



AGENDA

Special Council Meeting

4 July 2023

3:30pm

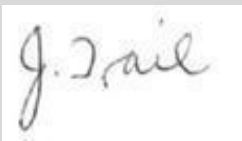
**Kambalda Recreation Centre, Barnes Drive,
Kambalda**

SHIRE OF COOLGARDIE

NOTICE OF

Dear Elected Member

The next Special Council Meeting of the Shire of Coolgardie will be held on Tuesday 4 July 2023 commencing at 3:30pm.

A rectangular box containing a handwritten signature in cursive script that reads "J. Trail".

JAMES TRAIL
CHIEF EXECUTIVE OFFICER

SPECIAL COUNCIL MEETING**4 July 2023**

Welcome to the Special Council Meeting of the Shire of Coolgardie.

The dates, times and locations of the Ordinary Council Meetings for 2023 are listed hereunder.

<u>Day</u>	<u>Date</u>	<u>Time</u>	<u>Venue</u>
Tuesday	January 2023	N/A	-
Tuesday	28 February 2023	6.00pm	Coolgardie
Tuesday	28 March 2023	6.00pm	Kambalda
Wednesday	26 April 2023	2.00pm	Coolgardie
Tuesday	23 May 2023	2.30pm	Kambalda
Tuesday	27 June 2023	2.30pm	Coolgardie
Tuesday	25 July 2023	2.30pm	Kambalda
Tuesday	22 August 2023	2.30pm	Coolgardie
Tuesday	26 September 2023	2.30pm	Kambalda
Tuesday	24 October 2023	2.30pm	Coolgardie
Tuesday	28 November 2023	2.30pm	Kambalda
Tuesday	19 December 2023	2.30pm	Coolgardie



James Trail
Chief Executive Officer

DISCLAIMER

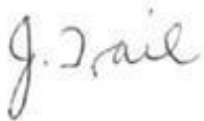
INFORMATION FOR PUBLIC ATTENDING COUNCIL MEETINGS

PLEASE NOTE:

THE RECOMMENDATIONS CONTAINED IN THIS AGENDA ARE OFFICERS RECOMMENDATIONS ONLY AND SHOULD NOT BE ACTED UPON UNTIL COUNCIL HAS RESOLVED TO ADOPT THOSE RECOMMENDATIONS.

THE RESOLUTIONS OF COUNCIL SHOULD BE CONFIRMED BY PERUSING THE MINUTES OF THE COUNCIL MEETING AT WHICH THESE RECOMMENDATIONS WERE CONSIDERED.

MEMBERS OF THE PUBLIC SHOULD ALSO NOTE THAT THEY ACT AT THEIR OWN RISK IF THEY ENACT ANY RESOLUTION PRIOR TO RECEIVING OFFICIAL WRITTEN NOTIFICATION OF COUNCILS DECISION.



James Trail
CHIEF EXECUTIVE OFFICER

COUNCIL MEETING INFORMATION NOTES

1. Your Council generally handles all business at Ordinary or Special Council Meetings.
2. From time to time Council may form a Committee to examine subjects and then report to Council.
3. Generally all meetings are open to the public; however, from time to time Council will be required to deal with personal, legal and other sensitive matters. On those occasions Council will generally close that part of the meeting to the public. Every endeavour will be made to do this as the last item of business of the meeting.
4. Public Question Time. It is a requirement of the Local Government Act 1995 to allow at least fifteen (15) minutes for public question time following the opening and announcements at the beginning of the meeting. Should there be a series of questions the period can be extended at the discretion of the Chairman.

Written notice of each question should be given to the Chief Executive Officer prior to 10:30am on the day of the meeting. A summary of each question and response is included in the Minutes.

When a question is not able to be answered at the Council Meeting a written answer will be provided after the necessary research has been carried out. Council staff will endeavour to provide the answers prior to the next meeting of Council.

5. **Councillors** may from time to time have a financial interest in a matter before Council. Councillors must declare an interest and the extent of the interest in the matter on the Agenda. However, the Councillor can request the meeting to declare the matter **trivial, insignificant or in common with a significant number of electors or ratepayers**. The Councillor must leave the meeting whilst the matter is discussed and cannot vote unless those present agree as above.

Members of staff, who have delegated authority from Council to act on certain matters, may from time to time have a financial interest in a matter on the Agenda. The member of staff must declare that interest and generally the Chairman of the meeting will advise the Officer if he/she is to leave the meeting.

6. Agendas including an Information Bulletin are delivered to Councillors within the requirements of the Local Government Act 1995, i.e. seventy-two (72) hours prior to the advertised commencement of the meeting. Whilst late items are generally not considered there is provision on the Agenda for items of an urgent nature to be considered.

Should an elector wish to have a matter placed on the Agenda the relevant information should be forwarded to the Chief Executive Officer in time to allow the matter to be fully researched by staff. An Agenda item including a recommendation will then be submitted to Council for consideration.

The Agenda closes the Monday week prior to the Council Meeting (i.e. ten (10) days prior to the meeting).

The Information Bulletin produced as part of the Agenda includes items of interest and information, which does not require a decision of Council.

7. Agendas for Ordinary Meetings are available in the Coolgardie and Kambalda Offices/Libraries seventy-two (72) hours prior to the meeting and the public are invited to secure a copy.
8. Agenda items submitted to Council will include a recommendation for Council consideration. Electors should not interpret and/or act on the recommendations until after they have been considered by Council. Please note the Disclaimer in the Agenda (page 3).
9. Public Question Time – Statutory Provisions – Local Government Act 1995

Time is to be allocated for questions to be raised by members of the public and responded to at:

- (a) Every ordinary meeting of a council; and
- (b) Such other meetings of councils or committees as may be prescribed

Procedures and the minimum time to be allocated for the asking of and responding to questions raised by members of the public at council or committee meetings are to be in accordance with regulations.

9A. Question Time for the Public at Certain Meetings – s5.24 (1) (b)

Local Government (Administration) Regulations 1996

Reg 5 For the purpose of section 5.24(1)(b), the meetings at which time is to be allocated for questions to be raised by members of the public and responded to are:

- (a) every special meeting of a council; and
- (b) every meeting of a committee to which the local government has delegated a power or duty.

Minimum Question Time for the Public – s5.24 (2)

- Reg 6 (1) The minimum time to be allocated for the asking of and responding to questions raised by members of the public at ordinary meetings of councils and meetings referred to in regulation 5 is fifteen (15) minutes.
- (2) Once all the questions raised by members of the public have been asked and responded to at a meeting referred to in sub regulation (1), nothing in these regulations prevents the unused part of the minimum question time period from being used for other matters.

Procedures for Question Time for the Public – s5.24 (2)

Local Government (Administration) Regulations 1996

- Reg 7 (1) Procedures for the asking of and responding to questions raised by members of the public at a meeting referred to in regulation 6 (1) are to be determined:
- (a) by the person presiding at the meeting; or
 - (b) in the case where the majority of members of the council or committee present at the meeting disagree with the person presiding, by the majority of members, having regard to the requirements of sub regulations (2) and (3).
- (2) The time allocated to the asking and responding to questions raised by members of the public at a meeting referred to in regulation 6(1) is to precede the discussion of any matter that requires a decision to be made by the council or the committee, as the case may be.
- (3) Each member of the public who wishes to ask a question at a meeting referred to in regulation 6(1) is to be given an equal and fair opportunity to ask the question and receive a response.
- (4) Nothing in sub regulation (3) requires:
- (a) A council to answer a question that does not relate to a matter affecting the local government;
 - (b) A council at a special meeting to answer a question that does not relate to the purpose of the meeting; or
 - (c) A committee to answer a question that does not relate to a function of the committee.

2. Public Inspection of Unconfirmed Minutes (Reg 13)

A copy of the unconfirmed Minutes of Ordinary and Special Meetings will be available for public inspection in the Coolgardie and Kambalda Offices/Libraries within ten (10) working days after the Meeting.

