# AGENDA

## Special Council Meeting

## 14 July 2026

## 8:30 AM
## Kambalda Recreation Centre, Barnes Drive, Kambalda

**Please note that the Special Council Meeting will be immediately preceded at 8:30am by the Swearing In Ceremony for the Council Member elected 25 June 2026. A Council Member elect cannot act as a Council Member until they have made the declaration.**

## DISCLAIMER

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

No responsibility whatsoever is implied or accepted by the Shire of Coolgardie for any act, omission or statement or intimation occurring during Council meetings or during formal/informal conversations with staff.

The Shire of Coolgardie disclaims any liability for any loss whatsoever and howsoever caused arising out of reliance by any person or legal entity on any such act, omission or statement or intimation occurring during Council meetings or discussions. Any person or legal entity who acts or fails to act in reliance upon any statement does so at that person's or legal entity's own risk/

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.

## Order Of Business

**1 Declaration of Opening / Announcement of Visitors ... 4**

**1.1 Acknowledgement of Country ... 4**

**2 Declaration of Council Members ... 4**

**3 Record of Attendance / Apologies / Approved Leave of Absence ... 4**

**4 Declarations of Interest ... 4**

4.1 Declarations of Financial Interests – Local Government Act Section 5.60A ... 4

4.2 Declarations of Proximity Interests – Local Government Act Section 5.60B ... 4

4.3 Declarations of Impartiality Interests –Shire of Coolgardie Code of Conduct for Council Members, Committee Members and Candidates for Election, Code of Conduct for Employees ... 4

**5 Public Question Time ... 4**

**6 Applications for Leave of Absence ... 4**

**7 Confirmation of Minutes of Previous Meetings ... 4**

**8 Reports of Committees ... 4**

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**9 Reports of Officers ... 4**

**9.1 Commercial Services ... 5**

9.1.1 Consideration Of Submissions For Advertised 2026/27 Differential Rates ... 5

**10 New Business of an Urgent Nature Introduced by Decision of Meeting ... 23**

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10.2 Council Officers ... 23

**11 Closure of Meeting ... 23**

## 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, and present."

## 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 Candidates for Election, Code of Conduct for Employees

## 5 PUBLIC QUESTION TIME

In accordance with the provisions of Cl 7(4)(b) of the Local Government (Administration) regulations 1996, questions may only be asked which relate to the purpose of the Special Council Meeting.

## 6 APPLICATIONS FOR LEAVE OF ABSENCE

## 7 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

## 8 REPORTS OF COMMITTEES

Nil

## 9 REPORTS OF OFFICERS

## 9.1 Commercial Services

### 9.1.1 CONSIDERATION OF SUBMISSIONS FOR ADVERTISED 2026/27 DIFFERENTIAL RATES

**Location:** Shire of Coolgardie

**Applicant:** Nil

**Disclosure of Interest:** Nil

**Date:** 07 July 2026

**Author:** Amy Tregoweth, Rates Coordinator

**SUMMARY**

For Council to consider submissions and approve differential rating to allow finalisation of the 2026/27 Annual Budget.

**BACKGROUND**

At the Ordinary Council Meeting held on 26 May 2026, Council approved the following rate in the dollar and minimum payments for the respective GRV and UV Rating Categories.

| GRV/UV | Differential Rate Category | Proposed Rate in $ | Minimum Rate |
|---|---|---|---|
| GRV | Townsite / Other | 0.093169 | $867 |
| GRV | Commercial | 0.093169 | $867 |
| GRV | Industrial | 0.093169 | $867 |
| GRV | Transient Workforce Accommodation | 0.186338 | $1,734 |
| UV | Rural/Pastoral | 0.156325 | $775 |
| UV | Prospecting | 0.195406 | $495 |
| UV | Exploration | 0.234488 | $495 |
| UV | Mining/Other | 0.468270 | $495 |

