



City of
**Kalgoorlie
Boulder**

Corporate Business Plan

2025-2029



Artwork: Karlkurla Tjukurpa (Silky Pear Dreaming)
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Acknowledgement of Country

The City of Kalgoorlie-Boulder acknowledges the Traditional Custodians of this land and pays its respects to elders past and present.

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Message from the Mayor and CEO

The City of Kalgoorlie-Boulder is proud to present its Corporate Business Plan 2025-2029. This plan is the culmination of the extensive community consultation undertaken by the City across March – June 2025 which informed the City's new Strategic Community Plan 2025- 2035.

This Corporate Business Plan 2025-2029 supports the delivery of the Strategic Community Plan by outlining the actions the City will undertake to deliver the objectives and strategies of the Strategic Community Plan. It sets out the detailed implementation outline for services, key projects, capital investment and areas of advocacy over the next four financial years.

This plan also sets a summary Annual Plan 2025/2026 which shows by theme the actions that will be undertaken over the 2025/2026 financial year, with priority areas including:

1. Continued implementation of road and footpath upgrades across Kalgoorlie-Boulder;
2. Investigation of opportunities in relation to activities, events and services for community members including children, teens and families;
3. Renewal and upgrades to facilities and public open spaces;
4. Community safety initiatives including expansion of the Safer Streets Patrol service both in size of the team and the services core operating hours;
5. Economic Development strategic planning with focuses including the revitalisation of the Kalgoorlie and Boulder central business districts and diversification of business and industry;
6. Advocacy to State and Federal government in relation to key community issues including health, education, utilities and housing; and
7. Improving customer service and making it easier to do business with the City.

The City continues to be committed to transparency and accountability to the community. In addition to the development of a clear list of actions by which the City will achieve its strategic objectives, this Corporate Business Plan sets out a range of Organisational Performance Indicators against which the City will measure, and report to Council and the community, on its performance against the Strategic Community Plan's strategies, objectives and focus areas.

The City will continue to provide quarterly corporate performance reports and will continue to improve its sharing of data, achievements and highlights with the community.

We are excited about the coming four years and looking forward to continuing to work together with our community for the place and people we call home.

About Kalgoorlie-Boulder

Kalgoorlie-Boulder is a regional city with a population of approximately 30,000 people. The city is located approximately 600km east of Perth and covers an area of 95,498.05km². The name "Kalgoorlie" is derived from the First Nations word Karlkurla meaning "place of the silky pears."

The town site of Kalgoorlie-Boulder is 70km², made up of residential, commercial and industrial properties. The city includes the suburbs of Kalgoorlie, Boulder, Hannans, Karlkurla, Lamington, Piccadilly, Williamstown, South Kalgoorlie, Somerville, West Kalgoorlie, Victory Heights, Broadwood and South Boulder.

Kalgoorlie-Boulder is Australia's largest outback city and the fifth largest urban centre in Western Australia. It is surrounded by the Great Western Woodlands which is considered the largest intact temperate woodland remaining in the world.



Role of local government in Australia

Australia has three levels of government that provide varying services to Australians – at local, state and federal levels.

Federal Government	State/Territory Governments	Local Governments
Responsible for issues that impact all Australians (national issues)	Responsible for issues that impact people in the state or territory.	Responsible for issues that impact local communities
Examples include: <ul style="list-style-type: none"> • Immigration • Defence • Foreign Affairs • Trade and Tourism • Environment and Water • Climate Change and Energy • Aged care services 	Examples include: <ul style="list-style-type: none"> • Community safety and justice • Mental Health • Health including hospital facilities and services • Sport and Recreation • Transport • Planning and Lands, Housing and Works • Education including staff and curriculum • Utilities (eg power and water) 	Examples include: <ul style="list-style-type: none"> • Rubbish and recycling • Community infrastructure – parks and sporting fields • Regulatory services such as parking and pet control • Land use planning • Roads infrastructure • Community services and events • Presentation of outdoor spaces and streetscapes

Relationship of local government with private sector

Within the framework of government policy and economic conditions, the private sector plays a vital role in providing essential goods and services — such as retail, food and beverage, groceries, workforce support, and airfares.

Businesses are responsible for creating local jobs, supporting community wellbeing, and adapting to changing economic pressures. Their contribution is critical to sustaining liveability, affordability, and economic resilience in regional communities.

Local government's advocacy role: championing community needs

Local governments, like the City of Kalgoorlie-Boulder, are the closest tier of government to the community, providing essential services that shape everyday life.

While traditionally focused on responsibilities like roads, rates, and rubbish, councils have increasingly stepped in to deliver services once managed by State and Federal governments — such as safety, aged care, mental health support, housing planning, and environmental management.

These growing responsibilities reflect community needs and rising expectations but also highlight a shift in how service delivery is shared across the tiers of government. This shift places financial and workforce pressures on local governments, especially in regional areas, as funding and resources have not kept pace with these expanding roles.

Advocacy is not an ancillary function – it is core to how local governments meet community needs when direct delivery is not possible.

City of Kalgoorlie-Boulder Council

The *Local Government Act 1995* sets out the roles of Councillors of a local government as:

- Representing the interests of the electors, ratepayers and residents of the district as well as taking into account the interests of other persons who work in or visit the district;
- Participating in the decision-making process of the local government at council and committees;
- Facilitating communication with the community about the council's decisions;
- Facilitating and maintaining good working relationships with other council members and the CEO;
- Acting consistently with the requirements of section 2.7(3)-(5) *Local Government Act 1995*, namely by:
 - observing the separation of roles of the council and CEO;
 - making decisions on merit, evidence and law, conscious of the capacity of the local government and taking into account the local government's finances and resources;
 - promoting an organisational culture that is respectful of employees; and
 - maintaining and developing the requisite skills to effectively perform their role.

At the date of adoption of this Corporate Business Plan, Council is comprised of the following nine Elected Members.



Mayor Glenn Wilson

Elected to Council: 2015
Elected as Deputy Mayor: 2021
Elected as Mayor: 2023
End of current term: 2027



Deputy Mayor Kirsty Dellar

Elected to Council: 2021
Elected as Deputy Mayor: 2023
End of current term: 2027



Councillor Deborah Botica

Elected to Council: 1995
End of current term: 2025



Councillor Terrence Winner

Elected to Council: 2019
End of current term: 2025



Councillor Wayne Johnson

Elected to Council: 2011 - 2015, 2021
End of current term: 2027



Councillor Kyran O'Donnell

Elected to Council: 2013 - 2017, 2023
End of current term: 2027



Councillor Linden Brownley

Elected to Council: 2017 - 2021, 2023
End of current term: 2027



Councillor Nardia Turner

Elected to Council: 2017 - 2021, 2023

End of current term: 2025



Councillor Carla Viskovich

Elected to Council: 2023

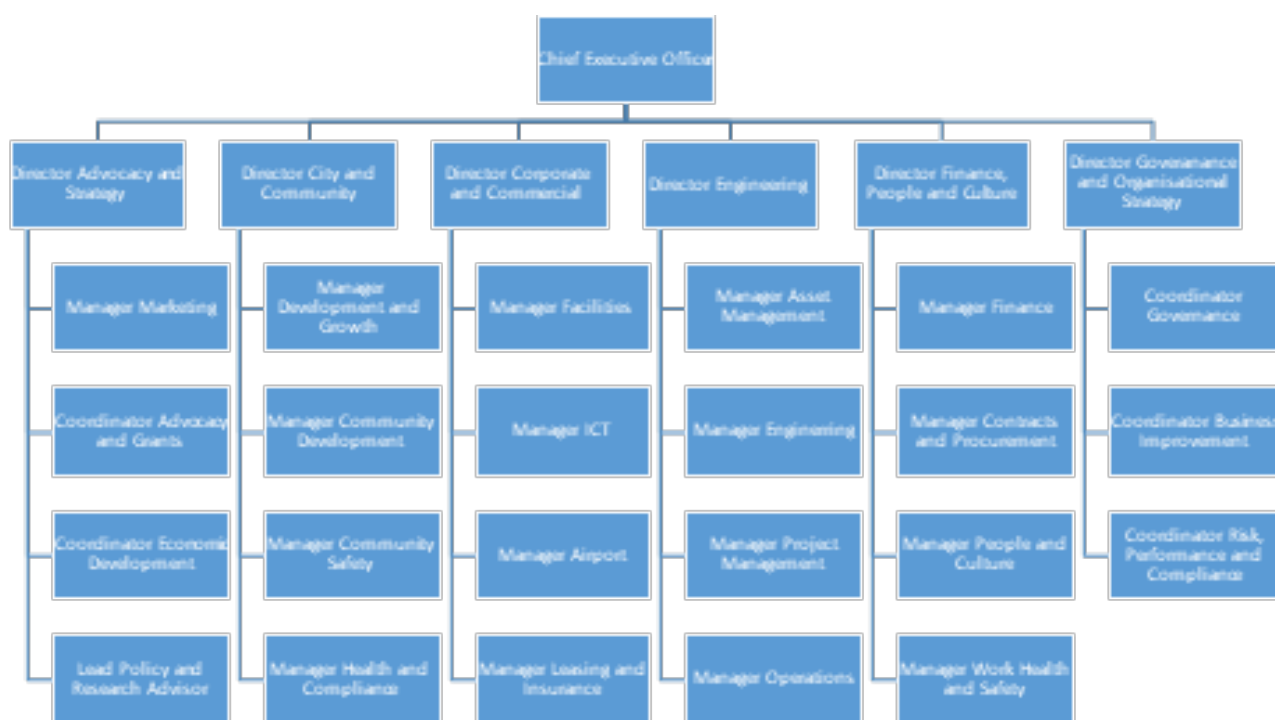
End of current term: 2025

City of Kalgoorlie-Boulder Administration

The Chief Executive Officer (CEO) is employed by the Council and is responsible for the employment of all staff members. The CEO and/or other employees undertake administrative responsibilities including:

- Providing expert advice and professional support to assist Council in developing policies and making informed decisions;
- Engagement with the local community and key stakeholders;
- Delivering essential and targeted services and community projects;
- Ensuring local legislation is enforced;
- Provision of infrastructure such as roads, parks and facilities;
- Undertaking advocacy and supporting economic development to create opportunities that benefit the whole community.

The CEO is supported by the Executive Leadership Team in the structure set out below:



Organisational vision and values

The City recognises that our employees have a common driver that underpins their commitment to working at the City – the desire to make a difference.

This is captured by our organisational vision: **“Your Opportunity to Shape Our Future”** which encourages our people to keep forefront the opportunities and means by which each of them can make a difference to our organisation, our community and our city.

This vision is also supported by the City’s corporate values which are embedded through the everyday activities and behaviours of our employees:



Support

We will support each and every team member to work together, build relationships and deliver greater outcomes for our organisation and our community. We believe that succeeding as one organisation is as important as succeeding individually.

Respect

We will treat our team members and our community with mutual respect and understanding. We respect all individuals and cultures and recognise the importance of diversity and inclusion in all aspects of our organisation.

Fun

We will promote and value work-life balance, and create an environment that is rewarding and fulfilling. We support opportunities for building relationships through unexpected moments of fun that inspire, engage and help us to do our best for our community.

Recognise

We recognise and value all individuals and cultures and value their contributions to our organisation and the community that we serve. We believe in celebrating the success of our team members, organisation and community.

Connect

We work as one organisation that communicates openly, and actively connects with our teams, community and stakeholders. We believe in engaging and motivating our people through building relationships within our teams, across our organisation and with our community.

Strategic Community Plan

Vision

Connected by its many communities, abundant in economic and lifestyle opportunities.

By 2050, Kalgoorlie-Boulder is a thriving, sustainable, and globally connected regional city — shaped by our goldfields legacy and a rich Aboriginal heritage.

Kalgoorlie-Boulder is more than a place to live— it's a place of opportunity, and innovation where diverse industries, quality infrastructure, and lifelong learning contribute to a city where families and businesses grow and prosper, communities connect, and visitors feel welcome.

Mission

Working together for the place and people we call home.

Strategic Community Plan engagement

Between 6 March 2025 and 4 April 2025, the City engaged in over 48 hours of face-to-face consultation with the Kalgoorlie-Boulder community to inform the development of the new Strategic Community Plan 2025 – 2035. During the consultation period, 815 community members engaged with City staff at pop-up consultation events, workshops and with Elected Members at Coffee Catch Up events. Additionally, 1,709 responded to the City's Community and Business Perception Surveys.