NOTE:

10.3 Unopposed Business

- (1) Upon a motion being moved and seconded, the person presiding may ask the meeting if any member opposes it.
- (2) If no member signifies opposition to the motion the person presiding may declare the motion in sub clause (1) carried without debate and without taking a vote on it,
- (3) A motion carried under sub clause (2) is to be recorded in the minutes as a unanimous decision of the Council or committee.
- (4) If a member signifies opposition to a motion the motion is to be dealt with according to this Part.
- (5) This clause does not apply to any motion or decision to revoke or change a decision which has been made at a Council or committee meeting.

QUESTION TIME FOR THE PUBLIC

(Please Write Clearly)

DATE: _____

NAME: _____

TELEPHONE: _____

ADDRESS: _____

QUESTION TO THE PRESIDENT:-

- **GENERAL QUESTION / QUESTION RELATED TO THE AGENDA**
(Strike out unnecessary words)

ITEM NO: _____ **PAGE NO:** _____

PLEASE PASS TO THE CHIEF EXECUTIVE OFFICER FOR REFERRAL TO THE PRESIDENT BY 10.30AM ON THE DAY OF THE MEETING AT THE KAMBALDA OFFICE, IRISH MULGA DRIVE, KAMBALDA OR AT THE COOLGARDIE OFFICE, BAYLEY STREET, COOLGARDIE.

Order Of Business

1	Declaration of Opening / Announcement of Visitors	11
1.1	Welcome to Country Announcement	11
2	Declaration of Council Members	11
3	Record of Attendance / Apologies / Approved Leave of Absence.....	11
4	Declarations of Interest	11
4.1	Declarations of Financial Interests – Local Government Act Section 5.60A	11
4.2	Declarations of Proximity Interests – Local Government Act Section 5.60B.....	11
4.3	Declarations of Impartiality Interests –Shire of Coolgardie Code of Conduct for Council Members, Committee Members and Candidate for Election, Code of Conduct for Employees.....	11
5	Public Question Time	11
6	Applications for Leave of Absence	11
7	Confirmation of Minutes of Previous Meetings.....	11
8	Reports of Committees.....	11
	Nil	
9	Reports of Officers	11
9.1	Operation Services.....	12
9.1.1	2023/24 Annual Budget	12
9.1.2	LONG TERM FINANCIAL PLAN 2023-2037	25
9.1.3	2023/24 Differential Rates	31
10	New Business of an Urgent Nature Introduced by Decision of Meeting	35
10.1	Elected Members.....	35
10.2	Council Officers	35
11	Closure of Meeting.....	35

1 DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS**1.1 WELCOME TO COUNTRY ANNOUNCEMENT**

“The Shire of Coolgardie acknowledges the Traditional Owners of the land, on which we meet and pay our respects to Elder’s past, present and emerging”

2 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.

3 RECORD OF ATTENDANCE / APOLOGIES / APPROVED LEAVE OF ABSENCE**4 DECLARATIONS OF INTEREST****4.1 Declarations of Financial Interests – Local Government Act Section 5.60A****4.2 Declarations of Proximity Interests – Local Government Act Section 5.60B****4.3 Declarations of Impartiality Interests –Shire of Coolgardie Code of Conduct for Council Members, Committee Members and Candidate for Election, Code of Conduct for Employees****5 PUBLIC QUESTION TIME****6 APPLICATIONS FOR LEAVE OF ABSENCE****7 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS****8 REPORTS OF COMMITTEES**

Nil

9 REPORTS OF OFFICERS

9.1 Operation Services

9.1.1 2023/24 ANNUAL BUDGET

Location:	Shire of Coolgardie
Applicant:	Shire of Coolgardie
Disclosure of Interest:	Nil
Date:	29 June 2023
Author:	Martin Whitely, Consultant

SUMMARY

This report recommends that the 2023/24 Draft Budget and associated budget schedules for the year ending 30 June 2024 be presented to Council for adoption.

BACKGROUND

A series of budget workshops involving the Council, the Chief Executive Officer, Senior staff, and contractors has been conducted. These workshops concluded with a review of a line-by-line document detailing both the capital projects and operating expenditure items included in this budget.

COMMENT

The Shire of Coolgardie located in the Western Australian Goldfields was the location of the first gold rush in 1892 and since then has experienced the highs and lows of the mining lifecycle with often deleterious impacts. The Shire is taking steps to future-proof itself against the impacts of the mining lifecycle, shoring up its viability through a self-directed future.

It has taken advantage of economic opportunities to build a corpus of funds to ride out the inevitable boom and bust sequences of mining and fluctuations of government funding regimes. The suite of strategies includes initiatives that diversify away from mining using redundant mine assets. The initiatives are encouraging development of sustainable post-mine options.

Local government is a relatively weak tier of government, unrecognised in the Australian Constitution. The host state allocates funds to the local government sector at their discretion with limited other opportunities for revenue raising beyond municipal rates, fees and charges.

Local government is therefore used by the other tiers of government as a convenient agency for local service delivery with structural constraints on revenue raising.

Constituents expect the same level of service from their local government regardless of their location. Small, remote local government authorities such as the Shire of Coolgardie are especially constrained by small populations, spread across two towns with expensive infrastructure to maintain in both locations.

Elected members often stand on narrow platforms with little understanding of the legislative parameters of local government or the sector's community obligations. Leadership skills are tested, managing diverse local agendas with limited capital budgets within the legislative constraints.

The vagaries of the mine lifecycle apply considerable pressure on local government, whether it is the growth phase during a boom or managing dwindling populations and reduced incomes during a downturn. Seeking own-source revenue to provide some autonomy is therefore a desired outcome.

Despite multiple boom and bust phases in mining over the last 130 years, mining continues to underpin the local economy. The Shire of Coolgardie developed a suite of strategic projects that addressed the issues of mining industry dependency while also diversifying future revenue streams by leveraging investments in municipal infrastructure and generating revenue from these economic activities.

Revenue was then applied to improving municipal services, the sustainability of infrastructure in the Shire and the provision of other services to the community.

The development of own-source revenue streams generated through supplying services and infrastructure to both mining and non-mining sectors is an opportunity:

- Construction by the Shire of 200 bed transit worker accommodation on serviced, shire-owned, unencumbered land, under pinned by four-year contract to an established local mining company. Costs recouped after four years.
- Sophisticated waste management facility (class III) utilising an abandoned void, licensed to take mining waste, including vehicle tyres. Waste is accepted from local mining companies and other local government authorities, under long-term contracts. Proximity to the transnational railway line and major arterial roads greatly enhanced the attractiveness of this facility for clients.
- Facilities and infrastructure previously 'gifted' from redundant mining operations, including an airport, are expensive assets to maintain for current compliance. However, market demand from the mining industry and services such as the Royal Flying Doctor Service for proximate airport facilities gave impetus to the Shire to upgrade the aerodrome. A closer airport enables mining companies to demonstrate reduced greenhouse gas emissions and shorter travel time for employees, enhancing employee welfare/fatigue management and ESG reporting. The upgraded aerodrome has encouraged other services to the Goldfields.

The success of these initiatives is contingent upon strong and consistent leadership and the local confidence invested in the Shire to pursue the entrepreneurial activities.

Balancing robust debate within council and achieving commitment to the investment strategies is often difficult to achieve in local government. A thorough orientation and training of elected members regarding the purpose and operationalisation of the own-source revenue strategy has been critical at the Shire of Coolgardie. Regular communication with the community about the purpose and the strategies has been important, with regular updates through local media and online channels. Local community acceptance of the strategies and investment is essential.

Mining companies and support services, which while reticent at first, now trust the Shire of Coolgardie and have shown a willingness to contract forward, thus providing security for both sides. These commitments gave banks and government agencies confidence in the Shire of Coolgardie and its strategies to deliver on their own-source revenue ventures. The Shire of Coolgardie will not necessarily accept 'gifted' assets without careful assessment of the costs and benefits for the ongoing maintenance and operation of those assets for the Shire.

The Shire of Coolgardie has developed assets from current mining activity to shore up a corpus of funds that will assist the Shire to ride out the inevitable boom and bust sequences of mining communities and diversify their income bases for what will eventually be a post-mine future.

A crucial feature of their success has been the ability to secure contractual commitments from clients to underwrite their upfront investment.

The investments are not limited to servicing the needs of the mining sector. A legacy void was re-purposed to be an income-generating waste receival asset. By utilising their location and the proximity to major transport networks, the Shire has successfully contracted to take waste from other local government areas, including a city-based authority.