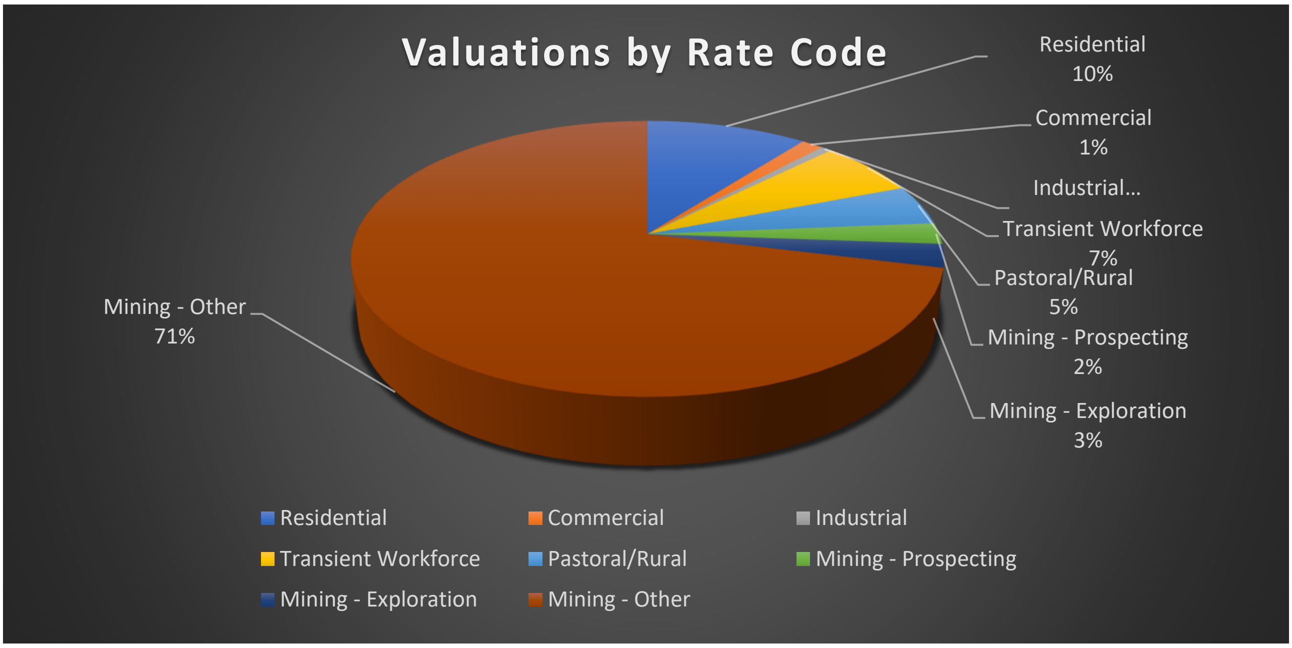
As none of the proposed rates were more than 2 times the lowest rate in either the UV or GRV categories, there was no requirement for the Shire to submit an application to the Department of Local Government, Industry Regulation and Safety (the Department) for approval.

**COMMENT**

Following Council's approval of the proposed rates in the dollar and minimum payments, public advertising commenced on the Shire's website, and in the Kambalda & Coolgardie administration buildings and Recreation Facilities on 29 May 2026, and in The West Australian & Kalgoorlie Miner on 30 May 2026.

The differential rates were advertised over the minimum 21-day period with submissions closing on 22 June 2026. Two (2) submissions objecting to the proposed differential rates were received by the closing date.

**Table 1: Indicative Percentage Rates Contribution**




The estimated rate yield for the 2026/27 Draft Budget is $15.16 million, representing a modest increase of $39,833 compared to the projected rate revenue for 2025/26. While a 4% increase has been applied across all rating categories, the overall increase in rate revenue is significantly offset by a number of interim rating adjustments incorporated into the budget. These adjustments primarily relate to properties transitioning from Unimproved Value (UV) assessments to Gross Rental Value (GRV) assessments, resulting in a lower overall increase in rate revenue than would ordinarily be expected from the adopted rate increase.

The rates raised contribute to many capital works, programs and services which fall outside of the Shire's everyday operating activities. Some of these projects include;

- Road Renewal Program $4,001,000
- Construction of Class II Cell $1,200,000
- Provision of Medical Services $974,000
- Plant Replacement Program $574,000
- Land & Building Renewal $565,000
- Parks & Ovals $405,000
- Footpaths Construction $400,000
- Sewerage & Drainage $400,000
- Other Infrastructure Renewal $340,000
- Recreational Renewal $190,000

Revenue received from an increase in rates will be used to return the programs and services to the level that is expected by ratepayers and residents, to enhance lifestyle and encourage residency. Further operational assessment will be undertaken throughout the next budget period as Council conducts regular reviews to ensure all revenue and expenditure streams are in line with current projections.

Efficiency measures
Some of the efficiency measures utilised by staff include;

- Continued review of the need for and remuneration of each vacant position.
- Ongoing review of service providers utilised, and the benefit generated from such suppliers.
- Continued use of local suppliers whenever possible and appropriate.

Service improvements
- Increased provision of medical services
- Maintenance of local road and footpath network and associated infrastructure
- Increase in frequency and areas of road maintenance
- Review of service levels for Shire parks, gardens and ovals

Statement of Object and Reasons
As part of the differential rating process, Council advertised its Statement of Objects and Reasons to provide justification on the proposed rates for 2026/27. The document clearly outlined the purpose and rationale behind each category, recognising the impact that different land and property uses have on Shire infrastructure and the differing requirements of those ratepayers.

Submissions Received
The Shire received two (2) submissions during the advertising period. Management have addressed the matters raised in the submission received in the separate document attached.