The outcomes of the engagement are detailed in the Strategic Community Plan and informed the development of the following objectives that underpin the service and projects of the City:

- Communities connected through people, place and purpose
- Vibrant local economy and businesses
- Robust built environment and sustainable natural environment
- Strong organisation empowered to lead

Strategic Community Plan strategic objectives, strategies and focus areas

Objective 1: Communities connected through people, place and purpose

Strategies	Focus Areas
1.1 Providing opportunities for people and families to belong, contribute, connect and stay.	<ul style="list-style-type: none"> 1.1.1. Support community through the delivery and/or funding of programs and events 1.1.2. Empower groups to deliver sustainable services and activities for community or sectors of the community 1.1.3. Sharing our rich and diverse history and stories 1.1.4. Support diverse sporting, creative and recreational activities
1.2 Enhance community inclusion, safety and well-being	<ul style="list-style-type: none"> 1.2.1 Lead structural changes and stakeholder collaboration to increase community safety and wellbeing 1.2.2 Boost the inclusion and celebration of community diversity 1.2.3 Remain a conduit for Federal and State funding of community and social services
1.3 Advocate for community needs and priorities	<ul style="list-style-type: none"> 1.3.1 Maintain and enhance channels for the community to share their needs and priorities 1.3.2 Advocate for key community issues (housing, power, water affordability and quality, and range of health services and educational options) 1.3.3 Educate and assist community to become their own advocates for change

Objective 2: Vibrant local economy and businesses

Strategies	Focus Areas
2.1 Lead and enable opportunities for businesses to thrive	2.1.1 Activate Central Business Districts and other economic and community hubs 2.1.2 Utilisation of City owned buildings for economic development opportunities 2.1.3 Support the development of a diverse tourist offering
2.2 Integrated planning for current and future business needs	2.2.1 Integrated approach to social and economic development across the city 2.2.2 Lead the development of a city-wide social and economic masterplan 2.2.3 Advocate for increased infrastructure for schools, health and childcare services
2.3 Position the city for future economic diversification and growth	2.3.1 Encourage local business development and retention of a local workforce 2.3.2 Identify mechanisms to attract FIFO workers to live locally 2.3.3 Support innovation to diversify industries active within the city

Objective 3: Robust built environment and sustainable natural environment

Strategies	Focus Areas
3.1 Provide spaces for community connection and recreation	<p>3.1.1 Provide and upgrade culturally appropriate facilities for young people, families and seniors</p> <p>3.1.2 Provide and upgrade indoor and outdoor spaces for sporting and casual recreation</p>
3.2 Develop and maintain infrastructure that supports community living and business viability	<p>3.2.1 Maintain current road network and plan for future needs</p> <p>3.2.2 Integrated planning for major infrastructure of the future</p> <p>3.2.3 Integrated planning for the maintenance of streetscapes, playgrounds and city facilities</p> <p>3.2.4 Ongoing asset management and renewal</p>
3.3 Care for built and natural environment	<p>3.3.1 Invest in our natural environment to build a greener city</p> <p>3.3.2 Develop opportunities to enhance the natural environment</p> <p>3.3.3 Support the conservation and responsible use of the region's natural assets, including the Great Western Woodlands</p>
3.4 Manage and minimise the City's environmental footprint	<p>3.4.1 Sustainability of water supply and responsible use</p> <p>3.4.2 Utilisation of renewable energy</p> <p>3.4.3 Deliver community education on environmental sustainability</p>

Objective 4: Strong organisation empowered to lead

Strategies		Focus Areas	
4.1	Ensuring well informed, strategic and sustainable decision making	4.1.1	Continuous improvement of governance and finance systems
		4.1.2	Enhance community consultation, engagement, communication, and education
		4.1.3	Responsible environmental and social decision making and operations
4.2	Sustaining an engaged, skilled and values driven workforce	4.2.1	Workforce attraction and retention initiatives to resource business units appropriately
		4.2.2	Employee engagement and wellbeing
		4.2.3	Values and cultural alignment
4.3	Streamlined systems that enable efficient and effective delivery	4.3.1	Fit for purpose ICT, business and operational systems
		4.3.2	Streamline City approval processes for community and business
		4.3.3	High quality performance of core and customer services
4.4	Strengthen our influence and advocacy capability	4.4.1	Maintain positive relationship with all levels of government, industries and peak bodies
		4.4.2	Represent the needs and priorities of the community
		4.4.3	Promote the City's role and outcomes of the City's achievements

Alignment of Corporate Business Plan with Strategic Community Plan

This Corporate Business Plan supports the delivery of the Strategic Community Plan by outlining the actions the City will undertake to deliver the objectives and strategies of the Strategic Community Plan.

This Corporate Business Plan sets out the detailed implementation outline for services, key projects, capital investment and areas of advocacy over the next four financial years. This document sets out in respect of each business unit:

- How the activities are aligned with the Strategic Community Plan;
- A summary of the core services and activities;
- A four-year plan for:
 - Service delivery; and
 - Project deliveryaligned against the Strategic Community Plan; and
- Organisational Performance Indicators against which the delivery of services, projects and activities will be measured and assessed.

These actions are realistic, intended activities that will support the City to deliver a range of services, activities and projects to meet community's needs and expectations.

How to read the Corporate Business Plan

How to read the Corporate Business Plan

EXAMPLE STRATEGY

ALIGNMENT OF CORE ACTIVITIES AGAINST STRATEGIC COMMUNITY PLAN

OBJECTIVE 1: Community connected by people, place and purpose

STRATEGY
1.1 Providing opportunities for people and families to belong, contribute, connect and stay.

OBJECTIVE 4: Strong organisation empowered to lead

STRATEGIES
4.1 Ensuring well informed, strategic and sustainable decision making.
4.3 Streamlined systems that enable efficient and effective delivery.

CORE USUAL SERVICES

- Deliver services and projects for the community.

4 YEAR PLAN FOR SERVICES AND ACTIVITIES

SERVICES AND ACTIVITIES	ALIGNMENT TO SCP FOCUS AREA	25/26	26/27	27/28	28/29
Deliver program of community services.	4.1.1	X			X
Implement the Business Strategy.	1.1.1	X	x		

The Strategic Community Plan is a separate document informed by the Kalgoorlie-Boulder community and setting out objectives and priorities for City operations for the next 10 years.

The objectives and strategies are outlined in the Strategic Community Plan. This section demonstrates how the business unit's work aligns with and supports the City's ability to meet certain objectives.

Each business unit has a series of core functions that they perform to meet operational requirements. This section sets out those standard responsibilities.

This is a list of services and projects that will be implemented over the next four years. Many of these are new activities that have been developed in response to community feedback and to support of the Strategic Community Plan's objectives.

This number aligns to the numbers set out in the Strategic Community Plan and is aligned with Organisational Performance Indicators and the Corporate Performance reports provided to Council and the Community.

The City has number of community plans and strategies for specific focus areas. These have their own objectives, strategies and list of actions that will be delivered by the City. The City's current plans and strategies are detailed later in this document and a number of new ones are under development.

Annual Plan 2025/2026

This Annual Plan sets out the City's actions for the 2025/2026 Financial Year, aligned against the role the City will play in respect of ensuring the action is delivered (Facilitator, Deliverer, Advocate or Collaborator) and categorised by broad themes.

The actions set out in the Annual Plan 2025/2026 are contained in the Corporate Business Plan but are outlined in this alternative format to present a clear plan for how the City will address specific issues over the coming financial year. The Corporate Business Plan will also inform the development of Annual Plans for future financial years.

Action
Facilitator
Facilitate development of Leadership and Development Strategy and program.
Conduct of Local Government Elections.
Administer and advocate for local decision making and the extension of: <ul style="list-style-type: none"> Department of Social Services Local Services Plan - Community-led Support Fund beyond 30 June 2026 Department of Health and Aged Care's Alcohol and Other Drug Treatment Services brokerage fund beyond 30 June 2027
Through the CBD Activation Working Group develop and implement a Master Plan for Kalgoorlie-Boulder.
Through the City Activation Working Group develop marketing campaigns to highlight activation initiatives and program outcomes.
Oversee construction of upgraded sewer network for future residential and commercial developments.
Deliverer
Undertake community safety initiatives: <ul style="list-style-type: none"> Expand and improve CCTV network Inform applicants about Crime Prevention Through Environmental Design (CPTED) principles Ensure ongoing delivery of a Local Emergency Management Plan in alignment with WA State Government regulatory requirements Implement Community Safety and Crime Prevention Plan Through the Summer Support Strategy partners, provide support to Aboriginal visitors to the community Facilitate strong relationships between police, rangers and safer street patrol through effective communication and information exchanges and provision of services in these units to support police functions Deliver fire hazard education to promote awareness and safe practices in fire prevention and response Develop and implement community educational programs and community engagement campaigns that promote home, business, and personal safety

<ul style="list-style-type: none"> • Expansion of Safer Streets services • Acquire two additional CCTV trailers • Deliver Holiday Safety Register for the community • Collate data gathered from patrols, community reports, and safety concerns to inform city decision-making, resource allocation, and service planning to address community safety priorities
<p>Deliver roads, footpaths and kerbing program including:</p> <ul style="list-style-type: none"> • Deliver annual Footpath Maintenance and Renewal Program with prioritisation of safe, shaded pedestrian routes in high traffic areas • Deliver annual Urban and Rural Roads Maintenance and Renewal Programs • Deliver annual Line Marking Renewal Program (including disability bay requirements) • Lionel and Burt St round-about • Wilson and McDonald St round-about
<p>Deliver upgrades to Goldfields Oasis Recreation Facility:</p> <ul style="list-style-type: none"> • Design phase of Oasis Outdoor Pool • Air conditioning upgrade • Expand swimming class options • Implement strategic plan for Goldfields Oasis infrastructure including delivery of outdoor pool • Upgrade Oasis point of sale system • Develop and implement plan for maintenance and upgrade of Oasis equipment
<p>Deliver major projects:</p> <ul style="list-style-type: none"> • Kingsbury Park and Youth Precinct project • Sports precinct lighting upgrades • Endowment Block shopfront refurbishment project • Multi-use Community Pavilion
<p>Drive diversification and expansion of economic investment:</p> <ul style="list-style-type: none"> • Investigate and promote opportunities for national or multi-national companies to establish in Kalgoorlie-Boulder • Lead the development of an Economic Development Strategy including expansion and diversification of industries beyond mining and support for local small business
<p>Increase local expenditure and support for local businesses:</p> <ul style="list-style-type: none"> • Update the City's Purchasing Policy • Engage with local businesses to improve procurement experience and increase the City's local spend • Support local businesses with up-to-date information about programs, grants and incentives available • Identify and progress redevelopment options for 101 Brookman Street, including potential third-party investment or a City-led development • Activate the Kalgoorlie Town Hall for Council and external meetings and visitors • Streamline process and requirements for entry into a lease of a City owned property • Develop strategy to utilise City owned property for business start-ups

Deliver organisational improvements:

- Lead internal governance projects and initiatives including policy review, business improvement, internal and external audit, expansion of business plans and project plans and business continuity planning
- Implement integrity strengthening initiatives including training, education and monitoring
- Oversee Contract Management system and process audit
- Develop and implement human resources management strategies including Workforce Plan, Attraction and Retention Strategy, Cultural Action Plan, Recruitment and Onboarding Guideline and WHS Action plan
- Renegotiation of City's Enterprise Agreement
- Maintain and embed Long Term Financial Plan and related internal planning activities
- Develop Annual Budget using accurate forecasting and reasonable assessment of capacity for project and service delivery
- Planning and Implementation of new enterprise resource planning (ERP) system
- Deliver upgrades to administration building to improve staff working environment, experience and productivity
- Streamline, monitor and implement improvements to transitional housing arrangements
- Monitor insurance market trends, recommend and implement policy changes to ensure the City is adequately covered
- Ensure IT infrastructure and operating systems are robust, scalable, and capable of supporting critical business operations including:
 - Establish a comprehensive incident response plan to efficiently handle IT and cybersecurity and maintain business operations
 - Enhance recordkeeping compliance and governance, including improved digital record accessibility and efficiency
 - Strengthen information security and privacy measures
 - Undertake Enterprise Resource Planning Review
 - Update spatial data mapping services for internal and external customers
 - Upgrade systems and equipment in alignment with Essential 8 Framework

Undertake continuous improvement of corporate governance mechanisms:

- Coordinate induction program for Elected Members post-election
- Oversee Local Law Review
- Review and implement Compliance Policy and work towards whole of community compliance
- Embed Governance Framework

Develop and implement Communication and Engagement Strategy:

- Inform community of decisions, events, activities and projects including crisis communications
- Establish community alerts for items such as latest news, roads, employment and public notices
- Inform and educate community on local government functions, activities and opportunities for community members
- Capital works program for road upgrades

<ul style="list-style-type: none"> • Improve community communication and engagement in relation to infrastructure projects such as road and footpath works • Enhance the use of digital communication channels • Develop and deliver First Nations Engagement Strategy • Expand digital story telling platforms and engagement • Develop and implement culturally inclusive messaging to support the enforcement of animal and local laws • Develop and implement community educational programs, open days, registration drives, and community engagement campaigns
<p>Investigate tourism opportunities:</p> <ul style="list-style-type: none"> • Market Kalgoorlie-Boulder as a place to visit • Coordinate Kalgoorlie-Boulder Tourism Plan 2025 – 2030
<p>Beautify and greenify Kalgoorlie-Boulder:</p> <ul style="list-style-type: none"> • Delivery of annual tree planting program • Karlkurla future maintenance and land utilisation upgrades • Investigate options to expand and improve existing outdoor parks and spaces and create new outdoor parks and spaces • Enforce landscaping development requirements, encourage the use of endemic species to ensure future sustainable landscapes for the City and educate and facilitate the implementation of sustainable stormwater outcomes for all developments • Combat littering and illegal dumping
<p>Improve customer service and service delivery:</p> <ul style="list-style-type: none"> • Taking prompt action in relation to notifications received through Snap Send Solve app • Implement City-wide online booking system for all parks and facilities • Develop and implement Leasing Strategy • Deliver improved customer experience initiatives for both current and future residents and stakeholders
<p>Undertake strategic planning for core facilities:</p> <ul style="list-style-type: none"> • Develop and implement Recreation Plan with review of existing and future facilities • Investigate and implement opportunities for improved offerings at the Kalgoorlie Golf Course including infrastructure and food and beverage services • Develop and implement strategic plan for Goldfields Arts Centre • Develop Boulder Precinct as Heritage Hub
<p>Deliver City sign replacement project</p>
<p>Develop and implement an Asset Management Plan:</p> <ul style="list-style-type: none"> • Develop and implement Playground Maintenance and Renewal program • Implement Asset Management software system • Develop and implement plan to upgrade public amenities including toilet blocks • Undertake condition assessment and works prioritisation for: <ul style="list-style-type: none"> ○ Roads ○ Footpaths ○ Facilities and heritage buildings

