



2020-21 Annual Report

SHIRE OF COOLGARDIE - PROFILE

The Shire of Coolgardie, known as the 'Mother of the Goldfields', encompasses an area of 30,400 km² and includes the towns of Coolgardie, Kambalda, Widgiemooltha and the Aboriginal community of Kurrawang.

Celebrated for the gold, nickel and lithium discoveries in Coolgardie and Kambalda, the Shire continues to thrive with a multitude of mining and processing companies operating in the area. These companies are at the forefront of mining innovation and offer fantastic career opportunities.

The Shire is the largest producer of minerals in the region by value with mining operations supporting globally significant regional exports.

Over 3,600 people live in the Shire and enjoy a relaxed lifestyle, quality recreational facilities and a stunning natural environment.

CONTENTS

SHIRE OF COOLGARDIE - PROFILE	2
SHIRE PRESIDENT'S REPORT	5
CEO'S REPORT	7
PRESIDENT AND COUNCILLORS	9
MANAGEMENT TEAM	10
INTRODUCTION	16
SETTING OUR DIRECTION	16
ACCOUNTABLE AND EFFECTIVE LEADERS	18
AN INCLUSIVE, SAFE AND VIBRANT COMMUNITY	20
COMMUNITY RESOURCE CENTRE'S	20
LIBRARIES	21
COMMUNITY EVENTS T	22
RECREATION FACILITIES	23
CASHLESS DEBIT CARD	24
AQUATIC FACILITIES	26
A THRIVING LOCAL ECONOMY	27
ECONOMIC DEVELOPMENT – LOOKING TO THE FUTURE	27
POWER, WATER AND WASTE INFRASTRUCTURE REVIEW	27
COOLGARDIE – REGIONAL WASTE FACILITY	27
REGIONAL WASTE RECYCLING FACILITY	28
BAYLEY STREET UPGRADE	28
COOLGARDIE INDUSTRIAL LAND RELEASE	28
RESIDENTIAL LAND DEVELOPMENT	28
COOLGARDIE INNOVATION AND ECONOMIC DEVELOPMENT CENTRE (HISTORICAL POST OFFICE COMPLEX)	29
BEN PRIOR PARK	29
GRANT/SPONSORSHIP FUNDING SECURED – 2020/21 - \$1,427,415.00	29
MEDIA AND COMMUNICATIONS	30
PARTNERSHIPS ESTABLISHED	31
COMMUNITY DEVELOPMENT PROGRAMS	32
EFFECTIVE MANAGEMENT OF INFRASTRUCTURE, HERITAGE AND ENVIRONMENT	33
REGULATORY SERVICES	33
WASTE SERVICES	33
PLANNING	36

ROAD WORKS	36
THE FINANCIAL YEAR IN SUMMARY	38
OPERATING SURPLUS	38
REVENUE	38
EXPENDITURE	39
CAPITAL WORKS PROJECTS	40
RESERVE FUNDS	40
LOAN LIABILITY	40
FINANCIAL RATIOS	40
CURRENT RATIO	41
DEBT SERVICE COVER RATIO	41
OPERATING SURPLUS RATIO	42
ANNUAL AUDIT	42

SHIRE PRESIDENT'S REPORT

On behalf of the Council, I am pleased to present the Shire of Coolgardie Annual Report for the 2020/21 year.

The impact of the Covid 19 Pandemic throughout the year, continued to draw on Shire resources, with over \$196,000 spent on meeting the daily operational requirements by the WA Health Chief Medical Officer. These measures enabled the Shire to continue to invest in the health and safety of all residents within our Shire.

The Shire's Annual Audit was completed successfully for the 2020/21 financial year and Council will continue to implement any recommended changes raised by the Auditors that will improve the Shire's level of Governance ,compliance and financial position of our organisation.

Our reserve fund account sits with a balance of \$1.06 million invested in restricted bank accounts. The Shire also invested \$973,000 of reserve funds into infrastructure assets during 2020/21. Capital expenditure this year amounted to \$3,663,536 also on infrastructure assets and \$968,424 on property, plant and equipment.

Highlights for this year include :

- Upgrades and renewal on Coolgardie North Road,\$1,678,209
- Provision of primary health and medical services through St John, \$326,000.
- New St John ambulance and community transport vehicle facility,\$124,236.
- Coolgardie Cultural and Community Hub(Post Office precinct) commencement,\$419,422.
- Project works at Coolgardie Landfill. Excavation ,roadworks, weighbridge preparation,\$804,420.
- Re-opening of Ben Prior Park mining museum, an exciting tourism project with contributions from Evolution Mining,\$210,375.
- Realignment of Jaurdi Hills Road,\$281,780.

Parallel with the above projects, our staff continued to work hard providing services, programmes and community events into both our towns. These included our Recreation Centres ,Swimming Pools ,Community Resource Centres and playgrounds.

Our Road Construction and Town Crews have worked on local gravel road maintenance throughout the year, while our town crews have maintained our streets ,parks and gardens to a high standard.

Also, special mention to the Shire's Finance and Administration Staff, we may not see them in action, however behind the scenes, I know the workload they bear ,and it is a credit to them all they are able to perform their duties at the level they achieve.

We will continue to ensure our Staff remain safe, healthy and securely employed whilst under the ongoing threat of the Covid 19 Pandemic.

I would also make mention of Community Volunteer organisations such as St John sub centre and community transport and Kambalda Fire and Rescue volunteers who continue their dedicated services to keep our community safe throughout the year with significant volunteer hours and effort invested into both towns.

The Shire will continue to focus on facilitating Local and Regional Recovery by adopting a 2021/22 Budget with the single of purpose of stimulating Local economic development through:

- adopting shovel ready projects with State and Federal Funding.
- progressing Council's capital works ,major projects ,and job creation initiatives.
- assisting and supporting community organisations through community investment.

The Shire's priority projects for 2021/22 include:

- Coolgardie North Road
- Cave Hill Road.
- Carins Road Renewal.
- Coolgardie Landfill Road.
- Sharpe Drive, Kurrawang.
- Coolgardie Micro Grid.
- Coolgardie Landfill Expansion.
- Housing and Workers Accommodation.
- Driver Reviver and Ablution Facility at the Coolgardie Truck Assembly Park.
- Completion of Coolgardie Cultural and Community Precinct.

The Shire will continue to maintain the level of services into our communities ,while working on developing shovel ready projects for when suitable funding becomes available to continue to improve our assets for the future.

I believe the Shire of Coolgardie is very well positioned with the increased activity in mining and resources sector ,the emerging electric vehicle and battery markets, our regional waste and recycling facility and development of the Coolgardie Micro Grid, and by developing strong partnerships with both Federal ,State Governments and the Mining Industry, the Shire can build a stronger and more resilient community for the Future.

I would like to sincerely Thank my fellow Councillors ,our CEO ,all our Staff and Consultants, as well as the many dedicated service providers for their efforts and commitment to our Shire for what has been once again a very challenging year for the Shire.



Malcolm Cullen
Shire President

CEO'S REPORT

The 2020/21 financial year included total operating revenue of \$12,552,759 with operating expenditure of \$16,708,130. Non-operating grants and contributions totalled \$2,261,209 with capital expenditure of \$4,631,960. The Shire continued to increase expenditure on its rural road network, streets and verges with maintenance expenditure of \$953,413 in 2020/21.

The cost to the Shire of dealing with the COVID-19 Pandemic in 2020/21 continued. The expenditure during the financial year on Covid-19 related expenses was \$345,000 – in excess of 4% of the Shire's rates revenue.

The Shire finished the financial year with cash and cash equivalents of \$1,336,214. Unrestricted cash was significantly reduced as a result of grants received in 2020/21 being restricted for capital projects in 2021/22. Restricted cash and cash equivalents totalled \$1,736,943 consisting of \$1,065,502 cash backed reserves. As of 30 June 2021, the Shire's outstanding principle on loan liability is at \$2.6 million down from \$2.9 million as of 30 June 2020.

Rate collection for the 2020/21 financial year saw a continued improvement in the % of rates collected for the year. Rates collection for 2020/21 was 103%. The outstanding rates balance was reduced from \$1.56 million to \$1.26 million. With rates levied of \$8.1 million and rates collected \$8.4 million It is a credit to the internal and external rates officer for this significant improvement. This has had an extremely positive impact on Shire cash flow.

The year ended 30 June 2020 saw the Shire's operating result in a net operating deficit of \$262,943 – see Note 27 (b) of the Annual Financial Report. The operating position was a direct result of \$444,000 worth of grants received in 2020/21 to be used for projects in 2021/22 see Note 14 of the Annual Financial Report. The accounting standards now require grants to be shown as a liability as they represent the Shire's performance obligations to construct recognisable non-financial assets to identified specifications which are yet to be satisfied. The grants are recognised as revenue in the following financial year when the performance obligations of the grant contracts are satisfied. The grants related to the Coolgardie Culture and Community Hub and Coolgardie Insurance Building Works associated with storm damage.

Net Cash from operating activities at year ended 30 June 2020 was \$1,001,724 – see Note 19 of the Annual Financial Report. This was an increase of \$211,662 from the year ended 30 June 2020. This was a significant achievement given the challenges of the previous year negative impact of Covid -19 of \$712,400 on the operating activities of the Shire.

The Operating Surplus Ratio represents the percentage by which the operating surplus (or deficit) differs from the Shire's own source revenue which includes rates. This ratio has increased slightly from (0.39) in 2019/20 to (0.40) in 2020/21.

Operating Revenue minus operating expenditure divided by own source revenue is the measure for the Operating Surplus Ratio. For 2020/21 the difference between operating revenue and operating expenditure was (\$4,155,371) an increase of \$450,215. In order to meet the standard and improve the ratio Council needs to continue to have the following strategic conversation with the community;

1. Increase revenue generated from non - rating sources such as Kambalda airstrip, Shire Landfill facilities and other commercial activities like proposed village accommodation
2. Increase rates revenue through significant rate increases to the community
3. Increase rate in the \$ for mining accommodation villages on mining leases

4. Reduce levels of service on all operating activities

I would like to acknowledge the commitment from all Shire staff and thank them for their continued support during a period of great change and uncertainty over the past four months. They embraced the need for the Shire to review the way we do does business and consequently a number of changes had to be made and implemented.

A special thank you also to the Council who continue to govern the Shire with the community's interest always at the forefront of their decision making.



James Trail
Chief Executive Officer

PRESIDENT AND COUNCILLORS



Each Shire of Coolgardie elected member represents the whole of the municipality.

