



City of Kalgoorlie Boulder

CONFIDENTIAL

**Draft Submission to the Local Government
Advisory Board – Boundary Change**

21 July 2025

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1. Introduction

1.1. Executive Summary

Consistent with the request from the Minister of Local Government and guided by the key principles of the Local Government Advisory Board, the City of Kalgoorlie-Boulder (CKB) respectfully submits this proposal to support a boundary adjustment, incorporating the district of the Shire of Coolgardie (SoC) into the CKB.

This submission is made on the proviso that CKB residents will be in a ‘no worse off’ position in terms of financial impact, service delivery standards, provision of community, sporting, cultural or commercial services currently provided or planned for delivery by the CKB. The underlying principle would also apply to the Coolgardie Shire community.

This submission is made in accordance with Clause 2.1 of the *Local Government Act 1995* and in direct response to the request from the Minister for Local Government.

This proposal is guided by two fundamental considerations:

1. The longstanding shared identity, community connections and operational interdependence between the CKB and the SoC; and
2. The strategic benefits such a boundary change would deliver to both communities, the broader Goldfields region and the State of Western Australia.

1.2. Shared Communities of Interest, Identity and History

The CKB and the SoC share a common regional heritage founded in mining, migration and multiculturalism.

Coolgardie and Kambalda residents rely heavily on Kalgoorlie-Boulder for essential services – education, healthcare, transport, retail, arts and recreation. There is substantial and regular movement from these residents to Kalgoorlie-Boulder for work, social and cultural purposes. More than 10% of SoC residents commute to Kalgoorlie-Boulder for employment¹. School transport and regional sporting participation further demonstrate the extent of daily integration between the two local governments.

From a topographical and transport perspective, the towns of Coolgardie and Kambalda lie within a 25-to-45-minute drive respectively of Kalgoorlie-Boulder and are already connected through sealed road, highways and digital infrastructure networks. There are no natural barriers impeding a proposed integration.

The shared economic drivers (mining, construction, services), demographic similarities, and interdependent land uses support the Local Government Advisory Board’s guiding principles.

1.3. Mutual Benefits of a Boundary Adjustment

A boundary realignment will build a more sustainable, resilient and regionally capable local government, equipped to meet the long-term economic, social and infrastructure needs of the central Goldfields region.

¹ ABS Statistics, 2021

The inclusion of the SoC's area and population (approx. 3,400 residents) will:

- Strengthen CKB and SoC's predicted economic and residential population growth;
- Improve regional planning, coordination, and service delivery;
- Eliminate duplication of infrastructure, operations and administration;
- Reduce the reported financial instability of the SoC; and
- Enable more effective utilisation of Commonwealth and State grants across the two local governments' shared infrastructure (e.g. roads and industrial land development).

Importantly, the CKB has the financial resources, governance capability, and community infrastructure to accommodate this growth. It is already managing regional funding programs on the behalf of the Commonwealth (valued at \$22 million), including employment, community wellbeing and youth services, extending across both LGAs.

This proposal follows years of reported administrative and financial challenges within the SoC, culminating in a multimillion-dollar budget deficit and growing public concerns regarding governance.

Following consultation with the Minister, the CKB has taken the lead in developing this submission. Whilst the original intent of the proposal was for a joint submission to the Board for a boundary adjustment, the SoC has advised the CKB that they intend to submit an Options Paper to the Minister instead.

2. Background

Prior to the most recent issues, the CEO of CKB and the CEO of SoC had been discussing the broader benefits of shared services and potential for amalgamation, albeit without formal Council endorsement.

From November 2024 to current, the CKB has offered support to the SoC to assist with their continued financial and operational issues. Upon the appointment of the Acting SoC CEO, several offers were made by the CKB to help ensure that the SoC can continue to provide services to their community. Similar lines of assistance have also been provided through the Mayor to SoC's Shire President.

At the SoC's Ordinary Council Meeting of 25 March 2025, a petition was submitted to request the immediate dismissal of the SoC's CEO, Shire President and Councillors for financial mismanagement. At the same meeting, the SoC reported a 2024/25 budget closing deficit of \$6,558,718 rather than the adopted closing deficit position of \$627,236.

Following this, at the SoC's Ordinary Council Meeting of 29 April 2025, the Council endorsed a rating strategy which would see an increase in UV Mining to 119.85% and GRV Transient Workforce Accommodation to 90.92%. At the same meeting, the Council endorsed a refinancing of their ANZ loan balance including increasing the capital loan borrowings to a total debt of \$12.5M.

Due to these mounting financial issues and public concerns, the Minister sought support from the CKB for consideration of a formal arrangement or proposal by the CKB to assist the SoC.

On 30 June 2025, the Minister for Local Government requested that the CKB and SoC work together to develop a boundary adjustment submission to the Local Government Advisory Board. The following week, a meeting was held between the CKB CEO, Mayor, SoC CEO, and Shire President to discuss the development of a joint boundary submission.

On 11 July 2025, the SoC provided a draft *Position Paper for the Minister of Local Government* to the CKB CEO which outlined four options with a proposed boundary adjustment “not the Council’s preferred option”. Therefore, the CKB has developed this submission without further formal input from the SoC to fulfill the Minister’s request and timeframes.

The arguments for a boundary adjustment are based on the following foundations:

1. Shared identity and similarities between the CKB and the SoC communities;
2. Eventual benefits both local government areas would receive from a boundary adjustment;
3. Community benefits through improved service delivery;
4. Greater coordination and collaboration with industry and resources sectors;
5. Improved governance and financial accountability; and
6. Improved ability to attract and retain staff.

CKB Proposal:

The CKB has noted and acted upon the request from the State Government (via the Minister for Local Government) to prepare a submission focusing on the long-term benefits and opportunities for the CKB and SoC communities through a boundary change.

The Council formally reviewed this draft submission at the Council Meeting held on 21 July 2025 and resolved as follows:

That Council:

1. Advise the Minister for Local Government that the City is supportive of approaches to improve service delivery and financial sustainability for the impacted communities;
2. Advise the Minister for Local Government that the City is open to supporting boundary changes subject to the following;
 - a. Residents and ratepayers of the City of are not disadvantaged, either financially or through reductions in service delivery standards as a result of any boundary adjustment;

- b. The City of Kalgoorlie-Boulder is not disadvantaged in any way, included in the access to loans and funding, relating to any debt that the City may inherit as a result of boundary changes;
 - c. Appropriate financial support being provided to facilitate the consolidation of systems and facilities in line with the newly created entity; and
 - d. Provision of full and unrestricted access to all information to enable a full assessment of the current situation and agreement to enter into negotiations for additional support in the event that any undisclosed issues are identified through a set transition time period; and
3. Note that resolution and draft Local Government Advisory Board Submission are to remain confidential pending formal consideration by the Minister for Local Government.

City of Kalgoorlie-Boulder

The CKB is located approximately 594 kilometres east of Perth. It encompasses an area of 95, 575.1 km² and since 1989 stands as the amalgamation of the Town of Kalgoorlie and the Shire of Boulder.

Over 30,000 people live in the CKB and the surrounding region and enjoy a relaxed lifestyle complemented by a diverse natural environment.

The CKB includes the suburbs of Kalgoorlie, Boulder, Boorara, Hannans, Karlkurla, Mullingar, Parkeston, Lamington, Piccadilly, Williamstown, South Kalgoorlie, Somerville, West Kalgoorlie, Victory Heights, Broadwood, and South Boulder.

Famous for the gold discovery in 1893 by Irish prospectors Paddy Hannan, Tom Flanagan and Daniel Shea, Kalgoorlie-Boulder continues to thrive with a multitude of mining and processing companies operating in the area.

The CKB has its own unique heritage, stemming from the gold rush of the 1890s, which generated a population boom for the fledgling State of Western Australia. Kalgoorlie-Boulder played an instrumental part in the federation of Australia and is home to the richest square mile of gold in the world.

Boasting over 150 sporting and community groups, there are a range of opportunities for people to connect. Quality recreational facilities bring the community together with activities available for everyone.

The CKB has strategically focused on enhancing its reputation with the community and external stakeholders through a sustained commitment to transparent governance, strengthened community consultation, and the cultivation of productive relationships with government, agencies, and key partners.

Over the last two years, several major projects have been completed to meet the needs of its diverse community. These include, but are not limited to the following:

- Kal City Centre Redevelopment

- Kingsbury Park Youth Development – Phase 1
- Kalgoorlie-Boulder Regional Partnership for Economic and Social Transformation – position paper on the infrastructure requirements to grow the City
- Strategic Community Plan and Corporate Business Plan – Major Review
- Governance and workplace cultural improvements
- Brokerage funding body for the Department of Social Services and Department of Health, Disability and Ageing
- Leading a landmark study on Anti-social Behaviour and Transitional Homelessness
- Positioning the City in leadership roles with the District Leadership Group, Summer Response Strategy Working Group, Liquor Accord, Local Emergency Management Action Group and Australian Mining Capital Alliance
- Award winning City for innovation, workplace, leadership, financial reporting, governance and projects.

The CKB provides a broad range of services to its community and has the facilities and resources to accommodate the additional population of 3,400 SoC residents resulting from the boundary adjustment proposal outlined in this submission, whilst ensuring that the current services and facilities provided by the SoC continued to be delivered.

Shire of Coolgardie

The SoC is located approximately 550 kilometres East of Perth with just over 3,400 people who reside there. It encompasses an area of 30,400 km² and includes the towns of Coolgardie, Kambalda East, Kambalda West, Boorabbin, Bullabulling, Higgensville, Karamindie, Londonderry, Mount Burges, Victoria Rock, Wallaroo, Widgiemooltha and the Aboriginal community of Kurrawang.

Celebrated for the gold and nickel discoveries in Coolgardie and Kambalda, the SoC has a multitude of mining and processing companies operating in the area and is the third largest producer of minerals in the region with gold and nickel mining operations supporting globally significant regional exports.

Rich in gold-rush era history, the SoC features some of the grandest historical buildings in the region with museum collections offering extraordinary tourism experiences.

2.1. Statistics at a Glance

The following information has been sourced from ABS Statistics 2021, MyCouncil and the WA Local Government Association's Directory 2025².

² [The-Western-Australian-Local-Government-Directory.pdf](#)
[Statistics | Australian Bureau of Statistics](#)
[MyCouncil - View a council](#)

Statistical Information	Kalgoorlie-Boulder	Coolgardie
Population	29,306	3,478
Median age	34	38
% of people who identify as Aboriginal or Torres Strait Islander	7.7%	8.9%
Economic Drivers	Mining, Manufacturing, Construction, Rental, Hiring & Real Estate Services	Mining, Manufacturing, Construction, Rental, Hiring & Real Estate Services
LGA Size (square km)	95,575	30,400
Sealed Roads	398 km	428 km
Unsealed Roads	975 km	851 km
Number of Electors*	16,600	1,912
Number of Dwellings*	12,500	1,721
Rates Levied*	\$28.9M	\$8.1M
Revenue*	\$86.3M	\$14.8M
Number of Council Employees*	277	67
Number of Council Members	9	7
Total Value of Assets**	\$693M	\$173M
Suburbs and Localities	Kalgoorlie, Boulder, Boorara, Hannans, Karlkurla, Mullingar, Parkeston, Lamington, Piccadilly, Williamstown, South Kalgoorlie, Somerville, West Kalgoorlie, Victory Heights, Broadwood, and South Boulder.	Boorabbin, Bullabulling, Coolgardie, Higgensville, Kambalda East, Kambalda West, Karamindie, Londonderry, Mount Burges, Victoria Rock, Wallaroo, Widgiemooltha

*Based on 2023-2024 Financial Year figures.

2.2. Local Government Advisory Board Guiding Principles

In making this submission the CKB has worked to provide information and logical argument that addresses the Guiding Principles set out by the Local Government Advisory Board.

Those Stated principles are:

- (a) Community of interest
- (b) Physical and topographic features
- (c) Demographic trends
- (d) Economic and financial impact
- (e) History of the area
- (f) Transport and communication
- (g) Matters affecting the viability of local governments; and
- (h) Delivery of local government services.

The CKB has considered the above principles in respect of the proposals and recommendations made in this submission, noting that any information relating to the SoC has been drawn from publicly available information.

There has been insufficient information provided by the SoC to assist in developing the submission, as their preference was to submit a *Position Paper for the Minister of Local Government* outlining four options with a proposed boundary adjustment “not the Council’s preferred option”. Therefore, the CKB has used its best endeavours to provide material to support the proposal as outlined in this submission.

Schedule 2.1 of the Local Government Act 1995 provides that –

(2) a proposal is to—

- (a) set out clearly the nature of the proposal, the reasons for making the proposal and the effects of the proposal on local governments; and*
- (b) be accompanied by a plan illustrating any proposed changes to the boundaries of a district; and*
- (c) comply with any regulations about proposals.*

2.3. Nature of the Proposal

On 30 June 2025, the Minister for Local Government requested that the CKB and SoC work together to develop a boundary adjustment submission to the Local Government Advisory Board.

A subsequent meeting the following week was held between the CKB CEO, Mayor, SoC CEO and Shire President to discuss the development of a joint submission including the requirements of the Local Government Advisory Board.

On 11 July 2025, the SoC submitted a draft *Position Paper for the Minister of Local Government* (the Paper) to the CKB which outlined four options with a proposed boundary adjustment “not the Council’s preferred option” and that it would “not be pursuing the development of any formal proposal to the Local Government Advisory Board.”

Specifically, the SoC has informed the Minister in the Paper that, “appropriate due diligence and risk assessment, as well as seeking community input and consultation (via survey, calling for public submissions or a poll, as per the provisions of the Local Government Act) will need to be undertaken prior to any formal proposal to the Local Government Advisory Board”.

The CKB understands the process to be a submission to the Local Government Advisory Board in the first instance with public submissions to be conducted by the Board as part of their review of the proposal. Therefore, whilst not adhering to the request of the Minister, the CKB has developed this submission without formal input from the SoC.

CKB Proposal:

The CKB has noted and acted upon the request from the State Government (via the Minister for Local Government) to prepare a submission focusing on the long-term benefits and opportunities for the CKB and SoC communities through a boundary change.

The Council formally reviewed this draft submission at the Council Meeting held on 21 July 2025 and resolved as follows:

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 - c) Appropriate financial support being provided to facilitate the consolidation of systems and facilities in line with the newly created entity; and
 - d) Provision of full and unrestricted access to all information to enable a full assessment of the current situation and agreement to enter into negotiations for additional support in the event that any undisclosed issues are identified through a set transition time period; and

- | |
|---|
| <p>3. Note that the resolution and draft Local Government Advisory Board Submission are to remain confidential pending formal consideration by the Minister for Local Government.</p> |
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2.4. Reasons for making the Proposal

This submission is provided in direct response to the Minister for Local Government's request for the consideration of the development of a joint boundary adjustment proposal to the Local Government Advisory Board, with timeframes requiring the submission by the end of July 2025.

The CKB has been actively considering and engaging in discussions regarding potential boundary adjustments in recent times. As part of this broader context, the CKB has previously explored, with both the State Government and the Shire of Menzies, the possibility of a boundary adjustment for Tjuntjuntjara into the CKB. These discussions were initiated following direct requests from the Tjuntjuntjara community and have focused on ensuring more effective service delivery and representation.

The CKB recognises that the Tjuntjuntjara community maintains stronger practical and social ties with Kalgoorlie, particularly in relation to road connectivity, access to supplies, and medical services. Many community members from Tjuntjuntjara regularly travel to Kalgoorlie to meet these essential needs and have expressed a preference to be aligned with a local government that better supports these connections.

In the spirit of collaboration and in response to the Minister's request, CKB has prepared this submission with a focus on acting in the best interests of its electors, ratepayers, and the broader regional community.

2.5. Effects of the proposal on local governments

The CKB has been requested to collaborate with the SoC in preparing a submission for the Local Government Advisory Board. However, despite the timeframe afforded by the Minister, the SoC has not provided the comprehensive information necessary for CKB to undertake proper due diligence.