<ul style="list-style-type: none"> ○ Oasis ○ Golf Course ○ Open Spaces ○ Airport ○ Waste Water Treatment Plant
<p>Creating opportunities for Indigenous public art installations during City community projects and developments</p>
<p>Deliver on policy, community education and other sustainability focused initiatives:</p> <ul style="list-style-type: none"> • Educate community on environmentally sustainable choices including waste workshops and bin tagging schemes • Develop Environmental Social Governance (ESG) Framework and implement reporting mechanisms • Demonstrate community leadership by driving projects with aim of achieving a 4-6 star energy efficiency • Delivery of installation of fast charge electric vehicle (EV) stations throughout the City
<p>Undertake planning, procurement (and commencement construction of some projects) for infrastructure works:</p> <ul style="list-style-type: none"> • Sewer Network Improvements/renewal • Sewer reticulation trunk main capacity increases • Sewer Pumpstation mechanical renewal • Recycled water pipeline and pump station renewal • Recycled water pump station electrical switchboard renewals • Streetlight renewal • Golf Course Dam construction and expansion • Identify and upgrade problem drainage areas and increase stormwater harvesting capability • Planning and procurement for Wastewater Treatment Plan (WWTP) upgrades to: <ul style="list-style-type: none"> ○ Process upgrade (either IDEA plant or lagoon system) ○ Electrical renewal ○ Fencing renewal ○ Internal road renewal • Commence Water Bank Project (planning, procurement and construction) – design of stage 1 (increase dam storage capacity) • Planning and procurement for Yarri Road landfill upgrades: <ul style="list-style-type: none"> ○ Transfer Station and Resource Recovery Facility ○ Fire Services Infrastructure
<p>Investigate services, activities and events offered for community including different sectors of the community:</p> <ul style="list-style-type: none"> • Investigate gaps in recreational activities available in Kalgoorlie-Boulder and opportunities to deliver or facilitate delivery of new or expanded activities for families, children, teens and community members • Expand facilities' memberships and community services and programs • Deliver program of community activities to celebrate the past, present and future of the library aligned with 50-year anniversary of William Grundt Memorial Library

- Deliver program of activities and services that celebrate history and heritage, and connect community and visitors with the past, present and future of Kalgoorlie-Boulder
- Implement school holiday programs for youth
- Review program and operational hours of library to identify opportunities to increase usage by study groups, adult education, community workshops and night classes
- Develop and deliver annual Heritage Festival celebrating local culture and history
- Expand and activate sensory garden in C.Y. O'Connor Precinct
- Implement Event Strategy 2025 – 2027
- Develop and deliver annual calendar of events including events identified to celebrate diversity and multiculturalism and ensuring inclusive City-wide events
- Deliver regular, community focused youth events and activities such as Street Sports
- Work with Goldfields Youth Network to develop programs and services that respond to gaps in youth service delivery
- Develop and implement Youth Action Plan 2025-2028
- Increase the profile of young people, including Youth Council, within the community

Undertake works to Airport infrastructure and systems including:

- Investigate opportunities to increase revenue
- Commence review of the City's Airport compliance documentation
- Undertake concept and business case for Airport Terminal Upgrade
- Deliver runway upgrade projects including drainage and asphalt works
- Replacement of aging fencing infrastructure
- Replacement of outdated security screening infrastructure
- Develop and implement Airport Parking Enforcement Plan

Support local community members and groups:

- Identify opportunities to partner with or provide funding or other support to local community groups and not-for-profit organisations running community focused events and programs
- Review Club Development Plan
- Support community groups with governance and membership development to enable long term sustainability
- Investigate options and develop a Future Fund model for seeking corporate investment for community benefit
- Work with key internal and external stakeholders to assist with the referral or support of vulnerable persons to funded services (e.g. homelessness services, mental health crisis support)

Deliver public health initiatives to improve the health and wellbeing of our community:

- Ensure ongoing delivery of a Public Health Plan in alignment with WA State Government regulatory requirements
- Integrate Aboriginal cultural- led food and art activities or programs to strengthen cultural identity and connection in promote health and wellbeing
- Build a strong sense of community health and well-being with public health statutory inspections and applications

<ul style="list-style-type: none"> • Work with internal and external stakeholders to deliver Aboriginal health and well-being outcomes in line with the Public Health Plan • Work with internal and external stakeholders to promote health and well-being for vulnerable community members, in line with the Public Health Plan • Enhance food safety standards through a transparent star rating system to drive quality, consumer trust and innovation within local food and hospitality sector • Develop and implement a simplified online application and assessment for temporary food businesses to improve approval turnaround times • Provide effective regulatory response to public health risks and deliver innovative and accessible public health programs that promote health and well-being in community • Review and consultation for new Public Health Plan • Review public health statutory process and investigating feasibility of electronic system
<p>Deliver strengthen building and planning processes and decision-making:</p> <ul style="list-style-type: none"> • Inform and facilitate planning and building applications relating to social infrastructure • Educate community members through development of pre-application process to assist project planning and development approval pathways, provision of information sheets, policies and heritage advice and guidance through required processes for development, planning and land use • Undertake City-led scheme amendments and facilitate private-led scheme amendments to ensure that the planning framework responds to the economic needs of the City going forward • Ensure the strategic planning framework responds to future community needs • Ensure that planning and building approval pathways support the delivery of essential City infrastructure into the future
<p>Release and acquire land for residential or other development opportunities:</p> <ul style="list-style-type: none"> • Progress the sale of strategic City-owned commercial landholdings, including Areas 1 and 2, to unlock private investment and economic activity • Explore opportunities for diverse mixed-use development within Kalgoorlie and Boulder centres including upper floor living
<p>Undertake Goatcher Curtain and Proscenium conservation.</p>
<p>Advocate</p>
<p>Advocate at State government level for increased police presence.</p>
<p>Advocate for formal recognition of local governments as lead agencies in homelessness and community safety service coordination.</p>
<p>In alignment with the City's Advocacy Framework and Regional Partnership for Economic and Social Transformation, advocate to State and Federal governments for the benefit of the city.</p>
<p>Through the Australian Mining Cities Alliance, continue to advocate for priority initiatives.</p>
<p>Collaborator</p>
<p>Formalisation of strategic partnerships with Aboriginal Community Controlled Organisations to help guide service delivery models in Kalgoorlie-Boulder</p>
<p>Participate in the regional Liquor Accord and lead advocacy for consistent, place-based alcohol harm minimisation measures.</p>

Drive national advocacy and cross-jurisdictional data sharing to support better service design and funding decisions.
Work with State and Federal governments to support the delivery of election commitment projects.
Continue to collaborate with airline providers to expand services.
Collaborate 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.
Collaborate and partner with Goldfields and other local governments on collective social and economic opportunities.

Annual Budget 2025/2026

The City's 2025/2026 budget has been developed in line with its Integrated Planning and Reporting Framework and incorporates services, projects and programs that will continue, commence or be completed during the financial year.

GOVERNANCE AND ORGANISATIONAL STRATEGY

ALIGNMENT OF CORE ACTIVITIES AGAINST STRATEGIC COMMUNITY PLAN

OBJECTIVE 1: Community connected by people, place and purpose

STRATEGY

1.1 Providing opportunities for people and families to belong, contribute, connect and stay.

OBJECTIVE 4: Strong organisation empowered to lead

STRATEGIES

4.1 Ensuring well informed, strategic and sustainable decision making.

4.3 Streamlined systems that enable efficient and effective delivery.

CORE USUAL SERVICES

- Council administration including producing agendas and minutes for Council and Committee meetings.
- Ensure delivery of 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.
- Administrative support for Mayor, Deputy Mayor and Elected Members.
- Risk management oversight.
- Legislative and regulatory compliance of organisation, Elected Members and Employees.
- Corporate performance and organisational performance oversight through performance indicators and reporting.
- Organisational strategic planning.
- Business Improvement and process mapping.
- Organisational performance development and improvement.
- Integrity oversight, education and reporting.
- Conduct of Local Government Elections and Elected Member induction program.
- Oversight of Council and internal policies and management guidelines.
- Oversight of internal and external audit program.
- Organisation of Citizenship Ceremonies and other civic receptions.

FOUR YEAR PLAN FOR SERVICES AND PROJECTS						
SERVICES AND ACTIVITIES	ALIGNMENT TO SCP FOCUS AREA	SERVICE OR PROJECT	25/26	26/27	27/28	28/29

Embed Governance Framework.	4.1.1	S	X	X	X	X
Undertake comprehensive policy review biennially to ensure City policies and management guidelines are effective and communicated with staff and third parties.	4.1.1	S	X			X
Undertake business improvement initiatives to make it easier for employees and improve customer experience.	4.3.1 4.3.3	S	X	X	X	X
Undertake internal and external audits of City systems and processes.	4.1.1	S	X	X	X	X
Expand use of detailed business cases and project plans for better planning and decision-making.	4.1.3	S	X	X	X	X
Implement integrity strengthening initiatives including training, education and monitoring.	4.1.1	S	X	X	X	X
Establish business continuity for departments through documented processes and guide.	4.1.1	S	X		X	
Activate the Kalgoorlie Town Hall for Council and external meetings and visitors.	1.1.1	P	X			

Conduct of Local Government Elections.	4.1.1	P	X		X	
Coordinate induction program for Elected Members post-election.	4.1.1	P	X		X	
Develop environmental social governance (ESG) Framework and implement reporting mechanisms.	4.1.3	P	X			
Implement internal audit program.	4.1.1	P	X	X	X	X
Oversee Contract Management system and process audit.	4.1.1	P	X			
Oversee Local Law Review.	4.1.1	P	X	X		
Facilitate development of Leadership and Development Strategy and program.	4.1.1 4.3.1	P	X			
Implement project governance through the PULSE project module.	4.1.1	P	X			

PEOPLE AND CULTURE

ALIGNMENT OF CORE ACTIVITIES AGAINST STRATEGIC COMMUNITY PLAN

OBJECTIVE 4: Strong organisation empowered to lead

STRATEGY

4.2 Sustaining an engaged, skilled and values driven workforce.

CORE USUAL SERVICES

- Coordinate City's recruitment activities.
- Industrial Relations including maintaining City's industrial agreement and relationships with unions.
- Employee Relations.
- Oversight of employee benefits and wellness initiatives.
- Advice and guidance on range of workplace health and safety related matters including risk management
- Injury Management.
- Facilitation or delivery of range of training opportunities

4 YEAR PLAN FOR SERVICES AND ACTIVITIES						
SERVICES AND ACTIVITIES	ALIGNMENT TO SCP FOCUS AREA	SERVICE OR PROJECT	25/26	26/27	27/28	28/29
Develop and embed Recruitment and Onboarding guideline.	4.2.1	S	X		X	
Implement Workplace Health and Safety action plan.	4.2.2	S	X		X	
Develop and implement Workforce Plan.	4.2.1	P	X	X	X	X
Develop and implement Attraction and Retention Strategy.	4.2.1	P	X		X	
Renegotiate the City's Enterprise Agreement.	4.2.1	P	X			X

Develop and implement Cultural Action Plan.	4.2.2	P	X	X	X	X
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FINANCE

ALIGNMENT OF CORE ACTIVITIES AGAINST STRATEGIC COMMUNITY PLAN

OBJECTIVE 2: Vibrant local economy and businesses

STRATEGY

2.2 Integrated planning for current and future business needs.

OBJECTIVE 4: Strong organisation empowered to lead

STRATEGY

4.1 Ensuring well informed, strategic and sustainable decision making.

CORE USUAL SERVICES

- Budget.
- Long-term financial plan.
- Budget variation analysis.
- Book keeping.
- Financial reporting.
- Tax compliance.
- Cashflow management.
- Auditing and internal review.
- Debt management.
- Procurement and tender management.
- Accounting compliance.
- Rates and other income collections.
- Payroll.
- Delivery of internal training and education program for finance requirements.

4 YEAR PLAN FOR SERVICES AND ACTIVITIES						
SERVICES AND ACTIVITIES	ALIGNMENT TO SCP FOCUS AREA	SERVICE OR PROJECT	25/26	26/27	27/28	28/29
Update the City's Purchasing Policy.	2.2.1	S	X		X	
Maintain and embed Long Term Financial Plan and related internal planning activities.	4.1.1	S	X	X	X	X
Develop Annual Budget using accurate forecasting and reasonable	4.1.1	S	X	X	X	X

assessment of capacity for project and service delivery.						
Engage with local businesses to improve procurement experience and increase the City's local spend.	2.2.1	P	X	X	X	X
Plann for and implement new enterprise resource planning (ERP) system.	2.2.1	P	X	X	X	X

ADVOCACY AND STRATEGY

ALIGNMENT OF CORE ACTIVITIES AGAINST STRATEGIC COMMUNITY PLAN

OBJECTIVE 1: Community connected by people, place and purpose

STRATEGIES

- 1.1 Providing opportunities for people and families to belong, contribute, connect and stay.
- 1.2 Enhance community inclusion, safety and well-being.
- 1.3 Advocate for community needs and priorities.

