



# **AGENDA**

**Ordinary Council Meeting**

**28 April 2026**

**6.30pm**

**Council Chambers, Bayley Street, Coolgardie**

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

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

**ACKNOWLEDGEMENT OF COUNTRY**

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

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**1 DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS****1.1 ACKNOWLEDGEMENT 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 ANNOUNCEMENTS BY PRESIDING PERSON WITHOUT DISCUSSION****2.1 PRESIDENTS REPORT - APRIL 2026**

**Date:** 28 April 2026

**Author:** Cr Paul Wilcox, Shire President

The month of April represented a further period of consolidation for the Shire with several more steps being taken towards ensuring our ongoing financial sustainability and leadership stability.

The Ordinary Council Meeting in March required Council to make a significant decision around whether to proceed with the sale of Bluebush Village to our preferred tenderer, Westgold Resources, or explore other options around the retention or lease of the facility or land. Following a lengthy period of public consultation, including three forums that were hosted by the Shire, Council resolved to proceed with the sale of the village to Westgold Resources based on their alternative tender proposal which included an additional parcel of land adjoining the current footprint of the village.

This option was presented to Council as the best value for money out of the available choices to move forward with, and represents a sale amount of approximately \$22 million (including GST). Following this decision of Council, the Shire administration has been working hard to finalise the sale details with final settlement expected in May 2026. Once the sale has been completed, this will enable the Shire to explore a range of options around debt restructuring and repayment with the end goal being to ensure this is serviceable into the future whilst ensuring levels of service for ratepayers are retained or improved.

The settlement date will tie neatly into the Shire's responsibilities in relation to the setting and adoption of the budget for the next financial year (2026/27), and activities that will flow on from this including the requirement to update our community strategic plan. This will involve public sessions that are open to all ratepayers to attend which will be announced shortly, and Council is looking forward to engaging with the community around this process and understanding the priorities that we should be focusing on during this period of financial recovery.

At the end of March, applications closed for the Shire's permanent CEO position and the recruitment panel has progressed forward with an identified shortlist of candidates for interviews which are planned in early May. Following this, the panel will provide a recommendation to Council around a preferred candidate for endorsement, which will be represent another step towards improving stability for the Shire under new management and provide certainty for operational staff after a period of significant upheaval.

We continue to engage positively with the Local Government Inspector around the reporting requirements set by the Minister in October last year and are on track to provide the second quarter of documents and reports before the deadline at the end of April. We will continue to work diligently towards meeting these targets over the next six months and ensuring that the community is updated regarding our progress.

I would like to thank everyone in the community for their continued engagement with the Shire, and I am looking forward to our ongoing collaboration as we collectively set the agenda and priorities for the coming financial year.

**3 DECLARATION OF COUNCIL MEMBERS**

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

**4 RECORD OF ATTENDANCE / APOLOGIES / APPROVED LEAVE OF ABSENCE**

**5 DECLARATIONS OF INTEREST**

**5.1 Declarations of Financial Interests – Local Government Act Section 5.60A**

**5.2 Declarations of Proximity Interests – Local Government Act Section 5.60B**

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

**6 RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE**

Nil

**7 PUBLIC QUESTION TIME**

**8 APPLICATIONS FOR LEAVE OF ABSENCE**

**9 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS**

**9.1 MINUTES OF THE ORDINARY COUNCIL MEETING HELD ON 24 MARCH 2026**

**Date:** 28 April 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 March 2026 be confirmed as a true and accurate record.

**10 PETITIONS / DEPUTATIONS / PRESENTATIONS / SUBMISSIONS**

Nil

**11 REPORTS OF COMMITTEES**

Nil

## 12 REPORTS OF OFFICERS

### 12.1 Executive Services

#### 12.1.1 WORKPLACE HEALTH AND SAFETY REPORT

**Location:** N/A

**Applicant:** N/A

**Disclosure of Interest:** N/A

**Date:** 28 April 2024

**Author:** Leanne Parola, Executive Manager Community Development and Regulatory Services

#### SUMMARY

Council is asked to note the HSE Collective Hazard Review Report and support the recommended actions for the Chief Executive Officer.

#### BACKGROUND

The Shire engaged Delivering Outcomes to carry out a hazard discovery inspection across a range of the Shire's workplaces in 2024. The Delivering Outcomes hazard report listed issues observed during those inspections and proposed control measures aligned to the hierarchy of control.

#### COMMENT

The Shire's current work health and safety consultant, HSE Collective, has reviewed the original the Delivering Outcomes report, clarified which items represent WHS hazards versus maintenance or administrative matters, and established a consolidated Hazard Register to support prioritisation, ownership and closure tracking.

At the time of this review, a number of items from the 2024 hazard discovery report remained open. Contributing factors included the overall volume and mixed classification of items, which reduced prioritisation clarity, alongside resourcing pressures and the absence of a formalised cross-functional process for routine management review and action closure.

The HSE Collective review provides a clearer governance framework by separating hazards from maintenance and training items, confirming risk ratings using a consistent methodology, and allocating ownership and status for each actionable item within a consolidated register, excluding items classified as 'No Action Required'.

The Shire remains responsible for implementing and maintaining controls so far as is reasonably practicable. Progress against high-risk hazards and overall register status should be subject to structured management review and periodic governance reporting to support officer due diligence and Council oversight.

At the time of reporting, all identified items have either been completed or are in progress, with no items remaining in a not started state.

#### CONSULTATION

- HSE Collective
- All Management and Executive Staff

#### STATUTORY ENVIRONMENT

Work health and safety in Western Australia is governed by the Work Health and Safety Act 2020 (WA) and the Work Health and Safety (General) Regulations 2022 (WA). Under the legislation, the Shire (as a Person Conducting a Business or Undertaking – PCBU) must, so far as is reasonably practicable, ensure the health and safety of workers and others who may be affected by the Shire's work.

**POLICY IMPLICATIONS**

*Policy 2.06 Risk Management applies.*

**FINANCIAL IMPLICATIONS**

There are financial implications in addressing the hazards identified in the Delivering Outcomes report. These have been accommodated within existing operational budgets and will continue to be so.

**STRATEGIC IMPLICATIONS****Accountable and effective leaders**

High quality corporate governance, accountability and compliance

**ATTACHMENTS**

1. HSE Collective Hazard Review Report April 2026
2. Delivering Outcomes Hazard Report 2024

**VOTING REQUIREMENT**

Simple Majority

**OFFICER RECOMMENDATION**

That the HSE Collective Hazard Report be noted and the recommended actions within for the Chief Executive Officer to implement be supported.



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## Hazard Review and Hazard Register Report

Shire of Coolgardie (Western Australia)

Date: April 2026

### About HSE Collective

HSE Collective provides practical work health and safety support to organisations with a focus on helping leaders and front-line Managers build systems that work in real workplaces.

Professional certifications and qualifications are represented in the footer badges and in addition include formal certifications and qualifications in Work Health and Safety, Training and Assessment, Project Management Practices as well as Leadership and Management.

The advisor engaged for this work has over 20 years' experience in transformational business management and operations, leadership, change and communication management, process development, project delivery (including waterfall, agile and Six Sigma methodologies) and WHS systems and leadership. Experience includes stakeholder engagement at all levels, business planning, WHS risk frameworks, coaching, training, compliance support and safety system implementation.

HSE Collective provides practical, fit-for-purpose safety solutions designed to strengthen internal safety capability and support sustainable improvement within the organisations we work with. Our approach focuses on building the skills, confidence, and systems needed so that safety can be effectively managed by the organisation's own workforce.

### CONFIDENTIAL – INTERNAL USE ONLY

**This report is provided for internal governance and safety improvement purposes only. Unauthorised distribution is not permitted.**

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## 1. Introduction and Scope

Delivering Outcomes (DO Safety) completed a hazard discovery inspection across a range of the Shire of Coolgardie's workplaces. The original Delivering Outcomes hazard report lists issues observed during those inspections and proposes control measures aligned to the hierarchy of control.

During implementation it became clear that the original DO hazard report included a mix of true WHS hazards, maintenance defects, and inspection/administrative items. This limited the Shire's ability to prioritise effectively and track closure through a consistent governance process.

This report summarises the work completed to review those original findings, clarify what items are considered genuine work health and safety hazards versus maintenance matters, and document the current progress in closing items out in consultation with relevant Managers.

This review was completed by HSE Collective who were engaged by the Shire to review and classify the original Delivering Outcomes findings, separate genuine WHS hazards from maintenance/inspection items, and establish a practical register with assigned management ownership.

For the purposes of governance reporting, all totals, risk profiles and status reporting within this document exclude items classified as 'No Action Required' in the Hazard Register. These items are retained in the register for record-keeping only and are not included in actionable risk reporting.

### In scope

- Review of the original DO Hazard Report (PDF).
- Classification of each item as a WHS hazard or a maintenance/inspection item.
- Development of a consolidated Hazard Register (Excel) by business area. The Hazard Register is the primary source of truth for all data referenced in this report.
- Engagement with Managers to confirm practical controls and to support closure of actions.

### Out of scope

- Detailed onsite hazard audit.
- Detailed engineering design, procurement, or project delivery of physical upgrades.
- Formal legal advice on WHS obligations (this report provides general guidance only).





## 2. Executive Summary

This review was completed by an independent safety advisor engaged by the Shire to review the findings of the Delivering Outcomes (DO Safety) hazard discovery report (2024), clarify which items represent WHS hazards versus maintenance or administrative matters, and establish a consolidated Hazard Register to support prioritisation, ownership and closure tracking.

At the time of this review, a number of items from the 2024 hazard discovery report remained open. Contributing factors included the overall volume and mixed classification of items, which reduced prioritisation clarity, alongside resourcing pressures and the absence of a formalised cross-functional process for routine management review and action closure.

This review provides a clearer governance framework by separating hazards from maintenance and training items, confirming risk ratings using a consistent methodology, and allocating ownership and status for each actionable item within a consolidated register, excluding items classified as 'No Action Required'.

The Shire remains responsible for implementing and maintaining controls so far as is reasonably practicable. Progress against high-risk hazards and overall register status should be subject to structured management review and periodic governance reporting to support officer due diligence and Council oversight.

At the time of reporting, all identified items have either been completed or are in progress, with no items remaining in a not started state.

## 3. Understanding Risk Ratings (High, Medium and Low)

Risk ratings are based on:

- **How serious the harm could be**, and
- **How likely it is to happen** (This review applies a consistent approach to likelihood when confirming risk ratings)

This review applies a consistent approach to both consequence and likelihood to support clearer prioritisation and governance reporting.





**High risk:**

Could cause serious injury or death and is **likely** to occur (or credible without strong controls). Requires urgent action.

**Medium risk:**

Could cause injury or illness and is **possible** to occur. Needs action planned and completed in a reasonable timeframe.

**Low risk:**

Could cause minor harm and is **unlikely** to occur. Can be scheduled and managed through normal work programs.

The table below shows that the register is primarily made up of medium-risk items, with a smaller number of high-risk hazards that have largely been addressed and are actively managed.

**It is noted that in this review some items have been rated as high risk due to their importance to emergency preparedness, despite a medium to low likelihood. Further information on this can be found on the next paragraph (Council Snapshot).**

**Table 1: Summary of items by risk level and progress status**

Risk level	Allocated as True hazards	Allocated as Maintenance / inspection items / Training	Total	Notes
High	17	0	17	Priority action
Medium	51	19	70	Plan and implement controls in a reasonable timeframe.
Low	5	15	20	Schedule and track to closure.
<b>Total</b>	<b>51</b>	<b>62</b>	<b>Total actionable items: 113</b>	<b>Excludes 'No Action Required'</b>





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Progress status	Allocated as True hazards	Notes
Completed	86	Closed as per Manager of the area.
In progress	27	Actions underway.
Not started	0	No Items outstanding without action
<b>Total</b>	<b>113</b>	<b>Total items: 113</b>

**Council Snapshot (at a glance)**

**Total actionable items in register: 113**

**High risk items: 17 total**

- **Completed: 13**
- **Outstanding: 4 (In Progress)**

*No high-risk items remain uncommenced.*

*High-risk items are being managed as a priority through interim controls where required, with oversight through management review and planned reporting.*

*Of the four outstanding high-risk items, two are currently in progress and relate to non-illuminated exit lights at the Recreation Centre and Kambalda Office. These works are being scheduled through Building Maintenance and the relevant contractor. These items are reflected in the Hazard Register and form part of the 17 high-risk items identified.*

*The remaining outstanding high-risk item relates to evacuation arrangements at the Visitor Centre. This matter remains in progress and is subject to external dependency, with interim controls implemented where reasonably practicable.*

**True hazards vs maintenance/training:**

- **Hazards: 51**

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- **Maintenance or training items:** 62

Excludes items classified as 'No Action Required'.

Next 30-60 days focus includes:

- **Progress and close all remaining high-risk items as a priority**, with interim controls maintained where required.
- Maintain monthly **Safety Working Group** meetings with Managers to oversee closure of all remaining register items, strengthen inspection consistency and manager capability, routinely review the inspection and compliance register as part of ongoing governance and oversight and provide training where necessary.

### Key themes

The hazard review identified a consistent set of themes across Shire workplaces. While the specific issues vary by site, the same core risk areas appear repeatedly and require a coordinated approach to control and close out.

The most common themes include:

- **Emergency preparedness** – including exit lighting, evacuation routes, access to emergency equipment, and emergency signage.
- **Electrical safety** – including test and tag programs, damaged leads, wiring management, and electrical switchboard integrity.
- **Slips, trips and falls** – including uneven surfaces, damaged flooring, subsidence, loose edges, and cable trip hazards.
- **Chemical safety** – including chemical storage, bunding, ventilation, signage, and access to current Safety Data Sheets (SDS).
- **Biological hazards** – including mould, wastewater exposure, and hygiene controls.
- **Asset condition and structural integrity** – including spalling concrete, ceiling damage, loose fixtures, and degraded gates or barriers.





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These themes are derived from analysis of actionable items within the Hazard Register (excluding 'No Action Required' entries).

These items are being actively managed through the register, with interim controls implemented where reasonably practicable pending any longer-term resolution needs.

Of the items recorded in the register, the majority are medium risk and can be planned and managed through a structured action program. High risk hazards are fewer in number but required priority attention and oversight. The overall themes highlight the need for consistent inspections, clear ownership by Managers, and ongoing support to strengthen safety capability across all operational areas.

#### 4. Hazard vs Maintenance – Key Classification

During the review it was identified that some items in the original DO report were genuine hazards that require controls, while other items were primarily maintenance, inspection, or housekeeping matters. Both types of items are important, but they must be managed differently. Classification applied in this report reflects the categorisation used in the Hazard Register.

##### 4.1 What is a hazard?

A hazard is anything that has the potential to cause harm to a worker, contractor, volunteer, or member of the public. In practical terms, a hazard is the source of a risk (for example: an exposed edge where a person could fall, a blocked emergency exit, a chemical stored without bunding, or wiring that could create an electrical fire).

##### 4.2 What is a maintenance or inspection item?

A maintenance or inspection item is a task that keeps an asset in good working order or verifies it is safe. Examples include routine test and tag of portable electrical equipment, replacing faded signage, servicing emergency showers, or general repairs that are not linked to a specific immediate hazard.

Maintenance items can still become hazards if they are not completed or checked regularly, or if an asset defect creates a foreseeable risk to people. For example, a 'missing' smoke detector is not simply a maintenance issue – it is an emergency and fire risk.

In the original DO report all items were classified as Hazards. This approach is not uncommon in hazard discovery reports, however it reduces the Shire's ability to prioritise corrective actions and maintain accurate governance reporting.

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This review and report include items that are hazards and those that have been re-classified as maintenance or training always with a view to any high-risk items being actioned as a priority.

**4.3 Why this distinction matters**

In organisations where WHS systems are still being embedded, there is a tendency to treat every issue as the same. This can create confusion, delays, and frustration for managers and staff. A clear distinction supports better decision-making for the Shire, better safety management, better budgeting, and stronger accountability.

Items classified as ‘No Action Required’ are retained for record purposes but excluded from governance reporting and risk analysis.

**5. WHS Duties and Expectations (Western Australia)**

Work health and safety in Western Australia is governed by the Work Health and Safety Act 2020 (WA) and the Work Health and Safety (General) Regulations 2022 (WA). Under the legislation, the Shire (as a Person Conducting a Business or Undertaking – PCBU) must, so far as is reasonably practicable, ensure the health and safety of workers and others who may be affected by the Shire’s work.

**Managers and Supervisors have a key role because they control day-to-day work.** Officers of the organisation have due diligence duties to ensure appropriate resources and systems are in place to manage WHS risks.

Table 2: Expected safety roles (simple overview)

Role	Key expectations	What good looks like
Council and CEO	Set expectations, approve resources, and ensure safety is governed and monitored.	Regular WHS reporting, visible leadership, and timely decisions on high-risk controls.
Front line Managers / Supervisors	Identify hazards, stop unsafe work, implement controls, and close actions.	Routine inspections, workers consulted, hazards tracked and closed.





Workers and contractors	Follow procedures, use controls, report hazards, and participate in consultation.	Issues raised early, safe work methods followed, no normalisation of risk.
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### 6. Safety Maturity and Regulatory Influence

The Shire operates in a mix of workplaces. Some areas are highly regulated (such as the Aerodrome and Pool). These areas typically have clearer compliance requirements, external audits, and defined standards. This tends to support better safety outcomes.

Other areas have fewer external checks but still involve high risk work (for example: Works Depot activities, waste facilities, wastewater treatment, and ranger operations). These areas require stronger internal safety leadership from managers to ensure hazards are identified and controlled before incidents occur.

### 7. Current Position by Business Area (Hazard Register Spreadsheet)

All data presented below is drawn directly from the Hazard Register and excludes 'No Action Required' items. Detailed actions and evidence of completion are maintained in the consolidated Hazard Register, which serves as the primary controlled register for governance reporting purposes.

The following sections provide a high-level summary of each business area based on the consolidated Hazard Register. Detailed item-by-item actions remain in the register and are managed by the relevant Manager.

**Note: the total amounts below include both hazards and those that have been reclassified as maintenance items.**

#### Coolgardie Office

Hazards	4
Maintenance Items	10
Total Actionable Items	14





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Risk Profile	Total	High	Medium	Low
Status	14	1 - Completed	8	5

Completed	In Progress	Not Started
8	6	0

**Kambalda Office**

Hazards	4
Maintenance Items	5
Total Actionable Items	9

Risk Profile	Total	High	Medium	Low
Status	9	1 - In Progress	6	2

**High In Progress Item = Exit Lights not illuminated, in progress to be rectified.**

Completed	In Progress	Not Started
7	2	0

Examples of hazards identified include non-functioning exit lights, evacuation obstructions, and congested workspaces that increase trip risk.

**Aerodrome**

Hazards	7
Maintenance Items	5
Total Actionable Items	12

Risk Profile	Total	High	Medium	Low
Status	12	3 - All Completed	7	2

Completed	In Progress	Not Started
12	0	0

Examples of hazards identified include emergency equipment visibility and suitability, chemical storage of fuels and drums, and flooring trip hazards in passenger areas.





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Road Train Assembly Area

Hazards	1
Maintenance Items	3
Total Actionable Items	4

Risk Profile	Total	High	Medium	Low
Status	4	1 - Completed	3	0

Completed	In Progress	Not Started
4	0	0

Examples of hazards identified include degraded line marking, height differentials creating trip hazards, potholes, and dangerous goods parking risks.

Works Depot – Coolgardie

Hazards	1
Maintenance Items	9
Total Actionable Items	10

Risk Profile	Total	High	Medium	Low
Status	10	2 – All Completed	7	1

Completed	In Progress	Not Started
10	0	0

Examples of hazards identified include worker personal security risks, chemical exposure (including glyphosate), missing smoke detectors, and plant fire extinguisher provision.

Pool

Hazards	6
Maintenance Items	5
Total Actionable Items	11

Risk Profile	Total	High	Medium	Low
Status	11	1 – All Completed	5	5

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Completed	In Progress	Not Started
10	1	0

Examples of hazards identified include chemical storage and SDS currency, confined space contractor controls, and access control to plant areas.

Ranger

Hazards	4
Maintenance Items	2
Total Actionable Items	6

Risk Profile	Total	High	Medium	Low
Status	6	0	6	0

Completed	In Progress	Not Started
6	0	0

Examples of hazards identified include dog handling manual handling risks, biological exposures, poor lighting in pounds, and fatigue due to travel requirements.

Wastewater Treatment Plant

Hazards	3
Maintenance Items	3
Total Actionable Items	6

Risk Profile	Total	High	Medium	Low
Status	6	2 – All Completed,	4	0

Completed	In Progress	Not Started
5	1	0

Examples of hazards identified include traffic management around the dam, fuel storage in sunlight, lack of bunding at refueling points, and emergency shower access and inspection.





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Waste Facilities

Hazards	7
Maintenance Items	4
Total Actionable Items	11

Risk Profile	Total	High	Medium	Low
Status	11	2 - All Completed	6	3

Completed	In Progress	Not Started
8	3	0

Examples of hazards identified include weighbridge vehicle impact risk (Minor), wiring in footwell, chemical bunding needs, and battery storage.

Recreation Centres (Combined)

Hazards	11
Maintenance Items	7
Total Actionable Items	18

Risk Profile	Total	High	Medium	Low
Status	18	3 - 2x Completed, 1x In Progress	13	2

**High In Progress Item = Exit Lights not illuminated, in progress to be rectified.**

Completed	In Progress	Not Started
12	6	0

Examples of hazards identified include evacuation door restrictions, exit light failures, ceiling water ingress with mold, and trip hazards from flooring and subsidence.

Visitor Centre

Hazards	3
Maintenance Items	3
Total Actionable Items	6





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Risk Profile	Total	High	Medium	Low
Status	6	1 - In Progress	5	0

**High In Progress Item =Evacuation door configuration does not align with contemporary standards, historic building, not owned by Shire. These items are being actively managed through the register, with interim controls implemented where reasonably practicable pending long-term resolution. All six actionable items are recorded in the Hazard Register, with no items remaining uncommenced.**

Completed	In Progress	Not Started
2	4	0

Examples of hazards identified include locked evacuation routes, electrical switchboard integrity, asbestos management, and manual handling risks.

### 8. Recommended Action to Strengthen WHS Governance and Capability

It is recommended that Council note the findings of this review and endorse the CEO to lead implementation of the following actions to strengthen WHS governance, accountability and reporting:

- Register governance and closure** – All identified items have commenced, with no outstanding actions remaining in a not started state. Ensure all remaining items are assigned, prioritised, progressed and closed in accordance with risk and available resources, with verification of completion captured in the register. Reporting should focus on actionable items only, excluding those classified as ‘No Action Required’ in the Hazard Register.
- Safety Working Group** – Formalise a monthly Safety Working Group (Managers and Executives) to review high-risk hazards, track corrective actions, and review the inspection and compliance program (including scheduled maintenance) to support consistent oversight and capability uplift.
- Safety System control and transition** – Maintain a single controlled register for governance reporting until the MyOSH workflow is fully implemented, then transition hazard and incident reporting and closure to MyOSH to enable auditability, notifications and consistent reporting.
- Strengthening Manager WHS capability**– Provide targeted coaching and practical support to Managers focused on WHS duties, hazard identification, inspections, SOPs, and risk





assessments for higher-risk work, including prioritisation, consultation, communication and performance expectations.

5. **High-risk focus** – Continue prioritising high-risk hazards and emergency preparedness items (e.g., evacuation routes, exit lighting, fire equipment and first aid readiness), including interim controls where required while longer-term actions are finalised.
6. **Worker consultation and reporting** – Strengthen consultation and hazard reporting pathways through simple mechanisms, toolbox talks and consistent follow-up on hazards raised.
7. **Operational risk coverage** – Continue to meet regulatory obligations in higher-regulated areas (Aerodrome and Pool) while increasing focus on higher-risk operational areas with less prescriptive external oversight (Works, Waste, Wastewater and Ranger Services).
8. **Accountability and governance reporting** – Embed WHS into Manager accountability through measurable indicators (e.g., inspections completed, corrective actions closed on time, hazards addressed) and provide periodic **exception-based** reporting to the CEO and Council reporting should focus on high-risk items, overdue actions, emerging trends, and resource implications.

**Implementation will be led by the CEO through Management, with responsibilities assigned to relevant Managers and progress monitored through structured governance reporting and assistance by a WHS consultant where appropriate as a subject matter expert.**

### 9. Definitions and Abbreviations

Term	Meaning
ACM	Asbestos Containing Material.
AS	Australian Standard.
CASA	Civil Aviation Safety Authority.
CO2	Carbon Dioxide (fire extinguisher type).





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DCP	Dry Chemical Powder (fire extinguisher type).
DO	Delivering Outcomes / DO Safety (consultant).
PCBU	Person Conducting a Business or Undertaking (the Shire).
PPE	Personal Protective Equipment.
SDS	Safety Data Sheet.
WHS	Work Health and Safety.

**Attachments – Source Documents**

- DO Hazard Report PDF (DO Site Hazards Identified – SOC\_V1).
- Compiled Hazard Register (Excel) – April 2026.

Prepared by HSE Collective | April 2026 | v1.0

Shire of Coolgardie



WHS Legislation | Contractor Management | Change Management | Reviews/Audits | Risk Assessments | SOPs | Risk Management | Practical Safety Strategies | Hazard Management | ISO 45001:2018 support | UX Documentation Engineering | Workplace Assessments | Coaching | Training



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### Disclaimer

This report has been prepared by HSE Collective for the Shire of Coolgardie for the purpose of providing a high-level summary of the Delivering Outcomes hazard discovery findings, the subsequent hazard review, and the current status of actions recorded in the consolidated Hazard Register.

This report is based on information available at the time of preparation, including the Delivering Outcomes hazard report, site information provided by the Shire, and the compiled Hazard Register. It does not constitute a full audit of all workplaces, systems, or activities of the Shire.

The findings reflect the conditions observed and information provided at the time of review and may not reflect subsequent changes.

While reasonable care has been taken in preparing this report, HSE Collective makes no warranty, express or implied, as to the completeness, accuracy, or currency of the information contained within it. Conditions and risks may change over time and should be reassessed regularly.

This report provides general work health and safety guidance only. It does not constitute legal advice. The Shire should seek independent legal advice where required.

This report is not a determination of legal compliance or non-compliance and should not be relied upon as a compliance audit.

Implementation of recommendations and control measures remains the responsibility of the Shire of Coolgardie, including its officers, Managers, and workers, in accordance with their duties under the Work Health and Safety Act 2020 (WA) and Work Health and Safety (General) Regulations 2022 (WA).

To the maximum extent permitted by law, HSE Collective disclaims all liability for any loss, damage, cost, or expense arising directly or indirectly from reliance on, use of, or interpretation of this report.

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Shire of Coolgardie



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## WHS Hazard Discovery

The following tables provide listing of issues discovered during DOPL's inspection programme covering the Shire of Coolgardie's building-based workplaces. DOPL has ensured correct hazard and risk identification as required under the Work Health and Safety (General) Regulations 2022 (WA) as well as the correct categorisation against the hierarchy of control.

This assists the Shire of Coolgardie Duty Holders with their own Due Diligence requirements through this process.

### LEGEND:

**RED** – Identified Hazard and Description (*requires action to control*)

**Orange** – Temporary Control Measure

**Green** – Control Measure

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## Coolgardie

### Shire office

Hazard (WHS Reg 34)	Control (WHS Reg 35)	Hierarchy (WHS Reg 36)
<b>FALL</b> Exposed edge on northeast corner courtyard. Presents a fall risk to <ul style="list-style-type: none"> <li>Workers</li> <li>Counsellors</li> <li>Members of the public cutting through</li> </ul>	<ul style="list-style-type: none"> <li>Temporarily Install markers to visually identify fall hazard</li> </ul>	Administration
	<ul style="list-style-type: none"> <li>Install/reinstate permanent edge protection in compliance with AS 1657 handrails/ guardrails.</li> </ul>	Engineering
	<ul style="list-style-type: none"> <li>Recoat / reapply step indicator colour</li> </ul>	Administration
<b>SLIP</b> Water generated across pathway near staff entrance from condenser drain from split system.	<ul style="list-style-type: none"> <li>Temporarily Provide porous matting across pathway to promote traction and still allow water passage</li> </ul>	Engineering
	<ul style="list-style-type: none"> <li>Relocate drainage pipe over pathway to drain into soil</li> </ul>	Substitution
<b>TRIP</b> Cables running across trafficable areas in office Presents a trip hazard to workers.	<ul style="list-style-type: none"> <li>Temporarily relocate Velcro cable protector from boardroom to main office.</li> </ul>	Engineering
	<ul style="list-style-type: none"> <li>Relocate printer cable up through existing conduit through roof to avoid cable on floor</li> </ul>	Substitution
	<ul style="list-style-type: none"> <li>Relocate cable in meeting room doorway over door frame</li> </ul>	Isolation
<b>TRIP</b> Boxes on floor in server room in front of main records compactus	<ul style="list-style-type: none"> <li>Relocate boxes away from compactus access area.</li> </ul>	Substitution
	<ul style="list-style-type: none"> <li>Install additional shelving if required to remove items from floor</li> </ul>	Engineering
<b>ELECTRICAL</b> All plug in 240volt appliances throughout office are not within inspection timeframe.	<ul style="list-style-type: none"> <li>Carry out test &amp; Tag to verify safety of all electrical appliances operated within Shire office by workers.</li> </ul>	Administration
	<ul style="list-style-type: none"> <li>Defect and remove from service any items that fail inspection.</li> </ul>	Isolation
<b>THERMAL</b> Server room has no climate control in operation.	<ul style="list-style-type: none"> <li>Temporarily leave door to server room open to allow heat to escape.</li> </ul>	Administration
	<ul style="list-style-type: none"> <li>Install climate control and ensure operation 24 hours per day.</li> </ul>	Engineering
<b>THERMAL</b>	<ul style="list-style-type: none"> <li>Remove carboard from back of printer to allow correct heat exhaust.</li> </ul>	Elimination

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Hazard (WHS Reg 34)	Control (WHS Reg 35)	Hierarchy (WHS Reg 36)
Cardboard at rear of printer partially blocking heat vents.		
<b>THERMAL</b> Fire extinguishers located in same location.	<ul style="list-style-type: none"> <li>Relocate 1 extinguisher to provide better coverage of the building.</li> </ul>	Substitution
<b>THERMAL</b> Fire evacuation plan on floor.	<ul style="list-style-type: none"> <li>Reposition evacuation plan to eye level for reference of workers</li> </ul>	Administration
<b>BIOLOGICAL</b> Water ingress and pooling in ceiling in Southwest office, potential for mold spore growth.	<ul style="list-style-type: none"> <li>Investigate leak status in ceiling.</li> </ul>	Administration
	<ul style="list-style-type: none"> <li>If persistent, repair leak and prevent.</li> </ul>	Elimination
<b>ENTRAPMENT</b> Safe door can be closed without workers knowing code.	<ul style="list-style-type: none"> <li>Obtain safe door code and display on exterior of door.</li> </ul>	Administration
	<ul style="list-style-type: none"> <li>Fix/install permanent door chock to prevent door closing completely.</li> </ul>	Engineering
<b>GRAVITATIONAL</b> Ceiling elements in boardroom and verandas are loose.	<ul style="list-style-type: none"> <li>Boardroom ceiling tiles to be removed, or repositioned to prevent falling</li> <li>Timber strips on veranda to be fixed.</li> </ul>	Elimination
<b>CHEMICAL</b> No Safety Data Sheets within chemical storage area.	<ul style="list-style-type: none"> <li>Ensure SDS's are located near the chemicals to provide advice on:                             <ul style="list-style-type: none"> <li>Storage</li> <li>Handling &amp; PPE</li> <li>Use</li> <li>First aid if exposure occurs</li> </ul> </li> </ul>	Administration
<b>STRUCTURAL</b> Concrete spalling undermining apron on southwest corner of building.	<ul style="list-style-type: none"> <li>Obtain building inspection report from 2024 to determine if assessment of concrete issue was investigated.</li> </ul>	Administration
	<ul style="list-style-type: none"> <li>Undertake structural assessment</li> </ul>	Administration

### Road Train Assembly Area

Hazard (WHS Reg 34)	Control (WHS Reg 35)	Hierarchy (WHS Reg 36)
<b>IMPACT</b> Line marking has diminished on road surface area.	<ul style="list-style-type: none"> <li>Recoat / reapply line marking to clearly identify truck approach and parking areas.</li> </ul>	Administration

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Hazard (WHS Reg 34)	Control (WHS Reg 35)	Hierarchy (WHS Reg 36)
<b>TRIP</b> Height differential between concrete and gravel pedestrian areas.	<ul style="list-style-type: none"> <li>Buildup and match heights of gravel with concrete edges</li> </ul>	Elimination
<b>STRUCTURAL</b> Potholes forming and degrading road surface on west side of hardstand.	<ul style="list-style-type: none"> <li>Repair potholes to prevent further degradation</li> </ul>	Engineering
<b>CHEMICAL &amp; THERMAL</b> No prohibition of dangerous goods being parked and possibly unattended on hardstand adjacent to residential area.	<ul style="list-style-type: none"> <li>Implement prohibition of dangerous goods of certain types to safeguard community</li> </ul>	Administration

## Visitor centre

Hazard (WHS Reg 34)	Control (WHS Reg 35)	Hierarchy (WHS Reg 36)
<b>ERGONOMIC</b> Desk setup causing poor postural behaviours for workers at desk.	<ul style="list-style-type: none"> <li>Relocate and address desk setup to promote healthier posture</li> </ul>	Administration
<b>ERGONOMIC</b> Relocation of furniture may expose workers to manual handling risk due to size and weight.	<ul style="list-style-type: none"> <li>Risk assessment to be undertaken prior to relocation</li> </ul>	Administration
	<ul style="list-style-type: none"> <li>Mechanical aids such as trolleys to be employed for moving heavy items</li> </ul>	Engineering
<b>EVACUATION</b> Required door at west end designated as escape door but is locked and bolted.  Single evacuation route identified for upper floor despite floor area and availability of second staircase to west of building.	<ul style="list-style-type: none"> <li>Door handles to be modified to meet D2.21 "Operation of latch" of the National Construction Code</li> </ul>	Engineering
	<ul style="list-style-type: none"> <li>Alternative fire door to utilised</li> <li>Evacuation diagram to be modified to remove east door as exit door.</li> </ul>	Substitution
	<ul style="list-style-type: none"> <li>Utilise second staircase for evacuation from upper floor</li> </ul>	Substitution

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Hazard (WHS Reg 34)	Control (WHS Reg 35)	Hierarchy (WHS Reg 36)
<b>ELECTRICAL</b> All plug in 240volt appliances throughout visitor centre are not within inspection timeframe.	<ul style="list-style-type: none"> <li>Carry out test &amp; Tag to verify safety of all electrical appliances operated within visitor centre by workers.</li> </ul>	Administration
	<ul style="list-style-type: none"> <li>Defect and remove from service any items that fail inspection.</li> </ul>	Isolation
<b>ELECTRICAL</b> Wooden switchboard on upper level cannot be closed	<ul style="list-style-type: none"> <li>Rectify cover to be closable.</li> </ul>	Engineering
<b>CHEMICAL</b> The rear toilet block has an asbestos warning.	<ul style="list-style-type: none"> <li>Asbestos containing materials (ACM) to be identified with labels within building to alert workers or contractors.</li> </ul>	Administration
	<ul style="list-style-type: none"> <li>Asbestos register to be created / updated to identify presence of ACM</li> </ul>	Administration

## Wastewater treatment plant

Hazard (WHS Reg 34)	Control (WHS Reg 35)	Hierarchy (WHS Reg 36)
<b>TRAFFIC MANAGEMENT</b> Steel posts obstructing light vehicle path around dam, forcing driver to reverse along narrow pathway	<ul style="list-style-type: none"> <li>Worker to park outside fence near dumping point allowing access to equipment. Or...</li> </ul>	Substitution
	<ul style="list-style-type: none"> <li>Remove posts to allow forward driving loop of work area.</li> </ul>	Elimination
<b>CHEMICAL &amp; THERMAL</b> Plastic fuel cans stored in direct sunlight next to pump.	<ul style="list-style-type: none"> <li>Store fuel containers in shade or ventilated storage area.</li> </ul>	Substitution
	<ul style="list-style-type: none"> <li>Containers to be labelled to identify chemical.</li> </ul>	Administration
<b>CHEMICAL</b> No bunding around refuelling area	<ul style="list-style-type: none"> <li>Bund to be installed under refuelling/decanting point.</li> </ul>	Engineering
<b>CHEMICAL</b> Emergency shower and eye wash located in far corner of container	<ul style="list-style-type: none"> <li>Implement procedure for ensuring side door is open and shower is accessible prior to any handling of fuels or chemicals within this area.</li> </ul>	Administration

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Hazard (WHS Reg 34)	Control (WHS Reg 35)	Hierarchy (WHS Reg 36)
<b>CHEMICAL</b> Last inspection on Shower and eyewash stations shows 2012	<ul style="list-style-type: none"> <li>Inspection to be conducted in accordance with SoC workplace inspection programme</li> </ul>	Administration
<b>BIOLOGICAL</b> Signage alerting public of exposure to sewage in public area was faded and only partly illegible	<ul style="list-style-type: none"> <li>Replace signage with new signs</li> </ul>	Administration
	<ul style="list-style-type: none"> <li>Lock gates preventing access during spraying times</li> </ul>	Isolation

## Recreation centre

Hazard (WHS Reg 34)	Control (WHS Reg 35)	Hierarchy (WHS Reg 36)
<b>EVACUATION</b> Required exit doors (Evac) are restricted through: <ul style="list-style-type: none"> <li>Sliding glass door plus additional fly screen sliding door</li> <li>Hidden behind roller blinds</li> <li>Locked from the outside</li> <li>Cannot be opened from inside</li> <li>Furniture in front of roller blind</li> </ul>	<ul style="list-style-type: none"> <li>Address required doors to allow evacuation during emergencies.</li> </ul>	Administration
<b>EVACUATION</b> Exit lights not illuminated to assist with evacuation	<ul style="list-style-type: none"> <li>Rectify luminaries to operate on battery power for minimum of 1 hour without power supply</li> </ul>	Administration
<b>BIOLOGICAL</b> Syringes have historically been discovered by staff	<ul style="list-style-type: none"> <li>Implement locked metal sharps enclosure with removable container in toilets.</li> </ul>	Administration
<b>BIOLOGICAL</b> Water ingress within ceiling that may promote mold spores	<ul style="list-style-type: none"> <li>Identify water ingress issues in ceiling</li> </ul>	Administration
	<ul style="list-style-type: none"> <li>Repair water leaks if discovered</li> </ul>	Engineering
<b>THERMAL</b>	<ul style="list-style-type: none"> <li>investigate source of paper within air ducts</li> </ul>	Administration

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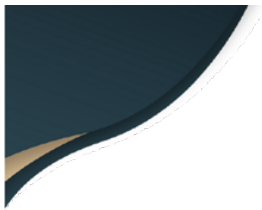
Hazard (WHS Reg 34)	Control (WHS Reg 35)	Hierarchy (WHS Reg 36)
Evidence of carboard or degraded sisalation (anti-con) spreading through air ducts and preventing air flow.	<ul style="list-style-type: none"> <li>Remove / replace source of introduction.</li> </ul>	Engineering
<b>THERMAL</b> Gas hot water system attachment points have failed, and the system has listed forward putting pressure on gas and water lines.	<ul style="list-style-type: none"> <li>Address or improve brackets to brace system and prevent damage to gas pipes, preventing gas leak.</li> </ul>	Engineering
<b>THERMAL</b> Ducting has torn in the roof	<ul style="list-style-type: none"> <li>Rectify duct to reinstate correct air flow</li> </ul>	Engineering
<b>ELECTRICAL</b> Wiring in the roof cavity	<ul style="list-style-type: none"> <li>Assessment of wiring to determine compliance with electrical installation requirements.</li> </ul>	Administration
	<ul style="list-style-type: none"> <li>Thermal heat assessment of wiring to determine any hot spots or fire risk</li> </ul>	Administration
<b>ELECTRICAL</b> All plug in 240volt appliances throughout Rec centre are not within inspection timeframe.	<ul style="list-style-type: none"> <li>Carry out test &amp; Tag to verify safety of all electrical appliances operated within Rec centre by workers.</li> </ul>	Administration
	<ul style="list-style-type: none"> <li>Defect and remove from service any items that fail inspection.</li> </ul>	Isolation
<b>BIOLOGICAL</b> Syringes have historically been discovered by staff	<ul style="list-style-type: none"> <li>Ensure SDS's are located near the chemicals to provide advice on:                             <ul style="list-style-type: none"> <li>Storage</li> <li>Handling &amp; PPE</li> <li>Use</li> <li>First aid if exposure occurs</li> </ul> </li> </ul>	Administration
<b>GRAVITATIONAL</b> The gate adjacent to the kitchen has rusted posts and lost vertical integrity	<ul style="list-style-type: none"> <li>Posts to be braced or replaced to reinstate gate integrity</li> </ul>	Engineering

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## Works Depot

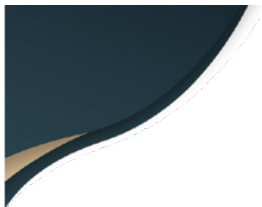
Hazard (WHS Reg 34)	Control (WHS Reg 35)	Hierarchy (WHS Reg 36)
<b>PPE</b> Current clothing issued is for day/night usage and all works by parks team is day only. Heat rash is health issue for some workers due to reflective strips.	<ul style="list-style-type: none"> <li>Procurement of Hi-Vis uniforms to be day only without reflective strips to promote skin health.</li> </ul>	PPE
	<ul style="list-style-type: none"> <li>Reflective vest to be issued and retained in vehicles if need for wearing arises.</li> </ul>	PPE
	<ul style="list-style-type: none"> <li>Size 7 gloves required</li> </ul>	PPE
<b>COMMUNICATION</b> Aggravated members of the public have historically cornered parks workers. Difficult to communicate / raise help across large distances or when visibility is obstructed	<ul style="list-style-type: none"> <li>Use of two-way radios permitted.</li> <li>Existing older models located in locked room at works depot that could be trialled for effectiveness.</li> <li>Procure set of 4-5 for parks team operating across town</li> </ul>	Administration
<b>PERSONAL PROTECTION</b> Workers have been exposed to risk from: <ul style="list-style-type: none"> <li>Wildlife</li> <li>Unstable public</li> </ul>	<ul style="list-style-type: none"> <li>Explore option of 'legal carry' of pepper spray, same as ranger.</li> </ul>	Administration
<b>ENVENOMATION</b> Snakes in public spaces within town. Risk to both parks team as well as members of the public if left unaddressed.	<ul style="list-style-type: none"> <li>Have member of works team trained in snake handling course</li> <li>Kit already part of works depot inventory.</li> </ul>	Administration
<b>EQUIPMENT &amp; PLANT</b> Electric Truck procured against consultation with workers. Ineffective and now broken down with difficulty in obtaining repair. Battery operated equipment procured that does not meet power output requirements for tasks.	<ul style="list-style-type: none"> <li>Procurement process to be implemented for all equipment and plant that considers:               <ul style="list-style-type: none"> <li>Hazards introduced</li> <li>Usage requirements</li> <li>Effectiveness for region</li> <li>Serviceability</li> </ul> </li> </ul>	Administration
<b>BIOLOGICAL</b> Exposure to: <ul style="list-style-type: none"> <li>Effluent in irrigation</li> <li>Rust from public assets</li> </ul>	<ul style="list-style-type: none"> <li>Reinstate vaccination programme for exposed workers</li> <li>Supply of fly nets and PPE for managing exposures</li> </ul>	Administration & PPE