Local government can have an important role in the development of sustainable post-closure options by building local community capacity and diversification.

By taking advantage of location, economic opportunities and assets, local government can adopt a pro-active role in re-orienting a future that is less dependent on mining.

Prescient and effective leadership which encourages robust executive discussion and guidance from expert services to test validity of entrepreneurial initiatives, regulatory compliance and fiscal rectitude can result in successful future revenue streams which leverage investments in municipal services and infrastructure.

Budget

The Council's 2023/2024 budget deliberations has taken place during a period of the local and WA economy experiencing supply chain disruptions, labour shortages and rising costs, punctuated by the 7.0% increase in the Perth Consumer Price Index (CPI) over the year to March 2023. For the Shire to continue to strive to deliver improved and efficient services to the community with costs increasing as a minimum in excess of 7% is impossible without generating other sources of revenue.

The Shire estimates the impact of the 7.0% increase in Perth CPI, increases in insurance, contractors, employee and operational costs to be in excess of \$1.6 million just on the Shire annual operating expenditure budget. In order to provide services to the community at the same level as it has done in 2022/2023 simply on rates revenue alone, given an estimated increase of in excess of \$1.6 million, would require a rate increase of in excess of 105% on residential, commercial, generally industry and light industry rate payers. Clearly this is not an action the Council could ever consider.

In order to maintain or increase the level of services to the community, in an environment of escalation costs Council has again displayed exceptional leadership in planning for and progressing new revenue generating opportunities. In doing so it was in a unique position to be able to advertise only a 1.9% increase in the rate in the \$ for residential, commercial, generally industry and light industry rate payers in the Shire generating an estimated revenue increase of only \$31,000. The estimated increase of \$13.1 million in fees and charges associated with workers accommodation, waste facilities and the Kambalda Airport has enabled the Shire to not only improve the level of services to the community but increase the level of expenditure on renewing and maintaining roads, footpaths, drainage, buildings, and community infrastructure.

The Shire has worked extremely hard over the past three years to create strong collaborative relationships with the Mining Sector, connected businesses and industry and the State Government. Consequently, the strength of these partnerships has enabled the Shire to progress revenue generating opportunities to ensure that the residential, commercial, generally industry and light industry rate payers are not burdened with massive rate increases now and into the future.

In addition to rates for each assessable property, specified area rates for those properties in the area serviced by the Coolgardie sewerage scheme, and charges for kerbside bin services for townsite residential properties will be set.

Rate notices may identify up to four different line-item charges. These are.

- Rates
- Kerbside Rubbish
- Emergency Service Levy
- Sewerage Rates (for the Coolgardie Townsite)

Rates

The estimated rate yield of \$10.88 million provides for Capital Works, and Programs which includes:

- Road Renewal Programme
- Provision or recreational facilities
- Road, parks, verges, footpath, and drainage maintenance
- Renewal of Plant and Equipment

The most significant impact on the estimated surplus for 2022/23 and the draft budget for 2023/24 has been the substantial investment in the development of Kambalda Workers Accommodation Facilities, Kambalda Aerodrome & Coolgardie Waste Facilities. This investment in new and upgraded infrastructure has also placed significant pressure on cashflow. It is anticipated that with the above mentioned projects now finalised, we will see a significant positive impact on cashflow, revenue and reserves both in the short term and long term.

Emergency Service Levy

The Emergency Services Levy is set by the State and collection by Local Government. This year the levy is \$98 (2022/23: \$93) for most properties. The levy is applied to all properties and mining leases.

The Shire receives an annual grant for bush fire and emergency services of \$10,120 (2022/23: \$10,730).

However, it must be noted that the levy funds are for both the Kambalda and Coolgardie Fire and Rescue Services and the State Emergency Service in Kalgoorlie which also serves our towns.

St John Ambulance Service is not funded by this levy.

Wastewater Scheme - Coolgardie

The source of power to raise a general rate for the wastewater scheme in Coolgardie is:

Under section 41 of the Health (MP) Act, a local government has the power to impose an annual 'sanitary rate' –

'For the purpose of providing for the proper performance of all or any of the services mentioned in section 112 [which includes 'the collection and disposal of sewage'], and the maintenance of any sewerage works constructed by the local government under Part IV'.

That annual rate cannot exceed 12 cents in the dollar on the gross rental value (or 3 cents in the dollar on any improved value of the land).

Recent changes to regulations have dramatically increased the cost of compliance for this service. Over the past three years, rates for this service have increased to ensure that this service continues to be managed to an appropriate standard. There continues to be a gap between revenue raised via the sanitary rate and costs to provide the service.

The estimated revenue for the 2023/24 financial year is \$302,589 from the sanitary charges and \$10,350 from the pedestal charges, totalling \$321,964 (2022/23: \$312,709). The estimated expenditure for 2023/24 is \$486,553 compared to an actual cost incurred of \$462,741 in 2022/23.

It is estimated that the reuse of water from the sewerage plant saves more than \$40,000 annually on water charges from Water Corp. The treated water from this service is used to reticulate many of the green spaces in the Coolgardie town site. Given this saving and revenue generated the budgeted gap between expenditure of \$486,553 and revenue/savings of \$361,964 is around \$125,000 for the 2023/24 financial year.

Given the reuse of water generates annual savings, the Council is of the opinion an annual transfer of \$40,000 should be made to the sewerage reserve. It is estimated the reserve will have a balance of \$95,103 at the 30 June 2024.

The rate in the dollar for the Coolgardie townsite scheme is 5.8545 (2022/23: 5.7453 for the 2022/23 financial year after remaining unchanged for the previous 2 financial years.

Pedestal Charge

Having received advice, the primary source of power for the Shire to impose any proposed 'pedestal fee' is section 106 of the Health (Miscellaneous Provisions) Act 1911 (Health (MP) Act). Section 106(1) states – *'The local government may, in lieu of, or in addition to a sanitary rate, provide for the proper disposal of sewage, whether within the district or not, by making an annual charge per pan or other receptacle, payable in one sum or by equal monthly or other instalments in advance, in respect of every house or place provided with the service'*.

Among the qualifications and other provisions of section 106(2)-(8) are –

- (1) the charge must be levied on either the owner or occupier 'of every house in which such pan or other receptacle is in use'.
- (2) notice of the charge may be included in the rates notice.
- (3) the charge may be limited to premises in a particular portion of the Shire's district.
- (4) the charge may be levied in respect of premises that are not rateable (as well as in respect of premises that are rateable); and
- (5) with the approval of the Chief Health Officer, the Shire may 'make different charges for services rendered in different portions of its district'.

It follows that, subject to these provisions, the Shire has the power to impose an annual charge of the type that has been proposed – although it should be referred to as a pedestal (or pan) charge (rather than a 'fee') imposed under section 106 of the Health (MP) Act

A pedestal charge of \$225 per pedestal will be imposed in 2023/24 (2022/23: \$220). There is no change to the method of rating for this service.

The total budgeted revenue to be raised this year is estimated to be \$10,150.

Rubbish Service

The charge for weekly verge pickup for 2023/24 will be \$350 (GST Exclusive).

Tip fees and charges are budgeted to bring in \$3,056,586 (2022/23: \$1,911,562).

The budgeted cost of the service, which includes the contract for the kerbside pickup and the operation of the tips at Kambalda and Coolgardie, is \$2,048,213 compared to actuals in 2022/23 of \$1,913,321.

Each residential bin service will receive vouchers for the disposal of waste at the Kambalda and Coolgardie Tip Sites. These vouchers will be distributed with the annual rates notice. Users without vouchers may purchase vouchers from the Kambalda Recreation Centre in Kambalda, or the Coolgardie Community Recreation Centre in Coolgardie.

Fees and Charges

Fees and Charges for all services have been reviewed during the budget deliberation process.

The proposed Fees and Charges for the 2023/24 financial year are tabled for adoption with the Annual Budget.

Summary

The 2023/24 budget concentrates on core services, efficiencies, an extensive array of community initiatives and renewal and maintenance of the Shires vast infrastructure.

The Shire intends in consultation with the mining industry, to rate capital improvements consisting of accommodation, administration facilities, associated buildings, and maintenance workshops during the 2023/24 year.