It was made apparent that the SoC did not want to proceed with a joint submission on 14 July 2025, when the SoC advised its intention to submit a Position Paper directly to the Minister, outlining several options for consideration. The SoC confirmed that a boundary adjustment is not its preferred option and emphasised the need for due diligence, community consultation, and risk assessments prior to the preparation of any submission.

In good faith, the CKB has prepared this submission and commenced the development of a Transition Action Plan. The Plan includes a comprehensive desktop audit addressing key areas such as Corporate Governance, Financial Management, Human Resources and Industrial Relations, Regulation and Enforcement, Business Systems, Project and Service Delivery, and Communication and Community Engagement.

An overview of the Transition Action Plan was forwarded to the SoC CEO on 15 July 2025 with a request for information for the CKB to conduct a thorough evaluation and prepare

a detailed proposal for the Local Government Advisory Board. A copy of the Draft Transition Action Plan is contained as an attachment to this report.

3. Guiding Principles

3.1. Community of Interests

The Local Government Advisory Board describes ‘community of interest’ as:

“.... sporting, leisure and library facilities create a focus for the community. The use of shopping areas and the location of schools also act to draw people together with similar interests. This can also give indications about the direction that people travel to access services and facilities. The external boundaries of a local government need to reflect distinct communities of interest wherever possible.

Community of Interest

1. *The external boundaries of a local government should have regard to communities of interest.*
2. *A local government area should generally:*
 - *reflect local communities, for example the geographical pattern of human activities (where people live, work and engage in leisure activities), and the various linkages between local communities;*
 - *have a centre, or centres, of administration and service easily accessible to its population; and*
 - *ensure effective elected representation for residents and ratepayers; and*
 - *have external boundaries which integrate land use, environmental and transport systems and water catchment areas.*

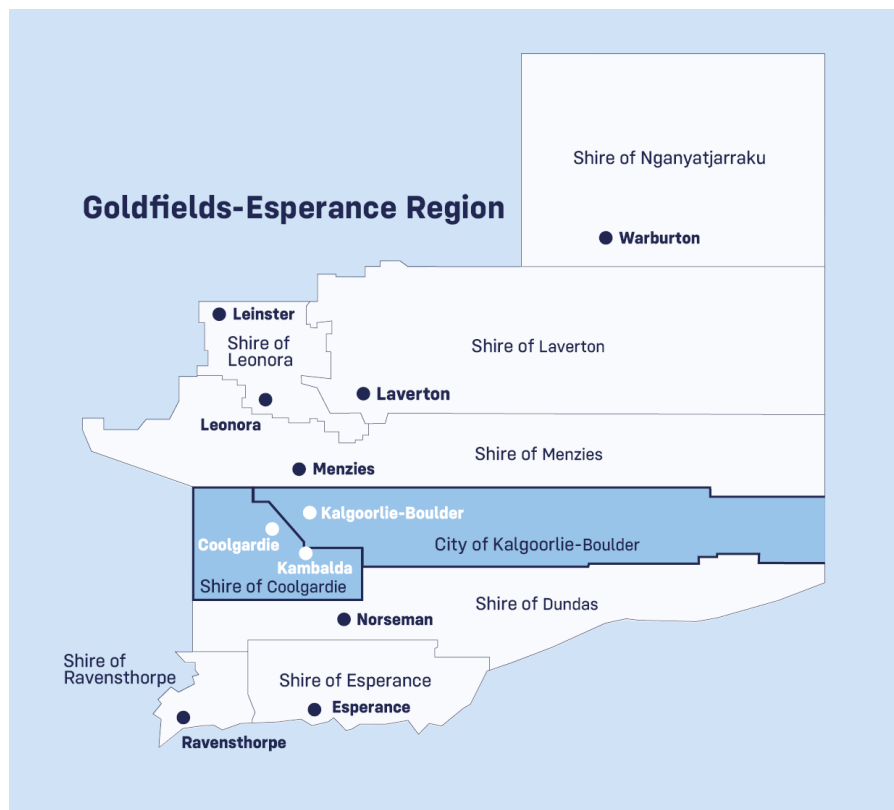
Neighbourhoods and suburbs are important units in the physical, historical and social infrastructure and often generate a feeling community and belonging. The Board believes that wherever possible, it is inappropriate to divide these units between local governments.

Community of Interests includes parts of a district that share common interests, values, characteristics and issues giving rise to a separate sense of identity or community. Factors contributing to a sense of identity or community include shared interest and shared use of community facilities. For example, sporting, leisure and library facilities create a focus for the community.”

3.1.1. City of Kalgoorlie-Boulder and Shire of Coolgardie

The CKB and the SoC are neighbouring local government areas in Western Australia’s Goldfields region that share a strong and natural alignment in terms of community interests, economic activity, and service use.

Figure 1 –CKB and SoC Map



One of the clearest indicators of a shared community of interest between CKB and SoC is evident in the demographic and socio-economic similarities identified through Australian Bureau of Statistics (ABS) data. Residents across both LGAs demonstrate consistency in education levels, housing types, languages spoken at home, and citizenship status. These shared characteristics suggest that people in Kalgoorlie-Boulder and Coolgardie share comparable lifestyles and aspirations.

3.1.2. Community Infrastructure

The towns of Coolgardie and Kambalda rely heavily on Kalgoorlie-Boulder's infrastructure and services, reinforcing the linkage between the two areas. This interdependence creates an integrated regional lifestyle that aligns more closely with functional reality than historical local government boundaries. Specifically, SoC residents are highly reliant on facilities located within the CKB.

The Goldfields Oasis, a major leisure and aquatic centre, is regularly used by people from Coolgardie and Kambalda and similarly, Kalgoorlie-Boulder residents utilise the Kambalda and Coolgardie aquatic facilities. Specifically, over 80 Goldfields Oasis members reside in the SoC; despite the area hosting two aquatic facilities.

The Kalgoorlie-Boulder Airport serves as the main aviation gateway for the entire region, not just the residents of the city itself. The CKB is currently planning for the future in terms of increased usage for its facilities such as the Airport which will require a decision to expand or renovate based on anticipated passenger movements.

Other key facilities in Kalgoorlie-Boulder such as the library, Goldfields Art Centre, and regional sporting fields, function as shared community spaces, contributing to the social and cultural fabric of the wider Goldfields region.

A daily school bus transports students from Coolgardie and Kambalda into Kalgoorlie-Boulder to attend primary and secondary schools. This routine journey demonstrates the extent to which SoC residents participate in the educational and social life of Kalgoorlie-Boulder. Likewise, CKB functions as the region's main retail and commercial hub, serving the everyday shopping and business needs of many of the SoC's residents.

3.1.3. Location and Distance to Travel

Geographic proximity further cements the relationship between these two LGAs. Kambalda, a major town within the SoC, is less than a 45-minute drive from Kalgoorlie-Boulder, while the town of Coolgardie is just a 25 minute drive. These travel times place both towns well within the functional commuting zone of the CKB, and many SoC residents regularly travel into the CKB for work, health services, social activities, and commerce. Based on ABS data over 10% of SoC residents commute to CKB for work.

3.1.4. Shared Service Provision

Both CKB and SoC have significant Indigenous populations and a shared cultural heritage. Indigenous communities in the Goldfields have longstanding connections to the land that transcend municipal borders. Joint programs in heritage, health, education, and youth engagement are already functioning across both LGAs, reflecting a collaboration that would be supported by formal boundary alignment.

CKB has led the coordination of several key service delivery programs across the Goldfields region. Notably, the Job Support Hub, a Commonwealth funded initiative through the Department of Social Services, has been administered by the CKB since 2021. CKB acts as the Regional Project Manager, overseeing service delivery across the whole of the Goldfields region, including Coolgardie and Kambalda, and plays a critical leadership role in coordinating access to employment readiness and wrap-around supports for vulnerable individuals.

Previously, this oversight and support was provided directly by the CKB to a SoC Officer and since 2024, at the request of the SoC, the CKB Regional Project Manager has worked with Judumul Aboriginal Corporation, an established Aboriginal Community Controlled Organisation based in Coolgardie.

This partnership is further supported through the CKB's role in administering other Commonwealth brokerage funds, including the Department of Social Services Community-led Support Fund and the Department of Health, Disability and Ageing's Alcohol and Other Drug (AOD) Treatment Services Fund.

Together, these programs represent a collective estimated investment of \$22 million from the Commonwealth, positioning CKB as a trusted regional lead in good governance and financial management. Importantly, program beneficiaries include residents from across both LGAs, and service provision is tailored to meet the shared socio-economic needs of the region's diverse population, including its Aboriginal communities.

Regional Activities

CKB and SoC have been shaped by a history of mining, migration, and multiculturalism, creating a unique regional identity that is widely acknowledged by residents. Local events, sports competitions, and festivals frequently draw participation from across both LGAs.

A further reflection of the shared community of interest is the coordinated promotion and participation in regionally significant events. SoC consistently promotes events hosted and sponsored by the CKB including the St Barbara's Festival, Goldfields Cyclclassic, KidsFest and NAIDOC Week Celebrations, recognising their value to its own residents.

These events attract broad community participation, generate tourism and economic benefits for both LGAs, and reinforce the cultural and social interconnectedness of the areas. Community members from Coolgardie and Kambalda regularly travel to CKB to attend these events, and CKB-led planning for major events and cultural programming often considers the participation of neighbouring communities.

Even smaller events in CKB such as the Seniors Christmas lunch is well supported by SoC residents every year; despite an annual event being held in either Coolgardie or Kambalda.

In addition to cultural and community events, both CKB and SoC contribute to the region's economic activities through sponsorship of business-focused initiatives. Notably, CKB and SoC have been active sponsors of events hosted by the Kalgoorlie-Boulder Chamber of Commerce and Industry (KBCCI) including the annual Business Awards, What's Down the Track and Women's Leadership Forum. These shared investments in economic development reflect an alignment between the two LGAs as they have regional-wide benefit.

This mutual recognition, financial investment and cross-promotion of activities highlight the shared lifestyle and regional identity of the two LGAs, further supporting the rationale for boundary alignment that reflects the extent of community engagement and cohesion across CKB and SoC.

Submission:

- **CKB and SoC communities share demographic, social, and cultural ties.**
- **Residents of SoC rely heavily on CKB's infrastructure and services, including health, recreation, and employment programs administered by the City.**
- **Coolgardie and Kambalda are within easy daily commuting distance of Kalgoorlie-Boulder, with residents consistently travelling for work, education, and events.**

3.2. Physical and Topographical Features

The Local Government Advisory Board describes 'physical and topographical features' as the following:

Physical and topographical features may be man-made and will vary from area to area. These features can form identifiable boundaries and can also act as barriers to

movement between adjoining areas. In many cases physical and topographical features are appropriate district and ward boundaries. The Board supports local government structures and boundaries that facilitate the integration of human activity and land use.

Boundaries:

- 1. The external boundaries of a local government entity should facilitate the planning and development of its area and the efficient and effective provision of facilities and services.*
- 2. The external boundaries of a local government should have regard to existing and expected population growth, with jurisdiction over sufficient urban land for adequate planning, development control and future urban expansion.*
- 3. The external boundaries of a local government should as much as possible be clearly identifiable, following natural geographic features, and relate to distinctive natural geographic regions or reflect distinct communities of interest.*
- 4. The external boundaries of a local government should recognise the economic and social interdependence of City and country, and have regard to other boundaries (e.g. regional and electoral boundaries) and areas of regional co-operation.*
- 5. Boundaries should not divide a local community such as a neighbourhood, suburb or country City.*

The proposed boundary adjustment aligns with this principle by creating a larger, more sustainable local government entity that can coordinate regional planning and development more effectively.

The CKB has the infrastructure capacity and administrative expertise to support expanded service delivery, enabling efficiencies and improved community outcomes across the combined area.

A boundary adjustment would incorporate the SoC's district, which includes existing population centres such as Coolgardie and Kambalda. This provides CKB with jurisdiction over additional urban land to plan for both current needs and future growth. Population projections indicate gradual growth in the region, and the expanded boundary ensures that urban land supply, infrastructure, and development controls can be managed cohesively to support sustainable urban expansion.

In terms of land area, CKB covers approximately 9.55 million hectares, making it more than three times the size of the SoC, which spans 3.03 million hectares. The CKB and SoC are geographically adjacent and connected to major transport routes with no barriers that would hinder a boundary adjustment. The two towns of the Shire are only a 25 minute (Coolgardie) and 45 minute (Kambalda) drive from Kalgoorlie-Boulder.

The CKB and the SoC share common user highways within the region. The proposed boundary adjustment would not divide these key regional transport routes.

3.2.1. Natural Geographic Features

The proposed boundary adjustment respects natural and man-made geographic features such as major transport routes (Great Eastern Highway, Trans-Australian Railway) which serve as clear, identifiable boundaries. Both the CKB and SoC share a similar arid inland environment within the Great Western Woodlands region, reflecting a distinct natural geographic region.

Additionally, the strong community of interest between the two, demonstrated by shared services, cultural heritage, and economic interdependence, further justifies the realignment to better reflect actual social and functional connections.

While the CKB and the SoC share a similar arid inland environment, they are distinct in their physical features, land use patterns, and structures. These differences are shaped by both natural and man-made elements, which in turn influence how people interact with their surroundings and how local government boundaries are best defined.

In terms of natural topography, both areas are relatively flat with low-lying drainage lines and minimal natural surface water. There are no major rivers or significant catchment boundaries separating the two LGAs, though there are differences in local features. The SoC contains large salt lake systems such as Lake Lefroy, particularly around Kambalda, which act as natural barriers to movement and development. The CKB, on the other hand, is more urbanised and includes managed bushland areas such as Karlkurla Bushland Park and other green spaces within the city footprint.

Man-made features provide clearer physical and functional boundaries between the two regions. Major infrastructure such as the Trans-Australian Railway, Great Eastern Highway, and various haul roads associated with mining operations physically divide land uses and settlements. In CKB, the concentration of urban development, coupled with the presence of large-scale mining activities and associated infrastructure, defines the city's layout and constrains expansion. These features also limit movement between precincts, creating distinct urban zones within the city itself.

By contrast, the SoC is characterised by more dispersed settlements, notably the townsites of Coolgardie, Kambalda, and Widgiemooltha, which are separated by bushland, mining leases, and industrial land.

From a structural perspective, these features align well with the principles supported by the Local Government Advisory Board. They provide clear and logical boundary markers and support governance models that reflect how people live, work, and move through their communities.

3.2.2. Great Western Woodlands

The Great Western Woodlands (GWW) is the largest remaining intact temperate woodland in the world, covering approximately 16 million hectares across the inland southwest of Western Australia. It encompasses a significant portion of the Goldfields-Esperance region, including the CKB and the SoC, and represents a critical ecological and cultural landscape.

The CKB and SoC lie within the northern extent of the Great Western Woodlands and serve as key stakeholders in its conservation and sustainable use. The woodlands

contribute significantly to the natural character, tourism appeal, and ecological resilience of these LGAs. Continued collaboration between government agencies, Indigenous communities, and environmental organisations is essential to ensure the long-term preservation and stewardship of this unique and valuable landscape.

3.2.3. Economic and social interdependence

The submission highlights the economic and social interdependence between CKB and SoC, including shared workforce, infrastructure, educational facilities, and cultural events. Transport and communication networks interconnect the two areas seamlessly, and regional programs are jointly administered.

The proposed boundary adjustment maintains alignment with existing State and Commonwealth electoral boundaries, ensuring continuity in political representation for residents of both the CKB and the SoC. This consistency supports effective governance and avoids unnecessary disruption to electoral districts.

Furthermore, both CKB and SoC currently participate in the Goldfields Voluntary Organisation of Councils (GVROC), a regional collaboration forum that promotes cooperation on economic development, infrastructure, and community initiatives across the Goldfields region. A boundary adjustment would strengthen regional cohesion by consolidating governance under a single local government entity, thereby enhancing the capacity for unified advocacy and regional planning within the Goldfields.