Back Row (left to right)

Cr Norm Karafilis (resigned Oct 2020)	Term ends 2021	Mobile 0429 795 139
Cr Sherryl Botting	Term ends 2021	Mobile: 0438 133 217
Cr Tammee Keast	Term ends 2023	Mobile: 0467 980 847
Cr Eugen Winter JP (resigned Feb 2021)	Term ends 2021	Mobile: 0439 815 539

Front Row (left to right)

Deputy President Cr Tracey Rathbone	Term ends 2023	Mobile: 0459 999 296
Shire President Cr Malcolm Cullen	Term ends 2021	Mobile: 0417 266 191
Cr Kathie Lindup	Term ends 2023	Mobile: 0402 819 468

MANAGEMENT TEAM



James Trail

Chief Executive Officer

Responsible for:

- Financial Oversight
- Governance and Compliance
- Regulatory services



Robert Hicks

Director of Operations

Responsible for:

- Technical Services
- Financial Services
- Ranger Services
- Recreation, Museum and Visitor Centre's
- Community Resource Centre's and libraries
- Cashless Debit Card
- Community Events and Activities
- Disability Access and Inclusion



Rebecca Horan

Manager - Executive Services

Responsible for:

- Human Resources
- Occupational Health and Safety
- Risk Management
- Payroll



Rod Franklin

Commercial Manager

Responsible for:

- Waste and Sewerage Facilities
- Building Infrastructure Maintenance

Community Events 20/21



Teddy Bears Picnic



Australia Day



Australia Day



Australia Day



Clean Up Australia Day



Ben Prior Park Opening

Community Events 20/21



Easter Eggstravanganza



Drumming Workshop



International Womens Day



Kambalda Aquatic Facility Opening



Kambalda Aquatic Facility Opening



R U OK Day

Community Events 20/21



Children's Book Week



Naidoc Week



Seniors Staying Connected



Music Workshop Youth Week



Seniors Christmas Luncheon



Spring Fun Run

Key Facts

The Shire of Coolgardie, known as the 'Mother of the Goldfields', includes the towns of Coolgardie, Kambalda, Widgiemooltha and the Aboriginal community of Kurrawang.

Area
30,400 km²

Population
3,610

Median Age
33 years
(Source ABS 2016 Census Report)

Length of Roads
1,279 km of roads

Area of Parks and Ovals
14ha

Towns
Coolgardie
Kambalda
Widgiemooltha
Kurrawang

Number of Dwellings
1,745

Number of Electors
1,723

Number of Council
Employees
53 *(FTE)*

Number of Elected Members
**Shire President and
six (6) Councillors**

Distance from Perth City
550km

Distance to
Esperance-Port
336km

PERTH



Strategic Community Plan 2018-2028



THE SHIRE OF COOLGARDIE'S COMMUNITY VISION

A connected, progressive and welcoming community

The Community Strategic Plan was endorsed by Council in 2018 and reflects the aspirations and goals of the community and guides the services, activities, and infrastructure investment delivered by the Shire of Coolgardie.

Aspiration

ACCOUNTABLE AND EFFECTIVE LEADERS

Goals -

- Engagement and consultation
- Transparent, accountable and effective governance
- Advocate for the community

Aspiration

AN INCLUSIVE, SAFE AND VIBRANT COMMUNITY

Goals -

- Build a sense of place and belonging
- A safe and healthy Community
- Celebrate our culturally diverse community

Aspiration

A THRIVING LOCAL ECONOMY

Goals -

- Build economic capacity
- Facilitate local business development and retention
- Provide support for traineeship development

Aspiration

EFFECTIVE MANAGEMENT OF INFRASTRUCTURE, HERITAGE AND ENVIRONMENT

Goals -

- Value local culture and heritage
- Sustainable management of resources
- Enhance our build environment

INTRODUCTION

The Annual Report 2020/21 provides the community with an overview of the highlights from the year and details the progress being made against the Shire of Coolgardie's Strategic Community Plan 2018 – 2028.

This year, the Shire of Coolgardie achieved a responsible budget by -

- 0% rate increase
- 0% increase in Fees & Charges
- Rent freeze for all community & business lease agreements
- Maintained level of services during COVID-19

WHERE TO FIND THIS REPORT

Hard copies of the report can be obtained at the Kambalda Community Recreation Facility and Coolgardie Community Recreation Centre or on-line at www.coolgardie.wa.gov.au or by emailing mail@coolgardie.wa.gov.au.

SETTING OUR DIRECTION

INTEGRATED PLANNING

The Shire of Coolgardie's Strategic Directions Plan underpins all future planning and development and current undertakings for the next 10 years and is designed to ensure that all Shire operations are directed toward achieving the identified outcomes.

THE COMMUNITY STRATEGIC PLAN

Community Strategic Plans outline the community's long-term vision, goals and strategies to 2028. In 2010, the Department of Local Government and Communities introduced the Integrated Planning and Reporting Framework and Guidelines for all Western Australian local governments. The framework integrates community priorities, as articulated in the Community Strategic Plan, with other local government plans, information, and resourcing capabilities.

The Local Government's Integrated Planning and Reporting Standard directs that all local governments undertake a Desktop Review of their Community Strategic Plans biannually and a complete review including community engagement activities every four years. As the Shire of Coolgardie's community trends and priorities evolve, stakeholders will be invited to revise and update the Plan.

The Shire of Coolgardie's Measures of Success for 2018 to 2028 are;

ACCOUNTABLE AND EFFECTIVE LEADERS

- Bi-annual Community Satisfaction Survey
- Delivery of an efficiency dividend
- Adherence to compliance calendar and statutory requirements
- Current ratio meets required standard
- Operating surplus ratio meets required standard
- Number of partnerships established

AN INCLUSIVE, SAFE AND VIBRANT COMMUNITY

- Bi-annual Community Satisfaction Survey
- Community Chest Fund

A THRIVING LOCAL ECONOMY

- Value of Gross Domestic Product
- Value of Mining and Industry Rates
- Bi-annual Community Satisfaction Survey
- Number of businesses in Shire
- Number of education and industry partnerships supporting trainees and youth

EFFECTIVE MANAGEMENT OF INFRASTRUCTURE, HERITAGE AND ENVIRONMENT

- Bi-annual Community Satisfaction Survey
- Cultural and historical activities delivered
- Visitors to the Shire
- Number of re-use water initiatives
- Compliance with license conditions
- Asset renewal funding ratio meets required standard
- Asset sustainability ratio meets required standard
- Asset consumption ratio meets required standard
- Number of planning approvals
- Adherence to local planning scheme and strategy

ACCOUNTABLE AND EFFECTIVE LEADERS

THE CORPORATE BUSINESS PLAN

The purpose of the Plan is to demonstrate the operational capacity of the Shire to achieve its aspiration outcomes and objectives over the medium-term. The Plan is reviewed annually and reported against quarterly.

The Shire undertook a comprehensive review in 2020/21 of the Corporate Plan which was adopted by Council during the year.

COMMUNITY ASSISTANCE FUND

The Community Assistance Fund (CAF) is offered to assist community groups and clubs who provide valuable community, cultural, environmental, sporting and recreational services and activities. The funding allows Council to support not for profit local community organisations to hold events, improve or repair infrastructure, and undertake activities that assist with community capacity building, and community liveability.

The provision of approximately \$30,000 of grants to community groups and service providers, assisted with the delivery of programs that benefited the community and helped them achieve their goals. This year, CAF funding was provided to several local community groups including Coolgardie Primary School's P&C, Kambalda Tee Ball Association, Coolgardie and Kambalda Men's Sheds.

Significant in-kind contributions were also provided through the provision of the community bus to enable local groups to travel to participate in several events throughout Western Australia to represent the community.

Funding was also provided to community events such as the Seniors Christmas Lunch, Coolgardie Day, the Kambalda Christmas Tree, Australia Day, and other community events.

POLICIES, PROCESSES AND PROCEDURES

All staff undertake regular professional development appropriate to their roles. The Shire has adopted a zero tolerance to drugs and alcohol with regular random drug and alcohol testing. Over the past four years, the Shire has also introduced a centralised records management system which ensures that all incoming correspondence is registered and responded to.

CODE OF CONDUCT

Councillors, Committee and Working Group Members and Employees Section 5.103 of the Local Government Act 1995 requires every Local Government to prepare and adopt a Code of Conduct (the Code) to be observed by all Council members, committee members and employees. The Code provides Council Members, Committee and Working Group Members and Employees with consistent guidelines for an acceptable standard of professional conduct. The Code addresses in a concise manner the broader issue of ethical responsibility and encourages greater transparency and accountability.

OFFICIAL CONDUCT

Report on Freedom of Information

In accordance with the requirements of section 96 of the *Freedom of Information Act 1992* (FOI), the Shire of Coolgardie is required to publish an annual Freedom of Information Statement. This statement advises that, as of 30 June 2021, the Shire did not receive any FOI applications.

Report on Official Conduct – Complaints Register.

Pursuant to *Section 4.121 of the Local Government Act 1995*, a complaints register has been maintained. As of 30 June 2021, there were no complaints registered.

Record Keeping Plan Report on the *State Records Act 2000*

In accordance with the provisions of the *State Records Act 2000*, the Shire of Coolgardie has a Record Keeping Plan in place. A further review of the Record Keeping Plan commenced in 2018/19 and was completed in this financial year.

The Record Keeping Plan provides a description of current record keeping practices and focuses on the following six principles:

- Proper and Adequate Records
- Policies and Procedures
- Language Control
- Preservation
- Retention and Disposal
- Compliance

Disability Access and Inclusion Plan

The *Disability Services Act 1993* ensures that people with disabilities have the same opportunities as other members of the community. The Plan is currently being reviewed to ensure appropriate access and inclusion throughout the Shire for people with disabilities.

PAYMENT TO EMPLOYEES

Set out in bands of \$10,000 is the number of employees of the Shire entitled to an annual salary of \$100,000 or more. The following information is on 30 June 2021.

Report on Employees Remuneration

Salary Range (up to 30 June)	2021	2020	2019	2018	2017	2016
\$10,000 - \$110,000	48	47	45	41	45	53
\$110,000 - \$140,000	2	3	3	3	1	1
\$140,000 and above	3	1	1	1	3	4

Report on Employee Numbers

Salary Range (up to 30 June)	2021	2020	2019	2018	2017	2016
The number of full-time equivalent employees at balance date	53	51	49	45	49	58

AN INCLUSIVE, SAFE AND VIBRANT COMMUNITY

COMMUNITY RESOURCE CENTRE'S

Funding from the Department of Primary Industries and Regional Development complements the Shire's efforts to provide numerous community-based services, workshops and activities to local residents, visitors and businesses. These Community Resource Centres also provide a central point to access facilities.

The Shire is also able to provide access to Government support through self-service computer and phone access for residents and visitors.

2020/21 Highlights

Kambalda

- Australia's Biggest Morning Tea was hosted on a weekend attracting a large crowd raising a total of \$1,154.00 in donations for Cancer Council, almost double the \$635.50 raised in 2019.
- The previously postponed official Kambalda Aquatics Facility Pool opening was held in time to open the pool for the 2020/21 season, with community groups and local businesses providing stalls along Barnes Drive and a range of free activities and entertainment on offer.
- With the mining boom and increase in new residents moving to our Shire, two very successful Welcome to Town Morning Tea events were hosted and supported by representatives of local community and sporting groups to welcome newcomers to town. Welcome packs with local information directory, What's On calendar, local school information, membership forms, enrolment forms and merchandise were given out to new residents.
- In October 2020 the Kambalda CRC registered as a Be Connected Network Partner offering free weekly Digital Skills classes and 1:1 support for residents aged 50+. In conjunction with this, special workshops and sessions were also held in partnership with Consumer Protection WA and Paralegal Services from Mara Pirmi Healing Place for eSmart week, Scams Awareness week, Get Online week and Safer Internet Day.
- Our local businesses were invited to free a business workshop with business advisor from Kalgoorlie Boulder Chamber of Commerce, and Australian Taxation Office delivering business networking programs and workshops to local businesses. Furthermore, the Business Local Program was delivered in presence of several business owners and managers with focus on the Go Local First campaign encouraging the community to spend locally.
- Another successful Grant workshop for the community was held and hosted by the State Member for Kalgoorlie-Boulder, Director of Compass Project Consultancy Kalgoorlie offering grant writing advice and direction on project planning, reading guidelines and how to find funding.