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Hazard (WHS Reg 34)	Control (WHS Reg 35)	Hierarchy (WHS Reg 36)
<ul style="list-style-type: none"> <li>Sharps</li> </ul> <p>Vaccines have not been provided up to date for workers</p>		
<p><b>THERMAL</b></p> <p>Fire extinguisher in kitchen not visible from crib room or corridor</p>	<ul style="list-style-type: none"> <li>Position placard in archway for easy identification</li> </ul>	Administration
<p><b>THERMAL</b></p> <p>Smoke detectors missing</p>	<ul style="list-style-type: none"> <li>Install smoke detectors indoors</li> </ul>	Administration
<p><b>ELECTRICAL</b></p> <p>All plug in 240volt appliances throughout depot are not within inspection timeframe.</p>	<ul style="list-style-type: none"> <li>Carry out test &amp; Tag to verify safety of all electrical appliances operated within works depot by workers.</li> </ul>	Administration
	<ul style="list-style-type: none"> <li>Defect and remove from service any items that fail inspection.</li> </ul>	Isolation
<p><b>LAWFUL DESTRUCTION of ANIMALS</b></p> <p>Firearm removed from compliant gun safe at works depot by DWYER who was against firearms. Required for dispatching injured animals.</p>	<ul style="list-style-type: none"> <li>Reinstate rifle at works depot in locked gun safe.</li> </ul>	Administration
<p><b>CHEMICAL</b></p> <p>The building block has an asbestos warning sign displayed.</p>	<ul style="list-style-type: none"> <li>Asbestos containing materials (ACM) to be identified with labels within building to alert workers or contractors.</li> </ul>	Administration
	<ul style="list-style-type: none"> <li>Asbestos register to be created / updated to identify presence of ACM</li> </ul>	Administration
<p><b>CHEMICAL</b></p> <p>Workers operating almost daily with Carcinogenic: Glyphosate</p>	<ul style="list-style-type: none"> <li>Consult with workers and develop spraying procedure that manages risk covering:                             <ul style="list-style-type: none"> <li>Respiratory protection</li> <li>Skin exposure</li> <li>PPE requirements</li> <li>Wind considerations</li> <li>Public exposure</li> </ul> </li> </ul>	Administration



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Hazard (WHS Reg 34)	Control (WHS Reg 35)	Hierarchy (WHS Reg 36)
<p><b>THERMAL</b></p> <p>Not all combustion powered mobile plant is fitted with fire extinguishers</p>	<ul style="list-style-type: none"> <li>Install fire extinguishers in easily accessible locations.</li> </ul>	Administration

### Waste Facility

Hazard (WHS Reg 34)	Control (WHS Reg 35)	Hierarchy (WHS Reg 36)
<p><b>ELECTRICAL</b></p> <p>All plug in 240volt appliances throughout depot are not within inspection timeframe.</p>	<ul style="list-style-type: none"> <li>Carry out test &amp; Tag to verify safety of all electrical appliances operated within works depot by workers.</li> </ul>	Administration
	<ul style="list-style-type: none"> <li>Defect and remove from service any items that fail inspection.</li> </ul>	Isolation
<p><b>ELECTRICAL</b></p> <p>Wiring under weighbridge desk within footwell</p>	<ul style="list-style-type: none"> <li>Segregate wiring into cable tray or alternative to avoid contact with workers legs.</li> </ul>	Isolation
<p><b>KINETIC</b></p> <p>Weighbridge office in line of fire of loaded trucks entering facility via gate on downhill angle</p>	<ul style="list-style-type: none"> <li>Install metal bollards along exposed front for building to arrest vehicle movement</li> </ul>	Engineering
<p><b>THERMAL</b></p> <p>Fire extinguisher mounted on top of diesel generator within engulfment zone</p>	<ul style="list-style-type: none"> <li>Relocate extinguisher to nearby wall for effective access</li> </ul>	Substitution
<p><b>CHEMICAL</b></p> <p>Generators sitting on soil where refuelling occurs</p>	<ul style="list-style-type: none"> <li>Install bunding underneath generators</li> </ul>	Engineering
<p><b>CHEMICAL</b></p> <p>Surrendered batteries are stored on the concrete floor of the shed.</p>	<ul style="list-style-type: none"> <li>Batteries to be stored on bunding</li> </ul>	Isolation

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## Dog handling

Hazard (WHS Reg 34)	Control (WHS Reg 35)	Hierarchy (WHS Reg 36)
<b>ERGONOMIC &amp; DESIGN</b> Ramp supplied for animal loading prevents door from closing on cage. Manual handling required for large animals to from ground level and manipulate into cage on rear of vehicle.	<ul style="list-style-type: none"> <li>Evaluation of pod raising system to maintain control of animal and eliminate manual handling.</li> </ul>	Administration
<b>BIOLOGICAL</b> Timber floors of pound trap bacteria and cannot be sterilised	<ul style="list-style-type: none"> <li>Replace flooring with cleanable surface.</li> </ul>	Substitution
<b>TRIP</b> No illumination in Coolgardie or Kambalda pound. Problematic admitting animal to cage after hours due to poor lighting.	<ul style="list-style-type: none"> <li>Install lighting from mains power.</li> </ul>	Engineering
	<ul style="list-style-type: none"> <li>Alternative: install solar system with battery operated by on / off switch.</li> </ul>	Engineering
<b>BIOLOGICAL</b> Exposure to: <ul style="list-style-type: none"> <li>Bites</li> <li>Infectious sources</li> </ul> Vaccines have not been provided up to date for workers	<ul style="list-style-type: none"> <li>Reinstate vaccination programme for exposed workers</li> <li>Supply of PPE for managing exposures</li> </ul>	Administration & PPE
	<ul style="list-style-type: none"> <li>Install adjustable walls to allow cage cleaning without opening to animal exposure.</li> </ul>	Engineering
<b>FATIGUE</b> Travel between Coolgardie and Kambalda multiple times per day to monitor water, food and welfare of animals in holding on top of ranger duties.	<ul style="list-style-type: none"> <li>Install live monitoring cameras accessible by mobile device for welfare checks</li> <li>Implement training for Works depot workers to provide food and water provision when Ranger cannot attend.</li> <li>Assist with deterring and recording theft events</li> </ul>	Administration

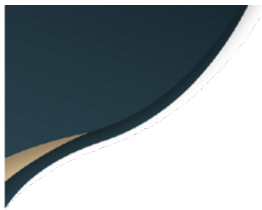
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## Kambalda

### Shire office

Hazard (WHS Reg 34)	Control (WHS Reg 35)	Hierarchy (WHS Reg 36)
<b>EVACUATION</b> Exit lights not illuminated to assist with evacuation	<ul style="list-style-type: none"> <li>Rectify luminaries to operate on battery power for minimum of 1 hour without power supply</li> </ul>	Administration
<b>EVACUATION</b> Whiteboard obstructing required exit door (evac route) in CEO office	<ul style="list-style-type: none"> <li>Remove whiteboard from required exit door (evac route)</li> </ul>	Elimination
<b>EVACUATION</b> Space between desks in main office area (east) is limited and congested	<ul style="list-style-type: none"> <li>Better allocation of work areas and potential removal of unused office desks to free up space.</li> </ul>	Substitution
<b>TRIP</b> Cables running across trafficable areas in office Presents a trip hazard to workers.	<ul style="list-style-type: none"> <li>Temporarily Install cable protector over cables running into pod setup.</li> </ul>	Engineering
	<ul style="list-style-type: none"> <li>Relocate power supply and install conduit from ceiling to supply pods with power.</li> </ul>	Substitution
<b>ELECTRICAL</b> Cables are run under desks and sit within foot areas	<ul style="list-style-type: none"> <li>Install cable trays and implement cable management under desks to avoid foot and cable interaction.</li> </ul>	Isolation
<b>ELECTRICAL</b> All plug in 240volt appliances throughout office are not within inspection timeframe.	<ul style="list-style-type: none"> <li>Carry out test &amp; Tag to verify safety of all electrical appliances operated within Shire office by workers.</li> </ul>	Administration
	<ul style="list-style-type: none"> <li>Defect and remove from service any items that fail inspection.</li> </ul>	Isolation
<b>TRIP</b> Boxes stored on ground around entrance to cupboards	<ul style="list-style-type: none"> <li>Install additional shelving for items to be stored vertically rather than floor areas.</li> </ul>	Engineering
<b>GRAVITATIONAL</b> Desk in Director of compliance office is damaged and lost integrity	<ul style="list-style-type: none"> <li>Repair or replace with other unused desk in office to prevent collapse.</li> </ul>	Substitution
<b>CHEMICAL</b> The age of the building puts it in the exposure age for asbestos	<ul style="list-style-type: none"> <li>Asbestos inspection to be undertaken.</li> </ul>	Administration
	<ul style="list-style-type: none"> <li>Asbestos register to be created / updated to identify presence of ACM</li> </ul>	Administration

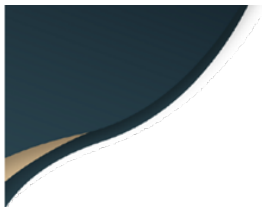


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## Aerodrome

Hazard (WHS Reg 34)	Control (WHS Reg 35)	Hierarchy (WHS Reg 36)
<b>EVACUATION</b> Exit lights not illuminated to assist with evacuation	<ul style="list-style-type: none"> <li>Rectify luminaries to operate on battery power for minimum of 1 hour without power supply</li> </ul>	Administration
<b>EMERGENCY</b> Keep clear label on emergency water tamp has become illegible	<ul style="list-style-type: none"> <li>Renew label to continue warning</li> </ul>	Administration
<b>EMERGENCY</b> Fire extinguisher in baggage area has no Placard or identifier.	<ul style="list-style-type: none"> <li>Install placard and identifier above extinguisher to increase visibility</li> </ul>	Administration
<b>EMERGENCY</b> Heat generating cooking appliances in kitchenette but no fire blanket.	<ul style="list-style-type: none"> <li>Install fire blanket in proximity to kitchenette</li> </ul>	Administration
<b>CHEMICAL</b> Diesel fuel cannisters and hydrocarbons for generator stored on soil inside shed	<ul style="list-style-type: none"> <li>Place on bunding</li> </ul>	Engineering
<b>CHEMICAL</b> Older Fuel drums stored in shed on soil have signs of corrosion around base. Potential property of aviation club	<ul style="list-style-type: none"> <li>Remove from Aerodrome if redundant.</li> </ul>	Elimination
	<ul style="list-style-type: none"> <li>Place on self-contained bunding</li> </ul>	Engineering
<b>ELECTRICAL</b> All plug in 240volt appliances throughout Checkin area are not within inspection timeframe.	<ul style="list-style-type: none"> <li>Carry out test &amp; Tag to verify safety of all electrical appliances operated within aerodrome office by workers.</li> </ul>	Administration
	<ul style="list-style-type: none"> <li>Defect and remove from service any items that fail inspection.</li> </ul>	Isolation
<b>TRIPS</b> Linoleum floor within check-in area has rippled, presenting a trip hazard to passengers and workers	<ul style="list-style-type: none"> <li>Rectify floor surface to remove height differential.</li> </ul>	Engineering
<b>LAWFUL DESTRUCTION of ANIMALS</b>	<ul style="list-style-type: none"> <li>Reinstate rifle at aerodrome in locked gun safe.</li> </ul>	Administration



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Hazard (WHS Reg 34)	Control (WHS Reg 35)	Hierarchy (WHS Reg 36)
Firearm removed from aerodrome by DWYER who was against firearms. Required for dispatching wildlife on runway if plane approaching to prevent catastrophic loss of life.		
<b>ACCESS</b> Gate access to perimeter fence limited causing issue of wildlife is to be corralled toward exit.	<ul style="list-style-type: none"> <li>Install second gate at opposite end of aerodrome to facilitate herding wildlife out of controlled areas.</li> </ul>	Engineering
<b>FIRST AID</b> Small kit not sufficient for large number of casualties .	<ul style="list-style-type: none"> <li>Supply first aid resources for aerodrome to align with aviation requirements for passenger expectations.</li> </ul>	Administration
<b>ACCESS</b> Airfield inspection hindered by poor contractor work undertaken. Fire breaks not created as required by contractor paid for work. Slashing as required by CASA cannot be effectively undertaken.	<ul style="list-style-type: none"> <li>Fire breaks to be created around inner and outer fence line of aerodrome</li> </ul>	Engineering

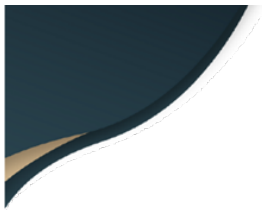
## Pool

Hazard (WHS Reg 34)	Control (WHS Reg 35)	Hierarchy (WHS Reg 36)
<b>STORAGE</b> Chemicals stored within cleaner's cupboard have been placed on a single shelf	<ul style="list-style-type: none"> <li>Chemicals containers to be distributed to prevent overloading of shelving</li> </ul>	Substitution
<b>CHEMICAL</b> Safety Data Sheets were out of date (>5 years)	<ul style="list-style-type: none"> <li>New SDS's should be sourced from the supplier and added to the SDS folder in the work area.</li> </ul>	Administration
<b>CHEMICAL</b>	<ul style="list-style-type: none"> <li>Containers to be washed prior to hand over to members of the public</li> </ul>	Administration

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Hazard (WHS Reg 34)	Control (WHS Reg 35)	Hierarchy (WHS Reg 36)
Empty chemical containers provided to public	<ul style="list-style-type: none"> <li>Small info slips to be provided to receiving person alerting to potential for chemical residue and advising of further washing, or restriction of usage.</li> </ul>	Administration
<b>CHEMICAL</b> Chemical containers stored around sink in first aid room	<ul style="list-style-type: none"> <li>Chemicals to be relocated to cabinet under sink.</li> </ul>	Substitution
<b>CHEMICAL</b> The club house building has an asbestos warning sign displayed. This is almost illegible due to sun damage.	<ul style="list-style-type: none"> <li>Asbestos containing materials (ACM) to be identified with labels within building to alert workers or contractors.</li> </ul>	Administration
	<ul style="list-style-type: none"> <li>Asbestos register to be created / updated to identify presence of ACM.</li> </ul>	Administration
	<ul style="list-style-type: none"> <li>New label to be placed on exterior of building.</li> </ul>	Administration
<b>FIRST AID</b> No signage on first aid cupboard in first aid room	<ul style="list-style-type: none"> <li>Affix label on cupboard door alerting to location of first aid supplies</li> </ul>	Administration
<b>EMERGENCY</b> Hazchem signage has fallen on vehicle access gate	<ul style="list-style-type: none"> <li>Correct and reinstall signage.</li> </ul>	Administration
<b>SECURITY</b> Gate between aquatic office and pump shed propped open	<ul style="list-style-type: none"> <li>Gate to be closed during pool operating hours to prevent unsupervised access by public.</li> </ul>	Isolation
<b>CONFINED SPACE</b> Risk assessment of contractors undertaking inspection or maintenance activities in confined space not evidenced.	<ul style="list-style-type: none"> <li>Risk assessment for entry into confined space to be evidenced from contractor prior to tasks involving confined space exposure. This shall include: <ul style="list-style-type: none"> <li>Tasks and Role allocation</li> <li>Hazards identified</li> <li>Atmospheric monitoring</li> <li>Control measures</li> <li>Sentry</li> <li>Rescue plan</li> </ul> </li> </ul>	Administration
<b>KINETIC</b> Filtration unit steel door restrictor pin has dislodged allowing it to swing into the pedestrian pathway.	<ul style="list-style-type: none"> <li>Reinstate restrictor pin at top of door to arrest movement beyond 90 degrees.</li> </ul>	Engineering



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Hazard (WHS Reg 34)	Control (WHS Reg 35)	Hierarchy (WHS Reg 36)
<p><b>CHEMICAL</b></p> <p>PPE signage is on the floor behind the fire extinguisher.</p>	<ul style="list-style-type: none"> <li>Install PPE signage in view of workers undertaking tasks involving chemical handling.</li> </ul>	Administration
<p><b>THERMAL</b></p> <p>Plumbing installation of flick mixer within food shop is reversed.</p> <ul style="list-style-type: none"> <li>Cold to the left.</li> <li>Hot to the right.</li> </ul>	<ul style="list-style-type: none"> <li>Plumbing to be corrected to prevent burn from muscle memory operation of taps.</li> </ul>	Substitution

### Recreation Centre

Hazard (WHS Reg 34)	Control (WHS Reg 35)	Hierarchy (WHS Reg 36)
<p><b>TRIP</b></p> <p>Ground recessed lighting has pronounced lip at entrance.</p>	<ul style="list-style-type: none"> <li>Recess lighting further to be flush without losing functionality.</li> </ul>	Isolation
<p><b>STORAGE</b></p> <p>Chemicals used by the cleaners have been stored 100metres apart within the building.</p>	<ul style="list-style-type: none"> <li>Additional shelving to be provided in cleaners cupboard if required.</li> </ul>	Substitution
<p><b>STORAGE</b></p> <p>Storage room at rear of change room cluttered and floor covered in objects exposing public to trip hazards</p>	<ul style="list-style-type: none"> <li>Install better equipment management within this space</li> </ul>	Engineering
	<ul style="list-style-type: none"> <li>Utilise larger storage space at southeast corner of building.</li> </ul>	Substitution
<p><b>BIOLOGICAL</b></p> <p>Water ingress and pooling in ceiling of change room with visible evidence of mold.</p>	<ul style="list-style-type: none"> <li>Investigate leak status in ceiling.</li> </ul>	Administration
	<ul style="list-style-type: none"> <li>If persistent, repair leak and prevent.</li> </ul>	Elimination
<p><b>ELECTRICAL</b></p> <p>All plug in 240volt appliances throughout Rec centre are not within inspection timeframe.</p>	<ul style="list-style-type: none"> <li>Carry out test &amp; Tag to verify safety of all electrical appliances operated within Rec centre by workers and patrons.</li> </ul>	Administration
	<ul style="list-style-type: none"> <li>Defect and remove from service any items that fail inspection.</li> </ul>	Isolation

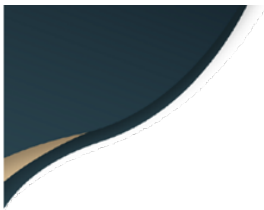
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Hazard (WHS Reg 34)	Control (WHS Reg 35)	Hierarchy (WHS Reg 36)
<b>EVACUATION</b> 3 Exit lights not illuminated to assist with evacuation	<ul style="list-style-type: none"> <li>Rectify luminaries to operate on battery power for minimum of 1 hour without power supply</li> </ul>	Administration
<b>EMERGENCY</b> 4 Fire extinguishers identified as Carbon Dioxide (CO2) were not suitable for the large open areas they were situated in.	<ul style="list-style-type: none"> <li>Replace with Dry Chemical Powder (DCP) for more effective usage.</li> <li>CO2 adjacent to server cabinet in administration area to remain.</li> </ul>	Substitution
<b>EMERGENCY</b> Defibrillator cabinet in bar area was empty.	<ul style="list-style-type: none"> <li>Replace missing asset to continue provision of critical first aid equipment.</li> </ul>	Administration
<b>TRIP</b> Carpet in the gym has loose strands in some locations that could catch footwear	<ul style="list-style-type: none"> <li>Strands should be cut or taped to prevent trip hazards and further damage</li> </ul>	Engineering
<b>TRIP</b> Soil subsidence has occurred under pavers at the top of the stairs on the West side outside the gym.	<ul style="list-style-type: none"> <li>Subsidence should be addressed given the proximity to the handrail and reliance of this area by patrons with diminished mobility.</li> </ul>	Engineering
<b>TRIP</b> Stage flooring has been damaged by termites. This would present a trip hazard in diminished light settings when performances are taking place.	<ul style="list-style-type: none"> <li>Rectification should be undertaken to remove effected flooring and provide a consistent floor surface.</li> </ul>	Engineering
<b>THERMAL</b> Aircon unit making audible noise	<ul style="list-style-type: none"> <li>Inspection to be undertaken to investigate / eliminate potential heat generation issue and prevent plant fire.</li> </ul>	Administration

## Waste Transfer Station

Hazard (WHS Reg 34)	Control (WHS Reg 35)	Hierarchy (WHS Reg 36)
<b>TRIP</b> Ground recessed lighting has pronounced lip at entrance.	<ul style="list-style-type: none"> <li>Recess lighting further to be flush without losing functionality.</li> </ul>	Isolation



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Hazard (WHS Reg 34)	Control (WHS Reg 35)	Hierarchy (WHS Reg 36)
<p><b>THERMAL</b></p> <p>Fire extinguisher mounted on side of diesel generator within engulfment zone</p>	<ul style="list-style-type: none"> <li>Relocate extinguisher to nearby wall for effective access</li> </ul>	Substitution
<p><b>ELECTRICAL</b></p> <p>Some plug in 240volt appliances at the transfer station are not within inspection timeframe.</p>	<ul style="list-style-type: none"> <li>Carry out test &amp; Tag to verify safety of all electrical appliances operated by workers.</li> </ul>	Administration
	<ul style="list-style-type: none"> <li>Defect and remove from service any items that fail inspection.</li> </ul>	Isolation
<p><b>GRAVITATIONAL</b></p> <p>Numerous Cleanaway™ bin lid support arms are damaged. This results in lids dropping unexpectedly when worker attempting filling. Raised with company but no response.</p>	<ul style="list-style-type: none"> <li>Follow up with Cleanaway with respect failure of supplied asset and obtain response</li> </ul>	Administration
	<ul style="list-style-type: none"> <li>Request rectification / replacement of supplied assets</li> </ul>	Engineering
	<ul style="list-style-type: none"> <li>Seek other supplier if unwilling to address design flaw.</li> </ul>	Substitution
<p><b>THERMAL</b></p> <p>Gas cylinders surrendered are being stored in bulk in direct sunlight.</p>	<ul style="list-style-type: none"> <li>Gas cylinders to be degassed</li> </ul>	Elimination
	<ul style="list-style-type: none"> <li>Storage in steel cage</li> </ul>	Isolation

**12.1.2 APPOINTMENT TO VARIOUS COMMITTEES**

Location: N/A

Applicant: N/A

Disclosure of Interest: N/A

Date: 28 April 2026

Author: Leanne Parola, Executive Manager Community Development and Regulatory Services

**SUMMARY**

Council needs to appoint a replacement for former Councillor Rathbone on a number of committees and bodies.

**BACKGROUND**

At the Special Meeting of Council held 21 October 2025, former Councillor Rathbone was appointed to a number of positions. She has since resigned as an elected member and needs to be replaced on those committees and bodies.

**COMMENT**

Former Councillor Rathbone was appointed by the Shire of Coolgardie to the following committees/bodies:

Committee	Capacity	Comments
Shire of Coolgardie Audit and Risk Committee	Member	Other elected members on this committee are Cr Simmons, Williams, Keast and Wilcox Terms of Reference allows a total of 6 members including the Independent Presiding Member
Local Emergency Management Committee	Deputy	Elected Member Delegates are Cr Matthews and Ball
Goldfields Voluntary Regional Organisation of Councils	Delegate	Other delegate is Cr Wilcox with Cr Keast as Deputy
WALGA Zone	Deputy	Delegates are Cr Wilcox and Ball
Development Assessment Panel	Primary Delegate	Other primary delegate is Cr Keast, alternative delegates are Cr Simmons and Williams

As Ms Rathbone is no longer an elected member, she will need to be replaced as the Shire's representative.

**CONSULTATION**

Nil

**STATUTORY ENVIRONMENT****Local Government Act 1995**

*Section 2.7(2) – Provides that Council is to oversee the allocation of local government finances and resources and to determine the local government policies.*

*Section 3.1 – Provides that the general function of the local government is to provide for the good government of persons in its district.*

**POLICY IMPLICATIONS**

*Policy 1.02 - Audit and Risk Committee – Terms of Reference*

**FINANCIAL IMPLICATIONS**

There are currently funds available in the Elected Members Development budget for training expenses for a new Primary Delegate on the Development Assessment Panel.

**STRATEGIC IMPLICATIONS****Accountable and effective leaders**

High quality corporate governance, accountability and compliance

**ATTACHMENTS**

Nil

**VOTING REQUIREMENT**

Absolute Majority

**OFFICER RECOMMENDATION**

That Council:

1. Appoints Councillor \_\_\_\_\_ as a Member of the Shire of Coolgardie Audit, Risk and Improvement Committee for a period expiring at the next Ordinary Elections in October 2027
2. Appoints Councillor \_\_\_\_\_ as a Deputy to the Shire of Coolgardie Local Emergency Management Committee for a period expiring at the next Ordinary Elections in October 2027
3. Appoints Councillor \_\_\_\_\_ as a Delegate to the Goldfields Voluntary Regional Organisation of Councils for a period expiring at the next Ordinary Elections in October 2027
4. Appoints Councillor \_\_\_\_\_ as a Deputy to the Western Australian Local Government Association Zone for a period expiring at the next Ordinary Elections in October 2027
5. Nominates Councillor \_\_\_\_\_ as a Primary Delegate to the Development Assessment Panel for a period expiring at the next Ordinary Elections in October 2027

**12.1.3 GOLDFIELDS-ESPERANCE GVROC MEMORANDUM OF UNDERSTANDING**

**Location:** N/A

**Applicant:** N/A

**Disclosure of Interest:** N/A

**Date:** 28 April 2026

**Author:** Leanne Parola, Executive Manager Community Development and Regulatory Services

**SUMMARY**

The purpose of the Goldfields Voluntary Regional Organisation of Councils (GVROC) is to enhance service delivery and infrastructure for the collective and individual communities and to achieve this in a sustainable, cost-effective model for sharing of resources.

To have a regional voice for nine shires, GVROC seeks Council approval for the execution, under the Common Seal of the Shire of Coolgardie, of the Memorandum of Understanding for the Goldfields Voluntary Regional Organisation of Councils (GVROC) for the period 2026-2028.

**BACKGROUND**

The Goldfields Voluntary Regional Organisation of Councils (GVROC) is a voluntary regional alliance comprising the following local governments:

- Shire of Coolgardie
- Shire of Dundas
- Shire of Esperance
- City of Kalgoorlie-Boulder
- Shire of Laverton
- Shire of Leonora
- Shire of Menzies
- Shire of Ngaanyatjarraku
- Shire of Wiluna

The attached Memorandum of Understanding (MOU) formalises cooperation between member Councils for the period 2026-2028, replacing the previous agreement. The MOU sets out the purpose, objectives, governance arrangements, financial contributions, dispute resolution processes and term of agreement.

**COMMENT**

GVROC has a continual improvement practice in the efficiency, effectiveness, timeliness, and appropriateness of local government service delivery. With combined well-defined and agreed outcomes and performance measures for all projects and activities and accept all accountability in a transparent approach to all dealings within the organisation and have a clearly defined reporting process with robust dispute resolution and review mechanisms in place to protect and enhance all the participating Shires.

**CONSULTATION**

All member Councils.

**STATUTORY ENVIRONMENT**

Regional Organisations of Councils (ROCs) are not specifically recognised or regulated under the Local Government Act 1995.

**POLICY IMPLICATIONS**

- *Policy Number 1.14 Execution of Documents*
- *Policy Number 1.17 Attendance at Events – Council Members and CEO*
- *Policy Number 2.13 Council Member Allowances, Expenses and Entitlements*

**FINANCIAL IMPLICATIONS**

Annual contributions will be determined and reviewed by the GVROC annually as part of the budget process. As of the 2025/26 financial year the annual contribution is set at \$35,000 per participating Council.

GVROC Membership and associated costs are included in the annual budget.

**STRATEGIC IMPLICATIONS****Accountable and effective leaders**

Developing strategic partnerships with regional, State and Federal governments

**ATTACHMENTS****1. GVROC MOU 2026-2028****VOTING REQUIREMENT**

Simple Majority

**OFFICER RECOMMENDATION**

**That Council:**

1. Approves the execution under the Common Seal of the *Memorandum of Understanding – Goldfields Voluntary Regional Organisation of Councils (GVROC) 2026–2028* between the Shire of Coolgardie and the participating local governments; and
2. Authorises the Shire President and Chief Executive Officer to affix the Common Seal of the Shire of Coolgardie to the Memorandum of Understanding in accordance with statutory requirements.



# Memorandum of Understanding

between



Shire of Coolgardie



Shire of Dundas



Shire of Esperance

City of Kalgoorlie-Boulder



Shire of Laverton

Shire of Leonora



Shire of Menzies

Shire of Ngaanyatjarraku



Shire of Wiluna

2026 - 2028



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Memorandum of Understanding Goldfields Voluntary Regional Organisation of Councils 2026 - 2028

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## **AGREEMENT**

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The Local Governments of:

**Coolgardie** – Irish Mulga Drive, KAMBALDA Western Australia, and  
**Dundas** – Prinsep Street, NORSEMAN, Western Australia, and  
**Esperance** – Windich Street, ESPERANCE Western Australia, and  
**Kalgoorlie-Boulder** – Hannan Street, KALGOORLIE, Western Australia, and  
**Laverton** – MacPherson Place, LAVERTON, Western Australia, and  
**Leonora** – Tower Street, LEONORA, Western Australia, and  
**Menzies** – Shenton Street, MENZIES, Western Australia, and  
**Ngaanyatjarraku** – Great Central Rd, WARBURTON, Western Australia, and  
**Wiluna** – Scotia Street, WILUNA, Western Australia.

Enter into a memorandum of understanding dated March 2026 to recognise the cooperation and shared goals of the member councils.

## NAME

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The name of the voluntary regional organisation is the Goldfields Voluntary Regional Organisation of Councils (GVROC).

## PURPOSE

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The purpose for which GVROC is established is to:

Enhance service delivery and infrastructure for our collective and individual communities.

Achieve a sustainable, cost-effective model for sharing of resources.

Advocate on shared common interests and issues affecting the region and local government operations.

## OBJECTIVES

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To form a strategic alliance for the retention of infrastructure and community services in the region; undertaking regional economic development initiatives; acquiring funding from government grants and private sector funding towards regional based programs/projects that support local delivery mechanisms.

To establish and maintain effective communication and consultative mechanisms between the participating local governments on policy and processes using a management strategy.

## PRINCIPLES

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In entering this Memorandum of Understanding (MOU) all the parties agree to abide by the following principles, as established between the local governments.

### Overarching Principle

To develop an alliance consisting of Coolgardie, Esperance, Dundas, Kalgoorlie-Boulder, Laverton, Leonora, Menzies, Ngaanyatjaraku and Wiluna that contributes and works together to ensure the sustainability of individual members.

### General Principles

1. Partnerships
  - a) Recognise that partnerships between the Local Governments in the MOU are essential to achieve sustainable social, cultural, environmental and economic development of the region.

- b) Be flexible and open to new approaches to service delivery and funding.
  - c) Recognise and acknowledge the needs and constraints of all spheres of government, community and stakeholders.
  - d) Recognise that new partnership agreements may be considered if initiated by either Local, State and Federal Government.
2. Roles and Responsibilities
- a) Identify, understand and respect the roles and responsibilities of all parties.
  - b) Be open and transparent in all dealings.
3. Communication
- a) Conduct open discussion on issues relevant to the region.
  - b) Recognise the need for confidentiality when the subject matter requires.
4. Consultation
- a) Appropriate consultation to facilitate understanding and consensus.
5. Service Delivery
- a) Continual improvement practice in the efficiency, effectiveness, timeliness, and appropriateness of local government service delivery.
6. Outcomes
- a) Well defined and agreed outcomes and performance measures for all projects and activities.
7. Accountability
- a) A transparent approach to all dealings within the organisation.
  - b) Have clearly defined reporting, dispute resolution and review mechanisms.

## ORGANISATION

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### **Appointment of Members**

A participating Council is to appoint two voting members, one of whom shall be an elected member, to be members of the GVROC. Such appointments shall be at the discretion of the participating Council but can be the President/Mayor and Chief Executive Officer (CEO) of a participating Council or two other elected members.

Whilst the functions and decisions of the WALGA Goldfields Esperance Country Zone (GECZ) are incorporated into the meetings of the GVROC, each participating Council will be entitled to two voting delegates one of whom may be the CEO. If, however two elected member delegates are in attendance they shall be the voting delegates.

A participating Council may appoint two other persons as Deputies from the Council who are able to attend the GVROC meetings and who may act temporarily in place of either member of the GVROC during any period in which the member of the GVROC is unable by reason of illness, temporary absence from State, conflict of interest or any other inability to attend meetings.

### **Tenure of Members of GVROC**

A member of GVROC shall hold office until either;

The member ceases to be a member of the participating Council or in the employ of the Council.

The member is removed by the participating Council.

### **Election of Chairperson and Deputy Chairperson**

The members of the GVROC shall elect a Chairperson and Deputy Chairperson.

If the office of the Chairperson or Deputy Chairperson becomes vacant for any reason the members of the GVROC shall elect a new Chairperson or Deputy Chairperson as the case requires.

### **Tenure of Chairperson and Deputy Chairperson**

The Chairperson or Deputy Chairperson will hold office until the election of a new Chairperson or Deputy Chairperson.

Elections for Chairperson and Deputy Chairperson shall be held at the first meeting of the GVROC following the local government elections for a term of two (2) years.

### **Role of Chairperson**

The Chairperson:

- a) Presides at meeting of GVROC;
- b) Speaks on behalf of the GVROC and
- c) Liaises with the Executive Officer on GVROC affairs and the performance of its functions.

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Memorandum of Understanding Goldfields Voluntary Regional Organisation of Councils 2026 - 2028

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### **Role of Deputy Chairperson**

The Deputy Chairperson may perform the functions of the Chairperson if:

- a) The office of the Chairperson is vacant; or
- b) The Chairperson is absent or unable or unwilling to perform the functions of Chairperson.

### **Role of Executive Officer**

An Executive Officer will be appointed by GVROC with duties, conditions and a term to be determined by the GVROC.

## **FINANCIAL CONTRIBUTIONS**

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### **Annual Contributions**

- a) As determined at the GVROC Meeting held in May each year on the agenda item regarding the annual budget, each participating Council will contribute equally towards the operations and administration of the GVROC.
- b) Annual contributions will be determined and reviewed by the GVROC annually as part of the budget process. As of the 2025/26 financial year the annual contribution is set at \$35,000 per participating Council.
- c) The annual contributions paid by the member councils will be utilised in the ongoing employment of an Executive Officer and other expenses.
- d) The secretariat services will be provided by the Executive Officer.

### **Financial Management**

The financial management of the GVROC will be dealt with by the Chief Executive Officer of the member council of the GVROC Chair and will hold the accounts on behalf of the GVROC. The GVROC Executive Officer will assist the Chief Executive Officer of the member council of the GVROC Chair with the financial management.

### **Ongoing Projects**

GVROC members will determine appropriate projects to be undertaken, with participating members to meet the cost of each project on an agreed formula in addition to the annual contribution if required.

### **Admitting New Members**

On entry a new member shall be required to contribute to GVROC the annual fee.

New members will be admitted to the GVROC upon an absolute majority vote.

### **Withdrawal of Members**

The withdrawal of a participating Council shall take effect from the end of the tenure year, in which notice of the withdrawal is given.

As soon as practicable following a withdrawal taking effect the GVROC shall;

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1. Distribute to the participating Council an amount equal to proceeds and any surplus funds which would have been payable if GVROC was wound up; or
2. Be entitled to recover from the participating Council an amount equal to the liability or debt which would have been payable by the Council if the GVROC was wound up.

## **TERM AND TERMINATION**

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### **Term of Agreement**

This agreement will be reviewed 12 months from the date of signing.

### **Winding up by Agreement**

- a) The Agreement will be reviewed at the first 12-month anniversary.
- b) The participating Councils may by absolute majority wind up the GVROC.

### **Division of Assets**

If the GVROC is to be wound up and there remains, after satisfaction of all its debts and liabilities, any property and assets of GVROC then the property and assets shall be realised and the proceeds along with any surplus funds shall be divided among each of the participating Councils in the same proportions as the contributions of a particular council.

### **Division of Liabilities**

If GVROC is to be wound up and there remains any liability or debt in excess of the realised property and assets of GVROC then the liability or debt is to be met by each of the participating Councils in the same proportions as the contributions of a particular council to the assets that GVROC bear to the total of such contributions by participants.

## **DISPUTE RESOLUTION**

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### **Dispute**

In the event of any dispute or difference arising between the Parties and GVROC or any of them at any time as to any matter or thing arising under or in connection with the Memorandum of Understanding, then a Party or GVROC may give to the other Parties and GVROC (as the case may be) notice in writing ('dispute notice') adequately identifying the matters, the subject of the dispute, and the giving of the dispute notice shall be a condition precedent to the commencement by any Party or GVROC of proceedings (whether by way of litigation or arbitration) with regard to the dispute as identified in the dispute notice.

### **Arbitration**

At the expiration of the 25 business days from the date of sending the dispute notice, the Party or GVROC giving the dispute notice may notify the others in writing (arbitration notice) that it requires the dispute to be referred to arbitration and the dispute (unless meanwhile settled) shall upon receipt of the arbitration notice by the recipients then be and is hereby referred to arbitration under and in accordance with the provisions of the Commercial Arbitration Act 1985.

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Memorandum of Understanding Goldfields Voluntary Regional Organisation of Councils 2026 - 2028

**Legal Representation**

For the purposes of the *Commercial Arbitration Act 1985*, the Parties consent to each other and to GVROC being legally represented at any such arbitration.

**Memorandum of Understanding in Good Faith**

*Despite anything expressed or implied to the contrary in this Memorandum of Understanding (MOU) or anywhere else, this MOU is a mere non-justicable statement of current intent, and is neither intended to be, nor is it, (a) legally binding, or (b) creative of legal relations between the parties to it. No legal rights or obligations will come into existence unless or until one or more legally enforceable written agreements are entered into.*

**SCHEDULE 1 – EXECUTION**

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**EXECUTED by the Parties:**

THE COMMON SEAL of SHIRE OF COOLGARDIE  
Was hereunto affixed in the presence of:

\_\_\_\_\_  
President

\_\_\_\_\_  
Chief Executive Officer

THE COMMON SEAL of SHIRE OF DUNDAS  
Was hereunto affixed in the presence of:

\_\_\_\_\_  
President

\_\_\_\_\_  
Chief Executive Officer

THE COMMON SEAL of SHIRE OF ESPERANCE  
Was hereunto affixed in the presence of:

\_\_\_\_\_  
President

\_\_\_\_\_  
Chief Executive Officer

THE COMMON SEAL of CITY OF KALGOORLIE-BOULDER  
Was hereunto affixed in the presence of:

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Chief Executive Officer

Memorandum of Understanding Goldfields Voluntary Regional Organisation of Councils 2026 - 2028

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THE COMMON SEAL of SHIRE LAVERTON  
Was hereunto affixed in the presence of:

\_\_\_\_\_  
President

\_\_\_\_\_  
Chief Executive Officer

THE COMMON SEAL of SHIRE OF LEONORA  
Was hereunto affixed in the presence of:

\_\_\_\_\_  
President

\_\_\_\_\_  
Chief Executive Officer

THE COMMON SEAL of SHIRE OF MENZIES  
Was hereunto affixed in the presence of:

\_\_\_\_\_  
President

\_\_\_\_\_  
Chief Executive Officer

THE COMMON SEAL of SHIRE OF NGAANYATJARRAKU  
Was hereunto affixed in the presence of:

\_\_\_\_\_  
President

\_\_\_\_\_  
Chief Executive Officer

Memorandum of Understanding Goldfields Voluntary Regional Organisation of Councils 2026 - 2028

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THE COMMON SEAL of SHIRE OF WILUNA  
Was hereunto affixed in the presence of:

\_\_\_\_\_  
President

\_\_\_\_\_  
Chief Executive Officer

## 12.2 Operation Services

### 12.2.1 PROPOSED REGIONAL ROAD GROUP CAPITAL ROADWORKS BUDGET AMENDMENTS

**Location:** Coolgardie  
**Applicant:** Shire of Coolgardie  
**Disclosure of Interest:** Nil  
**Date:** 28 April 2026  
**Author:** Sabine Taylor, Chief Executive Officer

#### SUMMARY

As part of the Regional Road Group (RRG) Capital Roadworks for the Shire of Coolgardie there is a requirement to review some budget amendments to reflect the actual costs of the project, variations and anticipated costs that aren't aligned with the 2025/26 Budget amounts.

#### BACKGROUND

As part of the 2025/26 Capital Roadworks Program there are numerous RRG projects to be delivered to close out these projects dating back from 2023/24 to the current year. Main Roads WA (RRG funding agency) have advised the Shire these projects are to be completed before 30 June 2026 to complete outstanding RRG projects since 2023/24.

The works that are to be undertaken are on the following roads:

- Coolgardie North Road (four sections of works; SLK 6.35-9.76, 10.91-11.51, 13.40-17.50 and 18.10-26.90);
- Victoria Rock Road (one section of works; SLK 0.15 to 1.75); and
- Nepean Road (one section of works; SLK 1.90-4.30)

The required works have been tendered for and awarded to local contractor Versatile to complete.

#### COMMENT

After testing the market for the contracted works and awarding them to Versatile the submitted costs for the works didn't exactly align with the budgeted amounts with some being over and some being under the budgeted allocations.

The budget and Contract Costs are outlined in the table below. During the course of the works and also prior to works commencing there have also been some variations identified that are required to be considered. Due to the current fuel price situation, there is also a requirement to included (estimated) additional cost for fuel surcharge costs as the tender was awarded before the fuel price increases, these costs have been estimated and added to the table.

