revenue over the same period. The Shire considers the 4% escalation to be a sustainable and balanced approach, but notes that all underlying assumptions will be reviewed annually as part of the budget and rating review process.



Fees and Charges

The draft LTFP applies a 4% annual increase in line with rate revenue increases, compared to the Reserve Bank of Australia's 10-year bond rate of 4.21% at June 2025. The modelling indicates that maintaining fees and charges at current levels with no annual increase would result in a cumulative revenue loss of $22.19 million over the 10 years, while applying a 6% annual increase would generate an additional $25.29 million in fees and charges revenue over the same period.

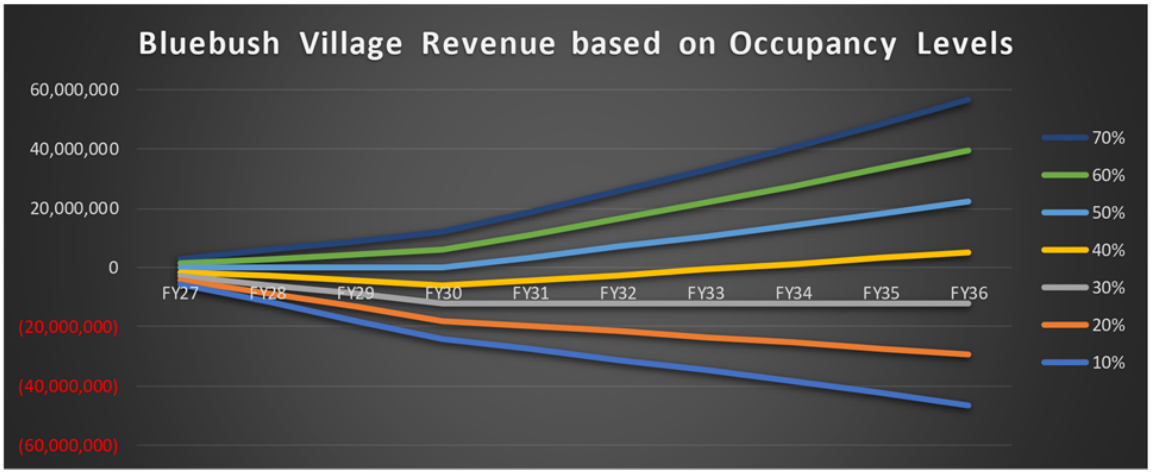
The Shire considers the 4% escalation to be a sustainable and balanced approach, but notes that all underlying assumptions will be reviewed annually as part of the budget process.



Bluebush Village

The LTFP conservatively assumes Bluebush Village occupancy (if retained) of 50% for the first five years and 30% for the last five years. Sensitivity analysis evaluated scenarios between 10% and 70% occupancy for FY27–FY36.

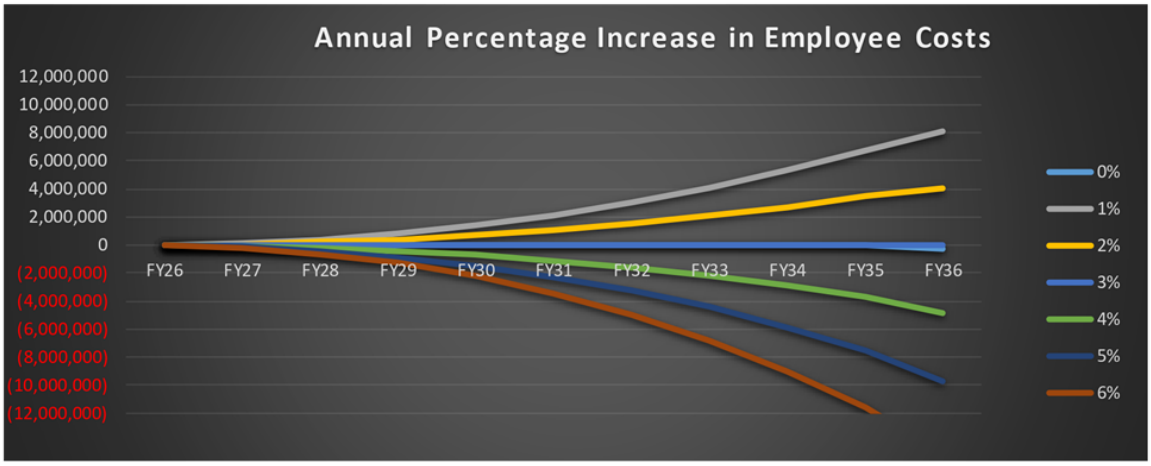
At 20% occupancy, income would fall by $29.38m, while maintaining 50% or reaching 70% would increase income by $22.25m and $56.67m respectively. Although higher occupancy would also increase management fees and some operating costs, it shows strong potential for future revenue if demand continues. Conversely, occupancy levels of 35% or lower would significantly impact the Shire, reinforcing the need to consider the option of selling Bluebush Village freehold to reduce debt, improve cash flow, and remove occupancy risk.



Employee Costs

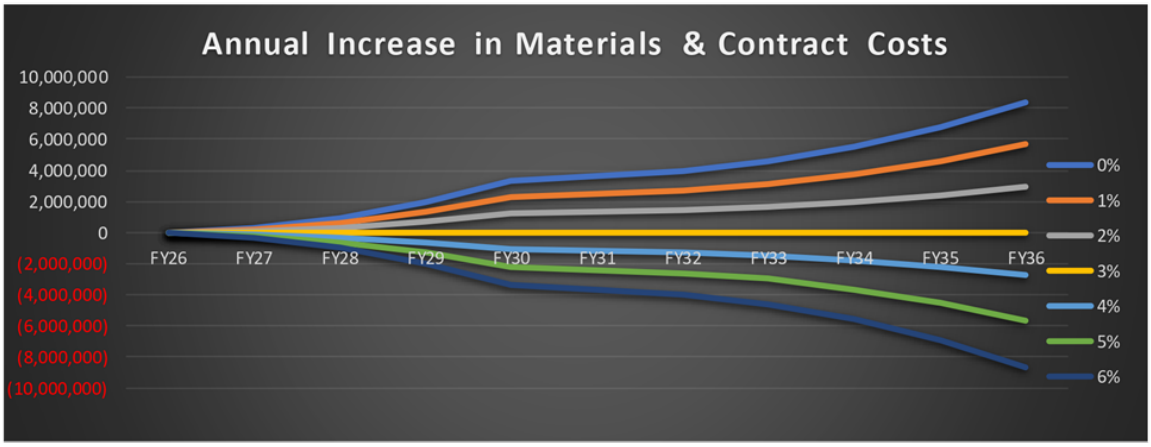
The sensitivity analysis undertaken for the draft LTFP examined various scenarios to assess the cost impacts of different rate increases for employee costs over the 10-year period. The draft LTFP applies a 3% annual increase for employee costs, compared to the current WA Wage Price Index of 4.1% for the 12 months to December 2025. While this index is higher than the current CPI rate of 3%, it does not account for the fact that Shire salaries are already significantly above the minimum wage due to the Shire's location and staff availability to which the index is often applied.

The analysis indicates that maintaining employee costs at current levels with no annual increase would result in total savings of $11.96 million over the 10 years, while applying a 6% annual increase would add $14.88 million in additional costs over the same period. Based on these findings, the Shire considers the 3% rate applied in the LTFP to be appropriate at this stage, with the understanding that this assumption will be reviewed annually as part of the LTFP update process.



Materials and Contracts

The draft LTFP applies a 3% annual escalation for these costs, compared to the Perth Consumer Price Index (CPI) of 4.9% for the 12 months to January 2026. The modelling shows that maintaining materials and contract costs at current levels with no annual increase would generate total savings of $8.37 million over the 10 years, while applying a 6% annual increase would add $8.65 million in additional costs over the same period. Based on this analysis, the Shire considers the 3% escalation factor to be appropriate at present; however, all cost assumptions will be reviewed and adjusted annually as part of the LTFP update process.



Financial Ratios

The Shire of Coolgardie recognises that compliance with the legislated ratios is an important focus within this plan. However, these prescribed measures do not entirely reflect the Shire's services provided to the community. As such, supplementary performance measures for the Shire's performance will be outlined in detail in the Corporate Business Plan.

In November 2024, the now Department of Creative Industries, Tourism and Sport, announced that the new LGFI would replace the previous Financial Health Indicator (FHI) used on the MyCouncil website and a 2 year trial of the LGFI was endorsed by the Minister for Local Government.

The new LFGI consists of four ratios:

- Debt Services Cover Ratio
- Current Ratio
- Operating Surplus Ratio
- Net Financial Liability Ratio.

While it is accepted there may be some shortfalls within the ratios that calculate the LGFI, in the absence of any other models the LGFI has been used to assess the Shire's financial performance.

The graphs below detail the ten year trend for the recommended ratios as shown in the Long Term Financial Plan. Each ratio tends positively over the ten year period.

Current Ratio

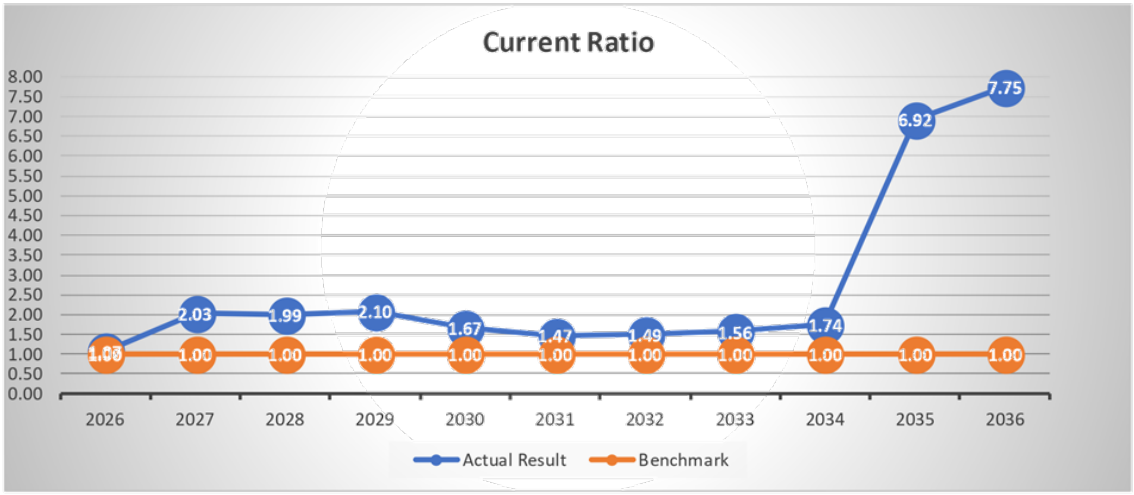
Purpose
A measure of the local governments ability to meet its short term financial obligations with funds that can be accessed quickly.