- 2020/21 saw a focus on health and mental health related programs and workshops following the stress Covid-19 has placed on the community. In conjunction with Goldfields Women's Health Care Centre a Women's Health Day was brought to the Kambalda community, a first Men's Health event connecting men for Men's Health week offering free basic health checks was held as well as the annual well attended Spring Fun Run for Mental Health month and the annual R U OK? Day hosted for the community with service providers holding information stalls. Fortnightly counselling appointments have additionally been on offer for women 16+ with the Goldfields Women's Health Care Centre at the Kambalda Community Recreation Facility.
- The continued strong partnership with Kambalda Playgroup saw the annual Clean Up Australia Day, Tiny Tots First Aid Course hosted by St Johns Ambulance return and the delivery of a Child Restraints and Road Safety Workshop for parents and caretakers held in partnership with Anglicare WA and Road Safety Advisor at WALGA.
- A fun filled afternoon of Easter Activities as part of the "Easter Eggstravaganza" with Easter activity stations, chocolate giveaways and a special Easter Bunny appearance was hosted at the Kambalda Community Recreation Facility well received by 100+ children and families.
The bi-monthly PINGO continues to be ever popular with themed events for Halloween, Valentine's Day and Christmas attracting a crowd each Friday night.

Coolgardie

The Coolgardie Community Resource Centre delivered a wide range of services, workshops and activities for all ages to our community and visitors.

- Our Bi-monthly Pingo evenings were an enjoyable night out with lots of humour, prizes and great attendances.
- Life Skill and Educational Workshops have been delivered by Centrecare, Food Sensations and local community members. These courses included cooking, craft, life skills, exercise and relaxation.
- Mental Health Week in October 2020 was a week full of free activities for our community to participate in. The activities included Basketball, Zumba, wellness activities, a Bega Big Breakfast and community music workshops and jam sessions with Barefoot Bands at the Coolgardie Railway Station music studio.
- Mums, Bubs and Toddler Funtime weekly sessions has had great engagement with the delivery of both educational mornings and social interaction fun.
- The Coolgardie local businesses sundowner events have included evenings at Warden Finnerty Residence, the Coolgardie Visitors Centre and the Coolgardie Community Recreation Centre. The Business support from KBCCI has been popular with our small business owners.

CRC Activities Attendees: 3185

LIBRARIES

This financial year saw CBCA Book Week event postponed and held in late October with 100 primary students from Kambalda West District Highschool, 20 children from One Tree Day care in attendance enjoying an entertaining Storytime, crafts and engaging in the local authors presentation by Kim Maslin bringing "curious creatures and wild minds together."

In autumn 2021 the Shire libraries celebrated the annual Scribblers Golden Feather Hunt now in its 3rd year in our libraries. The 2-months long festival sparks an interest in literature in children of all ages with feathers being hidden in children's, juniors, and young adult books with spot prizes for grabs and prizes available through the event organizers. The first prize being an iPad drew especially teenagers into the library that would otherwise not use the library at all. 20 new patrons signed up as library members following the feather hunt.

Another success was a Teddy Bear Picnic being held in October 2020 as well as the NAIDOC week activities in November 2020. Such events are promoting library services and are bringing community together each year.

With the Kambalda Community Resource Centre having registered as part of the Be Connected program network, weekly digital skills sessions and 1:1 support to residents aged 50+ offering free courses and activities around phone and computer assistance, have actively digitally connected seniors in our community and brought them up to speed with following their local council on social media and the website. From basic skills to advanced topics such as online shopping, accessing myGov, creating email accounts, video calling and scanning QR codes, seniors have become more confident with new technology. In December 2020 the Kambalda CRC was successful in receiving funding from Good Things Foundation allowing the centre offering a free tablet loan service between February – August 2021 with 10 community members aged 50+ taking up on the offer furthering their digital skills. The 9 tablets are now being utilized during the weekly classes as part of the agreed contingency plan.

Job seekers are provided support through Work Link for the preparation of resumes and job applications and are being offered free access to the library public computers for job seeking and resume work as well as printing / scanning services. Libraries provide a professional area for jobseekers to attend interviews.

Achievements

- Early Literacy Activities 2020/21 – 36
- Early Literacy Participants – approx. 450
- Better Beginnings Early Literature Packs provided – 39 (by recorded birth in the Shire of Coolgardie)
- New Library memberships for Kambalda Public Library – 70
- Weekly Digital Skills sessions held: 29
- Registered Be Connected digital skills learners - 18

COMMUNITY EVENTS

The annual senior Christmas function was held at the Coolgardie Community Recreation Centre on the 25th of November, hosting more than 120 residents from the Shire of Coolgardie and the Dundas Shire.

Local community groups and businesses support this event with many donations contributed. This successful event provides great food, local entertainment including and a special social event to our senior community.

The Kambalda Community Christmas Tree event returned in December with a slightly different format for 2020 to keep in line with Covid-19 restrictions, with the event located at the Kambalda Community Recreation Facility. Despite the change in venue, the event was still well-supported by the local community. The Kambalda Community Christmas Tree Committee were provided financial and in-kind support from the Shire of Coolgardie for the 2020 event.

Australia Day Breakfast and celebrations were held in both towns of the Coolgardie Shire with our local emergency services assisted with the breakfast cook ups. Australia Day Citizenship Awards were

presented to well deserving recipients in the categories of Community Group or Event, Youth Award, Corporate Citizen Award and Citizen Award.

RECREATION FACILITIES

2020/21 Highlights

Kambalda

- Seniors Have a Go Day was hosted by the Coolgardie Community Recreation Centre in November 2020 and continued to attract seniors to join in the sports and recreational activities including a Warden Finnerty and Coolgardie Museum tour this year. A community bus service has been provided to offer free transport for Kambalda residents to the Coolgardie event this year.
- The partnership with MEEDAC allowed us to continue with the annual job's expo held in February in both Kambalda and Coolgardie. This event saw many local stall holders all providing job opportunities, employee information and training opportunities attended by 150+ community members most of all job seekers.
- The Kambalda Recreation Facility continues to hold a variety of sport and recreation activities for community members of all ages. These local, social inclusive activities provide physical activity for all abilities and ensures that everyone has an interest in the local community hub. More group fitness classes have been on offer with early morning and late-night classes after hours being trialled. Group fitness classes have been revamped offering Dance Tone Shape (DTS), Boxing and Metafit classes throughout the year.

Coolgardie

The Coolgardie Community Resource Centre delivered a wide range of services, workshops and activities for all ages to our community and visitors.

- The Coolgardie Community Recreation Centre continues to hold a variety of sport and recreation activities for all community members. These local, social inclusive activities provide physical activity for all abilities and ensures that everyone has an interest in the local community hub.
- Our Coolgardie Sports Development Officer has initiated new programs that has been delivered both at the schools or afterschool and during the school holidays at the Coolgardie Community Recreation Centre.
- The Coolgardie Cougars Basketball team was run in conjunction with the Coolgardie Police. The playing shirts were designed by the children of Coolgardie and kindly sponsored by Iconic Catering.
- The Coolgardie Community Recreation Centre delivered a six-month Breakfast Club morning session for our school students travelling to Kalgoorlie on the buses. This was run 6.30am – 7.30am Monday to Friday with the staff volunteering their time to deliver the healthy breakfast options.
- YMCA and Centrecare Youth deliver weekly free afterschool sessions in conjunction with the Coolgardie Sports Development Officer at the indoor stadium, Coolgardie Park or Coolgardie Pool.

Our gym members have 24 hour access to our gym and showers.

Sport Development and Youth

The Shire engaged a new Sport Development Officer in October who had just completed Cert III Sports & Recreation traineeship. In January 2021 developed programs for developing popular sports locally.

The Coolgardie Community Recreation Centre engaged a Sports Development Officer in November 2020. The Coolgardie Sports Development Officer has initiated new programs that has been delivered both at the schools or afterschool and during the school holidays at the Coolgardie Community Recreation Centre.

Revamping the Holiday Program and introducing exciting new sports programs for different age groups and varied abilities, has enticed numbers back to the facility.

Group Fitness classes received a relaunch with a set program times, and the Gym experiencing an increased attendance, due to COVID restrictions relaxing and allowing participants to go to gym facilities and exercise.

Achievements

- Kambalda Recreation Activities Participants – 20,210
- Kambalda Group Fitness Participants – 3170
- Kambalda Gym Participants - 9861
- Kambalda School Holiday Program Participants – 230 (January & April 2020)
- Coolgardie Recreation Activities Participants – 3038
- Coolgardie Gym Participants - 2048
- Coolgardie School Holiday Program Participants – 200

CASHLESS DEBIT CARD

The Cashless Debit Card (CDC) trial continued this year with Local Partner Shop Fronts located at the Coolgardie Community Recreation Centre and Kambalda Community Recreation Facility. Shire staff continued to assist participants and merchants with enquiries throughout the year. The Shire of Coolgardie encouraged the extension of the CDC trial, delivery of the program in the Shire, and supports its rollout into other regions.

2020/21 Highlights

- With the implementation of the SafeWA app and manual contact tracing, details for participants requiring Shopfront assistance were recorded individually to protect their privacy, in accordance with the Service Delivery contract between the Shire, Department of Social Services, and Indue.
- Work Link services and financial counselling from Centrecare Kalgoorlie continued to be provided - and offered - to participants to assist Local Partner Shopfronts and participants in both towns, however neither service was utilised this year.
- In addition to the June 2020 announcement extending the CDC trial, the Government also passed an amendment allowing participants to lodge "Exit" applications, provided they can demonstrate reasonable and responsible management not just of the individuals'
- financial affairs, but their affairs generally. As a result, both Shopfronts recorded an increase in appointments and complexity of service provided, with staff assisting participants with their applications in the months following the announcement.
- Covid-19 saw a hold being placed on the addition of new users to the CDC system, with those made unemployed due to the pandemic instead receiving JobKeeper assistance payments.

Therefore, there were no new CDC participants until May 2021 when JobKeeper started being phased out.

- In February 2021 the Independent Impact Evaluation of the CDC in Ceduna (South Australia), as well as the Eastern Kimberley and Goldfields regions was released and made available on the Department of Social Services website. This evaluation of the CDC was conducted by the “Future of Employment and Skills Research Centre” at the Faculty of the University of Adelaide and was funded by the Department of Social Services. The Shire of Coolgardie actively assisted with both staff and facilities being made available to conduct interviews with participants and stakeholders.
- Monthly Partner catch ups have continued between Department of Social Services (DSS) and the Shire CDC Shopfronts, continuing the great communication and offering first-hand information regarding updates and changes to the program for both participants and Shopfront staff.
- Staff commenced working across both Shopfronts commencing in 2021. Training opportunities and offering better support to CDC trial participants within the Shire has assisted in working closely together on better outcomes both internally and externally.
- The weekly Be Connected program offering free digital skills classes delivered by Shopfront staff, has attracted 3 Cashless Debit Card participants to gain further online skills and assist them in better managing their finances through the Indue web portal more independently. This has been identified as an issue in participants aged 50+ with little to no computer skills.
- Local Partner Shopfront opening hours have remained unchanged following the Local Partner Agreement Extension until 31 December 2022 signed in late June 2021, with operating hours being Monday to Friday 9.00 am – 2.30 pm. The extension was welcomed by the Shire, who continued to provide 2 x PT employees providing valuable support to welfare recipients using the Cashless Debit Card.