OBJECTIVE 2: Vibrant local economy and businesses

STRATEGIES

- 2.1 Lead and enable opportunities for businesses to thrive.
- 2.2 Integrated planning for current and future business needs.
- 2.3 Position the City for future economic diversification and growth.

OBJECTIVE 4: Strong organisation empowered to lead

STRATEGIES

- 4.3 Streamlined systems that enable efficient and effective delivery.
- 4.4 Strengthen our influence and advocacy capability.

CORE USUAL SERVICES

- Grant and business case development to support the City's application for external funding opportunities.
- Strategic correspondence.
- Advocacy documentation and related support materials.
- Strategic and policy advice.
- Brokerage of funding including Community-led Support Fund and Alcohol and Other Drug Treatment Services Fund.
- Programs and services to support local investors, small businesses and entrepreneurs.
- Initiatives to attract, facilitate and support local investment.
- Development of policies, strategies and masterplans that guide business development, land use and long-term growth opportunities.
- Deliver services to support workforce attraction and retention in Kalgoorlie-Boulder, including DAMA program.
- CBD revitalisation initiatives.
- Relationship management with external stakeholders.

4 YEAR PLAN FOR SERVICES AND PROJECTS						
SERVICES AND ACTIVITIES	ALIGNMENT TO SCP FOCUS AREA	SERVICE OR PROJECT	25/26	26/27	27/28	28/29
Advocate at State government level for	1.2.1	S	X	X	X	X

increased police presence.						
Formalisation of strategic partnerships with Aboriginal Community Controlled Organisations to help guide service delivery models in Kalgoorlie-Boulder.	1.2.1	S	X	X	X	X
Participate in the regional Liquor Accord and lead advocacy for consistent, place-based alcohol harm minimisation measures.	1.2.1 1.3.2	S	X	X	X	X
Administer and advocate for local decision making and the extension of the Department of Social Services Local Services Plan - Community-led Support Fund beyond 30 June 2026.	1.2.3 4.4.1	S	X			
Administer and advocate for local decision making and the extension of the Department of Health and Aged Care's Alcohol and Other Drug Treatment Services brokerage fund beyond 30 June 2027.	1.2.3 4.4.1	S	X	X	X	
Advocate for formal recognition of local governments as lead agencies in homelessness and community safety service coordination.	4.4.2	S	X	X	X	X
Drive national advocacy and cross-jurisdictional data sharing to support	4.4.2	S	X	X	X	X

better service design and funding decisions.						
Work with State and Federal governments to support the delivery of election commitment projects.	4.4.1	S	X	X		
Continue to collaborate with airline providers to expand services.	2.3.2	S	X			
In alignment with the City's Advocacy Framework and Regional Partnership for Economic and Social Transformation, advocate to State and Federal governments for the benefit of the city.	4.4.2	S	X	X	X	X
Through the Australian Mining Cities Alliance continue to advocate for priority initiatives.	2.3.1	S	X	X	X	X
Collaborate 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.	4.4.2	S				
Support local businesses with up-to-date information about programs, grants and incentives available	2.2.1	S	X	X	X	X
Deliver DAMA support to local businesses.	2.3.1		X			
Investigate and promote opportunities	2.3.3	S	X	X	X	X

for national or multi-national companies to establish in Kalgoorlie-Boulder.						
Investigate options and develop a Future Fund model for seeking corporate investment for community benefit.	4.4.1	S	X	X	X	X
Through the CBD Activation Working Group develop and implement a Master Plan for Kalgoorlie-Boulder.	2.1.1	S	X	X	X	X
Collaborate and partner with Goldfields and other local governments on collective social and economic opportunities.	4.4.1	P	X	X	X	X
Lead the development of an Economic Development Strategy including expansion and diversification of industries beyond mining and support for local small business.	2.2.2	P	X			
Identify and progress redevelopment options for 101 Brookman Street, including potential third-party investment or a City-led development.	2.1.1	P	X			

MARKETING AND COMMUNICATIONS

ALIGNMENT OF CORE ACTIVITIES AGAINST STRATEGIC COMMUNITY PLAN

OBJECTIVE 1: Community connected by people, place and purpose

STRATEGY

1.2 Advocate for community needs and priorities.

OBJECTIVE 2: Vibrant local economy and businesses

STRATEGY

2.3 Position the City for future economic diversification and growth.

OBJECTIVE 4: Strong organisation empowered to lead

STRATEGIES

4.1 Ensuring well informed, strategic and sustainable decision making.

4.3 Streamlined systems that enable efficient and effective delivery.

USUAL CORE SERVICES

- Internal and external communication.
- Marketing of city services, events and initiatives.
- Online and digital platform development, support and enhancement.
- Content creation and graphic design.
- Photography and videography.
- Website enhancements.
- Community engagement/consultation activities.
- Project updates.
- Promotional items.
- Advice on public relations contentious issues.
- Media liaison and media releases.
- Preparation of presentations and speeches for Executive Leadership Team members or Elected Members.
- Advertising.
- Public notices.

4 YEAR PLAN FOR SERVICES AND PROJECTS						
SERVICES AND ACTIVITIES	ALIGNMENT TO SCP FOCUS AREA	SERVICE OR PROJECT	25/26	26/27	27/28	28/29
Implement communication strategies to inform community of decisions, events, activities and	4.4.3	S	X	X	X	X

projects including crisis communications.						
Establish community alerts for items such as latest news, roads, employment and public notices.	4.1.2	S	X	X	X	X
Through the City Activation Working Group develop marketing campaigns to highlight activation initiatives and program outcomes.	2.3.1	P	X	X	X	X
Market Kalgoorlie-Boulder as a place to visit.	2.3.1	P	X	X	X	X
Develop and implement Communication and Engagement Strategy stakeholders.	4.1.2	P	X	X	X	X
Develop and implement strategy to inform and educate community on local government functions, activities and opportunities for community members.	4.4.3	P	X	X	X	X
Enhance the use of digital communication channels.	4.4.3	P	X	X	X	X

DEPOT OPERATIONS

ALIGNMENT OF CORE ACTIVITIES AGAINST STRATEGIC COMMUNITY PLAN

OBJECTIVE 3: Robust built environment and sustainable natural environment

STRATEGIES

- 3.1 Provide spaces for community connection and recreation.
- 3.2 Develop and maintain infrastructure that supports community living and business viability.
- 3.3 Care for built and natural environment.
- 3.4 Manage and minimise the City's environmental footprint.

OBJECTIVE 4: Strong organisation empowered to lead

STRATEGY

- 4.3 Streamlined systems that enable efficient and effective delivery

CORE USUAL SERVICES

- Maintenance of public spaces including streetscapes, parks and gardens.
- Street cleanliness and beautification.
- Civil roadworks.
- Turf management for recreational facilities.
- Golf Course greenkeeping.
- Building and property maintenance services for City owned buildings and facilities.
- Local signage.
- Fleet management including servicing and repairs of light vehicles, plant and equipment.
- City-wide emergency management response.

4 YEAR PLAN FOR SERVICES AND ACTIVITIES						
SERVICES AND ACTIVITIES	ALIGNMENT TO SCP FOCUS AREA	SERVICE OR PROJECT	25/26	26/27	27/28	28/29
Deliver annual tree planting program.	3.3.1	S	X	X	X	X
Take prompt action in relation to notifications received through Snap Send Solve app.	3.2.4	S	X	X	X	X
Upgrade Karlkurla land utilisation and future maintenance.	3.3.3	S	X			

Investigate options to expand and improve existing outdoor parks and spaces and create new outdoor parks and spaces.	3.1.2 3.3.2	P	X	X	X	X
Upgrade the City's Irrigation Control Systems.	3.4.1	P		X	X	
Utilise collaborative water initiatives including increasing pump capacity and provision of evaporation control.	3.4.1	P		X	X	X
Deliver roads, footpaths and kerbing program.	3.2.1	P	X	X	X	X
Upgrade and redesign of City Works Depot.	3.2.4	P		X		
Upgrade of the City's significant heritage buildings.	3.2.4	P		X	X	X
Install new irrigation mainline to golf course and upgrade to irrigation system.	3.4.1	P		X	X	
Deliver City sign replacement project.	4.3.3	P	X			

ASSET MANAGEMENT

ALIGNMENT OF CORE ACTIVITIES AGAINST STRATEGIC COMMUNITY PLAN

OBJECTIVE 3: Robust built environment and sustainable natural environment

STRATEGY

3.2 Develop and maintain infrastructure that supports community living and business viability.

OBJECTIVE 4: Strong organisation empowered to lead

STRATEGY

4.3 Streamlined systems that enable efficient and effective delivery.

CORE USUAL SERVICES

- Development of detailed register of all assets including roads, buildings, parks, public facilities.
- Management of internal Asset Management Steering Committee.
- Oversight of policies and strategies to support management of City assets including roads, footpaths and other infrastructure, buildings and facilities.
- Undertake assessment of condition of City owned assets including routine inspections to assess condition and performance.
- Prioritisation of maintenance, renewal and replacement program for City owned assets
- Oversee the lifecycle of assets from acquisition and operation to maintenance, renewal, and disposal.
- Track and manage data to identify performance trends and opportunities.

4 YEAR PLAN FOR SERVICES AND ACTIVITIES						
SERVICES AND ACTIVITIES	ALIGNMENT TO SCP FOCUS AREA	SERVICE OR PROJECT	25/26	26/27	27/28	28/29
Undertake road condition assessment and works prioritisation.	3.2.1	S	X	X	X	X
Undertake footpath condition assessment and works prioritisation.	3.2.1	S	X	X	X	X
Undertake facilities and heritage building assessment and works prioritisation.	3.2.4	S	X	X	X	X
Undertake condition assessment and	3.2.4	S	X	X	X	X

works prioritisation for Oasis.						
Undertake condition assessment and works prioritisation for Golf Course.	3.2.4	S	X	X	X	X
Undertake condition assessment and works prioritisation for Open Spaces.	3.2.4	S	X	X	X	X
Undertake condition assessment and works prioritisation for Airport.	3.2.4	S	X	X	X	X
Undertake condition assessment and works prioritisation for Waste Water Treatment Plant	3.2.4	S		X		X
Update Asset Management Strategy	4.3.1	P	X			X
Update Asset Management Improvement Plan	4.3.1	P	X	X	X	X
Develop and implement an Asset Management Plan for all City owned heritage and other buildings and infrastructure.	3.2.4	P	X	X	X	X
Develop and implement Playground Maintenance and Renewal program.	3.2.3	P	X	X	X	X
Implement Asset Management software system.	4.3.1	P	X	X		
Develop and implement an Asset	3.2.3	P		X	X	X

Management Plan for Oasis						
Develop and implement an Asset Management Plan for Golf Course	3.2.3	P		X	X	X

ENGINEERING

ALIGNMENT OF CORE ACTIVITIES AGAINST STRATEGIC COMMUNITY PLAN

OBJECTIVE 3: Robust built environment and sustainable natural environment

STRATEGIES

3.2 Develop and maintain infrastructure that supports community living and business viability.

3.4 Manage and minimise the City's environmental footprint.

OBJECTIVE 4: Strong organisation empowered to lead

STRATEGY

4.1 Ensuring well informed, strategic and sustainable decision making.

USUAL CORE SERVICES

- Preparation of design documentation for civil infrastructure projects including roads, drains and footpaths.
- Project planning and scoping including site investigations, feasibility assessments and scoping of project.
- Technical support and advice on engineering and design solutions to internal stakeholders including planning and development team.
- Provide input on development applications, structure plans, subdivision proposals, and grant funding submissions and applications.
- Project management support to assist in managing pre-construction phases such as service relocations, geotechnical investigations, and surveys.
- Coordination of contractors and consultants to support efficient project delivery.
- External stakeholder engagement.
- Develop, maintain, and ensure compliance with the City's technical standards and design templates.

4 YEAR PLAN FOR SERVICES AND ACTIVITIES						
SERVICES AND ACTIVITIES	ALIGNMENT TO SCP FOCUS AREA	SERVICE OR PROJECT	25/26	26/27	27/28	28/29
Deliver annual Footpath Maintenance and Renewal Program with prioritisation of safe, shaded pedestrian routes in high traffic areas.	3.2.1	S	X	X	X	X
Develop and communicate a clear	4.1.2	S	X	X	X	X

capital works program for road upgrades.						
Deliver annual Urban and Rural Roads Maintenance and Renewal Programs.	3.2.1	S	X	X	X	X
Deliver annual Line Marking Renewal Program (including disability bay requirements).	3.2.1	S	X	X	X	X
Deliver installation of fast charge electric vehicle (EV) stations throughout the City.	3.4.2	S	X			
Develop and implement strategy to improve community communication and engagement in relation to infrastructure projects such as road and footpath works.	4.1.2	S	X	X	X	X
Identify and upgrade problem drainage areas and increase stormwater harvesting capability.	3.4.1	P	X			

PROJECT MANAGEMENT

ALIGNMENT OF CORE ACTIVITIES AGAINST STRATEGIC COMMUNITY PLAN

OBJECTIVE 1: Community connected by people, place and purpose

STRATEGY

1.1 Providing opportunities for people and families to belong, contribute, connect and stay.

OBJECTIVE 2: Vibrant local economy and businesses

STRATEGY

2.1 Lead and enable opportunities for businesses to thrive.

OBJECTIVE 3: Robust built environment and sustainable natural environment

STRATEGIES

2.3 Provide spaces for community connection and recreation.

2.4 Develop and maintain infrastructure that supports community living and business viability.

OBJECTIVE 4: Strong organisation empowered to lead

STRATEGY

4.2 Sustaining an engaged, skilled and values driven workforce

CORE USUAL SERVICES

- Project planning and scoping including site investigations, feasibility assessments, and scoping for upcoming capital works.
- Prepare accurate cost estimations for the City's budget obligations.
- Coordinate the overall operational management of all major projects for the City of Kalgoorlie-Boulder, to ensure successful, timely and cost-efficient completion.
- Coordinate with contractors and consultants to support efficient project delivery.
- External stakeholder engagement.
- Assist in preparing technical input for grant submissions and funding applications.
- Ensure alignment of designs with funding criteria and reporting requirements.