The 2023/2024 Annual Draft Budget highlights operating revenue of \$36,872,982 compared to \$26,895,575 in 2022/2023 and operating expenditure of \$31,175,520 compared to \$24,079,858. Consequently, for the 2023/2024 year the budget operating surplus is \$5,697,462. This extraordinary turn around is a direct result of the progression of new revenue generating opportunities. Furthermore, for the first time, the Shire will end up with an estimated positive operating surplus.

The 2023/2024 Annual Draft Budget also highlights an estimated \$11,171,934 net cash provided by operating activities. This is an extraordinary turn around in such a short period of time. Very few local governments in WA would have estimated net cash provided by operating activities greater than their rates revenue.

The Shire has budgeted to undertake an ambitious capital expenditure programme estimated at \$47.97m. This includes;

- Coolgardie North Road - \$970,000
- Clianthus Road - \$227,000
- Footpaths - \$200,000
- Mining Funded Road Upgrades - \$4,700,000
- Bluebush Village - \$9,250,000
- Housing and Workers Accommodation - \$7,582,000
- Residential Land & Housing Developments - \$1,190,000
- Community Battery Project - \$2,000,000
- Kambalda Aerodrome Upgrades - \$12,700,000
- Parks & Ovals Infrastructure - \$310,000
- Sewerage Upgrades - \$1,500,000
- Wastewater Facility - \$1,500,000
- Coolgardie Fire & Storm Damage - Stage 3 - \$392,000
- EV Charging Station - \$100,000
- Plant Replacement Program - \$825,000
- Kambalda Waste Remediation - \$2,800,000
- Coolgardie Refuse Site - \$600,000

The Shire Road network will benefit this year with over \$6.1 million (subject to some funding) to be spent on road renewal and in excess of \$1m on road maintenance.

In addition to Rate revenue, the Shire will again receive both operating grants and contributions from other sources. This is estimated to be \$3.3 million.

Total Non- Operating Grants this year are estimated to be \$25.2 million for the 2023/24 financial year. Much of this funding relates to major infrastructure projects which will only proceed on the basis of funding and/or contributions being received.

Total Fees and Charges this year are estimated to be \$22m for the 2023/24 financial year. This is a significant increase from the \$8.8m generated in fees and charges for the 2022/23 financial year.

The additional revenue will be generated from 2 main business streams. These being;

- | | | |
|--|---------|-------------------|
| 1. Kambalda Workers Accommodation Facilities | \$16.5m | (2022/23: \$5.5m) |
| 2. Waste Collection Services | \$3.1m | (2022/23: \$1.9m) |

The Shire's ability to raise the level of fees and charges within the 2023/24 Budget is a significant reason why a small cash surplus is shown and is a direct result of the significant investment Council has made in the past 24 months. The importance of the incoming fees and charges from external sources is not to be underestimated as it has resulted in the Shire now reporting an operating surplus and meeting the Department of Local Government and Communities Operating Surplus Ratio benchmark for the first time since reporting records have been maintained.

The balance of the Shires income is made up of interest, and other general revenue. Other general revenue is made up predominantly of costs reimbursed for the storm and fire damage events in Coolgardie.

The Shire has included in the 2023/24 Budget new loan borrowings of \$14,750,000. It is proposed these funds be used for;

- Housing & Workers Accommodation \$11,750,000
- Sewerage Facilities \$3,000,000

In addition to above loan funds the Shire has included in the 2023/24 Budget new lease to buy arrangements of \$3,960,000. It is proposed these funds be used for;

- Housing & Workers Accommodation \$3,700,000
- Plant Replacement Program \$260,000

All loans and leases will be repaid over a maximum of 5 years.

It is estimated the Shire will end the financial year with a small cash surplus.

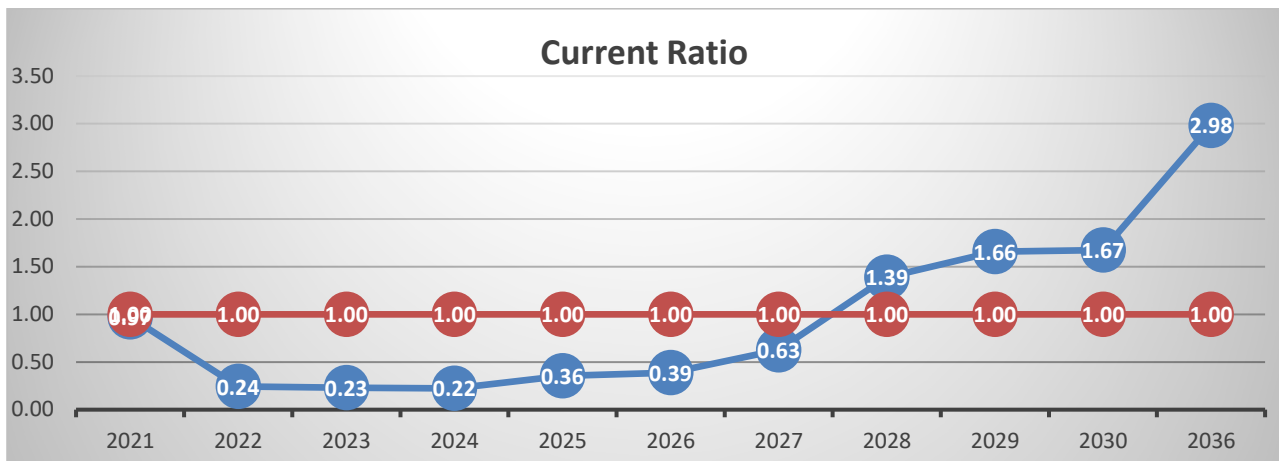
This position is a direct result of Council's strategic direction in making significant investment in infrastructure that has the capacity to generate revenue.

Council has made a conscious decision in recent years to make significant investment in infrastructure that has the capacity to generate fees and charges from mining, commercial and other industrial activities. Such projects include the Coolgardie Class III Waste Facility, Kambalda Aerodrome and the Bluebush Workers Accommodation Facility.

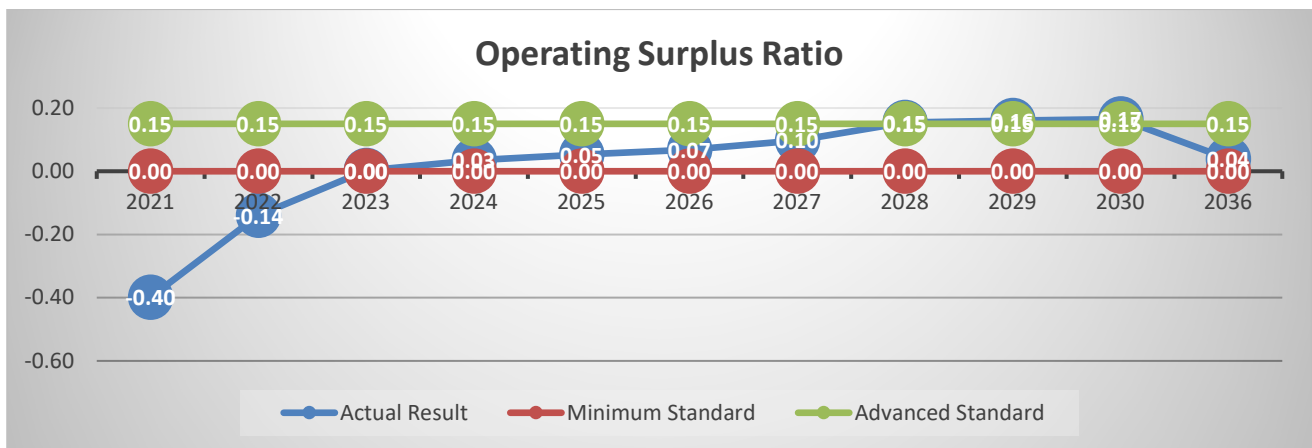
In the short term, while these projects are being constructed and before significant revenue can be generated, such projects do have a significant impact on the cash flow of the organisation. It is not until the projects are completed and revenue in the form of fees and charges is generated that benefits of the investment in this infrastructure is realised.

