



Corporate Business Plan 2023-2027



City of
Kalgoorlie
Boulder



Acknowledgement of Country

In releasing the Corporate Business Plan, the City of Kalgoorlie-Boulder acknowledges the Traditional Custodians of this land and pays its respects to its elders past and present.

Karlkula Tjukurrpa (Silky Pear Dreaming)

Artist: *Regina Donaldson*



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Statements

Mission Statement

The City of Kalgoorlie-Boulder will be a dynamic regional centre with a proud history and a high quality of life. We are dedicated to working with the community to achieve the best possible services.

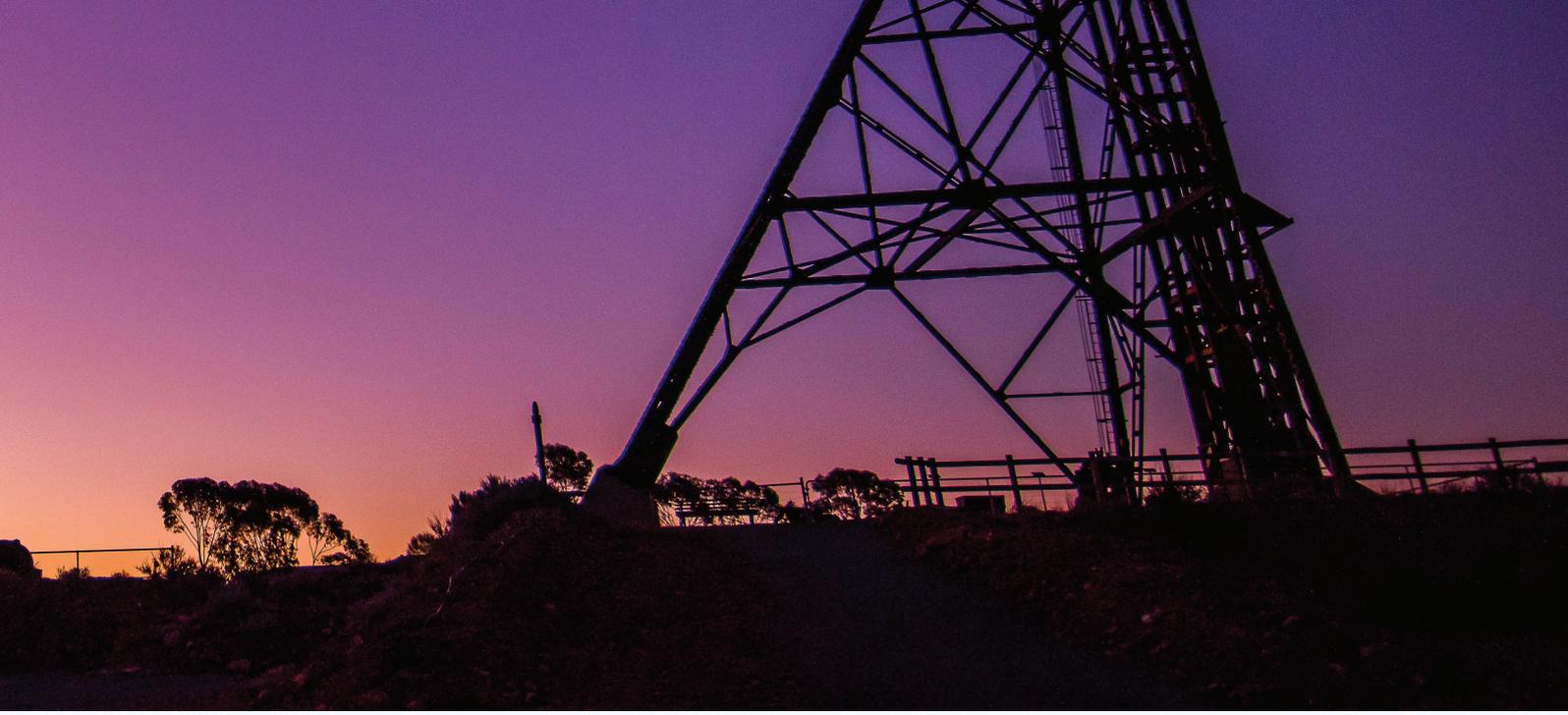
Strategic Statement

To guide the growth and enhancement of an integrated and broad economy for the City of Kalgoorlie-Boulder and the wider region by:

- providing outstanding civic leadership
- creating a better environment for people to live work and invest
- by ensuring our own organisation is always financially strong, smart, operationally effective, internally and externally focused and dedicated to delivering measurable results that show we are really making a difference