Submission:

- **Coordinated planning and efficient service delivery across the two areas would optimise resources and reduces duplication.**
- **The boundary adjustment would maintain consistency with State and Commonwealth electoral boundaries and enhance regional collaboration through the Goldfields Voluntary Organisation of Councils thus complying with the Board’s Guiding Principles.**
- **The areas are geographically adjacent with no significant physical barriers, and the adjustment respects natural features like salt lake systems and urban green spaces, reflecting how residents live, work, and move through the region without dividing communities or key transport corridors.**
- **The CKB and SoC current boundaries (rail and major arterial roads) comply with the Board’s guiding principles.**
- **The Great Western Woodlands, encompassing both LGAs, underscores their shared ecological and cultural responsibilities, reinforcing the need for collaborative stewardship under a boundary framework that supports environmental and community resilience.**

3.3. Demographic Trends

The Local Government Advisory Board identifies ‘demographic trends’ as the following:

Local governments should consider the following characteristics when determining the demographics within its locality:

- *Population size;*
- *Population trends;*
- *Distribution by age;*
- *Gender; and*
- *Occupation*

Current and projected population factors will be relevant as well as similarities and differences between areas within the local government.

3.3.1. Demographic Profile Overview

City of Kalgoorlie-Boulder

CKB is a large inland regional local government located approximately 600 kilometres east of Perth in the Eastern Goldfields of Western Australia. Spanning over 95,000 square kilometres, the City encompasses the urban centres of Kalgoorlie and Boulder along with several surrounding townsites and rural localities.

Kalgoorlie–Boulder functions as the principal service and economic hub for the broader Goldfields region, supporting major mining operations, government agencies, regional logistics, healthcare, and education. The population is concentrated in the urban areas of Kalgoorlie and Boulder, with smaller communities and industrial precincts situated across the district.

The City’s demographic structure is defined by a relatively young population, with 46.8% of residents expected to fall within the 20-49 age cohort by 2031. This age group represents the core of the region’s labour force, reflecting the strong influence of employment-driven migration and the demand for skilled workers in mining, trades, and professional services. The CKB’s ability to attract and retain this workforce is critical to maintaining economic productivity and supporting community stability.

The CKB is also characterised by a strong family-oriented residential base. In 2021, the predominant household type was ‘one family households’, accounting for 7,535 families. This was followed by 2,852 non-family households, including group households and lone-person dwellings. The significant proportion of families with children underscores the ongoing importance of child-focused infrastructure and services, such as access to education, community facilities, and recreational programs, including swimming lessons and early years development.

In recent years, CKB has seen a gradual increase in cultural and linguistic diversity, influenced by new waves of migration linked to the mining and healthcare sectors. This has contributed to a broader community identity and placed renewed focus on inclusive service delivery and cultural capability across local institutions.

Although the CKB covers a vast geographic area, strategic planning remains focused on the urban core, where population density, economic activity, and essential services are

concentrated. CKB's demographic profile reinforces its dual identity as both a regional capital and a historically significant mining city, with ongoing relevance to the future growth, liveability, and sustainability of inland Western Australia.

Shire of Coolgardie

The SoC is a large regional local government located in the Goldfields–Esperance region of Western Australia, immediately adjacent to CKB. Covering an area of approximately 30,400 square kilometres, the SoC encompasses the historic townsite of Coolgardie, the residential mining towns of Kambalda East and Kambalda West, as well as several remote pastoral leases, mining camps, and industrial enclaves.

The SoC is historically significant as one of the original centres of Western Australia's gold rush era, with the town of Coolgardie once serving as the colony's third-largest population centre. While the population of Coolgardie itself has declined since its early 20th century peak, the SoC remains an important part of the State's mining and resource economy, particularly through its association with gold and nickel extraction.

The SoC's demographic profile is shaped by a combination of a small permanent population and a substantial transient workforce. The increased use of fly-in, fly-out (FIFO) arrangements by mining companies has reduced the number of permanent residential workers in recent decades. Aboriginal people account for a significant share of the Shire's population, particularly in Coolgardie and Kambalda, and maintain strong cultural and economic ties to the region.

In contrast to CKB, the SoC has a higher median age, indicating a larger proportion of older residents and retirees. This demographic trend reflects both the ageing of long-term residents, and a slower rate of population turnover compared to areas with higher migration inflows. At the same time, younger Aboriginal families continue to form a key part of the community's social and cultural fabric.

3.3.2. Current and Projected Populations

City of Kalgoorlie-Boulder

The 2021 Census recorded a residential population of 29,306 persons in CKB, representing a moderate decline of 3.3% from 30,059 persons in 2016. This change reflects a broader shift associated with economic fluctuations in the resource sector and increasing use of fly-in, fly-out (FIFO) workforce arrangements across the region.

Despite this decline, population trends over the past two decades have remained relatively stable, fluctuating in line with the mining cycle. Between 2001 and 2011, the CKB experienced modest growth, reaching a peak population of 32,208 persons before easing in subsequent years.

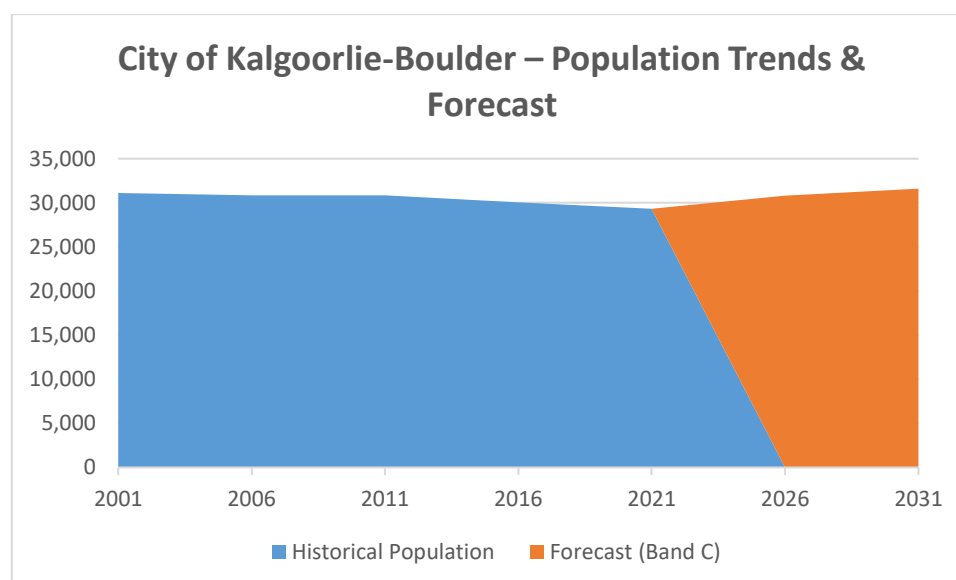
According to population projections released by the Western Australian Planning Commission (*WA Tomorrow No. 12*), the City is anticipated to experience gradual growth over the coming decades. Under the median forecast (Band C), the population is projected to reach approximately 30,800 by 2026 and 31,600 by 2031, with a long-range projection of around 31,600 by 2050. This equates to a modest average annual growth rate of approximately 0.17%, with higher bands (D and E) forecasting populations of up

to 34,100 by 2031, depending on regional economic conditions and infrastructure investment.

Table 1 CKB Anticipated Growth based on Western Australia Planning Commission (WAPC) WA Tomorrow No. 12 Data

Population Band	2026 Forecast	2031 Forecast
A	28,700	29,200
B	30,200	31,000
C	30,800	31,600
D	31,400	32,200
E	33,200	34,100

Figure 2 –CKB Population Trends and Forecast 2001 to 2031 based on ABS Census and WAPC WA Tomorrow No. 12 Data



Shire of Coolgardie

The SoC recorded a population of 3,478 persons in the 2021 Census, down from 3,610 persons in 2016, equating to a decline of 3.7%. The population is concentrated in the townsites of Coolgardie, Kambalda East, and Kambalda West, with the largest number of residents residing in the Kambalda locality.

Historical population data indicates a continued downward trend over the past two decades, declining from over 5,000 residents in 2001. This has largely been driven by structural changes in the mining sector, consolidation of operations, and the shift towards non-residential FIFO workforce models.

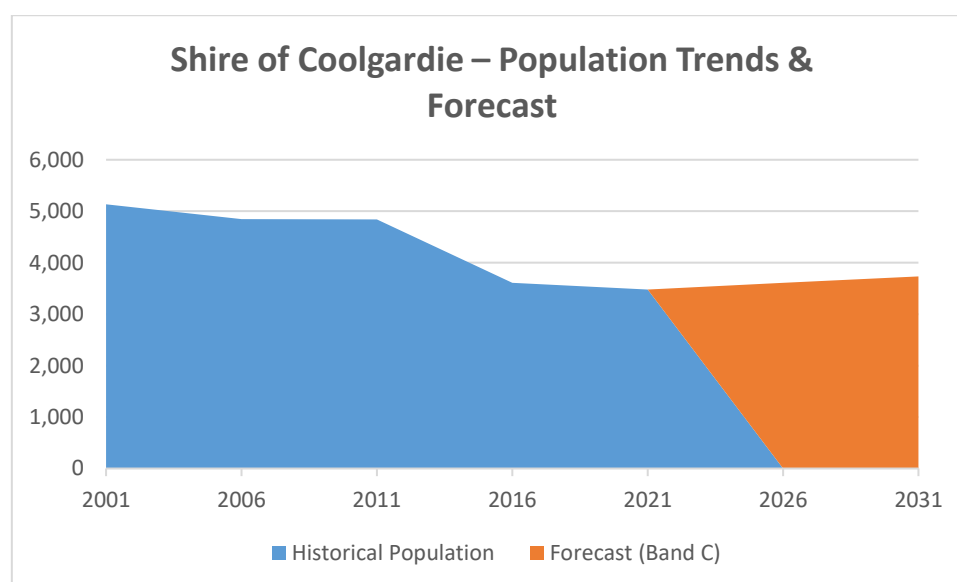
Nonetheless, population forecasts prepared by the Western Australian Planning Commission (*WA Tomorrow No. 12*) suggest that the permanent population of the Shire will remain relatively stable over the next decade, with a slight increase to around 3,800

persons by 2036 under the median projection. Growth prospects are closely tied to efforts by industry and government to attract and retain residential workers, and the future scale of regional mining activity.

Table 2 SoC Anticipated Growth based on Western Australia Planning Commission (WAPC) WA Tomorrow No. 12 Data

Population Band	2026 Forecast	2031 Forecast
A	3,460	3,510
B	3,560	3,640
C	3,610	3,730
D	3,760	3,910
E	3,980	4,090

Figure 3 –SoC Population Trends and Forecast 2001 to 2031 based on ABS Census and WAPC, WA Tomorrow No. 12 Data



FIFO and Non-Resident Populations

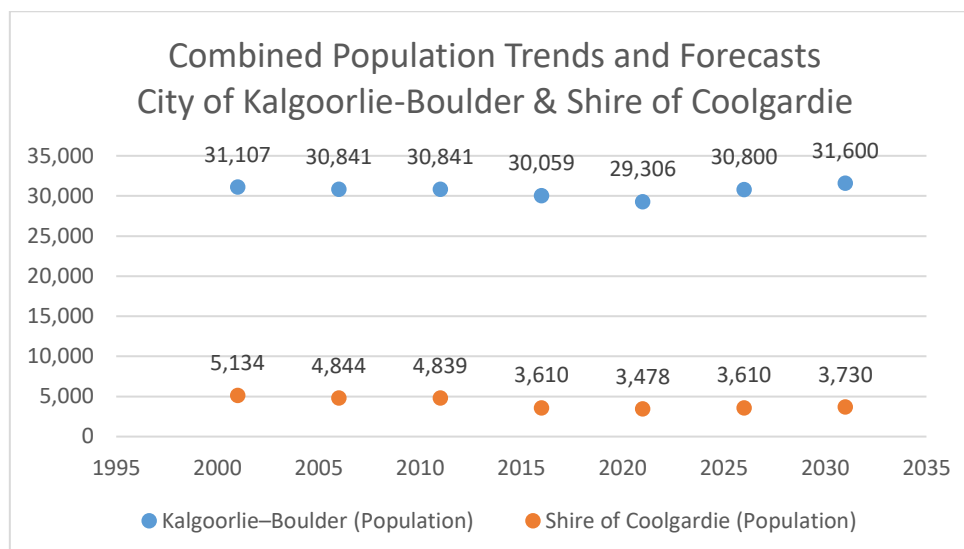
It is important to note that Census and estimated resident population figures do not fully reflect the actual population pressures experienced by either the CKB or the SoC. Both LGAs host substantial non-residential workforces, primarily employed in nearby mining operations and accommodated in FIFO camps and accommodation villages.

During the 2021 Census, more than 3,600 individuals reported working in the region while residing elsewhere, highlighting the scale of this transient population. These FIFO workers are not captured in official resident counts, yet they contribute significantly to the demand for local infrastructure, services, and facilities.

As a result, while permanent population growth may appear modest, the day-to-day service burden for both local governments extends well beyond the official figures. This

dynamic has important implications for local government planning, resource allocation, and long-term infrastructure development.

Figure 4 –CKB and SoC Combined Population Trends and Forecasts based on ABS Census and WAPC, WA Tomorrow No. 12 Data



3.3.3. Community Profile

To gain an understanding of the community profile of the CKB and SoC, demographic data has been obtained from the Australian Bureau of Statistics (2021) and the Western Australian Planning Commission.

CKB is the larger of the two local governments, with a population of 29,306, compared to 3,478 in SoC. This difference in size is also reflected in the number of dwellings and electors, with CKB supporting approximately 12,500 dwellings and 16,600 electors, while SoC accounts for 1,721 dwellings and 1,912 electors.

ABS Statistics also indicate that, education levels, types of dwellings, languages spoken at home, and citizenship status are consistent between the two local governments, suggesting a shared regional identity and lifestyle.

3.3.4. Age Distribution

The age profiles of CKB and SoC reveal a predominance of younger, working-age populations across the region, with this trend particularly pronounced in Kalgoorlie-Boulder.

The 30–39 year age cohort represents the largest demographic group across both LGAs, with Kalgoorlie-Boulder recording 4,751 people in this band. This is closely followed by the 20–29 year cohort, which includes 4,419 individuals. These two cohorts account for nearly one-third of CKB’s population, reflecting CKB’s role as a key employment hub, particularly for mining, trades, and support services.

By comparison, the SoC has a more evenly distributed age profile, but with a relatively higher proportion of older residents. The SoC exhibits higher median age trends and stronger representation in the 50–69 year range, suggesting a larger number of long-term residents and retirees. In contrast, the younger age groups (20–39 years) show the most

significant differential when compared with CKB, underscoring the latter's continued appeal to younger, mobile workers.