Alternate Recommendations
Other than the proposed recommendation Council has the following options when considering endorsement of the differential rating process;

1. Endorsing the advertised differential rates
2. Adopting a GRV differential rate lower than the advertised rate
3. Adopting a UV differential rate lower than the advertised rate
4. Adopting a lower minimum rate for either GRV or UV Rating Category
5. Applying a higher or lower concession for different rating categories

Any further reductions in revenue would require the current draft Statutory Budget to be reviewed and adjusted accordingly to comply with section 6.34 of the Local Government Act 1995 with the net result being some key projects, including Road Works projects being deferred for another 12-month period. Any increase to a proposed minimum rate or rate in the dollar would trigger the 21-day advertising period again, delaying budget adoption.

**CONSULTATION**

A number of workshops have been held with Council and Shire staff to assist Council in their consideration of the rates setting requirements prior to the adoption of the 2026/27 budget.

In addition to the State circulated newspapers, copies of proposed differential rating were also published on the Shire's website with copies held at Kambalda Shire Administration Office, Kambalda Recreation Facility, Coolgardie Shire Administration Office and the Coolgardie Recreation Centre.

The deadline for submissions was 4.00pm on Monday 22 June 2026. Two (2) submissions were received prior to this deadline.

## STATUTORY ENVIRONMENT

*Local Government Act 1995*

### 6.33. Differential general rates

(1) A local government may impose differential general rates according to any, or a combination, of the following characteristics —

(a) the purpose for which the land is zoned, whether or not under a planning scheme as defined in the *Planning and Development Act 2005*; or

(b) a purpose for which the land is held or used as determined by the local government; or

(c) whether or not the land is vacant land; or

(d) any other characteristic or combination of characteristics prescribed.

(2) Regulations may —

(a) specify the characteristics under subsection (1) which a local government is to use; or

(b) limit the characteristics under subsection (1) which a local government is permitted to use.

(3) In imposing a differential general rate, a local government is not to, without the approval of the Minister, impose a differential general rate which is more than twice the lowest differential general rate imposed by it.

(4) If during a financial year, the characteristics of any land which form the basis for the imposition of a differential general rate have changed, the local government is not to, on account of that change, amend the assessment of rates payable on that land in respect of that financial year but this subsection does not apply in any case where section 6.40(1)(a) applies.

(5) A differential general rate that a local government purported to impose under this Act before the *Local Government Amendment Act 2009* section 39(1)(a) came into operation is to be taken to have been as valid as if the amendment made by that paragraph had been made before the purported imposition of that rate.

### 6.36. Local government to give notice of certain rates

(1) Before imposing any differential general rates or a minimum payment applying to a differential rate category under section 6.35(6)(c) a local government is to give local public notice of its intention to do so.

(2) A local government is required to ensure that a notice referred to in subsection (1) is published in sufficient time to allow compliance with the requirements specified in this section and section 6.2(1).

(3) A notice referred to in subsection (1) —

(a) may be published within the period of 2 months preceding the commencement of the financial year to which the proposed rates are to apply on the basis of the local government's estimate of the budget deficiency; and

(b) is to contain —

(i) details of each rate or minimum payment the local government intends to impose; and

(ii) an invitation for submissions to be made by an elector or a ratepayer in respect of the proposed rate or minimum payment and any related matters within 21 days (or such longer period as is specified in the notice) of the notice; and

(iii) any further information in relation to the matters specified in subparagraphs (i) and (ii) which may be prescribed;

and

(c) is to advise electors and ratepayers that the document referred to in subsection (3A) —

(i) may be inspected at a time and place specified in the notice; and

(ii) is published on the local government's official website.

(3A) The local government is required to prepare a document describing the objects of, and reasons for, each proposed rate and minimum payment and to publish the document on the local government's official website.

(4) The local government is required to consider any submissions received before imposing the proposed rate or minimum payment with or without modification.

(5) Where a local government —

(a) in an emergency, proposes to impose a supplementary general rate or specified area rate under section 6.32(3)(a); or

(b) proposes to modify the proposed rates or minimum payments after considering any submissions under subsection (4),

it is not required to give local public notice of that proposed supplementary general rate, specified area rate, modified rate or minimum payment.

**6.76. Grounds of objection**

(1) A person may, in accordance with this section, object to the rate record of a local government on the ground —

(a) that there is an error in the rate record —

(i) with respect to the identity of the owner or occupier of any land; or

(ii) on the basis that the land or part of the land is not rateable land;

or

(b) if the local government imposes a differential general rate, that the characteristics of the land recorded in the rate record as the basis for imposing that rate should be deleted and other characteristics substituted.