Definition
Current Assets
Current Liabilities

Comments
The standard is not met if the ratio is less than 1.00. A ratio of greater than 1.00 means that the local government has sufficient assets that can be easily turned into cash to meet its current obligations.

It is a concern if the current ratio remains below the industry standard of 1.00 for any extended period.

The ratio is above the Benchmark for all years of the LTFP peaking in FY36 at 7.75.



Operating Surplus Ratio

Purpose
A measure of the local governments ability to cover its operating costs and have money left for capital projects and other purposes.

Definition
Two components are used in calculating the ratio.
These being the Numerator which is then divided by the Denominator. The two components are calculated as follows;

Numerator
Operating Revenue
Less: Current Year Financial Assistance Grants
Plus: Prior Year Financial Assistance Grants
Plus: Grants, contributions for asset renewal
Less: Operating Expenses
= Adjusted Operating Surplus

Denominator
Operating Revenue
Less: Current Year Financial Assistance Grants
Plus: Prior Year Financial Assistance Grants
Plus: Grants and contributions received for asset renewal
= Adjusted Operating Revenue

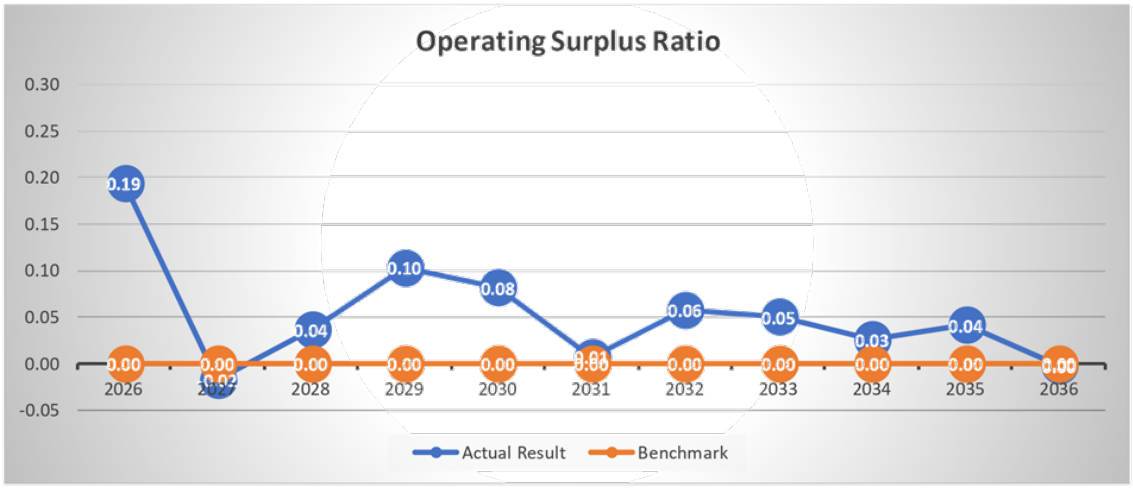
Adjusted Operating Surplus
Adjusted Operating Revenue

Comments
This is usually a Shire's most difficult ratio to achieve by simple virtue of the capacity to raise rates and/or generate other revenue streams. The Operating Surplus Ratio currently contributes towards 40% of the Local Government Financial Indicator (LGFI). Therefore, the ability to meet the Benchmark goes a long way to reporting a high LGFI score.

The benchmark for this ratio is 0.00, with a score over 0.15 considered to be the optimum level to be achieved.

The ratio is above the recommended benchmark for the duration of the LTFP.

It should be noted that this ratio would change significantly if Bluebush Village is sold, resulting in reduced levels of own source revenue.



Debt Service Coverage Ratio

Purpose
A measurement of the local governments ability to repay its debt based on how much cash it can access compared to the total amount of its debt obligations.

Definition
Two components are used in calculating the ratio.
These being the Numerator which is then divided by the Denominator. The two components are calculated as follows;

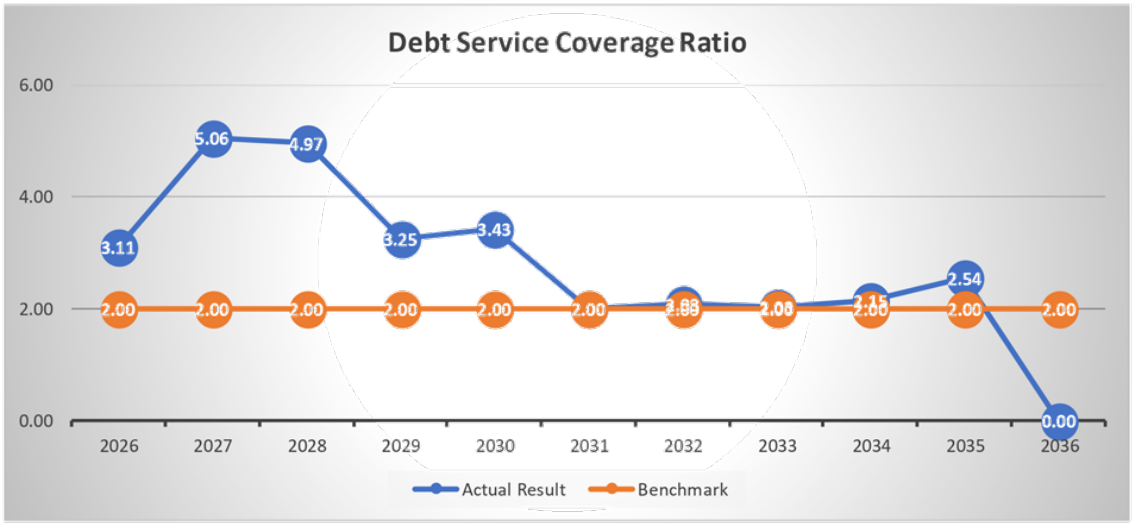
Numerator
Operating Revenue
Less: Current Year Financial Assistance Grants
Plus: Prior Year Financial Assistance Grants
Less: Operating Expenses
Add: Depreciation
Add: Finance Costs
= Adjusted Operating Surplus

Denominator
Finance Costs
Plus: Repayment of Borrowings
Less: Debt Refinancing
= Debt Service Costs

Adjusted Operating Surplus
Debt Service Costs

Comments
The Benchmark for this ratio is 2.00 or above.

The Benchmark is achieved for FY26-36. This is the result of Council refinancing the loans in early 2025 which helps to free up cash in FY25-27. The LTFP shows no borrowings at FY36.



Net Financial Liabilities Ratio

Purpose
The Net Financial Liabilities ratio contrasts the level of debt of a local government to its operating revenue.

Definition
Two components are used in calculating the ratio.
These being the Numerator which is then divided by the Denominator. The two components are calculated as follows;

Numerator
Total Liabilities
Less: Current Cash & Cash Equivalents
Less: Current Trade & Other Receivables
Less: Current Other Financial Assets
Less: Non-Current Trade & Other Receivables
Less: Non-Current Other Financial Assets
= Net Financial Liabilities

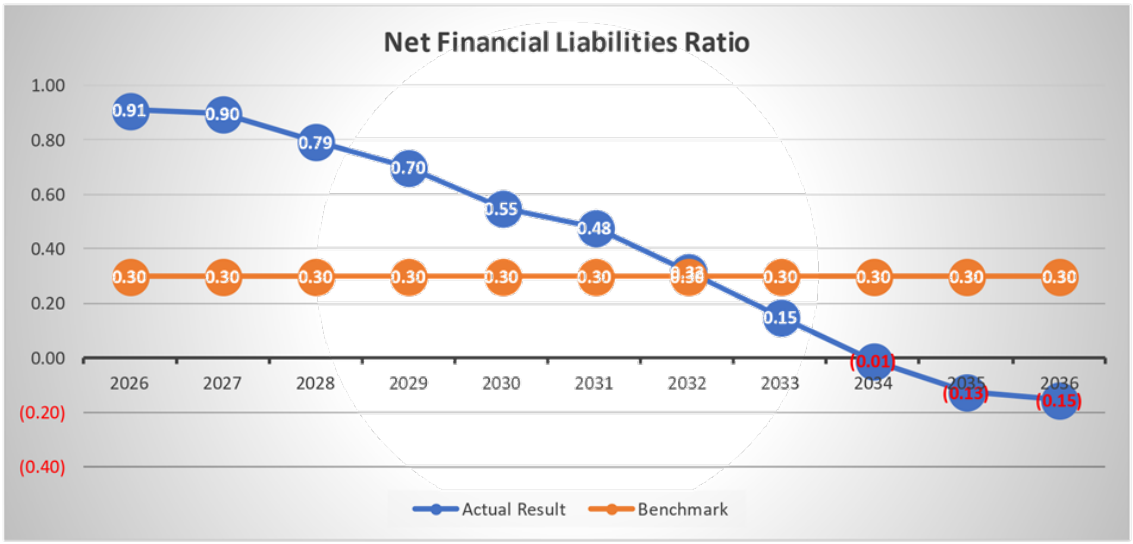
Denominator
Operating Revenue
Less: Current Year Financial Assistance Grants
Plus: Prior Year Financial Assistance Grants
= Adjusted Operating Surplus

Net Financial Liabilities
Adjusted Operating Revenue

Comments
This is the new addition to the ratio calculations for the LGFI. Essentially this ratio is replacing the 3 asset ratios previously used in the calculation of the previously used Financial Health Indicator.

The Benchmark for this ratio is 0.30 and it contributes 30% towards the total ratio calculation.

While it may seem strange, a negative result is actually a good indicator of a solid Net Financial Liabilities Ratio.
This is because by virtue of the calculation of the Numerator any surplus cash, cash equivalents or other receivables are deducted from the total amount of liabilities. Therefore, the less debt and more cash an organisation has, the lower the Numerator, and this will result in a negative Net Financial Liability, which will automatically flow through to reporting a negative result. The Shire steadily improves before achieving the ratio in the later stages of the plan for FY34-36.