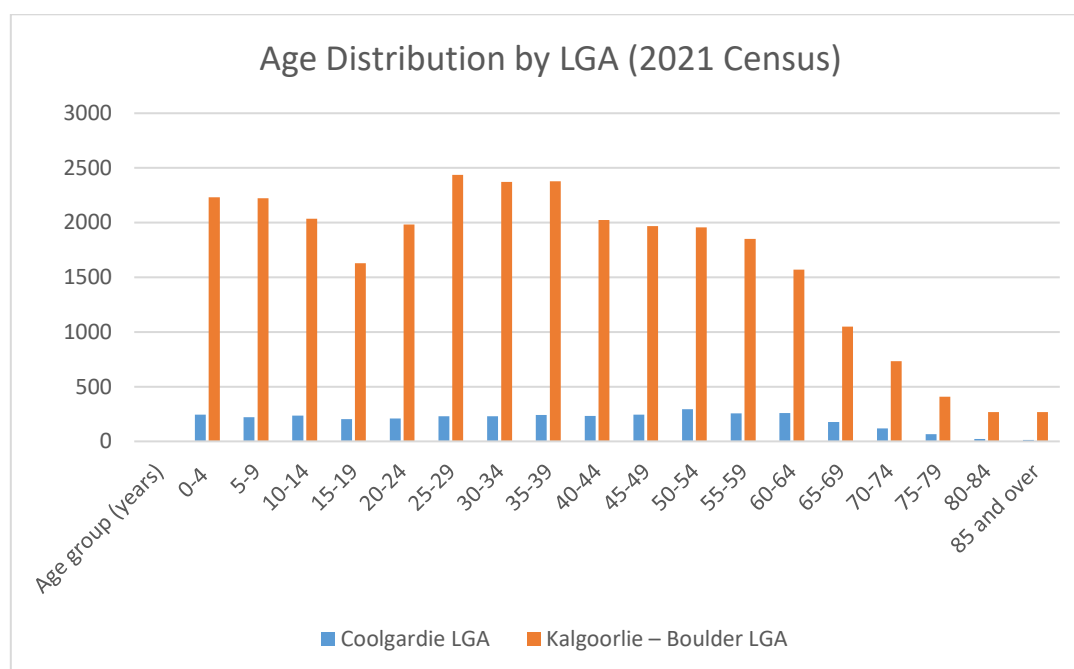
Both LGAs also maintain a notable number of children under 14 years, indicating the ongoing importance of family-oriented services, education infrastructure, and child development programs.

This demographic mix highlights the need for targeted investment in housing, recreational facilities, aged care, and employment services tailored to each community's age profile, ensuring long-term sustainability, retention of workforce populations, and social cohesion across the Goldfields region.

Table 3 Age distribution by LGA for CKB and SoC based on ABS Census Figures (2021)

Total Persons	Coolgardie LGA		Kalgoorlie – Boulder LGA		Difference	
Age group (years)	Number	%	Number	%	Number	%
0-4	243	7.0	2,233	7.6	1,990	0.6
5-9	220	6.3	2,222	7.6	2,002	1.3
10-14	235	6.7	2,035	6.9	1,800	0.2
15-19	204	5.8	1,629	5.6	1,425	0.2
20-24	208	6.0	1,984	6.8	1,776	0.8
25-29	229	6.6	2,437	8.3	2,208	1.7
30-34	230	6.6	2,373	8.1	2,143	1.5
35-39	242	6.9	2,378	8.1	2,136	1.2
40-44	233	6.7	2,023	6.9	1,790	0.2
45-49	243	7.0	1,968	6.7	1,725	0.3
50-54	293	8.4	1,957	6.7	1,664	1.7
55-59	255	7.3	1,850	6.3	1,595	1
60-64	258	7.4	1,571	5.4	1,313	2
65-69	178	5.1	1,048	3.6	870	1.5
70-74	118	3.4	734	2.5	616	0.9
75-79	65	1.9	408	1.4	343	0.5
80-84	22	0.6	268	0.9	246	0.3
85 and over	14	0.4	268	0.9	254	0.5
Total Persons	3,490	100.1%	33,214	110.3	27,926	

Figure 5 – Age distribution by LGA for CKB and SoC based on ABS Census Figures (2021)



3.3.5. Ethnic Diversity and Languages

City of Kalgoorlie-Boulder

CKB is characterised by a culturally diverse population, shaped by its historic role as a mining hub and the continuing demand for an international workforce. According to the ABS 2021 Census data, Aboriginal and Torres Strait Islander peoples represent 7.7% of the population, more than double the Western Australian average of 3.3%. While the majority of residents (66.5%) were born in Australia, the most common overseas countries of birth include New Zealand, the Philippines, England, South Africa, and India.

Language diversity further reflects CKB’s multicultural workforce. Although 83% of residents speak only English at home, other frequently spoken languages include Tagalog, Afrikaans, Mandarin, and Shona. This cultural and linguistic diversity highlights the importance of inclusive service delivery models, culturally responsive engagement strategies, and the incorporation of language accessibility measures in the planning and delivery of key community programs.

Shire of Coolgardie

The SoC is characterised by a strong Aboriginal cultural presence, particularly in and around the townsites of Coolgardie and Kambalda. Aboriginal and Torres Strait Islander peoples comprise an estimated 15-18% of the population, reflecting deep cultural and historical ties to the Goldfields region.

ABS data indicates that more than 80% of residents speak only English at home, with Aboriginal languages present within smaller community groups. While overseas-born residents make up a smaller proportion of the population compared to Kalgoorlie–Boulder, SoC continues to attract transient and migrant workers linked to resource-sector employment.

Strategic Considerations

The cultural and linguistic profiles of both local governments underscore the need for inclusive governance frameworks and robust community engagement strategies in the context of any boundary adjustment. A combined approach would need to prioritise culturally safe engagement with Aboriginal communities, building on existing partnerships and ensuring that local cultural protocols are respected.

Equally important is the provision of translation and language support for key public-facing services, where required, to ensure accessibility for culturally and linguistically diverse residents. In addition, the development of programs that foster cultural inclusion and social cohesion will be critical to supporting positive interactions between long-term residents, Aboriginal communities, and migrant populations drawn to the region through employment opportunities.

Strategic planning in these areas is essential to maintaining social harmony, promoting equity, and ensuring that all communities within the enlarged local government area have fair and meaningful access to services and opportunities.

3.3.6. Dwelling Types

In CKB, family households represent the majority, with 7,259 one-family households recorded in the ABS 2021 Census data. Within this category, couple families with children (3,317) are the most prevalent, followed by couple families without children (2,746) and one-parent families (1,054). Non-family households, including lone-person and group households, account for 3,094 dwellings across the CKB.

Notably, over 43% of households consist of two or fewer people, indicating a need for diverse housing options that support both smaller family units and individuals living independently. At the same time, the substantial proportion of family households reinforces the importance of maintaining investment in child-focused services, community facilities, and education infrastructure to support current residents and attract new families to the region.

The SoC also exhibits a strong proportion of family households (879), with couple families with children (363) and couple families without children (334) forming the majority. Non-family households (366) represent a notably higher proportion than in Kalgoorlie–Boulder, reflective of a transient, resource-sector workforce and the Shire’s proximity to mining operations.

Although smaller in scale, SoC’s residential base demonstrates diverse housing needs, serving families, older residents, and temporary workers alike.

Figure 6 – Household Composition by LGA for CKB and SoC based on ABS Census Figures (2021)

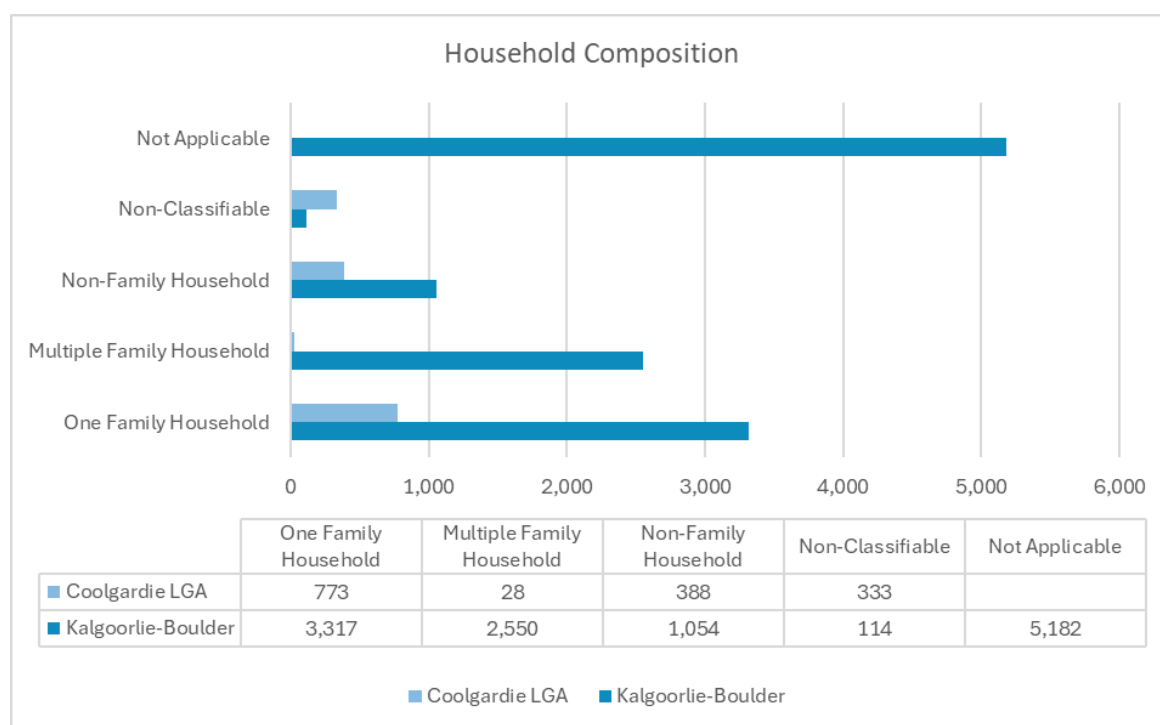
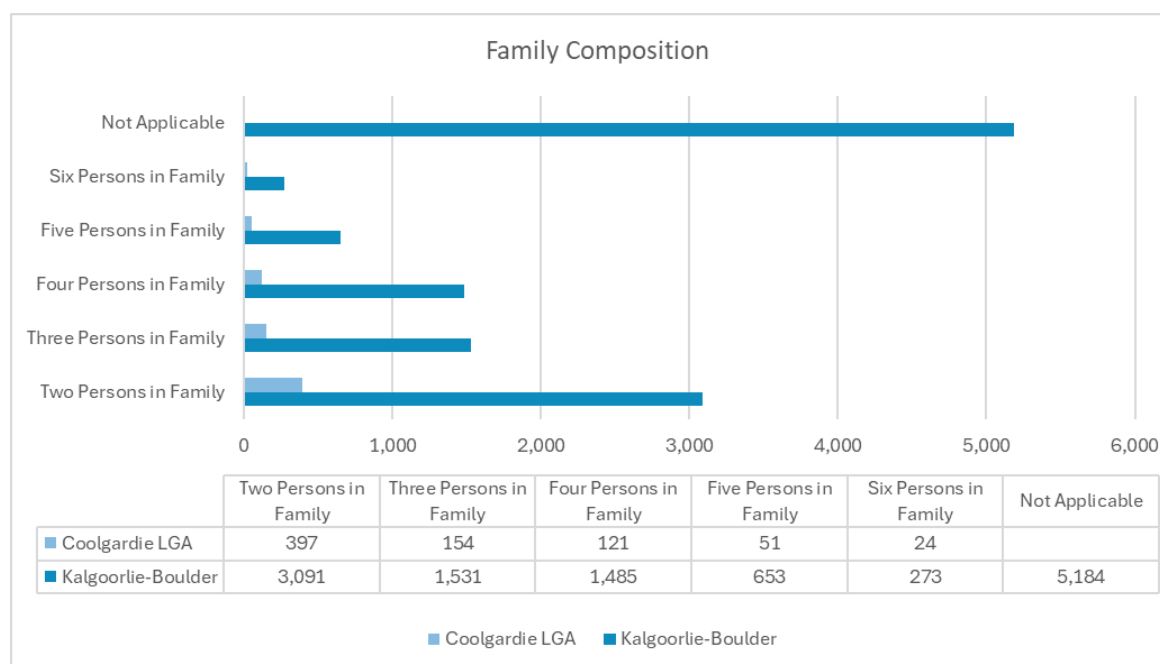


Figure 7 – Family Composition by LGA for CKB and SoC based on ABS Census Figures (2021)



3.3.7. Education and qualifications

The education and occupational structures of the CKB and the SoC highlight both strengths and vulnerabilities within the region's workforce.

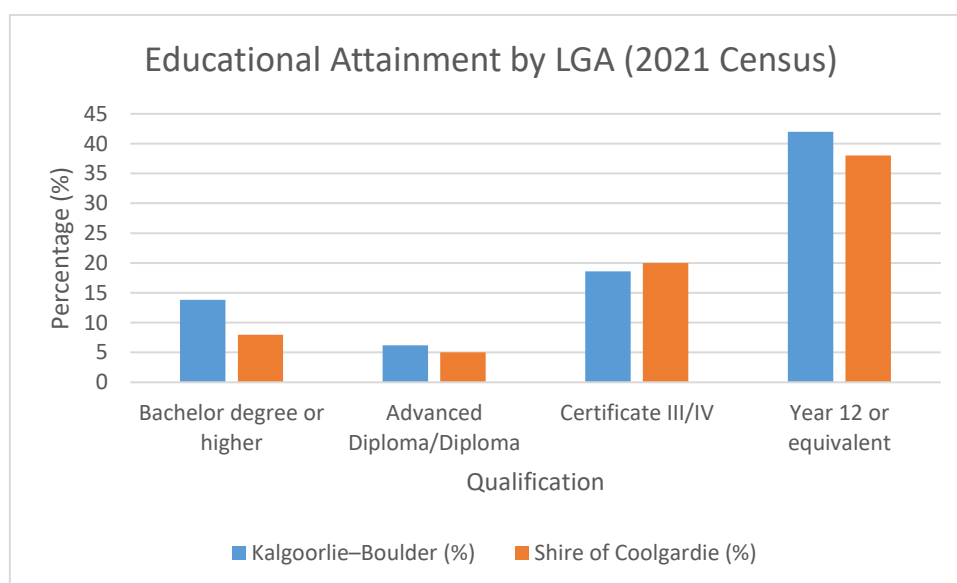
CKB shows higher rates of tertiary qualifications (13.8%) compared to SoC (8.0%), although both fall below the State average of 24.5%. Conversely, vocational qualifications (Certificate III/IV) are more prevalent across both LGAs, underscoring the reliance on trade-based employment linked to mining and heavy industry.

This educational profile signals a need for strategic investment in upskilling programs and improved pathways into higher education, particularly to attract and retain professionals in health, education, and engineering sectors. For SoC, the gap in university-level attainment reinforces the importance of localised training and education partnerships to reduce barriers to higher qualifications.

The current education and qualification profile of both local governments underscores the importance of coordinated strategies to address skill gaps and expand access to education. CKB, while better positioned in terms of tertiary qualifications, still falls below the State average, while SoC exhibits significantly lower rates of university attainment. Both LGAs demonstrate a strong reliance on vocational pathways, particularly trade and technical qualifications linked to the mining and construction sectors.

Boundary adjustments would provide an opportunity to deliver improved education and training outcomes. A unified approach would support the development of regional education hubs, enhanced partnerships with TAFE and Curtin University, and investment in workforce development programs designed to meet emerging industry needs. This coordinated framework could also improve access to targeted training for Aboriginal communities and other disadvantaged cohorts, reducing barriers to employment and addressing socio-economic disparities across the region as evidenced through the already established Job Support Hub model.

Figure 8 – Educational Attainment by LGA for CKB and SoC based on ABS Census Figures (2021)



3.3.8. Occupation and Industry

Employment patterns in both LGAs are heavily concentrated in mining-related roles. In SoC, technicians and trades workers (28%) and machinery operators (18%) make up the largest occupational groups, whereas CKB presents a more balanced profile, with professionals (12%) and managers (9%) having a stronger presence.