(2) An objection under subsection (1) is to —

(a) be made to the local government in writing within 42 days of the service of a rate notice under section 6.41; and

(b) identify the relevant land; and

(c) set out fully and in detail the grounds of objection.

(3) An objection under subsection (1) may be made by the person named in the rate record as the owner of land or by the agent or attorney of that person.

(4) The local government may, on application by a person proposing to make an objection, extend the time for making the objection for such period as it thinks fit.

(5) The local government is to promptly consider any objection and may either disallow it or allow it, wholly or in part.

(6) After making a decision on the objection the local government is to promptly serve upon the person by whom the objection was made written notice of its decision on the objection and a statement of its reason for that decision.

## POLICY IMPLICATIONS

In accordance with the Department of Local Government Rating Policy – Differential Rates, Council must demonstrate that consideration has been given to the key values of Objectivity, Fairness and Equity, Consistency, Transparency and Administrative Efficiency. These matters were addressed in the Statement of Objects and Reasons circulated as part of the differential rating advertising process.

## FINANCIAL IMPLICATIONS

The estimated rate yield in the 2026/27 Draft Budget is $15.16m and represents a $39,833 increase on the projected revenue from the 2025/26 financial year.

## STRATEGIC IMPLICATIONS

### Accountable and effective leaders

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

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

High quality corporate governance, accountability and compliance

## ATTACHMENTS

1. **Submissions** ⇩
2. **Submissions - Management Comments** ⇩

## VOTING REQUIREMENT

Simple Majority

**OFFICER RECOMMENDATION**

**That Council: -**

1. **Acknowledge and note the two (2) submissions regarding the proposed 2026/27 differential rates; and**

2. **Consider administration's response as detailed in the attachment; and advise the submitters that no change is proposed to be made to the advertised differential rates for 2026/27; and**

3. **Approve the proposed 2026/27 Differential Rates; and**

| GRV/UV | Differential Rate Category | Proposed Rate in $ | Minimum Rate |
|---|---|---|---|
| GRV | Townsite / Other | 0.093169 | $867 |
| GRV | Commercial | 0.093169 | $867 |
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| UV | Mining/Other | 0.468270 | $495 |

4. **Request that the CEO finalise the preparation of the 2026/27 Annual Budget.**

JAN McLEOD
WIDGIEMOOLTHA
22-06-2026

SHIRE OF COOLGARDIE
RECORD No ..............................
OFFICER (N.G.) ..............................
22 JUN 2026
FILE No ..............................
ACTION DATE Submission ... Differential Rating 2026/27

CHIEF EXECUTIVE OFFICER
SHIRE OF COOLGARDIE
S. TAYLOR

Dear Sabine,

I object to the proposed 4% ↑ to the rates due to this increase not being fair nor equitable.

There has been no acknowledgement nor consideration of the 8% ↑ last year nor the 30% ↑ for Mining. Fees and charges also increased by 8%. Such increases were the result of the 'unprecendented' financial mismanagement of the Shire. This year, there should have been a reprieve with a lesser increase and Mining should have returned to the rate in the $ prior to the 30% ↑ of last year.

Not only have cost-of-living pressures made the paying of bills difficult, but the cost of fuel will rise with the return of the 16c/L fuel excise on July 1. It will again rise to the full 32c/L later. Not only will we have to pay more to travel but the price of goods will again rise substantially due to increased transport costs.

Also due to increase on July 1 are the fees and charges payable to the Mines Dept. on mining tenements. I have included the current fees and charges so that Council is aware that a Prospecting Licence can only be held for 8 years after which it has to be upgraded to a Mining Lease for the tenement to be retained. Also it includes the minimum expenditure required for each type of tenement. Please remember that these are all due for an increase on July 1, 2026.

It was disappointing not to hear any discussion of the proposed 4% ↑ in rates at the Ordinary Council Meeting on May 26, 2026 apart from that it was stated in the Long Term Financial Plan. This again is disappointing as this Plan contains a number of flaws, chiefly that Bluebush Village sold for $20.05M whereas it was sold for $22.055M ; debt to be extinguished by FY 36. Hence there is money to give the ratepayers a reprieve and lessen their rates. Also Bluebush Village will now attract rates and being a 328 room camp, their rates will be substantial.

Even though there will be a limited number of submissions against the proposed 4% ↑ in differential rates, be aware that the community is hurting and many have lost faith that Council is listening to and working for us as our representatives.

Again I state that the proposed 4% ↑ is not fair nor equitable especially for Mining, which bore the brunt of the increases last year.