It is important to look at the Shire's financial position over a period of time.

Below is an extract from the Shire's Long Term Financial Plan which shows some the key ratio performance indicators measured by the Department of Local Government and Communities. These ratios, in conjunction with the Shire projected cash flows show the longer term impact of Council's decision making to invest in the Coolgardie Class III Waste Facility, Kambalda Aerodrome and the Bluebush Workers Accommodation Facilities.



The Current Ratio is a measure of the local governments ability to meet its short term financial obligations with funds that can be assessed quickly. A ratio of greater than 1 means that the local government have sufficient assets that can be easily turned into cash to meet its current obligations.



The Operating Surplus Ratio is a measure of the local governments ability to cover its operating costs and have money left for capital projects and other purposes. This is the Shire's most difficult ratio to try and meet by simple virtue of the capacity to raise the amount of rates and/or generate other revenue streams.

CONSULTATION

- Councillor Workshops
- Executive Management
- Staff

STATUTORY ENVIRONMENT

Local Government Act 1995 Section 6.2

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Income and Expenditure as per the proposed Annual Budget.

STRATEGIC IMPLICATIONS

Accountable and effective leaders

Advocating for services that support our community needs

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

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

High quality corporate governance, accountability and compliance

ATTACHMENTS

1. **2023/24 Road Program**
2. **2023/24 Fees and Charges**
3. **2023/2024 Draft Budget for the Year Ended 30 June 2024**

VOTING REQUIREMENT

Absolute Majority

SPECIAL COUNCIL RESOLUTION AND OFFICER RECOMMENDATION

Recommendation 1 – Rates

That Council:

1. IMPOSE, in accordance with s.6.35 of the Local Government Act 1995, the following Gross Rental Value (“GRV”) rate in the dollar and minimum payments for the 2023/24 financial year;

Rate Classification	2023/24 Rate in \$	2023/24 Minimum Payment
GRV - Residential	0.081401	757.00
GRV - Commercial	0.081401	757.00
GRV - General Industry, Light Industry, Industrial Area, Light Industrial Area	0.081401	757.00

2. NOTES, that the valuations supplied by the Valuer General as stated be recorded in the rate book for use in the 2023/24 financial year.

GRV – Residential \$15,184,396

GRV – Commercial \$2,100,466

GRV - General Industry, Light Industry, Industrial Area, Light Industrial Area \$952,630

Recommendation 2 – Differential Rates

That Council:

1. IMPOSE, by absolute majority, in accordance with section 6.32(1)(a)(ii), 6.32(1)(b)(ii) and 6.33(3) of the Local Government Act 1995 the following differential rates for the 2023/24 financial year;

Rate Classification	2023/24 Rate in \$	2023/24 Minimum Payment
UV Mining	0.232260	\$467
UV Rural/Pastoral	0.118190	\$732
GRV Transient Workforce Accommodation	0.244202	\$2,271
GRV Strategic Industry	0.122151	\$757

2. NOTES, that the valuations supplied by the Valuer General as stated be recorded in the rate book for use in the 2023/24 financial year.

UV Mining	\$30,875,794
UV Rural/Pastoral	\$8,388,018
GRV Transient Workforce	\$1,380,500
GRV Strategic Industry	\$0

Recommendation 3 – Rubbish Removal Charge

That Council:

1. In accordance with section 67 of the Waste Avoidance and Resource Recovery Act 2007, Council imposes Receptacle Collection Charges as:

240 litre bin (first service for residential property)	\$350
240 litre bin (additional service for residential property)	\$390
240 litre bin service (per service) for non-residential property	\$390

Recommendation 4 – Wastewater Scheme (Coolgardie)

That Council in accordance with the Health (Miscellaneous Provisions) Act 1911 impose an annual sanitary general rate and pedestal charge where applicable as tabled below.

Rate Classification	2023/24 Rate in \$	2023/24 Pedestal Charge
Sewerage	0.058545	\$225

Recommendation 5 – Payment Options

That Council in accordance with regulation 64(2) of the Local Government (Financial Management) Regulations 1996, nominate the following due dates for the payment of rates and charges in the 2023/24 financial year:

Issue Date	14 July 2023
Payment in Full	18 August 2023

Payment in Four Instalments

First Instalment	18 August 2023
Second Instalment	20 October 2023
Third Instalment	20 December 2023
Fourth instalment	23 February 2024

Recommendation 6 – Interest

That Council Pursuant to Section 6.51(1) and subject to Section 6.51(4) of the Local Government Act 1995 and Regulation 70 of the Local Government (Financial Management) Regulations 1996, impose an interest rate of 5% for rates (and charges) and costs of proceedings to recover such charges that remain unpaid after becoming due and payable.

Recommendation 7 – Instalment Charges

That Council in accordance with section 6.45(3) of the Local Government Act 1995 and Regulation 67 of the Local Government (Financial Management) Regulations 1996, Council imposes administration fees (excluding eligible pensioners and seniors) as:

- Payment of rates and charges by instalments (not including first instalment) \$10 per instalment and there be no instalment interest for instalments that remain outstanding after the due date;
- Payment of rates and charges by alternative arrangement to be \$30 per arrangement, and to incur penalty interest of 3% for rates remaining outstanding after due date.

Recommendation 8 – Concessions for Rates

That Council in accordance with section 6.47 of the Local Government Act 1995 Council resolves to grant concession for the following categories of rates.

Mining UV - a concession of up to 20% where the applicant holds a vehicle licence from the Department of Transport as a bona fide prospector.

Rural UV – a concession of up to 50% may be granted where the applicant can demonstrate that the property is used for rural pursuit not supporting mining or other non-rural activity.

General Rates – a concession of up to 100% may be granted to community groups who lease or own their premises and meet criteria as per Council Policy.

Recommendation 9 – Early Payment Incentive

That Council in accordance with the Local Government Act 1995 Section 6.46, incentives totalling \$2,500 in cash, be awarded randomly to residential property owners who meet the criteria and who pay in full their rates and charges prior to the close of business the due date.

- 1st Prize - \$1,000
- 2nd Prize - \$750
- 3rd Prize - \$500
- 4th Prize - \$250

Criteria

- Property assessment must be zoned residential.
- All current charges levied for the 2023/24 financial year must be paid by the due date.
- All arrears including penalty interest and legal charges must be paid in full.
- Each property assessment can only win one prize per year.
- Elected Members and Council staff shall be eligible to win prizes.

Recommendation 10 – Adoption of Variance

That Council Pursuant to Regulation 34(5) of the Local Government (Financial Management) Regulations 1996 and AASB 1031 Materiality, a variance of 10% and a minimum of \$10,000 is to be used in the Statements of Financial Activity and Annual Budget Review for the 2023/24 financial year.

Recommendation 11 – Members Allowances

That Council in accordance with Section 5.98 of the Local Government Act 1995 that allowances for the year ending 30 June 2024 be set as:

President Allowance	\$38,450
Deputy President Allowance	\$9,613
Sitting Fee – President Sitting Fee	\$26,370
Sitting Fee – (all members)	\$17,030
Telecommunications Allowance	\$3,500

Recommendation 12 – Reserve Accounts

That Council in accordance with section 6.11 of the Local Government Act 1995 ADOPT the following reserve accounts:

- a. Workers Accommodation Reserve – Purpose of the reserve is to fund development, operation and maintenance of the Shire’s workers accommodation villages inclusive of repayment of borrowings
- b. Waste Management Reserve – Purpose of the reserve is to fund development, operation and maintenance of the Shire’s waste management facilities inclusive of repayments of borrowings
- c. Aerodrome Reserve – Purpose of the reserve is to fund development, operation and maintenance of the Kambalda Airport inclusive of repayments of borrowings

Recommendation 13 – Fees and Charges

That Council in accordance with section 6.16 of the Local Government Act 1995 ADOPT the schedule of fees and charges as attached.

Recommendation 14 – Sewerage Reserve

That Council transfer to the sewerage reserve a minimum of \$40,000 reflecting the reuse of water from the Coolgardie sewerage facility be included in the Annual Budget for the next 5 years.

Recommendation 15 – Adoption of the 2023/24 Annual Budget Statement and Notes

That Council ADOPT the 2023/24 Statutory Annual Budget and Notes forming part of the budget for the year ending 30 June 2024 as presented.