Achievements

- Coolgardie Local Partner Shopfront July 2020 – June 2021 - 42 enquiries
- Kambalda Local Partner Shopfront July 2020 – June 2021 - 39 enquiries

AQUATIC FACILITIES

Kambalda Aquatic Facility

Four (4) Aquatics Pool Operators attended the Regional Leisure Institute of Western Australia (LIWA) conference held in Northam October 2020 as a Health Department requirement; to maintain current accreditations and provide the current information from Industry Providers and Leaders.

Two (2) staff members became qualified Aquatic Trainer's. this has allowed bronze medallion courses to be held in the Shire.

Kambalda Aquatic Facility Grand opening; was held Friday 7th November 2020. Community attendance was overwhelming. Even though the Shire was still in COVID phase, the Shire were able to open to allow 500+ community members through a controlled entry through to view the facility.

With the refurbishment the number of entries to the facility has increase dramatically with more families attending.

Coolgardie Pool

Shire of Coolgardie Council decided to allow free entry into all Aquatic Facilities for another season, which saw locals and broader community welcomed this opportunity, and the numbers of visits increase substantially in the period of the 2020/21 season with a lot of visits by patrons who live outside the Shire boundaries.

Royal Life Saving WA Swim 4 Fruit program, fifteen (15) children travelled to a combined Swim 4 Fruit met in Laverton. This is a first-time any Shire children have participated in this event. The children were able to show case their skills learnt through the program to be displayed with other peers in a fun filled carnival.

Vacswim was held in January, a welcome back for this valuable program with Coolgardie school aged children benefiting with swimming, lessons through the school Holidays.

A THRIVING LOCAL ECONOMY

ECONOMIC DEVELOPMENT – LOOKING TO THE FUTURE

The Shire of Coolgardie is the most populous local government in the southern Goldfields of Western Australia. Celebrated for the gold, nickel and lithium discoveries in Coolgardie and Kambalda, the Shire continues to thrive with a multitude of mining and processing companies operating in the area. These companies are at the forefront of mining innovation and offer fantastic career opportunities.

The Shire is the largest producer of minerals in the region by value with mining operations supporting globally significant regional exports. Over \$3.8 billion worth of resources were mined within the Shire in 2020/21, making Coolgardie the third largest local government resource producer, by value, in the State.

POWER, WATER AND WASTE INFRASTRUCTURE REVIEW

The Goldfields region represents a Critical Minerals Hub, a priority for investment growth and employment in both a regional and Australian context. The Shire of Coolgardie contains a significant proportion of the minerals value in the region. Essential infrastructure in the Shire of Coolgardie is a key element in the ongoing operation and future growth of the region post the current humanitarian and financial crisis.

However, essential power, water and waste management infrastructure is significantly under-developed within the Shire placing at risk the growth of the existing industry and new investment attraction as well as economic and employment growth.

Unlocking key components across the essential infrastructure elements is a key requirement to removing current limitations and enabling the recovery economic and employment growth.

This financial year, the Shire has established a series of key objectives and associated activities to establish robust and resilient investment opportunities that will deliver economic and employment outcomes in the region. The program includes investigations into demand and supply requirements, sourcing external funding, attraction of investment, development of partnerships and finally, establishment of infrastructure.

COOLGARDIE – REGIONAL WASTE FACILITY

The Coolgardie Landfill has been identified as a strategic waste management asset for the Goldfields-Esperance region.

Waste management, treatment and beneficiation (the conversion of waste into energy, fuel and other products) is a significant opportunity for the Goldfields region due to the lack of current infrastructure.

The development of a centralised waste collection and treatment facility in Coolgardie is proposed to provide waste treatment and beneficiation for all industrial, commercial and residential waste in the region. The Shire is currently at the design phase of the project for a Class III facility with approvals being progressed through the State government.

REGIONAL WASTE RECYCLING FACILITY

The Shire intends to develop a regional waste recycling “Centre of Excellence” to address recyclable waste management in response to Federal government’s ban on overseas export of rubber, glass and plastic products. A beneficiation plant would complement the Class 3 Regional Waste Facility by incorporating a waste to energy process with carbon free fuel to support fit-for-purpose energy solutions. The construction phase is estimated to require 15-20 full-time equivalent employees with ongoing operations of the facility stimulating an additional 20 new full-time jobs in the Shire. The Shire is pursuing government funding to support the development of this project.

BAYLEY STREET UPGRADE

The Shire of Coolgardie is experiencing a significant growth in mining activity with the value of mineral production in the area increasing by 25% in the last financial year. This growth has brought increased pressure on the Shire’s local road network with mining companies transporting larger quantities of raw minerals faster than ever before.

Bayley Street facilitates last mile logistics from the Eastern States to Perth and to the Port of Esperance. It forms a key part of the national highway system and is an essential component of freight logistics between the eastern and western seaboards of Australia.

Community consultation held last financial year assisted in the development of concept designs for the roadworks required to improve drainage issues and movement of traffic on Bayley Street. In May 2020, the Shire of Coolgardie completed costings and engineering reports to support its funding submission to the Federal Government’s Heavy Vehicle Safety and Productivity Program (Round 7).

COOLGARDIE INDUSTRIAL LAND RELEASE

The town of Coolgardie has allocated 200 hectares of land towards the development of an industrial estate which will suit a range of industries including downstream processing. The lots will range between 2,500m² to 6+ hectare sites and be complemented by access to underground power, water, and telecommunications.

The sites will offer dual-road frontage lots for easy access suitable for triple road trains. Industry will have direct logistical access to the Great Eastern Highway (connection to East and Western States), Esperance Port and Northern Goldfields.

This financial year, the Shire completed the re-zoning for the land with a structure plan being progressed to develop the estate.

RESIDENTIAL LAND DEVELOPMENT

The Shire of Coolgardie is continuing the planning works associated with the subdivision of the Coolgardie Horse Blocks, a 110-hectare block of land that is located west of Coolgardie. The subdivision will see the creation of large residential land parcels for semi-rural operations.

The project will respond to the lack of residential land parcels for these purposes within and outside the district, whilst maintaining the amenities and facilities of the area.

This Financial Year, the Shire of Coolgardie received conditional approval for the development of subdivisions from the WA Planning Commission with planning activities continuing for 2020/21.

COOLGARDIE INNOVATION AND ECONOMIC DEVELOPMENT CENTRE (HISTORICAL POST OFFICE COMPLEX)

The historical value of the Post Office Complex is well-known throughout Western Australia. Built in 1894, when Coolgardie was the third largest town in WA (after Perth and Fremantle), the building housed government services for 25,000 residents.

The Coolgardie Innovation and Economic Development Centre project will revitalise the internal areas of the Post Office Complex to create Aboriginal Training facilities, a Cultural and Community Hub, a micro-business shared office area and a variety of museum and visitor spaces.

The project received funding support of \$233,500 from Lotterywest and \$916,000 from the Federal Government's Building Better Regions Funding. In January 2020, the Shire of Coolgardie was successful in securing an additional \$100,000 for the project from the State Government's Regional Economic Development grant program.

This financial year, the project progressed from concept planning stage to the finalisation of several actions to prepare the project for construction.

This included the completion of specifications for tender, land tenure, final architectural designs, heritage council approval, development of a conservation management plan and interpretation strategy, building classification, fire separation and site survey investigations into drainage surrounding the building. The project will be ready to tender in November 2020.

BEN PRIOR PARK

This financial year realised the commencement of the Ben Prior Park redevelopment which kicked off with the development of a concept plan in April 2020. Shire Officers held numerous meetings with MEEDAC, Men's Shed Coolgardie and other community members to encourage local participation in the development of the park. Focus Minerals offered for the Shire to relocate Jack Cairns shack from its mine site so that it could once again be enjoyed by visitors and the community.

Refurbishment works and construction of the nature playground, gazebos and other new facilities at the park commenced in May 2020.

GRANT/SPONSORSHIP FUNDING SECURED – 2020/21 - \$1,427,415.00

Organisation	Funding	Project	Amount
Gold Fields St Ives Foundation	Sponsorship	Meals on Wheels - Kambalda	\$27500
Goldfields St Ives	Sponsorship	International Women's Day	\$5000
Goldfields St Ives	Sponsorship	Women's Counselling	\$16,995
Department of Infrastructure, Transport, Regional Development and Communications	Grant	HSVPP -Bayley Street	\$917,844

Australia Day Council of WA	Grant	Australia Day	\$21,000
DPIRD	Grant	Traineeships x2	\$70,000
Department of Communities	Grant	Seniors Staying Connected	\$15,000
Evolution Mining	Sponsorship	Ben Prior Park restoration	\$163075.72
Northern Star	Sponsorship	Meals on Wheels - Coolgardie	\$20,000 approx. in kind
Heritage Council	Grant	Heritage	\$22,000
Department of Infrastructure, Transport, Regional Development and Communications	Grant	Driver RE	\$149,000

MEDIA AND COMMUNICATIONS

This financial year, the Shire of Coolgardie kept the momentum of its branding and communications overhaul undertaken in the 2020/21 period along with new communications initiatives in an endeavour to keep the community informed of local events.

2020/21 Highlights

- Signage audit and all signs rebranded and replaced
- (E-Newsletter) delivered monthly had a redesign
- New communication initiative - Implementation of a 'What's On' monthly calendar listing each towns event
- New communication initiative - The Shire was added to local community Facebook noticeboards to further share information – this has proven to be successful with higher engagement received on Facebook listed events
- Facebook followers increased by 50%
- Website users increased by 39%
- Facebook posts have reduced as per consultancy recommendations and when placed against our increase in Facebook followers by 50% shows the quality of postings is higher.
- Creation of 'Property Pride' campaign to promote and reward residents with clean and tidy yards. Strategic campaign to encourage yard clean ups leading up to the bushfire season

Facebook	2018/19	2020/21	2020/21
Followers	375	1,594	2400
Posts	64	650	396
Shire President Videos	Nil	14	6
Website	2018/19	2020/21	2020/21
Website Users	14,493	21,670	29,870

PARTNERSHIPS ESTABLISHED

Goldfields Women's Health Care Centre

The Goldfields Women's Health Care Centre (GWHCC) is a Not-for-profit organisation that is self-funded to service women residing in the Goldfields. GWHCC has operated in the region for over 30 years servicing women through a range of counselling services and clinics on a number of different issues women face in regional WA.

The wellbeing of this community has some unique aspects to it – isolation to larger regional areas, mining industry rosters impacting family time, lack of family support. There was a need for targeted mental health support to women and children within the community.

In October 2020, after identifying this need, the Shire of Coolgardie signed a Memorandum of Understanding (MOU) with GWHCC to support the Shire's residents in accessing (predominately) female counselling services within their community on a fortnightly basis.