4 YEAR PLAN FOR SERVICES AND ACTIVITIES						
SERVICES AND ACTIVITIES	ALIGNMENT TO SCP FOCUS AREA	SERVICE OR PROJECT	25/26	26/27	27/28	28/29
Create opportunities for Indigenous public art installations during City community projects and developments.	1.1.3	S	X	X	X	X
Deliver upgrades to administration building to improve	4.3.1	S	X			

staff working environment, experience and productivity.						
Develop and implement plan to upgrade public amenities including toilet blocks.	3.1.1	P	X			
Construct and deliver multi-use Community Pavilion.	2.1.2	P	X			
Deliver Kingsbury Park and Youth Precinct project.	1.1.4	P	X			
Deliver sports precinct lighting upgrades.	1.1.4	P	X			
Deliver Endowment Block shopfront refurbishment project.	2.1.2	P	X			
Construct Waterbank project stage 1 to increase dam storage capacity a. Design Construction	3.2.2	P	X	X		
Deliver Golf Course Dam construction and expansion.	3.2.2	P	X	X		
Oversee construction of upgraded sewer network for future residential and commercial developments.	3.2.2	P	X			
Deliver Oasis outdoor pool a. Design b. Construction	3.1.2	P	X	X	X	

Deliver Lionel and Burt street Round-About.	3.2.1	P	X			
Deliver Black Spot funded Roundabout at Wilson / McDonald street.	3.2.1	P	X			
Deliver Oasis air-conditioning upgrade.	3.2.2	P	X			
Deliver Oasis change room facility upgrade.	3.2.2	P		X		

WATER, WASTE AND SUSTAINABILITY

ALIGNMENT OF CORE ACTIVITIES AGAINST STRATEGIC COMMUNITY PLAN

OBJECTIVE 3: Robust built environment and sustainable natural environment

STRATEGIES

3.2 Develop and maintain infrastructure that supports community living and business viability.

3.4 Manage and minimise the City's environmental footprint.

OBJECTIVE 4: Strong organisation empowered to lead

STRATEGY

4.1 Ensuring well informed, strategic and sustainable decision making.

CORE USUAL SERVICES

- Operate and maintain sewer systems to transport wastewater safely to treatment facilities.
- Management of Wastewater Treatment facility to process wastewater for recycled water use.
- Addressing and mitigating issues such as sewer overflows or blockages to prevent public health risks.
- Collaborating with planning team in relation to sewerage infrastructure requirements for developments.
- Educating the community about water conservation, proper waste disposal and environmental sustainability initiatives.
- Compliance with state government regulatory requirements.
- Oversight of contractors.
- Oversight of contractors who collect household waste.
- Oversight of Kalgoorlie-Boulder tip facility.
- Implementing and promoting initiatives to divert waste from landfill.

4 YEAR PLAN FOR SERVICES AND ACTIVITIES						
SERVICES AND ACTIVITIES	ALIGNMENT TO SCP FOCUS AREA	SERVICE OR PROJECT	25/26	26/27	27/28	28/29
Educate community on environmentally sustainable choices including waste workshops and bin tagging schemes.	3.4.3	S	X			

Demonstrate community leadership by driving projects with aim of achieving a 4-6 star energy efficiency.	4.1.3	S	X			
Upgrade Wastewater Treatment Plant (WWTP) process (either the IDEA plant or lagoon system upgrade) a. Planning and design b. Procurement c. Construction commences d. Construction	3.4.1	P	X X X	X		
Wastewater Treatment Plant (WWTP) electrical renewal (planning, procurement, construction).	3.2.4	P	X			
Wastewater Treatment Plant (WWTP) fencing renewal (planning, procurement, construction).	3.2.4	P	X			
Wastewater Treatment Plant (WWTP) internal road renewal (planning, procurement, construction).	3.2.4	P	X			
Wastewater Treatment Plant (WWTP) admin building upgrade (planning, procurement, construction).	3.2.4	P				X
Sewer Network Improvements/ renewal a. Network pipe and access chambers works	3.2.4	P	X	X	X	X

(renewal/replacement)						
b. Network analysis			X		X	
c. Planning and design			X		X	
d. Tender and procurement				X		X
e. Construction						
Sewer reticulation trunk main capacity increases	3.2.4	P				
a. Construction of remainder of the Gatacre 375mm upgrade			X			
b. Network analysis					X	
c. Planning and design					X	
d. Tender and Procurement					X	
e. Construction						X
Sewer Pumpstation mechanical renewal (procurement and construction).	3.2.4	P	X			
Sewer Pumpstation electrical renewal (procurement, construction)	3.2.4	P		X		
Water Bank Project	3.4.1	P				
a. Planning and design			X	X	X	X
b. Tender preparation			X	X	X	X
c. Procurement			X	X	X	X
d. Construction				X	X	X
Recycled Water Pipeline And Pump Station Renewal (planning, procurement and construction)	3.2.4	P	X	X	X	X

Recycled Water Pump Station Filter and Disinfection Renewal (design, procurement, construction)	3.4.1	P		X		
Recycled Water Pump Station Electrical Switchboard Renewals (design, procurement, construction)	3.2.4	P	X		X	
Recycled water dam desludging (planning, procurement, construction)	3.2.4	P			X	X
Recycled water storage fencing (planning, procurement, construction)	3.2.4	P		X	X	X
Recycled water storage CCTV and security (planning, procurement, construction)	4.3.1	P		X	X	X
Yarri Rd landfill – Dome structure to replace workshop (planning, procurement, construction)	3.2.4	P		X		
Yarri Rd landfill – Fence renewal	3.2.4	P		X		
Yarri Rd landfill – Internal Roads renewal	3.2.4	P		X		
Yarri Rd Transfer Station and Resource Recovery Facility a. Planning and design b. Tender and procurement c. Construction	3.2.4	P	X	X X	 X	
Yarri Rd landfill – Fire Services Infrastructure a. Planning and design	3.2.4	P	X			

b. Tender and procurement c. Construction			X	X		
Yarri Rd landfill – weighbridge office renewal (planning, procurement, construction)	3.2.4	P		X		
Yarri Rd landfill – weighbridge renewal (planning, procurement, construction)	3.2.4	P				X
Yarri Rd landfill – Waste Shredder (planning, procurement)	3.2.4	P				X
Yarri Rd landfill – Leachate management system	3.2.4	P				X
Sustainability – Streetlight renewal (planning, procurement, construction)	3.2.4	P	X			

FACILITIES

ALIGNMENT OF CORE ACTIVITIES AGAINST STRATEGIC COMMUNITY PLAN

OBJECTIVE 1: Community connected by people, place and purpose

STRATEGIES

- 1.1 Providing opportunities for people and families to belong, contribute, connect and stay.
- 1.2 Enhance community inclusion, safety and well-being.

OBJECTIVE 3: Robust built environment and sustainable natural environment

STRATEGY

- 3.2 Develop and maintain infrastructure that supports community living and business viability.

OBJECTIVE 4: STRONG ORGANISATION EMPOWERED TO LEAD

STRATEGY

- 4.3 Streamlined systems that enable efficient and effective delivery

USUAL CORE SERVICES

- Operation of Eastern Goldfields Community Centre including delivery of in-centre meals program and range of services and events for seniors' community.
- Operation of Goldfields Arts Centre for theatre and art performances and experiences and facility hire options.
- Operation of C.Y. O'Connor Men's Shed offering range of services and events for members aged 18+ years.
- Operation of Kalgoorlie Golf Course facilities including driving range and practice putting green, restaurant and bar, events and access to Golf Professionals, Pro Shop, club fitting and professional lessons.
- Operation of Boulder Town Hall and Goldfields War Museum for tourism and education.
- Conservation activities in respect of artifacts, stories, and historical sites.
- Operation of library facilities and resources and associated programs for variety of community groups including babies and toddler, youth, adults and seniors.
- Operation of Goldfields Oasis Recreation Centre which provides aquatic facilities, swim school, health and fitness programs, facilities and services, sports and recreation facilities, community programs and events, room hire for wellness providers and venue and facility hire.

4 YEAR PLAN FOR SERVICES AND ACTIVITIES						
SERVICES AND ACTIVITIES	ALIGNMENT TO SCP FOCUS AREA	SERVICE OR PROJECT	25/26	26/27	27/28	28/29
Investigate gaps in recreational activities available in Kalgoorlie-Boulder and opportunities to	1.1.4	S	X	X	X	X

deliver or facilitate delivery of new or expanded activities for families, children, teens and community members.						
Expand facilities' memberships and community services and programs.	1.1.1	S	X	X	X	X
Deliver program of community activities to celebrate the past, present and future of the library aligned with 50 year anniversary of William Grundt Memorial Library.	1.1.3	S	X			
Deliver program of activities and services that celebrate history and heritage, and connect community and visitors with the past, present and future of Kalgoorlie-Boulder.	1.1.3 4.4.3	S	X	X	X	X
Implement school holiday programs for youth.	1.1.1	S	X	X	X	X
Expand digital story telling platforms and engagement.	1.1.3	S	X	X	X	X
Review program and operational hours of library to identify opportunities to increase usage by study groups, adult education,	1.1.1	S	X	X	X	X

community workshops and night classes.						
Expand swimming class options.	1.2.1	S	X			
Develop and implement Recreation Plan with review of existing and future facilities.	1.1.4	P	X	X	X	X
Investigate and implement opportunities for improved offerings at the Kalgoorlie Golf Course including infrastructure and food and beverage services.	3.2.2	P	X	X	X	X
Develop and implement strategic plan for Goldfields Oasis infrastructure including delivery of outdoor pool.	3.2.2	P	X	X	X	X
Develop and implement strategic plan for Goldfields Arts Centre.	3.2.2	P	X	X	X	X
Develop and deliver annual Heritage Festival celebrating local culture and history.	1.1.3 2.2.3	P	X	X	X	X
Undertake Goatcher Curtain and Proscenium conservation.	3.2.4	P	X	X	X	X
Develop Boulder Precinct as Heritage Hub.	1.1.3	P	X	X	X	X
Commemorate WA's Bicentennial and	1.1.3	P			X	

position Kalgoorlie-Boulder as a key contributor to state-wide history celebrations.						
Develop C.Y. O'Connor Precinct as a community hub.	1.1.1	P		X	X	
Build outdoor exercise equipment space in O'Connor Precinct.	1.2.1	P		X		
Expand and activate sensory garden in O'Connor Precinct.	1.1.1	P		X	X	
Upgrade Oasis point of sale system.	4.3.3	P	X			
Develop and implement plan for maintenance and upgrade of Oasis equipment.	3.2.2	P	X	X	X	X

ICT

ALIGNMENT OF CORE ACTIVITIES AGAINST STRATEGIC COMMUNITY PLAN

OBJECTIVE 1: Community connected by people, place and purpose

STRATEGY

1.2 Enhance community inclusion, safety and well-being.

OBJECTIVE 4: Strong organisation empowered to lead

STRATEGIES

4.1 Ensuring well informed, strategic and sustainable decision making.

4.3 Streamlined systems that enable efficient and effective delivery

CORE USUAL SERVICES

- IT Helpdesk and user support.
- Network and infrastructure management.
- Cybersecurity and data protection.
- Backup and disaster recovery.
- IT asset and license management.
- Email and communication services.
- Data governance and compliance.
- Document and records management (archiving, digitisation, classification).
- Data security and access control (ensuring confidentiality, role-based access).
- Business intelligence and reporting (dashboards, analytics, data insights).
- Freedom of Information (FOI) coordination.
- Spatial data collection and management (mapping, geospatial analysis, field application and databases).
- GIS Application development and support.
- Location-based decision support.
- Remote sensing and aerial mapping.
- IT Project planning and execution.
- Physical Security System Implementation (CCTV).