Project/GL No.	Road Name	Description	SLK	Current Budget	Contract Cost (Awarded)	Proposed Variation Costs	Estimated Additional Fuel Costs	Proposed Amended Budget	Variance
RRG002E	Coolgardie North Road	Pavement repairs and reseal (2025/26)	6.35-9.76	\$285,000	\$408,851	\$0	\$0	\$408,851	-\$123,851
RRG002B	Coolgardie North Road	Reconstruct pavement and seal (2024/25)	10.91-11.51	\$188,145	\$324,230	\$0	\$20,000	\$344,230	-\$156,085
RRG002C	Coolgardie North Road	Reinstate formation, drainage and gravel resheeting (2024/25)	18.10-26.90	\$477,084	\$477,084	\$0	\$0	\$477,084	\$0
RRG002F	Coolgardie North Road	Reinstate formation, drainage and gravel resheeting (2025/26)	22.20-26.90	\$600,000	\$425,306	\$443,681	\$20,000	\$888,987	-\$288,987
RRG002D	Coolgardie North Road	Pavement overlay and 2 coat seal (2024/25)	13.40-17.50	\$314,472	\$314,472	\$0	\$0	\$314,472	\$0
RRG002A	Coolgardie North Road	Pavement overlay and 2 coat seal (2023/24)	13.40-17.50	\$1,379,811	\$866,727	\$64,038	\$20,000	\$950,765	\$429,046
RRG005A	Victoria Rock Road	Reconstruct pavement, drainage and seal (2024/25)	0.15-0.75	\$255,341	\$258,903	-\$154,472	\$10,000	\$114,431	\$140,910
RRG005B	Victoria Rock Road	Reinstate formation drainage and gravel overlay (2025/26)	0.15-1.75	\$150,000	\$167,041	\$45,773	\$10,000	\$222,814	-\$72,814
RRG004A	Nepean Road	Reinstate shoulders, drainage and 6m reseal (2025/26)	1.90-4.30	\$270,000	\$205,519	\$235,631	\$7,070	\$448,220	-\$178,220
M0001	Routine Road Maintenance (not townsite)	Contractor/Material Costs for Routine Road Maintenance	N/A	\$209,560	\$0	\$0	\$0	\$179,560	\$30,000
A1413	Road Valuations	Allocation to undertake road valuations	N/A	\$50,000	\$0	\$0	\$0	\$0	\$50,000
C12065	Parks & Gardens Truck	Purchase of Parks & Gardens Truck	N/A	\$120,000	\$0	\$0	\$0	\$0	\$120,000
C13143	Kambalda Dog Pound	Re Kambalda dog pound	N/A	\$50,000	\$0	\$0	\$0	\$0	\$50,000
<b>NETT BUDGET IMPACT</b>									<b>\$0</b>

The Proposed Variation Costs as per the table above are clarified below:

- RRG002F Coolgardie North Road 2025/26 (SLK 22.20-26.90) \$443,681 additional cost.
  - The variation is for sealing works for SLK 18.10 to 26.90 as these works were not originally included in the specified tendered works but are required to be delivered as part of the approved RRG grant funded scope of works. Sealing of this section of road will greatly reduce the ongoing maintenance costs. \$443,681 additional cost
- RRG002A Coolgardie North Road 2023/24 (SLK 13.40 to 17.50) \$64,038 additional cost
  - There is a variation to reinstate a culvert that required reinstating but wasn't identified as part of the tendered works. The culvert was at the end of its life and needed replacing. \$11,679 additional cost
  - There is a variation to add a turning bulge to the works to allow heavy vehicles to turn in and out of a mine access which will make it safer for heavy vehicles turning out of the mine and also prolong the life of the sealed road to allow a much smoother turning circle. \$48,600 additional cost
  - Removal of headwalls from a culvert to improve road safety. \$3,759 additional cost
- RRG005A Victoria Rock Road 2024/25 (SLK 0.15-0.75). \$154,472 cost SAVING
  - Rescoping of works as road is already sealed so no reconstruction or sealing works required for the first 750m of the road. \$187,552 cost SAVING
  - Drainage works are still required to resolve the standing water alongside the road at approximately 390m from Great Eastern Highway (SLK 0.39) with additional works required to resolve the issue, outside of the tendered works. The proposed additional drainage works will alleviate the localised flooding issues. \$33,080 additional cost
- RRG005B Victoria Rock Road 2025/26 (SLK 0.15-1.75). \$45,773 additional cost
  - The existing works are to resheet the existing road to SLK 1.75 but the proposed variation is to install an additional 300m of seal south from the existing end of seal (at SLK 0.75) so as to extend the seal past the workers camps and laydown area on the west side of the road which will reduce the ongoing maintenance costs for this 300m section of road. \$45,773 additional cost

- RRG004A Nepean Road 2025/26 (SLK 1.90-4.30). \$235,631 additional cost
  - After awarding the works for patching and resealing works it was determined that while undertaking resealing works it would be beneficial to seal the start of the intersection of Southern Bypass Road with Nepean Road (first 30m approximately west of Nepean Road) and widen the eastern sealed portion of Nepean Road and Lady Loch Road intersection (approximately 50m) to 8m. These sealing and widening works prior to resealing will greatly reduce the ongoing maintenance of Southern Bypass Road and reduce the edge wear on Lady Loch Road. Additional patching works are required (since tendering) prior to resealing due to the rapidly deteriorating sealed surface of Nepean Road south of the Southern Bypass Road intersection and these additional patching works have been costed into the proposed variation. If possible, and funds allow, the Shire will try and extend the reseal as far as possible as the road outside the identified work area has reached the end of its life and in dire need of resealing to save the road. \$235,631 additional cost.

The additional costs of variations and additional (estimated) fuel costs total \$250,000. To provide a balanced budget officers have scrutinised the budget to identify potential savings that may be utilised to offset the additional costs. The project with potential savings has been identified in the table above and justification for their inclusion is provided below:

- M001 Routine Road Maintenance. \$30,000 saving (reduction from budget)
  - The current materials/contract allocation is \$209,560 and with only essentially two months of the financial year remaining the ability to expend the entire \$209,560 of remaining funds is unlikely. Notwithstanding the Shire will still be required to undertake contract grading and road patching works to maintain the Shire's sealed and unsealed assets and the remaining funds should be adequate to allow for these works.
- A1413 Road Valuations. \$50,000 saving (reduction from budget)
  - The current allocation for this is \$50,000 with the time remaining in the 2025/26 year (two months) the likelihood of getting this completed is negligible as quotes haven't been called for these works. As such, it is proposed to use this allocation and allow funds in the 2026/27 Draft Budget to undertake these works.
- C12065 Purchase of Parks and Gardens Truck. \$120,000 saving (reduction from budget)
  - The current allocation for this purchase is \$120,000 with the time remaining in the 2025/26 year (two months) the likelihood of getting this completed is negligible as quotes haven't been called for this purchase. As such, it is proposed to use this allocation and allow funds in the 2026/27 Draft Budget to undertake this purchase.
- C13142 Kambalda Dog Pound. \$50,000 saving (reduction from budget)
  - The current allocation for this project is \$50,000 and the allocation was to undertake a refurbishment of the existing Kambalda Dog Pound. The proposal is to forego the refurbishment works and include in the 2026/27 Draft Budget to replace the existing pound with a prefabricated, fit-for-purpose pound rather than refurbish the existing pound. As such it proposed to utilise these funds (\$50,000) to fund the required roadworks.

The proposal is to undertake a budget amendment to align the project costs with the awarded contract costs, proposed variations and additional fuel costs for these projects. The variations will ensure that the works completed are done to a high standard so that the assets last and provide a safe travelling experience for all road users.

## CONSULTATION

- Shire Staff
- Lars Rasmussen – Director; Ingenua Pty Ltd

- Allister Butcher – A/ Works Supervisor (Consultant; Rural Infrastructure Services)
- Versatile Plant Hire & Contracting

### STATUTORY ENVIRONMENT

Local Government Act 6.8 Expenditure from municipal fund not included in annual budget

### POLICY IMPLICATIONS

Council Policy 1.06 Procurement and Purchasing

### FINANCIAL IMPLICATIONS

The proposal is to undertake budget amendments to reflect actual contract costs and proposed variation costs so as to deliver high quality assets for the Shire. The proposed budget amendments result in a NIL nett budget impact.

### STRATEGIC IMPLICATIONS

#### A thriving local economy

Encouraging and attracting new investment and advocating for local employment

#### Accountable and effective leaders

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

#### Effective management of infrastructure, heritage and environment

Maintaining and renewing infrastructure and building assets

### ATTACHMENTS

Nil

### VOTING REQUIREMENT

Absolute Majority

### OFFICER RECOMMENDATION

That Council approve the budget amendments as per the Amended Budget table below:

Project/G L No.	Road Name	Description	SLK	Current Budget	Amended Budget	Variance
RRG002E	Coolgardie North Road	Pavement repairs and reseal (2025/26)	6.35-9.76	\$285,000	\$408,851	-\$123,851
RRG002B	Coolgardie North Road	Reconstruct pavement and seal (2024/25)	10.91-11.51	\$188,145	\$344,230	-\$156,085
RRG002C	Coolgardie North Road	Reinstate formation, drainage and gravel resheeting (2024/25)	18.10-26.90	\$477,084	\$477,084	\$0

RRG002F	Coolgardie North Road	Reinstate formation, drainage and gravel resheeting (2025/26)	22.20-26.90	\$600,000	\$888,987	-\$288,987
RRG002D	Coolgardie North Road	Pavement overlay and 2 coat seal (2024/25)	13.40-17.50	\$314,472	\$314,472	\$0
RRG002A	Coolgardie North Road	Pavement overlay and 2 coat seal (2023/24)	13.40-17.50	\$1,379,811	\$950,765	\$429,046
RRG005A	Victoria Rock Road	Reconstruct pavement, drainage and seal (2024/25)	0.15-0.75	\$255,341	\$114,431	\$140,910
RRG005B	Victoria Rock Road	Reinstate formation drainage and gravel overlay (2025/26)	0.15-1.75	\$150,000	\$222,814	-\$72,814
RRG004A	Nepean Road	Reinstate shoulders, drainage and 6m reseal (2025/26)	1.90-4.30	\$270,000	\$448,220	-\$178,220
M0001	Routine Road Maintenance (not townsite)	Contractor/Material Costs for Routine Road Maintenance	N/A	\$209,560	\$179,560	\$30,000
A1413	Road Valuations	Allocation to undertake road valuations	N/A	\$50,000	\$0	\$50,000
C12065	Parks & Gardens Truck	Purchase of Parks & Gardens Truck	N/A	\$120,000	\$0	\$120,000
C13143	Kambalda Dog Pound	Re Kambalda dog pound	N/A	\$50,000	\$0	\$50,000
<b>NETT BUDGET IMPACT</b>						<b>\$0</b>

**12.2.2 ROAD USER AGREEMENT WITH BULLABULLING OPERATIONS PTY LTD (MINERALS260)**

**Location:** Coolgardie  
**Applicant:** Bullabulling Operations Pty Ltd  
**Disclosure of Interest:** Nil  
**Date:** 28 April 2026  
**Author:** Sabine Taylor, Chief Executive Officer

**SUMMARY**

The proposed Road User Agreement (RUA) with Bullabulling Operations Pty Ltd provides a framework for upgrade, use and maintenance of Gibraltar Road. The Operator funds all works and maintenance, while the Shire retains oversight and regulatory control. Risk is largely transferred to the Operator.

**BACKGROUND**

The Operator requires access to Gibraltar Road to support mining operations. The Agreement allows upgrades and controlled use of the road network, ensuring compliance with standards and no cost burden to the Shire.

**About Bullabulling Gold Project**

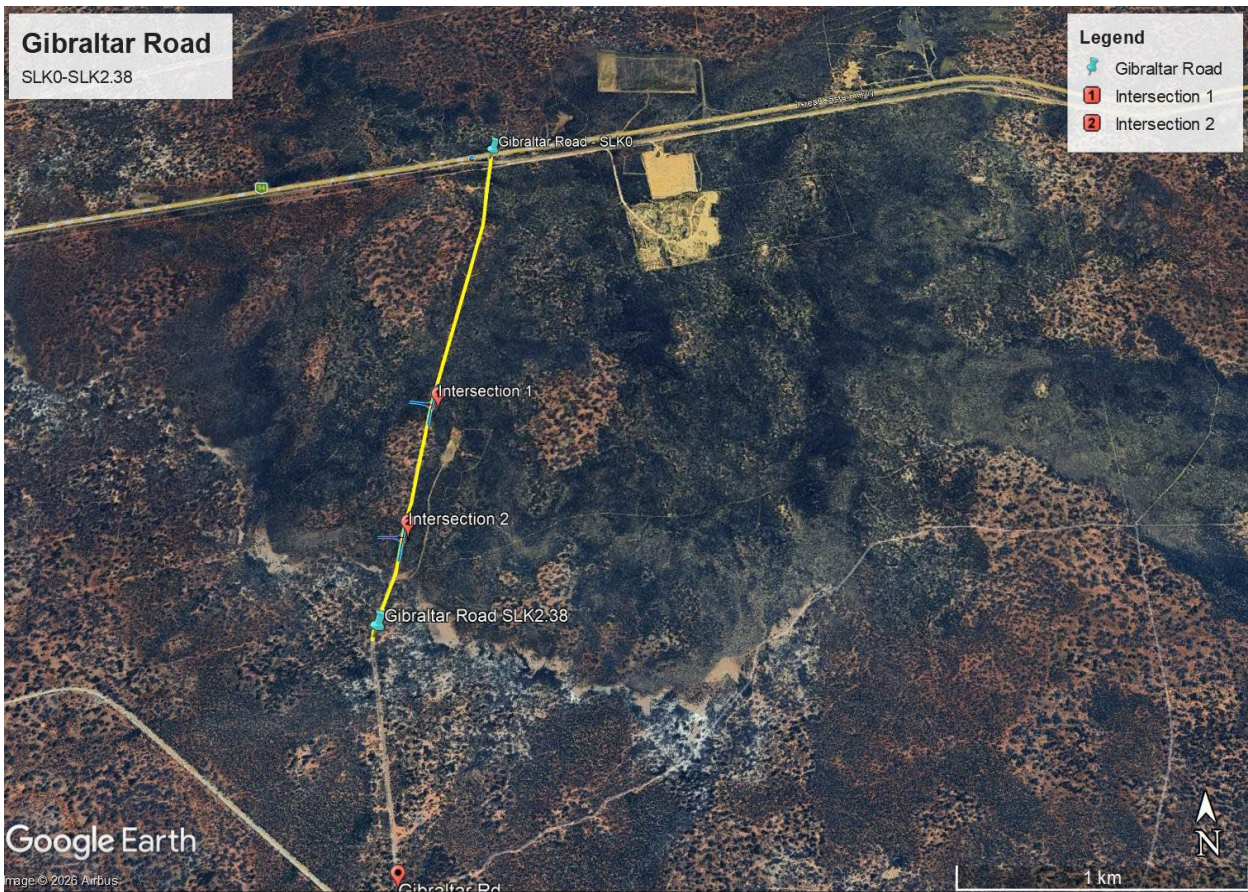
**Project development benefits from a significant amount of historical work, targeting first production in 2028** Minerals 260

- People**
  - CDO and COO appointed.
  - Focused on building internal technical expertise for delivery.
- Resource**
  - 4.5Moz MRE, 3.0Moz Indicated Classification.
  - ~620,000m of total drilling supporting the MRE.
- Water**
  - Historical bores to be rehabilitated.
  - Tenure over major sources.
  - Multiple potential sources.
- Metallurgy**
  - Free milling and conventional CIL processing.
  - 92% recovery assumption for MRE.
- Processing**
  - Scale to be assessed on the recently updated MRE.
- Infrastructure**
  - Several power options under assessment, including grid, diesel, gas, solar and wind.
- Permitting**
  - Baseline environmental surveys completed.
  - Granted mining leases.
  - Heritage surveys underway.
- Community**
  - Native Title Land Use Agreement in place.
  - Building cooperative and collaborative relationships.

**COMMENT**

GIBRALTAR ROAD SLK 0.00 – SLK 2.38. Section of 2.38 km of Gibraltar Road, from the intersection with Great Eastern Highway (SLK 0.00) to SLK 2.38.

Gibraltar Road is currently not an approved Restricted Vehicle Access (RAV) route under Main Roads WA’s classification system and require upgrade to serve as such.



**Key Terms of Agreement**

**Scope of Works**

- Operator to design, upgrade and construct road works at its cost
- Works must align with approved engineering designs and intersection layouts

**Maintenance Obligations**

- Operator responsible for all maintenance during the term
- Includes:
  - Monthly grading, watering, and rolling
  - Drainage, resurfacing, signage
  - Reactive maintenance based on conditions
  - Road must remain safe and trafficable at all times

**Traffic volumes**

Phase	Vehicle type/day
Construction	3 double road trains 20 light vehicles
Operation	1 double road train 10 light vehicles

Note the traffic is not related to ore haulage. Haulage occurs from a separate access (private road onto Great Eastern Highway).

### Applicable Standards

The construction and maintenance of the road is subject to below standards.

- Austroads Guidelines
- Main Roads WA standards
- Shire Policies:
  - Policy 3.09 – Haulage Campaigns
  - Policy 3.10 – Heavy Vehicle Conditions
- Australian Standards (e.g. AS1742.3 Traffic Management)
- Local Government Act 1995 (WA) (road closures)
- Road Traffic (Administration) Act 2008 (WA)

All works and maintenance must meet “Required Standards” as reasonably determined by the Shire.

### Risk and Risk Mitigation

Risk	Description
Asset degradation	Heavy haulage impacts road condition
Safety Risks	Increased heavy vehicle movements
Compliance Risk	Design and Construction not meeting required standards
Financial Exposure	Potential cost transfer to Shire
Third party Impacts	Other road users affected

### Mitigation Measures

- Full cost responsibility on Operator
- Engineering certification and as-constructed drawings required
- Quarterly (minimum) Shire inspections with rectification powers
- Indemnity clause protecting Shire from claims
- Defined maintenance regime and standards compliance
- Initial Condition Report baseline for enforcement

Overall, risk allocation is strongly weighted toward the Operator.

### RUA Review Process

- Agreement subject to **annual review** by both parties
- Shire retains:
  - Discretion under legislation
  - Right to inspect and direct works
- Dispute resolution:
  - Negotiation → Mediation → Legal avenues
- Term:
  - Continues until Operator ceases use or termination occurs

**CONSULTATION**

- Shire Staff
- Lars Rasmussen – Director; Ingenua Pty Ltd
- Bullabulling Operations Pty Ltd

**STATUTORY ENVIRONMENT**

- *Austrroads Guidelines*
- *Main Roads WA Standards*
- *Australian Standards (e.g. AS1742.3 Traffic Management)*
- *Local Government Act 1995 (WA) (road closures)*
- *Road Traffic (Administration) Act 2008 (WA)*

**POLICY IMPLICATIONS**

- *Policy 3.09 – Haulage Campaigns*
- *Policy 3.10 – Heavy Vehicle Conditions for use on Shire Roads*

**FINANCIAL IMPLICATIONS**

Nil

**STRATEGIC IMPLICATIONS****A thriving local economy**

Supporting and encouraging mining and processing industries

**Accountable and effective leaders**

High quality corporate governance, accountability and compliance

**ATTACHMENTS**

1. **Road User Agreement with Bullabulling Operations PL (Minerals260)**

**VOTING REQUIREMENT**

Simple Majority

**OFFICER RECOMMENDATION**

**That Council:**

1. **APPROVE** the request from Bullabulling Operations Pty Ltd in accordance with Policy 3.09 'Haulage Campaigns' and Policy 3.1 'Heavy Vehicle Conditions for use on Shire Roads' conditional on:
  - a. **The CEO issues CA07 Letters of Authority to the operator in compliance with the requirements for a valid RAV approval.**
  - b. **The CEO monitors Gibraltar Road to ensure upgrading and maintenance are being conducted as required for the duration of the haulage campaign and as per the proposed Road User Agreement.**

- c. The CEO review the Road User Agreement after 12 months of the campaign performance.

# Bullabulling Project - Road User Agreement

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Shire of Coolgardie (ABN 89 883 388 617)  
Bullabulling Operations Pty Ltd (ABN 74 106 444  
606

3439-9918-3688, v. 1

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## Details

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### Parties

**Shire of Coolgardie (ABN 89 883 388 617)**

of PO Box 138, Kambalda, Western Australia, 6442

Attention: Chief Executive Officer

Email: [ceo@coolgardie.wa.gov.au](mailto:ceo@coolgardie.wa.gov.au)

(Shire)

**Bullabulling Operations Pty Ltd (ABN 74 106 444 606)**

of Level 2, 1292 Hay Street, West Perth WA 6005

Attention: Russell Brooks

Email: [rbrooks@minerals260.com.au](mailto:rbrooks@minerals260.com.au)

(Operator)

### Background

- A The Operator has requested, and the Shire has agreed, for the Operator to carry out certain road works and upgrades to the Road to enable the Operator to undertake its Mining Activities.
- B The Shire and the Operator have agreed to enter into this Agreement on the terms and conditions set out in this Agreement.

## Agreed terms

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### 1. Defined terms and interpretation

#### 1.1 Defined terms

In this Agreement:

**Agreement** means this document, as varied, novated or replaced from time to time;

**Authority** means the Commonwealth or any government of any State or Territory of Australia, and any administrative body, governmental body, fiscal or judicial body, tribunal, commission, department, agency or other entity of any such government or local government authority;

**Claim** means any claim, demand, writ, summons, action, suit, statutory obligation or requirement, direction, prosecution, proceeding, judgment, order, decree, damages, costs (including legal costs), loss and expense of any nature whatsoever;

**Commencement Date** means the date that the last Party executes this Agreement;

**Confidential Information** means information of, or given by, one Party (**Providing Party**) to the other Party (**Receiving Party**), that:

- (a) is by its nature confidential;
- (b) is designated by the Providing Party as being confidential; or
- (c) the Receiving Party knows or ought to know is confidential,

but does not include information that:

- (d) is or becomes public knowledge, other than by a breach of this Agreement or by any other unlawful means;
- (e) is in the possession of the Receiving Party without restriction in relation to disclosure before the date of receipt from the Providing Party; or
- (f) has been independently developed or acquired by the Receiving Party;

**Council** means the Council of the Shire;

**Council Policies** means, to the extent applicable, Policy No 3.09 (Haulage Campaigns) and Policy No 3.10 (Heavy Vehicles Conditions) for use on the Shire's Roads, being those versions published by the Shire at the Commencement Date;

**Council Resolution** means the resolution of the Council, if any, in respect of the Operator's Road Works;

**District** means the district of the Shire;

**Expiry Date** means the date the Operator provides written notice to the Shire that the Operator no longer requires access to or use of the Road for the purpose of performing Mining Activities.

**Force Majeure** means any one or more of the following events:

- (a) damage by fire, explosion, war terrorism and acts of terrorism, civil commotion or act of God;
- (b) lightning, flood, cyclone, earthquake or other natural disasters;
- (c) nuclear or biological contamination, ionising radiation or contamination by radioactivity;

but only if and to the extent that:

- (d) despite the exercise of reasonable diligence, it cannot be (or be caused to be) prevented, avoided, or removed by the Party seeking to rely on the event;
- (e) it adversely affects (including in cost and/or time) the ability of a Party to perform its obligations under this Agreement;
- (f) the Party wishing to rely on the event has taken all reasonable precautions, due care and reasonable alternative measures in order to avoid the effect of that event on its ability to perform its obligations under this Agreement (and to mitigate the consequences of it); and
- (g) such event is not substantially the direct or indirect result of the material failure of the Party wishing to rely on the event to perform any of its obligations under this Agreement;

**Initial Road Condition Report** means the Condition Report for the Road, prepared by the Shire on 20 March 2026, a copy of which is at Schedule 2;

**Intersection Design** means the design set out in Schedule 3;

**Mining Activities** means all of the activities undertaken by or on behalf of the Operator in connection with its operation of its mines in the district with access to the Road, including the Bullabulling Mine, including extraction, equipment, transportation and movement of the Operator's Personnel;

**Operator's Personnel** means the Operator's employees, contractors or agents engaged in, or in relation to, the carrying out of the Mining Activities;

**Operator's Road Works** has the meaning given in clause 2;

**Party** means a party to this Agreement;

**Permitted Exceptions** means those persons or classes of persons who are permitted, under clause 4, to have access to the Road during the Road Closure Period;

**Required Standards**, in relation to the condition of the Road (including upgrades and repairs to, and maintenance of, the Road), means the standards that are required by the Shire, acting reasonably, from those standards:

- (a) set out in the Austroads Guides (published by Austroads Ltd); and
- (b) published by Main Roads WA,

as at the Commencement Date;

**Road** means any part of Gibraltar Road (being the road that is located in the district and as noted in Schedule 1) to the extent that part of the road is used or accessed by the Operator in performing Mining Activities;

**Road Closure** means the closure of the Road on the terms set out in clause 2.2;

**Road Closure Order** means the order, if any, made as a result of any Council Resolution, and includes any subsequent order, made under section 3.50 of the *Local Government Act 1995* (WA), in respect of the closure of the Road;

**Road Closure Period** means the period during which the Road is:

- (a) closed for less than 4 weeks; or
- (b) subject to a Road Closure Order, under this Agreement and as applicable;

**Term** has the meaning in clause 1.5; and

**Written Law** has the same meaning given to that term in the *Interpretation Act 1984* (WA).

## 1.2 Interpretation

In this Agreement:

- (a) words denoting:
  - (i) the singular includes the plural and vice versa; and
  - (ii) a gender or genders include each other gender;
- (b) if a word or phrase is assigned a particular meaning, other grammatical forms of that word or phrase have a corresponding meaning;
- (c) a reference to:
  - (i) a person includes a firm, an unincorporated association, an incorporated association, a corporation and a government or statutory body or authority;
  - (ii) a person includes their legal personal representatives, successors and assigns;
  - (iii) a statute, regulation, local law or any other written law, code or policy includes subsidiary legislation or an instrument made under it, and consolidations, amendments, re-enactments or replacements of any of them;
  - (iv) a right includes a benefit, remedy, discretion, authority or power;
  - (v) 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;
  - (vi) provisions or terms of this Agreement, or another document, agreement, understanding or arrangement, include a reference to both express and implied provisions and terms;
  - (vii) time is to local time in Perth, Western Australia;
  - (viii) \$ or dollars is a reference to the lawful currency of Australia;
  - (ix) this Agreement or any other document includes this Agreement or other document as amended or replaced and despite any change in the identity of the parties;

- (x) writing includes any mode of representing or reproducing words in tangible and permanently visible form, and includes facsimile transmissions or other electronic mail or transmissions;
- (xi) anything (including 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;
- (xii) a clause, paragraph, Schedule or Annexure is a reference to a clause or paragraph of or Schedule or Annexure to, this Agreement;
- (d) the meaning of general words or phrases is not limited by specific examples introduced by 'including', 'for example' or similar expressions; and
- (e) a rule of construction does not apply to the disadvantage of a Party because the Party was responsible for the preparation of this Agreement or part of it.

### 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 clauses 1.4(a) to 1.4(d) has precedence over material mentioned in a subsequent paragraph, to the extent of any conflict or inconsistency.

### 1.5 Term

The term of this Agreement commences on the Commencement Date and, unless otherwise agreed in writing between the Parties, ends on the earlier of the Expiry Date or the termination of this Agreement in accordance with the terms of this Agreement (**Term**).

## 2. Operator's Road Works

### 2.1 Standard

- (1) During the Term, the Operator (including through the Operator's Personnel) will, at its cost, carry out the following works:
  - (a) undertaking the upgrade works to the Road that are necessary for the Operator to undertake the Mining Activities (as reasonably determined by the Operator), including as set out in the Intersection Designs;
  - (b) ensuring that the Intersection Designs for the Operator's Road Works are compliant with the Required Standards; and
  - (c) construct the Operator's Road Works in compliance with the Required Standards and the Intersection Design,

(together **Operator's Road Works**).

- (2) The Operator's Road Works undertaken by the Operator under this clause must be undertaken in accordance with:
  - (a) the Required Standards; and
  - (b) the approved Intersection Design,having regard to the Operator's intended use of the Road by vehicles up to RAV N6 configuration.
- (3) Notwithstanding clause 2.1(2), nothing in this Agreement requires the Operator to undertake the Operator's Road Works such that the Road will be graded for being capable of being used by vehicles in excess of a RAV N6 configuration (as classified by Main Roads WA).
- (4) The Operator's obligations to undertake the Operator's Road Works under this Agreement are only to the extent that the Operator (acting reasonably) determined that any Operator's Road Works are directly required in order for the Operator to undertake the Mining Activities.

## **2.2 Approvals**

- (1) The Operator must obtain the Shire's written approval prior to commencing the Operator's Road Works in relation to:
  - (a) the engineering design drawings for the Operator's Road Works; and
  - (b) any material amendment to those drawings.
- (2) The Operator must:
  - (a) ensure the Operator's Road Works are certified as completed by a suitably qualified civil engineer engaged by the Operator;
  - (b) provide the Shire with a copy of that certification; and
  - (c) provide the Shire with as constructed drawings for the completed Operator's Road Works.
- (3) During the Term, the Operator must obtain the Shire's prior written approval for any material change to:
  - (a) the Operator's intended use of the Road by vehicles in excess of the approved RAV configuration; or
  - (b) the traffic assumptions on which the approved Intersection Design is based.

## **3. Road Closure during the Operator's Road Works**

- (1) The Operator agrees that where, as part of performing the Operator's Road Works, the Road is to be closed for less than 4 weeks, the Operator will:
  - (a) submit to the Shire a traffic management plan in accordance with AS1742.3 and applicable MRWA codes of practice at least 8 weeks prior to the date when the Operator's Road Works the subject of the road closure is to commence; and
  - (b) not commence the Operator's Road Works without the Shire's prior written approval of the Operator's traffic management plan.

- (2) The Operator acknowledges that where, as part of performing the Operator's Road Works, the Operator requires Road to be closed for a period of 4 weeks or more:
  - (a) an application by the Operator to the Shire for the closure will be subject to the requirements of section 3.50 of the *Local Government Act 1995* (WA);
  - (b) the Operator will not be entitled to commence the Operator's Road Works without the Shire's approval in accordance with the requirements of section 3.50 of the *Local Government Act 1995* (WA), including through a Road Closure Order being made; and
  - (c) in completing the Operator's Road Works, the Operator must comply with the terms of any Road Closure Order.
- (3) The Shire acknowledges and agrees that:
  - (a) on an application by the Operator to close the Road for less than 4 weeks, the Shire must consider whether to approve the traffic management plan and give written notice of approval or refusal of the traffic management plan within 2 weeks of lodgement of the traffic management plan by the Operator. Refusal of the traffic management plan does not prevent the Operator from submitting a revised traffic management plan to the Shire;
  - (b) where the Shire determines that section 3.50(8) does not apply, on an application by the Operator for the Road to be closed for 4 weeks or more, the Shire must:
    - (i) comply with the provisions of section 3.50(4)(a) of the *Local Government Act 1995* (WA) within 1 week of the Operator's request for the Road to be closed by giving local public notice as required; and
    - (ii) promptly comply with the further provisions of section 3.50 of the *Local Government Act 1995* (WA);
    - (iii) promptly report to Council on the application for the closing of the Road within 30 days of the closing of submissions; and
  - (c) to the extent that Part 5 Division 3 of the *Land Administration Act 1997* (WA), including section 67 of the *Land Administration Act 1997* (WA), applies, the Shire must support any application required to be made to the relevant Minister in respect to the temporary closure of a public access route as defined in the *Land Administration Act 1997* (WA).

#### 4. Access to the Road during the Operator's Road Works

- (1) During any closure of the Road where the Road Closure Period is closed for a period of less than 4 weeks, access to the Road will be determined in accordance with the requirements of the traffic management plan approved by the Shire under clause 2.2.
- (2) During any Road Closure Period pursuant to a Road Closure Order, access to the Road is to be limited to:
  - (a) the Operator's Personnel;
  - (b) any person granted a permit, in writing, by the Shire permitting access to the Road, subject to whatever conditions are set out in the permit;
  - (c) a Shire employee or contractor authorised by the Shire to use the Road for the purpose of undertaking the Shire's responsibilities or functions, including under this Agreement; or
  - (d) any other person with the prior written consent of the Operator.

## 5. Maintenance of the Road

- (1) Subject to clause 5(5), throughout the Term, the Operator (including through the Operator's Personnel) will, at its cost:
  - (a) undertake maintenance of the Road to ensure that, at all times and so far, as is reasonably practicable, the condition of the Road meets the Required Standards including those matters identified in the Initial Road Condition Report; and
  - (b) undertake routine maintenance of the Road to ensure it remains in a safe and trafficable condition at all times.
- (2) Maintenance of the Road for the purposes of this clause 5 includes:
  - (a) routine maintenance, including routine works such as dry grading, spot re-gravelling (or infilling) and maintenance of drainage areas;
  - (b) grading and watering, and rolling of the road surface, to be carried out at least once per calendar month and additionally as required by prevailing conditions including, without limitation, weather events, the Operator's traffic volumes (as listed in Schedule 1), or deterioration of the road surface;
  - (c) reactive maintenance, including grading, resurfacing, drainage, and signage; and
  - (d) any other works required to maintain the road surface, structures, signage and drainage areas.
- (3) The Operator must undertake any maintenance of the Road under this clause 5 in accordance with the Required Standards and otherwise in accordance with the Operator's requirements.
- (4) Notwithstanding clause 5(3), nothing in this Agreement requires the Operator to maintain the Road such that the Road will be graded for being capable of being used by vehicles in excess of a RAV N6 configuration (as classified by Main Roads WA).
- (5) The Operator's maintenance obligations apply during the Term to the extent reasonably required having regard to the Operator's use of the Road, the Initial Road Condition Report, the Required Standards and the use of the Road by vehicles up to RAV N6 configuration, including deterioration arising from the Operator's use, but excluding deterioration caused solely by unrelated third-party traffic.
- (6) The maintenance obligations of the Operator under this clause 5 are to be undertaken to the reasonable satisfaction of the Shire.

## 6. Approvals and compliance

- (1) The Operator must, during the Term, comply with:
  - (a) this Agreement;
  - (b) all Written Law (including work, health and safety and environmental laws) in force relating to the Road and the Operator's obligations under this Agreement, including the performance of the Operator's Road Works;
  - (c) any reasonable directions given by the Shire in relation to the use of and access to the Road for the purpose of carrying out the Operator's Road Works, provided that such directions must be consistent with this Agreement; and

- (d) all requirements, notices and orders of any competent Authority under such Written Law with reference to its use of and access to the Road.

## 7. Costs

The Operator will be reasonable for the costs of performing its obligations under this Agreement, including the Operator's Road Works and any maintenance obligations under this Agreement.

## 8. Shire's inspections

- (1) The Shire must use its best endeavours to undertake an inspection of the Roads quarterly but may undertake an inspection at any time.
- (2) If the Shire determines, acting reasonably, that the condition of the Road does not meet the Required Standards, the Shire may direct the Operator to undertake rectification works within a specified period entirely at the Operator's expense.
- (3) Any such period must be reasonable having regard to the nature and urgency of the required works, and, except in the case of an urgent safety issue, must be no less than 10 Business Days.

## 9. Other Road obligations

- (1) At all times during the performance of its obligations under this Agreement, the Operator must implement appropriate measures to ensure the safety of users on the Road.
- (2) For example, the Operator is responsible for:
  - (a) providing, installing and maintaining appropriate road signage; and
  - (b) preparing and implementing traffic management protocols,for the Road.
- (3) The Shire must, unless otherwise expressly provided for in this Agreement or under any Written Law, not inhibit the Operator's access to the Road.

## 10. Remediation

Either before or promptly after the termination of this Agreement, the Operator must ensure, at its cost and to the reasonable satisfaction of the Shire, that the condition of the Road is the same or better than its condition at the Commencement Date (including as set out in the Initial Condition Report).

## 11. Indemnity

- (1) The Operator is to be solely liable for, and must indemnify the Shire and at all times keep the Shire indemnified from and against any Claim which may be commenced or brought against the Shire, or which the Shire may suffer or incur in connection with:
  - (a) any personal injury including illness to, or death of, any person arising out of or in the course of, or caused by, the closure of the Road, or the use of the Road during the Road Closure Period; and

- (b) any loss, destruction of or injury or damage to any person or property (including property of the Shire) arising out of or in the course of, or caused by, the closure of the Road, or the use of the Road during the Road Closure Period,

to the extent caused by the breach of this Agreement by the Operator or the negligence act or omission of the Operator or the Operator's Personnel.

- (2) The indemnities in this clause 11 will be proportionately reduced to the extent that any Claim is caused or contributed to by the act or omission of the Shire, the Shire's employees or any third party.

## 12. Effect of this Agreement

- (1) Subject to the obligations expressly on the Operator under this Agreement, the Operator will not be required to make any capital or maintenance contributions with respect to Gibraltar Road (including the Road).
- (2) To the extent required, this Agreement will be taken to be an agreement under section 132(4) of the *Road Traffic (Administration) Act 2008* (WA).

## 13. General provisions

### 13.1 GST

- (1) In this clause:
  - (a) **GST Act** means A New Tax System (Goods and Services Tax) Act 1999 (Cth);
  - (b) **GST Law** means the GST Act and any associated legislation including without limitation delegated legislation; and
  - (c) **GST, Registered, supply, tax invoice** and any other expression used that is defined in the GST Law has the same meaning as given to it in the GST Law.
- (2) Unless specifically described in this Agreement as "GST-inclusive", any consideration to be paid or provided for a supply made under or in connection with this Agreement does not include an amount on account of GST and is "GST-exclusive".
- (3) Where, under the GST Law, any supply to be made by a Party (**Supplier**) to another Party (**Recipient**) under or in connection with this Agreement is subject to GST (other than a supply the consideration for which is specifically described in this Agreement as GST-inclusive), then:
  - (a) the consideration payable or to be provided for that supply under this Agreement will be increased by, and the Recipient must pay to the Supplier, an amount equal to the GST calculated according to the GST Law;
  - (b) the Recipient must pay that additional GST amount at the same time and in the same manner as the GST-exclusive consideration is paid or provided; and
  - (c) a reference to the consideration payable for a supply includes the value of any non-monetary consideration for the supply.
- (4) If the Supplier is Registered or required to be Registered, the Supplier must provide a GST compliant tax invoice in connection with any supply made by it under this Agreement, failing which the Recipient will not be obliged to make any payment for that supply until the invoice is provided.

**13.2 Discretion not fettered**

- (1) Nothing in this Agreement fetters or is to be construed as an attempt to fetter, the discretion or the functions or powers of the Shire under any Written Law.
- (2) For clarity, the Shire may, at any time, exercise the powers and duties that it has in relation to road closures, including in respect of the Road.

**13.3 Entire agreement**

- (1) Each Party acknowledges that it has entered into this Agreement in full reliance on its own enquiries, investigations, examinations and advice and not in reliance on or as a result of any statement, claim, representation or warranty (expressed or implied) made or given by another Party or any employee, agent or other person on behalf of another Party in respect of any matter whatsoever affecting this Agreement.
- (2) The Parties agree that this Agreement constitutes the whole and entire agreement between them and supersedes all previous negotiations and agreements written or oral.

**13.4 Confidential Information**

- (1) Subject to clause 13.4(2), a Party that is given Confidential Information must:
  - (a) not disclose any of that Confidential Information to any person; and
  - (b) take reasonable measures to ensure that the Confidential Information is properly secured and is not disclosed to any person.
- (2) A Party may disclose to any person Confidential Information given to it by the other Party:
  - (a) for the purposes of performing the relevant obligations or exercising the relevant rights arising under, out of or in connection with this Agreement;
  - (b) to the extent required by law or by a lawful requirement of any Authority;
  - (c) if required in connection with legal proceedings;
  - (d) to any legal advisers, professional advisors and auditors under a duty of confidence;
  - (e) with the other Party's prior written consent, which can be withheld in a Party's discretion and given subject to conditions; and
  - (f) in the case of the Operator, to:
    - (i) any related bodies corporate of the Operator;
    - (ii) any financiers or potential financiers of the Operator or any of the Operator's projects; or
    - (iii) any investors or any potential investors of the Operator or any of the Operator's projects.

**13.5 Notices**

- (1) Any notice, direction or other communication which must or may be given in connection with this Agreement:
  - (a) must be in writing in order to be valid;

- (b) is sufficient if executed by the Party giving the notice or on its behalf by any director, secretary, duly authorised officer or legal representative of that Party;
- (c) in order to be valid must be given to a Party as follows:
  - (i) delivered or sent by prepaid post to, or left at, the “notice details” address of that Party as set out in this Agreement;
  - (ii) sent to the email address of that Party; or
  - (iii) delivered or sent to another address as is notified in writing by that Party to the other Parties from time to time; and
- (d) if given in accordance with clause 13.5(1)(c), will be taken to take effect:
  - (i) in the case of prepaid post, on the third business day after the date of posting;
  - (ii) in the case by email, on receipt of return email from the recipient acknowledging receipt of the email; and
  - (iii) in the case of delivery by hand, on delivery.

### **13.6 Dispute resolution**

- (1) If a dispute arises between the Parties in connection with this Agreement, then a Party must give notice of the dispute to the other Party identifying the dispute and providing details of it.
- (2) If a dispute is not resolved between the Parties within 14 days of a notice under clause 13.6(1) being given, the Parties must endeavour to settle the dispute by mediation to be conducted (over a period of no more than 7 days) by a mediator independent of the Parties, appointed by agreement of the Parties within 35 days of a notice in clause 13.6(1) being given or, failing agreement, by a person appointed by the President of the Law Society of Western Australia or their nominee.
- (3) Other than in respect of proceedings for urgent interlocutory or declaratory relief, it is a condition precedent to the right of any Party to arbitrate or litigate a dispute under this Agreement that it first has complied with the mediation process in accordance with this clause.
- (4) Each Party may be represented by a qualified legal practitioner or other representative in any mediation proceedings.
- (5) The Parties must continue to comply with their obligations under this Agreement notwithstanding any dispute being referred to mediation, unless agreed otherwise by the Parties in writing.

### **13.7 Force Majeure**

- (1) If any Party is delayed in the performance of this Agreement by an event which that Party concerned considers is a Force Majeure occurrence, then the Party delayed must:
  - (a) give written notice to the other Party promptly giving the full particulars of the event and why it is considered a Force Majeure occurrence; and
  - (b) use its best efforts to remedy the situation.
- (2) On giving a notification under clause 13.7, the performance or compliance by a Party of or with any of the responsibilities or obligations under this Agreement affected by the Force Majeure occurrence are to be suspended. The suspension is to continue as long as the performance or compliance with that responsibility or obligation under this Agreement is so prevented or hindered. During the suspension, the Parties must consult with each other without delay as to the measures to be taken

regarding the continuation of the Haulage Campaign and the implementation of this Agreement. The Parties must use best endeavours to agree a mutually agreeable solution for both Parties.

- (3) On cessation of any Force Majeure occurrence, the Parties must take all reasonable measures necessary to minimise the effects of the delay.
- (4) Without limiting the requirements under clause 13.7(2), if the Force Majeure continues for more than 1 year consecutively, either Party may terminate this Agreement with immediate effect by giving the other Party written notice of termination.
- (5) A Party is not liable for any delay or failure of performance of the terms and conditions of this Agreement to the extent such delay or failure is attributable to events of Force Majeure which has been notified in accordance with this clause.
- (6) Force Majeure may not be invoked by a Party if, and to the extent that, any prior default under this Agreement of the Party concerned caused or contributed to the prevention or impediment of the due performance of the obligations under this Agreement.

### **13.8 Severability**

In the event of part of this Agreement being or becoming void or unenforceable then that part is to be severed from this Agreement with the intention that the balance of this Agreement is to remain in full force and effect, unaffected by the severance.

### **13.9 Termination**

- (1) The Operator may in its absolute discretion, by notice in writing to the Shire, terminate this Agreement on 20 Business Days' notice to the Shire. For clarity, the Operator's obligations under clause 10 (Remediation) continue to apply following termination of this Agreement. Such a notice of termination does not release either Party from liability for any previous breach or failure to comply with any obligation under this Agreement.
- (2) If:
  - (a) a Party fails to observe or perform any obligation under this Agreement; and
  - (b) that failure continues for a period of 3 months after notice from the non-defaulting Party in respect of such failure by the defaulting Party,the non-defaulting Party may, by notice in writing to the defaulting Party, immediately terminate this Agreement. Such a termination does not release any Party from liability for any previous breach or failure to comply with any obligation under this Agreement.
- (3) If a Party materially breaches or repudiates this Agreement, nothing in this Agreement prejudices the right of the other Party to recover damages or exercise any other right, whether under this Agreement or otherwise.
- (4) The termination of this Agreement does not affect:
  - (a) a right of a Party accrued before the termination date; or
  - (b) a right or obligation of a Party under this Agreement that, expressly or by implication from its nature, is intended to continue after the date of termination.

**13.10 Provisions to survive termination**

Clauses 8, 9, 10 and 11 of this Agreement are to survive the termination or expiry of this Agreement and are to remain operative and binding on the Parties until the Parties mutually agree in writing that the provision ceases to have any further effect.

**13.11 Assignment**

- (1) A Party must not assign any of its rights or obligations under this Agreement without the prior written consent of the other Party (with such consent to not be unreasonably withheld or delayed).
- (2) Any consent by the other Party to an assignment referred to in clause 13.11(1):
  - (a) is to be subject to the assignee executing a deed of covenant undertaking to be bound by all obligations imposed on the assignor under this Agreement as if the assignee were named in lieu of the assignor;
  - (b) is not to discharge the assignor from any liability in respect of the performance of the obligations under this Agreement as at the date of assignment; and
  - (c) is to extend only to the consent actually given and is not to prevent the exercise of any of the rights under this Agreement with respect to any subsequent breach of this clause.

