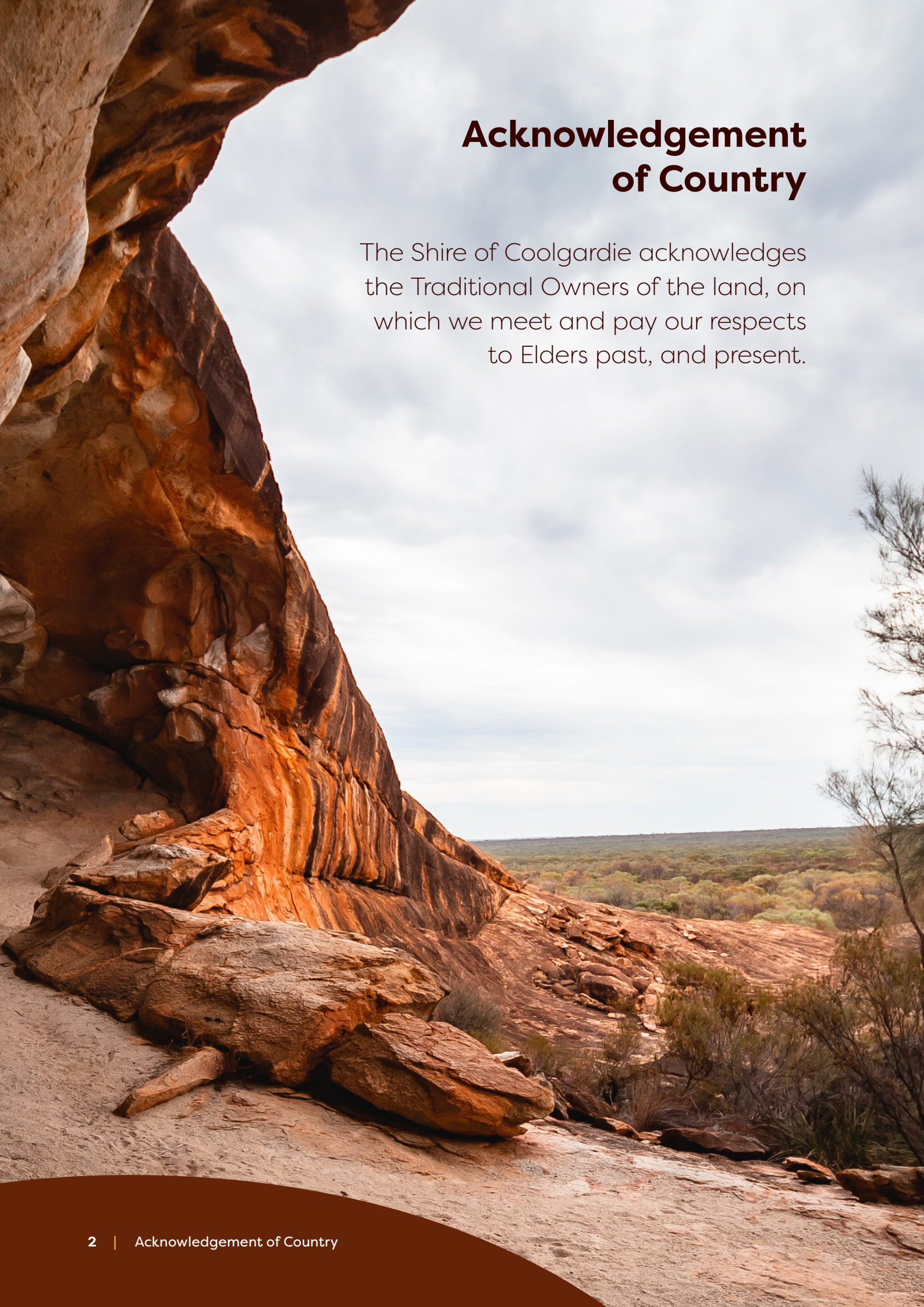




Council Plan

Strategic Community Plan +
Corporate Business Plan

2026-2036

A photograph of a large, layered rock formation in a desert landscape under a cloudy sky. The rock face is prominent on the left, showing distinct horizontal strata in shades of orange, red, and brown. The foreground consists of a sandy, rocky path leading towards the base of the cliff. Sparse desert vegetation, including small shrubs and a few trees, is visible on the right and in the distance. The sky is filled with soft, white clouds.

Acknowledgement of Country

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

Welcome

The Shire of Coolgardie Council Plan 2026–2036 sets a clear direction for the future of our communities, services and infrastructure.

This Plan represents an important reset for the Shire. The last major strategic planning process was undertaken in 2018, and since that time the Shire, its communities and the operating environment for local government have changed significantly. This refreshed Plan has been prepared with the support of the Department of Local Government, Industry Regulation and Safety, to strengthen the Shire's integrated planning, improve transparency and provide a practical framework for decision-making over the next ten years.

The Plan responds directly to what our community told us was important: responsible financial management, better roads and footpaths, improved facilities, stronger communication, reliable core services, attractive public spaces and investment in projects that support long-term community benefit. It also recognises the Shire's unique role in the Goldfields, including its mining and pastoral heritage, strategic transport connections, visitor appeal, and the distinct needs of Coolgardie, Kambalda, Widgiemooltha and Kurrawang.