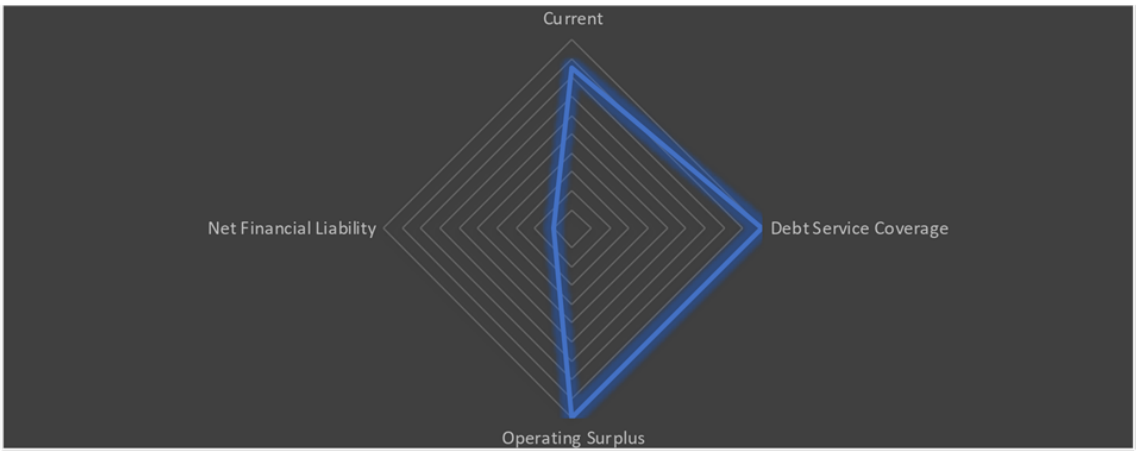
Local Government Financial Indicator

In November 2024 the Department of Local Government, Sport and Cultural Industries (now Department of Creative Industries, Tourism and Sport) announced the introduction of a new tool for the measurement of a local government's overall financial health. The Local Government Financial Index (LGFI) will be trialled for a 2 year period and consists of only four ratios – Debt Services Ratio, Current Ratio, Operating Surplus Ratio and a newly implemented Net Financial Liability Ratio.

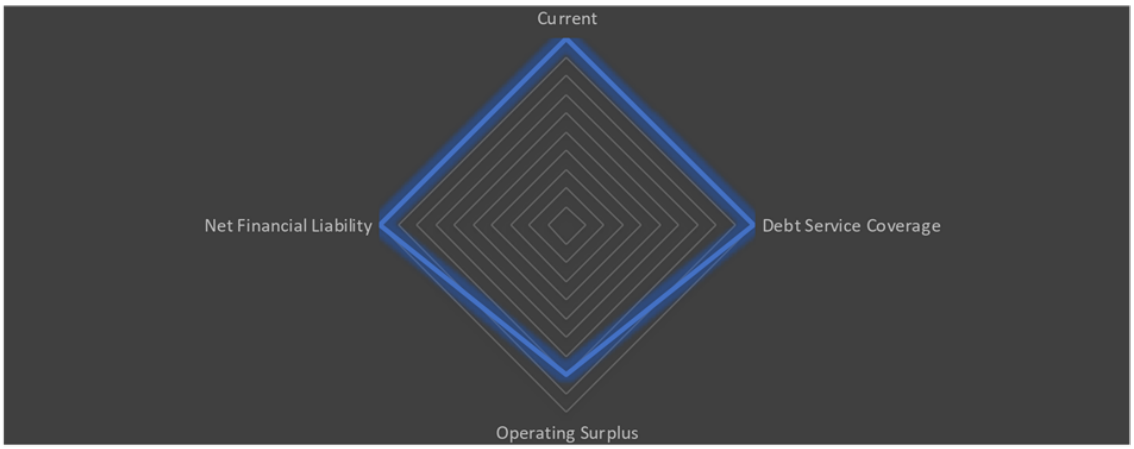
Unlike the Financial Health Indicator (FHI), the LGFI does not attempt to assess the financial sustainability of the local government. That is, there is not the same level of focus on the Shire's financial capacity to fund maintenance and asset renewal as infrastructure reaches the end of useful life. As was the case with the FHI, a result of 70 and above with the LGFI indicates solid financial health and the maximum result achievable is 100.

The LGFI is one factor to consider in assessing overall performance. Other factors include: the range of services offered; efficiency of services delivered; and community satisfaction. A low LGFI may be a prompt for questions to be asked by the community about a local government's revenue, expenses and service delivery. The LGFI is best viewed as a trend over time.

2026 LGFI Rating 72



2036 LGFI Rating 92



Review of Long Term Financial Plan

The LTFP is a dynamic document that requires regular monitoring and review to ensure its continued relevance, accuracy, and alignment with the Shire of Coolgardie's strategic priorities and financial capacity. As with all forward projections, the LTFP is based on a series of assumptions regarding revenue, expenditure, service levels, and external funding. Given the potential for changes in these assumptions, it is critical that the LTFP is reviewed systematically and updated as required.

Annual Review and Integration with Budget Process

The LTFP will be reviewed and updated annually in conjunction with the preparation of the Annual Budget. This ensures that the plan reflects the most current financial data, including updated revenue forecasts, expenditure trends, grant allocations, debt obligations, and capital works priorities. Each annual review also provides the opportunity to incorporate any changes made to the Corporate Business Plan (CBP) or other components of the Integrated Planning and Reporting Framework.

The annual review process is designed to:

- Align financial projections with updated strategic and operational priorities.
- Reassess key assumptions such as CPI, interest rates, grant funding, and growth expectations.
- Adjust for significant changes in external factors, such as the economic climate, State and Federal government funding, or changes in the mining sector.
- Ensure that projects included in the capital works program remain realistic and achievable within the Shire's financial capacity.
- Provide transparency and confidence to Council and the community by demonstrating that resources are being managed prudently and responsibly.

Triggers for Regular Interim Reviews

In addition to the annual review, interim updates to the LTFP may be required where there are material changes that could significantly impact the Shire's financial position or long-term sustainability. Examples of such triggers include:

- Substantial changes in Bluebush Village occupancy levels or other major fee and charge revenue assumptions.
- Significant shifts in the mining sector, affecting both rates revenue and demand for key facilities such as the Kambalda Aerodrome and Coolgardie Waste Facility.
- Confirmation or withdrawal of major grant funding (e.g. for the Swimming Pool Refurbishment, Bayley Street Revitalisation or Microgrid System).
- Unexpected increases in utility or insurance costs.
- Major asset revaluations under Regulation 17A of the Local Government (Financial Management) Regulations 1996, impacting depreciation or renewal projections.

Financial Strategy and Objectives

Council has adopted a financial strategy that is focused on ensuring the long-term sustainability of the organisation while continuing to deliver the existing level of services expected by the community. The strategy takes a long term view, aiming to achieve all targeted financial key performance indicators (KPIs) by the end of the plan period.

The model currently adopted in the LTFP assumes annual increases in rates and service charges, while recognising the Shire's ongoing reliance on both operating and non-operating grants to maintain adequate cash flow and support the provision of services. To reduce long-term financial risks, Council has also prioritised the progressive rebuilding of reserve balances, which are projected to grow by $10.65 million over the next ten years, and result in a forecast reserve balance of $10.91 million by FY35. These reserves will be used to help finance major projects and to build financial resilience.

Projections and Assumptions

As with all forward looking documents, the financial projections in the LTFP are estimates only, particularly in the latter years of the plan where the degree of uncertainty increases. However, the fundamental financial goals of Council remain constant:

- Repay all current debt within the 10-year timeframe of the LTFP.
- Ensure long-term sustainability through prudent financial management.
- Allocate adequate funds to reserves and unrestricted cash balances.
- Support the delivery of both operational services and strategic capital projects.

With the exception of FY25, where a deficit is projected, the remainder of the plan has been prepared on the basis of a balanced budget. Where surplus budgets occur, Council intends to apply these funds to reducing debt, building reserves or increasing unrestricted cash.

Review Process and Accountability

It is the intention of senior management to regularly review and update the LTFP, with a minimum requirement for the plan to be updated and formally endorsed by Council as part of the Annual Budget process. Interim reviews will also be undertaken if there are material changes to key assumptions, including movements in the mining sector, grant funding availability, or changes in operating conditions. Through this structured review process, the LTFP ensures that Council's long term decision making remains financially responsible, transparent, and aligned with community priorities, while also allowing flexibility to adapt to external challenges.

Assurance of Sustainability

Through its regular review process, the LTFP ensures that Council decisions remain financially responsible, emerging risks are identified and managed early, and the Shire continues to operate in a transparent and accountable manner. Importantly, the review cycle ensures that the LTFP remains a guiding tool, not a fixed commitment, with each project and assumption subject to reconsideration and approval through the annual budget process.

Document Control

Version	Date	Author	Authorised
2026.1 Draft	16/03/2026	M. Whitely	S.Taylor

12.3.2 ASSET MANAGEMENT PLAN 2026-2036

Location: **Shire of Coolgardie**

Applicant: **Shire of Coolgardie**

Disclosure of Interest: **Nil**

Date: **24 March 2026**

Author: **Martin Whitely, Consultant**

SUMMARY

This report recommends that Council considers the adoption of the Shire of Coolgardie Asset Management Plan 2026-2036.

BACKGROUND

The Asset Management Plan identifies the required asset renewals to maintain and/or increase the Shire's level of service to the community. The plan spans 10 years and a whole of life view is taken to operational, maintenance, renewal and acquisition plans and funding levels, ensuring that assets deliver the required levels of service. Levels of service and risks are considered in the development of operational, maintenance, renewal and acquisition plans and the performance of assets are measured and reported as appropriate

Under section 5.56 of the Local Government Act 1995 a local government is to have a plan for the future. While this Plan for Future only requires the Community Strategic Plan and the Corporate Business Plan, both Long Term Financial Plans and Asset Management Plans are required to calculate key asset financial ratios which are included as part of the Shire's annual audit process.

The core components of the Integrated Planning and Reporting Framework (IPRF) consist of the Strategic Community Plan, Corporate Business Plan, Long Term Financial Plan Asset Management Plans, Workforce Plans, Area Specific Plans and the Annual Budget.

COMMENT

The primary purpose of this Asset Management Plan (AMP) is to ensure that the Shire of Coolgardie's assets continue to provide the required levels of service to the community in the most cost-effective and sustainable manner, both now and into the future.

This AMP has been prepared to support Council's long-term financial planning and to guide the delivery of services through the effective management of infrastructure assets. These assets include, but are not limited to, buildings, roads, footpaths, drainage systems, parks and recreation facilities, landfill infrastructure, sewerage systems and other associated infrastructure assets.