**13.12 Modification and waiver**

- (1) This Agreement will be subject to an Annual Review by both parties on the anniversary of the Agreement.
- (2) This Agreement may not be modified, amended or varied except by a document in writing signed by or on behalf of each of the Parties.
- (3) Any modification to a term or condition of this Agreement, or waiver or relinquishment of the performance of any term or condition of this Agreement, will be effective only if made in writing and executed by or on behalf of the Party granting the waiver.
- (4) A waiver of any one breach of any term or condition of this Agreement is not to operate as a waiver of any other breach of the same or other term or condition of this Agreement.

**13.13 Laws of Western Australia apply**

This Agreement is to be construed and interpreted in accordance with the laws of the State of Western Australia and the Parties agree to submit to the jurisdiction of the courts of that State and of courts competent to hear appeals from them.

**13.14 Legal costs**

- (1) Each Party must pay its own costs and expenses (including legal costs) of and incidental to the preparation, negotiations, completion and signing of this Agreement.
- (2) The Operator must pay all stamp duty, if any, payable with respect to this Agreement and all copies of it.

**13.15 Counterparts**

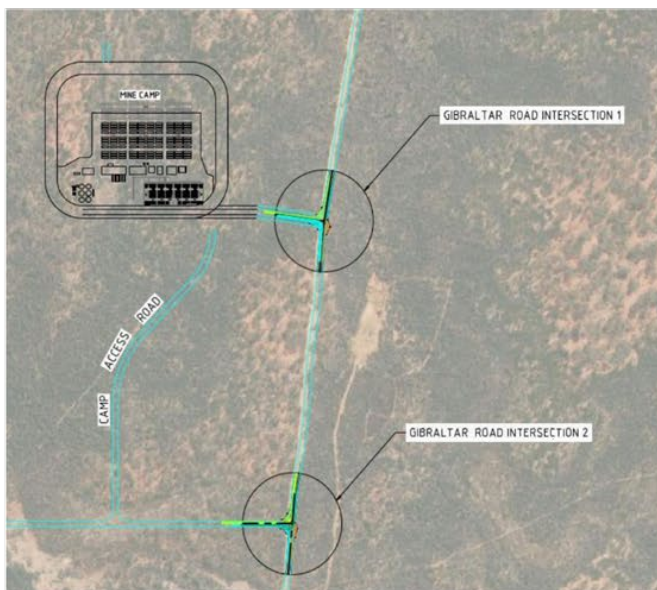
This Agreement may be executed in counterparts, meaning that execution will be complete when each Party holds a copy of this Agreement signed by the other Party, even though the signatures of both Parties do not appear on the same copy.

**13.16 Provision of information to Operator**

In relation to third party users of the Road, the Shire must, if requested by the Operator, promptly provide the Operator with access to records and reports lodged by any third party with the Shire or any other government agency in connection with usage of the Road, including under the *Mining Act 1978 (WA)* and Mining Regulations 1981 (WA).

## Schedule 1 – Gibraltar Road

GIBRALTAR ROAD SLK 0.00 – SLK 2.38. Section of 2.38 km of Gibraltar Road, from the intersection with Great Eastern Highway (SLK 0.00) to SLK 2.38.



### Traffic Volumes

The parties acknowledge the following anticipated traffic volumes on the road:  
 Anticipated traffic volumes on the [road/access road] shall not exceed, on average, three (3) double road trains and twenty (20) light vehicles per day during construction, and one (1) double road train and ten (10) light vehicles per day during operations.

## Schedule 2 – Initial Road Condition Report

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See separate attachment

## Schedule 3 – Intersection Design

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See separate attachments

## Signing page

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EXECUTED AS AN AGREEMENT 2026

Signed on behalf of the **Shire of Coolgardie** in the presence of -

\_\_\_\_\_  
Signature of witness

\_\_\_\_\_  
Signature of Chief Executive Officer

\_\_\_\_\_  
Name of witness (print)

\_\_\_\_\_  
Address of witness

Signed for  
**Bullabulling Operations Pty Ltd ABN 74 106 444 606** in accordance with section 126 of the *Corporations Act 2001* (Cth) by its authorised representative:

\_\_\_\_\_  
Authorised representative

\_\_\_\_\_  
Name of authorised representative (print)

\_\_\_\_\_  
Date

**12.2.3 FOCUS MINERALS LTD (INCLUDES RETROSPECTIVE APPROVAL) - HAULAGE CAMPAIGN**

**Location:** Coolgardie

**Applicant:** Focus Minerals Ltd

**Disclosure of Interest:** Nil

**Date:** 28 April 2026

**Author:** Mel Nowlan, Engineering Administration

**SUMMARY**

For Council to consider CA07 haulage approval from Focus Minerals Ltd to utilise a portion of Coolgardie North and Carins Roads (Coolgardie) for a long-term campaign from 01 March 2026 to 01 February 2027 comprising an estimated total of 1,122,368 tonnes (gold ore). Note this tonnage total includes a retrospective period prior to current date where no CA07 approval was sought by Focus Minerals. Proposed route: origin - CNX mine site (Coolgardie North Road, south of Carins Road intersection) to Three Mile Hill Processing Plant.

**BACKGROUND**

The applicant submitted a CA07 application on 27 March 2026.

The application process for Haulage Campaigns, through the CA07 forms, provides the Council the ability to claim back from the applicant the cost of maintaining the road in question. As per Council Policy 3.09 (Haulage Campaigns), where the campaign exceeds 25,000 tonnes an item must be presented to Council for approval.

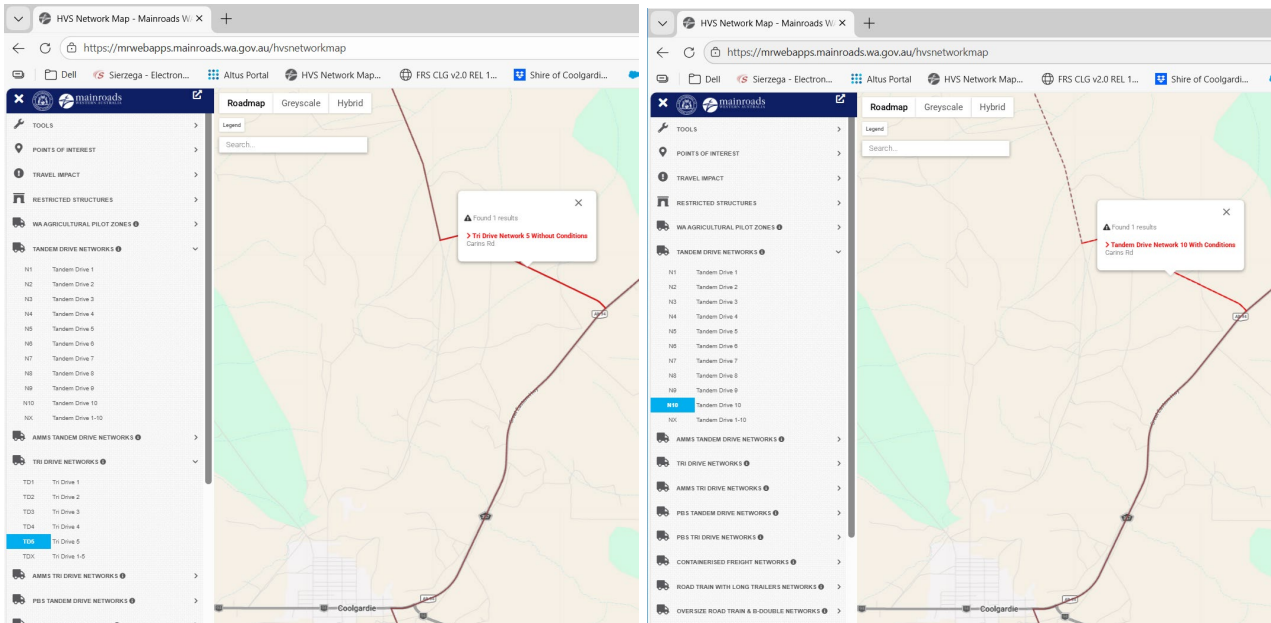
**COMMENT**

As per Council Policy Number 3.09 (Haulage Campaigns) Long Term Campaign: where a cartage campaign exceeds 25,000 tonnes or 100 return trips in any annual period, or more than six return trips in any week or part thereof; the Principal needs to apply to the Shire of Coolgardie for use of the Shire of Coolgardie road network.

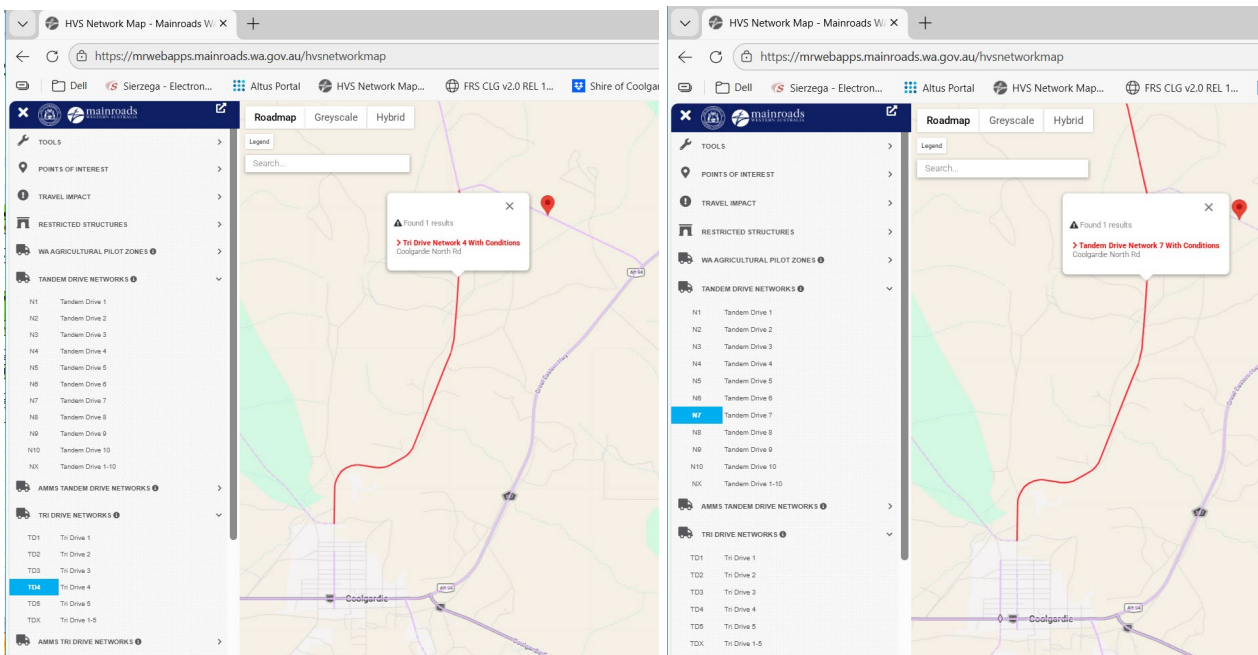
Currently only one haulage contractor has been nominated (Parsissons Transport).

The RAV Network (as confirmed via Main Roads Mapping Tool) confirms endorsement is appropriate to the RAV network status for Coolgardie North & Carins Roads.

Carins Road – Tri Drive 5 & Tandem Drive 10



Coolgardie North Road – Tri Drive 4 & Tandem Drive 7



The roads that are proposed to be utilised by Focus Minerals are considered to be significant and will require maintenance during the campaign. The CA07 application is provided for Council reference. Any funds retained by Council are to be considered for allocation to Council Road Construction Reserve Account when undertaking the yearly Budget Review.

Advice received from Focus Minerals Ltd showed a total of 107,536.13 tonnes of gold ore was carted from July 2025 to January 2026.

Advice received from Focus Minerals Ltd shows a total of 1,014,831.87 tonnes of gold ore will be carted from January 2026 to February 2027.

Focus Minerals IRD50053						
Tonnage hauled from July 2025 to January 2026						
Coolgardie North Rd (SLK3.72 to 6.38)	rate	tonnes	km	Contribution	GST	Total Inc GST
Capital	\$ 0.09	107536.13	2.66	\$ 25,744.15	\$ 2,574.41	\$ 28,318.56
Maintenance	\$ 0.06	107536.13	2.66	\$ 17,162.77	\$ 1,716.28	\$ 18,879.04
Carins Road (SLK3.03 to 0.00)	rate	tonnes	km	Contribution	GST	Total Inc GST
Capital	\$ 0.09	107536.13	3.03	\$ 29,325.10	\$ 2,932.51	\$ 32,257.61
Maintenance	\$ 0.06	107536.13	3.03	\$ 19,550.07	\$ 1,955.01	\$ 21,505.08
<b>Total Kms</b>			<b>5.69</b>			
<b>Total Capital</b>						<b>\$ 60,576.18</b>
Focus Minerals IRD50053						
January 2026-February 2027Coolgardie North & Carins Road						
Coolgardie North Rd (SLK3.72 to 6.38)	rate	tonnes	km	Contribution	GST	Total Inc GST
Capital	\$ 0.09	1014831.87	2.66	\$ 242,950.75	\$ 24,295.07	\$ 267,245.82
Maintenance	\$ 0.06	1014831.87	2.66	\$ 161,967.17	\$ 16,196.72	\$ 178,163.88
Carins Road (SLK3.03 to 0.00)	rate	tonnes	km	Contribution	GST	Total Inc GST
Capital	\$ 0.09	1014831.87	3.03	\$ 276,744.65	\$ 27,674.47	\$ 304,419.12
Maintenance	\$ 0.06	1014831.87	3.03	\$ 184,496.43	\$ 18,449.64	\$ 202,946.08
<b>Total Kms</b>			<b>5.69</b>			
<b>Total Capital</b>						<b>\$ 571,664.94</b>

## CONSULTATION

- David Ridgway - Focus Minerals Ltd; Coolgardie Open Pit Manager
- Shire of Coolgardie staff

## STATUTORY ENVIRONMENT

*Road Traffic (Administration) Act 2008 Section 132(4)*

## POLICY IMPLICATIONS

Policy #3.09 – Haulage Campaigns

Policy #3.10 – Heavy Vehicles Conditions for use on Shire Roads

## FINANCIAL IMPLICATIONS

Any contribution received will be placed in the road construction reserve account for use on the relevant road infrastructure.

## STRATEGIC IMPLICATIONS

### A thriving local economy

Supporting and encouraging mining and processing industries

### Accountable and effective leaders

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

**Effective management of infrastructure, heritage and environment**

Maintaining and renewing infrastructure and building assets

**ATTACHMENTS**

1. Focus Minerals Ltd - retrospective haulage campaign

**VOTING REQUIREMENT**

Simple majority

**OFFICER RECOMMENDATION**

That Council:

1. **APPROVE** retrospectively the proposal from Focus Minerals Ltd to use 5.69kms of road network from the CNX pit located on Coolgardie North Road (south of Carins Road, Coolgardie) to the Three Mile Hill Processing Plant (2.66kms of Coolgardie North and 3.03kms of Carins Road) for a campaign comprised of 107,536.13 tonnes from July 2025 to January 2026 for a Capital Contribution of \$60,576.18 (inc GST) to Account/Job #11202750 (Limited Cartage Campaign).
  - a. Authorise the action taken by the Chief Executive Officer to request staff to issue an invoice as soon as possible for retrospective haulage (from July 2025 to January 2026) for \$60,576.18 (inc GST)
2. **APPROVES**, in accordance with Policy 3.09 Haulage Campaigns, the proposal from Focus Minerals Ltd to use 5.69 kms of road network from the CNX pit located on Coolgardie North Road (south of Carins Road, Coolgardie) to the Three Mile Hill Processing Plant (2.66kms of Coolgardie North and 3.03kms of Carins Road) from the 1 March 2026 to the 01 February 2027.
  - b. Capital Contribution to be charged and invoiced to Focus Minerals (at \$0.09 p/tonne p/km; at 1,014,831.87 tonnes over 5.69 kms) = \$571,664.94 inc GST. To be invoiced quarterly.
3. **AUTHORISE** the CEO to determine any request from the Company to amend the dates applicable to the request, but only on the basis that the relevant Council Policies be applied accordingly and that where any such applications are made and approved by the CEO, that suitable local public notice is given.



## APPLICATION FORM

### Restricted Access Vehicle/ CA07

**Application for approval to operate RAV on road/s under control of the Shire of Coolgardie.**

Application should be read in conjunction with Shire of Coolgardie Policy 3.09 (Haulage Campaigns) and Policy 3.10 (Heavy Vehicles Conditions for use on Shire Roads).

Applicants will receive a determination from the Shire.

If approved, the determination will constitute a letter of authority to comply with a CA07 condition on a Restricted Access Vehicle (RAV).

### Please tick Application Type

Fees are subject to revision.

- TYPE 1:** Short Term Campaign. Where a cartage campaign does not exceed 25,000 tonnes or 100 return trips in any annual period, the operator needs to apply to the Shire of Coolgardie for use of the Shire of Coolgardie road network. The CEO has authority to deal with Short Term Campaigns.
- TYPE 2:** Long Term Campaign. Where a cartage campaign exceeds 25,000 tonnes or 100 return trips in any annual period, or more than six return trips in any week or part thereof; the operator needs to apply to the Shire of Coolgardie for use of the Shire of Coolgardie road network. The decision on Long

Term Campaigns will be made by the Council subject to an agreement between the Operator and the Shire.

**Heavy Vehicle Cost Recovery Contribution:** In consideration of the use of Shire Roads, the Shire will request either:

- \$0.09 (09 cents) as a Significant Contribution per tonne per kilometre travelled on Shire of Coolgardie Road Networks from the operator
- \$0.06 (06 cents) as a Minor contribution per tonne per kilometre travelled on Shire of Coolgardie Road Networks from the operator

Applicant:						
Coolgardie North Rd	rate	Tonnes	Km	Contribution	GST	Total inc GST
Significant Contribution	\$0.09	1,122,368	2.66	\$268,694.90	\$26,869.49	\$295,564.39
Minor	\$0.06	1,122,368	2.66	\$179,129.93	\$17,912.99	\$197,042.93
Carins Rd	rate	Tonnes	Km	Contribution	GST	Total inc GST
Significant Contribution	\$0.09	1,122,368	3.03	\$306,069.75	\$30,606.98	\$336,676.73
Minor	\$0.06	1,122,368	3.03	\$204,046.50	\$20,404.65	\$224,451.15
<b>Total KM</b>			5.69			

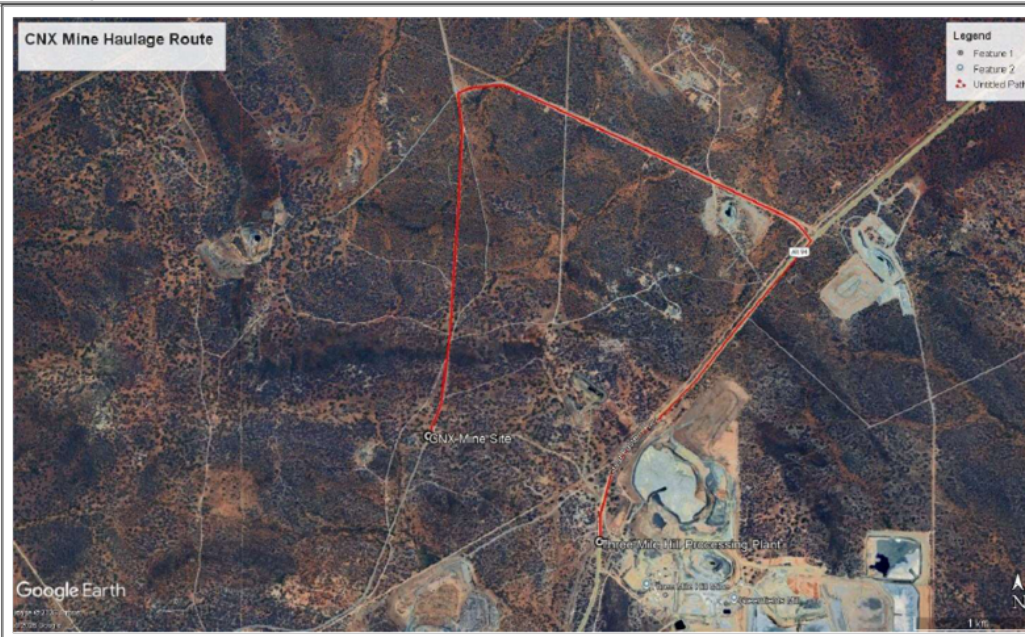
#### Applicant Details (Applicant is the Owner of the mine)

Name of Applicant	
Organisation	Focus Minerals Ltd
Postal Address	PO Box 3233, East Perth WA 6892
Applicant Contact Person	Name: David Ridgway Position: Mine Manager: Open Pit
Contact details	Phone: 0488 618 949 Email: dridgway@focusminerals.com.au

#### Details of Haulage Proposal

##### Proposed Route

Origin:	CNX mine site. (Coolgardie North Road, south of Carins Rd Intersection)
Destination:	Three Mile Hill Processing Plant (Great Eastern Highway, Coolgardie)
Route: <i>Attach map and include all roads in Shire of Coolgardie – include SLKs to be travelled on each road within network</i>	Attached



Total Kilometres (one way in Shire of Coolgardie origin to destination)	Coolgardie North Rd: SLK 3.72 to 6.38, Distance 2.66 km
	Carins Rd: SLK 3.03 to 0, Distance 3.03 km
	Total km = 5.69

**Shire Roads – RAV Network Status**

Include information for all roads in the Shire of Coolgardie that are the subject of this application.

RAV Network Status Shire Roads	Shire Road	Current RAV network status
<i>Please state the current Main Roads RAV network classification of the road or indicate if the road is not on the network.</i>	Carins Rd	Tri Drive 5 Tandem Drive 10
	Coolgardie North Rd	Tri Drive 4 Tandem Drive 7

**Vehicle Type**

RAV Vehicle Class	Tri Drive
Truck & Trailer Combination Details	Tri Drive 36.5m
GCM (tonnes)	112t
Payload (tonnes)	70t

Concessional Loading Requested (CLBPS)  EG Tandem Drive Concessional Levels 1-3 or Tri Drive Concessional Levels 1-3	<input type="checkbox"/> NO  <input checked="" type="checkbox"/> Yes
--	--

**Haulage Task Details**

Total number of truck movements per 24 hour period:	Averages over duration of permit LOADED: 25                      Direction East (CNX to TMH) UNLOADED: 25                  Direction West (TMH to BV)
Number of trucks in use	8
Number of shifts per 24 hrs	16
Estimated total loaded truck movements per month	1,500 maximum
Material to be transported	Gold Ore
Estimated total tonnes per campaign material transported	Estimated total tonnes per annum material transported <ul style="list-style-type: none"> <li>• 1,085,000</li> </ul>

**Duration of RAV access**

Estimated commencement date of haulage task:	1 March 26
Estimated completion date of haulage task:	1 Feb 27

**Details of Haulage Company**

Provide details of the haulage company/ies that will operate under this approval.  Attach a separate list of vehicle registration numbers (Prime-Movers only; trailer registration not necessary).	BRYAN & CYNTHIA PARISSONS TRANSPORT
--	-------------------------------------

**Documents and Other Relevant Information**

Documents Attached	<input type="checkbox"/> Map <input type="checkbox"/> Engineering specifications <input type="checkbox"/> Safety management plan <input type="checkbox"/> Community benefit proposal <input type="checkbox"/> Other (provide details)
--------------------	---

Other Relevant Information	
----------------------------	--

**DECLARATION/SIGNATURE**

I, David Ridgway of Focus Minerals Ltd  
hereby make application for a letter of authority for operation of Restricted Access Vehicles on RAV network roads in the Shire of Coolgardie to comply with the CA07 condition of a valid RAV approval held by me. I confirm that the details in this application are correct.

Signed: 

Date: 27/03/2026

**Restricted Access Vehicle/ CA07 DETERMINATION**

Name & organisation of Applicant	
Name of Haulage Company	
Road/s in Shire of Coolgardie	

*Shire of Coolgardie Office*

**APPROVED** – Letter of Authority Granted

Council Resolution Number: .....  Not applicable – less than 25,000t

Signed Chief Executive Officer (CEO): ..... Date: .....

Approval **COMMENCES** on (date): .....

Approval **EXPIRES** on (date): .....

**(not valid without Council Resolution number and signature of CEO)**

The Shire of Coolgardie has APPROVED this application for the period stated within. The operator must adhere to all conditions imposed by Main Roads WA and the following additional CONDITIONS imposed by the Shire of Coolgardie:

- 1.
- 2.
- 3.
- 4.

This approval, if validated with a Council Resolution number and signature of the CEO constitutes a **letter of authority** in compliance with the CA07 requirement of a valid RAV approval.

*Shire of Coolgardie Office*

**DECLINED**

The Shire of Coolgardie has DECLINED to approve this application.

Council Resolution Number: .....

Signed Chief Executive Officer (CEO): .....

Date: .....

**Information for Applicant**

	TYPE 1	TYPE 2
<b>Processing time</b>	Allow 7 – 14 days for Letters of Approval to be issued.	Allow 7 – 30 days (may be longer depending on Council meeting dates and road condition). <ul style="list-style-type: none"> <li>▪ Will depend on condition of road and extent of haulage task.</li> <li>▪ Allow <i>minimum 6 months</i> if legal agreement &amp; major road upgrades required.</li> </ul>
<b>Formal decision of Council required</b>	No	Yes - Council Resolution Number required
<b>Legal agreement required</b>	Generally no	Generally yes (construct and/or maintain and/or user pays road use)

1. Legal agreements – applicants may need to enter into one or more agreements with the Shire:
  - Construct and/or maintain: if the haulage proposal is for a class of RAV that is greater than the current RAV network classification of the road, and/or the road is not in a condition suitable for the haulage task, the applicant will be required to upgrade and maintain the road at the cost of the applicant.
  - Road Use (Restricted Vehicle Haulage): applications will be considered on their merits but as a general rule will be required for a haulage task that is for greater than 25,000 tonne per annum.
2. Operation of a restricted access vehicle on any road in the Shire of Coolgardie constitutes an offence under the Road Traffic (Vehicle Standards) Regulations 2002 unless:
  - The road is on a classified RAV network route approved by Main Roads; and
  - The RAV is of a class that is authorised for operation on the relevant network; and
  - The operator holds a valid approval issued by Main Roads WA and a valid letter of authority from the local government to comply with a CA07 condition.

**Process and Additional Information**

Occasionally applicants may be required to provide additional information. This will depend on a range of variable factors particularly the condition and classification of the road relative to the duration, class of vehicle and annual tonnage of the haulage task. The applicant is responsible for all costs. Costs may include engineering fees, legal fees and staff time.

**Process**

1. Applicant submits proposal (Restricted Access Vehicle/ CA07 Application Form)
2. Shire requests further relevant information / retains consulting engineer at applicant's cost to review proposal
3. Application submitted to council with recommendation for in-principle approval
4. Terms and conditions are negotiated:
  - Scope of capital works to prepare the road (the Pre Work) for the haulage task
  - Scope of ongoing maintenance
  - Community benefit
  - Engineering sign off
  - Legal agreements drafted (construct and/or maintain, and/or RAV access)
5. Final recommendation to Council
6. Legal agreements signed and sealed
7. Applicant completes Pre Work

8. Main Roads and Shire assess
9. If approved, Shire issues CA07 Letter of Authority
10. Applicant can commence haulage in accordance with CA07 and/or legal agreement.

**Engineering Assessment**

In the first instance, applicants should contact Main Roads Heavy Vehicles Operations Branch to obtain MRWA document "Guidelines for Assessing the Suitability of Routes for Restricted Access Vehicles"

Some applications may require a detailed engineering assessment of the current road, and the upgrades required relevant to the haulage task.

This assessment should be presented as a Technical Report to include all relevant matters, such as:

- Horizontal and vertical alignment relative to Design Vehicle and Design Speed
- Earthworks required – note any requirement to widen, raise, re-sheet, re-align to accommodate horizontal, vertical design
- Road Pavement - note design width, surfacing, elevation relative to natural surface
- Pavement design – based on MRWA Road Note 9
- Bitumen Surfacing – per MRWA Specification
- Drainage assessment including table drains, offshoot drains, floodways and culverts. Nominal Design ARI 10 years.
- Intersections – detail swept path analysis and GIVE WAY / STOP control assessment
- Stock Grids – note existing width relative to Road Design width and also existing condition / proposed improvements
- Gravel and water supply for road improvements – determine supplies of suitable material and carting details
- Clearing permits required for any road widening and for sourcing road building materials
- Signs, Lines and Guideposts
- Safety management plan including Traffic Management Plan for construction phase.

**It is necessary to have a LEGAL AGREEMENT with the Shire before carrying out ANY work, testing or modification to any road under the control of the Shire of Coolgardie including the road reserve.**

**12.2.4 MUSEUM DISPLAY - VICTOR DALE DONATION**

**Location:** Coolgardie  
**Applicant:** Nil  
**Disclosure of Interest:** Nil  
**Date:** 20<sup>th</sup> April 2026  
**Author:** Sheree Forward, Coolgardie Place Manager

**SUMMARY**

Officers recently met with local resident Mr Victor Dale regarding the donation of a historically significant tree stump with an associated humorous story. Mr Dale has formally offered the tree stump to the Shire for installation and public display in Ben Prior Park.

**BACKGROUND**

Victor Dale is a well-known local poet and writer with a strong connection to Coolgardie's history. Located at his property on Arizona Street is a tree stump featuring a replica sign that reflects the experiences of early prospectors travelling between Southern Cross and Coolgardie during the gold rush era.

The sign tells the story of a disgruntled prospector who, after failing to find fortune, created a message by hammering words into a sheet of tin and attaching it to a tree along the track. While the original sign has since been lost, the replica preserves this piece of local folklore, combining historical significance with humour.

Victor has offered to donate this item to the Shire for installation in Ben Prior Park, where it can be appreciated by the community and visitors.

**COMMENT**

Victor Dale has generously offered to arrange transportation of the tree stump at no cost to the Shire. The Shire would be responsible only for preparing the site in Ben Prior Park to ensure the installation meets safety standards and is suitable for public display.

The installation would provide an engaging and unique historical feature, contributing to the cultural value of the park and enhancing local storytelling.

Following installation of the tree in Ben Prior Park, an official unveiling will be held for the community, invited delegates, and Council to formally present the work as part of the museum's collection.

**CONSULTATION**

- Victor Dale
- Shire Staff

**STATUTORY ENVIRONMENT**

Nil

**POLICY IMPLICATIONS**

Nil

**FINANCIAL IMPLICATIONS**

A minor in-kind contribution from the Shire will support site preparation, to be accommodated within the Parks and Gardens budget. The unveiling costs will be met from the Ben Prior Park budget and the total cost will be under \$1,000.00.

**STRATEGIC IMPLICATIONS****Accountable and effective leaders**

Developing strong partnerships with stakeholders for the benefit of our community

**An inclusive, safe and vibrant community**

Continuing to promote the local Aboriginal culture and history

**Effective management of infrastructure, heritage and environment**

Encouraging cultural and historical community projects and activities

**ATTACHMENTS**

1. Victor Dale Donation Letter
2. Victor Dale Photo's

**VOTING REQUIREMENT**

Simple Majority

**OFFICER RECOMMENDATION****That Council:**

1. Accepts the donation of the tree stump and replica historical sign from Victor Dale and
2. Approve installation of the item in Ben Prior Park, subject to appropriate site preparation and safety requirements being met.

11<sup>th</sup> March 2026

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

Dear Sabine,

**RE: Donation – Tree Stump into Ben Prior Park**

I would like to offer a donation to the Shire in the form of a carved tree stump (photos below) that represents the pioneers who travelled the track shaped by explorer C.C. Hunt in the 1860s, moving from waterhole to waterhole and following the granite outcrops.

It is my hope that the stump could be installed in Ben Prior Park as a small tribute to this local history. I will arrange for the stump to be transported to the site by Ryan Kippin. The tree will need to face south to ensure the Sign can cope with heat during summer.

If my donation is accepted, I would appreciate the Shire's assistance in preparing a suitable location for the installation to ensure it is safely positioned for visitors to view and enjoy.



Regards,

Victor Dale  
 73 MacDonald Street  
 Coolgardie WA 6429

Museum Display – Vic Dale Donation Photos



**12.2.5 LIST OF PAYMENTS - MARCH 2026**

**Location:** Nil  
**Applicant:** Nil  
**Disclosure of Interest:** Nil  
**Date:** 17 April 2026  
**Author:** Raj Subbiah, Finance Manager

**SUMMARY**

For Council to receive the list of accounts for March 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 March 2026 are: -

1. Sirrom Village Services – Management of Bluebush Village \$488,366.54
2. Versatile Plant & Contracting – Coolgardie North Road \$487,134.56
3. Water Corporation – Water Usage and Services Charges \$93,305.19

**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 - March 2026

**VOTING REQUIREMENT**

Simple majority

**OFFICER RECOMMENDATION**

That Council:

1. Receive listing (attached) of accounts paid during the month of March 2026 by the Chief Executive Officer under delegated authority of Council.
  - a. Municipal accounts totalling \$2,138,593.37 on municipal vouchers EFT30345 – EFT30474 and Direct Debits
  - b. Credit Card totalling \$5,615.88
  - c. Fuel Card payments totalling \$37,725.22
  - d. Woolworths Card payment totalling \$1,093.31

**Shire of Coolgardie**  
**Payments by Delegated Authority**  
**01 March 2026 to 31 March 2026**  
**EFT's**

EFT	Date	Name	Description	Amount
EFT30345	12/03/2026	3E Advantage Pty Ltd	Printer Services For Feb 2026	\$ 3,553.29
EFT30346	12/03/2026	Aerodrome Management	Kambalda Airport - Periodic Compliance Support Feb 2026	\$ 4,923.71
EFT30347	12/03/2026	Ampol	Diesel For Soc Fleet Feb 2026	\$ 10,790.72
EFT30348	12/03/2026	Animal Care Equipment And Sevices ( Australia) Pty Ltd	Dog Catching Pool	\$ 1,090.55
EFT30349	12/03/2026	Anthony Raymond George Ball	Mileage Claim For Councilor Meeting	\$ 396.00
EFT30350	12/03/2026	Aquatic Services Wa	Coolpool H&L Replacement Clamps	\$ 821.39
EFT30351	12/03/2026	Ashley Robert Stent	Rates Refund For Assessment A494	\$ 3,282.63
EFT30352	12/03/2026	Blackwoods - J. Blackwood & Son Limited	Safety Signs Vc	\$ 182.16
EFT30353	12/03/2026	Bp Australia Limited	Diesel For Soc Fleet Feb 2026	\$ 4,955.92
EFT30354	12/03/2026	Bunnings Buildings Supplies	Replacement Wheels For Kitchen Trolley And Fly Spray	\$ 501.52
EFT30355	12/03/2026	Canine Control - Trephleene Pty	Contract Ranger 11 - 14 March 26	\$ 4,400.00
EFT30356	12/03/2026	Casair Pty Ltd -Complete Aviation Group	Repayment Of Casair Liability As Per Council Resolution Feb 2026 (1 invoice)	\$ 22,000.00
EFT30357	12/03/2026	Cleanaway Pty Ltd	Provision Of Refuse Collection Services (Residential Wheelie Bin Services & Collection Services) Feb 2026 (1 invoice)	\$ 20,583.54
EFT30358	12/03/2026	Container Refrigeration Pty Ltd	Hire Of Crru Jan 2026	\$ 7,106.55
EFT30359	12/03/2026	Coyles Mower & Chainsaw	4180 120 0619 , Carby For Stihl Fs131 Whippy .	\$ 536.40
EFT30360	12/03/2026	Department Of Fire & Emergency Services	2025/2026 Esl Quarter 3 Contribution February 2026 (1 invoice)	\$ 101,195.68
EFT30361	12/03/2026	E Fire And Safety	Kambalda Emergency Fire 6 Monthly Services Jan - Jun 2026	\$ 15,795.40
EFT30362	12/03/2026	Eagle Petroleum (Wa) Pty Ltd	Hire Of Fuel Tank, Diesel For Blue Bush & Consumables Jan & Feb 2026 (6 invoices)	\$ 40,681.99
EFT30363	12/03/2026	Emyjr Services - Grb	Annual Back Flow Device Testing Feb 2026	\$ 984.00
EFT30364	12/03/2026	Environex International Pty Ltd -	Calcium Hypochlorite 10Kg	\$ 3,846.05
EFT30365	12/03/2026	Eurofins Ari Pty Ltd	Coolgardie Wastewater Treatment Plant Monthly Wastewater Analysis Feb 2026	\$ 207.90
EFT30366	12/03/2026	First National Real Estate	Rent For The Period 19/03/26 To 18/04/26	\$ 1,390.47
EFT30367	12/03/2026	Flxiwear Pty Ltd - Trustee For	Stock For The Coolgardie Vc	\$ 386.10
EFT30368	12/03/2026	Foxtel Management Pty Ltd	Lr Facilities Kamgym Annual Foxtel Subscription	\$ 155.00
EFT30369	12/03/2026	Fulton Hogan Industries Pty Ltd	Supply 60 X 15Lt Bags Of Pot Hole Repairs	\$ 2,013.00
EFT30370	12/03/2026	Gibson Soak Water Co	Supply And Delivery Of Spring Water For The Kambalda Administration Building	\$ 205.00
EFT30371	12/03/2026	Harvey Norman Av/It Superstore	Digital Inclusion Grant - G0807	\$ 4,422.00
EFT30372	12/03/2026	Hc Construction Services Pty Ltd	Project Management Assistance Investigation And Damage Pick Up For Argn 1226	\$ 12,144.00
EFT30373	12/03/2026	Boothey Family Iga Coolgardie - Moran Store	Monthly Consumables Jan 26	\$ 319.94
EFT30374	12/03/2026	Integrated Ict - Market Creations	Monthly IT Service Charges Feb 2026 (8 invoices)	\$ 51,122.46
EFT30375	12/03/2026	Jobfit Health Group	Medical And Drug Screen For Community Services Officer	\$ 1,139.60
EFT30376	12/03/2026	Jodie Cross	Reimbursement For International Womens Day Prize Baskets	\$ 220.00
EFT30377	12/03/2026	Jointly Planning And Mapping	Provision For Town Planning And Strategic Projects And Land For 16 - 27 February 2026	\$ 2,376.00
EFT30378	12/03/2026	Judumul Advisory Aboriginal Corporation	Providing Colouring In Competition Design And Station For Australia Day 2026	\$ 300.00
EFT30379	12/03/2026	Kambalda Hotel - Jsd Holdings	Catering For Information Session 10/02/2026	\$ 220.00
EFT30380	12/03/2026	Kb Security Pty Ltd	Cctv Installation	\$ 7,799.00
EFT30381	12/03/2026	Kennards Hire Pty Ltd	Warden Finnerty'S Portaloo Hire And Pump Out 24.02.2026 - 10.03.2026	\$ 123.20
EFT30382	12/03/2026	Kmart Australia	Prizes For February Pingo - Coolgardie	\$ 596.00
EFT30383	12/03/2026	Landgate	Mining Tenements Chargeable Feb 2026	\$ 83.70
EFT30384	12/03/2026	Lee-Anne Ober	Rates And Property Services For Oct 25 & Jan 26	\$ 16,062.20
EFT30385	12/03/2026	Leeson Electrical Contracting	Bluebush Village - Installation Of New Oven	\$ 1,918.40
EFT30386	12/03/2026	Lg Best Practices Pty Ltd	Contractor For Executive Services To The Ceo For Executive Manager Community Development Feb 2026	\$ 16,632.00
EFT30387	12/03/2026	Local Government Professionals	Rethinking Time Management Workshop 09/03/2026	\$ 585.00
EFT30388	12/03/2026	Market Creations Agency Pty Ltd	Marketing Support And Account Management - 50 Hrs Feb 26	\$ 9,350.00
EFT30389	12/03/2026	Mister Signs	Mr Signs - Shut Off Signs	\$ 66.00
EFT30390	12/03/2026	Mitre 10 Kalgoorlie	Supply Hunter Srm Sprinklers	\$ 777.50
EFT30391	12/03/2026	Napa Kalgoorlie	Hb3Z19N619B , Cabin Filter	\$ 99.63
EFT30392	12/03/2026	Nov Australia Pty Ltd	Hire Of Genset For Coolgardie Waste Facility Feb 2026	\$ 951.50