4 YEAR PLAN FOR SERVICES AND ACTIVITIES						
SERVICES AND ACTIVITIES	ALIGNMENT TO SCP FOCUS AREA	SERVICE OR PROJECT	25/26	26/27	27/28	28/29
Ensure IT infrastructure is robust, scalable, and capable of supporting critical business operations.	4.3.1	S	X	X	X	X

Establish a comprehensive incident response plan to efficiently handle IT and cybersecurity and maintain business operations.	4.3.1	S	X			
Enhance recordkeeping compliance and governance, including improved digital record accessibility and efficiency.	4.1.1	S	X	X	X	X
Strengthen information security and privacy measures.	4.3.3	S	X	X	X	X
Expand and improve CCTV network.	1.2.1	P	X	X	X	X
Undertake Enterprise Resource Planning Review.	4.3.1	P	X	X		
Update spatial data mapping services for internal and external customers.	4.3.1	P	X	X		
Upgrade systems and equipment in alignment with Essential 8 Framework.	4.1.1	P	X	X		

AIRPORT

ALIGNMENT OF CORE ACTIVITIES AGAINST STRATEGIC COMMUNITY PLAN

OBJECTIVE 3: Robust built environment and sustainable natural environment

STRATEGY

3.2 Develop and maintain infrastructure that supports community living and business viability.

OBJECTIVE 4: Strong organisation empowered to lead

STRATEGY

4.1 Ensuring well informed, strategic and sustainable decision making

CORE USUAL SERVICES

- Oversight of passenger transit and travel experience through the Kalgoorlie-Boulder Airport.
- Management of security screening services contract.
- Liaison with key stakeholders including contractors, airlines and charter flights.
- Maintenance of aerodrome facility including terminal and airside.
- Oversee Airport plans, policies and inspections

4 YEAR PLAN FOR SERVICES AND ACTIVITIES						
SERVICES AND ACTIVITIES	ALIGNMENT TO SCP FOCUS AREA	SERVICE OR PROJECT	25/26	26/27	27/28	28/29
Investigate opportunities to increase revenue.	4.1.1	S	X	X	X	X
Commence review of the City's Airport compliance documentation.	4.1.1	S	X			
Deliver Airport Terminal upgrade project	3.2.2	P				
a. Concept and business case			X			
b. Design				X		
c. Construction					X	X
Deliver runway upgrade projects including drainage and asphalt works.	3.2.2	P	X	X		

Develop updated Long Term Airport Masterplan.	3.2.2	P			X	X
Replace ageing fencing infrastructure.	3.2.2	P	X	X		
Replace outdated security screening infrastructure.	3.2.2	P	X	X		

LEASING AND INSURANCE

ALIGNMENT OF CORE ACTIVITIES AGAINST STRATEGIC COMMUNITY PLAN

OBJECTIVE 2: Vibrant local economy and businesses

STRATEGY

2.1 Lead and enable opportunities for businesses to thrive.

OBJECTIVE 4: Strong organisation empowered to lead

STRATEGIES

4.1 Ensuring well informed, strategic and sustainable decision making.

4.2 Sustaining an engaged, skilled and values driven workforce.

4.3 Streamlined systems that enable efficient and effective delivery.

CORE USUAL SERVICES

- Management of city property leases including negotiating terms and ensuring tenant compliance.
- Management of insurance policies and handling claims.
- City Bookings including coordinating, managing, and supporting facility and parks bookings.

4 YEAR PLAN FOR SERVICES AND ACTIVITIES						
SERVICES AND ACTIVITIES	ALIGNMENT TO SCP FOCUS AREA	SERVICE OR PROJECT	25/26	26/27	27/28	28/29
Streamline process and requirements for entry into a lease of a City owned property.	4.3.2	S	X			
Develop strategy to utilise City owned property for business start-ups.	2.1.2	S	X	X		
Streamline, monitor and implement improvements to transitional housing arrangements.	4.2.2	S	X	X		
Monitor insurance market trends, recommend and implement policy changes to ensure	4.1.1	S	X	X	X	X

the City is adequately covered.						
Implement City-wide online booking system for all parks and facilities.	4.3.2	P	X			
Develop and implement Leasing Strategy.	2.1.2	P	X	X	X	X

COMMUNITY DEVELOPMENT

ALIGNMENT OF CORE ACTIVITIES AGAINST STRATEGIC COMMUNITY PLAN

OBJECTIVE 1: Community connected by people, place and purpose

STRATEGIES

1.1 Providing opportunities for people and families to belong, contribute, connect and stay.

1.2 Enhance community inclusion, safety and well-being.

OBJECTIVE 2: Vibrant local economy and businesses

STRATEGY

2.1 Lead and enable opportunities for businesses to thrive.

OBJECTIVE 4: Strong organisation empowered to lead

STRATEGY

4.3 Streamlined systems that enable efficient and effective delivery.

CORE USUAL SERVICES

- Delivery of community events.
- Implement RAP Innovate 1 and 2.
- Implement Access and Inclusion Plan.
- Initiatives for community development including programs, initiatives and events across focus areas (youth, wellbeing, club development and grants).
- Delivery of club capacity building programs to improve governance, sustainability and success of local community groups, sports clubs and associations.
- Delivery of initiatives aimed at improving mental health, safety and community connectedness.
- Delivery of community funding and support.
- Delivery of front line customer service to community, residents and ratepayers.

4 YEAR PLAN FOR SERVICES AND ACTIVITIES						
SERVICES AND ACTIVITIES	ALIGNMENT TO SCP FOCUS AREA	SERVICE OR PROJECT	25/26	26/27	27/28	28/29
Implement Event Strategy 2025 – 2027.	1.1.1	S	X	X	X	
Review and update Events Strategy to reflect community priorities.	1.1.1	S			X	X
Develop and deliver annual calendar of events including events identified to	1.1.1	S	X	X	X	X

celebrate diversity and multiculturalism and ensuring inclusive City-wide events.						
Identify opportunities to partner with or provide funding or other support to local community groups and not-for-profit organisations running community focused events and programs.	1.1.2	S	X	X	X	X
Develop and implement Youth Action Plan 2025-2028.	1.1.1	S	X	X	X	X
Increase the profile of young people, including Youth Council, within the community.	1.2.2	S	X	X	X	X
Develop and deliver Arts and Culture Plan.	1.1.1	S		X	X	X
Deliver regular, community focused youth events and activities such as Street Sports.	1.1.1	S	X	X	X	X
Work with Goldfields Youth Network to develop programs and services that respond to gaps in youth service delivery.	1.1.2	S	X	X	X	X
Coordinate Kalgoorlie-Boulder	2.2.3	S	X	X	X	X

Tourism Plan 2025 – 2030.						
Deliver improved customer experience initiatives for both current and future residents and stakeholders.	4.3.3	S	X	X	X	X
Develop and deliver First Nations Engagement Strategy.	1.2.2	S	X	X	X	X
Plan and develop RAP Stretch.	1.2.2	P				X
Investigate options for a youth drop-in centre or similar youth focused model as part of the ongoing Youth Precinct Activation Plan and in conjunction with the RAP Innovate.	1.2.1	P		X	X	X
Review Club Development Plan.	1.1.2	P	X	X		
Develop and implement next stage of Club Development Plan in conjunction with Recreation Plan.	1.1.2	P		X	X	X
Develop and implement Access and Inclusion Plan 2026-2029.	1.2.2	P		X	X	X
Support community groups with governance and membership development to enable long term sustainability.	1.1.2	P	X	X	X	X

PLANNING AND BUILDING

ALIGNMENT OF CORE ACTIVITIES AGAINST STRATEGIC COMMUNITY PLAN

OBJECTIVE 1: Community connected by people, place and purpose

STRATEGY

1.3 Enhance community inclusion, safety and well-being.

OBJECTIVE 2: Vibrant local economy and businesses

STRATEGY

2.2 Integrated planning for current and future business needs.

OBJECTIVE 3: Robust built environment and sustainable natural environment

STRATEGY

2.5 Manage and minimise the City's environmental footprint.

OBJECTIVE 4: Strong organisation empowered to lead

STRATEGY

4.3 Streamlined systems that enable efficient and effective delivery.

CORE USUAL SERVICES

- Development Assessment which includes the provision of information, assessment and decision making related to development applications, the local planning scheme and planning appeals.
- Strategic Planning Services including the development of local planning policies and structure plans for new development sites and redevelopments, and review of the Local Planning Strategy and Local Planning Scheme.
- Development audit and compliance.
- Pre-application advice services.
- Development and implementation of the Local Planning Scheme and relevant strategies (including community consultation, policy drafting and liaising with external stakeholders).
- Maintenance of records and undertaking searches to provide information relating to property specific development information.
- Maintenance of the City's Local Heritage Register.
- Ensure that all statutory obligations required are met in accordance with the National Construction Code, Building Act 2011, the Building Regulations, and relevant Australian Standards.
- Performing building inspections for compliance review.
- Perform swimming pool barrier inspections for compliance with the Building Code.
- Investigate and address matters pertaining to building compliance.
- Provide timely and accurate building advice to the City, developers, applicants, and the community.
- Undertake pool barrier inspections in accordance with the relevant legislation and enforce compliance as and when required.

4 YEAR PLAN FOR SERVICES AND ACTIVITIES						
SERVICES AND ACTIVITIES	ALIGNMENT TO SCP FOCUS AREA	SERVICE OR PROJECT	25/26	26/27	27/28	28/29
Inform and facilitate planning and building applications relating to social infrastructure.	2.2.1	S	X	X	X	X
Inform applicants about Crime Prevention Through Environmental Design (CPTED) principles.	1.2.1	S	X	X	X	X
Educate community members through development of pre-application process to assist project planning and development approval pathways, provision of information sheets, policies and heritage advice and guidance through required processes for development, planning and land use	4.1.2	S	X	X	X	X
Undertake City-led scheme amendments and facilitate private-led scheme amendments to ensure that the planning framework	2.2.1	S	X	X	X	X

responds to the economic needs of the City going forward.						
Ensure the strategic planning framework responds to future community needs.	2.2.1	S	X	X	X	X
Ensure that planning and building approval pathways support the delivery of essential City infrastructure into the future.	3.2.2	S	X	X	X	X
Enforce landscaping development requirements, encourage the use of endemic species to ensure future sustainable landscapes for the City and educate and facilitate the implementation of sustainable stormwater outcomes for all developments.	3.3.2	S	X	X	X	X
Progress the sale of strategic City-owned commercial landholdings, including Areas 1 and 2, to unlock private investment and economic activity.	2.3.3	S	X			
Develop and implement Crime Prevention Through Environmental Design (CPTED) guidelines.	1.2.1	P		X		

Work with State Government to increase the size of its townsite boundary to support best practice planning outcomes, and population/economic growth outcomes.	2.2.2	P			X	X
Review the lazy land program to facilitate the release of freehold lots to support diverse housing outcomes.	2.2.2	P		X	X	
Explore opportunities for diverse mixed-use development within Kalgoorlie and Boulder centres including upper floor living.	2.2.2	P	X	X		

HEALTH AND COMPLIANCE

ALIGNMENT OF CORE ACTIVITIES AGAINST STRATEGIC COMMUNITY PLAN

OBJECTIVE 1: Community connected through people, place and purpose

STRATEGIES

- 1.1 Providing opportunities for people and families to belong, contribute, connect and stay.
- 1.2 Enhance community inclusion, safety and well-being.

OBJECTIVE 2: VIBRANT LOCAL ECONOMY AND BUSINESS

STRATEGY

- 2.4 Position the City for future economic diversification and growth.

OBJECTIVE 4: Strong organisation empowered to lead

STRATEGIES

- 4.1 Ensuring well informed, strategic and sustainable decision making.
- 4.3 Streamlined system that enable efficient and effective delivery

CORE USUAL SERVICES

- Regular inspections of health registered premises such as food businesses, public buildings, aquatic facilities, lodging houses, caravan park and camping grounds and skin penetration.
- Registration of health premises according to applicable legislation.
- Monitoring of air, water, noise, housing conditions, hazards and mitigation of targeted nuisances.
- Targeted control measures to prevent disease outbreaks like food borne illnesses and vector borne diseases.
- Enforcement actions to ensure compliance with legislations.
- Respond to environmental disasters and risk assessment for recovery.
- Community programs to improve health, environment and living conditions.
- Approvals of venues for public gatherings, permits for traders.
- Assessing environmental and public health risks through systematic monitoring and sampling of water, food and soil.
- Health promotion, education and awareness of disease prevention and health hazards.
- Delivery of Public Health Plan.
- Aboriginal health and well-being projects.
- Health awareness programs like asbestos, food safety, no smoking campaigns.
- Administer the Local Emergency Management Committee and local emergency management activities

4 YEAR PLAN FOR SERVICES AND ACTIVITIES						
SERVICES AND ACTIVITIES	ALIGNMENT TO SCP FOCUS AREA	SERVICE OR PROJECT	25/26	26/27	27/28	28/29

Integrate Aboriginal cultural- led food and art activities or programs to strengthen cultural identity and connection in promote health and wellbeing.	1.1.3	S	X	X	X	X
Ensure ongoing delivery of a Public Health Plan in alignment with WA State Government regulatory requirements.	1.2.1	S	X	X	X	X
Build a strong sense of community health and well-being with public health statutory inspections and applications.	4.3.2	S	X	X	X	X
Work with internal and external stakeholders to deliver Aboriginal health and well-being outcomes in line with the Public Health Plan.	1.2.1	S	X	X	X	X
Work with internal and external stakeholders to promote health and well-being for vulnerable community members, in line with the Public Health Plan.	1.3.2	S	X	X	X	X
Review and implement Compliance Policy	4.1.1	S	X	X	X	X

and work towards whole of community compliance.						
Enhance food safety standards through a transparent star rating system to drive quality, consumer trust and innovation within local food and hospitality sector.	2.3.3	S	X	X	X	X
Develop and implement a simplified online application and assessment for temporary food businesses to improve approval turnaround times.	4.3.2	S	X	X	X	X
Provide effective regulatory response to public health risks and deliver innovative and accessible public health programs that promote health and well-being in the community.	4.3.3	S	X	X	X	X
Ensure ongoing delivery of a Local Emergency Management Plan in alignment with WA State Government regulatory requirements.	1.2.1	S	X	X	X	X
Review and consultation for new Public Health Plan.	1.2.1	P	X	X		

Review public health statutory process and investigating feasibility of electronic system.	4.3.2	P	X	X		
Implement electronic system for annual regulatory inspections.	4.3.2	P			X	X
Implement Food Business Awards to encourage a high standard in food safety.	2.3.3	P		X	X	X
Develop and implement a storm preparedness action plan in collaboration with the Local Emergency Management Committee to ensure the community is informed and ready to respond to severe weather incidents.	1.2.1	P		X	X	X
Deliver fire hazard education to promote awareness and safe practices in fire prevention and response.	1.2.1	P	X	X	X	X

COMMUNITY SAFETY

ALIGNMENT OF CORE ACTIVITIES AGAINST STRATEGIC COMMUNITY PLAN

OBJECTIVE 1: Community connected by people, place and purpose

STRATEGIES

- 1.1 Providing opportunities for people and families to belong, contribute, connect and stay.
- 1.2 Enhance community inclusion, safety and well-being.