9.1.2 LONG TERM FINANCIAL PLAN 2023-2037

Location: Shire of Coolgardie
Applicant: Shire of Coolgardie
Disclosure of Interest: Nil
Date: 29 June 2023
Author: Martin Whitely, Consultant

SUMMARY

To consider the adoption of Draft Long Term Financial Plan for the period 2022-2037.

BACKGROUND

Section 5.56(1) of the Local Government Act 1995 requires a local government in Western Australia to plan for the future of the district. To assist local governments to meet the strategic planning responsibilities pursuant to this section, the Department of Local Government has developed an Integrated Planning and Reporting (IPR) Framework.

As part of the development of the Integrated Strategic Planning Framework, Council is required to adopt a Long-Term Financial Plan (LTFP). The LTFP is a ten-year rolling financial plan and is created on the basis of a series of assumptions that consider strategic direction, priorities and services identified throughout the Shire's Strategic Community Plan and Corporate Business Plan.

The LTFP integrates with other important strategic documents such as rating strategies (differential rating), the capital expenditure program, asset management plan and workforce plan. The LTFP identifies the Shire's long term financial sustainability, allows early identification of financial issues and their longer-term impacts, shows the linkages between specific plans and strategies, and enhances the transparency and accountability of the Council to the community.

COMMENT

Financial sustainability is a key challenge facing local governments due to a number of factors including increased demand for services beyond those traditionally provided, anticipated population growth, cost shifting from other levels of government, ageing infrastructure, and constraints on revenue growth

The Shire is taking steps to future-proof itself against the impacts of the mining lifecycle, shoring up its viability through a self-directed future.

It has taken advantage of economic opportunities to build a corpus of funds to ride out the inevitable boom and bust sequences of mining and fluctuations of government funding regimes. The suite of strategies includes initiatives that diversify away from mining using redundant mine assets. The initiatives are encouraging development of sustainable post-mine options.

Local government is a relatively weak tier of government, unrecognised in the Australian Constitution. The host state allocates funds to the local government sector at their discretion with limited other opportunities for revenue raising beyond municipal rates, fees and charges.

Local government is therefore used by the other tiers of government as a convenient agency for local service delivery with structural constraints on revenue raising.

Constituents expect the same level of service from their local government regardless of their location. Small, remote local government authorities such as the Shire of Coolgardie are especially constrained by small populations, spread across two towns with expensive infrastructure to maintain in both locations.

Elected members often stand on narrow platforms with little understanding of the legislative parameters of local government or the sector's community obligations. Leadership skills are tested, managing diverse local agendas with limited capital budgets within the legislative constraints.

The vagaries of the mine lifecycle apply considerable pressure on local government, whether it is the growth phase during a boom or managing dwindling populations and reduced incomes during a downturn. Seeking own-source revenue to provide some autonomy is therefore a desired outcome.

Despite multiple boom and bust phases in mining over the last 130 years, mining continues to underpin the local economy. The Shire of Coolgardie developed a suite of strategic projects that addressed the issues of mining industry dependency while also diversifying future revenue streams by leveraging investments in municipal infrastructure and generating revenue from these economic activities.

Revenue was then applied to improving municipal services, the sustainability of infrastructure in the Shire and the provision of other services to the community.

The development of own-source revenue streams generated through supplying services and infrastructure to both mining and non-mining sectors is an opportunity:

- Construction by the Shire of 200 bed transit worker accommodation on serviced, shire-owned, unencumbered land, under pinned by four-year contract to an established local mining company. Costs recouped after four years.
- Sophisticated waste management facility (class III) utilising an abandoned void, licensed to take mining waste, including vehicle tyres. Waste is accepted from local mining companies and other local government authorities, under long-term contracts. Proximity to the transnational railway line and major arterial roads greatly enhanced the attractiveness of this facility for clients.
- Facilities and infrastructure previously 'gifted' from redundant mining operations, including an airport, are expensive assets to maintain for current compliance. However, market demand from the mining industry and services such as the Royal Flying Doctor Service for proximate airport facilities gave impetus to the Shire to upgrade the aerodrome. A closer airport enables mining companies to demonstrate reduced greenhouse gas emissions and shorter travel time for employees, enhancing employee welfare/fatigue management and ESG reporting. The upgraded aerodrome has encouraged other services to the Goldfields.

The success of these initiatives is contingent upon strong and consistent leadership and the local confidence invested in the Shire to pursue the entrepreneurial activities.

Balancing robust debate within council and achieving commitment to the investment strategies is often difficult to achieve in local government. A thorough orientation and training of elected members regarding the purpose and operationalisation of the own-source revenue strategy has been critical at the Shire of Coolgardie. Regular communication with the community about the purpose and the strategies has been important, with regular updates through local media and online channels. Local community acceptance of the strategies and investment is essential.

Mining companies and support services, which while reticent at first, now trust the Shire of Coolgardie and have shown a willingness to contract forward, thus providing security for both sides. These commitments gave banks and government agencies confidence in the Shire of Coolgardie and its strategies to deliver on their own-source revenue ventures. The Shire of Coolgardie will not necessarily accept 'gifted' assets without careful assessment of the costs and benefits for the ongoing maintenance and operation of those assets for the Shire.

The Shire of Coolgardie has developed assets from current mining activity to shore up a corpus of funds that will assist the Shire to ride out the inevitable boom and bust sequences of mining communities and diversify their income bases for what will eventually be a post-mine future.

A crucial feature of their success has been the ability to secure contractual commitments from clients to underwrite their upfront investment.

The investments are not limited to servicing the needs of the mining sector. A legacy void was re-purposed to be an income-generating waste receival asset. By utilising their location and the proximity to major transport networks, the Shire has successfully contracted to take waste from other local government areas, including a city-based authority.

Local government can have an important role in the development of sustainable post-closure options by building local community capacity and diversification.

By taking advantage of location, economic opportunities and assets, local government can adopt a pro-active role in re-orienting a future that is less dependent on mining.

Prescient and effective leadership which encourages robust executive discussion and guidance from expert services to test validity of entrepreneurial initiatives, regulatory compliance and fiscal rectitude can result in successful future revenue streams which leverage investments in municipal services and infrastructure.

The financial challenges identified in the previous LTFP have emerged over a number of years and can be attributed to:

- the need to remain financially sustainable and generate sufficient funding to renew and expand essential community assets, and:
- Local Government costs continually increasing at a higher rate than CPI which combined with additional costs associated with the remoteness of the region provides a funding challenge for ensuring sustainability and meeting increasing community expectations and environmental standards, and
- Capacity to generate rates and revenues, and:
- Impact of demand for additional facilities and services identified through the Strategic Community Plan.

The Shire has been exploring a number of revenue raising opportunities over the past 18 months to assist in improving the financial strength of the Shire. In doing so it has addressed the need to improve the Current and Operating Surplus Ratio's.

The Shire identified the following opportunities to assist in improving the Current and Operating Surplus Ratio's and importantly assist in strengthening the financial position of the Shire;

- Expansion of the Coolgardie Tip Site to a Class III Facility
- Kambalda Aerodrome Refurbishment
- Bluebush Village Workers Accommodation

The objectives of the LTFP include.

- Achieve long term community objectives in a financially sustainable manner
- Establishing a 15-year rolling plan that aligns with the Corporate Business Plan
- Provide guidance in the preparation of the Annual Budget
- Provide a means of assessing financial performance
- Aiming to achieve standard (or greater) financial ratios in line with the Department of Local Government, Sport and Cultural Industries Advisory Standard Guidelines

As a result of community engagement undertaken in creating the Shire's Strategic Community Plan, the following key projects have been identified as some of the priorities within the 15-year plan;

- Road Infrastructure Renewal Program
- Coolgardie Swimming Pool Refurbishment
- Community Battery Project
- Sewerage Facility Upgrades
- Sewerage & Waste Water Projects
- Kambalda Aerodrome Upgrades

- Staff & Workers Accommodation
- Residential Land Development
- Industrial Land Development

It should be highlighted that the Shire's ability to fund some of the projects identified in the LTFP are reliant on the Shire's ability to obtain various sources of grant funding. As such, some of projects within the LTFP may be either deferred or not implemented in the event that funding cannot be obtained.