The purpose and aim of this MOU was also to identify needs within the community and work together to support the Shire of Coolgardie's Health Care Model.

This partnership was also supported by mining stakeholder, Goldfields St Ives, who funded 50% of this model to establish and sustain this service to residents.

Central Regional Tafe

The Shire of Coolgardie signed a Memorandum of Understanding (MOU) with Central Regional Tafe (CRT) to support residents in accessing training and Tafe courses within their community. Another purpose of this MOU was to partner in the development of traineeship and VET career pathways for Year 11 and 12 students at the local district high school.

The Shire, with CRT and Kambalda West District High School continue to work together to support students through the provision of education, training and employment.

Tafe courses were also made available at the Kambalda Recreation Facility for residents for the first time which included a free accredited business course.

Kambalda West District High School

For the first time in ten years, Kambalda West District High School offered Year 11 & 12 to students. Previously, students after Year 10 had to travel 45 minutes on the bus to the closest high school to finish their schooling.

The Shire found an increase in the disengaged youth rate due to these circumstances. The long travel meant for a long day, students lacked confidence to go to a larger school and many dropped out.

To support Kambalda West DHS and its students, a Memorandum of Understanding (MOU) was signed between the school and the Shire of Coolgardie.

The purpose and aim of this MOU is to support Shire of Coolgardie students residing in Kambalda in accessing Year 11 and 12 at the Kambalda West District High School. The partnership also enhanced the development of VET and general studies work placement opportunities, supported by Central

Regional TAFE (CRT) courses or general studies. The Shire and high school are continuing to work together to support the KWDHS in VET pathways for Y11 and 12 students.

Kalgoorlie-Boulder Volunteer Centre

The Shire of Coolgardie initiated a partnership with the Kalgoorlie Boulder Volunteer Centre to help promote and encourage volunteering roles and volunteers within the Shire. The Shire acknowledges the importance of volunteers within the community and its beneficial value for the individual.

COMMUNITY DEVELOPMENT PROGRAMS

Meals on Wheels

The Meals on Wheels service in Kambalda commenced on 28 April 2020 when COVID-19 restrictions were put in place for people over the ages of 70+ to not leave their homes. The CEO initiated this project in Kambalda with funding support from Goldfields St Ives and in Coolgardie with funding support from Northern Star Resources.

This service has continued and grown in the 20/21 financial year. Client numbers have increased and this twice a week service delivered over 6000 meals in 12 months.

This service also provides a wellness check on our vulnerable population and has resulted in numerous lifesaving situations where an ambulance has been called to assist.

Involvement of volunteers and service providers helped deliver the meals as a part of this program and the collaborative approach makes this even more sustainable moving forward.

Seniors Staying Connected

Shire of Coolgardie staff, through the wellness checks and Meals on Wheels service, identified a social impact on our senior residents since COVID19. Majority of residents were feeling socially isolated and with this decrease in mental stimulation, this resulted in low self-esteem, slight depression and a lack of motivation.

The Shire of Coolgardie's Seniors Staying Connected program has been designed to resolve the impacts of social isolation on our seniors caused by COVID-19 restrictions.

The initiative aligned with the age-friendly community principal of "promoting the inclusion and contribution of older people in all areas of community life" by introducing seniors to a range of facilities and sporting areas around the Kambalda township

The objective of the Seniors Staying Connected program was to encourage seniors back into community life through a series of free activities to be inclusive to all. The activities encouraged seniors to be active, healthy and to re-establish their social connections with others.

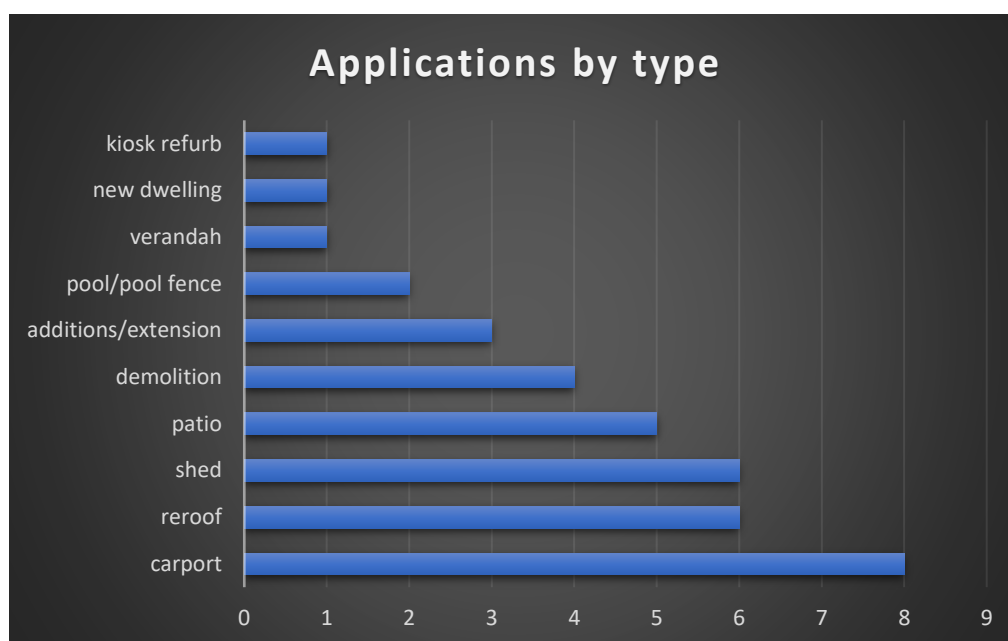
The benefit of the program is to give back to our seniors during an uncertain time in their lives in appreciation for their contribution to our communities.

EFFECTIVE MANAGEMENT OF INFRASTRUCTURE, HERITAGE AND ENVIRONMENT

REGULATORY SERVICES

Building

A total of 37 building permits were issued by the Shire of Coolgardie in 2020/21, and the total value of these approvals issued was \$3,004,163.64. These numbers were less than the previous year, as the number of applications for storm repairs for both Coolgardie and Kambalda have decreased considerably, however those applications are still coming in. One significant project was the expansion of a mine site camp within the Shire.



Environmental Health

The Shire of Coolgardie continued to engage the services of a contract Environmental Health professional (EHO) during 2020/21. This ensured that the focus was solely on the needs of the Shire, and the level of service and expertise has been invaluable to the Shire and community alike. Services provided by the EHO include routine & follow up inspections of health-based premises, COVID advice and recommendations, effluent disposal system approvals, and asbestos & mosquito issues.

WASTE SERVICES

2020/21 saw some changes from long term plans come to fruition resulting in better services and efficiencies to the Shire of Coolgardie. This included a major review of the Shire Landfill facilities. The Shire Wheelie Bin weekly service continues to operate efficiently and with minimal issues other than the occasional stolen or damaged wheelie bin.

The verge pick-up conducted by the Shire outside crew was completed and the crew collected approximately 55 tonnes of hard waste.

Coolgardie Wastewater Treatment Plant

The Annual Environmental Report and Annual Compliance Return on the operations of the Coolgardie Wastewater Treatment plant were once again submitted to the Department of Environment Regulation satisfying the requirements of the Shire's license conditions for the premises under the *Environmental Protection Act 1986* of WA.

Maintenance on the sewerage facility was conducted throughout the year. The Shire tendered for services to maintain the Coolgardie Sewerage system during 2019/20.

As per last financial year, ongoing regulatory conditions have been met –

- Installation of sewer inflow meter – for license reporting
- Installation of sewer out flow meter – for license reporting
- Installation of Liquid Chlorine Injection – to meet Health Department Standards
- Several major line breaks repaired

Significant improvements and efficiencies have been achieved with the new service provider. The Shire budget for 2020/21 for the sewerage system in Coolgardie was \$328,620 with an actual cost for the financial year of \$302,900.

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 the reuse of water generates annual savings, the Council has resolved an annual transfer of \$40,000 to the sewerage reserve.

Kambalda Refuse Site Transfer Station

Annual Environmental Report and Annual Compliance Return on the operations of the Kambalda Landfill Site were submitted to the Department of Environment Regulation satisfying the requirements of the Shire's license conditions for the premises under the *Environmental Protection Act 1986* of WA.

The Transfer Station was completed and operational during the 2020/21 financial year. All residential waste and commercial waste has commenced being transferred to Coolgardie. The Transfer Station is open 7 days a week and operating efficiently.

The remediation plan for the Kambalda Landfill continues to be a work in progress between DWER and the Shire. It is expected a solution will be agreed between DWER and the Shire early in the new calendar year.

Coolgardie Landfill

The site has been operating on extended hours since the end of October and open to the public and commercial contractors seven days a week from 10am-3pm.

One extra casual staff member has been employed to cover these hours. In addition to this, the one part time staff at the site has had his hours increased by 15 hours per fortnight in order to meet regulatory commitments due to the gradual increase in tonnages coming from Kambalda.

Design Plans and a Works Approval to upgrade the site to a Class 3 Facility is currently being prepared by GHD. It is anticipated the Class 3 approval will be in place for the 2021/22 financial year.

Feasibility Studies – Expansion of Coolgardie Landfill Site

The Coolgardie Tip Site has been identified as a strategic waste management asset for the Goldfields-Esperance region.

Waste management, treatment and beneficiation (the conversion of waste into energy, fuel and other products) is a significant opportunity for the Goldfields region due to the lack of current infrastructure.

The development of a centralised waste collection and treatment facility in Coolgardie is proposed to provide waste treatment and beneficiation for all industrial, commercial and residential waste in the region. The Shire is currently at the design phase of the project for a Class III facility with approvals being progressed through the State government.

The Shire intends to develop a regional waste recycling “Centre of Excellence” to address recyclable waste management in response to Federal government’s ban on overseas export of rubber, glass and plastic products. A beneficiation plant would complement the Class 3 Regional Waste Facility by incorporating a waste to energy process with carbon free fuel to support fit-for-purpose energy solutions. The construction phase is estimated to require 15-20 full-time equivalent employees with ongoing operations of the facility stimulating an additional 20 new full-time jobs in the Shire. The Shire is pursuing government funding to support the development of this project.

PLANNING

The Shire of Coolgardie's statutory planning service provides a wide range of planning advice in the area of land zoning, residential standards and heritage requirements..

2020/21 Highlights

- Development
 - Processed a significant number of mining tenement enquiries and clearing permit notifications
 - This year 21 planning applications were processed, most of the development in the Shire has been residential expansion such as sheds and patios.
 - Customer service and advice - Preparation of planning customer information sheets and checklists accessible via the website.
 - The Shire has been updating the development compliance framework and operational policy to standards the approach in dealing with unauthorised development.
- Land changes. The Shire has been identity reserve purpose alignment and coordinating actions under the *Land Administration Act 1997* in the arear of:-
 - Proposed road dedication
 - Reserve purpose changes
 - Clearing permits on several significant roads

ROAD WORKS

The annual road construction program for 2020/21 resulted in expenditure of \$2,321,240.40

Blackspot Program

The Federal Government's Department of Infrastructure, Transport, Cities and Regional Development's Black Spot funding targets road locations with high levels of risk of vehicle crashes. By funding measures such as traffic signals and roundabouts at dangerous locations, the program reduces the risk of crashes. In 2020/21, there were no Blackspot projects undertaken within the Shire.