**Shire of Coolgardie**  
**Payments by Delegated Authority**  
**01 March 2026 to 31 March 2026**  
**EFT's**

EFT	Date	Name	Description	Amount
EFT30393	12/03/2026	Office National Kalgoorlie	Transfer Of Ownership And Termination Of 3E Agreement And Handover Ownership For 4 X Benq Boards, 2 X Trolleys	\$ 1,229.11
EFT30394	12/03/2026	Omnicom Media Group Australia Pty Ltd - Marktforce	Advertising Of The Executive Manager Governance And Workplace In The Kalgoorlie Miner - Feb 2026	\$ 1,854.95
EFT30395	12/03/2026	Penns Cartage Contractors	104 X 240L Wheelie Bin Pick Up From Jandakot To Coolgardie	\$ 1,690.37
EFT30396	12/03/2026	Plumbing Gas And Electrical	Various Sewerage And Plumbing Works (10 invoices)	\$ 33,764.61
EFT30397	12/03/2026	Pryce Mining Services Pty Ltd	Hire Of 500Kva Genset At Bluebush Village Feb 2026	\$ 11,371.36
EFT30398	12/03/2026	Quality Publishing Australia	Stock For The Coolgardie Vc	\$ 377.28
EFT30399	12/03/2026	Red Dot	Mints For The Ceo Office - Meeting Refreshment	\$ 37.94
EFT30400	12/03/2026	Repco - Gpc Pacific Pty Ltd	Psa624 (A1829) , Air Filter	\$ 497.46
EFT30401	12/03/2026	Rsea Pty Ltd	Aquatic Staff Hydration Icy Poles Kampool	\$ 210.76
EFT30402	12/03/2026	Sheree Kathleen Forward	Reimbursement Of Craft Supplies	\$ 121.00
EFT30403	12/03/2026	Sirrom Village Services Pty Ltd	Management Of Bluebush Village For Feb 2026 (1 invoice)	\$ 488,366.54
EFT30404	12/03/2026	Steven Tweedie	Professional Services Feb 2026	\$ 462.00
EFT30405	12/03/2026	Synergy	Grouped Electricity For Feb 2026 (3 invoices)	\$ 37,249.59
EFT30406	12/03/2026	Tammee Louise Keast	Mileage Claim For Council Meetings Feb 26	\$ 380.16
EFT30407	12/03/2026	Tania Francis Higgins	Stock For Coolgardie Visitor Centre	\$ 300.00
EFT30408	12/03/2026	Team Global Express Pty Ltd	Freight For Winc And Eurofins Jan 2026	\$ 656.89
EFT30409	12/03/2026	Tenielle Clark	Refund Of Inflatable Hire	\$ 173.00
EFT30410	12/03/2026	The Toolshed Smoke & Grill T/A	Catering For Councillor Training And Feb 2026 Council Meeting	\$ 250.00
EFT30411	12/03/2026	Tquip	Parts For P380	\$ 371.55
EFT30412	12/03/2026	Uon Pty Ltd	Hire Of Generator And Fuel Tank For Jan 2026	\$ 7,834.77
EFT30413	12/03/2026	Versatile Plant & Contracting Pty	2023/2024 Road Program - Coolgardie North Rd (1 invoice)	\$ 487,134.56
EFT30414	12/03/2026	Wa Rangers Association Inc	Membership For Ranger Association Feb 2026	\$ 50.00
EFT30415	12/03/2026	Water Corporation	Water Usage And Services For Various Locations (26 invoices)	\$ 93,305.19
EFT30416	12/03/2026	Western Airport Services	Kambalda Airport Baggage Handling Fee - Feb 2026 (1 invoice)	\$ 43,560.00
EFT30417	12/03/2026	Westrac Pty Ltd	Parts For P383	\$ 5,906.39
EFT30418	12/03/2026	Winc Australia Pty Ltd	Stationery Order	\$ 135.30
EFT30419	12/03/2026	Woolworths Ltd	Supplies For Breakfast With Mates	\$ 1,093.31
EFT30420	12/03/2026	Xylem Water Solutions Australia	Vibe Pump Station Spare Pump	\$ 7,999.20
EFT30421	24/03/2026	Anthony Raymond George Ball	Quarterly Councillor Payment For Quarter 3	\$ 6,105.91
EFT30422	24/03/2026	Corey James Matthews	Quarterly Councillor Payment For Quarter 3	\$ 5,302.75
EFT30423	24/03/2026	Daphne Mae Simmons	Quarterly Councillor Payment For Quarter 3	\$ 5,302.75
EFT30424	24/03/2026	Julie-Ann Williams	Quarterly Councillor Payment For Quarter 3	\$ 4,149.98
EFT30425	24/03/2026	Paul Wilcox	Quarterly Councillor Payment For Quarter 3	\$ 13,878.79
EFT30426	24/03/2026	Tammee Louise Keast	Quarterly Councillor Payment For Quarter 3	\$ 4,149.98
EFT30427	24/03/2026	Tracey Rathbone	Quarterly Councillor Payment For Quarter 3	\$ 4,549.84
EFT30428	26/03/2026	Air Liquide	Gas Cylinder Rental Feb 26	\$ 66.05
EFT30429	26/03/2026	Aquatic Services Wa	As Service Urgently Lts Dosing Prokal Unit Faulting Labour & Travel	\$ 2,805.00
EFT30430	26/03/2026	Australia Post	Monthly Postage Charges Feb 26	\$ 1,283.00
EFT30431	26/03/2026	Bidfood Kalgoorlie - Goldline	Bid Foods - Stationary Order - Cups And Plates	\$ 432.34
EFT30432	26/03/2026	Boulder Electrical Services	Vibe Pump Station Control System Replacement (1 invoice)	\$ 29,584.48
EFT30433	26/03/2026	Canine Control	Contract Ranger 11 - 14 March 26	\$ 4,400.00
EFT30434	26/03/2026	Cleanaway Pty Ltd	Provision Of Refuse Collection Services (Residential Wheelie Bin Services & Collection Services) - February 2026	\$ 4,784.04
EFT30435	26/03/2026	Coolgardie Volunteer Fire	Bus Driver For Shire Staff Christmas Party	\$ 200.00
EFT30436	26/03/2026	Dean'S Auto Glass	Cat 924K Loader Remove And Refit Side Window	\$ 780.78
EFT30437	26/03/2026	Eco Springs Kalgoorlie	Annual Watercooler Fee Warden Finnerty'S Residence	\$ 600.00
EFT30438	26/03/2026	Employee Matters Pty Ltd	Hr Services For The Shire Of Coolgardie	\$ 5,771.70
EFT30439	26/03/2026	Emyjr Services	Rpz Replacement Located At The Back Fence Of The Sewer Ponds	\$ 3,313.20
EFT30440	26/03/2026	Ess Kambalda Village	Meals On Wheels - February 2026	\$ 4,815.36
EFT30441	26/03/2026	Fiesta Canvas	Fcanvas Repairs To Kaf Bbq Sail	\$ 2,893.00
EFT30442	26/03/2026	Gibson Soak Water Co	Supply And Delivery Of Spring Water For The Kambalda Administration Building	\$ 44.00
EFT30443	26/03/2026	Goldfields Records Storage	Storage Of Archive Boxes For Shire Of Coolgardie Feb 26	\$ 185.82
EFT30444	26/03/2026	Goodnews Newsagency	Newspaper For Kambalda Administration Building Feb 26	\$ 104.60
EFT30445	26/03/2026	Hosmar Pty Ltd	Line Marking, Crack Sealing Works Ae Bayley Street/Great Eastern Hwy - Coolgardie Truck Stop As Per Rft03-2025 (1 invoice)	\$ 72,134.12
EFT30446	26/03/2026	Kambalda Hotel - Jsd Holdings	Morning Tea For Welcome To Town 2026	\$ 231.00
EFT30447	26/03/2026	Kb Security Pty Ltd	Kam Lions Park, Cameras Repairs Maintenance	\$ 8,102.42
EFT30448	26/03/2026	Kennards Hire Pty Ltd	Warden Finnerty'S Portaloos Hire And Pump Out 24.02.2026 - 10.03.2026	\$ 123.20
EFT30449	26/03/2026	Landgate	Mining Tenements - Intrim Valuations 17.02.2026 - 05.03.2026	\$ 279.00

Shire of Coolgardie  
Payments by Delegated Authority  
01 March 2026 to 31 March 2026  
EFT's

EFT	Date	Name	Description	Amount
EFT30450	26/03/2026	Lee-Anne Ober	Rates And Property Services For Feb 26	\$ 8,624.00
EFT30451	26/03/2026	Leeson Electrical Contracting	Repairs To All Training Lights Quote 22807 - Pool Lights	\$ 17,044.60
EFT30452	26/03/2026	Mcr Workplace Investigations	Public Interest Disclosure Investigation	\$ 6,072.00
EFT30453	26/03/2026	Napa Kalgoorlie	Din75L Mf , Battery 730Cca	\$ 312.13
EFT30454	26/03/2026	New Harmony Trading Pty Ltd	Service Provision Under Rft 03/2023 - Local Government Services Feb 26	\$ 907.50
EFT30455	26/03/2026	Rebecca Anne Horan	Reimbursement As Per Contract	\$ 2,625.00
EFT30456	26/03/2026	Resources Trading Hub	High Volume Petrol Pump	\$ 1,249.00
EFT30457	26/03/2026	Rocweld Aust Pipeline Specialist	Repairs To Gate Coolgardie Park & Lions Park Kambalda	\$ 3,847.80
EFT30458	26/03/2026	Royal Life Saving	Rlswa Provide First Aid Course Caps Coolgardie	\$ 8,700.48
EFT30459	26/03/2026	Statewide Bearings	Vbpga6847 , Gates Green Power Vee Belt	\$ 118.80
EFT30460	26/03/2026	Sykes Transport Wa	Freight From Environex 27.02.2026	\$ 1,049.13
EFT30461	26/03/2026	Synergy	Electricity For Street Lights 28 Jan - 27 Feb 2026	\$ 139.87
EFT30462	26/03/2026	Team Global Express Pty Ltd	Freight Charges 19 - 26 Feb 26	\$ 291.79
EFT30463	26/03/2026	Tyrepower Kalgoorlie	Supply, Balance & Fit Cooper At3 , 255/70R16 Tyres	\$ 1,010.00
EFT30464	26/03/2026	Uniqco International Pty Ltd	Adhoc Procurement Support Feb 26	\$ 9,570.00
EFT30465	26/03/2026	Uon Pty Ltd	1X 8Kva Generator Jan 26	\$ 837.34
EFT30466	26/03/2026	Vanessa Australia	Coolgardie Visitors Centre Gold Bottles Stock	\$ 727.34
EFT30467	26/03/2026	Versatile Plant & Contracting Pty Ltd	Kambalda Airport Runway Maintenance march 26 & Storm Damage Emergency Works On Coolgardie North Road And Victoria Rocks Road (2 invoices)	\$ 65,620.23
EFT30468	26/03/2026	Visit Brands Pty Ltd	Stock For Coolgardie Visitor Centre	\$ 587.73
EFT30469	26/03/2026	Water Corporation	Water Usage And Service Charges For Various Locations (12 invoices)	\$ 2,419.18
EFT30470	26/03/2026	Western Australian Electoral Commission	October 2025 Ordinary Election - Managed By Waec (1 invoice)	\$ 25,805.77
EFT30471	26/03/2026	Westrac Pty Ltd	Kambalda Transfer Station Loader Service	\$ 3,440.25
EFT30472	26/03/2026	William Murray Kirk	Reimbursement - Vaccination	\$ 104.50
EFT30473	26/03/2026	Winc Australia Pty Ltd	Stationary Order Feb 26	\$ 1,883.43
EFT30474	31/03/2026	Hse Collective	Whs Consultant Services As Per Rft01/2022 - March 26	\$ 1,800.00
				<b>\$ 1,956,837.37</b>

**Shire of Coolgardie**  
**Payments by Delegated Authority**  
**01 March 2026 to 31 March 2026**  
**Direct Debits**

<b>Direct Debit</b>	<b>Date</b>	<b>Name</b>	<b>Description</b>	<b>Amount</b>
DD10397.1	3/03/2026	Fleetcare	Payroll Deductions/Contributions	\$ 486.79
DD10400.1	3/03/2026	Australian Taxation Office	Payg For Period 18.02.2026 - 03.03.2026 Pay Run #287	\$ 40,357.00
DD10400.2	3/03/2026	Beam Clearing House	Superannuation For Period 18.02.2026 - 03.03.2026 Pay Run #287	\$ 21,020.98
DD10429.1	17/03/2026	Australian Taxation Office	Payg For Period 04.03.2026 - 17.03.2026 Payrun #288	\$ 42,159.00
DD10429.2	17/03/2026	Beam Clearing House	Superannuation For Period 04.03.2026 - 17.03.2026 Payrun #288	\$ 21,016.54
DD10455.1	31/03/2026	Australian Taxation Office	Payg For Period 18.03.2026-31.03.2026 Payrun #289	\$ 37,076.00
DD10455.2	31/03/2026	Beam Clearing House	Superannuation For Payrun #289 Ppe 31.03.2026	\$ 19,639.69
				<b>\$ 181,756.00</b>

**Shire of Coolgardie  
Payments by Delegated Authority  
01 March 2026 to 31 March 2026  
Credit Cards**

<b>Date</b>	<b>Description</b>	<b>Value</b>	<b>Card</b>
27.02.2026	EasyPark - Parking Fee For Ceo At The Kalgoorlie Airport 27.02.2026-03.03.2026	\$ 66.90	2147
06.03.2026	Easy Park - Parking Fee For Ceo At The Kalgoorlie Airport 06.03.2026-09.03.2026	\$ 50.18	2147
06.03.2026	EasyPark - Parking Fee For Ceo At The Kalgoorlie Airport 05.03.2026-08.03.2026	\$ 50.18	2147
13.03.2026	Easy Park - Parking Fee For Ceo At The Kalgoorlie Airport 13.03.2026-16.03.2026	\$ 50.18	2147
16.03.2026	Virgin Australia - Flights Perth To Kalgoorlie Return For Environmental Health Officer 23.03.2026-25.03.2026	\$ 1,134.69	2147
25.02.2026	Virgin Australia - Flights Kalgoorlie To Perth Return For Executive Manager Community Development And Regulatory Services 27.02.2026-03.03.2026	\$ 393.76	2147
26.02.2026	The West Australian Newspaper - Yearly Subscription To The West Australian 2026-2027	\$ 96.00	2147
26.03.2026	Virgin Australia - Flights Perth To Kalgoorlie Return For Executive Manager Community Development And Regulatory Services 02.04.2026 To 13.04.2026	\$ 389.01	2147
26.02.2026	Vibe Petroleum - Coffee Vouchers For Truckstop Saugage Sizzle	\$ 84.00	2842
26.02.2026	Boothey Family Moran - Supplies For Truckstop Saugage Sizzle	\$ 41.65	2842
12.03.2026	Bunnings Kalgoorlie - Lock For Ceo Office	\$ 29.98	2842
26.03.2026	Woolworths Kambalda - Bbq Supplies For Works Supervisor	\$ 65.90	2842
01.03.2026	Facebook Meta - Advertisement For Employment Position As Executive Manager Governance And Workplace	\$ 99.87	2859
02.03.2026	Square Services - Monthly Subscription For Visitors Centre March 2026	\$ 109.00	2859
05.03.2026	Zoom - Annual Zoom Pro Subscription For The Ceo 05.03.2026-04.03.2027	\$ 223.90	2859
10.03.2026	Starlink - Coolgardie Depot Wifi Monthly Charge	\$ 99.00	2859
10.03.2026	Starlink - Kambalda Airport Wifi Monthly Charge	\$ 139.00	2859
10.03.2026	Starlink - Coolgardie Tip Wifi Monthly Charge	\$ 99.00	2859
10.03.2026	Starlink - Kambalda Tip Wifi Monthly Charge	\$ 99.00	2859
10.03.2026	Starlink - Coolgardie Tv Antenna Wifi Monthly Charge	\$ 139.00	2859
10.03.2026	Tribe - Accommodation For Communications And Media Officer To Attend Workshop In Perth 08.03.2026 - 10.03.2026	\$ 344.76	2859
12.03.2026	Virgin Australia - Flights Kalgoorlie To Perth Return For Ceo 02.04.2026-07.04.2026	\$ 402.87	2859
12.03.2026	Seek Australia - Advertising Of Finance Officer Position	\$ 313.50	2859
14.03.2026	Bunnings Kalgoorlie - Farwell Gift	\$ 100.00	2859
16.03.2026	Landgate - Coolgardie North Road Maps	\$ 233.50	2859
24.03.2026	Virgin Australia - Flights Kalgoorlie To Perth Return For Ceo 08.04.2026 - 13.04.2026	\$ 384.64	2859
24.03.2026	Mailchimp - Monthly Subscription February 2026	\$ 18.91	2859
24.03.2026	Seek - Advertising Temporary Executive Manager Community Development And Regulatory Services Position	\$ 357.50	2859
		<b>\$ 5,615.88</b>	

Shire of Coolgardie  
 Payments by Delegated Authority  
 01 March 2026 to 31 March 2026  
 Fuel Cards

Supplier	Ampol	Plant #	Fuel Card #	Registration	Plant Description	Usage Litres	Amount
Invoice Date	28.02.2026	P273	7071 3400 8231 1282	Small Plant	Mowers, brushcutters, chainsaws (various)	50.78	\$ 86.58
Invoice Paid	12.03.2026	P273	7071 3400 9146 6523	Small Plant	Mowers, brushcutters, chainsaws (various)	69.84	\$ 119.34
		P315	7071 34008 168 1867	1E1Y029	Toro Mower	32.96	\$ 60.84
		P345	7071 3400 8979 2278	CG6103	Caterpillar 924K	179.83	\$ 335.16
		P346	7071 3400 8364 1646	CG144	Volkswagon Amarok	53.02	\$ 97.87
		P351	7071 3400 8746 7253	CG6152	Prime Mover -Hino 700 Series	693	\$ 1,262.69
		P360	7071 3400 8979 2070	CG6084	Isuzu Npr75-190	176.1	\$ 323.91
		P364	7071 3401 0069 9916	CG6177	Toyota RAV4 2WD petrol white	93.63	\$ 156.32
		P365	7071 3400 9189 1902	CG6159	Toyota Rav 4	101.5	\$ 170.51
		P370	7071 3400 9610 8476	CG479	Mitsubishi Triton Glx Ute	206.02	\$ 385.36
		P373	7071 3400 9471 4382	1HGL412	Ranger 2021	141.45	\$ 264.33
		P374	7071 3400 9500 2688	CG6234	Mitsubishi Triton Glx	108.06	\$ 200.75
		P376	7071 3400 9540 6756	1HJB260	Ford Ranger	388.65	\$ 713.67
		P377	7071 3400 9688 9711	Generator	Mosa Generator (Coolgardie Refuse Site)	175.45	\$ 321.53
		P385	7071 3400 9969 4282	1HTZ098	Voltswagon Dual Cab Ute	1395.65	\$ 2,566.03
		P388	7071 3401 0020 0335	1HVC502	Ford Escape	96.64	\$ 159.85
		P391	7071 3401 0118 8570	Hamm Roller	CW34 Caterpillar Pneumatic Tire Roller	131	\$ 240.55
		P395	7071 3401 0355 5529	CG6270	Mazda BT Coolgardie Works	216.39	\$ 403.37
		P397	7071 3401 0355 5727	CG6272	Mitsubishi Triton - Coolgardie Works	48.46	\$ 89.43
		T1013	7071 3401 0567 1522	Hire Genset	Hire Genset Coolgardie	712.47	\$ 1,317.69
		P398	7071 3401 0355 5776	CG6211	Mitsubishi Triton - Coolgardie Works	284.59	\$ 527.72
		P382	7073 3400 9321 1927	Loader	Caterpillar 962M Wheel Loader	354.61	\$ 655.76
		P383	7070 3400 9321 1927	Compactor	Caterpillar 826K Compactor	180.39	\$ 331.46
						<b>\$ 10,790.72</b>	

Supplier	BP	Plant #	Fuel Card #	Registration	Vehicle	Usage Litres	Amount
Invoice Date	28.02.2026	P273	7050 15304261 00999	Small Plant	Mowers, BrushCutters, Chainsaws	33.90	\$ 52.19
Invoice Paid	12.03.2026	P216	7050 90000774 51762	1DOT173	CAT 930H Loader	166.39	\$ 282.85
		P293	7050 15304261 00791	1EBB757	Fuso 2012 Tip Model	218.99	\$ 372.74
		P305	7050 15304261 00825	1EFH177	Kubota Tractor	40.86	\$ 70.00
		P344	7050 15304261 01039	CG6097	VW Amorok	162.33	\$ 279.94
		P345	7050 15304261 01229	CG6103	Caterpillar Loader HV033	163.84	\$ 278.51
		P348	7050 15304261 01062	CG148	2017 Ford Ranger	108.88	\$ 184.90
		P355	7050 15304261 01146	1GSR486	Hino 500	199.08	\$ 340.13
		P357	7050 15304261 01138	CG6142	Caterpillar 262DAC	106.96	\$ 182.35
		P362	7050 15304261 01187	CG6196	Ford Ranger	111.84	\$ 191.09
		P364	7050 15304261 01534	CG6177	Toyota RAV4	95.52	\$ 151.37

Shire of Coolgardie  
 Payments by Delegated Authority  
 01 March 2026 to 31 March 2026  
 Fuel Cards

P365	7050 15304261 01328	CG6159	Toyota RAV 4	195.04	\$	302.69
P372	7050 15304261 01344	1HGY906	Ford Ranger	155.71	\$	264.92
P374	7050 15304261 01369	CG6234	Mitsubishi Triton	228.99	\$	395.68
P389	7050 15304261 01526	1HVE647	TORO Mower	46.69	\$	78.21
P385	7050 15304261 01476	1HTZ098	Volkswagen Amarok	29.45	\$	50.06
P386	7050 15304261 01484	CG5961	Ford Ranger	176.89	\$	301.80
P387	7050 15304261 01500	Loader	Cat Track Dozer	520.74	\$	885.20
P396	7050 15304261 01575	CG6256	Mitsubishi Triton GLX	170.88	\$	291.29

\$ 4,955.92

Supplier	Eagle	Invoice	Invoice Date	Invoice Paid	Location	Litres	Amount
		B71442	26.02.2026	12.03.2026	Blue Bush Village	7,800	\$ 14,491.62
		B71422	18.02.2026	12.03.2026	Blue Bush Village	5,800	\$ 10,903.42
		B71207	21.01.2026	12.03.2026	Blue Bush Village	6,500	\$ 12,330.18

\$ 37,725.22

Shire of Coolgardie  
 Payments by Delegated Authority  
 01 March 2026 to 31 March 2026  
 Woolworths Cards

Invoice Date	Invoice Paid	Invoice No	Description	Card	Amount
08/02/2026	12.03.2026	TI 03B72 178DF8	Bbbq Cleaning Wipes For Kambalda Pool	Kambalda	\$ 87.50
08/02/2026	12.03.2026	TI 03B72 178DF7	Refreshments For Councillor Training	Coolgardie	\$ 160.01
08/02/2026	12.03.2026	TI 03B72 178DF6	Community Morning Tea Supplies	Coolgardie	\$ 33.10
09/02/2026	12.03.2026	TI 03B72 178DFB	Bbbq Cleaning Wipes And Spray For Kambalda Pool	Kambalda	\$ 24.50
09/02/2026	12.03.2026	TI 03B72 178DFA	Bbbq Cleaning Wipes And Spray For Kambalda Pool - Return	Kambalda	-\$ 16.20
09/02/2026	12.03.2026	TI 03B72 178DF9	Bbbq Cleaning Wipes And Spray For Kambalda Pool	Kambalda	\$ 16.45
14/02/2026	12.03.2026	TI 03B72 178DFC	Supplies For Breakfast With Mates Event	Coolgardie	\$ 273.52
18/02/2026	12.03.2026	TI 03B72 178DFD	Refreshments For Marketing Workshop	Coolgardie	\$ 47.30
20/02/2026	12.03.2026	TI 03B72 178DFF	Kambalda Youth Night Supplies	Coolgardie	\$ 44.00
20/02/2026	12.03.2026	TI 03B72 178DFE	Coolpool Kiosk Supplies	Kambalda	\$ 71.20
21/02/2026	12.03.2026	TI 03B72 178E00	Beacon Breakfast Club Supplies	Coolgardie	\$ 211.03
24/02/2026	12.03.2026	TI 03B72 178E01	KCRF Supplies for Bookings	Kambalda	\$ 19.80
25/02/2026	12.03.2026	TI 03B72 178E02	Supplies For Snag And A Chinwag Event At Coolgardie Truck Stop	Kambalda	\$ 121.10
					<b>\$ 1,093.31</b>

**12.2.6 MONTHLY FINANCIAL STATEMENTS FOR THE MONTH ENDED 31 MARCH 2026**

**Location:** Shire of Coolgardie  
**Applicant:** Shire of Coolgardie  
**Disclosure of Interest:** Nil  
**Date:** 21 April 2026  
**Author:** Raj Subbiah, Finance Manager

**SUMMARY**

This report recommends that the Monthly Statement of Financial Activity report for the period ending 31 March 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 31 March 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 - March 2026**
2. **Management Report - March 2026**
3. **Major Trading Undertakings - March 2026**

**VOTING REQUIREMENT**

Simple majority

**OFFICER RECOMMENDATION**

**That Council receive the Monthly Financial Activity Statement for the period 01 July 2025 to 31 March 2026.**

**SHIRE OF COOLGARDIE**  
**MONTHLY FINANCIAL REPORT**  
(Containing the required statement of financial activity and statement of financial position)  
**For the period ended 31 March 2026**  
*LOCAL GOVERNMENT ACT 1995*  
*LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996*

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

	Actual 30 June 2025	Actual as at 31 March 2026
	\$	\$
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	3,663,724	11,217,500
Trade and other receivables	2,535,152	3,202,653
Other financial assets	257,825	263,949
Inventories	156,263	156,558
Other assets	19,302	0
<b>TOTAL CURRENT ASSETS</b>	<b>6,632,266</b>	<b>14,840,660</b>
<b>NON-CURRENT ASSETS</b>		
Trade and other receivables	264,610	246,610
Other financial assets	99,525	193,972
Property, plant and equipment	37,945,264	37,577,322
Infrastructure	113,181,807	110,879,951
Right-of-use assets	4,850,265	4,621,963
Investment property	17,290,000	17,290,000
<b>TOTAL NON-CURRENT ASSETS</b>	<b>173,631,471</b>	<b>170,809,818</b>
<b>TOTAL ASSETS</b>	<b>180,263,737</b>	<b>185,650,478</b>
<b>CURRENT LIABILITIES</b>		
Trade and other payables	5,357,321	2,155,489
Other liabilities	2,089,524	1,778,131
Lease liabilities	1,816,537	529,676
Bank Overdraft	0	0
Employee related provisions	432,031	390,332
Other provisions	2,040,179	1,877,824
<b>TOTAL CURRENT LIABILITIES</b>	<b>11,735,592</b>	<b>6,731,452</b>
<b>NON-CURRENT LIABILITIES</b>		
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
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>30,312,122</b>	<b>30,312,122</b>
<b>TOTAL LIABILITIES</b>	<b>42,047,714</b>	<b>37,043,574</b>
<b>NET ASSETS</b>	<b>138,216,023</b>	<b>148,606,904</b>
<b>EQUITY</b>		
Retained surplus	47,021,443	57,406,201
Reserve accounts	257,825	263,948
Revaluation surplus	90,936,755	90,936,755
<b>TOTAL EQUITY</b>	<b>138,216,023</b>	<b>148,606,904</b>

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

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

Note	Amended Budget Estimates (a) \$	YTD Budget Estimates (b) \$	YTD Actual (c) \$	Variance* \$ (c) - (b)	Variance* % ((c) - (b))/(b)	Var.
<b>OPERATING ACTIVITIES</b>						
<b>Revenue from operating activities</b>						
General rates	14,863,651	15,178,781	15,159,563	(19,218)	(0.13%)	
Grants, subsidies and contributions	1,632,302	1,292,124	1,338,601	46,477	3.60%	
Fees and charges	15,700,574	11,792,439	13,666,812	1,874,373	15.89%	▲
Interest revenue	311,600	211,836	311,719	99,883	47.15%	▲
Other revenue	231,371	161,028	222,699	61,671	38.30%	▲
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	94,448	0	94,448	94,448	0.00%	
	<b>32,833,946</b>	<b>28,636,208</b>	<b>30,793,842</b>	<b>2,157,634</b>	<b>7.53%</b>	
<b>Expenditure from operating activities</b>						
Employee costs	(6,256,837)	(4,866,936)	(4,006,762)	860,174	17.67%	▲
Materials and contracts	(11,767,970)	(7,851,717)	(7,792,997)	58,720	0.75%	
Utility charges	(2,037,710)	(1,414,762)	(1,504,241)	(89,479)	(6.32%)	
Depreciation	(6,572,122)	(4,934,936)	(5,266,604)	(331,668)	(6.72%)	
Finance costs	(1,583,240)	(1,189,226)	(906,287)	282,939	23.79%	▲
Insurance	(563,000)	(563,000)	(569,843)	(6,843)	(1.22%)	
Other expenditure	(1,800,394)	(1,461,045)	(1,265,055)	195,990	13.41%	▲
Loss on asset disposals	(1,603,000)	(1,603,000)	0	1,603,000	100.00%	▲
	<b>(32,184,273)</b>	<b>(23,884,622)</b>	<b>(21,311,789)</b>	<b>2,572,833</b>	<b>10.77%</b>	
Non cash amounts excluded from operating activities	2(c) 8,130,674	6,537,936	5,190,156	(1,347,780)	(20.61%)	▼
<b>Amount attributable to operating activities</b>	<b>8,780,347</b>	<b>11,289,522</b>	<b>14,672,209</b>	<b>3,382,687</b>	<b>29.96%</b>	
<b>INVESTING ACTIVITIES</b>						
<b>Inflows from investing activities</b>						
Proceeds from capital grants, subsidies and contributions	5,780,325	4,400,632	908,832	(3,491,800)	(79.35%)	▼
Proceeds from disposal of assets	20,000,000	0	0	0	0.00%	
	<b>25,780,325</b>	<b>4,400,632</b>	<b>908,832</b>	<b>(3,491,800)</b>	<b>(79.35%)</b>	
<b>Outflows from investing activities</b>						
Payments for property, plant and equipment	(862,787)	(840,287)	(675,700)	164,587	19.59%	▲
Payments for construction of infrastructure	(7,977,132)	(5,850,690)	(1,692,807)	4,157,883	71.07%	▲
	<b>(8,839,919)</b>	<b>(6,690,977)</b>	<b>(2,368,507)</b>	<b>4,322,470</b>	<b>64.60%</b>	
<b>Amount attributable to investing activities</b>	<b>16,940,406</b>	<b>(2,290,345)</b>	<b>(1,459,675)</b>	<b>830,670</b>	<b>36.27%</b>	
<b>FINANCING ACTIVITIES</b>						
<b>Inflows from financing activities</b>						
Proceeds from new borrowings	0	0	0	0	0.00%	
Transfer from reserves	0	0	0	0	0.00%	
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
<b>Outflows from financing activities</b>						
Payments for principal portion of lease liabilities	(1,816,538)	(1,374,383)	(1,286,861)	87,522	6.37%	
Repayment of borrowings	(20,000,000)	0	0	0	0.00%	
Transfer to reserves	(359,600)	(7,200)	(6,123)	1,077	14.96%	
	<b>(22,176,138)</b>	<b>(1,381,583)</b>	<b>(1,292,984)</b>	<b>88,599</b>	<b>6.41%</b>	
<b>Amount attributable to financing activities</b>	<b>(22,176,138)</b>	<b>(1,381,583)</b>	<b>(1,292,984)</b>	<b>88,599</b>	<b>6.41%</b>	
<b>MOVEMENT IN SURPLUS OR DEFICIT</b>						
<b>Surplus or deficit at the start of the financial year</b>	2(a) (3,544,615)	(3,544,615)	(3,544,614)	1	0.00%	
Amount attributable to operating activities	8,780,347	11,289,522	14,672,209	3,382,687	29.96%	▲
Amount attributable to investing activities	16,940,406	(2,290,345)	(1,459,675)	830,670	36.27%	▲
Amount attributable to financing activities	(22,176,138)	(1,381,583)	(1,292,984)	88,599	6.41%	
<b>Surplus or deficit after imposition of general rates</b>	<b>0</b>	<b>4,072,979</b>	<b>8,374,936</b>	<b>4,301,957</b>	<b>105.62%</b>	<b>▲</b>

**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 31 MARCH 2026**

**1 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICIES**

**BASIS OF PREPARATION**

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

**Local Government Act 1995 requirements**

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

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

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

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

**PREPARATION TIMING AND REVIEW**

Date prepared: All known transactions up to 14 April 2026

**THE LOCAL GOVERNMENT REPORTING ENTITY**

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

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

**MATERIAL ACCOUNTING 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 31 MARCH 2026

2 NET CURRENT ASSETS INFORMATION

	Note	Amended	Actual	Actual
		Budget Opening 1 July 2025	as at 30 June 2025	as at 31 March 2026
<b>(a) Net current assets used in the Statement of Financial Activity</b>				
<b>Current assets</b>		\$	\$	\$
Cash and cash equivalents		3,921,549	3,663,724	11,217,500
Trade and other receivables		2,535,152	2,535,152	3,202,653
Other financial assets		0	257,825	263,949
Inventories		156,263	156,263	156,558
Other assets		19,302	19,302	0
		6,632,266	6,632,266	14,840,660
<b>Less: current liabilities</b>				
Trade and other payables		(5,357,321)	(5,357,321)	(2,155,489)
Contract Liabilities		(2,089,524)	(2,089,524)	(1,778,131)
Lease liabilities		(1,816,537)	(1,816,537)	(529,676)
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)	(6,731,452)
Net current assets		(5,103,326)	(5,103,326)	8,109,208
Less: Total adjustments to net current assets	2(b)	1,558,712	1,558,712	265,728
<b>Closing funding surplus / (deficit)</b>		<b>(3,544,614)</b>	<b>(3,544,614)</b>	<b>8,374,936</b>

**(b) Current assets and liabilities excluded from budgeted deficiency**

<b>Adjustments to net current assets</b>				
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	529,676
<b>Total adjustments to net current assets</b>	2(a)	<b>1,558,712</b>	<b>1,558,712</b>	<b>265,728</b>

		Amended	YTD	YTD
		Budget Estimates 30 June 2026	Budget Estimates 31 March 2026	Actual 31 March 2026
<b>(c) Non-cash amounts excluded from operating activities</b>				
<b>Adjustments to operating activities</b>				
Less: Profit on asset disposals		0	0	0
Less: Reversal of prior year loss on revaluation of non-current assets		0	0	0
Less: Non-cash grants and contributions for assets				
Less: Movement in liabilities associated with restricted cash				
Less: Fair value adjustments to financial assets at fair value through profit or loss		(94,448)	0	(94,448)
Less: Fair value adjustments to investment property		0	0	0
Less: Share of associates net profit for the period		0	0	0
Add: Loss on asset disposals		1,603,000	1,603,000	0
Add: Loss on revaluation of non current assets		0	0	0
Add: Depreciation		6,572,122	4,934,936	5,266,604
Movement in current contract liabilities associated with restricted cash				0
Movement in current employee provisions associated with restricted cash		50,000	0	0
Non-cash movements in non-current assets and liabilities:				
- Financial assets at amortised cost - term deposits				0
- Pensioner deferred rates				0
- Trade Receivables		0	0	18,000
- Inventory (land held for sale)				0
- Investment property		0	0	0
- Employee provisions				0
- Other provisions				0
<b>Total non-cash amounts excluded from operating activities</b>		<b>8,130,674</b>	<b>6,537,936</b>	<b>5,190,156</b>
<b>(c) Non-cash amounts excluded from investing activities</b>				
<b>Adjustments to investing activities</b>				
Movement in non current liabilities for transfers to acquire or construct non-financial assets to be controlled by the entity				0
Movement in non-current unspent capital grants liability				
Property, plant and equipment received for substantially less than fair value				
Infrastructure received for substantially less than fair value				
Right of use assets received		0	0	0
Movement in current unspent capital grants associated with restricted cash				
Movement in current other provision associated with restricted cash				
Movement in current liabilities for transfers to acquire or construct non-financial assets to be controlled by the entity associated with restricted cash				
<b>Total non-cash amounts excluded from investing activities</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>(c) Non-cash amounts excluded from financing activities</b>				
<b>Adjustments to financing activities</b>				
Non cash proceeds from new leases				
<b>Total non-cash amounts excluded from financing activities</b>		<b>0</b>	<b>0</b>	<b>0</b>

**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 31 MARCH 2026**

**3 EXPLANATION OF MATERIAL VARIANCES**

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date actual materially.

The material variance adopted by Council for the 2025-26 year is \$10,000 and 10.00% whichever is the greater.

Description	Var. \$	Var. %	
	\$	%	
<b>Revenue from operating activities</b>			
<b>Fees and charges</b>	1,874,373	15.89%	▲
Bluebush Village \$1,655k , Liquid Wate \$165k & Other \$44k)			
<b>Interest revenue</b>	99,883	47.15%	▲
Interest on Term Deposits			
<b>Other revenue</b>	61,671	38.30%	▲
Workers Compensation Claim			
<b>Employee costs</b>	860,174	17.67%	▲
Not all budgeted positions filled to date			
<b>Utility charges</b>	0	0.00%	
Bluebush Village Utility costs			
<b>Finance costs</b>	282,939	23.79%	▲
2024-25 Interest Accrual (costs included in 25/26 budget)			
<b>Insurance</b>	(6,843)	(1.22%)	
Insurance premiums less than budgeted			
<b>Other expenditure</b>	195,990	13.41%	▲
Operating Expenses less than budgeted like Eexecutive Service (\$104k)			
<b>Loss on asset disposals</b>	1,603,000	100.00%	▲
<b>Non cash amounts excluded from operating activities</b>	(1,347,780)	(20.61%)	▼
Depreciation costs highlighted above			
<b>Inflows from investing activities</b>			
<b>Proceeds from capital grants, subsidies and contributions</b>	(3,491,800)	(79.35%)	▼
RRG & RTR Road funding due to projects only just commencing			
<b>Outflows from investing activities</b>			
<b>Payments for property, plant and equipment</b>	164,587	19.59%	▲
Plant Replacement Program			
<b>Payments for construction of infrastructure</b>	4,157,883	71.07%	▲
Road Renewal Program			
<b>Surplus or deficit after imposition of general rates</b>	4,301,957	105.62%	▲
As per the above explanations			

**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 31 MARCH 2026

1 KEY INFORMATION

Funding Surplus or Deficit Components

Funding surplus / (deficit)				
	Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
Opening	(\$3.54 M)	(\$3.54 M)	(\$3.54 M)	\$0.00 M
Closing	\$0.00 M	\$4.07 M	\$8.37 M	\$4.30 M

Refer to Statement of Financial Activity

Cash and cash equivalents		
	\$	% of total
Unrestricted Cash	\$9.26 M	80.6%
Restricted Cash	\$2.22 M	19.4%

Refer to 3 - Cash and Financial Assets

Payables		
	\$	% Outstanding
Trade Payables	\$1.49 M	
0 to 30 Days		79.4%
Over 30 Days		20.6%
Over 90 Days		15.6%

Refer to 9 - Payables

Receivables		
	\$	% Collected
Rates Receivable	\$1.50 M	90.7%
Trade Receivable	\$1.71 M	
Over 30 Days		14.6%
Over 90 Days		4.0%

Refer to 7 - Receivables

Key Operating Activities

Amount attributable to operating activities			
Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
\$8.78 M	\$11.29 M	\$14.67 M	\$3.38 M

Refer to Statement of Financial Activity

Rates Revenue		
	\$	% Variance
YTD Actual	\$15.16 M	
YTD Budget	\$15.18 M	(0.1%)

Grants and Contributions		
	\$	% Variance
YTD Actual	\$1.34 M	
YTD Budget	\$1.29 M	3.6%

Refer to 13 - Grants and Contributions

Fees and Charges		
	\$	% Variance
YTD Actual	\$13.67 M	
YTD Budget	\$11.79 M	15.9%

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)
\$16.94 M	(\$2.29 M)	(\$1.46 M)	\$0.83 M

Refer to Statement of Financial Activity

Proceeds on sale		
	\$	%
YTD Actual	\$0.00 M	
Amended Budget	\$20.00 M	(100.0%)

Refer to 6 - Disposal of Assets

Asset Acquisition		
	\$	% Spent
YTD Actual	\$1.69 M	
Amended Budget	\$7.98 M	(78.8%)

Refer to 5 - Capital Acquisitions

Capital Grants		
	\$	% Received
YTD Actual	\$0.91 M	
Amended Budget	\$5.78 M	(84.3%)

Refer to 5 - Capital Acquisitions

Key Financing Activities

Amount attributable to financing activities			
Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
(\$22.18 M)	(\$1.38 M)	(\$1.29 M)	\$0.09 M

Refer to Statement of Financial Activity

Borrowings		
	\$	
Principal repayments	\$0.00 M	
Interest expense	(\$0.88 M)	
Principal due	\$25.46 M	

Refer to 10 - Borrowings

Reserves		
	\$	
Reserves balance	\$0.26 M	
Net Movement	\$0.01 M	

Refer to 4 - Cash Reserves

Lease Liability		
	\$	
Principal repayments	(\$1.29 M)	
Interest expense	(\$0.03 M)	
Principal due	\$0.78 M	

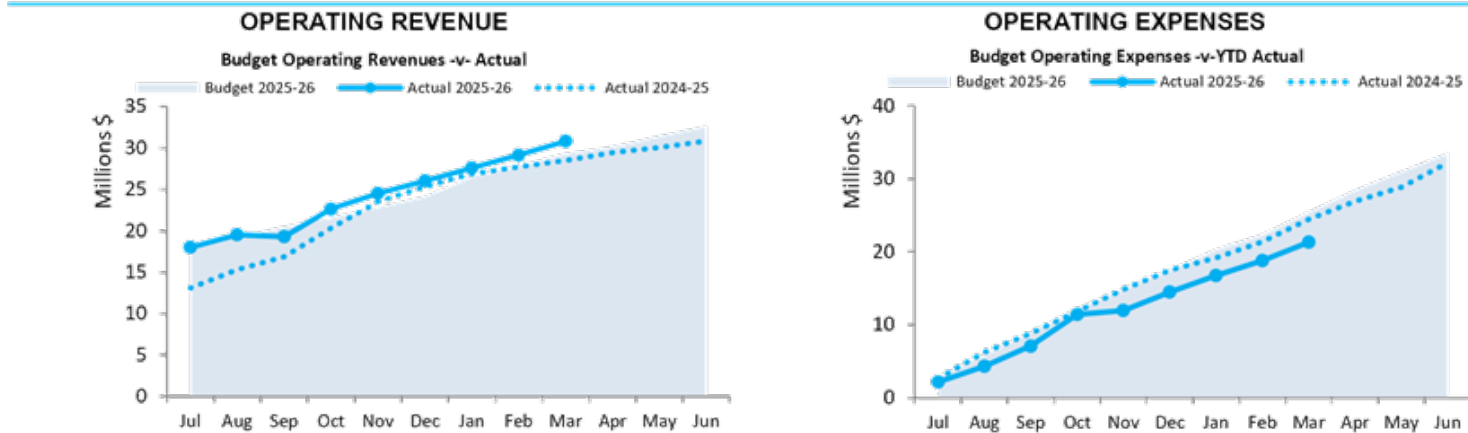
Refer to Note 11 - Lease Liabilities

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

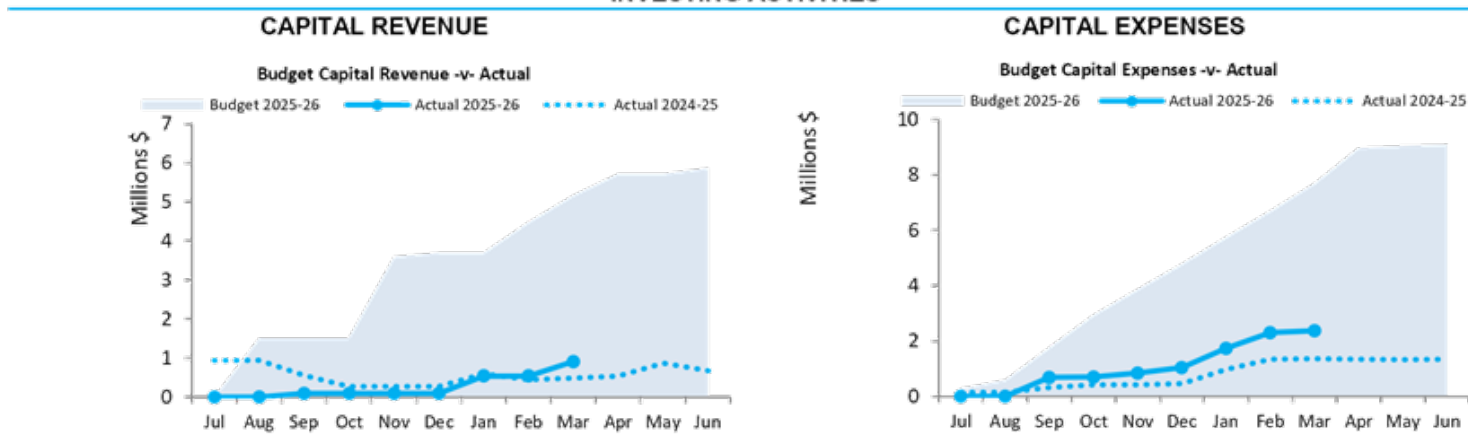
SHIRE OF COOLGARDIE  
 SUPPLEMENTARY INFORMATION  
 FOR THE PERIOD ENDED 31 MARCH 2026

2 KEY INFORMATION - GRAPHICAL

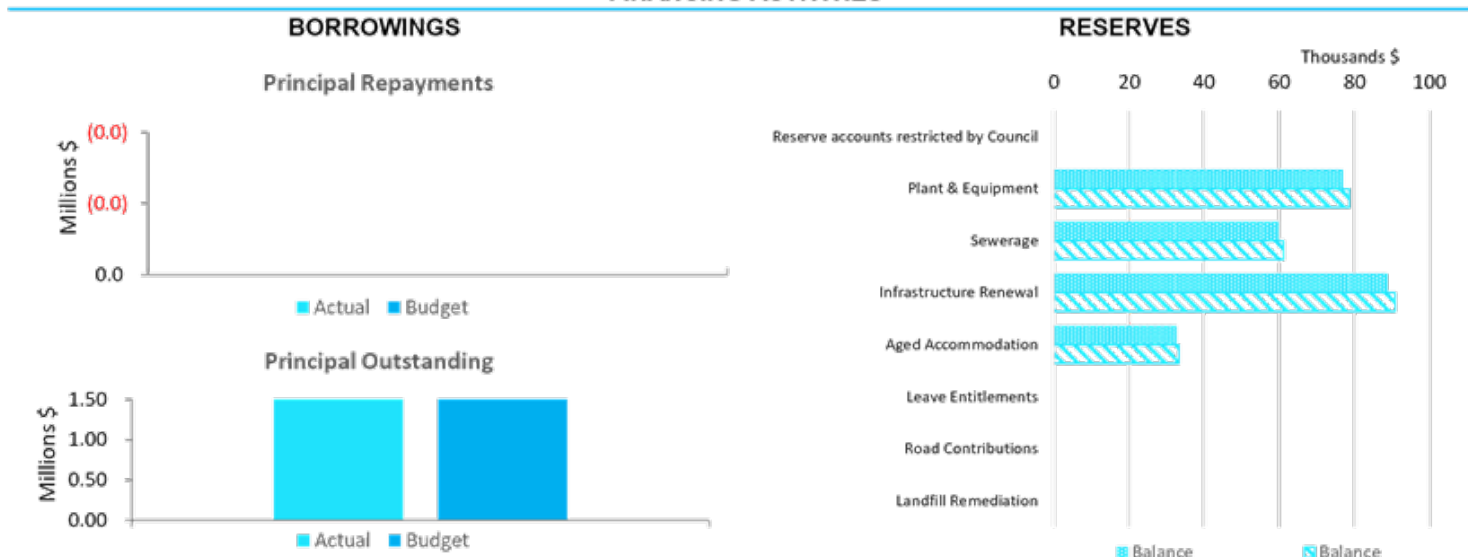
OPERATING ACTIVITIES



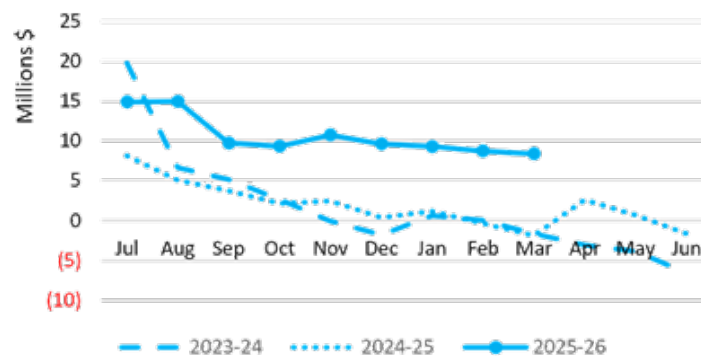
INVESTING ACTIVITIES



FINANCING ACTIVITIES



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 31 MARCH 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	3,598,280	0	3,598,280	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	12,847	0	12,847	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	182,785	182,785	0	CBA	N/A	N/A
CBA - Short Term Deposit 02	Cash and cash equivalents	1,530,505	0	1,530,505	0	CBA	4.10%	7/04/2026
CBA - Short Term Deposit 04	Cash and cash equivalents	3,059,884	0	3,059,884	0	CBA	4.21%	13/04/2026
Unspent Grants Term Deposit	Cash and cash equivalents	1,054,228	1,112,431	2,166,659	0	CBA	0.25%	At Call
<b>Total</b>		<b>9,256,584</b>	<b>2,224,864</b>	<b>11,481,448</b>	<b>0</b>			
<b>Comprising</b>								
Cash and cash equivalents		9,256,584	1,960,916	11,217,500	0			
Cash and cash equivalents		0	263,948	263,948	0			
		<b>9,256,584</b>	<b>2,224,864</b>	<b>11,481,448</b>	<b>0</b>			

**KEY INFORMATION**

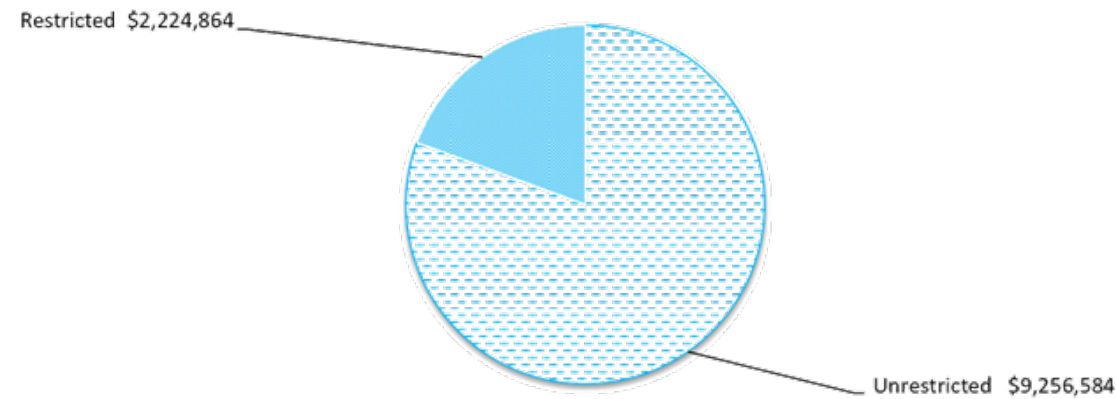
Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of 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 8 - Other assets.