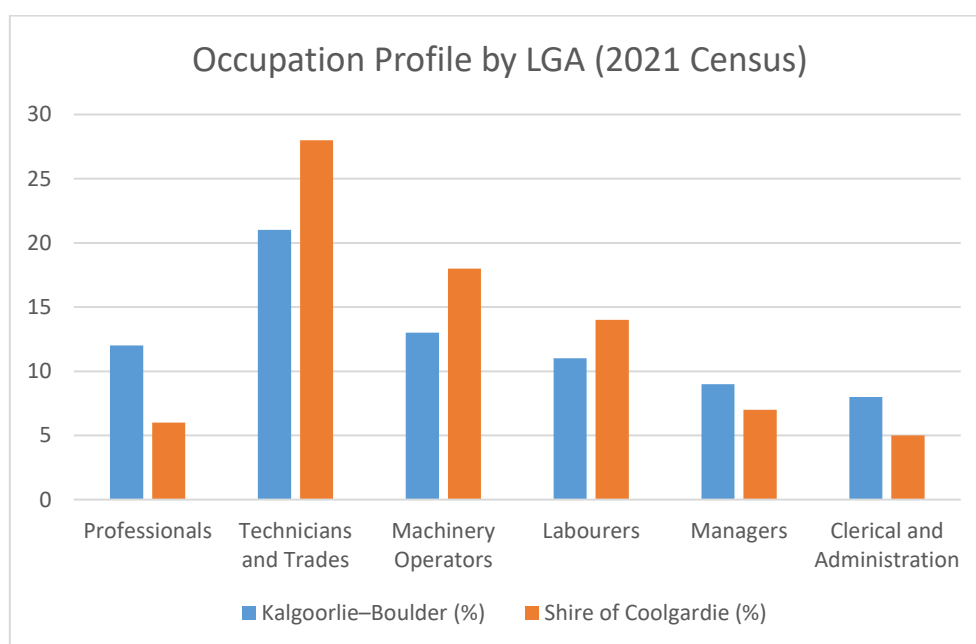
This occupational concentration in SoC highlights a narrower economic base and increased susceptibility to fluctuations in the resource sector. In contrast, CKB's broader occupational mix provides greater economic resilience. These differences

underscore the importance of diversification strategies, such as expanding service industries, promoting tourism, and supporting small business development, to mitigate risks associated with commodity cycles.

The occupational profiles of CKB and SoC highlight a shared dependency on mining and resource-driven employment, with SoC displaying a particularly narrow economic base. While CKB benefits from a more balanced distribution across professional and managerial roles, both LGAs remain vulnerable to fluctuations in commodity prices and structural changes within the mining sector.

A larger and better-resourced local government could drive coordinated economic diversification strategies, fostering industry development in logistics, renewable energy, and regional services. This would help reduce the region's exposure to resource-sector volatility while creating a broader range of employment opportunities for residents. Additionally, a combined local government would be better positioned to attract government and private investment for infrastructure projects that enable new industries, deliver business support initiatives, and enhance workforce mobility across the Goldfields.

Figure 9 – Occupation Profile by LGA for CKB and SoC based on ABS Census Figures (2021)



3.3.9. Socio-Economic Status

City of Kalgoorlie-Boulder

The ABS 2021 Census data indicates that the CKB has a workforce participation profile reflective of its role as a major regional employment hub. 15,837 people were reported as being in the labour force, with 11,007 employed full-time, highlighting the predominance of stable, full-time work associated with the mining and resource sectors. An additional 4,854 individuals were either unemployed and seeking work or not participating in the labour force, while 2,398 residents did not specify their employment status.

Income data illustrates the region's relatively high earnings compared to many other regional centres, driven largely by resource-sector wages. The most common individual income bracket was \$2,000–\$2,999 per week (equivalent to \$104,000–\$155,948 annually), followed by \$1,750–\$1,999 per week (\$91,000–\$103,948 annually) and \$1,500–\$1,749 per week (\$78,000–\$90,948 annually). These income levels reinforce the economic significance of mining, engineering, and construction roles within the CKB's employment base.

However, socio-economic diversity within the CKB remains notable. While many residents benefit from resource-sector wages, segments of the population experience income insecurity, employment precarity, or reduced workforce participation. This is particularly evident in low-income households and among vulnerable groups, including Aboriginal residents and individuals reliant on casual or seasonal employment.

Shire of Coolgardie

The socio-economic profile of SoC reflects its smaller, resource-dependent population base and a significant reliance on mining-related employment. In 2021, 1,447 people were part of the labour force, with 925 employed full-time, indicating that approximately 64% of the workforce holds full-time positions. A further 699 individuals were either unemployed or not participating in the labour force, and 650 did not disclose their employment status.

The most common income bracket mirrors that of CKB, with the highest proportion of workers earning \$2,000–\$2,999 per week (\$104,000–\$155,948 annually), reflecting the influence of mining wages on the local economy. However, unlike the CKB, the next most reported income category within the SiC was nil or negative income, which underscores the dual economic profile of the community: a high-income workforce tied to mining operations and a separate cohort experiencing financial disadvantage.

This variation points to the SoC's strong dependency on resource-sector activity, combined with limited employment diversity outside mining. It also highlights the socio-economic vulnerability of those not engaged in resource employment or reliant on transient work arrangements.

Both local governments demonstrate a strong reliance on mining and related industries, which underpins high average incomes across the region but also exposes communities to economic vulnerability during periods of resource-sector fluctuation. While a significant share of residents benefit from well-paid mining roles, income disparity persists, with some households, particularly those reliant on casual or seasonal employment, facing heightened financial stress.

Workforce participation patterns further highlight the structural differences between the two LGAs. CKB maintains a larger and somewhat more diversified employment base, whereas SoC remains heavily dependent on resource activity, resulting in limited economic diversity and a higher degree of income polarization.

These dynamics underscore the need for targeted regional strategies focused on employment diversification, skills development, and support services for vulnerable population groups. Such measures are essential to reducing economic volatility,

enhancing community resilience, and ensuring sustainable socio-economic outcomes for both local governments.

3.3.10. Socio-Economic Advantage and Disadvantage

The Socio-Economic Indexes for Areas (SEIFA), developed by the Australian Bureau of Statistics, provide a measure of relative socio-economic advantage and disadvantage across communities. These indexes draw on Census data and incorporate factors such as household income, educational attainment, employment status, and housing characteristics.

One of the key SEIFA measures is the Index of Relative Socio-Economic Advantage and Disadvantage (IRSAD), which ranks areas on a continuum from most disadvantaged to most advantaged. Lower scores indicate higher levels of disadvantage, while higher scores reflect greater socio-economic advantage. SEIFA scores range from 143 (most disadvantaged) to 1,207 (least disadvantaged), offering an evidence-based framework for assessing community well-being and identifying areas requiring targeted policy interventions.

City of Kalgoorlie–Boulder

In 2021, the CKB recorded an Index of Relative Socio-Economic Advantage and Disadvantage (IRSAD) score of 980, placing it at rank 378 out of 566 Australian LGAs. This score indicates moderate socio-economic disadvantage, with 188 local governments more advantaged and 377 more disadvantaged nationally.

While the CKB benefits from high average incomes driven by the mining and resource sectors, the IRSAD ranking highlights underlying structural vulnerabilities. These include lower levels of educational attainment, limited occupational diversity beyond resource-related roles, and challenges in accessing a full range of services compared to metropolitan areas.

Shire of Coolgardie

SoC recorded an IRSAD score of 897, placing it within a lower socio-economic decile and among Australia's more disadvantaged local government areas. This outcome reflects several factors, including a smaller and more volatile workforce compared to the CKB, a heavy reliance on resource-based employment models such as fly-in, fly-out (FIFO) arrangements, and a notable proportion of households reporting low or nil income. These characteristics highlight the SoC's economic vulnerability and its strong dependence on external labour markets and the cyclical nature of mining activity.

Despite both local governments being situated in the resource-rich Goldfields, their socio-economic profiles differ significantly. Kalgoorlie–Boulder's score reflects a relatively larger, more resilient economy with a broader service base and employment diversity, while Coolgardie exhibits higher disadvantage, stemming from its smaller population, limited infrastructure, and economic concentration in mining.

Strategic Considerations

The SEIFA analysis underscores the importance of coordinated regional governance, particularly in the context of a potential boundary change. To address socio-economic

disparities between the CKB and SoC, a comprehensive, region-wide strategy is essential. This strategy should prioritise economic diversification beyond mining by fostering investment in small businesses, tourism, and the service sector, thereby reducing reliance on resource-based employment and enhancing economic stability.

Equally critical is the implementation of targeted workforce development and education initiatives aimed at improving skills and employability. These programs would help broaden employment opportunities, particularly for residents in areas facing higher levels of disadvantage.

In addition, the region requires enhanced social and community services in lower-advantage areas, with a strong focus on housing security, healthcare access, and tailored support for vulnerable groups, including Aboriginal communities and low-income households. Establishing resource allocation frameworks that deliver proportionate investment to SoC is vital to addressing entrenched disadvantage and ensuring equity in service provision.

A unified governance structure would consolidate resources, streamline planning, and enable equitable service delivery across both LGAs. This approach would strengthen regional capacity and promote long-term socio-economic resilience, ensuring sustainable growth and improved quality of life for communities throughout the Goldfields.

Submission:

- **There is a stable to modestly growing population projections for both areas, ensuring the combined local government can effectively plan for current and future demographic needs.**
- **Predominance of working-age residents in CKB alongside an older demographic in SoC, allowing tailored service delivery that meets the diverse needs of all age groups.**
- **Consideration has been made on occupation and workforce trends, including the significant presence of fly-in fly-out (FIFO) workers impacting infrastructure and service demands.**

3.4. Economic and Financial Factors

The Local Government Advisory Board describes the ‘economic and financial impact’ as the following:

Economic factors can include any factor that reflects the character of economic activities and resources in the area including:

- *Industries within the local area*
- *Distribution of community assets, and*
- *Infrastructure*

3.4.1. Economic Overview

Both LGAs are located in the Goldfields, a resource-rich area with a shared history in mining and exploration.

Economic activity in the region is closely linked, with businesses and employees often operating across both jurisdictions. Many SoC residents are employed in mines or industries that are headquartered or managed from CKB. This economic overlap supports a more cohesive approach to regional planning, infrastructure investment, and workforce development, elements that are essential to sustainable economic development and planning.

Economically, the two LGAs are closely aligned. Both are heavily influenced by the mining sector, with additional activity in manufacturing, construction, and real estate services. These shared economic drivers reflect the region's reliance on natural resources and the supporting industries that have developed around mining operations. As such, the workforce and local economies are structured in similar ways, even though CKB operates on a much larger scale.

In terms of value of minerals by local government (2023/24), SoC is the third largest producer in the Goldfields region followed by CKB –

Table 4 Value of Minerals by LGA (2023/24)

Locality	Value
Laverton	\$4,897,940,885
Leonora	\$4,328,621,399
Coolgardie	\$3,965,303,661
Kalgoorlie-Boulder	\$2,665,272,729
Menzies	\$2,098,729,251
Wiluna	\$1,280,070,352
Dundas	\$980,760,648
Ravensthorpe	\$963,184,527
Esperance	\$2,833,377
Goldfields-Esperance total	\$21,182,716,829

The CKB supports regional growth across multiple sectors including mining, retail, tourism, education, and health. Strategic initiatives such as the “Go Local First” campaign and recent investments in infrastructure, housing, and essential services demonstrate the CKB’s capacity to lead and deliver place-based development outcomes at scale.

3.4.2. State Government's Focus on Growing Regional Population Centres

The State Government has identified the growth and development of Western Australia's major region centres, commonly referred to as the seven cities, as a strategic priority for driving population decentralisation, economic diversification and long-term sustainability.

These centres are expected to play a pivotal role in easing population and infrastructure pressures on metropolitan Perth, while strengthening regional supply chains and fostering vibrant, liveable communities across inland Western Australia.

CKB is one of these seven strategic centres and serves as the economic and administrative heart of the Goldfields region. Its role in underpinning the State's mining industry, facilitating regional service delivery, and supporting population retention makes it a critical asset in achieving broader regional development goals.

To meet the expectations placed on these centres, local governments must be equipped to deliver integrated services across health, education, housing, and transport; foster a stable and diverse economic base that encourages permanent settlement; and maintain infrastructure readiness to attract and retain skilled workers, families, and businesses.

CKB is currently constrained by a limited supply of developable land, with much of the surrounding area held by State agencies or subject to legacy tenure arrangements that restrict immediate use for urban, residential, or economic purposes. As a landlocked local government, this presents a significant barrier to meeting future growth needs and delivering on strategic planning objectives.

The proposed boundary adjustment with the SoC will address this constraint by expanding the availability of land for development. It will unlock new opportunities for urban expansion, coordinated planning, and infrastructure investment, enabling the CKB to better support regional population growth, diversify its economy, and deliver long-term benefits across the broader Goldfields region.

Importantly, this proposal positions CKB to fulfil its role as a leading regional capital, capable of attracting and retaining population, driving innovation, and supporting the long-term viability of inland communities. It represents a tangible step toward achieving the State's vision for regional growth and sustainability.

3.4.3. Regional Offerings

Retail and service access across the region reflects both the opportunities and challenges faced by local governments in delivering equitable economic outcomes for their communities.

As the primary commercial and administrative centre in the Goldfields, CKB offers a comprehensive range of retail, dining, and essential services that support not only its own residents but also those in neighbouring towns, including within SoC. With multiple retail precincts hosting national chain stores, independent businesses, supermarkets, and hospitality venues, CKB functions as a central destination for employment, commerce, and service access across the region.

Residents within SoC, particularly in Coolgardie and Kambalda, face more limited access to retail and local services. Many residents travel regularly to CKB for everyday needs such as groceries, banking, and medical appointments. This travel pattern reflects longstanding regional interdependence and broader structural factors, such as population size, commercial viability, and infrastructure limitations, that can constrain private sector investment in smaller centres.

A proposed boundary adjustment provides an opportunity to better align service planning and economic development across the region. Through a single local government entity, there would be scope to integrate retail and town centre revitalisation strategies, ensuring that investment decisions are coordinated and tailored to local context.

3.4.4. Key Projects

The CKB and the SoC share a history of engagement and informal collaboration in regional infrastructure planning, reflecting the interconnected nature of their communities and economies.

Both local governments are active participants in the Goldfields Voluntary Regional Organisation of Councils (GVROC), which provides a platform for coordinated advocacy and planning for major infrastructure and economic development priorities across the Goldfields region. Through GVROC and other regional partnerships, the two LGAs have contributed to joint positions on transport, energy, and industrial land planning to support resource sector growth and community development.

SoC's *Position Paper to the Minister of Local Government* States that it would be open to engaging in discussions with the CKB on the joint development and management of several key strategic projects. This, however, is Stated to only be on the proviso that SoC "maintained its independence."

The following projects were submitted as options for collaboration –

- Mungari EState Development
- Coolgardie Waste Site conversion to a Regional Waste Site for Class 2 waste disposal
- Kambalda Blue Bush Village
- Development of Kambalda Airport
- Goldfield Records Storage Facility

CKB and SoC have both supported planning for upgrades to the Great Eastern Highway and the Esperance-Coolgardie-Kalgoorlie freight route, recognising their critical role in ensuring the efficient movement of goods and services across the region.

The SoC has also proposed collaboration on the development of Kambalda Airport and associated logistics planning, complementarity with CKB's role as the primary aviation hub for the Goldfields.

Environmental management and waste solutions have also been areas of joint consideration. The SoC's proposal to convert the Coolgardie Waste Site into a regional Class 2 Waste Disposal Facility is recognised as an opportunity for a shared service to address long-term environmental objectives and reduce duplication of infrastructure investment across the region.

In addition to these project-level initiatives, both local governments have worked to influence State and Commonwealth funding priorities through submissions and advocacy focused on infrastructure critical to regional economic resilience, including road infrastructure, residential and industrial land development, waste management, and telecommunications upgrades.

This track record of joint input demonstrates a clear precedent for integrated planning and resource sharing. A boundary adjustment would formalise this collaboration, strengthening the capacity to deliver major infrastructure and strategic initiatives under a single governance framework for the benefit of the entire Eastern Goldfields region.

Mungari SIA

The Mungari SIA project aligns with the objectives of the Goldfields Industrial Area Government Working Group, which is focused on enabling the development of heavy industrial activity in the region. There is clear merit in pursuing Commonwealth government support to upgrade utilities and transport infrastructure, including the integration of renewable energy solutions to future-proof industrial growth.