Yours faithfully,

J. McLeod 22-06-2026

0427 208023

GOVERNMENT OF WESTERN AUSTRALIA

Department of **Mines, Petroleum and Exploration**

# Fees and Charges 2025–26

Information on Mining Tenements – *Mining Act 1978* Effective 1 July 2025

* WILL INCREASE 1 JULY 2026

| | Maximum Area | Terms (years) | Fees | | Minimum Annual Expenditure |
|---|---|---|---|---|---|
| | | | Application | Rent | |
| **Prospecting Licence** | 200ha | 4 years renewable for 1 period of 4 years (for licences applied for after 10 February 2006) | $466.00 | $4.30 per ha or part thereof minimum $39.70 for 9 hectares or less | $40.00 per ha minimum $2,000 |
| **Special Prospecting Licence for Gold** | 10ha (maximum) | Minimum 3 months or further multiples of 3 months (4 year maximum) | $466.00 | $4.30 per ha or part thereof minimum $39.70 for 9 hectares or less | $2,000 |
| **Exploration Licence (Non-Graticular)** | 200km² minimum 10km² | 5 years Renewable for 2 periods of up to 2 years and further periods of 1 year | N/A | $77.00 per km² or part thereof for years 1–7<br>$258.00 for subsequent years | $300 per km² minimum $20,000<br>Extensions: Years 6–7 $50,000 per year; thereafter $100,000 per year |
| **Exploration Licence (Graticular)** | 70 Blocks<br>200 Blocks<br>(outside known mineralised areas) | 5 years<br>May extend for 2 periods of up to 2 years and further periods of 1 year for licences applied for prior to 10 February 2006<br>On or after this date term is 5 years, may extend for one period of 5 years and by a further period or periods of 2 years | 1 block only $490.00<br>More than 1 block $1760.00 | 1 block licence applied for after 1/7/1999 $480.00<br>All other licences per block<br>Years 1–3 $173.00<br>Years 4 and 5 $310.00<br>Years 6 and 7 $424.00<br>Years 8 on $803.00 | Years 1–3: $1,000 per block, with minimum $10,000 for 1 block minimum $15,000 for 2–5 blocks minimum $20,000 for 6–20 blocks<br>Years 4–5: $1,500 per block, with minimum $10,000 for 1 block minimum $20,000 for 2–5 blocks minimum $30,000 for 6–20 blocks<br>Years 6–7: $2,000 per block, with minimum $15,000 for 1 block minimum $30,000 for 2–5 blocks minimum $50,000 for 6–25 blocks<br>Year 8 onwards: $3,000 per block, with minimum $20,000 for 1 block minimum $50,000 for 2–5 blocks minimum $70,000 for 6–23 blocks |
| **Mining Lease** | N/A | 21 years renewable | $685.00 | $29.30 per ha or part thereof | $100 per ha minimum $5,000 if 5ha or less otherwise $10,000 |

Note: ha = hectare km² = square kilometre

| | Maximum Area | Terms (years) | Fees | | Minimum Annual Expenditure |
|---|---|---|---|---|---|
| | | | Application | Rent | |
| **Mining Lease Minerals Dissolved in Brine** | N/A | 21 years renewable | N/A | Years 1–5 $3.35 per ha or part thereof<br>Years 6 on $7.85 per ha or part thereof<br>If lease is renewed $7.85 per ha or part thereof | $100 per ha minimum $5,000 if 5ha or less otherwise $10,000 |
| **General Purpose Lease** | 10ha (larger area with Minister's consent) | 21 years renewable | $685.00 | $27.00 per ha or part thereof | Covenant in lieu |
| **Miscellaneous Licence** | N/A | 21 years renewable | $685.00 | $27.00 per ha or part thereof | Covenant in lieu |
| **Miscellaneous Licence (search for groundwater)** | N/A | 21 years renewable | $685.00 | $1.12 per ha or part thereof | Covenant in lieu |
| **Retention Licence** | N/A | Up to 5 years renewable | $1060.00 | $13.50 per ha or part thereof | As per approved exploration programme |
| **Retention Status Application** | | | $399.00 | | |

| Registration of dealings | |
|---|---|
| Caveat (per caveat) | $164.00 |
| Copy document (per document) | $146.00 |
| Devolution (per devolution) | Nil |
| Discharge of mortgage | Nil |
| Injunction (per tenement) | Nil |
| Mortgage (per tenement) | $152.00 |
| Partial surrender (not section 65) | $160.00 |
| Power of attorney | Nil |
| Tax memorial | $132.00 |
| Transfer | |
| Mining tenement (per transfer) | $155.00 |
| Mortgage (per tenement) | Nil |
| Withdrawal of Memorial (per tenement, per dealing, memorial) | $11.50 |