The Asset Management Plan covers the period from the date of adoption through to 30 June 2036, providing a long-term framework for the planning, management and funding of the Shire's asset portfolio.

The primary objective of this Plan is to ensure that assets owned and operated by the Shire of Coolgardie are managed in a structured and sustainable manner, with appropriate levels of maintenance, renewal and capital investment, so that agreed levels of service are achieved both now and into the future.

Effective asset management requires a balanced approach between planned and reactive maintenance. While planned maintenance can reduce long-term costs and minimise the likelihood of asset failure, excessive maintenance may result in inefficient expenditure. Accordingly, a key objective of this Plan is to optimise the

timing of asset renewal, ensuring that assets are renewed or rehabilitated before maintenance costs become excessive, while avoiding premature replacement before the end of an asset's useful life.

Council's overarching goal in managing its assets is to deliver the required levels of service in the most efficient and cost-effective manner for current and future communities.

To achieve this objective, the following key goals have been identified in alignment with Council's strategic vision:

- Ensuring the effective management of the Shire's assets in accordance with corporate policies, strategies, statutory obligations and relevant legislative requirements.
- Maintaining assets that are safe, accessible, appropriately maintained and capable of meeting the needs of the community in a sustainable manner.
- Identifying and planning for appropriate levels and sources of capital investment required to meet asset renewal and replacement needs.
- Maximising the service potential of existing assets through appropriate utilisation, maintenance and lifecycle management practices.
- Achieving improved value for money through decision-making processes that incorporate whole-of-life costing principles.
- Minimising the Shire's exposure to risks associated with asset failure, deterioration or inadequate service provision.

This AMP represents a foundational starting point for asset management planning within the Shire of Coolgardie. It is acknowledged that the accuracy and reliability of long-term projections will continue to improve as further detailed asset data becomes available.

The Asset Management Plan has identified an average asset renewal requirement of approximately **$9.41 million per annum** over the 10-year planning period. The Long Term Financial Plan (LTFP) provides for average renewal expenditure of approximately **$9.24 million per annum** over the same period, resulting in a **relatively minor renewal funding gap across the 10-year horizon.**

This close alignment between the required and planned renewal expenditure indicates that the Shire is broadly positioned to meet its long-term asset renewal needs, with only a modest shortfall that can be managed through ongoing refinement of the LTFP, asset management practices and service level considerations.

Over the next 12 to 18 months the Shire will undertake a series of significant condition assessments and data improvement initiatives, including:

- Road condition assessments
- Building condition and maintenance reviews
- Assessment of other key infrastructure asset classes

The outcomes of these assessments will be used to refine lifecycle modelling, renewal forecasts and service level assumptions within future iterations of the AMP.

These improvements will also align with the major review of the Strategic Community Plan currently being undertaken**,** ensuring that the AMP remains **c**onsistent with community priorities and integrates effectively with other key planning documents, including the Corporate Business Plan and Long Term Financial Plan.

Through this iterative approach, the Shire will continue to strengthen its asset management practices and ensure that infrastructure planning remains aligned with both community expectations and long-term financial sustainability.

CONSULTATION

- Shire Councillors
- Shire Staff

STATUTORY ENVIRONMENT

Local Government Act 1995

1.3. Content and intent

(1) This Act provides for a system of local government by —

(a) providing for the constitution of elected local governments in the State; and

(b) describing the functions of local governments; and

(c) providing for the conduct of elections and other polls; and

(d) providing a framework for the administration and financial management of local governments and for the scrutiny of their affairs.

(2) This Act is intended to result in —

(a) better decision-making by local governments; and

(b) greater community participation in the decisions and affairs of local governments; and

(c) greater accountability of local governments to their communities; and

(d) more efficient and effective local government.

5.56. Planning for the future

(1) A local government is to plan for the future of the district.

(2) A local government is to ensure that plans made under subsection (1) are in accordance with any regulations made about planning for the future of the district.

POLICY IMPLICATIONS

Policy 3.11 Infrastructure Policy – Asset Management

FINANCIAL IMPLICATIONS

The Asset Management Plan has identified an average annual asset renewal requirement of approximately **$9.41 million** over the next ten years. The modelling also highlights an **exposed renewal funding gap in the early years of the planning period**, reflecting the timing of asset lifecycles and available financial capacity.

These outcomes provide a critical evidence base to inform future **Annual Budget deliberations and Long-Term Financial Plan (LTFP) decisions,** ensuring that asset renewal priorities, service levels and financial sustainability are appropriately balanced over the long term.

STRATEGIC IMPLICATIONS

Accountable and effective leaders

Maintain integrated strategic and operational plans

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

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

High quality corporate governance, accountability and compliance

ATTACHMENTS

1. Asset Management Plan 2026-2036

VOTING REQUIREMENT

Absolute Majority

OFFICER RECOMMENDATION

That Council adopts the Shire of Coolgardie Asset Management Plan 2026-2036 as per the attached document.

COUNCIL RESOLUTION #45/2026

Moved: Cr Anthony Ball
Seconded: Cr Tammee Keast

That Council adopts the Shire of Coolgardie Asset Management Plan 2026-2036 as per the attached document.

In Favour: Crs Paul Wilcox, Anthony Ball, Tammee Keast, Daphne Simmons, Corey Matthews and Julie-Ann Williams

Against: Nil

CARRIED 6/0

Shire of Coolgardie

Asset Management Plan

2026-2036

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EXECUTIVE SUMMARY

This Asset Management Plan (AMP) has been prepared to assist the Shire of Coolgardie with long-term financial planning and to support the delivery of Council services to the community through its infrastructure assets. These assets include buildings, roads, footpaths, stormwater drainage, parks and recreation facilities, landfill infrastructure, sewerage systems and other supporting infrastructure. Council has a stewardship role in managing infrastructure and land assets with an estimated replacement value of approximately $293 million, which provide the foundation for the delivery of essential community services across the district.

The primary purpose of this AMP is to ensure that infrastructure assets continue to provide the required levels of service to the community in the most cost-effective and sustainable manner. Effective asset management enables Council to plan for the maintenance, renewal and replacement of infrastructure over time, ensuring that assets remain fit for purpose and capable of supporting the current and future needs of the community.

The total infrastructure portfolio has an estimated replacement value of approximately $293 million and a current fair value (depreciated replacement cost) of approximately $151 million. The effective and efficient management of this portfolio is essential to ensure that assets are maintained at appropriate service levels while remaining financially sustainable and affordable for the community.

Based on current condition assessments and lifecycle modelling, the projected renewal expenditure required to maintain existing service standards averages approximately $9.41 million per annum over the next ten years. This represents the estimated annual investment required to ensure assets are renewed at the appropriate time and continue to meet the required service levels. Actual renewal expenditure will vary from year to year depending on the timing of individual asset renewal programs and major capital projects

What is an asset?

An asset is an item of property owned or controlled by Council that provides value and supports the delivery of services to the community. Council's assets include a wide range of infrastructure such as roads, footpaths, buildings, parks and playgrounds, stormwater drainage systems and other public infrastructure.

What is an asset management plan?

An AMP is a strategic document that assists Council to effectively manage its infrastructure and other assets to deliver an agreed standard of service to the community. The AMP outlines the maintenance, renewal and replacement requirements for each asset group and identifies the level of investment required over the next ten years to ensure assets continue to meet defined service standards.

What is a service level?

A service level (or level of service) refers to a defined standard against which the performance of an asset or service can be measured. Service levels may relate to factors such as quality, reliability, accessibility, responsiveness, environmental outcomes and cost.

How do we determine service levels?

Service levels are determined through a combination of legislative requirements, strategic objectives, operational considerations and feedback from the community. These factors help ensure that the services delivered through Council's infrastructure assets align with community expectations and available resources.

How do we determine when renewals are required?

Asset renewal requirements are determined by assessing the ability of an asset to continue providing the required level of service. This involves regularly reviewing the condition, performance and remaining useful life of assets, and using this information to prioritise renewal or replacement works.

Why does Council need an Asset Management Plan?

Under section 5.56 of the **Local Government Act 1995**, local governments are required to prepare a Plan for the Future. While this requirement specifically refers to the Community Strategic Plan and the Corporate Business Plan, Asset Management Plans and Long-Term Financial Plans form key supporting documents within the Integrated Planning and Reporting framework. These documents assist Council to plan for the long-term sustainability of infrastructure assets and are also used to calculate and monitor key asset sustainability ratios.

Introduction

Shire Profile

The Shire of Coolgardie is a regional local government located in the eastern Goldfields of Western Australia, approximately 550 kilometres east of Perth. The Shire covers a vast area of more than 37,000 square kilometres and includes the historic town of Coolgardie as well as the major mining and residential centre of Kambalda. Established during the Western Australian gold rush of the 1890s, Coolgardie was once one of the largest towns in the colony and played a pivotal role in the development of the Goldfields region. Today, the Shire retains strong connections to its rich mining heritage while continuing to support modern resource operations and regional service industries.

The local economy of the Shire of Coolgardie is closely linked to the resources sector, with gold and nickel mining forming a significant component of economic activity in the region. The Shire provides essential infrastructure and services to support both resident communities and the transient workforce associated with mining operations. In addition to its industrial base, the Shire is known for its heritage tourism, historic architecture and unique outback character, attracting visitors interested in the region's pioneering history and its role in Western Australia's development.

Purpose

Asset management is critical to achieving a local government's strategic goals within an Integrated Planning and Reporting framework. Asset Management Policies, Asset Management Strategies and Asset Management Plans are informed by, and in turn inform, the community aspirations and service requirements outlined in the Strategic Community Plan. These documents also play a key role in guiding the development and delivery of the local government's strategic direction, service plans, projects and operational activities through the Corporate Business Plan.

Effective asset management supports the preparation of robust Long Term Financial Plans and Annual Budgets, ensuring that the local government has the financial capacity to sustainably deliver services and infrastructure required by the community both now and into the future.

The Asset Management Plan (AMP) outlines the current condition and performance of the Shire's asset portfolio, as well as the maturity of its asset management practices. It identifies the improvements required to ensure that assets continue to support the levels of service expected by the community, as articulated in the Shire's Strategic Community Plan and Asset Management Policy.