Vision Statement

Kalgoorlie-Boulder – A Place to Call Home • Proud History • Inclusive Community • Bright Future



City Profile

The City of Kalgoorlie-Boulder at a glance



95,575km²
Land Area



30,000
2021 Population



35%
Born Overseas



17%
Speak a language
other than English
at home

The City of Kalgoorlie-Boulder's Economy



\$5.3b
2022 Gross
Regional Product



7,326
Local Businesses



16,943
Jobs



\$9.3b
Total Export Value



Message from the Mayor and the Chief Executive Officer

On behalf of the City of Kalgoorlie-Boulder, we are pleased to present our Corporate Business Plan 2023-2027. This plan outlines our approach to accomplishing the goals defined in our 10-year Strategic Community Plan.

Serving as a comprehensive roadmap, the plan offers the community insights into what Council aims to accomplish in the subsequent four years. We are committed to reviewing and revising it annually in line with the endorsement of the yearly budget. The plan articulates the services, activities, and projects that the City plans to execute in its capacity as the local government during this timeframe.

The City is dedicated to investing in a wide range of projects that will support all demographics of the community and ensure a sustainable future. These

investments encompass new programs and initiatives for youth, captivating public art projects, improved road infrastructure, and a safer community through the development and implementation of a Community Safety Plan. We also prioritise significant infrastructure and programs to foster community and economic development.

To further bolster our community, grants will be provided to support local organisations, and we will continue our substantial sponsorships for events that attract visitors and stimulate economic activity in our city. Notably, our financial plans for 2023/24 include ongoing investment in major projects, such as the final stage of the Kal City Centre project, transformative recycled water initiatives, and the Double Tree Hilton development at the Kalgoorlie Golf Course.



The Corporate Business Plan 2023-2027 serves the following purposes:

- It provides a clear overview of the Council's structure and organisation
- It establishes a strong connection between services, projects, and programs, aligning them with the strategic objectives identified in the City of Kalgoorlie-Boulder Strategic Community Plan 2020-2030
- It allocates precise actions and timeframes for each service, project, and program
- It offers a transparent financial overview for each department within the organisation

We are committed to delivering outcomes that support our local community, and the Corporate Business Plan ensures we are creating a place that our residents can be proud to call home.



John Bowler
Mayor, City of
Kalgoorlie-Boulder



Andrew Brien
CEO, City of
Kalgoorlie-Boulder



Council

The City of Kalgoorlie-Boulder is a thriving regional city covering an area of 95,575 km² and home to over 30,000 people. The City is represented by 12 Councillors plus a popularly elected Mayor.



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Term expires 2023



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City of Kalgoorlie-Boulder



THE DAMA CORPORATION

Goldfields DAMA
Goldfields Designated Area Migration Agreement
Contact us
goldfieldsdama.com
Our Members



Organisational Structure

The City of Kalgoorlie-Boulder plays a vital role in delivering several core services and crucial infrastructure to our community. Qualified staff members are employed in various capacities to deliver services across the City. Our structure is tabled below -





Integrated Planning & Reporting Framework

All Western Australian local governments must plan for the future as per Section 5.56(1) of the Local Government Act 1995. This involves developing and adopting a Strategic Community Plan, driven by a Community Engagement Strategy, along with a Corporate Business Plan. The Department of Local Government provides an Integrated Planning and Reporting Framework to support local governments in fulfilling their strategic planning responsibilities. This framework aims to achieve sustainable governance through planning and reporting, streamlining business processes, and involving the community in the decision-making process.

Integrated Strategic Planning Framework – Plans





The Corporate Business Plan

The Corporate Business Plan outlines Council's programs and services planned for the next four-years to accomplish the goals identified in the Strategic Community Plan. It identifies the primary focus areas and key priorities for the upcoming four-year period.

Requirements

Under existing legislation and guidelines, it is essential that the Corporate Business Plan:

- Is for a minimum of 4-years
- Identifies and prioritises the principal strategies and activities the council will undertake in response to the aspirations and objectives stated in the Strategic Community Plan
- States the services, operations and projects that a local government will deliver over the period of the plan, the method for delivering these and the associated cost
- References resourcing considerations such as asset management plans, finances and workforce plans
- Is adopted by Council by absolute majority

Regulations also require that:

- Notice has been given to the public when the Corporate Business Plan is adopted (or modified)
- The Corporate Business Plan is reviewed annually



Strategic Objectives

The Corporate Business Plan outlines the projects and programs that the City of Kalgoorlie-Boulder will undertake from 2023 to 2027. These are aligned with the strategic objectives outlined in the the City's recently updated Strategic Community Plan 2020-2030.