| Other fees | | |
|---|---|---|
| Search for mining tenement register | | $10.60 |
| Dealing | | $13.60 |
| Form 5 | | $13 00 |
| Other | | $13.60 |
| Certification of a document | | $9.10 |
| Exemption | | |
| Prospecting Licence – one year (per tenement) | | $494.00 |
| Exploration Licence – one year (per tenement) | | $591.00 |
| Mining Lease – one year (per tenement) | | $459.00 |
| Mining Lease – five year (per tenement) | | $2,300.00 |
| Duplicate Instrument of lease (per lease) | | Nil |
| Instrument of licence (per licence) | | $51.00 |
| Miner's Right | | $30.00 |
| Fee for notice of objection - | | |
| (a) general | | $430.00 |
| (b) eligible individual | | $100.00 |
| (c) registered native title body corporate whose land is included or partly included in or shares a common boundary with land the subject of the mining tenement application | | Nil |
| (d) proprietor of land included or partly included on or sharing a common boundary with land the subject of the mining tenement application | | Nil |
| Permit under Section 40E | | $116.00 |
| Permit to enter private land | (minimum $40.00) | per lot $10.50 |
| Private land - application to bring under the Act | | $31.00 |
| Restoration (per tenement) | | Nil |
| **Proceedings before Warden's Court/Warden** | | |
| Plaints (per tenement)/Application for forfeiture | | $564.00 |
| Response and witness summons | | $61.00 |
| All necessary applications and affidavits (includes Interlocutory Application) | | $8.50 |
| Order by Warden including order for an injunction | | $27.50 |
| Copy of evidence per page | | $11.10 |
| Copy of judgements, decisions or order per page | | $2.10 |
| Taxation of bill of costs ($0.05 in each amount of $1.00 on amount of lodged bill (min fee is $12.00)) | | |
| If lodged bill exceeds $1,000, the fee is reduced to $0.025 in each $1.00 for the excess, (plus $50.00) | | |

Mineral House, 100 Plain Street, East Perth WA 6000
Postal address: Locked Bag 100 East Perth WA 6892
Telephone: +61 8 9222 3333
Email: mineraltitles.enquiries@dpme.wa.gov.au

WILL INCREASE
1 JULY 2026

Bruce D G Olsen

Coolgardie

A lack of Control of a Shire CEO has along with rising costs due to Trumps War and Covid has put pressure on the Residents daily expenditure.

Power Water Fuel Groceries and Rates have increased with little or no increases in Pay.

Future-proofing a local government authority for a post-mining future - Haslam McKenzie - 2024 - Geographical Research - Wiley Online Library

*"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"*

## *"5 DISCUSSION*

*The Shire of Coolgardie, in its quest to future-proof itself and rise above the reputation for mendicancy, has taken advantage of the current mining boom, and developed income-generating assets to build a corpus of funds and social and economic resilience for the future. The focus of the strategy has not only been the provision of services and future community infrastructure for the two communities but to also develop local government-owned businesses, which diversify away from mining activities, such as the waste facility, and potentially renewable energy generation.*

*However, the potential broader value of this case study is to assess how transferable the strategies pursued by the Shire could be for other municipalities. There are key learnings from the Shire of Coolgardie's example.*

*First, there is leadership. The success of these initiatives is contingent upon strong and consistent leadership and the confidence invested in the Shire to pursue the entrepreneurial activities. Hutchinson et al. (2016) cited Mintzberg (1998) who explained that a local government CEO operates at three levels: the interface with managers and employees to operationalise local government obligations; the stakeholders who engage with local government on a day to day basis; and the political interface, which includes the elected members or councillors. All three dimensions require competencies and capabilities, which Siegal (2010) describes as "leading down," "leading out," and "leading up" if the council is to function effectively and efficiently. "Leading up" and giving elected members the confidence to support the CEO is usually the most fraught aspect of local government leadership. There is close proximity and scrutiny of this level of government to its constituents and the group of councillors who have often been elected on personal or very particular platforms, with varying levels of capacity. As noted by Martin and Simons (2002, p. 65), the elected councillors* *(politicians) "are typically seen as being driven by more immediate concerns relating to constituent matters, whereas senior bureaucrats are seen as having career development concerns relating to management and organisation issues associated with service delivery."*

*However, the Shire of Coolgardie has had consistency in its leadership with a long-standing mayor (Shire president) with deep local connections, and a CEO who has gained the confidence of the mayor and councillors, demonstrating the hallmarks of "leading up." The elected councillors change from time to time at local elections, but generally, over the last 5 years, there has been a stable group, which includes a gender mix and an Aboriginal elected representative. Council meetings are vigorous and the future-proofing initiatives have been not without considerable discussion and debate, but once the imprimatur was given for the investments, and in several cases, considerable bank loans, the councillors have been consistent in their support of the CEO and his team. Despite grumblings in the local media regarding the potential risks associated with entrepreneurialism, particularly by council underwriting some of the developments, and through regular communication, the community has generally accepted the quest to future-proof the council, indicating satisfactory "leading down."*