This Council Plan brings together the Shire's long-term community vision (Strategic Community Plan) and also incorporates the four-year delivery priorities (Corporate Business Plan) into one integrated document. It sets out what Council will focus on, how resources will be directed, and how progress will be monitored and reported. It is designed to be practical, financially responsible and responsive to changing circumstances.

The Shire's vision is to be a connected, progressive and welcoming community. Delivering on a vision that will require disciplined planning, strong partnerships, sound governance and a renewed focus on the services, assets and relationships that matter most to our communities. The Shire's vision includes building resilient communities where heritage and connectedness inspire opportunity and where people choose to belong.

This Plan is a commitment to focus on achievable priorities, rebuild confidence, manage resources responsibly and work with the community, government, industry and regional partners to deliver better outcomes for the Shire of Coolgardie.

Paul Wilcox

Cr Paul Wilcox

Shire President



The Shire

The Shire of Coolgardie is one of Western Australia's great regional stories. A place shaped by gold, nickel, endurance and opportunity. Known proudly as the "Mother of the Goldfields". The Shire covers 30,400km² across the Goldfields-Esperance region, an area comparable in size to Belgium. It includes the communities of Coolgardie, Kambalda, Widgiemooltha and the Aboriginal community of Kurrawang. Its history is deeply connected to the discoveries that helped build Western Australia while its future continues to be driven by mining, industry, regional enterprise and the strength of its people.

Today, more than 3,600 people call the Shire home. They live in communities that value a relaxed regional lifestyle surrounded by a unique natural environment. From local sport, recreation and community groups to events, facilities and essential services; the Shire plays an important role in supporting community life and creating the conditions for people, families, businesses and visitors to thrive. This Council Plan sets a clear direction for protecting what makes the Shire unique while planning responsibly for the opportunities and challenges ahead.



Our History

The Shire of Coolgardie holds a pivotal place in Western Australia's history as the birthplace of the 1892 gold rush that transformed the colony's economy and population. Following Arthur Bayley and William Ford's discovery of gold at Fly Flat in August 1892, Coolgardie boomed into Western Australia's third-largest town by 1897, servicing up to 25,000 residents with two stock exchanges, three breweries, seven newspapers and 26 hotels, alongside grand heritage buildings that survive today.

The neighbouring town of Kambalda was gazetted in 1897 as a gold-mining settlement. When the easily accessible gold deposits were exhausted around 1907, the small settlement became a ghost town. Kambalda experienced its own transformation when nickel was discovered in 1966, marking the beginning of Western Australia's nickel boom and the development by Western Mining Corporation of Australia's first nickel-mining town. Gold mining restarted in the Kambalda area in the 1980s with the opening of the St Ives mine near Lake Lefroy, which became one of Australia's leading gold producers.

The area's unique legacy includes the 1931 discovery of the "Golden Eagle" nugget (1,136 troy ounces) at Larkinvile, the remarkable 1907 rescue of miner Varischetti after nine days trapped in a flooded mine, and the preservation of some of the grandest surviving gold-rush-era buildings in Western Australia, including the Coolgardie Goldfields Exhibition Museum and Warden Finnerty's Residence.