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

4 RESERVE ACCOUNTS

Reserve account name	Budget				Actual			
	Opening Balance	Transfers In (+)	Transfers Out (-)	Closing Balance	Opening Balance	Transfers In (+)	Transfers Out (-)	Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Reserve accounts restricted by Council</b>								
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
	<b>257,825</b>	<b>359,600</b>	<b>0</b>	<b>617,425</b>	<b>257,825</b>	<b>6,123</b>	<b>0</b>	<b>263,948</b>

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

## INVESTING ACTIVITIES

## 5 CAPITAL ACQUISITIONS

Capital acquisitions	Amended		YTD Actual	YTD Variance
	Budget	YTD Budget		
	\$	\$	\$	\$
Buildings - specialised	669,071	660,000	658,164	1,836
Furniture and equipment	53,716	40,287	9,338	30,949
Plant and equipment	140,000	140,000	8,198	131,802
<b>Acquisition of property, plant and equipment</b>	<b>862,787</b>	<b>840,287</b>	<b>675,700</b>	<b>164,587</b>
Infrastructure - Roads	7,257,634	5,538,692	1,604,538	3,934,154
Infrastructure - Footpaths	230,000	60,000	0	60,000
Infrastructure - Drainage	200,000	0	0	0
Infrastructure - Sewerage	55,000	55,000	0	55,000
Infrastructure - Other Infrastructure	234,498	196,998	88,269	108,729
<b>Acquisition of infrastructure</b>	<b>7,977,132</b>	<b>5,850,690</b>	<b>1,692,807</b>	<b>4,157,883</b>
<b>Total of PPE and Infrastructure.</b>	<b>8,839,919</b>	<b>6,690,977</b>	<b>2,368,507</b>	<b>(4,322,470)</b>
<b>Total capital acquisitions</b>	<b>8,839,919</b>	<b>6,690,977</b>	<b>2,368,507</b>	<b>4,322,470</b>
<b>Capital Acquisitions Funded By:</b>				
Capital grants and contributions	5,780,325	4,400,632	908,832	3,491,800
Borrowings	(16,940,406)	0	0	0
Other (disposals & C/Fwd)	20,000,000	0	0	0
Contribution - operations	0	11,091,609	1,459,675	(9,631,934)
<b>Capital funding total</b>	<b>8,839,919</b>	<b>15,492,241</b>	<b>2,368,507</b>	<b>(6,140,134)</b>

## 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 31 MARCH 2026

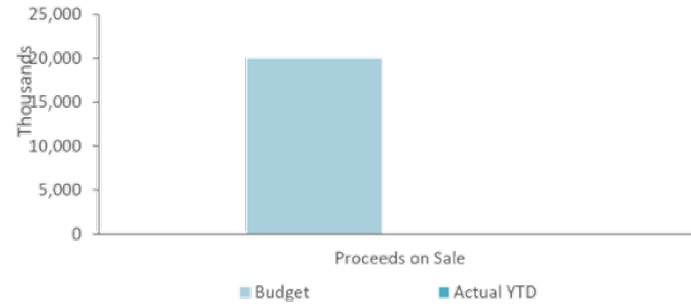
## INVESTING ACTIVITIES

## 5 CAPITAL ACQUISITIONS (CONTINUED) - DETAILED

Account Description	Amended		YTD Actual	Variance Under/ (Over)
	Budget	YTD Budget		
<b>Non Specialised Buildings</b>				
Nil	0	0	0	0
<b>Total Non Specialised Buildings</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Specialised Buildings</b>				
C13122A 11 Goodenia Court - Construction Of 3 Units	630,000	630,000	619,093	10,907
C11150 Kambalda Recreation Centre - Stadium Floor	39,071	30,000	39,071	(9,071)
<b>Total Specialised Buildings</b>	<b>669,071</b>	<b>660,000</b>	<b>658,164</b>	<b>1,836</b>
<b>Furniture &amp; Equipment</b>				
C04003 It Upgrades And Replacements	53,716	40,287	9,338	30,949
<b>Total Furniture &amp; Equipment</b>	<b>53,716</b>	<b>40,287</b>	<b>9,338</b>	<b>30,949</b>
<b>Plant &amp; Equipment</b>				
C13078 Small Plant Purchases	20,000	20,000	8,198	11,802
C12065 Parks & Gardens Truck	120,000	120,000	0	120,000
<b>Total Plant &amp; Equipment</b>	<b>140,000</b>	<b>140,000</b>	<b>8,198</b>	<b>131,802</b>
<b>Roads</b>				
R002 Coolgardie North Road Construction	312,000	273,000	0	273,000
R153 Bayley Street	25,000	25,000	0	25,000
RRG002A 23-24 Rrg Coolgardie North Rd - Slk 14.90 To Slk 17.10	1,379,811	1,144,835	460,846	683,989
RRG002B 24-25 Rrg Coolgardie North Rd - Slk 10.91 To 11.51	188,145	164,627	0	164,627
RRG002C 24-25 Rrg Coolgardie North Rd - Slk 18.10 To 26.90	477,084	417,449	0	417,449
RRG002D 24-25 Rrg Coolgardie North Rd - Slk 13.40 To 17.50	314,472	275,163	0	275,163
RRG002E 25-26 Rrg Coolgardie North Rd - Slk 6.35 To 9.76	285,000	249,375	0	249,375
RRG002F 25-26 Rrg Coolgardie North Rd - Slk 22.20 To 26.90	600,000	525,000	0	525,000
RRG002G Rrg - Coolgardie North Rd Seal Slk 18.10 - Slk 22.20	872,781	218,195	0	218,195
RRG004A 25-26 Rrg Nepean Rd - Slk 1.90 To 4.30	270,000	236,250	0	236,250
RRG005B 25-26 Rrg Victoria Rock Rd - Slk 0.75 To 1.75	150,000	131,250	0	131,250
RRG005A 24-25 Rrg Victoria Rock Rd - Slk 0.15 To 0.75	255,341	223,423	0	223,423
RRG052 Regional Road Group - Jaurdi Hills Road	345,000	301,875	0	301,875
LRCI052 Lrci Phase 4 - Jaurdi Hills Road	0	0	344,027	(344,027)
FD001 Flood Damage General	250,000	200,000	167,221	32,779
FD001A Flood Damage - Coolgardie N Road	0	0	22,920	(22,920)
R039 Durkin Road Construction	168,000	147,000	0	147,000
R053 Ladyloch Road Construction	1,000,000	875,000	606,766	268,234
RTR034 Ford Street	0	0	464	(464)
RTR034A Ford Street (Woodward To Bayley Street) Slk 0.00 To 0.12	65,000	56,250	2,294	53,956
RTR159 Southern Bypass Road - Gravel Sheeting Slk 0.00 - 1.67	300,000	75,000	0	75,000
<b>Total Roads</b>	<b>7,257,634</b>	<b>5,538,692</b>	<b>1,604,538</b>	<b>3,934,154</b>
<b>Footpaths</b>				
RF002 Footpath Renewal - Coolgardie	100,000	60,000	0	60,000
RF003 Footpath Renewal - Kambalda	130,000	0	0	0
<b>Total Footpaths</b>	<b>230,000</b>	<b>60,000</b>	<b>0</b>	<b>60,000</b>
<b>Drainage</b>				
RD200 Drainage Renewal - Coolgardie	75,000	0	0	0
RD100 Drainage Renewal - Kambalda	125,000	0	0	0
<b>Total Drainage</b>	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Sewerage</b>				
C10007 Coolgardie Sewerage - Water Re-Use System	55,000	55,000	0	55,000
<b>Total Sewerage</b>	<b>55,000</b>	<b>55,000</b>	<b>0</b>	<b>55,000</b>
<b>Parks &amp; Gardens</b>				

<b>Total Parks &amp; Gardens</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Infrastructure</b>				
 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	34,498	34,498	34,498	0
 C13180 Cool Truck Bay Bund Wall	40,000	40,000	34,371	5,629
 C1015 Coolgardie Tip - New Cell	50,000	12,500	19,400	(6,900)
<b>Total Other Infrastructure</b>	<b>234,498</b>	<b>196,998</b>	<b>88,269</b>	<b>108,729</b>
				0
<b>Investment Property</b>				
Nil	0	0	0	0
<b>Total Investment Property</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
				0
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>8,839,919</b>	<b>6,690,977</b>	<b>2,368,507</b>	<b>4,322,470</b>

Bluebush Village	21,603,000	20,000,000	0	(1,603,000)	0	0	0	0
	<b>21,603,000</b>	<b>20,000,000</b>	<b>0</b>	<b>(1,603,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

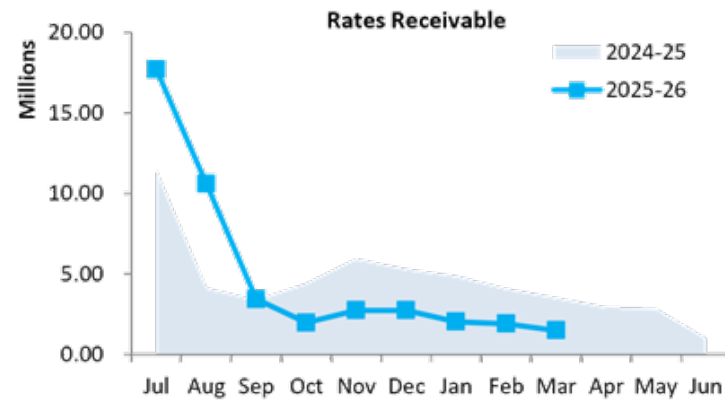


**SHIRE OF COOLGARDIE  
SUPPLEMENTARY INFORMATION  
FOR THE PERIOD ENDED 31 MARCH 2026**

**OPERATING ACTIVITIES**

**7 RECEIVABLES**

Rates receivable	30 June 2025	31 Mar 2026
	\$	\$
Opening arrears previous year	874,878	1,065,203
Levied this year	12,711,267	15,159,563
Less - collections to date	(12,520,942)	(14,707,810)
Gross rates collectable	<b>1,065,203</b>	<b>1,516,956</b>
Allowance for impairment of rates receivable	(56,402)	(21,402)
<b>Net rates collectable</b>	<b>1,008,801</b>	<b>1,495,554</b>
% Collected	92.2%	90.7%



Receivables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$	\$
Receivables - general	(1,567)	1,285,488	85,874	73,243	59,444	1,502,482
Percentage	(0.1%)	85.6%	5.7%	4.9%	4.0%	
<b>Balance per trial balance</b>						
Trade receivables						1,502,482
Other receivables						4,500
GST receivable						164,406
Pensioner Rebates						35,711
<b>Total receivables general outstanding</b>						<b>1,707,099</b>

Amounts shown above include GST (where applicable)

**KEY INFORMATION**

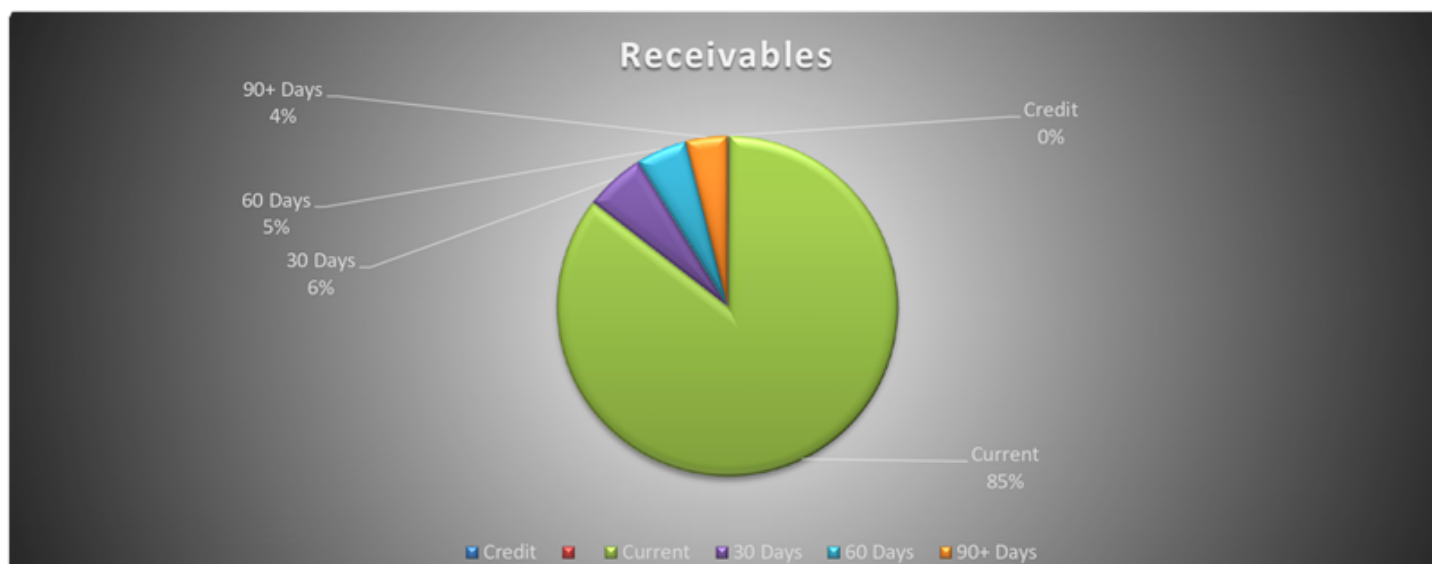
Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

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 31 MARCH 2026

## OPERATING ACTIVITIES

## 8 OTHER CURRENT ASSETS

Other current assets	Opening Balance 1 July 2025	Asset Increase	Asset Reduction	Closing Balance 31 March 2026
	\$	\$	\$	\$
<b>Other financial assets at amortised cost</b>				
Term Deposit Reserves	257,825	6,124	0	263,949
<b>Inventory</b>				
Visitor Centre Stock	7,539	295	0	7,834
Gravel Basecourse	148,724	0	0	148,724
<b>Other assets</b>				
Accrued income	19,302	0	(19,302)	0
<b>Total other current assets</b>	<b>433,390</b>	<b>6,419</b>	<b>(19,302)</b>	<b>420,507</b>
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 31 MARCH 2026

OPERATING ACTIVITIES

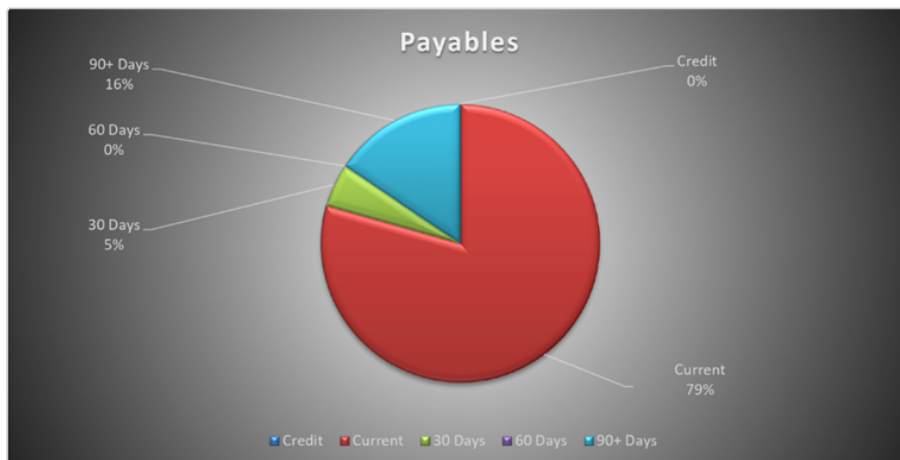
9 PAYABLES

Payables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$	\$
Payables - general	0	1,186,265	74,228	(177)	233,281	1,493,596
Percentage	0.00%	79.40%	5.00%	0.00%	15.60%	
<b>Balance per trial balance</b>						
Sundry creditors						1,494,114
Accrued salaries and wages						10,982
ATO liabilities						253,684
Prepaid Rates						197,853
ESL Levy						3,623
Bonds & Deposits						189,773
Accrued Expenses						5,460
<b>Total payables general outstanding</b>						<b>2,155,489</b>

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 31 MARCH 2026

## FINANCING ACTIVITIES

## 10 BORROWINGS

## Repayments - borrowings

Information on borrowings Particulars	Institution	Loan No.	New Loans			Principal Repayments		Principal Outstanding		Interest Repayments	
			1 July 2025	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
			\$	\$	\$	\$	\$	\$	\$	\$	\$
Bluebush Village - Stage 1 Buildings (CBA Refinanced)	CBA	125	7,287,029	0	0	0	0	7,287,029	7,287,029	(76,428)	(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)
<b>Total</b>			<b>25,463,497</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,463,497</b>	<b>25,463,497</b>	<b>(881,128)</b>	<b>(1,469,750)</b>
Current borrowings			0					0			
Non-current borrowings			25,463,497					25,463,497			
			<b>25,463,497</b>					<b>25,463,497</b>			

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 31 MARCH 2026

## FINANCING ACTIVITIES

## 11 LEASE LIABILITIES

## Movement in carrying amounts

Information on leases Particulars	Lease No.	New Leases			Principal Repayments		Principal Outstanding		Interest Repayments	
		1 July 2025	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
		\$	\$	\$	\$	\$	\$	\$	\$	
Hino 700 Series (P351)	6320171	66,576	0	0	(16,662)	(66,576)	49,914	0	(1,114)	(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	(9,943)	(10,714)	771	0	(422)	(328)
Meraki IT Equipment	190006130	18,163	0	0	(10,572)	(14,164)	7,591	3,999	(417)	(489)
TechnoGym - Kambalda Gym 1	147-0106194-002	44,650	0	0	(20,645)	(27,761)	24,005	16,889	(1,778)	(2,137)
TechnoGym - Kambalda Gym 2	187-1185-187-003	20,726	0	0	(8,003)	(10,816)	12,723	9,910	(1,341)	(1,653)
TechnoGym - Coolgardie Gym	187-1185-187-002	41,837	0	0	(8,012)	(10,634)	33,825	31,203	(1,261)	(1,923)
Vestone - Loader	COO01052022-YG-01	150,998	0	0	(66,326)	(80,034)	84,672	70,964	(6,738)	(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	(1,026,551)	(1,398,271)	371,720	0	0	(85,349)
<b>Total</b>		<b>2,066,011</b>	<b>0</b>	<b>0</b>	<b>(1,286,861)</b>	<b>(1,816,538)</b>	<b>779,150</b>	<b>249,473</b>	<b>(25,159)</b>	<b>(113,490)</b>
Current lease liabilities		1,816,537					529,676			
Non-current lease liabilities		249,474					249,474			
		<b>2,066,011</b>					<b>779,150</b>			

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.

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

## OPERATING ACTIVITIES

## 12 OTHER CURRENT LIABILITIES

	Note	Opening Balance 1 July 2025	Liability transferred from/(to) non current	Liability Increase	Liability Reduction	Closing Balance 31 March 2026
		\$	\$	\$	\$	\$
<b>Other current liabilities</b>						
<b>Other liabilities</b>						
Contract liabilities		10,000	0	7,491	(10,000)	7,491
Capital grant/contributions liabilities		2,079,524	0	650,363	(959,247)	1,770,640
<b>Total other liabilities</b>		2,089,524	0	657,854	(969,247)	1,778,131
<b>Employee Related Provisions</b>						
Provision for annual leave		267,086	0	0	(41,699)	225,387
Provision for long service leave		164,945	0	0	0	164,945
<b>Total Provisions</b>		432,031	0	0	(41,699)	390,332
<b>Other Provisions</b>						
Casair Dispute		200,793	0	0	(162,355)	38,438
Provision for Rates Disputes		1,839,386	0	0	0	1,839,386
<b>Total Other Provisions</b>		2,040,179	0	0	(162,355)	1,877,824
<b>Total other current liabilities</b>		<b>4,561,734</b>	<b>0</b>	<b>657,854</b>	<b>(1,173,301)</b>	<b>4,046,287</b>

Amounts shown above include GST (where applicable)

A breakdown of contract liabilities and associated movements is provided on the following pages at Note 13 and 14

## 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 31 MARCH 2026

## OPERATING ACTIVITIES

## 13 GRANTS, SUBSIDIES AND CONTRIBUTIONS

Provider	Unspent grant, subsidies and contributions liability					Grants, subsidies and contributions revenue		
	Liability 1 July 2025	Increase in Liability	Decrease in Liability (As revenue)	Liability 31 Mar 2026	Current Liability 31 Mar 2026	Amended Budget Revenue	YTD Budget	YTD Revenue Actual
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Grants and subsidies</b>								
<b>General Purpose Funding</b>								
Financial Assistance Grants - General Purpose	0	0	0	0	0	277,843	220,684	208,381
<b>Governance</b>								
Australia Day	0	12,000	(10,000)	2,000	2,000	0	0	8,000
<b>Law, Order &amp; Public Safety</b>								
DFES - Bushfire Grant	0	5,491	0	5,491	5,491	12,790	10,593	5,102
<b>Education &amp; Welfare</b>								
Kambalda Community Resource Centre	0	0	0	0	0	132,558	100,168	130,842
Kambalda Recreation Centre	0	0	0	0	0	9,300	6,975	7,008
Coolgardie Community Resource Centre	0	0	0	0	0	127,201	96,151	130,433
Kambalda Community Resource Centre								0
<b>Recreation &amp; Culture</b>								
Youth Services Grant	0	0	0	0	0	10,000	10,000	0
<b>Transport</b>								
Main Roads - Direct Grant	0	0	0	0	0	194,516	194,516	194,516
Financial Assistance Grants - Roads	0	0	0	0	0	349,594	263,447	262,196
<b>Economic Services</b>								
	0	17,491	(10,000)	7,491	7,491	1,113,802	902,534	946,478
<b>Contributions</b>								
<b>General Purpose Funding</b>								
<b>Governance</b>								
Elected Member Related	0	0	0	0	0	2,000	1,500	5,909
Community Chest	0	0	0	0	0	0	0	1,364
Goldfields Records Facility	0	0	0	0	0	0	0	1,891
<b>Health</b>								
Goldfields - Women's Health Care	0	0	0	0	0	35,000	35,000	0
<b>Education &amp; Welfare</b>								
Goldfields - Meals on Meals	0	0	0	0	0	45,455	32,955	45,455
<b>Community Amenities</b>								
Sewerage Contributions	0	0	0	0	0	154,545	38,636	171,636
Sewerage Contributions	0	0	0	0	0	0	0	1,818
<b>Transport</b>								
Mining Contributions	0	0	0	0	0	0	0	0
Mining Haulage Funds	0	0	0	0	0	280,000	280,000	152,850
<b>Economic Services</b>								
Donations	0	0	0	0	0	1,500	1,500	0
Meedac	0	0	0	0	0	0	0	1,200
<b>Recreation &amp; Culture</b>								
Evolution - Youth Futures Lifeguard Program	10,000	0	(10,000)	0	0	0	0	10,000
	10,000	0	(10,000)	0	0	518,500	389,591	392,123
<b>TOTALS</b>	10,000	17,491	(20,000)	7,491	7,491	1,632,302	1,292,124	1,338,601

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

## INVESTING ACTIVITIES

## 14 CAPITAL GRANTS, SUBSIDIES AND CONTRIBUTIONS

Provider	Capital grant/contribution liabilities					Capital grants, subsidies and contributions revenue		
	Liability 1 July 2025	Increase in Liability	Decrease in Liability (As revenue)	Liability 31 Mar 2026	Current Liability 31 Mar 2026	Amended Budget Revenue	YTD Budget	YTD Revenue Actual
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Capital grants and subsidies</b>								
<b>Recreation and Culture</b>								
Kambalda Youth Centre Facility	0	0	0	0	0	0	0	0
<b>Transport</b>								
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	(460,846)	1,201,427	1,201,427	3,305,238	2,221,145	460,846
Main Roads - Black Spot	280,000	0	(280,000)	0	0	355,101	355,101	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
Flood Damage	0			0		200,000	50,000	0
	<b>1,565,412</b>	<b>650,363</b>	<b>(959,247)</b>	<b>1,256,528</b>	<b>1,256,528</b>	<b>5,100,325</b>	<b>3,720,632</b>	<b>908,832</b>
<b>Capital contributions</b>								
<b>General Purpose Funding</b>								
<b>Transport</b>								
Road Haulage Funds	514,112	0	0	514,112	514,112	680,000	680,000	0
	<b>514,112</b>	<b>0</b>	<b>0</b>	<b>514,112</b>	<b>514,112</b>	<b>680,000</b>	<b>680,000</b>	<b>0</b>
<b>TOTALS</b>	<b>2,079,524</b>	<b>650,363</b>	<b>(959,247)</b>	<b>1,770,640</b>	<b>1,770,640</b>	<b>5,780,325</b>	<b>4,400,632</b>	<b>908,832</b>

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

15 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
			\$	\$	\$	\$
<b>Budget adoption</b>						
						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)
030275	INCOME - GRANTS COMMISSION GENERAL GRANT	#43/2026 Operating revenue			(16,402)	(1,008,096)
030278	Interest on Investments	#43/2026 Operating revenue		100,000		(908,096)
030189	Legal Costs for Rates Recovery	#43/2026 Operating expenses		140,000		(768,096)
030100	Rates Legal Costs Recovered	#43/2026 Operating expenses			(140,000)	(908,096)
030161	Debit - Administration Allocation Rates	#43/2026 Operating expenses		35,000		(873,096)
A0461	Local Government Week	#43/2026 Operating expenses		13,743		(859,353)
A0463	Councillor Training	#43/2026 Operating expenses			(28,000)	(887,353)
D0433	Staff Functions	#43/2026 Operating expenses		7,500		(879,853)
S0482	Council Elections	#43/2026 Operating expenses			(10,000)	(889,853)
D0451	Community Chest	#43/2026 Operating expenses		25,000		(864,853)
D0454	Staff & Elected Member Gifts	#43/2026 Operating expenses			(2,000)	(866,853)

FOR THE PERIOD ENDED 31 MARCH 2026

15 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
				\$	\$	\$	\$
D0492	Australia Day	#43/2026	Operating expenses		2,194		(864,659)
D1110	Coolgardie Day	#43/2026	Operating expenses		2,727		(861,932)
D1114	Kambalda Christmas Tree	#43/2026	Operating expenses		1,818		(860,114)
D1115	Seniors Christmas Lunch	#43/2026	Operating expenses		2,400		(857,714)
A0439	Professional Development	#43/2026	Operating expenses		2,000		(855,714)
A0440	Drug Testing	#43/2026	Operating expenses		2,000		(853,714)
A0442	Staff Child Care Services	#43/2026	Operating expenses		5,000		(848,714)
E0405	Professional Membership	#43/2026	Operating expenses		1,000		(847,714)
A1405	Occupational Health & Safety Contract Services	#43/2026	Operating expenses		10,000		(837,714)
040162	Administrative Allocation Members and Executive	#43/2026	Operating expenses		50,000		(787,714)
S0415	Contract Services	#43/2026	Operating expenses			(300,000)	(1,087,714)
A0459	Workplace Subscriptions	#43/2026	Operating expenses		10,000		(1,077,714)
L009	Legal Costs	#43/2026	Operating expenses			(130,000)	(1,207,714)
A0511	Volunteer Fire Brigade	#43/2026	Operating expenses		5,000		(1,202,714)
D0502	Fire Fighting Services	#43/2026	Operating expenses		12,000		(1,190,714)
A0400	Ranger Services	#43/2026	Operating expenses		3,000		(1,187,714)
A0503	Kambalda Pound Maintenance	#43/2026	Operating expenses		5,000		(1,182,714)
D0702	Doctor Motor Vehicle Costs	#43/2026	Operating expenses			(10,000)	(1,192,714)
D0710	Funded Counselling Services	#43/2026	Operating expenses		35,000		(1,157,714)
D0712	Health & Wellbeing Services	#43/2026	Operating expenses		12,000		(1,145,714)
D0760	Coolgardie Medical Services	#43/2026	Operating expenses		120,000		(1,025,714)
T0701	Mosquito Control	#43/2026	Operating expenses		6,000		(1,019,714)
080474	Income - Relating To Aged Disabled & Senior Citizens	#43/2026	Operating revenue			(4,545)	(1,024,259)
S0805	Seniors Activities Programs	#43/2026	Operating expenses		10,000		(1,014,259)
Y002	Coolgardie Youth Activities	#43/2026	Operating expenses		1,500		(1,012,759)
Y003	Kambalda Youth Activities	#43/2026	Operating expenses		1,500		(1,011,259)
E0807	Coolgardie CRC Salaries	#43/2026	Operating expenses		80,000		(931,259)
A08C3	Coolgardie CRC Marketing & Promotion Costs	#43/2026	Operating expenses		5,000		(926,259)
BH10	Staff Housing Repairs & Maintenance	#43/2026	Operating expenses		2,500		(923,759)
BH13	Staff Housing Repairs & Maintenance	#43/2026	Operating expenses		2,500		(921,259)
BH23	Staff Housing Repairs & Maintenance	#43/2026	Operating expenses		5,000		(916,259)
SH55	Staff Housing Repairs & Maintenance	#43/2026	Operating expenses		7,500		(908,759)
BH25	Kambalda Aged Housing Repairs & Maintenance	#43/2026	Operating expenses		1,500		(907,259)
BH26	Kambalda Aged Housing Repairs & Maintenance	#43/2026	Operating expenses		1,500		(905,759)
BH27	Kambalda Aged Housing Repairs & Maintenance	#43/2026	Operating expenses		1,500		(904,259)

FOR THE PERIOD ENDED 31 MARCH 2026

15 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
				\$	\$	\$	\$
BH28	Kambalda Aged Housing Repairs & Maintenance	#43/2026	Operating expenses		1,500		(902,759)
BH29	Kambalda Aged Housing Repairs & Maintenance	#43/2026	Operating expenses		1,500		(901,259)
BH30	Kambalda Aged Housing Repairs & Maintenance	#43/2026	Operating expenses		1,500		(899,759)
BR89	Kambalda Aged Housing Repairs & Maintenance	#43/2026	Operating expenses		1,000		(898,759)
090276	INCOME - OTHER HOUSING(GOODENIA COURT UNITS)	#43/2026	Operating revenue		75,750		(823,009)
093100	Bluebush Village Camp Rental Income	#43/2026	Operating revenue		800,000		(23,009)
093211	Bluebush Village Water Usage	#43/2026	Operating expenses			(50,000)	(73,009)
093245	Depreciation - Bluebush Village	#43/2026	Operating expenses	953,964			(73,009)
093245	Depreciation - Bluebush Village	#43/2026	Operating expenses	1,264,765			(73,009)
093250	Repairs & Maintenance	#43/2026	Operating expenses			(200,000)	(273,009)
093260	Accommodation Management	#43/2026	Operating expenses			(400,000)	(673,009)
100181	Coolgardie Waste - Demolition / Construction	#43/2026	Operating revenue			(95,000)	(768,009)
100183	Coolgardie Waste - Tyres	#43/2026	Operating revenue			(50,000)	(818,009)
100184	Coolgardie Waste - Asbestos	#43/2026	Operating revenue			(50,000)	(868,010)
A1007	Ground Water Monitoring	#43/2026	Operating expenses		38,000		(830,010)
T1004	Kambalda Waste Operations	#43/2026	Operating expenses			(50,000)	(880,010)
T1013	Coolgardie Waste Operations	#43/2026	Operating expenses			(40,000)	(920,010)
100162	Administration Allocation Waste Disposal	#43/2026	Operating expenses		35,000		(885,010)
100284	Kambalda Waste - Asbestos	#43/2026	Operating revenue		75,000		(810,010)
100286	Kambalda Waste - Class 2	#43/2026	Operating revenue		40,000		(770,010)
100287	Kambalda Waste - Commercial	#43/2026	Operating revenue			(140,000)	(910,010)
100306	INCOME SEWERAGE COOLGARDIE	#43/2026	Operating revenue		154,545		(755,464)
100378	Liquid Waste	#43/2026	Operating revenue		100,000		(655,464)
T1012	Sewerage Coolgardie	#43/2026	Operating expenses			(100,000)	(755,464)
A1062	Town Planning and Regional Development	#43/2026	Operating expenses		12,000		(743,464)
A1063	Town Planning and Regional Development	#43/2026	Operating expenses			(35,000)	(778,464)
BM1111	Swimming Pool Coolgardie	#43/2026	Operating expenses		60,000		(718,464)
BR1110	Swimming Pool Kambalda	#43/2026	Operating expenses		20,000		(698,464)
BL1102	Kambalda East Hall	#43/2026	Operating expenses			(6,000)	(704,464)
BL1112	Coolgardie Bowling Club	#43/2026	Operating expenses		10,000		(694,464)
BL1305	Coolgardie Roads Board	#43/2026	Operating expenses		7,000		(687,464)
T1128	Kambalda Tennis Courts	#43/2026	Operating expenses		5,000		(682,464)
A1125	Indigenous & Migration Program	#43/2026	Operating expenses		20,000		(662,464)
A1127	Community Development Operations	#43/2026	Operating expenses		15,000		(647,464)
A1140	Community Development Planning	#43/2026	Operating expenses		10,000		(637,464)

FOR THE PERIOD ENDED 31 MARCH 2026

15 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
				\$	\$	\$	\$
CE999	Community Event Programs	#43/2026	Operating expenses		20,000		(617,464)
E1101	Community & Economic Development	#43/2026	Operating expenses		100,000		(517,464)
A1103	Museum Collections	#43/2026	Operating expenses		7,500		(509,964)
BL1104	Kambalda Recreation Centre - Café	#43/2026	Operating expenses			(9,000)	(518,964)
BL1118	Kambalda Recreation Centre - Child Care	#43/2026	Operating expenses			(8,000)	(526,964)
BR1101	Kambalda Recreation Centre - General	#43/2026	Operating expenses		25,000		(501,964)
111174	Kambalda Youth Facility	#43/2026	Capital revenue			(100,000)	(601,964)
111405	Kambalda Gym Income	#43/2026	Operating revenue		15,000		(586,964)
111450	Kambalda Gym	#43/2026	Operating expenses		2,500		(584,464)
111480	Minor Equipment under \$5,000	#43/2026	Operating expenses		2,500		(581,964)
111505	Coolgardie Gym Income	#43/2026	Operating revenue		5,000		(576,964)
111550	Coolgardie Gym	#43/2026	Operating expenses		5,000		(571,964)
111580	Minor Equipment under \$5,000	#43/2026	Operating expenses		2,500		(569,464)
M0001	Road Maintenance - Salaries	#43/2026	Operating expenses		104,500		(464,964)
M0001	Road Maintenance - Materials & Contracts	#43/2026	Operating expenses		410,000		(54,964)
120275	Income - Limited Cartage Campaign	#43/2026	Operating revenue			(500,000)	(554,964)
120200	Income - Flood Damage	#43/2026	Operating revenue		200,000		(354,964)
120201	Income Roads - Regional Road Group	#43/2026	Operating revenue		528,669		173,705
120202	Roads Income - Roads to Recovery	#43/2026	Operating revenue			(65,063)	108,642
120202	Roads Income - Roads to Recovery	#43/2026	Operating revenue			(648,815)	(540,173)
120220	FAGS - Road Grant	#43/2026	Operating revenue		5,004		(535,169)
120262	Administration Allocation Tech Services	#43/2026	Operating expenses		30,000		(505,169)
A1202	Relating to Aerodromes	#43/2026	Operating expenses			(60,000)	(565,169)
A1204	Relating to Aerodromes	#43/2026	Operating expenses		75,000		(490,169)
130109	Rural Service - Control	#43/2026	Operating expenses		20,000		(470,169)
T1302	Coolgardie Information Bays	#43/2026	Operating expenses		10,000		(460,169)
D1399	Tourism Subscriptions	#43/2026	Operating expenses		10,000		(450,169)
A1320	Building Services	#43/2026	Operating expenses		40,000		(410,169)
130320	Building Control	#43/2026	Capital revenue			(20,000)	(430,169)
130400	Coolgardie Post Office	#43/2026	Operating revenue			(15,537)	(445,706)
BR1316	Coolgardie Post Office	#43/2026	Operating expenses		15,000		(430,706)
130735	Income - CDC Support Hub	#43/2026	Operating revenue			(360,000)	(790,706)
130640	Expenditure - CDC Support Hub	#43/2026	Operating expenses	360,000			(430,706)
130662	ADMINISTRATION ALLOCATION ECONOMIC DEVELOPMENT	#43/2026	Operating expenses	45,000			(385,706)
A1330	Contract Services	#43/2026	Operating expenses	10,000			(375,706)

FOR THE PERIOD ENDED 31 MARCH 2026

15 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
				\$	\$	\$	\$
A1331	Branding & Promotion	#43/2026	Operating expenses		45,000		(330,706)
A1333	Economic Development Planning Services	#43/2026	Operating expenses			(60,000)	(390,706)
A1334	Feasibility Studies	#43/2026	Operating expenses		10,000		(380,706)
040275	Miscellaneous	#43/2026	Operating revenue	94,448			(380,706)
A0404	Staff Uniforms - Admin	#43/2026	Operating expenses		20,000		(360,706)
A04852	Workers Compensation - Admin	#43/2026	Operating expenses		25,000		(335,706)
A0426	Corporate Advertising	#43/2026	Operating expenses			(20,000)	(355,706)
A0466	Goldfields Records Facility	#43/2026	Operating expenses			(20,000)	(375,706)
A04221	Annual Software Subscriptions	#43/2026	Operating expenses		30,000		(345,706)
BR0401	Coolgardie Administration Building	#43/2026	Operating expenses		10,000		(335,706)
A0408	Consultants - Administration	#43/2026	Operating expenses			(25,000)	(360,706)
040338	Debtor write Off	#43/2026	Operating expenses			(32,259)	(392,965)
140267	Credit - Overheads Allocated To Works	#43/2026	Operating expenses			(195,000)	(587,965)
WP60	Private Works - Kambalda Site Clean up	#43/2026	Operating expenses		50,000		(537,965)
WP61	Private Works - Coolgardie Site Clean up	#43/2026	Operating expenses		50,000		(487,965)
A1404	Staff Uniforms - Outside	#43/2026	Operating expenses		10,000		(477,965)
A1412	Workers Compensation - Outside Staff	#43/2026	Operating expenses		25,000		(452,965)
A1413	Road Valuations	#43/2026	Operating expenses		50,000		(402,965)
140267	Credit - Overheads Allocated To Works	#43/2026	Operating expenses			(85,000)	(487,965)
A1402	Outside Staff Training	#43/2026	Operating expenses		10,000		(477,965)
T1001	West Kambalda Bins Public Areas	#43/2026	Operating expenses		10,000		(467,965)
T1108	Lions Park Kambalda West	#43/2026	Operating expenses		10,000		(457,965)
T1204	West Oval	#43/2026	Operating expenses		10,000		(447,965)
T1205	West Kambalda Footpaths	#43/2026	Operating expenses		7,500		(440,465)
T1209	West Kambalda Footpaths	#43/2026	Operating expenses		7,500		(432,965)
T1203	West Kambalda Verge	#43/2026	Operating expenses		15,000		(417,965)
T1219	Coolgardie Street Verge Maintenance	#43/2026	Operating expenses		15,000		(402,965)
140308	Fuel & Oils	#43/2026	Operating expenses		55,500		(347,465)
140309	Workshop Consumables	#43/2026	Operating expenses		10,000		(337,465)
140310	Parts & Repairs	#43/2026	Operating expenses		85,000		(252,465)
140367	Credit - Plant Operation Costs Allocated To Works	#43/2026	Operating expenses			(150,500)	(402,965)
C1013	Coolgardie Class Iii Operating Costs	#43/2026	Operating expenses		50,000		(352,965)
T1013	Coolgardie Refuse Site Maintenance	#43/2026	Operating expenses		50,000		(302,965)
M0001	Routine Road Maintenance	#43/2026	Operating expenses		50,500		(252,465)
140774	Income - Relating To Unclassified	#43/2026	Operating revenue		150,000		(102,465)