Safe

- We will be safe and free from harm and crime
- Delivering a safe and activated community both day and night
- Safe, reliable and efficient public transport and road networks
- Supporting families and youth



Connected

- We will be connected to our history, culture and community
- Providing public spaces that facilitate a diverse range of activities and strengthen social bonds within the community
- Culture, heritage, and place are valued, shared, and celebrated
- Document and celebrate the contributions of Aboriginal people in the development of Kalgoorlie-Boulder
- Improve connectivity with the rest of Australia and the world



Futuristic

- We plan for the future proofing of our City by being a thinking and innovative society
- A thriving, diverse and resilient economy built on educational excellence and research
- Facilitating research into innovation and entrepreneurial activities to drive jobs growth and economic diversification
- Building Kalgoorlie-Boulders' strategic links to international markets and investment opportunities



Sustainable

- A green ecologically sustainable city for current and future generations
- Implementing sustainable practices, such as ensuring responsible use of water and other resources
- Educating the community on the value and importance of natural areas and biodiversity and encourage community involvement in caring for our natural environment
- Our unique natural environment is maintained, enhanced and connected
- Establishing appropriate forums and resources to coordinate and drive Aboriginal economic development
- Advocating for the provision of land use opportunities for commercial and industrial land



Empowered

- We continue to believe in the principals of representational democracy and are enabled to make decisions about our lives
- Considered decision-making based on collaborative, transparent and accountable leadership
- Providing opportunities for genuine engagement with the community to inform the Council's decision-making
- Utilising diverse points of view to inform decision-making and actions taken for the City



Capable

- We will have the resources to contribute to our community and economy
- Promoting and supporting local tourism opportunities, including facilitating tourism infrastructure and services
- Combating Fly-in Fly-out (FIFO) and targeting a residential population growth of 3% per annum
- Continuing to undertake appropriate risk management and assessment strategies
- Exploring funding sources and revenue streams



 Goldfields Arts Centre



Community Development

- Marketing and Communications
- Community Engagement
- Tourism
- Arts and culture services
- Reconciliation and Access and Inclusion
- Community Development including events, senior services, history and heritage services, community services and programs, youth and community well-being, and customer service
- William Grundt Memorial Library, Men’s Shed, Goldfields Arts Centre, Eastern Goldfields Community Centre

What it costs

	Operating Income	Operating Expenditure	Capital Expenditure
2023/24	\$2,525,350	\$9,368,022	\$1,585,000
2024/25	\$2,601,111	\$9,836,424	\$436,481
2025/26	\$2,679,144	\$10,131,516	\$389,455
2026/27	\$2,759,518	\$10,435,462	\$475,177



Corporate and Commercial

- Airport and recreation services
- Information and Communication Technology
- Kalgoorlie-Boulder Airport, Goldfields Oasis, Kalgoorlie Golf Course

What it costs			
	Operating Income	Operating Expenditure	Capital Expenditure
2023/24	\$23,306,433	\$18,491,866	\$15,175,000
2024/25	\$24,005,626	\$19,416,460	\$4,178,928
2025/26	\$24,725,795	\$19,998,953	\$3,728,698
2026/27	\$25,467,569	\$20,598,922	\$4,549,407



Engineering

- Waste management and sustainability
- Fleet management
- Civil maintenance and construction
- Horticulture and reserve management
- Property management
- Engineering design

What it costs

	Operating Income	Operating Expenditure	Capital Expenditure
2023/24	\$50,951,286	\$37,231,535	\$73,902,259
2024/25	\$53,479,825	\$39,093,112	\$20,351,380
2025/26	\$55,084,219	\$40,265,905	\$18,158,764
2026/27	\$56,736,746	\$41,473,883	\$22,155,614



Development and Growth

- Community safety
- Ranger services
- Environmental health services
- Economic and strategic business development
- Building and planning services

What it costs

	Operating Income	Operating Expenditure	Capital Expenditure
2023/24	\$1,295,239	\$5,564,168	\$8,963,523
2024/25	\$1,334,096	\$5,842,376	\$2,468,396
2025/26	\$1,374,119	\$6,017,648	\$2,202,456
2026/27	\$1,415,343	\$6,198,177	\$2,687,230