A boundary adjustment would place the Mungari area within the jurisdiction of the CKB, allowing for more cohesive governance and streamlined coordination with the Working Group. With CKB's established capacity, strategic expertise, and proven leadership in regional development, it is well positioned to take on this responsibility and to drive forward the planning, investment, and delivery of enabling infrastructure for this critical industrial precinct.

3.5. History of the Area

The history of an area can be a relevant consideration, although the Board believes that in the majority of cases this will not be a primary justification for changing or retaining local governments and local government boundaries. The nature of historical ties between communities is important to understand, irrespective of where the local government boundaries lie.

A community within a local government may have a strong historical identity; alternatively there may be strong historical links between two or more communities in adjacent local governments. It is important to note that historical identity is not lessened if an area does not have its own local government.

The SoC and the CKB share a deeply interconnected history that has shaped the social, economic, and cultural fabric of the Eastern Goldfields. This history predates the establishment of formal local government boundaries and continues to influence the identity and relationships of communities across both areas.

European settlement in the region was driven by the discovery of gold at Fly Flat near Coolgardie in 1892 by Arthur Bayley and William Ford. The resulting gold rush was one of

the largest in Australian history, attracting tens of thousands of prospectors and establishing Coolgardie as the third-largest town in Western Australia at the time. As the first major settlement in the Eastern Goldfields, Coolgardie served as the region's early administrative and commercial centre, with its own municipal services, infrastructure, and trade links.

The discovery of alluvial gold a year later by Paddy Hannan, Tom Flanagan, and Dan Shea on what would become the Golden Mile led to the rapid rise of Kalgoorlie and Boulder. These towns soon eclipsed Coolgardie in both population and economic prominence, owing to the richness and scale of the ore body, widely regarded as one of the richest in the world. Kalgoorlie and Boulder developed into industrial and processing centres, attracting investment, labour, and commerce, while Coolgardie maintained its importance as a historic gateway and service hub for surrounding areas.

The expansion of the Goldfields prompted significant infrastructure development, most notably the Goldfields Water Supply Scheme, engineered by C.Y. O'Connor and completed in 1903. This pipeline, which transported water from Mundaring Weir to Coolgardie and Kalgoorlie over 500 kilometres, enabled sustained population growth and industrial activity in the region's arid interior. The scheme remains a powerful symbol of the collective ambition and engineering achievement that links both local government areas.

Transport infrastructure, including roads and rail, also connected the towns and facilitated the movement of people, goods, and ore. Coolgardie functioned as a staging post for prospectors and freight heading further inland, while Kalgoorlie-Boulder became a regional powerhouse of mining operations. Over time, this interdependence deepened as industries and communities operated fluidly across both areas.

The governance structures in the region evolved in response to these changes. Kalgoorlie and Boulder operated as separate municipalities until their formal amalgamation in 1989, which reflected the increasing functional integration of the two towns. The SoC, however, remained an independent local government, encompassing the townsites of Coolgardie and Kambalda and retaining a strong sense of place shaped by its foundational role in the Goldfields' history.

Despite the administrative boundary between them, SoC and the CKB have continued to function as a shared regional system. Communities across both areas are economically and socially interconnected. Residents of Coolgardie and Kambalda regularly access employment, healthcare, education, shopping, and cultural services in Kalgoorlie-Boulder. The mining sector operates seamlessly across jurisdictions, drawing from a regional labour force and shared infrastructure. Families live, work, and study across the two areas, often with multi-generational ties spanning both local governments.

The Eastern Goldfields region is located on the traditional lands of the Wongatha people. Prior to European settlement, Aboriginal communities across what is now the CKB and the SoC maintained complex systems of governance, trade, ceremony, and kinship. Knowledge of water sources, songlines, and sacred sites were vital to life in this arid environment, and many culturally significant places, such as Kambalda, Goongarrie, and sites associated with the Seven Sisters (Kungkarangkalpa) songline, remain important to traditional owners today.

Aboriginal communities remain an integral part of the region's social and cultural fabric. Both LGAs are home to strong Aboriginal populations and support a network of Aboriginal Community Controlled Organisations delivering services in health, housing, and cultural heritage. The continued presence and leadership of Aboriginal people across both LGAs reflect a living history, one that predates the gold rush and persists through deep ties to land, culture, and community.

Today, the region's historical identity continues to underpin community cohesion and shared aspirations. The legacy of gold discovery, pioneering infrastructure, and strong regional interdependence is evident in the everyday connections between the people and institutions of SoC and the CKB. This common history provides essential context for any consideration of future local government arrangements, underscoring that community identity and historical connection are not diminished by administrative boundaries, but are instead expressed through the enduring ties that unite the region.

Submission:

- **The two local governments share an interconnected history rooted in the gold rush era, which has shaped the social, economic, and cultural identity of the Eastern Goldfields well before formal local government boundaries were established.**

3.6. Transport and Communication

The Local Government Advisory Board describes 'transport and communication' as the following: The transport and communication linkages between towns and other areas may be a significant barrier to movement and therefore an appropriate boundary between local governments.

Consideration of the following factors is important in any assessment of local government boundaries:

- *Port access*
- *Neighbouring towns*
- *Railways*
- *Major roads*

CKB and SoC are interconnected through a comprehensive transport and communications network that reflects the practical realities of daily life and economic activity across the region. These connections have long facilitated shared access to employment opportunities, essential infrastructure, and broader regional markets, forming a cohesive and functional corridor of movement and exchange.

3.6.1. Major Roads

The Goldfields Highway, Coolgardie-Esperance Highway, and Great Eastern Highway together create a robust and continuous road network that supports the flow of people, goods, and services. Among these, the Great Eastern Highway stands out as the principal east-west arterial route linking Perth to Kalgoorlie-Boulder, passing directly through

Coolgardie. This highway is a critical freight corridor, enabling the efficient transport of materials between mining operations, logistics centres, and metropolitan markets and ports.

The road infrastructure across both LGAs is well-maintained and heavily utilised, facilitating consistent movement between residential communities, industrial zones, and service precincts. The proposed boundary adjustment would not divide these key regional transport routes.

City of Kalgoorlie-Boulder

Boundary Location	Highway Name
West entry	Great Eastern Highway (Hannan St) - Approaches from Perth in the west and enters the city, becoming Hannan Street through Kalgoorlie before it terminates at Goldfields Highway on the eastern outskirts
North/South	Goldfields Highway – connects north-west from Meekatharra, running southeast to join Coolgardie–Esperance Highway just south of Kalgoorlie
South	Coolgardie–Esperance Highway - Runs south from Coolgardie through Kalgoorlie–Boulder to link with Esperance, and connects with Eyre Highway toward South Australia

Shire of Coolgardie

Boundary Location	Highway Name
West entry via Coolgardie	Great Eastern Highway - Forms the western boundary of the SoC. It runs east from the Wheatbelt into the town of Coolgardie, before continuing northeast toward Kalgoorlie
Northern boundary – from Widgiemooltha north-west	Goldfields Highway - Marks part of the northern boundary and provides a route northwest from within the Shire at Widgiemooltha toward Meekatharra
Eastern & southern boundary – toward Norseman & Esperance	Coolgardie–Esperance Highway - Defines the SoC's eastern and southern edges, connecting Coolgardie with Norseman and further on to Esperance

3.6.2. Rail

Rail transport complements the road network and plays an equally vital role in regional integration. The Trans-Australian Railway runs through both Coolgardie and Kalgoorlie-Boulder, providing national east-west rail access between Perth and the eastern States. Kalgoorlie serves as a major rail terminal for both freight and passenger services, including the iconic Indian Pacific and the Prospector train to Perth.

Freight operations along this line support industrial activities throughout the region, particularly in mining and processing precincts near Kambalda and Kalgoorlie. The railway infrastructure not only facilitates economic activity but also reinforces CKB's strategic position as a logistics and distribution hub for the wider Goldfields.

Although neither local government area has direct access to a seaport, both rely heavily on established freight routes that connect them to the Port of Esperance to the south and the Port of Fremantle to the west. The Coolgardie-Esperance Highway is a key component of this network, extensively used by mining and agricultural exporters from both jurisdictions. These routes are essential for the transport of bulk commodities such as nickel, lithium, and gold, which are extracted and processed within the boundaries of both local governments.

The towns of Kambalda, Coolgardie, and Kalgoorlie-Boulder are functionally and economically linked, with a high degree of daily and weekly movement between them. These communities share critical infrastructure, emergency services, educational pathways, and labour pools. Residents of Coolgardie and Kambalda frequently commute to Kalgoorlie-Boulder for access to schools, shopping centres, healthcare services, and employment opportunities. This movement is supported by major roadways and regional bus services, which ensure reliable and efficient travel. Kalgoorlie-Boulder Airport, the busiest regional airport in Western Australia, further enhances connectivity by serving as a key transport node for fly-in fly-out (FIFO) workforces operating across both local government areas.

In terms of communications, both regions benefit from shared access to regional telecommunications infrastructure, including mobile and broadband coverage, radio networks, and emergency services communications. This digital connectivity underpins regional collaboration, supports the delivery of public services, and enables economic coordination across municipal boundaries.

The transport and communications systems that serve SoC and CKB are highly integrated and reflect the natural linkages between their communities. There are no significant physical or logistical barriers impeding movement or cooperation across the boundary. On the contrary, the existing infrastructure actively supports frequent and routine travel, shared service use, and collaborative regional development. This level of integration suggests that local government boundaries should align with, rather than disrupt, the functional connectivity that already exists between these areas.

Submission

- **The CKB and SoC are linked by a comprehensive transport network including the Great Eastern Highway, Goldfields Highway, and Coolgardie-Esperance Highway, which provide continuous, well-maintained routes**

essential for moving people, goods, and services without interruption across the region.

- Rail infrastructure further integrates the two areas, supporting freight and passenger services that bolster economic activity, with Kalgoorlie serving as a major logistics hub for the wider Goldfields region.
- Both LGAs benefit from shared telecommunications infrastructure.

3.7. Matters Affecting the Viability of Local Governments

Local governments should have a significant resource base:

- *To be able to efficiently and effectively exercise its proper functions and delegated powers and operate facilities and services*
- *To be flexible and responsive in the exercise of its functions and powers and operation of its facilities and services*
- *To employ appropriate professional expertise and skills*
- *To be capable of embracing micro-economic reform*

Each local government should have a diverse and sufficient rate base to ensure that general purpose grants do not represent the major revenue source.

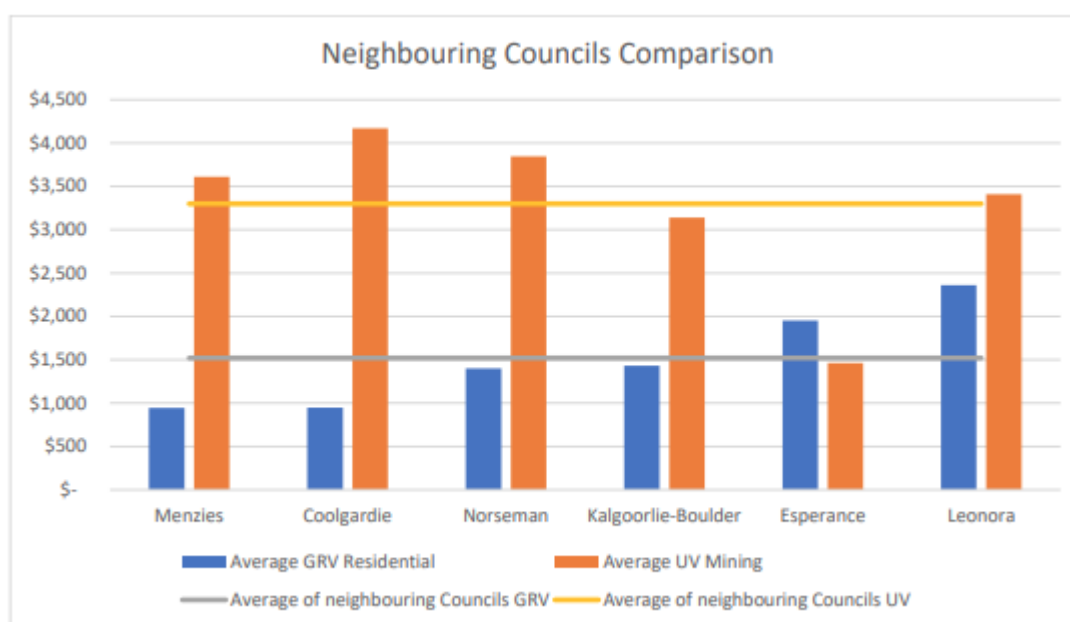
3.7.1. Local Government Financial Activity

Financially, CKB has a significantly larger operational capacity. It generates \$86 million in revenue annually and levies around \$29 million in rates, whereas SoC collects \$15 million in revenue and \$8 million in rates. This disparity is also seen in staffing, with CKB employing 277 staff compared to SoC's 67. Additionally, CKB holds \$693 million in assets, which is nearly four times that of SoC's \$173 million.

3.7.2. Rating Comparison

The graph below demonstrates how the CKB compares with neighbouring local governments in the region. The comparison is based on the 2024-25 financial year, and the information is sourced from the annual budgets published by the Councils which includes all residential properties.

Figure 10 – Neighbouring Councils comparison of rates



The following provides the Rates and Minimum Payments for the 2025/26 FY between the two local governments:

Rating Categories	CKB - Rate in Dollar (cents)	CKB Minimum Payment \$	SoC - Rate in Dollar (cents)	SoC Minimum Payment \$
Gross Rental Values				
GRV Residential	0.053716	1,169	0.89586	834
GRV Commercial/Industrial	0.080987	1,169	0.89586	834
GRV Accommodation	0.096069	1,286	0.89586	834
GRV Mining	0.107432	1,286	0.179172	1,668
Unimproved Values				
UV Pastoral/Other	0.096895	364	0.153561	746
UV Mining – All	0.193584	455		
UV Mining – Prospecting			0.191951	476
UV Mining – Exploration			0.230341	476
UV Mining – Other			0.307122	476

3.7.3. Rating Strategy

Rate in the Dollar

For most Gross Rental Value (GRV) categories (residential, commercial/industrial, accommodation), SoC applies substantially higher rates in the dollar, ranging from approximately 0.89586 to 0.179172 cents, compared to CKB's much lower rates between 0.053716 and 0.107432 cents. This indicates SoC relies more heavily on higher unit rates for these property types.

Minimum Payments

CKB's minimum payments for GRV residential and commercial/industrial properties are notably higher (\$1,169) than SoC's (\$834), whereas for mining properties, SoC sets a higher minimum payment (\$1,668) compared to CKB (\$1,286). This suggests differing strategies in balancing fixed minimum contributions versus variable rates.

Unimproved Values (UV)

SoC generally has higher rates for pastoral/other UV properties (0.153561 cents) with a higher minimum payment (\$746) than CKB (0.096895 cents and \$364). For UV mining, CKB applies higher rates (up to 0.193584 cents) but a lower minimum payment (\$455) compared to SoC's varied UV mining rates (0.191951 to 0.307122 cents) with a consistent minimum of \$476.

Overall, these differences reflect distinct rating policies tailored to each local government's financial strategy and community structure. SoC relies on higher fixed minimum payments and higher rates on certain property categories to generate revenue, while CKB uses a lower rate in the dollar but higher minimum payments in some GRV categories, indicating variation in how the financial burden is distributed across ratepayers.

This disparity will be an important consideration in any boundary adjustment, particularly regarding harmonising rates and ensuring fairness to residents and businesses across the combined local government area while ensuring that the residents of the CKB are 'no worse off' in terms of financial and service delivery through a boundary change.

Resource Base

The CKB meets the Board's Resource Base requirements through its ability to fulfill its statutory functions and delegated powers while operating a broad range of facilities and services across a large geographic area. The CKB's financial strength, reflected in its revenue generation and asset management, provides the flexibility and responsiveness necessary to adapt to evolving community needs and service demands.

CKB employs a skilled professional workforce across diverse disciplines, ensuring the organisation has the expertise required to deliver complex projects and maintain high standards of governance and operational excellence.