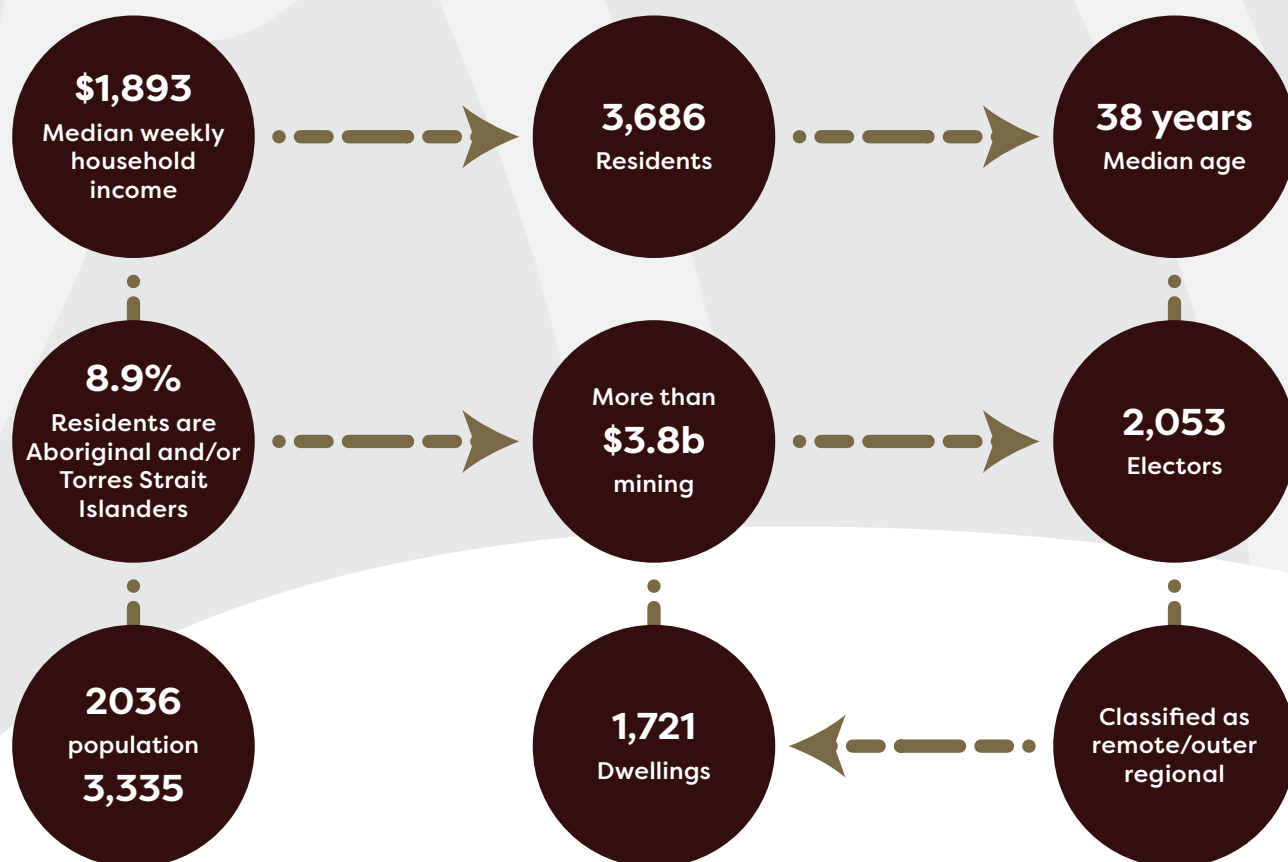
The Three Spheres of Government

At a Federal level, the Australian Government influences matters that affect regional communities, including infrastructure investment, housing, economic development, telecommunications and climate resilience. Federal funding programs support regional roads, community facilities, tourism initiatives and projects that strengthen the liveability and sustainability of remote and regional areas. National policies relating to energy transition, environmental management and disaster preparedness also influence how the Shire plans for future challenges and opportunities.

At a State level, the Western Australian Government provides the legislative framework within which local governments operate. State policies and strategies guide land use planning, housing, economic development, transport, environmental management and regional service delivery. Ongoing reforms to the Local Government Act are changing how councils engage with their communities and conduct business. State investment in regional infrastructure, mining, tourism and economic diversification also plays an important role in shaping the future of Coolgardie and its communities.

Local government is the tier of government closest to community. Under the Local Government Act 1995 and other legislation, the Shire performs statutory functions including governance, local laws, land-use planning, public health, building and regulatory services. It also provides discretionary services shaped by local need, including libraries, recreation, events, tourism, economic development and community facilities. Council must balance community expectations with legislative duties, service standards and available workforce, assets and finances. The Shire also advocates and partners with other governments, Traditional Owners, industry and regional organisations where outcomes extend beyond its direct authority.

Our Community



Where will we be in 10 years?

The Department of Planning Lands and Heritage with the WA Planning Commission predicts the Shire of Coolgardie will by 2036 have 351 fewer people, that's an average -0.8% decline. The Shire's economy is closely tied to the fluctuations of global commodity prices, reflecting the cyclical nature of the mining sector. Since 2019 the gross domestic product produced in the Shire of Coolgardie has grown from \$10.51b to \$14.033B (2025) which represents a strong upward cycle.

To deliver a strong economy and local jobs there needs to be continued investment in electricity capacity for industrial and residential developments in the Goldfields, freight and logistics infrastructure and workforce attraction and retention strategies.

Industry

Mining remains the dominant economic driver, with the Shire being the number one producer of minerals in the Goldfields region and in Coolgardie it employs 2,143 people (noting some are drive in and drive out or fly in and fly out). Both large-scale mining operations and smaller prospecting activities contribute to the local economy, and the Shire actively engages with mining companies to manage rates and support sustainable development.

Today, gold mining remains the primary economic driver, with the towns of Coolgardie and Kambalda serving as key hubs for mining operations.

Currently, there are an estimated 70 jobs supported by tourism in Coolgardie (2.8%) (2025), with other major employers being education and training (117), construction (112) and retail trade (74). The workforce in the community is predominantly aged between 25yrs and 54yrs. In March the unemployment rate in the Shire of Coolgardie was 4.7% (2026 compared to the region's 3.35).

Shire Vision

The Shire of Coolgardie's vision is to be a connected, progressive and welcoming community

Our Facilities



Our Services

The Shire of Coolgardie is responsible for:

- Infrastructure and property services, including local roads, bridges, footpaths, drainage, waste collection and management
- Provision of recreation facilities, such as parks, sports fields and stadiums, golf courses, swimming pools, sports centres, halls, public camping grounds and caravan parks
- Public health services, including food-premises inspection, environmental health, public amenities, noise control and animal management
- Community development, library, youth, seniors and cultural services
- Building services, including inspections, licensing, certification and enforcement
- Planning and development approval
- Administration of facilities such as cemeteries, parking areas and public amenities
- Cultural facilities and services, including libraries and museums
- Stormwater drainage services.

This Council Plan

This Council Plan is the Shire's highest-level planning document. It integrates the Strategic Community Plan's 10-year vision, aspirations and priorities with the Corporate Business Plan's four-year delivery program. It guides annual budgets, services, assets, workforce planning, advocacy and other informing strategies.

Delivery is supported by the Long Term Financial Plan, Asset Management Plan, Workforce Plan and annual budget so Council can test priorities against available financial, asset and workforce capacity.