OBJECTIVE 2: Vibrant local economy and businesses

STRATEGIES

- 1.2 Enhance community inclusion, safety and well-being.
- 2.1 Lead and enable opportunities for businesses to thrive.

OBJECTIVE 3: Robust built environment and sustainable natural environment

STRATEGY

- 2.6 Care for built and natural environment.

CORE USUAL SERVICES

- Safer streets patrols of central business districts and surrounds.
- Crime prevention and deterrence of anti-social behaviour.
- Response to illegal camping, abandoned vehicles, aggressive conduct.
- Local Law implementation and enforcement.
- Animal management including impoundment, pet registration, microchipping, rehoming and incident response.
- Community education.
- Collaboration with WA Police and local service agencies for collective and coordinated community safety initiatives.

4 YEAR PLAN FOR SERVICES AND ACTIVITIES						
SERVICES AND ACTIVITIES	ALIGNMENT TO SCP FOCUS AREA	SERVICE OR PROJECT	25/26	26/27	27/28	28/29
Implement Community Safety and Crime Prevention Plan.	1.2.1	S	X	X	X	X
Through the Summer Support Strategy partners, provide support to Aboriginal visitors to the community.	1.2.2	S	X	X	X	X

Facilitate strong relationships between police, rangers and safer street patrol through effective communication and information exchanges and provision of services in these units to support police functions.	1.2.1 4.1.2	S	X	X	X	X
Develop and implement community educational programs, open days, registration drives, and community engagement campaigns.	1.1.1 1.2.1 4.1.2	S	X	X	X	X
Develop and implement community educational programs and community engagement campaigns that promote home, business, and personal safety.	1.1.1 1.2.1 4.1.2	S	X	X	X	X
Develop and implement culturally inclusive messaging, to support the enforcement of animal and local laws.	1.2.2 4.1.2	S	X	X		
Develop and implement culturally	1.2.2 4.1.2	S		X	X	X

inclusive messaging, to support safe access to public areas for all demographics.						
Work with key internal and external stakeholders to assist with the referral or support of vulnerable persons to funded services (e.g. homelessness services, mental health crisis support).	1.2.1 4.1.2	S	X	X	X	X
Collate data gathered from patrols, community reports, and safety concerns to inform city decision-making, resource allocation, and service planning to address community safety priorities.	4.1.3	S	X	X	X	X
Combat littering and illegal dumping.	1.3.3 3.3.2	S	X	X	X	X
Expansion of Safer Streets services.	1.2.1	P	X	X		
Deliver Holiday Safety Register for the community.	1.3.1 1.3.2	P	X			
Acquire two additional CCTV trailers.	1.2.1	P	X	X		
Expansion of Feline enclosure at Animal Management Facility.	3.2.4 4.1.3	P		X	X	
Develop and implement Airport	1.3.3	P	X	X	X	X

Parking Enforcement Plan.						
Develop Ranger Trainee Program	1.2.1	P		X		

Council and Community performance oversight

The City continues to improve its governance standards and is committed to accountability, transparency and engagement with the community.

Community engagement and consultation

The City actively engages with the community through a variety of mechanisms and platforms. Community consultation is used to ascertain the needs and wishes of the community and other stakeholders as they relate to a certain project or development. The public may be consulted through surveys, workshops, community forums and other processes. The City's administration consults the community in this manner as directed by Council and collates information to report back to Council.

Corporate Performance Framework and reporting mechanisms

The City's Corporate Performance Framework sets out minimum reporting requirements and means of measuring performance to embed critical governance principles including transparency and accountability. This establishes a protocol for the Executive Leadership Team to drive high quality performance and enables management, Council and the public a higher level of oversight of the City's functions.

Year in Review and Annual Reports

The City's Year in Review Report and Annual Report showcase the City's highlights and achievements and delivery of operational and strategic objectives over the financial year. The Annual Report also provides a comprehensive audited financial report disclosing operating, fiscal activities and financial performance for the year.

Performance indicators

The Organisational Performance Indicators (OPIs) are designed to measure the City's performance in delivering the objectives and strategies outlined in the Strategic Community Plan. The OPIs focus on internal operations, service effectiveness, customer service and resource utilisation with the intent of ensuring the City is strategically aligned and operationally efficient, while delivering on community outcomes.

Appendix 1 outlines the City's OPIs which are aligned with each Strategic Community Plan Objective and Strategy, translating strategic goals into measurable organisational actions. These OPIs support strategic planning, budget alignment, service reviews, risk management, and continuous improvement efforts across all business units.

Planning and Reporting Framework

IPRF requirements

The Department of Local Government, Sport and Cultural Industries has developed an Integrated Planning and Reporting Framework which:

- Recognises that planning for a local government is holistic in nature and driven by the community;
- Builds organisational and resource capability to meet community needs;
- Optimises success by understanding the integration and interdependencies between the components; and
- Emphasises performance monitoring so that local governments can adapt and respond to changes in community needs and the business environment.

City of Kalgoorlie-Boulder integrated strategic planning framework



Strategic planning for the City and community

Annual Budget

At the beginning of each financial year, Council adopts a comprehensive annual budget outlining projected income and expenses for that financial year. The budget is a legal document that authorises City officers to spend funds in accordance with the allocation of operating expenditure and capital expenditure.

The annual budget is supported by an adopted rates determination for that financial year outlining the rating strategy, as well as an adopted Schedule of Fees and Charges setting out all fees and charges to be imposed across the organisation.

Informing Strategies

Long Term Financial Plan

The City's Long Term Financial Plan is a document which sets out its expected financial commitments and forecasts for a 10-year period. This is informed by the City's Community Strategic Plan and Corporate Business Plan and informs the annual budget that is adopted by Council.

Asset Management Framework

The City's Asset Management Framework is a continuous improvement process and will enhance the sustainable management of City assets by encouraging 'whole of life' and 'whole of organisation' approaches and the effective identification and management of risks associated with the use of assets. The intent of the framework is to establish a process of continuous improvement of long-term asset management, requiring City officers to understand and then meet the impacts of social, economic and environmental change in ways that ensure sustainable use of physical and financial resources.

Workforce Plan

The City's Workforce Plan is due for completion in 2025 and will support the City's delivery of the Strategic Community Plan and Corporate Business Plan by identifying workforce requirements and strategies for current and future operations over a four-year (or longer) period. This includes staff needs, performance indicators and management resources and consideration of current and future operating environments (both internal and external).

ICT Strategic Plan

Information is a strategic resource that underpins the City's key functions and decision-making processes. The way information is managed, including the technology used to support it, is therefore central to local government's business practices. The ICT Strategic Framework sets out the key components that need to be considered in managing the City's resources and is due for completion in 2025.

Additional Supporting Strategies and Plans

Risk Management Framework

The City's Risk Management Framework was established pursuant to the City's Risk Management Policy and incorporates all aspects of risk management including:

This Risk Management Framework sets out:

- Categories of risks applicable to the City, and relevant external and internal influences;
- Principles of risk management;
- Determination of the City's risk tolerance;
- Risk Assessment requirements including treatment development; and
- Risk Management expectations.

Local Planning Scheme 2

The Scheme is a legal document that regulates land use activities and development and was revised in 2023 with the following goals:

- to ensure that zoning provides the opportunity for a more diversified mix of housing types;
- increase the total area of industrial zoned land to support local business development;
- provide development incentives to encourage investment in the CBD and suburbs;
- introduce a mixed-use zone to allow for small business development within special residential areas and on rural lifestyle blocks; and
- establish policies that support the mining sector.

The Local Planning Scheme 2 consists of two documents being:

- Scheme text which contains specific requirements for development and land use; and
- Scheme maps that prescribes planning zones that direct the type of development that can occur within each zone, reserve areas to protect land and community land uses, and different residential and mixed-use zones to encourage a range of residential densities and areas for mixed use development.

Reconciliation Action Plan

The City's Reconciliation Action Plan (RAP) guides the way the City works with local Aboriginal and Torres Strait Islander people to achieve better outcomes. Development of the RAP occurred over two years and reflects considerable planning efforts with local stakeholders, Council members and various working groups. The RAP is championed by the City's Executive Leadership Team with support, guidance and direction from the City's internal Reconciliation Working Group comprised of staff, and the external Reconciliation Focus Group which is comprised of local stakeholders who work with staff to deliver outcomes.

Access and Inclusion Plan

The Access and Inclusion Plan was developed pursuant to the requirements of the *Western Australian Disability Services Act 1993* (amended 2004) and helps the City plan and ensure appropriate access and inclusion in our community. The City aims to provide public spaces that facilitate a diverse range of activities and strengthen social bonds within the community and deliver the community better connectivity with the rest of Australia and the world.

The plan supports people with disabilities as well as others in our community who experience access and inclusion barriers (such as the elderly, parents with prams, people from culturally and linguistically diverse backgrounds, people who identify as Aboriginal or Torres Strait Islander, and people who identify as part of the LGBTQIA+ community) and demonstrates the means by which the City will achieve its aims in relation to accessibility and inclusion of the community.

Age Friendly Strategy

The City's Age Friendly Strategy ensures that the City and senior service providers work together to create a city that is Age-Friendly for the benefit of all senior community members.

The strategy identifies community priorities, service development opportunities, and new initiatives that will enhance the health and well-being of older people living, working, and visiting the city. The strategy also includes an implementation plan over four years for achieving the priority outcomes. This plan will be reviewed and amended according to senior's feedback on an annual basis. By 2050, people over the age of 65 years old will make up more than 18.2% of Kalgoorlie-Boulder's population; planning for this population increase is required to ensure our city remains inclusive and accessible for this demographic of our population.

Community Safety and Crime Prevention Plan

The City's Community Safety and Crime Prevention Plan has been developed to support a coordinated, holistic response to address matters of community safety and is an instrument to guide partnerships, document method and encourage the delivery of community safety solutions.

The plan is a roadmap for informed decision making, effective partnerships, and evidence-based strategies and aligns the City's internal policies with community expectations so the City can make a positive difference to the things that have been identified as most important.

Public Health Plan

The City's development of the Public Health Plan aligns a number of actions with the City's strategic commitments to expand and diversify our economy, keep our community safe, connect our community and maintain a green and sustainable city. The City is working to create and improve the physical, social, natural, cultural and economic environments that promote community health and well-being. The plan sets the health priorities for residents and visitors, outlines strategies to prevent, promote or reduce public health issues, partners with local agencies, supports the community to achieve optimum health and well-being and demonstrates a commitment to continuing to ensure safe and secure public spaces as well as equal access to facilities such as parks, recreational areas, footpaths, and community centres.

Water Utility Services Plan

The Water Utility Services Plan is the guiding strategic document for Water Services. The plan outlines the strategic intent for the delivery of sewerage services, wastewater treatment and recycled water services in Kalgoorlie-Boulder, encompassing clearly defined objectives and key performance indicators.