Roads to Recovery Program

The Federal Government's Roads to Recovery Program supports the maintenance of local road infrastructure assets, which improves safety, economic and social outcomes. Reseal work was carried out on various streets and roads within the townsites of Coolgardie and Kambalda. The total spent on these projects in 2020/21 was approximately \$338,620.81.

Regional Road Group Program

The Shire of Coolgardie's President is a member of the Regional Road Group (RRG) which is responsible for making recommendations to a State Advisory Committee (SAC) regarding annual local government roads programs in the region.

The Group is comprised of elected representatives from each Local Government, who serve a vital and valuable role in ensuring that road funding decisions maximise community benefits and improve the road system across the region.

Total expenditure under the RRG program in 2020/21 was \$1,678,209.83, an increase of \$980,000 on the previous financial year.

Significant road projects within the Shire during 2020/21 include:

Coolgardie North Road – the tender for this project was awarded to Gencon Civil, and included works such as gravel sheeting, road stabilisation and re-seal, drainage and shoulder formation, and signage.

Jaurdi Hills Road (Coolgardie) – This project involved road realignment, drainage, and safety signage.

Coolgardie Tip Road – this project was to align with the upgrade of the Coolgardie Waste Facility, and included shoulder and formation widening, re-seal and design & installation of signage.

Expenditure during 2020/21 in Operations included;

Drainage \$128,967

Footpaths \$ 74,440

Parks & Verges \$1,251,745

THE FINANCIAL YEAR IN SUMMARY

OPERATING SURPLUS

The year ended 30 June 2021 saw the Shire's operating result in a net operating deficit of \$262,943 – see Note 27 (b) of the Annual Financial Report. The operating position was a direct result of \$444,000 worth of grants received in 2020/21 to be used for projects in 2021/22 see Note 14 of the Annual Financial Report. The accounting standards now require grants to be shown as a liability as they represent the Shire's performance obligations to construct recognisable non-financial assets to identified specifications which are yet to be satisfied. The grants are recognised as revenue in the following financial year when the performance obligations of the grant contracts are satisfied. The grants related to the Coolgardie Culture and Community Hub and Coolgardie Insurance Building Works associated with storm damage.

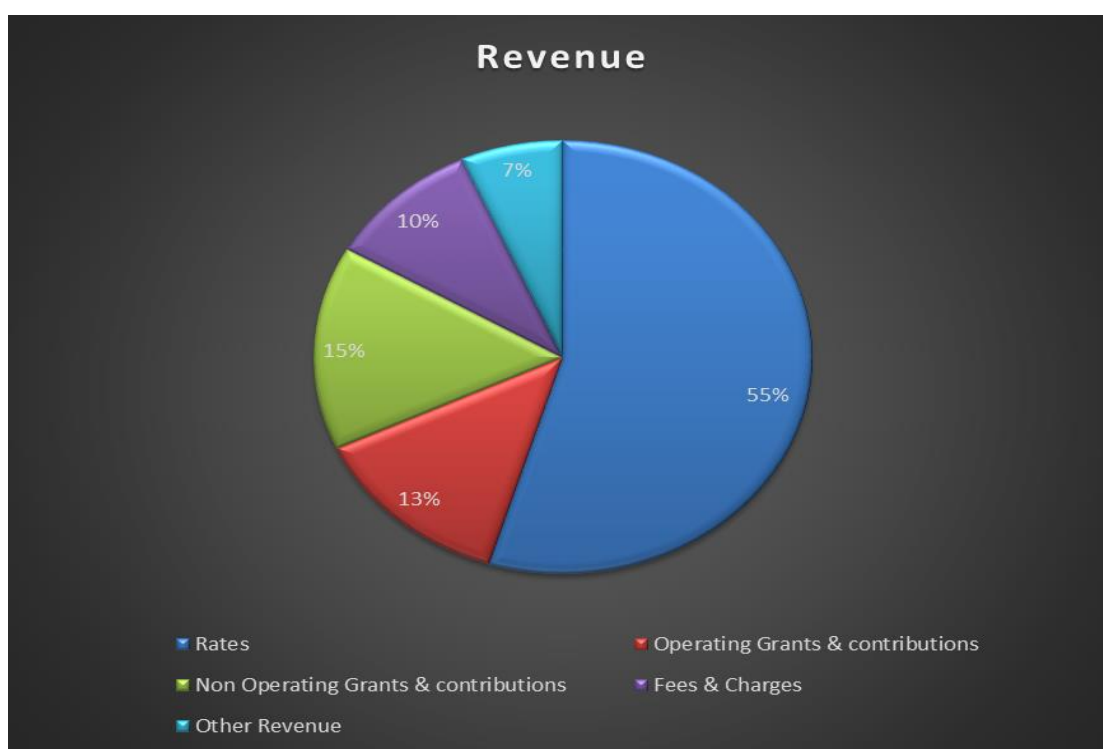
Net Cash from operating activities at year ended 30 June 2021 was \$1,001,724 – see Note 19 of the Annual Financial Report. This was an increase of \$211,662 from the year ended 30 June 2020. This was a significant achievement given the challenges of the previous year negative impact of Covid -19 of \$712,400 on the operating activities of the Shire.

REVENUE

The Shire of Coolgardie had a Total Operating Revenue of \$14.81m (including operating and capital grants) for the 2020/21 financial year.

A total of 15% of the Shire's revenue for 2020/21 was Non-Operating Grants which helped to fund several key capital projects. Operating Grants and Contributions account for 13% of revenue, while Rates (55%) and Fees & Charges (10%) are also significant contributing factors to the total revenue figure.

The remaining 5% of Other Revenue comes from several various sources including interest received, profit on sale of assets and miscellaneous contributions and reimbursements received during the financial year.



The revenue generated by the Shire is spent providing infrastructure and services for the community.

The Shire provides many services including maintaining and improving roads, parks and gardens, leisure services and other community projects.

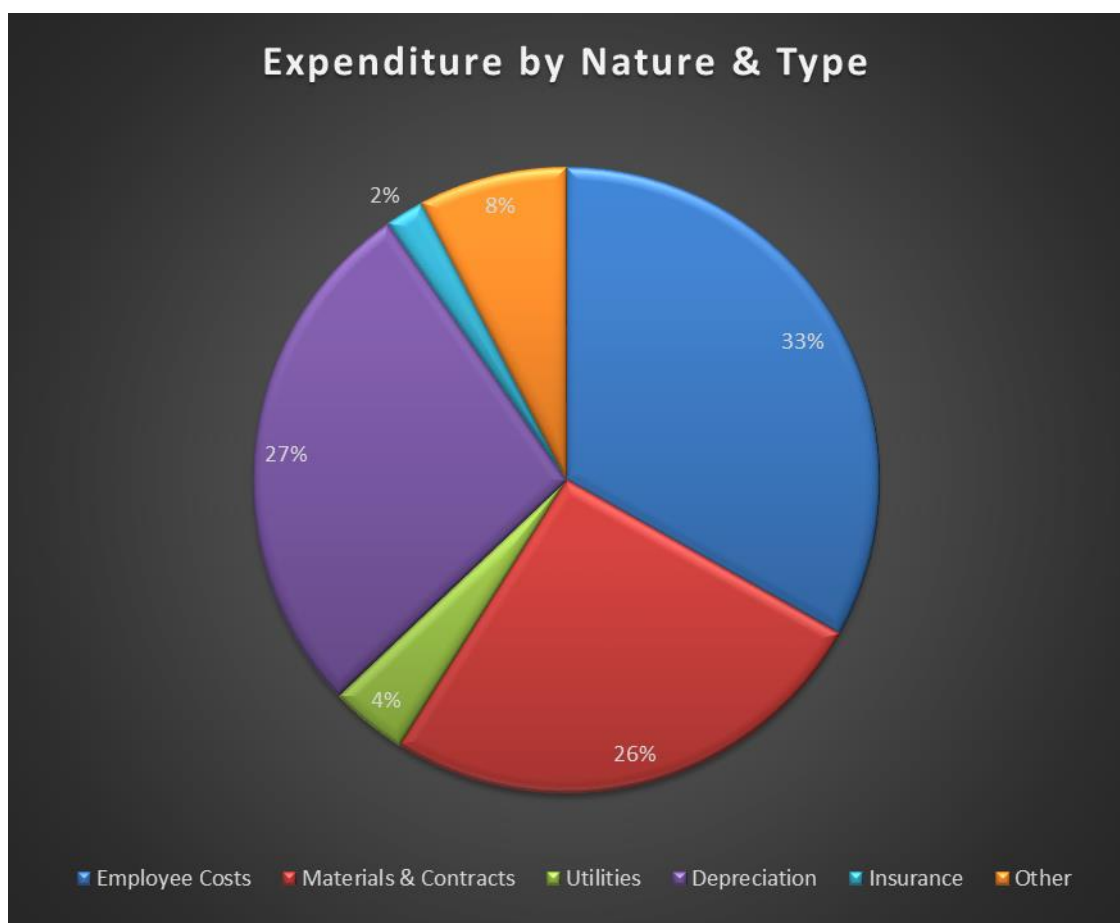
A significant amount of the Shire's resources (54%) is spent on maintaining road infrastructure and the provision of recreation services.

EXPENDITURE

When comparing the breakdown of these costs by nature and type, a significant 28% of all operating expenditure is attributed to depreciation charges.

Depreciation is a non-cash item and is the result of the Shire having in excess of \$186m worth of assets, of which 82% is attributed to the Shire's Road network and other related infrastructure whilst a further 18% relates to Property, Plant & Equipment.

Other significant expenditure includes Employee Costs (33%), Materials & Contracts (26%), with Utilities (4%), Insurance (2%) and Other Expenditure (7%) making up the balance.



CAPITAL WORKS PROJECTS

In addition to the normal operating activities, some significant capital works projects were undertaken during the 2020/21 financial year to the value of \$4.63m. Some of this year's capital works highlights include;

Transport	
Coolgardie North Road	\$1,678,209
Jaurdi Hills Road	\$281,780
Land & Buildings	
Coolgardie Cultural & Community Hub	\$419,422
Recreation & Culture	
St John's Shed	\$124,236
Ben Prior Park	\$210,375
Community Amenities	
Coolgardie Refuse Site	\$804,420

RESERVE FUNDS

As of 30 June 2021, the balance in the Reserve Accounts was \$1,065,502 as listed below;

RESERVE	BALANCE
Plant Reserve	215,668
Land & Building Reserve	199,449
Landfill Reserve	84,798
Sewerage Reserve	115,086
Environmental Reserve	276,162
Community & Recreation Reserve	
Aged Accommodation Reserve	30,000
Aerodrome Reserve	
Road Reserve	62,537
Infrastructure Reserve	81,802
TOTAL	\$1,065,502

Council utilised its cash reserves to help fund some significant capital projects in the past 12 months and will look to build up these reserves in coming years to help with meeting future requirements as identified in the Shire's key strategic plans.

LOAN LIABILITY

As of 30 June 2021, the outstanding principal on all loans was \$2,609,813.