Key Objectives included in this Plan

- Returning the Shire's financials to a positive position
- Continuing to build the trust and transparency between the Council and communities
- Renewal and maintenance of roads and footpaths
- Maintenance and upgrades to existing Shire facilities for the community, recreation and visitors
- Seeking external funding partners for key strategic projects
- High standard of customer service and response
- Clean, attractive and activated public spaces, gardens and parks



How We Developed This Plan

Our Strategic Community Plan reinforces our commitment to the people who live, work and visit our Shire. It provides a clear strategic direction for the future of our communities and guides the planning, advocacy, partnerships and resourcing required to deliver on the priorities identified by our communities.

The Plan reflects the collective vision and aspirations of our communities and has been informed through extensive engagement with residents, businesses, community groups, Elected Members and staff. It also draws on relevant State and Federal Government policies, plans and strategies, existing partnerships and projects, and an understanding of the opportunities and challenges facing our region.

In developing the Plan, consideration was given to a range of factors that may influence the future of the Shire, including population trends, economic conditions, workforce availability, volunteer participation and access to government funding. Council remains committed to monitoring emerging issues and adapting to changing circumstances to ensure the Plan remains relevant, responsive and aligned with community needs over the next ten years.

Strategic Risks and Challenges

Internal	External
• Skilled workforce attraction, retention and succession planning. • Financial sustainability and reliance on external funding. • Duplication of assets. • Balancing robust debate within council and achieving commitment to the strategies. • Renewal and maintenance of ageing infrastructure and community assets. • Extensive road network. • Meeting community expectations for roads, facilities and service delivery. • Community's understanding of the roles and responsibilities of local government. • Reliance on a limited volunteer base. • Long-term waste management and service delivery. • Delivery of services beyond traditional local government responsibilities. • Preserving and promoting local history, culture and heritage. • Maintaining community confidence that investment decisions reflect the needs, priorities and long-term interests of the whole Shire.	• Population retention, changing demographics and FIFO/DIDO population. • Communication, engagement and trust of mining companies. • "Boom and bust" of mining cycles. • Availability of residential, commercial and industrial land. • Rental housing availability and affordability. • Natural disasters, bushfires • Regional transport and telecommunications infrastructure. • Rising costs and limited availability of contractors, materials and services. • Increasing legislative and compliance requirements. • Proximity to a regional city. • Competition for grants. Accessing external funds.



Community Voices

The Strategic Community Plan has been informed from community voices in 2026 which incorporated activities both in Coolgardie and Kambalda.



156 Surveys completed Online and Hardcopy

62 Postcards on 3 Quick Fire Questions

26 Attendees to 2 Senior Workshops

25 Community Groups completed Surveys and Attended 2 Workshops

16 Attended Business Workshops

285 Total Engagement

Voices from the Community

What we love

Community, and it still has that old village feel.

I love the small-town feel. It's safe for children to play and explore.

A quiet little town of people with big hearts.

I enjoy the slow pace and friendly people in this great historic town.

Living and working in the Goldfields gives you a real appreciation for resilience, independence, and community spirit.

Voices for Improvement



Maintenance of buildings, roads, swimming pool, and footpaths.



Town entrance signs at either end of town need refurbishment.



Improve daily entertainment facilities for toddlers, children, youth, and young adults.



Upgrade Coolgardie pool facilities to make them suitable for toddlers.



Sewage and water.



We understand budget is not great – but we can give love to the community.



Mining is important, but it operates in cycles. Tourism, except in unforeseen events such as COVID, continues year after year. Yet I see little evidence of the Shire's efforts to attract tourists and give them a reason to stop, stay, and spend money.



Airport upgrade to allow flights out of Kambalda.



There is a lack of communication within the council, creating confusion and division.



Roads are often only fixed superficially, with potholes simply filled rather than properly repaired.



Street cleaning and maintenance of public gardens in both Coolgardie and Kambalda.



Encouraging Bayley Street property owners to keep stores, houses, and properties in the best possible condition, close to their original condition.



The communities told us that the highest priorities for the Shire of the Coolgardie over the next four years are:

Strategic Priorities



Long term financial planning



Enhancing visitor experience and tourism attractions



Residential, commercial and industrial land



Housing availability



Asset maintenance and upgrades of sporting, recreation and community facilities



Improvement of main streets and parks and gardens



Communication and engagement between Council and the community



Services Delivery Priorities



Maintenance, grading and sealing of Shire roads with a Shire works crew



Waste management services, infrastructure, operating hours and access



High standard and responsive customer service



Footpaths and street lighting improvements



Coolgardie sewerage system remedial works



Services and facilities for youth and families



From the voices of our communities in 2026 these have been incorporated into this Plan under each of the pillars.



Community

- Sport and recreation facility upgrades in a planned and coordinated manner
- Supporting our volunteers, seniors, young people and community groups
- Community programs through the two Community Resource Centres
- Access to local medical services



Economy

- Industrial land release
- Mainstreet improvements and streetlighting, town presentation
- Housing availability
- Enhancing tourism and the visitor experience
- Road and footpath maintenance and improvements



Environment

- Waste management sites and access
- Coolgardie sewerage improvements
- Weeds and pest management



Governance

- Communication, engagement and visibility
- Customer service and Shire service standards
- Financial management
- Advocacy and regional partnerships
- Procurement processes

Strategic Performance and Reporting

Council will monitor a concise set of strategic performance indicators to test whether services, assets and projects are advancing the community’s vision. Baselines and targets will be confirmed through the 2026/27 budget and service review, then reported through quarterly Council Plan updates and the Annual Report.