A significant impact on the FHI score has been the Shire's poor Operating Surplus Ratio result. This ratio has been impacted significantly in the past by the Shire's reliance on obtaining grants for Capital Works, however it should be noted that this ratio steadily improves throughout the duration of the plan as a direct result of revenue generating activities.

The LTFP is based on the Shire operating a balanced budget for all years up to 2036/37, where an operating surplus is forecast. The LTFP shows Unrestricted Cash of (\$400,000) - \$2,200,000 over the period of the plan. Council acknowledge that the Shire's optimum Unrestricted Cash target is in the vicinity of \$1,500,000 - \$2,000,000. From an annual cash flow perspective, this target amount allows the Shire to have the capacity to comfortably meet all financial commitments in the months leading up to the collection of rates each financial year. As such, Council have identified as a priority the importance of striving to achieve this optimum level of unrestricted cash.

The table below shows the forecast FHI score for the Shire over the 15 year period of this plan.														
The Shire's ability to maintain and improve the FHI score is a result of the financial strategies on which this LTFP is based.														
				2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2036
Financial Health Indicator (FHI) Result				58	47	52	58	62	63	67	96	98	97	91

CONSULTATION

No community consultation is required however the LTFP reflects community feedback obtained through the Community Survey and incorporated in the Strategic Community Plan.

Consultation has taken place with relevant Officer's in reviewing the detail contained within the LTFP. Councillors have been consulted regarding the ten year Capital Program and the key revenue and expenditure assumptions used to inform the LTFP.

STATUTORY ENVIRONMENT

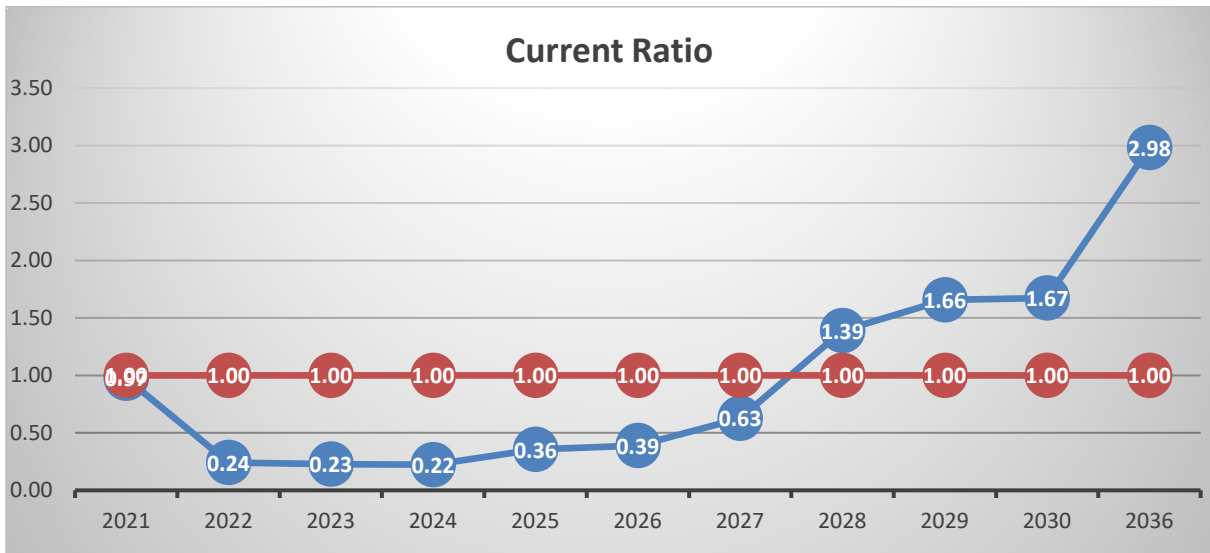
Section 5.56 Local Government Act 1995 provides that a local government is to plan for the future of the district.

POLICY IMPLICATIONS

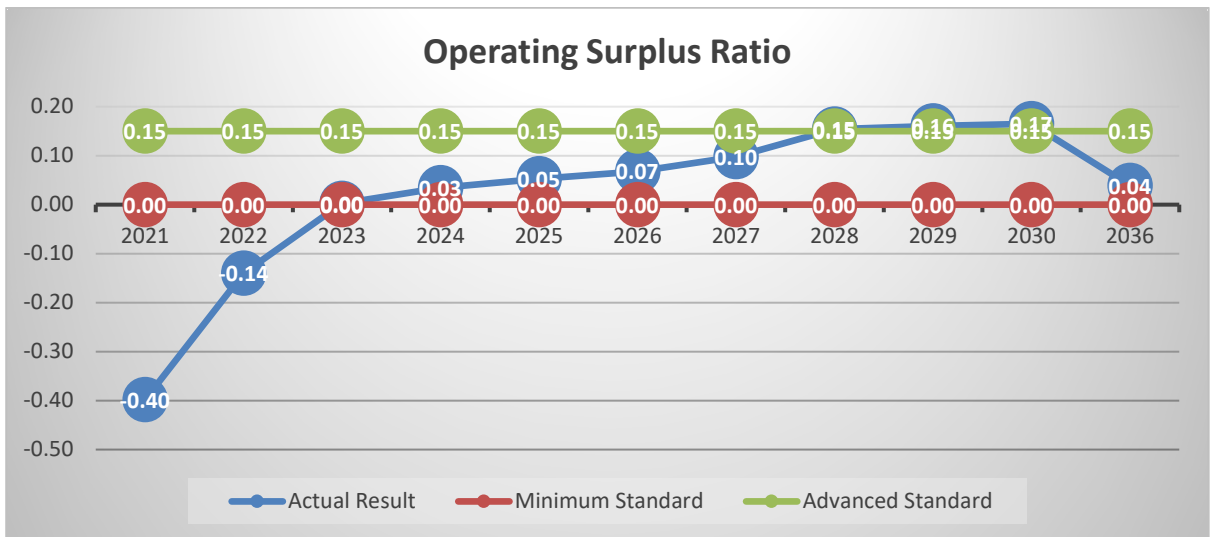
Nil

FINANCIAL IMPLICATIONS

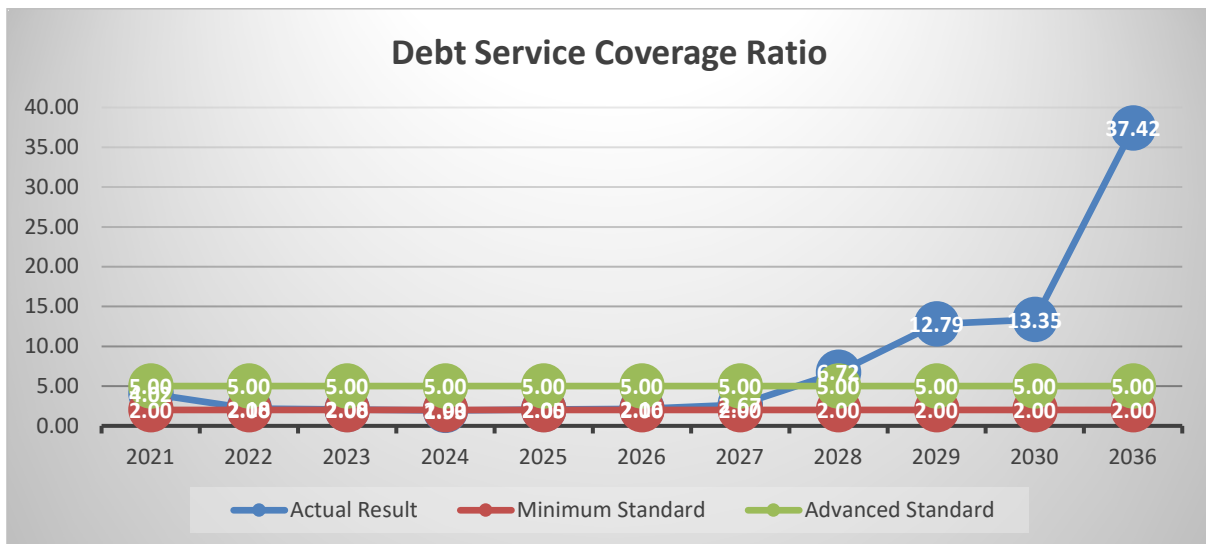
The following graphs provide a snapshot of the Shire's consistent improvement in financial sustainability measures over the life of the LTFP based on the base case scenario:



The Current Ratio measures the capacity of Council to meet its short term financial obligations from available funds. Council will retain a Current Ratio of greater than 1.0 for the life of the LTFP.