FINANCIAL RATIOS

Ratios provide useful information when compared to internal and industry benchmarks and assist in identifying trends. Whilst not conclusive in themselves, understanding ratios, their trends and how they interact is beneficial for the allocation of the Shire's resources and planning for the future. Information relating to the statutory ratios disclosed in the financial report is summarised in the table below, with a commentary provided on some selected ratios.

Ratio	Standard	2021	2020	2019	2018
Current Ratio	>= 1.00	0.49	1.01	2.48	3.21
Asset Consumption	>= 1.10	0.93	0.95	0.97	0.75
Asset Renewal	>= 1.05	1.56	1.10	1.11	N/A
Asset Sustainability	>= 1.10	0.97	1.49	0.80	0.27
Debt Service Cover	>= 2.00	1.20	0.66	11.56	3.84
Operating Surplus	>= 0.15	(0.40)	(0.39)	(0.33)	(0.42)
Own Source Revenue Coverage	>= 0.90	0.62	0.62	0.65	0.61

CURRENT RATIO

The current ratio is a liquidity ratio that measures whether the Shire has enough resources to meet its short-term obligations. If current liabilities exceed current assets the current ratio will be less than 1 and is an early indicator that the Shire may have problems meeting its short-term obligations.

The ratio has declined significantly from 1.01 on 30th June 2020 to 0.49 on 30th June 2021. This is attributable to the Shire's unrestricted cash position as of 30 June 2021 being a negative balance of \$400,729. Review of the Shire's cash and cash equivalents account revealed that the Shire had accessed restricted funds to subsidise the municipal funds.

The negative unrestricted cash position was the result of the Shire effectively being in overdraft on 30 June 2021, but at the time the Shire had not initiated the overdraft facility on 30 June 2021. This position was the result of grant funding received during the financial year which had not been fully expended on 30 June 2021.

Management is comfortable the unrestricted cash position can be improved as several factors encountered in 2020/21 will not have as much of an impact in 2021/22, these being;

1. Increased costs attributed to COVID-19 (net cost of \$345k in 2020/21), and
2. 0% rate increase (cost Shire around \$300k as rate base increases on average by 2-4% per annum once taking into consideration mining UV valuations)

Cash flow modelling has been implemented to provide staff and elected members with monthly updates on the Shire's current and project cash flow position.

DEBT SERVICE COVER RATIO

The Debt Service Cover Ratio measures the Shire's ability to service debt from its committed or general purpose funds available. This ratio has been trending above both the Regional and State 5 year averages for a period of time before dropping below the desired level of 2.00 in the 2020/21 financial year.

The reason is a result of the reduction on the Shire's Operating Surplus position during the 2020/21 financial year. As both the operating surplus position improves and/or the principal repayments reduce over the period of the loans this ratio will again rise above the industry standards required.

The Shire will continue to identify practical ways of improving the Shire's operating position in future years. This includes considering the sustainability of the current rates structure, identifying potential revenue streams and finding the optimum level of the Shire's operating expenses.

OPERATING SURPLUS RATIO

The Operating Surplus Ratio represents the percentage by which the operating surplus (or deficit) differs from the Shire's own source revenue which includes rates.

This ratio in 2020/21 decreased from (0.39) to (0.40). The ratio remains below the target level and is heavily weighted around the Shire's ability to increase revenue through rates and fees and charges.

The difference between operating revenue and operating expenditure was \$4,053,679 (2019/20 - \$3,586,213). Consequently, in order to meet the standard and improve the ratio Council needs to have the following strategic conversation with the community;

- Increase revenue generated from non - rating sources such as Kambalda airstrip, Shire Landfill facilities and other commercial activities like proposed village accommodation
- Increase rates revenue through significant rate increases to the community
- Increase rate in the \$ for mining accommodation villages on mining leases
- Reduce levels of service significantly on all operating activities

In order to significantly reduce the operating gap of \$4,053,679 the Shire would have to consider something like reducing the Shire FTEs by 25 estimated to save \$2.49 million and all contractors estimated to save \$680,000. This would mean no community facilities open including recreation centres, pools, libraries and CRC's, no community programmes or activities, no planning, building and health services no ranger services. Furthermore, no projects would get done. This would still leave a gap of \$883,679 requiring an 11% annual rate increase.

Council and management will continue to explore areas to help improve the operating position of the Shire.

The impact of this additional revenue is such that it could raise the current ratio to above the minimum standard which would have a significant positive impact on the Shire's Financial Health Indicator.

ANNUAL AUDIT

The annual audit was successfully completed for the 2020/21 financial year and a copy of the report is included within this Annual Report.

Council will continue to implement any recommended changes raised by the auditors that will improve the Shire's level of governance and compliance and help to improve the financial position of the organisation.

**SHIRE OF COOLGARDIE
FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

*Local Government Act 1995
Local Government (Financial Management) Regulations 1996*

STATEMENT BY CHIEF EXECUTIVE OFFICER

The attached financial report of the Shire of Coolgardie for the financial year ended 30 June 2021 is based on proper accounts and records to present fairly the financial position of the Shire of Coolgardie at 30 June 2021 and the results of the operations for the financial year then ended in accordance with the Local Government Act 1995 and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards.

Signed on the 16TH day of DECEMBER 2021



James Trail
Chief Executive Officer



SHIRE OF COOLGARDIE
STATEMENT OF COMPREHENSIVE INCOME
BY NATURE OR TYPE
FOR THE YEAR ENDED 30 JUNE 2021

	NOTE	2021 Actual \$	2021 Budget \$	2020 Actual \$
Revenue				
Rates	26(a)	8,120,468	8,321,468	7,147,278
Operating grants, subsidies and contributions	2(a)	1,972,255	1,290,518	2,153,047
Fees and charges	2(a)	1,487,908	1,326,426	1,417,917
Interest earnings	2(a)	85,431	120,000	181,800
Other revenue	2(a)	886,697	338,000	577,797
		<u>12,552,759</u>	<u>11,396,412</u>	<u>11,477,839</u>
Expenses				
Employee costs		(5,573,938)	(4,761,042)	(4,824,233)
Materials and contracts		(4,337,685)	(3,600,978)	(4,252,615)
Utility charges		(670,604)	(604,390)	(662,610)
Depreciation on non-current assets	10(d)	(4,601,235)	(4,349,263)	(4,419,623)
Interest expenses	2(b)	(101,692)	(112,451)	(118,943)
Insurance expenses		(336,519)	(278,747)	(270,704)
Other expenditure	2(b)	(1,086,457)	(613,069)	(634,267)
		<u>(16,708,130)</u>	<u>(14,319,940)</u>	<u>(15,182,995)</u>
		(4,155,371)	(2,923,528)	(3,705,156)
Non-operating grants, subsidies and contributions	2(a)	2,261,209	5,625,523	2,826,984
Profit on asset disposals	10(a)	5,455	11,000	27,324
(Loss) on asset disposals	10(a)	(100,603)	(80,000)	(16,233)
Fair value adjustments to financial assets at fair value through profit or loss		3,233	0	1,440
		<u>2,169,294</u>	<u>5,556,523</u>	<u>2,839,515</u>
Net result for the period		(1,986,077)	2,632,995	(865,641)
Total other comprehensive income for the period		0	0	0
Total comprehensive income for the period		(1,986,077)	2,632,995	(865,641)

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



SHIRE OF COOLGARDIE
STATEMENT OF COMPREHENSIVE INCOME
BY PROGRAM
FOR THE YEAR ENDED 30 JUNE 2021

	NOTE	2021 Actual \$	2021 Budget \$	2020 Actual \$
Revenue	2(a)			
Governance		22,365	3,200	19,593
General purpose funding		9,180,673	8,832,413	8,147,787
Law, order, public safety		39,114	28,930	73,832
Health		32,076	3,001	24,718
Education and welfare		258,138	217,244	225,462
Housing		124,608	105,701	96,072
Community amenities		1,079,826	1,048,924	1,039,189
Recreation and culture		497,867	65,620	451,250
Transport		957,399	876,964	1,033,837
Economic services		270,082	201,520	330,484
Other property and services		90,611	12,895	35,615
		12,552,759	11,396,412	11,477,839
Expenses	2(b)			
Governance		(2,229,412)	(1,698,407)	(1,869,522)
General purpose funding		(718,152)	(421,850)	(500,463)
Law, order, public safety		(448,623)	(382,336)	(482,778)
Health		(855,712)	(763,125)	(1,120,820)
Education and welfare		(273,506)	(315,815)	(304,269)
Housing		(202,878)	(219,814)	(241,851)
Community amenities		(2,516,712)	(1,786,922)	(1,923,004)
Recreation and culture		(3,526,135)	(2,982,742)	(3,029,598)
Transport		(4,483,352)	(4,592,255)	(4,364,388)
Economic services		(1,316,624)	(1,061,347)	(1,223,524)
Other property and services		(35,332)	17,124	(3,835)
		(16,606,438)	(14,207,489)	(15,064,052)
Finance Costs	2(b)			
Recreation and culture		(65,576)	(67,102)	(79,301)
Economic services		(22,881)	(23,225)	(24,016)
Other property and services		(13,235)	(22,124)	(15,626)
		(101,692)	(112,451)	(118,943)
		(4,155,371)	(2,923,528)	(3,705,156)
Non-operating grants, subsidies and contributions	2(a)	2,261,209	5,625,523	2,826,984
Profit on disposal of assets	10(a)	5,455	11,000	27,324
(Loss) on disposal of assets	10(a)	(100,603)	(80,000)	(16,233)
Fair value adjustments to financial assets at fair value through profit or loss		3,233	0	1,440
		2,169,294	5,556,523	2,839,515
Net result for the period		(1,986,077)	2,632,995	(865,641)
Total other comprehensive income for the period		0	0	0
Total comprehensive income for the period		(1,986,077)	2,632,995	(865,641)

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



SHIRE OF COOLGARDIE
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2021

	NOTE	2021 \$	2020 \$
CURRENT ASSETS			
Cash and cash equivalents	3	1,336,214	2,554,442
Trade and other receivables	6	1,888,777	1,763,583
Inventories	7	9,171	15,350
TOTAL CURRENT ASSETS		3,234,162	4,333,375
NON-CURRENT ASSETS			
Trade and other receivables	6	153,087	100,415
Other financial assets	5	92,259	89,026
Property, plant and equipment	8(a)	32,154,594	32,564,481
Infrastructure	9(a)	153,912,458	152,344,201
Right-of-use assets	11(a)	398,717	536,764
TOTAL NON-CURRENT ASSETS		186,711,115	185,634,887
TOTAL ASSETS		189,945,277	189,968,262
CURRENT LIABILITIES			
Trade and other payables	13	1,897,743	1,344,236
Other liabilities	14	555,057	4,894
Lease liabilities	15(a)	92,363	132,083
Borrowings	16(a)	300,036	292,693
Employee related provisions	17	363,871	284,222
Other provisions	18	0	450,000
TOTAL CURRENT LIABILITIES		3,209,070	2,508,128
NON-CURRENT LIABILITIES			
Lease liabilities	15(a)	360,643	433,348
Borrowings	16(a)	2,309,777	2,609,814
Employee related provisions	17	73,053	84,825
Other provisions	18	1,994,479	347,815
TOTAL NON-CURRENT LIABILITIES		4,737,952	3,475,802
TOTAL LIABILITIES		7,947,022	5,983,930
NET ASSETS		181,998,255	183,984,332
EQUITY			
Retained surplus		60,682,234	61,929,590
Reserves - cash backed	4	1,065,502	1,804,223
Revaluation surplus	12	120,250,519	120,250,519
TOTAL EQUITY		181,998,255	183,984,332