Community — community satisfaction with safety, inclusion, recreation and community services (biennial survey); participation in key facilities and programs (annual service data); and the proportion of community facilities meeting adopted condition and service-level targets (annual asset reporting).

Economy — visitor-centre and museum visitation (annual service data); external funding secured and priority economic projects delivered against plan (quarterly project reporting); and completion of the adopted roads and footpaths program (quarterly capital reporting).

Environment — compliance of waste and sewerage services and reportable environmental or public-health incidents (regulatory reporting); achievement of adopted service levels for parks, public spaces and waste sites; and asset renewal performance for roads, drainage, sewerage and other infrastructure.

Governance — customer requests completed within service standards; the proportion of Council Plan actions on track; financial sustainability measures from the Long Term Financial Plan and annual financial statements; and workforce vacancy, turnover and mandatory-training completion.

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In the four-year delivery tables, a tick identifies the year an action is scheduled; a tick in all four years denotes an ongoing action. The Lead column identifies the accountable owner. Delivery remains subject to annual budget decisions, confirmed funding and review of the Shire’s financial, asset and workforce capacity.



Our Strategic Community Plan on a Page

How to Read the Plan

Our plan includes four strategic pillars and 10 year goals. We have also included our four year delivery plan and resourcing. In the four strategic pillars we have 10 year goals supported by four-year delivery tables, a tick identifies the year an action is scheduled; a tick in all four years denotes an ongoing action. The Lead column identifies the accountable owner. Delivery remains subject to annual budget decisions, confirmed funding and review of the Shire's financial, asset and workforce capacity.

Strategic Pillar	Community	Economy	Environment	Governance
10 year GOAL	1. UN GOAL • Good health and wellbeing • Reduced inequalities	2. UN GOAL • Decent work and economic growth • Industry, innovation and infrastructure	3. UN GOAL • Clean water and sanitation • Life on the land	4. UN GOAL • Peace, justice and strong institutions
	1.1 Support the health, wellbeing and safety of our communities 1.2 Foster connected, inclusive and culturally respectful community through Shire facilities and services 1.3 Celebrate and promote the Shire of Coolgardie's unique heritage and culture	2.1 Grow tourism across the Shire 2.2 Enabling services and infrastructure support economic growth 2.3 Secure external funding opportunities for strategic projects 2.4 Plan, deliver and maintain infrastructure across the Shire in a sustainable and cost-effective manner	3.1 Compliant and efficient environmental infrastructure and services that protect public health and preserve the environment	4.1 High standard and responsive customer service 4.2 Transparent, accountable and effective governance across the Shire 4.3 Capable, efficient and collaborative organisation

Sustainable Development Goals

Australia was one of 193 countries to commit to the Sustainable Development Goals (SDGs) by the United Nations to provide a global roadmap for all countries to work toward a better world for current and future generations.

Implementation of the Goals at a local level can enhance services to meet the needs of local communities. Each of the Shire of Coolgardie's goals are aligned to the SDGs.

Current informing corporate documents to this Plan

- Annual Budget
- Asset Management Plan
- Workforce Plan
- Long Term Financial Plan
- Local Planning Strategy and Scheme
- Public Health Plan
- Creative & Cultural Plan
- Tourism Plan

Key assumptions and associated challenges in this Plan

- Our population and rate base will remain stable;
- CPI will be approximately 3% per annum as per the Long-Term Financial Plan;
- We will actively pursue external funding from Federal and State Government for capital projects;
- Existing infrastructure will be maintained in line with agreed service level reviews, ensuring assets remain fit for purpose and financially sustainable.
- Volunteers continue to provide their time and effort towards community and emergency services;
- Mining activity will continue to materially influence population, revenue and demand for services;
- Rates will average an annual 4% increase.

Local Government Roles		
✔	Advocate	We lead and represent the community on key issues
✔	Partner	We collaborate with other organisations to deliver services and projects
✔	Deliver	We provide services and infrastructure
✔	Facilitate	We coordinate and enable other organisations
✔	Regulate	We enforce statutory requirements

A young boy with freckles and a thumbs up. The boy is smiling and giving a thumbs up. He has a small Australian flag sticker on his cheek. He is wearing red swim trunks. The background is a grassy area with a swimming pool and other people in the distance.

Council Plan

1. Community

Community Aspiration: The community spirit, safety and quiet lifestyle are what residents value most about living in the Shire. People consistently describe close-knit towns where locals look out for each other, alongside a strong sense that this spirit has been tested and needs rebuilding.

There is demand for investment in sport, recreation and aquatic facilities, including the Coolgardie pool (toddler pool, opening hours and amenities), skate parks in both towns, the Kambalda oval surface and lighting, and outdoor courts in both towns. Parks and playgrounds featured heavily, with residents wanting upgraded play equipment, shade, BBQs and family-friendly gathering spaces.

Priority areas for the next four years include facilities and programs for youth, continued seniors programming with a return of regular exercise classes, and improved access to health services. Reopening the café at the Kambalda Recreation Centre was raised repeatedly as important to social connection and foot traffic.

Clubs and community groups have capacity for new members but identify attracting and retaining volunteers, fundraising and committee succession as their biggest challenges. Groups want a closer working relationship with the Shire, including annual engagement beyond community development staff and better coordination of schedules and events.