Executive Advisory Group

- Finance: rates collections, procurement and tender management and accounting compliance
- People and Culture: human resources and safety management
- Governance and Risk Services: risk management and corporate compliance oversight responsibilities

What it costs			
	Operating Income	Operating Expenditure	Capital Expenditure
2023/24	\$35,916,269	\$20,778,636	\$624,000
2024/25	\$39,993,757	\$21,817,568	\$171,839
2025/26	\$41,193,570	\$22,472,095	\$153,325
2026/27	\$42,429,377	\$23,146,258	\$187,073

Strategy	Goal	Deliverables	Actions	23/24	24/25	25/26	26/27
Safe	Delivering a safe and activated community that can be used day and night	Working with police and community interest groups to deliver safer spaces or the community	Facilitating strong relationships between police, IT, rangers and safer street patrol through effective communication and information exchanges and provision of services in these units to support police functions	●	●	●	●
			Through the Summer Support Strategy partners, provide support to Aboriginal visitors to the community	●	●	●	●
		Continuing to strengthen the relationship with youth interest groups in the development of intervention programs and recreational activities	Work with Goldfields Youth Network on developing programs and services that respond to gaps in youth service delivery. These programs and services to be considered in activation plan for the Kingsbury Park Youth Precinct.	●	●	●	●
		Continuously improve internal policies and protocols around crime prevention through environmental design	Develop and implement guidelines for design projects that include crime prevention as an identified criteria that must be considered and met	●			
		Delivering more attractive streetscapes in streets and parks	Taking prompt action in relation to notifications received through Snap Send Solve app	●	●	●	●
		Delivering improved public lighting	Identify priority locations for lighting infrastructure improvements; develop plan and deliver improved lighting infrastructure according to prioritisation	●	●		
Safe	Safe, reliable and efficient public transport and road network	Ensuring safe road networks through effective planning and maintenance	Identify and apply for funding grants at earliest opportunity to allow budgeting and resourcing of road renewal and resurfacing works	●	●	●	●
			Delivery of annual Footpath Maintenance and Renewal Program	●	●	●	●
			Delivery of annual Urban and Rural Roads Maintenance and Renewal Programs	●	●	●	●
			Delivery of annual Laneway Renewal and Maintenance Programs	●	●	●	●
			Deliver annual Line Marking Renewal Program (including disability bay requirements)	●	●	●	●
			Deliver Hannan and Burt St Pavement Upgrade Project	●	●	●	●
			Review Asset Management Plans to maintain all civic infrastructure	●	●	●	●
Implementing technological solutions to improve transport infrastructure and experiences, and encourage mobility innovation	Expanding safe network of cycleways and pathways around Kalgoorlie-Boulder	●	●				

Strategy	Goal	Deliverables	Actions	23/24	24/25	25/26	26/27
			Engage with Biometrix consultants to map accessibility of Kalgoorlie-Boulder transport infrastructure and develop action plan for improvements to identified problem areas	●	●		
			Develop schedule and program of footpath repair, upgrade and maintenance works	●	●	●	●
			Investigate upgrades to airport technological systems	●	●	●	●
			Review contract management for security, screening and baggage at the Airport		●		
			Implement upgrades to airport technological systems		●	●	
		Planning and delivering accessible local infrastructure improvements for public transport	Work with Main Roads to complete delivery of improved accessibility for all bus stops in Kalgoorlie-Boulder	●			
			Construct bus infrastructure at Airport	●	●		
			Reviewing Airport Masterplan and determining implementation stages		●		
		Having access to a diverse range of sustainable, affordable and accessible modes of transport and services	Delivery of installation of fast charge EV stations throughout the City	●			
Safe	Supporting families and youth	Providing support for families in need	Advocating to State and Federal Government agencies and external bodies for delivery of housing/ accommodation and services including health and allied health services and regular visiting specialists	●	●	●	●
		Providing youth with adequate facilities to foster learning and allow for recreation	Investigate gaps in recreational activities available in Kalgoorlie-Boulder		●	●	●
			Delivery of Youth Precinct Redevelopment project	●			
		Connecting youth with groups, services and mentors to build their confidence in education, training and future skills opportunities	Increase Youth Council platform within the community	●	●	●	●
			Develop and implement annual program of youth events hosted by the City	●	●	●	●
			Offer traineeships and vacation work experience for students to obtain local government work experience	●	●	●	●
			Develop a mentoring program in partnership with service providers for local youth and the Youth Council	●			
			Representation at youth career events to promote local government training and employment opportunities	●	●		