*Second, the Shire of Coolgardie had physical assets that it was able to capitalise on, including the voids for sophisticated waste management, the upgrade of the Kambalda airport, and ownership of unencumbered land for TWA. All have been developed for moneymaking ventures and to provide services to the Shire's constituents. The Shire has demonstrated its commitment to ESG principles, offering solutions to local businesses, which are obligated to demonstrate to government their commitment to the reduction of greenhouse gas emissions, through proximate sophisticated waste disposal and a compliant transport hub. Mining companies are mindful of their corporate social responsibility to both its shareholders and the communities in which they operate. Demonstrating local investment and community engagement through the local government authority has been important for corporate reputation and regulatory compliance.*

*Third, the councillors and CEO adopted a willingness to engage and "lead out" with local businesses, particularly mining companies. Rather than being cowered by the proximity to the much bigger Shire and regional centre of Kalgoorlie-Boulder, the Shire of Coolgardie offered solutions to business accommodation problems. The Shire has capitalised on the dire housing and accommodation shortages for all of Western Australia, and unlike other local government authorities in regional Western Australia, the Shire of Coolgardie could see the potential advantages for local businesses and the Shire from managed TWA, using their own land. The Shire CEO had the confidence to negotiate with banks and government agencies after there was a firm commitment by business to underwrite some of the ventures, particularly the construction of the TWA.*

*Fourth, mining companies in their haste to secure mine licences, environmental approvals, and bank security need to prepare mine closure plans. Having the capacity to offload some of their mining and mining support assets such as waste treatment logistics, water supply, and potentially a renewable energy facility to a local government authority is a convenient cost-saving. However, as learned from the Western Mining experience in 2000 when the company "gifted" the airport to the Shire, accepting these assets is often expensive with hidden costs. Clearly assessing and understanding the costs and benefits of asset acceptance has been a* *valuable learning for the Shire. Clarity regarding the requisite cash flow for the ongoing maintenance and operation of the assets is necessary, and any subsequent value-add for the Shire, derived from these assets could potentially enhance business and population attraction to the Shire, but not at the expense of the current operation of the Shire.*

*Fifth, not all the future-proofing initiatives have been owned and developed by the Shire. The Shire was instrumental in assisting a local Aboriginal community to access funding to ensure their ongoing sustainability and rezoning of part of their land, which opens an opportunity for them to develop a business arrangement with a mining services provider.*

*While none of these entrepreneurial activities have been without risk, the Shire has had the confidence and collateral assets to enter into business agreements, take out sizeable loans, and develop commercial enterprises. The Shire of Coolgardie has not been shy to hire experts to advise them on a range of matters including finance, energy investment, housing, waste management, and community development to test viability and long-term sustainability goals. A key risk however, is maintaining the continuity of leadership and community confidence in the leadership and their investment strategies.*

# *6 CONCLUSION*

*For 150 years, the fortunes of the Shire of Coolgardie have been closely aligned to the mine life cycle of local mining operations and international resources prices. At the height of several of the booms, the Shire has been overwhelmed by demand for services, infrastructure, information, and compliance obligations while in the bust and downturn years, populations move away, rates decline, and businesses close. Regardless of the status of the mine life cycle, residents continue to expect the same services and to enjoy the same infrastructure delivery from their local government authority. In a Shire such as Coolgardie, with small population centres distributed across two towns with duplicate services and infrastructure, the financial burden is considerable and the source of traditional income is not sufficient for the Shire to remain sustainable. The other tiers of government are not inclined to give local government any latitude in self-determination, controlling the sector through grants, based on fiscal equalisation policies and population and socio-economic wellbeing indicators.*

*In a time of financial crisis after the Lehman Brothers Bank collapse, the Shire of Coolgardie took steps to future-proof itself, building a corpus of funds to shore up its viability regardless of the status of the mine life cycle. While the majority of the OSR funds generated are through supplying a service or infrastructure to the mining sector such as TWA, the Shire has also developed diversified, non-mining income through the prescient development of waste management facilities, utilising low emissions technology and sophisticated waste treatment and storage. Its location on high volume transport networks and access to abandoned or legacy mine sites have enabled the waste facility to attract clients from other local government authorities, mining and transport companies, and business based in the Perth metropolitan area.*

*Weller et al. (2020) identified key indicators for a successful transformation process including redeveloping the local economy, redeploying the labour force, maintaining social cohesion, and coordinating change. The Shire of Coolgardie, in their quest to build economic and social* *resilience for the future, has worked to achieve these goals while reviving their economic fortunes and supporting outcomes for others in the local community, such as the Kurrawang ACC, for the longer term.*

*The learnings from this case study are a useful template for other local government authorities seeking to future-proof themselves, but they are not easily achieved. The key has been the effective relationship between the senior leadership at the Shire and the elected council members, which has subsequently influenced the entrepreneurial council decisions and, ultimately, the nature and quality of the services delivered to the local community. Together, they have taken advantage of market conditions and previously unrealised physical assets to build a corpus of funds and money-making enterprises to future-proof themselves, with the intention of being able to smooth out the impacts of the boom and bust cycle of the mining sector and build resilient communities."*

The downward steps to a the Shire of Coolgardie economy 2013 – onwards and to this day the trend is still in place and the selling of Bluebush has in some ways offset a financial deficient.