10-Year Goal	Four-Year Delivery Strategy (Corporate Business Plan)	Lead	26/27	27/28	28/29	29/30
1.1 Support the health, wellbeing and safety of our communities	1.1.1 Continue to support access to local health services	CEO	✓	✓	✓	✓
	1.1.2 Support initiatives by both Community Resource Centres that enable seniors to remain active, connected and living independently within the community	CRC	✓	✓	✓	✓
	1.1.3 Progress implementation of the Creative and Cultural Plan (2024-2028)	CEO	✓	✓	✓	✓
	1.1.4 Progress implementation of the Public Health Plan	EHO	✓		✓	
	1.1.5 Develop and implement a Disability Access and Inclusion Plan	CEO	✓	✓	✓	✓
	1.1.6 Support strong local clubs, groups and recreational opportunities for participation	CRC	✓	✓	✓	✓
	1.1.7 Collaborate with local volunteer emergency services and LEMC to maintain Emergency Response Plans and the necessary equipment to respond	CEO, Works	✓	✓	✓	✓
1.2 Foster connected, inclusive and culturally respectful community through Shire facilities and services	1.2.1 Provide and maintain quality sporting, recreation and community facilities that meet current and future community needs	CEO, Works	✓	✓	✓	✓
	1.2.2 Support and deliver inclusive events, activities and celebrations that bring people together, strengthen community connections, foster local pride and celebrate our communities	CEO, CRC	✓	✓	✓	✓
	1.2.3 Continue to provide a community bus	CEO	✓	✓	✓	✓
	1.2.4 Develop and implement a Reconciliation Action Plan in partnership with local Traditional Owners, Elders and representative bodies	CEO	✓	✓	✓	✓
1.3 Celebrate and promote the Shire of Coolgardie's unique heritage and culture	1.3.1 Facilitate a diverse calendar of events that activates public spaces and supports visitation	CRC	✓	✓	✓	✓
	1.3.2 Work with community groups to preserve, document and celebrate local history and heritage for locals and visitors	CRC	✓	✓	✓	✓

2. Economy

Community Aspiration: The community sees tourism and heritage activation as the Shire's strongest economic opportunity. Residents want Coolgardie's history recognised and promoted, including the railway station, Warden Finerty's, walk trails, the Great Western Woodlands and RV-friendly stopping points, supported by better signage and visitor facilities.

Town presentation is viewed as directly linked to economic outcomes. There is a clear aspiration for attractive, well-maintained main streets so visitors stop, stay and spend, with particular attention on Bayley Street and empty or run-down commercial buildings.

Businesses want a more accessible relationship with the Shire. Barriers raised include the procurement process being difficult for small business, limited access to commercial land and buildings, housing for workers, and red tape in approvals.

The community also wants a local economy less exposed to mining cycles, with advocacy on FIFO incentives and stronger local employment, recognising much of this sits with State and Federal Government.

10-Year Goal	Four-Year Delivery Strategy (Corporate Business Plan)	Lead	26/27	27/28	28/29	29/30
2.1 Grow tourism across the Shire	2.1.1 Update the Shire's Strategic Tourism Plan	CEO		✓	✓	
	2.1.2 Continue to update signage and the visitor experience of our trails	CEO	✓	✓	✓	✓
	2.1.3 Attract external funding to continue to improve the experience of the Goldfields Exhibition Museum	CEO			✓	✓
	2.1.4 Promote the Coolgardie Visitor Centre services	CEO	✓	✓	✓	✓
2.2 Enabling services and infrastructure support economic growth	2.2.1 Advocate for the retention of a childcare service in the Shire	Council	✓	✓	✓	✓
	2.2.2 Advocate for the retention of police, education and health public services across the Shire	Council	✓	✓	✓	✓
	2.2.3 Advocate for improvements in telecommunications across the Shire	Council	✓	✓	✓	✓

Glossary

CEO	Chief Executive Officer
EHO	Environmental Health Officer
CRC	Community Recreation Centre

10-Year Goal	Four-Year Delivery Strategy (Corporate Business Plan)	Lead	26/27	27/28	28/29	29/30
2.3 Secure external funding opportunities for strategic projects	2.3.1 Forward plan the expansion of residential and industrial lots in Coolgardie and Kambalda	CEO	✓	✓	✓	✓
	2.3.2 Advocate the expansion of the number of available industrial lots in the Mungari Strategic Industrial Area with Development WA	CEO	✓	✓	✓	✓
	2.3.3 Capture new economic opportunities at the Kambalda Airport (logistics, connectivity, industry etc)	CEO	✓	✓	✓	✓
	2.3.4 Forward plan for the refurbishment of the Coolgardie Swimming Pool to include a toddler's pool and public amenities upgrade	CEO	✓	✓	✓	✓
	2.3.5 Encourage ageing in place Aged Accommodation	CEO	✓	✓	✓	✓
	2.3.6 Work with the community forward plan a revitalisation of Bayley Street	CEO	✓	✓	✓	✓
	2.3.7 Investigate a Micro-grid facility	CEO			✓	✓
2.4 Plan, deliver and maintain infrastructure across the Shire in a sustainable and cost-effective manner	2.4.1 Continually review and implement the road infrastructure renewal program (road hierarchy, maintenance etc)	Works	✓	✓	✓	✓
	2.4.2 With GVROC, seek external funding for adapting community assets for climate change	CEO	✓	✓	✓	✓
	2.4.3 Develop and implement a 10-year townsite footpath plan for all communities in the Shire to assist in attracting external funding	Works	✓	✓	✓	✓
	2.4.4 Develop and implement integrated asset management plans and service levels for roads, drainage, buildings, parks and community facilities, aligned with the Long Term Financial Plan	Works	✓	✓	✓	✓
	2.4.5 Continue to upgrade Shire owned accommodation in a planned manner	CEO	✓	✓	✓	✓

3. Environment

Community Aspiration: Roads, footpaths and drainage were the most frequently raised issues across all engagement. The community's aspiration is safe, reliable core infrastructure. Footpath condition is a particular concern for seniors and people with mobility challenges.