Goals and objectives

- The primary objective of this Asset Management Plan is to ensure that the assets owned and operated by the Shire of Coolgardie are effectively managed through appropriate maintenance, renewal and capital investment, so that the required levels of service are delivered both now and into the future.
- In general terms, the cost of maintaining an asset can be reduced through well-planned maintenance programs rather than relying on reactive or unplanned maintenance. However, excessive planned maintenance can also lead to inefficient expenditure. Effective asset management therefore seeks to optimise the timing of infrastructure renewals so that assets are replaced before unplanned maintenance costs become excessive, while also avoiding premature replacement before the asset has reached the end of its useful life.
- The Shire's objective in managing its assets is to deliver the required levels of service in the most cost-effective and sustainable manner for both current and future communities.
- To achieve this objective, several key goals have been identified in alignment with the Shire's strategic vision, including:
- Ensuring the effective management of the Shire's assets in accordance with corporate policies, strategies and objectives, as well as relevant statutory and legislative requirements.
- Maintaining assets that are safe, accessible, appropriately maintained and capable of meeting the needs of the community in a sustainable manner.
- Identifying and planning for the appropriate levels and sources of capital investment required to meet asset renewal and replacement needs.
- Maximising the service potential of existing assets through appropriate utilisation, maintenance and lifecycle management.
- Achieving improved value for money through decision-making processes that consider whole-of-life costing and long-term financial implications.
- Minimising the Shire's exposure to risk arising from asset failure or deterioration.

Overview

The core components of the Integrated Planning and Reporting Framework consist of the Strategic Community Plan, Corporate Business Plan, Long Term Financial Plan, Asset Management Plans, Workforce Plans, Area Specific Plans and the Annual Budget. Below is an outline of the Integrated Planning and Reporting Cycle.

Activities undertaken to ensure alignment between the Asset Management Plans and other elements of the Integrated Planning and Reporting Framework include:

- Supporting the ongoing development and review of asset management policies, strategies and service levels.
- Capturing and evaluating proposals where new assets, upgrades, renewals or asset disposals are involved, using whole-of-life costing principles to inform decision making.
- Considering asset requirements associated with any future organisational changes identified within the Workforce Plan.
- Maintaining an up-to-date asset register and undertaking regular asset condition assessments to provide an accurate understanding of the current state of assets and the extent of renewal or upgrade required to maintain acceptable service levels.
- Monitoring key asset management and financial sustainability ratios to assess performance and long-term asset sustainability.
- Regularly reviewing risk assessments and associated mitigation strategies to ensure that risks relating to critical assets are appropriately managed and minimised.

The effective management of assets is essential to the sustainable delivery of local government services. Infrastructure assets must support the needs and expectations of the community, in alignment with the Strategic Community Plan and the Corporate Business Plan.

Local governments manage significant portfolios of long-lived infrastructure assets. As such, it is important to plan and prioritise the maintenance, renewal and replacement of existing assets, as well as the acquisition of new assets. This requires a long-term, whole-of-life approach to asset management.

Effective asset management also supports the preparation of robust Long Term Financial Plans and Annual Budgets, ensuring that the local government has the financial capacity to deliver its strategic priorities and maintain service levels into the future.

Vision

The Shire of Coolgardie recognises that maintaining a sustainable local government requires a careful balance between the services expected by the community and the financial capacity of the community to fund the infrastructure required to deliver those services. In pursuit of this balance, the Shire's vision is to develop and maintain a robust and mature asset management system that supports informed decision-making and long-term financial sustainability. This system encompasses strong governance frameworks, skilled personnel, effective processes, appropriate tools and reliable asset data to ensure that the Shire's infrastructure and facilities are managed in a cost-effective and fit-for-purpose manner. By adopting a disciplined approach to asset planning, the Shire aims to ensure that its assets continue to meet the current and future needs of residents, businesses and visitors across the district.

Central to this vision is the recognition that sustainable asset management relies on transparent and evidence-based planning. Through detailed lifecycle planning, condition assessments and long-term cost forecasting, the Shire can present clear information to the community about the true cost of maintaining, renewing or expanding infrastructure assets. This enables meaningful engagement with stakeholders when considering future options. Communities naturally seek improved facilities and may resist the retirement or rationalisation of existing assets; however, when the long-term financial implications are clearly understood, more informed and balanced discussions can occur. In this way, asset management planning becomes a critical tool for supporting responsible decision-making and aligning community expectations with the Shire's financial capacity.

Asset Management Plans form a key component of the Shire's Integrated Planning and Reporting framework established under the Local Government Act 1995 and guidance issued by the Department of Creative Industries, Tourism and Sport. Within this framework, three core asset planning outputs guide the Shire's approach: the Asset Management Policy, the Asset Management Strategy and the Asset Management Plans themselves.

Asset Management Policy

An Asset Management Policy outlines a local government's asset management objectives, targets and plans. It establishes a platform for service delivery and provides the framework that enables the Asset Management Strategy and Plans to be produced. The Asset Management Policy must support a 'whole of life' and 'whole of organisation' approach to asset management. The Administration develops the Asset Management Policy for consideration and adoption by the Council, based on Council priorities and community needs.

Asset Management Strategy

An Asset Management Strategy outlines how the local government's assets will meet the service delivery needs of its communities into the future, enable the local government's Asset Management Policy to be achieved, and ensure that asset management is established as an integral part of the local government's IPR suite. This includes the governance and management arrangements for asset management.

Asset Management Plans

Asset Management Plans define levels of service and should be linked to the Strategic Community Plan and Corporate Business Plan. They should be developed for all major asset classes, including but not limited to, roads, drainage, paths, parks and buildings. As mentioned above, there is discretion in the form of documentation, according to the size and nature of the asset base involved.

Activities to ensure alignment between Asset Management Plans and other elements of the Integrated Planning and Reporting Framework suite include:

- Supporting ongoing policy and strategy development for the management of assets, and service level reviews.
- Capturing and evaluating proposals wherever new assets, upgrades, replacements, or asset disposals are involved, utilising whole of life costings.
- Including asset requirements associated with any future changes identified in the Workforce Plan.
- Maintaining an up-to-date asset register and asset condition assessments to show the current state of the assets and provide an indication of the extent of upgrade or renewal required to keep the asset at an acceptable level.
- Monitoring asset ratios.
- Regularly review risk assessment and strategies to ensure that risks to critical assets are managed and minimised.

Governance and Management Arrangements

Good governance and management arrangements ensure that asset management is adequately linked to service delivery. Governance and management arrangements within the Asset Management Plan("AMP") shall be identified as;

- Key roles and positions to undertake asset management.
- The asset management roles and responsibilities.
- Address staff resourcing, funding and training needs.
- Implement high level audit or oversight mechanisms for AMP development and service delivery.
- Implement mechanisms for reporting AMP progress against elements of the plan for the future.

These arrangements should be reviewed annually to determine ongoing and future governance and management requirements and their financial impacts.

Data and Systems

Systems should be put in place for the collection and analysis of asset management data to ensure the following;

- development of efficient maintenance and capital works programs
- asset management performance is adequately measured over time
- infrastructure gaps are identified
- minimum reporting requirements prescribed under the legislation are achieved

When data systems are used, adequate links must be made between asset management and financial systems, particularly in the recording and management of capital expenditure and allocations for depreciation, maintenance, renewal and upgrade.

Skills and Processes

Programs of continuous improvement that instil a 'whole of organisation', best practice approach to asset management should be implemented. In partnership with appropriate peak bodies and agencies, ongoing training in key asset management topics such as improving condition assessments, valuation of assets and accounting treatment should be provided to administration staff. Elected members should be provided with training to help them understanding the importance of asset management.

Relevant Legislation

The AMP has been prepared giving consideration to the following legislative practices;

Local Government Act & Regulations
Land Administration Act 1997
Building Act 2011
Occupational Health & Safety Act 1984
Aboriginal Heritage Act 1997
WA Disability Services Act 1993
Conservation & Land Management Act 1984
Environmental Protection and Biodiversity Conservation Act 1999
Country Areas Water Supply Act 1947 & Regulations 1981
Waterways Conservation Act 1976 & Regulations 1981
Heritage Act of Western Australia
Road Traffic Act 1974 & Various Regulations
Main Roads Act 1930
Road Traffic Code 2000
Building Regulations 2012
Department of Creative Industries, Tourism & Sport Circulars & Guidelines
OAG Circulars & Guidelines
OAG Circulars & Guidelines

Stakeholders

Asset management is critical to meeting local government strategic goals within an Integrated Planning approach. Asset Management Policies, Asset Management Strategies and Asset Management Plans are informed by, and in turn inform, the community aspirations and service requirements in the Strategic Community Plan. They are also integral to developing and delivering the local government's strategic direction, service plans, projects and operational plans in the Corporate Business Plan.

The Shire has engaged the community through the development of the Strategic Community Plan 2023-2033 and identified the key priorities for service delivery. The following sets out the key objectives relating to infrastructure asset management and the commitment for the provision and management of infrastructure assets.

Defining Levels of Service

What is it?
The defined service quality for a particular activity (e.g. roads) or service area (e.g. street lighting) against which service performance can be measured. Defining the levels of service that will be provided by the asset portfolio is a key process in the development of Asset Management Plans.

Who is involved?

Community:
The Community provides service requirements, expectations and satisfaction input as part of the local government's ongoing community engagement activities.

Council:
Council will then approve the determined levels of service.

Local Government Administration:
The CEO & staff are then required to provide all relevant information to assist Council to make informed decisions as well as reviewing and defining service levels to align with reviews of the Strategic Community Plan and Asset Management Plans.

Key issues facing the Shire and local governments throughout Australia include:

- Ageing infrastructure requiring attention not previously needed or planned for, which may represent a backlog.
- Long lived assets such as roads, drainage and buildings present challenges as their condition and longevity can be difficult to forecast.
- Increased demand, in terms of quality and standards, and for higher levels of service and competing priorities.
- Increasing cost of plant, materials and labour required to operate, maintain and construct infrastructure assets.
- Ongoing cost shifting from state to local government across several service areas.

As assets are usually acquired during specific periods of strong economic growth or of economic stimulus, the financial burdens of renewing also appear in peaks and troughs many years later.

The creation of new assets also presents financial challenges in terms of funding for initial construction, but even more so for ongoing operations, maintenance and replacement costs over the whole of life of the asset. Asset management is about ensuring that the Shire has the necessary plans in place so that funds and resources are available at the appropriate time to address ageing assets to ensure that they can provide ongoing delivery of services at an acceptable level.

Future Considerations

Future Demand
The ability to predict future demand for services enables the Shire to plan and identify the best way of meeting that demand. Drivers affecting demand include political factors, economic factors, social factors, changes in demographics, changes in technology, new assets from growth, legislation changes, tourism growth and climate change.