The Operating Surplus Ratio is a measure of the local governments ability to cover its operating costs and have money left for capital projects and other purposes. This is the Shire's most difficult ratio to try and meet by simple virtue of the capacity to raise the amount of rates and/or generate other revenue streams. There is a very positive upward trend over the 15 year period.



The Debt Service Coverage Ratio is a measure of the local governments ability to repay its debt based on how much cash it can access compared to total amount of its debt obligations. The Basic standard for this ratio is 2.00 or greater, while the Advance Standard is 5.00 or greater. The Shire meets the basic standard for all 15 years. Importantly, these standards are still met with the Shire borrowing funds for major projects in the LTFP.

STRATEGIC IMPLICATIONS

Accountable and effective leaders

- Demonstrating sound financial management and plans for the Shire’s long term financial sustainability
- Ensuring a well-informed Council makes good decisions for the community
- High quality corporate governance, accountability and compliance

ATTACHMENTS

Nil

VOTING REQUIREMENT

Simple majority

SPECIAL COUNCIL RESOLUTION AND OFFICER RECOMMENDATION

That Council pursuant to Section 5.56 of the Local Government Act 1995 resolves to adopt the Long Term Financial Plan 2023-2037 as attached.

9.1.3 2023/24 DIFFERENTIAL RATES

Location: Shire of Coolgardie
Applicant: Shire of Coolgardie
Disclosure of Interest: Nil
Date: 29 June 2023
Author: Martin Whitely, Consultant

SUMMARY

This report recommends that the Council consider submissions received for differential rating and submit an application to the Minister with respect to the proposed differential rating.

BACKGROUND

Part of the rating review includes whether a local government intends to impose differential rating in either Unimproved or Gross Rental Value classes. If differential rating is proposed by a local government a Statement of Objectives and Reasons outlining the reasons for differential rating is prepared and advertised for public comment.

Council gave local public notice under section 6.36 of the Local Government Act 1995 of the intention to apply a differential rate on 27 May 2023. Two submissions were received and are attached

COMMENT

Council gave local public notice under section 6.36 of the Local Government Act 1995 of the intention to apply a differential rate on 27 May 2023. 2 submissions were received and are attached.

Council has considered the Key Values contained within the Rating Policy Differential Rates (s.6.33) March 2016 released by the Department of Local Government and Communities, being:

- Objectivity
- Fairness and Equity
- Consistency
- Transparency and administrative efficiency

In summary

- Council approved the advertising of the proposed 2023/24 differential rating categories, rates in the dollar and minimum payments for the year ending 30 June 2024 at the Ordinary Council Meeting of 23 May 2023.
- Differential rates were advertised for a minimum period of 21 days with the closing date for submissions being 19 June 2023.
- Advertisements were placed in the West Australian, Kalgoorlie Miner and shire offices in Kambalda and Coolgardie
- Two submissions objecting to the proposed differential rates were received by the closing date
- The Shire requires Ministerial approval to levy a rate in the differential rating category Transient Workforce Accommodation since the proposed rate in the dollar is more than twice the lowest differential general rate imposed as specified in Section 6.33() of the *Local Government Act 1995* (LG Act).

- The Department of Local Government, Sport and Cultural Industries (DLGSC) Rating Policy Minimum Payments (s6.35) March 2016 requires Council to consider submissions received prior to Ministerial approval being sought.
- Council has determined its required rates yield after reviewing all revenue sources, expenditure, and efficiency measures as part of its budget deliberations.

The Rate in the Dollar applied to the valuations to determine property rates reflects on average a 1.9% increase for 2023/24. This is estimated to raise a total of \$10.88 million in rates.

The estimated rate yield of \$10.88 million provides for Capital Works, and Programs which includes:

- Road Renewal Programme
- Provision of recreational facilities
- Road, parks, verges, footpath, and drainage maintenance
- Renewal of Plant and Equipment

Council has reviewed its expenditure and considered efficiency measures as part of its budget deliberations. The implementation of the service level review has allowed this to occur for the fifth year in a row.

In regard to 2023/24, the following actions have been undertaken:

Efficiency Measures:

- Continued review of the need for and remuneration of each vacant position;
- Review of Shire land and reserves to release to the market for affordable housing;
- Disposal of under-utilised light fleet and plant;
- Continued use of local suppliers whenever possible and appropriate;
- Planning for the continued implementation of GRV rating for capital improvements under the State's Rating Policy – Valuation of Land – Mining;
- Diversification of Shire revenue base
- Implementation of bushfire mitigation firebreaks and strategies

Service Improvements:

- Collection of Class III waste at Coolgardie Tip Site
- Potential increased hours in operation of Shire Tip Sites
- Commence operations in the newly refurbished Coolgardie Community Hub
- Expansion of local road and footpath network and associated infrastructure
- Availability of land for workforce and residential housing
- Increase in frequency and areas of road maintenance
- Review of service levels for Shire verges, parks, ovals and gardens
- Review of service levels for waste services
- Review of service levels for provision of customer service

Key points for the 2023/24 Rating Strategy:

- Raise sufficient yield to try and maintain current services and future infrastructure renewal to meet community expectations and stimulate the Shire of Coolgardie economy whilst trying to ensure a balanced budget;
- Review of the number and type of rating differential categories and move towards uniform rating across all differentials;
- Identify the rates burden more objectively
- Uniform rating will improve transparency, administrative efficiency;
- Critical analysis of the yield generated by each differential category as a percentage of the total yield, comparing to the contribution by each category, the valuation % of each category, and the services consumed;
- Provide a level of certainty and consistency for ratepayers with a stable long term rates model;
- Properties are rated according to Town Planning zonings and predominant land use with each having a separate calculated rate in the dollar and established minimums to achieve greater equity across all sectors and ensure a base level contribution.

CONSULTATION

The proposed differential rating categories, rates in the dollar and minimum payments were advertised in the West Australian and the Kalgoorlie Miner on Saturday 27 May 2023.

In addition to the State circulated newspapers copies of proposed differential rating were also publishes at the Kambalda Shire Administration Office, Kambalda Recreation Centre and the Coolgardie Shire Administration.

Ratepayers and electors were provided with more than the minimum of 21 days to lodge a submission. The deadline for submissions was 4.00pm on Monday 19 June 2023.

Two submissions were received prior to this deadline.

STATUTORY ENVIRONMENT

Part VI of the LG Act deals with the levying of differential rates.

- Sections 6.32 and 6.33 state that Council may impose differential rates based on differential categories.
- Section 6.35 states that Council may impose a minimum payment for each category.
- Section 6.36 requires the local government to give the appropriate notice of its intention to impose differential rates and minimum payments in respect to each differential rate category.

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

The level of rate increase proposed is required to assist the Shire in meeting the need to maintain and renew its current infrastructure assets.

STRATEGIC IMPLICATIONS**Accountable and effective leaders**

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

Demonstrating that decisions are developed through inclusive community engagement

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

ATTACHMENTS

1. Submission - McMahon Mining
2. Submission - Jan McLeod

VOTING REQUIREMENT

Simple majority

SPECIAL COUNCIL RESOLUTION AND OFFICER RECOMMENDATION**That Council:**

1. **Notes the submissions received objecting to the differential rates and minimum payments proposed for 2023/24; and**
2. **Advises the submitters that no change is proposed to be made to the differential rates; and**
3. **Approves an application be made to the Minister for Local Government to seek approval to levy a rate in the differential rating category Transient Workforce Accommodation since the proposed rate in the dollar is more than twice the lowest differential general rate imposed as specified in Section 6.33() of the *Local Government Act 1995* (LG Act).**

- 10 NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF MEETING**
- 10.1 Elected Members**
- 10.2 Council Officers**
- 11 CLOSURE OF MEETING**