Strategy	Goal	Deliverables	Actions	23/24	24/25	25/26	26/27
		Continuing to source funding to deliver safe programmes and recreation activities for young people	Investigate external funding sources for youth related activities	●	●	●	●
			Seek partnerships or investment from third parties and external stakeholders for City-run programs and activities	●			
			Identify opportunities to partner with or provide sponsorship (Youth Grant Program) or other support to local community groups and not-for-profit businesses running youth focussed events and programmes	●			
			Implement 2018 – 2021 Youth Strategic Action Plan	●			
			Develop and implement 2024- 2027 Youth Strategic Action Plan	●	●	●	●

Strategy	Goal	Deliverables	Actions	23/24	24/25	25/26	26/27	
Connected	Providing public spaces that facilitates a diverse range of activities and strengthens social bonds within the community	Providing quality parkland and recreation facilities that are diverse, accessible and responsible to changing needs	Implement Access and Inclusion Plan	●	●	●	●	
			Implement Age Friendly Strategy	●	●	●	●	
			Review the Men's Shed operating model	●	●			
			Implement the Club Development Plan	●	●	●	●	
			Review community services, programs and program delivery, and fitness for purpose of buildings and infrastructure (including the EGCC and library) in line with the City's services	●				
			Review fit for purpose of buildings and infrastructure at the Goldfields Arts Centre	●				
			Ensure access and presentation of City sporting fields and ovals, including improved sports ground lighting	●	●	●	●	
			Review Asset Management Plan for City-owned park and recreation facilities	●				
			Ensure asset condition assessments are completed for all Golf Course facilities in FY24	●				
			Develop strategies to grow Oasis membership	●				
			Review facility hire policies, fees and procedures	●				
			Revamping the Goldfields Oasis Facilities including the option for an outdoor pool or developing a Kalgoorlie Beach concept	Determine implementation stages of Goldfields Oasis Masterplan and allocate appropriate budget and timeframes	●	●		
			Investing in sporting and after school recreational activities for the youth of Kalgoorlie-Boulder	Develop annual program for "Street Sports" and other community focussed youth events	●			
			Revamping the Golf Course	Provide infrastructure and other support for workforce involved in hotel development at Golf Course	●			
	Develop and implement strategy for increase restaurant and bar patronage by tourists and local community	●	●					

Strategy	Goal	Deliverables	Actions	23/24	24/25	25/26	26/27	
Connected	Culture, heritage and place are valued, shared and celebrated	Celebrating Kalgoorlie-Boulder's identity by sharing local stories, both historical and contemporary, through arts and cultural programmes	Develop and implement an Arts and Culture Plan for the City	●				
			Refurbishing heritage buildings in the City	Identify privately owned buildings in need of refurbishment and provide support to owners	●	●		
				Implement heritage grants in accordance with Council policy	●	●	●	●
				Develop and implement an asset management plan for all City owned heritage buildings	●			
				Investigate external funding sources for heritage restoration and preservation and promote that to private property owners	●	●		
			Celebrating the City's rich diversity and multiculturalism through hosting events	Develop annual calendar of events including ones identified to celebrate diversity and multiculturalism	●	●	●	●
				Provide sponsorship to community groups in accordance with the City's Sponsorship Policy	●	●	●	●
			Promoting the arts and culture sector by integrating public arts into the City's Centre, as well as capacity building opportunities for artists in the region	Delivery of installation of art works in St Barbara's Square redevelopment project	●			
				Identify and develop opportunities for temporary and permanent public art in Kalgoorlie-Boulder CBD	●	●	●	●
			Access for and inclusion of Aboriginal people in City events and programming	Implement RAP Innovate	●			
		Develop RAP Stretch		●	●	●		
Connected	Document and celebrate the contributions of Aboriginal people in the development of Kalgoorlie-Boulder	Developing an Indigenous Cultural Centre to highlight the contributions of Indigenous Australians in the cultural landscape	Identify potential locations for Indigenous Cultural Centre in partnership with lead proponent	●				
			Investigate opportunities for external stakeholder partnership or investment, and other funding opportunities		●			
			Undertake community consultation		●			