Political Factors
Local government policy changes, as well as State government service reallocation, can often affect the demand for community services. For example, a cut in funding would place more pressure on municipal revenue to fund infrastructure projects. This could result in lower levels of service being delivered to the community. Conversely, increases in funding could also have a distinct effect, as they often require construction of new assets.

Economic Factors
The economy of the Shire of Coolgardie is strongly influenced by the resources sector, particularly gold and nickel mining across the broader Goldfields region. While the Shire has a relatively small permanent population, mining activity generates significant economic activity through employment, contracting services and demand for local infrastructure such as roads, aerodromes and waste facilities.

The cyclical nature of commodity markets means that fluctuations in gold and nickel prices can influence investment, workforce numbers and regional economic stability. As a result, future planning must consider the potential impacts of changes within the mining sector, ensuring that infrastructure and asset investment decisions remain sustainable while still supporting the economic opportunities generated by resource development in the region.

Factors
The last national census revealed that the population of the Shire is 902. It is not expected that there will be any significant increase in population in the next 10 years.

Demographic Change
Factors affecting demand for infrastructure include population growth, changes in demographics, customer preferences and expectations. An ageing population will mean a greater need for aged care facilities and disability access. Increase in age of population will also require improvements for other infrastructure and services.

Changes in Technology
Changes in material and construction techniques could lead to improved service levels and asset standards and ultimately reduced maintenance requirements. However, it is difficult to predict whether newer materials, construction and maintenance techniques will affect demand.

New Assets from Growth
The new assets required to meet growth will be acquired from land developments and constructed by the Shire. Acquiring these new assets will commit the Shire to fund ongoing operations and maintenance costs for the period that the service provided from the asset is required.

Legislation
The Shire is bound to meet a range of legislative requirements which if altered, could affect the Shire's management obligations. A current legislative driver of change is the amendment of the Local Government Act 1995. The Act promotes integrated planning and ensures that long term financial planning, asset management planning and workforce planning become standard business practices for all local governments. This means that a majority of WA local governments will have to notably improve their current practices and processes, which the Shire is currently working towards.

Tourism Growth
Tourism can have a significant effect on assets. An increase in tourism will result in higher utilisation of assets, and this in turn would mean the Shire will incur higher costs for asset maintenance, upgrade and replacement.

Climate Change
There is increasing evidence that the Earth's climate is changing, which could have direct and indirect impacts on assets. This could be from a range of factors including changing climatic conditions and fluctuations in seasons.

Whole of Life Asset Management Strategies

An integral part of asset management is service delivery and taking a long-term view of forward planning with the use of forward works programs. The whole of life needs of assets is also impacted by the demand for the service, the level of service provided, and the willingness of the Shire to accept risks.

Operations

Includes regular activities (that do not affect the assets' physical condition) to provide services such as public health, safety and amenities. These activities affect service levels, including quality and function through, for example, street sweeping and grass mowing frequency, cleaning frequency and opening hours of building and other facilities.

Maintenance

Includes all actions necessary for retaining an asset as far as practicable in an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets operating, e.g. road patching but excluding rehabilitation or renewal. Maintenance may be classified into routine, reactive, planned and specific maintenance work activities:

- **Routine maintenance (Preventative)** is the regular on-going work that is necessary to keep assets operating, and prevent untimely and costly failures, e.g. regular servicing of an air conditioner.
- **Reactive maintenance** is unplanned repair work carried out in response to identified failure or breakdown of service, e.g. repair pathway damaged due to burst water main.
- **Planned maintenance** is repair work that is identified and managed through a maintenance management program. These activities include inspections, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improving maintenance and service delivery performance.
- **Deferred maintenance** includes works that are identified for maintenance but unable to be funded or to be undertaken when required.

Renewal

Renewal expenditure relates to major works undertaken to restore, rehabilitate, replace or renew an existing asset so that it can continue to provide its original intended level of service. Renewal works do not increase the asset's design capacity or service potential but instead extend the useful life of the asset by returning it to its original or an equivalent required condition. Expenditure that increases the capacity, functionality or service level of an existing asset is classified as upgrade or expansion expenditure.

New and upgrade

New works are projects that create an asset that did not previously exist and are typically undertaken to meet increased demand, service gaps or strategic development objectives.

Upgrade or expansion works involve improving an existing asset to increase its capacity, functionality or level of service beyond its original design. These works are often undertaken in response to population growth, changing community expectations, regulatory requirements or environmental considerations.

Expenditure on new assets and the upgrade or expansion of existing assets identified in the Shire's 15-year Capital Works Program is incorporated into the Long-Term Financial Plan. These projects are generally funded through a combination of external funding sources, including government grants and contributions, together with limited Shire resources where required.

Disposal

Disposal includes any activity associated with disposal of a decommissioned asset, including sale, demolition or relocation. No disposal strategy has been developed for Shire infrastructure assets at this stage. Any cash flow resulting from asset disposals have been included in the Shire's Long Term Financial Plan.

Risk management

The risk assessment process involves the identification of credible risks, an evaluation of the likelihood of those risks occurring, and an assessment of the potential consequences should they eventuate. These factors are used to determine an overall risk rating, which informs the prioritisation and evaluation of risks.

Where risks are assessed as unacceptable, appropriate mitigation strategies and risk treatment plans are developed and implemented to reduce the likelihood and/or impact of the identified risks to an acceptable level.

Asset Portfolio

The primary purpose of Council's asset portfolio is to support and enable the effective delivery of services to the community in a cost-efficient and sustainable manner. Council assets are acquired through a variety of means, including direct purchase, construction of new infrastructure, or transfer from developers and other external parties. These assets form the foundation of the Shire's service delivery and play an important role in supporting community wellbeing, economic activity and environmental management.

Council's objective is to provide infrastructure that meets the required service standards for the community while ensuring that assets are managed in a financially responsible manner. This involves balancing service expectations with the long-term costs associated with operating, maintaining and renewing infrastructure assets. Through effective asset management practices, the Shire seeks to ensure that infrastructure continues to deliver benefits to both the current community and future generations.

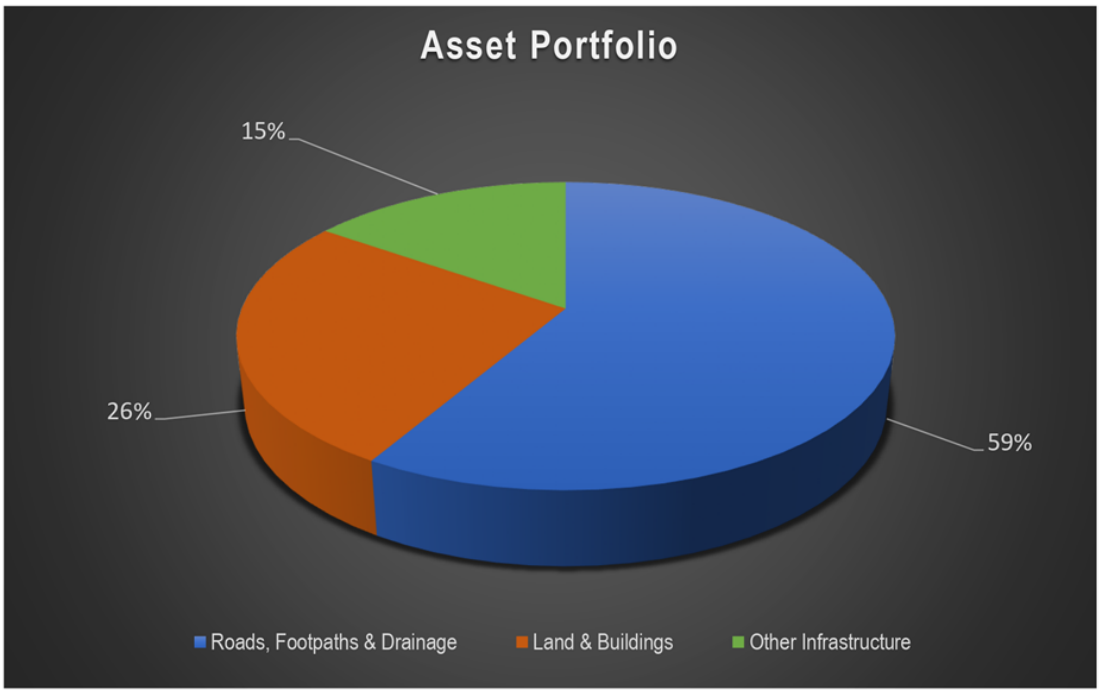
Infrastructure assets are therefore essential to the provision of many core local government services. The range of infrastructure assets managed by the Shire and the services delivered through these assets are outlined in the table below;

Table: Council Assets and Current Replacement Values

Asset Class	Description	Services Provided	Estimated Replacement Value
Land & Buildings	Building and facilities including town halls, shire administration, sporting clubs and heritage buildings	Facilities for community services and general community activities including tourism	$76,941,962
Furniture & Equipment	Information and communications technology and office equipment	Support delivery of Council services and activities	$1,046,198
Plant & Equipment	Heavy plant and small plant such as vehicles and equipment	Support delivery of Council services and the mobility of staff	$3,175,549
Roads	Sealed and unsealed roads, road pavements, sub-base and other related road assets	Roads of significance to allow regional development and community transportation needs	$162,180,876
Footpaths	All footpath structures including concrete, asphalt, brick paving and unsealed	Access needs of pedestrians	$6,647,349
Drainage	Stormwater drainage infrastructure including pipes, culverts, pits, headwalls, open drains, channels and associated structures used to manage surface water runoff.	Manages stormwater runoff to reduce flooding risk, protect road infrastructure and property, and maintain safe and effective use of the transport network and surrounding land.	$2,290,002
Parks & Ovals	Public open space assets including parks, sporting ovals, landscaped areas, irrigation systems, playgrounds, turf surfaces, fencing and associated recreational infrastructure.	Provides recreational, sporting and community spaces that support active lifestyles, social interaction and community wellbeing, while contributing to the amenity and liveability of the Shire.	$5,841,908

Sewerage	Wastewater infrastructure including sewer mains, pump stations, treatment systems, lagoons and associated pipes, pits and control equipment used to collect, convey and treat wastewater.	Provides safe and reliable wastewater collection and treatment to protect public health, support community services and minimise environmental impacts within the Shire	$10,233,381
Other Infrastructure	Public open space assets including parks, sporting ovals, landscaped areas, irrigation systems, playgrounds, turf surfaces, fencing and associated recreational infrastructure.	Provides recreational, sporting and community spaces that support active lifestyles, social interaction and community wellbeing, while contributing to the amenity and liveability of the Shire.	$20,314,501
Landfill	Waste disposal infrastructure including landfill cells, liners, leachate systems, access roads, fencing, weighbridge facilities and associated waste management infrastructure.	Provides safe and compliant disposal of municipal and commercial waste, supporting environmental protection, public health and sustainable waste management within the Shire.	$4,087,316
TOTAL			$292,759,041

The graph below shows the asset portfolios as a percentage of Council's total asset value. The Asset Categories are expressed as a percentage of the Total Replacement Value.