FOR THE PERIOD ENDED 31 MARCH 2026

15 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
			\$	\$	\$	\$
140709 Expense - Relating To Unclassified	#43/2026	Operating expenses			(150,000)	(252,465)
C13179 Kambalda Youth Facility	#43/2026	Capital expenses		100,000		(152,465)
C13122/ 11 Goodenia Court - Construction Of 3 Units	#43/2026	Capital expenses			(155,000)	(307,465)
C11073 Krcf Building Upgrades And Renewals	#43/2026	Capital expenses		20,000		(287,465)
C11150 Kambalda Recreation Centre - Stadium Floor	#43/2026	Capital expenses			(9,071)	(296,536)
C11032 Coolgardie Recreation Centre	#43/2026	Capital expenses		50,000		(246,536)
C13039 Coolgardie Cultural & Community Hub	#43/2026	Capital expenses		20,000		(226,536)
C13078 Small Plant Purchases	#43/2026	Capital expenses		10,000		(216,536)
RRG002 23-24 Rrg Coolgardie North Rd - Slk 14.90 To Slk 17.10	#43/2026	Capital expenses			(100,000)	(316,536)
RRG002 Rrg - Coolgardie North Rd Seal Slk 18.10 - Slk 22.20	#43/2026	Capital expenses			(872,781)	(1,189,316)
RTRCO( 2025/26 RTR - Miscellaneous Coolgardie Projects	#43/2026	Capital expenses		418,484		(770,832)
RTRKAI 2025/26 RTR - Miscellaneous Kambalda Projects	#43/2026	Capital expenses		425,331		(345,501)
RTR159 2025/26 RTR - Southern Bypass Road	#43/2026	Capital expenses			(300,000)	(645,501)
FD001 Flood Damage	#43/2026	Capital expenses		25,000		(620,501)
RTR022  2025/26 RTR - Lefroy Street (Bayley To Sylvester)	#43/2026	Capital expenses		60,000		(560,501)
RTR022  2025/26 RTR - Lefroy Street (Woodward To Bayley)	#43/2026	Capital expenses		45,000		(515,501)
RTR034, RTR Ford Street (Woodward To Bayley Street)	#43/2026	Capital expenses		85,000		(430,501)
PO100 Park Infrastructure Renewal - Kambalda	#43/2026	Capital expenses		37,500		(393,001)
PO200 Park Infrastructure Renewal - Coolgardie	#43/2026	Capital expenses		37,500		(355,501)
C11104 Coolgardie Satellite Television Broadcasting Service	#43/2026	Capital expenses			(4,498)	(360,000)
C13180 Cool Truck Bay Bund Wall	#43/2026	Capital expenses		40,000		(320,000)
RS004 Kambalda Refuse Site	#43/2026	Capital expenses		100,000		(220,000)
C1015 Coolgardie Tip - New Cell	#43/2026	Capital expenses		200,000		(20,000)
C10007 Coolgardie Sewerage - Water Re-Use System	#43/2026	Capital expenses		20,000		0
				<b>3,975,000</b>	<b>(4,966,694)</b>	<b>0</b>

## Shire of Coolgardie

## Matters Identified for the period ended 31 March 2026

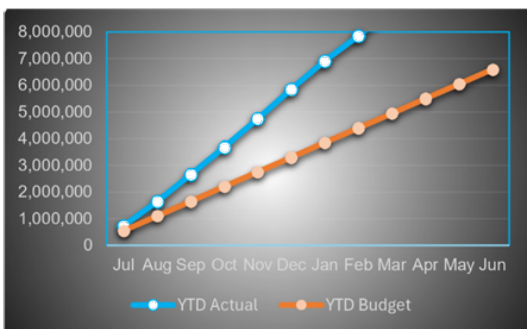
Topic	Matter Raised	Date Identified	Date Reviewed	Explanation	Action Required	Priority	Management Comment	Status
Going Concern	Surplus / (Deficit) Position	Jan-25	Mar-26	The Shire reported a Surplus position of \$8,375,802 at 31 March 2026 (Feb-26: \$8,728,890 Surplus).	Management to continually monitor 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 \$1,875,244 at 28 February 2025. This represents a \$10.25 million favourable variance to the same reporting period 12 months prior.	Ongoing
Going Concern	Net current liability	Jan-25	Mar-26	The Shire reported a net current asset position of \$8,110,074 at 31 March 2026 (Feb-26: \$8,103,017 Surplus).	Management to continually monitor the current position to ensure all short term commitments can be met.	HIGH	As a comparative the Shire reported a net liability at 31 March 2025 of (\$3,899,575) resulting in a \$12.01 million favourable variance to the same reporting period 12 months prior.	Ongoing
Going Concern	Cash Position	Jan-25	Mar-26	For the period ended 31 March 2026 the Shire's cash & cash equivalent position is \$11,481,449 (Feb-26: \$12,363,356). Trade Receivables are \$3,202,653 (Feb-26: \$3,464,598 ) while Trade Payables are \$2,154,623 (Feb-26: \$2,456,741).	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 \$448,671. This represents a \$11.03 million favourable difference to the reporting period 12 months prior.	Ongoing
Subsidiary Ledgers	Capital Grants & Subsidiaries Liability	Jan-25	Mar-26	There is currently a balance of \$1,778,131 (Feb-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	Road projects commenced in Q3 and revenue is being recognised as works are being completed.	In Progress
Liabilities	Trade Payables	Jan-25	Mar-26	Sundry Creditors are \$1,493,595 (Feb-26: \$1,862,359) at 28 February 2026 . \$233,280 or 16% 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	Mar-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 Replacement Program currently in progress and road base will be allocated to road projects in the coming months as the road base is utilised.	In Progress

**Bluebush Village  
Business Unit Reporting for the period ended 31 March 2026**

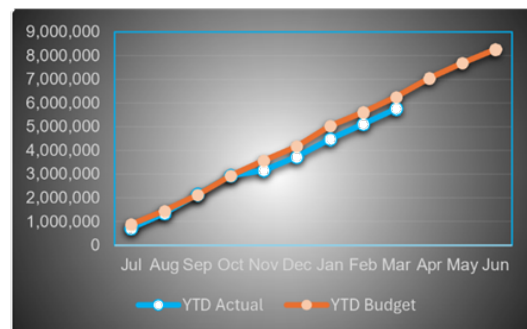
	YTD Budget	YTD Actual	Variance
<b>Revenue</b>			
Fees & Charges	7,198,902	8,854,563	1,655,661
Other Revenue	0	0	0
	<u>7,198,902</u>	<u>8,854,563</u>	<u>1,655,661</u>
<b>Expenditure</b>			
Operational Costs	(4,677,907)	(5,178,764)	(500,857)
Depreciation	(76,500)	0	76,500
Interest Expenses	(751,073)	(579,973)	171,100
Other	(40,500)	(2,640)	37,860
	<u>(5,545,980)</u>	<u>(5,761,377)</u>	<u>(215,397)</u>
Non cash amounts excluded from operating activities	76,500	0	(76,500)
<b>Amount attributable to operating activities</b>	<b>1,729,422</b>	<b>3,093,186</b>	<b>1,363,764</b>
<b>Financing activities</b>			
Proceeds from borrowings	0	0	0
Loan principal repayments	0	0	0
Lease principal repayments	(1,026,549)	(1,026,549)	0
<b>Amount attributable to financing activities</b>	<b>(1,026,549)</b>	<b>(1,026,549)</b>	<b>0</b>
<b>Surplus / (Deficit)</b>	<b>702,873</b>	<b>2,066,637</b>	<b>1,363,764</b>

**GRAPHICAL INFORMATION**

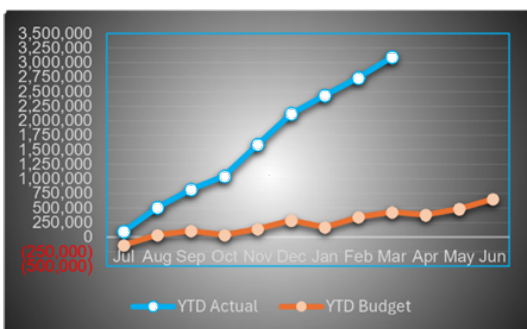
Operating Revenue



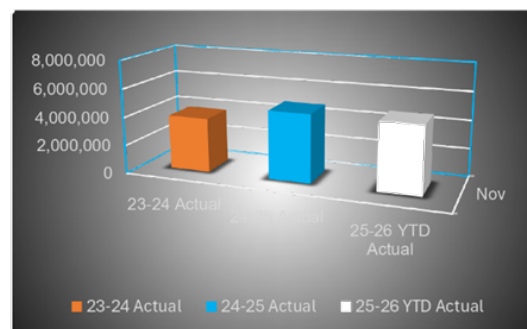
Operating Expenditure



Surplus / Deficit (Excludes Depreciation)



Revenue - 3 Year Comparative

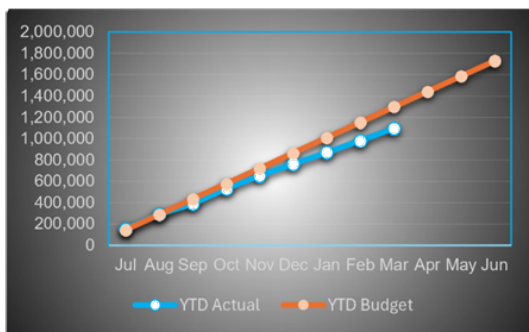


**Waste Facilities  
Business Unit Reporting for the period ended 31 March 2026**

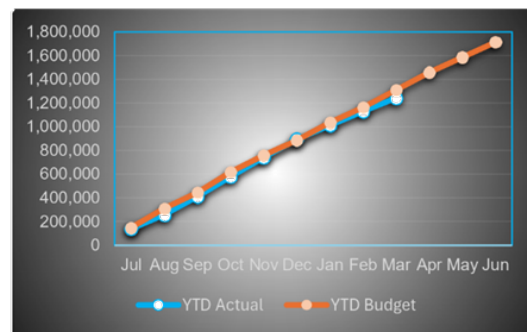
	YTD Budget	YTD Actual	Variance
<b>Revenue</b>			
Fees & Charges	952,624	1,095,452	142,828
Other Revenue	0	108	108
	<u>952,624</u>	<u>1,095,560</u>	<u>142,936</u>
<b>Expenditure</b>			
Operational Costs	(566,059)	(546,524)	19,535
Depreciation	(474,664)	(619,641)	(144,976)
Interest Expenses	(65,840)	(47,102)	18,738
Other	(24,431)	(29,697)	(5,266)
	<u>(1,130,993)</u>	<u>(1,242,964)</u>	<u>(111,970)</u>
Non cash amounts excluded from operating activities	474,664	619,641	144,976
<b>Amount attributable to operating activities</b>	<b>296,295</b>	<b>472,237</b>	<b>175,942</b>
<b>Financing activities</b>			
Proceeds from borrowings	0	0	0
Loan principal repayments	0	0	0
Lease principal repayments	0	0	0
<b>Amount attributable to financing activities</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Surplus / (Deficit)</b>	<b>296,295</b>	<b>472,237</b>	<b>175,942</b>

**GRAPHICAL INFORMATION**

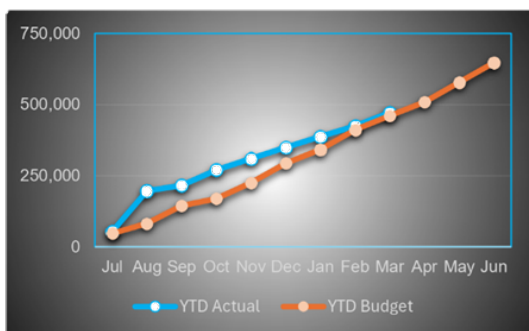
Operating Revenue



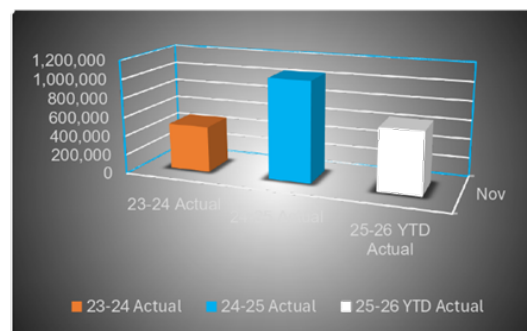
Operating Expenditure



Surplus / Deficit (Excludes Depreciation)



Revenue - 3 Year Comparative

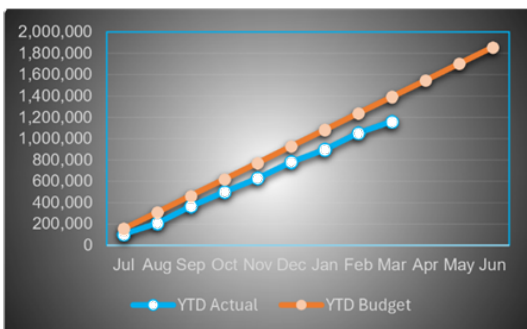


**Kambalda Aerodrome  
Business Unit Reporting for the period ended 31 March 2026**

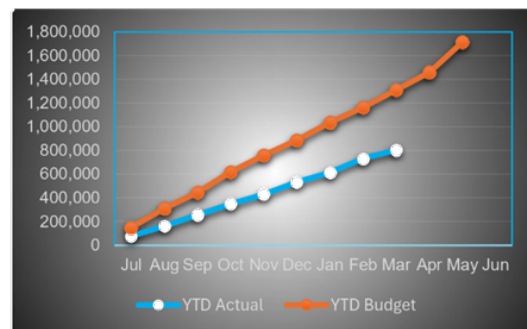
	YTD Budget	YTD Actual	Variance
<b>Revenue</b>			
Fees & Charges	1,242,300	1,161,382	(80,918)
Other Revenue	0	0	0
	<u>1,242,300</u>	<u>1,161,382</u>	<u>(80,918)</u>
<b>Expenditure</b>			
Operational Costs	(849,291)	(789,186)	60,105
Depreciation	0	0	0
Interest Expenses	(19,755)	(14,165)	5,590
Other	0	0	0
	<u>(869,046)</u>	<u>(803,351)</u>	<u>65,695</u>
Non cash amounts excluded from operating activities	0	0	0
<b>Amount attributable to operating activities</b>	<b>373,254</b>	<b>358,031</b>	<b>(15,223)</b>
<b>Financing activities</b>			
Proceeds from borrowings	0	0	0
Loan principal repayments	0	0	0
Lease principal repayments	0	0	0
<b>Amount attributable to financing activities</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Surplus / (Deficit)</b>	<b>373,254</b>	<b>358,031</b>	<b>(15,223)</b>

**GRAPHICAL INFORMATION**

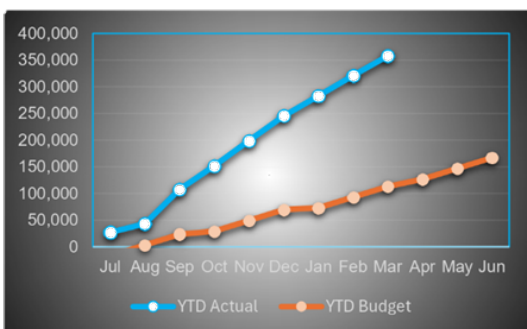
Operating Revenue



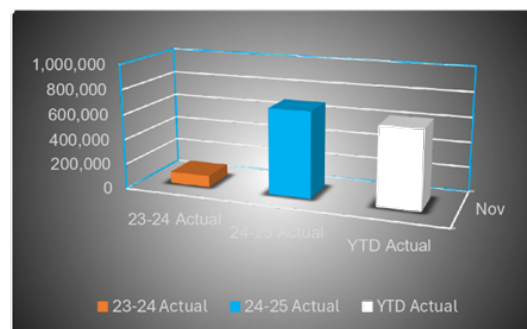
Operating Expenditure



Surplus / Deficit (Excludes Depreciation)



Revenue - 3 Year Comparative



## 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:** 21 April 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.

#### BACKGROUND

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.

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.

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.

The LTFP has been updated to reflect Council's decision at the March 2026 Ordinary Council Meeting to proceed with the sale of Bluebush Village. In incorporating this decision, the Plan includes a number of assumptions regarding the application of sale proceeds. For modelling simplicity, all proceeds have been applied to reduce existing borrowings, thereby improving the Shire's forecast debt position and associated interest costs over the life of the Plan.

However, it is important to note that Council has not yet made any formal resolution regarding the specific allocation of sale proceeds, nor has it determined whether any refinancing arrangements will be undertaken. As such, these assumptions are indicative only and will be refined once formal decisions are made.

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.

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;
- 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 \$10.68 million in the remaining 10 years of the plan 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 FY36.
- Reserves growth: reserves increase from \$0.62m in FY26 to \$5.78m in FY36.
- Cash flow recovery: cash and cash equivalents grow to \$9.37m.
- Unrestricted cash: \$3.60m by FY36, ensuring liquidity for operational stability.
- Average capital investment: \$10.52m annually.

Importantly, the Shire's Local Government Financial Indicator (LGFI) score improves significantly from 27 in FY24 to 96 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**

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

Maintain integrated strategic and operational plans

High quality corporate governance, accountability and compliance

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

**ATTACHMENTS**

1. Long Term Financial Plan 2026-36

**VOTING REQUIREMENT**

Simple Majority

**OFFICER RECOMMENDATION**

That Council adopt the revised Shire of Coolgardie Long Term Financial Plan 2026-2036 as per the attached document.



# 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 FY36. 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 feel confident that the Shire is operating in a prudent, transparent, and accountable manner.

### Purpose and Context

The Shire has made significant investments in strategic infrastructure, including Bluebush Village, the Coolgardie Waste Facility, and the Kambalda Aerodrome. These initiatives were undertaken 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, returns have been slower than initially anticipated, resulting in elevated debt levels and cash flow pressures in the early years.

This level of debt, combined with the delayed financial performance of these assets, placed considerable strain on the Shire's liquidity and limited its capacity to deliver new capital projects or maintain existing service levels without targeted financial management interventions. These pressures became particularly evident in late 2024, prompting the implementation of a temporary freeze on non-essential expenditure and the deferral of several capital works projects until financial stability could be restored.

As at 30 June 2024, the Shire's total debt position was \$30.50 million, which was creating significant cash flow constraints and reducing financial flexibility. In response, all loan borrowings were refinanced during the first half of FY25. This refinancing program provided immediate relief by restructuring repayment schedules, extending loan terms, and incorporating interest-only periods in the early years. This approach has created essential short-term capacity, enabling the Shire to maintain core service delivery, recommence deferred infrastructure works, and begin rebuilding financial reserves, while continuing to meet its long-term obligations.

At the March 2026 Ordinary Council Meeting, Council resolved to proceed with the sale of Bluebush Village for \$20.05 million (GST exclusive). The revised LTFP assumes that the full proceeds from this sale will be applied toward debt reduction. While the borrowings directly attributable to Bluebush Village are approximately \$16 million, the application of the full sale proceeds is projected to reduce total outstanding debt to approximately \$5.46 million.

It is important to note, however, that at the time of preparing the LTFP, Council had not formally resolved its intentions regarding the allocation of the total sale proceeds. As such, the assumption to fully apply the proceeds to debt reduction represents a prudent, best case financial management scenario for modelling purposes and may be subject to change pending future Council decisions.

Following the application of the sale proceeds, the remaining debt balance of approximately \$5.45 million is assumed to be refinanced over a 10-year period. Under this revised approach, all debt is projected to be fully repaid by FY36. As a result of the substantial reduction in debt levels, the establishment of a dedicated Debt Management Reserve is no longer considered necessary. The reduced debt burden is expected to be manageable within the Shire's ongoing operating capacity, allowing surplus funds to be directed toward service delivery, asset renewal, and reserve strengthening, rather than being specifically quarantined for debt repayment purposes.

This outcome demonstrates the Shire's commitment to financial discipline and ensures that short-term cash flow relief measures do not compromise the longer-term objective of achieving full debt repayment and financial sustainability.

#### Actions to Stabilise and Strengthen Finances

This plan outlines the actions that have, 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 \$3-4 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 FY36.
- No new borrowings proposed.
- Cash flow recovery: cash and cash equivalents of \$9.25 million by FY36.
- Reserves growth: reserves increase from \$0.62 million in FY26 to \$5.74 million in FY36.
- Unrestricted cash of \$3.51 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: \$6 million grant funding required for the \$9 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 87 by the end of FY26, before peaking at 96 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
<b>People and Population</b>		
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%
<b>Cultural Diversity (Ancestry)</b>		
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%
<b>Religion</b>		
Catholic	10.4%	18.7%
Anglican	8.6%	10.1%
Christian	3.0%	3.4%
No Religion / Not Stated	43.1%	42.5%
<b>Employment Status</b>		
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%
<b>Industry of Employment</b>		
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.

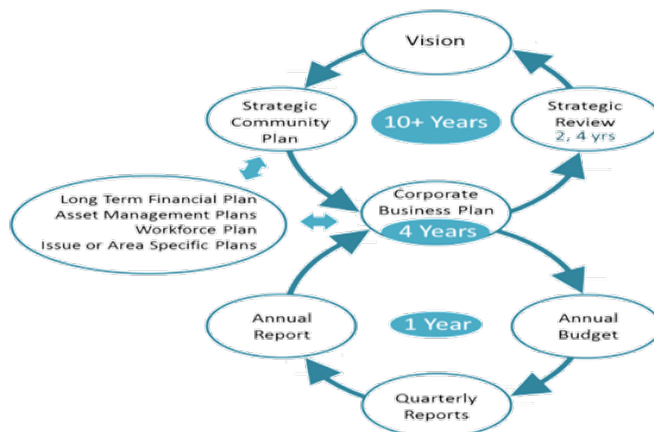
### Strategic Direction

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 LTFFP. 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 was endorsed at March 2026 Ordinary Council Meeting and will continue to be updated as the Shire undertakes condition assessments of all infrastructure.

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:

- 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
- Housing & 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
<b>Rates*</b>	8.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
<b>CPI</b>	3.00%	4.00%	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
<b>Rates*</b>	8.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
<b>Operating Grants</b>	3.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Fees &amp; Charges</b>	8.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
<b>Capital Grants</b>	3.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Interest</b>	3.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Other Revenue</b>	3.00%	4.00%	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 in FY26.

Other significant contributors include the Kambalda Aerodrome, Coolgardie Waste Facility, Bin Collection and Sewerage Operations. With the sale of Bluebush Village these revenue streams will generate almost 60% of all projected fees & charges in FY27. A smaller proportion is derived from statutory services such as animal registrations, building approvals, and town planning application fees.

The generation of strong operating revenues from 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 largest sources are all directly linked to mining activity. 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%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Materials & Contracts	3.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Utility Charges	3.00%	6.00%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%
Finance Costs	3.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Insurance	3.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other Expenditure	3.00%	4.00%	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 in years 2-10 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 38% 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%). With the sale of Bluebush Village these costs will be spread more evenly across all reporting departments.

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.

It is important to note, however, that at the time of preparing the LTFP, Council had not formally resolved its position regarding the allocation of the sale proceeds. Accordingly, the assumption that the full \$20.05 million will be applied toward debt reduction represents a prudent, best-case financial management scenario for modelling purposes and may be subject to change pending future Council decisions.

By reducing the principal outstanding, the application of sale proceeds will materially lower the total interest burden across the 10-year planning period, improving overall financial sustainability.

#### UTILITY COSTS

Utility costs represent approximately 7% of the Shire's total operating expenditure. For the purposes of the LTFP, these costs have been forecast to increase at a rate equivalent to 1.5 times the CPI, reflecting ongoing upward pressure on energy and utility pricing.

These assumptions recognise recent volatility in utility markets; however, they will be subject to ongoing monitoring and review as part of the annual LTFP update process to ensure they remain aligned with prevailing market conditions.

A key driver of current expenditure is the reliance on temporary generator power at the Kambalda Aerodrome and 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	\$42,249,017	FY26-36
Land & Buildings Renewal	\$9,482,861	FY26-36
Bayley Street Upgrade	\$9,025,000	FY29-30
Coolgardie Swimming Pool	\$6,150,000	FY27-28
Plant Replacement Program	\$6,010,000	FY26-36
Micro Grid System	\$4,000,000	FY31-32
Footpath Renewal Program	\$5,417,187	FY26-36
Coolgardie Sewerage Upgrades	\$5,855,686	FY26-36
Waste Management Facilities	\$6,850,000	FY26-36
Other Infrastructure Renewal	\$3,561,384	FY26-36

### 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 is 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	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>REVENUE</b>											
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	5,554	5,770	5,995	6,229	6,572	6,725	6,158	6,399	6,649	6,909
Interest on Investments	312	232	195	240	225	289	335	330	429	542	564
Other Revenue	231	221	227	234	241	248	256	263	271	279	288
<b>TOTAL REVENUE</b>	<b>32,740</b>	<b>23,615</b>	<b>24,473</b>	<b>25,457</b>	<b>26,418</b>	<b>27,596</b>	<b>28,596</b>	<b>28,857</b>	<b>30,062</b>	<b>31,324</b>	<b>32,540</b>
<b>EXPENDITURE</b>											
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	6,943	7,156	7,376	7,603	7,837	8,078	7,788	8,024	8,267	8,517
Utility charges	2,038	949	992	1,036	1,083	1,132	1,182	1,236	1,291	1,349	1,410
Depreciation	6,572	6,711	6,439	6,677	7,025	7,316	7,551	7,820	8,071	8,294	8,594
Interest expense	1,583	327	294	267	238	208	176	142	106	67	27
Insurance expense	563	586	603	621	640	659	679	699	720	742	764
Other expenditure	1,800	1,231	1,242	1,278	1,316	1,354	1,394	1,435	1,477	1,520	1,565
<b>TOTAL EXPENDITURE</b>	<b>30,581</b>	<b>23,704</b>	<b>23,892</b>	<b>24,636</b>	<b>25,507</b>	<b>26,336</b>	<b>27,125</b>	<b>27,427</b>	<b>28,245</b>	<b>29,052</b>	<b>29,954</b>
Loss on Disposal of Assets	(1,603)	0	0	0	0	0	0	0	0	0	0
Capital Grants & Contributions	5,780	1,821	3,254	5,921	5,233	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
<b>NET RESULT FOR PERIOD</b>	<b>6,430</b>	<b>1,732</b>	<b>3,835</b>	<b>6,742</b>	<b>6,144</b>	<b>3,160</b>	<b>4,871</b>	<b>4,830</b>	<b>3,767</b>	<b>4,222</b>	<b>4,636</b>
Changes in asset revaluation surplus	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL COMPREHENSIVE INCOME FOR PERIOD</b>	<b>6,430</b>	<b>1,732</b>	<b>3,835</b>	<b>6,742</b>	<b>6,144</b>	<b>3,160</b>	<b>4,871</b>	<b>4,830</b>	<b>3,767</b>	<b>4,222</b>	<b>4,636</b>

Statement of Financial Activity

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Opening Surplus / (Deficit)</b>	<b>(3,545)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Result from Operating Activities</b>	<b>650</b>	<b>(89)</b>	<b>581</b>	<b>821</b>	<b>911</b>	<b>1,260</b>	<b>1,471</b>	<b>1,430</b>	<b>1,817</b>	<b>2,272</b>	<b>2,586</b>
<b>NON CASH AMOUNTS EXCLUDED FROM OPERATING ACTIVITIES</b>											
(Profit) / Loss on Sale of Assets	1,603	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	6,711	6,439	6,677	7,025	7,316	7,551	7,820	8,071	8,294	8,594
Movements in assets and liabilities	50	0	0	0	(600)	0	0	(947)	(1,698)	0	0
<b>Amount attributable to Operating Activities</b>	<b>8,131</b>	<b>6,711</b>	<b>6,439</b>	<b>6,677</b>	<b>6,425</b>	<b>7,316</b>	<b>7,551</b>	<b>6,873</b>	<b>6,374</b>	<b>8,294</b>	<b>8,594</b>
<b>INVESTING ACTIVITIES</b>											
Purchase of Property, Plant & Equipment	(863)	(1,535)	(1,375)	(1,850)	(1,375)	(1,925)	(1,925)	(1,925)	(1,925)	(2,025)	(2,925)
Purchase of Infrastructure	(7,976)	(5,591)	(8,123)	(11,537)	(10,222)	(7,550)	(10,313)	(8,319)	(6,857)	(9,750)	(9,794)
Capital grants, subsidies and contributions	5,780	1,821	3,254	5,921	5,233	1,900	3,400	3,400	1,950	1,950	2,050
Proceeds from sale of assets	0	200	240	240	240	240	240	240	240	240	400
<b>Amount attributable to investing activities</b>	<b>(3,059)</b>	<b>(5,105)</b>	<b>(6,004)</b>	<b>(7,226)</b>	<b>(6,124)</b>	<b>(7,335)</b>	<b>(8,598)</b>	<b>(6,604)</b>	<b>(6,592)</b>	<b>(9,585)</b>	<b>(10,269)</b>
<b>FINANCING ACTIVITIES</b>											
Repayment of Borrowings	0	(412)	(437)	(464)	(492)	(523)	(555)	(589)	(625)	(663)	(704)
Repayment of Lease Liabilities	(1,817)	(229)	(12)	(8)	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	302	0	89	270	529	500	0	0
Transfers to Reserves	(360)	(875)	(566)	(102)	(719)	(807)	(139)	(1,640)	(1,473)	(318)	(207)
<b>Amount attributable to financing activities</b>	<b>(2,177)</b>	<b>(1,517)</b>	<b>(1,015)</b>	<b>(272)</b>	<b>(1,212)</b>	<b>(1,241)</b>	<b>(424)</b>	<b>(1,700)</b>	<b>(1,598)</b>	<b>(981)</b>	<b>(911)</b>
<b>Operating Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Statement of Cash Flows

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cashflows from Operating Activities</b>											
Rates	14,246	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	15,770	6,238	5,770	5,995	6,229	6,572	6,725	6,158	6,399	6,649	6,909
Other Revenue	543	453	422	474	466	537	591	593	700	821	852
Employee Costs	(6,125)	(6,957)	(7,166)	(7,381)	(7,602)	(7,830)	(8,065)	(8,307)	(8,556)	(8,813)	(9,077)
Materials & Contracts	(14,293)	(8,718)	(6,756)	(7,576)	(7,603)	(7,837)	(8,078)	(7,788)	(8,024)	(8,267)	(8,517)
Utility charges	(2,038)	(949)	(992)	(1,036)	(1,083)	(1,132)	(1,182)	(1,236)	(1,291)	(1,349)	(1,410)
Finance costs	(1,583)	(327)	(294)	(267)	(238)	(208)	(176)	(142)	(106)	(67)	(27)
Insurance paid	(563)	(586)	(603)	(621)	(640)	(659)	(679)	(699)	(720)	(742)	(764)
Other Expenditure	(1,707)	(2,206)	(1,647)	(1,278)	(1,316)	(1,354)	(1,394)	(1,435)	(1,477)	(1,520)	(1,565)
<b>Net Cash Provided (or Used) in Operating Activities</b>	<b>5,883</b>	<b>4,712</b>	<b>7,265</b>	<b>7,298</b>	<b>7,936</b>	<b>8,576</b>	<b>9,022</b>	<b>9,250</b>	<b>9,888</b>	<b>10,566</b>	<b>11,180</b>
<b>Cashflows of Investing Activities</b>											
Proceeds from sale of Property, Plant & Equipment	0	200	240	240	240	240	240	240	240	240	400
Capital Grants & Contributions	3,691	1,821	3,254	5,921	5,233	1,900	3,400	3,400	1,950	1,950	2,050
Payments for purchase of Property, Plant & Equipment	(863)	(1,535)	(1,375)	(1,850)	(1,375)	(1,925)	(1,925)	(1,925)	(1,925)	(2,025)	(2,925)
Payments for construction of Infrastructure	(7,976)	(5,591)	(8,123)	(11,537)	(10,222)	(7,550)	(10,313)	(8,319)	(6,857)	(9,750)	(9,794)
<b>Net Cash Provided (or Used) in Investing Activities</b>	<b>(5,148)</b>	<b>(5,105)</b>	<b>(6,004)</b>	<b>(7,226)</b>	<b>(6,124)</b>	<b>(7,335)</b>	<b>(8,598)</b>	<b>(6,604)</b>	<b>(6,592)</b>	<b>(9,585)</b>	<b>(10,269)</b>
<b>Cashflows of Financing Activities</b>											
Repayment of Borrowings	0	(412)	(437)	(464)	(492)	(523)	(555)	(589)	(625)	(663)	(704)
Repayment of Lease Liabilities	(1,817)	(229)	(12)	(8)	0	0	0	0	0	0	0
<b>Net Cash Provided (or Used) in Financing Activities</b>	<b>(1,817)</b>	<b>(641)</b>	<b>(449)</b>	<b>(472)</b>	<b>(492)</b>	<b>(523)</b>	<b>(555)</b>	<b>(589)</b>	<b>(625)</b>	<b>(663)</b>	<b>(704)</b>
Net increase (decrease) in cash held	(1,082)	(1,035)	812	(401)	1,320	718	(131)	2,058	2,671	318	207
Cash and cash equivalents at beginning of year	3,922	2,839	1,805	2,617	2,216	3,536	4,254	4,123	6,181	8,852	9,170
<b>Cash and cash equivalents at the end of the year</b>	<b>2,839</b>	<b>1,805</b>	<b>2,617</b>	<b>2,216</b>	<b>3,536</b>	<b>4,254</b>	<b>4,123</b>	<b>6,181</b>	<b>8,852</b>	<b>9,170</b>	<b>9,377</b>

Statement of Financial Position

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>CURRENT ASSETS</b>											
Cash and cash equivalents	2,839	1,805	2,617	2,216	3,536	4,254	4,123	6,181	8,852	9,170	9,377
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
<b>Total Current Assets</b>	<b>5,050</b>	<b>3,065</b>	<b>3,627</b>	<b>3,226</b>	<b>4,546</b>	<b>5,264</b>	<b>5,133</b>	<b>7,191</b>	<b>9,862</b>	<b>10,180</b>	<b>10,387</b>
<b>NON-CURRENT ASSETS</b>											
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	37,844	37,795	38,192	38,051	38,434	38,776	39,079	39,341	39,664	40,682
Infrastructure	115,795	116,302	119,172	125,244	129,718	131,254	135,358	137,239	137,448	140,366	143,073
Right-of-use assets	483	0	0	0	0	0	0	0	0	0	0
<b>Total Non-Current Assets</b>	<b>154,390</b>	<b>154,605</b>	<b>157,425</b>	<b>163,895</b>	<b>168,227</b>	<b>170,146</b>	<b>174,593</b>	<b>176,776</b>	<b>177,248</b>	<b>180,488</b>	<b>184,214</b>
<b>TOTAL ASSETS</b>	<b>159,439</b>	<b>157,670</b>	<b>161,051</b>	<b>167,121</b>	<b>172,773</b>	<b>175,410</b>	<b>179,727</b>	<b>183,968</b>	<b>187,110</b>	<b>190,668</b>	<b>194,601</b>
<b>CURRENT LIABILITIES</b>											
Trade and other payables	2,575	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	412	437	464	492	523	555	589	625	663	704	0
Employee related provisions	527	527	527	527	527	527	527	527	527	527	527
Other Provisions	1,380	405	0	0	0	0	0	0	0	0	0
<b>Total Current Liabilities</b>	<b>5,122</b>	<b>2,180</b>	<b>2,199</b>	<b>2,019</b>	<b>2,049</b>	<b>2,081</b>	<b>2,115</b>	<b>2,151</b>	<b>2,190</b>	<b>2,230</b>	<b>1,527</b>
<b>NON-CURRENT LIABILITIES</b>											
Lease liabilities	20	8	0	0	0	0	0	0	0	0	0
Borrowings	5,052	4,615	4,151	3,658	3,135	2,581	1,992	1,367	704	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
<b>Total Non-Current Liabilities</b>	<b>9,671</b>	<b>9,112</b>	<b>8,639</b>	<b>8,147</b>	<b>7,624</b>	<b>7,070</b>	<b>6,481</b>	<b>5,856</b>	<b>5,193</b>	<b>4,489</b>	<b>4,489</b>
<b>TOTAL LIABILITIES</b>	<b>14,793</b>	<b>11,292</b>	<b>10,838</b>	<b>10,166</b>	<b>9,674</b>	<b>9,151</b>	<b>8,596</b>	<b>8,007</b>	<b>7,383</b>	<b>6,719</b>	<b>6,015</b>
<b>NET ASSETS</b>	<b>144,646</b>	<b>146,378</b>	<b>150,213</b>	<b>156,955</b>	<b>163,100</b>	<b>166,260</b>	<b>171,130</b>	<b>175,960</b>	<b>179,727</b>	<b>183,949</b>	<b>188,585</b>
<b>EQUITY</b>											
Retained surplus	53,091	53,948	57,216	64,159	69,584	72,026	77,027	80,746	83,539	87,443	91,872
Reserve accounts	618	1,493	2,060	1,859	2,579	3,297	3,166	4,277	5,251	5,569	5,776
Revaluation surplus	90,937	90,937	90,937	90,937	90,937	90,937	90,937	90,937	90,937	90,937	90,937
<b>TOTAL EQUITY</b>	<b>144,646</b>	<b>146,378</b>	<b>150,213</b>	<b>156,955</b>	<b>163,099</b>	<b>166,259</b>	<b>171,130</b>	<b>175,960</b>	<b>179,727</b>	<b>183,949</b>	<b>188,585</b>

## Statement of Reserves

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>LEAVE RESERVE</b>											
Opening Balance	0	50	52	54	55	57	59	60	562	578	596
Transfer to Reserve	50	2	2	2	2	2	2	501	17	17	18
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0	0
<b>Balance at 30 June</b>	<b>50</b>	<b>52</b>	<b>54</b>	<b>55</b>	<b>57</b>	<b>59</b>	<b>60</b>	<b>562</b>	<b>578</b>	<b>596</b>	<b>614</b>
<b>PLANT RESERVE</b>											
Opening Balance	77	130	135	139	144	248	255	263	771	794	818
Transfer to Reserve	53	5	4	4	104	7	8	508	23	24	25
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0	0
<b>Balance at 30 June</b>	<b>130</b>	<b>135</b>	<b>139</b>	<b>144</b>	<b>248</b>	<b>255</b>	<b>263</b>	<b>771</b>	<b>794</b>	<b>818</b>	<b>842</b>
<b>SEWERAGE RESERVE</b>											
Opening Balance	60	142	188	233	280	389	1,080	923	951	519	696
Transfer to Reserve	82	46	46	47	108	692	72	68	69	176	61
Transfer from Reserve	0	0	0	0	0	0	(230)	(40)	(500)	0	0
<b>Balance at 30 June</b>	<b>142</b>	<b>188</b>	<b>233</b>	<b>280</b>	<b>389</b>	<b>1,080</b>	<b>923</b>	<b>951</b>	<b>519</b>	<b>696</b>	<b>756</b>
<b>LANDFILL REINSTATEMENT RESERVE</b>											
Opening Balance	0	50	52	54	55	57	59	60	62	864	890
Transfer to Reserve	50	2	2	2	2	2	2	2	802	26	27
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0	0
<b>Balance at 30 June</b>	<b>50</b>	<b>52</b>	<b>54</b>	<b>55</b>	<b>57</b>	<b>59</b>	<b>60</b>	<b>62</b>	<b>864</b>	<b>890</b>	<b>917</b>
<b>INFRASTRUCTURE RENEWAL RESERVE</b>											
Opening Balance	89	142	858	1,366	1,105	1,533	1,490	1,495	1,100	1,638	1,687
Transfer to Reserve	53	716	507	41	429	46	45	45	538	49	51
Transfer from Reserve	0	0	0	(302)	0	(89)	(40)	(440)	0	0	0
<b>Balance at 30 June</b>	<b>142</b>	<b>858</b>	<b>1,366</b>	<b>1,105</b>	<b>1,533</b>	<b>1,490</b>	<b>1,495</b>	<b>1,100</b>	<b>1,638</b>	<b>1,687</b>	<b>1,738</b>

Statement of Reserves (continued)

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>AGED ACCOMMODATION RENEWAL RESERVE</b>											
Opening Balance	33	64	166	171	176	250	307	316	831	856	882
Transfer to Reserve	31	103	5	5	73	57	9	515	25	26	26
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0	0
<b>Balance at 30 June</b>	<b>64</b>	<b>166</b>	<b>171</b>	<b>176</b>	<b>250</b>	<b>307</b>	<b>316</b>	<b>831</b>	<b>856</b>	<b>882</b>	<b>908</b>
<b>ROAD CONTRIBUTIONS RESERVE</b>											
Opening Balance	0	40	42	43	44	45	47	48	0	0	0
Transfer to Reserve	40	2	1	1	1	1	1	1	0	0	0
Transfer from Reserve	0	0	0	0	0	0	0	(50)	0	0	0
<b>Balance at 30 June</b>	<b>40</b>	<b>42</b>	<b>43</b>	<b>44</b>	<b>45</b>	<b>47</b>	<b>48</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DEBT MANAGEMENT RESERVE</b>											
Opening Balance	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0	0
<b>Balance at 30 June</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL RESERVES</b>											
Opening Balance	258	618	1,493	2,060	1,859	2,579	3,297	3,166	4,277	5,251	5,569
Transfer to Reserve	360	875	566	102	719	807	139	1,640	1,473	318	207
Transfer from Reserve	0	0	0	(302)	0	(89)	(270)	(529)	(500)	0	0
<b>TOTAL RESERVES AT 30 JUNE</b>	<b>618</b>	<b>1,493</b>	<b>2,060</b>	<b>1,859</b>	<b>2,579</b>	<b>3,297</b>	<b>3,166</b>	<b>4,277</b>	<b>5,251</b>	<b>5,569</b>	<b>5,776</b>

Infrastructure Renewal Program

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>INVESTMENT PROPERTY</b>											
Opening Balance	17,290	0	0	0	0	0	0	0	0	0	0
Accumulated Depreciation	0	0	0	0	0	0	0	0	0	0	0
<b>Sub-total</b>	<b>17,290</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Asset Revaluations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>4,313</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Acquisitions</b>											
- 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	(21,603)	0	0	0	0	0	0	0	0	0	0
Depreciation	0	0	0	0	0	0	0	0	0	0	0
<b>Sub-total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Proceeds from Sale of PPE	20,000	0	0	0	0	0	0	0	0	0	0
Book Value of PPE Disposed	21,603	0	0	0	0	0	0	0	0	0	0
<b>Profit / (Loss) on PPE</b>	<b>(1,603)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PROPERTY, PLANT &amp; EQUIPMENT</b>											
Opening Balance	48,117	48,980	49,815	50,710	52,080	52,975	54,420	55,865	57,310	58,755	60,300
Accumulated Depreciation	(10,172)	(11,326)	(11,971)	(12,915)	(13,888)	(14,924)	(15,986)	(17,089)	(18,231)	(19,414)	(20,636)
<b>Sub-total</b>	<b>37,945</b>	<b>37,654</b>	<b>37,844</b>	<b>37,795</b>	<b>38,192</b>	<b>38,051</b>	<b>38,434</b>	<b>38,776</b>	<b>39,079</b>	<b>39,341</b>	<b>39,664</b>
<b>Asset Revaluations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Acquisitions</b>											
- Capital New	630	200	0	0	0	0	0	0	0	100	100
- Capital Renewal	233	1,335	1,375	1,850	1,375	1,925	1,925	1,925	1,925	1,925	2,825
Disposal	0	(700)	(480)	(480)	(480)	(480)	(480)	(480)	(480)	(480)	(800)
Depreciation	(1,154)	(645)	(944)	(972)	(1,036)	(1,062)	(1,102)	(1,142)	(1,182)	(1,222)	(1,107)
<b>Sub-total</b>	<b>37,654</b>	<b>37,844</b>	<b>37,795</b>	<b>38,192</b>	<b>38,051</b>	<b>38,434</b>	<b>38,776</b>	<b>39,079</b>	<b>39,341</b>	<b>39,664</b>	<b>40,682</b>
Proceeds from Sale of PPE	0	200	240	240	240	240	240	240	240	240	400
Book Value of PPE Disposed	0	200	240	240	240	240	240	240	240	240	400
<b>Profit / (Loss) on PPE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Infrastructure Renewal Program (continued)

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>INFRASTRUCTURE</b>											
Opening Balance	197,354	205,330	210,921	219,045	230,582	240,804	248,354	258,667	266,985	273,842	283,592
Accumulated Depreciation	(84,172)	(89,535)	(94,619)	(99,873)	(105,338)	(111,086)	(117,100)	(123,309)	(129,746)	(136,395)	(143,227)
<b>Sub-total</b>	<b>113,182</b>	<b>115,795</b>	<b>116,302</b>	<b>119,172</b>	<b>125,244</b>	<b>129,718</b>	<b>131,254</b>	<b>135,358</b>	<b>137,239</b>	<b>137,448</b>	<b>140,366</b>
<b>Asset Revaluations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Acquisitions</b>											
- Capital New	50	1,700	1,100	1,100	1,100	1,100	1,300	1,300	1,300	1,300	1,500
- Capital Renewal	7,926	3,891	7,023	10,437	9,122	6,450	9,013	7,019	5,557	8,450	8,294
Depreciation	(5,363)	(5,084)	(5,254)	(5,465)	(5,748)	(6,014)	(6,209)	(6,438)	(6,648)	(6,832)	(7,086)
<b>Sub-total</b>	<b>115,795</b>	<b>116,302</b>	<b>119,172</b>	<b>125,244</b>	<b>129,718</b>	<b>131,254</b>	<b>135,358</b>	<b>137,239</b>	<b>137,448</b>	<b>140,366</b>	<b>143,073</b>
<b>TOTAL NET ASSETS</b>	<b>153,449</b>	<b>154,146</b>	<b>156,966</b>	<b>163,436</b>	<b>167,769</b>	<b>169,688</b>	<b>174,135</b>	<b>176,318</b>	<b>176,789</b>	<b>180,030</b>	<b>183,755</b>
<b>RIGHT OF USE ASSETS</b>											
Opening Balance	7,555	483	0	0	0	0	0	0	0	0	0
Accumulated Depreciation	(2,705)	0	0	0	0	0	0	0	0	0	0
<b>Sub-total</b>	<b>4,850</b>	<b>483</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>(4,313)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Acquisitions</b>											
- 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	(2,760)	(483)	0	0	0	0	0	0	0	0	0
Depreciation	2,705	0	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
<b>Profit / (Loss) on PPE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### 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.