Strategy	Goal	Deliverables	Actions	23/24	24/25	25/26	26/27
		Promoting the achievements of past and present Aboriginal people in the region through the City's arts and culture, events, programs and public art initiatives	Creating opportunities for Indigenous public art installations during City community projects and developments	●	●	●	●
			Supporting NAIDOC week through hosting internal cultural events and promoting and participating in community-wide events	●	●	●	●
			Work with indigenous artists to design artwork incorporating Aboriginal connection to country for City entry statement and City corporate use on an annual or biennial basis	●	●	●	●
Connected	Delivering the community better connectivity with the rest of Australia and the world	Delivering improved technology infrastructure	Use other local government case studies to identify feasible infrastructure projects that are capable of being delivered by the City		●		
		Exploring the latest technology offerings to improve connectivity	Use other local government case studies to identify feasible infrastructure projects that are capable of being delivered by the City		●		
		Ease of travel within the City and to other regional centres and cities	Advocating for with commercial suppliers, mining industry and State and Federal government agencies for cost-effective travel for residents	●			

Strategy	Goal	Deliverables	Actions	23/24	24/25	25/26	26/27
Futuristic	A thriving, diverse and resilient economy built on educational excellence and research	Expanding tertiary education and knowledge exports	Identify opportunities for the City to provide contributions within the scope of its resource capacity and project priorities		●		
		Contributing to the development of strategies to increase the WA School of Mines' (WASM) enrolment numbers and increase educational support	Identify opportunities for the City to provide contributions within the scope of its resource capacity and project priorities		●		
		Broadening the availability of tertiary courses	Identify opportunities for the City to provide contributions within the scope of its resource capacity and project priorities			●	
		Expanding educational opportunities and programs for young people within the City	Investigate industries or programs that would benefit from scholarship opportunities similar to Child Care Educator scholarship	●	●		
		Collaborating with WASM and other relevant Kalgoorlie educational institutions in the planning of select major projects for innovative outcomes and the development of future ambassadors for the region	Identify opportunities for the City to provide contributions within the scope of its resource capacity and project priorities			●	
Futuristic	Futuristic Facilitating research into innovation and entrepreneurial activities to drive job growth and economic diversification	Enhancing the appeal to telecommuters, entrepreneurs and creatives	Delivery of small business work shops	●	●		
		Building a business friendly policy and regulatory environment - removing unnecessary constraints to investment	Streamline process and requirements for entry into a lease of a City owned property			●	
			Delivery of improved customer experience strategies for business customers to improve relationship between the City and business community	●	●		
		Facilitating the establishment of an innovation hub that helps stimulate start ups and cross sector collaboration	Identify opportunities for collaboration with the small business community and other stakeholders			●	●

Strategy	Goal	Deliverables	Actions	23/24	24/25	25/26	26/27
		Providing businesses with a consistent flow of information about programs, grants and incentives available	Delivery of Annual Grants Program	●	●	●	●
			Delivery of DAMA support to local businesses	●	●	●	●
		Promoting current innovators and history of innovation and entrepreneurial spirit in the City	Delivery of small business workshops and sponsorship support to foster innovation	●	●		
Futuristic	Building Kalgoorlie-Boulder's strategic linkages to international markets and investment opportunities	Developing the appeal of Kalgoorlie-Boulder for international markets and investment opportunities	Demonstrate responsible financial and asset management and clear planning for the future	●	●	●	●
		Fostering relationships to facilitate investment and opportunity	Work with stakeholders to implement the Kalgoorlie-Boulder Growth Plan	●	●		

Strategy	Goal	Deliverables	Actions	23/24	24/25	25/26	26/27	
Sustainable	Educating the community on the value and importance of natural areas and biodiversity, encourage community involvement in caring for our natural environment	Upgrading sewerage and recycled water facilities, and keeping Kalgoorlie-Boulder green	Upgrade the City's Irrigation Control Systems	●				
			Collaborative water initiatives including increasing pump capacity and provision of evaporation controls.	●	●			
		Efficient use of resources, particularly water and energy, with minimum waste and efficient disposal	Investigate a suitable model for a tip shop or re-use centre			●		
		Optimise stormwater capture for beneficial use by industry, institutions and community	Construction of stormwater storage dams to bank harvested stormwater.	●	●			
		Exploring the land surrounding the airport to develop a Food Bowl and a solar farm	Progress any expressions of interest for development of solar farm or food bowl projects in a timely manner and reduce constraints on such developments where possible	●	●			
Sustainable	Implementing sustainable practices such as ensuring responsible use of water and other resources	Removing constraints to land subdivision and development	Work with State Government to increase the size of its townsite boundary to support best practice planning outcomes and continued population growth and economic growth and diversification.	●	●	●	●	
		Acquiring land assets for business and residential developments across the City	Support the release of additional titled, freehold lots to be available to support residential housing at various levels – single lots for investors and owners/occupiers and larger lots for developers.	●	●			
		Addressing outstanding native title issues on strategic industrial area and land	Advocating with Federal government agencies to progress Federal Court native title determination applications in a timely manner	●	●			
Sustainable	Advocating for the provision of land use opportunities for commercial and industrial land	Empowering Aboriginal people to drive future economic initiatives	Through the RAP, develop procurement opportunities for Aboriginal businesses.	●	●	●	●	
		Actively supporting joint ventures between Aboriginal and non-Aboriginal organisations	Facilitate ongoing relationship with Aboriginal Chamber of Commerce and its members	●	●	●		