Financial Assessment

Valuation of infrastructure assets

The asset register used as part of the financial reporting system is currently separate from the asset management inventory used for asset management planning. The Shire will consider looking at asset management information systems that can provide a sufficient level of detailed information to the financial system. Below is a table showing the scheduled revaluation dates.

Asset Class	Last Valuation Completed	Next Valuation Due Date
Land & Buildings	Jun-22	Jun-27
Furniture & Equipment *	Jun-19	N/A
Plant & Equipment *	Jun-19	N/A
Roads	Jun-23	Jun-28
Footpaths	Jun-23	Jun-28
Drainage	Jun-23	Jun-28
Parks, Ovals & Playgrounds	Jun-22	Jun-27
Sewerage	Jun-22	Jun-27
Other Infrastructure	Jun-22	Jun-27
Landfill Assets	Jun-22	Jun-27

* Following a change to Local Government (Financial Management) Regulation 17A in November 2020, Plant and Equipment type assets (being plant and machinery and furniture and equipment) are to be measured under the cost model, rather than at fair value. This change is effective from 1 July 2019 and represents a change in accounting policy.

The following asset classes and useful lives have been applied in the modelling.

Asset Class	Useful Life
Land & Buildings	3-50 years
Furniture & Equipment	3-40 years
Plant & Equipment	5-20 years
Roads - Formation	not depreciated
Roads	15-90 years
Footpaths	20-60 years
Drainage	75 years
Parks & Ovals	5-50 years
Sewerage	10-100 years
Kerbing	60 years
Other Infrastructure	2-50 years
Landfill Assets	6.5 years
Right of Use Assets	3-7 years

Forecast Expenditure & Cash Flows

A significant proportion of the Shire's infrastructure network has historically been funded through various State and Commonwealth government grants. In many cases, these assets were constructed or accepted without full consideration of the long-term financial implications associated with their ongoing operation, maintenance and eventual renewal. As a result, a large portion of the Shire's asset base is now approaching the later stages of its useful life and will require substantial renewal or replacement in the coming years.

As these assets age, their serviceability continues to decline while maintenance requirements and associated costs increase. Under current funding levels, together with existing methodologies and operational practices, it is becoming increasingly challenging for the Shire to maintain the existing levels of service expected by the community. This highlights the importance of robust asset management planning to ensure that future infrastructure investment decisions are sustainable and aligned with the Shire's long-term financial capacity.

Renewal Surplus / (Shortfall)

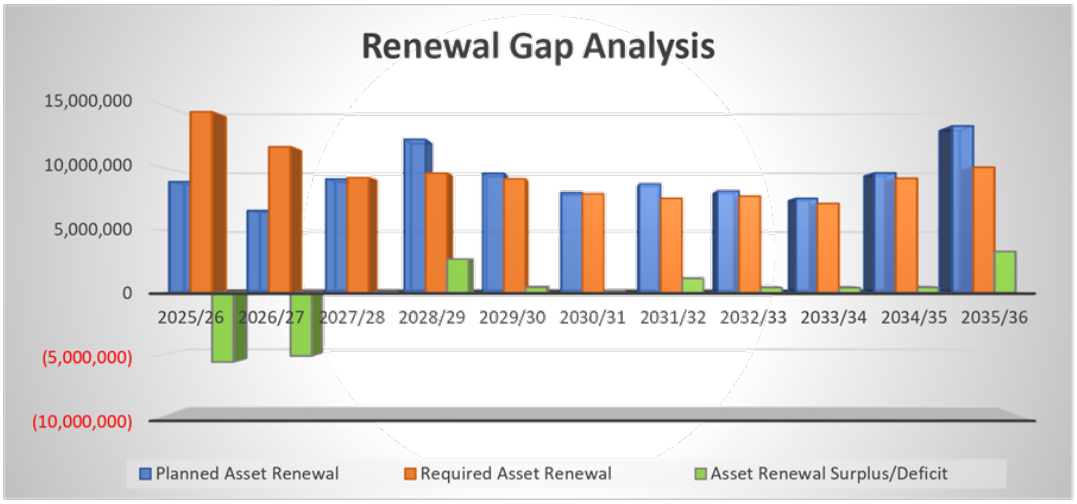
Providing services in a sustainable manner will require matching of forecasted asset renewal and replacement expenditure to meet agreed service levels, with the corresponding capital works program accommodated in the Long-Term Financial Plan.

The Table below shows the surplus / (shortfall) between forecast required renewal and replacement expenditure and the planned expenditure accommodated in the Long-Term Financial Plan.

Year	Planned Asset Renewal	Required Asset Renewal	Asset Renewal Surplus/Deficit
	$	$	$
2025/26	8,878,921	14,453,563	(5,574,642)
2026/27	6,571,387	11,662,910	(5,091,523)
2027/28	9,094,355	9,203,615	(109,260)
2028/29	12,254,355	9,560,752	2,693,603
2029/30	9,550,000	9,117,240	432,760
2030/31	8,000,000	7,902,478	97,522
2031/32	8,691,500	7,544,525	1,146,975
2032/33	8,126,000	7,713,528	412,472
2033/34	7,532,500	7,135,166	397,334
2034/35	9,566,000	9,137,771	428,229
2035/36	13,322,000	10,024,391	3,297,609
TOTAL	**101,587,018**	**103,455,940**	**(1,868,922)**

The Asset Renewal Surplus / (Deficit) column represents the difference between the required asset renewal expenditure and the planned renewal expenditure identified within the Long-Term Financial Plan (LTFP). A surplus indicates that the Shire is renewing infrastructure at a rate greater than the forecast requirement, while a deficit indicates a gap between the forecast asset renewal or replacement needs and the planned renewal funding provided in the LTFP.

Below is a graphical summary of the Renewal Gap Analysis;



In the first two years of the plan there is a noticeable gap in asset renewal expenditure; however, this position improves over the course of the 10-year planning period as planned renewal projects are progressively delivered and the cumulative position moves towards balance.

Any identified renewal gaps or surpluses will be addressed through the ongoing development and refinement of the Shire's Asset Management Plans. These plans provide guidance on future service levels and the resources required to deliver those services. Where necessary, Council will review future services, service levels and associated costs in consultation with the community to ensure that infrastructure assets are managed in a financially sustainable manner over the long term.

The asset renewal ratios over the planning period are also influenced by several significant funded projects included in the capital works program. These include the refurbishment of the Coolgardie Swimming Pool ($6 million in FY28-29), the reconstruction of Bayley Street ($7.5 million in FY29-30) and the implementation of the Micro Grid project ($4 million in FY32-33). As these projects are largely externally funded, they create fluctuations in the asset renewal ratios in the years in which the works are undertaken.

Like any strategic planning document, this AMP is based on a number of underlying assumptions. The AMP reflects the currently anticipated timing of asset renewal across the Shire's infrastructure portfolio. Asset renewal requirements have been determined using current estimates of replacement costs together with the remaining useful life of individual assets, assessed based on available condition information or asset age. Maintaining, and where possible improving, the accuracy and completeness of the asset inventory will assist in aligning the priorities identified within both the LTFP and the AMP. Other factors, including the availability of grant funding and the level of available cash reserves, may also influence Council's ability to deliver planned capital projects.
Addressing any funding shortfalls or surpluses associated with infrastructure renewal may involve a combination of the following actions:

- Improving the accuracy and completeness of data within the asset inventory to better understand asset performance and identify when assets are no longer able to meet required service levels.
- Improving methodologies and operational practices used in maintenance, operations and renewal activities to optimise whole-of-life costs.
- Identifying and managing risks associated with the delivery of services through infrastructure assets.
- Review service levels to balance community expectations and costs.
- Identifying assets that are surplus to operational requirements and arranging for their disposal to reduce future operating and maintenance costs.
- Engage with the community to ensure services meet needs and remain affordable.
- Developing partnerships with other organisations or levels of government where opportunities exist to improve service delivery outcomes.

Through these measures, the Shire seeks to ensure that infrastructure assets are managed in a financially sustainable manner while continuing to deliver appropriate levels of service to the community.

Evaluation & Reporting

Asset management programs should include evaluation mechanisms to measure their effectiveness against the targets and outcomes of the Asset Management Strategy and Plans.

Local governments should also report the short and long-term service delivery levels provided by their asset portfolios in the Annual Report and seek community feedback on the performance of their asset portfolios.

A series of performance indicators, in the form of financial ratios set out below, have been used to assess the financial performance of the Shire in the form of asset sustainability ratios.

Asset Consumption Ratio

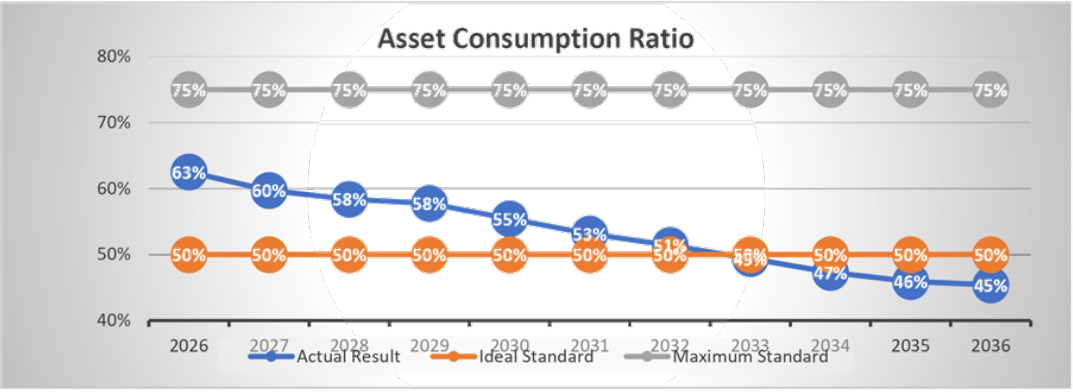
This ratio measures the written down current value of the local government's depreciable assets relative to their current replacement cost, or "as new" value. It provides an indication of the overall age and condition of the Shire's physical asset base and the extent of future capital investment that may be required to maintain service levels.