Additionally, the CKB has a proven capacity to embrace strategic planning to enhance service delivery, improve economic development outcomes, and respond proactively to regional challenges.

In the 2023/24 financial year, the CKB levied \$29 million in rates and generated \$86 million in revenue, while SoC levied \$8 million in rates and recorded \$15 million in revenue. CKB also employs 277 staff, compared to SoC's 67, further emphasising its broader administrative responsibilities and capability. The total value of assets managed by CKB is \$693 million, compared to \$173 million in SoC, again highlighting the disparity in infrastructure and service provision.

CKB functions as a large regional hub with significantly more people, resources, and infrastructure. SoC, by contrast, is a smaller local government with a smaller community but still plays an important role in the regional economy, particularly in terms of mining and road infrastructure. Their relationship can be viewed as complementary, with CKB providing a centralised base for services and administration, and SoC supporting surrounding communities and industrial operations.

3.7.4. Ensuring Fair Financial Outcomes in Boundary Reform

The CKB acknowledges the importance of fair and equitable outcomes in any proposed boundary reform. A critical consideration in this context is the financial position of the SoC, including any existing liabilities or obligations of which are currently unknown beyond the publicly available information. It is important that, the residents and ratepayers of CKB do not bear the burden of repaying another local government's debt. This would be contrary to the principles of equality, sound financial management and public accountability.

The CKB has a longstanding record of prudent fiscal stewardship, and its community has contributed to a strong financial position through responsible governance, efficient service delivery, and long-term planning.

Any transfer of liability from the SoC without appropriate safeguards would compromise this position and effectively penalise CKB ratepayers for decisions and financial practices outside of their control, ultimately undermining community confidence in the proposed boundary adjustment.

If debt or other financial liabilities are to be inherited as part of a boundary adjustment, the CKB requires assistance through direct financial support from the State Government or a clear framework for debt apportionment that protects the interests of CKB's residents. There will need to be a formalised arrangement to provide the level of confidence required by the residents of CKB that they would not be financially penalised for any boundary change.

3.7.5. Current Versus Proposed Future State (Strengths and Weaknesses)

STRENGTHS	
COMMUNITY OVERVIEW – CURRENT STATE	COMMUNITY OVERVIEW – FUTURE STATE
<ul style="list-style-type: none"> The CKB is a regional city with a population of almost 30,000, acting as the central hub for 	<ul style="list-style-type: none"> Boundary changes would establish a larger local government with a combined

<p>services, economic activity, and infrastructure in the Goldfields region.</p> <ul style="list-style-type: none"> • The SoC, with a significantly smaller population, consists of several smaller towns (Coolgardie, Kambalda East and West) that rely on CKB for many essential services and amenities. • There are existing community linkages between the two LGAs, including shared workforces, health and education access, and participation in regional sporting and commercial activities. 	<p>population of approximately 33,500, and a more unified approach to regional service delivery.</p> <ul style="list-style-type: none"> • Community hubs in Kalgoorlie, Boulder, Coolgardie, and Kambalda would be aligned within a place-based governance model. • Consolidation would enhance social and economic integration while formalising long-standing interdependence between the communities.
STRATEGIC DIRECTION – CURRENT STATE	STRATEGIC DIRECTION – FUTURE STATE
<ul style="list-style-type: none"> • CKB has a mature strategic planning framework with regular community engagement and integrated reporting. • SoC has limited strategic depth and planning resources, often operating reactively with constrained capacity. • Both LGAs, as regional local governments, share common goals around infrastructure development, economic diversification, and regional wellbeing. 	<ul style="list-style-type: none"> • A consolidated LGA would strengthen strategic alignment and reduce duplication of planning functions. • Governance reform would enable a more balanced Councillor-to-Elector ratio and improved representation (CKB – 9 EMs, SoC – 7 EMs) • Cost savings would result from rationalised elected member structures and consolidated administration.
SERVICES – CURRENT STATE	SERVICES – FUTURE STATE
<ul style="list-style-type: none"> • CKB offers a wider range of services with in-house capability and a place-based delivery approach. • SoC relies heavily on contractors and professional services for essential operations including professional services ranging from 	<ul style="list-style-type: none"> • A unified service model would build on CKB’s strengths and expand place-based delivery to SoC towns. • New and improved services could be delivered more efficiently using existing CKB systems and processes.

planning to finance to human resources.	<ul style="list-style-type: none"> Estimated operational savings would be realised and reinvested in improved service levels and community programs.
SYSTEMS – CURRENT STATE	SYSTEMS – FUTURE STATE
CKB has an internal IT delivery model and the SoC relies on contractors for this service.	<ul style="list-style-type: none"> The proposed new local government will have an integrated corporate IT solution. An IT Service Delivery Plan would provide for a combination of weekly on-site and remote IT support from CKB. The corporate IT solution for the proposed new local government will reduce the level of IT risk.
OPERATING MATTERS – CURRENT STATE	OPERATING MATTERS – FUTURE STATE
<ul style="list-style-type: none"> CKB is financially resilient with sound ratios and diverse revenue streams. SoC faces severe financial pressures and debt levels more than \$12M. CKB has greater internal capacity for governance and finance. 	<ul style="list-style-type: none"> The proposed new local government's organisational structure will ensure it has sufficient capacity to perform its functions and meet its statutory obligations. Financial Assistance Grants will be preserved at levels immediately prior to boundary changes and increase by the percentage increase in pooled funds. As a larger local government, there will be a greater capacity to attract grant funding. The proposed new local government will have a certain level of uniformity with fees and charges levied for similar services.
PEOPLE – CURRENT STATE	PEOPLE – FUTURE STATE
<ul style="list-style-type: none"> The CKB has a relatively stable workforce in the current environment it operates. 	<ul style="list-style-type: none"> The proposed new local government will have greater capacity to attract more

<ul style="list-style-type: none"> Several SoC staff from senior executive levels to casuals have applied for numerous positions with the CKB. 	specialised staff due to its size and complexity.
PLANT FLEET AND DEPOTS – CURRENT STATE	PLANT FLEET AND DEPOTS – FUTURE STATE
Require audit of SoC's current plant and two depots.	Require audit of SoC's current plant and two depots.
INFRASTRUCTURE ASSETS – CURRENT STATE	INFRASTRUCTURE ASSETS - FUTURE STATE
<ul style="list-style-type: none"> CKB assets currently service SoC residents (recreation centres to airport). Require an asset condition assessment of SoC assets. 	<ul style="list-style-type: none"> Operational efficiencies and consolidated capital works planning may reduce duplication and optimise investment. Targeted upgrades across the region could be prioritised through a centralised asset management plan.
INTERNAL CAPABILITY – CURRENT STATE	INTERNAL CAPABILITY – FUTURE STATE
Require audit of SoC's current capability.	<ul style="list-style-type: none"> Capability gaps within SoC would be addressed through integration with CKB's systems, policies, and practices. New opportunities for leadership development and operational consistency would be realised.
TRANSITIONAL COSTS – CURRENT STATE	TRANSITIONAL COSTS – FUTURE STATE
To be developed.	To be developed.

WEAKNESSES	
COMMUNITY OVERVIEW – CURRENT STATE	COMMUNITY OVERVIEW – FUTURE STATE
Debt for SoC cannot be worn by CKB residents/rate payers	SoC liabilities to be evaluated.

STRATEGIC DIRECTION – CURRENT STATE	STRATEGIC DIRECTION – FUTURE STATE
SoC have limited depth in strategic planning; reactive operations due to resource constraints and leadership instability.	No weaknesses identified in planning frameworks; however, transition may cause short-term delays in implementing strategic initiatives.
SERVICES – CURRENT STATE	SERVICES – FUTURE STATE
SoC is heavily reliant on contractors and external service providers due to limited internal resources and capability. This results in higher delivery costs, variable service quality, and limited continuity or responsiveness in key areas.	Realising service integration benefits will require sufficient transitional funding and staffing support. Without it, there is risk of short-term service disruption, capacity gaps, or community dissatisfaction in newly integrated areas
SYSTEMS – CURRENT STATE	SYSTEMS – FUTURE STATE
To be determined	To be determined
OPERATING MATTERS – CURRENT STATE	OPERATING MATTERS – FUTURE STATE
<ul style="list-style-type: none"> • SoC has constrained financial capacity. • There are inconsistencies in how fees, charges, and rating categories are applied across the two LGAs 	<ul style="list-style-type: none"> • Consistent fees and charges to benefit communities and industry. • There is a risk of increased insurance premiums due to a larger organisational footprint.
PEOPLE – CURRENT STATE	PEOPLE – FUTURE STATE
There appears to be an absence of governance frameworks at SoC, increasing organisational risk and limiting accountability mechanisms.	It is not anticipated that SoC workers would need to relocate to Kalgoorlie-Boulder.
PLANT FLEET AND DEPOTS – CURRENT STATE	PLANT FLEET AND DEPOTS – FUTURE STATE
To be determined	To be determined
INFRASTRUCTURE ASSETS – CURRENT STATE	INFRASTRUCTURE ASSETS - FUTURE STATE
To be determined.	To be determined.
INTERNAL CAPABILITY – CURRENT STATE	INTERNAL CAPABILITY – FUTURE STATE

SoC lacks mature governance structures, with evident gaps in risk management, internal controls, and policy compliance. This limits organisational resilience, reduces assurance for Council and the community, and increases exposure to governance risks.	Improved internal capacity of the new local government authority especially in terms of governance and risk management.
TRANSITIONAL COSTS – CURRENT STATE	TRANSITIONAL COSTS – FUTURE STATE
To be developed.	To be developed.
RATE SETTING STATEMENT – CURRENT STATE	RATE SETTING STATEMENT – FUTURE STATE
To be developed.	To be developed.

Submission:

- There have been many areas in the Strengths and Weaknesses - Current versus Future State that the CKB cannot evaluate due to the position of the SoC.
- CKB generates \$86 million in annual revenue and levies \$29 million in rates, significantly exceeding the SoC's financial capacity.
- With over 277 staff and \$693 million in assets, CKB has the professional expertise and infrastructure to effectively deliver a wide range of services.
- CKB's mature strategic planning and governance frameworks enable flexibility, responsiveness, and the ability to embrace micro-economic reform.
- Differences in rating strategies between the two LGAs will eventually require harmonisation to ensure fairness across the combined local government area. Until this time, residents of Kalgoorlie-Boulder can be 'no worse off' in terms of financial and service delivery.

3.8. The Effective Delivery of Local Government Services

The Local Government Advisory Board describes the 'effective delivery of Local Government Services' as the following:

A broad range of factors can be relevant to the effective delivery of local government services and these are often directly relevant to those that also affect the viability of local governments. They include:

- *The size and geographical spread of the population*
- *Management effectiveness and efficiency*

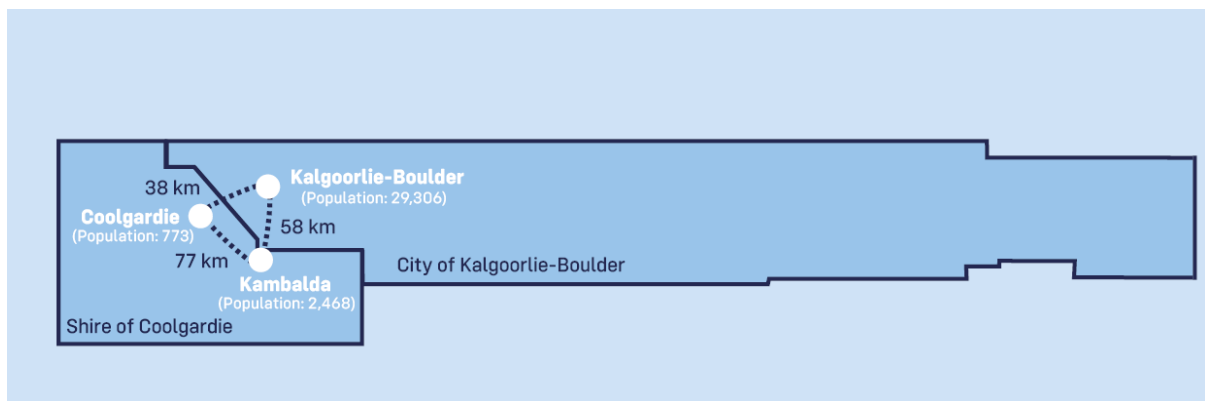
- *The availability of staff expertise*
- *Appropriate infrastructure and equipment*
- *Customer satisfaction and feedback*

3.8.1. Size and Geographical Spread of the Population

As previously discussed, geographic proximity further cements the relationship between these two LGAs. Kambalda, a major town within the SoC, is less than a 45-minute drive from Kalgoorlie-Boulder, while the town of Coolgardie is just 25 minutes away. The population primarily resides in Kalgoorlie-Boulder as the regional centre of the Goldfields with 773 residing in Coolgardie and 2,468 residing in Kambalda.

The below diagram shows the size and geographical spread of the population.

Figure 11 –Map showing populations and distances Between Kalgoorlie-Boulder, Coolgardie, and Kambalda



3.8.2. Executive Leadership Team

A larger, more robust local government will enable greater capacity to address regional challenges and opportunities. The CKB currently has the depth of resources and expertise to undertake the process. This includes demonstrated executive-level experience in successfully delivering similar reforms.

The CKB is strategically positioned to support and implement boundary changes in line with regional development objectives. The City's Executive Leadership Team comprises six experienced professionals with proven capability in leading complex organisational change, managing financial consolidation, and aligning workforce structures.

The team brings together expertise in financial governance, people and culture, infrastructure delivery, strategic planning, and service transformation. Collectively, they have overseen large-scale budget frameworks, enterprise system implementations, and integrated planning and reporting across multiple departments and jurisdictions.

CKB's executive have a demonstrated record of managing inter-agency collaboration, driving operational efficiency, and maintaining service continuity through change. Their combined experience within both local and State government sectors ensures a strong understanding of legislative compliance, stakeholder engagement, and public accountability.

The CKB has the skills necessary to undertake the request of the Minister and to work constructively with the State Government, neighbouring councils, and community stakeholders to ensure that any boundary reform process is effectively planned, transparently delivered, and achieves the best outcomes for the region.

Figure 12 – CKB Organisational Structure of our Executive Leadership Team



Chief Executive Officer: Andrew Brien

Andrew Brien has been the Chief Executive Officer of the CKB since 2022, and brings 34 years of experience in local government leadership. He is known for his transformative contributions to the sector, with a focus on fostering positive culture and accountability. His expertise in organisational review, change management, and business improvement has earned him a reputation as a change agent, committed to elevating standards and governance within local councils.

Throughout his career, Andrew has led six councils, driving significant reforms that have improved service delivery, financial performance, and staff engagement.

His leadership was pivotal during the amalgamation of four councils into the Fraser Coast Regional Council, where he played a key role in managing complex transitions. He was appointed Interim CEO of the Fraser Coast Local Transition Committee during Queensland's Local Government Reform process and led the complex amalgamation of four councils (two city councils and 2 shire councils) into the newly formed Fraser Coast Regional Council, now a thriving local government with a significant operational budget, large population, and expansive geography.

Following the merger, Andrew remained as CEO for four years, during which time he strengthened institutional capacity by integrating two council-owned water businesses, participating in regional economic development through the Wide Bay Burnett RDA Committee, and serving on the board of a local government-owned corporation. His leadership in this context reflects the type of capability and insight required for a successful transition in the Goldfields.

His time as CEO of the City of Bayswater and Bunbury City Council further solidified his standing as a leader dedicated to community engagement and collaborative governance. Currently, at the CKB, Andrew has overseen critical cultural and structural changes, improved staff morale, and reduced turnover.

Beyond his CEO role, Andrew is actively involved in professional organisations, including the Institute of Public Administration Australia (WA) and the Western Australian State

Government's Housing First Homelessness Advisory Group, where his leadership continues to influence local government and community development in Western Australia.