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



SHIRE OF COOLGARDIE
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2021

	NOTE	RETAINED SURPLUS \$	RESERVES CASH BACKED \$	REVALUATION SURPLUS \$	TOTAL EQUITY \$
Balance as at 1 July 2019		61,332,365	3,267,089	120,250,519	184,849,973
Comprehensive income					
Net result for the period		(865,641)	0	0	(865,641)
Total comprehensive income		(865,641)	0	0	(865,641)
Transfers from reserves	4	2,825,710	(2,825,710)	0	0
Transfers to reserves	4	(1,362,844)	1,362,844	0	0
Balance as at 30 June 2020		61,929,590	1,804,223	120,250,519	183,984,332
Restated balance at 1 July 2020		61,929,590	1,804,223	120,250,519	183,984,332
Comprehensive income					
Net result for the period		(1,986,077)	0	0	(1,986,077)
Total comprehensive income		(1,986,077)	0	0	(1,986,077)
Transfers from reserves	4	973,352	(973,352)	0	0
Transfers to reserves	4	(234,631)	234,631	0	0
Balance as at 30 June 2021		60,682,234	1,065,502	120,250,519	181,998,255

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



SHIRE OF COOLGARDIE
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2021

	NOTE	2021 Actual \$	2021 Budget \$	2020 Actual \$
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Rates		8,492,400	9,021,468	7,094,707
Operating grants, subsidies and contributions		1,567,590	1,330,930	2,397,503
Fees and charges		1,528,793	1,326,426	1,417,917
Interest received		85,431	120,000	181,800
Goods and services tax received		967,677	1,000,000	1,367,790
Other revenue		886,697	338,000	570,097
		13,528,588	13,136,824	13,029,814
Payments				
Employee costs		(5,438,734)	(4,761,042)	(4,897,651)
Materials and contracts		(3,895,181)	(3,400,978)	(4,357,827)
Utility charges		(670,604)	(604,390)	(662,610)
Interest expenses		(101,692)	(112,451)	(116,252)
Insurance paid		(336,519)	(278,747)	(270,704)
Goods and services tax paid		(997,677)	(1,000,000)	(1,300,441)
Other expenditure		(1,086,457)	(613,069)	(634,267)
		(12,526,864)	(10,770,677)	(12,239,752)
Net cash provided by (used in) operating activities	19	1,001,724	2,366,147	790,062
CASH FLOWS FROM INVESTING ACTIVITIES				
Payments for purchase of property, plant & equipment	8(a)	(968,424)	(2,890,002)	(981,481)
Payments for construction of infrastructure	9(a)	(3,663,536)	(6,517,570)	(7,478,985)
Non-operating grants, subsidies and contributions		2,688,651	5,625,523	2,826,984
Proceeds from sale of property, plant & equipment	10(a)	160,836	197,273	78,268
Net cash provided by (used in) investment activities		(1,782,473)	(3,584,776)	(5,555,214)
CASH FLOWS FROM FINANCING ACTIVITIES				
Repayment of borrowings	16(b)	(292,694)	(292,693)	(1,179,321)
Payments for principal portion of lease liabilities	15(b)	(144,785)	(67,265)	(137,599)
Proceeds from new borrowings	16(b)	0	0	602,113
Net cash provided by (used in) financing activities		(437,479)	(359,958)	(714,807)
Net increase (decrease) in cash held		(1,218,228)	(1,578,587)	(5,479,959)
Cash at beginning of year		2,554,442	2,554,441	8,034,401
Cash and cash equivalents at the end of the year	19	1,336,214	975,854	2,554,442

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

SHIRE OF COOLGARDIE
RATE SETTING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2021

	NOTE	2021 Actual \$	2021 Budget \$	2020 Actual \$
OPERATING ACTIVITIES				
Net current assets at start of financial year - surplus/(deficit)	27 (b)	761,644	1,317,515	5,377,601
		761,644	1,317,515	5,377,601
Revenue from operating activities (excluding rates)				
Governance		25,598	3,200	21,033
General purpose funding		1,060,205	510,945	980,860
Law, order, public safety		39,114	28,930	73,832
Health		32,076	3,001	24,718
Education and welfare		258,138	217,244	225,462
Housing		130,063	105,701	96,072
Community amenities		1,079,826	1,048,924	1,039,189
Recreation and culture		497,867	65,620	451,250
Transport		957,399	887,964	1,061,161
Economic services		270,082	201,520	330,484
Other property and services		90,611	12,895	35,615
		4,440,979	3,085,944	4,339,676
Expenditure from operating activities				
Governance		(2,229,412)	(1,698,407)	(1,869,522)
General purpose funding		(718,152)	(421,850)	(500,463)
Law, order, public safety		(448,623)	(382,336)	(482,778)
Health		(855,712)	(763,125)	(1,120,820)
Education and welfare		(273,506)	(315,815)	(304,269)
Housing		(303,481)	(299,814)	(241,851)
Community amenities		(2,516,712)	(1,786,922)	(1,923,004)
Recreation and culture		(3,591,711)	(3,049,844)	(3,108,899)
Transport		(4,483,352)	(4,592,255)	(4,380,621)
Economic services		(1,339,505)	(1,084,572)	(1,247,540)
Other property and services		(48,567)	(5,000)	(19,461)
		(16,808,733)	(14,399,940)	(15,199,228)
Non-cash amounts excluded from operating activities	27(a)	5,131,372	4,404,461	3,883,823
Amount attributable to operating activities		(6,474,738)	(5,592,020)	(1,598,128)
INVESTING ACTIVITIES				
Non-operating grants, subsidies and contributions	2(a)	2,261,209	5,625,523	2,826,984
Proceeds from disposal of assets	10(a)	160,836	197,273	78,268
Purchase of property, plant and equipment	8(a)	(968,424)	(2,890,002)	(981,481)
Purchase and construction of infrastructure	9(a)	(3,663,536)	(6,517,570)	(7,478,985)
		(2,209,915)	(3,584,776)	(5,555,214)
Amount attributable to investing activities		(2,209,915)	(3,584,776)	(5,555,214)
FINANCING ACTIVITIES				
Repayment of borrowings	16(b)	(292,694)	(292,693)	(1,179,321)
Proceeds from borrowings	16(b)	0	0	602,113
Payments for principal portion of lease liabilities	15(b)	(144,785)	(67,265)	(137,599)
Transfers to reserves (restricted assets)	4	(234,631)	(373,043)	(1,362,844)
Transfers from reserves (restricted assets)	4	973,352	1,588,329	2,825,710
Amount attributable to financing activities		301,242	855,328	748,059
Surplus/(deficit) before imposition of general rates		(8,383,411)	(8,321,468)	(6,405,283)
Total amount raised from general rates	26(a)	8,120,468	8,321,468	7,166,927
Surplus/(deficit) after imposition of general rates	27(b)	(262,943)	0	761,644

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



Auditor General

INDEPENDENT AUDITOR'S REPORT 2021

Shire of Coolgardie

To the Councillors of the Shire of Coolgardie

Report on the audit of the annual financial report

Opinion

I have audited the financial report of the Shire of Coolgardie (Shire) which comprises:

- the Statement of Financial Position at 30 June 2021, the Statement of Comprehensive Income by Nature or Type, Statement of Comprehensive Income by Program, Statement of Changes in Equity, Statement of Cash Flows and Rate Setting Statement for the year then ended
- Notes comprising a summary of significant accounting policies and other explanatory information
- the Statement by the Chief Executive Officer.

In my opinion the financial report of the Shire of Coolgardie:

- is based on proper accounts and records
- fairly represents, in all material respects, the results of the operations of the Shire for the year ended 30 June 2021 and its financial position at the end of that period in accordance with the *Local Government Act 1995* (the Act) and, to the extent that they are not inconsistent with the Act, Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities section below. I am independent of the Shire in accordance with the *Auditor General Act 2006* and the relevant ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial report. I have also fulfilled my other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the Chief Executive Officer and Council for the financial report

The Chief Executive Officer (CEO) of the Shire is responsible for the preparation and fair presentation of the financial report in accordance with the requirements of the Act, the Regulations and Australian Accounting Standards. The CEO is also responsible for managing internal control (as required by the CEO) to ensure the financial report is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the CEO is responsible for assessing the Shire's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the State Government has made decisions affecting the continued existence of the Shire.

The Council is responsible for overseeing the Shire's financial reporting process.

Auditor's responsibility for the audit of the financial report

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial report. The objectives of my audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial report is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

Report on other legal and regulatory requirements

In accordance with the Local Government (Audit) Regulations 1996 I report that:

- (i) In my opinion, the following material matter indicates a significant adverse trend in the financial position of the Shire:
 - a) The Operating Surplus Ratio has been below the Department of Local Government, Sport and Cultural Industries' standard for the past 3 years. The financial ratios are reported at Note 32 to the financial report.
- (ii) The following material matters indicating non-compliance with Part 6 of the Act, the Regulations or applicable financial controls of any other relevant written law were identified during the course of my audit:
 - a) For approximately 17% of purchase transactions sampled, there was inadequate or no evidence that a sufficient number of quotations were obtained to test the market, and no documentation to explain why other quotes were not sought. This practice increases the likelihood of not receiving value for money in procurement and the risk of fraud or favouritism of suppliers.
 - b) The unrestricted cash position of the Shire was a negative balance of \$400,729 at 30 June 2021. Review of the Shire's cash and cash equivalents account revealed that the Shire had accessed monies in reserve accounts to fund its operations. This is a breach of section 6.11(2)(a) of the *Local Government Act 1995*, which requires the Shire to give one month's local public notice if the money in a reserve account is proposed to be used for another purpose.
- (iii) All required information and explanations were obtained by me.
- (iv) All audit procedures were satisfactorily completed.

- (v) In my opinion, the Asset Consumption Ratio and the Asset Renewal Funding Ratio included in the financial report were supported by verifiable information and reasonable assumptions.

Other matter

The financial ratios for 2019 in Note 32 of the financial report were audited by another auditor when performing their audit of the Shire for the year ending 30 June 2019. The auditor expressed an unmodified opinion on the financial report for that year.

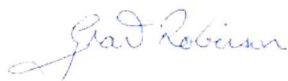
Other information

The other information is the information in the entity's annual report for the year ended 30 June 2021, but not the financial report and my auditor's report. The CEO is responsible for the preparation and the Council for overseeing the other information.

My opinion does not cover the other information and, accordingly, I do not express any form of assurance conclusion thereon.

Matters relating to the electronic publication of the audited financial report

This auditor's report relates to the financial report of the Shire of Coolgardie for the year ended 30 June 2021 included on the Shire's website. The Shire's management is responsible for the integrity of the Shire's website. This audit does not provide assurance on the integrity of the Shire's website. The auditor's report refers only to the financial report described above. It does not provide an opinion on any other information which may have been hyperlinked to/from this financial report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report to confirm the information contained in this website version of the financial report.



Grant Robinson
Assistant Auditor General Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
17 December 2021