Waste management is a strong priority, with the community wanting extended tip hours, simpler and cheaper access, recycling options and hard rubbish collection.

Addressing the Coolgardie sewerage and wastewater system is a clear need, given the Shire owns the asset. Residents raised ageing pipes, pump failures, odour on Woodward Street and impacts on liveability and future development.

The community also wants cleaner, tidier towns through street cleaning, weed control, feral cat and pest management, and better maintenance of parks, gardens and public spaces. Emergency preparedness was raised, with interest in community education, an active LEMC and a strategy for climate, energy and water security.

10-Year Goal	Four-Year Delivery Strategy (Corporate Business Plan)	Lead	26/27	27/28	28/29	29/30
3.1 Compliant and efficient environmental infrastructure and services that protect public health and preserve the environment	3.1.1 Meet compliance as a Class III waste site in Coolgardie to support the diversification of the local economy	Works	✓	✓	✓	✓
	3.1.2 Coolgardie and Kambalda waste sites are clean and accessible	Works	✓	✓	✓	✓
	3.1.3 Undertake Coolgardie sewerage remedial works	Works	✓	✓	✓	✓
	3.1.4 Clean and well maintained public gardens and parks	Works	✓	✓	✓	✓
	3.1.5 Collaborative management of weeds and pests across the Shire through collaboration with the Goldfields Nullabor Rangelands Biosecurity Group	Works	✓	✓	✓	✓

4. Governance

Community Aspiration: Restoring trust between the Shire and its community is the overarching aspiration. Residents continue to request the Shire to listen, act on feedback and demonstrate that community input leads to visible outcomes.

There is strong demand for better communication: multiple channels, plain language, earlier release of agendas and greater transparency around finances, rates and the Shire's debt position.

Financial sustainability matters to the community. People want debt minimised, forward financial planning, clarity on what rates deliver, and careful consideration before any sale of assets or major decisions.

The community wants works and services delivered internally wherever possible, with local crews, town-based supervision and daily accountability rather than reliance on external contractors. Filling vacant positions, retaining good staff and building a professional, well-trained Council were all raised.

10-Year Goal	Four-Year Delivery Strategy (Corporate Business Plan)	Lead	26/27	27/28	28/29	29/30
4.1 High standard and responsive customer service	4.1.1 Develop, implement and monitor a Customer Service Charter	CEO	✓		✓	
	4.1.2 Review and improve the Snap, Send, Solve process	CEO		✓		
	4.1.3 Undertake a community satisfaction survey every two years	CEO		✓		✓
4.2 Transparent, accountable and effective governance across the Shire	4.2.1 Councillor professional development is undertaken to strengthen leadership and governance across the Shire.	Council	✓	✓	✓	✓
	4.2.2 Develop and implement a Community Engagement Framework	CEO	✓	✓	✓	✓
	4.2.3 Implement, monitor and report against the Integrated Planning and Reporting Framework to meet statutory obligations	CEO	✓	✓	✓	✓
	4.2.4 Regularly review the Shire's procurement policies	CEO	✓		✓	
4.3 Capable, efficient and collaborative organisation	4.3.1 Review the Workforce Plan including returning a works program internally with Town Leading Hands and an appropriately resourced plant equipment plan	CEO, Works	✓		✓	
	4.3.2 Investigate the best option and budget for financial management systems for effective governance and administration of Council	CEO		✓	✓	✓
	4.3.3 Work towards the objectives of the Long Term Financial Plan including debt reduction, cash flow recovery and reserves growth	CEO	✓	✓	✓	✓
	4.3.4 Membership and active participation in the GVROC, Zone and other regional groupings	CEO	✓	✓	✓	✓



Reporting and Resourcing

Reporting

The Council Plan, incorporating the Strategic Community Plan and the Corporate Business Plan is part of the Integrated Planning and Reporting Framework that all Local Governments in Western Australia follow and is illustrated below, with the review periods highlighted. The Plan combines the strategic direction of the Strategic Community Plan (10 years) with the actions and resource planning of the Corporate Business Plan (4yrs) into a single integrated document. It identifies the community's long-term vision, Council's priorities and objectives, and the strategies that will guide decision making, service delivery and investment.

Plan	Adopted	Minor Review	Major Review
Strategic Community Plan	2026	2028	2030
Corporate Business Plan	2026	Annual	Annual
Long Term Financial Plan	2026	2028	2030
Asset Management Plan	2026		
Workforce Plan	2026		

Following adoption, the Shire will establish a practical traffic-light quarterly progress report for Council and publish relevant updates on the Shire website. Progress, performance indicators and achievements will also be reported annually through the Annual Report. The Strategic Community Plan will undergo a desktop review in 2028 and a full review in 2030, while the Corporate Business Plan will be reviewed annually with the budget.