Strategy	Goal	Deliverables	Actions	23/24	24/25	25/26	26/27
Sustainable	Establishing appropriate forums and resources to coordinate and drive Aboriginal economic development	Establishing an urban tree strategy aligned to the Clean and Green and Climate Change Resilience Strategy	Delivery of annual tree planting program	●	●	●	●
		Continuing to work with the Kalgoorlie-Boulder Urban Landcare Group to ensure the existing revegetation zones are maintained and additional areas of native vegetation are restored	Through the Partnership Service Agreement work with Landcare organisations to ensure revegetation is maintained and restored.	●	●	●	●
			Delivery of 1000 trees planted per annum on City verges and public open spaces	●	●	●	●
Sustainable	Our unique natural environment is maintained, enhanced and connected	Increasing the community education program to residents on correct recycling habits and highlight the importance of recycling	Promote the City's Compost and Worm Farm Rebate through social media, with a goal of reducing the amount of food waste and garden organics going to the landfill	●			
			Run free community workshops each quarter, with guest hosts who are experts in their field, to promote the team's waste avoidance, recycling and sustainability messaging	●	●		
			Offer strategies for City staff to create interest in the organisation's and community's waste reduction goals (including education and newsletter initiatives and internal waste caddies)	●	●		
			Aim to expand the Waste team's Battery Bucket collection program to include schools and community organisations, with a goal of reducing the amount of batteries going to landfill and therefore avoid dangerous outcomes such as fires in the garbage trucks and the tip face	●	●		
			Conduct Bin Tagging Program on local streets twice per annum to further encourage correct recycling behaviours amongst residents	●	●		
			Continue to work with KBULG to conduct the Waste Wise Schools program, attending local primary schools to promote the waste minimisation and recycling message with school age children	●	●		

Strategy	Goal	Deliverables	Actions	23/24	24/25	25/26	26/27
			Continue to work with Rangers to promote the anti-littering message and work on developing an illegal dumping hotspot register	●	●		
			Continue to operate as a hub for Keep Australia Beautiful's Adopt A Spot program, and promote it through social media	●	●		
		Educating the community on the benefits of achieving a 4-6 star energy efficiency	Demonstrate community leadership by driving projects with aim of achieving a 4-6 star energy efficiency	●	●	●	●

Strategy	Goal	Deliverables	Actions	23/24	24/25	25/26	26/27	
Empowered	Considered decision making based on collaborative, transparent and accountable leadership	Conducting Council business in an open, transparent and accountable manner	Implement and embed Governance Framework	●	●	●	●	
			Comply with legislation, standard and obligations	●	●	●	●	
			Ensure City policies, procedures and management guidelines are effective, reviewed regularly and communicated with staff and third parties	●		●		
			Ensure delegations of authority from Council to CEO and CEO to staff are reviewed annually and are effective	●	●	●	●	
			Coordinate ongoing training program for elected members	●	●	●	●	
			Maintain and publish registers for elected member attendance, training, gift declarations, returns, political associations and contact with developers (and additional registers required by Council or statute)	●	●	●	●	
			Deliver reports to Council that are accurate, complete and with sufficient detail as to fully and properly inform Council and members of the public about the matter and decision at hand	●	●	●	●	
			Providing timely and effective advocacy and leadership on key community issues	Provide advocacy training for City officers and elected members tasked with advocating on behalf of the City	●		●	
			Establishing collaborative relationships and advocate for local needs with all stakeholders	Development and implementation of the City's Advocacy Strategy	●	●	●	●
			Proactively seeking community feedback especially for projects requiring a significant financial investment	Develop and implement communication strategy at earliest opportunity to develop City services and project and shape recommendations for Council decisions	●	●	●	●
Empowered	Providing opportunities for genuine engagement with the community to inform the Council's decision making	Engaging with the community and stakeholders through a range of channels including social media, focus groups and meetings	Identify appropriate community engagement strategies based on target audience	●	●	●	●	
			Delivery of improved digital environment to increase access to the City including chatbot technology and demographic-targeted content	●	●			
			Delivery of improved customer experience strategies for both current and future residents and stakeholders	●	●			