Director Advocacy and Strategy: Mia Hicks

Mia Hicks has been the Director Advocacy and Strategy for the CKB since late 2024, having previously been the Director Community Development, amongst other local government roles over the past seven years.

As Director Advocacy and Strategy, Mia is responsible for external grant coordination and administration, relationship management and advocacy on behalf of the CKB in relation to external stakeholders at local, State and Commonwealth government levels, as well as private industry, policy and research, and economic development. She brings extensive expertise to her role. She holds a Bachelor of Arts with a major in English and was awarded the National Women in Local Government Award in 2023.

Mia was previously the Director of Economic and Community Development at the SoC from 2019 to 2021. As the only internal senior leadership team member, after the CEO, she developed a strong understanding of the community and the operations of the Shire. She led the development of the Strategic Community Plan review (2019), Investment Prospectus (2020), Strategic Tourism Plan 2021-2023 and relevant Annual Reports which provides a unique insight into the operations and requirement of the community.

Mia has lived in the CKB for almost 20 years and her commitment to community service is evident through her involvement with various not-for-profit organisations, including the Goldfields Women's Health Care Centre, Northern Star Reference Group, Goldfields Women's Refuge and her current position on the board of the Goldfields-Esperance Community Trust. She also participates in the Council Planning Network with LG Professionals WA.

Director Engineering: Luigi Camporeale

Luigi (Lui) Camporeale has worked in various roles for the CKB for over 20 years and has resided with his family in Kalgoorlie-Boulder for 23 years.

As Director Engineering, Lui is responsible for project management, waste management and sustainability, fleet management, civil maintenance and construction, asset management, horticulture and reserve management, property maintenance, and engineering design.

Lui has dedicated over two decades to the local government sector, receiving the 2017 Employee of the Year award, the WALGA Merit Award in 2024 and is the Chair of the LG Professionals – Goldfields-Esperance Branch.

In addition to his years of service to the community as a local government employee, Lui has been actively involved in the community including volunteering for several sporting and other not-for-profit organisations.

Director Governance and Risk Services: Frances Liston

Frances Liston is the Director Governance and Organisational Strategy for the CKB. She holds an LLB (Hons) and a BA (International Studies), bringing a wealth of knowledge and expertise to her role. With 13 years of experience in the legal industry, Frances has developed a strong foundation in governance, compliance, and risk management.

Since joining the CKB in July 2022, Frances has leveraged her extensive background to enhance the City's governance and risk frameworks, ensuring robust and effective management practices.

Her commitment to excellence is evident in her strategic approach and attention to detail which drives the highest standards of governance and risk management. Frances' leadership and professional acumen have been instrumental in the organisation's expansion and continued success.

Frances has been highly involved in the local community for over 15 years. She has played significant roles at the Goldfields Children Child Care Centre Inc. serving as Treasurer and Vice President before becoming the President of the management committee.

Director Corporate and Commercial: Cassandra Jaeger

Cassandra commenced at the CKB in November 2024, bringing her seven years of local government experience to the role of Director Corporate and Commercial. She is a seasoned local government professional with extensive experience in governance, leadership, and community engagement. She holds a LLB and a BA (Politics and Journalism) together with high-level qualifications in engagement, governance and risk management and executive leadership.

Cassandra has previously served in Acting CEO capacities, providing stable and effective leadership during periods of organisational transition. In these roles, she demonstrated a strong command of legislative compliance, strategic direction-setting, and stakeholder confidence, ensuring continuity of service and governance at the highest level.

Cassandra holds a strong track record in governance and risk management, with well-developed skills in policy development, legislative interpretation, and executive advisory. She is highly regarded for her ability to lead with integrity, navigate complex issues, and foster transparency across council operations.

In addition to her professional roles, Cassandra is a committed contributor to the sector through volunteering. She actively engages with public sector networks and peak bodies including the LG Professions, Institute of Public Administration (Board Member), State Records Committee (Deputy Member) and the Governance Institute of Australia.

As Director Corporate and Commercial, Cassandra is responsible for the Goldfields Oasis Recreation Centre, Kalgoorlie Golf Course clubhouse operations, Goldfields Arts Centre, and C.Y. O'Connor Precinct community facilities, airport operations, information and communication technology management, leasing and insurance.

Director Finance, People & Culture: Gian Rimbaud

The CKB recently appointed Gian Rimbaud as Director of Finance, People & Culture. Gian brings nearly 30 years of high-level experience in financial strategy, project leadership, and organisational transformation across the local and State government sectors, including roles within government-owned corporations. His track record includes the successful management of financial operations during structural realignments, budget consolidations, and system mergers.

Of relevance is Gian's leadership in overseeing complex financial integration during the NSW Department of Industry's transformation project demonstrating his ability to lead during periods of significant organisational change, streamline financial reporting, and deliver fiscal oversight in multi-agency environments.

His previous roles in councils such as Narrabri Shire, Cassowary Coast, and the City of Whittlesea further reflect his ability to manage diverse finance and commercial service portfolios, implement enterprise resource planning (ERP) systems, and harmonise budget frameworks including on working with amalgamations.

3.8.3. Appropriate infrastructure and equipment

The CKB, as one of Western Australia's largest regional councils, is equipped with the necessary infrastructure and resources to support its diverse and growing community. CKB maintains a robust operational capacity across essential service areas, reflecting its commitment to delivering high-quality services and enabling regional development.

CKB's infrastructure portfolio includes an extensive road network, well-maintained parks and recreational facilities, public buildings, and waste management systems, all vital to ensuring liveability and sustainability in the region. CKB manages over 1,300 km of roads and numerous community assets, supported by a skilled workforce and specialised equipment, including graders, water carts, and heavy plant machinery.

In addition to physical assets, the City has invested in advanced digital systems for asset management, geographic information systems (GIS), and community engagement platforms. This ensures efficient service delivery, strategic planning, and timely responses to local needs.

CKB also operates key community and civic facilities such as the Goldfields Arts Centre, the Goldfields Oasis Recreation Centre, and the Kalgoorlie-Boulder Airport, all of which contribute to economic resilience and community wellbeing.

The combination of modern equipment, skilled personnel, and long-term planning ensures the CKB is well-positioned to meet the demands of a dynamic regional centre and support sustainable growth into the future.

3.8.4. Customer Satisfaction and Feedback

The CKB actively monitors customer satisfaction through a range of accessible feedback channels, ensuring the voice of the community is not only heard but acted upon.

Feedback can be provided via phone, email, letter, in-person visits, and online platforms, including the Snap, Send, Solve app and social media. These multiple avenues allow residents, businesses, and visitors to easily share their experiences and expectations with the CKB.

As outlined in the CKB's Customer Service Charter, staff are committed to actively listening, working collaboratively with customers, and taking suggestions on board. Whether positive or constructive, all feedback is used as an opportunity for improvement. Regular reviews of community input ensure that emerging needs are recognised and addressed, contributing to better service delivery and stronger community trust.

CKB also fosters inclusive and proactive engagement by inviting participation in community initiatives and consultation processes. This ensures a wide spectrum of views is considered in decision-making. This process is documented in the CKB's Community Engagement Framework and relevant supporting documents.

3.8.5. Fair Treatment of Employees

As prescribed by the *Local Government Act 1995*, all permanent employees should be provided with a two-year guarantee of employment subject to continuing satisfactory performance from the date of creating the new Local Government.

3.8.6. Key Transition Issues

The cost of amalgamation has not been fully investigated as part of this submission primarily due to the SoC not providing the required information to allow the City to assess the financial status and any risk.

An indicative cost up to \$5.0 million allows provision for a review of business processes review and alignment, particularly information technology systems, creating a single rating and banking system, resolving any pay disparity, creating a new set of Chart of accounts, training in new protocols and processes, rebranding, staffing and governance related matters plus other contingencies.

Submission

- **Kalgoorlie-Boulder serves as the regional centre of the Goldfields, with strong geographic connectivity to Coolgardie (25 minutes) and Kambalda (45 minutes). The population distribution supports effective service delivery, with the majority residing in Kalgoorlie-Boulder and regular movement across the corridor enabling seamless regional operations.**
- **CKB's Executive Leadership Team comprises highly qualified professionals with proven experience in managing organisational change, financial consolidation, and inter-agency collaboration. The team has a strong track record in delivering major reforms and includes members with direct experience in council amalgamations, strategic planning, and operational transformation.**

- CKB is equipped with extensive infrastructure, including a 1,300 km road network, community and civic facilities (e.g., airport, arts and recreation centres), and modern digital systems. These assets, supported by a skilled workforce and advanced machinery, ensure the City can continue to meet service demands efficiently and sustainably.
- CKB places a strong emphasis on community engagement and responsiveness. Through diverse feedback channels—online platforms, in-person services, and formal engagement frameworks—the City actively incorporates public input into its service planning and delivery, ensuring ongoing improvement and community trust.
- In accordance with the *Local Government Act 1995*, all permanent employees will be guaranteed continued employment for a period of two years from the date of the creation of the new Local Government, subject to ongoing satisfactory performance.
- The full cost of amalgamation remains unconfirmed due to a lack of complete financial data from the Shire of Coolgardie. However, an indicative budget of up to \$5.0 million has been identified to cover critical transition areas including IT system alignment, rating and banking integration, workforce harmonisation, new accounting structures, training, rebranding, and governance adjustments.

4. SUMMARY OF SUBMISSIONS FOR EACH PRINCIPLE GUIDELINE

4.1. Community of Interests

- CKB and SoC communities share demographic, social, and cultural ties.
- Residents of SoC rely heavily on CKB's infrastructure and services, including health, recreation, and employment programs administered by the City.
- Coolgardie and Kambalda are within easy daily commuting distance of Kalgoorlie-Boulder, with residents consistently travelling for work, education, and events.

4.2. Physical and Topographical Features

- Coordinated planning and efficient service delivery across the two areas would optimise resources and reducing duplication.
- The boundary adjustment would maintain consistency with State and Commonwealth electoral boundaries and enhance regional collaboration through the Goldfields Voluntary Organisation of Councils thus complying with the Board's Guiding Principles.
- The areas are geographically adjacent with no significant physical barriers, and the adjustment respects natural features like salt ;ake systems and urban green spaces, reflecting how residents live, work, and move through the region without dividing communities or key transport corridors.
- The CKB and SoC current boundaries (rail and major arterial roads) comply with the Board's guiding principles.
- The Great Western Woodlands, encompassing both LGAs, underscores their shared ecological and cultural responsibilities, reinforcing the need for collaborative stewardship under a boundary framework that supports environmental and community resilience.

4.3. Demographic Trends

- There is a stable to modestly growing population projections for both areas, ensuring the combined local government can effectively plan for current and future demographic needs.
- Consideration has been made on occupation and workforce trends, including the significant presence of fly-in fly-out (FIFO) workers impacting infrastructure and service demands.

4.4. Economic and Financial Factors

- While full amalgamation costs remain to be finalised due to incomplete data from the SoC, an indicative budget of up to \$5 million would be required to address key transition activities.

4.5. History of the Area

- The two local governments share an interconnected history rooted in the gold rush era, which has shaped the social, economic, and cultural identity of the Eastern Goldfields well before formal local government boundaries were established.

4.6. Transport and Communication

- The CKB and SoC are linked by a comprehensive transport network including the Great Eastern Highway, Goldfields Highway, and Coolgardie–Esperance Highway, which provide continuous, well-maintained routes essential for moving people, goods, and services without interruption across the region.
- Rail infrastructure further integrates the two areas, supporting freight and passenger services that bolster economic activity, with Kalgoorlie serving as a major logistics hub for the wider Goldfields region.
- Both LGAs benefit from shared telecommunications infrastructure.

4.7. Matters Affecting the Viability of Local Governments

- There have been many areas in the Strengths and Weaknesses - Current versus Future State that the CKB cannot evaluate due to the position of the SoC.
- CKB generates \$86 million in annual revenue and levies \$29 million in rates, significantly exceeding the SoC's financial capacity.
- With over 277 staff and \$693 million in assets, CKB has the professional expertise and infrastructure to effectively deliver a wide range of services.
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4.8. The Effective Delivery of Local Government Services

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Attachment - Transition Action Plan – Draft

The Transition Action Plan for the proposed boundary changes of the SoC and CKB has been developed as the first phase of this project to commence a desktop audit of the CKB and SoC specific issues, status and linked documents.

Corporate Governance

<i>Specific Issues</i>	<i>Status</i>	<i>Linked Documents</i>
Inventory of existing and impending leases, licenses, contracts and deeds		
Inventory of corporate documents / policies including: <ul style="list-style-type: none"> • Community Strategic Plans • Corporate Business Plans • Delegation Registers • Stakeholder engagement policy 		
Inventory of general compliance processes		
Enterprise risk management including internal audit, risk register and risk mitigation strategies		
Last three years CARs		
Complaint Register		
Gift Registers		
Primary and Annual Return Registers		
Local Laws		
Code of Conduct		
Policy Registers		

Financial Management

<i>Specific Issues</i>	<i>Status</i>	<i>Linked Documents</i>
Inventory of policies including: <ul style="list-style-type: none"> • Rating • Revenue • Loans • Borrowings 		

<ul style="list-style-type: none"> • Debt collection • Grants, waivers and concessions developed – report on key differences • Financial delegation • Financial Management Practice Manual – report on key differences • Procurement policy – report on key differences 		
Asset and Procurement Policies		
Asset Disposal Registers		
Consolidated financial risk management plan		
Draft 2025/26 budget		
Financial Recovery Plan		
Long Term Financial Plan		
Grant applications that have been made to external stakeholders and current status of them		

Human Resource management and industrial relations

<i>Specific Issues</i>	<i>Status</i>	<i>Linked Documents</i>
Inventory of industrial relations instruments, agreements and arrangements		
Organisational Structure Audit		
Internal communication plan and staff protocol		
Inventory of policies and directives including: <ul style="list-style-type: none"> • Equal employment opportunity policy • Discrimination and harassment policy • Human resources delegations • Recruitment and selection 		

• Workplace health and safety		
Employee Assistance Program		
Inventory of any vacancies and status of pending selection processes and other ongoing staffing issues including disputes, live workers' compensation claims and details of workers on return to work plans, court matters, etc.		

Regulation and Enforcement

<i>Specific Issues</i>	<i>Status</i>	<i>Linked Documents</i>
Inventory of existing local laws		
Inventory of existing planning schemes		
Inventory of development assessment applications, including existing, partly completed and received applications		
Progress report on Priority Infrastructure Plans		
Standardised enforcement procedures for local laws		

Business Systems

<i>Specific Issues</i>	<i>Status</i>	<i>Linked Documents</i>
Inventory of business systems including: <ul style="list-style-type: none"> • Information technology systems • Communication networks • Data management • Software • Financial and asset management • Rating • Regulatory 		

Human resource and payroll systems		
Inventory of policies and standards including:		
Information security		
Use of information and communication technology (ICT) facilities and devices		
Information management		
Documents and record management policies and procedures and systems		

Project and Service Delivery

<i>Specific Issues</i>	<i>Status</i>	<i>Linked Documents</i>
Consolidated capital works and maintenance programs		
Consolidated list of council services and facilities		
Inventory of charges for services and facilities		
Inventory of rating methodology		
Options paper for service delivery for new council		
Pipeline projects and project plans		

Communication and community engagement

<i>Specific Issues</i>	<i>Status</i>	<i>Linked Documents</i>
Inventory of existing council's historical artefacts		
Information pack for councillors that includes: <ul style="list-style-type: none"> • Summary of complaints issues • Major community events • Summary of communities – local and regional issues identified in existing corporate plans 		
Status of community funding programs		

Asset Management

<i>Specific Issues</i>	<i>Status</i>	<i>Linked Documents</i>
Asset management policy <ul style="list-style-type: none">• Asset Management Strategy• Major asset classes• Link Asset Management Plans to Long Term Financial Plans and Workforce Plans• Levels of Service• Systems to support Asset management		
Asset management plan for all major asset classes		



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