Resourcing this Plan

The plan relies on rate increases of 4% per annum for the next ten years. To be reviewed annually. This Plan is resourced through the adopted Long Term Financial Plan, Asset Management Plan, Workforce Plan and annual budgets. Rates, grants, fees, reserves and borrowing assumptions will be reviewed annually so delivery remains affordable and aligned with Council's financial sustainability objectives.



Resourcing this Plan

The plan relies on rate increases of 4% per annum for the next four years and there after 4%.

	26/27	27/28	28/29	29/30
	\$000's	\$000's	\$000's	\$000's
Opening Surplus / (Deficit)	(319)	0	0	0
Revenue from operating activities				
Rates	15,162	16,577	17,240	17,930
Operating grants & contributions	1,451	2,328	2,396	2,466
Fees & charges	5,562	6,040	6,270	6,510
Interest on investments	321	267	274	259
Other revenue	106	109	112	116
Profit on asset disposals	34	0	0	0
	22,635	25,321	26,292	27,281
Expenditure from Operating Activities				
Employee costs	(7,281)	(7,000)	(7,210)	(7,426)
Materials & contracts	(9,637)	(8,406)	(8,647)	(8,895)
Utility charges	(1,000)	(1,045)	(1,092)	(1,142)
Depreciation	(7,038)	(6,465)	(6,694)	(7,033)
Interest expense	(331)	(296)	(268)	(241)
Insurance expense	(537)	(553)	(570)	(587)
Other expenditure	(1,556)	(1,600)	(1,647)	(1,695)
Loss on asset disposals	(185)	0	0	0
	(27,567)	(25,365)	(26,128)	(27,018)
Investing activities				
Capital grants, subsidies and contributions	3,280	3,404	6,071	5,283
Proceeds from disposal of assets	65	240	240	240
Payments for property, plant and equipment	(1,283)	(1,075)	(1,550)	(1,075)
Payments for construction of infrastructure	(7,319)	(8,015)	(11,353)	(9,938)
Transfers from reserves	0	727	1029	727
Financing activities				
Proceeds from new borrowings	5,462	0	0	0
Repayment of borrowings	(309)	(431)	(459)	(486)
Payments for principal portion of lease liabilities	(229)	(12)	(8)	0
Transfers to reserves	(1,643)	(1,293)	(829)	(1,446)
	3,281	(1,736)	(1,296)	(1,933)
Closing surplus / (deficit)	0	0	0	(0)
Cash & cash equivalents	3,276	2,823	2,423	3,743

Shire Priorities – Significant Capital Projects Over 10 years

Major Projects								
Project Name	Project Details	Council Funding				Other Funding Over 10 Years	10-Year Cost	Status
		26/27	27/28	28/29	29/30			
Road Infrastructure Renewal Program	10-year road renewal program (FY27–37)	\$4,018,501	\$2,515,218	\$2,302,520	\$2,887,911	\$24,098,717	\$41,131,924	In Progress
Land & Buildings Renewal	10-year road renewal program (FY27–37)	\$545,000	\$400,000	\$375,000	\$400,000	\$100,000	\$10,820,000	In Progress
Bayley Street Upgrade	Road reconstruction (FY29–30) – largely externally funded	\$25,000	0	\$4,000,000	\$5,000,000	\$6,000,000	\$9,025,000	Pending Funding
Coolgardie Swimming Pool	Refurbishment (FY27–28) – largely externally funded	\$150,000	\$3,000,000	\$3,000,000	0	\$3,000,000	\$6,150,000	Pending Funding
Waste Management Facilities	10-year program (FY27–37)	\$1,300,000	\$1,100,000	\$600,000	\$600,000	0	\$9,400,000	In Progress
Plant Replacement Program	10-year plant replacement program (FY27–37)	\$574,000	\$600,000	\$600,000	\$600,000	0	\$7,674,000	In Progress



Major Projects

Project Name	Project Details	Council Funding				Other Funding Over 10 Years	10-Year Cost	Status
		26/27	27/28	27/28	29/30			
Coolgardie Sewerage Upgrades	10-year program (FY27-37)	\$600,000	\$200,000	\$350,000	\$350,000	0	\$7,500,000	In Progress
Footpath Renewal Program	10-year renewal program (FY27-37)	\$400,000	\$500,000	\$300,000	\$300,000	0	\$4,800,000	In Progress
Micro Grid System	Renewable energy micro grid (FY31-32) – largely externally funded	0	0	0	0	\$3,000,000	\$4,000,000	Pending Funding
Other Infrastructure Renewal	10-year renewal program (FY27-37)	\$390,000	\$400,000	\$400,000	\$400,000	\$40,000	\$7,140,000	In Progress
Parks, Ovals & Playground Renewal	10-year renewal program (FY27-37)	\$435,000	\$300,000	\$400,000	\$400,000	0	\$4,835,000	In Progress
ICT & Equipment Renewal	10-year renewal program (FY27-37)	\$164,000	\$75,000	\$75,000	\$75,000	0	\$1,339,000	In Progress
ERP Implementation	Implementation of new software system (FY29)	0	0	\$500,000	0	0	\$500,000	Not until FY29

These numbers are an estimate at the time of printing and subject to change



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