Due to mines backing out of a 1500 man camp project along with a Shire Presidents failure to control the CEO the Shire of Coolgardie is lucky not to have been another $163 Million deeper in debt.

Rates Roads Rubbish and lastly the Residents Health and Safety are still the main issues for this Council.

Coolgardie has other serious issues being a noticeable lack of concern by the Shire in regards to our complaints.

- The ill Conceived Ladyloch Road Train Assembly Area.
- The Speeding traffic on Bayley Street
- The Sewage System
- People who do not live in Coolgardie making decisions for Coolgardie Residents
- No Doctor
- Roads that are pot holed
- Bayley Street Footpath trip hazards that Telstra and the council has not repaired.
- Lack of Toilets as the Truck Drivers are leaving their mess behind along with used toilet Paper.

The Council and Administration are not what they say they are doing.

- Open
- Transparent
- Consultation
- Honest
- Waffle

Why is the Shire of Coolgardie still spending money on the Lady Loch Road Train Assembly Area e.g.

- A contaminated Earth wall using dirt from the rubbish dump for $35374
- A Desktop Noise Assessment from Perth or Brisbane $9500 which we the ratepayers paid for and yet this document is not for public viewing.
- Yellow painted steel posts $27500 to stop trucks parking close to an ignition point and yet will not ban people walking through the depot smoking, using pop up BBQ, petrol powered gensets and lighting fires on the verge.
- Resealing funding from Infrastructure Australia  $990000 tranche 3

This HVRA or PCBU was an ill-conceived project using an Antiquated Act “Public Works Act 1902” which in this present day and age does not consider the Councils Duty of Care towards the residents of Coolgardie.   This Truck Depot that has at this date over 6 years of residential properties complaining about the Tonal Noise, Diesel Emission, Odour and Dust emanating from the Truck Depot 24 hours a day and the yet the last and present Shire ignore all EPA Regulations, Road and Rail SPP 5.4, GS 3, and receive at times daily complaints to the Shire with little or no response.  Seems the signs are not read by the Truck Drivers who ignore the Council Signage and threats of being fined.

This present Shire Administration and Council are not listening they have their own agenda and have refused to acknowledge our complaints.

The fact that the mining camp at Kambalda will soon be sold off will maybe point a dent in the financial situation that the Last Shire Council and CEO’s failed Future Proofing caused very little has changed with the new Shire Administration and the Council.

So we the ratepayers of the Coolgardie Shire are required to a 4% a year for the next 10 years increase in rates.

Same old, different day, using the same old financial plan that was put together 12 years ago.  A rate rise is one of the last issues we need at present.

The fuel excise is about to come back which will along with Trumps War is not going to make our lives any better in fact the worst is yet to come due to increased costs filtering through the manufacturing system and we the public have financial limitations on what we need to live.

## Differential Rating Public Submissions

| No. | Ratepayer | Matter Raised | Management Comment |
|---|---|---|---|
| 1. | Jan McLeod | No acknowledgement of increase in rates and fees & charges in 25/26 | Noted. |
| 2. | Jan McLeod | Cost of living pressures & high fuel prices | Agreed, and has been – and will continue to be - taken into consideration by Council, similarly noting the fact that the Shire is also subject to these rising costs. |
| 3. | Jan McLeod | Increase in Mines Department fees & charges for tenement holders | Noted, however these costs are outside the control of the local government. |
| 4. | Jan McLeod | No discussion of proposed rates increase at 26 May OCM, apart from a mention in LTFP. | A report was tabled at the 26 May meeting titled “2026/27 Differential Rates” detailing the proposed rates and also contained a table showing the proposed yield (in both $ and % figures), as well as the % increase. The Statement of Objects & Reasons that was adopted as part of that report also included information on the proposed figures. |
| 5. | Bruce Olsen | Rising cost of living | Agreed, and has been – and will continue to be - taken into consideration by Council, similarly noting the fact that the Shire is also subject to these rising costs. |
| 6. | Bruce Olsen | Main issues for Council are roads, rates, rubbish and residents’ health & safety | Agreed, and has been demonstrated in Council’s recent resolution to sell Bluebush Village to keep finances & focus on service provision for ratepayers & residents. |

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## 10 NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF MEETING

### 10.1 Elected Members

### 10.2 Council Officers

## 11 CLOSURE OF MEETING