Strategy	Goal	Deliverables	Actions	23/24	24/25	25/26	26/27
			Update internal training programs for staff to improve consistency, responsiveness and efficiency in customer service	●			
			Implement the City's Marketing Strategy	●	●	●	●
			Implement the City's Community Engagement Policy	●	●	●	●
		Using Community Perception Surveys to inform decision making for the City	Develop a program and timetable for Community Perception Surveys for the next five years	●			
Empowered	Utilising diverse points of view to inform decision making and actions taken for the City	Seeking out diverse points of view to help in the decision making and actions taken for the community	Develop innovative recruitment strategies to attract and employ diverse range of staff	●	●		
			Develop and implement Workforce Plan to attract and retain diverse range of staff	●			
			Facilitate public engagement in Council meetings through question time and public access and increasing accessibility of meetings through recorded meetings being available online	●	●	●	●
		Ensuring every voice is valued and listened to	Implement Community Consultation Strategy and embed 'Your Say 'platform	●	●		
		Providing platforms for engagement with diverse perspectives, via advisory groups and face-to-face consultation	Establishment of specific Focus Groups to gain feedback and drive officer recommendations to Council regarding projects and service delivery	●	●	●	●
			Tailor communication strategies to the audience to enhance engagement	●	●	●	●

Strategy	Goal	Deliverables	Actions	23/24	24/25	25/26	26/27
Capable	Promoting and supporting local tourism opportunities including facilitating tourism infrastructure and services	Partnering with tourism bodies to market the City to a wider audience	Provide financial and other support to the AGO Destination Manager role and Kalgoorlie-Boulder Visitor Centre	●	●		
		Developing a strategic tourism plan	Develop and adopt a Kalgoorlie-Boulder Tourism Strategy 2024 to 2027	●	●		
			Implement the Tourism Strategy 2024 - 2027		●	●	●
		Developing Indigenous tourism initiatives	Complete the First Nations Kal City Centre art installation	●			
		Delivering a wide variety of tourism activities and opportunities	Develop tour program and tourist information package for users of "Ruby Tourist Tram" to promote tourist activity in the City	●			
			Support local initiatives that increase vibrancy in our local areas	●	●	●	●
			Implement historical and cultural tours of City-owned assets such as the Kalgoorlie Town Hall	●			
			Explore increased revenue opportunities at the Goldfields War Museum	●			
			Explore Stage 2 of Goldfields War Museum redevelopment			●	
		Capable	Combating Fly-In-Fly-Out (FIFO) and targeting residential population growth of 3% per annum	Using the findings from the report into the impact of FIFO on the community to lobby mining companies to increase usage of residential workforce	Through the Australian Mining Cities Alliance continue to advocate for residential workforce development	●	
Improving the perception of liveability and position Kalgoorlie-Boulder as a place to live, work and raise a family	Work with consultants to develop marketing campaign to appeal to current and potential residents			●	●		
Delivering support to families by investing in Child Care facilities	Delivery of annual Child Care Educator scholarship			●	●		
Exploring another airline to supply flight services to and from Kalgoorlie-Boulder to places like Perth and other regional cities to attract and retain residents	Continue to collaborate with airline providers to expand services			●			

Strategy	Goal	Deliverables	Actions	23/24	24/25	25/26	26/27
Capable	Continuing to undertake the appropriate risk management and assessment strategies	Ensuring regulatory frameworks and policy settings are conducive to investment and deliver beneficial outcomes for the community	Complete planning policies to ensure investment into residential and commercial developments	●			
		Ensuring all City policies are reviewed at least every two years to maintain currency and relevancy to economic opportunities and community expectations	Complete 2023 review of all Council policies	●			
			Establish review timetable to ensure all policies are reviewed every two years or other relevant timeframe	●		●	
Capable	Exploring funding sources and revenue streams	Collaborating with State and Federal Government agencies to address policy and legislative impediments to business and economic growth in Kalgoorlie-Boulder that cannot be resolved at a local level	Development and implementation of the City's Advocacy Strategy	●	●		
		Applying for funding and grants that showcase our commitment to community development and growth	Develop organisation-wide approach to applying for appropriate funding in a timely and consistent manner, and effectively managing grants, to improve prospects of success	●			



**City of
Kalgoorlie
Boulder**

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This information is available in alternative formats on request.
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