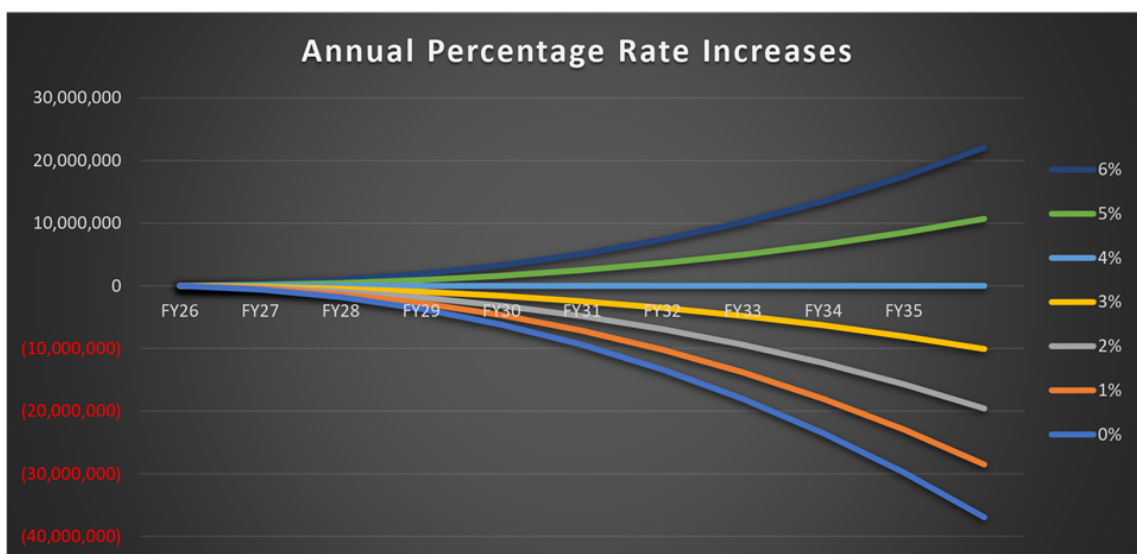
The external benchmarks used in the modelling include the CPI for January 2025 as published by the Australian Bureau of Statistics, the Perth Wage Price Index for June 2025, and the Reserve Bank of Australia (RBA) 10-year bond rate. These indicators provide a realistic basis for assessing likely movements 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 4.93% at March 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 \$22.08 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 LTFP applies a 4% annual increase in fees and charges, consistent with the projected growth in rate revenue. This assumption has been benchmarked against the Reserve Bank of Australia 10-year government bond rate, which was approximately 4.93% as at March 2026.

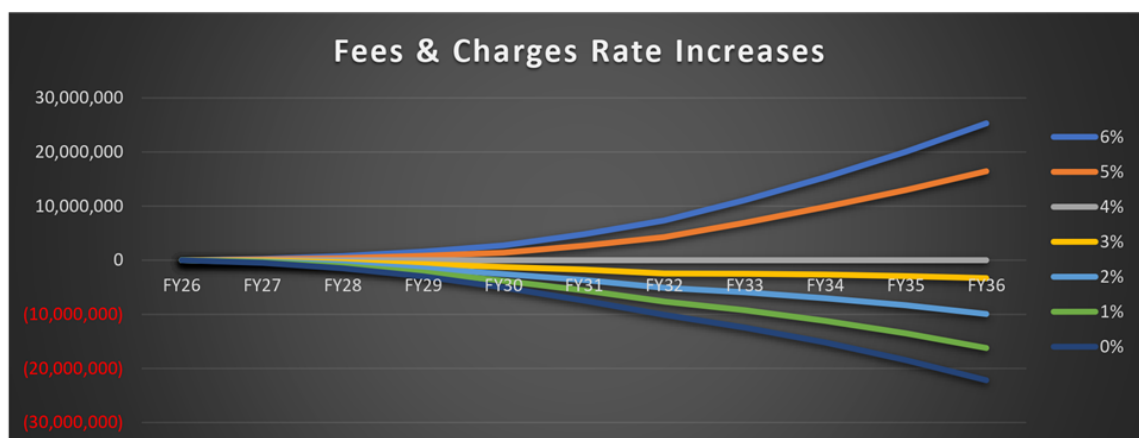
Scenario modelling indicates that maintaining fees and charges at current levels, with no annual increase, would result in a cumulative revenue reduction of approximately \$9.26 million over the 10-year period. Conversely, applying a higher escalation rate of 6% per annum would generate an additional \$14.03 million in fees and charges revenue over the same timeframe.

A key structural change reflected in the LTFP is the removal of revenue associated with Bluebush Village following its sale. While this has reduced the overall level of fees and charges revenue compared to historical periods, it has also reduced the Shire's exposure to operational and occupancy risks previously associated with the facility. As a result, the forward revenue base is considered to be more stable, albeit at a lower level.

Notwithstanding this, a significant proportion of remaining fees and charges revenue continues to be derived from major trading activities, particularly the Kambalda Aerodrome and waste management facilities. These revenue streams are inherently sensitive to external factors, including mining activity, contractor demand, and broader economic conditions. For example, reduced air traffic volumes at the Kambalda Aerodrome would directly impact landing fee revenue, although this may be partially offset by a corresponding reduction in maintenance and operating costs.

Given these dynamics, the adopted 4% escalation rate is considered to represent a balanced and prudent assumption, supporting long-term financial sustainability while recognising potential variability in demand-driven revenue streams. However, the sensitivity of fees and charges to external market conditions remains a key risk within the LTFP.

Accordingly, all underlying assumptions will be subject to ongoing monitoring and will be reviewed and refined annually as part of the budget and LTFP update process to ensure they remain aligned with prevailing economic conditions and service delivery requirements.



**Employee Costs**

The sensitivity analysis undertaken for the LTFP examined a range of scenarios to assess the cost impacts of varying escalation rates for employee costs over the 10-year period. The LTFP adopts an initial increase of 4% in year one, followed by 3% per annum for the remainder of the planning period.

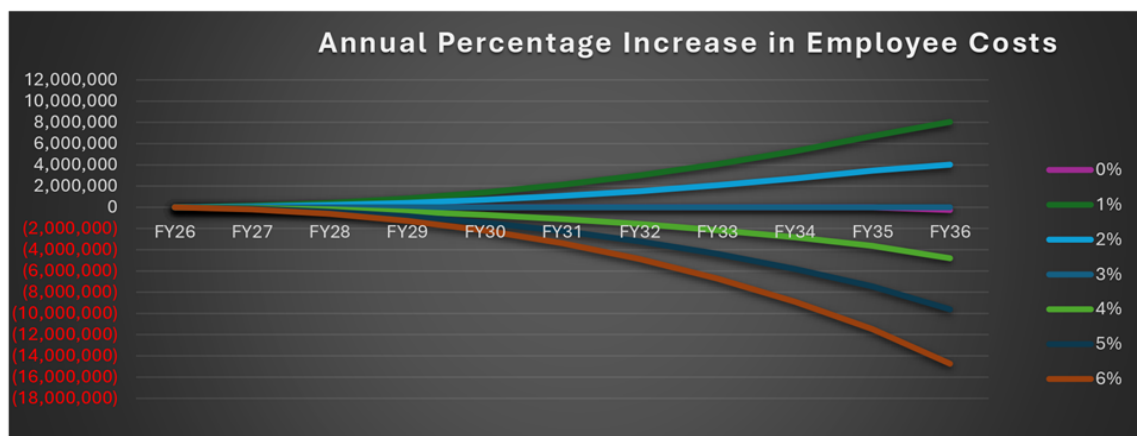
These assumptions have been considered against the Western Australia Wage Price Index (WPI), which recorded an increase of 4.1% for the 12 months to December 2025. While this is below the current Perth Consumer Price Index (CPI) of 4.9%, it is acknowledged that the WPI does not fully reflect the Shire's operating environment. In particular, salary levels within the Shire are typically above award rates due to its regional location, competition for skilled labour, and challenges associated with attracting and retaining staff in remote areas.

It is also noted that the first year of the LTFP incorporates the full financial impact of staffing changes arising from the Shire's organisational structure review. As such, the base year reflects a stabilised workforce model, with subsequent year increases primarily representing wage escalation rather than structural changes.

Scenario modelling indicates that maintaining employee costs at current levels, with no annual increase, would result in cumulative savings of approximately \$11.83 million over the 10-year period. Conversely, applying a higher escalation rate of 6% per annum would increase total employee costs by approximately \$14.74 million over the same timeframe.

Based on this analysis, the Shire considers the adopted escalation of 4% in the initial year and 3% per annum thereafter to be a balanced and reasonable assumption. This approach recognises current labour market pressures while also supporting long-term financial sustainability. However, employee costs remain a key cost driver within the LTFP and are sensitive to external factors, including wage movements, industrial agreements, and workforce availability.

Accordingly, all underlying assumptions will be subject to ongoing monitoring and will be reviewed and refined annually as part of the LTFP and budget update process to ensure they remain aligned with prevailing market conditions and organisational requirements.



**Materials and Contracts**

The LTFP incorporates an assumed escalation in materials and contract costs of 4% in the initial year, followed by 3% per annum for the remainder of the planning period. These assumptions have been benchmarked against the Perth Consumer Price Index (CPI), which recorded an increase of 4.9% for the 12 months to February 2026.

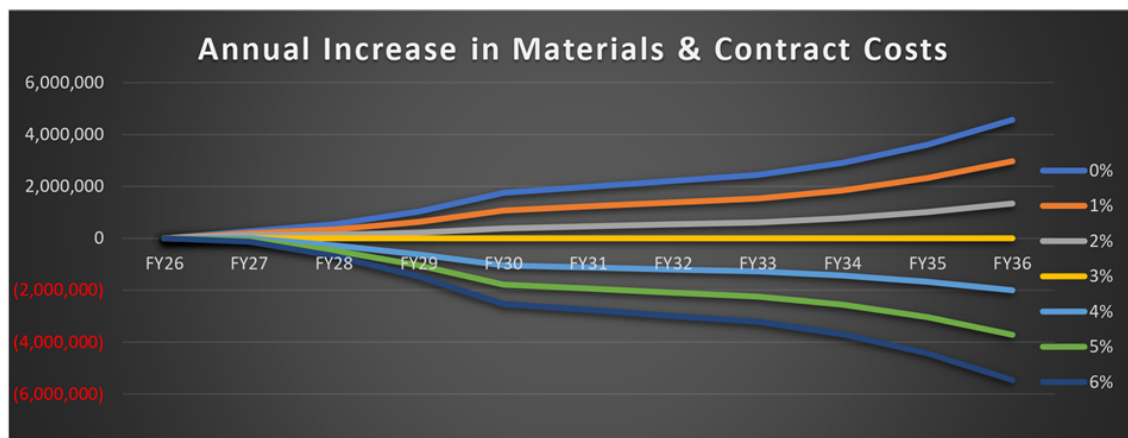
Scenario modelling indicates that maintaining materials and contract costs at current levels, with no annual escalation, would result in cumulative savings of approximately \$3.44 million over the 10-year period. Conversely, applying a higher escalation rate of 6% per annum would increase total costs by approximately \$8.95 million over the same timeframe.

Consideration has also been given to the recent short-term spike in fuel prices, which has contributed to upward pressure on materials, plant, and contract costs. The LTFP assumes that these elevated fuel costs are temporary in nature and will moderate over time, returning to more typical or "normalised" levels. This assumption is a key driver of the long-term cost projections, particularly given the Shire's reliance on fuel-intensive activities such as road construction, waste management, and plant operations. As such, fuel cost assumptions will require ongoing monitoring and regular reassessment to ensure they continue to reflect prevailing market conditions.

In addition, the annual cost of materials and contracts has decreased significantly as a result of the sale of Bluebush Village. The divestment of this asset has reduced ongoing operating, maintenance, and contractual expenditure associated with the facility, which has been reflected in the base year cost assumptions within the LTFP.

The adjustment in FY2030 reflects revised assumptions regarding activity levels at the Kambalda Aerodrome. Lower projected volumes of air traffic are expected to result in a reduction in landing fee revenue, which is partially offset by a corresponding decrease in maintenance and operating costs associated with the aerodrome.

Based on this analysis, the Shire considers the adopted 3% ongoing escalation factor to be reasonable and appropriate under current economic conditions. Notwithstanding this, all cost assumptions will be subject to annual review and adjustment as part of the ongoing LTFP update process to ensure they remain aligned with prevailing market conditions and financial sustainability objectives



### 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

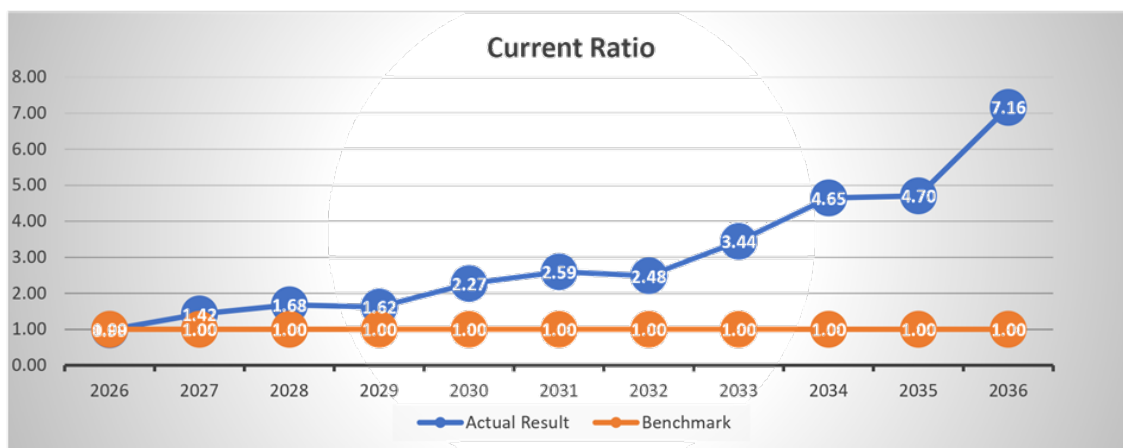
Current Assets  
Current Liabilities

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 7.16.



### 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**

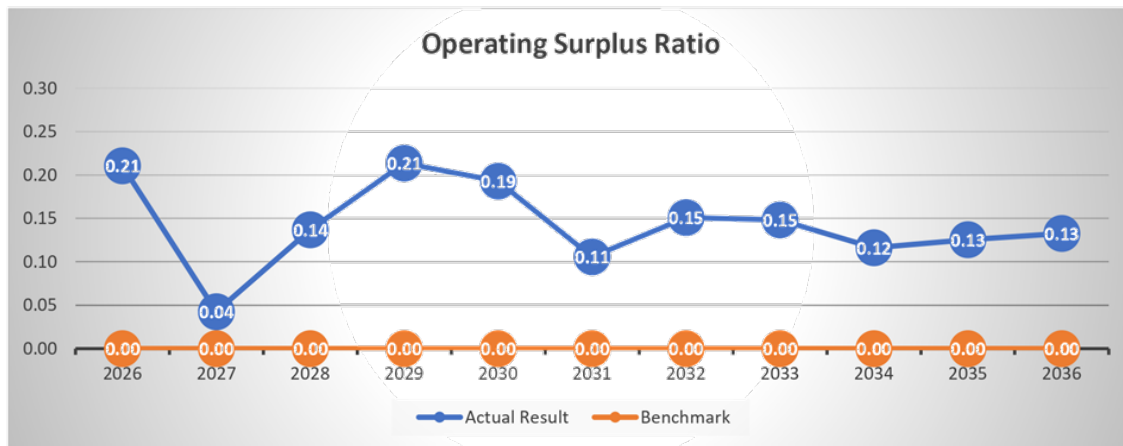
Adjusted Operating Surplus  
Adjusted Operating Revenue

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.



### 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**

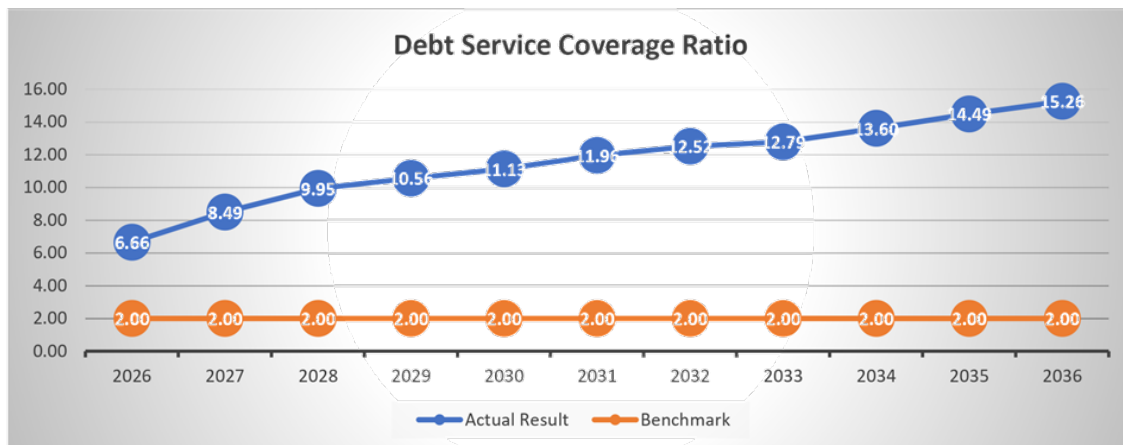
Adjusted Operating Surplus

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

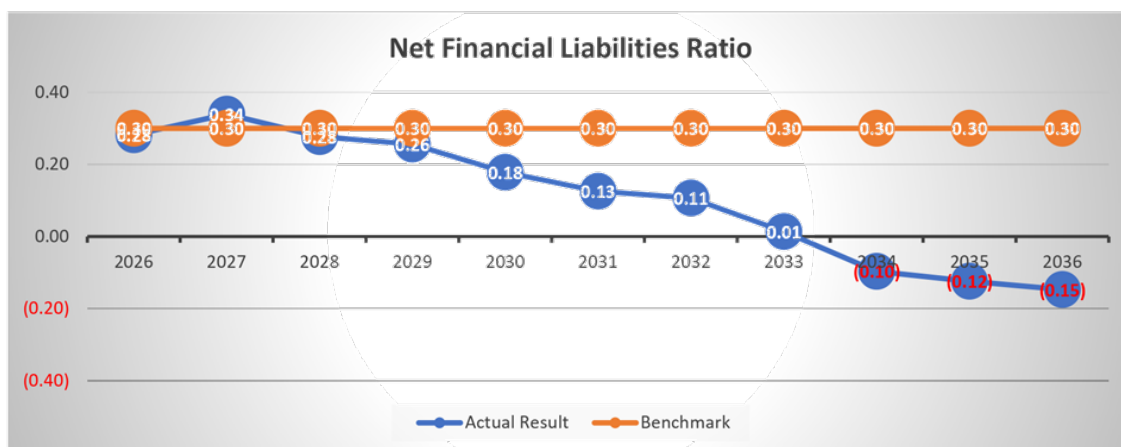
Adjusted Operating Revenue

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.



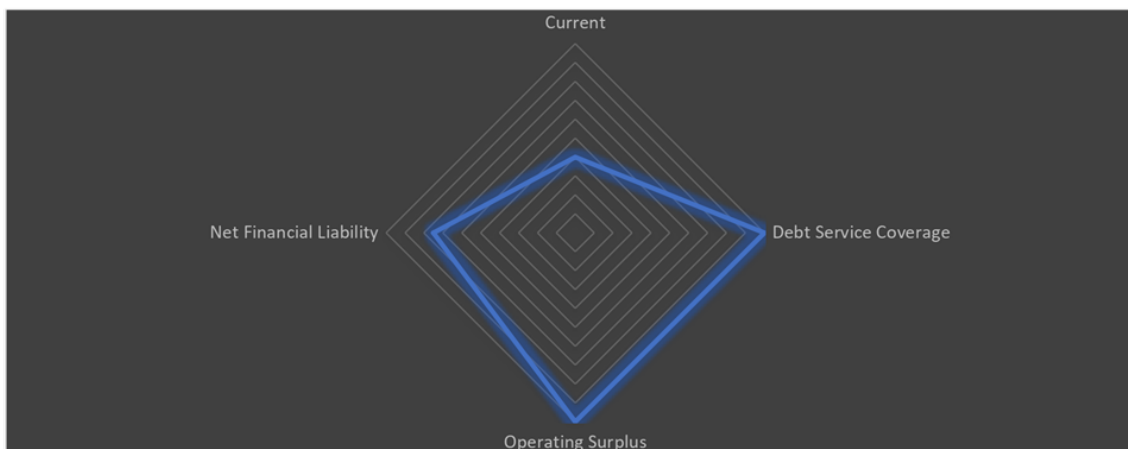
**Local Government Financial Indicator**

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.

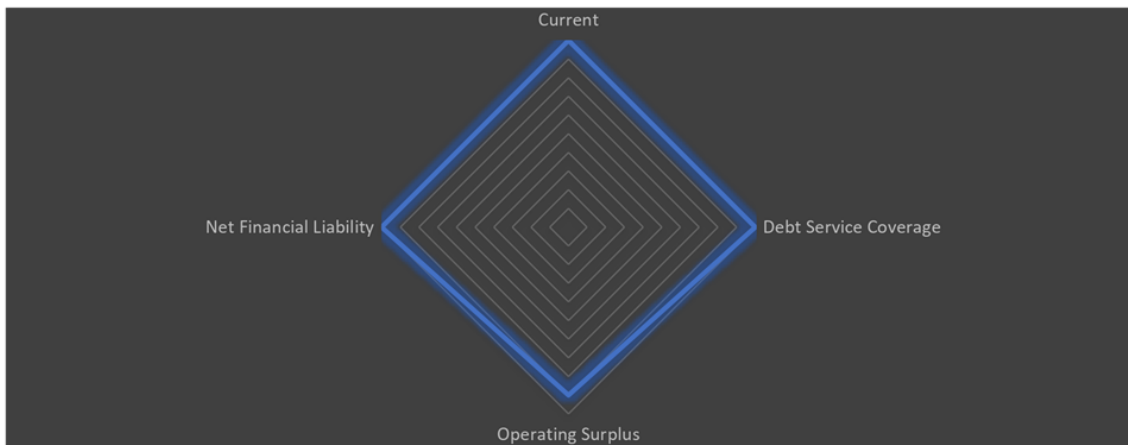
Unlike the Financial Health Indicator (FHI), the LGFI does not attempt to assess the financial sustainability of the local government. That is, there is not the same level of focus on the Shire's financial capacity to fund maintenance and asset renewal as infrastructure reaches the end of useful life. 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 87**



**2036 LGFI Rating 96**



## Review of Long Term Financial Plan

The LTFFP 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 LTFFP 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 LTFFP is reviewed systematically and updated as required.

### Annual Review and Integration with Budget Process

The LTFFP 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 LTFFP 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:

- 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 LTFFP 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 \$5.12 million over the next ten years, and result in a forecast reserve balance of \$5.74 million by FY36. 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.

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.

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Document Control

Version	Date	Author	Authorised
2026.1 Draft	16/03/2026	M. Whitely	Sabine Taylor
2026.1	24/03/2026	M. Whitely	Council Resolution #44/2026
2026.2 Draft	20/04/2026	M. Whitely	Sabine Taylor

**12.3.2 RETENTION OF TRANSFERRED PROPERTIES**

**Location:** Various  
**Applicant:** Kevin Wilson, Finance Consultant  
**Disclosure of Interest:** N/A  
**Date:** 22 April 2026  
**Author:** Leanne Parola, Executive Manager Community Development and Regulatory Services

**SUMMARY**

For Council to reconsider the disposal of the following properties by public auction:

- (Lot 2130) 66 Gnarlbine Road, Coolgardie
- (Lot 532) 45 King Street, Coolgardie
- (Lot 2272) 113 Shaw Street, Coolgardie
- (Strata Lot 1) 78 Saltbush Road, Kambalda West

**BACKGROUND**

At the Ordinary Meeting of Council held 21 July 2025 Council resolved to dispose the above properties by public auction in accordance with section 3.58 of the Local Government Act, and approve the sales proceeds be placed in the Infrastructure Reserve Account (Council Resolution #113/2025).

**COMMENT**

Due to the shortage of Accommodation for staff and the public in both Coolgardie and Kambalda it is proposed that Council reconsider the disposal of these properties with the intent to build houses/units for future use either for staff accommodation or for sale to the general population.

**CONSULTATION**

Shire Staff  
Rates Contractor  
Finance Consultant  
Councillors

**STATUTORY ENVIRONMENT**

There are no statutory implications in retaining the properties.

Any sale of one or more of the properties would be subject to Section 3.58 of the Local Government Act 1995.

**POLICY IMPLICATIONS**

There are no policy implications.

**FINANCIAL IMPLICATIONS**

There are no immediate financial implications.

**STRATEGIC IMPLICATIONS****A thriving local economy**

Encouraging and attracting new investment and advocating for local employment

**Accountable and effective leaders**

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

**Effective management of infrastructure, heritage and environment**

Supporting the development of diverse housing and land options

**ATTACHMENTS**

Nil

**VOTING REQUIREMENT**

Simple Majority

**OFFICER RECOMMENDATION**

That Council:

1. **Revoke Council Resolution #113/2025 made at the Ordinary Council Meeting held on the 21 July 2025 to dispose of the following properties:**
  - a. **Strata Lot 1, 78 Saltbush Road, Kambalda West**
  - b. **Lot 2130,66 Gnarlbine Road, Coolgardie**
  - c. **Lot 532, 45 King Street, Coolgardie**
  - d. **Lot 2272, 113 Shaw Street, Coolgardie**
2. **Approve the CEO to investigate the costs of building houses/units for potential staff accommodation or future sale to the general public.**
3. **Present to Council the costs and recommendation on whether to retain the properties for staff accommodation or resale to the public.**

**13 ELECTED MEMBERS MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN****13.1 NOTICE OF MOTION - CR SIMMONS RE COOLGARDIE TO BECOME PRINCIPAL ADMINISTRATION OFFICE FOR SHIRE OF COOLGARDIE**

**Location:** Nil  
**Applicant:** Cr Daphne Simmons  
**Disclosure of Interest:** Nil  
**Date:** 28 April 2023  
**Author:** Sabine Taylor, Chief Executive Officer

**SUMMARY**

Cr Simmons has given Notice of Motion (NoM) to consider Coolgardie becoming the “principal administration office” for the Shire of Coolgardie (SoC), rather than Kambalda. (refer to Attachment A).

It is confirmed to be a valid Notice of Motion being received by the CEO at least 8 days clear before the Ordinary Council Meeting (OCM), as per the SoC Meeting Procedures Local Law, 2019 (MPLL) 5.3(2).

In accordance with the MPLL, Cr Simmons must move the NoM, or if unable to do so, must authorise, in writing another Council Member to do so.

**BACKGROUND**

Kambalda has been the location of the workplace of most the Shire employees, and principal activities are generally conducted from that office.

Cr Simmons has proposed in the Notice of Motion:

1. *Notes that Coolgardie is the principal seat of the Shire and holds significant historical, civic and symbolic importance.*
2. *Recognises that residents, ratepayers and visitors reasonably expect the Shire’s principal administration office to be in Coolgardie.*
3. *Notes that the existing administration building in Coolgardie is larger, better configured and more suitable for central administrative functions.*
4. *Acknowledges that modern technology and contemporary work practices allow senior staff, finance and operational teams to work effectively across multiple locations.*
5. *Affirms that this proposal is not intended to reduce services or employment in Kambalda, and that service delivery should continue for both towns; and*
6. *Requests the Chief Executive Officer to prepare a report for Council on:*
  - \*The practical requirements for transferring the principal administration office back to Coolgardie.*
  - \*Staffing, operation and financial implications.*
  - \*Timeframes for implementation; and*
  - \*How customer service access would be maintained in both Coolgardie and Kambalda.*

Cr Simmons has provided the following bases for support for the Notice of Motion:

*To restore the Shire’s principal administration office to Coolgardie in practical and measured way that aligns with the Shire seat, available infrastructure and community expectations, while maintaining fair service delivery across both towns.*

**COMMENT**

The Chief Executive Officer (CEO) acknowledges that determination of this matter lies with Council. The following commentary is provided to outline relevant operational, workforce, service delivery and governance considerations that may assist Council in determining an appropriate process for consideration of the Notice of Motion. The CEO notes that point 1 – 5 in Cr Simmons proposal effectively pre-determines Council's position before receiving evidence.

It is acknowledged that Coolgardie is the historical heart of the Shire and is widely recognised as the "mother of the Goldfields". After many years of relative decline, there are indications of renewed activity and localised growth.

The presence of multiple towns within a single local government district is not uncommon. By way of example, the Shire of Ashburton services Tom Price, Onslow, Paraburdoo and Pannawonica; the Shire of Manjimup services Manjimup, Pemberton, Walpole and Northcliffe; and the Shire of East Pilbara services Newman, Marble Bar and Nullagine. In such local governments, emphasis is generally placed on maintaining equitable service access, staff availability (particularly senior officers), and appropriate geographic rotation of Council activities.

Advancements in technology have reduced the practical impacts of distance; however, it is also acknowledged that face-to-face access remains important to many residents and stakeholders.

The Shire of Coolgardie has historically sought to maintain inclusivity across both Coolgardie and Kambalda, including regular senior officer presence and rotating Council meetings.

In considering the Notice of Motion, the following matters may warrant further examination:

- The practical and operational meaning of "principal administration office", including whether specific statutory, record-keeping or executive functions would need to be relocated.
- Workforce impacts, including whether employees based in Kambalda would be required to relocate or commute.
- Availability of employee housing in Coolgardie should relocation be required.
- Office capacity at both locations and potential financial implications associated with reconfiguration.
- The extent to which community and stakeholder consultation would be appropriate prior to a determination.

Should Council support further examination of the proposal, the CEO considers that authorising the preparation of a comprehensive report, inclusive of community input, would enable Council to make an informed decision at a later date. Noting that the production of such report including obtaining community input is a significant body of work.

Thus, the CEO recommends that Council:

**1. Requests the Chief Executive Officer to prepare a report on:**

- **The practical requirements for transferring the principal administration office to Coolgardie,**
- **Staffing, operation and financial implications,**
- **Indicative timeframes for implementation,**
- **How customer service access would be maintained in both Coolgardie and Kambalda and,**
- **Obtain Community and stakeholder feedback.**

**2. Receive the report by 31 August 2026 and determine whether to proceed with the proposal and if so on what basis.**

**CONSULTATION**

Public Consultation to be conducted.

**STATUTORY ENVIRONMENT**

*Local Government Act 1995*

**POLICY IMPLICATIONS**

Nil

**FINANCIAL IMPLICATIONS**

To be determined.

**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. Notice of Motion - Cr Daphne Simmons****VOTING REQUIREMENT**

Simple Majority

**ELECTED MEMBER RECOMMENDATION**

**That Council:**

- 1. Notes that Coolgardie is the principal seat of the Shire and holds significant historical, civic and symbolic importance.**
- 2. Recognises that residents, ratepayers and visitors reasonably expect the Shire's principal administration office to be in Coolgardie.**
- 3. Notes that the existing administration building in Coolgardie is larger, better configured and more suitable for central administrative functions.**
- 4. Acknowledges that modern technology and contemporary work practices allow senior staff, finance and operational teams to work effectively across multiple locations.**
- 5. Affirms that this proposal is not intended to reduce services or employment in Kambalda, and that service delivery should continue from both towns; and**
- 6. Requests the Chief Executive Officer to prepare a report for Council on:**
  - a. The practical requirements for transferring the principal administration office back to Coolgardie.**
  - b. Staffing, operational and financial implications.**
  - c. Timeframes for implementation; and**

- d. How customer service access would be maintained in both Coolgardie and Kambalda.

**Notice of Motion** – Transfer of Principal Administration Office to Coolgardie

**Mover:** Cr. Simmons

**Meeting Date:** 28/04/2026

**That Council:**

1. Notes that Coolgardie is the principal seat of the Shire and holds significant historical, civic and symbolic importance.
2. Recognises that residents, ratepayers and visitors reasonably expect the Shire's principal administration office to be in Coolgardie.
3. Notes that the existing administration building in Coolgardie is larger, better configured and more suitable for central administrative functions.
4. Acknowledges that modern technology and contemporary work practices allow senior staff, finance and operational teams to work effectively across multiple locations.
5. Affirms that this proposal is not intended to reduce services or employment in Kambalda, and that service delivery should continue from both towns; and
6. Requests the Chief Executive Officer to prepare a report for Council on:
  - \*The practical requirements for transferring the principal administration office back to Coolgardie.
  - \*Staffing, operational and financial implications.
  - \*Timeframes for implementation; and
  - \*How customer service access would be maintained in both Coolgardie and Kambalda.

**Purpose:**

To restore the Shire's principal administration office to Coolgardie in a practical and measured way that aligns with the Shire seat, available infrastructure and community expectations, while maintaining fair service delivery across both towns.

**13.2 NOTICE OF MOTION - CR SIMMONS RE INCLUSION OF PRAYER IN COUNCIL MEETING PROCEDURES LOCAL LAW**

**Location:** Nil  
**Applicant:** Cr Daphne Simmons  
**Disclosure of Interest:** Nil  
**Date:** 28 April 2026  
**Author:** Sabine Taylor, Chief Executive Officer

**SUMMARY**

Cr Simmons has given Notice of Motion (NoM) which seeks that the Shire of Coolgardie (SoC) Meeting Procedures Local Law, 2019 (MPLL) be amended to include an opening prayer, or reflection at the commencement of every Council Meeting. (Refer to Attachment A)

It is confirmed to be a valid Notice of Motion being received by the Chief Executive Officer (CEO) at least 8 clear days before the OCM, as per the SoC MPLL 5.3(2).

In accordance with the MPLL, Cr Simmons must move the NoM, or if unable to do so, must authorise, in writing another Council Member to do so.

**BACKGROUND**

The SoC MPLL currently makes no provision for a prayer, or reflection at the commencement of every Council Meeting (Ordinary or Special).

Cr Simmons has proposed in the Notice of Motion:

*That Council:*

1. Amend its Standing Orders Law / Meeting Procedures to include the provision for an opening prayer or reflection at the commencement of each Ordinary and Special Council Meeting; and
2. Request the Chief Executive Officer to prepare a report for Council outlining:
  - the required amendments to the Standing Orders,
  - any legislative or governance implications,
  - options for an inclusive prayer, reflection, or acknowledgement process; and
  - a proposed implantation process.

Cr Simmons has provided the following bases for supporting for the Notice of Motion:

*The inclusion of an opening prayer or moment of reflection has traditionally been part of many council meetings and provides an opportunity for councillors to pause, reflect on their responsibilities, and approach decision-making with respect and consideration for the community.*

*This motion seeks to formally consider whether this practice should be included in Council's Standing Orders in a respectful and inclusive manner.*

**COMMENT**

In considering the Notice of Motion, the following matters may be relevant for Council's consideration:

- Council currently has the ability, if it so chooses, to suspend aspects of the MPLL to allow for an opening prayer or reflection, without requiring permanent amendment to the Local Law, pursuant to *clause 17.1 (Suspension of Local Laws)*:

- (1) A Member may at any time move that the operation of one or more of the provisions of these Local Laws be suspended.
- (2) A Member moving a motion under subclause (1) is to state the reasons for the motion but no other discussion is to take place.
- (3) A motion under subclause (1) which is—
  - (a) seconded; and
  - (b) carried by an absolute majority,

is to suspend the operation of the clause or clauses to which the motion relates for the duration of the meeting, unless the meeting earlier resolves otherwise.

- Amending the MPLL is a complex and lengthy statutory process, typically taking six months or longer, and includes financial, legal, and administrative implications, including the requirement for consideration and approval by the Joint Standing Committee on Delegated Legislation and the WA Parliament.
- The value of amending the current MPLL may be limited, given the State Government's intention to introduce standardised Meeting Procedures Local Laws across Western Australia sometime in 2026, which are expected to supersede current local versions.
- There is currently no clarity around what would constitute a "prayer" under the proposal, including:
  - whether the prayer would be faith-specific (e.g. Christian), or multi-faith;
  - whether a single "generic" prayer would be read at every meeting, and by whom (Presiding Member or CEO); or
  - whether representatives from various faiths would be invited on a rotating basis.
- There may be potential legal, governance and human rights considerations associated with the inclusion of prayers at Council meetings, particularly in relation to inclusivity and freedom of religion. Reference - <https://www.abc.net.au/news/2024-03-05/vic-councils-face-pressure-opening-prayer-human-rights-violation/103516516>
- Council may also wish to consider whether public consultation should be undertaken prior to making any decision on the matter.
- Consideration should also be given to how other Western Australian local governments currently address opening prayers or reflections.

The CEO considers that, rather than proceeding immediately to amend the MPLL, it may be preferable for Council to first seek a comprehensive report addressing the issue in a broader governance context. Noting that the production of such report including obtaining community input is a significant body of work.

Accordingly, it is suggested that Council consider an alternative motion in the following terms:

- 1. Requests the Chief Executive Officer to prepare a report for Council to consider regarding the potential introduction of a prayer, reflection or other opening observance at the commencement of all Council meetings, addressing:**
  - a. The available options for doing so,
  - b. The implications of amending the current MPLL, noting the State Government proposed uniform MPLL commencing in 2026, and the current draft guidelines indicating that local governments (LGs) may continue their own opening practices,
  - c. The approaches taken by other Councils in implementing prayers, including:
    - i. What faiths or forms of observance are included and
    - ii. How such observations are delivered and by whom;
  - d. Any legal or human rights considerations and

e. Appropriate public consultation options and rational.

2. Receives the report by 31 August 2026 and determines whether to proceed with the proposal and if so on what basis.

#### STATUTORY ENVIRONMENT

- *Local Government Act 1995*
- *Shire of Coolgardie Meeting Procedures Local Law 2019*

#### POLICY IMPLICATIONS

Nil

#### FINANCIAL IMPLICATIONS

No direct financial implications are identified at this stage. Future costs associated with consultation, legal advice, or amendments to governance instruments would be subject to Council consideration.

#### 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. Notice of Motion - Cr Daphne Simmons

#### VOTING REQUIREMENT

Absolute Majority

#### ELECTED MEMBER RECOMMENDATION

That Council:

1. Amend its Standing Orders Local Law / Meeting Procedures to include the provision for an opening prayer or reflection at the commencement of each Ordinary and Special Council Meeting; and
2. Request the Chief Executive Officer to prepare a report for Council outlining:
  - a. the required amendments to the Standing Orders,
  - b. any legislative or governance implications,
  - c. options for an inclusive prayer, reflection, or acknowledgement process; and
  - d. a proposed implementation process.

## NOTICE OF MOTION – Inclusion of Prayer in Council Meeting Standing Orders

Mover: Cr. Simmons

Meeting Date: 28/04/2026

**Motion****That Council:**

1. Amend its Standing Orders Local Law / Meeting Procedures to include the provision for an opening prayer or reflection at the commencement of each Ordinary and Special Council Meeting; and
2. Request the Chief Executive Officer to prepare a report for Council outlining:
  - : the required amendments to the Standing Orders;
  - : any legislative or governance implications;
  - : options for an inclusive prayer, reflection, or acknowledgment process; and
  - a proposed implementation process.

**Background / Reason**

The inclusion of an opening prayer or moment of reflection has traditionally been part of many council meetings and provides an opportunity for councillors to pause, reflect on their responsibilities, and approach decision-making with respect and consideration for the community.

This motion seeks to formally consider whether this practice should be included in Council's Standing Orders in a respectful and inclusive manner.

**14 NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF MEETING**

**14.1 Elected Members**

**14.2 Council Officers**

**15 MATTERS BEHIND CLOSED DOORS**

Nil

**16 CLOSURE OF MEETING**