The recommended standard for this ratio is 0.50, while the maximum standard is achieved when the ratio reaches 0.75.

A result within the middle of this target range generally indicates that the Shire is renewing assets at a sufficient level to maintain the average age and condition of its asset base over the 10-year planning period.

The Shire is forecast to remain between the recommended and maximum standard from FY26-32, which suggests that a significant portion of the asset base is in a "mid-life" stage. The ratio then drops below the recommended standard from FY33-36. This indicates that the asset base is progressively ageing and may require increased renewal investment in future years.

This ratio is calculated using the written down value and current replacement cost of depreciable assets. As a result, it can be influenced by the accuracy and completeness of asset valuation data



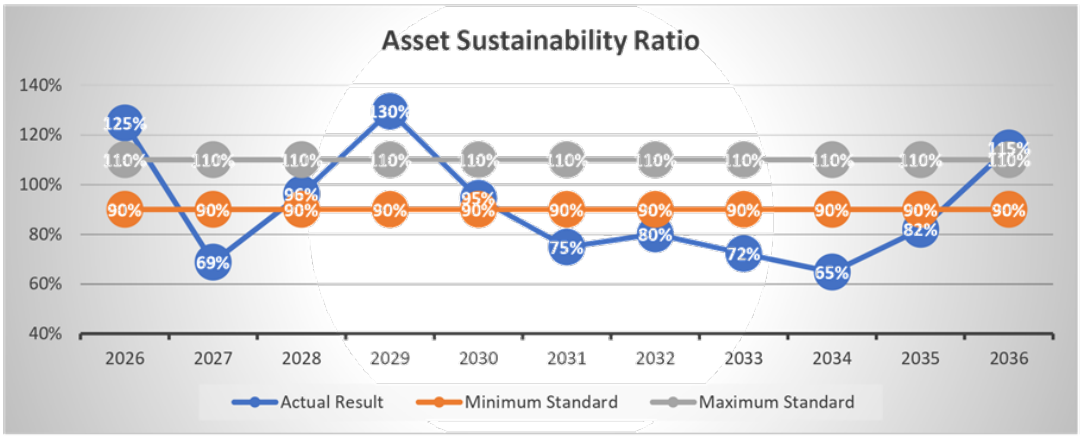
Asset Sustainability Ratio

This ratio indicates whether the local government is renewing or replacing its existing non-financial assets at the same rate that its overall asset base is wearing out. It is calculated by comparing capital expenditure on asset renewal or replacement with the depreciation expense for the same period.

The basic standard for this ratio is 0.90, while the maximum standard is achieved when the ratio reaches 1.10. The objective is to maintain capital renewal expenditure at a level that is neither too low (below 0.90) nor excessively high (above 1.10), with the optimal outcome being around 1.00. A ratio close to 1.00 indicates that assets are being renewed at approximately the same rate that they are depreciating.

The ratio is higher in the first year of the forecast period as a result of the Shire addressing a backlog of infrastructure projects. In the following year (FY27), the ratio falls below the recommended standard due to the completion of this backlog and a strategic focus on rebuilding cash reserves.

A further spike occurs in FY29 when several major externally funded capital projects are scheduled. Following this period, the ratio trends below the recommended standard between FY31-35 as the Shire prioritises loan repayments and moderates capital renewal expenditure during this period.



Asset Renewal Funding Ratio

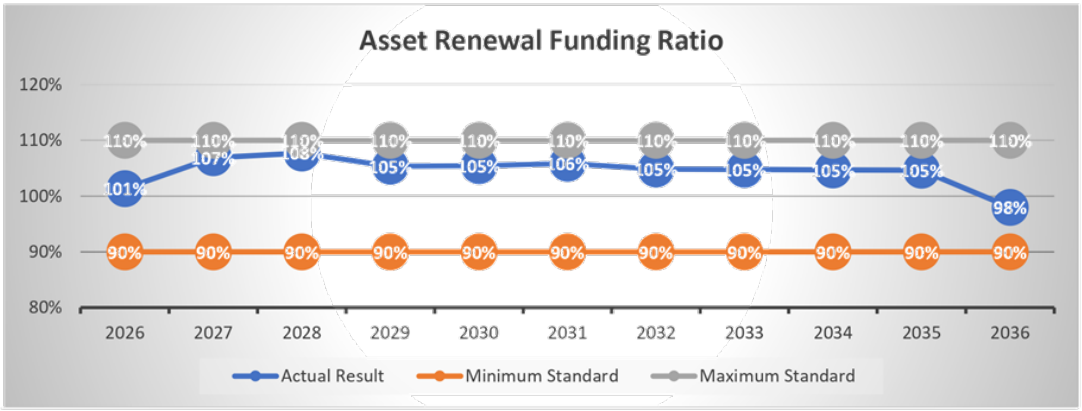
This indicator measures the ability of the local government to fund its projected asset renewal and replacement requirements over the long term. It compares the financial resources available for asset renewal with the forecast asset renewal expenditure identified through the LTFP and supporting Asset Management Plans.

The LTFP makes annual provisions to renew assets once their condition has deteriorated beyond an acceptable service level threshold. As asset renewal requirements can vary from year to year depending on asset condition and lifecycle timing, this may result in fluctuations in both short-term and long-term funding requirements. The reliability of this ratio is therefore dependent on the accuracy and completeness of the underlying Asset Management Plans.

The basic standard for this ratio is 0.75, while the maximum standard is achieved when the ratio reaches 1.10. A ratio of 1.00 (or 100%) indicates that projected asset renewals are fully funded. A result between 0.80 and 1.00 suggests a minor funding gap, while a result below 0.80 may indicate a more significant funding shortfall that could result in asset renewal backlogs over time

It should be noted that this ratio is directly influenced by the assumptions, asset condition data, and replacement cost estimates contained within the Asset Management Plan. As such, the ratio may change if there are significant updates to asset valuations, lifecycle assumptions, or renewal forecasts.

Based on the current projections within the LTFP, the Shire is expected to remain within the recommended standard for the duration of the planning period, indicating that sufficient financial capacity exists to fund forecast asset renewal requirements.



Improvement Plan

In every asset management plan, an improvement plan is included. All strategic plans require continuous development to improve the quality of planning. The following asset management areas are suggested as worthy of focus in the future. Council will look to undertake improvements actions within each of the initiatives identified in the table below;

CATEGORY	IMPROVEMENT OBJECTIVES	TARGET
Levels of Service	Council will document the community's level of service for its core asset classes and has processes in place to measure, meet and maintain those levels of service.	26/27
Governance and Management	Asset Management Plans inform an agreed delivery program of new, expansion, upgrade, renewal, and maintenance projects.	26/27
Asset Management Plans	The Asset Management Plans need to reflect what both the Council and community expect.	26/27
Skills and Processes	Council has robust asset management processes and skilled staff engaged in learning programs to maintain and enhance asset management skills and capabilities.	26/27
Data and Systems	All Council infrastructure assets are to be recorded within the Shire's asset management databases. Understanding of the whole of life cost of building, operating, replacing, and disposing of assets is an important element of this practise. .	26/27
Evaluation	Service/Operational Plans that identify how Council provides and manages assets for the community. Asset performance will be monitored and reported against the Levels of Service.	26/27

13 ELECTED MEMBERS MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil

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

14.1 Elected Members

Nil

14.2 Council Officers

Nil

15 MATTERS BEHIND CLOSED DOORS

OFFICER RECOMMENDATION

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 5.23(2) of the Local Government Act 1995:

15.1 Contract of Employment - Temporary Chief Executive Officer

This matter is considered to be confidential under Section 5.23(2) - a) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with a matter affecting an employee or employees.

COUNCIL RESOLUTION #46/2026

Moved: Cr Tammee Keast
Seconded: Cr Anthony Ball

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 5.23(2) of the Local Government Act 1995:

15.1 Contract of Employment - Temporary Chief Executive Officer

This matter is considered to be confidential under Section 5.23(2) - a) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with a matter affecting an employee or employees.

In Favour: Crs Paul Wilcox, Anthony Ball, Tammee Keast, Daphne Simmons, Corey Matthews and Julie-Ann Williams

Against: Nil

CARRIED 6/0

The meeting was closed to the public and staff at 8.52pm.

Chief Executive Officer, Sabine Taylor declared a financial interest in item 15.1 Contract of Employment – Temporary Chief Executive Officer and left the meeting at 8.52pm.

COUNCIL RESOLUTION #47/2026

Moved: Cr Corey Matthews
Seconded: Cr Tammee Keast

That Council adjourn the meeting for 5 minutes to 8.57pm.

In Favour: **Crs Paul Wilcox, Anthony Ball, Tammee Keast, Daphne Simmons, Corey Matthews and Julie-Ann Williams**

Against: **Nil**

CARRIED 6/0

The meeting was adjourned at 8.52pm.

15.1 CONTRACT OF EMPLOYMENT - TEMPORARY CHIEF EXECUTIVE OFFICER

OFFICER RECOMMENDATION

That Council endorse the Confidential Contract of employment (attached) for the role of Temporary Chief Executive Officer between the Shire of Coolgardie and Sabine Taylor commencing 01st April 2026 for a period up to the 31st August 2026.

COUNCIL RESOLUTION #48/2026

Moved: **Cr Anthony Ball**
Seconded: **Cr Tammee Keast**

That Council endorse the Confidential Contract of employment (attached) for the role of Temporary Chief Executive Officer between the Shire of Coolgardie and Sabine Taylor commencing 01st April 2026 for a period up to the 31st August 2026.

In Favour: **Crs Paul Wilcox, Anthony Ball, Tammee Keast, Daphne Simmons, Corey Matthews and Julie-Ann Williams**

Against: **Nil**

CARRIED 6/0

OFFICER RECOMMENDATION

That Council moves out of Closed Council into Open Council.

COUNCIL RESOLUTION #49/2026

Moved: **Cr Paul Wilcox**
Seconded: **Cr Corey Matthews**

That Council moves out of Closed Council into Open Council.

In Favour: **Crs Paul Wilcox, Anthony Ball, Tammee Keast, Daphne Simmons, Corey Matthews and Julie-Ann Williams**

Against: **Nil**

CARRIED 6/0

The meeting reopened at 9.08pm and the Chief Executive Officer, Sabine Taylor, staff and public returned.

16 CLOSURE OF MEETING

The Meeting closed at 9.09pm.