Appendix 1: Organisational Performance Indicators

Objective 1: Communities connected through people, places, and opportunities

Strategy 1.1: Providing opportunities for people and families to belong, contribute, connect and stay		
KPI Name	How to Measure	Why It Matters / Use Case
1.1.1 Support community through the delivery and/or funding of programs and events		
Events Funded vs Delivered	Number of funded events compared to those executed	Assesses program delivery effectiveness
Cost per Event	Total event budget ÷ number of events	Measures cost-efficiency
Diversity of Program Types	Count of events by age group, culture, and theme	Ensures inclusive and balanced programming
1.1.2 Empower groups to deliver sustainable services and activities for community or sectors of the community		
Type of Support	Number of groups, % supported via funding, training, or resources	Evaluates the nature of assistance
Demographic Reach	Representation of groups by age, ethnicity, and need	Identifies gaps in support or inclusion
1.1.3 Share our rich and diverse history and stories		
Event popularity by theme	Number of attendees to different themed events	Assesses popularity and demand for different events (history, culture, storytelling, exhibition, performing arts).
1.1.4 Support diverse sporting, creative and recreational activities		
Demographic Participation	Breakdown of participants by age, gender, culture	Ensures equity and accessibility
Facility Usage Rate	Attendance and booking data compared to capacity	Informs resourcing and scheduling

Strategy 1.2: Enhance community inclusion, safety and well-being		
KPI Name	How to Measure	Why It Matters / Use Case

1.2.1 Lead structural changes and stakeholder collaboration to increase community safety

Safety Concern Reduction	Year-on-year decrease in community reports	Tracks real-world impact of safety programs
Project Completion Rate	% of safety projects completed (e.g., CCTV, lighting)	Measures operational delivery

1.2.2 Boost the inclusion and celebration of community diversity

RAP Progress Rate	% of actions completed vs total in Reconciliation Action Plan	Provides a structured accountability framework
Access and Inclusion Plan Progress Rate	% of actions completed vs total in Access and Inclusion Plan	Provides a structured accountability framework

1.2.3 Remain a conduit for Federal and State funding of community and social services

Funding Distribution	Allocation to local groups by type (aged, youth, sport, etc.)	Ensures fair and transparent funding
Services Enabled	No. of services/projects directly enabled by funding	Demonstrates tangible community benefits

Strategy 1.3: Advocate for community needs and priorities

KPI Name	How to Measure	Why It Matters / Use Case
1.3.1 Maintain and enhance channels for the community to share their needs and priorities		
Engagement Activity Count	No. of forums, surveys, events held for consultation	Reflects volume of opportunities for input
Demographic Engagement	Participation rates segmented by age, culture, location	Ensures representative community input
Channel Accessibility	% of materials available in multiple formats/languages	Tracks inclusivity and accessibility
1.3.2 Advocate for key community issues (housing, power, water affordability and quality, and range of health services and educational options)		
Advocacy Outputs	No. of submissions, meetings, campaigns on key issues	Tracks effort and scope of advocacy

Advocacy Outcomes	Tangible wins (funding, reform, service increases, policy changes)	Measures effectiveness of efforts
1.3.3 Educate and assist community to become their own advocates for change		
Workshop Delivery and Participation	No capacity building workshops held and attendance logs by session and demographics	Assesses reach and relevance; tracks delivery volume
Advocacy Confidence Rating	Pre/post workshop self-assessments	Measures empowerment and knowledge gain

Objective 2: Vibrant local economy and businesses

Strategy 2.1: Lead and enable opportunities for businesses to thrive		
KPI Name	How to Measure	Why It Matters / Use Case
2.1.1 Activate Central Business Districts and other economic and community hubs		
Commercial Vacancy Rate	% of vacant vs leased premises in target areas	Evaluates economic vibrancy
Business Turnover	Number of new businesses opened/closed in precinct	Indicates economic confidence and growth
2.1.2 Utilisation of City-owned buildings for economic development opportunities		
Assets Repurposed	No. of buildings activated for community/commercial use	Tracks use of under-utilised assets
Commercial Occupancy Rate	% of City-owned commercial spaces tenanted	Measures demand and viability
2.1.3 Support the development of a diverse tourist offering		
New Tourism Products Supported	Annual count of experiences launched or funded	Gauges sector development
Tourism Spend and Visitation	Visitor stats and local economic data	Measures impact of tourism strategy
Cross-Sector Collaboration	No. of joint initiatives across community, industry	Supports connected visitor experience

Strategy 2.2: Integrated planning for current and future business needs		
KPI Name	How to Measure	Why It Matters / Use Case
2.1.1 Integrated approach to social and economic development across the city		

Plan Alignment Index	Review % of plans with cross-references or shared objectives	Identifies strategic cohesion opportunities
2.2.2 Lead the development of a city-wide social and economic masterplan		
Masterplan Progress	Status of plan (Initiated → Draft → Endorsed)	Tracks delivery milestones
Milestone Completion Rate	% of milestones met against project timeline	Supports governance and accountability
2.2.3 Advocate for increased infrastructure for schools, health and childcare services		
Infrastructure Upgrade	Number of infrastructure or service enhancement projects delivered by State or Federal Government	Measures success of advocacy in relation to infrastructure development

Strategy 2.3: Business Development, Workforce and Innovation		
KPI Name	How to Measure	Why It Matters / Use Case
2.3.1 Encourage local business development and retention of a local workforce		
Business Retention Rate	% of businesses that remain active year-over-year	Indicates local economic stability
Local Employment Rate	ABS or regional data on workforce participation	Tracks workforce strength
Business Satisfaction	Business community survey feedback	Informs how well Council is meeting business needs
2.3.2 Identify mechanisms to attract FIFO workers to live locally		
FIFO Relocation Rate	% of FIFO workers transitioning to local residence	Evaluates impact of incentives (may require stakeholder information)
Employer Engagement	No. of mining/resource employers participating	Measures buy-in for transition support programs
3.3 Support innovation to diversify industries active within the City		
New Industry Development	No. of non-traditional sectors now present in local economy	Indicates economic diversification

Objective 3: Robust built environment and sustainable natural environment

Strategy 3.1: Provide spaces for community connection and recreation		
KPI Name	How to Measure	Why It Matters / Use Case
3.1.1 Provide and upgrade culturally appropriate facilities for young people, families, and seniors		
Facility Projects Completed	Number of upgrades or new facility projects completed annually	Tracks progress in enhancing community infrastructure
Facility Usage Rates	Monitoring attendance and usage statistics by demographic groups	Identifies engagement levels and areas needing improvement
3.1.2 Provide and upgrade indoor and outdoor spaces for sporting and casual recreation		
Recreational Spaces Delivered	Number of new or upgraded recreational spaces delivered per year	Enhances community well-being and active lifestyles
Utilisation Rates	Tracking usage statistics of indoor and outdoor sporting facilities	Assesses demand and informs resource allocation
Maintenance Timeliness	Percentage of maintenance or improvement works completed on time and within budget	Reflects efficiency and reliability in facility management

Strategy 3.2: Develop and maintain infrastructure that supports community living and business viability		
KPI Name	How to Measure	Why It Matters / Use Case
3.2.1 Maintain current road network and plan for future needs		
Road Condition Rating	Percentage of road network assessed as "fit for purpose" based on internal condition ratings	Maintains safety and quality standards
Repair Schedule Adherence	Number of road repairs or upgrades completed against schedule	Ensures timely maintenance and reduces disruptions

Capital Works Completion	Comparison of planned vs. completed road capital works annually	Monitors project delivery and budget adherence
3.2.2 Integrated planning for major infrastructure of the future		
Infrastructure Projects Pipeline	Number of integrated infrastructure projects in development	Indicates proactive planning and future readiness
Planning Framework Completion	Status of infrastructure planning frameworks or masterplans	Guides strategic development and investment
Planning Alignment	Level of alignment across infrastructure and land use planning documents	Promotes cohesive and efficient development strategies
3.2.3 Integrated planning for the maintenance of streetscapes, playgrounds, and city facilities		
Maintenance Plan Completion	Rate of scheduled maintenance plans completed	Ensures regular upkeep and prolongs asset life
Audit vs. Action Ratio	Number of facility or streetscape audits conducted versus upgrade/maintenance work undertaken	Identifies responsiveness to identified issues
3.2.4 Ongoing asset management and renewal		
Asset Condition Updates	Percentage of assets with up-to-date condition ratings	Facilitates informed decision-making for maintenance and renewal
Renewal Completion Rate	Proportion of asset renewals completed versus planned	Tracks progress and identifies delays in asset management
Maintenance Ratio	Ratio of reactive to planned maintenance activities	Aims to increase efficiency through proactive maintenance

Strategy 3.3: Care for built and natural environment

KPI Name	How to Measure	Why It Matters / Use Case
3.3.1 Invest in our natural environment to build a greener city		

Canopy Coverage Increase	Measurement of tree canopy coverage or urban green space expansion	Improves urban ecology and resident well-being
Green Projects Completed	Number of green space projects completed per year	Tracks environmental project delivery
3.3.2 Develop opportunities to enhance the natural environment		
Enhancement Projects Initiated	Number of environmental enhancement projects started	Indicates proactive environmental stewardship
Green Investment	Amount invested in tree planting, revegetation, and green infrastructure	Demonstrates commitment to environmental enhancement
3.3.3 Support the conservation and responsible use of the region's natural assets including the Great Western Woodlands		
Conservation Partnerships	Number of partnerships or projects linked to conservation efforts	Strengthens collaborative conservation initiatives
Community Participation	Levels of community awareness or participation in conservation programs	Encourages public engagement and education

Strategy 3.4: Manage and minimise the City's environmental footprint		
KPI Name	How to Measure	Why It Matters / Use Case
3.4.1 Sustainability of water supply and responsible use		
Water Usage Per Capita	Measurement of Council and community water usage per person	Monitors efficiency and identifies conservation opportunities
Water-Saving Initiatives	Number of water-saving initiatives implemented	Tracks proactive measures to reduce water consumption
Water-Wise Infrastructure	Percentage of City assets utilising water-efficient technologies	Demonstrates commitment to sustainable infrastructure
Potable Water Reduction	Reduction in potable water used in parks and open spaces	Reflects efforts to conserve high-quality water resources
3.4.2 Utilisation of renewable energy		

Renewable Energy Usage	Percentage of Council energy consumption from renewable sources	Indicates progress towards sustainable energy goals
Renewable Installations	Number of City facilities equipped with renewable energy systems	Enhances energy independence and reduces carbon footprint
Renewable Investment	Annual investment in renewable energy infrastructure	Demonstrates financial commitment to sustainability
3.4.3 Deliver community education on environmental sustainability		
Education Programs Delivered	Number of sustainability education programs conducted and participation rate	Promotes environmental awareness and knowledge
Communication Reach	Analysis of outreach through social media, workshops, and schools	Assesses the breadth of educational campaign dissemination

Objective 4: Strong organisation empowered to lead

Strategy 4.1: Ensuring well informed, strategic and sustainable decision-making		
KPI Name	How to Measure	Why It Matters / Use Case
4.1.1 Continuous improvement of governance and finance systems		
Audit Outcomes	Number of internal and external audits completed annually, with percentage of audits rated as satisfactory or above	Ensures financial integrity and identifies areas for improvement in governance practices
Budget Variance	Percentage difference between actual and planned budgets across departments	Monitors financial performance and aids in identifying discrepancies for corrective actions
Risk Maturity Level	Assessment score based on completion of risk reviews/actions and adherence to risk management frameworks	Evaluates the City's capability in identifying and managing risks effectively
4.1.2 Enhance community consultation, engagement, communication, and education		

Engagement Activities	Number of community engagement activities completed annually	Measures the City's efforts in involving the community in decision-making processes
Participation Rate	Percentage of community members participating in consultation processes	Assesses the reach and inclusivity of engagement initiatives
Digital Reach Metrics	Website and digital communications metrics such as reach, click-through, and engagement rates	Evaluates the effectiveness of online communication strategies
Voter turn-out	% voters compared to number of community members	Indicates community engagement in local government
4.1.3 Responsible environmental and social decision-making and operations		
Impact-Informed Decisions	Number of decisions incorporating environmental/social impact assessments	Ensures that the City's decisions consider broader environmental and social implications

Strategy 4.2: Sustaining an engaged, skilled and values driven workforce		
KPI Name	How to Measure	Why It Matters / Use Case
4.2.1 Workforce Attraction and Retention Initiatives to resource business units appropriately		
Time to Fill Roles	Average number of days taken to fill vacant positions	Measures recruitment efficiency and responsiveness
Staff Turnover Rate	Percentage of employees leaving the City annually	Assesses employee retention and organisational stability
4.2.2 Employee Engagement and Wellbeing		
Engagement Survey Score	Average score from annual staff satisfaction/engagement surveys	Provides insights into employee morale and organisational culture
Wellbeing Program Participation	Percentage of employees participating in wellbeing programs	Measures the reach and effectiveness of wellbeing initiatives
4.2.3 Values and Cultural Alignment		

Cultural Alignment Score	Results from cultural alignment or values-based assessment tools (e.g., surveys)	Assesses the alignment between employee values and organisational culture
Recognition Program Participation	Number of employees participating in internal recognition programs	Encourages positive behaviour and acknowledges employee contributions

Strategy 4.3: Streamlined systems that enable efficient and effective delivery

KPI Name	How to Measure	Why It Matters / Use Case
4.3.1 Fit-for-Purpose ICT, business, and operational systems		
System Downtime	Number of critical system outages or downtime incidents	Monitors system reliability and identifies areas for improvement
Business Improvement	Number of governance business improvement projects actioned.	Tracks progress of actions after ELT endorsement of recommendations, demonstrates continuous improvement culture.
4.3.2 Streamline City approval processes for community and business		
Process Digitisation	Number of approval processes streamlined or digitised	Tracks progress in modernising and improving accessibility of services
4.3.3 High-quality performance of core and customer services		
First Contact Resolution Rate	Percentage of customer issues resolved during the first contact	Indicates effectiveness of customer service interactions
Core Services Quality Excellence Rate	Percentage of core services delivered by the City that meet each Manager's quality expectations and customer satisfaction	To provide a clear, City-wide view of how well core services are performed at a high quality

Strategy 4.4: Strengthen our influence and advocacy

KPI Name	How to Measure	Why It Matters / Use Case
4.4.1 Maintain positive relationships with all levels of government, industries and peak bodies		

Number of meetings held with State and Federal Governments.	% of meetings/involvements resulting in a commitment to action or further engagement.	Tracks the success of advocacy efforts.
4.4.2 Represent the needs and roles of the community		
Total amount of grant funding achieved	Number of successful grant application/business case outcomes addressing priority community issues.	Tracks the success of advocacy efforts.
Total amount of non-financial support	The number of advocacy initiatives that resulted in policy shift or service delivery commitments.	Tracks the success of advocacy efforts.
4.4.3 Promote the City's role and outcomes of the City's achievements		
Number of media releases distributed	Number of media releases, social media posts, and digital communications issued per month	Demonstrates active promotion of City activities
Level of Engagement	Engagement across communications (social media likes, shares, comments, newsletter open rates).	Tracks community interest and engagement.



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